



7. Strengthen Visionary Leadership and Collaboration

7.1 Desired Outcome

“We have visionary, collaborative leadership, a strong partnership and provide effective advocacy”.

7.2 Background

SmartGrowth has made significant progress on strengthening relationships, collaboration and leadership since adoption 2004. This progress has set the scene in recent years for a strong governance framework that supports SmartGrowth implementation as well as an integrated planning approach that is embedded in all aspects of SmartGrowth implementation and across the Strategy partners. Appendix 11 of the Strategy contains a copy of the ‘SmartGrowth Way’. This document describes the approach to collaboration agreed by each of the SmartGrowth Implementation Partners. It contains detail of the types of commitments, actions and behaviours integral to working together in the SmartGrowth Partnership.

The Strategic Partner Forum has been maintained and provides on-going collaborative input to Strategy implementation, in addition to specific advisory forums in the areas of tangata whenua, population ageing, housing affordability, property development and the social/community sector. Future forums are proposed for the environment, rural and youth sectors.

There is still work to be done particularly around continued advocacy, exploring alternative funding approaches and strengthening our relationship with central Government and between implementation partners, aligning the implementation toolkit and providing greater accountability and reporting to Strategic and community partners.

7.3 Issues

A. The need to strengthen relationships

SmartGrowth engages with and seeks advice from a range of community and stakeholder groups. This is achieved through the Strategic Partners Forum, the Population Ageing Technical Advisory Group, the Combined Tangata whenua Forum, the Housing Affordability Forum, the Property Developers Forum and the Social Sector Forum. However there is a need to ensure that the community is better engaged and has a stronger role in SmartGrowth decision making.

Regional and inter-regional linkages are addressed to a certain extent through the SmartGrowth corridor approach. However, there is a need to explicitly address the role of the western Bay of Plenty in the Upper North Island growth area. Inter-regional connectivity between the Bay of Plenty and its neighbours is key in terms of economic development, transport and the region’s position in the Upper North Island. Current approaches to long term planning are focusing on the combined areas of Northland, Auckland, Bay of Plenty and Waikato regions. An Upper North Island Strategic Alliance (UNISA) agreement has been signed by these Regional Councils and the major cities. In total, these areas make up more than half of New Zealand’s population and GDP. Most of New Zealand’s future population growth will also be in these areas. Collaboration with our neighbours and the Upper North Island could result in greater efficiencies through mutually beneficial planning approaches as well as opportunities for shared services. The establishment of the joint Bay of Plenty/ Waikato working group on State Highway 29 is an example of inter-regional collaboration which could result in greater efficiencies and mutually beneficial transport planning and investment outcomes.

Central Government invest significant social expenditure into the western Bay

of Plenty sub-region. An established Settlement Pattern provides a reliable framework for investment in infrastructure, strengthened links between SmartGrowth and central Government in the social domain (eg health, education, police and social development) are required in order to influence central Government funding and resources.

B. Broadening and aligning the implementation toolkit

The SmartGrowth Strategy has a strong focus on implementation. The success of the Strategy to date is in large part due to the approach taken to anchoring key principles in policy documents and through a focus on how SmartGrowth is governed and managed. There has been a significant emphasis on the use of a wide range of implementation tools. The SmartGrowth Strategy has been anchored in the Bay of Plenty Regional Policy Statement, District Plans, the Regional Land Transport Strategy and Programme and Long Term Plans. We need to ensure that planning processes are efficient and as streamlined as possible.

While it is important to ensure that key SmartGrowth Strategy principles are embedded in policy documents, we also need to have a degree of flexibility in order to adapt to changing circumstances. SmartGrowth will need to continue to use a range of implementation tools with an increased focus on providing information and guidance, improving efficiencies and considering alternative sources of funding. Changes in government legislation and policy may affect the implementation tools available to the sub-region.

Possible tools that could be used by SmartGrowth are as follows (note that a number of these are already in use by the SmartGrowth partners):

- Provision of information and guidance.
- Policy and strategic planning tools (the Regional Policy Statement, the Regional Land Transport Strategy, District Plans, and other strategic documents).

