

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE

HOTU MANAWA

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

JUNE 2012 IN THIS ISSUE

12 Hastings top team **22** Excellence awards **30** 2012 conference

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: click here
www.solgm.org.nz

Contents

FOCUS

A new structure
SOLGM 2.0

Proposed new vision
SOLGM 2.0

NEWS

GHD continues sponsorship
Excellence Awards

New chief executives

SOLGM Executive
Incoming committee

Changing times
Retaining staff

Malcolm Alexander
New LGNZ Chief Executive

Hastings top team
LGMA Challenge

LEARNING

What's in it for you?

Upcoming events

Upskilling CEOs
Professional development

LEADING

A leading voice
Local government management

Lifting our horizon
Transit of Venus Forum 2012

RECOGNISING EXCELLENCE

Enter now
Local Government Excellence Awards

Hutt City judged gold
Business Excellence Awards

Geoff Cooper
Young achiever

IPANZ winners
Stop press

SOLGM CONFERENCE

Register now

Keynote speakers

Workshops

Emerging leaders

Sponsorship opportunities

Conference for every manager

Apply now
Conference Attendance Awards

VIEWPOINT

Outgoing President's view
Clare Hadley

Climate change fellowship
Professional Development Exchange

Stewardship to leadership
LGMA Perth Congress

Rotorua leads 'lean wave'
Model of excellence

IN PARTNERSHIP

Tax trap for CCO charities
Raising funds

Three steps to recovery
Earthquake reinsurance

Is anyone listening?
Community engagement

Key considerations
Collective insurance

ABOUT SOLGM

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

SOLGM 2.0

A new structure

By Karen Thomas
SOLGM Chief Executive

In the May issue of the SOLGM newsletter, I announced that the National Office went through an organisational restructure to streamline our operations to better serve our members and customers.

This change is going to enable our staff to respond better to the sector needs and have the ability to provide quality services, resources and learning opportunities efficiently.

I also mentioned that while we had this change at an operational level, SOLGM's aim of building capability in the sector would continue to be relevant. We will do this by creating learning and development opportunities that will increase the knowledge and capability of managers



and staff and by providing leadership in policy development and implementation of major issues affecting local government management.

Collaboration with local government

As always, we will work alongside sector practitioners across the different activities of the organisation. Some of our activities are organised bottom up where we keep our eyes and ears on the ground and listen to what 78 councils across the country need

in terms of increasing the capability of their people. Sector practitioners work with us regularly in developing events, producing good practice materials and providing input into our sector leadership work.

We also see us having a top-down role in the sector. This approach does not refer to decision-making, rather it is about dissemination and representation.

Some of our activities are focused on providing you with information that will help you understand what is happening around the sector and overseas. Activities such as Better Local Government Webinar and Summits keep you informed and updated.

National Office also represents the voice and needs of the 78 councils and the 20,000 plus staff in councils. Where we sit at a national level, we are able to represent collectively your issues, your concerns, and your needs and we are able to leverage on the scope and breadth of 78 organisations which a single local authority would not be able

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

SOLGM 2.0

A new structure



to do. We are also able to form strategic alliances with key organisations at a national and international level that would give councils access to information, activities and opportunities.

Talk to us at National Office

Our phone lines are always open at National Office. Give us a call if you need something. Here is an overview of how we are now set up and our functions in the new structure.

Don Mackay is the Deputy Chief Executive and is working with **Fiona McDonald**, Professional Development Coordinator. Together they are developing programmes and activities that will focus on building managerial and staff capability. This is the team responsible for producing seminars, webinars, and relevant courses that will enhance competencies, skills and knowledge. They will also be responsible for developing guidance materials. So if you have an idea for capability building, Don and Fiona are the ones to talk to.

Principal Advisor **Raymond Horan** has the lead role in our sector leadership activities including: providing input into local government policy and legislation development and other big strategic issues for local government management. One of the key activities this year is of course the Better Local Government reform programme. Raymond will be collaborating with working parties and volunteer representatives on these activities. Raymond is our go-to guy on policy matters so get in touch with him if you want to have a chat.

Business Development Manager **Marilyn Moffatt** and her team of Business Administrator **Kate Sewell** and Event Coordinator **Carolyn Lampp** are in charge of business operations such as IT, accounting and administration, as well as doing the logistics and administration of our events and other activities. So if you have any questions about the events we are running (such as registrations and the like), talk to Marilyn, Kate and Carolyn.

Janice Nadew, Manager, Membership and Communications, will oversee member activities and provide support to members. One of her key tasks in the coming year is to find ways to increase our membership and how we can further provide value to our members. Janice is also taking the lead on organising the SOLGM Annual Conference and is working on the Recruitment & Retention Programme with the support and guidance of the Programme Sponsor and the Reference Group.

Executive Assistant **Lara Sarich** will be supporting me and the Executive Committee. She is also responsible for accounts administration.

I hope this new structure will enable us to have a more proactive approach in the way we work with our members and other sector representatives. I strongly believe that collaboration and cooperation is the way forward given the current environment we operate in. By joining forces, we will have a strong collective voice.

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: click here
www.solgm.org.nz

SOLGM 2.0

Proposed new vision



By Ross McLeod
Incoming SOLGM President

Following the Strategy Day last December, the SOLGM Executive Committee had a review of the draft Strategic Plan earlier this month during our board meeting. A new vision is proposed– one that is able to clearly articulate what we stand for as an organisation and the impacts that we aim to have not just within the local government sector, but the wider community it serves.

The proposed new vision for SOLGM is:

Professional local government management, leading staff and enabling communities to shape their future

We believe that professional and highly capable managers and staff who are responsible for advising our elected members and running the day to day operations of councils are important in delivering efficient and effective services that meet the needs of every community in the country. SOLGM will continue to work with local government practitioners to ensure that we provide you, our members, with the right mix of services, information, and training that will help you in fulfilling your roles.

With the new vision, also comes with new strategic priorities for the coming year. Given that we are in a year of change and transformation, it is just fitting that SOLGM continues to maintain a focus on securing ongoing financial stability for the organisation. We are also working towards increasing our membership base by offering exclusive opportunities to members. We will

be working closely with other organisations, including a major focus on strengthening our relationship with Local Government New Zealand so local government, as a sector, can have a strong collective voice in the national scene. Allied with this relationship, we will continue to advocate and be the leading voice for local government managers on Better Local Government reform and other matters.

The draft annual strategic plan with the new vision will be part of the papers that will be sent to all members prior to the Annual General Meeting on 10 September during the 2012 SOLGM Annual Conference in Auckland. We look forward to receiving your feedback and comments before and during the AGM.

In the meantime if you have further information, please get in touch with Karen Thomas at SOLGM kthomas@solgm.org.nz



contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

EXCELLENCE AWARDS

GHD continues sponsorship



SOLGM is pleased to announce that GHD is back as a sponsor of the Supreme Award of the SOLGM Local Government Excellence Awards.

As a service provider to local government around New Zealand, GHD has a unique perspective on the many talented people and leading initiatives designed to achieve excellence, with limited funding and an increasingly complex regulatory operating environment.

"For this reason GHD is pleased to continue its support of the SOLGM Local Government Excellence Awards by sponsoring the Supreme Award," says Sara Dennis, Management Consulting Group Manager for GHD.

"The GHD Supreme Award provides an opportunity for local authorities to



Sara Dennis, Management Consulting Group Manager for GHD

showcase their achievements and innovative thinking in adapting to the challenges faced by the sector."

GHD believes that the local government sector has the opportunity to lead best

practice in policy development, community relations, organisational capability and regulatory compliance in an environment of intense public scrutiny and where government is expecting more for less.

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

EXCELLENCE AWARDS

GHD continues sponsorship



As demonstrated by last year's Supreme Award winner – Greater Wellington Regional Council – collaboration and strategic partnerships will deliver progress and community well-being that can be readily adapted and leveraged by other regions.

"We believe that it is important to recognise these kinds of approaches, particularly as the benefits impact significantly on the future and long term success of New Zealand," Sara says. "For this reason we are committed to the work of SOLGM and its members."

Call for entries is now open. Read more about the awards in the *Recognising Excellence* section of this issue.

NEW CHIEF EXECUTIVES

SOLGM congratulates the following people who have been recently appointed Chief Executives:

- Lindsay McKenzie is the new Chief Executive at Tasman District Council. He was previously the Chief Executive at Gisborne District Council.
- Peter Till has taken up the position of Chief Executive at Ruapehu District Council. He has held the Deputy Chief Executive position at the council for the past four years.
- Judy Campbell has been appointed as Chief Executive of Gisborne District Council. She was previously Chief Executive at Tairāwhiti Polytechnic.
- Rob Phillips has been appointed the Chief Executive of Environment Southland. He is currently employed as Director of Operations at Taranaki Regional Council.

CONDOLENCE

SOLGM offers condolences on the death of Ken Paterson, Chief Executive of Tauranga City Council. Ken passed away on 17 June. Christine Jones is the acting Chief Executive of the council.

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

INCOMING COMMITTEE

SOLGM Executive

The following SOLGM Executive Committee will serve office from 1 July 2012 until 31 June 2013.

