

## Board Agenda

**Where:** 82 Wyndham Street, Auckland

**When:** Thursday, 25 January 2018 | 9.00 am – 2.00 pm

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

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

		Page #	Timing
1.	<p><b>Procedural Motion to Exclude the Public</b></p> <p>Put the motion that, pursuant to clause 12.3 of the Panuku Constitution, the public be excluded from the following proceedings of this meeting, so that commercially sensitive issues can be discussed in confidential session.</p>		9.00 am
2.	<p><b>Confidential Governance Matters</b></p> <p>2.1 Minutes of 29 November 2017 Board meeting <i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p> <p>2.2 Board Action List <i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p> <p>2.3 Committee Terms of Reference <i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p>		

3.	<b>Confidential Strategic Papers (papers which are fully confidential)</b> 3.1 Unlock Panmure HLPP Direction Setting <i>Withheld from the public under S7(2)(h) of the LGOIMA</i> 3.2 Unlock Henderson Programme Business Case approach <i>Withheld from the public under S7(2)(h) of the LGOIMA</i> 3.3 Long-term Plan 2018-28 Update <i>Withheld from the public under S7(2)(b)(ii) of the LGOIMA</i> 3.4 36 <sup>th</sup> America's Cup Procurement Strategy <i>Withheld from the public under S7(2)(b)(ii) of the LGOIMA</i>		
<b>Morning Tea</b>			<b>10.30 am</b>
4.	<b>Confidential Decision Papers (papers which are fully confidential)</b> 4.1 37 New Windsor Road, Avondale (Arthur Currey Reserve) <i>Withheld from the public under S7(2)(h) of the LGOIMA</i> 4.2 61-117 Clark Road and Stopped Road <i>Withheld from the public under S7(2)(i) of the LGOIMA</i> 4.3 Gulf Harbour Marina <i>Withheld from the public under S7(2)(h) of the LGOIMA</i> 4.4 Transform Manukau – Scentre Group <i>Withheld from the public under S7(2)(i) of the LGOIMA</i> 4.5 2 Davis Crescent, Manukau <i>Withheld from the public under S7(2)(i) of the LGOIMA</i> 4.6 Waste Disposal Services – Appointment of new Director <i>Withheld from the public under S7(2)(b)(ii) of the LGOIMA</i> 4.7 31 December 2017 Half Year Financial Statements <i>Withheld from the public under S7(2)(h) of the LGOIMA</i>		<b>10.45 am</b>
5.	<b>Confidential Chief Executive's Report (fully confidential)</b> <i>Withheld from the public under S7(2)(b)(ii) of the LGOIMA</i>		
6.	<b>Confidential Information Papers (papers which are fully confidential)</b> 6.1 Priority Location Master Programme <i>Withheld from the public under S7(2)(h) of the LGOIMA</i> 6.2 Panuku Culture <i>Withheld from the public under S7(2)(h) of the LGOIMA</i>		
7.	<b>General Business</b>		
<b>Lunch</b>			<b>1.00 pm</b>

<b>8.</b>	<b>Opening of Public Meeting</b> 8.1 Apologies 8.2 Directors' Interests 8.3 Directors' Meeting Attendance Register 8.4 Minutes of the 29 November 2017 Board meeting (public) 8.5 Public Deputation		<b>1.30 pm</b>
<b>9.</b>	<b>Health and Safety Report</b>		
<b>10.</b>	<b>Chief Executive's Report</b>		
<b>11.</b>	<b>Strategic Papers</b> 11.1 Transform Manukau – Leadership Role		
<b>12.</b>	<b>Decision Papers</b> 12.1 Disposals Recommendation 12.2 Risk Management Framework		
<b>13.</b>	<b>Information Papers</b> 13.1 Disposals Programme		

**Note:** Some information has been withheld from the public under the relevant sections of the Local Government Official Information and Meetings Act 1987 (LGOIMA). Where information is withheld, the relevant section of the LGOIMA is cited. A copy of Section 7 of the LGOIMA, which provides reasons to withhold official information, is attached to the Board papers for reference.

## Local Government Official Information and Meetings Act 1987.

### 7 Other reasons for withholding official information

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

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

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

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

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

(g) maintain legal professional privilege; or

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

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

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

**Directors' Interests as at 10 January 2018**

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

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

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



Member	Interest	Company / Entity	Conflicts pre-identified?
<b>Michael E. POHIO</b>	Director	Panuku Development Auckland Limited	
	Chairman	BNZ Partners Waikato	
	Director	KiwiRail Ltd	
	Director	National Institute of Water & Atmospheric Research Ltd	
	Director	NIWA Vessel Management Ltd	
	Director	Ospri New Zealand Ltd <ul style="list-style-type: none"> <li>National Animal Identification and Tracing Ltd</li> </ul>	
	Director	TBFree	
	Director	Te Atiawa Iwi Holdings	
	Director	Te Atiawa (Taranaki) Holdings Ltd	
<b>C. Martin UDALE</b>	Director	Panuku Development Auckland Limited	
	Chair	Wairaka Land Company Ltd (Unitec land development subsidiary)	Possible
	Director	Essentia Consulting Group Ltd	
	Director	Fleming Urban Ltd	Possible Onehunga development
	Director	Innovation Waikato Ltd	
	Director	Hobsonville GP Ltd	
	Director	New Ground Living (Hobsonville Point) Ltd	
	Director	Paparata Ltd	
	Director	Tall Wood Ltd	
	Director	Tall Wood Distribution Ltd	
	Director	Forest Group Ltd	
	Director	Tall Wood Assembly Limited	
	Director	Tāmaki Redevelopment Company Ltd	Possible
	Director	Tāmaki Regeneration Ltd	
	Director	TW Twenty Twenty Ltd	
	Director	Waikato Innovation Park Ltd	
	Trustee	Cardinal Trustees Ltd	



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

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

MINUTES OF THE MEETING OF DIRECTORS OF DEVELOPMENT AUCKLAND LIMITED (PANUKU DEVELOPMENT AUCKLAND), HELD IN **PUBLIC** SESSION AT 82 WYNDHAM ST, AUCKLAND ON WEDNESDAY 29 NOVEMBER 2017 COMMENCING AT 9.00 AM.

<b>ATTENDING</b>		<p><b>Board:</b> Richard Aitken (Chair), David Kennedy, Richard Leggat, Dr Susan Macken, Paul Majurey, Mike Pohio (by phone) and Martin Udale.</p> <p><b>Executive:</b> Roger MacDonald (Chief Executive), David Rankin (Chief Operating Officer), Angelika Cutler (Director Corporate Affairs), Carl Gosbee (Director Corporate Services), Rod Marler (Director Place and Design), Ian Wheeler (Director Portfolio Management), Allan Young (Director Development), Jenni Carden (Company Secretary).</p>								
<b>1 DIRECTORS ONLY TIME</b>		The Board did not use Directors only time.								
<b>WELCOME</b>		The Chair welcomed new director, David Kennedy, to the board.								
<b>2 PROCEDURAL MOTION TO EXCLUDE THE PUBLIC</b>	1 11/17	<p>It was <b>RESOLVED THAT</b>, pursuant to the provisions of Section 48(1)(a) of the Local Government Official Information &amp; Meetings Act 1987, the public be excluded from the Meeting for the following proceeding, the subject matter, the reasons and specific grounds for exclusions being set out below:</p> <table border="1"> <thead> <tr> <th>General subject of matters to be considered</th> <th>Grounds under Section 48(1) for considering in private</th> </tr> </thead> <tbody> <tr> <td>Governance; Committee report</td> <td>Commercially sensitive issues</td> </tr> <tr> <td>Finance and Risk</td> <td>Commercially sensitive issues</td> </tr> <tr> <td>Management and operations</td> <td>Commercially sensitive issues</td> </tr> </tbody> </table> <p><i>Moved Martin Udale, seconded Paul Majurey <b>CARRIED</b></i></p>	General subject of matters to be considered	Grounds under Section 48(1) for considering in private	Governance; Committee report	Commercially sensitive issues	Finance and Risk	Commercially sensitive issues	Management and operations	Commercially sensitive issues
General subject of matters to be considered	Grounds under Section 48(1) for considering in private									
Governance; Committee report	Commercially sensitive issues									
Finance and Risk	Commercially sensitive issues									
Management and operations	Commercially sensitive issues									
<b>3.1 10 MADDEN STREET (PRECINCT PROPERTIES LAND VALUE ONE PROPOSAL) CONFIDENTIAL DECISION PAPER</b>	2 11/17	<i>Withheld from the public under S7(2)(i) of the LGOIMA</i>								
<b>3.2 INTERIM REVIEW ENGAGEMENT LETTER CONFIDENTIAL DECISION PAPER</b>	3 11/17	<i>Withheld from the public under S7(b)(ii) of the LGOIMA</i>								
<b>3.3 AMENDMENT OF BOARD COMMITTEES CONFIDENTIAL DECISION PAPER</b>	4 11/17	<i>Withheld from the public under S7(2)(f)(i) of the LGOIMA</i>								
<b>3.4 20 BARROWCLIFFE PLACE CONFIDENTIAL DECISION PAPER</b>		<i>Withheld from the public under S7(2)(i) of the LGOIMA</i>								

<b>4.1 CONFIDENTIAL MINUTES OF 25 OCTOBER 2017 BOARD MEETING</b>	5 11/17	The Board reviewed and approved the Minutes of the Board Meeting of 25 October, with confidential information included. <i>Moved Martin Udale, seconded Richard Leggat <b>CARRIED</b></i>
<b>BOARD ACTION LIST</b>	6 11/17	The Board <b>received</b> the Board Action List. <i>Withheld from the public under S7(2)(f)(i) of the LGOIMA</i>
<b>4.2 DISCUSSION OF CONFIDENTIAL MATTERS IN CHIEF EXECUTIVE'S REPORT</b>	7 11/17	<i>Withheld from the public under S7(b)(ii) of the LGOIMA</i>
<b>5.1 HR SERVICES AT PANUKU CONFIDENTIAL INFORMATION PAPER</b>	8 11/17	<i>Withheld from the public under S7(2)(f)(i) of the LGOIMA</i>
<b>ADJOURNED FOR PANUKU RANGARIRA KI RANGATIRA HUI</b>	9 11/17	The Board welcomed mana whenua rangitira to the meeting. Attendees at the rangitira ki rangitira hui were: <ul style="list-style-type: none"> <li>• Zaelene Maxwell-Butler – Ngāi Tai ki Tamaki</li> <li>• Karen Wilson – Te Akitai Waiohua</li> <li>• Martin Te Moni – Ngaati Whanaunga</li> <li>• David Williams - Te Patukirikiri</li> <li>• Peter Wilson – Te Rūnanga o Ngāti Whātua</li> <li>• Tracy Davis– Ngāti Whātua o Kaipara</li> <li>• Antony Royal – Ngāti Tamatera</li> </ul> <p>Apologies were received from:</p> <ul style="list-style-type: none"> <li>• Tame Te Rangi – Te Runanga o Ngāti Whātua</li> <li>• Dennis Kirkwood, Christine Herzog, Hero Potini – Ngāti Tamaoho</li> <li>• James Brown – Ngai Tai ki Tāmaki</li> <li>• Rahui Papa – Waikato Tainui</li> </ul> <i>Information has been withheld from the public under S7(2)(b)(ii) of the LGOIMA.</i>
<b>6 OPENING OF PUBLIC MEETING</b>	10 11/17	The public meeting opened at 1.24pm.
<b>6.1 APOLOGIES</b>	11 11/17	There were no apologies for the meeting.
<b>6.2 DIRECTORS' INTEREST</b>	12 11/17	The Board reviewed and received the Register of Directors' Interests.

		<p>Richard Leggat noted that he is now a Director of Warren Mahoney. This interest has been added to the register.</p> <p>David Kennedy tabled his interests noting that most relate to his role as Chief Executive of Ngai Tahu Property and family matters. He confirmed that he may have occasion to declare a specific interest.</p>
<b>6.3 DIRECTORS' BOARD MEETING ATTENDANCE REGISTER</b>	13 11/17	The Board received the Board Attendance Register.
<b>6.4 MINUTES OF THE 25 OCTOBER 2017 BOARD MEETING (PUBLIC)</b>	14 11/17	The Board reviewed and approved the Minutes of the Board Meeting of 25 October, with confidential information redacted.
<b>6.5 PUBLIC DEPUTATION</b>	15 11/17	There were no public deputations received.
<b>7 CHIEF EXECUTIVE'S REPORT (PUBLIC)</b>	16 11/17	The Board requested a review of Haumaru Housing, specifically the 3-5 year development plan be scheduled.
<b>8.1 DISPOSAL RECOMMENDATION PUBLIC DECISION PAPER</b>	17 11/17	<p>The Board received the report.</p> <p>It was <b>RESOLVED THAT</b> the Board <b>approves</b></p> <ol style="list-style-type: none"> <li>a) the recommendation to the Finance and Performance Committee that the following properties are surplus to council requirements and should be divested: <ol style="list-style-type: none"> <li>i. 41 Cheshire Street, Parnell;</li> <li>ii. 108 Hepburn Street, Freemans Bay</li> </ol> </li> <li>b) the recommendation to the Finance and Performance Committee of the transfer of Council's covenanted option to purchase 58/7 Rowlands Avenue, Mt Wellington to Housing New Zealand.</li> </ol> <p><i>Moved Paul Majurey, seconded Richard Leggat <b>CARRIED</b></i></p>
<b>8.2 SUBSIDIARIES ANNUAL GENERAL MEETING RESOLUTIONS PUBLIC DECISION PAPER</b>	18 11/17	<p>The Board received the report.</p> <p>It was <b>RESOLVED THAT</b> the Board <b>authorise</b> the Chief Executive Officer to act as Panuku's shareholder representative to execute a written resolution instead of holding an annual shareholders' meeting for:</p> <ul style="list-style-type: none"> <li>• Westhaven Marina Limited;</li> <li>• Downtown Marinas Limited; and</li> <li>• New Lynn Central Limited.</li> </ul> <p>The Board noted that Richard Leggat is a director of Westhaven Marina Limited.</p> <p><i>Moved Richard Aitken, seconded Susan Macken <b>CARRIED</b></i></p>
<b>8.3 REINVENTING CITIES C40 INITIATIVE PUBLIC DECISION PAPER</b>	19 11/17	<p>David Rankin, Chief Operating Officer, introduced the report.</p> <p>The Board received the report. The Board noted the C40 initiative is a flagship for the Mayor and Auckland Council. Executive confirmed the local board are open to height and density in this location and Auckland Transport are supportive as their view is that this much parking isn't required.</p> <p>The Board noted any potential value trade off wouldn't be known until the proposals are received.</p>

		<p>It was <b>RESOLVED THAT</b> the Board:</p> <ol style="list-style-type: none"> <li>1. <b>Approves</b> Panuku's recommended required outcomes for the Falls and Alderman carpark sites, for inclusion in the Expressions of Interest document to be submitted to the C40 Reinventing Cities.</li> <li>2. <b>Notes</b> that the sites have a combined indicative value of \$4.4m, and that a value trade off may be required to implement low carbon ambitions.</li> <li>3. <b>Notes</b> that a programme business case will be presented to the Board in March 2018 outlining the recommendations for Unlock Henderson sites.</li> </ol> <p><i>Moved David Kennedy, seconded Martin Udale <b>CARRIED</b></i></p>
<b>9.1 PANUKU QUARTER ONE REPORT TO AUCKLAND COUNCIL PUBLIC INFORMATION PAPER</b>	20 11/17	<p>The Board received the Panuku Quarterly Report to Auckland Council for the Quarter ended 30 September 2017.</p> <p>The Board noted all performance measures are green. Executive confirmed they do not adopt an approach to only report green to the shareholder and that Transform Wynyard Quarter should be amber and noted that subsequent to the end of quarter 1, Unlock Takapuna has gone to amber.</p> <p>Executive acknowledged issues with some projects and noted they will be reported amber in quarter 2.</p>
<b>9.2 AMERICA'S CUP 36 BASE LOCATION ANALYSIS AND RECOMMENDATIONS PUBLIC INFORMATION PAPER</b>	21 11/17	<p>Rod Marler, Director Place and Design, introduced the report and provided a presentation.</p> <p>The Board received the report and discussed Panuku's role.</p> <p>Executive provided an overview of the proposed timeline and confirmed they are currently on-track to achieve the programme with multiple workstreams running concurrently.</p> <p>Executive confirmed advice has been received that the Crown will not consider special legislation for AC36. Meetings are continuing with the Minister and MBIE.</p>
<b>10 GENERAL BUSINESS</b>	22 11/17	<p>The Board congratulated Rod Marler on receiving the Property People Urban Design award.</p>
<b>CLOSE OF BOARD MEETING</b>		<p>The meeting closed at 2.10pm</p>

READ AND CONFIRMED

\_\_\_\_\_ Chairman

\_\_\_\_\_ Date

## Health and Safety Monthly Reporting – December 2017

<b>Document Author</b>	Blair McMichael – Health and Safety Manager
<b>Contributors</b>	David Rankin – Chief Operating Officer
<b>Date</b>	11 December 2017

### 1. Purpose

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

### 2. Executive Summary

Health and Safety objectives within the Health and Safety Plan 2017/2018 are progressing to the assigned timelines. The Health and Safety Plan represents the central document for continual improvement and compliance within Panuku. This month's progress included work on the Contract Management Framework (CMF), asbestos management, safety in design work programs, and marina safety improvements.

Health and safety risks included a surge of school children arriving in mass to the Wynyard Quarter. This is a seasonal issue with schools finishing for the year. Specific safety risks which are being managed include alcohol intoxication and drug use, and behaviour misconduct.

A notifiable event was reported by the Panuku contractor working on Hobson wharf. The incident related to an exposed electrical wire beneath the wharf. A joint Panuku / contractor investigation has been completed with the wire repaired.

Monitoring and inspection works continued within the property team with no notable corrective actions, and training during November was limited to fire warden awareness, fire extinguisher and health and safety representative training.

### 3. Discussion

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

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

- Asbestos management plan program. This is a work plan demonstrating how Panuku will systematically implement asbestos management plans for buildings used as workplaces. The work plan aligns to the Health and Safety at Work Act and asbestos regulations with plans to be in place by April 2018. A request for specialist consultancy support had been approved by the Panuku senior lead team with a business case also approved. The consultancy scope of work shall include project lead and technical support to staff.
- Contract Management Framework (CMF): Training for Development Directorate staff was completed in November. The CMF provides staff with practical tools to managing H & S based on the type of contract or agreement and has been endorsed by the Board and the senior lead team.

The CMF will help to ensure that the responsibility for implementing the underlying health and safety processes sit with the party best suited to identifying and managing risks, i.e. the party with the greater influence and control.

A legal opinion on the CMF was completed to ensure we were discharging our duties correctly and that our 'partners' (contractors, professional services consultancy, and developers) were able to meet our expectations. This opinion affirmed that the CMF implementation is a commercially sensible approach, consistent with the overall scheme and intent of the Act, and one which other organisations have adopted.

We will monitor our performance against the CMF, with a planned independent review of both the CMF and Safety in Design frameworks planned for May 2018. This will be reported to the board.

- Marina safety improvements program: The program has achieved a number of milestones including completion of the Marinas H & S Manual, Standard Operating Procedures (SOPs), risk register update, and implementation of a training and competency matrix. Marina health and safety representatives and management have signed-off the process improvements, with training planned in the New Year.
- Safety in Design: The draft Safety in Design framework was completed in November. The framework will be presented to the design team in December and any changes implemented prior to sign-off by the Design and Place Director. Following sign-off, a new starter pack and training will be rolled-out to the Design and Place Directorate.

## **b) Significant Risk**

Drug and alcohol use, jumping from the Te Wero Bridge and general misconduct are some of the safety issues related to the recent influx of youth into the Wynyard Quarter, Karanga Plaza and Te Wero bridge areas. Risk mitigations include increased security and police intervention.

Te Wero Bridge is a 'no jumping' zone with vessel movements around the area. Signage and fencing on the bridge are in place and enforcement is provided by security and marina staff. Security will issue trespass notices to jumpers and restrictions have been imposed around the Karanga steps.

Managing verbal and physical conflict is an identified risk to Panuku staff (Kiosk and Marinas), who are supported by an increased level of onsite security during summer. Conflict management training is scheduled for all Marina and Kiosk staff in February, and other intervention measures include:

- Additional overnight guards;
- removal of an onsite container to improve visibility, and
- regular communications with the NZ Police and day patrols.

## **c) Significant Incidents**

Hobson Wharf: Notifiable Event. The onsite contractor engaged in the wharf remediation recorded an incident where a worker experienced a low voltage electrical current. The contractor has identified an exposed electrical feed under the wharf. The wire has been isolated, with remedial work to fix the wire and the contractor is completing an investigation. Due to the potential for electrocution WorkSafe and Panuku were notified promptly, with Panuku representation on the contractor's investigation team.

Post incident, the contractor has implemented safe work checks prior to working around electrical wires.



#### **d) Monitoring and Inspection**

Asbestos surveys, as part of the asbestos management planning work for the property team, continued in November. The consultancy service engaged to undertake this work have a forecast of 150 commercial properties to be surveyed by December, with reporting finalised in January.

Property maintenance health and safety auditing forms part of the regular audit program by the facilities management team. This program continued in November with no significant issues. With reference to planned development projects, the development directorate is actively engaging consultancy services with the ability to project manage health and safety on behalf of Panuku. This is opening Panuku to the opportunity of utilising new suppliers who align to our expectations in managing health and safety risk, and is consistent with the CMF implementation.

#### **e) Staff engagement and training**

Training completed during the month in health and safety included:

- Fire Warden awareness training
- Fire extinguisher training
- Health and Safety Representative training – Stage 2
- Contract Management Framework

All training is updated in the reporting software Risk Manager and aligns to the Panuku health and safety plan deliverables.

Representatives for health and safety from each directorate are actively engaged in all health and safety planned objectives.

## Chief Executive's report to the Board

<b>Document Author</b>	Roger MacDonald – Chief Executive
<b>Contributors</b>	David Rankin – Chief Operating Officer Rod Marler – Director Place and Design Allan Young – Director Development Ian Wheeler – Director Portfolio Management Carl Gosbee – Director Corporate Services Angelika Cutler – Director Corporate Affairs
<b>Date</b>	17 January 2018

### 1. Overview

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

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

### 2. Key issues

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

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

#### 2.1 Strategically significant issues

##### 2.1.1 Letter of Expectation

We expect to receive the final Letter of Expectation (LOE) by Friday, 19 January 2018. This will be circulated to the Board upon receipt. Responses to matters in the letter will be included in the draft Statement of Intent (SOI), that will be submitted to the Board for comment in February.

