0:0:0.0 --> 0:0:5.950  
Maren Klein  
Thank you very much for the opportunity be here today and to join in on this discussion.

0:0:7.630 --> 0:0:10.930  
Maren Klein  
I really appreciate RMIT support.

0:0:11.630 --> 0:0:12.360  
Maren Klein  
With the work.

0:0:13.330 --> 0:0:16.290  
Maren Klein  
Undertaker and gets Landover. The last five or six years.

0:0:17.0 --> 0:0:18.960  
Maren Klein  
And continuing support in.

0:0:20.210 --> 0:0:29.430  
Maren Klein  
Starting to prosecute a what we can do more broadly beyond one test place in Victoria to look at the national agenda.

0:0:30.290 --> 0:0:47.710  
Maren Klein  
So I'm hoping that the discussion will be about that today. So one, I really appreciate that. And the last thing I want to say is that you know, the partnership with RMT has been probably one of the most exciting partnerships in my career. I come from a public service background.

0:0:48.950 --> 0:1:11.870  
Maren Klein  
In education, so the education connexion is there, but it's my opportunity to part of the metro. But the authorities work, be able to be very creative and what's raised by a state government has probably been the most exciting experience to public servant I've had. And we've got a lot to learn from that. So.

0:1:11.950 --> 0:1:12.440  
Maren Klein  
Yeah.

0:1:14.640 --> 0:1:29.970  
Maren Klein  
I just also want to acknowledge a colleague of mine, Nick Decker, who's who's in this discussion today, and Nick and I are now currently working on what what we can do to influence change nationally on transition and recovery. So that is our motivation. Now that we're not, we've learned.

0:1:31.70 --> 0:1:33.110  
Maren Klein  
They took some some challenge.

0:1:33.940 --> 0:1:39.410  
Maren Klein  
So I'm just going to cover those five points today.

0:1:40.490 --> 0:1:48.410  
Maren Klein  
The understanding applies to those policy in Australia and that is that applies really important part in our multi level governance and where the context is for that.

0:1:49.920 --> 0:1:54.150  
Maren Klein  
Can I just go back to that? Yeah. Just wanted to run through that that list.

0:1:55.530 --> 0:1:59.60  
Maren Klein  
What do we actually mean by multi level governments? Because I think there are.

0:2:0.0 --> 0:2:6.300  
Maren Klein  
Interpretations depending on what you know, your experience, what the research tells us. So what does that actually mean?

0:2:8.420 --> 0:2:19.640  
Maren Klein  
And understanding the basic pillars that have been identified through researching the EU and what that means for how we can address regional strengths in Australia.

0:2:20.900 --> 0:2:29.690  
Maren Klein  
Importance of collaboration and innovation around multi level governance because the work that they're involved in, that is the key so.

0:2:30.500 --> 0:2:31.100  
Maren Klein  
1.

0:2:31.990 --> 0:2:43.790  
Maren Klein  
Collaboration, innovation and how multi little governance play a role in national and I want to give you an example of your practise in place just so that it comes to life for you from the experience to date.

0:2:45.470 --> 0:2:45.910  
Maren Klein  
Thank you.

0:2:47.980 --> 0:2:48.430  
Maren Klein  
Um.

0:2:49.550 --> 0:2:50.980  
Maren Klein  
One of the things that.

0:2:51.60 --> 0:2:57.210  
Maren Klein  
The been very aware of IS is the national scene and obviously we had the budget last night.

0:2:58.770 --> 0:3:8.350  
Maren Klein  
But just wanted to to if you haven't already read the February monthly and Judith Charmers SA.

0:3:9.60 --> 0:3:16.470  
Maren Klein  
On capitalism, after the crisis, I'd recommend reading because I think that essay certainly been.

0:3:17.640 --> 0:3:23.350  
Maren Klein  
Put out and public arena for some very important reasons and I just wanna read one quote.

0:3:24.490 --> 0:3:36.450  
Maren Klein  
He says we need to focus our attention on place based initiatives. The communities have the genuine input, local leadership resources and authority to define a new and better future.

0:3:37.440 --> 0:3:43.150  
Maren Klein  
So that you think about that one statement, place based local communities?

0:3:43.930 --> 0:3:46.430  
Maren Klein  
Luckily, they decisions and supported.

0:3:47.330 --> 0:3:54.980  
Maren Klein  
So very important in terms of of what it means to be working in place, and there are different versions of that as well.

0:3:56.490 --> 0:3:57.340  
Maren Klein  
In Vic.

0:3:58.720 --> 0:4:3.870  
Maren Klein  
Our might also included with a number another a number of other agencies on.

0:4:4.760 --> 0:4:8.610  
Maren Klein  
What it means for a place based approach here? What is the practise?

0:4:9.530 --> 0:4:39.670  
Maren Klein  
Examples and there's a if you if you go online, you could have a look at poll reported that it has had a look at some examples around Victoria what place based practise actually is the lessons learned? What do we know about how well it's working? What are the implications for that? And I think that's a very important thing for us to understand at a national level. There is now growing interest in place based work. Why I think because there's an understanding that maybe that.

0:4:39.740 --> 0:4:47.460  
Maren Klein  
Practises of regional development and not playing out the way they should and the return of investment is not as great as it should be.

0:4:49.70 --> 0:4:57.800  
Maren Klein  
And we also know from the EU experience and learning that this idea of coffee for all or everybody gets some money, keeps people happy.

0:4:59.320 --> 0:5:2.910  
Maren Klein  
And how well is that money being targeted and what are the outcomes of that?

0:5:3.670 --> 0:5:8.910  
Maren Klein  
It's been the question a number of audits around of regional development funding.

0:5:10.270 --> 0:5:15.980  
Maren Klein  
So that's very important to understand what we mean by place based approaches.

0:5:18.150 --> 0:5:25.760  
Maren Klein  
I think while the definition is fine, which means you know, this is just as I know, read the definition out of this research for you.

0:5:26.810 --> 0:5:43.730  
Maren Klein  
Since we defined a place based approach as it collaborative long term approach to build thriving communities delivered in a defined geographic location, this approach is ideally characterised my partnering and shared design shared stewardship.

0:5:44.400 --> 0:5:50.810  
Maren Klein  
And shared accountability for outcomes impacts. Now, if you think about that characterisation.

0:5:51.590 --> 0:5:56.350  
Maren Klein  
Multi level governance is critical to the success of that.

0:5:57.170 --> 0:6:3.600  
Maren Klein  
So we will come to what we mean by that and these two concepts have come together very importantly.

0:6:7.670 --> 0:6:14.680  
Maren Klein  
The examples that I can talk to today, and I won't have time to talk to all of these, but it's two very important examples that I am aware of.

0:6:16.450 --> 0:6:17.880  
Maren Klein  
Is the energy transition.

0:6:19.560 --> 0:6:28.140  
Maren Klein  
Work happening in the Latrobe Valley, it's a result of the closure of Hazelwood Otro Valley Authority, which I sympathise, started as the CEO.

0:6:29.0 --> 0:6:32.520  
Maren Klein  
Six years ago now and identifying.

0:6:33.700 --> 0:6:41.670  
Maren Klein  
That is an asset you think about skills, knowledge, assets, real physical assets, expertise, workforce.

0:6:43.720 --> 0:6:49.90  
Maren Klein  
We we would that lead to into the future or a strength for that Community.

0:6:50.40 --> 0:7:1.640  
Maren Klein  
And and so that energy transition work, let's thinking and innovation is well underway, said I've just come from another forum hearing at least one example of that. So that's that's very important.

0:7:3.20 --> 0:7:5.160  
Maren Klein  
The other work involved is through.

0:7:5.940 --> 0:7:22.930  
Maren Klein  
Forestry transition. So I was involved in two years as Director of Forestry Transition for Communities Victoria and also now working on forestry protection, very much connected to communities and what that means in communities where.

0:7:24.110 --> 0:7:25.570  
Maren Klein  
Large. Large.

0:7:26.770 --> 0:7:30.560  
Maren Klein  
Forests Albright forest exist? How does that play out?

0:7:31.430 --> 0:7:32.140  
Maren Klein  
So.

0:7:33.350 --> 0:7:57.900  
Maren Klein  
The the the examples of those, those practises and policy application is a growing appetite, I believe in our state government. Some departments that that a new way of working can be demonstrated in the outcomes can be much better and how people communities view that experience really matters. So there's some very good evidence around that.

0:7:59.830 --> 0:8:2.460  
Maren Klein  
So the role of multi level governance then?

0:8:4.460 --> 0:8:11.730  
Maren Klein  
And and as I say, I think it's. I think it's the the trick here is to understand what that looks like in practise.

0:8:12.580 --> 0:8:20.180  
Maren Klein  
Ohh and my experience in learning from Bruce and the team that arena T about the EU context.

0:8:22.200 --> 0:8:25.250  
Maren Klein  
At a very high level of multilateral governments from.

0:8:26.300 --> 0:8:34.450  
Maren Klein  
Whole states through sub states through two regions is 1 view of multi level governments in terms of you know.

0:8:35.920 --> 0:8:37.290  
Maren Klein  
Systems and.

0:8:38.550 --> 0:8:40.850  
Maren Klein  
And the way that is established and set up.

0:8:42.330 --> 0:8:54.690  
Maren Klein  
Through to what does it look like on the ground in smaller communities in, you know, right down to town level, right down to small cities and particularly for Australia, regional Australia.

0:8:55.570 --> 0:8:56.720  
Maren Klein  
What does that actually mean?

0:8:57.470 --> 0:9:14.560  
Maren Klein  
And I think I think the two of those, we need to understand both of those contexts and one of the things I think we need to do is try and understand the top down, bottom up in the section. And I'll talk a little bit later about what we mean by multi level governments in the way that we've been thinking about it.

0:9:17.930 --> 0:9:18.680  
Maren Klein  
So.

0:9:20.930 --> 0:9:21.150  
Maren Klein  
Next.

0:9:22.250 --> 0:9:22.550  
Maren Klein  
Ohh.

0:9:23.870 --> 0:9:36.690  
Maren Klein  
Just mentioned you know the the the, the understanding develop development, the understanding of multi level governance is a part of the smart specialisation approach to regional development which is where we started.

0:9:37.520 --> 0:9:51.540  
Maren Klein  
And I was just saying to Bruce earlier on, I I listened in to an EU forum last month on just transition because I was interested in what's happening in Europe associated with just transition.

0:9:52.300 --> 0:9:57.830  
Maren Klein  
The messaging I was hearing is very much aligned with I think where we are as a country.

0:9:58.740 --> 0:10:2.500  
Maren Klein  
And particularly around this idea of local activity.

0:10:4.10 --> 0:10:16.100  
Maren Klein  
So the messages were that we need to understand the multiplexes multiple system of local activity. This idea we will work on one thing at a time. So these are complex places within lots of things happen.

