



# The Newlands Model™

...a handy handbook

Part I: What's it all about?

## ACKNOWLEDGMENTS

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Finally, to all the hard working volunteers who keep the residents' groups of New Zealand going: thank you. Your tireless work contributes greatly to the Kiwi way of life.

*Fiona Bain  
Jarrod Coburn*  
**Resilience NZ Limited**  
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## PHILOSOPHY

### 1.1 History

How we got to where we are is a story of vision and collaboration. In 2006 the first concept of a model for community resilience was developed. This resulted in the formation of the New Zealand Resilience Trust two years later. The model, which won international acclaim, focused on communities developing a strategy for resilience and self-sustainability.

The NZRT recognised that, to effectively deliver the model to the nation, a network of grass-roots community organisations would be needed. Fortunately such a network already exists in the form of residents' and progressive associations. This loose network of community-run groups are a focal point for local activism, advocacy and engagement.

In 2010 the Draco Foundation (NZ) Charitable Trust was formed by the NZRT to be the vehicle to deliver the community resilience model. It immediately focused on identifying the estimated 1,500 residents' groups in the country, and providing resources and support (in the form of the Council Watch website) to assist them.

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## PHILOSOPHY

### 1.2 Vision

The big picture is that this concept contributes towards a unified group of residents' associations in New Zealand who share consistent standards and are well connected to their communities. The Model is founded on the following principles:

- Residents' groups are a community-owned asset
- Communities need to be empowered to own their future
- It is possible for any residents' groups to achieve a state of maturity
- Resilience is achieved in a closed system (i.e. not reliant on external agencies for resources or services)

### A 'Vision' for Residents' Groups...

Mandate	Vision	Governance	Accountability	Consultation
Inspires confidence that it 'represents' residents	Provides clear indication of strategic direction / Shows alignment to local and central govt. plans	Meets good practice standards for governance and stewardship	Held accountable for promises and public statements	Informed by - and informing - community and external agencies

## FACILITATION

### 2.1 Survey

Getting things started involves a survey to every household in the community. The first survey is the same for every residents' group and always asks the same four questions. By doing this survey you are achieving a great many positive things, including:

- Promoting the concept of residents' associations in general
- Also promoting your group's "brand"
- Establishing a basis for a mandate

The survey will create a 'talking point' within the community and gives your group an "excuse" to contact local groups and organisations.

The analysis of the survey responses is equally important and:

- Provides credibility for the survey results
- Allows you to garner support from well known local individuals
- Is the basis for community 'sight-raising'

The result of the survey is a list of 20 Projects that form the basis of your Ten-Year Community Strategy.

## FACILITATION

### 2.2 Programmes

Making things happen once the survey is complete is the responsibility of the Programme Champions. These people each head up one of the four Programmes (groups of Projects) derived from the survey results.

The Programmes are:

- Built
- Services
- Recreation
- Strategic

Your Mandate comes from the survey, whilst your Vision, Governance, Accountability and Consultation comes from the Programmes.

## STRUCTURE

### 3.1 Organisation

Building strong foundations from the start needs a structural change in your group, often referred to as a “Governance-Operational Split”.

<b>Governance (Committee)</b>	<b>Operations (Programmes Team)</b>
Must delegate sufficient authority to Programme Group to undertake role.	Manage delegated authority to achieve Strategic Plan outputs.
Will need to be prepared to resource the Programme Group (volunteers, financial capital, knowledge capital, etc.)	Actively seek ways to undertake the programme at no or lowest cost or identify opportunities to gain resources.
Provide oversight of Programmes.	Report on regular basis to Committee.
Deal with external agencies – e.g. media, Council, etc.	Form and maintain networks within the community.
Holders of the “big picture”.	Implementers of the Projects.
No change of committee membership required, but may be some changes to roles.	Four Project Champions and a Mentor. One Champion will report back to the committee on behalf of the Group.

The Mentor is not involved in the Committee but will sit in on Committee meetings as an observer. All Project Champions attend Committee meetings in case they are asked to speak to their projects.



## STRUCTURE

### 3.2 Outputs

Playing your part in success is straightforward. None of the roles are onerous and the way the Model is designed (incorporating a number of 'maturity' levels) means there are no time pressures to get things done.

