

Eke Panuku and Auckland Transport Areas of Collaboration

For decision: For noting:

Te tūtohunga / Recommendation

That the Auckland Transport Board (board):

- a) Note this update on areas of collaboration between Eke Panuku and Auckland Transport (AT).

Te whakarāpopototanga matua / Executive summary

1. AT and Eke Panuku are working closely together to realise urban regeneration outcomes in areas well serviced by public transport.
2. The two organisations have worked throughout 2021 on joint projects, as well as establishing a joint Partnership Steering Group to align future work programmes that deliver shared outcomes. This has led to a substantive shift in the degree of trust and confidence between both organisations.
3. A significant focus of the past 12 months has been on improving the relationship between both organisations. Both organisations are now benefitting from stronger, more collaborative engagement between colleagues and more opportunities to bring each organisations' skills together. An example of this has been the cooperative work undertaken for recruitment of key roles in both organisations.

Ngā tuhinga ō mua / Previous deliberations

4. There have been no previous deliberations on this topic.

Te horopaki me te tīaroaro rautaki / Context and strategic alignment

5. In August 2020, the report of the independent panel for the review into Auckland Council's council controlled organisations (CCOs) highlighted opportunities for improved collaboration between CCOs.
6. Following the review, in early 2021 the AT and Eke Panuku chief executives set out their expectations for the two organisations to work together on transport-oriented development opportunities. Since then there have been several engagements between the Executive Leadership Teams of both organisations to build relationships and discuss areas of collaboration.

Ngā matapakinga me ngā tātaritanga / Discussion and analysis

7. In the past 12 months, a number of projects have been initiated or progressed. These will enable more homes and public realm outcomes, well supported by transport. These include:
 - a. Britomart Transit Oriented Development opportunity;
 - b. Downtown Car Park redevelopment opportunity;
 - c. Park and ride integrated development programme;
 - d. Pompallier Terrace redevelopment opportunity; and
 - e. Wynyard Quarter bus facility.
8. AT is also supporting Eke Panuku as it transitions into a lead agency role for the city centre. AT is actively involved in the joint steering group and supporting the recruitment process for a new Priority Location Director.
9. Other projects already underway are governed at a project or programme level by joint steering groups with representation from both agencies, as well as joint project teams to deliver joined up outcomes that meet both organisation's needs.
10. Projects that are in the scoping stage will have their governance and ways of working determined through a collaborative approach, to meet the individual requirements of the project.
11. In addition, a joint Partnership Steering Group (PSG) has been established following a sprint process with AT and Eke Panuku staff.
12. The sprint process, facilitated by AT's Customer Experience Design team, looked at the challenges and opportunities where the two organisations work together, and one of the areas we hope to improve is a clear governance pathway for decision-making at a senior level, which will help projects progress.
13. The joint PSG will:
 - a. Ensure all joint programmes, projects and initiatives are delivering customer-centric outcomes that are aligned to AT and Eke Panuku strategic objectives;
 - b. Maintain optimal health, performance and communication across all joint programmes and projects. This includes proactively addressing systemic challenges and opportunities across the portfolio;
 - c. Foster and grow collaborative ways of working between our two organisations;
 - d. Improve visibility and sharing of our respective planning horizons;
 - e. Organise our limited resources around mutually agreed priorities; and

- f. Provide a forum to escalate issues for resolution.
14. The PSG is co-chaired by AT's Executive General Manager, Service Delivery and the Eke Panuku Chief Operating Officer and its terms of reference will be agreed at its March 2022 meeting.
 15. AT and Eke Panuku staff have co-authored a behaviours charter which will be embedded in the way the organisations work together on joint projects and the respective executive leaders are meeting on a six-monthly basis to understand each organisations' priorities.
 16. To support this ongoing work, Eke Panuku is planning to recruit a Strategic Relationship Manager, who will report to both executive leadership teams for a fixed term period. The Strategic Relationship Manager will support the joint PSG and its forward work programme, will look at further opportunities for collaboration and build connections between the two organisations.

