

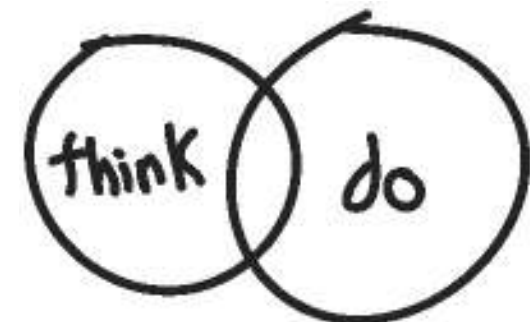


Centre for Local Economic Strategies

Collaboration as a strategic capability

Cheshire & Warrington Public Sector Conference

Neil McInroy
Chief Executive





Centre for Local Economic Strategies

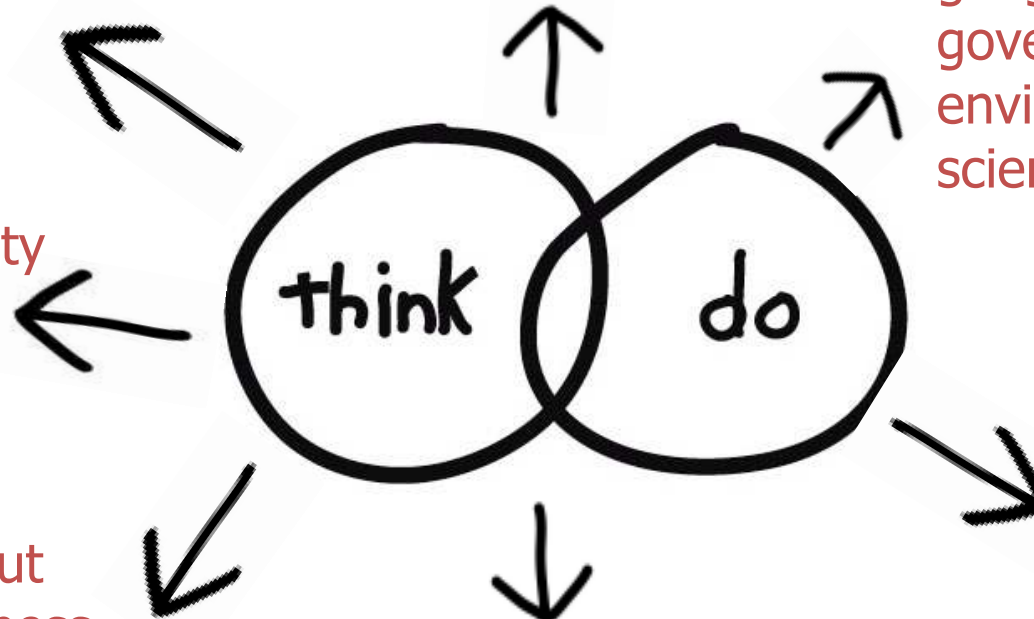
Established 1986

Leading UK member
org for research into
Economic development

Planners,
geographers, local
government,
environmental
scientists, economists

Independent charity

Economic
development but
with social fairness
and within limits of
environment



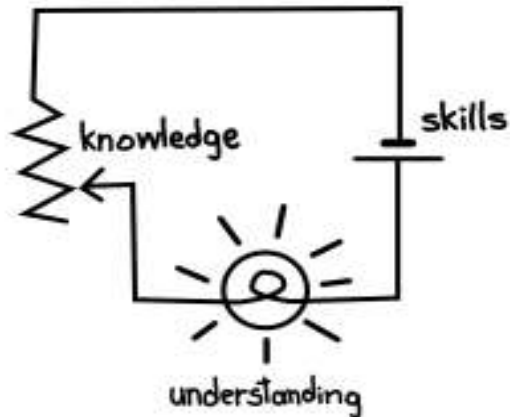
Publishers:



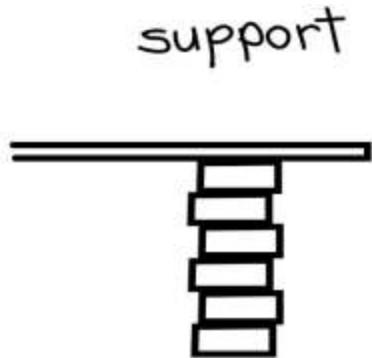
Hybrid; research,
consultancy,
members

What does CLES do?

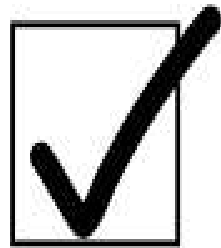
Make Strategies



**Thinkers/trainers
for government**



**Evaluate policy
and programmes**



**Work out social,
economic value
of things**



**Help to develop new
ideas for places**



**Make, interpret,
dissect and lobby for
policy**



Many fingers make great places!



