

AUCKLAND COUNCIL HEALTHY WATERS

A Guide to Auckland Council's Sustainable Outcomes Approach

# SUSTAINABLE OUTCOMES SUPPLIER GUIDE

MAY 2019

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# THE PURPOSE OF THIS GUIDE

Auckland faces a number of challenges and opportunities which will only heighten as its population and resourcing demands grow. Auckland Council Healthy Waters ('Council') take these challenges seriously and recognise its responsibility and strong influencing platform to support and facilitate positive social, environmental, economic and cultural outcomes to address critical challenge areas. However, Council also recognises that widely spanned, lasting sustainable change, will not be achieved by one party alone.





# 1 THE PURPOSE OF THIS GUIDE

## HOUSING OVERCROWDING

The 2013 Census (Statistic NZ) noted approximately 15% of Aucklanders living in crowded households (more than 203,000 people)

## LOCAL SKILLS SHORTAGES

Auckland had the highest number of unemployed at 52,500 for the year ended December 2014.

## MĀORI UNEMPLOYMENT

9% of Māori unemployed compared to the NZ average of 4.3%

## RESILIENCE TO THE CHANGING environmental landscape

A 14-22cm sea-level rise at four main ports since 1916

## AGING POPULATION DEMANDS

The number of people aged 65+ doubled between 1988 and 2016, to reach 700,000 and this number is projected to double again by 2046 .

## INCREASING CO2 LEVELS

New Zealand's gross greenhouse gas emissions rose 24 percent from 1990 to 2015.

## HOMELESS

Analysis of the 2013 Census data found 20,296 Aucklanders met the definition of homeless .

## INCREASING WASTE MANAGEMENT DEMANDS

Projections show that, with current population trends and without increased intervention, the annual amount of waste disposed to landfills will almost double within 10 years in Auckland alone.

## PACKAGING AND PLASTIC WASTE

New Zealanders consume approximately 735 thousand tonnes of packaging every year, however, only recycle approximately 58% of it.

## GROWING TRAFFIC CONGESTION

Traffic congestion within Auckland will grow with its rising population impacting on economic productivity levels and connectivity.

GROWING  
TRAFFIC  
CONGESTION

GROWING  
TRAFFIC  
CONGESTION

INCREASING  
WASTE  
MANAGEMENT  
DEMANDS

HOUSING  
OVERCROWDING

INCREASING  
CO<sup>2</sup>  
LEVELS

MĀORI  
UNEMPLOYMENT

AGING  
POPULATION  
DEMANDS

LOCAL  
SKILLS  
SHORTAGES

PACKAGING +  
PLASTIC  
WASTE

RESILIENCE  
TO THE CHANGING  
ENVIRONMENTAL  
LANDSCAPE

HOMELESSNESS

Population growth by nature puts additional pressure on the environment, roading infrastructure, accommodation, services and accessibility. It can also have a knock-on effect to the health and wellbeing of community inhabitants. Increased social diversity calls for greater inclusivity and respecting of differences if we are to achieve a collaborative, prosperous future Auckland. Through understanding and acknowledging the challenges our city faces we can begin working together to improve outcomes for our environment and those that inhabit it.

There is no doubt that the scale of support required to meet Auckland's growing demands is significant. Collaboration will be our city's strength in delivering its future sustainability needs. This guide aims to provide supporting collateral to facilitate alignment between Council and our suppliers to help our city achieve sustainable solutions. Furthermore, it provides guidance on the level of detail Council seeks from market respondents to support robust proposal answers that align with sustainable outcome goals.

**Through being aligned on our key sustainability goals and the approaches to unlocking these, we can help the Auckland region achieve sustainability success.**



**'Manaaki whenua,  
Manaaki tangata,  
haere whakamua.'**

*'Care for the land,  
care for the people,  
go forward.'*

# The Bigger Picture

Auckland is one part of a much larger picture. Sustainability challenges not only impact all of New Zealand, but are a globally recognised responsibility to solve. Auckland Council's sustainable outcomes goals support delivery of the Auckland Plan 2050, local Government goals and New Zealand's commitment to the United Nations Sustainable Development Goals.

Our communities are comprised of diverse genders, backgrounds, cultures, ages and varying scales and types of organisations and enterprises. Harnessing our strengths and working together on achieving common goals will help drive improvements, solutions and increased socio-economic and environmental prosperity.

*LET'S WORK TOGETHER TO DRIVE SUSTAINABLE SUCCESS.*



# 2

## WHAT ARE SUSTAINABLE OUTCOMES



Simply put, a sustainable outcomes model aims to meet the needs of the present without compromising on the needs of future generations. The Auckland Plan 2050 has identified the three key challenge areas for Auckland as:

# 1

**Arresting and reversing environmental degradation**

# 2

**Ensuring prosperity is shared amongst all Aucklanders**

# 3

**Addressing the impacts of high population growth**

By considering how we can solve these challenges as part of business-as-usual operations and through the delivery of specific contracts, together we can achieve our sustainability goals.

# Auckland's key challenge areas



## ENVIRONMENTAL DEGRADATION

Auckland's natural environment continues to be negatively impacted by rapid population growth through increased urban development, demands on services, modern consumerism and anthropogenic climate change. We are already seeing the effects of pollution and waste in degraded terrestrial and aquatic systems, and the capacity of our environment to absorb these impacts may be reaching its threshold.



## SHARED PROSPERITY

The overall liveability of a city, the prosperity of community members within it and socio-economic deprivation levels are closely linked to income, employment, education and general affordability patterns. Innovation and automation are also contributing factors to the type and number of opportunities available in the market. Furthermore, structural discriminatory roadblocks can limit the success of some community members from gaining employment or contributing meaningfully in society ultimately impacting their quality of life.



## REPERCUSSIONS OF POPULATION GROWTH

Auckland's rapidly increasing population (30% - 40% by 2050) puts pressure on our communities, infrastructure, services, accessibility and the environment. Population growth and immigration can also result in increased ethnic and cultural diversity meaning there is a stronger requirement for increased community empathy, open-mindedness and understanding to create a connected, inclusive community.

# Solutions achieved through a Sustainable Outcomes Strategy

Ultimately, a 'sustainable outcomes' model aims to derive social, economic, cultural and environmental value from the supply-chain in addition to pursuing quality and competitive cost-based outcomes.

There is significant opportunity for Government organisations to address these challenges, however the support of suppliers, contractors, sub-contractors and the surrounding community are key drivers in determining the the extent of our city's success.

Council encourage suppliers to support Auckland's journey towards a sustainable future by generating sustainable value propositions and considering how sustainability improvements can be addressed within their **organisations internally**.

**By aligning values and common goals we can work together to attain a sustainable future for all Aucklanders and the environment.**

# 3

# AUCKLAND COUNCIL'S WELLBEING FOCUS AREAS



# Auckland Council's Wellbeing Focus Areas

Council has established four 'sustainable outcomes wellbeing' categories as a framework to address Auckland's most critical challenges. Each of these categories has an aligned set of values to guide a suggested approach to sustainable success.

The delivery of sustainable outcomes will be a journey of adjustment and learning for many organisations. However, through a combination of drawing on the lessons learnt and working collaboratively to resolve our key challenges, Council hope that positive sustainable change will improve the lives of all Aucklanders and our surrounding environment. The four categories are broken down into additional sub-categories which are expanded upon further in the next section.



# Wellbeing Focus Areas



**We promote and facilitate opportunities to support achieving a healthy, safe and connected community which fosters positive future sustainability outcomes.**



**We respect and encourage initiatives that promote embracing cultural diversity, inclusivity of all people and revitalization of our heritage through Mātauranga Māori (indigenous knowledge).**



**We strive to support and facilitate ethical economic prosperity through supporting employment, upskilling and innovative supply-chain initiatives that encourage a resilient workforce and reduced inequalities.**



**We support initiatives and innovations that protect and enhance Auckland's natural environment and enable the reduction of carbon emissions and waste.**

# 4

# SUSTAINABLE OUTCOMES QUESTION GUIDE





# Sustainable Outcomes Question Guide

## OVERVIEW

This guide aims to provide assistance on the level of detail Council seeks from market respondents to support robust proposal answers that align with sustainable outcome goals. Its purpose is to not only provide information, but to ensure respondents are aware of the key motivations shaping Council's sustainable outcomes focussed questions.

