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

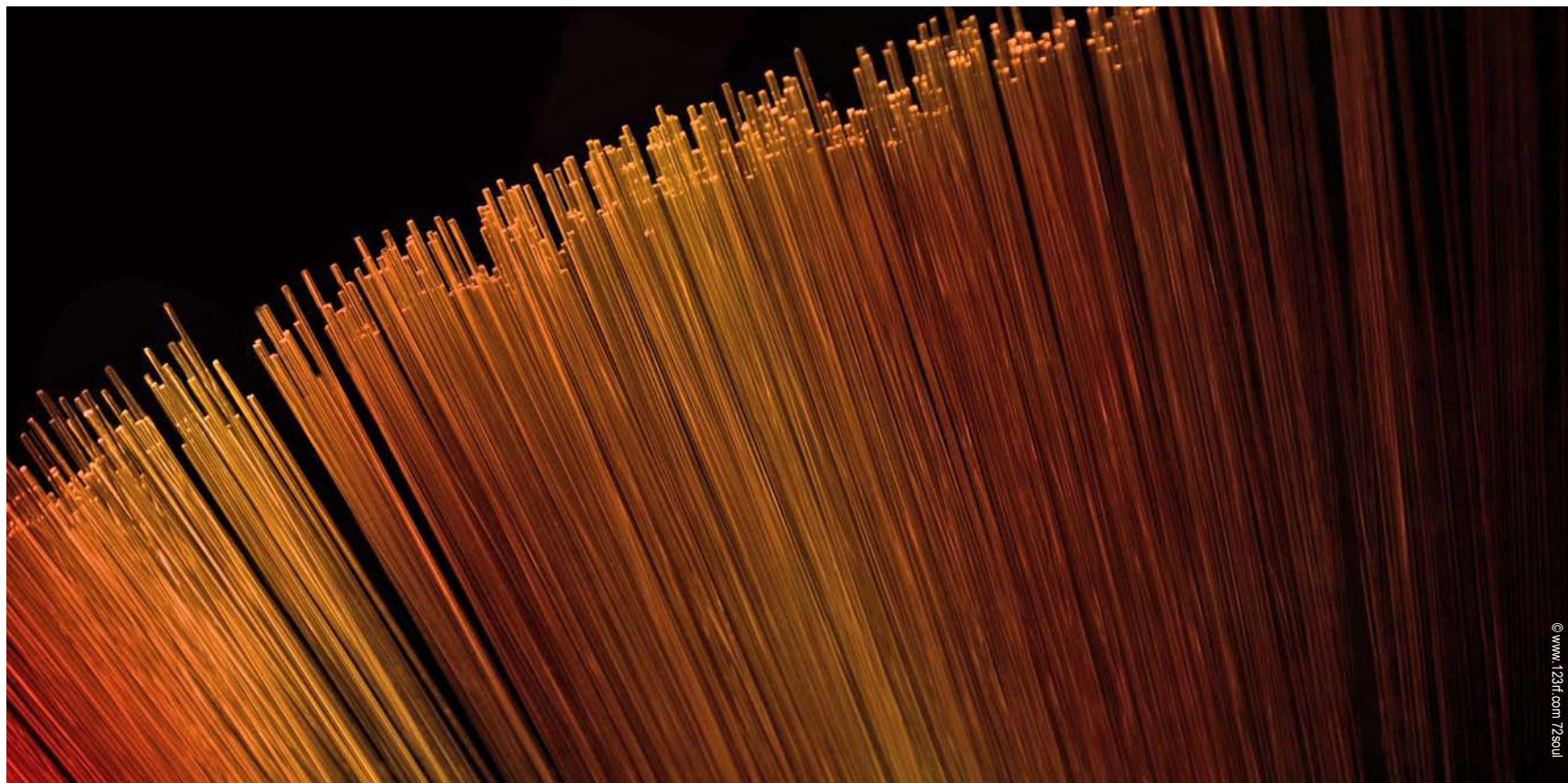
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FROM THE CHIEF EXECUTIVE

Working collaboratively

By Karen Thomas
SOLGM Chief Executive

Here at SOLGM we've been talking a lot about working collaboratively.

As you read through this issue you'll see articles about sharing ideas and information (our exchange programme on [page 33](#)), about how local authorities are gaining from closer collaboration with their communities (the report on our Australian sister organisation's Annual Congress on [page 36](#)) and about opportunities to work in unison (Kataraina Belshaw's article about her Leadership in Practice Scholarship experience is on [page 39](#)).

Councils are increasingly seeing the value in sharing information across geographic areas and with different

"Nothing truly valuable can be achieved except by the unselfish cooperation of many individuals."

– Albert Einstein

types of local authority entities.

At SOLGM closer cooperation has also become a focus. As you will be aware, in December 2013 after careful deliberation over a proposal to merge LGNZ and SOLGM it was decided to continue as separate entities.

While we have many objectives in common with LGNZ, our membership is, as it must be, focused on local government management, which requires a separate and discrete skill set from that required of governance.

However the work around the potential



Karen Thomas

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FROM THE CHIEF EXECUTIVE

Working collaboratively

amalgamation did highlight how much SOLGM had in common with LGNZ.

We are both very focused on supporting local authorities and promoting excellence in the local government sector, and we will continue to work closely with LGNZ.

Here at SOLGM we are entering an exciting new phase as we build capabilities that will deliver the very best outcomes for members. We recognise that we are just one part of the “big picture” – the local government sector, but we want to be the very best we can be at fulfilling our role in that sector.

That means concentrating very much on our core business and ensuring we are doing it to the very best of our ability.

As outlined in our new Strategic Plan, which came out of our Executive’s strategy day held in February, we are

We are entering an exciting new phase as we build capabilities that will deliver the very best outcomes for members. We recognise that we are just one part of the ‘big picture’ – the local government sector, but we want to be the very best we can be at fulfilling our role in that sector.

focused on delivering in these three areas:

Leading

We understand the importance of providing leadership and guidance through work such as developing and promulgating a Code of Ethics and

sharing our expertise in policy practice. We work with integrity and diligence for our members for the benefit of the local government profession as a whole and we can be the public voice for management in local government.

Learning

SOLGM offers a range of activities and resources specifically designed to support the growth and development of local government management and staff. Our aim is to become a “knowledge hub” and build capability in the local government workforce to better enable the effective delivery of services to our communities.

Linking

We provide unique opportunities for chief executives, senior managers and emerging managers to network, to gain new insights and ideas, and to share information. Our acquisition on 1 April

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FROM THE CHIEF EXECUTIVE

Working collaboratively

of all but one of the services previously provided by Local Government Online (LGOL) will only enhance our ability to deliver in this key area.

Given our members' key role in the effective delivery of local government services you will know that each and every action must be for the benefit of the communities we serve. In our case our "community" is you, our members, and we look forward to serving you well into the future.



We provide unique opportunities for chief executives, senior managers and emerging managers to network, to gain new insights and ideas, and to share information.

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OUTGOING PRESIDENT ROSS MCLEOD

Reflections

Relationships with members and with key partners will continue to be a major focus for SOLGM, says departing president Ross McLeod.

A big part of his two years as president saw SOLGM examine its relationship with LGNZ, particularly how the organisations could work together to strengthen the sector and provide a stronger advocacy voice.

"While we didn't end up going ahead with a merger, we're still involved in discussions about how we can best work together and how the sector is best served," he says. "That was quite a big focus during my two years."

The merger outcome didn't surprise Ross as SOLGM had entered discussions with an open mind.

