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

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FROM THE PRESIDENT

SOLGM forging ahead

By Barbara McKerrow
SOLGM President

It has been a challenging but exciting year for SOLGM.

With the uncertainty around the proposed merger with Local Government New Zealand (LGNZ) behind us we have forged ahead with a largely new team; new initiatives, particularly in the sector improvement and recruitment and retention areas; the introduction of a new Suite of Services including services acquired from Local Government Online (LGOL) earlier this year; and last but definitely not least, we have a brand new look.

To top all this off we have just held a very successful Summit in Dunedin with positive feedback from both delegates and sponsors.

If you didn't manage to make it to the Summit this issue of *Pulse* provides a comprehensive report. And please note in your diaries

the dates for next year's Summit – 9 to 11 November in Palmerston North.

Looking forward to 2015, one of the most exciting initiatives is our inaugural Gala Dinner being held in Wellington on 16 April. At that we'll be celebrating professional excellence in local government by announcing:

- The winners of the SOLGM Local Government Excellence Awards®
- The Overseas Manager Exchange recipients
- Our Leadership Scholarships supported by our sponsors, the Skills Organisation, LDC and Opus
- The New Zealand winners of the LGMA Management Challenge.

Please make contact with SOLGM if you and/or your colleagues have an interest in being part of these celebrations.

Also in 2015, look out for significant additions



Barbara McKerrow

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FROM THE PRESIDENT

SOLGM forging ahead

and updates to our LGSectorGoodToolkit available at SOLGM.co.nz (which includes our legal compliance programme – see page 11) and an improved **LG Learning** programme.

Finally I want to thank everyone who has worked with us this year – the members of the SOLGM Executive, those who are on our various working parties, our branch committee members, the team from Dunedin City Council who assisted with our Summit, our sponsors, particularly our Family of Sponsors, and our numerous business partners. Without this support we could not have made the huge progress we have achieved this year.

On behalf of the team at SOLGM I wish you a very Merry Christmas and happy and safe New Year.



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FROM THE CHIEF EXECUTIVE

ICMA conference

By Karen Thomas
SOLGM Chief Executive

I had the pleasure of attending, along with our President, Barbara McKerrow, the ICMA's (International City/County Management Association) 100th Annual Conference in September. The conference was in Charlotte, North Carolina.

Barbara presented her report on New Zealand local government to the conference's International Affiliates Meeting. Representatives from Australia, Canada, Nepal, Russia, Czech Republic, China, the United Kingdom, the Netherlands, Slovakia, Denmark and of course, the USA also spoke.

The overriding theme for this year's ICMA conference was the celebration of 100 years of ICMA, some reflection of the past but mainly anticipation of the future of local government

in the USA and around the world.

The keynote speakers all focused on the leadership skills required for the 21st century and beyond.

Doris Kearns Goodwin provided an historical analysis of the relationships surrounding US presidents Theodore Roosevelt and William Howard Taft, and how this related to the forming of the current system of local government in the USA, which now ensures apolitical integrity and professionalism in the management of city affairs (this wasn't always the case apparently).

Gary Hamel, recently in New Zealand, challenged the audience to give up concrete 19/20th century thinking for more fluid and responsive paradigms to capture future success.

Dan Heath outlined a new 4-step process to ensure that decision-making, at work and at home, was freed from natural biases and irrational thinking.



Karen Thomas

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FROM THE CHIEF EXECUTIVE

ICMA conference

The presentation from the final keynote speaker, Peter Kageyama, explored what motivated ordinary citizens do extraordinary things for the places where they lived and worked.

It was extremely valuable to attend a workshop on the final day focused on issues for local governments globally.

One of those issues was housing. The overriding issue in Russia was what to do about the thousands of poorly maintained tenement buildings, constructed in the 1960s, switched to private ownership after the dissolution of the USSR and now nearing the end of their 50-year working life. Millions of people live in these buildings and will be displaced as they become uninhabitable. In Jordan, the housing issue was even more pressing with recent influxes of refugees surviving in "tent cities". Issues in Mexico, Slovakia, the Czech Republic and the UK were also discussed.



Barbara McKerrow speaking at the ICMA Conference in Charlotte, North Carolina.

The 2014 conference featured a presentation, *Creation of Place by Citizens of Palmerston North*, by Palmerston North City Council City Planner David Murphy. This was an innovative and refreshing look at how to

encourage main street revitalisation owned (and funded) by shop owners and puts ownership of streetscapes with communities.

Overall the ability to network with representatives of local communities from around the world, discussing common issues

and identifying new solutions, was the highlight of attendance at ICMA.

The 2015 ICMA conference planning committee is now seeking international input into educational programme ideas for ICMA's 101st Annual Conference, which will be 27-30 September 2015, in Seattle, Washington. The deadline for submissions is 5 January. If you have an idea please contact me at karen.thomas@solgm.org.nz to discuss how it can be submitted to ICMA.

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BRANDING

About our fresh new look

By Jeanette Bullen
SOLGM Manager, Marketing and Communications

There were two drivers behind the brand refresh launched in September this year.

Firstly, we wanted to mark that SOLGM was entering an exciting new phase following the decision in December 2013 to remain the membership organisation dedicated to supporting and promoting local government professionals.

We did not feel that our old branding clearly reflected what we do and how proud we are of our role in the local government sector.

Secondly, with the acquisition on 1 April this year of five of the services previously provided by Local Government Online (LGOL), we needed to rebrand them as SOLGM services and clearly position them within the range of other services we deliver.

The result is the SOLGM Suite of Services which you can discover over the page.



One of the first documents published with the new branding was our 2013/2014 *Annual Report*. If you haven't yet had a chance to take a look it is well worth a read – you can find it [here](#).



Jeanette Bullen

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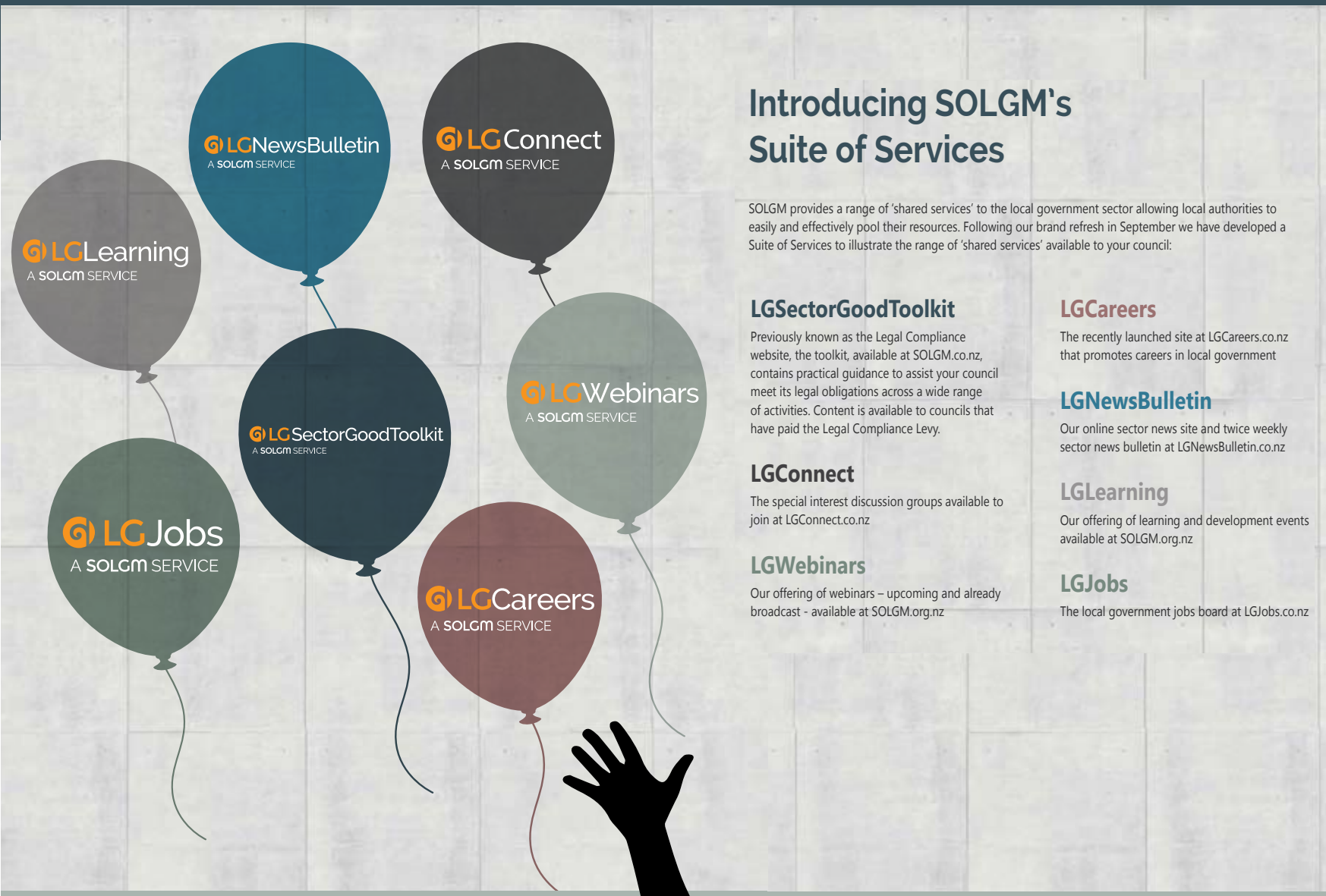
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About our fresh new look