President

Ross McLeod, Chief Executive, Hastings District Council



Vice President

Athol Stephens, General Manager, Finance & Corporate Support, Dunedin City Council



Wellington Branch Representative

Wes ten Hove, Chief Executive, Masterton District Council



Northern Branch Representative

Phil Wilson, Chief of Staff to the Mayor of Auckland, Auckland Council



45 South Branch Representative

Michael Ross, Chief Executive, Waitaki District Council



Midlands Branch Representative

Gary Allis, Engineering Group Manager, Western Bay of Plenty District Council



Central Branch Representative

Sheryl Bryant, General Manager, City Future, Palmerston North City Council



Vacancies:

- One Vice President
- Top of the South Representative
- Associate Member Representative

There will be an election at the SOLGM AGM for the vacancies above. If you need further information, please contact Karen Thomas, SOLGM Chief Executive at kthomas@solgm.org.nz

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

RETAINING STAFF

Changing times

It was only a few years ago that the sector was talking about the difficulty we were having in attracting qualified staff and how we were competing for these people with private sector companies and central government agencies.

While we still have challenges recruiting qualified and experienced engineers, building inspectors, planners and the like, many of us have now turned our attention to focus on how we can ensure that the talented people already in our organisations will stay with us, given the current environment we operate in.

"With SOLGM's Janice Nadew recently having returned from maternity leave, the Recruitment and Retention Reference Group met again at the beginning of June, to

review the direction of its work programme and to agree on what we should be focussing on in the coming year," says Andrew Dalziel, Programme Sponsor. "While recruitment may not be at the forefront for all local authorities, retention of competent performers in councils is critical now more than ever.

"Having looked at what is happening throughout the country, the Reference Group feels that the focus for our effort should be on retaining talented staff through times of change and transition in local government."

Key activities will be developed and implemented to support this new focus.

The Reference Group highlighted the need to share resources and information across the sector. The HR Online Toolkit will be further developed into a library of resources where councils can download references,



Andrew Dalziel

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

RETAINING STAFF

Changing times



The Recruitment and Retention Reference Group is made up of:

Andrew Dalziel

Hurunui District Council

Sharon Pointon

Horizons Regional Council

Susan Jones

Gore District Council

Rachel Reece

Queenstown Lakes District Council

Amanda Mackenzie

Wellington City Council

Corinne Gaddie

Auckland Council

Peter Hennessey

Western Bay of Plenty District Council

Janice Nadew

SOLGM

guides and templates they can use to assist them with recruitment and retention activities.

The People Shaping Progress branding will continue to be used as the local government employer branding. The logo has been updated to more dynamic colours and will be used appropriately in materials such as websites and other collateral information.

"I am optimistic that with the enthusiasm of the members of the reference group we can push the programme along to positively assist the sector – helping recruit and retain the right people in your council."

If you have any comments or queries about the Recruitment & Retention Programme, please feel free to get in touch with Andrew Dalziel at andrew.dalziel@hurunui.govt.nz or Janice Nadew at jnadew@solgm.org.nz

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

NEW LGNZ CHIEF EXECUTIVE

Malcolm Alexander



Malcolm Alexander is the new Chief Executive of *Local Government New Zealand*.

Malcolm joined LGNZ recently from Genesis Energy, where he was General Manager Corporate Affairs for eight years. He was a member of the Board of the New Zealand Council for Infrastructure Development from 2008 until 2012 and was chair of the Telecommunications Carriers' Forum from 2002 to 2008.

Malcolm is enrolled as a barrister and solicitor of the High Court of New Zealand. He undertook the Advanced Management Programme at Harvard Business School in 2008.

On working with SOLGM

"Since recently joining LGNZ I have had the pleasure of meeting and working alongside SOLGM's CEO, Karen Thomas," Malcolm says. "I have been impressed by her can do

attitude and humour. As a result I have enjoyed immensely my interactions with Karen and her team and believe that the opportunity to take the relationship between LGNZ and SOLGM to a new and constructive level now exists.

"Karen and I are focused on the future for the benefit of our respective members."



Malcolm Alexander

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here](http://www.solgm.org.nz)
www.solgm.org.nz

LGMA CHALLENGE

Hastings top team



Hastings District Council won the 2012 LGMA Management Challenge on 22 June in Melbourne, beating seven other Australian councils.

The Hastings team was comprised of:

- Tanya Winter, Group Manager: Community Facilities and Programmes
- Angela Hirst, Customer Services Team Leader
- Caroline Thomson, Business Analyst
- Shane Lambert, Senior Environmental Planner
- Craig Thew, Principal Advisor: Infrastructure
- Craig Cameron, Economic and Social Development Coordinator

Hastings District Council represented New Zealand at the Australasian finals after winning the New Zealand leg of the Management Challenge in Upper Hutt last March.

Hastings District Council Chief Executive Ross McLeod said he was proud of the team.

"We enter a team in the challenge because of its unique approach to building management and leadership skills as well as effective team work. As a previous challenge

participant, I find the impact the challenge has on staff and teams to be of great value. This year's team have brought a great blend of skills and experience and a willingness to embrace the lessons of the challenge. Of course to win the challenge really puts the icing on the cake. "



The winning Hastings District Council team receiving the award in Melbourne.

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

SOLGM OPUS BUSINESS SCHOOL

What's in it for you?



Earlier this year changes were introduced at the SOLGM Opus Business School to enhance and streamline our operations at National Office. The new structure is now bedded in and we will continue to deliver opportunities for learning and networking designed for local government managers and staff.

A critical component in our developing content for these events is working with sector practitioners which we will continue to do so, especially for some of our key events.

In the coming months, you will be noticing some positive changes in the way we do things. We are working on delivering professionally developed and executed events which will provide you with good

value for your training dollar. We will be using the terms 'classes', 'conferences' and 'forums' to denote different types of events with different learning outcomes so you will know what to expect from each type of event.

Technical Training Classes and Masterclasses

As always, we will have a range of courses that are designed to enhance professional capability. These are designed and delivered by experts in the specific field and have been updated to address current issues that affect local government. Masterclasses are a new innovation and will be provided when we have access to international and national experts in particular areas.

An upcoming one is a Masterclass by Philip Monaghan on Local Resilience. More details will be available shortly on our website.

As always, we will have a range of courses that are designed to enhance professional capability. These are designed and delivered by experts in the specific field and have been updated to address current issues that affect local government.

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: click here
www.solgm.org.nz

SOLGM OPUS BUSINESS SCHOOL

What's in it for you?



Annual Conferences for Sector Groups

As always, we will continue to hold annual forum for sector groups which provide valuable opportunities to network, share ideas and discuss issues with peers from around the country. Especially in times of change, it is critical to remain in close contact with fellow practitioners and share experiences and knowledge which we can all learn from. A participant in the recent HR Conference in May mentioned that *"forging collegial bonds with peers in the local government HR industry through face to face cannot be underestimated"*.

Informational Forums and Webinars

We will continue to develop and deliver informational forums and webinars on relevant and appropriate topics. Last April, more than 500 people tuned in to learn about the Better Local Government reform package. Many councils used this

opportunity to brief their staff on the package and set up meeting rooms where the webinars were broadcast on data projectors.

In the meantime, we have a number of events lined up in the coming weeks which may be of interest to you and your staff so please feel free to pass on this issue of the magazine.

We thank Opus Consulting for their continued support of the professional development of local government managers and staff through their sponsorship of the Business School.

CONTACT US

Do you have any ideas for training that you would like us to help you with?

If so, please contact:

Don Mackay
dmackay@solgm.org.nz

or

Fiona McDonald
fmcdonald@solgm.org.nz

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

SOLGM OPUS BUSINESS SCHOOL

Upcoming events



Local Government Communication Forum

30-31 July 2012

Rutherford Hotel, Nelson

This annual forum, designed for the sector by the sector, aims to bring local government communication practitioners together to share knowledge, recognise innovation and develop professional knowledge and skills.

Sessions and workshops to look out for this year include:

- Change Communication
- Internal Communication
- Integrated Strategic Plans – coming to a council near you
- Response and Crisis Communication
- Information Marketplace – workshops that focus on the 'doing' of the Communication function.

Register now [here](#).

Negotiating and Managing Conflict

August 2012, Wellington

This course is designed to provide participants with the necessary tools and know-how in negotiation in business transactions and relationships. Many of us find ourselves in situations having to influence and try to achieve win/win outcomes with suppliers, contractors, community groups, customers and co-workers on a daily basis but not a lot are familiar with the techniques of negotiation. The course is delivered by Colin Mackenzie who has years of experience in negotiations in the international scene.

Register your interest in attending this course by emailing ksewell@solgm.org.nz

Community Plan Conference

20-21 August 2012, Wellington

This is the annual forum of community, strategic, development planners in local

government. This year's the two main focus of the conference would be: debrief on the 2012 LTP rounds and a discussion on what we might say to the Efficiency Taskforce.

Register your interest in attending this course by emailing ksewell@solgm.org.nz

How Local Government Works Webinar

5 weekly sessions, August-September, Your Computer

This online webinar course provides participants a comprehensive overview of the local government sector which is designed primarily for employees who are new to the local government sector, or those who needs a review. It covers the purpose of local government, how it relates to the community and relevant legislation that affects the sector. The course is developed and presented by local government experts and it comes with a 100-page reference guide.

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

SOLGM OPUS BUSINESS SCHOOL

Upcoming events



"Course content was specific, factual, to the point, well facilitated and great use of experts to deliver content. The combination of workbook and presentation worked well. The facilitator's ability to easily explain the complexities of local government made it a pleasure to learn."

Email ksewell@solgm.org.nz to register your interest.

Team Leaders Training

4-7 September 2012, Wellington

This 4-day training is designed to equip participants with key skills of team building, understanding diversity and leadership.

