



**ROTORUA
LAKES COUNCIL**
Te Kaunihera o ngā Roto o Rotorua

Kaupapataka Agenda

**NOTICE OF AN ORDINARY MEETING
OF**

COMMUNITY AND DISTRICT DEVELOPMENT COMMITTEE

Date: Wednesday 10 April 2024

Time: 9.30am

Venue: Council Chamber

MEMBERSHIP

Chair	Cr Kai Fong
Deputy Co-Chair	Cr Brown Cr Waru
Members	Mayor Tapsell Cr Barker Cr Kereopa Cr Lee Cr Maxwell Cr O'Brien Cr Paterson Cr Wang
Quorum	6

NGĀ TUKUNGA HAEPAPA A TE KAUNIHERA COUNCIL DELEGATIONS

Community and District Development

Type of Committee	Whole of Council Committee
Subordinate to	N/A
Subordinate Committees	N/A
Legislative Basis	Schedule 7, clause 30 (1) (a), Local Government Act 2002.
Purpose	To oversee planning, monitoring, education and enforcement activities, and guide the economic and physical development and growth of the Rotorua District.
Reference	01-15- 019
Membership	Mayor Deputy Mayor All Councillors
Quorum	6
Meeting frequency	Monthly
Delegations	<ul style="list-style-type: none"> • Oversee the management of council’s planning, monitoring, education and enforcement activities, including: <ul style="list-style-type: none"> ○ Community safety ○ Regulatory and compliance ○ Environmental health ○ Animal Control ○ Parking Enforcement ○ Noise control ○ Food Act ○ Building Control ○ Consents and inspections ○ Resource Consents ○ Subdivision, land use and development control ○ District Plan ○ Plan Changes ○ Arts and Culture ○ Community wellbeing • Lead and oversee District Plan reviews and associated plan changes • Encourage engagement with the business community, economic agencies and major economic sectors that enables and attracts smart investment • Monitor Council’s contribution to the Te Arawa Vision (specifically in relation to Community and District Development outcomes) • Development and implementation of Economic Development Strategy/Framework • Development and implementation of a Destination Management Plan • Central business district - revitalised growth and development included focus on Fenton Street Corridor • District growth and development • Council controlled organisations (CCO’s) - advising on the content of the annual Statement of Expectations, agreement on Statement of Intent, monitoring against the Statement of Intent the financial and non-financial performance of CCO’s • Make appointments and authority to remove appointments to Council-Controlled Organisations (CCO’s).
Relevant Statutes	All the duties and responsibilities listed above must be carried out in accordance with the relevant legislation.

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1. Karakia Whakapuaki - Opening Karakia

TŪTAWA MAI

Tūtawa mai i runga

Tūtawa mai i raro

Tūtawa mai i roto

Tūtawa mai i waho

Kia tau ai te mauri tū

Te mauri ora, ki te katoa

Hāumi e. Hui e. Tāiki e!

TŪTAWA MAI

I summon from above

I summon from below

I summon from within

I summon the surrounding environment

The universal vitality and energy to infuse
and enrich all present

Enriched, unified and blessed

2. Ngā Whakapāha - Apologies

The Chair invites notice from members of:

1. Leave of absence for future meetings of the Rotorua Lakes Council; or
2. Apologies, including apologies for lateness and early departure from the meeting, where leave of absence has not previously been granted.

3. Whakapuakitanga Whaipānga - Declarations of interest

Members are reminded of the need to be vigilant to stand aside from decision making when a conflict arises between their role as a member and any private or other external interest they might have.

4. Ngā Take Whawhati tata kāore i te Rārangi Take - Urgent Items not on the Agenda

Items of business not on the agenda which cannot be delayed

The Chair will give notice of items not on the agenda as follows:

Matters Requiring Urgent Attention as Determined by Resolution of Rotorua Lakes Council

The Chair shall state to the meeting.

1. The reason why the item is not on the agenda; and
2. The reason why discussion of the item cannot be delayed until a subsequent meeting.

The item may be allowed onto the agenda by resolution of the Rotorua Lakes Council.

s.46A (7), LGOIMA

Discussion of minor matters not on the agenda.

Minor Matters relating to the General Business of the Rotorua Lakes Council.

The Chair shall state to the meeting that the item will be discussed, but no resolution, decision, or recommendation may be made in respect of the item except to refer it to a subsequent meeting of the Rotorua Lakes Council for further discussion

s.46A (7), LGOIMA

5. Te Whakaū i ngā Meneti - Confirmation of Minutes

5.1 Community and District Development Committee Meeting (Draft) Minutes 13 March 2024

DOC ID: 20202667

Minutes (draft)

Community and District Development Committee Meeting
held Wednesday 13 March 2024 at 9.30am
Council Chamber, Rotorua Lakes Council

MEMBERS PRESENT:	Cr Brown (Chair), Mayor Tapsell, Cr Barker, Cr Kereopa, Cr Lee, Cr O'Brien, Cr Paterson, Cr Wang.
MEMBERS PRESENT VIA AUDIO VISUAL:	Cr Kai Fong and Cr Waru (Deputy Co-Chair).
APOLOGIES:	Cr Maxwell and Cr Kai Fong (Early Departure).
IN ATTENDANCE:	D Toy, Regional Director, Kāinga Ora; D Soughtton, Deputy Chief Executive – Central, Kāinga Ora.
STAFF PRESENT:	A Moraes, Chief Executive; T Collé, Group Manager, Corporate Services; J.P Gaston, Group Manager, Community & District Development; O Hopkins, Executive Director, Corporate Planning & Governance; S Michael, Group Manager, Infrastructure & Environment; G Rangī, Manahautū Te Arawa Hourua; S Kelly, Development & Partnerships Manager; D Cossar, Governance & Democracy Manager; J Ward, Manager, Planning and Development Solutions; G Kieck, Manager, Corporate Strategy and Planning; N Michael, Executive of Communications, Mayor's Office; V Cawte, Senior Communications Advisor; G Konara, Governance and Democracy Co-ordinator.

The meeting opened at 9.30am.

The Chair, welcomed elected members, media, staff and members of the public.

1 KARAKIA WHAKAPUAKI OPENING KARAKIA

Cr O'Brien opened the meeting with a karakia.

Mayor Tapsell acknowledged the appointment of Andrew Moraes as the Rotorua Lakes Council's new Chief Executive and welcomed him to his first meeting. Mayor Tapsell also thanked Gina Rangī for her role as Interim Chief Executive.

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2 NGĀ WHAKAPĀHA APOLOGIES

Resolved:

1. **That the apologies from Cr Maxwell and Cr Kai Fong for early departure be accepted.**

Moved: Mayor Tapsell

Seconded: Cr Lee

CARRIED

3 WHAKAPUAKITANGA WHAIPĀNGA DECLARATIONS OF INTEREST

None.

4 NGĀ TAKE WHAWHATI TATA KĀORE I TE RĀRANGI TAKE URGENT ITEMS NOT ON THE AGENDA

None.

5 TE WHAKAŪ I NGĀ MENETI CONFIRMATION OF MINUTES

- 5.1 MINUTES OF COMMUNITY AND DISTRICT DEVELOPMENT COMMITTEE MEETING HELD 14 FEBRUARY 2024

DOC ID: 20158894

Resolved:

1. **That the minutes of the Community and District Development Committee meeting held 14 February 2024 be confirmed as a true and correct record.**

Moved: Cr Barker

Seconded: Mayor Tapsell

CARRIED

6. NGĀ TĀPAETANGA PRESENTATIONS

- 6.1 PRESENTATION FROM KĀINGA ORA

Mr Darren Toy, Regional Director and Mr Daniel Soughtton, Deputy Chief Executive - Central, Kāinga Ora spoke to a presentation titled "Kāinga Ora Update".

Action Points:

- Cr O'Brien requested information on the number of evictions from Kāinga Ora properties in Rotorua in the last two years. Response to be provided by Darren Toy.
- Cr Lee requested information on the number of properties purchased by Kāinga Ora in Glenholme. Response to be provided by Darren Toy.

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7. PŪRONGO KAIMAHI STAFF REPORTS

7.1 DELIBERATIONS – PROPOSED RESERVE REVOCATION OF 10 BARNARD ROAD

DOC ID: 20161649

Resolved:

1. **That the report ‘Deliberations – Proposed Reserve Revocation of 10 Barnard Road’ be received.**

Moved: Cr O’Brien

Seconded: Cr Lee

CARRIED

Jean-Paul Gaston and Stephanie Kelly overviewed the report, and presented a map of the reserve.

Further resolved:

2. **That the Committee notes that, as the reserve administering body, there is a requirement to consider objections to the proposed reserve revocation of 10 Barnard Road and determine whether those objections will be accepted or not accepted, and the reasons for the that decision.**
3. **That the Committee, having considered the matters raised in objections, agrees that the objections not be accepted for the following reasons:**
 - (a) **That the proposed revocation will enable a use of the land that is consistent with the purpose for which the land is held;**
 - (b) **That the land is not required for any other reserve purposes;**
 - (c) **That the revocation will assist the Rotorua District in meeting its housing outcomes.**
4. **That the Committee approves the revocation of the road reserve of the Council-owned land at 10 Barnard Road, being Lot 16 DPS 1375, pursuant to Section 24 of the Reserves Act 1977.**
5. **That the Committee agrees that subject to the Department of Conservation ratifying the revocation, that the land be declared surplus and be disposed of to Summerset Retirement Villages Limited, in accordance with Council’s Property Disposal Policy.**
6. **That the Committee note that the proposed disposal of the land to Summerset Retirement Villages is subject to the retirement village development proceeding, and that any costs associated with the revocation and disposal of the land will be met by Summerset Retirement Villages.**

Moved: Cr Waru

Seconded: Cr Wang

CARRIED

7.2 ROAD DEDICATION – PART OF HULME PLACE LOCAL PURPOSE (ROADWAY) RESERVE

DOC ID: 20109279

Resolved:

1. **That the report ‘Road Dedication – Part of Hulme Place Local Purpose (Roadway) Reserve’ be received.**

Moved: Cr O’Brien

Seconded: Mayor Tapsell

CARRIED

Jean-Paul Gaston and Stephanie Kelly overviewed the report, and presented a map of the reserve.

Further resolved:

2. **That the Committee resolves to dedicate as road, that part of the Hulme Place Local Purpose (Roadway) Reserve, described as Section 2 on SO 587215, pursuant to section 111(1) of the Reserves Act 1977.**

Moved: Cr Wang

Seconded: Cr O’Brien

CARRIED

Cr Kai Fong and Cr Waru left the meeting at 10.50am.

The meeting adjourned at 10.50am.

The meeting resumed at 11.00 am.

7.3 PROGRESS REPORT – COMMUNITY AND DISTRICT DEVELOPMENT

DOC ID: 20171044

Resolved:

1. **That the report ‘Progress Report – Community and District Development’ be received.**

Moved: Cr O’Brien

Seconded: Cr Paterson

CARRIED

Mayor Tapsell re-joined the meeting at 11.05am.

Jean-Paul Gaston overviewed the report.

Action Points:

- Following a question from Cr Paterson, Group Manager, Community and District Development to advise if there is a CCTV at the Te Ngae Road intersection.
- Following a question from Cr Barker, Group Manager, Community and District Development to report back on the stakeholders and representatives who are supporting the development of the accessibility policy.

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7.4 PROGRESS REPORT – CORPORATE SERVICES

DOC ID: 20171006

Resolved:

1. That the report 'Progress Report – Corporate Services' be received.

Moved: Cr O'Brien

Seconded: Cr Barker

CARRIED

Thomas Collé overviewed the report.

Action Points:

- Following a request from Cr O'Brien, Group Manager, Corporate Services to provide costings on sulphur effected sound equipment at the Sir Howard Morrison Centre in next progress report.
- Following a request from Cr Barker, Group Manager, Corporate Services, to provide a comparison of pre and post Covid conference delegate numbers in next progress report.

**8. TE KARAKIA WHAKAMUTUNGA
CLOSING KARAKIA**

Cr O'Brien closed the meeting with a Karakia.

The meeting closed at 11.43am.

To be confirmed at Community and District Development Committee meeting on 10th April 2024.....
Chair**Note:-Rotorua Lakes Council is the operating name of Rotorua District Council.**[Back to Index](#)

6. Ngā Tāpaetanga - Presentations

6.1 Waikato Regional Council – Long Term Plan 2024-2034

7. Pūrongo Kaimahi - Staff Reports

DOC ID: 20210383

ROTORUA LAKES COUNCIL

Chair
Members
COMMUNITY AND DISTRICT DEVELOPMENT COMMITTEE

7.1 Statements of Intent for Council Controlled Organisations for the Year Commencing 1 July 2024 - RotoruaNZ and Rotorua Regional Airport Limited (Decision Required)

Report prepared by: Jean-Paul Gaston, GM Community and District Development

Report approved by: Andrew Moraes, Chief Executive

1. TE PŪTAKE PURPOSE

The purpose of this report is to consider the draft Statements of Intent (SOI) for two of the Council Controlled Organisations (CCOs) namely RotoruaNZ and Rotorua Regional Airport Limited and for the Rotorua Lakes Council (RLC) to provide feedback to each company before the companies provide their finalised Statement of Intent to RLC prior to 30 June 2024.

2. NGĀ TŪTOHUNGA RECOMMENDATIONS

1. That the report 'Statements of Intent for Council Controlled Organisations for the year commencing 1 July 2024 – RotoruaNZ and Rotorua Regional Airport Limited' be received.
2. That the Committee resolves to submit comments on the Draft Statements of Intent for RotoruaNZ Limited and Rotorua Regional Airport Limited as outlined in this report.

3. TE TĀHUHU BACKGROUND

Each CCO is required to have a SOI in place by 30 June of each year.

The purpose of the SOI is to:

- Publically state the activities and intentions of a CCO for the year and the objectives to which those activities will contribute.
- Provide an opportunity for shareholders to influence the direction of the organisation.
- Provide a basis for the accountability of directors to the shareholders for the performance of the organisation.

The requirements for a SOI are stated in the 8th schedule of the Local Government Act.

Unless notified otherwise, the Board must submit a draft SOI to Council by 1 March.

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RLC may make comments on the draft SOI and provide them to the board as a formal response.

The Board must consider any comments on the draft SOI and deliver the completed SOI on or before 30 June.

Section 60 of the Local Government Act requires that any decision made by the Board is consistent with the SOI and the company's constitution.

4. TE MATAPAKI ME NGĀ KŌWHIRINGA DISCUSSION AND OPTIONS

In the following sections we provide a brief overview of each of the CCO's SOI's and the proposed feedback/comments to be submitted by RLC ahead of the CCO's finalising their SOI's.

4.1 RotoruaNZ

4.1.1 Statement of Intent

The RotoruaNZ SOI is prepared in accordance with Section 64(1) of the Local Government Act 2002 and is a comprehensive document covering all items required in a SOI.

The SOI is structured into the following key sections:

- Introduction
- About RotoruaNZ
- Our purpose
- Our strategic framework
- Our work plan
 - Reputation rebuild – *a 3 year plan to strengthen Rotorua's reputation and rebuild brand equity*
 - Marketing and communications – *Strengthening Rotorua's reputation and building brand equity*
 - Destination Sales and Visitor Services – *Delivering sales across international, business events, education and groups, and in-destination*
 - Business Growth, Insights, and Investment Attraction – *Deliver activities associated with priority sectors – tourism and forestry – and facilitating broader business growth initiatives*
- RotoruaNZ Operating Principles & Values
- Performance Update
 - Key Performance Measures
 - Monitoring Indicators
- Summary of Financials
 - Council Funding CCO Budget YE June 30 2025
 - Ratio of Shareholders Funds to Total Assets
 - Accounting Policies
 - Dividend Policy
 - Acquisition and Divestment Policy
- Governance
 - Responsibilities of Directors
 - Expectations of Board members
 - Governance process policies
- Responsibility to Shareholder
 - Statement of Intent
 - Information flows and reporting
- Health and Safety

It should be noted that as the Regional Tourism Organisation (RTO) and Economic Development Agency (EDA), RotoruaNZ's SOI is likely to be the most publically viewed of all of the CCOs and is set out accordingly.

For clarity, RotoruaNZ also submitted a separate letter detailing what sections reflected our requirements under the Letter of Intent issued 14 February 2024.

The covering letter and full SOI are included as Attachment 1.

4.1.2 Comments and feedback from RLC

Rotorua New Zealand have reflected the comments provided through the Letter of Expectation (LOE) so no change requests are proposed.

4.2 Rotorua Regional Airport Limited (RRAL)

4.2.1 Statement of Intent

The RRAL SOI is prepared in accordance with Section 64(1) of the Local Government Act 2002 and is a comprehensive document covering all items required in a SOI.