Introducing SOLGM's Suite of Services

SOLGM provides a range of 'shared services' to the local government sector allowing local authorities to easily and effectively pool their resources. Following our brand refresh in September we have developed a Suite of Services to illustrate the range of 'shared services' available to your council:

LG Learning A SOLGM SERVICE	LG News Bulletin A SOLGM SERVICE	LG Connect A SOLGM SERVICE
LG Jobs A SOLGM SERVICE	LG Sector Good Toolkit A SOLGM SERVICE	LG Webinars A SOLGM SERVICE
	LG Careers A SOLGM SERVICE	

LG Sector Good Toolkit
Previously known as the Legal Compliance website, the toolkit, available at SOLGM.co.nz, contains practical guidance to assist your council meet its legal obligations across a wide range of activities. Content is available to councils that have paid the Legal Compliance Levy.

LG Connect
The special interest discussion groups available to join at LGConnect.co.nz

LG Webinars
Our offering of webinars – upcoming and already broadcast – available at SOLGM.org.nz

LG Careers
The recently launched site at LGCareers.co.nz that promotes careers in local government

LG News Bulletin
Our online sector news site and twice weekly sector news bulletin at LGNewsBulletin.co.nz

LG Learning
Our offering of learning and development events available at SOLGM.org.nz

LG Jobs
The local government jobs board at LGJobs.co.nz

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LG CAREERS

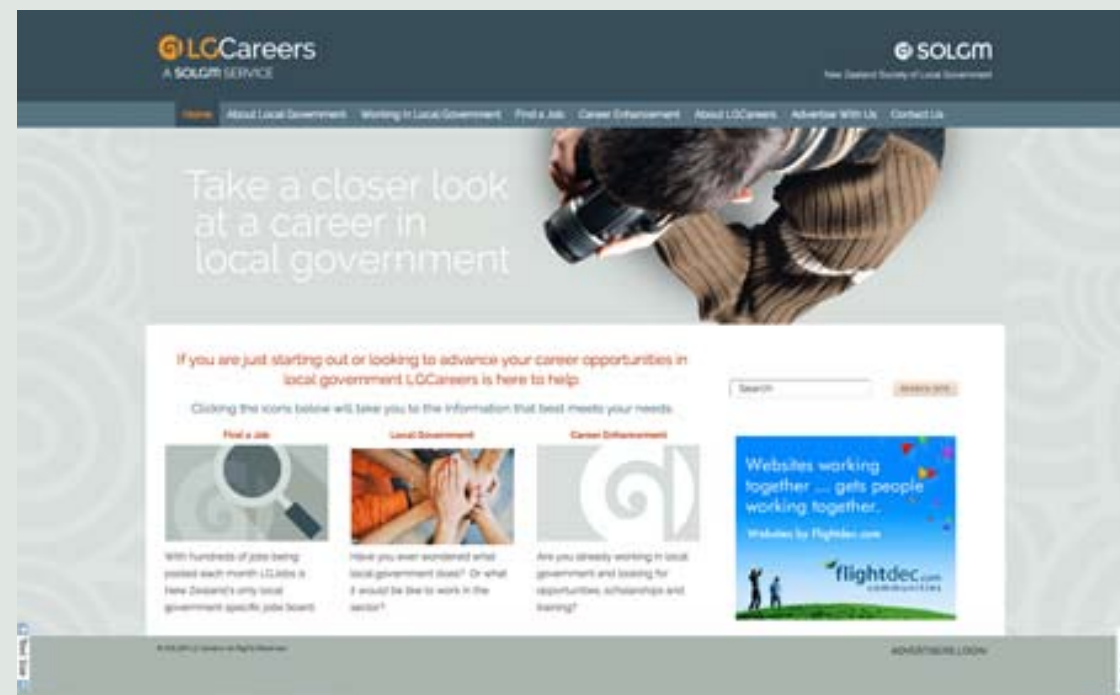
New website launched

Among the services acquired from Local Government Online (LGOL) in April this year was the local government jobs board – **LGJobs.co.nz.**

With this acquisition came the opportunity to review our Recruitment and Retention programme and revamp the Local Government Careers website.

It was decided that the old People Shaping Progress brand didn't reflect the diverse and beneficial roles and development opportunities available across the local government sector in New Zealand, so we set out to create a new offering which clearly promoted the sector to both job seekers and to those already in the sector looking to enhance their careers.

The result is the **www.lgcareers.co.nz** website which SOLGM launched on 10 November 2014.



The site has been designed to allow visitors to explore three distinct streams directly from the home page:

Find a Job

Designed for job seekers this entry way takes visitors directly – at **LGJobs.co.nz** – to the latest job listings.

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LGCAREERS

New website launched

About Local Government

This entry way provides visitors with an understanding of what the sector does and how local government affects their everyday lives.

Career Enhancement

Aimed at those already working in the sector and wishing to enhance their career path, this entry way provides information on learning development and training opportunities available to those in the sector as well as scholarship and overseas exchange opportunities available through SOLGM.

The LGCareers site also highlights the positive impacts roles within local government have on their communities.

"Often people don't realise how varied and satisfying it can be working in local government," SOLGM Chief Executive Karen Thomas said at the site's launch. "The Recruitment and Retention Programme is all about attracting and retaining high quality people and we believe the new site clearly illustrates how rewarding a career in local government can be."



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LEGAL COMPLIANCE

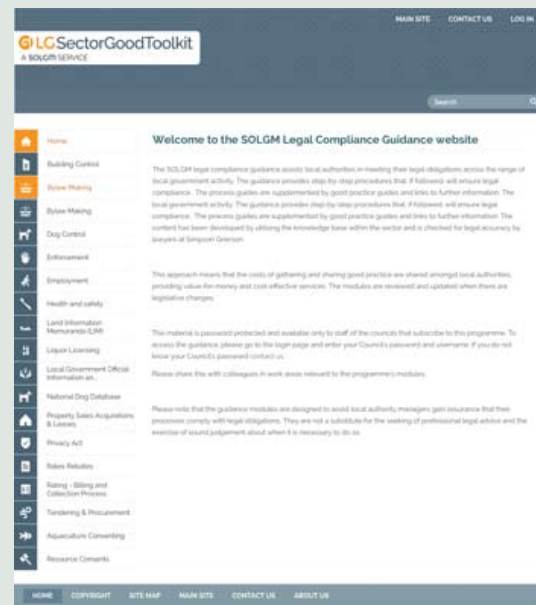
Non compliance a risky business

By Ilana Batchelor
SOLGM Senior Adviser, Sector Improvement

The legal compliance programme is one of the services that SOLGM delivers to the sector. The programme, available at **SOLGM.co.nz**, provides step-by-step procedures that are designed to assist council managers and staff to gain assurance that their processes comply with legal obligations.

The guidance is spread across 17 modules that contain process guides or flow diagrams which are supplemented by good practice guidance notes, links to relevant legislation and further information.

The content within each of the modules has been developed by utilising the knowledge base within the sector and is checked for legal



accuracy by senior lawyers at Simpson Grierson.

The programme is available to councils that pay a levy to subscribe (the programme is password protected in the website). The levy covers the costs of gathering and sharing good practice and legally accurate guidance in areas such as



Ilana Batchelor

rating, building control, LIMS, property sales and acquisitions and information management (LGOIMA) for example to be shared among councils. This approach provides value-for-



LEGAL COMPLIANCE

Non compliance a risky business

money and cost-effective services.

During the past nine months the programme has been put through significant content and technological review, upgrade and rebranding and was re-launched to the sector in early November as the **LGSectorGoodToolkit**. As the name suggests we will be adding further good practice and policy guidance material into this site. At the moment this material is available in our main website – SOLGM.org.nz - and over the next few months we will be migrating it to the Toolkit site.

Our review of the modules in the legal compliance programme

A number of the modules have undergone significant review during the year. The most recently updated modules are:

- Building Control
- National Dog Database
- Tendering and Procurement
- Property Sales, Acquisitions and Leases
- Rates Billing and Collection

- Bylaws
- Aquaculture Resource Consents (new module)

In addition, following legal review earlier this year, the *Enforcement, Dog Control and Privacy Act* modules were updated.

Significant rewrites and review of the Resource Consents, Employment and Alcohol Regulation modules are under way and will be released over the next few weeks and months.