- Programmes and plans (the Long-Term Plan, the Regional Land Transport Programme, Regional Plans).
- Funding sources (financial and development contributions, rates, incentives and pricing).
- Provision of infrastructure and Services, including significant Government investment through transport, education and health services funding.
- Community and stakeholder engagement, including engagement with central Government.
- Input into national-level documents and legislation.
- Implementation arrangements (governance, terms of reference, exploring public-private partnerships).
- Shared or collaborative delivery between all SmartGrowth Partners.

C. Investigate collaborative funding options

One of the critical challenges for successful growth management is for the partners to have access to funds provide the infrastructure to implement the Strategy in a timely manner. Providing serviced land for activities is inherently linked to funding. Therefore it is important that the Strategy consider a range of funding options in order to ensure that the Settlement Pattern can continue to be implemented and that other Strategy actions can be given effect to. Collaborative funding approaches and sources of funding is a key part of successful Strategy implementation and the ability to finance initiatives and projects.

D. Providing greater accountability, reporting and review

Community feedback suggested that there is room for improvement in terms of the level of commitment and accountability throughout all levels of organisations involved in delivering the SmartGrowth vision. Accountability and performance measures are required to illustrate the level of commitment to resourcing and achieving actions

at all levels of SmartGrowth including governance, management, technical and SmartGrowth Partner Forums.

Ongoing monitoring is also required, not just on actions but also on progress towards goals, emerging issues, challenges and perceptions within the community. A Report Card was produced as part of the SmartGrowth Update, to monitor Strategy implementation between 2004 and 2012. Whilst this information is useful in terms of identifying progress and lack of progress on implementing Strategy actions, it does not assist in measuring progress towards achieving the strategy vision. It is difficult to measure progress made towards achieving the vision in the absence of agreed performance measures and monitoring indicators for each section of the Strategy. Development of performance measures has been highlighted through the Report Card as an area where on-going effort is required.

7.4 Principles

- I. Sub-regional leaders show commitment to agreed SmartGrowth outcomes and actions including by supporting funding requirements where possible.
- II. The Strategy and its implementation is anchored within the partner council organisations on an ongoing basis as well as ensuring there is consistency and alignment between planning documents.
- III. There is a strong partnership approach with both the community and central Government for SmartGrowth Implementation and the responsibility for implementation is expanded beyond partner councils.
- IV. Opportunities for cooperation within the region, with surrounding regions and with the Upper North Island Strategic Alliance are maximised.
- V. There is a degree of flexibility in the SmartGrowth policy approach in order to adapt to changing circumstances.

- VI. New approaches are taken to funding including the use of innovative and collaborative funding methods.
- VII. SmartGrowth proactively advocates for all the key issues facing the western Bay.

Actions: Strengthen Visionary Leadership and Collaboration

Funding Key

	Action identified as a priority
	Able to be resourced using partner staff resources or within existing work programmes
	Not able to be resourced within existing SmartGrowth budget commitment. Requires additional resources
	Priority action which requires additional resources
	Potential for partner funding/resources outside SmartGrowth partnership
***	Investigation may result in consequential cost to implement recommendations
###	Implications for partner councils strategic policy work programmes

Timeframes

<i>Urgent</i>	Completed 1 year after adoption
<i>Short</i>	Completed 3 years after adoption
<i>Medium</i>	Completed 5 years after adoption
<i>Long</i>	Completed 5+ years after adoption

7A. Strengthen relationships with the Community	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
<p>1. SmartGrowth Partner Forums</p> <p>a) Undertake an immediate review of the structure and role of the Partner Forums including;</p> <ul style="list-style-type: none"> Mechanisms to enable the Partner Forums connect to each other and contribute to decision-making The role of the Strategic Partners Forum as the umbrella Forum with representation from all individual forums Appropriate membership of Partner Forums which is representative and inclusive across the sub-region Resourcing of Partner Forums particularly in terms of their ability to lead and support SmartGrowth actions The involvement of staff from Partner Councils and support agencies in Partner Forums The commitment from Partner Councils and other agencies to utilise the SmartGrowth Forums when implementing SmartGrowth actions <p>b) Undertake periodic review (aligned to each election cycle) of the SmartGrowth Partner Forums to reconfirm membership, Terms of Reference and role, to ensure effectiveness, engagement, awareness and ability to participate in SmartGrowth decision making.</p> <p>c) Establish formal SmartGrowth Environment Forum and Rural Forums</p> <p>d) Investigate the need and form of a future Learning Forum/s</p> <p>e) Investigate the most appropriate mechanism for SmartGrowth to engage with youth either by establishing a formal SmartGrowth Youth Forum and/ or by increasing their representation on existing partner Forums</p>	<p>SGP</p> <p>SGPF</p>	<p><i>Urgent and ongoing</i></p>			<p>Partner Forum input is strengthened</p> <p>Terms of Reference agreed for Youth Forum, Environment Forum and Rural Forum.</p>