It is intended for all those who are beginning or involved in supervisory/team leadership. You will learn strategies for increasing influence during times of change and for building, leading and motivating teams. Past attendees have raved about the outcomes they received from the course that

had an impact on their work and personal life.

"Fantastic course – the best I have ever been on. Learnt heaps about myself and learnt lots of skills that I can apply to my home and work life"

Register your interest in attending this course by emailing ksewell@solgm.org.nz

More events on the horizon

Sustainability in Austerity

Masterclass by Philip Monaghan
September, Wellington

RMA Hearing Administrators and RMA Planning Technicians Training

September, Wellington

Local Government Funding and Rating Policy Seminar

October, Wellington

Committee Advisors Conference

November, Wellington

More information about these events will be posted on our website. If you need further information, please contact, Fiona McDonald, Professional Development Coordinator at fmcdonald@solgm.org.nz

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

PROFESSIONAL DEVELOPMENT

Upskilling CEOs



Nineteen SOLGM member Chief Executives attended the very first Masterclass offering from SOLGM earlier this month. This is one of the new SOLGM initiatives and will become a permanent feature of our leadership development programme.

"Chief Executives are focused on developing their people, but often their own professional development is overlooked," says SOLGM Chief Executive Karen Thomas. "As with every other person in the organisation, they too need to be able to step back from their day-to-day work, and reflect on their knowledge and skills to be more effective leaders."

SOLGM is exploring a strategic relationship with the Leadership Development Centre. This partnership will enable us to work

closely with them to develop and deliver customised workshops for CEs only with a focus on "hot topics" and drawing upon external expertise when available.

"We are looking forward to working with LDC which will give our members, particularly the Chief Executives, access to programmes and activities that are exclusive to LDC member agencies. This partnership will open many training opportunities for our members to tap into."

The June CE Masterclass, which focused on building a high-performing team, was delivered by David Winsborough of Winsborough Limited. The event was sponsored by PWC.

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

LOCAL GOVERNMENT MANAGEMENT

A leading voice



Better Local Government will dominate the agenda for SOLGM's policy work this year. At the time of publishing, we have just finished the four Better Local Government Consultation Summits around the country and we are currently working on the SOLGM submission with the intent to submit this mid-July.

SOLGM will take a lead role to inform the Efficiency Taskforce's thinking.

We are pleased to see two chief executives and former SOLGM Executive members in the committee, Steve Parry and Bill Bayfield, appointed to the taskforce. They will ensure that the management perspective is part of the discussion.

The Taskforce is set up to investigate planning, decision-making and consultation

requirements specified in the *Local Government Act*.

By the time the SOLGM Annual Conference takes place in September in Auckland, legislation for Phase 1 will be well progressed and work for Phase 2 will be under way.

Another big piece of work on the horizon is the development and implementation of new accounting standards.

We will be developing and advocating a sector position upon the release of the exposure drafts of for-profit accounting standards around August and of Public Entity accounting standards around December.

There may very well be major implementation challenges arising from the PBE accounting standards. If so, you can be assured that the SOLGM Opus Business School will develop informational forums/

webinars and training classes for the local government sector accordingly.

BETTER LOCAL GOVERNMENT REFORM

SOLGM is developing its submission document on Better Local Government Reform.

Please give us your feedback by 13 July 2012.

Submissions should be submitted to the Local Government and Environment Select Committee by 26 July 2012.

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

BETTER LOCAL GOVERNMENT SUMMITS

Perspectives on the changes



More than 200 people have attended the four Better Local Government Summits delivered throughout the country by SOLGM and Local Government New Zealand.

"The headline message is clear –change is coming quickly and we need to be ready for this," says SOLGM's Principal Advisor, Raymond Horan. "Coming together as a sector to discuss these changes at these summits is a good start."

The summits gave people the opportunity to look at the bigger picture, deconstruct elements of the legislation, and have a discussion about different views that people have on these issues.

The participants in the summits are a mix of officers and elected members.

"This is one of the few opportunities

where we see officers and elected members from different councils get together and have a robust discussion on the reforms," Raymond says. "Those who participated in these summits were able to gain different perspectives on the legislation which will also help form their own submissions."

The level of engagement from participants throughout the day was very encouraging and SOLGM received positive feedback on the format and presentation.

"Our group really got a lot out of the day," said Philippa Wilson, Group Manager Corporate Services, South Taranaki District Council. "It was well done, plain language and easy to follow. Our elected members were also really pleased that they attended."

SOLGM is developing its submission on the reform. Send us your feedback by 13 July.

The joint discussion document developed by SOLGM and LGNZ is available on the SOLGM [website](#).

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here](http://www.solgm.org.nz)
www.solgm.org.nz

TRANSIT OF VENUS FORUM 2012

Lifting our horizon



By David Miller
Water Assets Engineer
South Taranaki District Council

On 13 April 1769, Lieutenant James Cook and his vessel *Endeavour* arrived in Tahiti. Cook had been engaged by the Royal Society to travel to the Pacific and observe the transit of Venus across the sun.

The observations from the *Endeavour* were not as accurate as hoped, but it turned out history had grander plans for the voyage.

Following sealed orders from the Admiralty, Cook found himself on the east coast of New Zealand. It was in the year 925 that Kupe discovered Aotearoa, but it was the arrival of Cook that led to the union of two peoples that created the nation of New Zealand.

The late Sir Paul Callaghan had a vision of



David Miller

New Zealand as a country where science was used to advance our economy, protect our environment and enhance social cohesion. He saw the 2012 Transit of Venus as an ideal time to take stock of where we are and where we want to go.

From 5-8 June this year, 300 delegates gathered on the East Coast to celebrate our dual heritage and shared future. We observed the transit at Tolaga Bay as guests of iwi Te Aitanga-a-Hauiti. We participated in the re-dedication of the historic wharf,

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

TRANSIT OF VENUS FORUM 2012

Lifting our horizon



witnessed the unveiling of a time capsule, planted 1000 trees as part of an ecological restoration project and enjoyed beautiful waiata as well as a delicious hangi.

The next two days were spent in Gisborne at a forum on the role of science and sustainability in New Zealand. We heard a diverse range of speakers and participated in a number of meaningful discussions. There were sessions on the economy, relationships with Maori, resource use, restoring our environment, connectivity and people. The role that science must play in our future was emphasised throughout the forum. These are some of the messages that were delivered:

- The ability to communicate science is extremely important.
- New Zealand is a high-value producer, not a low-cost one. Our clean, green image is a competitive advantage. If we enhance our environment, it also helps our economy.

- The Maori economy is strong and growing. It was worth \$36.9 billion in 2010. In comparison, Treaty settlements amount to only \$1.5 billion. Only 30 percent of Maori companies are in primary production.
- We are diverse. One in three Kiwi children has a parent born outside New Zealand.
- In New Zealand, we are out here on the edge. But ideas from here can shape the rest of the world.

The forum was quite literally a once-in-a-lifetime experience. I was honoured to be one of the two SOLGM representatives who attended.

The decisions we make today as resource managers and kaitiaki will have an enormous impact on the country we leave behind when we are gone. It is my hope that in 2117, our descendants will watch the next transit of Venus from our fair shores and look back on us with pride.



Jeremy Boase

Further thoughts on the Forum

By Jeremy Boase

To David's excellent summary of the conference I would only add the following messages from the science community that cropped up on a fairly regular basis:

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here](http://www.solgm.org.nz)
www.solgm.org.nz

TRANSIT OF VENUS FORUM 2012

Lifting our horizon



- we don't communicate very well with other important sectors
- we don't actually communicate very well with ourselves within the sector
- central government decision-makers don't understand us
- central government funding methods don't suit our needs
- the level of central government funding is too low
- we're not always very good at managing the scarce resources we have
- it's the big ideas that will improve all of our lives
- the devil's in the detail.

Any of this sound familiar?

And two final thoughts:

if New Zealand could bottle and share whatever it is that Sam Johnson, leader of

Christchurch's Student Army, has got we'd be a more successful nation overnight.

And the Save Tolaga Bay Wharf campaign to rescue and restore this famous and much-loved piece of steel and concrete has got to be one of the most successful community-led (and council-partnered) projects for a long time. It was an absolute privilege to attend the re-dedication and to then walk the wharf.

Well done to all involved, and thank you to SOLGM for giving David and I the opportunity to be there.

David Miller, Water Assets Engineer at South Taranaki District Council and Jeremy Boase, Strategic Planner at Tauranga City Council attended the Transit of Venus Forum in June in Gisborne. SOLGM nominated David and Jeremy as emerging leaders in the local government sector to represent SOLGM.



contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: click here
www.solgm.org.nz

LOCAL GOVERNMENT EXCELLENCE AWARDS

Enter now



The 2012 SOLGM Local Government Excellence Awards

Celebrating and recognising leading practice, excellence and innovation in local government

We are now calling for entries for the 2012 SOLGM Local Government Excellence Awards. If you have a project that you believe showcase leading practice, excellence and innovation, here is your chance to share it with the rest of the sector.

Four categories

There are four categories you can choose from. Think about what aspects of your project has elements of innovation and excellence and how it falls into the four categories.

The Council Community Relationship

category recognises projects that focus on improving and maintaining strong council-community relationships. While community engagement projects fall explicitly under this, other projects that represent a positive or creative response in either policy development, service delivery or community issues can very well fit in this category.

