



DAVID HAMMOND

Council Change Specialist

David Hammond is a talented local authority change specialist, who has had unusual success in the transformation of councils wrestling with rates, debt, service delivery choices, staff and governance structures. His results are outstanding and he speaks internationally on transformed 'Next Generation' councils. After a successful local government career including nine years as a Chief Executive of several innovative New Zealand councils, David formed a company with his wife (Jacqui Robertson Hammond B.E.) and he is available for contracts.

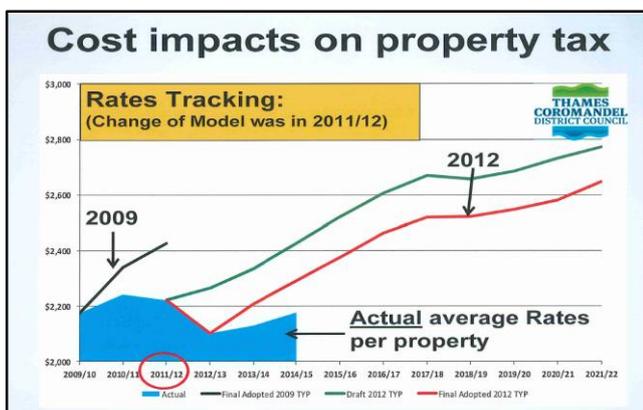
Services Offer

- **Council Restructures:** David is experienced at leading restructures of councils. He brings that expertise to advise and assist your council to ensure successful outcomes, and to make sure that the process is done in such a way that staff morale can be recovered, and the annual work programme achievement remains on target.
- **Service Delivery Reviews:** International best practice is for mixed models of service delivery involving devolved services to local communities, commercial contracts, shared services with other councils, in-housing and council controlled organisations. David has guided councils through the options and creates mixed models that are low on overheads, involve communities more, and maintain service standards.
- **Asset Management Systems Development:** New Zealand councils are very strong in their asset management approaches which integrate property development forecasting, asset knowledge, strategic and financial planning. David brings the expertise to develop well planned and financed approaches to asset management and its funding.
- **New Governance Models:** David is an expert in devolved council structures. He is currently working with Auckland City Council to redesign their model of Council and Local Boards to ease the tension of communities demanding more decision-making and service delivery at a local level. David can bring these skills to assist your council.
- **Efficiency Reviews:** The management of operational costs is critical to keeping rates under control. David took a council with rates up to 20% above the national average and brought operational costs down to the point where that council had the lowest costs per property in the Region. He brings this expertise to assist your council.
- **Rates and Debt Management Strategies:** The management of rates and debt is critical to the success, even the survival, of a council. David has achieved outstanding results with rate and debt ridden councils. He provides advice to elected council or management on how to address rates and debt issues. David has excellent strategic financial skills and has substantially improved the financial position of councils to allow elected members to redirect funding to priority areas.
- **Capital Delivery Reviews:** Issues with delivering capital projects to time and budget are common to many councils but the reasons for non-delivery can be diverse, entrenched and hard to turn around. David's has an in-depth knowledge of the causes and experience in solutions to problems with capital delivery.
- **Economic and Tourism Strategic Planning:** David is one of New Zealand's leading tourism local government figures with his involvement extending nationally. He is able to bring this New Zealand tourism expertise to assist strategic planning, regional development of tourism, funding infrastructure for tourism growth, or the management of issues such as freedom camping.

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.
- 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.



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).