

FN2030 TOOLS

Developing a Future Neighbourhood 2030 Strategy:

A guide to developing an area-based strategy to cut carbon, improve air quality, improve the natural environment and increase resilience to the changing climate

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CONTENTS

An Introduction to the Future Neighbourhoods 2030 Programme	2
Future Neighbourhoods 2030	2
The Future Neighbourhood Vision	2
Preparatory Work	4
Identifying Partners and Developing the Partnership	4
Mapping Council Priorities and Previous Engagement Work	5
Co-designing the Strategy	9
The Process: Using the Double Diamond	10
Discover: Understanding the Problem	10
Define: Defining the Challenge	11
Develop: Co-Designing Solutions	12
Deliver: Testing and Implementing Solutions	13
Strategy Content	15
What does a FN2030 strategy look like?	15
Who should write and approve the FN2030 strategy?	15
How do you structure your FN2030 strategy?	15
Delivering the Strategy	17
Communicating the Strategy	19
Monitoring and Evaluating the Strategy	20
Further Information and Additional Resources	21
Acknowledgements	22
Appendix A: Somers Town FN2030 Working Together Principles	23
Appendix B: Somers Town FN2030 Working Together Agreement	25

An introduction to the Future Neighbourhoods 2030 programme

Future Neighbourhood Strategies to decarbonise neighbourhoods are developed in partnership with the communities that live and work there. This ensures that they address challenges and seize opportunities for the net zero transition that are important to the communities in the neighbourhoods, which fosters local engagement in and ownership of the plans.

Future Neighbourhoods 2030

The Future Neighbourhoods 2030 (FN2030) initiative is a transformative programme aimed at making London greener, healthier, and more resilient by 2030. Funded by the Mayor of London's Green New Deal Fund, it focuses on co-designed solutions in 12 neighbourhoods.

Of these projects, Somers Town in Camden and Notting Dale in Kensington and Chelsea have been selected as exemplar neighbourhoods, receiving funding to both develop strategies and to deliver a wide range of community-led, innovative and pioneering projects. This guide includes examples from these two exemplar neighbourhoods as well as the other ten neighbourhoods which received funding to support their strategy development. (Links to all the strategies can be found at the end of the document.)

Key to the success of FN2030 is its appreciation of the value a place-based approach to decarbonisation can have. Evidence from the programme so far shows that this place-specific approach has been highly cost-effective with wide societal and economic benefits.

By promoting community ownership and co-design, FN2030 not only stimulates behavioural change but also ensures that projects are deeply rooted in local needs and aspirations. This collaborative framework is designed to be replicable, offering a blueprint for other areas to follow in creating sustainable urban environments.

The Future Neighbourhood Vision

A Future Neighbourhood embraces a green recovery and commits to a decade of action to tackle the climate and ecological emergencies, whilst addressing London's health and social inequalities. A Future Neighbourhood identifies the impacts of environmental issues, such as poor air quality, lack of green space and biodiversity and vulnerability to climate change and empowers communities to invest in environmentally sustainable infrastructure, industries and technology that will help tackle them simultaneously. It champions local energy generation and ownership as well as affordable, safe, efficient housing for all. It drives the creation of rewarding, meaningful, diverse and secure work for Londoners and provides people with skills

and opportunities for work as well as lifelong learning. Active travel is the norm in a Future Neighbourhood, vehicles are zero emission, and public transport is accessible. A Future Neighbourhood has circular economy principles at its core, excellent air quality and thriving biodiversity. It has a network of green spaces and corridors connecting it to the wider area with communal spaces and facilities for culture, nature, recreation and social interaction. These spaces support climate adaptation, nature and the wellbeing of residents and users. Future neighbourhoods do not just innovate but develop approaches that are shared and can be replicated in other areas.

The FN vision is explained further in the [FN Prospectus](#).

A place-based approach

The FN2030 approach is 'place-based' because inclusive, community-led climate action can tackle multiple environmental challenges in innovative ways that respond to local concerns and generate co-benefits for local people. The size of a 'neighbourhood' may vary but will typically be around the scale of a Census 'Middle Layer Super Output Area' (MSOA), with a population of 8,000-9,000 people. The FN approach involves a close partnership between a local council and a specific neighbourhood community, with the council supporting and enabling the community's role in identifying concerns, setting priorities and developing local solutions to climate and ecological challenges. The benefits of an integrated approach to climate action, with an emphasis on co-benefits for the local community, are set out in the FN2030 additionality report. This document explains how to take a co-design approach to FN2030 strategy development, both in designing the strategy development process and in designing and implementing the strategy itself.

You need to be realistic about the timescales involved in co-designing a FN2030 strategy. It takes time to develop good partnerships and build a deep understanding of the local community and its needs and priorities. Typically, a FN2030 strategy will take at least 12 months to develop using a co-design approach (more details are in the 'co-design' section of this guide).

"The biggest comment that we got from the community is the time we allow for co-design and consultation and actually getting feedback from residents. So, for a new area-based approach and co-design, we would be more mindful in terms of allowing all the time, especially with creating the strategy." (FN2030 lead)

Why prepare a FN2030 strategy?

Waterloo and South Bank's FN2030 strategy identifies the purpose of preparing a FN2030 strategy

- To establish what environmental issues need to be tackled in Waterloo and South Bank
- To accelerate the status of Waterloo and South Bank as a net zero neighbourhood
- To co-create this strategy and action plan with local communities
- To create a costed action plan which can be used to bid for future funding

Preparatory work

Careful preparatory work is vital if you are to develop a far-reaching and well-supported FN2030 strategy. Important elements of this preparatory work are highlighted below: these should ideally be progressed in parallel rather than being seen as consecutive steps.

Identifying partners and developing the partnership

FN2030 strategies should be co-designed by community and local partners in partnership with the council. Early partner or stakeholder mapping (both within the local community and the council) is vital to see who needs to be involved and how. This should identify:

- Council stakeholders concerned with and engaged in the area (e.g. Community Engagement team, Regeneration team, Housing team, Equalities Team, Corporate Partnerships Team, as well as Climate Change Team or Sustainability Lead)
- Different sections of the local community and the organisations that represent or support them, taking Equality, Diversity and Inclusion (EDI) considerations into account
- Any pre-existing partnerships and/or initiatives emerging from earlier engagement processes, taking into account the capacity of different organisations and how they are perceived by different sections of the community
- The roles each potential partner could have within the partnership

Waterloo and South Bank's FN2030 strategy maps out stakeholders, their roles and key areas of influence/contribution to the strategy, including the role played by existing partnerships including South Bank and Waterloo Neighbours, South Bank and Waterloo Partnership and the local Climate Partnership Group (see p14/15).