Actions: **Strengthen Visionary Leadership and Collaboration** (Continued)

7B. Strengthen and maintain relationships between implementation partners	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
<p>1. Memorandum of Agreement Triennially update the existing SmartGrowth Strategy Memorandum of Agreement which establishes principles and the approach to the implementation of the SmartGrowth Strategy including:</p> <ul style="list-style-type: none"> • Agreement included in partner Councils Long Term Plans not to adopt policies or take actions which are inconsistent with the outcomes sought by SmartGrowth without full negotiation and acceptance by all the partners. • Consistent data relating to spatial planning and growth management shall be used across the Partner Councils. Any change to the base data which effects the strategy needs to be confirmed with IMG and monitored for any changes over time. 	SGP	Urgent	###		Memorandum of Agreement is updated every 3 years shortly after local body elections. Agreement included in Long Term Plans of all partner councils.
<p>2. Strengthening the SmartGrowth Partnership Maintain and improve the relationship with full partner Councils with regular briefings across governance and management levels of the partnership including:</p> <ul style="list-style-type: none"> • Establishing within each organisation a formal process for informing and reporting back to each partner Council on important SmartGrowth matters. • Full briefings of new Councils to occur on SmartGrowth after any election including on the expectation that the SmartGrowth Strategy articulates community expectations and should be properly considered in their planning. • Ensure SmartGrowth inductions are held for new staff from each partner organisation as appropriate • Regular combined council elected members informal meetings • Continue to ensure that there are standing agenda items, especially at IMG, for individual Council matters that other partners should be aware of such as the development of strategic documents, plan changes and significant resource consents. • Consider establishing cross council technical groups which meet as necessary (ie infrastructure, policy, consenting) 	SGP	Urgent and Ongoing			Full partner Councils are more informed and supportive of SmartGrowth
<p>3. Strengthen relationships with infrastructure providers Work with the providers of sub-regional infrastructure (including community infrastructure) to promote alignment in strategic planning and ensure sufficient capacity is available in a timely manner to deliver the Settlement Pattern, in particular;</p> <ul style="list-style-type: none"> • Network utility providers including power and telecommunications. • Providers of community infrastructure services including health and education. 	SGP SGPF CGA Utility Providers	Ongoing			Providers of infrastructure required to implement the Settlement Pattern are aware of requirements well in advance of need to deliver.

Actions: **Strengthen Visionary Leadership and Collaboration** (Continued)