"We weren't committed to it as the only outcome. We were interested in exploring it and seeing whether we could put something to our members that would continue the work that people valued, while strengthening the influence of the sector.

"In the end we were starting to run up against important project timelines for the parties, so it didn't proceed. It was certainly no regret that we had a good look at it, and no regret at the final decision.

"While the merger didn't proceed, the conversations with members provided SOLGM with a very clear idea about what it needed to focus on and how it needed to operate as an independent organisation, with important stakeholders and partners."

The discussions with members brought



Ross McLeod

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OUTGOING PRESIDENT ROSS MCLEOD

Reflections



out a clear picture of the things that members valued – the opportunity to come together and network, to get support from their peers, to have an apolitical set of forums for learning and to have delivery of professional development for sector professionals.

Ross says the relationship with partners, the context SOLGM is operating in and who it needs to work with to best serve members are ongoing areas of focus.

"These will be important to SOLGM in the future, and with Barbara [McKerrow] coming in to the president's role, we're in very good hands."

Another key challenge for Ross as president was the ever-changing political environment.

"The Better Local Government programme has ushered in some good things for the sector, and, in my view,

a number of things that make it harder for councils to serve their communities well. SOLGM has worked hard to support councils in various ways as they work through the changes."

Another challenge has been the "ongoing busy-ness of people" and looking at how SOLGM can attract local government professionals with programmes that are useful for them in their hectic work lives.

"It's an age when people are being inundated with a barrage of electronic information," Ross says. "The SOLGM team has done a good job with that and continues to look for new opportunities to support people."

Ross believes the presidency of SOLGM – or indeed any executive position – is a privilege. He's appreciated the support of his own council at Hastings, whose elected members have seen the value

of his contribution to local government nationally.

"Ultimately your priority is your home patch, and if there was anything urgent in Hastings, that's where I needed to be, but there's a lot to be learnt from participation in SOLGM, and a lot of value to councils, including your own, in participating."

Meantime, Ross is looking forward to attending the Harvard Kennedy School shortly to study for a one-year Masters degree in Public Administration. He has already done an executive three-week course several years ago at Harvard, a course that has had several New Zealand local government attendees.

"I'm very excited about it. I'm taking a one-year leave of absence from my role at Hastings, and it will be a real opportunity to learn from some of the

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OUTGOING PRESIDENT ROSS MCLEOD

Reflections

best teachers and network with public sector focused professionals from all around the world.

"For me it won't be just a matter of learning the 'hard skills', but also things like personal effectiveness, and how the context we're working in here is evolving – such as our aging population, environmental challenges, social media and citizens' interaction with public institutions, and the changing hegemony of global powers as we move through this century.

"There are a whole lot of those context issues that New Zealand needs to be positioned to deal with and the more people thinking about that the more it helps us overall."

Ross is taking his family – including two children aged 7 and 10 – with him. He'll return to Hastings, having just been

"There are a whole lot of those context issues that New Zealand needs to be positioned to deal with and the more people thinking about that the more it helps us overall."

re-appointed for a further term as the district council chief executive.

He's been in the role since early 2008, after 15 years of service with Waitakere City Council, where he started as a graduate. During his time there he was deeply involved in the "Eco City" approach to urban and community development.

Since moving to Hastings he has brought about significant capability enhancement and efficiency gains within

the organisation, and supported the successful delivery of several award-winning projects and programmes.

Ross has a Bachelor of Arts and a Diploma in Local Government and Administration from the University of Auckland. He also holds a Master in Public Management from Victoria University. During the course of that degree he was awarded the Prime Minister's Prize for Public Management and the Holmes Prize for Public Policy Research. During his career, he has had the opportunity to complete the Strategic Leadership Programme at the University of Oxford, the Executive Fellows Programme of the Australia New Zealand School of Government, and the Senior Executives in State and Local Government programme at Harvard.

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NEW SOLGM EXECUTIVE

Leading the way

Meet the incoming SOLGM Executive, effective 1 July 2014

The results of recent elections for the 2014-15 SOLGM executive team have been announced. There were no valid nominations for the position of Associate Member Representative so nominations will be called for at the SOLGM AGM. No nominations were received for the disestablished Wellington Branch, so members will be consulted regarding representation.



BARBARA MCKERROW
President



MICHAEL ROSS
Vice President



KEVIN LAVERY
Vice President

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NEW SOLGM EXECUTIVE

Leading the way



PHIL WILSON
Northern Branch
– Executive
Member



GARY ALLIS
Midlands Branch
– Executive
Member



SHERYL BRYANT
Central Branch
– Executive
Member



SIMON MARKHAM
Top of the South
Branch –
Executive Member



SUE BIDROSE
45 South Branch
– Executive
Member

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LGOL SERVICES

SOLGM the new provider



As many of you will be aware, earlier this year, in response to a changing sector environment, the LGOL shareholders – SOLGM, ALGIM, LGNZ and Civic Assurance – decided to wind up the company. Consequently from 1 April LGOL's services – the www.localgovt.co.nz site, LGJobs Board, LGOL forms product, www.vote.co.nz and most importantly the LG Connect listserv and the bi-weekly What's New – have been provided by SOLGM.

Owen Winter Information & Communications Coordinator

Owen Winter joined our organisation in April 2014 with the transfer of most of the LGOL services to SOLGM.

He brings with him an extensive knowledge of the LGOL legacy products (along with unbridled enthusiasm and a contagious smile). Many of you will already know Owen from his on-going role as the contact person for LGJobs.co.nz and LGConnect subscriptions, or as editor of the twice-weekly What's New e-newsletter.

Coming from a background in multi-media journalism, Owen draws on his passion for digital integration to foster enhanced communication and work processes.



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LOUISE BOLAND

Members' go-to person

Introducing Louise Boland – as well as being Personal Assistant to SOLGM's Chief Executive, Louise is the go-to person for all membership enquiries.

If Louise isn't able to help she'll make sure she finds the right person in the organisation who can assist.

Louise joined SOLGM in January this year and brings to the organisation valuable experience in computer programming, database management and business analysis.

She has also been the personal assistant to a celebrity cook.



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SECTOR FUTURE WORKING PARTY

Demographic change

The SOLGM Sector Future Working Party recently published a paper addressing the implications of demographic change on local government professional practice.

The paper's aim is to help local government managers think about the questions they need to be asking of staff, elected members and stakeholders now - before decisions and recommendations about investments with long-term impacts are made. This is an edited version of that paper - you can read the full version [here](#).

In 30 years our communities will be very different from the ones we live in today. Our populations will be different in size, age and ethnicity.

Demographic change is one of many challenges local authorities face as they lead their communities into the future. It's not something local government managers can control or prevent but they can seek to anticipate its effects, and manage and plan for their communities of the future.

Predicting the future is no easy task, but asking future-focused questions will help ensure that the issues are considered using the best evidence that is currently available.

What to expect

Along with most countries in the developed world, the New Zealand population is aging rapidly - New Zealand had the highest and longest baby boom in the OECD¹ and by 2024

New Zealand is forecast to have more people aged over 65 than people 14 years and under².

New Zealand is changing culturally - it is becoming more multi-cultural and different cultures have different expectations about the type, quality and mix of services they require. Maori and Pacific populations are relatively young which will mean a changing cultural dominance over time.

Some places will continue to grow while others will decline - the future will be one of increasing regional disparity, raising issues of equity and sustainability of services. This will result in pressure on infrastructure in growing areas but redundant infrastructure in others.