0:10:16.950 --> 0:10:22.690  
Maren Klein  
The complexity is actually getting harder. You start to think about environmental factors.

0:10:24.230 --> 0:10:33.760  
Maren Klein  
Economic factors, global factors, all that coming to bear on local communities and how they think about that.

0:10:34.680 --> 0:10:52.260  
Maren Klein  
The deal with that and and what are the opportunities out of that despite the challenges, this idea of visioning overtime. So how how do you create that vision into the future and deal with those challenges and the idea of decarbonising and longer term resilience.

0:10:53.460 --> 0:11:10.650  
Maren Klein  
Imports of building transforming practises and systems in community so that when a challenge arises, we're not going back to scratch. We know how to deal with that. We've got the systems in place, got the structures in place, but the leadership in place, partnerships in place to deal with that.

0:11:12.260 --> 0:11:18.160  
Maren Klein  
The third one was about public sector sector flexibility. Again, I'll come back to the role of the public sector.

0:11:19.180 --> 0:11:38.170  
Maren Klein  
That's a bit much bigger question, which I'll come to are we is the public sector fit for purpose for this? No, it's not. It's starting to see some early signs of changing Victoria, but it is a very big question though, no nationally again, back in this essay, challenges on what should it look like.

0:11:40.640 --> 0:11:46.330  
Maren Klein  
Last night, the point made for part a partnership approach and about developmental work.

0:11:47.520 --> 0:11:51.660  
Maren Klein  
Rather than upfront decisions being comfortable with interactive.

0:11:52.370 --> 0:11:52.970  
Maren Klein  
At work.

0:11:53.800 --> 0:11:57.290  
Maren Klein  
Which is what innovations about not having the answers right in front.

0:11:59.10 --> 0:11:59.680  
Maren Klein  
So.

0:12:0.790 --> 0:12:11.20  
Maren Klein  
Ohh really drew on some of the work out of the 2019 JRC technical report that will governments and looking at those.

0:12:11.820 --> 0:12:14.130  
Maren Klein  
Not those basic chords for construction.

0:12:15.190 --> 0:12:15.590  
Maren Klein  
Ohh.

0:12:16.300 --> 0:12:19.910  
Maren Klein  
As it as an application window for Australia.

0:12:20.880 --> 0:12:21.400  
Maren Klein  
Ohh.

0:12:22.230 --> 0:12:28.540  
Maren Klein  
And I think the the importance of collaboration innovation comes to the heart of this so.

0:12:29.970 --> 0:12:32.80  
Maren Klein  
When we talk about smart specialisation.

0:12:33.430 --> 0:12:39.660  
Maren Klein  
Those basic rules, which I'll talk about it in the moment associated with the entrepreneurial discovery process, so.

0:12:40.390 --> 0:12:42.870  
Maren Klein  
What does it look like? People come together.

0:12:44.60 --> 0:12:59.790  
Maren Klein  
One triple Helix sectors across society, the economy research community coming together around that, that first start start of understanding where entrepreneurial activity is underway.

0:13:0.700 --> 0:13:5.510  
Maren Klein  
How that thing looks around inquiry work into the dining areas of potential.

0:13:6.970 --> 0:13:16.570  
Maren Klein  
The research and testing the specific value propositions and the evidence base that is developed over time with people. It's part of multi level governance.

0:13:17.390 --> 0:13:18.820  
Maren Klein  
And you know.

0:13:19.990 --> 0:13:39.20  
Maren Klein  
The the the achieving action and resources in a direct result. Finally out of that multi level governance activity becomes really important to this being very practical real things happening. Demonstration to people that there is a benefit locally.

0:13:39.680 --> 0:13:44.450  
Maren Klein  
And that this approach is is leading to real benefit for community.

0:13:45.570 --> 0:13:51.800  
Maren Klein  
That's the demonstration that has to happen because just giving people information, telling it's good for them.

0:13:52.950 --> 0:14:1.820  
Maren Klein  
It's not work. People have to be invested in this personally. They have to see that it will result in change for their community in a good way.

0:14:2.760 --> 0:14:3.150  
Maren Klein  
Ohh.

0:14:5.210 --> 0:14:5.490  
Maren Klein  
Ohh.

0:14:7.600 --> 0:14:8.350  
Maren Klein  
So.

0:14:9.160 --> 0:14:17.400  
Maren Klein  
Let's have a look at those basic pillars and they really important. So I just talked about the process of smart specialisation.

0:14:18.160 --> 0:14:29.840  
Maren Klein  
The understanding of pricing complexity, so this idea of a context analysis, understanding who the players are, understanding what's already in place, understanding you know where people are at sentiment.

0:14:31.10 --> 0:14:33.600  
Maren Klein  
Plans, attitudes.

0:14:34.690 --> 0:14:35.110  
Maren Klein  
You know.

0:14:36.30 --> 0:14:50.730  
Maren Klein  
Why isn't working as well as just the the general context analysis helps you know what that complexity starts to look like. The complexity doesn't really get deep until you start to investigate in a very serious way.

0:14:51.820 --> 0:14:57.920  
Maren Klein  
Because that's when the complexity is revealing, and more, and it's important to understand that that stays with you.

0:15:0.540 --> 0:15:1.250  
Maren Klein  
You know.

0:15:3.670 --> 0:15:9.680  
Maren Klein  
Understanding you know that that the specificity of of opportunities.

0:15:10.630 --> 0:15:15.20  
Maren Klein  
And and this idea of construction of collective knowledge is really important.

0:15:16.130 --> 0:15:22.990  
Maren Klein  
So multi level governance is about respect and is about relationships and it's about learning from other people.

0:15:23.980 --> 0:15:36.600  
Maren Klein  
Into, you know, but locally know their place, but also about reaching out to other places where where knowledge is required to investigate and test something that can be.

0:15:37.320 --> 0:15:40.960  
Maren Klein  
A local university research and another part of the country.

0:15:42.40 --> 0:15:47.800  
Maren Klein  
Research, knowledge and practise in other parts of the world. It's all of those things that depending on.

0:15:48.970 --> 0:15:50.660  
Maren Klein  
We are looking for.

0:15:52.700 --> 0:15:53.610  
Maren Klein  
So that building.

0:15:55.550 --> 0:16:5.70  
Maren Klein  
Click the knowledge becomes very because multi level governance, the neighbours ownership of that collective knowledge in a way that cause I say it's a respectful.

0:16:7.200 --> 0:16:9.920  
Maren Klein  
Enquiry which which which is not about.

0:16:11.110 --> 0:16:12.220  
Maren Klein  
Not about opinions.

0:16:13.170 --> 0:16:18.70  
Maren Klein  
Not start off the bad opinion talking about selling today about what picked the answer.

0:16:19.470 --> 0:16:21.50  
Maren Klein  
And I got a good idea for you.

0:16:22.330 --> 0:16:37.780  
Maren Klein  
It starts with that, but it's not about making judgement about where people starting, it's about how do we work together to really understand what, what, what you think is a good idea or what matters to you? How do we progress that? To what point we we are together.

0:16:39.110 --> 0:16:44.900  
Maren Klein  
Really investigating and and collectively working something for mutual benefit.

0:16:45.850 --> 0:16:50.130  
Maren Klein  
So this idea of emergency developing emergent strategies is part of that then so.

0:16:51.170 --> 0:16:52.520  
Maren Klein  
This is a big shift I think.

0:16:53.200 --> 0:17:2.950  
Maren Klein  
Coming back public sector wide policy and is designed for implementation. So idea of developmental iterative normative thinking.

0:17:4.230 --> 0:17:5.640  
Maren Klein  
That builds overtime.

0:17:6.310 --> 0:17:16.170  
Maren Klein  
And really builds up a very, very strong case for a strategy that is very strong, built on evidence and commitment.

0:17:17.360 --> 0:17:19.850  
Maren Klein  
And she had decision making based on that evidence.

0:17:21.10 --> 0:17:27.20  
Maren Klein  
That is really, really crucial. Top hope that development of emergent strategies.

0:17:28.890 --> 0:17:39.350  
Maren Klein  
And then this idea of reciprocity. So the experience that we've had, experience that I've seen, experience that I've been involved in and other members of the team.

0:17:40.150 --> 0:17:40.820  
Maren Klein  
Is that?

0:17:42.230 --> 0:17:46.770  
Maren Klein  
The excitement about really getting people committed to.

0:17:47.530 --> 0:17:49.870  
Maren Klein  
When you get to the point you've done a bit of work on.

0:17:50.690 --> 0:17:52.860  
Maren Klein  
Understanding to change behaviour.

0:17:53.950 --> 0:17:58.860  
Maren Klein  
And system change the point where people say I'm on board.

0:18:0.290 --> 0:18:6.970  
Maren Klein  
Uncommitted to this I will take the role. I will commit resources and together we can get this done.

0:18:7.810 --> 0:18:16.770  
Maren Klein  
And I actually do that and you get a number of things involved in this is when you know that you really have this idea of reciprocity.

0:18:17.610 --> 0:18:18.20  
Maren Klein  
Ohh.

0:18:18.700 --> 0:18:23.550  
Maren Klein  
And I think the big the big opportunity here is to show that government.

0:18:24.770 --> 0:18:31.690  
Maren Klein  
If you do it properly, you do it locally. I was a government agent this locally. This is my community, my commitment.

0:18:32.750 --> 0:18:34.330  
Maren Klein  
Retain the people who are local.

0:18:35.40 --> 0:18:48.70  
Maren Klein  
We are here. Yes, we are government. We're here to make sure this community, our community, it's the most out of this opportunity for the government perspective and we can help do that because we've got Connexions in the government and departments and people.

0:18:49.100 --> 0:18:51.510  
Maren Klein  
So that becomes a very strong.

0:18:52.90 --> 0:18:52.500  
Maren Klein  
Ohh.

0:18:53.770 --> 0:19:3.880  
Maren Klein  
Putting that democracy building on the way about people being involved in decision making, their democratic level as well as on Community level influencing governor.

0:19:6.200 --> 0:19:7.190  
Maren Klein  
OK, the next one.

0:19:10.860 --> 0:19:11.550  
Maren Klein  
So.

0:19:13.350 --> 0:19:19.570  
Maren Klein  
The the adoption of smart specialisation and approach to regional development, I think it's really important.

0:19:20.940 --> 0:19:32.820  
Maren Klein  
As a something in the public sector for a long time, and I've seen many, many policies developed by senior public servants with good intention, government's good intention.

0:19:33.560 --> 0:19:38.930  
Maren Klein  
Ohh, and programmes developed that they are always done to communities.

0:19:41.30 --> 0:19:45.870  
Maren Klein  
And we we, we the kid ourselves by saying we will go out and confront.

0:19:46.730 --> 0:19:48.890  
Maren Klein  
Ohh, here's what we're intending to do. What do you think?

0:19:50.330 --> 0:19:52.550  
Maren Klein  
Does it change much? Not not normally.