##### 2.1.2 Group policy improvement project – Our Charter

In the 2017/2018 Letters of Expectation, the Mayor signalled to all CCOs that their participation would be required in the design and implementation of group-wide policies for procurement, treasury, insurance, sensitive expenditure (including travel, hospitality and gifts), and business cases. The first tranche of operational policies (for procurement, treasury and insurance) were completed earlier this year and approved by the Finance and Performance Committee in September 2017. Information on these three policies was provided to the Board at its meeting dated 26 July 2017.

The next stage has been incorporated into an overriding 'Do the Right Thing' council policy improvement project, resulting in the drafting of 'Our Charter'. Our Charter represents foundation principles and standards for expected behaviours about people, money and assets, health and safety, information and privacy; and includes the sensitive expenditure areas of travel, hospitality and gifts.

Panuku staff have been involved in the development of Our Charter, and feedback provided by SLT on the money and assets section has been incorporated into the latest draft. A Finance and Performance Committee workshop is scheduled for 7 February 2017 to discuss money and assets/ sensitive expenditure group foundation principles and standards. The Charter will be presented to the Finance and Performance Committee on 27 February 2018 for consideration with a recommendation to endorse group money and assets.

### **2.1.3 America's Cup 36**

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

### **2.1.4 Mana whenua engagement update**

Mana whenua have sought a comprehensive approach to consultation on the three priority resource consents which Panuku is leading: AC36 Base Location, Westhaven Marina pile mooring reclamation and the cruise ship dolphin. The AC36 Base Location is being progressed in front of the other consents to ensure the infrastructure is approved and built in time to meet the event deadlines. A draft consultation plan for the base location was circulated to mana whenua late last year for feedback. It proposes the majority of consultation be carried out post-lodgement of the consent. While this is not a best practice approach for consultation, it does provide for mana whenua involvement in a similar manner.

The mana whenua legal counsel has more recently provided a draft 'Mana Whenua – Panuku Engagement Proposal'. The purpose of the proposal is to establish an agreed engagement framework for the Panuku led consenting matters, and relationships and opportunities arising from these consents. While further discussions are required to clarify details, it can be aligned with the draft consultation plan that was circulated to mana whenua late 2017. There is also potential for the wider council whānau to apply the framework across any consents they are leading in the city centre and waterfront. This will improve coordination across council, and will streamline engagement with mana whenua.

Council continues to build its approach to engagement with mana whenua on AC36. Panuku will continue to support where needed, but is mindful of mana whenua expectations for council to have the lead on this.

## **2.2 Emerging or developing issues**

### **2.2.1 Legislative Compliance**

Panuku operates a legislative compliance framework, similar to that of Auckland Council. Key statutes have been identified across the various business activities as being important to demonstrate compliance. Senior management have provided assurance that all reasonably practicable steps have been taken to comply with applicable legislation for the six months to 31 December 2017.

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

### **2.2.2 Security in Karanga Plaza area**

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

## **2.3 Project updates**

### **2.3.1 Britomart Commercial Negotiations**

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

### **2.3.2 Civic Administration Building**

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

### **2.3.3 Transform Manukau**

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

### **2.3.4 Unlock Takapuna**

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

### **2.3.5 Unlock Northcote**

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

### **2.3.6 10 Madden Street (Precinct Properties Land Value One Proposal)**

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

## **2.4 Lease approved under delegation**

In accordance with the Panuku Development Auckland delegations all new property leases over \$500k are required to be reported the Board. Below are the details of a new property lease which has recently been negotiated.

### **229 and 231 Orakei Road**

This property, held in Auckland Transport's Fixed Asset Register, is the function centre at 231 Orakei Road and the adjoining car park at 229 Orakei Road.

Auckland Transport has required a maximum of a five-year term certain lease, to allow for possible transport requirements beyond that horizon.

The lease is over the adjoining sites of 229 and 231 Orakei Road. The building is contained on No. 231 with No. 229 providing an extension of the car park.

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

## **3. Operations Reports**

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

## **4. Financial Summary**

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

## **5. Organisational Summary**

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

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

## **5.2 Risk Management Update**

### **Overview**

Emerging risks in the Australian region continue to evolve with geo-political fragility continuing to increase the threat of political and economic instability.

It is expected that large-scale cyber-attacks will continue to occur, and will threaten organisational security and cause ongoing security threats relating to breaching of personal information.

Natural hazard events are increasing in frequency and the ever-changing weather patterns raise uncertainty in predicting events and their resultant consequences. While New Zealand does not suffer the worst extremes of weather, we are nevertheless being susceptible to events causing short term disruption for which we need to be prepared.

The threat of a terrorist attack is ever-present with the possibility of copycat events e.g. vehicles driving into crowds. The Wynyard Quarter could be a target area, for which response measures have been prepared.

While epidemic / pandemic threat to NZ is low, the recent outbreak of 'Aussie' flu in the UK has prompted the drafting of the 'Panuku Development Auckland Epidemic/Pandemic Plan'.

### **Organisational Risks**

The threat to the seawall at Site 18 has been mitigated through the moving of the containers and parking areas.

The skills market, with capability and availability scarcity will continue into 2018 within a strong competitive market.

The property market remains buoyant although capital growth may not be as strong as in 2017. The decline in immigration may impact the domestic sector and rental market. Housing remains in short supply in the Auckland region. Interest rates are predicted to rise in 2018 which may affect the commercial and domestic markets although the industrial sector remains strong.

The recent testing of the backup generator for 82 Wyndham St. was successful without any major faults. This increases our capability to operate under backup generator conditions in the event of a mains failure.

Following the approval of the Panuku Development Auckland Business Continuity Plan, a short presentation will be given at the next ELT meeting informing people-managers of the plan.

### **Programme and Projects**

Risk management is strengthening within the programmes and projects with the Risk Manager and the PMO actively engaging with project managers to undertake regular updates of the risk registers. A training programme is being developed jointly with the Risk Manager and the PMO for all project managers to increase knowledge levels, particularly in the project management framework and project financing.

### **Emerging Risks**

For 2018, cyber risks remain high. The previous year saw global system attacks that affected a number of major corporations. It is expected that similar attacks may occur in 2018. Auckland Council ITC are constantly upgrading our systems to prevent malicious attack, but outages may be reasonably expected.

The skills market remains uncertain within a competitive market. Immigration fluctuations combined with restrictions being imposed on home owner by foreign nationals may compound the problem. Training and development of staff may mitigate the effects of the market.

Interest rates are predicted to increase in 2018 which may affect the property market. This will be watched to see what effect this will have on our business objectives.

A copy of the top 5 risks are included as Attachment D to this report.

### **5.3 Portfolio Management Update**

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

### **5.5 Media and digital summary**

A summary of media and digital activity from mid-Nov to present is as follows:

Panuku was prevalent around council's decision on the preferred option for the America's Cup base. Rod Marler, Director of Design & Place, represented Panuku at a media conference after an initial briefing for councillors and in interviews with NewstalkZB's Tony Veitch for his Sunday sport show, and for MG magazine. Media interest in the lodging of resource consent in January was minimal with a sprinkling of stories published by The Herald. Similarly coverage of the mooring dolphin has been fairly minimal, with Panuku mentioned only for our role in the process (i.e. lodging resource consent).

Across our project areas, the North Shore Times followed up the council's decision to defer a change of use of 40 Anzac Street with a story led by the Takapuna Action Group and a comment from its editor, Jodi Yeats. OurAuckland shared a story about Panuku partnering with AT to improve walking and cycling connections in Henderson as part of the Unlock plan for the town centre.

Wynyard Quarter has received consistently positive coverage across a range of media for its summer place making programme that kicked off in December including print, online and television. 1News included the Panuku-organised event New Year @ Wynyard in its wrap of celebrations happening across the city to welcome in 2018.

1News and TV3 ran positive broadcasts on the Silo 6 exhibition 'Into The Underworld' while Your Waterfront's 12 Days of Christmas Facebook campaign was its most successful to date, with each post receiving almost 100 comments each day and hundreds of likes and shares. Elsewhere on the waterfront, Owaha the seal has attracted a few headlines by returning to Westhaven for a second year running. Panuku worked with Watercare on a positive media release about the building of the wastewater pump station being on track to complete in March which The Herald picked up.

North Harbour News wrote a balanced story on the deferral of a proposal to sell parts of Hobsonsville Marina for public consultation to take place.

The launch of The Kitchen Project received some excellent coverage including a feature in the December issue of Spasifik magazine and a strongly supportive piece by The Spinoff editor Simon Wilson. The Herald has also expressed an interest in running a feature on the project in the coming weeks.

Four blogs have been posted on Panuku's website and shared through social media channels with an increase of 30% readership compared to the previous month. These were: a blog by Panuku Principal Landscape Architect Cam Perkins on 'Smart Cities', a wrap of 2017 by Roger MacDonald, a blog on The Kitchen Project by Connie Clarkson. Miranda James also wrote a piece on Auckland's bid for the global C40 Reinventing Cities competition, which centres around two car parks in Henderson, the regeneration of which forms part of Panuku's Unlock project.

Margrit de Man provided a comment for a story about House Homestead, a property managed by Panuku that was damaged by fire just as renovation works were about to begin. Margrit's input provided balance to an otherwise negative story. The Herald also reported on a rent review currently underway with the Royal New Zealand Yacht Squadron, which is an annual process.

Property reporter Bob Dey shared news of Panuku's purchase of a site in Avondale to support our unlock project.

David Kennedy's appointment to the Panuku Board was included in Bob Dey's Property Report and appeared on OurAuckland.

In the sustainability space, Panuku's commitment to greening our projects was praised in a Spinoff piece about the new Quay Street cycle route. And finally, Mayor Phil Goff mentioned Panuku as a supporting partner in a Facebook post about his visit to Sustainable Coastlines' Flagship Education Centre in Wynyard Quarter in mid-January, where he learned about the work they do to protect the ocean.

## **Attachments**

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

## Decision Paper: Transform Manukau – Leadership Role

<b>Document Author(s)</b>	Clive Fuhr - Project Development Director
<b>Approver</b>	Allan Young – Director Development
<b>Date</b>	10 <sup>th</sup> January 2018

### 1. Purpose

The purpose of this report is to seek approval of the interpretation and achievement measurement for the Regeneration Objective *'Establish leadership position in Manukau'*.

### 2. Executive summary

The Board has agreed a number of performance requirements to activate the performance achievement recognition process. This objective is one of three objectives that relate to the Transform Manukau project.

In order to avoid any uncertainty in terms of measuring the achievement of this objective at the end of this financial year, this report sets out how we propose to continue to develop a leadership position around this project, and how we can assess the degree to which it has been achieved.

An objective of this nature has a high element of subjectivity attached to it. It is not appropriate for Panuku to be the sole judge of whether it has demonstrated effective leadership. We therefore propose a process of capturing stakeholder feedback to provide both a peer and customer perspective on how we are discharging our leadership role.

To measure the effectiveness of our leadership we propose that we have an agreed cohort of stakeholders with whom we engage with regularly on our strategy, coordination, action planning and achievements, and that at the end of the review period, we approach for qualitative feedback.

We propose that at the end of this financial year the Board receives a 'quantative' summary of the engagement undertaken related to our project leadership, which will be accompanied by a 'qualitative' assessment of our leadership performance by our stakeholder cohort.

These combined sets of information will enable us to assess our performance and further improve our leadership in the future.

### 3. Recommendations

It is **recommended** that the Board

1. **Approves** that the achievement of the Regeneration Gateway Objective related to *'Establish leadership position in Manukau'* be measured by assessing both the quantative efforts to develop a leadership position on the project as articulated by the team, together with qualitative feedback from the agreed cohort of stakeholders set out in this report.

### 4. Prior Board decisions

Previous Board engagement and decisions		
Date	Meeting	Decision / Outcome
Nov 2017	Board Remuneration Committee	Regeneration Gateway Objectives agreed



## 5. Our leadership role

In terms of the common understanding of the word 'leadership', in this project context we see it as setting and communicating the project's vision, goals and implementation strategy. Importantly in the council group context it also relates to the degree to which Panuku can harness and influence the alignment of diverse elements of the group to achieve desired outcomes. Leadership in this context is both direction setting as well as coordinating and managing the journey.

There is wide acceptance in the council group that Panuku is the lead agency in terms of place related regeneration and development activity in Manukau. Nevertheless there are critical relationships with other council and CCO asset and service owners, where each has clear financial responsibility for assets and activities e.g. AT, ATEED, Healthy Waters and Community Services. In these cases Panuku becomes the champion for aligned coordinated action without necessarily having executive control of all expenditure and functions. The Council's The Southern Initiative (TSI) has been established to lead and coordinate social and community development investment by council.

Panuku can therefore exercise its place based leadership role in a number of ways that includes direct programme planning and delivery as well as coordinating and influencing others who then deliver aligned outcomes. Our leadership role requires close liaison with other parts of the council group. This role requires us to put in place strong supportive relationships within the council group. The success of this will be experienced by our stakeholders both inside and outside of the council group.

Panuku has worked closely with a number of council areas to date, especially Healthy Waters, Parks, AT, ATEED and TSI. In addition we have been working closely with the Crown on a collaborative approach that harnesses our respective resources and abilities.

Panuku has approached the Transform Manukau project from the outset with a high degree of stakeholder engagement. There are regular workshops with the Local Boards, there are regular key stakeholder meetings and a number of stakeholders are in ongoing dialogue with the Panuku Transform Manukau team. We have an agreed tripartite Terms of Reference with both Local Boards.

The challenge over the first two years of the project has been that of matching expectations to demonstrable outcomes. The long term nature of urban renewal activity can seem frustratingly slow to those expecting immediate change. We are now moving from planning to implementation and this creates stronger and more tangible opportunities to involve stakeholders and the community in active project development. This is helpful in terms of stakeholders being able to see more direct outputs from Panuku's involvement.

In this next phase of the project we need to continue to work closely within the council group as a number of projects within the project area are to be delivered in collaboration with others or solely by others. Importantly, new transport infrastructure has a significant influence on the form of the public realm as busways, cycle ways and even light rail opportunities are delivered.

We have an excellent developing relationship with the Crown. This is being coordinated by MBIE. We have been able to input into recent Ministerial briefings and have participated in joint strategic Investment Logic Mapping sessions. We currently have direct communication with AUT, MIT, Te Papa and Crown property services on project based opportunities.

Currently our community messaging is based upon the Panuku strategy agreed with the Board in September 2017. This messaging will be updated as strategies evolve.

## 6. Implementation

This section of the report addresses the proposed approach to obtaining stakeholder feedback. As stated above, we can readily provide a quantitative summary at the year end of the ways in which Panuku has exercised its leadership role. This can include summaries of the material presented to stakeholders as well as the extent of contact. Our approach will be based on our current contact plan.

Stakeholder feedback will capture individual stakeholder perspectives to provide a qualitative assessment. Questions will evoke responses that identify:

- a) Whether there is clear understanding of Panuku's role

- b) Whether the project conveys clarity of direction
- c) Whether key stakeholders feel sufficiently involved
- d) Whether we did what we said we would do

In some cases small issues can colour overall views. The advantage of seeking feedback from a broad stakeholder group is that it creates a greater weight around mean/average views to avoid outlying opinions overly dominating.

The proposed stakeholder cohort from which we will seek qualitative feedback on Panuku's leadership performance is set out below. The cohort covers a range of internal and external stakeholders across business, education, government and social service. Feedback can be through a questionnaire or a structured interview. The latter potentially provides more useful data.

**Table 1: Proposed Stakeholder Feedback Cohort**

<b>Group</b>	<b>Stakeholders</b>
Elected members	Mayor, Deputy Mayor, Chairs of Planning and Finance and Performance Committees, Councillors. Chair of Otara Papatoetoe Local Board Chair of Manurewa Local Board Ward Councillors
Council Execs	Senior managers in Parks, Healthy Waters, Community Development, TSI
CCO Execs	Senior managers in AT, ATEED
Iwi	Mana Whenua Forum, Mata awaka groups
External Stakeholders	Wiri BID; Business Manukau; AUT; MIT; MBIE; ACIT; Pacific Business Trust; Manukau DHB; major private property owners

For the feedback process to succeed, it is important that we communicate consistently with all stakeholders. The engagement with stakeholders from Panuku is across a number of executives and internal teams. In the case of communication with the Mayor and committee chairs the communication may well come from the Chief Executive and at times the Board Chair.

This group allows us to get separate feedback from up to 25-30 individuals within our stakeholder cohort. The actual group of stakeholders identified for the project is considerably larger, but the suggest group in Table 1 gives a reasonable number in terms of obtaining feedback.

Our stakeholders will still have direct contact with other parts of the council group through the normal operation of the range of council business activities. Our challenge is to ensure that those groups close to Panuku's work are aware of and aligned with our strategies and that stakeholders perceive this as well.

## **7. Financial implications**

The costs of maintaining stakeholder contact and producing any related communication material related to Panuku's activities is provided for within the overall operating budget for the project. Much of this work is carried out by staff that also has roles on other projects. However, we believe we can manage the process set out in this report with the resources available.

## Document Sign-off

Role	Name	Sign-off Date	Signature
Director Development	Allan Young		
Chief Executive	Roger MacDonald		

## Decision Paper: Disposals Recommendation

<b>Document Author(s)</b>	Anthony Lewis – Senior Advisor Portfolio Review
<b>Reviewer(s)</b>	David Rankin – Chief Operating Officer
<b>Date</b>	11 December 2017

### 1. Proposal

This paper seeks approval from the Panuku Board for two council owned properties to be recommended to the Finance and Performance Committee for disposal.

### 2. Executive summary

The first property presented in this report, Proposed Lot 14, 61-117 Clark Road, Hobsonville has been identified as potentially surplus to council requirements following advice from council's Parks and Recreation Policy team that it was not required for future open space purposes, that there is adequate parks provision in the locality and retaining the site would be an overprovision in terms of council's Open Space Provision Policy. As such, it can be rationalised. Homes, Land, Community (HLC) seek to utilise this site for housing purposes along with the balance of 61-117 Clark Road, Hobsonville comprising approximately 4,160m<sup>2</sup> of and approximately 5,127m<sup>2</sup> of Clark Road which was approved for disposal by council's Finance and Performance Committee in June 2016.

Consultation with council departments and its CCOs, iwi authorities and the Upper Harbour Local Board has now taken place. No alternative service use has been identified for the site. The Upper Harbour Local Board opposes the proposed disposal of the site due to concerns regarding the loss of open space in an area of residential intensification.

The second property presented in this report, 2A Stokes Road, Mt Eden has been identified as potentially surplus to council requirements through a review process. Consultation with council departments and CCOs, iwi authorities and the Albert-Eden Local Board has now taken place. No alternative service uses were identified through the rationalisation process and feedback received was supportive of the proposed disposal. Due to this, we recommend disposal of the site.

The consultation process undertaken for the subject sites and a technical summary of each property is attached as *Appendix A and B* of this report.

### 3. Recommendations

It is **recommended** that the Board

#### 1. Approves

- a. The recommendation to the Finance and Performance Committee that the following properties are surplus to council requirements and should be divested:
  - i. Proposed Lot 14, 61-117 Clark Road, Hobsonville
  - ii. 2A Stokes Road, Mt Eden

#### 4. Prior Board and Council engagement and decisions

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
N/A		

#### 5. Discussion

Panuku and the Auckland Council Stakeholder and Community Facilities Land Advisory team jointly work on a comprehensive review of council's property portfolio. One of the outcomes of the review process is to identify properties in the council portfolio that are potentially surplus to requirements and that may be suitable to sell. The subject properties were identified as potentially surplus through this review process.

Once a property has been identified as potentially surplus, Panuku engages with Council and its CCO's to establish whether the property must be retained for a strategic purpose or is required for a future funded project or public work. Once a property has been internally cleared of any service requirements, Panuku then consults with local boards, mana whenua and relevant ward councillors. All sale recommendations must be approved by the Panuku board before a final recommendation is made to Auckland Council's Finance and Performance Committee.

Detailed information about the subject properties is provided in *Appendix A and B* of this report.

#### 6. Financial implications

Detailed information about the subject properties is provided in *Appendix A and B* of this report.

#### 7. Implementation

Information about the implementation of the subject properties is provided in *Appendix A and B* of this report.

##### LGOIMA Status

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

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

**Document Sign-off**

<b>Role</b>	<b>Name</b>	<b>Sign-off Date</b>	<b>Signature</b>
Chief Operating Officer	David Rankin		
Chief Executive	Roger MacDonald		

## **Appendix A – Proposed Lot 14, 61-117 Clark Road, Hobsonville**

### **1. Summary**

Proposed Lot 14, 61-117 Clark Road, Hobsonville is vacant land that was intended to be retained by council for open space purposes. The adjoining land comprising approximately 4,160m<sup>2</sup> of 61-117 Clark Road, Hobsonville and approximately 5,127m<sup>2</sup> of Clark Road was approved for disposal by council's Finance and Performance Committee in June 2016. This land was intended to be disposed of to HLC for urban renewal and housing purposes. HLC requested council to consider if the entire site could be divested. Council's Parks and Recreation Policy team subsequently reviewed the subject site. It advised that the Lot 14, 61-117 Clark Road was not required for future open space purposes as the retention of the site would result in an overprovision in terms of council's Open Space Provision Policy. As such, it could be rationalised.

HLC is now seeking to purchase the entire site and the portion of Clark Road approved for sale for urban renewal and housing purposes. Further information pertaining to the proposed terms and conditions of sale to HLC is set out in the report titled '61-117 Clark Road and Stopped Road' on this agenda.

The rationalisation process for Proposed Lot 14, 61-117 Clark Road, Hobsonville commenced in October 2017. Consultation with council and its CCOs, iwi authorities and the Upper Harbour Local Board Local Board has now taken place. No planned and funded alternative service uses were identified for this site through the rationalisation process. As such we recommend that the site be divested.

