



GOVERNANCE AND STRATEGIC DIRECTION

What we do

This activity covers a range of specific functions and is also the home of corporate leadership, planning and the technical and administrative support for Council's many services. The focus areas include:

- Chief Executive Group
- Corporate Planning and Support
- Corporate Property
- Customer Centre
- Democracy
- Financial Services
- Human Resources
- Information Services
- Kaupapa Maori
- Land Information Services
- Procurement and Sustainability
- Records

The role of this activity is to:

- Provide leadership for Council and the community.
- Provide technical and administrative advice and support to elected members representing the Rotorua district.
- Provide opportunities for public participation and involvement in decision-making and determining priorities and projects to meet community needs and aspirations.
- Ensure our internal systems and processes are up-to-date and capable of supporting and enabling the organisation to perform its key tasks effectively and efficiently.
- Manage three-yearly council elections.
- Provide advice and assistance in the development of council policies which affect

Maori and promote awareness and understanding of Maori culture and protocols.

- Facilitate communication with Maori on issues and decisions that directly or indirectly affect them.
- Manage Council's relationship with Te Arawa and tangata whenua and advise the council on protocol and Tikanga Maori.
- Provide excellence in first contact customer service focused on getting it right first time, listen, respond promptly and take responsibility.
- Provide easy access to council and district information via the internet by increasing online services including online transactions, web and social media.
- Provide an overarching framework to consider sustainability across all of the council's functions by ensuring the prudent use and management of all resources balanced with the consideration and integration of environmental, social, cultural and economic wellbeing.
- Deliver value for money in relation to the purchasing function in an open and transparent manner, managing risk and with adequate probity.

Why we do it

To provide the organisation and community with inspiring, competent leadership and direction; to ensure public awareness of and engagement in the council's decision making processes; and to provide high quality governance, technical and administrative advice and support to elected members and staff.


Major projects

Over the course of the Long-term Plan a number of projects will be undertaken to change levels of service, catch up on deferred works, or to provide for additional growth or demands. These projects include:


| What is planned? | Why? | Background | Costs | Other options considered |
|---------------------------------------|---|--|--|--|
| Local government elections | This is a requirement of legislation. | Every three years Council must hold a local body election so that the community can elect a mayor and councillors to represent the community's needs and wants. | October 2013 and October 2016 \$180,000 | <ul style="list-style-type: none"> No other options applicable |
| Increased options in on-line services | To provide better access to council services i.e. website, online transaction (dog registration, rates payments, LIM payments etc). | Council is developing a number of on-line services in partnership with Hamilton City Council. This work, undertaken in conjunction with Lean Thinking, is intended to improve services and save costs. | 2013 and 2014 \$800,000 | <ul style="list-style-type: none"> Take no action. Undertake development alone (higher cost). Continue with partnerships developed. |

Measuring our achievements

Council will measure its achievements towards the objectives by monitoring the following set of performance measures and targets:

| Community outcome | How council contributes | Level of service (What we will do) | Performance measure | Performance targets | | | | | |
|---|--|---|---|-----------------------------|------------------------------|---------|---------|---------|--------------|
| | | | | Current performance 2010/11 | Data source | 2012/13 | 2013/14 | 2014/15 | 2016 to 2022 |
| Governance and Strategic Direction | | | | | | | | | |
|  Visionary Community Leadership | <ul style="list-style-type: none"> By informing the community via Annual Plan, Long-term Plan, District News etc on developments and ideas that may lead to the district's future. By going out to community groups, ratepayer associations etc to inform and engage with the community on topical issues. | Provide sound analysis and advice to better engage with communities on Council decisions related to the strategic direction of Rotorua. | 70% of residents are very/fairly satisfied with how rates are spent on services and facilities provided by Council. | 70% | Customer satisfaction survey | 70% | 70% | 70% | 70% |
| | | | 60% of residents strongly approve/approve of the decisions and or actions Council makes. | 54% | Customer satisfaction survey | 60% | 60% | 60% | 60% |
| | | | 55% of residents are very/fairly satisfied with the quality of information Council provides. | 54% | Customer satisfaction survey | 55% | 55% | 55% | 55% |

