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re-thinking local leadership

this place matters : LEITH

Professor Trevor Davies

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What do I want my place to be like?

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What do I want my place to be like?

And how do we get there?

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Workshop 1 Place, us, them

Tell about the place, list good and bad

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Workshop 1 Place, us, them

Tell about the place, list good and bad

Tell about collaboration between agencies

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Workshop 1 Place, us, them

Tell about the place, list good and bad

Tell about collaboration between agencies

Tell about US leaders talking with ordinary citizens

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Workshop 1 Place, us, them

Tell about the place, list good and bad

Tell about collaboration between agencies

Tell about US leaders talking with ordinary citizens

How does all that make you feel


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What do I want my place to be like?

telling the story

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The image features two stylized silhouettes of human heads in profile, facing each other. The silhouette on the left is a solid blue color, while the one on the right is a light gray. They are positioned on the left and right edges of the frame, respectively, with the text centered between them.

**Uncertainty to hope -
the skills of
‘public narrative’**

Leadership is taking responsibility
for **enabling** others to achieve
shared purpose in the face of
uncertainty

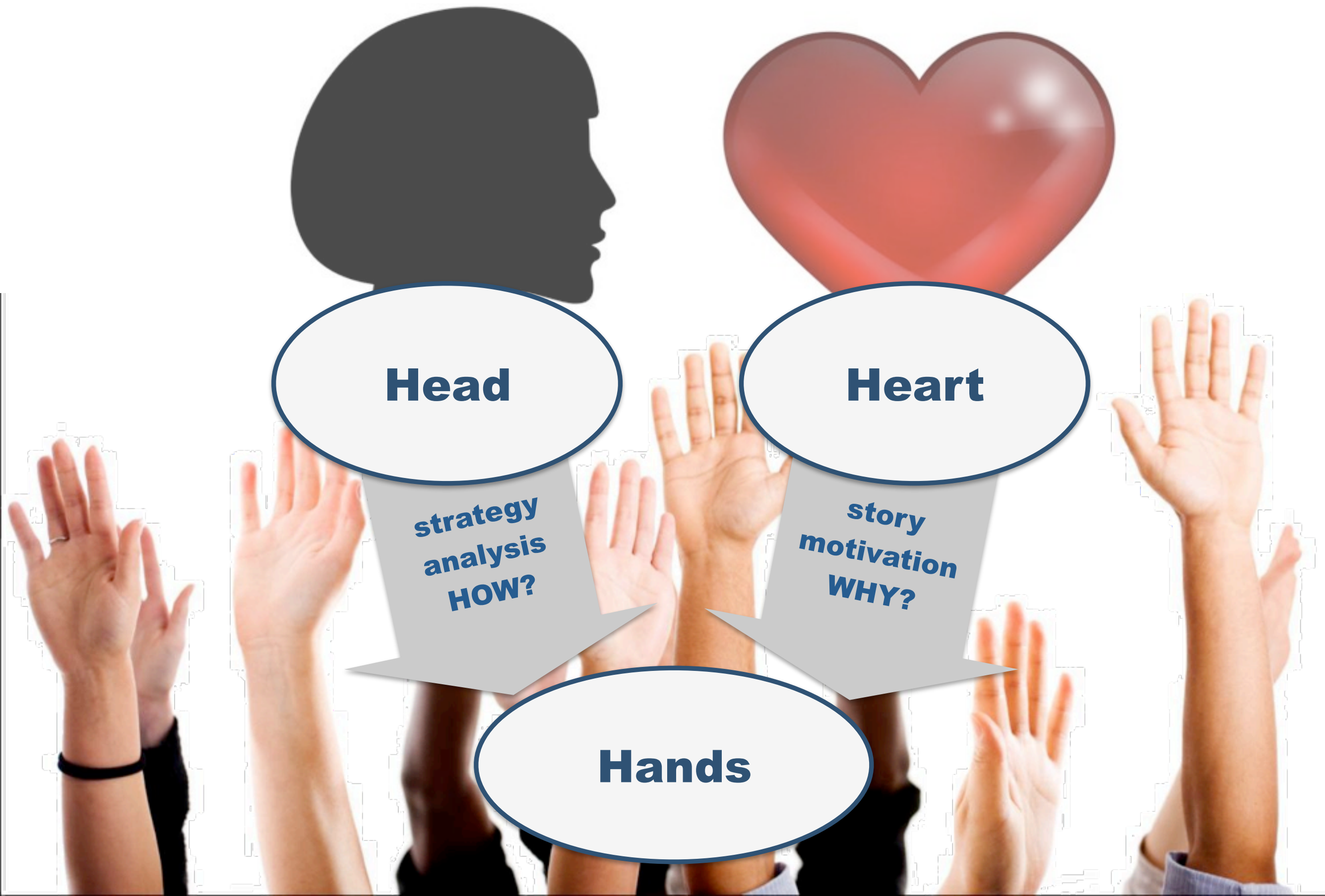
Public Narrative is...

