Te Puna Hapori o Kuirau
Kupu Whakataki

Tuia ki roto
Tuia ki waho
Tuia ki te here tangata
Ka po, ka ao, ka awatea!

Ko te pai o tenei tauparapara ka kapohia ra e ia te haa o te tono nei, araa te aro kau ki a tatou katoa e takatu ana i te mata o te whenua kei tenei wa tonu, kei tenei hapori tonu, te hapori o Rotorua-nui-a-Kahumatamomoe, tangata whenua mai, taurahere mai, tauiwai mai. Ko te pai ano o tenei tauparapara kei te korero ra ia mo te huringa o te po ki te awatea araa he rangi hou tenei kua haapara ake nei, he rangi hou, he rangi ataahua mo tatou katoa kua tui tuia kia kotahi.

Kaati ra, koinei na te tono no te ropu kaimahi o te Whare Kauhoe o Rotorua ka tapaea iho ake nei ki to aroaro kei runga i te ngakau mahaki, i te ngakau pono. Ka kitea kua tikina atu he ingoa hou hei heri i te kaupapa, araa Ko Te Puna Hapori o Kuirau. Ka tohu mai tenei ingoa te aronui ki te hapori kapatau ko te hono ki te whenua mo ona waiariki me ona taangata. Ka tohu mai hoki he timatanga hou tenei e tu mai nei.

Introduction

Unite those within
Unite those without
Unite us all

T’is night, t’is dawn, t’is a new day!

At an intrinsic level this well-known tauparapara captures the essence of this proposal, that being the powerful commitment to all of us who belong to Rotorua those of us who live here and go about our daily lives as part of a connected community. The tauparapara also alludes to a new beginning, from the shades of night a new day is born, a promising day for us all.

So this is the proposal from the staff of the Aquatic Centre placed before you with a hube and honest heart. You can see that we have proposed a new name for the Centre, Te Puna Hapori o Kuirau (The Community Pool of Kuirau). Again like the tauparara this name has purpose and meaning: service to the community; and connectivity to the geothermal; and the history of the land that we all share as a unique community. And again the suggestion of a new name is indicative of a new commitment to community well-being.
whakatuuhia ake i tenei tono ka kiihia atu nei Te Puna Hapori o Kuirau ki Kaunihera, he arai hou, he huarahi hou ma tatau katoa hei whai he mea ka kapohia atu ki te wairua manaaki o hapori, o te tangata whenua ahi kaa hoki o te takiwa. Ka aata kawe keetia te ingoa mai i te Whare Kauhoe o Rotorua ki Te Puna Hapori o Kuirau kia hurahia ake te whai waahi mai a te hapori o Rotorua ki te kaupapa, me te whakahoutanga kaupapa hei kitenga atu ki te ao whanui.

*excitement that the Staff submit this proposal, Te Puna Hapori o Kuirau, to Council. Innovative in concept and direction, it proposes a new pathway for us all to follow with caring for the community and for each other the central ethos.*

<table>
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<th>Nga ahuatanga kau o te tono</th>
<th>Proposal details</th>
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<tr>
<td>Upoko</td>
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<td>Ki a</td>
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<td>Te Ra</td>
<td>17 Kohitatea 2018</td>
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<td>Te whakaahua</td>
<td>Pito Mata Hapori</td>
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Title: Te Puna Hapori o Kuirau
To: Rotorua Lakes District Council
From: Rotorua Acquatic Centre Staff
Date submitted: 17 January 2018
Cover photo: Community Potential
1. Taumata korero me nga tuutohu
Executive summary and recommendations

1.1 E toru tahi nga wahanga kei tenei whakatakotoranga tono. Hei te wahanga tuatahi ka ata whakatakotohia he ahuatanga hou, he mea motuhake e pa kau ana ki te taha whakahaere i te Whare Kauhoe o Rotorua, he ariia ano tenei kei tua atu i nga whirihiriga e rua kua korerotia whanuihua araa kei roto-whare, kei waho-whare ranei ko te taha ki te whakahaere, ahu whakamaua. Ko te tino o te korero he kaupapa to te Whare Kauhoe aa kei te hikaka te ropu kaimahi kia kawe i te kaupapa kei runga i te tika, i te pono, i te whakaaaro whanui ki te haporī.

This proposal consists of three main sections. The first section begins with describing a new approach to managing the Centre that we see as different to the in-house, out-house options that have been identified by Council and are being currently referred to in current communications. This section describes kaupapa (substance / shape / form / process) to managing the Centre. The Staff are eager to work within the kaupapa through competent and committed service to the community and to each other.

1.2 Kei te hangai te wahanga tuarua ki nga ahuatanga o te RFP i whakatuuhia atu ki te ao whanui e Kaunihera kia tikina tono mai, ma ratou ano hei aromatawai i te pai i te aha ranei, i te hangai i te aha ranei o nga tono ka tae rawa atu ki to ratou aroaro. Heoi ano na runga i te aata tirohia ki nga ara e toru e matua takoto ake nei kei mua i a tatou he nui noa atu te pai kia whaihia atu ki te ara kua whakamaramahia mai e tenei tono. A ko te tino o te korero kei a te ropu kaimahi he kaupapa mo te Whare Kauhoe, he mea haangai kau ana ki te kaupapa tikanga rua te mea i

The second section of this proposal deals with responding to the RFP requirements that Council have determined as appropriate for evaluating proposals received. However, in addition the Staff have taken advantage of the opportunity to compare their proposal with the CLM proposal but also the status quo situation. So effectively the three pathways that lay before us at this cross road at this point in time. Various key points of difference that give this proposal advantage over the CLM and status quo options are identified. For
example this proposal has a strong alignment with the bicultural aspiration of the Council for its own operation but also the strong alignment with the Council’s aspiration to create a bi-lingual community. This is captured by the phrase, a bi-cultural business unit within Council, and the Staff are excited at the possibility of leading the way in terms of developing and realizing full potential.

1.3 Ko te wahanga whakamutunga o tenei tono ko nga taapiri korero tonu aa hei kona ka kitea atu ai ko nga kohinga korero whakatairanga ake i te Whare Kauhoe nga mea kua puta mai i nga tau tata tonu nei, hei tohu i te pai o te kaupapa i te kaha hoki o te ropu kaimahi kia kawea te kaupapa

The final section of the proposal is the appendices that includes an assortment of supporting items including the formal accolades achieved over the years which is indicative of the capacity and quality of the current staff to carry the business.

1.4 Heoi ano anei na nga tuutohu ka hangai ki tenei tono:

1. Ka whakaaehia e Kaunihera he kiko to te tono nei, he painga, aa me aata whakaaroahia e Kaunihera ka tika

With this as the back drop this proposal makes the following recommendations:

1. That Council agree that there is substance and potential in this proposal worthy of serious consideration

2. Ka tukuna e Kaunihera te ropu kaimahi kia wha nga wiki ano kia whakaoti pai i to ratou tono (Kotahi wiki noaiho te roa o te wa i ahei ai te ropu kaimahi kia whakariterite i tenei tono)

2. That Council enable the Staff to develop further the proposal over an additional four week period to a more detailed nature (the proposal in its current form was effectively developed over a one week period)

1.5 Kaati ra kei te mihi atu te hunga kaimahi o te Whare Kauhoe o Rotorua ki te kaiwhakawaa o te Employment Relations Authority

The Staff would like to thank the Employment Relations Authority adjudicator whose ruling that Council
Authority nana te whakatau i whakapuare ake i te huarahi kia ahei ai Te Ropu Kaimahi o te Whare Kauhoe o Rotorua kia tukuna to ratou ake tono aa whakatutuki noa i nga ritenga o te kirimana whakakotahitanga-a-kaimahi i whakarite, te mea i hainahia tahitia me te Kaunihera o nga Roto o Rotorua i nga wa o mua i runga i te tika me te pono, te mea i whakarerehia pokanoatia nei ki tahaki e Kaunihera i tera tau. needed to uphold the conditions of the Collective Employment Contract signed with Staff, thereby enabling staff to develop this proposal, albeit the one month time line given was difficult manage.
2. Ko nga tikanga mo te waahi mahi
The culture and processes of the workplace

2.1 Kei te noho tonu te taha whakahaere o Te Puna ki raro i te maru o te Kaunihera engari kua kaha kee te whakatapirihia atu o te hapori ki te taha whakahaere a a ka tino pono Te Puna ki te kaupapa tikanga rua, kaati ra, ka whai ake nei he whakamaramatanga ki te tikanga o tenei korero.