## KEY GUIDANCE NOTES:

- **Specific** - Answers to sustainable outcomes questions should be definite and demonstrable. When answering questions, please consider critically how your organisation can contribute to lasting socio-economic and environmental wellbeing.
- **Concise** - Council are expecting responses to be concise. In many cases word limits will be specified within proposal, tender or information request documents. However, if specific length guidelines are not provided, suppliers are advised to keep answers under 200 - 300 words (approximately) to ensure key messages are not missed.
- **Innovative** - The future of Auckland relies on new ways of thinking and problem solving to overcome current challenges, improve resilience and adapt efficiently to change. Innovation may be creating a new product or service or finding means to improve on present processes.

**The information overleaf is not intended to be exhaustive, but rather to act as a guide to inform on examples of the types of initiatives that support sustainable outcomes. As we learn and develop together, so will our combined knowledge of how best to achieve a sustainable Auckland.**



# Social Wellbeing

The aim of the social wellbeing category is to facilitate opportunities that support achieving a healthy, safe, connected community which fosters positive future sustainability outcomes.

THIS CATEGORY IS BROKEN DOWN INTO THE FOLLOWING FOUR PILLARS:



SOCIAL PILLAR

**Health and Wellbeing**

**1.1**



SOCIAL PILLAR

**Local Stakeholder Engagement**

**1.2**



SOCIAL PILLAR

**Charitable Support**

**1.3**



SOCIAL PILLAR

**Living Wage**

**1.4**



## SOCIAL PILLAR

# Health and Wellbeing

Wellbeing is more than just the absence of disease or illness, it is the multifaceted combination of physical, mental, emotional, and social factors that can lead to personal feelings of happiness and life satisfaction.

# 1.1

Wellbeing is more than just the absence of disease or illness, it is the multifaceted combination of physical, mental, emotional, and social factors that can lead to personal feelings of happiness and life satisfaction.

Wellbeing can have many co-benefits for productivity, improved social relationships, a healthier lifestyle and longevity, and motivates positive environmental behaviours. On a community scale, increased wellbeing can reduce health care costs, reduce antisocial behaviours and crime, increase economic outputs and create a more environmentally aware and harmonious society.

Auckland Council seek suppliers who provide work environments that support the health and wellbeing of individuals, families and community members, ultimately contributing to a more resilient and prosperous economy. The information provided below is not exhaustive, but instead aims to provide clarity on the level of detail Council are expecting in supplier responses.

Health and wellbeing examples may include, flexible working arrangements, gym memberships, counselling/mental wellbeing services, pastoral care provided (noting whether pastoral care is accessible to priority social groups), family violence leave, smoke-free environments or 'quit smoking' programmes, alcohol education initiatives, sunsmart programmes and education (any outdoor roles should consider how employees will be protected), dietary advice or education programmes/ sharing groups/ food sponsorship, 'move more', fitness initiatives, limits to electronic device screen usage, social media wellbeing initiatives (cyber-bullying counselling or related).

## CONSIDERATIONS

Suppliers are encouraged to provide specific details on the types of initiatives in place that support employee health and wellbeing. The below is a guide to support the goal of this pillar, but is by no means exhaustive.

- The current health and wellbeing initiatives in place within your organisation (and/or sub-contractors hired).
- Who the health and wellbeing initiatives are available to i.e. the criteria that employees (or contractors) must meet to be eligible for health and wellbeing initiatives.
- Whether any initiatives have additional resources to support priority social groups or have a priority group focus.

Supplier responses should also consider providing the details of more formal health and wellbeing initiatives included within the organisation. Examples include, but are not limited to:

- Staff policies (including parental leave policies available)
- Flexible working arrangements
- Remote working arrangements
- Pensions provided
- Employee paid sick leave entitlement

Note: 'Priority social groups' include, but are not limited to apprentices, cadets, graduates, Māori, Pasifika, ethnically diverse (e.g. refugee background), long-term unemployed, disabled, mental health history, recidivists, vulnerable youths and vulnerable society members.

In summary, Auckland Council seeks suppliers who show they care for employee and contractor wellbeing through their actions.

**Specific detailed examples are preferred over generic all-encompassing statements to ensure key messages are received clearly.**



Social well-being

## SOCIAL PILLAR

# Local Stakeholder Engagement

Through engaging meaningfully with the local community, unity of belonging and acceptance can be achieved, ultimately contributing to stronger connections, safer environments and a sense of inclusion.

# 1.2

Through engaging meaningfully with the local community, unity of belonging and acceptance can be achieved, ultimately contributing to stronger connections, safer environments and a sense of inclusion.

Our social environment is culturally and ethnically diverse and is comprised of varying backgrounds, beliefs and lifestyles. Through engaging meaningfully with the local community, unity of belonging and acceptance can be achieved, ultimately contributing to stronger connections, safer environments and a sense of inclusion.

Stakeholders with interests in the local area may span from mana whenua, local iwi, community groups, local boards, local schools, residents, local businesses and everything in between.

In order to achieve genuine, positive community outcomes, the depth of engagement is key. It is suggested that suppliers take care to consider who they will be engaging with, why they think this choice is important and any means to support positive ongoing social outcomes. For example, is stakeholder engagement more likely to be in the form of one-way communication streams, or will there be an opportunity for interested parties to have more consultative or hands-on involvement? Some contracts can benefit from a designated stakeholder engagement manager to serve as a key contact point.

## CONSIDERATIONS

Suppliers are encouraged to provide specific details on the types of initiatives in place that support local stakeholder collaboration and an increased sense of community. The below is a guide to support the goal of this pillar, but is by no means exhaustive.

- Consider the specific local stakeholders that will be engaged with as part of this contract, including their interest levels. For example, mana whenua, local iwi, community groups, local boards, schools, businesses, community members and residents.
- Consider the degree/level of engagement that would be most beneficial to achieve positive community outcomes and drive collaboration. For example, community wide updates, targeted once off engagements, ongoing consultation, or opportunity for stakeholder involvement or influence.

Auckland Council seek suppliers that encourage positive community collaboration through involving, consulting and engaging with local stakeholders. Ultimately, Council are keen to ensure that local stakeholders are positively impacted by contracts within their domain and that any opportunity to leverage on building stronger community connections is enhanced.

**Suppliers are encouraged to provide specific details of who they intend to engage with within the local community and the anticipated positive social outcomes this will achieve.**



## SOCIAL PILLAR

# Charitable Support

Giving back to the community provides benefits that go beyond the specific deliverables of contracts themselves.

# 1.3

Giving back to the community provides benefits that go beyond the specific deliverables of contracts themselves. Organisations that seek to improve our environment, do social good and provide positive outcomes to communities, ultimately provide value far beyond the industry in which they operate.

Council wish to partner with organisations that give back to the community through supporting charities, social enterprises or by volunteering time.

Providing specific details on “who” your organisation is supporting, “how” support is being provided and “what” the charitable organisation stands for will help Council understand the wider spread of positive influence your organisation is fulfilling.

## CONSIDERATIONS

Suppliers are encouraged to provide specific details on charitable support that they are either currently providing as part as business as usual, or how they intend to support social outcomes for a specific contract or project.

The below is a guide to support the goal of this pillar, but is by no means exhaustive:

- Details of the charities, social enterprises, environmental or sustainable organisations that support goals from our ‘Sustainable Outcomes’ wellbeing pillars.
- Provide a concise summary of the positive social, environmental, cultural or economic impacts specified charities or similar provide. i.e. whether the supported organisation specifically supports the local community, local environment, uses sustainable practices or supports positive social outcomes.
- Information on the support duration to date and intended timescale of support and the funding value.





## SOCIAL PILLAR

# Living Wage

The aim of the living wage concept, is to encourage employers to pay employees fairly and at a rate that enables basic levels of nutrition, housing, healthcare and overall wellbeing to be achieved within regular working hours.

# 1.4

The aim of the living wage concept, is to encourage employers to pay employees fairly and at a rate that enables basic levels of nutrition, housing, healthcare and overall wellbeing to be achieved within regular working hours. Some studies show that working excessive overtime hours or having multiple jobs to make up for a deficit in pay, may have a knock-on effect to a persons overall health and wellbeing.

