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HOTU MANAWA

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

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FROM THE PRESIDENT

SOLGM's strategic direction

By Barbara McKerrow
SOLGM President

Each year SOLGM's senior leadership team meet for a strategy day.

This year was no exception and in January our executive committee, our senior management team and our working party and branch chairs met to review our long-term strategic direction, decide on our priorities and discuss how those activities would be resourced.

This year we had quite a different format for the strategy day with a facilitator posing the theoretical scenario: "The year is 2018 and SOLGM is struggling."

The team was asked to identify the key operational or tactical decisions and behaviours that led to this situation. The scenario elicited some very lively and useful debate.

The primary out-takes were that SOLGM needs to be a bold leader, remain relevant (an issue

for many member organisations nowadays) and clearly focused on the needs of its stakeholders.

The team agreed that two factors were crucial to SOLGM's long-term success:

1. A rationalisation of the areas of focus for SOLGM – doing fewer things excellently rather than more things, ensuring that areas of focus deliver value to the sector, and using partnerships to leverage a wider span of influence; and
2. Improved engagement with council chief executives so that we can look to them to advocate for local government management, support SOLGM membership among their staff and generally become more involved with SOLGM.

To achieve these outcomes we determined that we needed to focus on the following:

- remain relevant and responsive to the dynamic local government environment;
- actively demonstrate value by providing the



Barbara McKerrow

- best independent, apolitical advice available, being thought leaders and engaging with influencers within the sector;
- provide training and professional development opportunities uniquely tailored



FROM THE PRESIDENT

SOLGM's strategic direction

- to management in the New Zealand local government sector;
- provide opportunities for members to learn from our overseas partners;
- maintain a strong membership base; and
- have a business model that provides sustainable revenue for the development of the apolitical advice.

This is still a fairly substantial list and the leadership team recognised that there needed to be certainty around how these activities were funded.

You may be surprised to learn that, after council subscriptions, which partially fund our sector improvement work, SOLGM derives a large portion of its revenue from learning and development courses, and sponsorship income. Only about 8 percent of our funding comes from membership subscriptions..

So, as well as focusing on the areas identified, we also need to work on our funding and our

initiatives around that, which include:

- We have just written to all councils proposing a combined "industry good" levy and legal compliance subscription for the coming financial year, including an update of the formula and underlying base figures so that our core sector improvement work doesn't rely on other more uncertain sources of revenue. As background to this SOLGM absorbed the levies previously paid by the sector to Local Government Online Limited (LGOL) when we acquired most of the LGOL services in April last year, so effectively we have been running these services with no funding. This levy was about \$250,000 a year.
- We have a continuous review programme for our learning and development offerings to ensure they are right for the sector and consequently, well attended.
- We have employed a new Sponsorship and Event Manager (see [page 9](#)) who is charged with increasing our sponsorship revenue.

- We will be actively increasing our engagement with councils to ensure all stakeholders are aware of the many services we provide the sector and the additional benefits of being a member. Our new infographic on [page 43](#) will give you an idea of the scope of these services.

Lastly, I want to mention the success of our inaugural Gala Dinner in April. If you didn't make it you missed a night that truly celebrated how much is being achieved by professional managers in the sector.

On [pages 12 to 30](#) we feature some of the winners from the night talking about what their awards mean to them.

I strongly recommend that you put next year's date in your calendars now – 14 April 2016. It will be an even better event and I hope to see you there.



FROM THE CHIEF EXECUTIVE

LGMA Congress 2015

By Karen Thomas
SOLGM Chief Executive

The theme of the 2015 LGMA National Congress held in Darwin was "The Value Proposition", something we are discussing here in New Zealand as well.

Related to the ideas of operating efficiently and remaining relevant, LGMA invited contributions from notable Australians:

- George Negus OAM, one of Australia's best known journalists with broad international experience reaching back 40 years, turned his mind to the local Australian community, and the role and value that local government brings to it;
- Professor Mark Evans, the Director and Professor of Governance at the Institute for Governance and Policy Analysis, who addressed the main themes of the congress



SOLGM Chief Executive Karen Thomas, above right, with the Chief Executive of LG Professionals Australia, NSW, at the LGMA Congress.

government, with plenty to draw on, as he is a former Labor Minister (Australia's longest-serving Science Minister in the Hawke Government) and considered one of Australia's leading intellectuals.

Rather controversially, it was suggested that the best type of government reform that could occur in Australia would be the abolition of the states, leaving larger local government units to govern communities and deal directly with the Federal government.

in the context of both the Federation White Paper and his recent advocacy work for political reform; and

- Dr Barry Jones AC, a writer, lawyer, broadcaster and federal parliamentarian, who shared his views on leadership in

While there was considerable (gleeful) support for this proposition, it was well recognised that such an outcome would never eventuate, and delegates returned to a consideration of "the community experience", "measuring social impact", "workforce offerings", case studies



FROM THE CHIEF EXECUTIVE

LGMA Congress 2015

from the 2015 Management Challenge pre-challenge tasks, and international perspectives which featured both SOLGM President Barbara McKerrow (CE New Plymouth District Council) and ICMA International Vice President Steve Parry (CE Gore District Council). Also on the panel was Ian Stephenson, Chief Executive of Derbyshire County Council in the UK, who said he was just in the neighbourhood and popped in.

Both Barbara and I gave presentations at congress breakfasts – Barbara's at the ICMA International breakfast, and mine at the Women in Local Government breakfast – which actually attracts quite a few men. The sponsor of this breakfast, Civica, is keen to explore whether such a breakfast would be of interest to us at our own Summit.

Additionally, we attended the State Presidents' and State Chief Executives' meetings respectively to learn what LGMA (soon to be

Local Government Professionals Australia) is progressing for its members. LGMA is very open to working more closely with SOLGM, so that we can both learn from each other. The annual Management Challenge is a good example of this shared environment, and expect to see more opportunities emerge over the next few months.

LGMA is considering how it will work in future to exercise more influence on key decision-makers in an environment of ongoing local government reform and change. LGMA appears to have no relationship at all with the Australian equivalent of LGNZ – the Australian Local Government Association (ALGA) – and it has no relationships at a federal level. Barbara was able to offer some perspectives from the New Zealand experience which assisted the discussion.

There are quite a few ex-pat New Zealanders working in local government in Australia and I caught up with Rodger Kerr-Newell, Chief

Executive at Halls Creek in Western Australia; Michael Freeman, Chief Executive at Victoria Daly, Northern Territory; Lee Furniss, Chief Operating Officer at Shell Harbor, New South Wales; and her husband Bob Laing, former Chief Executive at Waikato Regional Council and now retired in Australia.

Someone suggested SOLGM open an overseas branch!

Overall, despite some service differences, local public servants in Australia are worrying about the same things local public servants in New Zealand are – how to provide efficient and effective services for their communities, how to remain relevant so that communities are engaged with them, and how to ensure that working environments remain desirable for the skilled staff required now and into the future.



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SUMMIT 2015

Leading for tomorrow



2015 SOLGM Annual Summit
Leading for Tomorrow
Palmerston North Convention Centre
9-11 November, 2015

Registrations are now open for the SOLGM Annual Summit – the annual “must attend” event for local government professionals.

With the theme of *Leading for Tomorrow*, this year's Summit will have a very forward-thinking

perspective. The programme includes nine interactive workshops across three streams – Workforce, Operations, and Community Engagement. The workshops will be facilitated by local government chief executives and sector experts, and delegates can look forward to actively participating in the workshop topics.

OUR KEYNOTE SPEAKERS

Hon Steve Maharey CNZM, BA., MA (Hons)
Vice-Chancellor, Massey University

Before becoming Massey's Vice-Chancellor, Steve was the fourth-ranked Minister in Government for nine years, holding the positions of Minister of Education, Minister Responsible for the Education Review Office and the New Zealand Qualifications Authority, Minister of Research, Science and Technology, Minister Responsible for Crown Research Institutes, Minister



of Broadcasting, Minister Responsible for Television New Zealand, Chair of the Cabinet Social Development Committee. He was MP for Palmerston North for 18 years from 1990 until 2008.

