Models for State and Local Government Partnership and Engagement in Population Growth and Service Provision

Final Information and Options Paper

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1 INTRODUCTION

The Local Government Association engaged Urban & Regional Planning Solutions to prepare an Information and Options Paper that explores effective models for Local Government engagement with State Government to achieve a better integrated and more holistic approach to managing the urban systems required to support population growth.

The project has involved meetings with Chief Executive Officers and/or Senior Staff from the following organisations:

- City of Onkaparinga
- City of Playford
- City of Salisbury
- City of Tea Tree Gully
- District Council of Mount Barker
- Planning SA
- Department of Transport, Infrastructure and Energy
- Department of Trade and Economic Development
- Land Management Corporation

and a number of members of the Urban Development Institute of Australia currently involved in development projects in outer metropolitan council areas, as well as with infill developments in the central metropolitan area.

In addition to this consultation with the key players in the field of planning, developing and managing urban growth areas and facilitating or providing infrastructure and services, we have undertaken a brief review of governance models for managing population growth in Australia and New Zealand.

This paper provides a summary of the information obtained through research and consultation and a proposed governance model that could be considered as a basis for collaborative planning in South Australia.

2 MANAGING POPULATION GROWTH AND SERVICE PROVISION – KEY ISSUES

INFORMATION SHARING

Councils in the outer metropolitan area and the rural / urban fringe have reported a lack of information from the State Government regarding the preferred areas for future urban growth, including residential, commercial and industrial land. Councils have a key role to play in working with the State Government to ensure that areas identified for growth can be connected to existing infrastructure and community services. Councils also need to ensure that they establish a robust planning policy framework that will accommodate orderly and efficient growth. This needs to happen well in advance of land releases so that master planning reflects the desired policy directions.

CO-ORDINATION

Government Departments do not always appear to councils to be operating in a co-ordinated manner. While it is recognised that agencies involved in planning and development roles are now participating in integrated forums (see Section 3), councils have experienced ad hoc and unco-ordinated responses by different Government Departments. This makes it difficult to undertake long term planning with any confidence that the infrastructure will be in place to support future development.

Those councils who have been involved in planned developments involving joint venture agreements or clearly negotiated agreements with developers, report positively on the benefits for the community and for councils' ability to prioritise its resource allocations to achieve the agreed outcomes.

Examples such as Mawson Lakes and Edinburgh Parks in northern Adelaide demonstrate that councils and the State Government can work together to meet the economic, social and environmental objectives shared by both spheres of Government.

SERVICE DELIVERY

The community has ever increasing expectations with respect to the level and quality of service provision new developments should provide. This frequently occurs in the context of areas that have traditionally been poorly served by public transport, public and private health services and community support programmes. Councils can be under pressure to respond to gaps in services in several neighbourhoods at the same time when development and/or redevelopment is occurring on multiple fronts. This is considered to be an increasing problem in the area of human services provision such as schools, childcare, health and family support where the relevant State Government agencies have been absent from the Government's planning processes.

Councils and developers find it very difficult to obtain commitments from these service providers leading to an increasing reliance on the private "for-profit" sector and the "not-for-profit" non-government sector. These arrangements tend to be ad hoc and poorly integrated with Local Government infrastructure.

LAND AVAILABILITY

At the urban fringe, councils are looking for leadership from the State Government to identify the areas for growth, release the land in a co-ordinated way or allow the LMC to land bank the land for future needs and establish a budget to fund all necessary infrastructure in a timely manner.

Within the existing developed areas of metropolitan Adelaide, councils would like to see the State Government and the LMC involved in assembling and master planning sites for higher density development around transport, retail and employment nodes. This approach was also supported by members of the UDIA who commented that it is increasingly difficult to achieve higher numbers of units in infill locations due to community opposition and council responses to those pressures.

HOUSES AND JOBS

Many councils are concerned that the lack of integration across Government Departments leads to urban growth being seen solely as residential growth, rather than recognising industrial and commercial development as an integral component. There is a need to match economic development opportunities and jobs growth with residential expansion so that people are able to work close to where they live. The State Government has been involved directly with councils to plan fringe growth within an economic context as evidenced by

State Local Government initiatives including Greater Edinburgh Parks, Noarlunga Centre Urban Regeneration, LeFevre Peninsula and southern suburbs Economic Blueprint. Councils often experience community opposition to the expansion of industrial areas or rezoning to create additional employment opportunities.

RECOGNITION OF THE CONTRIBUTION COUNCILS CAN MAKE TO PLANNING FOR AND MANAGING URBAN GROWTH

There is general recognition by State Government Departments involved in planning and development that Local Government has a role to play in planning for and managing urban growth. One way this occurs is through Councils' involvement in the development of the Metropolitan Development Programme and implementation of the Metropolitan Industrial Land Strategy. Other mechanisms exist through the State Local Government Relations Agreement and the Outer Metropolitan Councils Forum, which comprises Chief Executive Officers of fringe councils and key State agencies. Notwithstanding these mechanisms, consultation undertaken for this project highlighted the lack of agreement of exactly when and how Local Government should be engaged in the planning process. Councils will be invited to participate in the preparation of Regional Strategic Plans once the State Government, through Cabinet, has signed off on the longer term directions for urban growth.

