



Presentation to the ICLRD/CCBS Conference

*Shared Services, Shared Opportunities: New Models of Public
Sector Collaboration and Partnership*

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Place-based collaboration – Leadership for a changing world

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Place-based collaboration – Leadership for a changing world

A presentation in four parts:

- **Our changing world**
- **Inspirational examples of local leadership**
- **The realms of place-based leadership**
- **Leading place-based collaboration**

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Part 1:

Our changing world

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Our changing world

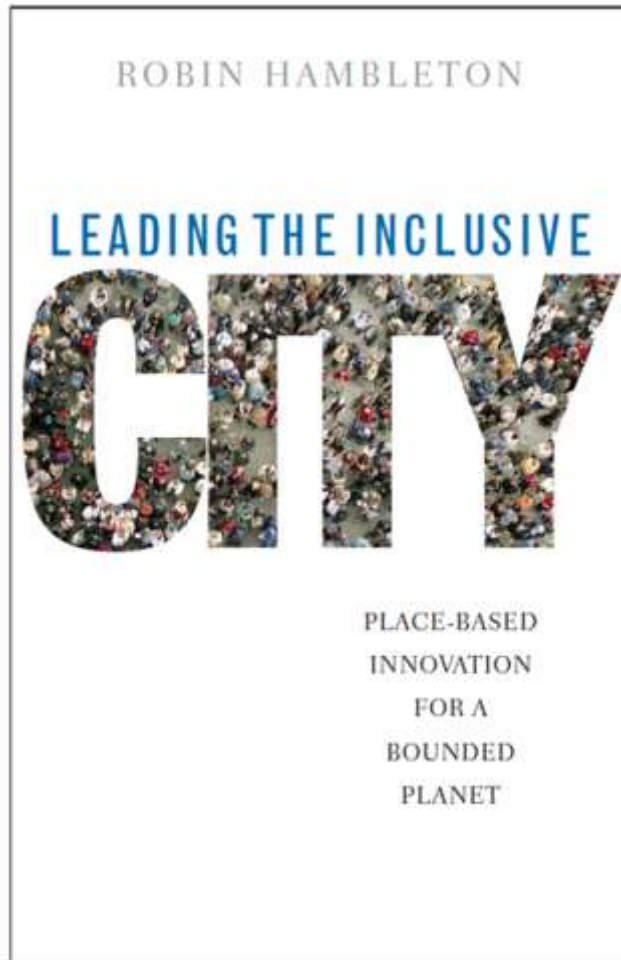
The world of local governance in the island of Ireland is changing

The broader picture is that the world as a whole is changing rapidly

‘Our need is to develop institutional structures, ways of knowing, and an ethic, for the process of change itself’

Donald Schon (1971) *Beyond the Stable State* (p11)

Leading the inclusive city

A large, stylized graphic of a city skyline is positioned on the right side of the slide. It consists of several light blue, outlined shapes that resemble skyscrapers of varying heights, arranged in a row that recedes into the background.

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Innovation Stories in Leading the Inclusive City

There are seventeen Innovation Stories in *Leading the Inclusive City*.

- | | |
|------------------|----------------|
| 1) New York City | 9) Curitiba |
| 2) Bristol | 10) Guangzhou |
| 3) Chicago | 11) Freiburg |
| 4) Swindon | 12) Copenhagen |
| 5) Enschede | 13) Melbourne |
| 6) Langrug | 14) Hamamatsu |
| 7) Auckland | 15) Toronto |
| 8) Malmo | 16) Portland |
| | 17) Ahmedabad |



Place-based leadership

- Place-less power has grown dramatically in the last 30 years
- The forces of globalisation have eroded the power of place
- But these forces have not extinguished local power
- Local leaders, across the world, are having a major impact
- Place-based leadership is now vital

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Part 2:

Inspirational examples of local leadership

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MELBOURNE IN THE PAST



Block Arcade . . . part of a pattern that should stay.

