

# Memorandum

**To:** Strategy, Finance and Risk Committee

**From:**

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Christine Jones, General Manager: Strategy, Growth & Governance

**Subject:** Implementing Our Direction Approaches to Te Ao Māori, Sustainability, and Working Beyond Tauranga

**Date:** 20 June 2023

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## Purpose of this memorandum

1. This memorandum provides information about how Tauranga City Council is implementing its approaches to Te Ao Māori, Sustainability, and Working beyond Tauranga within the organisation. Key points from draft organisational implementation plans are attached.
2. No decisions are being sought from the Committee.

## Background

3. Council's strategic framework and high-level content, summarised in the 'Our Direction' document, was adopted by Council on 12 December 2022.
4. The framework comprises Council's community outcomes (what we are aiming to achieve for our communities) interwoven with Council's approaches (how we do everything), which together form our contribution to the vision for Tauranga. All of Council's strategies and action and investment plans (AIPs) sit within this framework, providing our roadmaps for how we can achieve Our Direction.
5. We have incorporated our approaches to Te Ao Māori, Sustainability, and Working beyond Tauranga into our new strategies and AIPs developed through the Our Direction project.

## Implementing our Approaches

6. Corporate implementation plans are being developed to ensure that these approaches are now embedded within all of our strategies, plans, projects, facilities and services – consistently, right across the organisation.
7. We know that for these three approach areas we have pockets of excellence across the organisation, and that all of our people strive to do the best they can to make Tauranga better for our current and future communities. TCC's challenge is to expand our pockets of excellence for these three approach areas so that *we all apply them to everything we do, all of the time*. This will require a level of culture change, and our implementation plans outline how we plan to build capacity and capability right across the organisation to achieve this.
8. We recognise that we have further to go to achieve our aims for the Te Ao Māori and Sustainability approaches, so these two plans have been prioritised. Working beyond Tauranga has long been a fundamental approach for Tauranga City Council and, while we can always do better, this is reflected in our implementation plan.

9. Summary information about each working draft implementation plan is provided below. While these are organisational plans, this information is being shared to provide assurance that the organisation is proactively working to implement the approaches.
10. Notes regarding proposed actions within each plan:
  - (a) These plans are our roadmaps for delivery, but won't be able to be funded all at once. Consistent with our new AIPs, the funding status of actions will be noted within each plan.
  - (b) As these are working draft documents, costings for actions are still very preliminary.
  - (c) Many actions were already planned or underway as part of Council's service delivery improvement, so are *not additional to all other TCC projects or actions*. This is particularly the case for the Sustainability Approach implementation plan (formerly Corporate Sustainability Plan), which shows TCC's corporate commitment to sustainability across all activities. Our intention is that this will be identified within each plan.

### **Te Ao Māori Approach implementation plan**

11. Tauranga City Council has come a long way with the foundation for relationships and the time is right to draw through Māori concepts as guided by our tangata whenua partners to embed Te Ao Māori in our business thereby giving a Māori perspective a place to connect.
12. The actions are designed to grow understanding and sharing in a culturally safe and appropriate manner that respects the origins of mātauranga Māori whilst rising to the challenge of being more inclusive in our business.
13. For more information, refer to **Attachment 1: Te Ao Māori Approach implementation plan 2023-2033, key points**.
14. The General Manager: Strategy, Growth and Governance is responsible for Te Ao Māori Approach, with implementation being led by the Manager: Strategic Māori Engagement.

### **Sustainability Approach implementation plan**

15. Tauranga City Council has focused on sustainability in a variety of ways over many years, but without a clear direction or overarching goals. The Sustainability Approach gives us the necessary framework for collective action to achieve our vision of a better, more sustainable tomorrow – ensuring TCC can continue to lead by example and responsibly serve our community now, and long into the future.
16. Our Sustainability Approach is based on the most urgent needs to deliver on the four well-beings in the way we work at TCC. To this end, Tauranga City Council commits to do its part in limiting global warming and building climate resilience, while ensuring equitable outcomes for our people and natural environment. We aspire to be an inclusive organisation where employees have the capabilities to navigate our transition to a sustainable future, investing both current and future ratepayers' money fairly.
17. This approach outlines pockets of excellence that are already in place at Tauranga City Council, the gaps that exist, our sustainability goals, and the actions that will take us there. Many actions within the plan are already underway and/or ongoing.
18. For more information, refer to **Attachment 2: Sustainability Approach implementation plan 2023-2033, key points**.
19. The General Manager: Infrastructure is responsible for the Sustainability Approach, with implementation being led by the Manager: Sustainability and Waste.

## Working Beyond Tauranga Approach implementation plan

20. Tauranga City Council recognises that, to respond effectively to our communities' needs and to deliver on our community outcomes, we need to work effectively with our partners, regionally and nationally; and we need to consider how the services we deliver connect with the wider region, and how mana whenua work with neighbouring Iwi and hapū. This requires building and maintaining strong partnerships with others, considering and addressing the impact of regional, national and global factors on Tauranga, and advocating for our city's needs.
21. To this end, Tauranga City Council commits to working collaboratively, building constructive partnerships and considering the impacts of what we do – and don't do – on not just our city but also our region and country. We acknowledge our role as the largest city in the Bay of Plenty region, and the connections we have beyond the city boundaries.
22. This approach highlights the way Tauranga City Council has always endeavoured to work. The implementation plan articulates the council's intention to continue and build on the good practices already in place, so that they are applied consistently and right across the organisation. Only one action area (Goal 1) is additional to our current work and approach, the remainder of the goals and actions within the plan are already underway and/or ongoing.
23. For more information, refer to **Attachment 3: Working beyond Tauranga Approach implementation plan 2023-2033, key points**.
24. The General Manager: Strategy, Growth and Governance is responsible for the Working beyond Tauranga Approach, with implementation being coordinated by the Manager: Strategy and Corporate Planning.

### Strategic / statutory context

25. Council's three approaches, to Te Ao Māori, Sustainability, and Working beyond Tauranga, are three of the elements that form Council's strategic framework (Our Direction) alongside our community outcomes.
26. The approaches are largely organisational commitments to work in a way that delivers benefit for our communities, environment and city, now and in the future. These organisational implementation plans are being developed to ensure our approaches become embedded in everything we do, consistently and right across the organisation.

### Financial considerations

27. Once the approach implementation plans have been approved in principle by the Executive, any actions requiring additional funding will be included for consideration alongside all other proposals during the Draft Long-term Plan 2024-2034 processes.

### Legal implications / risk

28. The primary risk is that TCC does not implement its new approaches, or that the implementation plans do not sufficiently move us toward achieving the aims for each approach. Strong organisational leadership and monitoring of the approaches, including the steps required to implement them, will be critical to mitigation of this primary risk.
29. Without a coordinated corporate response to the three approach areas, we will not be able to guide decision-making to enhance community well-being and make Tauranga better. This can result legal implications, or a situation where opportunities and challenges are addressed as an after-thought.

## Consultation / engagement

30. Project leads have developed the initial working draft plans with input from TCC staff and, for the Sustainability Approach plan, external experts. Engagement across the wider organisation is planned to refine and/or implement each plan.

## Next steps

31. Continue with development and delivery of the implementation plans, including establishing organisational leadership, governance and monitoring roles, responsibilities and processes.

## Attachments

1. **DRAFT Te Ao Māori Approach implementation plan**
2. **DRAFT Sustainability Approach implementation plan**
3. **DRAFT Working Beyond Tauranga Approach implementation plan**

## **Te Ao Māori Approach – implementation plan 2023-2033**

### **Our approaches**

As part of Council's Strategic Framework Refresh, three approaches have been developed to inform the work that we do in a holistic way.

### **Te Ao Māori Approach**

**Tauranga City Council will understand and apply key Māori concepts to enhance outcomes for our communities, thereby bringing to life the principles of Te Tiriti o Waitangi.**

TCC recognises that tangata whenua are key city partners – both as key community leaders and as those holding mana whenua status in Tauranga Moana. TCC is on a journey to build greater trust and confidence in the relationship with tangata whenua. As a council we acknowledge that there is a need for continuous improvement in order embrace a true spirit of partnership in Tauranga Moana.

The Te Ao Māori approach has been developed to ensure that Council applies itself in a manner that has a tangata whenua approach well embedded in all aspects of our business.

