

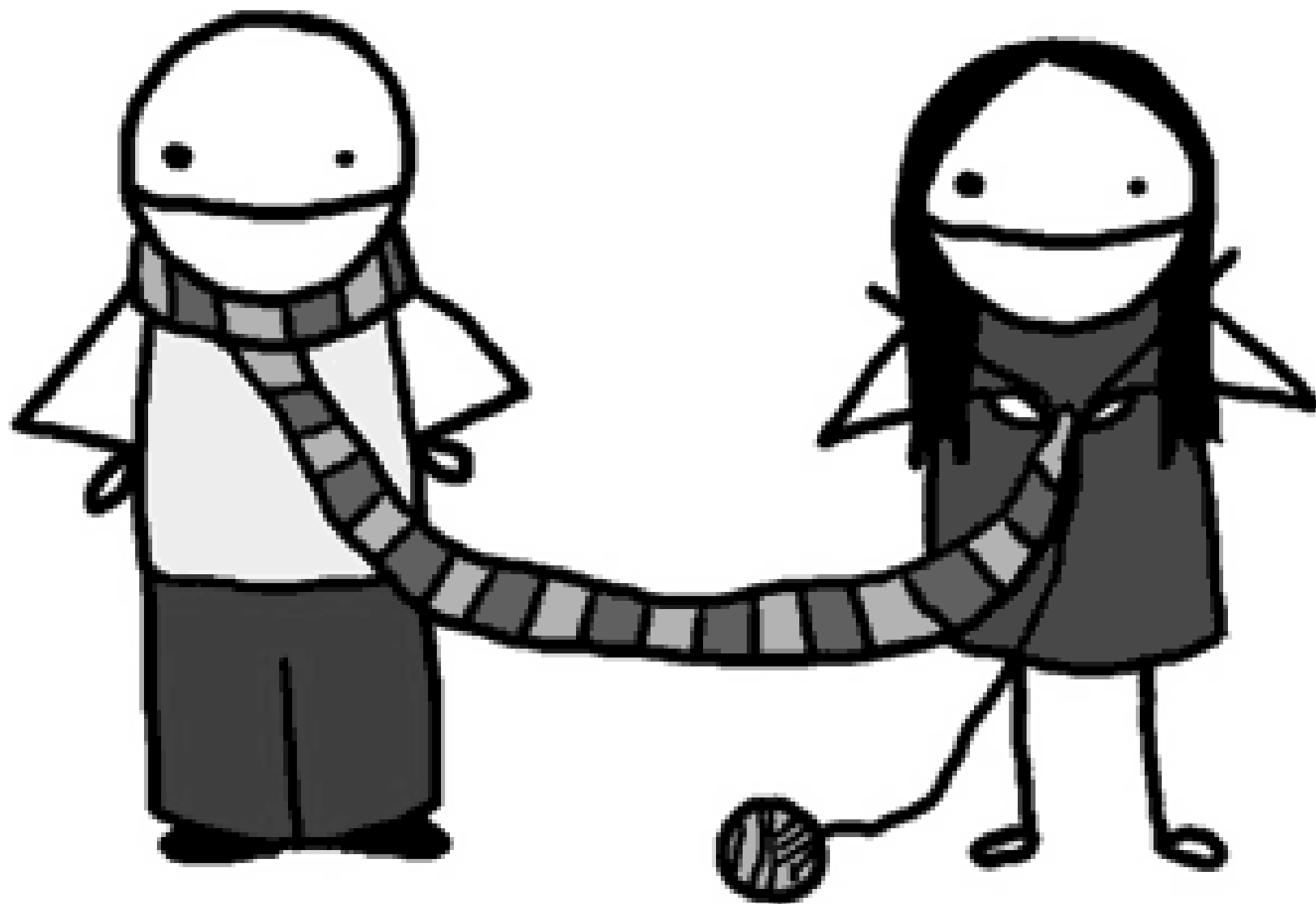
Knowing and knitting the network

innovative methods for studying
economic and community
development and governance

Knowing and knitting

Building sustainable communities through improving their connectivity – internally and externally- using network ties to create economic opportunities.

Improved connectivity is created through an iterative process of knowing the network and knitting the network



Knowing and knitting

Knowing...

1. Introduction to Network thinking (2 examples)
2. My doctoral research on governance networks

Knitting...

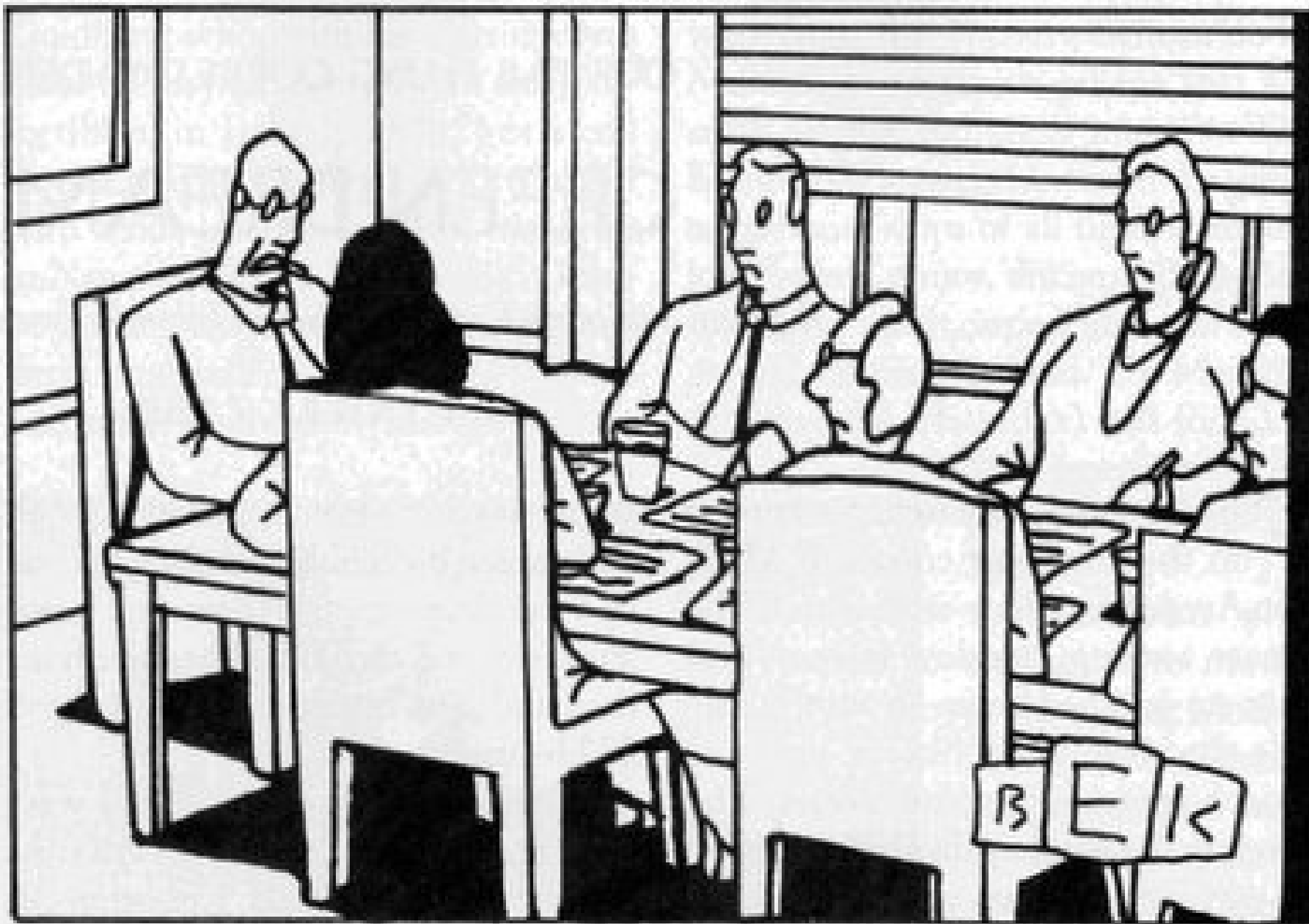
3. The CLES KTP project
4. Ideas, next steps

1

Introduction

Introduction

- The ascent of the network concept
- Language of networks;
brokerage, bridging capital clique, centrality,
diffusion, innovation, knowledge, structural hole,
polarisation, homophily
- Professor Nick Crossley
- Christakis and Fowler



"It's time to call in other people who don't know more but are just different."

types of networks

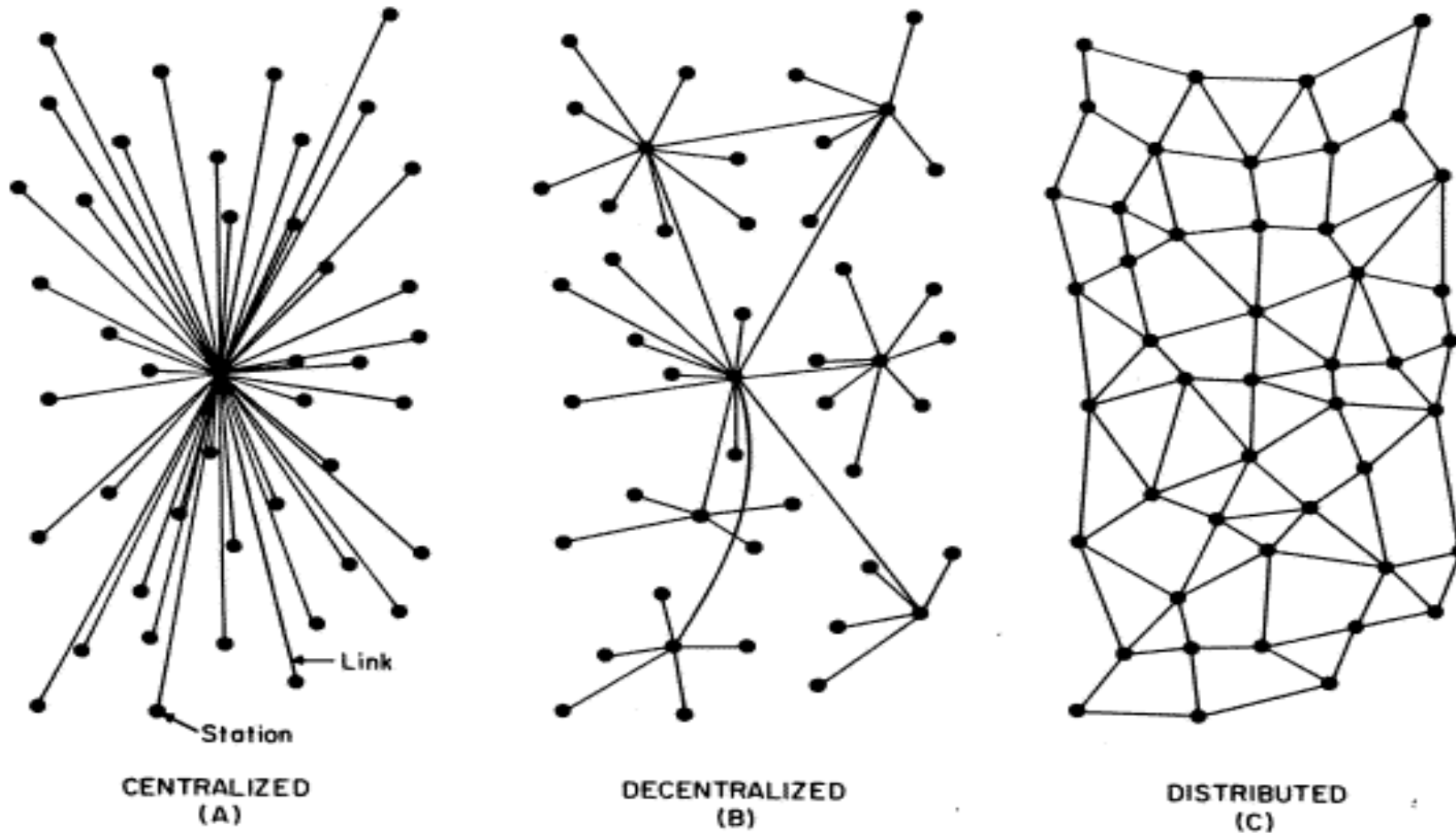


FIG. 1 — Centralized, Decentralized and Distributed Networks



NEW IDEAS
Share

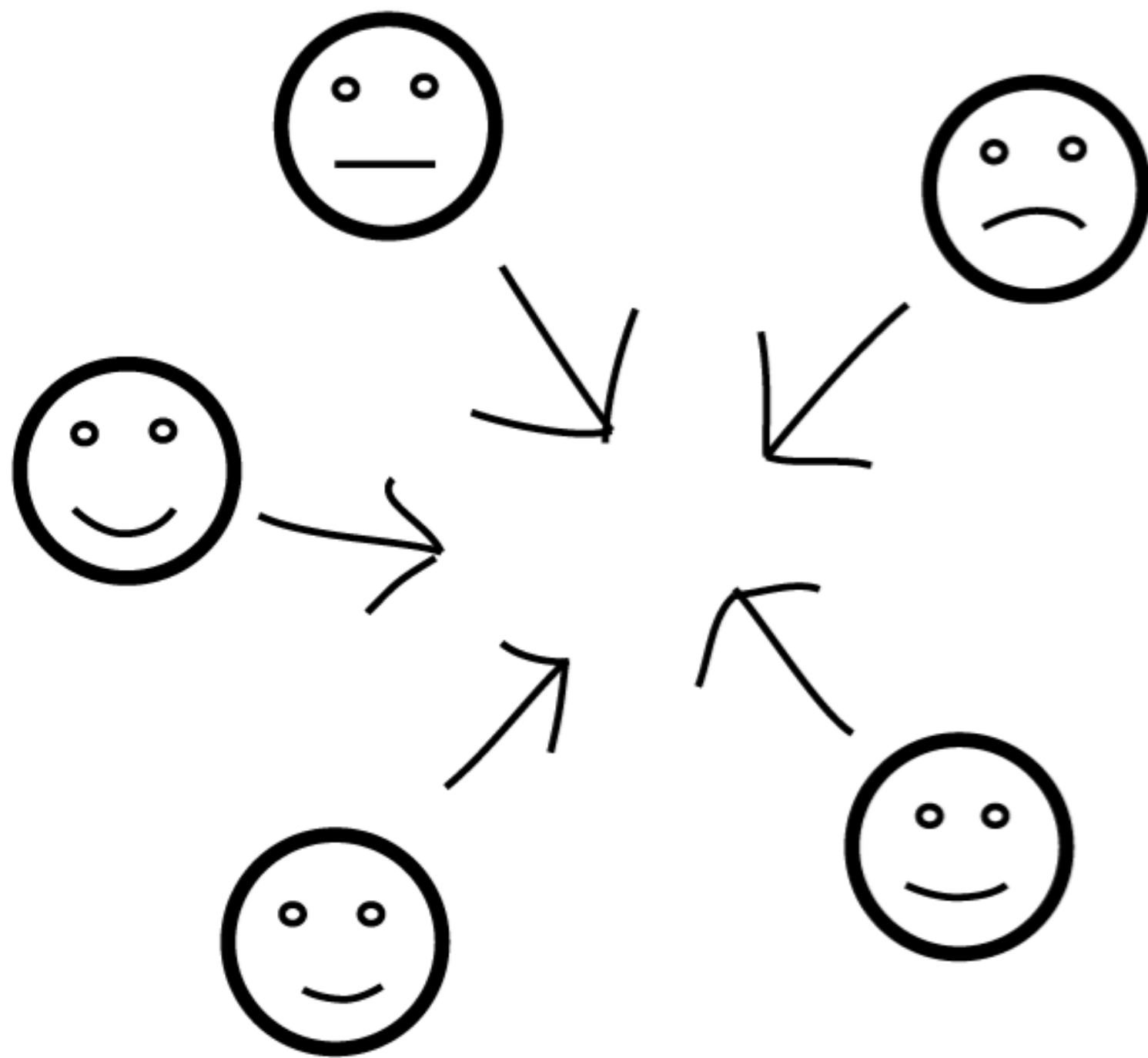
Be a player
NOT A SPECTATOR

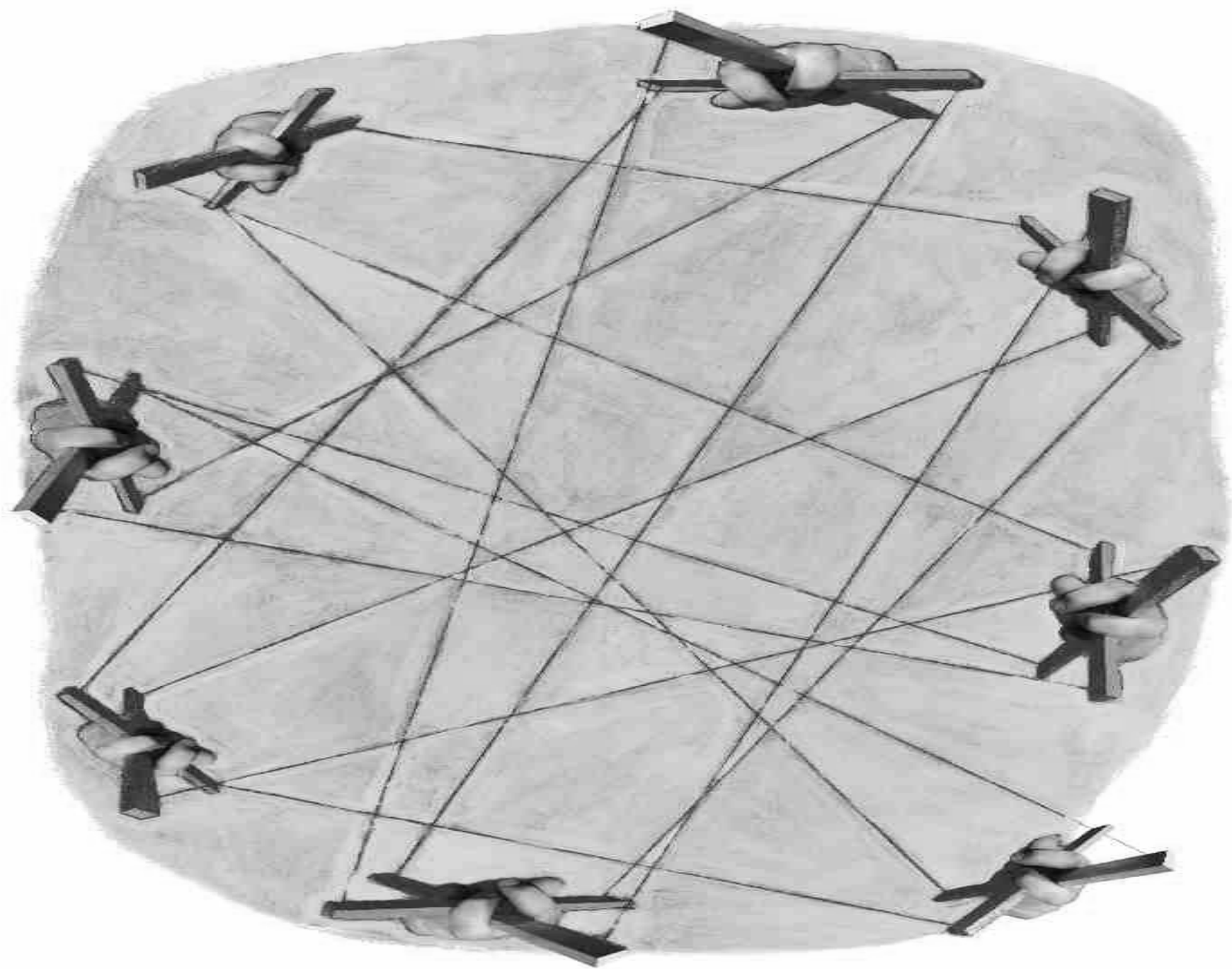
WE THINK
THINK ~~WE~~ THINK
we think
WE THINK

