

DCE Communities and Neighbourhoods

Jocelyn Mikaere

2050 Future State Aspirations

Rotorua Embodies the Following Statements:

- ▶ A desirable place for our future generations to live, work and play.
- ▶ Where communities and people naturally come together and are connected.
- ▶ There is strong community ownership of opportunities, challenges and future direction.
- ▶ Communities are “prosperous and thriving”.
- ▶ A vibrant District with a strong heart.
- ▶ Where localism and diversity are embraced.

Assigned Priority and Outcome - Community and Neighbourhoods

- ▶ Creating attractive, safe neighbourhoods which promote wellbeing and social cohesion.
- ▶ Focus on Four Well-beings
 - ▶ Social
 - ▶ Economic
 - ▶ Environmental
 - ▶ Cultural
- ▶ Communities include location, interest and identities. Neighbourhoods are geographically distinct.
- ▶ Proactively creating environment for the community and its people to be successful.
- ▶ Weaving ourselves, Iwi, central govt, NGOs and business together to achieve better outcomes alongside our community. Proud and hopeful people, flourishing together.
- ▶ Tātou tātou.

Outcomes

- ▶ Enabling Social Cohesion and Community Development
 - ▶ Engaging the Community
 - ▶ Building Long Term Partnerships
 - ▶ Team Up with Central Government on Agreed Priorities
- ▶ Promoting Wellbeing through Social Development - Housing and Thriving Communities
 - ▶ Homes that Match Needs
 - ▶ Career Choices
 - ▶ Community Safety
 - ▶ Health and Wellbeing
- ▶ Connecting Vision to Action - Finishing What we Started
 - ▶ Whakarewarewa Forest
 - ▶ Sir Howard Morrison Performing Arts Centre
 - ▶ Aquatic Centre
 - ▶ Lakefront
 - ▶ Museum
- ▶ Serving the Community
 - ▶ Arts and Culture
 - ▶ Planning Regulatory and Compliance
 - ▶ Open Spaces
 - ▶ Community Development

Role and Scope - Divisions that Focus on Our Outcomes

▶ Arts and Culture

- ▶ A regionally significant arts and culture centre supporting a vibrant community.
- ▶ A connected community that values knowledge and learning.
- ▶ Supporting development of sector and career opportunities.

▶ Planning, Regulatory and Compliance

- ▶ Unlocking Rotorua's potential - a great place to live, work and invest.
- ▶ Prioritising the housing strategy and community wellbeing.
- ▶ Supporting community safety through regulatory and compliance activities.

▶ Open Spaces

- ▶ Active people, connected communities, outstanding places to play.
- ▶ Supporting health and wellbeing and creating pride of place.

▶ Community Development

- ▶ Outreach into the community through digital, outbound calling, print, in person.
- ▶ Supporting the community to achieve their desired outcomes.

Communities and Neighbourhoods

Communities and Neighbourhoods – Strategic Direction Statement

Creating attractive, safe neighborhoods which promote wellbeing and social cohesion.

Place shaping

Partnering to shape Rotorua to meet the aspirations of its people

Connecting

Our people will take part, contribute and experience their community

Support our tamariki to grow in their knowledge and pride of Rotorua

Support our children – the future of Rotorua

Finish what we started

Communities and Neighbourhoods – Strategic Direction Statement

Creating attractive, safe neighborhoods which promote wellbeing and social cohesion.

Place shaping

Te aka Mauri

- Central Government partnership
- Community Services Hub

Locality Planning (Inner City, Eastside, Westside & Ngongotaha)

Integrated planning

- District planning
- Planning & Policy
- RMA Policy
- Consenting
- Building Services

Resilient & Safe Communities

- Community Safety Management
- Inner City - Safe City Guardians
- Animal Control
- Community Compliance
- Licensing
- Noise Control
- Parking
- Library

Connecting

Vibrant Arts & Culture experiences

- Te Whare Taonga o Te Arawa (Rotorua Museum)
- Community Art
- Performing Art
- Inner City Activations
- Event Management

Outstanding places to play

- Open spaces management
- Sports & Recreation promotion and facility management
- Venue promotion & management:
 - Sportsdrome
 - Stadium
 - Whakarewarewa
 - Aquatic Centre

Support our tamariki to grow in their knowledge and pride of Rotorua

- Child Equity Programme
- Education programmes (Library, Museum, sustainable journeys, aquatic centre)
- Our stories/our connections

Finish what we started

Communities and Neighbourhoods

| Place Shaping | Connecting | Strengthening Our Community |
|--|--|---|
| Partnering to shape Rotorua to meet the needs and aspirations of its people. | Our community will take part in, contribute to and experience their place. | Working with our community to strengthen our sense of identity and community pride. |
| Finishing What We Started | | |

Communities and Neighbourhoods

Creating Attractive, Safe Neighbourhoods which Promote Wellbeing and Social Cohesion

Place Shaping

Locality Planning

- Inner City, Eastside, Westside and Ngongotahā.

Integrated Planning

- District Planning
- Planning and Policy
- RMA Policy
- Consenting
- Building Services

Community Safety Management

- Animal Control
- Community Compliance
- Licensing
- Noise Control
- Parking

Connecting

Te Aka Mauri

- Community Services Hubs
- Library

Vibrant Arts and Culture Experiences

- Te Whare Taonga o Te Arawa
- SHMPAC, Performing Arts
- Community Art
- Event Management

Outstanding Places to Play

- Open Spaces Management
- Sports and Recreation

Inner City Focus

- Guardians
- Activations

Strengthening Our Community

Child Equity Programme

Housing and Thriving Communities

Education Programmes

- Library
- Museum
- Sustainable journeys
- Aquatic Centre

Finishing What We Started

Community Wellbeing

3 Year View:

Rotorua will be a visibly different city to visit with the majority of our large scale projects completed. A bustling, exciting forest experience will be complemented by beautifully restored buildings leading to a pristine, inviting lakefront, sweeping around to Kuirau Park and the newly completed Aquatic Centre. In short there will be a range of amazing activities, events and fun confirming Rotorua as a destination that caters for everyone.

Our work with local Rotorua communities, Te Arawa and central government will result in a strong identity and place that is prosperous and thriving. We will support the growth of communities that are both vibrant and reflect the hopes and aspirations of the people who proudly live there. Homes that match needs are being constructed and social development supports thriving and safe communities.

Planning will be both strategic and structured prioritising our identified localities. We will continue the rolling review of our district plan, implement urban design guides and also have deeper conversations around what each of the localities require now and in the future to allow for well-planned and sustainable.

Regionally strategic assets are being leveraged to unlock Rotorua's potential as a great place to live, work, play, invest and visit. Our district offers exciting opportunities and experiences from a local, regional, national and international perspective.



Community Wellbeing

Strategic Outcome - Attractive, safe neighbourhoods which promote wellbeing and social cohesion.

KPI – Wellbeing

Shaping strong and healthy communities

KPI – Connecting

Bringing people together to build social cohesion, contribute to and experience their place

KPI – Strengthening

Building community capability and resilience.

KPI – Sense of Place

Building community identity and pride

Community Safety

- Community Safety Strategy
- Safety in Public Spaces
- Animal Control
- Community Compliance
- Regulatory
- Licensing
- Noise Control
- Parking

Integrated Place Planning

- District planning
- Planning & Policy
- RMA Policy
- Consenting
- Building Services

Active Communities

- Open spaces
- Sporting
- Recreation
- Venues
 - Sportsdrome
 - Stadium
 - Whakarewarewa
 - Aquatic Centre
 - EEC
 - Community Events

Culture and Heritage

- Te Whare Taonga o Te Arawa
- Public Art
- Community Art
- Arts Village
- History and Cultural Overlays
- Performing Arts Centre
- Performing Arts Sector Development
- Performing Arts in Public Spaces

Te Aka Mauri

- Community Hubs (Library/Te Aka Mauri)
 - Central
 - Eastside
 - Western
 - Ngongotahā
- Education programmes (Library, Museum, sustainable journeys, aquatic centre)

Thriving Communities

- Leadership of Locality Planning in key communities:
 - Eastside
 - Western
 - Ngongotahā
- Responsibility for Central Government Social Service Partnerships
- Child Equity Programme
- Youth Development

Housing and Thriving Communities Programme & Finishing What We Started

Strategic Connections

Goal Statements

- Resilient community
- Homes that match needs
- Outstanding places to play
- Vibrant City Heart
- Business innovation and prosperity
- Employment Choices

3 Year Focus

Key Strategies

- Community Safety Strategy
- Homes and Thriving Communities

Focus Areas

- Whakarewarewa
- SHMPAC
- Museum
- Lakefront
- Aquatic Centre

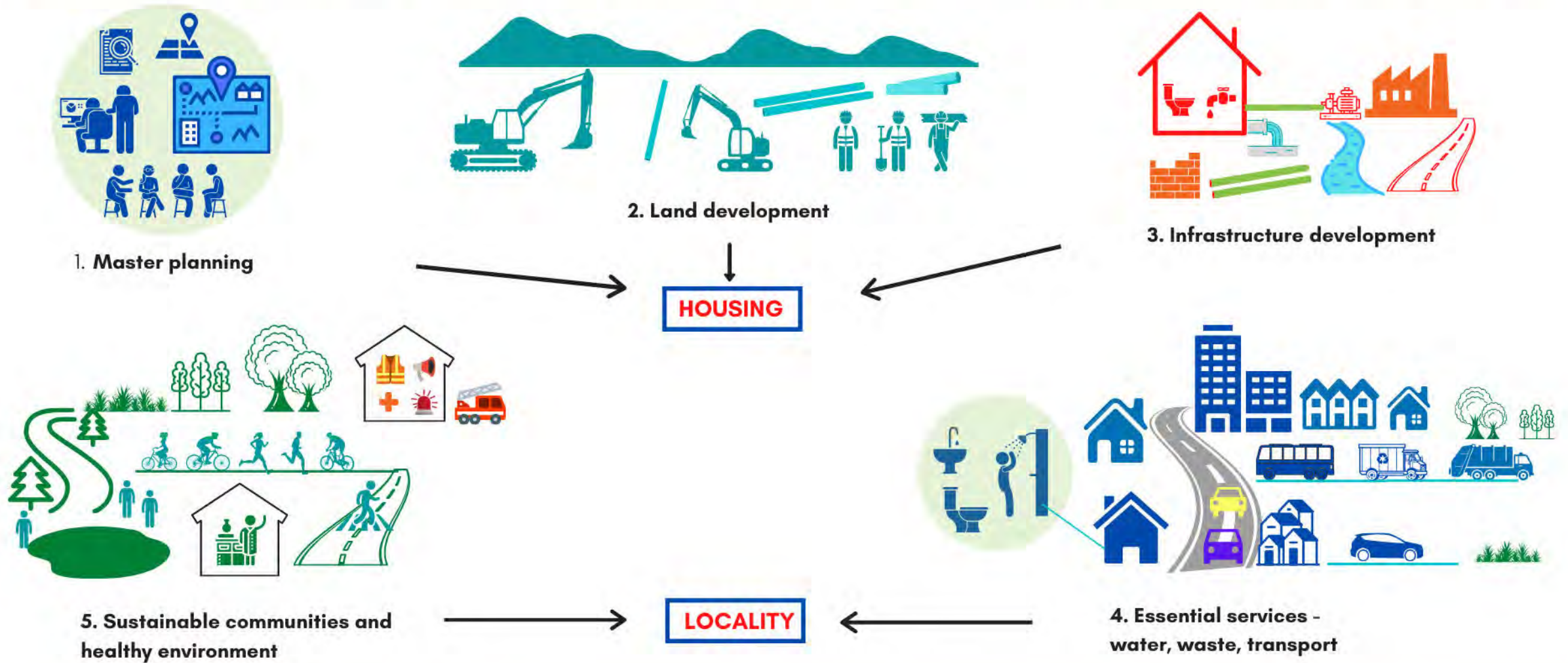
Transformational Initiatives

- Community Service Hubs
- Neighbourhood Co-creation and Investment Programme (Eastside, Westside and Ngongotahā)
- Community Safety Projects

DCE INFRASTRUCTURE & ENVIRONMENTAL SOLUTIONS

PLANNING LAND DEVELOPMENT CAPITALS PROGRAMME 3 WATERS TRANSPORT WASTE SERVICES SAFE & SUSTAINABLE JOURNEYS ENVIRONMENT

KEY GOALS: Enabling housing; Healthy communities; Thriving communities; Environmental sustainability; Safely connected communities within Te Arawa Vision



DCE INFRASTRUCTURE & ENVIRONMENTAL SOLUTIONS PRINCIPLES & CHALLENGES

Agility for changing scene - Community connectivity

Primary DCE Dependencies:

- Te Arawa Collaboration
- District Development
- Communities & Neighbourhoods

Further work challenges

- 3 Waters Review
- Consents for WW/SW/W
- Waters Strategy
- Sustainability Strategy

25 November 2020

A BRIEF DESCRIPTION OF THE FUNCTIONS/ACTIVITIES UNDER THE PROPOSED DCE INFRASTRUCTURE and ENVIROMENTAL SOLUTIONS GROUP.

All functions have interdependencies with other groups and potentially distinct activities could merge or consolidated as the organisation evolves. However with the current capacity and capabilities these Functions and Activities have synergies under this Group.

| Key Objective: HOUSING and GENERAL LAND DEVELOPMENT FOR POPULATION/ECONOMY GROWTH | | | |
|--|--|---|---|
| No | Function | Activities in Function | Brief Commentary for Function |
| 1 | Infrastructure Master Planning Dependencies: Maori Development Communities Enablement Governance Leadership | 3 Waters Strategy Transport Strategy Waste Strategy Resilience Strategy Sustainability Strategy Te Arawa 2050 Vision <u>CONSENTS:</u> Stormwater Waste water Water Sources Waste Disposal <u>EFFECT TO STRATEGIES/CONSENTS</u> Infrastructure networks strategy Asset Management Policy Asset Management Plans Networks optimisation | <ul style="list-style-type: none"> The strategies inform possible approaches to attain key outcomes related to current and increasing demand on infrastructure arising from growth, housing, statutes and resource limitations. The resource consents define the resource impacts limitations (through AEEs and CIAs) imposed by the regulatory authority through conditions and these combined with the outcomes targeted by the strategies inform the development and management of the Infrastructure networks strategy (plan). The 30 year Infrastructure Strategy (and AMPs/optimisation) are designed to meet strategic outcomes for current and projected demand taking into consideration consent and resource limitations and constrains. |

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| 2 | <p>Land Development</p> <p>Dependencies: Development Communities</p> | <p>Control of proposed new assets to be vested.</p> <p>Applies engineering code of practice to resource consents for land development proposals.</p> <p>Stipulates conditions to integrate new assets to existing and future networks.</p> <p>Seeks to assist building consents and minimise future network risks.</p> | <ul style="list-style-type: none"> • Its key objective is to inform land owners/developers of the capacity and limitations of existing networks so their proposals can be designed and agreed as viable with manageable downstream effects. • To assist development proposals to design internal networks that are appropriate and viable and meet regulatory conditions. • To ensure that assets constructed under land development proposals are to a standard and condition suitable and appropriate to be vested under public stewardship in perpetuity. • Uses opportunities of scale to assist the issuing of building consents for houses/buildings through the specification of geotech requirements to support building foundations at the early phase of a complex land development. |
| 3 | <p>Infrastructure Networks Development (Capital Works)</p> <p>Dependencies: Maori Development Enablement Governance Leadership</p> | <p>Stable Asset condition.</p> <p>Existing networks renewals and optimisation.</p> <p>Creation/installation of expanded or new networks.</p> | <ul style="list-style-type: none"> • Using Asset Management Policy identifies and plans the prioritised programme of asset renewals. • Design renewals to take into account an ability to serve growth and demand from new housing so downstream effects are managed within the limitations of land development consents. • Addresses known areas of existing infrastructure limitations with the current serviced zones so housing densification can be consented. • Design of and installation of new public networks to serve and connect to new land development or non-currently served communities with growth projection provisions. |

Key Objective: THRIVING COMMUNITIES and LOCALITY SERVICES

| | | | |
|---|---|---|--|
| 4 | <p>Essential Services Water Stormwater Waste water Waste management Transportation and accessibility</p> <p>Dependencies: Maori Development Communities Enablement Governance Leadership</p> | <p>Reliable and safe services.</p> <p>Proactive and reactive SOPs designed to maintain service reliability.</p> <p>Networks/services performance monitoring to achieve agreed KPIs.</p> | <ul style="list-style-type: none"> • Based on the networks and assets condition and limitations design standard operating processes that will through proactive and reactive interventions ensure services reliability to the receiving communities. • Application of safe for use criteria and appropriate interventions such as water chlorination, UV treatment, WW treatment, SW pollution controls, trade waste controls, backflow preventions and controls, road safety interventions, waste controls and disposal to ensure that the services provided meet statutory safety parameters. • Design and management of operational procurement and service contracts to give effect to specified service levels with defined fiscal constraints. • Application of monitoring tools such as flow controls, scada systems, telemetry gauges, volumetric statistics, traffic counts, trip times, mode shares etc to verify adherence and compliance with agreed performance and performance improvement KPIs. • Response and rectification of service faults affecting residents and businesses. |
| 5 | <p>Healthy Environment and Sustainable Communities</p> <p>Dependencies: Maori Communities Governance Leadership</p> | <p>Environmental monitoring</p> <p>Emissions tracking</p> <p>Behaviour influencing</p> <p>Transport safety education</p> <p>Waste minimisation assistance</p> <p>Emergency Management</p> | <ul style="list-style-type: none"> • The operation of all networks designed to provide continuous services to the communities at a local and district level generates adverse environmental effects. The acceptable limitations of these effects are embedded into resource consent conditions and various statutes. Compliance with these limitations is a community imperative as exceedance indicates the potential of harmful effects on people and the general environment so systematic monitoring is critical to healthy and thriving communities. Monitoring is given effects through various means. • Community behaviour, in waste creation, method of travel etc contribute to air emissions harmful to the environment, to people and life. Influencing behaviour through physical constructs (i.e. extended |

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| | | | <p>shared paths, cycleways, mass transport, recycling options) contributes to multiple environmental and health benefits which in turn assist the attainment of healthy and thriving communities.</p> <ul style="list-style-type: none">• Transport related crashes have been estimated to cause some \$40 million p.a. of social costs to the Rotorua District. NZTA provides the bulk of funding towards the provision of road safety education through a variety of programmes targeting the aged and the young who statistically are the most vulnerable.• Emergency Management is required in the case of an event whose effects exceed the capacity of the organisation to manage under the business as usual dispersed model. To prepare readiness a variety of actions and SOPs are utilised under standardised CDEM processes to enable activation and protracted operation of an emergency Operations Centre. The primary objective of the EOC is to preserve life, assist those injured and minimise material damage. |
|--|--|--|---|

Strategic outcome – Infrastructure solutions which promote growth, resilience and enhance our environment

KPI – Visionary and Forward Thinking

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.

Resilience, readiness and effective responsiveness to address emergencies.

KPI – Community has confidence in Council

Consistent and demonstrably effective delivery of current and future infrastructure services that meet District and community aspirations, protect and safeguard the environment and which build and reinforce community confidence in the Council.

Infrastructure Performance

- 3 Waters strategy
- Transport Plan
- Waste Plan
- CDEM Plan
- Asset Plan for growth
- Procurement/Services management
- Capital programmes delivery
- Land Development support

Visionary thinking

- Future focused, integrated and community oriented strategies for
- Reliable infrastructure services and
 - The promotion of responsible environmental stewardship.

Environmental Stewardship

- Climate action plan
- Water quality plan
- Biodiversity Plan
- Air quality plan
- Waste minimisation plan
- Emissions reduction plan

Inter- relationships with other DCE functions and key external stakeholders

DCE FUNCTIONS

Primary/Direct

- DCE District Development
- DCE Communities & Neighbourhoods
- DCE Te Arawa Collaboration

Indirect

- DCE District Leadership and Democracy
- DCE Organisational Enablement

External Stakeholders

- Waka Kotahi
- DIA
- Mfe
- TALT
- Hapu/manawhenua
- BOPRC
- POLICE
- NEMA
- FENZ
- LAND DEVELOPERS
- Communities of Interest

From: Moana Petre <Moana.Petre@rotorualc.nz> **On Behalf Of** Geoff Williams
Sent: Thursday, 25 March 2021 2:56 pm
To: All RDC Staff <all@rotorualc.nz>
Subject: Invitation to all staff presentation – Monday 29 March

Kia ora koutou,

The impacts of COVID-19 have changed the way we work. Additionally, the increased expectation for Council to show a strong leadership role in meeting our community's needs means our approach and way of working needs to change.

To respond to these needs and in line with our normal strategic planning processes, Council is evolving its strategic direction and I am sponsoring an organisational initiative, *Preparing for Our Future*, to ensure we are best prepared to respond to current and future challenges.

The Executive Team has evaluated these challenges and opportunities and evolved our thinking on how our organisation can best respond. We are now ready to share our ideas with you and collect your feedback on how *Preparing for Our Future* could look across our organisation.

Preparing for Our Future is designed to strengthen our organisational resilience and adaptability as we move away from the group structures that we have now, and introduce six key outcome areas, each with an appointed deputy chief executive.

This is an exciting opportunity for us to create a more adaptable and responsive organisation, that is capable of delivering the Rotorua 2050 expectations, in a highly uncertain environment.

I will be meeting with the Tier 3 managers on the morning of Monday 29 March. Then, all staff meetings will be held in the Council Chamber that afternoon at 1pm and 3pm.

Please make time to attend one of these afternoon meetings (the same content will be shared at both sessions). I appreciate that depending on rosters and team commitments not everyone will be able to attend. The presentation will also be recorded and available on StaffNet by Tuesday 30 March, should you be unable to attend a session.

On Tuesday 30 March, the Executive team will hold information sessions with Tier 3 managers to further explain how their outcome areas will operate. The Executive will be available to attend team meetings to discuss this further with staff.

All staff will be invited to give feedback on the proposed strategic direction. Details on this will be shared at the staff presentation.

Outlook calendar invites to each of the sessions will be emailed to you. Please accept and send a reply for the session you plan on attending so we can have an idea of numbers.

I look forward to seeing you next week and sharing with you this exciting new direction.

Ngā mihi,

Geoff

Geoff Williams *Toihautū* / Chief Executive

Waea: [07 351 8320](tel:073518320) | Waea pūkoro: [0212424064](tel:0212424064)

Īmera: geoff.williams@rotorualc.nz | Ipurangi: rotorualakescouncil.nz

Taunga: 1061 Haupapa St, Private Bag 3029, Rotorua Mail Centre, Rotorua 3046, New Zealand

ROTORUA
LAKES COUNCIL

From: Simone Walker **On Behalf Of** Geoff Williams
Sent: Monday, 29 March 2021 4:02 pm
To: All RDC Staff <all@rotorualc.nz>
Subject: Preparing for Our Future feedback – closes 5pm, Friday 16 April

Kia ora,

I hope you were able to attend one of the *Preparing for Our Future* presentations today. This covered the proposal for change that is linked to our new strategic approach and introduced six outcome areas that will replace our existing group structure.

If you were not able to attend a session, or would like a recap, [a recording of the presentation](#) is available on StaffNet. You'll find a [PDF copy of the presentation](#), and the accompanying [engagement guide](#) and videos, [online at StaffNet now](#).

Preparing for Our Future ensures we are best prepared to respond to current and future challenges. It is an exciting opportunity for us to create a more adaptable and responsive organisation that is capable of delivering real value for our community, in a highly uncertain environment.

Deputy chief executives have been appointed to each of the outcome areas. They have worked on functional groupings that show how the work of our existing teams align to the new outcome areas. These are outlined in the engagement guide on StaffNet.

I encourage you to read through the guide, ask questions and discuss the proposal for change with your manager and your teammates.

Feedback and questions

You can now give feedback on the proposed functional groupings until 5pm, Friday 16 April. Your feedback in this process is extremely valuable and I look forward to hearing your thoughts on this new strategic direction, our outcome area plans and what you hope to achieve.

All feedback received will be reviewed and the outcome of the feedback process will be communicated to all staff in May.

[Give feedback on *Preparing for Our Future*](#)

I also encourage you to ask questions and have discussions with your team and manager. You can submit questions by using the link below. Questions will be answered on the [StaffNet FAQ page](#) and updated regularly.

If you have a question of a sensitive nature that you would prefer not to be answered on StaffNet, please contact the deputy chief executive you currently report to, or the chief executive. Alternatively, you can submit a question to the Executive Team via the link below.

[Submit questions to be answered on StaffNet](#)

[Submit questions to Executive Team](#) (these will not be shared on StaffNet)

You will find all [Preparing for Our Future information on StaffNet](#) and you can expect to hear more from me and the deputy chief executives as we move through the process.

Ngā mihi,
Geoff

Geoff Williams Toihautū | *Chief Executive*

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ROTORUA
LAKES COUNCIL

From: Kim McGrath <Kim.McGrath@rotorualc.nz> **On Behalf Of** Geoff Williams
Sent: Monday, 19 April 2021 2:09 pm
To: All RDC Staff <all@rotorualc.nz>
Subject: Preparing for Our Future update

Kia ora koutou,

I'd like to thank all staff who took the time to provide feedback on the proposed functional groupings for the *Preparing for Our Future* outcome areas.

As you know, this kaupapa is about ensuring our organisation is in the right shape to deliver what our community needs and your feedback and insights are critical.

It is clear from the amount and nature of the feedback you have provided so far that many of you have put a lot of time and effort into considering what is proposed and sharing your thoughts and ideas.

We have received a lot of feedback – both specifically related to the proposed functions for each of the six outcome areas, and more general feedback that will be of great assistance in future phases to shape each outcome area once the functions are finalised.

The DCEs will need a bit of time now to assess and consider your feedback. In the first instance, they need to finalise the functions for the outcome areas so will focus on your feedback related to that, and we will then get back to you with next steps once that process is complete.

Meanwhile, you can still send questions you may have. We will continue to work through these as they are received and add responses to the FAQs on StaffNet.

And please keep talking to your managers and the DCEs to grow your understanding and share your views.

I'm extremely impressed with the level of engagement in *Preparing for Our Future* to date, and we look forward to continuing to work with you all on this next evolution of our organisation as we look to deliver the outcomes our community needs.

Go to the *Preparing for Our Future* page on StaffNet [HERE](#) to find all the information plus the regularly updated FAQs and see how to ask questions.

Thank you again for all your feedback and engagement to-date.

Nāku i roto i ngā mihi (kind regards)

Geoff

Geoff Williams *Toihautū* / Chief Executive

Waea: [07 351 8320](tel:073518320) | **Waea pūkoro:** [0212424064](tel:0212424064)

Īmera: geoff.williams@rotorualc.nz | **Ipurangi:** rotorualakescouncil.nz

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ROTORUA
LAKES COUNCIL

From: Simone Walker **On Behalf Of** Geoff Williams
Sent: Thursday, 6 May 2021 9:05 am
To: All RDC Staff <all@rotorualc.nz>
Subject: Preparing for Our Future feedback

E ngā kaimahi, tēnā koutou

I want to acknowledge the Preparing for Our Future feedback that was provided by a large number of staff.

Thank you for your contribution. It reflected a lot of thought, effort and passion from individuals and teams.

We received a high level of feedback, which has resulted in the Executive Team now looking to change some aspects of our original functional structure proposals.

This will require more thought and work than was originally anticipated, which indicates that we have taken on board your feedback, but it has meant that unfortunately we will not be in a position to provide you with our responses this week, until after we have refined the functional groupings.

We will be seeking further feedback on the refreshed proposed functional groupings as soon as practical, before progressing further with the process, which reiterates the importance of us ensuring that everyone is on board with our thinking.

As always, I encourage you to talk with your manager if you have any concerns. Members of the Organisational Development and Capability Team are also available, as is our Employee Assistance Provider, Benestar. Benestar is a confidential, professional counselling and referral service available for staff and their families. You can contact Benestar on 0800 360 364 or counsellingsupportnz@benestar.com

Thank you for your patience and understanding. Preparing for Our Future remains our focus, and we want our foundation to be strong.

Noho ora mai rā.

Geoff

Geoff Williams Toihautū | Chief Executive
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DRAFT EMAIL FOR ALL STAFF. To be sent Friday 21 May then posted to Facebook RLC connecting hoamahi group. Loaded to StaffNet as a news item on Friday 21 May and captured in StaffNet Summary email on Monday 24 May.

Subject: Preparing for Our Future update – Wednesday 26 May

Kia ora koutou,

During the last month, the Executive Team has, individually and collectively, carefully reviewed the extensive and well-considered feedback that we received from the organisation on the Preparing for Our Future proposal.

Not all of the feedback was able to be used directly for this stage of the process. That feedback will be considered more specifically as part of the forthcoming stages of the process, but I wanted to acknowledge that many of you were focused on our future, and that is valued.

The feedback we received on our initial functional groupings has been very helpful in challenging and testing our original thinking, and this has resulted in some proposed changes. I now want to report back to you all as to where our thinking now sits, with what will be our final proposed functional groupings.

I will be speaking with the Leadership Team in the morning of Wednesday 26 May to present and talk through the final functional structures that have been refined by the DCEs, then all staff hui will be held in the Chamber that afternoon at 1pm and 3pm (with the same content presented to the Leadership Team being shared at both sessions).

In these sessions I will outline the final changes proposed to functional groupings, as well as what myself and the Executive Team will be specifically asking for feedback on. The feedback period will be open until 5pm, Friday 4 June. Please note that this will be the final opportunity to provide feedback on the revised functional structures before we move to the next stage of the process. I will also outline this proposed process from here when we meet.

Outlook calendar invites to each of the sessions will be emailed to you. Please accept the session you plan on attending so we can have an idea of numbers.

I appreciate that depending on rosters and team commitments, not everyone will be able to attend, so the presentation will be recorded and available on StaffNet by Thursday 27 May.

Once again, I would like to thank you for your understanding and support with the process as we work towards our new structure for the future.

It is very important that you have input into what is being proposed, and that you feel fully informed at each stage of the process.

If you have any concerns or questions, please do not hesitate to get in touch with me, Craig or a member of the Executive Team.

Ngā mihi,

Geoff

DRAFT EMAIL FOR ALL STAFF. To be sent Friday 21 May then posted to Facebook RLC connecting hoamahi group. Loaded to StaffNet as a news item on Friday 21 May and captured in StaffNet Summary email on Monday 24 May.

Copy to be included in body of calendar invite to staff:

Kia ora koutou,

Please refer to my all staff email.

This is the **first/second** of two sessions available for all staff (the same content will be shared at both sessions).

Please accept the session that you plan on attending.

I appreciate that depending on rosters and team commitments not everyone will be able to attend so the presentation will be recorded and available on StaffNet by Thursday 27 May.

Ngā mihi,
Geoff

From: Simone Walker **On Behalf Of** Geoff Williams
Sent: Wednesday, 26 May 2021 4:00 pm
To: All RDC Staff <all@rotorualc.nz>
Subject: Preparing for Our Future feedback – closes 5pm, Friday 4 June

Kia ora,

I hope you were able to attend one of the *Preparing for Our Future* presentations today.

I outlined the current thinking of the deputy chief executives, following their consideration of the extensive feedback that we received from across the organisation in April on the initial proposal.

The handbook that was given out at each session today outlined the proposed final changes to the functional groupings.

If you were not able to attend a session, or would like a recap, a recording of the presentation is available on StaffNet, together with a copy of the PowerPoint presentation, and the accompanying handbook (link to the *Preparing for Our Future* StaffNet page below).

Now, we invite your feedback on these proposed final functional groupings as they relate to the outcome area that you would belong to according to the information shared today.

For example: if the original functional grouping proposal indicated that you would sit under Community Wellbeing, but the revised proposed functional grouping shows that you would sit under District Development, you would give your feedback for District Development.

If you do not clearly see where you fit in the proposed final functional groupings, please give feedback on the area that you feel is most relevant to your work currently.

There is an opportunity at the end of the form to give feedback on other outcome areas if you wish to do so.

This will be the final opportunity to provide feedback on the proposed functional structures, before we move to the next stage of the process.

[Preparing for Our Future StaffNet page](#)

Click the link below to open the feedback form. You can choose whether or not your feedback is anonymous. Feedback is open until 5pm, Friday 4 June.

[Give feedback on Preparing for Our Future](#)

I also encourage you to ask questions and have discussions with your manager and/or DCE. If you wish to submit any questions online, these will be answered and shared on StaffNet.

[Submit a question](#)

Preparing for Our Future is focused on ensuring that as an organisation we are as prepared as we can be to respond to current and future challenges. It is an exciting opportunity for us to create a more adaptable and responsive organisation that is capable of adding real value and delivering and facilitating the outcomes that our communities want and need, in a highly uncertain environment.

I look forward to receiving your feedback.

Ngā mihi,

Geoff

Geoff Williams Toihautū | *Chief Executive*

Waea: [07 351 8320](tel:073518320) | Waea pūkoro: [0212424064](tel:0212424064)

Īmera: geoff.williams@rotorualc.nz | Ipurangi: rotorualakescouncil.nz

Taunga: 1061 Haupapa St, Private Bag 3029, Rotorua Mail Centre, Rotorua 3046, New Zealand

ROTORUA
LAKES COUNCIL

From: Simone Walker **On Behalf Of** Geoff Williams
Sent: Wednesday, 2 June 2021 3:14 pm
To: All RDC Staff <all@rotorualc.nz>
Subject: Preparing for Our Future feedback closes 5pm, Friday 4 June

Kia ora,

Feedback on the Preparing for Our Future final proposed functional groupings closes at 5pm, Friday 4 June.