In addition to supporting employees, some employers have noticed benefits through adopting a living wage (over a minimum wage), including:

- Attracting and maintaining their employee talent pool.
- Positive 'word of mouth' marketing through employees
- Improved employer brand reputation – customers are becoming increasingly aware of the working conditions and ethics of the products that they buy.
- Greater employee engagement and happiness.
- Increased productivity and motivation levels, consequently leading to better customer service.

A study in the United Kingdom found that 80% of employers who signed up believed the living wage increased the quality of work done by their staff. These employers also reported that absenteeism dropped by approximately 25% and staff retention was improved (Living Wage Foundation, London, UK).

Workers that earn enough to meet their basic needs and provide some discretionary income are\*:

- ✓ More likely to stay with their employer – leading to lowered recruitment and associated training costs.
- ✓ More likely to be healthier (less need to work overtime to account for pay deficit or to go without basic health needs)
- ✓ More likely to support employer and customers through less sick leave days taken
- ✓ Less likely to put demands on public health services
- ✓ Less likely to require government benefit payments to supplement living
- ✓ Less likely to encourage their children out of school prematurely and into the workforce

## CONSIDERATIONS

Auckland Council note that although the 'living wage' is not compulsory, it does provide many benefits that positively impact the prosperity of Aucklanders.

Council look favourably on suppliers who support the wellbeing of their employees by contributing to a wage that enables quality of life and good health.

- Suppliers may wish to consider regular salary review plans for staff to support this concept.
- Suppliers should also consider employers within their own supply-chain and their employment ethics.

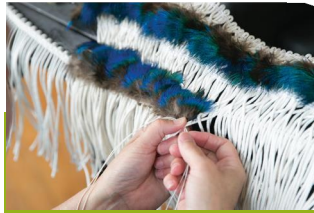
*\*Ethical Trading Initiative, Base Code, Clause 5, definition*



# Cultural Wellbeing

The aim of the cultural wellbeing category is to encourage initiatives that promote embracing cultural diversity, inclusivity of all people and revitalisation of our indigenous heritage through Mātauranga Māori (knowledge).

THIS CATEGORY IS BROKEN DOWN INTO THE FOLLOWING THREE PILLARS:



CULTURAL PILLAR

**Māori  
Cultural  
Heritage**

**2.1**



CULTURAL PILLAR

**Mana  
Whenua and  
Mataawaka  
Engagement**

**2.2**



CULTURAL PILLAR

**Diversity and  
Inclusion**

**2.3**



## CULTURAL PILLAR

# Māori Cultural Heritage

Reigniting our cultural heritage reminds us of the importance of kaitiakitanga (guardianship) and the role we can all play in protecting and enhancing our environment. The more we have our indigenous culture embedded into our community landscape, the greater the reminder of our responsibility to our Earth Mother.

# 2.1

The strong spiritual connection that indigenous Māori have with the land largely underpins the model that sustainable outcomes is based on today. Māori regard Papatuanuku, the Earth Mother, as the one who sustains all life. Consequently, it is our responsibility to protect our taonga (treasures), including the land, the people, water, air and biodiversity that our earth is comprised of.

New Zealand's indigenous identity is its unique point of difference in the world. Infrastructure that interweaves our cultural heritage not only contributes to Aucklanders having a sense of identity and reminds us to connect and protect our planet, but attracts visitors to our city, providing opportunity to revitalise and educate others on New Zealand's unique Māori culture.

Infrastructure models that embrace New Zealand's cultural heritage provide much deeper societal benefits than tourism attraction alone. Authentic Māori design, art work and housing models (such as papakāinga), provide a heightened sense of connection and belonging and nourish the growth of our cultural identity. Through embracing the special cultural and spiritual relationship Mana Whenua have with the environment, we in turn support a positive sustainable outcomes pathway.

Auckland contains the largest percentage of New Zealand's Māori population when compared to the country's other 67 districts\*. Authentic Māori design and art work help remind us of our unique history and enable Māori to feel more connected to the city. Council also respects and embraces New Zealand's responsibility in delivering on Te Tiriti o Waitangi obligations. Through embracing and interweaving our cultural heritage into our community assets and public spaces, we will keep New Zealand's unique history alive and revitalise a sense of belonging and kaitiakitanga (guardianship). Ultimately, adopting a mataurangi Māori approach combined with Māori values, will help guide and nourish a sustainable future for our environment and its inhabitants.

\*Statistics New Zealand, 2013 reports 23.9% residing in Auckland

Auckland Council seek suppliers who have considered how Māori culture, values and perspectives can be incorporated into contracts deliverables and long-term cultural benefits. Examples include, but are not limited to, active use of Te Reo and tikanga Māori in communications, traditional protocols, blessing of sites, powhiri, Māori design influence, dedicated Māori cultural groups, cultural heritage education.

## CONSIDERATIONS

Suppliers are encouraged to provide specific details on how they will support nourishing Māori cultural heritage within Auckland. The below is a guide to support the goal of this pillar, but is by no means exhaustive.

- Interweave Māori culture, values and perspectives into the project.
- Use of Te Reo Māori (Māori language) and tikanga Māori in organisation communications (including signs, recruitment and media platforms) and project design deliverables (as agreed).
- Encourage Māori protocols, blessing of sites, powhiri throughout the contract lifecycle.
- Provide dedicated Māori cultural groups.
- Consider designs that reflect New Zealand's Māori cultural heritage (as applicable).
- Consider the use of marae to raise Māori cultural awareness and provide heightened sense of community and belonging.
- Consider Māori cultural training to upskill cultural competency levels.
- Partner with Mana Whenua and local Iwi for design influence.
- Incorporate Te Aranga Design Principles into developments (Māori cultural values and principles).
- Advocating for opportunities to showcase Auckland's Māori cultural identity
- Consider using Māori-centric models for design, for example, Te Whare Tapa Whā models where psychological, spiritual health, physical health and family health is considered holistically.
- Consider embedding a Whānau Ora philosophy, which recognises the importance of collective social, economic, environmental and cultural benefits.





## CULTURAL PILLAR

# Mana Whenua and Mataawaka Engagement

As Kaitiaki (Guardians), mana whenua have a deep spiritual connection with the land resulting in a unique approach to holistic sustainable wellbeing to the benefit of Auckland and Aucklanders.

## 2.2

Te Tiriti o Waitangi (the Treaty of Waitangi), is New Zealand's founding document. The Treaty principals aim to provide guidance on best practice collaboration between mana whenua and New Zealand's government. Acknowledging its importance has formed the base of numerous engagements with Māori throughout Auckland (Tāmaki Makaurau) and New Zealand (Aotearoa) wide.

Within Auckland, mana whenua interests are represented by 19 iwi (tribal Māori) authorities. Consequently, consideration needs to be paid during applicable resource consent processes to ensure mana whenua interests are upheld and a united approach is taken with regard to the land.

However, Māori engagement is not limited to mana whenua alone. Mataawaka are Māori living in the Auckland region who do not affiliate with a mana whenua group. There are many mataawaka groups residing within Tāmaki Makaurau who have interests in the land although their iwi may be from outside the region.

Collaborating and engaging with mana whenua and mataawaka goes beyond recognising the protection of Māori interests in Tāmaki Makaurau alone. A Mātauranga Māori approach is underpinned by the concept of kaitiakitanga (Guardianship), and embraces a deep spiritual connection with the land resulting in a unique approach to holistic sustainable wellbeing to the benefit of Auckland and Aucklanders. The connection that mana whenua and mataawaka have to impressionable Māori will also help support a greater connection and understanding for this community.

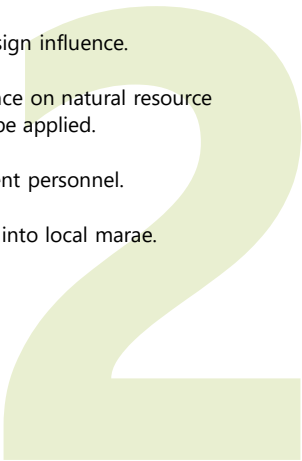
Auckland Council seek suppliers who value Māori mōhiotanga (knowledge) and support collaboration and partnerships with Māori to achieve sustainable outcomes for Auckland. Through engaging with mana whenua and mataawaka early on in the project lifecycle there is greater chance of Mātauranga Māori values influencing the overall project approach and values that underpin it. Māori engagement will not only encourage sustainable outcomes based considerations in relation to the care of the Papatuanuku (Earth Mother) but provides for a direct communication stream to help foster social change within the Māori community.

