

Learning and Action Alliances for developing city visions



Barriers to the delivery of integrated urban water and flood risk management

Lack of coordination

Changes in institutional structures and responsibilities

Funding cuts

Too much jargon

How do we do it?

Lack of trust

I'm too busy

Fragmentation of knowledge

Not my problem

Silo thinking

Lack of knowledge

Learning and Action Alliances (LAAs)

- A LAA is usually an **open arrangement** where participants create a **joint understanding** of a problem and its **possible solutions** based on rational criticism and coherence through **discussion**
- It facilitates the identification of **innovative ideas** for the solution of complex (wicked) problems **outside the constraints of existing formal institutional settings**
- Solutions or ideas are afterwards presented in formal inter-organisational **decision-making processes**

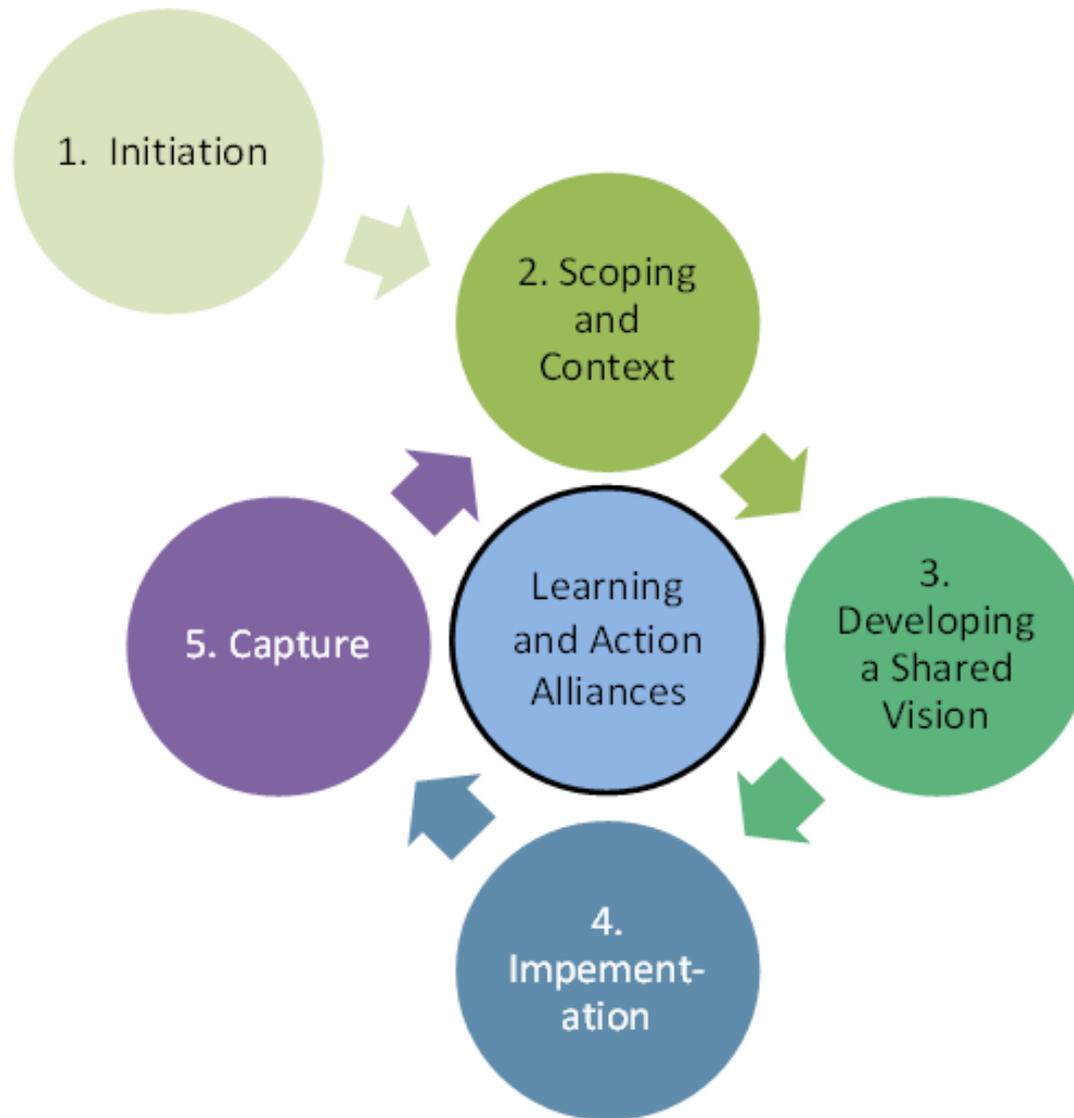
Learning and Action Alliances (LAAs)

