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HOTU MANAWA



The electronic magazine from the New Zealand Society of Local Government Managers

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FROM THE PRESIDENT

Leadership matters

By Barbara McKerrow
SOLGM President

There's been a strong focus at SOLGM during the past year or so on leadership – specifically what SOLGM can do to support and enable local government staff to become better leaders.

Consequently we've put a good deal of resource into our LGLeadership Pathways initiative, which includes the relatively new LGAcceleratedLeadership programme, the very new LGExecutiveLeaders programme and the long-running Australasian Management Challenge.

The popularity of these programmes is a great indication that councils are benefiting from an increase in leadership capability. It was no surprise then that the feedback survey we sent out following our September Summit had

delegates rating two "leadership" speakers very highly – Rabia Siddique, who showed such inspiring courage in the face of extreme adversity (see more about her amazing story on page 33) and Dr Harold Hillman (see page 32).

I've had the privilege of working with Harold, a best-selling business book writer and inspirational speaker. He's helped people in organisations in New Zealand and all over the world become more "authentic" leaders. He says that the key traits of authentic leaders are that they are genuine, positive, confident, vulnerable and energetic.

I believe you'll find those traits in abundance in the three outstanding women that our Sector Improvement Advisor, Shivani Makwana, has interviewed for an article on page 5. These interviews are part of our support of research into how young people can progress into strong leadership roles in local government.

Shivani was one of 10 young women selected



Barbara McKerrow

by the Aotearoa Youth Leadership Institute earlier this year to attend an international conference on women's right in Copenhagen.

Reinforcing our commitment to supporting strong leadership in the sector we've re-



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FROM THE PRESIDENT

Leadership matters

launched our Brookfields Emerging Leader of the Year Award. This recognises an emerging leader who has a proven track record of designing or delivering innovative and successful programmes, projects, processes or practices with an identifiable community impact.

Last year was the first time we had offered this award and we did so as part of our long-running Excellence Awards. This year it's a stand-alone award and the winner will travel to the 2017 International City/County Managers Association (ICMA) annual conference in the United States.

With about 4000 delegates from 25-30 countries attending, as well as world-class presenters, the ICMA conference will give the award winner an invaluable global local government experience.

You can find out more about this award – which will be announced at our 2017 Gala Dinner in Auckland on 12 April – on page 18.



Author Patrick Lencioni at a recent ICMA conference. Patrick was cited by the *Wall Street Journal* as one of America's top business speakers.

INTERVIEWS

Inspiring women

By Shivani Makwana
SOLGM Advisor, Sector Improvement

At our recent Annual Summit we interviewed three inspiring women from councils around New Zealand on their experiences working in the sector, focusing on advice they would provide young women just starting out in their local government careers.

Patricia Reade, Transformation Director at Auckland Council, provided insight into the rewards of working within local government. As a public servant Patricia had worked at a range of central government agencies in Wellington, but returned to Auckland to be closer to home and her community. She said that, "working in councils provides real opportunities to make a difference in the lives of citizens and their communities".



Patricia Reade



Anusha Guler



Katherine Quinn

Our interviewees valued the sector's key role in helping communities to run smoothly. They also acknowledged the difficulties around meeting the expectations of the people living there.

Anusha Guler, Manager, Democratic Services at Wellington City Council, expressed her passion for engaging young people on community issues.

Katherine Quinn, Senior Strategic Planner at Hauraki District Council, reinforced this

sentiment saying that she "enjoyed working on topics which can impact local communities and quality of life".

Katherine explained how she began working in local government and how

her interest grew through postgraduate studies. Her studies led her to discover the importance of local government in providing services to the community.

She went on to describe the importance of inspiring leadership within local government.

"I've been privileged to work for and alongside some inspiring women in local government. I've seen just what a positive impact we all can make in our fields and I've been encouraged to stay in the local government field."



INTERVIEWS

Inspiring women

Both Katherine and Anusha have been on our overseas manager exchange programme (see page 19). This programme is part of SOLGM initiatives that provide leadership and development opportunities for local government professionals.

The exchanges give managers within the sector an opportunity to have a short exchange with a partner manager in another country.

For Anusha the programme allowed her to meet interesting people with new local government perspectives.

Katherine said she felt lucky enough to have had many opportunities that have enabled her to continue growing professionally.

"These have been from being surrounded, supported and led by incredibly capable people, working in a very collaborative and supportive sector, having great managers as mentors, and exposure to a range of activities and to international performance such as being

the New Zealand representative on a SOLGM exchange to Japan."

Our interviewees, however, acknowledged that along with the opportunities there have been barriers. Patricia said that one of her biggest barriers was feeling confident enough to take advantage of opportunities when they came along. She said that barriers for her were perceived, rather than real.

Katherine said it was important to build relationships within the council to help overcome these barriers. Strong relationships and being surrounded by good people were seen as key by our interviewees.

When asked the type of advice they would give a younger version of themselves, all voiced the importance of believing in themselves. Their advice was to "be proactive" and "be courageous".

One of the keynote speakers at the Summit, humanitarian Rabia Siddique, described it as

"embracing your power to create ripples of change".

To encourage more young people to pursue a career in local government our interviewees outlined the importance of councils encouraging flexible work hours, creating welcoming work environments and providing opportunities to learn.

"We have to show women the value of pursuing a senior leadership career in local government," Patricia said.

This article is part of an on-going SOLGM initiative to encourage leadership capability and diversity in the local government workforce. Shivani Makwana, Advisor, Sector Improvement was one of the youth delegates from Aotearoa Youth Leadership Institute (AYLI) at Women Deliver 2016 in Copenhagen.

SECTOR IMPROVEMENT

Resources for the sector

Our Sector Improvement team, made up of Manager Raymond Horan and Advisor Shivani Makwana (we are currently recruiting for the senior advisor role), with the support of our five working parties, produces a significant amount of resources for the sector.

Their work includes our Good Practice guides, our Legal Compliance modules, our submissions and technical advocacy work – the Better Local Services submission is a recent example – our think pieces such as the Building Community Resilience report, as well as the development and delivery of many of our Leading Practice Forums and training events.

Recently there have been some very visible outcomes of their work with the release of the updates to our suite of Long-Term Planning Guides, both full guides and Summaries for the Time Challenged. If you missed them they are:



Raymond Horan, Manager,
Sector Improvement



Shivani Makwana, Advisor,
Sector Improvement

- *Jigsaw 2018: Piecing it Together* – a quick reference guide to the entire range of processes that make up a successful LTP.
- *Dollars and Sense 2018: Financial and Infrastructure Considerations for the LTP*
- *Telling our Stories 2018: Guide on the LTP Consultation Document*
- *Your Side of the Deal 2018: Performance Management & the LTP*

These guides are freely available to all local



government staff in our [LGSectorGoodToolkit](#) site.



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SECTOR IMPROVEMENT

Resources for the sector

Further LTP activity developed by the team included the LTP Introductory Webinar Series, which was delivered in October and still available to purchase as recordings, and the LTP 2018 roadshow which, at the time of writing (early November), has just got under way.

Also recently released by the team have been the BERL adjustors and a follow-up webinar presented by BERL's Dr Ganesh Nana. The BERL adjustors can also be found in our [LGSectorGoodToolkit](#) site and a recording of Ganesh's webinar is still available to purchase.

The team are currently working on a number of projects including the Martin Matthews-led Working Together to Govern New Zealand project. This project is jointly sponsored by SOLGM and the Department of Internal Affairs.

They are also participating in the Government Regulatory Practice Initiative (G-REG) which is a network of central and local government regulatory agencies established to lead and

contribute to regulatory practice initiatives, and the team has contributed to a programme for an upcoming event on good decision-making.

Further think pieces are likely to be released during the current financial year by the team, one being on international trends and experience with direct democracy and their implications for New Zealand.

In the area of input into policy, the Better Local Services legislation, the *Local Government Law Reform Bill*, integrated Property Services and a review of urban planning, among others, are on the team's radar.

In terms of the legal compliance modules (also available in the [LGSectorGoodToolkit](#)) updates to Health & Safety modules will be a priority as soon as the team is back up to full strength in terms of staff. All modules are subject to rolling reviews to keep them current.

All of this work is funded by our annual Sector Good subscription and we would like to

thank all 78 councils for their continuing and invaluable support.

If you would like to know more about how to access the resources produced by the Sector Improvement team, please contact us at info@SOLGM.org.nz or phone 04 978 1280.

Most of these resources are freely available to local government staff in the [LGSectorGoodToolkit](#). Please contact our office for your council's login details.



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Access SOLGM's practical online resources
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LGSectorGoodToolkit.co.nz

 **LG Sector Good Toolkit**
A SOLGM SERVICE

Contact info@SOLGM.org.nz for more information and your council login



SHARING SERVICES

Collaborating on ICT

By Gordon Stevenson
Business Development Manager
Shared Services Office, Wellington City Council

Sharing local body ICT infrastructure – enabling New Zealand local government to thrive in a world of increasing digital complexity.

The ICT shared services being implemented for the city councils of Porirua, Upper Hutt and Wellington City, and a CCO, Wellington Water, offer comprehensive ICT infrastructure management and support.