Councils are engaged in preparing Strategic Plans with their communities to set future directions across social, economic, environmental and governance goal areas. While these Plans are reviewed regularly, every 3-5 years, they take a 20 to 30 year perspective that reflects the communities desire for inter-generational equity.

Councils therefore have a significant contribution to make in setting directions for future urban growth. They have also demonstrated their capacity to enter into funded partnerships to deliver infrastructure and support services to residential and industrial development projects.

In addition to State Government's policy investigations for urban growth, some councils have also incurred significant costs in undertaking comprehensive investigations to identify the most appropriate areas for residential and employment growth and the infrastructure required to support this growth. This has occurred when councils experience development pressures outside of those envisaged by State growth frameworks.

WHO FUNDS INFRASTRUCTURE FOR GROWTH?

It is generally agreed that infrastructure needs to be provided in an integrated manner by State Government agencies and utilities, Local Government Authorities and private developers.

While some councils have pursued additional developer contributions to fund off-site impacts of development, this is seen as a consequence of the State Government's failure to commit to the provision of infrastructure that would usually be its responsibility. The preferred situation would be an Infrastructure Programme, negotiated for all identified urban growth areas, that clearly establishes the budgets for State Government departments and Councils and the financial contributions expected from developers.

Some Councils expressed an interest in exploring new ways of funding infrastructure given the difficulty of meeting high upfront costs in advance of receiving any rates income from the new development.

There is a concern that requiring developers to fund additional infrastructure to meet best practice environmental standards (eg pipes for recycled water) will add to the costs of new housing, reducing housing affordability for the first home buyers who are the main target market for urban regeneration and greenfields sites.

3 CURRENT ARRANGEMENTS IN SOUTH AUSTRALIA FOR MANAGING POPULATION GROWTH AND SERVICE PROVISION

The State Government established the Planning and Development Forum in mid 2004 to ensure early awareness amongst CEO's of potential planning and development proposals and to escalate issues to that level if a matter had reached a stalemate between agencies. The Forum comprises Chief Executive Officers of those State Government agencies with referrals under the Development Act. This gives the State Government a mechanism at CEO level for discussing proposed developments to ensure that projects are not held up and everyone is aware of their status.

It would not be appropriate for Local Government to be involved in this Forum as it could compromise their ability to assess these applications at a later stage.

In response to its population target of 2 million people (SA 2M), the State Government has set up a Land Use and Planning Group with a series of parallel groups including:

- Transport and Infrastructure
- Utilities
- Human Services.

These groups report to a Planning and Development Forum, and from there through the Minister for Urban Development and Planning to a sub-committee of Cabinet.

The SA 2M report provides a theoretical capacity of existing infrastructure which will need to be further investigated with councils to understand the practical capacity of this infrastructure to meet the requirements for a population of 2 million.

Planning SA will now work with councils to develop regional land use frameworks. It has proposed that these are likely to follow the regional boundaries established by Cabinet.

Planning SA is committed to providing information such as population projections and to working with councils, developers and infrastructure providers to negotiate the Metropolitan Development Programme. Planning SA is currently undertaking a comprehensive update of the Industrial and Retail Land Data Bases.

From an economic development perspective, the State Government's Department of Trade and Economic Development (DTED) is working with councils collectively in the northern and southern metropolitan areas. A regional approach would provide opportunities for a broader response. Housing affordability is considered a key element of economic growth. The Economic Development Board is supported by the Department of Trade and Economic Development and has sub-groups including:

- planning;
- infrastructure;
- workforce.

DTED is also a key partner in joint projects with councils such as Edinburgh Parks and has been working with southern metropolitan councils with its Blueprint for Economic Diversification, and with other councils on strategic economic development initiatives that lead to land use and infrastructure master planning. In fact, DTED has taken on a leadership and facilitation role, although this is not usually seen as a core role for the agency. DTED plays a key role in strategic urban planning by injecting an economic or industry analysis at an early stage of the planning process.

The Department of Transport, Energy and Infrastructure is involved in the Land Use Planning Group and in the Transport and Infrastructure and Utilities sub-groups. The Department is also represented on the Planning and Development Forum. Departmental representatives consider that once the directions for future growth are available, it would be useful for Councils to work together on a regional basis to provide input to the Planning Strategy which informs other State Plans such as Infrastructure, Health, Housing to influence the strategic plans and budgets of private infrastructure providers such as Origin and Telstra.

This level of input by councils has not been a feature of recent State initiated Strategic Planning exercises and the current proposed model has not yet engaged Local Government. It is understandable, therefore, that Local Government is looking for a more formal governance arrangement to underpin a collaborative approach to planning for and managing growth.

4 LESSONS LEARNT FROM OTHER PLACES

As part of this project we have considered the nature of governance models established for managing urban growth in some other Australian States and in New Zealand's Smart Growth Regions. This section of the Paper summarises those and Section 6 draws on these models in putting forward options for South Australia.

SOUTH EAST QUEENSLAND

In South East Queensland a Regional Co-ordination Committee was established in 2004 to co-ordinate planning and infrastructure investment with Local Governments and sub-regional organisations of councils to cater for planned population growth of over 1 million by 2026.

The Committee is comprised of 6 State Government Ministers and 4 Mayors representing Brisbane City and the 3 sub-regions.

The Committee is supported by the Office of Urban Management in the Department of Premier and Cabinet.

