

Board Report

P u b l i c

Date
Wednesday,
26 June 2019

Time
3.30 pm

Venue
Panuku
Development
Auckland
82 Wyndham St



Board Agenda

Where: Panuku office, 82 Wyndham Street, Auckland

When: Wednesday, 26 June 2019 | 9.30 am – 4.00 pm

Board Members: Adrienne Young-Cooper – Chair
David Kennedy – Director
Richard Leggat – Director
Dr Susan Macken – Director
Paul Majurey – Director
Mike Pohio – Director
Martin Udale – Director
Paul Brown – Intern

In attendance: Roger MacDonald – Chief Executive
Monica Ayers – Director People and Culture
Angelika Cutler – Director Corporate Affairs
Carl Gosbee – Director Corporate Services
Rod Marler – Director Design and Place
David Rankin – Chief Operating Officer
Brenna Waghorn – Director Strategy
Ian Wheeler – Director Portfolio Management
Allan Young – Director Development
Madina Krash – Governance Advisor

Confidential meeting	
1.	<p>Procedural Motion to Exclude the Public</p> <p>Put the motion that, pursuant to clause 12.3 of the Panuku Constitution, the public be excluded from the following proceedings of this meeting, so that commercially sensitive issues can be discussed in confidential session.</p>

<p>2.</p>	<p>Confidential governance matters</p> <p>2.1 Apologies</p> <p>2.2 Directors' interests <i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p> <p>2.3 Minutes of 26 April 2019 Board meeting <i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p> <p>2.4 Minutes of 28 May 2019 Board meeting <i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p> <p>2.5 Board action list <i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p> <p>2.6 Board forward work programme <i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p> <p>2.7 Verbal update from People and Culture Committee 11 June 2019 and Terms of Reference approval <i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p> <p>2.8 Verbal update from Audit and Risk Committee 17 June 2019 <i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p>
<p>3.</p>	<p>Confidential strategic decision papers (papers which are fully confidential)</p> <p>3.1 Waterfron Asset Transfer <i>Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA</i></p> <p>3.2 Approval of the Statement of Intent 2019-2022 <i>Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA</i></p> <p>3.3 Approval of the Business Plan 2019-2020 and annual plan 2019-2020 <i>Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA</i></p>
<p>4.</p>	<p>Confidential decision papers (papers which are fully confidential)</p> <p>4.1 Organisational Gateway objectives 2019-2020 <i>Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA</i></p> <p>4.2 Reward framework recommendation <i>Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA</i></p>
<p>Morning Tea</p>	

<p>5.</p>	<p>Confidential decision papers (papers which are fully confidential)</p> <p>Priority Location Portfolio Summary and Approval of Programme Business Cases</p> <p>5.1 Northcote enhanced Programme Business Case <i>Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA</i></p> <p>5.2 AT Assets Programme Business Case <i>Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA</i></p> <p>5.3 Avondale Programme Business Case <i>Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA</i></p> <p>5.4 Haumaru Programme Business Case <i>Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA</i></p> <p>5.5 Henderson Programme Business Case <i>Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA</i></p> <p>5.6 Hobsonville Programme Business Case <i>Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA</i></p> <p>5.7 Manukau Programme Business Case <i>Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA</i></p> <p>5.8 Onehunga Programme Business Case <i>Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA</i></p> <p>5.9 Ormiston and Flat Bush Programme Business Case <i>Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA</i></p> <p>5.10 Panmure Programme Business Case <i>Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA</i></p> <p>5.11 Papatoetoe Programme Business Case <i>Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA</i></p> <p>5.12 Support Locations Programme Business Case <i>Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA</i></p> <p>5.13 Takapuna Programme Business Case <i>Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA</i></p> <p>5.14 Waterfront Programme Business Case <i>Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA</i></p> <p>5.15 Summary of Portfolio Investment in Priority Location programme <i>Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA</i></p>
	<p>Lunch</p>
<p>6.</p>	<p>Confidential Chief Executive’s report (fully confidential) <i>Withheld from the public under S7(2)(h), S7(2)(b)(ii) and S7(2)(i) of the LGOIMA</i></p>

7.	Panuku and Mana whenua <i>Withheld from the public under S7(2)(h) of the LGOIMA</i>
8.	Confidential information papers (papers which are fully confidential) 8.1 Property market report <i>Withheld from the public under S7(2)(h) of the LGOIMA</i> 8.2 Wynyard Crossing Bridge <i>Withheld from the public under S7(2)(h) of the LGOIMA</i>

Opening of Public Meeting 3.30 pm

Public meeting	
9.	Opening of Public Meeting 9.1 Apologies 9.2 Health and safety moment 9.3 Directors' interests 9.4 Directors' Board meeting attendance register 9.5 Minutes of the 28 May 2019 Board meeting
10.	Chief Executive's report
11.	Health and Safety report
12.	Māori Responsiveness report

Local Government Official Information and Meetings Act 1987.

7 Other reasons for withholding official information

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

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

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

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

(i) would disclose a trade secret; or

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

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

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

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

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

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

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

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

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

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

(g) maintain legal professional privilege; or

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

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

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

Directors' Interests as at 20 June 2019

Member	Interest	Company / Entity	Conflicts pre-identified?
Adrienne YOUNG-COOPER	Chair	Panuku Development Auckland Limited	
	Chair	Housing New Zealand Corporation	
	Chair	Housing New Zealand Limited	
	Chair	Housing New Zealand Build Limited	
	Director	Cornwall Park Trust Board Incorporated	
	Director	HLC Limited	
	Director	Queenstown Airport Corporation Limited	
	Director	SeaLink New Zealand Limited and related companies	Yes
	Director	Sir John Logan Campbell Residury Trust	
	Director	Sir John Logan Campbell Medical Trust Incorporated	
Dr Susan C. MACKEN	Deputy Chair	Panuku Development Auckland Limited	
	Chair	Kiwibank	
	Chair	Spa Electrics Ltd (Aust.)	
	Deputy Chair	Tāmaki Redevelopment Company Ltd	Possible
	Director	Blossom Bear Ltd	
	Director	STG Ltd	

Member	Interest	Company / Entity	Conflicts pre-identified?
David I. KENNEDY	Director	Panuku Development Auckland Limited	
	Director	525 Blenheim Road Limited	
	Director	Cathedral Property Limited	
	Director	Good General Practice Limited	
	Director	Grantley Holdings Limited	
	Director	Hobsonville Development GP Limited	
	Director	New Ground Living (Hobsonville Point) Limited	
	Director	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	
	Chairman	NZ Cycle Trail Incorporated	
	Executive Chair	Kiwis for kiwi	
	Director	Cycling NZ	
	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	

Member	Interest	Company / Entity	Conflicts pre-identified?
Paul F. MAJUREY	Director	Panuku Development Auckland Limited	
	Chair	Hauraki Collective (12 iwi collective)	
	Chair	Impact Enterprise Fund	
	Chair	Marutūāhu Rōpū General Partner Ltd	
	Chair	Marutūāhu Collective (5 iwi collective)	
	Chair	Puhinui Park Limited	
	Chair	Tāmaki Makaurau Community Housing Ltd	
	Chair	Te Pūia Tāpapa	
	Chair	Tūpuna Maunga o Tāmaki Makaurau Authority	
	Chair	Whenuapai Housing General Partner Ltd	
	Co-Chair	Sea Change Marine Spatial Plan Project	
	Director	Arcus Property Limited	
	Director	Atkins Holm Majurey Ltd	
	Director	Ngāti Maru Ltd	
	Director	Pare Hauraki Asset Holdings Ltd	
	Director	Pouarua Farm General Partner Ltd	
	Director	Tikapa Moana Enterprises Ltd	
	Trustee	Crown Forestry Rental Trust	
	Trustee	Hauraki Fishing Group	
	Mana Whenua Representative	Hauraki Gulf Forum	
	Interest in relation to Meadowbank Proposal and Greenlane		

Member	Interest	Company / Entity	Conflicts pre-identified?
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Michael E. POHIO	Director	Panuku Development Auckland Limited	
	Chairman	BNZ Partners Waikato	
	Director	Argosy	
	Director	Ngāi Tahu Holdings	
	Director	National Institute of Water & Atmospheric Research Ltd	
	Director	NIWA Vessel Management Ltd	
	Director	Ospri New Zealand Ltd	
	Director	<ul style="list-style-type: none"> National Animal Identification and Tracing Ltd 	
	Director	TBFree	
	Director	Te Atiawa Iwi Holdings	
	Director	Te Atiawa (Taranaki) Holdings Ltd	
	Director	The Rees Management Limited	

C. Martin UDALE	Director	Panuku Development Auckland Limited	
	Director	Accessible Properties New Zealand Limited	
	Director	Cardinal Trustees Ltd	
	Director	Essentia Consulting Group Ltd	
	Director	Fleming Urban Ltd	
	Director	Forest Group Ltd	
	Director	Hobsonville Development GP Ltd	
	Director	New Ground Living (Hobsonville Point) Ltd	
	Director	Tall Wood Ltd	
	Director	Tallwood Assembly Limited	
	Director	Tallwood Design Limited	
	Director	Tallwood Holdings Limited	
	Director	Tallwood Projects Limited	
	Director	Tāmaki Redevelopment Company Ltd	Possible
	Director	Tāmaki Regeneration Ltd	
	Director	THA GP Limited	
	Director	TW Twenty Twenty Ltd	
	Member	Kiwi Rail Property Committee	

MINUTES OF THE MEETING OF DIRECTORS OF PANUKU DEVELOPMENT AUCKLAND LIMITED,
 HELD IN **PUBLIC** SESSION AT 82 WYNDHAM ST, AUCKLAND ON TUESDAY 28 MAY 2019
 COMMENCING AT 9.30 AM.

