



# Strategic planning for local growth: International lessons

RTPI ESPON UK meeting, Birmingham

31 October 2013

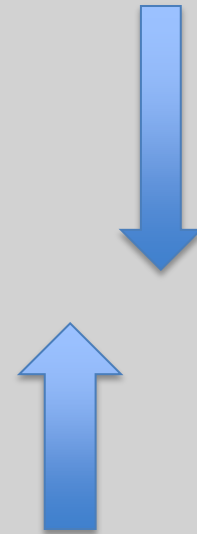
*Cliff Hague*



# Barca Report 2009

*It is up to the top levels of government to set general goals and performance standards and to establish and enforce the 'rules of the game'. It is up to the lower levels to have 'the freedom to advance the ends as they see fit'.*

An Agenda for a Reformed Cohesion Policy: A place-based approach to meeting European Union challenges and expectations, p.41.



# A Place-based approach

*“In a place-based policy, public interventions rely on local knowledge and are verifiable and submitted to scrutiny, while linkages among places are taken into account.”*

Barca.



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# Making a place-based approach work

- Local actions need to be based on an understanding of the context of the place – **look beyond the boundaries.**
- Need to **implement** locally adapted measures.
- Entrenched local elites and traditional mindsets / ways of doing things can be **barriers** to change.



# EU 2020 strategy

Smart, sustainable  
and inclusive growth.

The 11 themes in the  
Structural and  
Investment Funds 2014  
-2020 are derived from  
Europe 2020.



# Lessons from previous regional policy

Too much infrastructure.

Too many science parks.

Everyone doing the same clusters.

**STUPID GROWTH!**



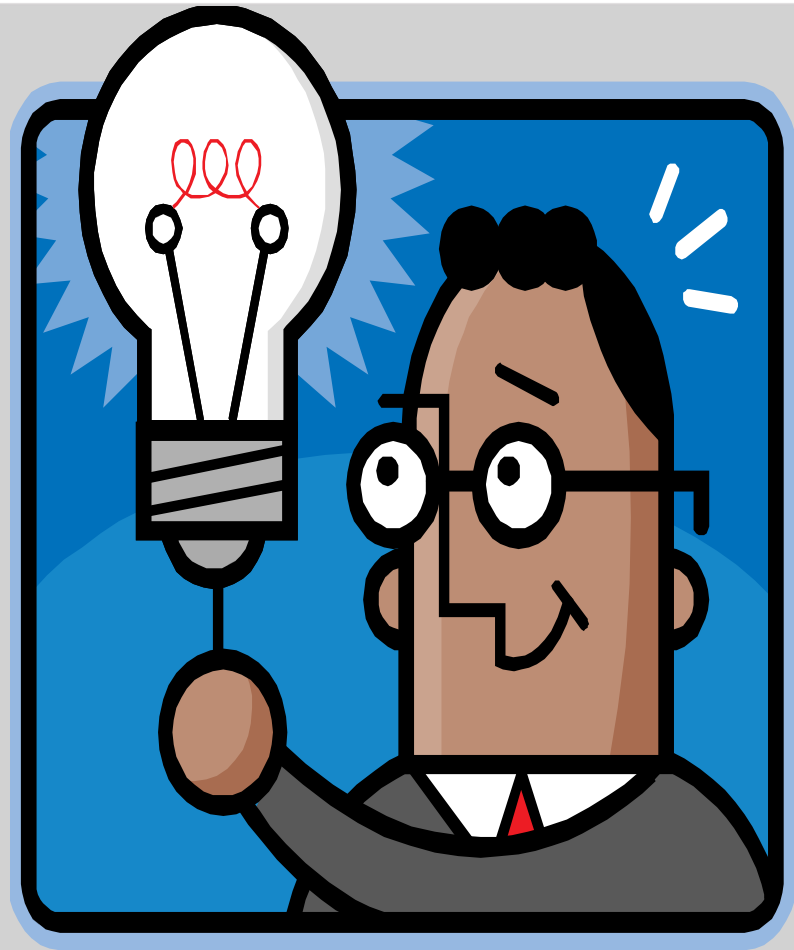
# Smart Growth

Each place needs to exploit its own strengths and opportunities.