The Regional Plan identifies sufficient land to accommodate population of a total 3.4 – 4 million by 2026. Within the Plan, land was allocated to four land use categories including:

- Urban Footprint Areas where most future urban growth is intended to occur; and
- Urban Investigation Areas which provide a potential land bank for future medium to longer term development that should be protected from intervening and inappropriate uses.

Detailed planning in Urban Footprint Areas requires preparation of a Local Growth Management Strategy by councils and the preparation of a State Infrastructure Agreement. Within the Investigation Areas, the State or Local Government can initiate studies to test the suitability of the land for urban release. These studies are carried out on a partnership basis between State and Local Governments and in consultation with landowners, key stakeholders and the community.

Prior to urban development in the Investigations Area, a number of criteria must be satisfied including:

- a clearly demonstrated public need for the development;

- significant environmental values, open space corridors and inter-urban breaks identified and protected;
- State Infrastructure Agreements have been finalised;
- the relevant Local Government planning scheme has been amended and development approvals obtained.

VICTORIA

In 2003, the State Government appointed Smart Growth Committees to review an interim urban growth boundary. This review resulted in five areas being designated for growth as an extension of the interim boundary to provide a 25 year land supply.

The Growth Areas Authority (GAA) was established as an independent statutory body reporting directly to the Minister for Planning. While Local Government was involved in the review process it has no direct role on the Growth Areas Authority. The Terms of Reference for the GAA indicate one of its roles as *"providing advice to local councils on the sequencing of land release and land rezoning".*

This model appears to be highly centralised with little ability for Local Government to participate in setting directions. Members of the Board of the Growth Area Authority are appointed by the Minister for Planning. The Authorities key objectives are to maintain housing affordability in growth areas and to reduce the regulatory burden on developers and local government.

NEW SOUTH WALES

Two growth areas in the north-west and south-west of Sydney have been designated to accommodate 30-40% of the total estimated growth in the next 30 years. The Growth Centres Commission has established two Local Government Co-ordination Committees, one for each region.

Committees provide a forum to enable Local Government to raise issues directly with the Growth Commission, discuss community planning, infrastructure roll-out and development trends and encourage a co-operative approach.

This model provides a formal high level structure for co-operative planning and co-ordinated implementation.

The Committees comprise Council representation, usually a Mayor or Deputy Mayor and General Manager of the relevant Councils as well as representatives of the Growth Centres Commission. They meet every 2 months.

WESTERN AUSTRALIA

Network City is the most recent Metropolitan Plan for Perth and Peel. It places the focus on transit oriented development with 60% of new housing to be located in existing urban areas.

No urban growth boundary has been set as planning policies are considered to provide sufficient protection for new growth areas. These areas will be expected to achieve a density of 20 dwellings per hectare. There was an extensive consultation process undertaken to develop the Network City.

The Western Australian Planning Commission has responsibility for establishing the partnership with councils to address issues such as the process for agreeing on regional and municipal population targets.

New partnership arrangements have been proposed between State and Local Government, although these have not yet occurred.

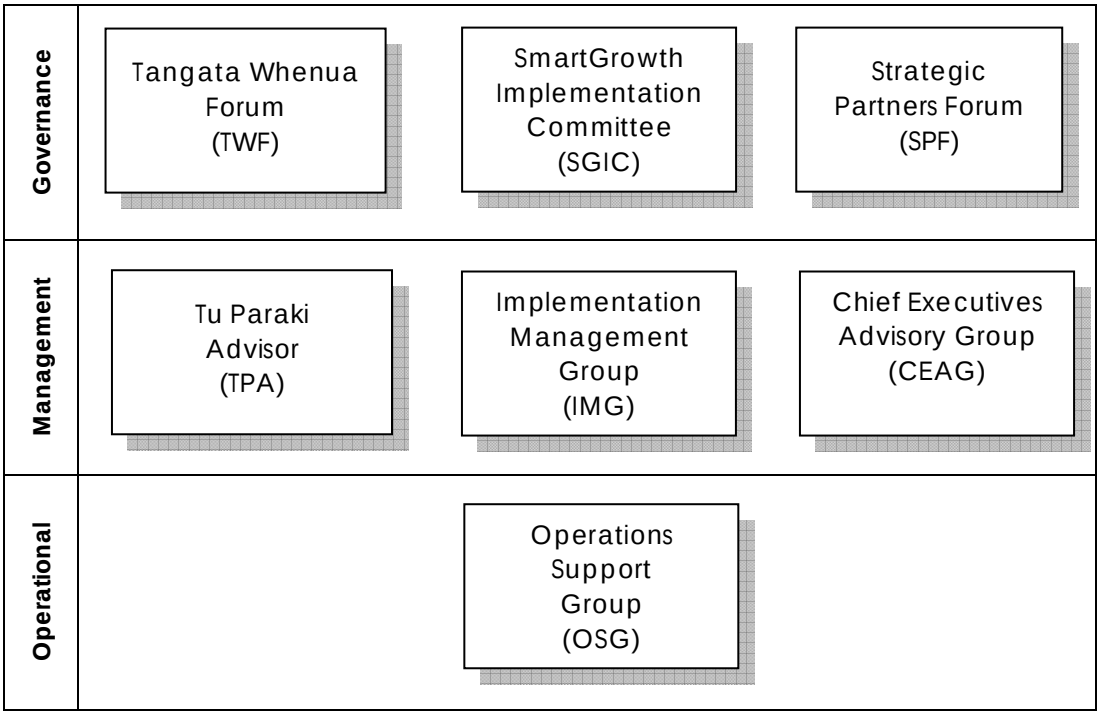
NEW ZEALAND – BAY OF PLENTY

The Bay of Plenty Regional Councils have developed a 50 year Strategy and Implementation Plan for the Western Bay of Plenty under the Smart Growth 2006.

