

## Phase 2: one page summaries London Leadership Network events May 2009 to February 2010

### Ideas evening: Innovation at a local level part 1: methods 29 June 2009 at Sadler's Wells, Islington



#### Overview

34 London Leadership Network members attended the first of two ideas evenings designed to introduce members to how radical ideas should be developed, trialled, assessed and then spread. Part one focused on where we should look for good ideas to adopt and what methods will help us get there.

**Geoff Mulgan**, Director of The Young Foundation, drew on The Young Foundation's research into more than 300 methods of innovation to spark thinking on what capacities, processes and mechanisms are needed to innovate.

Participants were given the opportunity to reflect on innovative developments in their areas, what methods are currently used, which could be used more often and how London's public sector can foster a more systematic approach to innovation.

Reflections shared suggested that the key issues preventing innovation in local government are "attitudes to risk and failure [and] accountability", that a radical shift in culture – where staff are willing to make improvements and residents are willing to take on responsibility – is needed and that the system needs to change radically.

A wide range of innovative developments were shared, from Big Brother style diary rooms to connect with residents in areas of Bexley where BNP presence is strong, to the London Boroughs of Sutton and Merton sharing an HR service.

Panel responses offering a practical lens on innovation during tough times were provided by **Daniel Oppenheimer**, NESTA, and **Steve Johnson**, Capital Ambition, who noted the importance of collaboration across London's public sector.

#### Feedback

Participants were enthusiastic about the opportunity to think creatively and share ideas. One person commented on the "willingness to share knowledge/learn", while another commented on "how far behind the public sector is in terms of fostering innovation, particularly councils". Participants were asked to grade a number of factors about the event on a scale of 1 to 6 (where 6 is the highest). Overall the average score for the event was 4.48.

#### Presentations/documents

- [Social and Public Innovation – methods and tools](#); presentation, Geoff Mulgan, Director, The Young Foundation
- [Innovation in tough times – thoughts in progress October 2009](#); paper, Vicki Savage, Programme Leader, The Young Foundation

## Innovating at a local level part 2: practice

13 July 2009 at Sadler's Wells, Islington



[www.wordle.net](http://www.wordle.net)

### Overview

35 London Leadership Network members attended the second of two ideas evenings designed to introduce members to how radical ideas should be developed, trialled, assessed and then spread. Part two focused on real examples from London's public sector.

**Rob Whiteman**, Chief Executive at the London Borough of Barking and Dagenham discussed the use of A-teams in his council to allow dedicated staff to focus on a particular issue. His example illustrated how he recruited officers from across the council, partners from Job Centre Plus, local businesses and civil servants to spend a day looking at worklessness in the borough, developing ideas which could later be rapidly worked up in small teams.

**Philip Colligan**, Deputy Director of Housing at Camden Council, discussed Camden's use of user journey mapping and other innovation methods for bringing about real change in the borough. He used Camden's work on interacting with its social housing clients to reduce the waiting list for larger houses by altering clients' current homes as an example.

Participants were asked to consider how talent, cuts and public value, innovation against the grain and cultural barriers to innovation could affect innovation in London's public sector. Vibrant discussions took place around how local authorities could work with the private and third sectors to innovate, such as in the case of BT's work in Nottingham and Merseyside, the need for senior management buy in and overcoming suspicion about innovation in the time of cuts in public spending.

### Feedback

Feedback showed an appreciation for the openness and information provided by the speakers. One participant stated that the evening was "stimulating and enjoyable and challenging", another that "we all need to innovate to make the step change", while some would have liked the opportunity for discussion to have been longer.

Participants were asked to grade a number of elements of the event on a scale of 1 to 6 (where 6 is the highest). Overall the average rating for this event was 4.89.

#### Presentations/documents

- [Innovating at a local level](#); presentation, Vicki Savage, Programme Leader, The Young Foundation
- [Innovation in Practice: the Barking and Dagenham Experience](#), Rob Whiteman, Chief Executive, LB Barking and Dagenham
- [Innovation in tough times – thoughts in progress October 2009](#); paper, Vicki Savage

## **Tough times: responding to the impact of the recession**

17 September 2009 at Barking Town Hall

### **Overview**

26 London Leadership Network members from 11 different borough/organisations attended an event hosted by LB Barking and Dagenham as part of a series of sub-regional events on responding to tough times. The event focused on partnership working and how it could be deployed to support councils in responding to tough times

**Rob Whiteman**, Chief Executive at LB Barking and Dagenham, and **Nicola Bacon**, Local Projects Director at the Young Foundation, introduced the theme for the day, with Rob describing the increased financial restraints councils will be facing and that soon authorities would be cutting to improve rather than spending to create solutions.