0:19:54.100 --> 0:19:55.150  
Maren Klein  
But we've done our job.

0:19:55.970 --> 0:19:59.580  
Maren Klein  
And that's the little participation normally that happens.

0:20:1.780 --> 0:20:10.610  
Maren Klein  
Or it's, you know, organisations putting together case studies, not case studies, business cases, through consultants and going to government saying.

0:20:11.340 --> 0:20:12.730  
Maren Klein  
This we need money for this.

0:20:13.650 --> 0:20:22.230  
Maren Klein  
Ohh, and that's not necessarily done in a collaborative way, so it's a competition that exists across our community for dollars. It doesn't.

0:20:23.550 --> 0:20:26.180  
Maren Klein  
Contribute to innovation because everyone's out to get money.

0:20:27.720 --> 0:20:34.580  
Maren Klein  
And it's all about their community, their, their, their level of interest and their head project quite often.

0:20:36.200 --> 0:20:36.850  
Maren Klein  
So.

0:20:39.190 --> 0:20:45.560  
Maren Klein  
What really matters, though, is what matters to people. It doesn't mean we don't. We don't pay attention to that.

0:20:46.810 --> 0:20:54.620  
Maren Klein  
But that's the starting point. Where are the opportunities? Where is the work happening? What can we learn about?

0:20:55.370 --> 0:21:6.430  
Maren Klein  
With the potential is, what can we what can we test? What? Who can we bring together that has an interest in this as the starting point for that collaboration partnership and that grows up the time?

0:21:8.680 --> 0:21:11.800  
Maren Klein  
We can give you examples. We've just been listening this morning to.

0:21:14.220 --> 0:21:24.40  
Maren Klein  
Potentially being in Deutschland 60, people involved at this point of time on opportunities who are committed to being involved, from all walks of life.

0:21:24.870 --> 0:21:32.220  
Maren Klein  
Policymakers to researchers, to businesses, to local government who have come together around.

0:21:33.780 --> 0:21:34.240  
Maren Klein  
Testing.

0:21:34.970 --> 0:21:42.500  
Maren Klein  
We now start to see that out more and more and more, so the momentum is growing this way of working.

0:21:44.140 --> 0:21:46.540  
Maren Klein  
Attention, that's the demonstration.

0:21:49.750 --> 0:21:53.960  
Maren Klein  
And it is about it is about, you know, advancing regional strengths.

0:21:55.500 --> 0:22:1.710  
Maren Klein  
One of the things that that we do as an authority was really start to think about.

0:22:3.70 --> 0:22:15.40  
Maren Klein  
The smart Switch analyzation coach and what is the leading from that practise around how you would venture regiment strengths? So there are a couple of key key key.

0:22:15.120 --> 0:22:15.580  
Maren Klein  
Some.

0:22:16.660 --> 0:22:39.830  
Maren Klein  
Conditions for that and one was around neighbouring collaborative networks with shared intent. Every multi level governance and leadership, a whole lot of information which I've got time today go about defining that. What does that actually mean? So for example you know collaborative network that recognises the role of each partner, their contribution and shared responsibility to active and very work one tenant.

0:22:40.460 --> 0:22:40.920  
Maren Klein  
Ohh.

0:22:41.850 --> 0:22:51.500  
Maren Klein  
The cleverest network that builds collective learning and negotiations for decision making, authority and influence are shared between stakeholders building trust and purple telligence. I could go on.

0:22:52.160 --> 0:22:57.860  
Maren Klein  
So defining what you actually mean by this actually helps you develop the practise.

0:22:58.960 --> 0:23:1.330  
Maren Klein  
And developing their new connexion.

0:23:2.340 --> 0:23:5.610  
Maren Klein  
Assist how those those defined practises.

0:23:6.450 --> 0:23:28.530  
Maren Klein  
Are going so having a an assessment framework around that to tell you how well that's going on, not going. She helps you think about how you adapt to what you have to do with things are not going away. Expect them. You have to go back to the drawing board, which which level of definition that we are not getting going well here and that's really important because.

0:23:29.990 --> 0:23:35.10  
Maren Klein  
You know you can't just railroads, people, people gotta be ready and sometimes little readiness takes time.

0:23:35.690 --> 0:23:36.910  
Maren Klein  
And you have to slow down.

0:23:38.960 --> 0:23:40.660  
Maren Klein  
Ohh, the second really important.

0:23:40.740 --> 0:23:41.110  
Maren Klein  
Come.

0:23:43.490 --> 0:23:52.600  
Maren Klein  
Thinking around this was how we understand the leverage of regions competitive advantage, so that social, economic, environmental through the innovation collaboration.

0:23:53.470 --> 0:23:59.530  
Maren Klein  
So those two things though, is collaborative networks and multiple governments and innovation collaboration for.

0:24:1.970 --> 0:24:10.20  
Maren Klein  
Harnessing the regional space of the tenants we think of of what regional development from our experience looks like.

0:24:12.300 --> 0:24:12.690  
Maren Klein  
OK.

0:24:16.140 --> 0:24:20.510  
Maren Klein  
So let's just go last minute time that I've got to book about practising place.

0:24:23.190 --> 0:24:25.20  
Maren Klein  
What we have learned is that.

0:24:26.140 --> 0:24:28.570  
Maren Klein  
Just takes very skilled.

0:24:29.380 --> 0:24:33.530  
Maren Klein  
Course, dedicated time to work with people in place.

0:24:34.530 --> 0:24:38.20  
Maren Klein  
Ohh, and we were fortunate as an organisation, as a bit of an.

0:24:39.180 --> 0:24:39.510  
Maren Klein  
You know.

0:24:41.320 --> 0:25:1.90  
Maren Klein  
Ability for the stadium to test an idea, to just to test the design. This came straight out of the department memory and cabinet. That's where this work was designed so very hard level of authorisation from the premier downs were very fortunate resources to be able to do what we wanted to do and said just go and do what you need to do differently.

0:25:1.850 --> 0:25:3.400  
Maren Klein  
That's fantastic opportunity.

0:25:4.280 --> 0:25:4.850  
Maren Klein  
That.

0:25:5.550 --> 0:25:14.60  
Maren Klein  
We have to learn very quickly about how to skill ourselves, how to school, attainment people, and again, our partnership with RT.

0:25:14.840 --> 0:25:21.220  
Maren Klein  
And the research done and U helped us do that once other research around what was happening around the world.

0:25:22.10 --> 0:25:29.430  
Maren Klein  
We looked at the work of nester capability of public sector to do this sort of work. What skill it takes.

0:25:31.170 --> 0:25:41.290  
Maren Klein  
And then there's a whole lot of training and working together on on developing the tools to do this. So establishing a set of tools the the team could use.

0:25:42.320 --> 0:26:2.320  
Maren Klein  
An assessment tool to make sure that we will we were monitoring how we will working again of course having a design around that teams around that and making sure that we were monitoring the outcomes. So the whole lot of work which I've got time to talk about today that sets the scene for that.

0:26:4.90 --> 0:26:4.590  
Maren Klein  
Um.

0:26:6.810 --> 0:26:13.470  
Maren Klein  
Now the real native multi level governments are just this is my second highest point today is that.

0:26:14.430 --> 0:26:15.410  
Maren Klein  
It is imperative.

0:26:16.400 --> 0:26:24.790  
Maren Klein  
So it's not one thing or another, but it at in in essence it is about bottom up, top down.

0:26:25.520 --> 0:26:27.920  
Maren Klein  
That it is horizontal as well.

0:26:28.580 --> 0:26:35.270  
Maren Klein  
And it's in and it runs in different times in stages and levels so.

0:26:35.970 --> 0:26:39.920  
Maren Klein  
What it is not setting up the port of 10 people to make decisions?

0:26:41.620 --> 0:26:43.980  
Maren Klein  
It's very best. It's about.

0:26:45.260 --> 0:26:55.40  
Maren Klein  
Different groups that come together at different times, different interests, and you, you, you aggregate that and and people come in and out, it's not set.

0:26:55.950 --> 0:26:57.290  
Maren Klein  
But it is very targeted.

0:26:58.380 --> 0:26:59.580  
Maren Klein  
I mean it's inclusive.

0:27:0.380 --> 0:27:1.870  
Maren Klein  
So finding people.

0:27:2.950 --> 0:27:4.960  
Maren Klein  
To have the knowledge and an interest.

0:27:5.800 --> 0:27:21.100  
Maren Klein  
Is a really good way to go. Wanted discover what you undercover, what you under. What you can't. Sorry, what you discover is all these people have community doing fantastic things that nobody knows about and have not been together at talking to people.

0:27:23.60 --> 0:27:28.510  
Maren Klein  
It challenges the status quo of leadership, and that's enough. That's a tough space.

0:27:29.250 --> 0:27:38.20  
Maren Klein  
Because communities normally have their one 2-3 or four people who believe they are the leaders and we have some very.

0:27:39.710 --> 0:27:47.320  
Maren Klein  
Well managed decision making practises that keep that decision making that leadership nicely where it should be thinking very much.

0:27:48.940 --> 0:27:52.70  
Maren Klein  
From formal organisations.

0:27:53.230 --> 0:27:55.600  
Maren Klein  
You know, to nonformal as well.

0:27:56.900 --> 0:27:59.210  
Maren Klein  
So this idea of breaking that apart.

0:27:59.940 --> 0:28:5.270  
Maren Klein  
And having people involved who might not normally be involved in a very.

0:28:6.410 --> 0:28:7.760  
Maren Klein  
Collaborative approach.

0:28:9.480 --> 0:28:9.950  
Maren Klein  
Uh.

0:28:10.950 --> 0:28:15.160  
Maren Klein  
Is challenging, but the state government departments for local government.

0:28:15.920 --> 0:28:23.90  
Maren Klein  
Rather, organisations that have been established, you have, you know, set agendas and you've gotta work within that context.

0:28:23.990 --> 0:28:37.880  
Maren Klein  
What we want was it's not about competition and it's not about competing with those organisations. It's demonstrating practical things at the end of the day, which changes the way people think, so it's still inclusive.

0:28:38.560 --> 0:28:39.250  
Maren Klein  
But it's not.

0:28:40.350 --> 0:28:56.370  
Maren Klein  
We've had trouble with why? Why are you going to work with other universities when you should be working with our local university only will. That's you don't have all the knowledge that's needed. And I'm sorry about that. But that's just the way it goes. You have expertise in some fields, but not in all.

0:28:57.320 --> 0:28:58.150  
Maren Klein  
That's very difficult.

0:28:59.220 --> 0:29:0.150  
Maren Klein  
That we stuck with that.

0:29:3.530 --> 0:29:4.160  
Maren Klein  
So.

0:29:5.490 --> 0:29:8.620  
Maren Klein  
If the one example I'll give you very quickly, I don't have much time. I've got.

0:29:11.630 --> 0:29:14.680  
Maren Klein  
Alright, sorry very, very, very quick example.

