

# planning framework

## Shaping Rotorua

### Planning for sustainable development

In developing this Ten Year plan, Rotorua District Council (RDC) has adopted a more co-coordinated and corporate-wide approach to environmental protection and sustainable development than in the past, to ensure the issue of sustainability plays a core role in all of RDC's operations. The council is leading by example and will also be promoting increased sustainability amongst Rotorua communities. RDC's initiative in this area has already been recognised through a 'Trailblazer' award at the 2008 Bay of Plenty Sustainable Business Awards.

Council has adopted a Sustainability Policy and associated action plans focusing on corporate initiatives and setting the foundation for future council-community initiatives (eg development of a Community Action Plan for Climate Protection in 2009/10). Long-term opportunities from Council's leadership in this area include marketing Rotorua as a 'green' tourism destination.

The council is required by the Local Government Act to take a 'sustainable development' approach to its activities, and to consider the well-being of the community today and that of future generations. Through its Ten Year Plan, Council demonstrates how it is supporting and developing the community, directly and through partnerships, in a way that will protect the interests and needs of future generations.

'Sustainability' is fundamentally about adapting to a new way of living on the planet. While most people associate the term with environmental issues, the council is also committed to a Ten Year Plan approach that is economically sustainable. At the start of the current Ten Year Plan phase the country is in a recessionary period, and there is therefore a greater obligation on the council for planning and rating requirements for the next three years to reflect the community's ability to afford the activities and services proposed.

Council's approach to sustainability also reflects the current social, economic and political environment in New Zealand, including such issues as fluctuating energy costs, global financial market crises, national targets for pollution control and greenhouse gas emissions, and debate over legislation like the Emissions Trading Scheme and the Waste Minimisation Act 2008.