**Matthew Taylor**, Chief Executive at the RSA, provided an analysis of society and highlighted five ways in which local government can help mobilise individuals behind change and make people and society more self-reliant, building on altruistic, "other regarding" behaviours.

Spotlight sessions providing examples of East London responses were presented by: **Louise Russell** from LB Tower Hamlets who looked at how to make best use of public sector resources through partnerships and place and Better Tower Hamlets Teams; **Claire Webb** from Southwark Council who discussed how **Southwark Circle** was designed, using a variety of innovation methods in order to understand local needs and develop services through co-design and delivery to reduce dependency on public services; and **Alan Lazell** from LB Barking and Dagenham who discussed the personalising of services for child poverty and worklessness.

**Tony Smith**, Policy Executive at Birmingham City Council, presented on Birmingham's experience of partnership working as a City Region, through neighbourhood management and Total Place joint commissioning projects.

A session of **defining the challenge** looked at what the biggest challenges and risks are, what is needed to safeguard and what the real opportunities for major change or improvement are. Outcomes from this fed into a session of **delivering radical solutions** on how to address challenges through collaboration and by engaging communities, what is needed from central government and what the necessary internal conditions are.

### **Feedback**

Participants appreciated the quality of the presentations and the optimism shown by presenters and participants. One participant commented that "it's good to know we aren't working in isolation", while another said "the tough times event was a real cut above others I've been to". Others would have liked to have seen more, and a wider variety of, participants at the event.

Participants were asked to grade a number of elements of the event on a scale of 1 to 6 (where 6 is the highest). Overall the average rating for this event was 5.10.

#### **Presentations/documents:**

- [Responding to tough times: the context](#); presentation, Nicola Bacon, Local Projects Director, The Young Foundation
- [Transforming through the recession](#); presentation, Claire Webb, Head of Corporate Policy, Southwark
- [Partnership and Place: Making best use of resources](#); presentation, Louise Russell, Service Head, Strategy and Performance, Tower Hamlets
- [Birmingham: Partnership working in tough times](#); presentation, Tony Smith, Policy Executive, Birmingham City Council

## **Tough times: responding to the impact of the recession**

28 September 2009 at Alexandra Palace, Haringey

### **Overview**

38 London Leadership Network members from 14 different borough/organisations attended an event hosted by Haringey Council as part of a series of sub-regional events on responding to tough times. The event focused on long-term and inter-generational unemployment.

**Ita O'Donovan**, Chief Executive at Haringey Council, opened the event focusing on the whole system and collaborative approach to employment which Haringey has employed, such as the Haringey Guarantee. **Tony Travers**, Director of the London Group at the London School of Economics, provided a thought provoking perspective on the impact of the recession in London and the constraints and opportunities that councils face in interventions on the supply and demand side of employment and economic recovery/regeneration.

Participants also heard from: **Peter Harlock**, Chief Executive at London Apprenticeship Company, on his work supporting businesses to take on and train apprentices rather than temporary staff; **Karen Galey**, Head of Economic Development at the London Borough of Waltham Forest, on supporting businesses in tough times and its work on protecting areas from the effects of recession – using empty shops, sustaining local culture and creating a pleasant and inclusive environment; and **Kevin Lloyd**, Assistant Chief Executive (Policy and Strategy) and **Emma Marinis**, Director of Communications and Customer Service at the London Borough of Islington, on support for residents who have lost income – boosting income, grants, debt support, mortgage rescue and credit unions.

Discussions which followed suggested that councils need to take an holistic view, ensuring interventions focus on the circumstances of the individual and the family rather than just on the unemployment aspect of the individual, that co-operation across local authorities is vital as boundaries become immaterial in the search for employment and that local authorities, the voluntary sector and national government should de-layer the current system and reduce duplication in support and advice.

### **Feedback**

Feedback highlighted in particular an appreciation for the “*high-level debate*” brought to the event through the academic presentation and the opportunity for sharing experience. One participant commented that they “would like to see a future session on how public services should respond to future [cuts] in funding”, whilst someone else felt that “in some ways the information was general”.

Participants were asked to grade a number of elements of the event on a scale of 1 to 6 (where 6 is the highest). Overall the average rating for this event was 4.72.

