

# Board Report

## Date

Friday,  
29 April 2022

## Venue

Eke Panuku office,  
82 Wyndham Street  
and online via Teams



# Board agenda

**Where:** In person at the Eke Panuku office, 82 Wyndham St, and online via Teams

**When:** Friday, 29 April 2022 | 10.00 am – 4.00 pm

**Board members:** Paul Majurey – Chair  
 David Kennedy – Deputy Chair  
 John Coop – Director  
 Kenina Court – Director  
 Steve Evans – Director  
 Susan Huria – Director  
 Jennifer Kerr – Director

**Liaison councillor:** Cr Efeso Collins

## Local Government Official Information and Meetings Act 1987 (LGOIMA) statement

*Information contained in sections of this agenda should be treated as confidential, as releasing it would prejudice the commercial position of Panuku or Auckland Council. Under Section 7 of the Local Government Official Information and Meetings Act 1987, Panuku is entitled to withhold information where making available the information:*

- *would be likely unreasonably to prejudice the commercial position of a third party s7(2)(b)(ii);*
- *to maintain the effective conduct of public affairs through the free and frank expression of opinions s7(2)(f)(i);*
- *would be likely to prejudice or disadvantage the commercial position of council s7(2)(h); and*
- *would be likely to prejudice or disadvantage negotiations s7(2)(i).*

<b>1.</b>	<p><b>Meeting open</b></p> <p>1.1 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 confidential papers or parts thereof, so that commercially sensitive issues can be discussed.</p> <p>1.2 Apologies</p>
<b>2.</b>	<b>Chief Executive's report</b>
<b>3.</b>	<p><b>Health and Safety</b></p> <p>4.1 Monthly update</p> <p>4.2 Safe management of contracts reporting: Development management of health and safety responsibilities</p>
<b>4.</b>	<p><b>Decision papers</b></p> <p>4.1 Falls Carpark - 14 Edmonton Road, Henderson</p> <p>4.2 Eke Panuku strategic development partnership opportunity framework agreement</p> <p>4.3 Board Charter</p>
<b>5.</b>	<p><b>Information papers</b></p> <p>5.1 Housing market overview</p> <p>5.2 Alternative commercial opportunities</p> <p>5.3 Strategic acquisition opportunity</p>

**6. Governance matters**

6.1 Director interests

6.2 Director meeting attendance

6.3 Minutes of 23 March 2022 board meeting

# 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.

## **Eke Panuku Development Auckland (Eke Panuku)**

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

### **Our name**

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

### **Our vision**

Creating amazing places.

### **Our mission**

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

### **Our purpose**

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

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

### **What we do**

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

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

There were no apologies received for the April board meeting.

# Information paper: Chief Executive's Report

Document author: David Rankin

April 2022

## Whakarāpopototanga matua | Executive summary

1. This is a public report with confidential information redacted, indicated in [blue font](#). Where redacted information exists, a reference to the section of the Local Government Official Information and Meetings Act 1987 (LGOIMA) has been cited in the publicly available version of the agenda. It incorporates a range of material on current and emerging issues.

## Matapaki | Discussion

### City Centre Recovery Plan

2. Eke Panuku, working with the council group, has prepared a draft recovery plan for the city centre. The purpose of the plan is twofold: to encourage people back into the city centre and help ensure that their experience is a positive one. The plan targets residents, students, workers and visitors to the city centre. It is a pragmatic, short term plan until the end of the next summer. Elements of the plan will be built into our longer term planning for the city centre.
3. It is a great opportunity for the council group to show leadership, play its role in building positive momentum and ensure we are geared up for the return of people to the city centre. The plan is guided by a number of key principles including staying true to our strategic objectives, collaborating across government and private sectors, leveraging off opportunities and doing the basics well.
4. The plan will help ensure a joined up council group response but also relies on many other stakeholders and partners to play their part including organisations like Heart of the City, the private sector and the universities. The plan is iterative and will adjust as we progress its implementation.
5. The plan outlines a number of intervention and action areas. There are 4 overarching interventions which are always on:
  - a) Getting the basics right: a clean, well-maintained and safe city
  - b) Project delivery and disruption: construction activity is well communicated and managed to optimize the customer experience
  - c) Coalition of the willing: building momentum with key parts of the council group and external partners to show leadership and support for these initiatives
  - d) Narrative: articulating the value of the city centre to the Auckland region and New Zealand and promoting that it is “open for business”.



6. The balance of the plan is divided into seasons of approximately 3 months. Each season outlines assumptions, opportunities and actions for that period. The assumptions or opportunities may be a change to a Covid traffic light setting or a large event or holiday period and the actions will be organised to take full advantage of the various opportunities over time. In the current season of autumn, the opportunities include: universities opening up for students in early May; creating momentum for employers and property owners to encourage workers back after Easter; and a range of activations and events.
7. There is a range of accelerated and new challenges facing the city centre. The council group is also facing a range of priorities and its resources and people are under pressure. We will need to be realistic about what can be achieved in the short term. However, the city centre recovery is important for a whole range of reasons and is a great opportunity to work across the council group and with our various partners to attract people back and ensure that their experience is a positive one.

## **Harbour Bridge Park**

8. Harbour Bridge Park is a council-owned public open space and road (Curran Street) located at the western entrance to Westhaven Marina and beneath the Point Erin area. As a public space, it provides connection to the water and is an active space for fishermen, pedestrians, and cyclists.
9. The upgrade of the Harbour Bridge Park was identified in the Waterfront Plan 2012 and the Westhaven Plan 2013 (2015). This project proposes a public realm upgrade along Curran Street in Westhaven (see Attachment B).
10. The Concept Design proposes a spatial layout that moves the current layout of Curran Street south, away from the water's edge, to maximise the public space and provide safe walking and cycling connections along the water's edge towards the Westhaven Promenade.
11. In 2019 \$8M of long-term funding was allocated. Designers were appointed to redevelop a concept design and consider in more detail a refresh of the public realm based on the 2017 concept design package.
12. The concept design seeks to achieve the following key design moves:
  - a) Curran St will be realigned to the back edge of the land parcel and redesigned to one way traffic with a separated cycleway which acts as a key connection between the north-western and central city cycle network
  - b) Realigning the carriageway will enable a wide promenade on the water's edge for public use and recreation
  - c) Landscaping and topography to reflect the reef (Te Routu o Ureia) and headland landscapes
  - d) Open green space to encourage recreational activity, curved topography to provide shelter and elevated views across the harbour
  - e) Cantilevered piers allow for an extended area for fishing activities, informed through the current high levels of activity

- f) Seating provision to accommodate a range of users
  - g) Swale and landscape planting within carparking area allows for improved stormwater treatment
  - h) Ground levels to be elevated from current levels to mitigate climate change (rising sea levels / storm surges and inundation)
  - i) Carparking provision will be maintained similarly to current levels.
13. A workshop with Waitemata Local Board was held in December 2021 and formal endorsement of the concept design was sought at the formal business meeting in March 2022. Endorsement was received with positive feedback to the concept design presented. Endorsement of the concept design will be followed up with further stakeholder engagement and public consultation expected to commence in May 2022.
14. Further development of the design package is to continue in partnership with mana whenua with feedback and input from public consultation also to be considered.
15. It is estimated that construction will commence in mid-2023. However, a lot of integration with Watercare is required around project delivery due to the booster pump station construction and the newly proposed North Shore watermain no. 3 project.

### **Karanga Plaza tidal steps swimming activity**

16. Following the March Board meeting, the Executive met with City Guard to discuss the Board's decision that swimming and jumping at the Karanga Plaza tidal steps will continue until the summer ends on an agreed basis. City Guard was advised that there is a high probability that its services will be required next summer too.
17. The Executive reiterated to City Guard that swimming can only occur within the allocated and netted-off area, swimming after dusk is not permitted, and that swimming will be temporarily banned at times of known poor water quality. This was followed up in writing in accordance with the Board resolution.
18. City Guard clearly understands that it must patrol the area with sufficient staff during swimming hours. It must also prohibit jumping from the bridge and from the Karanga Plaza seawall or balustrade.
19. City Guard now provides daily reports to the Executive which detail the patrolling and monitoring of the area. The Executive also has weekly in-person meetings with City Guard to ensure compliance. Upgraded signage to communicate the permitted activity at the Karanga Plaza tidal steps has been put in place.

### **World Rally Championship**

20. Rally New Zealand, part of the FIA World Rally Championship, will be held from 29 September to 2 October 2022. It will be one of the largest sporting events to visit Auckland in 2022, attracting a significant number of international, domestic and local visitors.

21. An Auckland Unlimited supported event, Eke Panuku is providing space in the Wynyard Quarter to host the Race Village and Team bases (which are known by the event as the 'Service Park'). The village and bases will be located on the event bases on Hamer Street that were used for the 36th America's Cup, Wynyard Wharf and Halsey Wharf, from Thursday 29 September through until Sunday 2 October 2022. In addition to these spaces, the event will have a Fan Zone in Silo Park and an event visitor information site at Karanga Plaza and Kiosk. These zones will be active for the four event days. Racing will take place elsewhere in the Auckland and Waikato districts.
22. Upwards of 1000 team members will be based in the Service Park for the four days of the event. It is expected the event will draw around 5,000 – 10,000 spectators per day through the Rally Village, not only to view the teams working on their cars, but also to enjoy the local restaurants and surrounds.
23. The event details and relating event permit are still being finalised by Auckland Unlimited. Eke Panuku is working closely with event organisers to mitigate any negative impacts and to assist with stakeholder communication and engagement. Auckland Unlimited is working closely with the event organiser to explore opportunities to collaborate with mana whenua and Māori communities. Last with us on the waterfront in 2015, this is an exciting opportunity to host a major event that is beloved by many, and which will bring much needed visitation to our city centre.

## **Public consultation on principles shaping Auckland Council's plan change to implement further intensification**

24. Auckland Council is required to notify a plan change that implements the intensification proposed through the National Policy Statement – Urban Development (NPSUD) and the Resource Management (Enabling Housing Supply and Other Matters) Amendment Act (Housing Supply Act) by 20 August 2022. As part of the statutory process and ahead of notification, Auckland Council will initiate public and stakeholder consultation on principles that underpin the changes to the Auckland Unitary Plan (Operative in Part) (AUP) between 19 April and 9 May 2022.
25. Council is asking for feedback on the following approaches:
  - a) The distances of walkable catchments where buildings of six storeys or more are required. These are the areas around the city centre, rapid transit network stops, and the metropolitan centres (Albany, Takapuna, Westgate, Henderson, New Lynn, Newmarket, Sylvia Park, Manukau, Botany and Papakura) as per the policy direction of the NPSUD.
  - b) The building heights and density within and next to other suburban centres – town centres, local centres, and neighbourhood centres as per the Housing Supply Bill that requires medium density residential standards (MDRS) to be applied to residential areas to enable a wider variety of housing choice.
  - c) List of “qualifying matters” (QM) that will apply in Auckland. QMs are a set of specific matters which may restrict development achieving the required six storey or more height in walkable catchments or around suburban centres to enable intensification. QMs include matters such as volcanic viewshafts, special character residential and business areas.

26. We understand that a full set of amended AUP provisions or proposed zoning maps will not be available to be shared with the public during this engagement as the proposed zones and controls (related to height and intensity) are still being developed. We anticipate aerial maps or current AUP zoning maps may be used that show the extent of above principles (e.g. extent of walkable catchments from RTNs).
27. Public feedback on council's preliminary response to the NPS-UD and MDRS principles will be analysed and presented to the Planning Committee, iwi and local boards to inform the framework of the intensification plan change.
28. Eke Panuku's planning team is part of council's wider working group. It has provided its initial feedback on the proposed walkable catchments within rapid transit network stops and impact of qualifying matters (special character areas) on achieving intensification within our urban regeneration locations/projects such as the Eastern Busway and CRLL Maungawhau Station. Eke Panuku will also provide formal feedback through the consultation process.

## **Wynyard Quarter antisocial issues**

29. Please see attached a copy of a letter from a Wynyard Quarter (WQ) resident for your information (Attachment A).
30. Since the latter part of 2021, the team has been dealing with escalating antisocial issues down and around WQ and the waterfront. These issues are not unique to this part of our city. They have become an increasing and concerning issue for this location, our growing resident population and other stakeholders, and overall the great reputation we have built for this part of the waterfront.
31. The issues include a combination of:
  - a) Graffiti and vandalism to property
  - b) Speeding, drag racing and modified noisy vehicles, such as siren vehicles with loud speakers emitting excessive noise
  - c) Drug and alcohol abuse
  - d) Large gathering of vehicles and intoxicated people (street parties) in Jellicoe Street car park, public areas and Wynyard Point areas
  - e) Parking non-compliance
  - f) Scooter use and behaviours
  - g) Violence and brawling and general feeling of concern in relation to being able to move around safely after hours.
32. We have taken a multi-agency approach to these issues and worked closely with the council compliance team (noise and scooter management), AT including parking enforcement, the NZ police, and our security team. We have also worked with local residents who have been both vocal about their concerns and also helpful to understand issues better and in coming up with solutions.

33. The situation and the issues are challenging. It has taken quite a toll on our team, those living and working in WQ, and the agencies we are working with. We have always been clear on our role and the limits of what we can address. Our role has been primarily to focus on what we can control and play a lead role to ensure all agencies are playing their part too. Other agencies, especially the police, have been very stretched with various priorities. A summary of key actions we have taken to date include:

- a) Control of public areas and hot spots: this includes Jellicoe Street car park which has been secured with electronic bollards and effective new gates and closed after hours; AC 36 bases secured to prevent vehicle access. This is starting to prove effective.
- b) Lighting, CCTV and signage improvements undertaken and planned. Signage often ignored and vandalised.
- c) Wynyard Point: Hamer Street temporarily closed overnight for public access at the weekends. This was on the recommendation of the police after serious public disruption issues. This will need to be reviewed as it is a temporary measure but has been very effective.
- d) Scooter use: worked with council team, scooter operators and residents to bring in effective curfews around scooter operation times. Will need to be reviewed in time but effective. An issue for scooter operators and customers if in place long term.
- e) Parking compliance: working with AT to lift compliance. Arranged joint but limited patrols with NZ police.
- f) NZ police: established regular contact point and relationship with NZ police. The police face resource constraints and other priorities, however they have adjusted their deployment plan and, when possible, lifted their patrols in the area. We are experiencing better working arrangements between our security and the police and quicker response times.
- g) Noise control: working with council compliance. Limited success so far as only deal with stationary situations when safe to do so. Siren vehicles, which are generally moving vehicles, remain a major issue for police to address.
- h) Security provider: we changed our security provider to ensure we had a more fit-for-purpose provider. There are limitations around what security can address but the new firm is proving more effective.

34. The above action plan has been implemented, adjusted and escalated over time. The reality is that, when situations become a health and safety risk and enforcement is required, we rely on the NZ police to intervene and enforce the law. The various actions are beginning to have a positive effect. However, there are certain aspects we will have to review and adjust as they are only temporary measures. The team meets weekly to review the plan and lessons from the previous weekend and adjusts actions as necessary. We are also addressing the compilation of evidence through our security firm so that we are better able to provide this to the police to follow up and address, including siren vehicles.

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### **Waiapu Precinct, Onehunga: Revised Development Strategy**

- 48. The Waiapu Precinct is a key development block within the Transform Onehunga Programme. It is proposed as the first large-scale redevelopment project for this programme with integrated public realm, multi-unit residential sites, and a commercial anchor in the form of a new supermarket development. The delivery schedule has been greatly impacted by dependency issues between these component parts of the precinct plan. Management has agreed to a modified delivery and gateway approval approach. The precinct development plans will now be decoupled from the supermarket development and therefore enable a more streamlined approach to wider precinct development and benefit realisation.
  
- 49. Good faith negotiations will continue with the supermarket developer, however other precinct developments may now be advanced without an approved supermarket development agreement. Separate Detailed Business Cases (DBC's) will be prepared for the public realm and enabling works, residential site sales, and supermarket site sale. Dependency issues will be identified and mitigated through design. The decoupling of these projects will lead to an additional risk that the timing of the investment benefits set out in the approved precinct Indicative Business Case (IBC) may vary from those currently approved. Should there be any material change or shortfall in benefits, this will be managed at the programme level, if necessary, via board approved changes to the Programme Business Case (PBC).

[REDACTED]

### **Human Rights Review Tribunal Proceedings**

51. The Board will recall that the tribunal hearing on the proceedings initiated against Auckland Council and Eke Panuku by Ngai Tai Waipareira Housing was scheduled for September of last year. Obviously, the Level 4 lockdown resulted in its postponement.

52. The hearing is now expected to proceed next month with relevant Executives of Eke Panuku working with council and the external legal team.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



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[REDACTED]

### **CMT update**

62. Eke Panuku has initiated consultation with staff regarding removing the mandatory requirement for all staff to be fully vaccinated. The requirement was put in place in December 2021. Given the changing pandemic landscape, it was necessary for us to review our approach. In reaching this proposed position we considered Auckland Council’s approach. It has decided to remove the mandatory requirement combined with strong encouragement to vaccinate. We also considered the current risk posed by Covid-19, updated advice from public health experts, information from the Ministry of Health, updated legal advice and the government’s recent changes to the Covid-19 protection framework. Staff consultation will close on Tuesday 19 April. We will apply the same approach to visitors to our premises which is not part of staff consultation. The Executive Leadership Team will review and discuss staff feedback on 26 April. We will update the

Board in the April Board meeting of our recommended updates to our vaccination policy and seek endorsement.

63. Following the decision of the Board, the CMT will review the impact on the Covid Protection Framework. This key document is expected to be dissolved following the government change on vaccine passports and the step down in the traffic light system from red to orange. We expect the staff feedback from the consultation above to also help set the direction on mask wearing rules in the office environment.
64. As we become accustomed to the orange traffic light pandemic response setting, we expect to see an increase in the number of staff returning to the office on a regular basis. We are re-invigorating our Te Pā Harakeke policy with the expectation of seeing our staff in the office on average three or more days each week during May. We have a team working on positively influencing and encouraging staff to return to the office. The current average at the time of writing this is 36 people per day (Monday to Thursday), with this dropping by half on Fridays.

## Engagement survey

65. At the end of March we launched our employee engagement and feedback survey which closed on 5 April. 82% of our staff completed the survey and provided more than 2,300 comments. Our overall engagement score was 7.5 out of 10.
66. This score is 0.2 above the government sector benchmark and a 0.2 improvement from our last survey in July 2021. This was a pleasing result with small overall improvements across most drivers, most noticeably in health and wellbeing. This reflects the support we have provided through COVID-19 and the engagement we have undertaken in creating our Wellbeing Strategy. Our overall health and wellbeing score increased 0.5 since last survey and is 0.3 above the benchmark.
67. Another top strength identified is the support our managers provide their team members. This is another affirmation of the benefits from our E Tū, Hautū leadership development programme.
68. The most significant driver across Eke Panuku that negatively impacted our overall result is reward. This scored 6.4 which is 0.2 below benchmark and a 0.1 decrease from the last survey. The comments in the survey also indicated the link remuneration is having on how loyal people are to stay at Eke Panuku. We are currently working through the results and insights and developing our action plans to respond to this feedback.





## **Ngā tāpirihanga | Attachments**

Attachment A – Letter re Wynyard Quarter antisocial issues

Attachment B – Harbour Bridge Park upgrade

Attachment C – Quarterly dashboard

27 March 2022

Councillors  
Auckland City Council

Board of Directors  
Panuku Auckland Development Limited

Ladies and gentlemen

**Increase in problematic anti-social behaviour adversely impacting many neighbourhoods in Auckland**  
**Questions regarding specific actions taken by you**  
**Official Information Act request for information**

This letter contains requests for:

- information under the Official Information Act
- responses from your organisations to provide explanations

regarding the specific initiatives which have the subject of **consideration** (as defined below) of **structural changes** (as defined below) by (i) Councillors during meetings of Councillors and (ii) board members during Board meetings at Panuku Auckland Development Limited (**Panuku**) in relation to the **Deteriorating Social Environment** (as defined).

I am a resident of Wynyard Quarter (WQ). The experience of residents of WQ has also been experienced by residents in many other suburbs of Auckland. I believe it is accurate to describe the experience we have had over the last six months as a **quasi-pandemic of social disorder** that has been characterised by the following behaviour and experiences:

- prevalence of siren cars, especially those that are driven through residential neighbourhoods late at night for the express purpose of disturbing residents
- consumption of alcohol in alcohol-free zones and use of substances which cause other intoxicating effects (especially inhalation of nitrous oxide)
- street parties/ loud music, drinking and dancing at all hours of the night
- violence/ brawling in public places
- motor vehicles cruising neighbourhoods late at night
- the use of public facilities late at night in highly anti-social ways
- smashing of glass bottles, in particular
- destruction of environments and Council property
- street racing.

Most of this behaviour is a breach of law, including the Crimes Act and Road transport Rules. All of the behaviour contributes to deterioration of the places in which we live (**Deteriorating Social Environment**) at WQ and elsewhere in the city. I encourage you to obtain from your management personnel the extensive correspondence from me and other residents which will explain in detail the ways in which the WQ environment has deteriorated. Since we forcefully alerted Panuku and Council to the issues and alerted them to the progressive deterioration, the environment has further deteriorated as we predicted.

[REDACTED]

Police resources during the last 12 months have been severely stretched by the demands placed upon them by central government to enforce orders under the Health Act to combat the COVID -19 pandemic. Council does have useful powers to combat the deteriorating Social Environment and has the power to enact by-laws to combat such issues. The known constraints on the police have elevated the need for new ways to be developed to combat the issues. Writing letters such as the one that I saw from one Councillor to Minister Woods has been, at best, a hopeful screech and, at worst, a complete waste of time. My allegation is that you have all stood idly by while the social environment has deteriorated. This letter and OIA request seeks to establish whether this opinion is confirmed by the existence of, or absence of, information requested.

### Specific OIA Information Request

The information requested under OIA : *all documents which relate to **consideration** (as defined) of ways to effect Structural Changes to address the Deteriorating Social Environment (as defined) from 1 September 2021 to 27 March 2022.*

- By **Structural Changes**, I mean the creation of new legislation or new initiatives to address the problems
- By **consideration** I refer to discussion at formal Board meetings/ meetings of Councillors, including of course with their executives of structural changes, of materials (Board papers, memoranda) which deal with structural changes.

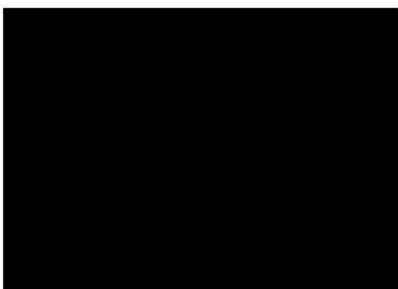
For the avoidance of doubt:

- Engaging with the police in relation to the issues is not a form of structural change
- Invoking an existing power under the Local Government Act (eg the occasional closure of Hamer Street) is not structural change
- Discussions among executive teams are not consideration unless the content has been submitted in Board papers/ similar documents for consideration at Council/ Board level
- Writing a letter to a Minister of the Crown is neither consideration of Structural Changes, nor evidence of Council considering Structural Changes.

My request is that you explain why the response from your organisations has been so apparently woeful. The impression that you have created by your apparent failure to consider structural changes is that Council has been both highly bureaucratic and highly ineffective in dealing with the Deteriorating Social Environment despite having tools at its disposal to act.

In an election year, other voters and I are keenly interested in your response to what appears on paper to be a compelling case for sweeping changes to be made. We all look forward to receiving your considered response.

Sincerely



# Harbour Bridge Park

## Public realm upgrade



# Opportunity

- The upgrade of the Harbour Bridge Park was identified in the Waterfront Plan 2012 and Westhaven Plan 2013 (2015).
- With the introduction of other projects including the Northern Pathway and Watercare booster pump station, Eke Panuku has sought Long Term Plan funding for the upgrade of this park.