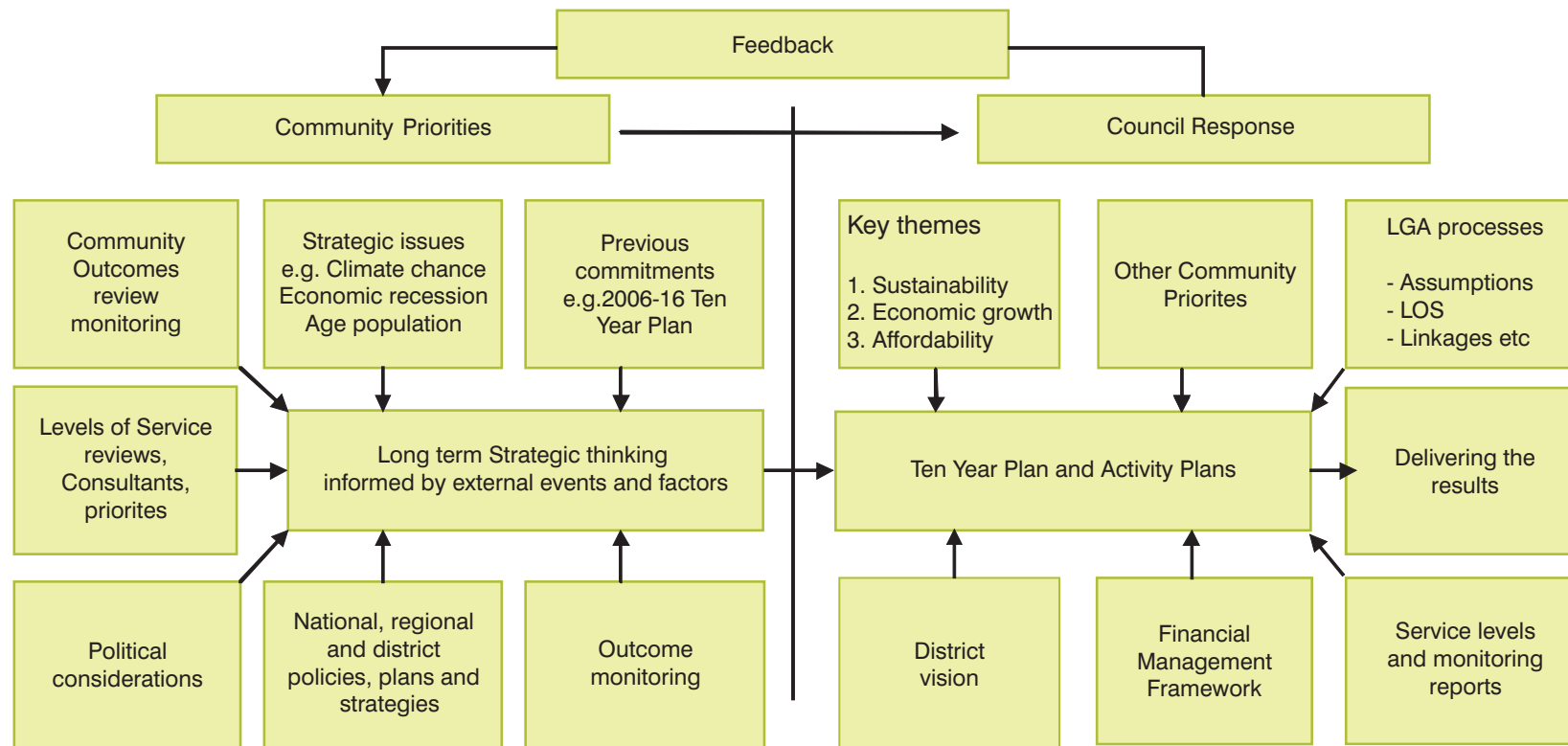


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## The strategic planning framework

Council draws on information from a number of different sources in determining its priorities and in developing its plans for the next ten years.

The diagram below shows Council's strategic planning framework, and each element of the framework is outlined in more detail in the following text.



# planning framework cont.

## Community priorities

### Reviewing Community Outcomes

Council undertook a comprehensive review of Rotorua's 'Bright Future' Community Outcomes in 2008. The key feedback from the review was:

- Rotorua people believe that the original Community Outcomes remain relevant to the district and do not need any major changes.
- The issue of 'community leadership' had been raised in the original Community Outcomes process and surfaced again during this review. 'Visionary community leadership' has now been added as an overarching principle that supports each of the outcomes.
- The Community Outcomes review process also highlighted the need to take a sustainable approach to service delivery and development, and this has been integrated into this Ten Year Plan.

### Reviewing Levels of Service

Council identified six areas needing more in-depth consultation to better understand the community's expectations. Independent consultants were commissioned to identify public expectations for public toilets, animal control, noise control, car parking, building services and planning services.

Independent of the above process, RDC management reviewed the service levels of all council activities to ensure there was public support for the current levels. The results have seen minor changes in the performance framework, clarifying levels of service and making performance measurement more objective.

### Political Considerations

As part of preparing the Ten Year Plan, a number of strategic issues were identified and prioritised by elected members:

#### Mayor and Councillors' 'Top Ten' Strategic Issues

- 1 A vision for the district
- 2 Affordable/equitable rates
- 3 Lake water quality
- 4 Crime
- 5 Trans-Tasman Airport
- 6 Sustainable development
- 7 Economic development
- 8 Waste management (including recycling)
- 9 Tourism promotion
- 10 Air Quality

### National, Regional and District Plans

A number of plans, strategies and policies influence Council's decision making and a summary of the key local, regional and national documents is provided later in this section.

### Monitoring Outcomes

Every five years Council prepares a State of the Environment Report which provides a snapshot of the built and physical environment of Rotorua District. At least every three years Council is also required to report on its progress in terms of the desired Community Outcomes. This is achieved by monitoring previously agreed performance indicators. Both these reports provide important analysis of the district and are utilised in preparing the Ten Year Plan.

### Strategic Issues

The environment that Council operates within is acknowledged in this plan, and consideration is given to matters such as climate change, ageing population, and economic issues such as the current recession.

### Previous Commitments

Preparation of a Ten Year Plan does not commence with a blank sheet. This Ten Year Plan for 2009-19 has been influenced by decisions previously made and commitments included in other planning processes, in particular the previous Ten Year Plan for 2006-16 and the two subsequent Annual Plans prepared for 2008 and 2009. The key issues identified in the last Ten Year Plan have been reviewed and the associated consultation evaluated and acknowledged in this 2009-19 Ten Year Plan.

## Council Response

### Key Themes

In evaluating the community priorities Council has identified the overarching key themes as being:

- (1) economic growth,
- (2) sustainability, and
- (3) affordability.

Decisions associated with these themes have driven the development of this plan and impact significantly on Council's funding and activities.

### Service Levels and Monitoring Reports

On an annual basis Council is required to monitor its performance for each of its activities. This monitoring is important to ensure that service levels are maintained at the rate and cost expected by the community.

