



# Presentation: Integrated Approach to Planning Workshop: Institutional Arrangements

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**Independent Chair**

# Background



- SmartGrowth is a 20 to 50 year strategy and implementation plan to manage future growth in the western Bay of Plenty
- Past growth management initiatives did not take a sufficiently long-term view of growth issues and failed to place adequate emphasis on the relationships needed between agencies for successful strategy implementation

# SmartGrowth - What is it (1)



- Partnership and collaboration involving the three Councils, Tangata Whenua, and community groups and range of other agencies
- A voluntary, cooperative approach built on understanding, agreement and commitment, in preference to a mandatory model built on compliance and coercion
- Strong emphasis on interagency implementation
- Need for well defined institutional arrangements to anchor, provide clarity and direction for implementation

# SmartGrowth - What is it (2)



- Essential difference between SmartGrowth and earlier growth management initiatives is long-term, formal commitment to collaboration and implementation between key agencies, with broad community support
- It is about bringing together those who have land use, funding, infrastructural, strategy and policy responsibilities, local and central government
- The above responsibilities are located with a range of agencies, hence need to engage multiple agencies

# Some Key Approaches (1)



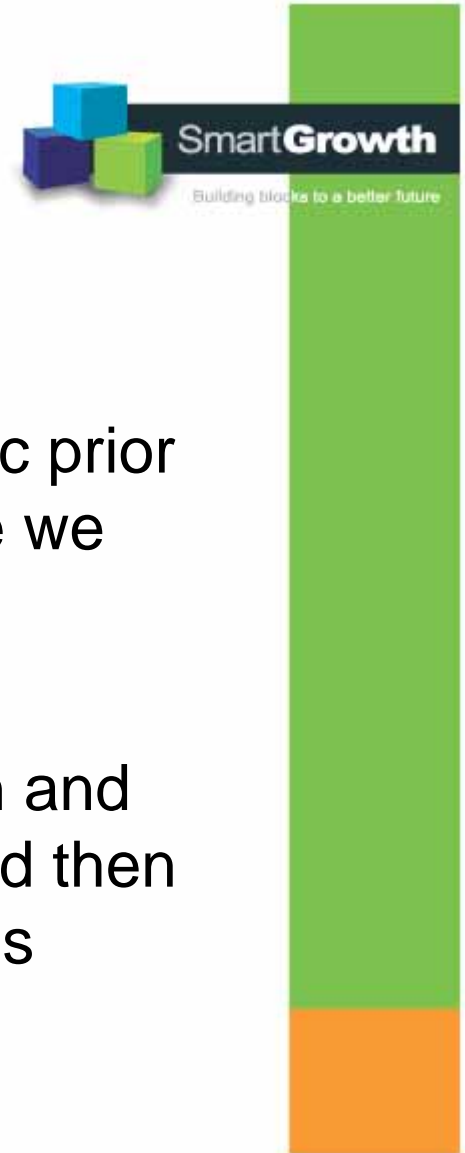
- Voluntary arrangement and use of existing tools for implementation
- Independent involvement - Governance Chair, Implementation Advisor & able to operate independently of local government processes, hierarchy etc
- Collaboration and partnership approach - new style / way of operating being the 'SmartGrowth' way - governance comfort before moving on
- Good data/research