# Issues and Opportunities

## Issues\_

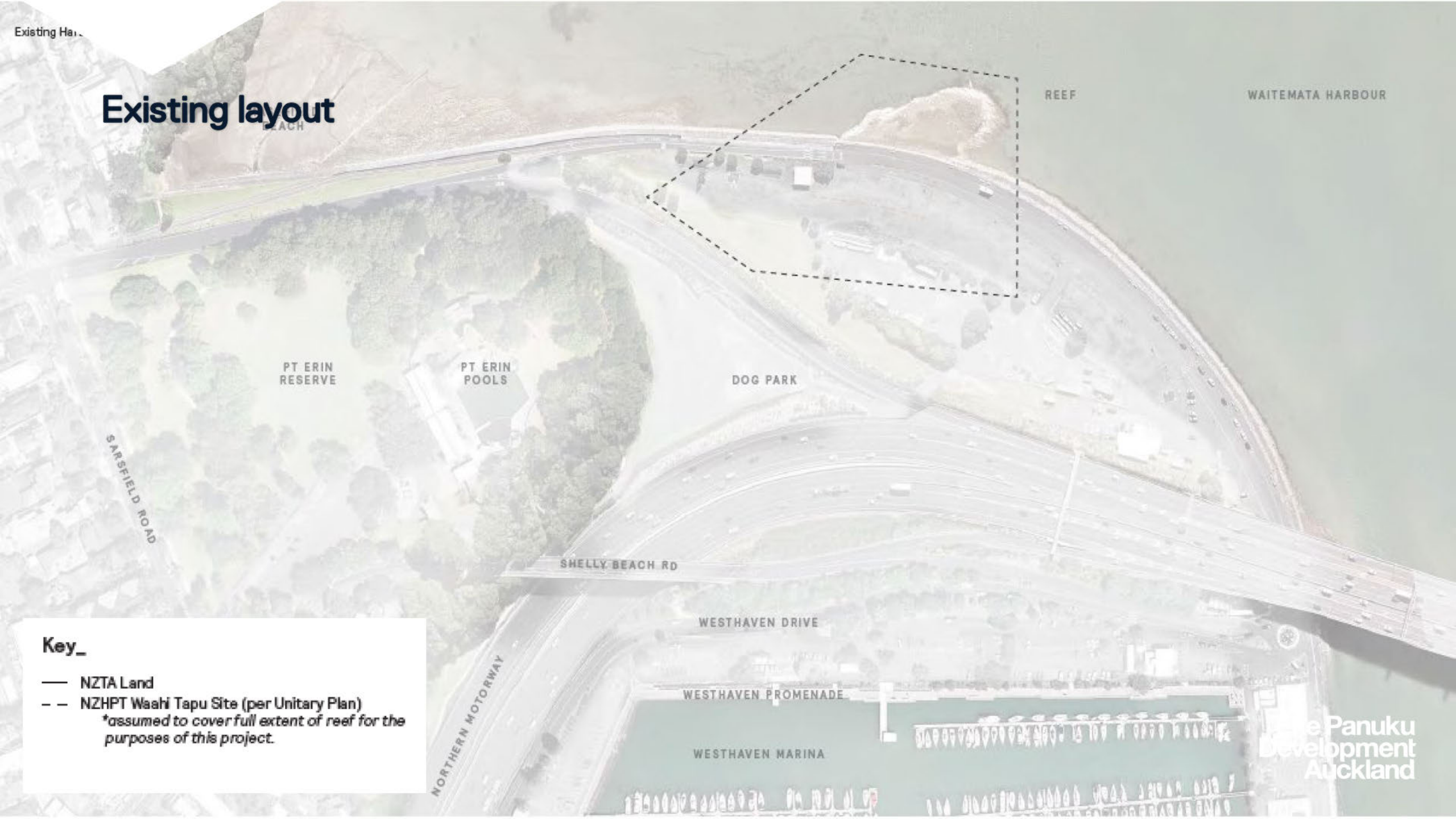
- Lack of amenity relative to the significance of the site and waterfront location
- Lack of identity and purpose/program
- Dominated by parked vehicles
- Two way vehicle circulation and parking dominates the space
- Lack of waters edge space (3m footpath) and amenity for occupation
- Conflict between users (walking, cycling, fishing) and recreating due to lack of space
- Existing infrastructure
- Linear nature of space
- Views of harbour and water blocked by parked cars
- Lack of recreational opportunities
- Harbour Bridge space separates Harbour Bridge Park from Westhaven Marina
- Exposed to wind and sun
- Pump Station and associated pipes (constraint)

## Opportunities\_

- Establish a wider range of recreational opportunities
- Improve and enhance amenity and appeal of the waters edge
- Resolve conflicts between users
- Reduce dominance of vehicles on the space
- Improve environmental comfort (shade and shelter)
- Improve connectivity between Harbour Bridge Park and Westhaven
- Make a new urban space and destination under the Harbour Bridge (Harbour Bridge Plaza)
- Extend recreational activity deeper into the site by relocating the road to the back of the space
- Enhance views of and access to the water
- Establish improved connections to Pt Erin
- Reveal the cultural significance of the Te Routu o Ureia reef



# Existing layout



PT ERIN RESERVE

PT ERIN POOLS

DOG PARK

REEF

WAITEMATA HARBOUR

SARFIELD ROAD

SHELLY BEACH RD

WESTHAVEN DRIVE

WESTHAVEN PROMENADE

WESTHAVEN MARINA

NORTHERN MOTORWAY

## Key\_

- NZTA Land
- - NZHPT Waahi Tapu Site (per Unitary Plan)  
*\*assumed to cover full extent of reef for the purposes of this project.*

# Existing layout



# Proposed layout



**Eke Panuku  
Development  
Auckland**

# Cross Sections



# Concept design

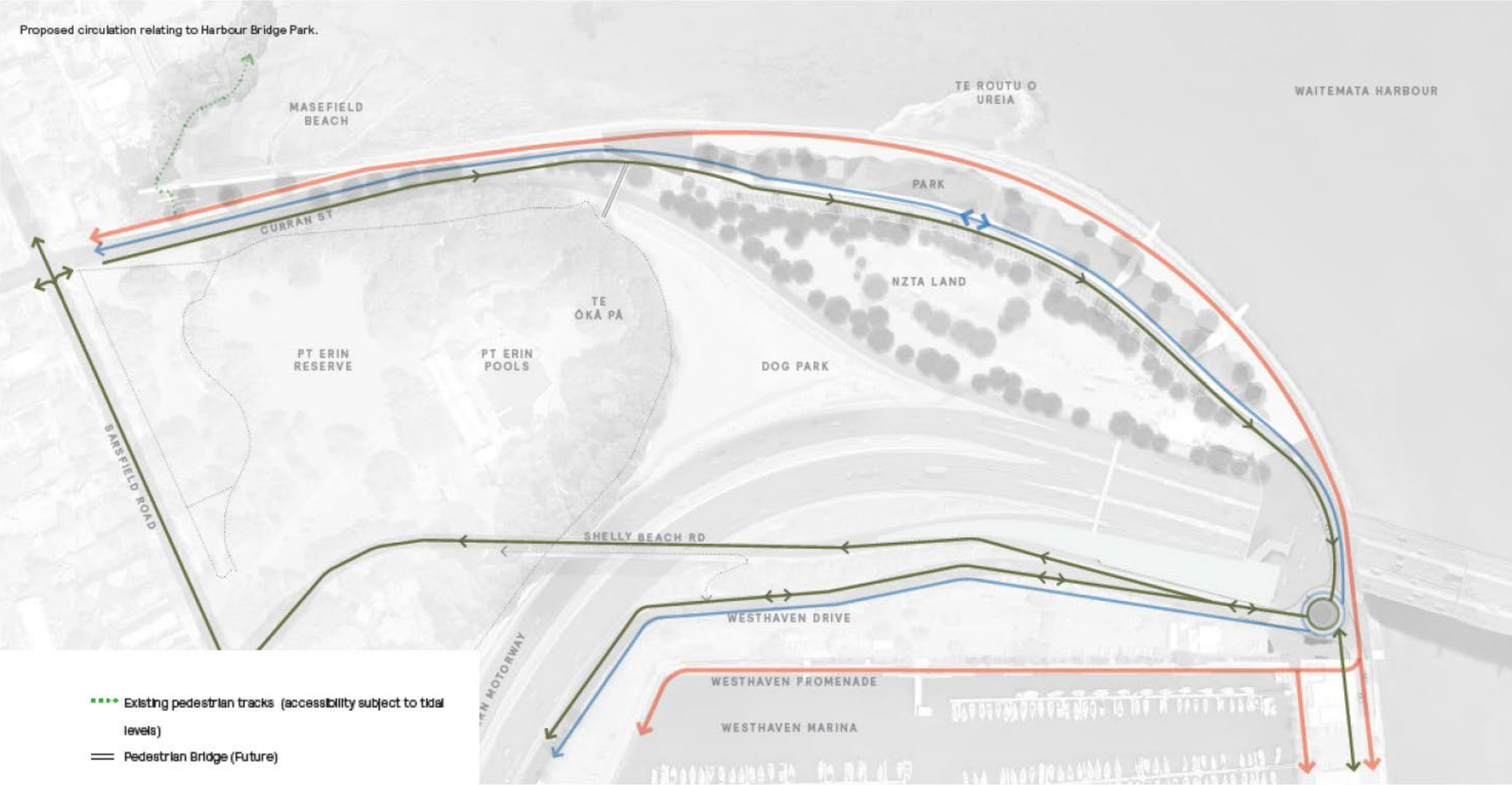
## Key\_

- 01 Threshold Zone
- 02 Waterfront Park
- 03 Promenade
- 04 Roundabout
- 05 Curran Street
- 06 Headland Park
- 07 Playground
- 08 Underground Pump Station
- 09 Provision for Public Facilities
- 10 Pedestrian Bridge
- 11 Upper Curran Street
- 12 Beach
- 13 Drop Off
- 14 Bus Loading
- 15 Proposed sea wall (phase 1)
- 16 Proposed sea wall (phase 2)

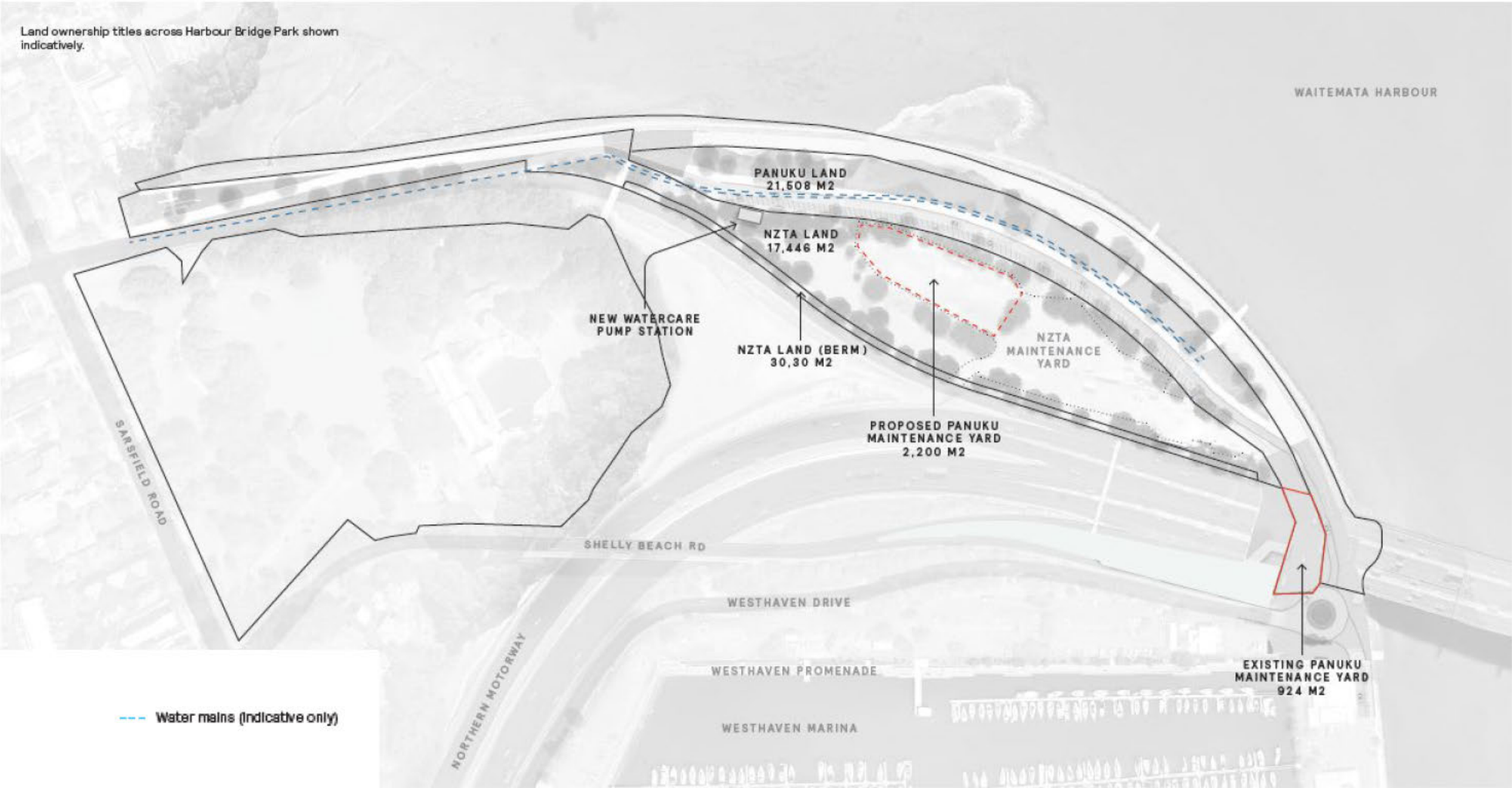
- NZTA Land
- - NZHPT Waahi Tapu Site (per Unitary Plan)  
*\*assumed to cover full extent of reef for the purposes of this project.*



# Proposed site circulation



# Land ownership



**Key\_**

- Property boundaries (Indicative only)
- - Internal zoning / cadastral
- ..... Existing NZTA maintenance yard
- Existing Panuku maintenance yard
- - Proposed NZTA maintenance yard

--- Water mains (Indicative only)

# Quarterly reporting pack

## Period ending 31 March 2022



## Executive summary

A range of activities, events and projects have been progressed this quarter, however as with the previous quarter, momentum has been negatively affected by the covid lockdowns. Progress has continued, albeit at a slower pace, for activities such as planning, policy, business cases, improvement initiatives, design and consenting. Activity involving site works, sale and acquisition activity, public engagement and events have been slowed, delayed or have been reset to align with the new Covid-19 protection framework.

The impact on performance is evident in areas such as capital spend and progression of public realm works. Our SOI targets that are reliant on these areas have also been impacted, with some looking increasingly unlikely to be reached. Issues around material supply, delays with statutory planning processes and staff illness within our organisation and our partnering organisations has meant that timelines have had to be adjusted to accommodate frequently changing situations. A weakened property market has also impacted our sales targets.

A **Wellbeing Strategy** was launched this quarter and Eke Panuku staff have been invited to give feedback.

**Future fit** - a tool to assist our people in reducing their carbon footprint was also launched this quarter.

**Thriving Town Centres** – a key strategy document providing town centre guidelines for our priority locations has been approved by the Board and endorsed by the Planning Committee.

### Programme Spend

Capex spend is at 37% of phased budget, year end position is forecast to be \$40m. Opex spend is at 82% of phased budget, year end position is that the full budget will be spent and there is potential that there will be overspend in year.

### Site Sales and development agreement progress

Over \$5m income was received for sales activity over the quarter. Although we have multiple sites at various stages of the sales process, due to the weakening property market it is unlikely that we will reach the sales targets by year end.

### Public Realm/community

- Takapuna's Waiwharariki Anzac Square (Town Square) construction works started in January 2022.
- Waterfront's Auckland Harbour bridge park concept design and the Te Ara Tukutuku plan which sets out what's next in the Wynyard Quarter were both endorsed this quarter.
- Manukau's Hayman park playground construction works started in March 2022

### Placemaking

- Outdoor dining installations to help bolster visitor numbers to local businesses were held in Pukekohe and Panmure this quarter.
- Auaha ō Manukau – Four containers, representing the values of creativity, environment, knowledge and play are now in place across Manukau and will be utilised for various activities by the local community.

### Physical projects completed / key milestones met:

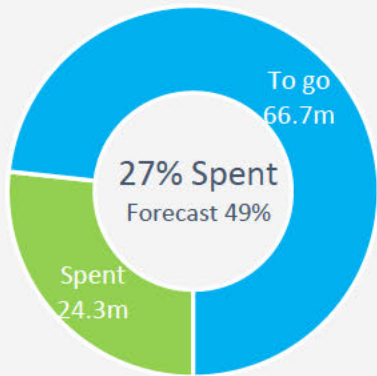
- Papatoetoe Masterplan was endorsed by the Ōtara-Papatoetoe Local Board on 15 March 2022.
- Onehunga Wharf Renewals – asset renewals and replacement works were completed this quarter.



# Programmes summary

Including transform and unlock, support regeneration programmes and asset renewals

## Capex budget \$91m



Location	Budget	YTD budget	YTD actuals
Central	50k	20k	0k
Isthmus	3.8m	2.3m	1.5m
North	10.9m	7.0m	3.2m
Regional	7.9m	3.5m	2.2m
Renewals	27.1m	24.6m	7.7m
South	12.4m	10.2m	1.3m
Waterfront	21.7m	13.9m	6.0m
West	5.8m	4.7m	2.3m
<b>Total</b>	<b>89.7m</b>	<b>66.1m</b>	<b>24.3m</b>
Contingency	\$11.4m		

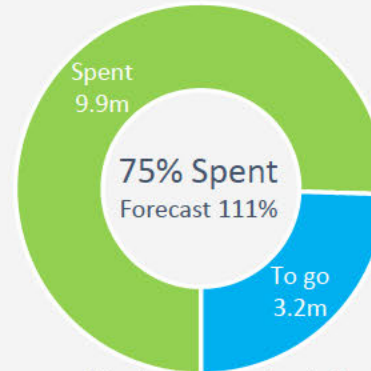
Capex spend for the year is at \$24.3m, which is \$41.8 behind phased budget. The current forecast is estimated at \$40m. As reported in the CE report last quarter, there are a number of factors that have led to this under performance in capital spend.

The timing of 3 acquisitions in Manukau and Pukehoke, and some expected PWA payments in Northcote are the main factors in the reduction from the \$50m forecast reported last quarter.

The acquisitions are reliant on 3rd party agreements, which are beyond our control. While every effort is being made to get them transacted this financial year, due to the risks associated with the third party arrangements they have been removed from the forecast.

Delivery has been ongoing this quarter, projects under construction or contracted to start include: Waiwharariki Anzac Square (Takapuna town square); Gasometer car park planting completion; Te Ara Awataha Greenway in Northcote; Clifton Court streetscape works in Panmure; Piers G,H,J replacement works in the Waterfront; Manukau's Hayman Park playground; Avondale's Crayford Street upgrade; and the continuation of our renewals projects.

## Opex \$13.1m budget



Location	Budget	YTD budget	YTD actuals
Central	709k	561k	236k
Isthmus	2.6m	2.1m	1.2m
North	1.4m	1.0m	702k
Regional	1.8m	1.4m	1.3m
Renewals		0k	0k
South	4.9m	3.8m	2.6m
Waterfront	2.6m	1.9m	1.9m
West	1.8m	1.3m	1.1m
<b>Total</b>	<b>15.7m</b>	<b>12.1m</b>	<b>9.0m</b>

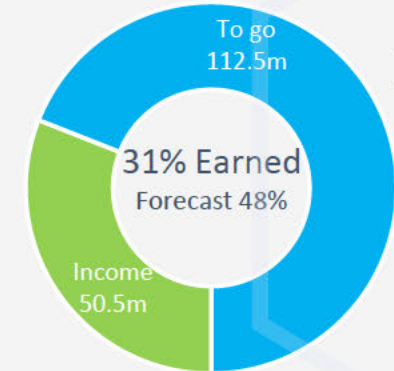
Note: budget overallocated by 15%. Adjustments will be made over the year to ensure portfolio remains within council approved budget.

Opex spend to date has been steady, averaging \$0.9m per month. In March 2022 there was \$0.9m of additional expenditure due to FY21 and FY22 Covid lockdown payments previously counted as capital costs being transferred to opex costs. This was at the request of Audit NZ.

A number of activations are still planned for later this year, the most significant being around Matariki.

Our Programme Steering Group is continuing to carefully monitor and review any additional requests for funds made by our project teams.

## Sales income target \$163m



Target is made up of the following:

- \$95m regeneration & general asset
- \$48m T & U
- \$20m disposals

In quarter 3, The following sites went unconditional:

- General asset sale of 16 Fencible Drive in Howick, [REDACTED]
- Transform and unlock sale of 1&3 Paynes Lane, Onehunga [REDACTED]

The forecast has been reduced to \$78.66m. This is based on the sites that we expect to be unconditional by year end. A further \$60.77m of sites will be under contract by year end, but unlikely to go unconditional by June 2022.

Properties have gone on the market, but the market has changed and there is now weakened interest from property developers. There is a deterioration of confidence from the private sector on land sales where residential development is expected.

## Programme RAG Status

<b>Central</b>	<b>Isthmus</b>	<b>North</b>	<b>Regional</b>
● Maungawhau & Karangahape	● Transform Onehunga ● Unlock Panmure	● Unlock Northcote ● Unlock Takapuna	● AT / Panuku Transit Orientated Development ● Haumaruru Housing Portfolio ● Property Optimisation ● Corporate Property Disposal Programme ● Supports programme ● Unlock Ormiston Town Centre ● Renewals
<b>South</b>	<b>Waterfront</b>	<b>West</b>	
● Pukekohe Programme ● Transform Manukau ● Unlock Papatoetoe	● Waterfront - AC36 ● Waterfront programme	● Unlock Avondale ● Unlock Henderson	

The RAG status will change to amber/red when the delivery of a programme is put at risk from either a single significant issue or where multiple issues, when combined, post a risk to the programme.

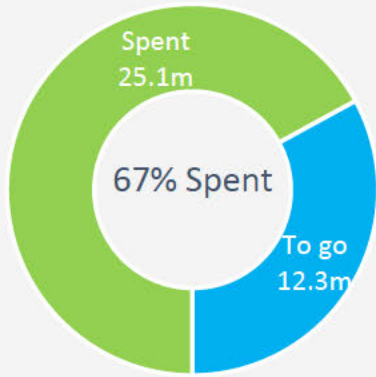
AT/Panuku Transit Orientated Development Programme is at red due to the projects adjacent to the rail corridor needing to be deferred until a decision is made by KiwiRail on the timing of its main line upgrade.

Isthmus is amber due to a number of issues affecting the programme.

South, Waterfront and Renewals programmes are at amber due to significant capital underspend.

# Company wide financials

## Expenditure budget \$37.4m



Expenditure is based on the following:

### Costs

- \$29.3m people
- \$8.1m other – office occupancy and running costs, assurance, insurance, consultants and Viaduct Marina South

Expenditure year to date is currently \$3.6m behind phased budget.

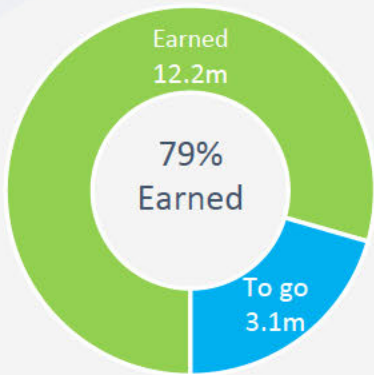
People costs are \$1.5m behind budget, primarily due to difficulties recruiting to roles. Recruitment agencies are now being utilised, incurring additional costs. \$0.3m of the savings to date will be held until year end.

Other expenses are tracking \$2.1m behind phased budget with \$1.4m of this expected to be saved for the full year.

Savings include \$0.4m in insurance costs and a \$0.2m saving in the Technical Advisory Group (TAG) costs which are being directly charged to projects. These savings will be held for the remainder of the year.

Expenditure on planned initiatives has been slower than expected. In some cases, work has been done internally and the use of external consultants has not been required. The internal audit programme has been delayed due to Covid and availability of Council's ICT for the Cybersecurity audit will result in an expected saving of \$0.1m.

## Revenue budget \$15.3m



Revenue is based on the following:

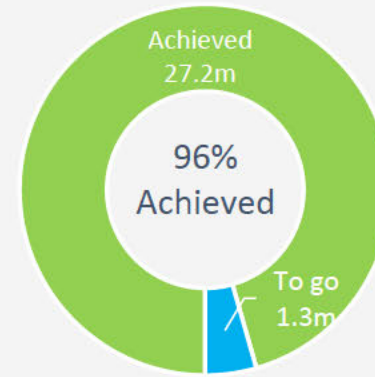
### Revenue:

- \$13.6m staff recharge to council for work on projects and marina asset management staff costs
- \$1.0m Viaduct Marina South revenue
- \$0.7m Marina Trusts fees for marina operation

Revenue year to date is \$0.6m behind phased budget. Staff recharge revenue is currently \$0.7m behind phased budget. Based on the March better than budget performance recharges, the forecast has been updated to reflect an anticipated \$1.5m above budget in year.

Management is very focused on ensuring all revenue that can be generated is captured via timesheets.

## Managed properties surplus budget \$28.5m



The surplus is made up of the following:




- \$22.4m Managed properties (management of commercial and residential properties on behalf of Auckland council and Auckland Transport)
- \$ 6.1m Marinas (3 Marinas and 2 trusts that operate to break even)
- \$ 4.1m Business interests
- (\$4.1m) Public activities
- \$28.5**












Managed Properties net surplus is \$7.2m ahead of phased budget and this is forecast to increase to \$8.1m by year end:

- Commercial Property Portfolio is \$3.4m ahead of budget, revenue is up \$2.2m, even with the \$1.8m of processed Covid hardships claims. Expenditure is tracking behind budget by \$1.2m. The majority of the year to date underspend is in repairs and maintenance.
- Business Interests are \$1.6m ahead of budget as Waste Disposal Services are well ahead of budget with additional throughput.
- Public maintenance in the Wynyard Quarter is \$0.3m ahead of budget. Repairs and maintenance budgeted on Wynyard Crossing Bridge has not been required this year, and any significant projects are now treated as a capital renewal.
- Marinas are \$1.8m ahead of budget. An increase in revenue of \$0.9m is due to increased occupancy at the Viaduct Marina. Additional revenue has also been received from Westhaven through boat movements and sundry income. Costs are down \$0.9m, repairs and maintenance are \$0.6m behind budget and the delayed competition of the pile berth redevelopment project has reduced annual charges at Westhaven by \$0.3m.
- A more detailed explanation of variances can be found on the managed properties and marina sections of the document.

