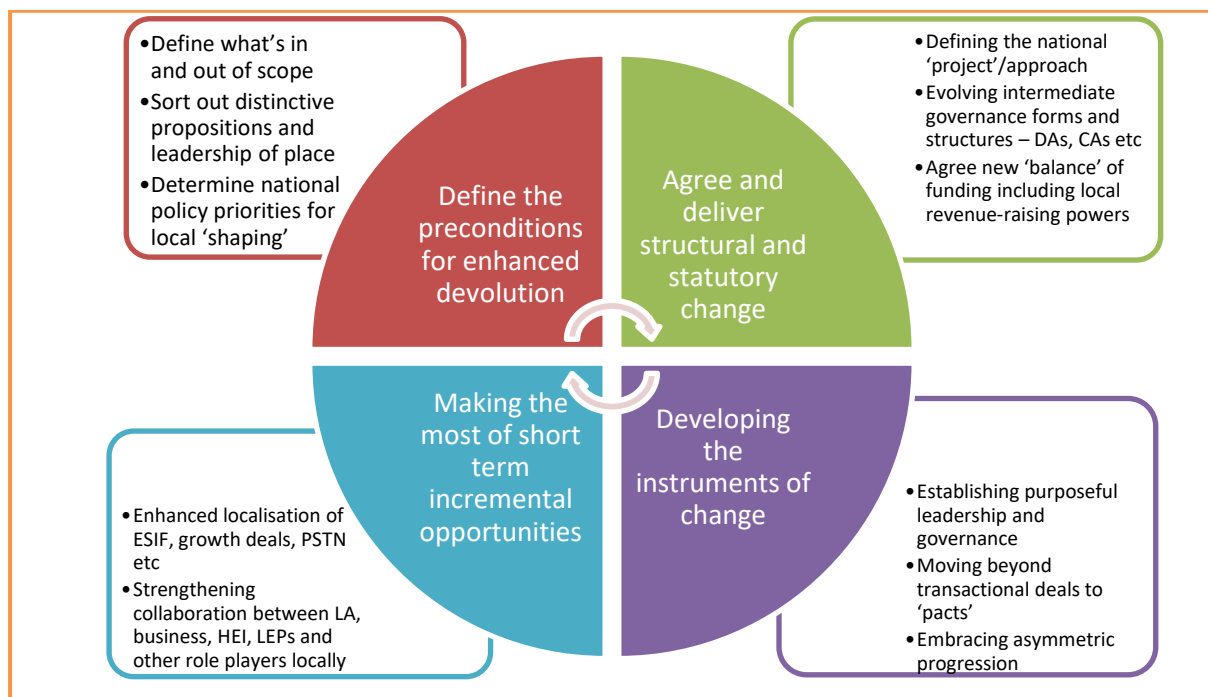


3LE on...enhanced devolution and place-based leadership

For those of us passionate about local and place-based leadership of local economic development, this decade has seemed full of opportunity for enhanced devolution. Much of my work includes framing leadership and governance propositions for sub-national and local growth.

This has included commissions with the two largest new Mayoral Combined Authorities (MCAs), with both metropolitan and non-metropolitan shadow combined authorities, Joint Committees, and with multiple local authorities seeking to shape their engagement with new intermediate tiers. Much of my work with universities and business ‘anchors’ also considers how LA partners can engage with and contribute to better city and community leadership and development.

During 2010-15 I developed, tested and deployed a **specific enhanced devolution & decentralisation tool** for shaping bespoke, tailored propositions. Although this is adapted for each geography and for new circumstances in the 2016-18 ‘devolution agreement’ phase of the decade, the principles behind the framework remain valid. I am happy to discuss and shape this with new clients as appropriate.



In terms of current agendas, defining, negotiating and agreeing credible offers and asks for enhanced devolution remains a challenging precondition of progress. This is considered most recently in two 2017 **local growth and devolution updates** – in [August 2017](#) and [January 2017](#). These pieces are underpinned by practical work in the South West and Greater South East.

More specifically for the MCAs, there is a lot that needs to be done to establish and operate new MCAs and effectively progress mayoral agendas. The general case is made in this piece on “[Metro-mayors – opportunities and implications](#)”. I was delighted to be able to put some of this into practice with both the Greater Manchester and West Midlands MCAs.



The longer-term challenges of CAs – whether mayoral or not concern both the quality and character of city/place leadership, and England's deep, inter-generational antipathy to any forms of intermediate tier leadership and governance.

Moving from transactional to genuinely **strategic leadership** has been a focus of content and process/ facilitation work in 3LE's recent portfolio. In the South West, projects have supported both the development and agreement of the [Heart of South West \(HoTSW\) Devolution prospectus](#), and the formulation and launch of the [Gloucestershire2050](#) consultation. A current major Futures exercise in the East Midlands is also to shortly get underway. For some more general thoughts on the challenges of city and place leadership in contemporary Britain it is worth having a look at this presentation to the [IED national conference](#) – albeit presented before the 2016 referendum.

One of the great challenges, remains the ability and commitment of both national and local governments in England to get to grips with an **intermediate tier of leadership and governance**. How we might do this is explored further in the December 2014 '[England devolution and intermediate tiers of governance](#)'. All of which brings us back to the newly-elected metro-mayors, and whether this model can provide the catalyst to England finally getting to grip with enhanced devolution and empowered leadership of place.