EFFECTIVE city planning has been almost unknown in Melbourne for at least 30 or 40 years.

For the ordinary Melburnian that means our city has been progressively destroyed. It no longer contains the attraction and charm it once had.

To the city retailer — ever ready to adapt to new circumstances — it means expensive expansion into the suburbs to chase the customers who no longer visit the city.

The tourist is left with the half-truth — well, quarter-truth — of a "Paris end" to Collins Street, and the reality of just another little Chicago. And that could be unfair, because Chicago is a relatively attractive city.

Property developers and investors, who are mainly the large insurance groups and banks, have simply fulfilled their obligations to their shareholders to make bigger and better profits.

As a result, the city has reaped more rates, which increase at a similar ratio to the size of each new building.

So our planning body, Melbourne City Council, is also a beneficiary of its laissez-faire environment.

An empty, useless city centre

ARCHITECTURE Norman Day

city, empty and useless except during office hours.

Our planners lack the courage to bring the city back to life.

Last week American architect Jaquelin Robertson spoke about his experiences as city planner for New York City.

His problems were like ours, only magnified by the size of the biggest apple, but there the department-

Mr. Robertson spoke of bonuses for incorporating shopping blocks, theatres and apartment housing into new office developments.

New projects, he said, are enmeshed into the city fabric through an insistence on connecting tunnels, shopping plazas and under-street arcades to link buildings, streets and metro stations.

There are planning bonuses in New York to encourage retention of historical buildings.

New buildings include mixed functions of arcades, shops, cinemas, offices and top-floor apartments, all in the city centre.

New York has had success with the creation of malls and redirection of traffic. Compare that with the dismal bitumen in Bourke Street.

Melbourne's heritage of north-south lanes and arcades — for example, the Block and the new City Square arcade — should set the pattern of future development.

Our planners should be reaffirming the notion of Melbourne as an arcaded city instead of allowing architects to allocate useless, wind-swept forecourts "for the public use".

Having almost succeeded in castrating the Strategy Plan, we should not pin too many hopes on the existing system.

ities
o life"

the Age June 1978

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MELBOURNE MAKEOVER



The creation of a high quality public realm



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Grassroots leadership in New York City



An elevated railway in Manhattan became disused in 1980

In 2001 City Hall decided to demolish it

The local community had other ideas and grassroots leadership managed to reverse the decision

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The High Line – A park in the sky



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Creative collaboration



The High Line is now recognised as one of the most successful public spaces in the world

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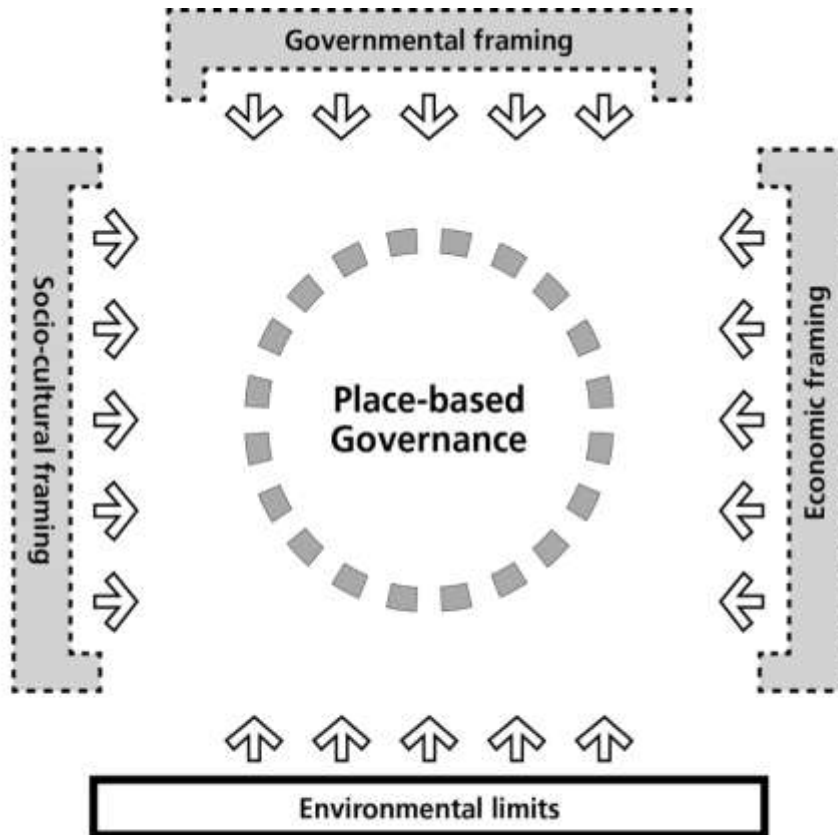


