

PACE

Looking Up and Out - Designing for the Future

Session Three
Leading place through political
and investment change





Introduction and context

This summary distils the core insights from the third session of the PACE (Pioneering, Action-orientated, Creative and Entrepreneurial) programme, delivered in partnership by ADEPT and Amey. Held on November 28th, 2025, at King's College in Cambridge, the session brought together senior place leaders from across the UK, examining how rapidly shifting political dynamics, tightening fiscal conditions and evolving expectations of public-private collaboration are reshaping the environment in which local government operates.

Against a backdrop of rising complexity, uncertainty and societal pressure, participants explored what it means to lead place in a landscape characterised by new political forces, intensified scrutiny and demand for more adaptive, resilient and community-centred approaches.

Through provocative contributions from political, investment and leadership experts, alongside collaborative workshops, the cohort interrogated the implications of these changes for local governance, long-term investment, partnership working and organisational capability. The discussions highlighted the need for confident, future-ready leadership able to navigate a shifting political landscape, unlock new forms of capital, steward long-term partnerships and cultivate innovative, people-centred systems of place-making.

This summary sets out the key themes and reflections from the day, providing a shared foundation to support collective learning and inform the next phase of leadership practice across the PACE network.





Three strategic themes for place departments

The session reinforced three strategic themes that will define the future role and impact of place departments: **resilience, innovation and investment**. These themes capture the capabilities local government will need in order to lead effectively through political, economic and environmental uncertainty.

- **Resilience** reflects the growing importance of creating communities that are safe, sustainable and well prepared for both immediate pressures and long-term challenges. It requires embedding climate readiness and strategic foresight into everyday decision-making
- **Innovation** highlights the need to harness digital and data tools, adopt more adaptive forms of governance and strengthen collaborative approaches with politicians, partners and communities. This theme emphasises the shift from static service delivery to dynamic system leadership
- **Investment** focuses on building credible, long-term partnerships that can support intergenerational place-making. It includes developing stronger financial acumen, exploring new models of funding and positioning places in ways that attract sustainable capital.

Together, these themes offer a coherent framework for navigating complexity and shaping places that can thrive amid significant political and economic change.

Resilience

Resilience emerged as a foundational theme for place departments, reflecting the growing need for local government to build communities that are safe, sustainable and able to withstand future pressures. Discussions emphasised that resilience is not limited to managing immediate risks. It requires a consistent focus on long-term thinking, preparedness and the ability to adapt as circumstances evolve. Participants reinforced the importance of integrating climate readiness and environmental adaptation into all aspects of local planning and decision-making. Carbon literacy, climate-focused design and an understanding of environmental interdependencies were highlighted as essential components of a resilient approach to place leadership.

The importance of strategic foresight and scenario planning were also highlighted in the session. With operating environments shaped by political uncertainty, fiscal constraints and the accelerating impacts of climate change, place departments increasingly need the capability to anticipate disruptions, understand emerging risks and develop flexible responses that maintain community stability and wellbeing.

Ultimately, it was concluded that resilience is about creating the conditions in which communities can thrive. It involves safeguarding people and places while fostering the capacity to adapt, recover and grow amid ongoing political, environmental and social change.

Innovation

Innovation was discussed as a vital theme for place departments as they navigate an operating environment defined by rapid technological advancement, rising complexity and evolving public expectations. The session emphasised that innovation extends far beyond the adoption of new digital tools. It is fundamentally about cultivating a mindset of curiosity, creativity and continuous improvement across local government.

Participants emphasised the need to fully embrace digital transformation. This includes developing confidence and capability in data and analytics and making purposeful use of emerging technologies such as artificial intelligence, geospatial analysis and digital twins. These tools offer opportunities for more informed decision-making, more efficient service delivery and more responsive approaches to local priorities.

A significant focus was placed on the need for adaptive governance. Innovation requires flexible and agile organisational structures that can move at the pace of change. This means encouraging collaboration across departments and sectors and involving politicians, partners and communities in co-designing solutions. By drawing on diverse forms of expertise and lived experience, place departments can unlock collaborative intelligence and build approaches that are inclusive, practical and rooted in local context.

The discussion also reinforced the value of systems leadership. Leaders are increasingly expected to work across interconnected systems such as transport, housing, health, economy and the environment, ensuring that strategies align and reinforce one another. Effective systems leadership enables innovation to take hold across whole places rather than within isolated projects or services.