¹ Jackson, N. O. (2011). The demographic force shaping New Zealand's future - What population ageing (really) means. *NIDEA Working Papers No1*.

² Reher, D. (2007). Demographic Transitions and its Consequences. (R. Lee, Ed.) *Population and Development Review, Supplement to Volume 37*.

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SECTOR FUTURE WORKING PARTY

Demographic change

Patterns of demand are likely to change – older people have less money but more time, so may make different choices about the trade-off.

The nation's infrastructure is also aging – more than half of New Zealand utilities infrastructure will require renewal in the next 30 years coinciding with an expected period of fiscal restraint³.

We will be expected to do more with less – higher environmental standards will be required and expectations for increased resilience of infrastructure to withstand natural disasters will also increase.

Things to consider

Has serious thought been given to the effects of population aging and cultural change in your council's long term

planning? Like climate change, demographic change is something that needs to be considered at many levels of decision-making, including setting

assumptions, identifying options, assessing business cases and making sure we have the skills and capacity to deliver our services in future.

The impact of technology, changing economies and different government priorities will make a difference to the types and levels of services local government provides, as well as the way services are delivered. There are no definitive answers, but local government managers need to be asking the questions so they can be confident they are moving in the right direction.

The full paper ([here](#)) includes a number of questions that councils should be considering. By asking some of

the difficult questions, we hope to stimulate thinking about the challenges and opportunities that result from demographic change.

The paper does not contain an exhaustive list of questions – for instance your council may have some unique characteristics that create the need for different kinds of questions and of course the issues will evolve as new information becomes available.

The consequences of not asking the right questions are all too easy to imagine – wasted resources, underutilised facilities and ineffective services.

SOLGM will continue to inform the discussion and support local government managers as they work to deliver the most effective services to their communities of the future.

³ Waugh, R. (2014, January 23). *Infrastructure Management, Forecasting the Changes to 2030*. Retrieved from waughinfrastructure.com click [here](#) for PDF

GUARDIAN ARTICLE

NZ and UK compared

The following article written by SOLGM Chief Executive Karen Thomas appeared in British newspaper *The Guardian* on 5 June 2014 (see [here](#) for the article)

New Zealand's non-political, highly personalised local government culture has many advantages but the resulting diversity in council operations also means things can go badly wrong.

First some background - New Zealand councils are responsible for delivering fewer services than UK councils and they are largely financially self-sufficient from central government. However, New Zealand councils are responsible for delivering services based on more than 50 different pieces of central government prescribed legislation.



Karen Thomas

New Zealand's 78 councils also vary hugely in size. For instance the largest, Auckland City Council, serves 1.5 million people and is the largest in the Southern Hemisphere, while our smallest council serves only 640 people.

That means how councils manage service delivery must necessarily differ hugely as well.

Those differences are only likely to increase as, while New Zealand has a very stable population, it is experiencing significant population movement from areas with low or no economic growth into high growth areas such as Auckland. That means some councils are stagnating or shrinking and the populations remaining are aging, while some areas are growing significantly.

This quite clearly impacts council operations and revenue.

Unlike the UK, rates here are not capped. Typically a New Zealand council sets rates based on its budget for delivering the services in its Long Term and Annual Plans. This has meant that rates have consistently risen and in areas of

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GUARDIAN ARTICLE

NZ and UK compared



declining and aging populations this has exacerbated the problem for many councils.

The New Zealand system is also generally free from party political affiliation. Chief executives need to actively seek, rather than assume, policy consensus. The lack of peer learning from a political party also means that there can be a knowledge gap around the rules of governance for new mayors and councillors.

In New Zealand the legal relationship between the chief executive and elected representatives is set by the 2002 Local Government Act.

Statute is explicit that the role of the mayor is to provide leadership to the elected members and the people in the district. Responsibility for management of council operations lies with the chief

executive, the only council employee (usually on a five-year contract).

The need for clarity on the governance and management roles, and transparent decision-making, has been brought into sharp focus by an Office of the Auditor General inquiry into the Mangawhai wastewater scheme operated by Kaipara District Council. The report identified significant failings in the decision-making processes by councillors and managers that eventually led to government intervention.

The need for clear lines of accountability and clarity of roles and responsibilities was stressed.

But achieving this is complicated by an increasing demand from central government for higher levels of efficiency and effectiveness, which has seen some councils turn to outsourcing

and more use of council-controlled organisations. This has increased the complexity of the accountability arrangements.

A successful and effective management-governance relationship is not easy to achieve. Senior leaders, both executive and political, need to invest time coaching and mentoring their peers and colleagues to understand the differences and this can be difficult for small councils with limited resources.

No doubt that is not unique to New Zealand.

The importance of listening

From the Aspiring Local Government Chief Executives Forum, 28 April 2014

There were 30 participants at SOLGM's Aspiring Chief Executives Forum in Wellington this year and a separate listserv has since been established to allow those that were present to continue discussions on relevant topics. The following was originally posted on the list by forum facilitator Craig Stevenson, Chief Executive of South Taranaki District Council. It emphasises an important theme of the forum and Craig has kindly agreed to it being republished in Pulse.

A common theme from several presenters was the importance of developing and using listening skills. As a chief executive (or for any senior leadership role for that matter) it is very easy to slip into advisory mode. Active listening, however, is one of the most powerful tools in our skills box and it's essential for an effective chief executive.

As Warren G. Bennis, the founder of the University of Southern California's Leadership Institute once said: "Leaders are increasingly dependent on their subordinates for good information, whether the leaders want to hear it or not. Followers who tell the truth



Craig Stevenson

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The importance of listening

and leaders who listen to it, are an unbeatable combination.”

People can of course learn to be a better listener. As a young ambitious third tier manager I was a hopeless listener, but thankfully I received some valuable feedback on this, followed by some good coaching and slowly I developed the skill to the point where I now get very positive feedback on this behaviour.

And that brings me to the closely related theme of **self-awareness**.

All the feedback and coaching in the world is useless if you are not prepared to take it on board. Leaders need to be acutely aware of their blind spots and be prepared to work on them. The best tool I have come across to assist with this is the Johari Window¹.

¹ http://en.wikipedia.org/wiki/Johari_window

“Leaders are increasingly dependent on their subordinates for good information, whether the leaders want to hear it or not. Followers who tell the truth and leaders who listen to it are an unbeatable combination.”
– Warren G Bennis, founder of USC Leadership Institute

This is a simple 2x2 matrix that works on what “I know” and what “others know”.

The key to enhancing self-awareness is to expand your open window or “arena” (what you show publicly) and in doing so, reduce your “blindspot” (those behaviours you are unaware of).

This is done through being genuinely

open to feedback – i.e. 360 degree surveys etc. It is tough learning to accept feedback, especially when it’s negative.

We need to remember that we might not like what people have to say, but it is their view – and for them, perception is reality.

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LGMA AUSTRALASIAN MANAGEMENT CHALLENGE

About the 2014 Challenge

This year we were very pleased to see nine teams from eight councils enter the LGMA Australasian Management Challenge – Hauraki District Council, Bay of Plenty Regional Council, Southland District Council, New Plymouth District Council, Hastings District Council, Whakatane District Council, Tauranga City Council and two teams came from Hamilton City Council. This was significantly up from the five councils that competed in the 2013 Challenge.

For this year's Challenge the teams were required to submit a pre-Challenge video and report on their council's work around the theme of "Productive Communities".