## Some Key Approaches (2)



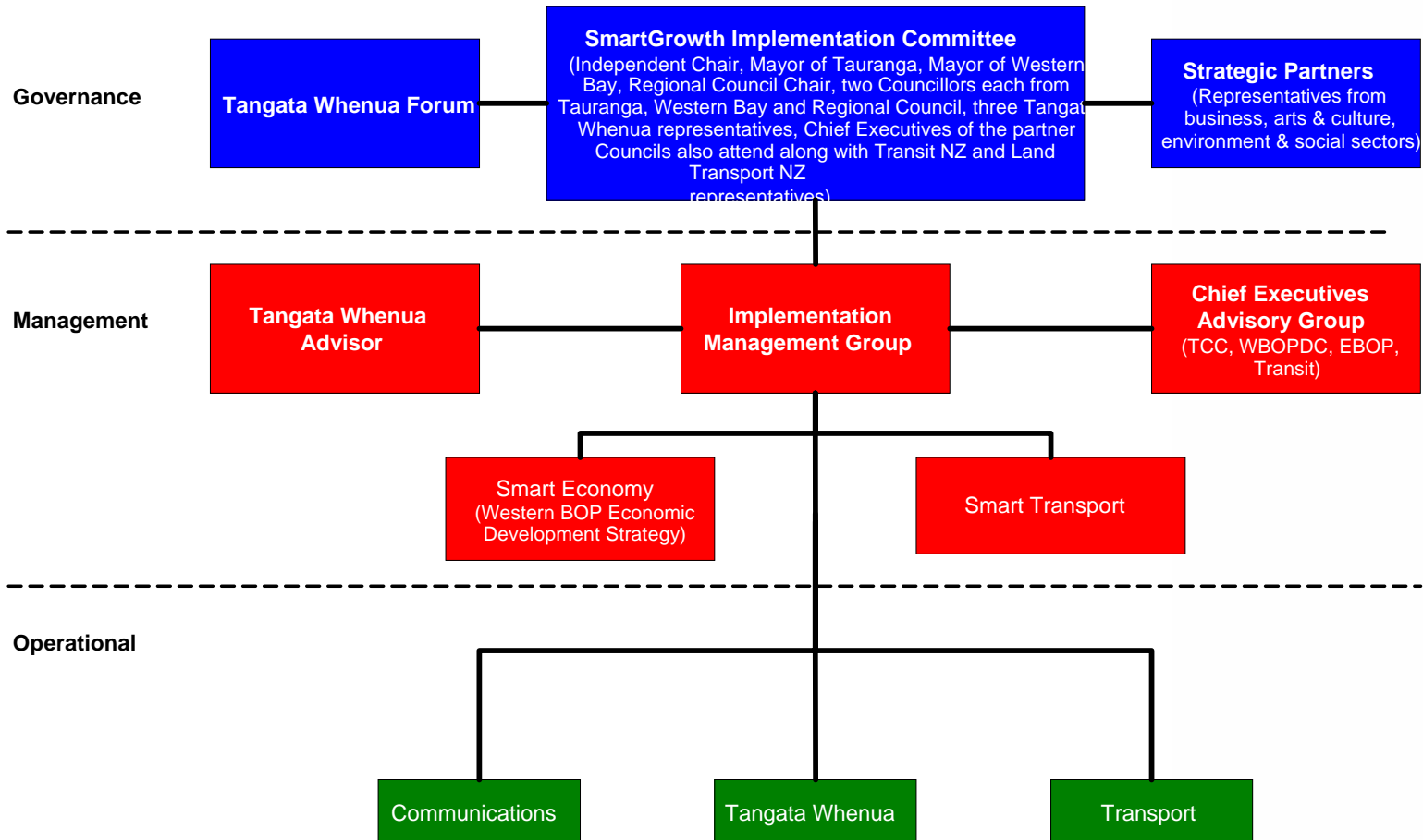
- Governance commitment & buy-in, equality in representation, highly engaged governance group
- Integrated governance, management and technical structures
- Informed decision making by governance and acknowledgement of critical role, governance have
- Early & continuous government engagement through key Ministers, not the bureaucracies

# Some Key Approaches (3)



- Effective strategy champions
- Sorting out local commitments, actions etc prior to requests to others - gaining confidence we know what we are doing
- Maturing relationship between sub-region and government- what can be done locally and then defining where central government input is required

# Implementation Arrangements (1)



# Implementation Arrangements (2)



- SmartGrowth Implementation Committee
  - Tauranga City (3)
  - Western Bay District (3)
  - Environment Bay of Plenty (3)
  - Tangata Whenua (3)
  - Independent Chair
- Meets bi-monthly, with a monitoring and overview role
- External monitoring & support from Strategic Partners Forum

# Implementation Arrangements (3)



- Need to have longevity
- Combined Tangata Whenua Forum
- Ministerial and senior official briefings and discussions
- Advocacy arrangements on behalf of partners to ensure level of investment matches needs of sub-region in timely manner