We are also keeping a close eye on the Health and Safety reforms. In addition applicable provisions from the *Employment Amendment Act 2014* will be incorporated into the Employment module as will pending *RMA* reforms (with respect to consents) when legislative amendments are known.

Like all programmes that require constant monitoring to ensure accuracy and legal robustness, all modules fall into a programme of on-going rolling review or health checks. These on-going rolling reviews may occur sooner should legislative change require

significant overhaul. Currently the LIMS and LGOIMA modules are going through the health check process.

Over the next six months further work will be undertaken on the programme. As well as continued monitoring and maintaining a watching brief of changing legislation and government policy, once current individual reviews are complete, SOLGM will embark on a review of the entire programme.

This review will include:

- Analysis of programme usage
- Consideration of further development of some modules
- Consideration of new modules to be developed
- Consideration of additional legal compliance guidance in other forms that could be incorporated into the programme.

■ To learn more about the programme and its on-going review, or if you are uncertain about your council's log-in details please contact Ilana at ilana.batchelor@SOLGM.org.nz

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SOLGM's

Gala Dinner

Celebrating Professional Excellence in Local Government
Thursday, 16 April 2015 in Wellington

Join us to celebrate the announcements of:

- The SOLGM *Local Government Excellence Awards*®
- The Overseas Manager Exchange Recipients
- Our Leadership Scholarships supported by sponsors the Skills Organisation, LDC and Opus
- The NZ winners of the LGMA Management Challenge

Contact info@SOLGM.org.nz for more information.

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scholarship sponsors:

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LGMA MANAGEMENT CHALLENGE

Register a team now!

The LGMA Australasian Management Challenge is recognised as a unique “talent” development opportunity for councils wanting to inspire and engage their emerging managers – and with the registration fee working out at only about \$800 per participant this is an opportunity not to be missed.

The Challenge 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 teams participate in a huge range of activities, all designed to test management skills both as a group and as individuals. For example, the 2014 Challenge teams produced

a video (the pre-challenge task), took part in a debate, produced a strategic report, designed a website home page and a promotional poster, and presented to the other teams – all under intense time pressures.

Entering a team for the NZ leg

In 2015 we want to run, entry numbers dependent, both South Island (Christchurch) and North Island (Wellington) finals in the week of 30 March to 3 April 2015.

Registrations are now open through this [link](#) and if you're considering entering a team we strongly recommend you do that as early as possible. Feedback from past Challenges is that allowing plenty of time to prepare as a team has been a huge benefit. Registrations close in early February just before the pre-Challenge task information is sent out.

The winning New Zealand team, to be

announced at our Gala Dinner on 16 April, will go on to participate, with the winners of the Australian State finals, in the Australasian Final in Melbourne in mid-2015. It's worth noting that New Zealand teams have won the Australasian finals in 2012 and 2013 and were a close second in 2014.

Want to know more?

The LGMA Management Challenge **website** contains more detailed information and the **SOLGM website** has more information on the New Zealand leg of the Challenge.

You can also contact our Manager, Marketing and Communications, Jeanette Bullen, who will be happy to put you in touch with past participants who can talk you through how to get the most out of taking part.

Jeanette can be contacted at: 04 978 1288 or jeanette.bullen@solgm.org.nz



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TOP OF THE SOUTH

Marlborough Colloquium

A reminder that registrations close soon for the Marlborough Colloquium to be hosted in January by the SOLGM Top of the South Branch.

The Colloquium will be held in Marlborough on Friday afternoon and Saturday, 23 and 24 January 2015.

It will be another wonderful mix of business and social sessions. Social sessions will include a gourmet degustation meal.

Registrations close on 15 December. If you have any questions in the meantime the contact is Tony Quirk at Marlborough District Council: tony.quirk@marlborough.govt.nz

The full Programme and the registration form can be found [here](#)



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 **LG Webinars**
A SOLGM SERVICE

 **SOLGM**

Upcoming webinars

Know the changes to the law as you embark on bylaw reviews

10 December, 10am

How do you know you're up-to-date with the law and that you are complying with current legal requirements when making, amending and reviewing bylaws? This is an opportunity for councils to learn and understand other provisions within the *Local Government Act 2002* that authorise the making of bylaws such as alcohol bylaw provisions.

The Employment Relations Amendment Act – Separating fact from fiction

16 December 10am

A reform of employment law is one of the four key priorities for a National-led government's third term. Therefore, it wasn't much a surprise that the Employment Relations Amendment Bill was the first piece of legislation enacted by the new Parliament.

Local Authority Management of Water and Roads - Observations from the Auditor/Office of the Auditor-General

18 December, 10am.

Bruce Robertson and Ann Webster from the Auditor General's office will present the findings from the Auditor General's recent report and their "read" of what the research means for the sector.

Handling requests under the LGOIMA

28 January 10am

Attending this one-hour course will provide you with all the information you need to manage requests, while keeping yourself and the council out of trouble.

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Upcoming events

Marlborough Colloquium, 23-24 January, 9am

This event will 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.

Marlborough Convention Centre and Scenic Hotel Marlborough

Local Government EAs and PAs' Forum 12-13 March 9:30am

This annual two-day forum aims to bring local government EAs, PAs and administration staff together to share knowledge, recognise innovation, develop professional knowledge and skills, and network with your colleagues from other councils around the country.

Chateau on the Park, Christchurch

LGMA Management Challenge 30 March – 03 April, 9am

Registrations for the New Zealand leg of the LGMA Management Challenge are now open.

To be held in Wellington and depending on registrations, also in Christchurch.

SOLGM Gala Dinner, 16 April, 6:30pm

Our inaugural Gala Dinner will celebrate the very best in professional excellence in local government management.

InterContinental Wellington.

Risk Management Forum, 19-20 February James Cook Grand Chancellor Hotel Wellington.

Full details will be available in the **Event Calendar** on our website shortly.

Systems Thinking, 11 February James Cook Grand Chancellor Hotel Wellington

This workshop will introduce "systems thinking" as a tool for helping central and local government work more effectively together and address complex problems collaboratively. Led by Professor Kambiz Maani, an internationally renowned expert and author in systems thinking and complexity management, you will learn how to use systems thinking as a tool for multi-faceted, multi-stakeholder decision making at local and national levels.

Full details will be available in the **Event Calendar** on our website shortly.



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RISKY BUSINESS

Summit overview

By Ian Carson

The Dunedin weather was not so friendly for participants at the 2014 SOLGM Summit, but the welcome was warm, the networking enthusiastic and the speakers engaging.

Throughout the 2½ days from 12-14 November, SOLGM members, sponsors and exhibitors caught up with colleagues, talked over issues of mutual interest, and heard some exceptional speakers discussing topics that were specifically relevant to the risky business of local government management. The SOLGM

Summit is a unique opportunity to network, upgrade your knowledge of best practice, and be inspired to do even better for your community with often shrinking resources. But it's not all work and no play. The SOLGM dinner, sponsored by the Tax Team, is always a highlight, offering a chance to let your hair down with like-minded people who appreciate that the work-life balance needs its social equilibrium.

The theme this year was Risky Business, something all local government managers will appreciate. It is risky business, and it's in a fishbowl environment with the often competing demands of government legislation and community aspirations.

RISKY BUSINESS

Annual Summit and Industry Networking 2014
12-14 November 2014. The Dunedin Centre, Dunedin



A Dunedin piper welcomed Summit participants.

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RISKY BUSINESS

Summit overview

Community engagement has been a common theme at all SOLGM Summits, but as times change – rapidly it seems with new technologies and social media – the methods of engagement are also changing. The old ways of communicating with our communities are becoming less relevant to a new citizenship that responds more readily on mobile devices to blogs and Facebook.

However, one old-fashioned concept was raised time and again throughout the Summit, especially by the overseas speakers. Quite simply it is trust. If we are to remain relevant to our communities, we must foster trust so our messages are persuasive and our actions credible.

After introductory speeches by SOLGM President Barbara McKerrow, Dunedin's deputy mayor, Chris Staynes, and LGNZ Vice President Brendan Duffy, the audience in the Dunedin Centre settled in for a presentation by Simpson Grierson partner Jonathan Salter (above right).



Jonathan is a regular and omnipresent attendee at the SOLGM Summit. His wisdom in the local government legal field is widely respected, so his presentation critically reviewing the evolution of local government accountability to its current state in the *Local Government Act 2002* was well received.

Later at the Summit, fellow Simpson Grierson

partner Samantha Turner stepped in when speaker and former Ngai Tahu Chief Executive Tahu Potiki was unable to attend because of illness. Samantha presented a no-holds-barred outline of the latest proposed health and safety reforms. "Everyone needs to know this, because you could be accountable," she emphasised.

Samantha was insistent that local government managers should prepare now to be compliant when the *Health and Safety Reform Bill* is enacted. She outlined what steps managers need to take.