Thanks to those who have already shared their thoughts.

The final proposed functional groupings were shared with the organisation last week. You can find a recording of my presentation that I gave in the Chamber, and the accompanying handbook that outlines the proposed changes, on StaffNet (links below).

These final proposed functional groupings came out of the first round of feedback that you provided in April, so I'd like to reiterate the importance of having your say – it really can make a difference.

[View CE presentation from Wednesday 26 May](#)

[Read proposed final functional groupings in Preparing for Our Future handbook](#) (note: this document now contains the correct information in the 'Mutual relationships of value' functional grouping for Te Arawa Partnership. Apologies for the earlier error.)

A reminder that we are asking for your feedback on these proposed final functional groupings as they relate to the outcome area that you would belong to according to the information shared last week.

For example: if the original functional grouping proposal indicated that you would sit under Community Wellbeing, but the revised proposed functional grouping shows that you would sit under District Development, you would give your feedback for District Development.

If you do not clearly see where you fit in the proposed final functional groupings, please give feedback on the area that you feel is most relevant to your work currently.

There is an opportunity at the end of the form to give feedback on other outcome areas if you wish to do so.

[Give feedback on Preparing for Our Future](#)

This will be the final opportunity to provide feedback on the proposed functional structures, before we move to the next stage of the process.

I also encourage you to ask questions and have discussions with your manager and/or DCE. If you wish to submit any questions online, these will be answered and shared on StaffNet.

[Ask a question](#)

Thank you for your engagement with this process.

Ngā mihi,

Geoff

Geoff Williams Toihautū / *Chief Executive*

Waea: [07 351 8320](tel:073518320) | Waea pūkoro: [0212424064](tel:0212424064)

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ROTORUA
LAKES COUNCIL

From: Simone Walker **On Behalf Of** Geoff Williams
Sent: Monday, 14 June 2021 12:00 pm
To: All RDC Staff <all@rotorualc.nz>
Subject: Preparing for Our Future update

Kia ora koutou,

Thank you to everyone who provided feedback on the proposed final functional groupings for the *Preparing for Our Future* outcome areas.

Just as in the first round of feedback, it is clear that a lot of time and consideration went into these submissions. I am once again impressed by the quality of the feedback and I appreciate the time that people gave to this.

This was the final round of feedback for this part of the process. The deputy chief executives are now reviewing all the feedback and will meet this week to determine the final functional groupings.

Work will also begin on developing a proposed Level 3 management structure with associated draft role outlines. These draft role outlines will be aligned to the final functional groupings. This is to ensure that all key activities and functions within each grouping are assigned to a Level 3 role as these are the people who will be accountable for delivery of them. Once developed, this draft structure will be shared with Level 3 managers for their feedback.

I know some of you were hoping to have functional groupings finalised by now, but as I said in my presentation at the end of May, we really want to take our time to get this functional foundation right. That's why it's important that we offer multiple opportunities for feedback, and that the DCEs really take their time in reviewing all of the feedback, not just the feedback that relates to their area.

Preparing for Our Future is about ensuring Rotorua Lakes Council is fit-for-purpose and capable of meeting the ongoing needs of our community. This requires input and commitment from all of us, so please continue to ask questions and keep talking with your manager and DCE.

[Submit a question for StaffNet](#)

Visit the [Preparing for Our Future page on StaffNet](#) to find all the information that has been provided so far, plus the regularly updated FAQs.

Ngā mihi,

Geoff

Geoff Williams Toihautū | Chief Executive

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Taunga: 1061 Haupapa St, Private Bag 3029, Rotorua Mail Centre, Rotorua 3046, New Zealand

From: Simone Walker **On Behalf Of** Geoff Williams
Sent: Wednesday, 16 June 2021 4:26 pm
To: All RDC Staff <all@rotorualc.nz>
Subject: Preparing for Our Future in the media

Kia ora koutou,

You will no doubt have seen or heard the media interest this week about our organisational realignment and, in particular, the introduction of deputy chief executive roles.

The focus of these news articles has unfortunately been only on the changes in titles – not on the work we are doing to realign our organisation for the future to better achieve positive outcomes for our district.

The media also speculated on salary increases for individuals, and incorrectly reported that one individual had received a salary increase of at least \$40,000. This is simply not true.

There was a salary adjustment of just under \$18,000 for one person because they took on a new role with more responsibilities, and the salary band they were in therefore changed. One other individual received a salary adjustment of just under \$10,000 as their role and responsibilities increased significantly and as a result, they too moved to a new salary band. As you are aware, the deputy chief executive titles reflect increased responsibility and accountability for the outcomes we need to achieve for our community, as opposed to the past focus on managing services and tasks.

It is disappointing that incorrect facts were reported, however this does not stop us moving forward with the next phase of Preparing for Our Future, and I look forward to sharing more on that with you in the near future.

The kaupapa of this realignment has not changed. We are doing this to ensure our organisation is fit-for-purpose to best meet the needs of our community now and into the future. We are fostering and strengthening partnerships with iwi, central government and government agencies to achieve significant outcomes for the Rotorua district. And we are doing so in a way that involves the entire organisation, which is why your feedback to date has been extremely valuable.

The information we have given to the media is available to read on StaffNet – you can read [Monday's response here](#) and [today's response here](#).

If you do have questions on what has been reported, or you wish to talk further about the Preparing for Our Future process, please do not hesitate to contact me, or make an appointment with Kim McGrath.

Ngā mihi,

Geoff

Geoff Williams Toihautū | Chief Executive

Waea: [07 351 8320](tel:073518320) | Waea pūkoro: [0212424064](tel:0212424064)

Īmera: geoff.williams@rotorualc.nz | Ipurangi: rotorualakescouncil.nz

Taunga: 1061 Haupapa St, Private Bag 3029, Rotorua Mail Centre, Rotorua 3046, New Zealand

From: Simone Walker **On Behalf Of** Geoff Williams
Sent: Wednesday, 30 June 2021 3:55 pm
To: All RDC Staff <all@rotorualc.nz>
Subject: Preparing for Our Future – update on feedback process

Kia ora koutou katoa,

The Executive Team has now considered and actioned the latest feedback received from across the organisation regarding the final proposed functional groupings in the Preparing for Our Future process.

As I said recently, while acknowledging that change is difficult we will continue to invest the time to get these decisions right, and encouragingly, the feedback confirms both the need for change, and broad support for our shift in direction.

Once again, we are grateful for the time and effort individuals and teams put towards providing thoughtful and insightful comments. This feedback has led to us making a few changes to what was initially proposed.

The changes (summarised below) are reflected in each of the DCE's final functional groupings – you can view these [on StaffNet](#).

During both rounds of consultation so far, we had received feedback/themes of a general nature about how teams will work in the future - particularly the focus on the need for greater cross-organisational communication and clarity of responsibilities and expectations. Those will remain important and constant considerations as we work through the remainder of this process.

The next phase of the Preparing for Our Future process ([outlined on StaffNet](#)) will involve the development of a proposed Level 3 management structure with associated draft role outlines that are aligned to the final functional groupings. The activities outlined in the final functional groupings will be assigned to proposed roles that will have accountability for the delivery of these activities.

This process will take place directly with the Leadership Team working alongside each DCE. Meeting invitations will be sent to the Leadership Team and we anticipate working through this stage across the next few weeks.

The feedback summary for each of the DCE areas is as follows:

Community Wellbeing

- Civil Defence and Emergency Management (CDEM) will remain with Infrastructure and Environmental Solutions. The Community Safety Team will work closely with the CDEM Team and integrate their work into the community safety space where appropriate (Ops Centre for example).
- Clarification was sought regarding Council's various education teams and who would develop an overarching community learning strategy, which will consider the needs of the community and caters to all ages. This will sit in the Te Aka Mauri functional grouping, but is contributed to and drives the work programme for all Council teams who are involved in the learning and education space. This will focus the alignment of work and consolidated approach across Council.

- Work around Te Arawa and Māori history and heritage will initially begin with considering how Council currently holds, utilises and disseminates/shares the mātauranga and information. Discussions will be held with Te Arawa around their requirements, expectations and aspirations and opportunities to collaborate. Partnership will be key, and working closely with other groups, including Te Amorangi, to ensure the appropriate approach.
- There were some questions around how events will be managed in the future. The events strategy will provide the framework, and bringing events and venues teams together into one functional area will drive changes to how we operate.

Infrastructure and Environmental Solutions

- Civil Defence and Emergency Management (CDEM) will be retained in Infrastructure and Environmental Solutions because a response plan to any emergency would fall largely on the Infrastructure and Environmental Solutions Team. The DCE I&ES will continue to be the Primary Controller, with the statutory responsibility to ensure risk reduction, readiness and a response action plan.

District Development

- There were several comments around a lack of a centralised strategy function. Going forward, each functional grouping across all outcome areas will be responsible for the strategies they are developing.
- Strategy development processes will be coordinated by District Leadership and Democracy to ensure alignment and integration with Council vision and goals. District Leadership and Democracy will also support engagement and communications around strategy development.

Organisational Enablement

- The role of Director, People and Organisational Development Capability will stay with Organisational Enablement but will now also have a 'dotted line' reporting responsibility to the CE, to reflect the importance of this role across the organisation.
- Operational project delivery teams will have 'dotted lines' of responsibility to the Project Management and Risk Office, meaning that project teams will be accountable to the PMO for ensuring consistent best practice project planning and delivery.

District Leadership and Democracy

- Feedback indicated that there was no centralised strategy oversight – this will be covered by the functional grouping of Visionary Thinking in District Leadership and Democracy. The function will lead integrated strategy planning, development and progress to align with the Council's strategic direction: Vision 2030/50 and the Te Arawa 2050 Vision.
- The Mayor's Office will remain in the CE's Group, rather than move to District Leadership and Democracy. District Leadership and Democracy will provide increased consistency and alignment

for the functions of all elected members, and provide additional support to the Mayor's Office as required.

Chief Executive's Group

- We have refined some functions to acknowledge two key relationships into the CE Group
 - the Mayor's Office will remain part of the CE's Group functional grouping
 - the importance of Organisational Capability and Development to the organisation will be reflected with a 'dotted line' responsibility to the CE, while also remaining a direct report to the Organisational Enablement area.
- The direct and important relationship with DCEs and the CE's group will continue, with additional support from District Leadership and Democracy.

Te Arawa Partnership

- There were no changes to make to the proposed final functional groupings for Te Arawa Partnership, however the feedback noted that the shift in focus (from internal to both internal and external) needed to be adequately resourced, and this feedback has been taken on board.

Ngā mihi,

Geoff

Geoff Williams *Toihautū* | Chief Executive

Waea: [07 351 8320](tel:073518320) | Waea pūkoro: [0212424064](tel:0212424064)

Īmera: geoff.williams@rotorualc.nz | Ipurangi: rotorualakescouncil.nz

Taunga: 1061 Haupapa St, Private Bag 3029, Rotorua Mail Centre, Rotorua 3046, New Zealand

ROTORUA
LAKES COUNCIL

From: Simone Walker **On Behalf Of** Geoff Williams
Sent: Monday, 12 April 2021 9:24 am
To: Leadership Team <Leadership.Team@rotorualc.nz>
Subject: Reminder - Preparing for Our Future feedback closes Friday 16 April

Mōrena koutou,

This is a brief email to remind you that the feedback period for the Preparing for Our Future proposal for change closes this Friday, 16 April.

By now you will have met with your deputy chief executive, and I hope that they have attended, or are booked to attend, a meeting with you and your team. These team meetings are a valuable way for your team members to further understand the DCE's vision for their outcome area, and ask questions as to how the new way of working could impact them.

Please encourage your team to submit feedback, either individually or as a team, as it is hugely important to how the next stage of the process will develop.

The feedback form asks:

- what aspects of the proposed business functions and activities (functional groupings) look like they would work well
- whether there are any business activities and functions (functional groupings) you think are missing from an outcome area, and
- how else the proposed functional groupings could be improved.

Staff are also invited to submit questions via StaffNet. These are being answered on the [FAQ page](#).

Links to the feedback and question forms are below. These links live on the [Preparing for Our Future StaffNet page](#), along with all the documentation and videos about the project.

[Feedback form](#)

[Question form](#)

Thank you for your engagement with this process to date. As always, if you do have questions or concerns please get in touch.

Ngā mihi,
Geoff

Geoff Williams Toihautū | Chief Executive

Waea: [07 351 8320](tel:073518320) | Waea pūkoro: [0212424064](tel:0212424064)

Īmera: geoff.williams@rotorualc.nz | Ipurangi: rotorualakescouncil.nz

Taunga: 1061 Haupapa St, Private Bag 3029, Rotorua Mail Centre, Rotorua 3046, New Zealand

Subject: Preparing for Our Future update to Leadership Team – Wednesday 26 May

Kia ora koutou,

During the last month, the Executive Team has, individually and collectively, carefully reviewed the extensive and well-considered feedback that we received from the organisation on the Preparing for Our Future proposal.

Not all of the feedback was able to be used directly for this stage of the process. That feedback will be considered more specifically as part of the forthcoming stages of the process, but I wanted to acknowledge that many of you were focused on our future, and that is valued.

The feedback we received on our initial functional structures has been very helpful in challenging and testing our original thinking, and this has resulted in some proposed changes. We now want to report back to the Leadership Team as to where our thinking now sits, with what will be our final proposed functional groupings.

To allow sufficient time for us to prepare for this meeting, the Leadership Team hui scheduled for Wednesday 19 May is postponed until the following week, **Wednesday 26 May**, and will focus solely on sharing with you the proposed revisions to the functional structure.

This will be the final opportunity to provide feedback on the revised functional structures before we move to the next stage of the process. I will also outline this proposed process when we meet.

As members of the Leadership Team, we would like you to provide feedback on these proposed revisions and enhancements, either online or in person, up until **5pm on Friday 4 June**.

Following our update to you, the proposed changes to the revised functional structures will be shared with the wider organisation in the afternoon of Wednesday 26 May, together with the same opportunity to provide feedback.

Once again, I would like to thank you for your understanding and support with the process as we work towards our new structure for the future.

It is very important that you have input into what is being proposed, and that you feel fully informed at each stage of the process.

If you have any concerns or questions, please do not hesitate to get in touch with me, Craig or a member of the Executive Team.

Ngā mihi,

Geoff

From: News Rotorua <News.Rotorua@rotorualc.nz>
Sent: Tuesday, 8 June 2021 4:19 pm
To: [REDACTED]
Cc: News Rotorua <News.Rotorua@rotorualc.nz>
Subject: RE: Query: senior exec

Kia ora [REDACTED]

Response to your follow-up questions below.

Have a good evening,
Simone

Council will not comment on individual employment agreements.

Where there was an adjustment to salaries, this was due to those roles now including increased responsibility for developing and overseeing strategic outcomes, much more so than in the individuals' previous roles.

From: [REDACTED]
Sent: Tuesday, 8 June 2021 3:24 PM
To: News Rotorua <News.Rotorua@rotorualc.nz>
Subject: Re: Query: senior exec

Thanks so much Simone!

Follow up qs please -

Who did the salary raises apply to?
How much (in \$) did each salary increase by (and what was the original salary figure)?
When did the salary increases take effect?
What were the new responsibilities to those roles?

If you can get back to me on that by EOB today please that'd be brilliant.

Thanks very much

[REDACTED]

From: News Rotorua <News.Rotorua@rotorualc.nz>
Sent: Tuesday, 8 June 2021 2:55 PM
To: [REDACTED]
Cc: News Rotorua <News.Rotorua@rotorualc.nz>
Subject: RE: Query: senior exec

Kia ora [REDACTED]

Response to your questions below.

Ngā mihi,

Simone Walker

Kaitohu Whakapā / Communications Advisor

P: 07 351 8145 |

E: simone.walker@rotorualc.nz | W: rotorualakescouncil.nz

A: 1061 Haupapa St, Private Bag 3029, Rotorua Mail Centre, Rotorua 3046, New Zealand

ROTORUA
LAKES COUNCIL

Caution: The content of this email is confidential and may be legally privileged. If it is not intended for you, please email the sender immediately and destroy the original message. You may not copy, disclose or use the contents in any way.

What all of the new senior job titles are and who they apply to? i.e. Deputy Chief Executive Organisational Enablement - Thomas Colle

If you could also please clarify what the person's previous job title was as well, that would be great – i.e. Thomas Colle - Deputy Chief Executive Organisational Enablement / Chief Financial Officer

Thomas Collé - Deputy Chief Executive Organisational Enablement
Formerly Group Manager Business Support

Jean-Paul Gaston - Deputy Chief Executive District Development
Formerly Group Manager Strategy

Oonagh Hopkins - Deputy Chief Executive District Leadership and Democracy
Formerly Corporate Planning and Governance Manager

Stavros Michael - Deputy Chief Executive Environmental and Infrastructure Solutions
Formerly General Manager Infrastructure (including Civil Defence)

Jocelyn Mikaere - Deputy Chief Executive Community Wellbeing
Formerly Group Manager Operations

Gina Rangi - Deputy Chief Executive Te Arawa Partnership
Formerly Manahautū Māori (Group Manager Māori)

Craig Tiriana (Deputy Chief Executive Chief Executive's Group)
Formerly Manager CE's Office

Why have these new job titles been introduced? (an attributable comment on this one please)

Spokesperson: Geoff Williams, Chief Executive

The impacts of COVID-19 have changed the way we work and what is expected of us by our community, alongside a need for a coordinated all-of-government approach to addressing local challenges.

There is an increased expectation for Council to play a strong leadership role, build our economy and promote community wellbeing.

Rotorua Lakes Council is in the process of undertaking an organisational realignment, changing our approach and our way of working to meet our community's needs.

As a result, RLC is moving from the existing group structure (Business Support, Infrastructure, Operations, and Strategy) to align with six key outcome areas, plus the Chief Executive's Group, each headed by a deputy chief executive (DCE).

This is an exciting opportunity for us to create a more adaptable and responsive organisation that is capable of delivering real value for our community, in a highly uncertain environment.

When were the new job titles introduced?

The proposed new structure was shared with the organisation on 29 March 2021. We are now in a feedback review process as we work towards finalising the details of what each of the outcome areas will look like.

Are there additional responsibilities that come with the new job titles?

The DCE roles reflect enhanced responsibility and accountability, moving from managing services to being responsible for achieving the strategic outcomes for each area.

Are the new job titles in addition to or instead of the former titles - ie is Thomas still CFO AND DCEO?

Former titles and their functions are incorporated into the new DCE titles.

Has there been any adjustment of salaries / salary bands / payment as a part of (or separate to) the introduction of the new job titles?

Salaries have remained the same except for two instances where salary movement was due to a significant change in responsibility.

From: [REDACTED]

Sent: Tuesday, 8 June 2021 11:17 AM

To: News Rotorua <News.Rotorua@rotorualc.nz>

Subject: Query: senior exec

Kia ora,

It appears several executive staff members at the council have new job titles - for example Thomas Colle is now the organisational enablement deputy chief executive.

I'm not sure if these job titles are instead of or in addition to former titles.

These have just popped up on email signatures and in last week's committee meeting but this page doesn't seem to have changed: <https://www.rotorualakescouncil.nz/our-council/about-council/Managementstructure/Pages/default.aspx>

Can you please tell me:

- What all of the new senior job titles are and who they apply to? ie Deputy Chief Executive Organisational Enablement - Thomas Colle
- If you could also please clarify what the person's previous job title was as well, that would be great - ie Thomas Colle - Deputy Chief Executive Organisational Enablement / Chief Financial Officer

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- Has there been any adjustment of salaries / salary bands / payment as a part of (or separate to) the introduction of the new job titles?

If you could please get back to me with this by 3.30pm please, that would be most appreciated.

Thank you

[REDACTED]

[REDACTED]
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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Simone Walker

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Are there additional responsibilities that come with the new job titles?

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- Are there additional responsibilities that come with the new job titles?
- Are the new job titles in addition to or instead of the former titles - ie is Thomas still CFO AND DCEO?
- Has there been any adjustment of salaries / salary bands / payment as a part of (or separate to) the introduction of the new job titles?

If you could please get back to me with this by 3.30pm please, that would be most appreciated.

Thank you

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]



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From: News Rotorua <News.Rotorua@rotorualc.nz>
Sent: Wednesday, 9 June 2021 3:26 pm
To: [REDACTED]
Cc: News Rotorua <News.Rotorua@rotorualc.nz>
Subject: RE: Query: senior exec

Kia ora [REDACTED]

There was an error in the information provided yesterday – there was salary movement for one employee, not two.

The response to your query is as follows:

The band the person was in was \$140,000 - \$159,999 and they moved to band \$200,000 - \$279,999.

Regarding Stavros Michael's former title, yes, that should have read Group Manager.

Kind regards,
Simone

From: [REDACTED]
Sent: Wednesday, 9 June 2021 3:14 PM
To: News Rotorua <News.Rotorua@rotorualc.nz>
Subject: Re: Query: senior exec

Hiya,

Haven't heard since this morning so wanted to check in. We're getting pretty close to a hard deadline now, will need something by 3.30pm latest.

Thanks very much

[REDACTED]

From: [REDACTED]
Sent: Wednesday, 9 June 2021 3:02 PM
To: News Rotorua <News.Rotorua@rotorualc.nz>
Subject: Re: Query: senior exec

Just double checking here - you've got Stavros down as formerly "General Manager Infrastructure (including Civil Defence)" - was that definitely 'general' not 'group'?

Thanks

[REDACTED]

From: News Rotorua <News.Rotorua@rotorualc.nz>
Sent: Tuesday, 8 June 2021 2:55 PM
To: [REDACTED]

Cc: News Rotorua <News.Rotorua@rotorualc.nz>

Subject: RE: Query: senior exec

Kia ora [REDACTED]

Response to your questions below.

Ngā mihi,

Simone Walker

Kaitohu Whakapā / Communications Advisor

P: 07 351 8145 |

E: simone.walker@rotorualc.nz | W: rotorualakescouncil.nz

A: 1061 Haupapa St, Private Bag 3029, Rotorua Mail Centre, Rotorua 3046, New Zealand

ROTORUA
LAKES COUNCIL

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What all of the new senior job titles are and who they apply to? i.e. Deputy Chief Executive Organisational Enablement - Thomas Colle

If you could also please clarify what the person's previous job title was as well, that would be great – i.e. Thomas Colle - Deputy Chief Executive Organisational Enablement / Chief Financial Officer

Thomas Collé - Deputy Chief Executive Organisational Enablement
Formerly Group Manager Business Support

Jean-Paul Gaston - Deputy Chief Executive District Development
Formerly Group Manager Strategy

Oonagh Hopkins - Deputy Chief Executive District Leadership and Democracy
Formerly Corporate Planning and Governance Manager

Stavros Michael - Deputy Chief Executive Environmental and Infrastructure Solutions
Formerly General Manager Infrastructure (including Civil Defence)

Jocelyn Mikaere - Deputy Chief Executive Community Wellbeing
Formerly Group Manager Operations

Gina Rangi - Deputy Chief Executive Te Arawa Partnership
Formerly Manahautū Māori (Group Manager Māori)

Craig Tiriana (Deputy Chief Executive Chief Executive's Group)
Formerly Manager CE's Office

Why have these new job titles been introduced? (an attributable comment on this one please)

Spokesperson: Geoff Williams, Chief Executive

The impacts of COVID-19 have changed the way we work and what is expected of us by our community, alongside a need for a coordinated all-of-government approach to addressing local challenges.

There is an increased expectation for Council to play a strong leadership role, build our economy and promote community wellbeing.

Rotorua Lakes Council is in the process of undertaking an organisational realignment, changing our approach and our way of working to meet our community's needs.

As a result, RLC is moving from the existing group structure (Business Support, Infrastructure, Operations, and Strategy) to align with six key outcome areas, plus the Chief Executive's Group, each headed by a deputy chief executive (DCE).

This is an exciting opportunity for us to create a more adaptable and responsive organisation that is capable of delivering real value for our community, in a highly uncertain environment.

When were the new job titles introduced?

The proposed new structure was shared with the organisation on 29 March 2021. We are now in a feedback review process as we work towards finalising the details of what each of the outcome areas will look like.

Are there additional responsibilities that come with the new job titles?

The DCE roles reflect enhanced responsibility and accountability, moving from managing services to being responsible for achieving the strategic outcomes for each area.

Are the new job titles in addition to or instead of the former titles - ie is Thomas still CFO AND DCEO?

Former titles and their functions are incorporated into the new DCE titles.

Has there been any adjustment of salaries / salary bands / payment as a part of (or separate to) the introduction of the new job titles?

Salaries have remained the same except for two instances where salary movement was due to a significant change in responsibility.

From: [REDACTED]

Sent: Tuesday, 8 June 2021 11:17 AM

To: News Rotorua <News.Rotorua@rotorualc.nz>

Subject: Query: senior exec

Kia ora,

It appears several executive staff members at the council have new job titles - for example Thomas Colle is now the organisational enablement deputy chief executive.

I'm not sure if these job titles are instead of or in addition to former titles.

These have just popped up on email signatures and in last week's committee meeting but this page doesn't seem to have changed: <https://www.rotorualakescouncil.nz/our-council/about-council/Managementstructure/Pages/default.aspx>

Can you please tell me:

- What all of the new senior job titles are and who they apply to? ie Deputy Chief Executive Organisational Enablement - Thomas Colle
- If you could also please clarify what the person's previous job title was as well, that would be great - ie
Thomas Colle - Deputy Chief Executive Organisational Enablement / Chief Financial Officer
- Why have these new job titles been introduced? (an attributable comment on this one please)
- When were the new job titles introduced?
- Are there additional responsibilities that come with the new job titles?
- Are the new job titles in addition to or instead of the former titles - ie is Thomas still CFO AND DCEO?
- Has there been any adjustment of salaries / salary bands / payment as a part of (or separate to) the introduction of the new job titles?

If you could please get back to me with this by 3.30pm please, that would be most appreciated.

Thank you

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

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From: News Rotorua <News.Rotorua@rotorualc.nz>
Sent: Monday, 14 June 2021 4:57 pm
To: [REDACTED]
Cc: News Rotorua <News.Rotorua@rotorualc.nz>
Subject: RE: Comments for right of reply re deputy chief executives

Kia ora [REDACTED]

The mayor's response to [REDACTED] comments as follows:

If you look at Rotorua today, we're facing some of the biggest challenges ever – including housing, safety, employment, climate resilience. The council has heard from the community that there is an urgent need to address those issues.

We employ and expect the CE to carry out the expectations in the Long-Term Plan, and to do so within the funding envelope.

Kind regards,
Simone

From: [REDACTED]
Sent: Monday, 14 June 2021 4:43 PM
To: News Rotorua <News.Rotorua@rotorualc.nz>
Subject: Re: Comments for right of reply re deputy chief executives

Ok, thanks Simone.

From: News Rotorua <News.Rotorua@rotorualc.nz>
Sent: Monday, 14 June 2021 4:39 PM
To: [REDACTED]
Cc: News Rotorua <News.Rotorua@rotorualc.nz>
Subject: RE: Comments for right of reply re deputy chief executives

Kia ora [REDACTED]

Yes, that is the council's response to [REDACTED], and the council response to [REDACTED]. The mayor has been in meetings and we are trying to contact her for a response regarding [REDACTED] comments.

Re your questions, we are not declining to answer, but we will treat your request as a LGOIMA request and come back to you.

Kind regards,
Simone

From: [REDACTED]
Sent: Monday, 14 June 2021 4:23 PM
To: News Rotorua <News.Rotorua@rotorualc.nz>
Subject: Re: Comments for right of reply re deputy chief executives

Thanks Simone.

Just checking, is this to be considered the council's response to [REDACTED], and the council and the mayor's response to [REDACTED]?

Also, the council has not answered my question from this morning about how much the organisational realignment has cost so far and how much it is expected to cost - is the council declining to answer that question?

Can the council please clarify these things before 4.45pm. This is a hard deadline.

Thanks very much

[REDACTED]

From: News Rotorua <News.Rotorua@rotorualc.nz>
Sent: Monday, 14 June 2021 4:11 PM
To: [REDACTED]
Subject: RE: Comments for right of reply re deputy chief executives

Kia ora [REDACTED]

Thanks for your patience. Please find response attached regarding the RLC organisational realignment.

Kind regards,
Simone

From: [REDACTED]
Sent: Monday, 14 June 2021 4:02 PM
To: News Rotorua <News.Rotorua@rotorualc.nz>
Subject: Re: Comments for right of reply re deputy chief executives

Thanks for getting back. We'll do everything we can to get it in.

From: News Rotorua <News.Rotorua@rotorualc.nz>
Sent: Monday, 14 June 2021 3:55 PM
To: [REDACTED]
Subject: RE: Comments for right of reply re deputy chief executives

Kia ora [REDACTED], sorry about that. Will have something through to you by the end of today.

Ngā mihi,
Simone

From: [REDACTED]
Sent: Monday, 14 June 2021 3:48 PM

To: News Rotorua <News.Rotorua@rotorualc.nz>

Subject: Re: Comments for right of reply re deputy chief executives

Just tried to call but got no reply as I haven't heard from you at all since this morning. We're well past the deadline now and I want to give the council one last opportunity to respond.

Thanks

█

From: █

Sent: Monday, 14 June 2021 2:07 PM

To: News Rotorua <News.Rotorua@rotorualc.nz>

Subject: Re: Comments for right of reply re deputy chief executives

Kia ora,

Checking in with this - how is it tracking? I'll need to file it soon.

Thanks very much

█

From: █

Sent: Monday, 14 June 2021 11:56 AM

To: News Rotorua <News.Rotorua@rotorualc.nz>

Subject: Re: Comments for right of reply re deputy chief executives

Just received some further comments from another person. These invite right of reply from the council and the mayor.

Can revise that deadline to 2pm for ya.

Thanks very much

COMMENTS:

Massey University local government expert Andy Asquith said the move looked “questionable” and sent “a very negative message to the community”.

“How do you justify that kind of pay rise in the current climate?”

He believed the change would not have happened “without getting the mayor’s say so” which he believed was unusual given Rotorua mayor Steve Chadwick was a former Labour MP.

“The mayor’s going to carry the flak for this. Where is she in all of this and what was she thinking?”

“Why are all the deck chairs being moved just for that one person?”

“People have got grand job title and one person has a grand job title and a grand pay rise as well.”

“There seems to be a detachment from reality somewhere here.”

Asquith said he was not necessarily against well-paying jobs in the public sector, but salary increases of that size needed to be questioned while the community was struggling due to social and economic deprivation exacerbated by Covid-19.

“It’s politically unwise and you could argue it’s morally unwise as well. Now is just not the right time.”

ENDS

From: [REDACTED]
Sent: Monday, 14 June 2021 9:09 AM
To: News Rotorua <News.Rotorua@rotorualc.nz>
Subject: Re: Comments for right of reply re deputy chief executives

Thanks Simone.

From: News Rotorua <News.Rotorua@rotorualc.nz>
Sent: Monday, 14 June 2021 8:52 AM
To: [REDACTED]
Cc: News Rotorua <News.Rotorua@rotorualc.nz>
Subject: RE: Comments for right of reply re deputy chief executives

Kia ora [REDACTED]

Acknowledging we've received your query. Due to availability of key staff, it's unlikely I'll have something to you by midday but will try to get a response to you by mid-afternoon.

Ngā mihi,
Simone

From: [REDACTED]
Sent: Saturday, 12 June 2021 6:01 PM
To: News Rotorua <News.Rotorua@rotorualc.nz>
Subject: Comments for right of reply re deputy chief executives

Kia ora,

I have some comments regarding the organisational realignment / deputy chief execs query for the council's right of reply - see below.

And off [REDACTED] comments: besides from the pay rise for the one staff member, how much has the organisational realignment cost the council to date and how much more is it expected to cost?

If you could separate the two that would be very helpful, thank you.

I am after this by midday today please.

Thanks very much,

[REDACTED]

COMMENTS:

Grahame Hall, former Rotorua mayor:

He said the seven new deputy chief executive titles were "unbelievable".

"It's often said what's in a name but when it comes to salary reviews, there is a lot attached to a name and at the same time, the costs associated with designated name changes is not insignificant.

"The primary role of staff is ultimately to serve the ratepayers and it is hard to imagine that a name change will improve their output and it will create unwanted independent silos within the organisation.

"It's not the name that counts, it's the competency of the individual that really counts.

"It has been said more and more in our community, there has never been such a disconnect between a council here and its community. I am sure the latest move will add to the lack of faith and trust many have in our local council.

"I believe the Council would have been far better to follow Wellington City Council's example where they openly sought an independent review of their operation before they made changes, because of the lack of support they had generally from their community.

"The latest move is commonly called "corporate creep" and it is laughable in a comparatively small organisation like our Council and will end up being costly and very confusing to the ratepayers.

ENDS

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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From: News Rotorua <News.Rotorua@rotorualc.nz>
Sent: Wednesday, 16 June 2021 4:08 pm
To: News Rotorua <News.Rotorua@rotorualc.nz>; [REDACTED]
Subject: RE: Comments for right of reply re deputy chief execs, pay rises

Kia ora [REDACTED]

Please find Council response below.

Ngā mihi,
Simone

Chief executive Geoff Williams says that Rotorua is facing challenging times and the Council organisation needs to make changes to ensure it is in the right shape to respond to these issues.