Collaboration

Large Scale

MASS CREATIVITY







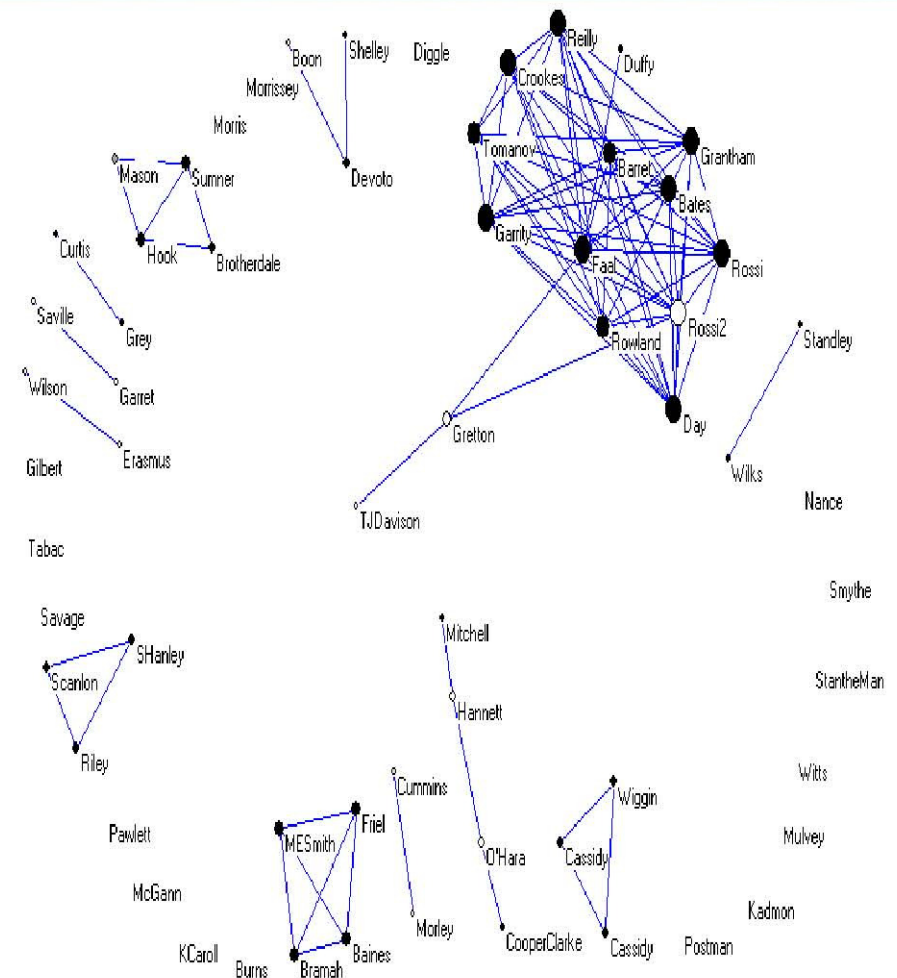
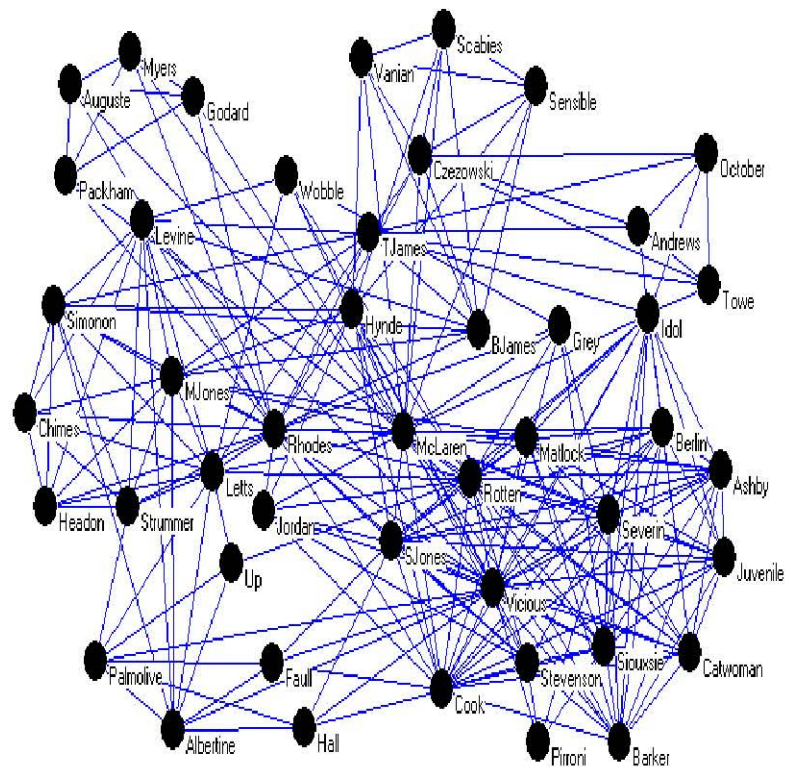
Social network analysis

“Network methods are seen as a means of mapping roles comprehensively, so allowing “real” qualities of social structures to be delineated ...the basic presumption of SNA is that sociograms of points and lines can be used to represent agents and their social relations. The pattern of connections among these lines in a sociogram represents the relational structure of a society or social group” (Knox, 2006)

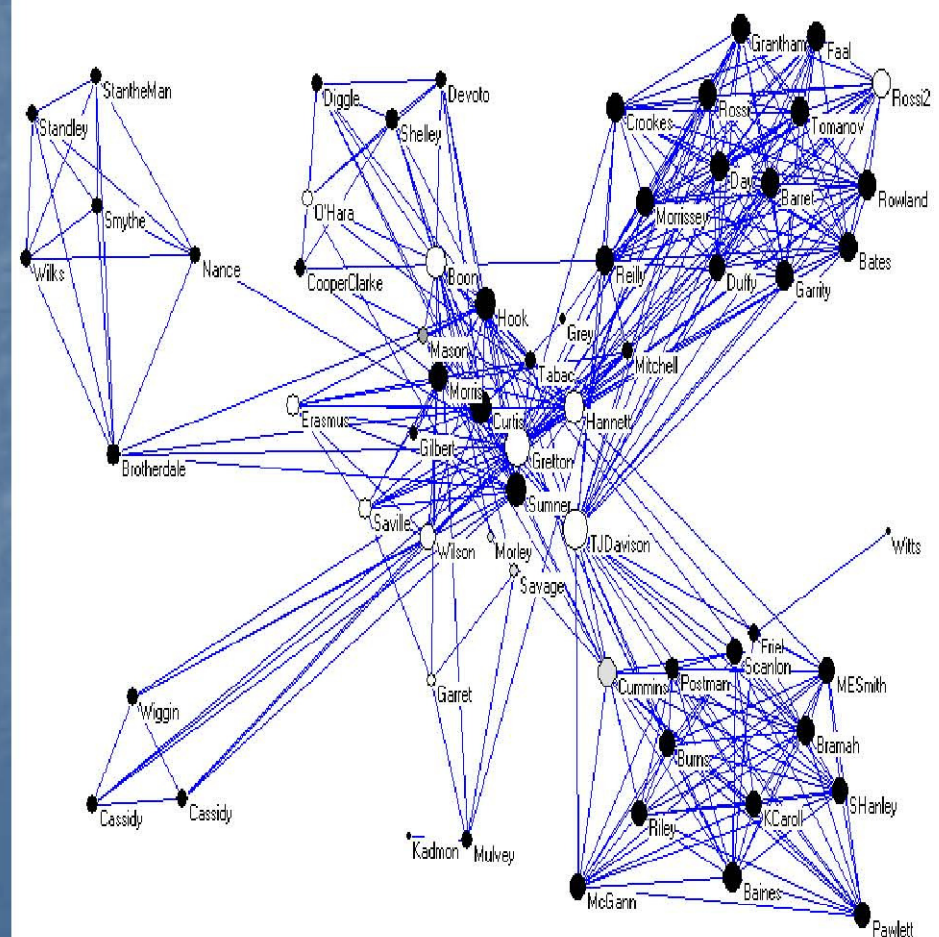
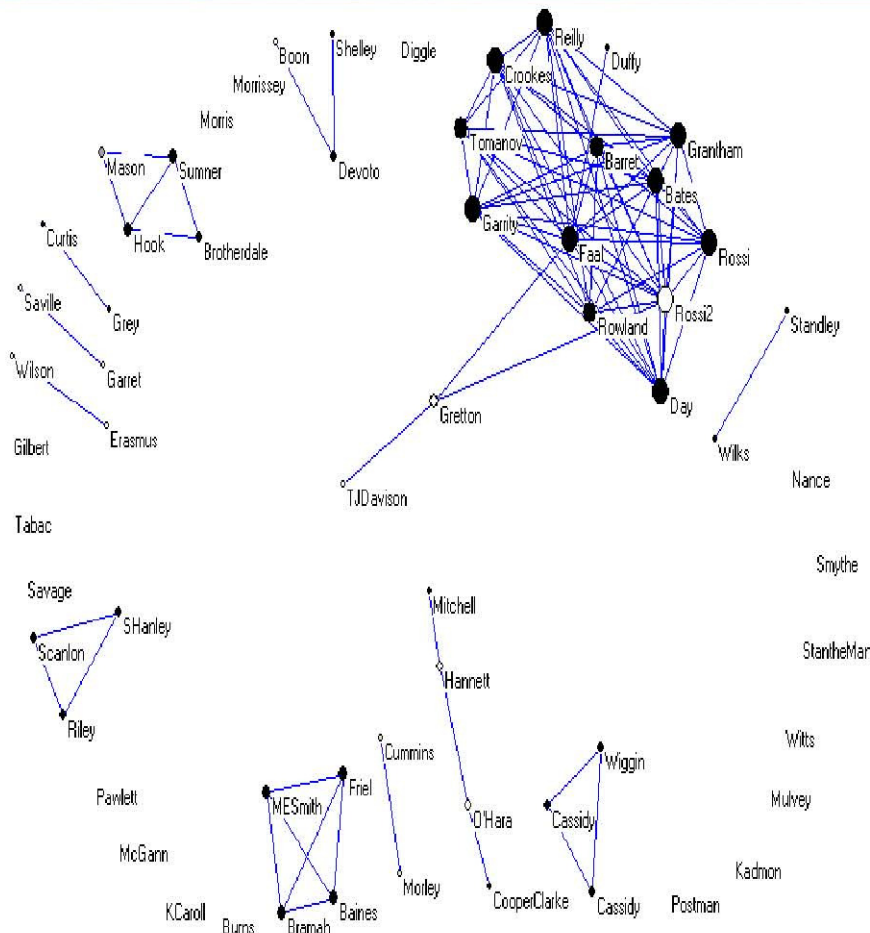
Prof. Nic Crossley

- Post punk music scenes
- Comparison with London and Manchester
- 2 time intervals
- 1976
- 1980
- Argues that brokerage function for/of is integral to development of music scene

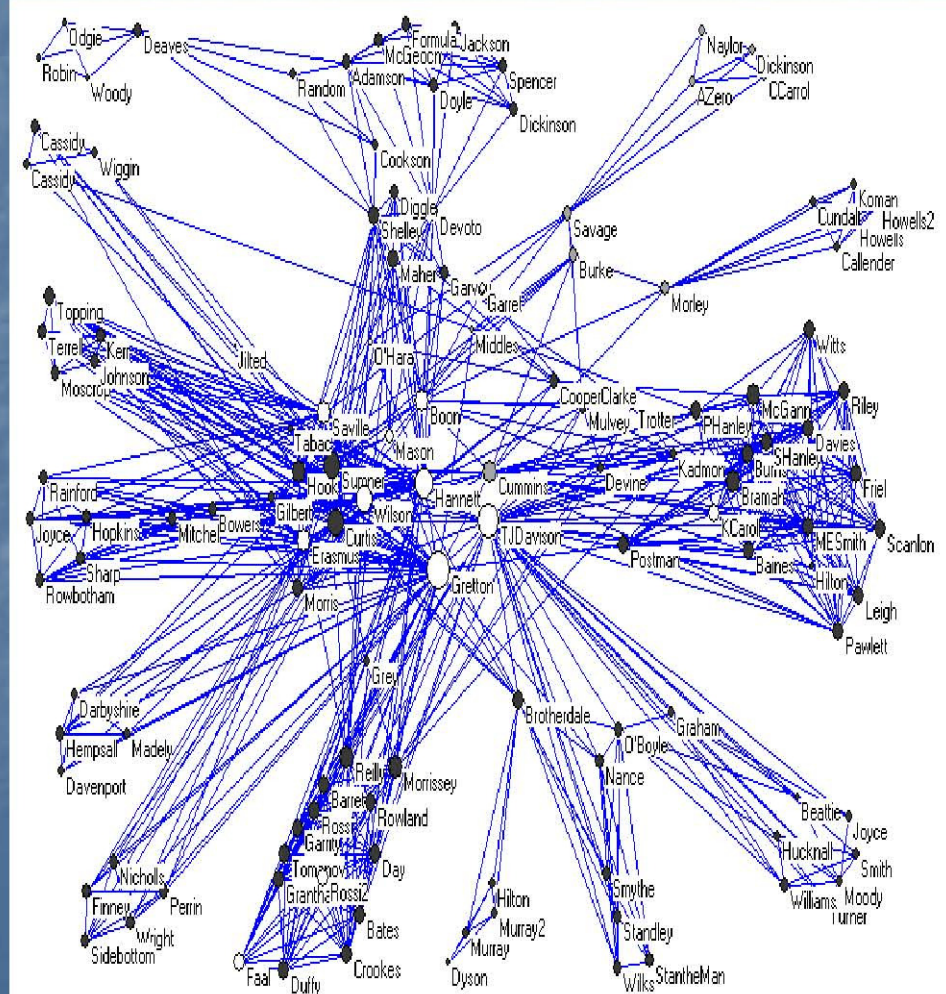
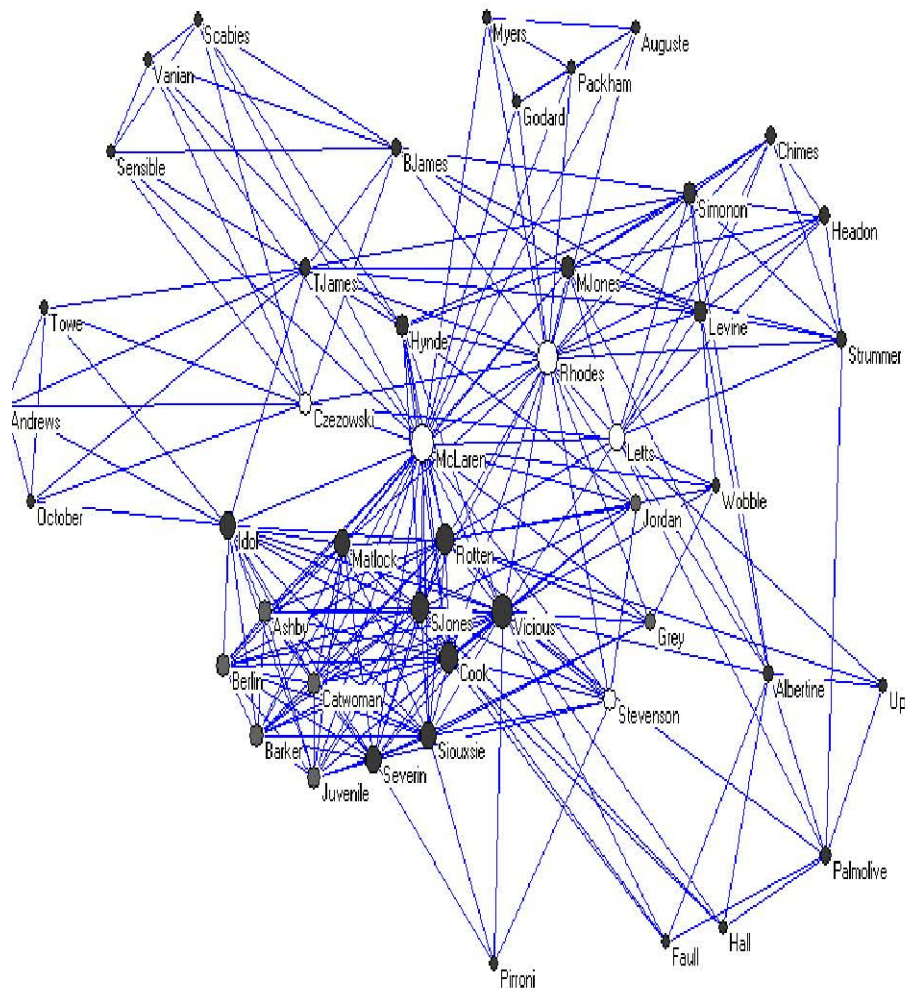
Explaining the genesis of music scenes



Explaining the dynamics which give rise to the networks which give rise to music scenes



Comparing and linking scenes (the small world of UK post-punk)



NICHOLAS A. CHRISTAKIS, MD, PhD

AND JAMES H. FOWLER, PhD

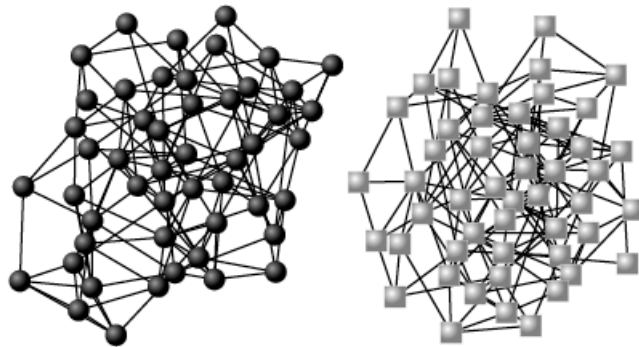


Connected

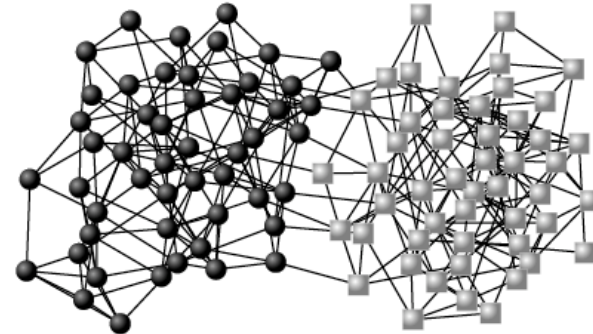
The Surprising Power of Our Social Networks
and How They Shape Our Lives

Types of Modules

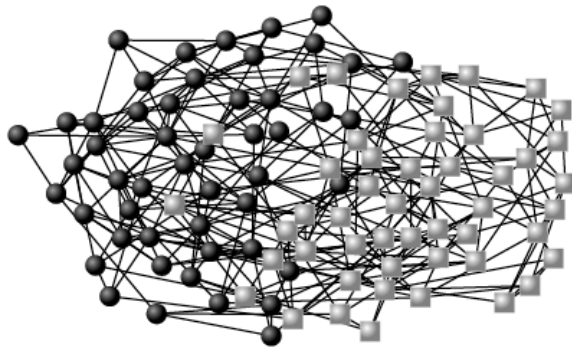
A module (“community”) is a group of people with many ties to each other and few ties to other groups. The more modular a network is, the more polarized it is.