Auckland has more than 60 maraes (meeting grounds) which provide a sense of tūrangawaewae (our foundation, our place in the world, our home) for their people. Through investing in and providing resources to support and improve these sacred sites, Māori and the wider community can benefit through a sense of belonging.

### CONSIDERATIONS

Suppliers are encouraged to provide specific details on how they will support meaningful engagement with Māori (including mana whenua and mataawaka). The below is a guide to support the goal of this pillar, but is by no means exhaustive.

- Level of engagement with Māori (feedback on the level of engagement may involve interviews to understand experiences).
- Consider integrated partnerships with Māori
- Co-governance arrangements with Māori or board representation.
- Co-management arrangements with mana whenua.
- Meaningful, ongoing engagement with Māori.
- Opportunities for Māori design influence.
- Opportunities Māori guidance on natural resource management principals to be applied.
- Dedicated Māori Engagement personnel.
- Support and/or investment into local marae.





## CULTURAL PILLAR

# Diversity and Inclusion

Creativity, innovation and multi-faceted solutions are all strengthened through an environment that encourages, respects and supports diversity, ultimately impacting on our future sustainability outcomes.

## 2.3

The term diversity encompasses the dimensions of race, culture, gender, age, national origin, religion and gender identity to name a few examples. It is shown through many facets where we may have seen or unseen differences that ultimately impact our view on the world, our values, lifestyle and decision making processes. Creativity, innovation and multi-faceted solutions are all strengthened through an environment that encourages, respects and supports diversity, ultimately impacting on our future sustainability outcomes.

Council seek to partner with suppliers who not only understand the importance of supporting and including diverse backgrounds and perspectives into our communities and workplaces, but who also actively promote their support of diversity and inclusion. This may be demonstrated through inclusive recruitment advertising campaigns, how the organisation promotes itself as a safe and attractive environment for all backgrounds and any measures to educate a lack of tolerance for anti-inclusion behaviours. Council seek organisations that can provide specific examples of the diversity and inclusion measures being practically implemented to demonstrate support of the value it delivers.

**Note:** Diversity and inclusion includes but is not limited to race, culture, gender, age, under-represented groups and gender identity.

### CONSIDERATIONS

Suppliers are encouraged to provide specific details on how they will support and/or raise awareness on the importance of diversity and inclusion in the community. Examples of areas where positive messages on diversity and inclusion can be made include the following (note, this list is a guideline and is by no means exhaustive):

- Website content.
- Company intranet.
- Recruitment advertisements.
- Details of 'Tick' Accreditations, programmes or memberships that that support diversity and inclusion.
- Evidence of standard diversity and inclusion phrases used for recruitment advertising.
- Counselling support services.
- Internal education measures in support of diversity and inclusion (for example, un-conscious bias training).
- Details of any anti-inclusion behaviour repercussions within staff employment contracts/company policies.
- Whether diversity and inclusion within the organisation is demonstrated externally e.g. is the organisation considered to be an attractive, safe, inclusive and diverse environment.
- The diversity make-up of proposed project teams or organisation wide employee profile (for example, the percentage of female in senior or non-traditional roles, culturally diverse backgrounds, Māori, Pasifika, under-represented groups, age profile).



# Economic Wellbeing

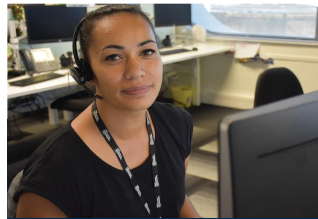
The aim of the economic wellbeing category is to support and facilitate ethical economic prosperity through supporting employment, upskilling and innovative supply-chain initiatives that encourage a resilient workforce and reduced inequalities.

THIS CATEGORY IS BROKEN DOWN INTO THE FOLLOWING FIVE PILLARS:



ECONOMIC PILLAR  
**Employment  
of Priority  
Social Groups**

**3.1**



ECONOMIC PILLAR  
**Upskilling of  
Local  
Economy**

**3.2**



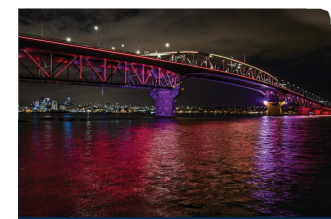
ECONOMIC PILLAR  
**Gender  
Equality**

**3.3**



ECONOMIC PILLAR  
**Supply-Chain**

**3.4**



ECONOMIC PILLAR  
**Innovation**

**3.5**



Economic well-being

## ECONOMIC PILLAR

# Employment of Priority Social Groups

A highly prosperous city is one where all inhabitants can contribute to society in meaningful ways.

# 3.1

A highly prosperous city is one where all inhabitants can contribute to society in meaningful ways. It is also not a surprise that the wellbeing and quality of life for community residents is often directly impacted by the level of opportunity available to them.

It is recognised however, that certain groups within our diverse community can find it harder to find employment opportunities over others. Auckland Council aim to support the success of more vulnerable society members and have noted the following within their “priority social groups” focus area: Māori, Pasifika, apprentices, cadets, graduates, ethnically diverse, refugee background, long-term unemployed, those with disabilities, those with mental health history, ex-offenders, vulnerable youths and vulnerable society members.

Disengagement of society members has a number of side-effects, not limited to, increased support benefit demands, increased public service costs, community safety, crime levels and community wellbeing. These elements all have an impact on Auckland ratepayers and the overall liveability of our city. The proportion of youth who are not in employment, education or training (NEET) are directly correlated to disengagement. Traditionally, New Zealand has seen a higher NEET rate for Māori and Pasifika youth when compared to other ethnicities. Furthermore, although the Māori unemployment rate has improved\* (since 2017), Māori remain over-represented in the unemployed category in Auckland (9.1%) at approximately double the national rate (4.3%).

As part of Council’s goal to support prosperity for all Aucklanders, Council seek to partner with suppliers that encourage and enable opportunities for those that might otherwise find barriers or greater hurdles into the job market. In particular, Council seek suppliers who support and enable employment for the ‘priority social groups’ mentioned above.

\*Stats New Zealand, December 2017 quarter versus 2018

## CONSIDERATIONS

Suppliers are encouraged to provide specific details on how they will support employment of priority social groups in the community. In particular, Council will be seeking clarity on:

- Projected hires to be made within priority social groups (project/contract specific).
- Where professional services are offered, the current number of hires within priority social groups and/or initiatives to support the hire of those within this group.
- Specifically, committed Māori and Pasifika hires to be made.
- Details on the duration of the hire period for priority social groups (for example, full-time, contract duration or temporary employment period)
- Whether dedicated mentors, ongoing support or pastoral care will be provided to ensure the success of priority target groups post recruitment.
- Consider the recruitment process to be used and whether the approach lends itself to a high success rate in targeting a priority social group.

Ideally, Council will be looking for suppliers to provide specific details on the number of hires, the duration of employment provided, and the priority social group(s) supported.

To ensure ongoing success and a positive experience for those hired, Council also ask suppliers to consider how they might be able to provide pastoral care, mentoring or additional support to ensure the overall wellbeing and ongoing success of individuals.

This is of particular relevance to the priority groups we aim to support and drive the success of - our economy and those that inhabit it will only become stronger if we work collaboratively to create meaningful prospects for all.



Economic well-being

## ECONOMIC PILLAR

# Upskilling of the Local Economy

As our economy grows, so too does the need to create strong foundations to support it.

# 3.2

As our economy grows, so too does the need to create strong foundations to support it. These foundations are established through investing in the training and upskilling of our current workforce, the generations to come and through supporting the success of vulnerable society members.

As mentioned in 3.1 (above), certain groups within our diverse community have increased barriers to success and obstacles (perceived or real), that may prevent career pathways. Auckland Council aim to support the success of more vulnerable society members and have noted the following within their “priority social groups” focus area: Māori, Pasifika, apprentices, cadets, graduates, ethnically diverse, refugee background, long-term unemployed, those with disabilities, those with mental health history, ex-offenders, vulnerable youths and vulnerable society members.

Various studies have shown that early educational experiences provide the building blocks required to support positive future employment prospects. Priority social groups are a specific area where training and the right type of support could lead to ongoing positive outcomes for our community and economy. Statistics New Zealand (report March 2017), predicts a large aged population influx in the near future – it is estimated that those over the age of 65 years is projected to be double 2016 figures by 2046. A community that has a high level of engagement and contribution will ultimately improve overall liveability levels across a range of age demographics.