“We are operating in a very uncertain environment, at a time when our community is faced with significant issues including housing, safety, employment, climate resilience. Given the way the world has changed in the past 12 months, it is unrealistic to expect our organisation to stay the same. We are facing new and challenging issues and when you’re asked to achieve new things, you must take a new approach and that is exactly what we are doing with this realignment.”

Through its Long-Term Plan development process, (the plan is set to be adopted on Monday 28 June), Council will be expected to respond to demanding expectations, resulting in a change to the way the organisation operates.

This change is being reflected in an organisational realignment that is currently underway. The phased approach is highly consultative, involving feedback from all Council staff, and the introduction of deputy chief executive (DCE) roles, who are each responsible and accountable for significant outcome areas.

Councillors and other elected members were made aware of the proposed realignment changes in a Long-Term Plan workshop in September 2020 and the mayor and committee chairs have also been regularly updated on progress.

The introduction of DCE roles means enhanced accountability, as they are responsible for ensuring key outcomes are met. This part of the realignment process resulted in a salary adjustment of just under \$18,000 for one individual who moved to a brand new role. Another individual took on significantly more responsibility and their salary adjustment of just under \$10,000 reflected that.

These two roles were independently market benchmarked using a specialist remuneration consultancy. They were benchmarked and positioned based on the individual’s skills and experience and the responsibilities the role carries.

Salary bands reflect a range that will enable a position holder to develop greater skills and competencies. The two DCE roles that received salary adjustments are being paid within their respective benchmark bands.

Williams says no council staff have received a general salary increase since 2019 and that the two DCE salary adjustments were tied to a new role and significantly more responsibility.

“No one would expect a staff member to take on a new role that has been independently-sized and has greater responsibility than before, and not be fairly recompensed.

“All Council roles are independently-sized within a band and individuals are placed onto that band based on experience and ability. There are some situations where, due to years of service, exceptional performance and/or market demand, the decision is made to place people on up to 115% of the band. This is allowed under existing policy, and is acceptable employment practice.

“I actually think all Council staff deserve to be paid more for the fantastic work they do for our community, but unfortunately we are not in that environment. In 2020, a wage freeze on Council staff was put in place.”

Williams says the introduction of DCE titles indicates a significant change in their scope of work, moving from outputs to outcomes.

“As an example, we used to have the title Group Manager, Infrastructure and that has now shifted to DCE Infrastructure and Environmental Solutions. The difference is that we’re no longer just focusing on building and maintaining Council infrastructure, we’re focused on building houses, better supporting our environment and ensuring we’ve got the ability to respond to climate change. Those are different responsibilities to being simply responsible for council infrastructure.

The current round of organisational realignment internal consultation has been completed. The DCEs are now reviewing and considering the staff feedback that has been received.

“The changes to the executive team titles and associated accountabilities have only recently been finalised. The announcement to staff at the end of March was made to ensure that the organisation understood the changes first.

“Once we have completed the organisational realignment process, there will be a public announcement as to how the organisation will operate. Until that time, we will treat any further communication about the process as internal.”

From: News Rotorua <News.Rotorua@rotorualc.nz>

Sent: Wednesday, 16 June 2021 2:39 PM

To: [REDACTED] News Rotorua <News.Rotorua@rotorualc.nz>; [REDACTED]

Subject: RE: Comments for right of reply re deputy chief execs, pay rises

Kia ora [REDACTED]

I’ve just been able to get some time with Geoff and will hopefully have a response for you within the hour.

Kind regards,
Simone

From: [REDACTED]

Sent: Wednesday, 16 June 2021 10:57 AM

To: News Rotorua <News.Rotorua@rotorualc.nz>; [REDACTED]

Subject: Comments for right of reply re deputy chief execs, pay rises

Kia ora,

Following on regarding the deputy chief executive roles, I have some comments for right of reply from the council and mayor.

I also have these questions:

- Can you please confirm the salary increases - I understand these are just under \$10,000 and about \$18,000 as stated on Newstalk ZB.
- What is the role of salary bands if people were not being paid within these bands? Does the council consider it misleading to publicly state staff were paid within these bands when they were not?
- Has the organisational realignment internal consultation been completed? Have salaries been reviewed and adjusted before this process is complete? Why?
- How do these pay rises reconcile with the staff wage freeze the council voted for?
- Why did the council not announce the changes until the media asked questions about the titles?
- Did the council senior management advise all councillors about the changes? If so, when? If not, why not?

I am after a response to these, and the right of reply, by 3pm please. This is a hard deadline.

Thanks very much,

■

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COMMENTS

Rotorua Lakes councillor Peter Bentley called for intervention from central government, such as a commissioner, to investigate the council.

He said he had been "utterly appalled" to discover seven deputy chief executives had been appointed from the media.

Bentley said had not been made aware of the change internally, which he would expect as a councillor.

"Had I been consulted I would never have sanctioned it."

He said there needed to be some "common sense" and in his opinion the mayor Steve Chadwick and chief executive Geoff Williams were "running their own private little fiefdom".

"The council is an authority unto itself, it's not accountable. We've got unelected officials making huge decisions.

"We voted for a [staff] wage freeze. Yeah right."

He believed in his opinion the new titles were "just a way of getting around the wage freeze" by appointing the seven people to "theoretically new jobs".

"Is the chief executive job so difficult ... you need seven deputies? Maybe we should look into a more competent chief executive.

"We're only a little town for goodness' sake."

He said national news of the seven deputy chief executives was "an embarrassment" for Rotorua.

Bentley also dismissed the idea that the titles would result in a better focus on outcomes, as he expected those outcomes should already be happening.

"It shows how out of touch our senior management is with reality."

ENDS

[REDACTED]

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From: News Rotorua <News.Rotorua@rotorualc.nz>
Sent: Monday, 21 June 2021 4:56 pm
To: [REDACTED]
Cc: News Rotorua <News.Rotorua@rotorualc.nz>
Subject: RE: Request: job descriptions etc

Kia ora [REDACTED]

Further to our chat, and as requested, attached are the job descriptions for the former roles.

To give context to these job descriptions in relation to the new deputy chief executive roles and to assist you in understanding why Council is undertaking this realignment, what it will mean for our community and the process that is underway, CE Geoff Williams is open to meeting with you to talk this through.

This would be an opportunity for you to discuss and understand all elements of the realignment process.

We can't provide you with the DCE job descriptions until the realignment process is complete but Geoff will be able to further explain the outcome areas each DCE is responsible for, how these will impact the community and the scope and deliverables of these roles.

As discussed, I'm away for the rest of the week so someone else in the team will be able to assist with setting up the meeting with the CE – just email news@ and someone will work out a suitable day and time.

Ngā mihi,
Simone

From: News Rotorua <News.Rotorua@rotorualc.nz>
Sent: Monday, 21 June 2021 3:08 PM
To: [REDACTED]
Cc: News Rotorua <News.Rotorua@rotorualc.nz>
Subject: RE: Request: job descriptions etc

Kia ora,

Still working on this and hoping to get something back to you by the end of today.

Ngā mihi,
Simone

From: Felix Desmarais <felix.desmarais@nzme.co.nz>
Sent: Monday, 21 June 2021 10:01 AM
To: News Rotorua <News.Rotorua@rotorualc.nz>
Subject: Re: Request: job descriptions etc

Cool, thank you for letting me know Simone.

From: News Rotorua <News.Rotorua@rotorualc.nz>
Sent: Monday, 21 June 2021 9:31 AM
To: Felix Desmarais <felix.desmarais@nzme.co.nz>
Cc: News Rotorua <News.Rotorua@rotorualc.nz>
Subject: RE: Request: job descriptions etc

Mōrena [REDACTED]

Just letting you know that we are still working on this query but won't be able to have a response to you by 10am today. I hope to have something through later this afternoon – will keep you posted.

Ngā mihi,
Simone

From [REDACTED]
Sent: Friday, 18 June 2021 1:33 PM
To: News Rotorua <News.Rotorua@rotorualc.nz>
Subject: Request: job descriptions etc

Kia ora,

Can I please have:

The current job descriptions for all seven deputy chief executives and the chief executive and any other documents that describe the expectations of those roles.

Can I please also have the job descriptions for the former roles of:

Manager, chief executive's office
Corporate planning and governance manager

Business support group manager (and chief financial officer)
Infrastructure group manager (including Civil Defence)
Strategy group manager
Manahautū Māori (Māori group manager)
Operations group manager

and any other documents that describe the expectations of those roles.

Can you please also tell me what salary band the person for each of those roles is in. If it has changed, let me know what it has changed to. If they are paid less or more than their current or former salary band, please advise the difference.

I am after this by 10am Monday (June 21) please.

Thank you

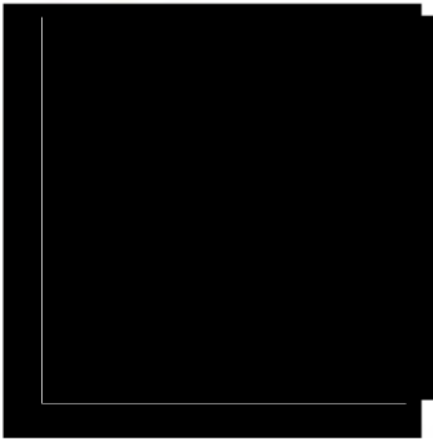
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[REDACTED]

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[REDACTED]



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PĀNUI PĀPĀHO | MEDIA RELEASE

Monday 14 June 2021

RLC undertakes organisational realignment to better meet community needs

With increasing pressure on councils across the country to provide local leadership on issues spanning social, economic, environmental and cultural wellbeings, as well as dealing with the impacts of COVID-19, Rotorua Lakes Council is making changes to ensure it is in the right shape to deliver on community needs.

In a shift away from its current structure, the Council organisation will move to six key outcome areas: Community Wellbeing, District Development, District Leadership and Democracy, Environmental and Infrastructure Solutions, Organisational Enablement and Te Arawa Partnership. The Office of the Chief Executive has been renamed to Chief Executive's Group.

Deputy chief executives have been appointed to lead each of these areas and will be responsible for ensuring that the strategic outcomes for these areas are met.

Chief executive Geoff Williams says the realignment will ensure the organisation is fit-for-purpose.

“The implications of COVID-19 have changed ways of working, and life, for everyone. The social and economic impacts of the pandemic have been felt widely and for Rotorua, issues facing our district pre-pandemic have been exacerbated since lockdown.

“Key to addressing these issues are strong partnerships with iwi, central government and government agencies. To foster and strengthen these partnerships, and to best meet the needs of our community, Rotorua Lakes Council will be evolving its strategic direction to enable us to respond to current and future challenges and opportunities.”

The deputy chief executives have been responsible for drafting what their outcome areas will look like and consultation with the wider organisation is now underway. While the final structure is yet to be decided upon, the deputy chief executives are already operating in their new roles.

“This indicates the enhanced responsibility and accountability these individuals have for ensuring strategic outcomes are met,” Williams says.

The deputy chief executives were all appointed internally, with two staff taking on a significant increase in responsibility. While no Council staff have received pay increases during the past 12 months, one deputy chief executive took on a new role entirely and their remuneration was adjusted to reflect that. One other deputy chief executive is in the process of having their salary reviewed.

“This is not about simply creating new job titles for the sake of it, or paying people more because they have a new title. The deputy chief executive roles will demand a lot and our next step in the process is to ensure the organisational functions and activities match the required outcomes.

“Council needs to play a strong leadership role, build our economy and promote community wellbeing. Our approach and way of working needs to change to meet our community's needs and that is exactly what we are doing with this organisational realignment.

“We look forward to sharing more with our community as we move further through the process and consultation with our staff is complete. This is an exciting opportunity to create a more adaptable and responsive organisation that is capable of delivering real value for our community, in a highly uncertain environment.”

[ENDS]

For more information email: news@rotorualc.nz

From Heads Up 17 June 2021

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| <p>From Local Democracy Reporter:</p> <p>I have some comments for right of reply from the mayor and chief executive, if desired. I am after these by 4pm latest please. Thanks very much Felix</p> <p>COMMENTS:</p> <p>On Thursday, former mayor Grahame Hall told Local Democracy Reporting he believed it was "time that councillors pushed for an independent review of the council".</p> <p>His comments come in the wake on Monday's revelation that an organisational realignment had resulted in the appointment of seven deputy chief executives, two of which have received pay rises.</p> <p>Hall said an independent review, such as one Wellington underwent last year, would probably cost just under \$100,000 and be "money well spent".</p> <p>"An independent review of [the] council would conform the organisation is on the right track, or it would put them on the right track.</p> <p>"I think our community has the right to have that. It would give confidence to a whole lot of unhappy ratepayers."</p> <p>Hall, who was mayor from 1992 to 2004, said he had stayed out of commenting on the council for about a decade, but had been "drawn out ... because I'm so concerned".</p> <p>"People come up and talk to me about the council, it's such a mess. It's got to the stage where it's so bad. "It's a slippery slope and it's going down." He said he had "no axe to grind" and liked the mayor Steve Chadwick as a person.</p> <p>"There are some good things happening but its being overwhelmed behind the scenes, like a tide wave ... going to crash down on us." --</p> <p>Rotorua MP Todd McClay joined Hall's call for an independent review into Rotorua Lakes Council. He said he had received a lot of emails and calls from ratepayers over the last day about the news of the appointment of the seven deputy chief executives. "As a ratepayer, I'm deeply concerned my rates are going up at least 9 per cent next year and there's not a single project in Rotorua that seems close to completion. "When Tauranga has no deputy chief executives, why does Rotorua need one, let alone seven?" He said both local and central government needed to be responsible about spending and open and transparent to ratepayers and taxpayers.</p> | <p>The CE has no comment but thanks for checking. See below from the mayor:</p> <p>Mayor Steve Chadwick: I'm working with those who can support the changes needed to get things done and the CE has my total confidence.</p> <p>People are entitled to their views but things have changed a lot in local government over the years – and continue to change – and this requires new thinking and new ways of doing things to deliver the outcomes our community needs.</p> <p>With regards to subsequent 'right of reply' number 4 from reporter:</p> <p>Reporter was informed there was nothing further from council or the mayor.</p> |
|--|---|

"This is feeling like the Government - lots of spending, lots of announcements, lots of bureaucrats and not a lot of progress."

He said he supported the call for an independent review into the council "to see exactly what's happening and why, so ratepayers can have confidence in their council".
ENDS

SUBSEQUENT 1 from reporter:

Couple of typos in my haste:

*confirm not conform

*Wellington City Council not just Wellington

SUBSEQUENT 2 from reporter:

Apologies - Grahame also said "I can't sit back and say nothing".

SUBSEQUENT 3 from reporter:

Further comments for right of reply:

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Rotorua Lakes councillor Raj Kumar said on Thursday he thought the organisation was top-heavy. "Everyone's a deputy chief executive. Anyone else left out?"

SUBSEQUENT 4 from reporter:

Just wanted to double-check if the council or mayor wanted to add anything in light of this?:

Hall shared McClay's concerns about rates and spending and transparency as well as whether Rotorua needed seven deputy chief executives.

Can you let me know as soon as possible if so - in that case the deadline will be 5pm.



Position Description:

Manahautū Pakihi / CFO- Group Manager Business Support

*“Nau te rourou, naku te rourou ka ora ai”
With your basket of knowledge, and my basket of knowledge, all will be well*

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Our people are central to achieving our Vision 2030 and providing high quality community services that offer best value for money. And we are committed to building a high performing culture based on our core values of being *innovative, helpful, respectful, engaging and inspiring*. In addition to our values, there are core competencies required of all Council staff, being:

- *Performance Orientation*: A high performer consistently delivering performance outcomes
- *Solutions Focused*: Committed to customer-centred continuous improvement
- *Teamwork*: Contributes effectively within a team providing leadership where appropriate
- *Relationships*: Well-developed interpersonal, and relationship engagement and management skills
- *Collaboration*: Works collaboratively across teams and functions within a matrix organisation
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- *Te Ao Maori*: **Proficiency in te reo Māori me ōna tikanga appropriate to their role¹.**

....

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Rotorua Lakes Council has statutory responsibility for Civil Defence and Emergency Management (CDEM) within the District. This responsibility extends to all staff, who may be called upon to undertake CDEM roles in addition to their position specific responsibilities.

We are one team. To be successful, it is important **that all staff are aligned to and actively support the organisation's** direction, working collaboratively, and actively participating in activities and initiatives to advance the organisation e.g. activities to build bicultural capability, improve health and safety, or promote diversity.

The following pages provide the requirements of your specific position. In addition to these, you are also expected to be proactive in knowing and following Council policies and procedures.

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| TE ĀHUA O TE MAHI - POSITION SPECIFICATION | |
|---|---|
| MAHI - POSITION: | Manahautū Pakihi- CFO- Group Manager Business Support |
| RANGATIRA - REPORTS TO: | Chief Executive |
| KĀHUI - GROUP: | Chief Executive's Group |
| TAUNGA MAHI - LOCATION: | Civic Centre |
| PŪTAKE - POSITION PURPOSE: | To lead the provision of organisational wide support services to ensure the long-term financial and asset sustainability of Council. |
| NGĀ WHAKARITENGA - DELEGATIONS | <p>Briefly state:</p> <ul style="list-style-type: none"> • Number and nature of direct reports: <ul style="list-style-type: none"> • Manager, Customer Solutions • Financial Controller • Information Solutions Manager • Legal & Property Manager • PMO Manager • Budget responsibility: TBA |
| NGĀ MAHI MATUA - KEY ACCOUNTABILITIES: | <ul style="list-style-type: none"> • Provide integrated and enabling support services • Provide information and processes to support decisions • Provide an assurance framework to meet statutory obligations and mitigate organisational risk • Provide asset and financial sustainability • Drive organisational efficiency and effectiveness <p><i>NB: the key accountabilities listed above are not an exhaustive list. You may be expected to undertake additional responsibilities in the course of your employment that are consistent with the purpose of your employment.</i></p> |
| TE ĀHUA O TE TANGATA - PERSON SPECIFICATION | |
| NGĀ TOHU - FORMAL QUALIFICATIONS: (Ngā matau ā-wheako rānei - Or experience recognised as equivalent) | <p>Required:</p> <ul style="list-style-type: none"> • Membership of Professional Accounting body at the Chartered Accountant level or equivalent <p>Desirable:</p> <ul style="list-style-type: none"> • |

| | |
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| <p>NGĀ MAHI MATUA - POSITION SPECIFIC COMPETENCIES AND ATTRIBUTES</p> | <ul style="list-style-type: none"> • Proven ability to lead the financial function of a complex organisation • A sound understanding of the importance of good information systems to support the operation and decision making needs of a complex organisation |
| <p>NGĀ UARATANGA - VALUES:</p> | <p style="text-align: center;">Tatou Tatou – We Together Kotahi Tatou – One Community – One Team</p> <p>WHY WE DO IT..... We believe in empowering our people and providing them with the tools to create value and make a positive difference in their lives and the lives of others</p> <p>HOW WE DO IT..... We do this by working in partnership, making it simple and solutions focused</p> <p>WHAT WE DO..... We provide quality services for our community and people to prosper</p> <p><i>OUR CORE VALUES – PEOPLE FIRST</i></p> <p>RESPECTFUL: Integrity, Listening, Pride, Honesty, Empathy, Understanding, Considerate</p> <p>HELPFUL: Approachable, Supportive, Collaborate, Go the extra mile, Proactive, Friendly, Caring, Guiding</p> <p>ENGAGING: Communication, Connectivity, Partnership, Working Together, Inclusive, Supportive, Responsive</p> <p>INSPIRING: Make a difference, Motivated, Take people with you, Encourage, Have pride in your work, Be proactive, Energised</p> <p>INNOVATIVE: Find solutions, Progressive, Continuous improvement, Empowered</p> <p>BICULTURAL: Willingness to learn and understand the Māori worldview, consideration, leading by example, sharing experiences</p> |



Position Description:

Manahautū Tūāpapa/ General Manager, Infrastructure

Nāu te rourou, nāku te rourou ka ora ai te iwi

With your basket of knowledge, and my basket of knowledge, all will be well

Rotorua Lakes Council is one of the largest employers in Rotorua, building a positive future for our district with approximately 70,000 residents, and visitors numbering in the millions. We are determined to be among the best councils in New Zealand and are committed to continually improve the service provided to our customers, both external and internal.

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- *Solutions Focused*: Committed to customer-centred continuous improvement
- *Teamwork*: Contributes effectively within a team providing leadership where appropriate
- *Relationships*: Well-developed interpersonal, and relationship engagement and management skills
- *Collaboration*: Works collaboratively across teams and functions within a matrix organisation
- *Accountability*: Willingly takes accountability and engage in problem solving
- *Te Ao Maori*: **Proficiency in te reo Māori me ōna tikanga appropriate to their role¹.**

....

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TE ĀHUA O TE MAHI - POSITION SPECIFICATION

| | |
|---|---|
| MAHI - POSITION: | Manahautū Tūāpapa- General Manager, Infrastructure |
| RANGATIRA - REPORTS TO: | Chief Executive |
| KĀHUI - GROUP: | Infrastructure Group |
| TAUNGA MAHI - LOCATION: | Sportsdrome |
| PŪTAKE - POSITION PURPOSE: | Provide strategic leadership to the Infrastructure group to ensure the provision of smart transportation, waters and waste management solutions for our community which support community wellbeing, an easy and healthy lifestyle, and encourage growth, whilst enhancing a sustainable environment. |
| NGĀ WHAKARITENGA - DELEGATIONS | <p>Briefly state:</p> <ul style="list-style-type: none"> • Number and nature of direct reports: <ul style="list-style-type: none"> • Infrastructure Business Manager • Infrastructure Capital Programmes Manager • Infrastructure Planning Manager • Rural Fire Zone Manager • Land Development & Corridor Control Manager • 3 Waters Services Manager • Laboratory Services Manager • Waste Services Manager • Safe & Sustainable Journeys Manager • Transport Services Manager • Budget responsibility: TBA |
| NGĀ MAHI MATUA - KEY ACCOUNTABILITIES: | <ul style="list-style-type: none"> • Infrastructure and asset management strategy and planning • Drive organisational efficiency and effectiveness • Management of: <ul style="list-style-type: none"> • Council's transport and roading operations • 3 Waters operations • Infrastructure capital projects • Land Development engineering • Capital Works projects • Waste Management contracts • To ensure the effective, efficient and safe provision of infrastructure solutions and the achievement of Council's strategic outcomes • Development and management of iwi partnership and wider stakeholder relationships to support strategic outcomes. |

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| | <ul style="list-style-type: none"> Overall leadership and management of Council's Civil Defence and Emergency Management |
| TE ĀHUA O TE TANGATA - PERSON SPECIFICATION | |
| NGĀ TOHU - FORMAL QUALIFICATIONS: (Ngā matau ā-wheako rānei - Or experience recognised as equivalent) | Required: <ul style="list-style-type: none"> Tertiary Engineering qualification, CPENG, MIPENZ. Minimum 10 years' experience in a senior management role. Desirable: <ul style="list-style-type: none"> |
| NGĀ MAHI MATUA - POSITION SPECIFIC COMPETENCIES AND ATTRIBUTES | <ul style="list-style-type: none"> Extensive background and knowledge of Central and Local Government regulations, funding and statutory requirements. Political acumen and the ability to work constructively with a diverse set of stakeholders Demonstrated ability to work collaboratively with iwi partners |
| NGĀ UARATANGA - VALUES: | <p style="text-align: center;">Tatou Tatou – We Together Kotahi Tatou – One Community – One Team</p> <p>WHY WE DO IT..... We believe in empowering our people and providing them with the tools to create value and make a positive difference in their lives and the lives of others</p> <p>HOW WE DO IT..... We do this by working in partnership, making it simple and solutions focused</p> <p>WHAT WE DO..... We provide quality services for our community and people to prosper</p> <p>OUR CORE VALUES – PEOPLE FIRST</p> <p>RESPECTFUL: Integrity, Listening, Pride, Honesty, Empathy, Understanding, Considerate</p> <p>HELPFUL: Approachable, Supportive, Collaborate, Go the extra mile, Proactive, Friendly, Caring, Guiding</p> <p>ENGAGING: Communication, Connectivity, Partnership, Working Together, Inclusive, Supportive, Responsive</p> <p>INSPIRING: Make a difference, Motivated, Take people with you, Encourage, Have pride in your work, Be proactive, Energised</p> <p>INNOVATIVE: Find solutions, Progressive, Continuous improvement, Empowered</p> <p>BICULTURAL: Willingness to learn and understand the Māori worldview, consideration, leading by example, sharing experiences</p> |



Position Description:

Manahautū Mahi / Group Manager, Operations

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- *Te Ao Maori*: **Proficiency in te reo Māori me ōna tikanga appropriate to their role¹.**

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TE ĀHUA O TE MAHI - POSITION SPECIFICATION

| | |
|---|--|
| MAHI - POSITION: | Manahautū Mahi - Group Manager, Operations |
| RANGATIRA - REPORTS TO: | Chief Executive |
| KĀHUI - GROUP: | Chief Executive's Group |
| TAUNGA MAHI - LOCATION: | Civic Centre |
| PŪTAKE - POSITION PURPOSE: | To lead the operational delivery of services in a way that is responsive to our community and customer requirements and in line with strategic objectives and service expectations. |
| NGĀ WHAKARITENGA - DELEGATIONS | <p>Number of direct reports:</p> <ul style="list-style-type: none"> • Manager, Arts & Culture • Manager, Sport, Recreation & Environment • Manager, Community & Regulatory Services • Manager, Planning & Development Solutions <p>Budget responsibility (approx): \$40m OPEX, \$40m CAPEX</p> |
| NGĀ MAHI MATUA - KEY ACCOUNTABILITIES: | <ul style="list-style-type: none"> • Provide the integrated delivery and performance of services • Lead and strengthen a culture of customer responsiveness and finding solutions • Build and strengthen inter - regional service collaboration • Provide strategic leadership and organisational wide co-ordination of services • Drive improved service efficiency and effectiveness • Contribute to the strategic leadership and management of the Council through active participation in the Executive Team. <p>• <i>NB: the key accountabilities listed above are not an exhaustive list. You may be expected to undertake additional responsibilities in the course of your employment that are consistent with the purpose of your employment.</i></p> |

TE ĀHUA O TE TANGATA - PERSON SPECIFICATION

| | |
|--|---|
| NGĀ TOHU - FORMAL QUALIFICATIONS: (Ngā matau ā-wheako rānei - Or experience recognised as equivalent) | <p>Required:</p> <ul style="list-style-type: none"> • A degree level qualification in business management or other relevant discipline <p>Desirable:</p> <ul style="list-style-type: none"> • A post graduate level qualification in business management or other relevant discipline |
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| | |
|---|---|
| <p>NGĀ PŪKENGA - POSITION SPECIFIC COMPETENCIES AND ATTRIBUTES</p> | <ul style="list-style-type: none"> • Experience in senior management within large organisations, preferably in either local or central government organisations • Outstanding people manager with proven experience in leading operational delivery through a range of teams and departments • Political acumen • Demonstrated strength in working effectively with community based stakeholders, and iwi and Māori groups • A successful track record in sponsoring and providing governance to large scale projects and programmes of work • Good negotiation and conflict resolution skills • Ability to communicate effectively in Māori environments with a good level of proficiency in te reo and Tikanga Māori |
| <p>NGĀ UARATANGA - VALUES:</p> | <p style="text-align: center;">Tatou Tatou – We Together Kotahi Tatou – One Community – One Team</p> <p>WHY WE DO IT..... We believe in empowering our people and providing them with the tools to create value and make a positive difference in their lives and the lives of others</p> <p>HOW WE DO IT..... We do this by working in partnership, making it simple and solutions focused</p> <p>WHAT WE DO..... We provide quality services for our community and people to prosper</p> <p>OUR CORE VALUES – PEOPLE FIRST</p> <p>RESPECTFUL: Integrity, Listening, Pride, Honesty, Empathy, Understanding, Considerate</p> <p>HELPFUL: Approachable, Supportive, Collaborate, Go the extra mile, Proactive, Friendly, Caring, Guiding</p> <p>ENGAGING: Communication, Connectivity, Partnership, Working Together, Inclusive, Supportive, Responsive</p> <p>INSPIRING: Make a difference, Motivated, Take people with you, Encourage, Have pride in your work, Be proactive, Energised</p> <p>INNOVATIVE: Find solutions, Progressive, Continuous improvement, Empowered</p> <p>BICULTURAL: Willingness to learn and understand the Māori worldview, consideration, leading by example, sharing experiences</p> |



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Manahautū Rautaki / Group Manager, Strategy

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The following pages provide the requirements of your specific position. In addition to these, you are also expected to be proactive in knowing and following Council policies and procedures.

¹ This is informed by our Bicultural Competency Framework, and staff are actively supported in gaining competency through our Te Haerenga programme.

TE ĀHUA O TE MAHI - POSITION SPECIFICATION

| | |
|--|--|
| MAHI - POSITION: | Manahautū Rautaki - Group Manager, Strategy |
| RANGATIRA - REPORTS TO: | Chief Executive |
| KĀHUI - GROUP: | Chief Executive's Group |
| TAUNGA MAHI - LOCATION: | Civic Centre |
| PŪTAKE - POSITION PURPOSE: | To lead the development and facilitation of district and organisational strategies, through strong community engagement. |
| NGĀ WHAKARITENGA - DELEGATIONS | <p>Briefly state:</p> <ul style="list-style-type: none"> • Number and nature of direct reports: <ul style="list-style-type: none"> • Manager, Corporate Planning & Governance • Manager, Council Communications • Senior Lead Advisor (Economic Development) • Strategy Development Manager (Sustainability & Social Development) • Strategy Development Manager (District Revitalisation) • Kairangahau – Research Specialist • Budget responsibility: TBA |
| NGĀ MAHI MATUA - KEY ACCOUNTABILITIES: | <ul style="list-style-type: none"> • Lead the strengthening, formation and maintenance of key external relationships. • Support the development of a strategic direction for the district. • Provide a strategic plan framework. • Translate strategic framework into an aligned organisational planning model. • Co-ordinate the development of all core strategy by laws, policies and plans. • Lead organisational capability and development. • Provide governance support. • Drive organisational efficiency and effectiveness <p><i>NB: the key accountabilities listed above are not an exhaustive list. You may be expected to undertake additional responsibilities in the course of your employment that are consistent with the purpose of your employment.</i></p> |
| TE ĀHUA O TE TANGATA - PERSON SPECIFICATION | |

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| <p>NGĀ TOHU - FORMAL QUALIFICATIONS: (Ngā matau ā-wheako rānei - Or experience recognised as equivalent)</p> | <p>Required:</p> <ul style="list-style-type: none"> • A relevant tertiary qualification is required • Proven experience in strategic policy development and management • Highly experienced in local government legislation <p>Desirable:</p> <ul style="list-style-type: none"> • |
| <p>NGĀ MAHI MATUA - POSITION SPECIFIC COMPETENCIES AND ATTRIBUTES</p> | <ul style="list-style-type: none"> • Political nous and awareness, diplomacy and discretion • Proven experience in strategy development and implementation |
| <p>NGĀ UARATANGA - VALUES:</p> | <p style="text-align: center;">Tatou Tatou – We Together Kotahi Tatou – One Community – One Team</p> <p>WHY WE DO IT..... We believe in empowering our people and providing them with the tools to create value and make a positive difference in their lives and the lives of others</p> <p>HOW WE DO IT..... We do this by working in partnership, making it simple and solutions focused</p> <p>WHAT WE DO..... We provide quality services for our community and people to prosper</p> <p>OUR CORE VALUES – PEOPLE FIRST</p> <p>RESPECTFUL: Integrity, Listening, Pride, Honesty, Empathy, Understanding, Considerate</p> <p>HELPFUL: Approachable, Supportive, Collaborate, Go the extra mile, Proactive, Friendly, Caring, Guiding</p> <p>ENGAGING: Communication, Connectivity, Partnership, Working Together, Inclusive, Supportive, Responsive</p> <p>INSPIRING: Make a difference, Motivated, Take people with you, Encourage, Have pride in your work, Be proactive, Energised</p> <p>INNOVATIVE: Find solutions, Progressive, Continuous improvement, Empowered</p> <p>BICULTURAL: Willingness to learn and understand the Māori worldview, consideration, leading by example, sharing experiences</p> |





Position Description:

Kaihautū Ohu Toihautū / Manager CE Office

Nāu te rourou, nāku te rourou ka ora ai te iwi

With your basket of knowledge, and my basket of knowledge, all will be well

Rotorua Lakes Council is one of the largest employers in Rotorua, building a positive future for our district with approximately 70,000 residents, and visitors numbering in the millions. We are determined to be among the best councils in New Zealand and are committed to continually improve the service provided to our customers, both external and internal.

Our people are central to achieving our Vision 2030 and providing high quality community services that offer best value for money. And we are committed to building a high performing culture based on our core values of being *innovative, helpful, respectful, engaging and inspiring*. In addition to our values, there are core competencies required of all Council staff, being:

- *Performance Orientation*: A high performer consistently delivering performance outcomes
- *Solutions Focused*: Committed to customer-centred continuous improvement
- *Teamwork*: Contributes effectively within a team providing leadership where appropriate
- *Relationships*: Well-developed interpersonal, and relationship engagement and management skills
- *Collaboration*: Works collaboratively across teams and functions within a matrix organisation
- *Accountability*: Willingly takes accountability and engage in problem solving
- *Te Ao Maori*: **Proficiency in te reo Māori me ōna tikanga appropriate to their role¹.**

....