### **Why we need to change the way we work**

1. There is great benefit to be gained through a bicultural partnership approach to planning and delivering services required to run Tauranga City. Current processes do not specifically and purposefully incorporate a Te Ao Māori lens therefore can be improved to ensure due consideration and application of concepts that would enhance community outcomes.
2. The spirit of partnership between the council, tangata whenua and the community is on a journey of improvement. There is a need to grow confidence in TCC, and to acknowledge the long and complex historic land grievances across Tauranga Moana and the impact this has had on tangata whenua
3. Iwi and hapū are under-resourced and therefore are unable to participate adequately in the many TCC projects and processes that may impact tangata whenua.

### **Ngā māramatanga o te Ao Māori (understanding te Ao Māori principles)**

To determine a framework that enables Council to understand and incorporate Te Ao Māori into our work, we need to identify the mā tāpuna (the source of its wellbeing), its core values which contribute to holistic health. These life-giving principles are acknowledged and underpin all aspects of Māori society and include:

<b><i>Manaakitanga</i></b>	➤ ahurutanga/haumarutanga – a strong duty of care and safety for our people.
<b><i>Rangatiratanga</i></b>	➤ mana motuhake – self determination ➤ tikanga – best practise ➤ tāuutuutu – reciprocity
<b><i>Kaitiakitanga</i></b>	➤ stewardship of the natural environment
<b><i>Whanaungatanga</i></b>	➤ relationships and network support systems
<b><i>Wairuatanga</i></b>	➤ mana atua & whakapono - a well-grounded belief system that supports instinct and intuition in line with whāia te tika – the pursuit of the right way forward
<b><i>Tūmanako</i></b>	➤ the objectives and aspirations of the community ➤ whai rawa/ōhanga – financial sustainability, economic health and business strategy
<b><i>Te Reo Māori</i></b>	➤ active commitment to protect and promote this taonga, the Māori language, for future generations of all New Zealanders

### What Success looks like

- Council clearly demonstrates achievement of its legislative duty to maintain and improve Māori participation in decision making processes.
- Community outcomes clearly show consideration and application of best practice from both a Western aspect as well as a Te Ao Māori aspect.
- Māori exercise rangatiratanga (control) of knowledge systems and kaitiakitanga (stewardship) of our natural environment, and mātauranga Māori, as a taonga, is protected.
- Council embraces, understands and applies mātauranga Māori to enhance community outcomes (in appropriate ways as determined by Māori).
- Tauranga’s culture and history are well understood, embraced and celebrated.
- Taonga are protected including mātauranga (knowledge systems and intellectual property), taiao (natural environment), ngā taonga tuku iho nō ngā tūpuna (heritage), Te Reo Māori (Māori language).

- Noho rangapū (partnership) is achieved between Council and mana whenua and is evident through Maori participation in decision-making processes.
- The Māori economy is strong including that rangatahi are well-supported to develop and provide a highly skilled workforce into the future.

## Implementation – what we will do

### Programme Description

<b>WHO</b>	All TCC people, leaders and CCOs
<b>WHAT</b>	Te Ao Māori approach integrates Te Ao Māori principles into the way we do things as an organisation and provides support, education, tools and resources to build the competence and confidence of all staff to grow engagement and strengthen relationships with mana whenua of Tauranga Moana.
<b>WHY</b>	By committing to Te Ao Māori as an approach and an integral part of our strategic framework for our organisation we are committing to understanding and applying key Māori concepts that will enhance outcomes for all our communities.
<b>HOW</b>	A dedicated programme that aims to integrate Te Ao Māori principles into all projects, processes and systems as well as encouraging and supporting all staff to build competence and confidence at all levels of the organisation.
<b>WHEN</b>	Continual development of a system wide approach and measurement of outcomes over a 10 year period.

## Activities – what are we doing?

<i>Strategic Priority</i>	<i>Deliverables</i>
<b>Leadership and Engagement</b>	<b>Council Leaders demonstrate their belief that Te Ao Māori approach is important, and communicate what is expected of staff</b>
	<ul style="list-style-type: none"> <li>• Develop an internal 'hearts and minds' campaign communicating the 'why' of this work, creating a shared language, sharing success stories, and promoting behaviour change</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop a series of learning modules based on each principle underpinning Te Ao Māori approach</li> </ul>
	<ul style="list-style-type: none"> <li>• Workshops and planning for SLG to identify what this means for their day-to-day work in their role, and what needs to be kept, grown, stopped and started</li> </ul>
	<ul style="list-style-type: none"> <li>• Induction and training programmes to be elevated and attendance monitored and reported</li> </ul>
	<ul style="list-style-type: none"> <li>• Stories in regular communications channels about the value of implementing Te Ao Māori approach and how it has made a positive difference to TCC ie Marty's Message</li> </ul>
<b>Building Capability and Confidence</b>	<b>Development of knowledge, ability and confidence to build the approach into the way we work at Council</b>
	<ul style="list-style-type: none"> <li>• Increase the cultural competency of our staff and systems along with the increased inclusion of mātauranga Māori at all levels of the organisation.</li> </ul>
	<ul style="list-style-type: none"> <li>• Grow knowledge and skills of personnel in te reo, tikanga and te ao Māori</li> </ul>
	<ul style="list-style-type: none"> <li>• Workshops and planning for teams to identify what this means for their day-to-day work in their role, and what needs to be kept, grown, stopped and started</li> </ul>

<b>Strategic Priority</b>	<b>Deliverables</b>
	<ul style="list-style-type: none"> <li>• Develop educational material about council's obligations under the LGA, RMA and any other relevant legislation</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop educational material about the Treaty of Waitangi and how the principles can be brought to life in our everyday work</li> </ul>
	<p><b>Evidence, policies, processes, systems and tools to support implementation</b></p>
	<ul style="list-style-type: none"> <li>• Introduce cultural impact consideration into CPAD, PID development, project plans and any other relevant processes and tools to support implementation</li> </ul>
	<ul style="list-style-type: none"> <li>• Introduce cultural analysis of approaches into council decision making frameworks, including council reporting templates</li> </ul>
	<ul style="list-style-type: none"> <li>• Increased internal coordination to support development of papkainga/housing options for Maori</li> </ul>
	<ul style="list-style-type: none"> <li>• Integration of approaches into the development of the LTP, annual plan and annual reports</li> </ul>
<b><i>Building our evidence base, monitoring and learning</i></b>	<p><b>Resource opportunities for tangata whenua involvement in Council business</b></p>
	<ul style="list-style-type: none"> <li>• Develop a multi-year research programme to provide insights and evidence of good practice which inform the approach success factors and implementation</li> </ul>
	<ul style="list-style-type: none"> <li>• Design an evaluation framework, and clear measurable performance results, supported by an implementation plan</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop a plan to scope and improve data collection, and to use it to measure our performance</li> </ul>

<b>Strategic Priority</b>	<b>Deliverables</b>
	<ul style="list-style-type: none"> <li>• Improve capacity building and partnership approaches (including co-creation and co-development opportunities at the project level)</li> <li>• Explore opportunities for GIS mapping of LTP and AP projects that include locations of cultural importance and interest</li> <li>• Effectively evaluate projects to understand what lessons were learned from tangata whenua involvement and how these can be used and improved upon in future projects</li> </ul>
<p><b>Step changes</b> <i>(community facing – to be discussed with Commissioners)</i></p>	<p><b>Provide advice and support to programmes / projects that are active in design to incorporate into the work that we do</b></p> <ul style="list-style-type: none"> <li>• Create a spirit of partnership between the council, tangata whenua and the community and work to restore trust and confidence</li> <li>• Acknowledge Iwi and hapū aspirations through partnership approaches that strengthen the mana of people and whenua in Tauranga Moana</li> <li>• Actively celebrate and support cultural heritage and the retention of Māori knowledge and understanding</li> <li>• Te Tiriti o Waitangi principles are embedded in all aspects of Council decision making and that these principles underpin the relationship between Council and Māori</li> <li>• Partnerships and projects are expedited through resource and capacity building so that Māori can participate in the growth and re-invigoration of Tauranga Moana.</li> </ul>

