



PANUKU DEVELOPMENT AUCKLAND

LOCAL BOARD ENGAGEMENT PLAN

September 2015

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Introduction

Panuku Development Auckland helps to redevelop parts of our city – from small projects that refresh a site or building, to major transformations of town centres or neighbourhoods. Understanding the communities in which we work, we use under-performing land and buildings that Auckland Council owns, we plan and prepare the ground to attract private investment and make it easier for others to take on the development of houses and commercial buildings. Together with partners we unlock the full potential of this land to create spaces for Aucklanders to love. We continually seek to add value to council property assets in all sorts of different ways.

Panuku will play a critical part in delivering on actions and targets across the Auckland Plan. In particular, we will play a significant role in the transformational shift to “**Radically improve the quality of urban living**”. Panuku will contribute to this particular transformational shift through two core strategic activities

1. catalyse urban redevelopment
2. to strategically create value from assets

Based on the belief that effective collaboration will regularly out-perform individual or siloed approaches, Panuku is committed to engaging regularly with key stakeholders to ensure that urban regeneration in Auckland takes place in a cohesive way. This approach has proven to offer the best chance for resolving different and complex issues. Collaboration requires a close partnership between the public, private and community sectors across key platforms to achieve an integrated urban strategy. These partnerships must be invested in and put into practise at all levels of the organisation.

In order to achieve the best outcomes for Auckland, it is critical that the wider Auckland Council group work together effectively. To that end, and as outlined in the Mayor’s Letter of Expectation, each substantive council-controlled organisation (CCO) and Watercare is expected to prepare a Local Board engagement plan (LBEP). The purpose of a LBEP is to provide an overarching framework to guide engagement between CCOs/Watercare and Local Boards.

Panuku is a substantive CCO and is required to prepare a LBEP. This LBEP will be reviewed within twelve months of adoption. This LBEP comprises six sections:

1. Roles and responsibilities
2. Principles for working together
3. Local Board liaison
4. Nature of engagement with Local Boards
5. Regular reporting to Local Boards
6. Schedule of contact details for key Panuku personnel

Panuku is committed to developing collaborative partnerships with all Local Boards. In addition to the nature of engagement outlined in this plan we will also develop a framework for working with individual Local Boards across the region as we do not anticipate a ‘one size fits all’ approach to engagement. We will develop this framework in conjunction with Local Board Services and the Local Boards themselves. We imagine the framework will look at respective roles, responsibilities and reasonable expectations around delivering on an agreed vision. We also anticipate developing detailed protocols with the various Local Boards where Panuku will initially focus its long term urban regeneration role.

1. Roles and responsibilities

In order to provide a roadmap for effective engagement, this section clarifies the roles and responsibilities of Local Boards and Panuku respectively.

Local boards and the decision-making framework

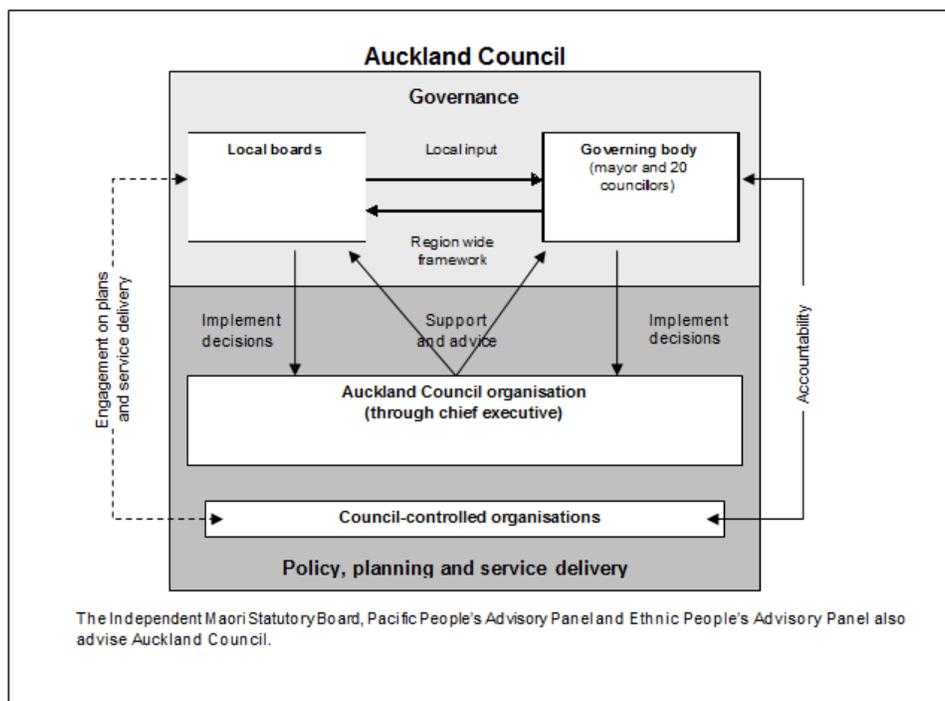
Auckland's governance arrangements comprise a new model of local government, designed to strengthen regional leadership, while providing effective local and community democracy. The Auckland Council is one organisation and one legal entity, with two complementary decision-making parts:

- the governing body, consisting of a Mayor elected by all Aucklanders and 20 Councillors elected on a ward basis; and
- 21 Local Boards, with between five and nine initial members elected by Local Board area. There are currently 149 Local Board members in total.

The governing body and the Local Boards share the decision-making responsibilities of Auckland Council. The role of Local Boards is considerably different and in no way equivalent to the role of previous community boards:

- the governing body focuses on the big picture and region-wide strategic decisions; and
- Local Boards will represent their local communities and make decisions on local issues, activities and facilities.

The governing body and Local Boards are autonomous within their respective decision-making areas. Decisions by Local Boards on responsibilities allocated to them are decisions of the Auckland Council. They do not need to be endorsed by the governing body and cannot be reviewed or changed by the governing body.



Decision-making responsibilities of local boards

Section 16(1) of the Local Government (Auckland Council) Act 2009 provides for the decision-making responsibilities of local boards. Section 16(1) provides:

- (1) each local board is responsible and democratically accountable for—
- a) the decision making of the Auckland Council in relation to the non-regulatory activities of the Auckland Council that are allocated to the local board; and
 - b) identifying and communicating the interests and preferences of the people in its local board area in relation to the content of the strategies, policies, plans, and bylaws of the Auckland Council; and
 - c) identifying and developing bylaws specifically for its local board area, and proposing them to the governing body; and
 - d) the agreement reached with the governing body (as set out in the local board agreement) in respect of local activities for its local board area.

Substantive CCO roles and responsibilities

Panuku is a substantive CCO. As defined in Local Government (Auckland Council) Act 2009, a substantive CCO is an organisation that is either wholly owned or wholly controlled by Auckland Council and either—

- (i) is responsible for the delivery of a significant service or activity on behalf of the Council; or
- (ii) owns or manages assets with a value of more than \$10 million; and
- (iii) includes Auckland Transport.

Substantive CCOs that are companies are established under the Companies Act 1993 and are, accordingly, subject to its provisions.

Principal Objective of a CCO

As provided in section 59(1) of the Local Government Act 2002, the principal objective of a CCO is to;

- a) achieve the objectives of its shareholders, both commercial and non-commercial, as specified in the statement of intent; and
- b) be a good employer; and
- c) exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which it operates and by endeavouring to accommodate or encourage these when able to do so; and
- d) if the CCO is a council-controlled trading organisation, conduct its affairs in accordance with sound business practice.

Statement of Intent

A Statement of Intent is the primary mechanism by which Auckland Council holds its CCOs to account. As provided in clause 1 of Schedule 8 of the Local Government Act 2002, the purpose of the SOI is:

- state publicly the activities and intentions of a CCO for the year and the objectives to which those activities will contribute;
- provide an opportunity for shareholders to influence the direction of the organisation; and
- provide a basis for the accountability of the directors to their shareholders for the performance of the organisation.