0:29:16.510 --> 0:29:26.130  
Maren Klein  
Part of the energy transition work identifying places where where energy transition could occur. Small town in Gippsland called Darren.

0:29:27.300 --> 0:29:43.20  
Maren Klein  
I don't know what you know of its small rural town agriculture, forestry, transition, energy transition, all happening at the same time. So local milk really elevated cocoa milk thinking differently about use September.

0:29:43.920 --> 0:29:49.620  
Maren Klein  
Stations and energy community energy parks idea which came up.

0:29:51.250 --> 0:29:54.190  
Maren Klein  
Building that inquiry around that is an opportunity.

0:29:54.840 --> 0:30:0.730  
Maren Klein  
Researchers internationally, locally businesses in solar and battery.

0:30:2.990 --> 0:30:7.680  
Maren Klein  
That tree and then paralysis in terms of use of waste materials out of the mill.

0:30:8.470 --> 0:30:15.550  
Maren Klein  
Ohh 22 H 18 months to two years of really serious research work about what this could look like.

0:30:17.640 --> 0:30:39.720  
Maren Klein  
Go to a business case. State government was ready to give in a relation to forestry businesses who are doing innovative work or because all of that work have happened and the and they had been given a possible should have mentioned the authority provided a couple $100,000 to do that research work. So you've gotta provide incentive and support building that coalition was the work of our team and.

0:30:40.960 --> 0:30:41.760  
Maren Klein  
State government.

0:30:42.450 --> 0:30:48.80  
Maren Klein  
He he. Here you go. State government. We've already done this work. I will put in $2,000,000 to get that up.

0:30:49.340 --> 0:30:55.100  
Maren Klein  
And that's happening now. Local government's got involved. It's continuing in forestry Workers Party.

0:30:55.880 --> 0:30:57.190  
Maren Klein  
Ohh what a community strategy.

0:30:58.70 --> 0:31:7.160  
Maren Klein  
And I've not done that sort of service in terms of complexity and the time and the effort and the skill taken to get to that point, as I said to Bruce earlier.

0:31:7.980 --> 0:31:12.790  
Maren Klein  
We got back to the park this and said $2 million project.

0:31:13.210 --> 0:31:23.440  
Maren Klein  
Ohh comments were this is the first time we've ever worked with government in a way that we've had to say what's happening and and in a partnership in the way the government doesn't really work.

0:31:24.320 --> 0:31:34.80  
Maren Klein  
So they're the sorts of comments back from community about the relationship with government and the shift. So I might stop there. Great, great example.

0:31:35.140 --> 0:31:40.70  
Maren Klein  
That's a really structured framework with this.

0:31:40.230 --> 0:31:49.490  
Maren Klein  
I kiss you when you said thank you very much today, Brian. Dr Brown's every two cities, one community or we were wrong. As I say, right, great.

0:31:51.110 --> 0:31:52.300  
Maren Klein  
Thanks very much, Bruce.

0:31:54.570 --> 0:31:55.220  
Maren Klein  
I.

0:31:56.880 --> 0:32:6.740  
Maren Klein  
I would be commenting on things which cross the paths that Karen's crossed. Sometimes will be travelling down the path a little bit on some occasions.

0:32:8.0 --> 0:32:21.490  
Maren Klein  
The two cities, one community I'll touch base on that I won't spend very much time on the tour actually, but what I want to talk about relates to regional, the regional development.

0:32:22.510 --> 0:32:32.520  
Maren Klein  
But what I've learned in governance in regional development is so readily transferable to the broader sense of governments that that's worthwhile picking up.

0:32:33.220 --> 0:33:4.110  
Maren Klein  
Want to talk? Start by first of all talking about some issues and then looking at some examples and the Albury Wodonga threw itself. I talk about the regional environment by that I'm talking about the the physical, the social, the intellectual environment in which the people in the region carry out their day to day lives. And when we trying to manage to bring that to its ultimate, there's four issues that I think are important.

0:33:4.180 --> 0:33:5.500  
Maren Klein  
First ball is leadership.

0:33:6.490 --> 0:33:10.120  
Maren Klein  
There's two issues in relation to leadership that I'd like to comment on.

0:33:10.710 --> 0:33:11.80  
Maren Klein  
Uh.

0:33:12.850 --> 0:33:31.620  
Maren Klein  
Often the state leadership or administration or management or something like that. Now there are you'll find this iPad came across this one. I realised that that there's a disjoint between the position of leader and the traits of a leader. Quite often they don't come together.

0:33:32.980 --> 0:33:51.570  
Maren Klein  
The second point that I'd make is that there's two types of leading. You can have a transformational leader or a transactional leader. If all's going well, things are it pretty much in the optimum you wish to maintain a stability, then a transactional leader is fine. We're not talking about that here.

0:33:52.300 --> 0:33:58.110  
Maren Klein  
We're talking about change and change will require a transformational leader.

0:33:59.530 --> 0:34:8.540  
Maren Klein  
Secondly, I want talk about strategic intent now within the strategic environment. There's five issues that I'd seen this strategic thinking.

0:34:9.560 --> 0:34:31.110  
Maren Klein  
Strategic intent, strategic foresight, strategic management, strategic planning and strategic management. You'll find that strategic thinking and intent are the prerequisites for having a, A, a coherent forward view.

0:34:31.810 --> 0:34:47.630  
Maren Klein  
With an ability to be able to transfer that into actions at an operational level, what I'm talking about there is strategic foresight, so strategic thinking and intent lead into that. I don't believe that you can have.

0:34:49.90 --> 0:35:3.220  
Maren Klein  
Real strategic planning without strategic foresight and the management flows on from there. So they are important issues that we need to address. Understanding the system is another point that I'd like to make now.

0:35:3.960 --> 0:35:15.910  
Maren Klein  
We have to realise that we're talking about system here. I've been talking about the regional innovation system in some of the work that I've been doing, but we need to understand the system and that.

0:35:16.940 --> 0:35:18.880  
Maren Klein  
If you don't know the system.

0:35:19.590 --> 0:35:22.890  
Maren Klein  
If you're not in the system, you won't necessarily understand it.

0:35:23.650 --> 0:35:26.380  
Maren Klein  
And in my case, regional.

0:35:26.460 --> 0:35:56.530  
Maren Klein  
The economic system, or look at the core elements that the operating environment, the strategic framework which relates to policy formulation and development of strategy from that and the practises which put into place those strategies and finally the the practises as I say, and there's also the agents which carry out that work. Now the agents are the community, there's industry and commerce.

0:35:56.840 --> 0:36:2.180  
Maren Klein  
The various institutions, social, educational and finally.

0:36:2.940 --> 0:36:15.70  
Maren Klein  
The The Government, the these, these are the agents in regional economic development and they work within the system. They operate within the system, regulated by certain capacities such as.

0:36:17.370 --> 0:36:20.760  
Maren Klein  
Information, knowledge creation and sharing.

0:36:20.830 --> 0:36:21.70  
Maren Klein  
Here.

0:36:23.510 --> 0:36:25.640  
Maren Klein  
Issues such as the.

0:36:28.150 --> 0:36:37.220  
Maren Klein  
The authority and resources to carry out their work, and there are certain moderators, such as strategic foresight, as I mentioned by ability.

0:36:39.20 --> 0:36:47.100  
Maren Klein  
Issues like that. So they make up the the the system we have to recognise what we're talking about is the system.

0:36:47.830 --> 0:36:53.310  
Maren Klein  
Multi level government governance is a system operates as a system.

0:36:54.0 --> 0:36:55.760  
Maren Klein  
Finally, the collaboration.

0:36:56.770 --> 0:37:10.670  
Maren Klein  
The collaboration is more than just cooperation. Collaboration is where you have leaders. You have the the transformational leaders, you have strategic thinking in place, people who understand the system.

0:37:11.730 --> 0:37:13.250  
Maren Klein  
People who trust each other.

0:37:13.930 --> 0:37:22.930  
Maren Klein  
That is so important. As part of this process. So now I think they are the factors that I see of being underpinning the, the the environment.

0:37:24.260 --> 0:37:24.800  
Maren Klein  
Yeah.

0:37:25.960 --> 0:37:27.420  
Maren Klein  
They operate.

0:37:28.120 --> 0:37:38.540  
Maren Klein  
On the levels they operate between the levels, well, I've been talking about is the regional level and I sometimes would refer to that as the shareowner level.

0:37:39.410 --> 0:37:42.160  
Maren Klein  
Because it gets kicked around so much while the players.

0:37:43.690 --> 0:37:47.960  
Maren Klein  
I want to come back to this particular issue of the regional level.

0:37:49.230 --> 0:37:58.0  
Maren Klein  
No, it's turning out thoughts now to the Albury Wodonga experience. I wanna touch on some issues in relationships between the levels.

0:37:59.580 --> 0:38:15.820  
Maren Klein  
2 examples of Commonwealth involvement and one example of state involvement. First one goes back to the middle of 1970s. That was the the formulation of the Albury Wodonga National Growth Centre.

0:38:16.960 --> 0:38:37.130  
Maren Klein  
Programme and the port of the formation of the Albury Wodonga Development Corporation. Now that was the result of an enormous amount of negotiation between state and Commonwealth. Governments have been a lot of work done by the states looking at centralisation and how they can combat the issues of centralisation with decentralisation.

0:38:37.940 --> 0:38:46.90  
Maren Klein  
The the Commonwealth under when? When Whitlam came in started to address this issue too. A lot of work done.

0:38:47.220 --> 0:39:3.510  
Maren Klein  
And the the Councils were involved in a bit of that work too. A bit of that work, the legislation which instituted the programme, instituted the Albury would on the Development Corporation. That legislation was the role of the States and the Commonwealth.

0:39:4.490 --> 0:39:27.940  
Maren Klein  
The Council didn't even get involved the the the ovary of Donga Development Corporation was not answerable to the Councils. In fact, the Council's lost their planning powers in the in the designated area, and so the ovary of done the Development Corporation was responsible to A to a minister or the Ministerial Council.

0:39:28.710 --> 0:39:36.140  
Maren Klein  
Now this was a a real the Council, I must say. The councils were represented on the board of the Corporate.

0:39:36.990 --> 0:39:44.870  
Maren Klein  
But that's that's not necessarily good enough, but what this was was top down imposition of a what could have been a great idea.

0:39:46.270 --> 0:39:54.490  
Maren Klein  
The second example that I'd like to look at is relates to the building. The Better Cities programme, which was the.

0:39:55.840 --> 0:40:5.90  
Maren Klein  
The child of Brian Howe was the Deputy Prime Minister and the the Minister for Regional Development.

0:40:6.0 --> 0:40:18.180  
Maren Klein  
Yeah, that was instituted in 1991 and it run through to 1995 when they wanted to take it through to the second, the second level second process.

0:40:19.0 --> 0:40:29.920  
Maren Klein  
To finance that, Brian, how decided that he would close the ordinary, went on the Development Corporation and sell off the land bank over a five year period from 1995 to 2000.