#### **Presentations/documents**

- [Islington's Recession Response](#); presentation, Emma Marinis, Director of Communications and Customer Service, and Kevin Lloyd, Assistant Chief Executive (Policy and Strategy), LB Islington
- [A whole system response to tackling worklessness: a collaborative approach](#); presentation, Dr Ita O'Donovan, Chief Executive, LB Haringey
- [Supporting Businesses through the Tough Times](#); presentation, Karen Galey, Head of Economic Development, LB Waltham Forest
- [Tough times: responding to the impacts of recession](#), Tony Travers, Director of Greater London Group at the London School of Economics

## Tough times: responding to the impact of the recession

02 October 2009, Coach House, Twickenham



[www.wordle.net](http://www.wordle.net)

### Overview

44 London Leadership Network members from 21 different organisations/councils attended an event hosted by the London Borough of Richmond as part of a series of sub-regional events on responding to tough times. This event focused on the varying strategies local authorities are using to make efficiency savings and transform services.

**Cllr Knight** introduced the day and was followed by **Vince Cable MP**, Treasury Spokesman for the Liberal Democrats, who provided a general overview of the current economic situation. Occupational psychologist, researcher and expert on change in the public sector, **Professor John Seddon**, spoke about the importance of a whole systems approach to achieving efficiencies.

A panel discussion with Chief Executives **Mark Gilks**, **Ged Curran** and **Gillian Norton** from Hounslow, Merton and Richmond respectively, shared their experiences of external consultants in efficiency and transformation programmes. They highlighted that boroughs need to choose what works best for their circumstances, but that external consultants, or equally internal consultants or a hybrid of both, could 'shake up' an organisation, potentially bringing extra skills and 'that bit of magic'.

### Feedback

Respondents highlighted that the event allowed for collaboration and the sharing of experience vital in improving public services. Speakers were also highlighted as relevant and engaging. One person commented that "other people's experience is vital to learning and development", whilst a couple of others felt that the event could have benefitted from a workshop style approach rather than many similar presentations.

Participants were asked to grade a number of elements of the event on a scale of 1 to 6 (where 6 is the highest). Overall the average rating for this event was 4.52.

#### Presentations/documents

- [Better Deal for Residents, Efficiency Challenge](#); presentation, Brendon Hills, Corporate Director – Community & Environment, and Tom Whiting, Assistant Chief Executive, LB Harrow
- [Performance Improvement Programme](#); presentation, Jas Purewal, Business Advisor, LB Hounslow
- [Efficiency challenge](#); presentation, LB Richmond upon Thames

## **Tough times: responding to the impact of the recession**

28 October 2009 at Kensington and Chelsea Town Hall



### **Overview**

55 London Leadership Network members from 32 different organisations/councils attended the final 'round-up' event in the series of sub-regional events on responding to tough times, hosted by Royal Borough of Kensington and Chelsea.

**Derek Myers**, Chief Executive at the Royal Borough of Kensington and Chelsea, introduced the theme for the day and looked at reasons to be cheerful, commenting that there is a 'we' in terms of running London and making it work. **Max Wilde**, Executive Director Organisational Development at the London Borough of Barnet, looked at the EasyBarnet programme, making a distinction between needs and services, and discussing the thinking behind the future shape of this council programme.

An open space session which looked at tackling the challenges collaboratively highlighted the need to promote self-reliance and independence and a deeper kind of behaviour change, to deliver personalised services in a context of reduced resource, such as Barnet's 'EasyBorough' model, for new approaches to the '300 most demanding/chaotic families' and to worklessness. It also led to questions about how to think about different strategies for local authorities' diverse services and functions and whether local authority as a 'prefect' is a good concept.

### **Feedback**

Respondents highlighted in particular an appreciation for the "thought provoking", "very insightful" and "vibrant" presentations and debates, as well as the "appetite for solutions", and the learning opportunity in hearing other councils' views and experiences. In addition, one person commented that "it is very helpful to have offered a proposition to react to – so the Barnet 'model' was an excellent springboard" and another that the session was a "really good opportunity to discuss challenging issues that often there is not the space to do so in the day job". However, one respondent was "not sure we quite got the threads of the regional events tied together".

Participants were asked to grade a number of elements of the event on a scale of 1 to 6 (where 6 is the highest). Overall the average rating for this event was 5.05.

