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**PACE** 

# Looking Up and Out - Designing for the Future

Session Two

Translating Global Trends into Local Place  
Leadership: Opportunities and Challenges







## Introduction and context

This summary captures the key insights and reflections from the second session of the PACE (Pioneering, Action-orientated, Creative, and Entrepreneurial) programme, delivered in partnership between ADEPT and Amey. The session brought together place leaders to examine the evolving political, economic and social landscape in Wales and to reflect on the broader implications for England and the wider UK. With the 2026 Senedd elections approaching and the reshaping of the political landscape, the session provided an opportunity to reflect on the implications of these shifts for local leadership and governance.

## Purpose of the session

Session two brought together a cross-sector group of participants including place directors, consultants and policy experts to explore the intersection of trust, investment and leadership in a climate of increasing complexity.

The session aim was to move beyond theoretical discussion, equipping attendees with practical insights and tools to strengthen public trust, attract and align investment and lead with confidence in uncertain conditions. Participants were encouraged to examine how political volatility and economic pressures are influencing public perceptions of institutions. They were also asked to identify leadership actions that can deliver visible impact and long-term value in their own local contexts.

Through a combination of expert provocations, collaborative group work and peer learning, the session laid the groundwork for strategic responses to the challenges facing place leadership in Wales.

A central focus was placed on the role of place directors in navigating complexity. The discussions acknowledged the increasing demands on local leaders to build and sustain public trust, attract and align private sector investment and deliver visible improvements in the face of constrained resources and heightened scrutiny.

The importance of partnership working both within the public sector and with external stakeholders was repeatedly emphasised as a critical enabler of success. By the end of the day, participants had deepened their understanding of the current landscape, identified practical leadership actions and committed to taking forward new approaches in their own contexts.

## Programme format and engagement

The format was carefully designed to blend expert input with collaborative learning, fostering open dialogue and peer exchange throughout the day.

The agenda featured a series of guest speakers, covering key themes such as the Well-being of Future Generations Act (Wales) 2015, the regeneration of Cardiff Bay and the evolving political landscape in Wales. These contributions provided a grounding in both legislative context and practical experience, highlighting the complexities of delivering sustainable inclusive growth.

There were also panel Q&A sessions and small group discussions. These elements enabled participants to share local perspectives on trust and investment, explore leadership responses to current challenges and develop insights that could be shared more broadly.

The structure of the day was intentionally dynamic, encouraging reflection, strategic thinking and the development of practical tools to support effective place leadership across varied contexts.

## Key questions framing the day

Several key questions guided the day's discussions and activities:

- How are political and social dynamics, including the upcoming Senedd elections and the emergence of Reform UK, influencing public trust in institutions across Wales?
- What role does private sector investment play in supporting inclusive and sustainable growth and how can local leaders position their places to attract such investment?
- In the face of political complexity and economic uncertainty, how can place directors and senior officers lead with confidence and clarity?
- What practical leadership actions can help build trust, foster effective partnerships and deliver visible results for communities?
- How can the principles of the Well-being of Future Generations Act (Wales) 2015 be embedded into everyday decision-making to ensure long-term prosperity and resilience?

By focusing on these questions, the session created space for honest reflection, peer learning and the development of actionable strategies to support the future of place leadership.



## Political and social dynamics in Wales

### The 2026 Senedd elections and the changing political landscape

The political landscape in Wales is undergoing a period of significant transformation, leading to heightened uncertainty and shifting public sentiment. As the 2026 Senedd elections approach, issues of trust, representation and institutional legitimacy have come to the forefront.

One of the most notable developments is the emergence of the Reform UK party, which has disrupted traditional voting patterns and introduced a new layer of unpredictability into Welsh politics. This shift reflects broader trends of political realignment and populism seen across the UK and Europe, with established parties facing increasing challenges to their authority and long-standing loyalties eroding.

These dynamics are shaping public discourse, with participants noting increased polarisation, heightened scrutiny of public institutions and a growing sense of uncertainty about the future direction of Welsh governance. These changes are further complicated by Wales's unique governance structures, which include multiple layers of local authorities and ongoing debates about the effectiveness of devolution. The upcoming elections are widely viewed as a critical juncture, with the potential to reshape the political map and significantly influence the priorities, strategies and leadership approaches of local authorities across the country.