Dr Martin Reeves
CEO, Coventry City Council

Martin started with the authority in April 2009. He had previously been with Bedfordshire County Council for 3½ years as Assistant Chief Executive and Chief Executive.



Martin was previously Head of Performance Improvement at Westminster City Council in the heart of London. He was also Programme Director for WorkSmart, the city council's flagship transformation programme. Martin spent much of his early career as a lecturer and researcher, and has a PhD in applied economics. He has published several papers on change

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SUMMIT 2015

Leading for tomorrow

management within the public sector, been a member of several central government think-tanks and has presented widely on all aspects of public service in the UK.

Dr Kathy Alexander
Former CEO, City of Melbourne

As Chief Executive of the City of Melbourne, Kathy headed up an organisation responsible for the workings of a dynamic and cosmopolitan 24-hour



city that consistently rated top or near top of international surveys of liveability. At the City of Melbourne, Kathy managed a large and complex organisation with more than 25 businesses running a diverse portfolio of services and an annual operating budget of \$350 million, in addition to a council works programme of \$105 million.

Register now and take advantage of our Early Bird discounts, up to and including 9 October. Along with the Early Bird discounts we are offering one extra complimentary registration when your council registers and pays for five delegates. This is also available up to and including 9 October.

	Early bird registration – up to and including 9 October 2015	Registration after 9 October 2015
SOLGM member	\$1120	\$1320
SOLGM member including 2 nights accommodation	\$1430	\$1630
Non-member and public sector	\$1325	\$1525
Non-member and public sector including 2 nights accommodation	\$1630	\$1830
SOLGM member day registration	\$600	\$700
Non-member and public sector day registration	\$750	\$850

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NEW AT SOLGM

Sponsorship and management role

Introducing our new Sponsorship and Event Manager.

We are pleased to welcome Eileen Oliver-Free to the SOLGM team in a new role that recognises how much our valued sponsors contribute to the services we offer the sector.

Eileen joined SOLGM in May 2015 to manage SOLGM's sponsorships as well as the delivery of our many professional development and sector improvement events. Originally from Ireland Eileen has worked internationally across a range of industries. Having worked in senior management positions she has a breadth of experience spanning the hospitality, retail, financial services, corporate, not for profit and education sectors.

Her passion for people along with her varied background means that she brings a wealth of valuable and relevant skills to this new role.

You can contact Eileen by emailing her at: eileen.oliver-free@solgm.org.nz or phoning 04 978 1281.



Eileen Oliver-Free, SOLGM's new Sponsorship & Event Manager.



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TAILORED TO LOCAL GOVERNMENT

Induction series

How Local Government Works induction series

See information in the poster at right or go to our [website](#) to register.



PULSE

June 2015



How Local Government Works Induction Series

An induction series specifically designed for the needs of employees new to local government

The five modules in the Series:

Are delivered online and available anytime

Cover five key areas of the sector

Are created and presented by experts in local government



An Introduction to Local Government Module

An introduction to what local government is and does and some of the key players that you'll meet as you go about your job.



Governance and Electoral Matters Module

Learn about local elections, the role of elected members, the governance/management split and decision making bodies.



Regulation Module

Learn about the Resource Management Act and other regulatory laws relevant to local government.



Accountability and Planning Module

Learn about decision making, engagement, long-term planning, the annual plan, the annual report and links to all of your other plans.



Finances Module

Learn about the four canons of financial management, local government costs, rates and other ways that local authorities fund their work.

You can find more information on the Series and how to register in the Events Calendar in our website



W SOLGM.org.nz

E info@SOLGM.org.nz

P 04 978 1280

CALENDAR

Upcoming events

Fraud and Corruption Prevention for Local Government

Auckland: 24 July, Mercure Hotel

Invercargill: 30 July, Ascort Park Hotel

Christchurch: 31 July, Hagley Oval

Rotorua: 4 August, Rydges Hotel

Palmerston North: 5 August, Palmerston North Convention Centre

All 10am

The Fraud and Corruption Prevention for Local Government Workshop Series will provide you with an understanding of how to mitigate fraud and corruption risks at your council.

SOLGM Community Plan Forum 2015

Chateau on the Park, Christchurch

17-18 August, 8.30am

This Forum, with the theme of *The Journey to 2018 Begins*, is for those who are embarking on the long and winding road that concludes with the adoption of the 2018-28 long-term plans. The Community Plan Forum brings together

local government managers and staff involved in the direction setting, community planning and engagement processes.

Governance Professionals and Committee Advisors Forum

Chateau on the Park, Christchurch
24-25 August, 8.30am

The Governance Professionals and Committee Advisors Forum 2015 provides the opportunity for council staff working in governance to learn from not only experts but also each other. This year's programme, with the theme of *Transforming Governance Support*, includes many interactive sessions where delegates will be encouraged to actively participate in discussions and share their experiences.,

Local Government Communication Professionals Forum


Mac's Function Centre, Wellington
15-16 September, 8.30am

Save the date in your diaries for the SOLGM Local Government Communications Forum 2015 - we learn best when we learn from each other. Registrations are due to open shortly.

National Electoral Officers Training

Mac's Function Centre, Wellington
12 & 13 October 2015

Save the date for our only pre-2016 local elections training. Registrations will open shortly.

 [Click](#) to see the latest events listings



GALA DINNER – RECOGNISING EXCELLENCE

Outstanding contributions

In April SOLGM celebrated the outstanding contributions of local government professionals to the success of the sector at our inaugural Gala Dinner held in Wellington and hosted by award winning journalist Amanda Millar.

The dinner was an opportunity for both SOLGM and the sector to join together and celebrate excellence with the winners of the 2015 McGredy Winder SOLGM Local Government Excellence Awards®, announced alongside the winners of the 2015 LGMA Management Challenge (New Zealand leg), recipients of the 2015 SOLGM Overseas Manager Exchanges and the recipients of the 2015 SOLGM Leadership Scholarships.

We've talked to four of the awardees from the evening about their achievements – read about their stories in the following pages...



GALA DINNER – RECOGNISING EXCELLENCE

Helix – a winning project

Snaring the Supreme Award for local government excellence has been a bonus for Selwyn District Council – but the real satisfaction has come from the huge benefits for the district.

Project Helix, an online building consenting system developed by Selwyn District Council in partnership with the private sector, was announced Supreme Award Winner of the 2015 McGredy Winder Local Government Excellence Awards® at SOLGM's Gala Dinner in April. The project also took away the Transforming Service Delivery category award.

The project implemented of an end-to-end, cloud-based building consenting system developed in partnership with Alpha Group. The awards were recognition of some hard work within the council over a relatively brief period of time, says Selwyn Building Manager Ian Butler.



Accepting the Supreme Award at SOLGM's Gala Dinner were, from left, Ian Butler, Vanessa Beavon, David Ward and Keith Smith of Selwyn District Council.



GALA DINNER – RECOGNISING EXCELLENCE

Helix – a winning project

“It actually came together fairly quickly, over a couple of years,” he says. “It was also a challenge because of the workload at the time, but we knew something had to be done.”

The workload was already stretched as Selwyn pushed to rebuild infrastructure after the Canterbury earthquakes. Add to that the fact that Selwyn has been consistently the fastest growing district in New Zealand over the past few years – both in terms of population economic growth.

Building consent numbers have soared by about 45 percent since 2011.

However, since implementation of Project Helix in 2013, code compliance certificates that were issued previously on average within seven working days, are now being issued in an average of less than two days. Average consent processing times have dropped from 11 to 10.5 working days, well within the statutory processing time of 20 days.

Ian says a recent cost/benefit analysis by an international consultant has confirmed the

value of the system.

“They’ve shown that there have been significant cost and time savings, and clear benefits in terms of efficiency not only for the council, but also the public.”

