

Board Report

Date

Wednesday
11 December 2024

Time

10.00am

Venue

Eke Panuku Development Auckland
Te Wharau o Tāmaki - Auckland House
Level 29, 135 Albert Street
Auckland



Board Agenda

Where: L29 Boardroom, Te Wharau o Tāmaki Auckland House, 135 Albert Street, Auckland

When: Wednesday 11 December 2024 | 10.00am

Board members: David Kennedy, Chair; John Coop; Kenina Court; Brett Ellison; Steve Evans; Aaron Hockly

		Time
	Public meeting open	10.00am
1.	Welcome / Acknowledgements 1.1 Apologies	
2.	Health and Safety report – verbal update	
3.	Decision papers (open items) 3.1 Panmure Programme Business Case Overview – Review 3.2 Manukau Programme Business Case Overview – Review 3.3 19 Tripoli Road, Panmure – Go to market strategy 3.4 Maungawhau and Karanga a Hape development programme – selection of an independent reviewer 3.5 Central Wharves Masterplanning Draft Project Plan	
4.	Information papers (open items) 4.1 Asbestos Management Framework - Policy review 4.2 Wynyard Crossing Bridge 4.3 Mechanical and high wear and tear assets 4.4 Internal audit report - Inflight project assessment Westhaven seawall upgrade	
5.	Governance matters (open items) 5.1 Out of cycle decisions 5.2 Director interests 5.3 Director meeting attendance 5.4 Minutes meeting held – 27 November 2024	
	Public meeting close and confidential meeting open	
6.	Chief Executive’s report verbal update	
7.	Decision papers (confidential items) 7.1 Onehunga acquisition 7.2 143 Beaumont Street, 28 Madden Street Wynyard Quarter 7.3 Maungawhau and Karanga a Hape development programme – selection of an independent reviewer 7.4 Development site, Northcote - Go to market strategy 7.5 19 Tripoli Road, Panmure – Go to market strategy	
8.	Information papers (confidential items) 8.1 Ormiston Town Centre & 56 Brookview Drive, Ormiston 8.2 Waterfront development update	
9.	Te Ara Tukutuku - workshop	

10	Governance matters (confidential items) 10.1 Out of cycle decisions 10.2 Director interests' projects 10.3 Board action list 10.4 Board work forward programme 2025 10.5 ARC verbal update – meeting held 18 November 2024 10.6 Minutes meeting held – 27 November 2024	
11.	General business (confidential items) 11.1 CCO Reform – verbal update	
Meeting close		1.00pm

Apologies have been received from Councillor Angela Dalton

Decision paper

Panmure Programme Business Case Overview

Author(s): Kate Cumberpatch, Priority Location Director December 2024

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. approve the reviewed Programme Business Case Overview for the Panmure priority location programme.
- b. approve the expected benefits to be realised for the Panmure programme being:
 - i. Site sales of \$52.7 million
 - ii. 800 dwellings
 - iii. 19,000sqm of commercial space
 - iv. 15,300sqm of new or improved public realm.
- c. approve a programme life cost, projected to end in 2034, of \$14.1 million nett, being spend expenditure of \$66.8 million, including opex, capex and acquisition costs, less projected site sales of \$52.7 million.

Whakarāpopototanga matua | Executive summary

1. This paper seeks formal approval of the reviewed Programme Business Case Overview for the Panmure priority location programme.
2. The programme commenced in 2018. The projected end date of this programme is 2034.
3. The vision for the Panmure programme is to “create a vibrant centre that is a great place to live, visit and do business. This will be done by building on Panmure’s distinct landscape, good infrastructure, transport connectivity, community facilities and local amenities.”
4. The goals of the Panmure programme, as set out in the High Level Project Plan, are:
 - a. Restore town centre vitality.
 - b. Improve connections to and within the town centre.
 - c. Make a step change in housing.
 - d. Demonstrate leadership in sustainable development.
5. There are three precincts within the Panmure programme: Maungarei & Station, Queens Road and Pilkington and Basin View. Several projects are underway or planned in these precincts which will deliver the goals and contribute towards the vision.
6. The total anticipated investment in the programme is \$66.8 million. Spend to date on the programme has been \$17.1 million.
7. The financial benefits of this programme are projected to be in the region of \$52.7 million, no actuals have been received to date.

8. Unlocking the transformation of Panmure is important. The town centre has received significant public transport investment in recent years. However, the town centre has declined as a key retail destination over the last decade and bringing in a pedestrian walking catchment to the town centre will boost the economics and viability of Panmure.
9. The cost benefit ratio for Panmure is 1.29:1, with a net economic benefit of \$102 million. The most significant economic benefit is new homes and improved economic viability. This cost benefit ratio does not fully capture the benefits of urban regeneration, including the catalytic impact of the investment, as some benefits are unable to be monetised.
10. The programme is focused on the delivery of the new and improved connections and public space in the Panmure town centre. This includes improvements to Lagoon Edge Reserve, Maungarei Connection (Mountain Road) and the first stage of a town square on Queens Road. There are two smaller developments being negotiated. Acquisitions are also underway to enable the comprehensive development of the Basin Precinct.
11. There are a significant number of development sites in the Panmure programme, but demand is currently low to seek private sector investment. Work is progressing to ensure these sites are ready to go to market, when the property market improves.

Horopaki | Context

12. The below table sets out previous relevant decisions.

Previous Board / Auckland Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
28 February 2018	Eke Panuku Board	Approved Panmure High Level Project Plan
6 March 2018	Auckland Planning Committee	Approved Panmure High Level Project Plan
17 April 2018	Auckland Finance & Performance Committee	Approved disposal of properties in Panmure High Level Project Plan
27 November 2018	Auckland Planning Committee	Approved a boundary change to Panmure High Level Project Plan
28 July 2021	Eke Panuku Board	Approved Onehunga Programme Business Case 2021

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

13. Our approach to delivering the strategic outcomes for the Panmure programme is frequently reviewed and updated to reflect changing circumstances.
14. The delivery of all projects and how they are realising the benefits for Panmure have been considered in this Programme Business Case Overview review.
15. The Programme Business Case Overview is attached to this report for reference (attachment A).

Panmure programme to date

16. Since its inception in 2018, we have delivered a range of projects within the Panmure programme. These are set out in more detail in the Programme Business Case Overview.
17. Projects delivered to date include acquisitions, two site sales for redevelopment that have conditional agreements, constructing the upgraded Clifton Court with play area, refreshing Queens Road and progressing design and consents of public realm projects including the Maungarei Connection and Lagoon Edge Reserve.
18. Benefits realised to date are 4,200sqm of public realm.

Panmure programme

19. Panmure is split into three precincts as shown below:



20. All three precincts have significant development sites which will deliver the highest benefits to the Panmure town centre. With the slow property market, demand is currently low for development sites. Work continues to ensure development sites are market ready, for when the property market improves.
21. Three capital delivery projects commence construction in FY25.
 - a. Improvements to Mountain Road (project called Maungarei Connection) in the Station Precinct will attract more pedestrian connection between the maunga and the town centre.
 - b. Deconstruction of four units on Queens Road will take place in early 2025. This will open up the visual and physical connection between the town centre and the lagoon. It is another step to creating the community heart in Panmure – a key move of the High Level Project Plan.
 - c. Thirdly, in Basin View Precinct, improvements to the Lagoon Edge Reserve commence. These works will create an improved amenity for the town centre and residents of Panmure, create a better outdoor space, and improve the connection to the town centre, encouraging the many pedestrians that walk around the lagoon to visit the town centre.

22. Conditional development agreements are in place for 535 Ellerslie-Panmure Highway and 3 Kings Road. We are working with the developers to get these to unconditional status.
23. Further acquisitions along Queens Road are underway to enable a comprehensive development of sites in the Basin View Precinct, between Queens Road and Lagoon Drive.

Programme changes

24. The main changes to the Panmure Programme since 2021 are:
 - a. updated delivery timeframes for individual projects
 - b. revised site sale forecasts
 - c. acquisitions on Queens Road which have increased the forecast number of dwellings
 - d. changing the intention of Eke Panuku to lead the delivery of a new community hub, indoor leisure centre and public pool. The focus is now on ensuring that options are available for these facilities if council secures funding for these projects and our support to assist and enable these projects if delivery is secured.
 - e. an extension of the programme end date to 2034, in response to revised project sequencing and the downturn in the wider property market.
25. A summary of the reasons for changes between the 2018 High Level Project Plan, the 2021 Programme Business Case and the 2024 Programme Business Case Overview are attached to this document (attachment B).

Ngā ritenga ā-pūtea | Financial and resourcing impacts

26. The overall financial cost of this programme is forecast to be \$14.1 million nett over the period 2018 - 2034.
27. This \$14.1 million nett cost is the result of gross costs of \$66.8 million and projected site sales of \$52.7 million.
28. The programme costs have decreased since the initial High Level Project Plan 2018 expected cost. This is due to refocusing the scope of any public realm projects close to the town centre and removing the delivery of significant council community and leisure facilities. The intention was for a potential optimisation project, but it is not feasible.
29. The programme makes the following financial assumptions:
 - a. That the property market will support sales of property in a timeframe that supports reinvestment, and that sufficient capital funds through reinvestment remain available.
 - b. That the Strategic Development Fund remains available for strategic acquisitions.
 - c. That there is sufficient operational expenditure available to support ongoing change initiatives in the location.
 - d. Partner funding from Auckland Council and Auckland Transport is available to support community services and public transport initiatives.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

30. The most significant risk to this programme is the market. Development and sales times are slowing and values decreasing, although market cycle will change in due course and increase site values. This is coupled with increased construction costs and development contributions. This continues to slow progress and realisation of benefits in the programme.

31. Delivery risks are actively managed through the risk register and monitoring of projects.
32. Reputation and stakeholder expectation risks are mitigated by regularly engaging with stakeholders to understand priorities and communicate constraints.
33. This cost benefit analysis of the programme will require review every three years to confirm that all planned projects should continue.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

34. The Maungakiekie-Tāmaki Local Board is supportive of the Panmure programme and would like delivery to take place quickly.
35. The Panmure Business Association is supportive of the Panmure programme and supports us in the delivery of projects, placemaking, communications and engagement.
36. The community is informed of the programme through communications and stakeholder events. The Panmure Masterplan has been communicated widely in the last year. The masterplan sets out all the intended projects and outcomes for the programme.

Tauākī whakaaweawe Māori | Māori outcomes impact

37. Mana whenua had direct involvement in the creation of the cultural narrative for the Panmure High Level Project Plan. Through a number of hui, mana whenua discussed the intention and wording of the vision, goals, principles and strategic moves for the High Level Project Plan.
38. Annual updates on the programme, with opportunities for feedback, are undertaken with mana whenua.
39. Each project looks for opportunities for mana whenua collaboration, design opportunities, and/or procurement and economic advancement opportunities.
40. To date projects that have included direct input from mana whenua, either design and/or procurement opportunities, include the Maungarei Connection and the Lagoon Edge Reserve.

Tauākī whakaaweawe āhuarangi | Climate change impact

41. Increasing the density of housing in Panmure will result in reduced carbon emissions through improved utilisation of existing infrastructure and transit-oriented development.
42. Eke Panuku has adopted a minimum standard of a Homestar 6 rating for all homes, resulting in warmer, drier and more energy efficient buildings.
43. All public realm projects consider green infrastructure and water sensitive design for increased flood resilience, ecological and biodiversity benefits and provision of increased shade and shelter for storm events and hotter days. Future capital projects will include carbon impact assessments. We also follow sustainable procurement targets and will use deconstruction approaches to reuse materials and reduce waste to landfill, where appropriate.

Ngā koringa ā-muri | Next steps

44. The focus in Panmure is on implementing individual projects. This will involve preparing development sites to take to market, constructing public realm improvements and continuing placemaking activities.
45. This Programme Business Case Overview will be reviewed again in three years.

Ngā tāpirihanga | Attachments

Attachment A – Panmure Programme Business Case Overview 2024

Attachment B – Programme change summary

Ngā kaihaina | Signatories

Ian Wheeler, Chief Operating Officer

David Rankin, Chief Executive

Panmure

PBCO

Programme Business Case Overview 2024

December 2024 |

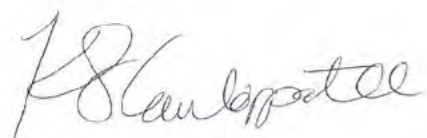


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Reviewed and signed by:

Kate Cumberpatch
Priority Location Director - Auckland Isthmus



Date: 2024-12-03

Purpose

The purpose of this Programme Business Case Overview is to provide an up-to-date summary of the agreed urban regeneration programme for Panmure. This document illustrates the vision, goals and key moves of the Panmure High Level Project Plan 2018 and the achievements to date. It outlines the direction and outcomes for the future, the key projects, timelines, investment and benefits, and captures programme changes that respond to the changing context and environment over recent years.

We reassess our programmes every three years in response to the changing context, and recalibrate our approach accordingly.

Some key changes that have affected all locations include:

- 1. Economic pressures** mean it is more difficult to achieve development than we had originally planned. Development programmes are being delayed, our housing numbers and property sales have decreased and construction cost increases are significant.
- 2. Post-covid socio-economic changes** and how local neighbourhoods are used.
- 3. Auckland Council and Auckland Transport changing budgets and priorities.** We are taking more of a lead agency approach to bring effect to things that are within our control.
- 4. Climate change and flooding** especially the significant impacts of flooding in 2023/24.
- 5. Changing priorities** of significant government-led infrastructure projects.

References

Eke Panuku, Panmure High Level Project Plan 2018.

Eke Panuku, Panmure Programme Business Case 2021

Eke Panuku, Approved Project Business cases and Change Requests - various

What we have achieved so far..

The last few years have seen a focus on Panmure enabling works and refining the precinct strategy we are now delivering. Significant achievements include the delivery of the Clifton Court Playspace, Lagoon Reserve Skatepark Upgrade and a number of Placemaking initiatives that are helping prepare the town centre for change.



Panmure Station Precinct - Indicative Business Case Approved



3 Kings Road - Conditional agreement



Maungarei Connection Consent Lodged



Plan change - 3 Kings Rd & 28 - 30 Pilkington Rd



Placemaking - Connecting The Dots



Basin View Precinct - Indicative Business Case Approved



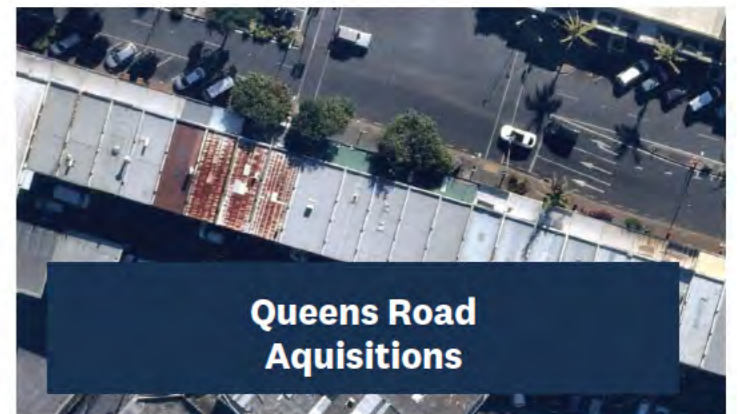
535 Ellerslie Panmure Highway - conditional agreement



Placemaking - Making it Panmure



Queens Road Streetscape Refresh



Queens Road Aquisitions



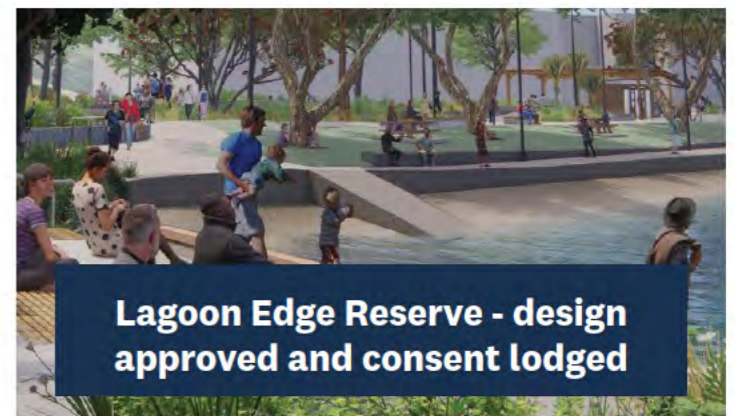
Pilkington Road Pedestrian Crossing



Lagoon Edge Skate Park Upgrade



Clifton Court Upgrade



Lagoon Edge Reserve - design approved and consent lodged

Pūrākau: Cultural Narrative Summary

The pūrākau for Panmure tells us of the ancient energy of this whenua.

The purākau or story of place brings forward the essence of place, its whai me te pai rawa – glory and splendour. The following pepeha describes the identity of one who has deep affinity to Panmure.

