

OUTCOME AREAS

Te Arawa Partnership

Council partners effectively with Te Arawa to achieve enhanced outcomes for iwi and the Rotorua District

Community Wellbeing

Connected, thriving communities that promote wellbeing and inclusion

District Leadership and Democracy

Council is a trusted leader, partner and advocate for the communities of Rotorua

Chief Executive's Group

Organisational direction, co-ordination and overview

Organisational Enablement

Resources and innovative approaches are provided to ensure Council services drive positive outcomes for Te Arawa and the community

District Development

Creating community wealth and a sustainable economy

Infrastructure and Environmental Solutions

Infrastructure solutions that promote growth, resilience and enhance our environment

COMMUNITY WELLBEING

Connected, thriving communities that promote wellbeing and inclusion

How will we know if we are successful?

CREATING A SENSE OF PLACE	CONNECTING COMMUNITIES	SUPPORTING COMMUNITIES
<p>Building community identity and pride</p> <ul style="list-style-type: none"> Positioning our place as a unique and vibrant centre for indigenous development Regionally strategic assets will be leveraged to showcase Rotorua as a great place to live, work, visit and invest Our district offers exciting opportunities and experiences from a local, regional, national and international perspective Rotorua provides a large selection of quality experiences through our amazing natural and heritage assets 	<p>Bringing people together to build social cohesion, contribute to and experience their place</p> <ul style="list-style-type: none"> Our outstanding places to play support an active community thriving together Our engagement and partnerships with local communities, Te Arawa and central government will positively benefit the people of Rotorua We value our strong culture, heritage and creative capacity and the potential this generates for our community We provide quality events for the benefit of our community 	<p>Building community capability and resilience</p> <ul style="list-style-type: none"> We appreciate the aspirations of our communities and work with them to achieve their goals We focus on community learning experiences that improve the wellbeing of our community Community safety is a priority and Rotorua is a safe place to live and raise a family Our work will reflect and, where possible, activate the Te Arawa 2050 Vision We will lead central government partnership discussions around locality-based service delivery Resilience, readiness and effective responsiveness to address emergencies

Proposed final functional groupings

COMMUNITY SAFETY	STRATEGIC COMMUNITY ASSET DEVELOPMENT	ACTIVE AND ENGAGED COMMUNITIES	CULTURE, HERITAGE AND MAHI TOI	TE AKA MAURI	COMMUNITY REGENERATION
<ul style="list-style-type: none"> Community safety strategy (including strategy, guardians, CCTV surveillance, ops centre) CDEM Animal control Community compliance Regulatory Licensing Noise control Parking 	<ul style="list-style-type: none"> Museum Lakefront SHMPAC Aquatic Centre Westbrook precinct (if this becomes a development) Inner city (this relates to development of community assets in the inner city) 	<ul style="list-style-type: none"> Open spaces Sport development Recreation Venues: Sportsdrome, Stadium, Whakarewarewa, Aquatic Centre, EEC Events, activations and sponsorship 	<ul style="list-style-type: none"> Te Whare Taonga o Te Arawa Public art and mahi toi Performing arts centre Creative sector development 	<ul style="list-style-type: none"> Community hubs (Library/Te Aka Mauri) <ul style="list-style-type: none"> Inner city Eastside Western Ngongotahā Te Arawa history Community learning strategy 	<ul style="list-style-type: none"> Community regeneration: Inner city, Eastside, Western, Ngongotahā Homes and Thriving Communities Strategy Child Equity Programme Youth development Community grants

DISTRICT DEVELOPMENT

Creating community wealth and a sustainable economy

How will we know if we are successful?

