“Social Capital: How to Build It and Measure It”

Peter Kenyon
Director
Bank of IDEAS
(Initiatives for the Development of Enterprising Action and Strategies)
The Community Wellbeing Framework of Cornelia & Jan Flora
The Framework is made up of seven overlapping and related forms of capital -

- **Financial Capital** - the monetary assets and resources available for investment in a community.
- **Natural Capital** - the resources, amenities and assets available in the natural environment and ecosystems to support a community.
- **Built Capital** - the physical infrastructure that allows for various community activities.
- **Cultural Capital** - the traditions, ways of life and knowing, activities, arts, rituals and languages that support community values and identities.
- **Human Capital** - the skills, assets, knowledge, capabilities, connections and experiences of community members.
- **Political Capital** - the community’s ability to access and influence power and decisions.
- **Social Capital** - the networks and relationships, built on trust and reciprocity, connecting people within the community and connecting the community to other people and places.
“Social capital should be the pre-eminent and most valued form of any capital as it provides the basis on which we build a truly civil society. Without our social bases we cannot be fully human. Social capital is as vital as language for human society.”

(Eva Cox- Australian social commentator, ABC Boyer Lectures 1995)
Lyda Hanifan

State Supervisor of Rural Schools in West Virginia in a 1916 article gave us the first use and definition of the term “social capital”. He was advocating the importance of community involvement for successful rural schools and invoked the idea of ‘social capital’ to explain why.
‘Social capital is those tangible substances that count for most in the daily lives of people, namely good will, fellowship, sympathy, and social intercourse among the individuals and families who make up a social unit’.

(Lyda Judson Hanifan)
‘Social capital refers to the institutions, relationships and norms that shape the quality and quantity of a society’s social interactions …

Social capital is not just the sum of the institutions which underpin a society - it is the glue that holds them together’.

(The World Bank)
‘Social capital consists of the stock of active connections among people: the trust, mutual understanding and shared values and behaviours that bind the members of human networks and communities and make cooperative action possible’.

(Cohen and Prusak)
Robert Putnam
Beginning in 1970, Italians established a nationwide set of potentially powerful regional governments. They were virtually identical in form, but the social, economic, political, and cultural contexts in which they were implanted differed dramatically ranging from the pre-industrial to the post-industrial and from the inertly feudal to the frenetically modern. Some of the new governments proved to be dismal failures inefficient and corrupt. Others have been remarkably successful...

(Robert Putnam: Making Democracy Work: Civic Tradition in Modern Italy)
<table>
<thead>
<tr>
<th>PUTNAM'S CHALLENGE</th>
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<tbody>
<tr>
<td><strong>BEST REGION</strong></td>
<td></td>
<td><strong>WORST REGION</strong></td>
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<tr>
<td>1 day care centre for every 400 children</td>
<td>1 day care centre for every 12,560 children</td>
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<tr>
<td>1 family clinic for every 15,000 persons</td>
<td>1 family clinic for every 3,850,000 persons</td>
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<tr>
<td>Labour shortage</td>
<td>60% unemployed</td>
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‘These communities did not become civic because they were rich. The historical record strategy suggests precisely the opposite—they became rich because they were civic.’

(Robert Putnam)
'Voter turnout, newspaper readership, membership in church societies and football clubs - these were the hallmarks of a successful region. In fact, historical analysis suggested that these networks of organised reciprocity and civic solidarity far from being an epiphenomena of socioeconomic modernisation, were a pre condition for it.'

(Robert Putnam)
'Much hard evidence has accumulated that civic engagement and social connectedness are practical preconditions for better schools, safer streets and even healthier and longer lives'

(Robert Putnam)
‘The strongest predictor of crime rates is social capital and crime is lower in communities in which there is a high level of connectedness’
“The more people know each other’s first name, the lower the crime rate in the neighbourhood”.

(Robert Putnam)
Being Social and Involved is Good for Personal Health

‘Being involved with community groups and having strong social networks are as good for health as healthy food and exercise’.

(Department of Public Health, University of Flinders)
'Public health practitioners give much attention to screening, immunisation, lifestyle changes, or risk-factor modification .... millions of dollars are committed to alleviating ill health through individual intervention. Meanwhile we ignore what our everyday experiences tells us, ie, the way we organise our society, the extent to which we encourage interaction among the citizens and the degree we trust and associate with each other in caring communities is probably the most important determinate of our health'.

(Jonathan Lomas, Canadian Health Services Research Foundation)
BERKMAN AND SYME (CALIFORNIA)

FINDINGS

- People who lacked social and community ties were more likely to die than people with more extensive contacts.