Rotorua is in the heart of the Te Arawa region. 40% of the population are Māori. Being a bicultural city provides a foundation for us to recognise and celebrate our increasing diversity which enriches us as individuals and as a multi-cultural community.

Our top priority is to ensure the health, safety and wellbeing of our people at work. We want you to go home **healthy and safe each day. Safety is everyone's job** – all of our staff have a shared responsibility to manage our work environments to prevent harm, and to actively engage with health and safety initiatives and procedures. Managers are responsible for the health, safety and wellbeing of the areas and people under their leadership.

Rotorua Lakes Council has statutory responsibility for Civil Defence and Emergency Management (CDEM) within the District. This responsibility extends to all staff, who may be called upon to undertake CDEM roles in addition to their position specific responsibilities.

We are one team. To be successful, it is important that all staff are aligned to and actively support the **organisation's direction, working collaboratively, and actively participating in activities and initiatives to advance the organisation** e.g. activities to build bicultural capability, improve health and safety, or promote diversity.

The following pages provide the requirements of your specific position. In addition to these, you are also expected to be proactive in knowing and following Council policies and procedures.

¹ This is informed by our Bicultural Competency Framework, and staff are actively supported in gaining competency through our Te Haereinga programme.

| TE ĀHUA O TE MAHI - POSITION SPECIFICATION | |
|--|---|
| MAHI - POSITION: | Kaihautū Ohu Toihautū / Manager CE Office |
| RANGATIRA - REPORTS TO: | Chief Executive and is a member of the Executive Team |
| KĀHUI - GROUP: | Chief Executive's Office |
| TAUNGA MAHI - LOCATION: | Civic Centre |
| PŪTAKE - POSITION PURPOSE: | <p>The Chief Executive's Office plays a key role in managing the relationship between the organisation and the Mayor to deliver Rotorua 2030.</p> <p>The Manager CE Office is a key advisor to the CE and Mayor, requiring high levels of personal integrity, trust and confidence in these relationships.</p> <p>The role promotes within the organisation an understanding of the machinery of local government and the needs of the Mayor while supporting the CE to articulate a clear vision, lead a high performing organisation that is fit for purpose, and sustainable, with a highly engaged workforce.</p> <p>In particular this role is responsible for:</p> <ul style="list-style-type: none"> • Providing trusted and timely advice and support to the Chief Executive (CE) and Executive Team (ET) on key organisational, operational, policy and relationship opportunities, issues and risks. • Providing strategic communications advice in conjunction with raising awareness, managing risks and engaging stakeholders. • Contributing actively to support the delivery of key priorities towards Rotorua 2030. • Supporting and strengthening the strategic focus to the CE and ET's external engagements and connections, and assisting them to ensure that the insights and benefits gained from these activities are realised by the relevant teams within council. |
| NGĀ WHAKARITENGA - DELEGATIONS | <p>Briefly state:</p> <ul style="list-style-type: none"> • 1 direct report (team of 5.5) • Through CE and delegations manual • Budget of \$1.8m (CE & KM) |

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| <p>NGĀ MAHI MATUA - KEY ACCOUNTABILITIES:</p> | <ul style="list-style-type: none"> • Supporting the Chief Executive and Mayor • Provision of advice • Strategic communications advice and planning • Supporting the Executive Team and the business • Directing the Office of the Chief Executive and Mayoral Support • External engagement and influence • People Leadership <p><i>NB: the key accountabilities listed above are not an exhaustive list. You may be expected to undertake additional responsibilities in the course of your employment that are consistent with the purpose of your employment.</i></p> |
| <p>TE ĀHUA O TE TANGATA - PERSON SPECIFICATION</p> | |
| <p>NGĀ MAHI MATUA - FORMAL QUALIFICATIONS: (Ngā matau ā-wheako rānei - Or experience recognised as equivalent)</p> | <p>Required:</p> <ul style="list-style-type: none"> • Bachelor degree in public administration, planning, policy or public relations and communication • Member PRINZ <p>Desirable:</p> <ul style="list-style-type: none"> • Post graduate qualification in relevant discipline |
| <p>NGĀ PŪKENGA - POSITION SPECIFIC COMPETENCIES AND ATTRIBUTES</p> | <ul style="list-style-type: none"> • Two years working in an executive management environment with experience in actively contributing to strategic decision-making, and managing people, resources, systems and processes. • Political acumen with demonstrated ability to work effectively in a dynamic political environment. • Demonstrated ability to effectively manage people, and play a leadership role in organisational change. • An in-depth understanding of local government legal framework and environment. • Proven ability to build and maintain relationships with a range of stakeholders. • Strong ability to facilitate, influence and encourage others. • Experience applying in-depth analysis to complex issues. • Proven public relations expertise with experience of managing public relations in large organisations. Excellent communication skills, both written and verbal. • Proven ability to work with ambiguity, to manage competing priorities and projects of work. • Comfortable in a bicultural setting. |



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| <p>NGĀ UARATANGA - VALUES:</p> | <p style="text-align: center;">Tatou Tatou – We Together Kotahi Tatou – One Community – One Team</p> <p>WHY WE DO IT..... We believe in empowering our people and providing them with the tools to create value and make a positive difference in their lives and the lives of others</p> <p>HOW WE DO IT..... We do this by working in partnership, making it simple and solutions focused</p> <p>WHAT WE DO..... We provide quality services for our community and people to prosper</p> <p>OUR CORE VALUES – PEOPLE FIRST</p> <p>RESPECTFUL: Integrity, Listening, Pride, Honesty, Empathy, Understanding, Considerate</p> <p>HELPFUL: Approachable, Supportive, Collaborate, Go the extra mile, Proactive, Friendly, Caring, Guiding</p> <p>ENGAGING: Communication, Connectivity, Partnership, Working Together, Inclusive, Supportive, Responsive</p> <p>INSPIRING: Make a difference, Motivated, Take people with you, Encourage, Have pride in your work, Be proactive, Energised</p> <p>INNOVATIVE: Find solutions, Progressive, Continuous improvement, Empowered</p> <p>BICULTURAL: Willingness to learn and understand the Māori worldview, consideration, leading by example, sharing experiences</p> |
|---------------------------------------|--|



Position Description:

Kaihautū Taunaki / Manager, Corporate Planning & Governance

Nāu te rourou, nāku te rourou ka ora ai te iwi

With your basket of knowledge, and my basket of knowledge, all will be well

Rotorua Lakes Council is one of the largest employers in Rotorua, building a positive future for our district with approximately 70,000 residents, and visitors numbering in the millions. We are determined to be among the best councils in New Zealand and are committed to continually improve the service provided to our customers, both external and internal.

Our people are central to achieving our Vision 2030 and providing high quality community services that offer best value for money. And we are committed to building a high performing culture based on our core values of being *innovative, helpful, respectful, engaging and inspiring*. In addition to our values, there are core competencies required of all Council staff, being:

Performance Orientation: A high performer consistently delivering performance outcomes

Solutions Focused: Committed to customer-centred continuous improvement

Teamwork: Contributes effectively within a team providing leadership where appropriate

Relationships: Well-developed interpersonal, and relationship engagement and management skills

Collaboration: Works collaboratively across teams and functions within a matrix organisation

Accountability: Willingly takes accountability and engage in problem solving

Te Ao Maori: **Proficiency in te reo Māori me ōna tikanga appropriate to their role¹.**

....

Rotorua is in the heart of the Te Arawa region. 40% of the population are Māori. Being a bicultural city provides a foundation for us to recognise and celebrate our increasing diversity which enriches us as individuals and as a multi-cultural community.

Our top priority is to ensure the health, safety and wellbeing of our people at work. We want you to go home **healthy and safe each day. Safety is everyone's** job – all of our staff have a shared responsibility to manage our work environments to prevent harm, and to actively engage with health and safety initiatives and procedures. Managers are responsible for the health, safety and wellbeing of the areas and people under their leadership.

Rotorua Lakes Council has statutory responsibility for Civil Defence and Emergency Management (CDEM) within the District. This responsibility extends to all staff, who may be called upon to undertake CDEM roles in addition to their position specific responsibilities.

We are one team. To be successful, it is important that all staff are aligned to and actively support the organisation's direction, working collaboratively, and actively participating in activities and initiatives to advance the organisation e.g. activities to build bicultural capability, improve health and safety, or promote diversity.

The following pages provide the requirements of your specific position. In addition to these, you are also expected to be proactive in knowing and following Council policies and procedures.

¹ This is informed by our Bicultural Competency Framework, and staff are actively supported in gaining competency through our Te Haerenga programme.

TE ĀHUA O TE MAHI - POSITION SPECIFICATION

| | |
|---|--|
| MAHI - POSITION: | Kaihautū Taunaki - Manager, Corporate Planning & Governance |
| RANGATIRA - REPORTS TO: | Group Manager |
| KĀHUI - GROUP: | Strategy |
| TAUNGA MAHI - LOCATION: | Civic Centre |
| PŪTAKE - POSITION PURPOSE: | To lead the organisation's commitment to work in partnership with the communities of the district. |
| NGĀ WHAKARITENGA - DELEGATIONS | <p>Briefly state: Number and nature of direct reports:</p> <ul style="list-style-type: none"> • Governance Lead • Corporate Planner • Partnership Advisors (2) • Graphic Designer <p>Budget responsibility: TBA</p> |
| NGĀ MAHI MATUA - KEY ACCOUNTABILITIES: | <ul style="list-style-type: none"> • Lead the organisation's approach to community partnership and engagement • Ensure all strategies and activities have broad community input and ownership • To support the Manager CE Office to effectively communicate key messages from Rotorua 2030 and the Mayor • Ensure a strong partnership with Te Arawa • Provide effective communication and public relations advice and support • Ensure the co-ordination of internal communications and engagement activities • Ensure the delivery of support to the Mayoral office • Ensure delivery of governance support • Provide positive management of Council's reputation • Liaises with Rotorua Lakes' Council preferred print broker and in-house printer to ensure finished product meets organisational standards • <i>NB: the key accountabilities listed above are not an exhaustive list. You may be expected to undertake additional responsibilities in the course of your employment that are consistent with the purpose of your employment.</i> |

TE ĀHUA O TE TANGATA - PERSON SPECIFICATION

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| <p>NGĀ TOHU - FORMAL QUALIFICATIONS: (Ngā matau ā-wheako rānei - Or experience recognised as equivalent)</p> | <p>Required:</p> <ul style="list-style-type: none"> • A relevant tertiary qualification is required, ideally in public and private sector environments • Experience in community/inter-agency liaison <p>Desirable:</p> <ul style="list-style-type: none"> • |
| <p>NGĀ PŪKENGĀ - POSITION SPECIFIC COMPETENCIES AND ATTRIBUTES</p> | <ul style="list-style-type: none"> • Ability to lead active Council, iwi, community and stakeholder engagement • Ability to express complex arguments with simplicity and clarity • Demonstrated skills in public relations and community communication and engagement • High level of understanding of social research concepts and familiarity with data analysis • Proven ability to act appropriately in a political environment and exercise sound judgement |

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| <p>NGĀ UARATANGA - VALUES:</p> | <p style="text-align: center;">Tatou Tatou – We Together Kotahi Tatou – One Community – One Team</p> <p>WHY WE DO IT..... We believe in empowering our people and providing them with the tools to create value and make a positive difference in their lives and the lives of others</p> <p>HOW WE DO IT..... We do this by working in partnership, making it simple and solutions focused</p> <p>WHAT WE DO..... We provide quality services for our community and people to prosper</p> <p>OUR CORE VALUES – PEOPLE FIRST</p> <p>RESPECTFUL: Integrity, Listening, Pride, Honesty, Empathy, Understanding, Considerate</p> <p>HELPFUL: Approachable, Supportive, Collaborate, Go the extra mile, Proactive, Friendly, Caring, Guiding</p> <p>ENGAGING: Communication, Connectivity, Partnership, Working Together, Inclusive, Supportive, Responsive</p> <p>INSPIRING: Make a difference, Motivated, Take people with you,</p> |
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| | <p>Encourage, Have pride in your work, Be proactive, Energised</p> <p>INNOVATIVE: Find solutions, Progressive, Continuous improvement, Empowered</p> <p>BICULTURAL: Willingness to learn and understand the Māori worldview, consideration, leading by example, sharing experiences</p> |
|--|---|



Job Description:

Kaiwhakahaere Māori / Group Manager Māori

(He tūranga mātātoa i te ropu whakahaere o te Kaunihera)

Nāu te rourou, nāku te rourou ka ora ai te iwi

With your basket of knowledge, and my basket of knowledge, all will be well

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- *Te Ao Maori*: **Proficiency in te reo Māori me ōna tikanga appropriate to their role¹.**

....

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¹ This is informed by our Bicultural Competency Framework, and staff are actively supported in gaining competency through our Te Haerenga programme.

The following pages provide the requirements of your specific position. In addition to these, you are also expected to be proactive in knowing and following Council policies and procedures.

| TE ĀHUA O TE MAHI - JOB SPECIFICATION | |
|---|--|
| MAHI - POSITION: | Kaiwhakahaere Māori / Group Manager Māori |
| RANGATIRA - REPORTS TO: | Chief Executive With a dotted line reporting relationship to Te Kaitiaki Māori |
| KĀHUI - GROUP: | Group Māori |
| TAUNGA MAHI - LOCATION: | Civic Centre |
| PŪTAKE - POSITION PURPOSE: | The purpose of this role is to provide executive leadership in ensuring a Māori world view/perspective informs Council operations at all levels. As well as managing a small department, this is an important organisational change role and will need to develop strong relationships of influence both externally and within the organisation. |
| NGĀ WHAKARITENGA - DELEGATIONS | Briefly state: <ul style="list-style-type: none"> • 4 FTE • Budget responsibility |
| NGĀ MAHI MATUA - KEY ACCOUNTABILITIES: | <ul style="list-style-type: none"> • To champion and sustain biculturalism at Council consistent with the 2030 Vision and Te Amorangi strategic plan for the betterment of our District. • Support development of the Te Arawa Partnership through ensuring an integrated organisation-wide approach to working with Te Arawa. • Development and lead a Māori Action Plan for Rotorua Lakes Council that <ul style="list-style-type: none"> ○ builds the organisation's capability to work in partnership with iwi and respond to the needs of Māori; ○ enhances the reputation of RLC and the Rotorua District. • To provide input into policy development within Council by providing a Māori perspective such as the needs and aspirations of Iwi/Hapu. • Leading culture change initiatives with effective project management, performance monitoring and stakeholder engagement to ensure it is embedded in the 'way we do things'. • To lead, utilise and foster a highly motivated and passionate Te Amorangi virtual team across Council to drive and build bicultural initiatives and capability. • To contribute and identify innovative sources of funding to support resource development and programme implementation. • Ensure the implementation of policy and procedures, and the effective management of Safety and Wellbeing within their area/s of responsibility. |

- *NB: the key accountabilities listed above are not an exhaustive list. You may be expected to undertake additional responsibilities in the course of your employment that are consistent with the purpose of your employment.*

TE ĀHUA O TE TANGATA - PERSON SPECIFICATION

NGĀ TOHU - FORMAL QUALIFICATIONS:
(Ngā matau ā-wheako rānei - Or experience recognised as equivalent)

Required:

- Bachelor degree in Māori Development, Public Policy, or other relevant discipline

Desirable:

- Post Grad qualification in Māori Development, Public Policy, or other relevant discipline

NGĀ PŪKENGĀ - JOB SPECIFIC COMPETENCIES AND ATTRIBUTES

- Experience in successfully leading change in large organisations.
- Demonstrated ability to lead and manage a high performing team.
- Strong facilitation skills to support and lead culture conversations in group settings in both Māori and mainstream settings.
- Highly developed interpersonal and communication skills, with the ability to negotiate, assimilate and communicate knowledge and information clearly and succinctly.
- An active influencer with high EQ and empathy for others, particularly understanding how adults learn and change their behaviour.
- Strong ability to articulate vision and culture messages clearly and consistently and inspire others to share that vision.
- Proven ability to lead, manage and deliver strategy and bicultural development programmes from planning to successful completion.
- An ability to actively drive cross organisational and cross functional services and collaboration in a matrix structure.
- A “people person” able to work collaboratively and earn respect of others.
- Able to work collaboratively to engage diverse interest groups whilst driving progress on initiatives.
- Ability to translate Maori knowledge and information into the mainstream framework and vice versa.
- High level of innovation and ability to problem solve.
- Ability to korero te reo Māori, understand and apply Tikānga to work, and experience incorporating kaupapa Māori frameworks and methodologies into work practices.
- Strong networks within Te Arawa and high level knowledge of Te Arawa Tikānga, kawa, marae and structure.
- Proven ability to work successfully with whanau, hapu, marae, iwi and Maori land owners.

NGĀ UARATANGA -

**Tatou Tatou – We Together
Kotahi Tatou – One Community – One Team**

VALUES:

WHY WE DO IT.....

We believe in empowering our people and providing them with the tools to create value and make a positive difference in their lives and the lives of others

HOW WE DO IT.....

We do this by working in partnership, making it simple and solutions focused

WHAT WE DO.....

We provide quality services for our community and people to prosper

OUR CORE VALUES – PEOPLE FIRST

RESPECTFUL: Integrity, Listening, Pride, Honesty, Empathy, Understanding, Considerate

HELPFUL: Approachable, Supportive, Collaborate, Go the extra mile, Proactive, Friendly, Caring, Guiding

ENGAGING: Communication, Connectivity, Partnership, Working Together, Inclusive, Supportive, Responsive

INSPIRING: Make a difference, Motivated, Take people with you, Encourage, Have pride in your work, Be proactive, Energised

INNOVATIVE: Find solutions, Progressive, Continuous improvement, Empowered

BICULTURAL: Willingness to learn and understand the Māori worldview, consideration, leading by example, sharing experiences

Ki te whitinga mai o te rā

To the rising
of the sun

PREPARING FOR OUR FUTURE

Preparing for Our Future is an exciting opportunity for us to create a more adaptable and responsive organisation that is capable of delivering real value for our community. Your input in this process is hugely important.

You can give feedback online at StaffNet or to your manager or deputy chief executive **BEFORE**

FRIDAY
16
APRIL

GOT QUESTIONS?

- Submit these via StaffNet and they will be answered on the FAQ page
- Alternatively, speak with your manager or DCE

Ki te whitinga mai o te rā To the rising of the sun

PREPARING FOR THE FUTURE

ROTORUA
LAKES COUNCIL
Te Kaunihera o ngā Roto o Rotorua

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chief executive by

5PM FRIDAY

4

JUNE

GOT QUESTIONS?

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- Alternatively, speak with your manager or DCE

Ki te whitinga mai o te rā To the rising of the sun

PREPARING FOR THE FUTURE

ROTORUA
LAKES COUNCIL
Te Kaunihera o ngā Roto o Rotorua

Ki te whitinga mai o te rā

To the rising
of the sun

You can give feedback online at StaffNet or to your manager or deputy chief executive by

5PM FRIDAY

4

JUNE

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Ki te whitinga mai o te rā To the rising of the sun

PREPARING FOR THE FUTURE

ROTORUA
LAKES COUNCIL
Te Kaunihera o ngā Roto o Rotorua



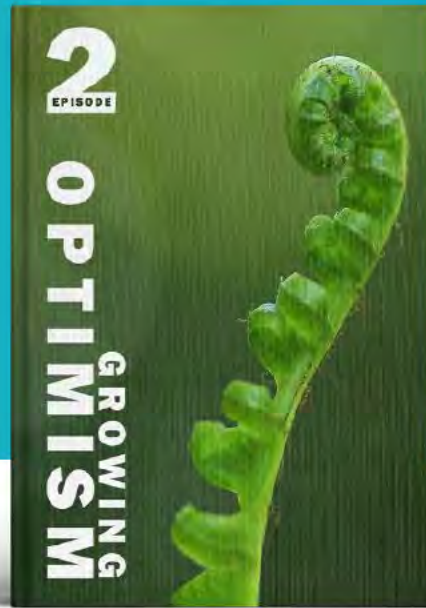
Ki te whitinga mai o te rā To the rising of the sun

PREPARING FOR OUR FUTURE

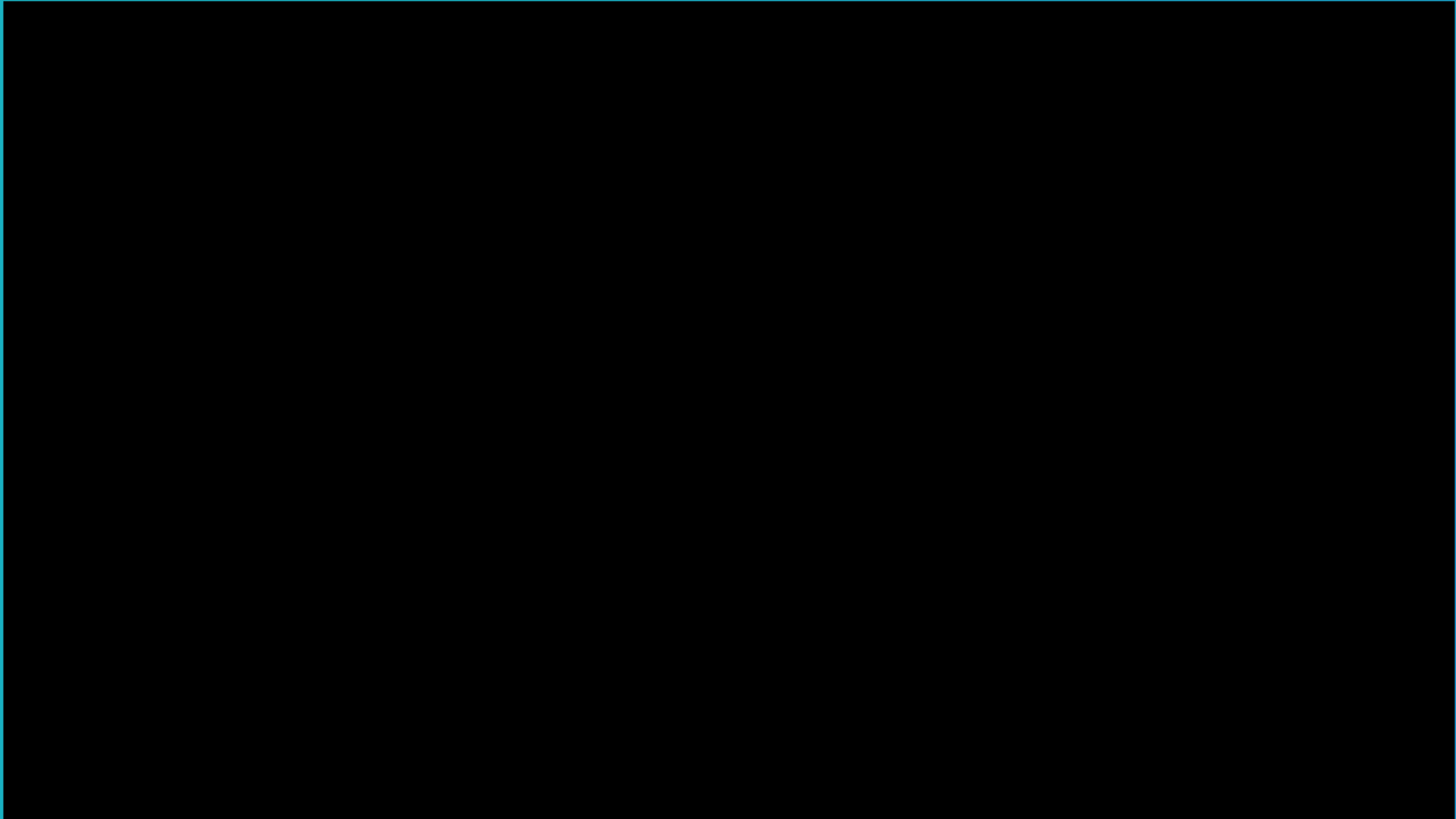
Staff presentation – March 2021

ROTORUA
LAKES COUNCIL
Te Kaunihera o ngā Roto o Rotorua

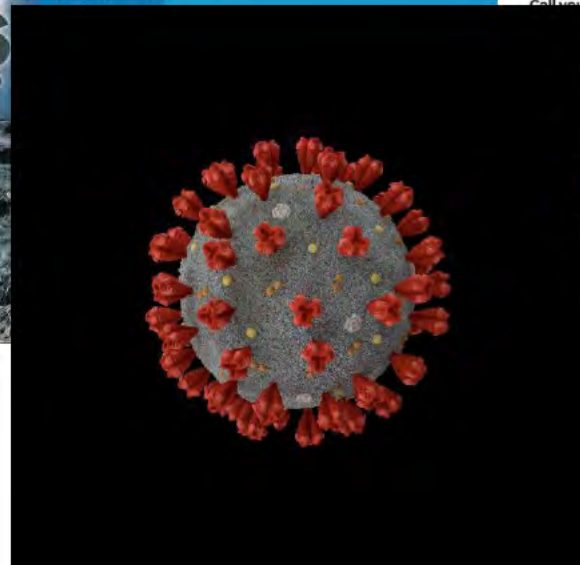
THE ROTORUA STORY



Partnering with our
community to achieve
a positive future



THE ROTORUA STORY

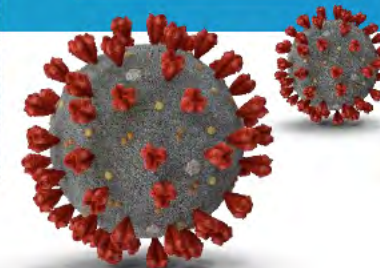
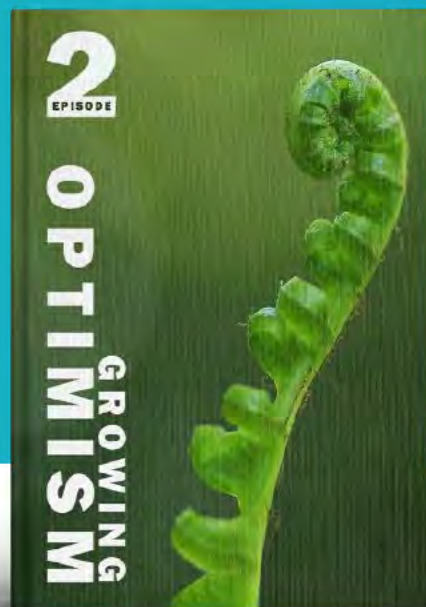


A poster with a yellow and white diagonal striped background. At the top is a circular icon containing a solid black house shape with a person silhouette inside, and a dashed black house shape with a person silhouette inside. Below the icon, the text reads: 'Stay home if you are sick'. Further down, smaller text says: 'Call your GP before visiting them. Healthline on 0800 358 5453.' and 'Get more at 19.govt.nz'. At the bottom right, it says 'Unite against COVID-19' with 'COVID-19' in a yellow box.

A CHANGING ENVIRONMENT

- 01.** Ongoing social and economic impact of COVID-19
- 02.** Demand for Council to provide leadership on wide-ranging issues
- 03.** Community expectation to be well-informed and engaged
- 04.** Impossibility of addressing local challenges without the backing of iwi and Central Government
- 05.** Minister of Local Government expects Council to take leadership role
- 06.** 3 Waters Reform changing the role Council will play in infrastructure provision
- 07.** Repeal of Resource Management Act (RMA) and three new Acts
- 08.** The launch of the Te Arawa 2050 Vision that identifies ways Te Arawa can navigate a more prosperous future

THE ROTORUA STORY





**THE KAUPAPA
HAS NOT
CHANGED**



VISION 2030: THE ROTORUA WAY

Vision
2030



Seven
goals



Four key
strengths



Big moves +
key projects



“... establishing a way forward for the Rotorua district and driving everything Council does, partnering with our community to achieve a positive future.”

RECOVER STRATE



The Rotorua Way: A Partnership with Te Arawa and all of Government

TATAU TATAU



Mauri Tū, Mauri Ora, Te Arawa E!

**TE ARAWA
VISION 2050**

Waka Hourua

**VISION 2030
(2050)**

This is our home, we are its people. We're the heart of Te Arawa and a centre for Māori culture and expression. We're innovative and we share what we learn. We're driving opportunity, enterprise and diversity. We're supporting a legacy of sustainability for our environment. Rotorua is a place for everyone. Tatau tatau - We together.

Koinei tō tātau kāinga. Ko tātau ōna tāngata. Nā tātau tonu i ora ai te ahurea. Māori me ōna āhuatanga katoa. He iwi auaha tātau e tuku nei i tā tātau e ako nei. E kokiri nei tātau i te angitu, i te hihiri me ngā rerekētanga maha. E kaha tautoko nei tā tau i whakapūmautanga o te taiao. Mō te katoa a Rotorua...Tatau tatau.

GOAL STATEMENTS

A resilient community ... He hāpori pūmanawa

Inclusive, liveable and safe neighbourhoods give us a sense of place; and confidence to be involved and connected.

Homes that match needs ... Kāinga noho kainga haumarū

Quality, affordable homes are safe and warm, and available to meet everyone's needs.

Outstanding places to play ... Papa whakatipu

Recreation opportunities are part of our lifestyle; connecting us, transporting us and surrounding us.

Vibrant city heart ... Waahi pūmanawa

Our inviting and thriving inner city reflects our unique heritage and lakeside location.

Business innovation and prosperity ... Whakawhanake pākihi

We boast a diverse and sustainable economy energised by our natural resources and innovative people.

Employment choices ... He huarahi hōu

We are a prosperous connected community; growing our education, training and employment opportunities.

Enhanced environment ... Tiakana to taiao

We are known globally for our clean, natural environment, air quality and healthy lakes.

