

Board Report

P u b l i c

Date
Wednesday,
19 February 2020

Venue
Onehunga
Community Centre,
83 Church Street



Local Government Official Information and Meetings Act 1987.

7 Other reasons for withholding official information

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

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

(a) protect the privacy of natural persons, including that of deceased natural persons; or

(b) protect information where the making available of the information—

(i) would disclose a trade secret; or

(ii) would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information; or

(ba) in the case only of an application for a resource consent, or water conservation order, or a requirement for a designation or heritage order, under the [Resource Management Act 1991](#), to avoid serious offence to tikanga Maori, or to avoid the disclosure of the location of waahi tapu; or

(c) protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information—

(i) would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied; or

(ii) would be likely otherwise to damage the public interest; or

(d) avoid prejudice to measures protecting the health or safety of members of the public; or

(e) avoid prejudice to measures that prevent or mitigate material loss to members of the public; or

(f) maintain the effective conduct of public affairs through—

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

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

(g) maintain legal professional privilege; or

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

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

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

Panuku Development Auckland (Panuku)

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

Our name

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

Our vision

Shaping spaces for Aucklanders to love

Our mission

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

Our purpose

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

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

What we do

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

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

Opening

Whakataka te hau ki te uru

Whakataka te hau ki te
tonga

Kia mākinakina ki uta

Kia mātaratara ki tai

E hī ake ana te atakura

He tio

He huka

He hau hū

Tīhei mauri ora!

Cease o winds from the west

Cease o winds from the south

*Bring calm breezes over the
land*

*Bring calm breezes over the
sea*

*And let the red-tipped dawn
come*

With a touch of frost

A sharpened air

And promise of a glorious day

Board Agenda

Where: Onehunga Community Centre
When: Wednesday, 19 February 2020 | 11.00 am – 4.00 pm
Board Members: Adrienne Young-Cooper – Chair
 Victoria Carroll – Director
 John Coop – Director
 David Kennedy – Director
 Richard Leggat – Director
 Paul Majurey – Director

Confidential meeting	
1.	Procedural Motion to Exclude the Public
2.	Confidential governance matters 2.1 Apologies 2.2 Director interests 2.3 Director meeting attendance 2.4 Minutes of 18 December 2019 board meeting
3.	Health and Safety report
4.	Chief Executive's report
5.	Strategic reports 5.1 Draft Panuku Development Auckland Statement of Intent 2020-23 <i>Withheld from the public under S7(2)(b)(ii) and S7(2)(h) of the LGOIMA</i> 5.2 FY21 annual budget <i>Withheld from the public under S7(2)(b)(ii) and S7(2)(h) of the LGOIMA</i> 5.3 Performance recognition review <i>Withheld from the public under S7(2)(b)(ii), S7(2)(f)(i) and S7(2)(h) of the LGOIMA</i> 5.4 Board strategy day follow up <i>Withheld from the public under S7(2)(b)(ii) and S7(2)(h) of the LGOIMA</i>
6.	Priority Location reports 6.1 Unlock Avondale: 1817 Great North Road, Avondale
7.	Business reports 7.1 6 Clonbern Road, Remuera development strategy proposal 7.2 Sale of 82 Manukau Road, Pukekohe 7.3 Grants and donations policy; 2019/2020 Plan; and half year results
8.	General business

Directors' Interests as at 1 February 2020

Member	Interest	Company / Entity	Conflicts pre-identified?
Adrienne YOUNG-COOPER	Chair	Panuku Development Auckland Limited	
	Chair	Auckland Transport	
	Chair	Cornwall Park Trust Board Incorporated	
	Director	Queenstown Airport Corporation Limited	
	Trustee	Sir John Logan Campbell Residury Trust	
	Trustee	Sir John Logan Campbell Medical Trust Incorporated	
	Director	Westhaven Marina Limited	
Victoria CARROLL	Director	Panuku Development Auckland Limited	
	Director	Kāinga Ora	Possible
	Director	Manawa Housing Limited	
	Director	Mediterrania Holdings Limited	
	Director	Mediterrania Limited	
	Trustee	Community Housing Aotearoa	
	Trustee	Mangatawa Papamoa Block Incorporation	
	Trustee	Nga Potiki a Tamapahore Treaty Settlement Trust	
John COOP	Director	Panuku Development Auckland Limited	
	Managing Director and Principal	Warren and Mahoney	Possible
David I. KENNEDY	Director	Panuku Development Auckland Limited	
	Director	525 Blenheim Road Limited	
	Director	Cathedral Property Limited	
	Director	Good General Practice Limited	
	Director	Grantley Holdings Limited	
	Director	Hobsonville Development GP Limited	
	Director	New Ground Living (Hobsonville Point) Limited	
	Director	Ngāi Tahu Justice Holdings Limited	
	Director	Ngāi Tahu Property (CCC-JV) Limited	
	Director	Ngāi Tahu Property Joint Ventures Limited	Possible, Unlock Northcote
	Director	Ngāi Tahu Property Joint Ventures (No.2) Limited	
	Director	Ngāi Tahu Real Estate Limited	
	Director	NTP Development Holdings Limited	
Director	NTP Investment Holdings Limited		

	Director	NTP Investment Property Group Limited
	Director	Prestons Road Limited

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

Paul F. MAJUREY	Director	Panuku Development Auckland Limited
	Director	Iwi Commercial Property Limited
	Chair	Tāmaki Makaurau Community Housing Limited
	Chair	Puhinui Park Limited
	Chair	Whenuapai Housing Limited
	Director	Arcus Property Limited
	Chair	Marutūāhu Rōpū Limited
	Chair	Ngāti Maru Limited
	Chair	Marutūāhu Collective (5 iwi collective)
	Chair	Hauraki Collective (12 iwi collective)
	Chair	Te Pūia Tāpapa
	Chair	Impact Enterprise Fund
	Chair	Tūpuna Maunga Authority
	Co-Chair	Sea Change Tai Timu Tai Pari Ministerial Advisory Committee
	Mana Whenua Representative	Hauraki Gulf Forum
	Director	Pare Hauraki Kaimoana
	Trustee	Hauraki Fishing Group
	Director	Tikapa Moana Enterprises Limited
	Director	Pouarua Farms
	Trustee	Crown Forestry Rental Trust
Director	Atkins Holm Majurey Limited	

Director meeting attendance register – 2019 / 2020

	2019						2020					TOTAL
	24 Jul	30 Aug	24 Sep	29 Oct	29 Nov	18 Dec	28 Feb	29 Mar	26 Apr	28 May	26 Jun	
A.F. Young-Cooper	✓	✓	✓	✓	✓	✓						
V. Carroll					✓	✓						
J. Coop					✓	✓						
D.I. Kennedy	✓	✓	✓	✓	✓	✓						
R.I. Leggat	✓	✓	✓	✓	✓	✓						
P.F. Majurey	✓	✓	✓	✓	✓	✓						
M.E. Pohio	✓	✓	✓	✓	✓	✓						6
S. Macken	x	✓	✓	✓								3
C.M. Udale	✓	✓	L	L	L							2

MINUTES OF THE MEETING OF DIRECTORS OF PANUKU DEVELOPMENT AUCKLAND LIMITED, HELD IN **CONFIDENTIAL** SESSION AT 188 QUAY ST, AUCKLAND ON WEDNESDAY 18 DECEMBER 2019 COMMENCING AT 2.30 PM.

ATTENDING		<p>Board: Adrienne Young-Cooper (Chair), John Coop, David Kennedy, Richard Leggat, Paul Majurey, Mike Pohio.</p> <p>Board Intern: Paul Brown</p> <p>Executive: David Rankin – Chief Executive (acting), Monica Ayers – GM People and Culture, Angelika Cutler – GM Corporate Affairs, Carl Gosbee – Chief Financial Officer, Brenna Waghorn – GM Strategy and Planning, Ian Wheeler – GM Assets and Delivery, Allan Young – GM Development, Jenni Carden – Executive Officer/Company Secretary.</p>								
1 PROCEDURAL MOTION TO EXCLUDE THE PUBLIC	1 12/19	<p>The Panuku Board agreed that, pursuant to clause 12.3 of the Panuku Constitution and the provisions of Section 48(1)(a) of the Local Government Official Information & Meetings Act 1987, the public be excluded from the meeting for the following proceeding, the subject matter, the reasons and specific grounds for exclusions being set out below:</p> <table border="1" data-bbox="678 862 1396 1115"> <thead> <tr> <th data-bbox="678 862 1034 945">General subject of matters to be considered</th> <th data-bbox="1034 862 1396 945">Grounds under Section 48(1) for considering in private</th> </tr> </thead> <tbody> <tr> <td data-bbox="678 945 1034 1003">Governance; Committee report</td> <td data-bbox="1034 945 1396 1003">Commercially sensitive issues</td> </tr> <tr> <td data-bbox="678 1003 1034 1061">Finance and Risk</td> <td data-bbox="1034 1003 1396 1061">Commercially sensitive issues</td> </tr> <tr> <td data-bbox="678 1061 1034 1115">Management and operations</td> <td data-bbox="1034 1061 1396 1115">Commercially sensitive issues</td> </tr> </tbody> </table>	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									
2.0 OPENING REMARKS	2 12/19	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>								
2.1 APOLOGIES	3 12/19	<p>[REDACTED]</p>								
CONFIDENTIAL GOVERNANCE MATTER										
2.2 DIRECTORS' INTERESTS	4 12/19	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>								
CONFIDENTIAL GOVERNANCE MATTER										

		<ul style="list-style-type: none"> [REDACTED] [REDACTED] [REDACTED] [REDACTED]
2.3 MINUTES OF 29 NOVEMBER 2019 BOARD MEETING CONFIDENTIAL GOVERNANCE MATTER	5 12/19	[REDACTED]
2.4 BOARD ACTION LIST CONFIDENTIAL GOVERNANCE MATTER	6 12/19	[REDACTED]
2.5 COMMITTEE MEMBERSHIP CONFIDENTIAL GOVERNANCE MATTER	7 12/19	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
3. HEALTH AND SAFETY REPORT	8 12/19	[REDACTED] <ul style="list-style-type: none"> [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
4. CONFIDENTIAL CHIEF EXECUTIVE'S REPORT	9 12/19	[REDACTED] <ul style="list-style-type: none"> [REDACTED]

		<ul style="list-style-type: none"> █ [REDACTED]
<p>5.1 UNLOCK HENDERSON: 2-6 HENDERSON VALLEY ROAD, SALE AND SUBDIVISION</p> <p>CONFIDENTIAL PRIORITY LOCATION REPORT</p>	<p>10 12/19</p>	<ul style="list-style-type: none"> █ [REDACTED]

		<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
<p>6.1 31 DECEMBER 2019 INTERIM REPORTING TO AUCKLAND COUNCIL</p> <p>CONFIDENTIAL BUSINESS REPORT</p>	12 12/19	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
<p>8. GENERAL BUSINESS</p>	13 12/19	<p>The Panuku Board acknowledged the contribution and service of Director Martin Udale and Director Mike Pohio and expressed regret at their departure.</p> <p>The Panuku Board thanked Paul Brown for his tenure as Board Intern during 2019.</p> <p>The Panuku Board acknowledged the work of the executive in 2019.</p>
<p>CLOSE OF BOARD MEETING</p>	14 12/19	<p>The meeting closed at 4.08 pm.</p>

READ AND CONFIRMED

_____ **Chair**

_____ **Date**

Health and Safety report

Document author: [REDACTED]

February 2020

Whakarāpopototanga matua | Executive summary

1. There were 7 Health and Safety incidents recorded in December 2019, 4 classified as minor and 3 near misses. A further near misses occurred in January, involving a piece of concrete falling from the top of Silo 7, this is covered in a separate report attached (appendix A) from the Facilities Management team.
2. Panuku and Noggin Pty signed an agreement in the last days of 2019 for the supply and implementation of a new H&S and risk management system. The new system is forecast to be in place and fully operational by the end of March 2020 and is designed to help improve the responsiveness and flexibility of H&S incident reporting.
3. In the month, the H&S team undertook a review of the data held in the current H&S system (Risk Manager) and have identified some data/process issues relating to closing out the incident response process. A new monthly report has been instigated which will show any outstanding incident reporting / closure issues to the H&S Manager.
4. Construct safe certification is made available to all staff who may attend construction sites for Panuku and with the turnover and growth of staff we have scheduled training sessions in January and February.
5. Site Visits for the Board: The H&S team will be facilitating three site visits for Board members per annum aligned with the Institute of Directors (IOD) guidelines.
6. A request was received from a board member regarding policy and process for balustrading for Wharves in the Wynyard Quarter. A memorandum attached (appendix B) references a response to that query.

Matapaki | Discussion

Health and safety key performance indicators

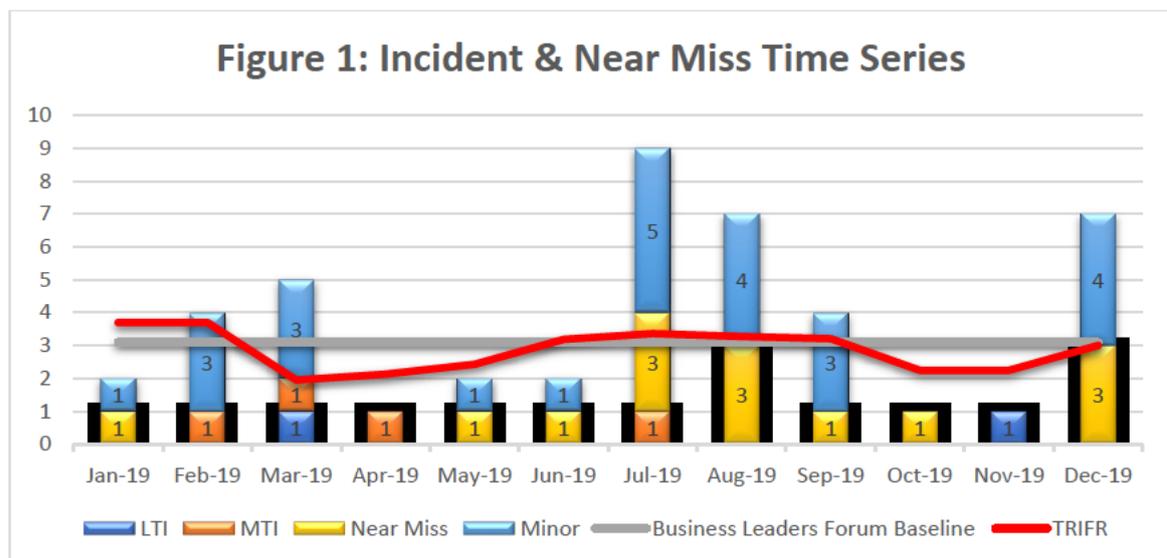
7. We track our health and safety key performance indicators (KPIs) which represent both lead and lag indicators, as outlined below.

Incidents and near misses

8. December was a busy month with a higher number of incidents than average. The type of incidents reflects both the time of year and the nature of projects that Panuku have

underway, including marine piling and seawall construction. In all the reported incidents, it is good to see a commitment to reporting and attention to detail supplied.

9. There were 7 Health and Safety incidents recorded in December 2019, 4 classified as minor and 3 near misses. The minor incidents were a fall on the dance floor at the Christmas party, an electric bike accident during the e-bike training course in the basement carpark, a reported maintenance contractor drunk and stealing whilst on the job, a second maintenance contractor intoxicated, and sleeping at the wheel of a vehicle. The 3 near misses were an Auger head shearing during pile drilling, the Auger securing pin dropping out, and a site break in with gas and oxygen tools stolen.
10. A further near miss with Concrete falling from the top of Silo 7 occurred in January and is the subject of a separate report by the Facilities Management team (see appendix A). Meanwhile the area remains isolated with safety fencing.
11. Two of the incidents involved multiple layers of subcontracting, which Panuku has already acknowledged increase both health and safety risk and organisation risk. We are focusing on these extended relationships, to ensure that our primary contractors are aware of Panuku's standards and expectations.



TRIFR Total Recordable Incident Frequency Rate; **MTI** Medical Treatment Injury; **LTI** Lost Time Injury

12. **Figure 1** (above) shows the Panuku Total Recordable Incident Frequency Rate (TRIFR). Our TRIFR (3.0) result for December shows Panuku converging with the NZ Business Leaders Health and Safety Forum benchmark TRIFR of 3. Unfortunately, this has interrupted Panuku's incident trend over the last six months towards a lower TRIFR than that of the business leader's forum baseline.

Project health and safety risks by phase

13. H&S have now been reporting on project H&S engagement across all phases of our projects (excluding site sales) for five months. Over the last five months the H&S team have worked in conjunction with the delivery project managers, their managers and the PMO to ensure that our stakeholders understand Panuku's business needs for H&S management, monitoring and reporting and provide these groups all the necessary training, support and tools they need. One of these tools is the PMO led SharePoint 'Kete Mohi' which provides the H&S team with a centralized project centric platform for

engaging with delivery project managers. Substantial progress has been made over the last five months on increasing the transparency of project H&S activity.