BUSINESS INVESTMENT	DISTRICT GROWTH AND DEVELOPMENT
<ul style="list-style-type: none"> Existing employers remain sustainable and continue employing staff Priority sectors grow and employ more staff Partnerships with central government agencies, iwi, business owners, to identify and develop these opportunities – including obtaining funding Council lead or support partnerships to enable the delivery of residential housing across all sizes and typologies, and in the inner city Te Arawa economic development is enabled as a key contributor to the Rotorua local economy 	<ul style="list-style-type: none"> Medium and long-term plans identify sufficient land for FUTURE green or brownfield development or redevelopment Consenting and development support services are efficient and clear, and protect the wellbeing of our communities and environment Planning supports regeneration and sustainable communities District growth and development actively supports Te Arawa aspirations

Proposed final functional groupings

BUSINESS INVESTMENT	DISTRICT GROWTH AND DEVELOPMENT
<ul style="list-style-type: none"> Strategy (Economic Development Strategy, Events Strategy, and Destination Management Plan) and policy Economic Development (ED) project initiation and delivery Economic intelligence Skills/training planning and partnerships CCOs – direction and expectations <ul style="list-style-type: none"> Destination brand management Business support/development Investment attraction ED project initiation and delivery 	<ul style="list-style-type: none"> District growth strategy, District planning and Resource Management Act (RMA) policy RMA consenting Building services District growth project initiation and delivery District growth support

DISTRICT LEADERSHIP AND DEMOCRACY

Council is seen as a trusted leader, partner and advocate for the communities of Rotorua

How will we know if we are successful?

BEING A PARTNERSHIP LEADER	COUNCIL IS RESPECTED
<ul style="list-style-type: none"> Positioning of Council alongside Te Arawa and within the community to be seen as the major leader/driver/influencer of the movements required to move the district forward Build connections, partnerships and networks across Te Arawa and the entire community to support an ongoing social license for Rotorua to determine its direction Positive leadership is noticed regionally and nationally and is seen to represent the new way local government should operate Our decision-making is transparent and visible across the district 	<ul style="list-style-type: none"> Our identity is well-understood and supported People relate to and understand Vision 2030 and beyond to 2050 Positivity is generated from the success stories we report and the partnerships we are building People support us and follow us Information and participation barriers that inhibit people from being able to live their best life possible, are removed through the active role of Council

Proposed final functional groupings

BUILDING RELATIONSHIPS	VISIONARY THINKING	IDENTITY AND REPUTATION
<ul style="list-style-type: none"> Governance support Mayor's Office All committees/community boards etc Protocol hui Citizenship etc Engagement strategy – enable organisation to actively engage with Te Arawa and the community, (support, advise, deliver) Relationship/partnership management LGOIMAs Customer service strategy (relates to identity) 	<ul style="list-style-type: none"> Vision 2050 strategy development and management Strategy and policy – consistency with strategic direction (Vision 2030/Te Arawa 2050) and identity Bylaws/policy register – review and creation Leadership/Executive Team co-ordination and development Corporate planning e.g. Long-term Plan/Annual Plan/Pre-election report/non-financial performance 	<ul style="list-style-type: none"> Whole of Council brand management strategy Whole of Council communications/public relations strategy – written, digital Project/programme campaigns

ORGANISATIONAL ENABLEMENT

Resources and innovative approaches are provided to ensure Council services drive positive outcomes for Te Arawa and the community

How will we know if we are successful?

PERFORMANCE	SOLUTIONS	OUR PEOPLE
Enabling strategic outcomes through effective planning, implementation, monitoring	Provide trust and confidence through automation, integration and effective processes and systems to enable innovation	An enabled workforce with the right people, skills and experience to deliver our strategic objectives

Proposed final functional groupings

PERFORMANCE	SOLUTIONS	OUR PEOPLE	FACILITIES
<ul style="list-style-type: none"> • Business planning • Investment management • Enterprise risk management • Change management • Financial modelling • Performance reporting (financial and non-financial) • Financial strategy • Financial policies and governance • Financial services • Internal audit • Project management office • Project delivery • Business continuity planning • Business process improvement • Finance operations • Systems accounting • Procurement • Business support • Privacy Officer 	<ul style="list-style-type: none"> • Technology transformation • Disaster recovery • Technical systems design • Network and environment security • Data and information management • GIS • Helpdesk support • Digital enablement • Customer solutions 	<ul style="list-style-type: none"> • Human resources services • Performance-driven compensation strategies and policies • Organisational development and people capability • Recruitment • Workforce planning • Health and safety • Culture and values • Payroll 	<ul style="list-style-type: none"> • Facility management (Property) • Fleet management

TE ARAWA PARTNERSHIP

Council partners effectively with Te Arawa to achieve enhanced outcomes for iwi and the Rotorua District

How will we know if we are successful?