The big picture description is that Te Puna Hapori o Kuirau (Te Puna Hapori) will remain a strategic asset owned and controlled by Council. However, at a business unit level the connection with community will be far more purposeful; the expression of bi-culturalism will be far more evident; and a staff centered management model will take responsibility for daily operations. The following provides a sense of what this will be like:

2.2 E tika ana kia whakatupuhia ake te whanaungatanga kei waenganui i te ropu kaimahi o Te Puna kei runga tonu i te tika, i te pono, i te maramatanga hoki. Ka tikina atu ko te momo o te wananga hei tino whakatutuki ai tenei, ka kaha wananga te ropu kaimahi me nga kanohi no te hapori i nga take, i nga ahuatanga, i nga wero, i te huarahi ahu whakamua hoki kia tau ai te tinana, te hinengaro, te wairua, ki te mahi, ki te mahi ngatahi. Ka whaiwhakaaro hoki ki nga kotaha katoa o te tangata ina tere tonu ai te waka, araa te finana, te hinengaro, te wairua, me te taha hoki ki tona whanau. Heoi ano nga tikanga ka rokohanga atu kei roto i Te Puna engari kei wareware ki tenei mea ko te aroha, ana ko te manaakitanga he wahanga o te aroha waihoki ko tona whakautu taihoa ka puta Whanaungatanga (collective responsibility) will be fundamental to operations and will be supported by a culture of fairness, honesty, and understanding. Wananga (collective discussion / decision making / problem solving / holistic commitment to task) will be a central process underpinning the collective responsibility but also as a conduit for connecting with the community. A culture of holistic awareness where the physical, mental, spiritual, and whanau dimensions of people will be appreciated and reflected in practice will be the norm. Binding the whanaungatanga and the holistic awareness together will be the basic principles of aroha and manaakitanga. So the net result a caring and committed staff profile.
2.3 Hei nga wa ka uru atu te rawaho ki roto i Te Puna ka rangona atu e ia, a tona tinana, a tona hinengaro, a tona wairua, a tona whanau ki nga tikanga o Te Puna aa me whai atu ra hoki e ia ko nga tikanga araa te tika, te pono, te maramatanga, te wananga, te aroha, me te aro atu ki te katoa o te tangata

When someone external or new enters the business unit they will become a beneficiary of the organizational culture as carried upon the behavior of the staff and expressed through physical aspects of the environ. It is the expectation too that this person will support the organizational culture. This will be managed at a collective level.

2.4 Ehara i te mea no te Ao Maori anake wenei tikanga, he tikanga tonu wenei a te tangata Maori mai, pakeha mai, a wai iwi atu ranei mai ki wenei tikanga, heci ko te mea rerekee pea kua kaha tikina atu, kua kaha whakatauhia mai ki roto rawa ki te waahi mahi. Ka kii ka noho pono ko noho tika te ropu kaimahi o Te Puna ki nga tikanga kua korerohia ake nei, aa he ahuatanga kau kei te taha whakahaere aa he mea ka whakatinanatia ki roto i te mahi o te tangata oti rito i nga ahuatanga ka kitea atu ai ka tupono atu ai.

This culture of collective responsibility and holistic awareness isn’t unique to the Maori, all cultures reflect this. However, the difference will be in application of these aspects as central work priorities. This will be managed and expressed through policy and practice and monitored through client feedback.

2.5 Ka rite ai hoki ko te ropu kaimahi he kaupapa kaimahi tahi te katoa engari kei tena, kei tena ona ake whai wahi mai ki te kaupapa, araa he kaitiaki kaikauhoe, he kaiwhakahaere, he kaitiaki putea, te aha, te aha whai wahi mai, engari ko te orite kei te kawe ngatahi i te kaupapa

All staff in the business unit will be employed as kaupapa kaimahi (kaupapa champions). However, through the employment arrangements each employee will also be specializing in an area, i.e. admin, client safety, finance, management, etc, and this specialization is their contribution to the kaupapa. This commonality, variance, and championing will be evident through collective and individual responsibility and
2.6 Ko te reo hoki tera ka tino tukuna kia rere i roto i Te Puna kia tautoko pai te kaupapa tikanga rua me te maramatanga hoki kei te haere ngatahi te reo Maori me ona tikanga, ka ora ai te reo ka ora ai te tikanga. Noreira me reo rua Te Puna ka tika.

The Maori language will be enabled to flourish in the Te Puna Hapori environment to at least to the point where a bi-cultural balance is apparent. It is understood that te reo Maori and tikanga Maori have an interdependent relationship so to strengthen one the other strengthens also. This implies that bi-lingualism and bi-culturalism go hand in hand when it comes to te reo Maori at least.

2.7 Kei te whakatuu te whakaahua kei raro nei te ahua o te taha whakahaere i wanangahia ake nei te te ropu kaimahi hei kinaki ai i te korero.

The following photo shows an initial description that emerged from staff wananga into what a staff centered model of management could look like.
Holistic Bi-Cultural Management Proposal – Te Puna Hapori o Kuirau

1. Te Hapori o Rotorua
2. Nga Kaimahi
3. Nga Hoa o Te Puna
4. Kaihautu o Te Puna
5. CE / Nga Kaiwhakahaere
6. Rotorua Lakes Councillors

Kuirau Community Pools
1. Rotorua Community
2. Operational Staff
3. Friends of The Pools Stakeholder Forum
4. Centre Manager
5. CE / Top Tier Managers
6. Rotorua Lakes Councillors

Friends of The Pools have an advocacy, advisory and support role for Centre Manager.

Flat circular structure prioritises relationships over hierarchy, embracing biculturalism with community collaboration.
3. Nga ahuatanga rerekee pai
Key points of difference

3.1 Ko wenei e whai ake nei nga ahuatanga rerekee pai o Te Puna:

- Ka whakatuu katoa mai i te ahurea whanau kei nga waaahi katoa o Te Puna. He mea hangai pai tenei ki te Tirohanga Roa 2030 ta Kaunihera i whakatau ai hei whainga roa mo tatou, ka hapaitia te ahurea whanau i roto i te whai i te Arawatanga me te Manaakitanga.

- A whanau culture will be intrinsic to the business unit. This is a natural evolution of the organization towards Vision 2030 and the expression of Arawatanga and Manaakitanga.

- Ka waiho mai ko Te Puna hei whakatauira atu tenei mea ko te kaupapa tikanga rua. He mea hangai tenei ki te tirohanga o te Kaunihera kia kaupapa tikanga rua te Kaunihera, kia kaupapa tikanga rua hoki a Rotorua.

- Along these lines Te Puna Hapori will be an exciting case study, leading the way in terms of bi-cultural development at the Council business unit level.

- Ka torohia atu te ringa atawhao, te ringa matanga, te ringa mahi ngatahi, te ringa tono putea tautoko ki te hapori hei hapaitia ake te kaupapa, hei whakamanahia ake te whai waahi mai o te hapori ki te kaupapa o Te Puna.

- Te Puna Hapori will be strongly connected with its community through leadership in water safety, learning programmes, and collaborative endeavor. But also connected to the community through sponsorship and grant funding as part of an evolving journey to become a self-sustaining business unit, with the positive externality of enhancing the community sense of ownership and pride along the way.
Ka whakawatea atu i te ropu kaimahi kia wananga me pehea, me pehea ki te taha o te mahi aa koi karo i te rangatira me tona kotahi te whakahauhau haere i nga wa katoa. Kua hipa kee nga rangi o tena ahua aa, ka waea kee te ropu kaimahi kia noho-a-whanau me te wananga me te mahi ngatahi kia hautu te waka

Te Puna Hapori will have a staff centered management model with the team collectively taking responsibility for the kaupapa and contributing individually through specialist areas as expressed through collective endeavor supplemented by individual activity. There will also be a kaupapa kaimahi that will provide management services.

Ka whakauruhia atu he ropu tautoko, ko nga Hoa o Te Puna Hapori o Kuirau, hei whakaahono ake te ropu kaimahi ki nga wawata, moemoea, tumanako e rere nei kei roto i te hapori o Rotorua ka pa ki te kaupapa, hei ngaotengote mai i te puna whakaaro o te hapori.

