



2021 – 2024

Our Corporate Plan *Mahere rangatōpū*

DRAFT



Introduction

He kupu whakataki



We work hard to improve our environment, at the same time supporting regional growth and employment.

This Corporate Plan is one component of the 2021-31 Long Term Plan. It forms part of an Integrated planning and performance measurement process that integrates long-term strategies and policy directions, strategy and activity plans, financial planning and performance monitoring.

The Plan plays an important role in our holistic planning cycle, designed to ensure that public funding in the Regional Council's corporate functions and staff are allocated to top priorities, invested effectively and spent efficiently. It serves the important function of helping staff focus on key priorities and to understand how their work fits into the larger picture of the organisation's overall long-term goals.

This plan outlines who our corporate team are, what we are here to do, where we are heading and how we will get there. It provides direction for all our activities over the next 3 years. The pressing issue of climate change is already sighted across many of our projects. The rate of change we're seeing means we have to work smarter and faster to tackle the work that needs to get done.

It's not just the work. The way we work and communicate with our community and with our own staff will be a big part of how far and how fast we can make progress.

There is much we need to do in the coming years to support the twenty-four outcomes in our 2020 Strategic Plan.

This is our first corporate plan and our aim is to use it to better serve our own organisation of 300+ people as well as our communities in Wairoa, Hastings, Napier and Central HB.

As an example, the quality of customer service our community can and should expect from us is backed by a plan of continuous improvement. The same plan will steer us toward a mature operating model to cater for the requirements of a still-growing and diverse organisation.

This document sets out the internal governance direction for our corporate plan. It is purposely a high-level, living document that will help to inform our support for long-term planning.

We will refresh this plan as often as we need to, but no less than every three years.

With the help of this corporate plan, we will:

- **Maintain** a change-ready, change-capable and resilient organisation
- **Support** our staff through a new people strategy that underpins our agile culture
- **Adopt** a technology approach that strives to get the right information to the right people at the right time – we'll be adequately resourced, appropriately ambitious and fit for the future
- **Move** from a focus on outputs to a stronger outcome focus, with clearly-defined measures for performance and success
- **Adopt** a risk, quality and assurance framework to drive continuous improvement and deliver operational excellence.

With this corporate plan, we'll deliver new and better ways of working with our community.

Drivers for change

Ngā tohu urungi



This corporate plan was developed to explain how the Regional Council's internal support functions are responding to organisational growth and diversity.

The plan itself presents a balance between competing priorities, a need to consolidate rapid growth over the past three years and to move toward a more mature operating model while managing the pace and cost of change for our people and our community.

We're building on the recent significant upgrade to our core financial systems, a new telephony system, a new approach to customer experience and a focus on our people and their capabilities.

We have right-sized our finance area with dedicated corporate, treasury and management accountants supporting the organisation. We're increasing our maturity in the areas of technology, procurement, systems and processes, with tools to enable the efficient and effective delivery of our long term and strategic objectives for the region and our community.



At the heart of our approach to support the organisation, we aim to:

Inspire

We have grown our People and Capability team to help us recruit and retain the high-calibre of our people. We will support our people and culture with a stronger focus on the right tools for each role, be it equipment, technology and applications, systems and processes.

Collaborate

We have a strong customer and community focus through our internal support functions. We promote working together to deliver solutions, with consideration for and value to our treaty partners, residents and ratepayers.

Prioritise

We will be more agile with our planning and our response to change, organisationally and in the face of central government and community expectations. We will realise the benefits for our people, systems and processes that come from our risk, quality and assurance team's work.

Invest

We are investing additional people and spending into technology, and into the contact centre to support our capability, improve efficiency and to better track our progress. The training and development of our people is part of our focus.

Monitor, Learn and Adapt

We're supporting our people to accommodate continuous change and focusing on the ability of our internal support teams to deliver this.

Innovate

We're learning from the delivery of the first corporate plan to set the organisation on a path to innovation and enable continuous business improvement. This first step supports the introduction of new technology, systems, processes and promotes innovation.

Framework for change

Te pou tarāwaho



Our corporate plan framework helps us to optimise the delivery of our internal and external projects.

It's about aligning our focus, organising our workstreams and prioritising our corporate initiatives to refine our performance as an organisation.

It's about delivering on our mission, vision and values, and demonstrating our customer promise.

