



Presentation to 'Auckland's governance reforms' conference

Wellington, 29 April 2009

# An international perspective on implications of the Auckland reforms for New Zealand

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# An international perspective on metropolitan governance

The presentation is in four parts:

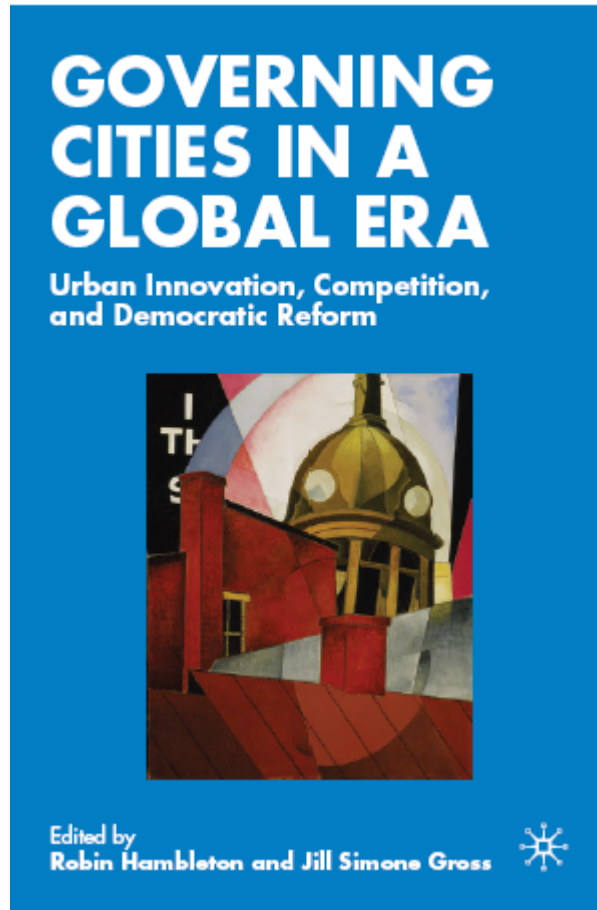
- Orientation - our globalising world
- Metropolitan governance - the big picture
- Auckland governance - reform proposals
- Beyond structures - innovation, leadership and community empowerment



# 1. Orientation - our globalizing world

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# Governing cities in a global era



- The presentation draws on a new book
- Robin Hambleton and Jill Gross (eds) *Governing Cities in a Global Era*. Palgrave, 2007
- Has chapters covering experience in every continent

## Global challenges for locality leaders

- Massive economic restructuring of localities - city regions matter, big time
- Added challenges during an economic recession
- Social dynamism in multicultural communities but concerns about the 'downside of diversity'
- Climate change and unsustainable urban development
- Threats to democratic accountability and support for public purpose



## City/urban futures: options for 2020

Two extreme scenarios were presented at the City Futures International Conference in Chicago in 2004:

- A disaster scenario: the divided, unequal city with consumers living isolated lives in separate fortified enclaves
- An optimistic scenario: the vibrant, multi-cultural city generating economic prosperity and a good quality of life for all citizens

More information: [www.uic.edu/cuppa/cityfutures](http://www.uic.edu/cuppa/cityfutures)



## Why new civic leadership?

Political and managerial leadership is needed:

- To ensure we avoid the disaster scenario
- To anticipate future events
- To shift communities from reactive decision making to proactive policy making
- To encourage and support innovation

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## 2. Metropolitan governance - the big picture

A large, light blue, stylized graphic of three buildings of increasing height is positioned in the bottom right corner of the slide, partially overlapping the text.

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## Metropolitan diagnosis

- Institutional design not suited to modern challenges
- Historical development means power is fragmented
- Municipalities can be parochial and short term
- Absence of metropolitan leadership and strategic planning
- National economic performance linked to metropolitan success
- Need improvements in multi-level governance

## Metropolitan reform: the options

- Do nothing - this fails to acknowledge change
- Consolidation and amalgamation
- Two-tier metropolitan government
- Collaborative partnerships

## Evaluating metropolitan reforms: criteria

- Creating common identity and purpose
- Ensuring cost effectiveness and efficiency
- Securing transparency and accountability
- Building in responsiveness to different communities
- Enhancing civic leadership