3 YEAR FOCUS

KEY STRATEGIES

Community Safety Strategy

Homes & Thriving Communities Strategy

Economic Development Strategy Framework

Climate Action Plan

30 year Infrastructure Strategy

FOCUS AREAS

Whakarewarewa forest project

Sir Howard Morrison Performing Arts Centre

Museum

Lakefront

Aquatic centre

Out of the forest spray irrigation consent and options

Rotorua WWTP upgrade

Tarawera Sewerage Scheme

TRANSFORMATIONAL INITIATIVES

Leadership Centre (Government, Iwi and Council - Civic Centre)

New homes increasing to 2000 (aprox 3000 sections)

25ha of new industrial business parks

Two inner city apartment buildings

Community service hubs (Eastside, Westside, Ngongotahā)

Neighbourhood co-creation and investment programme (Eastside, Westside, Ngongotahā)

Community safety projects

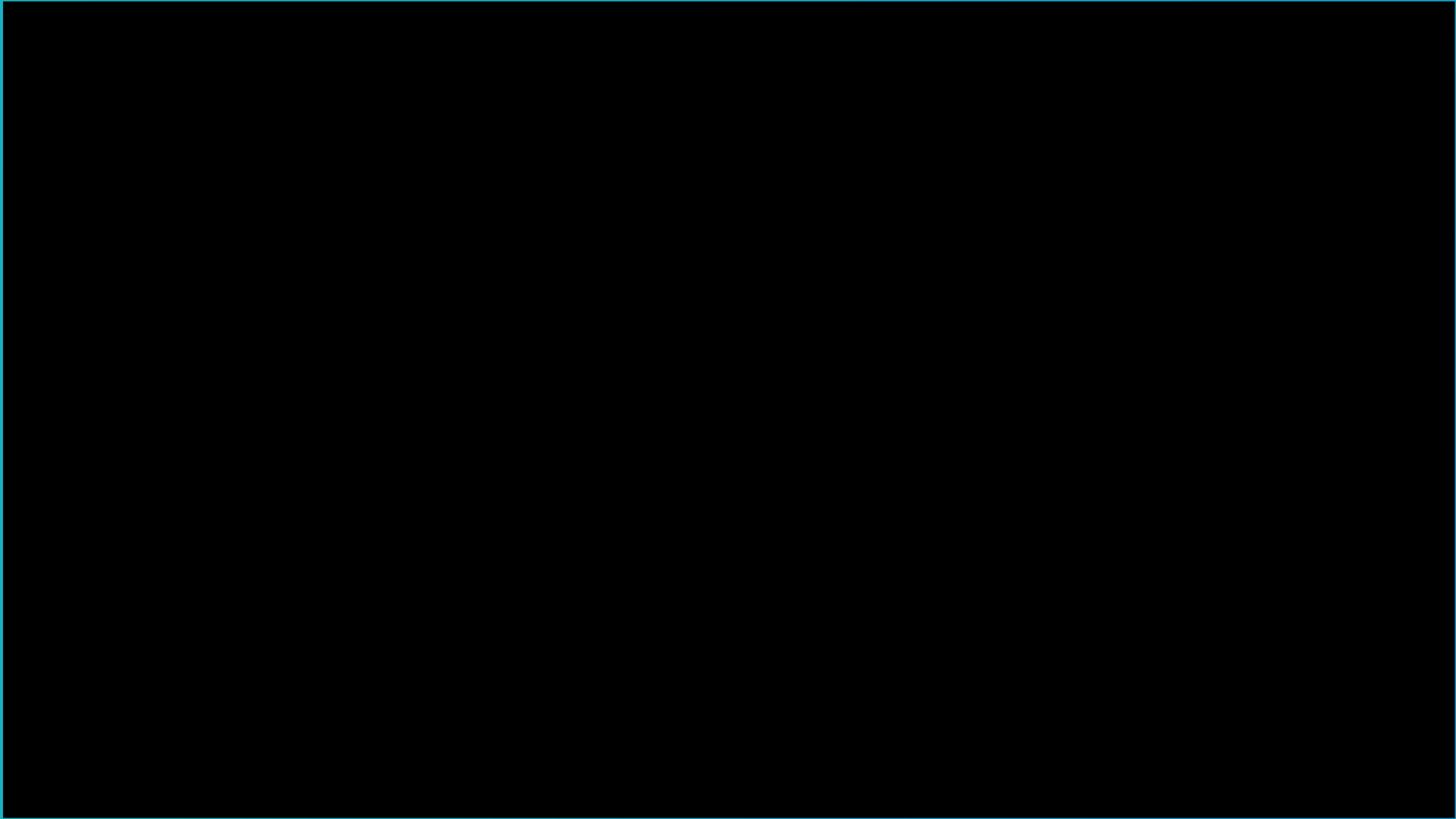
LONG-TERM PLAN





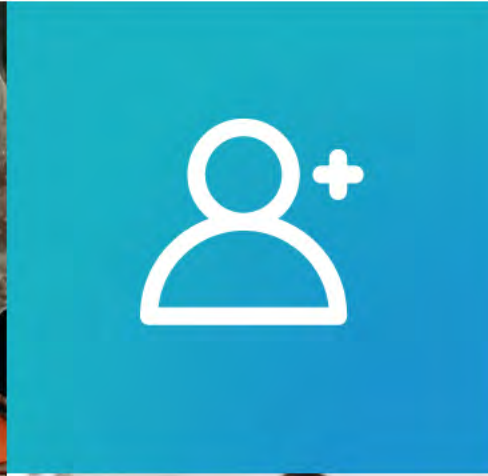
WHY WE'RE DOING THIS

To ensure that we are best prepared to respond to current and future challenges



PROCESS OVERVIEW





HOW WE'LL DO THINGS



- ✓ Start at the top
- ✓ Back our people
- ✓ Engage and involve
- ✓ Provide resources and support
- ✓ Ensure transparency and fairness





WHAT WE'LL ACHIEVE

- ✓ Build on what we do well
- ✓ Provide clear direction and focus
- ✓ Strengthen leadership and accountability
- ✓ Strengthen our bicultural capability
- ✓ Transition further from managing activities to creating community value
- ✓ Strengthen organisational resilience and adaptability
- ✓ Grow flexibility and opportunity

STARTING AT THE TOP

- ✓ Six new strategic outcome areas
- ✓ Enhanced executive leadership and accountability



DEPUTY CHIEF EXECUTIVES (DCEs)

The new DCEs are:



Craig Tiriana
Chief Executive's Group



Oonagh Hopkins
District Leadership
and Democracy



Thomas Collé
Organisational
Enablement



Gina Rangi
Te Arawa Partnership



Jocelyn Mikaere
Community Wellbeing



Jean-Paul Gaston
District Development



Stavros Michael
Environmental and Infrastructure Solutions

New Executive Leadership roles have been created with clear focus and enhanced accountability

BRINGING EVERYONE ON BOARD

Understanding how our existing work aligns with the six new strategic outcome areas

Te Arawa Partnership

Council partners effectively with Te Arawa to achieve enhanced outcomes for iwi

Community Wellbeing

Attractive, safe neighbourhoods that promote wellbeing and social cohesion

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 the community

District Development

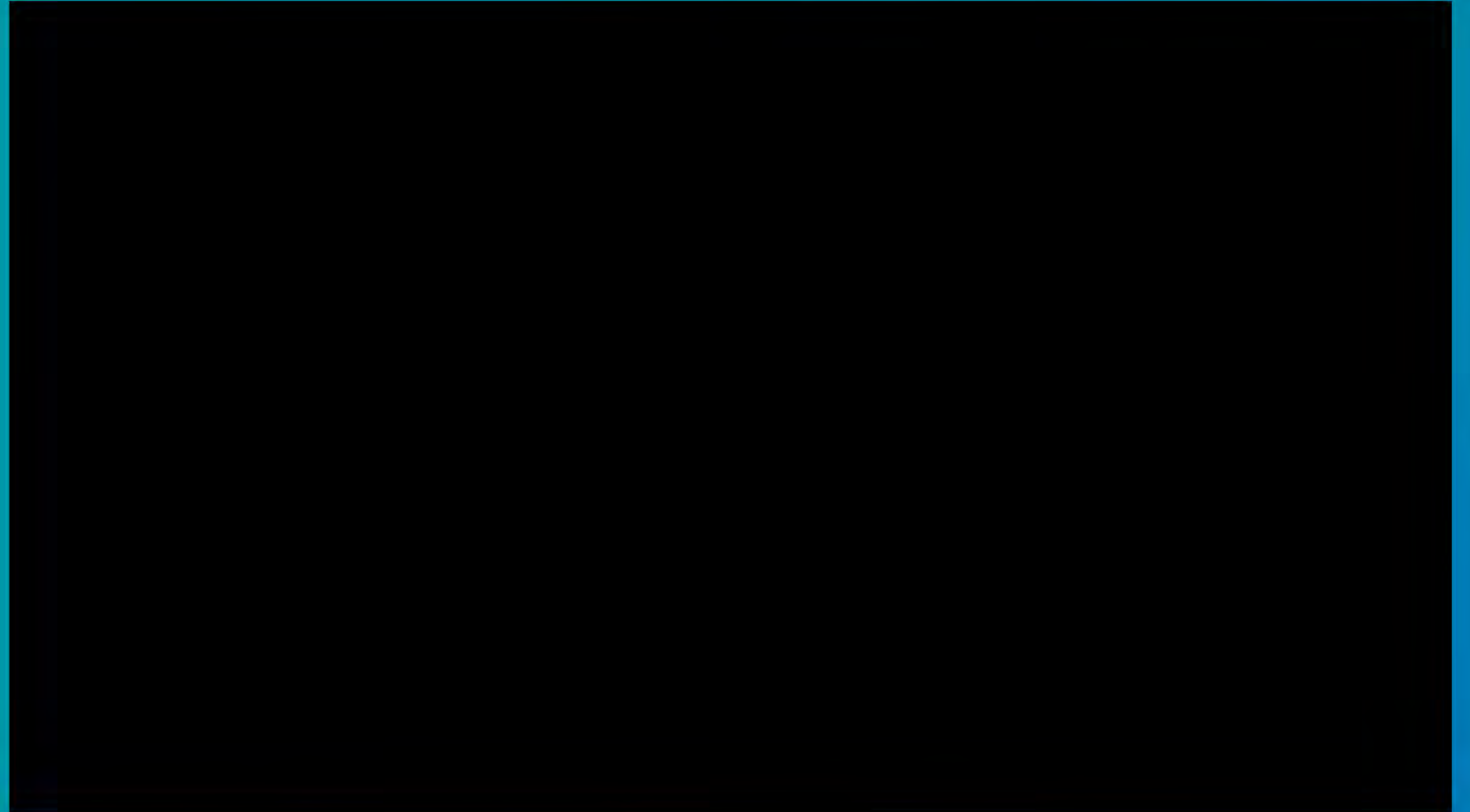
Creating community wealth and a sustainable economy

Environmental and Infrastructure Solutions

Solutions that promote growth, resilience and enhance our environment

BRINGING EVERYONE ON BOARD

Understanding how our
existing work aligns with
the six new strategic
outcome areas



PROCESS OVERVIEW





NEXT STEPS

- ✓ Review engagement materials on StaffNet
- ✓ Level 3 Managers attend briefings on outcome plans with DCE
- ✓ Submit questions and seek further clarification – FAQs will be listed on StaffNet
- ✓ Seek support from your DCE



HOW TO FEED BACK

- ✓ All staff are invited to provide feedback on outcome areas by Friday 16 April
- ✓ Staff can submit questions that will be answered on StaffNet
- ✓ Feedback and questions can be anonymous if you wish

WHERE TO FROM HERE?



A feedback outcome report will be shared with staff



Ki te whitinga mai o te rā To the rising of the sun

PREPARING FOR OUR FUTURE

Engagement Guide – March 2021

ROTORUA
LAKES COUNCIL
Te Kaunihera o ngā Roto o Rotorua

MESSAGE FROM OUR CE: 2021 STRATEGIC DIRECTION

Kia ora koutou,

The impacts of COVID-19 have changed the way we work and what is expected of us by our community, alongside a need for a coordinated all-of-Government approach to addressing local challenges.

There is an increased expectation for Council to play a strong leadership role, build our economy and promote community wellbeing.

Our approach and way of working needs to change to meet our community's needs.

To respond to these needs, and in line with our normal strategic planning processes, Council is evolving its strategic direction and I am sponsoring an organisational initiative, **Preparing for Our Future**, to ensure we are best prepared to respond to current and future challenges.

This is an exciting opportunity for us to create a more adaptable and responsive organisation that is capable of delivering real value for our community, in a highly uncertain environment.

The Executive Team has evaluated these challenges and opportunities and evolved our thinking on how our organisation can best respond. We are now ready to share our ideas with you and collect your feedback on how Preparing for Our Future could look across our organisation.

This guide provides an explanation of the approach, describes our new outcome areas to better address the needs of our community, and introduces newly-formed deputy chief executive roles. It also includes a high-level plan for each area that describes the desired outcomes and why these are important for Rotorua's future, how we will know if we are successful and what business functions and activities (functional groupings) are required for delivery.



**Ki te whitinga
mai o te rā**
To the rising
of the sun

OVERVIEW: VISION 2030 THE ROTORUA WAY

Your feedback on the outcome area plans is vital for the next phases of this project, which will include a review of how our organisation may be structured to deliver these new outcome areas. Our approach will be phased and highly consultative. We want everyone to understand why these changes are necessary and the opportunities this evolution brings for our people, teams and organisation.

Our approach is one of a reset and an examination of where we are now and how we will get where we want to go given the disruptions and complications that COVID-19 has presented. We are not discarding what has been done and achieved to date. We are building on the strong foundations we already have and continuing ahead to deliver Vision 2030.

Your feedback in this process is extremely valuable and I look forward to hearing your thoughts on this new strategic direction, outcome area plans and what you hope to achieve.

I understand that change can be unsettling and I encourage you to ask questions and discuss the strategic direction with your teammates and managers.

Ngā mihi,



Geoff Williams | Chief Executive



- Our strategic direction as an organisation is founded on Vision 2030 - The Rotorua Way, which establishes a way forward for the Rotorua district and drives everything Council does, working with the community to achieve a positive future.
- The Rotorua Way focuses on what makes Rotorua special – the district's active environment, strong Te Arawa culture and manaakitanga, the fantastic lifestyle and diverse economic opportunities that exist here. Together, these make Rotorua a unique place to live, work, play, invest and visit.
- The Rotorua Way provides our direction, guiding our long-term, annual and spatial plans and decision-making around key projects and initiatives. These future-focussed plans, key projects and initiatives are how we will deliver Vision 2030.

OVERVIEW: OUR CHANGING CIRCUMSTANCES

During the last decade we have faced different challenges and opportunities, the conditions in which we operate as an organisation have changed, and our community's needs have evolved. This evolution has been previously summarised as 'episodes' of a connected story.



Episode 1: Back from the Brink (2013)

Represented the organisational changes required to make Rotorua Lakes Council financially sound and enable us to promote and support positive change for the district. For Council, there were issues around borrowing levels and unsustainable operating costs.

The solutions consisted of a right-sized organisation, reprioritisation of the necessities and sound practices to return to financial sustainability.



Episode 2: Growing Optimism (2016)

Represented a time of opportunity to focus on Rotorua's strengths. Vision 2030 was enhanced with key projects identified for investment.



Episode 3: The Geysier Express (2018)

Leveraged the growth experienced in Episode 2. This was a time when tourism numbers were soaring, and our population and economy were growing. The Geysier Express was timed around the 2018 Long-Term Plan and represented opportunities to invest in our district's future.



Episode 4: Untitled

Episode 4 was planned to be a further evolution to take our organisation and community from strength to strength.

However, we are now facing a different set of circumstances:

Ongoing social and economic impact of COVID-19

Demand for Council to provide leadership on wide-ranging issues

Community expectation to be well-informed and engaged

Impossibility of addressing local challenges without the backing of iwi and Central Government

Minister of Local Government expects councils to play a pivotal role in local leadership

3 Waters Reform is changing the role Council will play in infrastructure provision

Repeal of Resource Management Act (RMA) and three new Acts

The launch of the Te Arawa 2050 Vision that identifies ways Te Arawa can navigate a more prosperous future

These circumstances mean it is time to craft what Episode 4 represents for our organisation. We are seeking your feedback on how we respond to these challenges and opportunities as an organisation.

Our kaupapa **REMAINS THE SAME**

It is important to remember that our kaupapa remains the same. The foundational principles of Vision 2030 remain vital to support and deliver outcomes to our community.

Episode 4 will represent a strengthening of partnership with Te Arawa and all of Government. The proposal for change outlined in this document is our thinking on how we can best achieve this.

PROPOSAL FOR CHANGE

The implications of COVID-19 have changed ways of working, and life, for everyone. The social and economic impacts of the pandemic have been felt widely and for Rotorua, issues facing our district pre-pandemic have been exacerbated since lockdown. There is increasing pressure on councils across the country to provide local leadership on issues spanning social, economic, environmental and cultural wellbeings. Key to this leadership are strong partnerships with iwi, Central Government and government agencies.

To foster and strengthen these partnerships, and to best meet the needs of our community, Rotorua Lakes Council will be evolving its strategic direction to enable us to respond to current and future challenges and opportunities.

Preparing for Our Future will move RLC from the existing group structure (Business Support, Infrastructure, Operations, and Strategy) to align with six key outcome areas, each headed by a deputy chief executive (DCE).

Outlined in the appendix of this guide are high-level outcome area plans describing the desired outcomes, why these are important for Rotorua's future, how we will know if we are successful and proposed business functions and activities (functional groupings).

The functional groupings have been prepared by the DCEs, based on the vision for each priority area and consideration for what business functions or activities will be required to deliver the outcomes identified. The groupings do not represent an organisation structure or job roles and are intended to show how the work of existing teams align to the new outcome areas.

The DCE roles reflect enhanced responsibility and accountability for achieving the strategic outcomes for each outcome area.

The outcome areas and DCEs are:

- **Community Wellbeing:** **Jocelyn Mikaere**
- **District Development:** **Jean-Paul Gaston**
- **District Leadership and Democracy:** **Oonagh Hopkins**
- **Environmental and Infrastructure Solutions:** **Stavros Michael**
- **Organisational Enablement:** **Thomas Collé**
- **Te Arawa Partnership:** **Gina Rangī**

The Chief Executive's Group provides a co-ordination and overview role, with Craig Tiriana as the DCE for this area.

PROCESS OVERVIEW

The timeline and process for feedback and consultation can be found on page 8



The first steps in the organisational reset process have been completed. These included setting the direction for Council, defining our strategic delivery outcomes in a COVID-19 world, and reviewing our Executive Team structure to introduce the deputy chief executive roles.

We are now ready to bring everyone on board with **Preparing for Our Future** and seek feedback on the new strategic direction and outcome area plans.



This process belongs to all of us and it is important everyone has an opportunity to give feedback.

WHAT'S NEXT?

All staff are now invited to provide feedback on the new strategic direction and outcome area plans. Please consider what might be missing, functions/activities that may be better aligned to different areas, or other feedback that will help us to shape Episode 4 and make it successful. All feedback will be reviewed and relevant changes reflected in updated outcome area plans. The outcome of the feedback process will be communicated to all staff.

The next phase of this process will include an evaluation of how our organisation may be structured to deliver the new outcome areas. Our approach will be phased and highly consultative, with the first step being a review of the Leadership/Level 3 Management Team structure. This will be undertaken in full consultation with the Leadership Team.

| Activity | Date |
|--|------------------------------|
| Preparing for Our Future strategic direction shared with all staff | Mon 29 Mar 2021 |
| Staff to provide feedback on strategic approach and outcome plans | Mon 29 Mar – Fri 16 Apr 2021 |
| Feedback reviewed / shared with staff | By Fri 7 May 2021 * |

** dependent on the amount of feedback we receive*

HOW TO GIVE FEEDBACK



- A link to a feedback form will be emailed to all staff on Monday 29 April and is also available on StaffNet where a **Preparing for Our Future** page has been set up
- We also invite you to submit any questions you have. This can also be done via the **Preparing for Our Future** page on StaffNet.
- Responses to questions will be posted to the FAQs section of this page.
- As this process is evolving, we may not have answers to all your questions straight away but every effort will be made to answer questions as quickly as possible.

If you have concerns and wish to speak with someone directly, please get in touch with your DCE.

APPENDIX: PREPARING FOR OUR FUTURE OUTCOME AREAS

We have identified **SIX** outcome areas to enable Rotorua to continue to be a great place to **LIVE, WORK, INVEST, PLAY** and **VISIT.**

For each area we have outlined a high-level plan to describe the desired outcome, why it is important for Rotorua's future, how we will know if we are successful, and what business functions and activities (functional groupings) are best aligned to deliver this outcome area.



COMMUNITY WELLBEING

Attractive, safe neighbourhoods that promote wellbeing and social cohesion

Deputy chief executive: Jocelyn Mikaere

Desired outcome

Community wellbeing is at the heart of our district's success. Our role moving forward will focus on supporting our community to determine their future by working alongside them and supporting their vision for their community.

Our work with local communities, Te Arawa and Central Government will result in a strong identity and a place that is prosperous and thriving. We will support the growth of communities that are vibrant and reflect the hopes and aspirations of the people who proudly live there. Homes that match needs are being constructed and social development supports thriving and safe communities.

Planning is both strategic and structured, prioritising our identified localities.

We will continue reviewing our district plan, implement urban design guides and have deeper conversations around what localities require now and in the future to enable well-planned and sustainable communities.

Strategic assets are being leveraged to unlock Rotorua's potential as a great place to live, work, play, invest and visit. Our district offers exciting opportunities and experiences from a local, regional, national and international perspective.

Rotorua will be visibly different with the majority of our large-scale projects completed. A bustling, exciting forest experience will be complemented by beautifully restored buildings and a pristine, inviting lakefront, sweeping around to Kuirau Park and a newly completed Aquatic Centre. There will be a range of amazing activities, events and fun confirming Rotorua as a place for everyone.

How will we know if we are successful?

| CREATING A SENSE OF PLACE Building Identity and pride | CONNECTING COMMUNITIES Bringing people together to build social cohesion, contribute to and experience their place | STRENGTHENING NEIGHBOURHOODS Building community capability and resilience | SUPPORTING WELLBEING Shaping strong and healthy communities |
|---|---|--|--|
| Positioning our place as a unique and vibrant centre for indigenous development | Our outstanding places to play support an active community thriving together | We will have deeper conversations to understand and support well-planned and sustainable communities | We appreciate the aspirations of our communities and work with them to achieve their goals |
| Strategic assets will be leveraged to showcase Rotorua as a great place to live, work, play, visit and invest | Our engagement and partnerships with local communities, Te Arawa and Central Government will positively benefit the people of Rotorua | Community safety is a priority and Rotorua is a safe place to live and raise a family | We focus on education programmes that improve the wellbeing of our community |
| Our district offers exciting opportunities and experiences from a local, regional, national and international perspective | | We prioritise housing and support partnerships and mechanisms to achieve an increased supply of affordable homes | We provide quality experiences for the community to enjoy our special place |
| Rotorua provides a large selection of quality experiences through our amazing natural and heritage assets | | | |

The proposed business functions and activities (functional groupings) to deliver this outcome

| COMMUNITY SAFETY | COMMUNITY ASSET DEVELOPMENT | INTEGRATED PLACE PLANNING | ACTIVE + ENGAGED COMMUNITIES | CULTURE + HERITAGE | TE AKA MAURI | THRIVING COMMUNITIES |
|--|--|---|--|---|---|---|
| <ul style="list-style-type: none"> Community safety strategy Animal control Community compliance Regulatory Licensing Noise control Parking | <ul style="list-style-type: none"> Museum Lakefront Sir Howard Morrison Performing Arts Centre Aquatic Centre Westbrook Inner city | <ul style="list-style-type: none"> Strategy and policy District planning Planning and policy Resource Management Act (RMA) policy Consenting Building consent authority | <ul style="list-style-type: none"> Open spaces Sporting Recreation Venues <ul style="list-style-type: none"> Sportsdrome Stadium Whakarewarewa Aquatic Centre Energy Events Centre Community events | <ul style="list-style-type: none"> Te Whare Taonga o Te Arawa Te Arawa history and cultural research Public art Community art Arts Village Sir Howard Morrison Performing Arts Centre Performing arts sector development Performing arts in public spaces | <ul style="list-style-type: none"> Community hubs (Library/Te Aka Mauri) <ul style="list-style-type: none"> Central Eastside Western Ngongotahā Education programmes (Library, Museum, Sustainable Journeys, Aquatic Centre) | <ul style="list-style-type: none"> Strategy and policy Leadership of locality planning in key communities: <ul style="list-style-type: none"> Eastside Western Ngongotahā Responsibility for Central Government social service partnerships Child Equity Programme Youth development |

DISTRICT DEVELOPMENT

Creating community wealth and a sustainable economy

Deputy chief executive: Jean-Paul Gaston

Desired outcome

Rotorua is a confident and strong district, with growing business and investor confidence. Land will be developed to support residential, industrial and business growth opportunities.

A CONFIDENT AND GROWING DISTRICT

Business and investment confidence continues to increase - supported by ongoing land development, transformational projects and clarity in the district's strategies and priorities. Strategies and priorities are well-understood and supported by partners and stakeholders. Government and funders support priorities identified collectively for the district.

DESTINATION MANAGEMENT AND DEVELOPMENT

The district has a compelling narrative about our place and our people that provides clarity about why people choose to live, work, play, invest and visit here. Our destination management approach continues to build quality and value in tourism, strengthening our positioning nationally and improving sector resilience. New projects and investment build on our cultural strengths and environment and support Rotorua as a destination in its own right.

INNER CITY TRANSFORMATION

Significant residential projects bringing new vibrancy and activity are progressing at several locations across the inner city. Public and private investment in a range of projects demonstrates confidence in the vision for the inner city and gives expression to our strong culture and commitment to Wood First. The major investment projects support and link the lakefront to Central Mall.

WOOD PROCESSING AND A ZERO CARBON FUTURE

Wood processing and technology-focused investment creates the opportunity to see the district recognised as a centre of excellence for forestry and biotechnology. Major transformational projects are developed with a view to creating exemplar wood-based buildings.

RESIDENTIAL LAND DEVELOPMENT

A pipeline of new areas of greenfield and brownfield development are being progressed in partnership with land owners to enable delivery of housing across all sizes and typologies (social, affordable and market) to meet community needs. Homes are being constructed with reduced lead-in times.

DEVELOPMENT-READY LAND TO SUPPORT BUSINESS SECTOR

New business and industrial land is ready with sites and business parks available across a number of locations to support business expansion, relocation or new investment. Information on sites, locations and investment costs are readily available and provide confidence that Rotorua is ready for business. A pipeline of further locations are under development on transport routes.

How will we know if we are successful?

| BUSINESS INVESTMENT | DISTRICT GROWTH |
|---|--|
| Existing employers remain sustainable and continue employing staff | Partnerships / joint ventures with iwi, developers, land and building owners to better enable the delivery of residential housing across all sizes and typologies, and in the inner city |
| Priority sectors grow and employ more staff | Secure land for future residential and commercial construction |
| New businesses established | Work with construction firms to build the housing and commercial buildings that are required |
| Partnerships with central government agencies, iwi, business owners to identify and develop these opportunities – including obtaining funding | |

The proposed business functions and activities (functional groupings) to deliver this outcome

| BUSINESS INVESTMENT | DISTRICT GROWTH |
|---|---|
| <ul style="list-style-type: none"> • Strategy and policy • Economic Development project initiation and delivery • Destination brand management • Business support / development • Investment attraction • Economic intelligence • CCOs - direction and expectations • Skills / training planning and partnerships • Major events | <ul style="list-style-type: none"> • Strategy and policy • District growth and project initiation and delivery • District growth support • Inner city action plan (locality planning) |

DISTRICT LEADERSHIP AND DEMOCRACY

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

Deputy chief executive: Oonagh Hopkins

Desired outcome

Leadership and democracy will focus on ensuring that Council is seen as a trusted leader, partner and advocate for the communities of Rotorua. This means being able to demonstrate to the community that we can lead, drive and influence the mahi required to move the district forward.

It will mean our positive leadership is acknowledged regionally and nationally and represents the new way local government should operate.

Strong leadership is built upon a solid reputation.

This means being clear about our identity – who are we and what do we want to be known for?

It is about demonstrating that we will have genuine conversations with our community about what matters to them, to build trust and to create an understanding of why we do what we do!

To deliver upon this vision we have developed three functional areas:

1. BUILDING RELATIONSHIPS

This area will focus on supporting the elected members in their leadership areas, in decision-making, and in our approach to working with and collaborating at a local, regional and central government level.

2. VISIONARY THINKING

This area will focus on the council's ongoing strategic direction and what Vision 2030 might look like with a 2050 horizon in mind and how our vision aligns to the delivery of the Te Arawa 2050 Vision. It will focus on ensuring all parts of Council are on the same waka all heading to the same end point. It will be about connecting vision to action and how we demonstrate turning aspirations into reality.

3. GROWING AWARENESS

This will double down on sharing our journey, telling our stories and engaging in genuine conversations with our community about our progress. This will be based upon a centralised brand identity and management framework leading our communications and marketing endeavours.

How will we know if we are successful?

| BEING A PARTNERSHIP LEADER | COUNCIL IS RESPECTED |
|---|--|
| <p>Positioning of Council within the community is seen as the major leader/driver/influencer of the movements required to move the district forward</p> | <p>Our identity is well-understood and supported</p> |
| <p>Build connections, partnerships and networks across the entire community to support an ongoing social licence for Rotorua to determine its destination</p> | <p>People relate to and understand Vision 2030 and beyond to 2050</p> |
| <p>Positive leadership is noticed regionally and nationally and is seen to represent the new way local government should operate</p> | <p>Positivity is generated from the success stories we report and the partnerships we are building</p> |
| <p>Our decision-making is transparent and visible across the district</p> | <p>People support us and follow us</p> |
| | <p>Information and participation barriers that inhibit people from being able to live their best life possible, are removed through the active role of Council</p> |
| | <p>Locally and nationally our name is associated with positive events, milestones, achievements and service</p> |

The proposed business functions and activities (functional groupings) to deliver this outcome

| BUILDING RELATIONSHIPS | VISIONARY THINKING | GROWING AWARENESS |
|--|---|--|
| <ul style="list-style-type: none"> • Strategy and policy • Governance / democracy • Partnership advice • All-of-Government approach • Understanding our communities • Privacy Officer • Customer strategy and service | <ul style="list-style-type: none"> • Vision 2050 strategy development and management • Vision to Action • Leadership / Executive Team alignment • Bylaws / policy / register / review / creation • Setting / developing KPIs | <ul style="list-style-type: none"> • Strategy and policy • Communications - written, digital and creative • Project campaigns • Council brand management and marketing |

ORGANISATIONAL ENABLEMENT

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

Deputy chief executive: Thomas Collé

Desired outcome

We will be a trusted partner to teams across Council by enabling performance and realisation of strategic outcomes delivering trusted solutions and equipping our people with the right skills and experience. Our future will include:

ENABLING PERFORMANCE

Our business planning processes will form a corporate business plan that will serve as our blueprint for integrated delivery of core services, projects and outcomes for Council. We will measure and report on our performance against strategic outcome areas.

TRUSTED INNOVATIVE SOLUTIONS

We will be a technology-enabled organisation with trust and confidence in our systems and processes that enable our business and drive innovation. Our interactions will be customer-centric, enabling our customers to access information and interact with us in a seamless manner.

HIGH-PERFORMING WORKFORCE

Workforce planning coupled with organisation development and capability building will ensure we have the right people - with the right skills in the right places at the right time - to fulfil our mandate and strategic objectives.

We will provide the information, tools, resources and funding required to achieve our strategic outcomes and a workforce that can be rapidly deployed when and where required.

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 |

The proposed business functions and activities (functional groupings) to deliver this outcome

| PERFORMANCE | SOLUTIONS | OUR PEOPLE |
|---|--|---|
| <ul style="list-style-type: none"> · Business planning · Financial and non-financial reporting · 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 | <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 · Facility management (Property) · Fleet management | <ul style="list-style-type: none"> · Human Resource services · Performance-driven compensation strategies and policies · Organisational development and people capability · Recruitment · Workforce planning · Health and safety · Culture and values · Payroll |

TE ARAWA PARTNERSHIP

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

Deputy chief executive: **Gina Rangi**

Desired outcome

Council will be an enabling partner to Te Arawa by:

STRENGTHENING
Te Arawa participation in council decision-making

IDENTIFYING
Strategic opportunities to work closely together for the benefit of the Rotorua district

BUILDING
Iwi capacity and capability

Rotorua Lakes Council will be a leading bicultural organisation that is responsive to Māori and builds mutual relationships of support and engagement.

How will we know if we are successful?

INCREASING ORGANISATIONAL CAPABILITY

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

DRIVING EFFECTIVE PARTNERSHIP

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

The proposed business functions and activities (functional groupings) to deliver this outcome

TE TAHA TANGATA (CAPABILITY)

- Strategy / policy development
- Strategy / policy implementation advice
- Engagement and strategic communications advice
- Research
- Professional development
- Te reo me ōna tikanga

TE TAHA TAIAO (NATURAL RESOURCES)

- Strategy / policy development
- Strategy / policy implementation advice
- Engagement and strategic communications advice
- Technical expert advice

ENVIRONMENTAL AND INFRASTRUCTURE SOLUTIONS

Solutions that promote growth, resilience and enhance our environment

Deputy chief executive: Stavros Michael

Desired outcome

Our core purpose in the provision of infrastructure solutions is to serve our community; by not only safeguarding their wellbeing, but also by upholding the sense of place and purpose that connection to essential services provides in the daily lives of our residents.

The core physical infrastructure we provide to enable our community to function are land transport (roads and footpaths) and three waters (drinking water, stormwater and wastewater). We will manage our network for sustainable growth, environmental protection and do so in partnership with the community, iwi and other agencies.

Our key principle is thriving communities. The principle of enabling our communities to thrive is paramount for driving long-term change and supporting sound decision-making for infrastructure management. Our physical infrastructure will be managed in a manner that is able to meet the community-driven demand now and also enables effective services for projected future demand and growth.

We will plan for, and adapt to, climate change, including minimisation of adverse effects and meeting our community aspirations to protect and enhance our natural environment for current and future generations.

We will provide confident leadership in strengthening resilience in our communities and provide effective response management to emergencies.

How will we know if we are successful?

| VISIONARY AND FORWARD THINKING | COMMUNITY CONFIDENCE | COMMUNITY RESILIENCE |
|--|---|---|
| <p>Infrastructure capacity, reliability and resiliency meet current demand and support sustainable growth while ensuring environmental protection</p> <p>Strong and positive partnerships with iwi, sister agencies, authorities and other communities</p> | <p>Meet our community's aspirations to protect and enhance our natural environment for current and future generations</p> | <p>Build and sustain the community's ability to adapt and address emerging risks through strengthening resilience, improving readiness and planning effective responsiveness to address emergencies</p> |

The proposed business functions and activities (functional groupings) to deliver this outcome

| ENVIRONMENTAL STEWARDSHIP | INFRASTRUCTURE PERFORMANCE | EMERGENCY MANAGEMENT |
|---|--|---|
| <ul style="list-style-type: none"> · Policy, planning and delivery of <ul style="list-style-type: none"> · Climate action plan · Water quality plan · Biodiversity plan · Air quality plan · Waste minimisation strategy · Procurement and services management · Environmental health programme monitoring | <ul style="list-style-type: none"> · Policy and master planning for <ul style="list-style-type: none"> · 3 Waters strategy · Transport strategy · Growth capacity · Delivery <ul style="list-style-type: none"> · Procurement/Services management · Capital programmes delivery · Land Development support and solutions | <ul style="list-style-type: none"> · Lead the development and maintenance of Civil Defence Emergency Management planning and response capability |

CHIEF EXECUTIVE'S GROUP

Organisational direction, co-ordination and overview

Deputy chief executive: **Craig Tiriana**

Desired outcome

Rotorua Lakes Council is a successful organisation that maintains its social licence to operate for a thriving Rotorua district where people can live their best lives.

Council is relevant and valued by community and stakeholders and is actively involved in leading, enabling and shaping the district towards Rotorua 2030 and beyond.