### **2. Background**

Proposed Lot 14, 61-117 Clark Road, Hobsonville, comprises approximately 3,370m<sup>2</sup>. It is a vacant, site comprising residual land originally transferred from the Crown to the former Waitakere City Council for the purpose of a future public work in 2004. While the nature of the public work was not specifically defined, the purchase of the land was seen as a strategic land acquisition, due to its proximity to the proposed future Hobsonville town centre.

The balance of 61-117 Clark Road, Hobsonville and part of Clark Road were approved for disposal by council's Finance and Performance Committee in June 2016. Following the 2016 divestment approval, 5,127m<sup>2</sup> of Clark Road was stopped. It was intended that the land approved for sale be sold to HLC for its development partner AV Jennings to develop into residential housing.

The subject 3,370m<sup>2</sup> portion of 61-117 Clark Road, Hobsonville was intended to be retained by council for open space purposes in accordance with the Buckley B Precinct, Hobsonville Point scheme plan. The retention of the subject site was also intended to mitigate the effects of surrounding residential development on the sightlines for the adjacent historic settler's church.

Following the 2016 divestment approval, negotiations commenced with HLC about it acquiring the land approved for sale. During negotiations HLC requested council consider divestment of the entire site. Council's Parks and Recreation Policy department subsequently reviewed the subject site and advised that there is adequate parks provision in the locality, with the creation of the nearby Western Park. Further, Parks and Recreation Policy found that including the subject site in the open space provision would result in an overprovision of open space in terms of council's Open Space Provision Policy. As such, it was proposed that the subject site be rationalised.

HLC confirmed if the site is approved for sale it would support a revision of the development outcomes in the Buckley B Precinct, Hobsonville Point scheme plan so that less open space land is required.

A separate report titled '61-117 Clark Road and Stopped Road' is contained on this agenda, which outlines the proposed terms and conditions of sale to HLC of the entire site at 61-117 Clark Road, Hobsonville and adjoining portion of stopped road.

The Unitary Plan zoning is Residential – Mixed Housing Urban Zone; Hobsonville Point sub-precinct B.

### 3. Internal consultation

The internal consultation for this site commenced in October 2017. No alternative service uses were identified.

The Heritage team assessed the site and advised that while residential development across the road from the historic church does have the potential to affect the heritage values of the church, this could likely be mitigated through careful design. For example, ensuring the proposed residential development included generous front yard setbacks and a landscaped road reserve/development edge would provide the necessary buffer between the historic church and the proposed residential development. This approach would ensure most of the sightlines and landscaped qualities identified in the Buckley B Precinct, Hobsonville Point scheme plan were maintained, and would achieve similar outcomes in relation to heritage values.

### 4. Local board views and implications

The Upper Harbour Local Board opposed the proposed disposal of Proposed Lot 14, 61-117 Clark Road, Hobsonville at its 14 December 2017 business meeting on the basis it is opposed to the loss of open space in an area of residential intensification.

### 5. Iwi feedback

12 mana whenua iwi authorities were contacted regarding the potential sale of Proposed Lot 14, 61-117 Clark Road, Hobsonville. The following feedback was received:

**a) Ngāti Manuhiri**

No feedback received for this site

**b) Te Runanga o Ngāti Whatua**

No feedback received for this site

**c) Ngāti Whatua o Kaipara**

Have confirmed they are interested in potentially acquiring the property. If approved for disposal to HLC, Panuku will follow up with Ngāti Whatua o Kaipara advising that the lot has been divested for urban renewal purposes

**d) Ngāti Whatua Ōrākei**

No feedback received for this site

**e) Te Kawerau a Maki**

The land is within an area of cultural significance to Te Kawerau a Maki who advised they will require engagement on any development. However, there are no known site-specific issues of a cultural nature. Panuku replied to Te Kawerau a Maki confirming their cultural interests had been noted on the disposal file, and the information will be considered by council's Finance and Performance Committee as part of any decision on the site. It will also be provided to potential purchasers. If approved for disposal to HLC, Panuku will follow up with Te Kawerau a Maki advising that the lot has been divested for urban renewal purposes

**f) Ngāi Tai ki Tāmaki**

Advised there is no interest in this property

**g) Te ākitai – Waiohua**

No feedback received for this site

**h) Ngāti Te Ata – Waiohua**

No feedback received for this site

**i) Ngāti Paoa**

Panuku received advice that Ngāti Paoa does not have a 'lead cultural interest' in this area, and will defer to the iwi mana whenua of the area. Ngāti Paoa also confirmed their general interest in commercial opportunities for any council property approved for disposal, however again advised that they will take direction from those lead iwi mana whenua for this specific site



**j) Ngāti Whanaunga**

Advised that the site could be an opportunity for a future Kokiri Development for community benefit. Panuku replied to Ngāti Whanaunga confirming their cultural interests had been noted on the disposal file, and the information will be considered by council's governing body as part of any decision on the property. If approved for disposal to HLC, Panuku will follow up with Ngāti Whanaunga advising that the lot has been divested for urban renewal purposes

**k) Ngāti Maru**

No feedback received for this site

**l) Ngāti Tamatera**

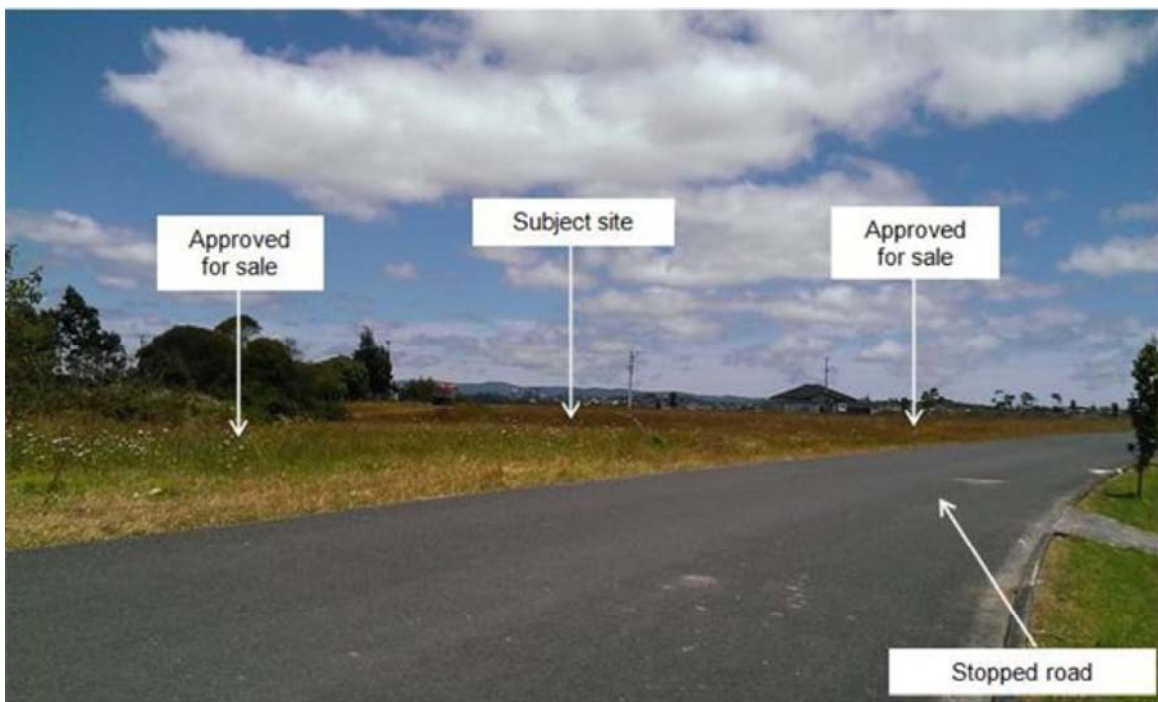
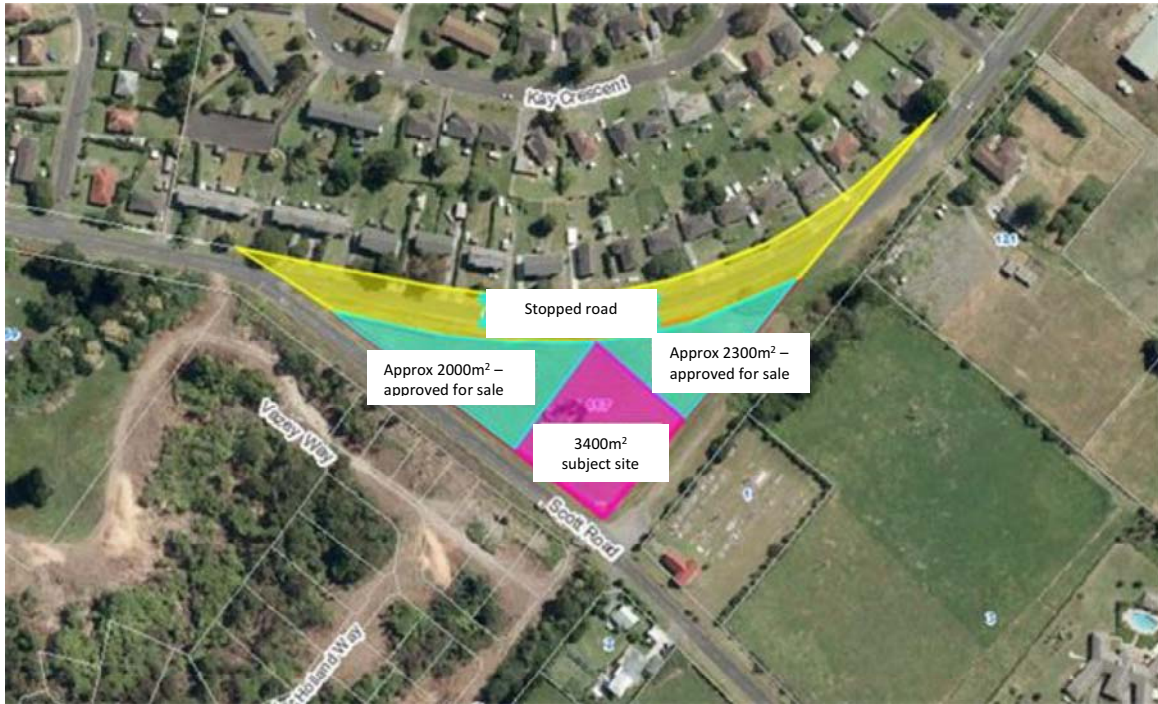
No feedback received for this site.

## **6. Implementation**

The results of the rationalisation process are that this site is not required for future open space purposes or for any other current or future service requirements. As such, we recommend that Proposed Lot 14, 61-117 Clark Road, Hobsonville be divested.

If council's Finance and Performance Committee approves the proposed disposal of the site, we propose disposal of the subject site to HLC for housing and urban renewal purposes. The proposed terms and conditions of the sale are set out in the '61-117 Clark Road and Stopped Road' report on this agenda. Should the subject site be approved for disposal, the Buckley B Precinct consent holder obligations relating to the ongoing retention and maintenance of the subject site as a park in perpetuity will need to be varied to enable the proposed redevelopment of the subject site for residential purposes.

## 7. Images





## Appendix B – 2A Stokes Road, Mt Eden

### 1. Summary

2A Stokes Road, Mt Eden has been identified as potentially surplus to council requirements through a review process. The rationalisation process commenced in December 2016. Consultation with council departments and its CCOs, iwi authorities and the Albert-Eden Local Board has now taken place. No alternative service uses were identified through the rationalisation process and feedback received was supportive of the proposed disposal. Due to this, we recommend disposal of the site.

### 2. Background

2A Stokes Road, Mt Eden is a vacant 149m<sup>2</sup> site that was purchased by the former Mount Eden Borough Council in 1951 under the Public Works Act 1928, for the purpose of public conveniences.

The rear of the site has no legal access, as the toilets occupy the whole width of the site. Only the vacant area of approximately 110m<sup>2</sup> behind the toilet block is subject to a Panuku led rationalisation process. The toilet block is being retained by council.

The Auckland Unitary Plan zoning is Business - Local Centre, the total area of 2A Stokes Road, Mt Eden has a 2017 land value of \$500,000.

2A Stokes Road, Mt Eden is likely to be subject to offer back obligations to the former owners under section 40 of the Public Works Act 1981.

### 3. Internal consultation

The internal consultation for this site commenced in December 2016. No alternative service uses were identified.

### 4. Local board views and implications

The Albert-Eden Local Board endorsed the proposed disposal of 2A Stokes Road, Mt Eden at its 22 November 2017 business meeting.

### 5. Iwi feedback

14 iwi authorities were contacted regarding the potential sale of 2A Stokes Road, Mt Eden. The following feedback was received:

- a) **Ngai Tai ki Tāmaki**  
No feedback was received regarding this site.
- b) **Ngāti Tamaoho**  
No feedback was received regarding this site.
- c) **Te Akitai - Waiohua**  
No feedback was received regarding this site.
- d) **Ngāti Te Ata - Waiohua**  
No feedback was received regarding this site.
- e) **Te Ahiwaru**  
No feedback was received regarding this site.
- f) **Ngāti Paoa**  
No feedback was received regarding this site.
- g) **Ngāti Whanaunga**

No feedback was received for this site.

**h) Ngāti Maru**

No feedback was received for this site.

**i) Ngāti Tamaterā**

No feedback was received for this site.

**j) Waikato-Tainui**

No feedback was received for this site.

**k) Te Rūnanga o Ngāti Whātua**

No feedback was received regarding this site.

**l) Ngāti Whatua o Kaipara**

No feedback was received regarding this site.

**m) Ngāti Whatua o Orakei**

Ngāti Whatua o Orakei has confirmed that they do not have any commercial or cultural interests.

**n) Te Kawerau a Maki**

No feedback was received regarding this site.

## 6. Implementation

The results of the rationalisation process are that this property is not required for current or future service requirements. As such, we recommend that 2A Stokes Road, Mt Eden be divested.

The adjoining land owner has registered interest in purchasing this site. This can be explored further should the Finance and Performance Committee approve the proposed disposal. The subject portion of land will need to be sub-divided from the toilet block that will be retained in council's ownership. Given that the subject property will have no legal road frontage on sub-division, the most appropriate outcome would be to amalgamate it with the adjoining owners property following the disposal.



## 7. Images



Green hatched area is the subject of rationalisation.



## Decision Paper: Risk Management Framework

Document Author(s)	David Middleton – Risk Manager
Reviewer(s)	Carl Gosbee – Director Corporate Services
Date	17 January 2018

### 1. Purpose

To obtain the Board's approval of the Risk Management Framework and note the Business Continuity Plan, following endorsement from the Audit and Risk Committee in December 2017.

### 2. Recommendations

It is **recommended** that the Board approve the Risk Management Framework and note the Board Business Continuity Plan.

### 3. Risk Management Framework

The Risk Management Framework has been substantially reviewed and updated taking into consideration the suggestions in the EY Report of February 2017. The document is included as **Attachment A**.

The Risk Management Framework, based on ISO 31000:2009 Risk Management Principles and Guidelines details the process for the implementation and continued use of the risk management framework for Panuku, with attention to the business objectives, programmes and projects.

The Risk Management Framework incorporates a broad-based risk appetite, which with time will mature into a more detailed discipline. The lack of maturity in this area suggests that we keep the descriptors broad at this stage and mature our level of understanding as we progress the risk management training and maturity.

### 4. Business Continuity and Incident Management Plan

The Business Continuity and Incident Management Plan has been updated for the move to Panuku's new premises. It is included at **Attachment B** for information.

The business Continuity and Crisis Management Plan is based on the world-class standard ISO 22301:2012 Societal security -- Business continuity management systems -- Requirements and takes into account Panuku's move to the new premises. It also incorporates reporting lines, governance structures and key contact numbers.

We will be conducting training of the BCP in the new year with the directorates to increase the level of responsiveness to an incident. The training will be followed by an exercise to establish the levels of awareness and understanding of the BCP.

### Document Sign-off

Role	Name	Sign-off Date	Signature
Director Corporate Services	Carl Gosbee		
Chief Executive	Roger MacDonald		



# Panuku Development Auckland

## Risk Management Framework

November 2017

**David Middleton** ACII, ARM, ANZIIF(Assoc), CIP  
Risk Manager

## Document Control

Version	Date	Update by	Update details
2	November 2017	David Middleton	Major Update

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## 1 Who we are and what we do

Panuku is charged with leading urban redevelopment activities on behalf of the Council in key locations and in doing so significantly contributing to outcomes contained in the Auckland Plan.

Panuku's strategic objectives set out in the Council Accountability Framework. These are to:

- **Facilitate redevelopment of urban locations** - consistent with the urban form and infrastructure objectives of the Auckland Plan, Panuku will facilitate private sector, third sector, iwi and government investment and collaboration into the sustainable redevelopment of brownfield urban locations. It will also co-ordinate the provision of council's infrastructure and other investment in these locations.
- **Accommodate growth** - contribute to accommodating residential and commercial growth through facilitating the quality redevelopment of urban locations with excellent public infrastructure and services. Redevelopment of the overall portfolio should offer a range of residential choices and price points to cater for diverse households.
- **Facilitate vibrant development** - facilitate the creation of adaptable and resilient places that inspire well-being, promote health and safety and are fully accessible to disabled people and older adults. It will harness and incorporate the local community's unique identity, attributes and potential to create vibrant communities.
- **Waterfront Development** - consistent with the Waterfront Plan 2012, it will continue to lead the development of the Auckland waterfront in a way that balances commercial and public good objectives, including high quality urban design.
- **Optimisation of council's property portfolio** - facilitate quality redevelopment of underutilised council landholdings within current urban boundaries.
- **Management of non-service properties** - manage Council's non-service properties in partnership, business interests and marinas with the council group.

Panuku's goals and objectives are further defined in its SOI, Strategies, Business Plans and other key documents.

## 2 Risk Management Framework

### 2.1 Purpose

Risk management is defined as the '...coordinated activities to direct and control an organisation with regards to risk' - AS/NZ ISO 31000:2009 'Principles and Guidelines'.

Risk management comprises coordinated activities to direct and control Panuku activities with regard to risk and opportunity. This includes the process of identifying, analysing, evaluating, prioritising and managing risks. The risk management principles and guidelines are embedded within Panuku enabling better risk-based decision making and realisation of opportunities.

Risk is "uncertainty to achievement of objectives". Panuku is committed to the use of risk management to reduce uncertainty to the achievement of its objectives, which will have a positive impact on outcomes and deliverables for Panuku.

Panuku's Risk Management Framework (the framework) has been developed in accordance with the ISO 31000 Risk Management Standard 'Risk management principles and guidelines'. This framework provides Panuku the foundations and organisational arrangements for embedding and continuously improving risk management throughout the organisation. Some of the key components of the framework include the risk management policy, risk management process, roles and responsibilities and resourcing.

A diagram of the risk management framework is included in *Appendix B* of this document.

### 2.2 Culture and values

Panuku is committed to a culture of openness, continuous improvement, innovation and ethical behaviour. Risk management must be integrated into the culture of Panuku through leadership and commitment. The framework provides guidance to assist informed risk-taking and basing decision on the best possible risk based information.

We embed risk management into our business practice because of the tangible benefits to making risk base decision making. The reasons for having a formalised approach to risk management include:



- Creates value to all stakeholders
- Integral part of our organisational processes
- Forms the basis of risk based decision making
- Explicitly addresses uncertainty
- Systematic, structure and real time
- Based on best available information
- Tailored to our organisational business structure and practices
- Takes human and cultural factors into account
- Transparent and inclusive
- Dynamic, iterative and responsive to change
- Facilitates continual improvements and enhancements of Panuku.

### 2.3 Benefits

Sustainable, dynamic and intelligent risk management decision making will assist Panuku in meeting its objectives. This can be achieved by:

- facilitating and improving decision-making through quality management information;
- identifying and assessing actual and potential risks; and
- Identifying opportunities that could impact or enhance the achievement of objectives or service delivery.

Key benefits to Panuku include:

- Increased confidence in achieving our objectives and outcomes
- Informed knowledge-based decision-making having regard to the risks and opportunities
- Better resource allocation by having a risk-based prioritisation standard
- Responsible risk taking to optimise the balance between risks and opportunities
- Ensuring Panuku assesses the correct balance between risk and reward
- Collaborative working with our key stakeholders
- Improved stakeholder confidence
- Improved governance structure
- Compliance with relevant legal and regulatory requirements
- Improved performance, efficiency and effectiveness throughout the organisation
- Reduced costs and losses
- Knowledge base that integrates 'lessons learnt' to improve future performance

To achieve the above benefits, risk management must be an integral aspect of day-to-day management and good governance. All team members can assist by exercising a level of risk management in their positions to manage risks responsibly.

### 2.4 Risk Management Policy

The mandate is endorsed by the Risk Management Policy being approved by the Board. The key principle in the policy is a responsible approach to risk taking.

### 2.5 Accountability and responsibilities

Everyone in Panuku has a role in managing risks. These are outlined in detail below.