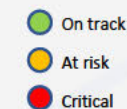
# SOI performance measures

Eke Panuku has an agreed set of performance measures and targets which form the basis of accountability for delivering on the council's strategic direction and priorities. These are reported to the shareholder on a quarterly basis in accordance with the CCO Accountability Policy.

 On track  
 At risk  
 Critical

	Measure	Target	Actuals YTD	RAG	Commentary
Priority location – programmes & projects	1 Net new dwellings (housing units) - LTP	350	305		This SOI is on track, YTD 87% met with 305 new homes delivered across our programmes. 33 new homes were completed this quarter.
	2 Commercial / Retail gross floor area (GFA) or net lettable area (square meter) - LTP	0	N/A		There are no targets set for FY22.
	3 Public realm (includes new or upgraded public open space, playgrounds, walkways, roads etc.) – square meters.	21,000 sqm	1,580 sqm		YTD 1,580 sqm has been completed. Most recent works relating to the Waterfront Curran St upgrade totaling 1190 sqm. We are optimistic that this target can still be met.
	4 Capital project milestones approved by the board achieved - LTP	>= 80%	31%		The overall target is at risk due to a total of 13 out of 16 targets needing to be met in order to meet the 80% target. Currently we have 3 milestones at risk and a number of other milestones have forecast completion dates very close to the end of the financial year. YTD 5 milestones have been met, 4 of which were met within this quarter.
Portfolio management	5 Annual property portfolio net operating budget result agreed with the council achieved – LTP	\$21.9m	\$19.1m		The year to date result to the end of March is \$19.1m, this is \$3.4m ahead of budget. We are on track for a better than budget performance.
	6 The monthly average occupancy rate for tenable properties – LTP	Commercial 85% Residential 95%	Above target		Above target for this quarter with commercial at 93.8% and residential at 97.9%. Feb/Mar residential vacancies are back to Jun 21 levels prior to the recent lockdowns.
	7 The percentage of marina customers surveyed who are satisfied with marina facilities and services	80%			The customer satisfaction survey is live and scheduled to be completed by mid May 2022.
	8 The asset recycling target agreed with the Auckland Council	\$115m	\$15.8m		Sales year to date \$15.8m with 8 properties sold, 16 Fencible Drive was sold this quarter. Overall there are 8 sites with conditional agreements in place circa \$14m, 22 under negotiation circa \$44m and \$52m in sites that are being prepared for sale. Forecast in year has reduced to \$32m unconditional with a further \$60.77m under contract so it is going to be difficult to achieve this target.
	9 Achieve total board approved budgeted Transform and Unlock (T&U) net sales for the financial year through unconditional agreements	\$48m	\$34.5m		Onehunga's 1 & 3 Paynes Lane and 45 Waller St (Dress Smart) was sold this quarter. Current forecast \$46.66m so are on track to be slightly below target.
Business leadership	10 <b>Enhancing the relationship between Eke Panuku and mana whenua.</b> Increasing the percentage of satisfaction with the support they receive from Eke Panuku.	Baseline survey			This measure will be reported at the end of the year.
	11 <b>Creating positive outcomes for Māori</b> - Deliver 50 ongoing or new initiatives that support Māori Outcomes	50	50%		These initiatives are being delivered through our business as usual work and the delivery of the Mana Whenua Outcomes Framework. We are on track to achieve our objective before the end of the financial year.
	12 <b>Complaints received by Eke Panuku are resolved.</b> **Note: This is a new performance measure. The actual result for FY22 as a baseline will help set future targets.	80% of complaints are resolved within 10 working days	87%		A total of 38 complaints have been received YTD, of these 33 have been resolved within 10 working Days.

# Focus areas – new work and business improvement



In addition to delivering the agreed urban regeneration and property management activities, programmes and targets, these are the areas of new work and business improvement we will be focusing on to deliver our goals.

Whilst COVID has impacted our ability to undertake site-based works, including construction, placemaking and completing necessary due diligence for some of our site sales, business focus areas are progressing well as the majority can be completed remotely.

Focus area		Total initiatives	RAG			Commentary
			On track	At risk	Critical	
1	Strategy & relationships	5	5	0	0	<p>A range of workshops are underway to build relationships across the council group in relation to the implementation of the city centre masterplan and the lead agency role Eke Panuku will take on in July.</p> <p>The Thriving Town Centre Guidelines, a key strategy document, has been approved by the Board and endorsed by the Planning Committee.</p> <p>A number of design partnerships are in place to support our urban design work.</p>
2	Business improvements	16	9	7	0	<p>A range of business improvements are progressing aimed at improving process efficiency, data quality and management and resource planning. Some business initiatives have been deprioritised or delayed due to Covid-19, largely internal process improvements or work requiring engagement with stakeholders.</p>
3	Māori outcomes	25	19	5	1	<p>The Eke Panuku board met with IMSB board in early March. Eke Panuku continues to meet regularly with mana whenua to advance projects and opportunities. Implementation of the Mana Whenua Outcomes Framework is progressing well. Recent progress includes adoption of sustainable procurement targets which will support Māori businesses. Some initiatives are delayed or are subject to mana whenua forum direction and prioritisation. This includes the holding of a workshop to co-design a process for engaging with mana whenua. This measure is at red due to a broader piece of work needing to be completed by Council before the workshop can be held.</p>
4	Sustainability & Climate action	26	24	2	0	<p>We continue to update key templates in order to support sustainable procurement and the consideration of climate impacts in our project management, business case, procurement and development agreements. This has included training of specific teams. Future fit has been launched at Eke Panuku, a tool to assist individuals to reduce their carbon footprint. We are participating in the work to develop a group approach to climate related risk reporting. Green leasing clauses have been adopted for future leases.</p>
5	Eke Panuku People	4	4	0	0	<p>Good progress on initiatives. Workshop with the Eke Panuku Board in March on our People Strategy with a focus on talent retention and attraction. Our engagement survey has been launched.</p>
6	Health, safety & wellbeing	4	4	0	0	<p>A Well-Being Strategy has been launched for staff feedback. The four focus areas are: excellence in well-being leadership, empower our people, strengthen mental health support, optimise organisational environment to thrive.</p>
<b>Total</b>		<b>80</b>	<b>65</b>	<b>14</b>	<b>1</b>	

# People and Culture

Our current actual FTE is 192.6 plus 13.1 contingent workers in FTE roles. We currently have 24 vacant FTE positions. There are also 12 Contingent Workers in non-FTE positions.

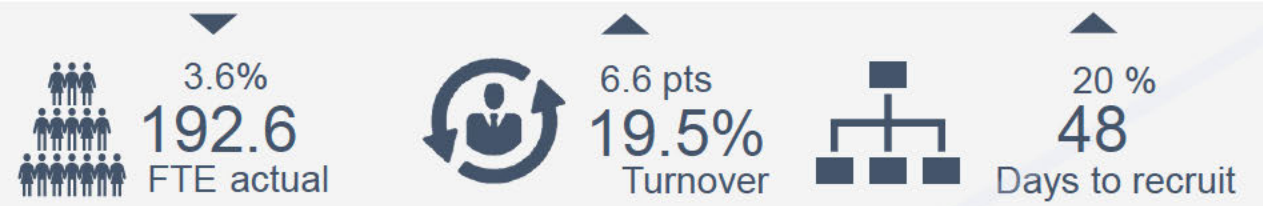
Staff turnover has increased this quarter from 12.9% to 19.5%. Recruitment can impact turnover percentage where we are unable to backfill positions as people leave the organisation. Leave reasons include higher salary offers elsewhere, career progression opportunities, relocating cities and returning to study.

The average time to recruit has increased slightly from 40 days to 48 days. External candidates are taking note of how organisations are looking after their staff. They are more intentional with their job search and are 'interviewing' organisations as much as they are being interviewed. Candidate care is paramount.

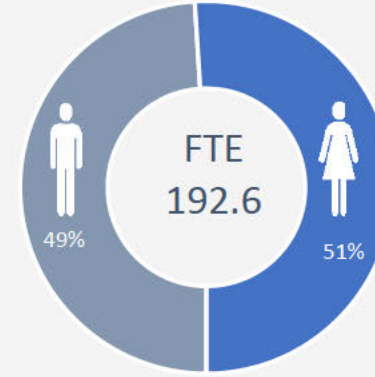
This quarter we completed our mid-year review process. This is an opportunity for us to check on how our people are performing and find out what development they need to reach their goals. P&C will look to collate development data for L&D purposes.

In March 2022 we launched our engagement survey which closed on 5 April 2022. 82% of staff completed the survey which resulted in an engagement score of 7.5. This score is 0.2 above the benchmark and a 0.2 point improvement from the last survey round.

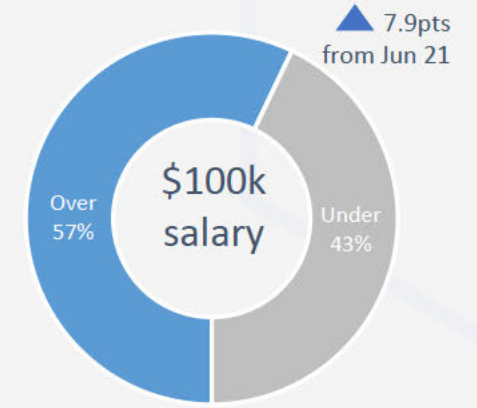
This survey is an important opportunity to help us understand how our people feel about working at Eke Panuku and enables us to continue to action plan to address priorities.



## Gender



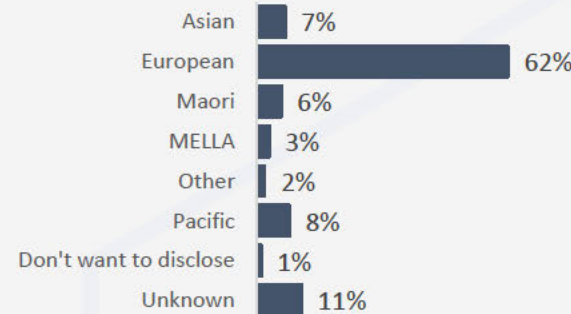
## Employee salaries



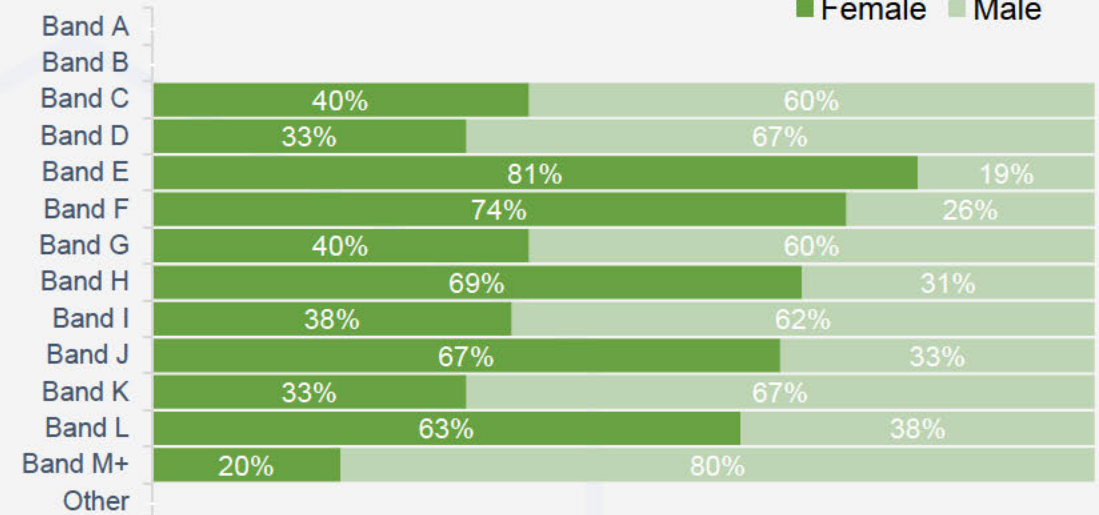
## FTE summary

FTE			Non FTE
FTE Actual	Contingent in FTE	Vacant roles	Contingent in non-FTE position
192.6	13.1	24	12

## Ethnicity



## Gender by employee band



# Managed properties

## Occupancy



The monthly average occupancy rate for tenatable properties

## Arrears



## Revenue budget \$39.3m



Revenue is \$2.2m ahead of budget, there are a number of transactions that make this up:

- \$0.8m of unbudgeted revenue from the continued occupation of Bledisloe House
- \$1.0m from delays associated with Auckland Transport's Eastern Busway Project and the continued occupancy of the 25 houses
- \$0.8m from back dated rental increases for properties at the Hobsonville Marina and Marine Steel in the Wynyard Quarter
- \$0.4m from additional expenditure recoveries (\$0.3m from CRL for Bledisloe car park rates)
- \$0.8m in revenue from properties held for longer than anticipated, Graham St, the Concourse and YDL.
- \$0.8m from properties new to the portfolio or were vacant for a shorter time than anticipated.

The above have been offset by Covid payments to tenants totalling \$1.8m to date, there is still potentially a small number of claims to be worked through.

In the 3rd quarter, a revised operating model was introduced for the Property Portfolio team, a new Assets and Facilities Manager has started and a number of new property managers have been hired.

## Expenditure budget \$16.9m



Expenditure is \$1.2m behind budget, major variances to budget include:

- Repairs and maintenance costs are tracking \$0.9m behind budget. This is mainly in the residential area and caused by a slow down in improvement works being carried out on rental properties due to covid lockdowns.
- No new Auckland Transport properties have been added to the rental portfolio, resulting in a \$0.3m YTD refurbishment budget to bring them up to code not being utilised.
- Budgeted consultant costs of \$0.3m, for work on the former Shell site at Wynyard Point have not been needed. It is hoped that this is a saving that can be held all year, total budget set aside for this project \$0.5m.

## Business interests \$4.1m



Business interest surplus is \$1.6m ahead of budget due to increased revenue from Waste Disposal Services.

Expenditure is currently on track with budget, however \$160k of unbudgeted spend is needed for a weed management plan for the Ti Point Forest at Leigh. Investigations are commencing on the future use of this site.

Covers:

- forestry
- landfills (WDS)
- quarries

## Public space assets \$4.1m



Public Space surplus is \$0.3m ahead of budget, due to the \$0.3m of maintenance costs for the Wynyard crossing bridge. Routine maintenance is continuing but additional operational expenditure budgeted in this area will not be required as major projects are now managed through capital renewals.

Covers:

- Maintenance in Wynyard Quarter
- Wynyard crossing bridge operation
- Tram operation

The anticipated \$0.4m saving in relation to AC36 legacy assets is now expected to be utilised due to the ongoing undesirable behaviour in the Wynyard Quarter incurring additional security costs.

# Marinas

## Revenue budget \$18.1m



Revenue is made up of the following:

\$10m	Westhaven
\$0.7m	Viaduct
\$1.3m	Silo
<u>\$6.1m*</u>	Marina Trusts
<b>\$18.1m</b>	

\* Internal eliminations removed from Trusts financials

Overall revenue is \$0.9m ahead of phased budget:  
Viaduct Marina is currently \$0.6m ahead of revenue due to higher occupancy rates.

Westhaven Marina is \$0.5m ahead of budget due to additional revenue generated through boat relocations within the marina and additional sundry revenue in year from fuel and other services.

Wynyard Basin Marina – revenue of \$0.2m due to unexpected use of the marina by a number of boats during the year.

A reduction in the Marina Trust revenue by \$0.3m is due to the full occupancy of the new pile berth happening later than expected. This has an off-setting expenditure saving at Westhaven Marina.



## Westhaven Marina berths

**96.0%**  
Occupancy  
Target 86%

**2.5%**  
Arrears  
Target 3-7%



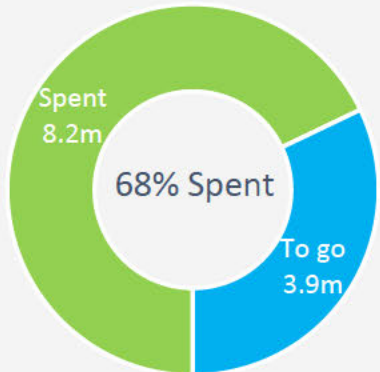
## Silo Marina

**7.5%**  
Arrears  
Target 15%

### Highlights for the quarter:

- Renewal of Piers G, H and J is in delivery with a completion target of September 2022.
- Pile berth development Pier AA berths are now fully occupied and Pier AB is under construction and expected to be fully occupied by the end of FY22.
- The Westhaven Team has worked hard to implement sustainable actions in all sectors of the marina operation. To endorse these actions, environmental accreditation is being sought through the Gold Anchor initiative offered by Marina Industries Association. The Gold Anchor audit will be undertaken in May 2022. It will judge the marina across a very wide range of actions and services.

## Expenditure budget \$12m



Expenditure is made up of the following:

\$4.7m	Westhaven
\$0.5m	Viaduct
\$0.8m	Silo
<u>\$6m*</u>	Marina Trusts
<b>\$12.0m</b>	

Expenditure is \$0.9m behind phased budget.  
Westhaven berth user charges are \$0.3m behind budget due to the later than expected occupancy of the new AA berths within the new pile berth development.

There is a \$0.6m savings to date in repairs and maintenance, plans are in place to utilise \$0.35m of this in year with a potential saving of \$0.25m.



## Customer satisfaction -

80% of marina customers surveyed are satisfied with the marina facilities and services

The customer satisfaction survey is scheduled to be completed by mid May 2022.



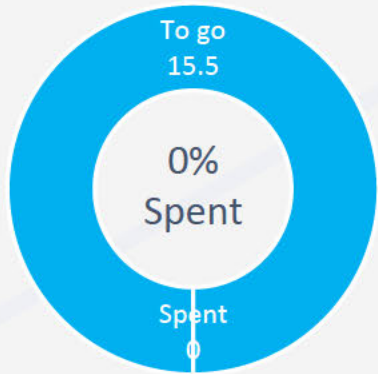




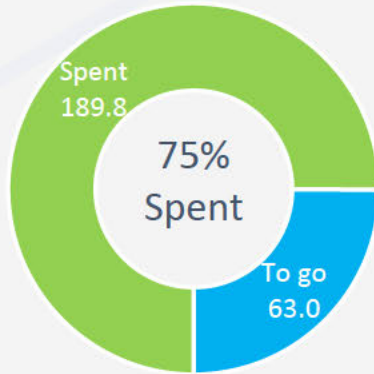
# FY22 - grants and donations

Eke Panuku provides grants and donations to support a diverse range of activities and organisations, which contribute to the delivery of the strategic objectives of the executive leadership team (ELT) and the Board. These are either as a cash donation, i.e. a monetary contribution in support of an organisation or activity; or in-kind support where Eke Panuku provides the use of its managed-assets and/or services for less than the usual fee charged

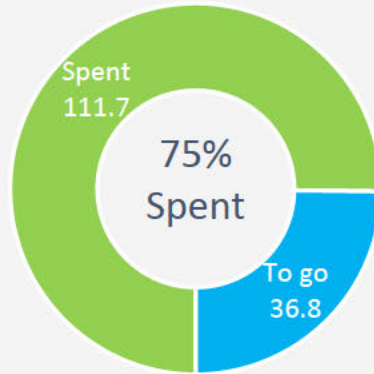
Cash donations  
budget \$15.5k



Property concessions  
budget \$252.8k



Marina donations  
budget \$148.5k



Total grants and donations are under spent by \$5.9k for the third quarter YTD compared to budget. Variations to budget include:

- A planned cash donation of \$5k has not occurred due to the Climate Change Conference not going ahead under Covid-19 restrictions.
- Marina grants includes berthage of four NZ Coastguard rescue vessels for three months valued at \$6.1k, not included in the original plan. This was approved by the Eke Panuku Board on 27 October 2021. This is offset by reduced sponsorship to Seacleaners boat storage while drenching works occur at Z-Pier, resulting in a net Marinas underspend of \$0.9k.

[Redacted content]



# Programme updates

Progress made over the quarter is provided on the following spatial delivery plans

# NORTHCOTE

## Masterplan: Spatial delivery plan

HLPP BOUNDARY

### Projects completed & underway

- 1 Te Ara Awataha – school edge
- 2 Acquisitions
- 3 Kāinga Ora housing development
- 4 Greenslade Reserve (Healthy Waters)

### Short-term projects (FY22-24)

- 5 Te Ara Awataha – town centre edge
- 6 Community Facility option
- 7 Development - Stage 1 (115 Lake Road)
- 8 Town Square
- 9 New capital work for street enhancements
- 10 Te Ara Awataha – Cadness Reserve upgrade

### Long-term projects (FY25+)

- 11 Development Stage 2



**Town Square** - A workshop was held with the Kaipātiki Local Board in February 2022 to discuss the benefits of the town square being co-located with the new community hub, adjacent to Cadness Reserve. The local board declined this proposal at its business meeting in March 2022, supporting the town square being located at the south end of Pearn Place instead.

# TAKAPUNA

## Masterplan: Spatial delivery plan

HPPP BOUNDARY

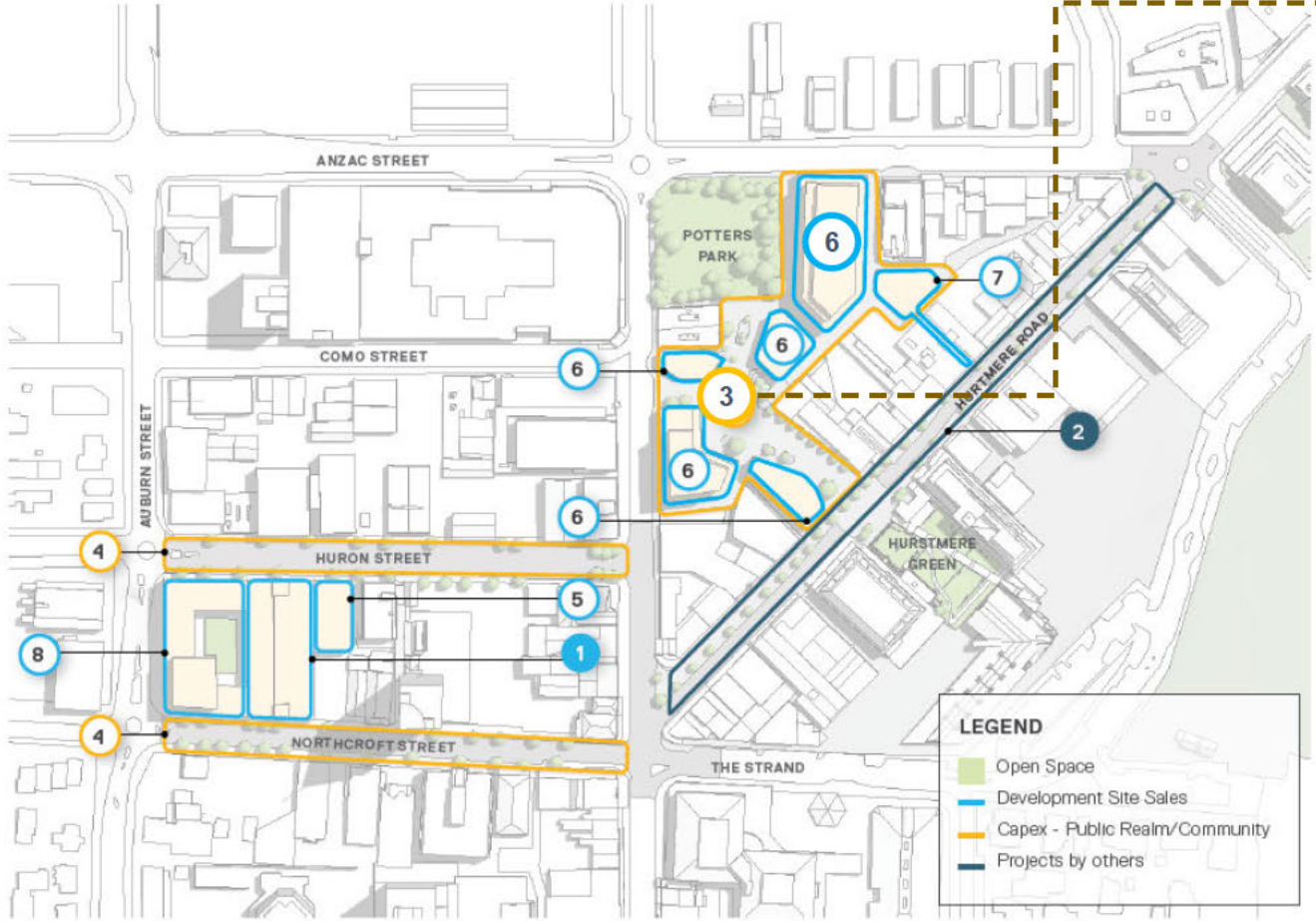


### Projects completed & underway

- 1 Toka Pua car park
- 2 Hurstmere Road upgrade (AT)

### Short-term projects (FY22-24)

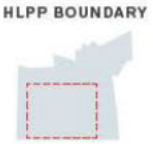
- 3 Town Square
- 4 Huron & Northcroft Streetscape upgrade
- 5 14 Huron Street development site
- 6 Anzac Street development sites
- 7 R78 & 72A Hurstmere Road development sites
- 8 Auburn Street developments



**Waiwharariki Anzac Square (Town Square)** - Construction began in January 2022 and is expected to be completed by mid-2023. A significant milestone for the project and also marked the completion of one of Eke Panuku's SOI capital project milestones for this year.

