

Presentation to International Symposium  
Spelthorne Borough Council



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# Sharing Experiences of International Good Practice

**Robin Hambleton**

Professor of City Leadership, University of the West of England,  
Bristol and Director of Urban Answers

**[www.urbananswers.co.uk](http://www.urbananswers.co.uk)**



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## Sharing Experiences of International Good Practice

This short presentation is in three parts:

- Orientation - our globalising world
- Place-based leadership
- Learning from abroad – a route to innovation

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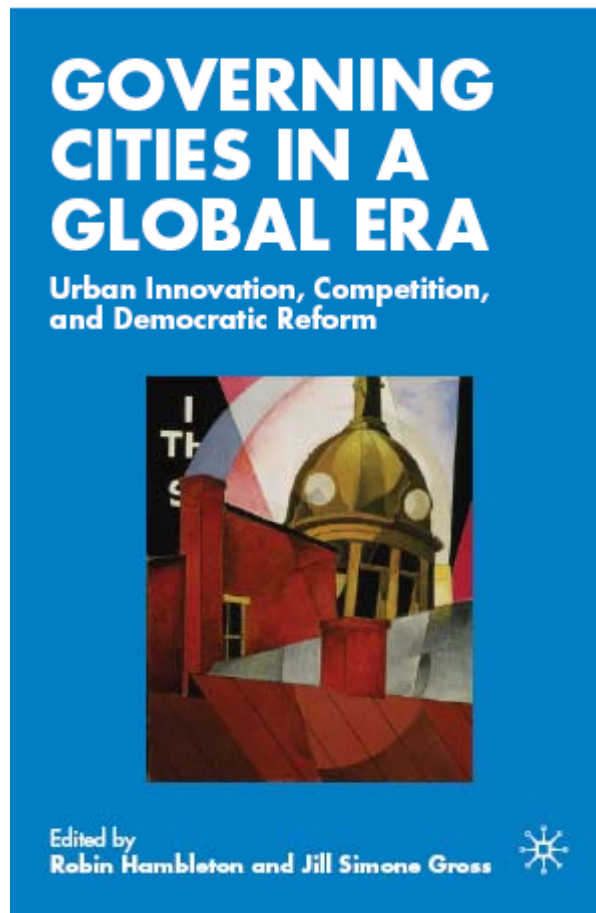


# 1. Orientation - our globalizing world



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# Governing cities in a global era



- The presentation draws on a new book
- Robin Hambleton and Jill Gross (eds) Governing Cities in a Global Era. Palgrave, 2007
- Has chapters covering experience in every continent

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# The new challenges for locality leaders



- Economic restructuring: massive changes in the economic function of places
- Social dynamism entwined with growing racial tensions
- Unsustainable development/climate change
- Threats to democratic accountability
- Abnormal pressures on public spending

A faint, light blue graphic of three stylized buildings of increasing height is positioned in the bottom right corner of the slide, behind the text.

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## The centralisation of state power in the UK

- Local government in the UK used to be very powerful
- Successive governments have adopted a top down 'performance target' approach to community needs
- Over a period of 30 years we have created the most centralised state in the western world
- This an out of date model for modern governance



## A growth in 'place-less' leadership

- Many important decisions relating to planning and development are now made by 'place-less' leaders
- Place-less leaders are unconcerned about the geographical or community impacts of their decisions
- For example, senior figures in multi-national companies now shift their operations around the globe with little or no thought about the impact of disinvestment on communities they are leaving behind

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## Why new place-based leadership?

Central claims in this presentation:

- Place matters - we need strong 'place-based' leadership to combat 'place-less' leadership
- We need to shift communities from reactive decision-making to proactive problem solving
- Examining experience abroad can stimulate innovation in local governance

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## 2. Place-based leadership



