

## School of Government

# MAPP 528 LOCAL GOVERNMENT (15 Points)

Trimester One / 2010

## COURSE OUTLINE

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### Names and Contact Details

<b>Course Coordinator:</b>	<b>Professor Claudia Scott</b> Room RH 805, Level 8, Rutherford House, Pipitea Campus Telephone: (04) 463 5377 Email: <a href="mailto:claudia.scott@vuw.ac.nz">claudia.scott@vuw.ac.nz</a>
<b>Other Lecturers and Presenters:</b>	<b>Mike Reid</b> , Manager, Governance, Local Government New Zealand There will also be other presentations from experienced practitioners from local and central government.
<b>Masters Administrator:</b>	<b>Darren Morgan</b> Room RH 821, Level 8, Rutherford House, Pipitea Campus Telephone: (04) 463 5458 Fax: (04) 463 5454 Email: <a href="mailto:darren.morgan@vuw.ac.nz">darren.morgan@vuw.ac.nz</a>
<b>Office Hours:</b>	8.30am to 5.00pm, Monday to Friday

### Trimester Dates

<b>Trimester Dates:</b>	Monday 1 March – Wednesday 30 June 2010
<b>Teaching Period:</b>	Tuesday 16 March – Thursday 6 May 2010

### Class Times and Room Numbers

<b>Dates:</b>	Tuesday 16 – Friday 19 March 2010 (inclusive)
<b>Times:</b>	9.00am – 5.30pm, Tuesday 16 – Thursday 18 March 2010 9.00am – 12.00pm noon, Friday 19 March 2010

**Locations:** Classes will be held on the Pipitea Campus of Victoria University in Wellington and you will be advised of your classroom one week prior to the course by email.

## **Withdrawal Dates**

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.

Students giving notice of withdrawal from this course after **Wednesday 17 March 2010** will NOT receive a refund of fees.

Associate Dean (Students)'s approval required for withdrawal from this course after **Friday 19 March 2010**.

See more information available via:

- **Withdrawal dates: Late withdrawals with Associate Dean (Students) permission (See Section 8: Withdrawals – from the Personal Courses of Study Statute)**  
<http://policy.vuw.ac.nz/Amphora!~~policy.vuw.ac.nz~POLICY~000000001743.pdf>
- **Withdrawal dates: Refunds:**  
[www.victoria.ac.nz/home/admisenrol/payments/withdrawalsrefunds.aspx](http://www.victoria.ac.nz/home/admisenrol/payments/withdrawalsrefunds.aspx)

## **Course Content**

This course provides an overview of policy, management and reform issues in the local government sector, drawing on various concepts, frameworks and reform trends and practices in New Zealand and in other countries. Consideration is given, in particular, to strategic policy and management issues surrounding the Local Government Act 2002 including the capability and performance of local governments in contributing to economic, social, environmental and cultural outcomes for communities.

## **Course Learning Objectives**

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

## **Course Delivery**

This course is delivered in an intensive format, taught over four consecutive days. **Attendance is required at all four teaching days.**

## **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**

Participants are required to read appropriate literature as provided in the MAPP 528 student notes. Some additional readings and material will be distributed in class. A listing of topics covered follows:

<b>Day 1</b>	<b>Readings</b>
Local Government and Governance: Trends and Issues	Cheyne (2006) 'Local Government' Wolman (2008) Comparing Local Govt Reid (2008) Local Government Reform Cheyne, C. (2008) 'Empowerment of Local Government in New Zealand: a new model for contemporary local-central relations?' Commonwealth Journal of Local Governance, Issue 1: May
Local government – theory and normative frameworks	Bailey (2004) Strategic Issues Dollery and Wallis (2001) Market Failure
Comparing Central and Local Government	Bryson, J (2003) 'Strategic Management and Planning', in Peters. G. and J. Pierre Handbook of Public Administration, London: Sage, pp. 38-47 Bill, T., Collinge, C., and Worrall, L., (1998)'Managing Strategy in Local Government'

<b>Day 2</b>	<b>Readings</b>
Local Government, Governance and the LGA 2002	Local Government Act 2002: Know How Guide (available at <a href="http://www.lgnz.co.nz">www.lgnz.co.nz</a> ) Reid (2006) Framework of Local Governance Hughes, O. (2003) 'Public Management' (chapter 3) in Public Management and Administration: An Introduction, Palgrave. (skim)
Council Experiences implementing the LGA 2002	The experiences of councils in strategic planning and management practices will be considered drawing, in particular on findings from the FRST Local Futures Project and other studies <a href="http://www.localfutures.ac.nz">www.localfutures.ac.nz</a>
Councils and Central Government	Banner (2002) Community Governance and the Central-local Relationship Scott and McNeill (2006) Community Strategic Planning
Auckland Governance Reforms	<a href="http://www.dia.govt.nz/diawebsite.nsf/wpg_URL/Whats-new-Local-Government-(Auckland-Council)-Act-2009-Passed?OpenDocument">www.dia.govt.nz/diawebsite.nsf/wpg_URL/Whats-new-Local-Government-(Auckland-Council)-Act-2009-Passed?OpenDocument</a>

<b>Day 3</b>	<b>Readings</b>
Performance Management and Measurement in Local Government	Norman (2003) Managing for Performance
Assessing Strategic Management Performance and Capability	
Leadership in Local Government	Hambleton 2008 Civic Leadership for Auckland Local Government Role in Strategic Planning (2004) Local Futures

<b>Day 4</b>	
Reform Options for Local Government	

## **Materials and Equipment**

No special materials and equipment are required.