Innovation in place departments is driven by three key factors: being proactive, open to experimentation and willing to explore new partnerships and delivery models. By embedding innovative thinking into everyday practice, local authorities can anticipate change more effectively, strengthen the relevance and resilience of their services and create places that are dynamic, forward looking and equipped for the future.

Investment

Investment was identified as a critical theme for place departments, reflecting the need to secure long-term prosperity and create the conditions for sustainable, intergenerational place-making. The session emphasised that the traditional reliance on government grants is no longer sufficient. Instead, local government must adopt more innovative and ambitious approaches that can attract private sector capital, institutional investment and specialist expertise.

Participants explored how local authorities can position themselves as credible and confident partners within the investment market. This requires a clear vision for place, strong place-shaping narratives and leadership that can articulate the long-term value of investment. Examples such as the Newcastle Helix development demonstrated how collaborative models, built on trust and shared purpose, can deliver significant social and economic outcomes. This can include new jobs, improved housing, better infrastructure and enhanced community assets.

Financial capability was highlighted as an essential element of successful investment strategies. Place departments increasingly need the skills to structure complex deals, navigate opportunities with private sector partners and understand the dynamics of pension funds and long-term equity. Effective risk-sharing arrangements were also discussed as a way of ensuring that investment schemes deliver mutual benefit and remain sustainable over time.

The session reinforced that investment is not simply about securing funding. It is about building long-term partnerships, creating credible propositions and ensuring that places are positioned to attract and retain capital. By adopting a proactive and confident approach, local authorities can unlock new pathways for regeneration, strengthen long-term resilience and support communities to thrive for generations to come.



Political landscape emergence of Reform UK

The session continued with reflections on the growing influence of Reform UK and the implications of this shift for local government. Jaymey McIvor, Local Government Lead at Reform UK, outlined how the party's rapid rise is reshaping expectations of governance, introducing a more politically charged environment for local authorities. Participants recognised that while Reform UK reflects broader public frustration and a desire for change, the party's emergence also contributes to a more varied and evolving political landscape, creating additional considerations for local authorities.

The discussion highlighted that this volatility sits within a wider pattern of national political uncertainty. Local authorities are increasingly required to operate amid competing priorities, rapidly shifting narratives and heightened media attention, all of which can challenge the continuity needed for long-term planning in areas such as infrastructure, regeneration and local economic growth. Leaders were encouraged to consider how political turbulence could hinder collaboration and create obstacles for delivering strategic, intergenerational outcomes.

To respond effectively, the discussion underscored the importance of strategic foresight and scenario planning. These capabilities enable local authorities to anticipate abrupt policy changes, electoral shifts and new political dynamics, helping them maintain stability when faced with unexpected developments. Building strong relationships with elected members and communities was decided to be essential in sustaining trust, supporting good governance and mitigating the risks associated with political disruption.

Collaboration and shared problem-solving were presented as crucial to navigating this new landscape. By working across sectors, engaging partners early and codesigning approaches to complex challenges, local authorities can strengthen alignment between local priorities and wider system ambitions. It was emphasised that maintaining clarity of purpose, collective intelligence and organisational resilience is vital for place leaders seeking to deliver sustainable outcomes in an era defined by political fragmentation and increasing uncertainty.



Future investment beyond grants and pension funds

The session explored how local authorities can expand their investment strategies beyond traditional reliance on government grants and local pension funds. Drawing on insights from Pete Gladwell, Group Managing Director for Public Investment at Legal & General, participants examined the growing potential of private capital and institutional investment to support long-term, socially focused place-making.

The discussion highlighted that fiscal constraints and the limits of conventional funding require local authorities to adopt a more forward-looking and confident investment mindset. This involves positioning places as credible and attractive propositions to long-term investors and demonstrating clarity of purpose, strong leadership and a compelling narrative about local opportunity and impact. Participants emphasised that financial capability is now a core leadership requirement. Understanding how to structure complex deals, negotiate shared risk and return and combine public and private capital effectively is essential for maximising the impact of investment. Strong place branding, informed market positioning and a clear vision for growth were identified as critical components in attracting sustainable capital.