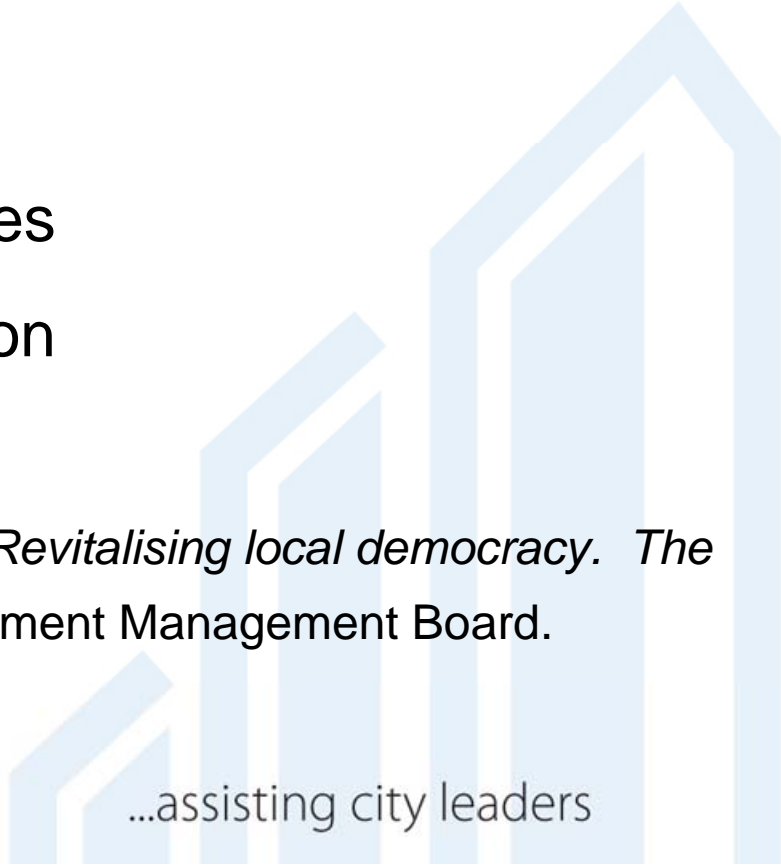
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# Indicators of good local leadership



- Articulating a clear vision for the area
- Promoting the qualities of the area
- Winning resources
- Developing partnerships
- Addressing complex social issues
- Maintaining support and cohesion

Source: Hambleton R. and Bullock S. (1996) *Revitalising local democracy. The leadership options*. London: Local Government Management Board.



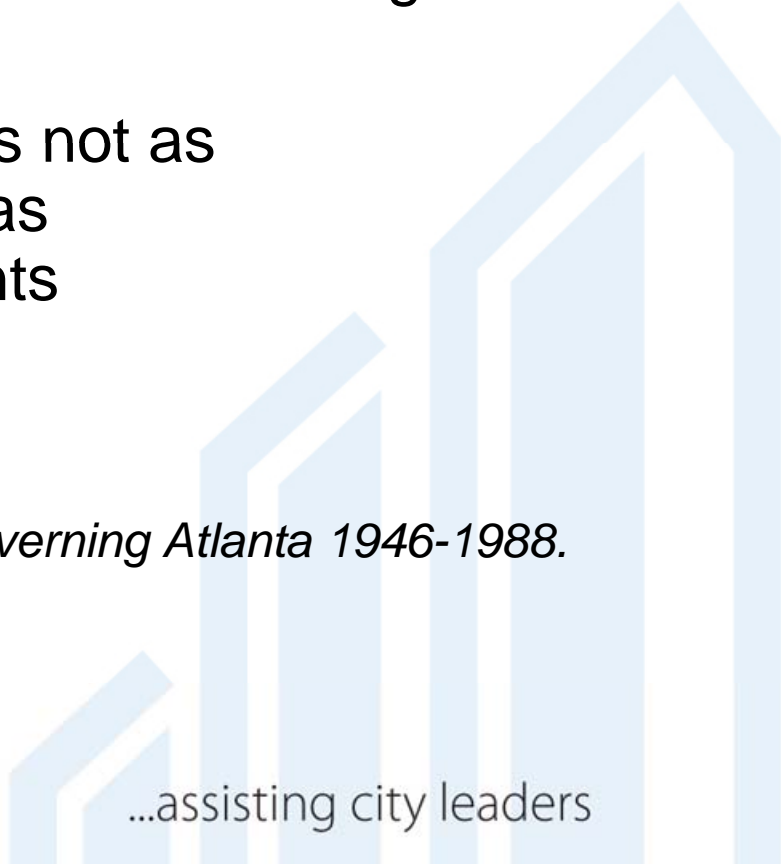
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# Redefining the nature of local leadership