## Measuring our results

<b>OUTPUTS</b> What are the direct results?	<b>OUTCOMES</b> What specific changes are expected?	<b>IMPACTS</b> What system-level changes are expected?
<p>Comprehensive organisational wide policies, standards, procedures (training etc), guidelines and tools to increase confidence and capability to deliver the programme.</p> <p>Increased awareness and understanding of "the why"</p> <p>Shift in organisational culture (mindsets and behaviours) to be more inclusive and collaborative in all areas of work, recognising the status of tangata whenua as city partners.</p> <p>Culturally appropriate risk reduction, recruitment and other programmes/services are designed.</p>	<p>Increased desire to deliver the programme. Collective responsibility and effective coordination to deliver the programme.</p> <p>Increased visibility of Kaupapa Māori network.</p> <p>Increased cultural capability to partner with iwi and hapū.</p> <p>Staff apply a Te Ao Māori lens across their work and decision making.</p> <p>Access to robust data to monitor progress, learn and adapt.</p> <p>Iwi and hapū are better resourced to participate more fully in council activities and decision making.</p>	<p>Increased strategic capability and cultural competence to deliver on Te Ao Māori approach.</p> <p>We better reflect the communities we serve and we are better skilled to work in partnership with iwi and hapū across the organisation.</p> <p>There is an increase in collaboration, joint projects with iwi and hapū that brings positive benefit to all our communities.</p> <p>We develop a culture that brings our Commitment to Te Ao Māori alive in the organisation.</p> <p>The relationship between council and iwi and hapū is strengthened and maintained.</p>

**What Resources are needed to deliver proposed approach?**

- Leadership commitment
  - Proactively resource capacity and capability in iwi and hapū to resolve issues of capacity, responsiveness and availability.
    - TCC solely funding - \$2 million
    - Pilot project of shared funding model with other agencies, proposing Mt Maunganui Connect (Hewletts Road) funded by the project capital budget)
      - Investigate opportunities for smaller scale pilot projects
  - Human resources (in order of greatest need):
    - Increase Pae Arahi/Pou Mātauranga role from current 0.5 FTE to 1.0 FTE
    - Te Ao Māori Communications Advisor – 1.0 FTE
    - Māori Policy Analyst – 1.0 FTE
  - Existing knowledge and expertise of Takawaenga team
  - Facilities and equipment
  - Increased internal collaboration on training and induction improvements to upskill staff on Tauranga’s cultural narrative and best practice in engaging with tangata whenua
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Draft: 19 June 2023

## DRAFT Sustainability Approach Implementation Plan 2023-2033: KEY POINTS

### Kaitiaki for a better tomorrow

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*At Tauranga City Council, we feel a strong sense of kaitiakitanga (stewardship) to look after our community's well-being, advocate for our community's aspirations, and lead by example in the things that really matter for a better tomorrow. That's why our mahi in the sustainability space continues to be so important.*

Tauranga City Council (TCC) has focused on sustainability in a variety of ways over many years, but without a clear direction or overarching goals. Now, with TCC's sustainability commitment in *Our Direction*, our organisation has the mandate to build on past work and embed sustainability at the heart of everything we do.

**"Kaitiaki for a better tomorrow"** is how we unite under a common understanding to help us start the vital transition to a more sustainable organisation.

A better tomorrow for our people, our business and natural environment is within our reach when we show care and all work together.

We (TCC) can play an important part in helping our community realise their better tomorrow by inspiring them with ours:

- A better tomorrow for our people at TCC means improving staff wellbeing, inclusivity, diversity, and equity.
- A better tomorrow for the natural environment means responding and adapting to climate change and thriving together with our environment in the long term.
- A better tomorrow for our community means ensuring today's decisions will stand the test of time.

A better tomorrow at TCC ensures we continue to responsibly serve our community now and long into the future.

The Sustainability Approach gives us the necessary framework for collective action to achieve our vision of a better, more sustainable tomorrow at TCC.

## Sustainability Approach

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### Where this approach fits in

Tauranga City Council (TCC) has identified three key approaches that need to be considered when we deliver our community outcomes, strategies, projects, and services. These approaches are about how we work and are principles-based.

Together, these approaches are embedded in our community outcomes, consistently running through and supporting everything we do. To enable this, they will be integrated into our planning, process, and delivery.

The three approaches are:

- Te Ao Māori
- Sustainability
- Working beyond Tauranga

In *Our Direction*, the focus on Sustainability outlines that TCC:

- Commits to understanding and applying holistic sustainability to the way we work to enhance community well-being outcomes for our communities,
- Defines sustainability as considering the interactions and balance points between social, economic, cultural, and environmental wellbeing,
- Acknowledges that we need to change the way we work, and
- Provides examples of what success looks like.

This Sustainability Approach and Implementation Plan focus on behaviors and activities that are within TCC's direct control and influence, as a corporate entity, focusing on what we can do within our own four walls at TCC including our relationships with suppliers and partners.

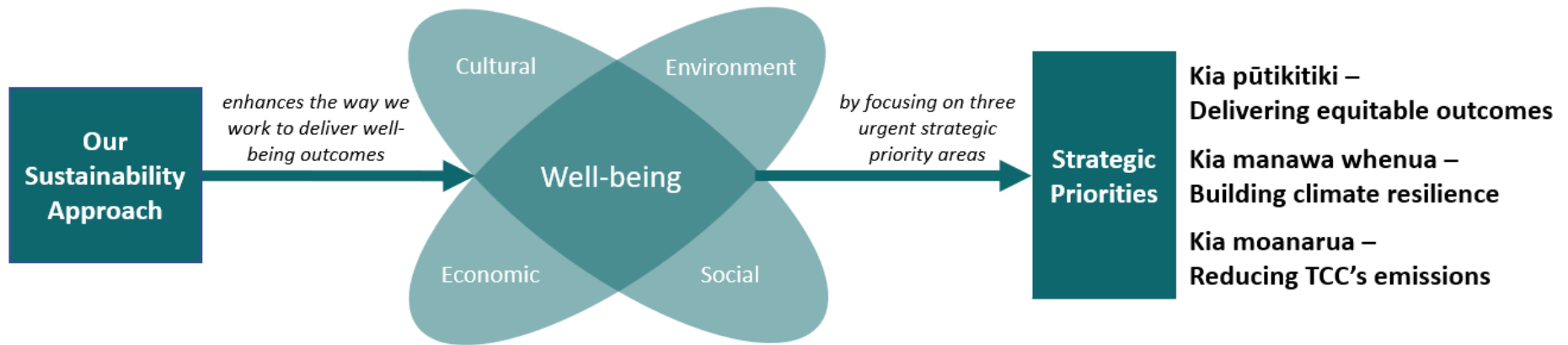
## Principles underpinning the Sustainability Approach

Aligned with our organisational values, the following principles underpin the Sustainability Approach. They are our guideposts to ensure we are on track to be “Kaitiaki for a better tomorrow” and make Tauranga better. Together with the core values and principles from TCC’s Te Ao Māori approach, these serve in our decision-making to ensure sustainable outcomes are built into each Council initiative.

TCC Values	Sustainability Approach Principles
<b>Pono · Integrity</b>	<i>We do what we say we will do, making sustainably minded decisions that are transparent and consistent with national standards.</i>
<b>Manaakitanga · Respect</b>	<i>We listen to all views and show we care, celebrating diversity and upholding a strong duty of care for our people through reciprocal partnership with tangata whenua.</i>
<b>Whanaungatanga · Collaboration</b>	<i>We work together and create connections, building relationships with those affected by our transition to a sustainable future.</i>
<b>Whāia te tika · Service</b>	<i>We do the right thing for our community and each other, taking responsibility for an inclusive and equitable approach to sustainability.</i>

## Strategic Priorities behind the Sustainability Approach

Our Sustainability Approach is organised across three strategic priority areas, selected based on the most urgent needs to enhance well-being and make Tauranga better. The three strategic priorities allow us to deliver on the four well-beings in the way we work at TCC. Each priority area includes goals, actions, and targets that will shape our work.



### **Kia pūtikitiki · Delivering equitable outcomes**

Kia pūtikitiki speaks to the value of weaving together many strands of diverse thinking to create a strong bond in the outcome.

### **Kia manawa whenua · Building climate resilience**

Kia manawa whenua speaks to the importance of sustaining our lands and waters to support our way forward, recognising that the resilience of the environment is tied in with our own.

### **Kia moanarua · Reducing TCC's emissions**

Kia moanarua speaks to the essential need to adjust our practices to ensure activities enhance rather than diminish the well-being of our environment and community.

