

ID 1341 | THE USE OF BOUNDARY SPANNING IN SPATIAL PLANNING AND COMMUNITY PLANNING TO PROMOTE WELLBEING

Jordan Benson¹
¹Ulster University
benson-j3@email.ulster.ac.uk

1 INTRODUCTION

This paper will discuss how the activity of boundary spanning in the context of spatial and community planning can be harnessed to promote wellbeing via advancing a networked approach to governance using six defined types of cross-boundary activity (buffering, reflecting, connecting, mobilising, weaving & transforming) in order to ameliorate against “wicked issues” (Rittel and Webber, 1973) through the realisation of ‘The Nexus Effect’ and the building of social capital through engagement and participatory mechanisms.

The Nexus Effect primarily relates to collaborative gain and according to Ernst and Chrobot-Mason (2011:18) it occurs through understanding that, “organisational leadership is more than the sum of its parts; it is more than groups working in independent isolation, within their own boundaries – it is the nexus of groups working collaboratively across boundaries that produces direction, alignment and commitment”.

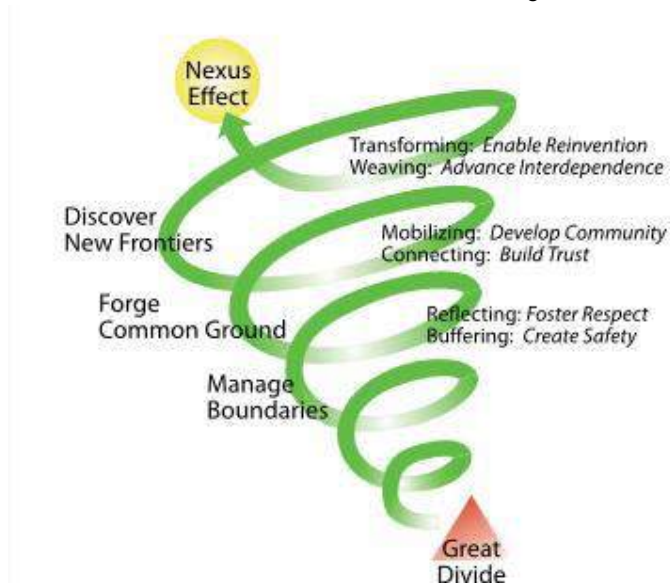


Figure 1.0 – Boundary Spanning Schematic Leading to the Nexus Effect
 Source: Ernst and Chrobot-Mason, 2011

Relatedly, social issues that cannot be resolved by one actor alone but require the collaborative action of multiple actors have been cited by Sorensen and Torfing (2009) as providing the rationale for boundary spanning e.g. tackling poverty and social exclusion. The author takes this normative agenda as a starting point for conducting this multidisciplinary investigation as it has been said that such connective capacity is highly significant in order to realise mutually supported and qualitatively good outcomes in networks surrounding complex governance issues (Koppenjan and Klijn, 2004; Healey, 2006; Edelenbos, Bressers and Scholten, 2013).

1.1 PLANNING FOR WELLBEING

Furthermore, the research is both relevant and timely as since the Stiglitz Report (2009) was released, there have been marked shifts in the metrics of social progress used by governments. Doran et al (2014) take this conversation forward by highlighting how the introduction of wellbeing as a policy goal in Northern Ireland could serve as a theory of change by offering alternative visions of the future via asking questions to develop a meta-narrative such as, “what price do we pay (in terms of wellbeing) for continuing divisions and segregation?”. Further rationale in favour of a more outcomes focused policy direction has been presented by Easterlin (1974) and Matthews (2006), who respectively elucidate the shortcomings of GDP as a determinant of social progress in light of the Easterlin Paradox – findings that GDP and life satisfaction are not correlated in a linear way - and the less quantifiable social and environmental trade-offs that GDP inherently obscures. Figure 2.0 displays updated findings where the inverse relationship between increases in gross domestic product (GDP) per capita and decreases in the annual rate of change in life satisfaction (used as a measure of wellbeing) have been gleaned.