# ONEHUNGA

## Masterplan: Spatial delivery plan



Work is continuing on the refreshed masterplan which focuses on the town centre precincts, leveraging off the investment in light rail, testing of new development precincts and the viability of strategic acquisitions in the area.

### Projects completed & underway

- 1 Onehunga Laneway 7
- 2 Waiapu Lane Precinct Stage 1 (development)
- 3 Fabric development
- 4 Beachcroft Residences development
- 5 38 Nelson Street acquisition
- 6 Onehunga Port acquisition

### Short-term projects (FY22-24)

- 7 Oranga, Kāinga Ora
- 8 DressSmart Precinct (Inc Laneway 8)
- 9 Waiapu Lane Precinct (public realm)
- 10 Onehunga Wharf Building Upgrades
- 11 Onehunga Wharf to Taumanu Walking & Cycling
- 12 Onehunga Wharf Masterplan & Plan Change
- 13 Onehunga Laneways
- 14 DressSmart Precinct
- 15 Waiapu Precinct Stage 2 (development)

### Long-term projects (FY25+)

- 16 Municipal Precinct (public realm)
- 17 Onehunga Laneway 9 (Station)
- 18 Municipal Precinct (development)
- 19 Onehunga Wharf Infrastructure & Development
- 20 Train Station Precinct
- 21 East West Link (Waka Kotahi NZTA)
- 22 Town Centre to Wharf Link



**Waiapu Precinct** – negotiations continue with the supermarket development partner. These negotiations will run along side the public realm and residential site sales components of the precinct plan. Work is nearing completion on the public realm concept design process.

**Onehunga Wharf Master Plan & plan change** - Good progress is being made with a focus on a public realm led development and ways of opening up public access. A mana whenua Hikoī was also conducted in March 2022.

The new masterplan design is being assessed and the requirements for the plan change will be confirmed as part of the process.



# PANMURE

## Masterplan: Spatial delivery plan



### Projects completed & underway

- 1 Clifton Court
- 2 486-492 Ellerslie Panmure Highway
- 3 Kings Road

### Short-term projects (FY22-24)

- 5 1 Kings Road
- 6 13-27 Queens Road - Gateway
- 7 Streetscapes
- 8 Basin View - Ped & Cycling Connection
- 9 28-30 Pilkington Road
- 10 Basin view Precinct
- 11 23 Domain Road, Panmure
- 12 59 & 59a Mountain Road, Mount Wellington
- 13 11-13 Lagoon Drive, Panmure
- 14 7-9 Jellicoe Road, Mount Wellington

### Long-term projects (FY25+)

- 16 7-13 Pilkington Road (Community Facilities)
- 17 535 Ellerslie - Panmure Highway
- 18 Transport Precinct
- 19 AMETI- Eastern Busway - AT
- 20 Maunaina Upgrade - TRC
- 21 Development - TRC
- 22 Development - Chinese Settler Trust



**LEGEND**

- Open Space
- Development Site Sales
- Capex - Public Realm/Community
- Projects by others

**Transport Precinct** - A joint project and governance structure with Auckland Transport is being initiated. The aim of the governance structure is to achieve a more integrated and co-funded programme of development.

This will include further expansion of the station and greater integration of the site with the town centre.

**Clifton Court** - Construction on the streetscape upgrade is at risk due to a backlog in Council's statutory approvals area. Works were expected to start in April 2022, but have been delayed until May 2022.

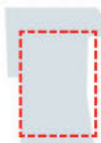
**Placemaking** - Panmure's first outdoor dining installation took place in February 2022.

March 2022 saw the formal opening of the Ngati Paoa supported pop up exhibition to mark the 200-year commemoration of the Mokoia Pa. The exhibition, which runs until 25 April 2022, has received great support and feedback.



# MANUKAU Masterplan: Spatial delivery plan

HLPP BOUNDARY



## Projects completed & underway

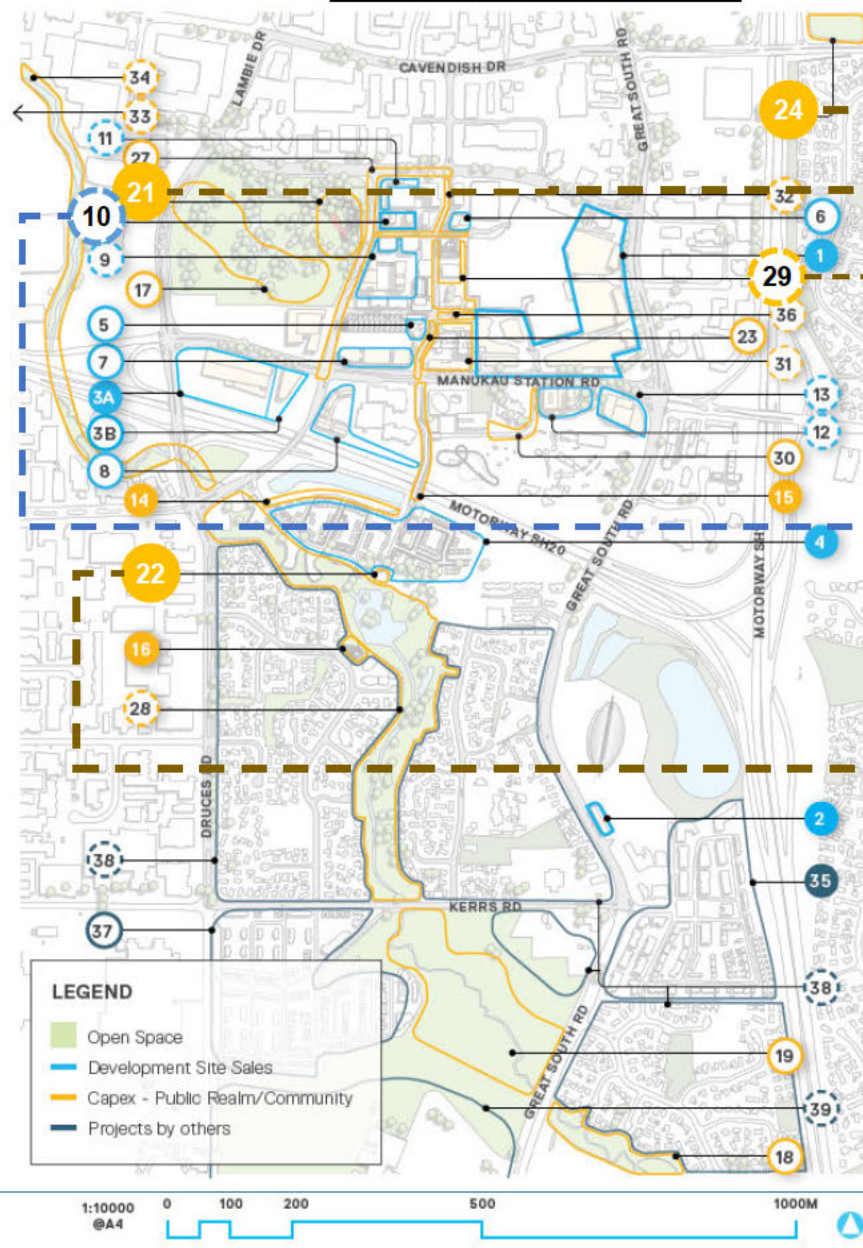
- 1 Westfield Mall Carpark Site Sale
- 2 Vodafone Events Centre Carpark (partial sale)
- 3A 52-54 Manukau Station Rd (MIT) Site Sale
- 4 20 Barrowcliffe Place Site Sale
- 14 Barrowcliffe Pond Shared Path
- 15 Barrowcliffe Bridge Works
- 16 Puhinui Wiri playground Works
- 20 Walking and Cycling Network Works (across the programme)
- 21 Hayman Park Playground Works
- 22 Wiri Bridge Capital Works
- 24 Manukau Sports Bowl Investment
- 35 Pacific Gardens Residential Development

## Long-term projects (FY25+)

- 9 14 Davies Avenue Site Sale
- 10 8 Davies Avenue Site Sale
- 11 2 Davies Avenue Site Sale
- 12 12 Manukau Station Road carpark Site Sale
- 13 2 Clist Crescent carpark Site Sale
- 28 Puhinui Stage 3 - Wiri Reserve Works
- 29 Manukau Square Works
- 31 Manukau Civic & Putney Way Contribution
- 32 Osterley + Amersham Way Works
- 33 Puhinui Stage 4 - Manukau Industrial Area Works
- 34 Puhinui Stage 5 - Puhinui Park Works (Plunket Ave)
- 36 Putney Way Stage 2
- 38 Kāinga Ora Investigations
- 39 Manukau Health Park development

## Short-term projects (FY22-24)

- 3B 54 Manukau Station Rd - Site Sale Stage 2
- 5 10 Putney Way Site Sale
- 6 9 Osterley Way Site Sale
- 7 Lot 1 or 31-33 Manukau Station Road Site Sale
- 8 50 Wiri Station Road Site Sale
- 17 Hayman Park Wetland Works and Contribution
- 18 Puhinui Stage 1 - Ratavine Reserve Works
- 19 Puhinui Stage 2 - CMDHB Walkway Works
- 23 Osterley Way at Civic Streetscape Works
- 25 Manukau Public Art contribution (across the programme)
- 26 Parking Management Solutions (across the programme)
- 27 A2B Streetscape Contribution
- 30 Karina Williams Way Extension Works
- 37 Wirihana Residential Development



**Manukau Sports Bowl Investment - Community engagement will now begin in April 2022, following the Ōtara-Papatoetoe Local Board endorsement in March 2022.**

**Hayman Park playground works – Construction works began in early March 2022. An important milestone for the project, which also marked the completion of one of our capital SOI targets for this year.**

**Manukau Square and Davies Avenue - The High Court case for the Restrictive Covenants and parking matters on Manukau Square and Davies Avenue sites was completed in February 2022. It is now subject to appeal on the Davies Avenue carpark matters only. The "no shopping covenants" are not subject to this appeal and are extinguished.**

**Wiri walking and cycling bridge replacement – Works to improve connections to the reserve and improve access, safety were expected to start in March 2022, but due to Covid-19 delays they are now expected to start in early April 2022. This project supports the Barrowcliffe housing development and strengthens connections to the open space and suburbs to the south.**

**Placemaking - Auaha ō Manukau – A trial programme consisting of four containers, located across the Manukau area has begun. The local community, through the South Placemaking Team will manage what activities are held and how the spaces will be utilised.**

There are four values represented in the programme: toi (creativity); taiao (environment); takiura (knowledge) and tākarokaro (play). Each container represents one of these values.

The containers are currently undergoing a make-over using designs from mana whenua artist, Amiria Puia-Taylor. This work is also being opened up to the community who are being encouraged to get involved.

# OLD PAPATOETOE

## Masterplan: Spatial delivery plan

HLEPP BOUNDARY



**Papatoetoe Masterplan** – The updated masterplan was endorsed by the Ōtara-Papatoetoe Local Board on 15 March 2022.

### Projects completed & underway

- 1 89 Cambridge Toe
- 2 Supermarket and carpark
- 3 Papatoetoe Mall
- 4 91 Cambridge Toe - The Depot

### Short-term projects (FY22-24)

- 5 Stadium Reserve upgrade and access work - Phase 1
- 6 3 St George St (St George's Lanes)
- 7 98 St George St (Kolmar site)
- 8 27 St George St (netball and gardens)

### Long-term projects (FY25+)

- 9 Papatoetoe Community Hub
- 10 Stadium Reserve Works - Phase 2
- 11 Proposed Open Space
- 12 86 Cambridge Toe (Bowling green-partial sale)
- 13 107 and 109 St George St (Library optimisation)



# PUKEKOHE

## Masterplan: Spatial delivery plan



### Projects completed & underway

- 1 Eat Street Phase 1
- 2 4 Tobin Street
- 3 Site Sales w/o Development Outcomes
- 4 82 Manukau Road

### Short-term projects (FY22-24)

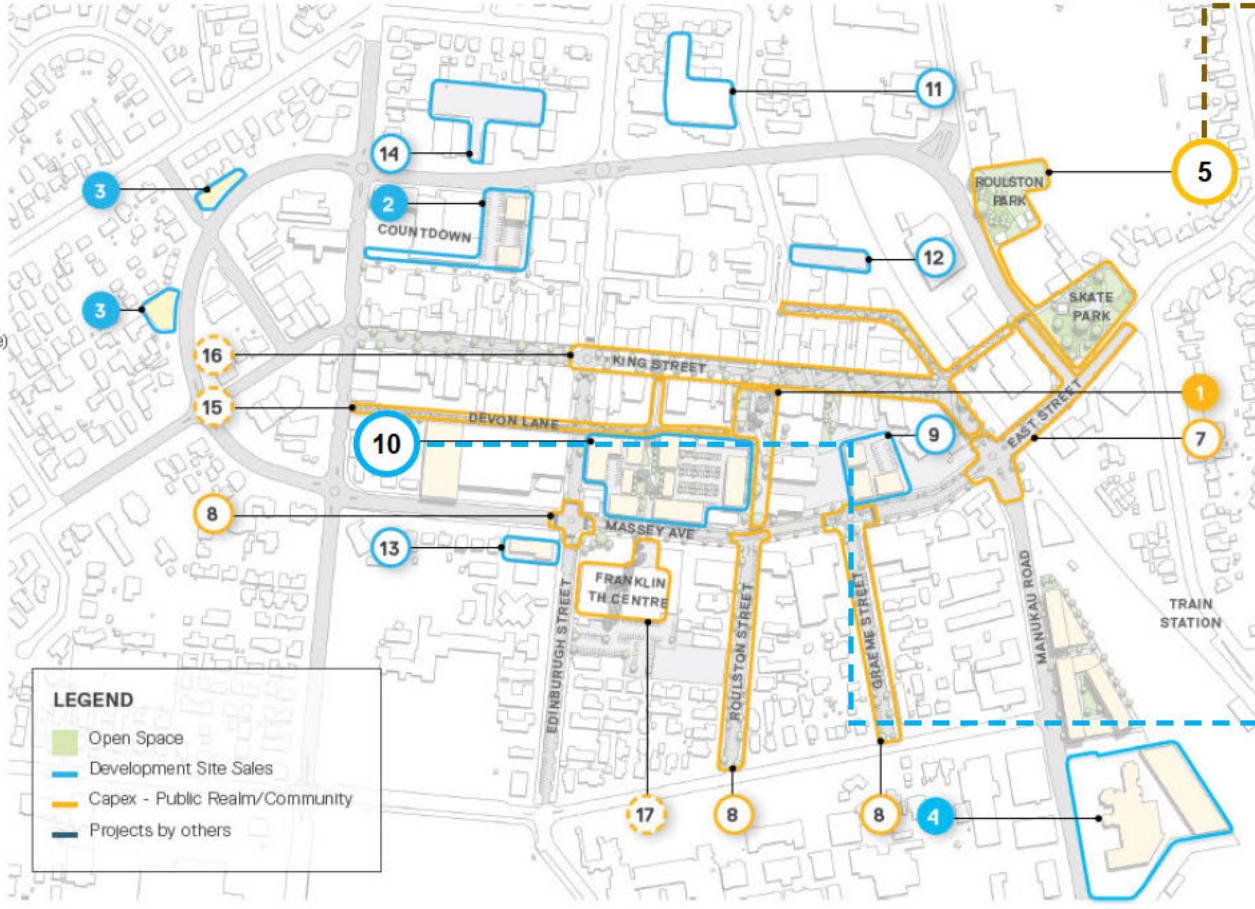
- 5 Skate & Roulston Park Enhancements
- 6 Parking Management Solutions (across entire programme)
- 7 Safe Walkable Street Phase 1
- 8 Safe Walkable Street Phase 2
- 9 7 Massey Avenue



- 11 24 Hall Street
- 12 9 Hall Street
- 13 22 Edinburgh Street
- 14 9 Tobin Street

### Long-term projects (FY25+)

- 15 Laneway Upgrades
- 16 Eat Street Phase 2
- 17 Civic Hub Enhancements
- 18 Urban Tree Programme (across entire programme)



**LEGEND**

- Open Space
- Development Site Sales
- Capex - Public Realm/Community
- Projects by others

**Roulston Park playground and Skate park upgrade –**  
 Three community activation events were held over the quarter to seek feedback on the concept design of the playground and options proposed for the skate park. A good level community engagement has been achieved with numerous comments received.



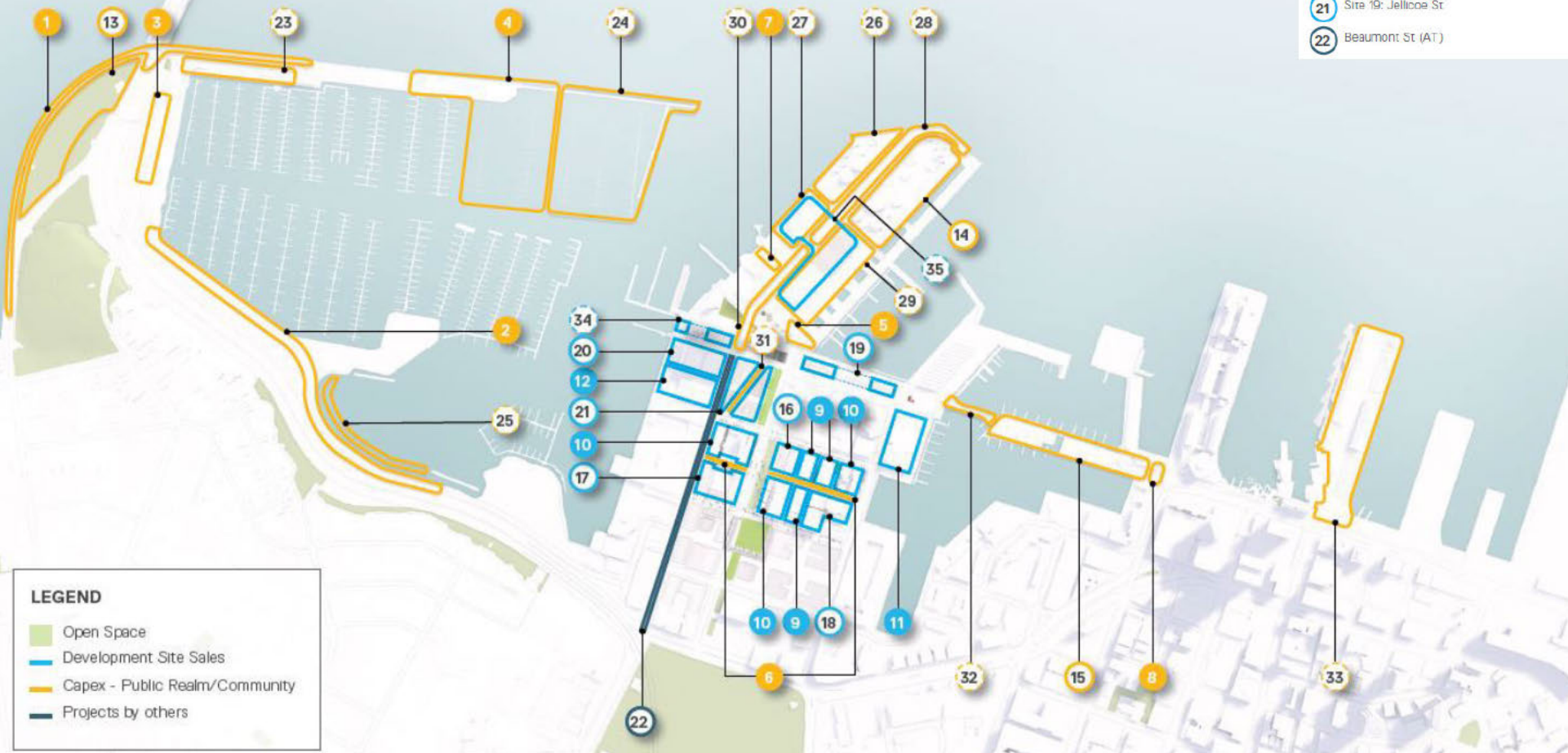
**Placemaking**

**Outdoor dining area in Edinburgh Street -** In January 2022 we took over four car parks on Edinburgh Street and installed a temporary raised platform and outdoor dining tables to support nearby dining establishments continue operating in these uncertain times.

The platforms have been a success and we are looking at either extending this to the businesses on the other side of the road, or elsewhere in Pukekohe as demand and interest arises. A carefully implemented communications and engagement strategy, having comms led by the supportive businesses, helped ensure this project's success.

**Pump track -** The pop-up pump track went into the Hall Street car park in December 2021 to foreshadow potential alternate uses for the site and give local kids an entertaining activity to enjoy over the Summer period. It was removed at the end of March 2022.

# WATERFRONT Spatial delivery plan



**LEGEND**

- Open Space
- Development Site Sales
- Capex - Public Realm/Community
- Projects by others

## Short-term projects (FY22-24)

- 13 Auckland Harbour Bridge Park redevelopment
- 14 Wynyard Point open space (north east)
- 15 Eastern Viaduct Te Wero Island - East West connection
- 16 East 1: 28 Madden St
- 17 West 2: 143 Beaumont St
- 18 Site 6: 124 Halsey St
- 19 Site 14: North Wharf
- 20 Site 18: residential
- 21 Site 19: Jellicoe St
- 22 Beaumont St (AT)

## Projects completed & underway

- 1 Northern Pathway enabling works
- 2 Westhaven promenade - Stg 2
- 3 Marine Village
- 4 Pile berth redevelopment Stg 1
- 5 Sfo park extension Phase 2
- 6 Tiramarama Way Stg 1 & 2
- 7 Vos boat shed refurbishment
- 8 Eastern Viaduct Quay St Intersection
- 9 Precinct Commercial developments
- 10 Willis Bond residential developments
- 11 Park Hyatt Hotel
- 12 Site 18: Crams marine

## Long-term projects (FY25+)

- 23 Westhaven North transformation
- 24 Pile berth redevelopment Stg 2
- 25 St Mary's Bay beach
- 26 Wynyard Point open space (north west)
- 27 Wynyard Point open space (west)
- 28 Wynyard Point open space (north)
- 29 Wynyard Point open space (east & south east)
- 30 Hemer St South
- 31 Wynyard Plaza
- 32 Wynyard crossing replacement bridge
- 33 Queens wharf redevelopment
- 34 Site 12: Sfo 6
- 35 Wynyard Point redevelopment sites

## Westhaven

**Harbour Bridge Park** – The concept design for the park was endorsed in March 2022 by the Waitemata Local Board. Next steps are to complete consultation and engagement with stakeholders, ahead of lodging resource consent later in the year. A significant milestone for the project, it also marks the completion of one of Eke Panuku's SOI capital project milestones for this year.

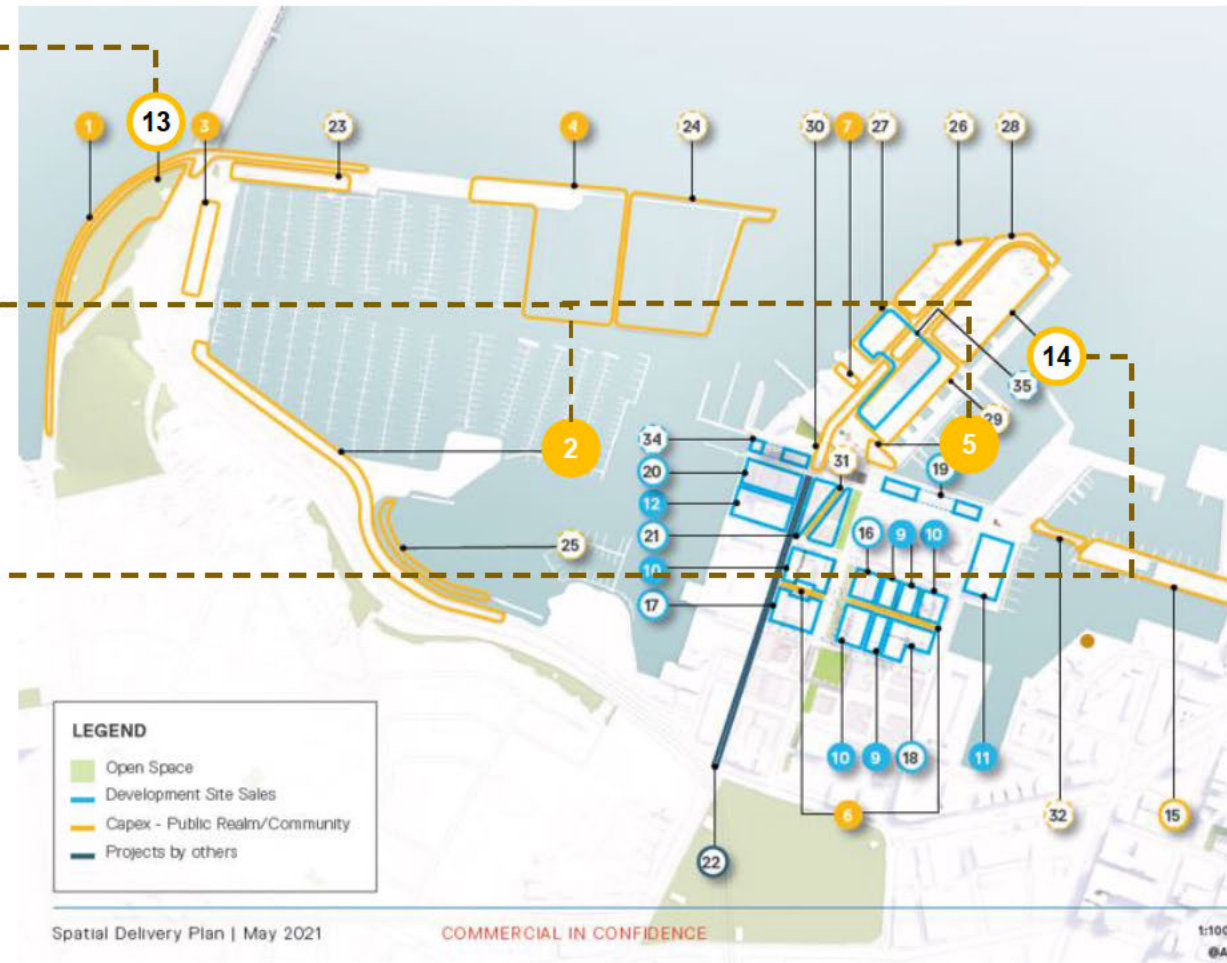
**Waterfront project awards** - Three Waterfront projects have been shortlisted for the New Zealand Institute of Landscape Architecture Awards - Westhaven Promenade, Amey Daldy Park, and Silo Park Extension. Westhaven Promenade also picked up a Gold Pin at the Best Awards in March 2022, along with Amey Daldy Park and Te Nukua both winning a Bronze Pin.