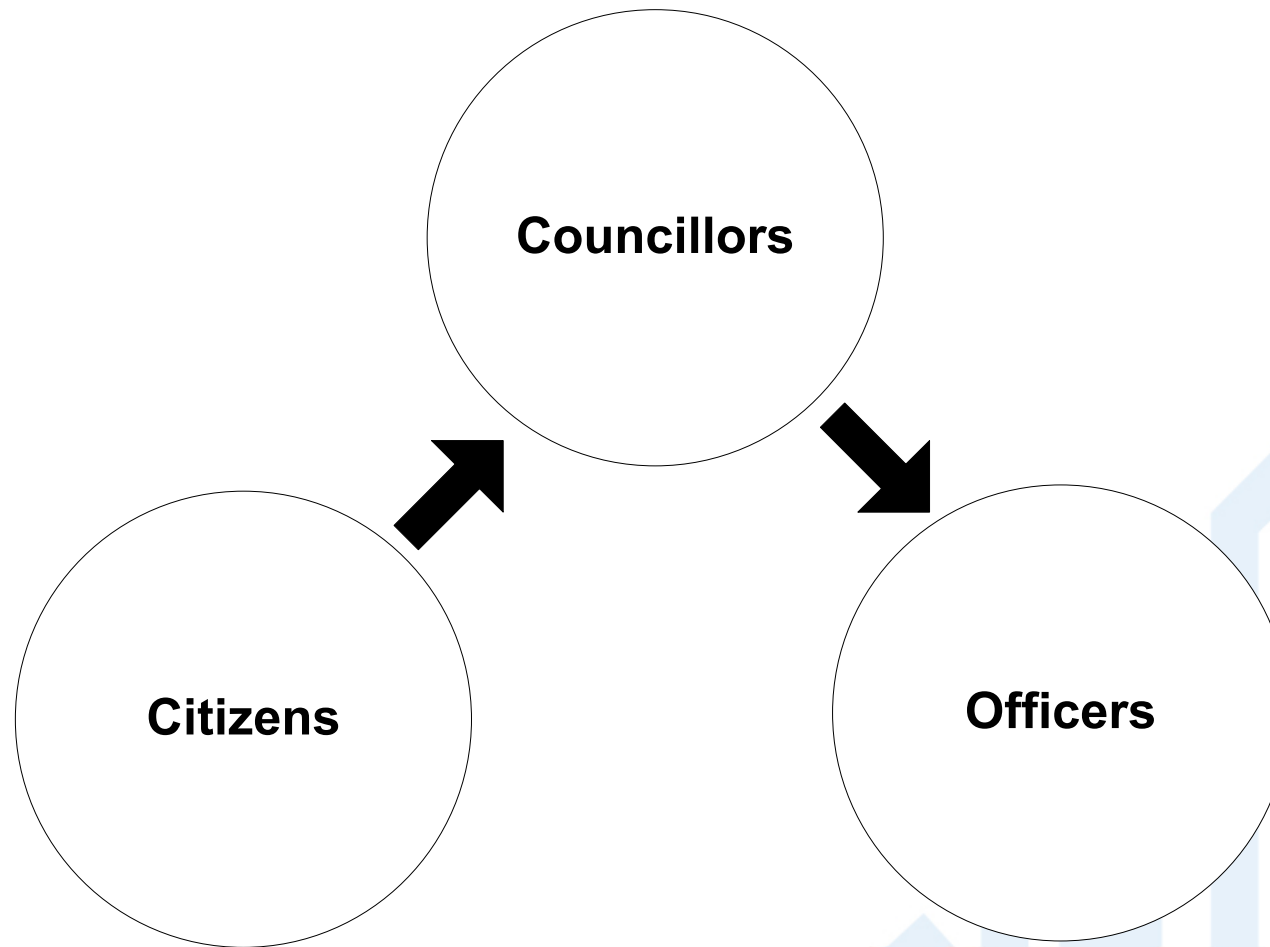
- From 'command and control' of the public bureaucracy
- To working with partners to achieve common goals
- Leaders need to see themselves not as having 'power over' events but as having 'power to' influence events

Source: Stone C. (1989) *Regime Politics. Governing Atlanta 1946-1988*.  
Kansas: University of Kansas Press. p229