Ko Maungarei te Maunga

Ko Te Waitematā te Moana

Ko Wai Mokoia / Te Wai o Taiki te Awa

Ko Mokoia me Mauinaina ngā Pā Tawhito

Ko te Waipuna-a-Rangiātea te Puna Wai Māori

Ko te Moko-Ika-Hikuwaru te Taniwha

This narrative has informed the development of the Masterplan, specifically the ‘key move’ of connecting Panmure with its natural surroundings - from Maunga to Moana, Maungarei (Mount Wellington) to Te Kōpua Kai-a-Hiku (the Panmure Basin).

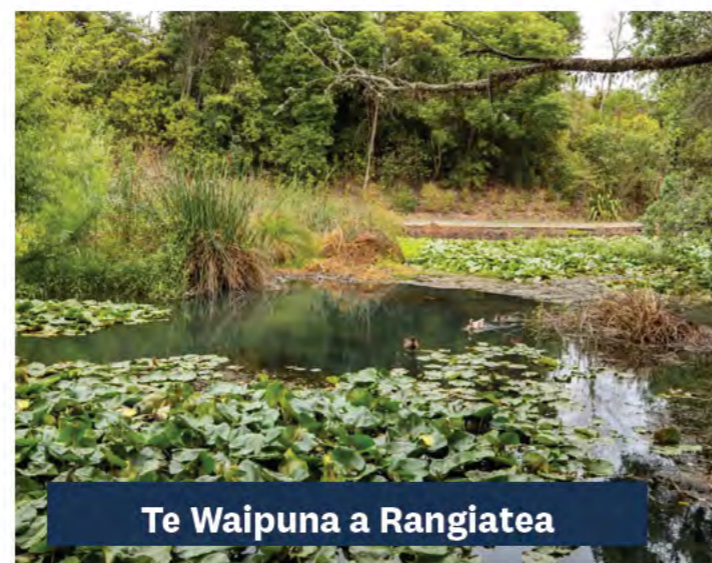
This pūrākau is a summary only of key landscape features common to mana whenua iwi with a connection through this area. For more detailed storys of the place engagement with individual mana whenua representatives is critical.



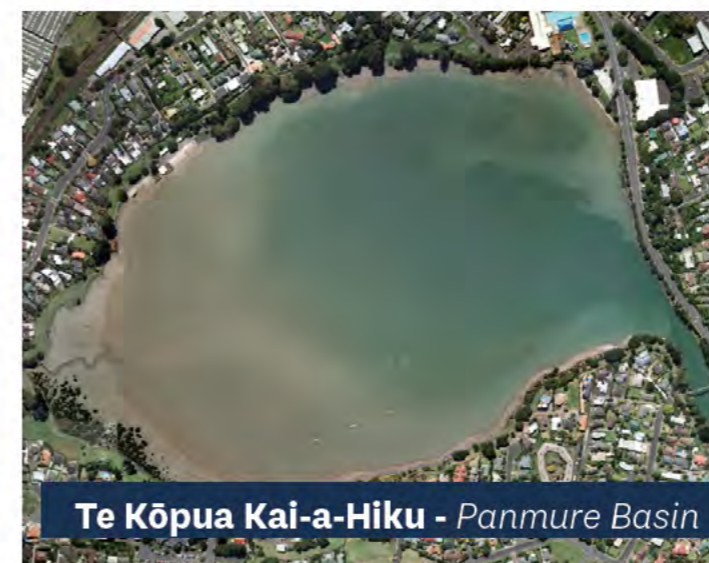
Te Wai o Taiki - Tāmaki River



Maungarei - Mt Wellington



Te Waipuna a Rangiātea



Te Kōpua Kai-a-Hiku - Panmure Basin



Mokoia Former Mokoia Pa site

Context Location area

Panmure Town Centre is framed by the majestic Maungarei (Mt Wellington) and Te Kōpua Kai-a-Hiku (Panmure Basin) which gives the place its unique point of difference in Tāmaki Makaurau.

The Programme covers an area of 43ha centred on Panmure’s mainstreet - Queens Rd. It includes a high concentration of Auckland Council (7.3ha) and Crown (3ha) landholdings presenting an excellent opportunity to revitalise and redefine the town centre as a vibrant, desirable and highly liveable neighbourhood location.

A once thriving retail centre, Panmure in the last two decades experienced a marked decline with many anchors such as supermarket, banks, and retailers electing to relocate to new centres in Sylvia Park, Pakuranga, and Lunn Avenue.

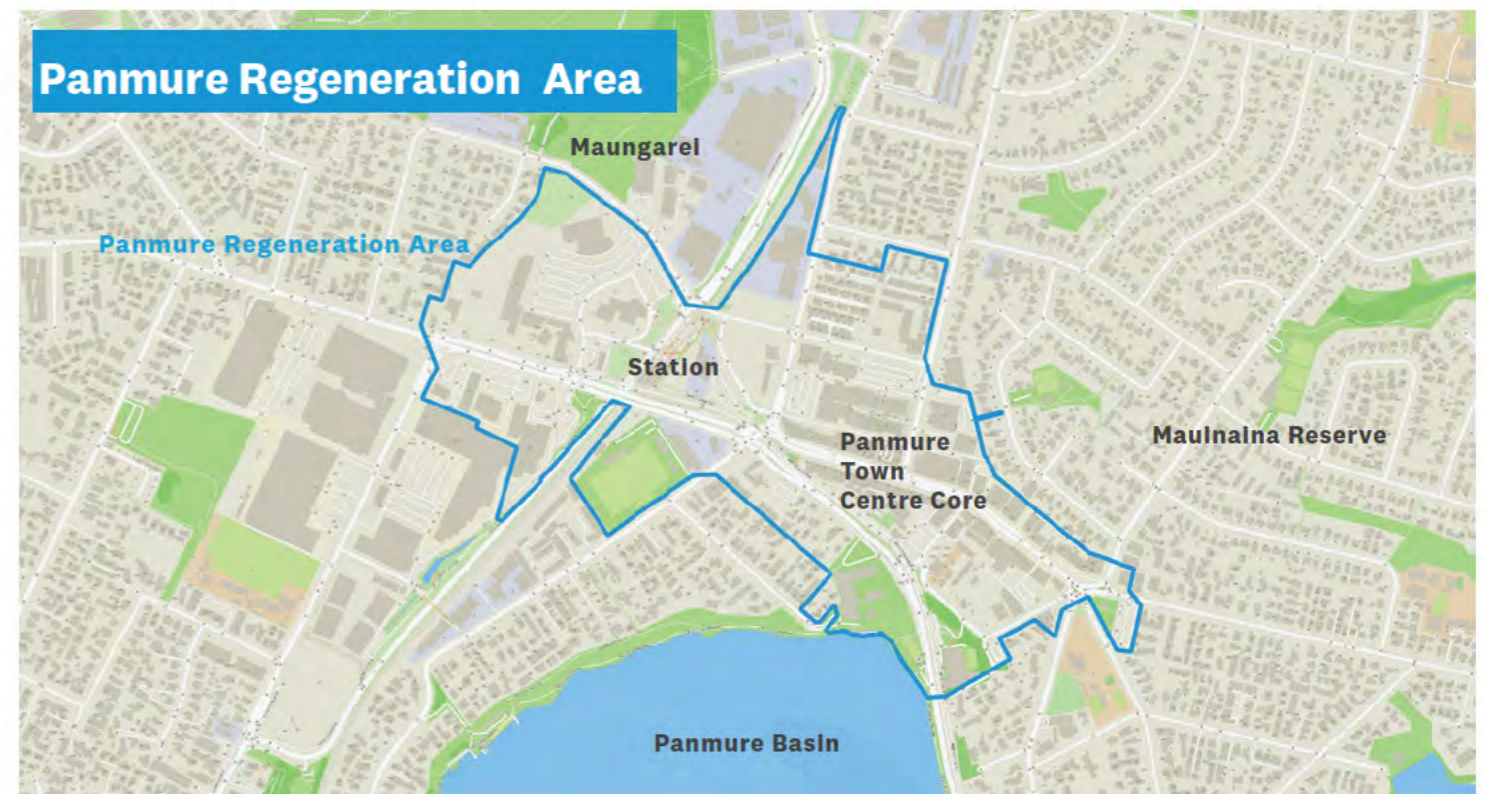
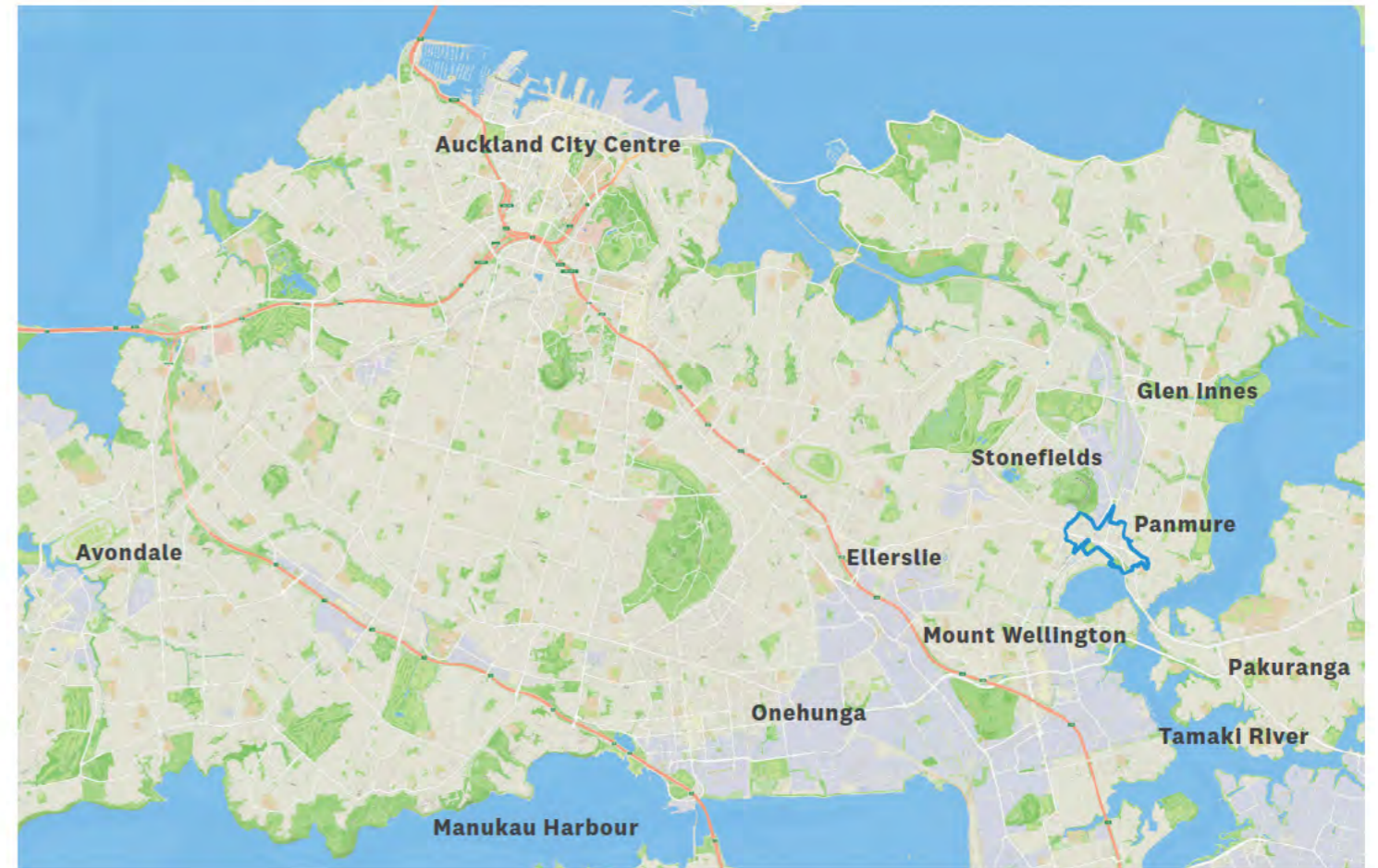
Panmure has benefited from significant transport investment in recent times, including the Eastern Busway and the Panmure Train / Bus interchange. The centre is well positioned to become an attractive transit-oriented urban neighbourhood with easy access to the CBD by rail in 18 minutes. The Town Centre also has proximity to a range of major employment areas, local amenities, and high-quality recreation and community facilities.

Why Panmure?

Panmure was chosen as an Eke Panuku Regeneration location due to a number of key attributes:

-  + Scale & Impact
-  + Key Land Holdings
-  + Commercially viable & market attractive
-  + Partnership Opportunities
-  + Leverage off previous investment
-  + Proximity to Public Transport

Context Map



Panmure High Level Project Plan (HLPP)

Vision

“Create a vibrant centre that is a great place to live, visit and do business. This will be done by building on Panmure’s distinct landscape, good infrastructure, transport connectivity, community facilities and local amenities.”

This vision supported by four Goals and four Strategic Moves was approved on 12 March 2018 by resolution of the Auckland Council Planning Committee. The committee endorsed the Panmure High Level Project Plan (HLPP) and Eke Panuku as the lead delivery agency for Panmure, and approved the disposal of council owned properties for the project.

Goals



Goal One: Restore town centre vitality



Goal Two: Improve Connections to and within the town centre



Goal Three: Make a step change in housing



Goal Four: Demonstrate leadership in sustainable development

Strategic Moves (Updated in the 2021 Programme Business Case)



1. Establish a high-quality urban neighbourhood



2. Reconnect the centre to its natural surroundings



3. Enliven the community heart of Queens Road



4. Improve housing supply and choice

The Previous HLPP Strategic Move 4 was ‘Foster mainstreet vitality and business growth’. This move is still important and is incorporated under strategic move 1.

Problem Definition Challenges and response

Problem Definition

The Investment Logic Map ILM and framework planning for Panmure summarised the key problems facing Panmure as:

- Mismatch between the town centre's commercial offering and demand (both current and future) which risks a downward spiral in performance.
- Poor local connections and severance issues constrain use of the centre by residents and visitors
- Despite local pride, external perceptions and some neglect contribute to stagnant investment and an outdated user experience.

Subsequent Masterplanning Challenges Identified:

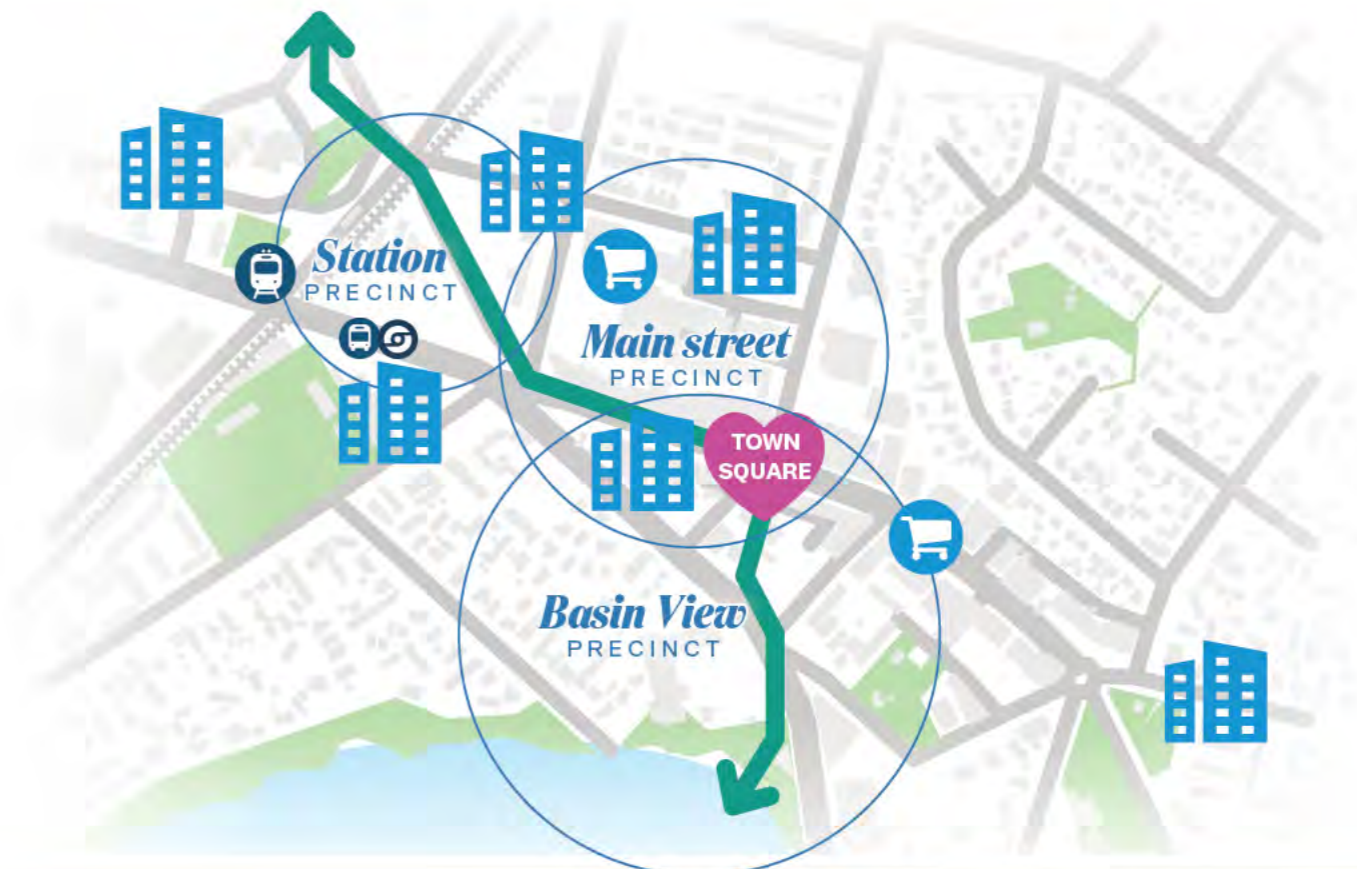
-  Busy transport corridors and large car parks create severance issue
-  Limited housing choices within close proximity to the town centre and public transport routes
-  Underutilised natural amenity features and diminished sense of place
-  Scattered and illegible civic heart. Retail mismatch and retail sprawl dilutes the vibrancy of the centre.