### Devolution, local leadership and governance structures

Devolution continues to shape the Welsh political landscape, granting substantial powers to local leaders and supporting more place-based approaches to governance. Participants noted that when applied strategically by capable leaders, devolved powers enhanced productivity and supported economic renewal. They also acknowledged the complexity of Wales's governance, where multiple layers of local authorities, the Senedd and overlapping responsibilities often posed challenges for coordination, accountability and clear decision-making.

These structural complexities are further intensified by a growing sense of public disconnection from institutions. Trust in Welsh public bodies is being tested by factors such as the perceived distance between decision-makers and communities, as well as the influence of national and global events. An example of this is how the COVID-19 pandemic increased public awareness of the powers held by the Welsh Government but also revealed gaps in communication and engagement.

In a time of fragmented media and heightened scrutiny, maintaining credibility and fostering a shared sense of purpose has become more difficult. The session reinforced that effective local leadership must extend beyond resource management. It requires a clear vision, alignment of stakeholders and delivery of measurable outcomes that resonate with communities and help rebuild public confidence.



## Public trust and political complexity

Public trust in Welsh institutions is being tested by an increasingly complex and evolving political landscape. The emergence of new political movements, the fragmentation of traditional media and the widespread use of social media platforms have contributed to a more sceptical and demanding public. In today's climate, leaders must be open, dependable and quick to respond, especially when delivering key services and major projects.

The Well-being of Future Generations Act (Wales) 2015 was cited as a progressive legislative framework that embeds long-term thinking and intergenerational fairness into Welsh public policy. While it offers a valuable foundation for rebuilding trust, its success depends on sustained political consensus and cultural change within organisations. Participants emphasised that trust is fragile and must be continually earned through visible delivery, open communication and genuine engagement with communities.

Navigating this environment requires adaptive and resilient leadership capable of balancing short-term pressures with long-term ambitions. Partnership working across the public sector and with external stakeholders was highlighted as essential for managing political complexity and fostering public confidence. The session reinforced that credible leadership must align vision with action and cultivate a shared sense of purpose across institutions and communities.







## The role of trust in place leadership

### Building and sustaining public trust

Building and sustaining public trust is essential to effective place leadership, particularly during periods of political and economic uncertainty. Participants throughout the session emphasised that trust is not created through words alone, but through consistent and visible delivery of services that matter to communities such as clean streets, reliable repairs and accessible public spaces. When residents experience improvements in their daily lives their confidence in local leadership increases.

Trust was recognised as both a vital asset and a significant challenge for place leaders in Wales as the wider UK. It must be earned through genuine engagement and open communication about difficulties, limitations and the reasoning behind decisions. The Cardiff Bay regeneration project illustrated this clearly. Although substantial investment and physical transformation were achieved, questions remained about whether the benefits were shared across all local communities and whether the original sense of place and belonging had been maintained.

The session highlighted that trust forms the foundation for successful regeneration and investment, enabling more ambitious and long-term initiatives. It also reinforced the importance of ensuring that regeneration efforts are inclusive, transparent and responsive to local needs. Leaders must combine delivery with dialogue aligning their actions with community expectations to build lasting public confidence.

### Community engagement and communication

Effective community engagement and communication are central to building trust and ensuring that regeneration efforts are inclusive, transparent and responsive to local needs. The session highlighted the importance of involving communities early and consistently throughout the planning and delivery of projects. This requires moving beyond traditional consultation methods to genuine co-production where local voices actively shape priorities and solutions.

Leaders were encouraged to adopt a range of communication approaches to reach diverse groups and foster shared ownership. These include face-to-face meetings, digital platforms, newsletters, signage and the use of local ambassadors. Open dialogue, participatory planning and regular updates help manage expectations, address concerns and celebrate progress. The Well-being of Future Generations Act (Wales) 2015 was referenced as a framework that supports long-term thinking and trustworthiness in public sector decision-making though its impact depends on the credibility and integrity of those implementing it.

The Cardiff Bay regeneration project served as a reminder that while physical transformation is important, meaningful engagement must ensure that benefits are felt across all communities and that the original sense of place is preserved. Ultimately, the session reinforced that community engagement must be a continuous process embedded in leadership practice and supported by clear communication, mutual respect and a commitment to inclusive regeneration.