On the very intense Challenge day, hosted by SOLGM in Taupo, the teams were given seven tasks ranging from debates to designing a webpage, all around the Productive Communities theme.

The winning team, the Moutohora Muttonbirds from Whakatane District Council, will represent New Zealand at the Australasian Finals of the Challenge in Melbourne later this month. With New Zealand teams winning the 2012 and 2013 finals, this team will go with high hopes of bringing home the title for the third year in a row.

Tauranga City Council came second in

the New Zealand leg of the Challenge and Hauraki District Council was placed third.

SOLGM is looking to increase the number of participating councils in 2015 with plans under way to hold both a South Island and a North Island leg next year, if there is sufficient interest.

SOLGM will be seeking indications of interest from councils in August and final details of the 2015 Challenge are expected to be on the SOLGM website by the end of October 2014.

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LGMA AUSTRALASIAN MANAGEMENT CHALLENGE



Whakatane top Kiwi team

Hopes are high but Whakatane District Council's Moutohora Muttonbirds know they have a tough job ahead to perform well at this year's LGMA Australasian Management Challenge.

After Western Bay of Plenty and Hastings beat every Aussie state at the 2013 and 2012 challenges respectively, the Muttonbirds know what standard they have to live up to. However, team leader Paula Chapman is not buying in to the pressure.

"We know how well Western Bay did last year, but we're just going to go out there and do our best," she says. "We've put in a lot of work and it would be great if we won, but the benefits go beyond winning the title."

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The Moutohora Muttonbirds team, from left, Wouter Vullings, Julie Gardyne, Paula Chapman, Inka Krawczyk, Henry Pipkin (mentor), Christine Toms and Ian Molony.

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LGMA AUSTRALASIAN MANAGEMENT CHALLENGE

Whakatane top Kiwi team

Whakatane has never entered the challenge before, but came out on top after the New Zealand leg of the challenge in Taupo during March. That means they represent New Zealand at the grand final in Melbourne on 19-20 June when they compete against seven Australian state teams.

The impetus for the Moutohora Muttonbirds (named after an island off the Bay of Plenty coast inhabited by muttonbirds) came from the council's new HR manager, Henry Pipkin. Fresh from Southland District Council which had competed in the challenge previously, Henry was keen for Whakatane to also participate.

"He convinced our executive team that it was a great idea and then became our team mentor," Paula says. "We couldn't have done so well without him."

The team was chosen by the executive

"What was interesting was that some of these skills were not obvious to the people who had them, but they became clear to other members of the team, so we tapped in to them. We all either found new skills or were able to develop those we were not strong in."

from disciplines across the board – including planning, policy, infrastructure, finance and community services. A quick analysis by the team itself, however, identified what it thought was a lack of skills in creative thinking, initially causing some concern. However, Paula says the whole exercise revealed abilities that no one was previously aware of.

"What was interesting was that some of these skills were not obvious to the people who had them, but they became clear to other members of the team, so we tapped in to them. We all either found new skills or were able to develop those we were not strong in."

The individual up-skilling helped to develop the team's strength over the six weeks of preparation, which included many out-of-work hours.

The team first had to decide on a theme under the heading of "Productive Communities". While everyone's contribution came from a different perspective, it was deemed important that the focus be on what was relevant to Whakatane. It was eventually agreed to focus on productivity in rural Maori communities, an area that was considered to have the potential for tangible local benefits.

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LGMA AUSTRALASIAN MANAGEMENT CHALLENGE

Whakatane top Kiwi team

"It was a steep learning curve. We were green, but after about four weeks into it we were able to spend some time with members of last year's Western Bay of Plenty team.

"After we talked to them initially we felt quite inadequate, but they built our confidence and gave us some great mentoring advice. They really made the difference."

The learning that came out of the preparation and for the Taupo challenge itself were very much aligned to real local government work. Team members also get to work together, leading to a greater understanding of each other's areas of expertise.

Paula says as a small council, Whakatane is constrained for resources, but the New Zealand win brought a renewed confidence that anything was possible.



A hive of activity as teams compete in the New Zealand leg of the LGMA Australasian Management Challenge at Taupo.

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LGMA AUSTRALASIAN MANAGEMENT CHALLENGE

'A worthwhile event'



The New Zealand facilitator of the LGMA Australasian Management Challenge believes all councils can benefit from participation in "a very worthwhile event".

Glenn Snelgrove's Western Bay of Plenty District Council team won the supreme award in last year's challenge and Glenn is hoping Whakatane can repeat the effort this year.

"This is a learning, training and development challenge tailored to local government employees to help promote aspiring young talent within local government," he says.

"It's a very worthwhile event for councils to be involved in."

The LGMA Australasian Management Challenge is a sophisticated development

"This is a learning, training and development challenge."

– Glenn Snelgrove



programme designed specially to enhance the leadership and management skills of managers and staff working in local government on both sides of the Tasman.

Councils can use the challenge to achieve any strategic outcomes that involve the professional development of staff.

The programme is developed by the University of Technology in Sydney and

delivered by LGMA National in Australia and SOLGM in New Zealand.

Last year 107 teams with six members each entered from the two countries. One team from New Zealand and one from each of Australia's seven states is chosen from the regional competitions to go on to the final.

The grand final will be held in Melbourne on 19 and 20 June.

Teams face a series of tests and challenges in a pressure cooker environment. The tasks present real life problems that occur in local government and teams have to work quickly and collaboratively to solve them.

Glenn says the Management Challenge offers great learning and development for everyone who enters, and considerable prestige goes to those who win the competition.

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SOLGM ANNUAL SUMMIT 2014

Dunedin – Summit city



The 2014 SOLGM Summit is in Dunedin from 12-14 November with the theme 'Risky Business'. Get your team together and make the most of an opportunity to hear some great speakers and network with other local government managers – as well as enjoying the hospitality of Dunedin.

For information see www.SOLGM2014.co.nz



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SOLGM ANNUAL SUMMIT 2014

Risky business



The annual “must attend” event for every local government professional, SOLGM’s Annual Summit and Industry Networking, is being held this year in Dunedin.

With the theme of “Risky Business”, the Summit will have a strong focus on how, with a shift in thinking, what may be seen as risks can become valuable opportunities. There is a good example of this in our article on the LGMA Annual Congress on [page 36](#).

The congress presenter, from the London Borough of Lambeth Council, said that many of its successful community engagement projects had come about because of significant and on-going reductions in central government funding.

Our Summit presenters will provide insight on how councils can identify their risks and find the potential upside. Attending to the right things, in the right way, at the right time will mean your council will be in an optimal position to deal with, and even take advantage of, adverse events.

The final programme will be available on the Summit’s website at www.SOLGM2014.co.nz

Our Summit and Industry Networking events are always great opportunities for council professionals to gain and share new ideas and experiences and it’s worth considering making this a team-building exercise for the management team at your council. See the registration information on the following page for details on group discounts.

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SOLGM ANNUAL SUMMIT 2014

Risky business



REGISTRATION

Registrations are now open at the Summit website www.SOLGM2014.co.nz

If you register and pay for five delegates your council will receive one extra complimentary registration.

Summit proudly sponsored by:

2014 Summit Pricing	Early Bird Rate (for registrations completed by Friday 12 September 2014)	Full Rate
SOLGM Member Rate (Full and Associate)	\$995	\$1300
Public Sector Rate (Local Government Non-Member and Central Government)	\$1200	\$1500
Private Sector Rate	\$1700	\$2000
SOLGM Member Day Registration	n/a	\$600
Public Sector Day Registration	n/a	\$700
Private Sector Day Registration	n/a	\$900

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SUMMIT KEYNOTE SPEAKER

Barry Quirk returns



Barry Quirk returns to New Zealand for the 2014 SOLGM Summit after an inspiring presentation at last year's Summit.