#### **Presentations/documents**

- [London Reasons to be Cheerful](#); presentation, Derek Myers, Chief Executive, RB Kensington & Chelsea
- [Tough times: responding to the impact of the recession](#); presentation, Brigitte Gohdes, The Young Foundation, and Sue Goss, Principal, OPM
- [Tough Times and the truth about EasyBorough](#); presentation, Max Wide, Executive Director of Organisational Development, LB Barnet

## **Behaviour change practice exchange session**

Wednesday 14 October at OPM

### **Overview**

More than 20 staff from across London's public sector attended a behaviour change practice exchange session as part of the London Collaborative's behaviour change workstream. The session was held to enable colleagues from London boroughs, along with key partners, to discuss best practice, ideas and share challenges and solutions about effective behaviour change. The session also aimed to feed learning into the Capital Ambition guide to behaviour change, which, published in August 2009, is a work in progress.

**Gillian Norton**, Chief Executive at the London Borough of Richmond and one of the chief executive champions of the behaviour change workstream, introduced the day and gave an overview of behaviour change work in Richmond. Gillian highlighted the importance of this work as all local authorities look to where they can make cuts, and engage with their communities in the process. Gillian also provided examples to illustrate how behaviour change approaches are being used in Richmond.

Case studies on behaviour change initiatives, approaches taken and learning gained, were provided by **Tom Branton**, London Borough of Southwark, who presented on the Southwark Circle, **Lilli Matson** from TfL who provided an overview on the Wimbledon Walk to School pilot, **Dan White** from Camden Council on the introduction of heat meters and **Daniel Ratchford** from the London Borough of Sutton on the Smarter Choices to behaviour change. **Kate Dalzell and Vicki Savage** from The Young Foundation presented on incentivising behaviour change and the potential uses of a pan-London card.

Participants were then given chance to take part in a discussion on behaviour change and efficiency, 'branding', politics, timescales, incentivising and risk.

#### **Presentations/documents**

- [Behaviour Change and Heat Meters](#); presentation, Daniel White, Acting Senior Housing Sustainability Officer, London Borough of Camden,
- [Incentivising behaviour: potential for use of a pan-London card](#); presentation, Kate Dalzell, Senior Associate & Vicki Savage, Programme Leader, The Young Foundation
- [Southwark Circle](#); presentation, Thomas Branton, Executive Assistant, LB Southwark
- [Smarter Choices, Sutton's approach to behaviour change](#); presentation, Daniel Ratchford, Strategic Director Environment & Leisure, LB Sutton
- [Active Steps: Making exercise part of your every day life](#); presentation, Barry Causer, Active Travel Service Manager, Sutton and Merton PCT
- [Step 2 Get: Smarter Travel Pilot Project](#); presentation, Lilli Matson, Policy Development Manager, Transport for London

## **Active living action learning set**

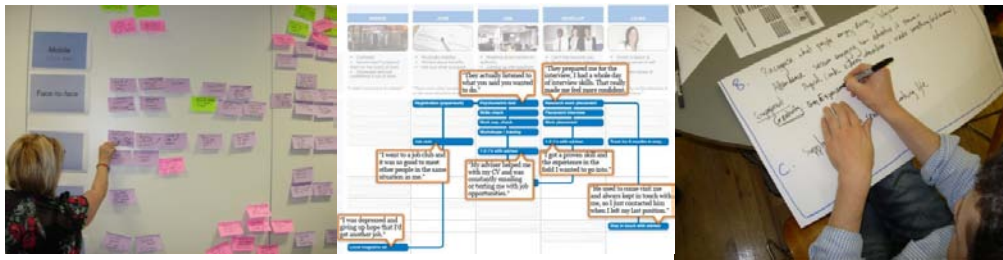
25 Sep, 20 Oct & 17 Dec 2009 at OPM

### **Overview**

An action learning set of practitioners from six boroughs and two other agencies working to influence behaviour in relation to active living met between September and December 2009. The action learning set aimed to provide participants with a mechanism through which to network, gain support, be challenged, and learn from one another through exploring the challenges they face in delivering behaviour change initiatives.

# Applying innovation methods: user journey mapping and youth unemployment

Tuesday 1 December 2009 at the Design Council



## Overview

20 members of the London Leadership Network attended a creative afternoon as part of the applying innovation methods series. The objective was two-fold: to learn more about a specific innovation method, in this case user journey mapping, and to generate new ideas for tackling a key challenge, here youth unemployment.

The London Collaborative commissioned live|work, a service design agency, to conduct a user journey mapping exercise in Bexley. The exercise focused on Bexley Council's Resources Plus, which provides careers advice, training courses and work placements in order to improve young people's work prospects and employability.