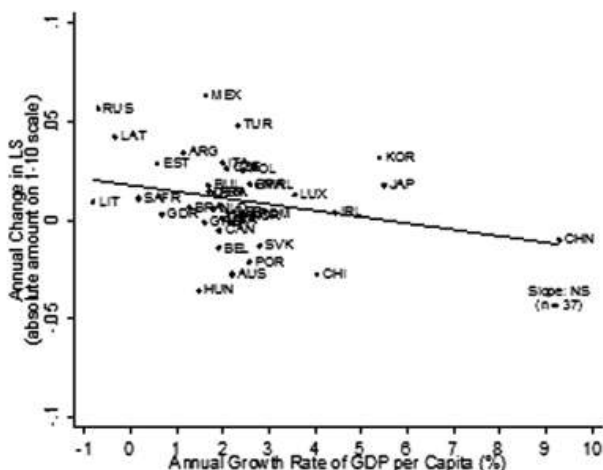


Figure 2.0 – Average Annual Rate of Change in Life Satisfaction and in GDP
 Source: Easterlin, 2010

It is important to recognise that the increasing discourse on wellbeing is a growing global phenomenon and that its origins as an organising principle can be traced to the Kingdom of Bhutan and to indigenous cultures within Latin America (Frey and Stutzer, 2010). Planning practitioners as the democratic custodians of the public interest and the resulting conduits of social change (Forester, 1980) have a duty to seek the enhancement of the general populace’s wellbeing equally as much as they strategise in shaping emergent futures. On the subject of collaborative planning Healey (1997a) goes on to remark that,

“We make structural forces as we are shaped by them. So we ‘have power’ and...can work to make changes by changing the rules, changing the flow of resources and, most significantly, by changing the way we think about things”. (p.49)

1.3 LINKAGES BETWEEN BOUNDARY SPANNING, SOCIAL CAPITAL AND WELLBEING

In connection, boundary spanners are actors involved in activity of the same name and there are two key types of boundary spanning agents. Firstly, there are those whose role is principally defined and determined by new cross-sectoral governance arrangements and secondly there are individuals who perform this role as part of a wider portfolio of activities (Williams, 2010). These individuals form a distinctive and valuable class of leader which can operate across the five dimensions of boundary as identified by Campbell et al (2009). These dimensions have been denoted in the literature as: vertical, horizontal, stakeholder, demographic and geographic. Although for this particular investigation, the author will focus on examining the stakeholder dimension in greater detail as it best enables for the exploration of related concepts e.g. collaboration, social capital and participation. All of which are prerequisites for the boundary spanning, spatial and community planning processes.

The stakeholder dimension refers to the collaboration and leadership necessary beyond an entity’s boundaries, or conversely within its internal departments in order to successfully fulfil its exigencies and duties e.g. avoiding back-to-back planning issues and information sharing between the planning and environmental health departments. It predominately concerns the management of an entity’s relationships with external partners (i.e. members of the public, polity & enterprise) where issues relating to current affairs, community, commerce and the environment may often arise. Boundary Spanners are innovators who utilise their competencies in diplomacy, mediation and negotiation together with their characteristic feature of a collaborative mindset to overcome aforementioned boundaries by preventing them from becoming borders. A border stifles human potential and restricts innovation plus creativity but by the same token, boundaries can also be converted into frontiers: “the location where the most advanced thinking and breakthrough possibilities reside” (2011:219).

Trust has been conceptualised as social capital within the literature and has been articulated by Putnam (2000:19) as pertaining to, “connections among individuals – social networks and the norms of reciprocity

and trustworthiness which arise from them". By harnessing the resource colloquially known as civic virtue, it is possible to socially engineer win-win scenarios rather than win-lose situations and incrementally recast society by, "developing the I" into "We" (Rohe, 2004). Consequently, this approach is facilitative in engendering the collective wellbeing of the many – "eudaimonia, often translated as individuals reaching their daimon or human flourishing" (Newton, 2007).

In Putnam's seminal text, "Making Democracy Work" (1993) his findings explain how the creation (and scrupulous use) of social capital can ameliorate against a miasma of intractable social issues. They have been non-exhaustively listed as; 'defection, distrust, shirking, exploitation, isolation and disorder' which work in pernicious circles to intensify one another. Social capital is believed to remedy these conditions by restoring social equilibrium through instilling individuals, communities and wider society with high levels of 'civic-ness'. Civic-ness is formed on the predicators of cooperation, trust and compromise, all of which are facets of the nebulous phenomenon of reciprocity which akin to dysfunction, occurs in mutually reinforcing and self-perpetuating ways (Ibid).

Social capital which is an intangible asset and has been described as 'critical resource for community wellbeing and resilience' (Assist Social Capital, 2017). Whereas participation mechanisms have been said to lead to empowerment as genuine engagement redistributes power, therefore changing the status quo (Arnstein, 1969).

The above observations are noteworthy contributions to dialogical debates in spatial planning as improving outcomes and narrowing inequalities cannot be achieved without multi-actor and multi-scalar responses to form integrative solutions adapted for the 21st century (Peel, 2013). The ensuing conversation uses the field of spatial and community planning to unpack the themes associated with promoting wellbeing via boundary spanning responses. It embraces the coterminous nature of these different themes and reconfigures them in a novel way by advocating that planners assume the mantle of reticulists and by so doing, emphasise the importance and value of boundary spanning agents and activities to address the shift brought about by changes in state-market-civil relations (decentralisation) together with its associated impacts on the local governance landscape.