Three years ago, the CEs of seven councils discussed how technology support should be simplified and harnessed to support sustainable growth and positive change of service expectations.

At the time there was clear recognition that

council ICT organisations were under immense pressure because of:

- rapid technology change
- wide ranges of software and hardware in place (many of them outdated)
- multiple vendors to manage
- nationwide shortages of technical skills
- existing technical staff were so busy addressing operational problems that there was little time to focus on service delivery and strategic requirements.

A feasibility study confirmed the viability of a shared ICT service, detailed requirements were formulated and a comprehensive RFP process was carried out.

Some councils withdrew, but the final four agencies – “the coalition of the willing” – decided to proceed with the programme. As a first action, the Shared Services Office (SSO) was formed to manage the provision of

comprehensive core ICT services across the four agencies.

From the RFP respondents, Dimension Data was selected to design and deliver a “packaged” ICT infrastructure specifically for local government.

The solution

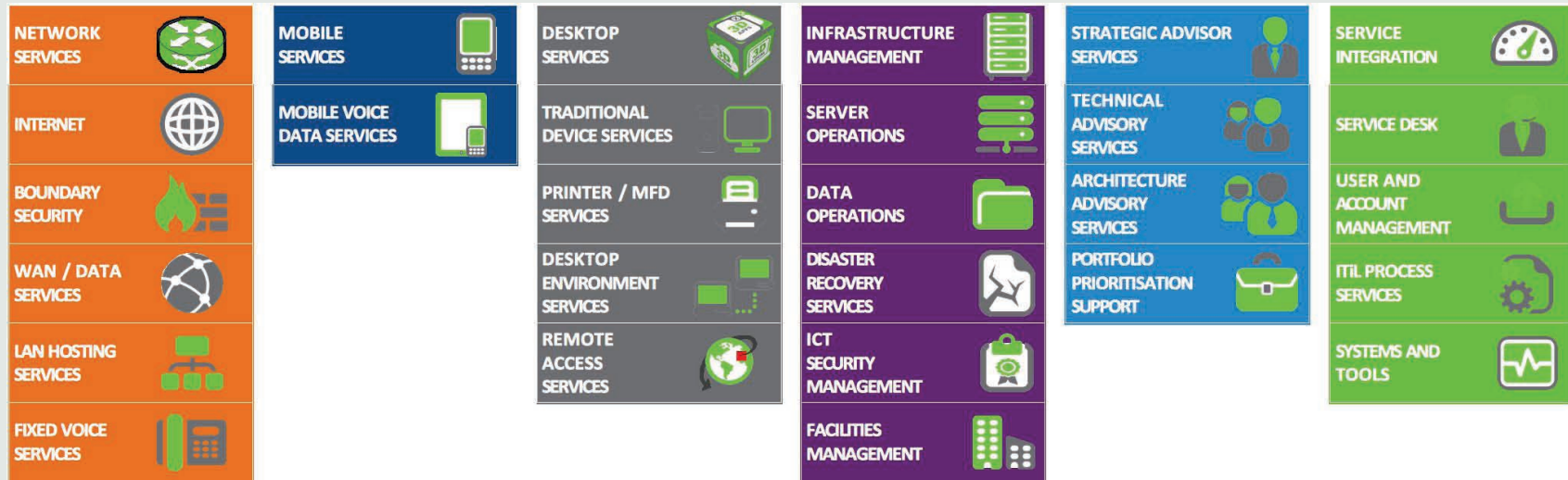
We offer a unique technology service through a single intermediary called the Shared Services Office (SSO), to serve the local government community.

The SSO manages and monitors the service providers to supply a comprehensive ICT infrastructure service that enables agencies and their IT departments to focus on the things that really matter – new and better applications and services to meet business needs.

Dimension Data’s integrated technology provides all the constituent parts of the service under an over-arching management framework that brings it all together for simple consumption.

SHARING SERVICES

Collaborating on ICT



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Supporting this is a Strategic Advisor Service, accessing Dimension Data's global resources to seek ongoing improvement and future positioning for the service by developing a technology roadmap.

New services already asked for include SQL database management; software licence and asset management, and legacy server support.

The service provides a base ICT infrastructure environment that is:

- simpler to manage through a single management interface with service providers
- better by providing current and standardised hardware and software
- safer and more resilient with standard disaster recovery through two data centres

- cheaper through simplification and rationalisation, and increased economies of scale as new agencies join.

The business basics

The service is founded on key core principles:

- ownership and governance by the participating agencies
- a standard shared service infrastructure



SHARING SERVICES

Collaborating on ICT

allowing agencies to retain their independence in service provision and choice of business applications.

- current, standardised, commodity ICT equipment and infrastructure services.
- the SSO contracts service providers to deliver the ICT infrastructure services, oversee service delivery and lead service planning and improvement
- operational expenditure for the ICT infrastructure services, with the service providers making major capital investment as required.

As well as these principles, the sustainability of the model is built on:

- an architected packaged solution for local government based on rigorous requirements
- a robust master services agreement – defining delivery standards
- an agreed policy framework – defining roles

and responsibilities

- a structure of metrics and audit to assess performance.

The Master Services Agreement (5 years plus 5) can accommodate new service providers, new services and new agencies, the latter offering greater economies of scale with resulting cost reductions. All these changes fall within the same terms and conditions.

The contractual rights to monitor and audit performance also potentially provide a framework of compliance with *section 17A* of the *Local Government Act*.

Any new council would pay for discovery and transition with costs varying based on size, complexity, numbers of sites, age of equipment etc. Once on board they will be subject to the same unit rates and consumption-based charges as the existing agencies.

The participating councils simply pay for a service with prescribed SLAs. The consumption-

based model enables downward scaling to accommodate smaller organisations, though very small district councils may have to work through an LASS structure.

Apart from low-cost hardware such as mobile phones and tablets, technology investment is done by Dimension Data, essentially providing an opex-based financial model.

The ultimate objective is to enable all participating agencies to focus more on the strategic design and delivery of improved services to their constituents, and less on the time, resource and cost of basic ICT operations, so helping move their own IT function further up the value chain.

- **For more information, contact Gordon Stevenson**
gordon.stevenson@sso.wellington.govt.nz

ANNUAL SURVEY

Member satisfaction

In June 2016 SOLGM put out the first of its annual member satisfaction surveys. Forty-six members from 33 councils completed the survey.

The objective of the survey is to gauge both the awareness of SOLGM's various services, so that we know where we need to improve our communications, and the value that our members believe those services provide to them as individuals, to their councils and to the sector as a whole.

We've summarised the key results of this year's survey at right, particularly in relation to the value of what we provide to the sector.

Service	Awareness rating*	Value to the sector**
Leadership programmes	71.7%	80%
Sector good work	80.0%	90.7%
Think pieces	43.5%	69.7%
Learning & development events	80.4%	97.7%
Recruitment & retention work	69.6%	81.8%
LGConnect service	87.0%	95.4%
Networking (Summit, Gala Dinner, Branch events)	77.8%	83.3%
Awards (Excellence, Emerging Leaders etc)	76.1%	90.7%
Operational and management effectiveness programme	60.0%	66.7%

* % rated above average.

** If respondents rated awareness as less than average we asked them to skip the value question.

Results of engagement/satisfaction questions*

Level of engagement with SOLGM	69.6%
Level of engagement with your branch	17.4%
Overall satisfaction with SOLGM	86.7%
Likelihood of retaining membership in 2016/17	91.1%
Likelihood of recommending SOLGM to a colleague	69.6%

* % rated above average.



2017 ANNUAL GALA DINNER AND THE MARKETPLACE

Celebrating achievements

The 2017 Gala Dinner will be the third time SOLGM has held this event to celebrate the exceptional achievements of local government professionals.

The 2016 Gala Dinner, which sold out, was an outstanding success with all winners enjoying the recognition and support of their peers, not to mention of the Minister and Associate Minister for Local Government.

Our 2017 Annual Dinner will be in a bigger venue in Auckland, at the stunning Langham Hotel, on **12 April** with pre-dinner drinks beginning at 5.30pm in The Marketplace and the formal part of the evening beginning at 6.30pm.

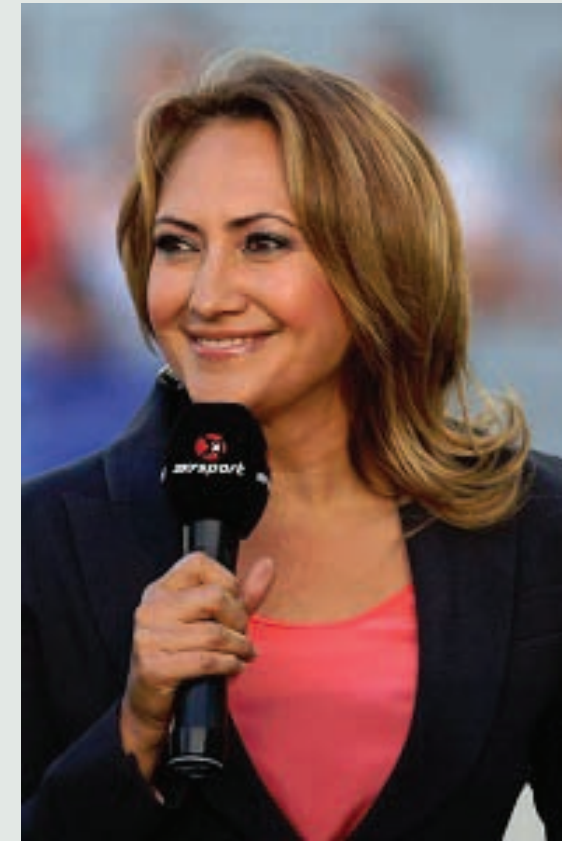
Our MC for the evening is Melodie Robinson. Melodie, as well as being a noted sports journalist and presenter, was a successful Black Fern – she played in two World Rugby Cup winning teams.