When you're clear about the range of community and council stakeholders who should be involved, you should bring together an appropriate range of local and council partners into a community-led steering group. The membership of the steering group should be as representative of the local community as possible. You can use the partner/stakeholder mapping to identify, manage and mitigate any challenges and risks around developing the steering group.

"All the organisations are too small or too busy, do amazing work, but they didn't have that capacity and that's how it happened in the past and you end up working with these two [bigger organisations]" (FN2030 lead)

It may be helpful to think about the values and principles that should inform the workings of the steering group. While early FN2030 partnership working in **Somers Town** was highly constrained by FN2030 funding deadlines, the neighbourhood has

now developed a community-led approach which makes use of partnership agreements and 'ways of working' principles (see text box below). **Notting Dale** also made use of 'Memoranda of Understanding' between the council and partner organisations.

Councils need to recognise that a community-led steering group may need support and funding to fulfil its role. This might include training for individual members and/or help with meeting locations, meeting facilitation and/or note-taking, depending on the needs and capacity of local partner organisations. For example, the 'Community Review Panel' for the **Old Kent Road** area has been supported via Southwark Council. It's also worth ensuring that there's a budget line from the outset to support Equalities, Diversity and Inclusion work, as this will be needed to inform FN2030 engagement.

Learning on partnership from Somers Town

A Strategy Development Group was set up to lead the development of the Area-Based Strategy, drawing on the knowledge and experience of local residents, community groups and partners. However, not all sections of the community felt represented in this Strategy Development Group. One lesson emerging from the FN2030 is that these issues might have been avoided or tackled earlier if the Climate Change team within Camden Council had liaised more closely in the early stages with their own Community Engagement team, who had a broad understanding of the local community.

The 'principles, context, development' document prepared by Somers Town, accompanying the FN2030 strategy, identifies challenges to engaging the community, including language, messaging, knowledge, awareness, lack of access to technology and (conversely) information overload. The document sets out ways to mitigate the risks involved in engagement (p8-10). Somers Town Future Neighbourhoods 2030 also developed 'Our Working Together Principles' and a 'Working Together Agreement' to guide steering group meetings, as shown in Appendix 1. Other FN areas are encouraged to use or adapt these.

Mapping council priorities and previous engagement work

To develop an area-based approach to environmental intervention, it's crucial to have a good understanding of the local area, the local and wider policy context and what is already happening there.

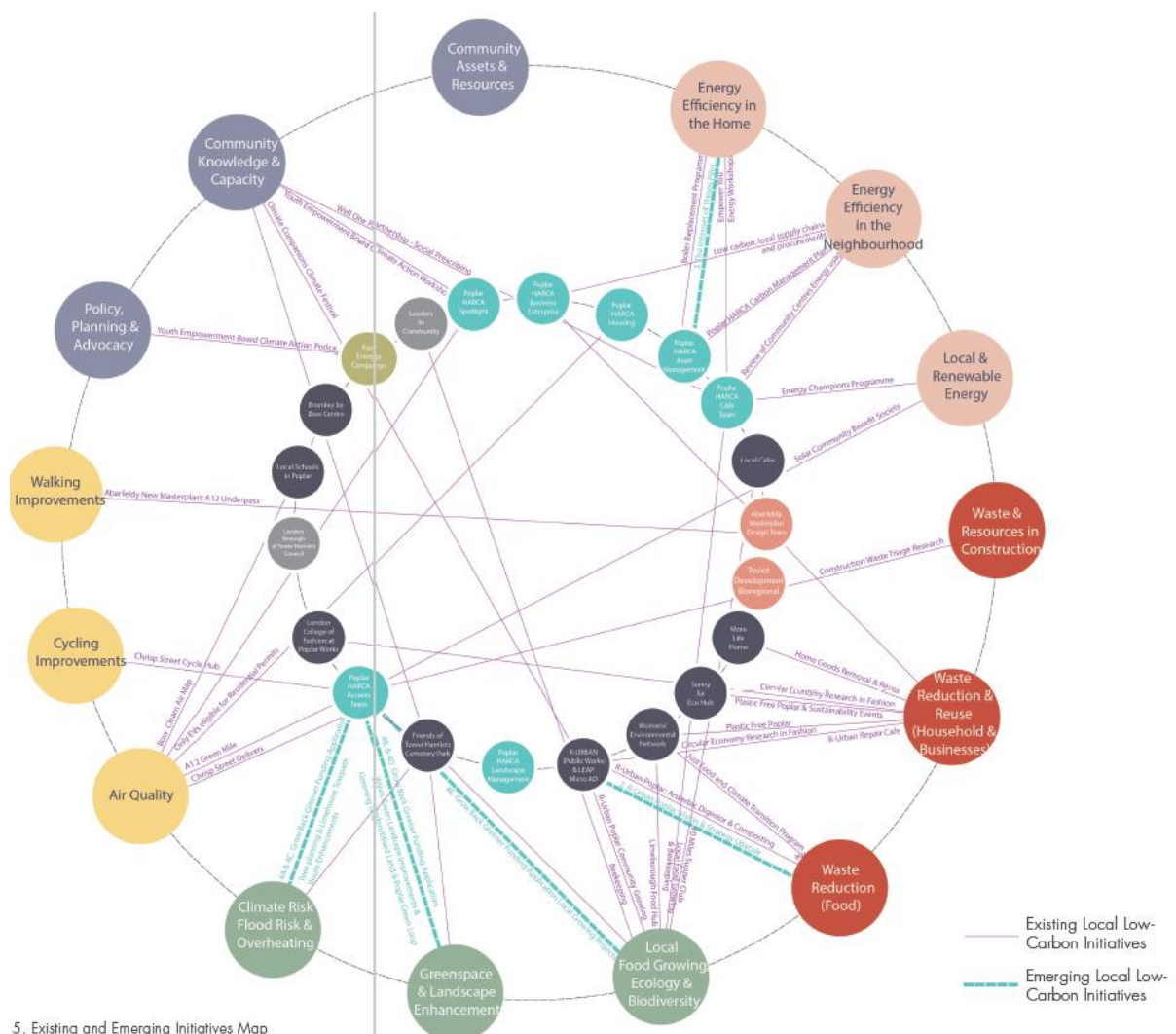
This is likely to involve:

- Mapping existing national, and regional policies, as well as council priorities and strategies for the area, covering not just environmental but also social/economic issues. For example, the FN2030 initiative may build on engagement for other community-led initiatives such as the development of a Neighbourhood Plan or Area Action Plan, or may link to other current initiatives (see text box on **Northolt**)
- Mapping existing low-carbon and other interventions happening in the area, across all relevant Council departments and (where known) community organisations (see text box on **Poplar Green Futures** in Lansbury).