Smart Growth has entered into long term formal commitments to collaboration between National and Local Government and with Indigenous peoples' representatives and key stakeholders known as Strategic Partners.

Table 1 below shows the Governance and Management Structure for the implementation of Smart Growth in the Western Bay of Plenty.

Table 1: Smart Growth Governance and Management Structure



The Smart Growth Implementation Committee has the key co-ordinating role and was responsible for adopting a Memorandum of Understanding to provide a basis for developing working relationships and the resolution of any conflict.

Appendix A provides an overview of the roles for each of the governance, management and operational groups that make up the structure.

The Smart Growth Strategy proposes a range of innovative methods for funding infrastructure including:

- use of community wealth;
- development funding bank;
- council retention of GST component of rates;
- network management pricing.

The Western Bay of Plenty District Council (WBOPDC) identified the four key strategic issues as leadership, building communities, protecting the environment and supporting the economy in their own Strategic Plan prepared before the Smart Growth Strategy was approved. The Council was struggling with issues related to addressing rapid growth in the region and finding it difficult to be as "proactive as it would like in providing needed infrastructure given the existing revenue base".

Councils consulted for this project expressed similar concerns. The Implementation Smart Growth Strategy is considered by the WBOPDC to have provided a platform for the delivery of transport networks, water supply, wastewater and solid waste management through joint funding arrangements between spheres of Government.

5 ROLES AND RESPONSIBILITIES OF THE POTENTIAL PARTNERS IN PLANNING, DEVELOPING AND MANAGING URBAN SYSTEMS

The following section of the Information and Options Paper provides a description of the roles and responsibilities of the Government and non-Government sectors in planning, developing and managing urban systems.

AUSTRALIAN GOVERNMENT

The Australian Government is considered to play a critical role in controlling national immigration policies and programmes which will be the source of most of South Australia's growth. They also fund major infrastructure initiatives in transport and water and set the policies for social services and control the provision of GP Medicare provider numbers.

Given that the majority of Australians live in a city, it is considered important that there be a renewed national focus on urban development, housing and land affordability and environmental sustainability.

SOUTH AUSTRALIAN GOVERNMENT

All of the councils interviewed for this project identified the following roles for State Government:

- define the areas where future urban growth will occur to meet the population targets;
- prepare Infrastructure Plans in partnership with Councils and the development industry to enable the orderly release of designated urban growth areas;
- an integrated whole of Government approach to planning and budgeting for the delivery of social and physical infrastructure co-ordinated with the proposed timing of land releases;
- co-ordination of urban regeneration and strategic infill opportunities in existing metropolitan areas;
- establish a policy and legislative framework that provides a sound basis for investment by Governments and the private sector;
- initiate and develop formal arrangements with regional groups of Councils, identified by Councils, to enable a partnership approach to managing the delivery of urban systems to support growth.

LOCAL GOVERNMENT

There is a sense that Councils have had to step up and take a leadership role in undertaking strategic policy work to address urban growth pressures and in establishing partnerships to facilitate social, economic and environmental objectives through development projects such as Mawson Lakes and Seaford Meadows or urban regeneration initiatives such as Playford North.

Councils see themselves as key players in partnership with State Government, the Land Management Corporation and the development industry. They have expertise, resources and considerable experience in delivering services and infrastructure to a high standard.

LAND MANAGEMENT CORPORATION

The Councils consulted for this project would like to see the Land Management Corporation (LMC):

- become more involved in land banking through the orderly acquisition of land that can be held until needed as a key factor in housing affordability;
- be proactive in economic development projects involving under-utilised industrial and commercial land;
- take a key role in working with councils to get Structure Plans in place prior to land release and then work with the developer on a Master Plan to guide development in accordance with the agreed Structure Plan;
- liaise with State Government Departments to facilitate the timely provision of human services and physical infrastructure for new developments and regeneration projects;
- become involved in urban regeneration and transit oriented infill development.

It was noted that LMC is the only vehicle we have to deliver on State objectives in urban land releases and it should be seen as a leader in facilitating good urban development rather than as a developer.

DEVELOPMENT INDUSTRY

Councils would like to see the Development Industry as partners in an agreed negotiated programme with clear commitments for the standards of urban development to be delivered and the level of infrastructure to be funded by each sector.

Councils are keen to work with those development companies that are demonstrating leadership.

The Development Industry is looking for leadership from the State Government in establishing Structure Plans and Infrastructure Plans in association with councils. The alternative will be piecemeal fragmented development as is occurring in Munno Para West.

Developers resent being expected to fund major infrastructure external to their site such as freeway access points, stormwater management systems and library services which would normally be State and Local Government responsibilities.

The developers identified the need for a stronger focus on planning within the State Government, possibly through creating a portfolio for Urban Development within Cabinet.