GOVERNANCE	ACCOUNTABILITY
<p><b>Panuku Board of Directors</b></p>	<ul style="list-style-type: none"> <li>• Approve Enterprise Risk Management Policy and Framework</li> <li>• Monitor performance against policy</li> <li>• Receive objective advice and recommendations regarding the adequacy and functioning of risk management,</li> <li>• Control and governance frameworks and processes.</li> <li>• Set risk appetite and tolerance</li> </ul>

<b>Audit and risk Committee</b>	<ul style="list-style-type: none"> <li>• Provide assurance and assistance to the Board on Panuku's risks,</li> <li>• Control and compliance framework and its external accountability responsibilities.</li> <li>• Review whether management has in place a current and comprehensive risk management framework, and associated procedures for effective identification and management of Panuku's financial and business risks, including fraud;</li> <li>• Review whether a sound and effective approach has been followed in developing strategic risk management plans for major projects or undertakings;</li> <li>• Review the effect of Panuku's risk management framework on its control environment;</li> <li>• Review whether a sound and effective approach has been followed in establishing Panuku's business continuity planning arrangements; and</li> <li>• Review Panuku's fraud policy and satisfy itself that Panuku has appropriate processes and systems in place to capture and effectively investigate fraud-related information.</li> </ul>
<b>MANAGEMENT</b>	<b>ACCOUNTABILITY</b>
<b>Chief Executive</b>	<ul style="list-style-type: none"> <li>• Accountable for Risk Management</li> <li>• Implement the Enterprise Risk Management Policy and Framework</li> <li>• Monitor top risks</li> <li>• Report top risks to the Board</li> <li>• Exercise active oversight of all areas of Panuku control and accountability in an integrated and systematic way, such that the results of risk and assurance reviews may be incorporated into the priority-setting and strategic planning processes.</li> </ul>
<b>Senior Leadership Team (SLT) and Directors</b>	<ul style="list-style-type: none"> <li>• Approve the Enterprise Risk Management Strategy</li> <li>• Monitor effective implementation of the Enterprise Risk Management Framework</li> <li>• Review top risk reports</li> <li>• Request risk information as the need arises</li> <li>• For individual Directors, ensure management of Directorate Risks, including Health and Safety.</li> </ul>
<b>Director of Corporate and Business Services</b>	<ul style="list-style-type: none"> <li>• Design and develop a risk based integrated Governance, Risk and Compliance strategy and programme (including internal audit, compliance, ethics and integrity, fraud and insurance functions)</li> <li>• Design and implement an insurance strategy and programme that incorporates the benefits from the Risk Management programme.</li> </ul>

<b>Risk Manager</b>	<ul style="list-style-type: none"> <li>• Lead the development and implementation of risk management framework and process across Panuku</li> <li>• Develop risk management policy, strategy, principles, framework and systems</li> <li>• Support the implementation of appropriate risk management mitigations and methodologies</li> <li>• Advise and coach management/staff on effective risk management</li> <li>• Monitor the application and effectiveness of risk management processes</li> <li>• Coordinate appropriate and timely delivery of risk management information to key stakeholders</li> <li>• Lead the development implementation of crisis and business continuity planning across Panuku</li> <li>• Liaise and coordinate with other CCOs and Council during a large-scale event.</li> </ul>
<b>Managers (Tier 3)</b>	<ul style="list-style-type: none"> <li>• Identify and manage all risk elements relating to their department using the risk management process.</li> <li>• Lead the implementation of risk management in their departments</li> <li>• Lead the reporting on risk management activities</li> <li>• Manage operational risks</li> <li>• Provide specialist risk solutions as required</li> <li>• Develop and lead risk mitigation strategies within the work team or streams</li> </ul>
<b>Risk Champions</b>	<ul style="list-style-type: none"> <li>• Facilitate and promote risk management within business areas, including assisting with the implementation of the framework.</li> <li>• Facilitate the updating of the Risk Register monthly within their respective teams</li> </ul>
<b>Manager Project Management Services and Development Support</b>	<ul style="list-style-type: none"> <li>• Monitor, review and report on project risk progress and escalate these to ensure timely resolution.</li> <li>• Facilitate the development and implementation of project risk management process across development projects.</li> </ul>
<b>Health and Safety Advisor</b>	<ul style="list-style-type: none"> <li>• Monitor, review and report on H&amp;S risks across Panuku and escalates these to ensure timely resolution.</li> <li>• Ensure implementation of the H&amp;S policy, processes, practices and other controls that contribute to the management of H&amp;S risks.</li> </ul>
<b>Team Members</b>	<ul style="list-style-type: none"> <li>• Provide vital support in identifying risks</li> <li>• Support the Enterprise Risk Management programme</li> </ul>
<b>Outsourced Service Providers &amp; Contractors</b>	<ul style="list-style-type: none"> <li>• Maintain the efficient and effective management of risks associated with the services they are contracted to provide in accordance with legal agreements / contracts and the Panuku Risk Management Policy and Framework</li> </ul>

## 2.6 Resourcing

The various parties in the organisation will contribute to the effectiveness of the framework by carrying out their respective roles. The Risk Champions will play a significant role in supporting the Directorates and Departments risk management activities across the organisation.



### 2.7 Planning

An annual risk management plan is developed at the beginning of each year. The plan contains actions that contribute to maintaining and improving risk management across the organisation.

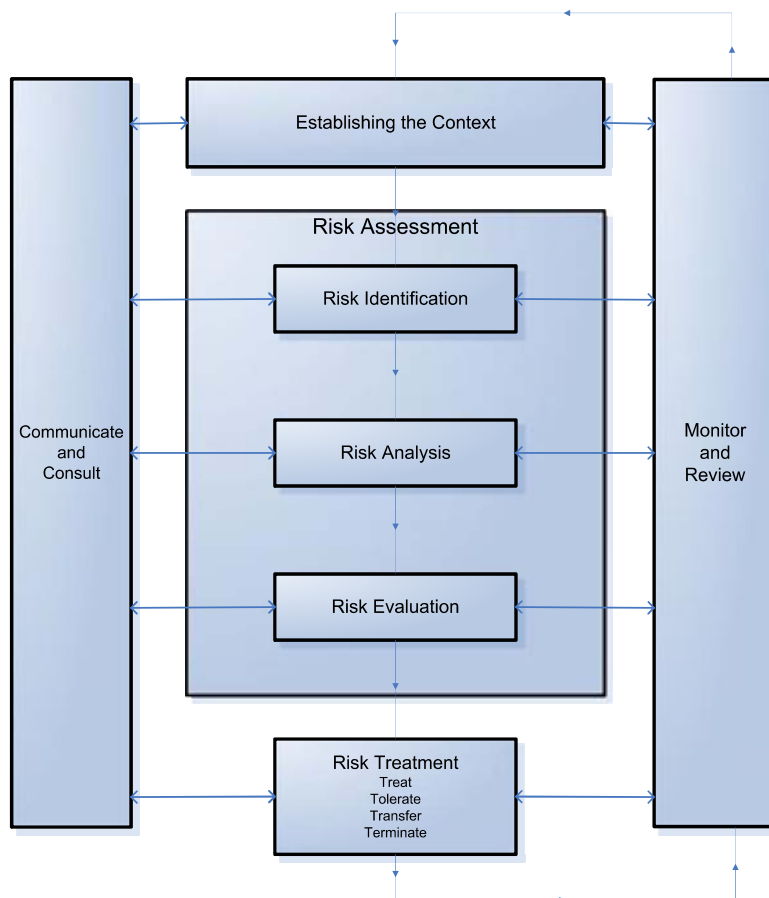
### 2.8 Risk Management Framework Review

The framework will be reviewed on an annual basis to ensure it remain relevant and effective.

Risk Level	Significance	Level of Risk Acceptability
Level 1	Low	Accept risk
Level 2	Moderate	Accept if the cost of risk elimination, transfer or reduction is greater than the improvement gained.
Level 3	High	Active with management by T3 Manager
Level 4	Extreme	Intolerable unless active management by SLT Members

## 3 Risk Management Process

The risk management process provides Panuku a systematic and consistent methodology or approach to risk identification, analysis, evaluation/assessment and treatment.



The Enterprise Risk Management Process (AS/NZ ISO 31000:2009)

### 3.1 Establishing the Context

Establishing the context defines the parameters to the topic under discussion. The context allows boundaries to be set considering the objectives, stakeholders and risk tolerance. The context must be established at the beginning of the assessment.

Establishing the context is about defining the internal and external business parameters to be considered when managing risk. It sets the scope and criteria for the remaining process. An example of this may be in setting the scope of the project, or defining the business unit.

Parameters to be considered can include but not restricted to:

- the objectives or goals of the operational activity or project
- the scope of the project / operational activity
- the key stakeholders or affected parties
- Internal and external parameters
- limitations to the context

Internal Parameters include but not restricted to:

- Governance, organisational, roles and accountabilities
- Policies, objectives and strategies to achieve them
- Information systems, and protocols
- Standards, policies
- Contractual relationships

External parameters include but not restricted to

- Supply chain risk management
- Economic, political, regulatory, social and cultural.
- International financial and market related emerging risks

### 3.2 Risk criteria

To evaluate the risk there needs to be terms of reference for each risk category by which to assess the risk in terms of consequence and likelihood. These parameters need to be established prior to the risk management process. The 5x5 matrix is used to illustrate the risk ranking, with consequence ranging from Insignificant to Catastrophic, and likelihood ranging from Rare to Almost Certain.

### 3.3 Risk Identification

The risk assessment process includes three stages - risk identification, risk analysis and risk evaluation. These stages identify the exposures to risks and uncertainty of the business processes as defined by the context.

The most common risk identification and assessment techniques include but not restricted to:

- Risk Workshops
- Risk meetings
- On-site inspections
- Questionnaires and checklists
- Critical path assessments
- SWOT analysis

Risks will be captured in the risk register. A sample risk register template is attached as Appendix A to this document.

The Consequence and Likelihood criteria are set out within risk categories and offer a guideline to the level of risk tolerance (or Risk Assessment Table). This will change for each department. It is important when establishing the context that the Consequence / Likelihood matrix reflects the risk tolerance levels for the department prior to the risk assessment.

The copy of the risk assessment table is attached as Appendix D of this document.

A list of risk categories or types is included in Appendix F of this document.

### 3.4 Risk analysis

This involves analysing the identified risks against the organisation context to establish the potential impact on objectives and likelihood of the event occurring. A single event can have multiple impacts and all identifiable possible outcomes need analysis.

Risk analysis is the process to comprehend the nature of the risk and to determine the level of consequence and likelihood. Rarely does a loss event have a single consequence. The effects can be further compounded by the knock-on or domino effect.

It is required to fully understand the risk and its impact. Concise analysis will lead to more robust and more effective risk treatment. Factors that need consideration during the analysis stage include:

- Cause – what could trigger a risk event
- Impact – what is the consequence or effect of the risk event
- Effectiveness of existing control – what do we have in place to minimise this risk

The risk analysis can be carried out either qualitatively, quantitatively or a combination of both (semi-quantitative) methods. Irrespective of the method used, there must be full understanding and a consistent approach to the analysis.

### 3.5 Risk evaluation

The evaluation process looks at the efficacy of the current controls in place to mitigate the extent of potential losses. A decision is required as to whether the current controls are sufficient or whether additional controls need implementation to reduce the consequences and/or likelihood to acceptable levels. The scope of risk evaluation extends to current techniques used for controlling the risks and any additional controls.

The internal audit programme is important in confirming the existence and testing the effectiveness of internal controls, enabling accurate assessment of residual risks.

### 3.6 Risk Treatment

Risk treatment (or mitigation) is the process to modify (positively) the risk in terms of its consequence and/or likelihood.

For each risk, consideration should be given to either:

- Treat – additional control measures to reduce consequence and/or likelihood
- Tolerate – accept current level of risk
- Terminate – remove the source of risk
- Transfer – transfer risk to third party generally by means of insurance or another contract

Controls need to be effective and practical. Verification of the controls will be made by the Risk Manager to assess the effectiveness and practicality. Modification of the controls may be necessary.

### 3.7 Communication and Consultation

Consequences	5 Catastrophic	Moderate	High	Extreme	Extreme	Extreme
	4 Major	Moderate	High	High	Extreme	Extreme
	3 Moderate	Low	Moderate	Moderate	High	High
	2 Minor	Low	Low	Moderate	Moderate	High
	1 Insignificant	Low	Low	Low	Moderate	Moderate
		1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
		Likelihood				

The communication and consultation processes relating to risk management are continual and iterative. Panuku will provide, share and obtain information and will communicate with stakeholder's regarding the management of risk.

This critical aspect needs to take place at all stages of the risk management process. Communication and consultation commences at the outset of the process to establish the 'ground rules' and methodology required to achieve consistency throughout Panuku and the AC Group. Examples of areas of expertise within Panuku and the Council group we can consult are:

- Legal - contract or compliance related risk.
- People and Capability – employment and health and safety.
- Finance – budget or expenditure.
- Te Waka Anga Mua – iwi relationship and Maori engagement.
- Local Board Services – risks involving localised areas.
- Council ICT - technology solutions.
- Communication and Engagement – proactive communication or reputational issues.

### 3.8 Risk Matrix

The risk matrix is an indicative diagrammatic representation of the risk levels on a 5x5 matrix.

Level 1	Low	Tolerate risk
Level 2	Moderate	Tolerate if the cost of risk elimination, transfer or reduction is greater than the improvement gained.
Level 3	High	Intolerable (active management by Division and Department managers (T2 & T3))
Level 4	Extreme	Intolerable (CE and SLT)

### 3.9 Monitor and Review

The Risk Manager will monitor and review the Risk Management Framework at least annually or more frequently as may be required through organisational change. Any changes to the Risk Management Framework will be reviewed by the Audit and Risk Committee and approved by the Board of Directors.

## 4. Risk Reporting

### 4.1 Board reporting

The Board will receive a copy of the Top Risks register with a commentary that addresses operational, programme and emerging risks.

### 4.2 Senior Leadership Team

The Top Risks risk register will be presented to the SLT monthly for their consideration on the risks, ratings and mitigations.

Risks will be recorded in the Panuku risk registers. The risk registers will be owned and maintained by the Directorates/Departments and reviewed by the Risk Manager.

Extreme level risks, as evaluated against the criteria for the organisation, will be escalated immediately to the SLT and Board.

The SLT will receive monthly reports on the Top Risks; the Audit and Risk Committee and the Panuku Board will receive updates on a quarterly basis.

### 4.3 Related Documents

This document is to be read in conjunction with other documents which include but not restricted to:

- Enterprise Risk Management Policy
- Crisis Management Plan
- Ethics and Integrity Policy
- Conflict of Interest Policy
- Auckland Council's insurance strategy

Panuku will collaborate with Auckland Council Risk and Assurance team and with the risk departments of the CCOs to maintain a coordinated approach to the management of risk. This will be important where events or circumstances extend across internal boundaries or where common risks categories occur such as with ITC and health and safety.

#### **4.4 Risk updates**

Individual Directorate Risk Registers will be reviewed monthly by the Risk Champion in each directorate. They will be forwarded to the Risk Manager for further review and moderation.

The combined risk register will be sent to the Senior Leadership Team.

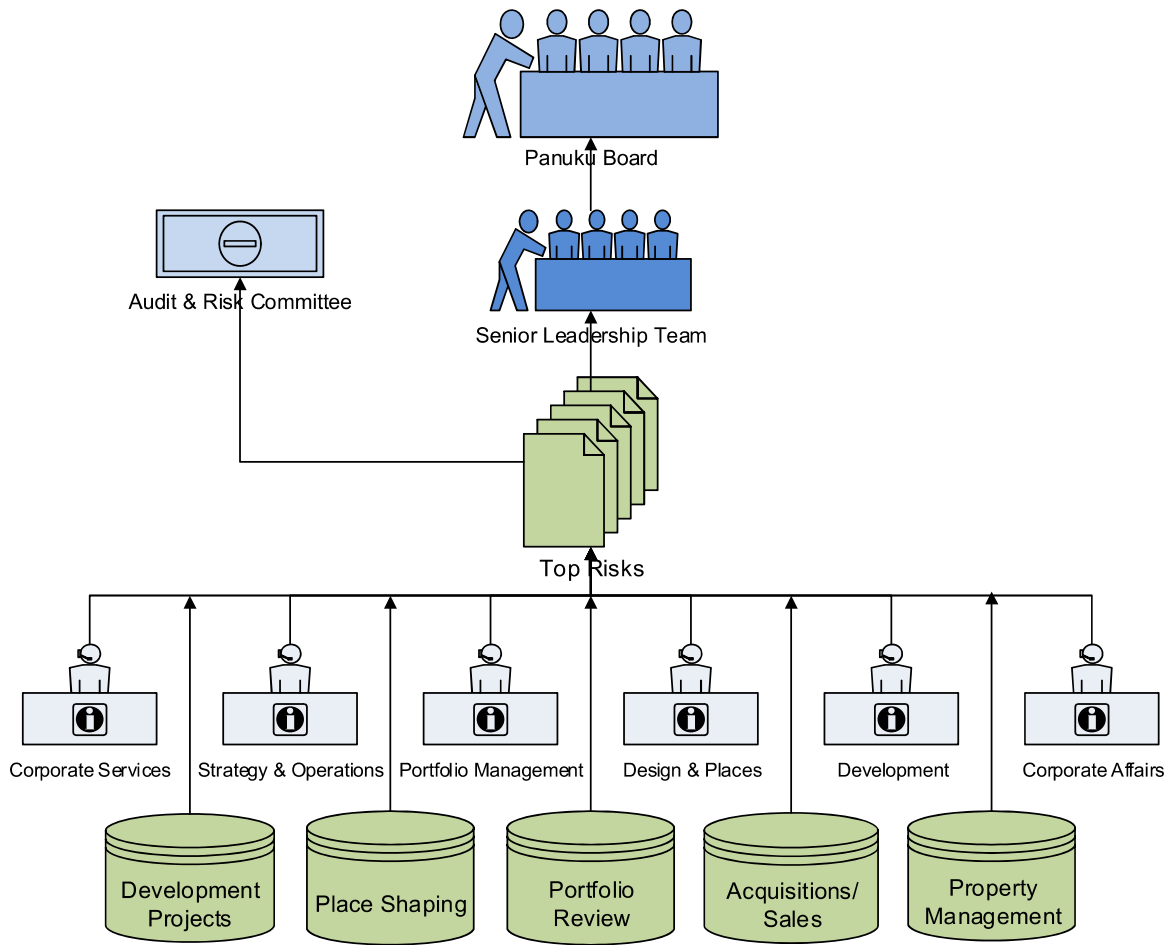
On a quarterly basis the Top Risk Register providing operational, programme and project, and emerging risks will be taken to the SLT for approval for presenting to the Audit and Risk Committee and the Board

Departments are required to manage their specific operational risks in a manner which is consistent with this Framework and to manage and escalate any risks outside the agreed appetite.

The SLT provides a risk moderation role for the organisation. A risk that may be Extreme at a business level may be moderate when assessed at the organisation level.

Risk trends and common mitigation strategies will be discussed by the SLT enabling a more coordinated approach on actions across the organisation.

The Risk Manager will provide the narrative that accompanies the CE Report comments on risk monthly and to the ARC on a quarterly basis, when risks are reviewed in detail.



## 5. Risk Appetite

### 5.1 Definition of risk appetite

Panuku staff have clear direction on what are acceptable levels of risk to assist in decision-making by referring to the Risk Appetite Statements. Risk appetite is the “amount and type of risk that Panuku is willing to pursue or retain” (ISO 31000).

Our aim is to consider all options, to respond to risk appropriately and make informed decisions that are most likely to result in successful delivery of organisation objectives.

### 5.2 Risk appetite framework

The risk appetite is aligned to the risk management policy which is based on the principle of responsible risk-taking. The risk appetite is also aligned with other key documents such as the Shareholder Accountability Framework, legal and financial delegations and corporate policies.

Panuku’s risk appetite is dynamic, changing according to the environment and the nature of the risk (risk category) and the current and/or changing business activities in which it is involved. The Panuku Statement of Intent, Business Strategy and Business plan provided the context for developing the risk appetite. The level of risk to which the acquisition and selling of land is dependent upon prevailing market conditions and the need to fulfil Council’s obligations to local boards and our ratepayers.

Panuku is guided by Council as to the level of financial commitment and funding available

The Panuku Senior Leadership Team (SLT) is required to proactively assess the business impacts of potential changes in business environment caused by political, economic, social, legal and regulatory trends and have regard to these impacts in operating within the risk appetite boundaries.

The Board and the Senior Leadership Team (SLT) sets and assesses the risk appetite as part of the strategic and business planning process.

### 5.3 Risk culture

Panuku through its risk management framework minimises risks through reducing the consequences and/or probability of an adverse event occurring. It recognises that all business activities entail risks that should be adequately rewarded on making risk-based decisions.

In doing so, Panuku:

- operates responsibly, meets the expectations of its shareholder, stakeholders and service users, strives to enhance its reputation and maintain professional standards and business ethics;
- makes business decisions only after careful consideration of risk, including consideration of potential upside and downside scenarios;
- imposes limitations and operating controls aligned to each business area so that consistency in risk boundaries is understood by senior managers;
- understand the risks it takes on (or nature of uncertainties involved), undertaking strategic initiatives or exposure to new services/ activities only if aligned to its scope of activities in its accountability framework and sufficient experience and insight is gained
- exercises disciplined moderation in risk taking and
- promotes a culture aimed at the achievement of good practices in the recognition, costing, funding and management of risk.

Panuku risk culture is one where staff:

- understand the risks inherent in all business activities and the organisational approach to costing, funding and managing risk;
- assess cost benefit or total value as a critical element during decision making (risk assessment);
- understand that risk management is not necessarily about eliminating risk, but rather managing risk
- exercise control by managing process so that adverse risk outcomes are contained as much as practical;
- report any observed mismanagement of risks by others; communicating bad news promptly (internal) and anticipate potential emerging risks; and

- ensure that risk management adds value to the organisation and that they perform an important role in managing risk.

## **5.4 Risk Appetite within Risk Categories**

### **5.4.1 Assets**

Panuku is custodian of assets on behalf of Auckland Council and Auckland Transport and will maximise the value of the assets for the purpose for which they were acquired. In this regard, Panuku has a moderate appetite for the way in which the assets are managed to maximise return.

### **5.4.2 Cultural / Community**

Our role within social responsibility is very important to both the Auckland Council family and the Auckland community. Panuku has a social responsibility not only as a manager of properties, residential and commercial, but also to fulfil the responsibility council has in the Auckland region to provide amenities and services. Our risk appetite for cultural / community is moderate, but dependent upon the sensitivity of the project.

### **5.4.3 Delivery of Commitments**

As part of the business planning Panuku commits on an annual basis its programme of work against which we are measured. This commitment is to our shareholders, the Board and to the Auckland community. Progress against our business commitments is made and reported on regularly and excepting for exceptional circumstances there is moderate appetite to consider opportunities that may arise during the financial year.

### **5.4.4 Environment (Natural and Built)**

We are custodians our present and future environments, both in the materials used for construction and the park and recreational areas we develop for our communities. We are conscious of the inter-generational nature of our projects and the need to protect our environment of land and sea and therefore have a low appetite in this regard.

### **5.4.5 Financial performance**

Panuku is a substantial Council CCO with assets in excess of \$600 million and generating an operating surplus. Panuku also manages on behalf of Council a non-service portfolio worth around \$1.9 billion and returns to Council a net surplus of around \$30m a year.

Panuku will show leadership in the local government sector in financial stewardship and delivering value for money. We will take risk based decisions where opportunities arise that may be financially advantageous to the Council.

Panuku has no appetite for risks that would adversely affect its long term financial viability, or breach any funding policies.