Response

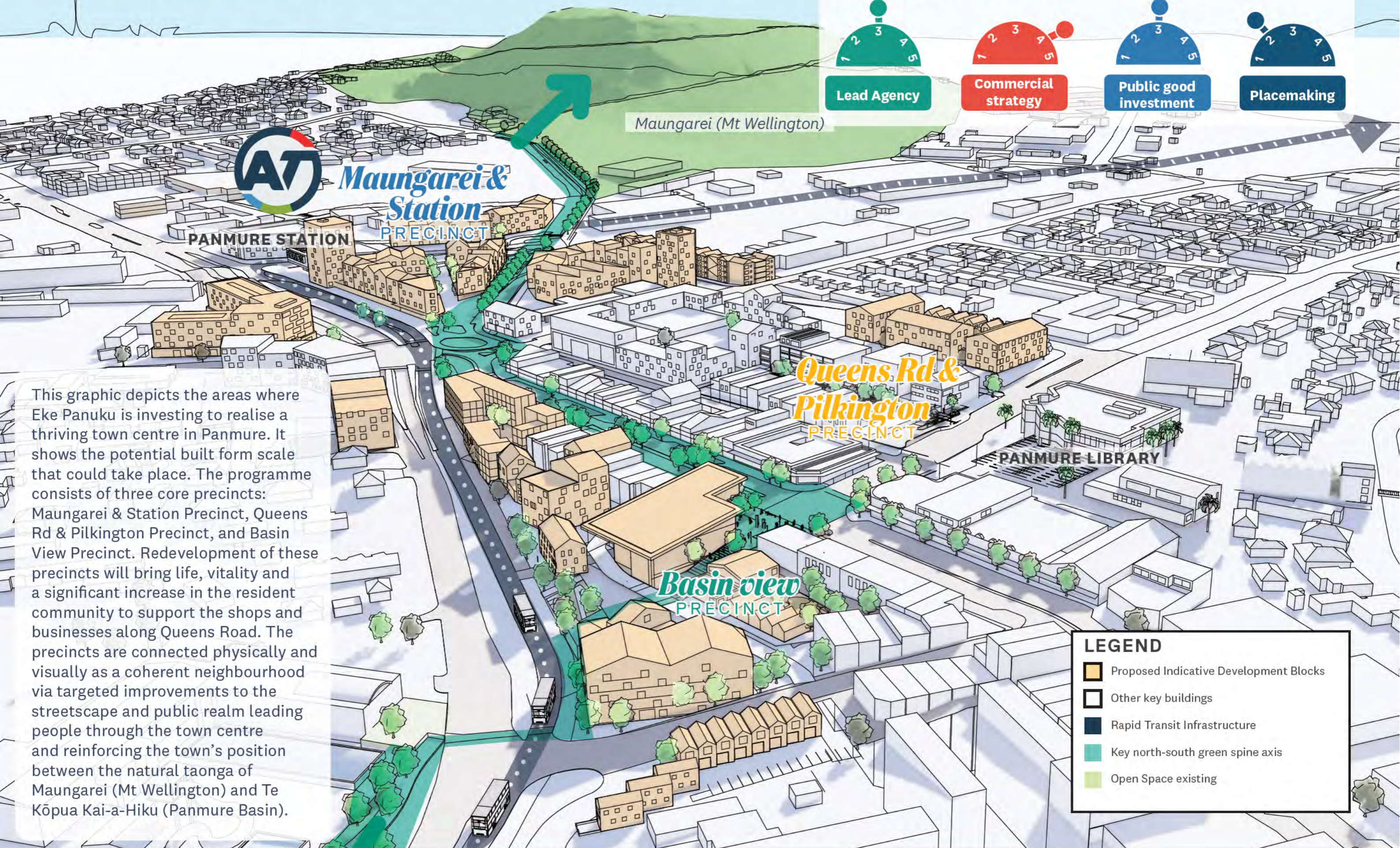
In response to the identified challenges the priority is supporting a thriving town centre and establishing a series of connected precincts between Maungarei and Te Kōpua Kai-a-Hiku supported by a core maunga to moana connection.

-  New mixed use development precincts to support key anchors and activity
-  New public realm connections and enhancements
-  New public spaces and facilities to enhance community heart
-  Support further integration of Public Transport facilities together with Transit Orientated Development



Preferred Regeneration Approach

Strategic Levers



This graphic depicts the areas where Eke Panuku is investing to realise a thriving town centre in Panmure. It shows the potential built form scale that could take place. The programme consists of three core precincts: Maungarei & Station Precinct, Queens Rd & Pilkington Precinct, and Basin View Precinct. Redevelopment of these precincts will bring life, vitality and a significant increase in the resident community to support the shops and businesses along Queens Road. The precincts are connected physically and visually as a coherent neighbourhood via targeted improvements to the streetscape and public realm leading people through the town centre and reinforcing the town's position between the natural taonga of Maungarei (Mt Wellington) and Te Kōpua Kai-a-Hiku (Panmure Basin).

LEGEND

- Proposed Indicative Development Blocks
- Other key buildings
- Rapid Transit Infrastructure
- Key north-south green spine axis
- Open Space existing

The Commercial Plan

Market Conditions

Residential

Auckland’s residential redevelopment sector is struggling to maintain momentum, grappling with a perfect storm of economic headwinds and regulatory hurdles.

While demand for urban living spaces persists, particularly for medium density housing and apartments, the market’s response has been tepid. The number of new Auckland dwellings consented, has reduced 38% from the September 2022 peak.

In close proximity to the Panmure town centre, JLL reported to Eke Panuku, 7 developments have been built in the last 10 years which has added 103 dwellings.

Auckland Council has notified its intention to significantly increase development contributions levies in Panmure (283% increase -\$31k to \$119k). Should this occur, and at this rate, it will likely have a detrimental impact on development viability and land values in Panmure and significantly impact on our project delivery.

The downturn in the economy is exacerbated by weakening residential property values, soaring construction costs (21.6% surge in average build costs per square metre from Q1 2022 to Q1 2024) and tightened lending criteria.

Retail/Commercial

As reported by the Panmure Business Association AGM 2024 report “Marketview has yielded promising data, showing a 10% increase in total spending in Panmure, in 2023-2024.

These metrics highlight Panmure’s identity as an Authentic Food Destination and demonstrate the resilience of our businesses in attracting and retaining customers, despite a wider trend of economic uncertainty.

Coupled with our understanding of broader market conditions in this past year, this indicates that smaller business districts similar to Panmure have navigated the

challenges of the past year more effectively than larger, more diverse commercial areas. This is also buoyed by our low vacancy rates, compared to the same time last year. By June 2024 there were only 7 ground-level main street vacancies.”

The impact of Covid-19 has led to small to medium enterprises in suburban office spaces closing or adopting temporary work-from-home models, resulting in higher vacancy rates. Increasing construction costs, high interest rates, and a cooling economy are likely to contribute to a slowdown of commercial developments, in the medium term.

Commercial Plan Response

The key activities are acquiring sites for amalgamation and enabling infrastructure to unlock residential development opportunities within a walking catchment of the main street. Further, being involved in public realm improvements to support the thriving town centre.

- 1) Stimulate market confidence by building on strengths
- 2) Target early development opportunities and establish value
- 3) Rejuvenate adjacent public realm and build out



Flagship Development

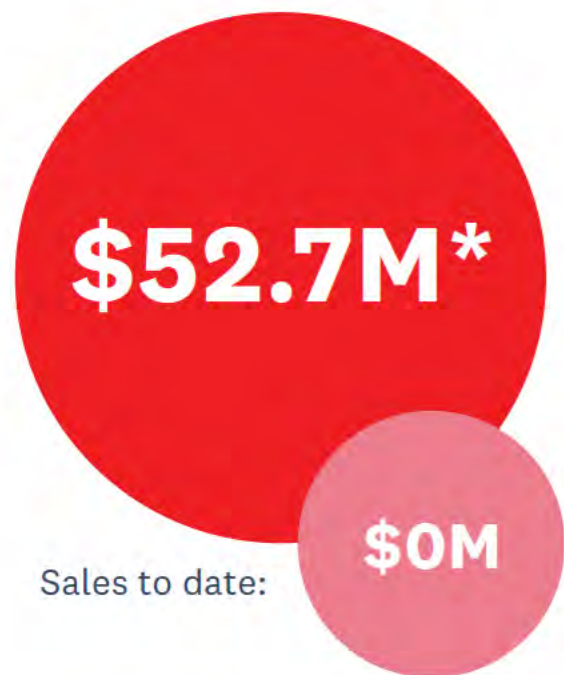
380 Homes

Panmure Station Precinct Development - overtime will unlock a best Practice Transit Orientated Development

The Financial Plan

Total programme financials with spend to date stated.

Site Sales



Sales revenue expected to be achieved over the life of the programme. This figure includes the resale of sites acquired using the Strategic Development Fund.

*based on current market valuation and excludes any impact the likely increase in development contribution levies might have on land values.

Acquisitions



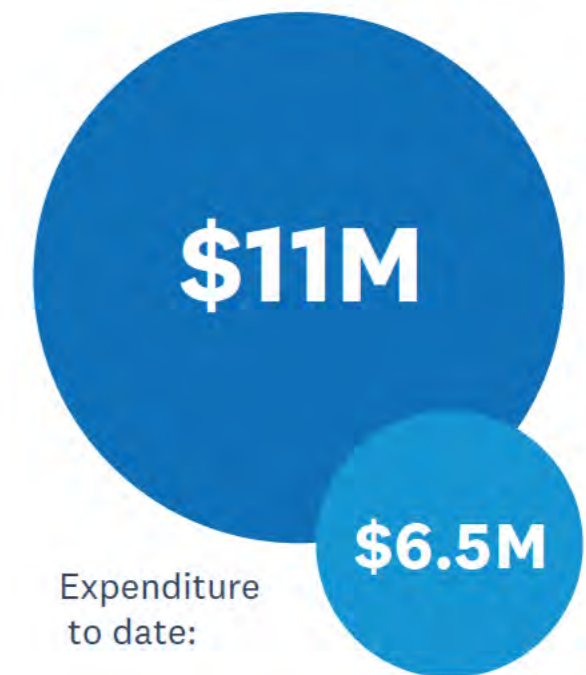
Funds used to acquire property for future development and sale, public realm and/or infrastructure.

Capital investment



Funds used over the life of the programme to upgrade, and/or build longterm assets; such as property, infrastructure or public realm. This figure excludes acquisitions.

Operational expenditure



Funds used to support the preparation and roll out of the programme; such as placemaking, planning, investigations, communications and engagement.

The Benefits Plan What success looks like?

The total value assessment (TVA) quantifies the estimated economic benefits beyond the financial case and enables human and environmental resources to be put to best use for societies collective benefit.

A BCR (Benefit Cost Ratio) over 1.0 suggests a programme is economically successful. The BCR for this programme is 1.29:1

Key benefits include:

- Accelerated housing for Auckland, Eke Panuku ‘unlocks’ brownfield development sites before they would otherwise be developed.
- New job opportunities for construction and expansion of labour force.
- Energy efficient homes, reduced vehicle use, and construction waste

minimisation initiatives.

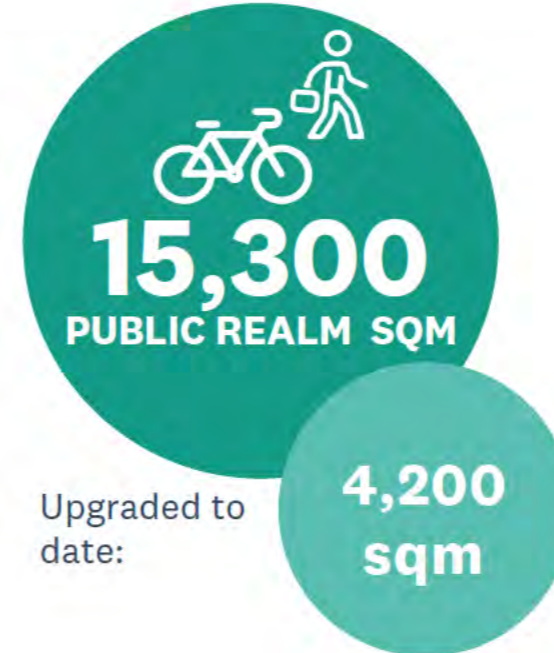
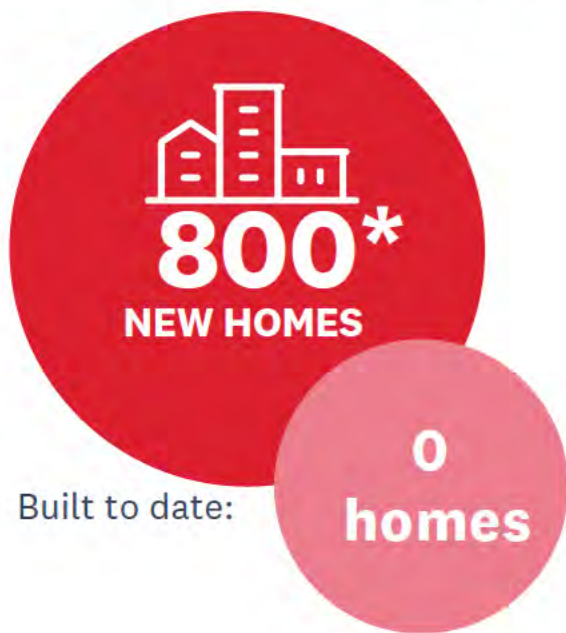
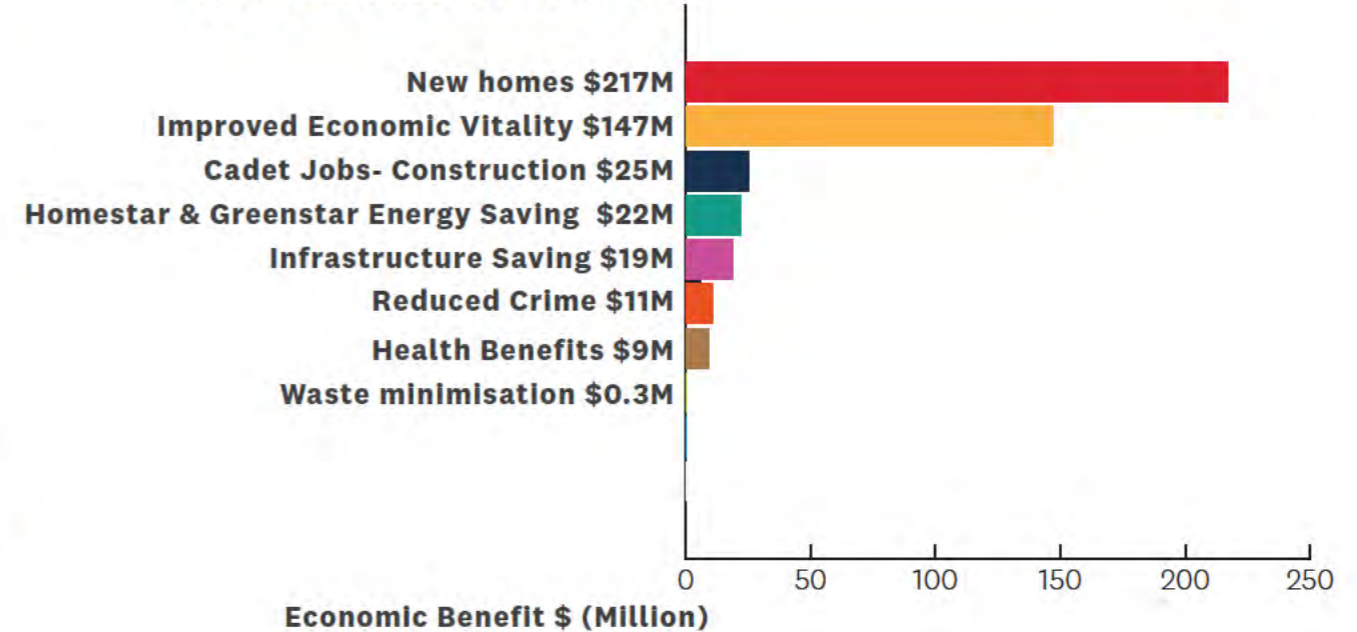
- Improved vitality via Commercial Grade A Greenstar development.
- Increased patronage of Council’s new community facilities leading to health, social, and wellbeing benefits

Non-monetised benefits include:

- Catalyst effect: improved public amenity may prompt private developments within the vicinity of the project area.
- Increased climate resilience through improved green and blue networks.
- Residents reduced health risk through increased public transport use.