A core responsibility of every manager in the organisation is to develop and maintain organisational capability. The **Building Organisational Capability** category recognises projects not just with human resources and learning and development focus, but also technology, systems designs or process-oriented projects. It not just about today's deliverables, but ensuring that the organisation is equipped to address tomorrow's challenges.

The **Joined-Up Local Government** category is for projects that councils

have worked on with other agencies or organisations. The focus of this category is to reflect how councils can work together to achieve similar goals or responsibilities. Past entries included shared services ventures, partnerships with government agencies or enduring working relationships with community organisations. IPANZ is the sponsor for this category.

We are introducing a new category this year – **Better Local Services for Less**. This category aims to highlight council projects or processes that have responded to the pressures of the current environment of fiscal restraint. How did you deliver more for less in terms of local services? This is about new ways of doing things, re-examining spending priorities or anything that has improved value for money to ratepayers.

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: click here
www.solgm.org.nz

LOCAL GOVERNMENT EXCELLENCE AWARDS

Enter now



Our Sponsors

We are happy to have GHD back on board as a sponsor of the Supreme Award. We also welcome IPANZ as the category sponsor of *Joined Up Local Government*.

Judging

All entries will be judged by a panel of individuals with local government experience and specialist skills. These entries will be scored based on a set of general and category specific criteria:

75 points for general criteria

20 points for category specific

5 points for overall judges' impression.

There will be one winner per category and

the GHD Supreme Award will be chosen from the four category winners.

Winners will be announced at the 2012 SOLGM Annual Conference where they will deliver a short presentation at a plenary session.

Important Information for entrants

Project entries are due on Wednesday, 8 August at 5pm

Poster entries are due on Friday, 17 August at 5pm

Templates, dates and other key information are found [HERE](#)

ENTERING IS EASY

- **Entry template is provided – just fill in the blanks**
- **Sending your project entry will be done online**
- **You have more time to create your poster entry**

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

BUSINESS EXCELLENCE AWARDS

Hutt City judged gold



Hutt City Council has received a gold Business Excellence Award which places it among the top performing organisations in New Zealand.

For many years the council has used the New Zealand Business Excellence Foundation Awards programme based on the rigorous Malcolm Baldrige award criteria in the United States.

The whole of organisation approach used in the award assessment ensures all aspects of an organisation's performance are addressed. The feedback provided by independent expert assessors identifies key strengths of the organisation and opportunities for improvement.

Hutt City Council is the first council to receive the gold standard and only the fourth organisation in the country awarded



Hutt City Council Chief Executive Tony Stallinger, Lower Hutt Mayor Ray Wallace and the council's Organisational Performance and Risk Manager, May Haines, with the gold Business Excellence trophy and winning application.

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: click here
www.solgm.org.nz

BUSINESS EXCELLENCE AWARDS

Hutt City judged gold



this level of recognition in the past 15 years.

Chief Executive Tony Stallinger says the award recognises the energy and enthusiasm across the organisation for excellence in all it does, and in the way it finds new, innovative ways to produce results for the people of the Hutt.

“Our vision is to create a better city every day by understanding our communities’ values, building strong partnerships and delivering fresh solutions,” he says.

“A lot of work has gone into elevating Hutt City Council from silver to gold and along the way we’ve achieved some fantastic results.

“We are especially pleased with achieving such high customer satisfaction levels while minimising rate increases.

“Receiving this award is confirmation we are on the track to achieve our vision. Our Mayor, councillors, staff and I are all proud

of what we’ve accomplished,” Mr Stallinger says.

NEWS TIP?

Got any news tips on council projects receiving an award or a staff member being recognised for the work they do?

Share your story by emailing Janice Nadew at jnadew@solgm.org.nz

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://click here www.solgm.org.nz)

YOUNG ACHIEVER

Geoff Cooper

If ever there was a good advertisement for local government work as a career choice, Geoff Cooper is it.

The Chief Economist at Auckland Council is one of the smart breed of young professionals who's seen the value of local government and how he can make a lasting contribution to it. And he's a keen advocate of council work for up-and-coming youngsters looking for career advancement.

"I absolutely recommend local government," he says. "You get to deal with a vast range of issues and gain experiences you wouldn't get anywhere else. I feel pretty lucky to be in this position of being able to work for the public.

"The quality of the people, particularly here at Auckland Council, is really good and being able to crash heads together with people of that standard gets me up in the

morning to go to work. You can't help but be excited by that.

"I feel privileged and very much enjoying it."

Geoff studied economics at the University of Auckland, gaining a masters degree in economics with first class honours. In 2006 he went to Myanmar and set up a micro finance institution under the auspices of a New Zealand charitable organisation, the Aotearoa Development Co-operative.

"A lot of these really poor countries in South Asia lack access to capital so they can invest in businesses," he says. "We provide small loans and we've had a lot of success with it. That sort of work kick-started my interest in the economics of how people get along and live their lives, and what they need to be successful."

Geoff still works for the co-operative as a volunteer, travelling to Myanmar every year.



Geoff Cooper

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

YOUNG ACHIEVER

Geoff Cooper



In 2007 he joined Auckland City Council's economic development department, taking a particular interest in urban economics. Following his passion for assisting poorer countries, he did an internship in 2010 with the United Nations working on index-based insurance schemes and the economics of delivering financial services to people in Africa.

When he returned he joined the new Auckland Council, for the first 10 months as Acting Chief Economist, then at the age of 28, Chief Economist.

While he says he has challenges every day, he enjoys local authority work because of the sheer number of decisions that have to be made, which are all aimed at being for the good of Auckland – and therefore the country at large.

Big decisions currently are how best to invest in the transport network, including

the city rail link and a second harbour crossing.

"It's been really interesting work, especially working with central government," he says. "Putting our case forward and assessing the wider implications has been critical to the whole process.

"It's a project I've enjoyed working on a great deal.

"I really enjoy working in the public space and working out how to get the best bang for the buck."

Geoff believes he's able to make a difference to people's lives working in a local authority, particularly one like Auckland Council. Size does matter.

"It's New Zealand's biggest, fastest growing and most productive city. How Auckland grows is pivotal to New Zealand's growth. I don't feel constrained by being in Auckland, because the issues I'm dealing with are

While he says he has challenges every day, he enjoys local authority work because of the sheer number of decisions that have to be made, which are all aimed at being for the good of Auckland – and therefore the country at large.

actually national issues."

Geoff recognises that central government is the natural turf for economists, but he's disappointed that many people haven't seen local government as a career option.

"Any organisation that's collecting money off the public and spending for a public

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

YOUNG ACHIEVER

Geoff Cooper

benefit should have economists," he says.
"There's certainly been a change in the last couple of years at Auckland, where the need for better economic analysis has been recognised and understood.

"Economics is not just about exchange rates, inflation and GDP – there's a lot more to it. There's a push now to bring economists into social and environmental issues, which is a big step forward."

"It's New Zealand's biggest, fastest growing and most productive city. How Auckland grows is pivotal to New Zealand's growth. I don't feel constrained by being in Auckland, because the issues I'm dealing with are actually national issues."

Geoff this week won the 2012 IPANZ New Professional of the Year award at the IPANZ Gen-I Public Sector Excellence Awards (see page 30).

He is presenting a joint keynote presentation at the SOLGM conference in August on "how emerging thought leaders in the community perceive what a desirable community is for their generation".

The other young presenters are Vanisa Dhiru, Chief Executive at Volunteering New Zealand, and Holly Ransom, a social entrepreneur from Perth, Australia.

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: click here
www.solgm.org.nz

STOP PRESS

IPANZ winners

Greater Wellington Regional Council and Geoff Cooper, Chief Economist from Auckland Council, were announced winners of their respective categories at the 2012 IPANZ Gen-I Public Sector Excellence Awards held in Wellington on 27 June.

Greater Wellington Regional Council, along with Te Ara Tahi (the Greater Wellington iwi leadership forum) co-won the Crown-Maori Relationships Award with its project Te Upoko Taiao – a partnership for resource management in the Wellington region. This project is a partnership between the council and the six mana whenua iwi and its purpose is to lead resource management strategy development across the Wellington region.

“SOLGM is very pleased to see local

government being recognised in the public sector excellence awards at a national level,” said SOLGM Chief Executive Karen Thomas. “The project that won the award is just one of the many council projects around the country that showcase innovation and excellence.”

Geoff Cooper won the New Professional of the Year Award. He has a masters degree in economics from the University of Auckland, joined Auckland City Council in 2007 and on to the new Auckland Council in 2010. He became the council’s Chief Economist at the age of 28.

Geoff does volunteer work for a New Zealand charitable organisation, the Aotearoa Development Co-operative, and travels to Myanmar every year to assist with economic development projects.

He has also done an internship with the United Nations working on index-based

insurance schemes and the economics of delivering financial services to Africa.

Greater Wellington Regional Council’s Reforming Greater Wellington’s Water Supply Business received a judges’ commendation under the Business Transformation category.

Mackenzie and Timaru District Councils, alongside the Department of Conservation, are finalists in the Working Together category for their Aoraki/Mount Cook Solid Waste Plant Development project. Christchurch City Council’s Operation Suburb, which is in partnership with the Department of Building and Housing, is also a finalist in the Working Together category.

SOLGM is proud to be a sponsor of the Working Together for Better Services category.