ATTENDING		<p>Board: Adrienne Young-Cooper (Chair), David Kennedy, Dr Susan Macken, Paul Majurey, Mike Pohio and Martin Udale.</p> <p>Board Intern: Paul Brown</p> <p>Executive: Roger MacDonald – Chief Executive, Monica Ayers – Director People and Culture, Angelika Cutler – Director Corporate Affairs, Carl Gosbee – Director Corporate Services, Brenna Waghorn – Director Strategy, Marian Webb – Manager Portfolio Strategy, Ian Wheeler – Director Portfolio Management, Allan Young – Director Development, Jenni Carden – Company Secretary, Madina Krash – Governance Advisor.</p>
1.0 OPENING REMARKS	1 05/19	The Chair welcomed board members, executive and members of the public to the meeting and provided opening remarks.
1.1 APOLOGIES	2 05/19	<p>The Panuku Board received apologies from director Richard Leggat.</p> <p>Panuku executive David Rankin and Rod Marler were absent.</p>
1.2 HEALTH AND SAFETY MOMENT	3 05/19	Director Mike Pohio led the health and safety moment. The board discussed GPS vehicle monitoring and associated thresholds and reporting.
1.3 DIRECTORS' INTERESTS	4 05/19	The Panuku Board reviewed and received the Register of Directors' Interests and the identified interests for specific projects.
1.4 DIRECTORS' BOARD MEETING ATTENDANCE REGISTER	5 05/19	The Panuku Board received the Board Attendance Register.
1.5 MINUTES OF THE 26 APRIL 2019 BOARD MEETING	6 05/19	The Panuku Board reviewed and approved the Minutes of the Board Meeting of 26 April 2019, with confidential information redacted, as a true and accurate record of the meeting.
1.6 PUBLIC DEPUTATION	7 05/19	<p>Angela Fulljames, Chair Franklin Local Board, and Andrew Baker, Deputy Chair Franklin Local Board, undertook a public deputation.</p> <p>The Panuku Board thanked the presenters for their public deputation on Unlock Pukekohe High Level Project Plan.</p>
	8 05/19	<p>Jef Grobben undertook a public deputation.</p> <p>The Panuku Board thanked the Mr Grobben for the deputation regarding the Wynyard Crossing Bridge.</p>
2.1 KIA PUĀWAI/ UNLOCK PUKEKOHE HIGH LEVEL PROJECT PLAN PUBLIC STRATEGIC PAPER	9 05/19	<p>Richard Davison, Unlock Pukekohe Programme Manager / Strategic Planner, and Jacob Marshall, Graduate, joined the meeting. Brenna Waghorn, Director Strategy introduced the report.</p> <p>The board received the report and noted:</p> <ul style="list-style-type: none"> • the change to the project area boundary; • the removal of recommendation f);

- the site visit and presentation that was provided to the Priority Location Committee.

The board discussed a range of matters related to this location including:

- the support of the Franklin Local Board and Mana Whenua;
- the growing population of the Pukekohe area and the associated infrastructure challenge;
- the success of the previous targeted rate in the appearance of the main street;
- the good bones in the town centre and opportunity for a fully functioning main street to support this rural service location.

The board acknowledged the work of the staff, particularly Richard Davison, Jacob Marshall and Brenna Waghorn.

Following the conclusion of discussions, the Panuku Board:

- a) Endorsed the Kia Puāwai/Unlock Pukekohe High Level Project Plan.
- b) Supports Panuku Development Auckland as Auckland Council's lead urban regeneration and delivery agency for Pukekohe within the Kia Puāwai/Unlock Pukekohe boundary.
- c) Recommends to the Planning and Finance and Performance Committees the disposal of the following properties, subject to the conclusion of any required statutory processes, to enable delivery of the Kia Puāwai/Unlock Pukekohe High Level Project Plan objectives:

Panuku managed properties on behalf of Auckland Council:

- i. 27 Tobin Street, Pukekohe being Lot 1 DP 134911, held in NA79C/588;
- ii. Adj to 35 Tobin Street, Pukekohe being Lot 17 DP 117297 held in NA 66C/942;
- iii. 172 Manukau Road, Pukekohe being Section 2 SO 440667 held in RT 599298;
- iv. 174 Manukau Road, Pukekohe being Section 8 SO 440667 held in RT 599299;
- v. 176 Manukau Road, Pukekohe being Section 6 and 9 SO 440667 held in RT 599300;
- vi. 180 Manukau Road, Pukekohe being Section 4 SO 440667 held in 599301;
- vii. 182 Manukau Road, Pukekohe being Section 11 SO 440667 held in 599297;

Auckland Transport managed properties on behalf of Auckland Council:

- viii. 1 Roulston Street, Pukekohe being Lot 2 DP 70196 held in NA25D/1435;
- ix. 3 Roulston Street, Pukekohe being Lot 18 DP 7997 held in NA199/173;

- x. 29 and 29a Edinburgh Street, Pukekohe being Lot 3 DP 78584 held in NA 91D/796 and Lot 12 DP 7997 held in NA380/104;
- xi. 4 Tobin Street, Pukekohe being lot 3,4 and 5 DP 136696 Pts Lot 12 DP 4216 held In NA80/405, NA80C/406, NA80C/407, NA191/285 and NA 188/159;
- xii. 9 Tobin Street, Pukekohe being Lot 1-9 DP 54202, Pt Lot 1 DP 4688 and Pt Lot 24 DP 4216 held in NA8B/881, Lot 1 DP 89841 held in NA46D/1063 and Lot 3 DP 92280 held in NA48D/877;
- xiii. 7 Massey Avenue, Pukekohe being Lot 1 DP 80851 held in NA37C/583, Pt Lot 2 DP 32793 held in NA51D/1059, Lot 1 DP 51778 held in NA48C/248 and Pt Lot 2 DP 6976 (also known as Pt Allotment 30 Suburban Section 2 Pukekohe Psh) held in NA1077/34;
- xiv. 24 Hall Street, Pukekohe being Lot 2 DP 89699, Lot 2 DP 107822, Lot 21 DP 9934, Lot 3 DP 97270, Lot 3 DP 98490, Lot 20 DP 9934, Lot 3 DP 91272, Lot 2 DP 134717, Lot 4 DP 134717 held in NA46D/648, NA60A/686, NA351/111, NA53A/590, NA53C/1091, NA364/221, NA48B/958, NA79C/168, NA79C/170;
- xv. 9 Hall Street, Pukekohe being Section 1 SO 489697 held in RT 717226;
- xvi. 2 Golding Road, Pukekohe being Section 2 SO 476438 held in 682560;

Subject to agreement with Auckland Transport on the transport and parking outcomes for the town centre for the properties listed viii- xvi.

Auckland Council managed properties:

- xvii. Adj 603 Buckland Road, Pukekohe being Lot 1 DP 55095 held in NA7B/54;
- xviii. 42 Seddon Street, Pukekohe being Lot 3 DP 133175 held in NA76D/465;
- xix. 22 Edinburgh Street, Pukekohe being Lot 2 DP 154963 held in NA92C/446;
- xx. Adj to 176 Princess St West, Pukekohe being Section 1 SO 430835 held in RT 556921;
- xxi. Adj to 995 Paerata Road, Pukekohe being Lot 6 DP 16500 held in NA425/287 (cancelled);
- xxii. Adj to 10 Reidy Place, Pukekohe being Lot 8 DP 112574 held in NA1107/144;
- xxiii. 67 East Street, Pukekohe being Lot 2 DP 88435 held in NA592/145 (cancelled).

Subject to completion of the reserve revocation process for properties listed xxi to xxiii above.

- d) Notes that Panuku will also dispose of the following properties previously approved for disposal, to enable delivery of the Kia Puāwai/Unlock Pukekohe High Level Project Plan objectives:

		<ul style="list-style-type: none"> i. 82 Manukau Road, Pukekohe being Lot 1 DP 99706 held in NA54B/1241; ii. 17 Massey Avenue, Pukekohe being Lot 3 DP 49318 held in NA1984/70; iii. 21 Massey Avenue, Pukekohe being Pt Lot 3 DP 30052 held in NA91D/796; iv. 33 Edinburgh Street, Pukekohe being Lot 2 DP 48584 held in NA34C/957; v. Adj to 1173 Paerata Road, Pukekohe being Parts Allotment 79 Parish of Karaka held in NA767/242 and NA 38A/69. <p>e) Approves the programme operating budget of \$390,200 over FY 19/20 to be able to progress and complete the parking strategy, the Kia Puāwai/Unlock Pukekohe programme business case and initiate placemaking and priority project investigations.</p> <p>f) Notes that as part of this project, together with the council's Service Strategy and Integration team and the Franklin Local Board, Panuku Development Auckland will consider other council owned properties that are currently providing a service to the community. Panuku Development Auckland will seek further approval from the Franklin Local Board if it recommends the optimisation of any of these properties.</p> <p>g) Notes that Panuku Development Auckland's existing engagement strategy to give early notification to Mana Whenua of intent to divest council property will be implemented in this area.</p>
<p>3 CHIEF EXECUTIVE'S REPORT</p> <p>PUBLIC INFORMATION PAPER</p>	<p>10 05/19</p>	<p>The Chief Executive spoke to the public matters in the report. The following items were discussed:</p> <ul style="list-style-type: none"> • 2.1.3 Joint working between Crown and Council The Kāigna Māori Housing summit, arranged by IMSB, was held on Tuesday 14 May with a key theme being "It's not about walls and beams but hopes and dreams". • 2.2 Mooring Dolphin resource consent appeals Two appeals have been lodged: Urban Auckland and Ngāti Whātua Ōrākei. Panuku's role was to obtain the resource consent. Budget for this programme sits with the Downtown Programme with delivery by Auckland Transport. • 2.3.2 Onehunga Laneway 7 opened on 13 April. Mana Whenua are very involved in the Onehunga Port masterplan key principles. • 2.3.3 Waterfront ECI contract has been awarded for the Wynyard Crossing Bridge. • 2.3.8 Northcote Greenway and reserves work is progressing.