The SOI is prepared with the following sections:

- Introduction
- Ownership & Governance
- About Us
- Relationship with Shareholder
- Relationship with Iwi
- Our Purpose and Vision
- Key Priorities and Objectives
- Capital Expenditure
- Performance Measures
- Signatories
- Appendix 1

The full SOI is included as Attachment 2.

4.2.2 Comments and feedback from RLC

The key priorities and objectives section (page 4) could be improved with a stronger emphasis on the Council 2022-25 priorities. As an example, the 'Help Council achieve its growth aspirations' might more usefully reference or elaborate on one/some of Councils priorities eg:

- Economy
 - Enable and attract smart investment
 - Confidence and a vibrant reputation
 - World class tourism destination
- Infrastructure
 - Safe and reliable
 - Enabling targeted growth
 - Protect and restore our natural environment
 - Resilient to climate change.

The critical elements described in the same section (page 4) are helpful.

Improve the explanation/clarity that the funding provided from Rotorua Lakes Council via the Service Funding Agreement is made available to support investment proposed by RRAL and approved by RLC, into the airports aviation infrastructure and associated debt. Funding is not available to fund aviation operations and assets as these should be funded entirety from operating revenues.

In addition, future projects such as the airport business park that may require funding support through external debt will need to be approved by Council.

5. TE TINO AROMATAWAI ASSESSMENT OF SIGNIFICANCE

The decisions or matters of this report are not considered significant in accordance with the Council's Significance and Engagement Policy. The process is dictated by requirement of the LGA 2002.

6. NGĀ KŌRERO O TE HAPORI ME TE WHAKATAIRANGA COMMUNITY INPUT/ENGAGEMENT AND PUBLICITY

Consultation on this matter is not required. It is important to note the final SOI needs to be publicly available.

7. HE WHAIWHAKAARO CONSIDERATIONS

7.1 MAHERE PŪTEA FINANCIAL/BUDGET CONSIDERATIONS

See financial sections of SOIs.

7.2 KAUPAPA HERE ME NGĀ HIRAUNGA WHAKARITERITE POLICY AND PLANNING IMPLICATIONS

There are no policy implications. SOIs are expected to reflect Council's overall direction and priorities for delivery by the CCOs.

7.3 TŪRARU RISKS

Not applicable.

7.4 TE WHAIMANA AUTHORITY

Feedback requirements on the draft SOIs is delegated to Council committees.

**8. NGĀ ĀPITI HANGA
ATTACHMENTS**

Attachment 1: Draft Statement of Intent for RotoruaNZ

Attachment 2: Draft Statement of Intent for Rotorua Regional Airport Limited


ROTORUANZ

29 February 2024

Gina Rangi
Interim Chief Executive
Rotorua Lakes Council
1061 Haupapa Street
Rotorua 3010

By email: Gina.Rangi@rotorualc.nz

Tēnā koe,

This Statement of Intent (SOI) 2024-25 for RotoruaNZ Limited (RotoruaNZ) has been written in response to Rotorua Lakes Councils priorities for 2022-25 and the letter of expectation for RotoruaNZ received on 14 February 2024. Central to the SOI is sharpening our focus against the following three objectives:

- Strengthening our reputation and building brand equity,
- Delivering sales across international, business events, education and groups, and in-destination,
- Deliver activities associated with priority sectors – tourism and forestry – and facilitating broader business growth initiatives.

For clarity the key priorities listed in the letter of expectation have been considered and addressed as follows.

Themes of Activity	Key Priorities	RotoruaNZ response
Destination Development	<ol style="list-style-type: none"> 1. Continue to ensure collateral and website supports easy access to insights and information on Rotorua that supports business and investor confidence. 2. Undertake accommodation supply and demand analysis with a view to understanding the current gaps and potential opportunities. 3. Investigate funding options for the implementation of the wayfinding strategy with a particular focus on the inner city signage. 4. Review current Destination Management Plan or delivery action plan to incorporate changes to Rotorua's operating environment as resourcing allows. 	<ol style="list-style-type: none"> 1. Included in SOI – section 5.2 & 5.4 2. Included in SOI – section 5.4 3. Included in SOI – section 5.4 4. Included in SOI – section 5.4
Reputation rebuild	<ol style="list-style-type: none"> 5. Implementation of reputation rebuild three-year action plan once a tactical plan is finalised and funding is confirmed. 	<ol style="list-style-type: none"> 5. Included in SOI – section 5.1
Business Development/ Data and insights	<ol style="list-style-type: none"> 6. Work with partners to coordinate local business networks that foster growth, connectivity, innovation and collaboration across both our districts, and business needs. 7. Deliver market insights that support quality decision-making, reduce risk, build resilience and improve productivity. 8. Work closely with existing entities and networks to continue to lift and grow the Te Arawa economy. 9. Support for local businesses in the attraction of investment, or the removal of barriers, for growth and retention. 	<ol style="list-style-type: none"> 6. Included in SOI – section 5.4 7. Included in SOI – section 5.4 8. Included in SOI – section 5.4 9. Included in SOI – section 5.4



ROTORUANZ

<p>Investment Attraction</p>	<p>10. Market Rotorua as a business destination with prospective businesses, investors and influencers through quality market intelligence and collateral. 11. Work closely with council to progress a Rotorua District Business and Industrial Land Strategy, which will guide the priorities for investment and development of industrial land and commercial business parks.</p>	<p>10. Included in SOI – section 5.2 & 5.4 11. Included in SOI – section 5.4</p>
<p>Forest futures Action Plan</p>	<p>12. Overall co-ordination of the implementation of the Forest Futures Action Plan in partnership with stakeholders and as funding allows.</p>	<p>12. Included in SOI – section 5.4</p>
<p>Event strategy, attraction, and venues</p>	<p>13. Leverage Council and private sector led major events to attract more visitors to the destination including business events. 14. Subject to council’s decision with respect to the events strategy, implement actions outlined in the events strategy. 15. Subject to council’s decision with respect to event venues, implement actions identified for commercial event venues.</p>	<p>13. Included in SOI – section 5.2 & 5.3 14. A revised SOI will be drafted following Council’s decisions. 15. A revised SOI will be drafted following Council’s decisions.</p>

RotoruaNZ understands Council’s current fiscal constraints and the need to maintain a focus on reducing inefficiency and unnecessary costs. Over the last three years, RotoruaNZ has been strongly focused on reducing expenditure. Savings have been found through, reviewing all existing work programmes, freezing wages and salaries, decreasing the number of staff employed, and relocating our office to the iSite premises on Fenton St.

Our 2024-25 SOI continues the current years reduction in traditional economic development service delivery for all sectors other than tourism, forestry, wood processing, and the emerging bioeconomy. All work associated with transformational placemaking projects has been concluded. Broader economic development service delivery will be limited to communications activity that contributes to rebuilding Rotorua’s reputation and the delivery of research and insights that support continued development and investment.

With this context, the proposed funding uplift included in the Rotorua Lakes Council draft Long Term Plan is essential. Without it, the work to rebuild Rotorua’s reputation will likely stall and we will need to consider further reductions to our business as usual as we will be unable to resolve remuneration pressures and general cost increases.

Due to the Ministry of Business, Innovation and Employment (MBIE) both discontinuing and suspending key tourism datasets, with no timeframes being provided for either replacements or resumption changes to the KPI’s in the 2023-24 RotoruaNZ SOI are requested. The specific changes for Council consideration are as follows, noting that these changes are reflected in the attached 2024-25 SOI.



Current Measure	Proposed Change	Reason
'International visitor card spend per day in Rotorua (based on MBIE TECT and DataVentures VLPE datasets)' target for ye June 2024 was \$150	Discontinue this KPI	This KPI is reliant on the DataVentures VLPE dataset which was discontinued effective end December 2023. There is no other suitable dataset that could be considered as a substitute for the purpose of calculating spend per day.
'Domestic visitor card expenditure in Rotorua (based on MBIE TECT dataset)' target for ye June 2024 is \$330m	Amend this KPI to: 'Domestic visitor card expenditure in Rotorua (based on Marketview Tourism Tool dataset)' target for ye June 2024 is \$315m	This KPI is reliant on the MBIE TECT dataset which has been discontinued. The replacement MBIE MRTE dataset has also been suspended. While the Marketview Tourism Tool dataset does not provide a total view of domestic tourism expenditure, it is reliable as a dataset purchased by RotoruaNZ.
'International visitor card expenditure in Rotorua (based on MBIE TECT dataset)' target for ye June 2024 is \$129m	Amend this KPI to: 'International visitor card expenditure in Rotorua (based on Marketview Tourism Tool dataset)' target for ye June 2024 is \$129m	This KPI is reliant on the MBIE TECT dataset which has been discontinued. The replacement MBIE MRTE dataset has also been suspended. While the Marketview Tourism Tool dataset does not provide a total view of domestic tourism expenditure, it is reliable as a dataset purchased by RotoruaNZ.

RotoruaNZ looks forward to continuing to work closely with Rotorua Lakes Council to deliver key economic development activities for Rotorua. We are certain that together we can restore Rotorua’s reputation, grow our economy and improve outcomes for our residents.

Ngā mihi

 Tim Gossar
 Chair RotoruaNZ

Andrew Wilson
 Chief Executive RotoruaNZ

RotoruaNZ

Statement of Intent 2024-2025

ATTACHMENT 1

Mihi

He mānuka tū ki te ahi

E ngā reo

E ngā mana

E ngā ihi

E ngā wehi

E ngā manawa tītī

E ngā mānkuka tū ki te ahi

Tihei Mauriora e

To the many voices

To the many authorities

To those who are movers and shakers

To those who will put in the hard yards and ask for more

To those who thrive when the fire burns hot

Behold there is life, behold there is hope

This whakatauakī was gifted to RotoruaNZ by Kingi Biddle of Ngāti Whakaue

ATTACHMENT 1

Foreword

Tēnā koutou,

The people of Rotorua are at the heart of what makes our city the amazing place that it is. We have a deep connection to the taiao around us, we are welcoming and caring, innovative and courageous, and work together for the betterment of all. Our environment is unique and sets us apart from every other region in Aotearoa, New Zealand. There is nowhere else in the world where you can experience Māori culture in all its forms, quite like the way you can here in Rotorua.

This Statement of Intent (SOI) sets out the work we will do over the next 12 months to support Rotorua Lakes Council achieve its stated Long-Term Plan 2025-2034 priorities. This year, we reaffirm our dedication to not only maintaining our core business operations and BAU activities but also embracing new priority projects.

Central to this SOI is sharpening our focus to deliver against the following objectives:

- Strengthening our reputation and building brand equity.
- Delivering sales across international, business events, education and groups, and in-destination.
- Deliver activities associated with priority sectors – tourism and forestry – and facilitating broader business growth initiatives.

In line with the council's Letter of Expectation, RotoruaNZ commits to supporting the Rotorua Reorua initiative, showcasing our unique cultural heritage and enhancing our community's wellbeing. We understand the importance of collaboration and will continue our monthly engagement with RLC's District Development team to ensure our efforts are cohesive and impactful.

As we navigate the challenges and opportunities ahead, RotoruaNZ is dedicated to making Rotorua a better place to live, work, and visit. Our collective efforts will focus on developing a sustainable and prosperous future for all residents, underpinned by a commitment to excellence, innovation, and partnership.

Together, we will continue to shape Rotorua's story, fostering an environment where our community thrives, he painga mō te ao katoa.

ATTACHMENT 1

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ATTACHMENT 1

1. Introduction

In accordance with Section 64(1) of the Local Government Act, this Statement of Intent (SOI) sets out the strategic framework, activities and performance measures for RotoruaNZ for the next 12 months. It has been written in response to the Rotorua Lakes Councils new priorities for 2022 – 2025 which includes Economy and Economic Resilience as one of its four key priority areas. RotoruaNZ will also deliver against its current SOI and long-term BAU activities and continue to work alongside Te Tatau o Te Arawa to support the implementation of Rotorua reorua across its operations and the community.

2. About RotoruaNZ

RotoruaNZ is the Economic Development Agency (EDA) and Regional Tourism Organisation (RTO) for the Rotorua district. Our work supports the development of the Rotorua economy, unlocking opportunities for commercial investment and providing employment, wealth and wellbeing for all of our people. RotoruaNZ is committed to developing and promoting Rotorua as a destination of choice to work, study, visit, invest and live in. RotoruaNZ's key trading activities and brands are RotoruaNZ and i-SITE.

RotoruaNZ is a Council Controlled Organisation (CCO) that works in partnership with iwi, private sector business, local government, community organisations and central government to support their growth aspirations and enhance the Rotorua identity and reputation. We operate as a neutral entity and a trusted advisor, balancing the needs of each group of stakeholders for the benefit of the destination.

RotoruaNZ is committed to sustainability and focused on reducing our environmental footprint. We continue to work with EKOS to measure and offset our remaining carbon emissions to be certified zero carbon, and also work closely with the visitor economy to support our local businesses and their journeys to embed sustainability practices in their operations.

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3. Our purpose

The purpose of RotoruaNZ is to “unlock the economic potential of Rotorua.”

This reflects RotoruaNZ’s primary role as the Regional Tourism Organisation (RTO) and Economic Development Agency (EDA). RotoruaNZ will continue to work as a key partner in the economic development components of Rotorua Lakes Council’s stated priorities for 2022-25. We’ll look to the Te Arawa 2050 Vision to understand and intertwine the moemoea and aspirations identified by Te Arawa whānui.

The strengths of our region include the natural environment, our vibrant and expressive Māori culture and the rich, invigorating experiences that are accessible to all. We’ll continue to leverage these strengths in our positioning and marketing of Rotorua to the rest of New Zealand and the world.

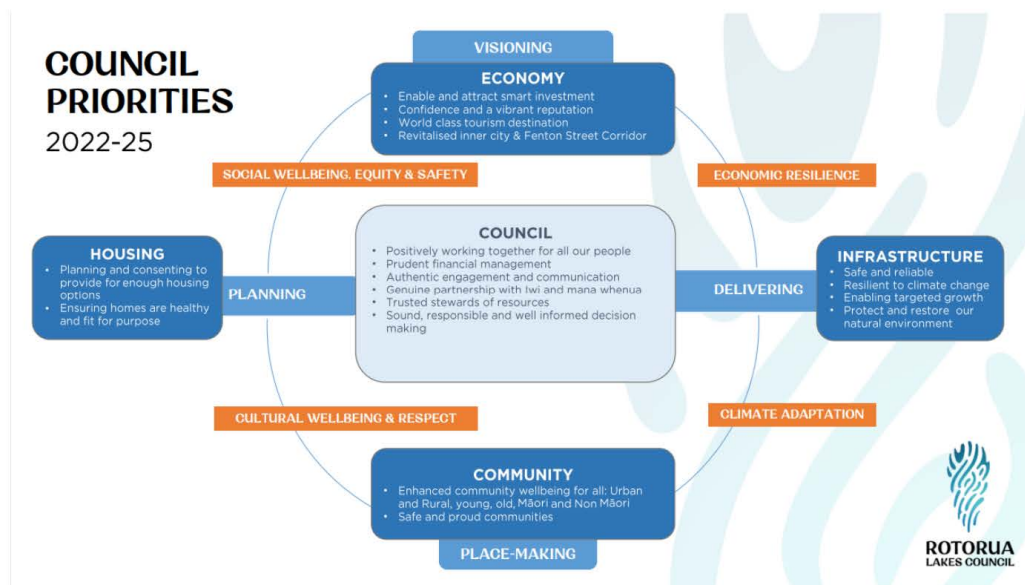
We’ll continue to unlock the potential of Rotorua by:

- Focusing on the restoration of Rotorua’s reputation as a vibrant world-class destination.
- Attracting, retaining and growing investment, talent and business across the district.
- Supporting efforts to revitalize the inner-city and Fenton Street corridor.
- Working closely with Te Arawa whānui to support the growth of their economy in alignment with the values set out in the Te Arawa 2050 Vision.
- Ensuring the impact of change achieves a balance between social, environmental, economic and wellness benefits for the people of Rotorua.

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4. Our strategic framework

RotoruaNZ's vision for Rotorua is that it is a place for everyone offering diverse opportunities, a unique natural environment and a vibrant centre of Māori culture and expression. Our strategic framework aligns with RLC's priorities for 2022-25:



RotoruaNZ has moved to a functional structure that ensures we are well positioned to deliver upon Council's priorities for 2023-24. The organisation will be strongly focused on delivering on the Council's economy priorities with a particular focus on the tourism and hospitality sector. Central to this SOI is sharpening our focus to deliver against the following three objectives:

- Strengthening Rotorua's reputation and building brand equity,
- Delivering sales across international, business events, education and groups, and in-destination,
- Deliver activities associated with priority sectors – tourism and forestry – and facilitating broader business growth initiatives

To achieve this, we will be lifting our ongoing engagement with the tourism and hospitality sector to ensure that there is stronger alignment in the development of strategy and priorities, and that maximise shared delivery opportunities.