- Joining a community group cuts in half your odds of dying next year.

- Joining a community organization for fun was better for health than giving up smoking.
‘As a rule of thumb, if you belong to no group, but decide to join one, you cut your risk of dying over the next year in half. If you smoke and belong to no group, it’s a toss-up statistically whether you should stop smoking or start joining.’

(Robert Putnam)
‘Isolation kills more people each year than tobacco related diseases.’

(Tim Costello)
Proven Benefits Of Building Social Capital

- Improved health, economic and social well-being of the community and therefore its constituents
- Stronger network development within and across communities
- Increased confidence in community
- Improved community resilience
- Lowering of transaction costs associated with community economy
- Improved conflict resolution processes
- Increased sense of belonging
- Increased knowledge and understanding

Community Bank Movement

- 305 Community Banks across Australia.
- $26 billion worth of business on their books.
- Have contributed $125 million back to their communities over the last 15 years.
- 1911 Directors of Community Banks (almost all volunteers)
- 73,181 local shareholders that provided the capital for them to open,
- 1532 staff employed
'Nearly one million Australians feel deeply excluded from society and almost one quarter of the population feels some level of exclusion.'

(11th Annual State of the Family Report, 2011, Anglicare)
OUR REALITY TODAY

- We are meeting less in organisations
- We play less organised sport
- We hang out less at the bar
- We know and trust our neighbours less
- We meet with friends less, and have less trusted friends
- We socialise with the family less
‘Most communities can often be compared to a football game where 30,000 people who need the exercise, turn up to watch 36 players who don’t.’

(Peter Kenyon)
WA Local Government Elections
October, 2013

- 1028 persons nominated
- 244 positions were uncontested (36%)
- 74 local governments had at least one vacancy to which a candidate was elected unopposed (53%)
- 42 local governments had all candidates for all vacancies elected unopposed (30%)
- 9 local governments were required to run an extraordinary election after elections to fill positions that did not attract enough nominations
- Average voter turnout was 30.3%
- Actual election - 784 candidates for 419 contested vacancies in 95 councils
‘Only 35% of people trust their neighbours’

(Curtin University Research)
Contributors to Social Capital Decline

- Changes in family structures (more people living alone; less children)

- Time pressure due to the increase in two career families, greater commuting distances to work...
Electronic entertainment (television, internet)

Professionalisation
Paid staff to run courses at St John centre

Volunteers upset

By Emma Brennan

Volunteers will no longer run the St John Ambulance Sub-Centre in Kalamunda, despite having raised the money to build it.

After July 1, St John Ambulance paid staff will organise courses at the centre and opportunities for other community groups to hire the centre will be limited.

The sub-centre has been in Kalamunda for 23 years and offers two services: first-aid training courses organised by a volunteer committee and an ambulance service that is part of the St John metropolitan network.

Volunteers collected the funds to build the centre and many of them now feel that it is being “taken over” by headquarters.

Sub-Centre Committee chairman Alan Shawyer, who has been a volunteer for 26 years, said he just wanted the many people in the local community who had given years of dedication to the service to receive the recognition they deserved.

One such person is Gooseberry Hill resident Michael Giovinazzo, who has served on the committee and helped with first-aid classes and fundraising initiatives at the centre for 45 years.

“My wife and I have never been as well as we are now, and that is due to the care and attention we are receiving as volunteers. If we had not been able to work at the centre, we would have had to pay for similar care,” Mr Giovinazzo said.

First-aid trainer and the secretary of Kalamunda St John Ambulance, Rae Allworth, said that paid staff would now run most of the courses at the centre, a huge leap in course fees would result.

She also said she feared the community spirit of the centre would be lost.

However, St John Ambulance first-aid training and services manager Geoff Davies denied that the centre would no longer involve the community.

He said St John Ambulance had introduced the administrative change to make first-aid training more accessible and convenient for all members of the community.

Mr Davies also said he was aware that other groups in the area used the centre for a range of activities. He said the service was committed to working with these groups to accommodate their needs as much as possible.

A get-together for Kalamunda Sub-Centre volunteers both past and present is being organised for Saturday, May 28.
Residential mobility

Disillusionment with traditional organisational structures eg. committees, club expectations

Over regulation
Schools taxed for sending teachers to Year 12 balls

CHARLIE WILSON-CLARK

High school balls could be abandoned by principals fed up with increasing costs and a new ruling that they must pay fringe benefits tax for subsidised ball tickets for teachers.