### Financial Management Framework

With all long term planning there is a need for policies, guidelines, etc. This influences the design of the Ten Year Plan and is an area where Council evaluates options and make choices. Those choices are then put up for review by the community as part of the consultation process of the Ten Year Plan.

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## Local Government Act processes

The key themes identified, and other important issues, drive the allocation of resources and decision-making for each activity statement. These are subsequently integrated into the Ten Year Plan and again tested for sustainability, affordability and economic growth.

## District Vision

This is an area of ongoing work undertaken by the council and being developed further by the Bright Economy Advisory Board. Their vision will likely focus more specifically on Rotorua City and its economic needs.

The following vision for the district appears to have been accepted by residents during the consultation on the draft version of this Plan.

**admired globally**  
**treasured locally**  
unique places. remarkable communities

## Delivering the results

In order to convert all plans and programmes into actions, Council needs to employ staff and engage contractors.

Council has robust, well designed contract and procurement procedures. They ensure contractors supply, build, operate and maintain assets, and provide services at competitive prices to meet the performance expectations of Council.

Council also employs the equivalent of around 520 fulltime staff to help deliver services at those levels agreed to in the Ten Year Plan. To achieve this, the performance framework includes specific targets for group directors, departmental managers and all staff. Staff are expected to perform to high standards to achieve the levels of service within the resources available. We do this by recruiting, retaining, training and promoting the right people to the right positions.

There is a culture of high performance expectation throughout the organisation. All staff are committed to the organisation's vision, mission and values and their job descriptions are linked to the performance framework of the Ten Year Plan.

Council's 'Super Service' programme is an organisation-wide programme and is a critical part of cultural development, commitment to service and continual improvement of services. Twice a year the performance of all staff members is formally reviewed, and tested to ensure all are contributing to RDC's vision, mission and values, and to targets set out in the Ten Year Plan.

The following diagram shows linkages between the staff performance management system known as 'Performance Plus', and the Ten Year Plan and 'Bright Future' Rotorua Community Outcomes.

## Consultation during the year

Council undertook a significant amount of consultation with the community during the 2008/09 year either as part of a special consultative process or where Council wanted an indication from the community as to preferences.

This consultation included:

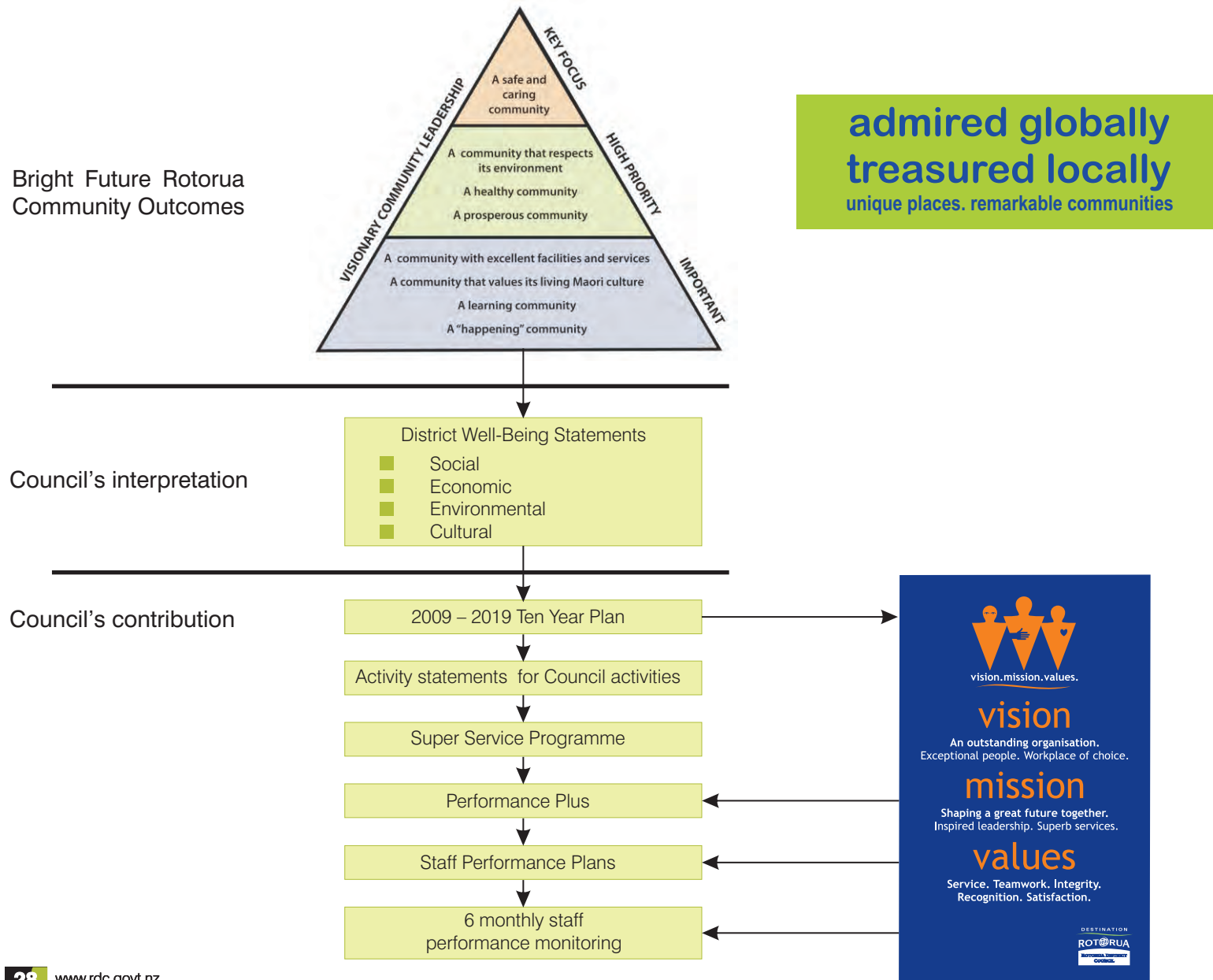
- Draft Ten Year Plan 2009 -19
- District Plan Review (Shaping Rotorua)
- Eastern Structure Plan
- Western Structure Plan
- Landscape Assessments
- Rating Review
- Geothermal Safety Bylaw 2008
- Signs on Roads Bylaw 2008
- Traffic Bylaw 2008
- Government Outcomes Review
- Level of Service Review
- Reserve User Survey
- Aquatic Centre User Survey
- Consultation with communities and residents on walkways, boatramps, playgrounds and other development
- Perception of Safety Survey
- Pensioner Satisfaction Survey
- Annual Community Satisfaction Survey