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5. Our work plan

This section describes our work plan and intended outcomes over the next financial year.

5.1 Reputation rebuild – a 3 year plan to strengthen Rotorua’s reputation and rebuild brand equity

Creating positive change through community engagement and positive local media acknowledging that pride starts from within. Year one involves incentivising involvement from locals, businesses and media in campaigns, awards, activities and events, harnessing user-generated content. Seeking out and showcasing positive stories through a new (owned) community-led media platform that encourages input from the whole community.

The deliverables in this area include:

- Regular stories across all channels about success and momentum in Rotorua are featured in owned media, social media and national mainstream media, creating a sense of momentum and change. Proactive PR on any new tourism products and Rotorua events (BAU).
- Community-backed events and incentives that brings people back to the city to close the perception gap.
- Community-led, multi-channel place brand campaign featuring local residents and celebrity endorsements from those with connections to Rotorua.
- Matariki 2025 flagship event strategy developed with business case to pitch for funding.

5.2 Marketing and communications – Strengthening Rotorua’s reputation and building brand equity

We will focus on building our reputation as a vibrant world class visitor destination in a way that is authentic and meaningful to both visitors and local community. Our stories will reflect the destination brand and focus on both our people and place ensuring our destination values are well understood and resonate with our target audiences.

We will ensure Rotorua is recognised as an attractive place to live, work and play, and a viable investment destination in areas of comparative advantage including the tourism, and forestry and wood processing sectors.

The deliverables in this area include:

- A communication and engagement strategy is developed in collaboration with iwi and key stakeholders to enhance the reputation of Rotorua as a revitalised world class visitor destination.
- A marketing strategy is developed in collaboration with iwi and the local visitor economy that will reflect the destination brand and ensure the destinations values are well understood, and grow the value of visitors to the city year-round.

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- Council and private sector led major events will be leveraged to attract more visitors to the destination.
- Partnerships are strengthened with stakeholders in a way that will ensure mana-enhancing interactions and authentic engagement.
- The people of Rotorua are engaged in the development of the destination, recognising the benefits that new investment, economic development, and a strong tourism sector offer our city.
- Improvement in engagement with the wider Rotorua business community to ensure awareness of support and opportunities available to them.
- Council and private sector led major events are leveraged to attract more visitors to Rotorua.
- Improved digital delivery to support organizational efficiency and effectiveness.
- A te reo Māori toolkit for local businesses to support the increase in use and visibility of te reo so they can embrace and leverage our status as the first bilingual city of Aotearoa.

5.3 Destination Sales and Visitor Services - *Delivering sales across international, business events, education and groups, and in-destination.*

We will develop strategies that enhance the visitor experience and services and provide revenue opportunities to tourism operators.

We will ensure we deliver outstanding visitor services where they are most needed by being strategic about where our iSite centers operate. We will provide innovative and relevant booking services and industry knowledge to cater schools, sporting codes and other groups who choose to locate themselves in Rotorua for educational or extracurricular purposes.

As the convention bureau for Rotorua, we will focus on successfully bidding for conferences, incentives and meetings. We'll be recognised as a one of New Zealand's top 5 destinations for business events and conference delivery through the provision of outstanding local knowledge and high-quality service tailored to the needs of the business events markets both domestic and international.

We will coordinate and represent Rotorua operators in key international markets. Our focus is on growing the value of international visitation through the trade channel to the local community.

The deliverables in this area include:

- An expanded Rotorua Education Network that will increase value for participating schools and tourism operators.
- Accurate, timely and user-friendly information, and booking services for both visitors and residents, with the aim of encouraging visitors to stay longer and spend more.
- A successful high performing, knowledge rich and sales orientated team.
- Converted business for the tourism and hospitality sector through the trade and business events channels.
- Efficient transactional financial services.

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5.4 Business Growth, Insights, and Investment Attraction – *Deliver activities associated with priority sectors – tourism and forestry – and facilitating broader business growth initiatives.*

We will leverage our connections with regional and central government agencies, the private sector and education providers to identify trends and market information that will support continued investment and reinvestment decision-making by local businesses and landowners.

We will work with partners to coordinate local business networks that foster growth, connectivity, innovation and collaboration across both our districts, and business needs.

We will continue to support business growth and innovation through the provision of research and insights.

We will continue to strengthen our relationships with Te Arawa iwi and mana whenua in support of their economic development aspirations.

We will support local businesses in the attraction of investment, or the removal of barriers, for growth and retention.

We will work closely with council to progress a Rotorua District Business and Industrial Land Strategy, which will guide the priorities for investment and development of industrial land and commercial business parks.

The deliverables in this area include:

- Support for existing businesses in the attraction of investment, or removal of barriers for growth and retention.
- The delivery of insights better tailored to support business and investor confidence and decision-making.
- Continuation of Rotorua Destination Management Plan activities including:
 - Investigate funding options for the implementation of the wayfinding strategy with a particular focus on the inner-city signage.
 - Undertake accommodation supply and demand analysis with a view to understanding the current gaps and potential opportunities.
 - Review current Destination Management Plan or delivery action plan to incorporate changes to Rotorua’s operating environment as resourcing allows.
- Overall co-ordination of the implementation of the Forest Futures Action Plan in partnership with stakeholders and as funding allows.

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6. RotoruaNZ Operating Principles & Values

RotoruaNZ is a values led organisation committed to creating a workplace environment that encourages collaboration and inclusivity. Our values bring us together and guide everything we do as an organisation. We strive to bring out the best in one another, partner for success with mana whenua, community and stakeholders, and inspire through our actions. We celebrate and acknowledge the cultural diversity within our organisation.

Ngā Uara Matua | Our Values

[insert graphic]

The Board acknowledges that as part of the Council resolution to establish the CCO, the entity has to be flexible around its service delivery using a combination of facilitation, coordination and working in partnership with other organisations or sector groups. In meeting this challenge, the CCO will adhere to the following guiding principles in fulfilling its role:

- Assisting with the reduction of regulatory barriers
- Identifying and validating potential areas of focus that will support private sector investment, ensuring that robust information is provided to assist decision-making
- Leading with business insights and intelligence
- Applying commercial disciplines
- Not duplicating or competing with the activities of the private sector
- Taking a customer-centric approach to seamless service delivery
- Contributing to the goals and objectives of the Te Arawa Partnership Agreement
- Create a high-performance culture within RotoruaNZ so that it fosters and attracts top talent.

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7. Performance Update

The board takes a two-pronged approach to monitoring the performance of the CCO designed to reflect Council expectations.

One is a set of organisation-wide performance measures and targets which are within the CCO's control and form the basis for accountability to delivering on the priority outcomes in the areas of Business Development, Investment Attraction and Tourism Growth.

Two is a set of key monitoring indicators that reflect outcomes at the regional level which are impacted by a range of factors outside of the CCO's direct control but which the CCO aims to influence at a local level, where possible, through their activity.

Progress against these performance measures and indicators will be monitored by the board on a regular basis and reported to council and stakeholders on a quarterly basis. The board proposes the following as the controllable organisation-wide performance measures to form the basis for accountability to the Shareholder.

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7.1 Key Performance Measures

	Measure	Pre-COVID (2018/19 Actual)	2023/24 Target	2023/24 Actual (YTD)	2024/25	2025/26	2026/27
Marketing and communications – Strengthening Rotorua’s reputation and building brand equity	Domestic visitor card expenditure in Rotorua (based on Marketview Tourism Tool dataset)	\$303m	At least \$315m	\$195.6m (YTD Jan 2024)	At least \$320m	At least \$325m	At least \$340m
	International visitor card expenditure in Rotorua (based on Marketview Tourism Tool dataset)	\$128m	At least \$129m	\$80.5m (YTD Jan 2024)	At least \$135m	At least \$140m	At least \$150m
	% of commercial accommodation occupied (based on MBIE ADP dataset)	50% YE Sep 2019	At least 55%	57% (YTD Jan 2024)	At least 57%	At least 59%	At least 61%
	% of local visitor economy stakeholders satisfied with RotoruaNZ services (Survey of Rotorua attraction, hospitality, food & beverage businesses)	Not measured	At least 75%	Not available – measured once annually in June	At least 75%	At least 75%	At least 75%
	% of domestic travelers that have visited Rotorua overnight within the past 12 months (Angus & Associates, VIP dataset)	18%	At least 15%	12% (YE Dec 2023)	At least 18%	At least 20%	At least 21%
	% of domestic travelers find Rotorua highly appealing as a destination for a short break or holiday (Angus & Associates, VIP dataset)	40%	At least 37%	35% (YE Dec 2023)	At least 39%	At least 41%	At least 42%
	Net Promoter Score (NPS) of domestic visitors to Rotorua within the past 12 months who would recommend Rotorua as a travel destination (based on Angus & Associates, VIP dataset)	Not measured	At least +11	+12 (YE Dec 2023)	At least +12	At least +13	At least +14
	% of domestic travelers who definitely or probably will visit Rotorua within the next 12 months (based on Angus & Associates, VIP dataset)	32%	At least 33%	34% (YE Dec 2023)	At least 35%	At least 37%	At least 38%

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Destination Sales and Visitor Services - Delivering sales across international, business events, education and groups, and in-destination.	i-SITE to be financially self-sufficient.		Cost neutral	\$175,228 (YTD Jan 2024)	Cost neutral	Cost neutral	Cost neutral
	Business events – value of bids won in financial year (based on MBIE CDS dataset and DR lead sheet confirmed conferences)	\$8.8m	At least \$9m	\$12.5m (YTD Feb 2024)	At least \$10m	At least \$11m	At least \$12m
	Education and Group Bookings – annual value of school bookings through the Rotorua Education Network		At least \$1.4m	\$1.2m (YTD Jan 2024)	At least \$1.45m	At least \$1.5m	At least \$1.55m
5.4 Business Growth, Insights, and Investment Attraction – Deliver activities associated with priority sectors – tourism and forestry – and facilitating broader business growth initiatives.	The number of Te Arawa economic development projects directly supported by RotoruaNZ.	Not measured	At least 2	2 (YTD Feb 2024)	At least 2	At least 2	At least 2
	The number of actions supported or delivered by RotoruaNZ in the forest futures action plan.	Not measured	At least 2	0 (YTD Feb 2024)	At least 2	At least 2	At least 2
	The number of projects identified in the Rotorua Destination Management Plan directly delivered or supported by RotoruaNZ	Not measured	At least 4	4 (YTD Feb 2024)	At least 4	At least 4	At least 4
	% of local businesses satisfied with the quality of RotoruaNZ's destination data and insights developed to support decision making by businesses. (Survey of all Rotorua businesses)	Not measured	At least 75%	Not available – measured once annually in June	At least 75%	At least 75%	At least 75%
Discontinued	International visitor card spend per day in Rotorua (based on MBIE TECT and DataVentures VLPE datasets)	\$112 YE Dec 2019	At least \$150	Not available	MBIE has ceased the TECT dataset (and suspended the replacement MRTE dataset). DataVentures has ceased the VLPE dataset and no replacement is available.		

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7.2 Monitoring Indicators

In addition to our performance measures, RotoruaNZ has identified a further set of monitoring indicators. These indicators reflect outcomes at the regional level which are impacted by a range of factors outside of our direct control (e.g. exchange rates, natural disasters, government policy) but which we aim to influence through our activity. As the city's economic growth agency, we take a leadership role in monitoring, reporting and influencing these indicators as we can, however we do not measure the performance of our organisation against them. We have also developed a 6-monthly survey tool in partnership with the Chamber of Commerce to engage with the business community and glean insights that will help us understand their challenges and aspirations. These indicators reflect outcomes at the regional level. As the district's economic growth agency, RotoruaNZ will monitor report and where possible influence these indicators at a local level, however they are not the measure of the organisation's performance.

Note: At each quarterly release, Infometrics revises historical values and therefore the values in the table below will change. This table will be updated again before it goes to final print. Data is released approx. 20-25th of Feb, May, Aug and Nov.

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Monitoring Indicators	Year Ending							2022-23 change	
	Jun-17	Jun-18	Jun-19	Jun-20	Jun-21	Jun-22	Jun-23	Rotorua	NZ
Economic Activity									
Real GDP	\$4.042b	\$4.187b	\$4.281b	\$4.132b	\$4.356b	\$4.313b	\$4.423b	+2.6% ▲	+3.1% ▲
Consumer Card POS Spending	\$1.027b	\$1.074b	\$1.124b	\$1.051b	\$1.100b	\$1.097b	\$1.268b	+15.6% ▲	+12.4% ▲
Domestic Visitor Card POS Spending	#N/A	#N/A	\$303m	\$270m	\$343m	\$301m	\$323m	+7.3% ▲	+10.6% ▲
International Card POS Spending	#N/A	#N/A	\$128m	\$97m	\$15m	\$15m	\$109m	+626.9% ▲	+311.6% ▲
Non-Residential Consent Value	\$58m	\$46m	\$64m	\$62m	\$91m	\$105m	\$142m	+34.6% ▲	+11.5% ▲
Workforce									
Health Enrolments	67,662	68,798	68,726	69,151	70,122	70,478	70,969	+0.7% ▲	+1.0% ▲
Employed Persons	30,500	31,320	31,983	32,254	32,180	32,851	33,531	+2.1% ▲	+2.6% ▲
% Business Concern Finding Skilled Staff	#N/A	#N/A	#N/A	#N/A	#N/A	68%	61%	-7pts ▼	
Job Support Recipients	3,294	3,372	3,600	4,312	5,424	5,166	4,666	-9.7% ▼	-6.6% ▼
Unemployment Rate	7.7%	6.9%	5.5%	5.8%	7.0%	5.2%	5.5%	+0.3pts ▲	+0.2pts ▲
Housing									
Average House Sale Price	\$417,993	\$442,701	\$489,328	\$570,051	\$672,162	\$725,655	\$668,450	-7.9% ▼	-9.0% ▼
House Price Affordability	5.1%	5.2%	5.4%	5.9%	6.7%	6.9%	6.0%	-0.9pts ▼	-1.1pts ▼
Average Weekly Rent	\$304	\$332	\$362	\$401	\$422	\$464	\$481	+3.7% ▲	+4.3% ▲
Rent Affordability	19.2%	20.2%	20.8%	21.7%	21.7%	22.9%	22.5%	-0.4pts ▼	-0.2pts ▼
Residential New Dwelling Consents	117	160	176	186	283	392	391	-0.3% ▼	-12.2% ▼

Sources: Infometrics, Regional Economic Monitor; Marketview, Tourism Tool; RotoruaNZ, Rotorua Business Pulse Survey

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8. Summary of Financials

8.1 Council Funding CCO Budget YE June 30 2025

The total level of Council funding provided for the CCO in financial year 2025 to deliver on the expected outcomes contained within this SOI is \$4.881million. For clarity this investment is exclusive of any externally generated revenue by the CCO including the i-SITE, partner programmes, and private sector joint ventures and/or agreements.

8.2 Ratio of Shareholders Funds to Total Assets

In accordance with Schedule 8, section 9, 1 (d). The Company's Shareholders Funds are defined as paid up capital, plus retained earnings and reserves. Total Assets are defined as the sum of current assets and non-current assets. The ratio of Shareholders Funds to Total Assets is 100% calculated by the formula Shareholders Funds/Total Assets.

8.3 Accounting Policies

The Company has designated itself as a public benefit entity (PBE) for financial reporting purposes. These financial statements have been prepared in accordance with Tier 2 PBE accounting standards. These financial statements comply with the Financial Reporting Act 2013, the Companies Act 1993, and Section 69 of the Local Government Act 2002, which include the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP).

8.4 Dividend Policy

The CCO is not forecasting to generate any dividend for its shareholder over the next 3 years. Should a situation arise where distributions to the shareholder could be considered the Board will take into account the following elements in any distribution it may consider:

- Company's working capital requirements
- The retention of an appropriate level of earnings for reinvestment in the business.

8.5 Acquisition and Divestment Policy

Any subscription, purchase, acquisition or divestment by the CCO of shares in a company or other such investments in organisations will require shareholder approval.

The following summary of financials supports the delivery of the strategic deliverables and key performance measures for RotoruaNZ.