Ngā tūraru matua / Key risks and mitigations

Key risk	Mitigation
Ineffective collaboration between Eke Panuku and AT leading to poorer customer outcomes	<ul style="list-style-type: none"> • Establishment of PSG, co-chaired by executives from both organisations. • Recruitment and appointment of Strategic Relationship Manager. • Six-monthly meetings of AT and Eke Panuku executive leadership teams.

Ngā ritenga-ā-pūtea me ngā rauemi / Financial and resource impacts

17. The Strategic Relationship Manager role will be jointly funded from existing AT and Eke Panuku budgets.

Ngā whaiwhakaaro ō te taiao me te panonitanga o te āhuarangi / Environment and climate change considerations

18. It is expected that the improved collaborative working relationship between both Eke Panuku and AT will have benefits from an environment and climate change perspective over time.

Ngā whakaaweawe me ngā whakaaro / Impacts and perspectives

Mana whenua

19. Improved collaboration between both organisations should have a beneficial impact on outcomes for mana whenua.

Ngā mema pōti / Elected members

20. Eke Panuku and AT proactively look for opportunities to communicate together where both organisations are working in the same neighbourhoods and on joint projects. This includes presentations to Auckland Council committees and local board meetings, through communications material, and through engaging together in our communities. This has been very successful in Avondale and Takapuna.

Ngā rōpū kei raro i te Kaunihera / Council Controlled Organisations

21. N/A.

Ngā kiritaki / Customers

22. Improved collaboration between Eke Panuku and AT should result in improved customer outcomes.

Ngā whaiwhakaaro haumarū me ngā whaiwhakaaro hauora / Health, safety and wellbeing considerations

23. N/A.

Ā muri ake nei / Next steps


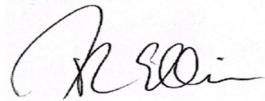
24. Next steps are focussed on:

- a. Finalisation and agreement of the PSG terms of reference.
- b. Recruitment and appointment of a Strategic Relationship Manager.

Te whakapiringa / Attachment

Attachment number	Description
1	Eke Panuku / AT Joint Projects

Te pou whenua tuhinga / Document ownership

Submitted by	Andrew Downie Governance Lead 
Approved for submission	Shane Ellison Chief Executive 

Eke Panuku/AT Joint Projects

March 2022



Auckland
Transport

Eke Panuku
Development
Auckland



Downtown Carpark



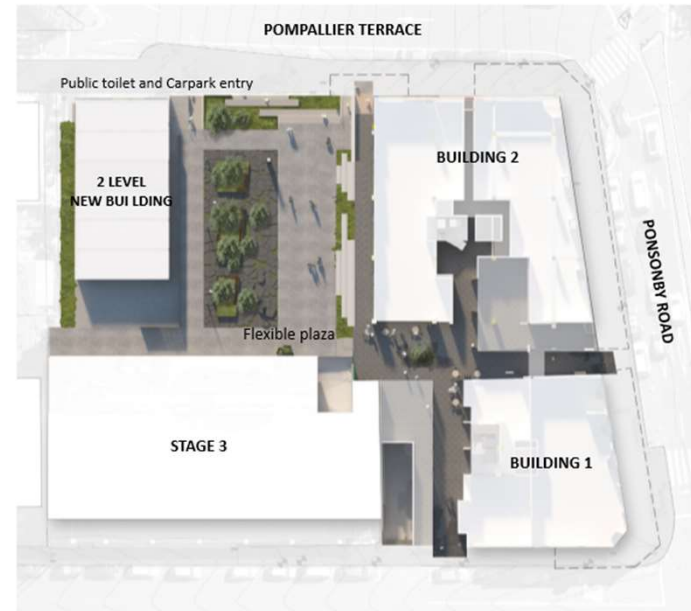
**Auckland
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2 Pompallier Terrace



Aerial showing 2 Pompallier Terrace and developers adjoining property



Indicative aerial design supplied by the developer

Ngā mihi



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