## Wynyard Quarter

**Te Ara Tukutuku - Wynyard Point Precinct Plan** - A foundation document co-written with mana whenua, that sets the scene for the next phase of design and delivery on Wynyard Point over the next 15 years was presented to the Planning Committee at a workshop in February 2022 and then endorsed by the Eke Panuku Board at its February 2022 meeting. The appointment of a lead design team is currently in progress, with a shortlist expected in May 2022.

**FIA World Rally Championship** – Auckland's waterfront has been chosen to host one of this year's largest sporting events, the 2022 FIA World Rally Championship. The announcement was made at an event held at the Karanga Plaza in March 2022. Providing a much-needed boost to the Auckland economy and to businesses located within the Wynyard Quarter.

The rally village and team bases will be located on Wynyard Point, Wynyard Wharf and Halsey Wharf from 29 September 2022 until 2 October 2022. A fan zone in Silo Park and an event visitor information site at Karanga Plaza and Kiosk will be in place for the duration of the event.



[REDACTED]

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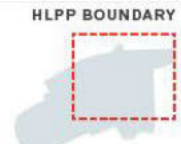
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# AVONDALE

## Masterplan: Spatial delivery plan



### Projects completed & underway

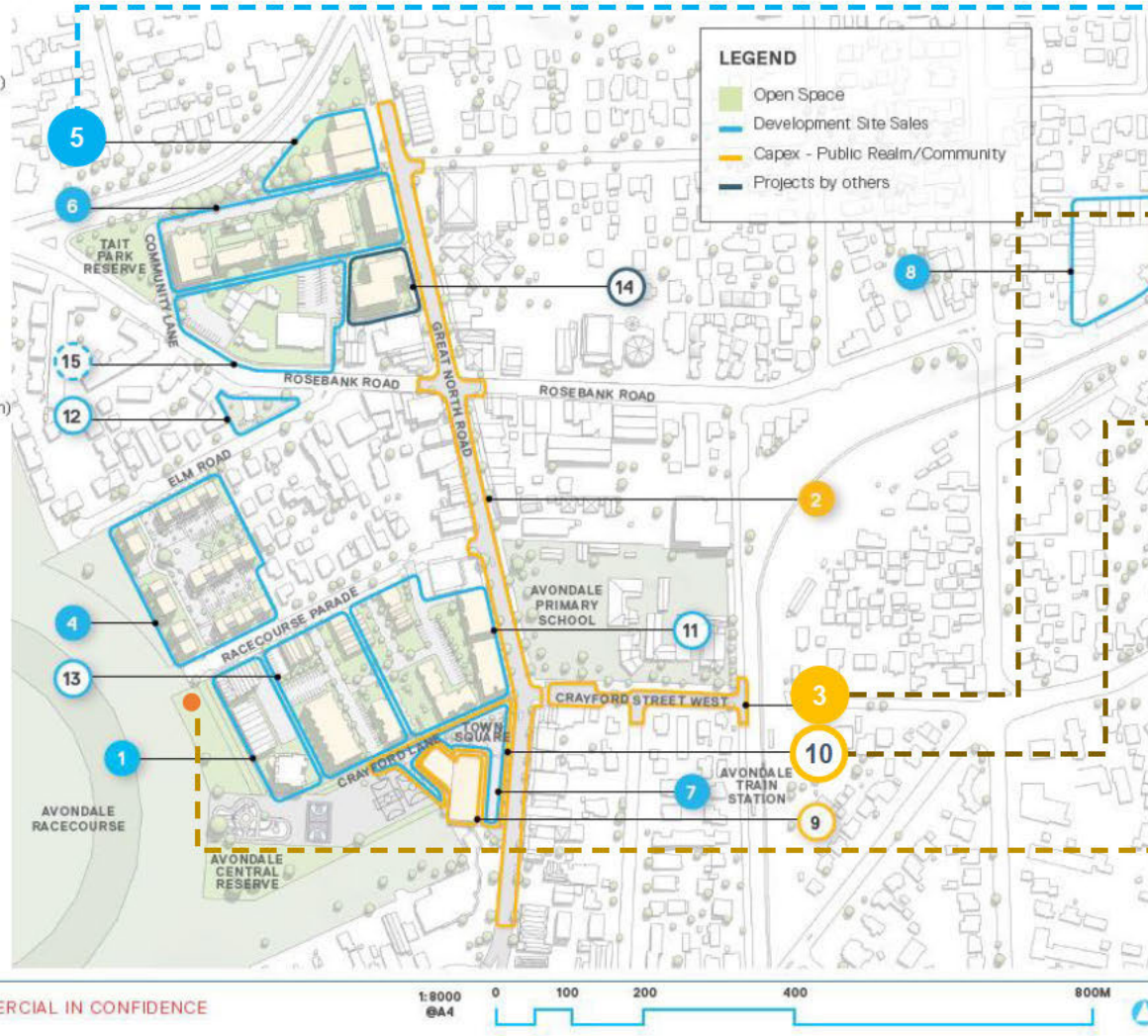
- 1 25 Racecourse Parade (The Set Buildings, Ockham Residential)
- 2 Great North Road Enhancements (AT)
- 3 Upgraded Crayford Street (Panuku)
- 4 18 Elm Street – sold (Kāinga Ora)
- 5 1817 Great North Road – sold (MHUD/Ockham Residential)
- 6 3-5 Community Lane (Highbury Triangle, Kāinga Ora)
- 7 Acquisition of 1971 - 1987 Great North Road
- 8 Site sale - Trent st whakawhiti loop (NZ Housing Foundation)

### Short-term projects (FY22-24)

- 9 Multi Purpose Community Facility (Community Facilities)
- 10 Town Square & Playground (Panuku)
- 12 Corner Rosebank Road & Elm Street (Kāinga Ora)
- 13 10 Racecourse Parade (option to acquire)
- 14 1843 Great North Road (Ted Manson Foundation)

### Long-term projects (FY25+)

- 15 93 – 99 Rosebank Road (current Library & Community Centre, Panuku)



**1817 Great North Road** - Construction is progressing well on the Ockham and Marutūāhu Aroha building. Estimated completion date is February 2023, delivering 117 new homes to the area.

**Crayford Street** – Streetscape improvement works started on 28 February 2022 and are expected to be completed by the end of this financial year.

**Town square** –The new community facility project was approved by Auckland Council’s Strategic Procurement Committee in February 2022. The need for approval was not anticipated initially and has lead to delays with progressing the project. Construction is scheduled to start in late 2023.

**28 Racecourse Parade** – We have lodged a revised Engineering Plan Approval to build 30 at grade carparks on 28 Racecourse Parade which adjoins the reserve. Works will start prior the resource consent expiring in May 2022.

A basic render is currently being prepared to help illustrate how the space will look, and to assist in discussions with adjoining landowners. These carparks are designed to primarily service the new facility and will be gated when not required at night.

**Engagement** – Eke Panuku took Kāinga Ora staff on a tour of Avondale during March 2022.

# HENDERSON

## Masterplan: Spatial delivery plan

HLPP BOUNDARY



### Projects completed & underway

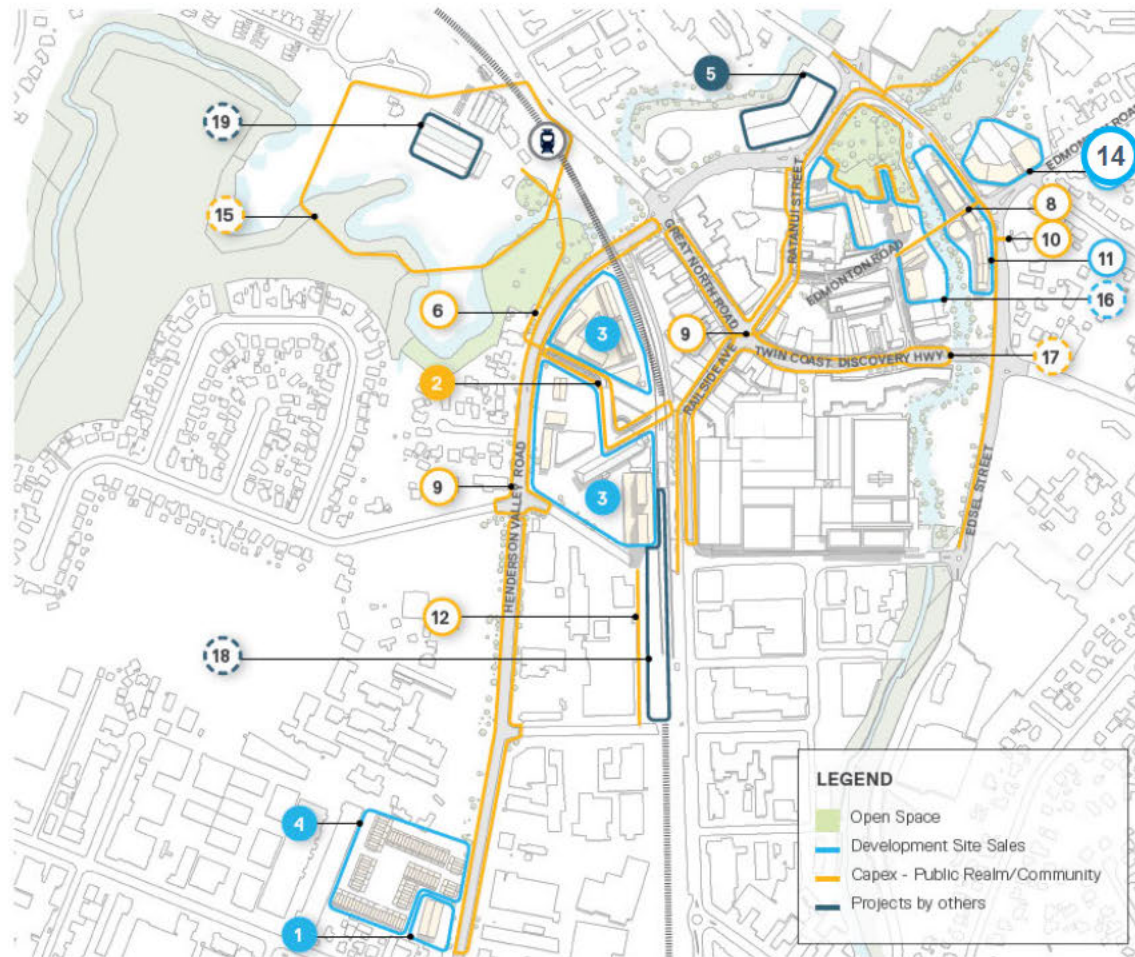
- 1 Haumarū Housing Henderson (Haumarū)
- 2-6 Henderson Valley New Road
- 3 2-6 Henderson Valley Road (subdivision & sale)
- 4 23-27 Henderson Valley Road (Haumarū)
- 5 Pak'n Save upgrade

### Short-term projects (FY22-24)

- 6 Opanuku Link - Bridge, Reserve
- 7 Henderson Valley Road Stage 1
- 8 Oratia Link - Cycleway and bridge
- 9 Ratanui Link - Cycleway
- 10 14-20 Edmonton Rd Safety Improvements
- 11 C40 Alderman carpark
- 12 Smythe to Hickory Link
- 13 Twin Streams Enhancement (across entire programme)
- 14 Falls Carpark (14-20 Edmonton Rd)

### Long-term projects (FY25+)

- 15 Corban Estate Masterplanning (Community Facilities)
- 16 Oratia Precinct (Trading Place)
- 17 Henderson Main St Enhancements
- 18 City Rail Link Platforms (CRL)
- 19 Te Pou Theatre



**Placemaking** - A number of excellent placemaking activities have been undertaken on the Falls Carpark site this quarter including the Fantastic Planet exhibit which was part of the Auckland Arts festival and a silent disco.

# REGIONAL PROGRAMME - AT / Panuku Transit Orientated Development Programme scope

## Spatial delivery plan

### Tranche 1 - Initiated FY20-25

- 1 Ōrakei Train Station park & ride
- 2 33 Station Road, Manurewa
- 3 8 Selwyn Road, Manurewa train station park and ride

### Tranche 2 - Initiated FY23-30\*

- 4 Graton Gully (SH16 off ramp)
- 5 Homai train station park and ride
- 6 Sturges Road train station park and ride
- 7 Papakura train station park and ride

### Tranche 3 - Initiated FY25+

- 8 Silverdale bus station park and ride
- 9 Constellation bus station park and ride
- 10 Albany bus station park and ride

AT Park and Ride Redevelopment is a joint venture between AT and Panuku aimed at providing an appropriate strategy to accommodate transport service requirements at designated council owned park and ride sites while simultaneously exploring mixed use development options with positive urban regeneration and urban design outcomes.

\* The dates shown indicate the planned project initiation of the each site.



**LEGEND**

- Development Site Sales

[Redacted content]

[Redacted content]



# REGIONAL PROGRAMME - Corporate Property

## Spatial delivery plan

### Projects completed & underway

- 1 50 Centreway, Orewa
- 2 6 Henderson Valley Road, Henderson
- 3 4-10 Mayoral Drive, Auckland City
- 4 35 Graham Street, Auckland City
- 5 Kotuku House, 4 Osterley Way, Manukau
- 6 82 Manukau Station Road, Pukekohe
- 7 35 Coles Crescent, Papakura



**LEGEND**  
○ Development Site Sales

**Kotuku House - 4 Osterley Way, Manukau** - The open tender process closed on 18 March 2022. The [redacted] bids received on the property are currently under consideration.

A Corporate Property Portfolio Strategy has been developed by Auckland Council's Corporate Property team with assistance from Eke Panuku. The strategy was approved by Finance and Performance Committee in May 2018 and will contribute to a more efficient and operationally effective Corporate Property network. It is a self-funding programme of works which utilises the capital receipts from the divestment of seven surplus properties that are no longer required for the Corporate Property office network and reinvests the sale proceeds to undertake a programme of works that delivers a more efficient Corporate Property model.

- The following properties have been sold:
- 1 50 Centreway, Orewa – sold June 2020
  - 2 6 Henderson Valley Road, Henderson – sold Dec 2020
  - 4 35 Graham Street, Auckland City – sold September 2019
  - 6 82 Manukau Station Road, Pukekohe – sold February 2021

# REGIONAL PROGRAMME - Haumaruru Scope

## Spatial delivery plan

Going forward this programme will be managed and delivered in tranches.

The second tranche consists of Greenslade Court and Godley Road.

These will be followed by 14 and 22 Marne Road.

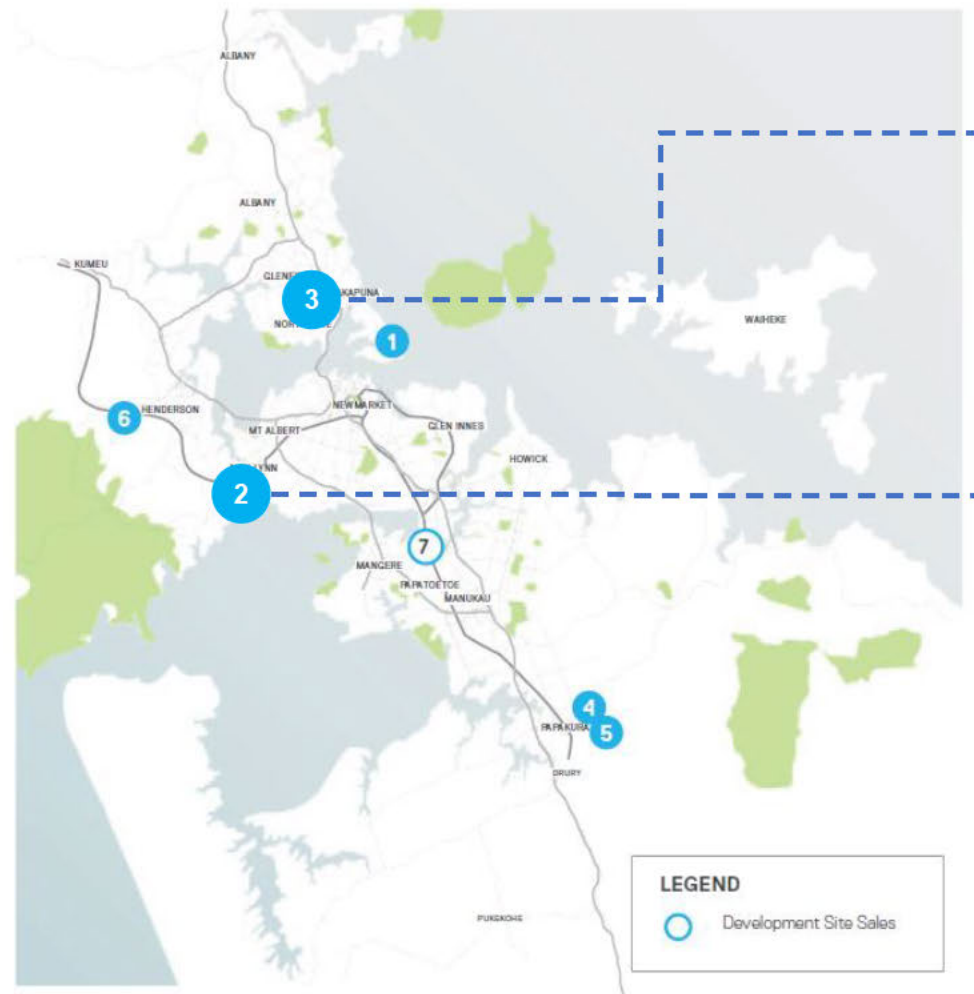
### Projects completed & underway

- 1 16-18 Handley Avenue, Narrow Neck
- 2 81A Godley Road, Green Bay  
40 new units
- 3 27-31 Greenslade Crescent, Northcote  
40 new units
- 4 14 Marne Road, Papakura
- 5 22 Marne Road, Papakura
- 6 33 Henderson Valley Road

### Short-term projects (FY22-24)

- 7 7 Coronation Road, Mangere  
80 new units

Haumaruru Housing - facilitating social housing and the long-term redevelopment of the network of homes for older people, raising the quality and increasing the number of properties in the portfolio.



**LEGEND**

○ Development Site Sales

**27-31 Greenslade Crescent, Northcote** (Greenslade Village, Housing for Older People) – Kāinga Ora has submitted a resource consent application for 52 new one-bedroom units. Eke Panuku as well as Kāinga Ora is currently in the process of responding to Council's s92 request for further information. Approval of the resource consent application is expected in April/May 2022.

**81A Godley Road, Green Bay** (a vacant site) – Draft consent conditions have been received from Council for the resource consent application for 42 new one-bedroom units. Eke Panuku has proposed some minor changes to the draft conditions in relation to the hours of work and noise. Approval of the resource consent application is expected to be given in April 2022.

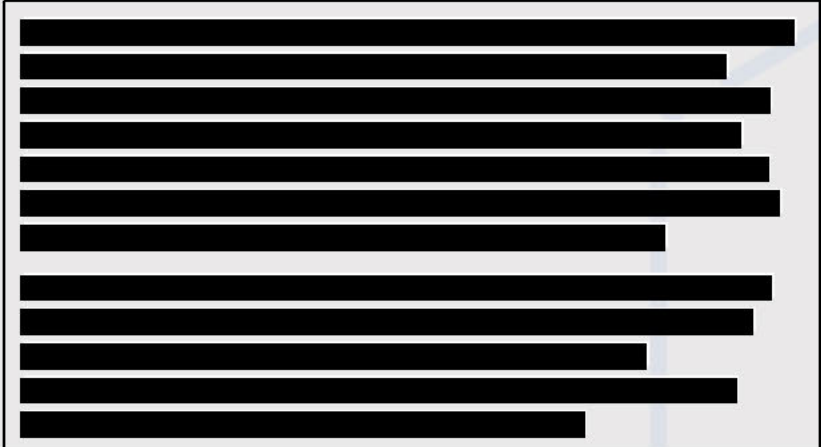
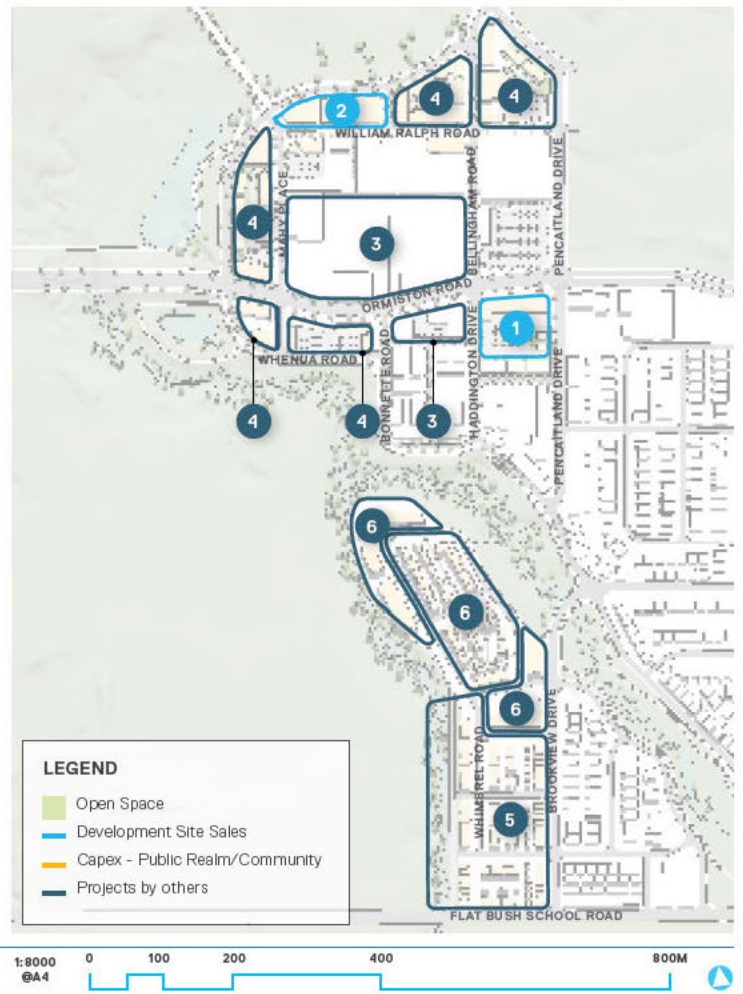


# ORMISTON

## Masterplan: Spatial delivery plan

### Projects completed & underway

- 1 Subject to disposal
- 2 Library/ Community Centre
- 3 Development (Todd Property)
- 4 Development (NZPL)
- 5 66 Flat Bush School Road - Stage 1 (Todd Property)
- 6 66 Flat Bush School Road - Stage 2 & 3 (Todd Property)



[Redacted]

[Redacted]

[Redacted]

# REGIONAL PROGRAMME - Service Property Optimisation

## Spatial delivery plan

### Projects completed & underway

- 1 29-31 St Johns Road, Meadowbank
- 2 6 Clonbern Road, Remuera
- 3 10 – 16 High St, Otahuhu
- 4 39R Pohutukawa Road, Beachlands
- 5 17W Hawke Crescent, Beachlands
- 6 111R Wyllie Road, Papatoetoe
- 7 19 Jervois Road, Herne Bay
- 8 2 Pompellier Terrance, Ponsonby

### Short-term projects (FY22-24)

- 9 22 Tahapa Crescent, Meadowbank

Service Property Optimisation - Panuku, community services and local boards work together to identify and release value from underperforming service assets in order to fund local services while supporting urban regeneration. Projects must proceed on a cost neutral basis and any net proceeds are reinvested locally to advance approved projects.