FN2030 tools: Developing a Neighbourhood Strategy

- Identifying previous engagement/consultation with the community by relevant council departments and reviewing the outcome from this. This will help to avoid wasting people's time by asking the same question and will help to reduce consultation fatigue.
- The **Northolt FN2030 strategy** sets out the national, London-wide and local policy context, and also highlights three neighbourhood initiatives which link to the FN2030 strategy – The Community-Led Vision for Northolt (2021), the Transport Capacity Review (2019) and the Community-led 20-minute neighbourhood framework for Northolt.

The Poplar Green Futures strategy for Lansbury presents a diagram mapping existing and emerging low-carbon initiatives in the area (by the council, community and other organisations), showing how these link into local priority themes.



The Old Kent Road and Queen's Road FN2030 strategy sits within the context of an Area Action Plan for OKR, involving major redevelopment and regeneration of the OKR area. Southwark Council have produced an [online flipbook](#) mapping past consultation exercises and how they influenced what the council has done.

Understanding the area and the issues faced by people living and working there

The FN2030 [Prospectus](#) (p10) suggests a wide range of contextual data sources that are available to councils in London on climate vulnerability, air pollution, deprivation, COVID impact, wellbeing and green spaces.

The first phase of a co-design process involves 'discovery' to explore the issues faced by the local community (see below for more on co-design). A good starting point is the compilation of existing data on the local area, including:

- Demographic and social data (e.g. ethnicity, levels of deprivation and so on), including EDI considerations.
- Relevant environmental data for the local area including housing stock, transport infrastructure, council ownership of land/housing stock, and local environmental issues (e.g. areas of traffic congestion, poor air quality, fuel poverty risks, areas prone to flooding and overheating, access to nature and public spaces and so on).
- Climate risk mapping, taking into account the vulnerability of local populations to climate impacts.
- Data on other social, economic and health issues in the area (e.g. housing conditions, unemployment, fuel poverty, health, jobs and education).

There are many good examples of contextual data being presented in FN2030 strategies. For example, the **Northolt strategy** presents maps of features in the local area (e.g. industrial areas, transport connections) as well as mapping of green spaces, fuel poverty risk, climate vulnerability, green economy, air quality and recycling facilities. The map on p19 also documents existing climate action initiatives in the area. Examples of other useful data presented in FN2030 strategies include the use of CSE's Climate Footprint Tool (e.g. Waterloo & South Bank) and the use of the Digital Exclusion Risk Index (Cranford & Heston).

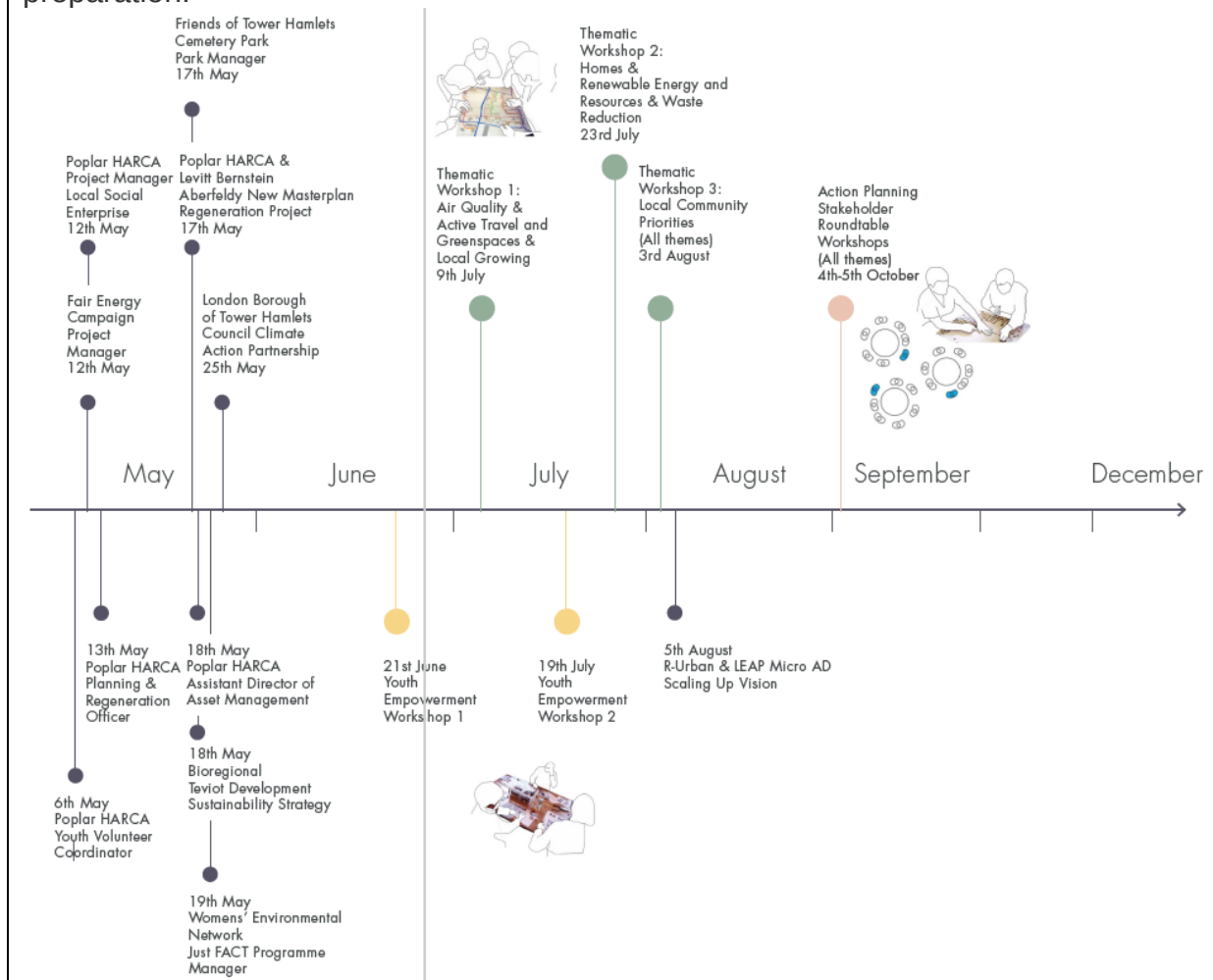
At an early stage in the preparatory/discovery process, it's also important to hold initial conversations (e.g. 1 to 1s, workshops etc) with local stakeholders, council departments and community members to explore how to develop the strategy and to deepen understanding of the issues faced by local people. This can form part of the partnership-building process outlined above and can involve co-design of the strategy development process, leading on co-design of the strategy itself.