## Trust as a unique asset: lessons and challenges

Trust was described during the session as a unique and invaluable asset essential for unlocking investment, fostering collaboration and delivering sustainable prosperity for communities. It cannot be bought or mandated; instead, it must be earned through openness, consistent delivery and a genuine willingness to listen and adapt. The Cardiff Bay regeneration illustrated both the power and fragility of trust. While the transformation brought significant investment, questions remained about inclusivity and whether the benefits were shared across all communities.

In the current climate of political and economic uncertainty, trust faces growing risks. Public disillusionment by fragmented media and social narratives means leaders must work harder than ever to demonstrate reliability and relevance. Quick wins and the visible delivery of basic services, such as clean streets and responsive repairs, were seen as vital for building confidence and creating space for longer-term initiatives. The session reinforced that trust is the foundation of effective place leadership, but it is easily lost if promises are broken or communities feel excluded. Nurturing trust requires ongoing commitment, humility and a consistent focus on people.



## Investment and economic growth

### Attracting and aligning private sector investment

Attracting and aligning private sector investment is both a challenge and an opportunity for place leaders in Wales. The session emphasised that successful strategies begin with a clear and compelling vision for prosperity, supported by robust data and a narrative that highlights a place's unique strengths. Leaders must actively map their stakeholder landscape identifying local businesses as well as institutional and international investors. Strategic public sector leadership plays a critical role in catalysing investment as demonstrated by the Cardiff Bay regeneration project.

Participants highlighted the importance of brokering connections, not only with investors, but also with central government funding streams to ensure alignment with local priorities and tangible community benefits. In a rapidly changing economic landscape places must position themselves as competitive and investible. The visible delivery of basic services and early wins were seen as essential for building confidence and creating the conditions for longer-term transformation.

### The importance of track record and credibility

A strong track record and credibility are essential for building investor confidence and unlocking opportunities for sustainable growth. The Cardiff Bay regeneration demonstrated that places able to show successful delivery through completed projects, job creation and visible improvements are more likely to attract repeat investment and long-term partnerships.

Credibility is shaped not only by outcomes but also by the quality of governance, transparency and the ability to manage risk effectively. Leaders were encouraged to report regularly to government and investors, celebrate successes and be honest about challenges. This openness helps build trust, manage expectations and position a place as a reliable partner for future investment.

Investment alone is not sufficient. For growth to be inclusive and enduring, it must reflect the needs and aspirations of local communities. The Cardiff Bay experience revealed that while physical regeneration and economic outputs are important the social fabric and sense of place must not be overlooked. Aligning investment strategies with long-term prosperity goals ensures that growth translates into improved quality of life, greater opportunity and reduced deprivation for all residents.

### Strategic positioning and 'right to win'

Strategic positioning, understood as a place's 'right to win,' is essential in a competitive investment environment. Leaders must clearly define what differentiates their area in the global marketplace including its competitive advantages, distinctive assets and readiness for growth. This involves developing robust evidence-based investment propositions, supported by activation plans and delivery roadmaps that address gaps and demonstrate capability.

The session emphasised the importance of translating ambition into action. Leaders were encouraged to broker deals aligned with their strategic vision, produce compelling investment prospectuses and build connections with local businesses, institutional investors and central government. Achieving these goals requires technical expertise, effective programme management and the ability to foster collaboration, build trust and deliver measurable outcomes. Investment and economic growth were viewed as closely linked to leadership, credibility and partnership each vital for creating future-ready and prosperous places in Wales.



## Cardiff Bay regeneration case study: a landmark in public-private partnership

### Overview and objectives

The Cardiff Bay regeneration stands as a landmark example of how strategic public-private partnerships can deliver large-scale economic transformation. Over a ten-year period the Cardiff Bay Development Corporation successfully leveraged approximately £2.4 billion in investment achieving a public-to-private leverage ratio of 1:2. This investment enabled the creation of nearly 17,000 jobs, approximately 5,000 new homes and 695,000 square metres of commercial and leisure infrastructure across 327 hectares of reclaimed land.

The project was guided by five clear objectives:

1. to promote development that would attract people to live, work and play
2. to reconnect the city centre with its waterfront
3. to deliver a mix of developments that reflected community aspirations
4. to uphold the highest standards of design and quality
5. and to establish Cardiff Bay as a recognised centre of excellence in urban regeneration.

