



Future Trends in Community Governance

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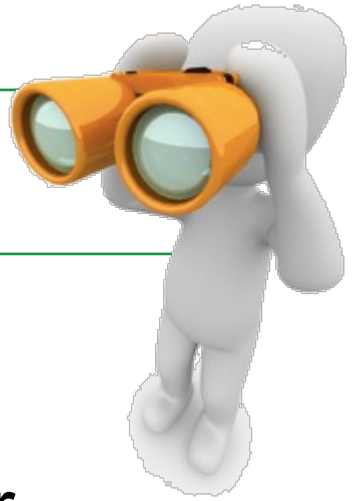
29 September 2017

What we are going to do

- **David** will talk about the think tank – what it does, the value it adds, and how you can get involved.
- **Peter** will provide some insights into new understandings of community governance and engagement and ask you to consider what this means for New Zealand local government.
- **Natalie** will provide an overview of Waipa District Council's innovations in engagement.



Local Government Think Tank



Objectives are:

- Investigating opportunities for local government to better support and serve our communities.
- Facilitating informed discussion and sharing between and within councils about strategic issues affecting communities.
- The production of original and innovative work which results in positive change



Community enablement



Purpose:

- Identify the strengths and weaknesses of different approaches to enable and facilitate the development of resilient communities able to participate in the implementation of community-based initiatives, irrespective of where those initiatives were developed.
- Support individual councils to develop the skills and practice of community enablement.
- Position local government as a natural partner in the design and delivery of community-based social services.



LGNZ Manifesto 2017

“Local government is the only sphere of government with the responsibility to represent the interests of communities of place. This provides a unique mandate for taking an integrated and holistic view of the needs of the areas over which they have jurisdiction and addressing the fragmented and siloed approach to delivering public services, as well as ensuring services address local needs and priorities.”



Preliminary findings

Deeply entrenched barriers to Change (Central Government and Local Government).

Innovative Approaches include:

- Cooperative Councils
- Commissioning Councils
- Well-being Index
- Participatory Budgeting



Funding social infrastructure

Purpose:

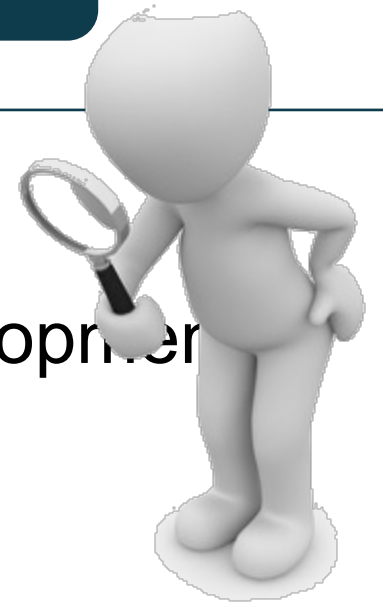
Consider alternative, international best-practice models for the supply of social infrastructure which move beyond the currently accepted practices of funding infrastructure via rates and debt.



Preliminary findings

Options include:

- Arrangements to facilitate/enable infrastructure development and management.
- Public-private partnerships.
- Co-production.
- Value capture.
- Philanthropic funding.



What is community governance?

- A process of making and implementing decisions which shape the future of communities.



Who does it?

- Councils as place makers and place shapers, anchor institutions (universities, hospitals, major public facilities, private sector), philanthropic foundations, community banks...



How ?

- Deliberative engagement, social enterprise, coordinated procurement and employment policies, partnering between banks and communities, philanthropic trusts consciously targeting community outcomes...

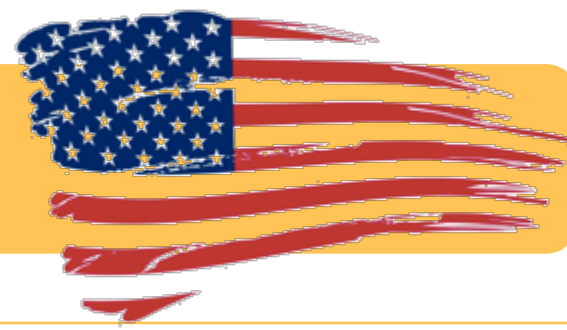


What's driving change generally?

- Austerity / pressure on funding.
- Growing inequality – concern at the breakdown of inclusive societies.
- Megatrends ranging from an ageing population to climate change to globalisation to the impact of technology on work.



The U.S.A.?



- Protecting the Council's 'licence to operate' (Portland).
- Rethinking the role of local government (Santa Monica).
- Reinventing economic development “Traditional approaches aren't working. Cities need to be intentional about targeting their economic development programs at the people and communities that are increasingly distant from the growth sectors of their local and regional economies.” (President, National League of Cities and councillor Cleveland).