Melodie will be overseeing the following announcements:

- The six category winners and the Supreme Winner of the 2017 McGredy Winder SOLGM Local Government Excellence Awards®
- The winner of the 2017 Brookfields Emerging Leader of the Year Award
- The winning team in the New Zealand leg of the Australasian Management Challenge
- The recipients of our Leadership Scholarships and our Overseas Manager Exchanges.

Gala Dinner tickets are already available to purchase in the Events Calendar on our website – www.SOLGM.org.nz



Melodie Robinson, MC for the 2017 Gala Dinner.



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2017 ANNUAL GALA DINNER AND THE MARKETPLACE

Celebrating achievements

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The Marketplace – where councils can showcase their Excellence Award project entries.

The Marketplace

Our Excellence Award judges will be looking for projects that ideally have the ability to be applied across the sector. That means those projects will interest others and for that reason, and for the second time in 2017, The Marketplace is free to entering councils. There they can showcase their project to not only those attending the dinner (the pre-dinner

drinks will be held in the exhibition area) but also council chief executives attending our annual Chief Executives Forum (also at the Langham Hotel that day) and invited central and local government representatives.

The Marketplace opens at midday at The Langham and councils entering the Excellence Awards can choose to take a free booth space by ticking that option in the entry form.

Our Manager, Marketing and Communications, Jeanette Bullen, can also answer your queries on The Marketplace – email her at:

Jeanette.bullen@SOLGM.org.nz



EXCELLENCE AWARDS

Call for entries

If your council (or your organisation in partnership with a council) has successfully implemented an exceptionally innovative project recently we'd love to see it entered in our 2017 McGredy Winder Local Government Excellence Awards.

Entries for 2017 opened last month for these awards that have been recognising exceptional and innovative projects in local government for well over 20 years. In 2017 we have the following six award categories including a new Asset Management award:

- *Innovation in Organisation and People Development Award*: Is your local authority effectively developing its people and culture?
- *LGFA Transforming Service Delivery Award*: On-going fiscal constraints, increasing

regulatory standards and increasing community expectations on the part of our communities are challenging us to find new ways of delivering a better service experience.

- *Innovation in Council-Community Relations Award*: Are your council's community relationships delivering results?
- *BERL Collaborative Government Action Award*: What benefits has your community achieved through your council working with other local or central government agencies?
- *Innovation in Policy and Regulatory Development Award*: Is your policy development or regulatory development cutting edge?
- *The Minister of Local Government Innovation in Asset Management Award*: How do you get the best performance from your assets?

We're very pleased to have recently received

support for these awards from BERL and the Minister of Local Government joining long-term sponsors McGredy Winder and LGFA. We do have other categories available for sponsorship – please contact Jeanette.bullen@SOLGM.org.nz for more information.

Entries for these Awards remain open till 1 February 2017 and the winners will be announced at SOLGM's annual **Gala Dinner** on 12 April 2017 in Auckland. The entry form and more information on each category, the judging panel and the judging criteria, can be found [here](#).



The Excellence Award trophies.



LGLeadershipPathways

Suite of initiatives

Our LGLeadershipPathways is a suite of initiatives designed to develop leadership capability and provide career enhancement opportunities to those working in all tiers of local government.

We've summarised the activities at each level below and over the next few pages we'll provide more information about a selection of the programmes included in the Pathways initiative.

Emerging Leadership – For those starting their leadership journey we offer the following assistance:

- Leadership Scholarships (see page 19)
- On-going learning and development events – our current offerings are listed in our [Event Calendar](#)

Emerging Leader of the Year Award (see article on page 18).



Accelerated Leadership – For those midway through their leadership journey we offer these initiatives:

- LGAcceleratedLeadership Programme (see page 24)
- Leadership Scholarships (see page 19)
- The Australasian Management Challenge (see page 22)
- Overseas Manager Exchanges (see page 19)

Advanced Leadership: These initiatives are for chief executives and those in very senior positions in local government.

LGExecutiveLeaders Programme (see page 24).

Annual Chief Executives Forum: The date for the 2017 forum is 12 April in Auckland.

Annual Chief Executives Masterclass: When available this is advertised in our [Event Calendar](#).

Aspiring Chief Executives Forum: The date for the 2017 forum is 12 April in Auckland. This is advertised in our [Event Calendar](#).

Leadership Scholarships (see page 19).

You can find more information on these initiatives under the Learning and Development menu in our website – www.SOLGM.org.nz or contact our Learning and Development Manager, Natalie Stevens – email natalie.stevens@solgm.org.nz or phone 04 978 1272.





LGLeadershipPathways

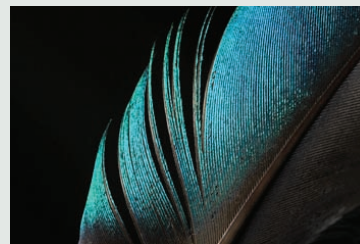
'New' Emerging Leader award

In October we announced that nominations had opened for the "new" Brookfields Emerging Leader of the Year Award.

We offered this award last year so the new and exciting addition is that the winner will travel to the 2017 International City/County Managers Association (ICMA) annual conference in the USA. This conference attracts about 4000 delegates from 25-30 countries. As well, it has world-class presenters so the award winner will gain an invaluable global local government experience.

We would like to thank this award's sponsors, **Brookfields**, who quickly gave us the green light – and additional sponsorship – when we suggested this addition to the award.

To quote Brookfields Partner Linda O'Reilly: "Brookfields was delighted to support SOLGM when approached about extending the Emerging Leader Award to include attendance



at the annual ICMA Conference. We believe that exposure to local government leaders from a variety of jurisdictions is an invaluable experience that will contribute to the creation of a professional network that will provide ongoing support and enrichment of ideas. Not only are we keen to support future leaders in local government, but also we are keen to extend our involvement with the award winner by becoming part of that network and maintaining support and contact in the future. We are very excited by the direction this award is taking, and look forward to learning about the 2017 applicants."

The award is open to emerging leaders in the sector, aged 35 or less, who have a

proven track record of designing or delivering innovative and successful programmes, projects, processes or practices with an identifiable community impact.

The nomination form and the terms and conditions of entry can be found in our website [here](#). Nominations close on 1 February 2017 and the winner will be announced at SOLGM's annual **Gala Dinner** at The Langham in Auckland on 12 April 2017.

*The Emerging Leader of the Year Award is part of SOLGM's **LGLeadershipPathways** suite of initiatives designed to develop leadership capability and provide career enhancement opportunities to those working in all tiers of local government. You can find more information on page 17 or in the Learning and Development menu on our [website](#).*

LGLeadershipPathways

Exchanges, scholarships

We decided this year to open entries to both our Leadership Scholarships and Overseas Manager Exchanges early to give people plenty of time to write and submit their applications. We consider both are an important SOLGM member benefit and we were surprised that more didn't apply last year. Both provide outstanding learning and career enhancing opportunities.

Application forms can be found now under the Learning and Development menu in our website – www.SOLGM.org.nz

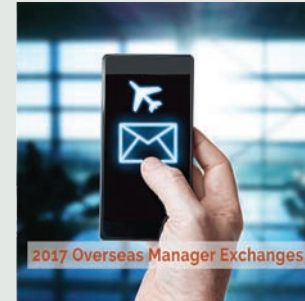
SOLGM's Overseas Manager Exchanges

These exchanges provide our members with an outstanding opportunity to learn about local government in other countries through a short exchange with a partner manager.

Sue Davidson, Chief Operating Officer at New

Call for entries for:

Overseas Manager Exchanges



Plymouth District Council was the recipient of a British Columbia (Canada) Exchange and reported back on her experiences.

"My overseas management exchange took place over two weeks in June 2016 on Vancouver Island, British Columbia, Canada. This opportunity enabled me to understand

Leadership Scholarships



what another countries' imperatives for local government were and to visit a number of local authorities to understand their current issues and see how they delivered their services.

"All the local authorities I visited were helpful and keen to point out their successes and challenges, which in turn challenged my



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LGLeadershipPathways

Exchanges, scholarships

thinking and gave me new ideas to bring home. I also found that many of the local government professionals I met were interested in how we functioned in New Zealand and could share many of our practices with them.

"The conference, along with the preceding workshops, highlighted a number of best practices and provided insights to what worked for many organisations. Obviously there were many similarities in our drivers being the passion to do the best for our communities and in the challenges we were facing such as moving forward with digital strategies, citizen participation in decision making and councils working together through sharing services.