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: click here
www.solgm.org.nz

SOLGM CONFERENCE 2012

Register now



**2012 SOLGM
Annual Conference**

**Creating Desirable Communities
– the Business of Local Government**

**9-11 September 2012
Langham Hotel, Auckland**

Registrations are now open for the 2012 SOLGM Annual Conference. This year, the conference will offer a venue for delegates to reflect on the role of local government in creating desirable communities, and further to reflect on how their individual roles as managers and leaders in their respective organisations can help fulfil this purpose.

While change is on the horizon with the Better Local Government reform already progressing through the legislative process, one thing remains the same and will continue to do so– that local government will still affect the everyday lives of every New Zealander around the country. This change process will require resilient, focused and highly capable council managers working with their staff, council and community to ensure that the best outcome is achieved.

The programme is carefully designed to give you maximum learning and networking opportunities. Presenters are handpicked to deliver thought-provoking, insightful and informative presentations.

Monday focuses on topics on livability, sustainability and diversity, as well, as a perspective from the young, emerging leaders in the community. Tuesday, on the other hand, will provide a focus on organisational and leadership capability. Topics will include innovation, managing reputation, inclusive workplaces and digital connectivity.

As always, delegates will get the opportunity to meet and interact with other council managers and emerging managers from around the country. The learning goes way beyond the presentations – imagine the perspectives and ideas shared across the room during and after the presentations.

Register at www.solgm2012.co.nz

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: click here
www.solgm.org.nz

SOLGM CONFERENCE 2012

Keynote speakers



International and New Zealand speakers headlining this year's conference will deliver inspiring, thought-provoking and informative presentations on the role of local government and your role as council manager in creating desirable communities.



Philip Monaghan
*Founder & CEO,
Infrangilis*



Philip Daffara PhD
*Architect and
lifelong scholar of
urban futures*



Hannah Samuel
*The Reputation
Champion*



Andrew Patterson
Business Correspondent



Claudia Batten
Digital Entrepreneur

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here](http://click.here)
www.solgm.org.nz

SOLGM CONFERENCE 2012

Keynote speakers

Keynote speakers



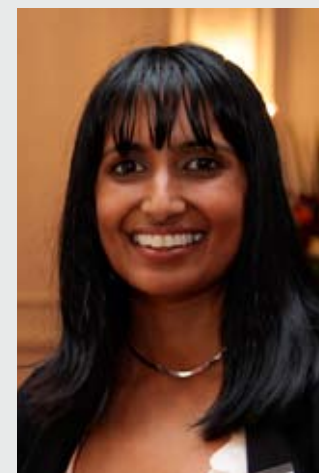
Ngahi Bidois
Professional speaker



Holly Ransom
*Social entrepreneur
and not-for-profit
leader*



Geoff Cooper
*Chief Economist
Auckland Council*



Vanisa Dhuru
*Chief Executive
Volunteering
New Zealand*

For more information visit www.solgm2012.co.nz

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

SOLGM CONFERENCE 2012

Workshops



The following workshops are designed to provide conference delegates with practical and relevant solutions that will help increase their knowledge on shaping communities and enhance their management and leadership capabilities.

*Finding Common Ground
in Diverse Communities*



James Hou-fu Lui

*Building Inclusive
Workplaces*



Jenny Magee

*Sustainability
in Austerity*



Philip Monaghan

*Liveable Futures Toolbox –
an integral place making
approach*



Philip Daffara

For more information visit www.solgm2012.co.nz

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://click here www.solgm.org.nz)

SOLGM CONFERENCE 2012

Emerging leaders



The SOLGM conference has always provided valuable learning and development opportunities – a testament to this are the increasing number of “returnees” as well as the growing number of councils using this conference as a team and leadership building exercise for their management team.

And why should we stop there?

This year, we invite every chief executive and SOLGM member to think about the future and the next generation of leaders in their councils.

Have you got a staff member, team leader or supervisor who is showing high potential or ready to step up to a management role – personally invite them to join you at

the 2012 SOLGM Annual Conference and they will have a memorable experience on what it’s like being in the “managers” conference.

Supporting the development of your Emerging Leader

As a chief executive or a senior manager, it is becoming increasingly important that you start thinking of the next generation of leaders in your councils. Have you got a succession plan in place?

Whether you have one or not, this is an opportunity for you to identify who among your staff members are ready to step up and give them an opportunity to develop their management skills further, and get them exposed at the national level.

What’s in it for the Emerging Leader?

- They will gain confidence, feel valued and get inspired

- They will increase their knowledge on local government issues, global perspectives and trends and new thinking and approaches
- They will build a network of other emerging leaders in the local government sector
- They will have better understanding and appreciation of what we do in local government.

Emerging Leaders breakfast

We have scheduled a special breakfast session on Monday, 10 September, for the emerging leaders and their managers (or chief executives).

The Emerging Leaders breakfast is an opportunity for the up and coming council managers to learn more about leadership from Brian Roche, Chief Executive of New Zealand Post.

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: click here
www.solgm.org.nz

SOLGM CONFERENCE 2012

Emerging Leaders



We will also create an opportunity for all those registered as emerging leaders to be able to meet one another and start building their own peer networks.

Special Rate for the Emerging Leader

The conference registration rates for emerging leaders are:

\$ 1000 with two nights accommodation

\$ 750 no accommodation

These rates include one year Associate Membership for the 2012-2013 financial year.

To be eligible for the emerging leader conference rate, the individual should be nominated by a SOLGM member (chief executive or senior manager) who is registered to attend the 2012 SOLGM Annual Conference.

Sponsorship opportunities at conference

Sponsorship packages are still available for organisations, companies and consultants who wish to be associated with the SOLGM Annual Conference.

Some of the benefits for sponsors include:

- Demonstrate your interest in local government
- Gain understanding and perspectives on issues that are most relevant to local government managers and staff
- Access networking opportunities to allow you to build new relationships and strengthen current ones
- Raise your profile and get your brand and key messages exposed to key decision makers in councils.

For more information about sponsorship please visit www.solgm2012.co.nz or contact Paul Walker at paul@cmnzl.co.nz

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: click here
www.solgm.org.nz

SOLGM CONFERENCE 2012

For every manager



The SOLGM Annual Conference is designed for every manager and up and coming manager in local government. Gone are the days when it is just an event for chief executives. Over the years, we have seen the number and variety of delegates grow and expand.

Last year, we had more than 200 delegates, which comprised chief executives, second tier and third tier managers from different work areas in local government – finance, regulatory, asset management, corporate services, environmental services, human resource, communications, strategy, policy... and the list goes on.

Team building for management team

We have seen a number of councils bringing their management team to the conference as a team building and leadership exercise. We do understand that not many can do

this, especially if you have a council or members of your community scrutinising conference attendances.

However, think about this as an opportunity to strengthen the relationships within your management team and to provide them with an opportunity to reset their minds and re-energise their spirits. A lot may be going on, and stress levels are on a high. Sometimes having this break – where you all can learn and expand your knowledge – may be just what you and your team need.

Remember there is a group discount available for three or more registrations from the same local authority and the registration rates are very cost effective.

Will you be a first time attendee?

Fear not. We understand that it may be scary or uncomfortable attending a conference where you don't know anyone. This year, we will pay close attention to those who are attending the conference for the first time.

We will introduce you to other attendees – especially the regulars – and we will help you to meet other first-time attendees. The conference managers, Paul Walker and his team, will make sure you know your way around and you meet a few other people.

Early bird registration rates

SOLGM Member with 2 nights accommodation – \$1300

SOLGM member (no accommodation) – \$1050

NON-Member with 2 nights accommodation – \$1500

NON-member (no accommodation) – \$1250

Emerging Leader* with 2 nights accommodation – \$1000

Emerging Leader (no accommodation) – \$750

*Emerging leader rates apply when the delegate is nominated by a SOLGM member who is registered for the conference.

Accommodation is at the Langham Hotel.

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

CONFERENCE ATTENDANCE AWARDS

Apply now



Apply now for the Simpson Grierson SOLGM Conference Attendance Awards. Receive up to \$1000 plus GST to be used towards your travel and accommodation costs for attending this year's SOLGM Annual Conference in Auckland on 9 to 11 September.

Who can apply?

Applications are welcome from SOLGM Full and Associate members (excluding chief executives) who:

- have not previously attended a SOLGM Conference
- are from a local authority, (or associated CCO), with a population of less than 15,000.

How to apply

Write to us explaining why you want to apply for the Simpson Grierson SOLGM Conference Attendance Awards. The deadline for applications is Friday, 15 July. Send applications to:

Karen Thomas
Chief Executive
SOLGM
PO Box 5538, Wellington 6145
Email kthomas@solgm.org.nz

The SOLGM Executive Committee will review all applications and successful applicants will be advised late July in time for early-bird conference registration.

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

CLARE HADLEY

Outgoing President's view



Clare Hadley recently completed a two-year term as President of SOLGM, which she says she's enjoyed immensely, despite the many challenges and organisational changes that have been required.

She says working through the recruitment of a new chief executive after the resignation of David Smith was one of the highlights of her tenure. Another was guiding SOLGM through changes that brought a "refreshed view" of how it served its members.

"David had kept a steady hand on the tiller, helped a lot of presidents in his time and was a large part of the success of SOLGM," Clare says. "When [new Chief Executive] Karen Thomas started it gave us an opportunity to reconsider what we did and how."

The appointment also coincided with a decline in revenue from the Business School, so some changes were inevitable.

"I think we've got new direction, and better clarity about what we do and what we offer to members. It's not so much that we've changed hugely; just a stronger sense of what we're about."

Clare says SOLGM is fortunate to be built on a sound financial footing and is clearly valued by members.