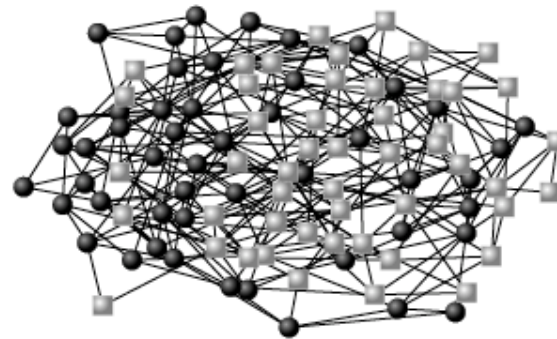
Complete Polarization



High Polarization



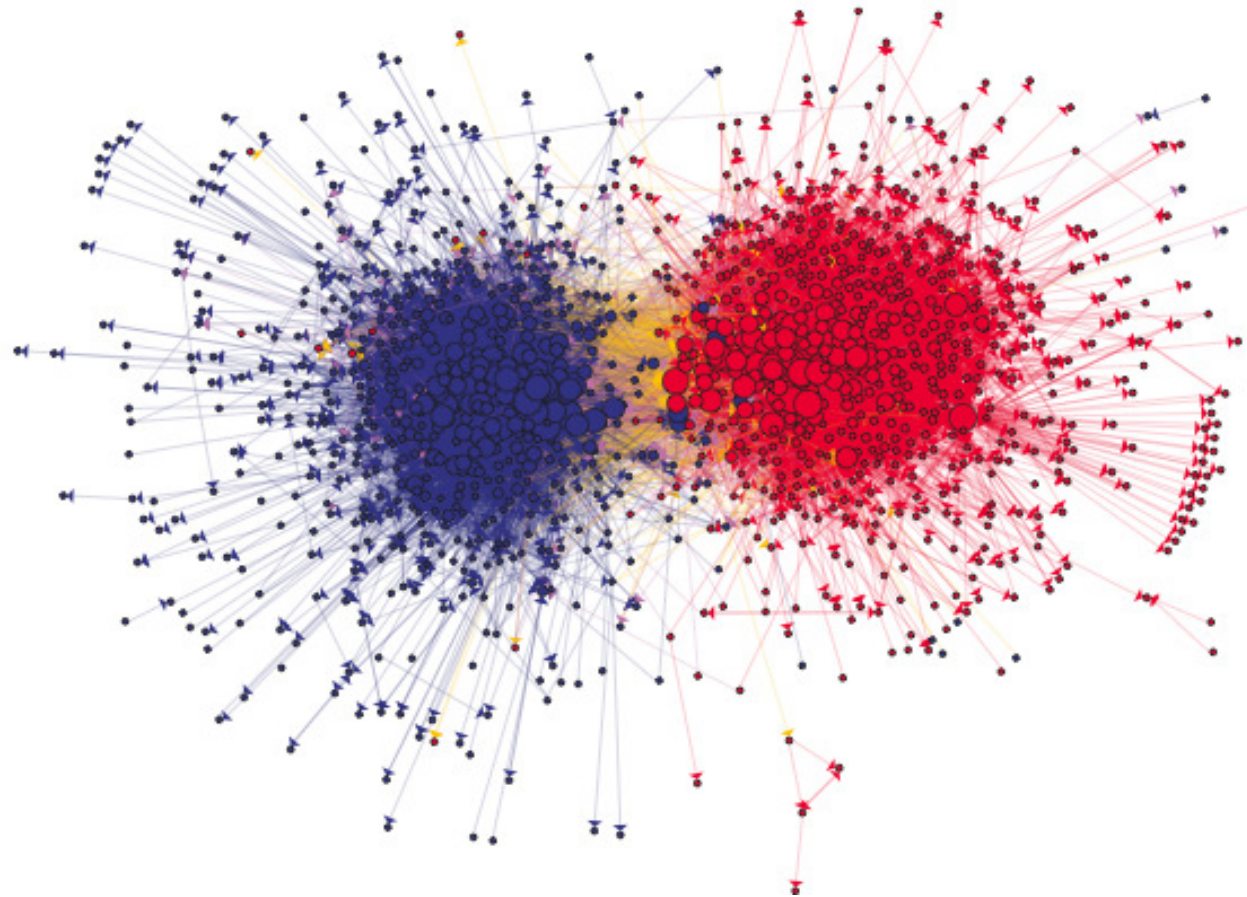
Medium Polarization



Low Polarization

Activism Goes Online

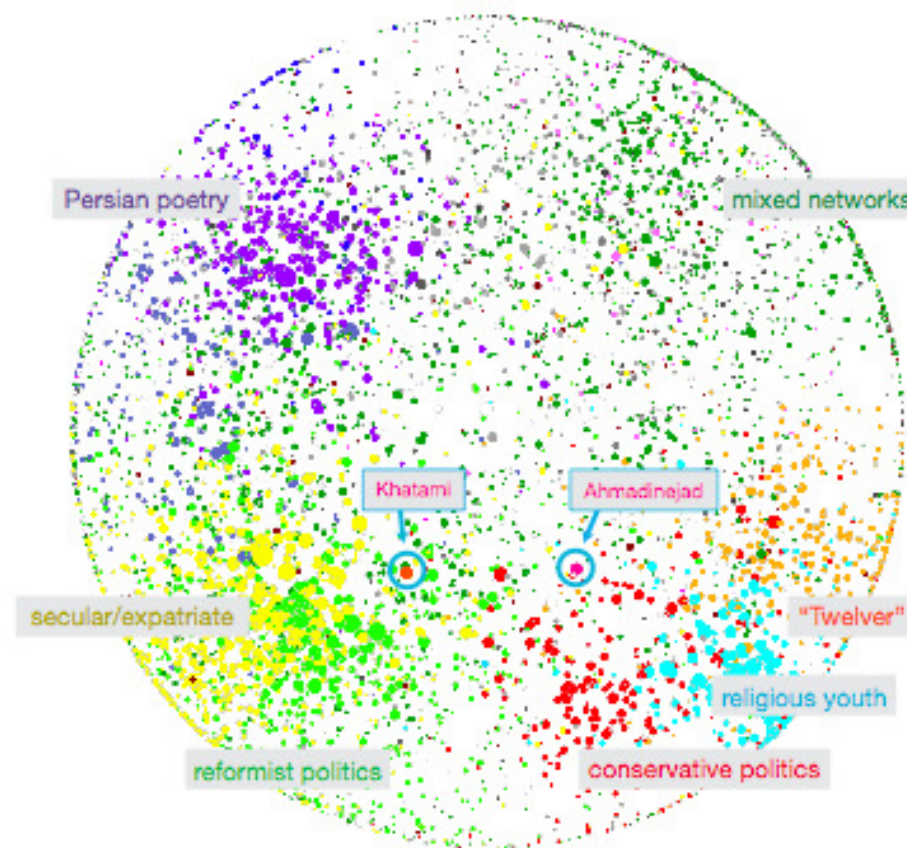
You might think increased discussion would bring us politically closer but this map of political blogs in America shows otherwise.



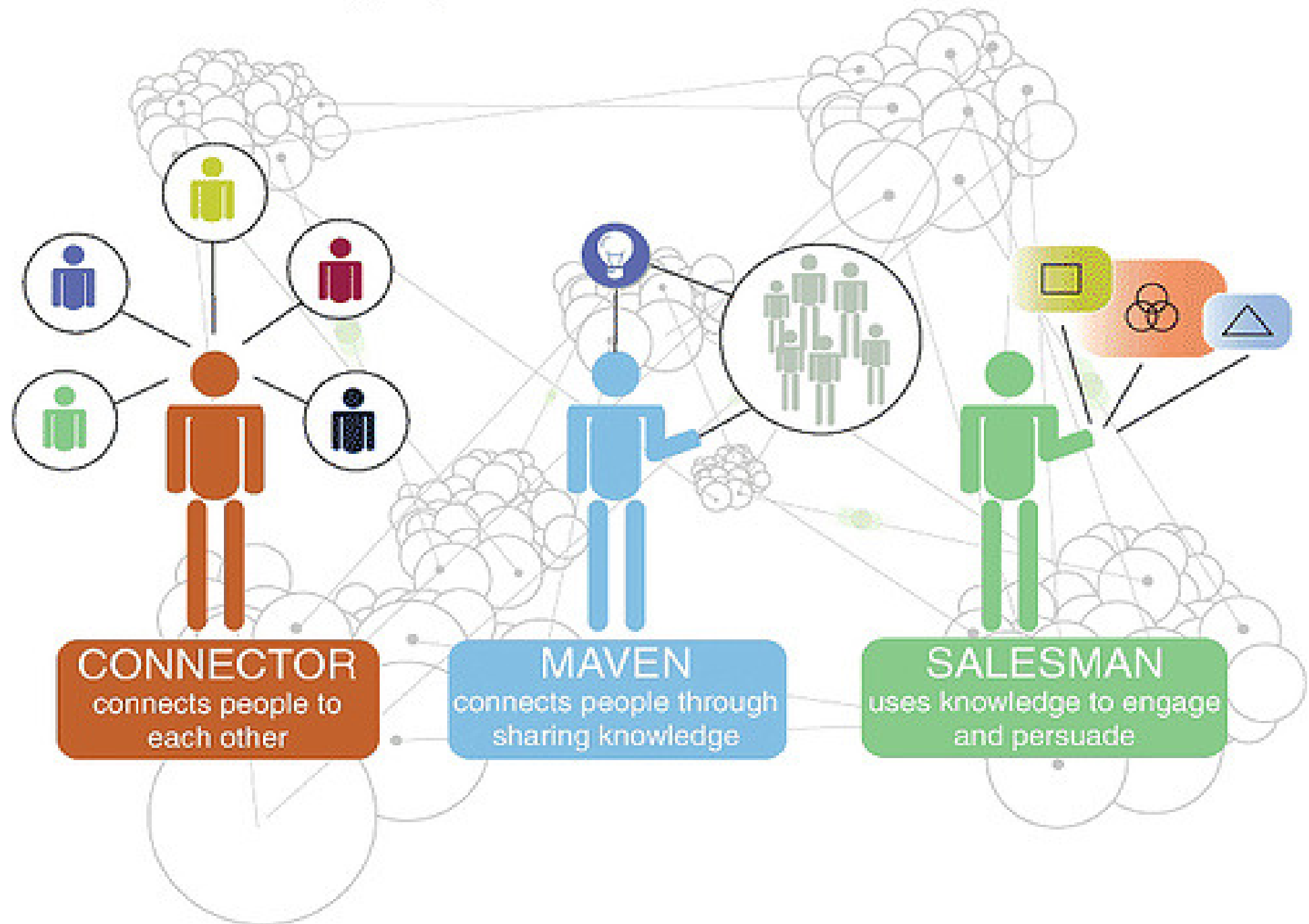
Online social networks appear to be strongly homophilous and polarized.

The Effects of Online Social Networks

This figure of the Iranian political blogosphere shows that the government allows a wide range of political discourse -- even criticisms of the government!



The Tipping Point + The Social Media Network



2

Doctoral research

Doctoral Study

- Mechanisms for economic development and regeneration in the sub-national UK
- Greater Manchester City Region
- CUPS, University of Manchester
- ESRC CASE Award (Collaborative with industrial partner – CLES)
- Started off about LAAs and sustainable communities...

metaphor to method

- How to look at complex governance
- It is useful to approach **areas/places** by analysing the governance networks within them
- It can be useful to approach **themes** by exploring the governance networks established around them
- Formal, Quantitative Social Network Analysis [SNA] adds value as part of a mixed method approach in combination with elite interviewing and other qualitative techniques
- Consultancy / Policy applications

governance

Governance refers to the processes through which organisations and institutions articulate interest, mediate differences, formulate and implement policy, exercise rights and obligations, manage resources and perform functions. Ultimately, governance is about people: structures, institutions, policies and, above all, relationships.

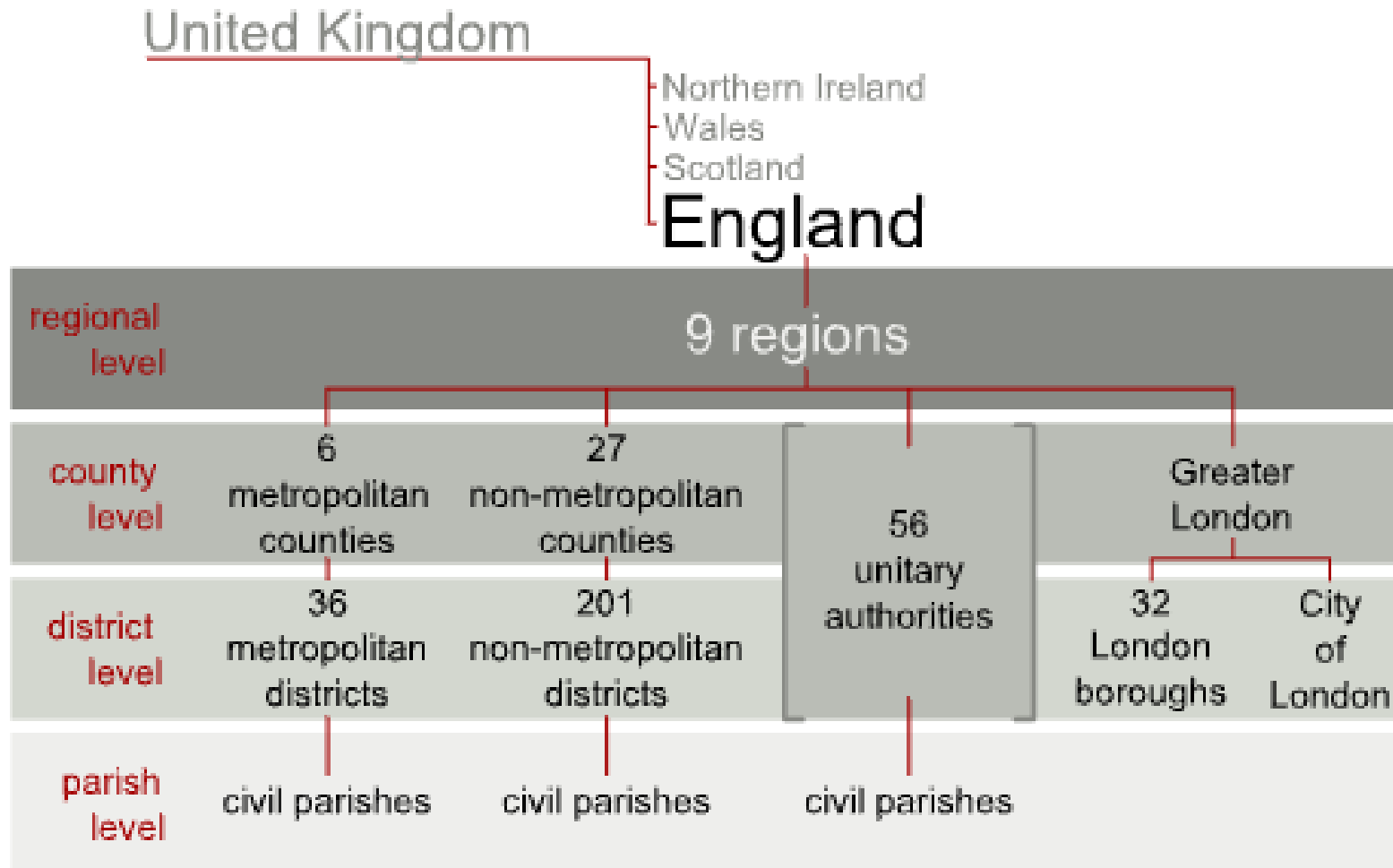
Governance networks

- are about circuits of power, authority, legitimacy, accountability, efficacy (?)
- both emerge and are designed (partially)
- cannot be viewed simply as “technocratic” processes or “design problems”
- combine
 - Messy complex informal relationships
 - Institutions, organisations and agencies

Health Warnings

- Clarity re: Structure/Agency
- On these networks nodes are people.
- There are some things that you just can't map (but try first!!)
- Beware maths nerds
- Moment in time – capturing dynamism
- Not magic – the decisions that you make do determine the maps – be aware of assumptions

UK subnational context



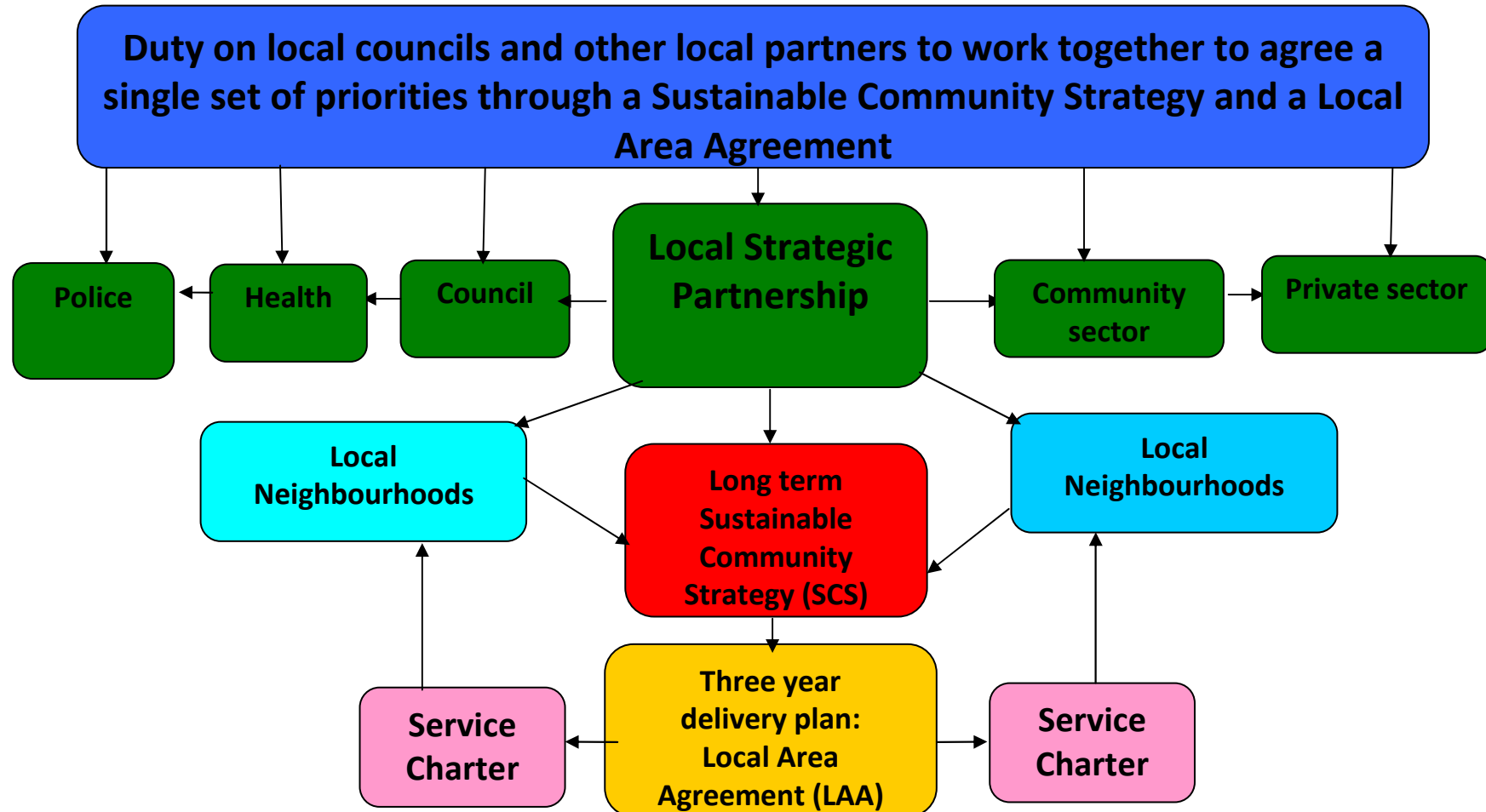
Third way problem?