Work with the grain of the SME economy.

Smart specialisation.

Combine place-based approach with innovation system logic.



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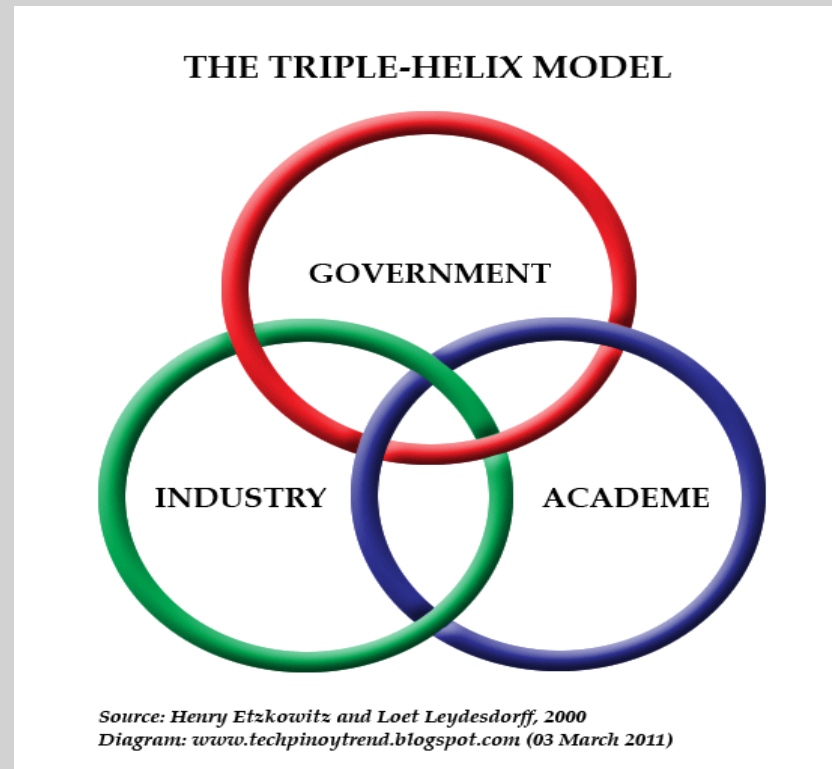
# Innovation systems - From Triple Helix...

Traditional model from 1990s.

Industry does production.

Government ensures contracts and law.

Academe creates research and new knowledge.





## ...To the Quadruple Helix

No guarantee that the 3 share the same agendas – each has their own.

Triple helix overlooks importance of entrepreneurs and place managers. It only works if there are “resourceful persons”.

From silos to open and innovative cross-fertilisation, which needs somebody outside these 3 traditional structures.