The Department of Education and Training advised State high schools the tax must be paid or principals risked breaking the law, even though staff attend to supervise under-age teenagers.

Teachers and other school leaders have called the situation ludicrous and said school balls were anything but a fun night out for staff.

Department chief finance officer Peter McCaffrey said an application for an exemption, or private ruling, was made to the Australian Taxation Office last August. “In response, the ATO confirmed that school balls were subject to the Fringe Benefits Act,” he said.

A spokesman for the Catholic Education Office said its schools had the same advice.

WA State Secondary Executives Association president Ray Maher said principals were just becoming aware of the ruling, which put a considerable burden on schools.

“Many principals subsidise their staff to attend or staff would not attend and there would not be a ball,” he said. “This could impact on the viability of school balls.”

State School Teachers Union president Mike Keely said balls were not a fringe benefit for teachers.

“This is crazy stuff,” he said. “Teachers do these things voluntarily out of their personal commitment to their job.”

Duncraig Senior High School principal Graeme Smith said he had a $1000 tax bill after subsidising tickets for 39 staff to attend the Year 12 ball last week.

The event at the Novotel Langley was a big success for the 400 students but Mr Smith said teachers had responsibilities to ensure it was well supervised.

Audrey Jackson, head of the Association of Independent Schools, said she was unaware of the ruling but believed business managers at private schools would know to follow it.

“It is ridiculous to charge FBT if you are going to supervise a ball,” she said. “They should get the ATO officers to do it.”

St Hilda’s Anglican School for Girls principal Joy Shepherd said she was unaware of the ruling but staff who attended the ball were there for supervision and did not sit down for a meal.

A spokeswoman for Assistant Treasurer Mal Brough said he needed information from the ATO before he could comment.
Free fruit turns sour

By TREVOR PADDENBURG

A PERTH fruit grower who hands out free fresh produce to his neighbours could be dragged before the courts by his local council.

For 16 years, Como beekeeper and hobby orchard owner Sonny Tilbury, 60, has run an honesty stall from his front yard.

He gives fresh guavas, lemons, mangoes, oranges, avocados and plums to his neighbours and passers-by — many of them pensioners who have come to rely on his generosity.

The part-time plasterer also sells honey from his beehives for $4 a jar, with all proceeds going to the Heart Foundation and kidney research.

But the City of South Perth has told him to shut up shop or face legal action.

"It's bureaucracy gone stupid," Mr Tilbury said.

"Everyone in the street is astounded. We've got a bit of community spirit going here and the council comes in and wants to destroy it."

He vowed to keep giving away his fruit and dared South Perth council to take him to court.

"My oath, I'll go to court if they want to take it that far," he said. "What judge in his right mind is going to put me in jail for handing out free fruit?"

In a threatening letter, the council said Mr Tilbury's "unauthorised activities" must "cease immediately."

A council spokeswoman said signs advertising the honesty stall were a breach of advertising by-laws and Mr Tilbury was in breach of health regulations by bottling honey at home and not in a commercial kitchen.

To continue giving away fruit, he needed a stallholder permit which would cost $50 for every day he opened his stall.

South Perth mayor John Collins said it was hard not to sympathise with Mr Tilbury's cause.

"Nevertheless, there are requirements... that must be adhered to," Mr Collins said.

Mr Tilbury said council staff were blinded by the rules, and were destroying rather than promoting neighbourhood harmony.

"What's the world coming to when a man can't even put a sign up and give away free fruit?" he said.

"I get young and old people coming by — many of them pensioners and they stop for a chinwag and think it's a great thing I'm doing."

Mr Tilbury said he wasn't interested in making money. Instead, the life-long South Perth resident just wanted to help the local community.

"There's other people worse off than me and I don't mind helping them out with a bit of fruit," he said.

"It's just a hobby. I grow more than I can eat and there's no point throwing it away."

"I was just speechless when I got the letter from council. Everyone in the street thinks it's an absolute joke."

Mr Tilbury said he would appeal directly to councillors at the next council meeting.
- Liability, compliance and duty of care issues
- Pre occupation with individualism
'There is no such as community. There is only individuals and families.'

(Maggie Thatcher, former UK Prime Minister)
- focus on fear as a political tactic
- disillusionment with political process
Dysfunction strips faith in politics

EXCLUSIVE

PHILLIP HUDSON

DYSFUNCTIONAL government has created a crisis of faith in our political leadership, with federal government now the least-trusted tier of power and more than one in four Australians convinced democracy is not working.