A lively panel discussion led by indomitable radio broadcaster Kim Hill followed Jonathan (see page 27). The discussion ranged over a broad number of topics, with some interesting examples of frustration felt by managers dealing with current legislation.

The SOLGM AGM was, for the first time at a Summit, held on the afternoon of the first day, when members were fresh and eager

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RISKY BUSINESS

Summit overview

(rather than the traditional morning after the SOLGM dinner). While the formal agenda was dealt with in just over 10 minutes, there was time to recognise some of the heroes of SOLGM, with announcement of long-service awards. The meeting also acknowledged the exemplary service of former SOLGM Presidents Michael Willis, Colin Dale and Rod Titcombe by conferring on them life membership (see page 22).

The Simpson Grierson cocktail function to end the day was as usual well attended, offering the perfect opportunity to catch up with colleagues not seen since the last Summit. It also allowed delegates to view the exhibitor stalls of the Networking Zone, where some of the world's most innovative businesses were able to talk about how they could help local government build capability and efficiency in many key areas.

One keynote speaker, University of Kansas professor John Nalbandian, was also unable to attend the Summit on day two because of



The Industry Networking Zone was a popular place for social interaction, a good coffee and a chance to meet Summit sponsors and exhibitors.

illness, but Lewisham (London) Borough Chief Executive Barry Quirk, who came as a keynote speaker for the second year in a row, ably stepped up to do the presentation solo. Barry and his wife, Katherine Kerswell, offered unique

insights into local government in the UK (see following pages).

On day three, representatives from three of SOLGM's sister organisations, LGMA (Australia), ICMA (US-based international) and SOLACE

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RISKY BUSINESS

Summit overview

(UK) updated the Summit on their activities and current challenges, which were broadly similar to those faced in New Zealand.

The work of SOLGM's Capability Working Party (CWP) was outlined in a session presented by CWP chair Sheryl Bryant; SOLGM Manager, Marketing and Communication Jeanette Bullen; and SOLGM Information and Communications Coordinator Owen Winter.

The final presentation, by energetic professional speaker Cath Vincent showed her audience how to "wake up your WOW". Her messages were designed to get the best out of talented people who just needed some inspiration and tools to operate more effectively. She urged managers especially, to make small "micro changes" that could bring about exceptional results in work and life generally.

Throughout the Summit, delegates were provided with a wide range of concurrent

workshop options. There were presentations specifically targeted at local government issues by sponsors, central government managers, council senior managers and others in the main auditorium and two breakout rooms. SOLGM staff also contributed with updates on SOLGM's latest initiatives.

Whatever the area of expertise of attendees, there was something to pique their interest.

The following pages offer some of the highlights from Summit 2014. Undoubtedly there will be speakers and network activities that are just as inspiring and relevant next year in Palmerston North (see page 38).

If there are any big events you need to attend in 2015, this is the one not to miss. We'll see you there!

RIGHT: Phil Fisher of The Tax Team, sponsor of the SOLGM dinner, in the company of French dancing girls. The theme of the dinner was "Risque".





AGM

Members recognised

SOLGM President Barbara McKerrow clipped through the agenda at the AGM on the first afternoon of the Summit at the Dunedin Centre, aided by a lack of dissension and general agreement with items.

There was, however, greater interest in approving honours for some long-standing members.

Three new life members were approved in recognition of distinguished service to SOLGM: **Michael Willis**, SOLGM President from 1992-1994 and ICMA President 2005-2006; **Colin Dale**, SOLGM President 1995-1997, **Rod Titcombe**, SOLGM President 2003-2005.

Michael has served as Chief Executive with various councils, ranging from small rural districts to provincial cities, not only in New Zealand but also Australia and the United Kingdom. Since November 2010 he has been General Manager to Shellharbour City Council

in New South Wales. He joined SOLGM in 1979.



Colin Dale (at left) has extensive local government experience, including as Chief Executive of Manukau City Council for 21 years. He has experience in

developing iwi relationships and is an adviser to Watercare Services Limited. Colin worked on the formation of a mana whenua forum across Tāmaki Makaurau. He has also served as a commissioner on the Local Government Commission. He is a Companion of the New Zealand Order of Merit. Currently he is a

Kaipara Commissioner and Acting Chief Executive at Far North District Council.



Rod Titcombe (at left) joined SOLGM in 1970 and became an honorary member upon retirement



SOLGM President Barbara McKerrow congratulates Michael Willis on his life membership.



AGM

Members recognised

in June 2009. He was Chief Executive of Feilding Borough Council from 1985-1989 and then Manawatu District Council 1989-2009. He has also served as the SOLGM representative on Local Government Superannuation Ltd for 12 years and as chair of Local Government OnLine (LGOL) from 2005-2012.

There are now 27 life members. The last time life members were approved was in 2000.

Also approved at the AGM were awards recognising long service. Awards went to:

Michael Maguire of Hastings District Council – 45 years

Robert Lineham of Christchurch City Holdings – 40 years

Chris Ellington of Far North District Council – 30 years

Rob Green of Palmerston North City Council – 25 years



SOLGM President Barbara McKerrow with Chris Ellington of Far North District Council, who received a certificate recognising his 30 years of service in local government.

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BARRY QUIRK

Unique insights

Barry Quirk's unique insights into the machinations of local government saw him return to the SOLGM Summit after inspiring attendees at Wellington in 2013.

Barry is Chief Executive of the London Borough of Lewisham, and acclaimed for his published work on the need for better citizen dialogue.

Central to this, he told the Summit, was building public trust.

"It's absolutely crucial," he said. "The public needs to trust the politicians in your organisation, your senior managers, your staff and even your suppliers. A failure with a supplier can lead to a failure of trust.

"So invest your risk literacy in your management plans, adopt clear communication strategies around risk, empower your staff to take measured risks, and help everyone to be risk-savvy."



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BARRY QUIRK

Unique insights

Barry said there was no risk-free decision – doing nothing was a risk.

"There is a concern whether in the 21st century, we are sufficiently adaptive and agile to manage the risks that our public face, or introverted, looking too much at the risks of our own organisation. We should not be worried about what the public thinks of us; we should be more worried about what their lives are like."

Trust is crucial for creating an environment in which councils can effectively respond to risk. Communication about risk – whether it's earthquake, crime or drug addiction – has to be trusted by the public.

The risk professionals can get so narrowly focused on the risk itself, that communications are often unintelligible. To build trust, ensure there is credibility and reliability in your communications, he said. Credibility comes with professionalism – the doctor in the white coat and stethoscope has credibility in medical issues

– and reliability comes with communicating the message consistently.

There should also be a level of intimacy, where the public can feel comfortable with the person communicating. That's not often the role of local government managers, but rather the elected members. Some are good at it – London Mayor Boris Johnson being one – and some so bad they should never say anything publicly.

And if the public perceive self-interest to be too high, rather than the public good, there won't be trust.

Barry said it required leadership, which was "conduct that encourages others to act responsibly in the public interest so that they achieve more together than on their own".

It was conduct that was acting responsibly for the public good, not just the good of the organisation or individual. People could be encouraged and motivated not by mission

statements and words, but by conduct.

"People see what we do, they don't want to read what we read."

Issues of uncertainty and risk were central to the local government environment.

Everyone needed to become more risk-savvy, including the public, so a risk communications strategy was important.

Uncertainty, Barry said, was not the same as risk. Illustrating the point with royals William and Kate. The question being asked in Britain was whether the monarchy would survive past 2040.

"There's uncertainty about whether Kate will have a third child. But there's a risk the child will look uncannily like Prince Charles," he quipped. "There's a certainty the child will have a gender, but an uncertainty about the name. Barry doesn't seem to be too popular, but Nigel has odds of 100-1!"

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BARRY QUIRK

Unique insights

Politics is energised by risk and uncertainty. Perception is about sculpting hope for the future out of emotion and public sentiment.

Most politics is about describing vice as a virtue, and virtue as a vice. Is an initiative reckless and foolish, or is it bold and courageous? It relies on hindsight, with the knowledge of the outcome. If something fails, it was reckless; if it succeeds, it was bold.

Councils needed to remain relevant in the face of social and demographic changes in the community. The changes required a rethink by councils of what services they delivered, and how, so they weren't frozen in the past.

Risk also had to be assessed accurately. Barry challenged his audience to consider the implications of tests to analyse social policy, for example, that were 90% accurate.

In England, troubled families were considered to be 1% of the population.

"I ask, how long ago was it that your family

was a troubled family. There are families with troubles and there are families that cause troubles, and some families cause troubles that cause troubles. It doesn't mean to say that all families with troubles cause troubles.

"We have a policy for troubled families – thankfully we don't tattoo them on the forehead – but children can be stigmatised for life."

Most social policy studies had a less-than-90% accuracy, and unlike with medical conditions, testing was unlikely to continue until a high degree of accuracy was determined.

Barry urged managers to avoid using percentages when communicating comparisons and figures. "It's much easier in risk assessment communications to use graphics and infographics to get the message across to the public.