Barry has been Chief Executive of the inner south London Borough of Lewisham for more than 20 years.

He has a PhD in social and political geography and a CBE for services to local government. He writes regularly on public policy and management and his book, *Re-imagining Government*, was published in 2011 to critical acclaim.

Barry is a Senior Fellow of Social Policy & Politics at Goldsmiths, London University; an Associate with the independent Institute for Government; and a Member of Collaborate (which promotes private, public and social

sector collaboration) at the South Bank University, London.

The following edited extract from an article titled "*Risk and Resilience*", written by Barry with Professor Tony Bovaird for the University of Birmingham's Institute of Local Government Studies, will give you a flavour of Barry's views on risk strategies in a local government context.

The full article can be found [here](#).

Those with executive responsibility for public interest decisions know that commentators are alert to their failure to choose the right option; as well as their failure to reject the wrong option. In this way the risk of future failure looms as a spectre over public action.

Consequently, in a world of "big data" and hypercritical commentators, it is little wonder that politicians and



Barry Quirk

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public managers can often seem frozen in the glare of the possible risks of failure. Too often this forces them to seek sophisticated "blame avoidance" strategies.

The most important question is whose risk is being assessed and managed? We need to distinguish between the risks to individuals and communities and the risks to public agencies and their individual stakeholders (politicians, top managers, senior managers, frontline staff, etc). The balance that is currently struck between these two sets of risks is highly questionable.

The risks to the public are not the same as the risks that public organisations face in delivering public services. And public resilience is not that same as the resilience needed by public organisations to be adaptive and survive in the current era of austerity. During a period



The most important question is whose risk is being assessed and managed? We need to distinguish between the risks to individuals and communities and the risks to public agencies and their individual stakeholders (politicians, top managers, senior managers, frontline staff etc).

of declining public resources, public organisations tend to look inward – to get their budgets under control and to sustain their service levels as far as possible. But this is not enough. More than ever, there is a critical need to look outward, helping the public cope with the changing character and intensity of economic and environmental risks

and helping communities develop resilience to social and economic changes. The current state of the "risk industry" militates against this, and we make suggestions for how to put risk assessment and management on a different footing, where it will make a more positive contribution to achieving cost-effective public services and more

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SUMMIT KEYNOTE SPEAKER

Barry Quirk returns

desirable outcomes.

A 'risk enablement strategy' builds on innovative practices in adult safeguarding in social care. It involves taking a balanced and proportionate approach to risk, finding ways to enable individuals, communities and organisations to achieve what is important to them, while considering what keeps individuals and the community safe from harm in a way that makes sense for them¹. It requires public agencies to foster a culture of positive risk taking, where these risks are associated with attractive opportunities for raising the level of outcomes for citizens.

We propose that the risk enablement policy of public agencies (whether

for service commissioners or service providers) should include outcome-driven support, transparency, resilience, collective and professional responsibility, integrity and a commitment to co-production with service service users.

Co-production allows users and communities to participate in decisions about the trade-off between the risks they perceive and the potential payoffs which they might experience, something highlighted as particularly important to many service users in a [UK] Department of Health report:

'...there was a very clear message from people that they wanted to be able to choose what they thought was right for them.

Many reported they were offered 'safety' often at the expense of other qualities of life, such as dignity, autonomy,

independence, family life and self-determination – and many older people and people with learning disabilities said this was a very high price to pay².

For risk assessment and management to be transformed into a risk enablement strategy, they must focus on citizen outcomes rather than organisational outcomes [and] encourage a culture of taking collective responsibility for improving publicly desired outcomes.

¹ Neill, M., Allen, J., Woodhead, N., Reid, S., Irwin, L. and Sanderson, H., 2008. A positive approach to risk requires person-centred thinking. London: Think Local Act Personal Partnership.

² Department of Health, 2009. Safeguarding adults: a consultation on the review of the no secrets guidance. London: The Stationery Office.

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PROFESSIONAL SKILLS PROGRAMME

Upcoming events



We have a busy professional skills programme for the rest of 2014 and we have listed here the events and activities currently available. As more are added they will be listed in the events page of our [website](#). Look out also for our next quarterly *Professional Skills Update* due out (as an online newsletter) at the end of June.

RMA Plan Review, Change Technician and Administrator Training

WHEN: 26-27 June 2014

WHERE: Terrace Conference Centre, Wellington

WHO should attend: Anyone involved in the preparation or administration of Policy Statements, Plans and Plan Changes and Variations.

COST: \$990+ GST (SOLGM members) or

\$1090+ GST (non-members)

This two-day workshop is an in-depth programme designed to provide attendees with the knowledge and skills to put the First Schedule of the Resource Management Act (RMA) into practice. The workshop covers the preparation, changing and reviewing of RMA policy statements and plans, including plan changes and variations and is specifically designed with council plan technicians and administrators in mind.

More information can be found [here](#).

Governance for Local Government Professionals Forum

WHEN: 14-15 July 2014

WHERE: Heritage Hotel, Auckland

Who should attend: Governance secretaries, advisors and managers, council staff working with local and community boards and district licensing committees, council administration officers, executive secretaries and assistants with responsibility

for committee support and anyone whose responsibilities include the organisation of elected members and political meetings.

COST: \$790+GST (SOLGM members) or \$890+ GST (non-members)

This annual forum provides the opportunity for council staff working in governance to come together to share knowledge, consider best practice and develop their professional capability. This event has previously been called the Committee Advisors Forum but we have changed the title to reflect the changing governance roles of council officers.

More information can be found [here](#).

Local Government Chief Executives' Forum

WHEN: 25 July 2014

WHERE: James Cook Hotel Grand Chancellor, Wellington

Who should attend: Registrations are open only to chief executives.

COST: \$350+GST (SOLGM members) or

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PROFESSIONAL SKILLS PROGRAMME

Upcoming events



\$550+ GST (non-members)

The Local Government Chief Executives' Forum is packed with a range of engaging speakers who will talk on topics specially designed to provide you with fresh new perspectives as well as practical ideas that you can then apply to your work in your own city, district or region.

More information on this event can be found [here](#).

Procurement for Local Authorities Made Simple

WHEN: 29-30 July 2014

WHERE: BNZ Business Centre, Nelson

Who should attend: This course is appropriate for a wide range of staff and will benefit anyone who is sourcing goods or services for the organisation, is managing procurement staff, is working as part of a procurement project team, is in a support role to a procurement project or has budget responsibilities.

COST: \$790+GST (SOLGM members) or

\$890+ GST (non-members)

This course will provide attendees with an overview of procurement project management for local authorities, create an understanding of why good procurement is important, point out the dangers that arise from poor procurement, introduce attendees to the terminology of procurement and teach a common methodology.

More information can be found [here](#).

SOLGM's Electoral Working Party Forum on Representations Reviews

WHEN: 15 August 2014

WHERE: James Cook Hotel Grand Chancellor, Wellington

Who should attend: Chief executives, electoral officers and other local authority officers who are involved with the representation review process as well as local authority elected representatives.

COST: To be advised

The Local Electoral Amendment Act 2002 requires each local authority, including community boards, to undertake a review of its representation arrangements at least once every six years. A number of councils will be required to undertake a representation review over the next triennium 2014-2016.

