NOTES FOR SHARING: COMMUNITY BOARD CONFERENCE 2019

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Our dinner speaker, Mary Bourke, shared with us the A-Z of local body politics and so I take from her the inspiration to be challenging.

Last weekend I was helping run a Youth Mission Lab for the National Science Challenge. 50 young people from around the country coming together for the weekend to develop a picture of the future NZ that they want to inherit and the science and technology research that we need to do to enable it.

That initiative didn't just happen. It came from the National Science Challenge having it pointed out to them that when they ran their industry and stakeholder engagement workshops to inform their research focus, only 3 of the total group of 60 were under 35 years old - and yet the science research they are planning is so future focused that it will not have any applicability for 10-20 years. And so a key stakeholder in the future of that research wasn't in the room. And so we changed that.

And so it is awesome to see that here at the Community Boards Conference 2019 we are making it a priority to have the conversation about youth engagement and youth voice. But it's one thing to talk about it. It's quite another to actually make sure that they are in the room. And looked after. And that they are not having to breathe through their noses.

From the Youth Mission Lab last weekend I learned that our generation have cross-cutting values/ ethical bottom lines that we think should always exist, regardless of whether it is decision-making bodies, policy development, science research, or business. These cross cutting values, or ethical bottom-lines are:

- Environmental sustainability + Circular economy
- Equality
- Ethical design
- Community

And if we pick up on that last one, what Community really meant to these young leaders when you boil it down was having **Relationships with people and with place.** And I think this speaks to the essence of what community has always been about.

When Maori introduce themselves, they speak of their maunga, awa, whenua, tupuna, kainga, hapu and iwi. As part of the richness of our Maori culture, we introduce ourselves **by** our relationships to people and place. On my dads side, amongst the English, Scottish and Norwegian heritage, my pepeha also references the unbroken chain of 22 generations of Maori ancestors stretching back to their arrival to Aotearoa 1000 years ago. This pepeha acknowledges the lands, mountains, rivers and oceans that have nurtured our peoples for generations, and speaks of tribal houses and the family groups into which my connections reach.

And by evoking the spirit of my place, my people, and my community, I am able to stand here and say that myself and my tribe, my mountains, my rivers and all of my ancestors acknowledge you and all of your relationships. We acknowledge the rivers that watered you and the lands that sustained you. We acknowledge the people and communities that raised you, and the ancestors that you descend from. From one community to another.

Being brought up in the rural Far North, that is where my sense of community developed. Quite a contrast to the 12 years of living in the city and spending a lot of time abroad - where I've noticed a different sense of community.

And so the experience of what community means and what it looks like has been changing constantly over the past 22 generations since Maori first arrived in NZ.

According to one of our elders from the Hokianga, Manuka Henare, traditional Māori villages formed the basis of the Maori community. They were called kainga and used to consist usually of 10-20 dwellings which housed roughly 150 people. Each kainga was economically independent, self sustaining and politically and organisationally self-governing. They had regular interactions with the surrounding kainga, and together they made up the hapu or subtribe based on a shared identity and ancestry. The loose confederation of these hapu was referred to as an iwi. And that was the structural basis of traditional Maori communities.

And then our early settlors brought a different sense of community - in our rural areas and farming communities. Different structures were set up modelled off what they brought with them as the legacies of Europe. And then cities started to develop, which had their own version of community - with a growing number of Maori leaving their traditional kainga to head to the cities for work. Immigration, urbanisation, TVisation and modernisation have led us to a place where people in cities now don't know their neighbours but have 2,000 friends in their online community.

The concept of community has always been changing - the only difference is the pace of change has got exponentially faster. And that change is unevenly distributed. Life in places like the far North and rural east Coast will likely change far less than life for those living in our cities.

When Mary read out her list last night of the A-Z of community boards and local body politics, you'd be forgiven for thinking that nothing changes, but ladies and gentlemen, you would be mistaken to think this same conclusion applies to the world around us.

We are in the time of the most rapid change in the history of humanity.

And so I'd like us to investigate three ideas together this morning:

They are:

4) **The trends shaping our world and therefore our communities**
5) **What I think it takes to grow community economic development and community enterprises**
6) **How to inspire the next wave of community leadership**

If we consider the trends shaping the world, not only are our relationships with people and with places changing, but the people and the places are changing too.

Our population is aging and also it is browning.

- By 2040 more than ¼ of our communities will be over 65.
  - We are just a little ahead of that trend here today, but NZ is catching up.
- For our local councils, this aging population will likely mean a decrease in the proportion of working aged people over time, which of course could play havoc with the current reliance on rates to fund local services and facilities, and replace infrastructure.
- By 2040 it is also projected that more than 50% of our NZ population will be of Maori, Pasific and Asian heritage.
- Households are getting smaller as people are marrying later, having kids later, and having less of them.