A Friends of Te Punahapori group will be enabled to provide guidance and information of an operational and strategic nature to keep the business unit and the Council responsive to needs and opportunities from the community perspective.

3.2 Ma te whakakotahitanga mai o wenei ahuatanga rerekei pai i korerohia ake nei ka pakari ake kia whakatau i nga take kei mua i te ihu o te waka i tenei wa, kapatau ka pakari ake te waka ki whakatere i nga karu o te moana ainaei aa raurangi atu kia tae ki uta

The combination of these distinctive features of the proposal will give Te Punahapori real depth to navigate existing challenges but also ensure strategic relevance and operational effectiveness for the Rotorua community
Comparative analysis of the three pathways before us

4.1 Kei runga i tona ake wetewete i whakatau a Kaunihera kia tukuna te taha whakahaere o te Whare Kauhoe o Rotorua ki waho o te Kaunihera, he tikanga penapena putea, hapai hoki i te kaupapa o Te Whare Kauhoe o Rotorua tenei e haere ake nei. Na wai, na wai ka huri Kaunihera kia kimi i tetahi ropu hei whakahaere i Te Whare Kauhoe mai waho tonu o te Kaunihera. Heoi ano i whiriwhirihia e Kaunihera ko CLM kia penatia.

Based upon a level of analysis and process Council made the decision to outsource the ‘management’ of the Aquatic Centre to CLM, a large company ($22 million in income) who originate from Auckland. The salient selling points being price advantage, risk mitigation, and experience with success in the aquatic industry.

4.2 Kaati ra, na nga hapa i kitea ai i te hatepe me te whakatau whakaaro o te Employment Relations Authority i whakaheitiia te ropu kaimahi kia meinga to ratou ake tono, aa anei ra taua tono e whakatuuhia ake nei, he mea motuhake, he mea auaha, he mea kua hanga i runga i te maramatanga me nga tumanako o te hunga kaimahi nona te mohio kia kawe atu i te kaupapa o Te Whare Kauhoe o Rotorua. Heoi kei te whai ake nei he wetewetetanga o nga ara e toru e takoto ana kei mua i nga wae.

However, with union led intervention, mistakes in the Council led process were identified, and the resulting Employment Relations Authority decision enabled the staff to submit a proposal. Staff were given a month starting from 20 December 2017 to develop a competitive proposal relating to two options: either in-house or out-sourcing the management. However, it is recognized that the out-sourcing option means the current 42 staff positions would be transferred external to Council. So Council would no longer be responsible for these staff as an employer. CLM will
become the employer. In preparing this proposal the staff could see three pathways ahead of us all.

I. Ko te mau tonu i te taha whakahaere kei roto i te Kaunihera

II. Ko te tuku i te taha whakahaere ki waho i te Kaunihera

III. Ko te whakawhiti atu ki te ahuatanga rerekei pai.

I. A status quo option where the management remains in-house

II. The management and staff are out-sourced (effectively the CLM option)

III. A transformative option leveraging off existing environmental factors including current staff capacity (Te Puna Hapori o Kuirau).

Table 1: Comparative Analysis of the three pathways

<table>
<thead>
<tr>
<th>Wheako Whaiaro &amp; Te Kaha o te Tima (15%)</th>
<th>Ko te mau tonu i te taha whakahaere kei roto i te Kaunihera (Status Quo – Council Managed)</th>
<th>Ko te tuku i te taha whakahaere ki waho i te Kaunihera (CLM option)</th>
<th>Ko te whakawhiti atu ki te ahuatanga rerekei pai (Te Puna Hapori)</th>
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<tbody>
<tr>
<td><strong>Mana Whakahaere:</strong> He hua o te punaha manapori</td>
<td><strong>Mana Whakahaere:</strong> He kamupene me ona tangata whaipaanga</td>
<td><strong>Mana Whakahaere:</strong> He hua o te punaha manapori me te hapori</td>
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<td><strong>Nga Tumuaki/ Mana Arahi:</strong> He tangata whai turanga teitei</td>
<td><strong>Nga Tumuaki/ Mana Arahi:</strong> Kua aata whiriwhirimia e te mana whakahaere</td>
<td><strong>Nga Tumuaki/ Mana Arahi:</strong> No te hapori kee</td>
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<tr>
<td>Experience &amp; Team Capability (15%)</td>
<td>Aronga Mahi: kia piki i nga taumata teitei, he whaiti te aronga.</td>
<td>Aronga Mahi: kia piki i nga taumata teitei, ka matua whai i te putea.</td>
<td>Aronga Mahi: kia piki i nga taumata teitei, he whanui te aronga ki te hapori ki te katoa o te tangata hoki.</td>
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<td>Governance: LGA Democratic Representation</td>
<td>Governance: Companies Act, Private Ownership</td>
<td>Governance: LGA Democratic &amp; Community</td>
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<tr>
<td>Senior Management/Leadership: Career Professionals</td>
<td>Senior Management/Leadership: Market Driven</td>
<td>Senior Management &amp; Leadership: Community Driven built on extensive staff expertise</td>
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</tr>
<tr>
<td>Tikanga Whakahaere &amp; Puaha Whakahaere (25%)</td>
<td>Ka whakatutuki noa ki te taha o nga punaha whakahaere me nga tikanga whakahaere kia eke ki nga taumata teitei kua tohua mai. Te ahuatanga motuhake nui: Kei te tiakina pai te maturanga me nga mohiohioranga kei roto i te Whare.</td>
<td>Kua tohunga kee ki te whakahaere whare kauhoe, i nga punaha, i nga tikanga whakahaere, kua tau. Te ahuatanga motuhake nui: Ka tukuna e CLM nga mohiohioranga ki roto i te kapua. Hei kona ra pea ka raruraru ai. Provides a range of systems and processes it uses for a “total operational management”</td>
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<tr>
<td>Methodology &amp; Management Systems (25%)</td>
<td>Comprehensive systems, processes, policies and procedures meeting the highest operational standards.</td>
<td>Ka mau tonu te matauranga me nga mohiohio ki roto i Te Puna hei kona ra e penapena ai, aa ka ekengia te taumata mo te tiaki. Te ahuatanga motuhake nui: Pai kee kia mau tonu nga mohiohioranga ki roto i Te Puna hei kona ra e tiaki ai.</td>
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<td></td>
<td>Te Puna Hapori o Kuirau defers to an in-house, closed system as the highest safety standard for the</td>
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</table>
Key point of difference: The protection and confidentiality of all IP/information resources is highest under an in-house closed system.

Key point of difference: CLM outsources its information and IT systems on cloud-based technology which presents as a significant security risk.

Key point of difference: A closed system is the absolute benchmark and will be maintained under this proposal. Collective responsibility for leadership and success with an holistic appreciation for people connected to the community.

He tirohanga whaiiti ki te kokiri i te Whare Kauhoe me ona ratonga. Kei te ngoikore tonu te whai waihi mai o te hapori.