14. The graph metrics are leading indicators of health and safety activity, and engagement throughout a standard project lifecycle. The information from these graphs provides enhanced monitoring of Panuku’s health and safety management of the higher risk projects and contractor health and safety. The next steps for the H&S team is to work with the delivery project managers and their line and location managers to improve the quality of H&S information in our project management tool, Sentient

15. Caveat: Project H&S information limitation

When reporting on project H&S information the Health & Safety team only report on the quantity of H&S information provided within the reporting tool Sentient, not the quality. Data quality attributes, including accuracy, comprehensiveness, validity, relevancy and timeliness is not assessed. Organisational feedback and evaluation is that Panuku needs to improve the quality of H&S information in Sentient.

Figure 2. Health and safety risk: Project Initiate Phase

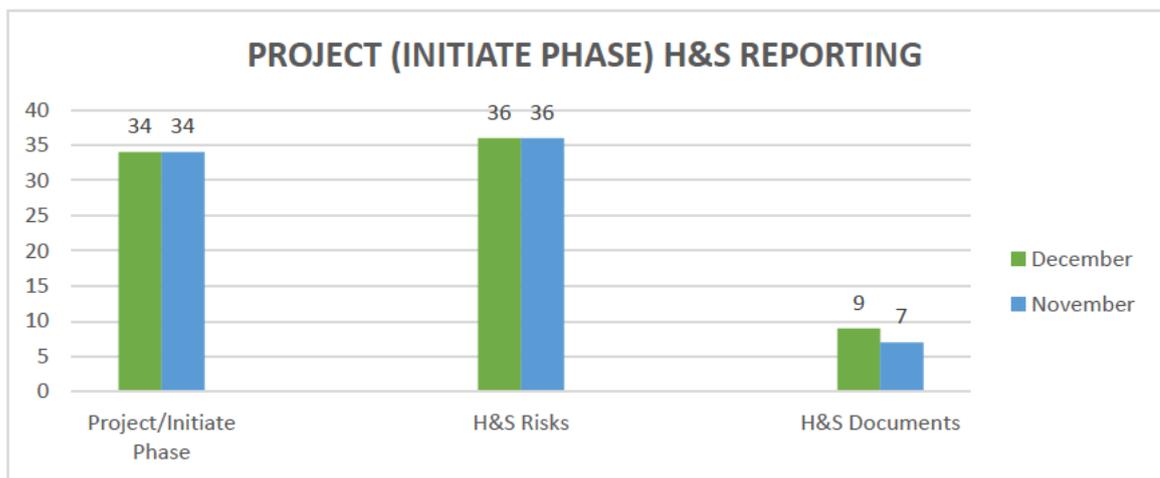
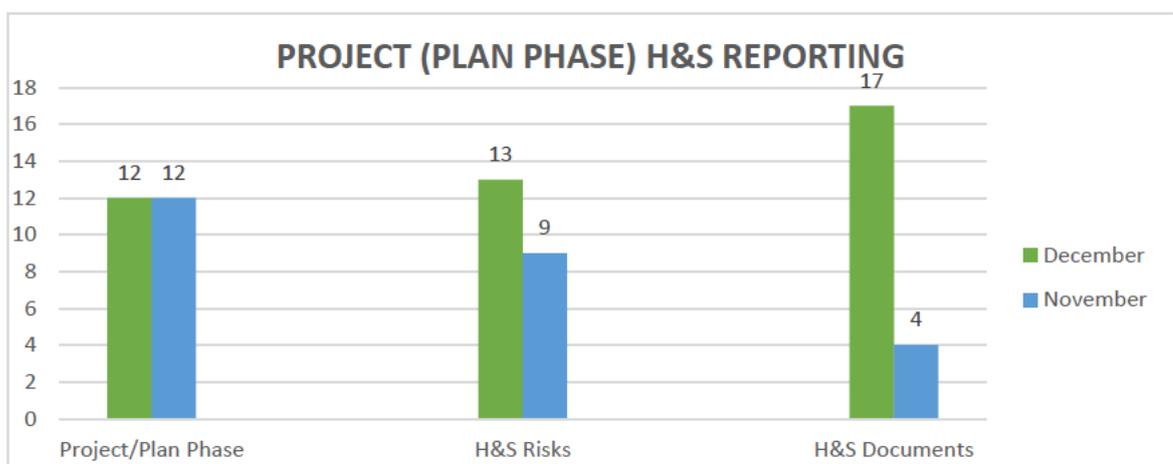
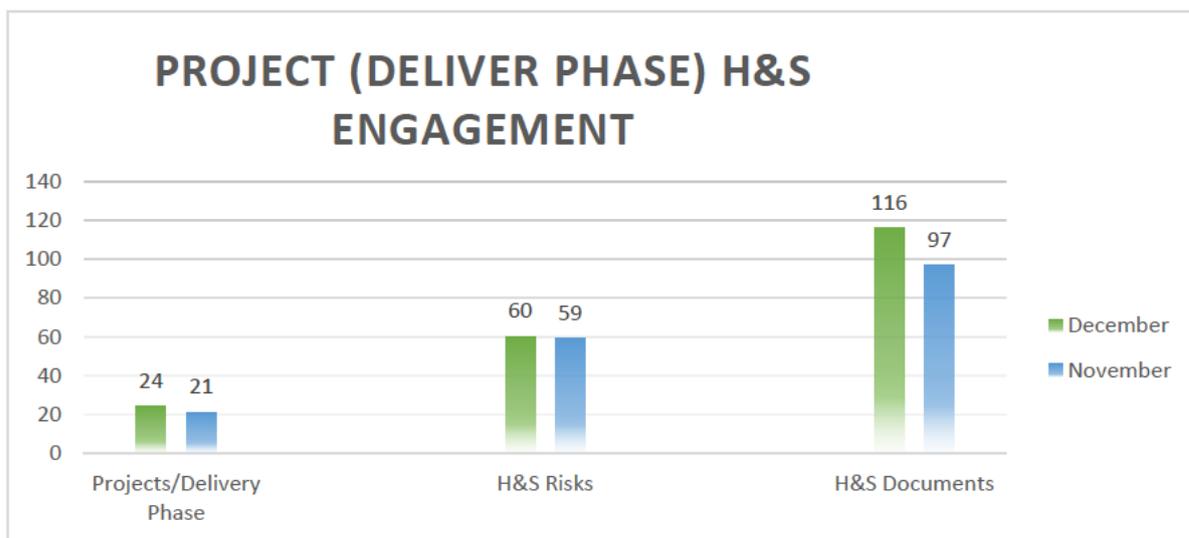


Figure 3. Health and safety risk: Project Plan Phase



16. Steady but slow progress is being made towards improving initiate and plan phase H&S planning, management and documentation. The H&S team continue to work with the PMO, delivery project managers and team management to progress understanding of Panuku's requirements for early phase H&S management, documentation and reporting. Readers will note a significant increase in H&S documentation in December's project plan phase reporting. This increase is largely attributable to a single higher risk project (Clonburn road carpark demolition). Demolition of large concrete structures always poses an increased risk and, in this instance, Panuku wanted to ensure it managed these activities in an exemplary fashion.

Figure 4. Health and safety risk: Project Deliver Phase

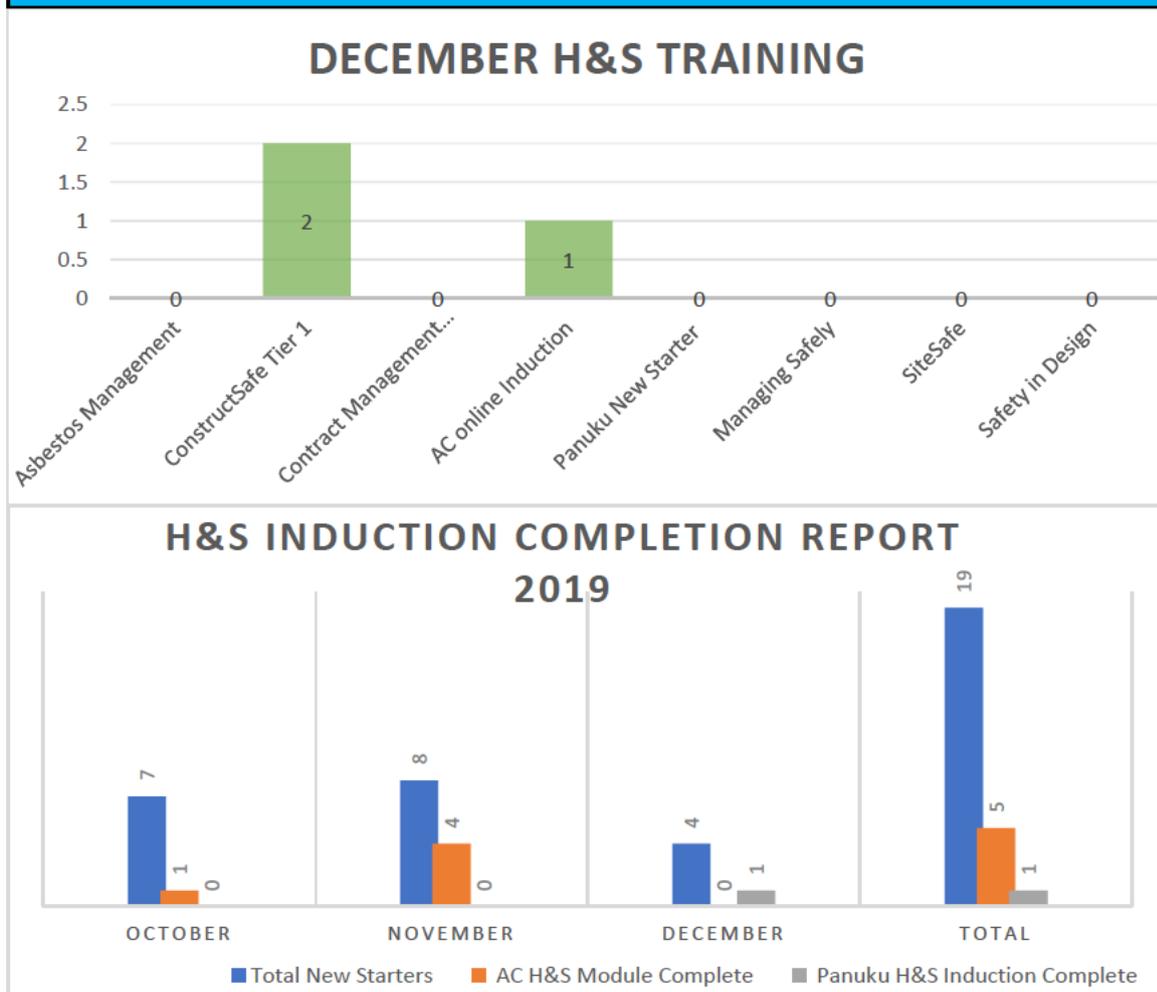


17. An easy comparison between the November and December H&S metrics in Figure 4 illustrates that Panuku delivery phase H&S engagement is continuing to trend positively, with a significant increase in the quantity of H&S documentation being uploaded to Sentient in support of our project H&S activity. The graph illustrates that we are continuing to improve our deliver phase H&S and are becoming more experienced in the documentation of our H&S activity, monitoring and audits.

Competent and engaged people

18. Figure 5 provides an overview of December's health and safety training, by course type. The H&S team have been evaluating the number of new starters that are engaging and completing both the Auckland Council online H&S induction and the Panuku specific new started H&S induction. Our review found large discrepancies between the number of new starters and the number of people who had completed one or both of the two compulsory courses as can be seen in Figure 6. Additionally, our initial survey of new starter inductions seems to show that all or some of Panuku's casual and volunteer new starters are missing out on these inductions altogether. The H&S team have requested a detailed report from Auckland Council HR reporting and analytics to determine where the gap is so that we can work with our Panuku Stakeholders to improve their compliance with the new starter H&S induction process. The H&S team will report progress back to the board in February.

Figure 5. Training: Competent and engaged people (Lead Indicator)

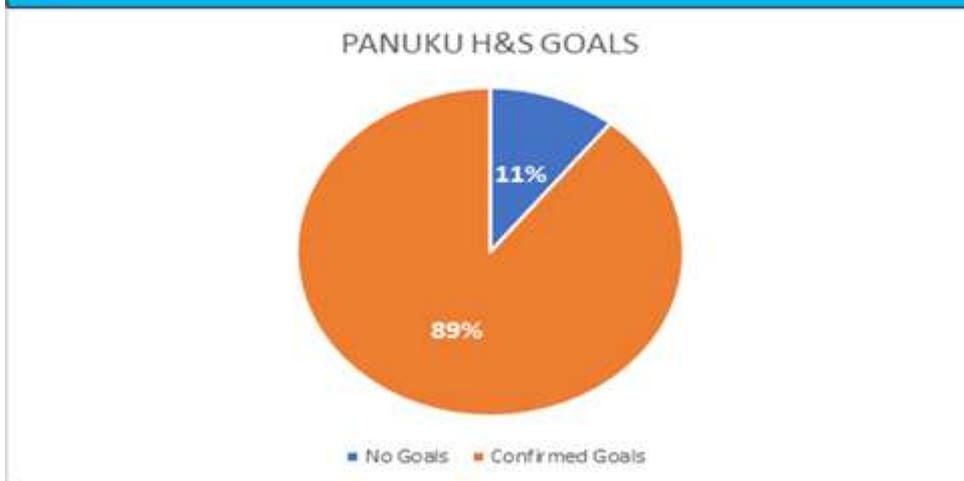


19. The H&S team are continuing to focus on the Construct Safe accreditation for all staff identified as needing this certification (in line with our shareholders mandate), and are working with Auckland Transport (our ConstructSafe training partner) to schedule additional sessions in the new year. The H&S team have confirmed a further three sessions, one in January and two in February which we think will be sufficient to bring all employee up to our shareholders mandated standard.

Te Waka Goals

20. As part of the annual H&S plan for FY 2020, one of the deliverables for Panuku was the addition of function specific Te waka H&S safety goals for employees who are people leaders, visiting construction sites, working on marina's or visiting property as part of their role. The H&S team have been working with the ELT and six months after introducing H&S goals 89% or 98 of 103 employees, with health and safety accountabilities, have a specific H&S goal as a Te Waka performance measures

Figure 6: Te Waka H&S Goals



Health and safety management systems

21. The H&S team undertook a review of data held in the 'Risk Manager' software and discovered there were some incident response times for the 2019 calendar year which had long lag times on people manager incident reviews and response. Indicatively some incidents had not been reviewed for up to 9 months. Although investigation is ongoing to discover how this has occurred, a monthly report has been created to improve Panuku's compliance and we plan to introduce KPI's for evaluation and response times for all leaders who are responsible for investigating and closing incidents.

Panuku staff wellness: Employee Assistance Programme

22. Following on from last month's board query on Panuku's EAP program, the H&S team will provide the Board with periodic updates on EAP utilisation metrics. Table 1 below analyses employee interactions with the EAP service over the 12-month period to end August 2019. Figure 7 splits these interactions between personal and work issues.

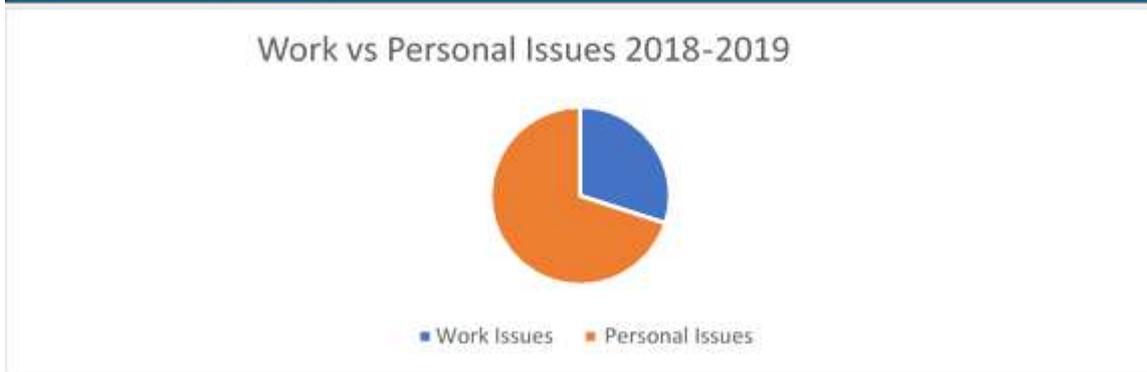
23. It is hard to draw any firm conclusions on Panuku's staff use of the EAP, save that very few staff use the service. If Panuku use UK EAP utilisation metrics as a benchmark, our uptake at 3% is at the very low end of the "normal" range of 2.5% to 16%. A common reason for low staff uptake of EAP is a lack of employee awareness and understanding. The H&S team and our executive will be considering ways to further promote the EAP service internally, taking the time to ally common fears about confidentiality and cost to the employee.