- It is also likely that inequality will continue to become more pronounced - income, job security, access to technology and access to services.

Who of you in the room are parents or grandparents to kids or teenagers? Have you noticed that they have this incessant fixation, and in some cases addiction of being glued to their screens?

Well I have bad news for you.. This is only going to get worse.

Technology is going to get even more pervasive. No longer will it just be carried around in our pockets - it will be all around us and inside everything - in every part of our homes, cars, clothes, jewellery, medical devices, public services and even inside our bodies. Everything will be connected to the internet of things and communicate with us in real time.

- In 2017 we had about 10 billion internet connected devices.
- By 2027 that will be about 50 billion.
- By 2037 we will have one trillion internet connected devices as technology is built into almost every aspect of our lives.

Now if we take the positive side of this, local councils will be able to draw on a combination of sensor technology and artificial intelligence to get real time data about their infrastructure, systems and services from which to make more effective decisions and allocate resources.

- We will know which community facilities actually get used, why, who by, and when, and more importantly, which are worth expanding.
- Technology communication platforms also theoretically gives us this huge ability to democratise decision-making, resource allocation and feedback.

Technology is indeed the only thing that has helped humanity progress forward, but it has come at a huge cost to the world, because through human exploit, our places will change too:

- Climate change is no longer in doubt. We will continue to bring more extreme weather events
- It's kind of baffling but we will have more floods **a**nd droughts due to all the bushland we have cleared for agriculture and how that is causing rivers to now be fed by runoff rather than natural springs. For the first time the springs on our farm up north are drying up.
- Our obsession with burning fossil fuels, as well as our insatiable desire to eat meat, and the pollution from our cities and plastic waste will continue to significantly pollute our freshwater ways and our oceans.
- Methane levels will continue to increase through the growth of landfills and there will be mass species extinction and the interruption to natural ecosystems.

These trends are not just predictions, they have already started, The effects of them will just become more pronounced.

And the only way that I can see us restoring some form of balance with the world is through a mass change of our mindset and consciousness. And that change is happening in pockets, especially amongst the younger generation.

- According to Deloitte's Millennials survey, 86% of millennials think companies are too focused on profit
- And almost half of millennials believe the purpose of business is to be a force to achieve social and environmental impact
- Bring on the consumer shift towards viewing social impact as a given - as part of a 'social license to operate' for businesses. I think it is something all businesses in our community should have to earn and demonstrate.

And this mindset shift has never been more important - because we are up against corporates and we are up against industries. And they have a strong immune system to change. To overcome it we will have to reshape our whole paradigm around consumption, stewardship and most importantly growth.

Currently we are subject to an economic growth paradigm where we convert nature into products, and turn relationships into paid services at an insatiable rate. We are taught that this is the path to follow. Economic growth is good. Growth is praised. Growth is rewarded. But with that mindset, we risk becoming "so rich in quantifiable goods and services but so poor in genuine relationships that we end up living in a hell dressed up as a paradise".

So each of our communities needs to hold corporates to the expectation that they prioritise our people and our planet alongside their profits. They are operating in all of our communities and many times they are sucking the lifeblood out of them.

Corporate businesses still think they can play the short term profit game - but they can't. That was a 20th century game, a 20th century strategy and a 20th century story that no longer serves us.

The game we need to be playing now is the game of saving our planet - so we can save ourselves.

- And so I take massive inspiration from community enterprises that are doing this. The ones that have a socially beneficial and environmentally considerate approach to doing business. They may be too humble for self promotion. They may not have the marketing budgets for it. But they are authentic.
- And this approach is actually something innate in Maori enterprises - particularly in iwi organisations and Maori land trusts and incorporations that operate as part of the socioeconomic fabric within all of our communities. They are owned by the families of our communities. They are our communities.
- You will have heard Wharehoka and Puna talking about this yesterday, reinforced by Sean with the Taranaki Mounga project example.

I wholeheartedly believe that if we want better social cohesion, better environmental stewardship, better local economic development and more resilient communities, then we should help out the community enterprises that are prioritising community and environmental outcomes alongside profit. We should support locally owned businesses, social enterprises and Maori community enterprises.

Buy from them, procure from them, partner with them, support them to grow. Hear their concerns and limitations and help advocate for change to enable them.

They are your long term ally in the bid to make your community resilient, and sustainable and thriving.

We are blessed to have them.

- And what is exciting is the great opportunity that is in front of us for Maori enterprises to become significant contributors to New Zealand's economy.
- As I go around the country working with Maori enterprises in our different communities I am seeing an ambition to become increasing sophisticated, and that journey is being accelerated by having more Maori who are experienced in governance and management, business, science, technology, diplomacy and international marketing.
  - In 20 years time, it is highly likely that a number of Maori community enterprises will have moved beyond just being landowners and commodity providers of logs, meat, fish, milk and honey, to creating high value products, providing cutting edge tourism experiences, and being providers of quality social services using data to measure their social impact.
  - Cultural competency, social mission and data make for a formidable combination.