The three strategic areas are forming a starting point on the most material and significant sustainability issues where TCC can make a large positive impact. In addition to this Sustainability Approach, TCC's role in promoting the social, economic, environmental well-being of our communities is reflected in a number of other strategies and plans. For example, the Working Beyond Tauranga Approach plays an important role for our economic well-being, the Te Ao Māori Approach delivers cultural well-being, and the Nature and Biodiversity Action & Investment Plan and the Waste Management & Minimisation Plan are driving environmental well-being. Together, they all contribute to sustainable development.

## Goals of the Sustainability Approach

Our goals show us where we want to be; the destination we will work together to get to. By implementing our Sustainability Approach, TCC is working towards five goals across its strategic priorities.

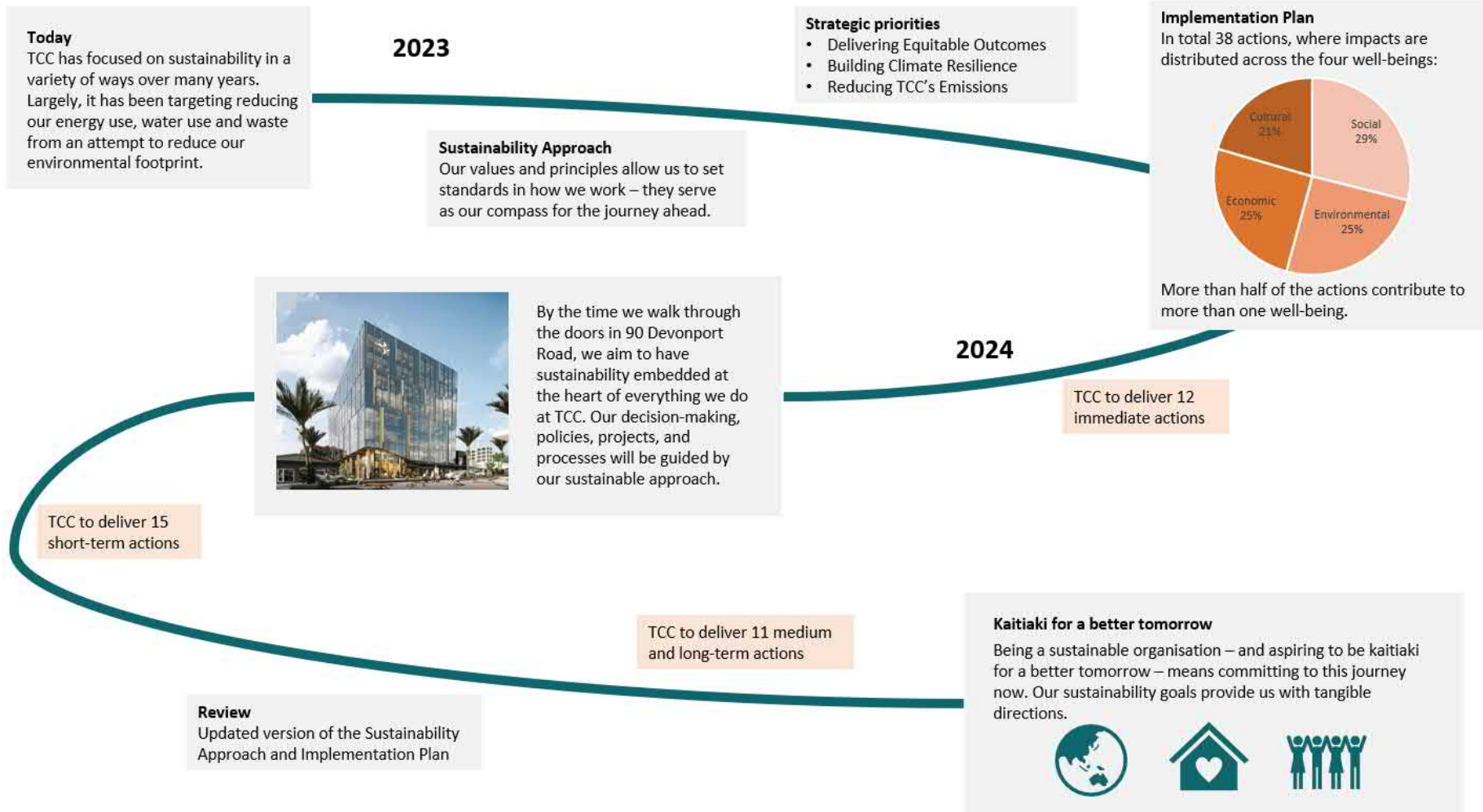
Strategic Priority	Goals – <i>Where we want to be</i>
<b>Delivering Equitable Outcomes</b>	<ol style="list-style-type: none"><li data-bbox="725 357 1993 427">1. TCC is an inclusive and equitable organisation with a value chain reflecting the diverse mix and needs of our community.</li><li data-bbox="725 437 1993 507">2. TCC employees have the right skills, knowledge, and capabilities to navigate our transition to a sustainable future.</li><li data-bbox="725 517 1993 587">3. TCC delivers equitable community outcomes, and we invest current and future ratepayers' money fairly.</li></ol>
<b>Building Climate Resilience</b>	<ol style="list-style-type: none"><li data-bbox="725 667 1993 737">4. TCC is a resilient organisation where climate risks are considered in decisions and service delivery.</li></ol>
<b>Reducing TCC's Emissions</b>	<ol style="list-style-type: none"><li data-bbox="725 836 1993 868">5. TCC meets science-based targets to do its part in limiting global warming to 1.5°C.</li></ol>

For each strategic priority, the Implementation Plan for this approach details where we are now, the gaps that exist, and an action list to achieve our goals.

Together, we can show care and aspire to be the kaitiaki for our people and the natural environment as we work to make Tauranga better – ensuring TCC can continue to lead by example and responsibly serve our community now, and long into the future.

# Implementation Plan

## The Roadmap to a Better Tomorrow



# 1. Delivering Equitable Outcomes

## Where are we now?

TCC is a values-based organisation that recognises that we can only fuel possibility in our city and lift each other up when we do the same within our business. For us to achieve this and create equitable outcomes means being fair and inclusive, and leaving no one behind in the way we shape our better tomorrow.

TCC currently has a range of projects and initiatives that enable us to deliver more equitable outcomes across our staff, decision-making, and supply chain. These include:

- In the MyTeamPulse in March 2023, staff said that TCC's culture is '80% empowering', which means the majority of teams rated the culture of their team as people-centric and motivating.
- TCC is drafting a Diversity Policy and Action Plan.
- TCC has a cadet programme in place, as well as a graduate programme in partnership with Fulton Hogan and GHD, to provide employment and training to those who would otherwise struggle to find that opportunity.
- A range of staff well-being initiatives as well as personal development courses are available to staff.
- Vault concerns process has encouraged staff to talk more openly about inappropriate behaviours at work.
- Te Ao Māori and Mātauranga Māori are being championed by the executive team, and the new Te Ao Māori Approach will guide further work.
- The Procurement team has launched a Broader Outcomes Toolkit to assist staff in considering positive social, economic, cultural, and environmental outcomes in procurement activities of all sizes.
- Partnerships are in place with Pacific Growth Services, Amotai, and Toi Ka Rawa, and TCC has started the development of a database with Māori and Pasifika suppliers for TCC to use in procurement.
- TCC's Revenue and Financing Policy is built on key principles covering accessibility, affordability, and benefit to the community.
- TCC is funding local partners to deliver a range of outsourced services that are complementary to council services under long-term agreements.

### Where do we want to be?

- TCC is an inclusive and equitable organisation with a value chain reflecting the diverse mix and needs of our community.
- TCC employees have the right skills, knowledge, and capabilities to navigate our transition to a sustainable future.
- TCC delivers equitable community outcomes, and we invest current and future ratepayers' money fairly.

### What are the gaps?

TCC has a range of initiatives and programmes in place that are pursuing objectives well-aligned with equitable outcomes. As we move towards a sustainable future, we must ensure our decisions are made and implemented in a way that is fair and inclusive. This can be achieved by working with affected groups to ensure that impacts and opportunities are both equally and equitably distributed.