The influence of boundary spanning actors has been said to be less well examined in the literature surrounding network governance in terms of the functioning and performance of networks, especially those existent around complex urban projects (van Meerkerk and Edelenbos, 2014). However, a strong correlation between the presence of boundary spanners and improved network performance, understood to consist of policy formulation, decision-taking and policy delivery, exists (2014:2). An identified challenge in terms of bridging between both the conventional land-use planning practitioner and the more contemporary community planning officer is that there's a dearth of boundary spanning actors operating from within the public sphere and instead are to be predominantly situated within private and voluntary sector environments.

Mediation, trust building and managing multiple accountabilities are core competencies and attributes of boundary spanners as successful collaborators who enable improvements in stakeholder network performance. This is brought about by the enhancement of social capital stocks to tackle crosscutting, pan-institutional and inter-jurisdictional issues e.g. designated communities experiencing persistent deprivation levels (Wagenaar, 2007; Williams, 2011). Interdependencies between various actors require reciprocity and common understandings as interactions must be sustained durably over time amongst diverse sets of stakeholders with often heterozygous or competing interests. In order to secure greater network and economic efficiencies, it's vital for boundary spanners to navigate the dilemmas associated with partnership working in the midst of multiple accountabilities, participants with higher autonomy and lower incentivisation towards network level goals (Provan and Kenis, 2008).

Likewise, each actor may harbour a different perception of policy problem definitions and the most appropriate responses and interventions depending on their chosen frame of reference (Teisman, 2000). However, in the words of Kooiman (2000:142), "no single actor, public or private, has the knowledge and information required to solve complex, dynamic and diversified problems...no single actor has sufficient action potential to dominate unilaterally". This reality represents the proverbial 'carrot' for collaboration towards the formation of a constructive interface between societal quandaries such as improving wellbeing, reducing health inequalities and the ensuing approach to governance employed (Grint, 2005).

The aforesaid approaches comprise issue-specific networks, which 'emerge around concrete complex urban problems dealing with specific urban development' (2014:6) where networks established are temporally sensitive and goals desired finite and readily quantified e.g. the reclamation of a vacant brownfield site to be used as an open recreational space for leisure purposes. The realisation of optimal network performance in the context of closed-loop problem definitions has been said to necessitate a sizeable connective capacity resource (Edelenbos et al, 2013). To assuage silo mentalities and mindsets formal (first order) and informal (second order) boundary spanners must play active roles in governance processes occurring in the fresh spaces between public, private and societal organisation although empirical research relating to this contemporary phenomenon is rather scarce (Van Hulst et al, 2012).

The determiner of an agent's boundary status has been said by Levina and Vaast (2005) to be their ability to, "gather and transfer information from outside of their sub-units". A sub-unit is understood to be either their home institution, organisation or primary contractor and thus is internal; or it can refer to foreign institutions, organisations and stakeholders and hence be external. It's the combination of these different linkages which form the effectiveness and competencies of boundary spanners by enabling them to achieve 'The Nexus Effect' and improve multidimensional wellbeing outcomes. These outcomes across a remit of health, education, economy, safety and environment are vitally important because it's at this part of the results-chain at which positive change has been said to occur for the citizen (Friedman, 2005).

2 SPATIAL AND COMMUNITY PLANNING INNOVATIONS

The author has chosen to investigate how the innovation of boundary spanning leadership can be utilised within a planning context as the art of reticulism has been shown to remain integral to both the person and community-centred enterprises of spatial and community planning (Peel, 2013; Farnan, 2016).



Furthermore, such reticulism in urban planning is not a new phenomenon as it can be traced back to early 20th century Geddesian principles as embodied by the planning visionary's triad of "Folk – Work – Place" which served as a precursor to modern understandings of sustainability as illustrated by Figure 3.0 below.

Figure 3.0 – Geddes' Triad of Place-Work-Folk
Source: Welter, 2002

Along these lines, research conducted by Kent and Thompson (2014) highlights the capability of planning to better connect the built and natural environments in order to improve the quality of life of individuals and also to strengthen communities. Public participation and the effective engagement of citizens surrounding land-use decisions and the delivery of public services which affect them engender community empowerment via ascribing them with the power to decide and control. Such initiatives foster a sense of community and belonging within places where people, live, work, learn and travel. Consequently, a supportive context of community connection has to be an influential determinant of positive mental and physical health (Ibid).