FN2030 aims to tackle climate challenges in ways that will generate potential co-benefits for members of the local community, including social, economic, environmental and quality-of-life benefits. Early conversations with local partners

FN2030 tools: Developing a Neighbourhood Strategy

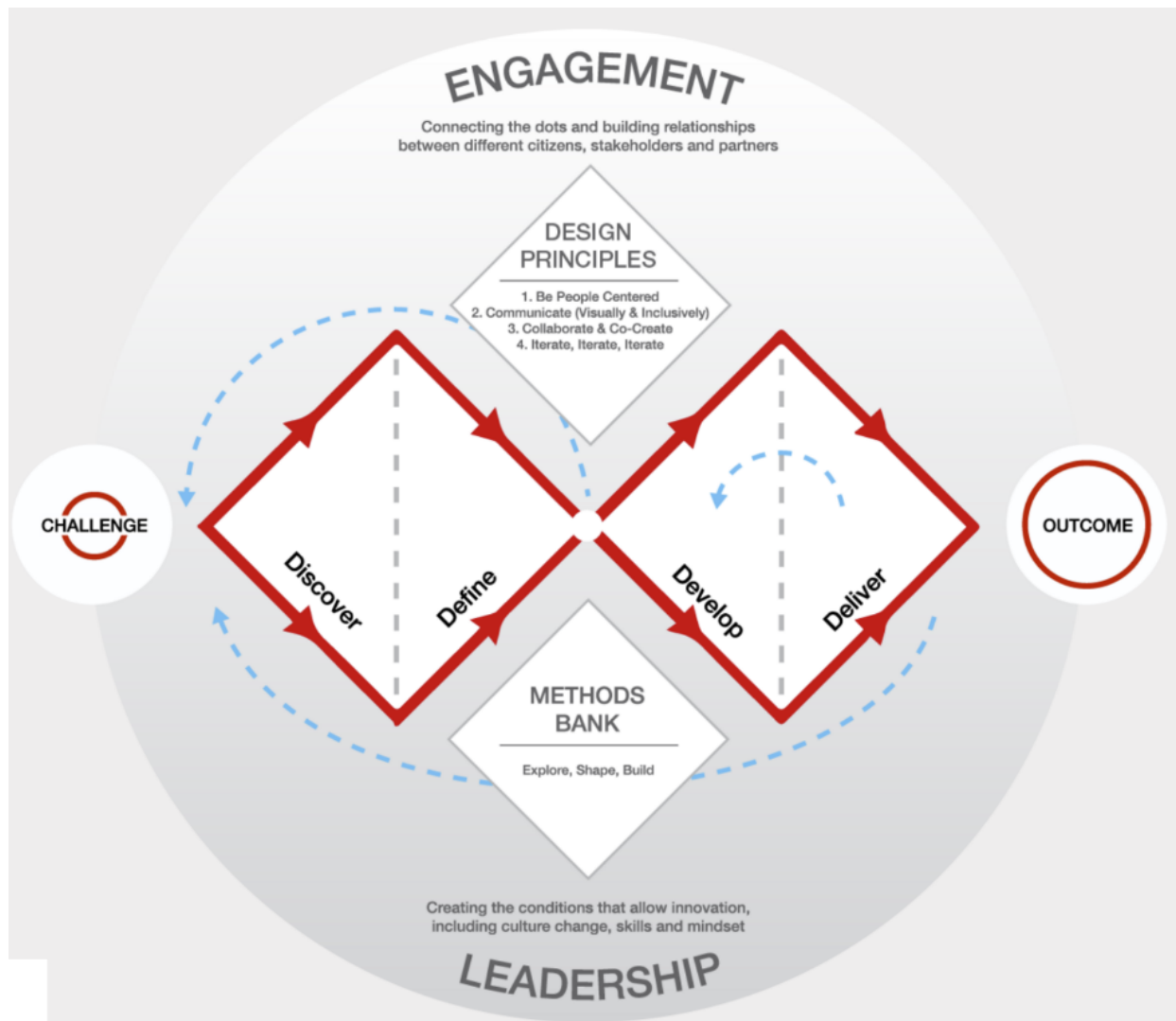
during the preparatory/discovery process should explore how action on climate can bring benefits to the local community and what these benefits might be. EDI considerations will be central to these conversations.

The Poplar Green Futures plan for Lansbury includes a standalone engagement report. The engagement timeline shows the progression from early one-to-one conversations with local organisations during the scoping or 'discovery' phase, through to wider community and youth engagement activities during plan preparation.



The next section explains more about co-design and integration of EDI concerns.

Co-designing the strategy



The Design Council's Double Diamond

Co-design should be at the heart of every stage of the design and development of a FN2030 strategy, to ensure it reflects local priorities and builds a sense of ownership of the strategy by the communities in the area. Equal consideration should be given to the lived experience of local people, alongside data from other sources.

The **Design Council's Double Diamond model** provides a helpful framework for how a Future Neighbourhoods Strategy can be co-designed throughout all stages of its development and delivery¹. Adapted from the model are principles and processes, with Equality, Diversity and Inclusion (EDI) considerations embedded into all

¹ Other guides to co-design are available, including one produced by 3CI: [The Path to Net Zero: Three Steps for Effective Community Engagement](#)

aspects. These do not explicitly consider the legal requirements for equitable recruitment of participants to the co-design process and those employed to deliver it. However, the provisions of the current legislature, including in the Equality Act (2010), should be used to enhance the equitable recruitment of those involved in stages described the below.

The following **principles** should underpin all aspects of a co-designed FN2030 strategy - adapted from the Design Council's Double Diamond model:

- **Put people first.** Start with an understanding of the people in the FN2030 community, their needs, strengths and aspirations.
- **Plan for equitable participation at all stages.** Provide diverse engagement opportunities (e.g., various meeting times and formats), and monitor whether these efforts are helping to meet your EDI participation targets.
- **Communicate visually and inclusively.** Help people gain a shared understanding of the problem and ideas.
- **Collaborate and co-create.** Work together and get inspired by what others are doing.
- **Iterate, iterate, iterate.** Do this to spot errors early, avoid risk and build confidence in your ideas.

The Process: Using the double diamond

The two diamonds represent a process of exploring an issue more widely or deeply and then taking focused action. Importantly this is not always a linear process and may require revisiting earlier stages. All of the steps below would ideally be shaped and led by a community-led steering group, in partnership with the council and (where relevant) other local partnerships.

Discover: Understanding the problem

The first diamond helps people understand, rather than make assumptions about what the problem is. It involves speaking to and spending time with people who are affected by the issues. For a FN2030 strategy, this is likely to extend the preparatory work described in the preparatory work section, above, bringing in more of local people's lived experience.

Cranford and Heston ran a 'Discovery' phase after an initial challenge-setting workshop with the council. The Discovery phase included conversations with the community (e.g. interviews and focus groups in community settings, including seldom-heard voices). This culminated in an 'imagination workshop' which identified five priority visions.