Table 1: EAP Uptake by Severity (Rolling 12 months)

Levels	Description of Level	Number of Staff
1	Work unaffected, needs practical assistance only	3
2	Work performance and work relationships not yet affected but may be if the issues are not dealt with	1
3	Work performance is lowered and/or relationships with colleagues could be affected	1

4	Functioning less than their normal or required level	1
5	Unable to function at work in the short term	1
Total number of staff that used EAP from 1st September - 31 August		7
Percentage of staff who used EAP from 1st September- 31st August		3%

Figure 7. EAP Uptake by Type



Ngā tāpirihanga | Attachments



Chief Executive's report

Document author: David Rankin

February 2020

Whakarāpopototanga matua | Executive summary

1. This report provides the board with a summarised overview of the activities, opportunities and issues facing the organisation.
2. 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.

Matapaki | Discussion

Strategic matters

CCO review

3. The Chair and Chief Executive (CE) attended a preliminary session with the chairs and CE's of all the Council Controlled Organisations (CCOs) and the independent panel in late January. Subsequently, both the Panuku Chair and CE attended individual sessions with the panel. All engagements have been constructive with the panel expressing interest in Panuku's activities, achievements and perspectives.
4. Panuku will have an opportunity to undertake a formal submission in April/May. Planning has commenced on the key messages and themes to be addressed. Some of this may be joint with other CCOs.
5. Panuku has prepared responses to four requests for information to date. This has included information as diverse as Panuku's brand strategy, key stakeholders, position descriptions, induction information and performance reporting. We will respond to future requests in a timely manner.

Infrastructure Funding & Financing Bill

6. The Infrastructure Funding & Financing (IFF) Bill was introduced to Parliament in December 2019, it sets out enabling provisions for a new infrastructure funding and financing tool. The IFF tool is designed to access private capital to get infrastructure built sooner than would otherwise be the case, without putting pressure on council's balance sheet. Initially it is anticipated that only infrastructure supporting new housing development will be funded through the tool.
7. The council group's final submission will be reported to Planning Committee on 5 March to meet the deadline of 9 March 2020. It is anticipated the council group submission will

be largely supportive although there are some implementation issues that will need to be worked through. Panuku is contributing via the working group and our main interest is how the tool could be used to support town centre regeneration. Whilst it is clear how the IFF levy could be applied in a greenfield context (e.g. Milldale example), there are further complexities that will need to be considered in a brownfield setting. It is anticipated the legislation will be finalised by mid-2020.

Urban Development Bill

8. The Urban Development Bill introduced to Parliament in December 2019, sets out the functions, powers, rights and duties of Kāinga Ora-Homes and Communities (Kāinga Ora) to enable it to undertake its urban development functions. The Bill provides a toolbox of development powers to be used within a specified development project area and some general powers that can be applied outside of these areas. The development powers proposed are extensive and include infrastructure, planning and consenting, funding, land acquisition and transfer.
9. The approach to the council group submission is to be considered at Planning Committee on 4 February. While council maintains support for Kāinga Ora, the council is likely to request that the Bill be amended to:
 - adopt a partnership approach between central government, local government and mana whenua to avoid unnecessary duplication
 - align with the Auckland Plan 2050 to provide certainty to our communities, infrastructure providers, and funding and implementation in the long-term plan
 - ensure that appropriate safeguards are put in place in relation to social and physical infrastructure networks
 - integrate this Bill with the other national directions and/or initiatives
 - acknowledge that Auckland Council has a different governance structure, as established under the Local Government (Auckland Council) Act 2009 and ensure that ample time and opportunity is provided for input.
10. The council group's final submission will be signed off by delegated authority by the 14 February deadline. Panuku is contributing via the working group. Our feedback noted that the powers within the Bill are useful for urban regeneration and already exist, although currently they may be spread across multiple agencies. It is anticipated the legislation will be finalised prior to the elections in 2020.

Urban redevelopment around the CRL Stations

11. 
12. 

13. [REDACTED]

14. [REDACTED]

Strategic Briefing for Elected Members 2019

15. The Auckland Council Strategic Advice Unit has developed the 'Strategic Briefing for Elected Members 2019'. This outlines the seven key strategic issues that Auckland faces and demonstrates how they can be considered in our future decisions.

16. The issues that are explored and that have been worked through with elected members are:

- Climate action
- Transport choices
- Housing, infrastructure and employment
- Our communities
- Māori identity and wellbeing
- Restoring our natural environment
- How we will pay for it

17. A copy of the briefing has been saved in the resource centre for directors' reference.

Quarter two reporting

18. Comprehensive reporting on the second quarter of 2019/2020 has been included this month.

Monthly performance dashboard

19. The financial targets are on track based on full year forecasts with the exception of SDF repayment behind forecast due to the Dominion Valley Road sale being delayed by appeals. Some highlights for the month include:

- i. Transform & Unlock sales target - 6 and 2-4 Henderson Valley Rd sold to Laidlaw college for \$26.8m. Of this amount \$10.8m will go towards Transform and Unlock reinvestment and \$16m to Council Corporate Property.

- ii. Waterfront Gateway target - the target to commence the Pile Berth Redevelopment project has been completed. Works began in January 2020 and are progressing well.

iii.

[REDACTED]

- 20. The dashboard covering Q2 is included as Attachment 1 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Gateway dashboard

- 21. All objectives are currently on track. The dashboard covering Q2 is included as Attachment 2 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Statement of Intent (SOI) initiatives

- 22. There are 14 SOI programme initiatives.

[REDACTED]
The dashboard covering Q2 is included as Attachment 3 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Priority Location Portfolio update

- 23. Overall the portfolio is tracking, with programmes predominantly on track to meet the delivery milestones that were included in June 2019 board decision paper. The comprehensive report covering Q2 is included as Attachment 4 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Property Management Portfolio update

- 24. The commercial and residential managed property portfolio continues to perform well during the second quarter. The comprehensive report covering Q2 is included as Attachment 5 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Development and Disposal Programme Update

- 25. To date, the Strategic Asset Optimisation team has recommended \$20 million for sale to the Finance and Performance Committee against the \$45 million 'recommended for sale' SOI target for FY2019/21. The Strategic Asset Optimisation team continues to proactively and reactively review council owned properties to identify properties that are not required by the council which can be transferred to Panuku to be considered for development, disposal or optimisation in the next financial year and future financial years.

- 26. The Strategic Asset Optimisation team continues to work closely with the council family to investigate service property optimisation opportunities. The optimisation policy provides a reinvestment funding model that enables the upgrade of community assets at no cost to the ratepayer by unlocking and realising development potential while also delivering town centre outcomes.

[REDACTED]
Optimisation projects currently in the delivery phase are

[REDACTED] and the revocation of reserve status for two properties in Beachlands to enable sale and reinvestment of the proceeds.

27. Panuku's SOI target for net unconditional sales for general disposals for FY2018/21 is \$72 million over 3 years. This target does not include sales within the Transform and Unlock reinvestment programme. To date the Development and Disposals teams have achieved net unconditional sales of \$47.7 million to date against the \$72 million net unconditional sales target. Sales this quarter comprise \$2.1 million and includes properties in Te Atatu Peninsula, Waiheke, Henderson and Stanmore Bay.
28. The Disposals Summary is included as Attachment 6 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Projected housing supply

29. Panuku facilitates development through the controlled sale of land, or by removing constraints and barriers that the private sector might otherwise struggle to overcome. It does this through leveraging council owned land and working with external development partners. Additionally, Panuku releases under-utilised land from council's balance sheet directly to the market through the asset sales and optimisation programmes on which housing outcomes are achieved.
30. In November 2019, the executive reported the projected housing supply as being 11,000 units over a ten-year period. The figures have remained the same over the last quarter reflecting a continued general trend for less density in a number of suburbs across the region such as Ormiston/Flatbush and Henderson.
31. The team will be reforecasting the projected housing supply being delivered across the Panuku programme as part of the review of the existing location programme business cases.

Financial update

32. The comprehensive report covering Q2 is included as Attachment 7 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

People update

33. The comprehensive report covering Q2 is included as Attachment 8 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Risk management update

34. Panuku executive reviewed the top strategic risks and associated impacts and controls in January. A workshop with the board is programmed for March. The comprehensive report covering Q2 is included as Attachment 9 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Marinas update

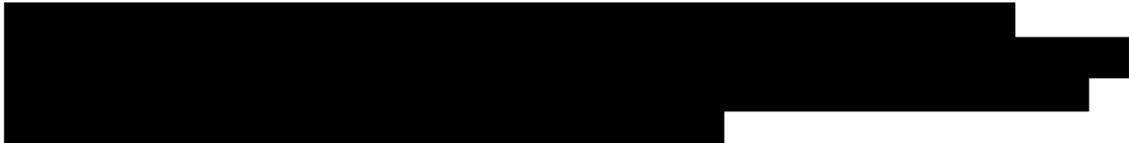
35. The comprehensive report covering Q2 is included as Attachment 10 with some information withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Acquisitions summary

36. The Acquisitions summary is included as Attachment 11 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Urban regeneration in our priority locations

City Centre Master Plan update

37. Panuku has been working with a council-wide team, led by the Auckland Design Office (ADO), on an update of the 2012 *City Centre Master Plan* (CCMP). As reported to the board in July 2019, the Planning Committee approved public consultation on a draft version of the CCMP to inform the final digital version of the document.
38. The CCMP presents a vision for the city centre that is more sustainable, accessible (in all senses of the word) and pedestrian friendly. Council received 542 submissions on the draft plan, some of which were from significant stakeholders such as Heart of the City and Ports of Auckland. Overall 76% supported the general direction, with a majority supporting the 'transformational moves' or ideas to deliver the vision.
39. The 2012 *Waterfront Plan* goals and ideas for delivery were captured in Transformational Move #8 Waterfront and Harbour Edge Stitch. As reported in July, this summarised future moves along the waterfront such as the updated Wynyard Point planning and central wharves strategy. This was supported by 82% of submitters, many of whom commented on the waterfront as Auckland's greatest asset and the need to improve connections and public access.
40. The March the Planning Committee will approve the final digital copy for the CCMP update. Panuku has noted that while the CCMP captures *Waterfront Plan* goals and aspirations, the digital document does not constitute a full update of the *Waterfront Plan*. After approval from the Panuku Board, work currently underway to update planning for Wynyard Point, based on council decisions in 2017, will be published and consulted separately.
41. 

Mayoral visits to priority locations

42. Panuku hosted three visits to priority locations by the Mayor in January. These visits were requested by the Mayor's office and have been a positive way to build relationships between Panuku, the Mayor and local councillors. The locations were:

Wynyard Quarter – visited on 15 January



Central Manukau – visited on 21 January



Northcote Town Centre – visited on 23 January



43. Written briefings were provided to the Mayoral Office before each visit and the Chair was informed of and invited to each visit prior to the event. A small number of relevant staff attended each one in order to expand on the briefings provided, answer questions as each visit proceeded and note any follow-up actions.
44. Feedback from the Mayor and his office about these visits has been very positive. “... thanks to the Panuku team for the work they did in pulling together my programme of visits to the Wynyard Quarter, Manukau and Northcote. The visits were well-organised, productive and staff were really enthusiastic about the transformative potential of what they are working on. It was great to see the breadth of projects the team is delivering and the progress that is being made for Auckland. It was encouraging to see the effective collaboration not only between Panuku and other agencies, but also with the communities involved in the projects.”

Property management portfolio

Wynyard Precinct Management Fund

45. The Wynyard Precinct rules and regulations were developed and adopted by Waterfront Auckland in order to achieve Waterfront Auckland’s vision and objectives for Wynyard Quarter and Auckland’s waterfront. The rules are binding to all users of the Wynyard Precinct and have been attached as an annexure to each lease/licence within the Wynyard Precinct.
46. Section 13 of the rules requires all lessees, including Panuku, to make an annual contribution to a ‘Precinct Fund’. The Precinct Fund is to be applied towards costs and expenses that are reasonable, properly and prudently incurred by Panuku (as the precinct manager) in respect of, or incidental to:
 - The establishment and operation of the “Precinct Association”

- The administration of the precinct rules
 - The enforcement of the precinct rules
 - Security arrangements in relation to the public areas and amenities
 - The cleaning, maintenance and upkeep of the public areas and amenities in a manner consistent with Panuku vision and objectives.
47. Further to the fund Panuku Development Auckland receives operational budget from Auckland Council for Wynyard Quarter open space management.
48. The first four years of Precinct Association have resulted in inconclusive negotiations between association members and Panuku regarding what costs should be recovered from the fund.
49. As a result of the continued challenge and call for clarity from the Association members, Panuku has assessed the intent of section 13 and reconsidered the principles and purpose of the rules and fund.
50. Through this process it has been identified that the precinct fund, together with Auckland Council standard rates charges to Wynyard Quarter ratepayers, there is a perception of double-dipping. Panuku has removed all costs that were intended to be covered by the fund but are actually covered by rates contributions. What remains are only the additional costs that deliver on Panuku's vision and objectives for the Wynyard Quarter which are over and above normal service levels.
51. [REDACTED]

3 Victoria Road, Devonport

52. This property is the heritage listed former Devonport Council Chambers. It has been vacant for circa 18 months since a community group exited. There is no current or future funded service use for the property. The Devonport-Takapuna Local Board (DTLB) has expressed preference that council retain ownership, ideally for a community related activity. Panuku is working with DTLB to consider future options for the building.
53. The building is Earthquake-Prone (EQP) with a New Building Standard (NBS) rating of below 34%.
54. While the long-term plan is considered, the property has been advertised for a lease of 12 months. Parties were asked to submit proposals that have been rated based on several factors including business use, fit with current town centre, rental offer, track record, and security including financial position.
55. [REDACTED]

56. [Redacted]

57. [Redacted]

58. [Redacted]

59. [Redacted]

Strengthening of Earthquake Prone Buildings

60. A report discussing the implementation of the Panuku seismic guidelines for the strengthening of earthquake prone buildings managed by Panuku is included as Attachment 12 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Operational reporting

61. A report detailing a review of the political landscape following the 2019 local government elections is included as Attachment 13 which is withheld from the public under S7(2)(f)(i) of the LGOIMA.

62. [Redacted]

63. [Redacted]

Sustainability

64. Panuku undertook a waste audit in 2018, followed by internal behaviour change campaigns and a follow-up audit in 2019.

65. Our re-audit results were positive. Some highlights include:

- Average waste to landfill (per person) reduced by 33%.
 - Average compostable waste doubled – well done, this means we’re getting things in the right bins.
 - Disposable coffee cups halved (-50%).
 - Waste related carbon emissions reduced by two thirds (-65%).
66. Despite these gains, there is still room for improvement as the audit highlighted 75% of our remaining landfill waste can still be diverted to compost or recycling bins.

Placemaking

67. As mentioned in previous reports, a key achievement in terms of our role as placemakers for Panuku has been the work that we have been undertaking with Enabling Council for the wider council family of placemakers. January has already seen exponential growth in this area, with our role as thought leaders in this space becoming increasingly communicated. We are extremely proud to be supporting this mahi in an effort to help council work better together, for the benefit of our places.
68. At Panuku a large portion of our focus is preparations and readiness for America’s Cup. We hosted many thousands of people on the waterfront over the summer break, with large and happy crowds attending New Year’s Eve on the Waterfront (a free family alcohol free event at Silo Park and Karanga Plaza including music, roving circus performances, food trucks, giant games and carnival rides), Auckland Anniversary Weekend, and Ice Cream Sundae at Silo Park
69. We continue to work alongside communities within our other priority locations, to ensure that we are forging authentic, reciprocal relationships that will, we hope, help that ensure Panuku creates change that benefits all. We are deeply grateful for the Raranga process, and very heartened by the leadership and generosity that all of the new Location Directors are providing to their new(ish) teams.

Media summary – January 2020

70. Auckland Anniversary Weekend events on the Waterfront had positive news coverage. The [NZ Herald coverage](#) included an NZ Herald Focus video of the third annual Ice Cream Sundae event at Silo Park. It really shows just how many people were enjoying our spaces over the long weekend.
71. OurAuckland Magazine’s February issue features a three-page spread on our work with Haumaru Housing and Green Star Communities. Both Jessica Laing and John Carter provided comment to the feature. More than 540,000 copies of OurAuckland Magazine are distributed to homes, businesses, libraries and council centres each month. This was a great collaboration with Bauer Media and Auckland Council to have this feature included. Please find a copy attached.
72. There was positive coverage of the sale agreement of the two Auckland Council buildings in Henderson being sold to Laidlaw College. As well as being reported in [Stuff](#) and the [Herald](#), it was also covered by the Bob Dey Property Report and NewsTalk ZB interviewed Cllr Linda Cooper about the benefits the agreement will bring.

- 73. Connie Clarkson, our Kitchen Project lead, appeared on TVNZ Breakfast to provide an update on the project and talk about Chinese New Year food traditions. The segment promoted a number of our Kitchen Project participants.
- 74. Stuff's Steve Forbes wrote about the expressions of interest process for a [development agreement on Mayoral Drive](#), above the planned CRL Aotea Station. Expressions of interest were sought last year.
- 75. There continues to be significant coverage about progress on the America's Cup, with this being led by Auckland council spokespeople.