"It's valued by chief executives for the industry good work it does and there's a recognition that a small membership organisation needs to be run on good business principles."

Another highlight of her presidency was her dealings with Rodney Hide as Minister of Local Government, who surprised Clare with his honesty.

"He was a very strong critic of local



Clare Hadley

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

CLARE HADLEY

Outgoing President's view



government when he came in, being known as the Minister for Ratepayers, but he was prepared to listen. He demonstrated the benefits that he saw in SOLGM through his attendances at our conferences. He spoke very genuinely of the value he got out of our engagement with him.

"It surprised me that a politician was prepared to say 'I've learned a lot and I can see there's more here than I understood and I'm more sympathetic to your view than you would have thought'. He was completely transparent about the epiphany he had.

"His absolute willingness to listen and engage and discuss the issues is something we all want in our elected members and in central government. It's not something we see very often."

Discussing SOLGM's continuing role in the local government sector, Clare says there is a strong need for advice to the sector from

"It surprised me that a politician was prepared to say 'I've learned a lot and I can see there's more here than I understood and I'm more sympathetic to your view than you would have thought'. He [Rodney Hide] was completely transparent about the epiphany he had."

the perspective of officials, officers, chief executives and members.

"I don't know whether that should be through a completely separate organisation, or whether it could be delivered in a different way. But I do think SOLGM members see things through a lens that our

sister organisation, *Local Government New Zealand*, doesn't always see through."

She cites the Colorado Municipal League, which she encountered on an exchange trip to the United States. Members were city managers and mayors from Colorado towns, cities and districts who sat shoulder-to-shoulder discussing issues that affected their constituencies.

"I believe it's unfortunate if we can't see ourselves as representatives of local government and democratic organisations that serve the community across New Zealand. We have worked very well with organisations that have an interest in local government such as Civic Assurance and LGNZ; the question remains whether there is potential for us to have closer relationships that would create greater efficiencies. That's an unanswered question at the moment, but there's an absolute place for the work that SOLGM does."

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

CLARE HADLEY

Outgoing President's view



She believes that in a future of fewer local authorities, it would be hard to justify SOLGM and LGNZ being two separate organisations. The challenge will be to ensure there is a guardian for two equally important but differing points of views.

"We are strongest when we recognise our differences, when we understand what we can rely on each other for and when we can present as one voice to the outside world."

Clare believes all SOLGM members strive to do things better, and that the proposed Better Local Government reforms will not necessarily deliver as intended. She has no doubt that new President Ross McLeod will guide SOLGM admirably through the proposals, and accept the challenge of continuing the capacity building in the sector.

Clare has high praise for SOLGM staff.

"Their intellectual horse-power has added

much to the offerings and added to our depth of knowledge across the sector. Their engagement on what we seek to deliver on has been outstanding."

The contribution of her husband to support her work as President of SOLGM was immense. Many members recall Ken speaking on her behalf at formal functions, most notably at SOLGM conferences when he was required to respond in Maori.

With the amount of time away from the office, Clare sees the support of her council's management team as also being critical to the success of her presidency.

While still continuing her role as Chief Executive of Rangitikei District Council, Clare says the SOLGM presidency has been a privilege.

"It's been a tremendous privilege and pleasure, and I'm sure SOLGM will continue to grow and flourish."

"We are strongest when we recognise our differences, when we understand what we can rely on each other for and when we can present as one voice to the outside world."

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here](http://www.solgm.org.nz)
www.solgm.org.nz

PROFESSIONAL DEVELOPMENT EXCHANGE

Climate change fellowship



By Blair Dickie, Principal Policy Advisor
Waikato Regional Council

In September and October 2011, I had the opportunity to undertake a professional development climate change fellowship through SOLGM and ICMA sponsored by the US Department of State's Bureau of Education and Cultural Affairs.

My fellowship included placements at non-profit, government and private organisations as well as a three day Fellows Congress in Washington DC.

The goals and objectives of the ICMA Climate Change Programme are to:

Promote partnerships on climate change and sustainable communities at local governance and community level



The September exchange group in Washington: New Zealanders are Blair Dickie (Environment Waikato – back row second left), Nicci Wood (Wellington City Council – back row centre) and Paul Chambers (Auckland Council – back row, right).

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://click here www.solgm.org.nz)

PROFESSIONAL DEVELOPMENT EXCHANGE

Climate change fellowship



Actively engage the fellows in exploring the local government policies and adaptation strategies for dealing with climate risks and in creating more sustainable communities

Increase opportunities for local government professionals to network and develop solutions for impending climate risks by helping them to create more sustainable and resilient communities.

My programme consisted of three distinct phases:

- Orientation for a group of 13 fellows from New Zealand, Australia, China and Indonesia hosted by ICMA staff in Washington DC and Maryland.
- Placement with a host local government agency (City of Palo Alto California in Silicon Valley for two weeks) for an in-depth understanding of the community and the Council's responses to climate change including the building

of community resilience through sustainability initiatives.

- A 200-strong, Exchange Fellows Congress in Arlington Virginia with training sessions, workshops, presentations, and briefings by State Department officials and members of the exchange programme.

In addition to the fulsome, interesting and relevant itinerary prepared by ICMA, the US State Department and the City of Palo Alto, side visits at the end of my stay in California included meetings with:

- Tesla motors (Palo Alto) to discuss emerging alternatives to fossil fuel for transport from a manufacturer's perspective
- Site visit to the Google Campus (Mountain View) to view Electric Vehicle charging infrastructure
- California Department of Water Resources

(Sacramento) to discuss climate change adaptation as it relates to water allocation and sea level rise

- Lawrence Berkeley National Laboratory – Earth Sciences Division (Berkeley) to discuss new initiatives and associated issues relating to the extraction of energy from geothermal systems including: CO₂ as a carrier and Enhanced Geothermal Systems
- Northern California Power Agency geothermal project (Middletown) to discuss multiple generation and water injection issues.

Overall impressions

The opportunity was an excellent way to develop a better understanding not only of how the United States works, but also a deeper appreciation of the challenges faced by the local government sector and responses to climate change issues when

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

PROFESSIONAL DEVELOPMENT EXCHANGE

Climate change fellowship



working under differing mandates in a different structure.

Democracy is thriving at the local level with high levels of citizen engagement in local issues and the innovative use of PPPs, including these examples:

- Chesapeake Bay Foundation to restore the Bay
- Breathe California, Citizens initiatives for clean air in San José
- Palo Alto parkland management including the Baylands area (Waste to Energy proposal) and Heritage Park PPP.
- High level of interest in referenda and public attendance at Council meetings
- Broadcasting of Council meetings
- Local government facilitating community and corporate contributions for common projects
- Commencement of the 'Occupy'

movement during my fellowship.

Palo Alto, a city of only 65,000 people, is one of the key centres of innovation in Silicon Valley. It is the engine for high tech innovation (proximity to Stanford University) and financing (a third of US venture capital comes from Sand Hills Drive addresses in Palo Alto).

Local governments are finding ways of collaborating together and with commercial companies to address employment issues and reliance on imported oil through participation in the green economy. Facilitating sustainable responses is not always framed as climate change mitigation – carbon reductions do not have as much resonance with local communities as employment. Sustainability is framed as green jobs.

Similarly the push for renewable energy sources is strong with California focusing

on its natural advantages of sunlight, hydro and geothermal potential.

Carbon emissions reduction is certainly claimed as a benefit but it does not appear to be the driving factor. In San José, the imperative is a clean air requirement. Other drivers focus on a reduction in the dependence on imported oil and the strategic advantages that would bring.

Examples of local government action include:

- Behaviour modelling with exemplar LEED certified buildings
- Financial assistance with transitioning to new energy efficient technologies
- Setting minimum development requirements in planning ordinances
- Providing infrastructure for those that adopt new technologies – such as public electric vehicle charging facilities.

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

PROFESSIONAL DEVELOPMENT EXCHANGE

Climate change fellowship



The experiences and knowledge I gained will be highly valuable inputs as the challenges of climate change responses are worked through in the Waikato region. Learnings from the site visits, meetings and briefings are also immediately relevant to current projects.

I would like to acknowledge the contributions of the agencies involved, and the generosity of staff within those agencies that enabled me to get the most from this experience, particularly the US State Department as funder and ICMA / SOLGM as implementers of the programme.

I consider myself extremely fortunate to have had the City of Palo Alto as my host agency. In addition to the hospitality and the generosity of time from staff, the programme developed by Debra van Duynhoven, Assistant to the City Manager for Sustainability, was highly relevant, interesting and a complete eye-opener.

Finally, thank you to Waikato Regional Council for allowing me the time to take up this opportunity and to the 13 other ICMA Climate Change Fellows, particularly the ANZAC contingent for their camaraderie. Travelling in a group was particularly useful as the same situations can be seen through a number of differing perspectives thus adding to the richness of the experience.

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

LGMA PERTH CONGRESS

Stewardship to leadership



By John H Simmons
Group Manager Biosecurity-Heritage
Waikato Regional Council
*Recipient of the SOLGM Conference
Attendee Award*

LGMA Congress theme:
Stewardship to Leadership
Reframing Local Futures

The 2012 LGMA Congress called for participants to frame the conference around global and national issues with local solutions, local knowledge and local leadership. Three streams were followed – Regional Futures, Community Futures and Climate Futures.

Several presentations were terrific examples of how global issues are being addressed at



contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

LGMA PERTH CONGRESS

Stewardship to leadership



a regional or local level.

