



“If we imagine this sign as a gameboard or wayfinder then we can see all the elements that play a role in our practice – the special projects we choose; the unique processes we give ourselves up to; the IP we create; the money we’ve earned, lost and spent; the [P]layers with their vested interests and what they bring to the game; the opportunities all cities have to invest in a better future and the sound and insightful decisions that inspirational cities make; the small and big hands of time; the rhymes and reasons for why we do what we do; and the necessary grit and grain of everyday life.

All have their place, coming together in complex ways which we, as players, wish to have some control or influence over.

I have shown you today what can be done and what we thought should be done. The ‘can’ and the ‘should’, the possible and the impossible – these make up our world of practicing and have for many years.

The possibility and impossibility of working this way traverses a few peaks and many valleys. We are always only one step away from grand failure yet usually many miles from a great achievement.

There is no question that what we do is ambitious. Everything on this board forms an organisational risk profile that challenges our way of practicing. And yet we persist in order to achieve the impossible.”