### **3. Auckland governance - reform proposals**



## The Royal Commission - some highlights

- A remarkable study - 1800 pages, 169 recommendations
- A bold and forward-looking vision for Auckland
- A new, very large unitary authority - Auckland Council
- 23 councillors, including three Maori seats
- A directly elected mayor for Auckland
- A lower level of six local councils

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## The Government response

- Yes, to the vision for Auckland
- Yes, to Auckland Council
- No to separate seats for Maori on the council
- Yes, to the directly elected mayor
- No to the six local councils
- New proposal for 20 to 30 'local boards'

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## Reasons for an elected mayor

- Visibility and accountability
- Legitimacy to lead
- Authority to decide

The Auckland proposals are good on the first two points

But they fail on the third point

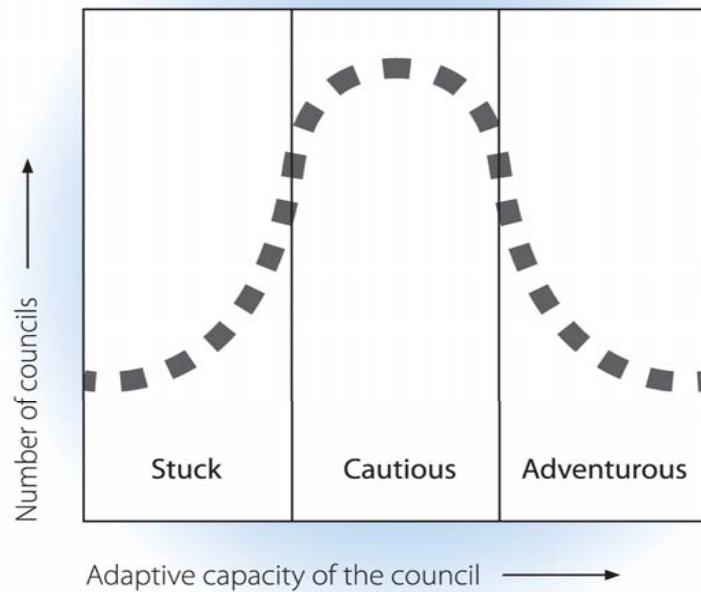
The elected mayor may turn out to be a ‘featherweight’ mayor

## **4. Beyond Auckland - innovation, civic leadership and community empowerment**

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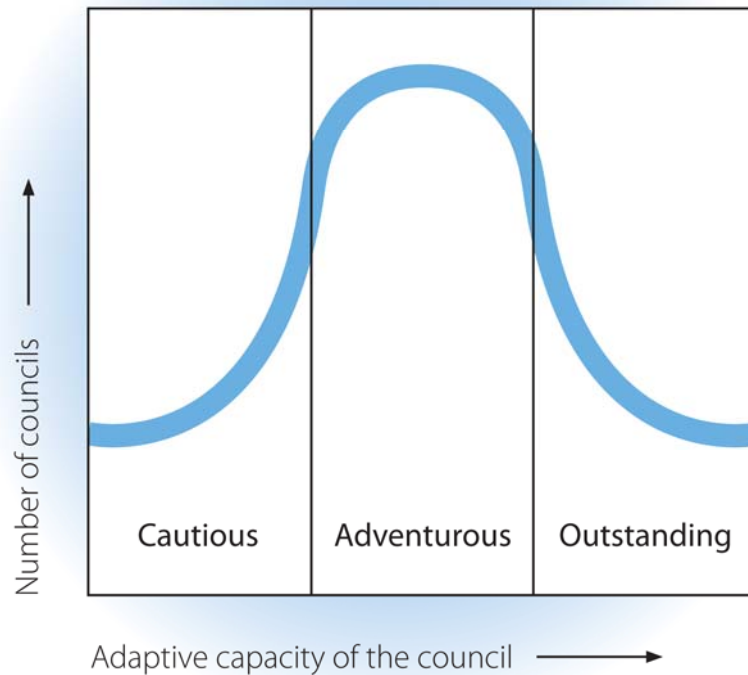
# Developing innovative capacity