		<ul style="list-style-type: none"> 2.3.12 Pukekohe <p>Following Panuku Board approval this morning, approval will now be sought from the Planning Committee and Finance and Performance Committee for the HLPP.</p> <ul style="list-style-type: none"> 4.1 Westhaven Marina <p>Finalist in the International Marina of the Year awards.</p> <p>The Panuku Board received the public report, with confidential information redacted.</p>
4 HEALTH AND SAFETY REPORT PUBLIC INFORMATION PAPER	11 05/19	<p>Martin Udale assumed chair of the meeting for this item.</p> <p>Roger MacDonald, Chief Executive, introduced the report. The board discussed the following:</p> <ul style="list-style-type: none"> bow-tie analysis and whether this tool can provide insight on the effectiveness of Panuku's frameworks. various frameworks and reporting systems. Specifically, what is captured in Sentient and Risk Manager versus spreadsheets versus the new software that is being considered. recognition of all the work that has been completed year-to-date in the H&S Plan and noting the progress and all actions are on track. <p>The board indicated they are looking forward to seeing the progress of H&S risks being captured in Sentient.</p> <p>The board requested that the 19/20 H&S plan includes the 'identification of H&S critical risks' and more joined-up reporting framework.</p> <p>The Panuku Board received the report.</p>
5. MĀORI RESPONSIVENESS REPORT PUBLIC INFORMATION PAPER	12 05/19	<p>Angelika Cutler, Director Corporate Affairs, introduced the report noting it is the first time this information has been provided in this format and invited feedback from directors.</p> <p>The board discussed the following:</p> <ul style="list-style-type: none"> upcoming milestones Enabling Commercial Opportunities for Māori' <p>The board indicated they would like future reporting to graph the number of properties offered and the number of responses to monitor trends over time.</p> <ul style="list-style-type: none"> LTP/SOI performance measurement <p>Queried the definition of 'significant' from the shareholders perspective. Management confirmed clarification had been sought. Panuku will continue to use our own internal definition until such definition has been provided by Auckland Council.</p> <p>The Panuku Board received the report.</p>
6.1 DISPOSALS RECOMMENDATION REPORT PUBLIC DECISION PAPER	13 05/19	<p>Marian Webb, Manager Portfolio Strategy, introduced the report.</p> <p>The board received the report and discussed a range of matters including:</p> <ul style="list-style-type: none"> political appetite for disposals at this stage of the electoral cycle;

		<ul style="list-style-type: none"> • Decontamination of land and cost impacts <p>The Chair recorded issue with selling contaminated land. This matter is to be discussed in the future.</p> <p>Following the conclusion of discussions, the Panuku Board:</p> <p>Agreed the recommendation to the Finance and Performance Committee that the following properties are surplus to council requirements and should be divested:</p> <ol style="list-style-type: none"> i. 4 Brightside Road, Stanmore Bay; ii. 6 Brightside Road, Stanmore Bay; iii. 472 Whangaparāoa Road, Stanmore Bay; iv. 474 Whangaparāoa Road, Stanmore Bay; v. 476 Whangaparāoa Road, Stanmore Bay; vi. 478 Whangaparāoa Road, Stanmore Bay; vii. 480 Whangaparāoa Road, Stanmore Bay; viii. 482 Whangaparāoa Road, Stanmore Bay; ix. 484 Whangaparāoa Road, Stanmore Bay; x. 486 Whangaparāoa Road, Stanmore Bay; xi. 488 Whangaparāoa Road, Stanmore Bay; xii. 1/490 Whangaparāoa Road, Stanmore Bay; xiii. 2/490 Whangaparāoa Road, Stanmore Bay; xiv. 492 Whangaparāoa Road, Stanmore Bay; xv. 494 Whangaparāoa Road, Stanmore Bay; xvi. 496 Whangaparāoa Road, Stanmore Bay; xvii. 498 Whangaparāoa Road, Stanmore Bay; xviii. 498B Whangaparāoa Road, Stanmore Bay; xix. 500 Whangaparāoa Road, Stanmore Bay; xx. 502 Whangaparāoa Road, Stanmore Bay; xxi. 599 Whangaparāoa Road, Stanmore Bay; xxii. 616A Whangaparāoa Road, Stanmore Bay; xxiii. 750A Whangaparāoa Road, Manly; xxiv. Approximately 5,500m² of 300 West Coast Road, Glen Eden (subject to survey); xxv. Approximately 5,500m² of 131 Clark Road, Hobsonville (subject to survey); xxvi. 275 St Johns Road, St Johns; and xxvii. Approximately 681m² of 303 Te Irirangi Drive, Clover Park (subject to survey).
<p>6.2 PROPOSED LAND DISPOSAL PART OF 2-4 AND 6 HENDERSON VALLEY ROAD, HENDERSON</p> <p>PUBLIC DECISION PAPER</p>	<p>14 05/19</p>	<p>Marian Webb, Manager Portfolio Strategy, introduced the report. The board received the report.</p> <p>Following the conclusion of discussions, the Panuku Board:</p> <p>Approved the recommendation to the Finance and Performance Committee to divest of approximately 458m² land known as the Waitakere Plaza, and approximately 2067m² of the future station platform airspace, located at 2-4 and 6 Henderson Valley Road, Henderson (Part Lot 2 Deposited</p>

		Plan 370255), noting that the development agreement for this site will be referred to the Panuku Board following the completion of the negotiations that are currently underway.
6.3 GRANTS AND DONATIONS POLICY PUBLIC DECISION PAPER	15 05/19	<p>Carl Gosbee, Director Corporate Services introduced the report noting the material changes as the marked-up version of the policy was not included in pack.</p> <p>Following the conclusion of discussions, the Panuku Board:</p> <p>Requested management consult with Auckland Council to gain their view of Panuku's Grants and Donations Policy.</p> <p>Agreed the current Grants and Donation Policy remains in force until it is re-presented to the Panuku Board following consultation with the shareholder.</p>
7.1 ALTERNATIVE FINANCING AND FUNDING TOOLS – TARGETED RATES PUBLIC INFORMATION PAPER	16 05/19	<p>Brenna Waghorn, Director Strategy, introduced the report.</p> <p>The board discussed a range of matters related to this topic including:</p> <ul style="list-style-type: none"> • two case studies are to be discussed with the Finance and Performance Committee: Northcote and Panmure; • Auckland Council would strike a targeted rate (not Panuku), should it be forthcoming; • timing; • legislative change, led by Auckland Council; • understanding the mechanics of how it works (wrinkles and fish hooks) as the concept develops; • leveraging international or national experience. <p>Following the conclusion of discussions, the Panuku Board received the report.</p>
7.2 CORPORATE PROPERTY DISPOSAL PROGRAMME PUBLIC INFORMATION PAPER	17 05/19	<p>Marian Webb, Manager Portfolio Strategy, introduced the report.</p> <p>The board discussed a range of matters related to this topic including:</p> <ul style="list-style-type: none"> • maximising outcomes in town centres; • working closely with Corporate Property team, particularly in Manukau. <p>Following the conclusion of discussions, the Panuku Board received the report, acknowledging the outcome of the 35 Graham Street disposal.</p>
7.3 PANUKU QUARTER THREE REPORT TO AUCKLAND COUNCIL PUBLIC INFORMATION PAPER	18 05/19	<p>Brenna Waghorn, Director Strategy, introduced the report.</p> <p>The Panuku Board received the report.</p>
CLOSE OF PUBLIC MEETING	19 05/19	The meeting closed at 11.35 am.

READ AND CONFIRMED

_____ Chair

_____ Date

MINUTES OF THE MEETING OF DIRECTORS OF PANUKU DEVELOPMENT AUCKLAND LIMITED,
 HELD IN **CONFIDENTIAL** SESSION AT 82 WYNDHAM ST, AUCKLAND ON TUESDAY 28 MAY 2019
 COMMENCING AT 11.30 AM.