The image features two large, stylized silhouettes of human heads in profile, facing each other. The silhouette on the left is a solid blue color, while the one on the right is a light gray. They are positioned on the left and right edges of the frame, respectively, creating a sense of dialogue or interaction. The text is centered between them.

a *skill* to *motivate* others...

...to *join* you in *action*

Two ways of understanding



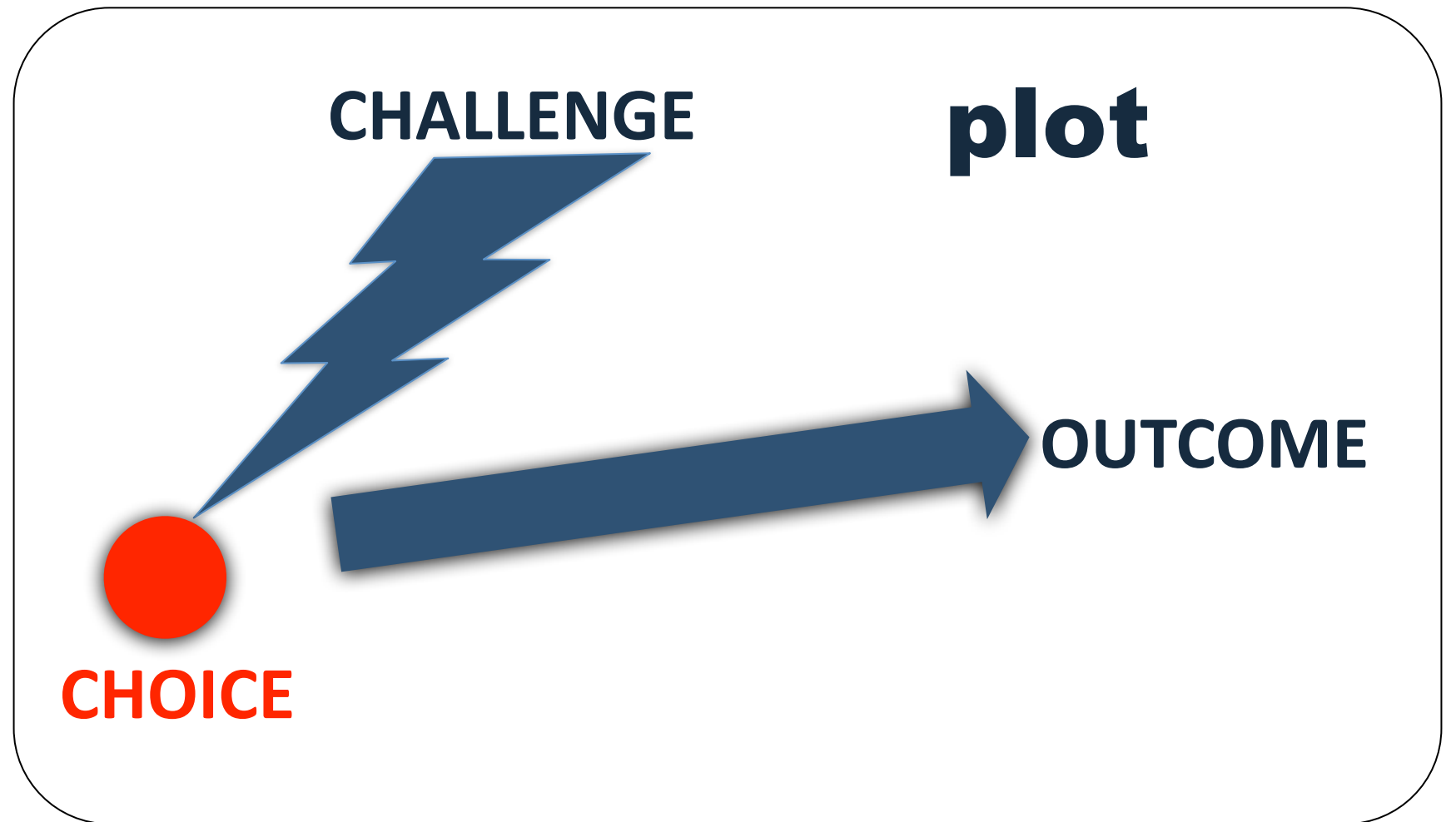
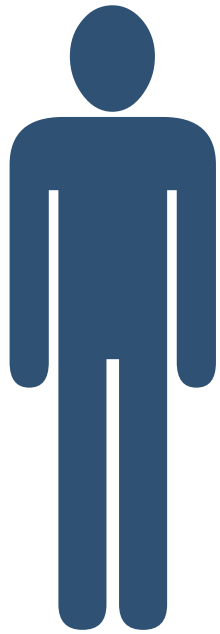
Emotion and Action