0:40:31.710 --> 0:40:48.160  
Maren Klein  
The land bank at that stage was about 15,000 hectares, more than 15,000 hectares selling it off over five years would have been a massive bias sale and it would have had profound implications for the the region.

0:40:49.960 --> 0:41:4.420  
Maren Klein  
It was great consternation locally, but the Council's were opposed to it. Business was opposed to it, particularly the the the Gland development area that was opposed to it. The community was opposed to it.

0:41:5.410 --> 0:41:6.870  
Maren Klein  
And the press were opposed to.

0:41:7.670 --> 0:41:9.660  
Maren Klein  
Yeah, fortunately.

0:41:10.320 --> 0:41:13.250  
Maren Klein  
Fortunately, unfortunately you there was a charge.

0:41:14.970 --> 0:41:23.330  
Maren Klein  
Lay the lost John Howard came into power, and so there was a new set of thinking imposed.

0:41:24.270 --> 0:41:41.340  
Maren Klein  
They didn't times the overall idea though. They just changed the dates, they just spread it out a little bit longer, but this was a situation in which there was a top down idea imposed on the community and the Community again did not like it.

0:41:42.80 --> 0:42:3.350  
Maren Klein  
So this is one of the things we have to with with respect to changing the date. So let's just tell you that when I was took over as the CEOI met with the the minister at the Time Syndrome McDonald, he said, look, I've got two dates here, I've got 2005 and I've got 2009.

0:42:4.410 --> 0:42:9.840  
Maren Klein  
Been a pretty packed the Titian he took the average and said that we'll post them 2007.

0:42:12.290 --> 0:42:23.700  
Maren Klein  
I'll come by cover camp if we got time, we'll come back to that. But that was an issue. Ohh. Now wanna move on to how the states have been involved there an example of the state.

0:42:24.780 --> 0:42:26.810  
Maren Klein  
Imposition, sorry about that.

0:42:30.950 --> 0:42:34.930  
Maren Klein  
I thought it's Richard Anderson. They they.

0:42:38.440 --> 0:42:39.190  
Maren Klein  
The state.

0:42:39.870 --> 0:42:49.480  
Maren Klein  
The the the two states came together to have a joint ministerial meeting in Albury Wodonga and.

0:42:50.340 --> 0:42:51.480  
Maren Klein  
After that meeting.

0:42:52.360 --> 0:43:11.30  
Maren Klein  
They were to the next day to meet with the community and and address the community. Now I don't know what Steve Braxton and Bob Carr had been drinking and smoking the night before, but they announced that they were going to investigate the establishment of a a single municipal cross border municipality.

0:43:12.560 --> 0:43:23.910  
Maren Klein  
Well, let me just was a Lib balloon it it was quietly opposed by Albury council and vociferously opposed by the Wodonga Council.

0:43:25.70 --> 0:43:51.300  
Maren Klein  
I'd say that in some respect, that was the worst of these three examples, because it created a rift between the two councils, which went on and sometimes quite acrimoniously for a number of years. And this three examples that I'm shy of, the imposition of top down approaches without that level of communication and that level of involvement which is required.

0:43:52.600 --> 0:44:9.700  
Maren Klein  
In, in a successful implementation and what we what I now want to look at is a couple of examples of that in the local area. And first of all, let's the the health situation, the health system in Albury Wodonga is quite interesting because.

0:44:10.530 --> 0:44:40.720  
Maren Klein  
This is a situation where to bring the the two NSW and Victoria and systems together would have made tremendous advances in terms of the use of resources, the reduce of the reduce of the use of resources and finance. This was a local initiative from the the medical profession in Albury Wodonga locally driven. Obviously the states had to become involved in that.

0:44:41.0 --> 0:44:55.360  
Maren Klein  
But the around about 2010 there abouts they were rather to bring together all we were done to health which is a cross border organisation under the auspices of the Victorian Department of Health.

0:44:56.150 --> 0:45:9.120  
Maren Klein  
Great success. Worked well at a local initiative, locally driven and it works. The other one is now a touch on the the two cities, one community.

0:45:10.540 --> 0:45:17.310  
Maren Klein  
This came into being around about 2017. Now that excuse them that I've talked about between the two.

0:45:19.60 --> 0:45:25.780  
Maren Klein  
The two cities lasted long time and there was a lot of acrimony involved in that.

0:45:26.960 --> 0:45:40.80  
Maren Klein  
And I must say more so on the part of of Victoria, who I think saw themselves as the the lesser partner in this particular group. And so that.

0:45:41.60 --> 0:46:10.690  
Maren Klein  
That was there for a long, long time as the as they say of the corporation had to deal with these people and it wasn't always an easy process to do to do so. But I saw this happening and but the people who are involved, they go in time, they go new people come in, new approaches taken and there was really good leadership shown bottom both sides bringing them to the Council's together, working through a process whereby you had.

0:46:11.30 --> 0:46:17.470  
Maren Klein  
The two councils meet together and decide on the process of the two cities one community.

0:46:17.550 --> 0:46:19.680  
Maren Klein  
The structure.

0:46:20.400 --> 0:46:44.890  
Maren Klein  
They they I think it was in Weldon the they met and then the two were having no agreed that as in a combined meeting they then went to the own meetings and adopted the policy. And this was driven by the locals accepted by the locals and worked with the locals. So they're the point. You wanna make a may were again the the examples of.

0:46:46.120 --> 0:46:54.850  
Maren Klein  
In local initiatives, being able to work with the top down imposition didn't work so.

0:46:56.380 --> 0:46:59.540  
Maren Klein  
What? What are the the lessons that we can learn from that?

0:47:1.890 --> 0:47:3.180  
Maren Klein  
Ohh say that.

0:47:5.800 --> 0:47:7.310  
Maren Klein  
At the regional level.

0:47:8.30 --> 0:47:14.970  
Maren Klein  
The regional level of governance. The problem here is that the region not divine, not devine.

0:47:16.360 --> 0:47:17.330  
Maren Klein  
We have.

0:47:18.280 --> 0:47:20.930  
Maren Klein  
Federal, state and local government now.

0:47:22.110 --> 0:47:39.420  
Maren Klein  
We the problem is that at a regional level, the states are too big, local governments too small. We have 8 states, something like where 650 local governments and that's just doesn't work in the UK by have. I think it's something like about 48.

0:47:41.760 --> 0:47:46.890  
Maren Klein  
Counties across that little little country of England.

0:47:48.260 --> 0:48:7.390  
Maren Klein  
In the the in the United States, 48 states in the contiguous area, which is roughly equivalent to in Australian area Canada that has 13 various provinces and states, Australia 8 states.

0:48:8.470 --> 0:48:16.80  
Maren Klein  
650 local government areas does not work. The imbalance is is just not no good.

0:48:16.760 --> 0:48:18.750  
Maren Klein  
Can we address that? Can we change that?

0:48:19.720 --> 0:48:23.440  
Maren Klein  
We can bring in further local government reform, but that.

0:48:24.130 --> 0:48:25.460  
Maren Klein  
Tinkering at the edges.

0:48:27.10 --> 0:48:29.70  
Maren Klein  
Can we change the site bandage?

0:48:29.790 --> 0:48:45.670  
Maren Klein  
Not in the foreseeable future. So that's the situation there. So what we we come to is looking at what local government may be able to do itself and what it has done in what's successfully in areas of NSW and Queensland is form.

0:48:47.780 --> 0:49:9.270  
Maren Klein  
Regional organisations have council. This is where you have the the Councils of of similar like like a demands like 3 requirements like resources that can come together and create a larger entity, the regional entity that we're talking about and be able to take the action.

0:49:10.650 --> 0:49:20.0  
Maren Klein  
With the Adam, with the top down issues. Well, not quite so bad today. The reason for that is if you look at the federal government.

0:49:20.810 --> 0:49:21.800  
Maren Klein  
It's neglect.

0:49:22.570 --> 0:49:41.100  
Maren Klein  
And I go back when, when? When. Howard government first came in our minister at the time was John Chard. He is on record as the Minister for Regional Development. As saying he didn't understand what role federal government had to do in regional development.

0:49:41.830 --> 0:50:12.80  
Maren Klein  
That was an issue there, so neglect is one of the issues and the other one is the economic rationalist legacy that we have. And I think it's as bad as it has been. But the legacy is still there and that's a legacy of pushdown of responsibilities. Pushing it down to the lower levels. But that doesn't always happen with the required responsibility. They get the responsibilities but with the required authority or the resources to deal with that.

0:50:12.160 --> 0:50:19.430  
Maren Klein  
So they have the issues we have to deal with and these are major issues when we're looking at multi level governments.

0:50:22.60 --> 0:50:37.70  
Maren Klein  
That's essentially what we're talking about here. I'm talking about look at you. You know, the going back to what we said in the beginning, leadership, the need for a local transformative leaders to come together, they will come out of either.

0:50:38.650 --> 0:50:51.530  
Maren Klein  
Business or the institutions or the Councils themselves? That's where the leadership will arise. They will show the necessary strategic foresight to have taken that action.

0:50:52.830 --> 0:50:59.410  
Maren Klein  
They will have been involved in the locality, they will been involved in the region, they will understand the system.

0:51:3.100 --> 0:51:11.970  
Maren Klein  
That's the important thing that we need to understand. That's going to be the essential part of the collaboration. Our what haven't I addressed here?

0:51:12.780 --> 0:51:14.470  
Maren Klein  
I haven't addressed the border issue.

0:51:15.550 --> 0:51:42.820  
Maren Klein  
Turn Cortana very important, but there's not a great deal actually done in addressing sub national borders as that that I can see that all gone through in my research has very little that's done in that, but that's important. Let me give you a good example of this during Jeff Kenneth's time, he decided that he would extend the daylight saving period by two weeks.

0:51:43.590 --> 0:51:59.440  
Maren Klein  
During that two weeks, my wife took one hour and 10 minutes to get from to do her 10 minute drive from Albury across to Wadonga where she worked. However, she got home 50 minutes before she left work in the evening. Yes.

0:52:0.500 --> 0:52:8.950  
Maren Klein  
I had to have in my diary. I had to have the the two, the two time frames down so that I wouldn't muck up the the the meeting.

0:52:10.30 --> 0:52:21.860  
Maren Klein  
But you know this is a cross border cross border issues all over. They they had their cross border anomalies committee operated and I don't believe they did much more than sort out the fishing licences on on.

0:52:22.330 --> 0:52:32.940  
Maren Klein  
I like you, but these days we now have a different approach and you look at the NSW has a cross border.

0:52:34.640 --> 0:52:49.360  
Maren Klein  
Functional economic zone, which includes the a range of. I think there's 33 NSW municipalities and there are, I think it's two Victorian spell that was involved in that.

0:52:50.960 --> 0:52:56.800  
Maren Klein  
The flexibility of boundaries is also what we need to understand here, the.