Attracting investment that transforms places

The discussion explored how transformative investment can be achieved when long-term capital, strong local leadership and a clear vision come together. As discussed in further detail later in this summary, the Newcastle Helix development served as a powerful illustration of what such partnerships can deliver. This £350 million collaboration between Legal & General, Newcastle City Council and Newcastle University has turned a 24-acre city-centre site into a major hub for scientific research and technology-based industries.

The development has generated thousands of jobs, created significant new workspace and homes and delivered substantial environmental benefits through features such as a district heat network and highly sustainable design standards. Its success demonstrated how innovative investment structures, rather than traditional procurement approaches, can unlock opportunities that support economic, social and environmental renewal at scale.

Pete Gladwell emphasised that attracting this type of investment requires local authorities to move beyond short-term, grant-dependent thinking and embrace models based on long-term equity and shared ambition. He highlighted that Legal & General continued to make substantial investments even during the COVID-19 lockdown period, underscoring the stability and resilience that institutional capital can bring. Participants reflected on the practical steps local authorities can take to attract such partners, including building compelling place narratives, demonstrating financial competence and establishing governance frameworks that give investors' confidence in the long-term direction of a place.

The session reinforced that securing investment capable of transforming places depends on trust, creativity and clarity of purpose. Local authorities need to show how financial returns can align with positive social outcomes, such as affordable housing, improved health and wellbeing and stronger connections between people, jobs and services. By fostering collaborative relationships and adopting innovative funding models, local authorities can attract capital that drives regeneration, enhances community resilience and supports sustainable growth for future generations.

Financial institutions - 'private sector' or public's savings?

The session highlighted that capital often described as 'private sector investment' is drawn largely from the public's own long-term savings. Pete Gladwell outlined that institutions such as Legal & General manage funds on behalf of millions of pension holders and policyholders. This positions their investment activity not as the deployment of purely corporate resources, but as the stewardship of society's savings with a responsibility to generate both financial returns and public value.

Participants explored how this responsibility is shaping the investment strategies of major financial institutions. Increasingly, these organisations are directing capital towards projects that deliver measurable social benefits alongside commercial performance, including affordable housing, regeneration programmes, sustainable infrastructure and community-focused development. Understanding this dynamic enables local authorities to position themselves as credible partners who can offer investment opportunities that align with long-term societal outcomes.

The conversation also reflected on the scale of influence held by such institutions. With billions of pounds under management, long-term investors have the capacity to shape the future of towns and cities by supporting projects that would be difficult to deliver through public funding alone. To attract this capital, local authorities need to demonstrate a clear vision, strong governance and a commitment to outcomes that matter to communities.

By mobilising the public's own savings alongside public purpose, local authorities can unlock significant resources to support long-term, community-focused placemaking. This approach allows local authorities to draw on capital that originates from society itself and channel it into projects that support inclusive growth, long-term resilience and improved quality of life.

Capital that empowers

The discussion explored how long-term capital, when used purposefully, plays a powerful role in strengthening communities and addressing society's most pressing challenges. Place leaders reflected on the idea that investment is not solely about generating returns but about directing the public's savings toward activities that improve lives, enhance places and support long-term wellbeing. This approach combines financial strength with specialist expertise and creativity, enabling projects to deliver value that endures across generations.

The discussion highlighted the broad spectrum of risk and return within which institutional investors operate. Financial institutions are increasingly aligning their portfolios with social priorities, channelling capital into areas such as affordable housing, regeneration, sustainable infrastructure and health-focused development.

These investments aim to generate appropriate risk-adjusted returns while creating assets that reduce carbon emissions, stimulate job creation, support innovation and improve quality of life. Participants recognised that this alignment between financial and social outcomes is becoming a defining feature of modern investment practice.

The conversation reinforced that empowering places through capital depends on strong, trusted partnerships between local authorities and investors. Local authorities need to articulate a compelling vision, demonstrate robust governance and shape proposals that resonate with long-term social needs. By doing so, they can attract investment that not only transforms physical environments but also enhances economic resilience and strengthens social cohesion.

The Theory of Change

The Theory of Change was introduced as a practical framework for understanding how investment can generate both financial returns and meaningful social impact. Drawing on insights from Pete Gladwell, place leaders explored how Legal & General uses this approach to ensure that capital deployment is purposeful, clearly structured and firmly connected to the needs of people and places.

At the foundation of the model are the core inputs that make investment possible. These include capital, specialist expertise and the organisational capabilities required to manage and deliver complex projects. These inputs are strengthened by key enablers, such as shareholder support, strong partnerships with local authorities and clear legislative and policy frameworks.

