

Presentation to the National Economic and Social Council  
(NESC) Roundtable on Understanding Resilient and Sustainable  
Cities



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# Bristol's One City Approach to place-based leadership

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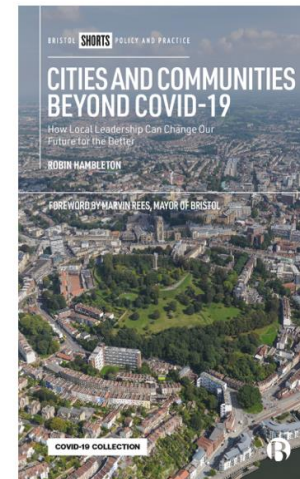
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England,  
Bristol and Director, Urban Answers

# A PRESENTATION IN TWO PARTS

## 1) Concepts relating to collaborative city leadership

## 2) The Bristol One City Approach

The presentation draws on evidence presented in a new book - Hambleton R. (2020) *Cities and Communities beyond COVID-19. How local leadership can change our future for the better.* Bristol University Press







# CONCEPTS RELATING TO COLLABORATIVE CITY LEADERSHIP



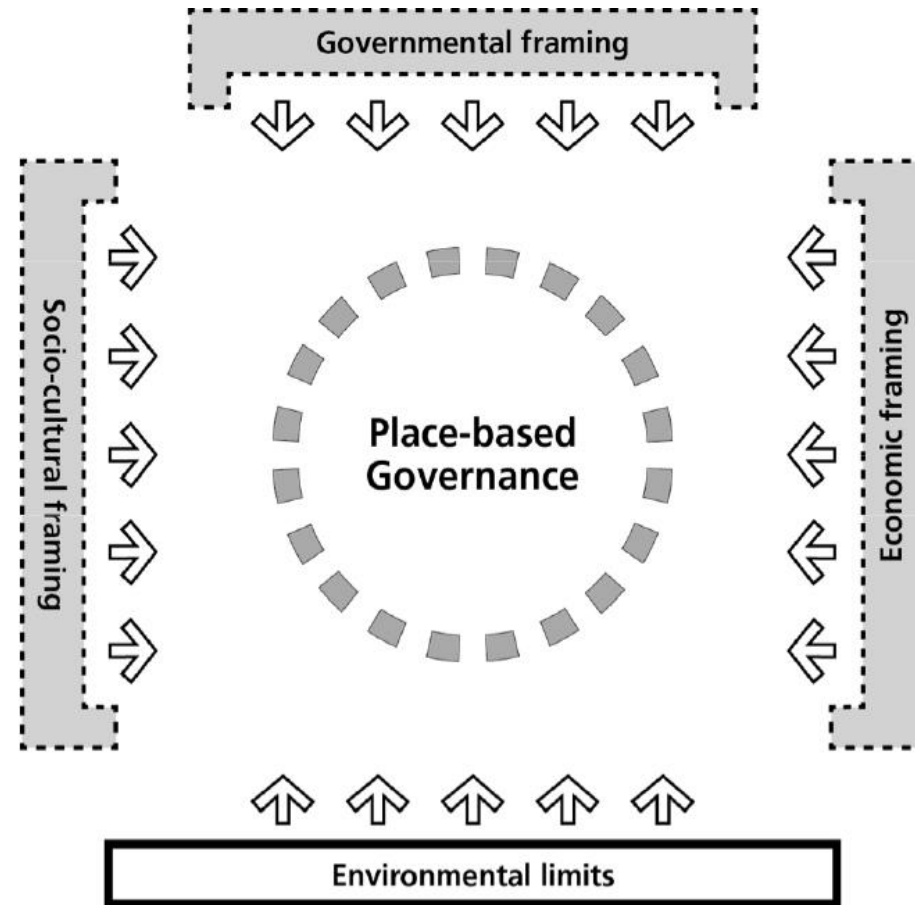
# PLACE AND POWER

Understanding the power dynamics of place-based leadership in the modern world:

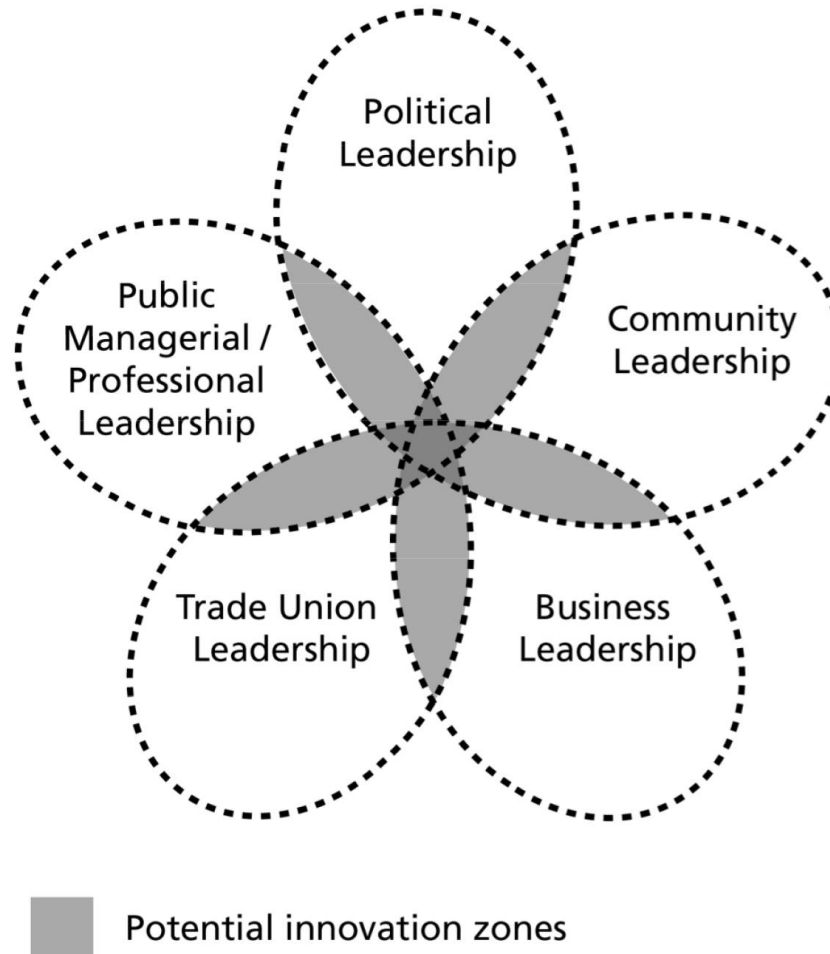
- **Place-less power**
- **Place-based power**

Globalization has resulted in a truly massive expansion of place-less power in the last thirty years

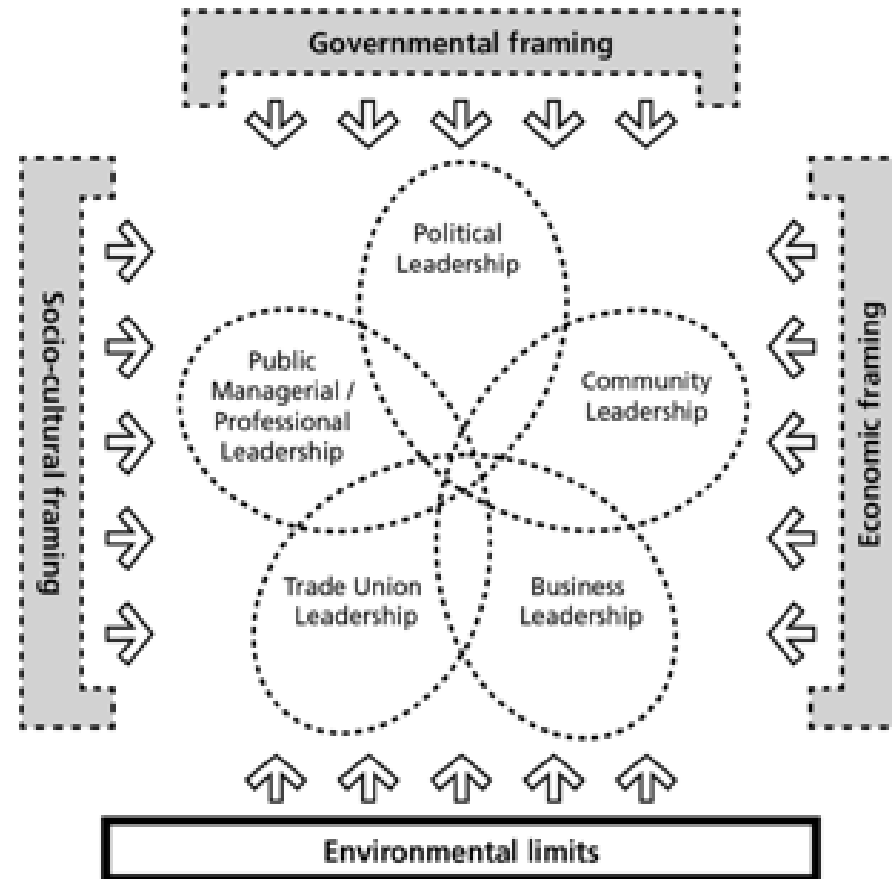
# FRAMING THE POWER OF PLACE



# THE NEW CIVIC LEADERSHIP : UNITING THE REALMS OF PLACE BASED LEADERSHIP



# PLACE BASED LEADERSHIP IN CONTEXT







**THE BRISTOL  
ONE CITY  
APPROACH**



# BRISTOL – AN ORIENTATION

- Bristol (population 460,000) is one of the 10 'core cities' in the UK
- It is prosperous but almost 70,000 people (15% of the population) live in the bottom 10 percent of the most deprived parts of England
- Bristol has worked to become a resilient city for a number of years: it was European Green Capital in 2015 and published the *Bristol Resilience Strategy* in 2016
- In 2016 Marvin Rees (see next slide) was directly elected as mayor and is using the concepts outlined earlier to co-create 'a fair, healthy and sustainable city' (Bristol One City Plan)