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Operating Budgets	2023/2024 (Budget)	2024/25	2025/26	2026/27
Revenue	\$	\$	\$	\$
Council funding	4,220,004	4,881,000	5,022,061	5,166,194
Government funding	80,004	0	0	0
Other revenue	1,921,500	2,188,000	2,250,000	2,350,000
Interest received	15,996	40,000	42,000	44,000
Total revenue	6,237,504	7,109,000	7,314,061	7,560,194
Expenditure				
Advertising, Marketing and Communications	714,948	1,325,000	1,375,000	1,400,000
Depreciation and Amortisation	98,004	98,000	105,000	110,000
Personnel costs	3,251,627	3,615,000	3,795,750	3,985,500
Other expenses	2,169,996	2,005,520	2,038,311	2,064,694
Total expenses	6,234,575	7,093,520	7,314,061	7,560,194
Net Surplus / (Deficit)	2,929	15,480	0	0

Other Financial Information

Current value of assets	The current value of RotoruaNZ Ltd's assets as 30 June 2023 was \$226,600 based on the net asset value of RotoruaNZ Ltd to be confirmed by the disclosed in the audited financial statements.
Accounting Policies	RotoruaNZ accounting policies are consistent with those of the Rotorua Lakes Council policies.
Financial Reporting	RotoruaNZ financial reporting to Council will be in accordance with requirements of the CCO with requirements of a CCO under the LGNZ Act
Budget allocation from Rotorua Lakes Council	The funding allocation from Council is based on the Long Term Plan funding.

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9. Governance

9.1 Responsibilities of Directors

The Council has established the CCO board and, consistent with best practice, Directors are appointed under the expectation that in undertaking their role, they will exhibit and ensure to:

- Act as a board of governance for the organisation responsible for the overall direction and control of the company's activities, to act in the best interests of the CCO, and not act as representatives of either their business or the sector they work in.
- Assist the organisation to ensure the activities of the CCO deliver upon the SOI and funding agreements with Council which are driven by the strategies and expectations of Council.
- The board will adopt governance practices and policies that are not inconsistent with those of Council and make the commitment to operate in a manner consistent with adherence to the Companies and Local Government Acts and the principles of the Institute of Directors of NZ and their four pillars of governance best practice for NZ directors.
- Practice sound business in commercial undertakings, operating as an efficient and effective business.
- Implement sustainable business practices.
- Assist in the development of the Board Intern

Meeting legal requirements

The Board's first duty is to the legal entity. In meeting this duty the Board must ensure that all legal requirements under the relevant Acts are met and that the entity is protected from harmful situations and circumstances in the interests of current and future stakeholders. The Board also has a responsibility to its stakeholders to ensure that the available resources are used to deliver the right outcomes to the right people in the right way.

In particular Directors have the following obligations:

- To act in good faith in the interests of all stakeholders of RotoruaNZ
- To exercise their powers for a proper purpose
- To avoid actual or perceived conflicts of interest
- To act honestly
- To act with reasonable care and diligence
- To not make improper use of their position or of information gained while in that role
- To ensure that RotoruaNZ does not trade while insolvent
- Board members, either individually or collectively, are potentially liable if they act illegally or negligently.

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Direction of executive performance

The Board will:

- Select, monitor and if necessary replace the Chief Executive
- Provide the Chief Executive clear expectations of his/her performance.
- Provide regular, honest and rigorous performance feedback to the Chief Executive on the achievement of such expectations

Public statements

In all contact with the media the Chief Executive shall be the sole spokesperson on all operating matters relating to RotoruaNZ Ltd. The Chairperson shall represent RotoruaNZ Ltd on all governance matters. The Chairperson may delegate aspects of this responsibility.

Other

The Board will perform such other functions as are prescribed by law or assigned to the Board under RotoruaNZ Ltd governing documents as they relate to being a Council Controlled Organisation (CCO).

9.2 Expectations of Board members

To execute these governance responsibilities Directors must, as far as practicable, possess certain characteristics, abilities and understandings.

Fiduciary duty

Directors must act in RotoruaNZ's best interest at all times regardless of personal position, circumstances or affiliation. They should be familiar with the constitutional arrangements and fulfil the statutory and fiduciary responsibilities of a Director.

Strategic orientation

Directors should be future oriented, demonstrating vision and foresight. Their focus should be on strategic goals and policy implications rather than operational detail.

Integrity and accountability

Board members must demonstrate high ethical standards and integrity in their personal and professional dealings and be willing to act on all Board decisions and remain collectively accountable for them even if these are unpopular or if individual Directors disagree with them. Directors must be committed to speaking with one voice on all policy and directional matters.

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Informed and independent judgement

Each Director must have the ability to provide wise, thoughtful counsel on a broad range of issues. He or she must have or develop a sufficient depth of knowledge about RotoruaNZ to understand and question the assumptions, underlying strategic and business plans and important proposals and be able to form an independent judgement on the probability that such plans can be achieved or proposals successfully implemented. Each Director must be willing to risk rapport with fellow Directors in taking a reasoned, independent position.

Financial literacy

Directors must be financially literate. They should be able to read financial statements and understand the use of financial ratios and other indices used for evaluating RotoruaNZ's performance.

Industry and sector knowledge

Each Director is expected to bring a level of industry and sector knowledge sufficient to contribute to the Board's deliberations and considerations on behalf of the organisation.

Participation

Each Director is expected to enhance the Board's deliberations by actively offering questions and comments that add value to the discussion. Each should participate in a constructive manner that acknowledges and respects the contribution of others at the table, including the executive team. All Directors must attend at least 90% of Board meetings each year.

9.3 Governance process policies

Policies are to be clear, unambiguous and provide continuity and a consistent point of accountability.

RotoruaNZ acknowledges Māori as tangata whenua, accepts Te Tiriti/The Treaty as a founding document of the nation and acknowledges its responsibility to ensure Māori needs are met in culturally appropriate ways.

An essential element in the Board's leadership role is its responsibility to set the strategic direction for RotoruaNZ, identify organisation priorities and monitor progress against the strategic goals and objectives.

The Board has a core duty to ensure the financial integrity and viability of RotoruaNZ and to ensure the organisation's funds are used for the purposes for which they have allocated. This requires oversight of financial performance and annually approving the financial budget.

The Board will identify and evaluate the principal risks faced by RotoruaNZ and ensure that systems are in place to avoid or mitigate the risks including the protection of intellectual capital.

The Board may establish standing committees and working parties to support it in its governance work, provided they do not conflict with the Chief Executive's delegated responsibilities.

The majority of Board business will be conducted in Board meetings.

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The Chairperson provides leadership to the Board, consistent with its policies and represents the Board and the organisation to outside parties. It is expected that the Chairperson will promote a culture of stewardship, collaboration and co-operation, modelling and promulgating behaviours that define sound Board membership.

The Board delegates to the Chief Executive responsibility for implementation of its strategic direction/strategic plan while complying with the Chief Executive delegation policies.

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10. Responsibility to Shareholder**10.1 Statement of Intent**

In accordance with the Local Government Act 2002, the company submits its Statement of Intent (SOI) for the coming financial year to the Shareholder – Rotorua Lakes Council. The SOI sets out the company’s overall objectives, intentions and financial and performance targets for the following three years.

10.2 Information flows and reporting

The Board aims to ensure that the Shareholder is informed of all major developments affecting the company’s state of affairs, while at the same time recognising that commercial sensitivity may preclude certain information from being made public. Within this constraint, information is communicated to the Shareholder through the following:

- Quarterly reporting against SOI’s performance measures and financial forecasts.
- Delivery of an annual report by 30 September to the RLC’s Chief Financial Officer.
- RotoruaNZ Chair and Chief Executive to meet with the Mayor and Council Chief Executive a minimum of twice per year.
- In addition, RotoruaNZ will proactively develop positive relationships with other local key stakeholders (namely Rotorua Airport Limited) to ensure effective communication of the initiatives being pursued through the implementation of the respective strategic plans.

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11. Health and Safety

RotoruaNZ is committed to driving a strategy that delivers a culture of zero harm for employees, contractors, visitors, customers and anyone who may be affected by RotoruaNZ's activities. We will do this by:

- Ensuring that best practice health and safety standards are consistently applied in every aspect of our business activities;
- Complying with all health and safety obligations under relevant legislation; and
- Having a safe, healthy and enjoyable environment for everyone within RotoruaNZ.



Rotorua Regional Airport Ltd

Statement of Intent

For the period 1 July 2024 to 30 June 2027



Rotorua Airport Limited
837 Te Ngae Road, State Highway 30
PO Box 7221, Rotorua, New Zealand

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INTRODUCTION

This Statement of Intent (SOI) is prepared by the Board of Directors of Rotorua Regional Airport Ltd (RRA) in accordance with the requirements of Section 64(1) of the Local Government Act 2002. It represents the objectives, nature, and scope of activities to be undertaken and performance targets by which RRA will be measured. It covers the three (3) years of operations from 1 July 2024 to 30 June 2027. This SOI will also have primacy over any conflicts between RRA's constitution and the SOI unless a clause of the SOI breaches the Companies Act.

OWNERSHIP & GOVERNANCE

RRA is 100% owned by Rotorua Lakes Council (RLC) and operates as a Council Controlled Organisation (CCO). RRA has an independent skills-based Board of five Directors and a Chairperson, as well as an Independent Board Advisor.

	Appointment date:	Term length:
Mr Kevin Ward (Chairperson)	9 October 2023	3 years (9 October 2026)
Ms Danielle Auld (Director)	5 March 2020	2 years (6 October 2025)
Mr Grant Lilly (Director)	26 August 2021	3 years (26 August 2024)
Mr Fred Cookson (Director)	13 April 2023	3 years (13 April 2026)
Mr Mark East (Director)	9 October 2023	3 years (9 October 2026)
Ms Marie Hosking (Director)	9 October 2023	2 years (9 October 2025)

The Board is responsible for ensuring RRA is managed in a financially responsible manner under sound governance principles and in accordance with the Local Government Act and the Companies Act.

The Board supports and implements an annual Board Observer programme for developing future leaders or business owners, with one Observer being selected each 12 months.

The board will conduct an annual evaluation of its performance.

ABOUT US

RRA is situated on the northern edge of Rotorua on the eastern shores of Lake Rotorua. It is a regional airport which facilitates air connections for locals and manuhiri (visitors) alike, whatever their reason for travel, and essential links for civil defence and emergencies. With scheduled services to Auckland, Wellington and Christchurch RRA provides critical connectivity around New Zealand and beyond. RRA is also home to a number of aviation and tourism related businesses. As at 30 June 2023 RRA's land, buildings and assets were valued at \$85.7m.

RRA was established on its current site and opened in 1964 and will be celebrating its 60th Anniversary on 3rd October 2024.

RELATIONSHIP WITH SHAREHOLDER

The RRA Board and management team are committed to engaging with the company's shareholder, Rotorua Lakes Council, both formally and informally, in an open, collaborative and constructive manner. RRA sees itself as an enabler and is here to support the common goals it shares with RLC, Rotorua NZ and the Rotorua community to support growth and prosperity.

The Board aims to ensure that the Shareholder is informed of all major developments affecting the company's state of affairs, while at the same time recognising that commercial sensitivity may preclude certain information from being made public. Within this constraint, information is communicated to the Shareholder in the following ways:

- RRA Chief Executive, Chair and senior Council executives to meet on a regular basis.
- Quarterly reporting to RLC's Community and District Development Committee against the SOI's performance measures and financial forecasts.
- Delivery of signed and audited financial accounts 1 October to the RLC's Chief Financial Officer.
- Annual General Meeting (AGM) to be held within 6 months of the end of the financial year.
- Other ad-hoc reports and occasional briefings.

RLC recognises that RRA is an essential infrastructure asset for Rotorua and has a key role to play in the economic performance, growth and development of the region. As such, a separate Service Funding Agreement (SFA) has been established to assist with the ongoing Airport capital development, infrastructure maintenance and operations. This was agreed as part of the Council's 2015 Long Term Plan (LTP) process and sits alongside and in support of this SOI.

RRA and RLC are committed to updating this SFA to ensure it is fit for purpose and meets the needs of both organisations. This includes a 20 year financial forecast, with a planned debt repayment schedule, that is updated each LTP cycle.

RELATIONSHIP WITH IWI

RRA is committed to supporting Tikanga Māori and Mana Whenua through all aspects of the airport's operations and management.

RRA has a Memorandum of Understanding and meaningful relationship with Ngāti Uenukukōpako. Ngāti Uenukukōpako assert mana whenua over Rotokawa, which is where the airport is located. While recognising that other iwi and hapū are affected by the airport operations, RRA recognises Ngāti Uenukukōpako's deep ancestral connections to Rotokawa and the land underlying Rotorua Airport.

RRA also works with the Whakapoungakau 7 Māori Reservation Trusts (Reservation Trusts) (formerly known as the Ngāti Rangiteaorere Kahikatea Trust) in regard to the Kahikatea stand to the north of RRA. The Kahikatea stand is identified as a safety risk to aircraft operations as, if the trees become too tall, they can breach the Airport Obstacle Limitation Surface. Following the expiration of the previous agreement on 31 December 2022, RRA is seeking to establish a new agreement regarding the height management of the trees, which recognises the importance of RRA to the Rotorua community and the cultural and environmental significance of the Kahikatea stand.

OUR PURPOSE AND VISION

RRA's purpose is to be **"Te Waharoa (Gateway) of the Central North Island"**
and its vision is **"To be a uniquely Rotorua hub our community can be proud of"**.

TBC – Pending Board
Strategy Day

RRA's core business is to maintain a safe and efficient Airport operation in a commercially viable manner, whilst optimising the use of its assets to facilitate and grow tourism and trade, other commercial activity, and Airport profitability. RRA is responsible for the ongoing capital development and maintenance of the Airport assets and infrastructure.

KEY PRIORITIES AND OBJECTIVES

The board and management have identified five key priorities for the airport to deliver on its vision:



Be a safe airport



Help Council achieve its growth aspirations



Manage & maintain assets to a high standard



Be financially sustainable



Be environmentally conscious

Critical elements in delivering the vision and realising these priorities include:

- Maintain a fully compliant airport, including all aviation and non-aviation activities
- Strengthen our role to enable and develop the success of the region – economically and socially
- Leverage our land to create a sustainable and successful regional gateway with a diverse revenue stream
- Strengthen our position in the aviation sector by working collaboratively with airlines, Rotorua NZ and other relevant partners to encourage increased visitation to RRA and the Rotorua region
- Extend our Manaakitanga – enhance our care of our staff, guests and visitors, including working with Rotorua NZ to support Rotorua’s reputation rebuild.
- Continue to work closely with NZ Transport Agency, council, mana whenua and local business partners to improve the safety of the roads in and out of the airport. This in turn would also unlock further land for development on site.
- Adhere to our Sustainability Framework and deepen our understanding of our emissions profile so that relevant and appropriate targets can be set.

In addition to the critical elements outlined above, RRA will explore the following commercial opportunities to diversify RRA’s revenue streams, acknowledging that some initiatives will require RLC support.

Project opportunities	Status	TBC – Pending Board Strategy Day	Indicative Timeline	Indicative Cost
Airport Business Park	Subject to confirmation of viability, RRA will work closely with RLC and potential partners to set clear staging and funding pathways for bringing the Airport Business Park (including a new, safer entranceway to the airport) to life.		FY25 and beyond	\$14m
Residential – 7 Alfred Road	Feasibility to be assessed		FY25	\$1.5m
Solar Farm	Feasibility to be assessed		FY25	\$3.6m
Gate 5 & 6 refresh	Feasibility to be assessed (subject to successful Business Hub relaunch)		FY25 – FY26	\$150k

Pending Feasibility	Pending Business Case
---------------------	-----------------------

RRA will also continue to seek, assess and, where appropriate, implement further commercial opportunities that may arise in the course of business to deliver on its key priorities. The Board remains open to strategic land purchases that align with the Rotorua Airport Property and Investment Framework.

Further detail on RRA’s objectives and initiatives for FY25 can be found in the workplan in **Appendix 1**.

CAPITAL EXPENDITURE

RLC transferred all Airport assets to RRA in February 2016. A programme of capital improvements has been established and is ongoing.

The capital improvements programme, which relates to operational assets and airport infrastructure, is updated on an annual basis and likely future spend is also identified in the 20-year forecast. This reflects the nature of RRA’s business as an owner of significant infrastructure assets that must be maintained to meet its obligations under the Airport Authorities Act 1996, the Civil Aviation Act 1990, and the Civil Defence and Emergency Act 2002. All assets are well managed to ensure maximum life span and replacement as and when required.

The cost of aeronautical capital expenditure is recovered through aerodrome charges levied to both regular passenger service operators and general aviation. An established framework is in place to review and reset these charges regularly and considers the cost of building, delivering and maintaining aeronautical infrastructure, assets and services.

Capital expenditure is funded out of airport cashflow wherever possible. However, from time to time, there will be essential large scale capital expenditure requiring debt funding. Planned capital expenditure and likely required borrowing is included in the 20-year forecast (and the Statement of Intent(s) for the relevant time period). RRA will work on the basis that this borrowing, given it is critical to maintaining and operating a safe airport which is fit for purpose for Rotorua, is pre-approved and will be included in RLC’s long term plan.