- No fixed structure in a LAA
- Founded on their own specific vision that evolves over their lifetime
- Useful to have a strong leader or champion

Aim: to break down barriers to both horizontal and vertical information sharing



Establishing and running LAAs



Adapted from Ashley et al., (2012)

The Newcastle LAA (est. Feb 2014)



www.mirror.co.uk



Phase 1. Initiation of the Newcastle LAA

- Form initial group of interested parties

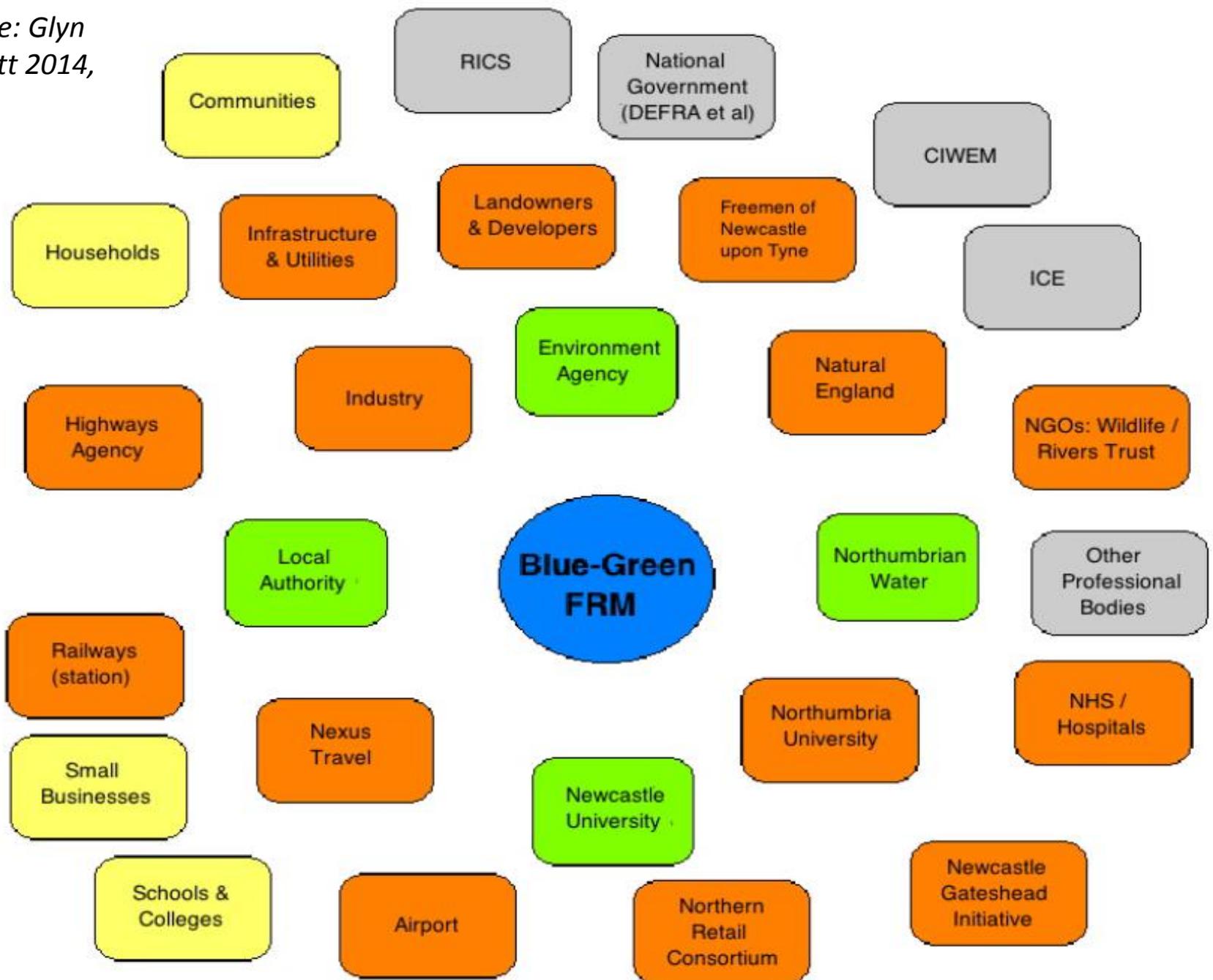
Phase 2. Scoping and context

- Identification of the political and physical reach of the LAA
- Identify stakeholders who can affect, or are affected by, the LAA (iterative process)