In 2013, over half of the Auckland Māori population (51%) was younger than 25 years (Stats NZ, 2017), providing huge potential for this generation to contribute to a prosperous future Auckland - if provided the support and resources to do so. Additionally, a large percentage of Māori in the Auckland region are currently in the working age category<sup>†</sup>. But upskilling more of our indigenous population provides positive impacts far beyond the economic alone. The Māori belief system is largely underpinned by protecting Papatuanuku (the Earth Mother) and supporting whānau (family) wellbeing. Our sustainable outcomes goals will only be further leveraged with greater chances of success through using a values system that is largely based on ‘Manaaki whenua, Manaaki tangata, haere whakamua’ - care for the environment, care for the people, go forward.

Our Pasifika population is also a key focus area. It is predicted that by 2036 approximately one in five New Zealand children will identify as Pasifika, and one in eight workers will identify as Pasifika under the age of 39 years\*. Then there is the subject of climate change and its predicted impact on rising sea levels – this will no doubt have implications for our Pasifika communities.

Training opportunities for those who have recently left our prison system may also be able to prevent or decrease recidivism levels. Some studies have shown that approximately 70% of prisoners reoffend within two years of being released and approximately 52% return to prison within five years\*\* - but hope for the future can help give meaning and purpose to tackle a less desirable pathway.

By investing in a combination of education and upskilling across the breadth of our Māori, Pasifika and priority social group population, Council aims to provide a platform to support meaningful career pathways in this focus area.

Living in an ever-changing environment (both natural and economic), will require a mindset that lends itself to constant adaptability. As technology advances our employment landscape is open to further change. Embracing this fact and seeking to empower our community members through supporting their upskilling and consequently our city’s capability will prepare us all for a strong, resilient and prosperous economy.

**Through supporting priority social groups on a successful employment pathway through upskilling, Auckland’s economy and the social wellbeing of our people will improve contributing to our city’s sustainable success.**

\*Considerations are provided overleaf.

\* 63.2% based off Statistics NZ, September 2018  
\*\*SNZ population Census 2013



Economic  
well-being

## ECONOMIC PILLAR

# Upskilling of the Local Economy

(continued)

# 3.2

## CONSIDERATIONS

Suppliers are encouraged to provide specific details on how they will support the successful upskilling and training of priority social groups and generations to come. The below is a guide to support the goal of this pillar. Consider how your organisation will support:

- Upskilling of priority social groups, in particular, Māori and Pasifika people.
- Upskilling of our future generations and influencers, in particular, rangatahi (youth) to achieve sustainable future prospects.
- Upskilling of our local community members and small-medium businesses.
- Upskilling that lends itself to supporting career pathway success.
- Specific training requirements to support local economy needs. For example, the domestic construction sector workforce or other areas of the workforce that will positively influence the economy.
- Providing a recognised formal qualification – particularly for priority social groups.
- Dedicated mentors, pastoral care or career counselling to ensure the success of priority target groups.
- Consider the recruitment process to be used and whether the approach lends itself to a high success rate in targeting a priority social group.
- Funding of community youth projects or school initiatives. (Consider the decile rating of schools to be supported.)
- Raising employee awareness on youth support programmes and initiatives for employees to support these (e.g. fundraising events).

Council seek suppliers who support the education, skill development, training and employment opportunities for priority social groups - in particular, Māori and Pasifika people. As disengagement in this group is relatively high, Council also favour organisations that can provide mentoring initiatives or pastoral care to support the long-term success of individuals within these priority groups.

By enriching our future generations through upskilling, instilling values of acceptance and inclusivity for our ever-diversifying world and educating on the importance of caring for our environment and those that inhabit it, we can pave the way for a sustainable future.

**Auckland Council seeks to align itself with suppliers who understand the wider impact of training and the importance of ensuring our communities have the capability levels required to support economic growth.**

# 2



## ECONOMIC PILLAR

# Gender Equality

Our world is gender diverse by nature, therefore providing a truer reflection of the world we operate in within our workplaces makes them more relatable, relevant and inclusive.

## 3.3

Some studies have shown evidence that organisations with a higher participation of women in decision-making roles, generate higher returns on equity, while running more conservative balance sheets\*. Furthermore, there is evidence of organisations showing impressive sales growth and high cash flow returns where there is a high ratio of women in leadership positions.

Auckland Council recognise the importance of gender diversity within in the workplace and its benefits. A multiplicity of perspectives provides varying insights, different angles on solutions and can spark new innovations. Our world is gender diverse by nature, therefore providing a truer reflection of the world we operate in within our workplaces makes them more relatable, relevant and inclusive.

New Zealand has historically been at the forefront of empowering women, starting in 1893 as the first country in the world to grant women the right to vote. However, disappointingly, we are far behind when compared to global figures reporting on women in senior leadership positions. In 2004, women in leadership roles were recorded as 31%, since then, 2018 reported a dramatic decrease down to 18%\*\*.

The number of businesses with no women whatsoever in senior management positions has also risen (36% to 56%) highlighting an area for more consideration and attention.

In July 2018, the New Zealand Government presented its most recent report (2012 – 2016) at the United Nations Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) Committee's 70th session in Geneva. The report revealed NZ women as being under-represented in management, governance, leadership and decision-making roles at both national and local levels within the political, public, private and voluntary sectors. It is recognised that our gender landscape can sometimes be more complex than male and female alone, but ultimately gender equitable opportunities and pay are a good place to start to support the gender equality journey.

Council seek to align with suppliers who understand, value and support equitable employment practices for all genders. Through encouraging diverse workplace environments and removing gender stereo-types within industry sectors or by seniority level, organisations can positively influence the employment landscape and ultimately support a stronger, more diverse economy.

## CONSIDERATIONS

There are a number of steps that organisations can make to promote their gender diversity profile, starting with creating an inclusive culture. Elements to consider include:

- Enabling flexible working
- Addressing gender pay gaps
- Creating access to development and networking opportunities across all people no matter how they identify
- Encouraging and supporting mentoring and upskilling
- Providing unconscious bias training to raise awareness and support gender equality solutions
- Considering how recruitment processes and marketing can support greater diversity
- Implement organisation-wide targets on gender.
- Encouraging women and gender diverse into “non-traditional” trades roles or roles that show a greater gender make-up gap
- Consider hiring multiple females at once in order they do not feeling isolated as a “minority group” and to provide a cohort to enable success

**Suppliers are encouraged to provide specific details on how they demonstrate gender equitable employment practices, by removing barriers for women to take on non-traditional roles or careers.**

\*Credit Suisse Research Institute, *The CS Gender 3000*, September 2016  
\*\*Grant Thorton, *“Proportion of women in NZ senior leadership roles-2018”*



## ECONOMIC PILLAR

# Supply-Chain

The procurement supply-chain presents an opportunity to support local prosperity, consider environmental impacts and choose ethical provider models – all contributing to the success of a sustainable city.

## 3.4

New Zealand's supply-chain landscape is made up of a range of organisation sizes, with varying skill-sets and resources available within them. The procurement supply-chain presents an opportunity to support local prosperity, consider environmental impacts and choose ethical provider models – all contributing to the success of a sustainable city.

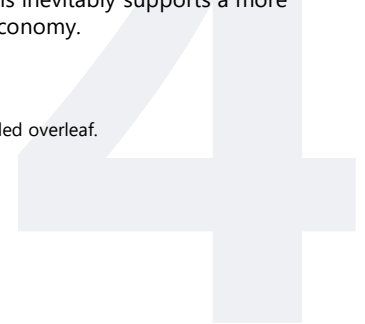
- **Local, ethical supply-chain models:** There are a number of benefits to using ethical, local supply-chain models. Local employment opportunities can be created (ultimately increasing the prosperity for community members), carbon emissions can be reduced and investing in businesses closer to 'home' enables organisations to have greater oversight and confidence that materials and working practices are modelled off ethical practice. In fact, many elements throughout the project lifecycle and beyond see benefits, including:
- **Supply-chain flexibility:** Using organisations that are local generally result in improved communication channels (as opposed to options that may involve time zones). This can contribute to quicker understanding of requirements, improved reaction times and faster service delivery. Investing in local suppliers also enables greater opportunity for face-to-face meetings leaving less information "lost in translation" or misinterpreted.
- **Reduction in logistics costs:** Simply by considering local options within the supply-chain, dramatic savings can be made to related supply-chain logistical costs.