3 THE USE OF BOUNDARY SPANNING IN PLANNING TO PROMOTE WELLBEING

At the crux of this think-piece is what the application of boundary spanning to improve wellbeing across the "stakeholder dimension" of boundary might look like from a spatial and community planning perspective. From an island of Ireland context, both planning enterprises share an obligation to conduct public engagement exercises and have built this necessary phase into the formulation of their respective plans

(Department of Environment NI, 2015; Department of Environment NI, 2014; Government of Ireland, 2007; Department of the Environment, Community and Local Government, 2015).

The engagement method of 'Focus Groups' has been selected to outwork the practice-oriented example as they are utilised widely but, "can be specifically geared towards prioritisation...concentrate on a single issue or a programme of topics to obtain ideas and innovative thinking" (Chambers, 2002) thereby clearly accommodating the notion of wellbeing.

The tabulation below is a summary outlining the six different practices of boundary spanning leadership as itemised previously via Figure 1.0. Each column represents one of the five different types of boundary, however in this instance we will be focusing on the stakeholder dimension in particular. It's important to acknowledge that the various phases of boundary spanning are non-linear and iterative e.g. if one element of the model has already taken place such as, 'Transforming' it doesn't necessarily mean that this won't have to be re-worked or updated later on in the collaborative process or engagement initiative (Center for Creative Leadership, 2013). Before going into further detail, I will provide clarification of the three key strategic goals of boundary spanning practice.

Firstly, "Managing Boundaries" as shown below in Table 1.0 relates to the first step of spanning boundaries which is ironically to create or strengthen them e.g. defining roles and areas of specialisation. And in so doing, taps into the power of differentiation in order to build safety and respect across boundaries (Yip et al, 2009).

Secondly, "Forging Common Ground" seeks to identify what is universal and shared. This strategy is about finding common ground and bringing individuals and groups together to achieve shared goals. Fundamentally it is about integration through adoption of a collaborative mindset in order to build trust, engagement and shared ownership across boundaries (Ibid).

Penultimately, "Discovering New Frontiers" as figured below relates to the discovery of new possibilities and potential within the intersections and fresh spaces existent between boundaries. These intermediate zones characterise frontiers which involve the harmonisation of differentiation and integration by way of simultaneously unifying novel groupings of difference and specialisation. In such scenarios, the whole is demonstrably greater than the sum of its parts due to the amalgamation of expertise, experience and resources in a complex system driven by a shared vision. In essence, the synergies reaped through the realisation of The Nexus Effect (collaborative gain) support breakthrough innovation, transformation and reinvention.

Managing Boundaries					
	Vertical Boundaries (Hierarchical Levels and Ranks)	Horizontal Boundaries (Functions, Units, and Disciplines)	Stakeholder Boundaries (Partners, Suppliers, Customers, Communities)	Demographic Boundaries (Gender, Religion, Age, Culture, Ethnicity, Education, Ideology)	Geographic Boundaries (Locations, Regions, Languages, and Markets)
Buffering — monitor and protect the flow of information and resources across groups to define boundaries and build intergroup safety.	During times of organizational crisis, remind people of proper communication channels to ensure critical information flows across levels effectively and accurately.	Prepare a team "charter" of roles and responsibilities. Share it with others in the organization so they understand the amount of work your group can effectively manage.	Specify "nonnegotiables" or "rules of engagement" that specify how your team and an external team will interact during a joint venture.	Sponsor affinity groups within your organization (women, Hispanics, etc.) so that nondominant groups have an opportunity to network and share experiences with their own group members.	Build a "buffer" between your team and headquarters if agendas are competing. Create a document that summarizes your team deliverables and get written buy-in and agreement from HQ.
Reflecting — represent distinct perspectives and encourage knowledge-exchange across groups to understand boundaries and foster intergroup respect.	Initiate a meeting with senior management so that you can advocate upward the innovative ideas generated by your employees.	Invite leaders from other units to your team meetings so they can discuss how each unit can help the other to solve pressing organizational problems.	Arrange "field trips" for your team to visit client sites or customer markets. Ask them to take photos and document what they observe as it relates to an organizational initiative or strategy.	When an issue comes up that involves race, gender, or religion, consider making it a "teachable moment." Let everyone have a chance to share and learn about their differences and unique perspectives.	Encourage international business travelers to add an extra day to their trip to hit the streets, experience the culture, and learn about the local market. Ask them to share their observations at a team meeting upon return.

