



HAMMOND  
ROBERTSON

# NEWSLETTER

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## Consultation or 'Insultation'?

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Firstly, I'd like to thank Nelson Mayor Rachel Reese and her council for the opportunity to be the City's Acting CEO in 2017. It is a wonderful place and staff team. A special time.

### Hammond Robertson Launches "The Partner Journey"

#### **Why are so many communities at odds with their councils? We can reverse this trend.**

There is a real and growing disconnect between councils and communities. Almost every person who works in local government recognises this to be true on the basis of their own experiences. Let me share one of mine.

In 2017 as acting chief executive of Nelson City Council, a project came up for committee resolution for a new cycleway through the suburb of Tahunanui. Council had extensively consulted with the community two or three years prior. Staff then came up with a cycleway route which looked like it would work and which was totally rejected by the community. The members of the community filled the public gallery when the Infrastructure Committee met to confirm the route, to voice their displeasure at what the council was about to choose.

I was called on for a solution at the meeting and announced that we could take a co-design approach

with the community. Like many other communities around New Zealand, the Tahunanui community goalposts had moved. They expected to be treated as a partner in the co-design of its community infrastructure. In another memorable incident, a member of the public recently told me, "This council thinks it's consultation. It's not; it's 'insultation'".

The key message which leaps out from all of this is that communities now want to be treated as partners, not as yet another set of people to be consulted.

In response to this we've created "The Partner Journey" to bridge this gap and help communities and councils partner together for the benefit of all. You can read about this programme for councils on my website: <http://www.hammondrobertson.co.nz/services/community-governance-structures>. But essentially we think that closing the gap between a council and a community involves:

- A partnership charter to express how Council will relate to communities and drive culture change – can be done with stakeholders
- Review of consultation capabilities
- Review of all the annual project list for the consultation needed in each project
- Review of the stakeholder and partner approach
- Development of the right community governance model: Business Improvement Districts, Advisory Boards, Community Boards

Hammond Robertson also offers its skills to communities which are seeking to become partners with their local councils. Inspired by our mentor Peter Kenyon's ABCD model, we have developed a unique approach to help communities develop prioritised community plans, plan sustainable community tourism, put in place the right models of community governance to promote resilience and economic health, and inspire communities through workshops designed to unlock their innate potential.

We are especially excited about the Organisation Partnership Charters which we offer. Done through council workshopping, these represent a unilateral promise on the part of an organisation (governance and staff) to commit to a culture of seeing communities as partners.

## Tourism Destination Management

**How can we give our communities the best shot at reaping the full benefits of tourism?**

Communities need economic security – jobs and cash inflow. Tourism, New Zealand's largest export, is the economic activity most readily able to supply those needs. Most communities already tap into the tourism market to some extent. Often, it's piecemeal.

Tourism Destination Management is the process of planning and prioritising a community's infrastructure, management of visitor pressures such as freedom camping, and marketing, branding and information needs into a cohesive district-wide strategy. Hammond Robertson firmly believes that every community should have a tourism destination management priorities plan. Recently I have completed two such plans for two very different councils, in Australia and New Zealand.

**Horowhenua District Council** is located about an hour's drive up the coast from Wellington. Tourism makes up only 2.4% of the district's economy. It is under-performing and previous tourism bodies have failed this area in my view. I was contacted to assist Horowhenua District Council with identifying priorities and opportunities in its tourism industry. Using HRL's unique Site Assessment methodology, I was able to quantify these, allowing the council to set realistic goals for the growth of its tourism industry. One big factor which came out of the whole process is that investment in this area has to deliver for both residents

**NEW!!**

### Community Advisory Board Model

Community Boards in New Zealand are a very important part of community governance, but they are not the sole option available. Communities which currently lack community boards may benefit from implementing HRL's new 'Community Advisory Board' model instead.

David is an expert in community governance, well known for the development of community boards. However he has created a unique 'Community Advisory Boards' model based around the purpose of achieving the key priorities in the community expressed in a prioritised Community Plan. The Community Advisory Board model has immense power to energise communities. After the Community Plan has been developed, a Community Advisory Board is appointed to implement the plan. They operate under an agreed Board Charter of a unique format developed by HRL.