# THE BRISTOL ONE CITY APPROACH

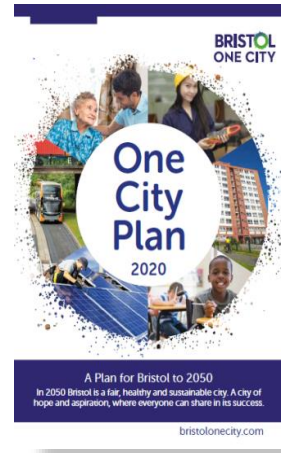
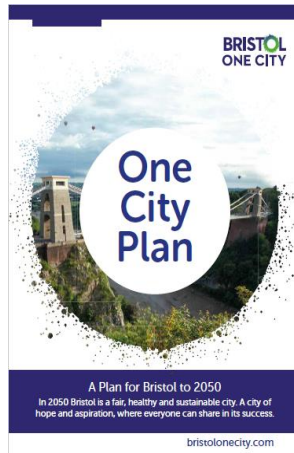
- The Bristol One City Approach aims to create a fair, healthy and sustainable city
- It strives to mobilise the energies of all five realms of place-based leadership for the benefit of the whole city
- A City Office, located at the heart of the 'flower diagram' (see earlier slide), orchestrates the One City Approach
- Style of leadership: inclusive, facilitative, innovative... with a sharp focus on the co-creation of new possibilities

## WHAT ARE WE TRYING TO SOLVE?

- Hundreds of unaligned city strategies – most of which end in five years or less
- No framework to easily bring together city leaders

## HOW WE ARE TRYING TO SOLVE THIS?

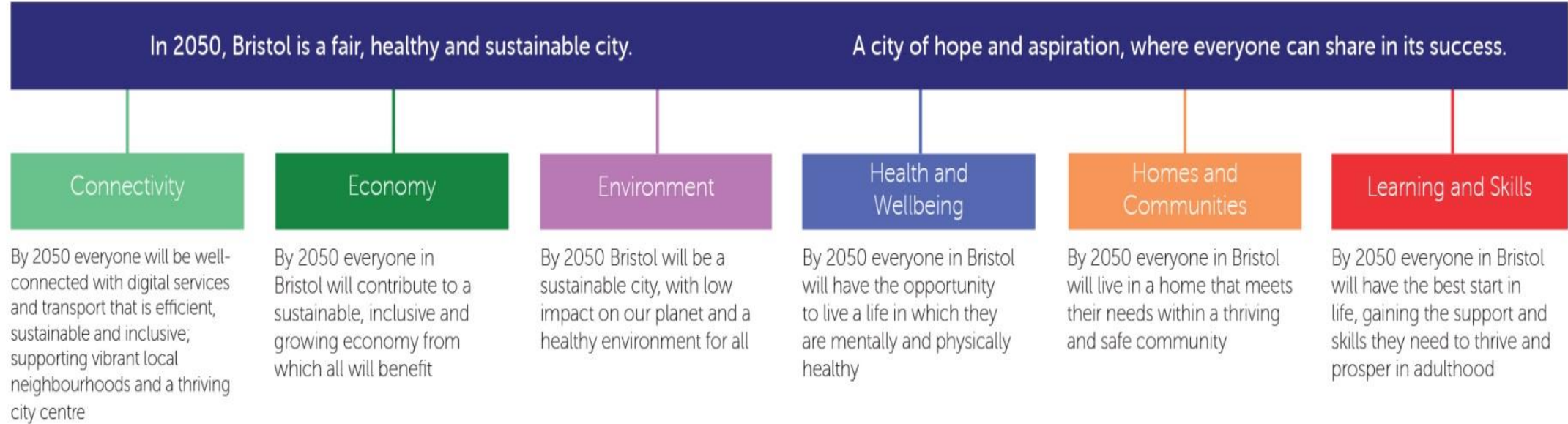
- A One City vision and plan; that sequences activity up until 2050; to attempt to bring focus and prompt debate
- The establishing of a city leadership framework



**Our hope - To harness the potential of our collective power to benefit the city**



# A new approach to city governance



# WHAT IS THE BRISTOL CITY OFFICE DOING?

- Inclusive City Gatherings
  - City Office innovation zone in City Hall
  - Task and Finish groups to demonstrate the new way of working
  - Developing and delivering a One City Plan
  - City Funds Board
  - Developing place-based leadership talent
  - Leading post COVID-19 recovery strategy
- 
- More information: <https://www.bristolonecity.com/>



# LESSONS FROM THE BRISTOL ONE CITY APPROACH

- The power of place can underpin bold innovation
- Inclusive civic leadership can play a key role... releasing problem-solving capacity and valuing improvisation
- The UK central state needs to shift significant powers and resources back to elected local authorities
- The NESC Scoping Paper rightly emphasises the importance of developing a bold vision and a long term strategy

The background of the entire slide is a photograph of the Clifton Suspension Bridge in Bristol, England. The bridge is a suspension bridge with two large stone towers and a long span. It is surrounded by lush green trees and foliage. In the foreground, there are some buildings and a road. The entire image has a blue color overlay.

# THANK YOU

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