

# Terms of Reference Agreement

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**Between Panuku Development Auckland (Panuku) and Otara-Papatoetoe and Manurewa Local Boards (the Boards).**

## **Background**

Manukau Metropolitan Centre has been selected as a 'Transform' location within the Panuku urban regeneration work programme.

Panuku will lead the urban transformation by working alongside others to create new mixed-use housing and commercial buildings, retail shops, and to improve connections around the area between homes, public spaces, public transport and the town centre.

The project area for Transform Manukau covers 600ha and includes the whole metropolitan centre, the Manukau Sports Bowl and the Wiri suburban neighbourhood to the south, including the 49ha Manukau Super Clinic site. Auckland Council owns approximately 95ha of land within the project area, comprising approximately 40 properties.

Auckland Council agreed a High Level Project Plan (HLPP) for Transform Manukau, prepared by Panuku, on 14 April 2016.

The project area is partly in the Ōtara-Papatoetoe Local Board area and partly in the Manurewa Local Board area.

## **Purpose**

This Terms of Reference (TOR) documents the agreed engagement approach between Panuku and the Boards for Transform Manukau (the Project).

## **Strategic approach**

Transformational change of the kind that Panuku will deliver requires a clear vision to be agreed. Clarity will help shared aspirations to be realised. Based on the belief that effective collaboration will regularly out-perform individual or siloed approaches, Panuku is committed to engaging early and communicating regularly with stakeholders to help define the vision for the Project.

The goal of engaging in a proactive, collaborative and authentic way is to ensure the Project is able to maintain and demonstrate momentum.

Collaboration of the kind Panuku is aiming for will require a close partnership between the public, private and community sectors across key platforms to achieve an integrated strategy. Panuku will be overt in its communications about this approach and requests that the other parties respond to it by being equally open to a collaborative dialogue, particularly when the outcomes and answers need to be resolved together, rather than provided as an answer by one party.

Panuku is working with the Boards, the Southern Initiative (TSI), Auckland Council's Community Empowerment Unit and other parts of the council family to build genuine relationships in the community. Panuku will establish a rapport with key stakeholders in the early stages, to provide an effective delivery mechanism for place making and wider engagement initiatives throughout the Project.

## **Strategic pillars**

These strategic pillars underpin the approach to engagement with individuals, communities and groups of interest for the Project:

- Be generous with information and ideas by engaging individuals, communities and groups of interest proactively.
- Be open to taking feedback on board and active in telling people what has happened.
- Be realistic in highlighting the challenges and complexity of the task at hand and providing measured commentary around expectations for immediate success.
- Be open to supporters who can help mitigate risks of negative discussion by providing positive support.
- Expect negativity around aspects of the Project. Plan for how to deal with it.
- Demonstrate empathy by tailoring engagement activities with locals in mind. Understand how different communities work by conducting place-based research that recognises one size does not fit all.
- Engender trust and pride amongst staff that enables them to be advocates on behalf of the Project.

## **Otara-Papatoetoe Local Board**

The Otara-Papatoetoe Local Board (OPLB) and community are significantly impacted by the Project. The success of the Project will be dependent upon creating transformation that resonates and has meaning within the community.

### **Role**

The OPLB represents the Manukau community and the area that constitutes the 'heart of the south'. OPLB provides leadership that supports a strong local community.

OPLB is the voice of the community.

OPLB has been allocated decision-making responsibility by the Auckland Council Governing Body for local planning and development, including:

- local place-shaping activities, including local leadership to create a local identity; and
- local strategic visioning, policy making and planning within parameters set by regional strategies, policies and plans.

### **Responsibilities**

In order to fulfil this role, in relation to the Project, the OPLB will:

- show commitment to the eight strategic goals outlined in the High Level Project Plan

- have early and on-going input into framework plan implementation. In particular, in relation to community engagement, place-shaping activities and activation
- input into asset optimisation and disposals decisions, through the standard rationalisation and optimisation processes
- partner with Panuku throughout the process to manage change and ensure timely communications with the community on the Project's progress
- communicate and champion local preferences and priorities to Panuku
- inform Panuku of any issues that may affect the Project.

## **Manurewa Local Board**

The Manurewa Local Board (MLB) and community are significantly impacted by the Project. The success of the Project will be dependent upon creating transformation that resonates and has meaning within the community.

### **Role**

The MLB represents part of the Manukau community that forms the area that constitutes the 'heart of the south'. The MLB provides leadership that supports a strong local community.

The MLB is the voice of the community.