7C. Strengthen our relationship with central Government	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
<p>1. Focus on shared outcome areas</p> <p>Promote the link between SmartGrowth actions and central Government outcome areas through regular engagement with government agencies at governance, management and technical level to:</p> <ul style="list-style-type: none"> • Identify shared areas of interest and targets • Monitor progress towards targets • Complete a needs identification exercise to identify the investment required in urban growth areas and other relevant areas in the sub-region and investigate collaborative options for infrastructure (including community infrastructure) delivery with partner councils, central Government and other agencies • Establish and agree the evidence base required for co-investment with central Government • Investigate establishing a formal Memorandum of Agreement with other agencies such as the District Health Board to enable progress on sharing and aligning outcome areas. 	<p>SGP</p> <p>SGPF CGA COBOP BOPDHB TTOPHS</p>	Urgent	###		Implementation of SmartGrowth actions align with and progress Central Government outcome areas. Agreement on shared targets informed by benchmarks from elsewhere, eg the adopted Auckland Plan which could include educational achievement, youth unemployment, reported crime, housing affordability.
<p>2. Bay of Plenty/Waikato Policy Office</p> <ul style="list-style-type: none"> • Investigate and advocate for the establishment of a joint Waikato/Bay of Plenty Central Government Policy Office to better integrate the policy advice and delivery of government programmes and services and to ensure the most effective use of central and local government resources. • To leverage off the wider contribution of the wider Waikato/Bay of Plenty supply chain to the national economy. 	<p>SGP</p> <p>RDC WDC ODC KDC SGPF FP SGPF Key Sector Groups PDF</p>	Short			Formal central Government vehicle established to engage with FutureProof and SmartGrowth partnerships
<p>3. Integration with the District Health Board</p> <p>a) In collaboration with the DHB, identify;</p> <ol style="list-style-type: none"> i) the top health issues for the sub-region and investigate how these can be influenced by SmartGrowth ii) potential alignments between SmartGrowth outcomes/actions and the role of the District Health Board in contributing to our communities economic and social wellbeing <p>b) Make recommendations annually to the DHB with the aim of integrating the DHB Annual Plan into the achievement of SmartGrowth outcomes</p>	<p>SGP, DHB</p> <p>PATAG SSF</p>	Short			Investigation complete, recommendations made to governance. Annual SmartGrowth submissions made to DHB.

Actions: **Strengthen Visionary Leadership and Collaboration** (Continued)

7D. Strengthen our relationships with the upper North Island	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
<p>1. Participate in the Upper North Island Strategic Alliance</p> <p>a) Ensure on-going participation, monitoring, contribution and response to UNISA governance and work programmes to provide a united voice for the western Bay of Plenty, promote economic growth and work alongside other UNISA Councils to achieve an integrated approach across the regions particularly in relation to the issues of;</p> <ul style="list-style-type: none"> • Integrated planning • Transport connections, • The role of the Ports • Developing shared approaches for working together <p>b) Advocate for UNISA work programme to be expanded to include;</p> <ul style="list-style-type: none"> • The development of an Upper North Island Rail Strategy which aligns with the Upper North Island Freight Story and the future Upper North Island Freight Plan. • The potential for the Upper North Island to collaborate on initiatives to increase the affordability of housing (eg by promoting an economy of scale through the bulk buying of construction materials etc). 	<p>TCC BOPRC</p>	Ongoing			Continued input into UNISA work programmes and governance
<p>2. Spatial Planning</p> <p>Identify the sub-regional contribution to any future regional spatial plan initiatives including:</p> <ul style="list-style-type: none"> • Vision, key issues, collaborative arrangements and advocacy issues • Inter-regional linkages • Transport and other infrastructure (including inter-regional connections) • Land-use patterns • Natural environment and significant open spaces • Tertiary education and health care facilities • Activities that have the potential to improve environmental, cultural, economic and social well-beings • Funding 	<p>SGP BOPRC SGPF</p>	Medium			Sub-regional contribution to regional spatial plan identified and agreed
<p>3. Engagement between SmartGrowth and Future Proof</p> <p>Establish a formal engagement process between SmartGrowth and Future Proof to facilitate a coordinated approach to implementation between the two sub-regions. This could include joint Implementation Management Group meetings as well as joint meetings at the governance level and where appropriate, joint submissions and shared research.</p>	<p>SGP FP</p>	On-going			Regular information sharing, coordinated advocacy, shared evidence
7E. Strengthen our relationships with the wider Bay of Plenty					
<p>1. Formal framework for engagement</p> <p>Establish a formal framework to ensure continued engagement with other Councils within the Bay of Plenty region throughout Strategy implementation including regular reporting of UNISA initiatives to Rotorua District Council.</p>	<p>SGP RDC KDC WDC ODC</p>	Short			Formal framework established and regular engagement occurring

Actions: **Strengthen Visionary Leadership and Collaboration** (Continued)