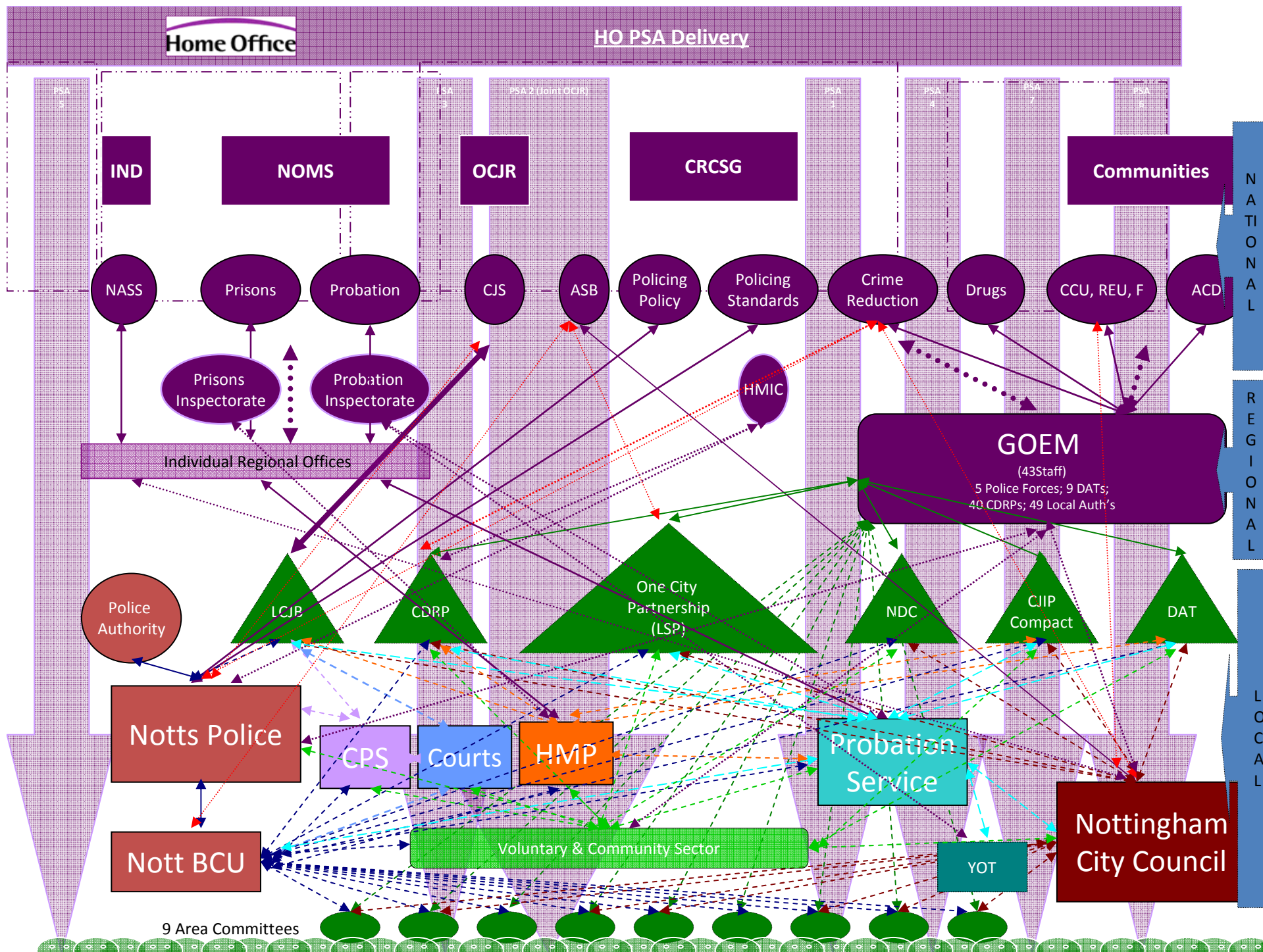
- Think tanks writing about networked government through 1990s
- Joined Up Government (!)
- “Networks” do not often appear in govt. policy - partnership however is ubiquitous!

PARTICULARLY

- Regeneration and Econ Development
- Local Government Modernisation
- Not to mention public/private initiatives

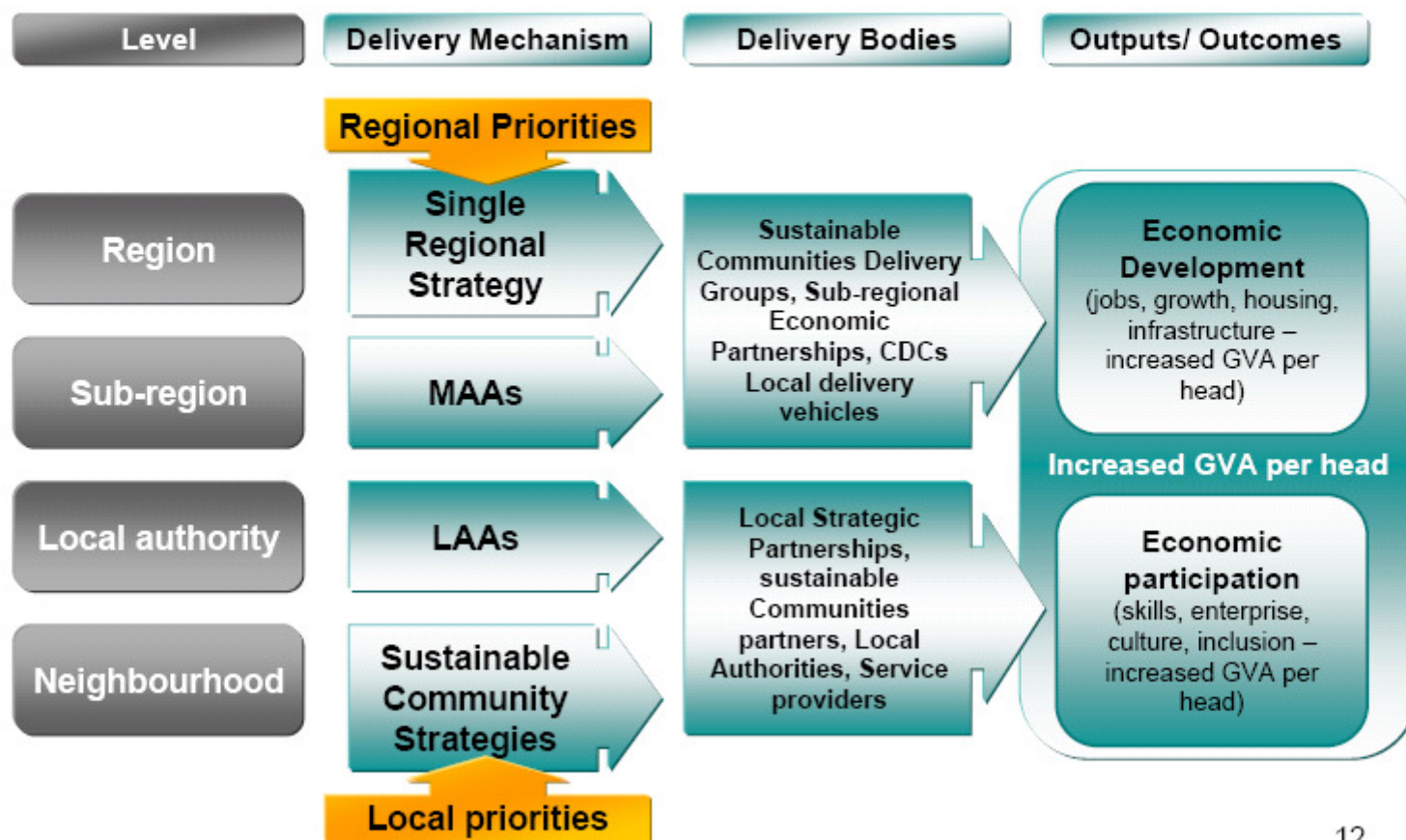
Local Partnership governance architecture



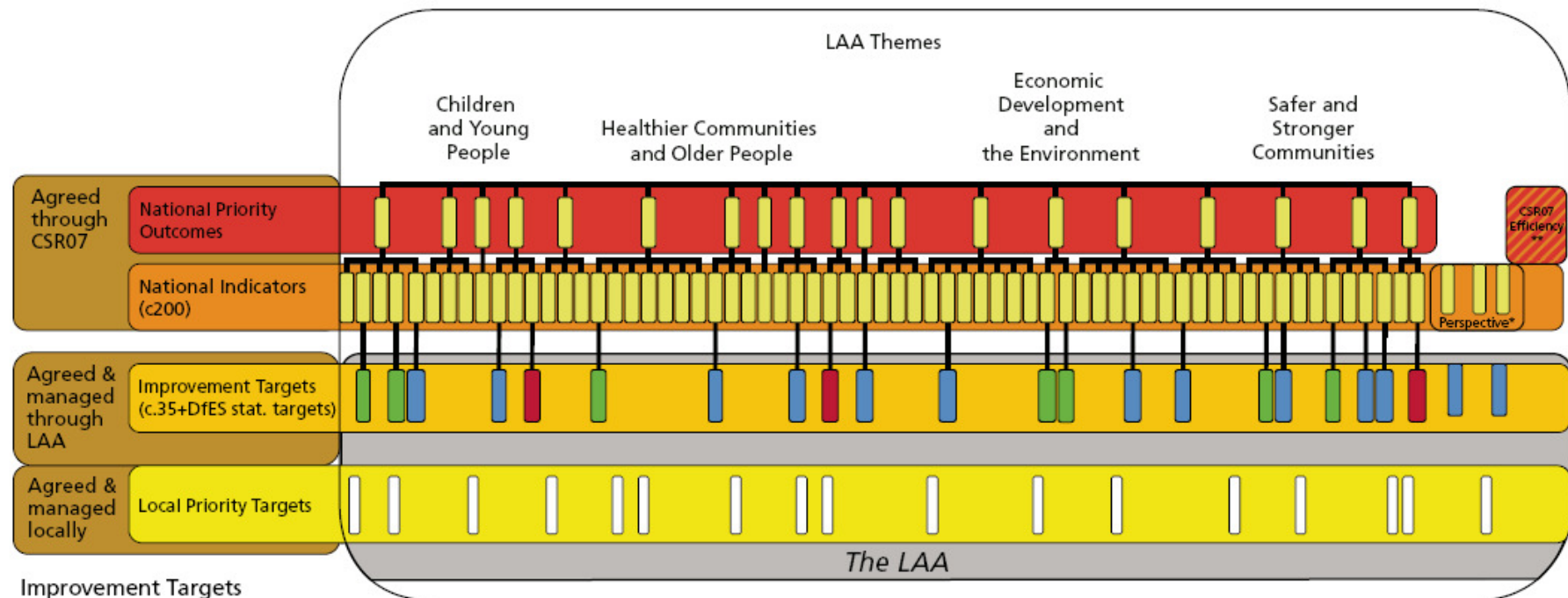




Economic Delivery Model



The Outcomes-Targets-Indicators Framework



Improvement Targets

- = non-negotiable target (universal local targets where government determines that an equal level of improvement is required in all areas)
- = floor target (where minimum standards are not being met, these targets will specify the amount and/or timescale for improvement up to such standards)
- = negotiable target (issues for negotiation will be whether or not to have a target or the level it should be set. The negotiations will be aimed at balancing national requirements and local circumstances, performance and priorities)
- = local priority target (set by LAs and partners. Not subject to upward reporting or monitoring by central government)

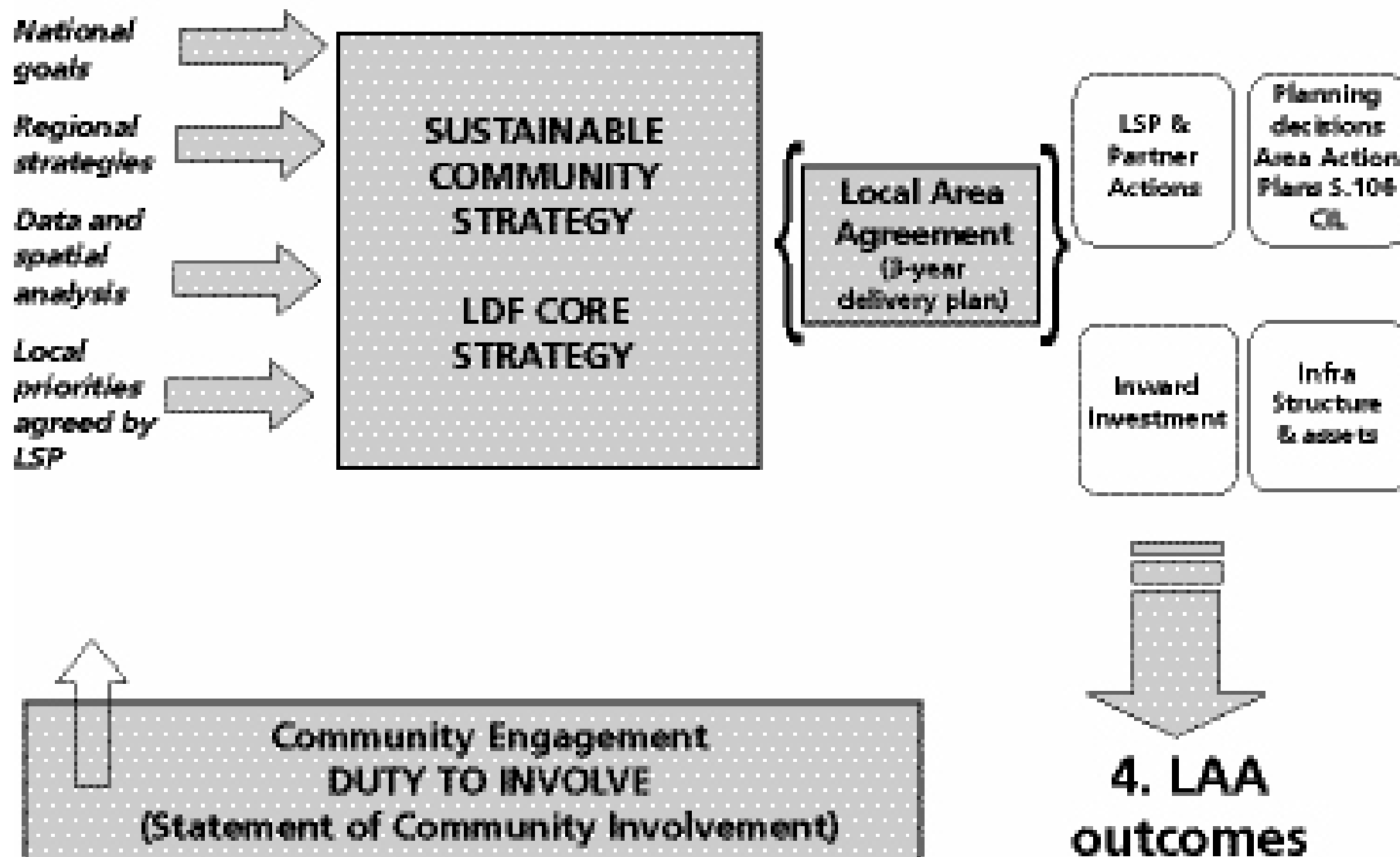
* A few key national citizen satisfaction and perspective indicators in addition to any used as outcome indicators, eg satisfaction with place; perception of influence

** Whether any indicators or local targets are established and what form they would take will be confirmed as part of the CSR07 announcement.

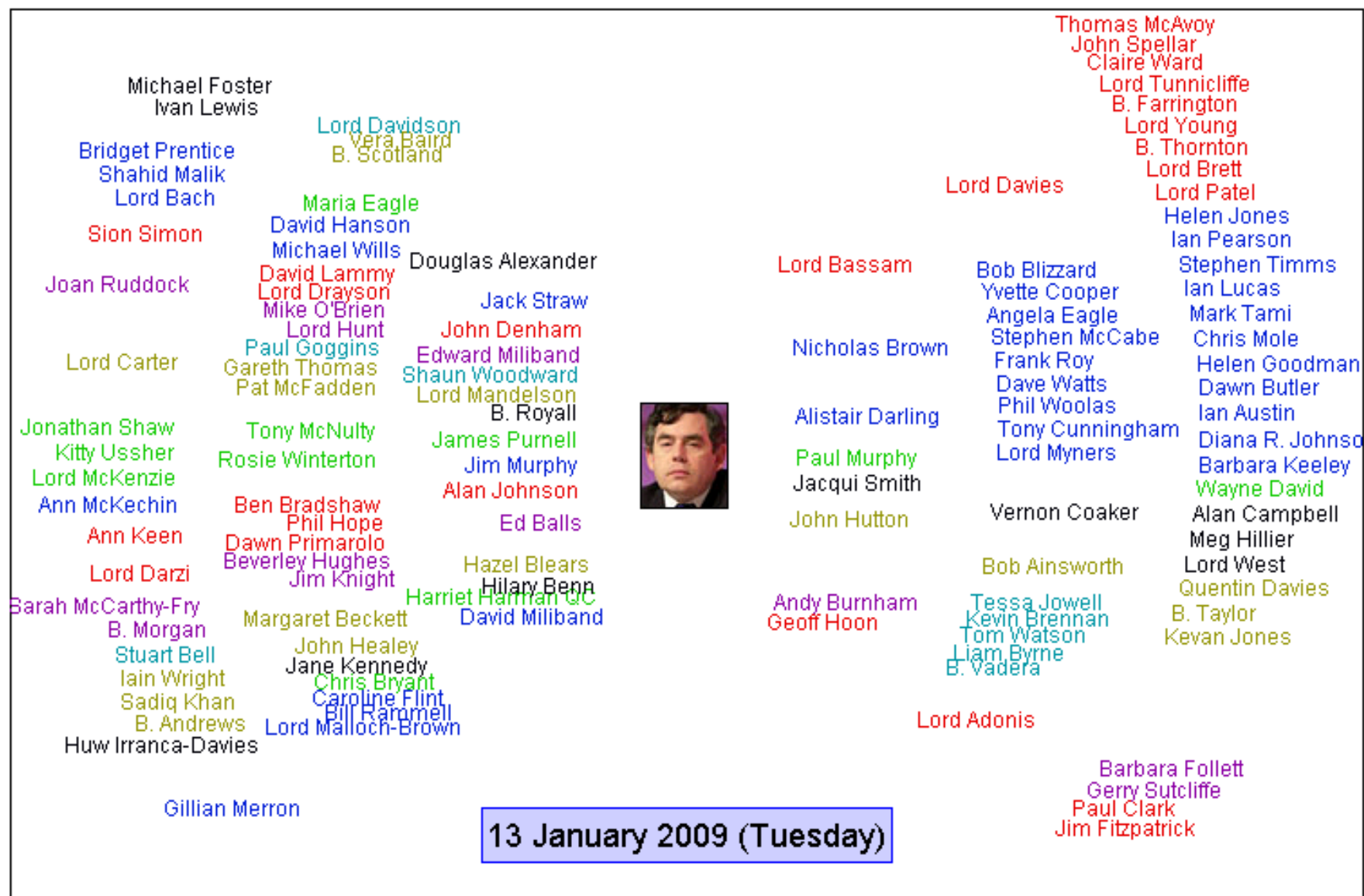
1. Shared inputs and evidence

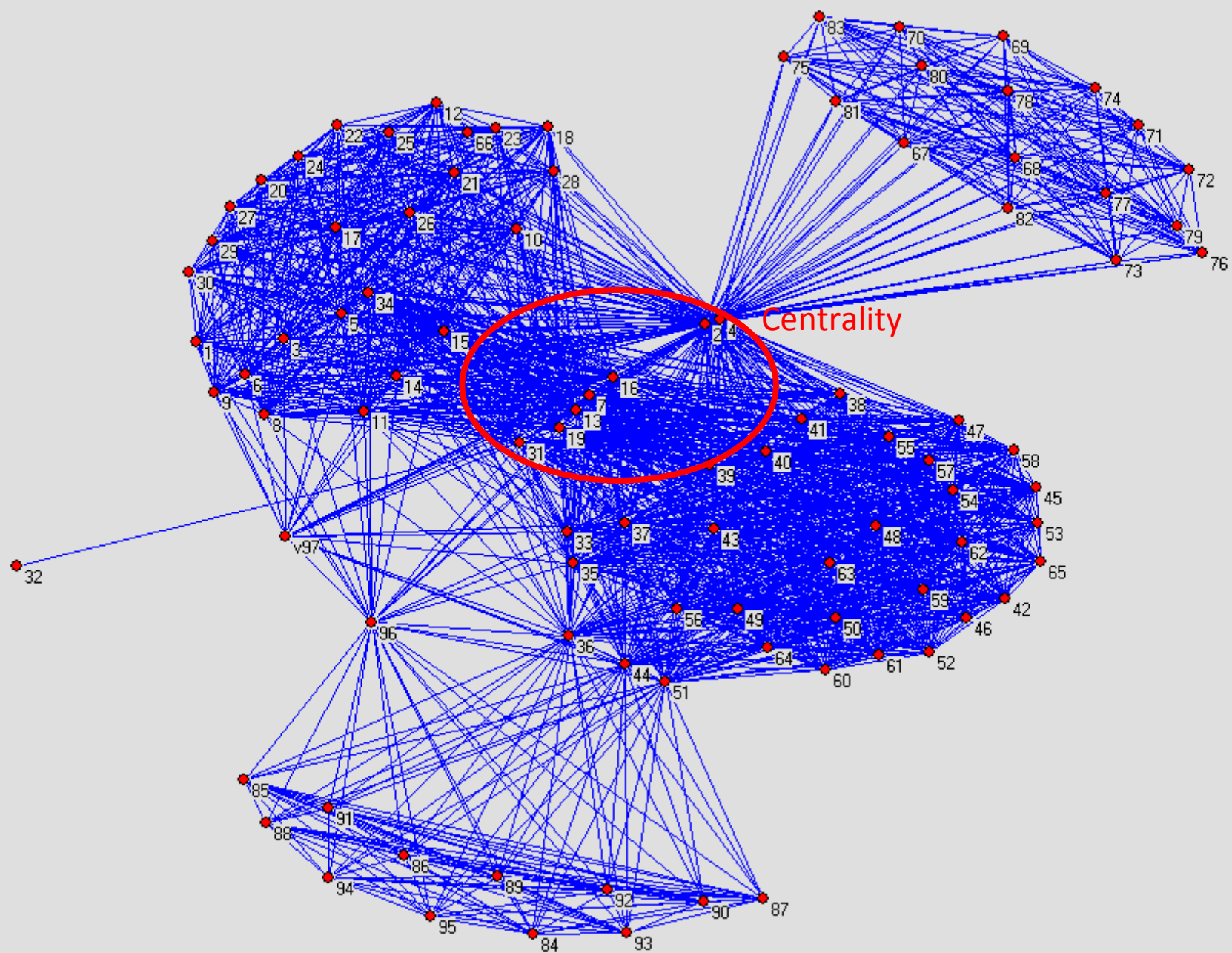
2. Aligned place-shaping strategies

3. Delivery mechanisms



The Government (publicwhip.org.uk)