Challenge – Choice – Outcome

character



moral

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Workshop 2 Story of your place #1

What values led you to public action: drive change

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Workshop 2 Story of your place #1

What values led you to public action: drive change

What is the common ground in your values?

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Workshop 2 Story of your place #1

What values led you to public action: drive change

What is the common ground in your values?

Using common values, tell the story of 2024

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What do I want my place to be like?
founding on values

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Values?

Shalom Schwartz: (2006)

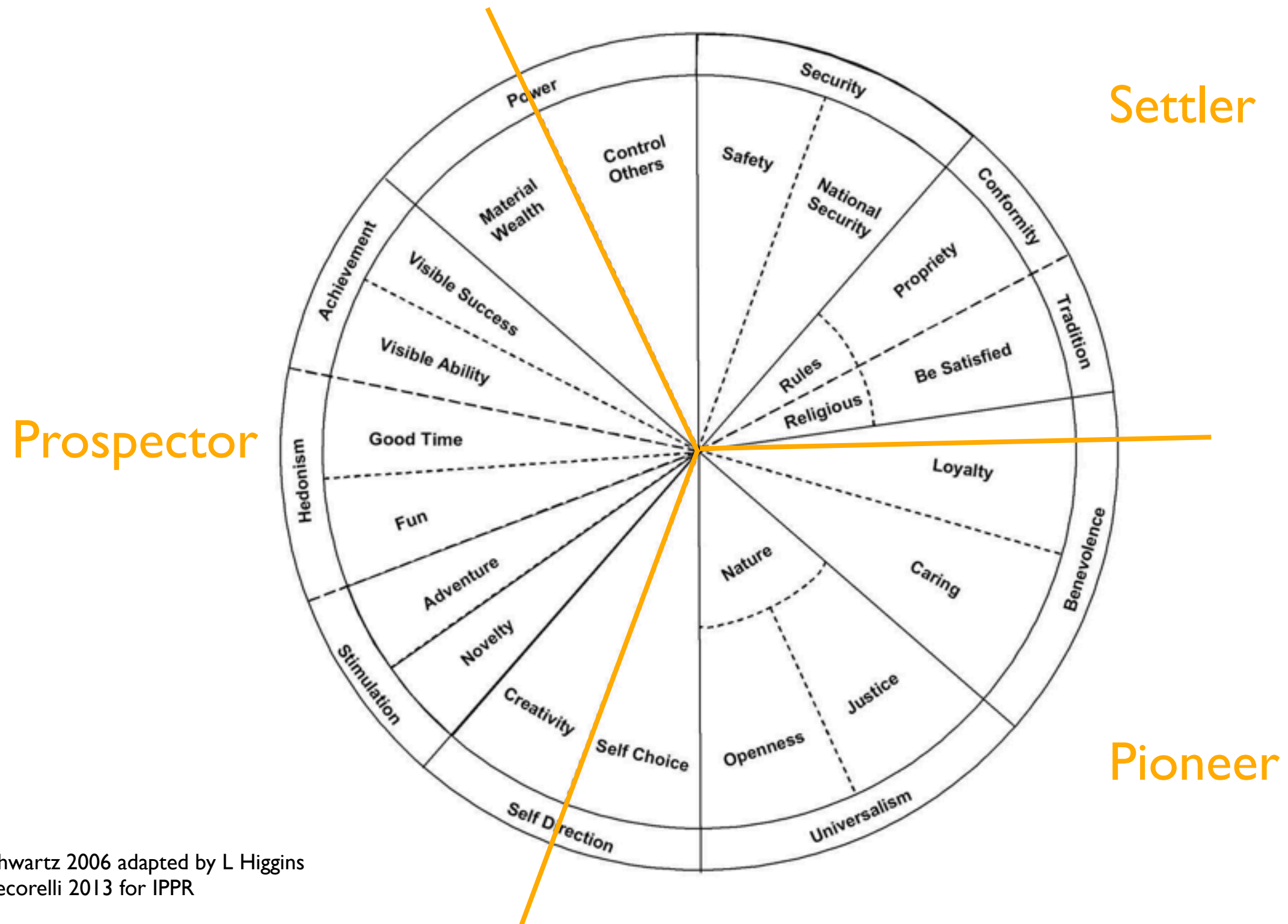
“values are the desirable goals we set for ourselves, which transcend specific situations and motivate our actions”