## Community Satisfaction Survey

Each year Council participates in a Community Satisfaction Survey undertaken by the National Research Bureau. The 2008 Survey indicated that 72% of those surveyed approved of Council's decisions and actions, which was an increase of 8% compared to 2007. Also, of those who contacted Council over the past 12 months, 82% were satisfied with the service received.

Generally most Council activities exceed both the peer group and national averages for the level of community satisfaction.

# planning framework cont.



# planning framework cont.

The following is a selection of key legislation, policies, plans and strategies that govern, guide or support the Council's objectives.

Strategic Document	Community Outcomes Promoted								Local	Regional	National
	Safe and caring	Prosperity	Health	Respect for environment	Māori culture	Facilities and services	Learning community	Happening community			
Administration of Reserves Policy	●			●		●		●	●		
Bay of Plenty Civil Defence Emergency Management Group Plan 2005-2010	●									●	
Bay of Plenty Local Government Triennial Agreement 2007-2010						●			●	●	
Building Act 2004						●					●
Choosing Futures Waikato										●	
COBoP – Community Outcomes Bay of Plenty	●	●	●	●	●	●	●	●		●	
Community Grants Policy	●										
Creative New Zealand Strategic Plan and Statement of Intent 2007-2010						●					●
Drivewise Rotorua Strategic Plan 2007	●								●		
Eastern Structure Plan						●			●		
Environment Bay of Plenty Regional Stormwater Strategy		●		●						●	
Environment BOP Proposed Regional Water and Land Plan 2007-2017		●		●						●	
Environment BOP Regional Air Plan 2003-2013		●		●						●	
Environment BOP Regional Land Management Plan 2002-2012		●		●						●	
Environment BOP Regional Land Transport Strategy 2007-2017		●		●						●	
Environment BOP Regional Passenger Transport Plan 2006		●		●						●	
Environment BOP Regional Policy Statement 1999		●		●						●	
Environment BOP Regional Waste Strategy 2004-2010				●						●	
Events Strategy								●	●		
Fresh Ideas – Shaping Rotorua Community Engagement Programme	●								●		