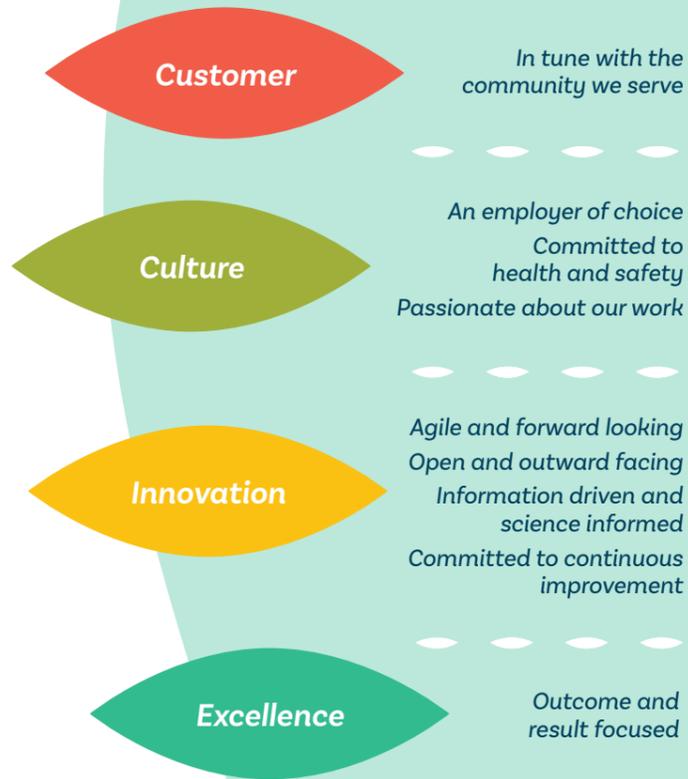
And, it's about empowering our people to be their best in our aim to be an employer of choice.

Our values are Partnership and Collaboration, Accountability, Transparency and Excellence.

Our plan introduces a more structured, integrated and process-driven approach, enabling our organisation to be more responsive, consistent and professional.

There is no room for ambiguity - using this plan, we will define what success or progress looks like to measure and report back against each project and activity.

Our approach will be supported by sufficient budget to deliver change programmes at the scale and pace the organisation has asked for. We also rely on the leadership of the organisation to commit to this plan. While we know that priorities may and will change over time, we have now set a clearer direction to make and measure progress.



Our plan in context

Te horopaki



Our corporate plan helps us deliver on our 5-year strategy through the internal services we provide.

It's also guided by the way we work and sets out how we will grow as an organisation over the next three years.

Our programmes of work stem from our commitment to the customer. The elements below help to build our internal capability to work to the external priorities in our 5-year strategy. Our framework of Customer, Culture, Innovation and Excellence also relies on a disciplined approach to Assurance and Governance.



How we'll deliver

Te ara tutuki



Our initiatives and their projects

INITIATIVES THAT HELP DELIVER THE STRATEGIC PLAN				
In tune with our community	Employer of choice	Continuous improvement	Agile and open	Information driven
Customer experience Sustainability	Internal customer experience Modern workspace People strategy	Business improvement Financial maturity Innovation	Investing in change Managing risk Technology approach	Decision support Quality data Performance reporting
CORPORATE PROJECTS THAT HELP DELIVER THE INITIATIVES				
<p>Develop and implement customer engagement strategy in Year 1 to improve customer experience rating by 2022.</p> <p>Develop corporate sustainability action plan in Year 1 to complement the Council's carbon footprint reduction targets.</p>	<p>Develop people and capability strategy in Years 1-2 to encompass health, safety and wellbeing, workforce planning, recruitment, selection, induction and retention.</p> <p>Develop corporate operations plan including workspace planning, asset and facilities management in Year 2.</p> <p>Create a learning and development model supported by a centralised training framework in Year 1.</p> <p>Review organisational values and behaviours in Year 1.</p>	<p>Develop a Council-approved assurance framework in Year 1 to drive an holistic, proactive approach. Implement the framework across the organisation in Year 2.</p> <p>Perform risk analysis to scope and inform the delivery of a Quality Management System in Year 1. Deliver the QMS in Year 2 to support process maturity.</p> <p>Review the financial services delivery in Year 1 to optimise Finance's internal business partner approach.</p> <p>Review and evolve project management tools, templates, training and reporting in Year 1.</p> <p>Develop a map of finance business processes in Year 1.</p>	<p>Apply a change management lens to corporate functions and extend across the organisation in Years 1-2.</p> <p>Develop a Council-approved risk appetite in Year 1. Embed the methodology and practices in Years 2-3.</p> <p>Develop implementation plan in Year 1 for the ICT capital work programme and deliver to priorities in Years 1-3.</p> <p>Review and redesign ICT infrastructure in Year 1 to manage operating costs and ensure a future-fit technology backbone, implementing the recommendations in Years 2-3.</p>	<p>Embed and support financial systems reporting in Year 1 to improve budgeting and forecasting.</p> <p>Perform a stocktake of information management and security needs in Year 1 to uncover process weaknesses and risk or compliance issues. Improve document management system in Years 1-2 and identify other controls needed in Years 2-3.</p> <p>Perform a stocktake of data cleansing needs in Year 1 to support system enhancements in Years 2-3.</p> <p>Develop real-time business intelligence in Year 1 to assist organisational performance.</p>