Panuku has low appetite for risks that would adversely affect Panuku and Council's operating results

### **5.4.6 Governance**

With its own Board of directors and senior management team Panuku is accountable to Auckland Council for its reporting and governance. Panuku has a low appetite for any variance in governance compliance or reporting.

### **5.4.7 Health, Safety and Wellbeing**

Panuku recognises that staff are critical to achieving its objectives. Under the Health and Safety at Work Act 2015, its contractors and subcontractors are also regarded as its workers to whom we must afford the same duty of care.

- Panuku has no appetite for risks that will compromise the health, safety and wellbeing of, or cause harm to, our people including staff, customers and our community
- Panuku has no appetite for inappropriate or unethical behaviour
- Panuku will not tolerate continual poor performance and management who do not take steps to address poor performance issues in line with agreed processes
- Panuku has a low appetite for staff misconduct



- Panuku has a high regard for quality of staff, training, retention, remuneration, career and leadership development, succession planning and performance management.

#### 5.4.8 Systems and Data Integrity

Panuku has no appetite relating to avoidable loss of information or avoidable breach of ICT systems security. The system operates through Auckland Council and Panuku staff will ensure that Council protocols relating to ICT security are strictly adhered. Protocols relating to the use of the computer network, integrity of information, use of mobile equipment (including but not restricted to laptops, tablets, iPads and phones, etc) are agreed to by every staff member and there is no appetite for any breach of information security.

#### 5.4.9 Legal and Regulatory compliance

Panuku operates in a complex legal and regulatory environment and recognises the importance of complying with the law and regulations. Panuku has no appetite for non-compliance with the law and regulations, including but not restricted to conflicts of interest, collusion, bribery or any other means by which staff may unlawfully gain a financial advantage.

#### 5.4.10 Operational Capability

Panuku has a moderate risk appetite for market risk exposure and will ensure;

- property acquisitions are valued at market and any material deviations from market value is agreed with the Board and Shareholder
- property disposals are valued at market and disposal price is agreed against market valuation
- that leasing commercial property are at market rates and residential properties at least CPI, achieving overall budgeted optimal return target agreed with Council
- development land sold at market value are subject to any value trade-offs for achieving non-financial benefits, calculated through the Total Value Analysis methodology (TVA)
- that other services are cost and priced against market information
- Through the Project Management Framework Panuku will deliver high quality projects. Project risks will be managed by the project teams and high risks will be referred to the Risk Manager and to SLT for discussion as to the exposure to Panuku before accepting. Risks are ever present in projects and project managers are expected to take risk based decisions in the best interest of the organisation. The project risk registers will record the risks that

#### 5.4.11 Reputation risk

The shareholder, stakeholders, community and other parties are focussed on the success of Panuku in delivering projects and services.

Panuku has no appetite for actions or conduct that could fundamentally damage the reputation of Panuku or negatively impact the trust and confidence of the shareholder, development partners, stakeholders and communities.

#### 5.4.12 Skills and Knowledge

Staff form the human capital of Panuku and selecting, training and retaining good staff is a high priority. We will invest in skills and knowledge through training programmes as part of each staff members' personal performance programme. We will have a low appetite for under performance.

#### 5.4.13 Risk Appetite Summary

Risk Category	Risk Appetite
Assets	Yellow
Cultural / Community	Yellow
Delivery of Commitments (strategic)	Yellow
Environment (Natural and Built)	Red
Finance	Red

Governance	
Health and Safety	
Information management	
Legal	
Operational capability	
Reputation	
Skills and knowledge	

**Key**

No or little appetite - Risk averse	
Moderate appetite for Risk taking	
Appetite - Risk taking	

**5.5 Delegated Financial Authority**

Delegated financial authority (DFA) is set dependent upon position within the organisation and the need for such DFA. Staff are in a position of trust and use of the DFA assumes the level of trust.

- Managers must exercise financial prudence, e.g. consultation with other senior staff
- Any conflict of interest must be declared prior to
- DFA must be exercised in accordance with any other related policies approved by the Board.

## 6. Appendices

- A. Risk Register template
- B. Risk Management Principles, Framework and Process
- C. Risk Categories
- D. Terms and Definitions
- E. Consequence and Probability tables



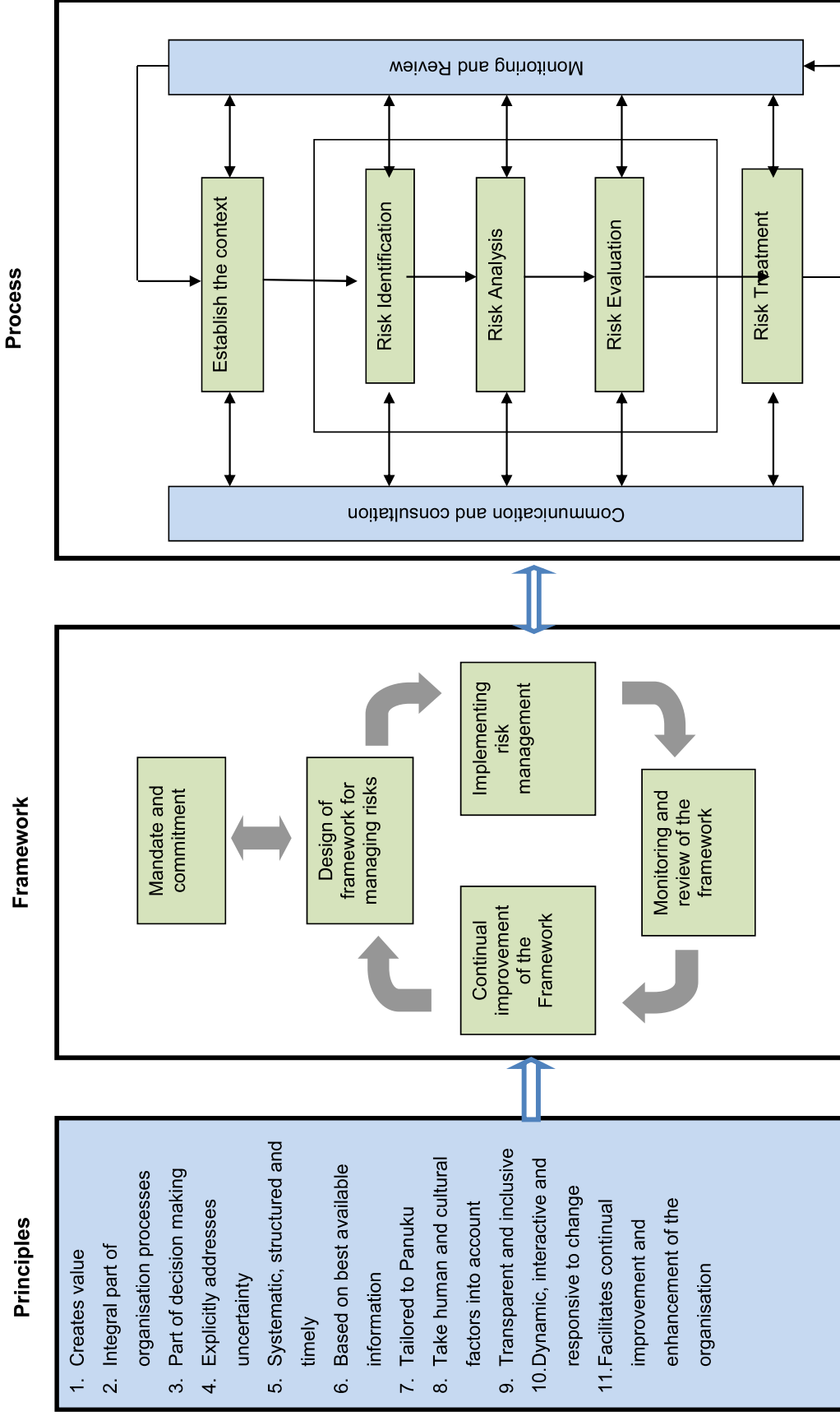
6.1 Appendix A Risk Register

Ref ID #	Risk Description	Impact	Risk Category	Existing Control(s)	Current Assessment				Accept Y / N	Proposed Assessment				Comments	Risk Owner	Review Date	Open / Closed
					Likelihood	Consequence	Risk Score	Risk rating (RAG)		Likelihood	Consequence	Risk Score	Revised Risk rating (RAG)				
							0					0					
							0					0					
							0					0					
							0					0					
							0					0					
							0					0					
							0					0					





## 6.2 Appendix B Risk Management Principles and Guidelines (ISO 31000:2009)



### 6.3 Appendix C - Risk categories or types

There are many **risk categories/types** that risk may be included. Below are examples, but others may also be applicable.

<b>Assets</b>	Loss or damage to assets owned or operated by Panuku to provide services; includes land, property, equipment, information
<b>Cultural / community</b>	Expectations of customers in respect of facilities, service standards and service provision
<b>Delivery of Commitments</b>	To develop, Unlock and Support to programmes and projects to which we commitment
<b>Environmental (Natural and Built)</b>	Sustainability through social, economic and environmental initiatives.
<b>Financial</b>	Departmental budgets and financial planning of Waterfront Auckland. Includes management, control and ability to meet financial commitments and strategies
<b>Governance</b>	The performance of duties of Directors and employees. Propriety / compliance with relevant requirements / ethical considerations
<b>Health, Safety and Wellness</b>	People and their well-being; staff wellness, recruitment and retention, training and development, health and safety, disability and discrimination issues
<b>Information management</b>	Ability to store, retrieve and use data and information, including adequacy for decision-making and protection of privacy, information security.
<b>Legal and Regulatory compliance</b>	Failing to comply with statutory or common law, delegations, regulations and contractual obligations
<b>Operational Capability</b>	Day-to-day operations of company groups and project teams; risks that affect service delivery standards and best practice; the ability of the company to compete and provide best value to in the provision of services
<b>Reputation</b>	Damage to the reputation of the company, its Board or any of its employees
<b>Skills and Knowledge</b>	Human capital and our investments in staff knowledge

## 6.4 Appendix D Terms and Definitions

<b>Communication and consultation</b>	Continual and iterative process to provide, share or obtain information and to engage in dialogue with stakeholders regarding the management of risk
<b>Context</b>	The external and internal parameters to be considered when managing risk and setting the scope and risk criteria for the Enterprise Risk Management policy
<b>Event</b>	Occurrence or change of a set of circumstances
<b>External context</b>	External environment in which Panuku seeks to achieve its objectives
<b>Impact or consequence</b>	Consequence of an event affecting objectives
<b>Internal context</b>	Internal environment in which Panuku seeks to achieve its objectives
<b>Level of risk</b>	Magnitude of a risk or combination of risks, expressed in terms of the combination of consequences and their likelihood
<b>Likelihood</b>	Chance or likelihood of something happening
<b>Monitoring</b>	Continual checking, supervising, critically observing or determining the status in order to identify change from the performance level required or expected
<b>Residual risk</b>	The Risk remaining after risk treatment
<b>Review</b>	Activity undertaken to determine the suitability, adequacy and effectiveness of the subject matter to achieve established objectives
<b>Risk</b>	Effect of uncertainty on Panuku's objectives; may be positive (opportunity) or negative
<b>Risk analysis</b>	Process to comprehend the nature of risk and to determine the level of risk
<b>Risk assessment</b>	Overall process of risk identification, risk analysis and risk evaluation
<b>Risk attitude</b>	Panuku's approach to assess and eventually pursue, retain, take or turn away from risk
<b>Risk control</b>	Measures that modify the risk in terms of consequence or probability
<b>Risk criteria</b>	Terms of reference against which the significance of a risk is evaluated
<b>Risk evaluation</b>	Process of comparing the results of risk analysis with risk criteria to determine whether the risk and / or its magnitude is acceptable or tolerable
<b>Risk identification</b>	Process of finding, recognising and describing risks
<b>Risk management</b>	Coordinated activities to direct and control Panuku with regards to risks
<b>Risk management framework</b>	Set of components that provide the foundation and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout Panuku.
<b>Risk management plan</b>	Scheme within the Enterprise Risk Management framework specifying the approach, the management components and the resources to be applied to the risks
<b>Risk management policy</b>	Statement of overall intentions and directions from the Board of an organisation related to risk management
<b>Risk management process</b>	Systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context and identifying, analysing, evaluating, treating, monitoring and reviewing risk
<b>Risk owner</b>	Person or entity with the accountability and authority to manage risk
<b>Risk profile</b>	Description of any set of risks
<b>Risk source</b>	Element which alone or in combination has the intrinsic potential to give rise to risk
<b>Risk treatment</b>	Process to modify the risk in terms of consequence and / or likelihood
<b>Significant hazard</b>	A hazard that is an actual or potential cause or source of. Serious harm (Notifiable Event); or Harm (that is more than trivial) the severity of whose effects on any person depend on the extent or frequency of the person's exposure to the hazard.
<b>Stakeholder</b>	Person or organisation that can affect, be affected by, or perceive themselves to be affected by a decision or activity

## 6.5 Appendix E: Consequence and Likelihood Criteria

Consequence and Likelihood Criteria					
	Insignificant	Minor	Moderate	Major	Catastrophic
Assets	Damage to or loss of a minor asset, or minor damage to an asset Business as usual	Damage to or loss of an asset <\$5K Assets not useable / available for short undefined period, with minor disruption	Damage to, or loss of an asset <10K Assets not useable / available for the <2 weeks	Damage to, or loss of an asset >\$100K<\$500kM Assets not useable / available for the <2 months	Major damage to, or loss of a significant or high value asset >\$1M Total loss of asset that cannot be replaced. Period of disruption > 2 months
Cultural / Community	No significant community issues Localised short term reversible disruption to the community, resulting in no noticeable damage	Local concerns dealt with. Localised minor reversible damage and disruption to the community, with no public safety issues	Moderate community concerns causing delays/changes to plans. Localised medium term (1 to 3 weeks) reversible damage and disruption to the community.	Widespread community causing significant delays and changes. Local or widespread long term (> 3 weeks) damage; disruption to community	Community concerns causing significant failure of project/programme. Local or widespread damage and disruption with potential for loss of life.
Project and Service Delivery	Negligible impact on project, service, delivery standards (addressed via BAU), outputs and outcomes.	Operational - minor impact on service, delivery and outcomes. Project – failure to achieve a project outcome.	Operational - Some reduction in service, delivery standards, outputs or outcomes. Some slippage in project programme or change to anticipated outcomes	Operational - Failure to achieve service, delivery standards, outputs or outcomes Project – failure to achieve a significant project delivery milestone	Operational - Failure to achieve core service, delivery standards, outputs or outcomes. Project – complete project failure
Environment	An event with no damage/loss of area of natural environment	Loss of limited area of natural environment leading to public criticism. Short term environmental damage caused	Loss of area of natural environment leading to public criticism. Medium term environmental damage	Loss of major area of natural environment; threats of court action and public criticism or medium term environmental damage	Loss of significant area of natural environment; court action and widespread criticism; long term environmental damage
Financial	No impact on targets, business continues as normal. Localised failure Financial loss <5% operating budget.	Operational or Capital- Revenue or expenditure negative variance 5 - 10%	Operational or Capital- Revenue or expenditure negative variance 10 - 20%	Operational or Capital - Revenue or Expenditure negative variance 20 to 30%	Operational or Capital - Revenue or Expenditure negative variance >30%
Governance	Unintentional breach of Ethics and Integrity Policy or Council Governance policies; handled internally.	Intentional minor breach of Ethics and Integrity Policy or Council Governance policies Minor consequences and handled internally	Intentional disregard of Panuku Ethics and Integrity policy/governance policies and requiring formal hearing and disciplinary action.	Serious disregard of Panuku Ethics and integrity Policy/Governance policies and requiring formal hearing and serious disciplinary action.	Intentional disregard of Ethics Policy / Governance policies resulting in dismissal and possible legal action for recovery. Resultant media coverage.
Health, Safety and Wellbeing (Internal and External)	No medical treatment required H&S issue noted – No involvement by Worksafe No injuries or no.	First aid treatment with no lost time or little skills deficit.	First aid treatment with lost time < 2 days or little skills deficit.	Serious harm (injuries requiring 48hrs hospitalisation) or Severe sickness affecting productivity.	Permanent severe disability or loss of life Fatality attributed to Panuku. Pandemic affecting community



<b>Information Management</b>	Loss of systems / data in some operational areas Quality of information remains high >90% accurate and timely Hacking or evidence of hacking of certain systems with no consequence	Loss of key systems/ data disrupts local operations for <1 days Security of information remains high >80% accurate and timely Confidential / private information is acquired by hackers	Loss of key systems / data disrupts local systems for < 3 days Security of information remains high >70% accurate and timely Some confidential / private information is disclosed to hackers	Loss of key systems / data disrupts local systems for > 7 days security of information not acceptable <70% accurate and timely Confidential / private information is released to the media	Total loss of key data or disruption to local service provision > 14 days Security of information is unreliable and not timely Widespread release of confidential / private information to the media
<b>Legal</b>	Panuku sued for a sum < \$10,000	Panuku sued for > \$10,000 < \$100,000	Panuku sued for > \$100,000 < \$250,000 Complaint to the Ombudsman or other statutory offices Breach of legislation requiring investigation/official enquiry	Panuku sued for > \$250,000 < \$1,000,000 Legislative noncompliance; prosecution or potential fine or significant criticism by Judiciary or Ombudsman	Panuku sued for > \$1,000,000 Legislative noncompliance; potential for imprisonment. Judicial review
<b>Operational capability</b>	No loss of operational capability and/or minimal disruption Access affected Minimal loss of internal capacity.	Loss of operational capability in some areas and/or some disruption to service levels Loss of internal capacity up to 1 week	Moderate loss of operational capability for <2 weeks and /or disruption to service levels for <4 weeks Some business units working from alternative buildings	Serious loss of operational capability for > 6 weeks and major disruption to service levels Over 50% business units working from alternative office accommodation.	Major loss of operational capability for 3 - 4 months and serious disruption to service levels No access to normal office accommodation.
<b>Political</b>	No or minor change	Occasional changes to direction, objectives, strategies or policies	Limited changes in direction, objectives, strategies or policies	Significant changes to Panuku direction, objectives, strategies and policies	Complete change of direction, objectives, strategies and policies. Wide scale deferment or abandonment of significant projects in progress
<b>Reputation</b>	Complaints to Panuku and/or to Call Centre Minimal public interest.	Occasional changes to direction, objectives, strategies or policies	Limited changes in direction, objectives, strategies or policies	Significant changes to Panuku direction, objectives, strategies and policies	Complete change of direction, objectives, strategies and policies. Wide scale deferment or abandonment of significant projects in progress
<b>Skills and knowledge</b>	Staff turnover equal to or below industry average of core unplanned turnover of approx. 11%pa of workforce.	Permanent staff turnover < 13.75% pa Minor specialist skill gaps that could be filled easily	Permanent staff turnover 16.5% per annum Some specialist skill gaps	Permanent staff turnover 18.7% pa. Major specialist gaps covering with short term contractors	Permanent staff turnover is >22% pa Major difficulty in replacing skilled staff and having to contract in specialists.
<b>Stakeholders/ Suppliers</b>	Ad hoc investigation required. Minimal to no effect on public reputation.	Local issue, isolated concerns raised by interest groups, with little media interest.	Isolated public interest. Some media interest and/or industry complaints, small internal inquiry.	Short-term public and political interest. Constant media attention, major internal inquiry.	Public and political interest. National and local media coverage. Significant loss of public and political support. Significant reputational damage

Likelihood		
	General description	Frequency expression
<b>Almost certain</b>	Risk event is expected to occur in most circumstances.	90% chance within next 12 months; or 18 out of every 20 years
<b>Likely</b>	Risk event will probably occur in most circumstances.	55% chance within next 12 months; or 11 out of every 20 years
<b>Possible</b>	Risk event should occur at some time.	25% chance within next 12 months; or 5 out of every 20 years
<b>Unlikely</b>	Risk event could occur at some time.	10% chance within next 12 months; or 1 out of every 10 years
<b>Rare</b>	Risk event may occur only in exceptional circumstances.	Up to 4% chance within next 12 months; or < once in 25 years



# Business Continuity and Incident Management Plan

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**Version:** 2.0 Update November 2017 (new premises)

**Approved by:** Chief Executive

**Issued to:** Panuku Distribution List  
Panuku Development Auckland Board  
Auckland Emergency Management

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Names and contact information have been withheld from the public under 57(2)(f) of the LGOIMA



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**Distribution and intended audience**

Name	Position
<b>SLT</b>	Chief Executive Chief Operating Officer Director Development Director Corporate Affairs Director Corporate Services Director Portfolio Management Director Design and Place
<b>ELT</b>	

Names and contact information have been withheld from the public under s7(2)(b)(iii) of the LGOMA



**Reference Documents**

Document	Version	Date
Auckland Council Crisis Management Plan (CMP)	3.8	June 2017

**Document Approval**

Name	Signature	Date
Roger MacDonald		

Names and contact information have been withheld from the public under S7(2)(f)(ii) of the L.O.I.M.A



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# 1 Summary

## 1.1 Introduction

The Panuku Development Auckland Business Continuity and Crisis Management Plan (BCP) has been developed to facilitate a formalised approach to incidents and recovery of business functions.

In summary, this plan is to:

- provide guidelines for the response to an incident that results in the loss or partial loss of facilities, services or key staff;
- minimise the impact of a disaster on critical functions and ensure maximum possible service levels are maintained, or reinstated as soon possible;
- protect the health and safety of staff and public;
- specify and provide guidelines for the delegated roles and responsibilities; and
- ensure full recovery from interruptions is properly structured and co-ordinated.

This plan is supplemented by the Business Continuity and Crisis Management Plans of key Council departments, some of whom provide shared services through the master services arrangement. Those Council departments that Panuku is reliant on, e.g. Information and Communications Team, Call Centre, People and Capability, Procurement, and Legal Services, are listed in Appendix F.

This plan will operate within an overall crisis management planning regime with the structure and responsibilities for crisis management outlined in the Auckland Council Crisis Management Plan (CMP).

Panuku Development Auckland BCP is based on the global standard ISO 22301 'Societal security – Business continuity management systems – Requirements'.

The governance structure in order is the Senior Leadership Team (SLT), the Extended Management Team (ELT) and the departmental Incident Management Team (IMT). The IMT will assess the nature of the event and escalate to the SLT as appropriate. The SLT may elect to convene the Crisis Management Team (CMT) should the event warrant a whole of Panuku Development Auckland response. If an event has the potential to affect other divisions within Auckland Council, the Civil Defence and Emergency Management Duty Office will be informed on 027 473 8357.