6 A NEW APPROACH TO PLANNING FOR AND MANAGING POPULATION GROWTH AND SERVICE PROVISION

6.1 ESSENTIAL COMPONENTS OF ANY GOVERNANCE MODEL

In order to be successful any governance model for urban growth management must be based on:

- clearly articulated terms of reference, roles and responsibilities;
- equity membership for State and Local Government;
- consistent participation by Chief Executive Officers of the relevant organisations;
- joint funding of resources to support the model;
- an ability to discuss and resolve budget and funding considerations to achieve agreements about joint projects and integrated service delivery;
- a willingness to work through issues that generate differences of opinion – respectful relationships articulated through formal partnership agreements;
- clear lines of reporting to the decision makers in both State and Local Government;
- Simple and pragmatic structures that do not get bogged down in bureaucracy; and
- trust, open and honest communication and a genuine commitment to work together.

One of the advantages of South Australia's size is that most people in senior positions in State and Local Government know each other well and are comfortable raising issues and working through them.

This means that any governance model should avoid undue levels of complexity. For example the South East Queensland Model with its own Office of Urban Management with direct links to the Department of Premier and Cabinet may be necessary in a large region experiencing very high levels of growth. It would probably, however, create additional layers of bureaucracy in the South Australian context that may not achieve the collaboration needed for a successful model.

It is evident, however, that the existing relationships between senior officers in Government has not been sufficient on its own to provide a comprehensive approach to working together to plan for and manage urban growth. At best

it has been piecemeal and adhoc in relation to the engagement of Local Government. At worst it has reflected a strongly centralised approach to planning that has directly excluded Local Government until a future point in time to be determined by the State Government. Current arrangements do not include any formal links at the political level.

If there is to be a truly genuine partnership approach to Urban Growth this must include the elected political representatives of both State and Local Government. This is a feature of the urban growth management models in South East Queensland, New South Wales and New Zealand's Smart Growth. Victoria's Growth Areas Authority reflects the centralised model that currently exists in South Australia. This model does not facilitate a shared approach to setting goals, developing strategies to achieve them and most importantly to funding the necessary actions to undertake a co-ordinated implementation program.

The New Zealand Bay of Plenty model, while it involves only 2 spheres of Government, provides a robust model that includes politicians, Chief Executive Officers and relevant senior staff from Councils and National Government agencies. It provides political leadership, management direction and on-ground resources for implementation. It also has a broadly consultative element through the Strategic Partners Forum. This could be a feature of the governance model for South Australia to consider in the future. The immediate priority appears to be to establish a governance structure that brings State and Local Government Authorities together to establish agreed future directions for meeting population growth targets.

A workable model will depend on Councils being willing to enter into regional groupings that make it easier for the State Government to engage with Local Government. It is unrealistic to expect the State Government to resource 18 or more growth planning committees. Councils will have to take a collective approach to identifying their interests regionally and nominating representatives to participate at the various levels in the governance structure. This could be a role for the Metropolitan Mayors and CEO's group in the metropolitan region and for the LGA and regional organisations of Councils in these country areas where urban growth pressures require a collaborative approach to planning, infrastructure and services.

6.2 GOVERNANCE MODEL OPTIONS

A. Expand Existing State Government Co-ordination Structures to include Local Government and Use the Regional Land Use Frameworks proposed by Planning SA to establish a co-ordinated approach to planning and infrastructure

The Land Use and Planning Group described in Section 3 could be expanded to include CEO's and Strategic Planning Directors from the Councils likely to be meeting most of the State's planned population growth.

The Group would need to establish terms of reference related to the implementation of the population growth strategy prepared by the State Government.

The Economic Development Forum could be structured so that it has two separate areas of focus – one in the northern metropolitan area to include Playford and Salisbury Councils and one in the southern metropolitan area including Marion and Onkaparinga. However, it was noted that this Forum meets relatively infrequently.

Planning SA has proposed the development of Regional Land Use Frameworks to assist in the implementation of the South Australian 2 Million population growth report.

Four metropolitan, 3 outer metropolitan and seven country regions have been proposed.

While this project undertaken for the LGA has focussed on metropolitan Councils at the urban fringe there is no doubt that Councils in regions such as the Upper Spencer Gulf are experiencing many of the issues described in Section 2 of this report.

In the metropolitan area Councils will need to identify the regions that will be the focus of the Land Use Frameworks. There will need to be a collaborative approach to establishing the terms of reference for the structure that will develop the Regional Land Use Frameworks including the way that these will be resourced.