**LEGEND**

○ Development Site Sales

**6 Clonbern Road** is an at-grade car park in Remuera. Foodstuffs own the adjoining New World site and has a long-standing interest in acquiring 6 Clonbern Road, amalgamating both sites, and developing both properties together. The executive and Foodstuffs are working together to progress delivery of a development scheme across the combined properties.

[REDACTED]

**Meadowbank Community Centre Redevelopment** - At its meeting of 17 March 2022, the Ōrākei Local Board resolved to support the preferred development partner progressing with a resource consent application for the development. The proposal consists of a community centre on the ground floor with apartments overhead at 29-31 St Johns Road, Meadowbank.

**3 Gibbons Avenue, Takapuna** - The due diligence required to inform the recommendations to the Takapuna-Devonport Local Board workshop on 3 May 2022 is currently being worked through. The executive is in discussion with the preferred development partner, Willis Bond, regarding the option of incorporating the community facility in the future town square development.

# REGIONAL PROGRAMME - Supports Scope

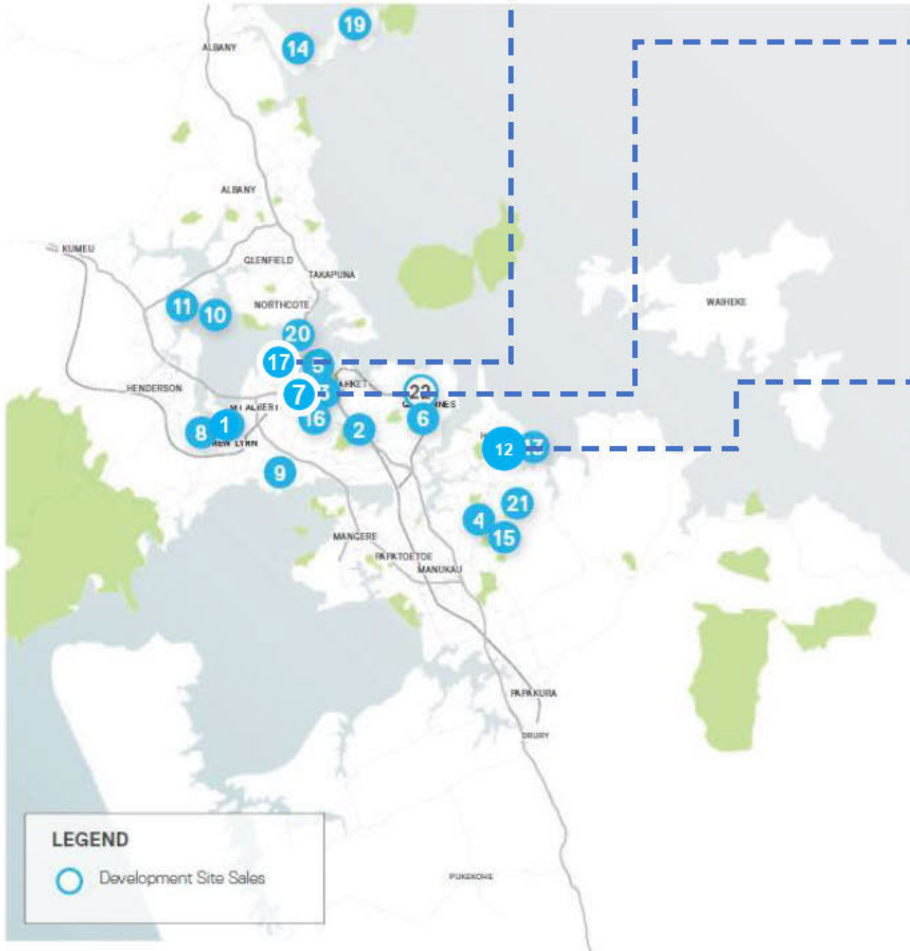
## Spatial delivery plan

### Projects completed & underway

- 1 10-22 Totara Avenue, Sites C&D, New Lynn
- 2 132 Greenlane East, Greenlane
- 3 Civic Administration Building development agreement
- 4 Lots 4&5, Flat Bush School Road, Flat Bush
- 7 198 Dominion Road, Mount Eden
- 8 10 Ambrico Place, New Lynn
- 9 83B Godley Road, Green Bay
- 10 Hobsonville Airfields Stage 2 - Avanda
- 11 Hobsonville Airfields stage 3 - mega lots 5&6
- 12 16 Fencible Drive, Howick
- 13 34 Moore Street, Howick
- 14 498 Whangaparoa Road, Stanmore Road
- 15 65 Hadington Drive, Flat Bush
- 17 Downtown carpark, city centre
- 18 Own Your Own Home - region wide
- 19 20 Link Cres, Whangaparoa
- 20 Britomart Development Deed
- 21 Lot 3, 187 Flat Bush School Road, Flat Bush

### Short-term projects (FY22-24)

- 22 78 Merton Road, St. John's



**Downtown car park** – The Request for Development Proposal process commenced on 17 March 2022. The process will run for 16 weeks until July 2022.

**198 Dominion Road, Mt Eden** – The preferred development partner, [redacted] has advised that it does not wish to pursue with its proposed development. Rising construction costs and interest rates have made the development opportunity unviable.

**Airfields Stage 2, Lots 5B, 6A, 6B, Hobsonville** - The open market tender process closed on 11 March 2022. The executive is currently considering the bids received.

**16 Fencible Drive, Howick** – Following an open market tender exercise, a preferred party has been selected and an agreement for development has been reached.

[Large redacted area]



[Redacted area]

**65 Hadington Drive, Flat Bush** – The site was taken to the open market with tenders closing on 24 March 2022. The executive is currently reviewing the offers received, which are reflective of the change in the market.

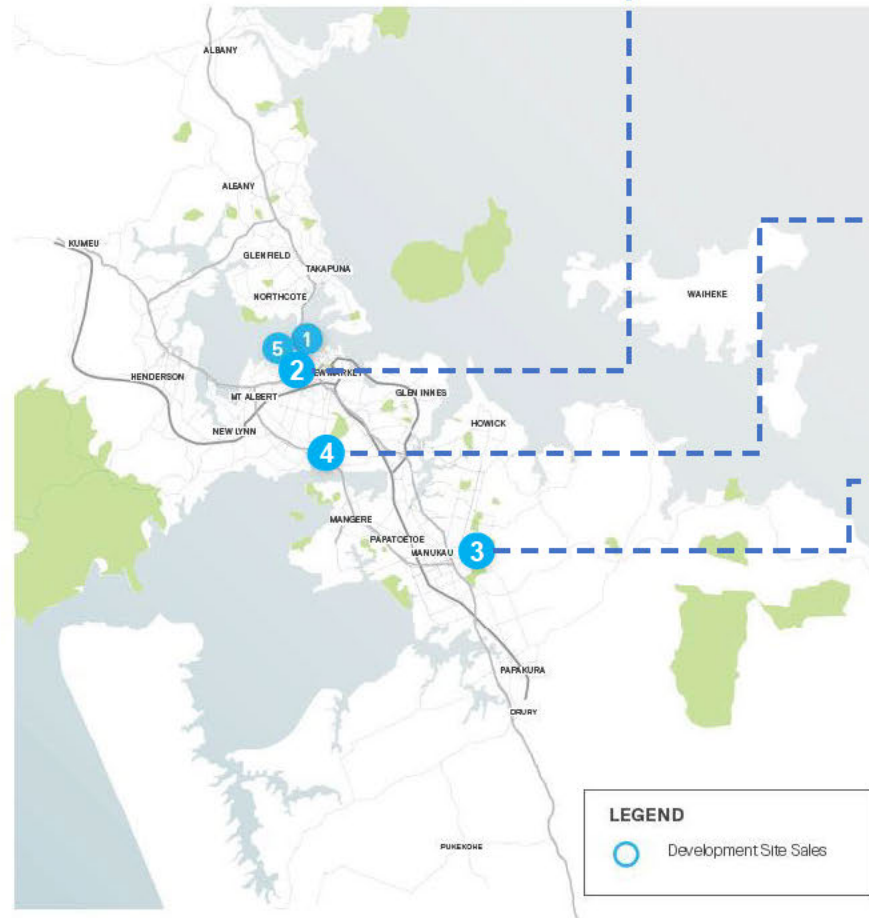
# Regional Property Renewal Projects

## Spatial delivery plan

### Projects underway

- 1 21 Princes St - Seismic & refurbishment
- 2 27 Princes St - Seismic & refurbishment
- 3 7 Hill Road, Manurewa
- 4 Onehunga Wharf renewals
- 5 Queen St - Seismic upgrades
- 6 Auckland Council renewals - small scale capital upgrades (regional wide)

Eke Panuku manages and maintains non-service assets for Auckland Council.



**27 Princes Street seismic & refurbishment** – Council inspections have been successfully signed off. Heritage features and fireplaces secured and protected. Significant Covid-19 related delays and material supply issues is likely to push out the completion date beyond June 2022.

**Onehunga Wharf renewals** – The asset renewal and replacement works were completed this quarter. Works included dredging, administration building upgrades, roading access and capital works on sheds A to E. Investigation is ongoing to determine the best outcome for the future of the wharf.

**7 Hill Road, Manurewa** – Cladding, roofing, and other external works have now largely been completed, with window installation expected shortly. Design options are being worked through for the shell and core model for delivering heating, ventilation and air conditioning works internally. Works are expected to be completed by 30 April 2022.

**Westhaven G, H and J pier replacement** – A contract was awarded in January 2022. Expected project completion towards last quarter of 2022.

**Z Pier watermain renewal** – Pipe laying and ducting works on Z-pier are now complete. Works have now commenced on stage 2, connecting Z pier to the new watermain which is expected to be completed by 30 June 2022.



[Redacted]

[Redacted]

[Redacted]





# Information paper: Health and Safety update March 2022

Document authors: Tony Bellamy, Interim Health and Safety Manager and Carl Gosbee CFO

April 2022

## Whakarāpopototanga matua | Executive summary

1. Tony Bellamy, who joined Eke Panuku on 28 March as interim Health and Safety Manager, has undertaken some initial impressions and discussions with relevant accountable managers around this month's incidents. The following immediate priority work areas have been identified:
  - a. Operational Project Manager Health and Safety competency review
  - b. Investigate new Health and Safety system selected by Auckland Council, for comparison to Noggin
  - c. Support the Lone Worker risk and policy review
  - d. Preparation of handover insights and update of handover documents for permanent recruit into the Head of Health, Safety and Wellbeing, Paul Brown, who will join Eke Panuku in May.
2. There were no safety concern notifications from staff lodged during March.
3. In early May Eke Panuku will implement its annual influenza vaccination program. This timeline has been selected to both be in time with confirmation of the northern hemisphere influenza strains and to assist in encouraging staff back into the offices.

## Matapaki | Discussion

### Interim Health and Safety Manager diligence and actions

4. In the first few days of working with Eke Panuku, the opening discussions with project delivery staff identified a potential improvement opportunity ensuring consistent project manager health and safety competencies. The first step of the proposed workstream is to establish a baseline Operational Project Manager Health and Safety competency review. The purpose of this review is to identify priority training/mentoring items requiring support that can be delivered in the short term (stage 1) and to identify a fully developed "draft" competency matrix to be included in the FY23 health and safety plan priorities (stage 2). This work would be undertaken in partnership with the People and Culture team, relevant stakeholders, and post confirmation of stage 1 to confirm competency gaps, priorities, and sequencing requirements for dependent competencies.
5. Review value and the fit-for-purpose nature of the soon to launch Auckland Council Integrated Health and Safety IS framework "Done Safe" versus evaluating the extent to improvements in the functionality and fit-for-purpose capacity of the current Eke Panuku

IS system "Noggin". Initial review/usage would suggest there are a reasonable level of functional improvements required to Noggin.

6. Prioritise the current policy and procedure update on Lone Worker risk work now underway. This is being led by Jayson Maud (Operations Manager, Assets and Facilities), is a clear operational safety priority, requiring clarification of the likely risk factors that staff and contractors are exposed to and setting a plan to close noted operational gaps.
7. Compilation of information for the incoming permanent Head of Health, Safety and Wellbeing has begun. This includes current diligence and assurance mechanisms on project management activity by the interim Health and Safety Manager, with the purpose of identifying the following:
  - a. Measurement of actual Project Management site delivery vs the theory outlined in the Eke Panuku Safe Management of Contracts Agreements.
  - b. Review PCBU's (under the Eke Panuku contracting MOU arrangements) to assess whether these arrangements meet the responsibilities and accountabilities expected for these arrangements and relationships. This task will depend on capacity to assess arrangements in practice and may need to become part of a future ongoing recommended Health and Safety/risk assurance plan.
8. Investigate any other priority themes that may be identified over the next one to two months via the central health and safety committee and other review mechanisms available.

## Health and safety key performance indicators

9. Health and safety key performance indicators (KPIs) representing lead (Figure 1) and lag (Figure 2) indices, including TRIFR and an Industry Benchmark are outlined below.

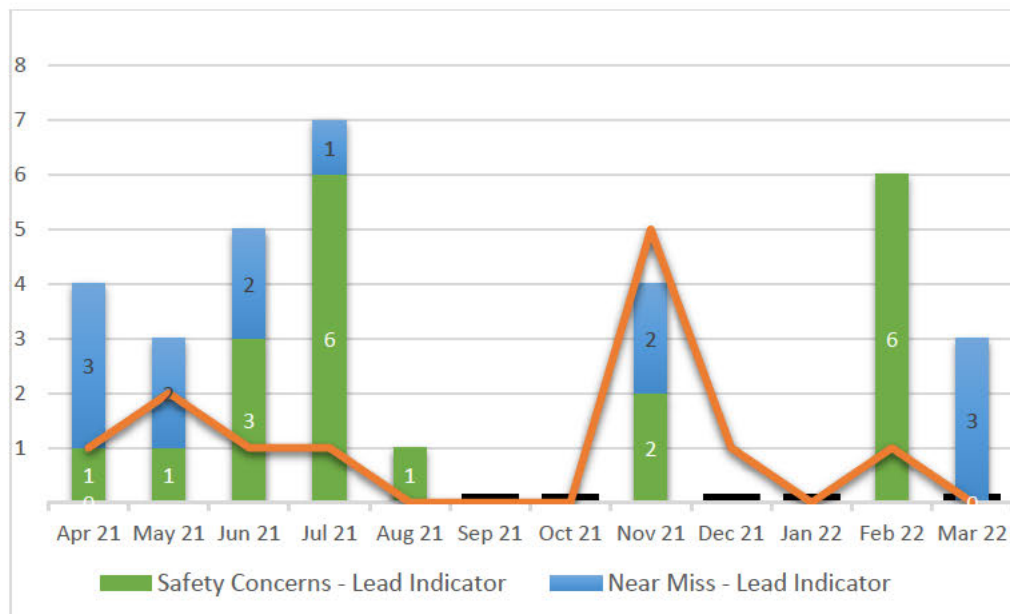


Figure 1: 12 month rolling health and safety lead indicators

10. Figure 1 shows a sharp decrease in proactive reporting by staff capturing safety concerns and significant public incidents. However, this was offset to an extent by the proactive near-miss reporting occurring. An interim communications plan is to be implemented to attempt to raise the reporting of safety concerns. This communication will also include a refresher on the "speak up" process.

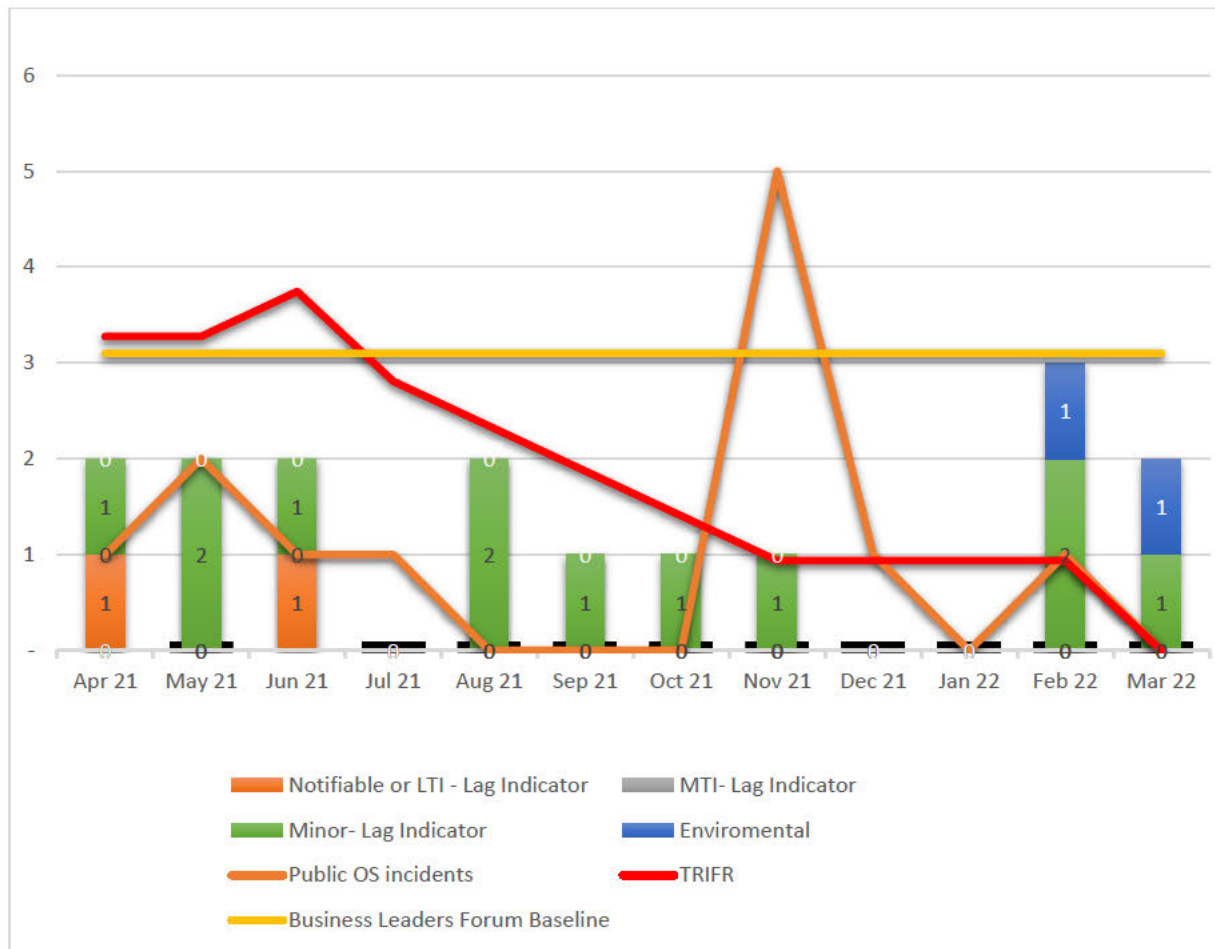


Figure 2: 12 Month Rolling H&S Lag Indicators. TRIFR - Total Recordable Incident Frequency Rate; MTI - Medical Treatment Injury; Notifiable Event or LTI - Lost Time Injury.

11. Description of all work-related incidents (first aid and near misses) are listed below, together with the respective corrective and preventative actions.

12. Analysis would indicate a possible continuing drop in the TRIFR. Although no injury was sustained during the assault event that occurred on the Westhaven Dock, this had the potential for more severe injury.

### Health and Safety Incidents

13. Eke Panuku recorded no safety concerns and five non-harm/damage reported incidents for the March period.

**Themes and trends of events noted:**

14. Anzac Street capital project, Safe Digging

- a. Two service strikes (underground telecom and 240v electric lines) occurred on the Anzac Street site within 1 day of each other. Both events had a direct causation from the lack of safe digging practice (an industry and line company basic control).
- b. Follow-up conversations have recently occurred with the accountable senior manager for this project Kate Cumberpatch, on what corrective and preventative actions will be instituted to minimise potential reoccurrence (see further details in incident descriptions details below).

**Reported incidents for the month of March in chronological order**

**15. Site 4 Edmonton Road, Henderson; Organisation Unit - Capital Project Delivery Team**

*Likely asbestos found in soil by civil contractor (HEB) 2nd March 2022 – Low risk*

The contractor found some shards of what appeared to be an old asbestos panel in an excavation and proceeded to isolate the area. The material was sprayed with water, and the spoil then removed using the correct PPE, masks and gloves to collect the material and place in a sealed plastic bag.

Follow-up to focus on outcomes status on noted actions with Head of Project Delivery (Jamie Faull) and Project Manager (Rachel Molloy).

Corrective actions

Project Manager to follow up with contractor and:

- seek a copy of asbestos waste certificate from an approved hazardous waste site
- request future suspected materials are suitably tested, and results shared
- ensure contractor knows future found asbestos materials (including any surrounding spoil) are double bagged as per asbestos guidelines.

Preventative actions

Project Manager to follow up with contractor on:

- proof that the material found was dumped as asbestos waste in a certified hazardous waste site.

Head of Project Delivery to:

- work with Health and Safety Manager and project delivery team to extend the asbestos register/process (or equivalent) for hazardous waste found on sites managed by Eke Panuku.

## 16. Site 4 Silo 6, Silo Park Jellicoe Street

*Loose plastic cladding sheet at height 11th March 2022 – Medium risk*

During a site visit our staff noted a sheet of cladding on the northern face of Silo 6 was loose, presenting a potential risk of a falling object. The cladding became loose following a material weather event with the fixing on the bottom and right-hand side failing, however it was still secured on the left-hand.



Figure 3: Silo 6 loose cladding

Follow-up conversations have recently occurred with the accountable senior managers for this work; Jayson Maude/Ruth Jost, on what corrective and preventative actions will be instituted to minimise potential reoccurrence.

### Corrective actions

Project Manager to follow up with contractor on:

- work order in place to re-fix cladding.

### Preventative actions

- Increase the monitoring frequency of assessing integrity of cladding/fixings on this infrastructure and other similar at-risk infrastructure cladding/attachment items.
- Create a preventative maintenance item for cladding/infrastructure attachments integrity within the asset management plans.
- Recommend an inspection of the structures across the Waterfront after any significant weather event.

## 17. Waiwharariki Anzac Square, Takapuna

There were two near-miss digging incidents on the construction site of Waiwharariki Anzac Square in Takapuna during March.

*Chorus service line strike 08 March 2022 – Low risk*

The subcontractor had difficulty breaking aggregate material and trimmed 50-100mm material off with a 6t excavator bucket. A Chorus line was expected at 400mm but was struck at 300mm. No injuries to workers but some damage to the line occurred.

Corrective actions

- Incident was logged. Site team received training around permit and safe digging practices.

*Vector service strike 09 March 2022 – Medium risk*

A 240v service line was identified and marked out within the excavation. Hand digging should have been used but instead an excavator was used by JFC contracting. The Vector line was struck at 720mm below ground. No injuries to workers or damage to plant.

Corrective actions

- Work was stopped. The JFC site team, JFC safety manager, engineer to the contract and the Eke Panuku team were notified of the incident. Vector was notified regarding the service strike to organize the service to be repaired. Training was provided to the team to ensure and remind of safe digging practices. An investigation has been started and we will review this with the engineer to contract when it is complete.
- Given there were two similar risk exposures in a short time span on this site from poor safe digging practices, we have asked the engineer to contract to recommend to the contractors that site monitoring of contractors in action be increased. This recommendation was passed on to the engineer to contract on 17 March 2022.

Preventative actions

- We will include a project note/learning on this contractors' file that project managers are recommended to ask engineer to contracts to check how the contractor is ensuring safe digging practices in projects.
- Undertake a more systemic approach of assessing contractor safety performance by building on the current practice of weekly safety contractor performance reviews. These reviews would benefit by using a future balanced scorecard approach for contractor selection. Initial discussions with the Auckland Council project lead on the new health and safety IS system Donesafe, that Eke Panuku is reviewing, does have the potential functionality to manage these information flows. The contractor management system module within Donesafe will not be brought online until stage two of the software rollout, likely in 2023.

**18. Anzac Street, 40 - Carpark (Markets), Takapuna**

*Chorus service line strike 08 Mar 2022 11:00 – Low risk*

The subcontractor had difficulty breaking aggregate material and trimmed 50-100mm material off with a 6t excavator bucket. A Chorus line was expected at 400mm but was struck at 300mm. No injuries to workers but some damage to the line occurred.

### Corrective actions

- Contact the contractors in questions to check on whether they have completed the actions they noted from their site investigation and update Noggin details post confirmation.
- Given there were two similar risk exposures in a short time span on this site from poor safe digging practices, the Project Managers are recommended to increase site monitoring of contractors in action and reflect changes post confirmation in Noggin.

### Preventative actions

- Include a project note/learning on this contractor's file that going forward Project Managers are recommended to check in on how the contractor has progressed these corrective actions around safe digging more permanently.
- Consider some form of future balanced scorecard for future contractor selection processes, where the performance of the contractor can be logged for future consideration in tendering of work which could play some part in selection/management by the project management team.
- If a balanced scorecard is not used, then as a minimum process should be to take these lessons learnt and inject these into the existing process of the Eke Panuku community of practice

## 19. 151 Westhaven Drive, Westhaven

### *Assault on Westhaven Dockmaster staff member - 20 March 2022 – High risk*

At 00:20 one of the Dockmaster staff approached a group of people that were drinking in front of the Ponsonby Cruising Club Toilets from 21:37 (see Figure 4).