Key EDI considerations during this 'discovery' stage include:

- **Set clear EDI targets:** Before initiating discovery, set both qualitative and quantitative EDI targets to guide the process. These targets might include reaching a specific percentage of underrepresented groups or ensuring that certain communities are equitably represented in the engagement process. Regularly review these targets throughout the strategy development process.

FN2030 tools: Developing a Neighbourhood Strategy

- Collect and analyse demographic data: Gather detailed local demographic data to understand the community's diversity if you haven't already done this. This will inform both your qualitative and quantitative targets.
- Understand the community's history of engagement: Consider past experiences of community engagement that may influence participation and set specific targets to re-engage or overcome distrust in certain communities. This will extend your understanding of historic Council engagement, as described above.
- Meet people where they are: Hold meetings in community spaces where people naturally gather, such as places of worship or community centres. This helps meet participation targets, especially among harder-to-reach groups.
- Identify and train community researchers: Involve community members as researchers to ensure genuine engagement and insights. They should help monitor whether you're meeting initial EDI participation targets.
- Map potential exclusion risks: Identify which groups might be excluded and set specific targets to ensure their participation. Make efforts to remove logistical and cultural barriers to involvement.
- Ensure context specificity: customise engagement methods to reflect the community's unique characteristics, using these insights to refine your initial EDI targets.

Those involved in developing the **Notting Dale** FN2030 strategy consider the process to be genuinely community-led, enabled by the consultant team. This has allayed concerns from previous consultations, which were felt to be engineered to produce the desired outcome.

Define: Defining the challenge

The insight gathered from the discovery phase can help the community steering group define the challenge in a different way. For a FN2030 strategy, this phase is likely to focus on shared goals - generating agreement between relevant stakeholders on the problems/challenges that the strategy should tackle and on the overall vision and key themes/objectives of the strategy.

Somers Town found that, in the first wave of community workshops, participants thought it was important to focus on climate change impacts that were happening globally, as well as what was happening locally. People were asked to identify what mattered to them personally and also what mattered to them most for the Somers Town community. Priorities were those areas that scored well across personal and community priorities. This led to a 'rights-based' approach to developing the strategy, informed by the UN Sustainable Development Goals (e.g. right to life free of poverty; right to food; right to water and sanitation; right to health; right to housing and so on).

Key EDI considerations in this stage include:

- Set transparent EDI objectives and revise targets: As the problem is more clearly defined, revisit your original EDI targets to ensure they align with what you've

learned. Adjust qualitative and quantitative measures if necessary to reflect the community's realities.

- Conduct stakeholder mapping: Identify all relevant stakeholders, including marginalised groups, and assess whether your engagement targets reflect their needs, revisiting and extending the mapping (as outlined above).
- Recognise intersectionality: Ensure that your targets account for the intersection of various identities (e.g., race, gender, socioeconomic status). Set specific objectives around engaging these multifaceted groups.
- Engage culturally knowledgeable facilitators: Continue to work with local experts who understand the cultural dynamics of the community. Assess and adjust your targets for how well these facilitators are helping to reach underrepresented groups.

Notting Dale's strategy development process included:

- Steering Group Meetings: Notting Dale Future Neighbourhood Steering Group formed of representatives of the housing estates in Notting Dale, Ward Councillors and other residents of the ward – helped to guide the process used to develop the strategy, and shaped community engagement to ensure representation.
- Surveys and community roadshows with over 200 local residents, workers, young people, and volunteers
- Stakeholder Workshops bringing together council officers, local organisations, and residents' associations to discuss opportunities, challenges, and strategies for a greener neighbourhood. These were facilitated by an external consultancy, which supported the strategy development process.

Develop: Co-Designing solutions

The second diamond encourages people to give different answers to clearly defined problems, seeking inspiration from elsewhere and co-designing with a range of different people. For a FN2030 strategy, this stage is likely to involve the identification of potential solutions, activities or projects that would help to tackle local challenges and progress the strategy's vision and objectives. An open approach to developing ideas is important at this stage, encouraging people to consider creative and innovative solutions that will generate co-benefits for local people. Key EDI considerations in this stage include:

- Review and refine EDI targets: As new solutions are co-developed, revisit your qualitative and quantitative targets to ensure that the co-design process remains equitable and inclusive. Adjust them as needed based on feedback and participation levels.
- Involve children and young people: Set specific targets for engaging younger demographics using age-appropriate methods, and track how effective these methods are in reaching your goals.
- Use visual and accessible tools: Ensure that engagement tools are inclusive and easy to understand. Regularly check whether you're meeting targets for accessibility and inclusivity.

FN2030 tools: Developing a Neighbourhood Strategy

- Provide translation services: Ensure materials are translated accurately and culturally appropriately. Track whether your EDI targets for engaging non-native speakers are being met.
- Allow for anonymous feedback: Ensure that you have anonymous channels for people to participate, and set targets to track whether these methods are helping to include voices that might otherwise be silent.
- Use EDI tools to evaluate progress: Regularly apply EDI evaluation frameworks like the [Equity Sequence by Dr Kristen Lietsch](#) to assess whether the solutions being developed align with your initial targets.
- Recruit local facilitators: Ensure those leading the co-design process have the right blend of cultural and local knowledge. Review your original facilitator participation and representation targets to see if they are being met.

One of the challenges identified in the **Notting Dale** FN2030 strategy engagement report was around communication and engagement, identifying the following needs:

- Recognising that there was consultation fatigue in the area following the Grenfell tragedy, new and creative ways to engage residents and methods of consultation have to be found.
- Use ‘the right language and messaging to resonate with the community, and to maintain their motivation for long-term project support.’
- Build capacity in the area to support genuine engagement and co-design.
- Consider inclusivity and accessibility when putting the information in the public domain.

Deliver: Testing and implementing solutions

Delivery involves testing out different solutions at a small scale, rejecting those that will not work and improving the ones that will. For a FN2030 strategy, this is likely to involve firming up suggestions and ideas put forward in the ‘develop’ phase, through partnership working between the community-led steering group, local people, local partner organisations and the council. For ‘candidate’ projects/actions, this co-design phase may involve:

- Firming up details of the potential project/action (e.g. by looking at case studies of similar initiatives in other FN2030 strategies and in the FN2030 [Prospectus](#), but this may also involve developing bespoke solutions to address particular challenges identified in the ‘discovery’ and ‘develop’ phases)
- Exploring how the candidate projects/actions would contribute to the agreed vision and objectives for the strategy, and whether/how they would generate local co-benefits
- Broadly assessing the costs of setting up and running the initiative, including any external resources and/or support required for delivery
- Agreeing which local organisations would be involved and which might lead
- Agreeing a level of priority for each project/action and prioritising which projects/actions to include in the current strategy

For community workshops organised to inform the development of the **Somers Town Neighbourhood Strategy**, it was felt ‘imperative to ensure the words, thoughts and ideas brought to each session would be accessible to a wider audience and that this should be both in the form of this written strategy, but also as a visual

account that would transcend the words and be instantly recognisable as important by the whole community of Somers Town’.