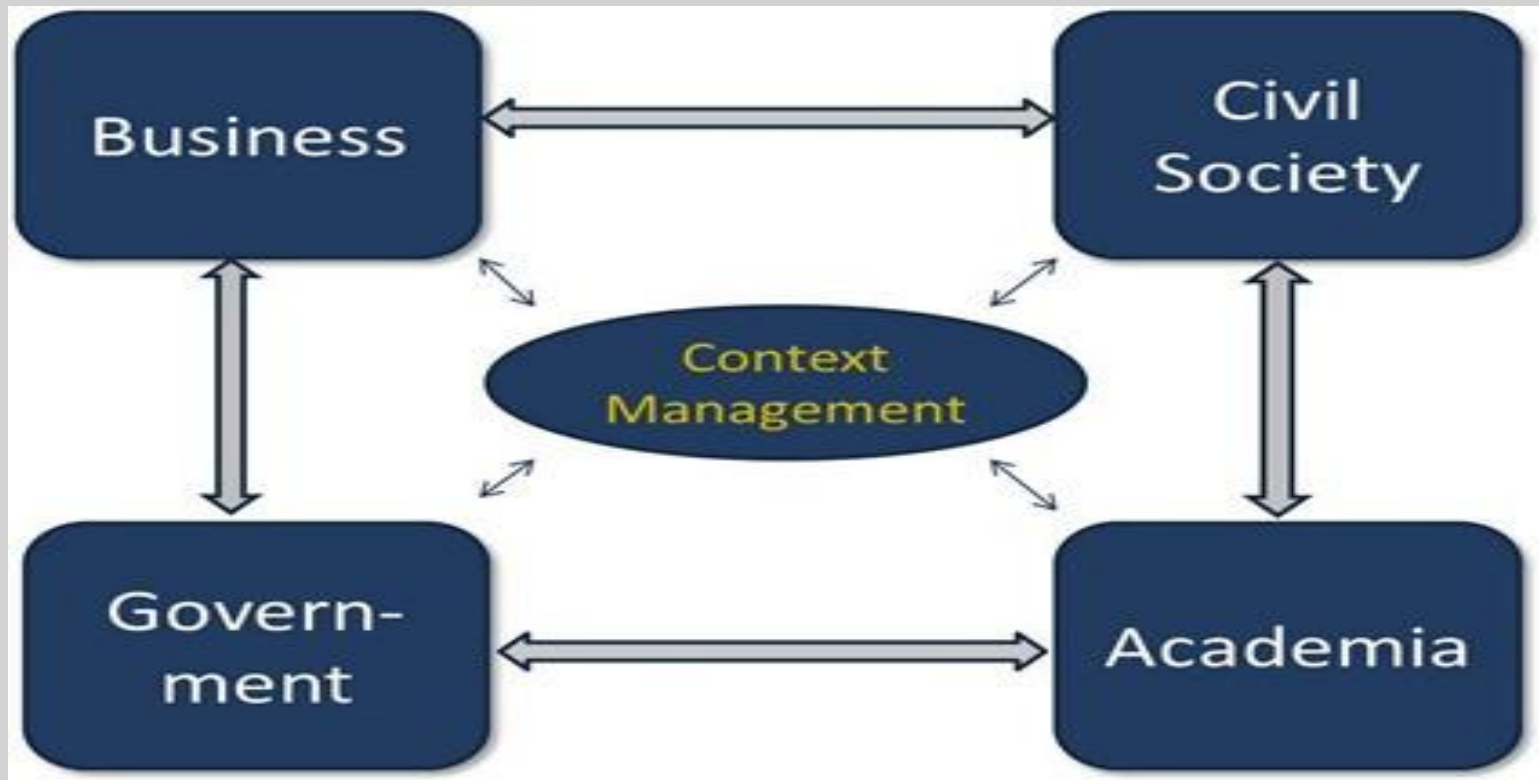


# How to make a region innovative

Ernest J. Wilson III, strategy + business,  
Spring 2012.



## ... Or even a Quintuple Helix



C.Asplund <http://blog.bearing-consulting.com/2012/03/22/beyond-triple-helix-towards-quad-helix/>