George Lakoff: (2009)

Based in the brain's neural maps “metaphors are mental structures independent of language”. “Metaphorical thought is ordinary, mostly unconscious and automatic.”

Our first social experience is the family. Family metaphors frame our social values.

Schwartz's Values Wheel

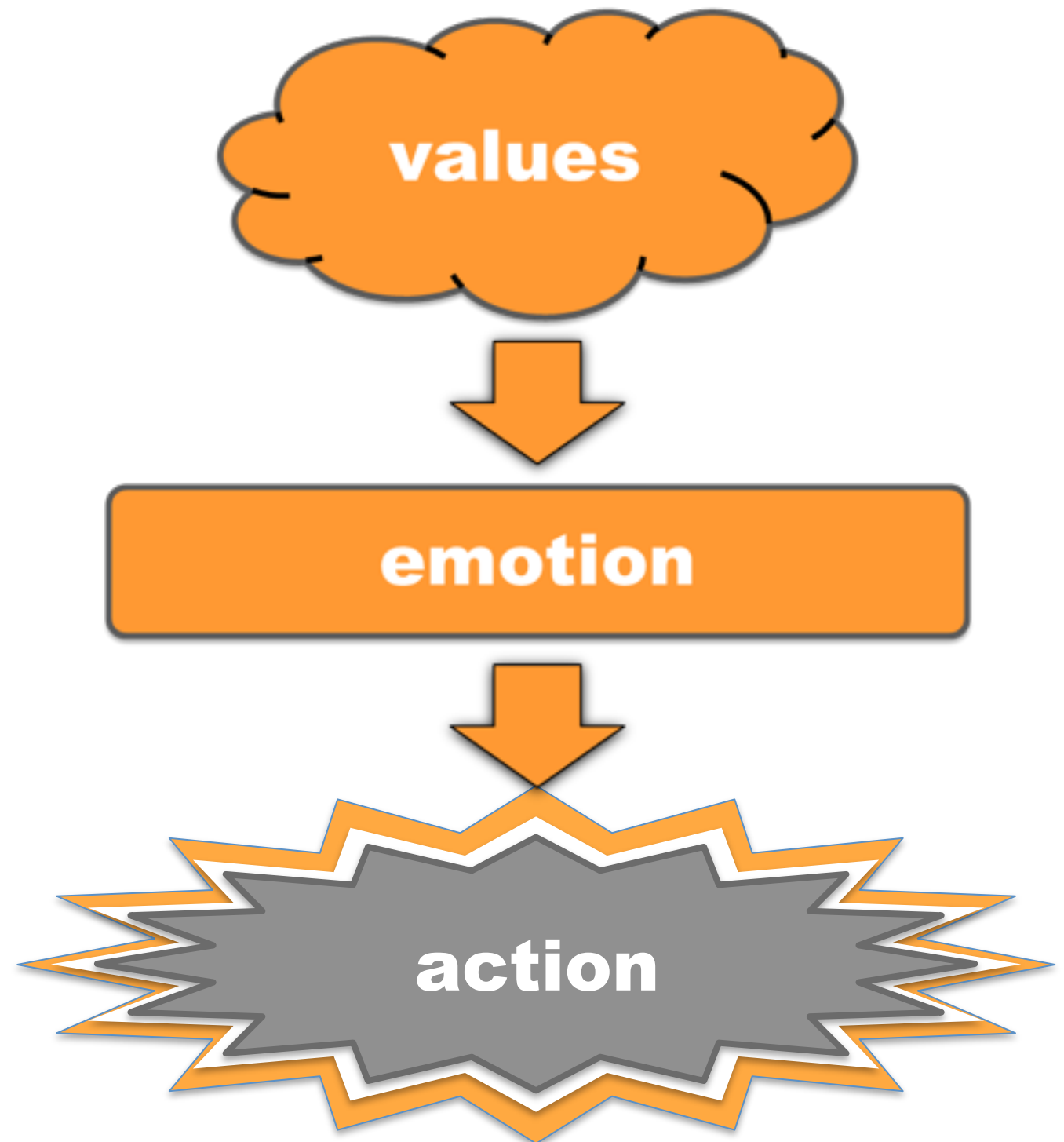


S Schwartz 2006 adapted by L Higgins
N Pecorelli 2013 for IPPR

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Values into action

- Values inspire action through emotion
- Emotions inform us of what we value
- Decisions are based on judgements of value



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discovering place quality