A total CAPEX budget for the three (3) year period of **\$5,027,500** has been allowed in financial forecasts as follows:

	TBC – Pending budget process	FY25	FY26	FY27
Airside Infrastructure & Projects		\$100,000	\$100,000	\$3,000,000
Landside Infrastructure & Commercial		\$95,000	\$125,000	\$50,000
Operational Efficiency & Improvements		\$1,357,000	\$100,000	\$100,000
TOTAL		\$1,552,500	\$325,000	\$3,150,000

Note: FY25 Operational Efficiency & Improvements includes part payment of a replacement fire appliance

RRA will from time to time, require additional funding for significant projects. Should RRA require additional debt funding to deliver a project, RRA will present a board approved business case to RLC to approve the increase in debt.

The board and management are mindful that we are in a period of fast changing technology which may alter the way the airport is required to operate over time. RRA continues to work closely with our aviation and other partners to stay well informed about developments. RRA will build required changes into the master plan and capital expenditure budgets to ensure RRA is prepared for the future.

PERFORMANCE MEASURES

The following table outlines RRA's anticipated financial performance for the three (3) year period ending 30 June 2027, and the performance measures it will be assessed against. These measures and forecasted performance are based on the following key assumptions:

- That Air New Zealand will continue to operate regular passenger services to Auckland, Wellington and Christchurch.
- No further material external or internal economic shocks impacting business and aviation resulting from COVID-19 or any other un-forecast significant event.
- New Zealand GDP tracks to the current consensus of economic forecasts.
- The continuation of the RLC and BNZ Loan Facilities.
- No material movement in the fair value assessment of the airport land and buildings.
- Continuation of the Service Funding Agreement with RLC (SFA) in accordance with the Long-Term Plan.

	FY19 Actuals (pre COVID)	FY22 Actuals	FY24	FY25	FY26
a. Aircraft					
Aircraft movements (note 3)	7,100	4,856	4,744	5,004	5,203
b. Passengers					
Domestic (note 3)					267,301
c. Financial					
Aeronautical Revenue					\$4,455,039
Non-Aeronautical Revenue					\$1,723,224
Service Funding Agreement (note 6)					\$1,947,485
Total Revenue					\$8,125,749
Operating expenses					\$3,186,410
Overheads					\$2,165,152
Interest					\$588,097
Total Expenses (excluding Depreciation)					\$5,939,658
Net Surplus (before Depreciation)					\$2,186,091
Depreciation					\$1,709,400
Net Surplus / Loss (after Depreciation & before note 1)					\$476,691
Capital expenditure					\$275,000
Shareholders' funds assets (note 2)					84%
d. RRA Term Borrowing (with LGFA via RLC) As at 30 June (note 4)					\$8,950,000
e. Customer Satisfaction (CSAT) CSAT Survey annual					80%
f. Aviation Compliance RRA has a current Part 139 Operating Certificate (note 5)					Yes
g. Legal Compliance 5 year compliance calendar					Provided with quarterly reporting
h. Asset Management High-level Asset Management Plan to RLC					By 30 September, each year






To Be Updated

SIGNATORIES

Chairperson – Rotorua Regional Airport Ltd	Chief Executive – Rotorua Regional Airport Ltd
Kevin Ward	Nicole Brewer
Date: xx June 2024	Date: xx June 2024

APPENDIX 1

The following workplan summarises RRA’s priorities for its core business and strategic projects for FY25:

 Priority 1 Be a safe airport	 Priority 2 Help Council achieve its growth aspirations and contribute to the success	 Priority 3 Manage & maintain assets to a high standard	 Priority 4 Be financially sustainable	 Priority 5 Be environmentally conscious
Key Targets FY26 <ul style="list-style-type: none"> Regional airport that punches above its weight Best practice SMS & compliance practices Embedded Fire & Operations training programme 	<h1>To Be Updated</h1>			Key Targets FY26 <ul style="list-style-type: none"> Embedded Sustainability culture Embrace the principle of <u>kaitiakitanga</u> On track to adopt emerging aviation technologies Aware of climate change impacts for RRA
FY24 Initiatives <ul style="list-style-type: none"> Service IQ implementation Part 139 recertification Business Continuity Plan (BCP) Tree Trimming Programme Trial NZ airport for ICAO OLS global project Comply with new runway condition reporting Drive Wildlife Hazard Management 	<ul style="list-style-type: none"> Embed wellbeing initiatives 	<ul style="list-style-type: none"> Airside signage and lighting roadmap 	<ul style="list-style-type: none"> Review SPA with REC 	FY24 Initiatives <ul style="list-style-type: none"> Level 1 Airport Carbon Accreditation (ACA) Sustainability Action Plan upgrade Hydrogen road map Flood risk modelling and management strategy

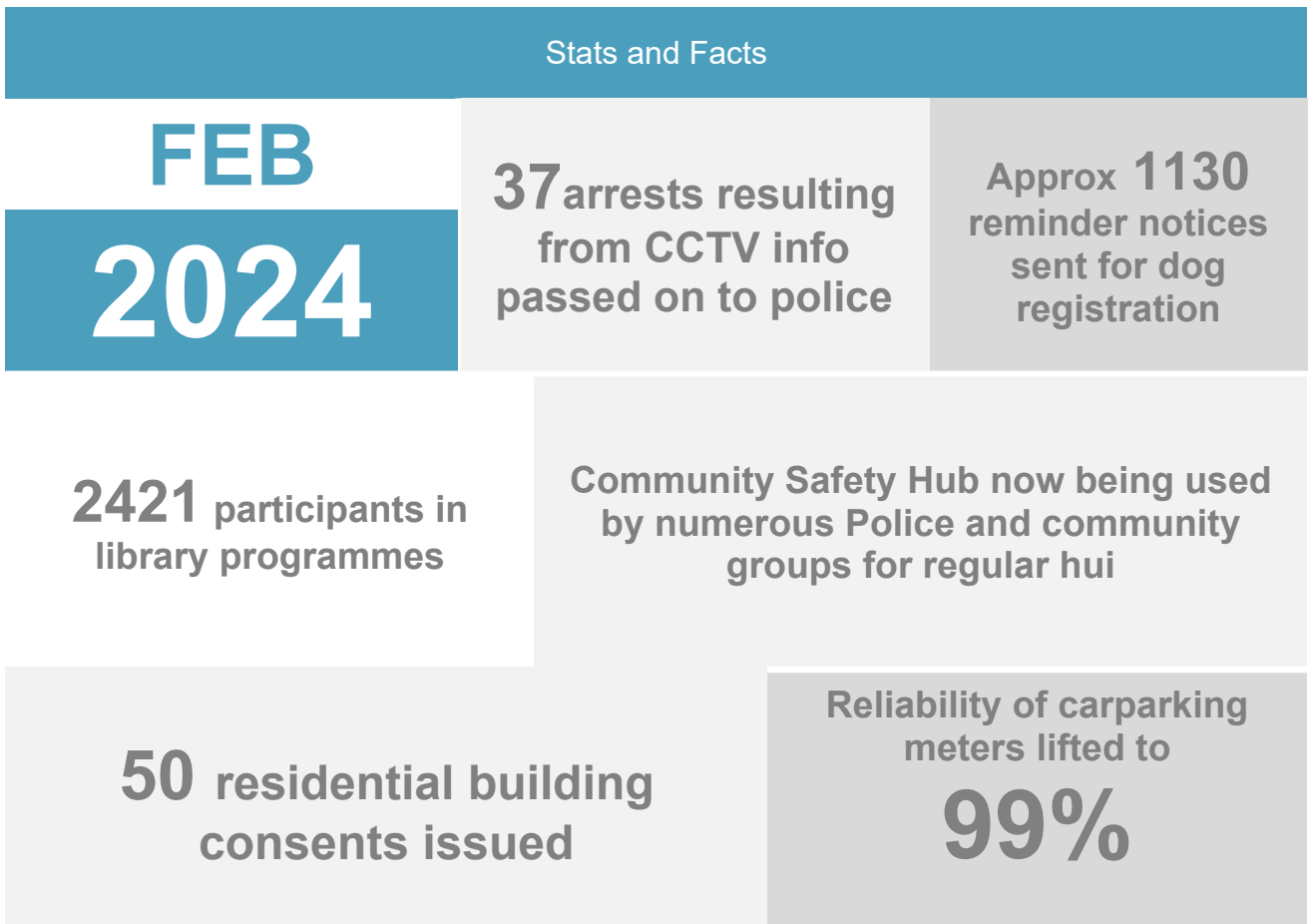
7.2 Progress Report – Community and District Development (Information Only)

DOC ID: 20216160

Progress Report



To:	Mayor, Chair and Members – Community and District Development Committee
Meeting Date:	10 April 2024
Group:	Community and District Development
Group Manager:	Jean-Paul Gaston
Report approved by:	Andrew Moraes, Chief Executive
Components:	Development and Partnerships; District Development; Economic Development; Integrated Planning and Development; Community Safety; Community and Regulatory Services; Thriving Communities; Rotorua Library Te Aka Mauri



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Planning and Development Solutions

Consent Planning

- 9 subdivision resource consents were granted in February 2024, which is 3 more than the previous month's total. This is 6 less than the total for February last year. A total of 10 proposed residential lots (including 3 lifestyle lots) were consented.
 - One discretionary consent was to subdivide 1 lot into 6 residential lots, and another one was to subdivide 1 into 2 lots, creating a vacant rear lot.
 - Another consent was to subdivide 4 titles to produce 6 rural production lots and 3 lifestyle lots.
- 12 land use consents were granted in February, 2 less than the number granted last month. Five of these consents relate to residential development.
 - There are 25 proposed houses consented among the 4 discretionary consent activities, and 10 new houses for limited discretionary activities.
 - One of the discretionary land use consents was for a comprehensive residential development of 19 residential units and another one was for 6 household units. One of the limited discretionary land use consents is to establish 10 residential housing units as a comprehensive development.

Building Consents (BC)

- 11 Commercial BCs issued in February 2024 for work valued at a total of \$1.0 million.
- 50 Residential BCs issued in February 2024 for work valued at a total of \$17.3 million

Code Compliance Certificates (CCC)

- 18 Commercial CCCs issued in February 2024, with work value of \$7.2 million.
- 49 Residential CCCs issued in February 2024, with work value of \$11.1 million.

Business Improvement Programme

Work continues to be delivered within the Planning and Development Services Business Improvement Programme, with a steering group meeting held on 5 March.

The following progress has been made during the past two months:

- Continued focus on recruitment. While we have had an increase in interest from candidates, we have not made any further offers and unfortunately, there has been one further resignation.
- All team members gained LINZ certification.
- Street naming policy being drafted.

Whakamaheretia Tā Tātau Ara Whakamua – Plan Our Way Forward

Housing Enablement

Future Development Strategy (FDS)

Elected members from RLC and Toi Moana Bay of Plenty Regional Council adopted the Rotorua FDS on 22 November 2023. An interim copy of the FDS is available to view. A finalised document including all minor edits is expected to be available in April 2024. Work on a draft RLC/BOPRC FDS Joint Action Plan underway.

Plan Change 9

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Recommendations of the Independent Hearings Panel for PC9 – Housing for Everyone were presented to the Community and District Development Committee on 14 February 2024 and were adopted. Public notification followed and all provisions of Plan Change 9 are now operative (as of 2 March 2024).

Development Support

Interest from developers is still strong with many looking to make use of the medium density planning provisions from Plan Change 9. There is an increase in developers looking at affordable rental developments, with many waiting to see if there will be support from the Government in this area.

Fast Track Consenting Applications

- **171 Fairy Springs Road (Summerset Village - 300 houses):** RLC engineers continue to work with the applicant's team on the discharge of stormwater (SW) from the proposed development. Stormwater has been a long-standing issue for this development. RLC engineers are hoping to receive the final stormwater design details from the applicant prior to the decision-making panel being appointed. RLC has provided feedback to the Environmental Protection Agency (EPA) to assist them with appointing appropriate panel members.
- **Taheke Geothermal Power Station:** A decision-making panel has been set up for this application and we expect RLC will be invited by the panel to make our final comments on the application in the coming days. Once a Panel has been appointed, the full process must be completed within 55 days.
- **31 Ngongotaha Road (Stage 1 – 215 dwellings):** RLC has provided feedback to the EPA to assist in appointing appropriate panel members. The applicant is still refining the final design of this development, following urban design feedback from RLC technical staff. We expect the additional information to be provided by the applicant in the coming days so RLC can advise the decision panel once it is appointed.

Partnership Development

- **10 Barnard Road:** The Community and District Development Committee approved revocation of the road reserve status of the land at 10 Barnard Road and for the disposal of this land to Summerset Retirement Villages. A copy of the Committee decision and all objections received will now be sent to the Minister of Conservation (delegated to DOC) for a final decision.

Council Controlled Organisations (CCOs)

- Letters of expectation issued to RotoruaNZ and Rotorua Regional Airport Limited
- Draft Statements of Intent (SOIs) received from Rotorua Regional Airport Ltd and RotoruaNZ Ltd.
- A report on feedback to the draft SOIs will be discussed as a separate item on this agenda.

Economic Development

Industrial sector economic and land assessment, industrial land strategy and Implementation Plan

Brief prepared and tender issued for an Industrial sector economic and land assessment, industrial land strategy and Implementation Plan. This includes comprehensive economic and spatial analysis of the Rotorua industrial sector, with a particular emphasis on manufacturing. Based on this analysis, we will prepare an industrial land strategy and implementation plan. The goal is to provide actionable insights and recommendations to support local economic development goals through planning policy

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changes/development and other mechanisms, leading to optimal industrial land provision and use, the attraction of industrial investment and sustainable industrial growth.

Tender closed on 18 March 2024 and work started at the end of March 2024.

Inner City Revitalisation and Fenton Street Corridor

Link between lakefront and inner city

- The existing roundabout at the intersection of Whakaue and Tutānekai Streets is considered inefficient, high maintenance and unsafe, particularly for pedestrians, cyclists and those who are differently abled.
- As such RLC is seeking to appoint an experienced transport engineer to undertake a detailed design for a new intersection with a view to improving the connection between the lakefront and the inner city by creating a seamless and safe intersection/crossing between the lakefront and Eat Street. The purpose of this work is to improve the connection and encourage pedestrian movement from the lakefront to the inner city (via Eat Street) and vice versa.
- The design brief has been finalised and appointment of the work was expected to be made by the end March 2024. Survey of pedestrian and cyclists were also undertaken in March

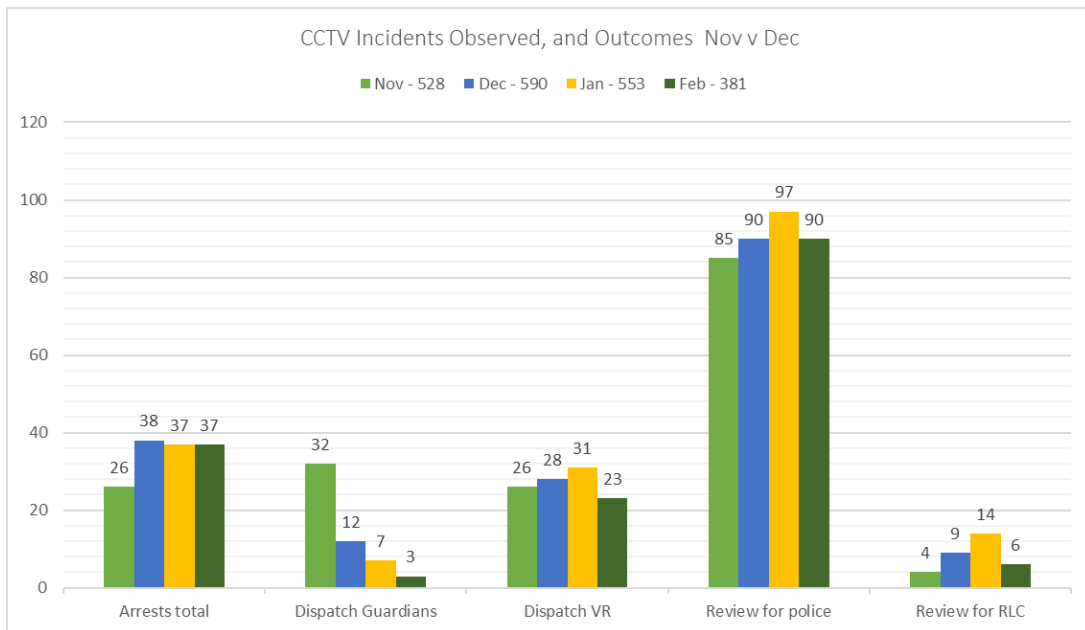
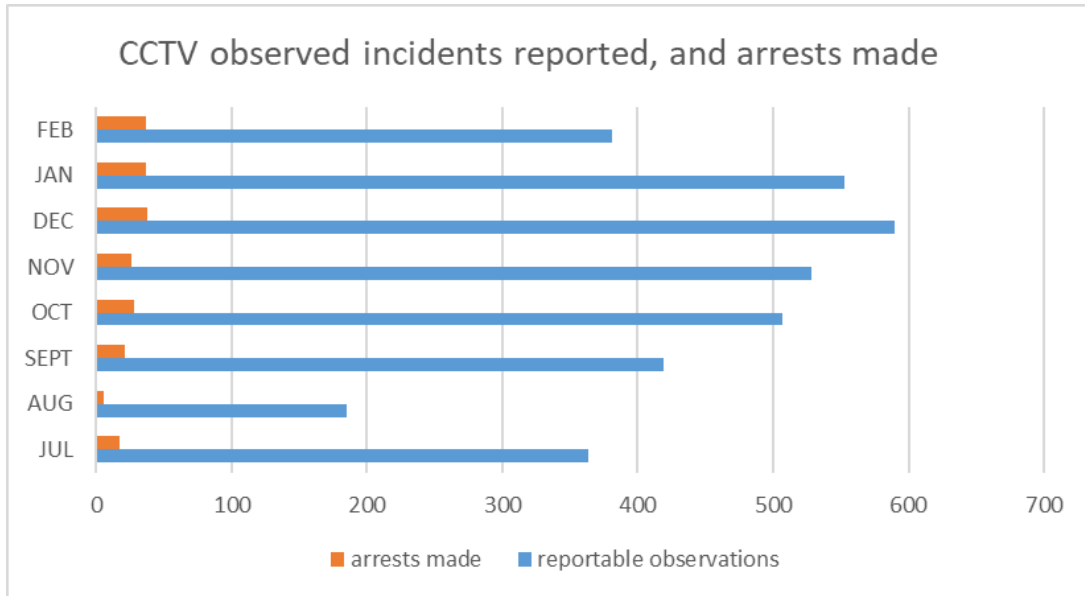
Hunga: Tiaki Hapori – Community Safety