Our initiatives are the way we group our major projects, business as usual activities and emerging programmes to align with our corporate goals. Below are the initiatives we will focus on over the next three years. The projects each support the delivery of these initiatives, often contributing value across more than one initiative. A formal work plan supports each project.

Our organisational approach

On the following pages are a summary of resources and costs across individual corporate functions and how they will be allocated over the next three years.

Our resources



This is the cumulative spread of the resources we need to support organisational growth and service delivery.

Additional resourcing in the areas of Information and Communication Technology, and People and Capability is based on a new support staffing ratio aligned to the size of the organisation. For example, an ICT support staff ratio of 1 : 100 and a People and Capability support staff ratio of 1 : 200.

	Year 1	Year 2	Year 3
Information and Communications Technology	+2	+2	
Finance	+1.5		
Communications			+1
Corporate Operations	1		
Risk and Assurance			
People and Capability	+1	+1	
Governance	+2		
Total (cumulative)	7.50	10.50	11.50

Corporate Support

We bring a strong focus to the customer experience for ratepayers, the regional community and staff.

The team work ethic commits to efficient and effective organisational support. The work of this team includes fleet, facilities and accommodation management, customer contact centre and reception services and corporate support.

A structured plan of maintenance, changes and upgrades to corporate assets, such as properties and vehicles, is key to supporting the Council's regional delivery of work. The newly-established Contact Centre sits literally at the heart of the organisation and connects into all operational areas. This will positively change how we interact with the community and ratepayers. We'll increase our responsiveness and reporting with structure, professionalism and consistency, and provide ongoing internal feedback to improve business operations.

Some of the challenges and opportunities ahead:

- Improve the customer experience for the community and staff
- Deliver organisational and region-wide accommodation and corporate support standards that enable growth and change
- Be well-supported to deliver successful, positive outcomes
- Realistic levels of resourcing to ensure effective project prioritisation, scoping, delivery, training and support
- Deliver a corporate response to climate change, such as meeting facilities and technology solutions that counteract the need to travel
- Champion sustainability and business-efficiency measures
- Reduce operational emissions and making the business carbon neutral.



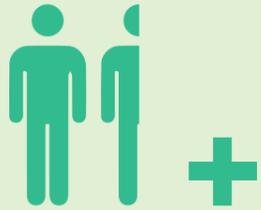
CORPORATE SUPPORT

New resource and / or funding requested
Retain the Corporation Operations
Lead role - currently fixed term.

This position has oversight of all fleet, building and maintenance requirements, and the Radio Telephone project. There is genuine need for this role given the addition of a new site, and expansion of the Corporation Operations Manager's role to include a fully functioning Contact Centre.

Two new roles for the Contact Centre are included in the 2020-21 Annual Plan, with no impact on rates as these roles are factored into the current 2020-21 Annual Plan. The Customer Service Team Lead role is currently fixed-term to December 2021.





FINANCE AND PROCUREMENT

New resource and/ or funding requested + \$150,000 operational costs for rating review in year 1.

+1 full-time Debt Management role in year 1. Currently this function is spread across multiple roles. A dedicated resource will focus on all debt management across rates, voluntary targeted rates, science recoveries, etc. Pulling this activity out of existing roles will provide sufficient capacity to absorb organisational growth across sole roles such as Accounts Receivable, Payable and Payroll.

+ 0.5 part-time to full-time Finance Assistant for year 1. This role provides cover in the team and additional processing capacity for the Rates team.

Finance and Procurement

By taking a business partner approach, we support the organisation in making sound decisions by providing the right financial and procurement support and information at the right time.