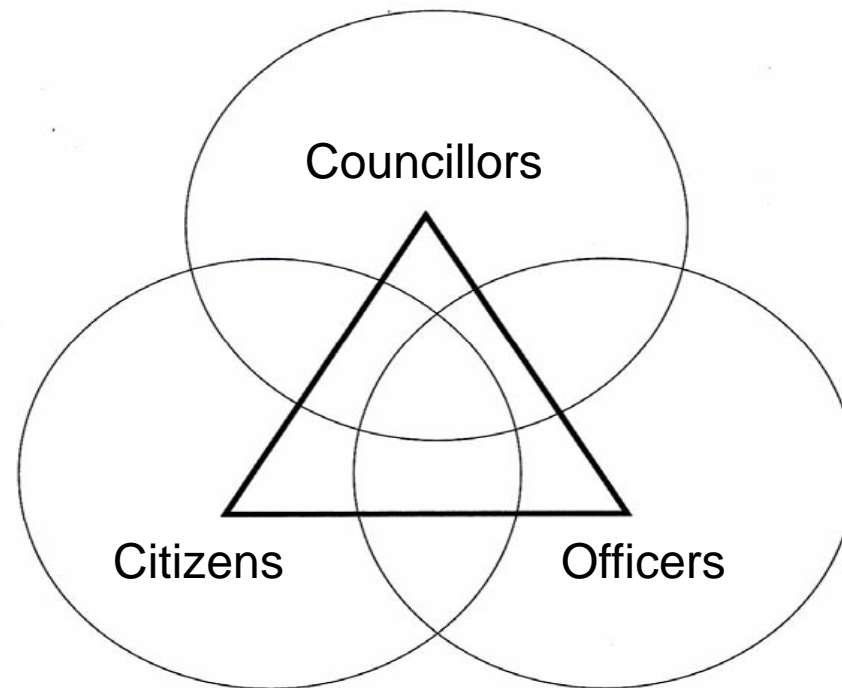
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# The traditional chain of command in local democracy



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# Changing relationships between councillors, officers and citizens



- Opportunities for leadership arise on all three sides of the triangle

Source: Hambleton R. (2003) *Globalism and Local Democracy*. Basingstoke: Palgrave. p158

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# Civic leadership – a conceptual framework



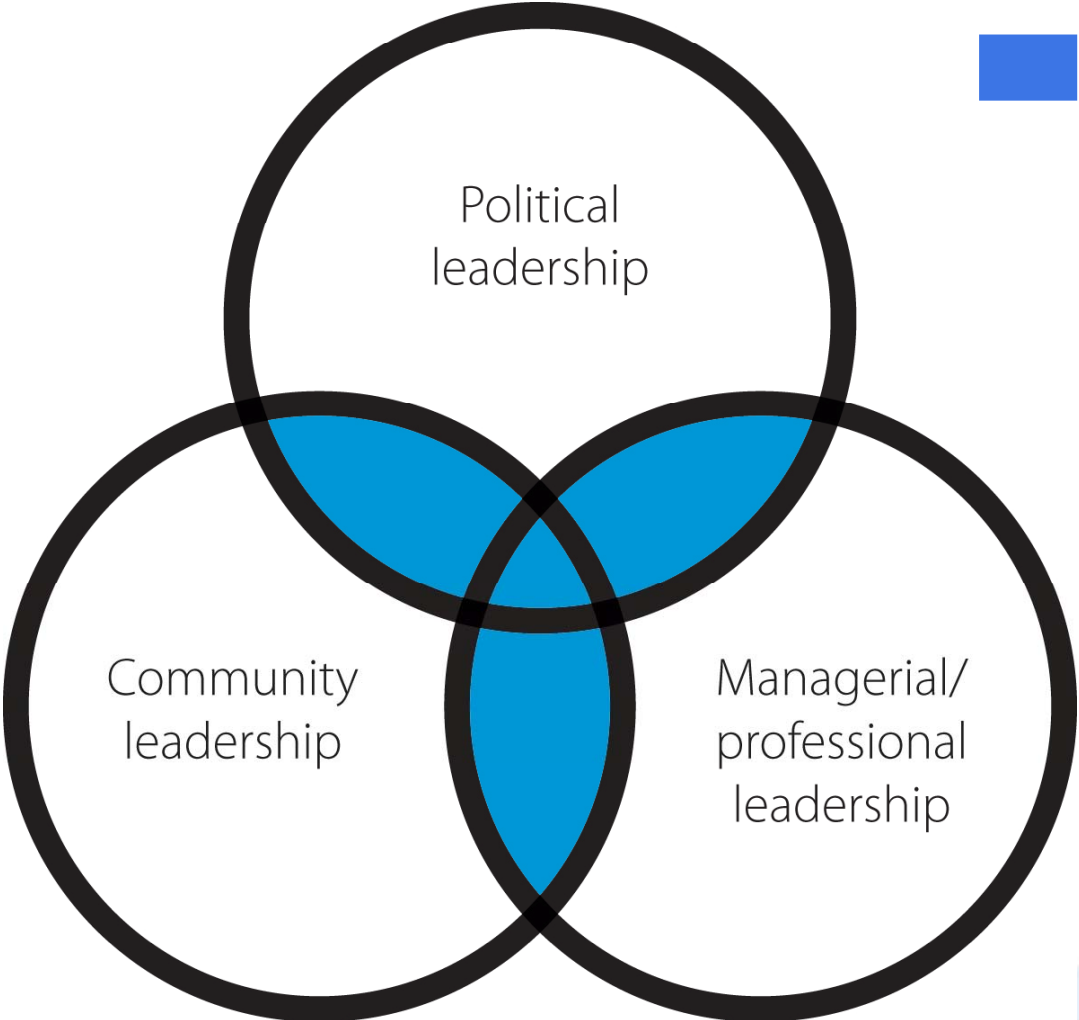
Place-based leadership needs to connect the three realms of civic leadership:

- Political leaders – people elected by the citizenry
- Managerial/professional leaders – officials serving the public interest
- Community leaders – actors who are not part of the state (includes businesses, voluntary bodies, religious institutions etc)



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# The innovation zones



 Innovation zones





### **3. Learning from abroad – a route to innovation**

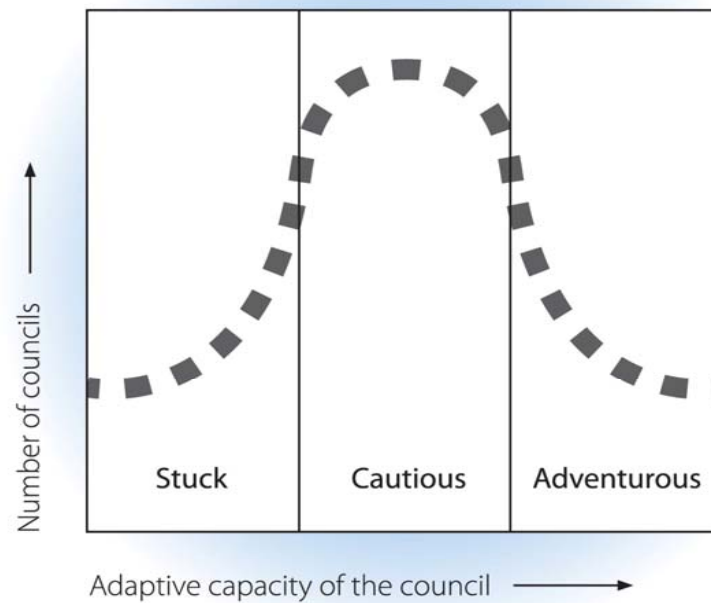


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## Developing innovative capacity

### - the innovation curve 1998

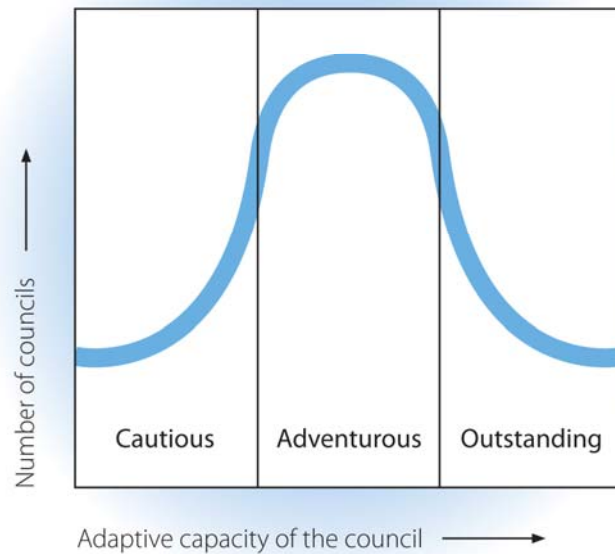
Readiness to innovate varies by locality