It’s estimated that the system saves the building industry up to \$2.2 million a year, and the council estimates savings of up to \$200,000.

The council figures are based on average hours saved working on issuing building consents – currently about 2500 consents a year.

Ian says Project Helix is fast and easy for customers to use, but the necessary quality control systems remain in place when issuing consents.

It allows people to lodge consent applications online, meaning they can do it at any time from anywhere and without the need to print out information.

They can check on the consent process at any time, and it allows code compliance certificates to be issued onsite once a final building inspection is completed.



The trophies for the Supreme Award, won by Selwyn District Council at SOLGM's Gala Dinner, and for one of the category awards.



GALA DINNER – RECOGNISING EXCELLENCE

Helix – a winning project

“That gives new home-owners the ability to take possession of the property quickly.” Several staff can work on a consent application at the same time. Throughout the project development, customers were invited to trial it and offer advice. “Customer feedback helped us to identify problems from their perspective and led to improvements in the system,” Ian says. “We’ve also set up user groups and still have regular meetings to discuss issues.”

Because it is web-based, the system is easy to set up and can be adopted by any council in the country. It has been designed to integrate and complement existing council software systems.

Establishment cost can be from about \$15,000 to \$50,000, depending on council size, customising the system and training. A per-consent fee is an on-going cost.

Another 23 councils have visited Selwyn to see the system in action and are now looking at

implementing it. Kaipara District Council has already taken it up.

“It’s certainly something that could be used throughout local government,” Ian says. The excellence award judges praised Project Helix as “an outstanding example of the local government sector’s ability to develop and implement solutions at a national level”.

Peter Winder of Supreme Award sponsor McGredy Winder & Co, and one of the award judges said the project met several key criteria. “It was developed in collaboration with the private sector, it transformed the way building consenting can be delivered and at a time when there has been unprecedented demand,” Peter said. “Importantly, it has already demonstrated it is applicable across the sector.”

“Customer feedback helped us to identify problems from their perspective and led to improvements in the system. We’ve also set up user groups and still have regular meetings to discuss issues.”

– Ian Butler



GALA DINNER – RECOGNISING EXCELLENCE

No limit for BlueSky Tauranga

The days until the LGMA Management Challenge finals in Melbourne are being counted down on Tauranga City Council's intranet page.

The council's Team BlueSky Tauranga won the Civica-sponsored New Zealand leg of the challenge after competing against eight other councils at Upper Hutt in April. The team's win was announced at the SOLGM Gala Dinner in Wellington.

It means Tauranga has earned the right to compete – and represent New Zealand – against Australian council teams at the challenge finals on 25 and 26 June.

The team is excited and the whole council has got behind them – hence the countdown clock on the intranet page.

"We're all hoping for a win in Melbourne," Chief Executive Garry Poole says. "Of course



Team BlueSky Tauranga, who won the New Zealand leg of the LGMA Management Challenge. From left, Tracy Plane, Megan Davies, Joanna Thomas, Amanda McFadden, Celia Bowles and Stuart Goodman. Sadly, Celia has since left the team and has been replaced by Rebecca Maiden.



GALA DINNER – RECOGNISING EXCELLENCE

No limit for BlueSky Tauranga

we'd like to be seen as the best council in Australasia, but it's not just about winning. The challenge has already provided some fantastic development opportunities for the staff involved, and that will trickle through to the whole organisation."

The council took on the challenge because it wanted to offer the best development opportunities for staff. It is a unique way of providing an array of fantastic development opportunities in this format.

This year is only the second time the council has entered a team in the 20 years of the competition. Last year's team finished second in the New Zealand leg.

Although team members knew each other as colleagues, they had never worked together before. Their diversity became a key strength. Coming from roles at the library, in sustainability, HR, and regulatory services, they brought different perspectives to the

challenge, each offering a different view that made everyone think differently about the challenges they faced.

They recognised where people had strengths, and tapped in to those abilities to achieve the best results.

"The diversity in the team has been a huge benefit," says the Learning and Development Specialist at Tauranga City Council, Angie

Lund. "It's helped to enhance the skills not only of the team, but also across the whole organisation. For those participating, it's real career building. They are developing skills that will stand them in good stead wherever they choose to be in the future."

Although the work involved for team members has often meant a commitment to longer hours at work than usual, and the challenges have been "real life", Angie says the team has had fun, too.

"Of course there's the serious aspect of hard work and learning, but having fun is important. I think the enjoyment has helped them do so well."

The team has not done everything alone. Aside from Angie's input as a co-ordinator promoting the challenge to a supportive council, the team has worked closely with mentor and council strategic planner Emlyn Hatch, and called on the advice of two other nearby councils.



GALA DINNER – RECOGNISING EXCELLENCE

No limit for BlueSky Tauranga

"Emlyn has been an inspiration," Angie says. "Being a strategic planner has helped the team a lot. Everyone can get caught up in the operational side of council work, so having a good mentor has provided the bigger picture.

"The challenge has also been a great opportunity for Emlyn to develop his skills."

Emlyn's mentoring has revolved around the themes:

- If you don't know it – make it up.
- Work hard
- Help each other
- Smile – even if it's broken on the inside
- Take risks
- Back each other
- Research
- Smile more.

"If you do these things then you'll be fine," he says. "If you do these things well and across all the tasks, then you'll win. Simple as that."

While the challenge has been an amazing opportunity, "like everything else in life, to get the most out of it you've got to put a lot into it".

He says the team has done a lot of work to get where they are. There have been tears, laughter, songs, hugs, smiles, shrugs, poems, Youtube, (endless) reading – and more smiles on the way so far.

"They're ready. Plus, they're a crazy bunch. And that helps."

The two other councils that Tauranga has gone to for help taking on the Aussies have been Whakatane, who won the New Zealand leg of the challenge last year then placed second in Melbourne (by one point), and Western Bay of Plenty, who in 2013 went on from New Zealand to win the Australasian finals.

"These councils have been a huge help to us," Angie says. "They've given us a taste of what it might be like when we get to the finals. So

"Like everything else in life, to get the most out of it you've got to put a lot into it". . . There have been tears, laughter, songs, hugs, smiles, shrugs, poems, Youtube, (endless) reading – and more smiles on the way so far. "They're ready. Plus, they're a crazy bunch. And that helps."

Mentor Emlyn Hatch

we're now looking at what worked well in the New Zealand part of the challenge, and what we need to improve.

"We're excited about getting to Melbourne and hopefully we'll do well."



GALA DINNER – RECOGNISING EXCELLENCE

No limit for BlueSky Tauranga

New Zealand teams have done well at the finals in recent years. Competing against the Australian state finalists, New Zealand teams have won twice and been runner-up in the past three competitions.

The New Zealand leg pitted Tauranga against Hauraki District Council, Bay of Plenty Regional Council, Queenstown Lakes District Council, Hastings District Council, Whakatane District Council, Waipa District Council, Rotorua Lakes Council and Western Bay of Plenty District Council.

The teams had to deliver a paper, create a video and develop a supporting infographic on their employee value proposition (employer brand – why do people want to come and work here etc) as a pre-challenge task. On the day they were assessed on:

- Production of briefing papers/guidelines for council
- Dealing with personnel and interpersonal issues

- Liaising and co-operating with other teams
- Conduct of negotiations
- Analysing problems and developing concepts
- Presenting ideas in a variety of formats
- Addressing current management issues.

The LGMA Australasian Management Challenge is recognised as a unique “talent” development opportunity for councils wanting to inspire and engage their emerging managers. It takes a hands-on and real-life approach to leadership development and has been successfully running for more than 20 years. Both participants and councils benefit from the new and practical insights gained in the build-up to the challenge and on challenge day itself.

The major objective is to provide local government employees in Australia and New Zealand with a highly relevant learning experience in management and teamwork that readily translates back into their day-to-day workplace.



GALA DINNER – RECOGNISING EXCELLENCE

Managing change on the agenda

Seeing how US councils operate – especially in the management of organisational change – is high on the agenda for Anusha Guler in September.