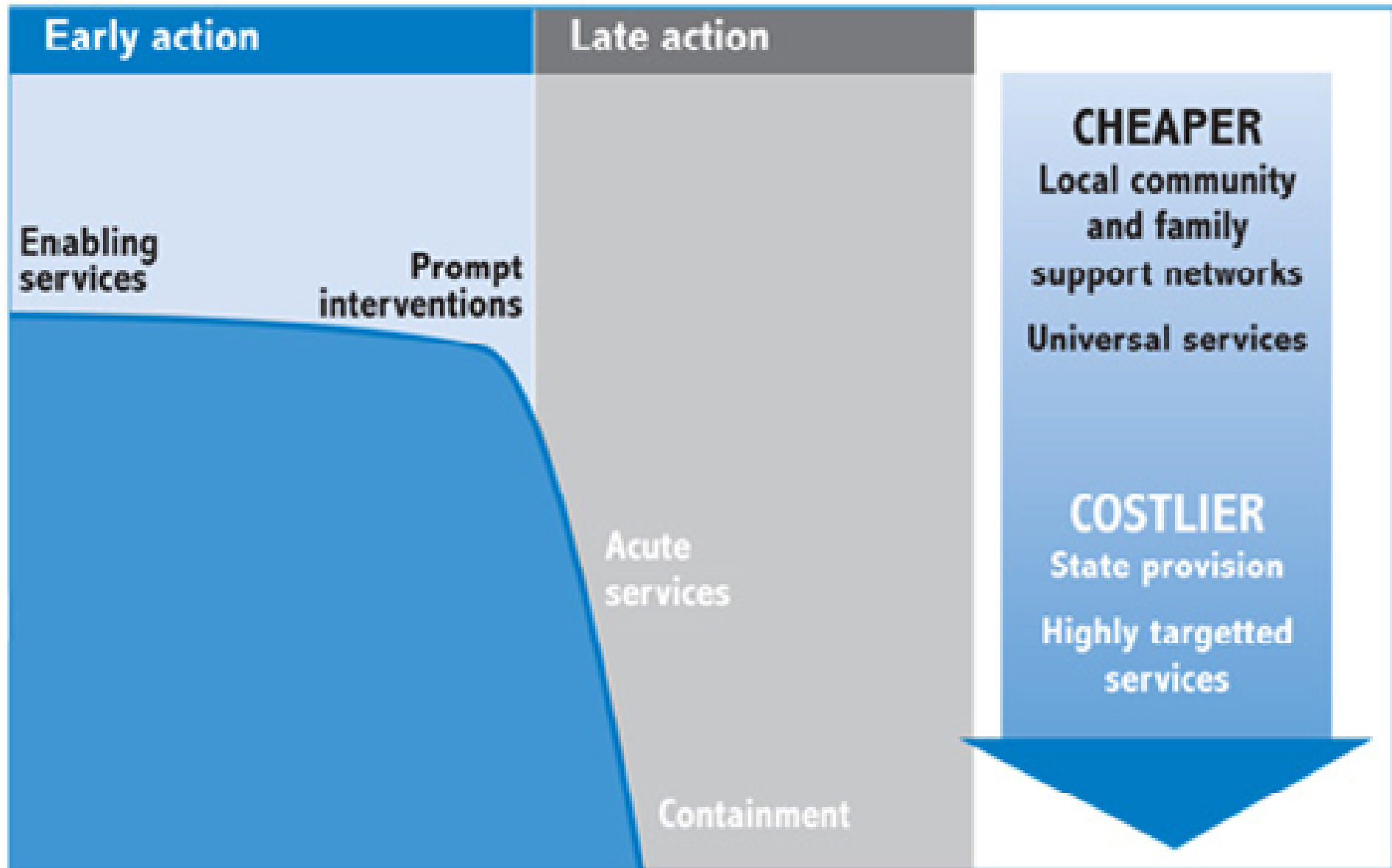
Background Agenda

- Economic recession...depression in some places
- Public service cuts....and ongoing...and deeper!
- Transformation of public services
- New focus on assets and 'unlocking capacity' in period of austerity
- Opportunity for innovation, as even the 'good times' were not that good for some
- Importance of place leadership more than ever

Future leadership of place?

- Transformative role of council, individuals, places, community
- Delivering sometimes, management sometimes, strategic ALWAYS!
- Councils emerging: enabling, cooperative, ensuring councils
- A plural set of service delivery options
 - Shared, Cooperatives, mutuels, co-produced services etc
- Reduced demand on services (Preventative/upstream activity)

Upstream intervention saves.