There are opportunities to improve our work at TCC that will make a meaningful difference to staff across the business. The engagement work underpinning the Sustainability Approach found that:

- There are no TCC sustainability priorities, goals, or targets to integrate into project options analysis or to measure performance against.
- There is no agreed social, responsible or progressive approach to achieve broader outcomes, and no agreed weighting for it in procurement.
- Workforce data is only recorded based on age and the female/male binary across management tiers and divisions. It does not include other key metrics such as gender identity, cultural identity, and ability, which makes it difficult to understand how well staff reflect the extent of [community diversity](#).
- Diversity, equity, and inclusion are new concepts to many, and it's not yet well communicated how they will add value to the organisation.
- There is a lack of shared awareness and mindset across staff that integrates sustainability principles; with no training or support in place to address this.
- Whole-of-life costing of projects is not used systematically, and cost-benefit analysis does not include a consistent assessment of non-financial costs.
- Māori suppliers only represent 1.3% of total vendors in TCC's payment system (as of January 2023). Government agencies in NZ, for instance, have a target of at least 5%.

## Actions (with preliminary cost estimates)

	#	Action	Immediate \$'000	Short term \$'000	Med term \$'000	Long term \$'000
<b>Diversity, equity, and inclusion</b>	D1	Develop and implement training for recruitment staff to ensure a consistent approach to all recruitment that eliminates all forms of conscious and unconscious bias.		150		
	D2	Define what diversity metrics are pertinent for TCC to monitor (e.g., ethnicity, ability, gender identification), and collect data across relevant activities (e.g., representation, recruitment, promotion, and/or employee satisfaction), and make information available for all staff.		No cost		
	D3	Conduct a pay gap study to confirm that TCC's Remuneration Policy contributes to pay equality across the organization.	50			
	D4	Review and consider relevant DEI accreditations, such as Living Wage Employer and Rainbow Tick, with the goal of committing to those that matter most to TCC staff.	35			
	D5	Based on the introduction and implementation of the Broader Outcomes Toolkit, review and consider broader outcome goals, targets and weighting attributes and ensure monitoring and evaluation. If deemed relevant, present recommendations to Council related to changes in procurement policy, manual, and tender templates.		No cost		
	D6	Review the opportunity of including female-owned and/or additional ethnic groups to the existing supplier database for Māori, Pasifika, and social enterprises.			No cost	
	D7	Review supplier engagement approaches so TCC can make desired outcomes of future work programmes more visible at an early stage and ensure opportunities for a diverse range of local suppliers to tender for aspects of project delivery are optimised.	50			
<b>Sustainability skills,</b>	D8	Review TCC manuals, codes, strategies, policies and plans to identify opportunities to embed sustainability principles and/or goals,		No cost		

	#	Action	Immediate \$'000	Short term \$'000	Med term \$'000	Long term \$'000
<b>knowledge, and capability</b>		starting with CPAD manuals, the Infrastructure Development Code and the Community Grants policy.				
	D9	Develop an engagement module for staff to equip them with a holistic understanding of sustainability as well as what our organisational commitment in this space means for their work at TCC.		150		
	D10	Expand the Piki Ake cadetship programme and set a stretch target for the number of cadets employed in TCC and other CCOs.	25	50	50	
	D11	Promote the Broader Outcomes Toolkit and sustainable procurement through training and awareness-raising to ensure a consistent strategic approach to procurement that embeds sustainability and equitable outcomes.	50	50	50	
<b>Equitable funding and finance</b>	D12	Develop a whole-of-life costing model and tool for use on all capex projects that includes financial as well as non-financial costs over the full lifetime of the asset / investment. The non-financial evaluation mechanisms can be expanded over time, building on action R12.		100	50	
	D13	Review the Revenue and Financing Policy to cast an equity lens over all funding decisions, and develop supporting guidance (e.g., a checklist) to ensure that cost burdens and funding decisions lean towards equity across current and future ratepayers wherever possible. If required, present findings to Council for consideration.		No cost		
	D14	Improve the disclosure of TCC's funding and finance information to make it more accessible and easier to understand for ratepayers.			No cost	
<b>Total</b>			<b>110</b>	<b>500</b>	<b>150</b>	<b>0</b>

## 2. Building Climate Resilience

### Where are we now?

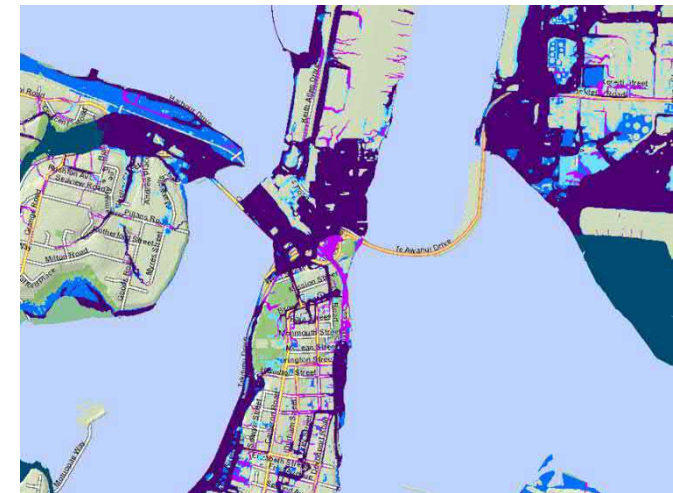
Climate change is predicted to increase the frequency, intensity, and duration of extreme weather events such as floods, storms and drought. These events affect our assets, operations, emergency response capacity – and show that we must adapt to the effects of climate change. Even services as cutting the grass and maintaining a dog pound will be affected by a changing climate.

Through the Tauranga City Natural Hazards Resilience Project completed in 2019, TCC understands the risks to certain key infrastructure including critical assets in Tauranga City's three waters network, transportation network and selected bridges. Some projects to increase the resilience of high-risk infrastructure have already been factored into the 2024 LTP.

Further work has been identified as crucial to develop robust adaptation options and pathways for increased resilience across TCC's assets and activities. TCC therefore recently performed a pilot risk exposure assessment of key property assets (approx. 50 assets, incl. BVL) and activities. The purpose was to develop a test methodology that could be used across the council together with the Tauranga City Natural Hazards Resilience Project.

In a worst-case future scenario, the results showed that:

- 9 assets are exposed to coastal inundation risk
- 2 assets are exposed to landslide hazards and coastal erosion
- 45 assets are exposed to groundwater hazards
- 24 assets are exposed to possible liquefaction damage
- 6 risks have been rated as 'critical' to the Property team's activity area, such as increased temperature extremes



The image to the right shows a flood map of Tauranga CBD based on a 2130 scenario rainfall (purple = major flow path).

### Where do we want to be?

TCC is a resilient organisation where climate risks are considered in our decisions and service delivery.

### What are the gaps?

To build resilience across Council operations, assessments of additional assets groups and activity areas and development of mitigation actions will be needed. Today, TCC does not have a consistent approach to assess climate risks, neither in projects nor in TCC’s corporate risk processes.

In January 2023, the Government launched mandatory climate reporting requirements for a range of public and private sector organisations – the Climate-related Disclosure (CRD) regime. The CRD regime requires organisations to analyse and report on how they will be affected by climate change.

Although TCC is not yet directly covered by the regime, there is value in aligning our climate risk assessments and reporting with the CDR standards. External stakeholders such as LGFA have already started requesting CRD information from TCC, which is why we propose that TCC works towards the goal of becoming an early adopter of the regime. The below actions will help us towards that goal.

### Actions (with preliminary cost estimates)

	#	Action	Immediate \$'000	Short term \$'000	Med term \$'000	Long term \$'000
<b>Risk identification and assessment</b>	B1	Identify which assets are exposed to climate risks and natural hazards, complementing the Infrastructure Resilience project, with a focus on parks, reserves, and waste infrastructure.	100			
	B2	Identify existing and upcoming transition risks <sup>1</sup> and opportunities and assess their financial impact to TCC (as required by the CRD regime).	25			
	B3	Explore the potential impacts by conducting scenario analysis for the identified physical and transition risks to test and evaluate TCC’s operational resilience (as required by the CRD regime).		75		
	B4	Update TCC’s Risk Management Framework and processes to include climate risks.		50		
<b>Risk adaptation</b>	B5	Develop options for adaptation/mitigation projects, e.g., additional studies and options development for the retrofit, upgrade, replacement of assets which are rated as high risk.		150	100	

<sup>1</sup> Transition risks arise from changes in policy, regulation, market, and technology and can have a financial or operational impact, such as the enforcement of a price on carbon emissions.