Kevin Crompton, CEO Haringey Council in North-east London spoke with passion and enthusiasm about how his council, in crisis mode after the Tottenham riots of August 2011, put community-based measures in place to alleviate many of the causal rioting problems.

A community panel was formed, adopting a "I love Tottenham" slogan to engage the silent majority and actions were put in place to address issues arising such as lack of jobs, nothing for young to do, poor image of area, developing cultural and arts centre.

One key point made was that the council will cease running youth services – it was acknowledged they had not done it right and the best placed to operate the service were the youth and community.

Chris Adams, CEO of the Pilbara Cities Project, provided a big scale example of

state and regional leadership. Pilbara Cities Project has been created to transform the Pilbara region from a raw mining resource extraction/export area, to a long-term sustainable mineral production centre. To this end five cities of 50,000 people are to be reconstructed, with several mining hubs of 15,000 people.

It is recognised that infrastructural investment is necessary to transform the existing centres from mining towns to regional cities, capable of supporting all aspects of a balanced commercial, educational and social culture.

Both of these speakers, to my mind, provided great examples of leadership – they had visionary ideas that they had been charged with implementing.

The visionary concepts however had developed from communities wanting better futures – in the case of the

Tottenham riots, the council was the obvious agency to take the lead – central government agencies had failed.

In the Pilbara Cities case, the councils and shires realised that the "mining villages" were completely inadequate for the future and with State Government assistance, the Pilbara Cities project was given the mandate to plan to facilitate the big vision for the region, harnessing substantial financial coverage with the mining companies.

In the Climate Futures stream there were wonderful examples of how cities and local authorities are showing fantastic community leadership on energy conservation, green technology, low carbon alternative energy options, waste minimisation and water conservation.

An inspiring presentation was given by Monica Barone, CEO of the City of Sydney, who is responsible for taking a 2008

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: click here
www.solgm.org.nz

LGMA PERTH CONGRESS

Stewardship to leadership



city vision of Sustainable Sydney 2030 and implementing a really impressive programme in accordance with a Liveable Green Network Plan, a Greening Sydney Plan, and a Green Infrastructure Master Plan of street lighting conversion to LED, buildings to trigeneration networks for power, heating and cooling; greening the city parks, roadways, footpaths and parking areas.

The business case provided a 10-year payback period at less than \$25 per tonne CO₂. From a 2008 survey of residents 90 percent wanted action on climate change – the changes Sydney City has initiated aim to deliver a 70 percent reduction in emissions; 10 percent reduction in potable water use; and a 66 percent recovery of waste.

These are a few of the great examples of leadership being demonstrated.

In a New Zealand context I believe we are

still in a stewardship phase – we need to step up and show more leadership on a range of issues.

- Regional development
- Climate change mitigation and adaption
- Transformation to a low carbon economy
- Providing and supporting education opportunities relevant to our districts and regions needs
- Acknowledging societal trends and putting in place interventions to manage change before it becomes a millstone.

In summary, this was a great conference, in a go-ahead progressive and dynamic centre.

Thank you to SOLGM for the Conference Attendee Award and to the Waikato Regional Council CEO and council for support and assistance.

NEWS FLASH

Monica Barone to take a sustainability masterclass

Monica Barone, CEO of the City of Sydney, will be delivering a Sustainable Sydney 2030 Masterclass on 19 November in Wellington for the SOLGM Opus Business School.

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

MODEL OF EXCELLENCE

Rotorua leads 'lean wave'



By Mijo Katavic
Business Improvement and Innovation Manager

Rotorua District Council (RDC) has been developing a model of excellence in Lean Government by implementing Lean waste-free principles.

RDC began the transformation in 2011 by using Kaizen methodologies which have enabled teams and individuals across the organisation to develop new skills, bring about new behaviours and innovative ways of improving council-wide performance.

Council Chief Executive Peter Guerin says the core idea was to maximise customer value while minimising waste.

"Simply put, the Lean Thinking concept means creating more value for customers, but with fewer resources," he says. "Our Lean organisation understands customer

value and focuses key processes on continuous improvement. The ultimate goal is to provide perfect value to the customer through a perfect value creation process with zero wastage."

Following an earlier visit to the Kaizen Office in Auckland, RDC's Aquatic and Leisure Manager, Louis

Sylvester, had already begun implementing a number of initiatives based around the Lean concepts of visual management and

leadership with figures.

Louis said that the aquatic centre had used some simple techniques to lock in significant



Rotorua District Council Chief Executive Peter Guerin (left) drops in on a daily briefing at the council's aquatic centre.

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

MODEL OF EXCELLENCE

Rotorua leads 'lean wave'



gains, including optimising team effort and minimising resources.

"We are quickly learning all about 'process metrics', which are already helping us to assess, achieve, and communicate our results on a daily basis," Louis says. "Recently developed Lean Thinking initiatives are significantly enabling us to streamline our operations, increase value and reduce waste.

"We can clearly see improved performance, ranging from financial to organisational and operational results."

Peter Guerin took time out from his day-to-day schedule prior to Christmas to spend some time at the Aquatic Centre and see first-hand what initiatives had been implemented on-site as part of the centre's Lean Thinking Journey.

He toured the complex and got to sit in on the centre's newly introduced daily briefings



Aquatic & Leisure manager Louis Sylvester shows the centre's visual management system to council chief executive Peter Guerin.

which are part of the new initiatives.

"Staff had clearly embraced and championed Lean Thinking ideals, and they are already enjoying the benefits of improved communication and provision of more effective services to the aquatic

centre's customers," he said.

The Rotorua Aquatic Centre team have become early adopters of several Lean Thinking techniques and tools that will in time become imbedded across daily functions throughout the council.

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://click here www.solgm.org.nz)

RAISING FUNDS

Tax trap for CCO charities

By Steve Thompson
Partner
Deloitte

Local authorities often promote the establishment of charitable organisations as a useful vehicle to help fund, develop and manage community projects.

A charity may find it easier to raise funds for the project from the private sector than a local authority and provide access to project funding only available to charitable organisations.

Depending on how the local authority provides funding to the charity and its control over the charity and that funding it may be able to obtain a donation tax deduction for that funding.

Where a local authority seeks to establish a charity there is a trade-off between the

local authority maintaining control of the charity and the charity being exempt from income tax. For an entity to be a tax-exempt charity, it must have a charitable purpose, be registered as a charity by the Charities Commission, and not be a CCO as defined for income tax purposes.

Examples of entities that come within the tax definition of CCO are a CCTO, a company or incorporated society where a local authority controls 50 percent or more of the voting rights or a trust where a local authority can appoint 50 percent or more of the trustees and which in turn holds 50 percent or more of the voting rights in a company.

Where a charity comes within the income tax definition of CCO, while the entity is still a charity it is not entitled to tax-exempt status.

Similarly, local or regional promotion bodies



Steve Thompson

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: click here
www.solgm.org.nz

RAISING FUNDS

Tax trap for CCO charities



that are CCOs are not entitled to an income tax exemption.

Accordingly, when a local authority promotes the establishment of a charity it is important to ensure that the entity is established in a manner that ensures it is not a CCO.

This means that the local authority may not be able to exert the degree of control over the charity that it may desire. The trade-off for maintaining control of the charity is the loss of the charity's tax-exempt status.

While tax-exempt status may not seem important when a charity is not intended to be profit making, timing differences between income receipts and expenditure, the incurring of non-deductible or capital expenditure could result in the charity reporting taxable income on which income tax would be payable if the charitable tax-exemption is not available.

A local authority could seek to exert control over the charity's activities through the conditions on which the local authority provides funding to it.

However, too many conditions and controls could adversely affect the local authority's ability to claim a donation deduction for that funding.

If you would like to discuss any of the issues raised above, please contact Steve Thompson at Deloitte on sthompson@deloitte.co.nz or 03 474-8637.

EARTHQUAKE REINSURANCE

Three steps to recovery

By Tim Sole
 Chief Executive Civic Assurance

Large losses to Civic's reinsurers from the Christchurch earthquakes meant they were not prepared to renew Civic's 2010-11 reinsurance programme. Unable to secure suitable alternative property reinsurance protection, Civic therefore withdrew from offering property insurance from 30 June 2011.

For Civic to re-enter the property insurance market in June 2012, three things needed

to happen: (1) a successful capital raising, (2) suitable reinsurance support, and (3) an improved credit rating.

Step 1: Civic's capital raising at the beginning of 2012 was supported by 42 councils and raised \$4.2 million, which lifted Civic's solvency margin from just over 100 percent to a more reassuring 163 percent. Thanks to the support from these 42 councils, it is possible for Civic to offer councils property insurance this year.

Step 2: Reinsurers' experience of local government in New Zealand is revealed in the table below.

Thus the high insurance prices currently being faced by councils are probably here

| Entity | Period | Reinsurance Premiums | Reinsurance Estimated claims |
|----------|-----------|----------------------|------------------------------|
| LAPP | 1993-2011 | \$26 million | \$192 million |
| Riskpool | 1997-2011 | \$17 million | \$62 million |
| Civic | 2010-2011 | \$5 million | \$900 million |



Tim Sole

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

EARTHQUAKE REINSURANCE

Three steps to recovery



for a while and are very unlikely to return to 2010 levels. The good news is that each of LAPP, Riskpool and Civic has secured reinsurance for 2012-13.