Table 1.0 Part (a) – Boundary Spanning Leadership Summary

Forging Common Ground					
Connecting —link people and bridge divided groups to suspend boundaries and build intergroup trust.	Host an outdoor lunch picnic to bring people together from different levels of the organization. Ask everyone to “share a blanket” with people they don’t get to spend time with regularly.	Set up some comfortable chairs and a whiteboard in the connector wing between two departments to encourage informal, collaborative conversations across functions.	Rotate meetings with a key vendor between your site and theirs. When visiting their site, request time for “putting names with faces” by having your team walk around and meet people in their organization.	Mix it up outside the office. Get people of different generations, races, or nationalities together for a sporting event.	Reserve the first 15 minutes of your bimonthly global videoconference for relationship building. Spend time sharing personal milestones, news, or updates of interest.
Mobilizing —craft common purpose and shared identity across groups to reform boundaries and develop intergroup community.	Establish “skip level” meetings for your staff to have conversations with your manager about higher organizational goals and strategy.	Following an organizational merger, get people from the same functions in the two organizations together—have them craft a compelling mission about a new business opportunity that everyone can rally behind.	Articulate a goal that your organization and another organization can partner around in order to beat a common competitor in the marketplace.	Identify a core set of organizational values that are inclusive and motivating for all demographic groups.	Install common organizational symbols, wall hangings, and icons in all your offices that build community and represent “your organization at its best” anywhere in the world.

Table 1.0 Part (b) – Boundary Spanning Leadership Summary

Discovering New Frontiers					
	Vertical Boundaries	Horizontal Boundaries	Stakeholder Boundaries	Demographic Boundaries	Geographic Boundaries
Weaving —draw out and integrate group differences within a larger whole to interface boundaries and advance intergroup interdependence.	Debrief a successful organizational accomplishment by bringing groups together across levels to discuss what factors created the “win” from their unique vantage points.	When divisions are in conflict over an issue, help them articulate the source of their differences and then explore ways to creatively reconcile them for the overall good of the organization.	Integrate the unique strengths of your organization and an organization in a different sector (e.g., nonprofit, government agency) to solve a shared problem in your community.	Bring different demographic groups together to talk about market needs and trends within their respective groups, and how the organization could create new products to serve them.	Develop “glocal” solutions—draw and integrate global best practices within your company and local market knowledge to envision new products, services, or internal processes.
Transforming —bring multiple groups together in emergent new directions to cross-cut boundaries and enable intergroup reinvention.	Bring members of your network together who represent vastly different levels from top to bottom. Facilitate a dialogue about “how they see things in the business” and explore an unconventional idea that arises from the conversation.	Host “alternative future conversations.” Invite anyone in the organization to attend; provide no agenda other than to imagine the ideal, transformed organization five years from now.	Strike a small-scale partnership with your no. 1 competitor. Explore new, collaborative frontiers that could be discovered together.	Create action learning teams with “maximum diversity” (e.g., age, gender, race, culture, education, personality differences) to develop business plans of entirely new markets or services that your organization currently offers.	Get the whole system in the room. Bring together a large cross-section of key leaders from around the world once a year to envision “game-changing” opportunities.

Table 1.0 Part (c) – Boundary Spanning Leadership Summary
Source: Ernst and Chrobot-Mason, 2011

Additionally, as a precursory note before providing more detailed explanations of each of the six boundary spanning steps. The framework above has been co-opted from the corporate world for management consulting. It has been repurposed in the context of innovations in planning in order to principally derive more social benefit from it:

- i. **Buffering** All sets of stakeholders (spatial/ community planning professionals and members of the public) must initially agree upon the timing of the engagement process e.g. frontloaded, and for how many and how long each focus group session on improving health and wellbeing outcomes ought to last. Moreover, what the desired level of participation is e.g. to inform, consult, involve, collaborate or empower must also be decided (IAP2 International Federation, 2014). Being open and transparent about the level of resources available at the outset of the engagement exercise is vitally important in order to manage expectations alongside acknowledging related limitations. Moving forward participants need to be made aware of how their input will be used and where appropriate, feedback on contributions received should be given and made publicly available. Likewise, the provision of information on proposals, plans or services is part of any communication plan to support engagement but does not in itself constitute community engagement. One of the first collective endeavours at this stage will be to develop a