0:52:57.760 --> 0:53:3.770  
Maren Klein  
Delete the designated area under the original Growth Centre programme.

0:53:5.400 --> 0:53:9.460  
Maren Klein  
Included I I think it was 5 or 6 municipalities the the.

0:53:9.540 --> 0:53:12.550  
Maren Klein  
Yeah, that local the the.

0:53:13.520 --> 0:53:20.560  
Maren Klein  
Functional Economic area includes something like about 5 municipalities, different municipalities, you got the.

0:53:24.200 --> 0:53:42.590  
Maren Klein  
The the Ohh you know? But they they hue and the Murray Rd I who each address something like 10 to 13 municipalities so that boundaries are flexible. We need to be able to get those all focused, get them tidied up so.

0:53:44.40 --> 0:53:46.260  
Maren Klein  
The tail leave it. I think it's OK.

0:53:47.970 --> 0:53:48.940  
Maren Klein  
Two break.

0:53:49.670 --> 0:53:57.800  
Maren Klein  
Thank you so much. I'll write you something. You have service through that, that that's perhaps start with questions that degree is please.

0:53:58.730 --> 0:54:4.470  
Maren Klein  
Christians and Nikki, I'll, you know, just shout out if you've got questions from your side.

0:54:8.50 --> 0:54:10.460  
Maren Klein  
Hello pretty. Can I just make?

0:54:11.510 --> 0:54:17.860  
Maren Klein  
Thank you. Comparison and addition to both presentations are fascinating.

0:54:19.610 --> 0:54:22.720  
Maren Klein  
Because some of the way that's great that okay. Yeah, of course.

0:54:24.440 --> 0:54:30.650  
Maren Klein  
So the way multi level governance in Europe in the European Union took.

0:54:31.960 --> 0:54:33.20  
Maren Klein  
Took route was.

0:54:34.100 --> 0:55:5.80  
Maren Klein  
The intertwining of the concept with the voice to the regions, and so in the mid 2000 period after a massive growth of the European Union's on 2004 with the 10 new countries joining you, had this conglomeration in 25 countries and the European Union could see very quickly, after one or two examples of elections and so on, that there was an enormous distance between the European Union and the ordinary person.

0:55:5.730 --> 0:55:36.20  
Maren Klein  
You know, in the backstreets of Paris or in or or in the gym itself or like and so there was a sense of making an appeal to the regions and it's starting to acknowledge the importance of regions as a place which is closer to the population and therefore able to involve not, not just giving a voice, but giving representation and an understanding what's happening at that level. There was also.

0:55:36.120 --> 0:56:6.370  
Maren Klein  
They won't call it sinister, that certainly a a an attempt to use the regions to undermine sovereign state. And what does that mean? Because the sovereign state is the the the members of the European Union were the ones who are are making it very difficult to see sovereignty over a whole range of functions and responsibilities by going around the the nation state and going to the regions. This was a way of undermining that nationalism.

0:56:6.460 --> 0:56:20.470  
Maren Klein  
Around the powers of the nation, state and and, and therefore the European Union being able to work more effectively, some of this today doesn't doesn't occur anymore and I'll just give you a very quick overview.

0:56:21.640 --> 0:56:51.870  
Maren Klein  
In 2009, with Lisbon training alongside, it was this recognition of the role of the Committee of the Regions. There was the establishment of the Committee of the Regions. There was a voice of the regions in the Parliament. It was like a, you know, 100 flowers blooming and it would now we're trying to give voice to ordinary European citizens that probably are not hearing the voice of over the European Parliament or the European Commission and so on.

0:56:51.970 --> 0:56:52.600  
Maren Klein  
And so forth.

0:56:54.700 --> 0:57:22.910  
Maren Klein  
The problem with this approach that we now have today is that you can also have you can also lose control of the of the regional approach and then in fact right now you could say that original approach in the European Union has cooled down tremendously. Why in large part because of some come some countries of the European Union where this multi level governance and the voice to the regions was meant to function it started.

0:57:22.990 --> 0:57:36.20  
Maren Klein  
To unravel, it started to take a course of its own. We saw that with Catalonia. We saw that even with Brexit, we saw that with Scotland and a wonderful example that I'm a little bit more familiar with is the question of Italy.

0:57:36.820 --> 0:57:37.350  
Maren Klein  
So.

0:57:38.490 --> 0:58:8.700  
Maren Klein  
Italy actually had long before the European Union woke up to this problem. Regional expression, not just between the North and South, but you actually had a an antagonistic party called the the Lega. The northern leaks already not only pushing for that kind of voice, but actually starting to take on governance in that respect. And so you see a fragmentation of the country on the basis of regionalism.

0:58:8.830 --> 0:58:34.800  
Maren Klein  
And this was pretty much a cold shower for the way the European Union started to see whether this was the right approach. In fact, today you don't hear a lot of noise about regionalism from the European Union, but probably it's not just because of the fact that you can actually lose control, and regionalism starts to take its own, its own shape politically. But on top of that.

0:58:36.400 --> 0:59:4.670  
Maren Klein  
The rise of of of the, let's say, antagonistic and hostile theories and ideology is now starting to come commonplace in the European Union, so you're more concerned about the Hungarians and the Poland's and the Italy's that don't even have to be broken up into regions where you get this reaction against the European Union. And the whole question of voice to the regions gets somewhere buried.

0:59:4.910 --> 0:59:25.580  
Maren Klein  
That underneath all of that. So this is a very different scenario from the two that were presented. But we did see multiple level governments emerge as a voice to the regions. And I think it's just simply been drowned out now and our own research and literature review that we've done.

0:59:26.820 --> 0:59:41.980  
Maren Klein  
It's it's no longer fashionable. I I've got a very good colleague in Italy and I asked him tell me what you know. He's he studies the European Union far more intensely than what I do. And when I mentioned multi level governance, just laughed at me.

0:59:43.140 --> 0:59:43.620  
Maren Klein  
Said.

0:59:44.460 --> 0:59:51.110  
Maren Klein  
Everything that's been said has been said, which is to say we're not too sure where this whole conversation is going anymore.

0:59:52.630 --> 1:0:0.330  
Maren Klein  
And whether it's relevant today as it might have been in 2009, so it's just a few examples of.

1:0:1.230 --> 1:0:13.100  
Maren Klein  
The European Union perspective, ohh. I wouldn't mind just coming into that. That's that's very, very interesting and makes me think about what that looks like in the work that we do.

1:0:14.430 --> 1:0:15.580  
Maren Klein  
And I don't think we.

1:0:16.350 --> 1:0:21.130  
Maren Klein  
You know, need to recognise that those very voices that people talking about about.

1:0:22.350 --> 1:0:32.900  
Maren Klein  
Politically, ideologically motivated voices that wanna come together to oppose and to drive a different agenda. You're sitting out in our communities.

1:0:34.450 --> 1:0:50.380  
Maren Klein  
Social media was a was a was it behind behind the things like the Antivax campaigns and things like. That's what I'm talking about so that that, that, that that happens out in rural communities so so when we get activity going on around things like energy transition the big one.

1:0:52.300 --> 1:0:59.170  
Maren Klein  
That we have part of our local communities activating against that for a whole range of reasons and that.

1:1:1.360 --> 1:1:2.150  
Maren Klein  
I want to die.

1:1:2.980 --> 1:1:9.230  
Maren Klein  
But what if you do multi level governance properly in the way that we've been talking about today you get.

1:1:10.110 --> 1:1:12.980  
Maren Klein  
A coalition of evidence driven.

1:1:13.580 --> 1:1:19.360  
Maren Klein  
Admitted, I'm from organisations with different levels of authority and they're not just the.

1:1:20.200 --> 1:1:24.830  
Maren Klein  
They're not just the usual leaders in a community and they they are networked.

1:1:25.840 --> 1:1:29.350  
Maren Klein  
Like a family and friends, it's amazing. Word of mouth is really.

1:1:31.730 --> 1:1:34.840  
Maren Klein  
So I'll give you an example of that wind farm.

1:1:36.20 --> 1:1:40.890  
Maren Klein  
You know the the action that's been happening around Victoria about, you know, a lot of.

1:1:43.100 --> 1:1:46.10  
Maren Klein  
Court appearance with all the rest of their opposing.

1:1:47.170 --> 1:1:50.180  
Maren Klein  
You know, they're the ones are out putting sticker as up on.

1:1:51.830 --> 1:1:58.230  
Maren Klein  
Ohh on walls and you know up there campaigning against this is what it's gonna do to our community and develop the data.

1:1:59.850 --> 1:2:5.390  
Maren Klein  
Because that coalition has grown those voices, which are small in number, but they're still acts.

1:2:6.260 --> 1:2:7.890  
Maren Klein  
At the end of the day, don't get to Guernsey.

1:2:8.730 --> 1:2:14.100  
Maren Klein  
Because the evidence is so strong in the Community, something to go ahead that it it.

1:2:15.570 --> 1:2:21.920  
Maren Klein  
It outweighs those activists. People were not there to necessarily for the right thing for community.

1:2:22.720 --> 1:2:28.150  
Maren Klein  
I think it's a really important point that you raised and I think we've got to pay attention to that.

1:2:29.190 --> 1:2:42.870  
Maren Klein  
In terms of, how do you mitigate against that, I'll think it's about evidence and it's about local people having the right knowledge to be able to come back and say, well, that's actually that's not true. And here's why it's not true.

1:2:43.550 --> 1:2:48.170  
Maren Klein  
Now, evidence in itself doesn't necessarily mitigate against, so you have an ideology.

1:2:49.310 --> 1:2:50.600  
Maren Klein  
Because you just says you're wrong.

1:2:52.20 --> 1:2:55.600  
Maren Klein  
And I've experienced that myself in our own community. But.

1:2:56.290 --> 1:3:12.530  
Maren Klein  
The broader community who are sensible, good people who want their community progress tend to outweigh those voices. So I hope that balance stays the way that it is. But I think it's very important point in terms of the work we're doing in small communities to understand that.

1:3:14.650 --> 1:3:14.980  
Maren Klein  
Don't.

1:3:17.590 --> 1:3:45.960  
Maren Klein  
Two points off. My first of all, when we talking about the European Union transposing that to the Australian situation, we have to be very careful, I believe because the Australia doesn't have that variety of cultures, languages and that sort of thing, which can help promote the issues. They've been divisive issues that you were talking about Bruno. And when we come to in the Australian situation, when we start to look at this and you talk about me.

1:3:46.920 --> 1:3:57.490  
Maren Klein  
Like the the agendas versus the other people trying to move forward, leadership is the thing that we talk about. Their leadership becomes very important I think.

1:3:58.230 --> 1:4:12.740  
Maren Klein  
Leadership is a bit easier in Australia would be in the European Union, he still gonna find the leaders. Doesn't mean that whether it's easy or not, you still have to have the people who are good leaders, not good administrators or good managers, but good leaders.