"I valued this exchange because of the learning experience, the collaboration and the many lifelong friendships and networks I have established."

You can read Sue's full blog of her experiences [here](#).



Exchange recipient Sue Davidson presenting during her Canadian visit.

The four exchanges being offered in 2017 are to the United States, British Columbia (Canada), Queensland and New South Wales. Entries will remain open till 1 February 2017 and the recipients will be announced at SOLGM's annual [Gala Dinner](#) being held in Auckland on 12 April 2017.

SOLGM's Leadership Scholarships

We're very pleased to be able to offer two scholarships for places on two leadership development programmes to our members.

These are tailored to meet the needs of those at different management levels from those developing their leadership careers (the LDC



Exchanges, scholarships

programme) right up to chief executives (the Leading for Strategic Success programme).

The Leading for Strategic Success Programme is the prestigious Mt Eliza Melbourne Business School's most senior leadership programme and replaces the programme that previous scholarship recipients have attended.

A recent participant was Matt O'Mara, Chief Executive at Stratford District Council. He told us that it was "somewhat confronting [and] stretched [participants] beyond day-to-day leadership challenges".

The Mt Eliza Melbourne Business School

holds **AACSB** and **EFMD (EQUIS)** accreditation, and their programmes are ranked among the best in the world by the *Financial Times*, *The Economist*, *Bloomberg Business Week* and *AFR Boss* magazine.

The second scholarship available is to the Leadership in Practice (LiP) programme, designed for people leaders and team managers working in the public sector. Through SOLGM's partnership with the Leadership Development Centre we are able to offer both this scholarship and direct access to the programme to our members.

Applying for SOLGM membership

These scholarships are an exclusive SOLGM member benefit. If you are not a member and would like to apply for a scholarship or exchange you will also need to apply for membership. You can find information on how to apply to become a member and all the additional benefits of joining us [here](#).

You can contact Natalie Stevens, Manager, Learning and Development – natalie.stevens@solgm.org.nz or phone 04 978 1272, if you have any queries about the scholarships or the exchanges.

LGLeadershipPathways

Get out of your comfort zone

We're strongly recommending that councils planning on entering the 2017 Australasian Management Challenge this year start putting their teams together now.

LGProfessionals Australia have just opened registrations for the 2017 Challenge – an intense, fun and challenging annual event, and they plan to have the pre-Challenge task out earlier than usual. That means teams should be formed and ready to tackle that task in January.

For those unfamiliar with the Challenge it involves teams from councils around the country competing in a one-day Challenge and then the winning team from the New Zealand leg going on to compete in Australia against their State winners.

A member of Hauraki District Council's 2016 Challenge team, Margaret Maclaurin, was certainly impressed: "The Challenge not only



2016 Management Challenge teams celebrate the end of a challenging day

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LGLeadershipPathways

Get out of your comfort zone

took our team out of our comfort zone, but also created a wonderfully competitive and fun network of contacts throughout local government in our region. There was a real sense of wanting to be your best, perform your best for your team and be better in local government. The time pressures, competitiveness of the other teams, the SOLGM facilitators' high standards, and the quality of the work demanded really kept us on our toes all day!"

There are six members in a team plus a team mentor. Team members typically come from a variety of departments across the council and they are usually, though not exclusively, in mid-tier roles. The final selection of team members will depend on each council's objectives for the Challenge, but we do recommend that the team includes someone who has communications experience as the day's tasks usually include at least one where reporting or external communications is a very useful skill.

About the 2017 Challenge

The New Zealand Challenge will be at **Silverstream Retreat** in the week of 13-17 March 2017 (the retreat is about 25 minutes' drive from the Wellington CBD and 35 minutes from the airport). Teams will be advised of the actual date of their challenge day once we know how many teams have registered.

We attracted 16 teams for the 2016 Challenge, double the 2015 team numbers, so expect we'll need to run two challenge days in 2017.

The Australasian finals will be held in conjunction with LGProfessionals Australia's National Congress in Hobart from 22-24 May 2017.

Information on the New Zealand Challenge and a link to the Australian registration page can be found in our website [here](#). Please contact our Manager, Marketing and Communications, **Jeanette Bullen**, if you'd like to receive more information on the Challenge.

*Our Australasian Management Challenge is part of SOLGM's **LGLeadershipPathways** suite of initiatives designed to develop leadership capability and provide career enhancement opportunities to those working in all tiers of local government. You can find more information on page 17 or in the Learning and Development menu in our website – www.SOLGM.org.nz*



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Find out more in the Learning and Development menu at www.SOLGM.org.nz

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TOP OF THE SOUTH

Marlborough Colloquium

The Marlborough Colloquium will be held on the Friday afternoon of 27 January and all day Saturday 28 January 2017.

The full programme, containing a

wonderful mix of business and social sessions is available in our website [here](#).

Registrations are open till 2 December. If you have any questions in the meantime, the contact is Tony Quirk at Marlborough District Council.

Email Tony at:

tony.quirk@marlborough.govt.nz

The Colloquium is hosted by the SOLGM Top of the South branch.

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CALENDAR

Upcoming events

Save the date for SOLGM events in 2016 and 2017 listed on these pages. More detailed information will be added to our [Event Calendar](#) in our website as soon as registrations open.

Tips for an award-winning entry
LGWebinar: 15 November 2016
10-11am

This free webinar is designed to give entrants to both the 2017 McGredy Winder SOLGM Local Government Excellence Awards and the 2017 Brookfields Emerging Leader of the Year Award some important pointers on what judges are looking for in an excellent entry.

'Road to 2018' LTP seminars
Palmerston North Convention Centre
16 November 2016, 9am-3.30pm
and
Waipuna Hotel, Auckland
17 November 2016, 9am-3.30pm

Key points from our reviewed suite of long-term

plan guides will be covered within our seminars. Sessions include: financial management and strategies, infrastructure strategies, consultation documents, the audit process and bringing the LTP together. The long-term plan is a chance for councils to look ahead and address arising issues. These seminars will ultimately allow councils to consider how best to approach the long term plan and provide practical examples.

Who should attend:

These seminars are a must-attend event for anyone who will manage or contribute to the development of the LTP, including LTP project managers, strategic and policy advisors and analysts, and members and contributors of LTP project teams, including finance and asset managers and officers.

SOLGM members – \$480 excl GST
Non-members – \$560 excl GST

2016 elections debrief
Amora Hotel, Wellington
2 December 2016, 8.30am-5pm

This is the triennial debrief for those involved in managing local elections. Delegates will collectively review the election process and set the agenda for the next three years. The outcomes from the forum will be used to:

- shape SOLGM's submission to the Justice and Electoral Select Committee inquiry into local elections
- refine the Electoral Committee's three-year business plan for electoral readiness and
- determine the next steps with online voting.

Who should attend:

- Democracy services/governance managers
- Electoral officers and deputy electoral officers
- Elected members
- Anyone else with an interest in local elections.

SOLGM members – \$480 excl GST
Non members – \$560 excl GST

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Upcoming events

Top of the South Branch Marlborough Colloquium

Blenheim,
27-28 January 2017

(See page 24 for details.)

Project Management

Wellington, 1 and 2 February, 8.30am-5pm

A comprehensive programme providing a good grounding in the fundamentals of project management.

SOLGM members \$890 ex GST

Non members \$990 ex GST

Risk Management Forum

Mac's Function Centre, Wellington,
16-17 February, 8.30am-5pm

The annual professional development and networking opportunity for risk management practitioners, this forum will showcase relevant and innovative case studies.

SOLGM members \$800 ex GST

Non members \$920 ex GST

Managing Performance Masterclass

Wellington, 24 February, 9am-5pm

The models presented in the Managing Performance Masterclass - Having Challenging Conversations, offers flexible guidelines with progressive steps that are easily learned, applied, and adapted to manage performance issues, develop and maintain strong, positive relationships and to actually create trust through conflict.

SOLGM members \$460 ex GST

Non members \$520 ex GST

Civic Assurance Strategic Finance Forum

Grand Millennium Hotel, Auckland
27-28 March, 8.30am-5pm

The must-attend forum for finance managers. This annual forum will deliver a programme that meets the specific requirements of that role in local government.

SOLGM members \$805 ex GST

Non members \$925 ex GST

2017 SOLGM Annual Gala Dinner

The Langham Hotel, Auckland
12 April, 5.30-8.30pm

Our annual Gala Dinner celebrates the outstanding projects and people that contribute to the success of the sector. The Marketplace provides space for councils entering our Excellence Awards to showcase their projects. (See page 15 for more details.)

**SOLGM members and non members
\$160 ex GST**

Aspiring Chief Executives Forum

The Langham Hotel, Auckland
12 April, 8.30am-5pm

A one-day forum for those wanting to understand the role of Chief Executive and the career path needed to get there.

**SOLGM members \$480 ex GST
Non members \$580 ex GST**

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Chief Executives Forum

The Langham Hotel, Auckland

12 April, 8.30am-5pm

A one-day forum for those dealing with the unique demands of managing at the highest level in local government.