### Partnership working

A defining feature of the regeneration was its reliance on effective partnership working. The Development Corporation played a pivotal convening role, aligning stakeholders around a shared vision and providing the governance necessary to deliver complex projects. Public sector leadership acted as a catalyst using public funds to crowd in private capital and build momentum. However, the dissolution of the Corporation in 2000 led to a loss of strategic coherence with subsequent developments lacking the same unified direction. This experience underscored the importance of sustained leadership, clearly defined roles and ongoing accountability to maintain focus and effectiveness.

### Social, economic and community impacts

The regeneration delivered substantial economic benefits repositioning Cardiff as a dynamic and investible city. The Bay became a symbol of urban renewal and a magnet for further investment and tourism. Yet the social impacts were more nuanced. While the physical environment was transformed and new amenities introduced, the benefits were not always evenly distributed. Some long-standing communities felt disconnected from the new developments and issues of affordability and social cohesion persisted. These outcomes highlight the need for regeneration strategies to balance economic growth with inclusive community-focused objectives.

### Legacy and future influence

Cardiff Bay continues to shape contemporary regeneration initiatives, including Cardiff Crossrail and the development of a new indoor arena. These projects build on the legacy of the original transformation, reinforcing the importance of aligning investment with long-term prosperity goals and ensuring that growth translates into improved quality of life for all residents.

## The Well-being of Future Generations Act (Wales) 2015

### Embedding long-term thinking in decision-making

The Well-being of Future Generations Act (Wales) 2015 is a pioneering piece of legislation that places long-term thinking and sustainability at the centre of public sector decision-making in Wales. It requires public bodies to consider the social, economic, environmental and cultural wellbeing of both current and future generations in all actions and policies. This approach moves beyond short-termism by encouraging leaders to assess the long-term impact of decisions and adopt a holistic and preventative mindset.

Throughout the session speakers highlighted how the Act provides a framework for aligning local and national priorities. It ensures that economic growth, community wellbeing and environmental stewardship are considered together rather than in isolation. Its influence was evident in discussions on regeneration, investment and leadership with participants recognising its role in shaping a more resilient and forward-looking public sector.

### Implementation challenges and opportunities

The Well-being of Future Generations Act (Wales) 2015 is widely recognised as a progressive and ambitious framework for public sector decision-making in Wales. However, its implementation has presented several challenges. A recurring theme in the session was the difficulty of translating the Act's principles into everyday practice, particularly in the context of limited resources, political pressures and competing priorities. Some participants observed that the Act can risk becoming a procedural exercise rather than a catalyst for meaningful cultural change. Ensuring consistent understanding and application across organisations and sectors also remains a concern.

Despite these challenges, the Act offers significant opportunities. It provides a shared language and set of goals that support collaboration, encourages innovation in service delivery and creates a platform for engaging communities in shaping their futures. The role of the independent Future Generations Commissioner was highlighted as a valuable mechanism for maintaining momentum and accountability, helping to ensure that the Act continues to influence decision-making in a purposeful and impactful way.

### Impact on policy and practice

The Well-being of Future Generations Act (Wales) 2015 has had a substantial and evolving impact on policy and practice in Wales. It has influenced a broad range of areas including transport, housing, education and economic development, ensuring that long-term wellbeing is a central consideration in decision-making. Major infrastructure projects, such as those in Cardiff Bay, have been shaped by the need to balance economic growth with environmental sustainability and social inclusion.

The Act has encouraged greater transparency and accountability with public bodies required to report on their progress against wellbeing objectives. While further work is needed to fully realise its potential the Act has already contributed to a cultural shift in public service. It has promoted a more collaborative and preventative approach focused on delivering lasting benefits for both current and future generations.

## Navigating political and economic uncertainty

### Leadership responses to volatility

The current Welsh context is shaped by political and economic volatility with the approach of the 2026 Senedd elections, the emergence of new political movements and ongoing fiscal pressures contributing to a climate of uncertainty. Throughout the session leaders acknowledged that this environment demands a proactive and visible response from those in senior roles. Effective leadership requires not only reacting to immediate challenges, but also providing clear direction and stability for organisations and communities.

Place directors were encouraged to focus on visible delivery, ensuring that essential services are maintained and that communities can see tangible progress despite wider turbulence. Leaders were also urged to communicate openly about risks and constraints, manage expectations honestly and maintain a focus on long-term goals, even when short-term pressures are intense. The ability to inspire confidence both within organisations and across communities was recognised as a critical asset for navigating periods of rapid change.