The Panmure PBC economic analysis shows \$350m of economic cost, \$453m of economic benefit (TVA), and net benefit of \$102m.

Total value assessment TVA



1.29:1
BENEFIT COST RATIO
PANMURE

* This estimated new homes figure is a conservative minimum number of homes expected from the programme based on approved business cases and the minimum required from essential outcomes as represented in development agreements. It does not represent the highest and best use enabled under the Unitary Plan.



Spatial Delivery Plan for Panmure

PROJECTS COMPLETED

- 01 CLIFTON COURT
- 02 AMETI - EASTERN BUSWAY (AT)
- 03 PANMURE STATION UPGRADE
- 04 QUEENS ROAD STREETScape REFRESH

SHORT TERM: FY 2025

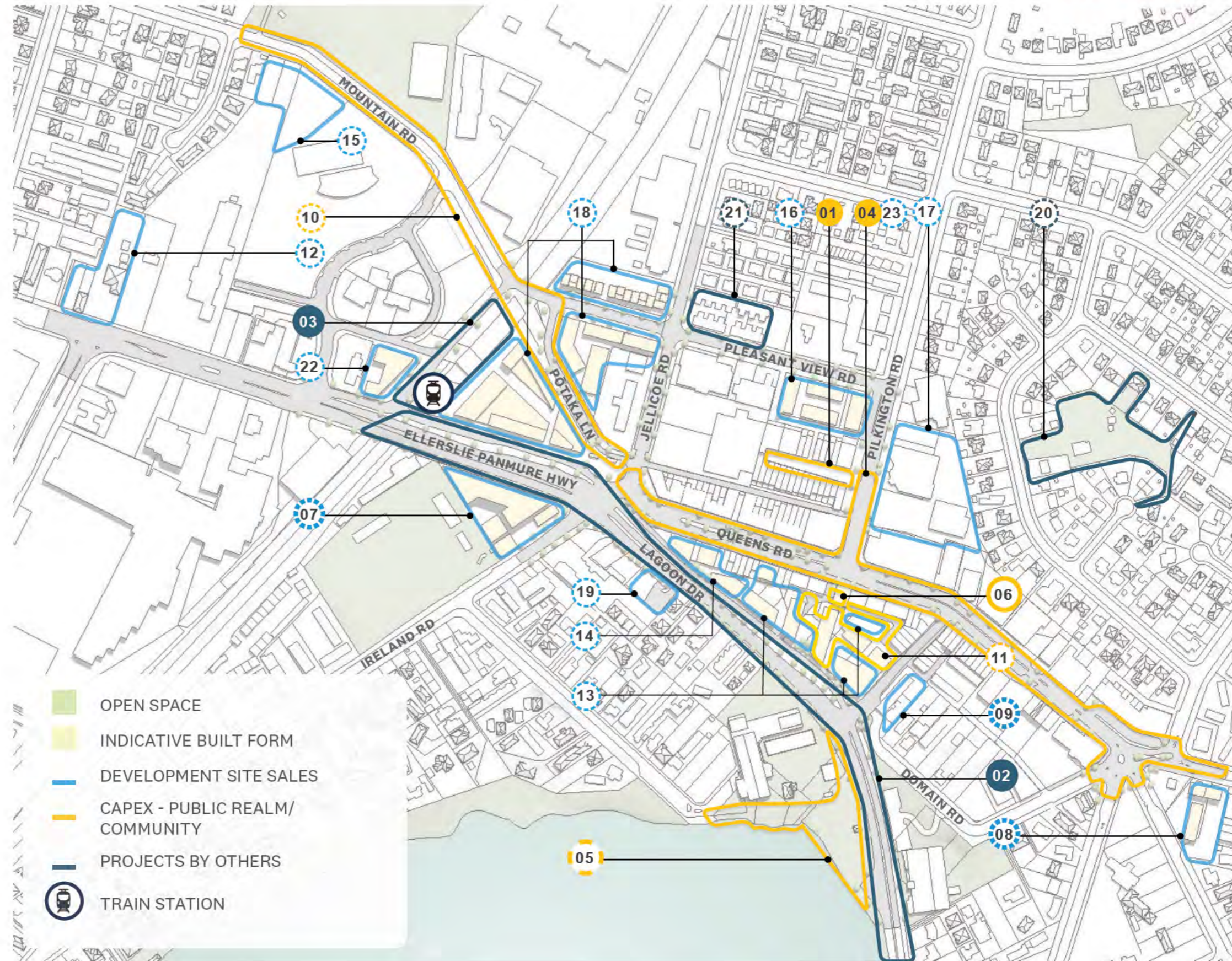
- 05 LAGOON EDGE RESERVE UPGRADE
- 06 BASIN VIEW SQUARE
- 10 MAUNGAREI CONNECTION STAGE 1

MEDIUM TERM: FY 2026

- 07 535 ELLERSLIE PANMURE HIGHWAY SITE SALE
- 08 3 KINGS ROAD SITE SALE
- 09 10 BASIN VIEW LANE SITE SALE

LONG-TERM PROJECTS: FY 2027+

- 10 MAUNGAREI CONNECTION STAGE 2
- 11 BASIN VIEW PRECINCT PUBLIC REALM
- 12 486 - 492 ELLERSLIE PANMURE HIGHWAY SITE SALE
- 13 BASIN VIEW STAGED SITE SALES
- 14 GATEWAY WEST 13-27 QUEENS ROAD SITE SALE
- 15 59 & 59A MOUNTAIN ROAD SITE SALE
- 16 28 - 30 PILKINGTON ROAD SITE SALE
- 17 7 - 13 PILKINGTON ROAD REDEVELOPMENT
- 18 STATION PRECINCT SITE SALES
- 19 11 - 13 LAGOON DRIVE SITE SALE
- 20 MAUINAINA RESERVE UPGRADE (TRC)
- 21 PLEASANT VIEW ROAD DEVELOPMENT (TRC)
- 22 3 MOUNTWELL CRESCENT SITE SALE
- 23 QUEENS RD UPGRADE



Delivery Programme

Throughout the life of the programme we will be undertaking placemaking, engagement and communications in Panmure.

#	Project Name	Delivered to date	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	FY2034	TOTAL
Public realm Projects													
1	CLIFTON COURT	DELIVERED											
4	QUEENS ROAD STREETSCAPE REFRESH	DELIVERED											
5	LAGOON EDGE RESERVE UPGRADE		PLAN	CONSTRUCTION									
6	BASIN VIEW SQUARE		PLAN	CONSTRUCTION			PLAN					CONSTRUCTION	
10	MAUNGAREI CONNECTION		PLAN	CONSTRUCTION		PLAN	CONSTRUCTION						
11	BASIN VIEW PRECINCT PUBLIC REALM			PLAN	CONSTRUCTION								
Site Sales/Development Sites													
7	535 ELLERSLIE PANMURE HIGHWAY SITE SALE		PLAN & AGREEMENT		CONSTRUCTION								
8	3 KINGS ROAD SITE SALE		PLAN & AGREEMENT		CONSTRUCTION								
9	10 BASIN VIEW LANE SITE SALE		PLAN & AGREEMENT		CONSTRUCTION								
12	486 - 492 ELLERSLIE PANMURE HIGHWAY SITE SALE							PLAN & AGREEMENT	CONSTRUCTION				
13	BASIN VIEW STAGED SITE SALES			PLAN & AGREEMENT	CONSTRUCTION								
14	GATEWAY WEST 13-27 QUEENS ROAD SITE SALE		PLAN & AGREEMENT		PLAN & AGREEMENT	CONSTRUCTION							
15	59 & 59A MOUNTAIN ROAD SITE SALE							PLAN & AGREEMENT	CONSTRUCTION				
16	28-30 PILKINGTON ROAD SITE SALE							PLAN & AGREEMENT	CONSTRUCTION				
18	STATION PRECINCT SITE SALES			PLAN & AGREEMENT	CONSTRUCTION								
19	11 - 13 LAGOON DRIVE SITE SALE		PLAN & AGREEMENT		CONSTRUCTION								
22	3 MOUNTWELL CRESCENT SITE SALE			PLAN & AGREEMENT	CONSTRUCTION								

Delivery Risks: The programme outlined above is indicative only and subject to a number of risks and dependencies including construction delivery risks, funding risks, resourcing and property market dynamics.

Climate Change Risks: The main risks for the Panmure Programme are; amplified urban heat island effect, sea level rise around the edge of Te Kōpua Kai-a-Hiku, and increased frequency and severity of flood hazards. These risk are monitored and managed at the portfolio, programme and project level.

Summary of Panmure Programme Changes

Note on definitions: Not all figures are directly comparable as working definitions of key benefits such as housing (highest and best use vs minimum required) and acquisitions (SDF vs Capital Acquisitions) have evolved over time.



	2018 High Level Project Plan	2021 Programme Business Case	2024 Programme Business Case Overview
Site sales	\$107.5M*	\$67.7M	\$52.7M
Dwellings	1,000*	700+	800
Commercial GFA	N/A	16,000 sqm	19,000 sqm
Public realm GFA	2,000 sqm*	6,500 sqm	15,300 sqm
TVA	1.27:1*	1.09:1	1.29:1
Cost - Capex	\$71.4M*	\$52.7M	\$48.6M
Cost - Opex	\$6.9M*	\$9.1M	\$11M
Cost- Acquisitions	\$4.5M*	\$3.7M	\$7.2M
End date	2028*	2030	2034
Key reasons for changes:	<ul style="list-style-type: none"> + Significant level of investment forecast for new community facilities. + Focus on housing development around public transport investment and improving public connections across the wider Panmure area. 	<ul style="list-style-type: none"> + Reduced scope of some of the public connections to focus more on town centre. + Site sales and housing forecasts have decreased as a result of due diligence and refinement of designs and delivery expectations. 	<ul style="list-style-type: none"> + New acquisition opportunities supporting the Basin View Precinct. + Eke Panuku is not leading the delivery of new leisure or community facilities. We will support and work with the council group if these projects proceed. + Public realm GFA now includes streetscape improvements.

*Figures obtained from the 2018 Programme Business Case based on HLPP

Vision: Create a **vibrant centre** that is a great place to live, visit and do business. This will be done by building on Panmure's distinct landscape, good infrastructure, transport connectivity, community facilities and local amenities.

ngā mihi



Panmure Programme Changes – High Level Project Plan to Programme Business Case overview 2024

	High Level Project Plan 2018	Programme Business Case 2021	Programme Business Case Overview 2024
Strategic case			
Programme goals	4 goals: <ul style="list-style-type: none"> - <i>Restore town centre vitality</i> - <i>Improve connections to and within the town centre</i> - <i>Make a step change in housing</i> - <i>Demonstrate leadership in sustainable development</i> 	No change	No change
Key moves	4 key moves: <ul style="list-style-type: none"> - <i>Develop a high-quality urban neighbourhood</i> - <i>Reconnect the centre to its community</i> - <i>Enliven the heart of Queens Road</i> - <i>Foster main street vitality and business growth</i> 	4 key moves: <ul style="list-style-type: none"> - <i>Establish a high-quality urban neighbourhood</i> - <i>Reconnect the centre to its natural surroundings</i> - <i>Enliven the community heart of Queens Road</i> - <i>Improve housing supply and choice</i> 	No change
Economic case – Key benefits			
New homes	1,000*	700 <i>Bulk and locations, refined designs and reforecast expectations of delivery by site reduced housing numbers that can be delivered.</i>	800 <i>Acquisitions in Basin View Precinct enabled some additional housing.</i>
Commercial	N/A	16,000m² <i>Didn't record commercial GFA in 2018 PBC.</i>	19,000m²
Public realm	2,000m² <i>Civic square only project. Does not include improved public realm as this was not reported as a benefit at this time.</i>	6,500m² <i>Clifton Court and upgraded community space is included. Does not include improved or new streetscapes as this was not reported as a benefit at this time.</i>	15,300m² <i>Benefits record upgrading public spaces and streets, in addition to building new. Removed benefits for community space.</i>

Financial return (sales receipts)	\$107.5M	\$67.7M <i>Site sale forecasts have decreased as a result of property due diligence and refined valuations.</i>	\$52.7M <i>Site sale forecasts decreased as a result of the downturn in the property market.</i>
Total Value Analysis (benefits to cost ratio)	1.27:1	1.09:1 <i>Decreased due to lower housing numbers.</i>	1.29:1 <i>Increased due to increased public realm benefits being reported.</i>

Financial case			
Acquisition costs	\$4.5M*	\$3.7M	\$7.1M <i>Additional properties on Queens Road identified for acquisition to enable more development in Basin View Precinct.</i>
Capital expenditure	\$71.4M*	\$52.7M <i>Removed cost to build new community hub</i>	\$53.0M
Operating expenditure	\$6.9M*	\$9.1M <i>Includes whole of programme operating expenditure including management, placemaking, engagement and communications.</i>	\$10.9M <i>Additional opex for programme life extending to 2034.</i>
Programme income	<i>Refer benefits above</i>	<i>Refer benefits above</i>	<i>Refer benefits above</i>
Management case			
Programme completion	2028*	2031 <i>Extended timeline due to refreshing individual project timeframes & priorities, and delays to property transfer process with AT.</i>	2034 <i>Timeline extended due to downturn in economic conditions and property market pushing out site sale forecasts.</i>
Summary of programme focus key	<ul style="list-style-type: none"> - Focus on delivering significant new community facilities including library, community hub, civic space, indoor leisure facility and pools. - Concentrated on housing around the public transport investment and improving public connections across the wider Panmure area. 	<ul style="list-style-type: none"> - Reduced scope of some of the public connections to focus more on town centre. - Reduced focus on the opportunity to enhance the pool and leisure centre. - Housing focus remains concentrated around public transport. 	<ul style="list-style-type: none"> - Eke Panuku is not leading the delivery of new leisure or community facilities. We will support and work with the council if these projects proceed. Benefits and required funding costs removed from programme. - Housing focus remains concentrated around public transport.

Manukau Programme Business Case Overview

Author(s): Richard Davison (Priority Location Director) and Andrew Moore (Senior Strategic Project Manager)

November 2024

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

1. Approve the updated Programme Business Case Overview for the Manukau Priority Location Programme (attached as Appendix A).
2. Approve the targeted benefits to be realised for the Manukau Programme, being:
 - (a) \$151.4 million of site sales
 - (b) 1,080 new homes
 - (c) 84,000m² of new commercial space + 85 hotel units
 - (d) 350,000m² of new or improved public realm
3. Approve a programme life cost, projected to end in 2034, of \$204.23 million, being a net expenditure of \$52.83 million, including opex, capex and acquisition costs, less projected site sales of \$151.4 million.

Whakarāpopototanga matua | Executive summary

4. This paper seeks formal approval of the Programme Business Case Overview (PBCO) for the Manukau Priority Location Programme. The PBCO represents the latest iteration of the Programme based on refinement and evolution of the previous PBCO in 2021. The Programme's overall strategy, vision and key moves remain aligned with the 2016 High Level Project Plan and the 2017 Framework Plan approved by the Board.
5. The vision for Manukau is for it to be *“the thriving heart and soul of the south. Manukau Central is the gateway to affordable and sustainable urban living, a meeting place and a hub for learning, leisure, cultural experiences, surrounded by healthy neighbourhoods”*.
6. The total anticipated investment in the Programme is \$204.23 million over its lifetime including opex, capex, and acquisition costs. There has been a total of \$4.8 million of property acquisitions to date. No further acquisitions are anticipated for the remaining period of the programme.
7. The total sales revenue of the Programme (at completion) is forecast to be \$151.4million, of which \$114.9 million of revenue has already been generated.
8. The cost benefit ratio for the Programme is 1.33:1, with a net economic benefit of \$150.5 million. However, this Total Value Analysis cost benefit ratio does not fully capture the environmental, cultural or economic benefits of the urban regeneration programme.

9. The key risks facing the Programme are:
- (a) Further stagnation of the property market may affect our site sale timeframes and revenue forecasts.
 - (b) Scentre Group/Westfield control the majority of retail space within Manukau Central which limits our ability to control certain outcomes in the heart of Manukau.
 - (c) Several development sites have been approved for sale by Council subject to approval from Auckland Transport (AT). There is ongoing engagement with AT to manage the property transfer process.