"There are families with troubles and there are families that cause troubles, and some families cause troubles that cause troubles. It doesn't mean to say that all families with troubles cause troubles."

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PANEL DISCUSSION

Humour and debate

Line up a diverse range of local government experts, throw in an MP and a media star, and have a discussion moderated by a broadcaster – the concept brought humour as well as a few pointed barbs.

All in all it was a lively discussion for the first afternoon of the Dunedin Summit. The panel of television journalist Amanda Millar, former Western Bay of Plenty District Council Chief Executive Glenn Snelgrove, Waitaki MP Jacqui Dean, Lewisham Borough (London) Chief Executive Barry Quirk, and Local Government New Zealand Deputy President and Horowhenua Mayor Brendan Duffy were kept by radio broadcaster Kim Hill more or less to the topics of *Local government gets the reputation it deserves*, *So what if we went on strike*, and *What's our value proposition?*

Kim set the scene by commenting on a recent



THE PANEL: From left, Kim Hill, Amanda Millar, Glenn Snelgrove, Jacqui Dean, Barry Quirk and Brendan Duffy.

poll that showed fewer than one in five New Zealanders trusted local government to spend money wisely.

Amanda Millar, whose role on the panel was to be the voice of ratepayers, suggested the public didn't see local government as being relevant to their everyday lives. "We're not engaged, as this survey shows," she said. "We care about our city, but it seems to me our council doesn't

have the ability to involve us in what we want.

"How about we vote on what we want our councils to do ... and if we want those things we'll be happy to pay for them."

Brendan Duffy was quick to retort, asking whether Amanda was serious about a public vote for things the council should be doing.

"Do you seriously think that every time we want

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PANEL DISCUSSION

Humour and debate

to do something, that we have a public vote on it? We won't get anything done."

Barry Quirk said his council used a full range of options to engage the community, including social media.

"There has been a lot of discussion in our community about what we should be doing about the future of services. It's not just one-off [communication]. You have to do it over and over again in communities, using new media as well as old forms of engagement."

Glenn Snelgrove said the public didn't value local government services. "When the toilet flushes, do people think 'thank God you've taken that away'. The services local government provides are so far under the radar and so day-to-day that people don't think twice."

Challenged to suggest a solution to the perceived lack of value in services, Glenn said, perhaps not so much in jest, that councils should go on strike.



Glenn Snelgrove and Jacqui Dean didn't always see eye-to-eye, but while often tackling serious subjects, the discussion was light-hearted.

Barry was questioned about how the public was reacting to savage local government budget cuts in the UK. His council had made cuts of 95 million in the past three years and would make similar cuts in the next three years.

"The issue is not just about the cuts. It's making sure that the services are relevant to a new emerging population."

He suggested that if councils no longer

provided services, there would still be a function for local government.

"It's about helping people live together, and helping people deal with disputes between one another. You need to go back to the core purposes of local government, and not just the services of consumption."

Amanda said councils should look more at sharing services with other councils.

Brendan said: "You'll find that sharing of resources and capability and services is happening right across New Zealand every day. Don't mention amalgamation because that will start World War III, but underneath it, all these people in this room are talking across boundaries to provide a plethora of services that add value to their communities."

Jacqui Dean acknowledged that councils had no option but to work within the *Local Government Act*, the *Resource Management Act* and other pieces of legislation.

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"A lot of frustration in the sector comes when [councils] say 'this is a piece of legislation that doesn't fit with my community. Local authorities have limited ability to change that.'"

Glenn said it was not so much interpretation of legislation that was a problem, but the fact that councils had become very risk-averse, especially after the leaky buildings revelations.

"We've had to put systems and processes in place to mitigate the risk. Otherwise our insurers will walk away from us, we put our ratepayers at risk of significant litigation. Some of the red tape in local government has to remove some of the risk. That means clear systems and processes, and clear, concise legislation that cannot be interpreted five different ways and can mean only one thing. Then we can get on with life."

Barry said legislators should consider whether social problems especially, were problems that were endemic nationally, or whether they



were particular to individual communities and could be solved locally. That should determine whether legislation was required.

Brendan raised the issue of fluoridation, which has left local authorities to decide. He believed it should be a decision of central government, based on evidence provided by the Ministry of Health and other agencies.

Jacqui said local government, however, had to make some tough decisions itself.

"If local government wants to build its capability and reputation, doesn't it – just as [central] government does – have to take on some of the hard jobs? Isn't it what you're there for?"

Glenn said if there had been a national standard for water disposal, his former council would not have had to spend anywhere near as much on water and wastewater treatment.

"We spent the best part of \$280 million,

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and I would say a third of that expenditure was on bureaucratic red tape. If we had a national standard for the five schemes we put in, we wouldn't have had to go through a very expensive RMA process ... In one of our communities we could have put a scheme in for \$10 million, but the RMA cost that community \$24 million extra because of delays."

Brendan Duffy believed local government had huge viability challenges ahead, but he was confident of the future. He believed local and central government had the best relationship they had ever had.

"For the first time in an incredibly long time, we're actually respected and understood. We're actually being asked what laws we want to influence change on. The next three years are critical for us to bond closer together, to understand the issues and challenges in a respectful manner, to get decisions and resolutions that will help us all."



"For the first time in an incredibly long time, we're actually respected and understood [by central government]."
— Brendan Duffy

Barry thought relevancy was local government's biggest issue.

"We need to think about the next 30 years. What will be the relevance of local government in 2044."

Most council plans, he said, looked out five or even 10 years, but the vision needed to be much further over the horizon. Councils needed to find new ways of engagement, because the manner of engagement now was irrelevant to a large number of citizens.

"Representative democracy is crucial to making public interest decisions. But it's not sufficient. We need to deliver democracy as well. We need to involve citizens."

A new generation of people were more likely to be engaged through social media events and things such as micro blogs in small communities. One example was a blogger in central London who decided he wanted to do something worthwhile for his community. He was disseminating information to a huge number of followers.

"There's a lot of social activists doing stuff councils don't even know about."

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KATHERINE KERSWELL

NZ 'influential' on UK

Katherine Kerswell came to the SOLGM Summit well qualified to speak on her topic, *Good behaviour: Lessons from UK civil service reform for trustworthy public professionalism*.

Katherine was appointed as the UK's first Director General, Civil Service Reform, in September 2012, a position she held until early this year. Before that she was Chief Executive of four different local authorities and has worked in local government for more than 25 years.

She has been President of SOLACE, SOLGM's equivalent in the UK, chair of the Audit Committee for the Department of Children, School and Families, has represented local government on several government and national commissions, and has written and spoken extensively on public sector reform, leadership and change management.

Katherine immediately praised New Zealand



for what it had already achieved, saying the UK was a mirrored version of New Zealand's public sector reform programme, which included competitive tendering, performance indicators, a continued focus on roads, rats and refuse, and more recently, statements of intent and fixed term contracts.

"You have been incredibly influential on us," she said.

Like her husband and fellow Summit keynote speaker, Katherine focused not only on risk and reputation in local government, but also trust.

Civil service reform was nothing new, she said. The first reform report in the UK was in 1854. Quipping about the speed of reform, Katherine said the recommendations from that report were passed into law in 2010.

The UK Government had two overarching reform priorities: to grow the economy and to cut the deficit. She said huge costs had been taken out of the civil service. In the last financial year, £15 billion had been saved "but we haven't scratched the surface yet".

In the next 2-3 years, annual savings of not £25 billion as expected, but £30-42 billion, are required. Given the stated priorities of health,

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KATHERINE KERSWELL

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education and overseas aid, local government is likely to see cuts of up to 80 percent on the 2010 baseline.

"That will require enormous systems change."

The civil service had to change, and if the feedback from customers was a judge, it needed to do things differently. Staff also wanted change.

However, a recent newspaper poll in the UK showed only two in five people believed more cuts were necessary in the next five years, and only a third of those believe the cuts should be in the areas that directly affect them.

"[Savings] are no longer an issue with the general public, and we've got to take them with us to deal with these really difficult issues. I think you as chief executives and those who have to work with senior civil servants, we have to understand the drivers of trust."

Katherine said there was still a lot of tradition in the public service, which made it difficult to

institute effective reforms and bring greater efficiency.

She cited the example of the Queen's Speech to Parliament. On one occasion Katherine observed a flurry of activity and stress as the deadline approached to have the speech available for the Queen.

As with any speech, drafts are made and even when it seems to be at the final draft, further changes are required.

The problem is that the Queen's Speech has always been written on velum, taken from goat's skin.

"As you can imagine, you can't just cut and paste on velum and put sticky notes down the side," Katherine said. "This is 21st century government, but there's a speech written in hand on velum."

"The civil service culture in the UK is alive and it's kicking, with really strong roots and we [as reformers] wrestle with how to address it."

Returning to the issue of trust, she said it was not what we said, but what people heard that determined their trust in us.