Strategy content

What does a FN2030 strategy look like?

Many neighbourhoods use a 'presentation' format for their strategy, while others use Word documents or webpages. Most are graphic-designed documents, typically 30-90 pages long. Many are set out in one document, with some use of links or appendices, but some present more detail in separate documents (e.g. Somers Town produced a separate 'principles, context, development' document alongside the main strategy and **Notting Dale** produced a 'lessons learned' report, while **Poplar Green Futures** produced four documents including the main strategy, a baseline report, an engagement summary report and a funding and delivery report.

Who should write and approve the FN2030 strategy?

Most FN2030 strategies are produced with at least some support from the local council and/or consultants. The **Notting Dale** strategy is co-owned by the community and council, which has advantages for implementation but has involved a lengthy council sign-off period. The **Somers Town** strategy document has been written by community organisations and did not require 'sign-off' by Camden Council. While this means that the strategy clearly reflects the priorities of these community organisations and is 'community-owned', it means that there is more uncertainty about council support for proposed actions. The strategy has now been embedded into the Somers Town local neighbourhood plan.

How do you structure your FN2030 strategy?

Most FN2030 strategies are structured around a vision and series of themes that reflect local community priorities for action on climate change, as identified during the 'define' stage of the co-design process. These may be similar to the Green New Deal themes and may reflect more global concerns, as reflected in **Somers Town's** strategy.

Key components of a FN2030 strategy are likely to include:

- An introduction to FN2030 and related national/regional/local policies
- Characterisation of the local area context, including community concerns
- Setting out the vision and priorities/objectives in response to this context
- Setting out action areas for each priority/objective, including stakeholder roles
- Identifying potential funding sources and next steps (including delivery and governance responsibilities for the strategy going forward)
- Explaining how the strategy was prepared, including how the local community was engaged

The strategy will generally set out project ideas by objective/theme, identifying those that have already started or are in the pipeline, and others that are a priority for development. It can be useful to prioritise a mixture of 'quick wins' that can be readily implemented in the short-term, which will generate co-benefits and help to maintain

momentum within the community, as well as more far-reaching, longer-term actions that may require new infrastructure and/or external funding.

The **Becontree** FN2030 strategy is structured around ‘Garden City’ principles which informed the historic development of Becontree. The strategy is structured as follows:

- Context and scope
- Setting the scene (e.g. Garden City principles; history of Estate; regional and borough context; Becontree today, mappings)
- Becontree: a Garden City for the Future (2030 vision)
- Proposed strategy and actions organised by three priority themes: Sustainable movement; Decarbonising schools; Becontree future homes
- Making it happen

The ‘making it happen’ section includes the next steps, key strategies, measuring success and scaling up.

The **Edmonton** FN2030 strategy structure is:

- Introduction and aims
- Vision for Future Neighbourhoods
- Policy and planning context
- Edmonton’s strategy (structured across 5 broad aims):
 - Climate-adapted, resilient and green neighbourhood creation
 - Improving air quality and developing zero-emission zones
 - Creating decarbonised, smart and integrated energy systems
 - Creating opportunities to retrofit homes, commercial and public buildings
 - Ensuring zero waste and circular economy principles are achieved
- Engagement Approach
- Next steps

For each theme, the strategy identifies ‘**soft**’ community-focused interventions and ‘**hard**’ infrastructure interventions that would promote the strategy aims, giving **examples** of where these approaches have been implemented elsewhere and highlighting the **co-benefits** of each type of intervention. Maps and icons are used to present the **timescale, scale and broad feasibility** of potential interventions.

Delivering the strategy

A FN2030 strategy does not have to set out a full delivery plan for proposed initiatives, as it is primarily about direction-setting rather than delivery.

“And as a strategy, it's not a delivery plan [...] It's a strategy [and] vision [that] reflects what the neighbourhood and the community feel is required.” (FN2030 project lead)

However, it's vital for the community-led steering group, council and other local stakeholders to consider what happens next and to indicate the next steps within the strategy document. There is clearly a risk of disappointment and disillusion within the community if all the ideas and energy generated during the strategy development process, and all the time contributed to the process by local organisations and members of the community, don't lead to change on the ground.

The Old Kent Road Area Action Plan, in which the FN2030 strategy is embedded, has a Community Review Panel. This panel receives support and training funded by the council and plays a formal role in providing independent community-led review of local planning proposals, while the council remains the planning authority for sustainable regeneration initiatives.

The Somers Town FN2030 strategy is being taken forward by the **Somers Town Neighbourhood Forum**, who have oversight of delivery and implementation. The Action Plan will be updated every two years, with this process being overseen by the **Somers Town Future Neighbourhoods 2030 Development Group**, which is accountable to the wider community.

Key points that you need to consider in terms of delivering the strategy are:

- **Governance and decision-making** – it's important to define roles and responsibilities for the implementation of the overall strategy, as well as activities/projects within it. Thought needs to be given to how decisions will be made in relation to implementation, monitoring and review of the strategy. Governance may be shared between the Council and community/partner organisations (see text box on **Old Kent Road** and **Somers Town**).
- **Funding and resources for delivery** – both capital and revenue funding will be key to delivering many initiatives in any FN2030 strategy. The strategy can be seen as a framework setting out priority actions for which funding can hopefully be raised from a range of sources, with help from the council and/or local partner organisations.

The **Poplar Green Futures funding and delivery report** for Lansbury includes guidance on different funding sources and the strategy themes to which they are relevant.

- **Embedding the strategy** – As important long-term strategies, an important way of progressing actions is to embed them within the plans and policies of the council and other partner organisations involved in developing the strategy, ideally with commitments to support the delivery of actions within the strategy. For example, the **Somers Town** FN2030 strategy is expected to be integrated into the formal planning process via a Neighbourhood Plan, while several FN2030 strategies are expected to demonstrate models that will be rolled out more widely.

The FN2030 green economy plan for The Cally was supported by the Local Economy Officer, building on earlier engagement work around the ‘We Are Cally Plan’. The FN2030 initiative is seen as a demonstrator by the council and the intention is that it will be complemented by green economy initiatives in other parts of the borough.

- **Training and building local capacity** – local organisations may need to be upskilled and supported to implement the FN2030 strategy and to deliver specific initiatives within it. This needs to be costed into delivery proposals but brings potential co-benefits in terms of offering job opportunities for local people and upskilling both volunteers and employees in the local area.

