

# Board Report

**Public**

**Date**  
Wednesday,  
27 June 2018

**Time**  
2:00 pm

**Venue**  
Panuku Development  
Auckland  
82 Wyndham St





# Board Agenda

**Where:** 82 Wyndham Street, Auckland

**When:** Wednesday, 27 June 2018 | 9.00 am – 3.00 pm

**Board Members:** Richard Aitken – Chair  
 David Kennedy – Director  
 Richard Leggat – Director  
 Dr Susan Macken – Director  
 Paul Majurey – Director  
 Mike Pohio – Director  
 Martin Udale – Director

**In attendance:** Roger MacDonald – Chief Executive  
 David Rankin – Chief Operating Officer  
 Carl Gosbee – Director Corporate Services  
 Angelika Cutler – Director Corporate Affairs  
 Rod Marler – Director Design and Place  
 Ian Wheeler – Director Portfolio Management  
 Allan Young – Director Development  
 Jenni Carden – Company Secretary

		Page #	Timing
	<b>Board only time</b>		<b>9.00 am</b>
<b>1.</b>	<b>Procedural Motion to Exclude the Public</b> Put the motion that, pursuant to clause 12.3 of the Panuku Constitution, the public be excluded from the following proceedings of this meeting, so that commercially sensitive issues can be discussed in confidential session.		
<b>2.</b>	<b>Confidential Governance Matters</b> 2.1 Minutes of 30 May 2018 Board meeting <i>Withheld from the public under S7(2)(h) of the LGOIMA</i> 2.2 Board Action List <i>Withheld from the public under S7(2)(h) of the LGOIMA</i> 2.3 Minutes from Remuneration Committee 16 May 2018 <i>Withheld from the public under S7(2)(h) of the LGOIMA</i> 2.4 Verbal update from Remuneration Committee 13 June 2018 2.5 Verbal update from Audit and Risk Committee 20 June 2018		

<p><b>3.</b></p> <p>3.1 Approval of the Statement of Intent 2018-2021 <i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p> <p>3.2 Approval of the Business Plan FY 2018-2019 <i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p> <p>3.3 Long-term Plan 2018-2028 <i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p> <p>3.4 Programme Business Cases <i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p> <p>3.5 Gateway Objectives 2018-2019 <i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p> <p>3.6 Gateway Objectives 2017-2018 <i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p> <p>3.7 Board Strategy Day Outcomes <i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p>	<p><b>Confidential Strategic Papers (papers which are fully confidential)</b></p>		
<p><b>Morning Tea</b></p>			<p><b>10.45 am</b></p>
<p><b>4.</b></p> <p>4.1 Development Agreement – Ngai Tai Waiparera Housing – Tavern Lane Development <i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p> <p>4.2 20 Donnelly Street, St Johns <i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p> <p>4.3 Civic Administration Building <i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p> <p>4.4 Sale or Lease of 52-54 Manukau Station Road <i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p> <p>4.5 Selecting Development Partners Policy <i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p>	<p><b>Confidential Decision Papers (papers which are fully confidential)</b></p>		<p>0</p>
<p><b>5.</b></p>	<p><b>Confidential Chief Executive’s Report (fully confidential)</b> <i>Withheld from the public under S7(2)(b)(ii) of the LGOIMA</i></p>		
<p><b>6.</b></p> <p>6.1 Property Market Update <i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p>	<p><b>Confidential Information Papers (papers which are fully confidential)</b></p>		
<p><b>7.</b></p>	<p><b>General Business</b></p>		
<p><b>Lunch</b></p>			<p><b>12.30 pm</b></p>
<p><b>Panuku rangatira ki rangatira hui</b></p>			<p><b>1.00 pm</b></p>

8.	<b>Opening of Public Meeting</b> 8.1 Apologies 8.2 Directors' Interests 8.3 Directors' Board Meeting Attendance Register 8.4 Minutes of the 30 May 2018 Board meeting (public) 8.5 Public Deputation		<b>2.00 pm</b>
9.	<b>Health and Safety Report</b>		
10.	<b>Chief Executive's Report</b>		
11.	<b>Information Papers</b> 11.1 Proposed policy on housing mix 11.2 Westhaven Yacht Clubs 11.3 Transform Onehunga Engagement Plan		

## Local Government Official Information and Meetings Act 1987.

### 7 Other reasons for withholding official information

(1) Where this section applies, good reason for withholding official information exists, for the purpose of [section 5](#), unless, in the circumstances of the particular case, the withholding of that information is outweighed by other considerations which render it desirable, in the public interest, to make that information available.

(2) Subject to [sections 6, 8, and 17](#), this section applies if, and only if, the withholding of the information is necessary to—

- (a) protect the privacy of natural persons, including that of deceased natural persons; or
- (b) protect information where the making available of the information—
  - (i) would disclose a trade secret; or
  - (ii) would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information; or
- (ba) in the case only of an application for a resource consent, or water conservation order, or a requirement for a designation or heritage order, under the [Resource Management Act 1991](#), to avoid serious offence to tikanga Maori, or to avoid the disclosure of the location of waahi tapu; or
- (c) protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information—
  - (i) would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied; or
  - (ii) would be likely otherwise to damage the public interest; or
- (d) avoid prejudice to measures protecting the health or safety of members of the public; or
- (e) avoid prejudice to measures that prevent or mitigate material loss to members of the public; or
- (f) maintain the effective conduct of public affairs through—

(i) the free and frank expression of opinions by or between or to members or officers or employees of any local authority, or any persons to whom [section 2\(5\)](#) applies, in the course of their duty; or

(ii) the protection of such members, officers, employees, and persons from improper pressure or harassment; or

(g) maintain legal professional privilege; or

(h) enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities; or

(i) enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); or

(j) prevent the disclosure or use of official information for improper gain or improper advantage.

**Directors' Interests as at 20 June 2018**

Member	Interest	Company / Entity	Conflicts pre-identified?
<b>Richard H. AITKEN</b>	Chair	Panuku Development Auckland Limited	
	Chair	Te Punaha Matatini Advisory Board	
	Director	BGCF Trustee Ltd	
	Shareholder	Beca Group Ltd	
	Director	BGL Custodian Ltd	
	Director	BGLIR Trustee Ltd	
	Director	BGL Management Share Trustee Ltd	
	Director	BGL Nominees Ltd	
	Director	BGS Trustee Ltd	
	Director	Derceto Trustee Ltd	
	Director	Hopetoun Pitt Ltd	
	Director	Gands Plan Pty Ltd (Australia)	
	Director	John Scotts Investments Ltd	
	Director	Trust Power Ltd	
	Trustee	BAS Custodian Trust	
	Trustee	Beca Indemnity Fund Custodian Trust	
	Trustee	BGLIR Custodian Trust	
	Trustee	BGL Custodian Trust	
	Trustee	BGS Custodian Trust	
	Trustee and Discretionary Beneficiary	The Glade Trust	
Trustee	The Sunnybrae Trust		
Trustee	The Waimarama Trust		
<b>Dr Susan C. MACKEN</b>	Deputy Chair	Panuku Development Auckland Limited	
	Chair	Kiwibank	
	Chair	Spa Electrics Ltd (Aust.)	
	Deputy Chair	Tāmaki Redevelopment Company Ltd	Possible
	Director	Blossom Bear Ltd	
	Director	STG Ltd	

Member	Interest	Company / Entity	Conflicts pre-identified?
<b>David I. KENNEDY</b>	Director	Panuku Development Auckland Limited	
	Director	525 Blenheim Road Limited	
	Director	Cathedral Property Limited	
	Director	Good General Practice Limited	
	Director	Grantley Holdings Limited	
	Director	Hobsonville Development GP Limited	
	Director	New Ground Living (Hobsonville Point) Limited	
	Director	Ngai Tahu Justice Holdings Limited	
	Director	Ngai Tahu Property (CCC-JV) Limited	
	Director	Ngai Tahu Property Joint Ventures Limited	Yes, Transform Manukau (MIT)
	Director	Ngai Tahu Property Joint Ventures (No.2) Limited	
	Director	Ngai Tahu Real Estate Limited	
	Director	NTP Development Holdings Limited	
	Director	NTP Investment Holdings Limited	
	Director	NTP Investment Property Group Limited	
	Director	Prestons Road Limited	
<b>Richard I. LEGGAT</b>	Director	Panuku Development Auckland Limited	
	Chairman	NZ Cycle Trail Incorporated	
	Deputy Chair	Tourism NZ	
	Director	Cycling NZ	
	Director	Education NZ	
	Director	Mortleg Ltd	
	Director	Snowsports NZ	
	Director	Trophy Metropolitan Ltd	
	Director	Warren and Mahoney	
	Director	Winter Games New Zealand	
	Panel Member	NZ Markets Disciplinary Tribunal	
	Advisor	Busways Pty Ltd	
	Member	Union Cycliste Internationale Ethics Commission	



Member	Interest	Company / Entity	Conflicts pre-identified?
<b>Paul F. MAJUREY</b>	Director	Panuku Development Auckland Limited	
	Chair	Hauraki Collective (12 iwi collective)	
	Chair	Mana Whenua & Crown Working Group (proposed Hauraki Gulf / Tikapa Moana Recreational Fishing Park)	
	Chair	Marutūāhu Rōpū General Partner Ltd	
	Chair	Marutūāhu Collective (5 iwi collective)	
	Chair	Puhinui Park Limited	Possible
	Chair	Tāmaki Makaurau Community Housing Ltd	
	Chair	Tūpuna Maunga o Tāmaki Makaurau Authority	
	Chair	Whenuapai Housing General Partner Ltd	
	Co-Chair	Sea Change Marine Spatial Plan Project	
	Co-Chair	Tāmaki Healthy Families Alliance	
	Director	Arcus Property Limited	
	Director	Atkins Holm Majurey Ltd	
	Director	Kaahui Rawa Limited	
	Director	Half Moon Bay Venture Ltd	
	Director	Museum of New Zealand Te Papa Tongarewa	
	Director	Ngāti Maru Pouarua Farm Ltd	
	Director	Pare Hauraki Asset Holdings Ltd	
	Director	Pouarua Farm General Partner Ltd	
	Director	Te Puia Tapapa GP Limited	
	Director	Tikapa Moana Enterprices Ltd	
	Trustee	Crown Forestry Rental Trust	
	Trustee	Hauraki Fishing Group	
	Trustee	Ngāti Maru Rūnanga Trust	
	Mana Whenua Representative	Hauraki Gulf Forum	
	Tainui Waka Representative	Iwi Working Group (review of Te Ohu Kaimoana)	

Member	Interest	Company / Entity	Conflicts pre-identified?
<b>Michael E. POHIO</b>	Director	Panuku Development Auckland Limited	
	Chairman	BNZ Partners Waikato	
	Director	KiwiRail Ltd	
	Director	National Institute of Water & Atmospheric Research Ltd	
	Director	NIWA Vessel Management Ltd	
	Director	Ospri New Zealand Ltd	
	Director	<ul style="list-style-type: none"> <li>National Animal Identification and Tracing Ltd</li> </ul>	
	Director	TBFree	
	Director	Te Atiawa Iwi Holdings	
	Director	Te Atiawa (Taranaki) Holdings Ltd	
<b>C. Martin UDALE</b>	Director	Panuku Development Auckland Limited	
	Director	Accessible Properties New Zealand Limited	
	Director	Cardinal Trustees Ltd	
	Director	Essentia Consulting Group Ltd	Possible, with Transform Manukau (MIT)
	Director	Fleming Urban Ltd	
	Director	Forest Group Ltd	
	Director	Hobsonville Development GP Ltd	
	Director	New Ground Living (Hobsonville Point) Ltd	
	Director	Tall Wood Ltd	
	Director	Tallwood Assembly Limited	
	Director	Tallwood Design Limited	
	Director	Tallwood Holdings Limited	
	Director	Tallwood Projects Limited	
	Director	Tāmaki Redevelopment Company Ltd	Possible
	Director	Tāmaki Regeneration Ltd	
	Director	THA GP Limited	
	Director	TW Twenty Twenty Ltd	
	Member	Kiwi Rail Property Committee	

### DIRECTORS' MEETING ATTENDANCE REGISTER – 2017 / 2018

	2017						2018						TOTAL
	26 Jul	30 Aug	27 Sep	25 Oct	29 Nov	25 Jan	28 Feb	28 Mar	26 Apr	30 May	27 June		
R.H. Aitken	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Dr S.C. Macken	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
M.A. Blackburn	✓	✓	X	✓									
E.W. Davies	✓	✓	✓	X									
D.I. Kennedy					✓	X	✓	✓	✓	✓	✓	✓	
R.I. Leggat	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
P.F. Majurey	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	X	✓	
M.E. Pohio	✓	✓	✓	✓	✓	✓	X	✓	✓	✓	✓	✓	
C.M. Udale	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	

MINUTES OF THE MEETING OF DIRECTORS OF PANUKU DEVELOPMENT AUCKLAND LIMITED, HELD IN **PUBLIC** SESSION AT 82 WYNDHAM ST, AUCKLAND ON WEDNESDAY 30 MAY 2018 COMMENCING AT 9.00 AM.

<b>ATTENDING</b>		<p><b>Board:</b> Richard Aitken (Chair), David Kennedy, Richard Leggat, Dr Susan Macken, Mike Pohio and Martin Udale.</p> <p><b>Executive:</b> Roger MacDonald – Chief Executive, David Rankin – Chief Operating Officer, Carl Gosbee – Director Corporate Services, Angelika Cutler – Director Corporate Affairs, Rod Marler – Director Design and Place, Ian Wheeler – Director Portfolio Management, Allan Young – Director Development, Monica Ayers – Director People and Culture, Jenni Carden – Company Secretary.</p>								
<b>APOLOGIES</b>	1 05/18	Paul Majurey								
<b>1 PROCEDURAL MOTION TO EXCLUDE THE PUBLIC</b>	2 05/18	<p>It was <b>RESOLVED THAT</b>, pursuant to the provisions of Section 48(1)(a) of the Local Government Official Information &amp; Meetings Act 1987, the public be excluded from the Meeting for the following proceeding, the subject matter, the reasons and specific grounds for exclusions being set out below:</p> <table border="1"> <thead> <tr> <th>General subject of matters to be considered</th> <th>Grounds under Section 48(1) for considering in private</th> </tr> </thead> <tbody> <tr> <td>Governance; Committee report</td> <td>Commercially sensitive issues</td> </tr> <tr> <td>Finance and Risk</td> <td>Commercially sensitive issues</td> </tr> <tr> <td>Management and operations</td> <td>Commercially sensitive issues</td> </tr> </tbody> </table> <p><i>Moved Richard Aitken, seconded Martin Udale. <b>CARRIED</b></i></p>	General subject of matters to be considered	Grounds under Section 48(1) for considering in private	Governance; Committee report	Commercially sensitive issues	Finance and Risk	Commercially sensitive issues	Management and operations	Commercially sensitive issues
General subject of matters to be considered	Grounds under Section 48(1) for considering in private									
Governance; Committee report	Commercially sensitive issues									
Finance and Risk	Commercially sensitive issues									
Management and operations	Commercially sensitive issues									
<b>2.1 MINUTES OF 26 APRIL 2018 BOARD MEETING</b> <b>CONFIDENTIAL GOVERNANCE MATTER</b>	3 05/18	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>								
<b>2.2 BOARD ACTION LIST</b> <b>CONFIDENTIAL GOVERNANCE MATTER</b>	4 05/18	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>								
<b>2.3 VERBAL UPDATE FROM TRANSFORMATION COMMITTEE 2 MAY 2018</b> <b>CONFIDENTIAL GOVERNANCE MATTER</b>	5 05/18	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>								
<b>2.4 TRANSFORMATION COMMITTEE TERMS OF REFERENCE</b> <b>CONFIDENTIAL GOVERNANCE MATTER</b>	6 05/18	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>								
<b>2.5 VERBAL UPDATE FROM REMUNERATION COMMITTEE 16 MAY 2018</b> <b>CONFIDENTIAL GOVERNANCE MATTER</b>	7 05/18	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>								

<b>3.1 TRANSFORM ONEHUNGA FRAMEWORK PLAN CONFIDENTIAL STRATEGY PAPER</b>	8 05/18	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>
<b>3.2 TRANSFORM ONEHUNGA PROPOSED ACQUISITION, PORT OF ONEHUNGA CONFIDENTIAL STRATEGY PAPER</b>	9 05/18	<i>Withheld from the public under S7(2)(l) of the LGOIMA</i>
<b>3.3 AC 36 – IMPACT ON PANUKU FINANCIALS CONFIDENTIAL STRATEGY PAPER</b>	10 05/18	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>
<b>3.4 FINANCIAL GATEWAY TARGET CONFIDENTIAL STRATEGY PAPER</b>	11 05/18	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>
<b>3.5 LEADERSHIP ON STRATEGIC OUTCOMES CONFIDENTIAL STRATEGY PAPER</b>	12 05/18	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>
<b>3.6 PANUKU MANU WHENUA OUTCOMES FRAMEWORK: DRAFT CONFIDENTIAL STRATEGY PAPER</b>	13 05/18	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>
<b>4.1 WESTHAVEN MARINE VILLAGE CONFIDENTIAL DECISION PAPER</b>	14 05/18	<i>Withheld from the public under S7(2)(l) of the LGOIMA</i>
<b>4.2 CLOSURE OF DOWNTOWN MARINAS LIMITED CONFIDENTIAL DECISION PAPER</b>	15 05/18	<i>Withheld from the public under S7(2)(b)(ii) of the LGOIMA</i>
<b>4.3 PROJECTED HOUSING SUPPLY CONFIDENTIAL DECISION PAPER</b>	16 05/18	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>
<b>4.4 DIVIDEND PAYMENT TO AUCKLAND COUNCIL CONFIDENTIAL DECISION PAPER</b>	17 05/18	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>

<b>4.5 LINZ A&amp;I DELEGATED AUTHORITY CONFIDENTIAL DECISION PAPER</b>	18 05/18	<i>Withheld from the public under S7(2)(b)(ii) of the LGOIMA</i>
<b>5 CONFIDENTIAL CHIEF EXECUTIVE'S REPORT</b>	19 05/18	<i>Withheld from the public under S7(2)(b)(ii) of the LGOIMA</i>
<b>6.1 PRIORITY LOCATION MASTER PROGRAMME CONFIDENTIAL INFORMATION PAPER</b>	20 05/18	<i>Withheld from the public under S7(2)(l) of the LGOIMA</i>
<b>6.2 DOWNTOWN PROGRAMME CONFIDENTIAL INFORMATION PAPER</b>	21 05/18	<i>Withheld from the public under S7(2)(l) of the LGOIMA</i>
<b>6.3 REDEVELOPMENT OPPORTUNITIES ON AUCKLAND TRANSPORT ASSETS CONFIDENTIAL INFORMATION PAPER</b>	22 05/18	<i>Withheld from the public under S7(2)(b)(ii) of the LGOIMA</i>
<b>6.4 PANUKU QUARTER THREE REPOR TO AUCKLAND COUNCIL CONFIDENTIAL INFORMATION PAPER</b>	23 05/18	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>
<b>7 GENERAL BUSINESS</b>	24 05/18	<i>Withheld from the public under S7(2)(b)(ii) of the LGOIMA</i>
<b>8.1 APOLOGIES</b>	25 05/18	Paul Majurey
<b>8.2 DIRECTORS' INTERESTS</b>	26 05/18	The Board reviewed and received the Register of Directors' Interests.
<b>8.3 DIRECTORS' BOARD MEETING ATTENDANCE REGISTER</b>	27 05/18	The Board received the Board Attendance Register.
<b>8.4 MINUTES OF 28 MARCH 2018 BOARD MEETING</b>	28 05/18	The Board reviewed and approved the Minutes of the Board Meeting of 28 March 2018, with confidential information redacted.  <i>Moved Martin Udale, seconded Mike Pohio <b>CARRIED</b></i>
<b>8.5 PUBLIC DEPUTATION</b>	29 05/18	Marian Webb, Manager Portfolio Strategy, and Miranda James, Head of Corporate Responsibility, joined the meeting.
	30 05/18	Mr B McNaughton and Mr R Allsopp-Smith from Berthholders Association Gulf Harbour Inc made a public deputation regarding Gulf Harbour Marina Plans.  The Board thanked Mr McNaughton and Mr Allsopp-Smith for their attendance.

	31 05/18	Ms S Thomson and Mr G Hewison from Waitematā Low Carbon Network made a public deputation regarding the shareholder comments on Panuku's Statement of Intent.  The Board thanked Ms Thomson and Mr Hewison for their attendance.
<b>9 MARINAS STRATEGY PUBLIC STRATEGY PAPER</b>	32 05/18	Marian Webb, Manager Portfolio Strategy, joined the meeting. David Rankin, Chief Operating Officer, introduced the report. The Board received the report.
<b>10 GRANTS AND DONATIONS: PACIFIC BUSINESS AWARDS 2018 REPORT PUBLIC DECISION PAPER</b>	33 05/18	Allan Young, Director Development, introduced the report. The Board received the report.  It was <b>RESOLVED THAT</b> the Board:  1. <b>Approves</b> expenditure of \$12,000 plus GST to sponsor the 'Pacific Impact' award at the forthcoming National Pacific Trust Awards.  2. <b>Approves</b> this expenditure in accordance with the Grants and Donations Policy based on the benefits it will accrue to Panuku's leadership role in the Transform Manukau project.  3. <b>Agrees</b> that Panuku's invited guests to attend the event be approved by the Chief Executive.  <i>Moved Martin Udale, seconded Mike Pohio. <b>CARRIED</b></i>
<b>11 HEALTH AND SAFETY REPORT PUBLIC INFORMATION PAPER</b>	34 05/08	The Board received the report, noting the progress made this financial year, and the internal audit on health and safety is underway.  Executive confirmed the 3-year strategy and 1-year plan are being prepared and will be reported to the Board in July 2018.
<b>12 CHIEF EXECUTIVE'S REPORT PUBLIC INFORMATION PAPER</b>	35 05/08	The Board received the public report, with confidential information redacted.
<b>CLOSE OF BOARD MEETING</b>	36 05/08	The meeting closed at 1.52pm.

READ AND CONFIRMED

\_\_\_\_\_ Chairman

\_\_\_\_\_ Date

## Health and Safety Monthly Reporting – June 2018

<b>Document Author(s)</b>	Blair McMichael – Health and Safety Manager
<b>Approver</b>	David Rankin – Chief Operating Officer
<b>Date</b>	11 June 2018

### 1. Purpose

This paper informs the board on progress against the annual health and safety plan, and on significant health and safety risks, incidents, the monitoring and management of risks, and staff wellbeing and training.

### 2. Executive Summary

Health and safety objectives within the Health and Safety Plan 2017/2018 are progressing to the assigned timelines.

These include the planned health and safety audit concluded this month as part of the internal audit programme. The audit report findings are now pending and will be incorporated in our Health and Safety Strategy Plan 2017-2020, and the Health and Safety Annual Plan 2018/2019.

Work continued on the drafting of the Health and Safety Annual Plan 2018/2019 and the Health and Safety Strategy Plan (2017-2020).

The Panuku health and wellbeing working group met and agreed to deliver the same health and wellbeing outcomes as Auckland Council. This will include a review of our safety sensitive roles where drug and alcohol testing is required.

During May, Central Government provided greater clarity around both methamphetamine health risks and asbestos management within residential rental properties. The Prime Minister's chief science advisor has reported that no health risks are associated with third-hand exposure to methamphetamine in properties, and WorkSafe determined that asbestos management plans were not required for residential properties unless 'friable' asbestos is present. 'Friable' is the term used to refer to asbestos-containing materials that can be easily reduced to powder by hand, when dry.

Both points are significant due to the health risks posed to workers and our tenancies and will allow our Portfolio team to clarify their approach to managing asbestos and meth contamination.

Our Development and Design and Place Directorates reviewed their respective health and safety risk registers. Each register has been amended to reflect health and safety mitigations within the directorate's control.

In May we issued a license to allow Auckland Council access to the Wynyard wharf to progress work on America's Cup base preparations. This approach is consistent with our contract management framework.

Further, no significant incidents were reported with all minor incidents and near misses investigated.

### 3. Discussion

#### a) Health and Safety Plan 2017/2018 update

Panuku continues to implement its health and safety plan for 2017/2018. Areas of progress since last month include:



### **Internal Audit – EY Health and Safety Review**

The internal audit was completed in May. We are waiting for the report from EY. Findings from the audit will be included in the Health and Safety Annual Plan 2018/19 and the Health and Safety Strategy Plan 2017-2020.

### **Drafting the Health and Safety Strategy Plan 2017-2020 and the Health and Safety Annual Plan 2018/19**

The Health and Safety Annual Plan sets out the specific objectives and actions for 2018/2019. These reflect the long-term goals and objectives in the Health and Safety Strategy Plan 2017-2020.

During June both draft plans will be reviewed and moderated by our health and safety committee and Chief Operating Officer. Approval will then be sought from our Senior Leadership Team.

On approval, both plans will be communicated to staff and the Panuku Board.

### **Health and wellbeing**

The Panuku health and wellbeing working group agreed to utilise the Auckland Council health and wellbeing programme resources.

A communication plan will be developed to ensure all Panuku staff are aware of the Auckland Council programme for health and wellbeing.

The working group's goal is to ensure Panuku staff are empowered and encouraged to achieve a meaningful work/life balance, by providing access to a suite of tools and support. The wellbeing goal aims to build resilience through tools and support to better manage stress.

This goal is in the draft Health and Safety Plan 2018/19 deliverables and aligns to our draft Health and Safety Strategy Plan 2017-2020.

### **Drug and alcohol guidance review**

Earlier this year the Board queried whether Panuku is managing drug and alcohol impairment in workplaces where there is some Panuku health and safety responsibility. As part of our Health and Safety Plan 2017/18 deliverables, during June we will complete a review of the Auckland Council Drug and Alcohol Guidance under which Panuku manages impairment.

The internal review, scheduled in June, will test the application of the drug and alcohol guidance against roles classified as 'Safety sensitive' within Panuku. 'Safety sensitive' roles are roles where a failure to properly perform duties involved in the role would expose our people or our contractors to a risk of significant harm. Our safety sensitive roles include marina work and roles where driving is required. The review will also consider the implications of the guidance in relation to the Maritime Transport Amendment Bill, which specifically references Safety Sensitive Roles and Drug and Alcohol testing.

## **b) Significant Health and Safety Issues**

### **Methamphetamine contamination in properties**

Third-hand exposure from methamphetamine (meth) contamination in properties was considered a significant health risk for any worker or tenant exposed. The meth testing threshold is set under the New Zealand Standard 8510:2017.

A recent report from the Prime Minister's chief science advisor has provided clarity around this health risk stating that there are no health risks from third-hand exposure to meth.

This is a significant finding and will influence our approach to managing staff and worker safety including the resourcing of meth testing, property disinfection cleaning and tenancy displacement. The existing standard will remain in effect pending the enactment of the Residential Tenancies Amendment Bill (No. 2). The Bill may establish tighter regulations for testing with higher levels based on risk.

### **Asbestos management for residential properties**

Equally of significance was the recent policy clarification provided by the health and safety workplace regulator, WorkSafe, regarding the management of asbestos in residential properties.

Under the Health and Safety at Work (asbestos) Regulations where Panuku owns or occupies a building which contains asbestos, an asbestos management plan was required to be in place.

The guidance released by WorkSafe clarifies that asbestos management plans are required when there is a risk that asbestos fibers, referred to as 'friable' asbestos, will be released into the air. An example of where this might occur would include building renovation work. 'Friable' is the term used to refer to asbestos-containing materials that can be easily reduced to powder by hand, when dry.

Accordingly, asbestos management plans are not required for all rental properties, only those assessed as a risk against these criteria.

Our Portfolio team will now incorporate this change in approach into our asbestos management framework.

### **c) Incidents, accidents and hazards**

No notifiable events, as defined under the Health and Safety at Work Act, or lost time injuries were reported in May. Our LTIFR, Lost Time Injury Frequency Rate, remains at zero which is below the Auckland Council LTIFR benchmark of <4.

Incident frequency rates and lead indicators, such as monitoring and training, will be reported from 2018/19 as Panuku will hold a full year of incident data within our reporting tool, Risk Manager, allowing us to provide accurate incident frequency rates.

During May, one incident and two near misses were reported, these included:

- Incident: A Westhaven marina employee suffered a lower back strain while pulling the rope of a berthing vessel. All marina staff have been advised to seek assistance for manual handling activities including the retrieval of vessels.
- Near miss: While under tension, a bolt from the tow bollard sheared off. All remaining bolts were replaced with high tensile bolts and the bolts are now included in six month preventative maintenance programme.
- Near Miss: Facilities Management contractor. While completing maintenance on a resident's water tank, the mobile access ladder fell away. The resident replaced the ladder and the contractor descended safely. The facilities team has requested further improvements from the contracting company to avoid any repeat failure.

All incidents reported were subject to an investigation.

### **d) Management, monitoring and review of critical risk**

#### **Critical Risk Activities – Quarries/ landfills, and forestry**

Note, these activities are subject to quarterly monitoring, with the next audit scheduled in June.

#### **Health and Safety Risk Registers**

During May the directorate health and safety risk registers for Development and Design and Place were reviewed by each directorate's health and safety representative. Each register has been amended to exclude project specific risk, captured in project risk registers, rather focusing on mitigations within the control of each directorate.

#### **License to Access Wynyard Wharf**

Panuku has issued a license to Auckland Council.

This agreement provides Auckland Council, and the group tasked with constructing America's Cup bases, the Wynyard Edge Alliance, access to begin investigative and survey works on Wynyard Wharf.

This approach is consistent with the Panuku contract management framework where Panuku is providing access to land it owns or manages, and demonstrates how we manage critical risk.

The agreement references a health and safety Memorandum of Understanding (MOU) between Panuku and Auckland Council clarifying roles and responsibilities, and communications and engagement in health and safety. The MOU demonstrates our support and alignment with council and how each party discharges its overlapping duties under the Health and Safety at Work Act (2015).

#### **e) Staff health and wellbeing, training and development**

##### **Training and Development**

In May Panuku had five 'new starters', each of whom completed the health and safety induction and Auckland Council online induction. This training was recorded and tracked within the health and safety reporting software, Risk Manager.

The Panuku Health and Safety Committee met in May. The committee reviewed all incidents, training, audits and inspections completed, and health and safety plan 2017/18 deliverables. The committee continued work on both the draft health and safety annual plan 2018/19, and the draft health and safety strategy plan 2017-2020.

## Chief Executive's report to the Board

<b>Document Author</b>	Roger MacDonald – Chief Executive
<b>Contributors</b>	David Rankin – Chief Operating Officer Angelika Cutler – Director Corporate Affairs Carl Gosbee – Director Corporate Services Rod Marler – Director Place and Design Allan Young – Director Development Monica Ayers – Director People and Culture Ian Wheeler – Director Portfolio Management Jenni Carden – Executive Officer/Company Secretary
<b>Date</b>	18 June 2018

### 1. Overview

This report provides the Board with a summarised overview of the opportunities and the issues facing the organisation.

This report is a public report, however confidential information is redacted. Information that has been redacted is indicated in **blue font**. Where redacted information exists, a reference to the section of the Local Government Official Information and Meetings Act 1987 (LGOIMA) will be cited in the publicly available version of the report.

### 2. Key issues

This section outlines issues that are not otherwise covered by a Decision or Information Paper elsewhere in the agenda and are either:

- Strategically significant issues;
- Emerging and developing issues; or
- Project updates.

#### 2.1 Strategically significant issues

##### 2.1.1 High-level engagement survey results

*Withheld from the public under S7(2)(f)(i) of the LGOIMA*

##### 2.1.2 Long-term Plan

A separate report has been provided for the board. See agenda item 3.3.

##### 2.1.3 America's Cup 36

*Withheld from the public under S7(2)(f)(i) of the LGOIMA*

##### 2.1.4 Associated works for AC36

*Withheld from the public under S7(2)(f)(i) of the LGOIMA*

**2.1.5 Working with the Crown**

*Withheld from the public under S7(2)(f)(i) of the LGOIMA*

**2.1.6 Lifemark/Policy for 6 Homestar**

Following the deputation from Lifemark about Universal Design in our Henderson Haumaru development, the project team undertook a thorough review of our process and how it aligns with industry best practice. This included consulting with the sector to gauge the ubiquity of Lifemark as a quality standard. This confirmed our view that a two-stage expert peer review (at concept and developed design stage) is commonly accepted best practice, and that a full Lifemark rating is deemed exemplar but not essential. As a result, we commissioned a second expert peer review; confirmed that the design complies with the more stringent Homestar accessibility checklist; and will work with Haumaru to update the design brief to ensure a two-stage review is embedded in the design process. We noted that standards in this area are still evolving, and we expect to work constructively with Lifemark in future.

*Withheld from the public under S7(2)(f)(i) of the LGOIMA*

**2.1.7 Queens Wharf Mooring Dolphin**

*Withheld from the public under S7(2)(h) of the LGOIMA*

**2.1.8 Mana whenua engagement update**

We have received a proposal to develop a generic cultural values assessment (CVA) on behalf of a number of mana whenua to support the AC36 consent process. The generic CVA approach will also assist other projects that relate to works in the Waitemata harbour, namely the Pile Mooring Redevelopment Project and the Dolphin. For those mana whenua who have chosen not to be involved in this collective approach, we are continuing to engage individually with them.

We will be discussing the Panuku Mana Whenua Outcomes Framework with Rangatira this month. The discussion will focus largely on the process undertaken to date including the foundation we are using to build the Framework, specifically the Kaitiaki Forum strategic objectives. We will have a two-way conversation on the process and productive next steps to ensure the successful implementation of the work as soon as possible.

**2.1.9 Mana whenua proposal**

*Withheld from the public under S7(2)(f)(i) of the LGOIMA*

**2.2 Emerging or developing issues****2.2.1 Unlock Papatoetoe – Tavern Lane**

A separate report has been provided for the board. See agenda item 4.1.

**2.3 Project updates****Transform****2.3.1 Manukau**

Last year the Audit and Risk Committee asked Ernst Young to complete a review on the Barrowcliffe project and to conduct a more thorough assessment on Māori engagement across Panuku. The review is now complete and EY have provided a suite of recommendations to us. The report identifies a number of common themes that will support and guide our engagement with Māori stakeholders in the future both at project level and in our business as usual activities. The common themes include Panuku developing a deeper understanding of the historical relationships between mana whenua and Treaty of Waitangi settlement implications and for us to better understand the nature and extent of customary mana whenua interests in project areas. The report also recommends that we develop more effective governance and operational relationships with mana whenua and implementation of more effective project management processes. The recommendations reflect thinking and actions our team have been working on in

recent months and we are confident the recommendations support the current direction of this important part of the Panuku work programme.

The EY report on Stakeholder Engagement is attached as Attachment A. The summaries are *withheld from the public under S7(2)(b)(ii) of the LGOIMA*.

*Withheld from the public under S7(2)(h) of the LGOIMA*

### **2.3.2 Onehunga**

*Withheld from the public under S7(2)(h) of the LGOIMA*

A separate report has been provided for the board on the Engagement Strategy for Transform Onehunga. See agenda item 14.2.

### **2.3.3 Wynyard Quarter**

*Withheld from the public under S7(2)(h) of the LGOIMA*

## **Unlock**

### **2.3.4 City Centre – Britomart**

*Withheld from the public under S7(2)(h) of the LGOIMA*

### **2.3.5 City Centre – Civic Administration Building**

A separate report has been provided for the board. See agenda item 4.3.

### **2.3.6 Henderson**

*Withheld from the public under S7(2)(h) of the LGOIMA*

### **2.3.7 Takapuna**

The place-making and community engagement has finished on the placement, size and shape of the desired town square. Over the last 3 months we have had 12 stakeholder meetings and 15 public events. Across these 27 events we have engaged with over 1,700 people. The intention of this engagement was to inform the community of the project and seek preferences on the location and uses of a new town square on this site. There was a wide range of views expressed from the community on the project.

The feedback received will inform the options for the location and size/form of the town square. The options for the public space and site layout will be workshopped with a number of stakeholders including internal council teams (in particular the council parks team), TAG, Mana Whenua, the Devonport-Takapuna Local Board and the Planning Committee. All these views will be used to inform of a preferred option to be presented for approval to the Panuku Board.

*Withheld from the public under S7(2)(h) of the LGOIMA*

## **3. Operations Reports**

*Withheld from the public under S7(2)(b)(ii) of the LGOIMA*

## **4. Financial Dashboard**

*Withheld from the public under S7(2)(b)(ii) of the LGOIMA*

## **5. Organisational Summary**

### **5.1 Chief Executive's Networks**

*Withheld from the public under S7(2)(f)(i) of the LGOIMA*

## 5.2 Risk Management Update

The current Top Risks for June 2018 are:

*Withheld from the public under S7(2)(b)(ii) of the LGOIMA*

## 5.3 Portfolio Management Update

### 5.3.1 Acquisitions and Disposals Summary

*Withheld from the public under S7(2)(b)(ii) of the LGOIMA*

## 5.4 Media and digital summary May – June 2018

An 'Auckland Into the Future' fly through video showcasing city centre and waterfront developments was at the core of a very upbeat Weekend Herald feature on 9 June about how the city will look when we host the America's Cup in 2021. The video was instigated by Panuku as part of our role in the cross-council city centre and waterfront work. TVNZ and Stuff also picked up the story, where ongoing developments in Wynyard Quarter were shown in a positive light.

In late May Mayor Goff announced our plans to build 300 new homes on empty land at Barrowcliffe Place in Manukau, with all major news outlets picking up the story. There was coverage in the NZ Herald, on NewstalkZB and in the Manukau Courier along with pieces by blogger Ben Ross. Radio NZ covered this affordable housing story extensively with a feature on Morning Report the following day.

Another major announcement followed in early June with the heads of agreement signed for a new marine facility on Site 18 in Wynyard Quarter. The Marine Industry Association came out in support of the facility that will be ready for the America's Cup in 2021, with positive coverage on NZ Herald and Stuff.

Noted.co.nz introduced our Kitchen Project candidates to the world in an online piece filled with praise for the initiative. The article carried a sense of excitement about the programme's aim to change the food landscape of the city which was emphasised by comment from Connie Clarkson who spoke about how it is changing people's lives.

In Gulf Harbour a series of public information sessions had Councillors Wayne Walker and John Watson claiming in the Rodney Times that Panuku was not sharing everything with the public. We responded to a wealth of questions with David Rankin making it clear that we had been completely open with information at both the public drop-in sessions and on our website.

Over in Takapuna, Councillor Chris Darby responded to criticism of his role in the Unlock Takapuna project with a letter to the North Shore Times outlining a long list of benefits that the project will deliver. His letter also stated that the Local Board's support of those outcomes dated back to 2010.

Further down the peninsula in Devonport, both the North Shore Times and the Devonport Flagstaff continue to support the Devonport-Takapuna Local Board's claims that a former council building on Victoria Road is needed for community use.

In Hobsonville, the plans for the Marina (also known as Westpark Marina) have received a lot of interest from Stuff. Our responses have attempted to provide some balance to the criticism from Councillors Walker and Watson of the potential sale of parts of the marina for housing.

Meanwhile, our digital channels continue to show strong growth, with a 30% increase in traffic to Panuku.co.nz from this time last year. The increase was primarily from new visitors.

Engagement on Facebook continues to grow with up to 25% engagement rate on posts, noting that 6-8% is considered high. A post about Henderson's pump track received an organic reach of 1800 people and 67 actions (shares, comments or likes) and the Henderson-Massey Local Board saw a reach of 18,000 people on their video of the pump track.

## Attachments

*Withheld from the public under S7(2)(b)(ii) of the LGOIMA*

## Information Paper: Proposed policy on housing mix

Document Author(s)	Brenna Waghorn
Approver	David Rankin
Date	13 June 2018

### 1. Purpose

This paper proposes the development of a Panuku policy on housing mix. It provides a summary of evidence and some policy options, and invites input from the Board.

### 2. Why a policy is required

In a number of our priority development locations (Manukau, Avondale, Papatoetoe and Henderson, for example) the desired housing mix has been an issue of debate with potential development partners, and in particular the volume of social housing appropriate in the proposed development scheme. In some cases (such as Tavern Lane) large proportions of social housing have been proposed. Panuku has generally set out the target housing mix (social, affordable, market) at the outset, and any other requirements, but has been challenged for wanting to limit the number and proportion of HNZC-owned social housing units in the development schemes. At this point in the market cycle where development feasibility is challenging in many locations, together with the significant social and affordable housing aspirations of the government, we can expect this question to come up more regularly. Moreover at the recent workshop with the Councilors concerns in relation to the appropriate scale of social housing in town centres was raised.

Council's expectations of Panuku include that redevelopment of the overall portfolio should offer a range of residential choices and price points to cater for diverse households. Panuku aims to facilitate a range of housing typologies, sizes and price points in the priority development locations. While affordable housing is not a specific requirement of Panuku this is an expectation from a range of stakeholders and some councillors and Local Boards. Social housing is delivered by Housing New Zealand and Community Housing Providers (CHPs). Panuku is not a social housing provider. Our role in regard to Haumaru (social housing for older people) is development facilitator.

To date Panuku has set out a desired housing mix on a site-by-site basis, based on a range of considerations:

- Town centre vision, outcomes and key moves in the High Level Project Plan (HLPP)/Framework Plan
- Existing housing typologies and tenure mix in and around the centre
- Locational factors such as facilities and amenities
- Commercial feasibility and market demand
- Opportunity for demonstration and leadership (e.g. Barrowcliffe).
- Opportunity for partnership.

Specific analysis of community need has not generally been undertaken.



### 3. Brief overview of the evidence

#### 3.1. Definition

There is no agreed definition of social mix or housing mix both of which may be used to refer to income mix, ethnic mix or tenure (owner occupation and rental mix). Most attention is given to the mix of tenants receiving public housing assistance and owner occupiers.

Applying mixed tenure to the regeneration of areas is intended to do two things: one is to integrate private ownership and rental in areas where a high concentration of low income households have existed, largely through state rental housing. The other is to create new or replacement affordable and social housing as part of the redevelopment project.

The term housing mix used by Panuku is intended to refer to both tenure mix and the range of housing choices on the housing continuum.

Social housing includes social and affordable rentals provided by the state or CHPs, including shared ownership and assisted ownership.

#### 3.2. Current Practice – accepted rules of thumb

The appropriate mix of housing in any location will be context driven. An upper limit of 30% social housing in new developments or across suburbs is often used as a rule of thumb.

The reason that people come to about 30% social as a maximum is not because this is the magic number but because what you are trying to achieve is reducing the social stigma associated with social housing, which is hard to do in an area that is predominantly social housing.

Cross-subsidy opportunities that arise from mixed tenure and mixed use developments can enhance project feasibility. It can also provide the flexibility to enable the developer of CHP to better manage development risk across different market contexts and cycles.

The impact of having too much social housing (or concentration of deprivation) is fairly well understood. To visualise it at an urban level<sup>1</sup> – Onehunga is 30% social housing, Panmure is 40% and Glen Innes is 50%. If social housing dominates an area it doesn't redevelop under its own steam. It will also set the 'upper limit' for what the private sector will do.

Another rule of thumb is the maximum number of social housing units in one spot. Research suggests this is about 40. Anything more needs intensive tenancy management or onsite managers. The exception is housing for the elderly. While in the past HNZC has wanted to keep the developments smaller and in clusters of no more than 40, they are now talking about doing blocks of 100+, e.g. St George's Road, Avondale.

#### 3.3. Literature review

We have not undertaken our own review but have assembled some recent reports.

As summarised by Cresa<sup>2</sup>, the outcomes sought through de-concentration of social housing relate to both area improvement and improved outcomes for individuals. The overseas policy and research literature identifies a multiplicity of desired benefits:

<sup>1</sup> Morgan Reeve, Panuku (based on many experience in HNZC, in the private sector doing developments for HNZC and then almost 2 years in Queensland doing social housing)

<sup>2</sup> Neighbourhood Social Mix and Outcomes for Social Housing Tenants: Rapid Review, by Cresa, November 2015 for Superu (Social Policy Evaluation and Research Unit, NZ Government)

Area benefits sought	Benefits sought for disadvantaged tenants
Improved housing quality	Reduced fear of crime and victimisation
Improved service density and accessibility	Improved education
Destigmatisation of area	Higher incomes
Less crime	Improved health
Improved environment	Higher employment
Business attracted and increased	Destigmatisation and reduced discrimination
Increased social cohesion, civic participation	Improved inclusion and reduced isolation

The area benefits align closely with outcomes sought in Panuku priority locations as set out in the HLPPs. This is our principle area of interest and mandate, rather than a focus on the outcomes for disadvantaged tenants.

In relation to area impacts, Cresa findings include:

- there is little research around the precise proportion of a neighbourhood in social housing that generates either beneficial or problematic outcomes.
- Anxieties around concentrations of social housing and the associated harmful impact generated by negative neighbourhood effects have been overstated and, consequently, so too have the benefits of reducing concentrations.
- Concentrations of low income and low socio-economic status individuals and families in certain areas are a typical spatial pattern generated by market forces not simply by the acquisition, building and management of social housing estates.
- It can be concluded that social mix interventions can be used to reduce spatial expressions of inequality.
- The inclusionary zoning practice often associated with social mix policies targeted at a proportion at 10-20% of new dwellings in a masterplan neighbourhood development as affordable, reflects attempts to incentivise and engage developers. Those proportions reflect, primarily, the business models of developers and, to a lesser extent beliefs among developers that higher proportions of tenants will reduce the attractiveness of dwellings to owner occupiers and higher income households.
- Much of the research concerned with de-concentrating social housing relates to very high concentrations – well in excess of two thirds – and highly problematic built environments. One of the few studies that attempt to establish the optimal mix of tenure suggests that beneficial effects will only be seen by reducing very heavy concentrations of rental tenancy and social housing rentals – in excess of 60% to 30%.
- There is no research into increasing the density of existing social housing areas such as the very low density public housing found amongst some of New Zealand's currently state-owned housing stock.
- The physical condition of houses and neighbourhoods are important.
- Targeting and allocation regimes in social housing can exacerbate problems associated with not so much low income concentration but the concentration of socially dysfunctional individuals and families.
- Mixed use (rather than social mix in and of itself) and connectivity are important elements of re-vitalising low income neighbourhoods and improving life chances.
- Area destigmatisation does lead to improved property values.
- Some of the negative effects associated with social housing concentrations (and low income communities) are not caused by the concentration but relate to poorly designed and maintained

built environments, a lack of control of derelict properties, inaccessible or poor service provision, poor allocation practices and tenant management, and under- or over- policing.

- Important factors in optimising community functions, social cohesion and economic participation irrespective of mix proportions are ensuring good:
  - Design of both dwellings and the surrounding environment
  - Allocation and tenant management
  - Neighbourhood services, amenities and policing
  - Retention of housing and community opportunities for social housing and low income households.

Extracts from a further literature review on social and tenure mix<sup>3</sup> is copied below:

- Promoting the development of communities that are socioeconomically diverse is an oftenstated goal of planning policy (Galster 2009, 2013; Gans, 1961; Pawson et al., 2012; Sarkissian, 1976), particularly when the redevelopment of an area of concentrated deprivation is taking place.
- Proponents of social mix argue that it contributes to a range of positive outcomes, such as “broadening social networks; enhancing access to employment and other services; lowering area-based stigma; building social capital; and creating more inclusive communities” (Arthurson, 2004).
- A mechanism that is frequently employed to try to attain social mix is diversification of tenure types, despite relatively little research into its effectiveness or consequences (Kleinhans, 2004; Pawson et al., 2012; Tunstall, 2003; Wood, 2003).
- There is a lack of definition of clear goals in relation to the mix of tenures in many policies designed to advance this outcome, suggesting that this is related to the difficulty of defining an appropriate mix and the lack of research into the effects of different tenure mixes (Tunstall, 2003).
- The validity and usefulness of social mix as a goal is not universally accepted and has been challenged over many years. Relatively little empirical work has investigated the impact of social mix on social outcomes.
- The criticisms levelled at social mix policies are various. Some scholars draw attention to the empirical evidence showing that there is little social interaction at the neighbourhood level, and argue that this means that proximity is not a sufficient (or necessary) condition for community (Atkinson & Kintrea, 2000; Galster 2009, 2013; Pawson et al., 2012; Wood 2003). This limited interaction undermines the expectation of “broaden[ed] social networks” (Arthurson, 2004, p.102) and bridging social capital, and thus reduces the likelihood that the other expected benefits of social mix will eventuate. Research suggests that social mix does not improve employment opportunities (Arthurson, 1998; Wood, 2003). The assumption that providing the poor with better-off neighbours to role model middle-class cultural and behavioural norms has been criticised as both unsupported by empirical evidence and paternalistic (e.g. Crump, 2002; Peel, 1995; Wood, 2003).

According to a TRC position paper<sup>4</sup>, despite the amount of research on mixed tenure, there is a lack of evidence around what spatial configurations work best and what the social benefits of different mixed tenure options are. The key questions that research has tried to test are whether there is an optimal proportion of social housing within a mixed tenure environment and whether there are particular spatial configurations that better deliver on the outcomes sought.

<sup>3</sup> *Everything is community: Developer and incoming resident experiences of the establishment phase at Waimahia Inlet*, Oct 2016, E Fergusson, K Witten, R Kearns, L Kearns, October 2016, Massey University, University of Auckland, Residential Choice and Community Formation Strand, Resilient Urban Futures.

<sup>4</sup> Mixed Tenure Position, Discussion Paper, TRC.

This report indicates that the research does not provide solid evidence on either the proportion of social housing that is desirable or exactly what the best way to provide it is. Reports range from an optimal of 20% social housing (largely driven by developer assumptions around saleability of private houses) through to policy positions of 30-50% social and affordable housing (driven by Government aiming to meet demand). However, there is no agreement on what works best. Partly this is because it depends on the cohorts that are being housed with the social housing and the context of the surrounding communities.

Mixed tenure is just a starting point but needs to be supported by other initiatives and activities. Of relevance to Panuku, the literature shows that mixed tenure works best where:

- Neighbourhoods are well designed with spaces that encourage interaction and there is no clear distinction between different tenures, both in terms of housing and communal spaces
- There is a mix of social groups, not just social tenants and private home owners
- Private owners are aware that they are buying in a mixed tenure environment as this helps to attract private residents that are more likely to interact with social tenants
- There are community hubs (schools, parks, cafes) that bring together different social groups
- There are placemaking activities such as community events and activities that encourage social cohesion and community connectedness – particularly early in the development
- There is sufficient ongoing management of neighbourhoods post development to maintain mixed tenure and community connections
- The amount of privately rented properties in a community is kept to a low level as these tend to undermine some of the key outcomes sought from mixed tenure
- There are consistent housing standards across all tenures.

The preferred tenure split for development schemes in London<sup>5</sup> is at least 30% low cost rent (social rent or affordable rent), a further 30% intermediate products (shared ownership, London Living Rent) and the remainder based on the Local Plan policy. The mix is set out from the top down, based on needs assessment and objectives of the London Plan.

### 3.4. Local case studies

The context of the **Waimahia Inlet** project is well known to Board members. A research report was completed in Oct 2016 by independent reviewers<sup>6</sup>. The Waimahia Inlet development is explicitly endeavouring to create a socially mixed community through tenure mix.

The original proposal was for 210 houses, 25% open market sales, 35% affordable private sales (through shared equity schemes), 30% community housing rentals and 10% Housing New Zealand rentals. The parties changed slightly and the number of houses later increased to 295 and the proportion available for open market sales increased to 40%, then reduced to 30%. In relation to the tenure mix in the development, research participants described the decision to go with a 70/30 split (private ownership/rental) as straightforward and uncontested. The final mix was more like 60/40. All participants expressed a belief that tenure mix would contribute to the development of a healthy community. In terms of the rationale for the proportions, this was described as “a rule of thumb” in the community housing sector, based on international experience, and a little bit of guess-work, matched with the experience of the Housing Foundation.

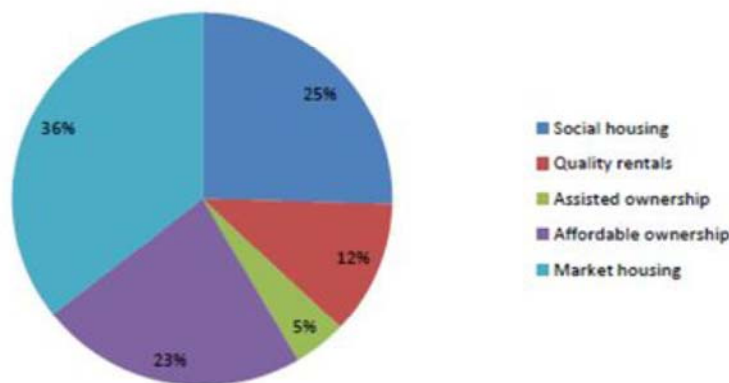
<sup>5</sup> Homes for Londoners – Affordable Housing and Viability Supplementary Planning Guidance 2017, issued by the Mayor of London.

<sup>6</sup> *Everything is community’: Developer and incoming resident experiences of the establishment phase at Waimahia Inlet, Oct 2016*

According to NZHF<sup>7</sup>, while there are no HNZC houses in Waimahia there are CHPs with social rental (public rental) houses who take households from the same MSD housing register as HNZC do. Of the 295 homes approximately 18 are used as social rentals, which is around 6% of the total housing stock. A further 25 houses are long term community rentals aimed at households who are just too "wealthy" to be on the MSD housing register. A choice was made to not include more HNZC units given the concentration of HNZC houses in the adjoining communities of Clendon and Manurewa.

The HLC-led **Northcote** Development will deliver 1200 new homes by 2023. Over 300 HNZC properties built in the 1950s and 60s will be replaced by 1,000-1,200 modern homes. The housing mix has been determined by the project objectives and consideration of context, market etc. Four hundred will be retained by HNZC. The rest will be offered to first time buyers and to the general market, with a focus on affordability. Social housing will be therefore be around 33-40%. 55 per cent of homes across the five superlots at Northcote are to be "affordable", defined as a maximum price of \$600,000 for a terraced home and a maximum of \$500,000 for apartments. Bringing a greater supply of homes to the general market aims to help ease the pressure on pricing and promote competition and innovation in the building industry.

The indicative **Tāmaki** Housing mix<sup>8</sup> goal is illustrated below based on a total of 11,000 houses at the end of the programme. 25% social housing is the target. The strategy indicates that the final mix will be dependent on a number of factors including the level of control that TRC has over the programme, any changes to the commercial reality such as continued growth in HNZ land values or increases in the cost of construction and changes to the demographic profile in Tāmaki which will mean that housing needs change over time.



TRC determined the mix based on a combination of policy factors (such as wanting to retain the same number of social houses as there are now), shareholder objectives, analysis of demand for different housing types, commercial considerations and international best practice. TRC is committed to delivering a variety of housing tenures to facilitate movement along the housing continuum. TRC seeks to enable those who wish to remain in Tamaki to do so, which means ensuring that there is sufficient housing opportunities. 30% is used as a rough guide for social housing, along with the concept of blind tenure.

In terms of delivery:

- Mixed tenure must be delivered at a neighbourhood level with a maximum of 35% social housing in each neighbourhood
- Social housing can be integrated throughout the neighbourhood or segmented into clusters within a neighbourhood but full segregation from private housing is not acceptable

<sup>7</sup> Dominic Foote, General Manager: Operations, New Zealand Housing Foundation. 13 June email.

<sup>8</sup> Tamaki Affordable Housing Strategy, June 2014 and discussion with Joanna Brain, Regeneration Manager, TRC.

- How mixed tenure is delivered in each neighbourhood will depend on the surrounding neighbourhoods and the types of people being housed – it is therefore flexible and not fixed

Research by Julie McKenzie of Nexus Planning and Research<sup>9</sup> in 2014 on a 72 unit mixed tenure development off **West Coast Road** in Auckland, found that there were many positive outcomes for residents and that the mixed-tenure environment was working well. She found that a strong sense of community had been key to improved quality of life. This was driven by residents shared commitment and stake in the community.

### 3.5. Preliminary Conclusions

20-30% social housing as a maximum is a rule of thumb that is widely used. This is considered to be best practice and is based on observation and experience rather than empirical evidence as to the benefits of this proportion. The disadvantages of high concentrations (60-70%) are clear.

There are a range of considerations in determining the appropriate housing mix including commercial implications, locational factors such as amenity and community facilities, housing characteristics of the local area, policy and shareholder objectives and community need.

Panuku needs to attract development partners. Therefore private sector considerations as to demand and the appropriate marketable mix, is important.

Our policy has simply been to provide housing choices and seek a mix of housing (in terms of size, typology, tenure and price points) in our town centre locations. The targets or mix for any site are determined at that time we take the site to the market. This still seems appropriate in many of our locations where we are only delivering a few hundred housing units, rather than driving long term urban regeneration with broad social and economic outcomes.

Context matters. Where there is already a predominance of social housing (e.g. Manukau) we are looking for more market and affordable housing in the mix as well as other housing choices like student and hotel accommodation. Where there is a predominance of higher income home ownership and 3 bedroom houses (e.g. Takapuna) we are looking for different housing choices through intensive typologies and ideally some more affordable options. Where the aspirations are about changing community and market perceptions of a location we are generally looking for market housing and home ownership with the assumption that greater disposable income will support revitalisation. In some cases we are looking to emulate the wider area or recent past (e.g. family housing in Henderson).

Greater consideration of housing needs and demand may be appropriate in Panuku locations where the largest number of houses will be facilitated, e.g. Manukau, Panmure

## 4. Policy options

The objectives of developing a Panuku policy on housing mix include:

- A diversity of housing choices in terms of typologies, sizes, price points and tenure.
- A successful and appropriate housing mix in town centres supporting revitalisation
- Greater clarity for community, stakeholders and development and housing partners
- A clear rationale for Panuku approach to housing mix, based as far as possible on evidence.
- Balance of strategic and commercial outcomes – not give away significant value.

Different approaches could be taken from the status quo (no policy) to developing a housing strategy for each location. Some options and their advantages and disadvantages are set out below:

<sup>9</sup> Mixed tenure – mixed income communities, what do we mean? H Simonsen and A Cairncross, Community Housing Aotearoa, and Dominic Foote NZHF, article dated 17 November 2016.

	<b>Policy approach</b>	<b>Advantages</b>	<b>Disadvantages</b>
1	<b>No policy:</b> Housing mix (tenure) determined on a site by site basis, based on HLLP outcomes and community and market context, as is the current situation	<ul style="list-style-type: none"> <li>Established at the time of site disposal based on market and community context, and HLPP outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Lack of clarity for community and stakeholders</li> <li>Lack of clarity for development sector</li> <li>Potential of conflict in development negotiations</li> <li>Lack of evidence base for housing mix aspirations</li> </ul>
2	<b>Housing Mix Policy (simple):</b> Policy sets out how housing mix will be determined across all locations with reference to social, affordable and market housing	<ul style="list-style-type: none"> <li>Panuku can articulate housing objectives and an approach to housing mix, based on available evidence</li> <li>Clear criteria are established to be considered in developing housing mix for any site or location</li> <li>Target proportion of social housing is stated</li> </ul>	<ul style="list-style-type: none"> <li>Same approach may not be necessary for all locations – the level of analysis required should reflect the scale and impact of the housing opportunity</li> <li>Lack of clarity remains until sites are taken to market</li> </ul>
3	<b>Housing Mix Policy (graduated):</b> Policy sets out how housing mix will be determined with reference to social, affordable and market housing.  1. Locations <500 housing units a site-by-site approach.  2. Locations with >500 units a housing strategy is developed. Project by project decisions are made in the context of an overall mix that we want to achieve across the location and therefore we are working towards an end goal.	<ul style="list-style-type: none"> <li>Panuku can articulate housing objectives and an approach to housing mix, based on available evidence</li> <li>Avoids a one size fits all approach and focuses effort on areas with most housing opportunity and impact</li> <li>Target proportion of social housing is stated</li> </ul>	<ul style="list-style-type: none"> <li>Lack of clarity remains until sites are taken to market or housing mix targets are established for a location</li> </ul>
4	<b>Social housing policy:</b> Policy simply sets upper limit for social housing in Panuku projects	<ul style="list-style-type: none"> <li>Target proportion of social housing is stated</li> <li>Simple and clear to implement</li> <li>Greater clarity for community, Council, development sector</li> </ul>	<ul style="list-style-type: none"> <li>Singles out and stigmatises social housing</li> <li>Does not take into account community or market context</li> <li>Does not take into account importance of strategic partnership with HNZA, CHPs and government.</li> </ul>

## 5. Preliminary strategic direction

Based on this preliminary analysis it is recommended that option 3 above is further developed.

Feedback on the proposed policy and policy approach is invited.

## Information Paper: Westhaven Yacht Clubs

Document Author(s)	Joanna Smith, Strategic Planning
Reviewer(s)	Ian Wheeler, Director Portfolio Management David Rankin, Chief Operating Officer
Date	13 June 2018

### 1. Purpose

This paper provides background on past work with the Westhaven yacht clubs, and outlines a process to work with them on a long-term strategy for Westhaven North.

### 2. Key issues

The Westhaven yacht clubs are a valued part of the Auckland maritime landscape. The four clubs all own their own buildings, and are on ground leases managed by Panuku. Whilst Panuku is supportive of the clubs, there is also concern regarding:

- Under-utilisation of several of the buildings
- Low standard of maintenance and appearance of some of the buildings, in part caused by financial issues and/or dwindling membership of some of the clubs
- Range of sub leasing arrangements that currently occur without Panuku approval, and other activities that are potentially occurring outside of the club's zoning
- Range and quality of what is on offer to the community
- Royal New Zealand Yacht Squadron (RNZYS) is an exception, with a clear offering and secure income

As noted in the May CE's board report, RNZYS have repeatedly raised the issue of long term tenure and a prepaid long lease. In March they made an unsolicited offer [REDACTED]. The club has been advised that:

- Plans for this part of the marina and the northern reclamation (Platform 1) need to be agreed before we can make a long term commitment
- Long-term accommodation needs of the other three sailing clubs have to be resolved before reaching agreement with RNZYS.

In late 2017, Panuku initiated a process to work with the clubs to prepare a vision for this area and to get agreement with clubs on optimum arrangements for their accommodation. At RNZYS representatives' request, these workshops were put on hold while they raised the issue of long-term tenure and alternative ownership/management models.

We are now proposing a process to map all potential scenarios for the clubs, for discussion with all four clubs in July.



### 3. Discussion

#### 3.1. Context

Westhaven Marina is home to four yacht clubs, occupying five buildings in the northern part of the marina. The clubs are important to Auckland, with a long heritage and significant role in achieving the Westhaven Plan vision of creating “an iconic Auckland destination that is vibrant, accessible and attracts people to the sea.” Panuku wants them to succeed.

The Waterfront Plan and the Westhaven Plan identifies a long term vision for the clubs, which is to co-locate them in a shared facility within Westhaven Marina – this is described further in the Westhaven Plan as the “Transformation of Yacht Club Sites” Project 14 (refer Figure One).

However, that project was seen as a long-term proposal, deliverable after 2022, and it has no funding allocated in the Long-term Plan.

Figure One: Westhaven Plan (2013) Map and Projects



There exists significant potential to provide a greater offer to both current and new users of the marina and its facilities than the four clubs (Ponsonby Cruising Club, RNZYS, Richmond Yacht Club and Victoria Cruising Club) can offer at the moment.

Historically the discussion with the clubs has focused on rent reviews and building leases. Discussion could be usefully broadened to be around types of activities that could be accommodated that help deliver on the aspirations for the place outlined in the Westhaven Plan.

#### 3.2. Previous discussions with the clubs

As noted, Waterfront Auckland and now Panuku have been working with the clubs since 2014 on potential options to secure their long-term futures at Westhaven.

An unresolved matter that is causing anxiety with the remaining clubs is the approach that Panuku takes to the clubs, who are on commercial leases, but unable to pay current rent. The current approach has not translated to satisfactory long term outcomes for the clubs and those who use and enjoy Westhaven.

With the next round of rental reviews underway, this matter has come to a head and requires a definitive response from Panuku. In 2017, Panuku initiated a process to work collaboratively with the clubs on developing a long-term strategy. This process was halted at the request of RNZYS representatives while they raised the issue of long term tenure and alternative management and ownership models.

### 3.3. Approach to preparing strategy

The following table outlines options to prepare a long-term strategy for Platform 1 and the yacht clubs:

Approach	Notes	Pros	Cons
<b>1. Status quo</b>	Continue with rolling rent reviews for commercial leases; tighten up on sub-leases to commercial operators	Business-as-usual approach	Financial pressure on clubs if commercial rents enforced
<b>2. RNZYS proposal</b>	[REDACTED]	Secures long-term future of RNZYS	Compromises ability for comprehensive solution; no certainty or support for smaller clubs; offer is below the value of ongoing lease
<b>3. Panuku strategic plan</b>	Panuku prepare options for Platform 1, consult with clubs and other stakeholders	Clarifies potential options; involves clubs in analysis	Clubs can't table own options
<b>4. Joint strategic plan</b>	Work with clubs to prepare options	Clubs involved in devising options	RNZYS has pulled out of joint process

## 4. Proposed direction

Based on this preliminary analysis it is recommended that option 3 above is further developed. The Panuku team would prepare a range of options for Platform 1, including previously-discussed scenarios such as merging clubs and/or consolidating buildings.

Those options would then be discussed with the clubs, to identify issues and implications for their current and future operations. A high level business case can then be prepared, analyzing the costs and benefits and recommending a preferred approach.

The proposed programme is to prepare the options by end of June, with further engagement with the clubs (and Waitemata Local Board) in July, and an indicative business case reported to the August board meeting.

There is no budget identified for this work, and it is assumed that staff from the marina, development and strategic teams will contribute to the process.

## Information Paper: Transform Onehunga Engagement Plan

Document Author	Sharon Dobson, Development Manager
Reviewer(s)	Rod Marler, Director Design and Place, Project Sponsor
Date	19 June 2018

### 1. Purpose

The purpose of this paper is to provide the Board the Transform Onehunga Strategic Engagement Plan 2018, and the Engagement Terms of Reference (TOR) between Panuku and the Maungakiekie-Tamaki Local Board.

### 2. Executive summary

The Transform Onehunga Framework Plan was approved by the Board in May 2018.

Providing the Engagement Plan to the board in June 2018 satisfies the requirements to provide an engagement plan for this location in the 2017/18 SOI.

The Engagement Plan outlines the cross-functional approach towards place-led engagement in the Transform Onehunga project.

### 3. Discussion

Following the completion of the Framework Plan and the Programme Business Case for the Transform Onehunga project, the following documents have been updated in line with the key moves and strategy moving forward.

The **Strategic Engagement Plan 2018** (Attachment 1) outlines the cross-functional approach towards place-led engagement in the Transform Onehunga project. Our multi-disciplinary style weaves together engagement, place making and communications as this method has the best chance of achieving genuine place-led success. The plan outlines the key principles that guide our collective thinking in terms of design, intensity and channels appropriate for the current project phase. This plan offers our strategic and philosophical approach, and is a 'live' document. The plan has now been updated following the Board approval of the Framework Plan, May 2018

The Strategic Engagement Plan identifies strategy, principles, it talks about how we will work with others, what their interest is and it identifies our commitment. It is about the way we engage in general and not project specifically. The document clearly articulates this in regard to Crown who is identified as a 'fixed' stakeholder.

Fixed stakeholders are those organisations that have interest across the whole project and for the life of the project. In the case of Crown, we will work with them in many areas; including

Housing - possible involvement with Kiwibuild,

Roads - continuing impact of East West Link alternative options

Rail - light rail routing and urban regeneration implications

The goal of the Strategic Engagement Plan is not to dig into project detail, that is the purpose of the project specific engagement work programmes.

The **Terms of Reference (TOR)** (Attachment 2) documents the agreed engagement approach between Panuku and the Maungakiekie-Tamaki Local Board for Transform Onehunga and Unlock Panmure (the Projects). It is the desire of both parties that, to the maximum extent possible, we adhere to partnering principles. This document has been requested by the Maungakiekie Tamaki Local Board for the Transform Onehunga project moving forward.



# Engagement Plan

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## The plan

This Engagement Plan outlines the cross-functional approach towards place-led engagement in the Transform Onehunga project. Our multi-disciplinary style weaves together engagement, place making and communications as this method has the best chance of achieving genuine place-led success.

The plan outlines the key principles that guide our collective thinking in terms of design, intensity and channels appropriate for the current project phase. This plan offers our strategic and philosophical approach. The plan doesn't provide tactical detail across each of the focus areas. That level of detail is articulated in Operational Engagement Programmes to accompany Framework and Implementation Plans.

## Background

In December 2015, the Auckland Development Committee (ADC) approved Onehunga as one of two new Panuku-led 'transform' locations because of:

- A high level of local board planning and political and community support for change
- A strategic town centre location, with good infrastructure and access to public transport
- Strategic Council and Crown landholdings
- A range of council facilities that can be optimised to create value for reinvestment in the area
- A good level of market attractiveness
- Significant public investment in the past
- A location on the Manukau Harbour and future potential around Onehunga Wharf that will increase connectivity to the water

In March 2017 Planning Committee approved the Transform Onehunga HLPP produced by Panuku. This approval gives Panuku the mandate to leverage Council's significant landholdings and facilities within the project area (outlined in blue below) to bring about effective and coherent urban regeneration.

The project area aligns closely with emerging council and community partnerships, work streams and landholdings with Crown entities. It includes the HLC (Homes Land Community) and HNZ (Housing New Zealand) Oranga redevelopment areas. It also encompasses the town centre, the extensive areas of and surrounding Waikaraka and Gloucester Parks, as well as the high public realm opportunity areas of the wharf and the foreshore.

Previous planning for Onehunga Central has been extensive. It has long been identified as a key location for growth and development. However, it is underperforming and has not realised its potential. Communities have been engaged through a number of statutory-led planning processes to arrive on a shared vision for Onehunga.



We are mindful that we must embrace and work alongside the community for effective regeneration to take place. We are equally mindful that regeneration happens over the long-term so the continued conversation needs to be well crafted and timely. Communities are at risk of becoming cynical if we make promises and deliver slow results, so our interactions must be underpinned by initiative-based action, rather than blue sky conversations.

We are working with Local Boards, Council's Strategic Broker and other parts of the Council family to build genuine relationships in the community. Establishing a Panuku rapport with key stakeholders in the early stages of Framework Planning provides a delivery mechanism for place making and wider engagement initiatives through the Framework and Implementation phases.

## Executive summary

The Transform Onehunga Engagement Plan is a living document. It seeks to align engagement with identified moves, projects and implementations as these evolve.

Onehunga is home to powerful lobbies and big voices across varying interests. We will look to these individuals and organisations for advice through all project stages in a formalised way. These interests and organisations will help to guide our direction in Transform Onehunga but must be balanced by the resident and community voices of those who live, work and play in Onehunga from day to day. There may be occasions when it is appropriate for the powerful voices of Onehunga to participate in the co-design engagement approach around particular projects.

To ensure that all voices in Onehunga are heard, we are taking a community based communications approach, a do-learn-do place making approach and a project by project co-design engagement approach. Our community based communications approach will provide Panuku with a foundation in Onehunga. Before work on projects begin the community will know who we are and understand our high level aspirations for the place. This will be achieved through local media, word of mouth, social media and community sessions with the Panuku project team. From time to time we will engage with the wider community to get a broad area view of sentiment for Onehunga to inform specific parts of planning.

Community engagement will occur around specific projects, implementations or place making initiatives. By avoiding wholesale, grand scale engagement around specific projects, we ensure that we are hearing community voice in balance with special interests. Using a co-design approach the community (the users of the place or services) will guide us toward best practice engagement. Community is fluid and so we take a [fluid approach](#) to engagement.

A number of stakeholders are ['fixed'](#) not fluid. Specifically, they have history in the community and will be stable throughout the anticipated 20+ year life of the project. They are established entities that we collaborate with to realise holistic ambitions for Onehunga. Fixed stakeholders are specified within the Engagement Plan, their interest and influence is clear, as is our promise to them in terms of how we will work together. In some instances this promise is formalised through an agreement such as a ['terms of reference,'](#) and in other cases, the promise is implicit.

A [programme of activity](#) with timelines will be aligned with project milestones and updated as implementation plans and the community guide us toward next steps. The engagement plan is complemented by a [charter](#) with Mana Whenua, and a [communications/place marketing plan](#). Also in appendices, there are references to documents that show the foundations of best practice that we have used to form our thinking.



## Engagement plan

- Identifies strategic approach
- Identifies fixed stakeholder interest/influence and fluid co-design engagement design method

The engagement plan defines the approach, but not the implementation specifics, for:

- [Programme](#)
- [Relationship building](#)
- [Internal engagement](#)
- [External engagement](#)
- [Processes](#)

Specifics are defined in project based engagement programmes through the Framework and Implementation phases.

## Programme

The programme will seek to:

- Align engagement with identified moves, projects and implementations
- Identify and gather all existing touchpoints and outcomes into a single database
- Continue to spread engagement reach
- Test engagement concepts via the framework plan process
- Respond to new opportunities as they arise
- Set ongoing engagement timelines

## Relationship building

- We have numerous active relationships in Onehunga led by the Onehunga project team.
- We have identified additional active relationships held by the Local Board that Panuku can leverage
- We are in the process of mapping stakeholder groups in Onehunga to identify individuals of interest and influence for co-design teams
- Additional relationship requirements will be informed by implementation plans and existing relationships

## East West Connection engagement

In the early stages of High Level Project Plan (HLPP) development it became apparent that the East West Connection would have significant impact to the project area over an extended period of time. As lead agency in Transform locations Panuku commenced and facilitated engagement processes:

- To enable continued consideration of wharf connectivity in project outcomes
- To help inform best community/project mitigation outcomes to NZTA
- To provide opportunities for community, council and crown to share views and expert resources

To a large extent the Board of Inquiry and central government mandate will inform engagement requirements and timing around the wharf. Once known, the wharf will become a project with known parameters within the framework plan and the co-design approach applied as with other projects.

## Internal engagement

Internal engagement has been another focus of the past six months, ensuring Panuku staff, council family and fixed stakeholders have had ample opportunity to inform planning before reaching out to the wider public with the HLPP.

- Panuku staff
  - Regular team meetings
- Council/Crown family
  - Cross council information session
  - Local Board Chair updates
  - Councillor updates
  - MP updates
  - East-West Stakeholder working group updates

- HNZ/HLC updates

## External engagement

- Discussions with LB staff and Chair to blend engagement activities
- Presence at Local Board Plan public meetings
- Website updates
- Social media updates
- Public information sessions along with a survey to inform the Framework Plan
- Process to identify activities and opportunities

## Processes

Processes to provide oversight of communications, engagement and place making activities and stakeholder relationships - to mitigate risks and provide accountability.

- Calendar of meetings, events and speaking engagements
- Integration with Local Board consultation
- Process to analyse and theme qualitative feedback
- Process for reflecting feedback to the community
- Process for responding to community led initiatives
- Process for evaluating new opportunities
- Process for identifying risk
- Process for joint communications with HNZ/HLC

## The 'Squad' approach

Effective transformation will occur by deploying a creative and collaborative engagement strategy. Collaboration out-performs individual or siloed approaches so Panuku is committed to weaving together the disciplines of communications, place making and engagement to ensure our work has maximum impact.

A "squad" approach across the intrinsically linked disciplines of place making, communication and engagement enables Panuku to strengthen relationships, build capacity and inform decisions that are reflective and place-led. While each discipline has a unique focus, regular meetings and close operational alignment ensures we work together seamlessly.



## The place making approach

Place making is recognised as a fundamental tool in creating healthy, connected and thriving urban environments.

Internationally, there is a growing drive for cities to reconsider public space as civic assets that can serve as common meeting grounds and contribute to the creation of healthy, resilient cities that people want to live in. Place making, as part of a place led approach, aims to create a bridge between the ambitions, hopes and needs of local community and the creation of built environments that people value as special places.

There are two fundamental principles in any place led process:

**Let the place speak for itself:** research, observation, attention to work that has gone before and the physical environment (historic, environmental, built) all need to be taken into account at the start of any master planning process.

**Let people speak for the place:** local communities and all the various stakeholders in a place are expert in local knowledge and what makes a locality liveable. Place making processes help to connect this knowledge to plans, programmes and activities on the ground - both at the beginning of planning processes and regularly through development and on beyond completion.

The Panuku remit covers a broad range of responsibilities. With outputs in design, development and on-going management of places, we must consider the impacts and the outcomes of our projects from every viewpoint. We do this to ensure that we are creating developments that are successful over the long term. In adopting a place-led approach, we aim to create well-conceived spaces, with strong patterns of use, that foster and support connected communities, good economic outcomes, and resilient, high value development.

Our place team base their work in the field around 10 principles (refer – Waterfront Auckland Place making Strategy) – developed in order to best capture a process designed to foster collaboration, constant communication and flexibility in urban planning. It is an essential tool for Panuku with regards our work in place led design, but also provides strong support towards Engagement.

### **The communications approach**

The key pillar of our communications at Panuku is that it is place-led. This approach will help ensure each development reflects the unique identity of the area, and that the collective aspirations and needs of the local community are achieved.

From a communications perspective this means that at significant project milestones we will invite local board chairs, ward councillors and community cheerleaders to lead the messaging to the local people. This approach will show that Panuku is delivering on the desires of the community.

Detailed information on the communications and place marketing plan for Onehunga is located in the links at the end of this document.

### **The stakeholder engagement approach**

A key priority for Panuku is to maintain positive momentum and to demonstrate quick wins. Engaging hearts and minds will be vital to achieving this. Establishing understanding, trust and credibility with people will help to mitigate negative sentiments that can often lead to re-litigation of proposals and a delay in progress. This trust has begun to build as we develop a positive reputation in the community, through established relationships and where appropriate, formal agreement.

The Onehunga stakeholder landscape is complex and diverse, with a massive cross section of demographics, views and interests. To help us understand the community better we are completing a stakeholder mapping exercise using community leaders' information and expanding reach through those connections. The result will be a database of rich stakeholder information. This data helps us look critically at who is best to form certain relationships, ie place making, or engagement. The information also helps us determine whether the initial approach is through, or alongside, existing council relationships or whether Panuku can forge a relationship independently from the outset.

Stakeholder engagement in Onehunga will take place over many years and throughout varied activities and implementations. Transform Onehunga's complexity and longevity requires a stakeholder engagement approach that is sustainable as the project scales, within a complex stakeholder

environment, and across multiple initiatives. To manage this, we assign two categories of stakeholders: fluid and fixed. We have designed a different approach to address the attributes of each group.

1. **Fixed:** On-going and established stakeholders are defined as 'fixed'. Fixed stakeholder groups include community organisations and crown and council entities that will be stable partners with steady interests across the project and over the long term. We look to them for key messages, advice, and to initiate regeneration in a holistic way for Onehunga. They are key strategic partners throughout regeneration.
2. **Fluid:** 'Fluid' stakeholders are individuals assembled into groups called 'core co-design teams' comprised of five to eight people. Individuals are enlisted to a core team based on their community interests and/or influence. This model enables us to reach out to stakeholders around specific outcomes or implementations. The participation of different 'voices' in the core team model ensures that the locals are heard. This is a prudent approach for a community with many vocal advocates in which the resident voice is potentially overwhelmed.

## Fixed Stakeholders

### Partners

#### Mana whenua

Panuku has a special role to play in connecting the people of Auckland with the Māori world – Te Ao Māori. Panuku is a caretaker, or kaitiaki, and developer of land on behalf of the Auckland Council and the population of Tāmaki Makaurau. Tāmaki Makaurau Mana Whenua are the indigenous Māori population and acknowledged Māori kaitiaki of the land. Panuku acknowledges through the principles of Te Tiriti o Waitangi and the importance of land to Māori, that our particular relationship with these 19 iwi is therefore one of partnership in management and development of this essential element. We have a further relationship to build with the city's broader Māori population, Mataawaka and urban Māori. A close partnership between Panuku and Maori is a critical part of this overall stakeholder relationship strategy.

There are 11 iwi authorities with Mana Whenua interests in the broader Maungakiekie-Tāmaki Local Board area. Panuku has been engaging with Mana Whenua through our regular monthly Forum throughout development of the Panuku work programme; early conversations on the Transform Onehunga project have been part of this work.

Follow on workshops and governance level discussions were undertaken between March and June, with input informing next steps. A Project Charter for the Framework Planning phase was developed in conjunction with Mana Whenua governance to formalise the process for engagement between August and November 16. This included defining the decision-making roles for various aspects of the work between the Panuku Mana Whenua Forum and the Panuku project working groups.

The following activities will be undertaken during the Framework Planning phase for Transform Onehunga:

- Issues and opportunities identification
- Working in partnership with Mana Whenua kaitiaki towards best care for land and people in our development planning and Implementation at Onehunga. This work enables protection of waahi tapu and the optimum health of the mauri (life force) of the natural environment
- Environmental management recommendations incorporated into development planning
- Application of the Te Aranga Design Principles in collaboration with Mana Whenua to capture and express broader interests through the built form and place making and place-activation activities as the project develops
- Development of an overarching cultural narrative
- Exploration of development partnership opportunities

- Local Māori population engagement within the scope of our collaborative community engagement processes

The outcomes from this work have been incorporated into the Transform Onehunga Framework Plan, including the identified Mana Whenua priorities, the overarching cultural narrative and an outline approach for progressing work in the delivery phase of the project.

Interest and engagement of and with Mana Whenua is unique and reflective of the Treaty relationship with Maori.

#### **Maungakiekie-Tāmaki Local Board**

The approach towards local board engagement on this project is collaborative and includes a close relationship between Panuku and the Maungakiekie-Tāmaki Local Board. The Maungakiekie-Tāmaki Local Board strongly supported the HLPP at Planning Committee workshop. There are governance issues that require Panuku and Local Board to work together to define in more detail the roles and responsibilities of each entity. These are ongoing conversations. An option being considered by both parties is a Terms of Reference or a Memorandum of Understanding.

Either agreement would set out, at a high-level, how Panuku and the Local Board will work together in undertaking significant redevelopment in an area. The Agreement would reflect both parties' desire to have close links with the communities we serve and to work collaboratively to achieve robust urban redevelopment outcomes. In addition, Panuku continues to work closely with local board services to improve our processes with local boards.

A monthly meeting and regular Local Board workshops have been set up between Panuku and the Maungakiekie-Tāmaki Local Board to establish clear lines of communication and delivery early in the Framework Planning phase. These meetings help align strategic priorities and to forecast issues or opportunities well in advance. These meetings ensure there is a dedicated timeframe, on a regular basis, so all parties are kept informed of key milestones, issues and risks. Attendees include Local Board Chairs, Local Board Senior Advisors and Panuku Senior Engagement staff.

<b>Stakeholder interest</b>	<b>Engagement approach</b>	<b>Tools</b>
A partner in Onehunga's regeneration. Represents, and is accountable to the community	We will engage often and work in partnership through early collaboration. We will be clear in our processes and transparent with information. We will keep the board informed of the work programme and see their advice.	<ul style="list-style-type: none"> <li>• Terms of reference</li> <li>• Participation in working groups</li> <li>• Monthly meetings</li> <li>• Three year programme</li> </ul>

#### **Council family**

One of the fundamental pillars to our place led approach is to work through existing Council networks that are already in place for the Onehunga project area. In the first instance, we have collaborated with Local Board colleagues, including senior advisors, engagement and communication staff.

Strategic alignment and regular communications across the council family will ensure that respective council work streams in Onehunga are optimal.

- Local boards
- Community policy
- Auckland Transport
- Parks
- Arts; community and events
- Libraries
- Community facilities
- Waste
- Watercare
- Healthy Waters

Stakeholder interest	Engagement approach	Tools
Council agencies have a stake in the project and a need for consistent messaging and strategies aligned with the framework plan and Panuku strategies.	We will engage early and often and work in partnership to form key messages, understand risks, and communicate to our respective communities.	<ul style="list-style-type: none"> <li>• Six weekly meeting updates</li> <li>• Co-produce communications, engagement and place making strategies</li> <li>• Cross council engagement and communications working group</li> </ul>

### Ward Councillors

Ward councillors are accountable to their constituencies and need to be aware of activities in their area. Josephine Bartley is the current ward councillor for Transform Onehunga. Councillor Bartley is supportive of our work to date and an inclusive approach towards engaging is ongoing.

Stakeholder interest	Engagement approach	Tools
Represents and is accountable to the community	We will keep you informed and listen to your views	<ul style="list-style-type: none"> <li>• Monthly Councillor update</li> <li>• Committee workshops/meetings</li> <li>• Communications collateral</li> </ul>

### Mataawaka

Te Ora O Manukau represents the voice of multiple Mataawaka community groups. They provide members a means to explore opportunities, work collaboratively with key partners to contribute positively to better outcomes for Maori and all communities within South Auckland. With vast experience, reach and knowledge TOOM members can provide insight and understanding about Māori communities within a kaupapa Maori framework.

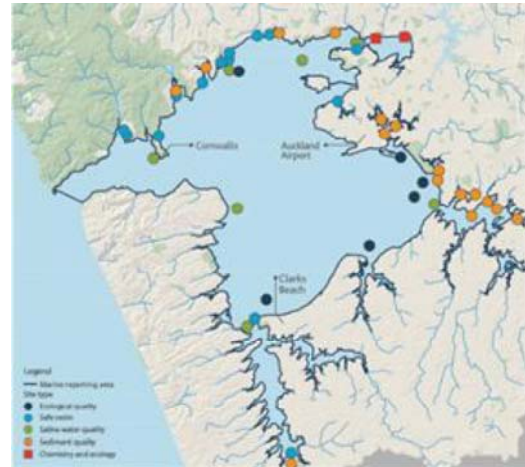
Stakeholder interest	Engagement approach	Tools
Mataawaka represent the largest Maori population in South Auckland. TOOM represent over 30 Mataawaka groups with an interest in South Auckland.	We will work with TOOM to understand and reflect the voice of Mataawaka Maori in South Auckland. We will listen to views and consider the best outcomes for Maori in our planning and implementation.	<ul style="list-style-type: none"> <li>• Regular updates</li> <li>• Member information sessions</li> <li>• Communications collateral</li> </ul>

## Key Stakeholders

### Manukau Harbour Forum

The Manukau Harbour Forum (MHF) represents all local boards with some accountability to their constituencies concerning the Manukau Harbour.

- The Manukau Harbour Forum is a committee of Auckland Council through the nine local boards that surround the Manukau Harbour.
- The member boards are Franklin, Papakura, Manurewa, Ōtara-Papatoetoe, Māngere-Ōtāhuhu, Maungakiekie-Tāmaki, Puketāpapa, Whau, and Waitākere Ranges.
- The Manukau Harbour Forum’s vision is to see the Manukau Harbour recognised and valued as a significant cultural, ecological, social and economic taonga (treasure).
- It seeks a programme of integrated harbour management that will ensure that the Manukau has a rich and diverse marine and terrestrial environment that can be enjoyed by all.



Stakeholder interest	Engagement approach	Tools
Represents, and is accountable to, the community in relation to the Manukau Harbour.	We will engage early and often on issues that may affect the Manukau Harbour.	<ul style="list-style-type: none"> <li>• Workshop updates around milestones</li> </ul>

### Members of Parliament (MPs)

Members of Parliament have expressed an interest in Transform Onehunga recognising that the size and scale of the project will mean significant physical, demographic and social change within their constituencies. The current MP for the Transform Onehunga area is Denise Lee, the former Councillor for the project area and a key champion of Panuku’s work.

Stakeholder interest	Engagement approach	Tools
Members of Parliament want to champion positive change within their communities and help inform Panuku toward best outcomes.	We will keep MPs informed and ensure that where they have interests, they have a voice in defining optimal outcomes for their constituents.	<ul style="list-style-type: none"> <li>• Regular updates</li> <li>• Communications collateral</li> <li>• Constituent meetings</li> </ul>

### Central Government/Crown

Central Government is a critical stakeholder as we will at times need to negotiate collaborative work streams, land use agreements and coordinate planning across our respective sites. Whilst existing relationships are strong, we need to ensure cohesive coordination with Central Government across the wider council family. Aligned strategies are critical to successful initiatives across agencies. We will identify key priorities for Panuku and the relevant government players with whom relationships need to be developed to enable successful progression of joint priorities.

Stakeholder interest	Engagement approach	Tools
Neighbourhood Policing Teams aim to reduce crime, prevent victimisation, improve perceptions of	We will look to you for advice about community, safety and crime. We will enable you to plan for future	<ul style="list-style-type: none"> <li>• Regular updates</li> <li>• Feedback opportunities from</li> </ul>

Stakeholder interest	Engagement approach	Tools
Crown and infrastructure groups include, but is not limited to: NZTA, Auckland Airport, HNZ, HLC Transpower, NZTE.	We will ensure plans are aligned to enable the best outcomes across agencies.	<ul style="list-style-type: none"> <li>• Planning awareness</li> <li>• Regular communications</li> <li>• Shared resources where appropriate</li> </ul>

#### **Onehunga Business Association (OBA)**

Business Associations provide collective benefits to all the businesses and commercial property owners in the defined geographic area. Different businesses pay different amounts depending on their capital property values. The OBA is well established with a strong position and reputation in the community.

Engagement with the OBA ensures that our approach is place led from a business and prosperity perspective.

Stakeholder interest	Engagement approach	Tools
OBA represents the opportunity and challenge of the local business community.	We will keep the OBA informed and ensure that they have a voice in defining outcomes and attractiveness for business in the transform area.	<ul style="list-style-type: none"> <li>• Regular communications</li> <li>• Member information sessions</li> <li>• Communications collateral</li> </ul>

#### **Pacifika Business Trust (PBT)**

There is a significant Pacifika population in the Onehunga Transform area. PBT identify opportunities for Pacifika business involvement and procurement opportunities as well as offering cultural perspective to business enterprise.

Whilst some statistics around Pacifika community have positively shifted, many have not. A number of these relate to the housing situation in the area where Housing NZ houses dominate the landscape. There are several active projects occurring in Onehunga that will significantly impact the Pacifika population.

Engagement with all levels of the Pacific community will therefore be critical to the success of the programme.

Stakeholder interest	Engagement approach	Tools
The Pacifika community want to find ways in which they can participate or influence plans for the area within Transform Onehunga.	We will work with PBT to ensure that Pasifika cultural and community consideration is reflected in our planning and outcomes. We will keep the community informed.	<ul style="list-style-type: none"> <li>• Regular communications</li> <li>• Culturally appropriate communications</li> <li>• Communications collateral in Pacific languages</li> </ul>

#### **Auckland City Police**

The police are at the coalface of community in Onehunga. They are privy to the character of the area and its people with many officers residing locally some of whom have worked the Onehunga area in excess of 30 years. They provide a wealth of area knowledge and they are potential champions and partners in change.



safety and increase trust and confidence in Police. Transformation will impact upon police service requirements.	policing requirements with ongoing and current information relating to population growth and activations.	neighbourhood patrols • Communications collateral
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## Fluid stakeholders

Fluid stakeholders are individuals assembled into flexible groups called 'core co-design teams' of five to eight people. Individuals are enlisted to a core team based on their community interests, user experience, and/or influence. We will engage with relevant core teams on an on-going basis, or in relation to a specific activity or implementation. Core team interests will be varied for example; they may have a social or ecological component such as sports or the environment. Alternatively a core team may be created for a specific implementation such as the introduction of a housing development, or a discrete place making initiative.

These core teams have initially been identified through the stakeholder mapping process and local board advice. As activities and implementations requiring core teams are identified, other stakeholders are expected to be identified or to self-identify. In this way, we are reaching out to stakeholders around specific outcomes or implementations. This is a prudent approach for a stakeholder landscape with many vocal individuals and lobbies that could look to sway outcomes.

Generally the approach aims to:

- Use local people's experiential knowledge to inform the vision, aspirations and limits during the Framework Planning phase and beyond.
- Enable local people to be involved in essential design work.
- Increase confidence, self-esteem and self-efficacy and give people an increased sense of involvement over decisions affecting their communities.
- Provide the community with the skills and resources required to be on-going participants in the strategic evolution of the community.
- Build more trust in Council and Panuku by improving accountability and transparency.
- Develop and sustain social capital and community cohesion.

## Next steps

The plan articulates our philosophical and strategic framework that will ensure successful place-led engagement for Transform Onehunga. As we head beyond the framework planning phase we are looking to community to inform implementations with their views and aspirations for Onehunga. This means we open the door at the 'Involve' level of community engagement on the [engagement spectrum](#). We envision a collaborative co-design approach for implementation stages.

Providing genuine opportunity to co-design honours the Panuku ethos of genuine place-led regeneration. This next phase will also focus more on publicity and public information-style communications, marketing of development opportunities, engagement with investors including iwi and third parties.

## Appendices

Engagement [Plan \(Operational\) to Framework](#)

IAP2 Spectrum

Core team framework

Communications [Plan](#)

Mana Whenua Onehunga Charter

# Terms of Reference Agreement

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## **Between Panuku Development Auckland (Panuku) and Maungakiekie-Tamaki Local Board (the Board)**

### **Background**

Onehunga and Panmure have been selected as key project locations within the Panuku urban regeneration work programme.

Panuku will lead the urban transformation by working alongside others to create new mixed-use housing and commercial buildings, retail shops, and to improve connections around the area between homes, public spaces, public transport and the town centre.

Both parties (the Board and Panuku) will benefit from identifying roles and responsibilities as we enter Framework planning and implementation stages.

### **Purpose**

This Terms of Reference (TOR) documents the agreed engagement approach between Panuku and the Maungakiekie-Tamaki Local Board for Transform Onehunga and Unlock Panmure (the Projects). It is the desire of both parties that, to the maximum extent possible, we adhere to partnering principles.

### **Partnering**

Partnering concept means the over-arching principle which will govern and guide the contractual and working relationships between the parties and which recognises and comprises the following objectives and principles:

- The establishment of a long-term enduring relationship based on mutual trust.
- The shared intention to achieve (by constructive and harmonious working together) a maximizing of the parties' respective benefits.
- Openness, promptness, consistency and fairness in all dealings and communications between the parties and their agents and representatives.
- Non-adversarial, good faith dealings between the parties and constructive mutual steps both to avoid differences and to identify solutions, and
- Open, prompt and fair notification and resolution between the parties of any differences or disputes which may arise or be apprehended.

### **Strategic approach**

Transformational change of the kind that Panuku will deliver requires a clear vision to be agreed. Clarity will help shared aspirations to be realised. Based on the belief that effective collaboration will regularly out-perform individual or siloed approaches, Panuku is committed to engaging early and communicating regularly with stakeholders to help define the vision for the Projects.

The goal of engaging in a proactive, collaborative and authentic way is to ensure the Project is able to maintain and demonstrate momentum.

Collaboration of the kind Panuku is aiming for will require a close partnership between the public, private and community sectors across key platforms to achieve an integrated strategy. Panuku will be overt in its communications about this approach and requests that the other parties respond to it by being equally open to a collaborative dialogue, particularly when the outcomes and answers need to be resolved together, rather than provided as an answer by one party.

Panuku is working with the local board, the MP, Councillors, council cousins, Auckland Council's Community Empowerment Unit, community interests, infrastructure groups and the crown to build genuine relationships in the community. Panuku will establish a rapport with key stakeholders in the early stages, to provide an effective delivery mechanism for place making and wider engagement initiatives throughout the Projects.

### **Strategic pillars**

These strategic pillars underpin the approach to engagement with individuals, communities and groups of interest for the Projects:

- Be generous with information and ideas by engaging individuals, communities and groups of interest proactively.
- Be open to taking feedback on board and active in telling people what has happened.
- Be realistic in highlighting the challenges and complexity of the task at hand and providing measured commentary around expectations for immediate success.
- Be open to supporters who can help mitigate risks of negative discussion by providing positive support.
- Expect negativity around aspects of the Projects. Plan for how to deal with it.
- Demonstrate empathy by tailoring engagement activities with locals in mind Understand how different communities work by conducting place-based research that recognises one size does not fit all.
- Engender trust and pride amongst staff that enables them to be advocates on behalf of the Projects.

### **Maungakiekie-Tamaki Local Board**

The Maungakiekie-Tamaki Local Board (MTLB) and community are significantly impacted by the Projects. The success of the Projects will be dependent upon creating transformation that resonates and has meaning within the community.

#### **Role**

The MTLB represents the Onehunga and Panmure communities and the areas that constitute the Panuku project areas. MTLB provides leadership that supports a strong local community.

MTLB is the voice of the community.

MTLB has been allocated decision-making responsibility by the Auckland Council Governing Body for local planning and development, including:

- Local place-shaping activities, including local leadership to create a local identity; and
- Local strategic visioning, policy making and planning within parameters set by regional strategies, policies and plans.

## Responsibilities

To fulfil this role, in relation to the Projects, MTLB will:

- Show commitment to the eight strategic goals outlined in the Onehunga High Level Project Plan and to Key Moves outlined in the Onehunga Framework Plan and the Panmure High Level Project Plan.
- Have early and on-going input into project implementation. In particular in relation to community engagement, place-shaping activities and activation.
- Input into asset optimisation and disposals decisions, through the standard rationalisation and optimisation processes.
- Partner with Panuku throughout the process to manage change and ensure timely communications with the community on the projects' progress.
- Communicate and champion local preferences and priorities to Panuku.
- Inform Panuku of any issues that may affect the projects.

## Panuku

### Role

As lead development agency, Panuku will facilitate and co-ordinate activities and projects that are geared at change. Panuku is not trying to replicate or compete with current projects or council business as usual but rather it is looking at projects that help achieve transformation opportunities. Panuku will champion the overall vision for the location, and support the vision as fully as possible with a focus on implementation of initiatives.

For a number of sites and/or projects, Panuku will actually be the implementation agency. In other cases Panuku will be working with a partner, which might be another member of the council family, a government agency, private sector entity, the not for profit sector and iwi.

Panuku's role is to co-ordinate the overall work programme as well as to engage with the public and stakeholders on the range of activities that advance the projects' objectives. Panuku will seek to influence the timing and outcomes of projects being delivered by others for an improved overall result. Co-ordinating partners and projects will make it easier for the public and stakeholders to engage.

Panuku will have a comprehensive programme of commercial projects together with non-commercial projects and activities, with the latter funded through reinvestment from the commercial programme.

As lead agency, Panuku will deliver high level project and framework plans, which shape the scope of the projects and guides the delivery of the projects' outcomes over a 20-25 year period. A framework plan is similar to a master plan with a strong spatial element, but it also addresses other factors such as economic development outcomes and sustainability.

The framework plan includes a special alliancing arrangement with the council consenting function, to help ensure that consenting and urban design factors are considered in the wider context of the projects.

In summary, the role of lead agency is best described as having leadership responsibility to implement, or facilitate the implementation of, initiatives that achieve the outcomes described in both the HLPP and the framework plan.

### **Responsibilities**

- Ensure that the Board's plan outcomes are considered in decisions.
- Engage and work with the Board to ensure place making initiatives consider and reflect desired community outcomes.
- Provide helpful explanations about why actions are/are not being taken - in particular, so that the Board is prepared and able to appropriately engage with the local community.
- Provide monthly updates to the Board on the Project progress. These updates will include providing information on key risks or issues that might arise.
- Meet with local board representatives (chair or portfolio) when necessary to discuss governance issues requiring Board decisions, attainment of key milestones or proposed changes in the projects.
- Communications and engagement working group, Local Board roles to attend include engagement, framework planning, place making and communications.
- Establish town and/or place making teams and/or working groups comprised of community representatives and including Board input.

### **Communications and engagement**

- Communications and engagement working groups will be formed, comprising cross council representation with interest in Onehunga and Panmure.
- The functions of the working group are engagement, place making, communications and framework planning formation of key messages and engagement tactics.
- Strategic pillars apply. Community engagement will generally be conducted by the party or parties best placed to engage with each subject audience. Individual stakeholder engagement may be conducted by any or all of the parties, working group to action.

### **Key points of contact**

- Senior Local Board Advisor – Shirley Coutts
- Local Board Engagement Advisor – Litia Brighthouse
- Local Board Chair – Chris Makaore
- Panuku, Team Leader Stakeholder and Community Engagement – Toni Giacon
- Panuku, Senior Engagement Advisor – Helga Sonier
- Panuku Project Directors– Gavin Peebles for Onehunga and Jessica Laing for Panmure.
- Panuku, Head of Design - Tim Watts

### **Issues resolution**

All parties are committed to addressing any issues that might arise, by communicating honestly and openly at an early stage.

In the case of disagreement, and following consultation in good faith, nothing in this Terms of Reference shall prevent Panuku or the Board from making decisions in their own interests. At times, all parties will agree to disagree.

## Signatures

Signed for on behalf of Panuku Development Auckland by:

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Name:

Position:

Signed for on behalf of the Maungakiekie-Tamaki Local Board by:

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Name:

Position:

DRAFT