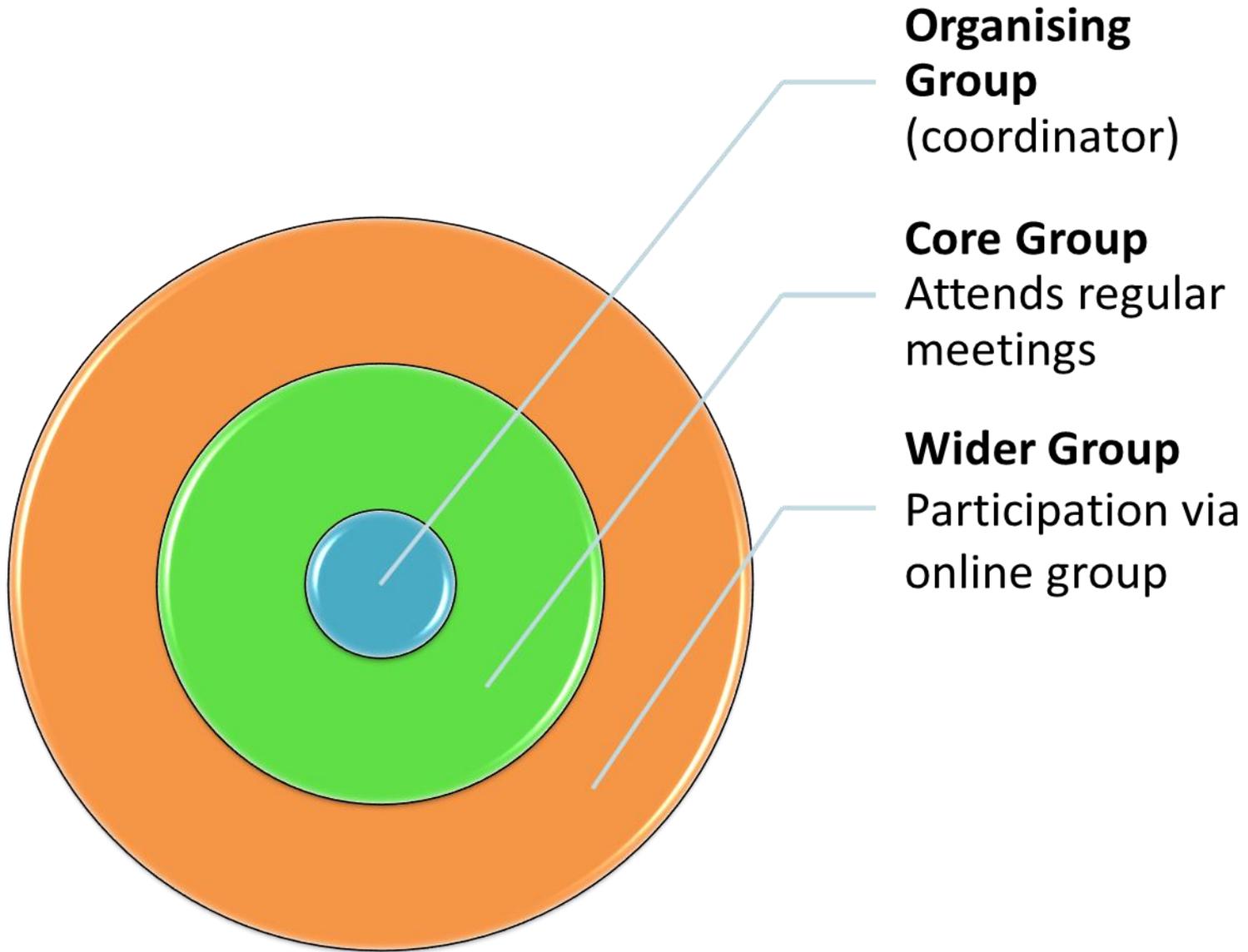


www.politicsresources.net

Source: Glyn
Everett 2014,
UWE



LAA membership

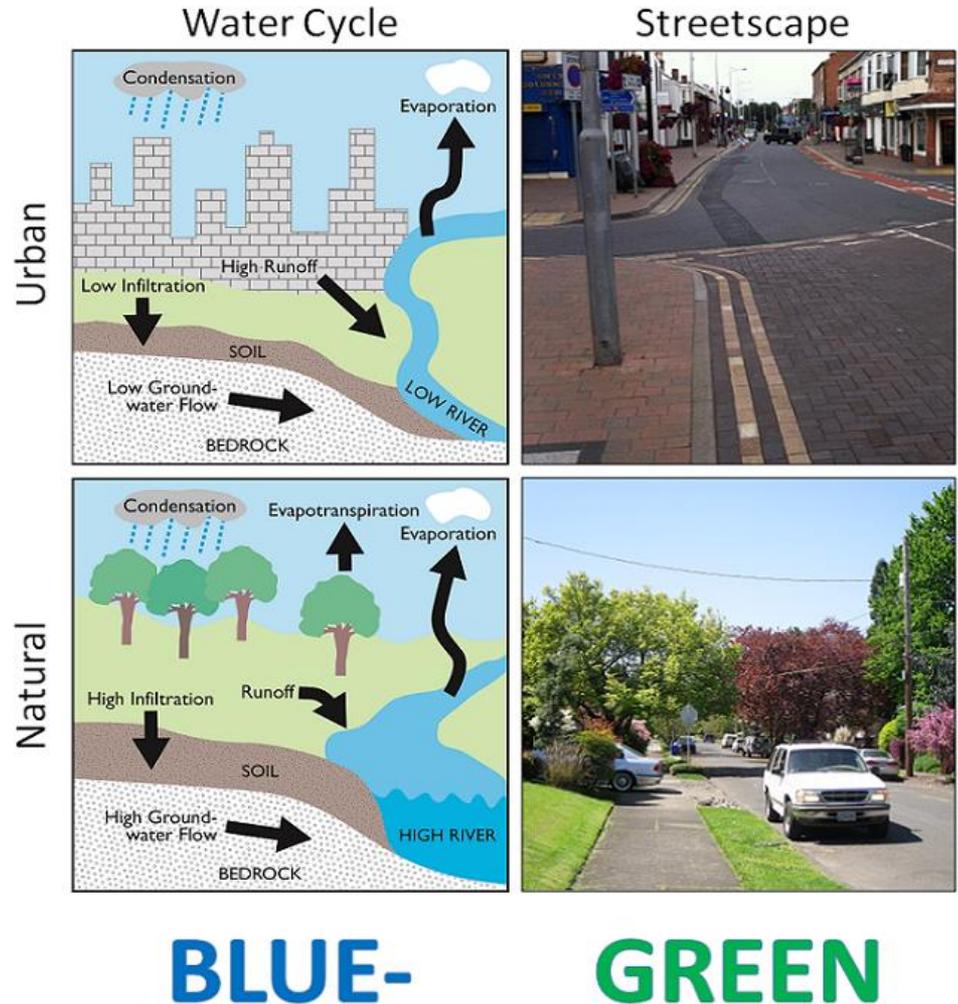


Phase 3. Developing a shared vision

The Vision...