Ngā tāpirihanga | Attachments

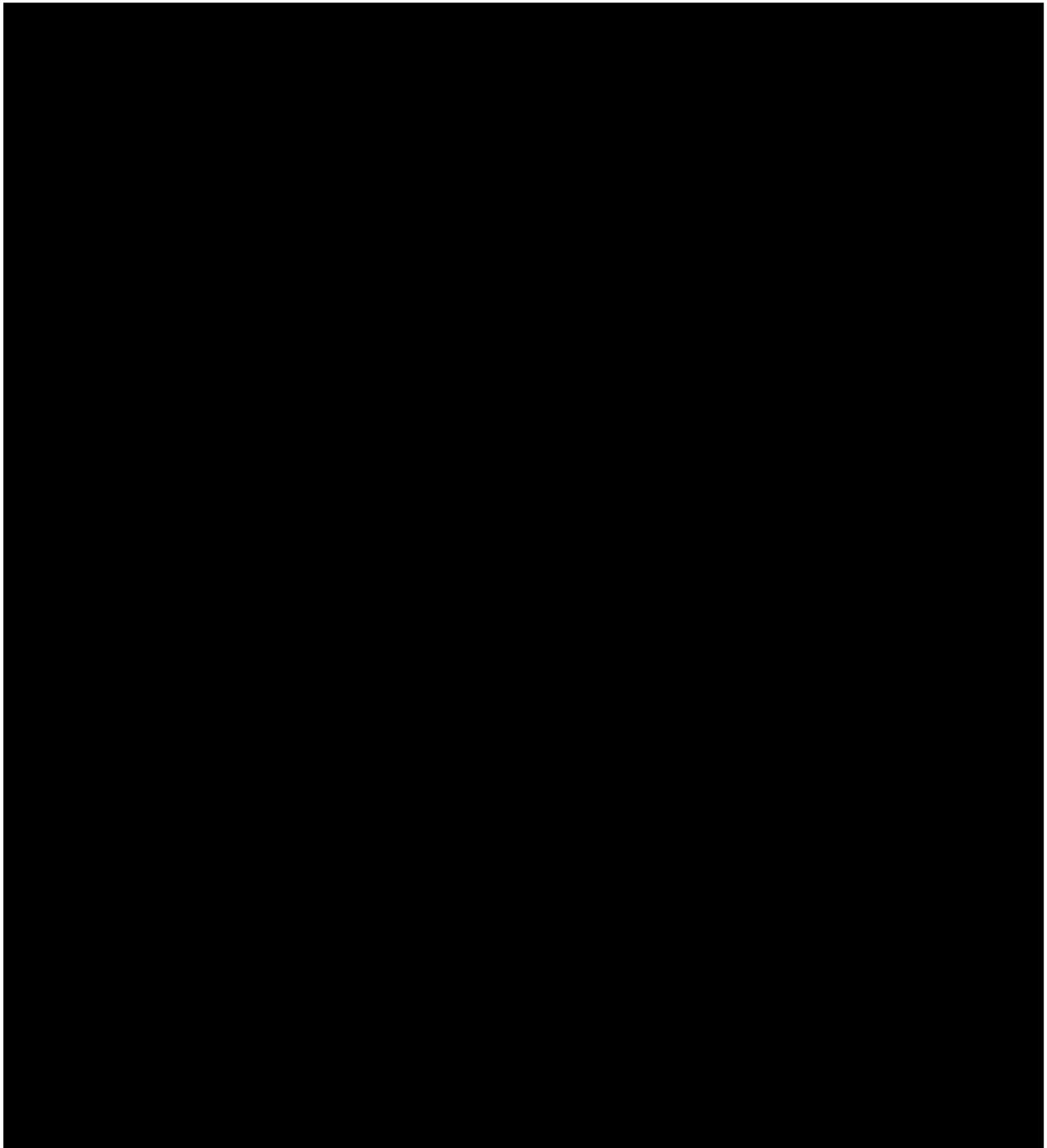


Decision Paper: Unlock Avondale: 1817 Great North Road, Avondale

February 2020

Ngā tūtohunga | Recommendations

1. That the Panuku Board...



Whakarāpopototanga matua | Executive summary

2. Panuku has been working with the Ministry of Housing & Urban Development (MHUD) Land for Housing Programme (Crown) on three separate sites across Auckland to support the Crown delivering housing outcomes at pace.

[Redacted]

3. [Redacted]

4. The site is strategically important as it is in a highly visible gateway location on the entry into Avondale Town Centre. Key essential outcomes sought are a market/affordable product to support a quality housing mix within the Unlock Avondale area and a quality well-designed apartment development that will be able to achieve a Homestar 6 rating (accreditation to be provided). The proposed transaction achieves this and is in line with the approved business case.

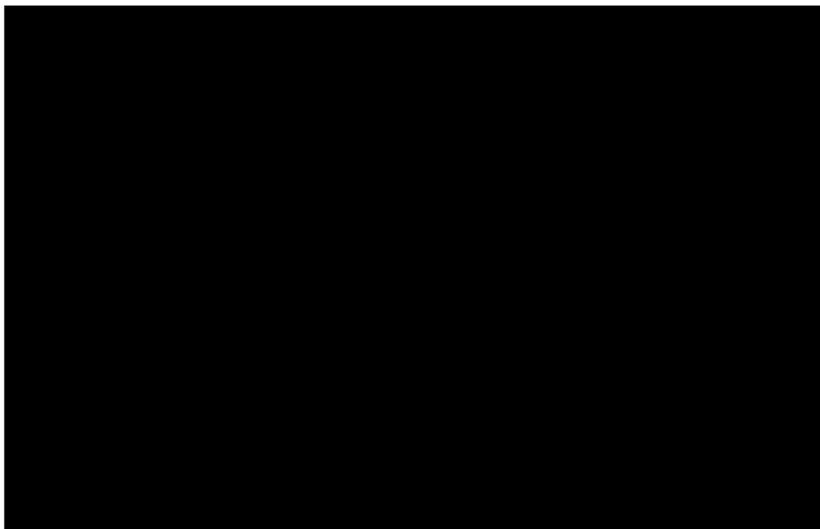
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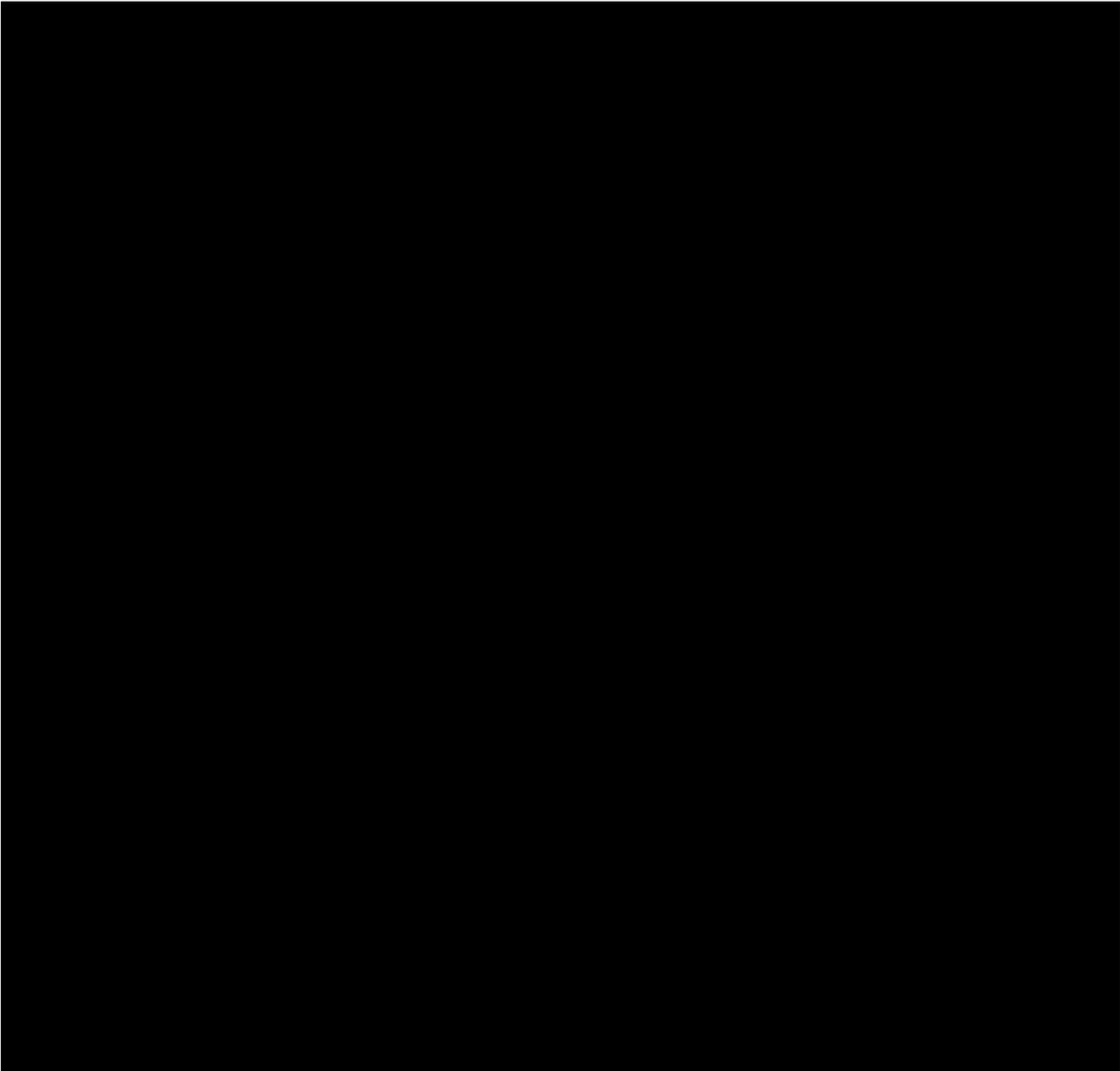
Horopaki | Context

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
25 October 2017	Decision Paper: Unlock Avondale High Level Project Plan	Approved
11 July 2019	Decision Paper: Avondale Enhanced Programme Business Case	Approved

Matapaki | Discussion

9. The Auckland Council Finance and Performance Committee formally resolved the authority to dispose of 1815 – 1823 Great North Road in 2014. Panuku subsequently amalgamated the three sites that are now known as 1817 Great North Road.
10. This 2,912 sqm site is located on the corner of a large block of land to the north of the town centre. The wider block contains the existing community centre and library, a large [REDACTED] site and the [REDACTED] site, which has been acquired by the Ted Manson Foundation.
11. The site acts as a gateway into Avondale, meaning that any development on this site will be highly visible entering Avondale from the north. [REDACTED]
[REDACTED]





22. This proposal enables strategic objectives of the HLPP, specifically:

- Development opportunities and site sales.
- The rejuvenation of Avondale through facilitating planned best practice development of strategic sites enabling the development of underutilised assets.
- The development of new homes of mixed typology, medium density and Homestar 6 standard certification.

Hīraunga | Implications

Ngā ritenga ā-pūtea | Financial implications

23. The net proceeds of the sale form part of Panuku revenue projection.

Ngā koringa ā-muri | Next Steps



Ngā tāpirihanga | Attachments

Avondale concept plans which are withheld from the public under S7(2)(b)(ii) and S7(2)(i) of the LGOIMA.

Ngā kaihaina | Signatories

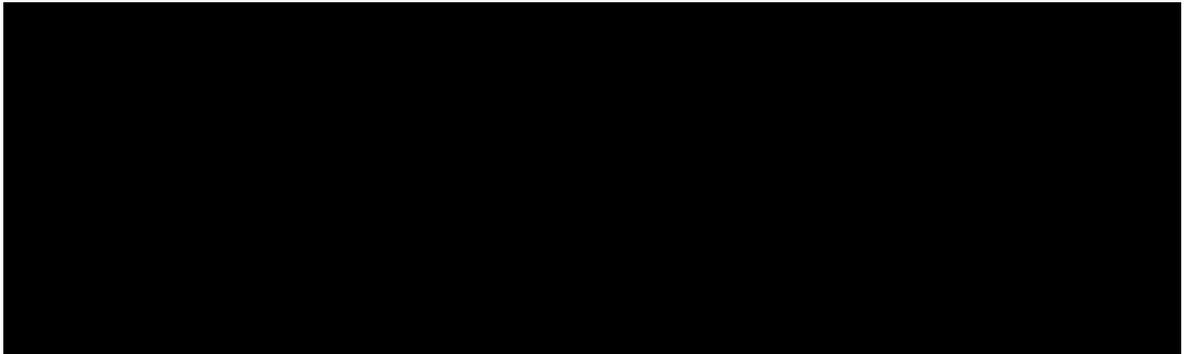
Role	Name	Date	Signature
Priority Location Director	John Carter	19/02/2020	
Chief Executive (acting)	David Rankin	19/02/2020	