Within this structure, activities such as market research, investment design and collaboration with public sector partners and communities form the engine of delivery. These activities work together to create assets that generate an appropriate risk-adjusted return while contributing to wider social outcomes. Examples discussed included carbon reduction, improved health and wellbeing, affordable homes, strengthened connectivity and new economic opportunities. The Newcastle Helix development was used to illustrate this approach in practice, showing how sustained, long-term investment can support job creation, innovation and local economic growth.

The Theory of Change is underpinned by assumptions about market conditions, policy stability and social demand for investment. Participants reflected on how these factors influence project success and why local authorities must retain the flexibility to adapt when circumstances shift. Adopting this mindset enables local authorities to set out a clear narrative that links investment decisions to long-term social and economic outcomes, helping to build trust with investors, partners and communities.

By applying a Theory of Change approach, local authorities can ensure that capital is deployed effectively and that investment contributes to creating places where people and the environment can thrive over the long term.





Case study - Newcastle: the history and the need for investment

Newcastle's recent transformation demonstrates how long-term, strategic investment can revitalise a city and create the conditions for sustained economic and social renewal. The city had long faced challenges associated with underused land and the need to support growth in emerging sectors, particularly those linked to research, technology and the wider knowledge economy. Recognising this opportunity, Legal & General, Newcastle City Council and Newcastle University formed a partnership to reshape the future of the area.

This collaboration led to the launch of the Newcastle Helix development in December 2016. Conceived as a £350 million flagship project, the aim was to transform a 24-acre site into a nationally significant centre for science, technology and innovation. The ambition was to strengthen Newcastle's position as a leading research destination, create thousands of high-skilled jobs and extend the influence of the Northern Powerhouse into what was described as 'the North of the North'. The masterplan set out to deliver more than 4,000 jobs, 500,000 square feet of office and research accommodation and 450 new homes, alongside dedicated facilities focused on sustainability and ageing research.

The project was founded on a three-way partnership model in which risk and reward were shared across the investor, the local authority and the university. Rather than relying on a traditional procurement route, the scheme used a land transfer subject to the Best Value test, enabling the partners to move at pace and maintain a shared focus on long-term outcomes. Construction began in 2017, followed by an engagement phase from 2019 to 2020 that ensured communities played a meaningful role in shaping the development.

Sustainability was embedded in every stage of the project. The site achieved BREEM Excellent standards, incorporated innovative drainage solutions and introduced a district heat network that delivered significant carbon savings, including the reduction of 40,000 tonnes of CO₂. These measures reflected a commitment to climate resilience while also enhancing the attractiveness and long-term viability of the development.

Newcastle Helix also served as a powerful example of how strong place branding and clear strategic positioning can attract global interest and investment. By presenting a coherent vision for growth and innovation, Newcastle signalled its intent to be a forward-looking, collaborative city capable of delivering large-scale regeneration.

The project demonstrates how innovative investment models and committed local leadership can overcome barriers such as limited public funding and traditional procurement constraints. By aligning institutional capital with social purpose, Newcastle has established a vibrant district that not only supports economic growth and research excellence but also delivers lasting benefits for the community.



Capabilities for Future Place Leaders

Guest speaker Liam Young, Senior Executive Search Consultant for Tile Hill's Place Practice, led the conversation highlighting that future place leaders will need strong digital and data skills, financial understanding and the ability to lead across complex systems. They must be confident using emerging technologies, able to structure and manage innovative investment partnerships and skilled at bringing together partners, communities and sectors to co-design solutions. Emotional intelligence, inclusive leadership and resilience were also identified as essential qualities, enabling leaders to navigate political and economic uncertainty while maintaining a long-term focus on sustainable outcomes for people and places.

It was concluded that future place leaders will need to combine strategic foresight with practical capability, working collaboratively and confidently in fast-changing conditions. By cultivating these capabilities, local authorities will be better equipped to deliver lasting value and guide their places through political, economic and environmental change.

Skills the teams are leaning on right now and why

Place leaders reflected on the skills their teams rely on most in today's operating environment.

