

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

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

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	Connecting Communities	Supporting Communities
<p>Building community identity and pride</p> <p>Positioning our place as a unique and vibrant centre for indigenous development</p> <p>Regionally strategic assets will be leveraged to showcase Rotorua as a great place to live, work, visit and invest.</p> <p>Our district offers exciting opportunities and experiences from a local, regional, national and international perspective</p> <p>Rotorua provides a large selection of quality experiences through our amazing natural and heritage assets</p>	<p>Bringing people together to build social cohesion, contribute to and experience their place</p> <p>Our outstanding places to play support an active community thriving together</p> <p>Our engagement and partnerships with local communities, Te Arawa and Central Government will positively benefit the people of Rotorua</p> <p>We value our strong culture, heritage and creative capacity and the potential this generates for our community</p> <p>We provide quality events for the benefit of our community, that benefit community</p>	<p>Building community capability and resilience</p> <p>We appreciate the aspirations of our communities and work with them to achieve their goals</p> <p>We focus on community learning experiences that improve the wellbeing of our community</p> <p>Community safety is a priority and Rotorua is a safe place to live and raise a family</p> <p>Our work will reflect and where possible activate the Te Arawa vision.</p> <p>We will lead central government partnership discussions around locality based service delivery</p>

Proposed Final Functional Activity Groupings

Community Safety	Strategic Community Asset Development	Active and Engaged Communities	Culture, Heritage & Mahi Toi	Te Aka Mauri	Community Regeneration
<ul style="list-style-type: none">Community safety Strategy (including strategy, guardians, CCTV surveillance, Ops Centre)CDEMAnimal controlCommunity complianceRegulatoryLicensingNoise controlParking	<ul style="list-style-type: none">MuseumLakefrontSHMPACAquatic CentreWestbrook 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 spacesSport developmentRecreationVenues<ul style="list-style-type: none">SportsdromeStadiumWhakarewarewaAquatic CentreEECEvents, activations and sponsorship	<ul style="list-style-type: none">Te Whare Taonga o Te ArawaPublic Art and Mahi ToiPerforming Arts CentreCreative sector development	<ul style="list-style-type: none">Community Hubs (Library/Te Aka Mauri)<ul style="list-style-type: none">Inner CityEastsideWesternNgongotahāTe Arawa historyCommunity Learning Strategy	<ul style="list-style-type: none">Community regeneration:<ul style="list-style-type: none">Inner CityEastsideWesternNgongotahāHomes and Thriving Community StrategyChild Equity ProgrammeYouth developmentCommunity grants

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

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

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

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