8. PROCEDURAL MOTION TO EXCLUDE THE PUBLIC	20 05/19	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:	
		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
9.0 OPENING REMARKS	21 05/19		
9.1 APOLOGIES	22 05/19	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>	
9.2 DIRECTORS' INTERESTS	23 05/19	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>	
9.3 MINUTES OF 26 APRIL 2019 BOARD MEETING CONFIDENTIAL GOVERNANCE MATTER	24 05/19	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>	
9.4 BOARD ACTION LIST CONFIDENTIAL GOVERNANCE MATTER	25 05/19	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>	
9.5 BOARD FORWARD WORK PROGRAMME CONFIDENTIAL GOVERNANCE MATTER	26 05/19	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>	
9.6 VERBAL UPDATE FROM PEOPLE AND CULTURE COMMITTEE 3 MAY 2019 CONFIDENTIAL GOVERNANCE MATTER	27 05/19	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>	
9.7 AUDIT AND RISK COMMITTEE INTERNAL AUDIT PROGRAMME CONFIDENTIAL GOVERNANCE MATTER	28 05/19	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>	

10. CONFIDENTIAL CHIEF EXECUTIVE'S REPORT	29 05/19	<i>Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA</i>
11. HEALTH AND SAFETY REPORT CONFIDENTIAL INFORMATION PAPER	30 05/19	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>
12. MĀORI RESPONSIVENESS REPORT CONFIDENTIAL INFORMATION PAPER	31 05/19	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>
13.1 UNLOCK HENDERSON – AUCKLAND FILM STUDIOS CONFIDENTIAL DECISION PAPER	32 05/19	<i>Withheld from the public under S7(2)(h), S7(2)(b)(ii) and S7(2)(g) of the LGOIMA</i>
14.1 PROPOSED TRANSFER OF ASSETS - UPDATE CONFIDENTIAL STRATEGIC PAPER	33 05/19	<i>Withheld from the public under S7(2)(h), S7(2)(b)(ii) and S7(2)(g) of the LGOIMA</i>
14.2 PROPOSED SOI UPDATE CONFIDENTIAL STRATEGIC PAPER	34 05/19	<i>Withheld from the public under S7(2)(l) of the LGOIMA</i>
15.1 PROGRAMME MANAGEMENT FRAMEWORK CONFIDENTIAL INFORMATION PAPER	35 05/19	<i>Withheld from the public under S7(2)(l) of the LGOIMA</i>
15.2 AMERICA'S CUP UPDATE CONFIDENTIAL INFORMATION PAPER	36 05/19	<i>Withheld from the public under S7(2)(l) of the LGOIMA</i>
15.3 C40 REINVENTING CITIES COMPETITION CONFIDENTIAL INFORMATION PAPER	37 05/19	<i>Withheld from the public under S7(2)(l) of the LGOIMA</i>
15.4 CIVIC ADMINISTRATION BUILDING CONFIDENTIAL INFORMATION PAPER	38 05/19	<i>Withheld from the public under S7(2)(h), S7(2)(b)(ii) and S7(2)(g) of the LGOIMA</i>
16. GENERAL BUSINESS	39 05/19	<i>Withheld from the public under S7(2)(b)(ii) of the LGOIMA</i>

17. RISK WORKSHOP CONFIDENTIAL STRATEGIC DISCUSSION	40 05/19	<i>Withheld from the public under S7(2)(h) of the LGOIMA</i>
END OF MEETING	41 05/19	The meeting closed at 3.44pm.

READ AND CONFIRMED

_____ **Chair**

_____ **Date**

Chief Executive's Report

Document Author	Roger MacDonald – Chief Executive
Contributors	David Rankin – Chief Operating Officer Monica Ayers – Director People and Culture Jenni Carden – Executive Officer/Company Secretary Angelika Cutler – Director Corporate Affairs Carl Gosbee – Director Corporate Services Rod Marler – Director Place and Design Brenna Waghorn – Director Strategy Ian Wheeler – Director Portfolio Management Allan Young – Director Development
Date	19 June 2019

1. Overview

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

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

2. Key issues

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

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

2.1 Strategically significant issues

2.1.1 Mana whenua engagement update

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

Four 9m 'pou whenua' will be carved by mana whenua carvers and erected on the façade of hotel facing public space on both sides of the hotel. Two pou are commissioned and funded by Fu Wah, and two will be commissioned and funded by Panuku. All four pou will be carved by mana whenua carvers and tell the stories of Tamaki Makaurau. Panuku will engage with the mana whenua governance forum to establish the tika process for the

carvers to be selected for the Panuku-funded pou. Sir Bob Harvey has been appointed as Panuku's agent to manage this process as he has the necessary relationships across Panuku, Fu Wah and mana whenua iwi. Sir Bob will manage the artistic process including the ongoing involvement of mana whenua governance forum representatives and will ensure that protocols and timelines are adhered to.

A separate report is provided on the June agenda, see item 8.

2.1.2 Board initiative – lunch meeting with Orata – Papatoetoe and Manurewa Local Boards

A full account of the meeting and key issues raised has been prepared. The Local Boards expressed a very good working relationship with Panuku staff. The share of reinvestment in the south was a key issue. It was noted by the Panuku Board that many of the suggestions were relatively minor and well able to be delivered or supported by Panuku. The specific opportunities in Transform Manukau will be addressed in the enhanced programme business case in July. The chairs of the local boards both expressed appreciation for the opportunity to sit at the table rangatira to rangatira. This was a well-received initiative.

2.1.3 Crown housing and urban development authority

The Minister of Housing & Urban Development introduced the Kāinga Ora—Homes and Communities Bill on 29 May 2019. This legislation is the culmination of several years' work, following recommendations from the Productivity Commission Inquiry Better Urban Planning (2017) and MBIE's Urban Development Authorities Discussion Document (2017). This Bill establishes Kāinga Ora – Homes and Communities, sets out its core purpose, functions and operating principles. Kāinga Ora—Homes and Communities consolidates three existing functions (Housing New Zealand, its development subsidiary Homes Land Community (HLC) and parts of the Kiwibuild Unit) into a single, powerful Crown agency. The new agency will have two core functions:

- Being a world class public landlord
- Leading urban development projects of all sizes in partnership with other agencies, local government, Māori, and private partners.

The Bill includes specific clauses that protect Māori interests and support and enable Māori aspirations in relation to urban development. The Bill has been referred to the Environment Select Committee. Submissions to the Bill close on 11th July 2019. The intention is that it will come into force on the 1st October 2019.

Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA.

A second Bill that provides enabling development powers is intended to be introduced late 2019. These powers may include planning, consenting, rating, infrastructure delivery, land acquisition and funding and financing. It has also been indicated that before the entity can assume such powers there will be a consultative process on the 'specified development area' and a development plan which specifically identifies which powers are needed for that area.

2.2 Priority location project updates

Transform

2.2.1 Manukau

Working with the Crown

Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA.

Precinct Development Plan

As reported elsewhere on the agenda, the information and analysis to support the strategy for the development of the city centre area is being incorporated into an updated Programme Business Case. This will be available to the Board in July.

Barrowcliffe Place

Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA.

The super-lot subdivision physical works are scheduled to be completed by the end of June 2019 with settlement and titles expected in early August. Kotuitui Partnership were unconditional in terms of its purchase of the completed super-lot in January 2019. The stage 2 house lot subdivisions are both also progressing with the first houses anticipated to be complete by Christmas 2019.

MIT Tech Hub

Hayden & Rollett has obtained Resource Consent for this development for MIT. The agreement to purchase the land will be unconditional in the current financial year and is planned to settle on 28 June 2019.



MIT Tech Hub Development Manukau Station Road

Reinvestment Funds

The Board agreed last year to allow the \$1 million proceeds of the sale of land for the Ramada Hotel development on the Vodafone Event Centre site to be made available to the Manuwera Local Board to resurface netball courts adjacent to the Transform Manukau area at the Manuwera Netball Centre. This work is now complete, and the Local Board is delighted with the collaboration with Panuku to achieve this community outcome.



Manuwera Netball Centre.

The Kitchen Project

Following on from the management approval of The Kitchen Project Business Case in May, work has now begun on establishing The Kitchen Project Manukau, with a view to launching at the start of July.

The project will be located at The Vodafone Event Centre. David Comery, Chief Executive of The Second Nature Charitable Trust has made available external space adjacent to the Fisher and Paykel Foyer to accommodate the container kitchen, storage and office containers. All classroom sessions will be accommodated in the VEC internal rooms. The Trust will also generously pick up the costs for power, security and cleaning.

The collaboration was made possible through the introduction and recommendation of Manurewa Local Board Chair Angela Dalton, supported by the managers of the Wiri and Manukau Business Associations.

The TKP team are now engaging with the Maori and Pacific Island communities in South Auckland to recruit entrepreneurs, experts and mentors. The Kitchen Project Henderson will continue as normal and is currently recruiting for cohort 4.

Puhinui Stream - Walkway over DHB Land

We have been in discussions for some time with the Counties Manukau DHB regarding a collaboration that would allow Panuku to develop a walkway and cycleway across its land to form a more continuous link along the stream.

The DHB has just confirmed that it is prepared to enter into an agreement to enable Panuku to carry out site investigations and develop a concept for the walkway's construction. Once we have a preferred scheme we can discuss and agree the details of its construction, maintenance and operation.

2.2.2 Onehunga

The current planning focus is on the Onehunga Port. This includes the formulation of a draft plan change and masterplan in the first quarter of 2020. This should lead to a statutory plan change process starting in mid-2020 to enable the eventual redevelopment at the Port. *Withheld from the public under S7(2)(h) and S7(2)(i) of the LGOIMA.*

Design is progressing on laneways 4 and 5 which dissects Onehunga Mall connecting Waller Street and Upper Municipal Place. Laneways 4 and 5 are scheduled for completion in early 2020. Public consultation with place testing, and design is progressing on *Withheld from the public under S7(2)(h) of the LGOIMA*.