The forum will include:

- Explanation of the representation review provisions, principles, process and statutory deadlines.
- Understanding of the role and expectations of the Local Government Commission.
- Lessons learned from previous reviews in 2009 and 2012.
- Key decision local authorities need to make about electoral systems, Maori representation, representation arrangements and communities of interest.
- Good practice examples from local

PROFESSIONAL SKILLS PROGRAMME

Upcoming events

authorities that have undertaken the representation review process recently.

- Workshops including a focus on the role of elected members and providing free and frank advice.

More information on the forum will be provided [here](#).

Webinar Wednesdays - 'Invest in training not travel'

WHEN: These are ongoing – upcoming webinars are posted in the [events calendar page](#) of our website.

WHERE: Online

COST: The costs vary but are usually \$200 + GST per council

Webinar Wednesdays offer council staff access to a greater variety of information at affordable rates. If there is something you would like to see on our webinar programme we'd love to hear from you. Please contact Sarah Bromwich sarah.bromwich@solgm.org.nz

How to get your Council's Rating Process right

WHEN: Available now

WHERE: Online through our website

COST: \$400+ GST per council for the four-part webinar. Our published *Rating Guide* is free and available on our website.

We have also developed a four-part webinar on how to get your council's rating process right. The webinars, as well as detailing why this is important, also makes our Rating Guide's fairly technical information more accessible to all staff involved in setting, explaining and collecting rates. More information is available [here](#).

Sector Future Working Party paper – Addressing the Challenges of Demographic Change

WHEN: Available now

WHERE: Online through our website

COST: Free

This paper recognises that communities of the future will look very different from the way they currently do. The paper's aim is to help local government managers think about the questions they need to be asking of staff, elected members and stakeholders now – before decisions and recommendations about investments with long-term impacts are made. The paper is downloadable from our website [here](#).

Good Practice Guidance Publications

WHEN: Available now

WHERE: Online through our website

WHO: Anyone wanting Long Term Plan guidance

COST: Free

We have recently published updates to our Long Term Plan guidance, based on the existing legislation. These guidance documents – *Performance management frameworks* and *Living through another LTP*, are available free on our website [here](#).

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ICMA FELLOWSHIP

A fantastic opportunity



By Jerene Watson
Deputy City Manager, Flagstaff, Arizona

Last summer our City of Flagstaff was fortunate to be selected as an exchange city in the ICMA/State Department Professional Fellows Program. I strongly recommend exploring the opportunity to compete for an exchange in this new partnership ICMA has developed with the State Department.

After hosting two women from New Zealand in October, I had the great fortune to participate in the return exchange this past February, and I can say it was a "wow"!



Taking a bike ride in Hastings is ICMA Fellow Jerene Watson with Owen Mata, Sustainable Transport Engineer at Hastings District Council. Owen took Jerene on a tour of the i-way active transport project.

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ICMA FELLOWSHIP

A fantastic opportunity



New Zealand customs and kiwi-isms share commonalities and differences.

It's a land without window screens, for the most part. None of the homes I stayed in and only one business had window screens. Opposites reign in a different hemisphere. Not only driving is on the opposite side of the road – including roundabouts driven the other way around – but also left turns don't cross oncoming traffic, right turns do.

Water flows in reverse and the night sky has the Southern Cross rather than the Big Dipper.

And then there is the fun of kiwi-isms ...“brolies” are umbrellas, “bogs” are a common term for restroom which they also call toilets, “wheelie bins” are trash containers and “flat white” is a strong coffee with milk, but not the same as a latte.

Distinctions were noticeably part of the fabric of the country regardless which communities I visited. People were very open, friendly, and straightforward with a great sense of humour.

The country seemed especially far advanced in integration of the native and multi-cultures, proudly touting and including the Maori tribal communities throughout their marketing, images and news.

Finally, the whole country is a “feast for the eyes”, like living and working inside a *National Geographic* magazine! But besides the natural beauty and pristine countryside, just about everywhere I traveled, there were highlights.

NORTH ISLAND

Wellington: SOLGM (the equivalent of ICMA in the US) was invaluable in educating us on their central (federal)

unitary-parliamentary government and touring Parliament after a very interesting day-long tutorial on how local cities/districts (counties) are networked, resourced and organised. We also received a briefing from their League of Cities equivalent (LGNZ) which proudly carries messages of “Be Brave; Build Bridges; Rattle the Right Cages” through “collective clout” to fulfill its vision of “local democracy powering community and national success”.

Hastings—meeting again with a fellow city manager and Harvard KSG classmate from the summer of 2011, getting to know his family and community. Memorable moments were participating in a new citizenship ceremony; touring the I-Way (their multi-modal path) on bicycle for 90 minutes; and, seeing first-hand their environmentally sustainable wastewater treatment plant built for

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about \$30 million instead of the typical \$60-80 million for a traditional plant. This was also a collaboration with their iwi (local tribal groups) to meet their cultural norms and protect the sanctity of their lands with an acceptable treatment process passing through to discharge into the ocean.

SOUTH ISLAND

Christchurch/Canterbury: Northern part of the island where the destruction of the 2010/2011 earthquakes in Christchurch and the Canterbury region is still very evident. A driving tour of the region's "new normal" was sobering. The rebuilding has been strong, but ever so slow for those still waiting to settle with insurance companies, governments and decision-making authorities. A windshield tour revealed the full range of damage, from small brick crumbings on many buildings still safe to inhabit,



Jerene at a marae visit.

to the roller coaster dips in roads even after repairs, leaning light poles or fences, lots fully demolished and fenced-off places inaccessible until repairs are completed. One still sees street cones with bunches of flowers stuck in the top as memorials to the victims.

Dunedin: Spending an hour with a Labour Party leader/MP, learning about his passion and why he chose to run for Parliament along with being a professor at the local university and an ordained minister, was inspiring. Visiting the meeting house, or "marae" of the tribe in a small community where one of our exchange fellows grew up was a special privilege.

It was an incredible once-in-a-lifetime experience with so much more than I have been able to capture. The programme has much return on investment for any community, well worth the efforts in hosting and being hosted, and a unique experience I highly recommend.

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LGMA CONGRESS

Productive communities

By Jeanette Bullen
SOLGM Marketing & Communications Manager

The theme of the LGMA's annual congress in Melbourne from 30 April – 2 May was Productive Communities.

A strong theme of our Australian sister organisation's congress was around how councils could better engage with the communities they serve to increase productivity.

The first speaker at the congress, Dr Nicholas Gruen, noted that the concept of productivity was often misunderstood. He defined it simply as input divided by output.

Less input or more output increases productivity, but it was his view that maximising the value of outputs was

more important than the sometimes easier option of minimising inputs.

The obvious challenge for local authorities everywhere is how to increase or at least maintain levels of output with increased pressure on inputs (resources). A solution that councils appear to be adopting is what Dr Gruen called "seeding altruism".

"Productivity isn't everything, but in the long run it is nearly everything."

– Paul Krugman, Professor of Economics and International Affairs at Princeton University



Community cooperation in Lambeth, London. Lambeth Council says it's the first cooperative council in the UK, doing things "with local people, instead of doing things to them".

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That's the approach the London Borough of Lambeth Council in the UK has successfully taken. Presenter Mark Hynes, the Director of Corporate Affairs at Lambeth Council, drew an audible gasp from the congress audience when he described the double blow of not only having to deal with capped rates but also an initiative from central government to decrease their contribution to local authorities by 45 percent over the coming few years – unlike New Zealand and Australia the majority of UK council revenue is received from central government, so this is a serious issue in the UK.