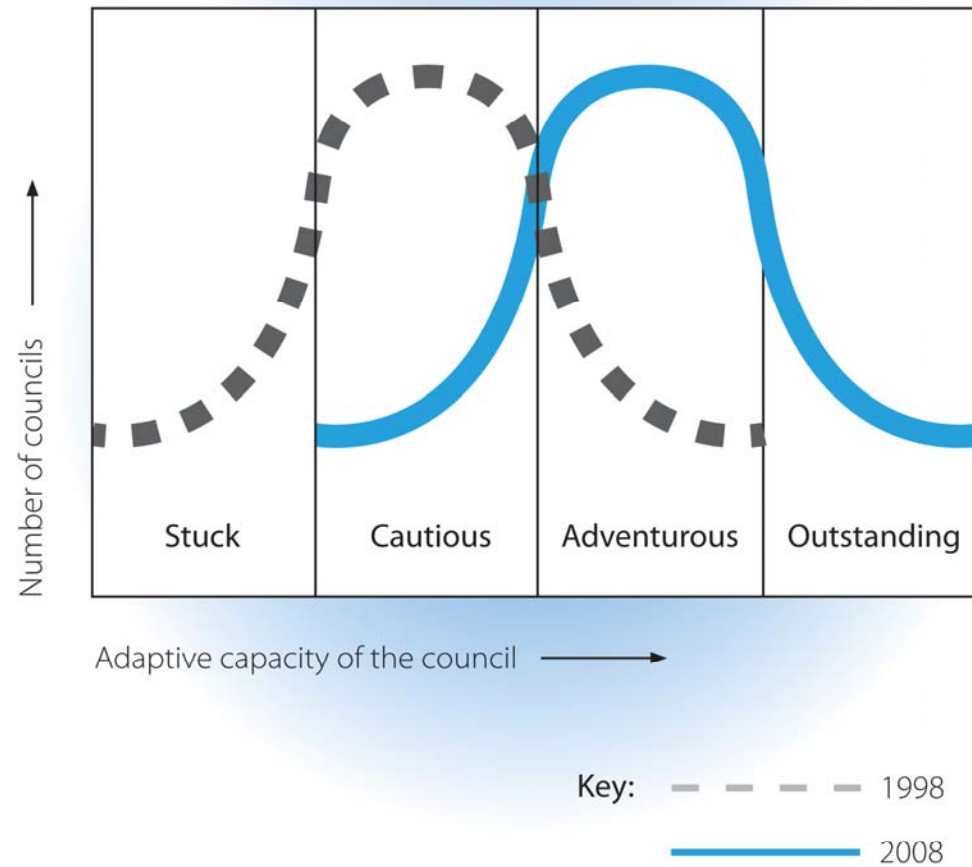
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# The innovation curve 2009

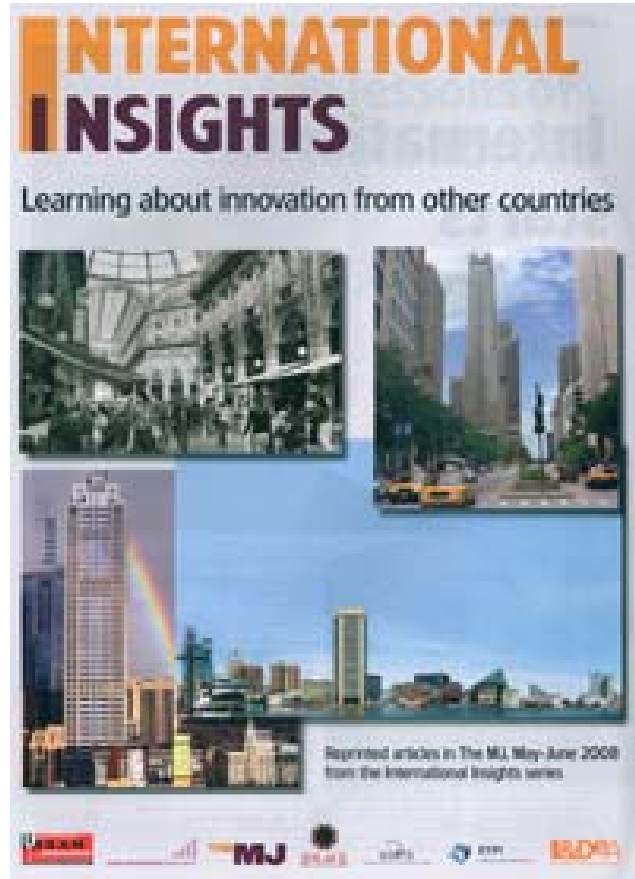
Success now demands outstanding innovation



## The innovation curve 1998-2009



# International insights



Examples of place-based innovation include:

- Chicago
- Malmo
- Melbourne
- Milan

[www.idea.gov.uk/international](http://www.idea.gov.uk/international)

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## Roles for councillors – established and new

- Representative of local people
- Leadership of local government
- Place-based leadership and advocacy
- Bringing the different realms of leadership together
- Promoting innovation in thinking and practice

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# Learning from abroad



- Be sensitive to local culture and context
- Consider how the realms of local leadership interact:
  - the political arena
  - the professional/managerial arena
  - the community arena
- International exchange can refresh thinking and practice
- Bang the drum for learning from abroad!

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