Step 3 to getting Civic back to writing property insurance was an improved credit rating. Prior to the Christchurch earthquakes Civic had an A (Excellent) stable rating. After Civic withdrew from the property insurance market in 2011 this became B++ (Good) with negative outlook. The indicative rating from AM Best today is A- (Excellent) stable.

Civic is now having a second capital raising to allow non-shareholding councils to become Civic shareholders and to allow those shareholders who missed out on the first offer or who would like to purchase additional shares an opportunity to do so. This will also provide Civic with extra capital that it can use to leverage its reinsurance capacity.

Being offered for sale are the 2,538,629 shares at an offer price of 90c per share compared to a net asset value per share of approximately \$1.29.

The offer closes 31 August 2012 and investors (only councils allowed) will be encouraged by the fact that before the Christchurch earthquakes, Civic enjoyed 49 years of consecutive profits.

A total in today's dollars of well over \$200 million in the form of dividends and premium rebates has been distributed to the sector by Civic and its predecessor (Municipalities Cooperative and Counties Cooperative).

Civic over that time has also been a significant sponsor of *LGNZ* and SOLGM activities. Tested by time and disaster, Civic looks forward to the next 50 years.

Civic over that time has also been a significant sponsor of *LGNZ* and SOLGM activities. Tested by time and disaster, Civic looks forward to the next 50 years.

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

COMMUNITY ENGAGEMENT

Is anyone listening?

***We're talking, but is anyone listening?
The lost art of community engagement
and why it's a vital component of
successful change.***

By Paul Jennings
Editorial Manager
DryCrest Communications

**Councils do a lot of
'communicating' – websites
with thousands of pages of
information, public notices in the
local papers, reports, meeting
minutes, newsletters, leaflets,
brochures, posters, public
meetings – the list is endless and
the costs are high.**

So why do the majority of people in New Zealand have little to no idea of the value of our work, the myriad of services we provide for them on a day to day basis or



the plans we have?

The reason is relatively simple - we're confusing volume with effectiveness, we're talking at our audience not having a conversation with them; we're failing to engage our community.

That all sounds a bit dramatic, but if we are honest with ourselves, and it's vitally

important that we are if we're serious about addressing the problem, then I believe each of us will know that our organisation could, and should be doing better.

So – what can be done? The good news is that spending more money is not the answer, and neither is increasing volume.

The key is understanding human behaviour.

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: click here
www.solgm.org.nz

COMMUNITY ENGAGEMENT

Is anyone listening?



Entertain: Humans like to be entertained – when we are we are much more engaged, and as a result more receptive to the information being transmitted. Commercial businesses understand this well and it is them that you are competing with for your audience's attention.

Engage: Once we have our audience's attention we then have the opportunity to engage them – but be aware that their attention is transient, and is in high demand. If you've got them to listen then ensure that the message you are giving them is clear, easy to understand, and answers the question all human subconscious asks to help it filter – "what's in this for me and why should I care?" The use of plain English, as hard as that might be, is imperative – use jargon and lose the audience.

Educate: We've come a long way and achieved much by the time we get to this

stage. We have an audience that has chosen to listen to us and believes that we have something interesting to say. We need to nurture this, cherish it, be humble and give them what they want. Clear, easily understood information that addresses the What, Why, Who, When, Where. Now is not the time to tick all of the PC boxes – it's a time to ensure the message gets through.

Listen: Now for the fun bit – this is the gold at the end of the rainbow, THIS is what community engagement is all about. We get the chance to listen to our audience. You get to learn, be inspired, broaden our perspective and receive new information. We get to hear the collective wisdom of the masses and have our own thoughts validated or challenged. Whatever the outcome don't be afraid to listen – only good can come of it.

That is one communication cycle, one step on a long road. We need to implement

this same philosophy across every communication, internal and external, that your organisation undertakes. We need to believe in the process and you need to pass that energy and passion down to your staff.

There is a reason I have skipped talking about channels and detail – sure, we could pinpoint "better" ways of engaging a community; traditional or digital, face to face or remote, but that is missing the point entirely. First believe in the power of the process – the "how" will follow.

If you want some examples of community engagement excellence go to www.drycrust.com

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

COLLECTIVE INSURANCE

Key considerations

By Heather Spurway
JLT

Key considerations for insurance marketing in 2012 and beyond include an understanding of the current global insurance climate and the importance of factoring this into all marketing strategies.

One strategy which will assist in addressing some of the challenges around capacity, pricing and insurer interest is to present risks in a manner more attractive to the insurance market. One such structure is to present a collective profile; this is of particular benefit in property and liability risks as it limits the aggregate capacity (capital commitment) required from insurers.

In developing a collective / collaborative insurance program a number of additional

factors also now need to be taken into account including the individual pricing, appetite, capacity, capability and financial security of each insurer.

By using the combined risk spread and purchasing power of a number of Councils and related organisations as one group in a collective / collaborative service model, the results for all Councils can significantly improve over what otherwise might be achieved on a 'standalone' or smaller group basis. This is of particular benefit in regional structures.

A collaborative approach allows each of the Councils within a group to consider structures that are not only beneficial for the individual Council but the region as a whole.

Some of the benefits a Group collaborative approach will bring include:

- Ability to leverage off the market given



Heather Spurway

Key considerations

the collective size of the programme but still maintaining terms that reflect the individual profile

- Combine and share limits to maximise premiums and policy coverage. Insurers will have savings of technical administration costs which can be shared with the group
- Superior profile in the market, particularly in a harder market given the spread of risk geographically. A larger submission will attract insurers and competition
- A greater opportunity for Risk Management and other incentives to be incorporated into the programme for the benefit of all.

When developing an Insurance Programme for a collective the following considerations are required:

- There will be, for each class of business, a single policy in the names of each member

of the group irrespective of whether cover is actually required by an individual entity

- The policy deductibles will need to be selected to accommodate the risk appetite of each individual council
- Where appropriate a single shared limit, set to reflect the risk and appetite of all councils, will be incorporated in the policy. Separate and detailed risk profiles for each council will be required and used to produce a summary of the group's risk profile
- An overview of each council's risk management strategies to produce a summary of the risk management approach used by all members of the group
- In addition, for those member councils that have not taken up a particular policy it still allows them the comfort of an insurance cover, at no cost unless the

policy is actually required.

There is no doubt the difficult environment for insurance buyers will remain for a number of years. There is also no doubt new strategies are required to meet these challenges of which collective purchasing is but one.

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

About SOLGM

Building capability and promoting work excellence in local government.

The New Zealand Society of Local Government Managers (SOLGM) is local government's professional management organisation supporting local government managers and staff in developing their capability and achieving work excellence.

SOLGM works with local government for local government. We are here to help you and your council achieve your goals by providing you with the practical resources you need. We also advocate on your behalf on issues that impact on local government management

Our Vision

To be the leading influence for local government managers and staff to advance the sustainability of our communities.

Our Services

- Membership Services (Full and Associate Memberships)
- Professional development opportunities through the SOLGM Opus Business School
- Good practice resources and toolkits
- Representation to influence policy development and implementation
- Nationwide Recruitment and Retention Programme.

How we work

- We work alongside other sector organisations to provide strategic input on policies and issues that affect local government management.
- We partner with other organisations in New Zealand and overseas to help us achieve our outcomes and deliver quality



Fast track your professional development through the SOLGM Opus Business School.

programmes and services to our members and the wider local government sector.

- We work collaboratively with councils, their managers and staff who voluntarily offer their time, experience and knowledge.

SOLGM is an incorporated society established on 1 January 1988 and is funded from member subscriptions, industry good contributions, trading activity and sponsorship.

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: click here
www.solgm.org.nz

Our sponsors

SOLGM Family of Sponsors

SOLGM very much appreciates our Family of Sponsors who support us in achieving our goals and providing member activities. These organisations are key players in local government and their sponsorship shows the commitment they have to help advance the goals of our sector.

Principal Family of Sponsors:

Business School Sponsor

Supporting Family of Sponsors:

Enquiries:

If you would like to know more about sponsorship opportunities with SOLGM, please get in touch with Janice Nadew, Manager, Membership & Communications at 04 978-1288 or jnadew@solgm.org.nz

contents

focus

news

learning

leading

recognising excellence

SOLGM conference

viewpoint

in partnership

about SOLGM

PULSE
JUNE 2012

LIVE WEB LINK: [click here
www.solgm.org.nz](http://www.solgm.org.nz)

Feedback

Have your say

Read something that interests you?
Concerns you? Annoys you? Want a chance
to put your view? Want to find out more?

Whatever your view, please share it with us.

Pulse is only as good as the contributions
we get. It is your newsletter, aimed to
reflect your Society. Let us know if it is (or
isn't) doing the job.

Contact: Janice Nadew

Tel: 04 978-1288

Email: jnadew@solgm.org.nz

Pulse is published by the New Zealand
Society of Local Government Managers

Level 8, Civic Assurance House, 114-118
Lambton Quay

PO Box 5538, Lambton Quay
Wellington 6145

Tel: 04 978-1280

Fax: 04 978-1285

Email: info@solgm.org.nz

Who's who?

President

Ross McLeod

Tel: 06 871-5072

Email: rossm@hdc.govt.nz

Vice President

Athol Stephens

Tel: 03 477-4000

Email: astephens@dcc.govt.nz

Chief Executive

Karen Thomas

Tel: 04 978 1282

Email: kthomas@solgm.org.nz

To keep in touch with upcoming events
and activities, 'Like' SOLGM's Facebook
page on

www.facebook.com/SOLGMNZ