EDI considerations will continue to be key during delivery. For example, you will need to:

- **Reassess and refine EDI targets:** As you begin testing solutions, re-evaluate your initial EDI targets and assess how well they’ve been met so far. Adjust both qualitative and quantitative measures based on real-world feedback.
- **Embed continuous feedback loops:** Set targets for ongoing feedback collection and ensure that this system is working effectively. Feedback should be inclusive, reaching all demographic groups that were part of the co-design process.
- **Ensure safeguarding:** Prioritise safeguarding, especially when working with vulnerable groups, and set targets for monitoring how well safeguarding policies are implemented across different phases of delivery.
- **Monitor and evaluate EDI impact:** Use EDI frameworks to assess whether your final solutions are delivering on your equity and inclusion goals. Continuously compare outcomes against the original targets and make real-time adjustments.
- **Continue to allocate budget for EDI:** Ensure there is a budget line for all EDI-related activities during delivery, and track whether funding allocations are adequate to meet your targets.
- **Clarify outcomes and revise targets as needed:** Make sure all stakeholders are clear on the outcomes of the co-design process. If your original targets weren’t met, be transparent about what adjustments will be made moving forward.

Communicating the strategy

Once you've developed the strategy, it's important to share it and shout about it – this will help to generate interest in and support for the proposed initiatives and actions. You may want to create a shorter summary, possibly in different languages, to be accessible to local people. You can also hold an event in the local community to celebrate and publicise the strategy launch. And – of course - you can use social media, partner organisation websites and local communication channels (e.g. newsletters, forums) to share it more widely.

You are likely to have used a website as part of your engagement strategy during strategy development. You can follow **Old Kent Road's** example in keeping the [website](#) live and using it to share ongoing news on emerging local projects, as part of the strategy implementation process. The costs of doing this will need to be included in your implementation plans, possibly via the council or another partner who is willing to host the website and keep it updated.

Monitoring and evaluating the strategy

You will also need to consider the budget for monitoring and evaluating the implementation of the strategy, as well as carrying out periodic reviews. This will include monitoring whether anticipated outcomes and outputs are achieved and whether anticipated co-benefits are delivered for the local community.

Learning and feedback on how implementation is going should be used to adjust and refresh the strategy and its implementation. As noted in the text box above, the **Somers Town** strategy includes provision for the Action Plan to be updated and refreshed every two years.

Further guidance on monitoring and evaluation is provided in a separate output, available at: <https://www.london.gov.uk/programmes-strategies/funding-and-innovation/future-neighbourhoods-2030>.

Further information and additional resources

You can access links to all the FN2030 strategies, along with additional FN2030 tools, here:

<https://www.london.gov.uk/programmes-strategies/funding-and-innovation/future-neighbourhoods-2030>

Other useful resources include:

- The Future Neighbourhood 2030 [Prospectus](#).
- [Design Council's Double Diamond model](#)
- [Guidance on co-design from the Sunlight Foundation](#)
- [Guidance on Equalities, Diversity and Inclusion from the Diversity Trust](#)

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Guide drafted by CAG Consultants.



THE ROYAL BOROUGH OF
**KENSINGTON
AND CHELSEA**

Somers Town
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Community Association

 **Camden**

Appendix A: Somers Town FN2030

Working together principles

Somers Town
Future
Neighbourhoods
2030

Our Working Together Principles

Our key values

- Focus on building relational connections with trust and inclusion at its heart
- Everyone must feel valued, safe and respected
- Zero tolerance to discrimination

Group meetings

Our meetings play a vital role in building a positive group culture, reinforcing a shared sense of purpose and strengthening relationships among group members.

Our meetings offer

- A collaborative space to facilitate group work by bringing individuals together to discuss ideas, and challenges, and find collective solutions
- A decision-making forum to foster shared responsibility and ownership of work
- A problem-solving arena where challenges are openly discussed and collaborative problem-solving takes place
- Motivation and alignment to recognise achievements, boost morale, and align group members with organisational goals, fostering a positive work culture
- Opportunities to build relationships by creating a space to check in with one another, understand what's going on for them and their well-being and build strong relationships among group members

Our meetings principles

- Encourage participation
- Be mindful of everyone's needs
- Listen effectively
- Use empathy and reflection
- Practise psychological safety
- Bring meetings to a proper close

Our collaboration principles

- Work together so we complete a task or reach a common goal more effectively
- Collaborate across the communities so we create multi-disciplinary teams
- Respect and value each other's experiences, opinions and points of view
- Recognise each other's strengths and qualities
- Trust each other
- Be committed to finding solutions to problems when they arise
- Agree to share information according to agreed data protection policy

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Appendix B: Somers Town FN2030 Working together agreement

1. Why is it important to have a Working Together Agreement?

Somers Town FN2030 partners would like everyone to be who they are and feel listened to, valued and respected. As one of the most ethnically diverse wards in Camden, we would like to ensure we reflect the diversity of the ward and the borough of Camden working collaboratively to better understand our specific communities, valuing and celebrating our differences and how these add to our culture.

This agreement will build on and be mindful of Camden Council's community approach, including the following key principles:

- **Be a relational organisation** - Camden is committed to becoming a more relational organisation and this means moving to a more human-centred environment with trust and inclusion at its heart.
- **Zero tolerance to discrimination** - Camden has a zero-tolerance approach to any form of discrimination and this applies to all members of staff, managers, clients and visitors of the organisation regardless of age, disability, sex, gender reassignment, gender identity and expression, pregnancy, race (which includes colour, nationality and ethnic or national origins), sexual orientation, religion or belief, or marital status.
- **Everyone must feel valued, safe and respected** - Camden makes brave and radical decisions to ensure they eliminate any obstacles to people being their best selves at work and in their communities.

2. Group meetings

Somers Town Future Neighbourhood Meetings play a vital role in building a positive group culture, reinforcing a shared sense of purpose and strengthening relationships among group members. They also help to connect us to how our contributions work towards achieving our ambitions.

They are spaces which enable us to bring together our knowledge, skills, experience, ideas and efforts to solve challenges collaboratively – and in doing so, help all partners to feel included, empowered, and valued.

Group meetings are essential for creating moments of connection to our work, Camden, and each other.

Meetings will be arranged with plenty of notice (at least 2 weeks if possible) to be respectful of everyone's time. Actions from meetings are to be circulated as soon as is feasible to all parties to help hold us each accountable.