### **Business Directorates within Panuku**

Panuku has six distinct business units, each with their own objectives, functions and staff:

1. Strategy and Operations (Programme Management Office, Health & Safety, Business Development, Portfolio Strategy, Strategic Planning, Business planning and reporting, Corp responsibility,

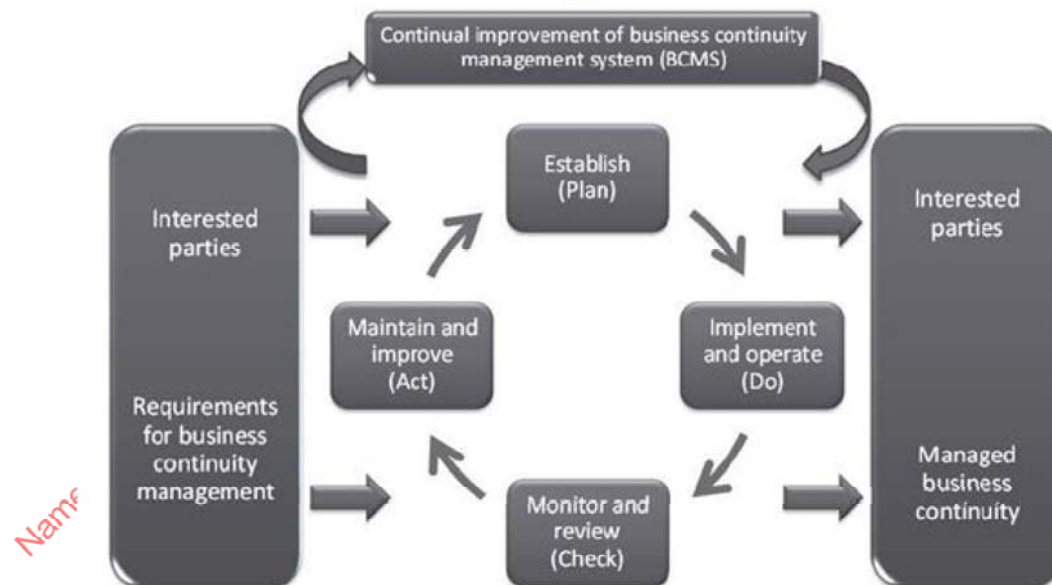


2. Corporate Affairs (Investment and International Relations, Communications and Marketing, Governance Relations, Northcote Project)
3. Design and Place (Master Planning, Design, Place Making)
4. Development (Transform, Unlock and Support)
5. Portfolio management (Commercial Place Operations, Asset Management, Marina operations, Property Portfolio, Acquisitions and Disposals)
6. Corporate Services (Financial Planning and Reporting; Finance; Corporate Support; Business Systems and Processes; Risk Management)

**Business continuity planning**

Business continuity planning involves understanding the organisation’s vulnerabilities i.e. events that may cause services or functions to be disrupted, and planning the response and management of those situations. The aim is to minimise recovery times and associated risks, costs and impact on services.

Of importance are the supply chain risks to which Panuku is exposed, identifying the risks and the controls attaching both Panuku and the suppliers that may mitigate the extent of any loss. The framework below is a model from ISO 22301 Panuku will use as the basis for our BCP and ongoing planning.



**Scope of the Business Continuity Plan**

This plan covers procedures for Panuku including property management and development, marina operations, project management and Place/event management. It encompasses all Panuku





premises and operations facilities. Standard operating procedures (SOPs) exist; refer **Appendix E**, as part of Panuku Development Auckland's risk management strategy.

### Incident management

Panuku Development Auckland has an Incident and Crisis Management Plan;

- incidents - generally managed internally;
- crisis - requiring coordination across council / media / health & safety; and
- civil defence and emergency management multi-agency response

The Plan guides how to communicate and escalate incidents that will occur at various levels.

Panuku will cooperate with Auckland Council to achieve best outcomes following a disruptive event.

### 1.2 Incident management team (IMT)

**Incidents** are events that disrupt a part of the organisation's processes or assets and are managed using a department's own resources. When events have the potential of media coverage, involve health and safety of public, are of an environmental nature or may escalate to one or more other businesses and/or members of the Council family, the Auckland Council Civil Defence Duty Officer should be informed to ensure that time is not lost in assessing potential outcomes. It also allows Council senior officers and the Mayor to be kept informed of all incidents in case of external inquiry. Panuku's incident management teams are set out in below.

Incident Management Teams		
Department	Name	Mobile
<b>CMT Leader</b>		
<b>CMT Coordinator</b>		
<b>Corporate Services</b>		
Finance		
Bus Systems & Processes		
Fin Planning & Reporting		
Corporate Support		
<b>Portfolio Management</b>		
Property Portfolio		
Commercial Property		
Property Acquisitions		
Asset Management		
Commercial Place Operations		
Marinas		



Westhaven Manager		
Viaduct & Silo Marinas		
<b>Strategy and Operations</b>		
PMO		
Business Development		
Portfolio Strategy		
Bus Planning & Reporting		
Corporate Responsibility		
<b>Design and Places</b>		
Place Making		
Planning Consents		
Design		
<b>Development</b>		
Development Manager		
Project Dev Waterfront		
Project Dev Central		
Project Dev Onehunga		
Project Dev Hobsonville		
<b>Corporate Affairs</b>		
<b>Investment &amp; Int. Relation</b>		
<b>Comms &amp; Marketing</b>		
<b>Corp Affairs Coordinator</b>		
<b>Governance Relations</b>		
<b>Northcote Project Coord.</b>		
<b>IT / Equipment</b>		
<b>Admin Support</b>		
<b>Legal</b>		
<b>Health and safety</b>		

### 1.3 When to escalate an Incident

The Incident will be escalated to the Crisis Management Team (CMT) when it:

- impacts on multiple businesses and/or Council business units and CCOs, or
- involves a significant risk to health and safety, or
- is likely to generate media attention, or
- is unable to be managed effectively through normal business structures, or
- as instructed by the CDEM Director, or Crisis Management Coordinator.



#### 1.4 Activation of the CMT

The Chief Executive (CE) or senior leadership team member will make the decision whether to activate the CMT, dependent upon the circumstances prevailing at the time and potential event outcomes.

**CMT Primary meeting venues:**

**Primary venue** – Wynyard Quarter, 82 Wyndham St, Auckland.

**Alternatives**

**City centre** – 135 Albert St, Bledisloe House,  
35 Graham St, ATEED, AT, ASB Wynyard Quarter

**Alternatives non-city centre** – Manukau, Orewa, Henderson, North Shore offices, as appropriate

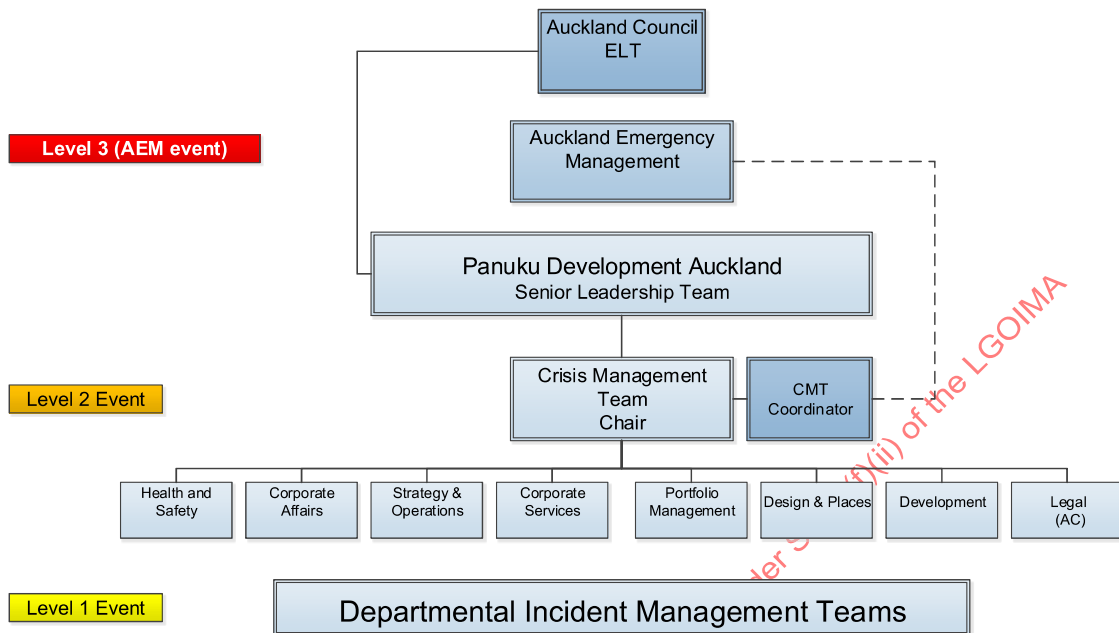
#### 1.5 Crisis Management Team

The Crisis Management team comprises the SLT and any other subject matter experts related to the nature of the mitigation of the event.

Name	Position	Number
Roger MacDonald	Chief Executive	
David Rankin	Chief Operating Officer	
Carl Gosbee	Director corporate Services	
Rod Marler	Design and Places	
Allan Young	Development	
Angelika Cutler	Corporate Affairs	
Ian Wheeler	Property Management	

#### 1.6 Business Continuity Management Activation Levels

If the incident is escalated to a 'crisis' the response team will extend to include the Chief Executive and SLT with liaison to Auckland Council Auckland Emergency Management (AEM) team if required. AEM will keep the Mayor informed as appropriate.



Once notified of a potential crisis, the CDEM Duty Officer will inform the Director CDEM and/or the Chair of the Crisis Management Team (CMT) to decide whether the CMT can be of any assistance.

### 1.7 Types of Event

**Level 1 - Incident management:** Incidents cause failure of a process, system or asset that supports a Council service. In Panuku, they are managed in accordance with the procedures of the relevant business unit. These procedures specify how to respond and when to escalate the event. Staff of the business unit will take necessary steps to address the issue and inform the relevant Tier 2 Manager. If the event has the potential to affect other divisions within Council, a call must be made to Council CDEM Duty Officer 027 473 8357.

**Level 2 - Crisis management:** The event is escalated when the Incident becomes a crisis requiring significant, coordinated response across Panuku, and potentially across other businesses. Council CDEM Duty Officer must be notified when an incident occurs and may impact multiple Council departments, have potentially significant health and safety impacts or media attention and/or where Panuku may require Council support. If the event has the potential to affect other divisions within Council, a call must be made to Council CDEM Duty Officer 027 473 8357.



### Level 3 - Civil defence emergency management event

A civil defence emergency when the event requires a significant and coordinated response by multiple agencies and as otherwise defined in the CDEM Act 2002 but has not been declared under the CDEM Act. An actual or emerging emergency or threat would activate the Council Emergency Coordination Centre (ECC).

### Declared civil defence and emergency management event

Where an event cannot be managed by the resources immediately available, the Mayor (or his delegate) may declare a civil defence state of emergency under the Civil Defence and Emergency Management Act 2002 (as amended). In such a case the Group Controller for the Auckland AEM department assumes overall control of the event.

## 1.8 Auckland Emergency Management (AEM)

The Auckland Emergency Management team contacts are:

Role	Team member	Alternate
CDEM Duty Officer		
CMT Chair		
CM Coordinator		

## 1.9 Reviews

Panuku Development Auckland will review this plan every 12 months, no later than 31 December of every calendar year. The purpose of these reviews will be to

- update task owners, contact details, facility information, as required
- ensure identified functions, risks and processes are current and comply with Auckland Council's business continuity policies and standards
- identify opportunities for improvement
- validate business continuity management capability of outsourced service providers for available resources to ensure quick recovery from an event
- confirm that the appropriate training, exercising and debrief activities have been undertaken.

All key staff will have input into the plan review and all deficiencies and issues will be highlighted as part of this exercise.

External reviews may be conducted as per the Auckland Council Business Continuity Framework or Development Auckland requirements.



### 1.10 Training

The Senior Leadership Team (SLT) is responsible for ensuring their teams are aware of Panuku Development Auckland's business continuity plan and understand individual responsibilities. Specific training will be given as part of Auckland Council Business Continuity Framework and/or Panuku.

The BCP Coordinator shall ensure that key staff

- are issued with the Plan
- attend a training meeting as part of induction or within four weeks whichever is sooner
- are familiar with communications systems available.

Key stakeholders will also be made aware of the business continuity plan and the importance of their role in this plan.

*Names and contact information have been withheld from the public under S7(2)(f)(ii) of the LGOIMA*



## 2 Business Impact Assessment

### 2.1 Objectives

Panuku is charged with leading urban redevelopment activities on behalf of the Council in key locations and in doing so significantly contributing to outcomes contained in the Auckland Plan. In normal course of events, Panuku will not build residential and/or commercial space in town centres on its own, but will facilitate and partner with the private sector to build. It will not undertake any construction, marketing or sales activity. It may in transform locations undertake development of an exemplar or catalytic nature. The objectives of this plan are to:

- serve as a guide for the Panuku Development Auckland response and recovery teams;
- reference the location of any information outside this document;
- provide procedures and resources needed to assist in response and recovery;
- identify vendors and customers to be notified in the event of a disaster;
- assist in documenting, testing and reviewing response and recovery procedures; and
- identify alternate sources for supplies, resources and locations.

### Activities

The activities of Panuku cover four broad areas:

1. Redevelopment of urban locations and council owned land within the rural urban boundary – includes strategic and master planning, development delivery, project management and place making activities
2. Redevelopment of council non-service property and where appropriate, review of council service property
3. Management of council non-service property and a range of other council owned commercial assets i.e. residential and commercial property management, marina operations, and other business interests
4. Other property related services such as strategic property advice, acquisitions and disposals

### 2.2 Key risks

There are many potential disruptive threats that may occur at any time and affect the normal business process. Scenarios that could cause a disruption to Panuku services include, but are not restricted to, the following:

- large-scale natural disaster e.g. earthquake, tsunami, cyclone or volcanic activity



- inability to access workplace premises due to building fire, flood, structural failure, terrorist attacks, chemical, biological or radiological emergencies etc.
- IT (information technology) failure including data loss, failure of Panuku and Council systems
- contractor business failure and immediately ceasing operations
- major electricity / telecommunication or other utilities (water, gas, etc.) outage
- loss of key staff due to pandemic or other reasons
- serious accident on Panuku properties or water-spaces e.g. vessel collision in marinas, spills (on land or water), helicopter crash, hazardous substances explosion etc.

### 2.3 Critical functions

Panuku has six distinct business units, each with their own objectives, functions and staff:

1. Strategy and operations (Programme Management Office, Health & Safety, Business Development, Portfolio Strategy, Strategic Planning, Business planning and reporting, Corp responsibility,
2. Corporate Affairs (Investment and International Relations, Communications and Marketing, Governance Relations, Northcote Project)
3. Design and Place (Master Planning, Design, Place Making)
4. Development (Transform, Unlock and Support)
5. Portfolio management (Commercial Place Operations, Asset Management, Marina operations, Property Portfolio, Acquisitions and Disposals)
6. Corporate Services (Finance; Planning and Reporting, Support, Risk Management, Systems & Processes)

Panuku Development Auckland's **most critical functions** are

- Property/Facilities maintenance – to ensure response to maintenance and safety for property tenants and assets;
- Marina operations – safety and security of public, berth holders and assets; and
- The ability to respond immediately to media.

### 2.4 Recovery priorities

The following table sets out key recovery priorities for Panuku following an incident or crisis, and the maximum tolerable period of disruption (MTPD).



Recovery Priorities	MTPD	Recovery Time Objective
1. Health and safety of staff, contractors, tenants and public	< 1 day	As soon as possible
2. Restoration of environmental damage	< 1 day	As soon as possible
3. Tenant services	< 1 day	<1 day
4. Customer services – i.e. marinas, property other (health and safety, security)	< 1 day	< 1 day
5. Media liaison, social media, website	< 1 day	< 1 day
6. DD payment runs and IRD payment and returns	1 – 3 weeks	3 – 5 days
7. Critical inward payment processing (tenants banking)	1 – 3 weeks	3 – 5 days
8. Paying contractors and suppliers	1 – 3 weeks	3 – 5 days

Objective	Function	Sub-function	Impact of disruption	Maximum Tolerable Disruption
<b>Strategy &amp; Operations</b> Develop strategies and plans Identifies redevelopment and commercial opportunities Strategic advice Ensure integration with Auckland Council / wider Auckland plans and projects.	Strategic planning, portfolio strategy, business development, corporate responsibility	Strategies, policies, standards, research, project plans Asset portfolio, acquisition and disposal strategy Return optimisation options Commercial opportunities	No significant impact in short term	> 3 weeks
	Business planning and reporting	SOI, monitoring and reporting, long-term plan	No significant impact in short term	> 3 weeks
	Programme & PMO	Custodian of programme for transform and unlock delivery processes	Delay to project programme	> 3 weeks
	Health and safety	Lead H&S policy and procedure, quality management system	Inability to address safety incidents and concerns, provide advice to the business	<1 Day
<b>Corporate Affairs</b> Leads Panuku	Relationships and Engagement	Local and international engagement, central government	No significant impact in short term	> 3 weeks



engagement both locally and internationally	Communications and marketing	Media liaison and social media / website	Depends on nature of query. If crisis related, high impact as information vacuum around an incident. If response to controversial issue, negative publicity and potential damage to relationship with stakeholders. If factual, low priority only impact is a potential news story doesn't run.	< 1day (1-2 hours)  3 days  1 week
		Copy drafting (collateral, newsletters, website, magazine, editorial)	Decreased profile of Development Auckland in public eye	1 month
		Reputation management	Lack of preparation when responding to complex public issues	2-3 weeks
<b>Design and Place</b> Translate the vision and objectives of high level Project Plans into integrated and implementable Master Plans.	Project Design	Master planning, monitoring frameworks, identification of potential acquisitions and disposals, sustainability, economic development	No significant impact in short term	> 3 weeks
		GIS Specialist Support	Inability to provide information for planning and decision making	> 3 weeks
	Planning consents Statutory compliance	Resource management advice, plan change lodgements, resource consent applications, compliance	Delay to consenting	> 3 weeks



	Place making	Events	Cancellation/Delay in delivery or suboptimal outcomes	> 3 weeks
		Activation	Cancellation/Delay to projects or suboptimal outcomes	> 3 weeks
		Place by design	No significant impact in the short term	> 3 weeks
		Economic development (key attractors, interim uses etc.)	Loss of income and development opportunities	> 3 weeks
		Community/neighbourhood development	Damage to stakeholder relationships	> 3 weeks
<b>Development</b> Deliver redevelopment projects	Project delivery	Project feasibility and business cases	Delays to Board and Council approvals	> 3 weeks
		Procurement	Delay to project programme	> 3 weeks
		Project Management	Increased level of management required	> 3 weeks
		Health & Safety	Delay to programme	> 3 weeks
		Performance monitoring and measurement	Delay to inputs	> 3 weeks
		Completion & Handover	Delay to programme	> 3 weeks
<b>Portfolio Management</b> Maximising benefits and optimising return on Panuku asset portfolio Manage properties and facilities Manage	Property portfolio	Valuations, commercial cash flow modelling	Delays to decision making	> 3 weeks
		Commercial negotiations	Delays to negotiations	> 3 weeks
		Day to day property management	Inability to provide response maintenance, some of which can be urgent	Varies from < 1 day to 1-3 weeks.
		<b>Dependencies on shared services for:</b> Billings to tenants (rent recoveries)	Unable to bill tenants impacts on income and cash flow	1-3 weeks



acquisitions and disposals Asset management planning		Receipts from tenants banking	Monies not receipted and impacts on cash flow	1-3 weeks
		Debt management	Impact on cash flow	1-3 weeks
		Customer services / tenant queries	Unable to respond to critical maintenance and impacts on tenancy	1-2 days
		Lease management	Cannot negotiate and document new occupation arrangements	1-3 weeks
		Rent reviews	Loss of income	1-3 weeks
		Compliance	Legal ramifications	1-5 days
		Relocation strategies	Delays for redevelopment projects	> 3 weeks
	Marina Operations	Marina Crew	Unable to secure customers' vessels and overall site Unable to assist customers into and out of the Marina	<1 Day
		Systems / Data Management	Unable to use or maintain customer data	<1 Day
		Site Maintenance	Unable to maintain the Marina & site including gardens and access ways	1-3 Weeks
	Sanitary	Health issues if no sewage removal	<1 Day	
	Access Control to Site	Unable to add new access or amend existing access if the server is unavailable	<1 Day	
	CCTV	Inability to secure the	<1 Day	

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			site if the CCTV system is out of commission	
Marina Customer service	Bookings		Unable to make new reservations or manage existing reservations	<1 Day
	Billing		Unable to invoice for current and future rental arrivals.	1-3 days
	Cash Collection		Inability to bank rental payments, Cash on site issues, cash flow issues	1-3 Days
	Accounting Connection to Council system		Unable to process to the General Ledger if Council server is unavailable or link is out of service	<1 Day
	Communications		Lack of communication with customers and staff within the Marina, or the Marinas Business Unit	1-3 days
Super-yacht operations	Security		Unable to secure customers' vessels and overall site (note, customers usually have their own security)	1-3 days
	Systems / Data Management		Unable to use or maintain customer data	> 3 weeks
	Waste removal		Health issues if waste not removed.	3 Days

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		Bookings	Unable to make new reservations or manage existing reservations	2 weeks
		Billing	Unable to invoice for current and future rental arrivals.	> 3 weeks
		Communications	Lack of communication with customers and staff within the Marinas	<1 Day
	Commercial place operations	Venue hire	Unable to make new reservations or manage existing reservations Lost revenue if event cancelled	1-3 days
		Tram operations	Closure of tracks	> 3 weeks
	Acquisitions	Negotiations with owners	Issues with downstream impacts on projects	1 month
		Refund of owners' costs	Delay in closing acquisitions	3 days
		Sale and purchase agreements, settlements – dependant on Legal Services	Lack of ability to complete transaction and settlement, could result in breach of settlement and interest penalties	1-3 weeks depending on transactions
	<b>Disposals</b>	Negotiations with buyers	Issues with downstream impacts on projects	1 month
		Sale and purchase agreements, settlements – dependant on Legal Services	Lack of ability to complete transaction and settlement, could result in breach of settlement and	1-3 weeks depending on transactions

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			interest penalties	
	<b>Asset management planning</b>		Delays to completing AMP	> 3 weeks
<b>Corporate services</b>	Property tenants invoicing and receipting		Loss of income (apart from Automatic Payments)	> 3 weeks
	Pay suppliers	Construction	Risk of minor construction delays if contractors cease to provide services, however low risk if communicate	1 – 3 weeks
		Staff / contractors	Staff / contractors don't get paid.	1 – 3 weeks
		Premises / Utilities	Services may get cut off but low risk if communicate. If tenants' power bills not paid risk that they are unable to trade and Panuku may be liable for loss of income.	1 – 3 weeks
	Procurement	Contracts and POs	Contracts or supply agreements not processed impacting on procurement of goods and services	2 – 3 weeks
	Office accommodation (in conjunction with Corporate Property Manager)	Critical staff	Ability for staff to come to work Relocation of staff accommodation	Varies from < 1 day to 1-3 weeks. Refer BCP acme plan, and 3.6
Reporting	Board, Council	Delay in receipt of information for	> 3 weeks	

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			decision making	
		Statutory	Disclose breach of Local Government Act.	Likely >3wks but 3-5 days if mid-June to mid Sept)
Financial Planning / budgeting / modelling	Annual budget feeding into SOI		Delay may cause breach of legislative requirements; delay in information to Council	3-5 days
Systems projects	Process reviews		Delays to project execution	> 3 weeks
Risk Management	Lead Risk management and procedures		Inability to review and advise on business risks	1 week

Names and contact information have been withheld from the public under S7(2)(f) of the Official Information Act 1982 (GOIMA)





## 3 Incident Management

### 3.1 Incident procedures

In an event of an incident, the CDEM Duty Officer (027 473 8357) and Panuku Health and Safety Manager (021 922 361) must be notified as the first points of call. The Duty Officer will notify the correct communication channels within Council and be on standby in case of incident escalation. Depending on the nature / severity of the situation, some external parties may need to be contacted. Details of key external contacts including tenants, media contacts and Council crisis management contacts are set out in **Tables 17 and 18, Appendix D**.