UK and Canada?

- The UK – austerity as the mother of invention.



Canada – wish to engage with citizens, share problem-solving and build community.



The U.S.A. - Portland

- Supporting a network of strong residents' associations.
- A specialist Office of Neighbourhood Involvement with the mission of “Promoting a culture of civic engagement by connecting and supporting all Portlanders working together and with government to build inclusive, safe and liveable neighbourhoods and communities.”

Building inclusive, safe and livable neighborhoods and communities.



The U.S.A – Santa Monica

We define our role in the same spirit as those who originally pioneered public services: enhancing the health, safety, and wellbeing of our residents and the resilience and sustainability of our community.

Rick Cole: city manager



The U.S.A. - Cleveland

The Evergreen Cooperatives of Cleveland have become a global innovation model for creating more sustainable regional economies. Local residents earn an ownership stake as they create thriving businesses, while playing a transformational role in building vibrant neighborhoods.

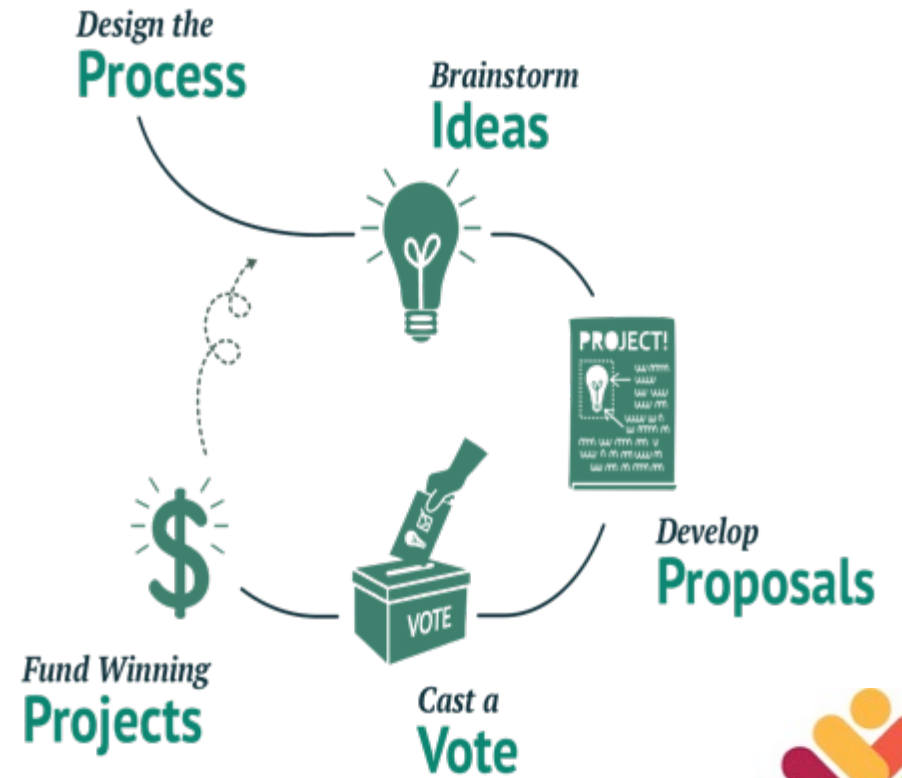


The U.S.A – participatory budgeting

How participatory budgeting works

- PB involves an annual cycle
- of meeting and voting,
- integrated into the
- broader decision-making
- process.

www.participatorybudgeting.org



The U.K. - Monmouthshire

Our job as a Council is to create conditions that make it more likely that people and communities can come together to become more sustainable and more resilient – better able to define their needs and more willing to apply their talents and abilities to satisfy these needs.



The U.K. – Co-operative Councils'

From the Co-operative Councils' Innovation Network (CCIN) website:

- We are a network of local authorities who are committed to reforming the way we work through building an equal partnership with local people.



The U.K. – Wiltshire's area boards

Area Boards are quite different from traditional committees.

The public are welcomed and encouraged to participate fully in the debates and decisions.

[Devizes Area Board ... 4 years on](#)



Canada – Edmonton, Alberta

Like many cities, Edmonton is grappling with how to engage citizens. We want to engage citizens in making decisions, solving problems, and building community.

engagement by ordinary citizens supplies the democracy in a political system. Without them, city government is dominated by officials, experts, and lobbyists. The greatest challenge we now face is how to transform engagement systems to allow us to tap citizens' full, democratic, problem-solving potential.