Horopaki | Context

10. The 2024 Manukau PBCO represents the latest iteration of the Programme based on refinement of the previous strategic documents. The following decisions and approvals have previously been obtained for the Manukau Programme:

Previous Board / Council engagement and decisions		
Date and meeting	Decision Maker	Decision / Outcome
30 March 2016	Eke Panuku Board	Approved Manukau High Level Plan
14 April 2016	Auckland Council Development Committee	Approved Manukau High Level Plan
19 May 2016	Auckland Council Finance and Performance Committee	Approved sale of sites in the Manukau High Level Project Plan boundary area
14 December 2016	Eke Panuku Board	Approved Manukau Framework Plan
17 June 2019	Eke Panuku Board	Manukau Programme Business Case 2019
24 March 2021	Eke Panuku Board	Approved Manukau Programme Business Case Overview 2021

11. Manukau is situated in a high growth node of Auckland. Data from the latest census shows that Manukau Central and Wiri experienced over 20% growth in their residential population between 2018 and 2023. The wider area has also undergone substantial development in places such as Ormiston, Flatbush, the airport precinct and the Puhinui industrial area along State Highway 20B. This growth is expected to continue over the next decade spurred by large infrastructure projects such as Airport to Botany Rapid Transit (A2B), The Mill Road Corridor, and the continued expansion of the Auckland International Airport.

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

12. Different urban regeneration options for Manukau were considered as part of the HLPP, Framework Plan, and subsequent programme business cases. The Programme has been informed by our deep understanding of the local community, the locality's economic conditions, and the development plans of other organisations. The recommended regeneration approach for Manukau is summarised on page 8 of the 2024 PBCO (Attachment A) and is consistent with previous strategic documents that have been approved by the Board. The programme has also responded to: evolving financial priorities, political direction and ongoing community input. The focus for Eke Panuku is now implementing the well-established urban regeneration strategy for Manukau as set out in the Spatial Delivery Plan on page 12 of the 2024 PBCO (Attachment A).
13. The 2024 PBCO responds to Manukau's underlying problems with a balance of financial, social, environmental and cultural outcomes. The regeneration strategy of the 2024 PBCO has a strong emphasis on residential and commercial development supported by:
 - High quality public realm.
 - Improved walking, cycling and, public transport routes.
 - Ecological restoration and amenity enhancement of the Puhinui Stream within the programme area.
 - An annual calendar of placemaking activations and events.

Manukau Programme Achievements

14. Since the Programme's inception in 2016, Eke Panuku has positively uplifted Manukau's attractiveness, liveability, and connectivity. Recent achievements include:
 - Sale of land for the expansion of the Manukau Institute of Technology.
 - Sale of Land for a Ramada Hotel.
 - Sale of 20 Barrowcliffe Place to enable 239 new dwellings at the Puhinui Park and Kotuitui housing development.
 - Upgrade of Putney Way and Barrowcliffe Bridge, which provides safe access for new residents in Kotuitui.
 - Construction of the Wiri Playground and Bridge.
 - Construction of the Hayman Park destination playground.
 - Signing of Whakaoranga o Te Puhinui – Puhinui Regeneration charter
 - Construction of the Hayman Park destination playground.
 - Supported the Council's Corporate Network Strategy with the sale of Kotuku House and a contribution to the upgrade of the Civic Building.

- A range of successful placemaking events including the first Matariki event, the container activation programme, and ongoing support of the Manutahi community group.
 - Significant contribution to Eke Panuku's social procurement targets and the creation of several small Maori businesses.
 - Advocated for and influenced the design, prioritisation and funding of AT's Manukau Cycling Network.
 - Obtained co-funding from Healthy Waters for the Hayman Park Wetland and other initiatives along the Puhinui Awa.
 - Supported the masterplanning of the Health New Zealand's Manukau Superclinic site which has resulted in the development of over 400 houses at Wirihana, the acquisition of 7.6ha of parkland and the sale of 1.5ha of land to Kainga Ora for additional housing which will support their wider relocation and intensification plans.
 - Confirming and concluding key leases including those for the land at Rainbow's End and Manukau Institute of Technology.
 - Successful completion of an extended High Court and Court of Appeal process for the retail covenants and parking issues within the centre.
 - Obtaining multiple architecture awards for the Kotuitui Terracotta Houses (constructed on an Eke Panuku development site).
15. The Programme's benefits realised to date include 306 new homes, 9,340m² of new or improved public realm, and 26,000m² of commercial space. These achievements have brought new energy to Manukau and will increase the demand for the remaining development sites. These benefits exclude additional investment from AT, Corporate Property, Healthy Waters and Government agencies that we have successfully advocated to for investment.
16. Upcoming projects being prepared for delivery by Eke Panuku include:
- Progressing site sales for 9 Osterley Way, 10 Putney Way, 33 and 50 Manukau Station Road
 - Upgrading the Hayman Park Wetland to improve stormwater quality, biodiversity, and park amenity.
 - Construction of streetscape upgrades for Osterley Way South and Karina Williams Way.
 - Construction of Puhinui Stage 1 and 2 – Raataa Vine section and the Te Whatu Ora Section. This project will: create new a shared path along the stream, replace the existing concrete channel with a natural stream bed, create new wetlands, and upgrade stormwater infrastructure.
 - Placemaking events including Christmas Markets, Southside Represent, and Diversity festival. Events such as these foster civic vibrancy and support local economic development.
17. Upcoming projects being prepared for delivery by other organisations include:
- The AT led Airport to Botany Rapid Transit Corridor
 - Further roll out of AT's Manukau Cycling Network.

- Construction of additional houses at the Wirihana development by Avant Group.

Programme Summary

18. The problems that were identified in 2016 HLPP 2021 and subsequent programme business cases are still applicable today, and summarised below:

- (a) Key problem: Manukau Central lacks strong sense of place.
- (b) Key Problem: Fragmented urban form and public transport connectivity
- (c) Key problem: High unemployment and social needs.
- (d) Key problem: Limited housing diversity and growing unaffordability.

19. The Programme responds to these challenges with the following Goals and Strategic Moves:

Goal One: function – a strong, permanent residential population in Manukau Central, allowing it to function as a vibrant and connected quality compact centre.

Goal Two: form – an urban and built form that is cohesive, walkable, human-scale, high-quality, resilient and responsive to the needs of residents and businesses and its natural environment.

Goal Three: people – strong and prosperous residential communities in Manukau Central and the surrounding area that are actively engaged in and enjoy the benefits of living, working and celebrating in a successful and culturally rich place.

Strategic Moves:



Realising the potential of the Puhinui Stream



Creating a vibrant heart



Developing the Wiri healthy neighbourhood



Harnessing learning and innovation opportunities



Enhancing community connectivity

20. A key focus of the Programme going forward is redeveloping sites in the central core of Manukau to increase the critical mass of people living and working in the centre. The programme will focus on exploring ways to enable site sales in current market conditions where a reasonable price can be obtained without compromising outcomes. The programme has a remaining pipeline of seven developments sites. One of the Programme's flagship developments will be 14 Davies Avenue, which will be transformed from a car park to a high-quality mixed use development overlooking Hayman Park.

21. The Puhinui Stream forms the green corridor that runs through the Manukau regeneration area and connects locals to the natural environment. When the mauri of the stream is flourishing again, it will improve climate resilience, biodiversity, economic opportunities and provide a sense of pride for local communities. Mana whenua are key partners for the delivery of this vision.

22. Another critical outcome for the Programme is enhancing public spaces to help catalyse urban development. Transforming Manukau's car centric streets into people friendly streets will also encourage journeys by public transport and active transport.
23. The cost benefit ratio for the Manukau Programme is 1.33:1, with a net economic benefit of \$150.5 million. This Total Value Analysis cost benefit ratio does not fully capture the environmental, cultural or economic benefits of the urban regeneration programme including the catalytic impact of the investment, as some benefits are unable to be monetised. Non-monetised benefits of the Manukau Programme include:
 - a) Catalyst effect: improved public amenity may prompt private developments within the vicinity of the project area.
 - b) Increased resilience to climate change and flooding events.
 - c) Improving cultural health - life carrying capacity (mauri) of the surrounding streams and ecological systems.
 - d) Enhanced amenities and connections that increase town centre footfall.
 - e) Residents reduced health risk and carbon emissions through increased public transport use

Programme Changes

24. The main changes to the Manukau Programme since 2021, are:
 - a) Updated delivery timeframes, scope and costings for individual projects. This includes the addition and removal of some projects based on evolving financial priorities and partner funding updates, political direction, site specific consenting challenges and ongoing community input.
 - b) Revised site sale sequence and timeframe forecasts with a small sale revenue forecast increase.
 - c) Revised capital investment funding which reflects a range of changes including; project cost escalations, changes in scope to some projects, the inclusion of new projects, costs of sale of some site sale projects, spending forecasts being extended or deferred to the extended 2034 programme end date and , changes in prioritisation which results in an increased overall investment cost over a longer period of time.
 - d) Increased operational expenditure due to the extended programme life to 2034, an increased provision of placemaking services per year, increased pipeline and investigation costs for newly added projects, increased costs for operating some minor placemaking assets, increase in some subject matter expert internal and external time charges, costs for the ongoing support and delivery of the strategic initiatives for the Puhinui Regeneration project.
 - e) Acquisition of a 7.6 hectare parcel of land from Te Whatu Ora within the Puhinui Stream corridor for stage 2 of that project.
 - f) Reduction in public realm benefits due to:
 - Removal of the Manukau Sports Bowl from benefit forecasting since the masterplan has been completed and agreement that delivery of sub-projects now rest with the Council.

- Reducing the public realm benefit area in Hayman Park from the entire park to just the wetland and playground which reflects the areas of upgrade.
 - Inclusion of the AUT Link and Ronwood Avenue cycleway projects as a Eke Panuku funded priorities following agreement with Auckland Transport to progress these links as part of the wider AT led Manukau Walking and Cycling network.
 - Other minor adjustments as individual project scopes are confirmed.
- g) An extension of the Programme end date to 2034, in response to revised project sequencing, the downturn in the wider property market, and dependencies with projects delivered by others (e.g Airport to Botany Rapid Transit).
- h) The ‘Central Government Property Group’ project in Manukau has been suspended indefinitely, which has resulted in several sites now relying on interest from private developers only. The Kainga Ora development at 9 Osterely Way and the Kainga Ora housing communities Wiri both being put on hold due to changes in government priorities.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

25. The key financial and resourcing impacts are:

- a) Since the previous 2021 PBCO, the programme costs have increased from \$138.8 million to \$204.23 million. This includes acquisitions, capital investment and operational expenditure. The main reasons for this increase are construction cost escalation, acquisition of the Te Whatu Ora/Health NZ site, additional public realm projects, and more comprehensive reporting of costs across the programme life. Whilst acknowledging these cost increases, the Programme retains a focus on ‘value for money’ through the business case process for every project. We endeavour to provide cost efficiency by delivering projects at the right scale, and at the right time.
- b) Resources for this programme are sufficiently allocated for FY25. The programme makes the following financial assumptions:
- i) That the property market will support sales of property in a timeframe that supports reinvestment, and that sufficient capital funds through reinvestment remain available.
 - ii) That there is sufficient operational expenditure available to support ongoing change initiatives in the location.
 - iii) Partner funding from Auckland Council and AT is available to support community service and public transport initiatives.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

26. The key risks to the Manukau Programme are:

- a) **Stagnating property market** - across all the sectors, Manukau is a challenging environment to develop property to its full Unitary Plan enabled density. Our plan is to subdivide large sites into smaller lots to attract a greater variety of developers and increase the probability of early development. This approach is expected to get small scale development occurring faster than waiting for comprehensive development of larger sites. However, parts of the subdivided sites will be retained for higher density in the future.

The main driver of demand for large scale office development over the long term appears to be the public sector, however, this market is currently constrained by the government's austerity measures.

In recognition of development feasibility challenges, we are targeting rather than mandating certain sustainable design standards for a period of time. We remain committed to the standards but need to weigh this up with ability to get projects across the line.

- b) **Scentre Group/Westfield** own the majority of entertainment and retail space in Manukau Central and they play a pivotal role in the overall success of Central Manukau. We meet bi-annually with Westfield to align our development plans. It is noted that since 2018, Scentre Group has had several iterations of plans for the redevelopment of their shopping mall.
- c) **Redevelopment of car parking sites** - several development sites have been approved for sale by Council subject to approval by AT. There is ongoing engagement with AT to manage the property transfer process. The reduction of public carparking is of significant community interest. It will be managed through communication of our urban regeneration vision and improving alternative transport modes in partnership with AT and by working closely with the local board
- d) **Milestone delivery** - all projects face challenges that impact delivery and milestone timeframes. This is actively managed through the individual project risk registers.
- e) **Airport noise restrictions** - the northern area of Programme is subject to an airport noise overlay in the Auckland Unitary Plan. This noise overlay prevents new dwellings being constructed in the noisiest parts of the flight path. In other 'moderate' areas of the flightpath, acoustic treatment is required for new residential dwellings which has implications for development feasibility.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

- 27. Manukau is a complex stakeholder environment given its strategic importance to South Auckland and the wider city. We regularly communicate and engage directly with a variety of stakeholders in the area. The scale of our communications activity corresponds to the scale of our work's impact, disruption, risk and opportunity profile. Comprehensive communications and engagement plans guide activity to ensure a joined-up approach.
- 28. Through high-quality, transparent and timely communications and engagement, we protect our reputation, de-risk projects and ensure our partners and stakeholders receive the right information at the right time.
- 29. Overall, the 2024 Manukau Programme will have a positive impact on stakeholders, but it is acknowledged that individual projects may not gain the support of every stakeholder. Key stakeholders and partners include:

- a) **The Ōtara Papatoetoe Local Board and Manurewa Local Board** are supportive of the Programme and encourage our work to progress faster. Members from both local boards are regularly updated on the Programme and individual projects.
- b) **Mana whenua** - We hold regular hui with representatives from three iwi which has been agreed with the Eke Panuku Mana Whenua Forum; Ngaati Tamaoho, Te Ākitai Waiohua, Ngaati Te Ata Waiohua. This enables more focused and more meaningful input, partnering and oversight from mana whenua across the entire life cycle of projects and supports the intention to express Maori and iwi specific identities through the transformation programme of development, capital and placemaking projects.
- c) **The Manukau Business Association** is supportive of our investment and projects to enable the Manukau town centre to thrive.
- d) **Key stakeholders** are also supportive of the programme including the Police, Rainbow's End, Ministry of Justice, Scentre Group and Business Manukau (Business Association)
- e) **AUT and MIT:** We have strong support from both tertiary institutes operating within the Programme area. We are investing in projects that will directly benefit AUT and MIT such as: the Cavendish Drive and Sharkey Streetscape upgrade, and the Hayman Park Wetland improvements.
- f) **Manutahi group** - Through the placemaking team Eke Panuku facilitate a monthly group of local community entities, individuals and interested parties to be informed and involved in the programme and this can potentially result in some opportunities for supplier contracts and influence the design and operation of placemaking events and project design

Tauākī whakaaweawe Māori | Māori outcomes impact

30. We encourage and promote Māori outcomes by:
- a) Incorporating cultural narratives into the design of public realm improvements which reflects the identity of iwi. This includes the renaming of key places and spaces.
 - b) Providing commercial opportunities through sites sales which builds capacity and capability in property development for iwi. An example of this is the partnership between Te Ākitai Waiohua and the Avant Group at the recently completed Kotuitui housing development.
 - c) Providing procurement and contracting opportunities which enables consultants and contractors and suppliers to participate in the transformation.
 - d) Incorporating tikanga for all project processes.
 - e) We will continue to work and explore partnership opportunities with Ngaati Tamaoho, Te Ākitai Waiohua and Ngaati Te Ata Waiohua as well as the wider mana whenua forum as we progress the programme.

31. Te Whakaoratanga te Puhinui is a notable achievement for the Programme's Maori Outcomes. The project has involved partnership with Te Waiohua chairs to shape, deliver and maintain te ora (the health) of Te Puhinui – tangata, whenua me taiao (people, place, and nature).

Tauākī whakaaweawe āhuarangi | Climate change impact

32. Climate change is predicted to increase flood risks, increase temperatures, and increase the frequency and severity of drought conditions. Manukau has been identified as one of the most vulnerable areas of Auckland to climate change impacts due to factors such as its low socio-economic context and low levels of existing tree cover. Multiple capital investment and site sale projects within the Manukau Programme are helping to respond to, adapt to and in some cases improve climate change resilience by increasing tree cover, incorporating water-sensitive design, requiring sustainable design requirements and restoring habitat for flora and fauna where able and appropriate.
33. The Manukau Programme's largest investment for climate change resilience is occurring through the regeneration of the Puhinui Stream corridor. The work being undertaken by Eke Panuku, mana whenua and other partners will improve stormwater quality, reduce the extent of flooding, increase biodiversity, and restore the mauri of the awa.
34. Embodied carbon emissions will increase due to construction activity occurring in the Programme. These emissions will be assessed along with reduction strategies during the design phases of individual projects. The Programme's investment in walking and cycling infrastructure will help to reduce operational greenhouse gas emissions from transport in the long-term. Eke Panuku has also achieved Homestar 6 on the first 230 houses built in the Manukau area. Future developments will target 7 Homestar rating for apartments. Commercial developments will target a 5 Greenstar rating. Attainment of these ratings will reduce operational and embodied carbon emissions.