A Landscape Architect has been appointed to lead the master plan of the Waiapu Lane Precinct. This precinct is expected to include a *withheld from the public under S7(2)(h) of the LGOIMA*, public square with playground and several mixed use development sites.

Panuku is working in the Jordan and Oranga areas with Housing NZ / HLC and Council to reconfigure parks and close roads for improved amenity and housing outcomes. Demolition and preliminary works are underway in both areas by the agencies to enable future housing. Parks are leading a strategic assessment and management plan for Jordan Reserve which will provide direction for the park redevelopment.

2.2.3 Waterfront

Vos Shed

The condition of the “super 6” roofing sheets on the building have deteriorated with sheets fragmenting and asbestos becoming more friable. The revised asbestos remediation methodology is now in effect to deal with the roof and cladding and will be completed as a controlled activity subject to Class B requirements. This includes wrapping the building and notification of WorkSafe (dust from the roof is a Class A material). The floor adjacent to the slipway will be subject to Class A remediation requirements given the addition of ground contaminants. Scaffolding of the entire building is complete, and wrapping will be concluded subject to the weather.

Site 18 - Orams

Orams have received notice of the resource consent (RC) being granted on a non-notified basis. *Withheld from the public under S7(2)(h) and S7(2)(i) of the LGOIMA*.

30 Madden - West 1 Stage 2A (Willis Bond)

Stage 2A continues to progress well.

Panuku have finalised the conditions associated with Willis Bond's offer of \$3.78m for Stage 2B. *Withheld from the public under S7(2)(h) of the LGOIMA*.

Site 6A/6B (Stage 3)

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

AC36 Early Works

All projects are tracking as planned. An update report was provided to the Board for their May meeting and a further update is planned for July.

Westhaven

Marine Village

Following feedback to the consultant at the end of May, the developed design is on track for completion by the 24 of July. The early contractor involvement (ECI) evaluations were completed on 27 May and the project team is now working through TAGs and plan to award the contract on the 7 July. The building consent pre-application meeting was held on the 5 June with an ECI / Risk / value workshop planned tentatively for the 11 June.

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

Westhaven Promenade Stage 2

All consents have now been uplifted for the project. All early construction upgrade works to the services located along the top of the Westhaven seawall section (affected by this project) have been completed. *Withheld from the public under S7(2)(h) and S7(2)(i) of the LGOIMA.*

Eastern Viaduct & Central Wharves

Wynyard Crossing Bridge

A separate report is provided on the June agenda, see item 7.2.

Pile Berth Redevelopment

Procurement for the civil works design and build contractor and a design and build floating pontoon manufacturer is underway, with contractor briefing underway prior to the close of the ROI. The selection process will identify suitable contractors by August. *Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA.*

Queens Wharf Cruise ship infrastructure stage 1 (Dolphin)

We are awaiting confirmation on the number of parties who have joined the appeal process. As a next step the Environment Court is convening a pre-hearing conference involving all parties to the appeals, on the 19 of June. The purpose of the conference will be to establish the timelines and court processes for the hearing following the lodgement of the appeals. An update will be provided to the board following this conference and on the position paper on asset transfer preparation, which was mentioned in last month's update.

Unlock

2.2.4 Avondale

The enhanced Avondale Programme Business Case, which we had hoped to present to the June board meeting, has been deferred to July. The relatively small delay will result in a better developed product. It will also enable use more time to refine work we have been doing jointly with the Crown to achieve better regeneration outcomes for the centre.

At the same time as these broader centre plan discussions have been progressing, our Development Manager has been in discussions about potential development agreements for 1817 Great North Road, 18 Elm street and Avondale Central. We have been clear that any resulting development agreements will incorporate our required specific outcomes including housing mix, design quality, integration with the public realm and appropriate sequencing of development.

2.2.5 City Centre – Civic Administration Building

Civic Administration Building

Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA.

Britomart Station - Over Site Development

Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA.

Bledisloe Car Park

Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA.

2.2.6 Henderson

Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA.

The Unlock Henderson engagement team is hosting an engagement event on the theme of embracing change at Whoa Studios in Henderson at 6 pm on 18 of June at 8 Henderson Valley Road.

2.2.7 Hobsonville

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

Airfields Stage 3 Megalots 5 & 6

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

WASP Hangar

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

2.2.8 Northcote

The updated Programme Business Case is presented to the Board in June. All key inputs were reviewed and further researched including for example contamination testing. *Withheld from the public under S7(2)(h) of the LGOIMA.* We held a confidential workshop with the members of the Finance and Performance / Planning Committees on June 12. We received positive feedback with the committee discussing the reinvestment strategy and how we can best deliver value for the community

2.2.9 Ormiston & Flat Bush

Ormiston Town Centre

Todd is progressing the construction of the town centre on programme to be completed by the end of 2020. Leasing is steady, with several major anchors confirmed. This has now been communicated to the local community.

Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA.

187 Flat Bush School Road

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

2.2.10 Panmure

Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA.

2.2.11 Papatoetoe

Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA.

2.2.12 Pukekohe

The Kia Puāwai/Unlock Pukekohe High Level Project Plan has been approved by the Planning Committee. On 18 June the Finance and Performance Committee is anticipated to approve the disposal of the listed 27 properties in the Pukekohe Plan via a procedural report. The next step is for Panuku staff to progress a Parking Strategy and associated workstreams for a future Auckland Transport Board approval to dispose of the eight car park properties from their own Fixed Asset Register.

2.2.13 Haumaru

33 Henderson Valley Road - 40-unit apartment development

Alaska Construction is making good progress on site and achieved critical milestone of completing roof installation by the end of May. Interior works for lower three levels are progressing well with kitchen joinery completed on the ground level and progressively being advanced in levels on one and two. Stage 1 CCC application associated with foundation works was lodged on 27 May.

Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA.

Preparatory work has commenced for the village opening ceremony in collaboration with Haumaru Housing and Mana Whenua. The opening is scheduled for November/December 2019 post local government elections.

2.2.14 Support Locations

198 Dominion Valley Road, Mt Eden

Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA.

84-100 Morrin Road, St Johns

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

3. Performance reporting

3.1 Monthly performance dashboard

Operations Dashboard

The key company highlights from the month are:

- The company is on track to meet the planned budget surpluses for Panuku and the Portfolio management on behalf of the council.
- Capital expenditure moves closer to the \$73.5m reforecast communicated to the council. Capital spend for May was \$15m, the biggest change relates to Wynyard Edge Alliance (WEA) spend. The Gateway target of \$66m is forecast to be met but the \$73.5m target with Council could go either way.
- The Barrowcliffe Place development agreement with Te Akitai Waiohū became unconditional in May. This transaction is worth \$4.35m.
- Transform and Unlock sales (unconditional) is forecast not to be met at year end.

The Company Dashboard is included as attachment A to this report.

3.2 SOI and sustainability

The Waitemata Low Carbon Network has made a further submission suggesting how the draft SOI performance measures relating to climate change can be strengthened. As a result, we have brought forward our commitment on climate adaptation planning. The Network made further points addressing procurement, Homestar standards and measurement of embodied emissions. This action is covered in the general section of the SOI, and our response to the Network will set out our work programme in more detail.

4. Portfolio Management

4.1 Property Management Portfolio

Sale of 35 Graham street

On 17 June 2019, Asset Plus Limited shareholders approved the purchase of the Council owned property, 35 Graham Street, for an agreed price of \$58 million. The agreement is now unconditional, with settlement to occur on 28 June 2019. Panuku carried out the sale on behalf of Auckland Council as part of their corporate accommodation strategy.

Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA.

4.2 Acquisitions and Disposals Summary

The Acquisitions Summary is attached as Attachment B and the Disposals Summary is attached as Attachment C. Both reports are withheld from the public under S7(2)(b)(ii) of the LGOIMA.

5. Organisational Summary

5.1 Progress with developing a Council group approach to staff behavioural policies – our Charter

A draft proposal has been completed by the working group and is currently seeking feedback from senior leadership. We anticipate providing final wording for Our Charter to the board in July for information.

About 18 months ago the council reviewed all its behavioural policies, consolidated and developed a principle-based approach known as Our Charter. In March 2018, in response to the Mayoral letters of expectation in December 2017 and January 2018 and the CCO accountability policy, the Council group agreed and adopted one of the six areas of Our Charter, namely the Money and Assets/Sensitive expenditure group policy (which included for example travel policy). An update was provided to the board on 28 February 2018.

Since then a working group (comprising council and CCO's nominated staff) have been meeting to progress on the remaining five areas (with the goal for high level principles (and bottom lines) to also apply across the group. These areas are We honour Te Tiriti O Waitangi, We make this a great place to work, We look after the people we serve, We look after our information, and We look after our safety and wellbeing. Panuku has been aligning in practice to Our Charter since its launch to council staff and Panuku employees are directed to Our Charter for policy guidance. Final wording is expected to be published later this month for group adoption.

5.2 Employee engagement survey

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

5.3 Chief Executive's Networks

Since the Board met on 28 May, the Chief Executive has continued to build relationships with stakeholders, mana whenua and the local community, within both the political and community arenas.

He has also attended various Auckland Council meetings, including the City Centre and Waterfront Executive's Steering Group, CCO CEO's regular catch-up with Stephen Town and regular AC36 JCEG (Joint Chief Executive Group) meetings.

Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA.

5.4 Media and digital summary

Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA.

