7.   CITIES OF TOMORROW - INTERNATIONAL NETWORK FOR BETTER LOCAL GOVERNMENT

Officer responsible	Author
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Corporate Plan Output: Children's Strategy	

The purpose of this report is to update the Community Services Committee on the status of the Bertelsmann Cities of Tomorrow current project.

BACKGROUND

For many years the Bertelsmann Foundation has been carrying out projects for the reform of local government. For the awarding of the 1993 Carl Bertelsmann Prize for 'Democracy and Efficiency in Local Government', it looked worldwide for successful reform approaches in local governments. Ten cities with high reform profiles were nominated; Phoenix, USA and Christchurch, New Zealand were voted the world's best-managed local governments.

1.   **Objectives of the International Network 'Cities of Tomorrow'**

The international network 'Cities of Tomorrow' was founded by the Bertelsmann Foundation in 1995. Besides the Bertelsmann Foundation as the central steering unit, its members are the ten cities and districts in Europe, the USA, Canada, New Zealand, and Japan that were nominated for the Carl Bertelsmann Prize of 1993. These cities are among the world's most efficient local governments. The goals of the network are the international exchange of experiences, transfer of know-how and mutual learning.

Since its beginnings 'New Public Management' has become a global movement. Hence, the cities of the 'International Network for Better Local Government' see themselves as national and international mediators and multipliers in the reform process in local governments. The strictly practice-oriented work of the network makes it particularly appealing and useful for the participants.

2.   **Methods**

The network cities contribute their own achievements and know-how from leading local associations, business consultants as well as from other well-managed cities of their nations to the work of the international network. At the beginning of a three-year work cycle, they, together with the Bertelsmann Foundation, decide what topics will

be dealt with. For these topics, working groups are formed with members from each city to compile successful examples of reform from all over the world and discuss their research within the entire network. Practitioners jointly draw up innovative solutions for practitioners. The foundation is responsible for publishing their results, initiating working discussions, holding conferences and advising the network members in the working groups.

3.   **Topics**

The topics of the first work cycle were: Quality Management, Strategic Planning, Alternative Service Delivery Strategies, Staff Development, Citizen Participation and Competition. During the second work cycle, the network dealt with the following topics: Change Management – Building Trust in Local Government, Strategic Information Management, Multiethnic Society and Local Government and Local Economic Development.

The current work cycle that will run from 1998 to 2000 is concentrating on improving the living conditions of children, teenagers and senior citizens in the city and on local government employment promotion (see diagram below). The common focus of the work is the aspect of 'strategic management'; strategic control of a local government was recognised as a key factor for successful city management. The goal is to examine the success factors for strategic management with the city council as 'guarantor' and 'smart networker'. These success factors will be studied based on examples of three topics cited.

In order to achieve maximum benefits from this cycle of work, Christchurch has extended its learning opportunities through involving Jonathan Fletcher, Director of Policy in the 'Active Cities – Active Senior Citizens Project' cluster. Christchurch Development Corporation have also established contacts with the Employment cluster. Most cities involved in the Network have included their Mayor and City Manager in this cycle of work in order to further strengthen the commitment to improving aspects of strategic management. Lyn Campbell, Children's Advocate co-ordinates the Children and Youth cluster.

Three clusters and a facilitating team constitute the current structure of the network.

International Network : Cities of Tomorrow   Facilitating Team - Dirk Mirow
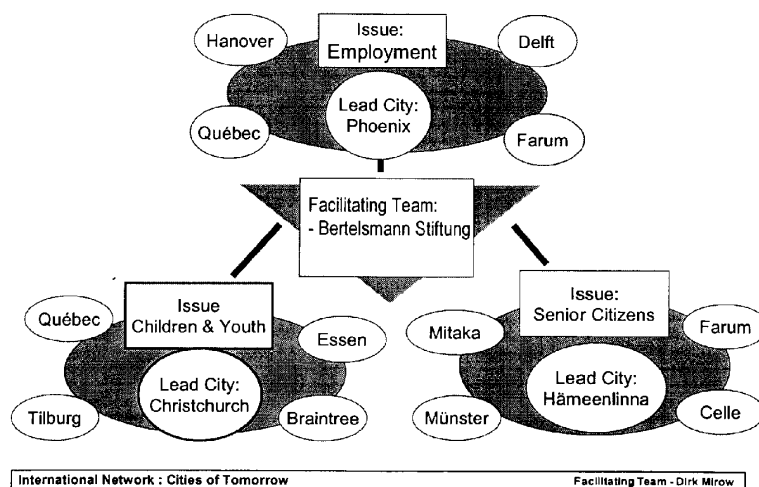
The Children and Youth Cluster comprises of :
Christchurch - New Zealand (Lead city)
Coordinators: Jonathan Fletcher – Director of Policy
                  Lyn Campbell – Children's Advocate
Braintree – United Kingdom
Essen - Germany
Québec - Canada
Tilburg – The Netherlands