Decision Paper: 6 Clonbern Road, Remuera – development strategy proposal

February 2020

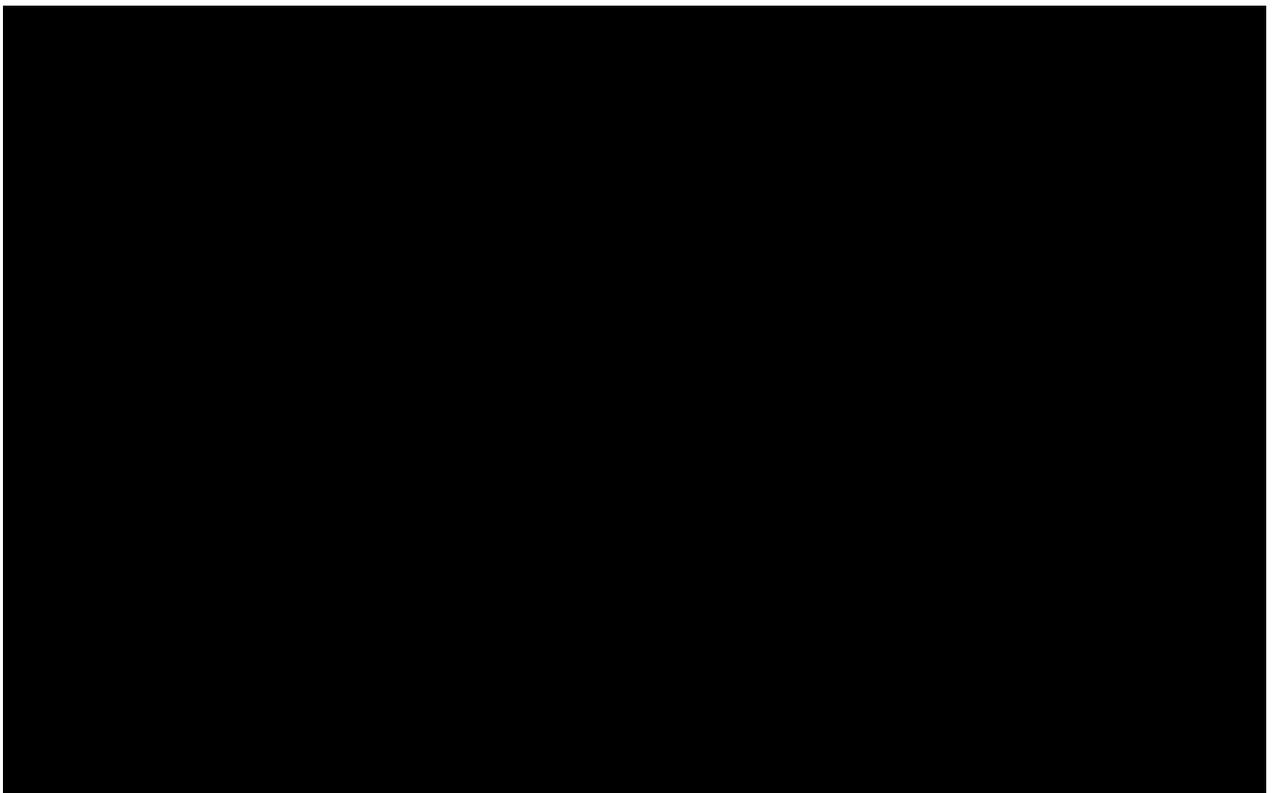
Ngā tūtohunga | Recommendations

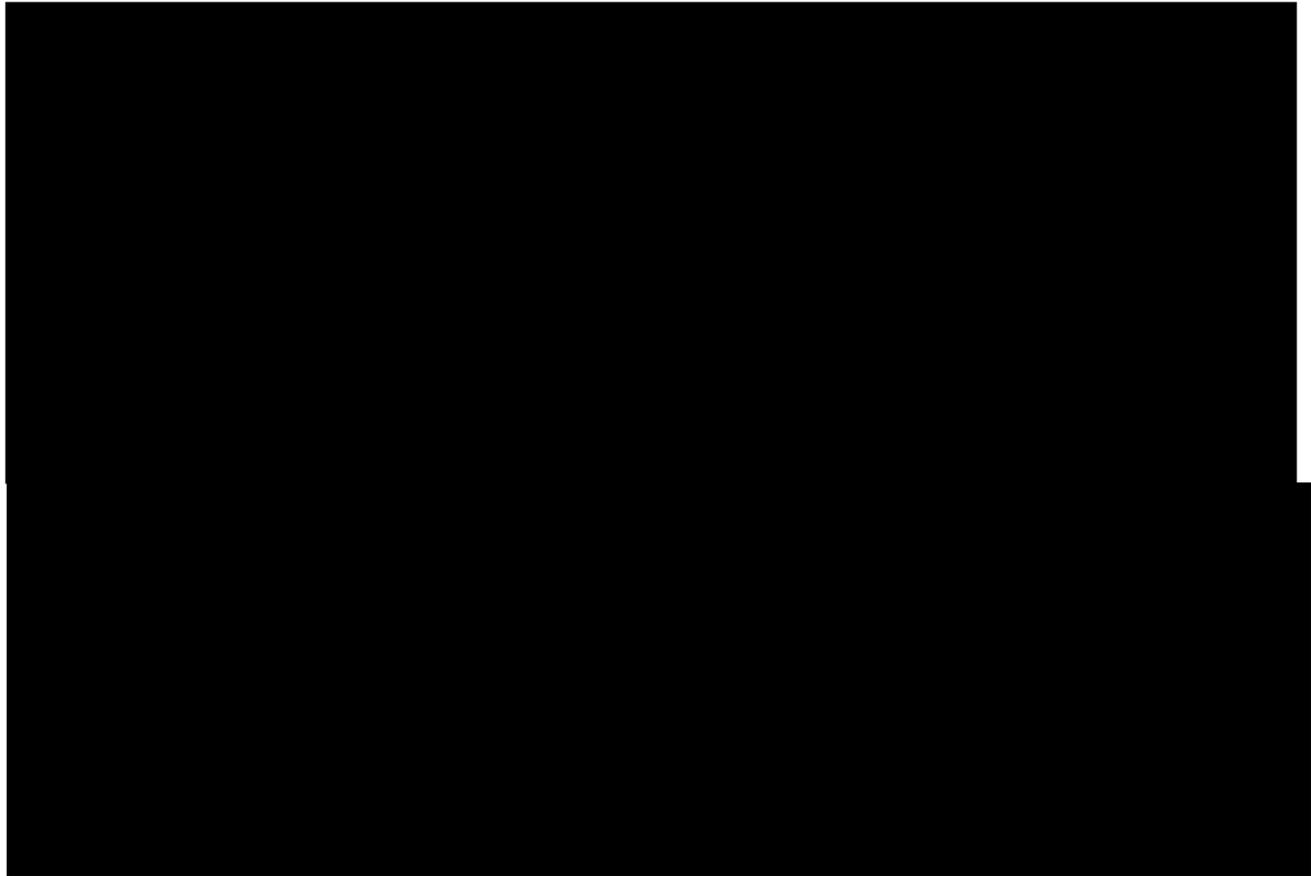
1. That the Panuku Board approve a development strategy involving:



Whakarāpopototanga matua | Executive summary

2. The Finance and Performance Committee approved the disposal of 6 Clonbern Road, subject to provision of a minimum of 200 car parking spaces within any new development, in December 2019.





Horopaki | Context

Goals	Objectives
Catalyse urban redevelopment – through projects to “transform, unlock and support”	<p>To facilitate the high-quality urban redevelopment of strategic brownfield locations including the waterfront and selected metropolitan and town centres and transport nodes.</p> <p>To facilitate investment in these locations through collaboration with the private sector, third sector, Iwi and government as partners in the urban redevelopment</p> <p>To facilitate an increase in housing supply, and residential choices, including housing in the affordable spectrum and Housing for Older People, working with partners, in order to accommodate growth</p> <p>To continue the urban redevelopment of the waterfront, in particular the Wynyard Quarter, including commercial, residential and marine development and new and enhanced public spaces, in accordance with the Waterfront Plan and in a way that balances commercial and public good objectives</p>

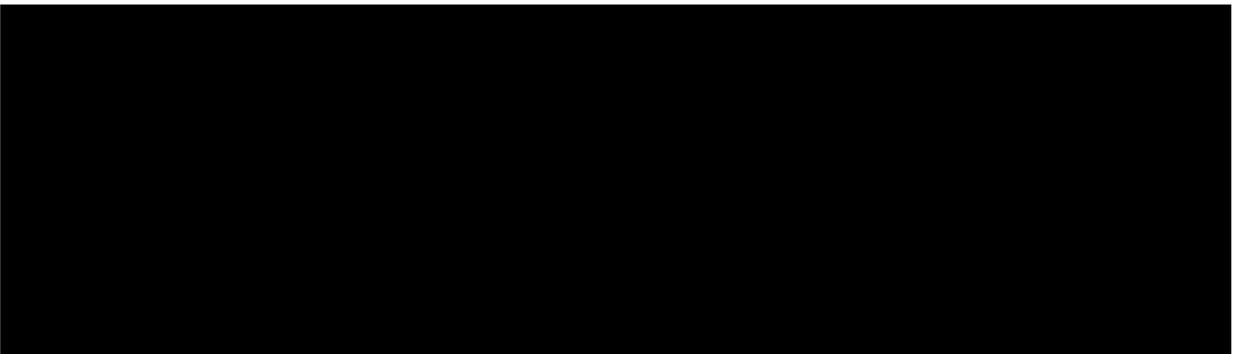
Key initiatives	Goal
Strategically create value from assets – to drive strategic and commercial value from existing and planned assets	To drive, in partnership with Council, improved commercial and strategic value from assets (both service and non-service), through strategic portfolio review To optimise returns from development and disposals in a commercially robust manner
Building lead agency role and alignment	Catalyse urban development
Project and programme management to enhance project delivery	Drive business performance
Securing pipeline	Strategically create value from assets Catalyse urban development

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
March 2018: Finance and Performance Committee	Progressing urban development - to agree the reinvestment of the proceeds of asset sales in the Transform and Unlock locations to fund the approved Transform and Unlock work programme, along with a broader package of measures to support the comprehensive development and urban redevelopment of town centres to support implementation of the Auckland Plan	Approval of the extension of the Optimisation of Service Property approach to Auckland Transport noting that this will enable reinvestment of net proceeds by Auckland Transport in transport priorities arising from the commercial development of service property undertaken in partnership with Panuku as part of an urban development project where airspace is being sold above a transport service site: Resolution number FIN/2018/39
13 September 2018	Policy for Selecting Development Partners	Existing policy updated and approved
30 August 2019: Panuku Board meeting	Information Paper: Clonbern Road Car Park at 6 Clonbern Road, Remuera	Update to the Board on structural integrity issues and proposed divestment process and timetable
24 September 2019: Panuku Board meeting	Decision Paper: Clonbern Road Car Park at 6 Clonbern Road, Remuera – divestment and actions to enable determination around continued closure or re-opening	Approval of recommendation to Finance and Performance Committee to divest property

29 October 2019: Panuku Board meeting	Decision Paper: Clonbern Road Car Park at 6 Clonbern Road	Board agreement to commence demolition process subject to expert confirmation of safety issues
29 November 2019: Panuku Board meeting	Decision Paper: Clonbern Road Car Park – development strategy	Board received update on safety issues and sought approval for implementation of development strategy
3 December 2019: Finance and Performance Committee	6 Clonbern Road, Remuera disposal recommendation	Approval of the disposal of 6 Clonbern Road subject to provision of a minimum of 200 car parking spaces within any new development

Matapaki | Discussion

Background to currently proposed Development Strategy

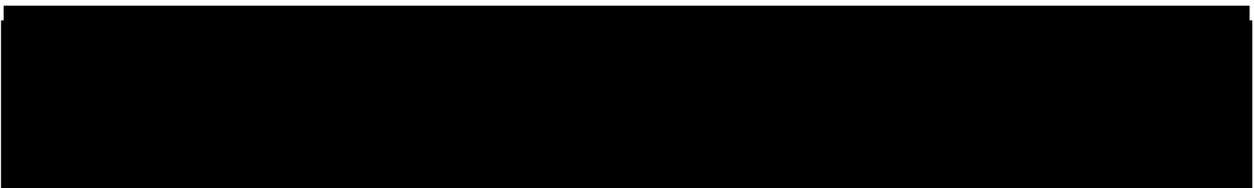


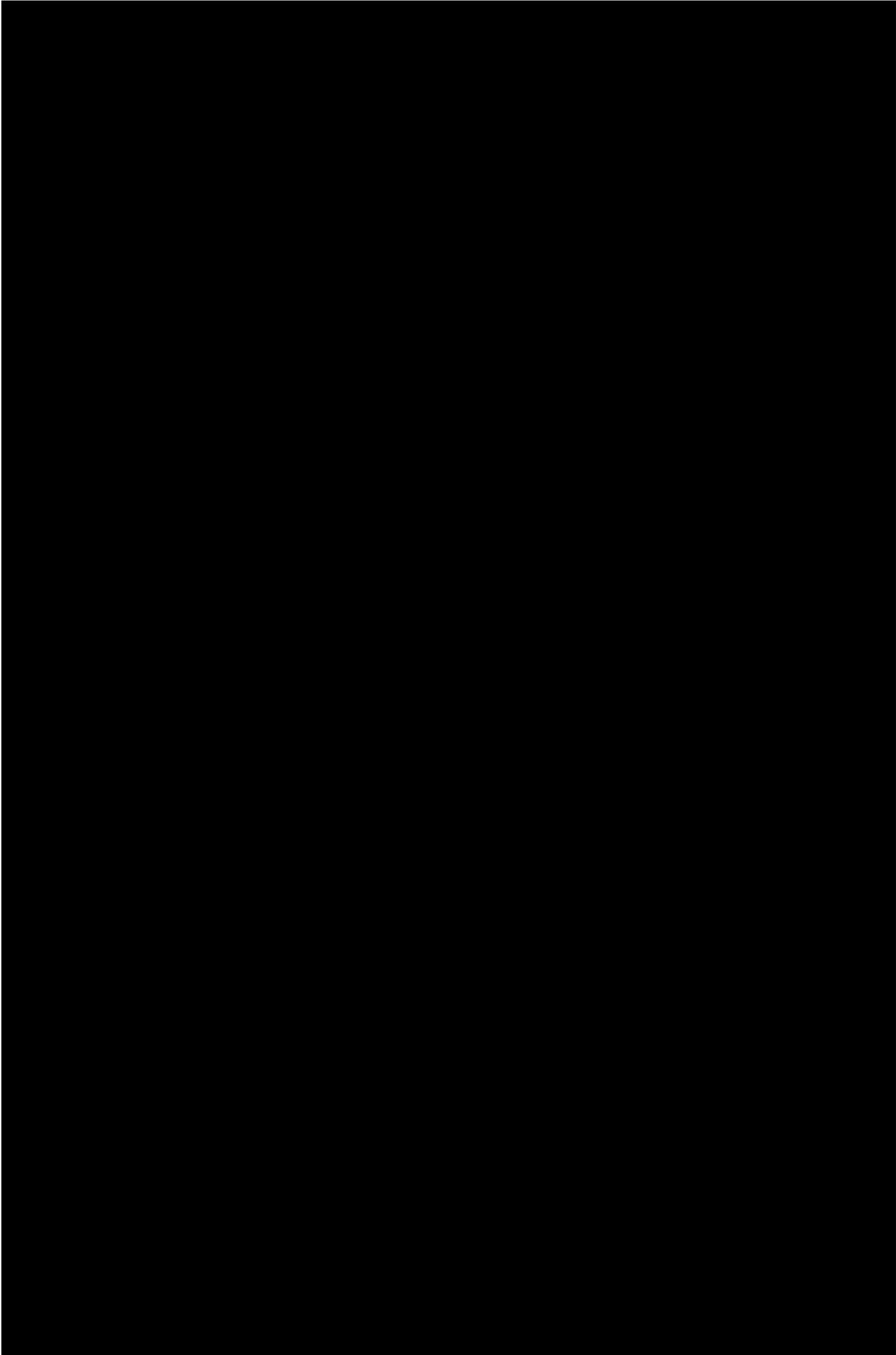
- The Finance and Performance Committee approved the disposal of 6 Clonbern Road, subject to provision of a minimum of 200 car parking spaces within any new development, on 3 December 2019.

Development Strategy investigations and conclusions

- The executive has undertaken further investigation and determined a revised development strategy that aims to maximise sale value and fulfil strategic car parking provision requirements. It will also help achieve a mixed-use outcome.