Kei te noho tawhiti te mana whakahaere a Kaunihera na nga whakapaparanga kaiwhakahaere ka takatuu kei waenganui. Na te mea he kaupapa-a-motu ka tau mai nei koi ngaro te ia o te hapori, o te tangata whenua e takatu nei, te whai-waahi mai, te whai-wairua mai, te whai-taumata tiketike mai. Hei tauira ake: ka heke iho te taumata hei eke ma te Swim Magic mai i te 150m ki te 25m. Ma tenei ka purua katoatia nga akonga ki roto i te Swim Rotorua me te whakataetae paakihi. Ka ko tetahi o nga pou e toko ake ana i te tuanui o te whare, ko te whai waihi mai o te hapori ki te taha whakahaere. Ma tenei ka tino hangai te whakahaere me te mahi ki nga ahuatanga o te hapori. He mea hapai rawa tenei i te mahi ki taumata kee. He mea ka whakatauhia te ngakau o te mana whakahaere o Kaunihera kei te pai, kei te tika te haere a te mahi.
| **Community Benefit** (15%) | Localised content in development of services  
Community input reasonable but not prioritised  
Governance understanding of business is at arms-length via a top heavy management structure | National franchise programs provide a degree of guaranteed quality at the cost of losing local values and content in this process. E.g. Swim Magic will reduce the swimming proficiency standard down from 150m to 25m so that all learners are forced to join Swim Rotorua in a competitive swimming environment as opposed to a comprehensive learn to swim safety environment. | Community collaboration is a pillar of this NEW way of thinking and working. Improved community input into the management and operation of the Centre will guarantee accuracy of decision making and a level of responsive to customer/community requirements that will be transformative to the business. It will also increase the confidence of Governance in its' oversight of the Centre. |
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<tbody>
<tr>
<td><strong>Nga Hua Paakihi ki te Hapori</strong> (5%)</td>
<td>Kaore i tino kaha te mahi ngatahi me nga momo paakihi no te hapori i nga marama kua pahure ake nei na te kore hangai o te whakahaere ki nga ahuatanga o te hapori. Ma</td>
<td>Ka whakataetae a CLM ki nga paakihi i te hapori, araa whakarato kai; whakahaere whare whakapakari tinana; te aha, te aha ra ano. Aa na te</td>
<td>Ka tino mahi ngatahi Te Puna me nga momo paakihi no te hapori nga mea ka tautoko i te kaupapa o Te Puna. Ma tenei aronga ka whakawatea mai te</td>
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<tr>
<td>Local Economic Benefit (5%)</td>
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<tr>
<td>Collaboration with local businesses to provide non-core services has been restricted with Senior Management priorities differing from customer requirements. This has decreased Centre’s ability to create revenue and support local businesses in Rotorua’s small economy.</td>
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<tr>
<td>CLM will compete directly with local businesses to generate additional profits, e.g. gym, food supply, other non-core service opportunities. This competitive market driven approach gives CLM an unfair advantage as its business is heavily subsidised financially by RLC with access to plant/equipment and an established loyal client base.</td>
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</tbody>
</table>
| This proposal prioritises collaboration over competition and as such will create opportunities for businesses to provide non-core services, and allow the Centre to focus on improving core aquatic services. Businesses are an essential part of the local Rotorua community and as such will be valued for the part they can play to help
| **Te Pumau o te Kaupapa (5%)** | Kua ekengia keetia te taumata teitei o te Qualmarks mo te Enviromental Sustainability, kua whakawhiwhia kee ki te Enviro-Gold Award. | Kei te whakaaro whaanui a CLM ki te pungao, ki te wai, ki te parapara, ki te taiao hoki hei whakatutuki i te ahuatanga pai rawa mo tena mea, mo tena mea. | Ka whai tonu Te Puna i te mahi pai a Whare Kauhoe i nga marama kua hipa, te mahi i kitea ai te whakawhiwhitanga ki te Enviro-Gold Award kapatau ka piki tonu ki taumata ano kei runga i te aata mahi ngatahi ki te tangata whenua, ki te hapori hoki. Ka kuhungia atu te whakaaro whaanui ki a Papatuanuku ki te taiao i takei takemai i tena pito, i tena whaitua. |
| **Sustainability (5%)** | Achieved Qualmarks highest standard in Environmental Sustainability with its prestigious Enviro-Gold Award. | CLM’s focus will be on energy and water conservation, waste minimisation, pollution prevention, environmentally | This proposal seeks to enhance the Centre’s Enviro-Gold Award status by supporting community based initiatives and aspirations. |
friendly chemicals and environmental advocacy. relating to the environment and the ecology of the community, offered for example by tangata whenua under a bicultural responsiveness relationship. Incorporate new knowledge to enhance existing IP.
5. **Korero putea**

**Price**

Table 2: Comparative analysis of three pathways (price)

<table>
<thead>
<tr>
<th></th>
<th>Ko te mau tonu i te taha whakahaere kei roto i te Kaunihera</th>
<th>Ko te tuku i te taha whakahaere ki waho i te Kaunihera</th>
<th>Ko te whakawhiti atu ki te ahuatanga rereke pai</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Status quo – Council Managed</strong></td>
<td>Projected Revenue: 1,250,000 (0% increase)</td>
<td>Projected Revenue: 1,550,000 (24% increase)</td>
<td>Projected Revenue: 1,500,000 (20% increase)</td>
</tr>
<tr>
<td><strong>Price (35%)</strong></td>
<td>Less Operating Costs: $2,450,000 (0% efficiency gain)</td>
<td>Add RLC subsidy CLM: $450,000 + $50,000 wage top up</td>
<td>Plus RLC subsidy as per CLM: $450,000</td>
</tr>
<tr>
<td></td>
<td>Shortfall to Ratepayer: $1,200,000</td>
<td>Less Operating Costs: $2,180,000 (11% efficiency gain)</td>
<td>Less Operating Costs: $2,180,000 (11% efficiency gain)</td>
</tr>
<tr>
<td></td>
<td>Depreciation/Corporate OH/Interest: $1,300,000</td>
<td>Shortfall to CLM: $130,000</td>
<td>Depreciation/Corp/Int/Capex: $1,300,000</td>
</tr>
<tr>
<td></td>
<td>Total Cost To RLC: $2,500,000</td>
<td>Total Cost To RLC: $1,800,000</td>
<td>Total Cost To RLC: $1,980,000</td>
</tr>
<tr>
<td></td>
<td>Savings in-house: No Change</td>
<td>Savings vs in-house: $700,000 yr1</td>
<td>Savings vs in-house: $520,000 yr1</td>
</tr>
<tr>
<td>Notes: In-house figures rounded to nearest $10,000</td>
<td>Notes: Figures based on information provided in RLC analysis, executive</td>
<td>Notes: Projected revenue and efficiency gains below based on...</td>
<td></td>
</tr>
</tbody>
</table>
summary – Author R Pitkethley verbatim:

• Increasing revenues by approximately $300,000 with admissions, retail and swim school numbers all projected to increase;

• Reducing wages and overall staff costs by $200,000 driven by smarter rostering not by lower pay rates and in operating expenses reducing by $120,000 and this is likely to be in enhanced contracting and purchasing.

• Many of these reductions will come about through extracting benefits of scale and experience in working widely and deeply in the sector.

• CLM accepts any financial risk of not achieving their revenue targets.

• Swim School currently operates at 60% capacity, projected to rise to 80% in yr1, 90% in yr2 and 95% by yr3;

• Swim School revenue increase yr1, 33% inc or $115,500

• Swim School can achieve these goals by taking full control and implementation of a Water Skills For Life program and rationalising arrangements with Swim Rotorua to level the playing field amongst community user groups accessing aquatic services/programs at the Centre
increases in further years unless there is specific Council approval.

Our Assumptions:
• No allowance in 3yr budgets for minimum wage increases of $16.25 from July 2018 rising to $20.20 by 2020
• On charging of electricity cost by CLM raises level of Council subsidy significantly
• RLC’s Electricity Spot Price savings lost via outsourcing undermines CLM’s efficiency gain of 13% estimate down 2%, a loss of $49,000
• No increase in Maintenance budget over 3yrs
• No capital renewals over 3yr period
• $50,000 wage subsidy already added to RLC’s proposed subsidy taking total to $505,000 in year 1
• A community collaborative drive to increase patronage by 15% or $185,000 in yr1 based on smarter use of pool space during peak periods, promotion of targeted organisational and corporate events, increased community support/use of facility, enhanced non-aquatic services delivered in collaboration with local business sector;
• Peak user lane space charges returned to a flat rate will restore parity amongst current group users producing a minimum $12,000 increase in revenue in yr1;
• Full utilisation of Aquatic facilities for hire to community e.g. 50m pool multi-use community rooms to generate new revenue.

Assumptions:
• NZ minimum wage increases
affects staff costs in yr3 only
- RLC Electricity spot price electricity purchasing arrangement maintained in this Proposal;
- On-charging of electricity not applicable to this Proposal
- Maintenance budget understated by $100,000pa and needs to be increased immediately by Senior Management OR mitigated with significant capital renewals within next two financial years
- Limitation on Swim School revenues requires rationalisation of existing contractual arrangements/MOU’s etc to allow for increased turnover.
6. Whakaine painga
Quality and comparisons: Rotorua Lakes Swim School

6.1 He mea motuhake, he mea e hangai kau ana ki te haporan, he mea no te haporan a Rotorua Lakes Swim School. Kua tapaa nga ingoa o wa tatou roto kei runga kei ia taumata o te poutama e pikitia e te tauira ako kauhoe. Heoi he ahua tauhau te CLM, he kamupene.

Rotorua Lakes Swim School is unique and has community relevance to Rotorua. Our stages/levels are named after our lakes which are encompassed within our city. CLM are a franchise.

6.2 Ko te whainga whakamutunga o te Swim School (Squad level) ka taea te tauira ako kauhoe te kauhoe atu kia 200m. Ki ta CLM ko 25m noaiho.