Anusha – who is the Democratic Services Manager at Wellington City Council – has won this year's SOLGM Overseas Manager Exchange to the United States, sponsored by Civic Assurance. She will be based initially at Coconino County, surrounding Flagstaff. She will be there for two weeks, looking at the governance and political structure of the council, and gleaning as much information as she can about how they manage change.

At the end of her stay in the US, she will attend the 101st ICMA conference in Seattle, Washington, for three days from 27-29 September.

"There's been a lot of discussion recently about

reorganisation at Wellington City and the wider region," Anusha says. "I've been involved in changing structures before, but there's always something new to learn.

"I want to use the exchange to broaden my learning about best practice outside of New Zealand."

While she has worked in New Zealand local government for 10 years, Anusha has also been involved with significant changes in her native South Africa. She was part of a team working in the South African Parliament that looked at constitutional change.

After her move to New Zealand in 2002, she worked on Christchurch City Council's merger with Banks Peninsula District Council; and at Auckland City Council and the new Auckland Council.

"Wellington, of course, is different from Christchurch or Auckland, or anywhere else I've lived," she says. "There's a sense of



Anusha Guler – recipient of the Civic Assurance Overseas Manager Exchange.



GALA DINNER – RECOGNISING EXCELLENCE

Managing change on the agenda

connectedness here in Wellington and it has a much different feel to the other places I have lived and worked.”

Any reorganisation at Wellington will need a different approach, so Anusha is looking forward to seeing what councils do in the United States.

“I’m passionate about the workings of democracy and what the rest of the world is doing.”

She’s interested in how other countries engage with their communities, especially young people, through new channels such as online voting and consultation via the internet.

“Youth don’t relate to hard copy any more. We need to provide something short, effective and powerful. We have to change because society is changing.”

The exchange programme is one of a range of SOLGM initiatives that provide leadership and development opportunities specifically tailored

“Youth don’t relate to hard copy any more. We need to provide something short, effective and powerful . . . we have to change because society is changing.”

– Anusha Guler

to local government. It gives managers an opportunity to focus on their management development and career in local government through a short exchange with a partner manager in another country.

While she is keen to learn more about local democracy, Anusha says she also wants to use the scholarship to develop her personal and leadership skills.

“I was looking for an opportunity to enhance my leadership skills and prepare me for the

next step in my leadership journey in local government,” she says. “I’m looking forward to engaging with other leaders, and shaping and articulating my personal vision for performance and leading teams effectively.

“I believe the programme will help me identify my strengths and weaknesses and improve my relationships with my peers. I also want to improve my ability to see the big picture and take a longer range, broader business perspective.”



GALA DINNER – RECOGNISING EXCELLENCE

Tanya heading for Melbourne

Sector working groups and mentoring are two key focuses for Tanya Winter as she looks ahead to one of Australasia's top scholarship opportunities.

Tanya has been awarded a scholarship to attend the prestigious Mt Eliza Business School Leadership Development Programme in Melbourne in October. Sponsored by The Skills Organisation, the award was presented at SOLGM's annual Gala Dinner at Wellington in April.

"The two things I'm really keen on developing are contributing to sector working groups and mentoring other managers in local government, especially women," Tanya says. "I'm sure the programme will give me some very useful ideas and tools to help me achieve these goals."

Tanya is halfway through her term as Chief

Executive of Westland District Council, "so the timing couldn't be better".

"I've had some significant challenges and up to now I've just not had the opportunity to invest any time in some of the things I would like to do in the sector. The scholarship gives me an opportunity to get out of a small town situation and discuss issues with people who come from a range of countries and backgrounds, with a different world view.

"It will lift me out of the day-to-day issues of pot-holes and street lights."

Tanya feels that the pressure of her current position has not allowed her to "give back" to SOLGM and the sector. Despite being acknowledged at the Gala Dinner as a "standout performer" in local government and for her "significant contribution" to SOLGM, she says she wants to do more.



The Skills Organisation Chief Executive Garry Fissenden with Tanya Winter after he had presented her with the scholarship to attend the Mt Eliza Business School Leadership Development Programme. Garry said Tanya was a standout performer in local government. "Tanya's results speak for themselves. She has demonstrated incredible commitment towards the sector . . . and her energy and drive make her a deserving winner." He noted that in the two years from 2012, she had improved Westland District Council's financial position from a \$6.2 million deficit against budget, to a \$1.1m net surplus. Tanya was also acknowledged at the SOLGM Gala Dinner presentation for her significant contribution to SOLGM activities.



GALA DINNER – RECOGNISING EXCELLENCE

Tanya heading for Melbourne

"I certainly see myself staying in local government, but I have no burning desire to be chief executive of a big council. In fact, I feel more comfortable in small towns, despite growing up in Porirua and Lower Hutt."

Tanya believes she has something to contribute to sector working groups, especially as there's more collaboration between councils than ever before.

"I'm looking forward to getting different perspectives on how to work together more effectively. That might not necessarily come from local government people; those in the private sector have a lot to offer."

Most participants on the Melbourne programme will be in private businesses, so Tanya will be watching closely how they approach various situations.

"I'll go with my own set of values, but I'll go with an open mind about how to improve not only Westland, but also the sector as a whole."

Tanya is keen on mentoring people in second or third-tier management who aspire to be chief executives.

"I've done some mentoring – mostly with women – and been approached several times, but in the past couple of years I've not been able to devote the time to it."

She values the advice and opportunities she has been given by her own mentors in local government – including Steve McArthur, Ross McLeod and Michael Ross.

"Ross and Michael were chief executives who had quite different leadership styles, so I've looked at what they might do in a given situation and adopted my own style. All my mentors have been enormously helpful, so I hope I can do that for other people."

Having just confirmed the October date for attending the business school programme, Tanya says the timing is ideal as the SOLGM Summit will be in the following month.

"I might get a chance to do a break-out presentation at the Summit about the programme. I think it would be helpful for people to know what opportunities like this are available and what we can gain from them."

Melbourne Business School-Mt Eliza Executive Education is the executive education arm of Melbourne Business School, part of the University of Melbourne.

The business school says the leadership development programme develops leaders "who are capable of bridging levels and functions in the organisation, leading other managers and turning strategy into action".

The programme was designed by the Center for Creative Leadership, ranked by the *Financial Times* (2002-2014) as a global top-10 executive education provider. Melbourne has the only Australian business school licensed to deliver CCL programmes.



GALA DINNER AWARDEES

Best in local government

The 2015 McGredy Winder SOLGM Local Government Excellence Awards®

With the assistance of our sponsors, McGredy Winder & Co and Brookfields Lawyers, these awards recognised the very best in professional excellence and innovation in local government management.

In a year when we had 36 entries, the second greatest number since the awards started in 1990, the panel of five judges considered that the high standard of entries reflected very well on the performance of the New Zealand local government sector.

2015 McGredy Winder SOLGM Excellence Supreme Award Winner and Winner of the Transforming Service Delivery Category – Project Helix: Selwyn District Council

Project Helix led to development of an end-to-end cloud-based building consenting system in partnership with the private sector.

The judges said:

This tool was developed at a time of unprecedented demand and has transformed the way building consenting can be delivered. Project Helix has already demonstrated that it is applicable to the sector as a whole. The approach taken here should also serve as an example to central government regarding the sector's capacity to develop and implement solutions to a national level issue.

See story [page 13](#)).



Ian Butler, Vanessa Beavon and David Ward of Selwyn District Council with the Supreme Award



GALA DINNER AWARDEES

Best in local government

Winner of the Brookfields Lawyers Environmental Sustainability Category – Tui Mine Remediation: Waikato Regional Council

Media have historically referred to Tui Mine (near Te Aroha), its nearby tailings dam and two nearby streams as “New Zealand’s most contaminated site”. The remediation is understood to be the first of its kind in New Zealand and took about 160,000 hours to plan, manage and deliver. The project has cleaned up the streams to the extent that aquatic life is returning and that the two streams should be safe for swimming within 15 years.