Safe City Guardians / Patrols / CCTV

- The Community Safety Hub (the Hub) is the host venue for regular ad hoc Community hui led by the Police with community service providers from across the community.
- Community Patrols New Zealand (CPNZ) national organisation has linked in with the Hub team requesting support to grow its local operations. The Hub team is regularly meeting with CPNZ to establish a training and recruitment programme for this valuable and untapped resource. A collective meeting is planned for early March with local volunteers to create engagement and connection. The opportunity is there for RLC to capitalise on the presence of the CPNZ team in both the CBD and suburbs, reporting information back to Police and the Hub teams.
- Māori Wardens and Neighbourhood Watch groups are working from the Hub several days a week.
- The hub location has proven fruitful in reducing despatch times to anti-social incidents in the CBD.
- The Hub hosted a local business hui regarding abandoned trolley collection, with a new plan being formulated. A trial collection is underway.
- Hub and patrol teams are regularly connecting with school truancy officers to report juveniles in the CBD and surrounding reserves during school hours.
- Mobile patrol vehicle is moving people who are begging from intersections. Those who return are dealt with by Police who have authority to trespass. Anecdotal evidence suggests begging activity has reduced.
- Weekly information sharing meetings have expanded and now incorporate RLC safe city teams, Police Senior Sergeants and Community Constable, local security contractors, Māori Wardens, CPNZ, Central Mall security and Courthouse Security. The wider scope of information that has resulted has created greater connection between the Hub team and all active partners in the city, plus provided valuable information to Police and facilitated numerous arrests, warnings and court fines.
- Total number of notifiable CCTV observations in February was 381, resulting in 37 arrests, which is a higher proportion of arrests than in previous months.
- CCTV team supported a five-day Police operation targeting commercial burglaries, youth and gang crime in Rotorua that has resulted in arrests. The operation follows an increase in commercial burglaries at night and vehicle crime that is often associated with these burglaries. The arrests made were for multiple burglaries, seven stolen vehicles were recovered, and 12 youth were either charged or referred to youth aid for a range of related offences.
- 96 CCTV footage reviews in total were completed for police, with six relating to damage to RLC properties.

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- CCTV located 9 of the 11 persons wanted for arrest by Police. This is a positive outcome with known offenders being quickly identified.
- CCTV operators are focusing on prevention first through facilitating a higher proportion of interventions (deployment of hub teams) prior to a potential crime being committed. The following graphs demonstrate there is less reportable activity occurring and a higher proportion of arrests indicating that the deployment model is effective.



Parking

- Meter reliability rates and repair times remained a key focus for February, with average repair times reducing significantly and reliability lifted to 99%.
- Use of the parking system increased in February with a noticeable lift in transactions to 30,106, compared to 28,289 in January.
- Cash was the least preferred method of payment comprising just 15.4% of transactions. This was also a reduction from January. Most users chose the option of card at meter (48.3%), followed by app users (36.3%) who typically park for longer periods.

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- A slight increase in app usage in February follows a sustained period of reduced app usage. This will be monitored during the coming months to confirm whether parkers are slowly returning to this payment method for longer term (all day) parking, or whether this is a temporary increase.
- Despite the increased app usage, average transaction values are still less than in January and suggest long term parkers are still not staying as long as they once were, or are potentially combining their time with all day free paid parking areas during the day.
- Council and i-Park are working to confirm the viability of the following topics which are aimed at improving effectiveness, safety, enforcement coverage and increase customer compliance:
 - Increasing the CBD patrol scope via an additional parking warden.
 - Removal of 'warning tickets' for no WOF or Registration.
 - Investigating the further potential of the parking app
- Total infringements issued in February increased from 117 in January to 133 per day which is the second highest result during the last 12 months. This is likely indicative of increased 'risk taking' in terms of parking behaviour.
- The quantity of infringements issued continues to be dominated by overstay of time limits (33% of infringements issued), non-payment for parking (27%), no current registration (15%) and no WOF (12%).
- The number of vehicles infringed for not having a current registration has been reducing during the last 6 months, continuing to drop in February. However, there was an increase in vehicles being infringed for lacking a current WOF, compared to the preceding two months.
- Meter reliability rate for February was 99% (contract requirement is 95%).
- The overall average repair time was 2.50 days.
- There were 7 "high" user impact jobs logged during February with an average repair time of 2 days (e.g. meter non-operational) and 26 "medium" user impact jobs with an average repair time of 2.64 days. (e.g. contactless card reader may not work, but card insert reader does).

Animal Control

- Approximately 1,130 infringement reminders were sent out by the end of March. Infringement reminders must be paid within 28 days to avoid escalation to debt collection/Court as appropriate.
- The Animal Control team have continued a focus on increased public visibility/reassurance, including increased daily patrolling for roaming dogs and a focus on patrolling to observed trends.
- The number of puppies reported to Council as 'dumped' increased in February with 66 dumped during the last two months, 37 of these in February.
- Our team worked hard with animal rescues nationwide to attempt to find new homes for puppies considered suitable for re-homing. This also reduces pressure on our pound facilities.
- Work has begun to enable the Animal Control Team to increase prosecutions for dog attacks on other animals and people.
- Animal Control Team has been consistently taking DNA samples as an investigative tool to support potential prosecutions.

Housing Accord

Cumulative reduction numbers (February 2024 dashboard report):

- EH accommodation providers (uncontracted, contracted, transitional) decreased from 50 (September 2022) to 18 (February 2024), a 64% reduction.
- Focus on uncontracted EH dropped from 34 in September 2022 to 6 in February 2024 (the same as January 2024) which is a 82.4% reduction.

Attached (Attachment 1) is the February 2024 Rotorua Temporary Housing Dashboard provided by MHUD and MSD. The dashboard provides monthly reporting on the use of temporary housing options in Rotorua.

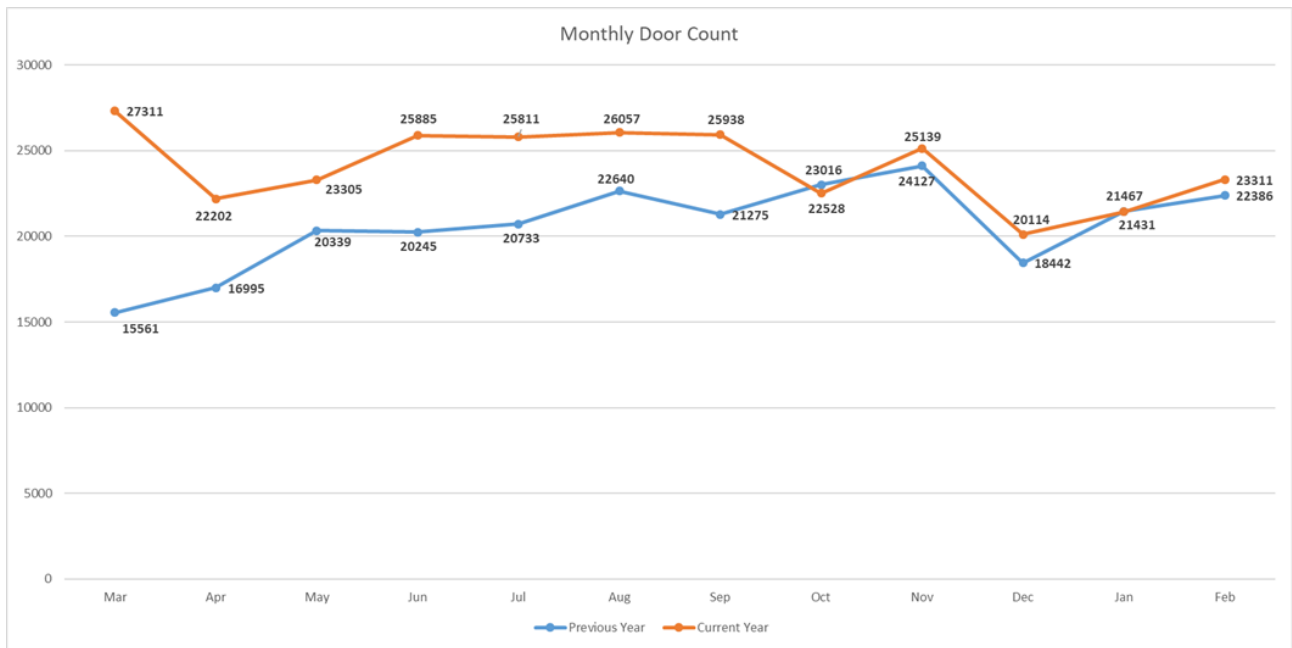
Also attached (Attachment 2) is a map of location of the remaining emergency accommodation as at March 2024 compared to October 2022.

Rotorua Library at Te Aka Mauri

Resources and Services

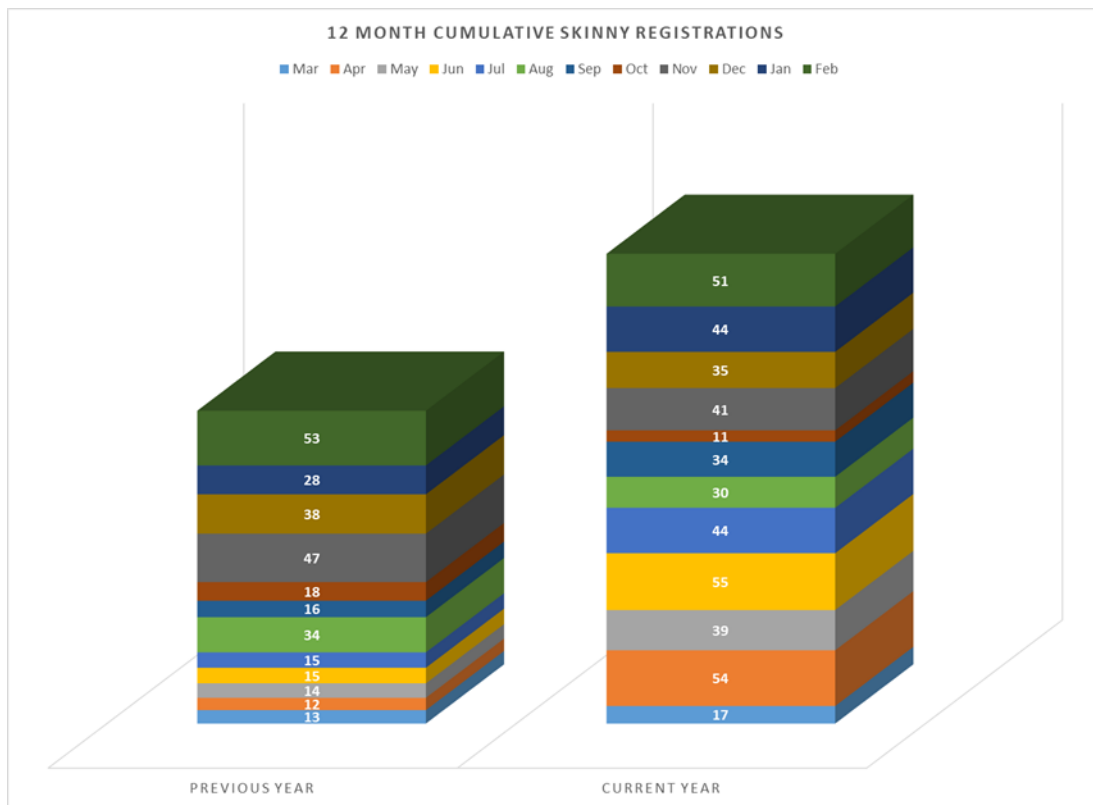
Door Count Monthly: 23,311 in February 2024, up 4% on 2023.

February Stand Out: Door numbers are up with a noticeable increase in activity after school.



Skinny Jump Registrations Monthly: 51 in February 2024, a 4% decrease on February 2023 as a result of high demand and lack of supply, however overall 152 more modems issued this year.

Free modem and subsidised broadband for those who do not already have broadband in their home – 35GB free plus \$5 top-up for additional 35GB, includes Ciena for students (max 210GB/month, school terms only), must be referred by a school and meet criteria



Programmes and Activities

All programmes Monthly: 2420 participants in February 2024.

February Stand Out: All the hard work from the Heritage and Research Team coming to fruition with the launch of Pakiaka. Thousands of hours spent creating meta data, uploading information and ensuring the information and cultural content represents Council and Rotorua appropriately.

February events and activities:

- Pakiaka: Rotorua Heritage Online, website launched 14 February, providing material only previously found in the Library secure archives. We’ve seen significant engagement on the site since the launch.
- Matika! Maranga! | Get Up! Stand Up! Arts Village exhibition relating to the Treaty of Waitangi was in place from 3 February until 1 March. This encouraged a new audience to visit the Library.
- Mary Sutherland: Sowing the Seeds of Change display opened on 10 February. A children’s quiz was promoted on the ground floor to bring families up to the second floor to see the display.
- The first Multicultural Lunch for 2024 representing Thailand was successful with 65 attendees.
- Children’s and Youth programmes in-house and outreach to high schools and pre-schools has resumed, as have Library to You book delivery services to pre-schools, rest homes and private homes.



Pakiaka is easy to follow, so well done; and thank you for the nice piece on Mary – Vivien Edwards.

Congratulations Abby! Your Pakiaka site looks great! I love the dear photos of the schoolgirl's tennis teams and the class photos. Well done to you and the team 😊 – Michelle Bradbury, Tauranga City Libraries.

Yayyy!!! Looks really good! – Silke Haskbarth, Rotorua Historical Society.

I am sooooo excited about Pakiaka. It looks wonderful!!! I especially loved those old publications from the glass cabinets that are now online 😊 Very happy for Rotorua Library and especially the H&R Team. Big congratulations for getting the project online. – Ani Sharland, Te Atiawa Iwi.

What a lovely online resource! Huge congratulations to Abby and the team. Pakiaka seems both very user-friendly and professional. Looking forward to exploring it more and discovering future resources shared. – Kate Charteris, Tauranga City Libraries.

Congratulations on the launch of Pakiaka. I've had a browse and it is excellent. I will be adding it to my list of sites to check out on a regular basis. – Tauranga Heritage Collection

March events and activities underway:

Theme for the month: Be You

- Mary Sutherland International Women’s Day talk with Viv Edwards took place on 6 March, 20 attendees
- Zonta International Women’s Day event focusing on impact of climate change on women on 8 March
- Rainbow Storytime event - 21 March was cancelled
- Multicultural lunch: South Africa - 28 March

Coming up in April:

Theme for the month will be related to civic pride.