- **Sustainable reputation:** More and more consumers are driven to invest in suppliers that support the local economy, employ locals and are underpinned by ethical values.
- **Environmental impacts:** Through buying local, the dependency on shipping and freight is reduced, thereby reducing associated emissions and contributing to New Zealand's climate change and environmental targets.
- **Market accessibility:** Council are keen to look at a broad range of accessibility methods to enable small-medium businesses to also participate in market opportunities.

Often larger organisations with greater resource and funding find it more manageable to meet strict time-bound, complex tender demands over their smaller competitors. Although small-medium businesses may not have a department dedicated to specialist bid responses, this is not necessarily a reflection of their capability to deliver on project requirements.

Smaller businesses with less complex reporting structures can often have fewer barriers to delivering required outcomes at speed due to more streamlined internal processes. Their environment may also feel more accessible to community members that prefer smaller, more connected working environments, consequently enabling the employment of more vulnerable groups. This inevitably supports a more diverse, sustainable economy.

\*Considerations are provided overleaf.







Economic  
well-being

## ECONOMIC PILLAR

# Supply-Chain

(continued)

## 3.4



### CONSIDERATIONS

Suppliers are encouraged to provide specific details on how they will support an ethical supply-chain, that supports the prosperity of Aucklanders, the local economy and encourages success of small-medium businesses. Examples of considerations include:

- Supporting small businesses, local businesses, social enterprises, socially innovative businesses, female owned businesses, Māori or Pasifika owned businesses through the supply-chain.
- Considering whether the aforementioned business(es) support sustainable or social responsibility outcomes.
- Considering whether the aforementioned businesses(es) employ local community members.
- Use of supply-chains that use ethical practices. (This may include, organisations that provide good conditions and fair pay for their workers, as well environmental protection and waste minimisation practices.)
- Supporting qualified, small-medium businesses to participate in contracts with fewer barriers to entry. Suppliers may wish to consider:
  - Implementing mechanisms or innovations that are less onerous.
  - Supporting contract models that provide manageable scale and term considerations for small businesses to realistically enter the market.
  - Alternative methods for small scale suppliers (and/or sub-contractors) to reply to requests for information, proposals or tenders.

**Auckland Council seek suppliers and partners that value the importance of diversity within the supply-chain and facilitate ethical economic prosperity through procuring decisions.**



Economic well-being

## ECONOMIC PILLAR

# Innovation

Continual improvement and adaptation is required to meet the changing needs of Auckland and its people.

# 3.5



Simply put, a sustainable outcomes model aims to meet the needs of the present without compromising on the needs of the future. The Auckland Plan 2050 has identified the three key challenge areas for Auckland as:

1. Arresting and reversing environmental degradation
2. Ensuring prosperity is shared amongst all Aucklanders
3. The impacts of high population growth

Council recognise that addressing these challenges fully will require input from many perspectives.

Continual improvement and adaptation is required to meet the changing needs of Auckland and its people. Bespoke solutions will develop further as technology improves and lessons are learnt.

Innovative ideas are the building blocks to a prosperous and environmentally sustainable economy. Through innovation, we can achieve social, cultural, economic and environmental outcomes more efficiently.

### CONSIDERATIONS

Council note that new innovations may come at a price and encourage suppliers not to restrict suggestions to lowest price options only. Considerations include:

- Looking beyond lowest cost alone when replying to market proposals, information or tender requests.
- Innovative, sustainable options when looking within organisation wide supply-chains.
- Elaborating on how your organisations innovative idea would support prosperity for Auckland and protect or enhance the natural environment.

**If Auckland is to embrace ethical economic prosperity and ensure organisations are innovative in their thinking, we need to promote and embrace those innovative ideas which set us apart from the rest, growing both a stronger economy and community.**



# Environmental Wellbeing

The aim of the environmental wellbeing category is to support initiatives and innovations that protect and enhance Auckland's natural environment and enable the reduction of carbon emissions and waste.

THIS CATEGORY IS BROKEN DOWN INTO THE FOLLOWING FOUR PILLARS:



ENVIRONMENTAL  
PILLAR

**Net Zero  
Carbon**

**4.1**



ENVIRONMENTAL  
PILLAR

**Environmental  
Guardianship**

**4.2**



ENVIRONMENTAL  
PILLAR

**Waste  
Management**

**4.3**



ENVIRONMENTAL  
PILLAR

**Responsible  
Water  
Management**

**4.4**



## ENVIRONMENTAL PILLAR

# Net Zero Carbon

Our climate is changing. We need to act.

# 4.1

Our climate is changing - average temperatures are rising, driven by human activity and increasingly high levels of greenhouse gas (GHG) emissions.

Climate change is largely attributable to emissions of carbon dioxide (CO<sub>2</sub>) as it is long-lived in the atmosphere, and thus there is a significant focus on reducing CO<sub>2</sub> emissions across all sectors in New Zealand.

Increasing temperatures, sea-level rise, variation in rainfall patterns and more frequent extreme weather events pose risks to our economy, our people and the environment.

Auckland Council has set a target for Auckland to achieve a 40% reduction GHG emissions by 2040 (based on 1990 levels\*) and the current government has signalled its intention for New Zealand to achieve net zero emissions by 2050\*\*.

Given the size and population of our city, we have an important role to play in meeting New Zealand's goals and international commitments under the 2015 Paris Climate Agreement.

Council encourages suppliers to principally reduce carbon emissions throughout the product or service delivery lifecycle, and also seek meaningful ways to offset unavoidable GHG emissions to achieve net carbon zero.

## CONSIDERATIONS

Auckland Council seek suppliers that incorporate methods and initiatives which contribute to the reduction and/or offsetting of carbon emissions throughout the supply-chain. Examples may include, but are not limited to:

- Using local suppliers as part of the supply-chain process.
- Supply-chain models that support carbon reductions.
- Afforestation programmes or plans in place.
- Encouraging the use of bicycle to work options to employees (for example, preferred rates for bicycles, e-bicycles or similar and dedicated bicycle park options).
- Organisation electric vehicle fleet (cars, bicycles, scooters, minibuses).
- Car-pooling initiatives.
- Employees encouraged to use electric train network rather than road network.
- Public transport incentives for staff.
- Initiatives to support NZ's goal to be carbon neutral.
- Renewable energy sources used as an alternative to non-renewable.
- Whether energy efficiencies will be measured.

\*Auckland Council, Low Carbon Strategic Action Plan, July 2014

\*\*Ministry for the Environment, Cabinet Paper – The 100 day Plan for Climate Change, December 2017



## ENVIRONMENTAL PILLAR

# Environmental Guardianship

Through recognising the benefits that our natural environment provides, comes a responsibility to care for the environment and maintain it for future generations.

## 4.2

Auckland’s natural environment is unique and diverse, but is increasingly vulnerable to pressures from population growth, urban intensification and changes in land use\*. These pressures, along with associated pollution and waste, undermine the crucial services that ecosystems provide, including, nutrient cycling, water and air purification, provisioning of food and other natural resources.

The truth is simple. We depend on a healthy planet in order to live a healthy life.

Through recognising the benefits that our natural environment provides, comes a responsibility to care for the environment (both living and non-living components) and maintain it for future generations. This commitment is expressed as 'kaitiakitanga', which encompasses guardianship for the environment and sustainable management practices.

**Auckland Council seek suppliers that value and demonstrate kaitiakitanga to protect our natural heritage from further degradation and explore ways to enhance or restore ecological health.**

\*Auckland Council, State of the Environment Report, 2015

## CONSIDERATIONS

Auckland Council seek suppliers that value and demonstrate kaitiakitanga of the natural environment and who support methods and innovations to enhance and protect it.

Methods to protect or enhance the environment may be direct or indirect. Indirect examples, include, but are not limited to:

- Environmental education
- Environment protection related communications
- Programmes and community driven environmental protection projects
- Partnering with bodies that invest in and promote ecological conservation and natural heritage enhancements
- Providing support (may include funding or volunteers) to organisations that protect or enhance the natural environment. For example, NZ Government Billion Trees project, wildlife protection initiatives, supporting or contributing to a Predator Free 2050.

Ultimately, Council support organisations that value and understand the importance of protecting our natural environment and encourage suppliers to think broadly (through their wider supply-chain) to facilitate environmental preservation and enhancement.