- **Adaptability and resilience** were consistently identified as essential, enabling staff to respond to political uncertainty, financial pressure and shifting community expectations while keeping sight of longer-term outcomes
- **Digital and data capability** was another core area of focus. As local authorities depend increasingly on technology to shape policy, deliver services and anticipate future need, teams are drawing heavily on expertise in data analysis, geospatial tools and digital platforms to support evidence-based decision-making
- **Collaboration and relationship management** also emerged as critical skills. With investment models evolving and cross-sector partnerships becoming more prominent, teams need strong interpersonal and negotiation skills to build trust, work across boundaries and involve communities in shaping solutions
- **Financial acumen** was highlighted as a further priority. As public funding tightens, teams must understand complex investment structures, assess and manage risk and explore innovative approaches to financing projects. These capabilities help local authorities secure and leverage capital to support sustainable, long-term growth.

Unlocking missed potential and broadening access to leadership

The session highlighted the importance of widening access to leadership roles to strengthen the resilience and creativity of place teams. Place leaders reflected on the need to challenge traditional assumptions about who is suited to senior positions and to recognise talent that may be overlooked by conventional career pathways. Broadening access requires actively identifying individuals whose skills, perspectives and potential are not always reflected in formal qualifications or job titles.

Inclusive succession planning was highlighted as a key mechanism for unlocking this potential. Place leaders discussed the value of transparent processes for spotting emerging leaders and providing the development opportunities they need to progress. Mentoring, sponsorship and targeted training were seen as essential for building confidence, capability and readiness for system-wide leadership. These approaches help ensure a more diverse pipeline of future leaders who reflect the communities they serve.

The conversation also emphasised the need to rethink the qualities organisations look for in senior roles. Attributes such as adaptability, collaborative intelligence, digital proficiency and the ability to work across complex systems are increasingly central to effective place leadership. Recognising these qualities within staff at all levels helps surface hidden talent and creates leadership teams with a broader range of experiences and strengths.

It was concluded that expanding access to leadership is not only about fairness but about equipping organisations with the diversity of thinking and capability required to navigate uncertainty and deliver innovative solutions for places.



Group discussion task 1: leading through political and investment change

During the group discussion, place leaders explored the realities and challenges of leading through ongoing political and investment change within local government. The conversation began by acknowledging the inevitability of political change, with many local authorities anticipating new administrations, often bringing in members with little prior experience. This shift was seen as both a challenge and an opportunity, requiring officers to step into more proactive leadership roles, especially when strategic direction from elected members may be lacking or still developing.

Key discussion points:

- **Nature of political change:** the group recognised that political change is increasingly characterised by populist tendencies, with a focus on highly local, immediate issues. This often results in a reactive rather than proactive approach to leadership and a need for officers to provide stability and continuity during transitions
- **Member induction and support:** there was consensus on the importance of robust induction processes for new elected members, including scenario planning and ongoing support. Participants noted that many new members may not be familiar with established practices or the complexities of local government, making officer guidance and structured onboarding essential
- **Strategic leadership gap:** the discussion highlighted a potential gap in strategic leadership during periods of political transition. Officers may need to temporarily take a more active role in shaping vision and direction until new members are fully up to speed. This requires a careful balance to maintain democratic legitimacy while ensuring organisational stability
- **Community engagement and expectations:** participants discussed the heightened expectations from communities for quick results and visible improvements, particularly in areas like high streets, public safety and local services. There was recognition that effective engagement and communication are critical to managing these expectations and building trust
- **Investment and partnerships:** the group explored the need to diversify funding sources and develop new models for attracting investment. Building credibility with private sector partners, demonstrating a clear vision for place and sharing risk were all identified as important strategies for securing sustainable investment.

Potential outcomes:

- Develop and implement comprehensive induction and scenario planning programmes for new elected members to accelerate their understanding of local government and strategic priorities
- Foster a culture of proactive officer leadership during periods of political transition, ensuring that organisational momentum is maintained even when political direction is evolving
- Strengthen community engagement efforts to better understand and respond to local priorities, while also managing expectations around what can realistically be achieved
- Build strong, credible relationships with private sector investors by articulating a clear vision for place, demonstrating financial acumen and being open to innovative funding models
- Encourage peer learning and the sharing of best practice across local authorities, particularly for those anticipating significant political change in upcoming election cycles.

Shared output:

The groups proposed developing codesigned frameworks and collaborative toolkits to help officers and members work together more effectively when navigating political and investment change. There was also strong interest in creating peer support networks for local authorities experiencing similar transitions, enabling them to share learning, compare approaches and exchange practical solutions.