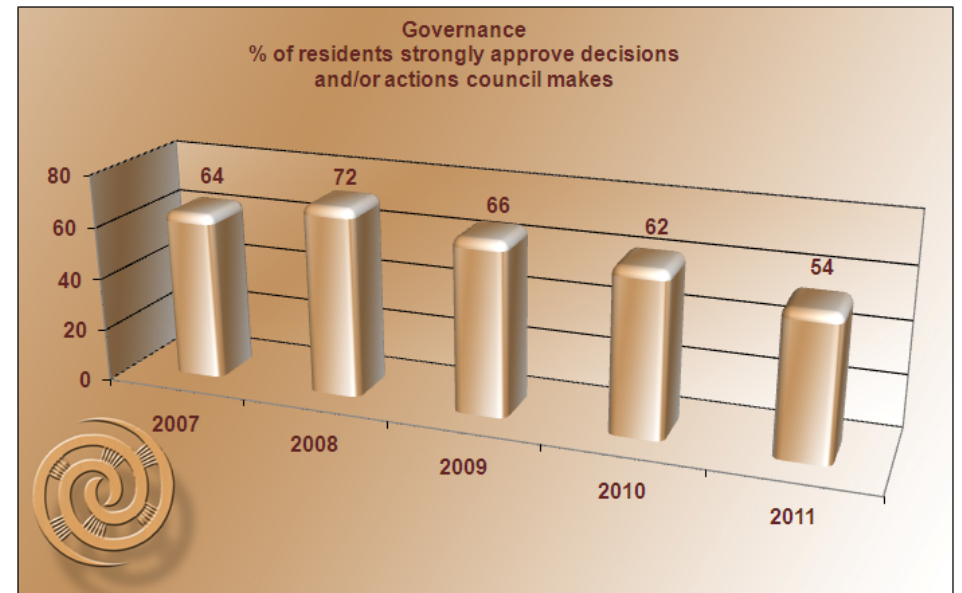
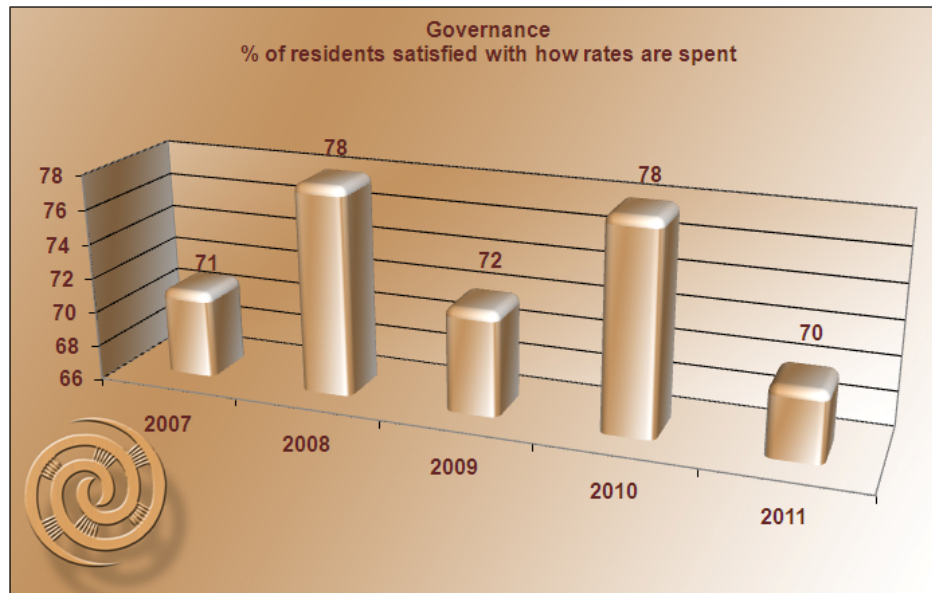
Measuring our achievements cont.