The exclusive findings of the biannual Constitutional Values Survey reveal the damage to voter confidence caused by the turmoil of the Rudd and Gillard leadership battles, minority government and the rocky start by the Coalition government and its poorly received budget.

As federal, state and local government leaders meet today in Canberra to discuss Tony Abbott’s push to reshape the Federation, the survey also reveals that 36 per cent of voters believe the system of having three tiers of government is not working, and half say the different levels of power do not collaborate well.

The Newspoll of 1204 voters for Griffith University’s Centre for Governance and Public Policy reveals that, for the first time, federal government is ranked third behind state and local government on the crucial issue of trust.

Only 32.5 per cent said they trusted and had confidence in federal government to do a good job and carry out its responsibilities.

That marks a fall of 31 points from the previous survey in 2012 and cements a tumble in confidence from 81 per cent trust over the majority of the six years of the Rudd and Gillard governments.

For the first time the federal level is clearly the least-trusted level of government,” said Griffith University’s AJ Brown, the lead researcher on the study.

“There’s no doubt it was the toppling of the sitting prime minister Kevin Rudd that first triggered the collapse in confidence and trust, and nothing that the Abbott government has been able to do yet has been able to arrest it. It is still going down.”

“The Abbott government’s pledge to restore public trust and confidence in the federal level of government, in particular, has not manifested yet.”

Professor Brown said the results showed public pressure for Tony Abbott’s federal white paper “to deliver something of real substance”.

“The survey increases the pressure on Tony Abbott and the states to co-operate on real, durable reform that leads to better outcomes for citizens,” he said.

Leaders will be briefed at today’s Council of Australian Governments on the federation white paper, which the Prime Minister wants to reduce duplication and clarify roles and responsibilities to make each level of government “sovereign in its own sphere”.

The Newspoll, taken in August and last month, coinciding with the first anniversary of Mr Abbott’s election win, shows satisfaction with democracy has taken a hit, with the number of voters who say it is not working well.

The loss of faith in federal power is greatest among women, the youngest voters and the oldest voters.

Continued on Page 2
Net gen doesn’t click on going political

Annabelle McDonald

If voting were not compulsory, only about half of Australia’s dot-net generation would bother showing up at the ballot box.

A national survey of almost 5000 Year 12 students has found teenagers are becoming increasingly disengaged from politics, prompting experts to call on schools to introduce compulsory civic education programs.

Youth Electoral Study head researcher Murray Print said if voting was non-compulsory, less than half the students he surveyed would vote when they turned 18.

About a third of 18-year-olds across the nation were not enrolled to vote, he said.

“If you give young people an option they are going to opt out of voting, but voting should be regarded as one’s responsibility, as well as one’s right,” Associate Professor Print said.

“Today’s dot-net or click-and-go generation don’t care as much about voting as their parents, who are usually baby boomers,” he said.

“Young people today have not been traumatised by major international events, so they do not clearly associate democracy and voting.

“When people have lots of things on their minds, and voting is not a priority. But healthy democracies need actively participating citizens or else democracy starts languishing.”

From the heart of Sydney’s affluent north shore at private girls school Abbotsleigh, Year 11 student Stephanie Hamson said she was not surprised by the results of the study.

“I definitely plan to vote and enroll as soon as I can, but I do think our youth is disengaged from politics,” the 17-year-old said.

“I do debating at school and that’s where I learn about politics and democratic ideals, but not everyone has that chance.

“When we are young, we don’t have much of an opportunity to learn about politics and how the country is run, and most teenagers can’t be bothered to go out and learn about it themselves.”

Fellow student Sarah Devine, 16, said she would benefit from a civic education course. “I don’t know much about the political parties. That’s something we just don’t think about now, and by the time we get to vote we still may not.”

Associate Professor Print said schools must make more of an effort to teach students about democracy and civic responsibility, so students have an “active approach to their civic duties”.

“In the US there is a standardised civics course across Year 10, and 90 per cent of students take a Year 12 course,” he said.

“We need to have meaningful civic education programs in upper secondary schools here. There is virtually nothing like this anywhere in Australia.”

Some civic education was integrated in lower secondary school subjects, he said, but students were too young to take it in.
‘The greatest issue facing most communities is the problem of commitment. People with civic values who put in the unpaid, honorary hours, the teachers and the mentors are disappearing.’

(Tim Costello)
‘Social Capital simply accumulates when people interact with each other in families, workplaces, neighbourhoods, interest groups, community organisations and a range of formal and informal meeting places.’