Ngā koringa ā-muri | Next steps

35. Manukau's urban regeneration strategy is now well established, so we are focused on implementing individual projects. This will involve taking development sites to market, constructing public realm improvements and continuing placemaking activities.

Ngā tāpirihanga | Attachments

Attachment A – Manukau Programme Business Case Overview 2024

Attachment B – Programme Change Summary

Ngā kaihaina | Signatories

Ian Wheeler, Chief Operating Officer

David Rankin, Chief Executive

Manukau

Programme Business Case Overview 2024

November 2024 |



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Reviewed and signed by:

Richard Davison
Priority Location Director - Auckland South

Date: 2024-12-02

Purpose

The purpose of this Programme Business Case Overview is to provide an up-to-date summary of the agreed urban regeneration programme for Manukau. This document illustrates the vision, goals and key moves of the Manukau High Level Project Plan 2016 and the achievements to date. It outlines the direction and outcomes for the future, the key projects, timelines, investment and benefits, and captures programme changes that respond to the changing context and environment over recent years.

We reassess our programmes every three years in response to the changing context, and recalibrate our approach accordingly.

Some key changes that have affected all locations include:

- 1. Economic pressures** means it is more difficult to achieve development than we had originally planned. Development programmes are being delayed, our housing numbers and property sales have decreased and construction cost increases are significant.
- 2. Post-covid socio-economic changes** and how local neighbourhoods are used.
- 3. Auckland Council and Auckland Transport changing budgets and priorities.** We are taking more of a lead agency approach to bring effect to things that are within our control.
- 4. Climate change and flooding** have created significant impacts as shown in the weather events of 2023/24.
- 5. Changing priorities** of significant government-led infrastructure projects.

References

Eke Panuku, Transform Manukau High Level Project Plan 2016

Eke Panuku, Transform Manukau Programme Business Case 2020

Eke Panuku, Approved Project Business cases and Change Requests - various

What we have achieved so far..

The last few years have seen a focus on delivering public realm projects and readying sites for development in Manukau. Of significant achievement are the completed Hayman Park Playground, Barrowcliffe Bridge and Place, and the Wiri Playground projects. Another significant achievement is the development of the Kotuitui Place neighbourhood which has seen the construction of 239 brand new 6 Homestar dwellings, including standalone houses and terraced homes to cater to the diverse needs of families and individuals in this neighbourhood.



AUAHA Ō MANUKAU (Manukau Containers)



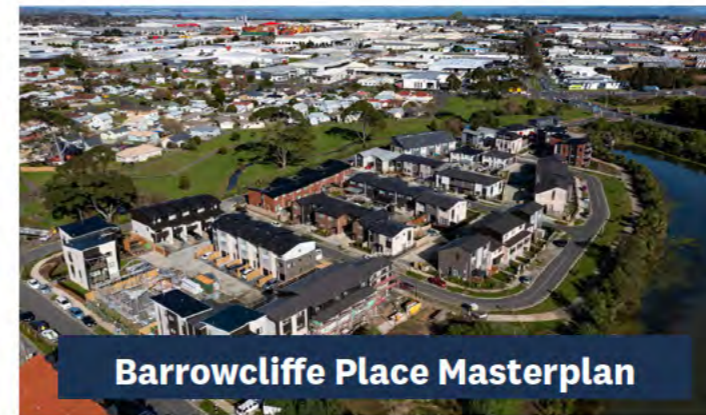
52-54 Manukau Station Road Site



Barrowcliffe Bridge and Place



Puhinui Wiri Playground



Barrowcliffe Place Masterplan



Kotuitui Stage 1



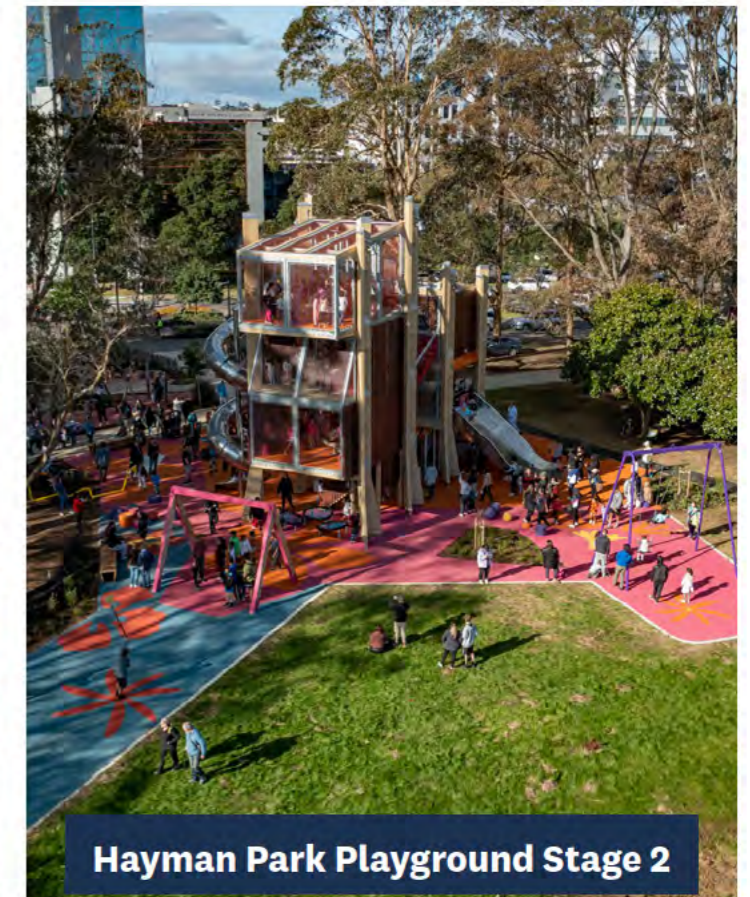
Manutahi



Kotuku House sale



MATARIKI KI UTA



Hayman Park Playground Stage 2



Due Drop Events Centre Carpark (partial sale)



Putney Way Stage 1 Streetscape

Pūrākau: Cultural Narrative Summary

The pūrākau for Manukau tells us of the ancient energy of this whenua.

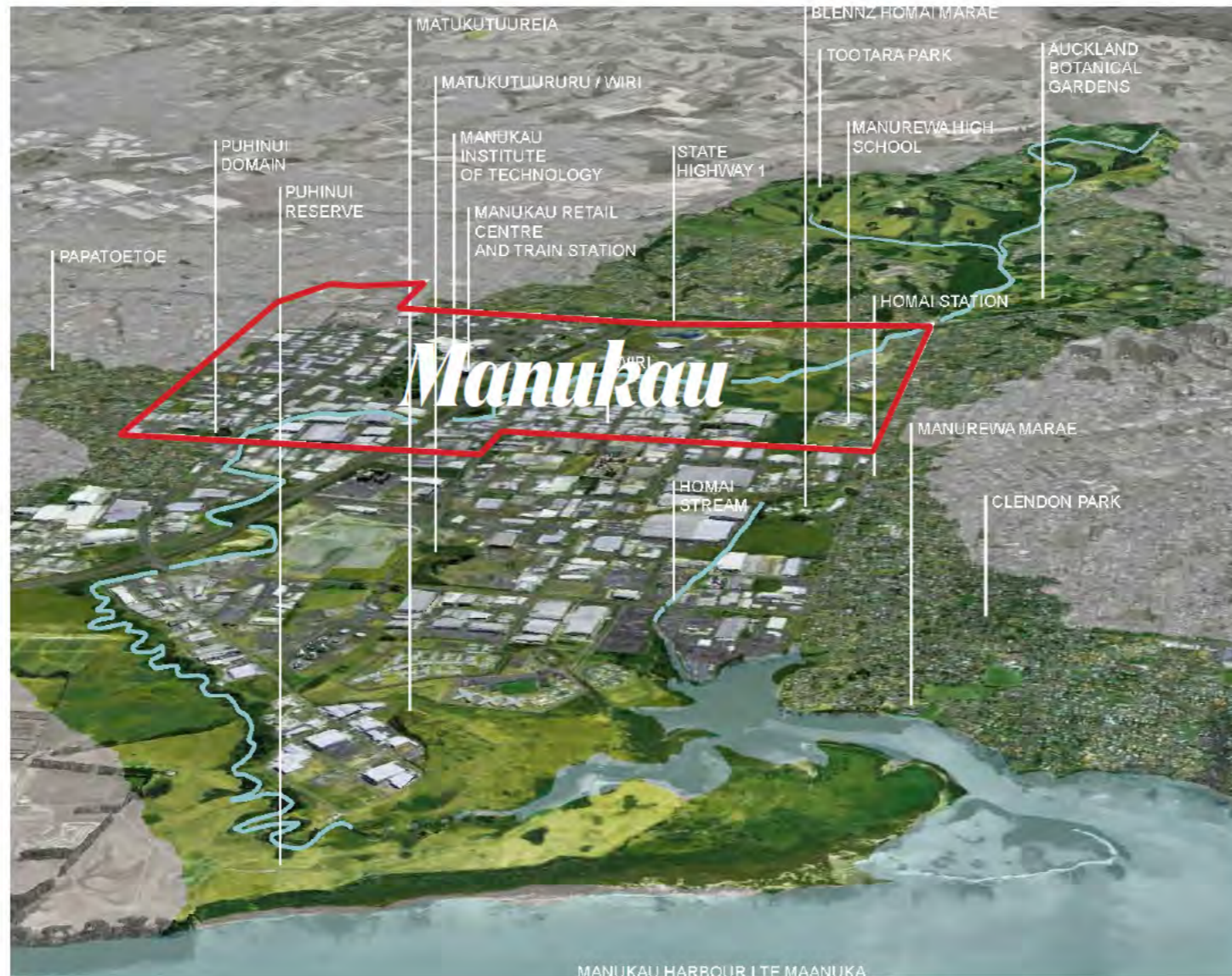
Mai i ngā maunga ki te moana From the mountains to the sea

This narrative has shaped the programme, connecting Manukau with its natural surroundings—from Maunga to Moana, Matukutūreia (McLaughlan’s Mountain) and the Matukutūreia Stonefields, Matukutururu (Wiri Mountain) to the Manukau Harbour, Puhinui Stream, and Estuary.

The name Manukau embraces whakapapa, genealogical descent, and identity seated within a deep and enduring ancestral association. Manukau binds a unique cultural and physical landscape that over time has seen many changes and dynamism.

The Manukau Harbour and catchments, Puhinui Estuary and the Puhinui Stream traverse from the mountains across that landscape and to the sea, and we acknowledge the vast tributaries and wetlands that once filtered and meandered across the land, cleansing and nourishing the whenua and its people.

This pūrākau is a summary only of key landscape features common to mana whenua iwi with a connection through this area. For more detailed stories of the place engagement with individual mana whenua representatives is critical.



Te Puhinui



Matukutururu (Wiri Mountain)



Matukutūreia / McLaughlins Mountain



Te Puhinui



Matukutururu (Wiri Mountain) 1957

Context Location area

Manukau is the centre of the South Tāmaki Makaurau/ Auckland region and a vibrant and diverse place. Manukau is unlike any other place in New Zealand due to the combination of it's community identity, Maori heritage, position as the world's Pasifika hub, geographic features, high number of jobs, emerging creative industries, and economic potential.

The Manukau area is home to a young, diverse and growing population, rich in Pacific and Māori culture with strong community networks. Manukau is located at the centre of the growing South Auckland region and only eight kilometres from the Auckland International Airport and well linked to the Auckland CBD by rail and bus. It has a civic and academic centre, a retail focus and several Auckland-wide attractions.

The 2016 Transform Manukau High Level Project Plan (HLPP) regeneration area (in blue) covers 600 hectares and includes the whole Metropolitan Centre zone, the Manukau Sports Bowl site and the Wiri suburban neighbourhood, including the large 49ha Manukau Super Clinic.

Manukau is situated in a high growth node of Auckland. Data from the latest census shows the Manukau Central and Wiri experienced over 20% growth in their residential population between 2018 and 2023. The wider area has also undergone substantial urban development in places such as Ormiston, Flatbush and the Puhinui industrial area. This growth is expected to continue over the next decade spurred by large infrastructure projects such as Airport to Botany Rapid Transit (A2B), The Mill Road Corridor, and expansion of the Auckland International Airport.

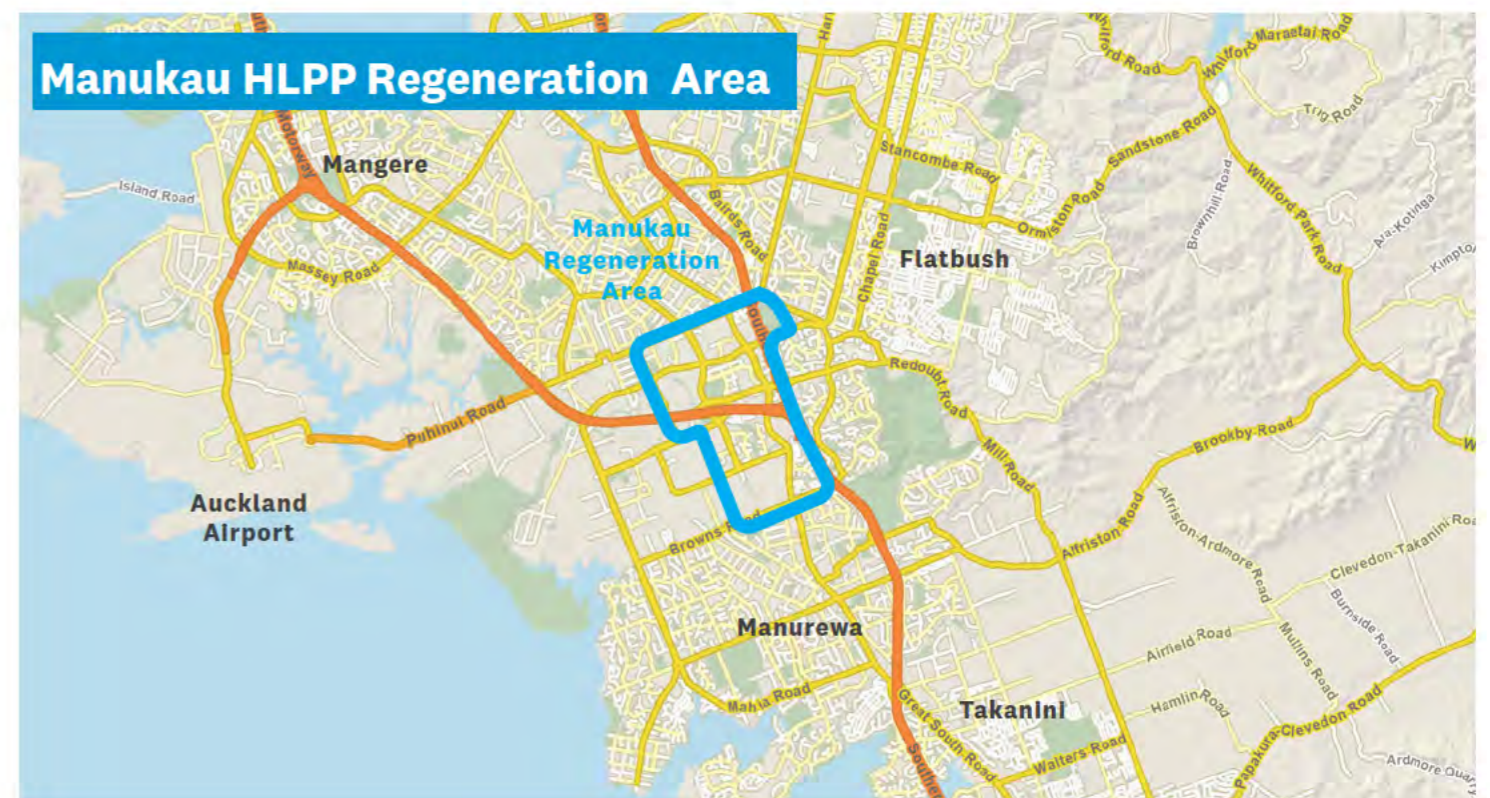
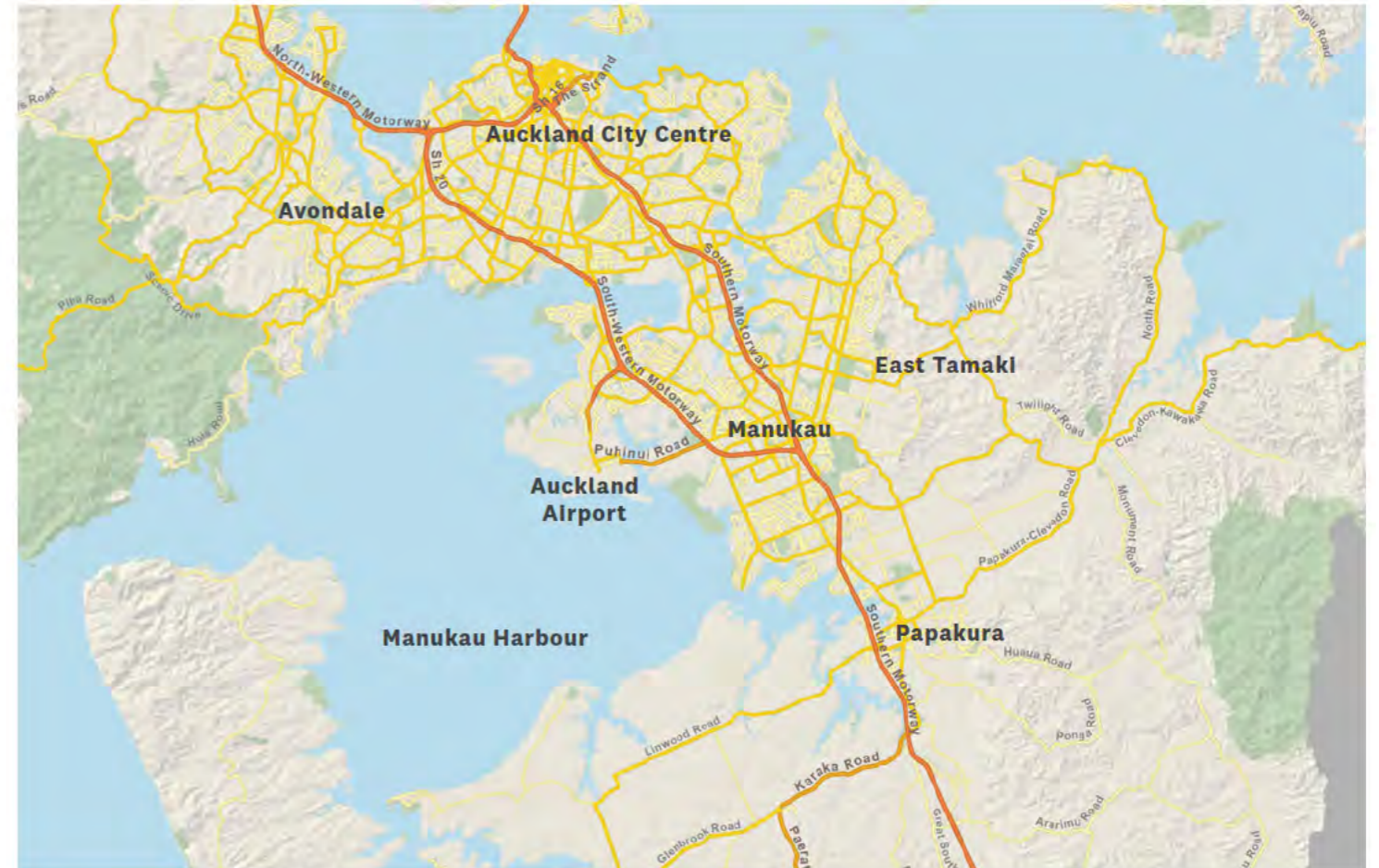
Eke Panuku has already delivered 6 significant public realm and streetscape projects and sold 4 development sites. We have also delivered many small-scale improvements in the centre and led many activations and placemaking initiatives.

