Planning – an integrated management of dynamic change processes’

Presenting to: the Regional Studies Association
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Date: 23 Nov. 2012
Key Questions, inter-related:

Smart Growth:

- *For whose benefit?*
- *How is it defined?*
- *How can it materialise?*
Life is reliant on interactions!

For example:

Economic growth relies on:
• Financial investment; Human capital; Transportation; Housing; Land availability; etc.

Growth of human capital relies on:
• Enlightened Women; Education; Social environment; Housing; etc.

Nothing happens in isolation
Planning for Growth?
Consider the meaning of words

• Growth and decline = *a process of urban/regional change*

• Economic; Social; etc. = *abstract spheres*

• Real Changes = *interactions of ‘Active Stakeholders’ in these spheres*

• Real Impacts = *experience of ‘Recipient Stakeholders’*
Smart Management of Growth

- **Good Management** = Understanding systemic inter-action of components
- Harder than managing factories… …and more important!
- Obvious?
- Yet often neglected:
- Consequences - Inefficiency; Waste, injustice
The issue of Compartmentalism: ‘Silo’ thinking and action

Why?

- **Information**: ‘more & more about less & less’
- **Departmentalism**: in Academia, Governance, Private-sector
- **Competitiveness**: for market profit, for personal security
- **Performance standards**: focus on the measurable, in one field
- **Sectoral objectives** – within Public and Private sectors
- **Planning focus**: ‘Policy Objectives’ not ‘causes and outcomes’
Long standing awareness – but inadequate action

- **EC Spatial Planning drive 1983** – little progress
- **UK Single Regeneration Budget** – separate chapters bound together
- **UK Localism** – ignores local & Regional interactions
- **Research of outcomes** – not of causes
- **Public / Private sectors’** – conflict, not collaboration

Need for a shared concept and approach
The Key Questions – Basic answers:

Smart Growth:

- **For whose benefit?**
  - People’s diverse needs -

- **How can Growth be perceived?**
  - A Dynamic process of change in inter-related spheres, not just ‘Economy’

- **How can it be planned?**
  - Joined-up thinking and integrated management of urban/regional dynamics
Dynamic Planning - Developing a shared concept -
Identifying the *interactive causes* of change, & *Active Stakeholders* behind them

*Intervention* starts an *interactive process* – in addition to achieving objectives it will have *side effects*, with *beneficial* impacts on some people, *adverse* impacts on others.
Community Impact Analysis (CIA – CIE)  
Nat Lichfield’s aid to evaluation

A social benefit/cost analysis of all impacts (Beneficial & Adverse; monetised & non monetised) on all people  
Comparing the distribution of impacts of ‘Approval’ of a plan against those of ‘Refusal’  
Seeks to maximise Net Social Benefit  
Does not judge proposals just on ‘non compliance with Policies’
Application of Dynamic Pl. & CIA/E

Urban Regeneration projects
The Niger Delta Region Development Strategy
Ashkelon town of dispossessed immigrants
Airports in context
Regional transport systems
The Bottom Line

Smart Growth requires
a Conceptual foundation + Practical methods

• Understanding interactive processes of change
• Mutual recognition of the relevant Stakeholders
• Methods for ‘joined-up- thinking & Evaluation

The concepts and methods exist.
The will is yet to come
Now over to You:

- Does it make sense?
- Have you experienced:
  - Frustration at disjointed plans / action?
  - Truly integrated strategies and collaborative action? If so – what made it possible?
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