Canada – Victoria, British Columbia

- “The City of Victoria recognizes that effective civic engagement is an integral part of good governance, and that the amount and quality of such engagement affects our quality of life.”
- “No one knows their community better than the people who live, work and play in Victoria’s diverse neighbourhoods.”
- “We engage and convene residents because doing so helps to build community and to increase individual and collective well-being”.



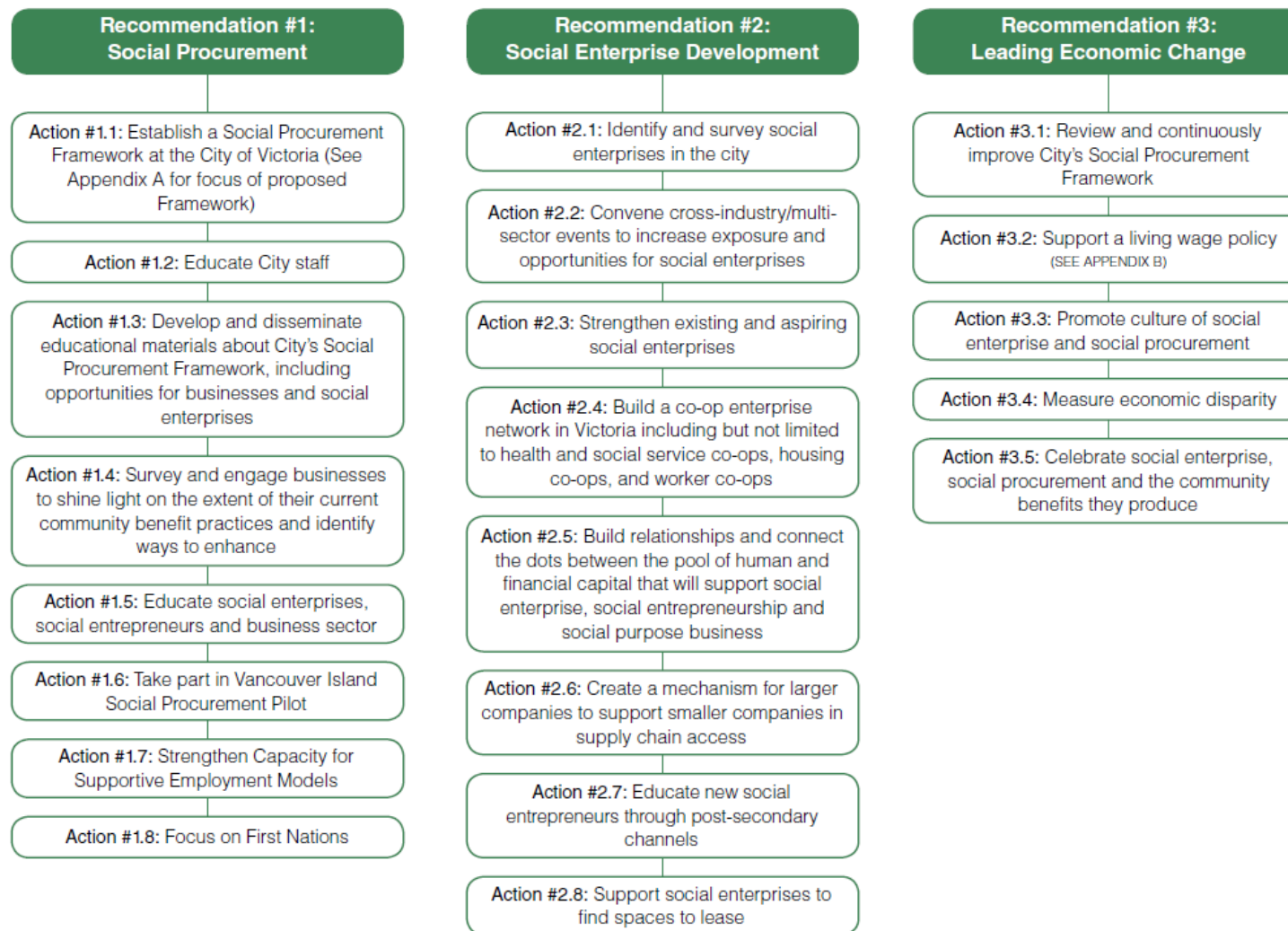
Rethinking relationships



- From leading the Council as an entity to leading the community.
- The Council as one instrument in the orchestra, or as the orchestra's conductor?
- Placing community well-being at the heart of their activity – Victoria BC's strategy for social enterprise and social procurement, Open Government in Barcelona, Santa Monica's well-being index...