If they haven't already, your Committee must appoint a Spokesperson and Portfolio Leaders. These people deal with the media and external agencies respectively and are responsible for ensuring strong relationships between your group and agencies that lie outside of the community.

You will need to appoint a Mentor: a person from outside your group with management or leadership experience. They will help find and train your four Programme Champions, and support them on an ongoing basis.

Each Programme Champion will need to find a Project Manager for each of their five projects. The Project Managers in turn will appoint Team Leaders, who manage the volunteer effort.

Note the primary focus is to 'do' the Projects – involving lots of people, improving community competencies and increasing social capital.

## The 'Newlands Model' of

	Mandate	Vision	
<b>Central government</b>	General election, majority in the house	Policy	
<b>Local government</b>	Local body election	LTCCP, Annual Plan	M
<b>Charity</b>	Public donations, philanthropy	Brand, vision, projects	
<b>Residents' group</b>	Not required	Often not present or not visible	T
<b><i>Change required</i></b>	Residents' association showing it represents the interests of the community	Local people becoming more involved because they share a common vision for their community	A m
<b>"New" residents' group</b>	Annual survey of all households in its area	Community strategy developed from survey results	G th

## Part I: What's it all about?

## Community Governance

Governance	Accountability	Consultation
Ministers appoint HODs and CEs	Opposition parties, media, Auditor General, Ombudsmen, elections	Formal consultation processes, direct access to Members of Parliament
Mayor appoints CEO (voted by Council)	Auditor General, Ombudsmen, elections	Annual and long-term consultation processes, RMA, direct access to Councillors
Board of Governors appoints CEO	Board of Governors, public reputation, Charities Commission	Input from donors, volunteers and clientele
Traditional committee structure	AGM, annual return to Companies Office	Not required and often not effectively sought
An internal framework that promotes good governance and accountability	A mechanism allowing residents to raise concerns and be assured of proper performance	Communication channels established between association and the wider community
Committee becomes Board of Governors, delegates certain authority to Programme Champions	Committee accountable to local residents at AGM and public meetings, Programme Champions accountable to committee	Ongoing and regular communication with groups; businesses, and; religious, educational and ethnic organisations in the area

## DELIVERY

### 4.1 Projects

The nitty-gritty lies in the Projects, managed by the Programmes Team. They are the ones who must deliver on training, resources, reporting, planning and project outcomes.

Training lies at the heart of the Model, as this achieves two of the four attributes of Community Resilience (social capital and community competency).

Resources are the fuel that the projects run on. Note that most projects should not need much money to run, so it's important not to hold-up projects because of 'lack of funding' ... just find another way to achieve the outcome!

Reporting contributes to the residents' group's *accountability* to their community. It also provides a record of activities and helps share information within the group in a transparent manner.

The process of planning is a core competency and necessary to ensure that the right resources are in the right place at the right time.

Project outcomes are the end result but, as you have seen to date, not the only result of the Model. In many cases the act of planning and doing may contribute more to your community than the project itself.

## DELIVERY

### 4.1a Projects (Training)

Programme Champions (delivered by Mentor)

- The Model and how it works
- How to develop resource base
- How to plan (including statutory responsibilities)
- How to report

Project Managers (delivered by Programme Champions)

- Project management (including reporting)
- Planning and risk management
- Managing a team
- Statutory responsibilities

Team Leaders (delivered by Project Managers)

- Managing a team (including managing volunteers)
- Risk management
- Health & safety

Committee Members (delivered by external agency)

- Governance
- Media & communications
- Reporting (as with Programme Champions)
- Fundraising and friend-raising

## DELIVERY

### 4.1b Projects (Resources)

- Volunteers
  - formal, e.g. appointed
  - informal, e.g. working bees
  - project-based, e.g. Team Leaders
  - long term, e.g. Programme Managers, Mentor
- Equipment
  - tools
  - vehicles
- Financial capital
  - money
  - in-kind goods and services
  - use of resources
  - publicity
- Reputational resources
  - local celebrities
  - Minister of Parliament
- Intellectual property – develop new ideas, ways of doing & shared with other projects and other residents' groups.

## DELIVERY

### 4.1c Projects (Reporting)

Reporting can be both formal and informal, and each is as valuable as the other.