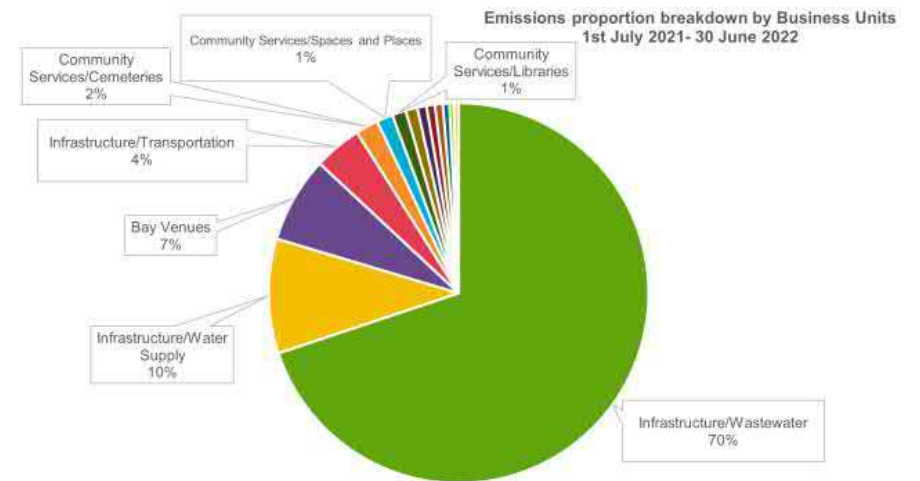
	#	Action	Immediate \$'000	Short term \$'000	Med term \$'000	Long term \$'000
	B6	Investigate key (non-spatial) risks to TCC operations and activities, such as increased extreme weather or high temperatures affecting the Council's ability to delivery services (building on action B1).	50			
	B7	Include evaluation of climate change risks and opportunities as part of decision-making processes e.g., LTP process, business cases and Info-council templates (through the development of processes/tools as required).		No cost		
	B8	Include climate resilience and low carbon asset management strategies in Asset Management Planning for existing assets.			No cost	
<b>Total</b>			<b>125</b>	<b>275</b>	<b>100</b>	<b>0</b>

### 3. Reducing TCC's Emissions

#### Where are we now?

TCC's emissions currently refer to sources that are under our direct or indirect control, such as sites owned and operated by TCC, CCOs, and (going forward) emissions from capital works<sup>2</sup>. For Tauranga city-wide emissions, go to *Our Climate Action and Investment Plan - Tauranga City Council*.

Almost a third of TCC's current emissions are from imported electricity, which is why the focus so far has been on energy efficiency. Ongoing and planned energy saving initiatives at TCC are estimated to save the council around \$700k per year in reduced energy costs. Overall, TCC's emissions have reduced by 21% since 2019. The most energy and carbon intensive activities at TCC are wastewater treatment, streetlighting, supplier freight, fleet, waste to landfill and air travel. The graph to the right demonstrates the breakdown of our corporate emissions by business unit.



TCC's future leased office block at 90 Devonport Road will be the largest mass timber office building in New Zealand. The 10,000sqm building will use engineered timber in place of most traditional concrete and steel elements, with a view to reducing embodied carbon. This and other sustainable developments in the city centre represent Council's commitment to leadership for a low carbon, resilient future.

#### Where do we want to be?

TCC does its part in limiting global warming and reaches net zero greenhouse gas emissions by 2050.

#### What are the gaps?

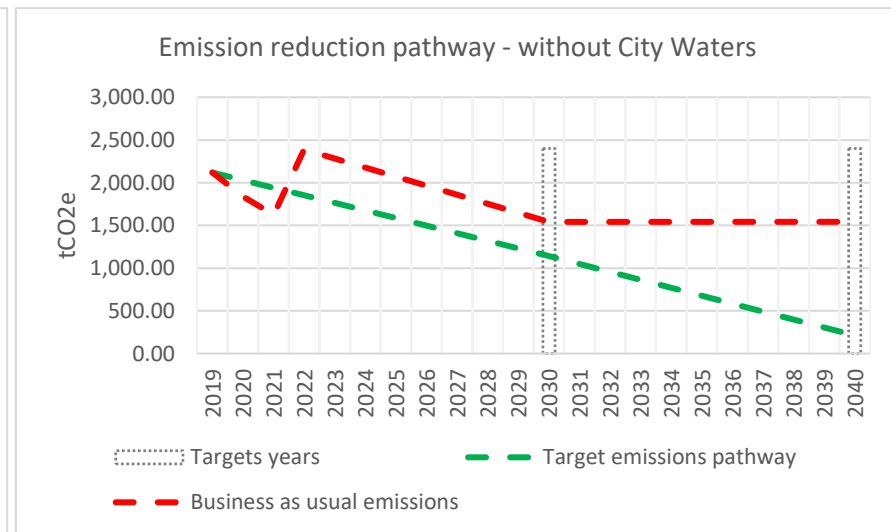
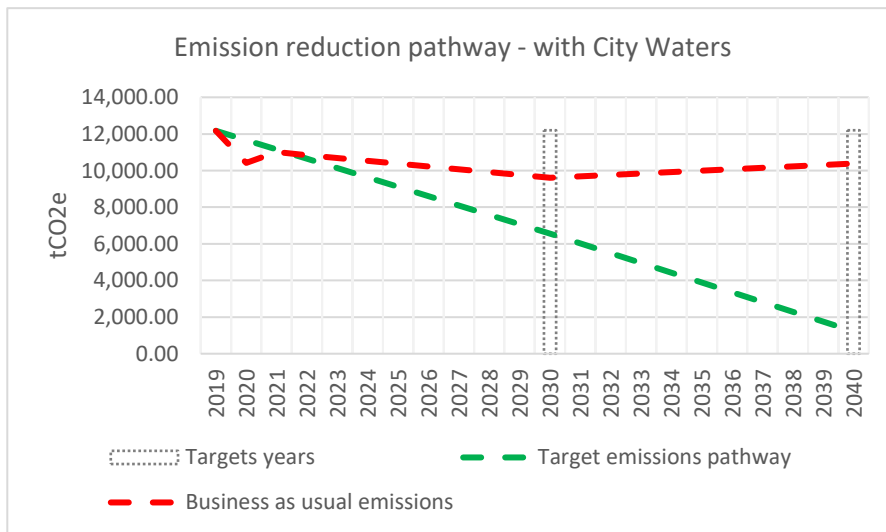
Government has set into law a target for net zero greenhouse gas emissions by 2050 and has a target to reduce net GHG emissions to 50% by 2030 (below gross 2005 levels). These commitments are now being reflected across Aotearoa. For example, New Zealand's Local Government

<sup>2</sup> TCC's emissions inventory currently include Scope 1, Scope 2, and limited Scope 3 – where activity data is available. Boundaries are set by the [GHG Protocol – Corporate Standard](#).

Funding Agency (LGFA) recently launched Climate Action Loans for Councils and CCOs. A Climate Action Loan rewards a borrower through a margin discount if that borrower has adopted an Emission Reduction Plan which sets out science-based targets that are aimed at achieving net zero by 2050 or sooner. The discount is 2 basis points, meaning that on TCC's \$1bn of debt we will save \$200k per annum.

Indirect emissions from supplier activities and purchased materials (e.g., capital projects) are part of TCC's corporate inventory, but they have not yet been incorporated into the total. TCC has started to investigate the magnitude of these emissions, estimated to be around 6 times bigger than TCC's operational emissions. To successfully reduce these emissions, the focus will need to be on encouraging low-emissions suppliers and materials in our design and procurement. City Waters has recently started the measurement of embodied carbon in assets procured under its capital works programme. If results are successful, the tool can be rolled out to other TCC departments.

Our proposal is that TCC commits to a science-based target and net zero by 2050 for direct and indirect emissions (Scope 1 and 2), where we have full control and access to quality activity data. Two targets will be developed – one with City Water and one without, to easily adjust to the upcoming reform. Over the next two years we will work to develop a system to measure value chain emissions (Scope 3), building on ongoing initiatives, and aim to set a science-based target for these emissions in two years which fulfils the Climate Action Loan criteria. The draft figures below show the required reduction pathway relative to assumed baseline emissions, excluding value chain emissions. Council is currently developing an Emission Reduction Plan to investigate the initiatives (incl. costs) that will be required to reach the target (to be completed late June 2023). This will form a solid basis for making an informed decision on the science-based target commitment. The actions below are based on preliminary findings.