is for Newcastle to become a city that follows the principles of Blue-Green design by maximising the opportunities to achieve multiple benefits of Blue-Green approaches to surface water management

- Establish **terms of reference**



The Vision...

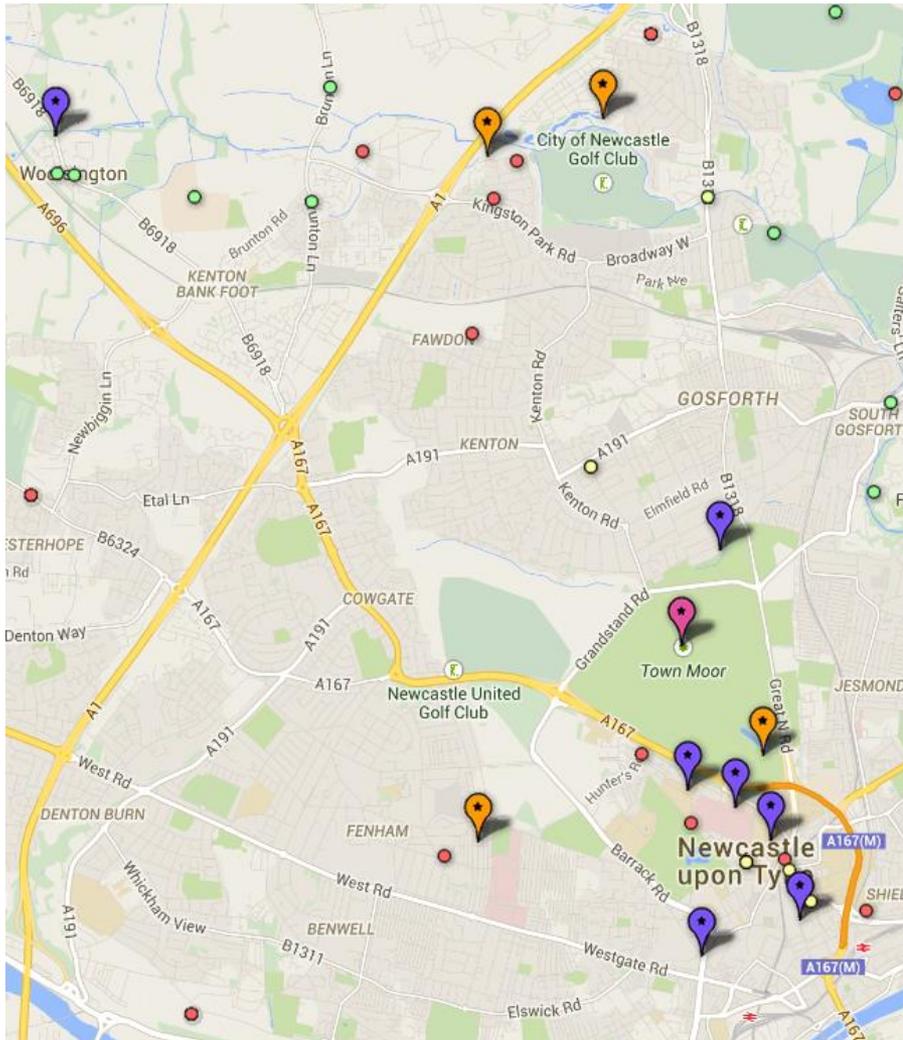
is for Newcastle to become a city that follows the principles of Blue-Green design by maximising the opportunities to achieve multiple benefits of Blue-Green approaches to surface water management

