



Council Change Specialist Services

“Community empowerment is one of the best things this council has put in place! It utilises the top-down and bottom-up talents. I want to thank this council. There are some teething problems but it is allowing our communities to partner.” *(Strat Peters, a New Zealand Community Board Chairman, 2016)*

Why is there so much tension in my area between council and the people?

Council Change Specialist, David Hammond, comments, “You have a problem with your council model – it needs change. Communities across Australia and New Zealand are asking their councils for more say in how decisions and choices which affect them are made. This tension will only increase. Rightly or wrongly many feel alienated, and the good news is that they can be re-engaged. I would love to work with your council to identify together the governance and organisational change solutions needed.”

David Hammond is a talented local authority change specialist, who has had unusual success in the transformation of councils struggling with rates, debt, service delivery choices, staff and governance structures. His results are outstanding and he speaks internationally on Next Generation Councils. With nine years’ experience as Chief Executive of innovative New Zealand local authorities, he has the skills and experience you can trust.

Council Change Solutions:

David offers to assist councils to achieve the following outcomes for their communities:

- Restored reputation and public profile
- Increased public satisfaction in council decisions and setting of rates
- Better rates and debt control
- Communities have more say over services and decisions that affect them
- A wider range of people get involved in their community's development
- More cost effective innovations and delivery of local services evolve
- Improved staff culture
- Staff and elected members become closer in priorities as One Team

[Read more of David's results](#)

Ring David to discuss your council's needs:

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- Advisory service to your council
- Peer reviewing your proposal
- Helping you understand problems
- Leading change processes
- External advisor working with your staff

Endorsement: Mayor G. Leach 2016

"We have nothing but appreciation and respect for David's input on the Coromandel. We inherited a Council that had lost touch with its community, and was crippled under high rates and debt. With David's passion for Community Empowerment we have turned this around and what's been achieved is huge."



Council Transformation in Coromandel

David was contracted by a newly elected council team in 2012 struggling with high rates, debt and alienated from an increasingly hostile public. He worked with elected members over a four year period to transform that council into a Next Generation local authority with professional staff systems and customer culture, a mixed outsourced service delivery model - the most innovative and devolved governance system in Australasia. Rates and debt were pulled down. Results:

- The council reduced rates in two successive years (-6% total) with commercial and rural rates not to return back up to high 2010 levels for over 15 years.

Rates dropped by 6%. By 2016 public satisfaction in the council's rates spend improved 17%. They now have 83% approval!

- After restructuring council had the lowest operating costs of any local authority in the region.
- Public satisfaction in council decision-making improved 15% and is now 10% higher than the national average.
- \$43M was removed from 10-year capital budgets without degrading assets or levels of service.
- David extended the service delivery options to include more shared services with other councils, and 14 services were devolved to be delivered by elected community-level boards.
- Staff engagement rose to higher levels than before restructure.

Coromandel rates reduction



Transforming Ruapehu Council

David was contracted to a small rural council in 2007 that had poor public relations, was mooting a 17% rate rise, and debt was at a level where the council was cutting on asset renewals. Council staff morale was low and I.T. systems, antiquated. He was also asked to assume leadership of a process involving multiple councils to turn around regional economic recession. David worked with elected members to achieve the following results:

- Operating cost reductions of 21%.
- The biggest ever capital asset programme was undertaken to address under-investment and was achieved for \$4M less than planned.
- Staff satisfaction rose to 81% post-restructure.
- The council reinvested operational savings into economic development, asset renewals and a modern I.T. system.
- In 2010 the council won the highest national award in New Zealand local government (NZ Post Best Project in Local Government) for David's successful regional regeneration project.
- The council also won the highest award from the tourism sector (TIA Award for Best Local Government Project in Support of the Tourism Industry in New Zealand).