The CE Group function:



How will we know if we are successful?

| | |
|--|--|
| MAYOR AND DEPUTY MAYOR ARE WELL-SUPPORTED | RISKS AND ISSUES ARE MINIMAL AND WELL-MANAGED |
| These elected officials can carry out their roles efficiently and effectively | Any organisational risks or issues are responded to in a timely manner, upholding Council's reputation and integrity |
| STRONG STRATEGIC DIRECTION | EXCEEDING EXPECTATIONS |
| 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, community and Central Government expectations and the expectations and requirements of elected members |

The proposed business functions and activities (functional groupings) to deliver this outcome

THE CE GROUP WILL MANAGE

- CE Office / support and assist CE
- Mayor's office
- Executive support



**Ki te whitinga
mai o te rā**
To the rising
of the sun

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Ki te whitinga mai o te rā To the rising of the sun

PREPARING FOR OUR FUTURE

Final proposed functional groupings – May 2021

ROTORUA
LAKES COUNCIL
Te Kaunihera o ngā Roto o Rotorua



PREPARING FOR OUR FUTURE 2030 CHALLENGES



STRATEGIC OUTCOMES

- ✓ Strengthening and driving co-governance with Te Arawa
- ✓ Building and developing 3,000 new homes in five years (6,000 by 2030)
- ✓ Creating 9,000 new jobs in five years
- ✓ Regenerating 4-5 neighbourhoods and communities
- ✓ Rotorua's public spaces are the safest in NZ

This is what it will mean to live in Rotorua in the future

THE ORGANISATION IN THE NEXT 4-5 YEARS

- 1. Must be capable of delivering, facilitating and enabling the delivery of these strategic outcomes**
- 2. Must be fit-for-purpose, sustainable and aligned to our outcomes**
- 3. Will need our people behind us all of the journey**
- 4. Will need to be brave around the transformational change required**
- 5. Will need to trust and understand the change process**
- 6. Will require leaders and managers who consistently lead by example, and are values and outcome focused**
- 7. Needs to have a clear focus on the outcomes that we want to deliver for the future of the Rotorua District**

FINAL PROPOSED FUNCTIONAL GROUPINGS

Have been refined by DCEs following extensive and well-considered feedback

Are presented to show how each strategic outcome will require a combination of functions to work together to enable delivery

The proposed functions have been grouped into clusters of logical and complementary activities to enhance organisational capability

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 |

COMMUNITY WELLBEING

Key aspects of the Community Wellbeing proposed final functional groupings

- Reducing measures from 4 to 3 focusing on creating identity, connecting communities and supporting communities
- Creativity has been articulated more clearly as an important aspect of Community Wellbeing
- Civil Defence Emergency Management (CDEM) function will move to the Community Safety function within Community Wellbeing
- The Planning, Consenting and Building functions will move across to District Development
- Strategic Community Asset Development relates to delivery of big projects underway or proposed, these are the strategic assets that support Community Wellbeing delivery
- Events will be led by Community Wellbeing. An RLC events strategy will be developed with RED focusing their support around Category 1 Events and supporting growth of Category 2 Events
- Sponsorship of events will sit in the Active and Engaged Communities function within Community Wellbeing
- Addition of Community Learning Strategy that will lead and connect education programmes and projects across the organisation. This is to ensure our learning projects are strategically aligned to our Community Wellbeing outcomes and provide the mechanism to co-ordinate our education programmes
- Inner city regeneration plan to be developed and delivered through Community Wellbeing. District Development responsible for planning framework
- Community grants will sit with the Community Regeneration function within Community Wellbeing

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 DEVELOPMENT

Key aspects of the District Development proposed final functional groupings

- Events will be led by Community Wellbeing. An RLC events strategy will be developed with RED focusing their support around Category 1 Events and supporting growth of Category 2 Events
- The Planning, Consenting and Building functions will move across to District Development
- Linked to significant lift in required development and home building – District growth strategy, District Plan, RMA Policy, RMA consenting and Building services now in District Development as an important facet of system/pipeline for land enablement and development. Linked to strategic level National Policy Statement for Urban Development (NPS-UD) requirements but also effectiveness/support for development into and through consenting processes to ensure delivery of homes (wellbeings more widely). Maintaining inter-dependencies between Community Wellbeing and District Development
- Inner city regeneration plan to be developed and delivered through Community Wellbeing. District Development responsible for planning framework

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 |

DISTRICT LEADERSHIP AND DEMOCRACY

Key aspects of the District Leadership and Democracy proposed final functional groupings

- Privacy Officer moved to Organisational Enablement
- Mayor's Office moved from CE's Group to bring Governance support completely together – Mayor's Office and Governance Team
- Visionary Thinking function will include ensuring consistency and alignment of all strategy and policies to the over-arching strategic direction
- In the context of communications and marketing, this function does not include sales. Sales marketing remains the function of the venues

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 |

ORGANISATIONAL ENABLEMENT

Key aspects of the Organisational Enablement proposed final functional groupings

- Council holds a property portfolio in excess of \$300m and is currently investing into significant redevelopment and rejuvenation of many of these properties.

Facilities separated from 'Solutions' to its own function supports the current and future focus on ensuring these facilities are fit-for-purpose and maintained to the level our community expects, thereby allowing operation teams to focus on their utilisation.

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"> • 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 |

TE ARAWA PARTNERSHIP

Key aspects of the Te Arawa partnership proposed final functional groupings

- Te Amorangi Unit has traditionally focused internally to council to build organisational capability
- The new structure will see TAU's existing functions continue, with the addition of:
 - Growing and maintaining mutual relationships of value with Te Arawa, including:
 - Managing strategic relationships
 - Strategic communications advice (growing our reputation in the eyes of Te Arawa, and reaching Te Arawa communities)
 - Enabling Te Arawa capacity to engage effectively with Council
 - A stronger performance monitoring role to ensure that Council teams are performing effectively

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 |

INFRASTRUCTURE AND ENVIRONMENTAL SOLUTIONS

Key aspects of the Infrastructure and Environmental Solutions proposed final functional groupings

- Civil Defence Emergency Management (CDEM) moved to Community Wellbeing to better align with the primary objective of Civil Defence which is to protect the safety of the community during a significant event arising from natural or man-made causes. However, CDEM/EOC mobilisation is an all-of-Council action and all groups will contribute according to their assigned roles in preparing and during such an event.
- Visionary Thinking is integrated into planning (incorporating Te Arawa and community aspirations) and it is aimed towards utilising current and forecasted emerging methods and new technologies to ensure the long-term, fit-for-purpose reliable function of infrastructure and in attaining sustainable environmental protection as seen and perceived within the Te Arawa 2050 Vision and the community at large.

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

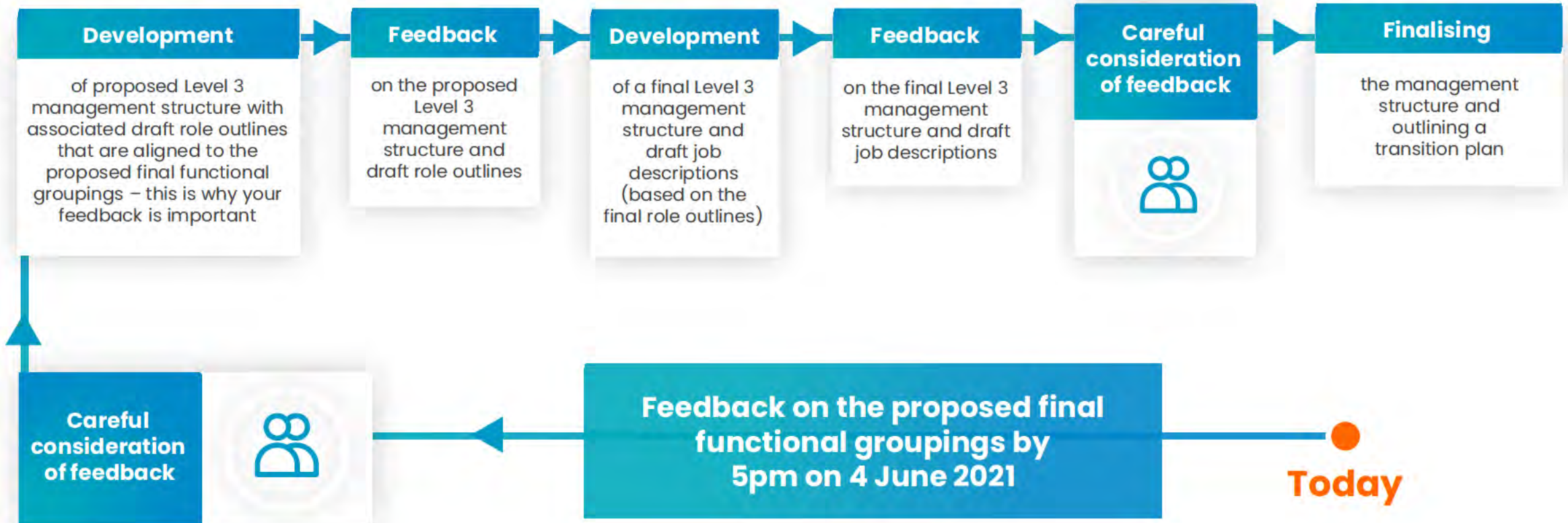
CHIEF EXECUTIVE'S GROUP

Key aspects of the Chief Executive's Group proposed final functional groupings

- Mayor's Office moved to District Leadership and Democracy with a strong working relationship and political interface with Chief Executive's Group

PROCESS OVERVIEW

We will **actively consult** with you at each stage of the process from here, and consider your feedback before moving onto the next stage



FINAL PROPOSED FUNCTIONAL GROUPINGS

We want your feedback on:

- 1. How well do you understand the purpose and foundation logic of the revised final functional groupings, and their alignment to the outcomes being sought?**
- 2. Are there any overlaps/gaps with these revised functional groupings?**
- 3. Do you have any general comments about the proposed final functional groupings?**



QUESTIONS OR CONCERNS?

We understand change can be unsettling.

Please speak with your manager, DCE, and/or a member of the Organisational Development and Capability Team if you have questions about this process.

Our Employee Assistance Provider, Benestar, is also available as a free, confidential counselling service.

You can contact Benestar on 0800 360 364, or search Benestar on StaffNet for more information.





ROTORUA LAKES COUNCIL

Te Kaunihera o ngā Roto o Rotorua





Ki te whitinga mai o te rā To the rising of the sun

PREPARING FOR OUR FUTURE

Final proposed functional groupings – May 2021

ROTORUA
LAKES COUNCIL
Te Kaunihera o ngā Roto o Rotorua



PREPARING FOR OUR FUTURE 2030 CHALLENGES



STRATEGIC OUTCOMES

- ✓ Strengthening and driving co-governance with Te Arawa
- ✓ Building and developing 3,000 new homes in five years (6,000 by 2030)
- ✓ Creating 9,000 new jobs in five years
- ✓ Regenerating 4-5 neighbourhoods and communities
- ✓ Rotorua's public spaces are the safest in NZ

This is what it will mean to live in Rotorua in the future

THE ORGANISATION IN THE NEXT 4-5 YEARS

- 1. Must be capable of delivering, facilitating and enabling the delivery of these strategic outcomes**
- 2. Must be fit-for-purpose, sustainable and aligned to our outcomes**
- 3. Will need our people behind us all of the journey**
- 4. Will need to be brave around the transformational change required**
- 5. Will need to trust and understand the change process**
- 6. Will require leaders and managers who consistently lead by example, and are values and outcome focused**
- 7. Needs to have a clear focus on the outcomes that we want to deliver for the future of the Rotorua District**

FINAL PROPOSED FUNCTIONAL GROUPINGS

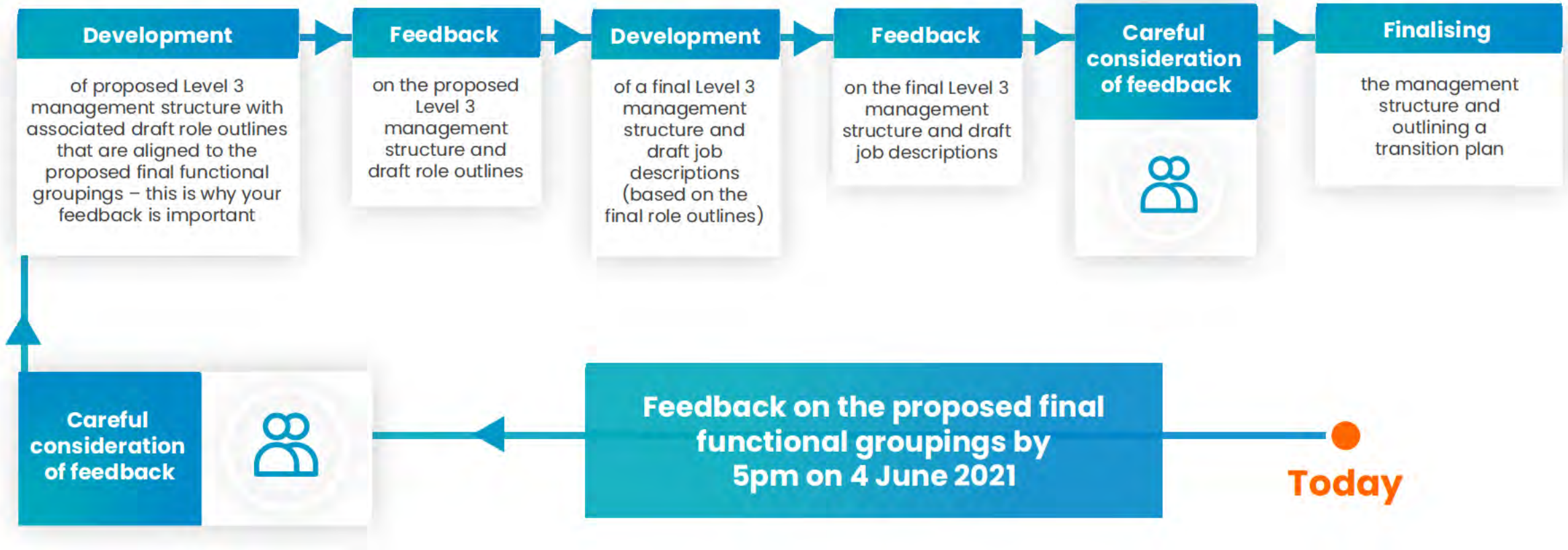
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Are presented to show how each strategic outcome will require a combination of functions to work together to enable delivery

The proposed functions have been grouped into clusters of logical and complementary activities to enhance organisational capability

PROCESS OVERVIEW

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FINAL PROPOSED FUNCTIONAL GROUPINGS

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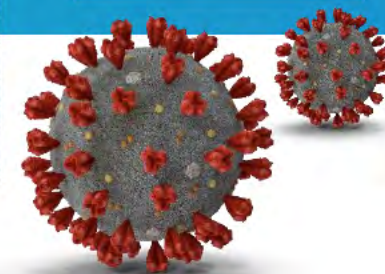
Ki te whitinga mai o te rā To the rising of the sun

PREPARING FOR OUR FUTURE

Chief Executive's Group

ROTORUA
LAKES COUNCIL
Te Kaunihera o ngā Roto o Rotorua

THE ROTORUA STORY



A CHANGING ENVIRONMENT

- 01.** Ongoing social and economic impact of COVID-19
- 02.** Demand for Council to provide leadership on wide-ranging issues
- 03.** Community expectation to be well-informed and engaged
- 04.** Impossibility of addressing local challenges without the backing of iwi and Central Government
- 05.** Minister of Local Government expects Council to take leadership role
- 06.** 3 Waters Reform changing the role Council will play in infrastructure provision
- 07.** Repeal of Resource Management Act (RMA) and three new Acts
- 08.** The launch of the Te Arawa 2050 Vision that identifies ways Te Arawa can navigate a more prosperous future



**THE KAUPAPA
HAS NOT
CHANGED**

BRINGING EVERYONE ON BOARD

Understanding how our existing work aligns with the six new strategic outcome areas

Te Arawa Partnership

Council partners effectively with Te Arawa to achieve enhanced outcomes for iwi

Community Wellbeing

Attractive, safe neighbourhoods that promote wellbeing and social cohesion

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 the community

District Development

Creating community wealth and a sustainable economy

Environmental and Infrastructure Solutions

Solutions that promote growth, resilience and enhance our environment

Desired outcome

Rotorua Lakes Council is a successful organisation that maintains its social licence to operate for a thriving Rotorua district where people can live their best lives.

Council is relevant and valued by community and stakeholders and is actively involved in leading, enabling and shaping the district towards Rotorua 2030 and beyond.

The CE Group function:

MANAGES
the political interface
with the Mayor and
Deputy Mayor

SETS
the organisation's
strategic direction to
support Rotorua 2030
and beyond to 2050

RESPONDS
to risk and issues
management

HAS RESPONSIBILITY
for the performance of
the organisation

How will we know if we are successful?

MAYOR AND DEPUTY MAYOR ARE WELL-SUPPORTED

These elected officials can carry out their roles efficiently and effectively

RISKS AND ISSUES ARE MINIMAL AND WELL-MANAGED

Any organisational risks or issues are responded to in a timely manner, upholding Council's reputation and integrity

STRONG STRATEGIC DIRECTION

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

EXCEEDING EXPECTATIONS

Council organisation is performing well, meeting and / or exceeding CE, community and Central Government expectations and the expectations and requirements of elected members

The proposed business functions and activities (functional groupings) to deliver this outcome

THE CE GROUP WILL MANAGE

- CE Office / support and assist CE
- Mayor's office
- Executive support



Questions





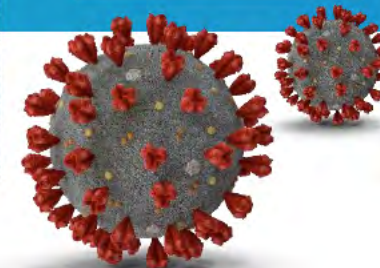
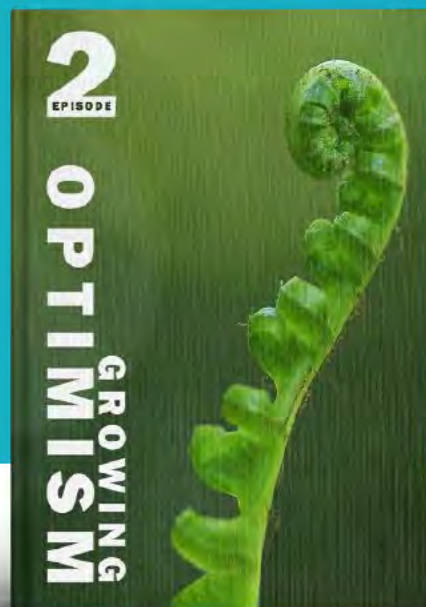
Ki te whitinga mai o te rā To the rising of the sun

PREPARING FOR OUR FUTURE

Community Wellbeing

ROTORUA
LAKES COUNCIL
Te Kaunihera o ngā Roto o Rotorua

THE ROTORUA STORY



A CHANGING ENVIRONMENT

- 01.** Ongoing social and economic impact of COVID-19
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**THE KAUPAPA
HAS NOT
CHANGED**

BRINGING EVERYONE ON BOARD

Understanding how our existing work aligns with the six new strategic outcome areas

Te Arawa Partnership

Council partners effectively with Te Arawa to achieve enhanced outcomes for iwi

Community Wellbeing

Attractive, safe neighbourhoods that promote wellbeing and social cohesion

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 the community

District Development

Creating community wealth and a sustainable economy

Environmental and Infrastructure Solutions

Solutions that promote growth, resilience and enhance our environment

Desired outcome

Community wellbeing is at the heart of our district's success. Our role moving forward will focus on supporting our community to determine their future by working alongside them and supporting their vision for their community.

Our work with local communities, Te Arawa and Central Government will result in a strong identity and a place that is prosperous and thriving. We will support the growth of communities that are vibrant and reflect the hopes and aspirations of the people who proudly live there. Homes that match needs are being constructed and social development supports thriving and safe communities.

Planning is both strategic and structured, prioritising our identified localities.

We will continue reviewing our district plan, implement urban design guides and have deeper conversations around what localities require now and in the future to enable well-planned and sustainable communities.

Strategic assets are being leveraged to unlock Rotorua's potential as a great place to live, work, play, invest and visit. Our district offers exciting opportunities and experiences from a local, regional, national and international perspective.

Rotorua will be visibly different with the majority of our large-scale projects completed. A bustling, exciting forest experience will be complemented by beautifully restored buildings and a pristine, inviting lakefront, sweeping around to Kuirau Park and a newly completed Aquatic Centre. There will be a range of amazing activities, events and fun confirming Rotorua as a place for everyone.

How will we know if we are successful?

| CREATING A SENSE OF PLACE Building identity and pride | CONNECTING COMMUNITIES Bringing people together to build social cohesion, contribute to and experience their place | STRENGTHENING NEIGHBOURHOODS Building community capability and resilience | SUPPORTING WELLBEING Shaping strong and healthy communities |
|---|---|--|--|
| Positioning our place as a unique and vibrant centre for indigenous development | Our outstanding places to play support an active community thriving together | We will have deeper conversations to understand and support well-planned and sustainable communities | We appreciate the aspirations of our communities and work with them to achieve their goals |
| Strategic assets will be leveraged to showcase Rotorua as a great place to live, work, play, visit and invest | Our engagement and partnerships with local communities, Te Arawa and Central Government will positively benefit the people of Rotorua | Community safety is a priority and Rotorua is a safe place to live and raise a family | We focus on education programmes that improve the wellbeing of our community |
| Our district offers exciting opportunities and experiences from a local, regional, national and international perspective | | We prioritise housing and support partnerships and mechanisms to achieve an increased supply of affordable homes | We provide quality experiences for the community to enjoy our special place |
| Rotorua provides a large selection of quality experiences through our amazing natural and heritage assets | | | |

The proposed business functions and activities (functional groupings) to deliver this outcome

| COMMUNITY SAFETY | COMMUNITY ASSET DEVELOPMENT | INTEGRATED PLACE PLANNING | ACTIVE + ENGAGED COMMUNITIES | CULTURE + HERITAGE | TE AKA MAURI | THRIVING COMMUNITIES |
|--|--|---|--|---|---|---|
| <ul style="list-style-type: none"> Community safety strategy Animal control Community compliance Regulatory Licensing Noise control Parking | <ul style="list-style-type: none"> Museum Lakefront Sir Howard Morrison Performing Arts Centre Aquatic Centre Westbrook Inner city | <ul style="list-style-type: none"> Strategy and policy District planning Planning and policy Resource Management Act (RMA) policy Consenting Building consent authority | <ul style="list-style-type: none"> Open spaces Sporting Recreation Venues <ul style="list-style-type: none"> Sportsdrome Stadium Whakarewarewa Aquatic Centre Energy Events Centre Community events | <ul style="list-style-type: none"> Te Whare Taonga o Te Arawa Te Arawa history and cultural research Public art Community art Arts Village Sir Howard Morrison Performing Arts Centre Performing arts sector development Performing arts in public spaces | <ul style="list-style-type: none"> Community hubs (Library/Te Aka Mauri) <ul style="list-style-type: none"> Central Eastside Western Ngongotahā Education programmes (Library, Museum, Sustainable Journeys, Aquatic Centre) | <ul style="list-style-type: none"> Strategy and policy Leadership of locality planning in key communities: <ul style="list-style-type: none"> Eastside Western Ngongotahā Responsibility for Central Government social service partnerships Child Equity Programme Youth development |



Questions





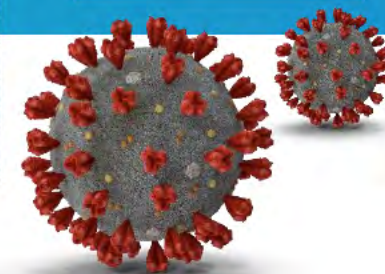
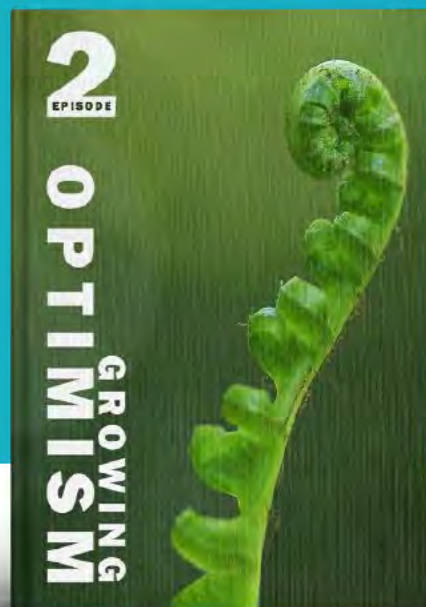
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PREPARING FOR OUR FUTURE

District Development

ROTORUA
LAKES COUNCIL
Te Kaunihera o ngā Roto o Rotorua

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Desired outcome

Rotorua is a confident and strong district, with growing business and investor confidence. Land will be developed to support residential, industrial and business growth opportunities.

A CONFIDENT AND GROWING DISTRICT

Business and investment confidence continues to increase - supported by ongoing land development, transformational projects and clarity in the district's strategies and priorities. Strategies and priorities are well-understood and supported by partners and stakeholders. Government and funders support priorities identified collectively for the district.

DESTINATION MANAGEMENT AND DEVELOPMENT

The district has a compelling narrative about our place and our people that provides clarity about why people choose to live, work, play, invest and visit here. Our destination management approach continues to build quality and value in tourism, strengthening our positioning nationally and improving sector resilience. New projects and investment build on our cultural strengths and environment and support Rotorua as a destination in its own right.

INNER CITY TRANSFORMATION

Significant residential projects bringing new vibrancy and activity are progressing at several locations across the inner city. Public and private investment in a range of projects demonstrates confidence in the vision for the inner city and gives expression to our strong culture and commitment to Wood First. The major investment projects support and link the lakefront to Central Mall.

WOOD PROCESSING AND A ZERO CARBON FUTURE

Wood processing and technology-focused investment creates the opportunity to see the district recognised as a centre of excellence for forestry and biotechnology. Major transformational projects are developed with a view to creating exemplar wood-based buildings.

RESIDENTIAL LAND DEVELOPMENT

A pipeline of new areas of greenfield and brownfield development are being progressed in partnership with land owners to enable delivery of housing across all sizes and typologies (social, affordable and market) to meet community needs. Homes are being constructed with reduced lead-in times.

DEVELOPMENT-READY LAND TO SUPPORT BUSINESS SECTOR

New business and industrial land is ready with sites and business parks available across a number of locations to support business expansion, relocation or new investment. Information on sites, locations and investment costs are readily available and provide confidence that Rotorua is ready for business. A pipeline of further locations are under development on transport routes.

How will we know if we are successful?

| BUSINESS INVESTMENT | DISTRICT GROWTH |
|---|--|
| Existing employers remain sustainable and continue employing staff | Partnerships / joint ventures with iwi, developers, land and building owners to better enable the delivery of residential housing across all sizes and typologies, and in the inner city |
| Priority sectors grow and employ more staff | Secure land for future residential and commercial construction |
| New businesses established | Work with construction firms to build the housing and commercial buildings that are required |
| Partnerships with central government agencies, iwi, business owners to identify and develop these opportunities – including obtaining funding | |

The proposed business functions and activities (functional groupings) to deliver this outcome

| BUSINESS INVESTMENT | DISTRICT GROWTH |
|---|---|
| <ul style="list-style-type: none"> • Strategy and policy • Economic Development project initiation and delivery • Destination brand management • Business support / development • Investment attraction • Economic intelligence • CCOs - direction and expectations • Skills / training planning and partnerships • Major events | <ul style="list-style-type: none"> • Strategy and policy • District growth and project initiation and delivery • District growth support • Inner city action plan (locality planning) |



Questions





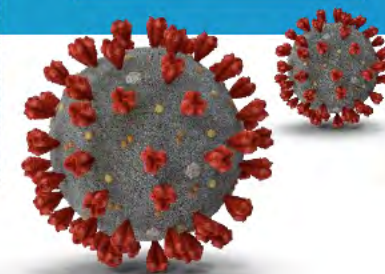
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PREPARING FOR OUR FUTURE

District Leadership and Democracy

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Solutions that promote growth, resilience and enhance our environment

Desired outcome

Leadership and democracy will focus on ensuring that Council is seen as a trusted leader, partner and advocate for the communities of Rotorua. This means being able to demonstrate to the community that we can lead, drive and influence the mahi required to move the district forward.

It will mean our positive leadership is acknowledged regionally and nationally and represents the new way local government should operate.

Strong leadership is built upon a solid reputation.

This means being clear about our identity – who are we and what do we want to be known for?

It is about demonstrating that we will have genuine conversations with our community about what matters to them, to build trust and to create an understanding of why we do what we do!

To deliver upon this vision we have developed three functional areas:

1. **BUILDING RELATIONSHIPS**
This area will focus on supporting the elected members in their leadership areas, in decision-making, and in our approach to working with and collaborating at a local, regional and central government level.
2. **VISIONARY THINKING**
This area will focus on the council's ongoing strategic direction and what Vision 2030 might look like with a 2050 horizon in mind and how our vision aligns to the delivery of the Te Arawa 2050 Vision. It will focus on ensuring all parts of Council are on the same waka all heading to the same end point. It will be about connecting vision to action and how we demonstrate turning aspirations into reality.
3. **GROWING AWARENESS**
This will double down on sharing our journey, telling our stories and engaging in genuine conversations with our community about our progress. This will be based upon a centralised brand identity and management framework leading our communications and marketing endeavours.

How will we know if we are successful?

| BEING A PARTNERSHIP LEADER | COUNCIL IS RESPECTED |
|---|--|
| <p>Positioning of Council within the community is seen as the major leader/driver/influencer of the movements required to move the district forward</p> | <p>Our identity is well-understood and supported</p> <p>People relate to and understand Vision 2030 and beyond to 2050</p> |
| <p>Build connections, partnerships and networks across the entire community to support an ongoing social licence for Rotorua to determine its destination</p> | <p>Positivity is generated from the success stories we report and the partnerships we are building</p> <p>People support us and follow us</p> |
| <p>Positive leadership is noticed regionally and nationally and is seen to represent the new way local government should operate</p> | <p>Information and participation barriers that inhibit people from being able to live their best life possible, are removed through the active role of Council</p> |
| <p>Our decision-making is transparent and visible across the district</p> | <p>Locally and nationally our name is associated with positive events, milestones, achievements and service</p> |

The proposed business functions and activities (functional groupings) to deliver this outcome

| BUILDING RELATIONSHIPS | VISIONARY THINKING | GROWING AWARENESS |
|--|---|--|
| <ul style="list-style-type: none"> • Strategy and policy • Governance / democracy • Partnership advice • All-of-Government approach • Understanding our communities • Privacy Officer • Customer strategy and service | <ul style="list-style-type: none"> • Vision 2050 strategy development and management • Vision to Action • Leadership / Executive Team alignment • Bylaws / policy / register / review / creation • Setting / developing KPIs | <ul style="list-style-type: none"> • Strategy and policy • Communications - written, digital and creative • Project campaigns • Council brand management and marketing |



Questions





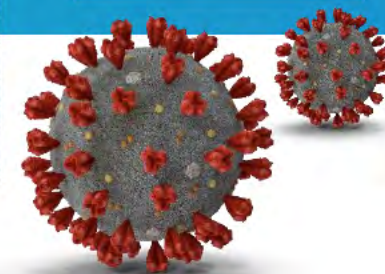
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PREPARING FOR OUR FUTURE

Environmental & Infrastructure Solutions

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District Development

Creating community wealth and a sustainable economy

Environmental and Infrastructure Solutions

Solutions that promote growth, resilience and enhance our environment

Desired outcome

Our core purpose in the provision of infrastructure solutions is to serve our community; by not only safeguarding their wellbeing, but also by upholding the sense of place and purpose that connection to essential services provides in the daily lives of our residents.

The core physical infrastructure we provide to enable our community to function are land transport (roads and footpaths) and three waters (drinking water, stormwater and wastewater). We will manage our network for sustainable growth, environmental protection and do so in partnership with the community, iwi and other agencies.

Our key principle is thriving communities. The principle of enabling our communities to thrive is paramount for driving long-term change and supporting sound decision-making for infrastructure management. Our physical infrastructure will be managed in a manner that is able to meet the community-driven demand now and also enables effective services for projected future demand and growth.

We will plan for, and adapt to, climate change, including minimisation of adverse effects and meeting our community aspirations to protect and enhance our natural environment for current and future generations.

We will provide confident leadership in strengthening resilience in our communities and provide effective response management to emergencies.

How will we know if we are successful?

| VISIONARY AND FORWARD THINKING | COMMUNITY CONFIDENCE | COMMUNITY RESILIENCE |
|--|---|---|
| <p>Infrastructure capacity, reliability and resiliency meet current demand and support sustainable growth while ensuring environmental protection</p> <p>Strong and positive partnerships with iwi, sister agencies, authorities and other communities</p> | <p>Meet our community's aspirations to protect and enhance our natural environment for current and future generations</p> | <p>Build and sustain the community's ability to adapt and address emerging risks through strengthening resilience, improving readiness and planning effective responsiveness to address emergencies</p> |

The proposed business functions and activities (functional groupings) to deliver this outcome

| ENVIRONMENTAL STEWARDSHIP | INFRASTRUCTURE PERFORMANCE | EMERGENCY MANAGEMENT |
|---|---|---|
| <ul style="list-style-type: none">• Policy, planning and delivery of<ul style="list-style-type: none">• Climate action plan• Water quality plan• Biodiversity plan• Air quality plan• Waste minimisation strategy• Procurement and services management• Environmental health programme monitoring | <ul style="list-style-type: none">• Policy and master planning for<ul style="list-style-type: none">• 3 Waters strategy• Transport strategy• Growth capacity• Delivery<ul style="list-style-type: none">• Procurement/Services management• Capital programmes delivery• Land Development support and solutions | <ul style="list-style-type: none">• Lead the development and maintenance of Civil Defence Emergency Management planning and response capability |



Questions





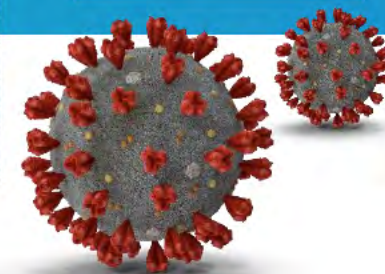
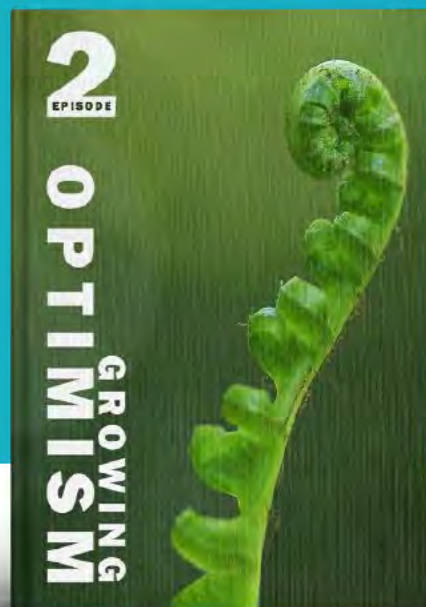
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PREPARING FOR OUR FUTURE

Organisational Enablement

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Desired outcome

We will be a trusted partner to teams across Council by enabling performance and realisation of strategic outcomes delivering trusted solutions and equipping our people with the right skills and experience. Our future will include:

ENABLING PERFORMANCE

Our business planning processes will form a corporate business plan that will serve as our blueprint for integrated delivery of core services, projects and outcomes for Council. We will measure and report on our performance against strategic outcome areas.