The LAA will promote this vision and realise it by recognising, and utilising, windows of opportunity for potentially influencing the strategies of decision makers

Strategic Objectives

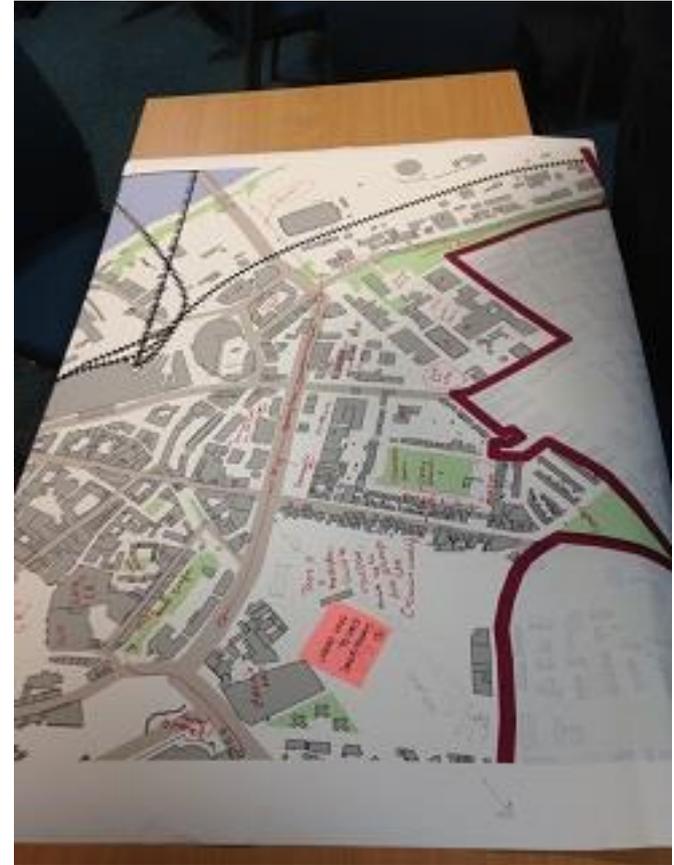
1. Develop, promote and influence the uptake of novel ideas and BG strategies
2. Explore ways in which institutional barriers can be overcome (to favour BG)
3. Challenge traditional approaches and indicate how new benefits will be generated and how these can promote partnerships in Newcastle
4. Promote the broad vision through identifying specific challenges and locations of interest in the Newcastle region that may be improved by BG approaches
5. Develop location-specific BG strategies that may inform the plans enacted by the organisations represented by LAA members and beyond

Identifying demonstration projects and existing assets



-  1. Delivered
-  2. Possible to influence
-  3. Visionary

'Hypothetical Blue-Green urban core'



LAA input into research project



LAA input to
Blue-Green
Cities Research
Project

Ideas that originate from
the LAA members
(grounded in **local**
knowledge and addressing
local priorities) NOT from
the academics



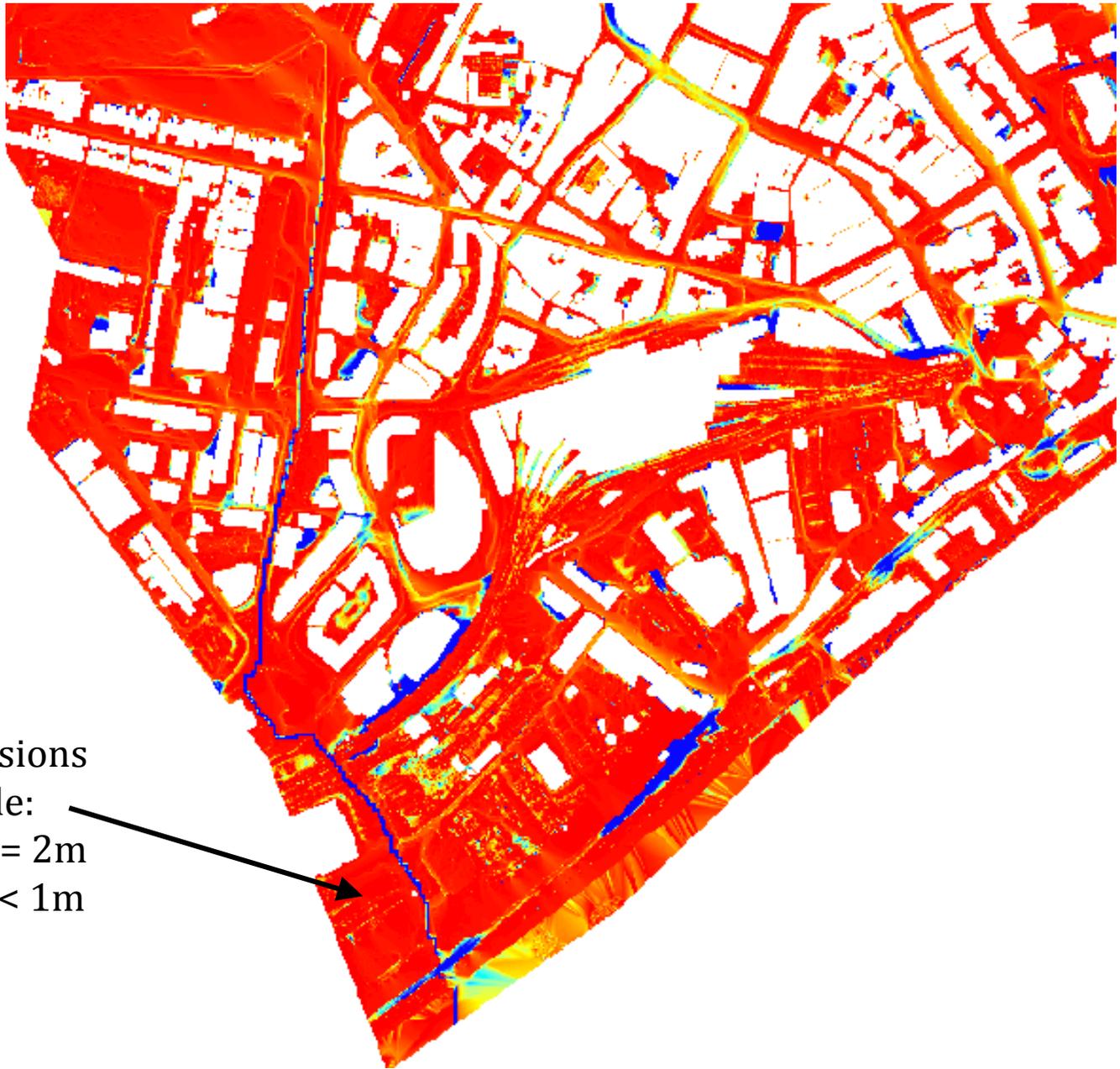
Modelling novel Blue-Green solutions



St James' Boulevard swale

RP= 50 years,
60 mins

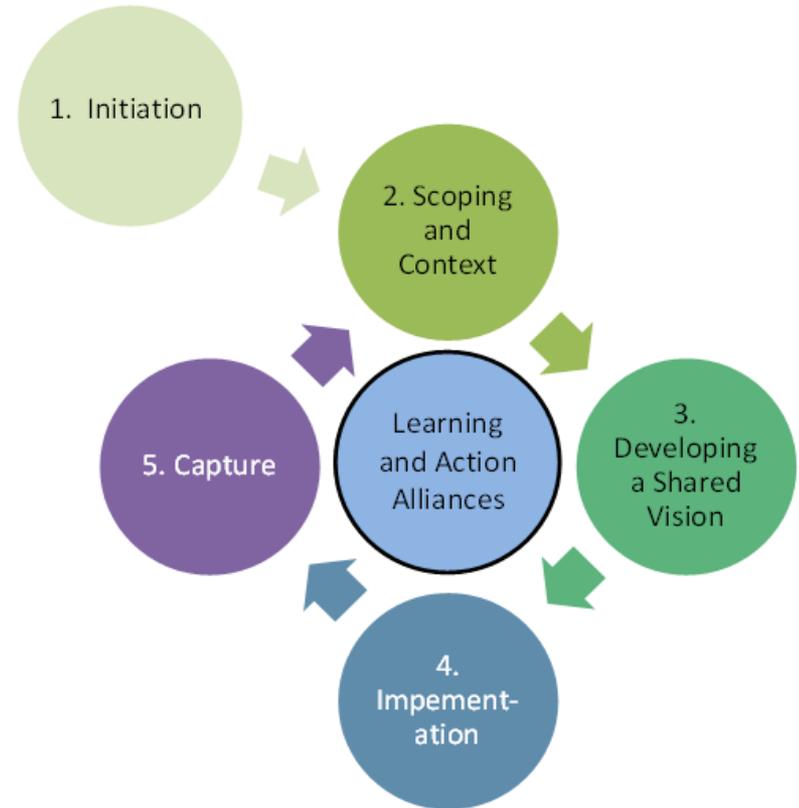
Dimensions
of swale:
Width = 2m
Depth < 1m



Phase 4. Implementation

Implementation

- Identifying and acting upon 'quick-wins'
- Developing longer term vision
- Formulating initiatives to respond to and deliver the vision



Phase 4. Implementation



Science Central – Plans for SuDS and the Urban Sciences Building

Newcastle helps lead the way in blue-green cities move to combat flood risk

15:30, 19 FEB 2016 | BY [TONY HENDERSON](#)

More water storage and greening spaces in Newcastle are the basis for the city conference pledge at the Life Science Centre

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Blue-Green Cities conference line up, left to right, Fula Ogunyoye, Haskoning DHV; David Wilkes, Arup; Marie Fallon, Environment Agency; Clare Rogers, Newcastle University; Richard Warneford, Northumbrian Water; Coun Ged Bell, Newcastle City Council

Blue and green could rival black and white as key colours in the Newcastle of the future.

Source:
<http://www.chroniclive.co.uk/news/north-east-news/newcastle-helps-lead-way-blue-10914312>

Benefits of joining a LAA

- Networking:
 - Opening and broadening communication channels
 - Strengthening existing relationships
- Co-production of knowledge and learning from discussions (that may be outside their typical professional remit)
- Opportunities for collaborative working to achieve common goals
- Identification of joint funding schemes
- Realisation of common goals and objectives of many organisations
- Speeding up data sharing between partners
- Access (and influence) to academic research

Goals for longevity and sustainability of the LAA

- Active learning
- Communication, rapport and trust
- Clear rewards for all stakeholders – meet (and manage) their expectations
- Facilitation – someone to organise regular meetings
- Manage conflicts of interest
- Overcome bureaucratic difficulties, e.g. data sharing and acquisition
- LAA coordinator – in our experience the coordinator was working on a research project and so had resources to coordinate meetings (difficult for other stakeholders)

Any questions about Learning and
Action Alliances?

Ebbsfleet Learning and Action Alliance

- Stakeholder drivers for being involved
- Key flood and water management issues
- Frequency of meetings
- Launch event in April/May
 - Presentations for launch event on stakeholder work in Ebbsfleet
 - Ideas for workshop activity
- Other stakeholders that could be involved
- Initial ideas for a Ebbsfleet LAA vision
- Case study locations within Ebbsfleet Garden City