- Library will be supporting community engagement activities for the Council’s 2024-2034 Long-term Plan
- Displays and activities related to Anzac Day
- School holiday programmes including a new April Adventure reading challenge

Ohu: He Hapori Taurikura – Thriving Communities

Bright Futures

Embedded Culture of Futures Planning - Tamariki and Rangatahi Civic Engagement

Taiohi Strategy

Rotorua Youth Council

The first Youth Council meeting was held 26 February. Outcomes delivered during this meeting:

- Introduction to the places and spaces where their meetings will be held
- Introductions to each other and the adults who will be walking alongside them
- Guided engagement in Te Arawa and Ngāti Whakaue narratives that are represented in the Civic Centre
- Articulate a set of shared values to guide priorities and behaviours

Below is an outline of key milestones reached since the last months update:

Date	Milestone	Progress
26 February 2023	Pōwhiri to welcome 11 Young Leaders on to the Rotorua Youth Council	Completed

[Back to Index](#)

Date	Milestone	Progress
February	<i>Youth Council details progressed</i> <ul style="list-style-type: none"> • Monthly programme details and agendas • Organise facilitators • Prepare resources and information • Back fill co-ordination staffing (maternity leave) 	Ongoing Ongoing Ongoing Ongoing
25 March 2023	2/8 official scheduled monthly meetings <ul style="list-style-type: none"> • Draft Terms of Reference to be ratified • Draft Code of Conduct to be ratified 	Completed*
*Completed by the time this report is received on 10 April		

Child Equity

Community Summer Activations

Summer Activations are a collaboration between community, schools, the local health and social sector and Rotorua Lakes Council to coordinate free, whānau friendly activities that activate our places and spaces throughout our community. Summer activations were reported on in the last monthly update. This report provides some additional outcomes and images from the events completed.

Outcomes at a Glance

<p style="text-align: center;">4</p> <p style="text-align: center;">Events planned and supported by us</p>	<p style="text-align: center;">2</p> <p style="text-align: center;">Events planned by Library and supported by us</p>	<p style="text-align: center;">2</p> <p style="text-align: center;">Events planned by community and supported by us</p>	<p style="text-align: center;">300</p> <p style="text-align: center;">People, on average attended each event</p>
<p style="text-align: center;">16</p> <p style="text-align: center;">Different partners involved</p>	<p style="text-align: center;">\$8500</p> <p style="text-align: center;">External funding accessed to support the events</p>	<p style="text-align: center;">2</p> <p style="text-align: center;">Local rangatahi employed as Summer Interns</p>	<p style="text-align: center;">5</p> <p style="text-align: center;">RLC teams contributed</p>



Healthy, Fit-for-Purpose Homes and Cohesive Communities

Healthy Homes Assessments

- RLC provides healthy homes assessments. The service supports low-income families in the Rotorua district by providing education, advice and guidance around maintaining and repairing homes to healthy standards. Further referrals can be made for families to access assistance with additional remedial actions (eg: Provision of curtains, underfloor insulation installation, doors draught proofed, cots and beds provided). This service makes a significant difference in ensuring the homes of tamariki and their whānau in Rotorua are warmer and healthier.

Summary of activities in February:

- 13 homes assessed – 46 homes year to date
- 1 workshop delivered - combination workshop with the Rotorua Pacific Islands Trust

The following is a breakdown of the additional services that are funded by partners for households in our district as a result of council enabled home inspections:

6 Repair and maintenance referrals received	1 Draughty home fixed	4 Heat pumps installed	13 Whare received healthy home maintenance education
4 Curtains hung in whānau homes	3 Insulation jobs	4 Roof repairs	4 Other repairs & maintenance activity

Welcoming Communities

A programme supported by Immigration New Zealand to support settlement of new migrants and former refugees into our district.

Timeframe	Milestone	Progress
February	Key Cultural activities supported by welcoming Communities function Chinese New Year	Completed
	<ul style="list-style-type: none"> • Supported and attended the Chinese Chamber of Commerce 10-year anniversary celebration at Te Puia, officiated by members of the Chinese Consulate in Wellington • Supported the Chinese Association, Rotorua to re-appoint elder Dr. Kin as their President • Collaborated to provide a dumpling making workshop for council staff. 75 staff participated 	
	Monthly multicultural lunches	
	<ul style="list-style-type: none"> • 120 participants were hosted at Te Aka Mauri for the first Multicultural lunch of the year by our Thai Community. Council provides the venue in-kind and partnership funding to the Multicultural council to support their voluntary services to community. 	Completed
	<i>Mayoral welcome</i>	Completed
	<ul style="list-style-type: none"> • 80+ international students received a Mayoral welcome in the Council chambers. 	Completed



Activating Communities and Co-Designing Solutions

Mamaku

Director Thriving Communities and members from Thriving Communities and Open spaces teams met with a small group of Mamaku residents to hear their concerns regarding the status of the Mamaku Hall and to listen for community-inspired options. Preparation of a report is underway, summarising key sentiments from the discussion and identifying where Council responses will be required.

Eastside

Director Thriving Communities and Wellbeing Advisor attended monthly Tatau Poumanu hui and reflection wananga to listen for community inspiration and forward planning of the Eastside communities' kaupapa.

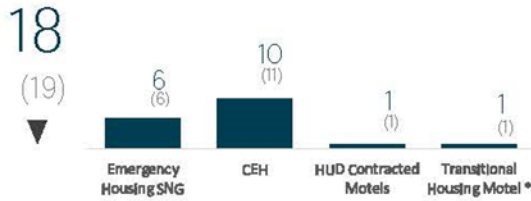
ATTACHMENT 1

Rotorua Temporary Housing Dashboard | Feb 2024

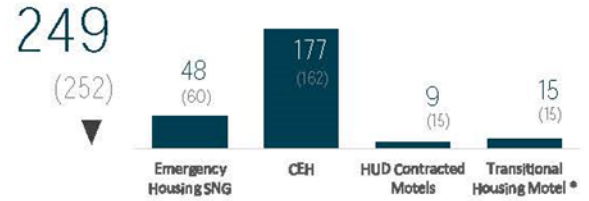
This dashboard provides monthly reporting on the use of temporary housing options in Rotorua. Last month's figures are provided in brackets.

Summary of Temporary Housing Use in Rotorua

Number of motels in use as temporary housing in Rotorua



Number of households in temporary housing in Rotorua



Household Composition

Adults in temporary housing in Rotorua

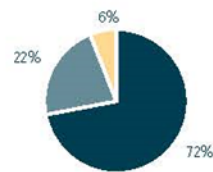


Children in temporary housing in Rotorua



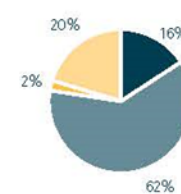
- Single without Children
- Single with Children
- Couple without Children
- Couple with Children

Emergency Housing SNG



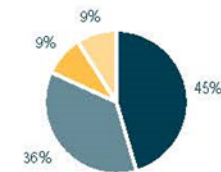
Adults	51
	(60)
Children	24
	(27)

Contracted Emergency Housing



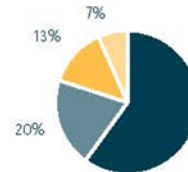
Adults	219
	(198)
Children	279
	(246)

HUD Contracted Motels



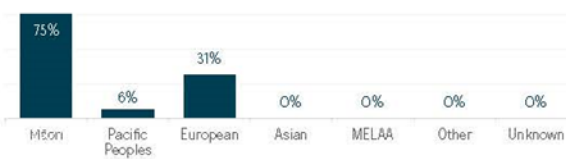
Adults	12
	(18)
Children	9
	(12)

Transitional Housing Motel*

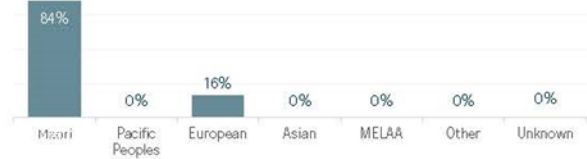


Adults	18
	(18)
Children	12
	(12)

Ethnicity of tenants in Emergency Housing SNG



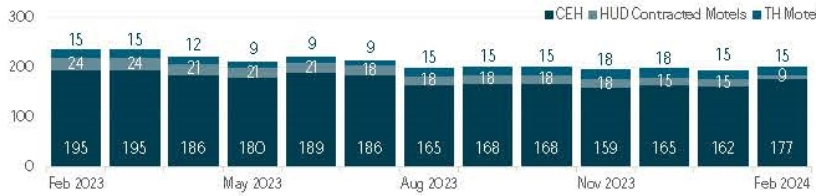
Ethnicity of tenants in HUD Contracted Motels*



ATTACHMENT 1

Trends

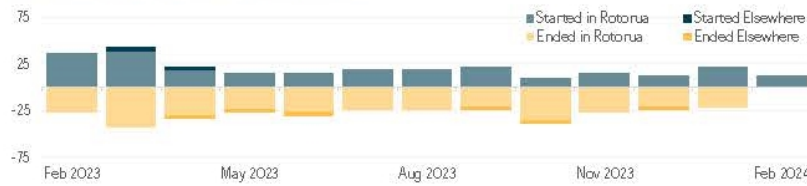
Households in HUD CEH / HUD Contracted Motels / TH Motel *



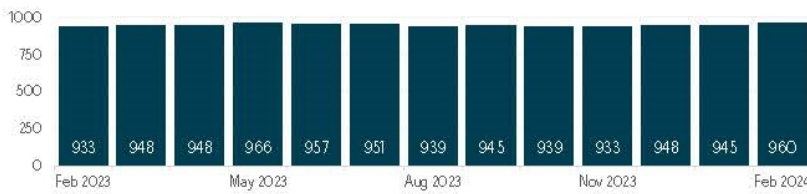
Households in MSD Emergency Housing SNG



EH SNG Start/End of Spell Location



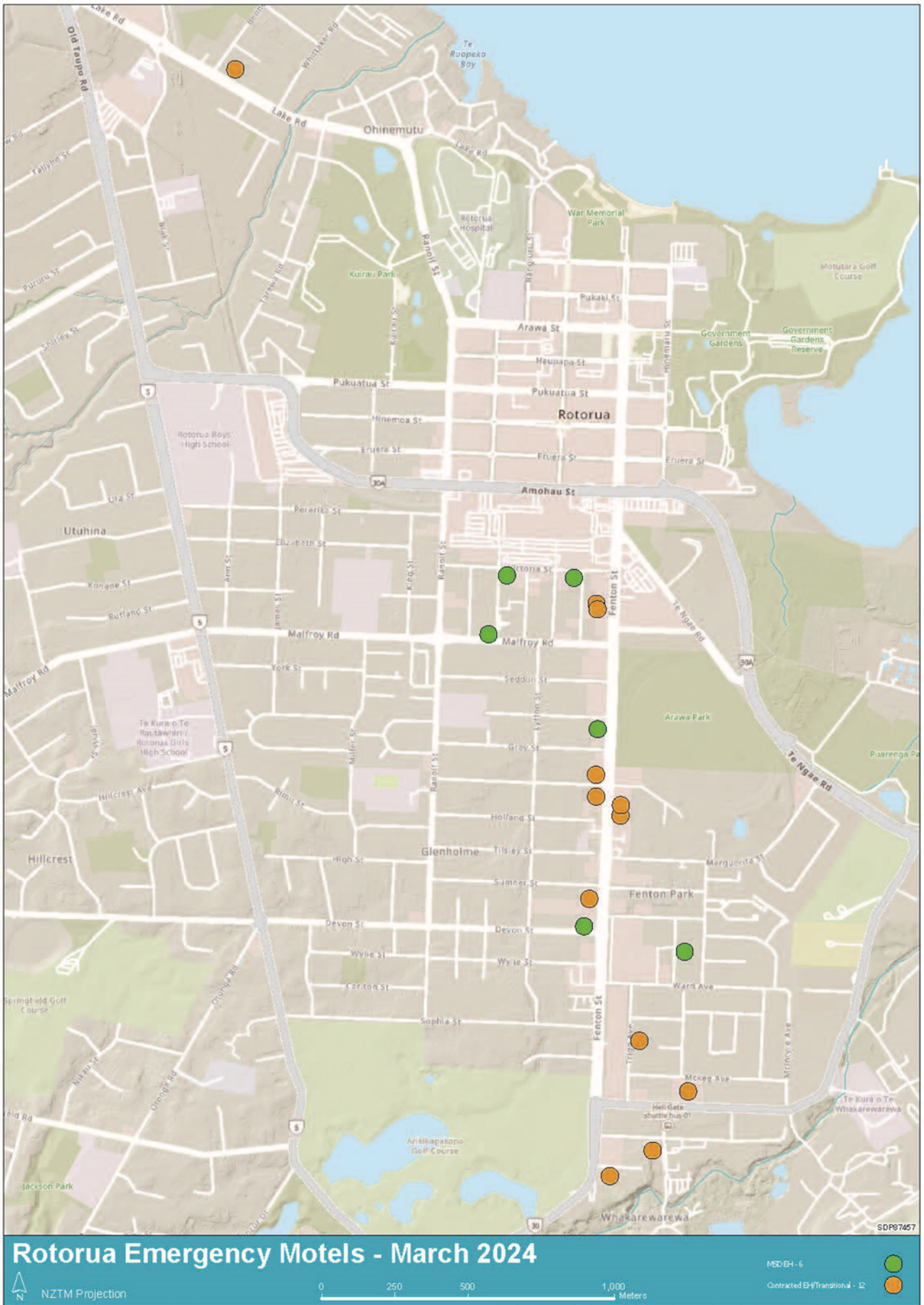
Social Housing Register Applicants



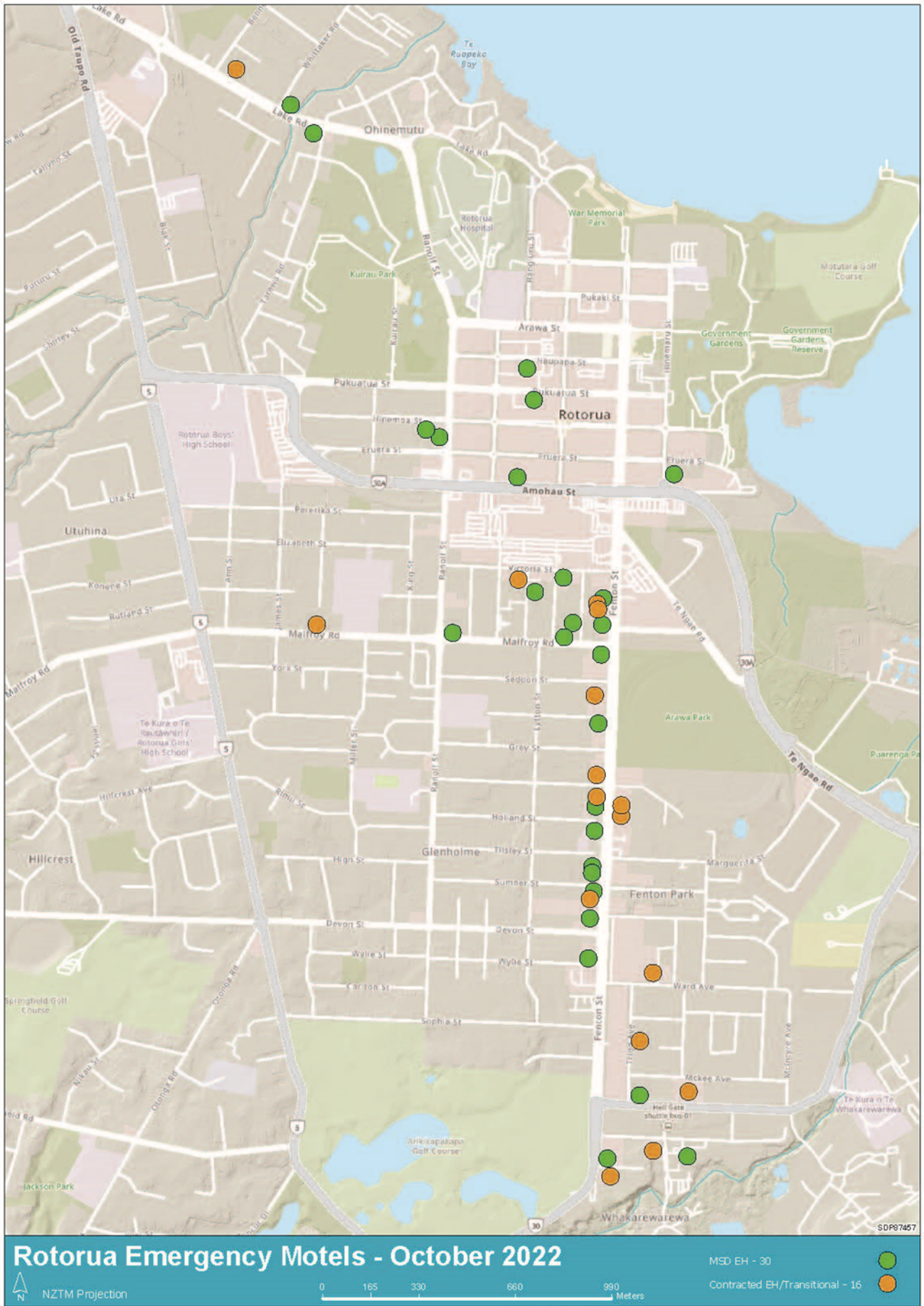
Other Housing Support in Rotorua

Social Homes	Transitional Housing Places*	Housing First - Housed	Housing First - Not Yet Housed
1,045 (1,045)	198 (198)	168 (165)	9 (12)