To make changes effectively, the community, customers, citizens, businesses and users had to be part of the process.

However, the public service is unfortunately often not recognised for its contribution. An example was the London Olympics, which were a huge success. Many people were praised, but the role of local and central government – though a big part of the success – was largely ignored.

"Trust is incredibly important. Why should people trust you, either as an individual or as a professional?"

Involving the community was critical. Katherine found a new cooperative housing movement in the UK interesting, because it had councils working directly with the community in defining what should be delivered in housing, and in

KATHERINE KERSWELL

NZ 'influential' on UK

some cases setting up housing cooperatives.

Lambeth Council in London had taken a lead in this area, making a real effort to understand the core values of its population, which is no mean feat given the population of about 300,000 that changes regularly.

Lambeth uses a model that seeks to promote the community's values. The council tailors all its messages to those values to build trust in its population.

"We all need to do this to have relevance and build reputation. Aristotle once told us: 'We are what we repeatedly do'. If you are a trusted public service professional, you are constantly building trust. building relevance and building reputation."

Katherine also quoted Margaret Thatcher, saying: "Watch your actions because they will become your habits. Watch your habits, for they will forge your character".

"For the character and actions of both central

and local government to be respected and valued, they need to be trusted.

"Integrity, which we all strive for as leaders, is something we do when no one is watching. Building trust is something we have to do with every action. I can't emphasise enough that trust matters."

"For the character and actions of both central and local government to be respected and valued, they need to be trusted."

Katherine Kerswell



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HEALTH AND SAFETY

Understanding behaviour

By Elisabeth McCardle
SOLGM's Marketing and Communications Coordinator

Kyle McWilliams of McWilliams Consulting, speaking at a concurrent session of SOLGM's Annual Summit, addressed the importance of understanding and applying behaviour principles to health and safety (and other strategic areas), and how to increase engagement and participation in safety through commitment rather than compliance.

Kyle gave insights into why people behaved the way they did (despite systems), and gave practical advice on how to bring about positive behavioural change within an organisation.

As Kyle told the session, compliance behaviour was a behaviour that occurred when people



Kyle McWilliams

avoided an aversive consequence. Under compliance conditions, people try to completely avoid the task. If they can't avoid



Elisabeth McCardle

the task, then they will perform to the absolute minimum. The example he gave was paying for parking. People tend to avoid paying anything

HEALTH AND SAFETY

Understanding behaviour

if the parking warden isn't about, but if the threat of a ticket is present, they will pay only the minimum – just enough to avoid getting a ticket.

Kyle emphasised that managers should avoid managing health and safety performance using compliance. Instead managers should aim for “want-to-performance.”

“Want-to-performance” occurs when people perform above and beyond the minimum requirements due to commitment. To achieve this, managers need to do three things:

1) **Paint a picture of the future**

Managers need to paint an optimistic picture and set goals; the clearer they are on those goals the better. (Do NOT have “zero harm” as the goal. This goal is defined by an absence of failure – not very optimistic.)

2) **Be exemplars of the behaviour**

Managers should be an exemplar of behaviours they want to see – they need to

set the standard. People believe what they see – not the organisation's values that are written on the wall.

3) **Encourage the desired behaviour**

Often issues around safety, managers focus on the behaviours they don't want. Instead, focus on the desired safe performances and encourage these with positive consequences.

The lesson, Kyle said, was that organisations should focus on what's going right, rather than what's going wrong.

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BI-CULTURAL RELATIONS

Engaging with Māori

By Owen Winter
SOLGM Information and Communications Coordinator

At our Annual Summit, New Plymouth District Council Chief Executive (and SOLGM President) Barbara McKerrow and Kaitakawaenga/Manager Iwi Relationships Aroha Chamberlain, shared with their peers the importance of effectively engaging with Māori.

Some key points from their presentation:

It's important to build a strong foundation

"You have to understand the community; you have to have a respect for their language, a respect for their history and you have to understand what is important to them. If you are able to get that right, then people with influence in your community will help you create a better community." – Barbara McKerrow

It's important to find the right people.

"Understanding the strong level of politics involved within the Māori community is important. You have to do your homework – find out the right people to talk to before you start engaging."

– Aroha Chamberlain

Barbara added that the structures within the community were important. "There are a lot of people who will put their hand up and tell you they have the authority to represent Māori – but that's not always true. It's imperative you understand who are the key people in your community and not get it wrong."

Engagement should be woven into the culture of the organisation

"All staff are responsible for effectively engaging no matter what service they provide with all of their customers – including iwi. In our council, Aroha provides guidance, but staff can't hide away and let her do all of the work."



Owen Winter

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BI-CULTURAL RELATIONS

Engaging with Māori

When you have someone in a role like Aroha's it's important that you don't allow other staff to think they don't have to liaise with iwi because that's not their job."

– Barbara McKerrow

Understanding the difference between mana whenua and Māori in your community

The *Local Government Act 2002 (LGA 2002)* talks about engaging with Māori in your community – not just local iwi and hapū.

"The engagement between mana whenua (iwi and hapū from within the district) and taura here (people of Māori descent who live in your area but have whakapapa from outside of the district) are quite separate and the risk is not being aware of that and not engaging with the whole Māori community.

"Within most areas in New Zealand only around 25 percent of people of Māori descent in your area are mana whenua. As the *LGA*



Barbara McKerrow, left, and Aroha Chamberlain.

2002 focuses on engagement with Māori, not just mana whenua, you can't concentrate solely on the local iwi and hapū, but be sure to include taura here.

"It is important to think about this difference



when it comes to engagement as when you are talking to taura here you will be engaging with them on social issues rather than resource consent and work that affects the land."

– Aroha Chamberlain

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SUMMIT 2015

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Save the Date
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~ 9 - 11 November 2015 ~



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SIMPSON GRIERSON

Development contributions

Padraig McNamara, a partner in Simpson Grierson's Auckland office, summarises the next round of changes to development contributions.

Simpson Grierson is a SOLGM Principal Sponsor

The 2014 amendments to the *Local Government Act 2002* included many significant changes to the development contributions regime. The *Amendment Act* set three deadlines for changes to development contributions policies.

The first deadline was 8 September 2014. By this date, territorial authorities were required to insert into their policies a new schedule of assets under *section 201A* of the *Act*, and set out the process for requests to reconsider a development contribution.

The second deadline, 1 December 2014, is just



Padraig McNamara

gone. From this date, territorial authorities must make publicly available proposed changes to their development contributions policies to address:

- the new purpose of development contributions in *section 197AA*, and new development contribution principles in *section 197AB*;

- the *Act's* narrower definition of "community infrastructure", which excludes assets such as libraries and swimming pools that previously had been covered by this term;
- the power to require development contributions for reserves being confined to residential developments, or residential components of mixed residential and non-residential developments.

Amended policies do not need to be adopted before the third deadline under the legislation, 30 June 2015. This is also the date by which policies will need to comply with the remaining 2014 amendments.

The changes to the "community infrastructure" definition have been well publicised in the local government sector and even the media. However, the new development contribution principles in *section 197AB*, and restrictions on the power to require contributions for reserves in the new *section 198A*, are less well known.

SIMPSON GRIERSON

Development contributions

Most of the new development contribution principles in *section 197AB* reflect provisions already contained in the *Local Government Act 2002*, or existing territorial authority practice in relation to development contributions.

Therefore they should have little impact on what most territorial authorities are already doing. However, principle (g) is new, and for the first time imposes a specific constraint on territorial authority decision-making in relation to contribution catchments. It states that "territorial authorities may group together certain developments by geographic area" (i.e. set contribution catchments) provided that the grouping:

- balances practical and administrative efficiencies with considerations of fairness and equity;
- avoids grouping across an entire district wherever practical.

This second requirement is clearly designed to

discourage use of district wide catchments for roading, and some other activities like reserves, for which territorial authorities have tended to have district wide catchments in their development contribution policy.

However, the requirement is to avoid a district wide catchment. This means large catchments that are not *district wide* may still be justifiable in light of practical and administrative efficiencies, and considerations of fairness and equity – both of which are referred to in principle (g) – and the factors in *section 101(3)* of the *Act* which have historically been the primary considerations when setting catchments.

The other significant change that needs to be included in amendments to policies notified by 1 December 2014 is removal of the power to

require development contributions for reserves from non-residential developments.

For some territorial authorities this will not make any difference, as they do not require reserves contributions from non-residential development. But for others, the change will reduce the number of growth units from which new reserves can be funded, and could increase per unit contributions for reserves payable by residential developments.

Notably, "accommodation units" as defined in the *Act* are deemed to be residential development, meaning that hotels, motels, and even cabins or sites in camping grounds can be assessed for reserves contributions going forward.