SOLGM members only \$600 ex GST

Procurement Course

Christchurch, 3-4 May, 8.30am-5pm

Attendees will gain an overview of procurement using practical exercises and tools that can be implemented at work.

SOLGM members \$890 ex GST

Non members \$990 ex GST

Professional Administrators Forum

Grand Millennium Hotel, Auckland

11-12 May, 8.30am-5pm

This forum is tailored to meet the needs of professional administrators including EAs and PAs working in the local government environment.

SOLGM members \$835 ex GST

Non members \$955 ex GST

Workforce Forum

Wellington

8-9 June, 8.30am-5pm

A forum for all those involved in addressing the future shape of the local government workforce. The second day's programme will have a strong Health and Safety focus.

SOLGM members \$805 ex GST

Non members \$925 ex GST

SOLGM Annual Summit

Rotorua

27-29 September

Our annual event for all local government professionals.

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By Ian Carson

Inspiring leadership – the theme of the 2016 SOLGM Summit couldn't have been more fitting.

Interpreted as an adjective or adverb (as President Barbara McKerrow acknowledged), "inspiring" came in many forms. Inspiring speakers inspired SOLGM members, the range of workshops throughout the three days inspired participants, and the networking zone and the Summit dinner inspired conversations and fraternity that only a SOLGM Summit can offer.

As one participant was heard to comment: "This is the only time I get the opportunity to talk to people about my work, with people who really understand."

This year's Summit at The Langham Hotel in Auckland had something for everyone. There were speakers and panel participants who spoke eloquently of their work as chief



Networking with colleagues and friends is always a feature of the SOLGM Summit.

executives in cities as diverse as Sydney in Australia, Birmingham, England and Elliot Lake in Ontario; there were others who simply inspired by demonstrating how they overcame adversity and bigotry.

And as always, there was the opportunity for

local government managers throughout the country to chat to peers, compare best practice and simply enjoy social engagement. They had some fun.

The Summit began with the SOLGM AGM, in which the members' long service was

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acknowledged, as well as those who had recently died. The formalities noted no change to membership subscriptions for the coming year and scheduled the next AGM for 27 September 2017 – day one of next year's Summit.

SOLGM President Barbara McKerrow welcomed everyone to the Summit, and as is customary, attendees were greeted by the local council, on this occasion in the form of Auckland Deputy Mayor Penny Holst. She acknowledged the work of local government managers, especially because of what appeared to be a more prevalent promise from election candidates that they would "stop the tail wagging the dog".

Penny found the idea that managers held elected members to ransom "deflating and elitist".

"I can only do what I do because I have staff I can work with," she said. "We have a mutual respect and partnership. Good elected



SOLGM President Barbara McKerrow and Basil Chamberlain of Taranaki District Council during a break in Summit sessions.

members surround themselves with people who are better than themselves. I acknowledge you [SOLGM members] for the huge contribution you make to New Zealand."

Local Government New Zealand Deputy President Brendan Duffy echoed Penny's sentiments, saying managers and councilors could not be effective leaders on their own. He said he was excited about LGNZ and SOLGM building a strong understanding that would "nail stuff".

"We want to collaborate to bang on government doors about issues in our communities."

After the opening keynote speech by Phil O'Reilly (see page 41), a panel discussion on low voter turnout at local authority elections offered little hope that the figures would improve.

Marguerite Delbet, Manager Democracy Services at Auckland Council, said her council had some positive initiatives educating young people, but she could not reach the critical group of year 13 students simply because teachers could not fit election studies into their curriculum.

The panel, led by Summit MC Kim Hill, had some suggestions for improvement to voter turnout, which included reducing the polling period to two weeks, online voting, a standardised voting system – all FPP or STV – compulsory voting, and putting health board elections in with the general election or totally

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aligning local and general elections.

It was noted that online voting had been trialed in the Catham Islands local body elections, where the turnout rose a negligible amount from 35 to 36 percent. Also, in the Northern Territory of Australia, voting for all levels of government is compulsory, but the turnout for local elections is still only 50 percent – the other 50 percent are happy to pay a fine.

Birmingham City CEO Mark Rogers suggested the question should be “what is turning people off”? Low turnout is not because of a lack of education, but more about the reputation of politics. “There is no interest in politics,” he said.

Horowhenua Mayor Brendan Duffy said: “Why would you want to be part of something that is criticised all the time?”

Ward Kamo, a journalist for Maori Television suggested that low turnout led to communities “getting what you don’t vote for”.



The panel discussing low voter turnout, from left Alex Johnston of Auckland Council’s Youth Advisory Panel, Ward Kamo of Maori Television, MC Kim Hill, Manager Democracy Services at Auckland Council Marguerite Delbet, Mark Rogers from Birmingham City and Horowhenua Mayor Brendan Duffy.

Closing the first day, and just before the Simpson Grierson networking cocktail function, partner Jonathan Salter outlined some of the legal aspects of elections that chief executives needed to know. Recognising the issue would be a hot topic, he advised that a new council couldn’t sack a chief executive on the basis that

councilors or even a new mayor might have campaigned to get rid of the CE. A contract is a contract. However, Jonathan suggested chief executives should be mindful of the fact that while candidate promises are not legally enforceable, change is likely to happen. “Political forces can be powerful,” he said.



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Auditor-General Lyn Provost opened the second day with a discussion on female representation in local government. She held up a ballet dress (below) which she had sewn for her daughter. She was working on it in her office one day when SOLGM Chief Executive Karen Thomas dropped in to see her. Lyn used it to prove the point that women could still



be themselves whatever their position in the corporate world.

Lyn was pleased to see that the number of women leading councils had doubled to 20 percent in the past five years, but much was still to be done, not just to increase the number of women.

"We need wide ranging discussions about diversity – not just women."

Fittingly, Monica Barone, who has forged a reputation as a respected chief executive leading Sydney City Council, followed Lyn's breakfast talk. Monica is clearly passionate about preserving and enhancing the natural attributes of Australia's largest city (see page 37).

Harold Hillman, a clinical psychologist who now heads the Sigmoid Curve Consulting Group as a business coach, was born in the US but has lived in New Zealand since 2003. He gave a moving presentation about his "inauthentic" early career in the US military. It was a career that earned him awards and high



Harold Hillman with Summit MC Kim Hill.

rank, and finally a place on a military panel tasked with deciding what to do about the policy of no gays in the military.

The problem for Harold was that he was gay. When he joined the military he had to deny ever having "engaged in homosexual activity". "It was the day I ticked my integrity away," he said.

Later, on the military panel, he had to hear the submissions of anti-gay lobby groups, and endure the fury of an admiral who said he "never knew a gay" in all his time in the forces

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when told that statistically many under his command would be gay. Finally Harold told the world he was gay and found some inner peace. "We go too far to fit in," he said. "To quote the Bible, 'What shall it profit a man, if he gain the whole world, and suffer the loss of his soul'. It felt like that for me."

Harold urged his audience to be true to themselves, to not bow to corporate and social pressure to be a perfect creature. The "imposter syndrome" – the theme of his presentation – led people to doubt their own worth, and to wonder when their vulnerabilities would be "found out". Be an authentic leader, he said.

Another inspiring story was told by Rabia Siddique (at right), an Australian criminal and human rights lawyer, retired British Army officer, former terrorism and war crimes prosecutor, humanitarian and now a professional speaker, trainer, MC, facilitator and author.

Rabia talked about her battle to overcome sexual abuse from a family friend as a child,

and how she came to be awarded a Queen's commendation for her human rights work in Iraq, as well as several other honours. As the daughter of Muslim immigrants to Australia, it wasn't easy to fit in, but Rabia found the strength to use her differences to achieve great things.

Even then, there were obstacles. Having joined the British Army, she helped to rescue two Special Forces soldiers from Iraqi insurgents in Basra. Her male colleague received a Military Cross for outstanding bravery, but Rabia's role was covered up by the Army and the Government. She brought a landmark discrimination case against the UK Ministry of Defence – and won.

Aside from her extensive community work and inspirational speaking engagements, Rabia counts the challenge of raising her triplet sons as the biggest.

The international panel session comprising chief executives from the UK, Canada, Australia and



New Zealand, outlined what they considered their key issues in local government. Mark Rogers, the President of SOLACE (SOLGM's UK equivalent), said UK local authorities were still grappling with austerity measures brought

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about by a 30 percent reduction in income. He noted, however, that some money had not been spent wisely in the past, and austerity was a natural consequence.

"The narrative is changing away from cuts," he said. "Local government still has big money so it can still do things well."

Less money to spend was also a theme for the Treasurer of CAMA (SOLGM's Canadian equivalent), Jeff Renaud. He said Canadian municipalities spent a lot of time informing residents about local authorities and its infrastructure – "what's under the ground" – because it involved considerable expenditure. Being responsible for local fire and police services added pressure, especially when wages were being negotiated.

Ricki Bruhn, an executive committee member of LG Professionals Australia, lamented the three-tiered tax structure of government in his country, which gave 80 percent to the federal government, 17 percent to the states and only 3 percent to local government.



Local Government Minister Peseta Sam Lotu-liga

"It's hard to do things on your own, so partnerships are important," he said. "It means we have to find innovative solutions."

SOLGM President Barbara McKerrow was pleased that New Zealand did not have the same funding issues as in other countries, but she urged against complacency.

"I think New Zealand is too complacent and sure of the right way of doing things," she said.

"We don't want to learn the hard way, like in the UK."

The Minister for Local Government, Peseta Sam Lotu-liga, wrapped up the Summit by saying that inspiring leadership to him meant three things:

1. Leading by example – doing the things you expect others to do.
2. Building teams – empowering, encouraging and uplifting young people especially to help them grow and develop.
3. A Samoan proverb – "To gain great leaders you must serve."

The Minister admitted that the relationship between central and local government was sometimes strained, but he was open to ideas about how to manage issues of concern.

He said the Government wanted change and "I believe we will see some really useful change".

The Summit concluded with a call for participants to meet again on September 27 next year in Rotorua, and to bring a colleague!

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AGM and service awards

On the Wednesday afternoon before the start of the 2016 SOLGM Annual Summit, 51 members met in the Langham's plenary room to attend the Society's AGM.

Matthew Riddle, CEO of AGM sponsor JLT, noted that the afternoon start time was much kinder than the pre-breakfast meetings held in the past. SOLGM President Barbara McKerron then formally opened the meeting.

Agenda items requiring member approval were all carried, including keeping member subscriptions at the same level as last year and the appointment of Rodway Staples as auditors for the Society for 2016-17. Barbara and SOLGM CEO Karen Thomas, in her role as the Society's secretary, then went on to formally recognise some of the Society's members.

Long Service Awards

Every year SOLGM recognises members who



have been working in local government for many years. These people epitomise commitment and dedication to the craft of local government and they bring with them a wealth of knowledge and expertise that cannot easily be quantified. In 2016 there were 10 members recognised:

- Stephen Griffin, Buller District Council, 45 years
- Chris Jensen, Kawerau District Council, 40 years
- Peter Nixon, Timaru District Council, 40 years
- Janine Hawthorn, Manawatu District Council, 35 years

- Peter Christophers, Kawerau District Council, 30 years
- Blair Dickie, Waikato Regional Council, 30 years
- Tom McDowall, Kawerau District Council, 25 years
- Shayne Harris, Manawatu District Council, 25 years (pictured at left)
- Janine Becker, Waikato Regional Council, 25 years
- David Ward, Selwyn District Council, 25 years.

Condolences

SOLGM CEO Karen Thomas also read condolence messages for four members:

- Graeme Trevathan, New Plymouth District Council, a full member of SOLGM
- Murray McAlister, South Waikato District Council, a full member of SOLGM
- Malcolm Rankin, life member of SOLGM
- Doug Pearson, life member of SOLGM.



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Sustainable living in Sydney

The future requires communities that are creative, innovative, resilient, engaged and enfranchised. This requires partnerships and high levels of trust. In short, the resource we need for change is social capital and the first step to achieving social capital is respect.

With this statement, Sydney City Chief Executive Monica Barone, set the scene for her address to the SOLGM Summit. Her focus was on recognising the effects of climate change, and how Sydney would adapt to that change.

In an acknowledgement of Australia's first people, she said Sydney City understood that the future depended on finding or rediscovering sustainable ways of living. The city understood that this could only be achieved when people felt a connection and commitment to place.



Sydney City Chief Executive Monica Barone.

Monica talked about the city's vision, called Sustainable Sydney 2030. It was developed after consultation with tens of thousands of people over 18 months. It describes a city that is more compact, where people live in smaller places, but are within walking or cycling distance of work and most of the things they

need for daily life. It's a place where people can live a more public life, through better public spaces and amenities. It aims to close the gap between rich and poor, where the cost of living can be reduced through better public transport, free and affordable activities, and services for those who need them the most.

Sustainable Sydney 2030 recognises that to achieve its goals, it must draw the social, economic, environmental and cultural threads of the city together.

"It recognises that if we don't change the way we think we won't change the way we do things, if we don't change the way we do things we won't change our impact on the environment, and if we don't change our impact on the environment we won't have a sustainable future," Monica said.

The central city of Sydney is only about 22 square kilometres, but it generates 22 percent of the GDP of New South Wales and 7 percent



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of Australia's GDP. It accommodates about 1.2 million people a day and like most of the world's cities, it's going to grow quickly in the next few years. The growth needs to be managed or the city is at risk of slowly dying. And growth doesn't necessarily mean prosperity for all.

"It doesn't matter how many jobs you have, if people can't get to them, or if people can't afford to live near them, or if people don't have the skills to fill them, or if they are excluded because of the colour of their skin, their social or cultural backgrounds," Monica said. "And it doesn't matter how many jobs or people you have the capacity to accommodate, if city amenities such as air and water quality, public domain and open space, safety, cultural life and social cohesion are not conducive to people choosing to live and work there."

Under Sustainable Sydney 2030, everything the city does now is guided by three principles that people said they valued most – that the

city be green, global and connected. They said they wanted a city that cared about the environment, had a strong economy, supported the arts and connected its people to each other and the rest of the world.

Green meant parks, gardens, open space, healthy eco-systems, clean land, air and water, and efficient buildings and transport.

Global meant economic orientation, global partnerships and knowledge, a city open-minded in outlook and attitude.

It needed to be connected socially, physically and virtually.

Monica said several factors were contributing to Sydney City's success. One was the strong and consistent leadership over 12 years of Lord Mayor Clover Moore, who had been returned recently with an increased majority.

"A feature of the Moore administration has been a deep commitment to community involvement," Monica said. "People might not

agree with everything we do, but they do know what we do and why."

One of the city's most successful initiatives has been the Better Building Partnership. Under Sustainable Sydney 2030, greenhouse emissions were to reduce by 70 percent based on 2006 emissions. The city found that a big factor in emissions was the heating and cooling required in commercial buildings. Finding that more than half the buildings were owned by only 14 institutions, the city engaged directly with them. They agreed to commit to the target.

Since 2011, these buildings have reduced emissions by 45 percent and in 2015 saved \$A30 million in electricity costs. Institutions were now working on other green initiatives. Apart from making good business sense, these institutions were showing leadership by responding to community concerns.

In its consultation, Sydney people said one of the most important things they valued was



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sunlight. So the city formulated a policy of enhancing sunlight through new CBD controls which would release 2.9 million square metres of floor space.

To address issues of inequality, the city has initiated a new social policy entitled A City for All. It aims to create a more just and resilient city. It explicitly ensures that issues of social justice, social inclusion and closing the rich-poor gap are prioritised in decision making.

"It means we must put people first, and if we're going to be truly just, then First Nations people must be the first people," Monica said. "So we developed the Eora Journey project."

The project celebrates the living culture of the Aboriginal and Torres Strait Islander communities in Sydney. It works with Aboriginal and Torres Strait Islander artists to create seven major public art projects symbolising the Eora Journey; it is developing a signature event to celebrate their culture and heritage; is

developing a 10-year economic development plan that includes steps to support business owners, entrepreneurs and jobseekers; and is looking at a centre to provide opportunities for employment, tourism and the development of sustainable industry and enterprises, which will also promote cultural understanding among Sydneysiders and visitors.

In conclusion, and following the theme of the Summit, Monica said that to be an inspiring leader, we needed to know what we valued, and how what we valued affected others.

"My sustainability cannot be at the expense of yours, and our ability to be sustainable today cannot be at the expense of our children's and future generations . . .

"The challenges facing our cities require engagement and the participation of all of our community. This will only happen if the community has helped to create the story and understand their role in it."



"My sustainability cannot be at the expense of yours, and our ability to be sustainable today cannot be at the expense of our children's and future generations."

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2016 SUMMIT

Our work 'incredibly important'

One of New Zealand's most prominent business leaders, Phil O'Reilly, began his presentation to the SOLGM Summit by acknowledging that the work of his audience was "incredibly important – in fact the most important of all the public policy jobs".

"It's not only important for a successful New Zealand, but also for successful communities," he said.

Phil was for 11 years BusinessNZ Chief Executive. In early 2016 he launched Iron Duke Partners Ltd, a firm that helps leaders to connect with, and understand, the process of developing public policy. He also holds international posts as chairman of the Business and Industry Advisory Committee to the OECD and is a member of the governing body of the International Labour Organisation.

With such credentials, he was well placed to talk about inspiring leadership.

He said that internationally, there seemed to be more uncertainty than ever and that was challenging for leaders. There was uncertainty about the future of democracy, and about issues of immigration and social welfare. Waves of fear were being created by the refugee crisis in Europe and terrorism worldwide.

"New Zealand all of a sudden seems awfully safe and easy to live in," he said.

Uncertainty has given rise to the anti-politician – Donald Trump being a classic example. They tell us everything we thought was right is wrong; everything we thought was complicated is simple.

"Public policy issues are complicated. It's not because we're trying to be painful or slow about coming up with solutions, it's just that they are fundamentally complicated and you have to think them through," Phil said.



"New Zealand all of a sudden seems awfully safe and easy to live in,"

– Phil O'Reilly



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Our work 'incredibly important'

As with the Brexit vote to withdraw Britain from the European Union, people were often now voting against things that were in their own interests.

"Right now, I'm struggling to think of anything that's positive in the global political context," Phil said. "There's less trust in institutions, in religion, and in law enforcement. Worryingly also, there's less trust in evidence and science – most dramatically in climate change."

Traditional media had a reduced role in bringing people to account. People were going to the online media source they liked, that held a similar view to theirs. That reduced the ability for policy makers to engage with the public on important issues, such as trade agreements.

Fortunately, New Zealand was different and we should celebrate it, Phil said. There was more trust in our institutions than for other countries – both internally and externally. Using a personal example, Phil talked about his



"The first thing we need to do is properly understand, respect and value the things we get right. We should celebrate them, polish them, make sure we've got the systems and processes around them that make sure they stay that way."

experience with a French border guard at St Pancras Station in London. It was soon after the Bataclan theatre massacre in Paris.

"I handed my passport over, he looks at my passport – doesn't open it – looks at me and hands it straight back. That's how powerful the New Zealand story is globally."

The public discourse is still strong here, the stock-in-trade evidence based policy making is fundamentally sound, and we have low levels of corruption – which Phil said was New Zealand's number one competitive advantage.

However, he warned against complacency, saying all the factors creating uncertainty

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elsewhere in the world could destabilise New Zealand.

Phil warned that we could not take for granted that New Zealand remain relatively free of corruption. In the past, New Zealand had dealt largely with nations and people who were not corrupt, but that's no longer the case.

"The first thing we need to do is properly understand, respect and value the things we get right. We should celebrate them, polish them, make sure we've got the systems and processes around them that make sure they stay that way. And we should constantly defend them and look at improving them as we go along."

Phil saw the role of local authority officials in building resilient communities as many-fold. In brief, he advised:

1. Build trust – and do that by being trustworthy, meaning worthy of trust. That means not just following the rules, but also making sure you evidently follow the rules.

2. Be the true long-term guardians of world-class public policy-making and services. Phil made the point that in his 11 years with BusinessNZ, he'd dealt with seven Ministers of Labour. Politicians come and go; officials last. While the politicians make the policy, it's the officials who polish it, make it fit for purpose, review it, understand complaints about it and write the regulations around it.

3. Move communities forward by working **for** the people in them. We should be saying "I work for the people of Tauranga ... [or wherever]", rather than "I work for Tauranga City Council". The role of public servants, Phil said, was to work for all the people in their community. They should influence, rather than regulate, and work with partners because most of the information that affects policy is available through unofficial parties, not the official information that agencies such as Statistics New Zealand hold. It includes the data of the digital age that captures travel times, shopping trends,

social attitudes and so many other issues.

4. Listen – consistently and authentically reach out and understand the view of others, no matter how uncomfortable that can be. Don't assume people know what you're talking about. Being passionate about your work doesn't mean everyone else is. Keep it simple.

5. Be informed – understand the global and local issues and how they play out. Observe and talk to people.

6. Be the guardians of truth and evidence – because public servants are the long-term holders of truth and evidence.

7. Be accountable and hold to account – many people demand public servant accountability, but we should also hold others to account by challenging them and their views.

8. Be restless to be world-class in everything we do. It's not about being Raglan-class, or Auckland-class, but world-class. "If you can do that, then New Zealand will be a great place to live and to raise our kids."

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2016 SUMMIT

Brain-based leadership

The brain works in mysterious ways but neuroscience is uncovering some of its secrets, helping today's leaders become more effective.

That was the message from experts in the field, Dr Paul McDonald and Jenny McDonald of Continuum Consulting. Their presentation on the last day of the Summit included practical tips as well as some of the science behind the latest research.

Among the tips were those on how to relax and focus.

Paul said there was still much to learn about the brain, but new technologies were making breakthroughs almost daily. Previously, understandings were often the result of accidents. Famously, one of those was the case of Phineas Gage, a railway worker who in 1848 had a steel rod shoot through his cheek and out the top of his head. He survived the ordeal,



Jenny and Paul McDonald.

but his personality changed.

It showed that the brain was more intricate and complicated than had previously been realised – not surprising given that the brain has as

many neurons – about six billion – as there are stars in the Universe.

Modern neuroscience was showing that certain parts of the brain “fire up” when people are

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faced with dilemmas that mean having to make moral or ethical decisions. In some people, the brain does not fire up. This has led to neuroscience now being accepted in court cases where defendants are claiming diminished responsibility.

One who might have claimed diminished responsibility was Charles Whitman, who in 1966 killed 17 people – 15 of them after he shot at them from a tower block at the University of Texas. He also brutally murdered his mother and his wife. He had previously been a model citizen with a high IQ, but latterly had been known to have fits of anger and sought the help of a psychologist. In a suicide note, he asked that his brain be analysed. His autopsy revealed he had a walnut-sized tumour on his amygdalae, the fear centre of the brain.

"This notion of free will and conscious thought is under question," Paul said. "In the future, with new technologies, we're going to find out a lot more about how people think and why

"This notion of free will and conscious thought is under question. In the future, we're going to find out a lot more about how people think and why they do certain things with new technologies."

they do certain things."

Paul said it was important for his audience to understand that emotional and physical pain used the same circuitry. So just as physical pain can affect work and decisions, so too could emotional pain. That's why he often took ibuprofen pain relief when he was emotionally upset.

Paul had several strategies aimed at helping leaders make better decisions. Give yourself time for relective thinking, was his first.

"Your brain needs time to think below the

surface of consciousness to come up with ideas," he said. "As you know, when you try to remember someone's name, if you force it, it shuts down. The benefits can be not only intellectual but also physiological. There are reasons that big companies like Amazon and Google have rooms for quiet time to think about things."

He liked what a CEO once told him about reflective thinking – that the CEO did only two things, which were think and communicate. Everyone else did the rest.

Jenny then talked about leaders' ability to remain alert and make good decisions throughout the day. Some people took breaks later in the day, others topped up their coffee intake or went for a walk to get some exercise. But there are also digital aids, including an app from www.mybrainsolutions.com that offers short games and exercises that strengthen cognitive and emotional capabilities.

"What one does in two minutes is to partially

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reset the prefrontal cortex . . . great for when you're just about to go into an important meeting."

Another tip for "resetting" before an important meeting or event where alertness was important was to keep rehydrated with water.

"A slow sip of water takes your energy and mind out of the hurly-burly of the event.

"If there's no water and you've just got into the meeting, as you sit down become aware of your body. Where are your feet, what does the weight of your body on the chair feel like, where is your head in the space, what are you doing with your shoulders and your breathing? This 'body scan' is another great way of resetting your cortex."

Paul said one of the sad things about the modern workplace was how intuitive data was being ignored and discredited in favour of facts, figures, spreadsheets etc.

People used the limbic system of the brain to

intuitively know things. It intuitively recognises patterns and acts on them.

"The interesting thing is that the limbic brain evolved before words and numbers. If I asked you how you know something, you cheat the limbic brain if you try to explain explain it in rational terms."

Come people describe it thus: "I feel it in my bones".

He used another example of a highly experienced military technician who was in charge of detecting incoming enemy missiles. The technician was aided by sophisticated technology. On one occasion, he saw blips on the radar and watched closely as they came nearer.

The technology couldn't detect if they were enemy Scuds or friendly aircraft. He hit the button that sent interception devices to destroy the missiles. The commander was furious. "How did you know?" he demanded. "I felt it," the technician said.

"In the workplace you have to recognise the people who have tremendous pattern experience."

A three-month inquiry found the technician had used a finely tuned pattern recognition to come to his decision.

"In the workplace you have to recognise the people who have tremendous pattern experience."

Conversely, the prefrontal cortex – the conscious brain – works when you have to deal with facts and figures, but not too many at a time. The cortex can deal with only about seven pieces of important information at a time, so it can get overloaded.

Having too many decisions to make at one time can lead to poor decisions.

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SIMPSON GRIERSON: SOLGM FAMILY OF SPONSORS

Waiting on 'purpose' guidance

By Kathryn McLean
Senior Associate, Simpson Grierson

One of the key planks of the 2012 Better Local Government proposals was the change to the purpose of local government in *section 10* of the *Local Government Act 2002*. The amendment in December 2012 farewelled the four well-beings and heralded in the need to "meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses".

The purported justification for the change was councils meddling in things they should

not, such as setting targets for NCEA pass rates, greenhouse gas emission reductions and reduced child abuse in their communities. The Government posited that the "broad purpose" of local government was unrealistic and confusing.

In "refocusing" the purpose statement, the Government, seemingly unwittingly, also constrained the general power of competence in *section 12*. This power is tied to the purpose of local government (through the reference to "role" in *section 12*, and the definition of "role" in *section 11* referring back to the purpose set out in *section 10*), meaning that the power of competence can be exercised by a council only where it gives effect to the purpose of local government in relation to the council's district or region.

There was rightly some concern expressed by several in the sector about what the new purpose of local government actually meant. There was clearly an intention by Parliament to narrow the scope of what councils could do, but it was not clear what was off the table. As often follows legislative change, interest grew in how the courts might interpret the new provision and what guidance that might provide to councils.