The end goals of our Swim School (Squad level) is to competently be able to swim 200m. CLM only go to 25m.

6.3 Ko te tawhiti atu o te poi wai i Tikitere ko te 200m.

The distance from the shore to the buoy is 200m.

6.4 Kua whakawhiwhia keetia te Swim School ki te Gold Quality Swim School e Swimming New Zealand.

We are a Gold Quality Swim School presented by Swimming New Zealand.

6.5 Ko te mea nui ki to Rotorua Lakes Swim School ana ko te haumaru wai, ka tukuna nga kaupapa ki nga kura huri noa te haporan ka tino tukuna ki runga i wa tatou tamariki.

Water safety is paramount to Rotorua Lakes Swim School, we deliver programmes with schools to reach out to a number of children in the community.

6.6 Kei te tino whai waahi mai te haporan ki roto ki te whakarite rautaki, whakarite mahi ma Swim School.

Local in-put/community voice with the direction of the Swim School.

6.7 I whakawhanakehia te kaupapa Unison Lakes Safety e Rotorua Lakes Swim School aa ahakoa tera kua tohua mai ka haere tonu tera kaupapa engari kei raro kee I te

Our Unison Lakes Safety programme was developed by the Rotorua Lakes Swim School and has been indicated that the
whakahaere a CLM. programme will still run under CLM.

6.8 Kua aata tautokohia ake a putea nei:

- Road Patrol
- Disabilities, entry and support.
- Camp quality
- New Zealand Representative

Aquatic Centre Community Sponsorship:

- Road Patrol
- Disabilities, entry and support.
- Camp quality
- New Zealand Representative

6.9 Ko te whakapakari ake i nga kaitiaki tangata i te wai he waihanga nui ta te Swim School.

Regular in-house trained lifeguards
Aquatic Centre wins national innovation award

10 September 2014

Aquatic Centre staff with the 2014 national Innovation in Aquatics Award (L-R): Van Ewert, Karen Whiu, Bruce Cheeseman, Marie Adriaasz, Noel Gulliver and Katrina Allen.

Rotorua District Council’s aquatic centre has won the 2014 national Innovation in Aquatics Award.

The trophy was collected by Rotorua Aquatic Centre operations coordinator, Noel Gulliver, at the New Zealand Recreation Association’s annual aquatics conference - ‘Just Add Water – held in Hamilton last week.

The award acknowledges the Aquatic Centre’s adoption of the international Kaizen ‘Lean Thinking’ management practice for continuous improvement, and the practice’s successful implementation.

Since the Rotorua Aquatic Centre adopted ‘Kaizen’ Lean Thinking management, its performance has been significantly improved across all areas of the centre’s operations. The centre has also won numerous other awards, and was the first aquatic facility in New Zealand to obtain Qualmark ‘EnviroGold’ status.

Page reviewed: 18 Nov 2017 8:45pm
Going swimmingly at Aquatic Centre

You are in safe hands next time you and your family visit the Rotorua Aquatic Centre.

After a rigorous audit process to check over essential safety components such as staff training, water testing and chemical handling the centre has been awarded another 12 months of PoolSafe accreditation from the New Zealand Recreation Association.

Rotorua Aquatic Centre Manager David Pearce said he was extremely proud of his team and the hard work they put in.

"Our staff take a lot of pride in the facility and work hard to run a safe environment for our customers and the community," he said.

The audit covers six categories including supervision, emergency management and water quality that must be checked and scored by a visiting PoolSafe assessor.

"This national endorsement confirms that all our practices and procedures meet the highest industry standards and will give our customers confidence that we are doing everything we can to ensure their visits here will be as safe as possible," said Pearce.

Rotorua Aquatic Centre was one of the first swimming pools to join the PoolSafe Quality Management Scheme when it was created in 2001 and has kept its PoolSafe status since then.

Rotorua Aquatic Centre Wins Gold Environment Award (2010)

July 9, 2010

Rotorua Aquatic Centre has become the first swimming facility in New Zealand to achieve Qualmark's prestigious Enviro-Gold Award, which recognises the country's highest standards in environmental practice.

The Rotorua District Council-owned facility has earned top honour in New Zealand tourism's official environmental awards by demonstrating highly effective energy efficiency, waste management and water conservation. Community activities and conservation initiatives are also considered under Qualmark's environmental grading criteria.

All businesses carrying the Qualmark logo must meet minimum standards for environmental practice, with the Enviro awards recognising the top performers.

Louis Sylvester, Rotorua District Council's Aquatic and Leisure Manager, says the achievement is a result of dedicated Aquatic Centre staff constantly thinking of ways to support and implement sustainability.

Sylvester stated "achieving gold status is a significant stepping stone in the way we address the ecological impact of our business so we can minimise our environmental footprint.

"By also engaging well with our community, we can further develop ways to increase the effectiveness of our environmental business practices.

"We're heavily committed to contributing towards a healthy environment for our residents."

Council Chief Executive Peter Guerin believes that the receipt of the Enviro-Gold award as "fantastic" saying that it had clearly involved a big effort, a lot of coordination and excellent input from the whole aquatic centre team.

Over 470 New Zealand businesses have achieved Enviro Award status - recognising their commitment to Qualmark as responsible tourism criteria and environmental practices, with Rotorua Aquatic Centre being the country's first to pick up an Enviro-Gold award.

Highlights

2011-2012

- Winners of the SOLGM 2012 Business Excellence Awards (Building organisational Capability) for Lean Thinking
- Kaizen Lean Thinking Tours of over 300 delegates through the facility over previous 12 months
- 2 Successful Total Productive Maintenance (TPM) Seminars hosted with another 3 being held in 2013
- Finalist in New Zealand Water Safety Awards (Education Category) 2012 – Unison Lake Safety Programme
- Qualmark Endorsed Facility (5 Star Rating) - Qualmark is certified through New Zealand’s Tourism official quality agency
- Enviro Gold Endorsed Facility (Qualmark’s Responsible Tourism certification - New Zealand’s Tourism official quality agency)
- Energy Savings of just over 4% on total consumption in kWh on the previous year
- Water Savings of over 15% on Trade Waste compared to the previous year PoolSafe Accreditation till April 2013
- Member of Rotorua Sustainability Tourism Charter 2012
- Green House Gas (GHG) Emissions – 7.6% favourable decrease in total estimated Carbon Footprint on the 10/11 year.

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2010-2011

- Visitor Admissions – 332,080 unique visitor admissions.
- Learn to Swim – 46,459 unique enrolments (an increase of 11% on last year).
  Unison Lakes Safety Programme – 2,302 students enrolled. (an increase of 28% on last year).
- NZ Qualmark – 5 Star Rating – highest rating certified by NZ Tourism’s official quality agency with 94.6% result.
- Enviro-Gold Accreditation – Achieved for Responsible Tourism (first swimming pool in New Zealand).
- Sustainability – Energy savings on average of 4% every year since 2004/2005. Reduced trade waste and water by meter from two main swimming pools by 25% on last year (3,166 m³).
- Waste Minimisation – 15% decrease in waste to landfill on 2008/2009 (recycling of 1,940kg).
- Green House Gas (GHG) Emissions – 214.0 Tonnes of CO₂-e. (1.76% increase on the previous year due to increased travel for Swim Tutors going to teach learn to swim throughout the district)

2009-2010

- Winners of New Zealand Water Safety Awards (Education Category) 2009 – Unison Lake Safety Programme
- Qualmark Endorsed Facility (5 Star Rating) 2009 (Qualmark is certified through New Zealand’s Tourism official quality agency)
- Enviro Silver Endorsed Facility (Qualmark’s Responsible Tourism certification - New Zealand’s Tourism official quality agency)
- Energy Savings of 138,700 kWh per annum (savings of 1.5 months total energy out of every 12 months operation)
- Water Savings - reduced trade waste and water by meter from two main swimming pools (Jun09 – Nov09) by 49%
- Waste Minimization - 20% decrease in waste to landfill (Jun 09 – Nov 09)
- PoolSafe Accreditation 2010
- Member of Rotorua Sustainability Tourism Charter 2010