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PwC

Creating useful online options

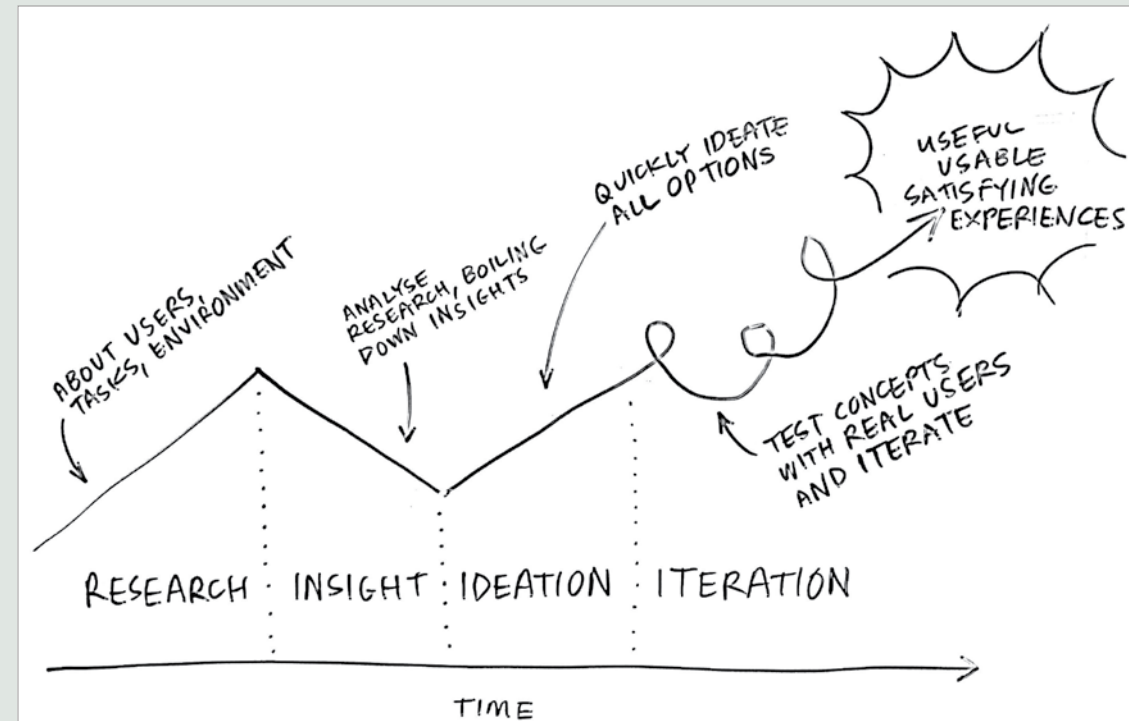
PwC is a SOLGM Principal Sponsor

Whether it's submitting an online consent, finding rates information or registering a dog – customers expect to be able to self-serve in the same way they do with any online supplier of goods and services.

Creating online self-service options that are useful, usable and satisfying for customers can be quite a challenge given the often tight time, cost, infrastructure and quality constraints associated with online development.

How do we decide which services really should be available online? How do we make sure those online services are actually serviceable?

The answer to both questions is human-centred design: an ISO-certified process where research is conducted before design begins, and designs are tested with real customers —



and then iterated based on insight — before development.

Designs that are human-centred are:

- based on primary customer research to

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PWC

Creating useful online options

understand users, the tasks they want to self-serve online, and the environment they'll self-serve in

- tested as prototypes with real users
- iterated based on insights gained from testing with real users
- considerate of the whole experience — not just a discrete part of it.

For an online service to be useful, it needs to do more than simply lower the cost to serve. It must also be a service that customers need and want to complete online — and they must be able to do so easily, efficiently — and enjoyably where possible.

Earlier this year we worked with a local government website where most visitors were searching for property related information.

We recruited members of the public and real estate agents, legal executives, and builders as usability testing participants. In one-on-one sessions, we asked them to complete tasks using the website, like finding a property's CV

or ordering a LIM.

We saw customers struggle with the overwhelming number of content and navigation options throughout the site, making it difficult to find property related information. When customers found their way to forms, they found them cumbersome and time-consuming to complete.

Most customers indicated they were likely to give up and ring the organisation instead of persevering online. Most significantly, when customers attempted to complete a task online, they discovered late in the process that it involved filling in a form by hand and mailing it.

Online self-service options on the site had been created from a system perspective — building

services based on existing infrastructure — and not from a human-centred perspective. That significantly constrained the customer



Gareth Parry of PwC

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Creating useful online options

experience as we found during usability testing – to the point that customers would ring the contact centre anyway, but in a slightly less contented state.

Human-centred research techniques – like surveying customers to understand their service preferences, qualitative interviews to understand why customers do what they do or why they prefer to do so online (or otherwise!), creating customer journey maps of current or future experience – help identify the services customers really need and want to be able to self-serve online.

Human-centred design techniques – like co-designing options to tricky parts of a self-service experience; prototyping self-service options, usability testing them with real customers, and iterating prototypes based on insight; or participatory design workshops – increase the level of detail in a design, only when the design proves itself usable and enjoyable.

The all-too common eventuality of effort expended developing hard to use solutions that need remediation shortly after launch, or solutions that simply don't function as they're intended to, is mitigated by human-centred design.

Adopting human-centred design for the development of online self-services, ensures we will cost effectively deliver useful, usable, satisfying experiences for customers and stakeholders sooner.

- For further information on human-centred design please contact Gareth Parry, Director at PwC on 021 740 750, email gareth.x.parry@nz.pwc.com

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INFORMATION LEADERSHIP

Spend less, get more

Information Leadership was a Pounamu Sponsor
at the SOLGM Annual Summit

By Sarah Heel, Co-founder of Information Leadership

Spend less on records management and get so much more!

Technologies for managing documents, paper, images and emails have evolved since you bought your EDRMS. Chances are user adoption is an ongoing struggle, your annual maintenance fees are high and you are about to be hit with additional "upgrade" costs.

A growing number of councils are turning to Information Leadership and its Microsoft SharePoint "iWorkplace" solution for meeting EDRMS and other solution needs.

Eight councils and growing ...

Information Leadership recently replaced TRIM at Wanganui District Council, enabling them to reap substantive savings:

"The existing solution was acting as a roadblock, and we needed to update our EDRMS to ensure that it fitted with our roadmap for IT." Jason Simons, IS Manager, Wanganui DC

Two other councils have signed up in November with go-live in the next six months, to add to the six already using SharePoint iWorkplace. This includes Hawke's Bay Regional Council, South Taranaki and Waitaki District Councils. Licence fees are typically \$30-50k per annum with transition costs around \$150-200k. This usually means councils get substantive savings from the switch out from year 2 or 3.

Intranet, extranet and collaboration...

More savings arise from using SharePoint iWorkplace for intranet as well – using the EDRMS base, intranet functionality can usually



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INFORMATION LEADERSHIP

Spend less, get more

be added for \$50k-\$100k, which is well below the cost of standalone intranets.

"We had anticipated our new intranet to be a moderately priced solution spanning many months in delivery but as it happened the iWorkplace version we are implementing at the same time for EDRMS could now cater for our intranet needs at very little cost and delivery was a matter of weeks, perfect timing, great solution!" Kahl Olsen, IT Manager, HBRC

Business solutions

Using SharePoint iWorkplace also delivers benefits beyond intranet and EDRMS. For Wanganui DC these benefits have included:

Submissions. The council's annual plan submissions process requires the management of hundreds of submissions, generated through the website, by email and by post. Previously, these submissions were processed manually by up to eight people, taking a number of weeks.

Through SharePoint iWorkplace the council has been able to streamline this process and have

just one repository of information that can be easily managed by just one person, bringing efficiencies and savings to the council.

Collaboration. The previous TRIM system meant that only one Council person could work on a document at one time, which meant that processes were slow with information duplication common. The new solution means that multiple people can work on complex documentation simultaneously including property, compliance and governance documentation.

Search and Integration. SharePoint provides a single view of records for a property, simplifying decision making and avoiding information accidents. Documents transferred, created or uploaded in SharePoint can be easily tagged to the one or more properties they relate to. The integration with other council systems allows this to happen as does getting search views across GIS, property and rating systems and SharePoint information.

What about the *Public Records Act*?

Information Leadership's expert recordkeepers had a key voice in the design of SharePoint iWorkplace so it has all the functionality required by the *Public Records Act*.

There are more than 60 implementations across the country and across sectors including central government, health, education and science. This gives Information Leadership by far the biggest footprint for PRA compliant document management in New Zealand.

A key innovation at Waitaki DC is the use of readily available adoption reporting. This has allowed CEO Mike Ross to regularly communicate progress and his commitment to council getting the benefits of SharePoint iWorkplace.

■ Sarah Heal, co-founder of Information Leadership, spoke at SOLGM 2014 on why many councils have already made this switch from standalone EDRMS.

View the SOLGM presentation:
www.informationleadership.com/councils

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BAYCORP

Tips to keep your ship afloat

Baycorp was a Pounamu Sponsor
at the SOLGM Annual Summit

By Donna Cooper
General Manager, Baycorp NZ.