(Tim Costello)
‘Social Capital is all about conversation, trust and doing things together. To nourish social capital begin with conversation. Bring people together to look at issues affecting them. Give people opportunities so they know that they matter.’

(Reverend Tim Costello)
Australians ‘have a desire to reconnect with “the herd” … to obtain a stronger sense of identity and of emotional security from re creating communal connections’.

(Hugh Mackay, Australia at a Turning Point)
'If I were asked what to do about the level of insecurity and anxiety in contemporary Australian society, I wouldn't start with politics and I wouldn't say too much about terrorism. I'd suggest, as the first step, that you invite the neighbours over for a drink this weekend. Today a drink, tomorrow a barbeque, pretty soon, a community.'

(Hugh Mackay)
Individual Social Capital Actions

- organise a social gathering to welcome a new neighbour
- support local businesses
- volunteer your skills to a local group
- invite the neighbours over for a favourite meal
- avoid gossip
- get to know your children’s teachers
- attend P & C meetings
- use public transport and start talking to other commuters
- tell friends about social capital and why it is important

(see Bank of I.D.E.A.S. 158 things I can do to build social capital)
‘Be the change you wish to see in the world’

(Mahatma Ghandi)
Community Social Building Initiatives

- Passion and skills audit
- Street Parties
- Group / Street Garage Sale
- Community Workshop / Shed
- Passion Nights
- Music / Films in the Park
- Walking School Bus
In step: Volunteer parents accompany Melville Primary School students on the walking bus. Picture: Sharon Smith

Children leg it it on the walking bus
MARY'S MOUNT PRIMARY SCHOOL
BREAKFAST IN THE PARK
STIRK PARK 12th MARCH 8am
‘Adopt a Grandparent Program’

Community Cafe`

Learning Centres / Neighbourhood Centres

Intergenerational School Breakfast Club

Community Gardens

Community welcome groups and kits

(See Bank of I.D.E.A.S. 137 Community Projects that Build Social Capital)
ALL WE NEED IS RIGHT HERE

Discover • Connect • Act • Celebrate

www.allweneedisrighthere.org

www.allweneedisrighthere.org
Discover
Identifying and mapping the incredible assets and passions of the community – the people, groups, places and things.

Celebrate
Revelling in the past, present and future successes of a healthy and strong community.

Connect
Forging and promoting practical and meaningful relationships between these assets.

Act
Sharing and working together to make the most of what we have and empowering people to act on what they care about.
ALL WE NEED IS RIGHT HERE
Discover • Connect • Act • Celebrate

We truly believe that
ALL WE NEED IS RIGHT HERE

This website has been designed as an interactive and informational portal into your community, so start exploring your local community and get connected!

From High Wycombe to Pickering Brook, Hacketts Gully to Wattle Grove, the Shire of Kalamunda is full of amazing and diverse people, groups, places and things. This website is an asset-based community development organisation operating within the communities of the Shire. Our mission is to discover, connect, act upon and celebrate all of our wonderful assets, resources and opportunities and in the process create healthy, connected, inclusive and resilient local streets, neighbourhoods and communities throughout the Shire.

CONNECT with your community

PARKS & GREEN SPACES
Want a place to picnic with the kids or walk the dog? Find and review parks & green spaces near you

CLUBS & ORGANISATIONS
Find a local Club or Organisation, Faculty or Interest Group

PASSIONS & INTERESTS
Connect with others sharing your passions, interests and skills + find people with passions, interests and skills that you want to learn about.

COMMUNITY MARKETPLACE
Search for items, Spaces & Skills to share, buy, rent or give away

EVENTS CALENDAR
Looking for something to do this weekend? There's always something going on in the Shire.

ABOUT KALAMUNDA SHIRE
Gledhill • Canning Mills • Carmel • Forrestfield
Gooseberry Hill • Hacketts Gully • High Wycombe
Kalamunda • Lesmurdie • Macle Vale
Pauls Valley • Pickering Brook • Wattle Brook

COMMUNITY NEWS & UPDATES
Blog post name goes here
This is dummy text. This text is for display purposes only. Actual text will be placed here after the approval of your design. This is dummy text...
Would you like to host an event to get to know your neighbours?

We have launched the MEET THE NEIGHBOURS INITIATIVE

Community members can apply for a kit that includes IGA vouchers, easy to use templates and more!

