The 'Newlands Model' of Community Governance

v1.2

		Mandate	Vision	Governance	Accountability	Consultation
Current Situation	**Central government**	General election, majority in the house	Policy	Ministers appoint HODs and CEs	Opposition parties, media, Auditor General, Ombudsmen, elections	Formal consultation processes, direct access to Members of Parliament
	Local government	Local body election	LTCCP, Annual Plan	Mayor appoints CEO (voted by Council)	Auditor General, Ombudsmen, elections	Annual and long-term consultation processes, RMA, direct access to Councillors
	Charity	Public donations, philanthropy	Brand, vision, projects	Board of Governors appoints CEO	Board of Governors, public reputation, Charities Commission	Input from donors, volunteers and clientele
	Residents' association	Not required	Often not present or not visible	Traditional committee structure	AGM, annual return to Companies Office	Not required and often not effectively sought
Newlands Model	***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'	In creases public confidence in the association, boosting trust in the information it releases	Increased public participation by local residents	Increased levels of social capital
		Mandate	**Vision**	**Governance**	**Accountability**	**Consultation**
Outcome	**Residents' Association**	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

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MATURITY LEVELS

v1.2

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

MATURITY LEVEL ONE (UNSOPHISTICATED)

		Awareness	**Analysis**	**Decisions**	**Commitment**	**Development**
Newlands Model	**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

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Characteristics of Resilience

	Definition	Methods to Achieve	Outcomes
Social Capital:	Shared norms or values that promote social co-operation, realised in actual social relationships	Build networks in the community	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.
		Develop methods to exchange favours	
		Promote the importance of helping others	
		Build connections between local groups	
Community Competence:	Risk awareness and the ability to problem-solve cohesively and innovatively	Train people for specific skills or tasks	Residents gain useful skills. Increased community activity. Boost to local services. Increased innovation.
		Public/adult education programmes	
		Events and activities	
		Community-run projects	
Information Flow:	The development of credible and useful means of communicating that operate in the face of unknowns	Build networks in the community	Less confusion and uncertainty when adversity strikes. Greater levels of confidence in the community.
		Develop methods to improve information flow	
		Create distributive networks	
		Develop credibility amongst residents	
Equity:	When the ratio of a person's inputs to their outcomes is equivalent to those around them	Understand the state of the community's equity	Less drain on community resources. More people available to contribute to the community. Improvement in economic, social, educational and health outcomes.
		Identify those most at risk	
		Develop methodologies to foster equity	
		Boost local (community) economy	

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