Part 3:

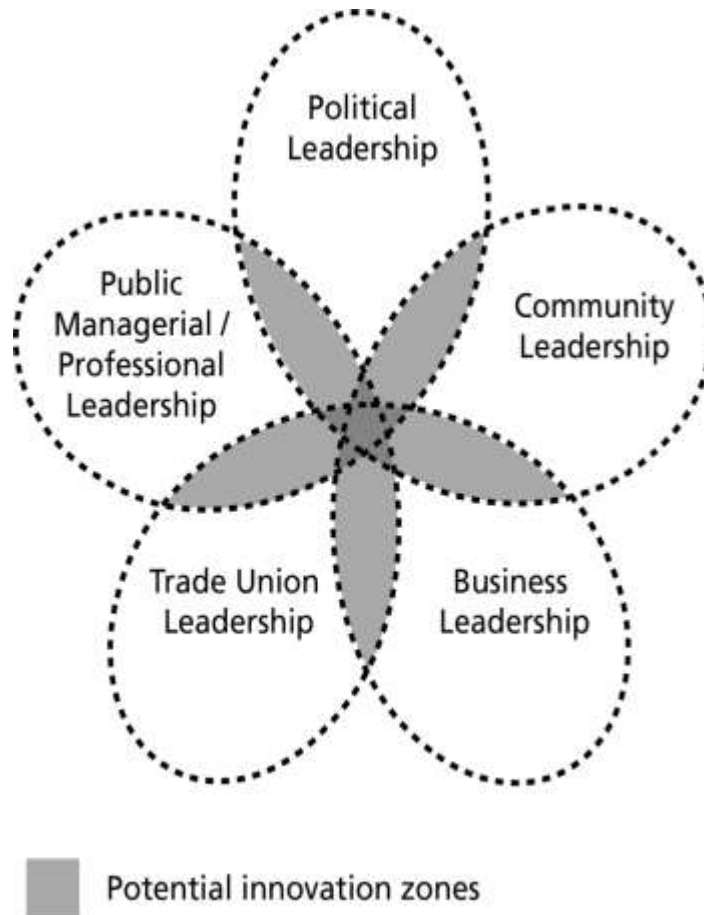
The realms of place-based leadership

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Framing the power of place



Realms of place-based leadership and Innovation Zones





Part 4:

Leading place-based collaboration

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From government to governance

The shift from government to governance is a familiar theme in debates about local government

Governance acknowledges the diffusion of responsibility for collective provision: the state cannot 'go it alone'

This shift from government to governance has profound implications for place-based leadership