- shared understanding of wellbeing encompassing its hedonic, eudaemonic and quality of life dimensions to provide a reference point to work from.
- ii. **Reflecting** This boundary spanning practice is about fostering respect of difference and this is a vital factor for forming consensus in participatory planning processes. Through immersion, or having experience in an alternate environment on the other side of a boundary divide it is possible for individuals and groups to enhance mutual respect and understanding. A focus group made up of spatial/ community planners in concert with members of the public is likely to consist of a wide demographic range of individuals with different needs, values, beliefs and wellbeing preferences. In addition to “field trips” to different neighbourhoods to appraise which the most appropriate spatial and service delivery interventions would be in order to promote health and wellbeing e.g. provision of more active transport routes and the establishment of healthy food producing community gardens; the social learning that takes place as part of formal engagement activity enables groups to build social capital, learn about one another and develop respect for differences as well as commonalities. Furthermore, shared engagement processes create an opportunity for spatial planners and community planners to gain a better understanding of one another’s roles, professional cultures and jargon to facilitate the integration of services and generate new innovative ideas. With both explicit, tacit and procedural knowledge exchange taking place in such instances, the probability of planning practitioners to make sense of the complexity inherent within ‘planning for wellbeing’ is increased. What’s more, as leaders of the Reflecting process charged with building respect amongst various actors by moving beyond an “us versus them” outlook e.g. not dedicating all resources solely on addressing a single wellbeing matter such as the creation of mixed income, mixed tenure housing developments. But instead looking at the non-material aspects of societal prosperity as well (Aller and Seligman, 2016).
 - iii. **Connecting** The Connecting boundary spanning tactic is about building trust within and between multiple stakeholder groups and builds upon the previous step of Reflecting which garnered respect between assortments of individuals. As mentioned earlier in the paper, trust and social capital enhance the effectiveness of collaborative projects which rely upon networked nodes of governance – thus, having a greater capacity to bring about positive social change (2014:4). Striving to find where mutual interests and win-win scenarios lie to bridge divergences between individuals and groups is a key tenet of successful boundary spanning Connecting practice. Often the answers to moving beyond the labels of “Planner” and “Local Resident” lie in the construction of strong personal relationships by allowing focus group participants time to get to know one another on an individual basis. To instigate this process, focus group meetings could be held at community centres located across a local government authority’s administrative area on a rotational basis. These act as introductions to the identities of respective members of the public involved in the participation exercise and provide credence for their unique perspectives and a broader level of trust to overcome any disagreements or difficulties in decision-making, nullifying them as creative tensions. More than merely bringing groups together, the leadership activity of Connecting over time leads to the development of mutual confidence and integrity in stakeholders’ words and actions (2011:134). From a professional angle, it means breaking down silos between planning functions and in this instance engagement processes and timelines. Subsequent data, feedback and observations received through engagement should also be pooled and shared in the same vein the appropriate institutional arrangements and trust being sustained on a long-term basis. With this step secured, a shared direction is established toward the Nexus Effect as individuals’ personal interests have been divested in favour of commitment to the interests and wellbeing of others.
 - iv. **Mobilising** Boundary spannings ‘Mobilising’ phase refers to the act of developing community and when looked through the stakeholder dimension perspex, an entirely new set of power relations and deliberative approaches to planning for societal betterment are spawned. The mobilisation transcends the former status-quo and is embodied for instance by spatial/ service delivery initiatives like the “Community Right to Buy” and/ or the “Community Right to Control” which empower communities to take over buildings, land or the running of services if they have the resources or can prove they’ve the ability to run it better. Forging common ground by bringing together spatial and community planning is symbolised by the proliferation of intergroup community. The mobilisation of people to envision a more inspiring future where the value of health and wellbeing serves to improve peoples’ daily lives can be enshrined by becoming a dedicated topic in the public participation in planning process. A key challenge for mobilising around the wellbeing agenda is to ensure that it is inclusive and meets the needs of a diverse

