

School of Government

PADM 510
APPROVED PERSONAL COURSE OF STUDY

Taught with MAPP 528
LOCAL GOVERNMENT
(24 Points)

Trimester 1 / 2009

COURSE OUTLINE

Names and Contact Details

Course Coordinator: **Professor Claudia Scott**
Room RH 805, Level 8, Rutherford House, Pipitea Campus
Telephone: (04) 463 5377
Fax: (04) 463 5454
Email: claudia.scott@vuw.ac.nz

Other Lecturers: **Mike Reid**
Manager, Governance, Local Government New Zealand
Telephone: (04) 924 1204
Fax: (04) 0241230
Email: mike.reid@lgnz.co.nz

Administrator: **Darren Morgan**
Room RH 821, Level 8, Rutherford House, Pipitea Campus
Telephone: (04) 463 5458
Fax: (04) 463 5454
Email: darren.morgan@vuw.ac.nz

School of Government Office Hours: 8.30am to 5.00pm, Monday to Friday

Trimester Dates

Monday 2 March to Wednesday 1 July 2009

Class Times and Room Numbers

Dates:	Tuesday 17 to Friday 20 March 2009 (inclusive)
Times:	9.00am to 6.00pm, Tuesday 17 to Thursday 19 March 2009 9.00am to 12.00pm noon, Friday 20 March 2009
Locations:	Room RWW 501, Level 5, Railway West Wing, Pipitea Campus, Victoria University, Wellington Railway Station, Wellington.

Withdrawal Dates

Students giving notice of withdrawal from this course after **Wednesday 18 March 2009** will NOT receive a refund of fees.

Students giving notice of withdrawal from this course after **Tuesday 19 May 2009** are regarded as having failed the course, unless the Associate Dean subsequently gives approval to withdraw.

Notice of withdrawal must be in writing / emailed to the Masters Administrator. Ceasing to attend or verbally advising a member of staff will NOT be accepted as a notice of withdrawal.

Course Content

This course provides an introduction to public management and policy issues with a focus on the local government. It examines strategic policy and planning in community settings, drawing on local and international experiences. Emphasis is given to the relationships between central and local government, the private sector, Maori and various stakeholder groups. Consideration is given to the Local Government Act 2002 and the degree to which it has enhanced the policy and management capability of local governments and their contribution to achieving economic, social, environmental and cultural outcomes for their communities.

Note: This course is co-taught with MMPM 501 Public Management (SOLGM).

Course Learning Objectives

- to enhance understanding of the key concepts and frameworks relating to public management and policy and their relevance and applicability to the local government sector
- to gain better appreciation of contemporary developments in public management, including national and internal trends and influences
- to enhance participants' understanding of the public management and policy context of local government – including the roles, relationships and interfaces among councils, central government, local communities and the private and community sectors
- to understand the impacts of the LGA 2002 on management practices, performance and capability
- to reflect on current proposals for sector reform – drawing on theories and reform experiences in New Zealand and in other countries

PADM candidates are expected to achieve these learning outcomes at a level appropriate for senior managers in the NZ public sector (e.g. a strategic rather than operational focus; oriented towards whole-of-government rather than a single work unit or organisation; demonstrating synthesis, contextuality and multidisciplinary in thinking), and will be assessed on that basis.

Day 1	Readings
Public Management	Cheyne (2006) 'Local Government' NBR (2008) Auckland Needs its own Solutions Hughes (2003) Public Management Bryson (2004) Strategic Management Bill, T., Collinge, C., and Worrall, L., (1998)'Managing Strategy in Local Government'
Public Management Reform Trends	Cook, A (2004) Managing for Outcomes Fountain (2001) Bureaucracy
Local government – theory and normative frameworks	Bailey (2004) Strategic Issues Dollery and Wallis (2001) Market Failure
Comparing Local Government	Wolman (2008)Comparing Local Govt Reid (2008) Local Government Reform
Day 2	Readings
Local Government, Governance and the LGA 2002	Local Government Act 2002: Know How Guide (available at www.lgnz.co.nz) Claridge (2008) Managing for Outcomes, Local Futures
Councils and Central Government	Banner (2002) Community Governance and the Central-local Relationship Cheyne (2008) "Empowerment of Local Government in NZ" Scott and McNeill (2006) Community Strategic Planning
Governance, Management and Communities	Reid (2006) Framework of Local Governance Asquith (2008) Role of Chief Executive Officers Local Government Role in Strategic Planning (2004) Local Futures
Day 3	Readings
Leadership in Local Government	Hambleton 2008 Civic Leadership for Auckland
Performance Management	Norman (2003) Managing for Performance Dienerova and Alam (2005) Performance Management
Syndicate Work	
Options for Delivering Local Services – understanding the options	Kitchen (2005) Delivering Local Government Services
Day 4	Readings
Reform Options for Local Government: Opportunities and Challenges	Participants report back on case studies which relate to a specific public management or policy issue

Expected Workload

The learning objectives set for each course are demanding and, to achieve them, candidates must make a significant commitment in time and effort to reading, studying, thinking, and completion of assessment items outside of contact time. Courses vary in design but all require preparation and learning before the first day of contact. Intensive courses usually also require further study after the contact period. Expressed in input terms, the time commitment required usually translates to 65-95 hours (excluding class contact time) per course.