*Community Planning in Waratah, Tasmania*

The Boards are formed of highly-community-qualified members with good track records of team work and community involvement. The Board's funding may come from council, fundraising, other means, or any combination of these. This is all locked in by the unique Board Charter.

The very first Community Advisory Board is being set up with HRL assistance in Waratah, Tasmania. Elected members visiting the town said recently, "We have never seen the town so positive." Contact David today about the suitability of Community Advisory Boards for your area!

and tourists. Horowhenua will work through what the roles are of council, industry, operators and promotions groups are in a cohesive way.

**Waratah-Wynyard council** is a small council in northwest Tasmania. The small town of Waratah is part of this municipality. Mining industry decline means that Waratah is struggling, in an area which possesses amazing landscapes, a large waterfall right in the centre of town, and snow in the winter. By rights, the town should be on every Tasmanian tourist's list. I was contracted in to help this struggling community develop its tourism priorities. After extensive workshopping with Waratah's inhabitants, Council, and tourism industry, priorities for Waratah's tourism growth were developed by the community. HRL takes a very 'down-to-earth' approach with tourism to bring the community and industry together along on a journey.

DESIRED OUTCOME 1 - LEADERSHIP		DESIRED OUTCOME 2 - PROMOTIONS		DESIRED OUTCOME 3 - ANCHORS	
<b>Industry lead the development of their sector with council's role being a support and aligning priorities and funding.</b>	<ul style="list-style-type: none"> <li>Horowhenua Tourism Board established July 2016</li> <li>Local industry leaders, tourism operators and associations to increase their capability in the industry and advocate for their needs.</li> </ul>	<ul style="list-style-type: none"> <li>Horowhenua Tourism Board established July 2016</li> <li>Local industry leaders, tourism operators and associations to increase their capability in the industry and advocate for their needs.</li> </ul>	<ul style="list-style-type: none"> <li>Horowhenua Tourism Board established July 2016</li> <li>Local industry leaders, tourism operators and associations to increase their capability in the industry and advocate for their needs.</li> </ul>	<ul style="list-style-type: none"> <li>Horowhenua Tourism Board established July 2016</li> <li>Local industry leaders, tourism operators and associations to increase their capability in the industry and advocate for their needs.</li> </ul>	<ul style="list-style-type: none"> <li>Horowhenua Tourism Board established July 2016</li> <li>Local industry leaders, tourism operators and associations to increase their capability in the industry and advocate for their needs.</li> </ul>

*The A3-sized Strategic Plan developed for Horowhenua District by Hammond Robertson*

## Community Boards Survey 2018

**What do our community boards do well? And what is it that our community boards need in order to perform even better?**

I spoke at the Community Boards Conference in Methven last year about the need for Community Boards to take the lead in community planning and prioritisation. In 2007-8, Mary Richardson carried out the first survey of community boards in over a decade, which investigated the powers community boards had been delegated. However, with the rapidly changing local government environment in New Zealand, Hammond Robertson felt it was time to produce a new

Community Boards Survey 2018, to determine the strengths, weaknesses, powers and opportunities of community boards in New Zealand. The survey was endorsed by Mick Lester, Chair of the Community Boards Executive Committee (CBEC), who stated, "David Hammond is a strong supporter of community boards who has spoken at our Community Boards Conference on the opportunity for Boards in New Zealand to take part in community planning. I am excited to see the outcome of this survey of community boards and ask you to complete the survey. I am looking forward to reading the results, which will all be made publicly available for no charge, and to hearing David speak about them at the next Community Boards Conference."



*Mick Lester, Chairman of the Community Boards Executive Committee*

Our survey has been guided by Richardson's earlier survey, and includes many of the exact same questions, so when published it will provide a sense of where community boards are trending. However, it also includes many entirely new questions aimed at quantifying elements which have not been investigated before, such as perceptions of community boards' effectiveness. The results of this survey are expected in the month following the closing of the survey to new responses on 9 February. Hammond Robertson thanks Mick Lester and Dr Mike Reid of LGNZ for their valuable support in producing and disseminating this survey.

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