Place-based collaboration – Leadership for a changing world

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A presentation in four parts:

• Our changing world
• Inspirational examples of local leadership
• The realms of place-based leadership
• Leading place-based collaboration
Part 1: Our changing world
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

...assisting city leaders
Innovation Stories in Leading the Inclusive City

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

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

Inspirational examples of local leadership
MELBOURNE IN THE PAST

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 everybody is ever ready to adapt to new circumstances, if it means expensive expansion into the suburbs to chase the customers who no longer visit the city.

Euston 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.

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-piazzas and under-street arcades to link buildings, streets and metro stations.

There are plans for 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 that biggest apple, but there the departures of its laissez-faire policy. His city was a mess.

Estate. Melbourne's heritage of north-south lanes and arcades -- for example, the Block and the new City Square Property, which would 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 overturning the Strategy Plan, we should not pin too many hopes on it.
MELBOURNE MAKEOVER
The creation of a high quality public realm
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.
The High Line – A park in the sky
Creative collaboration

The High Line is now recognised as one of the most successful public spaces in the world.
Part 3:
The realms of place-based leadership
Framing the power of place
Realms of place-based leadership and Innovation Zones
Part 4:
Leading place-based collaboration
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.
Leading public service innovation

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

Aim

- Shaping emotions and behaviour to create inclusive places

Elements

- Creating space for innovation
- Getting the right people in the space
- Demonstrating emotional commitment
- Modeling appropriate behaviour

Outcome

- Collaborative approaches to social inclusion

...assisting city leaders
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.
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.
Some sources on local leadership...


Thank you for your attention!

More international examples and further analysis of leadership themes:

www.urbananswers.co.uk