TRUSTED INNOVATIVE SOLUTIONS

We will be a technology-enabled organisation with trust and confidence in our systems and processes that enable our business and drive innovation. Our interactions will be customer-centric, enabling our customers to access information and interact with us in a seamless manner.

HIGH-PERFORMING WORKFORCE

Workforce planning coupled with organisation development and capability building will ensure we have the right people - with the right skills in the right places at the right time - to fulfil our mandate and strategic objectives.

We will provide the information, tools, resources and funding required to achieve our strategic outcomes and a workforce that can be rapidly deployed when and where required.

How will we know if we are successful?

PERFORMANCE

Enabling strategic outcomes through effective planning, implementation, monitoring

SOLUTIONS

Provide trust and confidence through automation, integration and effective processes and systems to enable innovation

OUR PEOPLE

An enabled workforce with the right people, skills and experience to deliver our strategic objectives

The proposed business functions and activities (functional groupings) to deliver this outcome

PERFORMANCE

- Business planning
- Financial and non-financial reporting
- 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

SOLUTIONS

- Technology transformation
- Disaster recovery
- Technical systems design
- Network and environment security
- Data and information management
- GIS
- Helpdesk support
- Digital enablement
- Customer solutions
- Facility management (Property)
- Fleet management

OUR PEOPLE

- Human Resource services
- Performance-driven compensation strategies and policies
- Organisational development and people capability
- Recruitment
- Workforce planning
- Health and safety
- Culture and values
- Payroll



Questions





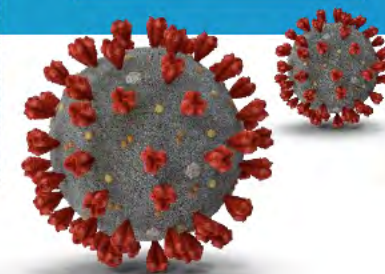
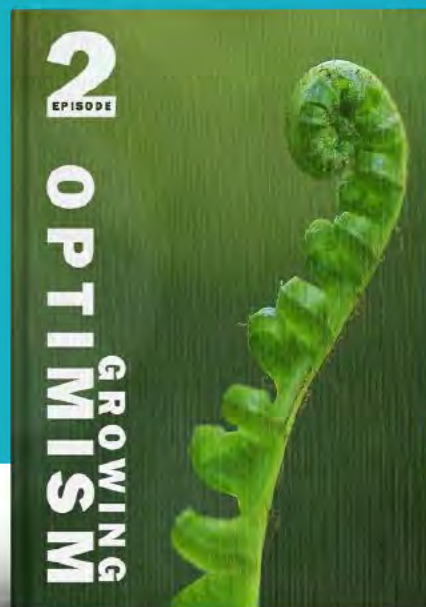
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Desired outcome

Council will be an enabling partner to Te Arawa by:

STRENGTHENING

Te Arawa participation in council decision-making

IDENTIFYING

Strategic opportunities to work closely together for the benefit of the Rotorua district.

BUILDING

Iwi capacity and capability

Rotorua Lakes Council will be a leading bicultural organisation that is responsive to Māori and builds mutual relationships of support and engagement.

How will we know if we are successful?

INCREASING ORGANISATIONAL CAPABILITY

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

DRIVING EFFECTIVE PARTNERSHIP

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

The proposed business functions and activities (functional groupings) to deliver this outcome

TE TAHA TANGATA (CAPABILITY)

- Strategy / policy development
- Strategy / policy implementation advice
- Engagement and strategic communications advice
- Research
- Professional development
- Te reo me ōna tikanga

TE TAHA TAIAO (NATURAL RESOURCES)

- Strategy / policy development
- Strategy / policy implementation advice
- Engagement and strategic communications advice
- Technical expert advice



Questions



Questions submitted by staff for StaffNet response

35. Given the fact that Local Government has also recently announced their plans for review of the roles and functions of local government with final recommendation being shared in April 2023, can we assume that we are in fact "front footing" this re-alignment ahead of schedule or can we expect there will be further changes required post the DIA recommendation in 2023.

The Preparing for Our Future process is primarily about positioning us to respond to the challenges facing our community. It will also enable the organisation to be more adaptable and agile in responding to any future changes.

34. Who reviews and collates the feedback? Is it only the DCEs of each of the Outcome Areas relevant to that feedback, or is the feedback being reviewed more generally?

The feedback will be reviewed by each DCE and used to refine their proposals as needed. Collation of the feedback has been coordinated by a member of the Communications Team who has been supporting the CEO with the process.

33. How and at what point will success measures be quantified? While Geoff reports on the strategic outcome of building 3000 homes and 9000 jobs in 5 years - there is no mention of those numbers in the success measures for District Development.

There are a number of outcomes targeted for delivery for Vision 2030, and the organisation will be provided with progress on an ongoing basis. District Development will be an active contributor, along with the other areas, for delivery of these. Success will be organisationally driven, not by one group/team, as there are interdependencies that require collaboration.

32. Are functional groupings and outcome areas the same thing?

No they are not the same thing. The functional groupings are the activities that need to be undertaken/delivered by an individual or team, and these collectively enable the delivery of the strategic outcome areas.

31. I don't see how Council can directly contribute to achieving the strategic outcomes. Our role in most of the outcomes seems indirect. Is there going to be a monumental change in the nature of Council's activities in these areas (e.g. housing and safety), and if so what new tools (legislation and/or funding) do we have?

While Council may not always be able to directly contribute to achieving the strategic outcomes, this process is about preparing the organisation to work differently through strong partnerships (iwi/community/business/government/etc.) to achieve those outcomes. We will also be focused on adding more value to what we do and the way in which we work. To do this, we will need to develop and use a wider range of skills and tools.

30. What is happening with the newly renovated area on the first floor opposite the Executive area? Is it going to be devoted to central government? What about RLC teams that have been in locational limbo?

This area is due to have a final fit-out next week and is being used as a space for the central government housing taskforce. We don't want any team to feel that they are in locational limbo – if you are feeling this way, please talk with your manager.

29. Can we get an update on when we can expect to receive your response to our feedback?

Geoff will be speaking with the Leadership Team in the morning of Wednesday 26 May to present and talk through the final proposed functional structures that have been refined by the DCEs, then all staff hui will be held in the Chamber that afternoon at 1pm and 3pm.

In these sessions Geoff will outline the current thinking of the deputy chief executives, following their consideration of the extensive feedback that we received from across the organisation in April on the initial proposal. Feedback is invited from all staff on the proposed final changes. The feedback period will be open until 5pm, Friday 4 June. Please note that this will be the final opportunity to provide feedback on the revised functional structures before we move to the next stage of the process. Geoff will outline this proposed process from here on Wednesday 26 May.

28. Now that the feedback period is over, what are the next steps?

We received a high level of good feedback, which has resulted in us now looking to change some aspects of our original functional structure proposals.

This will require more thought and work than was originally anticipated, which indicates that we have taken on board your feedback, but it has meant that unfortunately, we will not be in a position to provide you with our responses this week, until after we have refined the functional structures.

Some of the feedback will potentially have implications for the upcoming stages of the process, rather than for the current proposed functional structures, and we will consider this feedback in more detail at the appropriate time.

We will be seeking further feedback on the refreshed proposed functional structures as soon as practical, before progressing further with the process, which reiterates the importance of us ensuring that everyone is on board with our thinking.

27. When is it proposed that the next phase, ie the evaluation of the organisation structure be available for consultation? And when should we expect the new structure to be in place - before or after 1 July 2021?

We have received a lot of feedback – both specifically related to the proposed functions for each of the six outcome areas, and more general feedback that will be of great assistance in future phases to shape each outcome area once the functions are finalised.

The DCEs will now assess and consider your feedback. In the first instance, they need to finalise the functions for the outcome areas so will focus on your feedback related to that, and we will then get back to you with next steps once that process is complete.

26. On review of the district development outcome, would you consider partnering more closely with RED given the similarity in their existing business strategy? Would you consider drawing them back into RLC which will increase resources, potentially more focused control on activities?

The proposal allows for greater alignment between RLC and RED. Bringing RED in-house is always an option but there is also real value in separation. RED as an Economic Development Agency (EDA) is seen as being able to provide better confidentiality to business. Government, for some functions, prefer working through EDAs or Regional Tourism Organisations. We also use Council Controlled Organisations (CCOs) to ensure these functions have specialist Board expertise.

25. I can see that "Customer Solutions" is covered in the "Solutions" functional grouping in Organisational Enablement. However "Customer strategy and service" is also covered in the "Building Relationships" grouping within District Leadership and Democracy. As I understand these functional groupings are made up of existing work areas. Would someone be able to provide an example of the stated "Customer strategy and service" currently in place. Or if this is a proposed new function, what differentiates the functions/services provided by these two different teams?

Customer strategy and service is proposed as a function within District Leadership and Democracy, to influence how we deliver our services, to coordinate our responses to the community, and to positively enhance the way in which we are perceived by our community as a partner and a good organisation to work with. It is no longer just about customer services, but actively strengthening our brand and reputation.

It is proposed that the delivery of Customer Services will sit under Organisational Enablement.

24. How will organizational priorities be determined? Each outcome area has specific outcomes but will be required to work together to achieve delivery. How will this process be managed? Which team will be responsible for ensuring RLC delivers to a coordinated plan?

All of the strategic outcomes are equal priorities, and each DCE and their teams will need to work collaboratively to deliver them, so there will be interdependencies between all of the

groups. The District Leadership and Democracy team, led by Oonagh Hopkins, will be responsible for coordinating our engagement with our community to ensure that our planning and delivery are well aligned to achieve our strategic outcomes.

23. What type of management structure will be implemented to deliver this outcome focus?

Will a formal matrix management structure be used to optimize staff with similar skills across the organisation or will staff with similar skills be centralized into a single team and deliver services to the rest of the organization? RLC currently has single points of failure as specific skilled staff are in each group, is there an opportunity to use resources more effectively and consistently by organizing RLC based on service delivery (both external to the community and internally to each outcome area)?

We are looking to build multi-skilled teams that have the potential to be utilised across the organisation, so that individual's capabilities and talent can be grown and deployed to optimize outcome delivery. It will require a change in mindset and approach, but we have yet to determine how this aspiration will be operationalised, and our intention will be to consult with the organisation on how best to set this up.

22. As part of preparing for the future how does Council plan to create an inclusive and conducive work environment where employees feel secure and happy - and in doing so reflects the organisation (in the community) as one that provides strong leadership and promotes wellbeing.

We are wanting to refresh our culture, and create a more integrated and future focused organisation with clear leadership, accountability and strong teamwork.

21. RLC currently has a siloed approach where functions are distributed across multiple groups. How will this new way of working address this?

The new DCEs, and the proposed new functional groupings, as mentioned earlier, will require active collaboration between teams for the strategic outcomes to be delivered. This integrated approach should mean silos will be a thing of the past.

20. The Strategy function is proposed to be decentralized over each outcome area. How do we ensure each outcome area strategy is feeding to an organizational wide strategy? How would a business unit relate to and understand the other business unit strategies?

While strategy functions are proposed to be decentralised, they are still aligned and integrated to our organisational priorities. Please also see response to the previous question.

19. What is the impact of this new Strategic Direction on the current LTP? Will the LTP be delivered in a different way? Do we need to implement the changes required within the current LTP budget?

The proposed strategic direction – Preparing for Our Future - is embedded into the LTP that is currently out for consultation. Once the LTP has been approved, it will be our strategic plan for the next 10 years.

18. Does the Preparing for the future project have a budget/resources to implement the changes required?

The proposed LTP budget has identified funding and resources required to support delivery of our strategic direction.

17. Why is CBD locality planning included in the District Development outcome area when all other locality planning is in the Community Wellbeing outcome area? How will these functions be coordinated if they remain in two outcome areas?

The central business district (CBD) is a business/commercial centre which is why it is proposed to sit in the District Development outcome area. The CBD serves a whole community, but its focus is different from the other localities in our district, and so there may be slightly different processes as a consequence of this, which is why it is not proposed that it sit in the Community Wellbeing outcome area.

16. Where will the current legal, lease management, strategic buildings, pensioner tenancy management, as well as pensioner housing asset provision and maintenance sit, as they were not mentioned in the activities of Organisational Enablement. Will they continue form part of the OE Facilities (Legal and Property) group functions?

Yes, it is proposed that these business functions and activities will sit with the Organisational Enablement area.

15. How does the new act of climate change adaptation fit into the functions/ activities of this group?

A significant part of the planning and implementation work of the Infrastructure Master Plan involves the identification of climate effects and systems adaptation e.g. managing the impact of more frequent extreme weather events on roads, stormwater systems, Civil Defence responses etc. Infrastructure services and activities are also involved in effects mitigation responses relating to sustainable transport and waste management. Climate change is a major strategic issue identified in our Infrastructure Strategy, which we will be delivering in 2021-2051.

The proposed business functions/activities will see the Environmental and Infrastructure Solutions Group continue to deliver on the planning and delivery of core services (including climate effects adaptation), and also become responsible for the delivery of the Council activities in the recently approved Rotorua Climate Action Plan.

14. Why is the resource management act policy listed within an activity/function when it is being replaced by 3 new acts that align with other group objectives such as climate change adaptation act aligning with the environmental and infrastructure solutions group. Should we not be referring to the 3 new acts as they relate to the separate functional groups?

We will deal with the relevant legislation as it comes into being. The RMA has not been repealed yet.

13. There are 4 community hubs referred to under the Te Aka Mauri function, are these facilities that are to be built or are you looking to utilize existing facilities? Where do community halls fit into this picture with the services and activities they already enable?

We will need to work with the communities to develop a plan for the community hubs, including considering current community assets.

12. In what context will the function of business investment within District Development deal with major events? Are we talking about encouraging, sponsoring or delivery? How does this work with the function of sporting & events within community well-being?

A key point to note is that it is our intention is to ensure that we have an events strategy that helps us to determine the events that we wish to pursue. We will work together to ensure that our events are well-understood between those that RED delivers or supports and those that RLC delivers or supports.

11. What will the impact be of operating in this new way on our capex and opex budgets? How do we ensure we have the right capability and capacity to operate in this new way?

The proposed LTP budget has identified funding and resources required to support the delivery of our strategic direction.

The development of the proposed Level 3 management structure is the start of setting the organisation up to enable it to deliver the targeted strategic outcomes, but it is also important that we have the right people capability as well, which will be part of our process.

10. Will there be new roles created as a result of the outcome plans?

We are currently reviewing feedback on the proposed functional structures, so are not at the stage where roles have been defined.

The DCE roles are 'new' in terms of their responsibilities and expected deliverables, and they are not the same as the previous GM positions, so we anticipate there will be different expectations for other management/ leadership roles in the organisation in the future. There are likely to be some new positions created, but there will be a process of consultation undertaken if/when they are proposed.

9. Can we give feedback as a team?

Yes absolutely. You can give feedback as a team or individually – or both if you want to. This can be done via the feedback form, or you can speak with your deputy chief executive who will capture the feedback and submit it. We encourage all staff members to share their thoughts and give constructive feedback on the proposal for change.

8. I don't want to answer all the questions in the feedback form, I just want to give a general comment. How do I do this?

None of the questions in the feedback form are compulsory so you don't need to provide an answer to everything that is asked in the form.

If you want to make a general comment on the feedback form, click 'Next' through to Q3 (How else could the proposed functional groupings be improved?) and check the 'General comment about the proposed functional groupings' box then enter your feedback in the text box that follows.

7. I'm having trouble with the online feedback form. Can I submit feedback to my manager or DCE instead?

Yes, if it's easier to email your feedback to your manager or DCE, please do this and they will pass it on to be included in the feedback review. Whichever way you give feedback, it must be received no later than 5pm, Friday 16 April.

6. Are DCEs going to be holding staff hui that all teams/departments can attend?

Deputy chief executives are available to attend team meetings to discuss the Preparing for Our Future proposal and answer any questions you might have. Managers can invite the DCE to your next team hui. You may need to schedule a special meeting for this if your regular team hui falls outside of the feedback period. All staff are also welcome to meet with or email any of the DCEs if they have questions or concerns. You can expect to hear more from the executives as we move through the process.

5. As part of preparing for the future what is the Council doing towards workplace equality and changing outdated attitudes?

RLC strives to be a workplace that promotes equality, inclusivity and fairness. To help us better answer this question and address any immediate concerns, it would be appreciated if the person who submitted this question could send through more specific detail about where RLC could do better in the areas of workplace equality and changing outdated attitudes.

4. Are there going to be any job losses or redundancies?

We do not yet know how our organisational structure will look at the end of this process. However, as Geoff stated during the presentation, the purpose of this realignment is not driven by financial pressures. It is to better structure our organisation so that we can meet our community's needs in a way that is adaptable and responsive. If you do have concerns, please continue to talk with your manager or deputy chief executive.

3. I don't understand where or how my role fits in the new functional groupings.

The groupings that are shown in the engagement guide do not represent an organisation structure or job roles. They are intended to show how the work of existing teams align to the new outcome areas. The groupings have been proposed by the DCEs, based on the vision for each priority area and consideration for what business functions or activities will be required to deliver those outcomes. These functional groupings are not set in stone and that's why your feedback is so important. You know your work area better than anyone and if you think something is missing or there is a double-up across outcome areas, then please include this in your feedback form, or discuss with your manager or deputy chief executive.

Preparing for Our Future and the proposal for change does require a different way of looking at the way we work. You are welcome to send through your questions and concerns to your manager or any member of the Executive Team. If you would still like to give feedback after doing so, then the most important thing is that you give your feedback in a way that you feel comfortable, so if you'd rather have a chat with someone, instead of using the online feedback form, that's totally fine.

2. When does feedback close?

Feedback closes on Friday 16 April at 5pm.

1. Geoff mentioned the 'four wellbeings' in his presentation. What are these?

The four wellbeings - social, economic, environmental and cultural - are part of the Local

Questions submitted by staff for StaffNet response

Government (Community Well-being) Amendment Act, passed in 2019. You can read more about the wellbeings, and why they're significant to our communities, [here](#).

Questions submitted by staff for specific DCE response

- What is your vision for the business support function within performance? If they have a focus on data input within OneCouncil it may result in more efficiency across the council as well as consistent and accurate data. This will release our team to extract this data and share it for future decision making - if thats your intention.

I see the business support function supporting our teams so they are better able to undertake more value-added tasks.

- I have spoken with both Thomas and Oonagh and they both agree that the functionality of the Customer Solutions team belongs under Organisation Enablement. Oonagh advised that the overriding Customer Service Strategy would be under Leadership and Democracy with key Customer Service influencers feeding into the strategy that is implemented council wide. Is this a correct understanding?

Yes, that is what the proposal outlines. We are, of course, interested in feedback on this part of the proposal so if you do have suggestions on how this could work, please send your thoughts through to Geoff or myself.

- The Customer Solutions team have been effectively absorbing customer facing tasks with the focus of increasing efficiencies as well as improve the overall customer experience with an increase in first contact resolution. There are many other areas we can offer improvements to in this way. In order to do this however, we would require additional resource. Does this type of continuous improvement fit within the new structure and would resources be made available to do this?

Yes, the proposed LTP budget has identified funding and resources required to support delivery of our strategic direction.

Questions submitted by staff for StaffNet response

- RLC constantly challenges the culture of "Silo Thinking".. Will you please advise if there will be a plan to challenge this in the new structure as I can see this occurring with a number of shared activities being duplicated throughout the groupings?

The new DCEs, and the proposed new functional groupings, will require active collaboration between teams for the strategic outcomes to be delivered. This integrated approach should mean silos will be a thing of the past.

Preparing for Our Future feedback – 29 March

*form available on StaffNet and link emailed to staff on Monday afternoon

We value your feedback

Ki te whitinga mai o te rā
To the rising of the sun

Following the all-staff presentations on Monday 29 March, feedback is now open on the Preparing for Our Future strategic direction. We are seeking your thoughts on the suggested business functions and activities for each of the outcome areas and the proposal for potential change.

Your feedback on the outcome areas is a vital ingredient for the next phases of this project, which may include realigning our structure to better support the delivery of outcomes.

If you were unable to attend the all-staff presentation, or you are wanting to view it again, the video is available on the [Preparing for Our Future StaffNet page](#).

You will also find a guide for the proposal for change on StaffNet. [This guide](#) provides an explanation of the approach, and explains our new outcome areas that better address the needs of our community and the newly-formed deputy chief executive roles. It also includes the proposed functional groupings (suggested business functions and activities) that sit within each outcome area. You may find it useful to have a copy of the guide handy, either open on your screen or a printed hard copy, as you complete the feedback form.

All questions in this form are optional. Unless you provide it, your name or any other identifying details cannot be linked to the information you provide here. All feedback received will remain confidential.

The feedback period closes at 5pm, Friday 16 April. Feedback will then be reviewed and the outcome of the feedback process will be communicated to all staff in May.

Questions?

Staff are also invited to ask questions about the process. We encourage you to speak with your manager or deputy chief executive if you need clarification, or you can submit a question via StaffNet. Please visit the [Preparing for Our Future StaffNet page](#) for information on how to submit questions.

Thank you for your time.

Functional groupings

These questions relate to the suggested business functions and activities (functional groupings) for the six new outcome areas, and the Chief Executive's Group. You can give feedback on as many outcome areas as you like. There is also a general section attached to each question if you wish to answer it more broadly.

Remember, the functional groupings have been prepared by the deputy chief executives, based on the vision for each outcome area and how to best deliver the outcomes identified.

The groupings do not represent an organisation structure or job roles. They are intended to show how the work of existing teams align to the new outcome areas.

You can view the proposed functional groupings and their outcome areas on the Preparing for Our Future StaffNet page. You may find it useful to have a copy of the guide handy, either open on your screen or a printed hard copy, as you complete the feedback form.

Q1. What aspects of the proposed business functions and activities (functional groupings) look like they would work well?

Please select the outcome area/s you wish to comment on.

- Te Arawa Partnership
- Chief Executive's Group
- Organisational Enablement
- Community Wellbeing
- District Development
- Environmental and Infrastructure Solutions
- District Leadership and Democracy
- General comment about the proposed functional groupings

Q2. What aspects of the proposed functional groupings look like they would work well?

[based on outcome area selected in Q1]

[text box]

Q3. Are there any business activities and functions (functional groupings) you think are missing from an outcome area?

Please select the outcome area/s you wish to comment on.

- Chief Executive's Group
- Community Wellbeing

- District Development
- District Leadership and Democracy
- Environmental and Infrastructure Solutions
- Organisational Enablement
- Te Arawa Partnership
- General comment about the proposed functional groupings

Q4. Are there business functions or activities missing from an outcome area?

[based on outcome area selected in Q3]

[text box]

Q5. How else could the proposed functional groupings be improved?

Please select the outcome area/s you wish to comment on, and provide feedback on the functional groupings for these.

- Community Wellbeing
- District Development
- District Leadership and Democracy
- Environmental and Infrastructure Solutions
- Organisational Enablement
- Te Arawa Partnership
- Chief Executive's Group
- General comment about the proposed functional groupings

Q6. In what ways could the functional groupings for these outcome areas be improved?

[based on outcome area selected in Q5]

[text box]

Q5. Optional: Your name (please include first and last name)

Preparing for Our Future questions

All staff are welcome to submit questions regarding the *Preparing for Our Future* strategic approach and proposal for change.

Please submit your question/s below. These will be collated and answered on the StaffNet *Preparing for Our Future* page.

It is up to you whether or not you provide your name in the question form.

If you have a personal question that you would prefer not to be answered on StaffNet, please contact the deputy chief executive you currently report to, or the chief executive.

Remember, you can find all the *Preparing for Our Future* information (engagement guide, presentation, videos) on StaffNet.

Thank you for your engagement with this process, it is appreciated.

Q: I would like to know [text box]

Name:

OUTCOME AREAS + FINAL FUNCTIONAL GROUPINGS

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 |

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 (<i>including strategy, guardians, CCTV surveillance, ops centre</i>) Animal control Community compliance Regulatory Licensing Noise control Parking | <ul style="list-style-type: none"> Museum Lakefront SHMPAC Aquatic Centre Westbrook precinct (<i>if this becomes a development</i>) Inner city (<i>this relates to development of community assets in the inner city</i>) | <ul style="list-style-type: none"> Open spaces Sport development Recreation Venues: <i>Sportsdrome, Stadium, Whakarewarewa, Aquatic Centre, EEC</i> 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 (<i>Library/Te Aka Mauri</i>) <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: <i>Inner city, Eastside, Western, Ngongotahā</i> 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 |

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 |

Final functional groupings

| BUILDING RELATIONSHIPS | VISIONARY THINKING | IDENTITY AND REPUTATION |
|---|---|---|
| <ul style="list-style-type: none"> • Governance support • 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 |

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 |

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

- 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

TE ARAWA AND THE COMMUNITY HAS CONFIDENCE IN COUNCIL

- 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

Final functional groupings

INFRASTRUCTURE PERFORMANCE

Future-focused, integrated and community-oriented strategies for reliable infrastructure services:

- 3 Waters strategy
- Civil Defence Emergency Management (CDEM)
- Transport plan
- Waste plan
- Asset plan for growth
- Procurement/services management
- Capital programmes delivery
- Land development support

ENVIRONMENTAL STEWARDSHIP

Future-focused, integrated and community-oriented strategies for:

- Climate action plan
- Water quality plan
- Biodiversity plan
- Air quality plan
- Waste minimisation plan
- Emissions reduction plan
- Safe and sustainable journeys

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 |

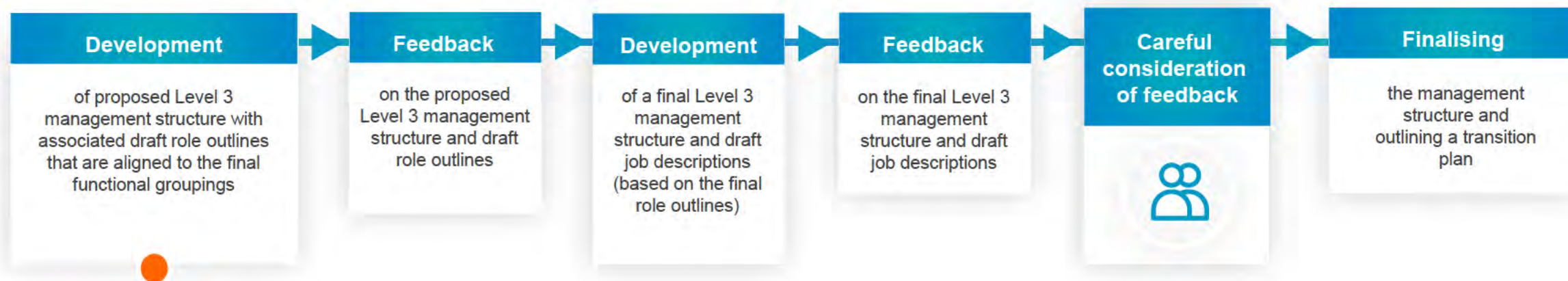
Final functional groupings

THE CE GROUP WILL MANAGE

- CE Office/support and assist CE
- Executive support
- Mayor's Office

PROCESS OVERVIEW

We will **actively consult** with you at each stage of the process from here, and consider your feedback before moving onto the next stage



We are here

Rotorua 2030

2013





VISION 2030 – The Rotorua Way

- This is our home, we are its people.
 - We're the heart of Te Arawa and a centre for Māori culture and expression.
 - We're innovative and we share what we learn.
 - We're driving opportunity, enterprise and diversity.
 - We're supporting a legacy of sustainability for our environment.
- Rotorua is a place for everyone...

Episode 1

Back from the Brink

The Rotorua Story

A Rotorua Best Seller

Episode 2

Growing Optimism

The Rotorua Story

A Rotorua Best Seller

Episode 3

The Geyser Express

The Rotorua Story

A Rotorua Best Seller

Episode 1

Back from the Brink

The Rotorua Story

A Rotorua Best Seller

Episode 2

Growing Optimism

The Rotorua Story

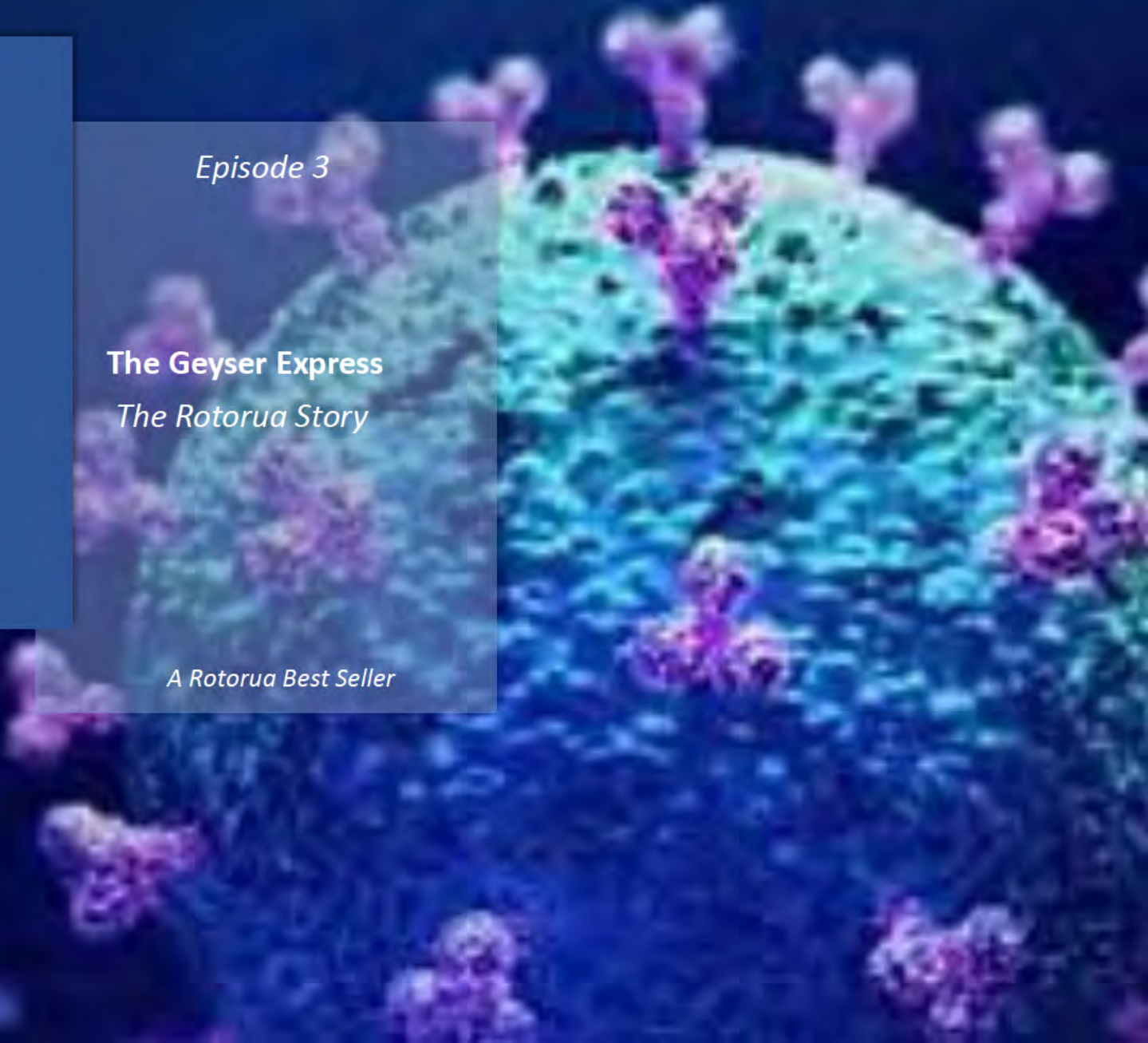
A Rotorua Best Seller

Episode 3

The Geyser Express

The Rotorua Story

A Rotorua Best Seller





Social Unrest

**Plummeting Wellbeing
Indicators**

**Global
Depression**

Covid-19

UNCERTAINTY

**Local Government
Reform**

**Central Government
Change**

Conflict

Episode 1

Back from the Brink

The Rotorua Story

A Rotorua Best Seller

Episode 2

Growing Optimism

The Rotorua Story

A Rotorua Best Seller

Episode 3

The Geysers

The Rotorua Story

A Rotorua Best Seller

Episode 4



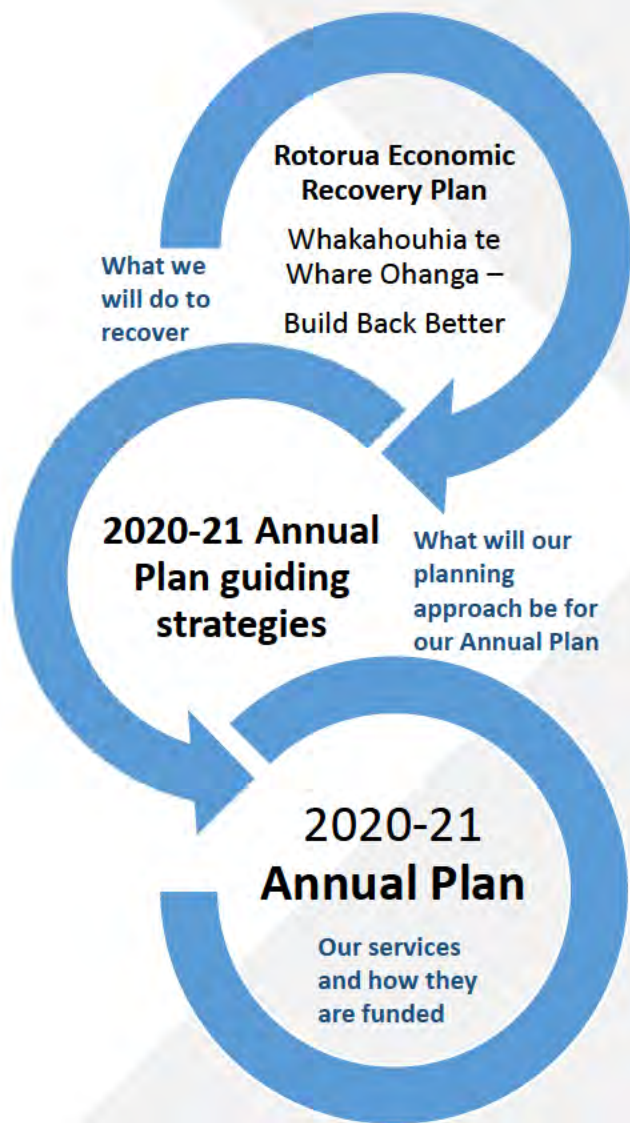
How do we get Rotorua back on course?