- range of groups. Moreover, mobilising creates a new common shared identity across all individuals by encouraging groups to move outside their smaller group identity and move inside a wider collective identity which caters for all and simultaneously provides a new frame for finding productive solutions to problem definitions. To elaborate further on the rather ambiguous term of identity, it can be conceived either as a vision i.e. a place without childhood obesity, a goal i.e. to reduce greenhouse gas emissions by 50% by 2020 or a task i.e. decide upon how wellbeing outcomes are to be measured and monitored. The resultant state is “intergroup community” and is described by Ernst and Chrobot-Mason (2011) as, “a state of mutual belonging and ownership that develops when boundaries are reframed and collective action is taken”.
- v. Weaving - The “weaving” tactic in spanning boundaries relates to advancing the interdependence of individuals and/ or groups. It involves integration of the two aforementioned strategies of “managing boundaries” and “forging common ground” illustrated in Figure 1. In combination, these form two fundamental human needs – differentiation and integration which when explored unleash synergies yielding transformative results. Weaving is a paradoxical action where differences are drawn out among the group or organisation mobilised previously during step 4 and then creatively brought together or reconciled to advance intergroup interdependence. For example, a stakeholder engagement technique predominantly designed for land-use planning would be the use of charrettes whereas a more archetypal community planning technique would be to conduct community surveys. Post data collection, if these two bodies of knowledge could be overlaid or shared, then new insights can be produced as explicit and tacit knowledge are required to understand the concept of wellbeing holistically for the development of more targeted approaches to achieving outcomes. Translating weaving from barriers to frontiers is the key to tapping into the transformative potential of differences to uncover the most pioneering and innovative opportunities. Accurately encapsulated as a “journey of change” (2011:173) weaving occurs over a series of time and can involve interjurisdictional, cross-regional and cross-boundary activities and dialogues which are often related to wider strategic change initiatives. Some of the wellbeing barriers boundary spanners would grapple with to effect positive change are along the thematic spectrum of health, education, economy, environment and society. By situating them in place e.g. the London neighbourhood of Tottenham, then citizens and planners can work in partnership to look at the scripts that people have written for them and how these can actually change. The link between the engagement mechanism and the conduits of spatial and community planning to generate responses for wellbeing remains place and context dependent as there are no generic answers to issues with multiple path dependencies and in fact, within such a dynamic environment of antagonism, this observation is likely one of the few things to remain static. Hence, it’s essential to take a variegated approach to decision-taking on highly similar data gleaned during focus groups regarding health and wellbeing in unison with the public. This is due to demographic, geographic, cultural and class-based differences in communities who may present with a common problem e.g. fear of crime but taking steps to remedy this could be vastly different for instance, high-level police-led CCTV surveillance interventions or the simple installation of some more street lighting and Neighbourhood Watch signage in less hostile and challenging environments.
 - vi. Transforming The final step of the boundary spanning process is “Transforming” and is about enabling reinvention and realising the states of renewal, alternative futures and emergent possibilities once the preceding “Weaving” phase has made the ground fertile for advancing intergroup interdependence on conceptual, procedural and operational levels. When this occurs, groups form a new identity and the author proposes that such a paradigm shift has already taken place in the field of health via integration of both the medical and social models of health into jointly delivered, “health and social care” by public health authorities. This denotes the cross-cutting approach necessary for spatial planning and community planning to model in order to maximise the value of the symbiotic relationship inherent between both planning enterprises with a key aspect of that being public participation and stakeholder engagement. Redefining the conventional structure and agency relationship between the planning systems, planning professionals and the communities and people they serve is a hallmark of the transformative change sought for by boundary spanning initiatives, which ultimately forge alternative futures which are as exciting as they are necessary. What we are witnessing above is the powerful strike up effect of intergroup reinvention which is the last requirement before entering the Nexus Effect – “in it groups are empowered to co-create emergent direction, align collaborative action and renew, re-envision and reimagine themselves and their environment in ways that enable them to

thrive in a dynamic world” (2011:202). Significantly, all five practices described previously can also be used during the transforming process and as such it represents the boundary spanning approach in its totality (synthesising ideas from the fields of organisational development and social psychology).

4 CLOSING REMARKS

In summary, the vision of spatial and community planning responses conducive to promoting health and wellbeing, like reinvention is an unfolding process without a definitive start or end as there’s no single agreement, intervention or incidence to unravel the intractable issues that Rittel and Webber (1973) spoke about as cited at the beginning of the paper.

BIBLIOGRAPHIC REFERENCES

- Aller, S. & Seligman, M. (2016). Using wellbeing for public policy: Theory, measurement, and recommendations. *International Journal of Wellbeing*. 6(1), 1-35.
- Arnstein, S. R. (1969). A ladder of citizen participation. *Journal of the American Institute of Planners*, 35(4), 216-224.
- Easterlin, R. A. (1974). Does economic growth improve the human lot? some empirical evidence. *Nations and Households in Economic Growth*, 89, 89-125.
- Doran, P., Wallace, J., & Woods, J. (2014). *Measuring Wellbeing in Northern Ireland: A new conversation for new times*. Dunfermline: Carnegie UK Trust.
- Ernst, C., & Chrobot-Mason, D. (2010). *Boundary spanning leadership: Six practices for solving problems, driving innovation, and transforming organizations* McGraw Hill Professional.
- Farnan, E. (2016). *Community planning in Northern Ireland : learning from Scotland and Wales*. (Doctoral dissertation). Retrieved from ETHOS database (uk.bl.ethos.686635).
- Fitoussi, J., Sen, A., & Stiglitz, J. E. (2009). *Report by the commission on the measurement of economic performance and social progress*.
- Forester, J. (1980). Critical theory and planning practice. *Journal of the American Planning Association*, 46(3), 275-286.
- Frey, B. S., & Stutzer, A. (2010). *Happiness and economics: How the economy and institutions affect human well-being* Princeton University Press.
- Friedman, T. L.,. (2005). *The world is flat : A brief history of the twenty-first century*. New York: Farrar, Straus and Giroux.
- Healey, P. (1997). *Collaborative planning: Shaping places in fragmented societies* UBC Press.
- Healey, P. (2006). *Urban complexity and spatial strategies: Towards a relational planning for our times* Routledge.
- International Association for Public Participation. (2017). *IAP2’s Public Participation Spectrum*. Retrieved from http://c.ymcdn.com/sites/www.iap2.org/resource/resmgr/foundations_course/IAP2_P2_Spectrum_FINAL.pdf
- Kooiman, J. (2000). *Societal Governance; Levels, Models, and Orders of Social-Political Interaction. Debating Governance: Authority, Steering and Democracy*, 138-166.
- Koppenjan, J. F. M., & Klijn, E. (2004). *Managing uncertainties in networks: A network approach to problem solving and decision making* Psychology Press.
- Levina, N., & Vaast, E. (2005). The emergence of boundary spanning competence in practice: Implications for implementation and use of information systems. *MIS Quarterly: Management Information Systems*, 29(2), 335-363.
- Matthews, E. (2006) “Measuring well-being and societal progress: a brief history and the latest news”, text presented at meeting OCDE-JRC “Measuring well-being and societal progress”. Milan 19-21 June 2006.
- Newton, J. (2007). *Wellbeing and the natural environment: A brief overview of the evidence*. Unpublished Report to DEFRA. www.surrey.ac.uk/resolve/seminars/Julie%20Newton%20Paper.Pdf.
- Peel, D. (2013). *Spanning the Boundaries: spatial planning as reticulism*. (3), 65-75.