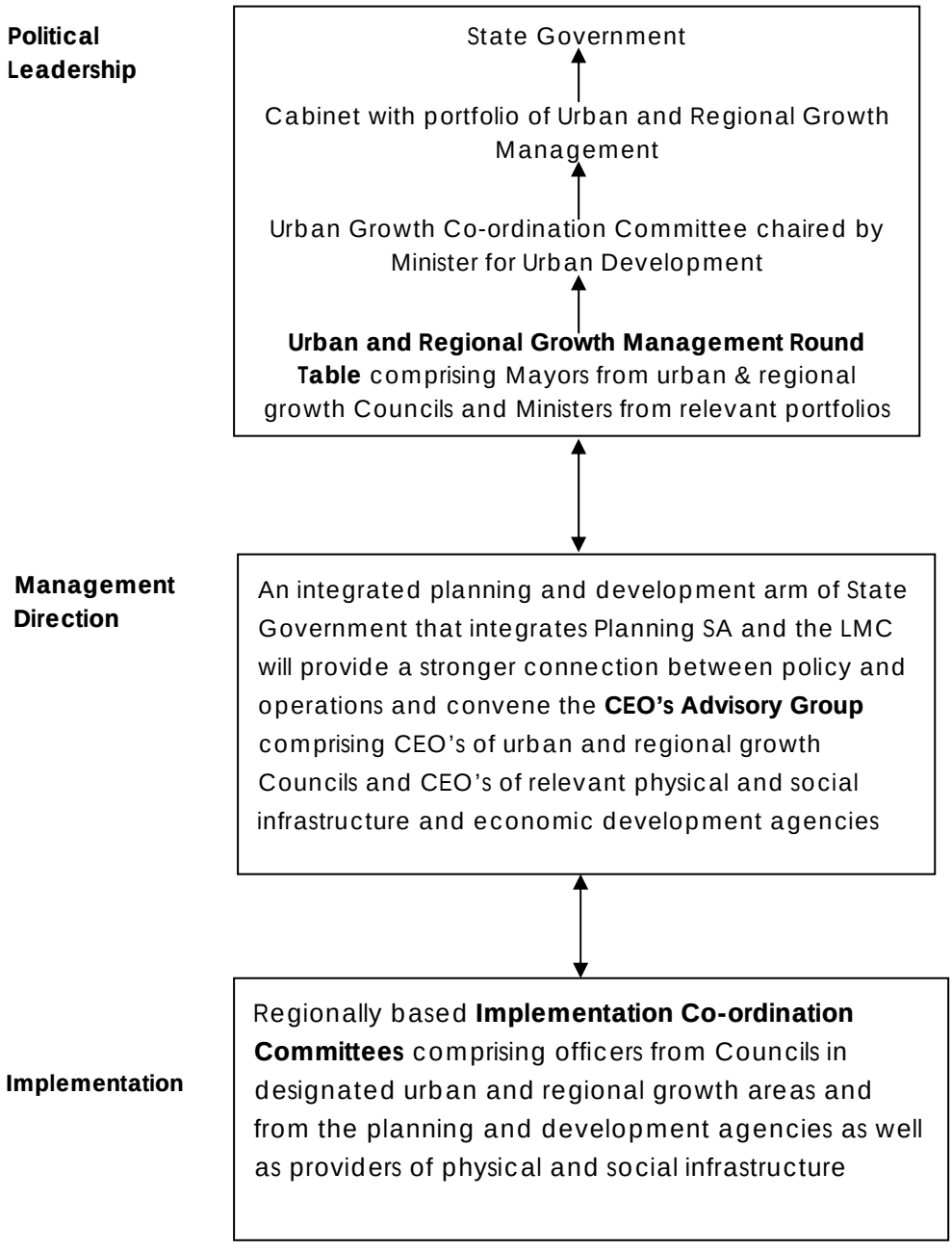
Comment

This model has the advantage of building on existing collaborative models at State Government level and using the Regional Land Use Frameworks to which the State Government has allocated considerable resources.

Its principal disadvantage is that it does not represent an equal partnership since State Government would be continuing its role as the driver and facilitator of these initiatives.

B. Develop New Governance Structure that provides Political Leadership, Management Direction and Co-ordinated Implementation

The flow chart below provides an outline of a proposed new governance model.