7E. Strengthen our relationships with the wider Bay of Plenty (Continued)	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
2. Rotorua District <ul style="list-style-type: none"> Identify current and explore future links between the western Bay of Plenty and Rotorua/Taupo basin with a focus on the economic benefits of collaboration. Contribute relevant information to the development of a Rotorua spatial plan to ensure that cross sub-regional matters are considered and aligned where possible between sub-regional spatial plans and can flow into a regional spatial plan. 	SGP RDC BoC	Short			Greater collaboration on regional decision-making
7F. Align the Implementation toolkit					
1. Sub-regional policy alignment <ol style="list-style-type: none"> Investigate the potential for a sub-regional statutory plan combining regional, district and city plan provisions for the western Bay (including provision for joint governance arrangements) that is able to integrate with a wider regional plan where appropriate. Investigate alignment issues between SmartGrowth direction and subsequent interpretation into other policy documents including RPS, District and City Plans, Asset Management Plans, Long Term Plans and Annual Plans. Ensure that the review of sub-regional planning instruments aligns with the hierarchy of implementation and follows, rather than precedes a review of SmartGrowth. Advocate for legislative changes to central Government to assist with greater integration and linkages across key planning statutes (LGA, LTMA and RMA) and to promote development and implementation of sub-regional plans. Hold annual operations and governance workshops and promote on-going engagement to achieve greater alignment of strategies and work programmes 	SGP SGPF	Short	###		Investigation complete, recommendations made to governance
2. SmartGrowth Commissioner Training Establish a SmartGrowth training component for RMA commissioners to ensure decision making on resource consents is supported by a broader understanding of sub-regional aspirations.	SGP	Short			Commissioner training available and utilised
7G. Provide guidance					
1. Providing incentives for compliance <ul style="list-style-type: none"> Establish a SmartGrowth endorsement which could be used to show support for completed projects which align with SmartGrowth principles (could apply to property developments, community projects, infrastructure projects) Agree on a checklist or criteria process for endorsement 	SGP SGPF	Short			Criteria agreed Endorsement established, used and promoted

Actions: **Strengthen Visionary Leadership and Collaboration** (Continued)

7G. Provide guidance (Continued)	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
<p>2. Promote SmartGrowth as an Information Portal Provide opportunities for research information/data relevant to WBOP from perspective of all government agencies and community organisations so that agencies and funding providers have access to the same data and demographics</p>	<p>SGP SGPF COBOP BOPDHB TEP P1 SAAG TBOP BoC</p>	Short			Information accessible on upgraded website Website promoted
7H. Investigate collaborative funding options					
<p>1. Unlock the potential for joined-up community investment In collaboration with the private sector and taking a regional perspective, establish a consensus building group to;</p> <ul style="list-style-type: none"> Oversee and input into an inter-regional, regional and sub-regional infrastructure (including community infrastructure) needs versus funding shortfall analysis for the next 50 years, across the breadth of the Strategy Report back on potential national, regional and sub-regional funding sources across the public and private sector Identify specific actions needed at the sub-regional, regional and inter-regional level to close the gap between funding needs and provisions Identify the economic impacts along with the risks and consequences, if these actions are not implemented. Develop and agree a process and framework linking into sub-regional spatial planning initiatives 	<p>SGP SGPF CoC P1 RDC RSPLG Other Bay of Plenty Councils as appropriate</p>	Ongoing			Identification of inter-regional and sub-regional projects, the likely capital needs and a potential range of funding sources
<p>2. Better business case approach to fund identified projects Effectively interact with Government through its Better Business Case approach in order to negotiate key Government funded projects for the Bay of Plenty and to prioritise investment from a Central Government perspective.</p>	<p>SGP SGPF CoC P1 RDC</p>	Ongoing			Projects are clearly identified and either single source Government funded or multiple source funded including Government
<p>3. Closing the funding gap</p> <ul style="list-style-type: none"> Each member of the SmartGrowth partnership to formally identify the specific actions it will commit to from the "consensus building group" analysis Identify specific reporting measures which indicate the effectiveness of the actions Identify the potential for use of iwi investment in infrastructure investment Assess specific community infrastructure projects that lend themselves to alternative funding approaches Assess potential methods to leverage off existing investment and/or potential to lower levels of service to reduce the cost of infrastructure. 	<p>SGP iwi SGPF CoC P1 RDC</p>	Medium	###	***	A clear statement of the SmartGrowth partners role in closing the funding gap