Withdraw and Retrench?

~~**Withdraw and Retrench?**~~

Provide Positive Leadership
and Future Direction for our
Community

How it fits together



Continue to focus on our kaupapa; the role of local government and the Vision for the community is enduring.

Continue to offer rates deferment options in 2020-21.

Achieve the minimum required rates increase whilst ensuring Council is adequately funded to do what is needed.

Retain flexibility and be prepared to partner with others to respond to wider impacts across the well beings.

Create the ability to change and manage risk through a deliberate staged approach to commitments during 2020-21.

Consider the use of temporary debt funding to lessen the impact of one off costs occurring in 2020-21.

Recommence existing capital projects, and creating the ability to fund others, which drive employment.

Resource the partnership with Government, Te Arawa and business leaders to shape recovery action across the short, medium and long-term.



Emerging Wider Impacts

Planning to Adapt

Prudent Use of Debt Funding

Investing in Recovery

Economic Recovery Planning

A Prudent Approach to Rating

Cushioning the Blow – Rates Relief

Maintaining Direction

Organizational change to create flexibility to provide support and partner with others to respond to wider impacts.

Continuity of Council services

Key place making projects continue

Homes and thriving communities strategy continues

Recovery strategy enabled

Continue to offer **rates deferment** in 2020-21.

One-off savings to achieve a **0% increase** in the general rate

4.7% increase in targeted rates for new essential waste water, water supply and refuse services.

Revised UAGC to achieve a fair and even impact of targeted rates increases



2020-21 Annual Plan
At a Glance

Emerging Wider Impacts

Planning to Adapt

Prudent Use of Debt Funding

Investing in Recovery

Economic Recovery Planning

A Prudent Approach to Rating

Cushioning the Blow – Rates Relief

Maintaining Direction

Management of risk through a deliberate staged approach to operational and capital commitments during 2020-21.

One off \$1m debt funding for the Airport.

Reduction in fees and charges income will **further increase debt**. \$4.5m currently forecasted.

New \$1m one-off resilience fund to support community initiatives.

Recommence existing capital projects to drive employment

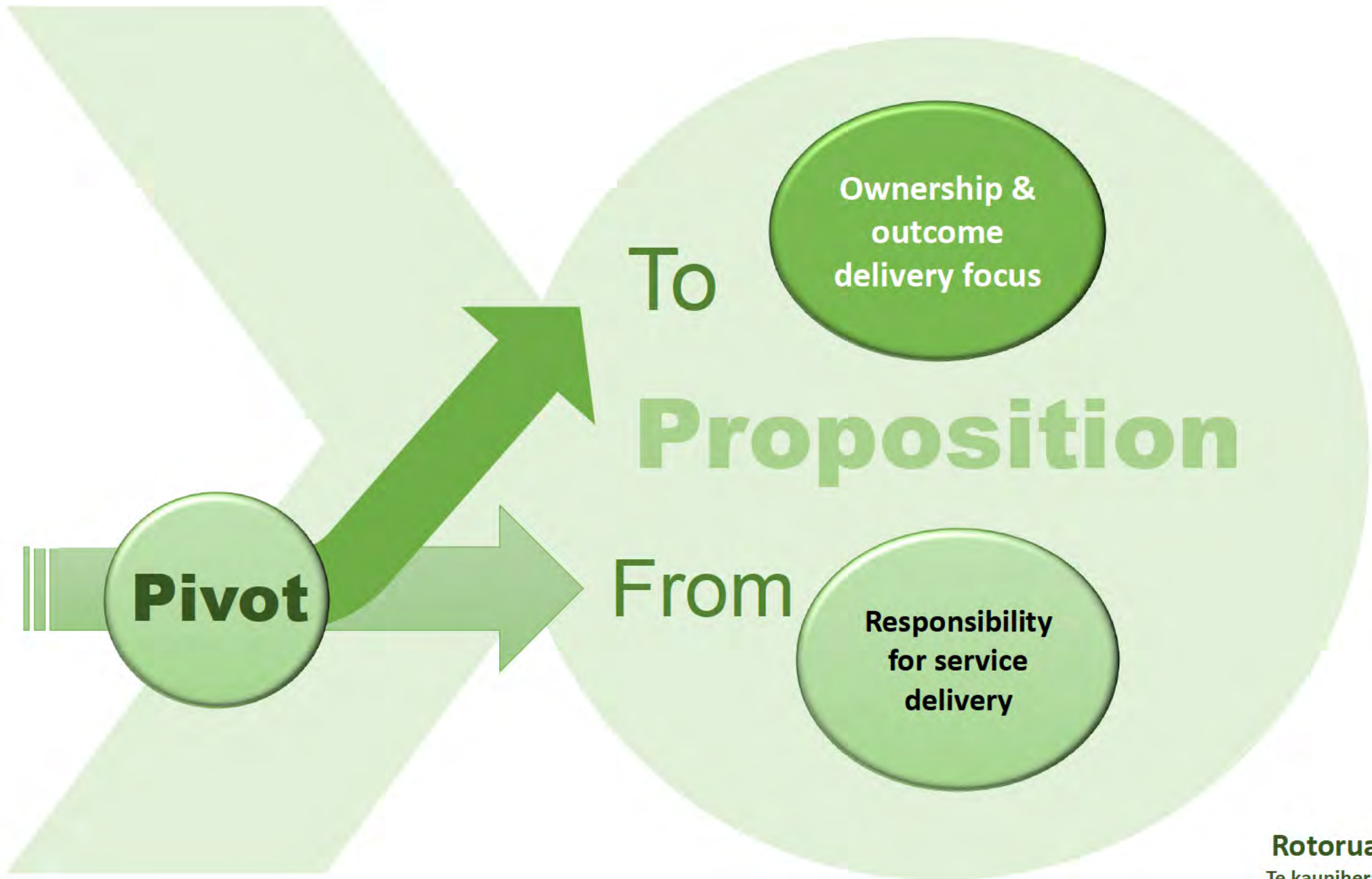
New \$29m fund for partnership projects which create employment and stimulate the economy.

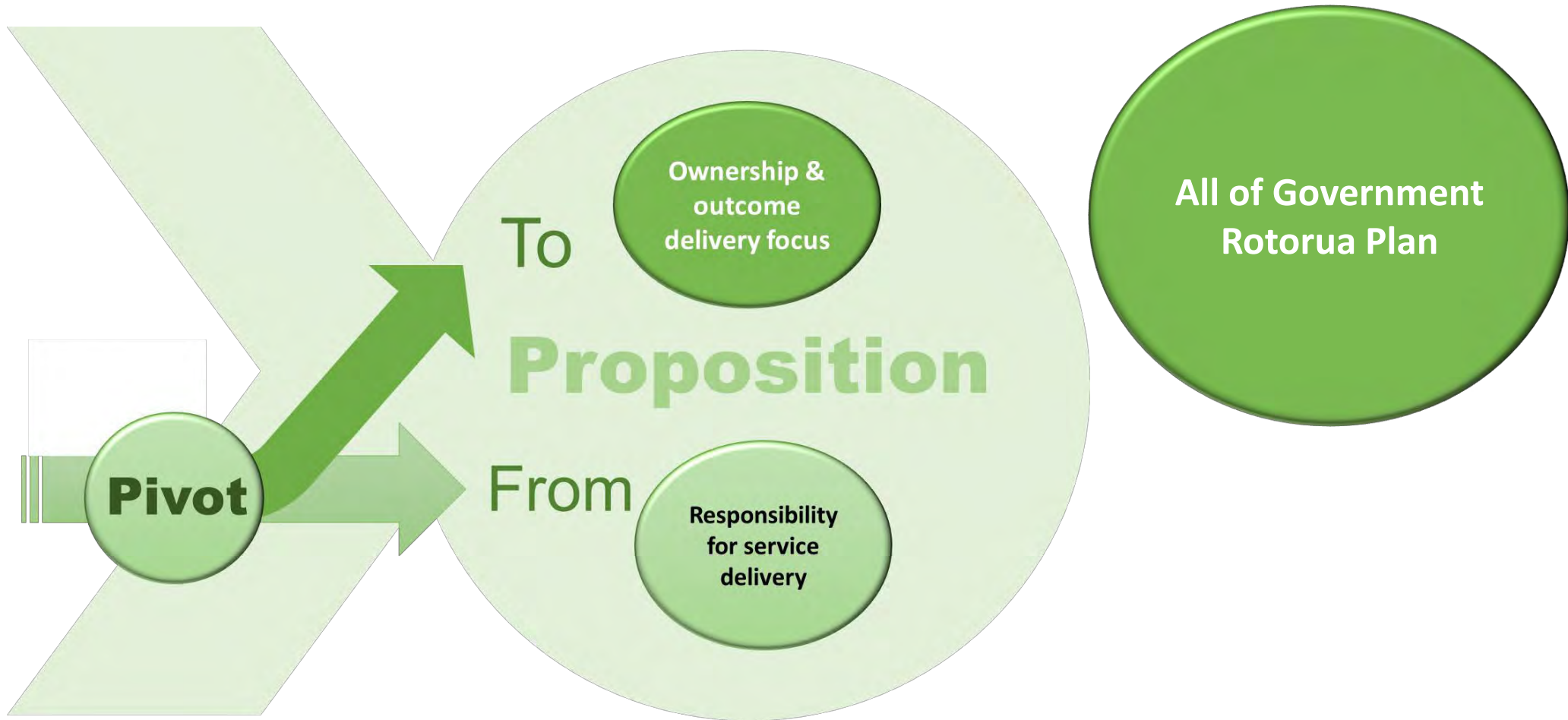
Partnerships with Government, Te Arawa and business leaders implemented to shape recovery action across the short, medium and long-term.

How do we make sure we are effective?



Organisational Evolution





\$285M

Government Investment

\$271M

Council Investment

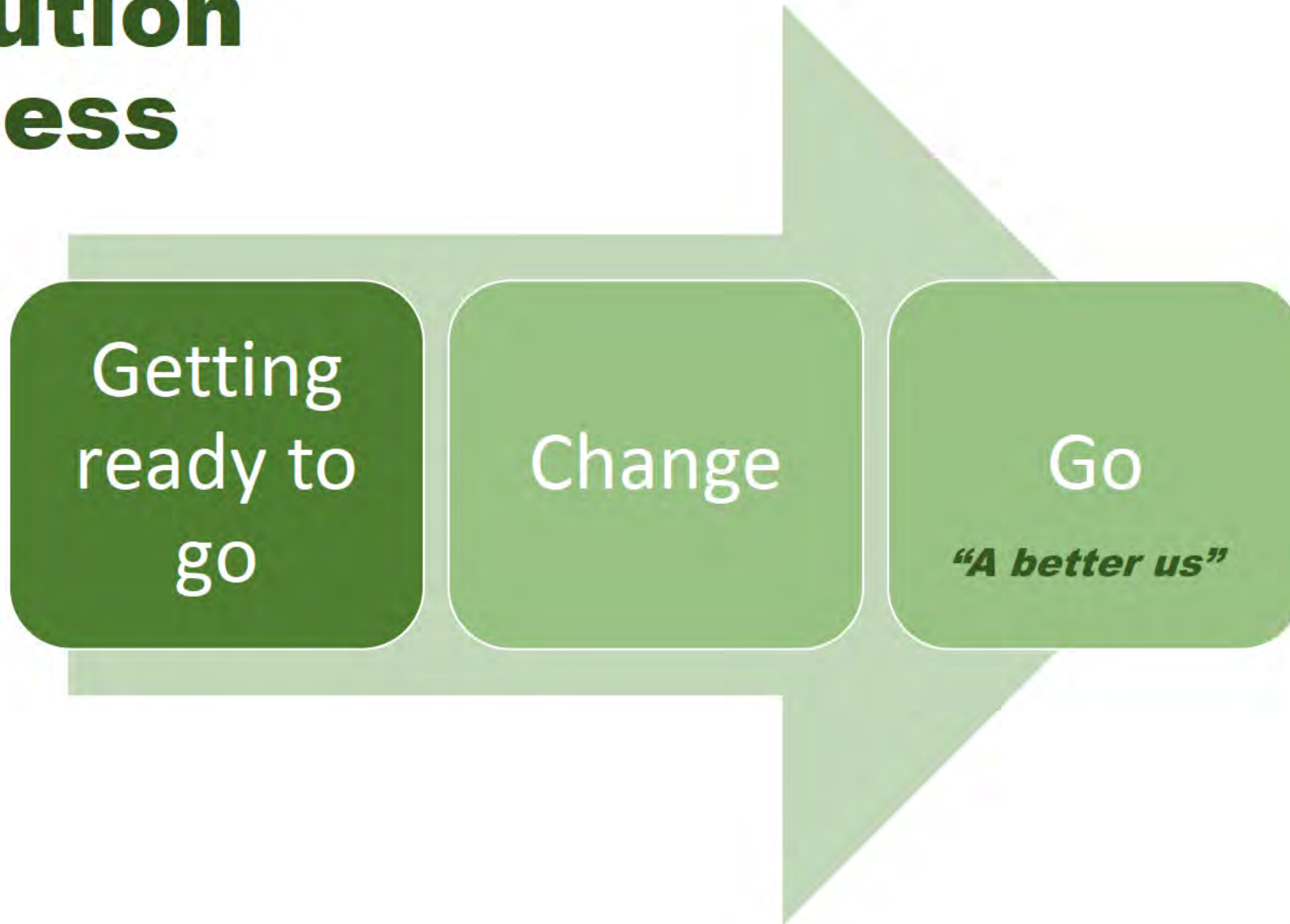
\$200M

Future Housing Investment

\$756M

Future Investment

Evolution Process



Evolution Process

Getting
ready to
go

Change

Go

**1. Identify
what must
be achieved**

Rotorua Lakes Council
Te kaunihera o nga roto o Rotorua

**Organisational
Commitments**

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

Rotorua Lakes Council
Te kaunihera o nga roto o Rotorua

**Organisational
Commitments**

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

Provide the resources and the innovative approaches needed for our organization to drive positive outcomes for the community.

Rotorua Lakes Council
Te kaunihera o nga roto o Rotorua

Organisational Commitments

**Align Council and Iwi
efforts to achieving
the 2050 Te Arawa
Vision.**

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

**Provide the resources and
the innovative approaches
needed for our organization
to drive positive outcomes
for the community.**

Rotorua Lakes Council
Te kaunihera o nga roto o Rotorua

Organisational Commitments

Align Council and Iwi efforts to achieving the 2050 Te Arawa Vision.

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

**Supporting
Communities and
Creating attractive,
safe neighborhoods
which promote
wellbeing and social
cohesion.**

Provide the resources and the innovative approaches needed for our organization to drive positive outcomes for the community.

Rotorua Lakes Council
Te kaunihera o nga roto o Rotorua

Organisational Commitments

Align Council and Iwi efforts to achieving the 2050 Te Arawa Vision.

Creating employment growth and the development of a diverse and sustainable economy.

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

Creating attractive, safe neighborhoods which promote wellbeing and social cohesion.

Provide the resources and the innovative approaches needed for our organization to drive positive outcomes for the community.

Rotorua Lakes Council
Te kaunihera o nga roto o Rotorua

Organisational Commitments

Align Council and Iwi efforts to achieving the 2050 Te Arawa Vision.

Creating employment growth and the development of a diverse and sustainable economy.

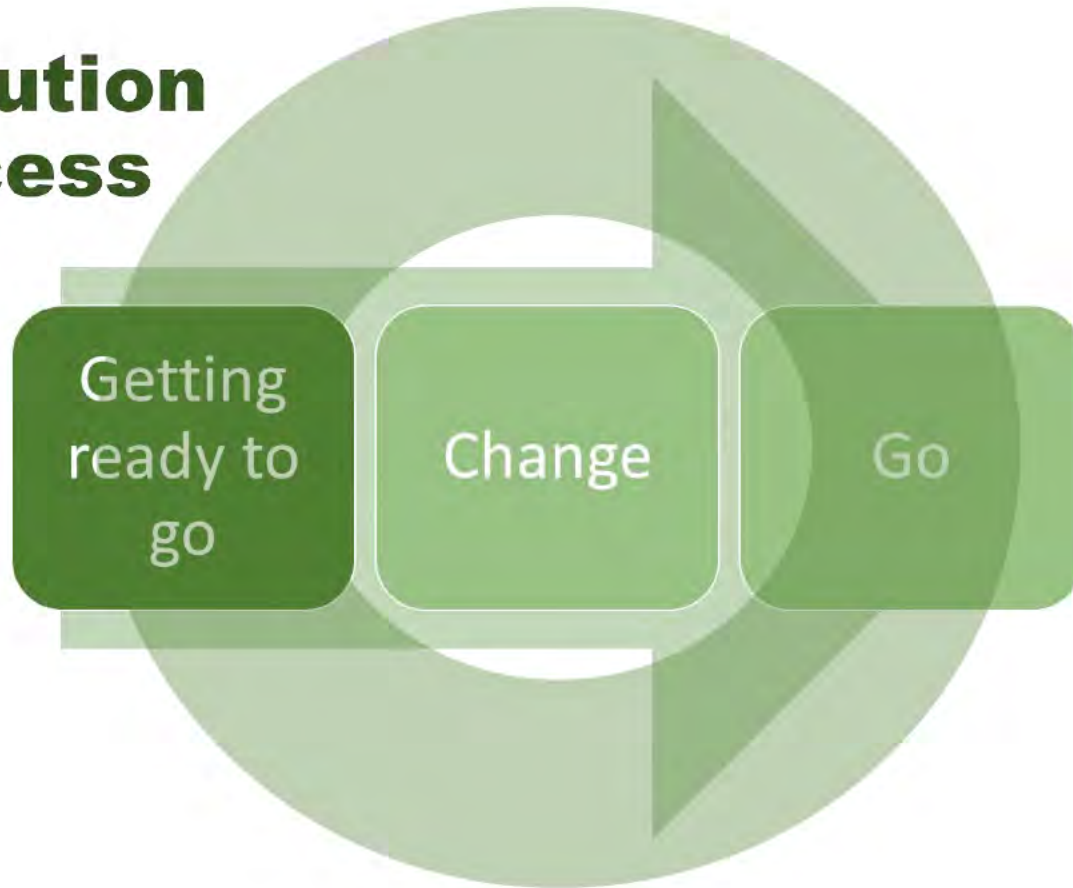
Council is seen as a trusted leader, partner and advocate for the communities of Rotorua.

Creating attractive, safe neighborhoods which promote wellbeing and social cohesion.

Enhancing our Environment, supporting growth and creating resilience.

Provide the resources and the innovative approaches needed for our organization to drive positive outcomes for the community.

Evolution Process



2. Aligning our efforts



Organizational Leadership & Accountability

Group Manager

DCE

Rotorua Lakes Council
Te kaunihera o nga roto o Rotorua

**Organisational
Leadership**

DCE Te Arawa
Collaboration

DCE District Development

DCE Community Leadership

DCE Thriving Communities
and Neighborhoods

DCE Environment &
Infrastructure

DCE Organisational
Enablement

PREPARING FOR THE FUTURE 2030 CHALLENGES

STRATEGIC OUTCOMES

- Strengthening and driving co-governance with Te Arawa
- Building and developing 3000 new homes in five years (6000 by 2030)
- Creating 9000 new jobs in five years
- Regenerating 4-5 neighbourhoods and communities
- Rotorua's public spaces are the safest in NZ

This is what it will mean to live in Rotorua in the future

THE ORGANISATION IN THE NEXT 4-5 YEARS

- Must be capable of delivering, facilitating and enabling the delivery of these strategic outcomes
- Must be fit for purpose, sustainable and aligned to our outcomes
- Will need our people behind us all of the journey
- Will need to be brave around the transformational change required
- Will need to trust and understand the change process
- Will require leaders and managers who will consistently lead by example, and are value and outcome focused
- Needs to have a clear focus on the outcomes that we want to deliver for the future of the Rotorua District

FINAL PROPOSED FUNCTIONAL STRUCTURES

- Have been refined by DCEs following good staff feedback.
- Are presented to show how each strategic outcome will require a combination of functions to work together to enable the delivery of the KPIs – which, if achieved, will help create the outcome sought.
- The proposed functions have been grouped into clusters of logical and complementary activities to enhance organisational capability.
- We want your feedback on:
 - How well do you understand the purpose and foundation of the revised final functional structures/groupings, and their alignment to the outcomes being sought?
 - Are there any overlaps/gaps with these revised functional groupings?
 - Do you think that there are any alternative functional groupings that we need to consider?
 - Do you have any general comments about the proposed final functional groupings?

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? (KPIs)

Increasing Organisational Capability

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

Driving Effective Partnership

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 Activity Groupings

Organisational Capability

- Te Arawa Partnership strategy
- Performance monitoring
- Professional development
- Ensuring kawa and tikanga are upheld
- Te Reo Māori
- Mātauranga Māori
- Strategy / Insight / Policy / Technical advice

Mutual Relationships of Value

- Te Arawa Vision 2050
- Te Arawa enablement
- Strategic communications (reputation in the eyes of Te Arawa)
- Strategic relationship management
- Te Arawa engagement advice
- Performance monitoring

KEY ASPECTS OF THE TE ARAWA PARTNERSHIP PROPOSED FINAL FUNCTIONAL STRUCTURE

- Te Amorangi Unit have traditionally focused internal to council to build organisational capability
- The new structure will see TAU's existing functions continue, with the addition of:
 - Growing and maintaining mutual relationships of value with Te Arawa, including:
 - Managing strategic relationships
 - Strategic communications advice (growing our reputation in the eyes of Te Arawa, and reaching Te Arawa communities)
 - Enabling Te Arawa capacity to engage effectively with Council
 - A stronger performance monitoring role to ensure that Council teams are performing effectively

DISTRICT DEVELOPMENT

Creating community wealth and a sustainable economy

How will we know if we are successful? (KPIs)

Business Investment

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

District Growth & Development

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 well-being of our communities and environment

Planning supports regeneration and sustainable communities

District growth and development actively supports Te Arawa entity aspirations

Proposed Final Functional Activity Groupings

Business Investment

- Strategy (Economic Development Strategy, Events Strategy, and Destination Management Plan) and policy
- ED project initiation and delivery
- Economic intelligence
- Skills/training planning and partnerships
- CCO's – direction and expectations
 - Destination brand management
 - Business support/development
 - Investment attraction
 - ED project initiation and delivery

District Growth & Development

- District growth strategy, District planning and RMA policy
- RMA consenting
- Building services
- District growth project initiation and delivery
- District growth support

KEY ASPECTS OF THE DISTRICT DEVELOPMENT PROPOSED FINAL FUNCTIONAL STRUCTURE

- Events will be led by Community Wellbeing. An RLC events strategy will be developed with RED focusing their support around Category 1 Events and supporting growth of Category 2 Events.
- The planning, consenting and building functions will move across to District Development.
- Linked to significant lift in required development and home building – District growth strategy, District Plan, RMA Policy, RMA consenting and Building Services now in District Development as an important facet of system/pipeline for land enablement and development. Linked to strategic level NPS-UD requirements but also effectiveness/support for development into and through consenting processes to ensure delivery of homes (well-beings more widely). Maintaining inter-dependencies between Community Wellbeing and District Development
- Inner city regeneration plan to be developed and delivered through Community Wellbeing. District Development responsible for planning framework .

COMMUNITY WELLBEING

Connected, thriving communities which promote wellbeing and social inclusion

How will we know if we are successful? (KPIs)

Creating a Sense of Place

Building community identity and pride

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

Connecting Communities

Bringing people together to build social cohesion, contribute to and experience their place

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, that benefit community

Supporting Communities

Building community capability and resilience

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 vision.

We will lead central government partnership discussions around locality based service delivery

Proposed Final Functional Activity Groupings

Community Safety

- Community safety Strategy (including strategy, guardians, CCTV surveillance, Ops Centre)
- CDEM
- Animal control
- Community compliance
- Regulatory
- Licensing
- Noise control
- Parking

Strategic Community Asset Development

- 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)

Active and Engaged Communities

- Open spaces
- Sport development
- Recreation
- Venues
 - Sportsdrome
 - Stadium
 - Whakarewarewa
 - Aquatic Centre
 - EEC
- Events, activations and sponsorship

Culture, Heritage & Mahi Toi

- Te Whare Taonga o Te Arawa
- Public Art and Mahi Toi
- Performing Arts Centre
- Creative sector development

Te Aka Mauri

- Community Hubs (Library/Te Aka Mauri)
 - Inner City
 - Eastside
 - Western
 - Ngongotahā
- Te Arawa history
- Community Learning Strategy

Community Regeneration

- Community regeneration:
 - Inner City
 - Eastside
 - Western
 - Ngongotahā
- Homes and Thriving Community Strategy
- Child Equity Programme
- Youth development
- Community grants

KEY ASPECTS OF THE COMMUNITY WELLBEING PROPOSED FINAL FUNCTIONAL STRUCTURE

- Reducing KPIs from 4 to 3 focusing on creating identity, connecting communities and supporting communities.
- Creativity has been articulated more clearly as an important aspect of Community Wellbeing.
- CDEM function will move into the Community Safety function within Community Wellbeing.
- The planning, consenting and building functions will move across to District Development.
- Strategic Community Asset Development relates to delivery of big projects underway or proposed, these are the strategic assets that support Community Wellbeing delivery.
- Events will be led by Community Wellbeing. An RLC events strategy will be developed with RED focusing their support around Category 1 Events and supporting growth of Category 2 Events.
- Sponsorship of events will sit with active and engaged communities.
- Addition of Community Learning Strategy that will lead and connect education programmes and projects across the organization. This is to ensure our learning projects are strategically aligned to our Community Wellbeing outcomes.
- Inner city regeneration plan to be developed and delivered through Community Wellbeing. District Development responsible for planning framework .
- Community grants will sit with Thriving Communities.

INFRASTRUCTURE AND ENVIRONMENTAL SOLUTIONS

Infrastructure solutions which promote growth, resilience and enhance our environment

How will we know if we are successful? (KPIs)

Visionary and Forward Thinking

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

Resilience, readiness and effective responsiveness to address emergencies

Te Arawa and the Community has Confidence in Council

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 which build and reinforce Te Arawa and community confidence in the Council

Proposed Final Functional Activity Groupings

Infrastructure Performance

Future focused, integrated and community oriented strategies for reliable infrastructure services:

- 3 Waters strategy
- Transport Plan
- Waste Plan
- Asset Plan for growth
- Procurement/Services management
- Capital programmes delivery
- Land Development support

Environmental Stewardship

Future focused, integrated and community oriented strategies for:

- Climate action plan
- Water quality plan
- Biodiversity Plan
- Air quality plan
- Waste minimisation plan
- Emissions reduction plan

KEY ASPECTS OF THE INFRASTRUCTURE AND ENVIRONMENTAL SOLUTIONS PROPOSED FINAL FUNCTIONAL STRUCTURE

- CDEM moved to Community Wellbeing to better align with the primary objective of civil defence which is to protect the safety of the community during a significant event arising from natural or man-made causes. However CDEM/EOC mobilisation is an all of Council action and all groups will contribute according to their assigned roles in preparing and during such an event.
- Visionary Thinking is integrated into Planning and Performance functions (incorporating Te Arawa and community aspirations) and it is aimed towards utilising current and forecasted emerging methods and new technologies to ensure the long term fit for purpose reliable function of infrastructure and in attaining sustainable environmental protection as seen and perceived within the Te Arawa Te Ao Maori vision 2050 and the community at large.

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? (KPIs)

Being a Partnership Leader

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 destination

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

Council is Respected

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 Activity Groupings

Building Relationships

- Governance support
 - Mayor's Office
 - All committees/community boards etc
 - Protocol hui's
 - Citizenship etc
- Engagement Strategy – enable organization to actively engage with Te Arawa and the community, (support, advise, deliver)
- Relationship/partnership management,
- LGOIMAs
- Customer service strategy (relates to identity)

Visionary Thinking

- 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 eg: Long-term Plan/Annual Plan/Pre-election report/non financial performance

Identity and Reputation

- Whole of Council brand management strategy
- Whole of Council communications / public relations strategy – written, digital
- Project / programme campaigns

KEY ASPECTS OF THE DISTRICT LEADERSHIP AND DEMOCRACY PROPOSED FINAL FUNCTIONAL STRUCTURE

- Privacy Officer moved to Organisational Enablement.
- Mayor's Office moved from CE's Group to bring Governance support completely together – Mayor's Office and Governance team.
- Visionary Thinking function will include ensuring consistency and alignment of all strategy and policies to the over-arching strategic direction.
- In the context of communications and marketing this function does not include sales. Sales marketing remains the function of the venue.

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? (KPIs)

Performance

Enabling strategic outcomes through effective planning, implementation, monitoring

Solutions

Provide trust and confidence through automation, integration and effective processes and systems to enable innovation

Our People

An enabled workforce with the right people, skills and experience to deliver our strategic objectives

Proposed Final Functional Activity Groupings

Performance

- 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

Solutions

- Technology transformation
- Disaster recovery
- Technical systems design
- Network and environment security
- Data and information management
- GIS
- Helpdesk support
- Digital enablement
- Customer solutions

Our People

- Human Resources services
- Performance-driven compensation strategies and policies
- Organisational development and people capability
- Recruitment
- Workforce planning
- Health and safety
- Culture and values
- Payroll

Facilities

- Facility management (Property)
- Fleet management

KEY ASPECTS OF THE ORGANISATIONAL ENABLEMENT PROPOSED FINAL FUNCTIONAL STRUCTURE

- Council holds a property portfolio in excess of \$300m and is currently investing into significant redevelopment and rejuvenation of many of these. Facilities separated from 'Solutions' to its own function supports the current and future focus on ensuring these facilities are fit for purpose and maintained to the level our community expects, thereby allowing operation teams to focus on their utilization.

CHIEF EXECUTIVE'S GROUP

Organisational direction, co-ordination and overview

How will we know if we are successful? (KPIs)

Mayor and Deputy Mayor are Well Supported

Manages the political interface with the Mayor and Deputy Mayor

Risks and Issues are Well-Managed

Any organisational risks or issues are responded to in a timely manner, upholding Council's reputation and integrity

Strong Strategic Direction

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

Exceeding Expectations

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

KEY ASPECTS OF THE CHIEF EXECUTIVE'S GROUP PROPOSED FINAL FUNCTIONAL STRUCTURE

- Mayor's Office moved to District Leadership and Democracy with a strong working relationship and political interface with Chief Executive's Group

THE PROPOSED PROCESS FROM HERE

- Feedback on the proposed final functional structures by 5pm on 4 June 2021.
- Careful consideration of the feedback.
- Development of proposed Level 3 management structure with associated draft role outlines that are aligned to the proposed final functional structure – which is why your feedback is important.
- Feedback on the proposed Level 3 management structure and draft role outlines.
- Development of a final Level 3 management structure and draft job descriptions (based on the final role outlines).
- Feedback on final management structure and the draft job descriptions.
- Careful consideration of the feedback.
- Finalising the management structure and outlining a transition plan.
- Please note: Our intention is to actively consult with you at each stage of the process from here, and consider your feedback before moving onto the next stage.
- Should any role be impacted by any proposed changes, then the relevant provisions of the employment agreement will be adhered to.