Figure 4: Location of assault on Westhaven Drive, Auckland (toilets in front of the Ponsonby Cruising Club)

Several attempts were made to move on these persons along with the six cars left parked there. All requests to stop drinking were met with aggressive behaviour. The group was reapproached at 00:20 by a Dockmaster staff member, who was immediately insulted and threatened by the group. A call to First Security was then made for support, at which point two large females from the group grabbed and punched the staff member. Security arrived soon after and asked the staff member to leave the site due to the risk levels

presented. The females then started to punch the office work ute, attempting to get into the vehicle itself. A First Security Officer was also assaulted in this incident. Police then arrived at 00:40 with 3 cars. The Dockmaster staff member and First Security liaised with police to identify the women who had undertaken the assault.

The following are the agreed corrective and preventative actions for the assault at Westhaven Dock, confirmed by an investigation undertaken by Jayson Maud:

#### Corrective actions

- Interim closure of the northern carpark during the hours of darkness. Westhaven will utilise an additional security guard to staff the closure of the northern carpark to allow vehicles in or out as required but giving the ability to vet who comes and goes, i.e. ensuring berth holders and yacht club patrons have access. This is being achieved using cones and temporary barriers.
- A review of the security standard operating procedures and communication protocols to security and police are to occur.
- The closure is being put in place from approximately 2200 – 0500 in the location shown on Figure 5.



Figure 5: Closure put in place

- Communications and temporary signage prior closure instituted.
- A review of the security standard operating procedures and communication protocols to security and Police are to occur.
- Reinforce and educate all relevant staff on protocols for situation de-escalation and avoiding lone worker scenarios.

#### Preventative actions

- Prioritise the implementation of additional CCTV cameras to cover where the event occurred including a review to identify other possible locations that may require greater CCTV resource.
- Review of relevant security standard operating procedures and instigate a refresher for existing staff on these.
- Westhaven Dockmaster management to monitor the above noted corrective/preventative actions to ensure efficacy.



# Information paper: Development Management of Health and Safety Responsibilities

Document author: Allan Young, GM Development

April 2022

## Whakarāpopototanga matua | Executive summary

1. The purpose of this paper is to respond to the Board's request to have operational commentary to the various Health and Safety processes that Eke Panuku utilises. This paper outlines how the Eke Panuku Development team integrates health and safety processes within its managed workstreams.
2. The developments team's fundamental and conscious approach recognises that Eke Panuku has a duty of care to protect staff, contractors, the public and others from harm arising from work Eke Panuku influences or controls. The main area of risk for the development team pertains to engagement with contractors and development partners.
3. The Eke Panuku Development team work to the Safe Management of Contract and Agreements framework (SMCA) having due regard to the strength of connection and consequential process for the management of risk as outlined by the framework.

## Matapaki | Discussion

4. Due to the nature of the directorate and the focus of its workstreams, incidents are rarely experienced, but safety concerns are regularly raised. The most common safety concerns raised are around sites not being secure or potential hazards identified during due diligence, site or property inspections.
5. All safety concerns or incidents are logged in the Eke Panuku health and safety tool Noggin which prompts an assessment process. This provides learnings, not only to the project team, but also to the Development team. Issues are raised and discussed at regularly scheduled team meetings providing an opportunity for continuous improvement.
6. To enhance risk mitigation the findings are directly shared with other divisions within Eke Panuku such as Assets and Delivery to ensure Health and Safety practice is optimised.
7. The process by which we select the most efficient form of risk performance management is dependent on our "strength of connection" as set out in the SMCA process.
8. Most of the work undertaken by the development team focuses on the "managing" component of the SMCA framework when interacting with development partners by way of development agreements or other contractual documents formalising occupancy arrangements. There are some components of "doing" applicable to our workstream, but this is generally limited to site investigations by contractors. An example is an activity such as geotechnical surveying.

9. Through its function of contract/agreement management the development team remains an active part of the risk management function through activities as outlined by the SMCA, such as risk identification, agreeing safety plans, post-contract elevation, throughout the development lifecycle of a project.
10. Under our development agreements site access prior to settlement is managed via licence agreements. At the time of granting a licence the known or likely site hazards are identified and provided to the developer to prepare a safety plan and/or traffic management plan. This plan along with other relevant information is reviewed by the development team. Recommendations are made and plans updated as required to align with best practice and Eke Panuku SMCA requirements. The alignment of these Health and Safety processes forms an essential part of contracted deliverables under our development agreements. When engaging contractors to undertake services onsite such as geotechnical investigations a similar process is undertaken to identify the hazards and review and provide feedback on plans.
11. To ensure best practice is understood all team members undertake health and safety induction. Development Managers are also required to undertake regular training via. site safe to assist with hazard evaluation and management.
12. Following the update of the SMCA Guidance in March 2022, the team is currently undertaking a review of health and safety processes to ensure continued alignment with the framework. In addition, the team is regularly briefed on outcomes and risk items raised by the Health and Safety Committee.

## Decision paper: Falls Carpark - 14 Edmonton Road, Henderson

Author: John Carter - Priority Location Director, Adam Sadgrove Development Manager

April 2022

### Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

[REDACTED]

[REDACTED]

- c. Approve that any sale will be subject to the following outcomes being achieved:
- A high quality environmentally responsive building that achieves a minimum of a New Zealand Green Building Council 5 Greenstar rating.
  - Development to express Māori cultural identity through engagement with mana whenua.
  - Development to be designed to respect its location as a gateway to Henderson, the heritage of the Falls Hotel, the two protected Kauri trees and create a positive edge to both roads.
  - Demonstrate high quality architectural and landscape design. Buildings must include a variety of heights, good consideration of form, scale, proportions, materials and use of colour.
  - Development must achieve a minimum of four levels over a significant portion of the site.
  - A design review process with designs presented at key milestones with sufficient time for consideration. The designs will also be reviewed by Eke Panuku Technical Advisory Group (TAG).
- d. Delegate authority to the Chief Executive to execute the sale and purchase documentation.

## Whakarāpopototanga matua | Executive summary

[Redacted text block]

[Redacted text block]

3. 14 Edmonton Road also known as the Falls Carpark has been cleared for sale and the Auckland Transport parking designation has been formally removed. The site is a key gateway site for Henderson and Eke Panuku wishes to enable a high-quality sustainable building on the site.

[Redacted text block]

## Horopaki | Context

5. The site at 14 Edmonton Road is 4435m<sup>2</sup> in area and is zoned Business Metropolitan Area in the Unitary Plan. It was previously designated for public carparking purposes. This designation has now been removed by Auckland Transport as the site is not well used and a carparking study has confirmed that other parking resources are available for the town centre. The site was released for sale as part of the Unlock Henderson High Level Project Plan process.

[Redacted text block]

[Redacted text block]

[Redacted text block]

- The development will be supported by Eke Panuku capital works projects including the Oratia Link which aims to improve the walking and cycling safety and connectivity between this site, the town centre and Henderson train station.



## Nga whiringa me te taatai | Options and analysis



- The Eke Panuku Selecting Development Partners Policy includes processes to facilitate private sector, Iwi, Crown and third sector agreements to develop land. Section 4.2 details that Eke Panuku can engage directly with the Crown to enable effective strategic partnerships involving sales where this would achieve shared objectives including enabling development and infrastructure.



- In preparation for a sale process the Eke Panuku "Falls Carpark Essential Design Outcomes and Design Guide" has been prepared this is included as attachment A.

## **Ngā ritenga ā-pūtea | Financial and resourcing impacts**

[REDACTED]

[REDACTED]

[REDACTED]

## **Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations**

[REDACTED]

[REDACTED]

## **Tauākī whakaaweawe Māori | Māori impacts**

20. Eke Panuku through the essential design outcomes will require any development partner to engage with mana whenua in the design of the development.

## **Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts**

21. As part of the subdivision consent boundary issues with the adjacent Falls Hotel have been tidied up. This includes the inclusion of 18 carparks within the Falls Hotel boundary to support the Falls Bistro located within this building.

## **Tauākī whakaaweawe āhuarangi | Environment and climate change impacts**

22. Eke Panuku climate objectives are supported by the Essential Outcomes which will be included in the Sale and Development Agreement.

23. These requires the developer to design and achieve a minimum New Zealand Green Building Council 5 Greenstar rating and meet additional requirements set out in the Falls Carpark Essential Design Outcomes and Design Guide.

24. Eke Panuku has adopted sustainable procurement objectives which relate to: Supplier Diversity; Quality Employment Opportunities for Target Communities; Local Supplier Utilisation; Zero Waste by 2040; Reduced Carbon Emissions.

25. As part of the sale process, it is expected that prospective development partners would address how they could contribute to achieving the social aspects of the sustainable procurement objectives and that development agreements will reflect this.

## Ngā koringa ā-muri | Next steps

[Redacted]

- | [Redacted]
- | [Redacted]
- | [Redacted]
- | [Redacted]
- | [Redacted]
- | [Redacted] [Redacted]
- | [Redacted]
- | [Redacted]
- | [Redacted]

[Redacted]

## Ngā tāpirihanga | Attachments

[Redacted]

April 2022

## **Ngā kaihaina | Signatories**

Allan Young, GM Development

David Rankin, Chief Executive

Ian Wheeler, Chief Operating Officer



#### 4.2 Eke Panuku Strategic Development Partnership Opportunity Framework Agreement

This paper has been redacted under the following LGOIMA reasoning:

- *would be likely unreasonably to prejudice the commercial position of a third party s7(2)(b)(ii);*
- *to maintain the effective conduct of public affairs through the free and frank expression of opinions s7(2)(f)(i);*
- *would be likely to prejudice or disadvantage the commercial position of council s7(2)(h); and*
- *would be likely to prejudice or disadvantage negotiations s7(2)(i).*

# Decision paper: Eke Panuku Board Charter

Author: Kathy Crewther, Governance Manager

April 2022

## Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. Approve the proposed revisions to the Eke Panuku Board Charter.
- b. Amend the timeframe for review from annually to three-yearly.

## Whakarāpopototanga matua | Executive summary

1. The Eke Panuku Board Charter was drawn up in 2021 to formally set out the principles of corporate governance that assist the board in performing its duties. It outlines the respective roles, responsibilities, and authorities of the board of directors, both individually and collectively, in setting the direction, the management and the control of the organisation.
2. The charter is now due for review as agreed at the April 2021 board meeting.

## Horopaki | Context

3. When Panuku was formed in 2015, a range of policies were adopted by the board. These policies are recorded in the policy register. At that time a 'Governance Policies' document was drafted but was never adopted by the board. The board charter was therefore drafted with the following aims:
  - to serve as a reminder for the board of the legal framework within which it operates
  - to document the policies and processes that the board has decided upon to meet its legal and other responsibilities
  - to assist leadership in delivering good governance
  - to set out the functions and responsibilities of the board
  - to provide guidance and comfort to stakeholders that the board has implemented robust governance processes
  - to act as a point of reference for disputes
  - to serve as an induction tool for new directors and senior managers.

April 2022

## **Ngā tāpirihanga | Attachments**

Attachment A - Eke Panuku Board Charter

## **Ngā kaihaina | Signatories**

Carl Gosbee, Chief Financial Officer

David Rankin, Chief Executive

# Eke Panuku Development Auckland Board Charter

## 1. Purpose

This Charter (Charter) for Eke Panuku Development Auckland (Eke Panuku) identifies the principles of corporate governance that assist the Board of Directors of Eke Panuku ('Board') in performing its duties.

## 2. Role of the Board

The Board members have been appointed by Auckland Council (shareholder) to govern Eke Panuku. Within the constraints of the legislation, the Constitution, the Statement of Intent<sup>1</sup> (SOI) and Statement of Expectations (SOE), the Board:

- establishes Eke Panuku's purpose
- defines desirable outcomes
- approves major strategies for achieving these outcomes
- sets the overall policy framework within which the business of Eke Panuku is conducted
- monitors management's performance on behalf of all Aucklanders.

The Board delegates day-to-day management to the Chief Executive.

Eke Panuku is a statutory entity, managing assets in the long-term interests and for the benefit of the Auckland region and facilitating the redevelopment of selected town centres across Auckland.

## 3. Key activities of the Board

The primary role of the Board is to exercise leadership, enterprise, integrity, and judgement in directing the company while having regard to the interests of ~~the~~ our shareholder and stakeholders and achieving sustainability.

Key activities of the Board include:

### Legislative responsibilities

- Complying with the Local Government (Auckland Council) Act 2009 and the Local Government Act 2002
- Complying with all relevant obligations the Board has under the Companies Act 1993 and other relevant statutes.

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<sup>1</sup> Eke Panuku became a Council-Controlled organisation on 1 September 2015 and is governed under a Statement of Intent (SOI).

## Oversight of management

- Appointing the Chief Executive
- Reviewing the terms and conditions of the Chief Executive's employment
- Setting and monitoring [performance against](#) the objectives for the Chief Executive
- ~~Monitoring the Chief Executive's performance against the above objectives~~
- Overseeing the operation of Eke Panuku's business to ensure it is being managed appropriately
- Reviewing progress on major projects, strategic plans and operating plans
- Monitoring the financial performance of Eke Panuku including approving:
  - budgets
  - capital expenditure and investments above Chief Executive's delegations and operating expenditure outside budgets and Chief Executive's delegations.

In the normal course of events, day-to-day management of Eke Panuku will be in the hands of the management.

## Ethics

- Ensuring Eke Panuku adheres to high standards of ethics and corporate behaviour
- Ensuring business is conducted in an honest, ethical, responsible, and safe manner
- Safeguarding the reputation of Eke Panuku, the Eke Panuku brand and building public trust and confidence in Eke Panuku and the wider council group
- Effectively and confidently managing complaints regarding unacceptable behaviour that are escalated to the Board
- Promoting ethical and responsible corporate behaviour, including leading by example.

## Governance

- Acting in the best interests of Eke Panuku in a manner based on transparency, accountability and responsibility<sup>2</sup>
- Balancing these interests against Auckland Council's expectations of Eke Panuku as a Council-Controlled Organisation<sup>3</sup>
- Monitoring the effectiveness of our governance practices
- Monitoring the integrity of all financial and non-financial reporting to the shareholder.

## Strategy

- Defining our purpose and setting the strategic direction
- Overseeing management's implementation and achievement of our strategic direction.

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<sup>2</sup> Note: Under Eke Panuku's Constitution, Directors may act in the best interests of the shareholder.

<sup>3</sup> Auckland Council's expectations of Eke Panuku are set out in the Governance Manual for Substantive CCOs and the CCO Accountability Policy and the Statement of Expectations.

## Stakeholders

- Serving the legitimate interests of the stakeholders of Eke Panuku and accounting to them in a clear, transparent, and accessible manner
- Ensuring that Eke Panuku communicates effectively with the shareholder, customers and all other stakeholders, including nineteen iwi entities of Tāmaki Makaurau and the Independent Māori Statutory Board and local boards
- Ensuring that Eke Panuku complies with all relevant laws and regulations and that it meets its contractual obligations.

## People

- Approving and monitoring our health and safety systems, with a view to ensuring the health, wellbeing, and safety of Eke Panuku's employees, contractors, agents, and also the public at Eke Panuku sites
- Ensuring Eke Panuku is a good employer.

## Risk management

- Ensuring Eke Panuku has appropriate risk management/regulatory compliance policies in place, including defining the limits to acceptable risk
- Regularly reviewing processes and procedures to ensure the effectiveness of internal systems of control
- Reporting to Auckland Council quarterly including any new/emerging risks.

## 4. Board committees

[The Board may establish or disestablish committees to assist in the process of corporate governance.](#) ~~To assist in the process of corporate governance,~~ The Board has established one committee.

- Audit & Risk Committee

The Board is responsible for oversight of any committee. The committee will have Terms of Reference that are approved by the Board annually. Committees may make recommendations to the full Board, but do not make decisions on behalf of the Board unless specifically mandated to do so.

Committee Chairs and members are appointed by the Chair.

[The Board may establish or disestablish committees to assist in the process of corporate governance.](#)

## 5. Duties imposed on Board members

Each Board member must understand the specific legal requirements of their position since this will form the basis of the duties and responsibilities of the individual Board member.

There are three types of duties imposed on Board members:

### **Fiduciary duty**

The fiduciary duties of a Board member are to act honestly, avoid-manage conflicts of interest, and generally act in what the Board member believes to be the best interests of Eke Panuku as a whole. Noting that under the constitution set by the shareholder, a Board Member may act in the best interests of the shareholder where there is no conflict with legislation.

### **Duty of care and diligence**

Each Board member must exercise the care, diligence, and skill that a reasonable person would exercise in the same circumstances.

### **Legal and statutory duties**

These are duties imposed upon Board members by statute and common law, and the Constitution. In accordance with these requirements, Board members of Eke Panuku will:

- Discharge their duties in good faith and honesty in what they believe to be the best interests of Eke Panuku and with the level of skill and care of a well-informed Board member of an important company
- Promote a corporate culture that embraces diversity and inclusiveness
- Owe a fiduciary duty to Eke Panuku using the powers of office only for a proper purpose, in the best interests of Eke Panuku as a whole
- Act with required care, diligence and skill, demonstrating reasonableness in their decisions
- Make adequate disclosure to the Board of any actual or potential conflicts of interest
- Act in accordance with the Constitution and the law relating to Eke Panuku and companies generally
- Act for the benefit of Eke Panuku as a whole
- Not make improper use of information gained through their position as Board members
- Not take improper advantage of the position of a Board member
- Not allow personal interests, or the interest of any associated person, to conflict with the interests of Eke Panuku
- Make reasonable enquiries to ensure that Eke Panuku is operating efficiently, effectively and legally towards achieving its goals
- Undertake diligent analysis of all proposals placed before the Board
- Not agree to Eke Panuku incurring an obligation unless the Board member believes at the time, on reasonable grounds, that Eke Panuku will be able to perform the obligations.

## 6. Role of individual Board members

The Board decides what matters are delegated to either specific Board members or management and what controls are in place to oversee the operation of these delegated powers. Board members have no individual authority to participate in the day-to-day management of Eke Panuku. This includes making any representations or agreements with any other party including employees unless such authority is expressly delegated by the Board. The delegation is by resolution, to the Board member (including the Chair) either individually or as a member of a committee.

Board members are expected to give of their specific expertise generously to Eke Panuku. In respect to any matters not dealt with in an open meeting, Board members will keep Board discussions and deliberations absolutely confidential.

Board members are expected to be forthright in Board meetings. They have a duty to question, request information, raise any issue, and fully canvass any aspects of any issue. Votes must be cast on any resolution according to their own opinion. Outside the boardroom, Board members will support the letter and spirit of Board decisions in discussions with all external parties including staff. A Board member present at a Board meeting will be presumed to have voted in favour of a resolution of the Board unless they expressly dissent or expressly abstain from voting.

Confidential information received by a Board member in the course of exercising their duties remains the property of Eke Panuku. It is improper to disclose it or to allow it to be disclosed. An exception would be if disclosure has been authorised by the person from whom the information was obtained or is required by law.

A Board member will not engage in any conduct likely to bring discredit upon Eke Panuku. A Board member must not agree to the business being carried in such a way that there is substantial risk of serious loss of reputation.

A Board member has an obligation at all times to comply with the spirit as well as the letter of the law and with the principles of this charter.

Board members are expected to provide feedback to the Chair if they have any suggestion to improve the performance/effectiveness of the Board.

Board members will act in good faith and conduct themselves in a manner that is consistent with generally accepted procedures for the conduct of meetings at all meetings of the Board.

### 6.1. Disclosure of interest/Conflicts of interest

Board members must make adequate disclosure to the Board of any actual or potential conflicts of interest<sup>4</sup>. ~~These include the interests of Eke Panuku, the Board member and associates of the Board member.~~ All disclosures of interest are recorded in a Directors' Interests Register which is included in the meeting papers and tabled at each Board meeting.

~~Generally, W~~when a Board member has an actual or potential conflict of interest, the individual is expected to withdraw for the relevant portion of the meeting. Management will manage this process to ensure Board members do not attend items or receive information where there is an actual or potential conflict. Board members have an obligation to identify any issue immediately and return/destroy anything shared inadvertently.

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<sup>4</sup> When identifying conflicts of interests, in accordance with Companies Act 1993, Board members will have regard to their responsibility for disclosure if their parent, child, spouse, civil union partner, or de facto partner is a party to, or will or may derive a material financial benefit from a transaction with Eke Panuku.



## **7. Role of Chair**

The role of the Chair is to lead the Board. The Chair is expected to fulfil the following responsibilities:

- Ensure that the Board provides leadership and vision to Eke Panuku
- Assess and implement a balanced Board membership within the confines of the shareholder appointment process
- Ensure that the Board is participating in setting the aims, strategies and policies of Eke Panuku
- Ensure that there is adequate monitoring of the pursuit and attainment of the goals of Eke Panuku
- Ensure that the Board reviews the human resources of Eke Panuku
- Make certain that the Board has adequate information to undertake effective decision making and actions
- Ensure that administrative tasks such as the circulation of Board papers are carried out efficiently and effectively
- Direct the Board discussion to effectively use the time to address important issues
- Develop an ongoing and healthy relationship with the Chief Executive
- Guide the ongoing development of the Board as a whole and individual Board members
- Lead the Board's relationship with the shareholder
- Ensure that all Board members are encouraged to actively participate in Board discussions and decisions
- Ensure that all new Board members are provided with an appropriate induction programme
- Chair board meetings
- Establish the agenda for board meetings in conjunction with the Chief Executive.

## **8. Board process and proceedings**

### **8.1. Board meetings**

- Board members will meet in person at least 10 times per year. Additional meetings (including via teleconference) may be scheduled at the discretion of the Directors. Directors also may be required to participate in strategy and professional development workshops.
- The agenda and papers for the meeting will be circulated to all Board members in the week prior to the meeting.
- The agenda will be constructed having regard to the Board's annual work programme.
- The agenda will allow the Board to exercise adequate monitoring of company performance.
- Agenda items will be supported by sufficient information to allow effective decision making.

## **8.2. Conduct of meetings**

- The Chair will determine the degree of formality required at each meeting while maintaining the decorum of such meetings.
- The Chair shall ensure that all members are heard.
- The Chair will maintain sufficient control to ensure that the authority of the Chair is recognised so that a degree of formality can be reintroduced when required.
- The Chair will ensure that the decisions and debate are completed with a formal resolution recording the conclusions reached.
- The Chair will take care that decisions are properly understood and well recorded.

## **8.3. Board minutes**

- Minutes will contain a brief review of the discussion plus the official resolution adopted by the Board.
- All decisions will be recorded by way of a formal resolution.
- Board members who dissent or abstain may ask to have their dissent or abstention recorded in the minutes.

~~Material conflicts of interest, perceived or actual, will be recorded in the minutes.~~

## **9. Key Board functions**

### **9.1. Delegation of authority**

Legislation and Eke Panuku's Constitution provide the Board with all the powers necessary for managing, directing, and supervising the management of the business and affairs of Eke Panuku.

The Board has in turn delegated an appropriate level of authority to the Chief Executive, for the operation and management of Eke Panuku. Under the Constitution, Board Members remain accountable for all delegated authority.

### **9.2. Public representation**

Official representation of Eke Panuku publicly (including news media comments) will be by the:

- Chair;
- Chief Executive; or in accordance with the delegation provided by the Chief Executive.

### **9.3. Execution of documents**

Generally, documents will be signed by the management of Eke Panuku, provided it is within their delegated authority. Where documents are required to be signed by two directors (including signing delegation to the Chief Executive for such documents), details of each signing will be notified to the Board in the Chief Executive's report. Such signings are deemed to be ratified at the next Board meeting.

#### **9.4. Supporting the Chief Executive**

It is recognised that a key component of Board member duties is providing a sounding board for the Chief Executive's ideas. In recognition that the Chief Executive/Board relationship is critical to effective governance, Board members should provide frank and honest advice to the Chief Executive. All advice should be constructive in nature and provided in a positive manner. The Chief Executive is not to regard advice from individual Board members (including the Chair) as instructions. Only the Board as a whole may instruct the Chief Executive.

#### **9.5. Chief Executive evaluation**

The Chief Executive's evaluation will be undertaken at least once a year by the Board.

#### **9.6. Board composition**

As far as possible within the constraints of the shareholder appointments process, the Board should ensure that Board appointments result in a diverse mix of directors which has a balance of:

- skills;
- knowledge;
- experience; and
- perspectives

which together add value and to bring independent judgement to bear on the decision decision-making process.

#### **9.7. Board evaluation**

- At least every two years, the Board will conduct a formal evaluation of its performance.
- The evaluation will be aligned with any process required by the shareholder including the opportunity to have input into the shareholder appointment process

#### **9.8. Board member development**

In order to continually improve Board performance, all Board members are expected to undergo continual professional development.

Where skill gaps are identified, Board members may be provided with training and resources to address them by Eke Panuku at the discretion of the Chair.

#### **9.9. Remuneration**

Board member remuneration will be determined from time to time by the shareholder. Remuneration will be paid monthly. Eke Panuku will reimburse reasonable and properly incurred travel, accommodation, and other costs with the approval of the Chair. The Chair's costs are to be reviewed and approved by the Chair of the Audit and Risk Committee. Payment of Board Member fees may be suspended for prolonged absence at the discretion of the Chair, after a thorough investigation of the reason for the absence.

