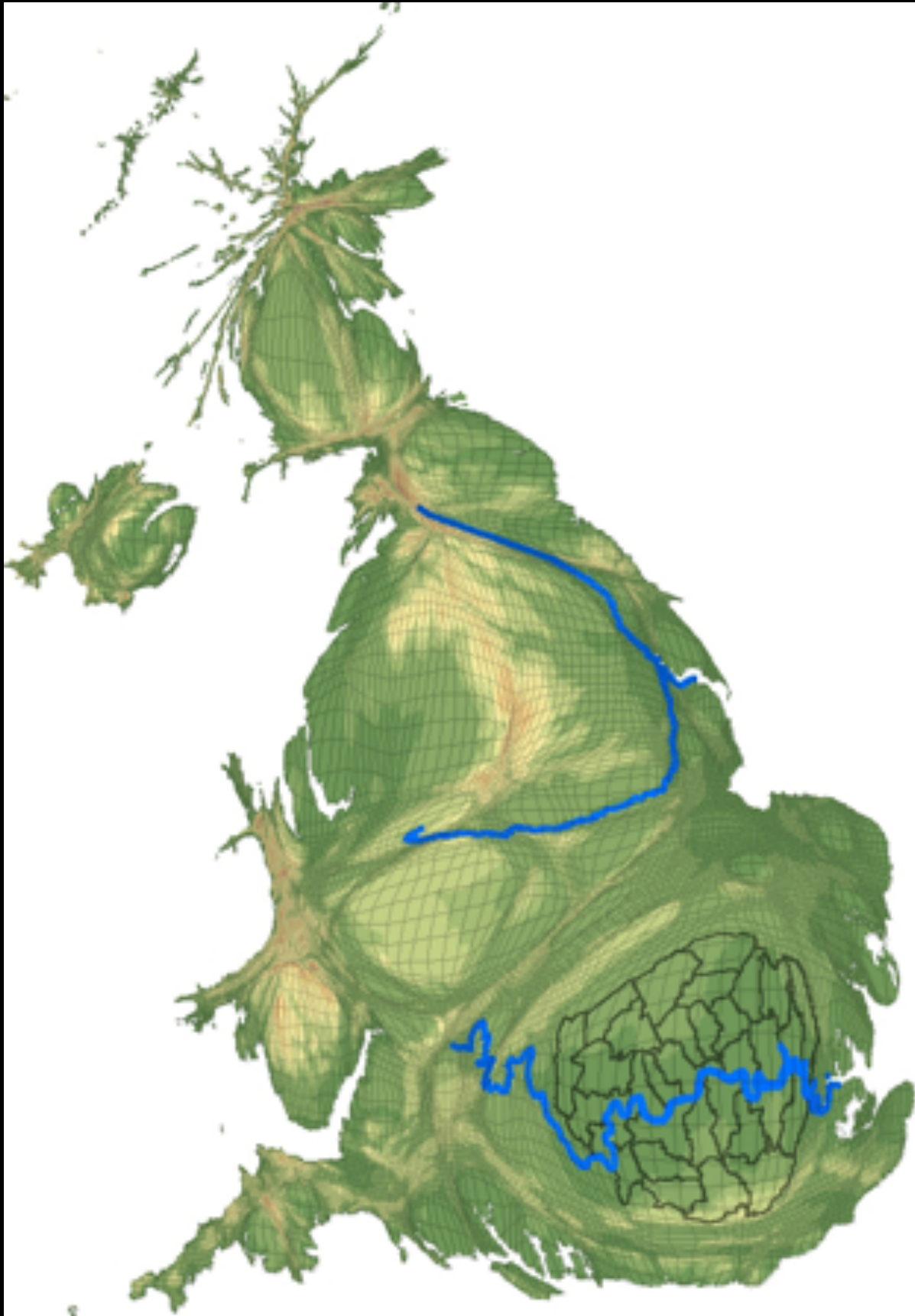


# The Geography of Governing

Barry Quirk



# changing contours of landscape