## - the innovation curve 1998



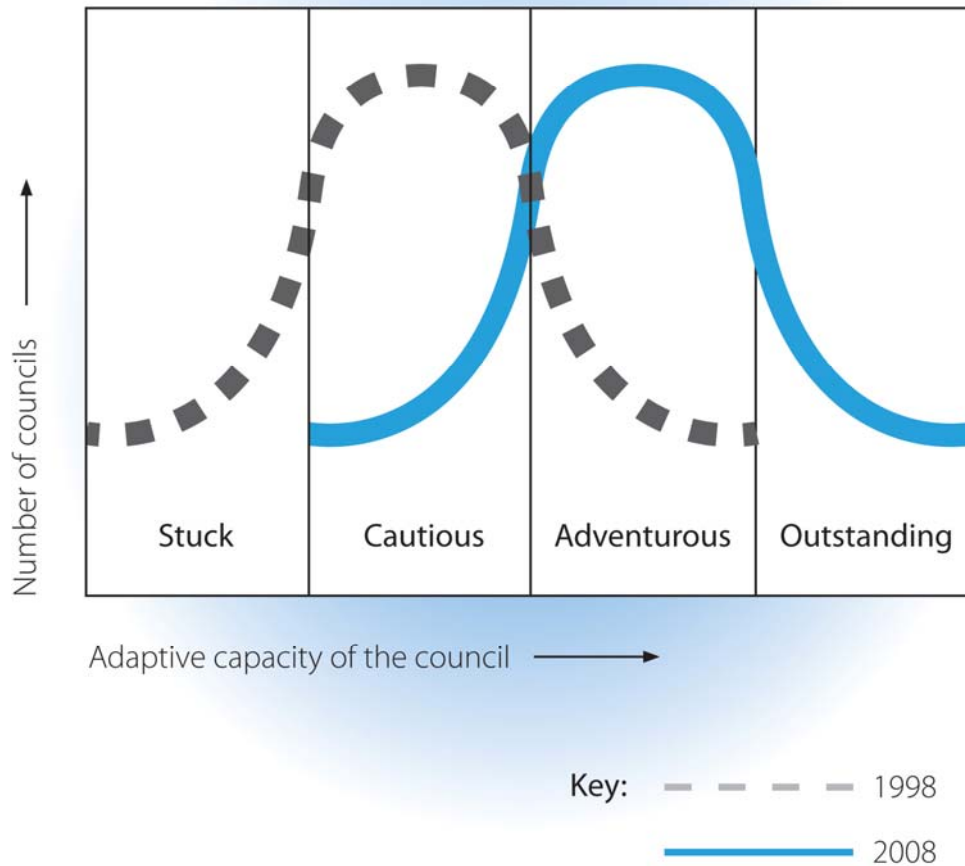
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# The innovation curve 2008



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# The innovation curve 1998-2008