**9.10. Director indemnity and insurance**

Eke Panuku will ensure that there is current Directors' and Officer Liability insurance cover (including 'run-off' insurance cover) for all Board members and for Senior Managers. Similarly, written indemnities will also be provided for these individuals.

**10. Inconsistency with Constitution**

To the extent that there is any inconsistency between this Board Charter and the Constitution, the Constitution will prevail.

**11. Review of the Charter**

~~This Charter was approved by the Board in April 2021 and will next be reviewed in April 2022.~~

<u>Business Owner</u>	<u>Chief Financial Officer</u>
<u>Original policy date</u>	<u>28 April 2021</u>
<u>Date of this review</u>	<u>29 April 2022</u>
<u>Frequency of review</u>	<u>Three-yearly</u>
<u>Approved by:</u>	<u>Eke Panuku Board</u>
<u>Date:</u>	<u>29 April 2022</u>

# Information paper: Housing market overview Quarter 1, 2022

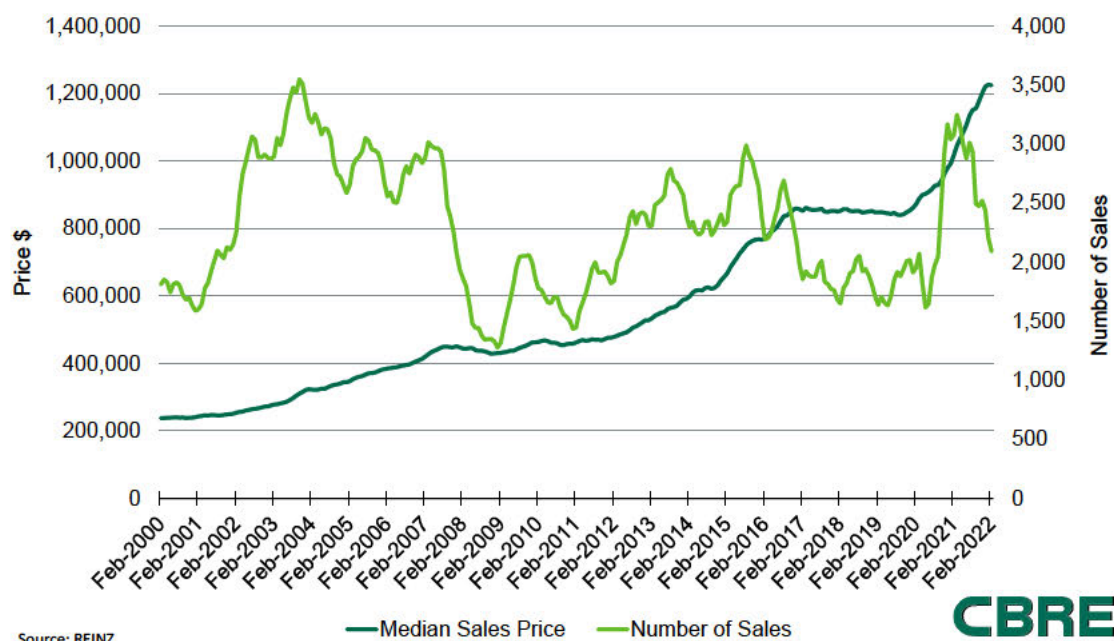
Document author: Allan Young, GM Development

April 2022

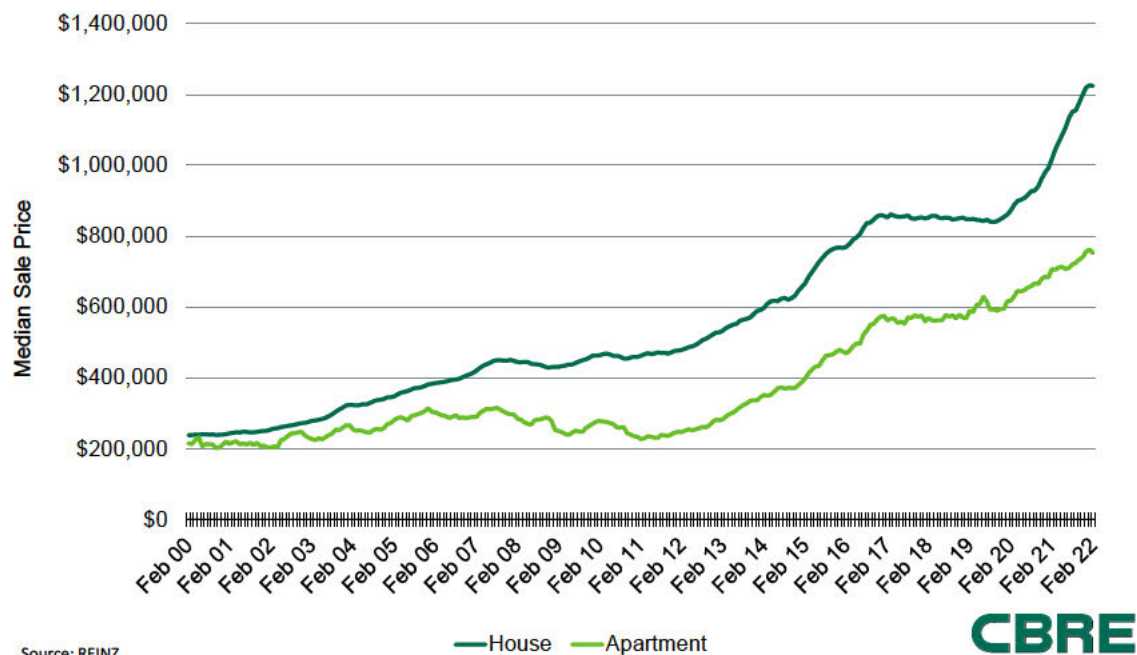
## General Overview

1. Auckland residential dwelling prices peaked in November 2021 at \$1.29 million and have since moderated, falling to \$1.20 million in January 2022 and \$1.19 million in February. Apartment median prices peaked at \$790,000 late last year, moderating to \$740,000 in February 2022.
2. This coincided with increasing market headwinds from rising interest rates and restrictive bank lending practices and is also reflected in other indicators of market activity. February 2022 has seen 1,762 sales compared to 2,916 in February 2021. Days to sell in February 2022 were 48 compared to 34 in February 2021. Excluding the period of the Q2 2020 lockdowns this is the highest days to sell since early 2019.
3. The recent slowing of housing market activity follows prices increasing by 28% to the year ended November 2021 on a six monthly moving average basis. Apartment prices have shown more modest appreciation, rising by 7% over this period.

### Auckland Residential Sales Prices and Volumes - (6 month moving average)



## Auckland All Dwelling vs Apartment Medians - (6 month moving average)



4. Building consents for new dwellings in Auckland reached an all-time high of 20,786 units for the year ending February 2022. Terraces and townhouses continue to dominate activity with each of the past three months showing an increasing volume of consents compared to a year earlier. Terraces now contribute 50% of all dwellings consented. In the past year stand-alone houses' market share reduced from 37% to 32% with apartments showing a more modest reduction from 16% to 14%.
5. In line with increasing longer term interest rates and swap rates, the longer end of fixed mortgage rates has been on an upward curve since March 2021. Since this period, the 3-year rate increased by 190 basis points from 3.3% to 5.2% with the 2 and 1 year rates increasing by 157 and 125 basis points respectively. Given mounting inflationary pressures, the upward interest rate trend has some time to run with the Reserve Bank hiking the official cash rate by 50 basis points to 1.50% on 14 April. Market expectations are of 100+ basis points of further increases in this tightening cycle. This will continue to push floating rates higher although fixed rates, especially for longer terms are likely to be closer to their peaks already.
6. While terrace and townhouses show the greatest level of dynamism in terms of recent consenting trends, the apartment market is also active in terms of recent project launches. During the six months since August 2021, there have been 53 launches, 19 completions, and 1 abandonment.
7. This newest pipeline comprises 2,333 units, with precinct breakdown as follows.
  - CBD Pipeline: 0 projects, 0 units
  - Fringe Pipeline: 6 projects, 349 units
  - Suburban Pipeline: 47 projects, 1,984 units
8. Led by Kainga Ora, the social housing pipeline has seen a material boost in the past quarter although market projects are also experiencing steady growth.

Reflecting the wider housing market, the sell down volumes of the apartment development pipeline have slowed significantly. Total presales reported have fallen to 196 in the past quarter from 400+ sales in each of the previous six quarters. There is a clear relationship between pricing and activity levels in the wider housing market. In the off-the-plan apartment development market, and as house price growth slows further, we expect the presales market to continue at a slow pace in coming quarters.

## Summary

9. The residential property market sentiment has significantly changed since December 2021. Rapidly increasing interest rates, construction costs, with additional restrictions to credit have slowed the market considerably.
10. Eke Panuku marketed six properties in January 2022. Two have sold, two are conditional with the developer having recently sought an extension on one, one has had no acceptable offers, the sixth was under contract with the developer no longer proceeding for the reasons outlined above.
11. There is no doubt we are moving to a subdued market. Longer conditional periods and flexibility will be required in how the outcomes sought by Eke Panuku are delivered in conjunction with the developer.

## 5.2 Alternative Commercial Opportunities

This paper has been redacted under the following LGOIMA reasoning:

- *would be likely to prejudice or disadvantage the commercial position of council s7(2)(h); and*
- *would be likely to prejudice or disadvantage negotiations s7(2)(i).*



### 5.3 Strategic Acquisition Opportunity

This paper has been redacted under the following LGOIMA reasoning:

- *would be likely unreasonably to prejudice the commercial position of a third party s7(2)(b)(ii);*
- *would be likely to prejudice or disadvantage the commercial position of council s7(2)(h); and*
- *would be likely to prejudice or disadvantage negotiations s7(2)(i).*

## Director interests at 1 April 2022

Member	Interest	Company / Entity	Conflicts pre-identified?
Paul F. MAJUREY	Chair	Panuku Development Auckland Limited	
	Director	Arcus Property Limited	
	Director	Atkins Holm Majurey Limited	
	Director	Hāpai Commercial General Partner Limited	
	Chair	Hāpai Housing General Partner Limited	
	Chair	Hauraki Collective (12 iwi collective)	
	Tangata Whenua Representative	Hauraki Gulf Forum	
	Director	Homai General Partner Limited	
	Chair	Impact Enterprise Partnership GP Limited	
	Director	Koau Property General Partner Limited	
	Chair	Marutūāhu Collective (5 iwi collective)	Possible
	Chair	Marutūāhu Rōpū General Partner Limited	
	Director	MO5 Properties Limited	
	Director	MRLP Group Limited	
	Chair	Ngāti Maru Limited	Possible
	Director	Pare Hauraki Asset Holdings Limited	
	Chair	Puhinui Park GP Limited	
	Co-Chair	Sea Change Tai Timu Tai Pari Ministerial Advisory Committee	
	Chair	Te Pūia Tāpapa GP Limited	
	Director	Tikapa Moana Enterprises Limited	
Chair	Tūpuna Taonga o Tāmaki Makaurau Trust Limited (Tūpuna Maunga Authority)		
Director	Westhaven Marina Limited		
Chair	Whenuapai Housing GP Limited		

<b>David I. KENNEDY</b>	Director	Panuku Development Auckland Limited	
	Chair	Beachlands South GP Ltd	
	Member	Business Reference Group Te Arotake Future for Local Government	
	Director	Cathedral Property Limited	
	Director	Grantley Holdings Limited	
	Chair	Kaha Ake GP Ltd	
	Director	Naylor Love	
	Trustee	New Zealand Housing Foundation	Possible
	Chief Executive	Te Kaha Project Delivery Ltd	
	Director	Westhaven Marina Ltd	

<b>John COOP</b>	Director	Panuku Development Auckland Limited	
	Managing Director and Principal	Warren and Mahoney	Possible

<b>Jennifer KERR</b>	Director	Panuku Development Auckland Limited	
	Committee member	Audit and Risk – Police	
	Deputy Chair	Callaghan Innovation	
	Trustee	J.R. Kerr Portfolio of Shares and Bonds managed by Craig Investment Ltd	
	Trustee	J.R. Kerr Portfolio of Shares and Bonds managed by Forsyth Barr	
	Settlor, Trustee, Beneficiary	J.R. Kerr Trust	
	Board advisor	Mediaworks	
	Board member	New Zealand Rugby	
	Chair	NZTE	
	Member	Port Nicholson Trust	
	Masters Student	University of Waikato	
	Board member	Waipa Networks Ltd	

<b>Steven EVANS</b>	Director	Panuku Development Auckland Limited	
	Chief Executive	Fletcher Building LTD	Yes
	Director	Homai General Partner Limited	
	Member	MBIE Building Advisory Panel	Yes
	Director	Okahukura GP Limited	
	Member	Steering Group Construction Industry Accord	
	Board Member	Urban Development Institute of New Zealand	Yes

<b>Susan HURIA</b>	Director	Panuku Development Auckland Limited	
	Director	Accessible Properties NZ Ltd	
	Trustee	Construction Health & Safety NZ (CHASNZ)	
	Chair	Leaderbrand Holdings and associated entities	
	Director	Ospri and associated entities	
	Director/Shareholder	Rawa Hohepa	
	Director	Royal College of General Practitioners	
	Business Reference Group member	Te Arotake Future for Local Government	

<b>Kenina COURT</b>	Director	Panuku Development Auckland Limited	
	Director	Banking Ombudsman Scheme Limited	
	Director	BDE Bonus Limited	
	Director	Business in the Community (2013) Limited	
	Director	Business Mentors New Zealand Limited	
	Director	CP Resettlement Trustees Limited	
	Director	Eight Peaks Holdings Limited	
	Director	Fale Developments Limited	
	Director	Fortitudine Trustees Limited	
	Director	Holly Corp Trustees Limited	
	Director	Huma Holdings Limited	
	Director	It's Happened Trustees Limited	
	Director	KW Westgate Limited	
	Director	Lovelock Trustees Limited	
	Director	Lujato Trustees Limited	

Director	M&G Trustees Limited
Director	Market Kitchen Limited
Director	Nathan Whanau Trustees Limited
Director	New Gipsy Limited
Director	NTA Holdings Limited
Director	Oceania Career Academy Limited
Director	Pasifika Enterprises Limited
Director	Pathfinder Management Partner Limited
Director	Pathfinder Trustees Limited
Director	Pathsol Limited
Director	PGFT Trustees Limited
Director	Platinum Securities Limited
Director	PSL Freedom Limited
Director	Rice Family Trustees Limited
Director	Silvereye Investments Limited
Director	Stak Trustees Limited
Director	Stornoway Developments Limited
Director	TOH Limited
Director	Twinlion Trustees Limited
Director	Up Skill Teams Limited

## Director meeting attendance register – 2021 / 2022

	2021						2022						TOTAL
	28 Jul	25 Aug	22 Sep	27 Oct	24 Nov	15 Dec	23 Feb	23 Mar	Apr	May	Jun		
P.F. Majurey	✓	✓	✓	✓	✓	✓	✓	✓					
J. Coop	x	✓	✓	✓	✓	✓	✓	✓					
D.I. Kennedy	✓	✓	✓	x	✓	✓	✓	✓					
R.I. Leggat	✓	✓	✓	✓									
J. Kerr	✓	✓	✓	✓	✓	x	✓	✓					
K. Court	✓	✓	✓	✓	✓	✓	✓	✓					
S. Huria	✓	✓	✓	✓	✓	x	✓	✓					
S. Evans	x	✓	✓	✓	✓	✓	✓	✓					

LOA – Leave of absence

Minutes of the meeting of directors of Eke Panuku Development Auckland Limited, held in partly **confidential** session, in person at 82 Wyndham Street, Auckland and online via Teams, on Wednesday 23 March 2022 commencing at 10.00am.

<p><b>Attending</b></p>		<p><b>Board:</b> Paul Majurey – Chair, David Kennedy – Deputy Chair, John Coop, Kenina Court, Steven Evans, Susan Huria, Jennifer Kerr</p> <p><b>Executive:</b> David Rankin – Chief Executive, Alaina Cockerton – Head of People &amp; Culture, Angelika Cutler – GM Community &amp; Stakeholder Relations, Carl Gosbee – Chief Financial Officer, Brenna Waghorn – GM Strategy &amp; Planning, Frith Walker – Head of Placemaking, Marian Webb – GM Assets &amp; Delivery, Ian Wheeler – Chief Operating Officer, Allan Young – GM Development, Kathy Crewther – Governance Manager</p> <p><b>In Attendance:</b> Selio Solomon (Board Intern)</p>
<p><b>Board and Chief Executive-only time</b></p>		<p>There was no Board-only time.</p>
<p><b>Opening remarks</b></p>		<p>The formal meeting opened with a karakia at 10.00am.</p> <p>David Kennedy chaired the first part of the meeting, as the Chair had another commitment.</p>
<p><b>1.1 Procedural motion to exclude the public</b></p>	<p>1 03/22</p>	<p>Pursuant to clause 12.3 of the Panuku Constitution, the public be excluded from confidential papers or parts thereof, so that commercially sensitive issues can be discussed.</p>
<p><b>1.2 Apologies</b></p>	<p>2 03/22</p>	<p>Apologies for lateness were received from Paul Majurey and Jennifer Kerr.</p>
<p><b>2.1 Auckland Transport and Eke Panuku work programme</b></p>	<p>3 03/22</p>	<p>Ian Wheeler, Chief Operating Officer, introduced the report. Joanna Glasswell, Head of Corporate Affairs, joined the meeting for this item along with representatives from Auckland Transport, including Shane Ellison – CEO, Jane Small – Group Manager Property and Planning, Christina Robertson – Group Manager Strategic Land Use and Spatial Management, and Murray Burt – Chief Engineer.</p> <p>The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• A lot of emphasis on relationships and culture of working together.</li> <li>• Terms of Reference are being finalised along with key behaviours and an action plan to embed a positive and enduring relationship.</li> <li>• Development opportunities are being explored to ensure improved urban outcomes with suitable transport hubs and accessibility.</li> <li>• Timing re the action plan and outcome expectations, noting regular progress reports will be given to the Board.</li> </ul> <p>Following the conclusion of discussions, the Eke Panuku Board received the joint report.</p>
<p><b>3. Chief Executive's report</b></p>	<p>3 03/22</p>	<p>Councillor Efeso Collins and Rachel Wilson, Principal Advisor, CCO Governance and External Partnerships, joined the meeting via Teams.</p> <p>David Rankin, Chief Executive, introduced the report. The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• [REDACTED]</li> </ul>

		<ul style="list-style-type: none"> <li>• Opportunities and resourcing issues re light rail project involvement, noting meetings are ongoing. Noted tunnel option gives more flexibility to station locations. Eke Panuku involvement focused on our locations.</li> <li>• Potential issues caused by rising inflation, supply chain problems, increasing wages and material costs, Covid challenges etc.</li> <li>• Proposed ferry service to Wynyard Quarter, arising from the Waka Kotahi proposed alternative to Northern Pathway.</li> <li>• [REDACTED]</li> <li>• Update re management of Eke Panuku Covid cases now and going forward, including bringing staff back to working in the office in due course, in line with Te Pā Harakeke guidelines.</li> <li>• Discussions with private sector entities as well as government, police, security providers, university etc re recovery plan for Auckland to bring workers, students and visitors back to the city.</li> <li>• Council group budget update including access and appropriate allocation of resources, prioritisation of projects and where savings might come from.</li> </ul> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<b>4.1 Health and safety update</b>	4 03/22	<p>Carl Gosbee, Chief Financial Officer, introduced the report. The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• Change of personnel with Blair McMichael leaving the organisation, and update on recruitment of new Head of Health, Safety and Wellbeing.</li> <li>• Safety concerns regarding fences on construction sites and measures being taken to address these.</li> <li>• Incident of car going into the water. An assessment of the area has been undertaken and practical solutions are being considered to ensure safety.</li> <li>• Liaison with VHHL re appropriate lighting maintenance around the Viaduct and solutions.</li> <li>• Suggestion to hyperlink critical activity reviews in reports to provide more background.</li> </ul> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<b>4.2 Event management health and safety</b>	5 03/22	<p>Frith Walker, Head of Placemaking, introduced the report. The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• The waterfront as a high-risk area hosting many events per annum over a range of sites, and measures being taken to ensure health and safety.</li> </ul> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<b>5.1 Draft Statement of Intent to council</b>	6 03/22	<p>Brenna Waghorn, GM Assets &amp; Delivery, introduced the report. Kingsha Changwai, Planning and Reporting Manager, joined the meeting for this item. The Board discussed the following matters:</p>



		<ul style="list-style-type: none"> <li>• Shareholder comments and feedback are being sought with a view to approval in June.</li> <li>• Emissions and carbon footprint are being tracked and referenced but not shown as a performance measure.</li> <li>• Targets and challenges, noting a conservative approach.</li> </ul> <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <p>a. Approved the draft Statement of Intent 2022-25 for submission to Auckland Council.</p>
<p><b>5.2 Westhaven Marina Board appointment</b></p>	<p>7 03/22</p>	<p>David Kennedy left the meeting for this item.</p> <p>Marian Webb, GM Assets &amp; Delivery, introduced the report.</p> <p>The Eke Panuku Board:</p> <p>[REDACTED]</p>
<p><b>5.3 Karanga Plaza Tidal Steps – Swimming Activity</b></p>	<p>8 03/22</p>	<p>Marian Webb, GM Assets &amp; Delivery, introduced the report. The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• Whether there were any other practicable risk mitigation measures which could be taken, noting the option is probably the safest available.</li> <li>• Whether this comes under H&amp;S legislation or duty of care.</li> <li>• Noted increased security staff involvement monitoring activity.</li> </ul> <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <ul style="list-style-type: none"> <li>■ [REDACTED]</li> <li>■ [REDACTED] <ul style="list-style-type: none"> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> </ul> </li> <li>■ [REDACTED] <ul style="list-style-type: none"> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> </ul> </li> <li>■ [REDACTED]</li> </ul>

		<ul style="list-style-type: none"> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> </ul>
<b>6.1 Eke Panuku people initiatives workshop</b>	9 03/22	<p>Alaina Cockerton, Head of People &amp; Culture, introduced this item. The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• There is good gender balance, but ethnic diversity requires attention.</li> <li>• Use of recruitment agencies to assist with recruitment challenges.</li> <li>• Equity in regard to salaries.</li> <li>• Focus on leadership development over recent years and its success.</li> <li>• Self-leadership habits offered to all staff as a key strategy.</li> <li>• Health and wellbeing is a key focus to avoid staff burnout.</li> <li>• Flexible work policies important to staff.</li> <li>• International recruitment opportunities to attract urban regeneration specialists now border re-opening.</li> <li>• Strategies and programmes to address diversity, inclusion and equity.</li> <li>• Another staff engagement survey underway.</li> <li>• Potential to hire people at lower level and grow them into senior roles.</li> <li>• Request for more information regarding gender statistics, pay gaps etc.</li> </ul>
<b>7.1 Selecting Development Partners</b>	10 03/22	<p>Allan Young, GM Development, introduced the report. Daniel Haines, Head of Māori Outcomes, joined the meeting for this item. The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• Opportunities for mana whenua and the need for clear processes and strategies around future engagement.</li> <li>• Two categories put forward, A and B, and how these might attract more mana whenua groups to be involved in and benefit from developments, which is the desired outcome.</li> <li>• The importance of building a review process with clear objectives, noting ELT will be conducting a review to identify issues and work out how best to progress this going forward.</li> <li>• Transparency is important in formulating a decision.</li> <li>• RFR is a prescriptive tool that is not ideal.</li> <li>• Urban development outcomes as the primary focus in critical locations.</li> <li>• Potentially more opportunity for development sites where outcomes are required to be offered to mana whenua on a preferential basis to be given further consideration.</li> </ul>

		The Eke Panuku Board received the report, noting it will be reported further for decisions.
<b>7.2 Group shared services</b>	11 03/22	<p>Carl Gosbee, Chief Financial Officer, introduced the report. The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• Noted this paper is for information with a decision paper due in two months.</li> <li>• More work is being done on 13 different service areas.</li> </ul> <p>The Eke Panuku Board received the report.</p>
<b>8.1 Director interests</b>	12 03/22	The Eke Panuku Board reviewed and received the Registers of Directors' Interests.
<b>8.2 Director meeting attendance</b>	13 03/22	The Eke Panuku Board noted the Directors' meeting attendance.
<b>8.3 Minutes of the 23 February 2022 board meeting</b>	14 03/22	The Eke Panuku Board reviewed and confirmed the Minutes of the Board Meeting 23 February 2022, with confidential information included, as a true and accurate record of the meeting.
<b>8.4 Board action list</b>	15 03/22	The Eke Panuku Board noted the Board action list.
<b>8.5 Board forward work programme</b>	16 03/22	The Eke Panuku Board noted the Board forward work programme.
<b>9. General Business</b>	17 03/22	David Rankin and the team were acknowledged for their follow-up work on the Audit NZ Report.
<b>10.0 Health and Safety Governance Workshop</b>	18 03/22	The Board had a facilitated workshop on its health and safety leadership role and responsibilities.
<b>Close of Board meeting</b>		The meeting closed with a karakia at 3:35pm

Read and confirmed

\_\_\_\_\_ Chair

\_\_\_\_\_ Date