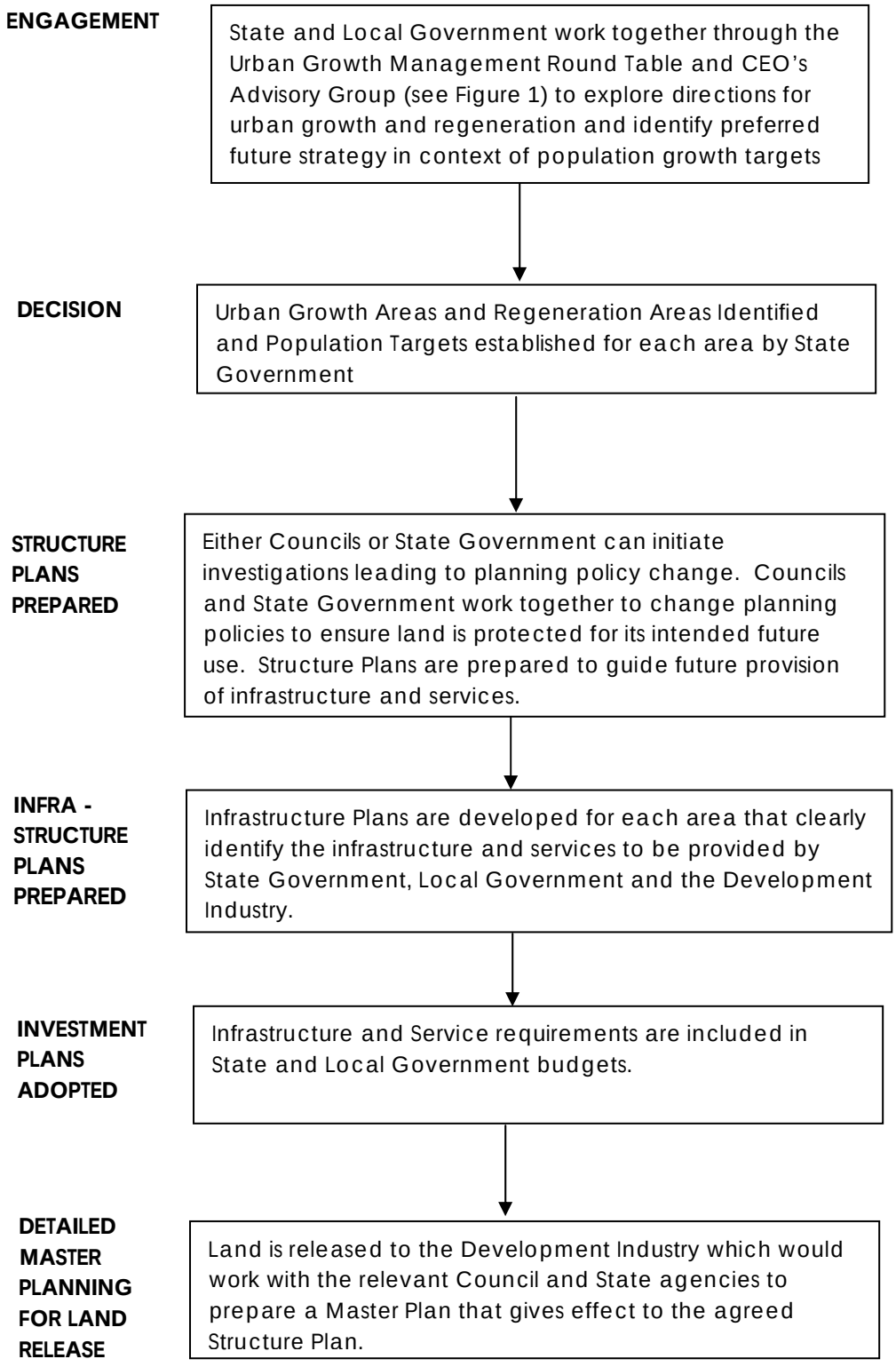


Comment

This model provides an opportunity to establish new structures including the Urban Growth Management Round Table, CEO's Advisory Group and Regional Implementation Co-ordination Committees which could be developed around the collaborative planning groups established to progress the Regional Land Use Frameworks. The success of this model relies on achieving a stronger focus for urban growth planning and management in State Government through the integration of Planning SA and the Land Management Corporation and the creation of a Cabinet Portfolio in Urban and Regional Growth Management.

6.3 URBAN GROWTH MANAGEMENT SYSTEMS

The following follow chart illustrates an urban growth management system that would address many of the issues raised by Councils in this project.



7 CONCLUSION

This Information and Options Paper is intended to provide a basis for further discussions between State and Local Government, particularly with CEO's of those Councils experiencing or likely to experience significant population growth pressures as the State Government moves towards its target population of 2 million.

In order to progress a more collaborative governance model for urban growth planning and management both State and Local Government will need to find new ways of engagement. These processes must lead to the outcomes of integrated services and infrastructure funded through negotiated partnership agreements and delivered in a timely and effective way to provide certainty to State Government, Local Government, the development industry and the community.

APPENDIX ONE

Details of Governance and Management Model for Western Bay of Plenty, New Zealand

Sourced from website of:

SmartGrowth Western Bay of Plenty

www.smartgrowthbop.org.nz

July 2007

GOVERNANCE

SmartGrowth Implementation Committee

Purpose and terms of reference

The joint SmartGrowth Implementation Committee is implementing the SmartGrowth Draft Strategy and Implementation Plan under these functions:

- Growth management leadership.
- Overseeing the implementation of the SmartGrowth strategy, in particular the strategy actions for the three years from 1 July 2004.
- Ensuring organisation systems and resources support the strategy implementation.
- Taking responsibility for progressing those actions specifically allocated to the "SmartGrowth Implementation Committee" in the strategy and making sure the implementation does occur.
- Monitoring and reporting progress against milestones.
- Overviewing the management of the risks identified in implementation.
- Reviewing and recommending adjustments to the strategy if circumstances change.
- Identifying and resolving any consultation inconsistencies between the SmartGrowth strategies and subsequent public consultation processes of the partner councils.
- Facilitating consultation with the community.
- Establishing the Tangata Whenua Forum.
- Establishing the Strategic Partners Forum.
- Selecting and appointing an independent Chairman and SmartGrowth Co-ordinator.
- Implementing a Memorandum of Understanding be adopted by the Committee to provide a basis for developing working relationships and the resolution of any conflict.
- All arrangements will be reviewed by 30 June 2007.

Strategic Partners Forum

The Strategic Partners provides community governance to the SmartGrowth Strategy, with the two broad responsibilities being:

Strategic partners to act as a community audit

- The strategic partners were an integral part of the process within the development of SmartGrowth strategies and actions. This means they have a strong basis of understanding of the issues related to growth management within the Western Bay of Plenty sub region.
- They play an important role in acting as a "consumer audit" providing a monitoring function to ensure the strategy and actions are met, not just by local authorities but also by Central Government and community agencies that have lead roles within the strategy.

Strategic partners to act as a knowledge pool for the SmartGrowth Implementation Committee

- As sector agencies the Strategic Partners play a strong role in acting as a steering agent and a knowledge pool to the SmartGrowth Implementation Committee structure, helping guide decisions relating to implementation.
- Many of the Strategic Partners are regional associations of national agencies representing specific sectors. This network of knowledge ensures that the best decisions are made in implementing SmartGrowth.
- The Strategic Partners provide support to the SmartGrowth Governance structure in a collaborative fashion rather than in a strict audit and monitoring role.
- Many Strategic Partners have specific roles as either lead or support agencies within the actions of SmartGrowth. This enhances the ability to provide sound community governance advice to the SmartGrowth Implementation Committee structure and identify potential solutions to issues.

