

**FCDO Global Future Cities Programme  
UKBEAG Strategic Capacity Development Component  
Thematic Programme, Personal reflections on the programme from Peter Oborn**

Session 1 Building Back Better & Introduction to the Programme	Session 2 Integrated & Inclusive Planning	Session 3 Governance & Collaboration	Session 4 Evidence Based Design & The Effective Use of Data	Session 5 Project Finance & Procurement	Session 6 Implementation & Enforcement, Monitoring & Evaluation
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<b>What the Poll(s) revealed</b>	<b>What the Poll(s) revealed</b>	<b>What the Poll(s) revealed</b>	<b>What the Poll(s) revealed</b>	<b>What the Poll(s) revealed</b>	<b>What the Poll(s) revealed</b>
The biggest challenge is with Governance & Collaboration. The biggest opportunity is with Integrated & Inclusive Planning.	Challenge in balancing short-, medium- & long-term objectives and of engaging with the most vulnerable.	Revealed that the two biggest challenges are plans which don't get implemented and lack of coordination.	Confirmed that many do not make the most effective use of data and that data sharing and inter-departmental collaboration is not strong.	Majority of respondents appear to rely on own sourced revenue with relatively little use of external finance.	Participants evenly split whether regulations & standards, procurement, and project monitoring are effective, suggesting scope for improvement.
<b>Main Points</b>	<b>Main Points</b>	<b>Main Points</b>	<b>Main Points</b>	<b>Main Points</b>	<b>Main Points</b>
<p><b>From Paul Collier:</b> 1) Plans that are integrated &amp; long term, 2) plans that are informed, 3) build collaboration, 4) build local revenues, 5) build a competent administration for implementation.</p> <p><b>From Mayor Marvin Rees:</b> Chaos of strategies, chaos of sovereignty, chaos of metrics. Role of the Bristol One City Plan, One City Office, convened City Gatherings to help find Common Purpose. Est. 6 key themes each with 3 key aims for each year to 2050. Communicator in Chief, v Commander in Chief. Role of the City Leadership Programme and importance of diversity.</p>	<p>Integrated planning achieves balanced outcomes against social, environmental, and economic dimensions, identifies and capture synergies between different actions, links and aligns strategies, policies, plans, programmes, and projects, balances short, medium, and long-term objectives and actions, creates lasting improvement against the SDGs,</p> <p>Integrated planning is holistic in approach, sets the right baseline, communicates a vision, underpinned by a sustainability framework, collaborative and engaging coordinates actions and is oriented towards implementation.</p>	<p>Endorsed the findings of the poll. Consider the 3 lenses of Spatial, Functional and Temporal. Offered 3 suggestions: 1) Expand spatial span of governance (merge local units to align admin with economic boundaries, eg Cape Town was 61 LGU's now 1, 2) Functional: establish a lead or integrated agency for providing a key public service (eg TfL), 3) Improve temporal by using fiscal transfers as a catalyst for long term investments.</p> <p>Standards provide a framework and help to define what 'good' looks like. Noted that ISO37106 is underpinned by organisational transformation. Bristol City Council and the One City Plan provided an example.</p>	<p>Evidence &amp; data can help to improve targeting and allocation of resources, forecasting future demands for public services, reviewing best practice across other contexts, conducting a feasibility for the given context, policy experimentation and evaluation.</p> <p>Common biases in decision making: Many make decisions based on what others think/decide, prefer to maintain the status quo than risk trying something new, favour options that confirm prior beliefs, choose smaller immediate rewards, rather than larger future rewards, choose to avoid losses, rather than seeking gains.</p> <p>Smart London shared its approach.</p>	<p>Three pillars of government finance: locally generated revenues, intergovernmental transfers and external finance (ie from borrowing and development partners).</p> <p>Participatory budgeting leads to improved development outcomes, increased vote shares of participating parties, increased political effectiveness of participants, allows citizens to become more informed and allows for updating of policy preferences.</p> <p>Bankable projects: the importance of the business case and the 5-Case Method: Strategic, Economic, Commercial, Financial &amp; Management.</p>	<p>A formal project initiation process brings stakeholders together to help ensure that the right questions are asked, and key risks identified upfront.</p> <p>Project Assurance reviews are expert, independent, impartial, timed to coincide with key project milestones &amp; help achieve timely corrective action.</p> <p>Procurement law or procurement lore? Key barriers are rooted in procurement culture and practice</p> <p>The regulatory approach needs to align with local competence to achieve the right balance of compliance and efficiency.</p>
<b>Key Takeaways</b>	<b>Key Takeaways</b>	<b>Key Takeaways</b>	<b>Key Takeaways</b>	<b>Key Takeaways</b>	<b>Key Takeaways</b>
<p>Importance of empowering cities to achieve national objectives. Local government is not just a collection of services but a development agency. Build an enabling environment. Build trust and don't overpromise.</p> <p>Historically, people paid to run processes, not deliver outcomes.</p> <p>Agency &amp; motivation more important than training. Bristol 2050 plan was co-created and extends beyond the electoral cycle.</p> <p>Building a revenue base is vital but long-term planning also needs long term finance.</p>	<p>Building consensus is the key to long term planning. Reach out, maintain regular contact to build trust with honesty &amp; transparency. Listen to each group and then enable them to hear each other. Focus on the benefits.</p> <p>Don't walk away from conflict. Use evidence to help explain impact and consider trade-offs.</p> <p>Participatory budgeting encourages people to hear each other and agree priorities, helps create understanding about the way in which projects relate to the larger scale/longer term.</p>	<p>'Capacity' is both the ability to do something &amp; the desire to do something. Need to understand how to incentivise.</p> <p>'Change' is not a project (with a start, finish date and a budget) and needs to be integrated within the organisation and become part of its culture.</p> <p>Encourage power to be devolved to the lowest level to facilitate feedback and learning. Start small and learn from others. Keep evaluating.</p> <p>Bristol City Council, City Leaders Group (mixed constituency of private sector, academics, public utilities etc)</p>	<p>Need to secure top-level buy-in to a data and evidence led approach to help overcome bias. Collaboration first, data second. Build links with academia (reciprocal value for research) and with the private sector (to help develop new services). Leverage recruitment and training to build skills.</p> <p>Cautionary note on evidence-based policy: Not all evidence is equal, collection of data needs to be guided by a specific policy question, more data is not always preferred to less, an evidence-based approach requires strong institutions and capacity to implement.</p>	<p>Opportunity to increase own sourced revenue by improving compliance, incentivisation building narratives around common purpose. Where the money comes from matters. Own sourced revenue tends to generate expenditure which benefits citizens more and can be leveraged to attract ext. finance. Match funding source to project type &amp; beneficiaries.</p> <p>Funding does not equal financing, eg need to finance CAPEX to attract longer term funding for CAPEX &amp; OPEX. But only 44% of countries allow borrowing by local government. Beware of unsolicited approaches. Focus on outcomes and impact.</p>	<p>Understanding market capacity helps to identify potential barriers to delivery. Market engagement provides confidence, visibility, and alignment</p> <p>Project initiation considers organisational design &amp; development. Project assurance is not an audit. Challenges group think while building knowledge and competence.</p> <p>Smart city procurement aligns with ISO37106, is outcomes based and focused on long term value for money.</p> <p>The role of Standards in promoting knowledge transfer, while tackling barriers to effective collaboration.</p>