A new finance system will be implemented in 2021 and will improve the financial capability of the organisation. The work of this team includes financial planning and budgeting, corporate accounting, treasury, rates, payroll, procurement and programme management.

Some of the challenges and opportunities ahead:

- Increase organisational requirements for more in-depth and more frequent financial information
- Deliver on an increased financial and procurement maturity of the organisation for better decision-making across all levels
- Increase the reporting capability of financial and procurement information
- Streamline and automate finance and procurement functions to reduce manual intervention
- Developing best practices for procuring the right product/service at the right price and reducing the risk to the organisation through robust contract management
- Continue development of the new finance system and expand this to other areas, to ensure the integration of all financial information including Procurement and Contract Management.

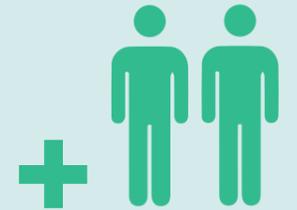
Governance and Strategy

We work with our elected members to set our strategic direction and with teams across the Council to align work programmes and projects to achieve them.

The work of this team includes corporate planning, organisational performance reporting, project management centre of excellence and the governance function that supports the roles of the councillors and the Council.

Some of the challenges and opportunities ahead:

- Building a rhythm to corporate planning and reporting so staff know what is expected of them, when and what the outcomes are
- Using technology to our advantage for near-time reporting, such as data-driven dashboards
- Using the rich information we have from service, programme and project reporting to drive measurable improvement
- Building our project management capability, applying consistency and discipline across the Council
- Evolving our project and change management tools and resources to be fit for purpose and best practice
- Improving the technology solutions that support the Council's decision-making
- Embedding a professional governance advisory service that delivers high-quality, fit for purpose advice to our decision-makers.



GOVERNANCE AND STRATEGY

New resource and/ or funding requested

+ 1 full-time Change Manager from the middle of year 1. This position will be piloted as a fixed-term role with a focus on Corporate projects for 12 months to accelerate organisational readiness for change from December 2020 (funded through the Finance TechOne and Customer Experience projects). The expectation is for this role to transition to be a resource available to work across the organisation.

+ 1 full-time Climate Change Ambassador fixed-term for years 1-3. The ambassador would coordinate and communicate the Council's climate-focused activities to the community, engage with the community to advance adaptation and mitigation strategies, and support getting the Council's house in order. This would be funded by leveraging the Council's carbon credits.



INFORMATION AND COMMUNICATION TECHNOLOGY

New resource and/ or funding requested

+ \$150,000 operating expenditure to deliver an ICT implementation plan for delivery of the ICT a capital work programme at a fast pace, improve resilience and disaster recovery capability, while also ensuring that numerous new and upgraded systems are delivered as a cohesive and integrated digital platform.

+1 Desktop Specialist – year 1 approved for Executive recruitment ahead of the Long Term Plan to support requirements as a result of organisational growth. Further, a commitment is requested from the Executive team for a to 1: 100 ratio as a minimum requirement to adequately support staff.

+1 Business Analyst – year 1 and +1 more in year 2 to provide application support and continuous improvement of new ICT systems as they come online. This is essential to realise the full benefit of significant investment in solution delivery.

+1 Infrastructure Architect – year 2 due to increase in infrastructure and Level 3 support. This is a result of organisational growth, new locations and new ICT systems. This role will implement actions from the review and redesign of ICT infrastructure in year 1.

The IT budgets are complex. Operating costs, particularly around data and storage are showing significant increases based on current use and trends. It is essential to fund detailed strategy work in year 1 to ensure the organisation is in a position to respond to these increasing costs.

Information and Communication Technology

We are developing a comprehensive schedule for ICT delivery, supported by business proposals that will be evaluated and prioritised for implementation.

Some of our prior IT project delivery has relied on institutional knowledge and dedicated individual efforts, without resources at the right level in terms of people, policies and processes. We now have a plan for significant investment to deliver a revised and comprehensive technology approach that strives to get the right information to the right people at the right time. This revised approach relies on being adequately resourced, with a focus on being appropriately ambitious and fit for the future. The work of this team includes operational support to sustain existing digital capabilities, continuous improvement of existing digital capabilities, and the development of new digital capabilities.

- Some of the challenges and opportunities ahead:
- Support enabling organisational growth and complexity
- Support new technology while reducing 'technology debt' in obsolete platforms and infrastructure, unintegrated and disorganised data
- Review and refresh policies, processes, decision rights and technology standards
- Realistic levels of resourcing to ensure effective project scoping, delivery, training and support
- Improve organisation-wide digital literacy
- Close the knowledge gap between what the Regional Council can do with digital technologies and what customers desire
- Grow requirements for data insights that require complex data aggregation, integration and data cleansing.