## ENVIRONMENTAL PILLAR

# Waste Management

Through waste minimisation and innovation, we can help to solve other challenges associated with waste such as environmental degradation, climate change and social inequity.

## 4.3

Currently, 80 per cent of Auckland's waste to landfill comes from commercial waste streams\*. Not only are there large disposal costs associated with waste, but the true costs in terms of lost material, energy, labour, and the liabilities and risks associated with waste is about ten times the cost of disposal. To solve the future environmental challenges we face (Auckland plan 2050) all elements of the supply-chain must consider ways to reduce commercial waste and divert these materials into economic opportunities instead.

Some studies show that New Zealanders recycle only 58%\*\* of the 735 tonnes of packaging we consume every year. With the majority of Aucklanders having access to recycling facilities, innovation is encouraged to improve waste minimisation levels.

Through waste minimisation and innovation, we can help to solve other challenges associated with waste such as environmental degradation, climate change and social inequity. Zero Waste Auckland can be achieved through integrating 'waste minimisation' throughout the product or service delivery life cycle, using materials in a way that conserves natural resources and minimises environmental impacts, and reusing or repurposing materials. Where it is not yet technically or economically feasible to divert material from landfill, responsible management of this waste to reduce toxicity or other effects on the environment and Auckland's population is vital.

\*Auckland Council, Draft Auckland Waste Management and Minimisation Plan 2018

\*\*Recycle.co.nz data

## CONSIDERATIONS

To support Auckland becoming a truly liveable city for all, organisations need to consider methods to minimise waste to landfill and the reduce the impacts of hazardous waste on the environment. In particular, organisations may wish to consider:

- Communicating the importance of responsible waste management to all involved in the project.
- The type of waste management systems in place for contract/project lifecycles and their likely effectiveness.
- Methods to reduce waste tonnage to landfill e.g. through recycling, upcycling or similar.
- Eco-friendly methods to remove waste.
- Partnering with social enterprises to improve waste management goals.
- Methods to reduce or prevent hazardous waste impacts on the environment.
- Waste management suppliers that are local, use ethical practice and support any sustainable outcome values.

**Auckland Council seek suppliers that use responsible waste management to support long-term environmental protection.**



## ENVIRONMENTAL PILLAR

# Responsible Water Management

It is imperative that we take measures to protect and restore our rivers, lakes and streams, as well as manage our current use of water to ensure water quality and water supply for generations to come.

## 4.4

Auckland's nickname - the "City of Sails" is derived from the popularity of sailing in the region. And it makes sense - Auckland is surrounded by water.

From the Waitematā Harbour in the North, to the Hauraki Gulf and Eastern coastline of the North Shore, the Manukau Harbour in the South, to the many beautiful beaches along the West coast. Then there are the fresh water bodies within it – Auckland has approximately 16,500 kilometres\* of waterways.

There is no doubt water is a huge element of Auckland's core and what draws many to the region. However, throughout many parts of Auckland, the water quality of our freshwater and marine environments has declined. Pollutants from varied sources on land, wash through catchments and enter our waterways. These contaminants have damaging impacts on the ecological integrity of aquatic environments.

As our city grows, the pressure on freshwater resources is only intensified – not only through negative impacts but also the increased use of this vital resource.

It is imperative that we take measures to protect and restore our rivers, lakes and streams, as well as manage our current use of water to ensure water quality and water supply for generations to come. This is especially important in the context of climate change, where more frequent extreme weather events, longer periods of drought and coastal inundation may threaten the integrity of Auckland's water supply\*\*.

\*Land Air Water Aotearoa, Auckland Council

\*\*Auckland Council. Our Water Future: Auckland's water discussion.

## CONSIDERATIONS

Auckland Council seek suppliers that demonstrate protection of our oceans, seas, rivers, lakes and marine resources from pollution and encourage resourcefulness with water consumption.

- Consider responsible waste water management. e.g. prevention of waste water going straight out to sea, into the natural environment or whether waste water will be treated/filtered before disposal.
- Consider implications of storm-water overflow and how to best manage this.
- Use of water sensitive infrastructure or water sensitive design.
- Consider water related innovations to support protection of the natural environment.
- Consider use of green-space to reduce run-off.
- Consider methods to recycle grey water.
- Consider use of storm water collection tanks and filtration.
- Initiatives that support water resource or recycling.
- Consider responsible waste water management. e.g. prevention of waste water going straight out to sea, into the natural environment or whether waste water will be treated/filtered before disposal.



# CASE STUDY

**Te Auaunga is one of the longest urban streams on the Auckland isthmus (Our Auckland, 2018), extending some 1.5 kilometres. It flows from its source in Hillsborough, through Mt Roskill, Ōwairaka and Waterview to the Waitematā Harbour. As with all waterways, the stream is taonga (a treasure of significant social and cultural value) and is regarded as such by local iwi**

*(Te Auaunga (Oakley Creek) Social Evaluation: Report 1 – Engagement, 2016).*



# TE ANAUNGA RESTORATION

AC HW's restoration of the stream involved removing an existing concrete channel and replacing it with a more natural substrate, in order to regenerate the natural riparian zone and mitigate the impact of future flooding events.

Just as importantly, the project sought to restore the mauri or life force in the waterway through active kaitiakitanga (guardianship) so that it was once again protected.



# EMBEDDING Sustainable Outcomes

By considering opportunities to embed cultural, environmental, social and economic goals into the project, the restoration ensured a greater level of positive impact.

From the beginning, AC HW adopted a holistic community engagement approach to involve schools, tangata whenua and the wider public in the concept development and design stages. This early communication supported an ongoing collaborative relationship that attached a sense of place and community ownership to the water, land and project as a whole. In addition to this, AC HW ensured wider sustainable outcomes were pursued throughout the span of the project via two specific avenues.

The first of these was a youth employment initiative that offered a trade training certificate (arranged, verified and delivered by Unitec Institute of Technology) to seventeen local unemployed young people. This included mentoring from the local community group, 'Global Lighthouse', and drivers' licence training to support further employment after the completion of the stream restoration. AC HW integrated a compulsory tender requirement into the project that resulted in a pathway for five of the trainees to take up full-time apprenticeship roles on the project.

The second initiative entailed the establishment of a native plant nursery in partnership with Te Whangai Trust, a social enterprise that supports, trains and advocates for people with histories of long-term unemployment and/or offending and teaches them work and life skills through horticulture. Together with the local Wesley Intermediate School, the two organisations were able to deliver the 100,000 native plants required for the project.

The partnership involved Te Whangai Trust establishing their nursery on the schools' grounds, which were seen as an underutilised community asset in light of declining numbers on the school roll. The nursery in return would provide a valuable resource to the school and community and offer training and work experience opportunities to locals. Through this partnership with Te Whangai, over 20 unemployed locals are now in employment or undergoing further training. This mutually beneficial partnership will continue beyond the life of the project.



# Outcomes Achieved

The project was an all-round success, completed on time and within budget, and it easily accomplished its technical aim of reducing the floodplain and increasing the amenity of the stream and its surrounding parks.

Excitingly, the sustainable outcomes that were fostered were equally as significant. Engagement with community members, schools and iwi incorporated Mātauranga Māori (Māori knowledge) and local perspectives into the project from the outset and ensured that the social, cultural, and environmental results were very positive.

Some of the specific highlights of the project stemming from involvement with the community included:

## YOUTH EMPLOYMENT

The Te Auaunga restoration provided positive outcomes for youth employment with members of the original training cohort gaining permanent and contract roles with Fulton Hogan both on this project and other sites.

The overall employment outcomes were seen as a success by those involved in the project, exceeding initial expectations. Of course, as some stakeholders also pointed out, the initiative's success could not be defined in strict black and white terms. Those who did not obtain a post-training position on the works gained positive work experience from their time in the course, and closer engagement with their community.



## ESTABLISHMENT OF NATIVE NURSERY

Trainees working at the Wesley Intermediate Te Whangai nursery described a multitude of benefits that stemmed from their experiences, including, knowledge and skill development, personal development, access to further training opportunities (e.g. Level 1 and 2 NCEA horticultural qualifications) and general lifestyle and wellbeing improvement.