Actions: **Strengthen Visionary Leadership and Collaboration** (Continued)

71. Greater accountability, reporting and review	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
<p>1. Resourcing Implementation</p> <p>a) Implementation Partners to ensure sufficient resources are available to deliver the annual implementation programme through the following mechanism;</p> <ul style="list-style-type: none"> • A 3 yearly implementation and funding plan (which is updated annually) will be developed and agreed. This detailed plan will input into Partner Councils Annual Plan funding rounds and will also include assessment and identification of projects that may be funded through the SmartGrowth budget. • SGIC will consider annually (prior to Annual Plan/Long Term Plan funding rounds) the 3 yearly implementation plan and associated resourcing requirements and will provide appropriate recommendations back to Partner Councils for consideration • Partner Councils will clearly identify instances and reasons where SmartGrowth actions are not being resourced in Annual Plan/Long Term Plan funding rounds. <p>b) Partner Councils will ensure that an independent SmartGrowth Implementation Manager is resourced to;</p> <ul style="list-style-type: none"> • Monitor the translation of SmartGrowth direction into the policy of each of the Implementation Partners • Undertake engagement with the community and improve communications and engagement with SmartGrowth Partners • Support the SmartGrowth Partner Forums • Drive and monitor and report on progress on the implementation plan 	<p>SGP</p> <p>SGPF</p>	Ongoing	###	***	Strategy actions adequately resourced
<p>2. Regular Performance Monitoring and Reporting</p> <p>a) Ensure sufficient resources are available to complete a Report Card every three years (prior to Local Government elections) in collaboration with all SmartGrowth Partners and Partner Forums to monitor;</p> <ul style="list-style-type: none"> • Progress on implementation and resourcing of Strategy actions against their measures of success • Effectiveness of communication of key messages and perception of SmartGrowth within the community • Performance of SmartGrowth Implementation Partners and Partner Forums at all levels • Progress of SmartGrowth related actions in Smart Economy, Smart Tourism and Smart Arts • The operating environment against the key SmartGrowth assumptions. If necessary, this review of the operating environment could trigger a review of SmartGrowth Strategic direction and/or Strategy actions, including how they have been interpreted into subsequent planning documents. <p>b) Publish the Report Card triennially in association with the proposed implementation plan for the upcoming 3 years.</p>	<p>SGP</p> <p>SGPF SEAG TBOP SAAG</p>	Short			Report Card completed and published every 3 years

Actions: **Strengthen Visionary Leadership and Collaboration** (Continued)

71. Greater accountability, reporting and review (Continued)	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
<p>3. Connecting SmartGrowth with SmartArts, SmartTourism and SmartEconomy</p> <p>Maintain an alignment between the SmartGrowth Strategy and SmartEconomy, Smart Tourism and SmartArts when any of the strategies are changed or reviewed.</p>	<p>SGP</p> <p>SEAG, P1 TBOP, SAAG CT</p>	Ongoing			Strategic alignment maintained between SmartGrowth and other strategies
<p>4. Strategy Review</p> <p>Commence a strategic review of the Strategy in 2019 (following the 2018 census) or update at any time that in the judgement of the SmartGrowth partners there is a substantial change in the operating environment which may affect the assumptions that underlie the Strategy (including significant amendment to relevant legislation).</p>	<p>SGP</p> <p>SGPF</p>	Long	###	***	Strategic review of Strategy occurs in 2019 or updates undertaken when determined as being required
<p>5. Risk Management</p> <p>Adopt and implement a formal risk management strategy including formal frameworks for managing the following:</p> <ul style="list-style-type: none"> • Inadequate resourcing for implementation • Uncoordinated and conflicting council strategies • Conflicts between BOPRC, TCC and WBOPDC • Differing opinion across the Partnership including the SmartGrowth Partner Forums • Significant alteration to the funding base for key infrastructure • Lack of community support impacting strategy implementation • Changes in national legislation and policy • Changes in the operating environment • Deviation from population projections 	<p>SGP</p> <p>SGPF Other implementation agencies</p>	Short and ongoing			Risk Management Strategy prepared and adopted by SGIC



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