### Capacity, capability and organisational resilience

A recurring theme in the session was the challenge of sustaining organisational resilience while managing limited capacity and rising expectations. Local authorities are being asked to deliver more with fewer resources, often while navigating complex projects and responding to shifting political priorities. Participants emphasised the importance of strengthening both individual and collective capability through investment in professional development, the sharing of best practice and the promotion of a culture of learning and adaptation.

Resilience was also linked to the ability to build effective partnerships across the public sector and with external stakeholders to pool resources and expertise. While technical skills and experience are essential, the session highlighted that resilience also depends on attributes such as trust, mutual respect and the willingness to support colleagues through demanding circumstances. Leaders were encouraged to be realistic about capacity constraints, to seek support when needed and to prioritise actions that deliver the greatest impact for their communities.

### Professionalism and adaptability in local government

Professionalism and adaptability were consistently identified as essential qualities for local government leaders working in uncertain and complex environments. The session reinforced the importance of maintaining high standards of integrity, impartiality and accountability, particularly when navigating political complexity or public scrutiny. Officers were reminded of their responsibility to remain apolitical, to implement the decisions of elected members faithfully and to provide honest and evidence-based advice even when it may be unpopular.

Adaptability was also recognised as a critical leadership attribute. Participants emphasised the need for leaders to adjust strategies in response to new information, changing circumstances and emerging opportunities. This includes embracing innovation, exploring new ways of working and learning from both successes and setbacks. The ability to balance continuity with change and provide stability while driving transformation, was highlighted as a defining feature of effective local government leadership in a volatile and fast-moving context.



## Practical leadership actions and recommendations

### Building trust through visible delivery

A consistent message from the session is that trust is built and sustained through visible and tangible delivery. Place leaders ensure that essential services are delivered to a high standard, including clean streets, responsive repairs, reliable public services, and well-maintained public spaces. These actions give communities confidence that their local authority is competent and attentive, particularly during periods of uncertainty or change.

Quick wins and consistent delivery of everyday services help build goodwill and create space for more ambitious long-term initiatives. Leaders communicate clearly about what is being delivered, celebrate successes, and remain transparent about challenges or delays. This approach strengthens trust with residents and lays the groundwork for more complex partnership working and investment attraction.

### Developing investment propositions and brokering deals

To attract and align investment, place leaders develop clear and evidence-based investment propositions that communicate their area's unique strengths and opportunities. The Cardiff Bay regeneration illustrates the effectiveness of leveraging public funds to attract private capital, achieving a public-to-private investment ratio of one to two. Leaders map their stakeholder landscape, identify key local businesses and potential institutional or international investors, and broker connections that support strategic priorities.

Developing robust investment prospectuses, engaging with central government funding streams, and maintaining a clear activation plan are essential steps in this process. The ability to broker deals with private sector partners, government bodies, and community stakeholders depends on credibility, a proven track record of delivery, and a compelling vision for future growth.

### Managing tensions between community needs and investor priorities

Balancing the needs and aspirations of local communities with the priorities of investors remains a recurring challenge in regeneration and investment. The Cardiff Bay experience demonstrates that while economic growth and physical transformation are important, they are pursued in ways that support social cohesion and affordability. Leaders engage communities in shaping regeneration plans to ensure that benefits are widely shared and that original residents are not displaced or excluded.

Open dialogue, participatory planning and transparent decision-making are essential tools for managing expectations and building consensus. Where tensions arise, such as over housing affordability, land use or the character of new developments, leaders negotiate, adapt plans and make difficult trade-offs to achieve inclusive and sustainable outcomes.

## Tools, frameworks and resources for place directors

To support effective leadership, participants emphasise the value of practical tools and structured frameworks that enable place directors to respond confidently to complex challenges. These include checklists for visible delivery, templates for investment prospectuses, stakeholder mapping guides and governance frameworks for partnership working. The Well-being of Future Generations Act (Wales) 2015 is recognised as a foundational resource, offering a structured approach to embedding long-term thinking and holistic decision-making across public sector activity.

Collaborative insight labs and peer learning networks are important mechanisms for sharing best practice and co-developing solutions. These forums allow place directors to reflect on local experiences, synthesise learning and contribute to shared outputs such as toolkits and briefing materials. By equipping themselves with the right tools and fostering a culture of continuous improvement, place leaders strengthen their resilience and enhance their impact in a rapidly changing policy and investment landscape.