As required under section 96 of the Local Government (Auckland Council) Act 2009, a CCO must hold two board meetings that are open to the public each year.

- one meeting must be held before 30 June each year for the purpose of considering comments from shareholders on the CCO's draft SOI for the following financial year; and
- the other meeting must be held after 1 July each year for the purpose of considering the CCO's performance under its SOI in the previous financial year.

The current SOI sets out the following set of strategic objectives for Panuku:

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

2. Principles for working together

These high-level principles will guide engagement between Local Boards and Panuku. A successful working relationship between Local Boards and Panuku is founded on:

- a shared understanding of and mutual respect for the roles, responsibilities and decision-making authority of Local Boards, the governing body and Panuku;
- transparent and timely communication with no surprises;
- understanding and acknowledgment of shared responsibilities between the parties;
- a commitment to a timely response to and resolution of issues raised by Local Board members;
- a commitment to early inclusion in the planning and decision making process where issues have a specific relevance to a Local Board;
- a commitment to flexibility in terms of engagement, recognising differing levels of interest and local relevance across the Auckland region.

3. Nature of engagement with Local Boards

Panuku commits to the free flow of information between Panuku and Local Boards regarding issues of mutual interest and delegation. Panuku also commits to engage constructively with Local Boards on major issues, projects and activities within their respective areas. The nature of such engagement between Panuku and Local Boards will depend on the nature of the issue, project or activity in question.

Whilst the level of engagement expected will be canvassed with each Local Board on a case by case basis there is an agreed baseline for engagement across the region. This baseline is attached as **Appendix 1** to this report.

Where a major issue, project or activity affects a Local Board's governance role or has an impact on the local area, consultation with and input from the Local Board will be sought at an early stage. Panuku will consult with and request input from the affected Local Board(s).

Where a major issue, project or activity does not affect a Local Board's governance role or have an impact on their local areas, provision of progress reports to the Local Board(s) will be the appropriate level of engagement. Panuku will undertake to consult with Local Boards before public consultation. Where Panuku is undertaking community consultation, Local Boards will be a central part of this process. Panuku also commits to;

- While being charged with taking a regional approach in undertaking its activities, it will take account of the respective strengths and needs of each Local Board area and will take account of the priorities identified in each Local Board Plan, as well as the key objectives and activities in each Local Board Agreement.
- Give effect to any Local Board Agreement project or initiative to the extent agreed with us by the Auckland Council, which may include Local Board funded place shaping initiatives with private sector and/or commercial input.
- Local Boards will be offered a briefing on significant projects such as Ormiston Town Centre and Papatoetoe Town Centre.
- Provide the Local Boards with access to information in accordance with our obligations under the Local Government and Official Meetings Act 1987 (LGOIMA).

In addition to the above approach and a commitment to collaborative partnership with all Local Boards across Panuku we will also develop a framework for working with individual Local Boards in the sliding scale of redevelopment locations. These more detailed protocols will be developed in conjunction with Local Board Services and the relevant Local Boards in 2016. We imagine the Framework will look at respective roles, responsibilities and reasonable expectations around master planning input etc

4. Local Board Contact

Panuku commits to the provision of a Local Board contact person, who will be the first point of contact in addressing Local Board members' enquiries, requests for information, complaints and requests for service.

Name: Toni Giacon - Team Leader, Stakeholder and Community Engagement

Contact Details: Mobile 021 227 9463
 Email toni.giacon@developmentauckland.co.nz

5. Regular reporting

Reporting common to all Local Boards

Panuku will send its quarterly report directly to Local Boards four working days before the Accountability and Performance Committee meeting.

Reporting specific to Local Boards.

Panuku will report on an individual basis to each Local Board on a six monthly cycle. Six monthly reports will provide an overview and update of projects, activities and issues of particular interest to each Local Board. An example of this report is included as **Appendix 2**.

The six monthly reports will be distributed to each Local Board no less than 11 business days before a scheduled business meeting in order that the report be included in the board's agenda and Panuku attendance booked if desired. Panuku will invite questions from each Local Board in advance of meeting attendance to ensure appropriate subject matter expert response can be provided at the meeting.