Centrality within core executive structures for ED/R

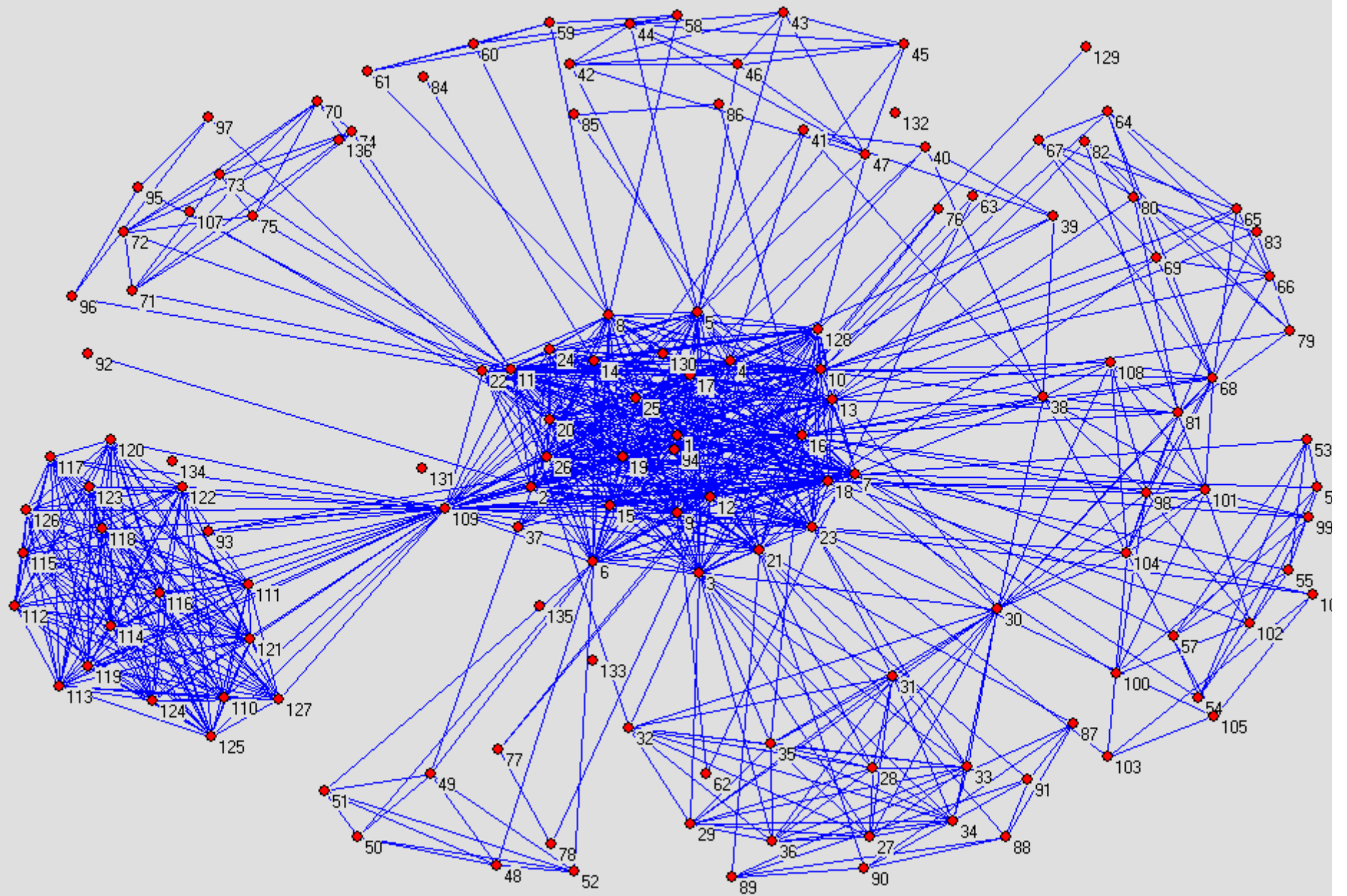
- Liam Byrne
- Hazel Blears
- Nick Brown
- Yvette Cooper
- Alistair Darling
- Tony McNulty
- Peter Mandelson

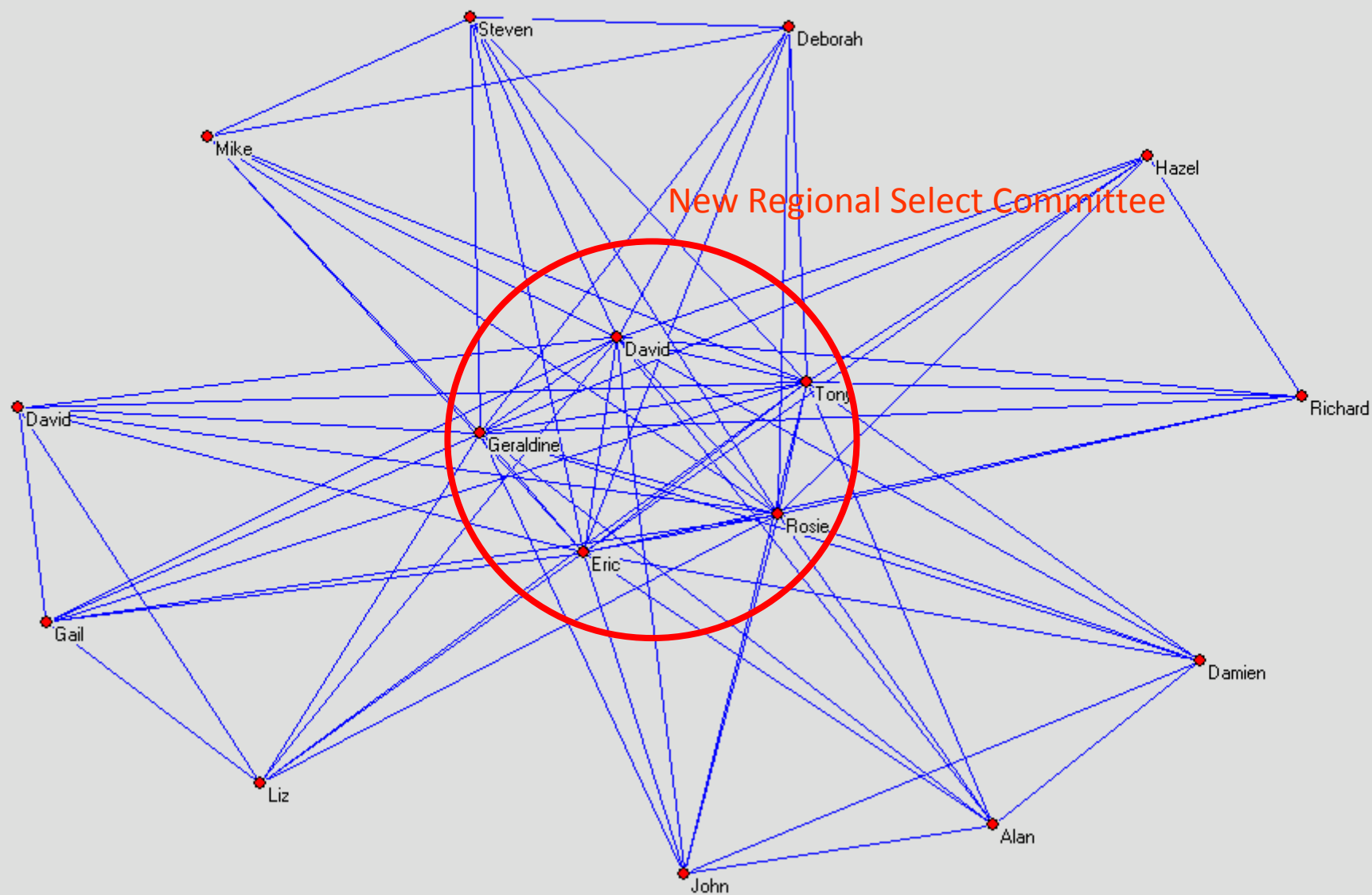
PSA match to ministers (2007)

Power within the Core Executive I

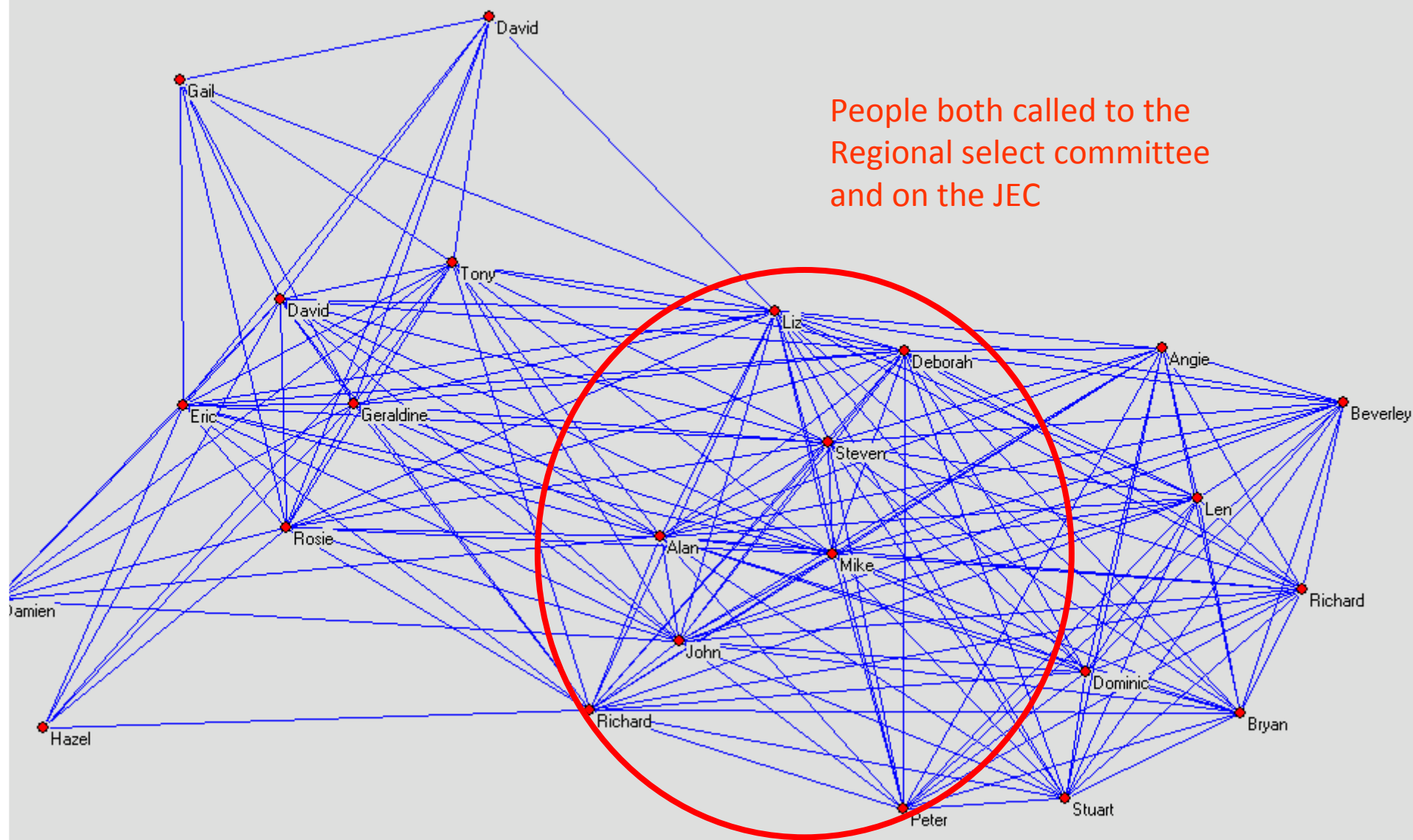
- Figure 3 Number of PSAs for which each Cabinet Minister is operationally responsible.

• Minister	Department	Number of PSAs
• Ed Balls	DCFS	5
• Jacqui Smith	Home Office	4
• John Hutton	DBERR	3
• Hazel Blears	DCLG	2
• Peter Hain	DWP	2
• Alan Johnson	DH	2
• John Denham	DIUS	2
• Hilary Benn	DEFRA	2
• Alistair Darling	HMT	1
• Jack Straw	MoJ	1
• Ruth Kelly	DfT	1
• James Purnell	DCMS	1
• Ed Miliband	Cabinet Office	1
• Douglas Alexander	DFID	1
• David Miliband	FCO	1
• Harriet Harman	Government Equalities Office	1





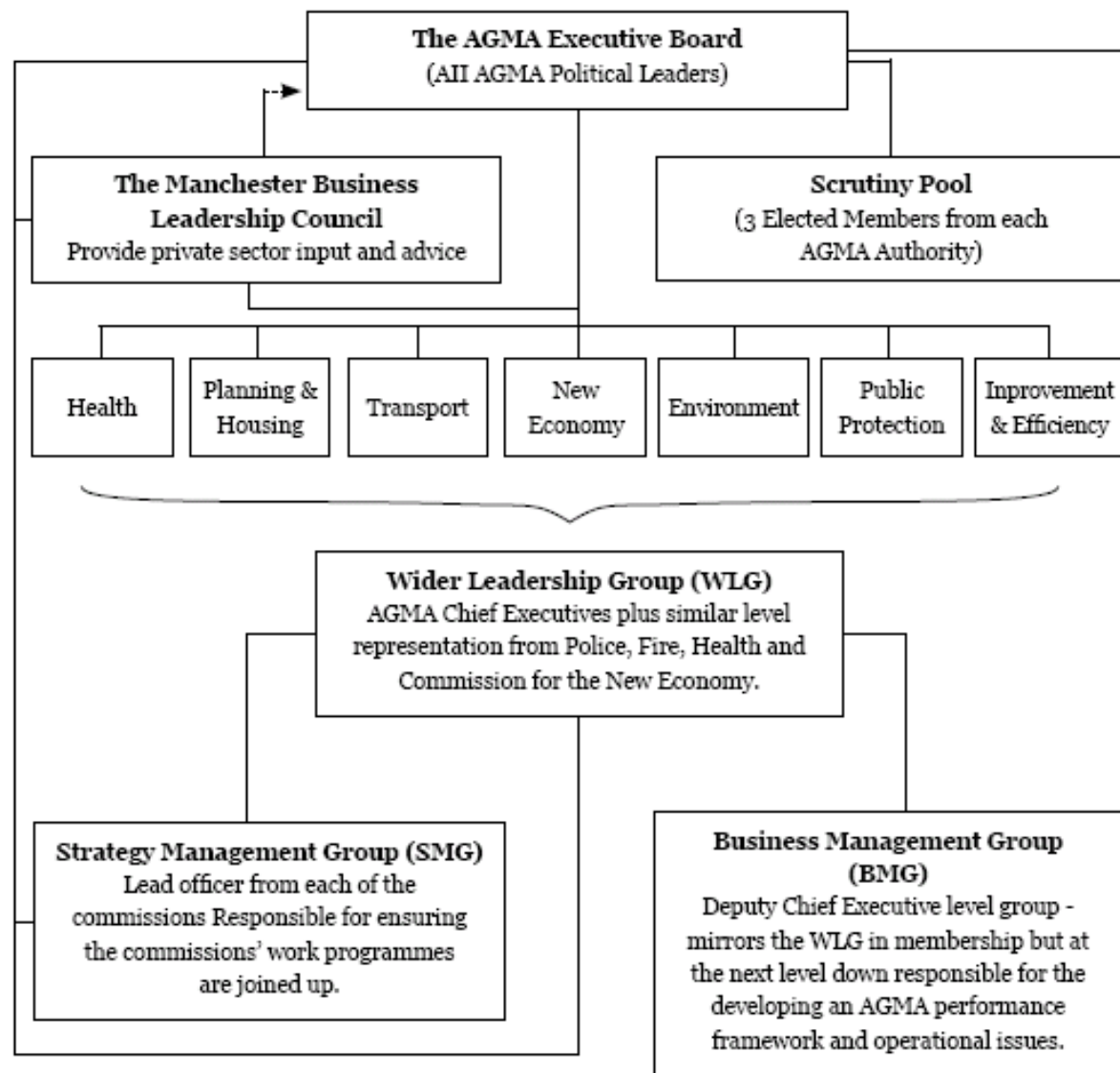
People both called to the
Regional select committee
and on the JEC