The judges said:

Judges commended a meticulously planned and executed approach to a multi- year, multi million dollar project involving multiple delivery agents, multiple stakeholders, and



Linda O’Reilly of Brookfields Lawyers, Ghassan Basheer and Clare Crickett of Waikato Regional Council.

multiple risk factors. The collaborative and phased approach to the remediation provide lessons for others facing legacy issues of this nature.

Winner of the Joined-Up Local Government Category – Canterbury Waste and Environmental Management Team: Submitted by Environment Canterbury on behalf of the Combined Health and Environmental Risks Control Programme Group

The WEMT is a cross governmental approach to proactively managing the major environmental risks created by disposal of 8.75m tonnes of earthquake related waste. The WEMT initially involved Environment Canterbury, CERA, and the Christchurch, Selwyn and Waimakariri Councils – though we understand membership has expanded since.

The judges said:

The WEMT approach is a powerful demonstration of the power that sharing of information, flexibility and openness can bring to solving large scale issues. Judges noted the model’s wider applicability to regulatory, monitoring and waste management.



GALA DINNER AWARDEES

Best in local government



Anne Columbus and Don Chittock of Environment Canterbury.

Winner of the Council Community Relations Category

– Gigatown: Gisborne District Council

Gisborne District was an entrant in the Gigatown competition – eventually finishing second to Dunedin. This entry describes how Gisborne was able to mobilise its community through the Gigatown project to the extent that it came close to surpassing another competitor that was several times its size. As importantly, it describes how council and the community have used the relationships build to make gains in other areas.

The judges said:

This is an exemplar for its engagement with groups who can be difficult to engage and for the ability to harness these relationships to gain momentum in areas such as economic development, and education. This is an entry that demonstrates the importance



Judy Campbell and Barry Vryenhoek of Gisborne District Council.

of setting challenging goals, managing a project successfully, and being prepared to go to the grassroots.



GALA DINNER AWARDEES

Best in local government

Winner of the Building Organisational Capability Category
– National Environmental Monitoring Standards: Submitted by Auckland Council on behalf of the NEMS Group

For decades there has been a growing divergence throughout the country in how environmental measurements are taken. This arose through a lack of common measurement standards and a lack of consensus on what constitutes best practice monitoring. NEMS has produced national standards, best practice to achieve standards, and the documents to support them. This enable comparable, quality data, and standard practice for reporting.

NEMS is an initiative generated by local government working in conjunction with agencies such as NIWA and the Ministry for the Environment. NEMS has received international recognition as a world first – in

that monitoring standards in other countries are developed by central government and imposed on other levels of government.

The judges said:

The development of these standards is an extremely successful cross-governmental approach to developing environmental standards that to date is unique and has been internationally recognised. The judges were impressed by the steps the group has taken to promote use of the standards and develop sector understanding of them. The work of NEMS represents an exemplar of capability building at the system level. This entry also represents an exemplar of the continuous improvement ethos.



Simon Tredgett of Auckland Council.



GALA DINNER AWARDEES

Best in local government

Highly commended: Transforming Service Delivery – Kaipara District Council

The judges also recognised an outstanding turnaround in service delivery by awarding a Highly Commended citation to Kaipara District Council, Retaining BCA Accreditation. This is the only category in which the judges have made such a citation this year.

The judges said:

This entry recognises that the council moved from a situation where they were close to losing BCA accreditation to a leader inside three months. They were able to do this with smart adaptation and implementation of best practice. This story recognises one of the great attributes of the sector – its ability to share and learn from each other.



Jill McPherson and Fran Mikulicic of Kaipara District Council

ABOUT THE EXCELLENCE AWARDS JUDGES:

The judging panel, facilitated by Raymond Horan, SOLGM's Manager, Sector Improvement, were:

Lyn Provost, Controller and Auditor-General of the Office of the Auditor-General

Peter Winder, Director of McGredy Winder & Co

Helen Algar, Consultant, representing IPANZ

Glenn Snelgrove, Consultant and ex-CEO of Western Bay of Plenty District Council

Natalie Stevens, Manager, Learning and Development, SOLGM.

Mr Winder and Ms Provost declared conflicts of interest in, and did not mark, the two entries from Kaipara District Council. Mr Winder also declared a conflict of interest in, and did not mark, the entry from Queenstown Lakes District Council.



GALA DINNER AWARDEES

Best in local government

Other announcements made at the SOLGM Gala Dinner:

Tauranga City Council's Team Blue Sky were announced as winners of the New Zealand leg of the LGMA Australasian Management Challenge (sponsored by Civica).

The Tauranga City Council's team will go on to compete in the Australasian finals to be held in Melbourne in June. New Zealand teams have an exceptional track record at the finals, where they compete against the Australian state finalists, with results for the past three years being two wins and a second.

(See story [page 16](#).)

The recipients of the 2015 SOLGM Overseas Manager Exchanges were announced and they were:

The United States Exchange (sponsored by Civic Assurance Ltd) recipient was **Anusha Guler**, Manager Democratic Services, Wellington City Council. (See story [page 20](#))



Wellington City Council's Manager Democratic Services, Anusha Guler.

The New South Wales, Australia, Exchange (sponsored by JLT) recipient was **Jamie Cox**, Engineering Manager, Wairoa District Council.



Wairoa District Council Chief Executive Fergus Power, who collected the JLT exchange award on behalf of Jamie Cox.

The British Columbia, Canada Exchange (sponsored by JLT) recipient was **Mark Bruhn**, Manager Parks, New Plymouth District Council.

The recipients of the 2015 SOLGM Leadership Scholarships were announced and they were:

The Mt Eliza Business School Leadership Development Programme Scholarship (sponsored by The Skills Organisation) recipient was **Tanya Winter**, Chief Executive, Westland District Council. (See story [page 22](#).)



Westland Chief Executive Tanya Winter, who received the Mt Eliza Business School Leadership Development Programme Scholarship



GALA DINNER AWARDEES

Best in local government

The Leadership Development Centre's Leadership in Practice Programme: Scholarship recipient was **Steven May**, Environmental Services Manager, Grey District Council.

The Opus "Leading Self" Programme

Scholarship recipients were **Charlotte Almond**, Strategy and Development Manager at Wanganui District Council, and **Ross McCarthy**, Business Transition Lead Manager, Wellington City Council.



The Environmental Services Manager at Grey District Council, Steven May, and Rosemary Hannah-Parr, Chief Executive of the Leadership Development Centre.



Charlotte Almond, Strategy and Development Manager at Wanganui District Council.



PARTNERS

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:

Supporting Family of Sponsors:

Enquiries:

If you would like to know more about sponsorship opportunities with SOLGM, please contact our Sponsorship and Event Manager, Eileen Oliver-Free by emailing her at: eileen.oliver-free@solgm.org.nz or phoning 04 978 1281.



PWC

The efficiency equation

PwC is a SOLGM Principal Sponsor

Councils are under increasing pressure to target financial savings in their Long Term Plans (LTPs) due to a combination of local and wider service level issues.

These financial challenges coincide with growing customer and citizen expectations relating to the accessibility of councils and the services they provide. In addition, infrastructure demands in growth regions are outstripping the supply of revenues.

Traditional approaches to realising efficiencies and savings are often constrained, particularly given communities have limited appetite for reductions in service levels.

Accommodating these demands is challenging because traditional "supply side" cost reduction measures produce diminishing

returns if continuously repeated. Councils accordingly need to consider whether there are opportunities to review and operate services in fundamentally different ways, particularly given the increasing array of technological developments.

While the combination of issues and opportunities can appear challenging, these circumstances provide great opportunities to redefine the way in which a council works and how it can deliver better outcomes for customers and other stakeholders. In doing so, there is an opportunity to positively influence public perceptions around efficiency and value for money, one of the key improvement areas highlighted in the recent Local Government New Zealand survey¹.