#### 3.1.1 Contact procedure

- Notify the CDEM Duty Officer who will inform the CDEM Director and be on standby
- Contact the Panuku Health and Safety Manager
- In the case of a crisis or emergency, the Manager Corporate Support will take overall responsibility for communication with all staff, internal contractors, and Board members listed in **Table 16, Appendix D**.
- A text will be sent to all staff / contractors using the Vodafone text system either via Outlook (if available) or online using Vodafone's online service.
- Manager Corporate Support will contact the Incident Management Team (per Table 1, page 6) and Senior Leadership Team (SLT) via phone.
- Implement the calling tree as appropriate. Tier 2 managers will call their direct reports, who in turn will pass on the message to their own direct reports, and so on.

#### 3.1.2 Procedure for calling family/friends

To access next of kin details the following steps could be used (in order of preference to ensure quickest response):

1. Call People & Capability service line – this line is staffed 8.30 to 5 pm Monday to Friday – and there is always a team of people to answer
2. Outside core business hours contact People & Capability business partner

### 3.2 Panuku incident escalation process (See Annexure)

The initial assessment will be made by the team most affected by the incident. If necessary, the Incident Management Team of the affected Directorate will activate and address the incident.

If the incident has the potential to affect more than one directorate, the incident will be escalated to the Chief Executive and the other Directors notified immediately.



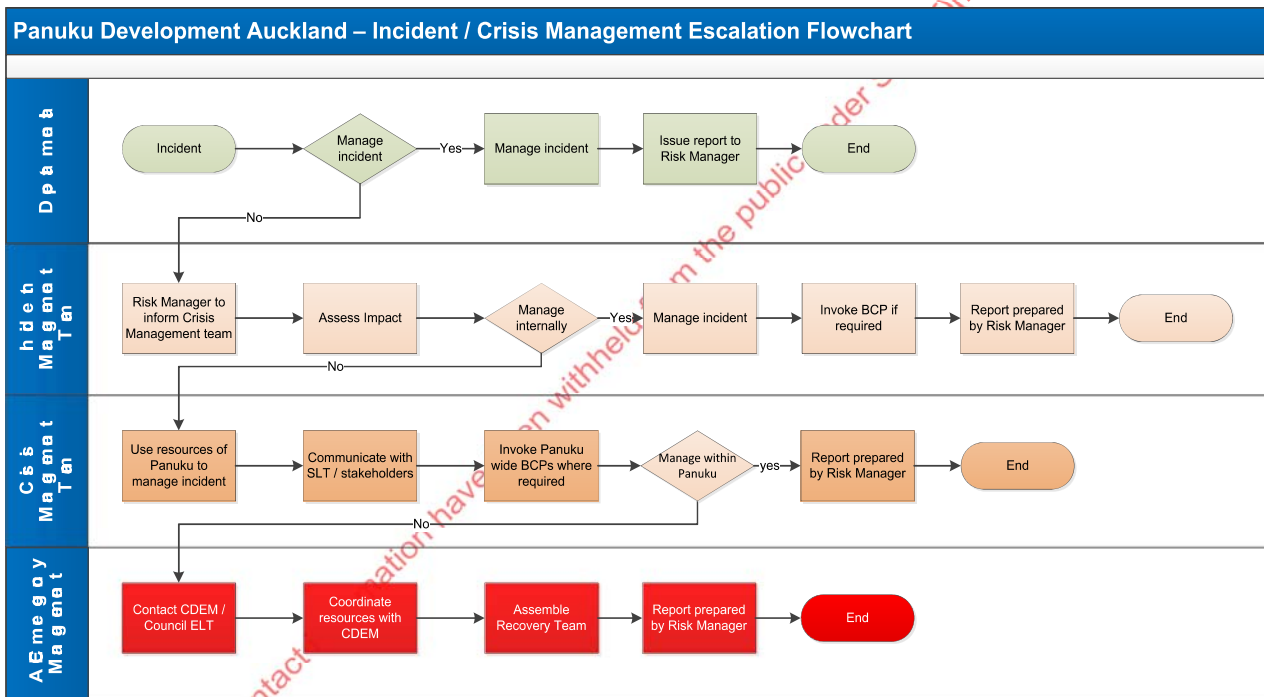
The CE or, in his absence, any member of the Senior Leadership Team (SLT) may authorise the activation of the Crisis Management Team (CMT).

The CMT will lead the coordination of Panuku Development Auckland’s response to the event, reporting to the SLT, which retains overall authority.

Incident management is the first response and links to the business continuity planning, emergency response and business recovery.

Panuku will actively cooperate with Auckland Council Crisis Management Team and the Auckland Council Civil Defence and Emergency Management Team depending upon the circumstances.

**Incident Escalation and Response Process**



**3.3 Relocation, resource and equipment priorities**

If staff are required to vacate 82 Wyndham Street and have restriction of access for over a week, alternative office accommodation will be sought through Auckland Council Property. The order in which teams will be relocated will be made by the CMT depending upon circumstances as at the time of the incident.

Alternative accommodation may include but not restricted to

- Working from home
- Working from other Council properties, e.g. Local Board Offices, Libraries, etc



- 135 Albert Street,
- Bledisloe House
- 35 Graham Street
- Specific sites, e.g. marinas.

Or at satellite Council sites around the region.

In the first instance, the CMT may require staff to work from home until sufficient laptops have been sourced for staff who are part of a critical core team for each business unit. The SLT will make this call as at the time dependent upon prevailing business requirements.

A summary of critical staff at 82 Wyndham Street, identified at the time of this BCP review, are summarised below:

The remaining staff from can be relocated after 2 weeks. Refer the BCP Accommodation Plan for full details.

Key equipment requirements for the immediate relocations are mobile phones, lap tops and internet/email access, access to SAP (particularly for Facilities management staff), access to the U drive in most instances, and specialist applications e.g. GIS Specialist.

Back up equipment available are RTs (plus UHF radios at Marinas), spare mobile phones, and iPads. For mobility – there are pool cars available, bikes, golf carts, and RIBs at marinas

### 3.4 Critical Function 1: Property Management – Response Maintenance

Resource	Core requirement	Back-up 1	Back-up 2
<b>People</b>	Manager Property Portfolio Senior Facilities Manager	Team Leaders – residential / commercial portfolios	Property managers / facilities managers (dependant on area affected)
<b>Computer equipment</b>	Council lap top	Laptop/home computer	Smart phones
<b>Information / systems / property agreements</b>	Access to Council systems (U drive, SAP)	External access to U drive and SAP	Hard copy files, emails. WQ property information stored on Trust Investments' system (Vision). WQ Tenant contact details



Resource	Core requirement	Back-up 1	Back-up 2
			held on SkyDrive Council non-service property information download from SAP – excel (backups)
<b>Communications</b>	Office Cisco/ mobiles phones	Mobile phone	Home phone
	Email access	External access to emails	Wi-Fi areas
<b>Premises</b>	82 Wyndham Street	Council offices (Albert St or Bledisloe House), or vacant space in another Panuku / marina property, as available	Work from home
<b>External agencies</b>	Maintenance Contractors, Colliers (North Wharf property management) Trust Investments (WQ Property billing).	Property managers to keep hard/soft copy of contact details for tenants and key contractors off site.	Other contractors to provide maintenance and property management services

### 3.5 Critical Function 2: Marina Operations (Westhaven, Viaduct/Silo)

Resource	Core requirement	Back-up 1	Back-up 2
<b>People</b>	Marina Operations Managers x2 Staff access to the site (Marina Crew / security)	Marina Services & Implementation Manager Logistics Manager and Marina Maintenance Manager (Westhaven) Marina Ops Coordinator (Viaduct/Silo)	Use contractors that can access the site, or local staff for all functions
<b>Computer equipment</b>	Workstation, lap top	Office relocation of workstations and/or other	Home computers

Resource	Core requirement	Back-up 1	Back-up 2
		marina offices	
<b>Information / systems</b>	Access to Council systems (U drive, SAP)	Alternative Council building access	External access to Council systems through WIFI area/home.
	Marina Management Software (MMS)	Council network	MMS Vendor Assistance to load MMS to workstation / server
	Council One Office Link	None	
	CCTV System	Relocation of Hardware & Fibre link to alternative building i.e. NZ Marine	
<b>Communications</b>	Office Telephone Cell phones	Cell phones	VHF or Home Phones
	Email access	Cell phones	Alternative Council office/ Home Email access/ Redirection to Hotmail Accounts
<b>Premises</b>	Westhaven Marina Offices – Office Staff	NZ Marine Office Meeting room	Available space in the portfolio or space as negotiated Work from home
	Viaduct Marina Offices (Quay Street)		
	Westhaven Marina Offices – Operation Staff (Marina Crew/Security function)	NZ Marine Office Meeting room	Westhaven tenants with space – e.g. Squadron meeting room.
<b>Utilities</b>	Mains power	Generator hire	Close office – relocate
	Mains Power Marina Berths	Generator hires Super yachts back on own generators (Silo)	Stop provision of power to Marina Berths
	Mains water	Portable Supply	Close supply to Piers, Restaurants/Clubs
	Sewage Pump Stations x4	Generator Supply	Close Ablutions Buildings/All Restaurants/Onsite tenants
<b>External</b>			



Resource	Core requirement	Back-up 1	Back-up 2
agencies			

Names and contact information have been withheld from the public under S7(2)(f)(ii) of the LGOIMA



## 4 Following an event

### 4.1 Recovery team

The Panuku recovery team members are responsible for the re-establishment of operations at normal levels of service following the event. The members of the recovery team are detailed in the table below.

Role	Person responsible	Contact Phone Number(s)
Office Management		
IT and office equipment		
Property Management (office)		

The Finance Manager is responsible for any insurance recoveries with the assistance of the Corporate Support Manager and Council Legal Services.

In a situation of civil defence emergency, the AEM team is responsible for managing the situation. The Panuku development Auckland SLT would be responsible for coordinating Panuku's interests and immediate needs.

### 4.2 Auckland Emergency Management Volunteer Support

The following staff members have been identified as resources available to assist with AEM support, whether in a defined civil defence role in the Emergency Coordination Centre or to provide other response and recovery support.

Staff	CDEM Function	Availability / Capability for CDEM support
	Part way through training	Logistics team
	Completing CDEM Foundational Course December 2016	Identified as Panuku critical staff

Panuku also participates in the **Emergency Management Committee Central Zone (EMC Central)** coordinated by Auckland Council AEM. Members include local businesses, universities, technical institutes, Chamber of Commerce, Tourism association, Residents Association, POAL, emergency services etc. Frith Walker, Kevin Lidgard and Maxine Waugh attend quarterly meetings on behalf of Panuku.



### 4.3 Wyndham Street Offices

Role	Person responsible	Contact Phone Numbers
82 Wyndham St		
Authorise evacuation and re-entry		
Arrange relocation facilities		
Secure building to minimise damage		
IT		
Remote storage and access of data		
Transferring phone calls / call diversion		
Contacting staff after hours		
Items for relocation (if given warning) e.g. files, computers, other office equipment		
Communication plan regarding relocation, call diversion etc.		

### 4.4 Relocation Priorities – Critical functions

The following table shows the relocation priorities

Urgency	Team	# of staff	Relocation
Immediate	Place making team	1	Centrally preferred Wynyard Quarter
	Facilities Management Team	4	Central; 135 Albert, Bledisloe, Wynyard Quarter
	Marina management team	3	Westhaven, Viaduct
	Chief executive	1	Centrally located or at home
	SLT and 1 EA	6	Centrally located or at home
	Comms & Media Advisor	2	Centrally located or at home
	Property Portfolio Manager	1	Centrally located or at home
	Company secretary	1	Centrally located or at home





	Director capital partnering	1	Centrally located or at home
	Risk Manager	1	Central; 135 Albert, Bledisloe, Wynyard Quarter
>3 days	EA's and PA's	3	Central; 135 Albert, Bledisloe, Wynyard Quarter
	GIS Specialist	1	Anywhere
	Comms & Marketing team	5	Anywhere

SLT to decide on less critical staff as to place of work and meeting frequency.

#### 4.5 Marina Offices

Role	Person responsible	Contact Phone Numbers
Westhaven Marina office	Marina Manager	
Viaduct Marina Office and Silo Marina	Marina Manager	
Authorise evacuation and re-entry	Fire Warden	
Arrange relocation facilities	Marina Manager	
Secure building to minimise damage	Marina Manager / Fire Warden	
IT	Marina Manager / Administrator	
Transferring phone calls / call diversion	Marina Manager / Administrator	
Contacting staff after hours	Marina Manager / Administrator	
Items for relocation (if given warning) e.g. files, computers, other office equipment	Marina Manager / Administrator	
Remote storage and access of data	Marina Manager / Administrator	
Communication plan regarding relocation, call diversion etc.	Communications Manager in liaison with Marina Manager	

## Appendix A: Glossary

**Business Continuity Plans (BCPs):** ensure critical services can continue to function even during unexpected events and typically details critical services, ways these can fail, mitigation measures and processes to recover services.



**Business Impact Analysis (BIA):** examines the nature of the disruptions and the likelihood and consequences. The BIA includes consideration of the organisation's business functions, people, processes, infrastructure, resources, information, interdependencies and the nature and extent of capability over loss.

**Civil Defence Emergency Management (CDEM):** The actions taken by the CDEM agencies in managing an Emergency. CD events are larger scale events requiring the coordination of multiple external agencies and stakeholders. The official definition of CDEM in section 4 of the CDEM Act 2002 is as follows:

- a) Means the application of knowledge, measures, and practices that
  - i. Are necessary or desirable for the safety of the public or property; and
  - ii. Are designed to guard against, prevent, reduce, or overcome any hazard or harm or loss that may be associated with any emergency; and
- b) Includes, without limitation, the planning, organisation, co-ordination, and implementation of those measures, knowledge and practices

**Consequence:** Are the outcome of an event affecting objectives. A consequence can be certain or uncertain and can have positive or negative effects on objectives. Consequences can be expressed qualitatively, quantitatively or a combination of both.

**Crisis:** An unforeseen event that brings about significant disruption to routine activities and processes. In the context of Panuku Development Auckland and Auckland Council, a crisis

- 1. cannot be managed within the resources available to the Manager of the effected unit, and/or
- 2. involves multiple Council business units/CCOs, and/or
- 3. involves an imminent and significant risk to health and safety, and/or
- 4. is likely to generate media attention or require public relations campaign or lead to (or have the potential to) an environmental event attracting media attention.

**Crisis Management:** The pre-planned actions and responsibilities in order to resume business-as-usual in the organisation in the shortest possible time, maintaining business processes and service delivery at as near to optimal levels while the situation is being resolved.

**Critical:** Functions or processes that have a higher consequence of disruption (see also 'time-critical').



**Disruptive Event:** A high consequence event that exceeds the capacity of management and structures.

**Emergency:** From section 4 of the CDEM Act 2002 a (Civil Defence) emergency is an event that

1. causes or may cause loss of life or injury or illness or distress or in any way endangers the safety of the public or property in New Zealand or any part of New Zealand; and
2. cannot be dealt with by emergency services, or otherwise requires a significant and coordinated response under the Act. Refer to the CDEM Act for full definition.

**Incident:** An event that causes (or may cause) failure of a process, system or asset supporting a Panuku or Council service. It can be managed within a defined department or functional area.

**Incident Management Plans** include incident escalation processes, communication lines, response priorities and incident management structures.

**Maximum Tolerable Period of Disruption (MTPD):** The period of time the function can be inoperable before it is considered 'unacceptable' to the business – e.g. when it may pose a significant threat to health and safety, Panuku's and Council's critical services and/or reputation.

**Reduction** - Reduction involves identifying and analysing medium and long-term risks to human life and property from hazards, taking steps to eliminate these if practicable, or reducing the magnitude of their impact and the likelihood of them occurring.

**Readiness** - Readiness involves developing operational systems and capabilities before an emergency happens, including self-help and response programmes for the general public, and specific programmes for emergency services, lifeline utilities and other agencies.

**Response:** Actions taken immediately before, during, or directly after an emergency to save lives and property and to help organisations and communities recover.

**Recovery:** The coordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration of the organisation or community following an emergency.

**Risk:** The chance or potential for an event to happen that will have an adverse impact on normal objectives. The objectives may be those of the organisation, function, group or project.

**Risk management:** The process of identifying, analysing and evaluating potential risks and identifying appropriate risk controls.



**Time-critical:** Functions or processes which have a higher consequence of disruption after shorter periods of time, e.g. planning functions can be as important as operational functions but in an emergency the latter often has a more urgent restoration priority.

*Names and contact information have been withheld from the public under S7(2)(f)(ii) of the LGOIMA*



## Appendix B: Response to Major Building Disruption

### Responsibilities

- The Panuku Development Auckland Crisis Management Team will lead the re-location in accordance with the Business Continuity and Crisis Plan, chaired by the Manager Property Portfolio, with the SLT providing overall authority on key decisions.
- The Commercial Property Manager - Corporate, assisted by the Finance Manager and Manager Corporate Support, will ensure at new locations there are clear desks, chairs, floor plans available (for IT setup), swipe card access for new locations, coordinate transfer of files and furniture and provide overall project management of the re-location.
- The Finance Manager will liaise with Auckland Council ICT and/or an external IT consultant to coordinate the transfer, temporary storage and set-up of computers, phones and other IT equipment in accordance with this Plan.
- The Manager Corporate Support will ensure that processes for re-location meet staff safety requirements and support SLT in managing staff issues relating to re-location. Liaise with Telephone Company re call diversions etc. Ensure security of vacated building.
- Processes for communications with staff, external parties and general public will be established per the communications policies and protocols.
- Each of the Tier 2 Managers will coordinate short-term management of staff to co-locate with colleagues in other departments or work from home (until the new office location is established). Senior Managers should maintain a list of where their staff are, their contact details, and ensure staff are aware of when and where they will be moving. Refer also to the Accommodation Plan.

### Immediate actions – Day 1

- Crisis Management Team to confirm scope of initial move (e.g. IT equipment/critical files) and timeframe.
- Meeting with SLT to brief them on impact, confirm FTEs and re-location arrangements – use the Accommodation Plan as a guide.
- Communications to staff and external parties as per Panuku communications policies and protocols. Briefings to include key components of this re-location plan. Crisis Management Team to be fully briefed on FAQs.
- Finance Manager and/or Commercial Property Manager to arrange labelling of equipment/files to be re-located (Property / IT staff to be on site to assist).



- Finance Manager / Commercial Property Manager to arrange moving company / logistics and mobilise.
- Manager Corporate Support to confirm conditions for personnel access (if permitted).
- Put in place signage to divert customers.
- Arrange call diversion from reception to Auckland Council Call Centre.
- Allocate desks / equipment to staff at new location.