Involving kids in the design of public spaces

Architecture Now ran a story on Panuku's collaboration with researchers from Massey University on two research projects for the Building Better Homes, Towns and Cities (BBHTC) National Science Challenge – the renewal of Eastern Viaduct on the waterfront and the regeneration of the Puhinui Stream in South Auckland – to better understand how children engage in the co-design of public spaces.

Auckland Film Studios

RNZ ran a story on the booming Auckland film industry. It mentioned Panuku in relation to the Auckland Film Studios in Henderson, that Panuku was looking at options for the studio's future.

Digital

Podcasts

Panuku has now published 14 podcasts with 564 plays in total. New this month are two podcasts with our development partner Fu Wah: a talk with Robyn Sheehan, senior site administrator for Hawkins on the Fu Wah Park Hyatt site, and a talk with Roimata Maihi, foreman for Hawkins on the Fu Wah Park Hyatt site.

Talked to Roger and the new website stories

News stories that have been published in the last month on the Panuku website are: completed laneway in Onehunga, an information evening on Ormiston's new town centre beside Barry Curtis Park, the planned upgrade to the Takapuna Beach Holiday Park, a public piano in Takapuna and the CAB regeneration set to begin.

Health and Safety Monthly Reporting – May 2019

Document Author(s)	Blair McMichael – Health and Safety Manager
Approver	David Rankin – Chief Operating Officer
Date	10 June 2019

1. Purpose

This paper is a monthly update to the board on progress against key health and safety objectives from our Health and Safety Plan 2018/19, recent incidents, the monitoring and management of risks, and staff wellbeing and training.

2. Executive summary

This report includes a monthly update of our lead and lag key performance indicators reflecting incidents, hazards, monitoring, and competency programmes underway. The report highlights a near miss on our Haumaru project in Henderson and controls implemented post incident.

The executive continues to drive health and safety critical risk reporting using the project tool Sentient and through the Panuku Community of Practice forum. Health and safety risk reporting against projects is lower than anticipated. It is anticipated that this will rise as the Panuku process and staff capability improve.

The executive are progressing safety systems improvements. Having evaluated four software solutions, we have selected a preferred option which will be subject to executive approval to proceed in June. The preferred solution should be able to integrate with our existing procurement and project management systems to avoid duplication of entry. It will also link risk management throughout business operations.

The tool Safe365 has been reviewed and some initial internal assessment completed which will support the business in initially self-assessing its health and safety performance. The tool will provide a list of actions which will feed into our health and safety planning FY 2019/2020. The Panuku health and safety representatives used the tool for the first time in May. The executive lead team will also use the product soon.

In May, the roll-out of contract management framework was completed across all affected parts of the business with training concluding with our Design and Place teams.

We continue to construct the draft health and safety plan and forward work programme for FY 2019/2020. The plan will be reviewed by the executive lead team in June.

3. Health and safety key performance indicators

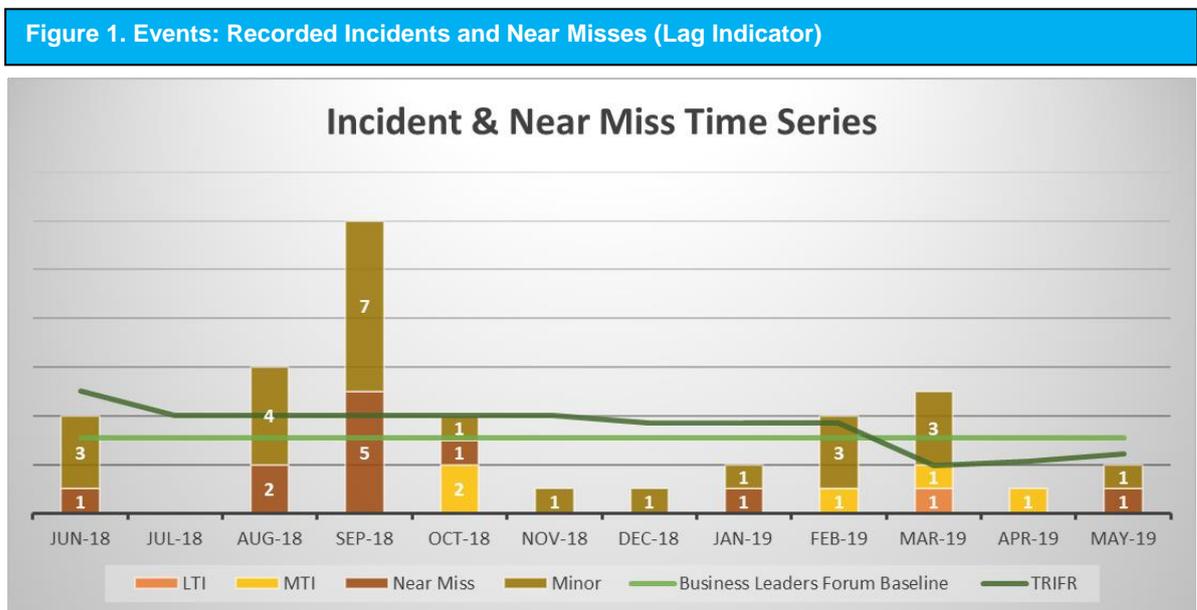
We continue to track our health and safety key performance indicators (KPIs) which represent both lead and lag indicators.

Figure 1. Incidents and Near Misses, Figure 2. Project H & S Risks, Figure 3. Competent and Engaged People.

3.1 Incidents and near misses

Figure 1 shows the Panuku Total Recordable Incident Frequency Rate (TRIFR) rose to 2.4 from last month. This result is marginally lower than our benchmarking against the NZ Business Leaders Health and Safety Forum TRIFR of 3.1. There were no significant injuries recorded during May for all staff or workers.

A significant near miss was reported from the Haumaru project in Henderson. Three sheets of gib-board fell three floors as it was being raised by a lifting Hiab, striking the exterior scaffolding. Although the loading area was isolated, the contractor has identified a gap in its safety behaviours. A 'spotter' whose role it is to guide the Hiab operations was absent in this instance. Corrective action has since been implemented.



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

The Wynyard Edge Alliance suffered a significant near miss in June. The Wynyard Edge Alliance (WEA) work next to our marina operations under a Licence to Occupy. Under the licence to occupy WEA have an obligation to keep us informed on all Notifiable Events, however Auckland Council are the Principal to the WEA contract for the Americas Cup bases. According to WEA, it appears that a barge crew were preparing to lift and remove the gangway leading from the Hobson wharf extension to their barge. Normally the bolts holding it in position are removed after the gangway is rigged to the crane. In this instance one worker proactively removed the bolts before the gangway was rigged, (not following procedure) which resulted in the gangway detaching from the wharf end and two workers falling into the water.

The gangway has been recovered from the seabed and the barge has now moved to Halsey Wharf.

Following their emergency response plan, recovery was by the safety boat within about 2 minutes. One finding was that neither life jacket activated as they should have. Upon checking the rest of the life jackets on board, they all were fully operational.

Maritime New Zealand have stated to WEA that they will be issuing an improvement notice dealing with the “lack of maintenance’ on the life jackets and ‘inadequate training’ on checking life jackets.

We have considered Maritime New Zealand’s approach, and any learnings for our business, and can report that our marinas operate an annual review of self-inflating life jackets tracked by spreadsheet. Our staff complete the RYA (Royal Yachting Association) yacht-master competency as a minimum which includes the visual inspection of life jackets.

3.2 Health and Safety Risks

Figure 2 highlights hazards by incident, and critical health and safety risk by project.

In May, the Board was informed that Panuku project managers were not always entering health and safety risk data into the project tool Sentient. The lack of comprehensive project H&S data in a single repository directly affects the transparency of health and safety risk. Consequently, this impacts on the executive’s ability to consistently communicate to affected stakeholders and demonstrate the systematic management of each risk.

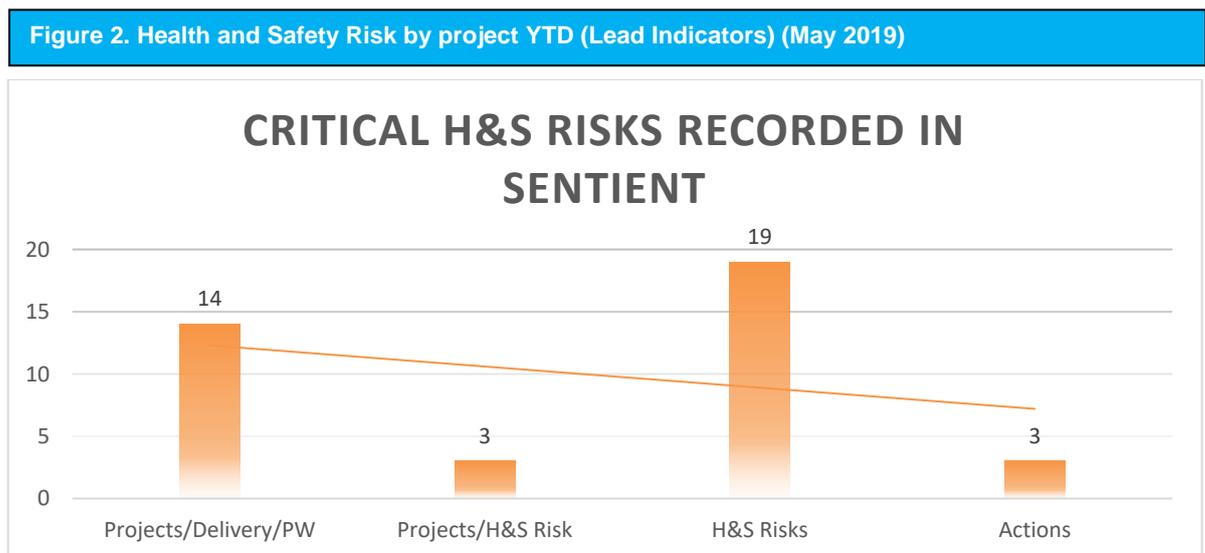


Figure 2 (above), illustrates the connection between active capital works projects, H&S risks and risk mitigation activity. These are reported in the project management tool Sentient. Of the fourteen capital works projects in progress, eleven (78%) do not have H&S mitigation activity data in Sentient. Three project managers have identified H&S risks related to their projects. These three project managers have linked three follow up risk mitigation activities to these projects.