Wesley Intermediate were glowing in their praise of the initiative, recounting that the new nursery had raised the profile of the school and improved the community's perception of them. There were significant financial benefits accruing as well in the form of rent/lease payments from Te Whangai Trust, and a reduced grounds maintenance bill. School Board members also reported a reduction of vandalism attributable to the nursery's introduction and accompanying fence that was built around it.

There was additional excitement for future possibilities as well, such as displaying pupils' artwork on the new fence, and the holistic impact on students of seeing first-hand Te Whangai Trust's work at the nursery. Supporting children at an early age to engage with their natural environment and extending the boundaries of the classroom was noted as a great development in the school's approach to learning.

# Conclusion

## COMMUNITY OWNERSHIP

In conjunction with Te Whangai Trust, the introduction of a community garden was well-received, with many seeing it as an excellent interactive tool for learning about healthy eating choices, horticulture and natural sciences for all members of whānau. As a result of the consultation with the local community a multicultural fale, bike track, outdoor classroom and cycle underpass were all added on to the project.

For tangata whenua, the project also represented the realisation of longstanding cultural aspirations through engaging students with an area for ngā taonga tākaro (traditional Māori games), interpretive signage and mahi toi (art), as well as embedding Mātauranga Māori and Te Aranga design principles across the project. Extensive water treatment devises were also incorporated in the reserve following requests from iwi.

## RELATIONSHIP BUILDING

Development of collaborative networks between the various project stakeholders was also seen as a major benefit of the procurement approach taken in this project. All relevant parties were excited by what other projects could come out of the new relationships formed on these works.

## ENHANCED ENVIRONMENT

A measurable improvement in quantity and quality of the native habitat of the awa and its surrounds, has been achieved (and continues to be) by improving native plants, fostering animal diversity and re-educating and enlightening those that use the area and its natural resources. Furthermore, the ongoing re-establishment of the riparian plain contributes to delivering improved water quality and stream health to the area, restoring the native ecology. Linking the replanting and wildlife habitat restoration, with community engagement, and the principles of kaitiakitanga promotes and contributes to sustainable rehabilitation.

**Incorporating sustainable outcomes values into the delivery of the Te Auaunga Project shed light on the broader positive societal impacts that can be achieved through considering a more wholistic approach to project implementation. Although there were learnings on how to improve various elements of the project, this example has highlighted the potential to generate social benefits beyond the baseline products and services required by applying a sustainable outcomes approach.**

5

**SUSTAINABLE  
OUTCOMES: MORE  
INFORMATION**



## SUSTAINABLE OUTCOMES

# More Information

## Social Wellbeing

### 1.1 Health and Wellbeing

Looking after your employees

<https://www.business.govt.nz/news/workplace-wellbeing-policy-builder/>

### 1.2 Local Stakeholder Engagement

Engaging with stakeholders

<https://nzta.govt.nz/safety/speed-management-resources/engagement-resources/engagement-handbook/where-and-how-to-engage/engaging-with-the-stakeholders/>

### 1.3 Charitable Support

Government position on Social Enterprises

<https://www.dia.govt.nz/government-position-statement-on-social-enterprise>

### 1.4 Living Wage

What is the living wage? [https://www.livingwage.org.nz/what\\_is\\_the\\_living\\_wage](https://www.livingwage.org.nz/what_is_the_living_wage)

## SUSTAINABLE OUTCOMES

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## Cultural Wellbeing

### 2.1 Māori Cultural Heritage

Auckland Design Manual – “Te Aranga Principles”

[http://www.aucklanddesignmanual.co.nz/design-subjects/maori-design/te\\_aranga\\_principles](http://www.aucklanddesignmanual.co.nz/design-subjects/maori-design/te_aranga_principles)

Video by Auckland Design Manual – “Mana Whenua and the Design Process”

<https://www.youtube.com/watch?v=Ryel4gvemn0&feature=youtu.be>

### 2.2 Mana Whenua Engagement

Engaging with mana whenua

<https://www.aucklandcouncil.govt.nz/building-and-consents/understanding-building-consents-process/prepare-application/prepare-resource-consent-application/Pages/engaging-with-mana-whenua.aspx>

Best Practice Guidelines for Engagement with Māori

<https://www.nzpam.govt.nz/assets/Uploads/doing-business/engagement-with-maori-guidelines.pdf>

Māori Engagement Framework

<https://www.waikatoregion.govt.nz/assets/WRC/Council/Policy-and-Plans/11340016-Maori-Engagement-Framework-Guide.pdf>

### 2.3 Diversity and Inclusion

Developing an effective equality and diversity strategy

<http://www.ssc.govt.nz/node/3689>

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## Economic Wellbeing

<b>3.1 Employment of Priority Social Groups</b>	Developing an effective equality and diversity strategy <a href="http://www.ssc.govt.nz/node/3689">http://www.ssc.govt.nz/node/3689</a>
<b>3.2 Upskilling the Local Economy</b>	Developing an effective equality and diversity strategy <a href="http://www.ssc.govt.nz/node/3689">http://www.ssc.govt.nz/node/3689</a>
<b>3.3 Gender Equality</b>	What can employers do? <a href="https://women.govt.nz/work-skills/income/gender-pay-gap/what-can-employers-do-close-gender-pay-gap">https://women.govt.nz/work-skills/income/gender-pay-gap/what-can-employers-do-close-gender-pay-gap</a>  Utilising women's skills <a href="https://women.govt.nz/work-skills/utilising-womens-skills">https://women.govt.nz/work-skills/utilising-womens-skills</a>  <a href="#">United Nations Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) Committee's 70th session</a>
<b>3.4 Supply-Chain</b>	Business Guide to a Sustainable Supply Chain <a href="https://www.sbc.org.nz/_data/assets/pdf_file/0005/54914/Sustainable-Supply-Chain-Guide.pdf">https://www.sbc.org.nz/_data/assets/pdf_file/0005/54914/Sustainable-Supply-Chain-Guide.pdf</a>
<b>3.5 Innovation</b>	Fostering innovation <a href="https://www.business.govt.nz/how-to-grow/growth-and-innovation/fostering-innovation/">https://www.business.govt.nz/how-to-grow/growth-and-innovation/fostering-innovation/</a>  Operational efficiency and innovation <a href="https://www.business.govt.nz/business-performance/operations-strategy/operational-efficiency-and-innovation/">https://www.business.govt.nz/business-performance/operations-strategy/operational-efficiency-and-innovation/</a>



# SUSTAINABLE OUTCOMES

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## Environmental Wellbeing

### 4.1 Net Zero Carbon

Guidance for voluntary greenhouse gas reporting – 2016: Data and methods for the 2014 calendar year  
<https://www.mfe.govt.nz/publications/climate-change/guidance-voluntary-greenhouse-gas-reporting-2016-data-and-methods-2014>

What you can do about climate change <http://www.mfe.govt.nz/climate-change/we-all-have-role-play/what-you-can-do-about-climate-change>

The Royal Society of New Zealand, Transition to a Low Carbon Economy for New Zealand, April 2016

Auckland Council, Low Carbon Strategic Action Plan, July 2014

Ministry for the Environment, Cabinet Paper – The 100 day Plan for Climate Change, December 2017

### 4.2 Environmental Guardianship

Story: Kaitiakitanga – Guardianship and Conservation  
<https://teara.govt.nz/en/kaitiakitanga-guardianship-and-conservation>

Auckland Council, State of the Environment Report, 2015  
<https://teara.govt.nz/en/kaitiakitanga-guardianship-and-conservation>

### 4.3 Waste Management

Businesses taking responsibility for their products  
<https://www.mfe.govt.nz/waste/we-all-have-role-play/responsible-product-management/businesses-taking-responsibility-their>

### 4.4 Responsible Water Management

Freshwater guidance and guidelines  
<http://www.mfe.govt.nz/fresh-water/freshwater-guidance-and-guidelines>

New Zealand's marine environment  
<http://www.mfe.govt.nz/marine>

Why our marine environment matters  
<http://www.mfe.govt.nz/marine/why-our-marine-environment-matters>

Ministry for the Environment: Our Fresh Water, 2017  
[http://www.mfe.govt.nz/sites/default/files/media/Environmental%20reporting/our-fresh-water-2017\\_1.pdf](http://www.mfe.govt.nz/sites/default/files/media/Environmental%20reporting/our-fresh-water-2017_1.pdf)



**'Manaaki whenua, Manaaki tangata, haere whakamua.'**

*'Care for the land, care for the people, go forward.'*