## Actions (with preliminary cost estimates)

	#	Action	Immediate \$'000	Short term \$'000	Med term \$'000	Long term \$'000
<b>Saving energy</b> (minor impact on emissions)	R1	Conduct energy audits for main facilities and buildings, including installation of smart meters, to identify energy saving opportunities.	200	100		
	R2	Assess renewable energy generation, such as installation of solar panels at libraries, Bay Venues, and the wastewater treatment site at Chapel Street, and hydroelectric generation on WWTP/WTP discharge.		100	100	
	R3	Implement programme to dim streetlights across the city during low occupancy hours.	100			
<b>Reducing emissions from TCC operations</b> (medium impact on emissions)	R4	Undertake an onsite emissions measurement of the WWTPs to facilitate clearer actions to improve process efficiencies and identify if and where further investment can reduce emissions.	50			
	R5	Develop a business case to investigate recuperative thickening on Chapel Street WWTP.			200	
	R6	Optimise TCC fleet utilization and transition fleet to hybrid and electric vehicles.			No cost	
	R7	Implement carbon data management software to increase the ease of collecting data, organisational awareness and tracking of targets.	50	50	50	50
	R8	Identify and assess potential carbon offsetting projects, such as planting of trees.	<i>Linked to Nature and Biodiversity Action &amp; Investment Plan – Vegetation Cover.</i>			
	R9	Perform annual staff commuting surveys to accurately track emissions and to encourage mode shift within TCC.		No cost		
	R10	Replace relevant equipment (such as lawn movers and hedge trimmers) in to low-carbon engines at time of renewals.		20	20	20
<b>Reducing emissions from materials and suppliers</b> (high	R11	Establish a tool to help assess whole of life emissions infrastructure at early asset planning and concept design stage (e.g., by implementing the embodied carbon tool currently used in City Waters) – could be part of broader sustainability frameworks, such as ISC.	100	50	50	50
	R12	Investigate low carbon building materials and the opportunities for using them in construction, e.g., low emissions emulsion for pavement resurfacing.		No cost		

	#	Action	Immediate \$'000	Short term \$'000	Med term \$'000	Long term \$'000
impact on emissions)	R13	Launch a sustainability innovation fund to inspire innovation among council departments for any emerging sustainability projects.	100	300	300	300
	R14	Fund a study to support waste transportation suppliers (for kerbside collection and bio-solids from WWTPs) to transition to low-carbon fleets, such as hydrogen or electric driven trucks.		50		
<b>Total</b>			<b>600</b>	<b>670</b>	<b>720</b>	<b>420</b>

## Governance, review and monitoring

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The actions in the Implementation Plan of the Sustainability Approach will require ongoing, cross-Council support and collaborations. Strong governance structure, systems, and procedures are required for successful delivery and implementation.

Public disclosures on climate and sustainability issues, including governance, are becoming mandated in New Zealand. TCC does currently not have processes in place to report on these.

### Where do we want to be?

TCC has governance and management processes that include sustainability within decision-making, and governance capabilities are commensurate with the level of decisions required.

Governance refers to the system and mechanisms used across all levels of Council decision-making, for both operations and projects. Actions have been included to improve governance of sustainability issues within the three above strategic priority areas, such as action R11, B7, D8, D12, and D13.

### Roles, resources, and responsibilities

The Manager: Sustainability & Waste has overall responsibility for managing and implementing this approach.

TCC's Climate & Sustainability team is responsible for managing review, monitoring and reporting processes, including coordination of other team's contribution of these processes. Due to the strong synergies between Council's Climate Action and Investment Plan and the Sustainability Approach and Implementation Plan, the team's resources will be allocated across both areas.

In addition to the above, BVL has allocated 50% of a new FTE to drive the sustainability work within the organisation.

Specific Council teams will be responsible for providing monitoring and reporting content as required.

### Monitoring, reporting and review

Progress monitoring and reporting will be done annually. This will include an actions status update as well as overall progress towards the aspirations of the plan, informed by the measures of success identified below.

This approach will be reviewed within the next two years, and thereafter every three years, normally in the year prior to developing each draft Long-Term Plan.

Measures of success **DRAFT**

Goal	Theme	Metric	2025 target	2029 target	2033 target
TCC is an inclusive and equitable organisation with a value chain reflecting the diverse mix and needs of Tauranga's communities	Diversity, equity, and inclusion	<ul style="list-style-type: none"> <li>- Percentage of vendors and the value of supplier spend that are Māori and/or Pasifika-owned</li> <li>- <i>Staff diversity*</i></li> <li>- <i>Total value of contracts using Broader Outcomes targets in procurement*</i></li> </ul>	Increasing	5%	5%
Employees have the right skills, knowledge, and capabilities to enable TCC to navigate our transition to a sustainable future	Sustainability skills, knowledge, and capability	<ul style="list-style-type: none"> <li>- <i>Number of cadets or interns employed*</i></li> <li>- <i>My Pulse results*</i></li> <li>- <i>% of staff that have completed sustainability training*</i></li> </ul>	-	-	-
TCC delivers equitable community outcomes, and we invest current and future ratepayers' money fairly	Equitable funding and finance	<ul style="list-style-type: none"> <li>- <i>% of projects over \$XXM that include a whole-of-life costing of financial and non-financial cost*</i></li> </ul>	-	-	-
TCC is a resilient organisation where climate risks are embedded in our way of working	Risk identification and assessment	<ul style="list-style-type: none"> <li>- <i>Value of TCC assets that have been assessed against climate risk and natural hazards during the past 5 years*</i></li> </ul>	-	-	-
	Risk adaptation	<ul style="list-style-type: none"> <li>- <i>Value of TCC assets at risk that have adaptation measures in place*</i></li> </ul>	-	-	-
TCC does its part in limiting global warming and reaches net zero greenhouse gas emissions by 2050.	Saving energy	<ul style="list-style-type: none"> <li>- Reduction of energy consumption from FY22 levels</li> </ul>	15%	30%	40%
	Reducing emissions from TCC operations	<ul style="list-style-type: none"> <li>- Reduction of Scope 1 and 2 emissions from FY19 levels (excluding City Waters)</li> </ul>	25%	42%	63%
	Reducing emissions from materials and suppliers	<ul style="list-style-type: none"> <li>- <i>Reduction of Scope 3 (incl. embodied) emissions*</i></li> </ul>	-	-	-

\* Suggestions – final metrics and targets to be developed by 2025.



## Working beyond Tauranga Approach – implementation plan 2023-2033

### Our approaches

Tauranga City Council (TCC) has identified three interlinked approaches to guide *how we do everything* when working towards our community outcomes. These are our approaches to: Te Ao Māori, Sustainability, and Working beyond Tauranga.

We are now working to ensure these approaches are embedded within all our strategies, plans, projects and services. To enable this, an implementation plan has been developed for each approach.

### Working beyond Tauranga approach

**Tauranga City Council recognises Tauranga is an integral part of the wider Bay of Plenty region and upper North Island and has a key role in making a significant contribution to the social, economic, cultural and environmental well-being of the region.**

To respond effectively to our communities' needs and to deliver on our community outcomes, we need to work effectively with our partners, regionally and nationally; and we need to consider how the services we deliver connect with the wider region, and how mana whenua work with neighbouring iwi and hapū.

This requires building and maintaining strong partnerships with others, considering and addressing the impact of regional, national and global factors on Tauranga, and advocating for our city's needs.

We also need to consider how we contribute to the success of our neighbours and wider New Zealand, by ensuring the decisions we make, or do not make, result in sustainable outcomes both within and beyond our borders.

We commit to working collaboratively, building constructive partnerships and considering the impacts of what we do, and don't do, on not just our city but also our region and country. We acknowledge our role as the largest city in the Bay of Plenty region, and the connections we have beyond the city boundaries.

*This approach highlights the way TCC has always endeavoured to work. This implementation plan articulates the council's intention to continue and build on the good practices already in place, so that they are applied consistently and right across the organisation*

### How we work beyond Tauranga – the principles we adhere to

- We work in partnership with mana whenua, recognising that city boundaries differ from those of our iwi and hapū.