The cost reduction opportunity

Despite previous efficiency efforts, we find

the potential to simplify, standardise and share operations persist across most large organisations, including councils.

When we assess the whole operational model, we typically still find 5%-10 percent cost savings available through a range of areas usually focused on:

Third party spend – the effective use of category management and procurement techniques.

Back office – typically around process automation.

Business support – consolidation and standardisation of support functions and processes.

Front office – for example, first time resolution

¹ We are building a stronger local government for New Zealand, a survey of New Zealanders' perceptions of local government, LGNZ, May 2015



PWC

The efficiency equation

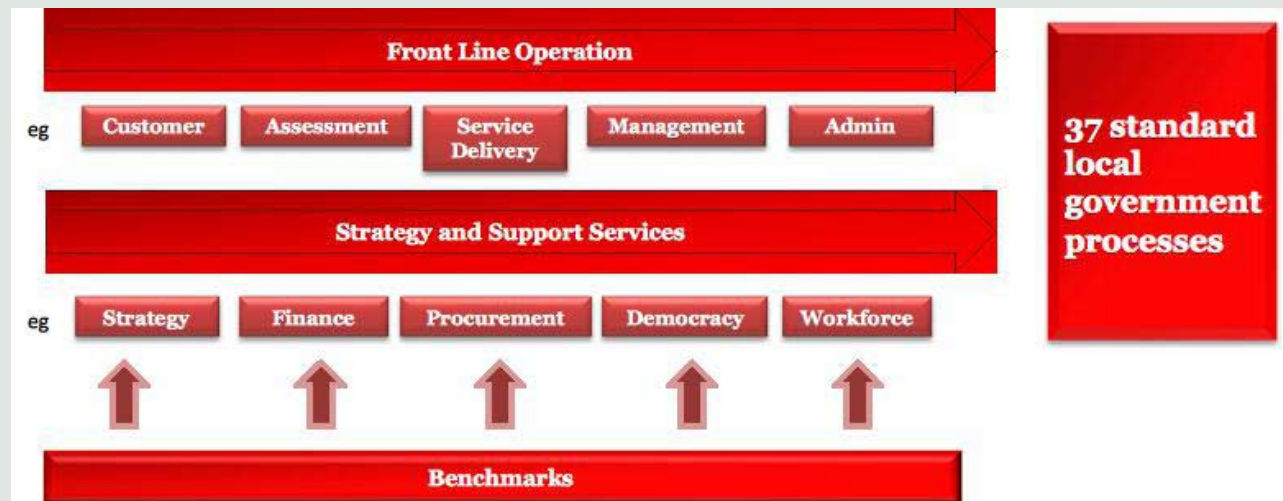
of customer enquiries and channel shift.

However, these cost reduction exercises potentially leave opportunities on the table given typically they do not analyse organisational processes in depth, let alone consider emerging digital technologies.

Bringing it to life – activity analysis

PwC has determined that councils operate 37 standard business processes. While conventional efficiency programmes generally involve a standard approach of identifying pain points and opportunities for improvement through assessment of activity performance, they lack an overarching view of whole of organisation activity.

PwC has found across numerous council reviews internationally, that while a



conventional approach is still necessary, it can be leveraged by the addition of an activity analysis. Understanding what the workforce is actually doing and also how it interacts organisationally, provides a platform for a more robust efficiency programme assessment.

This assessment includes understanding areas of overlap, duplication and complexity.

Importantly it also can be used as a means of identifying where digital could be an enabler for service and efficiency improvement.

The analysis requires three sets of data to be collected:

- employee effort and time by process
- IT applications and systems
- organisational project activity.



PwC

The efficiency equation

The data collected can then be analysed with multiple lenses to provide other key insights. For instance, the criticality of particular systems to standardised processes. In addition, because PwC has completed a number of reviews, we have been able to develop a database of information, enabling us to benchmark all 37 processes.

Importantly, the exercise does not require the substantial time and effort traditional time and motion studies consume. Rather it is collected at a more efficient level, but with enough detail to facilitate meaningful analysis, and identify opportunities for investigation.

Conclusion

The principles of “simplify, standardise and share” are at the heart of the PwC efficiency and transformational approach. This highlights opportunities for complexity reduction and importantly where significant improvements in performance, customer services and the delivery of outcomes can take place. This

enables councils to adapt to current and future change.

To progress, we recommend an approach that identifies these opportunities and new ways of working by assessing existing complexity of operations and the potential for improvement. This approach can be applied in parallel with a conventional efficiency review or as a distinct process.

■ For more information see www.pwc.co.nz

Importantly, the exercise does not require the substantial time and effort traditional time and motion studies consume. Rather it is collected at a more efficient level, but with enough detail to facilitate meaningful analysis, and identify opportunities for investigation.



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CIVIC ASSURANCE

Disaster – natural or manmade?

Civic Assurance is a SOLGM Principal Sponsor

If you read the constant media reports around the world of multiple natural disasters that cost millions in property damage and thousands of lives, you would probably think that the planet is becoming a more dangerous place to live.

However, when you investigate further, the planet reveals that it's not Mother Nature who's changing, it is humans, and we continue to have the largest effect on the profile of our planet.

Historically, people travelled seeking food and protection, which eventually created communities that formed villages, towns and cities. By extension, the growth and expansion of those cities is referred to as urbanisation and this was first recorded in ancient Mesopotamia for reasons scholars have not yet agreed on.

It is speculated, however, that a particularly prosperous and efficient village attracted the attention of other less prosperous tribes, who then attached themselves to the successful village. History has many stories of villages growing to be cities of great wealth, only to later find that they were located in a disaster-prone area, where one day they just ceased to exist.

Today people knowingly flock to disaster-prone regions drawn by jobs, cheaper land and better living conditions. This in turn creates a situation where ordinary events, such as storms and hurricanes, become increasingly potent, resulting in heavy losses in human life and property.

Recent experience has shown that these hydro-meteorological disasters are increasing



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CIVIC ASSURANCE

Disaster – natural or manmade?

and scientists believe the increases are due to a combination of natural and made-made factors.

Global warming is increasing the temperatures of the Earth's oceans and atmosphere, leading to more intense storms including hurricanes. Natural decadal variations in the frequency and intensity of hurricanes are also believed to be a contributing factor, as are large-scale temperature fluctuations in the tropical waters of the Eastern Pacific Ocean, known as El Niño and La Niña.

At the same time it is interesting that natural geologic disasters such as volcanic eruptions, earthquakes, landslides and avalanches have remained constant in recent centuries.

Large urban land areas are being covered with buildings and roads where water cannot be absorbed by the soil. The water keeps collecting, getting heavier and faster until infrastructure reaches capacity.

People tempt nature with rapid and unplanned urbanisation on flood-prone regions, too, increasing the likelihood that their cities and towns will be regularly affected by flash or coastal floods.

According to the World Bank's *Natural Disaster Hotspots: A Global Risk Analysis*, more than 160 countries have more than a quarter of their populations in areas of high mortality risks from one or more natural disasters. Taiwan was singled out as being the place on Earth most vulnerable to natural disasters, with 73 percent of its land and population exposed to three or more threats.

Today more people than ever are being injured, displaced or left homeless through natural disasters. However, we can take heart that the number of deaths from these disasters has decreased substantially in recent decades. This is due to the considerable work undertaken in disaster preparedness and risk prevention programmes.

Recent research has concluded that while people are better informed about how natural disasters affect them, the relationship between the likelihood of a disaster and the adoption of a protective behaviour remain distant.

It would seem that people are happier to feel worried about a natural disaster than move to a safer area.