2008-2009

- Qualmark Endorsed Facility (5 Star Rating) 2008
- Qualmark is certified through New Zealand’s Tourism official quality agency
- Enviro Silver Endorsed Facility
- Qualmark’s Responsible Tourism certification (New Zealand’s Tourism official quality agency)
• Energy Savings of 138,700 kWh per annum (savings of 1.5 months total energy out of every 12 months operation)
• Water Savings reduced trade waste and water by meter from two main swimming pools (Apr 09 - Jun09) bu 49%
• Waste Minimization - 17% decrease in waste to landfill (Oct 08 - Jun 09 = 1,359kg)
• NRB Survey 2009 Customer Satisfaction - 80%
• Pool Yardstick Leisure Check Customer Survey Satisfaction - 84.8%
• PoolSafe Accreditation 2009
• Member of Rotorua Sustainability Tourism Charter 2009
• Hosted Swimming New Zealand Division 2 (National Age Group Championships) - March 2009 (1st Swim Meet of its type in Rotorua in over 20 years with 1,000 participants)

2007-2008
• Winner ‘Swimsation NZ National Best Marketing Award” 2008
• PoolSafe Accreditation 2008
• Member of Rotorua Sustainability Tourism Charter 2008
• Qualmark Endorsed Facility (5 Star Rating)
• Qualmark is certified through New Zealand’s Tourism official quality agency
• Won commendation for having 1 of the top 3 lifeguards in New Zealand presented by the New Zealand Recreation Association

2006-2007
• Winner Chamber of Commerce Business Excellence Awards 2006 (Community Organisation of the Year)
• Finalist (Highly Commended) New Zealand Recreation Association Awards 2007 (NZRA Outstanding Pool Award)
• $1 million Revenue Achievement
• Winners in Central North Island Lifeguard Championships 2007
• 4th in National Lifeguard Championships 2007
• Qualmark Endorsed Facility (5 Star Rating)
• Qualmark is certified through New Zealand’s Tourism official quality agency
• Staff Complete Sfrito (Sport, Fitness, Recreation Industry Training Organisation) & NZQA endorsed National Certificate in Community Recreation (Aquatic Level 3 Pool Safe Accreditation 2006
• Ranked 1st in Yardstick ‘Corporate Performance’ out of 58 Swimming Pools Nationwide
• Blue Water Cardio Studio Success with over 400 members
2005-2006

- Finalist in Chamber of Commerce Business Excellence Awards 2006 (Community Organisation of the Year)
- Finalist New Zealand Recreation Association Awards 2006 (Unison Lake Safety programme)
- Winners in Central North Island Lifeguard Championships 2006
- 5th in National Lifeguard Championships 2006
- PoolSafe Accreditation 2006
- Winner “Swimsation NZ National Customer Service Award” 2006
- Sfrito (Sport, Fitness, Recreation Industry Training Organisation) Registered Workplace
- Implementation of a New Recreation Department to deliver water and land based recreational programmes
Staff Profiles

Rueben Edwards
- Lifeguard
- PLPC (Pool Lifeguard Practicing Cert)
- First Aid
- Water Treatment
- Customer Service (5 Years)

Alan Davey
- Lifeguard
- PLPC (Pool Lifeguard Practicing Cert)
- First Aid
- Water Treatment
- Relieving Supervisor (3 Years)

Karen Whiu
- Lifeguard
- Diploma in Applied sport and Exercise
- PLPC (Pool Lifeguard Practicing Cert)
- Advanced Personal Training Cert 3 & 4
- National Cert in Sport & Recreation Level 3
- Surf Coach Level 2
- Surf Official Level 1
- Pool Lifeguard Skills Award
- ASTA Cert (Swim NZ)
- First Aid
- Diploma in Management
- NZ Diploma in Business

Sharni Kahukiwa
- Swim School Trainer for Rotorua Lakes Swim School
- National and International Swim Teachers Qualification
- In-house trainer for Swimming NZ Swim Teachers Award
- Evidence gatherer for Swimming NZ
- Fluent in Te Reo and ability to deliver all programmes in Te Reo Maori
Elsie May (16 years)
- Front Desk/Reception
- Stenographer
- Administration Supervisor, ACC, Rotorua
- PA to Manager, Europa Oil (NZ)
- Certificate in child Development & Observation
- Treasurer – Arawai Swim Club (pre Swim Rotorua
- First Aid
- Secretary, Board of Managers, St Johns Church, Rotorua

Leah Burgess (13 years)
- Senior Lifeguard (Shift Supervisor)
- Core Skills Level 2
- PLPC (Pool Lifeguard Practicing Cert)
- First Aid
- Water Treatment
- Confined Spaces Cert
- First Line Management
- Current Assessor

Alex Te Kowhai (15 years)
- Senior Lifeguard (Shift Supervisor)
- PLPC (Pool Lifeguard Practicing Cert)
- First Aid
- Core Skills Level 2
- Water Treatment
- First Line Management
- Chemical Handlers Cert
- Confined Spaces Cert

Nicole Douglas
- Swim Instructor (RLSS)
- Fluent in Te Reo and ability to deliver all programmes in Te Reo Maori
- Bachelor of Teaching (primary school age)
Betty Whakaue (17 years)
- Receptionist
- First Aid
- PLPC (Pool Lifeguard Practicing Cert)
- Swim Instructor

Joseph Vili (1 year)
- Swim Tutor
- National Certificate in recreational and sport (aquatic) (swim education) level 3 NZQA.
- Trained in delivering school age levels.
- Deliver water safety programs and schools programs (RLSS)

Marie Adriaansz (5 years)
- Lifeguard
- PLPC (Pool Lifeguard Practicing Cert)
- Relieving Supervisor
- First Aid
- Customer Service
- Water Treatment
- Pool Testing

Tara Mackey (6 Years)
- Swim Instructor – (RLSS)
- Program Lead
- Administrator
Syd Warena (30 years)
- Senior Lifeguard (Shift Supervisor)
- PLPC (Pool Lifeguard Practicing Cert)
- First Aid
- Core Skills Level 2
- Water Treatment
- First Line Management
- Chemical Handlers Cert
- Confined Spaces Cert

Judy Delacroix (7 Years)
- Administration / Front Desk
- Customer Service

Fenna De Goede (2 years)
- Lifeguard
- PLPC (Pool Lifeguard Practicing Cert)
- Water Treatment
- Customer Service
- PLSA
- First Aid

Eileen Adriannz (8 Years)
- Lifeguard
- PLPC (Pool Lifeguard Practicing Cert)
- Relieving Supervisor
- First Aid
- Water Treatment
- First Line Management
- National Cert in Business Level 4

Manaaki Te Kowhai
- Lifeguard
- PLPC (Pool Lifeguard Practicing Cert)
- First Aid
June Joseph (9 Years)
- Reception and Administration
- Customer Service
- Aqua Fitness Instructor
- Union Lakes Safety and Swim Instructor
- Programme Coordinator School Holiday Programme (2008-2014)
- RAC Work well representative (RLSS)
- Community and Aquatic Events Organiser

Alice Dott (1 year)
- Swim Tutor
- National Certificate in recreational and sport (aquatic) (swim education) level 3 NZQA.
- Trained in delivering preschool ages through to school age levels.
- Delivers water safety programs and schools programs (RLSS).

Bryce Marsh (5 years)
- Swim Tutor
- National Certificate in recreational and sport (aquatic) (swim education) level 3 NZQA.
- Trained in delivering baby lessons right through to adults.
- Deliver water safety programs and schools programs (RLSS).

Erin Coull-Roberts (1 year)
- Swim Tutor
- National Certificate in recreational and sport (aquatic) (swim education) level 3 NZQA.
- Trained in delivering preschool ages through to school age levels.
- Delivers the schools program (RLSS).

Fraser Horne (2 years)
- Swim Tutor
- National Certificate in recreational and sport (aquatic) (swim education) level 3 NZQA.
- Trained in delivering school age levels for after school lessons.
Louisa Breakwell (1 year)
- Swim Tutor
- National Certificate in recreational and sport (aquatic) (swim education) level 3 NZQA.
- Trained in delivering school age levels.
- Deliver water safety programs and schools programs (RLSS).

Stevee-Lee Gardiner
- Swim Tutor
- National Certificate in recreational and sport (aquatic) (swim education) level 3 NZQA.
- Trained in delivering preschool ages through to school age levels.
- Deliver water safety programs and schools programs (RLSS).

Theresa Harvey
- Swim Tutor
- National Certificate in recreational and sport (aquatic) (swim education) level 3 NZQA.
- Trained in delivering preschool ages through to school age levels.
- Delivers the schools program (RLSS).