Stand-alone development: feasibility investigations and development constraints

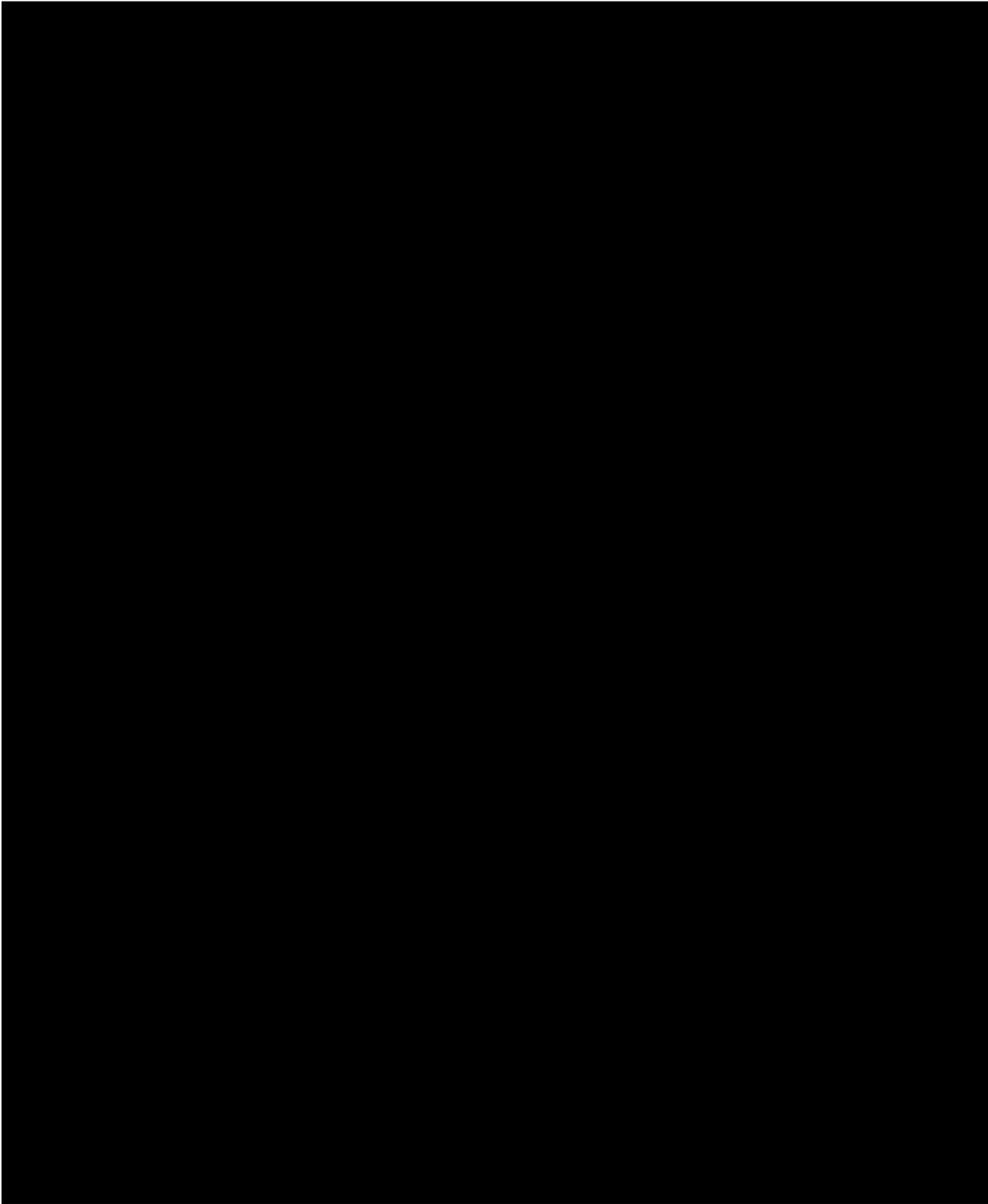


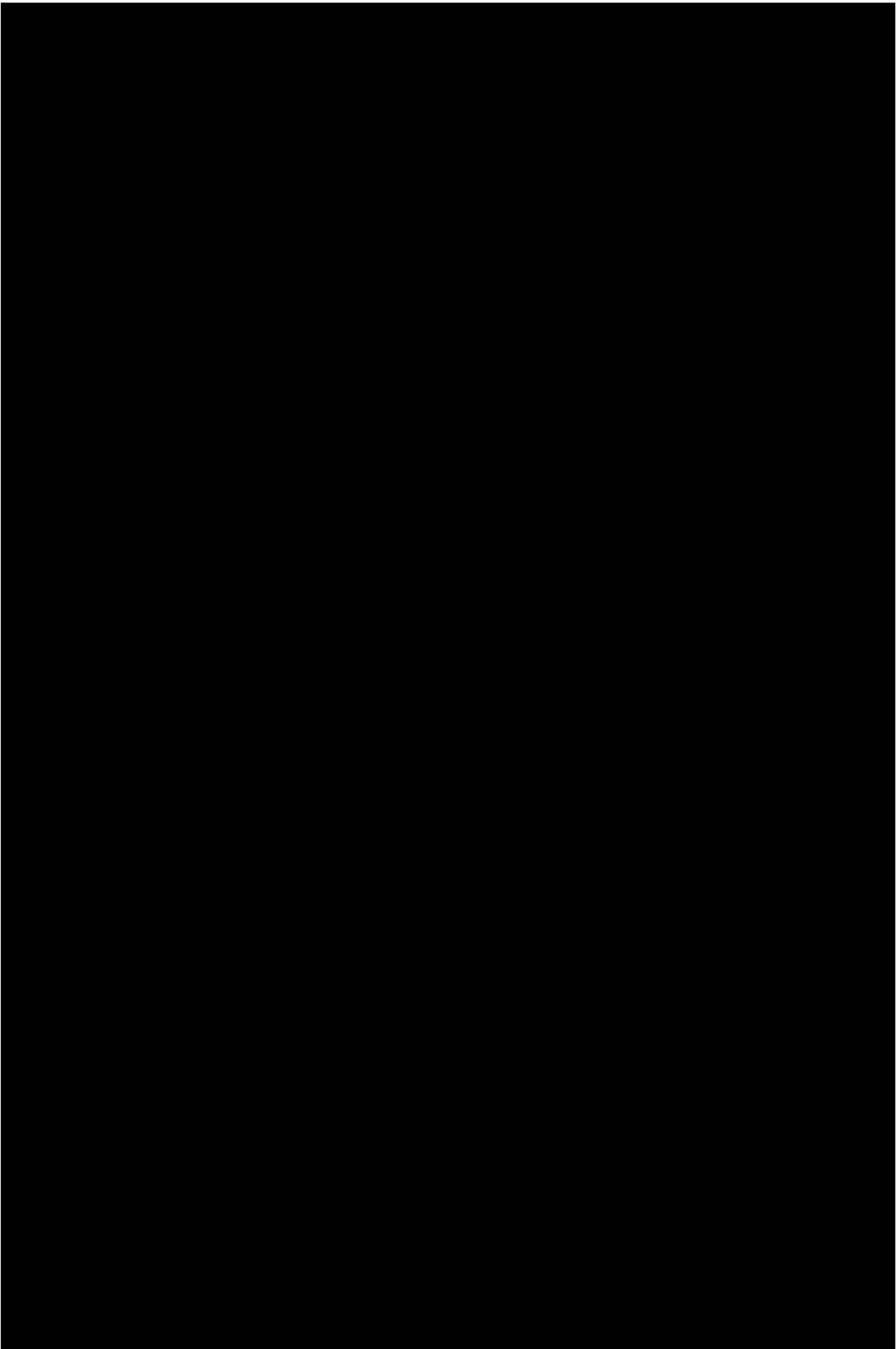


Integrated development: component parts

27. As determined by the Finance and Performance Committee, the primary objective is to realise value from the site to provide funds to be reinvested into the development of the 200 carparks. Beyond realising the best value from the sale, Panuku has identified development objectives for the site that enable outcomes that further benefits and integrates with the Remuera town centre.

28. To achieve this, the following land use activities will be supported





2018. The Policy outlines that dealing exclusively with one or a limited number of development party/s directly is permitted:

- where the development agreement is with the owner of the adjacent land, and
- where a specific proposal meets or ideally exceeds Auckland Plan and/or Panuku strategic objectives in a manner that other proposals would not.



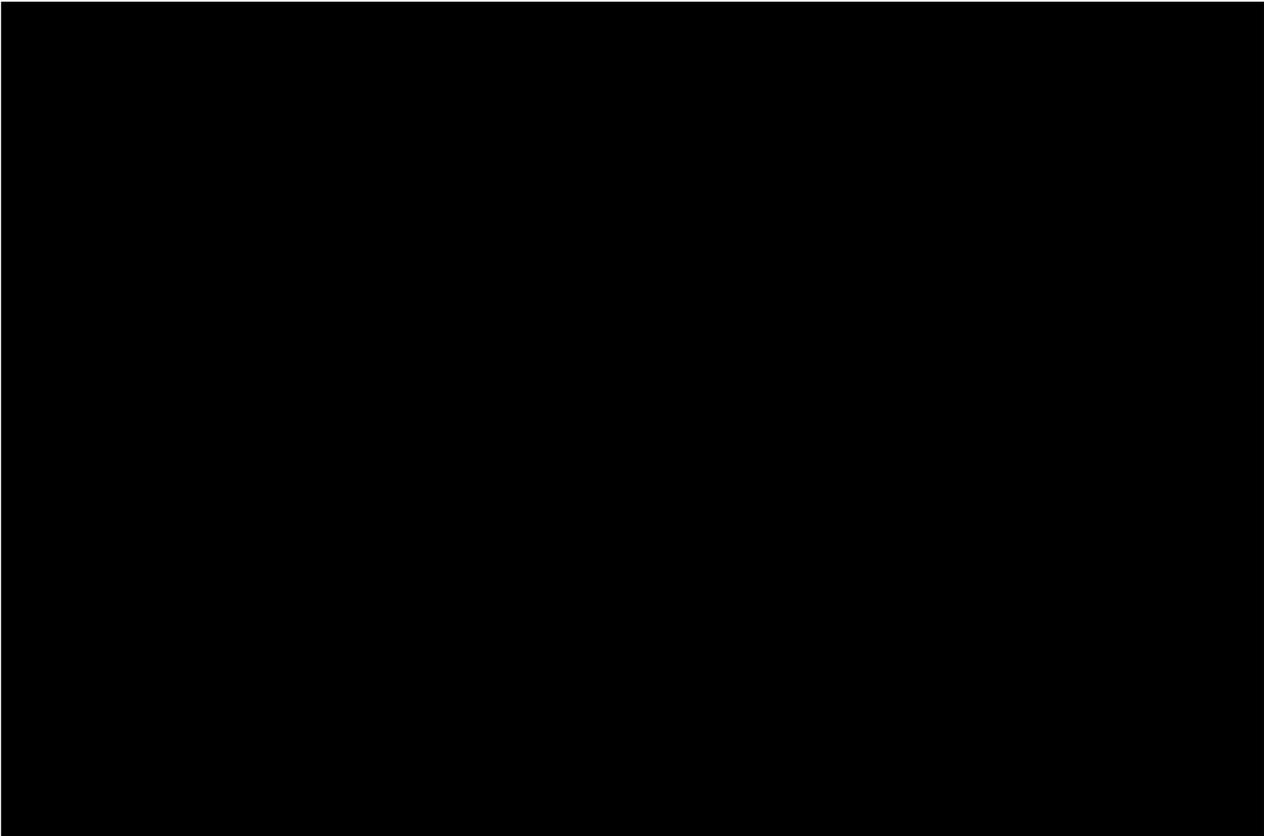
Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations



Tauākī whakaaweawe Māori | Māori impact

46. 19 mana whenua iwi authorities were contacted regarding the proposed divestment sale of 6 Clonbern Road on 27 August 2019. No feedback was received from 18 of the authorities, but Ngāti Te Ata expressed interest in potentially acquiring and developing this site in partnership with Panuku and any other interested parties.

Ngā koringa ā-muri | Next Steps



Ngā tāpirihanga | Attachments



Ngā kaihaina | Signatories

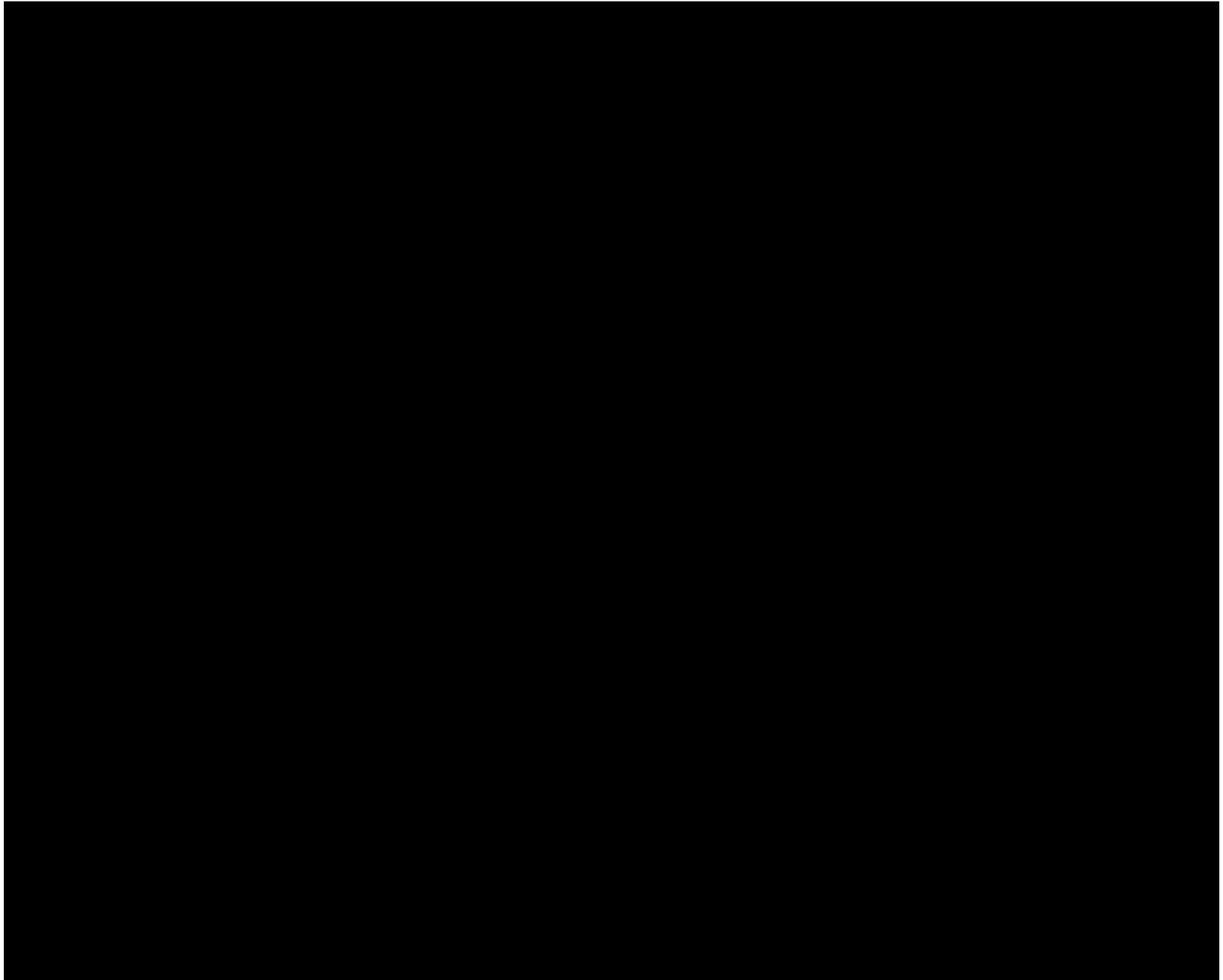
Role	Name	Date	Signature
GM Assets & Delivery	Marian Webb	19/02/2020	
Chief Executive (acting)	David Rankin	19/02/2020	

Decision Paper: Sale of 82 Manukau Road, Pukekohe

February 2020

Ngā tūtohunga | Recommendations

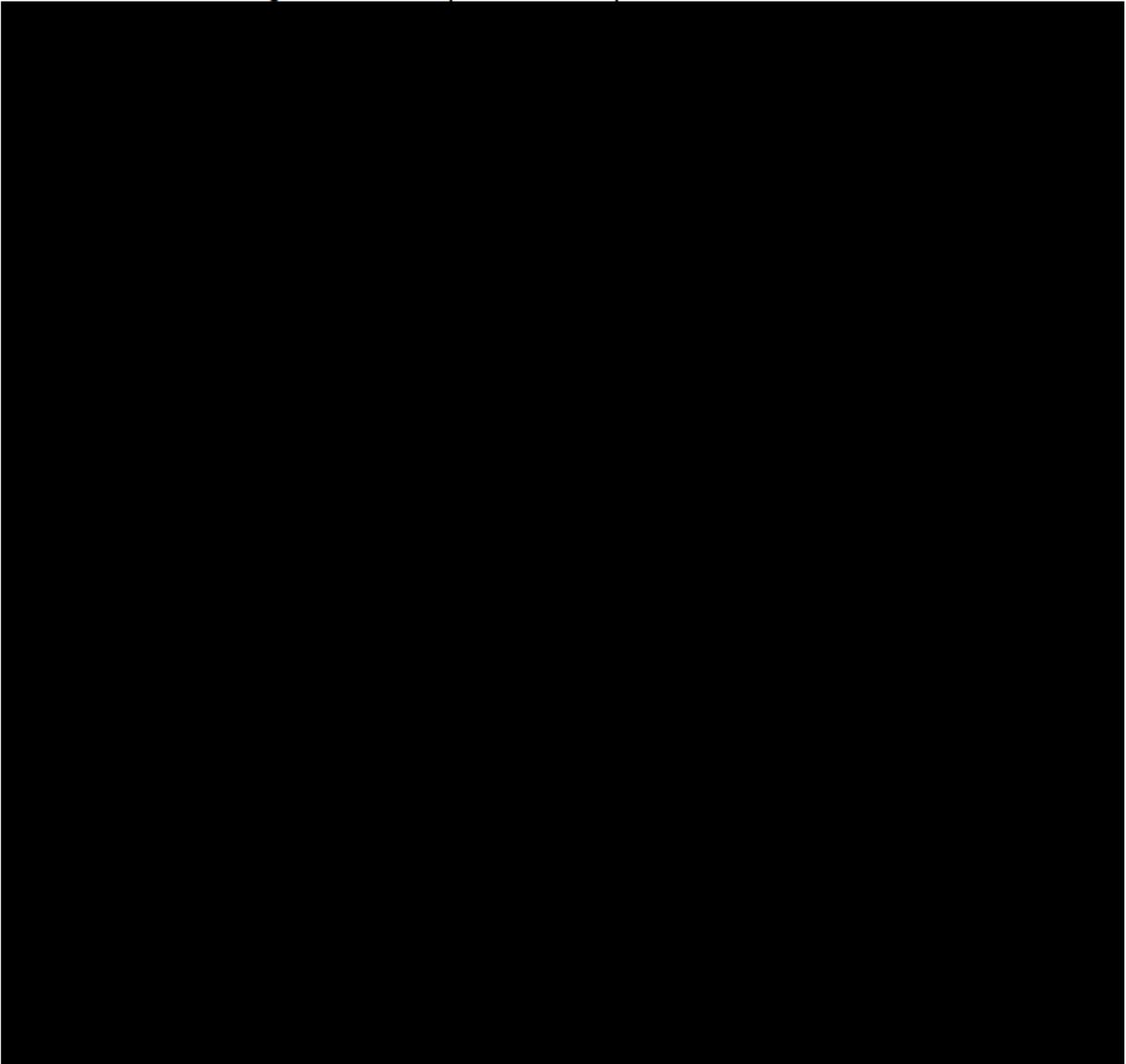
1. That the Panuku Board...



Whakarāpopototanga matua | Executive summary

2. Panuku is providing transaction services to Auckland Council for the sale of the property at 82 Manukau Road, Pukekohe as part of the Corporate Disposals Programme. The 1.3-hectare site with a 2,157 square metres of single level council office space constructed circa 1980 
3. A tender process with a two-stage evaluation was agreed with the Panuku Board as the most appropriate method of sale for 82 Manukau Rd, Pukekohe. Stage one of the

marketing and tender process closed 12 December 2019 with eight submissions received and evaluated weighted 50/50 on price and non-price criteria.



Horopaki | Context

11. The executive agreed with the Panuku Board that it would progress a two-stage tender campaign for the sale of 82 Manukau Rd, Pukekohe. The first stage of the process was designed to take the property to the market by way of open tender over a five-week period commencing 1 November 2019. The purpose of this approach was to determine if the responses received would address the strategic objectives being sought from the sale. The tender process was extended by one week due to the high interest in the site.
12. It was agreed that the second stage of the process would involve shortlisting potential parties whose proposals met the commercial offer and desired development objectives. The parties selected from stage one were to provide further urban design detail that would be assessed by the evaluation panel in stage two.





Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
10 October 2019 Panuku Board Meeting	Corporate Property: 82 Manukau Rd, Pukekohe, Go to Market	Inform of go to market strategy, via tender and assessed based on multiple attributes.
10 May 2018 Council Finance and Performance Committee	Corporate Property portfolio Strategy	Approved the disposal of the property. FIN/2018/73

Matapaki | Discussion

23. The corporate property strategy notes specific objectives for the disposal of 82 Manukau Road, Pukekohe namely to:

- i. Realise the best value from the sale to provide funding for the Auckland Council corporate accommodation strategic outcomes
- ii. Confirm any requirements of Auckland Transport for a park and ride facility
- iii. Secure a sale and purchase agreement no later than the programme milestone (FY19/20)
- iv. Work with the council's Corporate Property team to align the relocation timing of the council services currently provided for at 82 Manukau Road.