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Places matter intensely to human experience. Why?



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Local area factors contributing to good quality of life



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Places intended for **people**

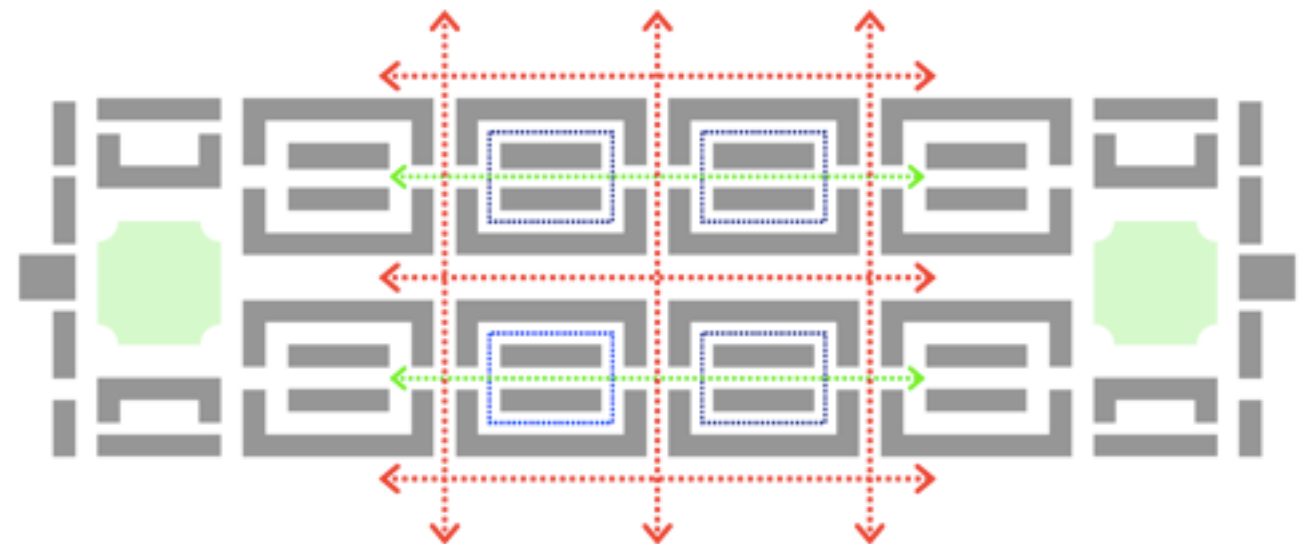
- Successful places attract people, & encourage them to linger and return
- Requires focus on activities, scale, safety and comfort



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Well connected & permeable places

- Successful places allow people to move in & through them easily, especially on foot or bicycle
- How can we open up areas, connect locations & permit people to move between them by the most direct route?