Formal reporting will include the monthly report to the Committee; necessary as part of the accountability of the Programmes Team back to the Committee.

Formal reports also include those reports that go to Project Managers from the Programmes Team, and reports prepared for funders or external agencies (on behalf of the Committee).

Informal reporting is feedback given amongst Programme Champions or Project Managers and could be as simple as a quick chat over a coffee, coordinating a working bee, or catching up in-between committee meetings.

## DELIVERY

### **4.1d Projects (Planning)**

Each Programme Champion produces a three-year plan for their five projects. It may be that only one or two of the projects will be started within that timeframe, and that is okay.

The first year of the plan will contain a detailed timeline of the actions needed to be carried out. The second and third years contain less detail and are more aspirational. It is important not to be overly ambitious when planning, as there are a lot of unknowns at the start of the process.

Each Project Manager produces a project plan with the support of the Programme Champion. These plans are detailed and contain estimations for resources needed, who the stakeholders are, and any risks.

The overall Ten-Year Strategic Plan is the responsibility of the Committee, and they use this to ensure the Programmes Team is keeping on track, and to report back to their community.

### **4.1e Projects (Project Outcomes)**

The Programmes Team are responsible for the implementation of the Project Plans, and for reporting on progress to the Committee.



## DELIVERY

### 4.2 Maturity

Improvements made at an organisational level are indicated as per the model (mandate, vision, governance, accountability, consultation). As the organisation improves in each of the five areas, it moves up the maturity scale.

Progressing from one level of maturity to the next involves the development of a strategy that is implemented and informed by the Committee.

Note that progress needs to be equitable across all five areas.

	<b>LEVEL: 1 - Unsophisticated</b>	<b>2 - Reflective</b>	<b>3 - Sophisticated</b>	<b>4 - Mature</b>	<b>5 - Expansive</b>
<b>Mandate</b>	No mandate	Informal, vocal majority	Popular community support	Formal annual mandate	Formal annual mandate
<b>Vision</b>	Limited or no vision	Strategic plan (10 year)	Project plans (10 year)	Generational vision (25 year)	Generational vision (25 year)
<b>Governance</b>	No operational arm	Operational/ governance split	Operational/ governance split	Operational/ governance split	Separate org. to assist others
<b>Accountability</b>	Annual General Meeting	Qtly. report to community	Realtime community updates	Realtime community updates	Realtime community updates
<b>Consultation</b>	Selective or none	Major community groups	Comm. groups/ext. agencies	All comm. And ext. agencies	Other communities

## MEASURING

### 5.1 Improvement

Making the organisation better involves a process of internal measurement. It is recommended that eventually (perhaps at Maturity Level Three) a business excellence system such as the USA's *Baldrige Model* is put in place.

The attitude toward improvement must be organisation-wide, not just at committee level. In other words, business excellence is a culture. Identified opportunities for improvement must be acted upon or fed back into the system of policy and planning, as part of what's termed a "Double Feedback Loop" (see the next section for more details).

Improvement is formally measured, recorded and reported on. This links the organisation's accountability to community, funders and friends. It is a way of feeding back on how the inputs from groups have shown a return (Return On Investment).

To enable measurement across the sector the process of improvement must be consistent with other residents' groups, therefore a standardised system should be adopted by the Committee.

## MEASURING

### 5.2 Outcomes

Determining success means not only measuring the actions of the organisation, but also keeping an eye on how it affects the wider community. The system of measuring organisational improvement along with the effect of the project's outcomes is called a "Double Feedback Loop".

Outcomes should be measured in at least these two ways:

- are they still what the community needs or wants?
- what are the impacts on the community, both positive and negative?

The organisation must - on a regular basis - go back to the community to check what it's doing is the right thing. This information feeds back into reporting to everyone involved.

Measuring outcomes contributes to the Mandate and Consultation areas of the model.

For further information contact:

**Fiona Bain**  
Principal Consultant  
RNZL  
PO Box 26-099  
Wellington 6442

Ph: (021) 223 0476

[info@resiliencenz.co.nz](mailto:info@resiliencenz.co.nz)  
[www.resiliencenz.co.nz](http://www.resiliencenz.co.nz)

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