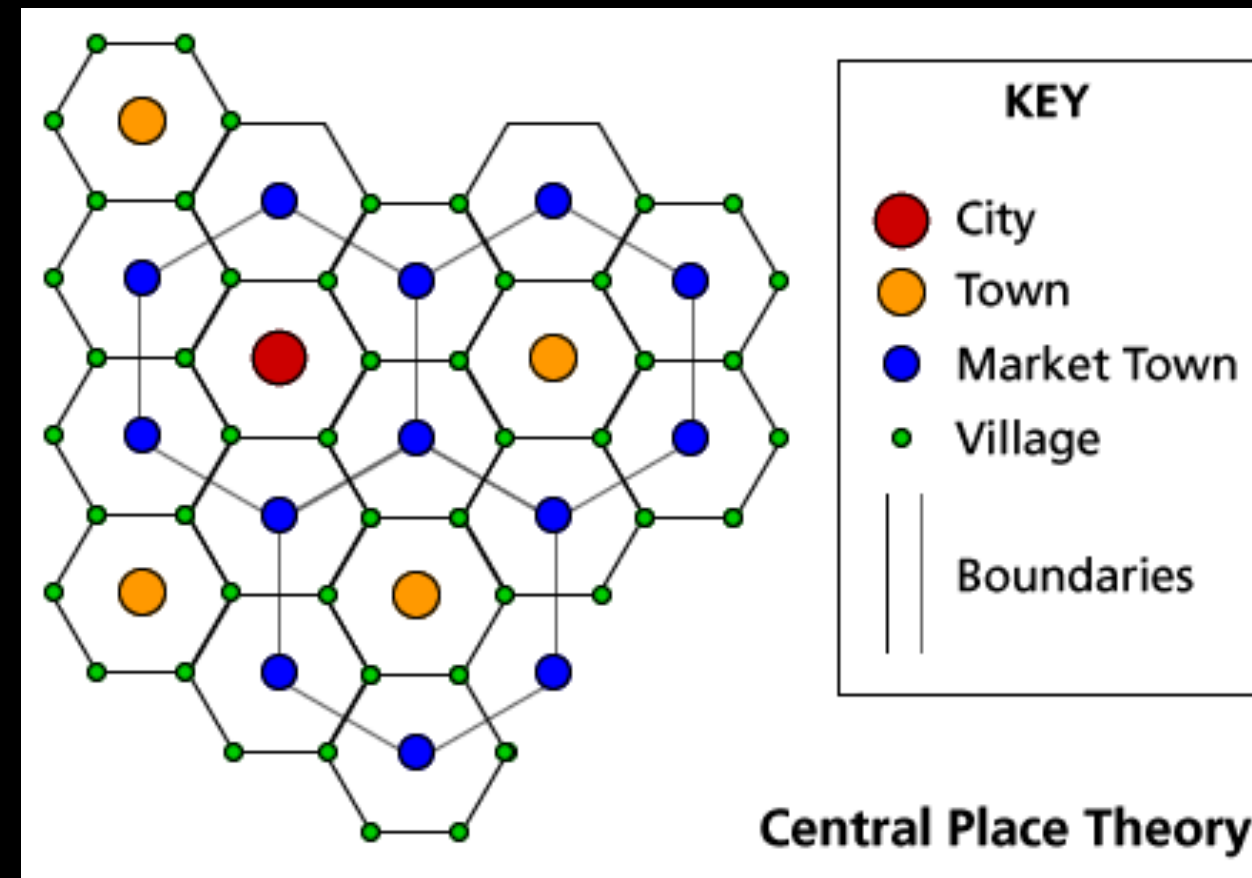
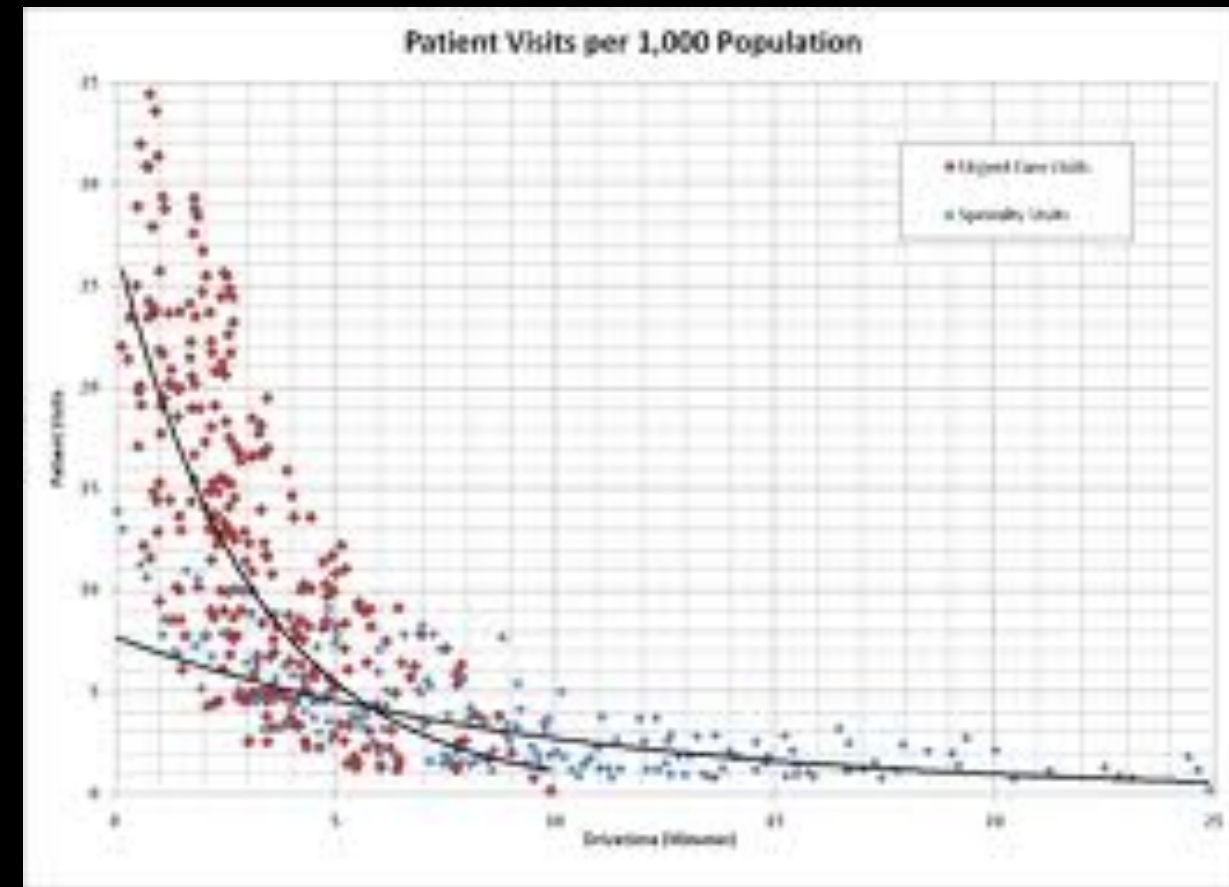
**social & cultural contours**