**James Nell**, from live|work, provided an overview of the methodology, showing how we can incorporate user journey mapping into improvement processes and to generate innovative approaches, along with the findings from the exercise in Bexley. This was brought to life by video clips of service users and a number of stories from **John Gouch**, service manager at Resources Plus.

In addition, participants were shown the first cut of a video on **Faking It** – a Young Foundation programme rapidly trains a group of young people (in catering in this instance) over a two week period in a real work setting – to stimulate innovative thinking.

Participants shared what was going on in their own authorities and worked in small groups to develop some new ideas on how engaging young people, working with the most complex cases, helping young people to visualise their own journey, pointing people towards employment of the future and joining service provision could be further developed to tackle rising youth unemployment.

## Feedback

Feedback highlighted in particular an appreciation for the commitment from a wide range of participants and the opportunity for them to share thoughts, examples and ideas. The liveliness, practicality and creativity of the event and the participants were also noted by many. One person commented on the lack of top management attendance in comparison to some previous sessions. Participants were asked to grade a number of elements of the event on a scale of 1 to 6 (where 6 is the highest). Overall the average rating for this event was 4.95.

### Presentations/documents

- [Developing ideas for young people through User Journey Mapping: A case study of Resources Plus in Bexley](#); presentation, James Nel, Insights Designer, live|work
- [Youth unemployment: background information](#); resource, Sophie Hostick, Research and Programme Support, The Young Foundation
- [Innovation and ideas development workshop on youth unemployment](#); paper, Vicki Savage, Programme Leader and Sophie Hostick, Research and Programme Support, The Young Foundation

## Collaboration and future challenges: an event for the London Leadership Network

Thursday 11 February at Prospero House



### Overview

More than 70 people, from 32 councils/ organisations attended an event for the London Leadership Network. 'A teams' developed proposals for the future shape of London's public services, born out of the three London Futures Challenges. Proposals on Dialogue with Citizens, London Talent, Place Executive, Spatial Levels of Responsibility and Market Making were presented. Four Chief Executives acted as 'critical friends' and participants fed back their thoughts.

**Geoff Alltimes**, Chair, London Futures Board, spoke about the challenges and opportunities for London and the need for collaboration. **Geoff Mulgan**, Director of The Young Foundation, provided an input on London's changing needs, looking at psychological wellbeing, the widening of inequality and the increase in acute needs in London.

**Richard Wilkinson**, Director of The Equality Trust and co-author of The Spirit Level, spoke on income inequality and its social implications, looking at income inequality and the link to health and social problems across London's boroughs, showing how reducing the inequality gap in each borough could affect teenage pregnancy rates and mental health problems.

**Derek Myers**, Chief Executive of the Royal Borough of Kensington and Chelsea, ended the session with a vision for public services in 2030, asking participants to indicate where they see local public services, themselves and parliament going in the next three years.

### Feedback

Feedback from participants was positive about content but mixed on opportunities for participation and negative on a cramped venue. Overall the average score for the event was 4 on a scale of 1 to 6 (where 6 is the highest)

#### Presentations/documents

- [Collaboration and future challenges](#); presentation, Nicola Bacon, Local Projects Director, The Young Foundation
- [Relationship between citizens and state: a deal for Londoners](#); proposition presentation, Paul Najsarek, Corporate Director, Adults and Housing, LB Harrow
- [London Talent](#); proposition presentation, Mark Tyson, Group Manager, Policy & Partnerships, LB Barking & Dagenham
- [Market Making](#); proposition presentation, Kevin Sheehan, Head of Strategy and Performance LB Lewisham and Nicola Bacon, Local Projects Director, The Young Foundation
- [Streamlining London Governance](#); proposition presentation, Ian Lewis, Director of Partnership, LB Hackney
- [Reconfiguring spatial levels of responsibility](#); proposition presentation, Caroline Leveaux, Acting Senior Non-Acute Commissioning Manager, Kensington and Chelsea PCT and Henry Peterson, Consultant, IDeA,
- [Challenges and opportunities for London: the future of collaboration](#); presentation, Geoff Alltimes, Chief Executive, LB Hammersmith & Fulham
- [London's changing needs](#); presentation, Geoff Mulgan, Director, The Young Foundation
- [The Spirit Level: Why Equality is Better for Everyone](#); presentation, Richard Wilkinson, Director The Inequality Trust
- [A vision for public services in...](#); presentation, Derek Myers, Chief Executive, RB Kensington & Chelsea

## State v. Citizens: Whose responsibility is it? A Social Innovation Camp Express

Friday 12 February 2010 at the Design Council



### Overview

20 members of the London Leadership Network attended a creative afternoon at the Design Council in Covent Garden as part of the applying innovation methods series. The objective was two-fold: to learn more about a specific innovation method, in this case Social Innovation Camp Express (or more generally, innovations bazaars), and to generate new ideas for tackling a key challenge, shifting more responsibility from local authorities to residents.

