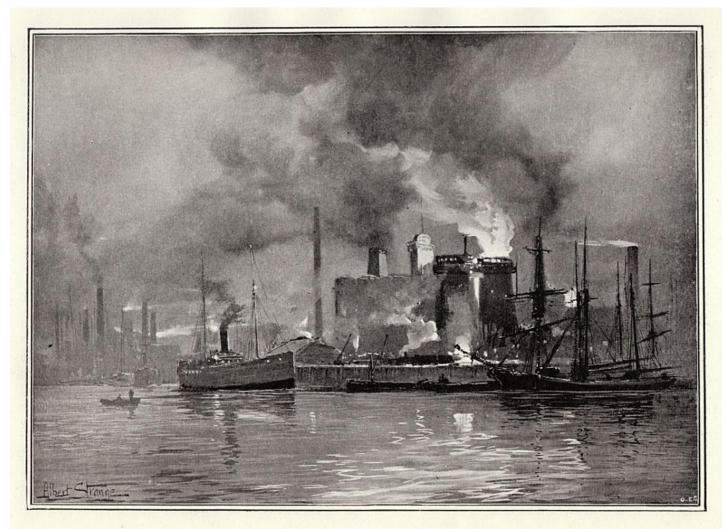
TEES VALLEY ARTS:

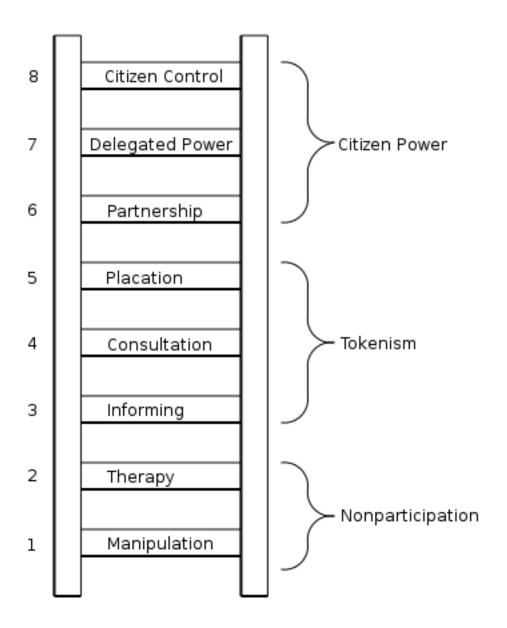
LEADING IN A CITY REGION WITH THE ARTS AT ITS CENTRE







MIDDLESBROUGH BY NIGHT



Shelley Arnstein – Ladder of Participation (1969)

Co-decision and co-production

Balanced share of power among stakeholders involved

Partnerships

Agreed-upon collaboration between stakeholders Characterised by joint agreement

Representation

Structural level of engagement with the objective to develop collective choices
Often embedded in the organisation's structure

Participation

Provide opportunities to take part in the policy/project process Does not entail that participants have an influence over decision making

Consultation

Gather comments, perception, information and experience of stakeholders No obligation to take stakeholders' views into consideration in the final outcomes

Communication

Make water-related information and data available to other parties
Share information unilaterally, bilaterally or multilaterally
Make targeted audience more knowledgeable and sensitive to specific water issue
Encourage stakeholders to relate to the issue and take action

PROCESS

INTENTION

Modes of Leadership

- Directive
- Collaborative
- Supportive
- Passive

