Tylan Moulder (2 years)
- Swim Tutor
- Lifeguard (PLPC)
- First Aid
- National Certificate in recreational and sport (aquatic) (swim education) level 3 NZQA.
- Trained in delivering preschool age levels and school age.
- Deliver water safety programs and schools programs (RLSS).

Iraia Mita (2 years)
- Swim Tutor
- Lifeguard (PLPC)
- First Aid
- National Certificate in recreational and sport (aquatic) (swim education) level 3 NZQA.
- Trained in delivering preschool aged levels and school age.
- Deliver water safety programs and schools programs (RLSS).
Matariki Henderson (3 years)
- Swim Tutor
- National Certificate in recreational and sport (aquatic) (swim education) level 3 NZQA.
- Trained in delivering preschool ages through to squad levels.
- Deliver water safety programs and schools programs (RLSS).

Julie Cade (9 years)
- Swim Tutor
- National Certificate in recreational and sport (aquatic) (swim education) level 3 NZQA.
- Trained in delivering preschool ages through to school age levels.
- Deliver water safety programs and schools programs (RLSS).

Hana Stubbings (2 years)
- Swim Tutor
- National Certificate in recreational and sport (aquatic) (swim education) level 3 NZQA.
- Delivers school age levels for after school lessons.

Andres Castello (1 Year)
- Lifeguard
- PLPC (Pool Lifeguard Practicing Cert)
- PLSA
- First Aid

Clinton Morecraft
- Lifeguard
- PLPC (Pool Lifeguard Practicing Cert)
- First Aid
- Lifeguard
- Relieving Supervisor
Reynold Macpherson, 24 January 2018*

The crisis in the management of the Aquatic Centre dates from 2014 when, after 12 years of successful leadership, Louis Sylvester resigned to take up leadership of 21 aquatic centres in Auckland. He left an organisational culture of community service, a flat and cooperative management structure, an integrated strategic and business plan, and high performing staff with clear key performance indicators (KPIs).

Although a relatively small organisation with a permanent staff of 21.75 equivalent full-time staff (i.e. 38 part-time and full-time permanent staff and 28 swim instructors and lifeguards), the Centre received international recognition for its application of Kaizen-LEAN management principles.

Sylvester reportedly left a surplus of $357,000 and highly-tuned management systems that delivered on a community service kaupapa to the general satisfaction of stakeholders. Sylvester reported to the then Manager, Sports and Recreation, the then Group Manager, and the then Chief Executive (CE).

In 2013 the incoming Mayor invited an Australian company to propose a new business model, supported by the Acting Group Manager. Following a tour, the leader of the Australian delegation commented that they needed to speak to the Mayor because what they had observed on the tour was not representative of the briefing they had received prior to visiting the Aquatic Centre. It was the first indication to centre staff that the new Mayor and relatively new CE were considering changes in centre work practices which were likely to involve substantial changes. The model cut across the centre’s community service kaupapa and was set aside when found to be financially unsustainable. An Interim Centre Manager co-managed the Aquatic Centre with the Service Manager for three months while the new CE searched for a leader to achieve efficiency gains, having made it clear that LEAN would be abandoned. In September 2014 the Aquatic Centre won the New Zealand Recreation Association in Innovation in Aquatics Award.

From 2014 to 2017, a new Centre Manager attempted to redirect the Aquatic Centre towards becoming a corporate commercial entity that made contributions from surpluses. He was line managed by the current Manager, Sports and Recreation and Environment, a Group Manager that has since left, and the current CE. Fresh marketing by the private Swim School proved successful, and although management of the programme was brought back in-house in 2017, it became an in-house competitor to other Centre programmes and the tensions remained unresolved. Operational management of the centre gradually devolved to the Service Manager.

The CE then established an “Aquatic Centre Board” comprising the three line managers noted above and a Swim Rotorua representative, to supervise the Centre Manager. It failed to generate effective leadership, mobilise appropriate corporate service support or achieve expected returns. The Centre Manager resigned in August 2017. The CE appointed an Acting Centre Manager while he looked externally for a new solution. On 26 June, the Manager, Sports and Recreation and Environment commissioned four reports from Wā Consultancy;

- a Section 17A review to report the cost effectiveness of current arrangements for meeting the needs of the community
- an Operations Report to review operations and service delivery options
- a Management Report to review the “best” governance and management model for the Centre, and
- a Redevelopment Report to identify the “best redevelopment option”.

The Wā Section 17A Report dated 1 August recommended that five governance and management options be investigated to identify if the current governance, funding and delivery model is the most cost effective, compliant with the Act. The methodology reportedly included a few interviews of “key staff” in the Centre and “key personnel” in the RDC, stakeholder surveys, desktop research and national benchmarking.

The Report did not include a critical review of the history of centre leadership in its corporate and community contexts. There was considerable potential for ‘top-down’ bias in the data collected. The Wā Operations Review Report, also dated 1 August, used the same methodology and data to conclude that fresh centre management was needed to:

- develop and implement an annual business plan with goals and objectives expressed in KPIs;
- report monthly to the Manager of Sports and Recreation against KPIs and on centre performance;
- document and embed processes;
- establish best practice in staffing and operations;
- implement planned maintenance;
- advise on redevelopment investment;
- train staff to meet KPIs; and
- manage service delivery to maximise both usage and revenue.

The Wā Operations Report read like a standard management check list without reference to current practices in the Centre. It inaccurately attributed the average overspend of 16 per cent per annum in the previous two years mainly to expenditure on staffing and maintenance when there was a significantly greater surge on capex and maintenance in the ageing facility. It failed to clarify the unique context and purpose(s) of the Aquatic Centre’s operations or appropriate corporate support services. Above all, the Wā Operations Report failed to identify that a major reason for the centre management crisis was a failure of corporate leadership and support.

The Wā Management Report, dated 17 August, considered the five governance and management options mandated for the Section 17A Report. It recommended the external management option for six reasons:
- minimum cost savings of 20-25 per cent savings in staffing costs and overheads, bulk purchasing power, rationalization, etc.;
- minimal impact on existing operations;
- immediate improvements through implementation of QMS system;
- access to specialist staff services i.e. programmes, aquatics, asset management, etc.;
- Council to receive profit share over and above budget; and,
- possible future investment partner in development of the Centre.

It recommended that Council “inform staff of the decision to seek external management via a Request for Proposal (RFP)” (p. 12).

The Wā Management Report failed to critically evaluate centre management and related corporate management services since 2014. It confirmed the absence of investment since 2003, noting that the Centre is “nearing the end of its lifecycle and due for an upgrade or replacement” (p. 8). The promised $700,000 return to Council in Year 1, to be achieved through cost compression, especially via staff and maintenance savings, without capital investment, appeared both draconian and implausible. While it did identify a list of remedial actions for centre and team leaders, it did not clarify the Centre’s unique services to be provided to the Rotorua community with an appropriate culture, structures and programmes. It did not provide a sophisticated rationale for out-sourcing centre management per se compared to an in-house capacity-building management model to avoid the culturally alienating stresses of imposing external management with a commercial kaupapa.

The Wā Redevelopment Report dated 24 August reiterated the methodology noted above and added a degree of speculative futurism. It further clarified the Management Report recommendation for external management, and added mainly rhetorical justifications by reference to the Council’s Long Term Plan, the Sports and Recreation Strategy and the Bay of Plenty Spaces and Places Strategy principles.

Mindful of the current condition of the Centre, the report provided preliminary costings for three capex options; minor upgrades for $7M, a recommended refurbishment of $15M (with a partner or by taking on additional debt), or a total rebuild for $25M (with the same financing strategies).

The CE and his senior staff set the timetable for implementing out-sourced centre management. On 12 September 2017 the Acting Centre Manager notified Centre staff that the RDC’s advertisement of a Request for Expressions of Interest from companies had closed on 1 September and that some or all respondents would be invited to return an RFP by the end of October, with Council to “be asked for a decision on the way forward in November.”

On 2 November, Council’s Operations and Monitoring (O&M) Committee receive a proposal from Manager, Sports Recreation and Environment, and the Acting Group Manager Operations, for a new management model for the Aquatic Centre. It was light on detail. The Wā Reports were not shared. The O&M Committee accepted their assurance that the recommended tender would run the centre “at a
higher level of service for considerably reduced cost” and their recommendation that Community Leisure Management (CLM) be awarded the contract, with the CE empowered to negotiate the contract.