2.1. Our meetings will offer:

- I. **A collaborative space** to facilitate group work by bringing individuals together to discuss ideas, and challenges, and find collective solutions
 - II. **A decision-making forum** to foster shared responsibility and ownership of work
-

- III. **A problem-solving arena** where challenges are openly discussed and collaborative problem-solving takes place
- IV. **Motivation and alignment** to recognise achievements, boost morale, and align group members with organisational goals, fostering a positive work culture
- V. **Opportunities to Build relationships** by creating a space to check in with one another, understand what's going on for them and their well-being and build strong relationships to be built among group members

2.2. Our meetings principles

The six principles below will be used as a guiding framework for our meetings. Each of the principles is further developed in this document's appendix

- I. Encourage participation
- II. Be mindful of everyone's needs
- III. Listen effectively
- IV. Use empathy and reflection
- V. Practise psychological safety
- VI. Bring meetings to a proper close

3. Our collaboration principles

- I. Work together so we complete a task or reach a common goal more effectively
- II. Collaborate across the communities so we create multi-disciplinary teams
- III. Respect and value each other's experiences, opinions and points of view
- IV. Recognise each other's strengths and qualities
- V. Trust each other
- VI. Be committed to finding solutions to problems when they arise
- VII. Agree to share information according to agreed data protection policy

4. Tackling difficult issues

When dealing with difficult issues we want to create a space where everyone feels valued and heard. We understand it may feel difficult to raise difficult issues but we encourage everyone to speak up so we can have a positive and safe environment for everyone. By promoting our positive intent, we can support each other to deal with difficult issues together positively and constructively.

There are three possible pathways when looking at resolving issues/conflicts. We will always try to resolve any issues that might arise through positive and constructive dialogue and will do our best to deal with issues through informal meetings.

- I. **Informal meeting** - An informal meeting may help those involved to understand the effects of their behaviour and hopefully agree to change it. You can arrange this meeting yourself or you prefer to be supported by another member of the group. During the meeting, we should acknowledge what each person is bringing to the table. We'll use language which shows our empathy and understanding.
- II. **Mediation** – If we are unable to resolve the issue through an informal meeting, mediation will be offered as a means by which to address the issues. This will be an opportunity for you and the other person to talk about the issue with the support of an independent person (the mediator). The mediator will help the parties explore the issue and how things might be improved.
- III. **Formal procedure** - Finally, if we cannot sort out the issue through mediation, we can consider a formal procedure with an investigation.

‘We are included in this group because we have good intentions and want to work towards something positive’ (Quote from an attendee at the Future Neighbourhoods Event on 19 February 2024)

Appendix to Working Together Agreement

Group meeting - principles, techniques and tips

I. Encourage participation

During the meeting, all group members must have the opportunity to participate in the discussion. Here are a few tips on how to do this:

- **Stay focused on the topic you’re discussing** –

If you find the conversation becomes broader it may be a sign that more information needs sharing or a follow-up meeting on that topic is needed

- **Invite those who haven’t spoken to share their thoughts or questions**

Ask each individual to take it in turns to share their views so that everyone has a space to contribute

- **Be open to hearing views that are contrary to the majority**

This often leads to creative problem-solving and unique ideas flourish!

- **Ask open and reflective questions** (see more details on this below)

II. Be mindful of everyone’s needs

Everyone absorbs information differently, so it’s important to continuously seek feedback from the group about what could be done differently to ensure everyone feels included and valued during group meetings.

Try using a range of approaches such as written and verbal communication, and facilitating interactive discussions by using Post-it notes. If the meeting is being hosted virtually, use online tools (such as [Whiteboard](#) and [Google Jamboard](#)) to encourage collaboration in different ways.

III. Listen effectively

Effective listening is the ability to be attentive and take in what is being said while reserving judgment. Here are some suggestions to support effective listening:

- Lean into your curiosity during the conversation so that you start to notice subtle shifts in energy, tone, the pace of the way someone is speaking, facial expressions, their body language. These are all attributes of active listening, and they can help provide you an insight into how someone is feeling or thinking in that moment.
- Ask open questions to understand rather than respond so you open up the discussion and invite views. Some examples of open questions include,
 - Can you tell me more about that?’
 - What assumptions might we be making about this situation?’
 - How might we progress this?’
 - What are your thoughts about X, Y, Z?’

By questioning and commenting on ideas, you create a better understanding of what is being shared and support the group to narrow down ideas and actions.

IV. Use empathy and reflection

Like effective listening, empathy and reflection are also fundamental to learning, building and understanding relationships during group conversations.

- **Look at the topic from multiple views.** Empathy is our ability to see a situation from perspectives other than our own, including the speaker.
- **Continuously reflect on what has been said.** Reflection allows us to analyse, evaluate and make connections between what we read and hear. It also allows us to check our understanding with others or helpfully challenge their viewpoint.
- **Turn cameras on when meeting online.** Where the meeting is held virtually, it is good practice and respectful for all attendees to turn their cameras on.

V. Practise psychological safety

It's important to create an inclusive environment during group meetings to ensure that everyone feels valued and recognised for their contributions. Everyone in a group meeting setting has a part to play in ensuring that others feel heard and respected.

What is psychological safety?

Group psychological safety is a shared belief held by members that it's OK to take risks, express their ideas and concerns, speak up with questions, and admit mistakes — all without fear of negative consequences. As Amy Edmondson, who created the term puts it, *"it's felt permission for candour."*

Tips for practising psychological safety

- **Create a space where everybody feels comfortable to speak.** All group members should feel confident that they will not be singled out for sharing unique ideas, questions, concerns, or making mistakes. To enable this, group members must be in a space where they feel comfortable to be open and honest.
- **Be open to diverse ideas.** Effective groups need diverse ideas and opinions on issues. They must be expressed while respecting the dignity of others.
- **Role modelling can create better psychological safety.** You can also try being open about what's going well and what's not going well – offering a space for others to do the same and for the group to share their learning as a result.

VI. Bringing the meeting to a close

Towards the end of the meeting, it is important to check everyone's understanding and decide on the next steps. Start by asking whether everyone got what they needed from the discussion and whether there is anything else that needs to be shared with the group. The discussion might prompt you to:

- **Agree and take forward actions** - look for consensus and ensure the views of others are reflected in the actions, i.e. what the majority of group members can agree on. Ensure that the group understand the reasons for the actions and, is committed to taking these forward as a group.
- **Seek information or guidance from wider colleagues** – acknowledging that the group may not have all the answers in the meeting and would benefit from coming back to the discussion with more insights.
- **Keep an 'open door'** - so that group members feel able to come back to you with further thoughts and questions once the meeting has finished
- **Arrange a follow-up meeting in the future** – to focus on a particular issue or topic. Remember to share the outcomes of the meeting with those who were able to attend so that they can also contribute their ideas and thoughts.

Other formats and languages

For a large print, Braille, disc, sign language video or audio-tape version of this document, please contact us at the address below:

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