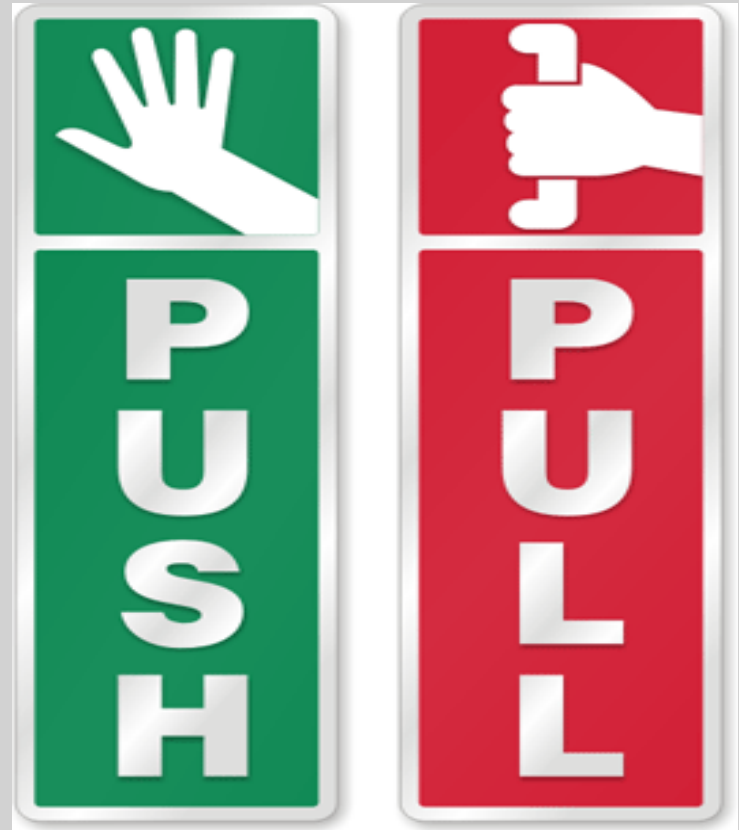
# Clusters alone are not enough

- Construct cross-sector networks that are richer, more diverse, and more deliberately structured than those of the past.
- Leaders in all 4 sectors of the quad need to continuously reform how their organizations are managed — creating a climate that fosters innovation, and adjusting the incentives and organizational structures to reward creativity and collaboration.
- Invest in and retain talented individuals and build the right mix.



# It's the connections that count

“When all four sectors act together, they can pull and push one another into game-changing collaboration beyond what any of them can achieve alone.”  
(Wilson).



# Traditional land use planning has a role

Provision of land, transport infrastructure, schools, energy connections, etc.

But it must not be a silo – it needs to be part of the innovation system. Is it?



# Universities

Produce new talent.

Experiment and generate new ideas.

Lead practice through research.



Is this what our planning schools are doing?





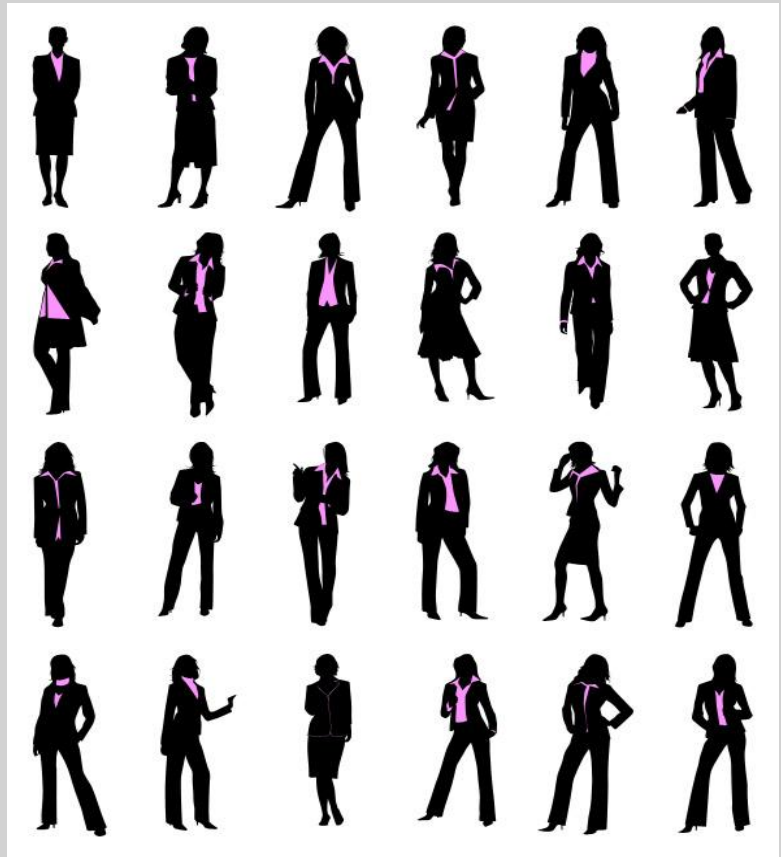
# Business

Key investment and delivery roles.