Panuku will additionally identify issues of specific interest for consultation and reporting to the relevant Local Boards in a timely manner, including properties in the disposals pipeline, development projects and business interests in specific Local Board areas. The purpose of such consultation and reporting to relevant Local Boards is to ensure there is transparency of activities, the principle of no surprises is adhered to, and Local Boards are included in the planning and decision making process.

It is acknowledged that the location of a property, project or business interest will naturally direct consultation primarily to that Local Board area even though there may also be interest from other Local Boards expressed on behalf of their communities.

This will take the form of regular reports as agreed while an issue is active. There will be provision for direct communication between the Chair of the Local Board and the liaison officer in between reports. Communication will remain flexible, transparent and timely.

Options will remain open for workshops between Panuku and Local Boards and the provision for taking an active part in any public consultation undertaken by Panuku in respect of the activity in question. An example of this is the public consultation that was undertaken by Panuku and the Hibiscus and Bays Local Board regarding the proposed development of 20 Link Crescent, Stanmore Bay.

When a media statement is to be released Panuku will give prior notification to the specific Local Board.

6. Panuku key contacts

Area of Expertise	Contact	Email
Place Shaping	Rod Marler	rod.marler@developmentauckland.co.nz
Financial Accounting	Carl Gosbee	carl.gosbee@developmentauckland.co.nz
Acquisitions & Disposals	Ian Wheeler	ian.wheeler@developmentauckland.co.nz
Stakeholder Engagement	Toni Giacon	toni.giacon@developmentauckland.co.nz
Development	Allan Young	allan.young@developmentauckland.co.nz
Strategy and Engagement	David Rankin	david.rankin@developmentauckland.co.nz
Governance Relationships	Angelika Cutler	angelika.cutler@developmentauckland.co.nz

Appendix 1

AGREED ENGAGEMENT WITH LOCAL BOARD	Quarterly	Six Monthly	Annual	As Appropriate
<p>Quarterly Panuku Quarterly Report</p> <p>Communicates essential Panuku wide financial and non-financial information to key stakeholders including, Council, Local Boards, and IMSB</p>	★			
<p>Six-monthly report</p> <p>Informs the Local Board on projects and activities, progress or changes against current local projects, regional and sub-regional projects of interest</p>		★		
<p>Regular operational updates</p> <p>Panuku provides opportunity for Local Board members and advisors to meet with relevant Panuku staff to openly discuss the progress of agreed priorities and operational matters</p>				★
<p>Inclusion in any community consultation led by Panuku</p> <p>Panuku includes (relevant) Local Boards as a part of the process where Panuku are undertaking community consultation</p>				★
<p>Notification of Panuku media statements</p> <p>Panuku makes every endeavour to give (the relevant) Local Board prior notification of Panuku media statements</p>				★
<p>Chief Executive at Local Board Chair's Forum</p> <p>Annual opportunity for a two way discussion of Panuku regional activity and issues pertinent to all Local Boards, as well as matters arising. This will be planned with Local Board Services as appropriate</p>			★	

Appendix 2

Six Monthly Report to Local Board - TEMPLATE

Panuku Local Board Six-Monthly Update

Purpose

To give the [name of Local Board] Local Board an overview of Panuku activities for the six months xxx

Executive Summary

- Xxx

Recommendation

That the [name of Local Board] Local Board receives the Auckland Council Property Limited Local Board Six-Monthly update xxx

Directorate Comments

1. Strategy and Engagement
2. Place shaping
3. Development
4. Portfolio management

Local Activities

5. Local Board specific local activities.

Consideration

Local Board Views and Implications

6. This report is for the [xxx] Local Board's information.

Māori Impact Statement

7. xxx

Implementation

8. There are no implementation issues. [or note any implementation issues]

Attachments

No.	Title
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Signatories

Author	[Name] Local Board Liaison
Authoriser	John Dalzell - Interim Chief Executive