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	Safe and caring	Prosperity	Health	Respect for environment	Māori culture	Facilities and services	Learning community	Happening community			
Growth Models 2005/2008		●				●			●		
Health Act 1956	●		●								●
Lakes District Health Board Strategic Plan 2005-2015			●							●	
Land Drainage Act 1908			●	●		●					●
Leases Policy						●			●		
Local Government Act 2002						●					●
Local Government (Rating) Act 2002						●					●
Ministry for Culture and Heritage Statement of Intent 2005-2009						●					●
Ministry of Health Statement of Intent 2007-2010			●								●
New Zealand Road Safety Strategy 2003-2010	●										●
New Zealand Tourism Strategy		●						●			●
New Zealand Transport Strategy	●					●					●
New Zealand Waste Strategy 2002				●		●					●
Pensioner Housing Policy	●					●			●		
Playgrounds Policy			●					●	●		
Public Libraries of New Zealand Strategic Framework 2006-2016						●	●				●
Public Works Act 1981						●					●
Regional Economic Development Strategy		●								●	
Regional Land Transport Programme	●	●				●				●	
Regional Walking and Cycling Strategy 2009	●		●	●				●		●	
Reserves Management Policy						●			●		
Resource Management Act 1991				●							●
Rotorua Basin Area Water Supply Strategy 2006	●	●	●	●					●		

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Rotorua Central Business District (CBD) Retail Strategy 2003-2008		●							●		
Rotorua Cycling Strategy (Bike Rotorua)	●	●	●	●				●	●		
Rotorua District Council Arts and Cultural Policy						●		●	●		
Rotorua District Council Asset Management Plans						●			●		
Rotorua District Council Bylaws	●	●	●	●		●			●		
Rotorua District Council Crime Prevention Plan 2007-2010	●								●		
Rotorua District Council Cycleway Policy 1999	●	●	●	●					●		
Rotorua District Council Older Persons Policy 2003/04	●		●						●		
Rotorua District Council Open Space Strategy 2005			●	●				●	●		
Rotorua District Council Road Safety Strategy 2004-2009	●								●		
Rotorua District Council Solid Waste Management Strategy 2006		●		●					●		
Rotorua District Council Young Persons Policy 2007-2010 and Youth Action Plan 2007-2008	●							●	●		
Rotorua District Economic Development Strategy 2005-2015 (BrightEconomy Strategy)		●						●	●		
Rotorua District Information and Communication Technology Strategy 2006-2009						●	●		●		
Rotorua District Plan		●		●					●		
Rotorua District Recreation Strategy 2002			●	●				●	●		
Rotorua Eastern Concept Plan 2006 (Discussion Document)		●	●	●					●		
Rotorua Employment Skills Strategy 2003-2006		●					●		●		
Rotorua Entranceways Strategy 2005		●		●	●				●		
Rotorua Events Strategy 2004-2007		●				●		●	●		
Rotorua Geothermal Regional Plan		●		●		●			●	●	
Rotorua Interpretation Strategy					●				●		



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	Safe and caring	Prosperity	Health	Respect for environment	Māori culture	Facilities and services	Learning community	Happening community			
Rotorua Lakes Recreation Strategy 2006			●	●				●	●		
Rotorua Partner Programme						●			●		
Rotorua Regional Airport Development Strategy	●	●		●					●	●	
Rotorua Safe Families Campaign 2007/08	●								●		
Rotorua Social Services Council Strategic Plan 2007-2010	●		●						●		
Rotorua Sustainable Tourism Charter		●		●					●		
Rotorua Transport Demand Management Plan 2007-2017 (Draft)	●	●	●	●					●		
Rotorua Transport Strategy 2006-2016	●	●	●	●					●		
Rotorua Urban Transportation Strategy						●			●		
Rotorua Visitor Industry Strategic Plan 2007-2015		●		●		●			●		
Rotorua Western/Northern Structure Plan		●		●					●		
Rotorua Youth Transitions Strategy 2004-2007		●					●		●		
Social Policy	●		●		●		●	●	●		
Soil Conservation and Rivers Control Act 1941				●							●
Solid Waste Management Plan				●		●			●		
Sport Bay of Plenty Strategic Plan 2007-2009			●			●				●	
Sports Grounds Policy			●			●		●	●		
State of the Environment Report 2008		●		●					●		
Strategy for the Lakes of the Rotorua District 2000				●	●				●		
Sustainability Policy and Action Plans 2008				●		●			●		
Transport Act 1962						●					●
Tree Policy				●					●		