We recognize that early risk mitigation through safety in design (SiD) is not well understood and applied. Both the use of early intervention, SiD, through health and safety risk mitigations, and the entering of data into Sentient form part of the improvements program underway.

Health and safety risk are understood by our project managers however not comprehensively captured, pre-delivery/construction of physical works. This information is not always visible in our project tool, Sentient. and the entering of data into Sentient forms part of the improvements program underway.

Project H&S data recorded in Sentient is coming off a very low base in terms of both quantity and comprehensiveness. The Health and Safety team is working with the Portfolio Management Office (PfMO), the Development directorate and the Panuku project managers through the Panuku Community of Proactive (CoP), to ensure each manager understands Panuku's health and Safety vision, strategy and objectives. This includes highlighting the significant role that the Panuku project managers undertake in providing the Panuku project sponsors, the executive lead team and the Board with timely, accurate and comprehensive health and safety information as it relates to engagement, communication and risk mitigation activity reporting. It is anticipated that the quantity and quality of project H&S reporting information from Sentient will improve in FY 2019/2020 as a result of the improvements proposed.

To ensure that there is greater visibility for the executive lead team and the Board on health and safety risk, particularly for capital works projects, the executive will expand the range of project related measures covering all phases (Initiate, Plan, Deliver and Close) of a project. We anticipate all new reporting will be available from August.

The health and safety risks will be workshopped at executive lead team over the next quarter. The ELT will assess risks based on various levels of influence and control across our various supplier relationships to determine which risks are relevant to our business.

3.4 Competent and engaged people

Figure 3 provides an oversight of training to date (FY 2018/2019), by course and Directorate.

Training for our Design and Place team on the Contract Management Framework (CMF) was completed in May. This training concludes the planned roll-out of the CMF across all part of the business for the year. Future training will be scheduled throughout the FY year as regular refreshers or as part of an induction for new starters.

Figure 3. Training: Competent and Engaged People (Lead Indicators) To date.

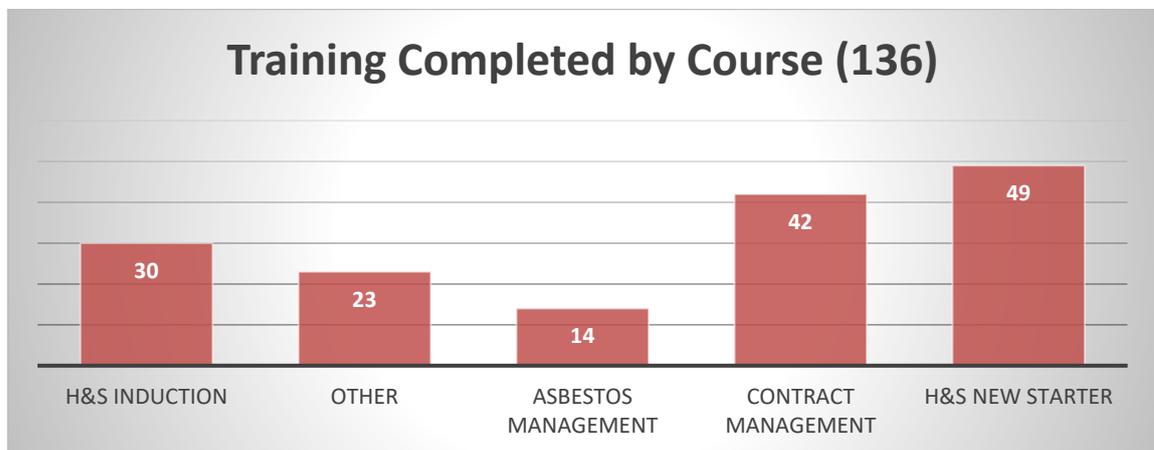
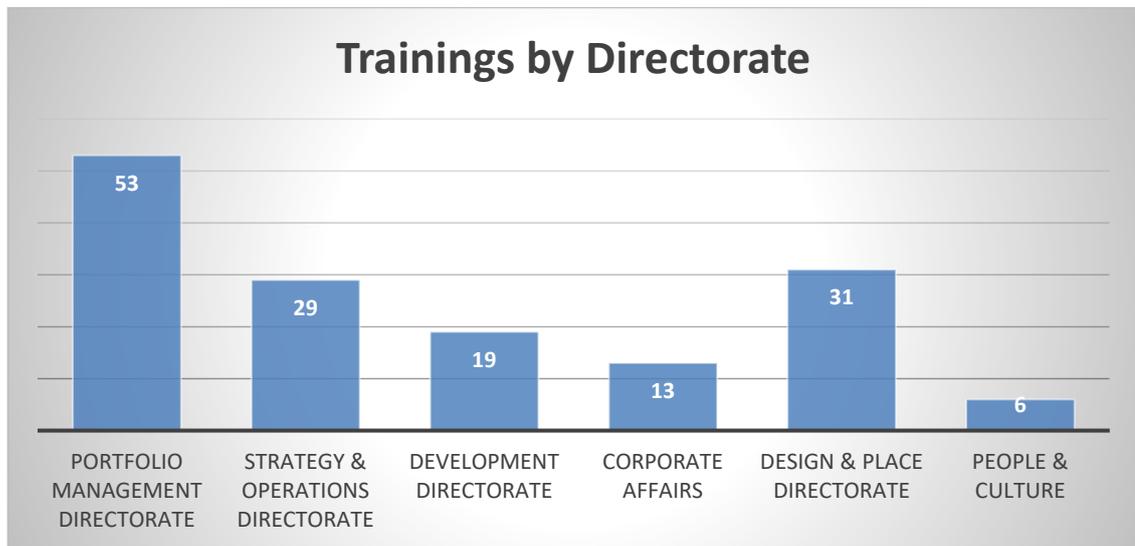


Figure 4. Training: Health and safety training by Directorate indicators) To date.



Throughout the year significant effort has been placed on new starters and emphasis on training our property managers (Portfolio Management Directorate) on asbestos health risks and the facilities team on our contract management framework.

We have committed to completing ConstructSafe competency assessments for all project managers, those staff involved in physical work in property development or property management. We have agreed to partner with the Auckland Transport health and safety team to complete competency assessments from FY 2019/2020.

4. Emerging issues and trends

4.1 Staff engagement and Wellbeing

In May the Health and Safety Committee met to discuss its role in supporting the delivery of our annual health and safety objectives in the Health and Safety Plan 2019/2020. The committee agreed to the draft objectives and ratified the Terms of Reference (TOR) as a committee, consistent with the TOR by WorkSafe. The committee agreed to seek further membership given the FTE (Full Time Equivalent) staff growth within the business. The Committee is also seeking to appoint a new chair.

The committee provided feedback to Auckland Council on its draft health and safety guidance. This work seeks to ensure that the H& S at Panuku aligns to Auckland Council where practical and is in line with the Auckland Council Group agreed charter.

As part of our wellbeing programme, we completed our free influenza vaccinations.

4.2 Health and safety reporting software solutions

An evaluation of four health and safety software solutions was completed in May identifying one leading software. A recommendation to proceed, with the preferred solution, goes to the executive in June for approval. The executive considers that a new software solution will provide better alignment to the business and its needs. Any approved software will be integrated with the existing procurement and project management software and has been fully discussed with the council H&S Manager.

An employee and executive health and safety benchmarking exercise has commenced using a tool called Safe365. This tool provides a useful approach for structured self-assessment and is being used in the council. Safe365 will assist the business as a health and safety capability evaluation. This is an important step in ensuring that Panuku has the appropriate organisational skills, experience and knowledge needed to fulfil its health and safety responsibilities. The output of the Safe365 evaluation will feed into the health and safety plan FY 2019/2020.

We plan to roll out the Safe365 software tool in a phased manner across the business to help each area of the business establish its health and safety baseline. This will help benchmark against similar external groups. Once an organisational health and safety datum we have established, the executive will look at having its assessment validated by an external auditor later in the FY 2019/2020. This will provide the ELT with an objective measure of directorate and individual health and safety performance.