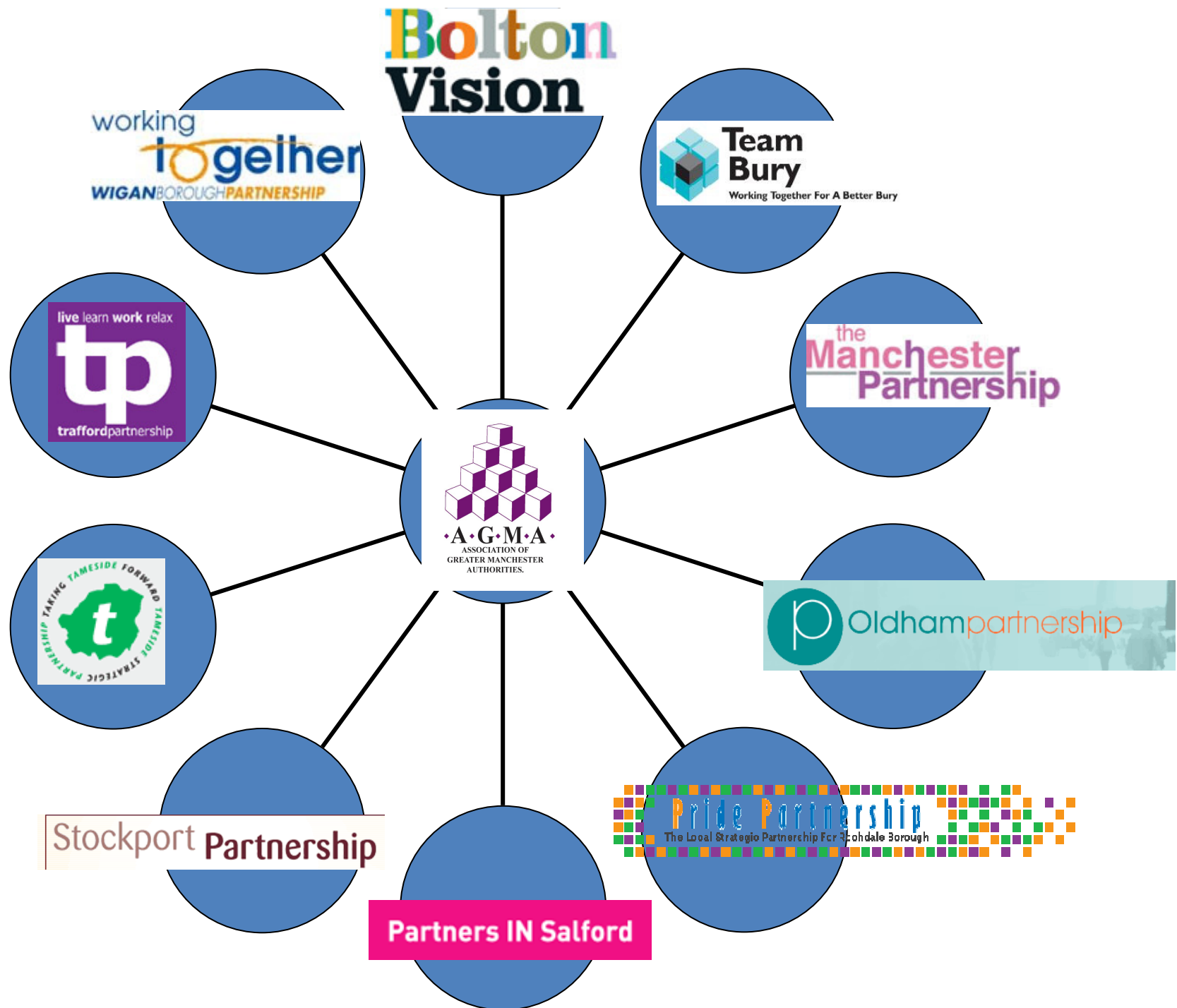


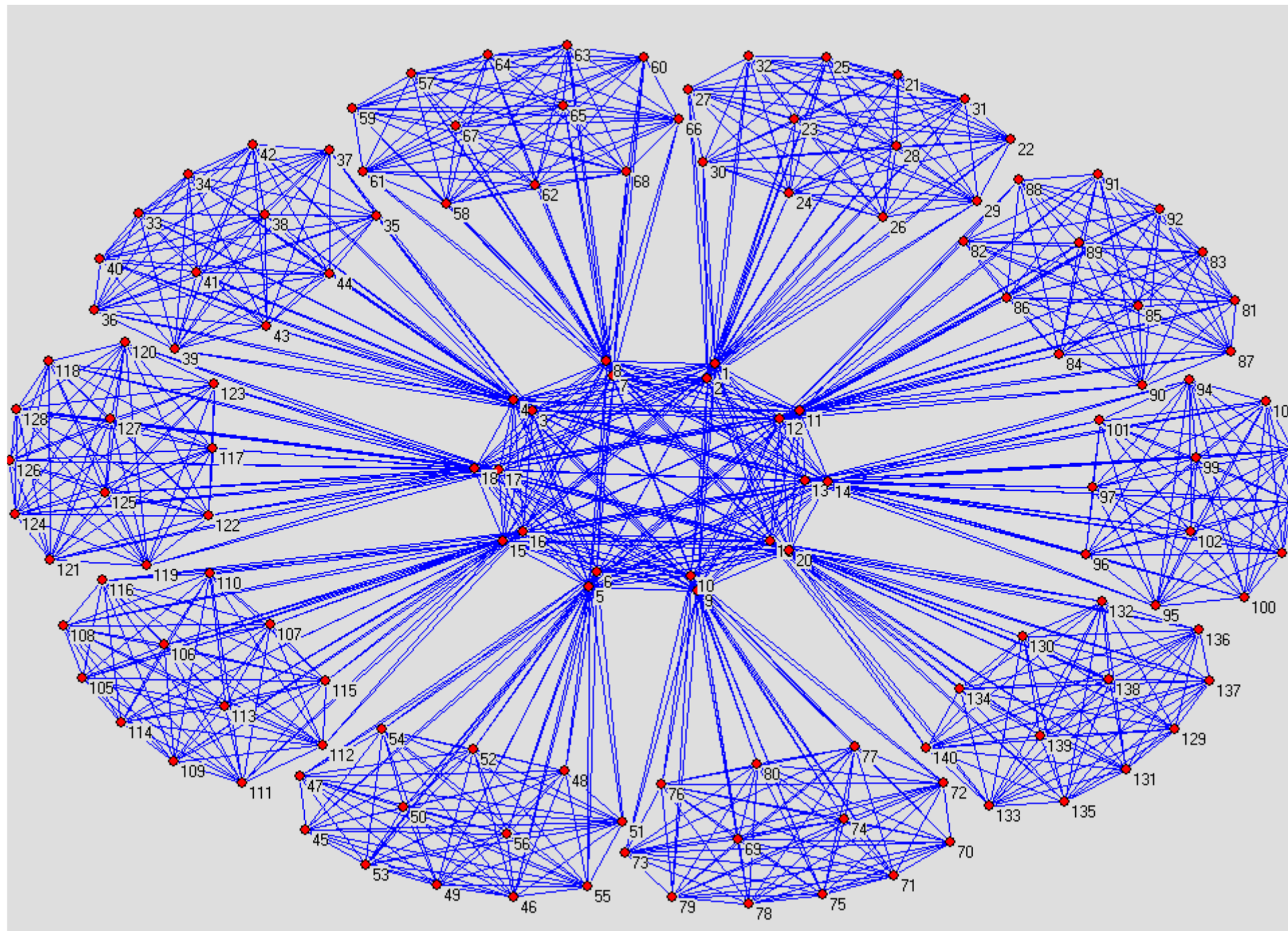
Key regional actors

- John Korweiski - LSC
- Alan Manning - TUC
- Steven Broomhead - NWDA
- Deborah McLaughlin - HCA
- Mike Farrar - NHS NW
- Liz Meek - GONW

AGMA governance Oct 2009







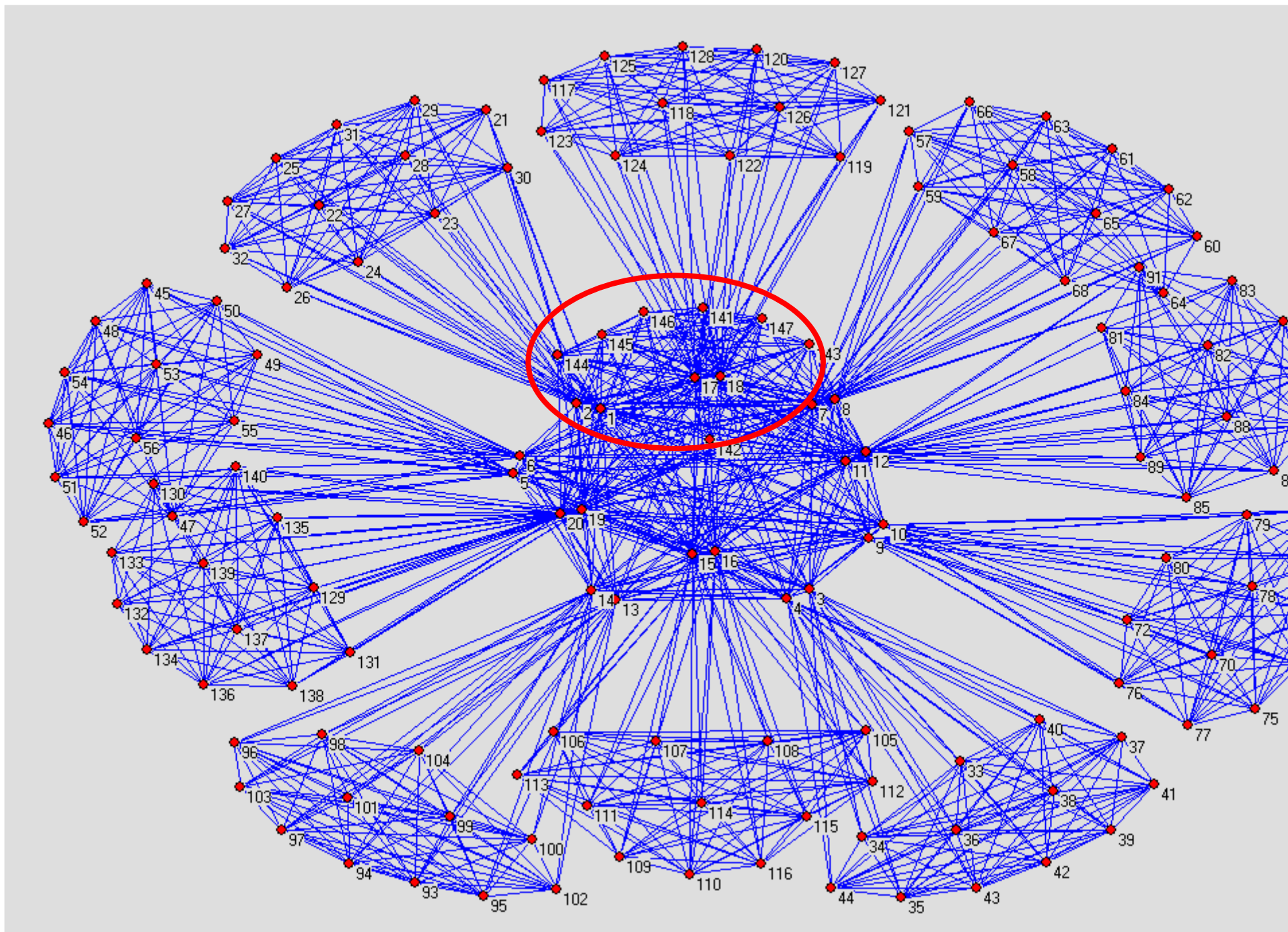
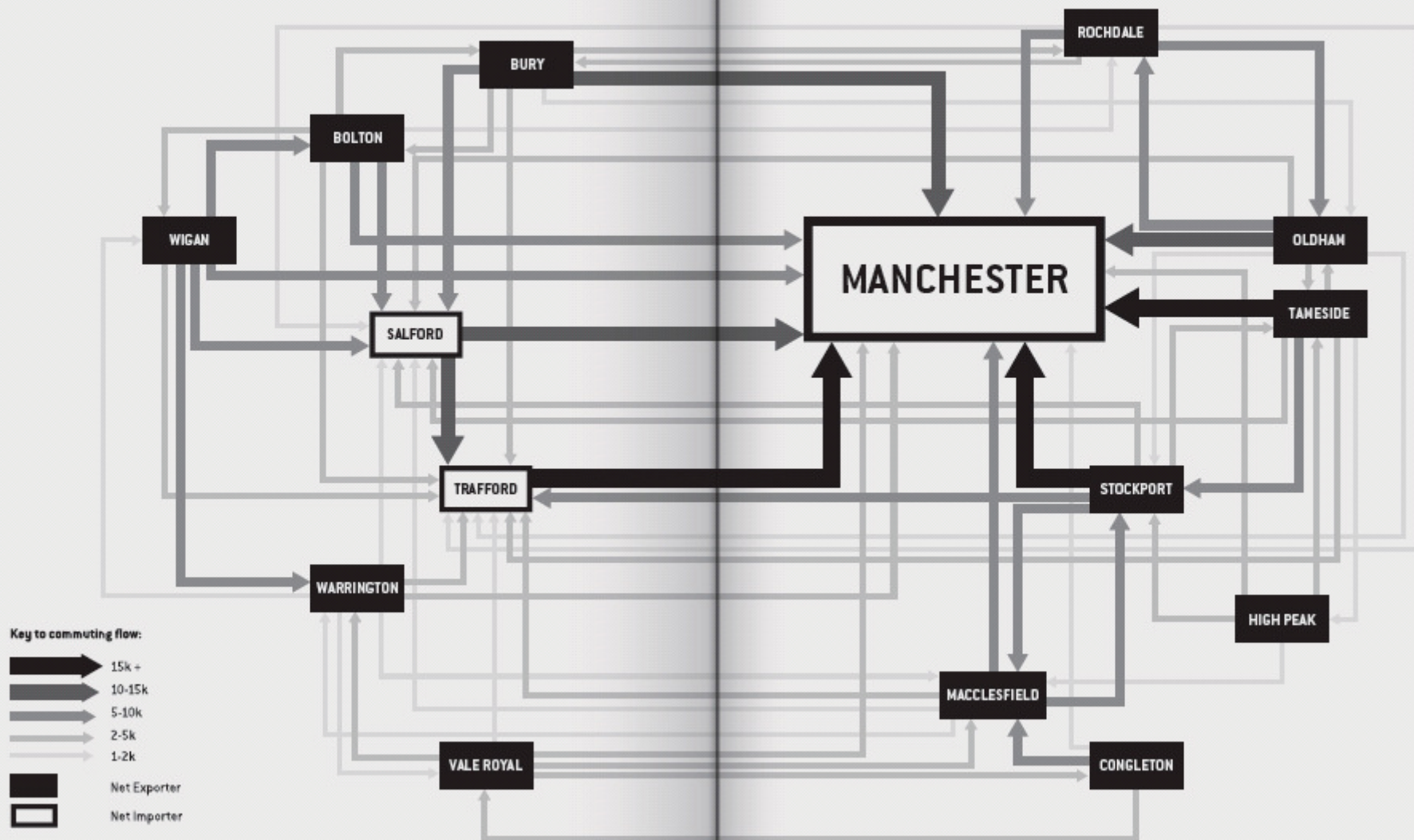


Figure 2: Net commuting flows in to Manchester and within MCR districts (excluding out of Manchester), 2001



Source: ONS, Census 2001 Origin-Destination Commuting tables
Footnote: This is a graphical representation of selected travel-to-work flows and not all travel-to-work flows for the MCR are depicted here.

3

Knowledge transfer
partnership

MANCHESTER
1824



Technology Strategy Board
Driving Innovation

E · S · R · C
ECONOMIC
& SOCIAL
RESEARCH
COUNCIL

Knowledge
Transfer
Partnerships

The University
of Manchester





That's you!

Lists ▾

CLES and Manchester University
launch Knowledge Transfer Project:
<http://bit.ly/cnhFsS> via @addthis

about 19 hours ago via web

dauidottewell Eric Pickles is Communities/Local Gov
secretary. The Con-Lib 'agreement' was very vague on
regional/city-regional policy. What next?

about 20 hours ago via web

Retweeted by you

Name knowledge transfer

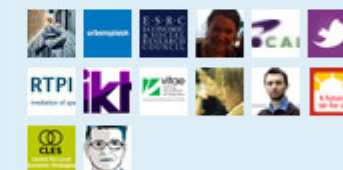
Location manchester

14 7 0
following followers listed

Tweets 12

Favorites

Following



RSS feed of CLESKTP's
tweets

Cherwell Resilience Net One

Actors within
Commercial, Public and Social
Sectors

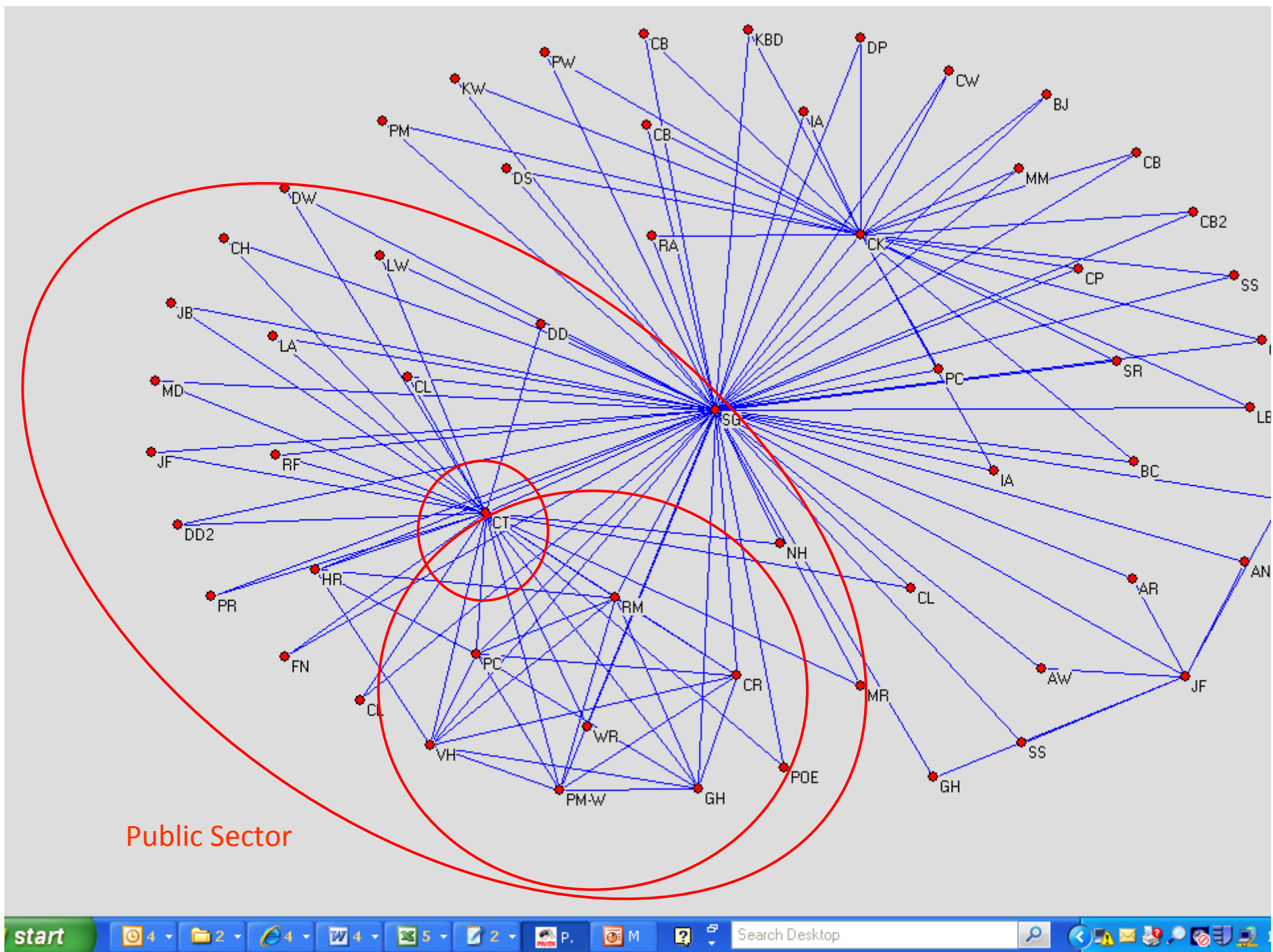
Stages for generating Cherwell Net 1

- Contact network for Stephen Newman generated (by him)
- Map 1 : EgoNET/ Influence Net for Stephen Newman
 - split into ; commercial, public and social
 - brokerage roles played by key nodes ;
 - 3 CK [Claire Kingsbury] Banbury Chamber of Commerce
 - 27 CT [Claire Taylor] Community/Corporate Manager CDC
 - 53 JF [Jim Flux] OCVA
- Ties between not plotted except CDC as clique within public economy
- Kamadai- Kawai Algorithm for centrality applied