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Places of **mixed use** & varied density

- Towns traditionally grew & developed as a patchwork of mixed activities & uses
- Mixing the uses within any building, street or area encourages more economic & social variety and vitality



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Distinctive places

- Successful places are distinctive & memorable
- So how can we avoid replicating the same house types across UK?
- And how can we prevent the onward march of 'Clone Town Britain' evident in the glass, steel, and concrete blandness of national chain stores?



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Sustainable, resilient & robust places

- Resource efficiency core element of sustainable design
- Resilient places able to 'bounce back' from unexpected change
- Robust places can be modified without excessive physical disruption



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5 characteristics of **successful places**

- Places intended for people
- Well connected & permeable places
- Places of mixed use & varied density
- Distinctive places
- Sustainable, resilient & robust places



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take a BREAK!

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What do I want my place to be like?

re-telling the story

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Workshop 3 Story of your place #2

Re-imagine the future: values and success criteria

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Workshop 3 Story of your place #2

Re-imagine the future: values and success criteria

The story from now to then....

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And how do we get there?
finding the policy tools

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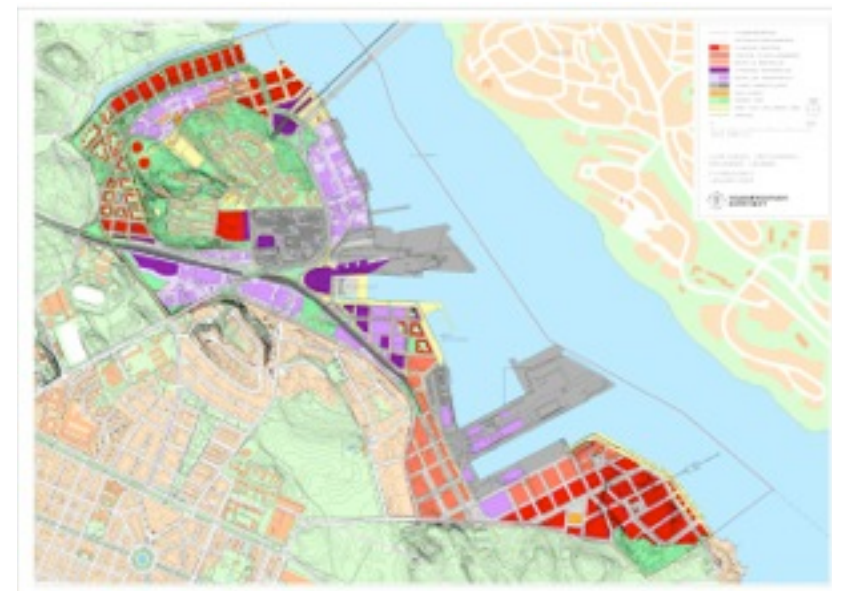
Who makes places?

- the State
- the Market
- the relations between State & Market

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Shaping instruments

- Strategies, plans, visions etc
- Set broad context for 'market actions & transactions'
- Successful strategies radically change what other people think achievable



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Regulating instruments

- Constrain others' freedom for manoeuvre by regulating 'market actions & transactions'
- Consistent application & enforcement essential
- Most effective when they persuade actors to follow policy intent, rather than just give up their plans



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Stimulus instruments

- Open up opportunities by facilitating 'market actions & transactions'
- Direct state intervention
- Price-adjusting actions
- Risk-reducing actions
- Capital-raising actions



Cartoon by Nicholson from "[The Australian](http://www.theaustralian.com.au)" newspaper: www.nicholsoncartoons.com.au

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Capacity building instruments

- Changing cultures mindsets & ideas
- Building networks & relationships
- Gaining knowledge & information
- Developing skills & capabilities
- **Key to effective operation of the three other instruments**



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Shaping places needs **leadership**

- Place leadership is about promoting economic prosperity, social justice and environmental sustainability
- Place-shaping, in its broadest sense, should be at the heart of local governance concerns



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And how do we get there?
finding the people

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Workshop 4 Getting there Actors & assets

Who was involved?

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Workshop 4 Getting there Actors & assets

Who was involved

What were the assets, powers and resources

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Workshop 5 Getting there Building leadership

Who were the change-makers and leaders?

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Workshop 5 Getting there Building leadership

Who were the change-makers and leaders?

What abilities and capacities did they have?

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Workshop 6 Getting there Barriers and blocks

But that future didn't happen. Why?

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Reflections ?

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