Membership

The Strategic Partners ongoing governance forum is made up of the following organisations, based on a selection criteria of:

- agencies with a national affiliation;

- mandate to speak on behalf of sectors affected by the SmartGrowth Strategy;
- cover the sub region, which is the scope of the strategy;
- represent the four key aspects contained in the Local Government Act 2003 – social, economic, cultural, environmental;
- have a structure in place that allows outwards and inwards communication in respect of membership.

Tangata Whenua Forum

The Combined Tangata Whenua Forum was an integral partner throughout the development of the SmartGrowth strategies and actions. It has continued with this partnering relationship during the implementation of the strategy.

Tangata Whenua have a strong understanding of the growth management issues within the western Bay of Plenty sub region. The responsibilities of the Combined Tangata Whenua Forum include the following:

Kia Tu Pakari ai Tatou

- The Combined Tangata Whenua Forum is responsible for ensuring the Rangatirantanga of the hapu and Iwi (Tangata Whenua values, principles, traditions and customs) are taken into account and maintained throughout the implementation of the strategy.
- The Combined Tangata Whenua Forum provides a reference group to support the future growth management and development needs of hapu and Iwi.

Tangata Whenua Audit

- An audit on the implementation of the strategy by the Combined Tangata Whenua Forum is a key monitoring function for Tangata Whenua in assessing the outcomes of the strategy.

Tangata Whenua Leadership

- The collective knowledge and experience within the Combined Tangata Whenua Forum provides strong leadership and direction to the SmartGrowth Implementation decisions on specific and generic actions affecting Tangata Whenua.

- Tangata Whenua provides leadership in the implementation of some actions solely, shared as a member of the SmartGrowth Implementation Committee or as a support to other lead agencies.
- Tangata Whenua engagement in the implementation and monitoring provides confidence in the growth and development processes.

Communication and Liaison with Tangata Whenua

- The Combined Tangata Whenua Forum provides a regional forum for hapu, Iwi and Maori to raise implementation issues. The uses of Marae and specialists workshops have proven to be an effective communication tool in engaging Tangata Whenua. These internal networks and techniques are utilised to ensure that momentum of the strategy is maintained.

Tangata Whenua roles and functions:

- Work collaboratively with the SmartGrowth Implementation Committee to use respective agency skills and knowledge or if required the collective knowledge of Combined Tangata Whenua Forum to identify solutions to issues related to implementation of the strategy.
- Provide high quality information to the SmartGrowth Implementation Committee to enable sound decision-making.
- Work collaboratively with the SmartGrowth Implementation Committee to utilise respective agency skills and knowledge or if required, collective knowledge of Combined Tangata Whenua Forum to identify solutions to issues related to SmartGrowth implementation.
- Monitor, by acting in a Tangata Whenua audit role of the implementation of SmartGrowth actions against milestones.

Membership

The Combined Tangata Whenua Forum is open to all Iwi and hapu within the Western Bay of Plenty sub-region. Tangata Whenua be represented in either one or both of the following Local Authority forum:

- The Tauranga Moana Tangata Whenua Collective, or
- The Western Bay of Plenty District Council Maori Forum.

MANAGEMENT

Implementation Management Group

The Implementation Management Group:

- selects and recommends the appointment of the SmartGrowth Co-ordinator (SC) to the Chief Executive's Advisory Group.
- Overseas the implementation plan, in particular the action milestones, with the SC.
- Receives regular reports from the SC.
- Undertakes and reports on action monitoring and risk management issues via the SC to the SGIC.
- Maintains close links between SmartGrowth and any other related implementation to help achieve a broadly based sustainable development outcome.
- Examines in detail all briefs for Actions assigned to the SGIC before they are issued.
- Reviews all action outputs prior to Joint Committee presentation.
- Ensures that systems and resources are functioning effectively.
- Ensures that any related studies and investigations are drawn to the attention of the SC in order to avoid duplication of effort.
- Liaises with the Chief Executives to ensure good understanding and ownership of the project within each of the participating organisations.
- Co-opts additional members from the Operations Support Group from time to time to assist with specific matters.

Membership

SmartGrowth Co-ordinator (Chairman), SmartGrowth Implementation Committee Independent Chair, one senior representative (Chief Executive delegate) from each partner council, Communication advisor, Tu Pakari Advisor and Information Co-ordinator.

Chief Executives Advisory Group

- Promotes SmartGrowth within the culture of each of their organisations.
- Assesses the impact on their organisations of requests for internal resources.
- Supports the setting aside of sufficient funding to complete the Strategy.
- Reviews achievement of action milestones.
- Focuses on inter-organisation process and document alignment.
- Advises the SGIC where necessary.
- Assists with effective and consistent internal communication.
- Recommends the appointment of the SmartGrowth Co-ordinator to the SGIC.

Membership

SmartGrowth Co-ordinator, Chief Executives.

Tu Paraki Advisor

Supports the Tangata Whenua Forum

OPERATIONAL

Operations Support Group

Staff from partner organisations involved in actions to implement the strategy.