- Provan, K. G., & Kenis, P. (2008). Modes of network governance: Structure, management, and effectiveness. *Journal of Public Administration Research and Theory*, 18(2), 229-252.
- Putnam, R. D. (1993). The prosperous community. *The American Prospect*, 4(13), 35-42.
- Putnam, R. D. (2000). Bowling alone: America's declining social capital. *Culture and politics* (pp. 223-234) Springer.
- Rittel, H. W., & Webber, M. M. (1973). Dilemmas in a general theory of planning. *Policy Sciences*, 4(2), 155-169.
- Scholten, P., Bressers, M. N., & Edelenbos, J. (2013). *Water governance as connective capacity* Ashgate Publishing, Ltd.
- Teisman, G. R. (2000). Models for research into decision-making processes: On phases, streams and decision-making rounds. *Public Administration*, 78(4), 937-956.
- Thompson, S., & Kent, J. (2014). Connecting and strengthening communities in places for health and well-being. *Australian Planner*, 51(3), 260-271. doi:10.1080/07293682.2013.837832
- Van Hulst, M., de Graaf, L., & van den Brink, G. (2012). The work of exemplary practitioners in neighborhood governance. *Critical Policy Studies*, 6(4), 434-451.
- van Meerkerk, I., & Edelenbos, J. (2012). The effects of boundary spanners on trust and performance of urban governance networks
- Wagenaar, H. (2007). Governance, complexity, and democratic participation. *The American Review of Public Administration*, 37(1), 17-50. doi:10.1177/0275074006296208
- Welter, V. M., & Geddes, B. P. (2002). *The city of life*.
- Williams, P. (2011). The life and times of the boundary spanner. *Journal of Integrated Care*, 19(3), 26-33.
- Williams, P. (2012). *Collaboration in public policy and practice: Perspectives on boundary spanners* Policy Press.
- Yip, J., Ernst, C., & Campbell, M. (2009). Boundary spanning leadership: Mission critical perspectives from the executive suite.

ID 1364 | REACHING FOR SIMPLICITY; CITIZEN PARTICIPATION, COMPLEXITY THEORY AND THE TRANSPORT MEGAPROJECT

Jo Phillips¹

¹Manchester Metropolitan University

joanne.phillips@stu.mmu.ac.uk

1 INTRODUCTION; COMPLEXITY THEORY AND LANDSCAPE RESEARCH

"I would not give a fig for the simplicity on this side of complexity; I would give my right arm for the simplicity on the far side of complexity" Oliver Wendell-Holmes Jr.

At every stage in a research project an academic is faced with the problem of acknowledging complexity, attempting to process its implications and reaching for the elusive simplicity that we hope exists on the far side. For a researcher in the field of landscape architecture this is a particularly pressing problem, due to the nature of the landscape itself as a complex emergent system. My PhD is a participatory research project, which aspires to acknowledge the role of all participants in this system as "researchers, as agents of change, and as co-constructors of landscape knowledge" (Deming and Swaffield, 2011: 202). So, in studying the implications of complexity theory for public engagement with a transport megaproject, what glimpses might there be of simple solutions?

Complexity theory can help us to comprehend the nature of landscape, its problems and their possible solutions, because it offers a way of understanding how landscape works. It gives us the perspective of 'emergence', from which we can aspire to conceptualise the landscape in a pragmatic way. The term 'emergence', in the technical sense used by complexity theorists, was coined by English philosopher G.H.