# The 'Newlands Model' of Community Governance

<table>
<thead>
<tr>
<th>Current Situation</th>
<th>Change required</th>
<th>&quot;New&quot; residents' association</th>
<th>Relationship to community resilience</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Central government</strong></td>
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<tr>
<td>Mandate</td>
<td>Vision</td>
<td>Governance</td>
<td>Accountability</td>
<td>Consultation</td>
</tr>
<tr>
<td>General election, majority in the house</td>
<td>Policy</td>
<td>Ministers appoint HODs and CEs</td>
<td>Opposition parties, media, Auditor General, Ombudsmen, elections</td>
<td>Formal consultation processes, direct access to Members of Parliament</td>
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<tr>
<td><strong>Local government</strong></td>
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<tr>
<td>Local body election</td>
<td>LTCCP, Annual Plan</td>
<td>Mayor appoints CEO (voted by Council)</td>
<td>Auditor General, Ombudsmen, elections</td>
<td>Annual and long-term consultation processes, RMA, direct access to Councillors</td>
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<tr>
<td><strong>Charity</strong></td>
<td></td>
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<tr>
<td>Public donations, philanthropy</td>
<td>Brand, vision, projects</td>
<td>Board of Governors appoints CEO</td>
<td>Board of Governors, public reputation, Charities Commission</td>
<td>Input from donors, volunteers and clientele</td>
</tr>
<tr>
<td><strong>Residents' association</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not required</td>
<td>Often not present or not visible</td>
<td>Traditional committee structure</td>
<td>AGM, annual return to Companies Office</td>
<td>Not required and often not effectively sought</td>
</tr>
</tbody>
</table>

## Change required
- Residents' association showing it represents the interests of the community
- Local people becoming more involved because they share a common vision for their community
- 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

## "New" residents' association
- Annual survey of all households in its area
- Community strategy developed from survey results
- 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

## Relationship to community resilience
- Builds local networks
- Contributes to a 'sense of place'
- Increases public confidence in the association, boosting trust in the information it releases
- Increased public participation by local residents
- Increased levels of social capital

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

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

## Maturity Level One (Unsophisticated)

### Activity
- Key people ('keystones') in a community become aware that "things could be better" or that there are "other ways of tackling local issues.
- Basic research is undertaken - this could involve surveying, analysis of secondary data, semi-formal interviews, qualitative methods (e.g. Most Significant Change Technique).
- A basic strategy is developed and promoted widely throughout the community, particularly among schools, organisations, churches and businesses.
- Programme Champions are appointed. Community is invited to a meeting where the strategy is 'launched'. Afterward it is formally ratified by the Residents' Org. and authority is delegated to the Programme Champion Team (PCT).
- PCT appoints Project Managers to 'low hanging fruit' projects and mentors them to learn new project management skills. In turn the Project Managers recruit and train team members/Team Leaders.

### Ownership
- Agency/keystones
- Keystones/Residents' Org.
- Residents' Org/local groups
- Local groups/residents
- PCT/Project Managers

### Cost
- Time for all involved plus some salary cost for Agency
- Time; social capital; print costs for Agency
- Time; social capital. Agency no has no direct involvement.
- Time; printing; venue hire; catering costs (borne by Agency)
- Time; social capital; printing and venue hire (borne by Agency)

### Notes
- Keystones are anyone who are outspoken in the community - whether they are supportive or critical of the Agency
- Agency must provide a small level of financial support at this stage but not dictate 'how' to the group - rather advise/assist if asked
- At this lowest level of maturity it is enough to have undertaken basic research - thus the strategy is 'promoted' as a fait accompli
- If the public's imagination has been captured then the meeting will provide a mandate for the strategy by way of the size of turnout
- At this stage the Agency steps back and becomes a stakeholder - the same as any community group or resident. They may consider a grant to cover the first year's costs.

### Outcome
- Engagement of local resources who are vocal and passionate about their community
- Views of the wider community are made known / Residents' Org. is promoted to wider community
- Community's sights are raised / Networks are established or strengthened throughout the community
- New 'blood' is introduced into the Residents' Org. / Increased community capacity
- Runs in the board excites and motivates community / Building community competence
### Social Capital

**Definition:**
Shared norms or values that promote social co-operation, realised in actual social relationships.

**Methods to Achieve:**
- Build networks in the community
- Develop methods to exchange favours
- Promote the importance of helping others
- Build connections between local groups

**Outcomes:**
People save money through sharing resources, skills and time. Levels of trust are improved amongst residents. Reduction in crime. Improved health outcomes for vulnerable people.

### Community Competence

**Definition:**
Risk awareness and the ability to problem-solve cohesively and innovatively.

**Methods to Achieve:**
- Train people for specific skills or tasks
- Public/adult education programmes
- Events and activities
- Community-run projects

**Outcomes:**
Residents gain useful skills. Increased community activity. Boost to local services. Increased innovation.

### Information Flow

**Definition:**
The development of credible and useful means of communicating that operate in the face of unknowns.

**Methods to Achieve:**
- Build networks in the community
- Develop methods to improve information flow
- Create distributive networks
- Develop credibility amongst residents

**Outcomes:**
Less confusion and uncertainty when adversity strikes. Greater levels of confidence in the community.

### Equity

**Definition:**
When the ratio of a person's inputs to their outcomes is equivalent to those around them.

**Methods to Achieve:**
- Understand the state of the community’s equity
- Identify those most at risk
- Develop methodologies to foster equity
- Boost local (community) economy

**Outcomes:**
Less drain on community resources. More people available to contribute to the community. Improvement in economic, social, educational and health outcomes.