24. The disposal is essential to realising value and providing funds to be reinvested in the agreed programme to create a fit-for-purpose and future-proofed corporate property network. Albeit the primary objective of this disposal is capital receipts, it has been agreed that there is an opportunity to align with the objectives set out in the Unlock Pukekohe high level project plan (HLPP).

25. The Panuku development objectives for 82 Manukau Road as set out in the Unlock Pukekohe HLPP are to:

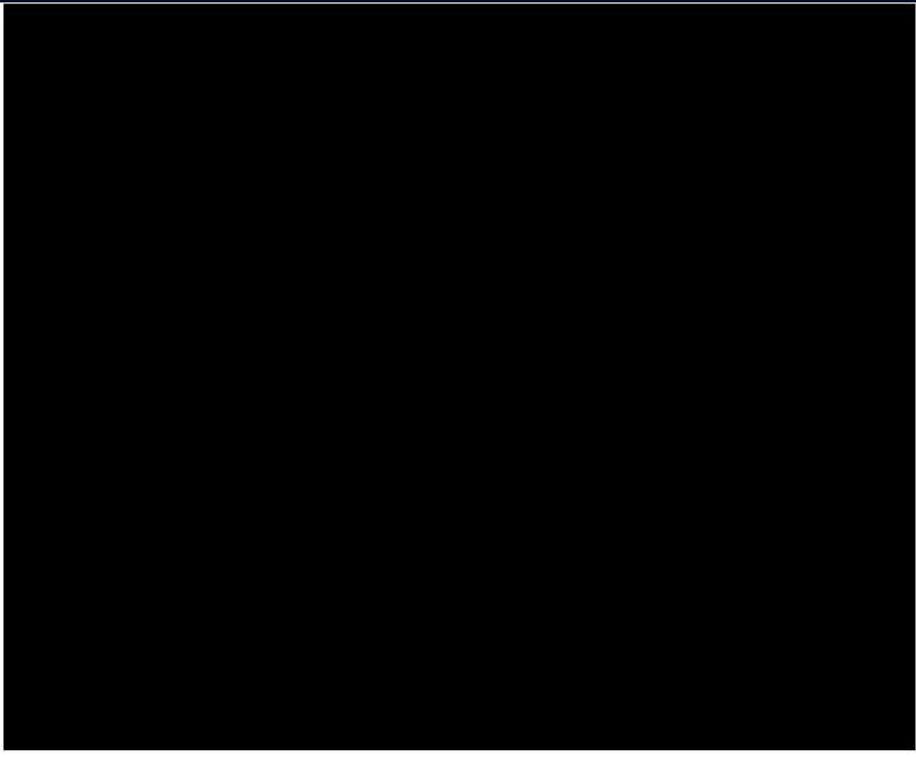
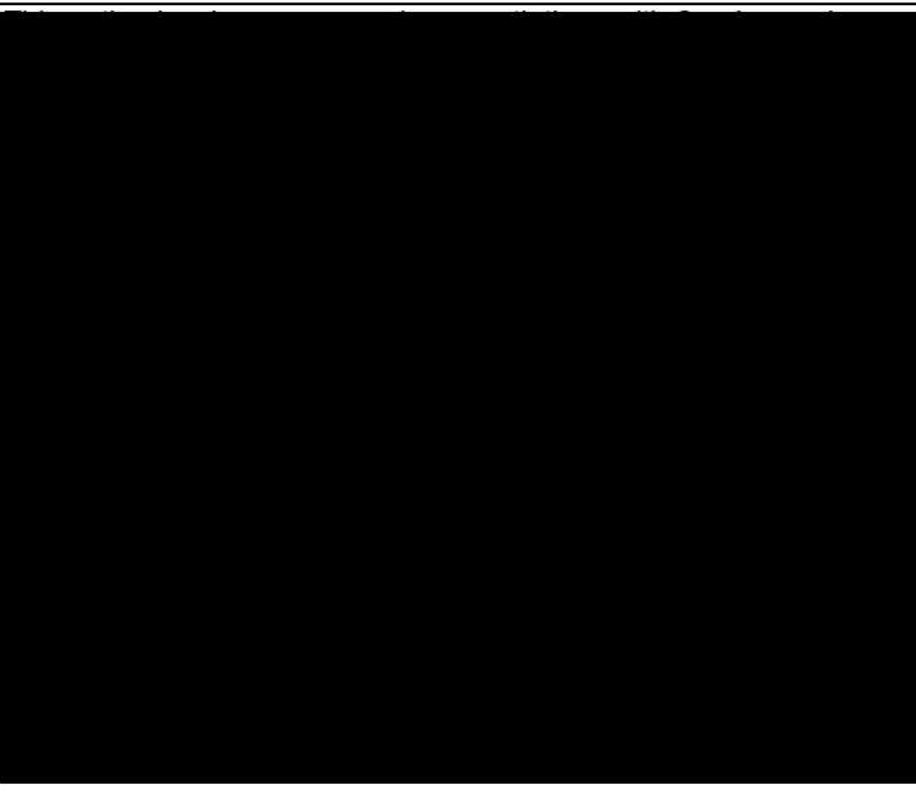
- have a transformational impact, enabling a complete redevelopment of the site
- provide quality employment opportunities by attracting high quality jobs from the development activity on the site
- strongly discourage large format retail proposals as this site is strategically located near the upgraded train-station
- leverage off the existing and new transport infrastructure
- enable mix use residential outcomes where possible.

The following land use activities will be supported:

- mixed use commercial focusing on quality jobs
- visitor accommodation to support local events and business
- health care to support a gap in the market
- education to support a gap in the market
- medium density residential.

26. The sale of this property with agreed outcomes will catalyse urban development in the Pukekohe area by offering a purchaser development options to refurbish or develop the existing building and/or develop additional accommodation.

27. The following options were considered to best balance the outcomes from the site:

Option	Description
Option 1 - Preferred 	
Option 2 	

Outcomes and Programme alignment of preferred option

Corporate Property Strategy

28. The preferred tender meets the council's Corporate Property Strategy objectives by realising the best value from the sale with the lowest risk. It can be completed within the required timeframe and aligns with councils timing for relocation. It also allows for public parking if necessary.

Key Design Outcomes

29. The key design outcomes for the site have been identified as:

- Enhancing the property interface with Manukau Road and Customs Street
- A distinctive, quality architecture that reflects Pukekohe's identity
- Assisting with the delivery of wider strategic outcomes as outlined in the HLPP.

30. To summarise the development will meet these objectives by:

- a) Maintaining many of the mature and prominent trees on the site
- b) [REDACTED]
- c) Increasing the sites Manukau Rd profile [REDACTED]
- d) Highlighting accessible entrances from both streets
- e) Screening of the proposed multi-level carpark
- f) Upgrading the exterior. This will include removal of the asbestos gutters and down pipes and replacing with a rolled metal profile in keeping with the roof line. Large windows will be added to allow light to the interior and to open up the café area. All concrete block and concrete exterior surfaces will be plastered to modernise the façade.
- g) Early engagement with mana whenua as previously completed in past projects
- h) Designing the development as 'one' to ensure cohesion between the stages.

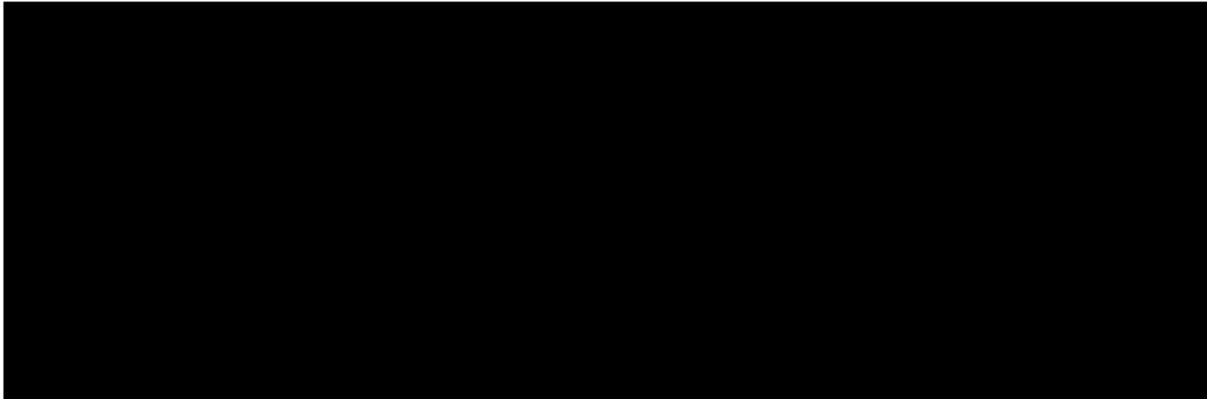
HLPP Alignment

31. There are four goals set out in the HLPP – the goals that are most relevant to this site are:

32. Goal 3 – Attract new businesses and services.

33. Outcome – A thriving local economy that offers better access to employment, education and healthcare for local people.

34. This goal talks about using 'selected council properties to attract quality healthcare, employment or education.' This proposal clearly meets this outcome, and it is important to maximise the benefit and opportunities to Pukekohe of providing this facility.



- 36. Goal 4 – Enhance local community identity.
- 37. Outcome – Pukekohe’s diverse communities will be celebrated and reflected in the town centre.
- 38. This goal talks about celebrating local identity, partnership with mana whenua and potentially exploring how Pukekohe’s high value food could play a role in the operation of the café and facility.



- 40. It is also in a prominent position within the town centre and one of the few remaining sites that still retains such extensive planting. The developers are committed to retaining and incorporating into the design many of the mature and prominent trees.
- 41. The site plays a role in key move 3 of the HLPP – the Station Precinct.
- 42. The intention behind the Station Precinct is to build on the opportunity provided by the train station and bus interchange, increase the activity around the train station, and in particular create a better connection between the train station and town centre by improving and encouraging walking and cycling. This building/facility will be the first new building people see when they get off the train and is part of the ‘gateway’ to Pukekohe.

Hīraunga | Implications

Ngā ritenga ā-pūtea | Financial implications

Options	CAPEX	OPEX	Income	Total



Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

43. The key risks identified for the sale and the mitigations proposed of undertaken are as follows.

Risk	Status	Mitigation

Tauākī whakaaweawe Māori | Māori impact

44. Council staff contacted Ngāi Tai ki Tāmaki, Ngāti Tamaoho, Te Ākitai-Waiohua, Ngāti Te Ata – Waiohua, Te Ahiwaru, Ngāti Paoa, Ngaati Whanaunga, Ngāti Maru, Ngati Tamatera and Waikato-Tainui regarding the potential sale of 82 Manukau Road, Pukekohe on 4 December 2017. None of the iwi authorities provided feedback specifically in relation to the potential sale of 82 Manukau Road, Pukekohe.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

45. The key stakeholders are Auckland Council Corporate Property and the Franklin Local Board.

46. Auckland Council approved the sale of the property with capital receipts be ring-fenced to reinvest into the corporate property programme of works. The disposal is essential to realising value and providing funds to be reinvested in the agreed programme to create a fit-for-purpose and future-proofed corporate property network.

47. The Franklin Local Board have been kept informed of the sale process and are aware that the outcomes sought from the sale align with the High Level Project Plan which is supported by the Local Board.

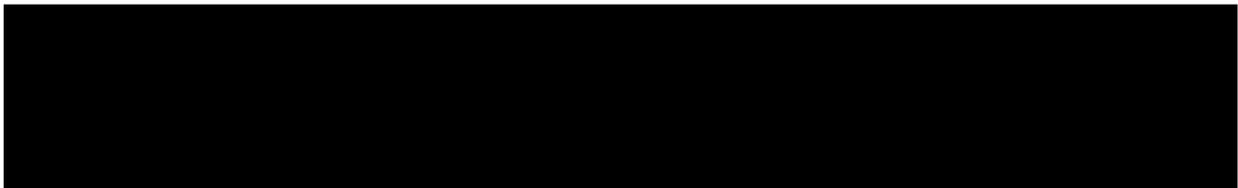
Ngā koringa ā-muri | Next Steps

Deliverable(s)	Delivered by	Date due
Panuku DAR approval (contract terms)		
Panuku Board decision		
Agreement unconditional		
Settlement		
Project Close / Lessons Learned		

Ngā tāpirihanga | Attachments

Attachment 1 - Outcomes for 82 Manukau Road, Pukekohe

Attachment 2 – Existing site



Ngā kaihaina | Signatories

Role	Name	Date	Signature
GM Development	Allan Young	19/02/2020	
Chief Executive (acting)	David Rankin	19/02/2020	

Attachment 1 - Outcomes for 82 Manukau Road, Pukekohe

The following is a brief description of the design outcomes that Panuku wishes to see in the development of the ex-council offices at 82 Manukau Road, Pukekohe [REDACTED]

Pukekohe High Level Project Plan

The Pukekohe HLPP outlines how Panuku aims to unlock the potential of Pukekohe's town centre. The development of 82 Manukau Road will need to demonstrate how it delivers against the Principles, Goals, Key Moves and Design Outcomes below.

Principles

Principles that underpin the HLPP are:

Precinct redevelopment – using key council sites to unlock wider strategic outcomes

Public realm investment – investing the public realm with distinctive, place led design and a focus on walking and cycling

Partnership – partnership approach with Panuku, wider Council family, Franklin Local Board and mana whenua

Placemaking – the role of this site and facility in fostering capacity and pride in Pukekohe, the wider positive impact on the community

Goals

There are four goals in the HLPP – the goals that are most relevant to this site are:

Goal 3 – Attract new businesses and services.

Outcome – A thriving local economy that offers better access to employment, education and healthcare for local people.

This goal talks about using 'selected council properties to attract quality healthcare, employment or education.' This proposal clearly meets this outcome, and it is important to maximise the benefit and opportunities to Pukekohe of providing this facility.

Goal 4 – Enhance local community identity.

Outcome – Pukekohe's diverse communities will be celebrated and reflected in the town centre

This goal talks about celebrating local identity, partnership with mana whenua and potentially exploring how Pukekohe's high value food could play [REDACTED]

Key Moves and Design Outcomes

Underneath those are the four key moves – and this site has a key role in Key move 3 – the Station Precinct.

The intention behind the Station Precinct is to build on the opportunity provided by the train station and bus interchange, increase the activity around the train station, and in particular create a better connection between the train station and town centre by improving and encouraging walking and cycling. This building/facility will be the first new building people see when they get off the train and is part of the 'gateway' to Pukekohe.

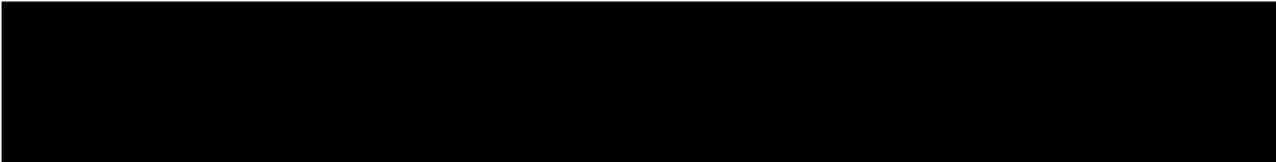
The proposal should achieve the following:

Enhance Manukau Road and Customs St

Incorporate the mature trees on site into the landscape plan. The site has almost all the mature trees on Manukau Road, and it is critical that these are incorporated into the design.

Address the street. Currently the building is set well back from the street, and the frontage and especially the corner is dominated by carparking. It would be good to bring the building forward to engage with the street as much as possible [REDACTED]

Ensure public entrances to the building have a legible connection with the street.



Consider how the design interacts with the reserve to the south. While this reserve is low amenity, it is accessible to the public and the design will have to consider personal safety/Crime Prevention Through Environmental Design (CPTED) issues

Distinctive, quality architecture that reflects Pukekohe's identity

The proposal should include a context analysis and design response that informs the design.

Development should include high quality architecture and materials relate to the unique qualities and characteristics of the site and Pukekohe, it's history and culture.

We encourage the developer to engage with mana whenua and use Te Aranga design principles to inform the overall design – this could include artwork, naming, landscape etc. It could also include wider partnership opportunities.

The proposal must demonstrate how the refurbished building and new additions are read as a comprehensive redevelopment. The older and new parts of the building should be read as different to each other, but must avoid looking 'piecemeal' or 'stuck on'.

Assist with delivering wider strategic outcomes outlined in the HLPP

As noted in the RFP and successful submission, this site is very important in creating jobs, particularly a range of high value jobs that will help to grow employment in Pukekohe. It would be good to explore what other wider outcomes could be achieved. This could include such elements such as:

Emphasising local employment [REDACTED]

Partnership/training opportunities with schools or other local education providers.

Partnership with local board/other community groups/mana whenua.