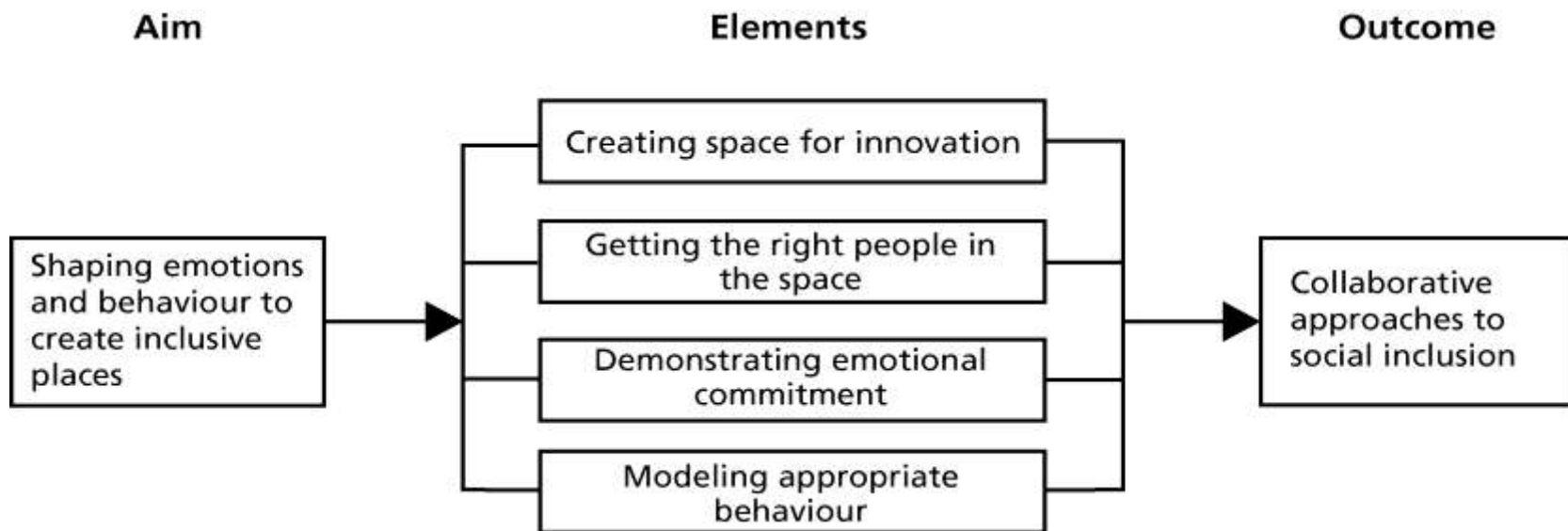
Active approaches to collaboration are essential

Effective leadership needs to be dispersed and interactive, rather than concentrated and instructional

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Leading public service innovation

So what should civic leaders do? A model from the Anglo-Dutch project (Hambleton and Howard 2012)





Leadership in spaces of transition

The histories of local government north and south of the border are different

Looking ahead it is clear that local government on both sides of the border is going to be strengthened

As you plan ahead it is important to focus on enhancing place-based leadership – leading places, not just local authorities

Every community has many strengths – try to recognise and build on your assets.

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Collaborative leadership

Local authorities can do 'more with more' by developing innovative ways of working collaboratively to advance social inclusion even at a time of public spending cuts.

Create 'innovation zones' – spaces where people with different backgrounds and perspectives come together to co-create breakthrough practice.

Foster a culture of innovation: demonstrate how to work collaboratively, give permission to take risks and try out new ideas, and manage fear of failure

Support catalysts for innovation – identify and value experienced outsiders, external drivers of momentum, potential 'innovation zones', people skilled at spanning boundaries, etc.

Place-based leadership can orchestrate a process of social discovery and promote radical innovation

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Some sources on local leadership...

Hambleton R. (2015) *Leading the Inclusive City. Place-based innovation for a bounded planet*. Bristol: Policy Press

Hambleton R. (2015) 'Spirit of place', *The Planner*, January, pp 38-33

Hambleton R. (2014) 'Place-based leadership: A new agenda for spatial planning and local governance' *Borderlands: The Journal of Spatial Planning in Ireland*, Vol 4, April, pp11-32 (Available online)

Hambleton R. and Howard J. (2013) 'Place-based leadership and public service innovation', *Local Government Studies*, Vol 39, No 1, pp 1-24



Thank you for your attention!

More international examples and further analysis of leadership themes:

www.urbananswers.co.uk

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