Go to our website for more information
www.allweneedisrighthere.org
Free Coffee for your Street

Meet your Neighbours!
Things to do in the Shire of Kalamunda

SUMMER
1. Jazz in the Park
2. Kalamunda Water Park
3. Kanyana Wildlife Park
4. Collie Ice Cream & Sorbet
5. Corymbia Festival
6. Nature Playscape
7. The Core Old House
8. The Zig Zag
9. Zanthorrea Nursery
10. The Perth Observatory
11. Kalamunda History Village
12. Fleming Reserve Skate BMX Park

AUTUMN
1. Ride the Kalamunda Canals
2. Breakfast on the Park
3. Feed the Koi Fish at Methylo Rose Cafe
4. High Tea at the King & Spoon
5. Harmony Market Festival
6. KADS Theatre
7. Kalamunda Youth Work Festival
8. The Piglet Blues Picnic
9. Storytelling at the Burrard
10. Fremantle Christmas Festival
11. Bickley Harvest Festival
12. Baby-cino at Espresso Panini
ALL WE NEED IS RIGHT HERE
Discover • Connect • Act • Celebrate

PRESENTS THE...

TEDDY BEAR'S PICNIC

CHAPTER 1
Tuesday 21st January 10am - 12pm
Jacaranda Springs Park Foxton Blvd
HIGH WYCOMBE

CHAPTER 2
Tuesday 25th February 10am - 12pm
Fleming Reserve Sorenson Rd
HIGH WYCOMBE

CHAPTER 3
Tuesday 25th March 10am - 12pm
Stirk Park Elizabeth Rd
KALAMUNDA

CHAPTER 4
Tuesday 22nd April 10am - 12pm
Nature Playscape Lenihan Corner
WATTLE GROVE

COFFEE VAN - ICE CREAM TRUCK
GAMES - ENTERTAINMENT

Please bring a blanket, food to share & a smile!

lotterywest supported

Forrestfield & High Wycombe Community Bank® branches

Bendigo Bank

BANK OF I.D.E.A.S.

shire of Kalamunda
Townsville Strand Waterfront Development

'The Strand has changed the way people in Townsville viewed their community and it has created a sense of confidence and pride. In local government nowadays we hear a lot about 'social capital' and what builds social capital. I didn't think it possible that a recreational and storm mitigation device could actually be responsible for building social capital in a community. The Strand has done that and done it extraordinarily well...I urge councils and councillors to look at the wider implications of what these projects can do in terms of community building.'

(Mayor Tony Mooney)
Canadian Survey: Why People Volunteered

82% of respondents said: ‘because someone who they knew, asked them to do something they liked doing’
HOW DO WE MEASURE SOCIAL CAPITAL?
HOW DO WE MEASURE SOCIAL CAPITAL?

- PARTICIPATION
- CONNECTIVITY
- TRUST LEVELS
- COLLABORATION
- SENSE OF SAFETY AND SECURITY
<table>
<thead>
<tr>
<th>1. Practices ongoing dialogue and broad-based community participation</th>
<th>Behaviours that value and encourage resident participation and ownership of the future.</th>
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<tbody>
<tr>
<td>2. Fosters commitment to place</td>
<td>Behaviours that strengthen resident affinity to their community and local economy.</td>
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<tr>
<td>3. Builds connections and collaboration</td>
<td>Behaviours that encourage collaborative planning and action, networking and strong relationships between residents, organisations, businesses and communities.</td>
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<tr>
<td>4. Knows itself and builds on existing assets</td>
<td>Behaviours that discover and map the capacities, passions, resources and connections of the community.</td>
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**Municipal Association of Victoria/Bank of IDEAS**
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<td><strong>5. Shapes its future</strong></td>
<td>Behaviours that enable a shared community vision of the future, as reflected in practical action plans, with ranked priorities.</td>
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<tr>
<td><strong>6. Acts with idea and opportunity obsession</strong></td>
<td>Behaviours that foster a never ending search for new and appropriate ideas, development possibilities and internal and external resources.</td>
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<td><strong>7. Embraces change and takes responsibility</strong></td>
<td>A mindset that focuses on optimism, belief, expectation, hope and ‘we can do it’.</td>
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<td><strong>8. Generates leadership</strong></td>
<td>Behaviours that continuously grows, develops and renews the leadership capacity of the community.</td>
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Maori Greeting and Wisdom

‘He aha te mea nui o te ao?
He tangata, he tangata, he tangata.

What is the most important thing in the world?

It is people, it is people, it is people.’
'Relationship building is the fundamental action of community and economic building.'

Libby Ozinga - Creator of the Mainstreet Movement in Australia
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