Community Links (2011), Triple dividend

CLES work on place, economy and people

- CLES workstream for many years:
 - Building resilience and adaptability in place
- 2009 - Initial research. Model for assessment developed
- Applied in 16 Local Authority Areas in England and in Melbourne, Australia
- Neighbourhood version. Applied in Manchester and Walsall
- Developed Town Version. Now working with Scottish Government as part of Towns review

So what does our work do?

- Assessment. The strength of networks, connections
- Its a suite of activities
 - It has been applied to old sites/areas as part of renewal
 - Being applied to new developments
 - Been used as strategic tool for planning/place policy
 - Been used for strategic organisational thinking
 - Being used in Towns

PLACES as systems

The I Ching (Classic chinese text)

'Look at what connects and separates people'



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Different types of networks

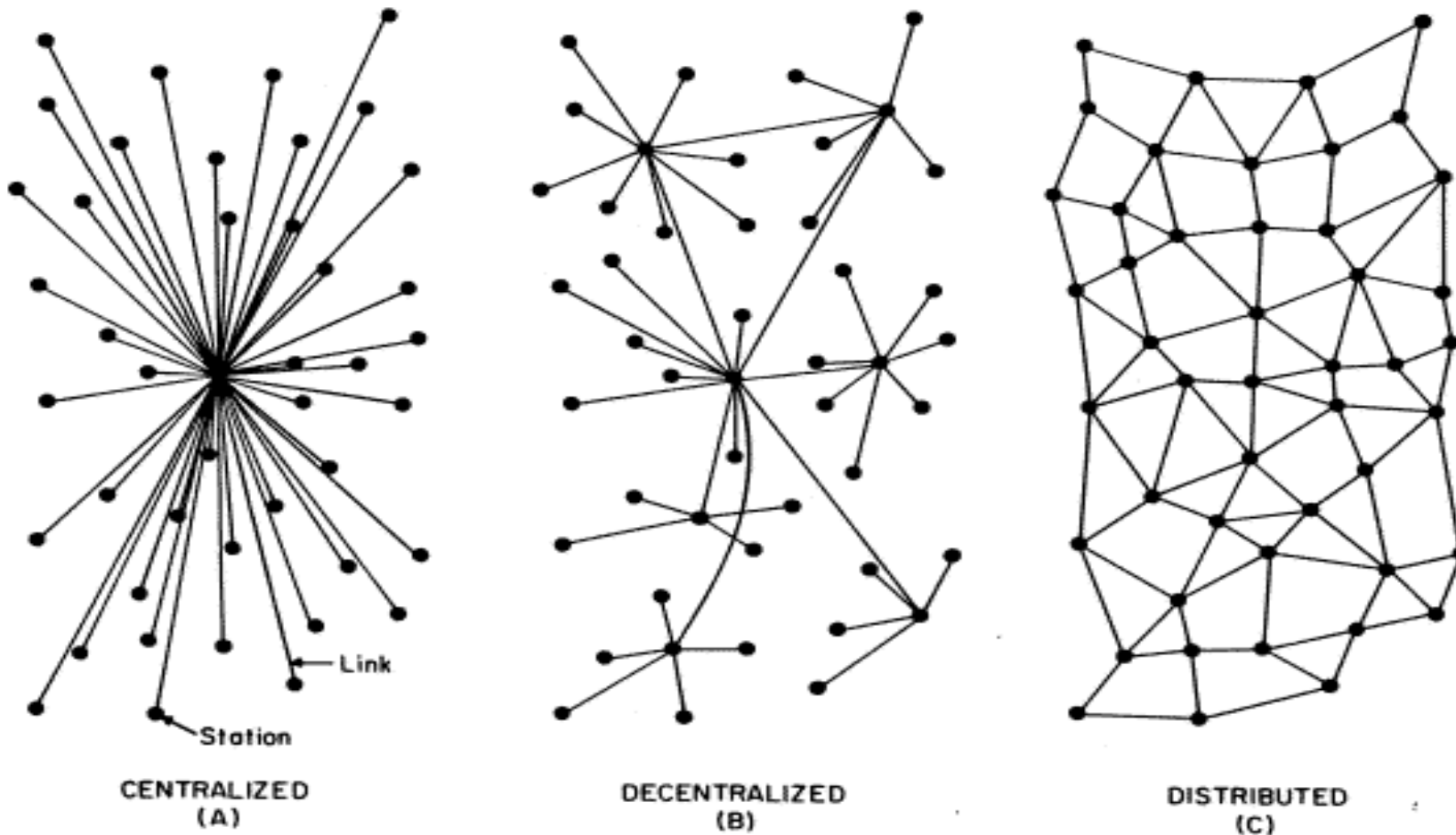
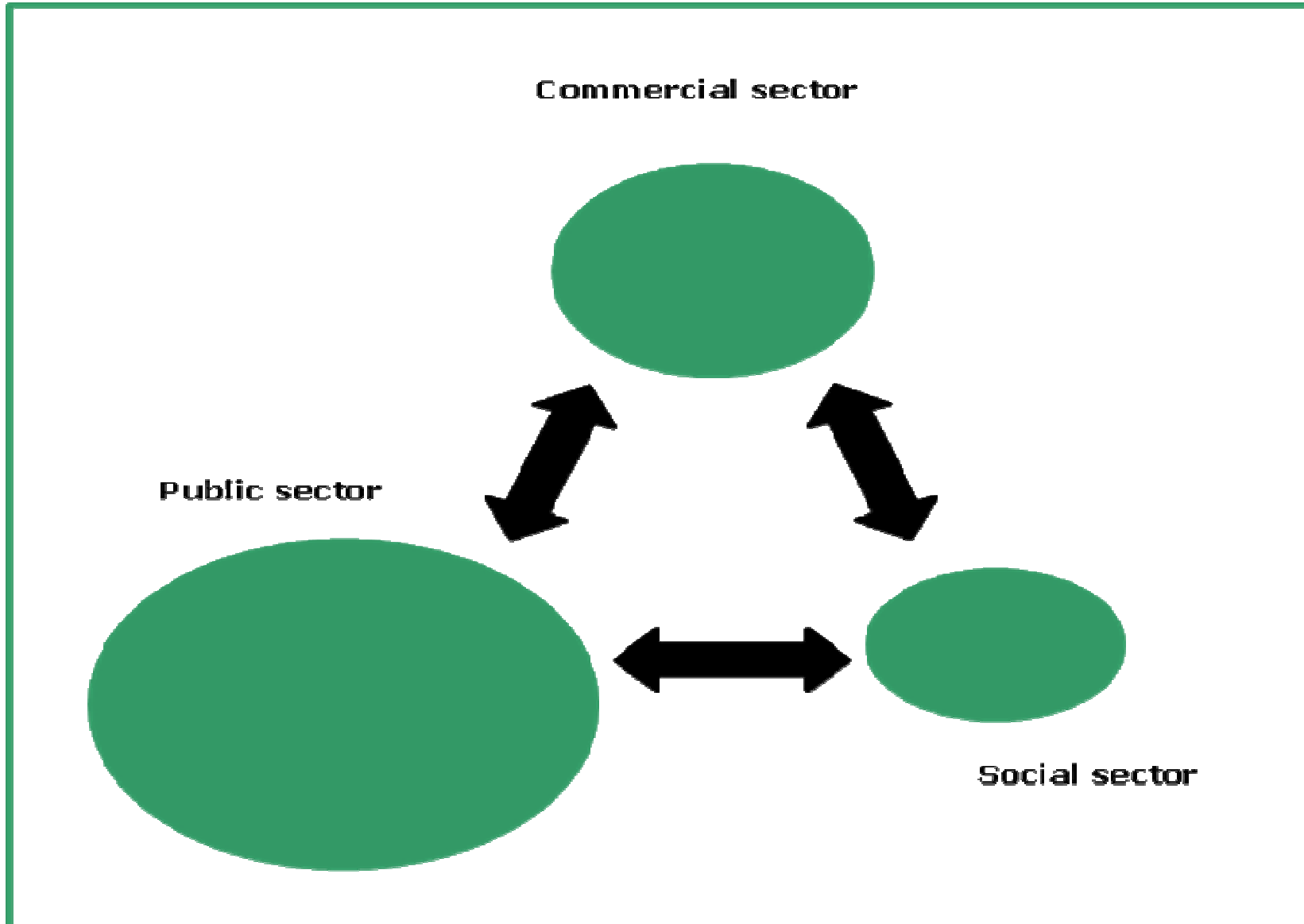