1:4:14.650 --> 1:4:15.40  
Maren Klein  
Yeah.

1:4:16.350 --> 1:4:16.600  
Maren Klein  
Really.

1:4:17.270 --> 1:4:47.480  
Maren Klein  
This is the point, Brian. Thanks for that. So I'd like to go again on the same point to compare oranges with apples because at the end of the day, we are comparing, you know, our case studies. You know some cases from Europe with Australia. Now you just touched one of the lessons, one of your key findings was the and neglect neglect the the federal government neglection which is which is you know a good point. So I would like to ask both of you.

1:4:47.860 --> 1:4:53.10  
Maren Klein  
And so feed them with your four basic points pillars.

1:4:55.530 --> 1:5:9.500  
Maren Klein  
Do you feel this neglection from the federal government? First? This the question for you. Clean them for you, Brian is I. I'd like to know. For example, in the case of of endemic, what's that? We federal government, did they?

1:5:10.950 --> 1:5:11.720  
Maren Klein  
Do anything.

1:5:13.200 --> 1:5:20.990  
Maren Klein  
Well, I think that will be the response. Was it to give to give credit to the feds.

1:5:22.490 --> 1:5:26.240  
Maren Klein  
That instance, they changed the whole thing, got rid of.

1:5:26.320 --> 1:5:34.770  
Maren Klein  
The the the previous operation but of links between state and federal and brought in the federal cabinet.

1:5:36.30 --> 1:5:38.640  
Maren Klein  
The federal cabinet and that.

1:5:39.610 --> 1:5:42.560  
Maren Klein  
Brought together a a level of of.

1:5:44.620 --> 1:5:50.850  
Maren Klein  
Consensus, when it came to how they were going to address the address, the issue of the pandemic.

1:5:51.590 --> 1:5:52.110  
Maren Klein  
Ohh.

1:5:53.470 --> 1:6:9.240  
Maren Klein  
It was interesting because there was a lot of clashing in them, but still went on between Tory and and the Commonwealth between NSW and Glory went NSW in the Commonwealth but still lower up. Managed to manage the band.

1:6:9.910 --> 1:6:14.510  
Maren Klein  
Or will as a result of that approach to the my view?

1:6:16.910 --> 1:6:18.880  
Maren Klein  
List of countries with time just.

1:6:20.300 --> 1:6:21.760  
Maren Klein  
I don't know. People have to leave, but.

1:6:23.830 --> 1:6:39.480  
Maren Klein  
There's some issues emerging for me through the conversation that I think are worth identifying in terms of their ongoing project, things to pay closer attention to. The first is kind of cool that out from from Bruno's comments and chatted with Karen.

1:6:40.700 --> 1:6:43.790  
Maren Klein  
About whether or not multi level governance.

1:6:44.420 --> 1:6:47.260  
Maren Klein  
That served to describe a.

1:6:50.840 --> 1:6:53.780  
Maren Klein  
If you like I an interventionist agenda.

1:6:54.830 --> 1:7:2.510  
Maren Klein  
About promoting the the role of regions as a meeting place reaccess to citizens or whatever, or whether it's mental concept.

1:7:4.260 --> 1:7:9.430  
Maren Klein  
Better to say whether we're talking about your report Australia. We are talking about the government.

1:7:10.720 --> 1:7:27.680  
Maren Klein  
Government that necessarily overlap with each other and how do we make sense of that and understand the implications of of that overlap and how can you manage with us it manager effectively when is it not managed effectively and so on and so forth. So one set of issues about what ideology versus.

1:7:29.120 --> 1:7:33.750  
Maren Klein  
Second thing, you don't think both of you contributed to this as well to bring you perhaps?

1:7:35.290 --> 1:7:36.820  
Maren Klein  
What more focused around?

1:7:38.170 --> 1:7:53.680  
Maren Klein  
The tension between understanding the the relationship of the period governments to to to to lower government, put it, and it seemed to me that all your examples were pointing to the problematic character of.

1:7:56.610 --> 1:8:0.610  
Maren Klein  
Of superior government intervention as opposed to.

1:8:1.260 --> 1:8:8.990  
Maren Klein  
Pharma whatever they like putting in that if you want my multi level governments to work the initiative has to be driven from.

1:8:10.160 --> 1:8:11.210  
Maren Klein  
But the ground.

1:8:12.110 --> 1:8:14.350  
Maren Klein  
Up rather than up down.

1:8:15.280 --> 1:8:45.530  
Maren Klein  
The example of the Obi sits in industry. Why there I think because it was very much, if you're like, not not federal government was very much have the initiative but it was very clearly part of the design feature that that the leadership would be local and the starting would be so that whilst even though it wasn't a top down initiative which basically said we're ceding control to local representatives.

1:8:46.440 --> 1:8:47.890  
Maren Klein  
That might be putting into stronger.

1:8:49.90 --> 1:9:3.630  
Maren Klein  
That that's one way of saying and the and the way in which the LB A was established. I think there's the respective of my particular comments there is that tension between in a multi level government.

1:9:4.420 --> 1:9:11.990  
Maren Klein  
Environment is what's what's the the respective dynamics of the superior and the lower.

1:9:13.630 --> 1:9:21.880  
Maren Klein  
How do we make sense of that? The third issue that comes through to me, I think that's the, again, implicit in both, but perhaps now more carefully.

1:9:22.570 --> 1:9:27.880  
Maren Klein  
Wait, specially if I carry it was around multi level governance is not just about the govern.

1:9:28.880 --> 1:9:29.820  
Maren Klein  
It is about.

1:9:30.730 --> 1:9:33.180  
Maren Klein  
Governments involving arrival time.

1:9:34.700 --> 1:9:37.340  
Maren Klein  
Baby, they research, be they be they.

1:9:40.770 --> 1:9:44.270  
Maren Klein  
I think those regions that we stick come from.

1:9:46.690 --> 1:9:49.470  
Maren Klein  
Mark. Yeah. I don't really think I mean.

1:9:51.320 --> 1:9:52.200  
Maren Klein  
Very clearly.

1:9:53.860 --> 1:9:55.40  
Maren Klein  
In the liquid shop.

1:9:55.820 --> 1:10:0.810  
Maren Klein  
Not the reasons why it's called the governance it's to.

1:10:1.960 --> 1:10:6.410  
Maren Klein  
Differentiated from government and I do think.

1:10:7.780 --> 1:10:10.440  
Maren Klein  
Enough money, quite interesting context.

1:10:12.290 --> 1:10:17.100  
Maren Klein  
How? It's just said it is talked down, but there's a little bit.

1:10:19.660 --> 1:10:20.830  
Maren Klein  
Do you think that's probably?

1:10:25.80 --> 1:10:26.440  
Maren Klein  
Ohh sorry yes the horizontal.

1:10:27.760 --> 1:10:29.30  
Maren Klein  
Ohh, I think it's a.

1:10:31.20 --> 1:10:48.800  
Maren Klein  
It's an interesting question because government plays an important role, right? Does local government, state government, federal government play a role? And if you think about basic services that we have in communities, that's their business. So we're not talking about, you know.

1:10:49.890 --> 1:11:10.0  
Maren Klein  
Setting up a new school, we might talk about where that school goes, whether it's needed is a different question, but you know, delivering the building, the rail line, I mean that, that's there. Their services that happen in the community and governance with those local government, you know collecting events or whatever it is, are there services that people expect and there may be.

1:11:11.610 --> 1:11:28.340  
Maren Klein  
Interesting opportunities out of those things, but I think there's a basis of what government does. I I think it's talking about something different to here and talking about governance in terms of coming back to your point, leadership is this formal leadership in organisations.

1:11:29.10 --> 1:11:37.510  
Maren Klein  
And I think your your comments about leadership strategic leadership are really important, so not transactional. We're talking about strategic leadership.

1:11:38.380 --> 1:11:39.810  
Maren Klein  
And I don't think you have to have a.

1:11:41.730 --> 1:11:45.800  
Maren Klein  
Position forward position to be a strategic leader and community.

1:11:47.440 --> 1:11:52.70  
Maren Klein  
So when we're talking about leadership here, I'm talking about.

1:11:52.780 --> 1:12:5.200  
Maren Klein  
People who could lay and and leadership takes the number of homes you can have. Quiet leadership can have up numbers. If we need to keep an open mind to what leadership looks like, and you can have collectively leadership.

1:12:6.40 --> 1:12:25.680  
Maren Klein  
So breaking down this idea about how people come together and what else they play, and it's amazing, just had a session earlier on that, you know, young woman who is leading work, she's just out of university and she uniform leadership. Ohh no, she's not the boy she liked in charge. So.

1:12:26.620 --> 1:12:37.270  
Maren Klein  
We we've got understand America that multi little governance is is a very different beast from my perspective than what we're talking about in formal establishment of government.

1:12:38.250 --> 1:12:47.410  
Maren Klein  
It's not what I'm talking about today. The government plays a role. It can play a better role than it does to enable this to do to be well, sorry. I was just wondering.

1:12:47.480 --> 1:12:49.940  
Maren Klein  
Keep for multi governments to work.

1:12:50.990 --> 1:12:51.600  
Maren Klein  
Talk about.

1:12:51.680 --> 1:12:52.120  
Maren Klein  
Ohh.

1:12:54.400 --> 1:13:3.220  
Maren Klein  
Approach and collaborations in the attackers like Europe, like some some state in Europe, they have a Long Beach.

1:13:4.110 --> 1:13:5.70  
Maren Klein  
Regions.

1:13:6.540 --> 1:13:8.130  
Maren Klein  
We can stay calm.

1:13:8.880 --> 1:13:18.310  
Maren Klein  
What they give you, please let keeps little experience, but from what I can see is like from from the bottom collaborations growing.

1:13:19.560 --> 1:13:22.580  
Maren Klein  
Very, very strongly so. It's like there is still a.

1:13:23.440 --> 1:13:31.110  
Maren Klein  
A lack of consciousness on the bottom to build regional consciousness and maybe for them.

1:13:31.190 --> 1:13:41.470  
Maren Klein  
Ohh it's important. Might take time because this regional culture still need to be done. I think it's a very important point and.

1:13:42.140 --> 1:13:54.110  
Maren Klein  
We are talking about demonstration of why this this is a good way to work and so I think there are still challenges with the traditional business as usual way of making decisions through local governor.

1:13:56.140 --> 1:14:3.790  
Maren Klein  
To be honest with you, in this room, you know, I think the local government model, as it's problems to back to the point about that so many of them.

1:14:4.850 --> 1:14:7.50  
Maren Klein  
And they are no different to.

1:14:8.170 --> 1:14:16.600  
Maren Klein  
People who get elected wanting to, you know, you have their pet projects and get reelected again. It's no different to politicians and the statement people.

1:14:17.450 --> 1:14:29.990  
Maren Klein  
Labelled so the models we've got of government actually work against in many ways this because it's it's it runs counter to the way they operate, but.