The proposal claimed inaccurately the “staff have been kept advised throughout the process”. There had been routine meetings with AWUNZ (union) over coffee since June without any of the four Wā Reports being shared or the Rotorua Lakes Council (RLC) declaring its intentions to consider outsourcing centre management.

This breached Section 37d(i) of the Collective Agreement between the RLC and AWUNZ which requires that “The employer shall consult with the Consultation Committee when considering changes in traditional work practices which are likely to involve substantial changes in the nature or degree of workforce skills or which are likely to substantially alter the hours of work or reduce the number of people employed. The Chief Executive shall convene and meeting of the Committee no later than four weeks prior to the introduction of such changes.”

On 23 November, full Council endorsed the recommendation of the O&M Committee to contract CLM to manage the Aquatic Centre. Again, the Wā Reports were not shared. Council was apparently convinced by CLM’s promise to deliver more efficient, effective and expanded services and programmes, and to save about $700,000 of the annual cost to ratepayers of $2.2M. The CE did not convene the Consultation Committee.

The same afternoon, the lead Wā consultant reported the Council’s decision to Aquatic Centre staff, and added that a new Centre Manager from CLM would start on 27 November. The Wā consultant was later confirmed as Sports Development Manager at over $100K pa, apparently to supervise the new Centre Manager, thereby adding another level to the corporate hierarchy who are all paid over $100K pa.

The following day the Manager, Sports Recreation and Environment, thanked Aquatic Centre Staff and AWUNZ by memo for attending the meeting on the previous day and acknowledged that industrial issues had been raised by them and Rob Popata, AWUNZ. He reported that a working group of three AWUNZ and three RLC HR staff had been formed to “commence working through the transition process”. The CE did not convene a meeting of the Consultation Committee.

On 29 Nov, the new Centre Manager explained CLM’s structures at two meetings with Aquatic Centre staff, especially their options for moving from RLC employment to CLM employment. Permanent pool attendants and swim tutors were offered matching job titles and pay, subject to new rosters, with some changes to employment contracts foreshadowed around sick leave provisions, long service leave, and redundancy. The 11 duty managers, receptionists, service manager and the swim school management, administration coordinators and programme lead staff were offered an opportunity to apply for new CLM positions, with other options. Casual pool attendants and swim tutors were asked to declare their availability. And on 1 December, the RLC formally asked all Aquatic Centre staff by letter to declare their intentions by 8 December. The CE did not convene a meeting of the Consultation Committee.

On 5 December that AWUNZ’s barrister asked the RLC’s Manager of HR to halt the transition process because it was breach of clause 37 of the Collective Agreement and section 4 of the Employment Relations Act 2002 which applies to any proposal to contract out. She indicated that she was seeking interim and substantive relief at the Employment Relations Authority (ERA) and immediate mediation. The HR Manager claimed in response the following day that staff had been “engaged, consulted and informed staff at different stages of this process since June, and leading up to the Council decision.” Further, he noted, the CE had just delegated responsibility for convening the Consultative Committee, its first meeting to be held 11 December. He added that the deadline for staff responses had been extended one week to 15 December but that “we see little merit in mediation at this time.” Another email the same day to some Centre staff made it clear that the HR Director expected the transition process to proceed.

Industrial action followed. On 6 December an AWUNZ hikoi attempted to deliver a petition signed by more than 4,000 people to the last Council meeting of 2017. The Mayor and the CE used fearism to justify the reportedly illegal ‘lock down’ of the Council building, refused to accept the petition, discouraged any councillors from meeting with the petitioners despite a number expressing disquiet, and then convened a press conference to explain the outsourcing of the Aquatic Centre management to CLM.
The following day the AWUNZ’s barrister notified the HR Manager that she had met with Centre staff and would be seeking interim relief and a substantive investigation, and lodged a request for all information related to contracting out. She raised issues to do with employment responsibilities, mandatory consultation, being a good employer, and the CE’s obligations to rectify breaches, starting with the retraction of the 1 December notice. The substantive concerns about contracting out included reduced staff conditions to achieve cost savings, the absence of references to honouring the Treaty of Waitangi in the RFP, the lack of an opportunity for Centre staff to put an alternative proposal, pressure to transfer to CLM, and concerning statements made to individual workers.

The HR Manager replied to the AWUNZ’s barrister on 8 December. He reiterated the Council’s decision to delegate authority to the CE to negotiate the contact with CLM, clarified the different functions of the working group managing transition and the Consultation Committee, insisted that all information had been provided to AWUNZ, and that Centre staff had had every opportunity to submit a proposal. AWUNZ did not attend the Consultation Committee meetings scheduled by the RLC for 11 and 15 December.

The ERA offered mediation to the RLC and AWUNZ on 18 December without positive outcome. It then convened an investigation hearing the following day. Having identified two breaches by the RLC, not negotiating in good faith and not convening the Consultation Committee, the ERA issued seven consent orders:

1. RLC to provide all documents to AWUNZ about outsourcing centre management to CLM, including the four Wā Reports, by 22 December.
2. The CE to convene the Consultation Committee on 10 January to address the staff’s alternative management model and requests for information.
3. The CE to convene the Consultation Committee on 17 January to discuss staff’s alternative management model.
4. The CE to convene the Consultation Committee on 19 January to discuss the CE’s draft response.
5. AWUNZ’s response to the CE’s draft response is to be with the CE by 26 January. Both AWUNZ and the CE are to submit proposals and responses to the Operations and Monitoring (O&M) Committee.
6. O&M Committee to decide on 1 February if the staff’s alternative proposal is to go to a full Council meeting on 28 February.
7. RLC officials to pause the implementation of out-sourcing to CLM, other than provide information to staff, until after O&M and the Council have made their decisions.

The first meeting of the Consultation Committee on 10 January was devoted to interpreting the determinations of the ERA with AWUNZ seeking information on model costings. At the 17 January meeting, the AWUNZ team tabled a proposal on behalf of Centre staff, and answered questions, but solely in Te Reo. It called for a kaupapa Maori internal management model (Te Puna) and provided a preliminary financial comparison with current and CLM’s external management model. A translator found in haste admitted that many of the concepts were beyond her translation capacities. The Acting CE indicated that Te Puna would be translated and appraised using the criteria set out in the RFP.

The Acting CE tabled a draft response to the Te Puna model at that 19 January Consultation Committee meeting. He acknowledged that both parties had worked under intense time constraints and that the Te Puna proposal advanced “mahi kotahi”; when the Council, Community and Staff would work together on developing an alternative to external management.

The draft response included a comparative assessment of the CLM and Te Puna proposals against the RFP criteria. It found that the CLM proposal was superior across the criteria, and additionally outsourced risk, which is a doubtful claim because officials would continue be expected to supervise the contract, internal or external. Similarly, it was argued that the Te Puna proposal located all risk with the RLC, which ignored the interconnected responsibilities and accountabilities of officials, councillors and the community. Risk was conceived solely in financial terms.

Perhaps the most important acknowledgement by the Acting CE was that the Te Puna proposal aspired to achieve bi-cultural and community values, and offered an opportunity for Council to create a process for councillors, officials, staff and community to translate this philosophy into an effective governance and operations model.
In consultation with AWUNZ officials on 23 January, RDRR Committee members evaluated the extent to which the Te Puna proposal is likely to serve the interests of residents and ratepayers. They were appalled by the unethical nature of corporate leadership provided by officials, the extent to which the crisis in the management of the Aquatic Centre was caused by incompetent human resource management, the ineffectual governance of the CE and his senior officials by the Mayor and councillors, and the contrived information deficit around O&M’s and Council’s decisions. They support the Te Puna proposal in principle, and are committed to continuing collaboration with centre staff through AWUNZ in the interests of our community.

The focus is now on O&M Committee’s decision on 1 February, and the time now needed for the Te Puna proposal to be more fully developed. In consultation with AWUNZ, the RDRR is mounting a public information campaign to inform decision making by elected representatives at O&M, and hopefully, at full Council. AWUNZ will organise a public meeting for the evening of 31 January.

*Reynold Macpherson can be contacted at 07 346 8553, 021 725 708 or by email at reynold@reynoldmacpherson.ac.nz Rob Popota can be contacted at AWUNZ 07 349 5061, at (021) 288-5606 or by email at robert.popota@awunz.org.nz