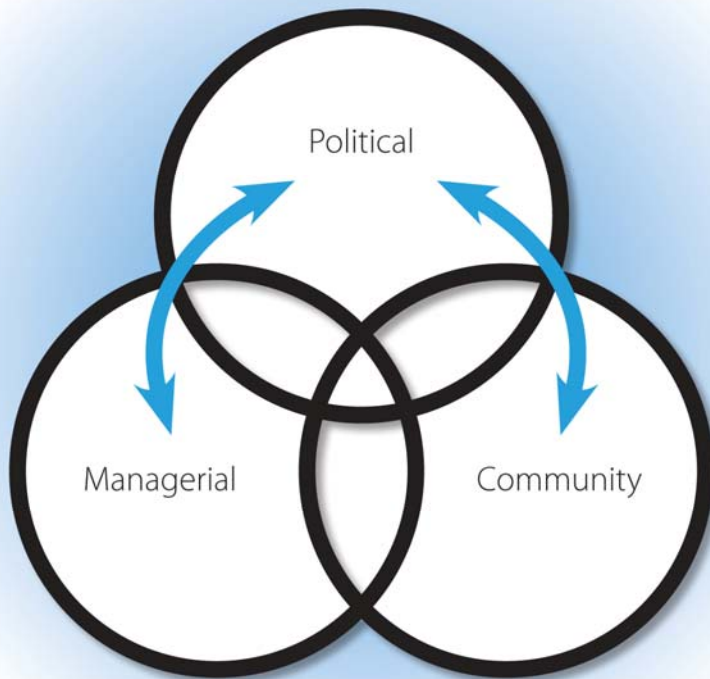


# Civic leadership - A conceptual framework



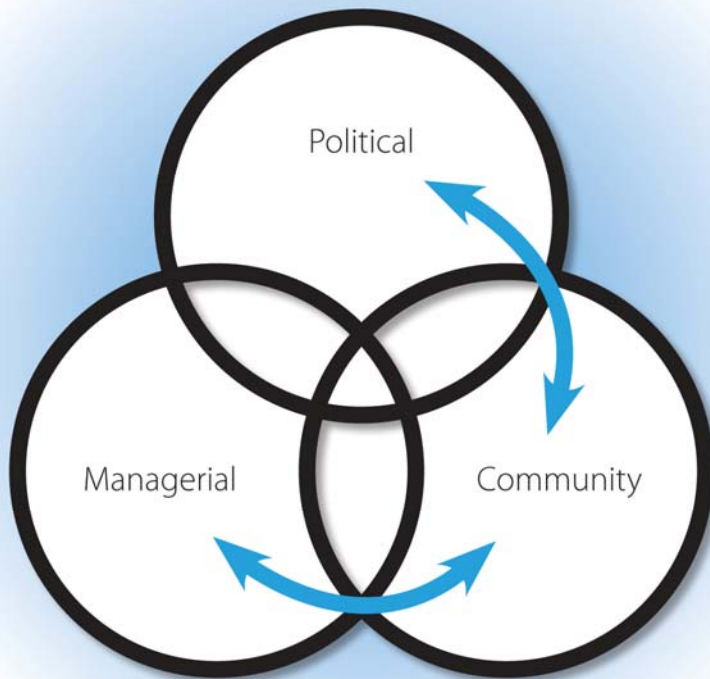
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# Politically inspired innovation



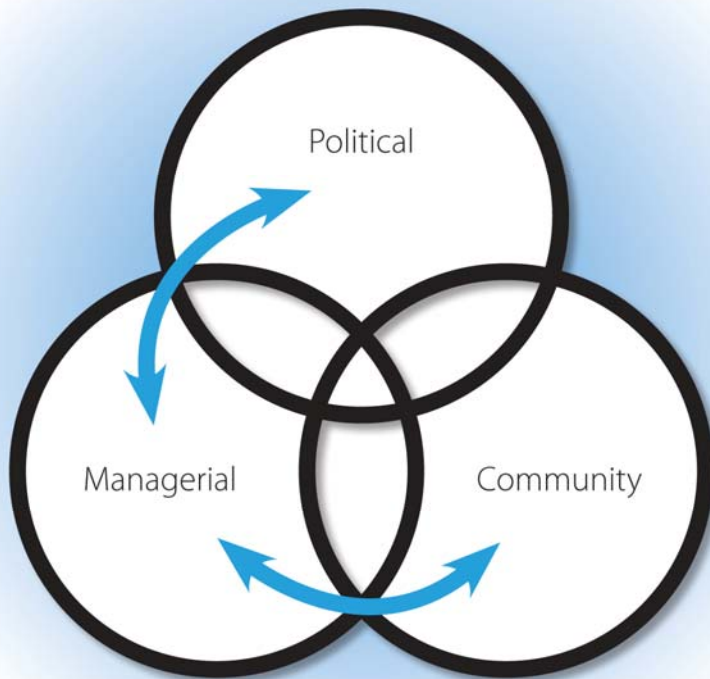
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# Community inspired innovation



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# Managerially inspired innovation



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## Building empowered communities

- Meeting the Prime Minister's challenge - 'community control of what matters in our neighbourhoods'
- Enhancing representative democracy
- Enhancing participatory democracy
- Combining the two eg through participatory budgeting

## Conclusions

- The Royal Commission has carried out a first class study
- The proposals are bold and forward-looking
- The Government has responded on 'high level' decisions - more work now happening on details
- The stakes are high for the whole of New Zealand
- The timeline for the creation of the new arrangements should be reviewed to allow for more thoughtful consideration of the best strategy for Auckland



**Thank you for your attention!**

More information on Urban Answers:

**[www.urbananswers.co.uk](http://www.urbananswers.co.uk)**

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