INCREASING ORGANISATIONAL CAPABILITY	DRIVING EFFECTIVE PARTNERSHIP
<ul style="list-style-type: none"> • Our organisational culture and values are consistent with our Te Arawa partnership • Our workforce has the skills and experience to build and maintain effective relationships with Te Arawa leaders, communities and entities • Our strategies and work programmes actively contribute to realising the Te Arawa Vision • Te reo Māori me ona tikanga are commonplace and to a professional standard 	<ul style="list-style-type: none"> • Council is a partner of choice for Te Arawa leaders, communities and entities • Council enables Te Arawa development • Council is recognised regionally and nationally as being able to drive and influence partnership outcomes with mana whenua

Proposed final functional groupings

ORGANISATIONAL CAPABILITY	MUTUAL RELATIONSHIPS OF VALUE
<ul style="list-style-type: none"> • Te Arawa partnership strategy • Performance monitoring • Professional development • Ensuring kawa and tikanga are upheld • Te reo Māori • Mātauranga Māori • Strategy/Insight/Policy/Technical advice 	<ul style="list-style-type: none"> • Te Arawa 2050 Vision • Te Arawa enablement • Strategic communications (reputation in the eyes of Te Arawa) • Strategic relationship management • Te Arawa engagement advice • Performance monitoring

INFRASTRUCTURE AND ENVIRONMENTAL SOLUTIONS

Infrastructure solutions that promote growth, resilience and enhance our environment

How will we know if we are successful?

VISIONARY AND FORWARD THINKING	TE ARAWA AND THE COMMUNITY HAS CONFIDENCE IN COUNCIL
<ul style="list-style-type: none"> • Strong and positive partnerships with sister agencies, authorities and communities • Facilitated joint projects and working relationships with external partners to build capacity for sustainable growth • Infrastructure resilience, readiness and effective responsiveness to address emergencies 	<ul style="list-style-type: none"> • Consistent and demonstrably effective delivery of current and future infrastructure services that meet District, Te Arawa and community aspirations, protect and safeguard the environment and that build and reinforce Te Arawa and community confidence in the Council

Proposed final functional groupings

INFRASTRUCTURE PERFORMANCE	ENVIRONMENTAL STEWARDSHIP
<p>Future-focused, integrated and community-oriented strategies for reliable infrastructure services:</p> <ul style="list-style-type: none"> • 3 Waters strategy • Transport plan • Waste plan • Asset plan for growth • Procurement/services management • Capital programmes delivery • Land development support 	<p>Future-focused, integrated and community-oriented strategies for:</p> <ul style="list-style-type: none"> • Climate action plan • Water quality plan • Biodiversity plan • Air quality plan • Waste minimisation plan • Emissions reduction plan

CHIEF EXECUTIVE'S GROUP

Organisational direction, co-ordination and overview

How will we know if we are successful?

MAYOR AND DEPUTY MAYOR ARE WELL-SUPPORTED	RISKS AND ISSUES ARE WELL-MANAGED	STRONG STRATEGIC DIRECTION	EXCEEDING EXPECTATIONS
Manages the political interface with the Mayor and Deputy Mayor	Any organisational risks or issues are responded to in a timely manner, upholding Council's reputation and integrity	Organisation's strategic direction is embedded, implementation occurring and DCEs are achieving success in their outcome areas and achieving agreed outcomes, providing positive experiences for residents and visitors and enabling residents to live their best lives and thrive	Council organisation is performing well, meeting and/or exceeding CE, Te Arawa, community and central government expectations and the expectations and requirements of elected members

Proposed final functional groupings

THE CE GROUP WILL MANAGE

- CE Office/support and assist CE
- Executive support