5. Progress against the health and safety work plan

PROGRAMME OF WORK	ON TRACK	KEY DELIVERABLES
Corporate Priority - Complete review of Panuku's alignment with Auckland Council H&S Management Framework, including the manual		Auckland Council released further guidance to the CCOs in May. These have been reviewed with feedback to our shareholder based on how best they align to our business requirements.
Develop H&S Communications Plan for direction & alignment with key H&S initiatives		Completed. Work has begun on the drafting of a communications plan for 2019/2020.
Corporate Priority - Review training. Inductions planned for December 2018.		Training and competency programme remain current with reviews completed by our directorate-based H & S reps.
Draft H&S Annual Plan 2019/2020 with staff involvement and ELT approval (BAU) (June 2019)		Using the tool Safe365, employee and executive team feedback, will be incorporated into the draft Health and safety plan FY 2019/2020. The executive will approve our plan in June.
Manage delivery of People Leader H&S training using the Council training 'Managing Safely' (March 2019)		Training coordinated through our shareholder continues across the business. In FY2019/2020 we will coordinate training within Panuku.
Corporate Priority - Complete Programme of Board and ELT legislative update / training (May 2019)		Legislation communications were incorporated in the Board and ELT February H & S Deep Dive.
Agree with Panuku Risk Manager - clear communication of hierarchy of risk registers & links		Consultancy company EY completed a risk workshop and hierarchy discussion with the executive team in May. This programme was repeated for the Board.
Implement Contract Management Framework in Facilities management, Marinas and Design and Place by December 2018		The CMF has been roll-out to all parts of our business.
Corporate Priority - Undertake review of Contract Management Framework compliance.		The CMF review was completed in April and a report received in May. Findings and recommendations will be included in our H & S Plan 2019/2020.

Review H&S within the Portfolio Management Framework & apply gateways (May)		This commenced in April as part of a community of practice working with the portfolio management office. Future work will be incorporated into our planning FY 2019/2020.
Agree with Panuku H&S Representatives & COO the Terms of Reference for Panuku H&S Committee (June)		The H & S Reps TOR were agreed by our H & S reps during the March. The H & S Committee TOR was agreed in May.
Agree Focus topics for ELT led discussions in H&S (November 2018)		Agreed and delivered to plan with deep dive completed across the ELT and Board for the CMF.
Agree drug and alcohol (D & A) and safety sensitive role improvements. ELT sign-off and Board communications (April)		The business is awaiting a response from Auckland Council who are defining safety sensitive roles, critical risk activities, and critical risks across the council family. Once this work has been completed then we will confirm which roles in Panuku are affected and how D & A testing may be applied. Meanwhile we continue to complete D & A pre-employment testing across Marina operations, with D & A testing for contractors to be managed by the contractor and referenced within their site-specific safety plans.
Corporate Priority - Implement Phase 2: Risk Manager software which incorporates Contractor Management Module, CMM, by June 2019		A Request for Information (RFI) around a software solution which aligns to the business requirements of Panuku went to selected vendors in April. The vendor responses were evaluated in May and a paper seeking ELT approval will be sought in June. This is a change in objective from the original work program as the CMM was to ready for use.

Māori Responsiveness Monthly Report – May 2019

Document Author(s)	Angelika Cutler, Director Corporate Affairs
Approver	Roger MacDonald, Chief Executive
Date	15 June 2019

1. Purpose

The paper provides the Board with an update on our Statement of Intent (SOI) commitments to working with Māori. This month, the report also covers the Panuku Organisational ‘Gateway’ measure and an explanation of the new approach to our SOI commitments which now address outcomes that mana whenua have said are important to them.

2. Strategic Context

The Auckland Plan states “a thriving Māori identity is Auckland’s point of difference in the world – it advances prosperity for Māori and benefits all Aucklanders”. One of the six overarching outcomes identified in the Auckland Plan is “Māori Identity and Wellbeing” that directs council whanau to:

1. Advance Māori well-being
2. Promote Māori success, innovation and enterprise
3. Recognise and provide for Te Tiriti outcomes
4. Showcase Auckland’s Māori identity and vibrant Māori culture

Our strategic whakapapa to support this Auckland Plan Outcome is through our SOI commitments to working with Māori and from direction in the Mayoral Letter of Expectation (LOE). Viewed holistically the work detailed in this report forms the basis of the Panuku Māori Responsiveness Plan that legally requires us to:

- Fulfil statutory Māori obligations,
- Value te ao Māori,
- Enable Te Tiriti o Waitangi and
- Enable Māori outcomes.

3. SOI - Shared Strategic Outcomes

The Panuku SOI 2019-2022 contains new wording about our commitments for working with Maori.

Over the past three months we have worked with the Panuku Mana Whenua Governance Forum to test and better understand their desired outcomes (including proposed activities and outputs) in respect of the four existing outcomes pillars (pou):

1. Culture and Identity,
2. Social,
3. Governance,
4. Economic.

Consideration was given to adding a fifth pou (Wellbeing), however it was concluded that that was unnecessary, as the concept of wellbeing is transversal across the existing pou (and will be represented as such in the framework and implementation plan).

The direction we have been given expresses desired outcomes by both mana whenua iwi, hapu, and Panuku, it also provides for enhanced wellbeing for mataawaka. The notion of manaakitanga comes through strongly in the articulation of what is important to mana whenua for Māori wellbeing overall.

Implementation Plan

Feedback from mana whenua has been processed into short-term, medium-term, and long-term outcomes. Panuku is now identifying how we can support these aspirations. These outcomes will be communicated and tested with staff at Panuku to assess the feasibility of them. Proposed activities to achieve these outcomes, including ascertaining what relevant activities Panuku is already undertaking also need to be added

These activities will form an Implementation Plan – a practical tool to guide Panuku efforts in supporting the realisation of the outcomes sought by mana whenua. This Implementation Plan will form an integral part of a revised Maori Responsiveness Plan, a document that is legally required by the Shareholder.

Panuku has amended this year's SOI to reflect this work on shared strategic outcomes.

Formerly the three outcomes provided to us by Auckland Council for our SOI were not reflective of Council's Strategic Priority Areas under its Maori Responsiveness Framework, nor did they express mana whenua's aspirations. Our new approach provides a clear pathway through to Council's strategic whakapapa and ensures we are moving in the direction that mana whenua have provided.

5. Maori Responsiveness Plan

Our strategic whakapapa in supporting the Auckland Plan Outcome of Māori Identity and Wellbeing is through various channels including direction from mana whenua, the Mayor's Letter of Expectation and our SOI commitments. We are bringing all of these commitments together through the development of a comprehensive Māori Responsiveness Plan that legally requires us to:

- Fulfil statutory Māori obligations,
- Value te ao Māori,
- Enable Te Tiriti o Waitangi and
- Enable Māori outcomes.

The Plan will ensure:

Increased accountability: Explicit acknowledgement from ELT via Business Plan Dependencies (attached) that **Maori outcomes are the accountability of the whole organization** in the same way that Health and Safety and Sustainability are.

Increased capability amongst all staff: an internal capability programme will be rolled out. Some of the components will be compulsory. This will be managed via the P&C learning calendar.

Improved consistency of policy decisions: Strategy, policy and implementation alignment is vital and requires greater collaboration and input from Strategy and Operations.

Improved transparency: proactively advise unsuccessful mana whenua why they did not secure a deal after the process is completed.

Proactive approach: Panuku proactively identifies opportunities for mana whenua. This mana whenua would be interested in this deal.

Embed this work into business as usual: Raranga highlights Maori outcomes and relationships as a cross-cutting theme in all our work. The PMO will be used to run a change management process to embed the Maori Responsiveness work across the whole organization in a similar way to how the PMO has embedded its processes.

6. Panuku Gateway update - Enabling Commercial Opportunities

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

Panuku has used almost all levers at our disposal to enable mana whenua to participate on a commercial basis with us. Many mana whenua are simply not able to participate at this stage but we are proactively identifying a long-term plan to achieve success in this space

The work the Maori Engagement team is leading with EY Tahi and the board working party will help support short, medium and long term success regarding commercial partnerships with Maori, ranging from the individual up to iwi and hapu level. The board will receive a suite of recommendations in August

An updated Panuku policy: Selection of Development Partners includes relaxed criteria for mana whenua to negotiate with us on an exclusive basis. This has been widely acknowledged by mana whenua as a precedent-setting move for public sector property entities.

Mana whenua are taking advantage of our new open door policy to talk with us any time about any property.

We provide mana whenua with a significant head start on the market by providing a highly transparent three year forecast with a rolling six-monthly overview of our property pipeline.

Mana whenua have a significant advantage over other partners as we provide them with an annual strategic overview of the whole Panuku Portfolio enabling them to see where they would want to participate and/or invest in the programme.

Many mana whenua are yet not in a position to partner with us on a commercial basis due to their Treaty settlement status. An overview of each iwi settlement status is attached.

We work with many mataawaka groups across our locations. Working closely with mana whenua means that the outcomes we produce are good for all Maori.

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

*Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA **

7. LTP/SOI Performance Measurement

Panuku has two SOI measures for Maori responsiveness. These have both been achieved.

1. *“To facilitate 50 significant Maori initiatives”.*

Panuku has **overachieved this SOI measure.**

Over 60 initiatives have been achieved including over \$500,000 spent on Maori artworks and specialist advice in our locations, at least five new Maori place names in our locations, offers of commercial opportunities and capability building for staff.

2. *“% Mana whenua groups satisfied with quality of engagement”*

(Maintain or improve on baseline: The baseline has been established. 40% of mana whenua survey respondents were satisfied with the quality of engagement, 40% of respondents were neither satisfied nor dissatisfied and 20% were dissatisfied.)

Panuku has **achieved this SOI measure**

Research results show that there is recognition from Mana Whenua that Panuku is genuinely trying and improving in their engagement with Mana Whenua. It is acknowledged that Panuku is trying hard in the entity they represent, providing ample opportunities for Mana Whenua to engage with them, and is **leading the way when compared to other CCOs within Council.**

A more detailed report on insights will be presented to the Board in July.