1:14:30.740 --> 1:14:49.350  
Maren Klein  
Think the momentum is growing and I have to do and what's happening is local communities saying to their local government you need to pay attention cause this is not the way you work with us. Get your act together. This is the way we want to work. Those people not gonna vote for councillors who don't pay attention.

1:14:50.30 --> 1:14:51.480  
Maren Klein  
I think the shift is starting to.

1:14:52.780 --> 1:14:55.560  
Maren Klein  
At the same time, see that on a local level.

1:14:57.210 --> 1:15:6.60  
Maren Klein  
Yes, they they are still there, unable to collaborate with neighbouring towns through. It's like every time. Ohh yeah great this thinking.

1:15:7.20 --> 1:15:30.350  
Maren Klein  
Individualistic and within those sounds, there's still, like, we still lack of leadership people. That's step up and try to think outside the box. I I I think the forestry work is starting to there's an opportunity for cross collaboration and communities collaborating on what they're learning and common common things we've just been talking about that as an emerging opportunity.

1:15:30.990 --> 1:15:31.540  
Maren Klein  
Um.

1:15:32.620 --> 1:15:34.30  
Maren Klein  
And and and I think.

1:15:35.660 --> 1:15:41.880  
Maren Klein  
I'm trying to thought, but particularly around there are communities around Australia, so we're doing some case study work at the moment.

1:15:42.880 --> 1:15:47.440  
Maren Klein  
Regional Strategy Institute on communities that are ahead of the game here.

1:15:48.570 --> 1:15:51.530  
Maren Klein  
And their local members and their local councillors.

1:15:52.250 --> 1:15:54.240  
Maren Klein  
Understand this collaboration work.

1:15:55.300 --> 1:15:58.160  
Maren Klein  
And they are operating as elected representative, very good.

1:15:58.890 --> 1:16:2.220  
Maren Klein  
To particularly something independent Members of Parliament.

1:16:3.130 --> 1:16:6.40  
Maren Klein  
OK. Yeah, instance indeed.

1:16:7.120 --> 1:16:9.380  
Maren Klein  
There are leading ways in which governments.

1:16:11.300 --> 1:16:11.960  
Maren Klein  
Position of.

1:16:12.760 --> 1:16:25.160  
Maren Klein  
Elected member. I think that movement's growing, and I think that's the shift in politics that's going to happen. I think government's gonna have to be forced to say we're gonna lose ground here if we don't pay attention to this.

1:16:26.390 --> 1:16:27.540  
Maren Klein  
I think that's the incentive.

1:16:28.770 --> 1:16:28.950  
Maren Klein  
Now.

1:16:34.250 --> 1:16:34.580  
Maren Klein  
Question.

1:16:34.700 --> 1:16:35.890  
Maren Klein  
Turn off computer.

1:16:37.20 --> 1:16:38.550  
Maren Klein  
That's how it's working well.

1:16:39.670 --> 1:16:40.100  
Maren Klein  
Of the team.

1:16:43.370 --> 1:16:44.300  
Maren Klein  
Get that feedback?

1:16:46.780 --> 1:16:48.280  
Maren Klein  
Say no, that's very good.

1:16:48.610 --> 1:16:58.540  
Maren Klein  
I feel like saying we're not prepared earlier, so having a look at these case studies, Nick and I have from our experience with the LBA.

1:16:59.590 --> 1:17:1.990  
Maren Klein  
Have you got the bit about an assessment?

1:17:4.10 --> 1:17:6.940  
Maren Klein  
Framework. So what are the conditions like?

1:17:7.630 --> 1:17:20.780  
Maren Klein  
What are the conditions for success? How can we assist? What stage of development these conditions are in and would be really interesting to see which ones stand out was the ones that are tough.

1:17:21.540 --> 1:17:35.990  
Maren Klein  
Which ones that are easier? And I think we just been talking about whether we could apply that to some of the work that's currently going on. We're going to apply to four case studies around Australia. It's very early work, but it should help us.

1:17:37.420 --> 1:17:38.260  
Maren Klein  
Uncover.

1:17:38.860 --> 1:17:39.770  
Maren Klein  
What does the sinks?

1:17:40.290 --> 1:17:49.160  
Maren Klein  
Ohh, resources and skill of facilitation needs to do to build the to finally get that feedback from the top down.

1:17:51.660 --> 1:17:56.990  
Maren Klein  
Well, doing presentation next week in Canberra, so we starting to say hey, listen here.

1:17:58.810 --> 1:18:0.260  
Maren Klein  
New transition authority.

1:18:2.270 --> 1:18:3.40  
Maren Klein  
It's been announced.

1:18:3.760 --> 1:18:4.120  
Maren Klein  
Um.

1:18:5.200 --> 1:18:8.70  
Maren Klein  
With the training influence, the design of that if you can.

1:18:9.60 --> 1:18:13.40  
Maren Klein  
And the topic gonna get people right is to listen.

1:18:13.820 --> 1:18:43.770  
Maren Klein  
Technique which can be really useful in this particular what we're talking about here is the use of system mapping hmm which I have been involved in a few of these exercises now and the amount of information you find out about the system that you're involved. Let's face it, what we're talking about here is the system better, and that's why we could talk about the many various tyres, the agents within the system. If you want to know.

1:18:43.980 --> 1:18:48.720  
Maren Klein  
The system operates systems mapping is an ideal way of doing that.

1:18:49.550 --> 1:19:7.220  
Maren Klein  
I think that's a great suggestion and the other thing that we haven't done very well is network and napping. So the multi level governments mapping, I'm afraid very good example that the CD conference a couple of years ago in Norway they they had this fantastic map, the collaboration across the country.

1:19:8.920 --> 1:19:9.550  
Maren Klein  
Not so bad.

1:19:9.640 --> 1:19:12.570  
Maren Klein  
Yeah. Do you have tonight that you're in?

1:19:15.410 --> 1:19:15.800  
Maren Klein  
Feedback.

1:19:17.130 --> 1:19:22.710  
Maren Klein  
Sorry, what's your question? Anything for that thing back structure within the European context, the government? No, have they?

1:19:23.530 --> 1:19:26.870  
Maren Klein  
I haven't this mapping about how you identify those.

1:19:27.720 --> 1:19:37.730  
Maren Klein  
This is the. This is the system stuff around the collaboration was that look like has amply out have you know where it is cause we do we do it not sure we collecting that knowledge and now.

1:19:41.180 --> 1:19:42.490  
Maren Klein  
That would be the most popular.

1:19:42.890 --> 1:19:43.110  
Maren Klein  
Yeah.

1:19:44.490 --> 1:19:46.90  
Maren Klein  
Systems are 17th.

1:19:47.330 --> 1:19:48.910  
Maren Klein  
Good, good, good, good example.

1:19:50.760 --> 1:19:51.380  
Maren Klein  
Quickly.

1:19:51.520 --> 1:19:52.110  
Maren Klein  
The reality?

1:19:54.490 --> 1:19:55.450  
Maren Klein  
Some of the tweeting.

1:19:56.670 --> 1:20:0.880  
Maren Klein  
Done that, but it's pretty lost. The sister city 20.

1:20:2.30 --> 1:20:9.200  
Maren Klein  
You're paying European country union, but the very active in that in that space before.

1:20:10.400 --> 1:20:24.610  
Maren Klein  
But tweeting and sister cities today see there's been the done. I I think the two reasons is important. One to understand that people who are actually involved on their governments to understand what they're working with the systems around.

1:20:25.830 --> 1:20:31.80  
Maren Klein  
Collaboration very grateful, but also I think secondly.

1:20:32.700 --> 1:20:36.570  
Maren Klein  
It it, it helps demonstrate to people.

1:20:37.560 --> 1:20:41.650  
Maren Klein  
Yeah, have a look at this. This is what's happening. Have a look at the multi level governance map.

1:20:43.280 --> 1:20:48.570  
Maren Klein  
In this community around this work, people go ohh my God, this is really impressive and you get a large.

1:20:51.510 --> 1:20:55.720  
Maren Klein  
We, we, we we can't show that at the moment, can you?

1:20:57.300 --> 1:20:57.970  
Maren Klein  
Not easily.

1:20:58.940 --> 1:21:0.150  
Maren Klein  
Can put you, yeah.

1:21:3.710 --> 1:21:4.850  
Maren Klein  
Yeah, yeah.

1:21:6.610 --> 1:21:9.190  
Maren Klein  
Alright, him to 3/4.

1:21:10.620 --> 1:21:11.350  
Maren Klein  
We done?

1:21:13.270 --> 1:21:15.170  
Maren Klein  
I think we're actually only just started.

1:21:17.930 --> 1:21:21.540  
Maren Klein  
But thanks. Thanks so much today to Karen Brown, but just terrific.

1:21:21.620 --> 1:21:22.170  
Maren Klein  
Yeah.

1:21:22.920 --> 1:21:28.910  
Maren Klein  
It stimulates the conversation that we need to do, I think.

1:21:29.570 --> 1:21:32.270  
Maren Klein  
Ring me up if you've been taking notes.

1:21:33.270 --> 1:21:43.820  
Maren Klein  
We have a lot of work for the yes, but getting some some kind of summary of the of the analyst should county share, you're good.

1:21:44.160 --> 1:21:45.920  
Maren Klein  
You got my sponsor you to share them.

1:21:47.180 --> 1:22:3.100  
Maren Klein  
And we've got Bronwyn's notes. So you'll have, you've got to see that. Yeah, absolutely. So we've got rich foundation there for taking our conversation with another step further. And then a second seminar on the 25th of May at 5:00 o'clock.

1:22:3.810 --> 1:22:12.460  
Maren Klein  
That the wrong. Yeah. Yeah. Congestive. So they'll two more cases, these two, this time, 2 European cases will be a chance to to.

1:22:12.540 --> 1:22:12.790  
Maren Klein  
Well.

1:22:15.480 --> 1:22:19.430  
Maren Klein  
Reflect on these issues, but also no doubt, new issues that arise as well.

1:22:20.730 --> 1:22:21.360  
Maren Klein  
Your instinct.

1:22:22.500 --> 1:22:26.100  
Maren Klein  
Thank you so much. Thank you. You're everybody. Thanks. The other chair. Nice to meet you.

1:22:26.810 --> 1:22:35.90  
Maren Klein  
Yes, I mean, you're, you're too actually presenters, but both of them outside the city both travel in so. So thank you. Thank you very much. Thank you.

1:22:38.560 --> 1:22:40.70  
Maren Klein  
OK, I have to write.

1:22:41.0 --> 1:22:41.730  
Maren Klein  
Couldn't catch you up.

1:22:43.270 --> 1:22:43.720  
Maren Klein  
\*\*\*\*\*.

1:22:44.850 --> 1:22:46.120  
Maren Klein  
OK, that'd be great.

1:22:46.380 --> 1:22:48.890  
Maren Klein  
Really look like your about to getting involved in this.