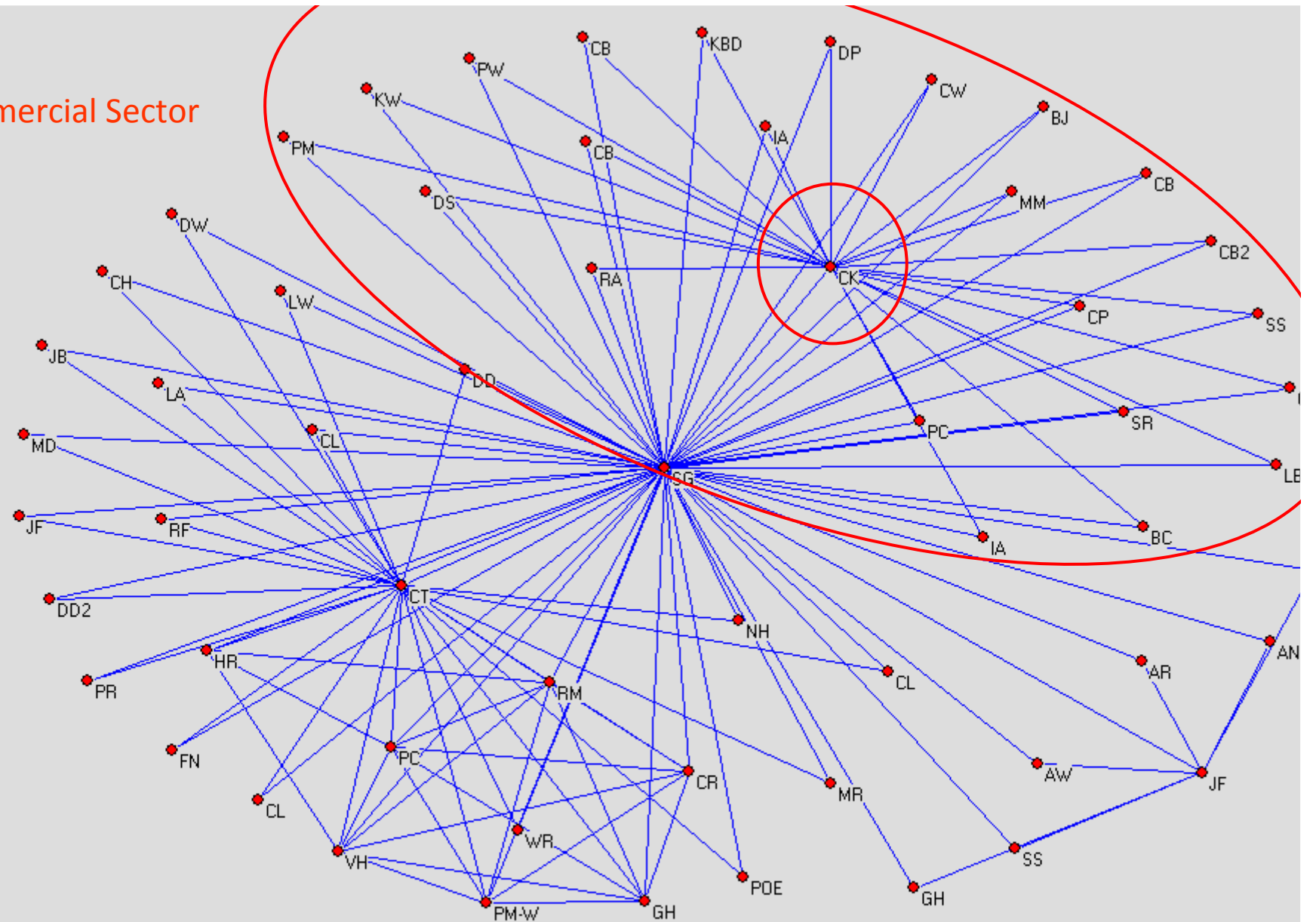








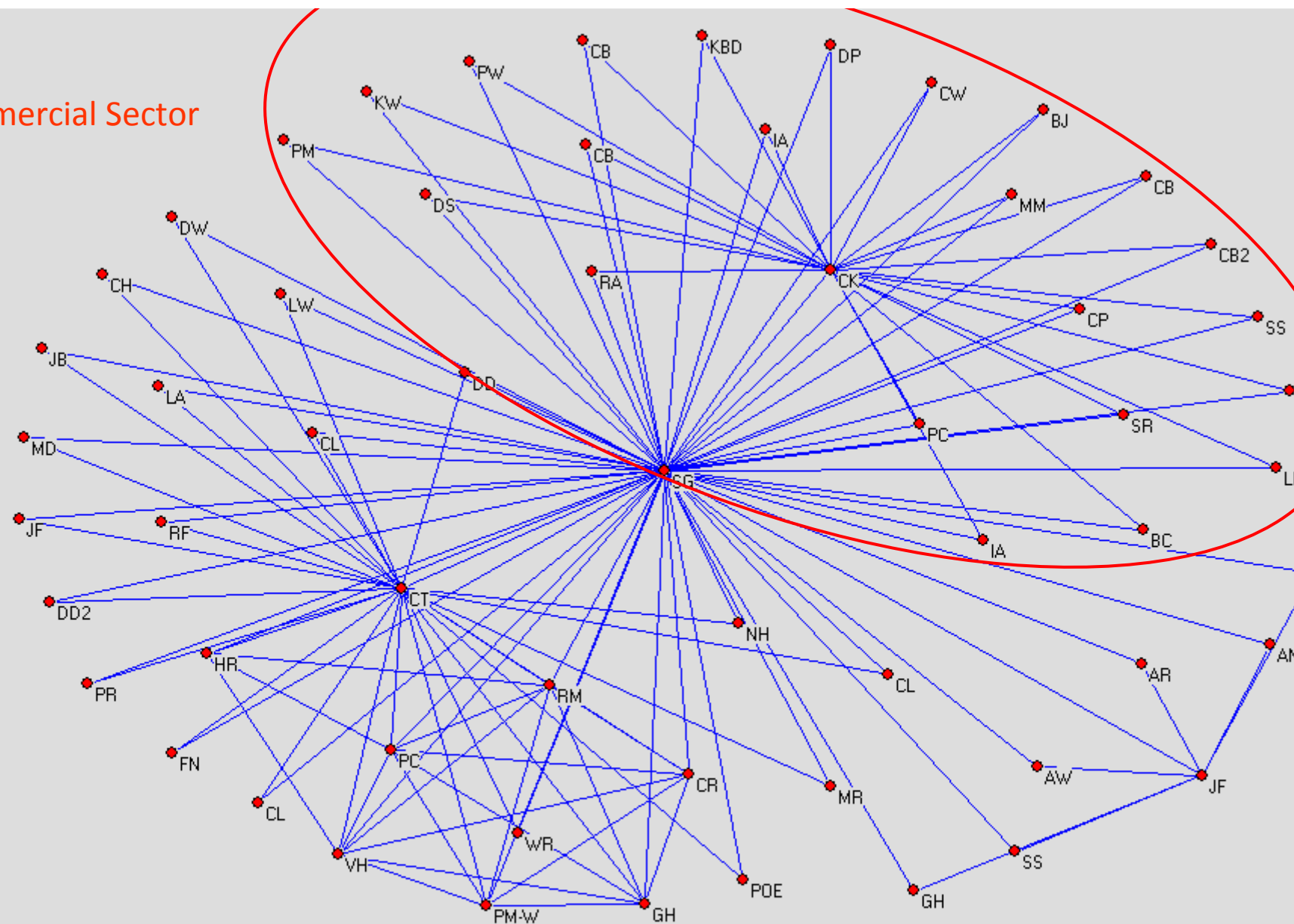
Commercial Sector



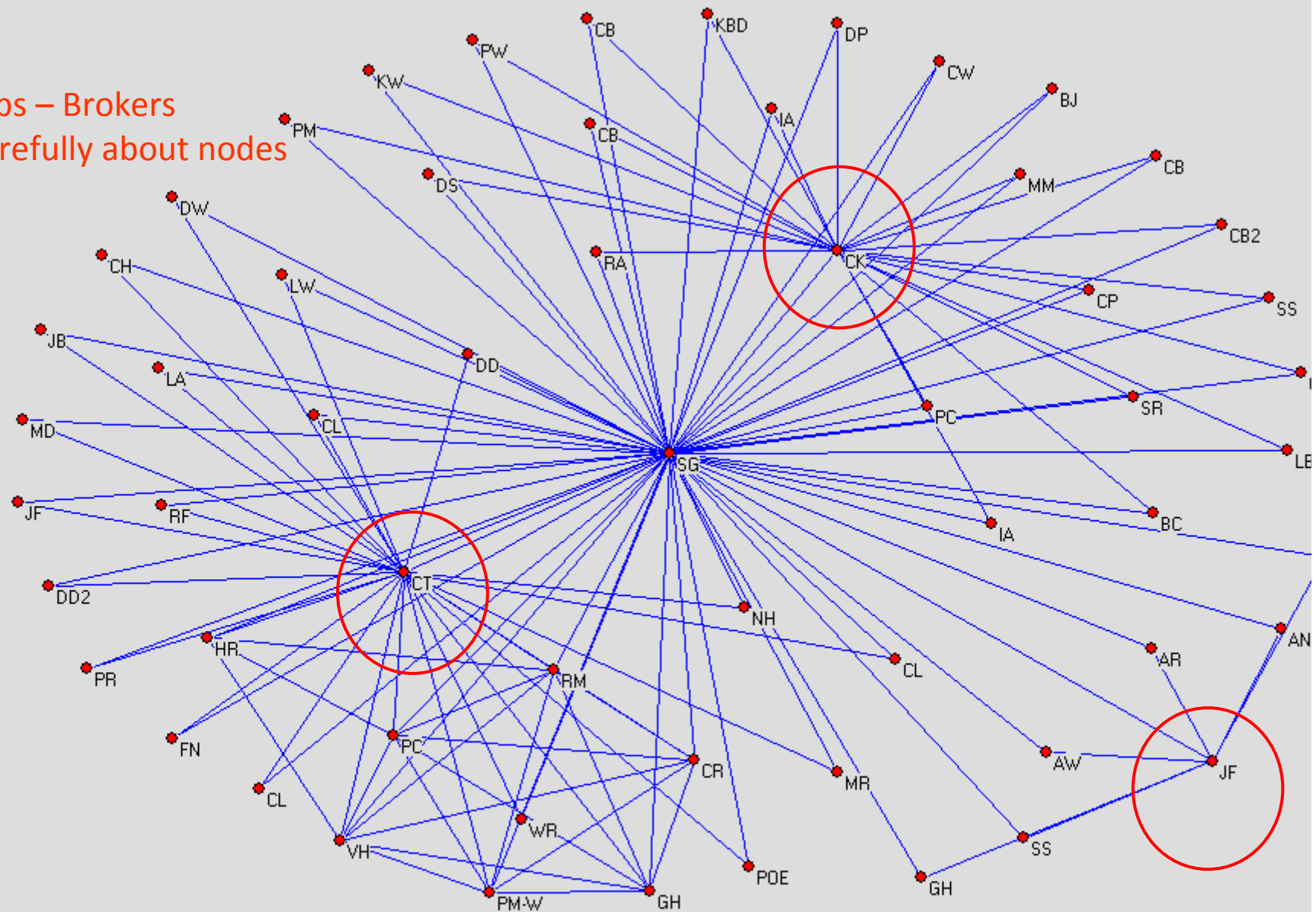
start



Commercial Sector

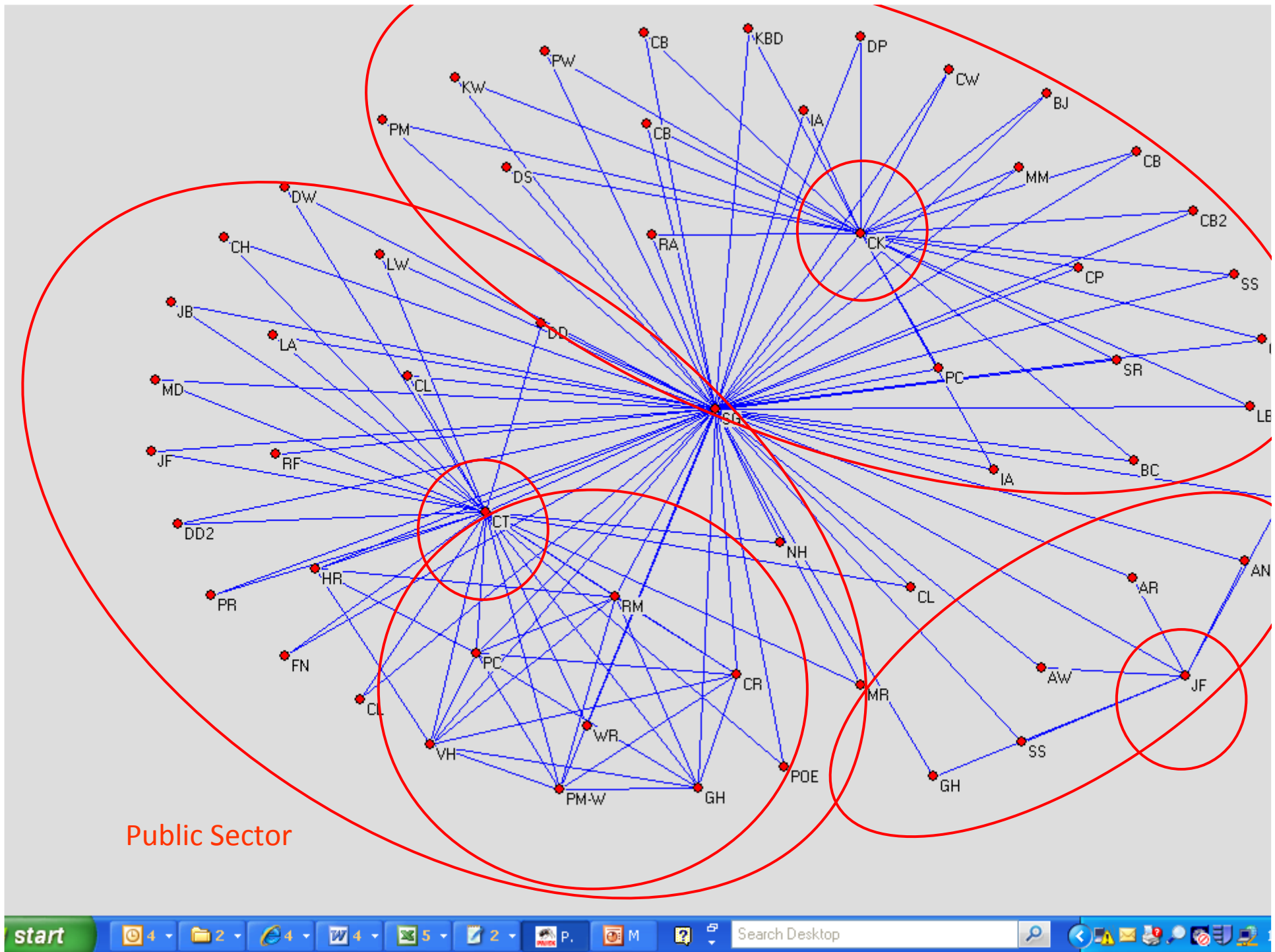


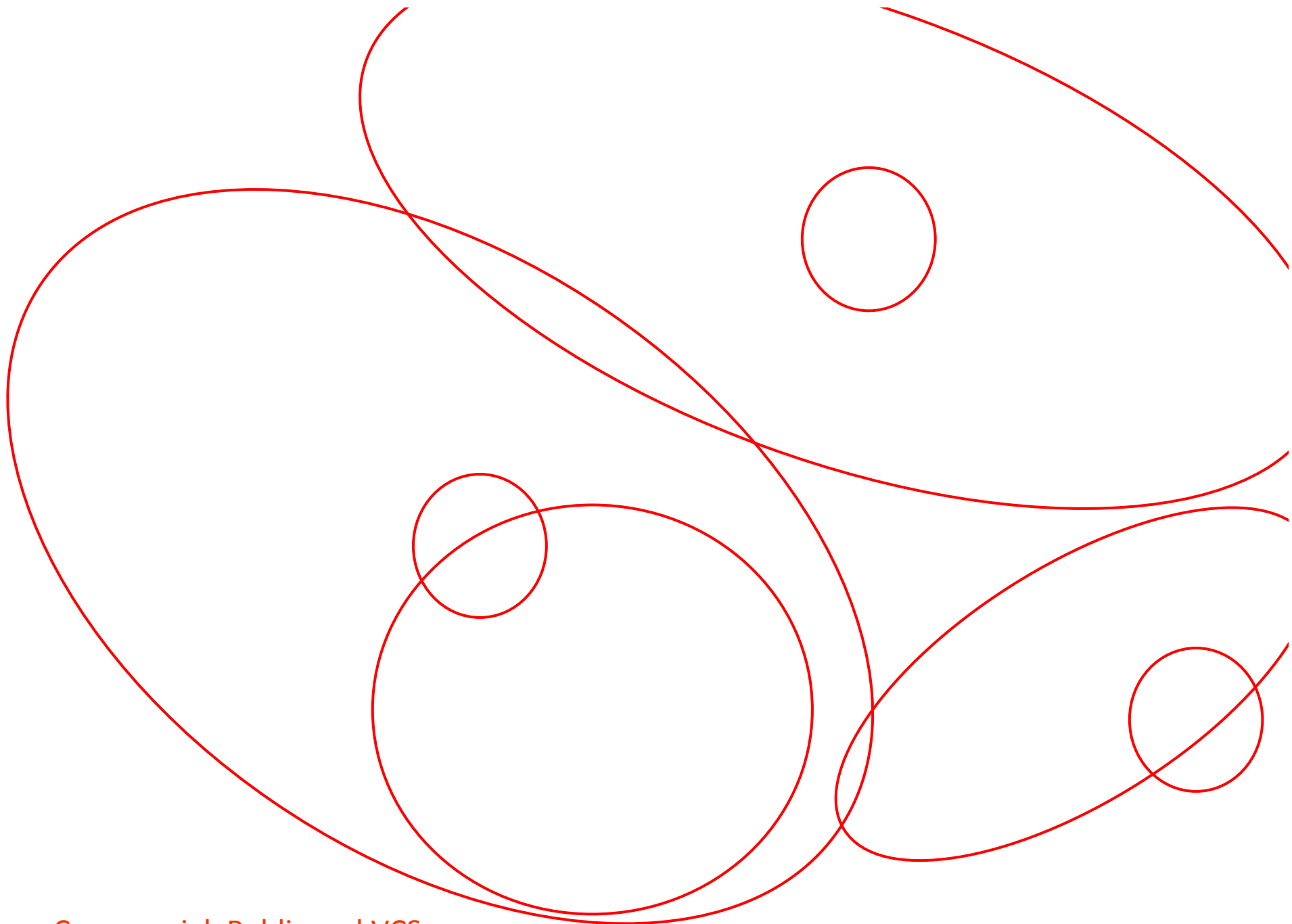
Hubs – Brokers
Thinking carefully about nodes



