

Board Report

P u b l i c

Date
Wednesday,
29 August 2018

Time
3:00 pm

Venue
Panuku
Development
Auckland
82 Wyndham St



Board Agenda

Where: 82 Wyndham Street, Auckland

When: Wednesday, 29 August 2018 | 9.00 am – 4.00 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
Angelika Cutler – Director Corporate Affairs
Carl Gosbee – Director Corporate Services
Ian Wheeler – Director Portfolio Management
Allan Young – Director Development
Jenni Carden – Executive Officer/Company Secretary

		Page #	Timing
1.	<p>Procedural Motion to Exclude the Public</p> <p>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.</p>		9.00 am
2.	<p>Confidential Strategic Discussion – Board only time</p> <p><i>Withheld from the public under S7(2)(f)(i) of the LGOIMA</i></p>		
	<p>Morning Tea</p>		11.15 am
3.	<p>Confidential Governance Matters</p> <p>3.1 Minutes of 25 July 2018 Board meeting <i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p> <p>3.2 Board Action List <i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p> <p>3.3 Board Forward Work Programme <i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p> <p>3.4 Verbal update from Audit and Risk Committee 30 July 2018 and 17 August 2017</p> <p>3.5 Verbal update from Transformation Committee 15 August 2018</p> <p>3.6 Verbal update from Remuneration Committee 17 and 21 August 2018</p>		11.30 am

4.	Confidential Strategic Papers (papers which are fully confidential) 4.1 2018 Annual report 4.2 <i>Withheld from the public under S7(2)(h) of the LGOIMA</i> 4.3 PfiMO role, function and service offering 4.4 <i>Withheld from the public under S7(2)(h) of the LGOIMA</i> 4.5 America's Cup Early Works Update 4.6 <i>Withheld from the public under S7(2)(i) of the LGOIMA</i>		12.00 pm
	Lunch		1.00 pm
5.	Confidential Decision Papers (papers which are fully confidential) 5.1 SeaLink Relocation <i>Withheld from the public under S7(2)(i) of the LGOIMA</i> 5.2 Transform Manukau – Tender Process for Hotel Development - 31-33 Manukau Station Road (Lot 3) <i>Withheld from the public under S7(2)(i) of the LGOIMA</i> 5.3 Airfields Mixed Use Area, Hobsonville <i>Withheld from the public under S7(2)(i) of the LGOIMA</i> 5.4 Unlock Takapuna – Gasometer site car park construction contract and shortlisting tenderers <i>Withheld from the public under S7(2)(i) of the LGOIMA</i>		1.30 pm
6.	Confidential Chief Executive's Report (fully confidential) <i>Withheld from the public under S7(2)(b)(ii) of the LGOIMA</i>		2.00 pm
7.	Confidential Information Papers (papers which are fully confidential) 7.1 Projected Housing Supply <i>Withheld from the public under S7(2)(b)(ii) of the LGOIMA</i>		2.30pm
8.	General Business		2.50 pm
9.	Opening of Public Meeting 9.1 Apologies 9.2 Directors' Interests 9.3 Directors' Board Meeting Attendance Register 9.4 Minutes of the 25 July 2018 Board meeting (public) 9.5 Public Deputation		3.00 pm
10.	Health and Safety Report		
11.	Chief Executive's Report		
12.	Strategic Papers 12.1 Panuku Health and Safety Strategy 2017-2020 and Health and Safety Annual Plan 2018-2019		

13.	Information Papers 13.1 Disposals Programme 13.2 Proposed Panuku Board Mana Whenua Action Plan		
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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 25 July 2018

Member	Interest	Company / Entity	Conflicts pre-identified?
Richard H. AITKEN	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		
Dr Susan C. MACKEN	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?
David I. KENNEDY	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	Possible, 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		
Richard I. LEGGAT	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	
	Member	Union Cycliste Internationale Ethics Commission	

Member	Interest	Company / Entity	Conflicts pre-identified?
Paul F. MAJUREY	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 Enterprises 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?
Michael E. POHIO	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"> National Animal Identification and Tracing Ltd 	
	Director	TBFree	
	Director	Te Atiawa Iwi Holdings	
	Director	Te Atiawa (Taranaki) Holdings Ltd	
C. Martin UDALE	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 – 2018 / 2019

	2018						2019						TOTAL
	25 Jul	29 Aug	26 Sep	24 Oct	22 Nov	19 Dec	Jan	Feb	Mar	Apr	May	June	
R.H. Aitken	✓												
Dr S.C. Macken	✓												
D.I. Kennedy	✓												
R.I. Leggat	✓												
P.F. Majurey	X												
M.E. Pohio	✓												
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 25 JULY 2018 COMMENCING AT 9.00 AM.

ATTENDING		<p>Board: Richard Aitken (Chair), David Kennedy (by phone), Richard Leggat, Dr Susan Macken, Mike Pohio and Martin Udale.</p> <p>Executive: Roger MacDonald – Chief Executive, David Rankin – Chief Operating Officer, Carl Gosbee – Director Corporate Services, Monica Ayers – Director People and Culture, Angelika Cutler – Director Corporate Affairs, Rod Marler – Director Design and Place, Ian Wheeler – Director Portfolio Management, Jenni Carden – Company Secretary.</p>								
APOLOGIES	1 07/18	Paul Majurey. Allan Young – Director Development, attended for part of the meeting (items 6.1 and 6.2).								
1 PROCEDURAL MOTION TO EXCLUDE THE PUBLIC	2 07/18	<p>It was RESOLVED THAT, pursuant to the provisions of Section 48(1)(a) of the Local Government Official Information & 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 Mike Pohio, seconded Richard Aitken. CARRIED</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									
BOARD ONLY TIME	3 07/18	<i>Withheld from the public under S7(2)(b)(ii) of the LGOIMA</i>								
2 CONFIDENTIAL PRESENTATION	4 07/18	<p>Nick Hill, Chief Executive, Auckland Tourism, Events and Economic Development (ATEED) joined the meeting and provided a presentation on ATEED's Strategic Direction 2018-2021.</p> <p>The Board thanked Mr Hill for his attendance.</p>								
3.1 MINUTES OF 27 JUNE 2018 BOARD MEETING CONFIDENTIAL GOVERNANCE MATTER	5 07/18	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>								
3.2 BOARD ACTION LIST CONFIDENTIAL GOVERNANCE MATTER	6 07/18	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>								
4 CONFIDENTIAL STRATEGIC DISCUSSION	7 07/18	<i>Withheld from the public under S7(2)(f)(i) of the LGOIMA</i>								
5.1 PANUKU FUTURE PROGRAMME REVIEW CONFIDENTIAL STRATEGY PAPER	8 07/18	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>								

5.2 SELECTING DEVELOPMENT PARTNERS POLICY CONFIDENTIAL STRATEGY PAPER	9 07/18	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>
5.3 PROGRAMME BUSINESS CASES CONFIDENTIAL STRATEGY PAPER	10 07/18	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>
5.4 PROPOSED ENGAGEMENT PLAN – PANUKU BOARD AND MANA WHENUA CONFIDENTIAL STRATEGY PAPER	11 07/18	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>
MANA WHENUA ENGAGEMENT	12 07/18	<i>Withheld from the public under S7(2)(b)(ii) of the LGOIMA</i>
6.1 ORMISTON TOWN CENTRE CONFIDENTIAL DECISION PAPER	13 07/18	<i>Withheld from the public under S7(2)(i) of the LGOIMA</i>
6.2 FUTURE OF WYNYARD QUARTER TRAMLINE CONFIDENTIAL DECISION PAPER	14 07/18	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>
6.3 30 JUNE 2018 ANNUAL FINANCIAL REPORTING CONFIDENTIAL DECISION PAPER	15 07/18	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>
6.4 CLOSURE OF NEW LYNN CENTRAL LIMITED CONFIDENTIAL DECISION PAPER	16 07/18	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>
7 CONFIDENTIAL CHIEF EXECUTIVE'S REPORT	17 07/18	<i>Withheld from the public under S7(2)(b)(ii) of the LGOIMA</i>
8.1 PANUKU PEOPLE CONFIDENTIAL INFORMATION PAPER	18 07/18	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>
9 GENERAL BUSINESS	19 07/18	<i>Withheld from the public under S7(2)(b)(ii) of the LGOIMA</i>

10.1 APOLOGIES	20 07/18	Paul Majurey, Allan Young – Director Development
10.2 DIRECTORS' INTERESTS	21 07/18	The Board reviewed and received the Register of Directors' Interests. Richard Leggat advised one amendment.
10.3 DIRECTORS' BOARD MEETING ATTENDANCE REGISTER	22 07/18	The Board received the Board Attendance Register.
10.4 MINUTES OF THE 25 JUNE 2018 BOARD MEETING	23 07/18	The Board reviewed and approved the Minutes of the Board Meeting of 25 June 2018, with confidential information redacted.
10.5 PUBLIC DEPUTATION	24 07/18	There were no public deputations.
11 HEALTH AND SAFETY REPORT PUBLIC INFORMATION PAPER	25 07/18	The Board received the report and discussed the following matters: <ul style="list-style-type: none"> • Drug and alcohol testing; • Training and development; • Lead and lag indicators; • Definition of safety sensitive roles.
12 CHIEF EXECUTIVE'S REPORT PUBLIC INFORMATION PAPER	26 07/18	The Board received the public report, with confidential information redacted.
13.1 PANUKU SUSTAINABILITY STRATEGY PUBLIC STRATEGIC PAPER	27 07/18	Miranda James, Head of Corporate Responsibility, joined the meeting for this item and provided a presentation. The Board received the report and thanked Ms James for the presentation. Mike Pohio departed at 3.11pm.
14.1 DISPOSALS RECOMMENDATION PUBLIC DECISION PAPER	28 07/18	David Rankin, Chief Operating Officer, introduced the report. The Board received the report. It was RESOLVED THAT the Board: Approves the recommendation to the Finance and Performance Committee that the following properties are surplus to council requirements and should be divested: <ol style="list-style-type: none"> 30R Birmingham Road, Ōtara 8 Hiwi Crescent, Stanmore Bay <p><i>Moved Martin Udale, seconded David Kennedy. CARRIED</i></p>
14.2 GRANTS AND DONATIONS PLAN 2018/2019 PUBLIC DECISION PAPER	29 07/18	Carl Gosbee, Director Corporate Services, introduced the report. The Board received the report, noting grants and donations would be reported six-monthly in future. It was RESOLVED THAT the Board: <ol style="list-style-type: none"> Notes the fourth quarter results to 30 June 2018 Approves the Grants & Donations Plan for 2018/2019 <p><i>Moved Martin Udale, seconded Richard Leggat. CARRIED</i></p>

CLOSE OF BOARD MEETING	30 07/18	The meeting closed at 3.43pm.
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READ AND CONFIRMED

_____ **Chairman**

_____ **Date**

DRAFT

Health and Safety Monthly Reporting – July 2018

Document Author(s)	Blair McMichael – Health and Safety Manager
Approver	David Rankin – Chief Operating Officer
Date	8 August 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

Findings from the EY internal health and safety audit were presented to the Audit and Risk Committee (ARC) in July. Management provided a paper to the committee which articulated how each recommendation would be incorporated within the Panuku Health and Safety Strategy 2017-2020 and Health and Safety Annual Plan 2018/19. The EY report emphasised maintaining the current health and safety programme with improvements in areas such as risk management, training, and use of the incident reporting tool, Risk Manager.

The ARC reinforced the need to ensure adequate resourcing was provided to deliver the stretch programme for 2018/19. As such resourcing has been reviewed and will be approved based on each identified programme of work by the Chief Operating Officer and Chief Financial Officer. This includes an identified clear need for resource for the ongoing roll out of Risk Manager.

Panuku has finalised both the Health and Safety Strategy 2017-2020 and Health and Safety Annual Plan 2018/19. These are provided to the Board as an information paper having been approved by the Executive Leadership Team.

Management has drafted a number of lead and lag indicators as part of a programme of work with Auckland Council. Auckland Council is finalising the indicators with Deloitte consultancy and with the Risk Manager soft-ware provider to confirm which 'indicators' are measurable.

Comment from the Board around drug and alcohol impairment and testing has been incorporated as part of the Panuku Health and Safety Annual Plan 2018/19 with improvements planned for the fourth quarter of the year.

The Panuku health and safety committee met in July as it continues to work to the health and safety plan. Meeting items included reviewing a committee Terms of Reference, as a recommendation from the EY review, drafting health and safety objectives for staff, and updating to the Health and Safety Strategy 2017-2020, and Health and Safety Annual Plan 2018/19 to reflect the EY findings.

The committee also reflected on the Panuku Health and safety culture following the annual staff engagement survey results. The survey demonstrates continued improvements from the previous year validating our approach to planning and delivering health and safety.

3. Discussion

a) Health and Safety Plan 2018/2019 and Business Improvements

Panuku has begun the implementation of its health and safety annual plan for 2018/2019, however this report reflects on specific achievements in July relating to the conclusion of the EY internal audit recommendations within our plan cycle.

Audit and Risk Committee Audit – Internal EY Health and Safety Review

EY completed an audit of health and safety from late April until early June 2018. EY finalized its internal audit in July. The final report was provided to the July Audit and Risk Committee meeting together with a paper outlining how Panuku planned implement the recommendations.

Key observations by EY included:

- i. Panuku's health and safety framework is in a state of development.
- ii. Panuku's relationship with Council needs to be clarified.
- iii. Improvements can be made in the way training is assessed and documented.
- iv. Board reporting and training should be reviewed and Risk Manager, health and safety reporting software, can be used to better manage assurance
- v. An overall risk assessment and reporting framework should be developed for consistency of use
- vi. Functions of the health and safety committee could be clarified
- vii. Risk Manager privacy settings should be reviewed to avoid disclosing personal information

The key points from the EY audit findings are reflected in both our health and safety strategy 2017-2020 and the health and safety annual plan 2018/19, reference in the Board Information Paper for August. EY emphasises that Panuku needs to maintain the existing safety performance momentum, and secondly, to ensure our strategy provides direction for continual improvement and involvement of our staff.

EY's findings reflect that key actions are dependent on 'staff engagement' through our communication forums and our leadership.

The report references examples such as the Contractor Management Framework implementation; implementation of asbestos management; rollout of Safety in Design (SiD) Guidance; and a safety improvement programme within marinas. The report states that positive changes in the health and safety culture have been achieved and continue to be improve with progress on health and safety systems, processes, and 'engagement and worker enthusiasm'.

The audit recognises progress in health and safety systems, processes, engagement and leadership.

Health and Safety Strategy 2017-2020 and Health and Safety Annual Plan 2018/19

The Panuku Health and Safety Strategy 2017-2020 and the Health and Safety Annual Plan 2018/19 are provided to the Board as Information Papers to the Board. Both plans were approved through the Panuku Executive Leadership Team and incorporate the EY internal audit recommendations as agreed with the Audit and Risk Committee.

b) Significant Health and Safety Issues

Management noted a query by the Board on the recent review of drug and alcohol testing to manage impairment and the consideration of drug and alcohol controls specific to contracts and contractor management.

Management is continuing to complete pre-employment drug and alcohol testing for the recruitment of marina safety sensitive roles. Based on comments by the Board we will consider broadening this approach as part of the Health and Safety Annual Plan 2018/19 to ensure Panuku has appropriate processes implemented to align with Auckland Council. Panuku will also consider legal advice on whether employment contracts could/should be updated to include consent for random testing for safety sensitive roles, as pre-employment testing does not ensure worker safety beyond the initial test. Contract terms for external contractors engaged directly by Panuku will be reviewed and consideration be given to including D&A testing requirements. This work will be concluded in the fourth quarter of 2018/19.

c) Incidents, accidents and hazards

During July no lost time injury were reported. There were no notifiable events, as defined under the Health and Safety at Work Act.

During July, one near miss was reported.

- A portfolio contractor was reviewed at Sails restaurant, Westhaven Marina and found to be lacking PPE and an adequate site specific safety plan. The work was stopped and controls implemented at that time.

Health and safety incident – Totara Park

Following an incident involving members of the public and a herd of cows on Sunday 5 August, Panuku is completing a joint incident investigation with Council.

The incident took place on land owned by Auckland Council where a park and working farm overlap. The farming licence is administered by Panuku. The licensee is conducting its own investigation into the root causes and has notified WorkSafe, as the farm represents a place of work for which the licensee has control and influence. As the land owner and licensor, Council and Panuku are limited to the controls Council and Panuku have in place to ensure that the risk of harm to members of the public is eliminated or minimised so far as reasonably practicable. Amongst other matters, the investigation will also include:

- The adequacy of Council signage at the park, and whether it can be improved to minimise the risk of harm;
- a consideration of any previous incidents reported to Council or Panuku and actions taken; and
- a consideration of whether any learnings arising out of this incident should be applied to other grazing licences under Council or Panuku's management.

All findings will be subject to management approval and communicated to affected persons once the investigation has been completed.

Lead and Lag indicators – Finalisation by Auckland Council.

Management is working with Auckland Council to finalise health and safety indicators, leveraging off the Auckland Council business analytics project involving Deloitte's and the Risk Manager soft-ware provider with the intention that a reporting dashboard go live in September. Measures under consideration include the following:

	Indicators	Measure	Frequency	Target	Tracking Tool	Owner
PLAN	Health & Safety Annual Plan Improvements Complete	%	Annual	100%	Leaderkit	ELT
DO	HSW Inductions Completed (within 1st week)	%	Annual	100%	Risk Manager	People Leaders
	Risk Assessments Completed by Directorate	Risk Register reviewed by Director	Annual	100%	H & S Plan 2018/19	ELT
CHECK	Inspections and safety observations completed	%	Quarterly	80%	Risk Manager	People Leader
	Corrective Actions Completed (within 14 days)	%	Quarterly	80%	Risk Manager	Director
	Health and Wellbeing: Annual wellbeing survey complete	Completion rate vs Target	Annual	Completed	External Review	H & S Manager
	1. Attend Managing Safely Training (include. Risk Assessment)	% of people leaders attendance	Annual	100%	Risk Manager	ELT
	2. Managers completed Risk Manager refresher training	% people leaders attendance	Annual	100%	Risk Manager	ELT
	3. H&S Reps trained	%	Annual	100%	Risk Manager	ELT
ACT	LTIFR (Lost time injury frequency rate)	Frequency rate	Monthly	< 1.9	Risk Manager	ELT
	TIR (Total incident frequency rate)	Frequency rate	Monthly	(council rate @ 2018)	Risk Manager	ELT
	Near Misses reported	number	Quarterly	8 per quarter	Risk Manager	ELT
	Corrective Actions Completed for incident (within 14 days)	number	Monthly	100%	Risk Manager	ELT

An update will be provided to the Board once Auckland Council has concluded its review of the indicators.

d) Management, monitoring and review of critical risk

Quarterly audits were concluded on our quarries with no significant findings.

e) Staff health and wellbeing, training and development

Training and Development

Project Management Office (PMO) staff recently employed were inducted to the Panuku contract management framework in health and safety. The Contract Management Framework is our approach to managing health and safety across contracts and agreements. The PMO team is incorporating both the CMF and Safety in Design processes within the development of the project management framework. This approach will ensure a single source of truth for all project management.

The CMF will continue to be implemented across the remaining teams in Panuku having previously been implemented by the Development Team within their directorate.

Health and Safety Committee

The committee meet in July reviewing a number of actions. These including the following points:

- Health and safety objectives – the development of objectives for Panuku staff managing contracts and agreements were drafted for agreement by the affected directorates;
- Terms of Reference for the Committee including roles and functions – a draft TOR setting the direction of the committee was discussed and will be modified to reflect our work programme for 2018/19;
- Key performance indicators for the Executive Leadership Team, Board and H & S Committee – lead and lag indicators were discussed and are now to be finalised with Auckland Council;
- The review of weather related safety communications in Marinas – the committee reviewed issues with berth holder controls and the wellbeing of marina staff during major weather events. The marina safe operating procedure will be reviewed;
- The Audit and Risk Committee inclusion of the EY internal audit findings – the committee discussed and agreed the EY findings; and
- The Health and Safety Strategy 2017-2020 and Health and Safety Annual Plan 2018/19 – the committee discussed and incorporated the EY review recommendations into both planned documents.

Staff engagement and measured safety culture

Our health and safety culture has measured through the Panuku staff involvement and engagement survey (2018). Given the relatively recent appointment of a Health and Safety Manager in 2016 the survey findings were significant indicators of progress.

Panuku has achieved significant health and safety gains as demonstrated through staff who rated the importance placed on health and safety at 89%, a rise of 9% from the previous year, and Panuku's approach to staff wellbeing jumped favourably 21%, from 51% to 72%.

We will continue to target safety improvements through the health and safety annual plan 2018/19.

Health and Safety Resourcing

The Audit and Risk Committee (ARC) raised the issue of health and safety resourcing during the recent ARC meeting. Resourcing needs are subject to formal work package approval by the Chief Operating Officer and Chief Financial Officer recognising the stretch programme. Resourcing needs recognise the deferral of work on the incident reporting software, Risk Manager, specifically the contractor management module which is now being implemented this year. We also need to consider internal administrative support to maintain existing health and safety operations.

Chief Executive's report to the Board

Document Author	Roger MacDonald – Chief Executive
Contributors	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
Date	21 August 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 Future Programme

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

2.1.2 Working with the Crown

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

2.1.3 Housing mix policy

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

2.1.4 Selecting Development Partners Policy

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

2.1.5 Three year Business Strategy*Withheld from the public under S7(2)(f)(i) of the LGOIMA***2.1.6 America's Cup 36***Withheld from the public under S7(2)(f)(i) of the LGOIMA***2.1.7 Mana whenua engagement update**

We held a productive and positive session with mana whenua this month to further explore how Panuku will deliver on its strategic commitment to enable commercial outcomes for Māori. The hui was well attended with approximately 11 iwi in the room. Mana whenua provided positive feedback after the hui and expressed willingness to meet again in September to better understand some of our internal processes, such as Rationalisation, to see what, if any, improvements can be made to deliver more effective outcomes. The conversations at the hui signal a maturing of transparent and honest communication between Panuku and mana whenua in the commercial space.

Mana whenua activity on AC36 was relatively quiet over August as the focus shifted to preparation of evidence post the July mediation process. The AC36 activity for the remainder of August is now focused on collaborating to develop an America's Cup Kaitiaki Engagement Plan (ACKEP). The ACKEP is a key tool by which Mana Whenua can express tikanga and fulfil their kaitiaki role before, during and after the completion of the construction activities. There are presently two differing views from iwi involved in the court process as to what is the appropriate forum through which we can develop and then monitor this ACKEP. Those in opposition favour using the Tamaki Collective construct (13 Iwi) whereas those in support are advocating that the Auckland Council Mana Whenua Kaitiaki Forum be used (open to all 19 iwi). We support the use of the Kaitiaki Forum as this is an inclusive forum which is in keeping with the spirit of the regional project. Until this matter is decided Panuku will continue to work with all those that are interested to make a start on the ACKEP and the various management plans that sit under it. At the time of writing we were still waiting for receipt of Cultural Values Assessments from those in opposition and support, due on about 20 August in anticipation of exchange of evidence on 21 August. We have also commenced Mana Whenua engagement on the upcoming Sealink resource consent, noting that this may be a non-notified consent, regardless we are actively engaging with mana whenua on this consent.

Panuku is actively participating in developing the revised Auckland Council Te Toa Takatini (TTT) framework notwithstanding the fact that CCO alignment to TTT is somewhat problematic due to its assessment methodology that excludes a lot of our BAU work. We are hopeful that through this process we will get more clarity as to how we can integrate/contribute to the TTT portfolio. We are working closely with other CCO's to see how best to reflect the work we do contribute to Māori Outcomes can best be reported to the Shareholder.

Representatives from Ngāti Whatua Orakei came in to meet with members of the ELT this month to discuss the possibility of entering into a MOU. The meeting concluded that NWO wanted to understand our Priority Locations better before further discussions on the MOU. They have signalled an interested to first understand more about projects within their indicated heartland. Briefings for Onehunga and Avondale will be arranged.

Work continues on the Māori Outcomes Framework with an active internal plan of action to ensure ELT are across the various actions required of their teams. We have identified a number of relatively easy actions to deliver.

2.2 Emerging or developing issues**2.2.1 Kaipātiki Local Board resolution**

The Kaipātiki Local Board has requested the below resolution be provided to the Panuku Board of Directors.

Executive are working with Auckland Council to determine the implications of this resolution. Further information and context will be provided to the Board in due course.

20 Kaipātiki Local Board Chairperson's Report

Resolution number KT/2018/141

MOVED by Chairperson J Gillon, seconded by Member A Smithson:

That the Kaipātiki Local Board:

- a) note the chairperson's report.
- b) declare as a matter of policy, that it does not support the disposal of park land (or part thereof) within the Kaipātiki Local Board area, whether it is gazetted reserve land, or land currently used as (or access to) park land.
- c) append this policy (as stated in clause b) to the Kaipātiki Open Space Network Plan and Kaipātiki Open Space Management Plan documents once completed.
- d) support in principle the declaration of R25 Alfred Street (Rosie Bolt Reserve), Northcote, as a Local Purpose Reserve classification under the Reserves Act 1977.
- e) request, in advance of decision-making by the governing body in relation to R25 Alfred Street (Rosie Bolt Reserve), Northcote, advice from relevant council staff regarding the classification of the land as Local Purpose Reserve under the Reserves Act 1977, particularly:
 - i) advice as to the costs and the availability of local board budgets to pursue classification under the Reserves Act 1977, noting that local boards now have allocated decision-making to undertake the classification of reserves as provided for by resolution number GB/2017/117; and
 - ii) advice as to the process, timelines and implications of classifying R25 Alfred Street (Rosie Bolt Reserve), Northcote, as Local Purpose Reserve under the Reserves Act 1977.
- f) request that this resolution is forwarded to all Governing Body members, Auckland Council CEO, Independent Māori Statutory Board members, and Panuku Development Auckland's Board of Directors.

A division was called for, voting on which was as follows:

<u>For</u>	<u>Against</u>	<u>Abstained</u>
Chairperson J Gillon	Member A Hartley	
Member A Smithson	Member K McIntyre	
Member A Tyler	Member L Waugh	

The motion was declared EQUAL

The chair exercised their casting vote for, so the motion was Carried.

CARRIED

2.3 Project updates

Transform

2.3.1 Manukau

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

2.3.3 Waterfront

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

Unlock

2.3.4 City Centre – Civic Administration Building

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

2.3.5 Henderson

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

2.3.6 Hobsonville

A separate paper has been included. See agenda item 5.3.

2.3.7 Northcote

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

2.3.8 Old Papatoetoe

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

2.3.9 Takapuna

A separate paper has been included. See agenda item 5.4.

2.3.10 Supports

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

2.3.11 Hobsonville Marina

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

3. Monthly Dashboard

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

4. Portfolio Management Update**4.1 Acquisitions and Disposals Summary**

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)(b)(ii) of the LGOIMA

5.2 Media and digital summary

The evolution of Wynyard Quarter featured in a glowing double page spread in the Weekend Herald with comment from Katelyn Orton, who has also been interviewed for similar pieces for Virgin Australia's in-flight magazine Voyeur (published in August) and real estate agent Bayley's Total Property magazine due out in September.

Miranda James will appear in Giltrap Group's automotive lifestyle magazine, 66, talking about sustainability practices in Wynyard Quarter. The piece forms part of a campaign led by Willis Bond to promote the residential development 30 Madden, which is currently under construction.

NZ Herald and Stuff briefly covered the suspension of the Auckland Dockline Tram, which celebrated its temporary curtain call the weekend of Wynyard Quarter's seventh birthday festivities.

There was interest from The Rodney Times and Hibiscus Matters about the postponement of the Hammerhead proposal going to Finance and Performance Committee to allow for a briefing to the mayor and councillors.

In Takapuna, North Shore Times' editor Jodi Yeats wrote in support of the redevelopment of 40 Anzac Street in her note to readers, signalling a U-turn for the publication. The campaign 'Takapuna, it's your time' then launched to support the new consultation. Three videos – one of which features Kate Cumberpatch – were released on Facebook to support the campaign and together have received a shared viewership of 42,000 and generated more than 130 comments, making it the most engaging content shared on the Panuku Facebook page to date.

Meanwhile the community group against the sale of 40 Anzac Street has continued its opposition through a public meeting attended by David Rankin, the mayor and councillors Chris Darby and Richard Hills. The Weekend Herald ran a preview story a day prior to the meeting which was reasonably balanced and NZ Herald followed up with an opinion piece by Simon Wilson. Simon's piece criticised council staff who were present at the meeting as well as the people of Takapuna for their indecision on what they want for their future town centre.

The North Shore Times continues to follow the story focusing mainly on the consultation process and – along with NZ Herald – an ongoing law suit to prevent the sale of council-owned land including 40 Anzac Street, the proceedings for which the complainant has so far failed to turn up for.

Seven Sharp followed up a Western Leader story in which Avondale was called a 'third world' suburb with a positive piece that showcased numerous stills from the Unlock Avondale project video and featured an interview with Whau Local Board chair Tracy Mulholland about what's planned for the future.

The Western Leader ran an opinion piece by Te Whānau o Waipareira Trust chief executive John Tamihere who questioned why more social housing couldn't be included in a residential development on Tavern Lane, Old Papatoetoe. Panuku responded as part of a follow up story that the threshold for social housing had been agreed by both parties at the outset of discussions and it will be seeking a new development partner to achieve the best outcomes for the community.

Angelika Cutler was also interviewed by Radio New Zealand on consultation, in particular how Panuku engages with young audiences and people from ethnic minorities for its Morning Report and Nine to Noon shows. She was also asked about the support Panuku provides to the 312 Hub in Avondale for Checkpoint.

Information Paper: Panuku Health and Safety Strategy 2017-2020 and Health and Safety Annual Plan 2018-2019

Document Author(s)	Blair McMichael – Health and Safety Manager
Approver	David Rankin – Chief Operating Officer
Date	15 July 2018

1. Purpose

To inform the Board of the Panuku Health and Safety Strategy 2017-2020 (the strategy) and the Panuku Health and Safety Annual Plan 2018-2019 (the plan), approved and adopted through the Panuku Executive Leadership Team.

2. Executive Summary

The Panuku Health and Safety Strategy 2017-2020 (refer Appendix A) covers the three financial years FY18-FY20 and forms the basis of the annual planning and review process for health and safety.

The Strategy incorporates the significant improvements made in 2017/2018 as well as suggested improvements from the internal audit by EY. Some of these 17/18 improvements include:

- Implementation of the Contract Management Framework (CMF) within our Development Directorate
- Implementation of Safety in Design improvements within our Design and Place Directorate
- Implementation of the marina safety improvement programme, including; risk review, H & S manual, standard operating procedures, and CMF
- Implementation of Asbestos Management Planning
- Critical risk reviews including quarries, landfills, forestry operations and our CMF
- Internal due diligence of our health and safety management through an internal audit

The Strategy outlines actions and initiatives over the next two years to progress Panuku to a more proactive state, in health and safety maturity, materially improving on where we started.

The Health and Safety Annual Plan 2018-2019 (see Appendix B) sets out a number of key actions that will be undertaken in 2018/2019 to ensure the following goals set out in the three year strategy will be progressed:

- **Goal 1:** Visible health and safety leadership
- **Goal 2:** Planning and implementation of health and safety framework
- **Goal 3:** Competent and engaged people
- **Goal 4:** Contract and project risk management
- **Goal 5:** Continual improvement through monitoring and review
- **Goal 6:** Advancing our safety behaviours
- **Goal 7:** Investing in the success of people through health and wellness

Each goal is supported by a set of actions, which while 'stretch' in nature, are considered achievable. These are reflected in an implementation plan for the year.

3. Background

Last year (2017/18) Panuku developed its first annual health and safety plan, and as verified by the EY audit, achieved significant health and safety improvements, including the following:

- Establishment of a clear health and safety and safety plan 2017/2018
- Implementation of Asbestos Management Plans to meet the expectations of the Health and Safety at Work (Asbestos) regulations
- Training and development of staff against key health and safety training needs, tracked within our reporting software, Risk Manager
- Monitoring and continual improvement of health and safety captured and exercised through our ELT leadership
- Leadership in health and safety demonstrated by our health and safety committee representatives, involved and empowered
- Improvements in 'Risk Manager', to incorporate safety plans, asbestos management surveys, and critical task risk audits for our portfolio team
- Review and amendment of health and safety risk registers for our Directorates
- Implementation of marina safety improvements including a health and safety risk register, amended standard operating procedures, marina health & safety manual, and the contract management framework
- Implementation of quarterly critical risk activity monitoring for Quarries, Landfills, and Forestry operations
- Implementation of a CMF within our Development Directorate to ensure a single approach for all aspects of contract and agreement health and safety management
- Establishment of a Panuku Safety in Design framework within our design team.

The strategy incorporates what has been done in 2017/18 and projects forward two further years, including suggested improvements identified by the internal health and safety audit completed by EY in June. These include:

- Further defining responsibilities of staff that hold health and safety accountabilities
- Developing a health and safety training needs analysis to target staff who hold specific health and safety roles, have task specific training requirements, or who provide leadership within Panuku
- Further development and clarification of what we will measure, its frequency, achievement against targets and ultimately the accountability for implementing identified improvements
- Advancing our framework for the management of contracts and agreements and Safety in Design (SiD) process across the organisation
- Improved software support through the phase 2 implementation of the reporting software, Risk Manager
- A focus on staff wellbeing and positive safety behaviours, including drug and alcohol policy and procedure improvements.

4. Discussion

The key emphasis of both documents is firstly to maintain our safety performance momentum through the health and safety annual plan 2018/2019, and secondly, to ensure our strategy provides an increased focus on continual improvement and involvement of our staff. Further, each planning tool focuses on 'staff engagement' through our communication forums and leadership. The plan and strategy recognise that leadership and positive safety behaviours are inherent in a shift in safety culture.

The strategy informs our health and safety implementation goals and our objectives for the three years, reflects our organisational behaviours (inspire, enable, involve, and achieve), and aligns with the Auckland Council family. The health and safety plan 2018/2019 focuses on the actions in the upcoming year which align to these goals.

Our planning has been an inclusive process with our health and safety committee 'front-footing' the goals and objectives, with involvement from people leaders and directors on significant actions, helping to define our key initiatives. Both plans have been approved for adoption by our Executive Leadership Team on 25 June 2018.

The Panuku Health and Safety Strategy 2017-2020 signals a step change in our approach to health and safety, shifting our safety culture from compliance to integrated risk management.

Our health and safety maturity is intended to be further advanced through our strategic goals. Each strategic goal is outlined below, along with the relevant key actions from the Health and Safety Plan 2018/2019:

Goal 1: Visible health and safety leadership

We will have people who have a good understanding of health and safety, both in their role and across Panuku. They will contribute to our health and safety direction, holding themselves and others accountable to our safety behaviours, competently use our health and safety management systems in a way that they add value to how we deliver projects, and ensure our health and safety practices are integrated in 'how we work'.

Actions for 2018/19:

- Leaders actively report and commenting on H&S performance
- Senior managers providing safety updates to Directorate team meetings and attend and contributing to the Panuku Health and Safety Committee
- Health and safety reporting tool Risk Manager allows our managers to self-manage
- Review Board reporting requirements.

Goal 2: Planning and implementation of health and safety framework

We will have a fully integrated, online Risk Manager system that incorporates data capture and tracking, reporting and analysis, benchmarking, training and development, and organisational risk management. All our H&S guidelines, standards and processes will be managed via a centralised, document control system that is accessible and regularly used.

Actions for 2018/19:

- Communicate a hierarchy of risk registers and how these registers interlink
- Review and migrate Panuku health and safety policy and standards into an agreed system of document control and folder taxonomy
- Provide incident reporting and trending through the software, Risk Manager
- Undertake a review of our good practice guidelines and tools which align to the Auckland Council Health and Safety Management Framework
- Implement Phase 2 changes to include the 'Contractor Management Module' for our H&S reporting software, Risk Manager, including privacy settings.

Goal 3: Competent and engaged people

We will have people who are competent to assess the H&S risks associated with their role, actively control those risks and work in a safe way. Our H&S training and development focus, approach, and systems will be accessible to our people, promoted as part of their development, and best utilise technology.

Our people will act and manage safely through training, awareness, and resources which align to roles and responsibilities – prompted by job description specifications, which define health and safety accountabilities, and training aligned to these job specifications.

Actions for 2018/19:

- Review and update job description specifications where health and safety risk management is a key component
- Support the implementation of an induction programme which reflects role specific health and safety risk, staff well-being and positive safety behaviours.
- Program role specific health and safety training needs – tracking within the reporting tool, Risk Manager
- Programme Board and ELT H&S training to reflect any changes in legislation
- People leaders complete “managing safely training”
- Annual review of health and safety resourcing.

Goal 4: Contract and project risk management

This approach will consider the degree of influence and control we hold and our overlapping duties in health and safety. This approach will be well understood by our staff and those who contract with us. Our staff will be measured against our approach, and our approach will operate with ‘gateways’ to ensure both ownership and accountability assurance is achieved.

Actions for 2018/19:

- Implement the Panuku CMF within both Directorates including training, support, and post-implementation monitoring
- Define ‘gateways’ for all health and safety risk review within the Panuku Project Management Framework (PMF) with supporting guidance and templates
- Integrate SiD and the CMF within the Panuku PMF to ensure critical risk is captured and communicated through a single source of truth (PMF).

Goal 5: Continual improvement through monitoring and review

We will have an established health and safety programme which supports the delivery of projects, routinely tracks our performance both at a governance and operational level, providing us with a means to moderate and adapt our approach to continually improve the health, safety and wellbeing of our people, contractors, and others influenced by our work.

Actions for 2018/19:

- Review Panuku critical risk
- Establish health and safety objectives for key roles delivering health and safety outcomes.
- Improve the use of available health and safety information and data to inform decision making
- Track the implementation of asbestos management improvements, and support the Portfolio team set a programme to capture seismic reviews and public safety initiatives
- Review our Marina safety improvements which were implemented in 2017/18.

Goal 6: Advancing our safety behaviours

Our behaviours will advance the Auckland Council Safety Charter outcomes yet are based on the management of risk applicable to Panuku. We will have clearly defined H&S behaviours, where our behaviours are 'lived' and are a natural part of our 'day to day thinking' and culture is alive.

We will ensure our Health and Safety Committee continues to take a lead role in progressing our health and safety planned objectives and promoting our safety behaviours. We will ensure our members are well supported by their respective managers and well trained. Our health and safety team are integral to Panuku effecting the continued improvement and maturity of our health and safety.

Actions for 2018/19:

- Increase Health and Safety conversations through increase visibility of process, use of systems, and inclusion in meeting agendas and key business deliverables
- Ensure health and safety committee drives objective outcomes in each Directorate
- Develop an annual communications plan to align with the Health and Safety Plan objectives
- Establish health and safety behaviours
- Define terms of reference for the H&S Committee and critique performance annually.

Goal 7: Investing in the success of people through health and wellness

Our Health and Wellbeing goal is to ensure Panuku staff are empowered, and engaged, to achieve a meaningful work/life balance, by providing access to a suite of tools and support. Our goal will seek to provide staff with greater resilience relating to personal confrontation, and to better manage stress.

The group concluded that Panuku has adequate resources to support health and wellbeing through its alignment with the Auckland Council, and agreed to follow the Council health and wellbeing programme, incorporating the Auckland Council Health and Wellbeing Strategy 2018.

We will review our existing D&A policy and safety sensitive roles, initially in Marinas. This work will link to the Maritime Amendment Bill which considers the testing of D&A for safety sensitive roles.

To support our health and wellbeing direction, we will have a communications plan which supplements the Auckland Council programme delivery.

Actions for 2018/19:

- Maintain the 'Hub' health and wellbeing initiatives promoted through Auckland Council
- Develop a communications approach which incorporates the Health and Wellbeing Plan from Auckland Council
- Measure our health and wellbeing initiatives through the 'Vitality Works' wellbeing survey, or other provider
- Review of safety sensitive roles and alignment to the Marina Transport Amendment Bill

5. Resourcing implications

The implementation planning for 2018/19 is well underway. Using a successful template from last year additional funding of \$75k had been identified for Risk Manager soft-ware improvements. This is work was deferred from last year by Auckland Council. The Executive Leadership Team agreed this sum can be allocated subject to a formal work package approval by the Chief Operating Officer and Chief Financial Officer.

Appendix A

HEALTH AND SAFETY STRATEGY

PANUKU DEVELOPMENT AUCKLAND

For the period 1 July 2017 – 30 June 2020

Prepared by:	Blair McMichael
Prepared for:	Panuku Board
Date:	18 June 2018
Version:	3.0
Status:	<i>Final</i>

Document Control

Document Information

	Position
Document Name	Health and Safety Strategy 2017-2020
Document Author	Blair McMichael
Issue Date	18 June 2018
File Name	U:\CCO\Development Auckland\200 Risk Mgmt\Health Safety\Strategic Planning 2017-20\2018.06.18 Health and Safety Strategic Plan 2017-2020 FINAL

Document History

Version	Issue Date	Changes
1.0	31.05.18	
2.0	06.06.18	Incorporate amendments from review by Panuku staff
3.0	18.06.18	Amendments from Chief Operating Officer and H & S Committee

Document Review

Role	Name	Review Status
Chief Operating Officer	David Rankin	Approved

Document Sign-off

Role	Name	Sign-off Date
Chief Executive	Roger MacDonald	25 June 2018

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1. Introduction

The Panuku Health and Safety Strategy 2017-2020 (the strategy) covers three financial years FY18-FY20 and forms the basis of the annual planning and review process for health and safety (H&S).

The strategy sets goals and priorities and identifies actions to advance our health and safety culture. It reflects our desire to make significant improvements in the health and safety of our people and to emphasise the importance of the health and safety and wellbeing of our staff, contractors, visitors and customers. The strategy informs our health and safety implementation goals and our objectives for the three years, reflects our organisational behaviours (inspire, enable, involve, and achieve), and aligns with the Auckland Council family. We aim to be proactive in health and safety driving continual improvement through our greatest asset, our people.

The strategy will strive to foster our approach to health and safety, ensuring our alignment with Auckland Council and its overarching vision. It is tailored to achieve a stronger safety culture by building on the existing health and safety leadership, risk management, system improvements, training and development, engagement and communication.

Planned outputs incorporating what has been done in 2017/18 include:

- Further defining responsibilities of staff that hold health and safety accountabilities
- Developing a health and safety training needs analysis to target staff who hold specific health and safety roles, have task specific training requirements, or who provide leadership in Panuku
- Further development and clarification of what we will measure, its frequency, achievement against targets and ultimately the accountability for implementing identified improvements
- A framework for the management of contracts and agreements
- Safety in design process development and training
- Improved software support through the implementation of the reporting software, Risk Manager
- A focus on continual improvement and positive safety behaviours

The key emphasis of this strategy is the increased focus on continual improvement and engagement of our staff. It centres on 'staff engagement' through our communication forums and our governance structure. It involves our operational project and safety groups testing and reviewing safety initiatives, and commitment to targeted training and feedback. The strategy recognises that leadership and positive safety behaviours are inherent in a shift in safety culture.

By maintaining and increasing active staff engagement, our safety changes will be positively supported and endorsed. The implementation of our health and safety program, and making ongoing personal commitments, will ensure the safety of our workplaces. It will ensure the development of a uniquely 'Panuku' safety culture.

2. Planning context

Panuku is a diverse business, with increasing performance expectations from our stakeholders, demanding a mature approach to health and safety management. Panuku is committed to implementing high standards of health and safety practices throughout our business in all working environments.

Key to the continual improvement of health and safety is maintaining a consistent approach with Auckland Council. This consistency of approach is expressed through an overarching vision, health and safety policy, incident reporting systems, and procurement process utilising both strategy and policy to anchor our approach.

Our approach considers our relatively recent business formation, the enactment of the Health and Safety at Work Act (2015), the previous year's performance (2017/18), Auckland Council's health and safety structure, and a desire to ensure our people are fully engaged in health and safety through the Panuku behaviours – Enable, Inspire, Achieve, and Involve.

Our Health and Safety approach is driven through the Panuku Health and Safety policy endorsed by our Executive Leadership Team (ELT), highlighting our commitment to providing safe workplaces through:

- Aligning our approach, consistently, with the whole Auckland Council Family
- Supporting and challenging our culture, behaviours and attitudes toward health and safety at work
- Developing an organisational strategy that ensures the allocation of accountability for the implementation and ownership of our business plans, systems and team health and safety environments to those best placed to deliver upon them
- Driving safety maturity through the delivery of continual improvement initiatives
- Demonstrating a systematic and considered approach to managing the risks encountered through our work, through the effective use of our reporting system, Risk Manager
- Engaging and communicating with staff to ensure that the most effective processes are identified and implemented, consistently
- Monitoring and reporting, openly and honestly on our safety performance objectives and goals
- Understanding what our roles, responsibilities, duties and obligations are to staff and others to whom we have safety obligations
- Demonstrating behaviours appropriate with our roles, responsibilities, duties and obligations to each other
- Actively seeking out and obtaining the information, knowledge and skills required of us to be effective in keeping people safe.

3. Background

It is important to reflect on how Panuku has evolved since its formation.

In 2016, the components which made up a Panuku health and safety management system included legacy health and safety manuals, policies and references. The most established systems had been created independently by Waterfront Auckland and Auckland Council Property Limited, with the latter based upon the previous Auckland Council Health and Safety Manual.

At that time, the organisation created the supporting role of Health and Safety Manager based on the significant business health and safety risk exposure. Panuku management recognised that the business fell short of its legislative compliance obligations under the Health and Safety in Employment Act 1992 and would need to transition to meet the challenges and expectations of a PCBU (Person Conducting a Business or Undertaking) under the new Health and Safety at Work Act (2015).

Panuku is underway on a journey to incrementally improve its health and safety culture and safety behaviours, starting with determining a health and safety management structure, refining policies and processes which form the foundations of a health and safety management system.

Last year (2017/18) Panuku developed its first annual health and safety plan. That plan involved implementing the following Health and Safety Improvements:

- Implementation of Asbestos Management Plans to meet the expectations of the Health and Safety at Work (Asbestos) regulations
- Implementation of a framework to manage Safety in Design within our Design and Place Directorate
- An internal review by independent auditors EY to consider our health and safety programme and suggested improvements for our Health and Safety Strategic Plan 2017-2020;
- Training and development of staff against key health and safety training needs, tracked within our reporting software, Risk Manager
- Critical task risk reviews scheduled and implemented quarterly with audits completed online in 'Risk Manager'
- Development of Health and Safety risk registers for our Directorates
- Monitoring and continual improvement of health and safety captured and exercised through our ELT leadership
- Leadership in health and safety, through the empowerment and continual engagement of our Health and Safety representatives
- Improvements in 'Risk Manager', to incorporate safety plans, asbestos management surveys, and critical task risk audits for our portfolio team
- Establishment of a clear health and safety and safety plan
- Setting and tracking health and safety performance monthly through our reporting tool, 'Leaderkit'

- Implementation of Marina safety improvements including Standard Operating Procedures, Health & Safety Manual, and Contract Management Health and Safety
- Implementation of quarterly critical risk activity monitoring for Quarries, Landfills, and Forestry operations
- Implementation of a contract management framework with our Development Directorate to ensure a single approach for all aspects of contract and agreement health and safety management
- Establishment of a Panuku Safety in Design framework within our design team

4. Health and safety management structure

As a Council Controlled Organisation (CCO), Panuku has developed and manages its own specific health and safety standards and processes, whilst maintaining alignment with Auckland Council's overarching safety structure.

Health and safety governance and leadership flow from the Board through the Panuku executive / ELT. However, ultimate accountability for the management of health and safety at Panuku rests with the Chief Executive supported by his staff, reporting through to the Panuku Board members.

The organisation's senior Health and Safety governance body is the Panuku Audit and Risk Committee which supports both the ELT and the Panuku Board. The Committee meets on average bi-monthly to review Panuku health and safety planning, apply due diligence to the organisation's health and safety tracking, and test the level of resourcing required to mitigate health and safety risk.

Through the ELT, each Directorate forms their annual business plan objectives, incorporating health and safety, and reports regularly to the Panuku Board. These plans drive health and safety ownership and accountability by Directorate.

Each Directorate has trained health and safety representatives who form the Panuku health and safety committee, our internal forum, actively supporting both operational and strategic health and safety outcomes. The committee operates in an environment where the members consult, cooperate, and coordinate with a common approach to health and safety.

The role of the Health and Safety Manager is to guide the organisation's development of health and safety systems, practices and standards, and drive accountability and ownership of health and safety through those people with direct control. This functional role operates across all aspects of the businesses health and safety risk, supporting governance, strategy and operational outcomes. The role works in close partnership with the teams in the business, with a strong focus on supporting and training teams to competently carry out their health and safety accountabilities.

Integral to the improvements gained within the Panuku health and safety performance, are the many personnel working consistently and taking ownership of health and safety, driving a singular safety culture.

5. Vision and approach to change

Vision and focus

As we strive to improve health and safety performance within Panuku, we consider our overarching **vision** for Panuku “**Shaping spaces for Aucklanders to love**”. The vision feeds into our four organisational behaviours - inspire, involve, enable, achieve – and links closely with our health and safety policy of ‘**Keeping Our People Safer, every day**’.

Our health and safety strategy aims to **eliminate the potential for fatalities and permanent disabilities, and systematically reduce all other injuries**.

Our strategy goes beyond this objective to continually improve and foster a strong safety culture within Panuku, embedding good health and safety practice as a demonstration of the behaviours and a part of “the way we do things around here”.

Health and Safety Maturity Model

The Panuku Health and Safety Strategy 2017-2020 signals a step change in our approach to health and safety. Shifting our safety culture from compliance to integrated risk management.

This shift in our approach to a health and safety culture is depicted using a health and safety maturity model (as shown in **Appendix A**). It assesses the status of health and safety practices (health and safety creation, people engagement and health and safety leadership) across the organisation and in different parts of the organisation.

The health and safety maturity model includes reference to the following and facilitates the planning of activities and improvements to its health and safety culture and management system:

- Visible leadership commitment
- Safety management systems
- Responsibilities and accountability
- Capability and training
- Communication and employee involvement
- Performance management and recognition
- Risk identification, assessment and management
- Management of change, planning and work delivery
- Management of contractors
- Health and safety specific process: learning from incidents, emergency preparedness; and
- Audit and review

All of these aspects are referenced in our strategy and our intended shift in culture.

Health and Safety Goals

We have developed the following seven health and safety goals to ensure achievement of our Health and Safety policy and focus:

- **Goal 1:** Visible health and safety leadership
- **Goal 2:** Planning and implementation of health and safety systems
- **Goal 3:** Competent and engaged people
- **Goal 4:** Contract and project risk management
- **Goal 5:** Continual improvement through monitoring and review
- **Goal 6:** Advancing our safety behaviours
- **Goal 7:** Investing in the success of people through health and wellness

These goals are set out in further detail in Section 6 below, along with the strategic objectives and actions to achieve them over the three-year period of this strategy.

6. Goals, Objectives and Actions

Goal 1: Visible health and safety leadership

To increase the level of leadership through the provision of clear direction to the business, visibility, and defined accountability.

We will have people who have a good understanding of health and safety, both in their role and across Panuku. They will contribute to our health and safety direction, holding themselves and others accountable to our safety behaviours, competently use our health and safety management systems in a way that they add value to how we deliver projects, and ensure our health and safety practices are integrated in 'how we work'.

Key objectives and actions

To achieve the above goal, we have set a number of objectives, supported by a range of actions over the three-year period of the strategy.

Objectives	Key actions		
	2017/18	2018/19	2019/20
1a. ELT and Board consider H&S as part of their everyday activities	<ul style="list-style-type: none"> ▪ Approval sought from ELT, and Health and Safety Committee for the implementation of a Panuku Health and Safety Strategy 2017-2020. 	<ul style="list-style-type: none"> ▪ Senior managers providing safety updates to Directorate team meetings ▪ ELT members attending and contributing to the Panuku Health and Safety Committee (on a rotational basis) 	<ul style="list-style-type: none"> ▪ Visible senior management commitments and ownership to lead the changes required to support a sustainable health and safety improvement and supporting culture.
1b. People leaders utilise easily accessible H&S systems that facilitate the achievement of objectives	<ul style="list-style-type: none"> ▪ Training and support in the use of Risk Manager for the close out of incidents, hazards, and corrective actions to People Leaders 	<ul style="list-style-type: none"> ▪ Provide health and safety reporting using the reporting tool Risk Manager, allowing our Managers to self-manage ▪ Track the close-out of safety corrective actions through the reporting system Risk Manager ▪ Promote Risk Manager access through staff involvement, communications and training 	<ul style="list-style-type: none"> ▪ Continue to provide health and safety reporting using the reporting tool Risk Manager

Objectives	Key actions		
	2017/18	2018/19	2019/20
1c. All leaders are actively contributing to the delivery of this H&S Plan	<ul style="list-style-type: none"> Monthly trending updates tracking performance reported to ELT, Health and Safety Committee and the Panuku Board 	<ul style="list-style-type: none"> Leaders committed to plan ownership Leaders actively reporting and commenting on H&S performance, leading the implementation of the Panuku Health and Safety Annual Plan 2018/2019 	<ul style="list-style-type: none"> Ensure that our people leaders actively participate in our change initiatives and their performance is monitored against their respective responsibilities Review and update training
1d. Board reporting assurance	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Review Board reporting requirements and due diligence against the Institute of Directors guidance 	<ul style="list-style-type: none"> Review and assess reporting assurance

Goal 2: Planning and implementation of health and safety framework

To support the implementation of an organisational health and safety reporting system, Risk Manager, and quality management system that raises the profile and usability of Panuku health and safety management systems.

We will have a fully integrated, online Risk Manager system that incorporates data capture and tracking, reporting and analysis, benchmarking, training and development, and organisational risk management. All our H&S guidelines, standards and processes will be managed via a centralised, document control system that is accessible and regularly used.

Key objectives and actions

To achieve the above goal, we have set a number of objectives, supported by a range of actions over the three-year period of the strategy.

Objectives	Key actions		
	2017/18	2018/19	2019/20
2a. Establish and communicate a risk assessment and reporting framework	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Determine and communicate a hierarchy of risk registers and how these registers interlink, working with the Risk Manager 	<ul style="list-style-type: none"> Merge general risk as a single outcome and complete training
2b. Integrate and centralise health and safety process into a	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Review and migrate Panuku health and safety policy and standards into an 	<ul style="list-style-type: none"> Undertake a review of our good practice guidelines and tools that will improve

Objectives	Key actions		
	2017/18	2018/19	2019/20
Panuku-wide document control system		agreed system of document control and folder taxonomy.	hazard and risk control, prioritising high consequence / high probability and high consequence / low probability risks which align to the Auckland Council Health and Safety Management Framework
2c. Increase visibility of safety issues and track performance	<ul style="list-style-type: none"> ▪ Implement asbestos management surveys, safety plans, and property site risks for the portfolio directorate within the software Risk Manager 	<ul style="list-style-type: none"> ▪ Provide incident reporting and trending through the software, Risk Manager ▪ Undertake a review of our good practice guidelines and tools that will improve hazard and risk control, prioritising high consequence / high probability and high consequence / low probability risks which align to the Auckland Council Health and Safety Management Framework ▪ Implement Phase 2 changes to 'Contractor Management Module' for the H & S reporting software, Risk Manager, including a training and communications plan. 	<ul style="list-style-type: none"> ▪ Implement a training and communications plan for future phased implementation of the software Risk Manager ▪ Improve our work planning processes to enable effective risk management associated with work activities, projects and maintenance and services delivery ▪ Continue to develop the health and safety software, Risk Manager, to fully utilise its functionality for increased viability of risk and risk management ▪ Explore other technology as tools to provide intuitive easy access to information, guides and reporting
2d. Ensure privacy of information	<ul style="list-style-type: none"> ▪ n/a 	<ul style="list-style-type: none"> ▪ Review privacy settings in Risk Manager software 	<ul style="list-style-type: none"> ▪ Implement revised privacy settings in Risk Manager
2e. Align Panuku with the Auckland Council Safety Management Framework, while still maintaining local conditions	<ul style="list-style-type: none"> ▪ Review Auckland Council Safety Management Framework 	<ul style="list-style-type: none"> ▪ Determine policy and process which aligns to Council ▪ Establish hierarchy of policy and process ▪ Advance our health and safety networking across the Council family and non-supply chain stakeholders 	<ul style="list-style-type: none"> ▪ Maintain existing networks with H&S representatives across Council ▪ Promote the active engagement of staff in major accident/ incident investigations and reviews

Goal 3: Competent and engaged people

To train, support and engage our people, and ensure safety behaviours are based on role-specific needs.

We will have people who are competent to assess the H&S risks associated with their role, actively control those risks and work in a safe way. Our H&S training and development focus, approach, and systems will be accessible to our people, promoted as part of their development, and best utilise technology.

Our people will act and manage safely through training, awareness, and resources which align to roles and responsibilities – prompted by job segmentation and training needs analysis. Our training and development will be supported through an automated system, accessible to our people, logging and tracking, recording and reviewing health and safety training and competencies.

Key objectives and actions

To achieve the above goal, we have set a number of objectives, supported by a range of actions over the three-year period of the strategy.

Objectives	Key actions		
	2017/18	2018/19	2019/20
3a. Fully develop health and safety specifications and role specific training needs.	<ul style="list-style-type: none"> Complete training needs analysis based on health and safety requirements of the role or function 	<ul style="list-style-type: none"> Review job specifications where health and safety risk management is a key component Create training and make available Programme role specific health and safety training needs 	<ul style="list-style-type: none"> Ensure H&S objectives are set annually by people leaders for all staff
3b. Continually improve new starter inductions	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Work with our people and capabilities team to support the implementation of an induction programme which reflects role specific health and safety risk, staff well-being and positive safety behaviours. 	<ul style="list-style-type: none"> Review and improve inductions and retention of health and safety for new starters
3c. Managers able to track and report on people not completing training	<ul style="list-style-type: none"> Utilise the safety software, Risk Manager, to enter all existing training completed and track/flag staff training based on the training needs analysis. 	<ul style="list-style-type: none"> Program role specific health and safety training needs – tracking within the reporting tool, Risk Manager 	<ul style="list-style-type: none"> Monitor Risk Manager reporting to ensure the system flags training by individual and sends a reminder to affected staff with the same to their people leader Develop a programme of continual

Objectives	Key actions		
	2017/18	2018/19	2019/20
			improvement in health and safety awareness based on excellence in H&S.
3d. ELT and our Board are confident and competent in understanding health and safety	▪ n/a	▪ Programme Board and ELT H&S training to reflect any changes in legislation and maintain currency in H&S	▪ Review legislation changes and update ELT and Board accordingly
3e. Manager Safety leadership implemented	▪ n/a	▪ People leaders complete “managing safely training”	▪ Maintain and review existing training
3f. Ensure health and safety is well resourced	▪ n/a	▪ Annual review of health and safety resourcing	▪ Annual review of health and safety resourcing

Goal 4: Contract and project risk management

To entrench a systematic risk management approach for the management of contracts and agreements and safety in design through all stages of project management.

We will have a single approach to effectively managing H&S risk across all contracts for work and projects.

This approach will consider the degree of influence and control we hold and our overlapping duties in health and safety. This approach will be well understood by our staff and those who contract with us. Our staff will be measured against our approach, and our approach will operate with ‘gateways’ to ensure both ownership and accountability assurance is achieved.

Key objectives and actions

To achieve the above goal, we have set a number of objectives, supported by a range of actions over the three-year period of the strategy.

Objectives	Key actions		
	2017/18	2018/19	2019/20
4a. Work with the Portfolio and Design and Place making Directorates to ensure all affected staff are	▪ Develop and track an implementation plan for the CMF including employee engagement through	▪ Implement the Panuku CMF within both the Portfolio and Design and Place making	▪ Review and monitoring of Panuku CMF

Objectives	Key actions		
	2017/18	2018/19	2019/20
competent in the Contract Management Framework (CMF)	training and communications <ul style="list-style-type: none"> ▪ Develop and implement the SiD work plan through the engagement and agreement with the Place and Design team 	Directorates including training, support, and post-implementation monitoring	
4b. Integrate the CMF and Safety in Design (SiD) framework into Project Management Framework (PMF) ensuring consistency in application and practice	<ul style="list-style-type: none"> ▪ n/a 	<ul style="list-style-type: none"> ▪ Define 'gateways' for all health and safety risk review within the PMF with supporting guidance and templates ▪ Integrate SiD and the CMF within the Panuku PMF to ensure critical risk is captured and communicated through a single source of truth (PMF) ▪ Involve staff through communications and training 	<ul style="list-style-type: none"> ▪ Undertake an independent review of the health and safety changes within the PMF to measure conformance to the framework, availability of guidance, training, and compliance by our professional service providers, incorporating recommended improvements.

Goal 5: Continual improvement through monitoring and review

To maintain the Panuku critical risk activities audit program and develop and implement a rigorous organisation-wide audit program that provides confidence at all levels that the standards of Panuku being met.

We will have an established health and safety programme which supports the delivery of projects, routinely tracks our performance both at a governance and operational level, providing us with a means to moderate and adapt our approach to continually improve the health, safety and wellbeing of our people, contractors, and others influenced by our work.

Key objectives and actions

To achieve the above goal, we have set a number of objectives, supported by a range of actions over the three-year period of the strategy.

Objectives	Key actions		
	2017/18	2018/19	2019/20
5a. Establish an audit schedule for critical risk activities, and internal audit programme for health and safety management programme improvement	<ul style="list-style-type: none"> Implement schedule for critical risk in quarries, landfills, and forestry operations. 	<ul style="list-style-type: none"> Maintain existing critical risk activities audit schedule and delivery for quarries, landfills, and forestry operations Review Panuku critical risk and communicate 	<ul style="list-style-type: none"> Review schedule for critical risk in quarries, landfills, and forestry operations.
5b. Improve monitoring and inspection by enhanced directorate capability and utilisation of Risk Manager tool	<ul style="list-style-type: none"> Enter all critical risk audits into the reporting software, Risk Manager with corrective actions assigned and tracked internally. 	<ul style="list-style-type: none"> Ensure critical risk activity audits are entered within the reporting tool, Risk Manager, generating corrective action reporting assigned to Panuku staff Develop a suite of health and safety performance measures that can be used to monitor progress toward the step-change required to achieve our health and safety strategy 	<ul style="list-style-type: none"> Improve the use of available health and safety information and data to inform decision making
5c. Undertake scheduled internal reviews to gauge health and safety maturity and implement recommendation through the business planning structure	<ul style="list-style-type: none"> Complete an internal audit through EY as directed by the Audit and Risk Committee Complete an independent review of health and safety against contracts and agreements. 	<ul style="list-style-type: none"> Incorporate EY review findings into our planning programme for years 2018/19 and 2019/20 	<ul style="list-style-type: none"> Commission an internal health and safety review to consider the implementation of our Health and Safety Strategy, including health and safety management systems and behavioural improvements

Objectives	Key actions		
	2017/18	2018/19	2019/20
5d. Align our personal development plans to reflect the ownership and accountability around H&S goals	<ul style="list-style-type: none"> ▪ n/a 	<ul style="list-style-type: none"> ▪ Establish health and safety objectives for key roles delivering health and safety outcomes. ▪ Develop a suite of health and safety performance measures that can be used to monitor progress toward the step-change required to achieve our health and safety strategy ▪ Improve the use of available health and safety information and data to inform decision making ▪ Implement KPIs within the reporting tool Leaderkit, and track month on month performance 	<ul style="list-style-type: none"> ▪ Review and monitoring of KPIs
5e. Enhance asset management to incorporate health and safety initiatives	<ul style="list-style-type: none"> ▪ n/a 	<ul style="list-style-type: none"> ▪ Track the implementation of asbestos management improvements, and ensure the Portfolio team set a programme to capture seismic reviews and public safety initiatives 	<ul style="list-style-type: none"> ▪ Enhance asset management and performance through asbestos management, seismic reviews and public safety initiatives
5f. Marina safety improvements implemented incorporate risk assessment, safe operating procedures, marina health and safety manual, and contract management, health and safety	<ul style="list-style-type: none"> ▪ Marina Safety Improvements implemented including H&S Risk Review, H&S Manual, Safe Operating Procedures, Dynamic Risk Assessments, and Contract Management 	<ul style="list-style-type: none"> ▪ Review our Marina safety improvements which were implemented in 2017/18. ▪ Incorporate recommendations in our planning for 2019/20. 	<ul style="list-style-type: none"> ▪ Include marina safety improvements from previous year's review

Goal 6: Advancing our safety behaviours

To develop an identifiable Panuku safety culture based on the characteristics of risk awareness, reporting and learning.

We will take the Panuku core behaviours (inspire, enable, involve and achieve) and determine what each of these means to our people to achieve excellence in a Panuku health and safety culture. Our safety behaviours will be consulted on, agreed, communicated throughout Panuku and monitored and reported to managers and the H&S Committee, showing to all staff their value and the worth of our people.

We will have defined key deliverables which represent safety behaviours. These are able to be demonstrated, be reinforced by our staff, and advocated as key strengths.

These behaviours will be seen through our networking, lead communications, adherence to our systems and consistent use of our process, and promoted through feedback to staff. Our behaviours will be formally recognised through a reward and recognition structure.

Our behaviours will advance the Auckland Council Safety Charter outcomes yet be based on the management of risk unique to Panuku. We will have clearly defined H&S behaviours, where our behaviours are 'lived' and are a natural part of our 'day to day thinking' and culture is alive.

Key objectives and actions

To achieve the above goal, we have set a number of objectives, supported by a range of actions over the three-year period of the strategy.

Objectives	Key actions		
	2017/18	2018/19	2019/20
6a. Clearly defined H&S behaviours aligned to the four core organisational behaviours (enable, inspire, involve, achieve)	<ul style="list-style-type: none"> Draft the Panuku Health and Safety Plan 2018/19 in consultation with our people for approval by ELT considering our safety behaviours. 	<ul style="list-style-type: none"> Draft the Panuku Health and Safety Plan 2019/20 in consultation with our people for approval by ELT considering our safety behaviours. 	<ul style="list-style-type: none"> Draft the Panuku Health and Safety Plan 2020/21 in consultation with our people for approval by ELT considering our safety behaviours.
6b. Develop new and reinforce existing positive safety behaviours	<ul style="list-style-type: none"> Provide training and competencies to key personnel in how to undertake, and close-out, ICAM (Incident Causation Analysis Method) investigations. 	<ul style="list-style-type: none"> Establish health and safety behaviours Define health and safety accountabilities, for the inclusion in job descriptions (where applicable), and track performance through the reporting tool, Te Waka 	<ul style="list-style-type: none"> Develop a work behaviour-based safety cultural programme aligned to Auckland Council, consulting with our people on 'good practice' engagement
6c. Increase Health and Safety conversations	<ul style="list-style-type: none"> Increased involvement with all health and safety representatives across Panuku 	<ul style="list-style-type: none"> Increase Health and Safety conversations through increase visibility of process, use of systems, and inclusion in meeting 	<ul style="list-style-type: none"> Work with our People & Culture team to develop a process for conflict resolution and train our 'front facing' staff and people

Objectives	Key actions		
	2017/18	2018/19	2019/20
		agendas and key business deliverables ▪ Ensure health and safety committee drives objective outcomes in each Directorate	leaders in dealing with conflict and developing resilience.
6d. Implement annual Health and Safety communications planning including legal updates	▪ Develop an annual communications plan in consultation with the Panuku Comms Team and deliver the plan in 2017/18	▪ Develop an annual communications plan to align with the Health and Safety Plan objectives	▪ Develop an annual communications plan to align with the Health and Safety Plan objectives
6e. Maintain a progressive Health and Safety Committee	▪ Active involvement of H&S Committee members to drive business outcomes in each Directorate	▪ Define terms of reference for the H&S Committee and critique performance annually	▪ Review Committee progress to plan and succession development for members

Goal 7: Investing in the success of people through health and wellness

To enhance the health and wellbeing of our staff and engage with Auckland Council to develop and implement our Health and Wellbeing Directives

We will have a targeted health and wellness programme which will engage, motivate, and influence the productivity and success of our people, which will link directly to Panuku having happier staff and a positive workplace. We will strive to empower our people to achieve a work life balance for the betterment of Panuku and our people.

Key objective and actions

To achieve the above goal, we have set a number of objectives, supported by a range of actions and actions over the three-year period of the strategy.

Objectives	Key actions		
	2017/18	2018/19	2019/20
7a. Advance health and wellbeing planning and communications to meet Panuku staff needs including stress management and work life balance	▪ Appoint a health and wellbeing champion to work with Auckland Council in the planning and delivery of health and wellbeing initiatives across Council Controlled Organisations (CCOs). ▪ Establish a Panuku health and	▪ Maintain the 'Hub' health and wellbeing initiatives promoted through Auckland Council ▪ Develop a communications approach which incorporates the Health and Wellbeing Plan from Auckland Council including physical, mental,	▪ Incorporate 'Vitality Works' annual wellbeing survey recommendations into our annual health and wellbeing communications strategy ▪ Develop a health and safety recognition programme that will support our

Objectives	Key actions		
	2017/18	2018/19	2019/20
	wellbeing plan to consider any health and wellbeing needs specific to Panuku ▪ Review the drug and alcohol policy in relation to safety sensitive roles ▪	social, and work wellbeing ▪ Measure our health and wellbeing initiatives through the 'Vitality Works' wellbeing survey, incorporating any recommendations into our communications strategy.	step-change goals.
7b. Review of Panuku safety sensitive roles	▪ n/a	▪ Review of safety sensitive roles and alignment to the Maritime Transport Amendment Bill	n/a

7. Communication & Consultation Planning

Panuku recognises that to achieve effective communication in health and safety requires an increased level of focus, involvement and consultation across the organisation at all levels.

Key forms of health and safety consultation and communication will occur across various levels of this organisation.

Internal communications

This will be implemented through an annual communications plan in consultation with the Panuku Communications Team.

A list of our meeting forums, communications, and contractual engagements where health and safety will be a key output or minted agenda item may include:

H&S Executive – Engagement and Communications		
Panuku Board Health and Safety Reporting and consultation	ELT Health and Safety Reporting and exception reviews	ELT health and safety actions and key messages
CE Messages and health and safety Excellence Awards	Risk and Assurance Committee reviews and consultation	

Directorate, Project and Group H&S Forum		
Monthly H&S Committee reviews and consultation	Health and safety performance reporting and Project / Contract meetings / forums	Korero (internal news) – Key health and safety messaging Site Tool box talks
Directorate forums and meetings	Health and safety performance indicators by Directorate or Project	Health and safety Project Specific forums

General forms of Communication		
Industry updates	Safety project Communications	Auckland Council Intranet – Health and safety policy
Incident Notifications, Corrective Actions and Safety Alerts	Safety alerts	Training and Development program

Appendix A: Safety Maturity Model

Health and Safety Culture Index – HSI

		20%	40%	60%	80%	100%
Rate of Incidents	LOW	<p>Lack of:</p> <ul style="list-style-type: none"> Culture awareness Board awareness Leadership Communication Learning Incident reporting Management support Investigation & feedback Investment & resources <p>Behaviour:</p> <ul style="list-style-type: none"> Passive – not care Blame and control H&S issues ignored Denial 'She'll be right' <p>Management doesn't care – doesn't know</p>	<p>Lack of:</p> <ul style="list-style-type: none"> Culture awareness Board understanding Leadership <p>Activities:</p> <ul style="list-style-type: none"> Statistics collection Top-down edicts Legal compliance Talk v's role-model Overreact to incidents Minimum training 	<p>Lack of:</p> <ul style="list-style-type: none"> Culture understanding Board monitoring <p>Activities:</p> <ul style="list-style-type: none"> Compliance communication Audits & training H&S participation Tool box meetings Data collection 	<p>H&S Leadership:</p> <ul style="list-style-type: none"> Boards agree policy & resource H&S activities Management & employees engaged Open communication loop 	<p>MATURE CULTURE</p> <p>Safety Culture:</p> <ul style="list-style-type: none"> Presence on Board of H&S Director Health & Safety Index Management/workforce shares responsibility in partnership to identify and resolve risk Safety recognised as good for business Strategy for contiguous improvement Genuine ability to achieve zero harm
	HIGH	<p>ACCEPTANCE CULTURE</p>	<p>REACTIVE CULTURE</p> <p>Behaviour:</p> <ul style="list-style-type: none"> Blame & discipline Ad hoc interest Pre-inspection window dressing Withheld communication <p>Management knows but doesn't always care</p>	<p>COMPLIANCE CULTURE</p> <p>Behaviour:</p> <ul style="list-style-type: none"> Focus on numbers & targets not outcomes Blame and control Caring H&S environment Builds and implements processes & systems <p>Management cares but doesn't always know</p>	<p>PROACTIVE CULTURE</p> <p>Activities:</p> <ul style="list-style-type: none"> Walkabouts High level training Culture survey Peer evaluation and discussion Root cause analysis to understand 'why' <p>Behaviour:</p> <ul style="list-style-type: none"> Just culture Effective learning Safety priority over production - tension Staff involved but ruled by H&S management <p>Management cares and knows how to improve</p>	<p>MATURE CULTURE</p> <p>Behaviour:</p> <ul style="list-style-type: none"> Proud of organisation Up to date best practice Production & safety equally essential Innovative ideas Share knowledge <p>Management cares, knows, and helps improve</p>



¹ Concordia's Health and safety Culture Index / HEALTH AND SAFETY Culture Survey; <http://concordianz.com/page/safety-culture-new-zealand.aspx>



Indicative Panuku Safety Maturity (2016)



Targeted Safety Maturity (2020)



Appendix B

HEALTH AND SAFETY ANNUAL PLAN 2018/2019

Prepared by:	Blair McMichael
Prepared for:	Panuku Board
Date:	18 June 2018
Version:	3.0
Status:	<i>Final</i>

Document Control

Document Information

	Position
Document Name	Health and Safety Annual Plan 2018/2019
Document Author	Blair McMichael
Issue Date	18 June 2018
File Name	U:\CCO\Development Auckland\200 Risk Mgmt\Health Safety\Strategic Planning 2017-20\2018.06.18 Health and Safety Annual Plan 2018-19 FINAL

Document History

Version	Issue Date	Changes
1.0	31.05.18	
2.0	06.06.18	Incorporate amendments from review by Panuku staff
3.0	18.06.18	Amendments from Chief Operating Officer and H & S Committee

Document Review

Role	Name	Review Status
Chief Operating Officer	David Rankin	Approved

Document Sign-off

Role	Name	Sign-off Date
Chief Executive	Roger MacDonald	25 June 2018

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1. Introduction

Purpose of document

The Panuku Health and Safety Plan 2018-2019 (the plan) aligns to the Panuku Health and Safety Strategy 2017-2020. It sets out the specific objectives and actions for the 2018-2019 year which will contribute to the achievement of the goals and objectives set out in the three-year strategy.

Background

Panuku is a diverse business, with increasing performance expectations from our stakeholders, demanding a mature approach to health and safety management. As a Council Controlled Organisation (CCO), Panuku has developed and manages its own specific health and safety standards and processes, whilst maintaining alignment with Auckland Council's overarching safety structure.

Key to the continual improvement of health and safety is maintaining a consistent approach with Auckland Council. This consistency of approach is expressed through an overarching vision, health and safety policy, incident reporting systems, and procurement process utilising both strategy and policy to anchor our approach.

Our approach considers our relatively recent business formation, the enactment of the Health and Safety at Work Act (2015), the previous year's performance (2017/18), Auckland Council's health and safety structure, and a desire to ensure our people are fully engaged in health and safety through the Panuku behaviours – Enable, Inspire, Achieve, and Involve.

Our Health and Safety Approach is driven through the Panuku Health and Safety policy “**Keeping Our People Safer, every day**” endorsed by our ELT, highlighting our commitment to providing safe workplaces through:

- Aligning our approach, consistently, with the whole Auckland Council Family
- Supporting and challenging our culture, behaviours and attitudes toward health and safety at work
- Developing an Organisational Strategy that ensures the allocation of accountability for the implementation and ownership of our business plans, systems and team health and safety environments to those best placed to deliver upon them
- Driving safety maturity through the delivery of continual improvement initiatives
- Demonstrating a systematic and considered approach to managing the risks encountered through our work, through the effective use of our reporting system, Risk Manager
- Involving and communicating with staff to ensure that the most effective processes are identified and implemented, consistently
- Monitoring and reporting, openly and honestly on our safety performance objectives and goals
- Understanding what our roles, responsibilities, duties and obligations are, to staff and others to whom we have safety obligations

- Demonstrating behaviours appropriate with our roles, responsibilities, duties and obligations to each other
- Actively seeking out and obtaining the information, knowledge and skills required of us to be effective in keeping people safe.

Panuku Health and Safety Strategy 2017-2020

The Panuku Health and Safety Strategy 2017-2020 (the strategy) forms the basis of the annual planning and review process for health and safety (H&S). It sets goals and objectives and identifies actions to advance our health and safety culture.

The aim of the Health and Safety Strategy is to: **Eliminate the potential for fatalities and permanent disabilities, and systematically reduce all other injuries.**

The strategy reflects our desire to make ongoing improvements in the health and safety and wellbeing of our staff, contractors, visitors and customers. Health and safety isn't separate to our business. It's central to everything we do in delivering our excellent services and working safely for our stakeholders. We aim to transition our safety culture from a "reactive" culture to a "proactive" culture, driving continual improvement through our greatest asset, our people.

The strategy strives to build a consistent approach to health and safety, cementing our alignment with Auckland Council and its overarching vision and governance. It is tailored to achieve a stronger and uniquely "Panuku" safety culture by building on the existing health and safety leadership, improved governance, system improvements, training and development, engagement and communication. By maintaining and increasing active staff engagement, our safety changes will be positively supported and endorsed.

Planned outputs include:

- Defining responsibilities of staff that hold health and safety accountabilities
- Developing a health and safety training needs analysis to target staff who hold specific health and safety roles, have task specific training requirements, or who provide leadership in Panuku
- Further development and clarification of what we will measure, the frequency, achievement against targets and ultimately the accountability for implementing identified improvements
- Delivery of a framework for the management of contracts and agreements
- Safety in design process development and training
- Improved software support through the implementation of the reporting software, Risk Manager
- A focus on continual improvement and positive safety behaviours

The Health and Safety Strategy 2017-2020 sets out the following seven goals:

- **Goal 1:** Visible health and safety leadership
- **Goal 2:** Planning and implementation of health and safety systems
- **Goal 3:** Competent and engaged people
- **Goal 4:** Contract and project risk management
- **Goal 5:** Continual improvement through monitoring and review
- **Goal 6:** Advancing our safety behaviours
- **Goal 7:** Investing in the success of people through health and wellness

These are described in further detail in the remainder of the document, along with the key actions that will be undertaken in the 2018/19 year to ensure these goals are achieved in line with the Health and Safety Strategy 2017-2020.

2. Key objectives and actions for 2018/19

Goal 1: Visible health and safety leadership

To increase the level of leadership through the provision of clear direction to the business, visibility and defined accountability.

We will have people who have a good understanding of health and safety, both in their role and across Panuku. They will contribute to our health and safety direction, holding themselves and others accountable to our safety behaviours, competently use our health and safety management systems in a way that they add value to how we deliver projects, and ensure our health and safety practices are integrated in 'how we work'.

Key objectives and actions

To achieve the above goal, we have set a number of objectives, supported by a range of actions.

Objectives	2018/19 Actions
1a. ELT and Board consider H&S as part of their everyday activities	<ul style="list-style-type: none"> ▪ Senior managers providing safety updates to Directorate team meetings ▪ ELT members attending and contributing to the Panuku Health and Safety Committee (on a rotational basis)
1b. People leaders utilise easily accessible H&S systems that facilitate the achievement of objectives	<ul style="list-style-type: none"> ▪ Provide health and safety reporting using the reporting tool Risk Manager, allowing our managers to self-manage ▪ Track the close-out of safety corrective actions through the reporting system Risk Manager ▪ Promote Risk Manager access through staff involvement, communications and training
1c. All leaders are actively contributing to the delivery of this H&S Plan	<ul style="list-style-type: none"> ▪ Leaders committed to plan ownership ▪ Leaders actively reporting and commenting on H&S performance, leading the implementation of the Panuku Health and Safety Annual Plan 2018/2019
1d. Board reporting assurance	<ul style="list-style-type: none"> ▪ Review Board reporting requirements and due diligence against the Institute of Directors guidance

Panuku's level of success in meeting our health and safety objectives relies heavily on the practices of our people and functional managers (leaders). Excellent H&S leadership is about understanding, taking ownership and accepting responsibility for managing H&S risks. Importantly, good leadership maintains a focus on critical risks.

All layers of management are seen as critical to creating safer Panuku workplaces. Each of the health and safety objectives is dependent on management support, management integrating SMART safety goals within their teams; undertaking ongoing monitoring of these goals; and maintaining regular communication between the manager and their staff including through the Performance Development Plan process.

Key aspects of health and safety performance are dependent on continual communications from the ELT (Executive Leadership Team) Directors, and the Chief Executive, shaping our thinking and confirming that safety is a key driver within our operating model.

To ensure the Panuku Board is fully informed, Board reporting and due diligence will be reviewed regularly and tested with the Board, including maintaining Board knowledge in H&S.

Goal 2: Planning and implementation of health and safety framework

To support the implementation of an organisational health and safety reporting system, Risk Manager, and quality management system that raises the profile and usability of Panuku health and safety management systems.

We will have a fully integrated, online Risk Manager system that incorporates data capture and tracking, reporting and analysis, benchmarking, training and development, and organisational risk management. All our H&S guidelines, standards and processes will be managed via a centralised, document control system that is accessible and regularly used.

The development of our health and safety aims to support the integration of health and safety within our operating model and positively influence our safety culture.

Key objectives and actions

To achieve the above goal, we have set a number of objectives, supported by a range of actions.

Objectives	2018/19 Actions
2a. Establish and communicate a risk assessment and reporting framework	<ul style="list-style-type: none"> Determine and communicate a hierarchy of risk registers and how these registers interlink, working with the Risk Manager
2b. Integrate and centralise health and safety process into a Panuku-wide document control system	<ul style="list-style-type: none"> Review and migrate Panuku health and safety policy and standards into an agreed system of document control and folder taxonomy.
2c. Increase visibility of safety issues and track performance	<ul style="list-style-type: none"> Provide incident reporting and trending through the software, Risk Manager Undertake a review of our good practice guidelines and tools that will improve hazard and risk control, prioritising high consequence / high probability and high consequence / low probability risks which align to the Auckland Council Health and Safety Management Framework Implement Phase 2 changes to include the 'Contractor Management Module' for our H&S reporting software, Risk Manager, including a training and communications plan.
2d. Ensure privacy of information	<ul style="list-style-type: none"> Review privacy settings in Risk Manager software
2e. Align Panuku with the Auckland Council Safety Management Framework, while	<ul style="list-style-type: none"> Determine policy and process which aligns to Council Establish hierarchy of policy and process Advance our health and safety networking across the Council

Objectives	2018/19 Actions
still maintaining local conditions	family and non-supply chain stakeholders

Risk and opportunity

An overall risk assessment and reporting framework will be developed to clearly articulate how risk is assessed and this assessment documented. This will set out the hierarchy of risk registers and how these registers interlink (e.g. an organisation-wide critical risk register can then link into more detailed Directorate registers (with critical risks flagged at the top of each register), which will then flow down to more specific site-based registers). At a governance level, health and safety risk will be incorporated into wider risk registers.

System Support Tools

Panuku has mandated the use of the H&S reporting system, Risk Manager. Risk Manager will continue to evolve with the inclusion of the implementation of the 'Contractor Management Module' in 2018/19.

Risk Manager

Risk Manager provides functionality to support our business through intended modules including contractor management and risk management improvements. With training, our people leaders and senior management will be able to discuss their team and directorate health and safety performance and continually drive directorate improvements. This will include a review of privacy settings to ensure the integrity of personal information.

Document Management

Panuku will investigate a centralised document control system such as SharePoint. This will allow our people to access and track key health and safety processes and supporting templates. It will align to our Project Management Framework. These processes will have a process owner to ensure accountability, and track use and changes. It will essentially be our single source of truth for process and guidance in health and safety.

Relationship with Auckland Council

The nature of Panuku's work inevitably involves interaction with Auckland Council and a number of other organisations in the wider Council family. In addition, Panuku relies on Council for the implementation of a number of health and safety initiatives, including the roll-out of Risk Manager software and cross-Council Manager training. In more recent times, there has been an increase in collaboration between the Health and Safety Managers within the various organisations, including regular meetings to discuss common risks, resourcing and leveraging off insights and experiences. Panuku will establish a hierarchy of policy and process to demonstrate our links to Auckland Council. We will continue to advance our health and safety networking across the council family to leverage off knowledge and safety synergies.

Goal 3: Competent and engaged people

To train, support and engage our people, and ensure safety behaviours are based on role-specific needs.

We will have people who are competent to assess the H&S risks associated with their role, actively control those risks and work in a safe way. Our H&S training and development focus, approach, and systems will be accessible to our people, promoted as part of their development, and best utilise technology.

Our people will act and manage safely through training, awareness, and resources which align to roles and responsibilities – prompted by job description specifications, which define health and safety accountabilities, and training aligned to these job specifications. Our training and development will be supported through an automated system, accessible to our people, logging and tracking, recording and reviewing health and safety training and competencies.

Key objectives and actions

To achieve the above goal, we have set a number of objectives, supported by a range of actions.

Objectives	2018/19 Actions
3a. Fully develop health and safety specifications and role specific training needs.	<ul style="list-style-type: none"> ▪ Review and update job description specifications where health and safety risk management is a key component ▪ Create training and make available ▪ Programme role specific health and safety training needs
3b. Continually improve new starter inductions	<ul style="list-style-type: none"> ▪ Support the implementation of an induction programme which reflects role specific health and safety risk, staff well-being and positive safety behaviours.
3c. Managers able to track and report on people not completing training	<ul style="list-style-type: none"> ▪ Program role specific health and safety training needs – tracking within the reporting tool, Risk Manager
3d. ELT and our Board are confident and competent in understanding health and safety	<ul style="list-style-type: none"> ▪ Programme Board and ELT H&S training to reflect any changes in legislation and maintain currency in H&S
3e. Manager Safety leadership implemented	<ul style="list-style-type: none"> ▪ People leaders complete “managing safely training”
3f. Ensure health and safety is well resourced	<ul style="list-style-type: none"> ▪ Annual review of health and safety resourcing

This goal and its delivery are designed to support all levels of the organisation from compliance to best practice.

Panuku has been proactive in providing targeted and specific training and technology to its staff to respond to areas of particular need. Examples include the specific water, radio and first aid training provided to Marina employees, Situation Safety and Tactical Communications courses for property managers and other frontline staff, and equipping property managers with

ADT security application including emergency notifications and tracking tools for use when working off-site.

Panuku will continue to advance essential training by staff roles or function based on job specifications. Training will be tracked either through the health and safety tool, Risk Manager or an alternative tool from our People and Capabilities team.

Training system

Through the extension of existing health and safety training a needs analysis will be applied to support a shift in safety culture. Safety training will continue to be implemented and assigned training is now captured within the report software, Risk Manager.

The training system includes different 'pathways' for:

- Health and safety Representatives
- Project development and contract managers, designers
- New starters
- Senior management and People Leaders (Hautu) members

The courses and awareness captured include:

- On-boarding (New Starter H&S Inductions)
- Technical/Task specific competency – i.e., safe management of contracts and agreement, SiD
- Advanced Driver training
- ADT Security Application – Working Alone / Man down software and Panuku procedure
- Health and Safety Risk Awareness
- People Leader Training – Managing Safety
- Risk Manager Software Training
- Legal training and updates to ELT and our Board
- Contract Management Framework and Safety in Design

On-boarding – New Starter HEALTH AND SAFETY

All new employees to Panuku will undertake the updated 'onboarding' induction, together with an online H&S induction. The induction will vary depending on role and location and will be led by the new starters' Manager/people leader. This will include reference to the incident reporting process, Risk Manager, and an awareness in navigating our health and safety system.

Technical/Task Specific Competency – Risk Management

This element covers employees supporting or managing contracts or developments or working in high risk activities, required to demonstrate specific skills to work safely and to comply with legislative requirements. This training will be on a case by case basis, initially including all staff engaged in contracts and agreements, and those affected by the SiD process changes, as these are rolled-out.

H&S Representatives

This element includes external training designed to meet legislative requirements of an H&S Rep as stipulated by the Health and safety at Work Act. Additional training will include a

working knowledge of our health and safety system, Risk Manager, to enable each representative to act as the champion within their Directorate.

Leadership and management

To ensure all Panuku people managers understand Panuku health and safety management systems - including incident investigation close-out and the assignment of corrective actions (within Risk Manager), legislative compliance training, where applicable, and providing the 'managing safely' training course aligned to Auckland Council delivery.

Resourcing

Panuku will consider additional health and safety resourcing to ensure the health and safety objectives within our plan are adequately supported.

Goal 4: Contract and project risk management

To entrench a systematic risk management approach for the management of contracts and agreements and safety in design through all stages of project management.

We will have a single approach to effectively managing H&S risk across all contracts for work and projects.

This approach will consider the degree of influence and control we hold and our overlapping duties in health and safety. This approach will be well understood by our staff and those who contract with us. Our staff will be measured against our approach, and our approach will operate with 'gateways' to ensure both ownership and accountability assurance is achieved.

Key objectives and actions

To achieve the above goal, we have set a number of objectives, supported by a range of actions.

Objectives	2018/19 Actions
4a. Work with the Portfolio and Design and Place Directorates to ensure all affected staff are competent in the Contract Management Framework (CMF)	<ul style="list-style-type: none"> ▪ Implement the Panuku CMF within both Directorates including training, support, and post-implementation monitoring
4b. Integrate the CMF and Safety in Design (SiD) framework into Project Management Framework (PMF) ensuring consistency in application and practice	<ul style="list-style-type: none"> ▪ Define 'gateways' for all health and safety risk review within the PMF with supporting guidance and templates ▪ Integrate SiD and the CMF within the Panuku PMF to ensure critical risk is captured and communicated through a single source of truth (PMF) ▪ Involve staff through communications and training

Contract Management Framework and the Project Management Framework

Panuku will ensure the effective management of risks by extending its Contract Management Framework (CMF) across the business to ensure a single approach to managing H&S Risk in Contracts and Agreements.

The safe management for contracts and agreement framework will be implemented across all Directorates. This work will ensure the engagement of our staff supported by the development of training and communication plans to promote the consistent use of key health and safety risk management processes across all Directorates. The framework emphasises project H&S risk management activities, founded on the project management phases and will be embedded with our Project Management Framework with clear gateways documented and communicated.

The safe management of contracts and agreements framework provides a 'toolbox' with checklist by contract or agreement type and supporting templates and guidance. This supporting toolbox will be rolled-out across all Directorates during 2017/18 through training and communication initiatives.

Safety in Design

Safety in Design (SiD) for a workplace is a standard that integrates hazard identification and risk assessment methods early in the design process. In 2017/18 the SiD framework was implemented in our Design and Place Directorate. The standard considers how to mitigate the risks of injury or ill health to those who will construct, operate, maintain, decommission or demolish an asset. SiD considers the life cycle of the project in the early design stages to eliminate a hazard.

In 2018/19, SiD will be incorporated within the Panuku Project Management Framework for use across all Directorates. The SiD solution would become an integrated part of the project management framework.

Goal 5: Continual improvement through monitoring and review

To maintain the Panuku critical risk activities audit program and develop and implement a rigorous organisation-wide audit program that provides confidence at all levels that the standards of Panuku being met.

We will have an established health and safety programme which supports the delivery of projects, routinely tracks our performance both at a governance and operational level, providing us with a means to moderate and adapt our approach to continually improve the health, safety and wellbeing of our people, contractors, and others influenced by our work.

Key objectives and actions

To achieve the above goal, we have set a number of objectives, supported by a range of actions.

Objectives	2018/19 Actions
5a. Establish an audit schedule for critical risk	<ul style="list-style-type: none"> ▪ Maintain existing critical risk activities audit

Objectives	2018/19 Actions
activities, and internal audit programme for health and safety management programme improvement	schedule and delivery for quarries, landfills, and forestry operations <ul style="list-style-type: none"> ▪ Review Panuku critical risk and communicate
5b. Improve monitoring and inspection by enhanced directorate capability and utilisation of Risk Manager tool	<ul style="list-style-type: none"> ▪ Ensure critical risk activity audits are entered within the reporting tool, Risk Manager, generating corrective action reporting assigned to Panuku staff ▪ Develop a suite of health and safety performance measures that can be used to monitor progress toward the step-change required to achieve our health and safety strategy
5c. Undertake scheduled internal reviews to gauge health and safety maturity and implement recommendation through the business planning structure	<ul style="list-style-type: none"> ▪ Incorporate EY review findings into our planning programme for years 2018/19 and 2019/20
5d. Align our personal development plans to reflect the ownership and accountability around managing risk associated with staff roles	<ul style="list-style-type: none"> ▪ Establish health and safety objectives for key roles delivering health and safety outcomes. ▪ Develop a suite of health and safety performance measures that can be used to monitor progress toward the step-change required to achieve our health and safety strategy ▪ Improve the use of available health and safety information and data to inform decision making ▪ Implement KPIs within the reporting tool Leaderkit, and track month on month performance
5e. Enhance asset management to incorporate health and safety initiatives	Track the implementation of asbestos management improvements, and ensure the Portfolio team set a programme to capture seismic reviews and public safety initiatives
5f. Marina safety improvements implemented incorporate risk assessment, safe operating procedures, marina health and safety manual, and contract management, health and safety	<ul style="list-style-type: none"> ▪ Review our Marina safety improvements which were implemented in 2017/18. ▪ Incorporate recommendations in our planning for 2019/20.

Prioritisation of initiatives around critical risk

As part of its maturity journey, Panuku has developed a more targeted approach to prioritising its health and safety programme of work around critical risks, including the CMF, the Asbestos Management Plan, the SiD Guidance, and the Safety Improvement Programme in the Marinas area. These pieces of work provide a considered response to key health and safety issues faced by the majority of Panuku staff on a day-to-day basis and have the strongest prospect of making a tangible difference to the health and safety of Panuku workers and those affected by their work.

In 2018/2019 Panuku will review its approach to critical risk and will ensure, where reasonable practicable, that all critical risks are captured, risk mitigations established, and these risks reviewed.

Audits

Panuku will be conducting annual scheduled audits. A specific audit tool has been developed for critical risk activities and embedded in the Risk Manager reporting software. In addition, internal auditing across the Panuku safety management systems will be provided as a means of due diligence and an opportunity to drive continual improvement in health and safety.

The audit program will include:
Business Standard and Safety systems compliance audits
Audits of critical risk activities – quarterly
Targeted audits of project compliance and Portfolio Health and safety risk (by Asset)

The results of audits will be escalated and reported to the ELT, Panuku Board and the Audit and Risk Committee.

In 2017/18 an internal audit was completed through auditing company EY. Their recommendations have been incorporated into our health and safety deliverables for 2018/19.

Other monitoring will be tracked through Risk Manager reporting software.

Monitoring our performance group health and safety KPIs – Lead Indicators			
Goal	Source	Measure	Target
To have all Panuku managers & health & safety Reps trained against the reporting tool, Risk Manager.	Risk Manager	Number of reps and managers trained as a percentage	Compliant 100%
To have corrective actions closed out against assigned times	Risk Manager	Monthly close-out against assigned dates.	80%
Monitoring our performance group health and safety KPIs – Lag Indicators			
Eliminate the potential for fatalities and permanent disabilities and systematically	Risk Manager	Notifiable Events Lost Time Injury Frequency rate Average Lost Time	0 <1.6 <10

Marina Health and Safety Management

During 2017/18 a number of health and safety initiatives were implemented within our Marinas, including a complete health and safety risk register review, Marina's health and safety manual, safe operating procedures review and new inclusions, and dynamic risk

assessments. These were combined with training on the Panuku CMF for use in all marinas (Silo, Westhaven, and Viaduct).

In 2018/19 the implementation of the Marina Safety Plan improvements will be reviewed to ensure conformance by staff and continual improvement against our marina safety processes. All opportunities for improvement will be incorporated into an updated delivery programme in 2019/2020, with any urgent non-conformance resolved before this time.

Goal 6: Advancing our safety behaviours

To develop an identifiable Panuku safety culture based on the characteristics of risk awareness, reporting and learning.

Health and safety management systems alone will not significantly increase health and safety performance. The development of a real and recognisable safety culture is vital in taking an organisation to higher performance levels.

Our behaviours will advance the Auckland Council Safety Charter outcomes yet be based on the management of risk unique to Panuku. We will have clearly defined H&S behaviours, where our behaviours are 'lived' and are a natural part of our 'day to day thinking' and culture is alive.

Key objectives and actions

To achieve the above goal, we have set a number of objectives, supported by a range of actions.

Objectives	2018/19 Actions
6a. Clearly defined H&S behaviours aligned to the four core organisational behaviours (enable, inspire, involve, achieve)	<ul style="list-style-type: none"> Draft the Panuku Health and Safety Plan 2019/20 in consultation with our people for approval by ELT considering our safety behaviours.
6b. Develop new and reinforce existing positive safety behaviours	<ul style="list-style-type: none"> Establish health and safety behaviours Define health and safety accountabilities, for the inclusion in job descriptions (where applicable), and track performance through the reporting tool, Te Waka
6c. Increase Health and Safety conversations	<ul style="list-style-type: none"> Increase Health and Safety conversations through increase visibility of process, use of systems, and inclusion in meeting agendas and key business deliverables Ensure health and safety committee drives objective outcomes in each Directorate
6d. Implement annual Health and Safety communications planning including legal updates	<ul style="list-style-type: none"> Develop an annual communications plan to align with the Health and Safety Plan objectives
6e. Maintain a progressive Health and Safety Committee	<ul style="list-style-type: none"> Define terms of reference for the H&S Committee and critique performance

Objectives	2018/19 Actions
	annually

Our people are key to our success, driving change and progressing health and safety initiatives.

We will take the Panuku core behaviours (inspire, enable, involve and achieve) and determine what each of these means to our people to achieve excellence in a Panuku health and safety culture. Our safety behaviours will be consulted on, agreed, communicated throughout Panuku and monitored and reported to managers and the H&S Committee, showing to all staff their value and the worth of our people.

We will have defined key deliverables which represent safety behaviours. These are able to be demonstrated, be reinforced by our staff, and advocated as key strengths. These behaviours will be seen through our networking, lead communications, adherence to our systems and consistent use of our process, and promoted through feedback to staff.

Health and Safety Committee

Panuku has an active Health and Safety Committee comprised of 13 Health and Safety representatives from across the organisation. The Committee is integral in the continual development of organisation-wide health and safety improvement.

All Health and Safety representatives attend the appropriate training. Our health and safety representatives are passionate about building a Panuku-wide culture of health and safety, actively promoting positive safety behaviours and lead the objectives within our Health and Safety plan. Each representative leads their directorate based on their specialist work background, experience and training, supporting our managed approach to health and safety.

The committee meets every six weeks and discusses a wide range of health and safety matters from strategy to incident reporting. Committee meetings are attended by at least one ELT member at each meeting.

In 2018/2019 we will ensure our Health and Safety Committee continues to take a lead role in progressing our health and safety planned objectives and promoting our safety behaviours. We will ensure our members are well supported by their respective managers and well trained. Our health and safety team are integral to Panuku effecting the continued improvement and maturity of our health and safety.

Goal 7: Investing in the success of people through health and wellness

To enhance the health and wellbeing of our staff and engage with Auckland Council to develop and implement our Health and Wellbeing Directives

Our Health and Wellbeing goal is to ensure Panuku staff are empowered, and engaged, to achieve a meaningful work/life balance, by providing access to a suite of tools and support. Our goal shall seek to provide staff with greater resilience relating to personal confrontation, and to better manage stress.

We will have a targeted health and wellness programme which will engage, motivate, and influence the productivity and success of our people, which will link directly to Panuku having happier staff and a positive workplace. We will strive to empower our people to achieve a work life balance for the betterment of Panuku and our people. Our approach shall be subject to the approval of our ELT.

Key objective and actions

To achieve the above goal, we have set a number of objectives, supported by a range of actions.

Objectives	2018/19 Actions
7a. Advance health and wellbeing planning and communications to meet Panuku staff needs including stress management and work life balance	<ul style="list-style-type: none"> ▪ Maintain the 'Hub' health and wellbeing initiatives promoted through Auckland Council ▪ Develop a communications approach which incorporates the Health and Wellbeing Plan from Auckland Council including physical, mental, social, and work wellbeing ▪ Measure our health and wellbeing initiatives through the 'Vitality Works' wellbeing survey, incorporating any recommendations into our communications strategy. ▪
7b. Review of Panuku safety sensitive roles	<ul style="list-style-type: none"> ▪ Review of safety sensitive roles and alignment to the Marina Transport Amendment Bill

The Health and Wellbeing Direction is supported by a Working Group representing the CE office, Corporate Affairs, Corporate Services, Health and Safety, People and Culture, Development, Design and Place, and Portfolio Directorates.

The working group and Panuku are represented on the Auckland Council Health and Wellbeing forum by Carolyn Snell, our wellness champion.

The group concluded that Panuku has adequate resources to support health and wellbeing through its alignment with the Auckland Council, and agreed to follow the Council health and wellbeing programme, incorporating the Auckland Council Health and Wellbeing Strategy 2018.

The group discussed a Board query regarding confirmation of Panuku's management of drug and alcohol (D&A) impairment within its health and wellbeing actions. As such, we will review our existing D&A policy and safety sensitive roles, initially in Marinas. This work will link to the Maritime Amendment Bill which considers the testing of D&A for safety sensitive roles.

To support our health and wellbeing direction, we will have a communications plan which supplements the Auckland Council programme delivery.

Our Health and Wellbeing Initiatives

Our initiatives are listed below and will be delivered with Auckland Council. These are further advanced with additional events from our Social Club and Health and Safety Strategy 2017-2020.

Each initiative relates to the four areas of wellbeing:

- **Physical wellbeing** – lead an active and healthy lifestyle
- **Work wellbeing** – have meaningful work and opportunity to personally develop
- **Social wellbeing** – be positively connected to people in work teams & outside work
- **Mental wellbeing** – have the ability to cope with the normal stresses of life and work. [Stress is an adverse reaction for some people to excessive pressure or other demands placed upon them e.g. workload, bullying, harassment, violence, financial or relationships].

Initiatives	Physical/Mental/ Social/Work Wellbeing	Description
Resilience for People Leaders	Work/Mental	This is a one-day course run through Council. This course helps you to learn techniques for supporting and leading your team at times of change or adversity.
Flu Vaccinations	Physical	Free flu vaccinations are available annually (usually beginning in April) and are provided by our wellbeing partner Vitality Works, bookings are made through the Re:NEW Hub.
Employee Assistance Programme (EAP)	Mental	EAP is a confidential service that encourages you to address issues that are affecting your work performance. The service offers a minimum of 6 sessions.
Re:NEW (The Hub)	All	Competitions, programs, expert advice and more. You are able to customise your Re: NEW hub to help you to achieve your goals, whether it is fitness, healthy eating or building great relationships.
Workstation Assessments	Physical	If setting up your workstation was not effective or if you have sustained an injury or illness that causes further pain and discomfort, a formal assessment can help. Habit at Work website.
Rehabilitation	Physical/work	To help people who work at the council recover from and manage illness or injury, our rehabilitation specialists offer support with: <ul style="list-style-type: none"> • ACC (Accident Compensation Corporation) work-related injury claims. • Developing 'return' or 'stay in work' plans with people and their people leaders. • You can request rehabilitation support or ask a question via Āwhina.
Employee Benefits	Physical, mental, social	Auckland Council benefits and discounts are available to all permanent or fixed-term employees, and many of them are health and wellbeing related. Read the full list of employee benefits and discounts
Staff support networks	Social/Work	Staff support networks provide an opportunity for people who share one or more aspects of their identity to communicate, network, meet and support each other.

Initiatives	Physical/Mental/ Social/Work Wellbeing	Description
Social Club events	Social/Work	Monthly drinks, Christmas function, Mid-year function
Social Club fundraisers		Various fundraising initiatives run throughout the year.
Standing desks	Physical	Various locations throughout the office.
Hearing Tests	Physical	These free hearing checks are run through Council - May 2018
Breathe Financial Seminars	Mental	Run through Council - June 2018
Movember		Fundraiser for prostate cancer. Nov 2018
Food Banks		Various initiatives throughout Dec 2018
Policies re Health and Wellbeing: - Flexible working - Work from home - Respect at work - Working alone - Drug and Alcohol	Work/mental	Provide access to Auckland Council and Panuku policies
Email management etc when on leave/connectivity/DFA handover	Work, mental	Initiative to be developed further.
Courageous Conversations	Work, mental	2 hours training sessions for all staff. May 2018
Situational Safety and Tactical communication training	Physical	1-day course provided by CERT. The training is aimed to provide staff with the tools to manage both verbal and physical violence Establishing local board meeting etiquette Coaching and mentoring of local board lead personal by senior managers Providing buddying for staff based on risk assessment
Mental Health resources/training – Open Minds programme	Mental	We will use the "Open Minds" programme (Mental Health Foundation NZ). This will equip managers with the confidence and skills to talk about mental health in their workplace.

Information Paper: Disposals Programme

Document Author(s)	Rachel Hume, Acting Team Leader Portfolio Review Marian Webb, Manager Portfolio Strategy
Reviewer(s)	David Rankin, Chief Operating Officer
Date	13 August 2018

1. Purpose

The purpose of this paper is to update the Board at a programme level on the current activities related to the portfolio review, the property clearance process and the development and disposals programme. This paper also confirms achievement against the 2017/18 'recommended for sale' and 'net unconditional sales' SOI targets, and reports on progress to date towards the 2018/19 targets.

2. Executive summary

In 2017/18, Panuku recommended the disposal of \$88 million of property to the council's Finance and Performance Committee against its \$60 million recommended for sale SOI target. Panuku also achieved net unconditional sales of \$231 million against its \$100 million SOI target.

For 2018/19, the council approved a recommended for sale target of \$30 million and a net unconditional sales target of \$24 million for general disposals as part of the Panuku SOI.

Work has commenced on the 2018/19 targets. To date, the Portfolio Strategy team has achieved \$4 million against the \$30 million recommended for sale SOI target. The Portfolio Strategy team is currently progressing an additional \$21 million of properties through the rationalisation process and is on track to meet the SOI target.

The Portfolio Strategy team continues to progress the optimisation concept with various local boards and the progression and investigation of a number of optimisation projects, including working in partnership with Auckland Transport to progress urban development opportunities of strategic transport service sites.

To date, the Development and Disposals teams have achieved net unconditional sales of \$23 million against the \$24 million net unconditional sales SOI target and are on track to exceed this target.

The council's 10-year Long-term Plan (LTP) sets out further asset sales targets for 2018/19 of \$138 million for sales within the Transform and Unlock reinvestment programme and \$15 million for Strategic Development Fund (SDF) sales. The Transform and Unlock \$138 million sales target is currently being revised to align with approved project business cases and to reflect the timing of specific sales that occurred at the end of the 2017/18 financial year rather than in 2018/19. Panuku is working through a process with the shareholder for this target to be updated.

There have been no sales this financial year to date within the Transform and Unlock reinvestment programme. The Development team is progressing work on the Transform and Unlock projects, with \$45 million of sales anticipated in 2018/19, which more closely aligns with approved project business cases.

No SDF sales have been completed this financial year to date. \$13 million of sales are forecast for 2018/19 to commence repayment of the SDF, which is essentially a revolving credit facility.

3. Discussion

Portfolio Review

In the 2017/18 financial year, Panuku recommended the disposal of \$88 million of property to the council's Finance and Performance Committee, exceeding its \$60 million recommended for sale SOI target by \$28 million.

For 2018/19, Panuku assessed and recommended to the council an SOI target of \$30 million to be recommended for sale. This target was approved by the council. To date, the Portfolio Strategy team has recommended for sale four properties at a total value of \$4 million, all of which were approved for sale by the Finance and Performance Committee. These properties include a site at 132 Green Lane East, Greenlane that has development potential for mixed use housing and urban renewal. The development and disposal of this site will be controlled to achieve strategic housing and urban renewal outcomes in line with Panuku SOI development objectives.

The Portfolio Strategy team is progressing an additional \$21 million of properties through the rationalisation process to meet the 2018/19 recommended for sale SOI target. This involves taking each property through a multi-stage consultation process with a range of stakeholders including the council group, local boards and iwi. The purpose of this process is to ascertain if each property is surplus to council requirements and may be disposed of.

[REDACTED]

Proposed council asset sales are receiving increased media attention this year, creating a more difficult climate in which to recommend properties for sale. Many of the less challenging properties have been recommended for sale in previous years. Other factors, such as greater decision-making powers delegated to local boards by the council as part of its Governance Framework Review, will also have an impact on the rationalisation process. This will be a challenging year to recommend properties for sale.

To increase the number of properties in the development and disposal pipeline, the Portfolio Strategy team continues to proactively and reactively review council owned properties to identify properties that are not required by the council and can be transferred to Panuku to be considered for development, disposal or optimisation. The Portfolio Strategy team is also actively working with Auckland Transport (AT) to progress the transfer of AT sites that are no longer required for transport infrastructure service use. It is anticipated these sites will be considered for transfer by the AT Board at its October meeting.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



Property Disposal Overview

In 2017/18, Panuku achieved net unconditional sales of \$231 million, exceeding its \$100 million SOI target by \$131 million. The sales achieved include \$93 million for two sites in the Transform Manukau project area; the divestment of the ground lease of 655 Great South Road and the proposed development of Barrowcliffe Place.

For 2018/19, Panuku assessed and recommended to the council an SOI target of \$24 million net unconditional sales for general disposals. This target was approved by the council. This target does not include sales within the Transform and Unlock reinvestment programme. To date, the Development and Disposals teams have achieved net unconditional sales of \$23 million against the general disposals target. This figure represents a single sale; the Donnelly Street property (also known as 120 Abbotts Way) in St Johns. The Development and Disposals teams are on track to exceed the net unconditional sales SOI target for general disposals.

The council's 10-year LTP sets out further asset sales targets for 2018/19 of \$138 million for sales within the Transform and Unlock reinvestment programme and \$15 million for Strategic Development Fund (SDF) sales. Although these targets are not specified in the Panuku SOI, progress on these targets will be reported as part of the quarterly Disposals Programme updates to provide the Board a full picture of Panuku's disposals programme.

The \$138 million Transform and Unlock sales number is currently being revised to align with approved project business cases and to reflect the timing of the \$93 million Transform Manukau sales that occurred at the end of the 2017/18 financial year but were included when setting the \$138 million figure for 2018/19. Panuku is working through a process with the shareholder for this target to be updated.

There have been no sales this financial year to date within the Transform and Unlock reinvestment programme. The Development team is progressing work on the Transform and Unlock projects, with \$45 million of sales anticipated in 2018/19, which more closely aligns with approved project business cases.

Property acquisitions of \$55 million have been made using the SDF since the fund's inception with an additional \$48 million of acquisitions forecast for 2018/19, bringing the cumulative total expended to \$103 million. No SDF sales have been completed this financial year to date. \$13 million of sales are forecast for 2018/19 to commence repayment of the fund. The programme anticipates \$15 million sales for the current year.

LGOIMA Status

Information contained in sections of this report that should be treated as confidential, as releasing it would prejudice the commercial position of Panuku or Auckland Council. In terms to Section 7 of the Local Government Official Information and Meetings Act 1987, Auckland Council Property Limited is entitled to withhold information where making available the information:

- i) would affect the commercial interest of a third party (s7(2)(b)(ii)); and
- ii) would be likely to prejudice or disadvantage the commercial position of council (s7(2)(h)).

Document Sign-off

Role	Name	Sign-off Date	Signature
Chief Operating Officer	David Rankin		
Chief Executive	Roger MacDonald		

Information Paper: Proposed Panuku Board Mana Whenua Action Plan

Document Author(s)	Toni Giacon
Reviewer(s)	Angelika Cutler
Date	15 August 2018

1. Purpose

To propose an initial Panuku Board Mana Whenua Action Plan to support understanding and capability among Panuku Board members in their ongoing engagement with Mana Whenua.

2. Background

In July we provided information on ways that the Board can improve the quality of its engagement with Mana Whenua, to create meaningful relationships based on mutual trust and respect and to demonstrate leadership in this space for Panuku. It is important to note that achievement of meaningful Māori Outcomes requires a multi-levelled approach and this action plan sits within a wider work stream of internal capability building.

3. Next Steps

Agree actions in Appendix 1

Appendix 1

Challenge	Desired outcome	Priority actions	How/who	When
Kōrero Māori (speak Māori)	Board members have confidence in using Te Reo (the Māori language)	5-10min mihi mihi practise at the beginning of monthly board meeting. Introduce key words useful in a board room setting at every meeting, building knowledge over a period of time. Start each board meeting off with a kariakia. Introduce bi-lingual headings into board reports Attend internal waitata sessions	Maori Responsiveness Team to arrange (MRT) MRT to arrange Paul Majurey MRT/CO MRT	Monthly Monthly Monthly Oct and then ongoing Weekly
Limited knowledge of tikanga	Board members know and understand how to conduct themselves in a Māori space Board members know and understand how to conduct themselves in a Māori space	One-off induction course that covers: basic tikanga – pōwhiri / tangihanga protocols and processes; Māori/Mana Whenua film and video content Host the twice-yearly Rangatira hui at local marae on a rotating venue	MRT MRT to arrange	TBC but suggest Q3 18/19 Twice yearly
Enhance Board – Rangatira relationships	Mutual trust between Board members and mana whenua Rangatira (leaders)	Board agrees at least one member attends every Panuku ceremony/ celebration with mana whenua	MRT to provide visibility of upcoming opportunities	As required
Build a relationship IMSB	Mutual understanding of the Panuku – IMSB relationship	Invite IMSB members to an informal facilitated discussion over lunch Agree channels and frequency of engagement Jointly host an event with Mana Whenua to launch Mana Whenua Outcomes Framework	MRT to develop MRT/ELT/Board	September TBC
Demonstrate leadership	Panuku's Board has a reputation for being a leader in mana whenua engagement	Film interviews with Board members and Rangatira for internal engagement Annual joint media release with Mana Whenua regarding Māori Outcomes achieved.	MRT to take a lead MRT/ELT/Board	TBC TBC
Walk in the Māori world	Board members understand how to conduct themselves in a Māori context	Visit and hear the history of an Auckland marae	Individual Board members – MRT to help facilitate	