Attachment 2 - Existing Site



Decision Paper: Grants and donations policy; 2019/2020 Plan; and half year results

February 2020

Ngā tūtohunga | Recommendations

1. That the Panuku Board:
 - a) Approve the revised Grants and donations policy, and
 - b) Approve the Grants and donations plan for 2019/2020.

Whakarāpopototanga matua | Executive summary

2. The review of the Grants and donations policy is now complete and was presented to the Audit and Risk Committee on 18 November 2019. The review was part of the wider review of policies subsequent to the land transfer transaction of waterfront properties to Auckland Council, and the full adoption of Our Charter. It has been confirmed that Panuku is operating in line with delegations, and the current asset related Panuku policies have been endorsed.
3. The updated Grants and donations policy includes recommendations from council's CCO Governance team regarding the referencing of strategic objectives of ELT and the Board, and public good outcomes per the Panuku constitution. Refer attachment A for the revised Grants and Donations Policy (with tracked changes) as recommended for board approval.
4. Also included in this paper is the Grants and Donations Plan for 2019/2020 for board approval.
5. The half-year results to 31 December 2019 against the plan are provided further in the paper for information.

Horopaki | Context

6. The Grants and donation policy is reviewed every three years and requires board approval as per the Board Delegated Authority Policy.
7. The annual plan for grants and donations also requires board approval as stipulated in the Grants and Donations Policy.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
25 May 2016 Panuku Board	Decision paper – Grants and donations policy	Approved amended grants and donations policy
25 July 2018 Panuku Board	Decision paper – Grants and donations plan 2018/2019	Approved
24 July 2019 Panuku Board	Information paper – Grants and donations results for 12 months ended 30 June 2019	Received The board noted that this policy is currently under review
30 August 2019 Panuku Board	Board strategy paper – policy update and approval	Approved changes to policy register following the land transfer transaction 26 June 2019 and adoption of Our Charter

Matapaki | Discussion

Grants and donations policy review

8. The Panuku Grants and Donations Policy is due for its three-yearly review. The policy was established to provide guidance for approving grants and donations, making our requirements open and clear to the community, and ensuring consistency and transparency of operation across the organisation. These are typically cash donations and 'in-kind' grants. Grants and donations 'in-kind' are represented by the provision of free or discounted rental of property assets previously owned by Panuku, i.e. land, commercial buildings, car parks and marina berths located within the Auckland waterfront area.
9. We sought advice from council officers on the appropriateness of this policy, following the transfer of legal ownership of waterfront assets to Auckland Council in June 2019. Under council delegation, Panuku continues to manage these assets including the operation of the marinas. Auckland Council has confirmed its endorsement of the Grants and Donations Policy. The policy has been reviewed against council's Community Occupancy Guidelines and Community Grants Policy and has confirmed alignment with all policies, with no conflicts or duplications.
10. Refer attachment A for the revised grants and donation policy, with tracked changes. Changes include feedback from council's CCO governance team requesting clear referencing to the strategic goals of Panuku Executive Leadership Team (ELT) and board, and the contribution to public good outcomes. The Audit and Risk Committee reviewed the revised policy at its meeting dated 18 November 2019.

Grants and donations Plan 2019/2020

11. A summary of the planned grants and donations for the 12 months to 30 June 2020 is provided in the table below.

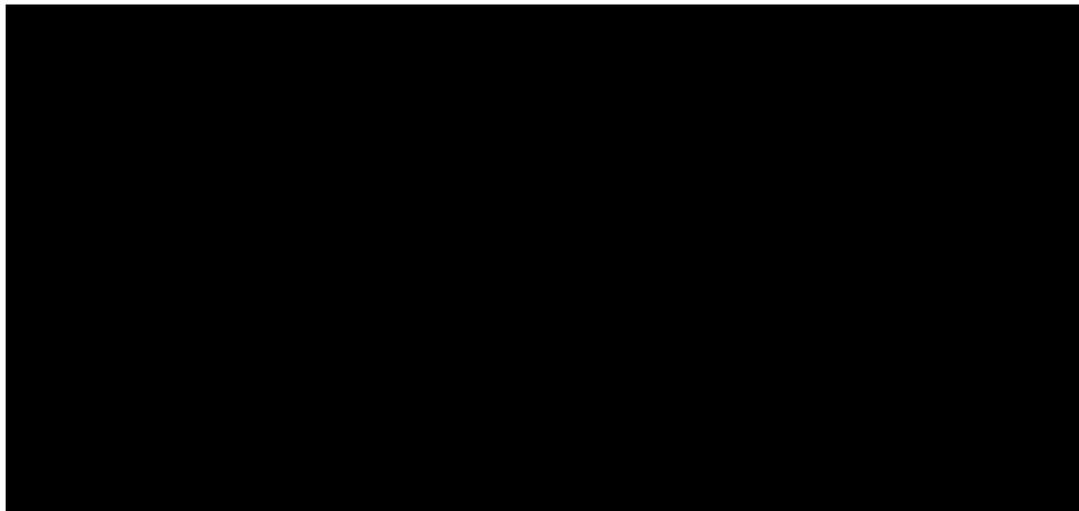
Location/activity/type \$000s	Plan 2019/2020	Previous year Plan 2018/19	Change from previous year
Cash	12.0	23.5	11.5
Marinas	132.8	100.4	(32.4)
Commercial property and car parks	139.8	159.2	19.4
TOTAL	284.6	283.1	(1.5)

12. The plan for 2019/2020 is slightly higher than last year's plan (2018/2019) by \$1.5k. The key reasons are:

- i. Cash donations



- ii. Marinas



- iii. Commercial property and car parks



Half-year results 2019/2020 against plan

13. Results for the first six months, 1 July to 31 December 2019, are provided in the summary table below.

Location/activity/type	Actual	Plan	Variance to plan
\$000s	6 months to	6 months to	
	31 Dec 2019	31 Dec 2019	
Cash	5.3	6.5	1.2
Marinas	67.4	66.4	(1.0)
Commercial property and car parks	105.9	105.9	-
TOTAL	178.6	178.8	0.2

14. There are no major variances between actual results and plan for the first six months.

Hīraunga | Implications

Ngā ritenga ā-pūtea | Financial implications

15. The financial implication of the grants and donation plan is net operational expenditure totalling \$284.6k for the year.

Ngā koringa ā-muri | Next Steps

16. The grants and donation policy will be reviewed again in three years. Grants and donations continue to be reported quarterly against plan, the next will be for the third quarter ended 31 March 2020.

Ngā tāpirihanga | Attachments

Attachment A: Revised grants and donation policy, with tracked changes

The following attachments have been redacted in accordance with section XX of the LGOIMA:

Attachment B: Cash donations Plan 2019/2020

Attachment C: Marinas Plan 2019/2020

Attachment D: Commercial property and car parks Plan 2019/2020

Ngā kaihaina | Signatories

Role	Name	Date	Signature
Chief Financial Officer	Carl Gosbee	4/02/2020	
Chief Executive (acting)	David Rankin	4/02/2020	

Attachment A



GRANTS AND DONATIONS POLICY

1 Policy purpose and objectives

- 1.1 The purpose of this policy is to set the framework for Panuku Development Auckland (Panuku) in providing ~~sponsorship in terms of grants~~ and donations to external organisations. ~~The Panuku Constitution, dated 31 August 2015, states that Panuku will contribute to the implementation of the Auckland Plan. Whilst encouraging economic development through urban redevelopment, and managing council's non-service property portfolio, Panuku is to achieve an overall balance of commercial, strategic and public good outcomes. Panuku has a mix of commercial and public good objectives. Panuku has both a commercial mandate under the SGI and a public mandate. "Sponsorship", including in-kind support for the community, is often where these mandates meet.~~
- ~~1.2 Panuku Development Auckland manages a number of public assets, including public open space and events facilities, for and on behalf of the people of Auckland. It is critical that public open space and facilities are accessible and that it is easy for people to use these spaces and run activities. This policy therefore needs to be sufficiently flexible and wide enough to make it easy for people to engage with us.~~
- ~~4.31.2~~ The policy objectives are:
- a) to ensure that any grant or donation provided ~~assists in the implementation of supports~~ the ~~outcomes of the~~ Panuku Corporate Strategy, ~~Waterfront Plan and Auckland Plan;~~ ~~by doing so contributes to easy accessibility of public open space and facilities,~~ ~~contributes to our Business Plan objectives, and/or~~ strengthens and broadens our relationship with key stakeholders and the community;
 - b) to ensure that there is increased transparency and consistency in terms of who receives grants or donations, ~~clearer~~ identification ~~of theof the~~ financial and non-financial costs and benefits; and
 - c) to ensure regular reporting.
- ~~4.41.3~~ Provide clarity to related provisions of the Board Delegated Authority Policy.
- ~~4.51.4~~ Ensure that grants and donations are delivered in accordance with relevant provisions of the Local Government Act 2002 and Local Government Official Information and Meetings Act 1987, and policies ~~and guidelines provided in the of Auckland Council group 'Our Charter'~~ and Panuku, related to ~~Code of Conduct~~~~expectations of conduct~~ and ~~finance~~ procedures.
- ~~4.61.5~~ Make our requirements clear to the community and help grant and donation seekers present their proposals to Panuku clearly.

2 Scope

- 2.1 Covers grants and donations to external organisations in the form of financial and/or in-kind provision, with or without the use of ~~Panuku~~ assets and/or services ~~managed by Panuku~~.
- 2.2 Covers the following types of outgoing support:
- a) Grants, financial or in-kind
 - b) Donations, financial or in-kind
- 2.3 Excludes sponsorships through the purchase of rights or benefits, including naming rights, delivered through an association with the external organisation's name, products, services, or activities. Panuku will not enter into this type of agreement as the sponsor.
- ~~2.4~~ Excludes gifts given to individuals and organisations in recognition of service, achievement, established and recognised custom, and for corporate hospitality or entertainment purposes. These are covered by the ~~gifting guidelines in Our Charter, Gifts and Inducement Policy.~~

~~2.4~~

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3 Principles

- 3.1 Panuku is not a funding body. However, from time to time, Panuku provides grants and donations to support a diverse range of activities and organisations, which contribute to the delivery of the ~~strategic objectives of the executive leadership team (ELT) and the Board, Panuku Corporate Strategy and business plan objectives, relationship with key stakeholders and sectors, reputation management and marketing.~~
- 3.2 Grants and donations need to cater to a broader base of the community, but should be confined to activities occurring within the Panuku area of influence and/or to organisations that contribute to Panuku's delivery of public goods.
- 3.3 Providing grants and donations implies that Panuku endorses the organisation's specific activity, particularly on the waterfront. It does not imply that Panuku endorses the organisation's other products or services, not subject of the support.
- 3.4 Panuku will ensure probity, achieve value for money, maintain accountability, and implement effective risk management when providing grants and donations.
- 3.5 The approval, processing, and giving of grants and donations will need to comply with customary practice, protocols or traditions (e.g. Tikanga Maori for koha), financial reporting standards, and any other applicable legislative requirements placed on statutory entities.
- ~~3.6~~ Only authorised officers of Panuku may undertake grants and donations arrangements and they must comply with the provisions of this Policy.

~~3.6.3.7~~ Panuku may review and exit an arrangement at any time if it is deemed appropriate to do so, noting that legacy arrangements for grants and donations may be difficult to exit.

4 Definitions

- 4.1 **Donation** is a tax-deductible financial or in-kind support given for a worthy cause or customary activity (e.g. koha) of a worthy organisation, where Panuku does not expect an invoice, acknowledgement as a donor, and a reciprocal advantage.
- 4.2 **Grant** is given to assist with the services or projects of a worthy organisation, where Panuku expects an invoice, acknowledgement as a sponsor, and a reciprocal advantage. This may be in the form of:
- Financial support** i.e. a monetary contribution.
 - In-kind support** i.e. assistance where Panuku provides the use of its ~~managed~~-assets and/or services. This includes only those things for which Panuku would have charged a fee, if these did not form part of the grant.
- 4.3 **Koha** is an unconditional tax-exempt gift given to Maori at a tangi (funeral), powhiri, whakatau, hui (meetings/events) or other important Maori cultural events and obligations, and on marae, where the receiving individual, party or group is not obliged to provide services in exchange. A payment made relating to an activity off marae is not a koha.
- 4.4 **Revenue forgone** is the price of an in-kind support calculated as the difference between the market value of the rental or service and what was actually charged.

5 Appropriate association

- 5.1 Panuku may consider providing grants and donations to organisations that:
- Are legal entities, individuals operating under an incorporated society or registered charitable trust, and
 - Have corporate values that align with those of Panuku and do not compromise the agency's reputation, public image, or probity, and
 - Do not pose a significant risk to Panuku or its staff perceived to have a current or future conflict of interest.

- 5.2 Panuku reserves the right to refuse a request for grant or donation from any party and terminate an existing agreement should the association cease to be appropriate.

6 Appropriate activity

- 6.1 Panuku will consider providing grants for activities that:

- a) Contribute to the advancement of Panuku's strategic priorities and the vision and goals of the Corporate Strategy, Waterfront Plan and Auckland Plan and Business Plan, or deliver on specific place-making/public good objectives (~~e.g. Wynyard Quarter Curation Strategy~~), and/or
- b) Have measurable beneficial outcomes commensurate with the level of investment, and/or
- c) ~~Enhance/increase~~ public awareness of the contribution being made by Panuku to the creative, events, and entertainment sectors associated with activating a site e.g. as part of a transform location programme on Auckland's waterfront, and/or
- d) Are able to communicate key messages to target audiences, engage or build relationships with key stakeholders and our tenants, and ideally lead an ongoing two-way partnership between Panuku and the stakeholders, and/or
- e) Have demonstrated community support for the project, ~~and/or~~
 - f) ~~Appropriately acknowledge Panuku as sponsor, indicating clearly our support for rather than ownership of the sponsored activity, through forms including signage and acknowledgment in speeches and media releases, and/or~~
 - g) ~~Enhance Panuku's brand attributes, core values, and reputation and promote Panuku's civic and social responsibility.~~

- 6.2 Panuku will consider giving donations for activities and events that:

- a) Have no perceived or actual influence on decision making, integrity, and impartiality; and
- b) Are undertaken in accordance with established and recognised custom; and
- c) Promote Panuku's civic and social responsibility.

7 Budget approval, management and reporting

- 7.1 An annual review of all grants and donations will occur and budget ~~will be prepared for the different business units~~ and presented to the Board for ~~endorsement~~approval.
- 7.2 Grants and donations will be managed and reported by the Director/Senior General Manager of the business unit in accordance with the approved budget and this policy.
- 7.3 Any additional grants and donations proposed outside of the budget may be approved by the Chief Executive for:
 - a) 'cash' donations up to \$10,000, and
 - b) 'in-kind' grants valued up to \$50,000,
 - c) otherwise presented to the Board for approval.¹
- 7.4 Grants or donations provided as part of a reputation management strategy or to achieve communications objectives will be managed by the Director-General Manager Corporate Affairs, regardless of type.
- 7.5 Grants and donations will be recorded in a Grants and Donations Register with information on the type of support given, name of the organisation, market value of the support, revenue forgone, and direct cost ~~and the benefit~~ to Panuku.

¹ Refer Board Delegated Authority Policy

7.6 Grants and donations will be reported to the Audit and Risk Committee and the Board on a quarterly basis.

8 Written Agreement

8.1 All grants, financial or in-kind, entered into under this policy will be formally documented. The level of documentation will vary depending on the value of the agreement and will include, at a minimum:

- a) The description and timing of the activity
- b) The amount of the grant or donation
- c) How the grant will meet the requirements of an appropriate activity described in Section 6
- d) ~~Agreed performance criteria~~

9 Responsibilities

9.1 The Chief Executive is the overall manager in providing grants and donations to external organisations and will be provided with reports to monitor the delivery of the benefits, leverage the contracted benefits, and evaluate the success of the grant or donation based on the identified objectives.

9.2 The ~~Director Corporate Services~~ Chief Financial Officer is responsible for the implementation and review of this Policy, ~~for reporting to the Audit and Risk Committee and Board, and is custodian~~ custody of the Grants and Donations Register.

9.3 All Panuku staff and those acting on behalf of Panuku must adhere to this Policy.

10 Approval and review of this Policy

This policy is reviewed every three years, or earlier if requested by the Board.

Business Owner	Director Corporate Services <u>Chief Financial Officer</u>		
Policy date	25 September 2013		
<u>Last reviewed</u>	<u>25 May 2016</u>		
Frequency of review	Three yearly		
<u>Last reviewed</u> <u>review</u>	<u>Feb</u> <u>2020</u>	Approved by Panuku Development Auckland Board	<u>XX February 2020</u>

Closing

Unuhia, unuhia

Unuhia mai te urutapu nui

Kia wātea, kia māmā,

te ngākau te tinana, te
hinengaro

i te ara takatū

Koia rā e Rongo

e whakairia ake ki runga

Kia tina! Haumi e!

Hui e! Tāiki e!

Draw on, draw on

*Draw on the supreme
sacredness*

To clear and to set free

*the heart, the body and the inner
essence*

In preparation for our pathways

Let peace and humility

be raised above all

Manifest this! Realise this!

Bind together! Affirm!