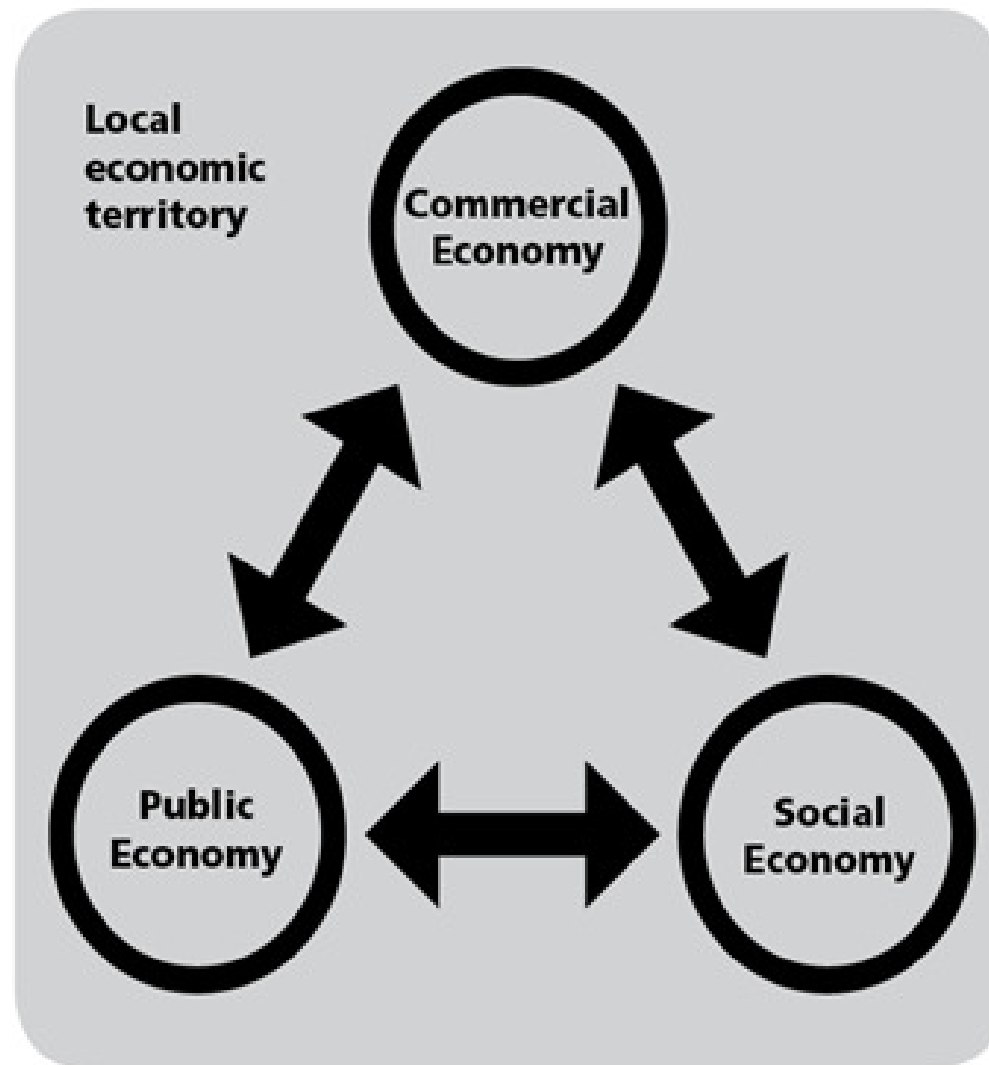
start







Commercial, Public and VCS



Centre for Urban Policy Studies, University of Manchester

<http://www.sed.manchester.ac.uk/research/cups>

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nicola.headlam@manchester.ac.uk

blog

<http://clesknowledgetransfer.blogspot.com>

web

<http://personalpages.manchester.ac.uk/staff/nicola.headlam>

social networks and profiles

twitter: CLESKTP • linkedin: Nicola Headlam

Manchester Beacon for Public Engagement

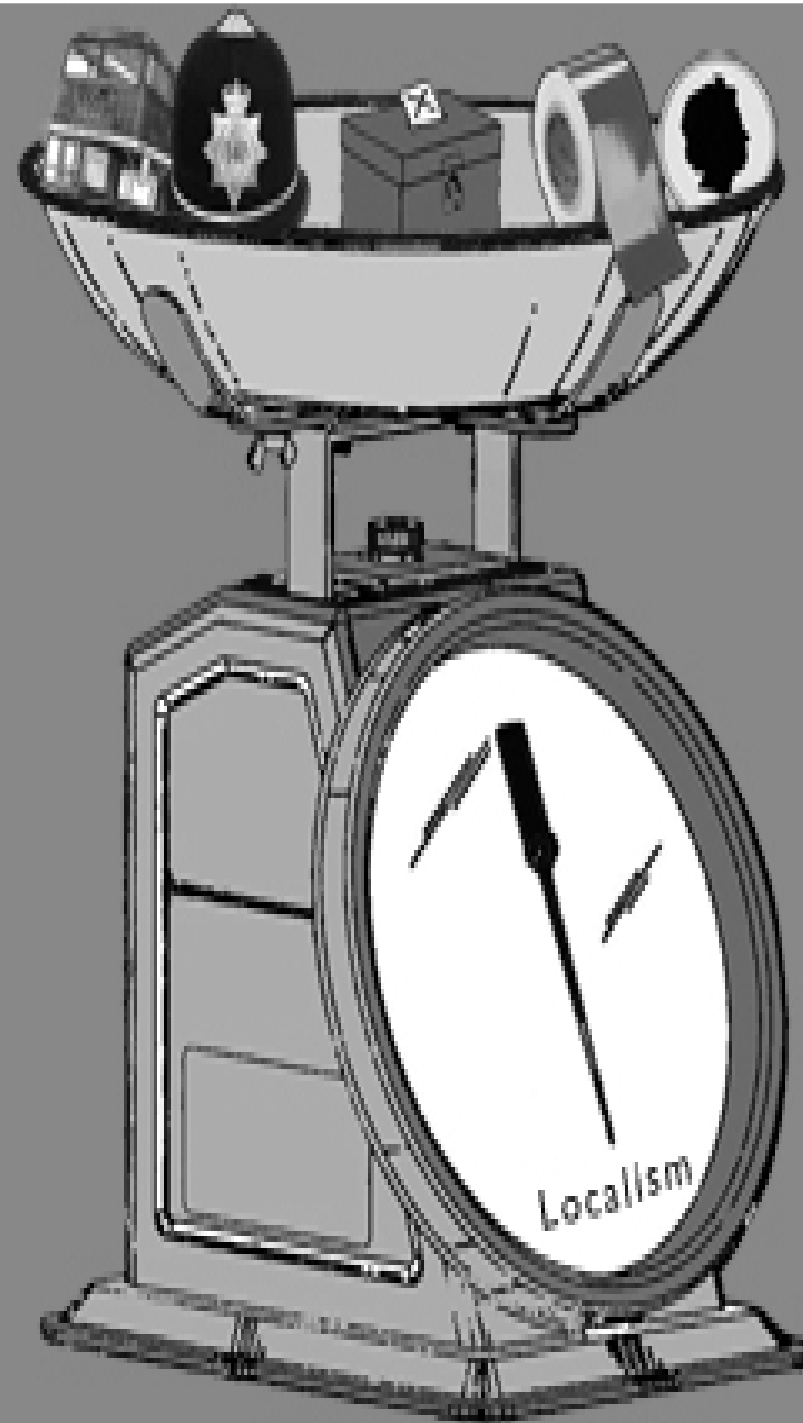
<http://www.manchesterbeacon.org/users/view/195>

mobile: 07877 402460

4

Ideas

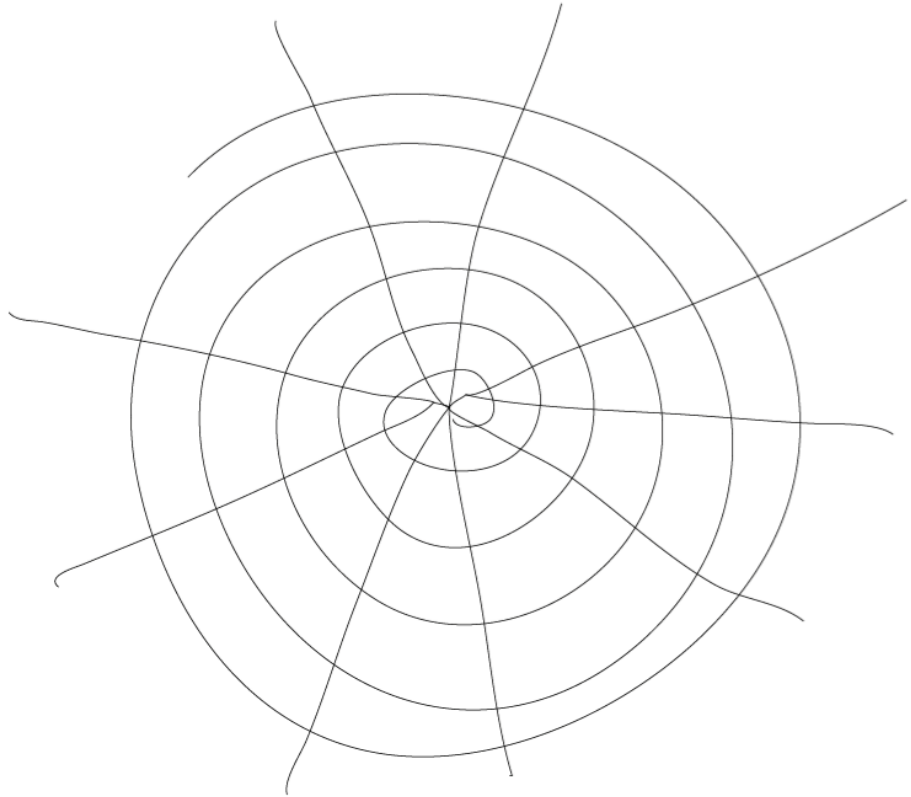
next steps



Central-Local Policy Network

Congested terrain!

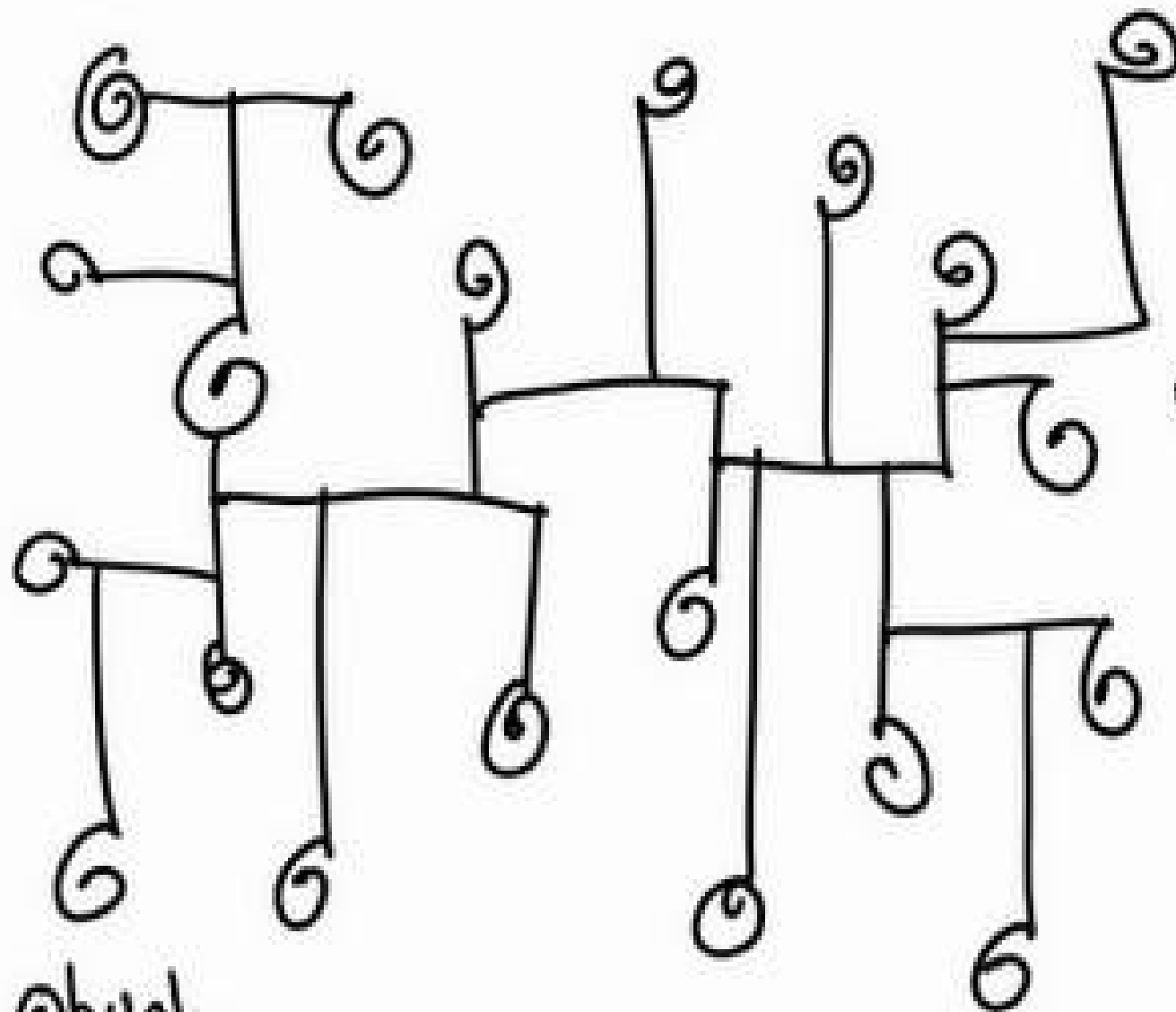




Matthew Taylor

Social networks are important; understanding and using them can make a significant contribution tapping into civic capacity and meeting public policy goals. Social networks are complex and the way they operate unpredictable.

An emphasis on social networks changes not just the focus and design of public policy, but the whole way we think about success and failure.



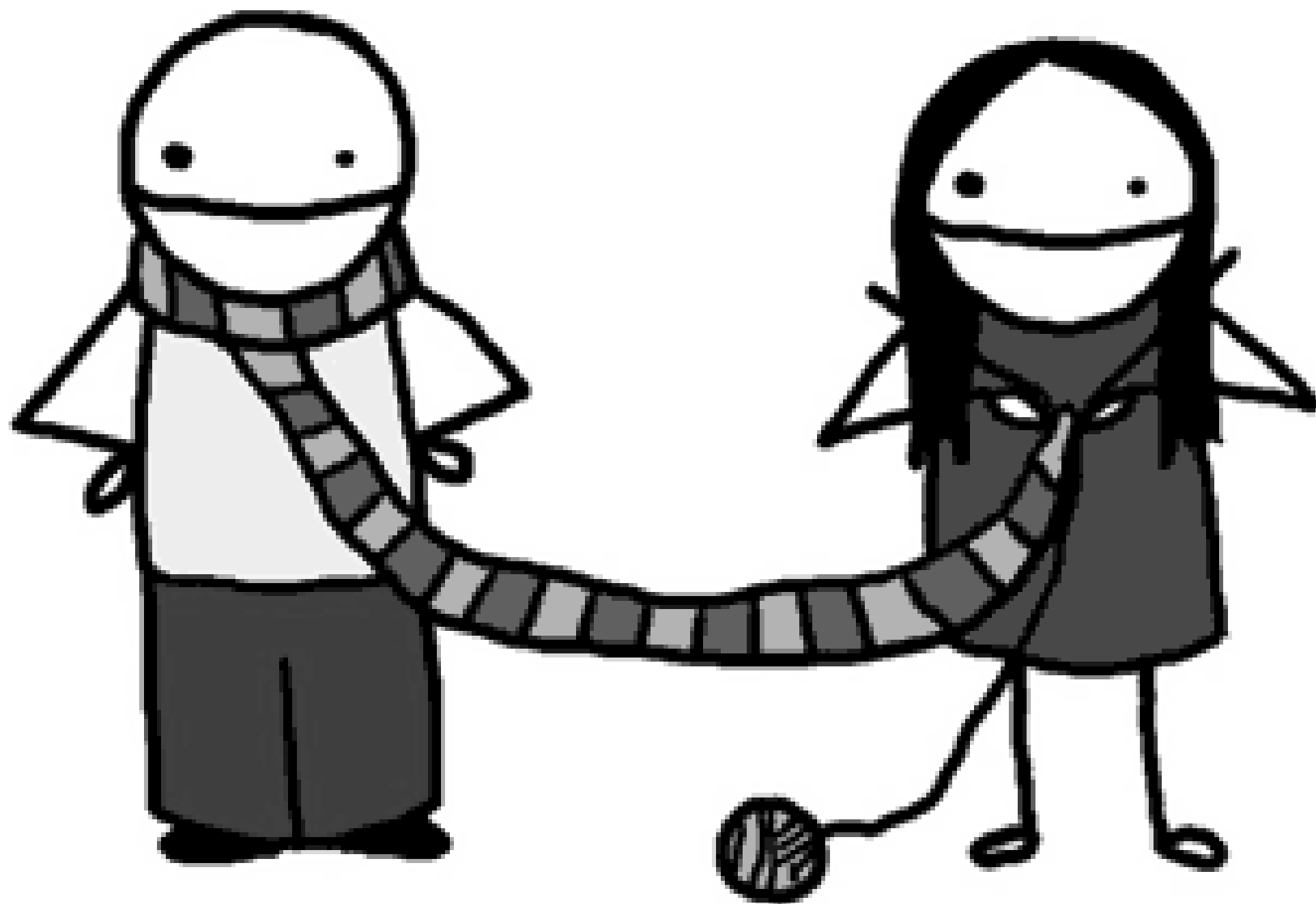
the network
is more
powerful
than the
node etc.

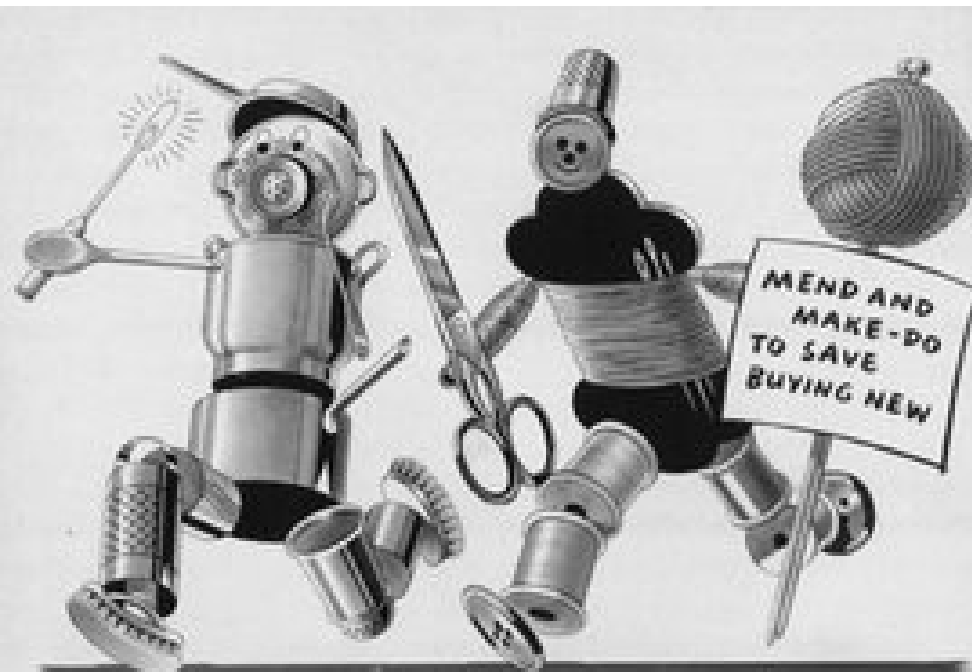
@hugh

Knowing and knitting

Building sustainable communities through improving their connectivity – internally and externally- using network ties to create economic opportunities.

Improved connectivity is created through an iterative process of knowing the network and knitting the network





MAKE-DO AND MEND



ISSUED BY THE BOARD OF TRADE

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