The answer in Lambeth was to work in closer partnership with the local community. In this they have been hugely successful and often surprised themselves. For instance they put a call out for volunteer snow shovellers – in

winter clearing snow from footpaths was an expensive operation – and they were overwhelmed by the number of volunteers they got, all for the price of a few snow shovels.

Other initiatives have included community-run libraries and the revitalisation of the Brixton Markets. Four years ago the markets had become very rundown with many vacant stalls. The revitalised markets now feature in TimeOut's top 10 best places for cheap eats in South London.

The congress's session on "Big Ideas" showed that some Australian councils were also working hard to engage with their local communities.

Leanne Hartill, Manager of Neighbourhood Development at the City of Melville in Perth, talked about its Project Robin Hood, an example of



Lambeth was overwhelmed by the number of volunteers when it asked for snow shovellers to help out.

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LGMA CONGRESS

Productive communities

an innovative community engagement initiative. Using the Robin Hood theme in all its communications, the council offered \$100,000 (and supporting advice) to proposed community-led projects.

The project proposals were then put to a community vote. The selected proposals included large projects such as a new community garden and a nature-based adventure park, to small projects such as installing a flying fox and picnic tables into existing public spaces.

The council said Project Robin Hood went far beyond just providing \$100,000 for the funding of projects.

"... it was about the City of Melville working with the community, and trusting each other to improve public spaces, identify needs and bring benefit to the community."

The project was never about winners and losers, the council says, it was about trying something new and innovative, and working together to improve the community.



The poster for Project Robin Hood in Melville, Perth.

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LEADERSHIP IN PRACTICE SCHOLARSHIP

Let's row the waka in unison

By Kataraina Belshaw
Strategic Engagement Manager
Bay of Plenty Regional Council

PEPEHA (genealogy to place)

Ko Pūtauaki te Maunga
(*Pūtauaki is my mountain*)

Ko Rangitāiki te Awa
(*Rangitāiki is my river*)

Ko Mataatua te Waka
(*Mataatua is my waka*)

Ko Ngāti Awa te Iwi
(*my principal iwi is Ngāti Awa*)

Ko Ngāi Tamawera te hapū
(*my principal hapū is Ngāi Tamawera*)

Ko Uiraroa ki Te Teko te marae
(*my principal marae is Uiraroa in Te Teko*)

Kei Whakatāne ahau e noho ana
(*I reside in Whakatāne*)

Ko Kataraina Belshaw tōku ingoa

Kei te mihi maioha ki a koutou katoa (warm greetings to you all). The pepeha at left gives you a snapshot of who I am, where I am from and what is important to me.

The reference to physical features (mountain, river and waka), iwi, hapū and marae articulates where my turangawaewae is (physical place I call home) and my whakapapa (genealogical) links through iwi and hapū, demonstrate the importance of whakawhanaungatanga (relationships).

What has this got to do with the SOLGM leadership programme? The programme teaches and reinforces the importance of good relationships. Since I embarked on leadership in practice training in March, I have made some great relationships.



Kataraina Belshaw

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LEADERSHIP IN PRACTICE SCHOLARSHIP

Let's row the waka in unison

There were many caring, intelligent and selfless people that wanted to teach, learn and share knowledge, and I had the privilege of being part of the whānau.

Being the recipient of the SOLGM scholarship, I was fortunate to be given an opportunity to learn new things, to make new friends and relationships and to share with others. We had excellent trainers that provided further tools to add to our knowledge basket. My kete (basket) has helped me approach challenges and opportunities with a more positive, inquisitive lens.

Wallaceville House in Upper Hutt (at right) was the live-in residence/accommodation for the leadership in practice training. Kataraina says participants were well looked after, with nutritious meals to ensure brains were on full alert. A personal trainer even met them each morning for an exercise session.



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LEADERSHIP IN PRACTICE SCHOLARSHIP

Let's row the waka in unison



The training reinforced the values that I hold fast to:

Manaakitanga

(respect, honesty, trust and reciprocity)

Kotahitanga

(collaboration, unity, team spirit, positivity)

Whānaungatanga

(the importance of relationships, family and friends at work and at home).

Our cohort, which I refer to as the leadership whānau, spent a week training insitu. We were exposed to a range of experts, speakers, presenters and information. There was a lot to absorb in a week.

Following this, armed with new knowledge, we have committed to monthly kanohi ki te kanohi (face-to-face) sessions for nine months to monitor progress and refresh/enhance

relationships. I am looking forward to the end of year, being able to reflect on our journey of learning.

I commend SOLGM for keeping this initiative alive and relevant. There are many people in crucial roles in central and local government that benefit from exposure to leadership in practice training. At the end of the day we all want to do a fantastic job, to make a difference and to experience job satisfaction in perpetuity.

Being of Māori decent, my wawata (vision) is to see more Māori in key positions in central and local government. Provision for Māori in relevant legislation such as the Resource Management, Local Government and Treaty Settlement Acts, are left to staff to interpret and implement. Having competent people that understand and respect tikanga, te reo and matauranga Māori is so

important. Councils in particular, must be mindful of the skillset required and enable professional development prospects to prevail. More than ever I appreciate the myriad of opportunities to work in unison to achieve common goals and to form enduring relationships within our communities.

Kia kotahi te hoe o te waka – lets row the waka in unison.

Thank you, SOLGM, for granting me the leadership in practice scholarship. A special thanks also to Wendy McCormack, Sue Hornblow and Digby Scott.

I will leave with the words of my former manager, Waaka Vercoe. Whenever I doubted myself he would remind me of the following: "When opportunity knocks, don't complain about the noise."

Kati ake i konei.

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TOP OF THE SOUTH

Marlborough Colloquium

An early alert about the Marlborough Colloquium to be hosted by the SOLGM Top of the South Branch.

It will be held in Marlborough on Friday afternoon and Saturday, 23

and 24 January 2015.

Planning is well under way for another wonderful mix of business and social sessions. Social sessions will include a gourmet degustation meal.

Registration forms will be available in early October but if you have any questions in the meantime the contact is Tony Quirk at Marlborough District Council: tony.quirk@marlborough.govt.nz

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NATURAL CATASTROPHE MODELLING

Estimating the losses

By MATTHEW RIDDLE
JLT Chief Executive

Around the world the reinsurance markets heavily influence the insurance pricing of natural catastrophe activities and disasters, and for this reason natural catastrophe modelling (also known as nat cat modelling) now sits at the very heart of risk management identification, assessment, determination, mitigation and prioritisation processes.

Nat cat modelling involves using computer-assisted calculations to

determine the estimated losses that could be sustained following a range of natural catastrophic events such as earthquake, volcanic eruption, tsunami, cyclone, storm, flood, hail.

Critically it also provides insurance buyers with qualified, scientific data to assist with better understanding the impact key geological hazards and certain risks and losses will have on their operations and activities, and what the capacity of their business is to absorb such risks and losses.

Using specialist modelling data, previously only used by insurance companies themselves, means insurance buyers can now use this critical data in their market presentations to assist with:

1. Designing and successfully marketing a risk



Matthew Riddle

Estimating the losses

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2. Ensuring the structure is accurate and scientifically determined
3. Commencing negotiations using the correct technical pricing for their risk
4. Increasing the range of insurer interest
5. Maximising the insurers capacity
6. Stimulating further competition amongst insurers
7. Improving the audit trail of future risk management exercises.