## Reflections, insights, and commitments

### Key takeaways from group discussions

Group discussions throughout the session revealed a wide range of insights grounded in the lived experiences of place leaders working within complex local contexts. Participants consistently emphasised the importance of trust as both a foundation for successful regeneration and a result of visible and reliable delivery. While strategic vision and investment were recognised as essential, there was broad agreement that the consistent delivery of everyday services plays a critical role in shaping public confidence.

The value of partnership working was another recurring theme. Many participants noted that the most effective projects were those that united public, private and community stakeholders around a shared purpose.

At the same time, groups acknowledged persistent tensions between short-term pressures and long-term ambitions, between the needs of existing communities and the priorities of investors, and between the desire for innovation and the realities of limited capacity. These reflections reinforced the need for adaptive and resilient leadership and for honest and ongoing dialogue with all stakeholders.

### Personal and organisational commitments

- Renewed focus on the visible delivery of core services as a foundation for building trust and unlocking future opportunities
- Commitment to strengthening partnership working by seeking new collaborations and investing in relationships across sectors and communities
- Determination to embed the principles of the Well-being of Future Generations Act (Wales) 2015 more deeply into organisational culture and practice, moving beyond compliance to meaningful long-term thinking
- Personal pledges from leaders to model openness, adaptability and professionalism in their roles  
Support for team development through investment in skills and confidence to help staff thrive in uncertain times.

These commitments reflect a shared ambition to lead with integrity, deliver with impact and build resilient organisations that serve their communities effectively.

### Shaping the focus for future sessions

Looking ahead, participants were invited to help shape the agenda for future PACE sessions. There was strong interest in exploring practical tools and frameworks that support effective place leadership. These included investment prospectuses, partnership governance models and community engagement strategies. Many participants called for more case studies and peer learning opportunities to share insights on what works and what does not in different contexts.

There was a clear commitment to ensuring that future sessions remain grounded in real-world challenges and solutions. Participants valued the opportunity for honest reflection, shared learning and collective action to strengthen leadership across their local authorities.



## Conclusion and next steps

### Summary of main findings

The session provided a comprehensive overview of the challenges and opportunities facing place leadership in Wales and to assess the wider implications for England and the UK. Discussions focused on the impact of political volatility, economic uncertainty and large-scale regeneration efforts such as the Cardiff Bay expansion. Trust was identified as a central theme, viewed as both a foundation for effective leadership and a prerequisite for attracting investment and delivering sustainable growth.

Participants emphasised that visible and reliable delivery of core services is essential for building public confidence. Strategic vision and partnership working were recognised as critical for enabling transformation at scale. The Well-being of Future Generations Act (Wales) 2015 was highlighted as a valuable framework for embedding long-term thinking, though its success depends on cultural change and consistent implementation.

The session also acknowledged ongoing tensions between community needs and investor priorities. Adaptive and resilient leadership was seen as essential for navigating these complexities and ensuring that regeneration efforts deliver inclusive and lasting benefits.

### Actions to take forward

Building on the insights from the session, participants identified several practical actions to support effective place leadership:

- Prioritise visible delivery and transparent communication to ensure communities see tangible progress and understand the rationale behind decisions
- Strengthen partnership working across public, private and community sectors to pool resources, share expertise and align around shared goals
- Make better use of tools and frameworks, such as investment prospectuses and stakeholder mapping, to support decision-making and delivery
- Embed the principles of the Well-being of Future Generations Act (Wales) 2015 deeper into organisational culture and practice to promote genuine long-term stewardship.

These actions reflect a collective commitment to lead with purpose, deliver with impact and build resilient organisations that serve their communities effectively.

### Planning for session three and beyond

Participants expressed a clear desire for future sessions to remain focused on real-world challenges and practical solutions. There was strong interest in exploring both location-specific case studies and thematic topics such as inclusive growth, managing political change and fostering organisational resilience. Many called for more opportunities to share best practice, learn from peer experiences and develop resources that support effective place leadership.

The next session will be shaped by these priorities to ensure it provides a valuable forum for honest reflection, shared learning and collective action. By maintaining this focus, the PACE programme will continue to equip leaders with the insights, skills and networks needed to drive positive change in their communities.







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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.

[www.adeptnet.org.uk/pace](http://www.adeptnet.org.uk/pace)