Why Manukau?

Manukau was chosen as an Eke Panuku Regeneration location due to a number of key attributes:

-  + Scale & Impact
-  + Key Land Holdings
-  + Commercially viable & market attractive
-  + Partnership Opportunities
-  + Leverage off previous investment
-  + Proximity to Public Transport

Context Map



Manukau High Level Project Plan (HLPP) & Manukau Framework Plan

Vision

*Manukau is the thriving heart and soul of the south.
Manukau Central is the gateway to affordable and sustainable urban living, a meeting place and a hub for learning, leisure, cultural experiences, surrounded by healthy neighbourhoods.*

The Manukau HLPP was approved on 19 May 2016 by Resolution of the Auckland Council Finance and Performance Committee. The vision of the HLPP is supported by the following three goals and five strategic moves. The Committee endorsed the 2016 Manukau High Level Project Plan (HLPP), Eke Panuku as the lead delivery agency for Manukau, and the disposal of Council owned properties for the project.

Goals



Goal One: function – a strong, permanent residential population in Manukau Central allowing it to function as a vibrant and connected quality compact centre.



Goal Two: form – an urban and built form that is cohesive, walkable, human-scale, high-quality, resilient and responsive to the needs of residents and businesses and its natural environment.



Goal Three: people – strong and prosperous residential communities in Manukau Central and the surrounding area that are actively engaged in and enjoy the benefits of living, working and celebrating in a successful and culturally rich place.

Strategic Moves



Realising the potential of the Puhinui Stream – enhancing the Puhinui Stream corridor and creating a source of community pride, activity, movement and interaction.



Creating a vibrant heart – redeveloping multiple sites throughout Manukau Central, overhauling the public realm, and creating places to live, work, play and celebrate.



Developing the Wiri healthy neighbourhood – working in partnership to create healthy homes in the Wiri neighbourhood centred on the Puhinui Stream.



Harnessing learning and innovation opportunities – supporting Manukau as a hub for end to end learning and business innovation, and enabling the community to drive social and economic prosperity.



Enhancing community connectivity – further developing the public transport network, and spreading a safe cycling and walking network, to improve community connections, near and far.

Problem Definition Challenges and response

Problem Definition

The Investment Logic Map ILM and framework planning for Manukau summarised the key problems facing Manukau as:

1. Manukau Central lacks strong sense of place. Local communities describe Manukau Central as a place to shop, work or study – a transactional place – rather than a meeting place that celebrates the diversity of South Auckland.
2. Fragmented urban form and PT connectivity to surrounding neighbourhoods. Manukau Central is car dominated and lacks cohesion, with large roads dominating at the expense of the local network, making the area unfriendly at a human scale.
3. High unemployment and social needs. Surrounding communities have high rates of unemployment, especially among the youth population (15-24), and low proportion of qualifications.
4. Limited housing diversity and growing unaffordability. Manukau has low rates of home ownership, high rates of overcrowding, and poor health in part driven by sub-standard housing and over-crowding.



The city centre has poor perceptions of safety & fails to provide a day/night economy and active street life



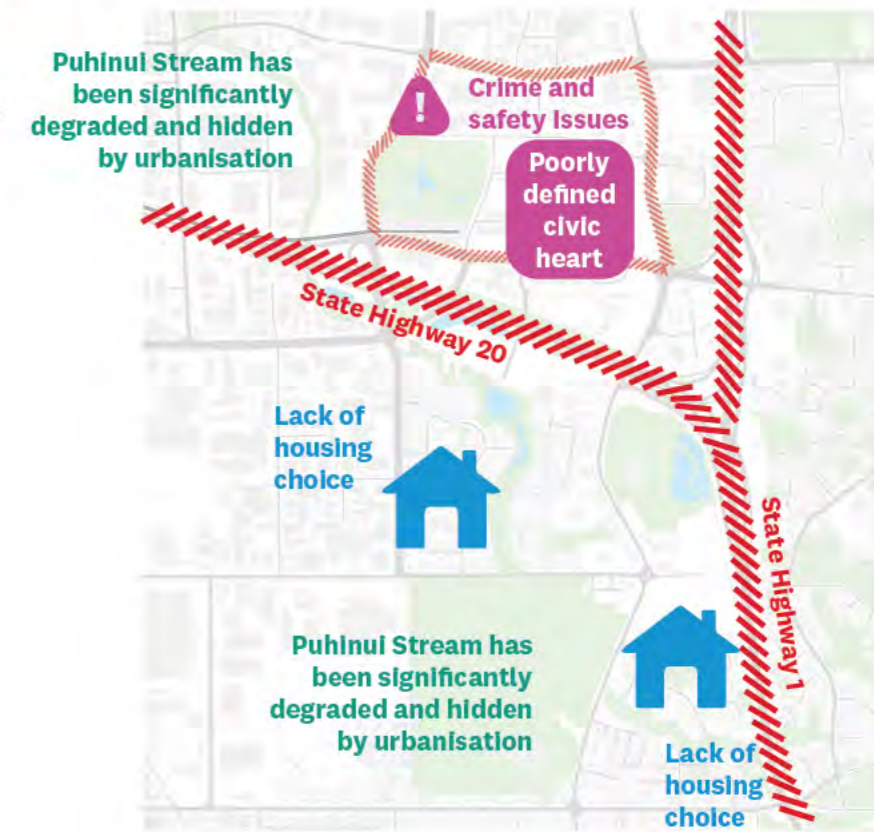
Walking and cycling feels challenging, inconvenient and restricted. Excessive at-grade parking



limited access to a diverse range of quality jobs



The Wiri neighbourhoods suffer a high level of social and economic deprivation



Response

In response to the identified challenges, the priority is supporting a thriving town centre and focusing on the Puhinui Stream Regeneration. This strategy improves the quality and safety of the urban environment and empowers local communities to connect with each other and the natural environment of the Puhinui catchment.

Another key focus is developing sites in the centre core to increase the critical mass of people living and working in the centre.

This will be progressed in a way that addresses the key issues identified in the ILM.



Encourage high-quality commercial and residential developments with a mixture of tenure and typologies



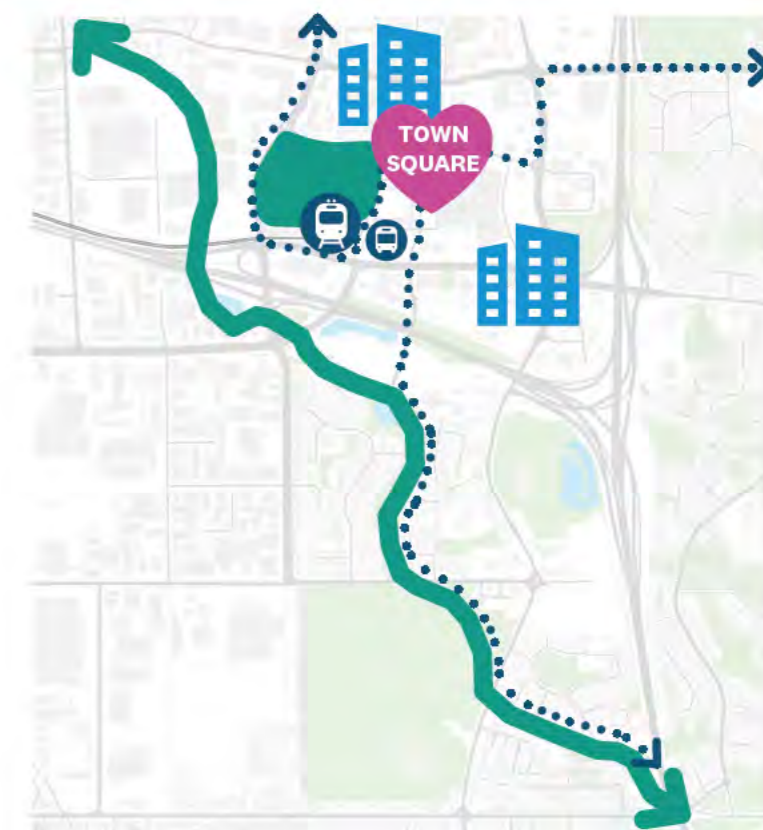
Puhinui Stream and Hayman Park will serve as a connector and recreational open space



New public spaces and facilities to enhance community heart



Promote walkability, support AT deliver a comprehensive cycle network, and support mass-transit



Preferred Regeneration Approach

Strategic Levers

1 2 3 4 5

Lead Agency

1 2 3 4 5

Commercial strategy

1 2 3 4 5

Public good investment

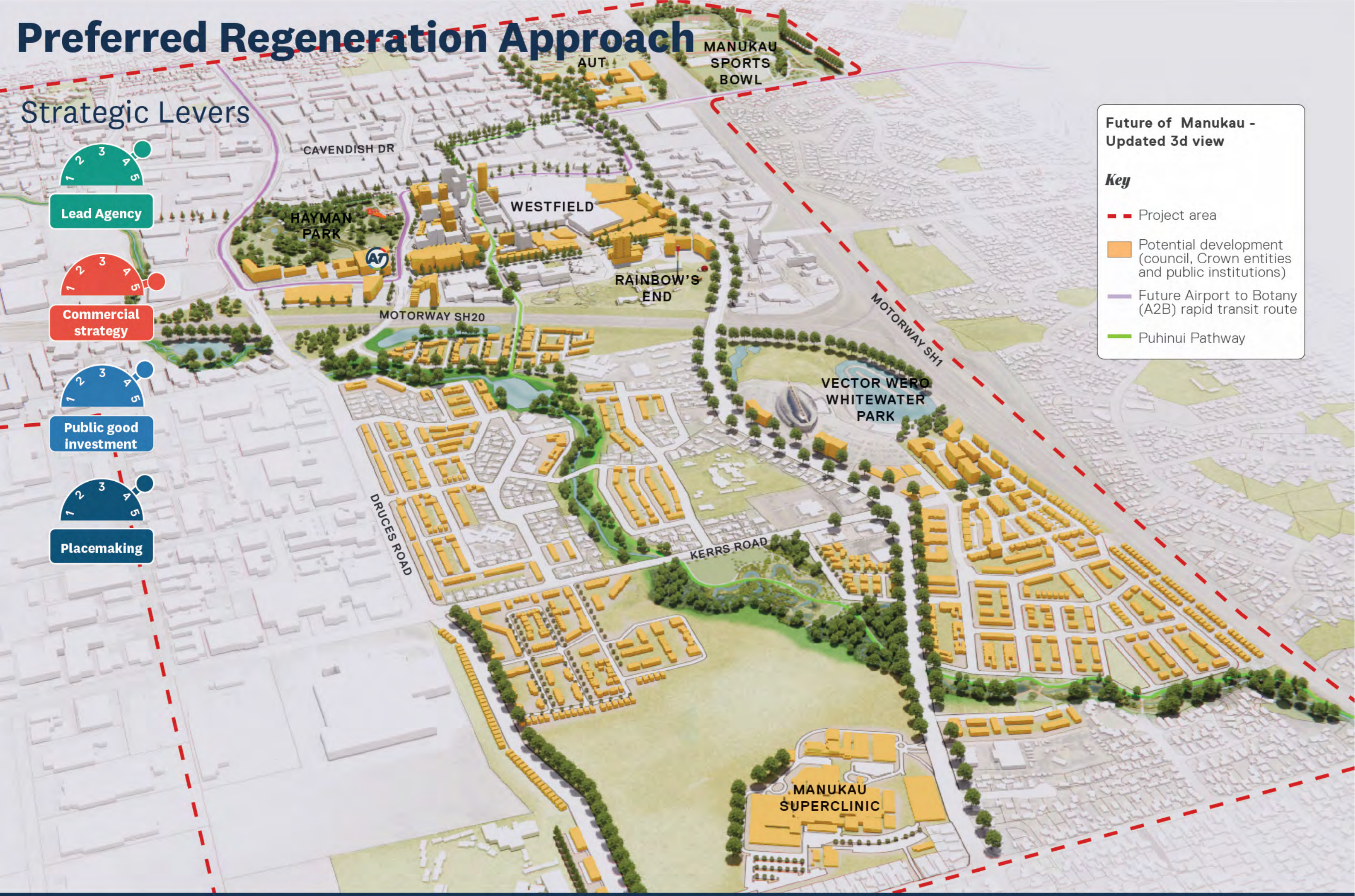
1 2 3 4 5

Placemaking

Future of Manukau - Updated 3d view

Key

- Project area
- Potential development (council, Crown entities and public institutions)
- Future Airport to Botany (A2B) rapid transit route
- Puhinui Pathway



The Commercial Plan

Market Conditions

Office

Office market trends for Manukau City Centre show a static, generally low-quality office stock with healthy local demand keeping vacancy low and the market relatively competitive. The main driver of demand for future larger scale office development over the longer term appears to be the public sector, most notably Central Government agencies. This market is currently constrained by the governments austerity measures.

Apartment Market

Manukau has relatively low residential values compared to the development costs of high rise meaning a typical residential 1 and 2 bedroom apartment typology (65-75m2) is not likely to be market attractive for the

foreseeable future to a typical developer. Terraced housing on the Manukau fringe is more viable for the foreseeable future.

Terraced Housing

Development prospects are better for low-rise walk-up apartment typology or for terraces. They are a lower price point compared to large towers with lower development costs and their smaller scale and nature means that far fewer presales are required to get funding across the line. This makes the walk-up typology potentially feasible in current market conditions where large towers are not.

Hotel Market

For the hotel market, Covid 19's impact on demand combined with new supply increases means Auckland hotel sector financial

metrics are not expected to return to a viable level until 2025 at the earliest largely because of lower stabilised occupancy rates. Interestingly two commercial entities have expressed interest in sites for a hotel.

Student Accommodation

AUT has provided some insight into student accommodation demand. Given that there are unused beds in current accommodation AUT does not have any appetite to add further stock. This is especially the case in Manukau where most students are local and unable to afford new build student accommodation rates unless they are on extensive scholarships.