## Appendix C: Crisis Management Team Roles

Position	Description of Role
<b>CMT Leader / Chair</b>	Provide overall guidance and leadership of the CMT, to implement the overall direction of the SLT, including: <ul style="list-style-type: none"> <li>• Chair and lead meetings</li> <li>• Ensure business continuity activities are coordinated</li> <li>• Arbitrate all conflicts for resources or personnel</li> <li>• Provide briefings to SLT and/or Council ECC (where operational) and implement direction from those teams</li> <li>• Decide when the CMT will stand down</li> </ul>
<b>Crisis Management Coordinator</b>	May be CMT Leader, plus, under the direction of the CMT Leader where different role: <ul style="list-style-type: none"> <li>• Convene meetings as required</li> <li>• Establish and monitor a situation reporting process from business units</li> <li>• Establish, implement and monitor a Crisis Action Plan</li> <li>• Ensure individuals in Crisis Management roles are briefed and clearly understand responsibilities</li> <li>• Keep staff updated of the situation (via SLT Managers)</li> <li>• Arrange meeting rooms, equipment as required</li> <li>• Convene and lead debrief of the Crisis, after the event</li> </ul>
<b>Administrative Support</b>	Provide administrative support to the CMT, including: <ul style="list-style-type: none"> <li>• Maintain an accurate and secure legal record of the CMT proceedings</li> <li>• Ensure administrative requirements for the CMT are met</li> <li>• Maintain action plans/displays as required</li> <li>• Ensure contact lists of cell phone numbers and other team contact information is available to the CMT members</li> </ul>
<b>External Communications</b>	Management of external communications including the issuing of media releases relating to Panuku Development Auckland's services (where ECC is notified, work in support of the Council ECC Public Information Manager who

Position	Description of Role
	<p>takes lead media role). Role may include:</p> <ul style="list-style-type: none"> <li>• Establish a media centre and advise media and CMT of the location and contact details</li> <li>• As required, liaise with the Auckland Council Call Centre and provide information for response to external enquiries.</li> <li>• Use digital channels (website, social media) to communicate critical messages</li> <li>• Arrange for media briefings by CMT Chair and Chief Executive, as required</li> <li>• Issue media releases</li> <li>• Monitoring of media reports.</li> </ul>
<b>Legal</b>	<ul style="list-style-type: none"> <li>• Manage any actual/potential legal issues</li> <li>• Engage external legal support where required</li> <li>• Assist finance team with insurance issues and claims (see finance role)</li> </ul>
<b>IT / Office Equipment</b>	<p>Ensure the IT actions are in alignment with the overall response to the incident, including:</p> <ul style="list-style-type: none"> <li>• Initiate the communication of the crisis to Auckland Council ICT. Ensure they are informed of the situation and know their role in the response.</li> <li>• Obtain initial IT damage appraisal from IT personnel. Brief CMT on the initial assessment.</li> <li>• Communicate any specific actions that are required to be taken by individual or specific coordinators and personnel.</li> <li>• Act as a single point of contact for IT related issues.</li> </ul>
<b>Property</b>	<p>Coordinate the relocation of staff from one building to another.</p> <ul style="list-style-type: none"> <li>• Make an initial assessment of damage to premises and equipment.</li> <li>• Liaise with building inspection and insurance people.</li> <li>• Liaise / support emergency services personnel where present.</li> <li>• Establish whether building(s) are accessible and safe.</li> <li>• Determine and arrange any additional security required at damaged buildings.</li> <li>• Co-ordinate the salvage of equipment.</li> <li>• Coordinate the property team to assist with Panuku tenants needs if required</li> </ul>
<b>Place management / events</b>	<p>Coordinate and respond to meet the needs, and/or cancel emerging events</p> <ul style="list-style-type: none"> <li>• assist property manager with kiosk, Queens Wharf and other place making locations / activities, if required</li> <li>• Coordinate the distribution of RTs as required</li> <li>• Re-deploy event resources/ personnel if required</li> </ul>



Position	Description of Role
<b>Office and staff</b>	<ul style="list-style-type: none"> <li>• Work with Communications team in the liaison with Council family</li> <li>Co-ordinate and respond appropriately to matters that involve employee welfare or safety.</li> <li>• Advise CMT on all employment related matters arising throughout crisis, e.g. staff re-deployment or working from home.</li> <li>• Ensure assistance and advice is provided to the SLT Managers in contacting employees or their alternates.</li> <li>• Arrange counselling as required (in discussion with SLT Managers).</li> <li>• Organise status reports on staffing – absences, injuries, etc.</li> <li>• Ensure any temporary employee accommodation meets health and safety requirements.</li> <li>• Ensure employees can access funds as appropriate.</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>• Ensure that financial resources are available to perform any necessary activities during a crisis, including establishing the level of funding required, increasing card limits, etc.</li> <li>• Ensure appropriate records are kept of all expenditure.</li> <li>• Liaise with insurance company and ensure Panuku Development Auckland's insurance is not compromised during the recovery to normal business operations.</li> <li>• Complete insurance claim and copy to CMT Chair for approval to submit.</li> </ul>

Names and contact information have been withheld from the public under S1(2)(f) of the GOIMA





## Appendix D: Key External Contacts

(Subject to change)

Service	Name of Provider	Key contact	Phone number	Email	Panuku Contact
<b>General</b>					
<b>Auckland Emergency Management</b>	Auckland Council				
Business Continuity and Crisis Management Coordination	Auckland Council				
People & Capability Partner	Auckland Council				
Insurance Broker	AON				
Insurance Claims	Auckland Council				
<b>Finance</b>					
CCO Financial planning and policy	Auckland Council				
CCO Governance and monitoring	Auckland Council				
<b>82 Wyndham Street.</b>					
Building Management	Argosy Property Ltd				
Building security	First Security				
ICT	Auckland Council				
Telecommunications	Spark – operational and provisioning enquiries				
	Vodafone				
Photocopiers/printers	Konica				
Advertising Agency	Republik				



Service	Name of Provider	Key contact	Phone number	Email	Panuku Contact
<b>Property – Public Spaces</b>					
Site Power	Empire Electrical				
Site Power (2 <sup>nd</sup> option Westhaven)	Bracey Electrical				
Site Security	Cityguard				
Bridge security	Cityguard				
Cleaning and Maintenance (Public Spaces and Roads)	Auckland Transport Downer (contractor to AT)				
Cleaning (General - public spaces and cleaning/mice of playgrounds)	Civic Contractors (Contractor to Downer)				
Cleaning (Public Spaces), litter pick up, bin emptying and waste removal	Auckland Council (Contract Manager)				
Cleaning (Public Spaces), litter pick up, bin emptying and waste removal	Eco Maintenance (contractor at AC)				
Cleaning (toilet blocks)	City Cleaning				
Wind Tree pool and Daldy St water play area – maintenance of water systems	H2O Systems				
Rain garden and lawn mice (all areas)	Ngati Whatua				
Engineering and logistics support	Hunua Park Furniture				
Engineering	ARM Developments				
Silo Park Summer Programme	Fresh Concept				
<b>Queens Wharf</b>					
Drainage and Plumbing (all areas)	Bassets Drainage and Plumbing				



Service	Name of Provider	Key contact	Phone number	Email	Panuku Contact
IT support for QW LAN	Network Agents				
Event Technician	Oceania LED				
Automatic Traffic Bollards	Bully Boy				
Internet Provider	Voyager Internet				
Wireless provider	Tomizone				
Gas supply – LPG and mains	Nova Energy				
Electricity supplier	Mercury Energy				
Lifts and escalator – Shed 10	Schindler Lifts				
<b>Property Management</b>					
Response Maintenance (Property)	Downers 24-hour call centre				
North Wharf Property Management	Colliers				
Property Billing	Trust Investments				
Wynyard Wharf management	Ports of Auckland				
<b>Marinas</b>					
Security Guard Services	City Guard Services				
Electrician	Bracey Electrical				
Plumber	Aqua Plumb				
Premises	Laser Plumbing				
Power	Downers 24 hour call centre				
Telecommunications	Contact Energy				
	Vector				
	Spark – operational and provisioning enquiries				
	Vodafone				



Service	Name of Provider	Key contact	Phone number	Email	Panuku Contact
Harbour Bridge Maintenance	Total Bridge Services				
Westhaven Marina Users	Westhaven Marina Users Association				
Viaduct Harbour	Viaduct Harbour Holdings				
Wynyard Crossing	Total Bridge Services				
St Mary's Bay Residents	St Mary's Bay Residents Assoc.				
<b>Projects</b>					
<b>Wynyard Quarter Development</b>					
Project Management	MPM Projects Ltd				
Main Contractor	Downers				

Names and contact information have been withheld from the public under S7(2)(b)(ii) of the LGOM



**Wynyard Quarter Tenant Contact Details (as at 20 November 2016 and subject to change)**

Company Name	Contact person	Phone	Mobile	Email	Physical Address
37 South Limited					164 Beaumont Street
Aqua Food Cultures Ltd t/a Billfish Café					Z Pier building
Arenas Blancas Ltd. T/A The Conservatory					Tenancy E1 Nth Wh.
Ariadne Marinas Oceania Pty Ltd					142 Beaumont St.
ATEED					
Auckland Seaplanes					11 Brigham St
Beacon Marine					Cnr Westhaven Drive & Curran St
Boating Industry Association					
Bulk Storage Terminals					8-34 Brigham Street
Busfield Marine					103-113 Westhaven Drive
Buoy Café					141-151 Westhaven Drive
Chris Wright t/a Canopy & Squab shop					Sails building
Cowboys Bar Ltd					
Degree Bar / Crewe Club					58 Hamer St.
Firth Industries					Daldy St car park
Fletchers					
Fletchers					
Fletchers					
Fresh Concept					8-14 Maccden Street
Hirepool					143-159 Beaumont Street

Names and contact information have been withheld from the public under S7(2)(b)(ii) of the MA



Company Name	Contact person	Phone	Mobile	Email	Physical Address
Gelatiama					Tenancy E3 North Wharf.
Grid AKL					132 Halsey St
I Sushi					Tenancy W2.2 NW
Integrated Marine Group Ltd					143-159 Beaumont Street
Jack Tar					Red Shed, North Wharf
JGM Investments (The Foodstore)					
KaPai (Potaka Limited)					Queens Village Queens Wharf
Kiwi Property Management					2-20 Jellicoe Street
Laurie Collins Westhaven Ltd					Sails building
Live Fish					Tenancy W2.1
MacGregor Bros. T/A Rushworth					Tenancy E2 Nth Wh.
Marine Steel Ltd					14-24 Hamer St.
Maritime Hospitality					
Martimo Offshore (NZ) Ltd					Z Pier building
Marvel Grill					Tenancy E4 Nth Wh.
Merchants of Venice					37-49 Jellicoe Street
O'Hagans					
Pescado					Tenancy W1.1
Ponsonby Cruising Club					Westhaven
Richmond Yacht Club					Westhaven
Royal NZ Yacht Squadron					Westhaven
Sail NZ / Explore NZ					59 Hamer St.
Sails Restaurant (Orsinis)					Sails building

Names and contact information have been withheld from the public under s7(2)(b)(ii) of the LG Act

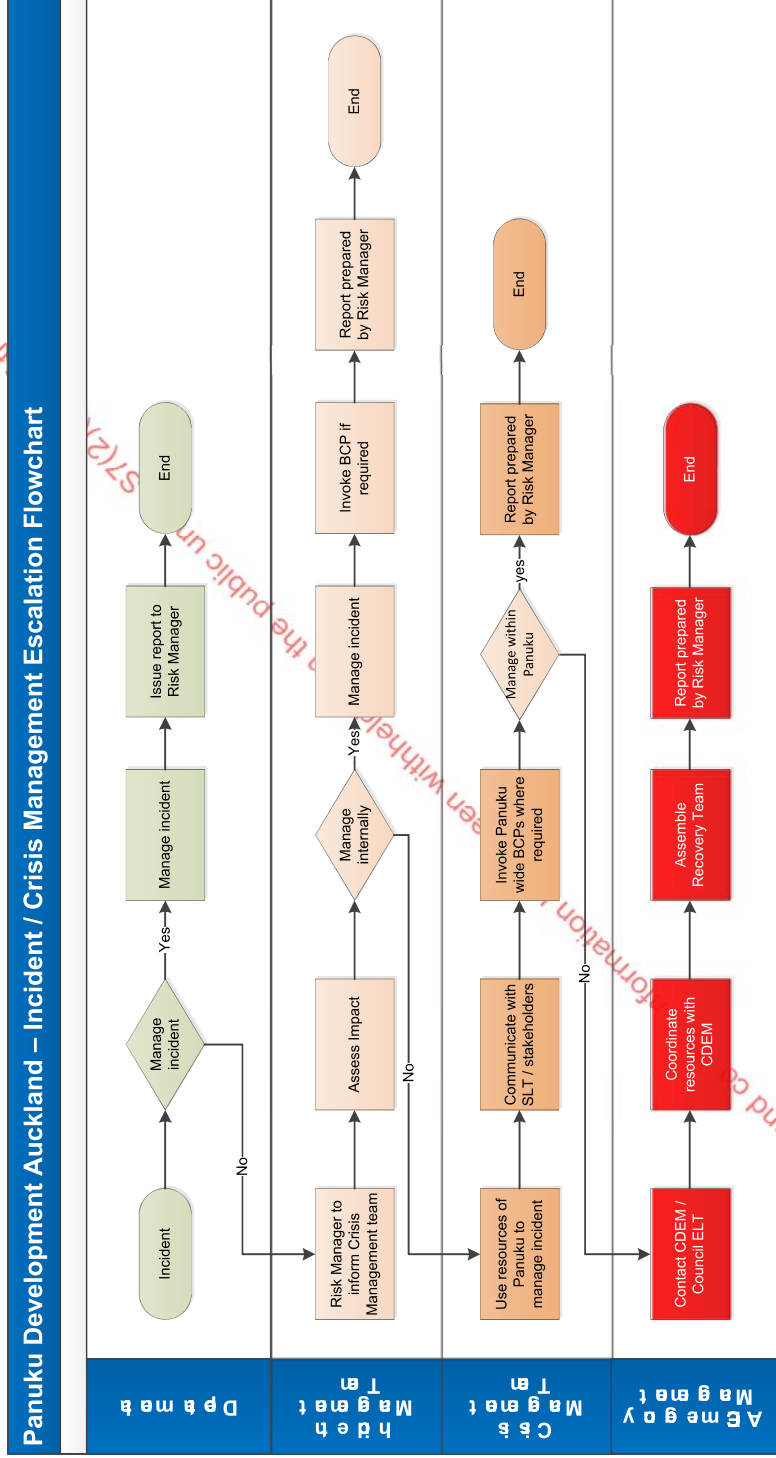


Company Name	Contact person	Phone	Mobile	Email	Physical Address
Salute Construction Ltd					22 Jellicoe St. Wynyard Wharf
Sanford Ltd					
SeaLink Travel Group NZ Limited					8-34 Brigham Street 135 Halsey Street
Stoithaven					
Team New Zealand					
Team New Zealand					
Spark Mobile					132 Halsey St.
The White Lady					
Titan Marine Engineering Ltd					14-24 Hamer St.
Total Vessel Management					103-113 Westhaven Drive
Two Degrees Ltd					
Urban Turban					Tenancy W2.3 North Wharf Westhaven
Victoria Cruising Club					
Vodafone					Te Wero Island
Vodafone					
Waterfront Electrical					Sails building
Wharf Sushi (St Pierres)					Queens Village Queens Wharf
Willis Bond					12 Viaduct Harbour Avenue
Willis Bond					
Wolf Coffee Limited					Queens Village
Wynyard Trading Co					North Wharf
Wynyard Wharf - POAL					Wynyard Wharf
Yachtshare NZ Ltd					Sails building

Names and contact information have been withheld from the public under s7(2)(b)(ii) of the LG Act



# Appendix E Panuku Development Auckland – Incident / Crisis escalation Flowchart





## Appendix F: Standard Operating Procedures

This Business Continuity Plan is supported by the manual of Standard Operating Procedures (SOPs). Below is the list of current SOPs. These are subject to change.

<b>Section 1 – Quick Reference Guide</b>	1.1	BCP staff quick reference guide	
	1.2	IMT and CMT quick reference guide	
	1.3	Calling tree	
	1.4	Health and safety quick reference guide	
	1.5	Significant building disruption guide	
	1.6	BCP documentation quick reference guide	
<b>Section 2 – Communication</b>	2.1	Media policy and protocols	
	2.2	AKGEOC and Auckland Emergency Management	
<b>Section 3 – Systems &amp; Processes</b>	3.1	Vodafone text alert	
	3.2	Accessing your emails from outside the office	
	3.3	Remote access to the Auckland Council network	
	3.5	Conference calling	
	3.6	(spare)	
	3.7	RT register and availability for IMT/CMT	
	3.7.1	KorKor Digital Network by Kordia	
	3.8	Spare mobile phones for IMT/CMT	
<b>Section 4 – Evacuation Procedures</b>	4.1	82 Wyndham Street, Auckland	
	4.2	Westhaven	
	4.3	Viaduct Building	
	4.4	The Landing (no longer applicable)	
	4.7	Tram Operations	
	4.8	Silo Park/Jellicoe/Karanga Plaza Overarching Evacuation Plan	
	4.9	North Wharf Overarching Evacuation Plan	
	<b>Section 5 – Marinas SOPs</b>	5.1	Westhaven
		5.2	Viaduct
5.3		Silo	
<b>Section 6 – Tram Operations</b>	6.1	Wynyard Quarter Tramway Emergency Procedures	
<b>Section 7 – Event Health and Safety</b>	7.1	Guidelines for Event Health and Safety Plans HS300	
	7.2	Templates for Event Health and Safety Plans HS301	



	7.3	Health and Safety Guidelines for Small Events HS320
	7.4	Development Auckland Minor Event Activity HS plan
<b>Section 8 – Pandemic</b>	8.1	Pandemic procedures

*Names and contact information have been withheld from the public under S7(2)(f)(ii) of the LGOIMA*

## Appendix G: Council Shared Services

This plan is supplemented by the Business Continuity and Crisis Management Plans of key Council departments who provide shared services through the Master services agreement, as listed below. Names subject to change.

Key department	Shared service	Key contacts
Treasury and transaction services	Accounts payable Accounts receivable Financial systems and processes Treasury	
Finance	Financial Control Reporting and analysis Tax Fixed Asset management Policy and planning	
Procurement	Sourcing advice and support Contracts Category management Supplier relationship management	
People and Capability	HR advice Recruitment services People development Payroll Health and safety	
Information services	IS services and support Telecommunications services Marina management service GIS Mail services Archiving	
Community Facilities	Master data assets and property data Asset management planning	
Legal services	Litigation and regulatory	



	Commercial and property Public Law	
Risk, Assurance, Insurance	Strategic Risk Management Assurance (project, process, IT) Insurance and claims Ethics and integrity	
Customer services	Call centre support	
Other	Fleet management Communication and Engagement	
Property	Alternative accommodation  Building Security Manager	

*Names and contact information have been withheld from the public under S7(2)(f)(ii) of the LGOIMA*

## Decision Paper: Disposals Programme Report

<b>Document Author(s)</b>	Letitia McColl, Team Leader Portfolio Review Marian Webb, Manager Portfolio Strategy
<b>Reviewer(s)</b>	David Rankin, Chief Operating Officer
<b>Date</b>	18 January 2018

### 1. Purpose

The purpose of this paper is to update the Board on the current activities at a programme level related to the portfolio review, the property clearance process and the development and disposals programme.

### 2. Executive summary

For FY2017/18, Panuku assessed and recommended to council a 'recommended for sale' SOI target of \$60 million, and a 'net unconditional sales' SOI target of \$100 million.

Staff have been progressing work against the FY2017/18 SOI targets. To date, the Portfolio Strategy team has recommended \$28.3 million against its FY2017/18 \$60 million 'recommended for sale' target. The Portfolio Strategy team is progressing work on an additional \$63 million of property and is confident of achieving its FY2017/18 target. In addition to the work being undertaken towards the FY2017/18 'recommended for sale', the Portfolio Strategy team has continued to progress the optimisation pilots.

The Development and Disposal teams have achieved net unconditional sales of \$83.8 million against its FY2017/18 \$100 million target. The Development and Disposal teams are progressing work on other properties and are on track to achieve its FY2017/18 target.

The Portfolio Strategy team is continuing to work on the day-to-day components of the optimisation project, which includes engagement with various local boards on the optimisation concept and on the progression and investigation of five optimisation pilots.

### 3. Discussion

#### Portfolio Review

To date, the Portfolio Strategy team has recommended \$28.3 million against its FY2017/18 \$60 million 'recommended for sale' target. \$28 million was approved for sale by the Finance and Performance Committee. The Finance and Performance Committee did not approve the recommended disposal of 80 Vincent Street, Howick following opposition from the Howick Local Board. 80 Vincent Street is a small car park that was released by Auckland Transport as not required for its current or future service or infrastructure requirements. It has a 2017 capital value of \$310,000.

The \$28 million approved for sale includes properties in the Unlock Avondale, Unlock Flat Bush and Unlock Old Papatoetoe priority locations.

In addition to the \$28.3 million recommended against the FY2017/18 \$60 million 'recommended for sale' target, an additional \$14 million of properties located in the Unlock Avondale priority location were recommended for sale. As these properties were purchased using the Strategic Development Fund, they will not be counted against the FY2017/18 recommended for sale target.

The Portfolio Strategy team is on track to achieve the FY2017/18 recommended for sale target. It is actively progressing an additional \$63 million worth of property through the clearance pipeline to contribute towards the balance of the FY2017/18 target and the FY2018/19 recommended for sale target, which is yet to be set. The properties currently being progressed include several in the Panmure priority location.

The Portfolio Strategy team is continuing to proactively and reactively review council owned properties to develop a programme of properties which can be considered for development, disposal or optimisation. Properties which are identified as candidates for development, disposal or optimisation will be progressed in FY2018/19 and subsequent financial years.

### **Optimisation**

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

### **Property Disposal Overview**

To date, the Development and Disposal teams have achieved net unconditional sales of \$83.8 million against its 2017/18 \$100 million target. This includes the unconditional sale of a mega lot in the Unlock Hobsonville priority location and a development site located at in the Unlock Flatbush priority location. The proceeds of sale from these sites are expected to be staged over subsequent years.

Panuku remains on track to achieve our FY2017/18 net unconditional sales target. The Development team is progressing a number of other development sites around the region. This includes sites in our Unlock Papatoetoe, Unlock Avondale and Unlock Flatbush priority locations, as well as sites in other locations including Support New Lynn and the City Centre.

The Disposals team is progressing the sale of several sites, including 10 properties located in Waipuna and Mt Wellington which Housing New Zealand have expressed an interest in purchasing to contribute towards its housing and redevelopment objectives.

### **Recommended for Sale -18/19 Financial Year Statement of Intent**

As agreed annually via our Statement of Intent with Council, Panuku is required to identify and present to the Finance and Performance Committee properties that may be suitable for potential sale. Capital receipts from the sale of surplus properties will contribute to all Auckland Plan outcomes by providing the council with an efficient use of capital and prioritisation of funds to achieve its activities and projects. Panuku agrees this target with Council annually in June prior to the commencement of the financial year once it has been approved by the Panuku Board.

Staff are currently reviewing the development and disposals pipeline to determine both the recommended for sale target for FY2018/19 and the net unconditional sales target for FY2018/18 to be recommended to council. This includes identifying the potential properties and taking into account the probability of risks associated with clearing specific assets for sale. A recommendation will be made to the Panuku Board for the FY2018/19 Recommended for Sale target and the Net Unconditional Sales target in April 2018. We understand that Auckland Council's Long Term Plan 2018-21 currently anticipates \$24 million per annum from the proceeds of sale of surplus property assets.

**LGOIMA Status**

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

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

**Document Sign-off**

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