# Implementation Arrangements (4)



- Independent roles distinct advantage, with no one partner seen to be driving initiative
- Able to work processes without restrictions of local government processes, able to cut through the bureaucracy and hierarchies

# Implementation Arrangements (5)



- Strategy currently being anchored through RPS Amendments, Long Term Council Community Plans, District Plans, Funding arrangements with Government - Crown Transport Grant
- Interagency implementation ongoing feature
- Is being used to negotiate the timely provision of further government services - engagement with government and agencies
- Requirement for broad range of integrated funding techniques

# Implementation Arrangements (6)



Collaborative governance arrangements mean

- The implementation Committee recommends to partner Councils
- Commitment via LTCCP statements that each partner Council will not adopt policies or take actions inconsistent with SmartGrowth outcomes without full negotiation and acceptance by other partners
- Collaborative funding arrangements
- Well defined monitoring and accountability arrangements

# Pros and Cons of Collaborative Approach to Strategy Development and Implementation (1)



## Advantages

- Collaboration has provided confidence to take proactive action for successful engagement and unified approach - one view on the significant issues
- Providing certainty for public and private investment and clear direction where growth is to occur, then private sector response
- Awareness of value for \$ through a growth management planning process - greater significance and more positive outcomes than originally envisaged - beyond pure growth management

# Pros and Cons of Collaborative Approach to Strategy Development and Implementation (2)



- Opportunity to provide Central Government, direction for the regions
- Should be done with a combination of local and regional agencies because of differing roles and functions
- Voluntary approach, so agencies want to be there as opposed to a command and coercion model- reliant on trust, effective relationships
- Awareness of issues by wide range of agencies

# Pros and Cons of Collaborative Approach to Strategy Development and Implementation (3)



- Use of same, agreed data and information by all agencies
- Creditability with central government by demonstrating delivery of key strategies and attracting central government investment

# Pros and Cons of Collaborative Approach to Strategy Development (4)



## Limitations

- It takes time to develop trust and working relationships
- Perception that it takes away individual partner accountability and freedom of action
- Need to manage on an ongoing basis, the collaborative approach
- Different levels of resourcing available to agencies to participate so can have uneven involvement and implementation

# Pros and Cons of Collaborative Approach to Strategy Development (5)



- Often requires a change in governance and organisational culture –need to discuss with others before deciding on a course of action.
- Tension between the “regional” and “centrist” approaches
- Hesitation from some government agencies to promote and encourage engagement between Ministers/Officials and the regions

# Institutional Frameworks (1)



- Effort should go into collaborative initiatives by existing agencies
- It is about building on what is already in place but need to anchor a culture of collaboration
- This can be further enhanced by government support and being responsive to collaborative and partnership approaches
- There is a role for a central government agency to assist with integration, direction, providing guidance, and making connections between initiatives throughout the nation

# Institutional Frameworks (2)



- There seems to be little advantage in any new super agency being created at a regional level
- This is likely to cut across current initiatives and would only add another player to the mix
- There is no simple fix and it is about organisations and their people working hard on radical collaboration. This is a key component to integration, development of inter agency relationships and best practice

# Institutional Frameworks (3)



- One of the challenges is for the existing players to be more effective
- Structural changes do not necessarily translate in more effective or better outcomes- it is about the people making the integrated approach to planning work together with the right tools as opposed to organisational structures

# Some Challenges Ahead (1)



- Need for sharper and more integrated policy frameworks at regional and national levels-  
LTMA, RMA & LGA
- Successfully anchoring integrated growth management strategies across organisations
- Continuing to be aware of changes in dynamic operating environment – policy changes
- Commitment to enduring implementation and coping with changes in people, organisations – integration creates complexities

# Some Challenges Ahead (2)



- Government thinking beyond a portfolio approach
- Balancing process and pragmatism
- Tweaking with structures and organisations as opposed to whole sale change
- “Horses for courses” approach in developing and implementing the most appropriate integrated planning approach – one size does not fit all

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