JLT has the widest portfolio of nat cat modelling tools to undertake a range of analytical tasks for determining the impact key geological hazards will have on a portfolio of assets. The outputs from undertaking modelling exercises provide data to assist with qualifying past assumptions and decisions around policy structures, risk appetites and

Using nat cat modelling data in the exact same format and detail as the insurers themselves recognise, use and understand, means insurance buyers can commence renewal negotiations on a level playing field.

buying criteria.

Importantly, nat cat modelling also provides the certainty needed for future decisions concerning policy structures, risk retention preferences and purchasing objectives.

Using nat cat modelling data in the exact same format and detail as the insurers themselves recognise, use and understand, means insurance buyers

can commence renewal negotiations on a level playing field. Insurance buyers will then be better placed to leverage strategies using their individual risk profile to confidently secure best terms, coverage and premium results from the insurance market.

Key to modelling and underwriting decisions are the determination of Probable Maximum Loss (PML) estimates across a portfolio of assets and business activities. Knowing what the largest loss from a natural geological hazard could be are critical in insurance negotiations.

Geological hazard detail is therefore a key component of nat cat modelling reports, which also include additional data on:

- A. Critical probability
- B. Return periods
- C. PML curves

NATURAL CATASTROPHE MODELLING

Estimating the losses

D. Probabilistic analyses

E. Deterministic scenarios

F. Sensitivity testing

G. Benchmarking

H. Retention analysis

I. Premium allocations.

An example of one format the data from a nat cat modelling exercise is delivered to the insurance buyer in is shown opposite. It can be seen in this example that the Critical Probability (the likelihood of a certain modelled loss being exceeded) for the Return Period (reciprocal of the critical probability) of five years is 20 percent.

The key benefit of undertaking nat cat modelling is to increase the control you have over your insurance purchases and the pricing of those purchases by estimating the impact that natural

Financial Perspective:

Ground Up represents modelled losses before taking into account limits or deductibles.
Gross Loss represents modelled losses after limits or deductibles.

Critical Probability of Exceedance represents the likelihood of a certain modelled loss threshold being exceeded.

Return Period (year) is simply the reciprocal of the Critical Probability.

Also known as the **Annual Average Loss (AAL)**. It represents the technical burn for the modelled peril.

This represents the uncertainty around the Pure Premium.

COV is derived from dividing the Standard Deviation by Pure Premium. It is a useful measure of volatility against other analyses.

Exceeding Probability (OEP)		OEP Ground Up Loss	OEP Gross Loss
Critical Prob.	Return Period (Yrs)	Modelled loss thresholds. A value here represents the amount that is expected to lose at the corresponding critical probability. Occurrence Exceedance Probability (OEP) represents the modelled losses from the largest single occurrence in a year.	
10.00%	5		
2.00%	10		
1.00%	25		
0.50%	50		
0.40%	100		
0.20	125		
0.10	150		
0.06%	175		
0.03%	200		
0.01%	250		
0.00%	500		
0.00%	1000		
Pure Premium/Annual Average Loss		40,624,582,258	26,888,978,505
Standard Deviation		57,040,624,287	41,168,210,981
Coefficient of Variation		76,236,848,307	58,298,136,755
		1,559,970,558	899,747,080
		5,832,994,127	4,143,647,522
		3.7392	4.6053

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NATURAL CATASTROPHE MODELLING

Estimating the losses

hazards will have on your portfolio of assets and the ongoing operation of your business, so as to reduce the overall total cost of your risk.

Critical to insurance buyers is that enough qualified cover is bought, which is neither too much (expensive), or too little (ineffective), and which delivers competitively priced quality insurer capacity with retentions set at realistic and acceptable levels and which reflect current business risk appetites.

This article provides general information in summary form. The contents do not constitute advice and should not be relied on as such. Specialist advice should be sought on particular matters.

© JLT. For further information on nat cat modelling from JLT, please contact Matthew Riddle at JLT on: +64 (9) 300 6659.

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Critical to insurance buyers is that enough qualified cover is bought, which is neither too much (expensive), or too little (ineffective), and which delivers competitively priced quality insurer capacity with retentions set at realistic and acceptable levels and which reflect current business risk appetites.

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About SOLGM

SOLGM is the national organisation that supports and promotes excellence in local government professionals.

LEADING

SOLGM is the voice for managers and staff in local government. We understand the importance of providing leadership and guidance on the role of good local government management. We work with integrity and diligence for our members and the rest of the local government profession.

LEARNING

Because the management of local government requires specific skills, SOLGM offers a range of activities and resources to support the growth and development of local government staff and managers.



Our aim is to build capability of the local government workforce to enable effective delivery of services for New Zealand communities.

LINKING

SOLGM is a membership organisation with more than 500 individual members comprised of chief executives, senior

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Member benefits

Why join the professional organisation for local government managers?

As an individual member, you will have access to the following activities and information that will support your career development in local government.

Networking

SOLGM members have the opportunity to share their expertise and contribute to the work programme of SOLGM and have influence at a national level. Members also have access to networking opportunities via the SOLGM Annual Summit, branch activities and retreats, and online forums such as the SOLGM LinkedIn Group.

Click [here](#) to find out more.

Relevant and timely information

As a SOLGM member, you will receive



timely information that is relevant to your role in local government. Having such information delivered straight to your inbox saves you time and effort to sort through the clutter of information that is available.

Click [here](#) to find out more.

SOLGM members have the opportunity to apply for conference attendance grants to attend the LGMA National Congress in Australia, the ICMA Annual Congress in the United States and of course the SOLGM Annual Summit in New Zealand.

Training at special member rates

SOLGM offers comprehensive learning and development activities to support your professional growth in local government. As a SOLGM member, you will receive special rates to access these activities, which include the SOLGM

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JOIN SOLGM

Member benefits

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Click [here](#) for upcoming events from SOLGM.

Click [here](#) to know more about the SOLGM Annual Summit.

Professional recognition

SOLGM members receive a certificate of membership. In addition, every year SOLGM recognises members who have been working in local government for many years via the Long Service Certificate Awards. A Distinguished Management Award is also given to a SOLGM member who has contributed substantially to the status of the local government profession by establishing a reputation for professional service.

Click [here](#) to find out more about the Long Service Certificate Awards.

Conference attendance grants

As a SOLGM member, you can apply for conference attendance grants to attend the LGMA National Congress in Australia, the ICMA Annual Congress in the United States and of course the SOLGM Annual Summit in New Zealand.

Click [here](#) to find out more.

Overseas exchange and fellowship programmes

As a SOLGM member, you can apply for exchange and fellowship programmes overseas through our sister organisations. SOLGM has established programmes with its international networks so is able to offer its members unique opportunities to learn from and have a first-hand experience of local government in different countries.

Click [here](#) to find out more.

MEMBERSHIP RENEWAL

Membership renewal invoices for the July 2014 to June 2015 year are to be sent out to members shortly. If you have any queries about your invoice, or if it does not arrive by the end of July, please email us at members@solgm.org.nz

SUBSCRIPTION FEES

Full Members	\$275
Associate Members	\$150
Honorary Members	\$200

All fees are GST exclusive

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Enquiries:

If you would like to know more about sponsorship opportunities with SOLGM, please get in touch with Jeanette Bullen, Marketing and Communications Manager, at 04 978-1288 or jeanette.bullen@solgm.org.nz

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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.

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To keep in touch with upcoming events and activities, 'Like' SOLGM's Facebook page on www.facebook.com/SOLGMNZ or click the link below.

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