- We listen to and connect with our communities, working with them to achieve the best possible outcomes for Tauranga and the region.
- We work in partnership with other governing entities, at a local, regional and national level, both informally and via formal mechanisms such as SmartGrowth, UNISA<sup>1</sup> and Local Government New Zealand, to ensure we plan and deliver initiatives collaboratively.
- We actively advocate for Tauranga's needs, providing feedback on proposed legislation, policies and plans.
- We consider the impacts of what we decide to do and not to do, in terms of how it affects Tauranga, our regional neighbours, the upper North Island and wider New Zealand.
- We actively consider how our wider environment, regionally, nationally and globally, impacts on Tauranga, factoring external forces into our decision making.

### What success looks like for our city

- Tauranga plays its role as a regional hub for the Bay of Plenty, attracting people and businesses to its growing educational institutions, dynamic and thriving city centre, commercial and industrial offerings, import and export opportunities offered by the Port of Tauranga, and world class national and international events.
- Services, land use, facilities and infrastructure are planned and delivered within the context of sub-regional, regional and national networks and connections.
- The city's location and resources, including its port, harbour, the wider sub-region's horticultural economy and its climate and attractions, are protected, enhanced, and leveraged for the long-term success and health of our communities.
- Emerging trends, potential legislative shifts, and other local, regional, national, and global forces are identified early and managed proactively. This ensures Tauranga is well placed to respond to external challenges and rapid changes and benefits from a holistic, long-term approach to delivering benefits for the city and sub-region.

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<sup>1</sup> UNISA is the Upper North Island Strategic Alliance. Established in 2011, UNISA responds to and manages a range of inter-regional in inter-metropolitan issues. Members consist of Northland, Waikato and Bay of Plenty Regional Councils, Auckland Council, Whangarei District Council and Hamilton and Tauranga City Councils. Mayors and Chairs from the member councils make up the alliance. <https://www.unisa.nz/>

## Implementation – what we are doing

### Programme description

<b>Who</b>	All TCC people and leaders
<b>What</b>	The Working beyond Tauranga approach arms our organisation with the understanding, skills and motivation to work collaboratively with others to achieve sustainable outcomes within and beyond our city boundaries.
<b>Why</b>	By committing to Working beyond Tauranga as an integral approach to how we do everything, we will enhance outcomes for all our communities, within and beyond Tauranga city.
<b>How</b>	A leadership programme to promote and support Working beyond Tauranga across the organisation, improving awareness of what is already underway and supporting greater uptake where value can be added for our communities.
<b>When</b>	Continued development over a ten year period, including measurement of outcomes and benefits.
<b>Resourcing</b>	No additional resourcing requirement is envisaged, however sustained organisational leadership commitment is required.

### Actions – what are we doing?

**Note: Goal 1 is the only action area that is additional to current work and approach, all other action areas identify what we are already doing.**

#	Our goals	Our current actions (some will change focus over time)	Led by	What success looks like for TCC
<b><i>Building our city's future</i></b>				
1	To positively influence national legislation and policy for local government.	<ul style="list-style-type: none"> <li>Providing quality input to early discussions where appropriate, either for TCC or as part of the</li> </ul>	Chief Executive and	TCC input is sought and valued by central government on relevant policy matters –

#	Our goals	Our current actions (some will change focus over time)	Led by	What success looks like for TCC
		metro, growth, UNISA, and/or Bay of Plenty council networks.	GM Strategy, Growth and Governance	particularly those that significantly affect the growth councils.
2	Work with the growth councils to ensure that Central Government understands the particular challenges faced by growth councils, and the role Central Government can play towards solutions.	<ul style="list-style-type: none"> <li>• Participation in the growth councils' forum</li> <li>• Central Government working collaboratively with the growth councils</li> </ul>	Chief Executive and GM Strategy, Growth and Governance	<ul style="list-style-type: none"> <li>• Increased Central Government recognition of issues faced by growth councils.</li> <li>• Increased Central Government investment in solutions to issues faced by growth councils (Tauranga and western Bay of Plenty in particular).</li> </ul>
3	To ensure sufficient land, infrastructure and facilities are provided for Tauranga's growing population over time (through a broader approach to land use planning, piloting innovative funding approaches and other improvements).	<ul style="list-style-type: none"> <li>• Resourcing to enable effective collaboration between TCC and central government Ministers/agencies.</li> <li>• Continuing to work with central government to develop and pilot innovative approaches to funding. A current example is the Dynamic Road Pricing Study.</li> <li>• Continuing to participate in key forums, such as SmartGrowth and UNISA, to plan and deliver</li> </ul>	Chief Executive and GM Strategy, Growth and Governance	Level of Central Government investment into Tauranga and the western Bay of Plenty sub-region (recognising that this benefits our city, sub-region and wider Bay of Plenty region).

#	Our goals	Our current actions (some will change focus over time)	Led by	What success looks like for TCC
		integrated outcomes for our city, sub-region and upper North Island. <ul style="list-style-type: none"> <li>Developing options for shared services through the Bay of Plenty Local Authority Shared Services approach.</li> </ul>		
<b>Building our city</b>				
4	To support Tauranga’s <b>city centre</b> to act as a focal point for the region, through encouragement, support, creating linkages and investment where needed and appropriate.	<ul style="list-style-type: none"> <li>Lead and participate in city centre revitalisation forums to establish an agreed way forward, building and maintaining relationships with private and public partners, including central government agencies.</li> <li>Develop and establish effective governance and management structures for TCC’s city centre revitalisation work.</li> <li>Develop sound business cases for TCC’s city centre revitalisation work, giving confidence to potential investors and business partners.</li> </ul>	GM City Development and Partnerships	In the city centre, increases in: <ul style="list-style-type: none"> <li>Footfall</li> <li>Residential offering</li> <li>Commercial activity</li> <li>Recognition as a ‘centre for the Bay of Plenty region’</li> <li>Scale of ‘regional offering’</li> </ul>

#	Our goals	Our current actions (some will change focus over time)	Led by	What success looks like for TCC
5	To leverage Tauranga’s scale and resources to provide facilities, high quality tertiary education and a commercial hub for the city and the rest of the region and upper North Island, including consideration of our marine facilities and port.	<ul style="list-style-type: none"> <li>Continuing to support large scale national and international events, e.g. cricket, AIMS Games, Jazz Festival, surf lifesaving (via direct and indirect funding, provision of Council facilities/services).</li> <li>Implementing a coherent approach to our marine precinct / services &amp; facilities, enabling Tauranga to become a destination city for these services.</li> </ul>	<p>GM Community Services</p> <p>Chief Financial Officer</p>	<p>As above, plus:</p> <ul style="list-style-type: none"> <li>Increase in economic impact for the city and sub-region.</li> </ul>
6	To support Tauranga to remain a key import/export hub for New Zealand by working to enable free movement of goods, and to accommodate industry and the connections that industry requires.	<p>Recognising the importance of the Port by prioritising TCC projects such as:</p> <ul style="list-style-type: none"> <li>Mount Spatial Plan and Mount industrial land work</li> <li>Hewletts/Totara/Maunganui work with Waka Kotahi NZTA</li> <li>State Highway 20 upgrades.</li> </ul>	<p>GM Infrastructure and</p> <p>GM Strategy, Growth and Governance</p>	
<b><i>Leading our communities through change</i></b>				
7	To ensure that Tauranga’s communities continue to have quality, secure, sustainable, and affordable water services during and after the three-waters reform.	<ul style="list-style-type: none"> <li>Carefully managing the integration of Council’s ‘three waters’ businesses into the Government’s new model.</li> </ul>	GM Infrastructure	Our communities know what is happening and when, and how it will affect them.

#	Our goals	Our current actions (some will change focus over time)	Led by	What success looks like for TCC
8	To ensure that Tauranga’s communities are well informed about and supported through any changes resulting from the current ‘future of local government’ review process.	<ul style="list-style-type: none"> <li>Ensuring clear, open and timely communication with our communities about the Government’s ‘Local Government Futures’ review.</li> </ul>	GM Strategy, Growth and Governance	Our communities feel well informed about and supported through and changes resulting from this process.
<b><i>Leading our organisation</i></b>				
9	That Council leaders (governance and management) demonstrate their belief that the Working beyond Tauranga approach is important, and communicate what is expected of staff.	<ul style="list-style-type: none"> <li><i>Specific actions to be developed and implemented during 2023/2024.</i></li> </ul>	Chief Executive	Our people understand the importance of Working beyond Tauranga and how they can incorporate it into everyday work practices, and that they do.