FIG. 1 – Centralized, Decentralized and Distributed Networks

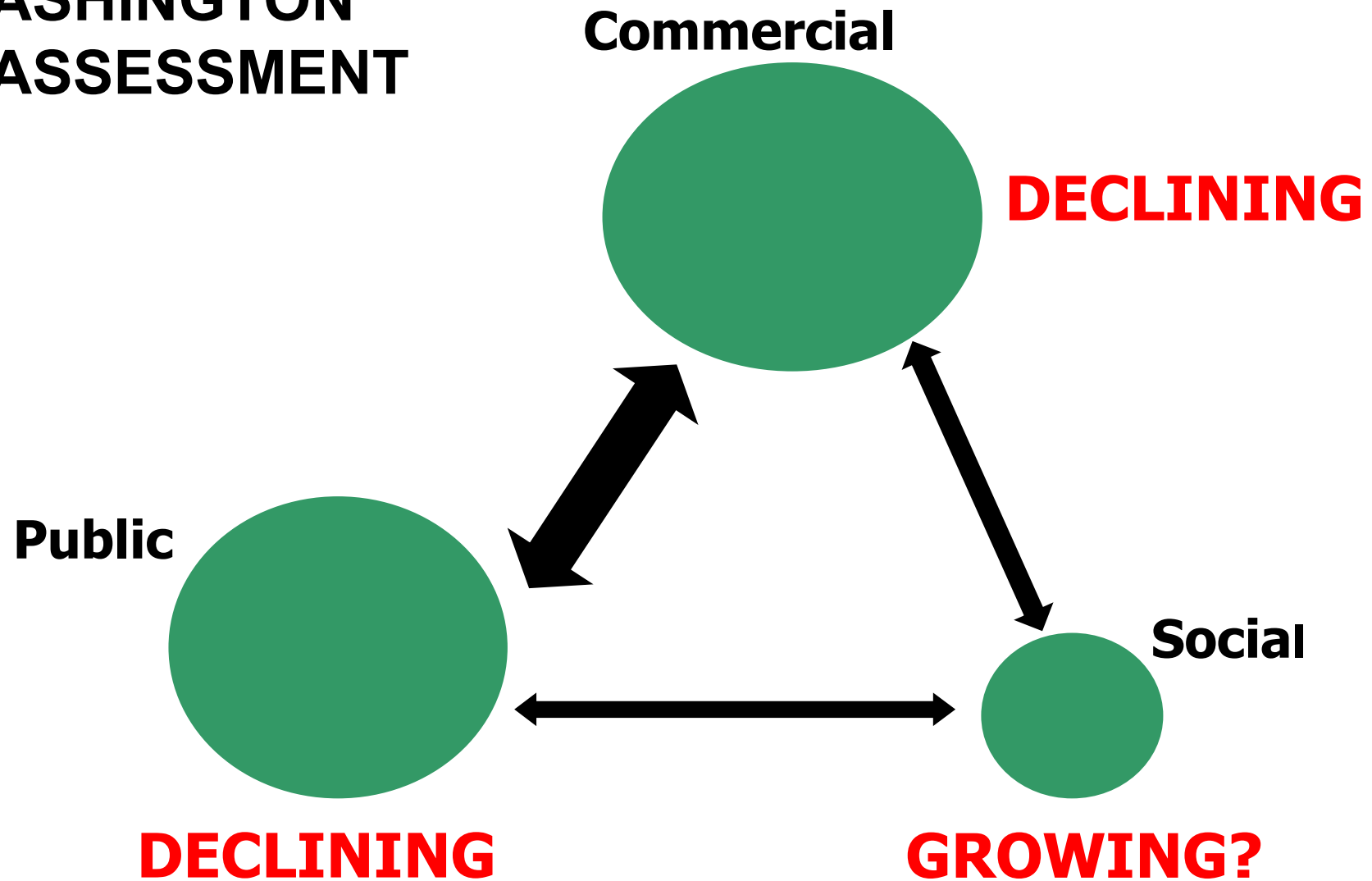
Place as a System.



Measuring interactions behaviours and relationships

- Measure 1 – Size, strength + relationships - commercial sector
- Measure 2 – Size, strength + relationships – Public sector
- Measure 3 – Size, strength + relationships - Social sector
- Measure 4 – Relationships between Commercial – Public
- Measure 5 – Relationship between Public – Social
- Measure 6 – Relationship between Social – Commercial
- Measure 7 – Relationship with wider health and well being
- Measure 8 – Relationship with wider Environment
- Measure 9 – Relationship with wider heritage Identity and history
- Measure 10 – Relationship with wider Governance and economy

ASHINGTON ASSESSMENT



Many types of growth



Are we stretching public spend for local benefit



Policy needs to calibrate things carefully- let the market do the heavy lifting!

○When to intervene?

○How deep?

○For how long?

○How to get out?



Centre for Local Economic Strategies

Email. neilmcinroy@cles.org.uk

Website. www.cles.org.uk

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Twitter. @nmcinroy or @clestweet or @newstartmag

Phone. (0044) 161 236 7036