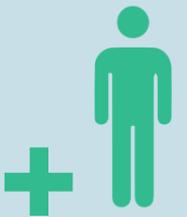
Marketing and Communications

We deliver the public face of the Regional Council's work and through internal communication, supported by a marketing and communications strategy.

We bring the Council's activities, programmes and projects to life in a way that informs, involves or collaborates with our regional community, and critically our staff. The work of this team includes internal and external engagement, communications and campaigns, digital media – websites, social media and design, environmental education, media liaison, sponsorships, events and brand management.

Some of the challenges and opportunities ahead:

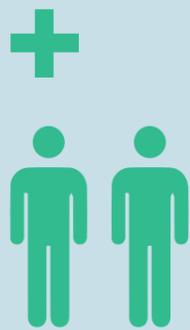
- Connecting with our community on the complex work we do, such as water security, freshwater plans for each catchment, planting programmes, river management and transport planning
- Maintaining an integrated programme of delivery across all of the Regional Council's diverse projects and programmes
- Working in close proximity to the developing customer experience team to deliver a high standard of end-to-end customer service and through all customer touch-points
- Working more closely with other Regional Councils as a sector and in combination with assertive change, such as the Essential Freshwater Reforms.



MARKETING AND COMMUNICATIONS

New resource and/ or funding requested

+1 Communications Advisor – a placeholder position for year 3, with expectations of increasing requirements to communicate and engage on core Council projects, such as the coordination, engagement and external communications generated from the climate change ambassador, catchment ambassadors and regulation-education roles.



People and Capability

We strive to be an employer that recruits and retains exceptional individuals who are empowered and supported to achieve their individual, team and organisational goals while simultaneously experiencing job and career satisfaction.

We aim to foster an environment where dignity, respect, helpfulness and kindness are observed and expected. A place where people add value and are valued. The work of this team includes workforce planning, workforce performance and remuneration, employment relations, recruitment and retention, training and development, talent management, succession planning, and the health, safety and welfare of staff.

Some of the challenges and opportunities ahead:

- Improving workflows and efficient service delivery through process improvement – technology solutions are currently not available and will result in on-going manual processes in the interim
- Developing targeted, value-add, training and development
- Developing a people strategy
- Resourcing the People and Capability team
- Relatively new People and Capability team members with varying degrees of knowledge of the organisation and its people, processes and purpose
- Continuing to develop the new role and scope of our Health, Safety & Wellbeing focus across the organisation
- Gaining employee and management perspective during people planning and policy development processes
- Relatively new performance management process and remuneration framework
- Growth of staff teams and the impact of this on staff culture, communication, connectedness, responsiveness and leadership, particularly if teams need to be physically separated due to a lack of floor space.

PEOPLE AND CAPABILITY

New resource and/ or funding requested

+1 People and Capability Coordinator – year 1 to be 50% dedicated or fully dedicated to supporting the delivery of Health, Safety and Wellbeing. This includes training, reporting, development, business change and influence to embed consistency across the organisation, as well as CDEM business unit support.

+1 People and Capability Advisor – year 2 to provide capacity to the Advisor team (based on ratio or specific requirement). This role will be responsible for process improvements, as well as workforce planning, talent management, centralised training, training delivery and employee development.

Risk, Quality and Assurance

We work to understand risk events and causes to ensure the best safeguards are in place and working as designed.

Where we identify gaps or weaknesses in our safeguards or key controls, we will develop business cases to prioritise where and how our resources are used.

The organisation's risk appetite is being developed to support decisions and resource allocation. This will give staff more freedom within a framework to make decisions and take action.

Our evolving risk system and quality maturity will drive integrated risk controls and assurance activities across all operational areas, so that we approach operational risks with common methods, common vocabulary and integrated reporting. The work of this team includes risk analysis and quality assurance for data, systems and processes.

Some of the challenges and opportunities ahead:

- Leadership prioritisation of corporate services initiatives
- Economic impacts
- Playing catch-up so that the corporate process and systems safeguard the organisation especially when funding may be tight – this may limit our ability to bring in fixed-term contractors to get through bulges in the implementation of projects.

RISK, QUALITY AND ASSURANCE

New resource and/ or funding requested

No additional requirements.