## Assessment Requirements

Assignment	Due Date	Weight	Guidelines
1. Essay	Monday 29 March 2010	35%	1,500 words maximum
2. Case Study	Thursday 6 May 2010	50%	4,000 words maximum
Contribution to class discussion and group work		15%	

Please submit ALL assignments by email attachment to [claudia.scott@vuw.ac.nz](mailto:claudia.scott@vuw.ac.nz) AND [sog-assignments@vuw.ac.nz](mailto: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%)

Select one of the following questions:

1. To what extent have local governments reforms in New Zealand been influenced by international and national public policy and public management reform trends? Briefly outline key reform trends, providing specific examples, information and arguments to support your conclusions.
2. “We contend that cogent reasons exists which suggest that local governments are much more susceptible to government failure than higher levels of government’ (Dollery and Wallis 2001, p. 53). Evaluate this statement drawing on the theories of market and government failure as applied to NZ local government.
3. Professor Steve Bailey has provided a set of normative principles which should govern decisions about the functions, structures and financing arrangements for local governments. To what degree do Zealand arrangements conform to these principles?

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%)

Answer one of the following two questions:

1. 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 and 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 management and/or policy performance.

2. Select a specific public policy or public management issue which is critical to improving the well-being and/or performance of the local government sector. Draw on relevant public policy and public management theory and practice surrounding the issue, and design three options for enhancing performance and outcomes. Identify the strengths and weaknesses of these with respect to specific criteria.

**There is no final exam for this course.**

**Students should keep a copy of all submitted work.**

*Note: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.*

## **Class Attendance**

The School expects you to attend all three modules for the course. If, before enrolment for a course, you are aware that you will not be able to attend a module, you must notify the Director of Master's Programmes when you enrol explaining why you will not be able to attend. The Director of Master's Programmes will consult with the relevant course coordinator. In such circumstances, you may be declined entry into a course.

If you become aware after a course starts that you will be unable to attend a module or a significant part of a module (i.e. more than two hours in any given day), you must advise the course coordinator before the module explaining why you will be unable to attend. The course coordinator may excuse you from attendance and may also require you to complete compensatory work relating to the course content covered during your absence.

## **Deadlines and Failure to Meet Due Dates**

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 will be deducted at the rate of five per cent for every day by which the assignment is late and no assignments will be accepted after five working days beyond the date they are due. For example, if you get 65% for an assignment, but you handed it in on Monday when it was due the previous Friday, you will get a mark of 50%.

If ill-health, family bereavement or other personal circumstances beyond your control 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. You should let your course coordinator know as soon as possible in advance of the deadline (if circumstances permit) if you are seeking an extension. Where an extension is sought, evidence, by way of a medical certificate or similar, may be required by the course coordinator.

## **Mandatory Course Requirements**

Submit or participate in all pieces of assessment required for this course.

## **Communication of Additional Information**

The Course Coordinator is available to communicate with students by email and telephone and to meet by appointment. Additional information will be conveyed to students via email and Blackboard to all class members.

## **Academic Integrity, Plagiarism, and the Use of Turnitin**

Plagiarism is presenting someone else's work as if it were your own, whether you mean to or not.

'Someone else's work' means anything that is not your own idea. Even if it is presented in your own style, you must still acknowledge your sources fully and appropriately. This includes:

- material from books, journals or any other printed source
- the work of other students or staff
- information from the Internet
- software programs and other electronic material
- designs and ideas
- the organisation or structuring of any such material.

Acknowledgement is required for all material in any work submitted for assessment unless it is a 'fact' that is well-known in the context (such as "Wellington is the capital of New Zealand") or your own ideas in your own words. Everything else that derives from one of the sources above and ends up in your work – whether it is directly quoted, paraphrased, or put into a table or figure, needs to be acknowledged with a reference that is sufficient for your reader to locate the original source.

Plagiarism undermines academic integrity simply because it is a form of lying, stealing and mistreating others. Plagiarism involves stealing other people's intellectual property and lying about whose work it is. This is why plagiarism is prohibited at Victoria.

If you are found guilty of plagiarism, you may be penalised under the Statute on Student Conduct. You should be aware of your obligations under the Statute, which can be downloaded from the policy website ([www.victoria.ac.nz/home/about/policy/students.aspx](http://www.victoria.ac.nz/home/about/policy/students.aspx)). You could fail your course or even be suspended from the University.

Plagiarism is easy to detect. The University has systems in place to identify it.

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine [www.turnitin.com](http://www.turnitin.com). Turnitin is an on-line plagiarism prevention tool which compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin. 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.

There is guidance available to students on how to avoid plagiarism by way of sound study skills and the proper and consistent use of a recognised referencing system. This guidance may be found at the following website: [www.victoria.ac.nz/home/study/plagiarism.aspx](http://www.victoria.ac.nz/home/study/plagiarism.aspx).

If in doubt, seek the advice of your course coordinator.

**Plagiarism is simply not worth the risk.**

## **Other Information**

For the following important information, follow the links provided:

- **Academic Integrity and Plagiarism**  
[www.victoria.ac.nz/home/study/plagiarism.aspx](http://www.victoria.ac.nz/home/study/plagiarism.aspx)
- **General University Policies and Statutes**  
[www.victoria.ac.nz/home/about/policy](http://www.victoria.ac.nz/home/about/policy)
- **AVC (Academic) Website: information including Conduct, Academic Grievances, Students with Impairments, Student Support**  
[www.victoria.ac.nz/home/about\\_victoria/avcacademic/Publications.aspx](http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx)
- **Faculty of Commerce and Administration Offices**  
[www.victoria.ac.nz/fca/studenthelp/](http://www.victoria.ac.nz/fca/studenthelp/)
- **Manaaki Pihipihinga Programme**  
[www.victoria.ac.nz/st\\_services/mentoring/](http://www.victoria.ac.nz/st_services/mentoring/)