Group Work

Group work will be included during the course; however, written assessments will be prepared and submitted on an individual basis.

Readings

A list of key readings (see above) are pre-circulated to participants. Some additional materials and copies of presentation slides will be distributed during the course.

Materials and Equipment

No special materials and equipment are required.

Assessment Requirements

Assignment	Due Date	Weight	Guidelines
1. Essay	Monday 30 March 2009	35%	1,500 words maximum
2. Case Study	Thursday 7 May 2009	50%	4,000 words maximum
Presentation and contribution to class discussion		15%	

Please submit all assignments by email attachment to claudia.scott@vuw.ac.nz, mike.reid@lgnz.co.nz and sog-assignments@vuw.ac.nz and be sure to keep a copy of everything that you send. Provide a word count on the cover sheet of each assignment (which excludes references) and be sure to keep to the word limit.

Assessment 1: Essay (35%)

The purpose of this assessment is to (1) deepen your understanding of theories and frameworks used to analyse public management and policy issues in the local government sector; and (2) your ability to link theory to practice.

Select one of the following questions:

1. “We contend that cogent reasons exist which suggest that local governments are much more susceptible to government failure than higher levels of government” (Dollery and Wallis, 2001, pp. 53). How relevant is the theory of government failure to central and local government arrangements in New Zealand?
2. Professor Steve Bailey has provided a set of normative principles which should govern the functions, structures and financing arrangements for local governments. To what degree are these principles observed within New Zealand local governments?

Note: Alternatively, you may apply any of the above questions to another local government system with which you are familiar.

Assessment 2: Case Study (50%)

Select two local government councils and assess their Long Term Council Community Plans with respect to the following criteria:

- the clarity of direction offered by community outcomes;
- the nature of relationships between central and local government, the private sector, Maori and various stakeholder groups.
- the effectiveness of the linkages between council activities (outputs) and outcomes;
- the degree to which meaningful measures have been proposed to assess whether outcomes will be advanced over the 3 year life of the plan;
- the degree to which the plan reflects a council as ‘service provider’ and/or as a partner in furthering ‘community governance’;
- the potential of the plan to improve council’s public policy and management performance.

Penalties

The ability to plan for and meet deadlines is a core competency of both advanced study and public management. Failure to meet deadlines disrupts course planning and is unfair on students who do submit their work on time. It is expected therefore that you will complete and hand in assignments by the due date. Marks may be deducted where assignments are submitted after the due date. For out of town students, two calendar days’ grace is given to allow for time in the post.

If ill-health, family bereavement or other personal emergencies prevent you from meeting the deadline for submitting a piece of written work or from attending class to make a presentation, you can apply for and may be granted an extension to the due date. Note that this applies only to extreme unforeseen circumstances and is not necessarily awarded. You should let your Course Coordinator know as soon as possible in advance of the deadline if you are seeking an extension.

Mandatory Course Requirements

To fulfil the mandatory course requirements for this course, you are required to:

1. Submit all assignments by the due dates;
2. Attend all classes/contact sessions of the course.

Communication of Additional Information

Additional information may be provided in class or by email.

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) – FCA Student and Academic Services Office

The Faculty's Student and Academic Services Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours, call the Student and Academic Services Office on (04) 463 5376.

Easterfield (EA) – FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education and Law is situated in the Easterfield Building on the ground floor (EA 005). This counter is the first point of contact for:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

To check for opening hours, call the Student and Academic Services Office on (04) 463 5376.

Use of Turnitin

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine www.turnitin.com. Turnitin is an online plagiarism prevention tool which identifies material that may have been copied from other sources including the Internet, books, journals, periodicals or the work of other students. Turnitin is used to assist academic staff in detecting mis-referencing, misquotation, and the inclusion of unattributed material, which may be forms of cheating or plagiarism. *At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin.* You are strongly advised to check with your tutor or the course coordinator if you are uncertain about how to use and cite material from other sources. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied. See the Victoria University Calendar or go to www.victoria.ac.nz/home/about/policy/students.aspx

For information on the following topics, go to the Faculty's website www.victoria.ac.nz/fca, under Important Information for Students:

- Academic Grievances
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means *no cheating*. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. The University defines plagiarism as follows:

The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other students or staff.

It is still plagiarism even if you re-structure the material or present it in your own style or words.

Note: including the work of others will not be considered plagiarism as long as the work is acknowledged by appropriate referencing.

Plagiarism is prohibited at Victoria University and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- cancellation of your mark for an assessment or a fail grade for the course
- suspension from the course or the University.

Find out more about plagiarism, and how to avoid it, on the University's website at www.victoria.ac.nz/home/studying/plagiarism.html

Manaaki Pihipihinga Programme

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria University. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email manaaki-pihipihinga-programme@vuw.ac.nz or telephone (04) 463 6015. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or telephone (04) 463 5842.