Take risks and innovate!

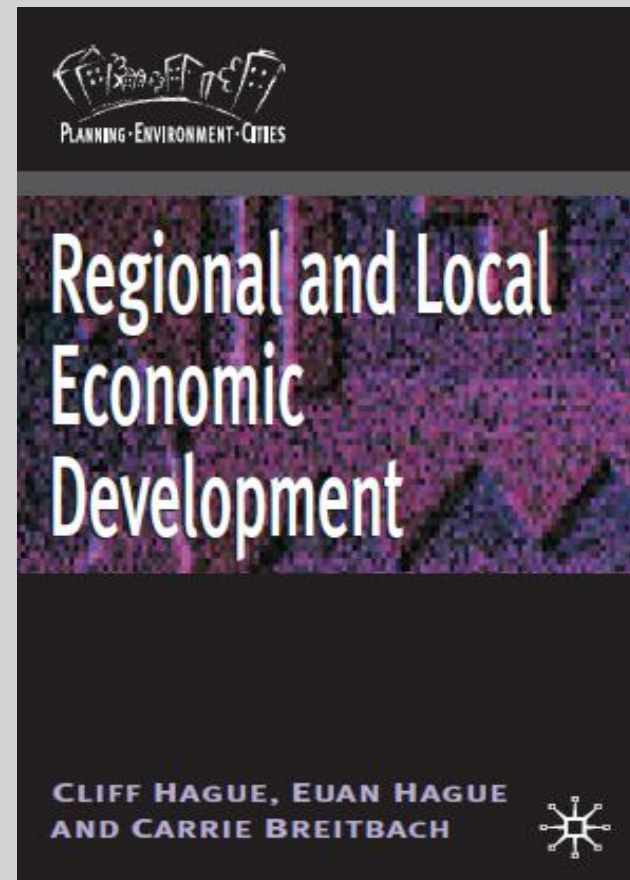
Attract enough customers to make the local economy grow.

Who are the business leaders  
In the local economy? Do they  
engage with the other 3 players?



# Civil Society

NGOs and social enterprises are increasingly important, especially where governments and markets cannot deliver change required.



# Mutual Trust – a key ingredient

Without it partners only do what is in their own interest and focus on the short term, as seen in many Partnerships since the 1980s.

Trust is built gradually through on-going contacts.



# Ideas, practices, skills

Success depends on the organisations – business, government, universities and civil society – being willing to change the way they do things.

Skills needed:

- Synthesis – “connect the dots”.
- Perspective – understand the economic and social (and ecological) environment.
- Communication – across sector boundaries.
- Intellectual curiosity and passion.
- Listening and empathy, even outside the comfort zone.
- Substantive knowledge
- Cross-sector experience and international experience.



# European example - Munich

- Investment in infrastructure – airport, road and rail, leisure and business parks, higher education, research and development and technology transfer.
- Some Universities in other urban centres in Bavaria have affiliations with the two main Universities in Munich.
- Some manufacturers based in the Munich region such as BMW have established production plants in Eastern Europe but have retained key functions such as research and development and administrative headquarters within Munich.