SOLGM EXECUTIVE

Leading the way

New Executive as from 1 July 2015



BARBARA MCKERROW
President



MICHAEL ROSS
Vice President



KEVIN LAVERY
Vice President

VACANT
SOLGM is still looking for an Associate Member representative for the Executive Committee. Please contact Karen Thomas in the first instance if you are interested at karen.thomas@solgm.org.nz

Associate Member



PHIL WILSON
Northern Branch – Executive Member



GARY ALLIS
Midlands Branch – Executive Member



CRAIG STEVENSON
Central Branch – Executive Member



PIM BORREN
Wellington Branch – Executive Member



SIMON MARKHAM: Top of the South Branch – Executive Member



STEVE HILL
45 South Branch – Executive Member



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SOLGM staff



Karen Thomas
Chief Executive



Raymond Horan
Manager, Sector
Improvement



Jeanette Bullen
Manager, Marketing
& Communications



Marie Jeffries
Manager, Finance &
Administration



Natalie Stevens
Manager, Learning
& Development



Ilana Batchelor
Senior Advisor,
Sector Improvement



Eileen Oliver-Free
Sponsorship &
Event Manager



Louise Boland
Personal Assistant/
Receptionist



Owen Winter
Information &
Communications
Co-ordinator



Elizabeth McCardle
Marketing &
Communications
Co-ordinator

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AT SOLGM

Our value proposition

As the membership organisation for local government professionals, our role is to promote and support professional management in local government.

That means that the services we choose to provide are based on the criteria, "will they assist management achieve successful outcomes for the sector". Consequently many of the services we provide are not restricted to just our members but are available to everyone employed in the sector:

LGSectorGoodToolkit®

The Toolkit is a fantastic online resource, funded by councils who subscribe to the Sector Good work programme and available to everyone working in subscribing councils¹. It contains our Legal Compliance Programme

¹ Access depends on councils being up to date with their subscription payments.

designed to assist local authorities meet their legal obligations across a range of local government activity. The individual modules in the programme are reviewed and updated, with input from Simpson Grierson, as soon as possible after any legislative changes. Also being added to the Toolkit are resources relating to Long Term Planning, Local Elections, Financial Management and reports commissioned by SOLGM from BERL.

LGConnect discussion groups

These discussion groups are also primarily funded by councils who subscribe to the Sector Good work programme and are available to everyone working in subscribing councils. The email-based groups allow staff to connect with other council staff working in similar roles or with similar interests across the country. If you have a local government email address you can sign up to any of the 140 groups by following the easy instructions in the LGConnect website. Everyone belonging to an LGConnect

discussion group or groups also receives our *LGNewsBulletin*.

LGNewsBulletin

This is an online digest of all the latest important local government news. The website and twice weekly e-newsletter are read by more than 13,000 subscribers interested in local government matters. Anyone can sign up to this service.

LGJobs

New Zealand's only local government-specific jobs board. Advertising roles on LGJobs will put them in front of a highly targeted audience.

LGLearning

SOLGM's learning and development programme identifies the sector's present and future capability needs and develops learning resources to meet those needs at reasonable cost. Our offerings range from leadership scholarships and the LGMA Management Challenge, discipline specific leading practice



AT SOLGM

Our value proposition

forums, to webinars and short courses on a range of topics specific to local government. These events also provide fantastic networking opportunities.

LGCareers

This is a SOLGM-led initiative to promote careers in local government. The website provides information on the wide range of jobs available in the sector and well as career enhancement opportunities and links to our LGJobs board.

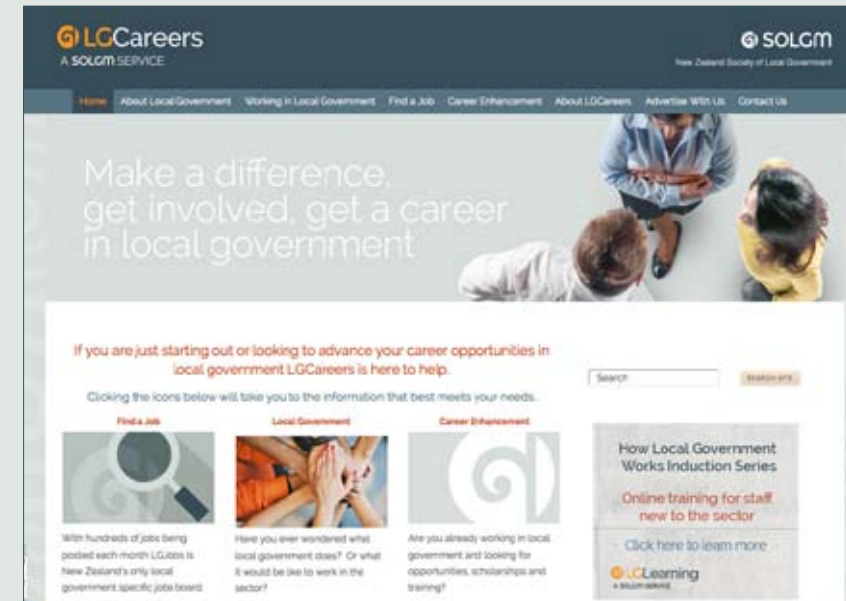
SOLGM Local Government Excellence Awards®

The SOLGM Local Government Excellence Awards® have been running for more than 25 years and celebrate the very best in professional excellence in local government management. They are open to local authorities and council controlled organisations in New Zealand. The 2015 winners were announced at our Gala Dinner in April.

Applications for the 2016 awards will open later this year.

LGMA Management Challenge

This is Australasia's premier leadership development opportunity for current and emerging local government leaders. Teams from councils around New Zealand compete each year in the regional finals with the winning team going on to compete in the Australasian finals. Applications for the 2016 challenge will open in late 2015, the New Zealand leg will be held in March and the Australasian finals in June 2016.



"We are always looking for new initiatives to add to the site – if your council is actively promoting careers in the sector we would love to hear from you – email owen.winter@solgm.org.nz

For more information on the LGMA Management Challenge please contact Jeanette Bullen, 04 978-1288 or jeanette.bullen@solgm.org.nz



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Our value proposition

Advocacy

SOLGM is the voice of local government professionals and advocates on their behalf on the issues affecting management within the sector.

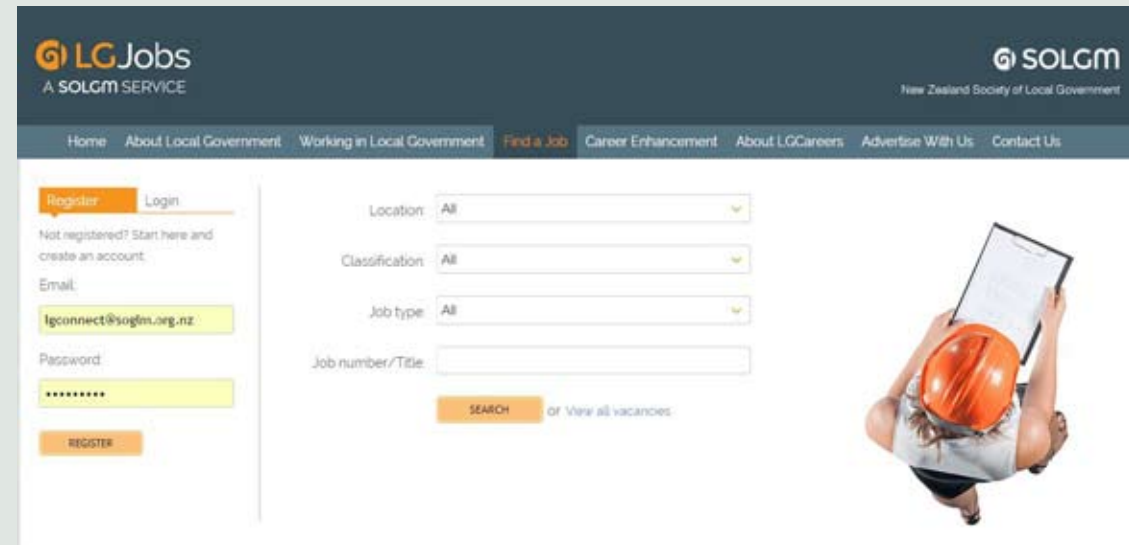
Networking

SOLGM provides a range of opportunities for local government professionals to share their experiences and learn from others in the sector through events such as our [Annual Summit](#) and [Gala Dinner](#) and through connections such as our branch activities, working parties and online forums such as our [Facebook](#) page and [Twitter](#).