Group discussion task 2: Collaborative Insight Lab

The Collaborative Insight Lab session was designed to synthesise the learning from the day into practical, shareable insights for executive place leaders. Participants worked in groups to tackle the core challenges of leading through political and investment change, accessing new investment sources and building future-ready leadership capabilities.

Key discussion points:

- **Synthesising learning:** groups reflected on the main themes from earlier sessions, drawing together perspectives on political change, investment strategies and leadership development. There was a strong emphasis on turning theory into actionable recommendations that could be shared across the sector
- **Practical insights and recommendations:** participants identified the importance of clear vision and ambition for place, especially when seeking to attract investment and navigate political transitions. The need for predictability and stability was highlighted as essential for both public and private sector partners. Groups discussed how asset class, location and scale influence investment opportunities and stressed that there is no one-size-fits-all approach, with each local authority needing to tailor its strategy to local circumstances
- **Relationships and collaboration:** building strong relationships, both internally and externally, was seen as a critical success factor. The discussion recognised that effective partnership working, especially with private investors, depends on trust, shared values and a commitment to delivering tangible outcomes for communities
- **Peer learning and best practice:** groups recommended the creation of peer support networks and the sharing of best practice, particularly for local authorities facing similar challenges. There was interest in developing open-source resources and checklists to help local authorities assess their readiness for investment and political change.

Potential outcomes:

- Development of a practical checklist or framework to help local authorities evaluate their investment propositions, identify suitable partners and structure deals effectively
- Creation of collaborative toolkits to support officer and member induction, scenario planning and strategic leadership during periods of change
- Establishment of peer learning cohorts or networks to facilitate the exchange of experiences, insights and solutions among local authorities undergoing political or investment transitions
- Recommendations for ongoing engagement with academic partners and external experts to bring additional rigour and innovation to local government practice.

Shared output:

Each group contributed headline messages, key insights and ideas for tools or resources that could be used by other place directors. These outputs are intended to form the basis of a briefing or toolkit that can be shared across the sector, supporting leaders as they navigate the complexities of political and investment change.

Reflections and commitments

The PACE Session 3 event provided a valuable opportunity for place leaders to step back and reflect on the rapidly evolving landscape of local government. By drawing on expert insights, real-world case studies and collaborative discussions, the cohort explored how local authorities can strengthen their resilience, embrace innovation and unlock new forms of investment to support long-term place-making.

The conversations underscored the need for confident, future-ready leadership that can work across systems, respond to complexity and remain anchored in the needs and aspirations of communities. As the PACE cohort moves forward, the shared learning from this session provides a solid foundation for continued collaboration and collective action across the sector.

Key reflections from the session

- The inevitability of political change and the need for officers and members to work together to maintain organisational stability and momentum
- The growing importance of resilience, innovation and investment as strategic themes for place leadership, with a particular emphasis on embedding climate readiness and digital transformation into everyday practice
- The value of strong relationships and partnerships, both within local authorities and with external stakeholders, as a foundation for successful place-making and investment
- The recognition that effective leadership requires not only technical expertise but also emotional intelligence, communication skills and the ability to inspire civic pride and confidence.

As a cohort, participants committed to the following actions:

- Supporting new and existing members through robust induction programmes and ongoing scenario planning, ensuring that everyone is equipped to contribute to strategic decision-making
- Sharing best practice and peer learning across local authorities, particularly in relation to investment strategies and partnership working
- Developing practical tools and resources, such as checklists and collaborative frameworks, to help leaders and teams navigate political and investment change
- Continuing to engage with academic partners, external experts and peer networks to bring fresh perspectives and rigour to local government practice
- Maintaining a relentless focus on community outcomes, ensuring that all actions and decisions are grounded in the needs and aspirations of local people.

The session concluded with a renewed sense of purpose and commitment to collective leadership. Participants agreed to take forward the insights and recommendations from the day, shaping future learning opportunities and supporting each other as they lead their places through ongoing change.







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The place leaders' Pioneering, Action-orientated, Creative and Entrepreneurial (PACE) programme is a joint venture from ADEPT and Amey. Launched in 2023, the PACE Programme aims to create space for senior place leaders to find strategic solutions to the wicked issues facing the public sector.

Designed exclusively for place directors and senior leadership, two of the fundamental principles behind PACE is to influence the future of place-focused strategies and support place leaders in driving change.

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