| Community outcome | How council contributes | Level of service (What we will do) | Performance measure | Performance targets | | | | | |
|---|--|--|--|-----------------------------|------------------------------------|---------|---------|---------|--------------|
| | | | | Current performance 2010/11 | Data source | 2012/13 | 2013/14 | 2014/15 | 2016 to 2022 |
| Kaupapa Maori | | | | | | | | | |
|  Living Maori Culture | <ul style="list-style-type: none"> By making decisions that respond to or plan for current and future community needs. By increasing the organisation's capacity to consult, inform and respond to concerns raised by Maori. By undertaking the role of caretaker for many of the district's resources, for today's and future generations. | Encourage the preservation and sustainable development of Maori resources. | Two Mana Whenua plans funded each year. | 1 | Annual report on funding awarded | 2 | 2 | 2 | 2 |
| | | Foster partnerships between Council and Maori on matters of mutual interest. | Six protocol meetings each year between Maori and Council to discuss matters of mutual interest. | New measure | Register of protocol meetings held | 6 | 6 | 6 | 6 |

Performance

In order to plan for the future and ensure services are meeting our community's needs and expectations we assess past performance and feedback from the community.

Community Satisfaction Survey Results



Issues/Risks/Negative impacts

Potential negative effects associated with undertaking the activity are described below along with actions undertaken to mitigate the effect. Effects from the activity can influence the social, cultural, environmental and economic wellbeing of the community/district. The negative effect could be physical or a perception.

| Issue/Risk/Negative impact | Action Plan |
|---|---|
| Interest groups may dominate the decision-making process. | Wider consultation with under-represented groups, including going to source and targeted surveys. |
| Poor voter turnout for council elections. | Comprehensive multi-channelled promotion of the electoral process. |
| Insufficient candidates seeking election. | Candidate information briefings and material. |

Asset management

Key assets

The key assets associated with this activity are the:

- Civic Centre
- Specialised information technology assets

Maintaining our assets

Council assets are maintained as per agreed specifications within service contracts. The performance of assets is regularly reviewed to ensure that current levels of service/community expectations are still being met by the asset/s. Major works are competitively tendered out to specialised contractors ensuring that the final product is of a high standard and delivered at a competitive cost to Council.

Major changes planned for assets

| Reason for change | What will be done? | Year 1 (\$000) | Year 2 (\$000) | Year 3 (\$000) | Year 4-10 (\$000) |
|------------------------------------|--|----------------|----------------|----------------|-------------------|
| Increase level of service/ backlog | Information Technology - Report, project and web development | 600 | 672 | 213 | 1,714 |
| | Information Technology – New computer hardware | 115 | 119 | 123 | 986 |
| | Information Technology – New computer software | 20 | - | - | - |
| | Information Services – Image editing software | 20 | 21 | 21 | 171 |
| | Information Services – Imaging of property | - | - | 21 | - |
| Renewal and replacements | Property – Vaughan Road Depot – plant and building renewal | 144 | 34 | 2 | 624 |
| | Property – Civic Centre – mechanical plant, floor coverings, lighting, boilers, cooling towers | 50 | 90 | 17 | 1,218 |
| | Information Services – printer and audio visual replacement | 341 | 399 | 661 | 3,798 |
| | Information Services – website, financial system replacement | 230 | 264 | 213 | 2,012 |
| | Information Services – orthophotography | 85 | 88 | 91 | 729 |
| | Customer Centre – cash receipting, scanner | - | - | - | 43 |
| Total | | 1,605 | 1,687 | 1,362 | 11,295 |

Activity assumptions used in providing this activity

This activity has been prepared in line with council's significant forecasting assumptions.