**economic & demographic contours**

**physical contours**

# the laws of geography

- distance-decay
- unevenness and irregularity
- uniqueness and uniformity (CPT)
- centre-periphery
- comparative (dis)advantage
- intervening opportunity



- "stand alone" places rarely exist (Isle of Wight)
- Spillover and leakage effects are everywhere



**the Qingdao Haiwan Bridge (26.4 miles) China**



**the Old Bridge at Mostar, Bosnia**



- inevitable geographic unevenness and spatial variance within localities
- the "geography of fairness"
- the relevance and efficacy of area based policy instruments



**"where are you from?"**

place as a source of identity

attachment and belonging

the strength of weak ties

# Public Leadership

"**conduct** that  
encourages others to  
act responsibly in the  
**public interest**, so that they  
achieve more **together**  
than they would have achieved separately  
and/or on their own."

# distributed public leadership

- Elected representatives: the only people with democratic legitimacy ... but it's fragile!
- Professional experts as public leaders: subject experts with limited legitimacy
- Team leaders of local service facilities or operations
- Institutional leaders who act with the frail legitimacy of their institution
- Community leaders with authentic local roots



**Are communities  
open, friendly,  
resourceful, resilient and  
engaged in civil  
activity?**

**Community**

**Is the place liveable,  
connected,  
environmentally  
sustainable?**

**Place**

**Efficacy of  
public  
institutions**

**Internal  
dynamics and  
external forces  
for change**

**Are public  
institutions  
trustworthy, resource  
effective & efficient,  
securing relevant and  
fair services?**

**How are  
communities and  
businesses responding to  
economic change:  
competition for jobs  
and homes?**

# leadership across a system

- needs are liquid while service costs are frozen in the design of delivery: in facilities, assets, patterns of service activity
- cost drivers vary: institutional costs, whole service costs, transaction costs, activity based costs - eg. criminal justice system

wardens  
PCSOs 120

police 600

CPS 30

courts

prisons

probation 60

prevent & divert

detect & bring to justice

convict & rehabilitate

# routes to public service reform



# Realpolitik

Unitaries  
Metropolitan  
London Boroughs  
Counties and Districts

when does  
localism become  
parochialism?

**closed**  
**community**