Social enterprise and procurement



Innovations in reshaping communities



- From producer to provider.
- Creative ways of leveraging the potential of technology - <http://nycbigapps.com/> Smart cities (<http://smartcitiescouncil.com/>) and data analytics (<http://www.nyc.gov/analytics>)
- The Council as catalyst – Peterborough City Council and energy efficiency, Swindon Borough Council and solar power, local currencies, crowdfunding local projects (www.Spacehive.com)



Implications for New Zealand

New Zealand councils have more limited roles than their counterparts elsewhere **but our communities face the same challenges.**

Where should the leadership come from for building resilient communities?

- Central government?
- Councils stepping up as leaders of their communities as their counterparts are doing elsewhere?



Remember ...

The Local Government Act contains two purpose statements for local government. The first reads:

**To enable democratic local
decision-making and action **BY**,
and on behalf of, communities.**



For those who want to



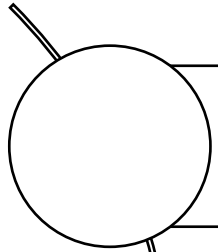
- Take the opportunity.
- Use the tools you have already to start the conversation with your communities on your role in providing the leadership they will need.
- Treat the Significance and Engagement Policy as the equivalent of a compact between you and your communities on the leadership you will provide, and the opportunities your communities will have to share in decision-making with you.



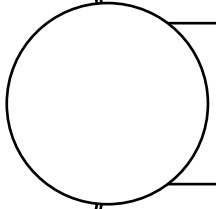
Interactive discussion



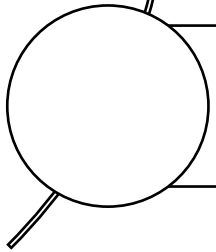
The role of Council as a leader in community governance



Where would you start?



What is your greatest opportunity?



What will be your most difficult barrier?





COMMUNITY ENGAGEMENT



A QUICK OVERVIEW



IMPORTANCE OF EARLY ENGAGEMENT



**UNDERSTAND THE WHY
AND NOT JUST THE
WHAT**



CAN BE PART OF IT




IT'S MEANINGFUL



WE MIGHT JUST GET SUPPORT



WHAT, WHO HOW, HUH?



SOCIAL MEDIA



Waipa District Council at Cambridge Town Hall.

Published by Annabel Aitch Emm [?] · 27 January at 15:17 ·

It's the little things sometimes, isn't it? Those of you who noticed will be pleased to hear that Zion from our Waters team sorted out this manhole cover so it's properly aligned again. Happy weekend, folks! 😊











A QUICK CASE STUDY





Waipa District Council

Published by Annabel Aitch Emm [?] · 8 May at 12:15 · 🌐

Which option should Council dive into? Use the 'reactions' to have your say.

Vote ❤️ for Option 1: \$16.5m. Go with the new plans!

Vote 👍 for Option 2: \$9.9m. Stick with the current plans.



Get more likes, comments and shares

Boost this post for \$50 to reach up to 12,000 people.

9,348 people reached

Boost post

9,348 People Reached

331 Reactions, comments & shares

56

Like

26

On post

30

On shares

203

Love

200

On post

3

On shares

1

Haha

0

On post

1

On shares

2

Angry

2

On post

0

On shares

64

Comments

61

On Post

3

On Shares

6

Shares

2

On Post

4

On Shares

1,847 Post Clicks

862

Photo views

0

Link clicks

985

Other Clicks ⓘ



THE STATS

Total votes: 426

Total interactions: 5,707

Total reach: 36,692 people

Total comments: 224

Total video views: 4,107



Waipa District Council

Published by Annabel Aitch Emm (?) · 13 June at 13:33 · 🌐

Your votes are in... Council has met... And the winner is... (drumroll please!) ...Option 1! The new Cambridge pool is all go 🎉

Read more here:



New pool complex confirmed for Cambridge - Waipa District Council

The agreed plans mean the Cambridge Pool complex will include an upgrade of the existing outdoor pool, a new 10-lane indoor pool and learner's pool, a hydrotherapy...

WAIPADC.GOV.NZ

10,497 People Reached

332 Reactions, comments & shares

256

Like

193

On post

63

On shares

20

Love

15

On post

5

On shares

1

Haha

1

On post

0

On shares

45

Comments

30

On Post

15

On Shares

13

Shares

13

On Post

0

On Shares

1,336 Post Clicks

0

Photo views

599

Link clicks

737

Other Clicks 📊



facebook.com/WaipadistrictCouncil



twitter.com/WaipadistrictCouncil



instagram.com/WaipadistrictCouncil

waipadc.govt.nz



EVERYDAY ENGAGEMENT



INTERNAL **BEFORE EXTERNAL**



GO TO THE PEOPLE



BE REAL



BE RELEVANT



CHANGE IT UP



**WHEN IN DOUBT,
INCENTIVISE!**