So ladies and gentlemen, there is a glimpse into the future. That is the context we are working with.

And that will set the scene for the future of our country and our communities.

So given this time of change, what are some of the things that we can do as community boards to lead into the future?

Let's start with some of the obvious stuff:

- As a community board, we can help ensure that our community is aware of these trends and how they will affect local change
- We can ask who's voice we aren't hearing in our community and test different ways to involve it
- Advocate for rules and policies that reinforce the positive ethics and moral bottom lines of our whole community because our voice carries the morality of our community members into decision making spaces
- Support and incentivise collective impact initiatives to ensure that more joined up solutions and effective collaborations are happening
- Stimulate local social enterprise, Maori enterprise, community owned enterprise and innovation
- And help inspire and develop the next generation of community leadership

And let's explore the last two in a bit more detail:

Here are three ideas of how you can stimulate local social enterprise, Maori enterprise, community owned enterprise and innovation.

4) Treat them as allies in creating stronger communities rather than as competition.
   a) Sit down with them, find out what their priorities are, who their community stakeholders are and what support they need.
5) Help them to bring in outside funding into the community to put towards achieving community outcomes.
   a) If having your support on a funding application is going to give them a higher chance of getting funding, that may be all it takes.
6) And even more powerfully, help them in their quest to become financially self-sustaining.
   a) Becoming self sustaining is perhaps the greatest quest and most elusive task of a social enterprise in an ever changing commercial landscape.
   b) One way is to consider social procurement to contract their services
   c) This is where you build into procurement the outcomes that matter to your community - the things that you want businesses to demonstrate - things like employment and training of young people, using a supply chain of locally owned businesses, providing office space for small community groups.
   d) Councils procure a lot of services.
   e) Social procurement is one way to tip the scales in favour of local social enterprises who are quietly achieving community outcomes as well as providing a great service.
   f) And even if they don't win the procurement tenders, the process of seeking greater social outcomes will demand more from everyone who is serious about getting your contracts.

And how can we as community boards inspire and develop the next generation of community leadership?

Three years ago, our organisation, Te Whare Hukahuka had run governance training for more than 80 Maori community organisations, and had heard a lot about their aspirations for succession planning, but we weren't seeing much actually happening. And so we decided to lead that change, and created a

governance and leadership programme for emerging Maori leaders.

The programme has now trained 140 young Maori, they now sit on more than 130 governance and advisory boards throughout our communities.

Here are ten learnings from that experience that I think are useful to your community boards.

6. Build capability. We can't expect young people to just know all of the things that you know - the strategies, the processes, the jargon, the people, the organisations, the difference between governance and management, the right questions to ask. All of these things need to be taught.
   a. Teach young people about the history of their place.
   b. Teach them about how council can be an avenue for change

7. And alongside teaching them, enable them
   a. When given the capability, confidence, networks and a safe environment, we know from seeing these young people in action that they can be effective leaders - that they can contribute as much as anyone else to decision-making boards, and bring a whole new perspective and network of relationships along with them.
      i. Just look at Tania Tapsell, look at Sarah, look at Ryan, look at Te Takinga

8. Remember that you often control the door.
   a. So create pathways for young people into advisory and decision-making spaces.
      i. This afternoon Noa will share one example of that done well with the Mayors Taskforce for Jobs
   b. Coordinate opportunities and roles across your local organisations for young people to start practicing their skills and learning on the job
   c. And after a bit of getting to know one another, why not give them a project to lead that is light on bureaucracy and heavy on what is important to them.
   d. Go one step further and treat them as your innovation unit. Enable their ideas rather than shut them down. Innovation often occurs by those willing to challenge the status quo and not accept the limitations of others. As Mary mentioned last night, let us have the humility to seek out innovation and support it to thrive. Young people are natural innovators.

9. And finally, expand your mindset.
   a. Don't assume that young people aren't thinking about the future or aren't wanting to be involved
   b. Don't half ass it, and create tokenistic roles or positions where young people feel unsafe, unsupported or are all alone as the sole youth voice
   c. Don't fall into the 'Us and them' trap where you feel that their thoughts are irreconcilable with your own, or that your role is in jeopardy if you bring young people the fold. It's not about you OR young people. It is about both. It's about the community. And you including them will be amongst your greatest legacy.
   d. Don't think that building a 'youth space' is going to cut it. I don't hang out in youth spaces, I hang out in board rooms. That's where I want to be making change, and the same goes for some other young people.

10. And help them connect with their community.
      i. Give them a voice at community gatherings
      ii. And enable them to strengthen their voice by engaging in in-person meetups with other youth so that together they can become more engaged citizens.

We are in a time of massive change. We are at a moment in time where leadership truly matters.

We have work to do. Let's do it together.