Governance & Strategic Direction - Funding Impact Statement

| | Annual Plan | Long-term Plan Budget >> | | | | | | | | | |
|---|------------------------------|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | Budget 2011/12 (\$000) | 2012/13 (\$000) | 2013/14 (\$000) | 2014/15 (\$000) | 2015/16 (\$000) | 2016/17 (\$000) | 2017/18 (\$000) | 2018/19 (\$000) | 2019/20 (\$000) | 2020/21 (\$000) | 2021/22 (\$000) |
| Sources of operating funding | | | | | | | | | | | |
| General Rates, uniform annual general charges, rates penalties | 2,827 | 2,852 | 2,908 | 2,892 | 3,027 | 3,475 | 3,661 | 3,835 | 3,711 | 4,141 | 4,052 |
| Targeted rates (other than a targeted rate for water supply) | 50 | 52 | 53 | 55 | 57 | 59 | 61 | 63 | 65 | 68 | 70 |
| Subsidies and grants for operating purposes | 100 | - | - | - | - | - | - | - | - | - | - |
| Fees, charges and targeted rates for water supply | 101 | - | - | - | - | - | - | - | - | - | - |
| Internal charges and overheads recovered | 12,458 | 2,891 | 2,919 | 2,942 | 2,972 | 3,003 | 3,032 | 3,061 | 3,095 | 3,131 | 3,169 |
| Local authorities fuel tax, fines, infringement fees and other receipts | 811 | 686 | 753 | 689 | 752 | 822 | 759 | 822 | 893 | 837 | 906 |
| Total operating funding (A) | 16,347 | 6,481 | 6,633 | 6,578 | 6,808 | 7,359 | 7,513 | 7,781 | 7,764 | 8,177 | 8,197 |
| Applications of operating funding | | | | | | | | | | | |
| Payments to staff and suppliers | 12,791 | 4,092 | 4,250 | 4,244 | 4,436 | 4,648 | 4,649 | 4,844 | 5,067 | 5,107 | 5,337 |
| Finance costs | 473 | 214 | 220 | 228 | 219 | 241 | 254 | 271 | 278 | 281 | 286 |
| Internal charges and overheads applied | 1,901 | 1,980 | 2,039 | 2,087 | 2,134 | 2,161 | 2,205 | 2,251 | 2,304 | 2,362 | 2,422 |
| Other operating funding applications | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of operating funding (B) | 15,165 | 6,286 | 6,509 | 6,559 | 6,789 | 7,050 | 7,108 | 7,366 | 7,649 | 7,750 | 8,045 |
| Surplus (deficit) of operating funding (A - B) | 1,182 | 195 | 124 | 19 | 19 | 309 | 405 | 415 | 115 | 427 | 152 |
| Sources of capital funding | | | | | | | | | | | |
| Subsidies and grants for capital expenditure | - | - | - | - | - | - | - | - | - | - | - |
| Development and financial contributions | - | - | - | - | - | - | - | - | - | - | - |
| Increase (decrease) in debt | 1,026 | (1) | - | - | 1 | - | - | - | - | - | - |
| Gross proceeds from sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| Lump sum contributions | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of capital funding (C) | 1,026 | (1) | - | - | 1 | - | - | - | - | - | - |
| Applications of capital funding | | | | | | | | | | | |
| Capital expenditure | | | | | | | | | | | |
| - to meet additional demand | 11 | - | - | - | - | - | - | - | - | - | - |
| - to improve the level of service | 1,015 | - | - | - | - | - | - | - | - | - | - |
| - to replace existing assets | 1,182 | 194 | 124 | 19 | 20 | 309 | 405 | 415 | 115 | 427 | 152 |
| Increase (decrease) in reserves | - | - | - | - | - | - | - | - | - | - | - |
| Increase (decrease) in investments | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of capital funding (D) | 2,208 | 194 | 124 | 19 | 20 | 309 | 405 | 415 | 115 | 427 | 152 |
| Surplus (deficit) of capital funding (C - D) | (1,182) | (195) | (124) | (19) | (19) | (309) | (405) | (415) | (115) | (427) | (152) |
| Funding balance ((A - B) + (C - D)) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |