

Board report

Public

Date

Wednesday,
28 April 2021

Venue

Percy Vos Shed
38 Hamer St



Board agenda

Where: Percy Vos Shed, 38 Hamer Street
When: Wednesday, 28 April 2021 | 10.00 am – 2.30 pm
Board members: Paul Majurey – Chair
 John Coop – Director
 David Kennedy – Director
 Richard Leggat – Director
Liaison councillor: Cr Efeso Collins

Local Government Official Information and Meetings Act 1987 (LGOIMA) statement

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

- *would be likely unreasonably to prejudice the commercial position of a third party s7(2)(b)(ii);*
- *to maintain the effective conduct of public affairs through the free and frank expression of opinions s7(2)(f)(i);*
- *would be likely to prejudice or disadvantage the commercial position of council s7(2)(h); and*
- *would be likely to prejudice or disadvantage negotiations s7(2)(i).*

1.	<p>Meeting open</p> <p>1.1 Public deputation</p> <p>1.2 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> <p>1.3 Apologies</p>
2.	Chief Executive's report
3.	Health and Safety
4.	<p>Decision papers</p> <p>4.1 Commercial opportunity</p> <p>4.2 Supports programme; 34 Moore Street, Howick - go-to-market</p> <p>4.3 Panuku Board representative</p> <p>4.4 Panuku Board charter</p> <p>4.5 Use of Eke Panuku</p> <p>4.6 Group Remuneration Policy</p>
5.	<p>Information papers</p> <p>5.1 Design approach update</p>
6.	<p>Governance matters</p> <p>6.1 Director interests</p> <p>6.2 Director meeting attendance</p> <p>6.3 Minutes of 24 March 2021 board meeting</p>

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.

Panuku Development Auckland (Panuku)

Panuku partners with the development sector, iwi and central government to facilitate redevelopment of selected areas across Auckland to promote quality-built environments and residential and commercial growth. Panuku will actively review the council group property portfolio for sites that are surplus to service requirements, require renewal or are underutilised and make land available for redevelopment. Panuku will continue to redevelop the city waterfront area and manage non-service properties on behalf of the Auckland Council Group. Panuku's subsidiary is Westhaven Marina Limited.

Our name

'Panuku' means 'to move forward' and that's exactly what we're helping Auckland to do.

Our vision

Shaping spaces for Aucklanders to love

Our mission

The mission of Panuku is to rejuvenate urban Auckland, from small projects that refresh a site or building, to major transformations of town centres or neighbourhoods. Panuku improves the uses of land and buildings that Auckland Council owns, attracts private investment and together we unlock their potential to create spaces Aucklanders love.

Our purpose

The purpose of Panuku Development Auckland (Panuku) is to contribute to the implementation of the Auckland Plan and encourage economic development by facilitating urban redevelopment that optimises and integrates good public transport outcomes, efficient and sustainable infrastructure and quality public services and amenities.

Panuku will manage council's non-service property portfolio and provide strategic advice on council's other property portfolios. It will recycle or redevelop sub-optimal or underutilised council assets and aim to achieve an overall balance of commercial and strategic outcomes.

What we do

Panuku Development Auckland helps to redevelop parts of our city, we're working to improve the quality of urban living across Auckland.

To do this it's important to understand the communities in which we work. We manage around \$2 billion of land and buildings that Auckland Council owns, which we continuously review to find smart ways to generate income for the region, grow the portfolio or release land or properties that can be better used by others.



Opening

Whakataka te hau ki te uru
Whakataka te hau ki te tonga
Kia mākinakina ki uta
Kia mātaratara ki tai
E hī ake ana te atakura He tio
He huka
He hau hū
Tīhei mauri ora!

*Cease o winds from the west
Cease o winds from the south
Bring calm breezes over the land
Bring calm breezes over the sea
And let the red-tipped dawn come
With a touch of frost
A sharpened air
And promise of a glorious day*

There were no apologies received at the time of publishing.

Information paper: Chief Executive's report

Document author: David Rankin, Chief Executive

April 2021

Whakarāpopototanga matua | Executive summary

1. This is a public report with confidential information redacted, indicated in **blue font**. Where redacted information exists, a reference to the section of the Local Government Official Information and Meetings Act 1987 (LGOIMA) has been cited in the publicly available version of the agenda.
2. The main topics for consideration at the April meeting are:
 - **s7(2)(b)(i) commercial (3rd party), s7(2)(h) commercial (council)**
 - quarterly performance reporting.
3. Issues that are top of mind or emerging include:
 - Growing awareness of, and the need for, a council group improved response to the on going cumulative impacts of both public and private sector work and Covid on the city centre. This was the focus of a recent group Chief Executives workshop. It is a work in progress.
 - The formal resumption of a process to prepare a comprehensive business case for light rail, now jointly a piece of work to be undertaken by the crown and council group. The outcome of this work will be significant for the council group whatever happens. It will have implications for Panuku's work.
 - As we reach the final stages of the Long-term Plan process, it is clear that across the group there are significant asset renewal and growth cost issues over the medium term which will need to be worked through. This includes the Panuku funding model.

s7(2)(i) negotiations

 - We are heavily involved in on going discussions with the Mayor and councillors around defining agreed transport outcomes in a market process ahead for the Downtown carpark site redevelopment.
4. Wins and learnings this month include:
 - Despite the high level of work pressure in the organisation, the E Tū, Hautū leadership development programme is progressing well with a lot of positive feedback by participants.
 - We are making good progress with the Auckland Transport leadership team in our combined aspiration to reset the scale, speed and ambition of our joint work

programme. Both organisations ELTs met together just prior to Easter. We now have sub teams involved in a “sprint” process. This is an AT business tool we are participating in which aims to enable rapid improvement to long standing business challenges.

- Attendance at, and being a speaker, at the official opening of the Ormiston town centre along with the Mayor, the chair of the local board, and Chief Executive of Todd Property Limited, highlighted what a great success this unlock location has been. While overall it has had a low profile, it is a programme that started with Auckland Council Property Limited in late 2010. It has involved commercial negotiations, master planning, and substantive progress on a significant mixed use development. Originally a 20ha site provided as a result of the vision and foresight of the legacy Manukau City Council. Panuku subsequently added an adjoining 9ha block to the original 20ha. This will enable significantly more housing.

It was evident even from the community response on the day how popular a local centre it is already becoming. The main missing component, apart from the on-going build out of houses, is the community library/space which is now programmed for the mid 2020's.

The development illustrates just how long these things take to happen physically, even with a substantive, well funded partner.

- Successful joint Panuku/Kāinga Ora presentation to the Local Board Chair's forum, with good quality interaction with the chair's on key issues.

s7(2)(i) negotiations

- Successful conclusion of AC36, not only from the perspective of ETNZ retaining the cup but also the culmination of a lot of work across the council group, including by Panuku, to provide the infrastructure for the event and a lot of other supporting activity. The Panuku project team did an excellent job throughout, often under great pressure.

Lessons learnt

- While the Waka Kotahi innovating streets programme is a positive one, it nevertheless provides us with another example of the complexities and impacts of a number of new projects being added at relatively short notice to our annual programme.
- We have been participating in council group lessons learnt exercise on AC36 to help inform a potential AC37 in Auckland.

Matapaki | Discussion

Statement of Expectation

5. The draft Statement of Expectations (SOE) for CCOs developed by the council is presented to the board for information. The SOE sets out the shared governance model and specifies how CCOs should conduct their relationships with the council/ shareholder,

the local boards/communities, stakeholders, and iwi, hapū, and other māori organisations. The SOE requires CCOs to act consistently with the statutory obligations of the council. The SOE also sets out other shareholder expectations in relation to community engagement and collaboration, acting as a group, the “no surprises” policy, māori responsiveness and ensuring value for money when delivering services.

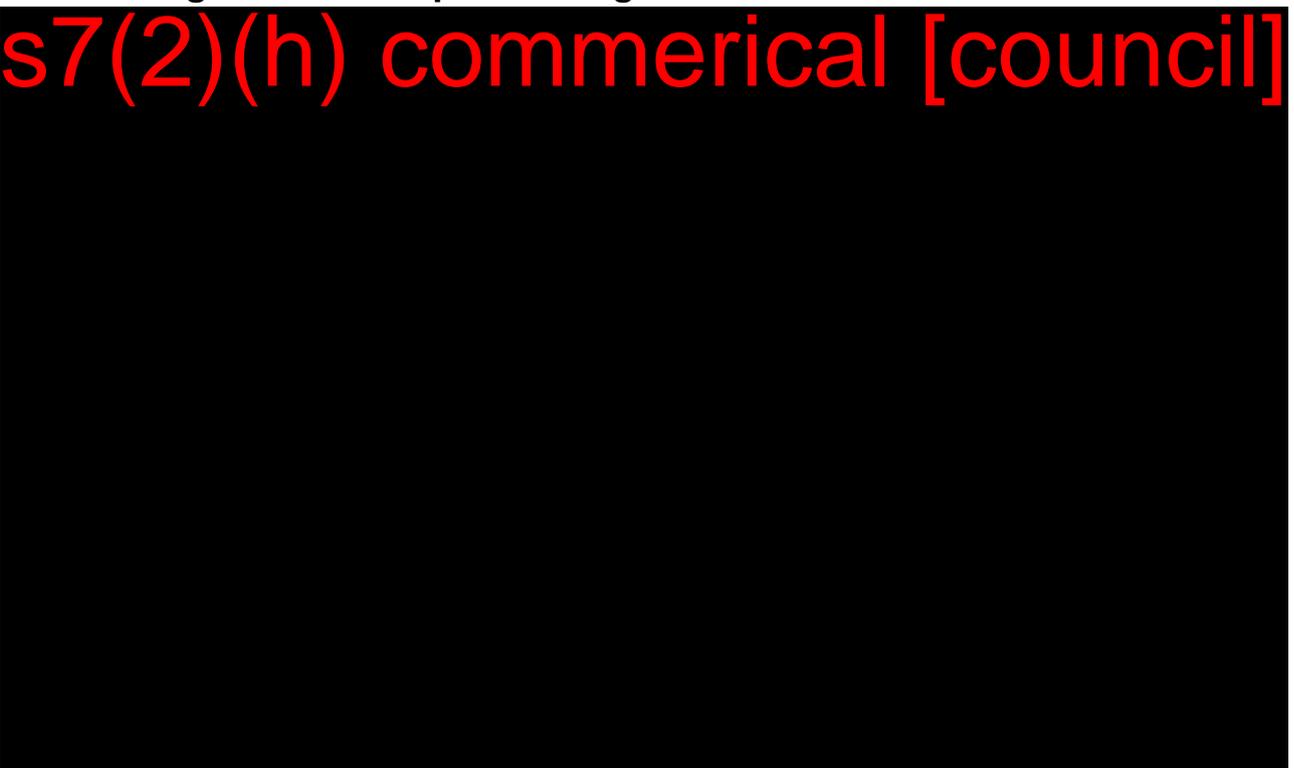
6. Overall there are no material changes and the expectations of CCOs as set out in the SOE are consistent with those contained in current accountability documents, such as the shareholder’s manual, SOIs and CCO Accountability Policy. The SOE brings together council’s expectations of CCOs into one document and has a stronger focus on collaboration. The use of this tool under the Local Government Act was recommended by the CCO Review last year.
7. Panuku management provided feedback on the draft SOE. The SOE is going through local board consultation and will be approved by the council in May. A final copy of the SOE will be provided to the Panuku Board for information after council approval.
8. A copy of the draft SOE is included as attachment A of this report.

Ports of Auckland health and safety review

9. Auckland Council commissioned an independent review of Ports of Auckland (POAL) by Construction Health and Safety New Zealand Trust (CHASNZ). The review assessed and commented on POAL's systemic management of its critical H&S risks for H&S, including hazard identification, H&S risk assessment, monitoring controls and resilience, and the H&S climate at POAL. The review commenced in October 2020 with a draft reporting date of February 2021.
10. A copy of the review report is included as attachment B of this report and includes a response from Ports of Auckland.

Human Rights Tribunal proceedings

s7(2)(h) commercial [council]



s7(2)(h) commercial [council]

City centre governance, engagement and communication

16. The council group chief executives recently discussed how we improve the overall governance and management of the city centre (defined as the triangle between the motorways). This includes:
- telling a simple, joined up story supporting the longer term vision, covering the why behind all the plans, projects and disruption
 - better cross group operational coordination across a large programme of work including work with CRLL and significant private sector projects
 - coordination of engagement with stakeholders and a well integrated communication strategy
 - how we improve the user customer experience including way finding and navigation through the changing city centre environment
 - celebrating success as works are completed and subsequent activations.
17. It was agreed that the City Centre Executive Steering Group will be the main vehicle to undertake this role. This group met regularly through 2020 with a focus primarily on downtown and large project delivery in the city centre. Barry Potter from council will be the chair. Fiona Knox and Ian Wheeler will represent Panuku.

Queen Street awning works

18. In mid-March, the Panuku Assets and Facilities team undertook an initial investigation into some facade damage that was apparent to the timber canopy frontage of a heritage building at 321 Queen Street. Panuku manages this property on Auckland Council's behalf. It is currently tenanted by The Classic comedy club. On inspection builders discovered additional damage to the connecting rods and I-Beams holding the canopy structure. This is believed to be caused by water stagnation over a period of time and alteration to the previous canopy design. During the recent lock down, temporary repairs were undertaken on the timber canopy. Part of the canopy was stabilised with acro props (see figure 1 below) while structural engineers worked with Panuku and the councils Heritage team to investigate the extent of the damage including checks on adjacent buildings.
19. The adjacent property located at 319 Queen Street is also managed by Panuku. Recent tests have confirmed the presence of asbestos. Therefore, disturbance is not

recommended unless major repairs are needed. The Assets and Facilities team is monitoring this canopy closely.

Figure 1: .Part of the canopy was stabilised with acro props



20. Further inspection concluded that the canopy is so badly damaged that it is beyond repair and poses a significant health and safety risk to the general public. Figures 2 & 3 below highlight the extent of the damage. The I-Beams have completely rusted and are crumbling. Urgent works are underway to replace the timber canopy. These works will take three weeks to complete. Key stakeholders including tenants, neighbours and Auckland Council's heritage team have been kept fully advised of this work.

Figure 2 & 3: The I- beams rusted through leaving the canopy at the point of collapse



Waterfront – transitional use strategy and implementation

21. As reported at the March board meeting, we have instigated a process that will prepare for and deliver a transitional approach to the use of the AC36 infrastructure and development of the new public park. We have also focused on deliberately transitioning these spaces and places towards the desired and permanent approach established in the Draft Wynyard Point Masterplan. The level of interest is increasing on what the plans will be after the event packs out and hands over from 31 April 2021. The key messages around this work remain that:

- Panuku will be removing event infrastructure to bring the Wynyard and Viaduct precincts back to business as usual
- Panuku will be making new spaces safe and secure for future public use
- we are creating a waterfront 'kit of parts' this will allow for flexible 'plug and play' approach to moving furniture around to curate spaces
- from August 2021, we will be 're-opening' the public spaces and these will operate in a transitional way over the period of 1-3 years.

22. Through all of our work and approaches over the next 1-3 years, we will be focused on testing ideas and opportunities and importing learnings into the design and development of the future park on Wynyard Point.

23. The Panuku Executive is developing a procurement strategy for the future development of Wynyard Point. We are considering the full range of models for delivery for the board's consideration. This work needs to be progressed over the remainder of this year, to put us in a good position to start shaping up and refining the scope, timing and costs of the development on Wynyard Point, in particular, the future park from 2022 to early 2023.

Preparation for negotiations for AC37

24. With ETNZ's successful defence of the 36th America's Cup (AC36), the Hosts, consisting of the NZ Government and Auckland Council, have the right to negotiate in good faith with America's Cup Events Ltd (and/or any other subsidiary or affiliate) and ETNZ. The Hosts have rights to an exclusive period of three months from the final day of racing of the Match to agree terms with ETNZ for the AC37. The dates for the exclusive negotiation period for this are 17 March to 17 June 2021.

s7(2)(i) negotiations

26. We would be advocating at these meetings for Waterfront specific outcomes including:

- ensuring the best use of waterfront assets to align with the Waterfront Goals and to maximise the infrastructure investment made for AC36
- clear and defined rules for operating on the waterfront as a venue for the entire event period - specific to impact on new and existing assets
- lessening of impact on businesses and residents and maximising the benefit for this group
- advocating for council and government to include clear outcomes for mana whenua into Host agreements

s7(2)(i) negotiations

28. The Panuku Executive has been considering governance and resourcing required. In the short to medium term we need to recognise that there will need to be resource allocated in Panuku to:

- negotiate on key outcomes for Panuku through HCAA and HVA processes
- have representation at the right level of governance
- have defined roles and responsibilities across the business
- develop and agree a procurement strategy with Auckland Council, including getting ready and having resources dedicated to move fast on key items
- agree a position and approach with Auckland Unlimited on the future of the Viaduct Events Centre.

29. An AC37 Project Steering Group will be established to oversee work and decisions needed and to escalate matters where required.

s7(2)(i) negotiations

31. We will keep the board updated as this unfolds and escalate any significant matters for the board's consideration.

Update on the Vos Shed and tenant negotiations

32. In May 2020 an information paper was presented to the board on the Vos Shed. Discussion was held around an appropriate future tenancy. Panuku has since identified with Auckland Unlimited (AU) that there are mutual benefits in AU becoming the long term tenant, working with the Vos Trust in this space. Discussions are well progressed with AU, lead by the Maritime Museum Director, and the Vos Trust Board

representatives. The agreed guiding principles are for the premises to be managed to achieve the following outcomes:

- a unique, accessible space to deliver memorable experiences for locals and visitors alike
- to activate the site in such a way that it celebrates Auckland's rich maritime heritage in an interactive way that expresses the character of the area and reflects the origins of today's marine industry
- to create a sense of place and identity by developing the Vos Boat Shed as a social hub for the public, visitors and the marine community.

33. The AU team is working on a pilot initiative with Percy Vos Trust for the New Zealand Traditional Boat Building School to activate the Vos Shed as an anchor tenant from the lease commencement date.

s7(2)(i) negotiations

Te Whakaoratanga I te Puhinui charter signing

35. Panuku is delivering a key Puhinui regeneration project in Transform Manukau with a range of partners. Confirming all parties commitment to the outcomes being sought from this project, a formal charter has been drafted by the project team in close partnership with the Waiohua Iwi; Te Akitai, Ngaati Tamaoho and Ngaati Te Ata.

36. The draft was provided to the Panuku Board for information in August 2020. The board supported the intent of the agreement although it did raise queries in relation to the choice of the term "Kawenata". As a result of both Panuku Board feedback and legal advice the term 'Kawenata' was dropped, and replaced with 'charter'. The content and intent remains unchanged.

37. The project team is currently seeking approval from our key signatory partners on the draft – this includes Kāinga Ora, Manurewa Local Board, Ōtara Papatoetoe Local Board and Auckland Council. These approvals are expected in the next month.

38. Once all parties have formally approved the draft, a signing ceremony will be held alongside one of the planned Matariki planting days in July. Our board chair will sign the charter on behalf of Panuku (see attached current draft of the charter for your information).

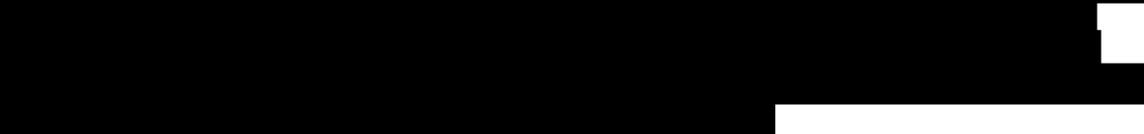
Avondale town square, library and community hub

39. Planning for the new town square, library and community cub for Avondale continues to progress. This is a significant joint project between Panuku and Auckland Council Community Facilities department to deliver a new facility and integrated high quality public realm. The project strongly supports our wider Unlock Avondale programme. All required land is now within the ownership of Auckland Council s7(2)(i) negotiations

40. Following considerable engagement with mana whenua and consideration by the Panuku Technical Advisory Group a concept plan has now been developed (Attachment B). The

next stage is public input into the design which starts on 19 April. The design will then go to the Whau Local Board for formal approval on 23 June prior to moving to detailed design. Construction is programmed to commence in 2023.

Northcote: Community Facilities update

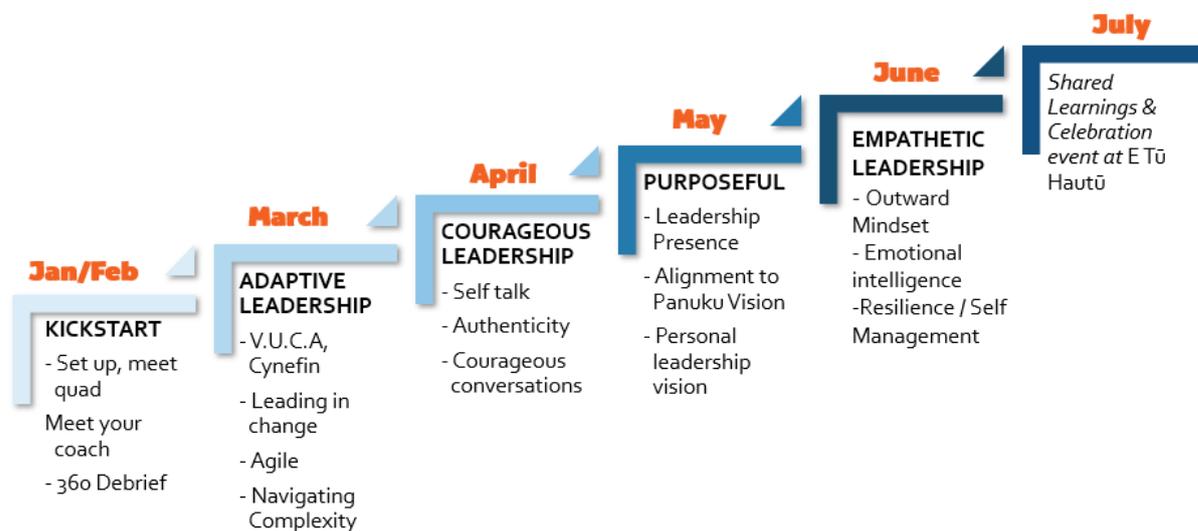
41. An integrated community facility is a key component of the Northcote town centre renewal project. The current community services are provided across three separate buildings in the eastern part of the town centre, with the existing library backing onto Cadness Reserve. In our Benchmark Masterplan the services are provided in a new stand-alone community hub building on the western side of the town centre fronting onto Lake Road.
42. Auckland Council's Community Services team has recently undertaken a community needs assessment to understand from the community what services it would like provided in the town centre. The results of the assessment inform the nature of facility to be provided in the new town centre. In light of this, Panuku and the Community Services team have undertaken an options analysis for the new facility to identify one that best meets community needs and Panuku's regeneration aims for the town centre.
43. Criteria for assessing the options was agreed between Panuku and the Community Services team. The analysis has confirmed that the new stand-alone facility identified in the Benchmark Masterplan is the strongest option. This is closely followed by an option to retain the existing library and construct a connected facility in an area to its north.
44. It should be noted that since the publication of the Benchmark Masterplan, the library has been listed as a heritage building and needs to be retained. Furthermore it is located within a reserve purposed for a library, which will need revoking or reclassifying if an alternative use is to be found for the building. The costs of delivering both options will need to be assessed before a final decision is made. Initial estimates indicate that there may not be a significant cost difference between the two options.
45. The results of the community needs assessment are being workshopped with the Kaipātiki Local Board on April 28 at an open workshop. As part of the workshop we are going to detail the options considered for the community facility and its results, and receive feedback from the local board. This was at the request of the local board. We see this as a positive way to move the project forward.
46. Because the Kaipātiki Local Board's workshops are open to the public and media, the discussions we have with the local board will be known publicly from April 28. (c)(b) commercial (cont)

47. We will keep the board updated as this progresses. We are planning a workshop in May to go through all aspects of the overall Northcote master plan including the community facility site options ahead of the updated Programme Business Case and go to market papers to the board in June.

Leadership development at Panuku - E Tū, Hautū!

48. We are continuing our focus on leadership development at Panuku and have partnered with the Centre for Vision and Leadership (CVL) to deliver the second phase of our programme named E Tū, Hautū.

49. Late last year we carried out 360 feedback profiles for all our leaders. We then trained a group of selected leaders in both debriefing 360 reports and coaching and are using this group to support other leaders through the programme.
50. Another element of the programme has been the forming of quads. These are cross organisational groups that meet between each workshop to discuss what actions they have taken since the previous workshop and prepare for their next workshop. These groups help support learnings to be embedded as well as encourage collaboration across the organisation.
51. In March we completed the Adaptive Leadership module which was very positively received with leaders putting in practice experiments that they have developed in these workshops. We're now focused on Courageous Leadership which has a significant focus on delegation and feedback.
52. The programme timeline and objectives are outlined below.

Programme Timeline



Programme Objectives

- Set up our leaders to enable us to accelerate achievement and delivery in priority locations and across the organisation.
- Recognise and celebrate capability and successes internally, to build recognition of our capability, role and contribution to Auckland externally.
- Increase our ability to inspire and influence both internally and externally.
- Build organisational alignment and effectiveness in ways of working. Improve our ability to collaborate and connect to achieve goals.
- Build our effectiveness as a 'Community of Leaders', shaping the culture that ensures high employee and stakeholder engagement
- Equip our leaders to adapt and support their teams to successfully navigate the changing context and environment
- Embed and deepen learning from the 2019 programme, making the learning experiences fun, relevant, practical and immediately applicable

Risk

53. The ELT are currently reviewing the top risks and will be holding a risk workshop on the 3 May 2021 to assess and moderate the top risks. This will be the precursor to the Board risk workshop to be held during Q4. The current top risks include

- capital programme delivery
- Long-term Plan funding
- retention of and attracting talent
- attracting development partners
- Not meeting expectations through stakeholder interdependencies.

Annual report

54. Following the improvements made to the design and content of the annual report last year, it is proposed that the same format is used this year, including similar sections and layout. If directors have any specific feedback on last year's annual report, we welcome being advised of this.

Quarterly performance reporting

55. Comprehensive reporting on performance in the third quarter of 2020/2021 has been included this month. Refer Attachment D.

56. Panuku Executive has made further improvements to the reports this quarter. The new approach focusses on providing key metrics and more visuals to represent key data. The integrated report replaces ten individual reports we previously presented:

- Finance
- Urban regeneration portfolio (Priority Locations and Regional Programmes)
- Property Portfolio including disposals programme (emergency budget – Letitia)
- Marinas
- Grants and donations
- People & culture
- Risk
- Acquisitions & disposals
- Performance against Statement of Intent (SOI) and Corporate Business Plan
- Projected housing supply

57. In the same quarter last year, management provided 78 pages of information on the quarter three performance. Due to the enhancements made, the quarter three reports this year are 24 pages.

Quarterly report to Auckland Council

58. A copy of the quarter three report to Auckland Council is included as attachment E of this report, for information.

Ngā tāpirihanga | Attachments

Attachment A – s7(2)(h) commercial [council]

Attachment B – s7(2)(h) commercial [council]

Attachment C – Avondale town square concept

Attachment D – Quarter three performance reports

Attachment E – s7(2)(h) commercial [council]

Information paper: Health and safety

Document author: Blair McMichael, Health and Safety Manager

April 2021

Whakarāpopototanga matua | Executive summary

1. Incident frequency rate figures (represented in Figure 1) show the organisation continues to perform positively with safety indices trending below the NZ Business Leaders Health and Safety Forum benchmark.
2. Alcohol continues to be a significant contributing factor to incidents around the Viaduct Harbour. Further work is required to better understand causal factors to reduce the likelihood of incidents repeating. A summary of all incidents and safety concerns for the month are summarised in attachment A.
3. Panuku Executive reviewed the internal audit on health and safety. A formal response to all recommendations including any resourcing is being prepared. We have progressed initial actions including a review of the Panuku Safety in Design guidance, refresher training for the safe management of contracts, and aligning health and safety key performance indicators (KPIs) included within this year's annual plan. This will be captured in the next quarterly report.
4. We have completed critical risk activity reviews on Waiheke and Great Barrier Island quarries to coincide with crushing and blasting risks. These reviews identified no significant health and safety issues on either site and acknowledged on the Great Barrier site that the contractor had made improvements including the introduction of new/safer plant, safe work methodologies, and training. Further reviews of our landfills and quarries are scheduled in April.
5. Influenza vaccinations for our staff are likely to be delayed with the Ministry of Health citing production issues. Once we have assurances around the vaccine supply, we will roll out our in-house shots to ensure background immunity is maintained and our staff are protected.

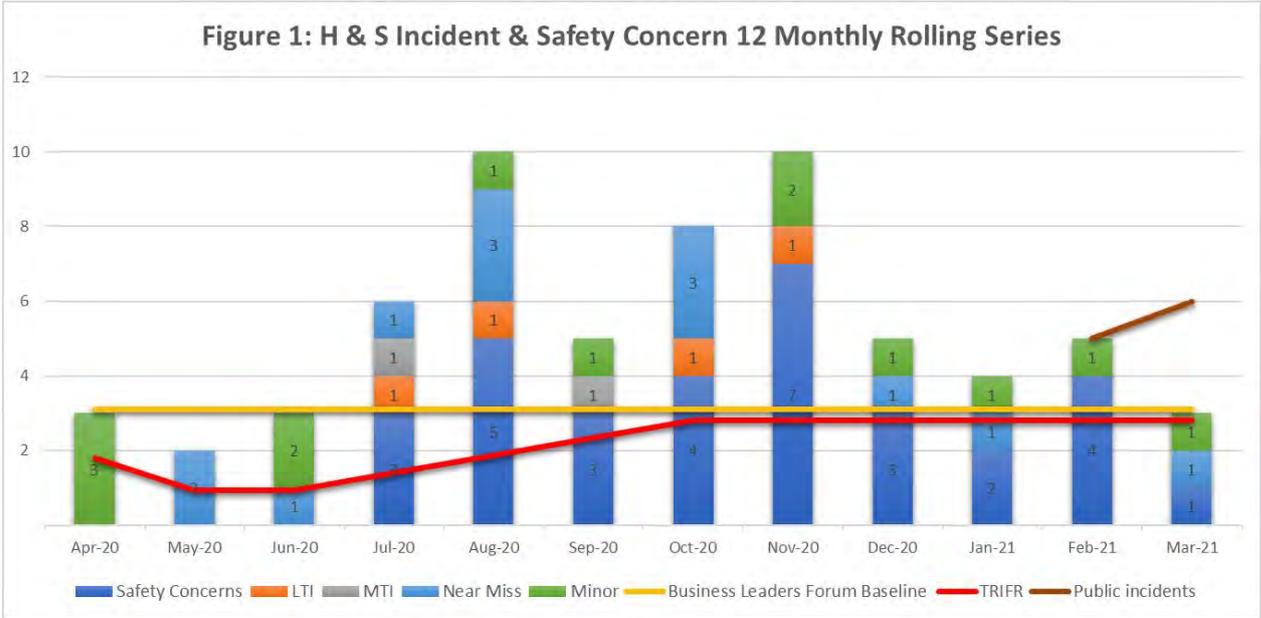
Matapaki | Discussion

Health and safety key performance indicators

6. Health and safety KPIs representing both lead and lag incident indices are outlined below, see Figure 1.
7. A breakdown of all reported incidents, near misses and safety concerns during this time are summarised in attachment A.
8. Health and safety risk controls around the Viaduct Harbour, such as safety fencing, designed to protect the public continue to be defeated where alcohol and other

substances are contributing factors. Panuku will approach the property managers across the viaduct to consider what behaviours we are able to positively influence.

- 9. Cyclist related injuries continue regardless of the attempts to redirect cyclists' routes around the existing tram lines.
- 10. Figure 1, below, represents the Panuku Total Recordable Incident Frequency Rate (TRIFR). Our result for March remains below the NZ Business Leaders Health and Safety Forum benchmark TRIFR of 3.1



Key: TRIFR - Total Recordable Incident Frequency Rate; MTI - Medical Treatment Injury; LTI - Lost Time Injury.

Internal health and safety review

- 11. As previously reported, our internal audit review began in December and was drafted in February. The internal auditors noted no significant observations, with one high observation stating the need for regular compliance reviews, consultation, and training around our contract management framework. Our executive has reviewed all recommendations and a management response is being prepared.
- 12. The Health and Safety Manager has reviewed our procedures for the safe management of contracts and Safety in Design (SiD). Wider consultation has taken place on SiD with representatives from our Capital Delivery, Assets & Facilities, and Design & Place teams. Consensus is that the SiD guidance for new projects and contracts is appropriate, however a 'change in use' process, i.e., once an asset is in place and either the use, function or behaviours change, needs to be added. We are reviewing a new process provided through Auckland Council. Further work is required on raising awareness and training in SiD to support consistent use. We will be reviewing the council's SiD training and may consider external expertise to support a training package and delivery.
- 13. We completed training with our Capital Delivery team on the safe management of contracts guidance recently and further training will be scheduled for the following teams; Priority Location Directors, Assets & Facilities, and Design & Place. This work is supported by our People & Culture (P&C) team, as we move health and safety training requirements into Tupu, the learning management system, over the next few months.

14. Our executive confirmed that health and safety annual plan key performance indicators (KPI's) will now form part of the quarterly board reporting. These will be included in the June report.
15. At the March board meeting, the board referred to the recent Ports of Auckland (PoA) health and safety review and any key considerations for Panuku around Onehunga wharf. As a business we had been cognisant of the pending PoA review. To ensure transparency in our operations our internal review of the wharf has been brought forward to earlier in the year to provide the board and our executive with certainty around our health and safety maturity and culture.
16. Following the transfer of the Onehunga wharf from PoA to Panuku we recognised that several health and safety improvements were needed, the most recent of which includes the remediation of asbestos from site sheds. We are committed to completing an updated health and safety risk assessment on Onehunga wharf once these works have been completed and given that the last health and safety assessment of Onehunga was undertaken two years earlier.

Waterfront public safety review

17. Waterfront edge treatment forms part of ongoing work through our Assets & Facilities and Design teams. Several safety treatments are under consideration and our executive has requested a safety control recommendation be provided to them for approval. This work aligns to the internal audit findings, that Safety in Design is a supporting corrective action.

Critical risk activities

18. We reviewed the quarry activities on Waiheke Island, Hoporata quarry with site planned rock crushing. The site operator has installed a new mobile crusher on-site with interlocked guarding and training completed by all quarry staff. There were no corrective actions identified as part of this review. Environmental monitoring was also reviewed and is maintained for air quality, dust, and vibration. Controlled blasting was completed in February, also with no health and safety issues recorded. We will schedule a further assessment to align with site critical risk activities.
19. We also reviewed our quarry operations on Great Barrier Island, Blackwell's quarry. The review was timed to align with five-weeks of mobile crushing plant operations and blasting. Blasting was delayed and the dates are being rescheduled. The erosion and sediment control plans for site, which were prepared early in 2021, were reviewed with minor updates. The risk register has been updated since the last visit in November to include water sampling of the nearby wetland and stream as a health and safety risk with controls.
20. These reviews, although a snapshot in time, are positive results with demonstrated ongoing safety improvements from each site operator. Although Panuku do not directly manage or operate each landfill or quarry, we use these reviews as an opportunity to raise safety awareness, and levels of communication collaboratively following each assessment. Our property portfolio team are aware of this and have increased the timeliness of their communications post assessment and monthly H & S reporting requests with each of the onsite contractors.
21. We are scheduling a health and safety critical risk workshop with the Panuku health and safety representatives in May. The timing of the workshop is intended to follow the completion of training for four new representatives in April. Our executive will complete a health and safety critical risk workshop after that time.

Panuku health and wellbeing

22. The annual wellbeing initiative for staff influenza vaccinations is likely to be delayed. It is important we continue the programme to ensure background immunity is maintained and our staff are protected. The NZ Ministry of Health (MoH) has advised that influenza vaccines for people aged under 65 will now be available sometime in May, however an exact date has not been confirmed.
23. MoH state that it has taken longer than usual to produce the 2021 influenza vaccines with a higher demand for flu vaccines than ever before, due to increased health awareness in the COVID-19 environment. Further, the production of the COVID-19 vaccine at the same time as the flu vaccine is resulting in longer production times. We will communicate the availability date as soon as our supplier knows.
24. We continued to work through our health and safety training needs which include ICAM (incident causation analysis method), health and safety representative, health and safety new starter inductions and the safe management of contracts training. We intend to provide longer term training forecasts as we work with our People & Culture team to move training needs into the learning tool Tupu.

Ngā tāpirihanga | Attachments

A: Reported incidents, near misses, safety concerns and safety initiatives

Attachment A: Reported incidents, near misses, safety concerns and safety initiatives

Workplaces where Panuku has either influence or control

First aid – Viaduct staff retrieved a member of the public who jumped from the Wynyard Crossing bridge. Emergency services attended and the person concerned was hospitalised. Panuku staff were offered counselling services and management support as this was treated as a suspected suicide attempt. This incident has previously been reported within last months' Chief Executive's report.

Near miss – A member of the public tripped, without injury, while running across a temporary repair cover placed over a pothole on the Bascule bridge. Full remedial works of the sinking wood and asphalt are to be completion by our Assets & Facilities team. The team are working with Heritage New Zealand to agree the final works.

Incident – Our Assets & Facilities team evacuated the Onehunga wharf tenants following a Civil Defence tsunami notification for the Manukau harbour. The team later debriefed with support by the Panuku Risk Manager with general agreement that the communications across the site were effective, however the messaging from Civil Defence was inconsistent. The Panuku Risk Manager will be following up with Civil Defence to support improved regional comms.

Safety Concern – We are remediating the walkway canopy of a property managed by Panuku along Queen Street. The canopy is a safety risk to the public due to potential structural failings likely in the future. Remedial works are about to commence and will involve a temporary traffic management plan to ensure the safety of pedestrians and cyclists during the work.

Public space incidents

Incident - A cyclist travelling across the tram lines on Halsey Street locked their front wheel in the tracks and projected themselves forward. The cyclist collected themselves and departed before assistance could be rendered.

Serious incident (managed by ACE) – Panuku are aware of an intoxicated member of the public who disembarked from a vessel near Te Wero Island and later tried to return to the vessel by climbing the safety fence and standing on the concrete edging. It is understood they then stumbled forward struck the concrete pontoon below. They were treated by onsite emergency services for severe facial injuries.

Incident (area managed by Viaduct Harbour Holdings, VHHL) – We have requested and reviewed CCTV footage (from VHHL) following advice from a Panuku staff member of two males climbing a safety fence and jumping into the Viaduct Harbour outside the Head Quarters bar. We suspect alcohol was a factor in the decision to jump and will follow up with VHHL.

Decision paper: Commercial opportunity

Author: Mark Norton, Senior Portfolio Specialist, Marian Webb, GM Assets and Delivery

April 2021

Ngā tūtohunga | Recommendations

That the Panuku Board approve

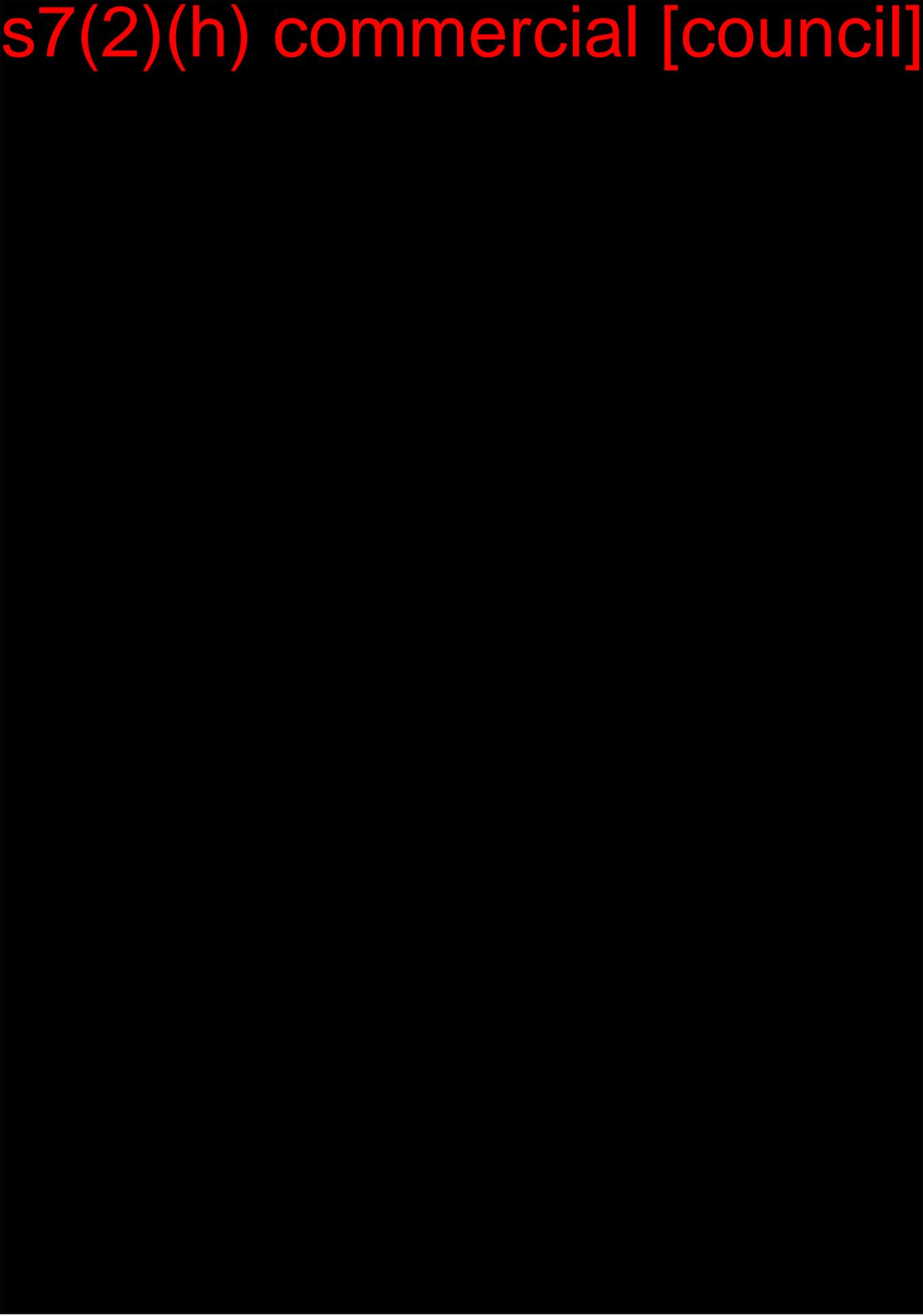
s7(2)(b)(ii) commercial [3rd party]

s7(2)(h) commercial [council]

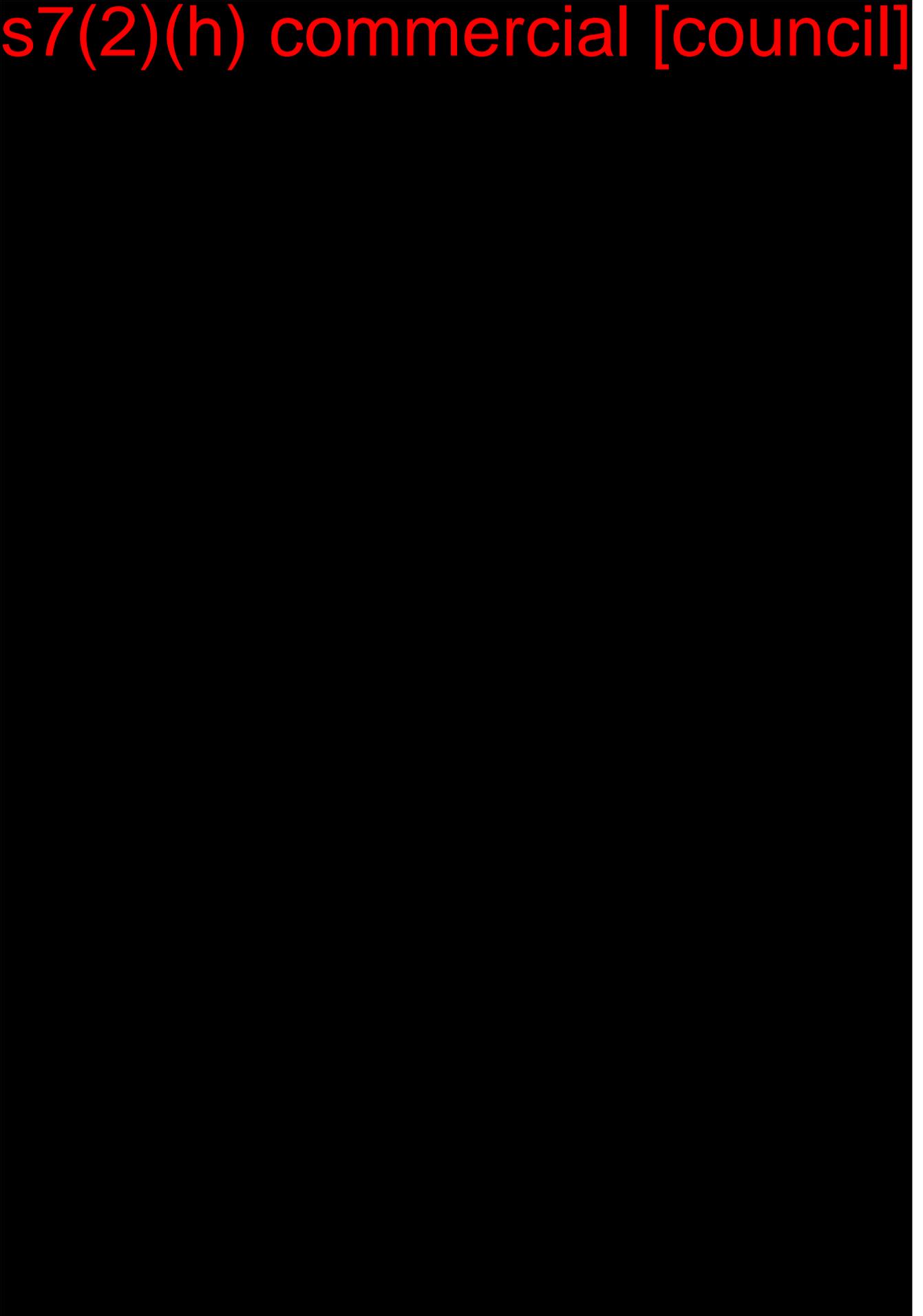
Whakarāpopototanga matua | Executive summary

s7(2)(h) commercial [council]

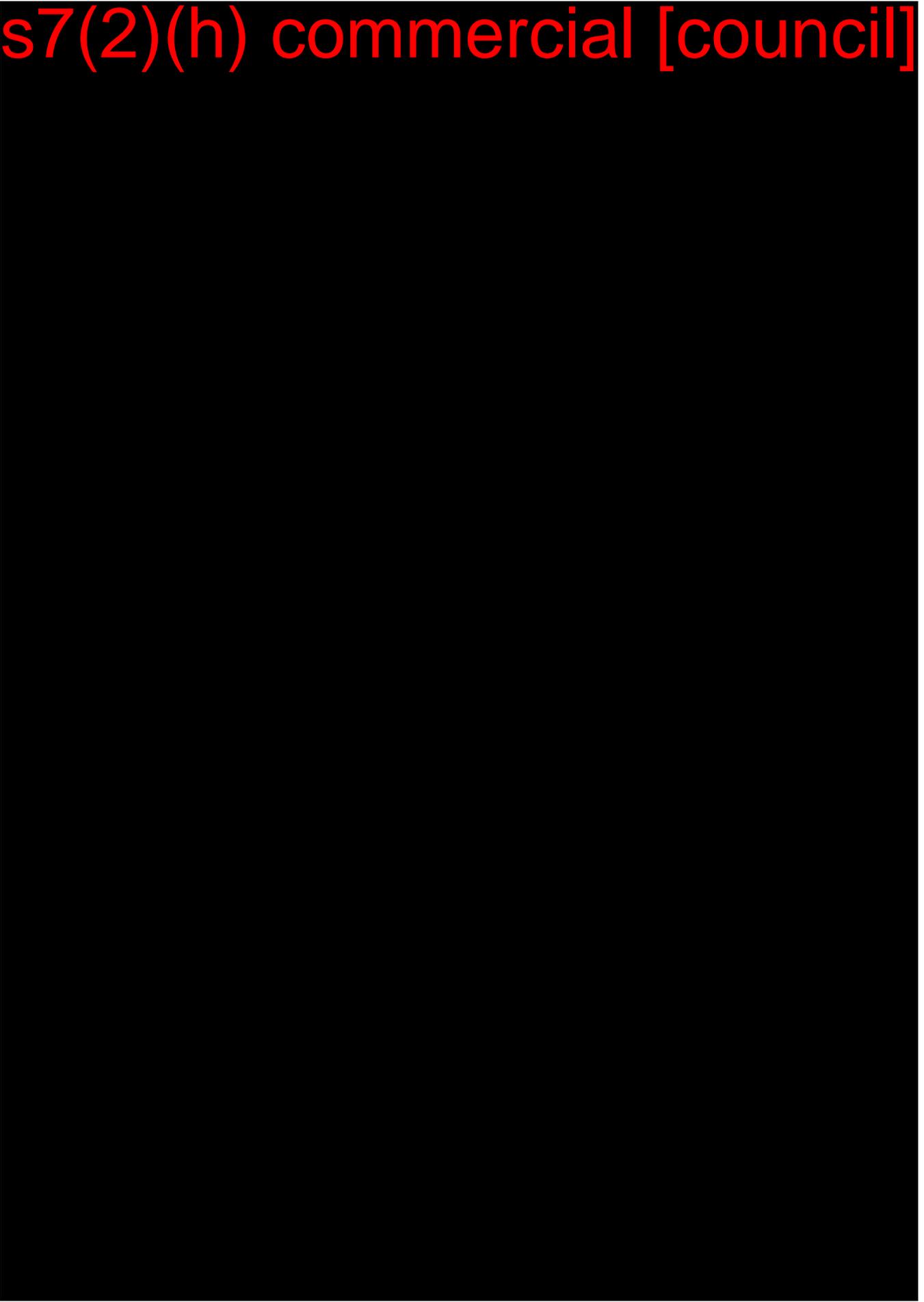
s7(2)(h) commercial [council]



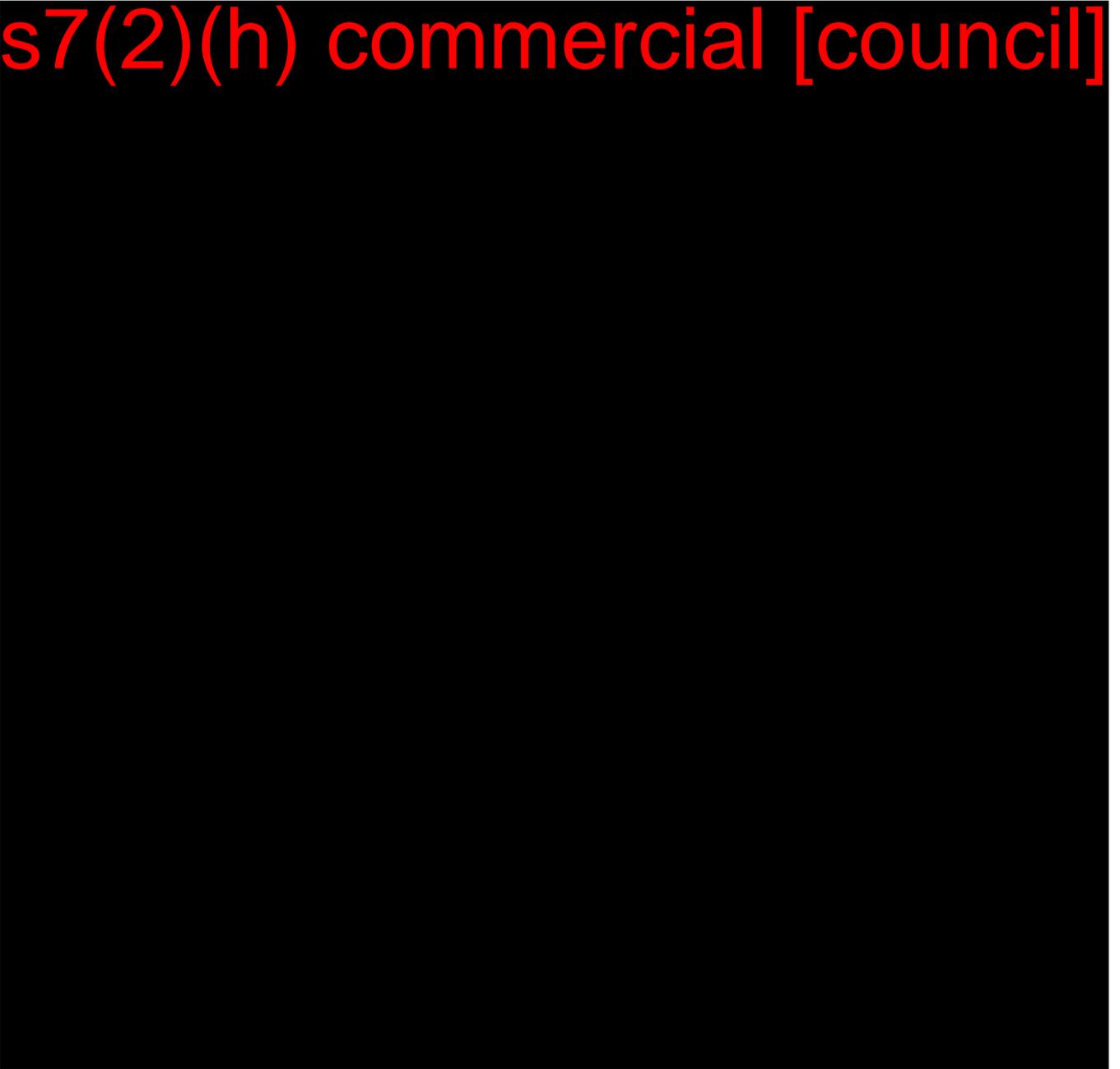
s7(2)(h) commercial [council]



s7(2)(h) commercial [council]



s7(2)(h) commercial [council]



Ngā kaihaina | Signatories

Marian Webb, GM Assets & Delivery

David Rankin, Chief Executive

Decision paper: Supports programme; 34 Moore Street, Howick - go to market strategy

Author: Carwyn Walker, Development Manager

April 2021

Ngā tūtohunga | Recommendations

That the Panuku Board...

- a. Approve the go to market strategy for 34 Moore Street, Howick that was approved for disposal by the Finance and Performance Committee in July 2020.
- b. Delegate authority to the Chief Executive to select a preferred party, complete the negotiations and execute the required documentation to divest the land based on the following key terms:
 - i. Price, **s7(2)(h) commercial [council]**
 - ii. Development of the site in alignment with the following high-level design and strategic outcomes:
 - Align with the Howick Village Centre plan: Development proposals must demonstrate how the four concepts in the Howick Village Centre Plan can be implemented through the proposed design. The four concepts centre around Character, Community, Accessibility, and a Green Village (environment & sustainability). Development proposals must include an assessment from a heritage consultant and arborist on site values.
 - Parking and Access: Parking and servicing areas must not be visible from public areas, and the impact of vehicular crossings on the footpath must be minimised by prioritising pedestrian movement. Pedestrian access to the building must be located facing the street activate the area.
 - Density: New development on the site must achieve a minimum of two levels.
 - Sustainability: Any proposed residential living must achieve a Homestar 6 rating.
 - Design: Development proposals must demonstrate high quality architectural design that includes articulation of the building and use of quality materials.

Whakarāpopototanga matua | Executive summary

1. 34 Moore Street is a 3,754m² site and is the location of the former Howick Borough Council building. The site was approved for disposal by the Finance and Performance Committee at its 16 July 2020 meeting.

2. The Auckland Unitary Plan zoning is: Business - Mixed Use Zone. The property is in a prime central location in Howick Village.
3. On 21 October 2020, the Panuku Board noted that an individual go-to-market strategy will be prepared for 34 Moore Street, Howick for board approval and that the strategy will outline the essential outcomes being sought.
4. The executive is seeking board approval to sell the property through an open market process and secure a development partner to deliver development outcomes.
5. This option will benefit from accessing a wide pool of potential developers who can apply their knowledge, skills, and expertise in determining the best outcome for the site, within the framework of essential outcomes and design guidelines created by Panuku ("essential outcomes").
6. The essential outcomes included in Attachment A, use the Howick Village Centre Plan as a point of reference for any proposed development.
7. The Howick Village Centre Plan sets out the vision for the future of Howick Village and was prepared jointly by council and the Howick Local Board in 2017, with feedback and input from the community. The urban design principles used to develop the Howick Village Centre Plan align with the Auckland Plan, the Auckland Unitary Plan and Panuku's own urban design principles.
8. The Howick Village Centre Plan outlines four key concepts to implement the vision, these are:
 - a Character Village: relating to the heritage buildings, and keeping the village feel through celebrating history and stories of Howick.
 - a Community Village: relating to establishing good quality public spaces available for events and gatherings.
 - an Accessible Village: making the centre walkable and well connected through street improvements and signage.
 - a Green Village: maintaining and enhancing natural environment and incorporating sustainable design.
9. 34 Moore Street is identified within the plan as a key site for development and the plan states that "Future development will support and enhance the village atmosphere, offering improved connections, additional retail and residential, and well-integrated public spaces where appropriate".

s7(2)(h) commercial [council]

Horopaki | Context

11. 34 Moore Street is held on three titles, two of which make up the former council building. The adjoining Lot is currently leased to NZ Police on a short-term basis. A transportable office building belonging to NZ Police is currently situated on site.

12. Auckland Council no longer requires 34 Moore Street for the purpose for which it was originally acquired, and the site has been approved for disposal.
13. The surrounding area is being developed with a good standard of housing ranging from standard single houses through to medium rise apartment blocks.
14. The site is located in a prime position close to the centre of Howick Village in the Business – Mixed Use Zone which provides for residential activity as well as predominantly smaller scale commercial activities.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
July 2020 Finance and Performance Committee	Sale of 34 Moore Street, Howick	Approved
October 2020 Panuku Board Meeting	Emergency budget site sales	go-to-market strategy will be prepared for 34 Moore Street with design and strategic outcomes.

Matapaki | Discussion

15. The sale of the site will enable both retail and residential opportunities for the Howick Village while in turn generating income for Auckland Council from the proceeds of the sale.
16. The sale will contribute towards Panuku’s cross cutting themes as follows:
 - a. Quality Urban Design and Development – Panuku will seek development outcomes which activate the site at ground level (facing Moore Street and Fencible Drive) where offices, retail, and commercial uses are encouraged. A mixture of townhouses and apartments that enhance the surrounding area will be sought above ground level.
 - b. Sustainability and Climate Change - through the adoption of Homestar 6 as a minimum requirement
 - c. Māori outcomes - initial engagement with Mana Whenua.
 - d. Residential Choices - residential units will be expected for density outcomes on the site.
 - e. Economic Outcomes - realised proceeds from the disposal of 34 Moore Street will contribute to the council’s overall asset recycling target of \$244m. An increased residential population located in the Howick Village centre will support local businesses.
17. The open market sale process will be subject to procurement of suitable agency services in line with council procurement policy.

Hīraunga | Implications

Ngā ritenga ā-pūtea | Financial implications

s7(2)(h) commercial [council], s7(2)(i) negotiations

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

s7(2)(h) commercial [council]

Tauākī whakaaweawe Māori | Māori impact

25. Mana whenua were consulted on the site during the rationalisation process. No cultural interest was noted. Mana whenua will be provided with early notification that this commercial opportunity is coming to the market.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

26. The disposal of this site has been contested by the Howick Local Board. Panuku will keep the local board informed on progress of the sale.

27. NZ Police has a short-term lease on part of the site and a transportable office building situated there. The lease will transfer to the purchaser when the site is sold. Panuku will keep NZ Police informed on progress of the sale.

Ngā whakaaweawe rauemi | Resourcing impacts

28. The project will be resourced by a Development Manager, Urban Designer, and a representative from the Stakeholder Engagement team through the sales process to ensure benefits realisation.

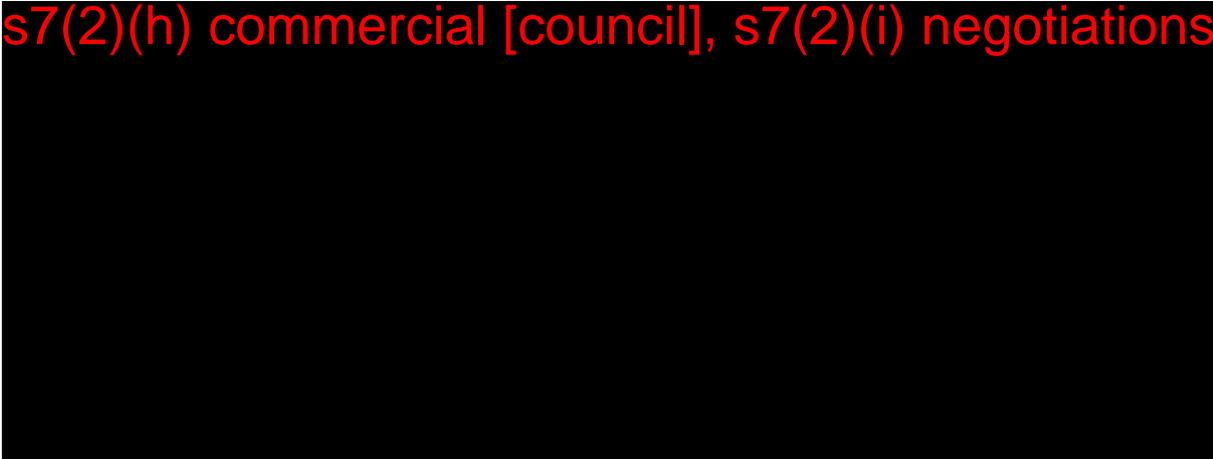
Tauākī whakaaweawe āhuarangi | Climate change impacts

29. Panuku's climate objectives are supported by the requirement for the development partner to adopt a minimum Homestar 6 built rating.

Ngā koringa ā-muri | Next steps

30. The steps and timeframes proposed to progress the decision are as follows:

s7(2)(h) commercial [council], s7(2)(i) negotiations



Ngā tāpirihanga | Attachments

Attachment A. Essential Outcomes & Design Guidelines

Ngā kaihaina | Signatories

Marian Webb, GM Assets & Delivery

David Rankin, Chief Executive

Report 4.2: Attachment 1

34 Moore Street, Howick

Essential Outcomes and
Design Guidelines

April 2021



Contents

This document has been prepared to help shape design responses and to identify the essential outcomes, guidelines and design review process that will form part of Panuku's Development Agreement with the selected development partner.

1. INTRODUCTION	2
2. HOWICK VILLAGE CENTRE PLAN	3
3. THE SITE	4
4. ESSENTIAL OUTCOMES	5
5. DESIGN GUIDANCES	6
6. DESIGN REVIEW	7
7. PRECEDENTS	8

Introduction

The site at 34 Moore Street is a corner site at the southern edge of the Howick Village Centre. It is a Council owned site that has been determined as available for sale subject to meeting Panuku's development and design outcomes, which are explained and outlined in this document.

The site includes a large building which is not deemed to be of heritage significance. Given it's presence, original built form and that the site is in the heritage overlay, Panuku require the development partner to provide assessment on the heritage value of the building to provide justification if the proposal includes full demolition of the building.

This site is part of Panuku's Support programme. This relies on the Local Board Howick Village Centre Plan, described on the next page.

The best future use of the site has been a subject of debate with the community and Local Board. Additional residential dwellings and retail has been identified as the preferred use to support and enhance the Howick Village.

The property was acquired in the 1970's for the purpose of accommodating the former Howick Borough Council offices. The building is 458m² and has been vacant since 2016 and due to its age and condition would require extensive refurbishment if the existing structure was to be retained.

There is a small building located to the south of the site, which housed the police and is on lease at present.

If the development partner chooses to remove the building, the site is ideal for a mix of uses including residential and commercial development that incorporates activation at ground level facing the streets. This is a site that can bring additional housing and jobs and help reinforce Howick Village character as a seaside neighbourhood ideal for shopping, cafes, art and entertainment.



Top: Street view on Fencible Drive towards the site (outlined in red)



Left: Vehicle entry from Moore Street

Howick Village Centre Plan

In 2017 Auckland Council and the Howick Local Board prepared the Howick Village Centre Plan that sets out a vision for the future of Howick Village.

A development partner will need to ensure that the ambitions of the Plan's vision are delivered and respected in the proposal.

The vision outlined in the Howick Village Centre Plan is for the Centre to be:

'An attractive, lively and walkable village that celebrates its history and provides a strong sense of identity and community.'

The document outlines four concepts for implementation, these are:

1. A character Village: relating to the heritage buildings, and keeping the village feel through celebrating history and stories of Howick.
2. A community Village: relating to establishing good quality public spaces available for events and gatherings.
3. An accessible Village: making the centre walkable and well-connected through street improvements and signage.
4. A green Village: maintaining and enhancing natural environment and incorporating sustainable design.



A. Uxbridge Arts and Culture Centre and Uxbridge Presbyterian Church



B. Picton Street looking towards Stockade Hill

The Site

The site at 34 Moore Street Howick is an irregularly shaped property with existing building on the site.

The building is not identified as character defining or character supporting in the Unitary Plan. The site is mentioned in the Special Character Overlay for Howick as contributing to the sense of place for Howick Village. It is a requirement of the development agreement to undertake a heritage and arboricultural assessment as part of any redevelopment. If found appropriate, the building can be removed under restricted discretionary resource consent application.

Site area: 3,754 sqm

Unitary Plan Zoning: Business Mixed Use

Permitted max height: 9m

Parking: No minimum car parking requirements.

Overlays: Historic Heritage and Special Character Areas Overlay - Business Howick. Any building demolition over 30% of the existing structure and new buildings will require resource consent as a restricted discretionary activity.

Frontage: General Commercial Frontage Control. This encourages street activation, building continuity, pedestrian amenity and safety and visual quality along Moore Street and Fencible Drive.

Constraints

- Two underground services are within the site - stormwater and wastewater including access points and covers.
- There is a overland flow path at the southern end of the site.
- New development will require specialist heritage and design input that specifically addresses the character matters identified for the Howick area (see Schedule 15 of the Auckland Unitary Plan for the Howick Business special character area).
- Several large mature trees are located on the site which will need to be assessed by an arborist.



LEGEND

- Site boundary
- Overland flow path - 4000m² to 3ha
- Overland flow path - 2000m² to 4000m²
- Wastewater pipe
- Stormwater pipe

Essential Outcomes

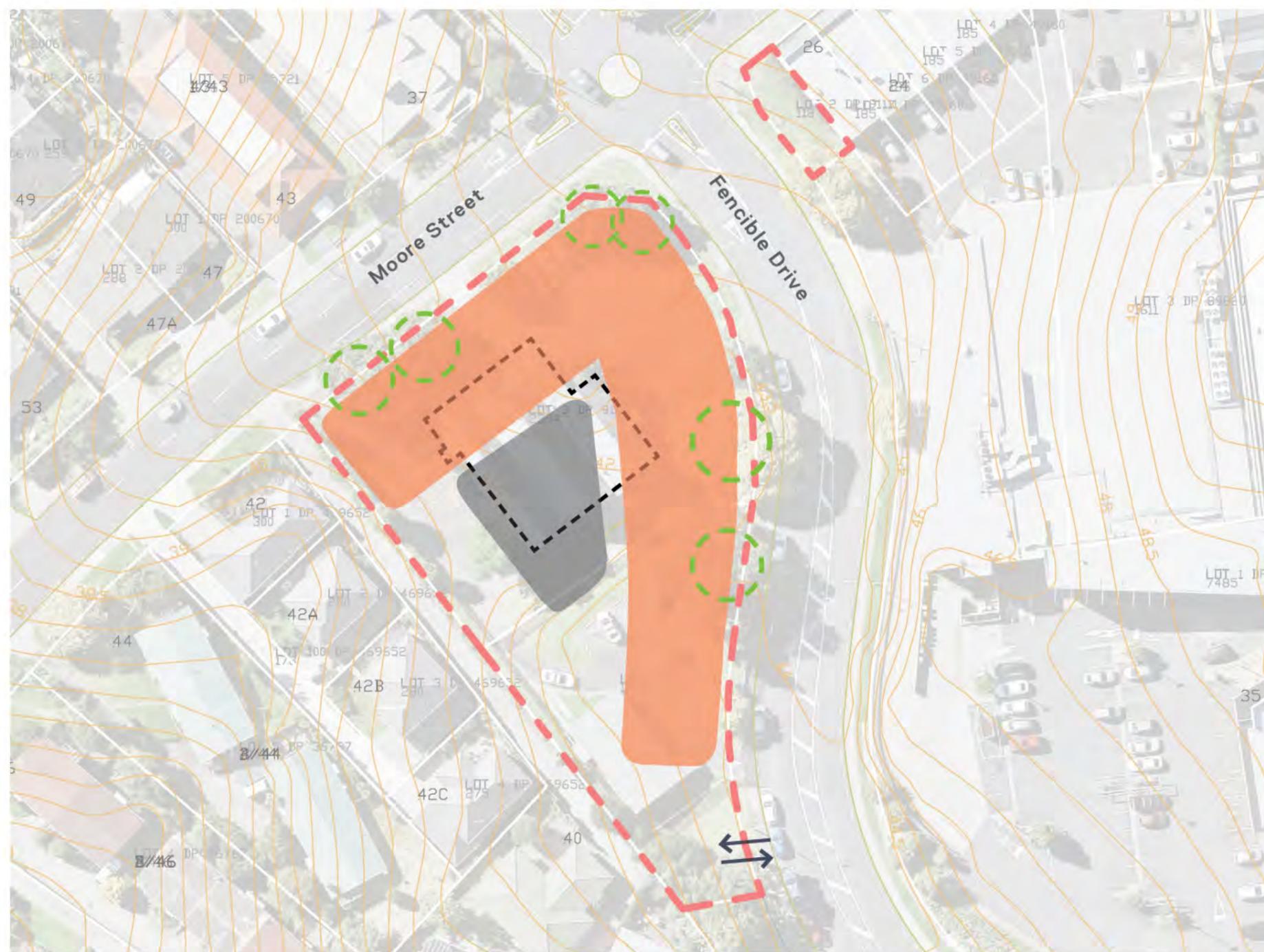
The following Essential Outcomes must be achieved in the proposal. These outcomes should be read in conjunction with the Design Guidance and Design Review sections over page.

These outcomes and guidelines do not encompass detailed aspects that are otherwise covered through planning consent requirements.

Other outcomes that relate to management or other specific aspects of a site may be required and provided within the Development Agreement.

Essential Outcomes:

- 1. Implementing the Plan:** Proposals must demonstrate the strategy that address the four concepts of the Howick Village Centre Plan. The proposal must include assessments from a heritage and arboricultural consultant.
- 2. Parking and access:** Parking and servicing areas must not be visible from public areas. The impact of vehicular crossings on the footpath must be minimised by prioritising pedestrian movement. Pedestrian access to the building must be located facing the street to contribute towards activation of the Village.
- 3. Density:** A minimum of 15 terraced houses must be provided for development proposal that involves demolishing of the existing buildings. Other proposals including refurbishment of the existing structure or full commercial use will be reviewed on their merits.
- 4. Sustainability:** Any proposed residential living must achieve a Homestar 6 rating (certified by NZGBC).
- 5. Design:** Proposal must demonstrate high quality architectural design that includes articulation of the building and use of high quality materials. Proposal must provide residential, commercial or retail entries facing the streets to provide activation. If the quality of the design is not satisfactory to Panuku, then it will be referred to the independent design panel (TAG - see Design Review section).



LEGEND

-  Site boundary
-  Vehicular entry - minimize number of entries (location is indicative only)
-  Mixed use development e.g. terraced houses with other uses at ground level supporting activation to the street (indicative area for building footprints only)
-  Parking area - must be sleeved or screened from public spaces
-  Mature trees needing assessment
-  Existing building needing heritage assessment



Design Guidances

This Design Guidances section considers some approaches to achieve the preceding Essential Outcomes.

Contextually Responsive

- Development should respond to the challenges and opportunities of the site - and is specifically designed to fit the context. This will include working with the level change across the site, considering the mature trees on the site, addressing the heritage character of the existing building and determining the appropriate built form.
- The development should acknowledge the Historic Heritage and Special Character - Business - Howick and address the character matters identified in Schedule 15.1.6.1. The schedule provides guidance around physical and visual qualities such as the built form, scale of the development, and urban structure. This is not directive on how buildings should look, but discusses about the historical pattern of development in the town centre, and its character as a 'seaside village'. Specific design input and early engagement with Council is recommended.

Access and parking

- The Howick Village Centre Plan considers public transport, walking and cycling as predominant way of travel. Proposals should respond to this, considering limiting car parking provision, providing EV charging, the use of shared car schemes, cycle parking and other modes.
- Demonstrate best practice universal design where practicable in the building to allow access for all people of all ages and abilities.

Active street edges

- Panuku supports the Unitary Plan requirement for the commercial frontage control along the corner site.
- Other ways of activating the ground floor that should be considered are: entries to residential units, or shared lobbies.
- The design should consider CPTED principles.

Mix of Uses

- To support the village centre character, the development partner should investigate an opportunity for a mixed use development with active/retail uses and other uses such as residential.

Built form

- Panuku encourages the developer to investigate an opportunity to keep the character of the existing building through renovation or reuse of some building elements, subject to building and heritage assessments.
- Overall design should show good consideration of scale and proportion, colour and use of materials with an emphasis on longevity and ease of maintenance.
- Consider solar access to residential units.
- Consider retention of some, or all mature trees, subject to arborist assessment.

Environmental response

- For residential uses Panuku Corporate Responsibility Team can assist in achieving a Homestar 6 rating through the use of the Panuku Homestar checklist.
- It is encouraged to consider how Green Star ratings or equivalents for other (non residential) uses could be met.

Note 1: Panuku uses the Auckland Design Manual as a reference document to guide design quality.
<http://www.aucklanddesignmanual.co.nz/>

Design Review

Collaboration with Panuku

1. Panuku seek to work collaboratively with development partners. We suggest a collaborative process around design and development to enable a productive and open dialogue on site outcomes from inception through to resource consent stage.
2. A complete design package should be given to Panuku Design Team prior to lodging Resource and Building Consents for review and feedback.

Tag review

3. The Technical Advisory Group (TAG) is Panuku's independent design review panel made up of industry professionals working within the disciplines of Architecture, Urban Design and Landscape Architecture.

TAG is involved at each stage of Panuku's regeneration programme from vision setting, masterplanning to detailed site design reviews.

We will involve TAG at critical points of design development and as needed.

Panuku has an agreement with Council to use TAG review as part of the consenting process, at pre lodgement stage, instead of the Council's Auckland Urban Design Panel (AUDP).

Final design should receive the support of TAG.

Precedents

The following precedents are examples of different mix-use residential, commercial and retail designs, each illustrating a different facade treatment that provide sufficient interest in the urban scale, and responses to the historical character of Howick.



The Orange, Newton



The Ockham, Sandringham



Tupelo Alley, Portland, USA



Regents Park, Wellington



Ladies Mile, Ellerslie

Decision paper: Panuku Board representative

Author: Jenni Carden, Executive Officer/Company Secretary

April 2021

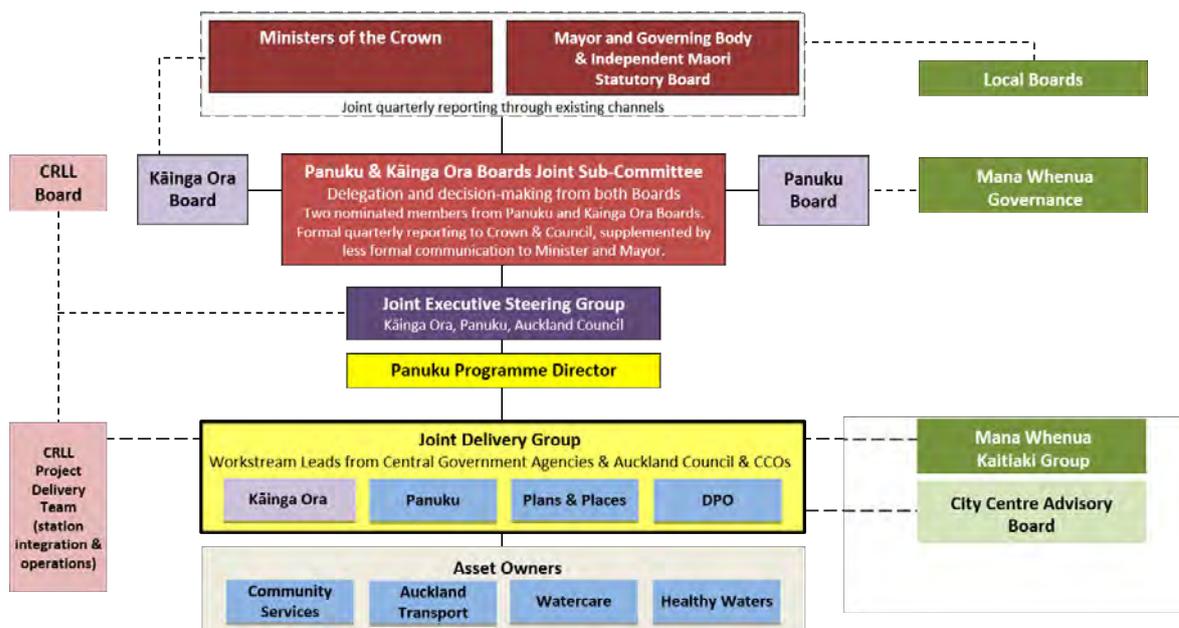
Ngā tūtohunga | Recommendations

That the Panuku Board...

- a. approve, as nominated by the Chair, the appointment of David Kennedy as board representative on the Panuku and Kāinga Ora joint board committee.
- b. Note the Panuku Board Chair, Paul Majurey was appointed to this joint board committee by the Panuku Board in June 2020.

Whakarāpopototanga matua | Executive summary

1. Panuku and Kāinga Ora have jointly established a 3-year work programme and budget. The two approval gateways for the sponsors include the Foundation Outcomes and followed by a full Precinct Development Plan. The plan will set out project milestones, delegations, roles and responsibilities, capital budget for delivery, and timeline.
2. The draft governance structure has been agreed with Kāinga Ora. It provides an agile partnership that responds to the project scale and critical need to maintain delivery momentum as a catalyst in the economic recovery.



3. The membership, roles and responsibility of each governance level are:

- a. CRL Project Sponsors: Minister(s) and Mayor, with other appropriate decision-making processes as required, approved the Foundation Outcomes, the mandate and funding for Panuku and Kāinga Ora to execute the programme delivery set out in the Precinct Development Plan. The sponsors receive progress report through existing reporting mechanisms, supplemented by less formal communication processes. Panuku quarterly report to the Governing Body and Kāinga Ora report to the Minister(s) on a quarterly basis once the programme is approved, and potentially using the existing Crown and Council Joint Working Group.
 - b. Panuku and Kāinga Ora Board Joint Committee: Two nominated members from Panuku Board and Kāinga Ora Boards. Significant delegation over decision-making for the development programme delivery. Responsible for recommending the Foundation Outcomes and Precinct Development Plan to the sponsors, joint investment commitments, and monitoring delivery progress from monthly reports from the Joint Executive Steering Group.
 - c. Joint Executive Steering Group: Nominated senior executives from Panuku, Kāinga Ora, and Auckland Council. This group will be responsible for delegated decision-making and programme delivery to ensure the Foundation Outcomes and Precinct Development Plan approved by the Sponsors and Joint Subcommittee are achieved.
4. Programme Director and Joint Delivery Group: The joint delivery group is led by a Panuku Programme Director who will be responsible for the day to day management of the programme. The delivery group includes workstream leads from Panuku, Kāinga Ora, and Auckland Council group. It brings together the collective specialised expertise to undertake Precinct Development Plan processes, and delivery implementation.

Horopaki | Context

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
June 2020	City Rail Link Mt Eden and Karangahape Stations Development Programme	<p>Following the conclusion of discussions, the Panuku Board:</p> <p>b) Approved the establishment of a joint subcommittee between Panuku and Kāinga Ora Boards with delegated decision-making over the development programme delivery.</p> <p>c) Approved, as nominated by the Chair, appointment of the Panuku Board Chair and Deputy Chair, Paul Majurey, as board executives on the Panuku and Kāinga Ora joint subcommittee.</p>

Hīraunga | Implications

Ngā ritenga ā-pūtea | Financial implications

5. There are no financial implications arising from this appointment as there is no additional remuneration for David Kennedy and Paul Majurey for being on the joint board committee.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

6. There is minimal risk related to this appointment.

Ngā koringa ā-muri | Next steps

7. It is intended that following board approval, David Kennedy will commence as a member of the joint board committee with immediate effect.

Ngā kaihaina | Signatories

Jenni Carden, Executive Officer/Company Secretary

David Rankin, Chief Executive

Decision paper: Panuku Board charter

Author: Jenni Carden, Executive Officer / Company Secretary

April 2021

Ngā tūtohunga | Recommendations

That the Panuku Board approve the Panuku Development Auckland board charter dated April 2021.

Whakarāpopototanga matua | Executive summary

1. Auckland Council will be appointing four new directors to the Panuku Board in May 2021. In preparation for this substantial change to the board as a result of these appointments, and coincidentally the resignation of the incumbent Company Secretary, it is timely to document the governance practices of the board.
2. The Panuku Development Auckland board charter identifies the principles of corporate governance that assist the board in performing its duties. A draft version of the charter is included as Attachment A.
3. When Panuku was formed in 2015, a range of policies were adopted by the board. These policies are recorded in the policy register. At that time a 'Governance Policies' document was drafted but was never adopted by the board.
4. The board charter has been drafted to clearly set out the respective roles, responsibilities, and authorities of the board of directors, both individually and collectively, in setting the direction, the management and the control of the organisation.
5. The board as a whole is responsible for the governance practices of the organisation and must approve any new policies or other documents the organisation wishes to adopt.

Horopaki | Context

6. The Institute of Directors New Zealand Four Pillars of Governance Best Practice recommends a charter for the board (The second pillar - an effective governance culture; 2.3 Board architecture).

The purpose of board charters

7. A board charter serves a number of important functions. As the top-level policy document, the charter:
 - serves as a reminder for the board of the legal framework within which it operates

- documents the policies and processes that the board has decided upon to meet its legal and other responsibilities
- assists leadership in delivering good governance
- sets out the functions and responsibilities of the board
- provides guidance and comfort to stakeholders that the board has implemented robust governance processes
- is a point of reference for disputes
- serves as an induction tool for new directors and senior managers.

Hīraunga | Implications

Ngā ritenga ā-pūtea | Financial implications

8. There are no financial implications in approving the charter.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

9. There are no risks identified in approving the charter.

Tauākī whakaaweawe Māori | Māori impact

10. There is no impact on Māori in approving the charter.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

11. There are no stakeholder impacts in approving the charter.

Ngā whakaaweawe rauemi | Resourcing impacts

12. There are no resourcing impacts in approving the charter.

Tauākī whakaaweawe āhuarangi | Climate change impacts

13. There are no climate change impacts in approving the charter.

Ngā koringa ā-muri | Next steps

14. Once the charter is approved it will be included in the onboarding/induction pack for the new Panuku Board directors and be added to the resource centre for director reference.

15. The charter will be reviewed annually.

April 2021

Ngā tāpirihanga | Attachments

Attachment A Panuku Development Auckland board charter

Ngā kaihaina | Signatories

Jenni Carden, Executive Officer/Company Secretary

David Rankin, Chief Executive

Panuku Development Auckland board charter

April 2021

1. Purpose

This Charter (Charter) for Panuku Development Auckland (Panuku) identifies the principles of corporate governance that assist the Board of Directors of Panuku ('Board') in performing their duties.

2. Role of the Board

The Board members have been appointed by Auckland Council (shareholder) to govern Panuku. Within the constraints of the legislation, the Constitution, the Statement of Intent¹ (SOI) and Statement of Expectations (SOE), the Board:

- establishes Panuku's purpose
- defines desirable outcomes
- approves major strategies for achieving these outcomes
- sets the overall policy framework within which the business of Panuku is conducted
- monitors management's performance on behalf of all Aucklanders.

The Board delegates day-to-day management to the Chief Executive.

Panuku is a statutory entity, managing assets in the long-term interests and for the benefit of the Auckland region and facilitating the redevelopment of selected town centres across Auckland.

3. Key activities of the Board

The primary role of the Board is to exercise leadership, enterprise, integrity, and judgement in directing the company while having regard to the interests of our shareholder and stakeholders and achieving sustainability.

Key activities of the Board include:

Legislative responsibilities

¹ Panuku became a Council-Controlled Company on 1 September 2015 and is governed under a Statement of Intent (SOI).

- Complying with the Local Government (Auckland Council) Act 2009 and the Local Government Act 2002
- Complying with all relevant obligations the Board has under the Companies Act 1993 and other relevant statutes.

Oversight of management

- Appointing the Chief Executive
- Reviewing the terms and conditions of the Chief Executive's employment
- Setting and monitoring the objectives for the Chief Executive
- Monitoring the Chief Executive's performance against the above objectives
- Overseeing the operation of Panuku's business to ensure it is being managed appropriately
- Reviewing progress on major projects, strategic plans and operating plans
- Monitoring the financial performance of Panuku including approving:
 - budgets
 - capital expenditure and investments above Chief Executive's delegations and operating expenditure outside budgets and Chief Executive's delegations.

In the normal course of events, day-to-day management of Panuku will be in the hands of the management.

Ethics

- Ensuring Panuku adheres to high standards of ethics and corporate behaviour
- Ensuring business is conducted in an honest, ethical, responsible, and safe manner
- Safeguarding the reputation of Panuku, the Panuku brand and building public trust and confidence in Panuku and the wider council group
- Effectively and confidently manage complaints regarding unacceptable behaviour that are escalated to the Board
- Promote ethical and responsible corporate behaviour, including leading by example.

Governance

- Acting in the best interests of Panuku in a manner based on transparency, accountability and responsibility²

² Note: Under the Panuku's Constitution, Directors may act in the best interests of the shareholder

- Balancing these interests against Auckland Council's expectations of Panuku as a Council-Controlled Organisation³
- Monitoring the effectiveness of our governance practices
- Monitoring the integrity of all financial and non-financial reporting to the shareholder.

Strategy

- Defining our purpose and setting the strategic direction
- Overseeing management's implementation and achievement of our strategic direction.

Stakeholders

- Serving the legitimate interests of the stakeholders of Panuku and accounting to them in a clear, transparent, and accessible manner
- Ensuring that Panuku communicates effectively with the shareholder, customers and all other stakeholders, including nineteen Iwi entities of Tāmaki Makaurau and the Independent Māori Statutory Board and local boards
- Ensuring that Panuku complies with all relevant laws and regulations and that it meets its contractual obligations.

People

- Approving and monitoring our health and safety systems, with a view to ensuring the health, wellbeing, and safety of Panuku's employees, contractors, agents, and also the public at Panuku sites
- Ensuring Panuku is a good employer

Risk management

- Ensuring Panuku has appropriate risk management/regulatory compliance policies in place, including defining the limits to acceptable risk
- Regularly reviewing processes and procedures to ensure the effectiveness of internal systems of control
- Report to Auckland Council quarterly including any new/emerging risks.

4. Board committees

To assist in the process of corporate governance, the Board has established three Committees.

³ Auckland Council's expectations of Panuku are set out in the Governance Manual for Substantive CCOs and the CCO Accountability Policy and the Statement of Expectations.

- Audit & Risk Committee
- People & Culture Committee
- Priority Location Committee

The Board is responsible for oversight of any Committee. Committee will have a Terms of Reference that is approved by the Board annually. Committees may make recommendations to the full Board, but do not make decisions on behalf of the Board unless specifically mandated to do so.

Committee Chairs and members are appointed by the Chair.

The Board may establish or disestablish committees to assist in the process of corporate governance.

5. Duties imposed on Board members

Each Board member must understand the specific legal requirements of their position since this will form the basis of the duties and responsibilities of the individual Board member.

There are three types of duties imposed on Board members:

- **Fiduciary duty**

The fiduciary duties of a Board member are to, act honestly, avoid conflicts of interest, and generally act in what the Board member believes to be the best interests of Panuku as a whole. Noting that under the constitution set by the shareholder, a Board Member may act in the best interests of the shareholder where there is no conflict with legislation.

- **Duty of care and diligence**

Each Board member must exercise the care, diligence, and skill that a reasonable person would exercise in the same circumstances.

- **Legal and statutory duties**

These are duties imposed upon Board members by statute and common law, and the Constitution. In accordance with these requirements, Board members of Panuku will:

- Discharge their duties in good faith and honesty in what they believe to be the best interests of Panuku and with the level of skill and care of a well-informed Board member of an important company
- Promote a corporate culture that embraces diversity and inclusiveness
- Owe a fiduciary duty to Panuku using the powers of office only for a proper purpose, in the best interests of Panuku as a whole
- Act with required care, diligence and skill, demonstrating reasonableness in their decisions

- Make adequate disclosure to the Board of any actual or potential conflicts of interest
- Act in accordance with the Constitution and the law relating to Panuku and companies generally
- Act for the benefit of Panuku as a whole
- Not make improper use of information gained through their position as Board members
- Not take improper advantage of the position of a Board member
- Not allow personal interests, or the interest of any associated person, to conflict with the interests of Panuku
- Make reasonable inquiries to ensure that Panuku is operating efficiently, effectively and legally towards achieving its goals
- Undertake diligent analysis of all proposals placed before the Board
- Not agree to Panuku incurring an obligation unless the Board member believes at the time, on reasonable grounds, that Panuku will be able to perform the obligations.

6. Role of individual Board members

The Board decides what matters are delegated to either specific Board members or management and what controls are in place to oversee the operation of these delegated powers. Board members have no individual authority to participate in the day-to-day management of Panuku. This includes making any representations or agreements with any other party including employees unless such authority is expressly delegated by the Board. The delegation is by resolution, to the Board member (including the Chair) either individually or as a member of a Committee.

Board members are expected to give of their specific expertise generously to Panuku. In respect to any matters not dealt with in an open meeting, Board members will keep Board discussions and deliberations absolutely confidential.

Board members are expected to be forthright in Board meetings. They have a duty to question, request information, raise any issue, and fully canvas any aspects of any issue. Votes must be cast on any resolution according to their own opinion. Outside the Boardroom, Board members will support the letter and spirit of Board decisions in discussions with all external parties including staff. A Board member present at a Board meeting will be presumed to have voted in favour of a resolution of the Board unless they expressly dissent or expressly abstain from voting.

Confidential information received by a Board member in the course of the exercise of their duties remains the property of Panuku. It is improper to disclose it or to allow it to be disclosed. An exception would be if disclosure has been authorised by the person from whom the information was obtained or is required by law.

A Board member will not engage in any conduct likely to bring discredit upon Panuku. A Board member must not agree to the business being carried in such a way that there is substantial risk of serious loss of reputation.

A Board member has an obligation at all times to comply with the spirit as well as the letter of the law and with the principles of this charter.

Board members are expected to provide feedback to the Chair if they have any suggestion to improve the performance/effectiveness of the Board.

Board members will act in good faith and conduct themselves in a manner that is consistent with generally accepted procedures for the conduct of meetings at all meetings of the Board.

6.1 Disclosure of interest/Conflicts of interest

Board members must make adequate disclosure to the Board of any actual or potential conflicts of interest.

These include the interests of Panuku, the Board member and associates of the Board member. All disclosures of interest are recorded and tabled at each Board meeting.

Generally, when a Board member has a conflict of interest, the individual is expected to withdraw for the relevant portion of the meeting.

7. Role of Chair

The role of the Chair is to lead the Board. The Chair is expected to fulfil the following responsibilities:

- Ensure that the Board provides leadership and vision to Panuku
- Assess and implement a balanced Board membership within the confines of the shareholder appointment process
- Ensure that the Board is participating in setting the aims, strategies and policies of Panuku
- Ensure that there is adequate monitoring of the pursuit and attainment of the goals of Panuku
- Ensure that the Board reviews the human resources of Panuku
- Make certain that the Board has adequate information to undertake effective decision making and actions
- Ensure that administrative tasks such as the circulation of Board papers are carried out efficiently and effectively
- Direct the Board discussion to effectively use the time to address important issues
- Develop an ongoing and healthy relationship with the Chief Executive

- Guide the ongoing development of the Board as a whole and individual Board members
- Lead the Board's relationship with the shareholder
- Ensure that all Board members are encouraged to actively participate in Board discussions and decisions
- Ensure that all new Board members are provided with an appropriate induction programme
- Chair board meetings
- Establish the agenda for board meetings in conjunction with the Chief Executive.

8. Board process and proceedings

8.1 Board meetings

- Board members will meet in-person at least 10 times per year. Additional meetings (including via teleconference) may be scheduled at the discretion of the Directors. Directors also may be required to participate in strategy and professional development workshops.
- The agenda and papers for the meeting will be circulated to all Board members in the week prior to the meeting
- The agenda will be constructed having regard to the Board's annual work programme
- The agenda will allow the Board to exercise adequate monitoring of company performance
- Agenda items will be supported by sufficient information to allow effective decision making.

8.2 Conduct of meetings

- The Chair will determine the degree of formality required at each meeting while maintaining the decorum of such meetings
- The Chair shall ensure that all members are heard
- The Chair will maintain sufficient control to ensure that the authority of the Chair is recognised so that a degree of formality can be reintroduced when required
- The Chair will ensure that the decisions and debate are completed with a formal resolution recording the conclusions reached.
- The Chair will take care that decisions are properly understood and well recorded

8.3 Board minutes

- Minutes will contain a brief review of the discussion plus the official resolution adopted by the Board
- All decisions will be recorded by way of a formal resolution
- Board members who dissent or abstain may ask to have their dissent or abstention recorded in the minutes
- Material conflicts of interest, perceived or actual, will be recorded in the minutes.

9. Key Board functions

9.1 Delegation of authority

Legislation and Panuku's Constitution provide the Board with all the powers necessary for managing, directing, and supervising the management of the business and affairs of Panuku.

The Board has in turn delegated an appropriate level of authority to the Chief Executive, for the operation and management of Panuku. Under the Constitution Board Members remain accountable for all delegated authority.

9.2 Public representation

Official representation of Panuku publicly (including news media comments) will be by the:

- Chair;
- Chief Executive; or in accordance with the delegation provided by the Chief Executive.

9.3 Execution of documents

Generally, documents will be signed by the management of Panuku, provided it is within their delegated authority. Where documents are required to be signed by two directors (including signing delegation to the Chief Executive for such documents), details of each signing will be notified to the Board in the Chief Executive's report. Such signings are deemed to be ratified at the next Board meeting.

9.4 Supporting the Chief Executive

It is recognised that a key component of Board member duties is providing a sounding board for the Chief Executive's ideas. In recognition that the Chief Executive/Board relationship is critical to effective governance, Board members should provide frank and honest advice to the Chief Executive. All advice should be constructive in nature and provided in a positive manner. The Chief Executive is not to regard advice from individual Board members (including the Chair) as instructions. Only the Board as a whole may instruct the Chief Executive.

9.5 Chief Executive evaluation

The Chief Executive's evaluation will be undertaken at least once a year by the Board.

9.6 Board composition

As far as possible within the constraints of the shareholder appointments process, the Board should ensure that Board appointments result in a diverse mix of directors which has a balance of:

- skills,
- knowledge;
- experience; and
- perspectives

which together add value and to bring independent judgement to bear on the decision decision-making process.

9.7 Board evaluation

- At least every two years, the Board will conduct a formal evaluation of its performance.
- The evaluation will be aligned with any process required by the shareholder including the opportunity to have input into the shareholder appointment process

9.8 Board member development

In order to continually improve Board performance, all Board members are expected to undergo continual professional development.

Where skill gaps are identified, Board members may be provided with training and resources to address them by Panuku at the discretion of the Chair.

9.9 Remuneration

Board member remuneration will be determined from time to time by the shareholder. Remuneration will be paid monthly. Panuku will reimburse reasonable and properly incurred travel, accommodation, and other costs with the approval of the Chair. The Chair's costs are to be reviewed and approved by the Chair of the Audit and Risk Committee. Payment of Board Member fees may be suspended for prolonged absence at the discretion of the Chair, after a thorough investigation of the reason for the absence.

9.10 Director indemnity and insurance

Panuku will ensure that there is current Directors' and Officer Liability insurance cover (including 'run-off' insurance cover) for all Board members and for Senior Managers. Similarly, written indemnities will also be provided for these individuals.

10. Inconsistency with Constitution

To the extent that there is any inconsistency between this Board Charter and the Constitution, the Constitution will prevail.

11. Review of the Charter

This Charter was approved by the Board in April 2021 and will next be reviewed in April 2022.

Decision paper: Use of Eke Panuku

Author: Angelika Cutler, GM Community and Stakeholder Relations

April 2021

Ngā tūtohunga | Recommendations

That the Panuku board:

- a. approve the use of Eke Panuku Development Auckland.
- b. note that a name change will not require a formal company name change.
- c. note that Panuku should inform the Governing Body about the use of Eke Panuku before public notification.

Whakarāpopototanga matua | Executive summary

1. In 2015, mana whenua gifted Development Auckland the name Eke Panuku. In response, the Development Auckland board adopted the name Panuku Development Auckland, omitting the Eke from Eke Panuku.
2. The exclusion of the word Eke from Eke Panuku is the source of considerable concern for mana whenua. Mana whenua have requested that Panuku adopt the name Eke Panuku.
3. At present, Panuku staff are inconsistent in their use of Panuku and Eke Panuku.
4. The Panuku board has the power to rename Panuku Development Auckland.

Horopaki | Context

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
N/A	Local Government Act 2002, section 4	In order to recognise and respect the Crown's responsibility to take appropriate account of the principles of the Treaty of Waitangi and to maintain and improve opportunities for Māori to contribute to local government decision-making processes, Parts 2 and 6 provide principles and requirements for local authorities that are intended to facilitate participation by Māori in local authority decision-making processes.

N/A	Auckland Plan 2050, Focus area 6	Celebrate Māori culture and support te reo Māori to flourish
N/A	Te Reo Māori Action Plan 2020-2023	Champion a bilingual city where te reo Māori is seen, heard, spoken and learned throughout Tāmaki Makaurau

Matapaki | Discussion

The establishment of Panuku Development Auckland

5. Panuku Development Auckland (Panuku) was established as a Council-Controlled Organisation (CCO) following the introduction of the Local Government (Auckland Council) Act 2009 and the establishment of the Auckland Unitary Authority.

The transition from Development Auckland to Panuku Development Auckland

6. On 1 September 2015, the Panuku executive informed the Governing Body that the Development Auckland Board, in consultation with mana whenua, adopted the name Panuku Development Auckland.
7. Some councillors were concerned that Development Auckland had not undertaken adequate consultation before reaching a final name. In response, some members of the Governing Body moved a motion that the CCO Governance and Monitoring Committee did not support a new name being added to the Development Auckland title and noted the failure of Development Auckland to comply with the No Surprises Policy. This motion, however, was lost.

The legal names of Panuku Development Auckland

8. On 7 May 2015, the Governing Body established Development Auckland Limited by amalgamating Auckland Council Property Limited and Auckland Waterfront Development.
9. Panuku Development Auckland Limited is the legal name for Panuku. The following names are registered with the Companies Office:
 - 17 September 2010; Auckland Waterfront Development Agency.
 - 1 September 2015; Development Auckland Limited.
 - 1 May 2017; Panuku Development Auckland Limited.

Mana whenua have asked Panuku to adopt Eke Panuku

10. In 2015, Development Auckland engaged with its 19 mana whenua partners and asked them to gift a name for the new organisation. Tame Te Rangi, of Te Rūnanga o Ngāti Whātua, in consultation with mana whenua, gifted Development Auckland the name Eke Panuku.

11. The name Eke Panuku is a derivative of the whakataukī: Kia Eke Panuku, Kia Eke Tangaroa. This whakataukī is also used within a more extensive acknowledgement - available in Attachment A.
12. The definition of eke (verb) means to get on, embark, board, mount, climb, ascend, rise, reach, and attain. The definition of panuku (noun) is a vehicle. Conjoined, eke panuku means the movement of a waka or the raising of expectations.
13. Panuku Development Auckland, however, omitted to adopt Eke when undertaking the name change in 2015.
14. Mana whenua believe it is essential that the words Eke Panuku remain together because Panuku (without Eke) is a sled without movement. Mana whenua regularly correct Panuku programme and project leads if they omit the word Eke when referring to Panuku.
15. In response, Panuku staff call the organisation Eke Panuku when engaging with mana whenua but calling itself Panuku when engaging with the community. This inconsistent use of language has resulted in confusion for both staff and stakeholders.

Reasons to support the adoption of the name Eke Panuku

16. In reo Māori, the name Panuku does not make grammatical sense. An Eke must be added to create a complete verb-noun structure.
17. Over the last six years, Panuku has spent a significant amount of time investing in its relationships with mana whenua. Due consideration of the name Eke Panuku will demonstrate the value Panuku attributes to its relationship with mana whenua.
18. The name Eke Panuku Development Auckland is consistent with other public sector organisations. For example, Waka Kotahi NZ Transport Agency, Kāinga Ora - Homes and Communities, and Oranga Tamariki Ministry for Children. It would be good practice to adopt the full name Eke Panuku Development Auckland, and then refer to the organisation as Eke Panuku.

Hīraunga | Implications

Ngā ritenga ā-pūtea | Financial implications

19. Adopting Eke Panuku as the new name for Panuku will require an update to some communications collateral. Generally, this would be undertaken as assets are required to be renewed.
20. Updating the Panuku logo and communications can be absorbed within current staff time and budgets.
21. A new name will require a refresh to some physical wayfinding and signage. A programme will be prepared to work through any updates required in the most cost-effective way.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

22. Proactive communication to key stakeholders and elected representatives will help to mitigate any confusion.
23. Additional costs to replace any signage will be kept to a bare minimum and will be managed via a programme of renewals of our collateral over time.
24. Proactive communication with political decision-makers, particularly members of the Governing Body will help to mitigate negative reactions. However, this will be monitored and managed over time.

Tauākī whakaaweawe Māori | Māori impact

25. This paper is in response to a request from mana whenua to adopt the name Eke Panuku. Adopting the name Eke Panuku will demonstrate Panuku is listening and responding to input from mana whenua. Potentially enhancing our relationships with our mana whenua partners.
26. Panuku staff have spoken with Tame Te Rangi, who gifted the name Eke Panuku on behalf of mana whenua, and Tame spoke positively about a potential adoption of Eke Panuku.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

27. The Governing Body has a high interest in the names of COOs - as described in paragraph 7. Panuku should, therefore, inform the Governing Body about the change before communications are issued to external stakeholders and partners.

Ngā whakaaweawe rauemi | Resourcing impacts

28. A name change will create no impact on staff resourcing.

Tauākī whakaaweawe āhuarangi | Climate change impacts

29. A name change will create no impact on climate.

Ngā koringa ā-muri | Next steps

30. If the Panuku Board approve the recommendation, then:
 - Panuku will inform Auckland Council's Governing Body as per the No Surprises policy
 - Panuku will notify mana whenua, council group staff and stakeholders about the change
 - Panuku will prepare a brand collateral update programme to minimise costs of updating signage etc.

April 2021

Ngā tāpirihanga | Attachments

Attachment A: Mihi o Eke Panuku

Ngā kaihaina | Signatories

Angelika Cutler, GM Community & Stakeholder Relations

David Rankin, Chief Executive

Attachment A: Mihi o Eke Panuku

<p>Nau mai taku iti. Piki mai e taku rahi. Nāku koe i tiki atu i te pae-o-te-rangi. Ka tōia mai, ka kūmea mai kia eke tangaroa, eke panuku.</p> <p>Panuku, panuku, kia haumi e, kia hui e kia ara mai he tāiki ngāpara. Ka whakairihia e te rangi hei hua tipua, ka poua ā-whenua hei tupuranga hōu.</p> <p>Māna e huaki te mana tangata e hora ai aku mahi. Kia hua ko te pai, kia piki ko te ora, he tohu kaitiaki o taku tuakiri tuku iho.</p> <p>Nōku te whiwhi, nōku te hūmārire. Ka tūhono a Rangi, ka tūhono ki a Papa, taku taura here whanaungatanga; he mea nō tua whakarere mai. E kore e memeha; tū te ao, tū te pō, mauri tau, mauri ora.</p>	<p>Welcome one. Welcome all. You, from beyond the horizon i have taken. I draw you nigh, i draw you hither To raise expectations and to fulfil potential.</p> <p>Upward, onward until all is met and done and that which rises will endure still. From high it heralds divine aspirations, grounded in visions of new beginnings.</p> <p>It empowers in essence our very being and pervades all that we have achieved. Let good be rife and may good health be assured, as guardianship defines a legacy given.</p> <p>As destiny beckons, peace is mine. The sky itself seems to greet the earth, epitomising all I hold and revere; a token from that distant past. It abides as day and night without fail, with a gentle heart and a lively spirit.</p>
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Decision paper: Group Remuneration Policy

Author: Alaina Cockerton, Head of People & Culture

April 2021

Ngā tūtohunga | Recommendations

That the Panuku Board approve:

- a. the adoption the Group Remuneration Policy.
- b. updating the Panuku reward philosophy to align with the Group Remuneration Policy and the recommendations of the CCO review.

Whakarāpopototanga matua | Executive summary

1. The Group Remuneration Policy was one of the recommendations of the COO review.
2. A group consisting of representatives from Auckland Council and the CCOs have created the policy which has been accepted by the Chief Executives.
3. The Group Remuneration Policy aligns with our current practices at Panuku though it is recommended that we align our remuneration philosophy with the principles in this policy.
4. The Panuku reward philosophy was approved by the board in 2017. The philosophy included three principles:
 - Financially responsible competitiveness
 - Future potential and performance
 - Flexibility.
5. Aligning these would mean changing the principles to:
 - Fairness
 - Financial responsibility
 - Contribution
 - Social equity through a living wage.
6. These principles are all interlinked and intended to serve as a guide to remuneration decisions. Aligning with the Group Remuneration Policy would support the CCO review recommendations and would not impact our ability to make remuneration decisions necessary for our business.

7. Following endorsement by CCO boards, the Group Remuneration Policy will be recommended to Governing Body for final approval.

Horopaki | Context

8. The Group Remuneration Policy was one of the recommendations of the CCO review. The related key points were:
 - a. The council and CCOs should have common values and expectations of staff and management behaviours that collectively set the tone for the broader culture of all council organisations.
 - b. The council and CCOs should work together to draw up group policies on shared services, the development of leadership talent and remuneration.
 - c. CCOs should discuss their proposed collective bargaining strategy with the council.
 - d. The council needs to have some say about CCOs chief executives' pay (as well as their appointment and tenure). CCOs are, after all public sector entities, not private commercial companies, and their chief executives' remuneration must reflect this fact.
9. The recommendations also suggested that the policy should:
 - a. Contain common salary bands for all staff except Chief Executives
 - b. Common rules on placing staff in, and progressing them through, bands and
 - c. Common processes for dealing with exceptions to the rules.
10. Panuku already follows Auckland Council guidance and processes in relation to the above.
11. A team representing Auckland Council, Auckland Unlimited, Panuku Development Auckland, Auckland Transport and Watercare Services have created the draft policy and shared it with each of the group Chief Executives.
12. It is important to note that operational remuneration decisions are delegated to the relevant Chief Executive. To allow each entity to address their own operational challenges the policy sets the group wide principles which need to be considered as part of any remuneration decision.
13. The Panuku reward philosophy was approved by the board in 2017. When the Panuku reward framework and philosophy was introduced in 2017 the objectives were to:
 - a. Drive business performance – incentivise a high-performance culture
 - b. Ensure talent attraction and market competitiveness, particularly in the private sector and for senior development roles
 - c. Create internal equity, as some individuals received performance incentives where others didn't

- d. Maintain alignment with the council family
- e. Build staff engagement.

14. There were three principles are all interlinked and intended to serve as a guide to remuneration decisions, these are below.



15. Part of the decision at that time was that when setting remuneration, Panuku should aim to meet appropriate market sectors, but should not be pitched at the aggressive, leading edge of salaries and bonuses.
16. Since the reward philosophy was approved there has been significant changes including performance recognition payments to Executive Leadership Team and staff being discontinued. The Auckland Council Emergency Budget being developed which meant Panuku executives and staff paid over \$100,000 were asked to take temporary salary reductions. Panuku also followed council remuneration advice for the 2020 annual remuneration review, resulting in no pay increases for staff paid in salary band I and above, with a flat rate increase of 1.3% for those in bands H and below.

Matapaki | Discussion

17. Adopting the Group Remuneration Policy results in no material changes for the remuneration practices at Panuku. It provides the framework for making decisions that relate to remuneration but still allows the flexibility for Panuku to address its own operational challenges and opportunities.
18. Following the CCO review and considering organisational and environmental changes since that time, including the removal of performance incentives and the Auckland Council's financial position it is appropriate to align with the principles in the Group Remuneration Policy. They are not significantly different from those approved by the board in 2017 with the exception on the increased focus on fairness. See proposed Panuku philosophy below.



19. These principles better reflect the values of our people and the positive organisational cultural shift we have seen and continue build on. It creates an increased focus on creating a diverse and inclusive workforce which links with our people strategy and ultimately helps us deliver on our vision.

Hīraunga | Implications

20. The Group Remuneration Policy results in no material changes for the remuneration practices at Panuku. It does however bring more in to focus regularly monitoring and addressing and identified inequities e.g. gender and ethnicity pay parity. Auckland Council remuneration team are supporting Panuku to ensure this takes place.

Ngā ritenga ā-pūtea | Financial implications

21. There are no financial implications from the adoption the Group Remuneration Policy.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

22. There are no risks arising from the adoption the Group Remuneration Policy.

Tauākī whakaaweawe Māori | Māori impact

23. There is no specific impact on māori from the adoption the Group Remuneration Policy.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

24. Endorsing these recommendations demonstrates commitment to addressing CCO review recommendations and working collaboratively across the council group.

Ngā whakaaweawe rauemi | Resourcing impacts

25. There are no resourcing implications from the adoption the Group Remuneration Policy.

Tauākī whakaaweawe āhuarangi | Climate change impacts

April 2021

26. There are no climate change implications from the adoption the Group Remuneration Policy.

Ngā koringa ā-muri | Next steps

27. Following endorsement by all CCO Board of Directors, the Group Remuneration Policy will be recommended to the Governing Body for final approval.

28. The Group Remuneration Policy and updated remuneration philosophy will continue to serve as a guide for remuneration decisions and the review of our performance system.

Ngā tāpirihanga | Attachments

s7(2)(h) commercial [council]

Ngā kaihaina | Signatories

Alaina Cockerton, Head of People & Culture

David Rankin, Chief Executive

Information paper: Design approach update

Document author: Gyles Bendall, GM Design and Place

April 2021

Whakarāpopototanga matua | Executive summary

1. In June 2020 the executive provided an overview of Panuku's approach to design and priorities for the coming year. This paper provides an update on key improvements since that time.
2. Firstly, this report provides an update on the successful review and update of the Alliance Framework.
3. Secondly, this report provides additional information for the board on reference designs and our intention to establish key design partnership contracts with design consultancies.

Matapaki | Discussion

Alliance Framework

4. The Alliance Framework covers the statutory plan change and resource consent approval processes required by Panuku, and the council's urban design inputs into Panuku projects. It identifies the consenting pathways, and roles and responsibilities for Panuku and the council to jointly achieve a streamlined, fast-track applications process. It was initially developed in 2016.
5. By and large the Framework has worked well. However, we believed there could be efficiencies and better outcomes achieved through improved processes, particularly around design review.
6. The operative version of the Unitary Plan does not have specific urban design criteria or a requirement for applicants to prepare urban design statements. Through its development agreements Panuku has significant ability to leverage quality design outcomes from developers.
7. Previously the process was unclear and there was duplication of staff and processes at key project stages for development projects. The process meant that multiple reviews occurred at different stages, by different staff, and through different processes.
8. Via the board, Panuku staff establish the vision and sets the direction that balances financial return with the outcomes sought for each project and how it integrates into the wider regeneration programme. Panuku then negotiates and reviews early proposals by development partners before they apply for a consent. At which point it went through a new design review process by council staff to gain a consent. Previously, this review could have been undertaken with a first principles approach. For some development

agreements it would then come back to Panuku to administer any specific design requirements.

9. The previous process meant that we generally restricted the required outcomes within development agreements as the design review process during consenting may:
 - a. provide an alternate view that could conflict with development agreements
 - b. add duplication of process; and
 - c. create confusion for development partners on which advice to follow (staff and independent panels).
10. To mitigate these issues, Panuku has been pulling back on requirements within development agreements. However, confusion and uncertainty for our development partners on which advice to follow remained. In several cases this led to additional redesign and time costs working through multiple review processes but without the demonstrable increase to the outcome. Under this approach Panuku undermined our potential by limiting its use of using a wider range of tools in achieving broader outcomes such as those deployed within Wynyard Quarter – which is Auckland’s best example of a fully integrated regeneration approach.
11. The refresh of the Alliance Framework focused on how we could get greater consistency of design review through our development agreements and through the consenting processes. It included a review of the role of independent design review panels - Panuku's Technical Advisory Group (TAG) and the Auckland Urban Design Panel (AUDP).
12. The refresh also considered how to the maximise quality design outcomes for Panuku projects including how we can use our ability to negotiate outcomes beyond the limitations of the Resource Management Act, use of development agreements and other tools to encourage, negotiate and enforce agreed outcomes as necessary.
13. Through the refresh these improvements have been achieved. The key change is that all Panuku projects and those of our development partners, will no longer go through AUDP during the consenting phase. Rather they will go through TAG for all phases of a project lifecycle. This greatly improves consistency of advice, provides an advantage for our partners that engage early with TAG prior to consent application and resolves any issues early. It also integrates council and Panuku processes rather than running disparate processes, improves efficiencies (time and cost), and enables Panuku to better manage the design process throughout a project lifecycle.
14. In late 2020, as part of the Alliance Framework refresh, we tested the approach of using TAG during the consenting phases on several projects. Feedback was positive from council and noted the thoroughness of the TAG review. As of January 2021, all projects are now using this revised approach.
15. Within the statutory plan change process, the Alliance Framework now outlines a collaborative process for policy development with the policy team at Auckland Council (Plans and Places).
16. Under the previous 2016 agreement, the Alliance Framework relied on a Schedule 1 Part 2 process of the Resource Management Act 1991(RMA) for Plan Changes by Panuku, as a private developer applying to council. As Panuku was not progressing any policy development projects at the time, the framework was not tested for its efficiency.

17. The work programme for 2021-22 includes preparation of two major plan changes, Onehunga Wharf and Wynyard Point, to enable urban regeneration within two of our priority locations.
18. Through discussions with Auckland Council and understanding our common outcomes, the process has now been amended to enable Panuku and council to work in a collaborative manner as a single team. This change to the approach means that any plan changes developed by Panuku will be put to the Planning Committee as a council-led plan change for notification.
19. The process is now efficient, streamlined and collaborative, avoiding duplication of technical experts. Previously council and Panuku would have two set of experts at hearings and other resources. Positive feedback has been received in terms of the process so far from Plans and Places team.

Reference Designs

20. Through several discussions with the board there have been questions about our approach to reference designs and when we undertake them.
21. There are two key drivers to undertake reference designs.
22. Firstly, testing our assumptions and aspirations. They provide a crucial role in testing and ground truthing a range of requirements that we are seeking on a site before taking it to market. This enables us to address any conflicts and challenges early on what we might be seeking from development partners. This is particularly important for complex sites, such as the Downtown Carpark, where we need to spatially test a range of strategic outcomes that are desired.
23. Secondly, setting the vision and aspirations. They provide an illustrated brief demonstrating our aspirations and intent for a site for stakeholders and interested development partners. It provides a quick visual reference on one potential approach to development that would meet our outcomes, provides broad metrics that they can be used in a developer's initial assessment, and enables us to lead from the front.
24. When completed these are appended to our Essential Outcomes and Design Guidelines documents that establish our essential outcomes and used as part of go to market strategies.
25. We undertake a reference design when it is a:
 - a. strategic site e.g. sites that have a number of aspects that relate to wider strategic moves that need to be clearly articulated e.g. Waiapu Lane Block.
 - b. complex site. Where there are multiple demands on a site that need to be resolved and articulated e.g. Downtown Carpark.
 - c. prominent/flagship site. This may be prominent sites that has high interest from stakeholders and partners e.g. Avondale Central.
26. There is no 'one size fits all' for reference designs. The more that a site meets the above considerations, the more detail would be reflected in a reference design and increase the number and quality of visualisations that would be produced. In addition the value of the property is taken into account to be commensurate with the cost of preparing a reference design.

27. Typically reference designs would have:

- a. site and strategic context plan
- b. highlighting any principles for a successful development
- c. height, bulk and massing, and uses per floor
- d. typical floor plans and yield schedules
- e. movement (all modes), access, circulation, and parking plans
- f. sections and elevations
- g. visualisations that illustrate desired qualities - in particular at public interfaces to the street and open spaces.

28. We do not undertake reference design for all sites. For example, we don't undertake them for sites that have limited options or limited complexity to resolve. An example of this is 14 Huron Street in Takapuna which is 600m² regular shaped site bounded on three sides. It has few permutations to explore in the built form and therefore limited benefit would be achieved from a reference design.

Design Partnerships

29. The majority of all design services are contracted to external firms. Panuku's design team is generally focused on design leadership and design management activities. Design management includes; the provision of technical advice, design coordination and collaboration, project integration over a project's lifecycle, input into business cases, preparation of consultant briefs, tender process and evaluations, and design review. A key focus here is to ensure that the front end of projects have good foundations.

30. We do provide some targeted internal design services for Panuku. The focus area for this is masterplanning activities required to support our programmes. While this is often in collaboration with external consultants it is important that Panuku 'holds the pen' to maintain IP in our places, allow integration into the business (e.g. Programme Business Cases) and allow for ongoing iterative processes to occur. We also undertake quick bulk and massing, and feasibility testing or urban renewal tests under the Public Works Act.

31. For complex projects we contract external consultants. Design services from concept through developed and detailed design are also undertaken by external teams.

32. Over the coming months we will be establishing a number of design partnership contracts.

33. The core purpose of these contracts is to:

- a. meet resource demands within programmes for small to medium scale design services
- b. improve efficiency and agility of procurement for small to medium scale design services
- c. improve quality and speed of delivery of these types of services.

34. Design partnership contracts will cover a range of services across our programmes and projects. This will capture common activities that have replicable products or skills sets such as:
 - a. feasibility, bulk and massing for sites
 - b. targeted masterplanning services
 - c. reference designs for buildings, and
 - d. reference designs for public realm.
35. Panuku's design team will provide design management for these contracts. This will ensure the work is appropriately briefed, reviewed, integrated into programmes and consistent approach is maintained.
36. For larger scale projects and higher value contracts we will continue to procure design services through current procurement practices that is individual competitive tenders to ensure we get value for money and match specific expertise for particular project types.
37. Lastly, the term partnership also alludes to the greater collaboration we are seeking with prospective consultancies, rather than a pure contractual relationship. This is to ensure that we have greater shared knowledge on processes/outcomes for projects and that we can better blend resources and working arrangements, improve efficiencies and gain greater outcomes.

Ngā tāpirihanga | Attachments

Alliance Framework 2021

Report 5.1: Attachment 1

Alliancing Framework

Plan Changes
Consenting
Urban Design

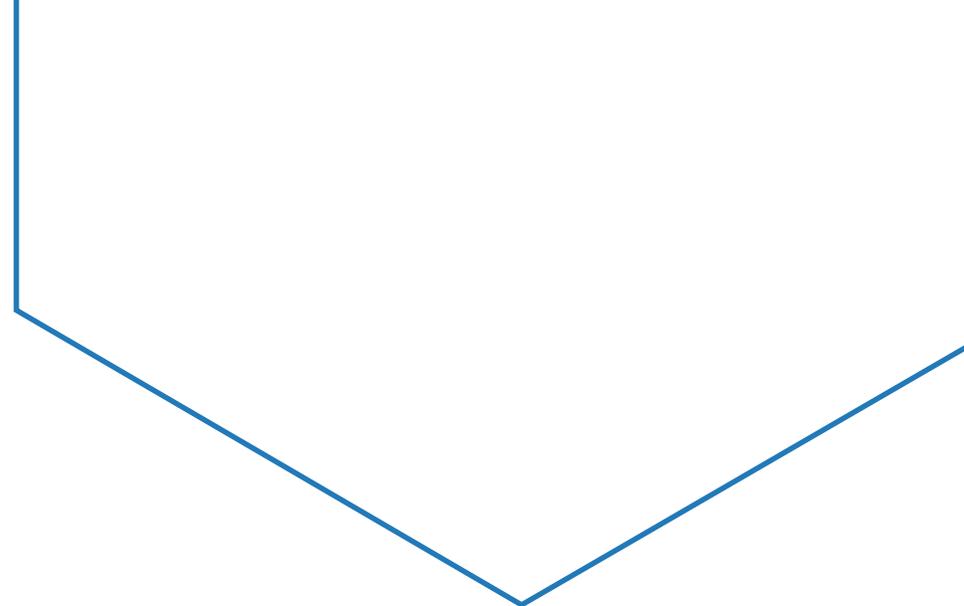
April 2021





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Purpose

The Panuku/Council Alliancing Framework (PCAF) covers the processing of resource consent applications and plan changes for Panuku Development Auckland's (Panuku) projects and projects undertaken by Panuku development partners (including the urban design review of such projects through regulatory requirements). Its purpose is to ensure efficient and effective processes are in place and maintained, in accordance with the Council's statutory functions and responsibilities.

The scope of the PCAF extends to all of Panuku Priority Location areas, individual Support sites, and other sites and locations where Panuku is undertaking plan changes, resource consents, and urban design reviews.

1.0 PANUKU DEVELOPMENT AUCKLAND'S OBJECTIVES

- 1.1** Panuku is the sole entity within the Auckland Council group responsible for leading urban regeneration leveraging off council owned property.

VISION

- 1.2** The vision of Panuku is “Shaping spaces for Aucklanders to love”.

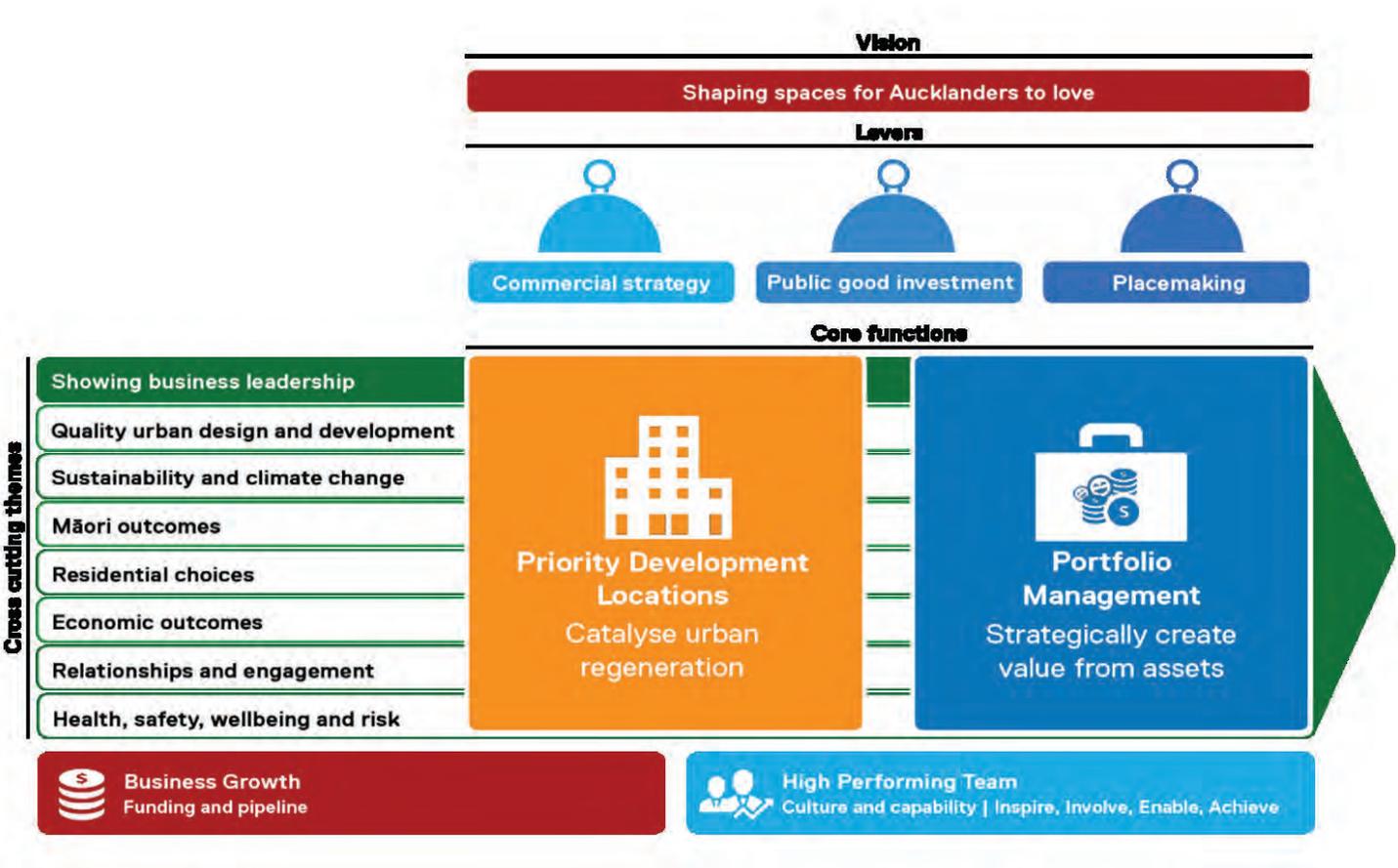
MISSION

- 1.3** The mission of Panuku is to rejuvenate urban Auckland, from small projects that refresh a site or building, to major transformations of town centres or neighbourhoods. Panuku improves the uses of land and buildings that Auckland Council owns, attracts private investment and together we unlock their potential to create spaces Aucklanders love. To achieve this, Panuku has two core functions relating to urban regeneration in Priority Development location areas identified by the Council and the management of Council's portfolio of non-service property assets. It deploys eight cross-cutting themes to ensure the Council's objectives including sustainability and climate change or Maori outcomes are achieved. Refer to fig 1

ACTIVITIES

- 1.4** Panuku is charged with balancing financial and non-financial outcomes in order to create and manage sustainable and resilient places where people want to live, work, invest, learn and visit
- 1.5** The activities of Panuku cover four broad areas:
- Urban Regeneration of Priority Location areas leveraged off council-owned land, mostly within the existing suburbs.
 - Regeneration and redevelopment of the council non-service property and where appropriate, review of council service property.
 - Management of the council assets/property including commercial, residential and marina infrastructure, or redevelopment incorporating a service delivery function.
 - Other property related services such as strategic property advice, acquisitions and disposals.

Figure 1: Strategic framework



2.0 PANUKU AND AUCKLAND COUNCIL BEHAVIOURS AND EXPECTATIONS

- 2.1** Panuku and Council are committed to transparent, open and responsive processes on a no surprises basis. In particular, quality outcomes and timely decisions are expected with regard to resource consents, plan changes and urban design reviews.
- 2.2** Noting the Council's budgetary constraints, both Panuku and the Council shall actively work to ensure costs are minimised. Panuku and the Council shall endeavour to avoid the unnecessary duplication of resources within the Council Group, particularly with regard to technical assessment, review and evaluative processes and reporting. In particular, Panuku and the Council shall minimise costs through adopting existing reports and not requiring additional reporting, where the existing reports are still relevant and address current technical assessment requirements.
- 2.3** Panuku and Council shall be committed to undertaking a thorough pre-application process. To obviate the need for requests for further information, as far as practical, it is expected that technical assessment, review and evaluative processes are completed prior to the lodgement of plan change or resource consent applications.
- 2.4** To ensure the transparency and robustness of decision-making, it is important that both Panuku and the Council use appropriately skilled and experienced staff and consultants. In a number of areas (including planning and urban design), staff and consultants have a professional obligation to provide independent advice. Where Council staff or consultants cannot support a resource consent application or plan change, this must be immediately communicated to Panuku's Head of Planning and Consents and Council's General Manager, Resource Consents (resource consents) or Council's General Manager Plans and Places (plan changes).
- 2.5** With regard to the design review process, prior to the commencement of a statutory plan change or consenting process (prior to the first pre-ap with Council), Panuku will ensure the Council's design team is briefed and kept informed on any master planning or initial concept plan/development feasibility work. Monthly meetings between Panuku and Council's Urban Design Unit, Resource Consents and Planning teams to be convened to discuss upcoming work programme.
- 2.6** Panuku is charged by the Governing Body of the Council to undertake the work outlined in section 1.5 above. Authority and decision-making to proceed with projects rests with the Panuku Board. This requires Panuku to consider a wide range of considerations (including commerciality feasibility, market acceptance and sustainability outcomes) before arriving at a final development decision. Examples of this include decisions endorsed by the Panuku Board that result in resource consent applications to build well over or under the height or density limits in the Unitary Plan. Council staff shall review and assess Panuku lodged applications in accordance with statutory processes, noting the requirement for an independent assessment and review by staff. On occasion, Council staff may indicate they cannot professionally support the proposal, or can only support it subject to modification.
- 2.7** Regularly convened meetings between Panuku and Council will be scheduled to ensure early notice is provided of upcoming development proposals and consent applications, and to provide a forum by which practice and process issues can be raised and addressed. In particular, Panuku shall ensure Council's design, planning and consenting staff are briefed on future development proposals and master planning processes, ahead of any formal plan change, resource consent or urban design review of a development commences.

3.0 RESOURCE CONSENT PROCESSING

- 3.1 Panuku and the Council shall undertake the preparation and processing (non Panuku consents) of resource consent application in accordance with the Qualified Partner Joint Operating Guidelines appended in Attachment A. This process shall be available to Panuku development partners on an “opt-in” basis for projects, where those projects are case-managed by Panuku Planning and Consents team.
- 3.2 Panuku will use best endeavours to ensure Council asset management approvals are obtained prior to the lodgement of a resource consent application. Agreements sought or made by Panuku with Council’s asset managers fall outside the scope of the PCAF.
- 3.3 For reporting purposes, the appointed council planner shall prepare a Section 42A report. Consistent with section 42A, this report shall be by way of exception and shall not duplicate the AEE and specialist reporting prepared by Panuku.
- 3.4 All of Panuku consent applications will be determined by independent planning commissioners. Wherever possible, Council staff will recommend to the Hearings Committee that the same commissioners are retained for decision-making on Panuku’s plan change and consent applications.



4.0 PLAN CHANGES

- 4.1** Panuku may require plan changes to advance its work programme. Depending on geographic location, the plan changes may include privately owned land that is not in Council ownership or is owned by Panuku development partners. A joint approach between Panuku and the Council from the plan change initiation stage onwards is essential, albeit noting that project leadership may change during the process.
- 4.2** Plan changes required by Panuku may be developed by the Auckland Council, or by Panuku using the Schedule 1 plan process and throughout this process there will be a single Panuku/ Council planning team. Panuku will lead the pre-notification plan change process (e.g. site analysis, s32 report preparation, framework and concept planning, consultation and engagement, and plan change drafting) while collaboratively working with Council planning team. Panuku will ensure any plan change is consistent with the strategic direction of the Auckland Plan and gives effect to the regional policy statement objectives and policies in the Unitary Plan.
- 4.3** The Council will nominate council planners and other specialist staff to work with Panuku from the project initiation stage onwards on plan changes. Panuku and Council will agree on a list of planners and other specialists at the outset who will be retained as future expert witnesses for the plan change hearing and any subsequent Environment Court appeals.
- 4.4** For any plan changes promulgated by Panuku, Council will follow Schedule 1 processes of the Resource Management Act 1991 (RMA). Panuku will lead up to the Council's decision to notify under clause 5 of Schedule 1 of the RMA. Council planning team will

thereafter lead the plan change process. Panuku will assist council planner in developing the s42A report. Panuku will also assist the council planner at council hearings, appeal mediation or any other Environment Court or High Court proceedings.

- 4.5** Independent planning commissioners will be appointed to hear any submissions to plan changes sought by Panuku.
- 4.6** For other plan changes in a Priority Development area (i.e. plan changes that are not sought by Panuku), Council will engage with Panuku and keep Panuku in the loop regarding any Council-initiated plan change or private plan change application.

5.0 URBAN DESIGN REVIEW

5.1 Prior to the commencement of a statutory plan change or consenting process (prior to the first pre-ap with Council), Panuku will ensure the Council's design team is briefed and kept informed on any master planning or initial concept plan/development feasibility work. Monthly meetings between Panuku and Council's Urban Design Unit to be convened to discuss upcoming work programme.

5.2 Panuku has a range of tools that are applied to developments sites (namely within priority locations) that have outcomes that are in excess of statutory requirements. This includes policies such as minimum Green Star and Homestar ratings, Green Star Communities, and design outcomes that are embedded into development agreements.

5.3 For clarity and to avoid duplication or inconsistent design advice between Panuku and the Council, the following applies with regard to roles and responsibilities:

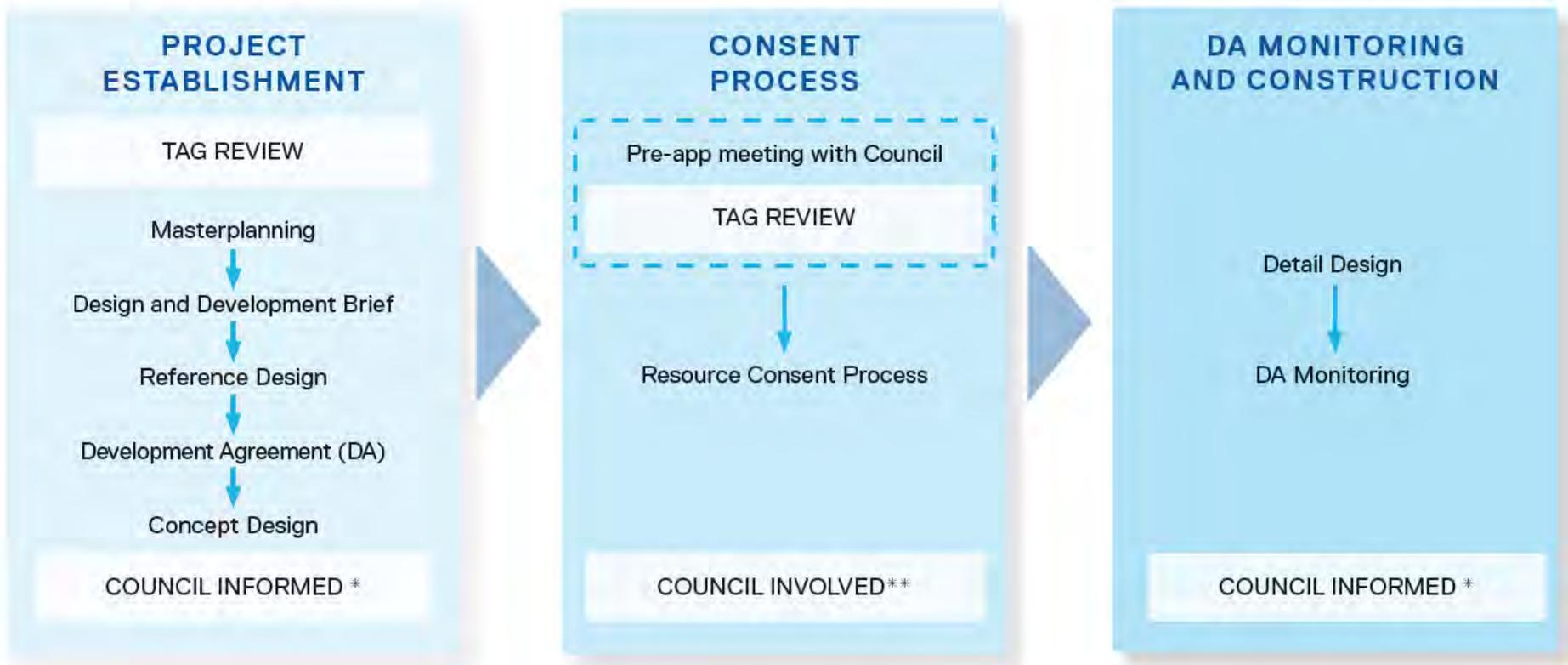
- The project lifecycle for development sites and public realm projects are outlined below in Figure 2. Panuku leads the design conversation throughout the lifecycle of a projects and the waypoints where Council staff are directly involved or have opportunity for input in the project lifecycle are marked as **.
- Panuku is responsible for any design matters to enable development agreements and policies that go beyond statutory requirements to come to full affect as part of wider urban regeneration.

- Panuku retains TAG to provide independent design advice. This will be managed in accordance with the process outlined in paragraphs 5.4 – 5.9.

- Council is responsible for providing a staff report under s42A of the RMA to assist the planning commissioner with their decision making on a resource consent or plan change.

- For the avoidance of doubt, Council staff can advise Panuku of any desired design outcomes or changes prior to lodgement of a resource consent or plan change but must not use the S42A reporting process to advocate or seek these changes. In particular, Council staff must assess the application before them and must not provide negative recommendations on the basis they would prefer a different design approach or outcome.

5.4 Figure 2: Project Life Cycles and TAG review



* UDU involved through monthly meetings with Panuku. UDU to attend TAG sessions as observers and provide informal feedback as appropriate outside of the review session.

** Council and Panuku prepare a TAG coversheet and take part in the review session

- 5.5** Panuku may use the Panuku Technical Advisory Group (TAG) to review and provide feedback on Panuku current and proposed plan change and consent applications. TAG may also be accessed by Panuku's development partners for projects and use the same process.
- 5.6** The TAG design review process shall substitute for any process normally undertaken by the Auckland Urban Design Panel (AUDP) and is deemed by both Panuku and Council as an equal process. There will not be a separate AUDP review process for any proposal that is reviewed by TAG.
- 5.7** In rare cases, both Panuku and Council may determine to use the AUDP review process in substitution for TAG. This is expected to be the exception rather than the norm and will require unanimous agreement between Panuku General Manager Design and Place, Head of Planning and Consents and Council's General Manager Resource Consents and Manager Urban Design Unit.
- 5.8** On minor projects, as an alternative to either TAG or the AUDP, both Panuku and the Council may agree to use a Council urban designer to undertake the design review and complete an assessment for inclusion in the reporting planner's S42A report. Agreement on this alternative approach is delegated to Panuku Head of Design and Council's Manager Urban Design.
- 5.9** Throughout the TAG design review process and resource consent application process through to decision, both Panuku and Council shall use best endeavours to ensure a continuity of staff. In particular, unless extenuating circumstances exist (e.g. staff sickness or departure) the S42A report and any supporting technical assessment shall be prepared by the Council planner and urban designer who attended the TAG session(s).

5.10 To minimise cost or the duplication of resources, and to ensure a transparent and robust process; the following shall occur when a proposal undergoes a review by TAG:

- i. Panuku design and Council consenting staff shall manage and prepare the TAG cover sheet. This shall include a description of the proposal and a summary of any key planning and consenting matters. It shall include a list of any design and consenting issues staff wish to receive direction on from TAG;
- ii. The draft cover sheet, including any plans and documents prepared for the TAG meeting, shall be sent to the Council design and consenting staff no later than 5 working days prior to the closure of the TAG agenda for their review and feedback;
- iii. Panuku shall record any additional feedback received from Council staff, including any design and consenting issues which Council staff also wish to receive direction on in the final TAG coversheet;
- iv. Panuku and Council design and consenting staff may attend the TAG session and seek feedback from TAG on any matters they have raised in the coversheet. All staff will have the opportunity to ask questions during the presentation and open discussion part of the session;
- v. To ensure fairness and to maintain TAG's independence, staff should not continue design discussions with TAG other than for points of clarification or minor amendments on the proposal following the close of the open discussion part of the session, or attempt to canvass further responses afterwards;
- vi. The TAG recommendations are to form part of the documentation appended with the S42A report;

vii. Where the Council's urban designer or planner fundamentally disagrees with the TAG recommendations this should be communicated to at the earliest possible opportunity:

- a. Panuku's Head of Design and Head of Planning and Consents, prior to the staff member's report being finalised.
- b. To ensure a transparent and robust process, in such circumstances Panuku reserves the right to reconvene a new TAG session to give TAG members an opportunity to respond or provide further clarification.
- c. Any minutes or recommendations arising from such a meeting shall be included in the s42A reporting.

viii. Panuku notes it may use TAG members to provide expert evidence in a resource hearing or Environment Court proceedings.

5.11 For the avoidance of doubt, Panuku will cover the reasonable costs of Council staff involved in the design review processes, noting hourly rates should be charged as an internal cost within the Council organisation. As a general principle, all staff involved should actively seek to reduce duplication and hence overall cost to the Council Group. Examples include the acceptance of professionally prepared documents (e.g. summary of Unitary Plan consenting requirements), rather than their separate preparation by Panuku and Council staff.



6.0 REVIEW AND ISSUE RESOLUTION PROCESSES

- 6.1** The Council and Panuku shall establish and convene a staff forum (“the Forum”) to ensure early notice is provided of upcoming development proposals and consent applications, and to provide a forum by which practice and process issues can be raised and addressed. Membership of the Forum should include Panuku General Manager Design and Place, Head of Design and Manager Planning Consents and Council’s General Manager Resource Consents, General Manager Plans and Places, Manager Urban Design Unit, or delegates.
- 6.2** For the avoidance of doubt, the PCAF is a “living document” and it is the Forum’s responsibility to ensure the document continues to meet the objectives of Panuku and the statutory responsibilities of the Council. It is recommended the Forum formally reviews the ToR at 12 monthly intervals from inception date.

AGREEMENT

Parties to these Terms of Reference:

Brenna Waghorn	GM Strategy and Planning, Panuku Development Auckland	
Gyles Bendall	GM Design and Place, Panuku Development Auckland	
Ian Wheeler	Chief Operating Officer, Panuku Development Auckland	
John Duguid	GM Plans & Places, Auckland Council – Chief Planning Office	
Lisa Dushea	Manager Urban Design, Auckland Council – Chief Planning Office	
Ian Smallburn	GM Resource Consents, Auckland Council – Chief Operations Office	

ATTACHMENT A:

Qualified Partner Document



Director interests at 24 March 2021

Member	Interest	Company / Entity	Conflicts pre-identified?
Paul F. MAJUREY	Chair	Panuku Development Auckland Limited	
	Director	Arcus Property Limited	
	Director	Atkins Holm Majurey Limited	
	Trustee	Crown Forestry Rental Trust	
	Director	Hāpai Housing General Partner Limited	
	Director	Hāpai Commercial General Partner Limited	
	Chair	Hauraki Collective (12 iwi collective)	
	Trustee	Hauraki Fishing Group (Pare Hauraki Kaimoana)	
	Tangata Whenua Representative	Hauraki Gulf Forum	
	Director	Homai General Partner Limited	
	Chair	Impact Enterprise Partnership GP Limited	
	Director	Koau Property General Partner Limited	
	Chair	Marutūāhu Collective (5 iwi collective)	Possible
	Chair	Marutūāhu Rōpū General Partner Limited	
	Director	MO5 Properties Limited	
	Director	MRLP Group Limited	
	Chair	Ngāti Maru Limited	Possible
	Director	Pare Hauraki Asset Holdings Limited	
	Director	Pouarua Farm General Partner Limited	
	Chair	Puhinui Park GP Limited	
	Co-Chair	Sea Change Tai Timu Tai Pari Ministerial Advisory Committee	
	Chair	Tamaki Makaurau Community Housing Limited	
	Director	Tapora Avocados GP Limited	
	Chair	Te Pūia Tāpapa GP Limited	
	Director	Tikapa Moana Enterprises Limited	
	Chair	Tūpuna Taonga o Tāmaki Makaurau Trust Limited (Tūpuna Maunga Authority)	
	Chair	Whenuapai Housing GP Limited	
	Director	Westhaven Marina Limited	

John COOP	Director	Panuku Development Auckland Limited	
	Managing Director and Principal	Warren and Mahoney	Possible

David I. KENNEDY	Director	Panuku Development Auckland Limited	
	Director	Cathedral Property Limited	
	Director	Grantley Holdings Limited	
	Trustee	New Zealand Housing Foundation	Possible

Richard I. LEGGAT	Director	Panuku Development Auckland Limited	
	Executive Chair	Kiwis for kiwi	
	Director	Hamilton Waikato Tourism	
	Director	Mortleg Ltd	
	Director	Snowsports NZ	
	Director	Trophy Metropolitan Ltd	
	Director	Warren and Mahoney	Possible
	Director	Winter Games New Zealand	
	Panel Member	NZ Markets Disciplinary Tribunal	
	Member	Union Cycliste Internationale Ethics Commission	
	Director	Westhaven Marina Limited	

Director meeting attendance register – 2020 / 2021

	2020						2021					TOTAL
	28 Jul	21 Aug	23 Sep	21 Oct	18 Nov	16 Dec	18 Feb	24 Mar	Apr	May	Jun	
P.F. Majurey	x	✓	✓	✓	x	✓	✓	X				
J. Coop	✓	✓	✓	✓	✓	✓	✓	✓				
D.I. Kennedy	✓	✓	✓	✓	✓	✓	✓	✓				
R.I. Leggat	✓	✓	✓	✓	✓	✓	✓	✓				
A.F. Young-Cooper	✓	✓	✓	✓	✓							
V. Carroll	✓	✓	LOA	LOA								

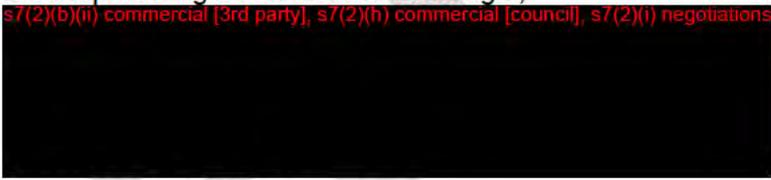
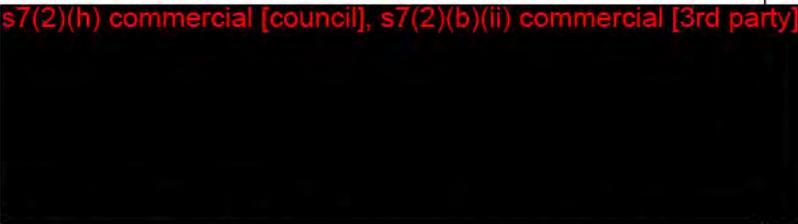
LOA – Leave of absence

Minutes of the meeting of directors of Panuku Development Auckland Limited, held in **confidential** session, at Panuku, 82 Wyndham Street, Auckland on Wednesday 24 March 2021 commencing at 10.00am.

<p>Attending</p>		<p>Board: John Coop, David Kennedy – Meeting Chair, Richard Leggat. Executive: David Rankin – Chief Executive, Alaina Cockerton – Head of People & Culture, Gyles Bendall – GM Design & Place, Jenni Carden – Executive Officer/Company Secretary, Angelika Cutler – GM Community & Stakeholder Relations, Brenna Waghorn – GM Strategy & Planning, Ian Wheeler – Chief Operating Officer, Allan Young – GM Development.</p>
<p>1.1 Procedural motion to exclude the public</p>	<p>1 03/21</p>	<p>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>
<p>1.2 Apologies</p>	<p>2 03/21</p>	<p>Apologies were received from Board Chair Paul Majurey. Carl Gosbee – Chief Financial Officer, and Marian Webb – GM Assets & Delivery, were absent.</p>
<p>Opening remarks</p>	<p>3 03/21</p>	<p>The meeting opened with a karakia. The Meeting Chair welcomed board members and executive to the meeting.</p>
<p>2. Chief Executive's report</p>	<p>4 03/21</p>	<p>Councillor Efeso Collins joined the meeting via Zoom. David Rankin, Chief Executive, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • the governance of the Haumarū programme; • ongoing work with Auckland Transport to improve the joint work programme to have maximum impact; • anticipated announcement from the Minister regarding light rail, council's involvement and what role Panuku might have to ensure urban outcomes are considered; • update on Human Rights tribunal proceedings; • maintenance of ageing structures, silos in the waterfront; • Toka Puia carpark, Takapuna. A full review has been undertaken. Ian Wheeler presented the issues and learnings with four key areas of focus: <ul style="list-style-type: none"> – procurement practices and criteria around selection of contractors – continuity of personnel and performance of contractors – coordination – project governance and financial management. <p>It was noted that overall the project delivered a quality outcome despite challenges. The carpark is performing well and will improve when the town square is complete. It was suggested it could be useful to benchmark this project on a cost per carpark basis compared with other carparks in NZ, for future reference by Panuku and Auckland Transport.</p> <p>Following the conclusion of discussions, the Panuku Board received the report.</p>

<p>3. Health and safety</p>	<p>5 03/21</p>	<p>Blair McMichael, Health & Safety Manager, joined the meeting and introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • the importance of capturing incident data for public space areas as well as spaces Panuku is responsible for. Reporting on incidents in both Panuku controlled spaces and public spaces will be incorporated into future reports; • tramway and cycling risk. A communications strategy is needed with more signage to warn people of dangers, as well as regular assessment of tracks; • waterfront issues and potential risks associated with tram tracks, balustrades, and shared spaces; • Wynyard Bridge incident. Work underway around public safety controls and staff impact; • Onehunga Wharf. A full H&S risk assessment will be undertaken when remediation work is completed. <p>Following the conclusion of discussions, the Panuku Board received the report.</p>
<p>4.1 Draft Statement of Intent 2021-24</p>	<p>6 03/21</p>	<p>Brenna Waghorn, GM Strategy & Planning, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • some changes to the draft Statement of Intent are required to respond to feedback from the council's CCO monitoring team; • the climate emergency and how Panuku is responding by reducing the carbon footprint of people in new town centres and overall carbon resilience, including uptake of sustainable transport; • a Sustainable Business Council public survey regarding lifestyle and tool that advises a person's carbon footprint. It was suggested it could be good to create some case studies and capture the data to demonstrate the positive impact of efficient housing developments. • some of the targets are quantitative rather than qualitative. The strict audit criteria and thresholds for achievement were noted. <p>Following the conclusion of discussions, the Panuku Board:</p> <ol style="list-style-type: none"> 1. approved the Panuku Development Auckland draft Statement of Intent 2021-24, subject to any changes requested by the board, for submission to Auckland Council. 2. delegated the approval of any further changes requested by the board to the Chair and Chief Executive.
<p>4.2 Responding to CCO review</p>	<p>7 03/21</p>	<p>David Rankin, Chief Executive, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • work undertaken to date regarding overheads and FTE numbers; • work in progress to consider shared services across the group. Minor efficiencies could be found through processes and reporting; • community and stakeholder engagement is not considered an overhead but a core part of Panuku's work. <p>Following the conclusion of discussions, the Panuku Board:</p>

		<ol style="list-style-type: none"> 1. Approved the report as a record of the management response to the CCO Review Recommendation (#12) and the Emergency Budget requirements in relation to FTEs and overheads. 2. Noted: <ol style="list-style-type: none"> a. that this material will be shared with the joint council/CCO Chief Executive's Group for confirmation of any further steps in regard to meeting the intent of the recommendation, and b. that presentation of the information to the CCO Oversight Committee is to be confirmed.
4.3 Delegated Authority Policy	8 03/21	<p>Jenni Carden, Executive Officer/Company Secretary, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • minor adjustments made to the policy standard to ensure delegations reflect practice; • where a delegation has been given the CE can determine matters of significance or sensitivity and escalate to the board. <p>Following the conclusion of discussions, the Panuku Board approved the revised Board Delegated Authority Policy.</p>
4.4 Panuku Town Centre Guidelines: proposed scope and approach	9 03/21	<p>Brenna Waghorn, GM Strategy & Planning, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • the inclusion of carbon measurement in the guidelines. <p>Following the conclusion of discussions, the Panuku Board:</p> <ol style="list-style-type: none"> 1. endorsed the development of Town Centre Guidelines to provide strategic level guidance for both internal and external audiences on how Panuku will undertake urban regeneration activity to enable town centres to thrive. 2. The Panuku Board endorsed the proposed scope and approach to develop Panuku Town Centre Guidelines. This will include engagement with stakeholders including local boards, mana whenua, IMSB, Auckland Council departments, CCOs, community housing providers and development partners. 3. The Panuku Board noted that the Guidance on Housing Mix for Precincts and Panuku Sites will be replaced by the Town Centre Guidelines once prepared. In the meantime, housing mix will be considered alongside wider urban regeneration outcomes set out in the relevant High Level Project Plans and Programme Business Cases, and in consultation with development partners.
4.5 Transform Manukau Programme Business Case	10 03/21	<p>Richard Davison, Priority Location Director – South, joined the meeting. Ian Wheeler, Chief Operating Officer, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • the Auckland Urban Ngahere (Forest) Strategy, which has taken on more significant importance recently; • the complexities and increasing importance of Manukau, its purpose and future role, especially as the city moves south and its proximity to Auckland Airport; • the role of Panuku as a key influencer to build momentum towards the vision, noting that this will take time and needs to be prioritised; • the need for a summary of the vision for Manukau to be included in the Programme Business Case Overview (PBCO) which describes

		<p>Panuku's strategic leadership and vision in a simple and aspirational format;</p> <ul style="list-style-type: none"> the various challenges and priorities that are being addressed; the timeframes for the master plan. <p>Following the conclusion of discussions, the Panuku Board:</p> <p>a. Approved:</p> <ol style="list-style-type: none"> The revised Programme Business Case for the Transform Manukau priority location programme into Financial Year 2022 (FY22) identifying an overall \$134m in total site sales and \$123m in total forecast capital spend to FY31. In principle, to the ongoing investment of \$10.3m CAPEX in FY22 into the programme, noting that this is subject to Auckland Council Long-term Plan and confirmation of ongoing funding through reinvestment. <p>b. Approved the following related projects and initiatives for the next twelve months:</p> <ol style="list-style-type: none"> Site disposals, subject to Panuku Board approval of proposed Development Agreement outcomes sought; <small>s7(2)(b)(ii) commercial [3rd party], s7(2)(h) commercial [council], s7(2)(i) negotiations</small>  Public realm investment <ul style="list-style-type: none"> Wiri Bridge Capital Works - Design Hayman Park Playground Works Stage 2 - Design and delivery Osterley Way Streetscape Works Stage 1 at Civic - Design Puhinui Stage 1: Ratavine Reserve Works - Design Puhinui Stage 2: CMDHB Walkway Works - Acquisition and design Hayman Park Wetland Works - Design Manukau Square and Pavilion - Design Placemaking, engagement and partnering <small>s7(2)(h) commercial [council], s7(2)(b)(ii) commercial [3rd party]</small>  <p>c. Noted the Transform Manukau Programme is subject to the following:</p> <ul style="list-style-type: none"> Confirmation of annual programme funding and the programme milestones in June 2021, as part of Annual Business Plan. Auckland Council Long-term Plan funding decisions for the FY22-24 period.
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		<ul style="list-style-type: none"> • Panuku Board review of the programme in 12 months. • Panuku Board decisions on proposed transactional terms for individual property transactions, as per delegations. <p>d. Noted the Programme Business Case Overview (PBCO) which was included as attachment 1.</p>
4.6 Supports; Sites C&D Totara Ave, New Lynn	11 03/21	<p>Richard Leggat and John Coop declared interests in this location and did not receive material or participate in any discussion.</p> <p>The Panuku Board did not consider this matter at the meeting due to a lack of quorum. The matter will be considered between meetings by the remaining board directors.</p>
5.1 Quarter 2 report to Auckland Council	12 03/21	<p>Brenna Waghorn, GM Strategy & Planning, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • the simplified and improved reporting process; • performance, on track and progressing well; • acknowledged the excellent work of the team. <p>Following the conclusion of the discussions, the Panuku Board received the report.</p>
5.2 Property market overview	13 03/21	<p>Allan Young, GM Development, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • mortgage market and how banks will respond, particularly in terms of interest-only mortgages; • potential for changing investment trends, away from residential to commercial/light industrial; • stability for developers; • a sustainable funding model for infrastructure needs in Auckland; • changing trends in the commercial property market following Covid-19. Getting external views/data for the next update would be beneficial. <p>Following the conclusion of the discussions, the Panuku Board received the report.</p>
5.3 Waterfront Transitional Use Strategy	14 03/21	<p>Fiona Knox, Priority Location Director – Waterfront, joined the meeting. Ian Wheeler, Chief Operating Officer, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • ongoing discussions with America’s Cup teams and the implications for the current syndicate bases; • perception of vacant land on Wynyard Point; • existing agreements between Auckland Council/Panuku and Team NZ and how they impact future waterfront development; • capital works and safety measures that are needed for the bases; • consideration of how the spaces will be used and synergy with the Maritime Museum; • negotiation process for AC37 and Panuku’s role. A governance diagram/decision tree would be helpful to understand how the board are involved;

		<ul style="list-style-type: none"> significant uncertainty, ability to eliminate variables to enable desired outcomes; preserving the connection between city and harbour. <p>Following the conclusion of the discussions, the Panuku Board received the report.</p>
5.4 Rainbow's End tenure	15 03/21	<p>Richard Davison, Priority Location Director – South, and Gavin Peebles, Head of Development, joined the meeting. Ian Wheeler, Chief Operating Officer, introduced the report. The board discussed the following matters:</p> <p>s7(2)(b)(ii) commercial [3rd party], s7(2)(h) commercial [council], s7(2)(i) negotiations</p> <p>Following the conclusion of the discussions, the Panuku Board received the report.</p>
6.1 Director interests	16 03/21	The Panuku Board reviewed and received the Register of Director's Interests, noting changes for David Kennedy.
6.2 Director meeting attendance	17 03/21	The Panuku Board noted the directors' meeting attendance.
6.3 Minutes of 18 February 2021 board meeting	18 03/21	The Panuku Board reviewed and confirmed the Minutes of the Board Meeting 18 February 2021, with confidential information included, as a true and accurate record of the meeting.
Out of cycle decision: Saint George's Lanes development procurement strategy	19 03/21	<p>The Panuku Board made an out-of-cycle decision between the February and March board meetings. The resolution is recorded here for completeness.</p> <p>The Panuku Board approved an amendment to Panuku essential outcomes for the Saint George's Lane development site as follows:</p> <ol style="list-style-type: none"> delete 'a maximum of 30% Social Housing on the Property' and the associated definition; adopt a 'minimum of 30% dwellings on the site are sold at or below 80% of the REINZ median house price for Auckland'.
6.5 Board action list	20 03/21	The Panuku Board noted the board action list.
6.6 Board forward work programme	21 03/21	The Panuku Board noted the board forward work programme.
7. General business	22 03/21	There were no matters of general business discussed.

Close of board meeting	23 03/21	The meeting closed, with a karakia, at 12.38 pm.
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Read and confirmed

_____ Chair

_____ Date

Draft

Closing

Unuhia, unuhia

Unuhia mai te urutapu nui

Kia wātea, kia māmā,

te ngākau te tinana, te
hinengaro

i te ara takatū

Koia rā e Rongo

e whakairia ake ki runga

Kia tina! Haumi e!

Hui e! Tāiki e!

Draw on, draw on

*Draw on the supreme
sacredness*

To clear and to set free

*the heart, the body and the inner
essence*

In preparation for our pathways

Let peace and humility

be raised above all

Manifest this! Realise this!

Bind together! Affirm!