4.   **Summary – Children and Youth Project**

Building our city into a good place for children and youth:

The object of this project is to improve the position of children and young people (up to school leaving age) in our community by:

(a)   establishing a regional network of people with a strong passionate interest in promoting the interests of children and young people;
(b)   establishing regional networks around each of the participating Bertelsmann cities;
(c)   developing a world wide web site as the entry to a database of case studies of good practice and innovation in meeting the needs of children and young people at community level;
(d)   facilitating exchanges of learning points between the participating Bertelsmann cities;
(e)   by means of the project, raise the profile of children and young people and their needs and concerns in the community;

(f)   develop the project with extensive community involvement including significant input from young peoples themselves.

An important aspect of the project is to involve children and young people in the process.

Parallel to these aims we want to take the opportunity to experiment with new ways of developing and implementing effective policies and projects.

Traditional management	Strategic management
Compartmentalised and separated efforts	integrated, synergetic ways of organising
supply driven	demand driven
mainly internal orientation	shift to external focus
functional	interdisciplinary
expertise	skills
acting on its own	networking, partnerships
public	public, private and voluntary

It is our aim that the cluster as a whole and the participating cities individually are in the position to show the following results at the conference in Tilburg (Autumn 2000):

(a)   a brief comparison of relevant key facts of the participating cities;
(b)   an analysis of the current situation of the external opportunities and threats as well as the internal strength and weaknesses with regard to the policy on children and youth in each city;
(c)   a world wide accessible website with innovative projects and good practice collected in each regional network of cities and countries;
(d)   at least five innovative projects which have been implemented by the participating cities and an overview of the success factors of these projects (both in terms of impact on children and youth, and experiences with strategic management;
(e)   effective means to communicate and distribute the results and lessons learnt from the cluster work.

To date
All cities have:
• completed SWOT analysis and mapping exercise
• identified and prioritised key strategic management issues
• provided examples of best practice for casebank
• outlined a project to be implemented at local level, as a 'tool' for strategic management and achieving objectives

- begun establishment of local networks and partnerships
- evaluated 'added value' component of this Bertelsmann round of work, to their individual situations in local Government.

In addition Christchurch as lead city has:
- set up draft website. http://www.ccc.govt.nz/CitiesOfTomorrow
- established funding policy
- appointed administrative assistant
- begun compilation of best practice models for consultation with children and young people
- monitored progress and direction of cluster.
- worked with Bertelsmann Facilitation team to assist in development of Network.

5.   **Christchurch Project**

Name of Project: Strengthening Communities – Y7-10 (Children aged 10 -13)

This project fall under the following themes:

☒   Physical Environment
☒   Recreation, Play and Leisure
☒   Equitable access
☒   Building community
☒   Children as resources
☒   Health
☒   Education
☒   Support for Families/parents
☒   Children/Young people and the UN Convention
☒   Access for young people to transport
☒   Crime and Safety
☒   Seeking Community Views of Children ie Children
        as Resources
☒   Involving Community

(a)   **Description of present situation**
- Research reveals a gap in provision of services for children aged 10 -13.
- Localised mapping/research projects currently underway in several ward areas.
- Strengthening Communities initiative is ideal for heightening awareness of need to address specific issues which are peculiar to this age group.

- Strategy for Children and Children's Policies. Excellent networks in both metropolitan and in local ward areas.
- Opportunity to build on good existing relationships with schools, police, government and non government organisations and community groups to focus on this particular group.
- Commitment to strategic management.

(b) **Focus of Strategic Management**
- Engaging local Community Boards and their communities in both formulation and implementation of strategies of Y7-10 children (10 - 13 yr. olds)
- Community development involving a collaborative and consultative approach
- Identifying influencing factors
- Identifying community needs and finding local solutions
- Smart networking/partnerships
- Integrated, synergetic planning
- Best practice models to ensure responsible use of funding.
- Action plans to implement programmes and projects to meet local needs of children in 10-13 years age group.

CONCLUSION

Christchurch is in a unique position to both lead and learn through involvement in this Bertelsmann three year cycle.

The website has great potential for exchange of information and sharing progress in implementation of strategic management practices. In February 2000, the Bertelsmann Children and Youth cluster will meet in Christchurch. This will further enhance opportunities for exchanges of ideas on best practice and to raise the profile of Christchurch with the international network and beyond.

Community Services Committee will continue to be updated as the cycle of work continues.

Recommendation: That the information be received.

Chairman's
Recommendation: That the information be received and the opportunity for the positive projection of Christchurch through media coverage be explored in relation to the proposed Bertelsmann children and youth cluster visit in February 2000.