# Lessons from Munich

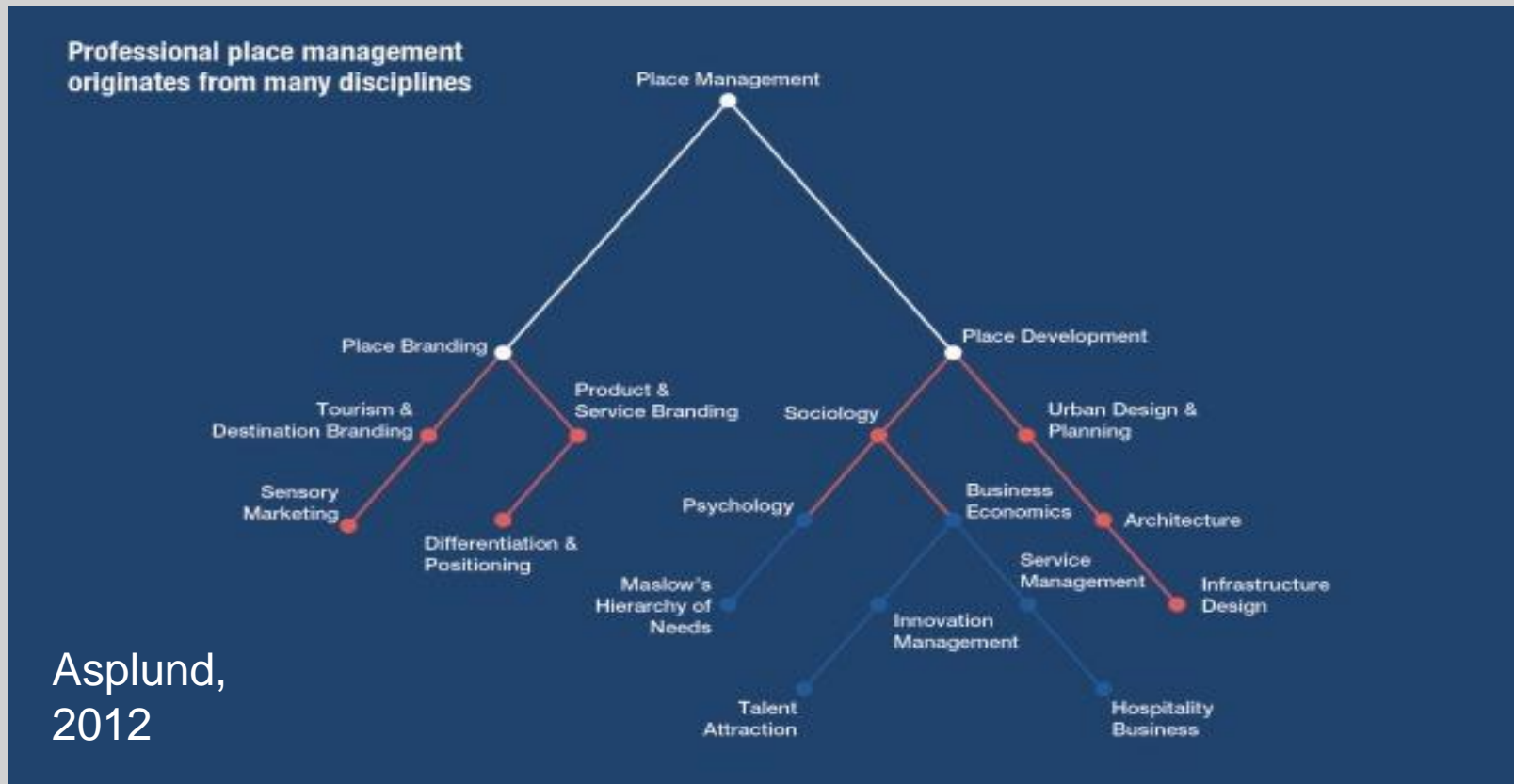
A sustained long-term strategy focused on achieving regional growth.

Investment in hard infrastructure , but also in “soft” aspects like entrepreneurialism.

Classic “triple helix” model – universities, regional and local government and businesses all working together.



# Place management, not just place-making





# What do we need to plan for local growth?

The number one cultural attribute cited by successfully innovative companies is **“openness to ideas from external sources.”**

(Barry Jaruzelski, John Loehr, and Richard Holman “The Global Innovation 1000: Why Culture Is Key,” *strategy +business*, Winter 2011, )



## For more information

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