Four years on, and we are still waiting.

Probably the best opportunity for the courts to comment on the new *section 10* was in the fluoridation litigation between South Taranaki District Council and New Health New Zealand Inc, with the Court of Appeal decision released last month.

In the High Court, New Health had argued the council had no power to fluoridate. The council's response, which was accepted by the court, was that the power derived from



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the general power of competence and was consistent with obligations in the *Health Act 1956*. In particular, the court accepted the argument that an implied power to fluoridate existed under previous local government legislation (largely evidenced from litigation that went to the Privy Council in 1964), and that there was no reason why this power should not also be implied into the current legislation.

Unfortunately there was no real discussion by the High Court about the possible constraints in the new purpose statement. The Court of Appeal's decision has even less to say on purpose. While the judgment refers to *section 10*, it makes no mention of the 2012 amendment or its possible effect.

Earlier this year, Wellington City Council was under threat of judicial review from the local chamber of commerce on its decision to adopt a form of the Living Wage for its employees and those of its CCOs and contractors.

The chamber's argument was directed to the purpose of local government and particularly the requirement on a council to meet communities' needs in a way that was most cost-effective for households and businesses. Ultimately the council and the chamber came to an understanding and the legal challenge was averted.

So councils continue to wait. At some point, someone with enough to gain (as well as sufficiently deep pockets and a dislike of settlement) will seek judicial review. They will make the argument that a council has strayed beyond the bounds of the purpose statement, meaning it has acted outside the scope of its powers.

Here's hoping that the courts seize the opportunity to provide some meaningful guidance.

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JLT: SOLGM FAMILY OF SPONSORS

Risk management under scrutiny

By Matthew Riddle
Chief Executive, JLT New Zealand

Government spending now represents 20 percent of the \$60 trillion total global economy. With rising complexities, volatile geo-political dynamics, increasing terror risks, climate change and the ongoing threat of natural disasters, the risk management function of public sector entities is under greater scrutiny than it has ever been.

An example of this increased scrutiny is with respect to the assessment and financing of infrastructure asset risks as part of the risk management framework. In New Zealand, Local councils are currently responsible for meeting the financial costs associated with restoring their regions' infrastructure following a natural disaster. Infrastructure includes water

supply, sewerage, wastewater ("three waters" networks) and river management systems.

For the past 25 years, the Crown has been providing financial support under *section 33* of the *Guide to the National Civil Defence Emergency Management Plan 2015* (the *Guide*) to the tune of 60 percent of a council's cost to restore their infrastructure after a natural disaster. This has included financial support where infrastructure assets have been damaged due to flood protection systems failing.

However, there are a range of challenges with this current scheme, which include the financial burden on councils to meet the 40 percent of costs associated with severe natural disasters (particularly the more catastrophic), and the fact that the current scheme does not meet the costs associated with implementing sustainable

risk management practices to manage the impact of natural disaster on infrastructure assets.

To assist with overcoming these challenges, JLT strongly advises councils to undertake natural catastrophe modelling to better understand their risk exposures and to determine ahead of an event the full cost of restoring infrastructure should a natural disaster occur.

Determining a council's probable maximum loss (PML) – an estimate of loss as a result of a natural disaster – focuses on evaluating the likelihood and severity of an event by applying a range of possible hazards, and modelling the chances of a loss occurring over a specific period (known as the return period).

Natural catastrophe modelling is an opportunity for councils to reassess and further develop their risk financing strategies and to leverage the maturity within the global insurance market to respond more favourably to risks and exposures which have been



JLT: SOLGM FAMILY OF SPONSORS

Risk management under scrutiny

quantified using financial regulator approved models, which the insurers themselves use to model their own insurance portfolios.

As part of a JLT modelling exercise, the quality of information describing the infrastructure assets (condition, vulnerability, location) can be assessed.

This data can then be included in the council's risk financing strategy and used to support discussions with the Crown around the adequacy of its risk financing arrangements. The quality of the modelling data is also a key component of risk transfer negotiations with the insurance markets, as well as being crucial to minimising the uncertainty in the PML estimates.

Where detailed and accurate information describing the assets is not available, JLT can assist. The data contained in an insurance-specific valuation report prepared by JLT's qualified valuers, who are experienced in valuing infrastructure assets for public sector

entities, will contain elements of information that will assist with, and be in a suitable format for the modelling exercise.

David Robson and Colleen Rigby, in their article in the July 2016 *Local Government Magazine* entitled "Risky Business", referenced the Craig Stobo report for Local Government New Zealand published in 2013, where he says that the current 60/40 arrangement "incentivises councils to avoid self-reliant risk management outcomes [through insuring up to 40 percent] and creates funding uncertainties for both parties".

Therefore undertaking natural catastrophe modelling to determine loss estimates at various return periods for key natural hazards will give councils greater confidence in the appropriateness of their individual risk financing strategies and better support discussions with the Crown around the financial support required for council infrastructure following a natural disaster.

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See www.jlt.co.nz/jltpublicsector



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The SOLGM Executive team, as of 1 July 2016



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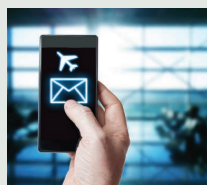
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For members . . .

Become a member of SOLGM

There are many benefits to being a member of SOLGM. A full membership, which is individual and not to be confused with the annual council subscriptions that support our sector improvement work, comes with the following benefits as well as attractive discounts on most of our event registrations:

Overseas Manager Exchanges



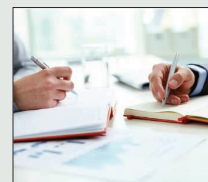
These provide local government managers with the opportunity to share knowledge and 'best practice' in local government in another country. It is a cultural and personal management development experience designed to enhance management careers in the sector. With the support of our sponsors, JLT and Civic Assurance, we currently provide exchanges to Canada, Australia and the United States.

Leadership scholarships



'Through our sponsors, the Leadership Development Centre and The Skills Organisation, we are able to provide outstanding leadership development opportunities to our members. The recipients are announced at our annual Gala Dinner in April.

SOLGM Working Party membership



Members of SOLGM's five Working Parties have the opportunity to influence and support sector activities of national importance as well as contribute to our key work programmes. Working Party members gain a wealth of knowledge and insight in respect to issues that are critical to local

government professionals while also enhancing their leadership skills and career opportunities.

Member-only quarterly briefings



SOLGM members receive quarterly briefings containing information that is highly relevant to management roles in local government. The briefings, delivered via email, are designed to save busy managers time sorting through the plethora of available information. We are also exploring the idea of holding Member-only webinars to accompany these briefings.

Professional recognition



SOLGM's Distinguished Management Award is given to Members who have contributed substantially to the status of the local government profession by establishing

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... and to the sector

a reputation for professional service. As well, every year SOLGM recognises members who have been working in local government for many years via the Long Service Certificate Awards

Support professional management in the sector



A strong membership base places SOLGM in a strong position to advocate on behalf of professionals working in

the sector, partner with local and international organisations and connect up local government managers across the country and round the world.

You can find more information including our membership application forms [here](#) or email Jeanette Bullen, our Manager, Marketing and Communications

Jeanette.bullen@solgm.org.nz

SOLGM services to the sector

Many of the services we provide are not restricted to just our members but also are available to everyone employed in the sector:

The Toolkit is a fantastic online resource, funded by councils who subscribe to the Sector Good work programme and available to everyone working in subscribing councils. It contains our Legal Compliance Programme designed to assist local authorities meet their legal obligations across a range of local government activity. The individual modules in the programme are reviewed and updated, with input from Simpson Grierson, as soon as possible after any legislative changes. The Toolkit also includes resources relating to Long Term Planning, Local Elections, Financial Management and reports commissioned by SOLGM from BERL. Those belonging to subscribing councils can access the site [here](#).

LGConnect discussion groups are available to everyone with a local government email. The groups allow staff to connect with other council staff working in similar roles or with similar interests across the country. If you have a local government email address you can sign up for free to any of the 50+ groups by following the easy instructions in the LGConnect website [here](#). Everyone belonging to an LGConnect discussion group or groups also receives our LGNewsBulletin.

LGNewsBulletin is an online digest of all the latest important local government news. The website and twice weekly e-newsletter are read by about 6500 subscribers interested in local government matters. Anyone can sign up to this service [here](#).

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Services to the sector

LGJobs is New Zealand's only local government-specific jobs board. Advertising roles on LGJobs will put them in front of a highly targeted audience. Find out more [here](#).

LGLeadershipPathways programme provides a range of initiatives designed to enhance leadership skills at all tiers of local government. There are initiatives in our programme for emerging leaders right through to the chief executive level. Find out more [here](#).

LGCareers is a SOLGM-led initiative to promote careers in local government. The website provides information on the wide range of jobs available in the sector and well

as career enhancement opportunities and links to our LGJobs board. We are always looking for new initiatives to add to the site – if your council is actively promoting careers in the sector we would love to hear from you – email owen.winter@solgm.org.nz. Find out more [here](#).

We released our 2015/16 *Annual Report* to members in October. It contains more detail on the work we produced for the sector during the year and the services we provided. You can download it [here](#).



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