The MLB has been allocated decision-making responsibility by the Auckland Council Governing Body for local planning and development, including:

- local place-shaping activities, including local leadership to create a local identity
- local strategic visioning, policy making and planning within parameters set by regional strategies, policies and plans.

### **Responsibilities**

In order to fulfil this role, in relation to the Project, the MLB will:

- show commitment to the eight strategic goals outlined in the HLPP
- have early and on-going input into framework planning. In particular, in relation to community engagement, place-shaping activities and implementation
- partner with Panuku throughout the process to manage change and ensure timely communications with the community on the Project's progress
- communicate and champion local preferences and priorities to Panuku
- inform Panuku of any issues that may affect the Project.

## **Panuku**

### **Role**

The Auckland Development Committee approved Panuku as the lead development agency for Transform Manukau on 14 April 2015. As lead Panuku will facilitate and co-ordinate activities and projects that are geared at change. Panuku is not trying to replicate or compete with current projects or council business as usual but rather it is looking at projects that help achieve transformation opportunities. Panuku will champion the overall vision for the location, and support the vision as fully as possible with a focus on implementation of initiatives.

For a number of sites and/or projects, Panuku will actually be the implementation agency. In other cases Panuku will be working with a partner, which might be another member of the council family, a government agency, private sector entity, the not for profit sector and iwi.

Panuku's role is to co-ordinate the overall work programme as well as to engage with the public and stakeholders on the range of activities that advance the Project objectives. These objectives are set out in the HLPP. Panuku will seek to influence the timing and outcomes of projects being delivered by others for an improved overall result. Co-ordinating partners and projects will make it easier for the public and stakeholders to engage.

Panuku will have a comprehensive programme of commercial projects together with non-commercial projects and activities, with the latter funded through reinvestment from the commercial programme.

As lead agency, Panuku will deliver a framework plan, which shapes the scope of the Project and guides the delivery of the Project outcomes over a 20-25 year period. A framework plan is similar to a master plan with a strong spatial element, but it also addresses other factors such as economic development outcomes and sustainability.

The framework plan includes a special alliancing arrangement with the council consenting function, to help ensure that consenting and urban design factors are considered in the wider context of the Project.

In summary, the role of lead agency is best described as having leadership responsibility to implement, or facilitate the implementation of, initiatives that achieve the outcomes described in both the HLPP and the framework plan.

### **Responsibilities**

- ensure that the Boards' plan outcomes are considered in decisions
- engage and work with the Boards to ensure place making initiatives consider and reflect desired community outcomes
- provide helpful explanations about why actions are/are not being taken - in particular, so that the Boards are prepared and able to appropriately engage with the local community
- provide monthly updates to the Boards on the Project progress. These updates will include providing information on key risks or issues that might arise

- meet with local board representatives (chair or portfolio) when necessary to discuss governance issues requiring Board decisions, attainment of key milestones or proposed changes in the Project
- Communications and Engagement working group, Local Board roles to attend include engagement, framework planning, place making and communications
- establish town and/or place making teams and/or working groups comprised of community representatives and including Board input

### **Communications and engagement**

- A Communications and Engagement working group will be formed, comprising cross council representation with an interest in Manukau.
- The functions of the working group are engagement, place making, communications and framework planning formation of key messages and engagement tactics.
- Strategic pillars apply. Community engagement will generally be conducted by the party or parties best placed to engage with each subject audience. Individual stakeholder engagement may be conducted by any or all of the parties, working group to action

### **Key points of contact**

- Senior Local Board Advisor Otara-Papatoetoe – Neil Taylor
- Senior Local Board Advisor Manurewa – Sarah McGhee
- Ōtara-Papatoetoe Local Board Chair – Lotu Fuli
- Manurewa Local Board Chair – Angela Dalton
- Panuku, Senior Engagement Advisor – Helga Sonier
- Panuku, Project Director – Owen Davies
- Panuku, Head of Design - Tim Watts

### **Issues resolution**

All parties are committed to addressing any issues that might arise, by communicating honestly and openly at an early stage.

In the case of disagreement, and following consultation in good faith, nothing in this Terms of Reference shall prevent Panuku or either of the local boards from making decisions in their own interests. At times, all parties will agree to disagree.

## Signatures

Signed for on behalf of Panuku Development Auckland by:

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Name:

Position:

Signed for on behalf of the Otara-Papatoetoe Local Board by:

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Name:

Position:

Signed for on behalf of the Manurewa Local Board by:

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Name:

Position:

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