*"A ship is always safe at the shore – but that is
not what it is built for." - Albert Einstein*

No one can argue that extending credit or incurring debt to maximise your business growth is a smart move.

Where the risk lies, is not being able to manage this debt for a strong return. That is to say, if the money extended isn't paid back, then the ship, or business, will have a hard time staying afloat.

In today's globally interdependent market place, risks to businesses are no longer isolated by industry or location. In 2013, Forbes

conducted a study of the top 10 business risks which demonstrate just how necessary it is to manage and mitigate risk to keep a business afloat.

Baycorp has developed its own top 5 credit management tips to maximise your organisation's collections and minimise risk; whilst some may seem obvious these insights are as a result of what we've learned working alongside New Zealand businesses for the past 58 years.

1. Don't be last in line to ask for your money. Sometimes we sense an apprehension from organisations to ask for what they are owed or a reluctance to pass it onto a collections company if they are struggling. If a debt is worked early, you have a much better chance of recovery.

2. Different people respond to different

things; this goes for your customers too. Try using a range of channels to communicate to your audience, change your debt collection tactics from time to time and always ensure that the payment deadline and penalty information is clearly spelt out on your invoice communications to ensure customers pay on time and every time.

3. Customers can be transient but that doesn't mean they can't be found. Even if your customers move to Australia they are not outside your reach. New legislation allows for a New Zealand judgment to be registered in Australia to recover monies owed. Skip tracing is a very important element for debt recovery and a good debt recovery specialist should be able to assist you with this.

4. Not all debt is the same. How debt is treated will differ based on the types of debt that is required to be collected. Customers respond differently and in order to maximise your return we suggest that you look at collecting your

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debts in different ways and in some instances the development of a bespoke service might be the right solution.

5. Find a debt collection agency that is prepared to partner with you. Above all, find an agency that is prepared to listen and understand your debt. A good agency will base pricing on demographics and propensity to pay, they will have a call quality monitoring programme in place as well as a robust compliance regime and formal disputes resolution process in action. Most importantly, they will have a proven record in debt resolution that can be tailored to your business needs.

How an organisation deals with conflict and problems is the marker of their reputation. Collections is that pointy end of your relationship with a customer. So balancing business return and reputational risk is critical. Because here's the thing about debt. Nobody wants it. It's also personal. Every debt is a different story, about people, about

conversations, agreements, promises and good intentions. It's just that the intentions went wrong somewhere along the way.

Your own team or a good collections partner doesn't forget that.

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TECHNOLOGYONE

Shellharbour future-proofs

TechnologyOne was a Rimu Sponsor
at the SOLGM Annual Summit

Shellharbour City Council has purchased TechnologyOne's enterprise solution to reduce costs, improve efficiencies and future-proof its operations.

"We originally set out to purchase a strong asset management product that integrated into our existing TechnologyOne Financials product, but we quickly identified the benefit of an enterprise-wide solution," said Group Manager Information & Customer Services Harin Perera.

"We come from a non-integrated, best-of-breed approach and what we wanted was a tightly integrated, future-proof product.

"We were struggling to deliver online services and mobility with our current suite of products, and were conscious that it wasn't even on the road map for a lot of those vendors. A

Any device. Any where.
Any time



transition to the cloud is also firmly in our strategy moving forward, and we needed to find a partner who could work with us to deliver that.

"Council has an objective to replace all our desktops with laptops to have a truly mobile workforce. With mobility built into its products, an ability to deliver cloud-based solutions, and continuing significant investment into future-proofing its products, TechnologyOne's

software really supported that vision."

The power of a single, integrated enterprise solution

Harin said the council was anticipating cost and time savings by shifting from a best-of-breed to an enterprise approach.

"We will see significant cost benefits by consolidating products from multiple vendors into a single, integrated solution. We also

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TECHNOLOGYONE

Shellharbour future-proofs

expect time savings, as we will use mobile technology to automate many manual processes and reduce transaction time across the enterprise," he said.

"We already have finance, asset managers and maintenance people working within the one system and delivering services to the community in a much more efficient fashion."

On time, on budget implementation

The first phase implementation came in on time and on budget, due to a strong collaborative relationship between TechnologyOne and Shellharbour City Council, as well as Council's dedication to the project. The second phase of the enterprise solution will be implemented in 2015.

"We found the OneCouncil approach was a very efficient and agile implementation approach. It certainly sped up implementation, and it gave us a good set of proven practice business processes," Harin said.

Enterprise software, incredibly simple

The council is now using TechnologyOne's Ci Anywhere product, which was released in February 2014 and is the current generation of the company's Connected Intelligence (Ci) platform. Ci Anywhere provides a simple and easy way forward to embrace smart mobile devices and new concepts.

"We hadn't really changed our systems over the last ten years and we wanted to introduce something new that was really leading edge," he said.

■ For further information please contact Andrew Stephenson, Regional Manager on 021 646 278 or visit www.TechnologyOneCorp.com/LocalGovernment.

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POWER BUSINESS SERVICES

Empower your organisation

Power Business Services was a Rimu Sponsor
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Power Business Services (PBS) has proudly provided state-of-the-art document imaging and online business information services for more than seven years to private, local and central government organisations. We have offices and operations centres in Auckland, Thames, Wellington and Melbourne.

Here at PBS, we understand that every organisation has a different process in the handling and processing of documents. These processes can be lengthy and complicated.

To accurately address this, we create customised solutions to suit each individual organisation's procedural requirements. We listen to your needs and we customise our

software to suit them. This is both our point of difference, and the reason for our great success within council and government organisations.

Our software is 100 percent owned, operated and developed by PBS to ensure that our high level of service is never compromised.

Our staff have a wealth of knowledge that will consistently assist in protecting your organisation from reputational, compliance, organisation interruptions and financial risks.

As an example, let's cite financial risk: Managing budgets for projects or department expenses can be a difficult and pain-staking task, especially when you don't have an effective tool to utilise.

Managing budgets for projects or department expenses can be a difficult and pain-staking task, especially when you don't have an effective tool to utilise.

When a government organisation manages a project, it requires several tools to ensure that invoices, suppliers and contracts are maintained in order to keep within budget and in line with your multi-year plan. If the programs are inefficient OR do not communicate well with each other, it can lead to "budget blow-out" and ultimately a huge increase in organisational expenditure.

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POWER BUSINESS SERVICES

Empower your organisation

PBS provides Track24 to create a seamless tool for project managers to use. It provides an effective tool to view and seamlessly manage:

- All projects for your organisation, arranged to mirror Multi-Year Plan activity groupings
- Total project and annual project budgets and expenditure
- Planned/actual project durations (timeframes)
- Planned/actual project cash-flows
- Project vendors - budgets, commitments and expenditure
- Project payments and authorisations (PO to payment)

Track24 is the ultimate project management tool, allowing you to track ALL activity and stay within ALL of your planned guidelines and budgets.

It introduces the ultimate efficiency into your project and allows it to run seamlessly!

■ If you would like to know more about Track24 or our range of software services that are customisable to your requirements, please contact Power Business Services on 09 950 3306.



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SOLGM EXECUTIVE

Leading the way



BARBARA McKERRROW
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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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OUR TEAM

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
(starting January 2015)



Ilana Batchelor
Senior Advisor,
Sector Improvement



Louise Boland
Personal Assistant/
Receptionist



Caroline Lamm
Event Manager



Owen Winter
Information &
Communications
Coordinator



Elisabeth McCardle
Marketing &
Communications
Coordinator

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SOLGM

Member benefits

Join the professional organisation for local government managers.

The membership subscriptions we receive assist us with providing support to the local government sector. As well, if you become a SOLGM member you will have access to the following benefits designed to support your career development in local government.

Special member rates for learning and development events

SOLGM offers comprehensive learning and development activities to support your local government career. As a SOLGM member, you will receive special rates to access these activities, which include the learning and development events, leading practice forums and the SOLGM Annual Summit. On average attendance at only a couple of our Events will cover your annual membership fee.

Click [here](#) for the calendar of upcoming events.

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

Career enhancing networking opportunities

SOLGM members have the opportunity to share their expertise, contribute to SOLGM's sector work programme 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.

Access to sector specific and member only information

As a SOLGM member, you will receive information that is relevant to your role in local government and that information will be delivered straight to your inbox. Also our website contains a wealth of sector specific information available only to our members.



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Member benefits

Professional recognition

SOLGM recognises members who have been working in local government for many years via the Long Service Certificate Awards. Our Distinguished Management Award also recognises members who have 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.

Overseas exchange and fellowship programmes

You can apply to participate in our overseas exchange and fellowship programmes with 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.

Convinced of the benefits? Click [here](#) to apply.



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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. It is 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

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

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

Associate Member

We are 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

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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 – inquiries to the SOLGM office

info@solgm.org.nz

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