We also provide these additional member-only benefits:

Overseas manager exchanges

This programme is designed to provide local government managers with an opportunity to share knowledge and "best practice" in local government in another country. The Manager Exchange is both a cultural and



personal management development experience designed to enhance their career in local government. With the support of our sponsors, JLT and Civic Assurance, we currently provide exchanges to Canada, Australia and the USA. Applications for the 2016/17 exchanges are due to open in early 2016.

Leadership scholarships

Through our sponsors, Opus (Leading Self), the Leadership Development Centre (Leadership in Practice), The Skills Organisation (Mt Eliza Leadership Development Programme) we are able to provide outstanding leadership development opportunities to our members. Applications to the 2016/17 scholarships will



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open in early 2016 and the recipients will be announced at our 2016 Gala Dinner in April next year.

Member-only quarterly briefings

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

Event registration discounts

SOLGM members receive attractive discounts when registering for most of our events. Typically discounts from two or three of our events will cover the annual membership fee.

Working parties

Members of SOLGM's five working parties have the opportunity to influence and support sector activities of national importance as well

as contribute to our key work programmes. Members participating in our working parties gain a wealth of knowledge and insight in respect of issues that are critical to local government professionals, while also enhancing their leadership skills and career opportunities.

Professional recognition

SOLGM's Distinguished Management Award is given to members who have contributed substantially to the status of the local government profession by establishing a reputation for professional service. As well, every year SOLGM recognises members who have been working in local government for many years via the [Long Service Certificate Awards](#).



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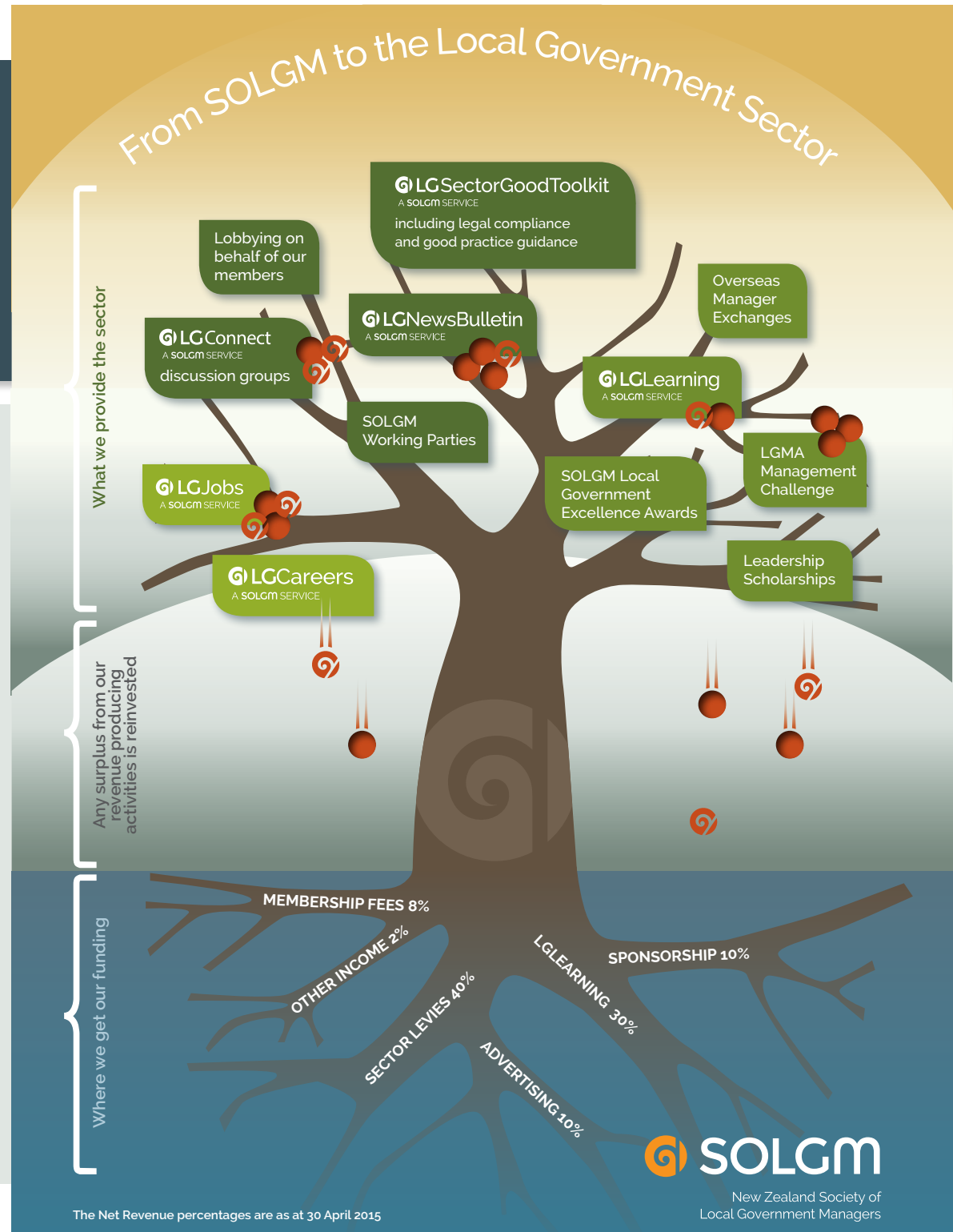
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If you are not a current SOLGM member you can find out how to apply [here](#).

To illustrate the range of services we provide the sector and how they are funded (and also how any surplus revenue is reinvested) we have developed the Infographic at right.

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Contact us

Have your say

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. Its your newsletter, aimed to reflect your Society. Let us know if it is (or isn't) doing the job.

**Contact: Jeanette Bullen, Manager,
Marketing and Communications**

Tel: 04 978-1288

Email: jeanette.bullen@solgm.org.nz

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Level 8, Civic Assurance House

116 Lambton Quay

PO Box 5538, Lambton Quay

Wellington 6145

Tel: 04 978-1280

Email: info@solgm.org.nz

Executive contacts

President

Barbara McKerrow

Email: mckerrowb@npdc.govt.nz

Vice Presidents

Michael Ross

Email: mross@waitaki.govt.nz

Kevin Lavery

Email: kevin.lavery@wcc.govt.nz

Chief Executive

Karen Thomas

Tel: 04 978 1282

Email: karen.thomas@solgm.org.nz

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Branch contacts

NORTHERN BRANCH

Secretary

Monica Sharma

Community Development Programme
Manager, West, Auckland Council
Private Bag 92 300, Wellesley Street,
Auckland 1142

Tel 09 301-0101 ext (42)8417

Mobile 021 382 966

monica.sharma@aucklandcouncil.govt.nz

MIDLANDS BRANCH

Secretary

Blaise Williams

Strategic Property Manager
Western Bay of Plenty District Council
Private Bag 12 803, Tauranga

Tel 07 571-8008

blaise.williams@westernbay.govt.nz

CENTRAL BRANCH

Secretary

Shayne Harris

General Manager Business
Manawatu District Council
Private Bag 10 001, Feilding 4740

Tel 06 323-0000

shayne.harris@mdc.govt.nz

WELLINGTON BRANCH

In recess

TOP OF THE SOUTH BRANCH

Secretary

Audrey van der Monde

Manager Community and Corporate Services
Hurunui District Council
PO Box 13, Amberley 8251

Tel 03 314 0012

audrey.vandermonde@hurunui.govt.nz

45 SOUTH BRANCH

Acting Secretary

Sandy Graham

Group Manager Corporate Services
Dunedin City Council
PO Box 5045

Moray Place, Dunedin

Tel 03 477-4000

sandy.graham@dcc.govt.nz

SAVE THE DATE

45 South Branch Retreat

4 & 5 February 2016

**Full details will be in the event calendar
in our [website](#) shortly.**

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