**Anna Maybank** and **Katherine Hui** of Social Innovation Camp ran their SI Camp Express, providing participants with an overview of how innovation can be stimulated through the coming together of service providers, and potentially citizens and businesses, to rapidly come up with a number of 'itches' and look at how these could be 'scratched' using web technology.

Participants generated 53 'itches', out of which four of the most popular, which fit the criteria of shifting responsibility, were chosen: how councils grit pavements in periods of ice and snow, how to assist isolated older people, tackling the problem of badly placed pedestrian crossings and utilising vacant spaces as public spaces.

Addressing four questions on what the problem is, what technology could be used, how the solution will be sustained and how to get people to use the product or service, participants came up with four web services: Snow-Go, Adopt an Older Person, Safe Crossing and OurSpace.

### Feedback

Participants appreciated the "appetite for innovation" and the chance to "step back from the daily grind [to a place where] innovation can actually flourish". Others commented that the afternoon was "very inspiring" and that it was "interesting to experience how new ideas can be developed in a targeted way in a short space of time".

Participants were asked to grade a number of elements of the event on a scale of 1 to 6 (where 6 is the highest). Overall the average rating for this event was 4.82.

#### Presentations/documents

- [Social Innovation Camp](#); presentation, Anna Maybank, Director, and Katherine Hui, Development Manager, Social Innovation Camp
- [Developing New Ideas](#); presentation, Vicki Savage, Programme Leader, The Young Foundation

## Behaviour change practice exchange session

Thursday 25 February 2010 at OPM



### Overview

More than 30 members of staff from across London's public sector came together at OPM for a practice exchange session as part of the London Collaborative's behaviour change workstream. Drawing on live case studies, the morning shared learning and built on the existing understanding about what makes an effective behaviour change initiative.

**Paul Martin**, Chief Executive at LB Sutton and one of the chief executive champions of the behaviour change workstream, introduced the session, discussing what he thinks are the key points to behaviour change, highlighting some of Sutton's behaviour change initiatives. **Paul Najsarek**, Director of Adult and Housing Services at the London Borough of Harrow, provided an overview Harrow's *Better Together* approach to change behaviour, highlighting the importance of initiatives which engage residents and have an individual and community benefit, and providing key findings from research carried out by the borough.

**Hilary Ross**, 2012 Programme Director at NHS London, presented on the work of Go London, the NHS approach to leveraging the 2012 Games for health improvement. Hilary provided information on the five cross cutting themes being used to make a large impact in a short time and what can be learnt from Vancouver and the 2010 Winter Olympics. Finally, **Andrew Nathan**, Policy and Partnerships Group Manager at Barnet Council, spoke about how Barnet has evaluated its behaviour change programme aimed at tackling environmental and sustainability challenges.

After a summary of the London Collaborative learning on behaviour change to date, and an introduction to a new behaviour change matrix, participants were given the opportunity to shape the framework and discuss how London could collaborate on behaviour change.

### Feedback

Feedback gathered from participants was excellent, with participants finding the event "really informative and engaging" and "thought provoking".

Participants were asked to grade a number of elements of the event on a scale of 1 to 6 (where 6 is the highest). Overall the average rating for this event was 5.04.

#### Presentations/documents

- [Better Together: Engaging residents in transformation. The Harrow Approach](#); presentation, Paul Najsarek, Corporate Director - Adults and Housing Services, LB Harrow
- [Behaviour Change Programmes: Barnet's Pilot Experience](#); presentation, Andrew Nathan, Policy and Partnerships Group Manager, LB Barnet
- [Go London! Leveraging the 2012 Games for health improvement](#); presentation, Hilary Ross, 2012 Programme Director, NHS London,
- [Revisiting a checklist](#); presentation, Kate Dalzell, Senior Associate, The Young Foundation
- [Behaviour change practice exchange session](#); output - full note, Kate Dalzell, Senior Associate, The Young Foundation