ATTACHMENT 2



ATTACHMENT 2



Path: G:\proj\60\6087\2023\6087\401\01451_HUD_Motel_The_Se_01451_HUD_Book_1_The_Series.aprx. Print Date: 04/04/2024

7.3 Progress Report – Corporate Services – Culture, Heritage and Mahi Toi (Information Only)

DOC ID: 20215185

Progress Report



To:	Mayor, Chair and Members – Community and District Development Committee
Meeting Date:	10 April 2024
Group:	Corporate Services
Group Manager:	Thomas Collé
Report approved by:	Andrew Moraes, Chief Executive
Components:	Corporate Services – Culture, Heritage and Mahi Toi

Stats and Facts

<p>Feb 2024</p>	<p>9,000 community members entertained during 4 cultural and sporting events and exhibitions at EEC</p>
<p>1,700 students are booked for museum education programmes during Term 1 – with more than 40% already delivered</p>	<p>94% of current Term 1 bookings for the museum education programme are Rotorua students</p>
<p>The Sir Howard Morrison Centre will reach 100% capacity over April and May with the Phantom of the Opera and Madagascar the Musical</p>	<p>Whānau Day at Sir Howard Morrison Centre saw strong community support with more than 700 attending</p>

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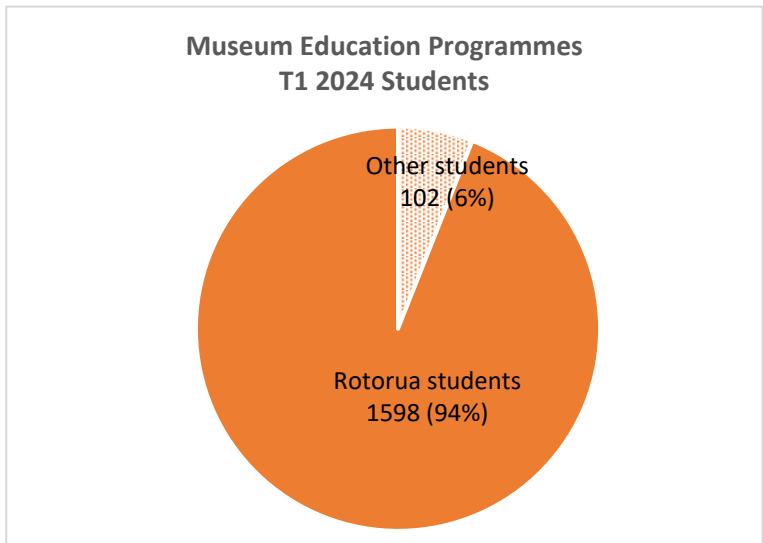
Ohu: Te Ahurea Me Nga Mahi Toi | Culture, Heritage and Mahi Toi

Rotorua Museum Te Whare Taonga o Te Arawa

Museum Education Programmes

Bookings:

- Approximately 605 students undertook a programme in February, with a further 1095 booked until the end of Term 1. Bookings are strong for Term 2 with 1,411 already confirmed and enquiries for a further 500 students.
- Free bus transport, sponsored by the Ngāti Whakaue Education Endowment Trust, enabled 434 local ākonga to access the Museum education programme in February.
- A new programme, Inspire to Write, was delivered for the first time in February. This engaging visual arts programme, based at the sculpture trail in Government Gardens, helps students make connections across oral, written and visual languages.



Images: John Paul College – Inspire to Write programme

Recent Teacher Comments

- “Having information presented by a facilitator who has a deep wealth of knowledge on the subject was very valuable. Keep up the great work. What a great resource and excellently run programme” – St Mary’s Primary School
- “It supports our term’s topic, a great springboard and promotes responding to critical thinking. A great mix-up between learning activities and in groups” - Lynmore Primary School

Museum Events and Engagement

- *Museum Youth Group*: Engaged with local schools, kura kaupapa, community groups and Te Arawa hapū / iwi to encourage more youth / rangatahi to join. The group now has 20 members.
- *B Company 28 Māori Battalion*: whānau engagement continues with seven interviews completed. The team is also working to source photos of B Company soldiers not currently held in the collection, to ensure the future exhibition is as comprehensive as possible.
- *Waitangi Day, For the Love of the People Even – Wai Ariki Hot Springs*: Museum volunteer guides provided two tours during the day, from the event to Government Gardens and back.



Collections

The collections team continues to work with Workshope on the exhibition concept design, progressing research and mātauranga about the objects, stories and themes for the new long-term exhibitions.

Coming up

Museum Exhibition Development Project

- Continue Concept Design phase to May 2024. This supports the build project by ensuring any specific exhibition design requirements (e.g. lighting, technology, internal walls, strengthening / structures to support taonga, placement of fire sprinklers, etc.) are considered in the build.
- Iwi engagement wānanga with Ngāti Whakaue, Ngāti Pūkiao and Ngāti Tarāwhai (dates tbc), and B Company whānau engagement.

Museum Events and Engagement

- *Taonga Care Workshops*: five weekend workshops planned between April and June 2024 covering the care of: kākahu (cloaks), whāriki (mats), archives and photography, digitisation and hard materials. The workshops will be coordinated by the Museum, delivered by specialist experts, and is fully funded by Te Paerangi Te Papa National Services.

Other

- Relocate all Bath House heritage items and museum furniture and fittings, currently in Te Ngae storage facility, to new locations.
- Manage conservation and maintenance work on three Government Gardens sculptures: Te Arawa Memorial, Fred Wylie Memorial and the Cenotaph.

Events Hub - EEC, Sportsdrome, Te Rūnanga Teahouse, Markets, Business Events and Events

STATS AND FACTS

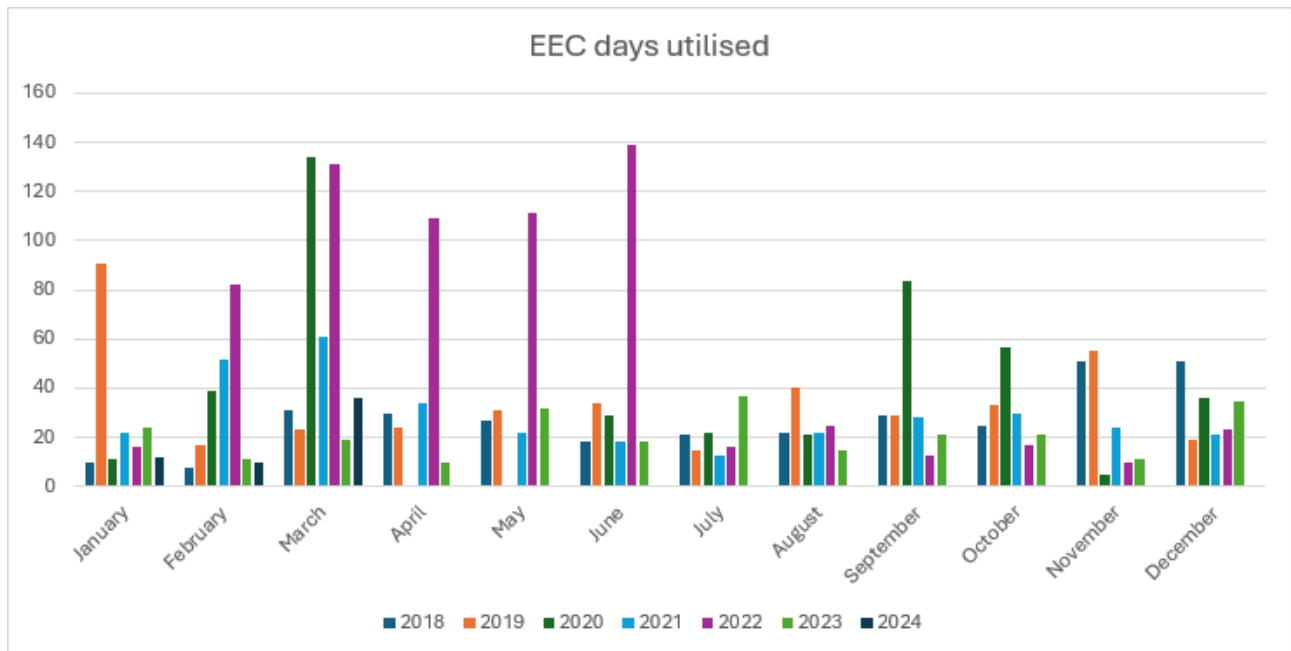
EEC Quick Fact 1

It has been a huge month for community engagement - by the end of March just under 9000 people will have been entertained during four cultural and sporting events and exhibitions.

- Kapa Haka 7,200
- Hatupatu show 700
- Road Safety 300
- CrossFit 225

EEC Quick Fact 2

The EEC and SHMC Business Events Sales Team have been involved in four expos, functions and sales trips promoting the venues to over 4000 international and domestic professional conference organisers, association executives, and incentive travel specialists.



EEC AND SHMC BUSINESS EVENTS – MARCH SALES ACTIVITY

[AIME Trade Show](#) – Melbourne March 2024, part of a 30-strong Tourism NZ-led delegation, exhibiting to 4100 international conference ‘buyers’. Our sales team took 31 appointments over the 2 days, resulting in 12 conference enquiries for 2025/26 which would have an estimated economic impact to our local economy of \$337,500 per conference (plus RLC revenue from venue hire, catering, audio visual and personnel).

[AuSAE AssociationX](#) – Wellington March 2024, presenting EEC and SHMC as business event venues to an estimated 180 attendees. This show historically generates about six leads each year.

Meetings 2024 event – Continuing to work with client around requirements for Meetings 2024 with the EEC being the main exhibition venue and SHMC to host the welcome function.

EVENTS

EEC Events and SHMC Business Events

Events for March

- EEC - Te Arawa CrossFit – Fittest Mums (225 attendees)
- EEC - Te Arawa Kapa Haka Regionals (3,800 attendees x2 days)
- EEC - Hatupatu / Kurungaituku - A Forbidden Love show (forecast 700 attendees)
- EEC - Rotorua Road Safety Expo (forecast 300 attendees)
- SHMC - Australasian Injury Prevention and Safety Promotion Conference (140 attendees)
- SHMC - Crankworx 10th Anniversary 2024 - Opening Ceremony (forecast 400 attendees)

Events for April

- EEC - Toi Ohomai Te Pukenga Graduation Ceremonies (forecast 500 attendees)
- EEC - Te Arawa Lakes Trust Centenary Dinner (forecast 500 attendees)
- EEC - Digital Natives Academy E-Sports Tournament (forecast 350 attendees)
- SHMC - NZ Maori Sports and Recreation Wananga (forecast 400 delegates)
- EEC - Red Stag 20 Year Celebration Event (forecast 600 attendees)
- EEC - RotoVegas Boxing Event (forecast 800 attendees)
- EEC – Tip-Off Basketball (forecast 800 attendees)

Sportsdrome

March 2024: 23 of 31 days utilised

April 2024: 22 of 30 days booked for use

Te Runanga Tea House and Band Rotunda

March 2024: 15 of 31 days utilised

April 2024: 9 of 30 days booked for use

Markets and Te Manawa

Night Market is operating under summer hours, 5pm to 9pm.

March 2024 – four markets held

April 2024 – 4 markets scheduled to be held

Major and Community Events

Events for March

- Bunnings National Touch Championships (5,000 attendees)
- Legends of the Lake (2000 attendees)
- Rotorua Walking Festival (300 attendees)
- Holi Festival (500 attendees)
- Crankworx 2024
- National Secondary Schools Waka Ama (3000 attendees)
- Pasifika Festival (2500 attendees)
- Music at the Rotunda – multiple events (300 attendees at each)

Events for April

- Xterra Rotorua Festival (1500 attendees)
- Sikh Parade (1,000 attendees)
- ANZAC Day Dawn Service (1000 attendees)
- NZ Maori Rugby League Teina Tournament (3000 attendees)

EEC – VENUE REFURBISHMENT

This work being undertaken below is via budgeted renewals; this work will be completed prior to 'MEETINGS' in May – which is the premier trade show for the conference, *meetings*, events, exhibition, and travel incentive industry.

- 18-25 March - Grand Hall Kiosk flooring replacement.
- 18 March–30 April – Grand Hall Amenities Refurbishment, complete refurb of male and female amenities.
- 18 March-2 April - Canopy Bracing
- 28 May – High Clean
- Date TBC - Painting
- Date TBC - Garden replanting after louvre removal



Image: Tourism New Zealand Delegation to AIME 2024

Credit: Tourism New Zealand

Source: [linkedin.com/showcase/tourism-new-zealand-business-events](https://www.linkedin.com/showcase/tourism-new-zealand-business-events)



Image: Tūhourangi Ngāti Wāhiao perform at the 2024 Te Arawa Kapa Haka Regional Competition

Credit: 1News

Source: <https://www.1news.co.nz/2024/03/11/ten-more-kapa-haka-qualify-for-te-matatini-2025/>

Sir Howard Morrison Centre

Utilisation

Use is at 100% across April and May with no capacity to deliver anything further during this time. In April, 74% of capacity was in community performing arts with 26% commercial. May will be 46% community performing arts with 54% in professional performing arts and business events.

Operational update

- **Whānau Day** was very positive with more than 700 members of the community attending.
- **Stage Tākaro** – a play space for young Tamariki, this was a runaway success and discussions have begun around returning this as a bi-monthly event, which would be funding dependent.
- **Switching Stitches** – inaugural internal council event to mark International Women’s Day had more than 35 RLC staff and their guests attending with significant onward donations to *Dress for Success*.
- **Tarawera Ultra Marathon briefing** – more than 400 athletes attended with positive client feedback.

Sunday, 17 March we welcomed **Musical Theatre Network of New Zealand** for a portion of their conference as well as a venue tours coinciding with *Phantom of the Opera* pack in / rehearsals.

Our technical team supported the pack in from 11-13 March for *Hatupatu and Kurungaituku* at Energy Events Centre while also gearing up for an intense 12 day pack in for PHANTOM.

Performing Arts Director and Marketing Advisor attended PANNZ (Performing Arts Network NZ) market 4-7 March in Auckland with strong interest from artists and companies from across NZ. Options are limited without a programming investment fund, so initiatives are currently being explored for fundraising levers.

Ticketing

- **Phantom of the Opera** yielded incredibly positive results in the lead-up to opening night with 2800 sold prior to opening.
- **Madagascar** has sold 1019 tickets and will move to a third performance once we hit 1400.

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We are focused on driving excess of ticketing targets to retain exceeding commercial targets to retain TicketMaster investment and move into bonus on the remainder.

April / New Business

- Several new commercial shows and events are placing bookings and moving to on-sale (ticketing) within the coming months.
- We have created a Rotorua schools package for low yield event dates to boost venue use, offering a discount for events taking place Sundays to Wednesdays, with no impact to commercial booking dates.

Marketing

February Highlights:

- The launch of [SHMC's first anniversary video](#) campaign showcased events since the re-opening, with a focus on the rebuild project and spotlighting the artists who have performed and community members who have attended. The video was distributed across social media channels, website and eDM database.

Upcoming areas of focus

- Collaborate with local groups to boost registrations for Massive Theatre Company's free [Foundation Workshop](#) in Rotorua.
- Use existing channels to promote the RMT's production of [Phantom of the Opera](#).
- Planning a dynamic marketing campaign for NZ Music Month [Battle Chorus](#) event to drive participation and attendance and capture regional NZMM content to festivalise the month for Rotorua audiences.
- Collaborating on a philanthropic strategy to culminate in 'Friends of Sir Howard' membership and associated fundraising initiatives.

Coming soon campaigns:

NZ Music Month video campaign highlighting events held since re-opening, touching on the rebuild project and spotlighting the artists and community attendees. This will be shared across our social media channels, website and eDM database.

Sound Plan – Phantom of the Opera

This production will be the largest audio set-up the venue has undertaken. During the last few months we have conducted several production meetings to plan the audio design and create bespoke surround sound speaker placement and undertake testing. To ensure the sound is the same for each performance we are using an automation piece of software called theatremix. Some of the audio is already programmed into the system and there are further rehearsals and programming to be done before the show opens.

Property / Maintenance

Departure of Facilities Manager will place additional pressure on team during busy month ahead but a comprehensive handover will occur Friday 15 March.

8. Te Karakia Whakamutunga - Closing Karakia

Kia whakairia te tapu
Kia wātea ai te ara
Kia turuki whakataha ai
Kia turuki whakataha ai
Hāumi e. Hui e. Tāiki e!

Restrictions are moved aside
So the pathway is clear
To return to every day activities
To return to every day activities
Allied, enriched, unified, and blessed