Retail / Commercial

Within Manukau City Centre the Westfield

shopping centre and the bulk retail shops centred around Lambie Drive effectively supply retail space demand. Outside of these areas retail, food and beverage space is generally uneconomic to develop. Eke Panuku does not anticipate any significant demand for retail space on its sites. Our focus for retail is on enabling space in strategic locations that activate & improve the quality of public space.

Commercial Plan Response

A permanent residential population is critical for Transformation in the Manukau City Centre. Significant financial and environmental benefits will be realised through shifting development from non-Transit Orientated Development (TOD) locations to TOD locations, such as Manukau City Centre.

To keep to the vision of a TOD centre we will need to retain an apartment living strategy. This may be achieved with a mixed height model but ideally, we should be targeting 150-200 apartments per hectare.

Market analysis undertaken in 2022 identified that across all the sectors Manukau City Centre is a challenging environment to develop property to its full Unitary Plan enabled density.

Our plan is to subdivide 3 large sites into smaller

lots to attract a greater variety of developers and increase the probability of early development. By subdividing the sites into smaller parcels we can offer sites to the market that are of a developable size that will allow a larger range of second tier developers, commercial and or residential options. We will market these 3 sites in the medium term. We plan to market another 2 smaller sites in the short / medium term and a further 2 sites to be developed in the long term. Continued investment in infrastructure enabling projects and public realm investment in Manukau will contribute to increased amenity and marketability of our sites for development.

We also plan to engage directly with commercial entities interested in developing hotels in Manukau.

Flagship Development



14 Davies Ave supported by adjacent mixed use residential by private development partners.



The Financial Plan

Total programme financials with spend to date stated.

Site Sales



Sales revenue expected to be achieved over the life of the programme.

Acquisitions



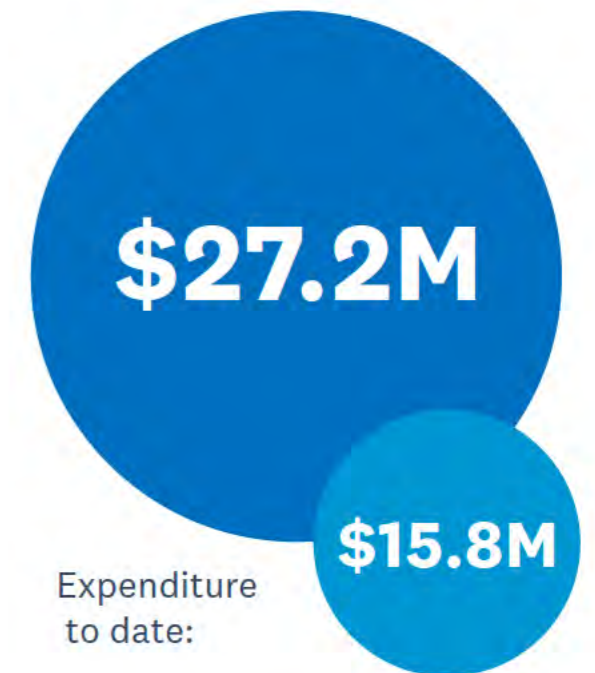
Funds used to acquire property for future development and sale, public realm and/or infrastructure.

Capital investment



Funds used over the life of the programme to upgrade, and/or build longterm assets; such as property, infrastructure or public realm. This figure excludes acquisitions.

Operational expenditure



Funds used to support the preparation and roll out of the programme; such as placemaking, planning, investigations, communications and engagement.

The Benefits Plan What success looks like?

The total value assessment (TVA) quantifies the estimated economic benefits beyond the financial case and enables human and environmental resources to be put to best use for societies collective benefit.

A BCR (Benefit Cost Ratio) over 1.0 suggests a programme is economically successful. The BCR for this programme is 1.33:1

Key benefits include:

- Accelerated housing for Auckland, Eke Panuku 'unlocks' brownfield development sites before they would otherwise be developed.
- New job opportunities for construction and expansion of labour force.
- Energy efficient homes, reduced vehicle use, and construction waste

minimisation initiatives.

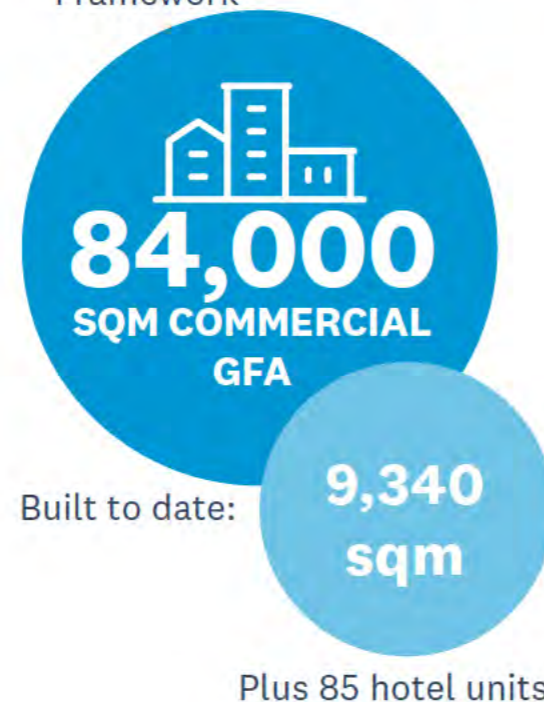
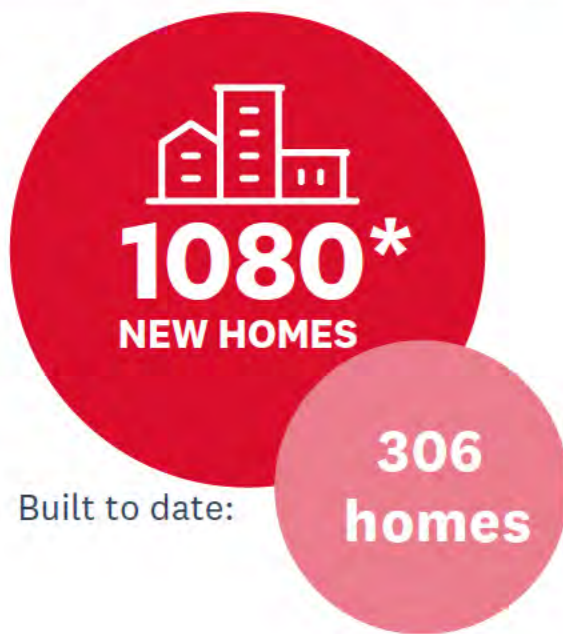
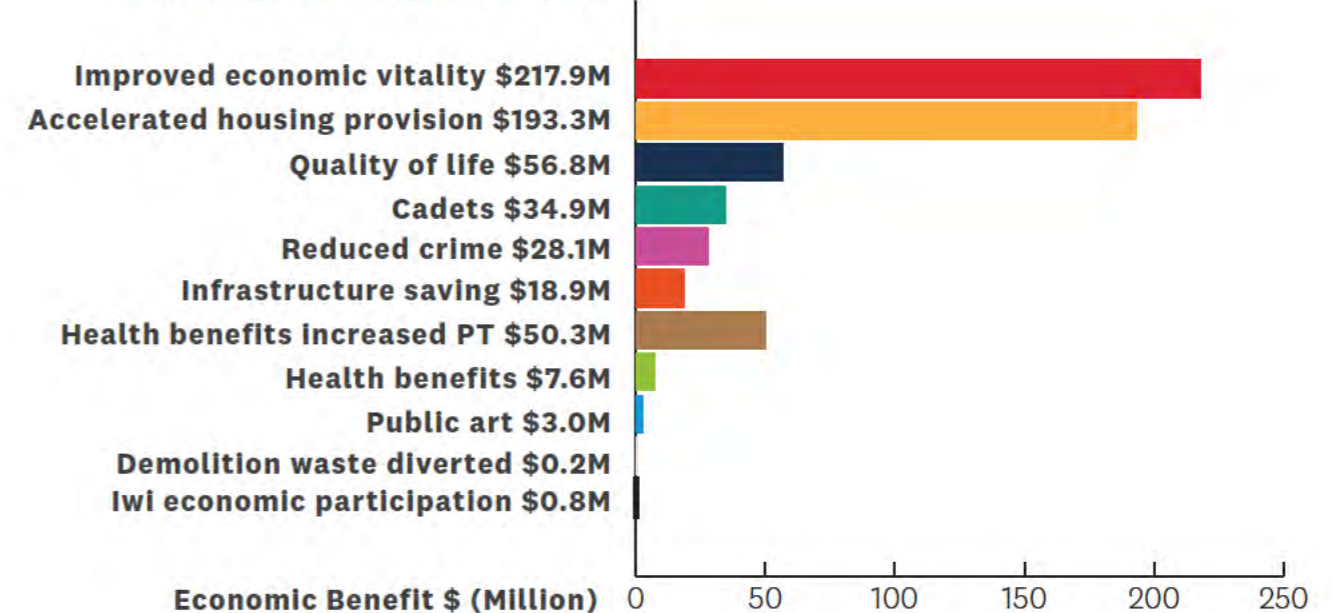
- Improved vitality via Commercial Grade A Greenstar development.
- Increased patronage of Council's new community facilities leading to health, social, and wellbeing benefits

Non-monetised benefits include:

- Catalyst effect: improved public amenity may prompt private developments within the vicinity of the project area.
- Increased climate resilience through improved green and blue networks.
- Residents reduced health risk through increased public transport use.
- Measuring cultural health benefits: Take Mauri, Take Hono - Onehunga mana whenua Cultural Health Framework

The Manukau PBC economic analysis shows \$461.4 million of economic cost, \$611.8 million of economic benefit (TVA), and net benefit of \$150.5m.

Total value assessment TVA



1.33:1
BENEFIT COST RATIO
MANUKAU

* This estimated new homes figure is a conservative minimum number of homes expected from the programme based on approved business cases and the minimum required from essential outcomes as represented in development agreements. It does not represent the highest and best use enabled under the Unitary Plan.

Spatial Delivery Plan for Manukau

PROJECTS COMPLETED

- 01** WESTFIELD MALL CARPARK SITE SALE
- 02** DUE DROP EVENTS CENTRE CARPARK (PARTIAL SALE)
- 03** 52-54 MANUKAU STATION ROAD (MIT) SITE SALE (STAGE 1 & 2)
- 04** 20 BARROWCLIFFE PLACE SITE SALE
- 05** BARROWCLIFFE POND SHARED PATH
- 06** BARROWCLIFFE BRIDGE WORKS
- 07** PUHINUI WIRI PLAYGROUND WORKS
- 08** PUTNEY WAY STAGE 1
- 09** WIRI BRIDGE CAPITAL WORKS
- 10** HAYMAN PARK PLAYGROUND WORKS

SHORT TERM: FY 2025

- 11** PUHINUI STAGE 1 - RATAVINE RESERVE WORKS

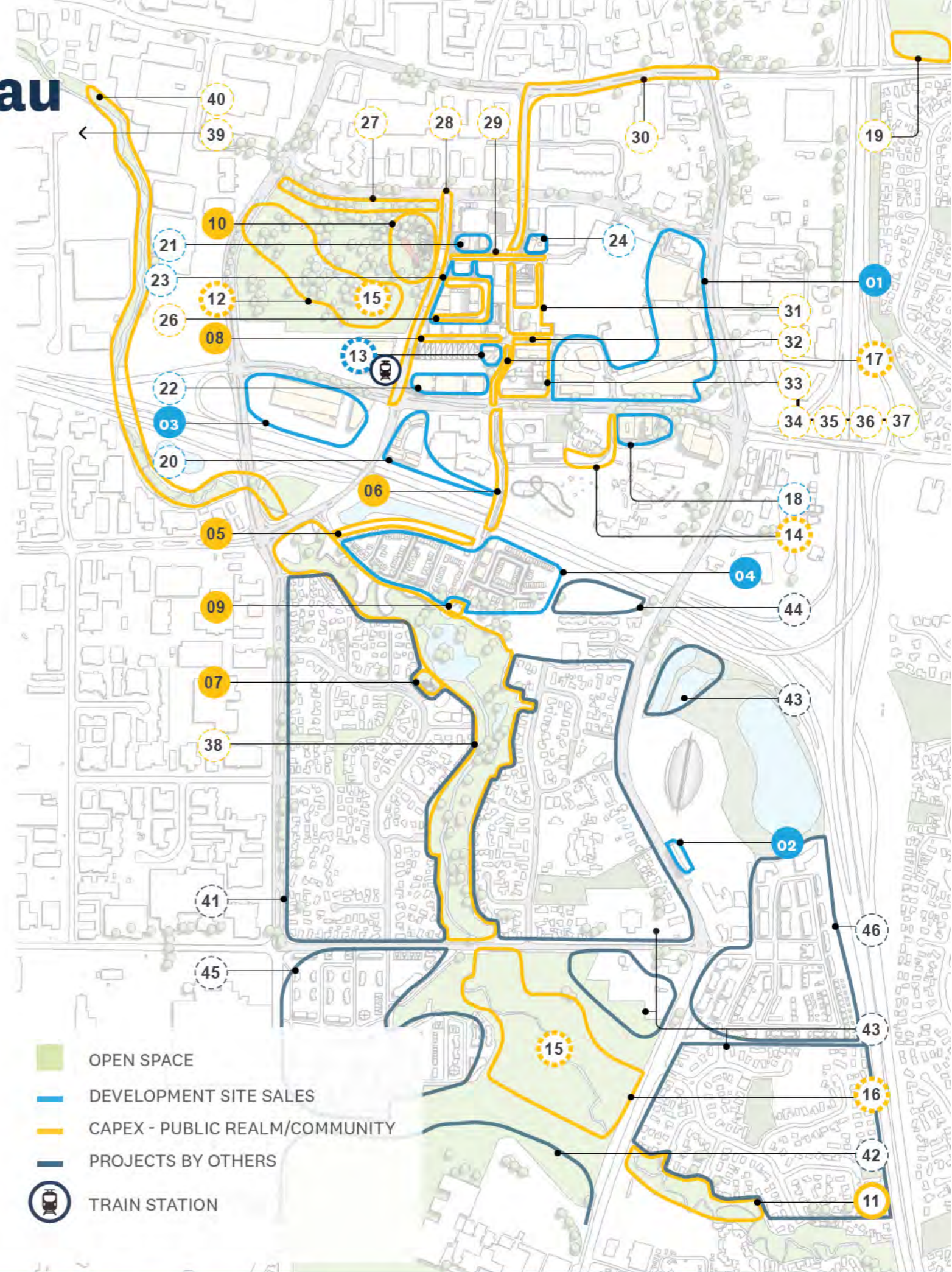
MEDIUM TERM: FY 2026

- 12** HAYMAN PARK WETLAND WORKS CONTRIBUTION
- 13** 10 PUTNEY WAY SITE SALE
- 14** KARINA WILLIAMS WAY EXTENTION WORKS
- 15** MANUKAU PUBLIC ART CONTRIBUTION (ACROSS THE PROGRAMME)
- 16** PUHINUI STAGE 2 - CMDHB WALKWAY WORKS
- 17** OSTERLEY WAY AT CIVIC - STREETSCAPE

LONG TERM PROJECTS: FY 2027+

- 18** 12 MANUKAU STATION ROAD CARPARK SITE SALE
- 19** MANUKAU SPORTS BOWL
- 20** 50 MANUKAU STATION ROAD SITE SALE
- 21** 8 DAVIES AVENUE SITE SALE

- 22** 33 MANUKAU STATION ROAD SITE SALE
- 23** 14 DAVIES AVE SITE SALE
- 24** 9 OSTERLEY WAY SITE SALE
- 25** PARKING MANAGEMENT SOLUTIONS (ACROSS THE PROGRAMME)
- 26** 14 DAVIES AVE ACCESS LANE
- 27** RONWOOD AVENUE STREETSCAPE
- 28** A2B STREETSCAPE CONTRIBUTION
- 29** AMERSHAM WAY STREETSCAPE
- 30** CAVENDISH DR & SHARKEY ST AUT LINK STREETSCAPE
- 31** MANUKAU SQUARE WORKS
- 32** PUTNEY WAY STAGE 2 STREETSCAPE
- 33** CIVIC BUILDING COURTYARD WORKS
- 34** CIVIC BUILDING SOUTH LAND DEVELOPMENT
- 35** COMMUNITY FACILITY INVESTMENT
- 36** MANUKAU STEPS WORKS
- 37** MANUKAU SERVICE CENTRE CONTRIBUTION
- 38** PUHINUI STAGE 3 - WIRI RESERVE WORKS
- 39** PUHINUI STAGE 4 - MANUKAU INDUSTRIAL AREA WORKS
- 40** PUHINUI STAGE 5 - PUHINUI PARK WORKS (PLUNKET AVE)
- 41** KĀINGA ORA INVESTIGATIONS
- 42** MANUKAU HEALTH PARK DEVELOPMENT
- 43** HEALTHY WATERS UPGRADES
- 44** NGATI TAMAHO DEVELOPMENT
- 45** WIRIHANA RESIDENTIAL DEVELOPMENT
- 46** PACIFIC GARDENS RESIDENTIAL DEVELOPMENT



Delivery Programme

Throughout the life of the programme we will be undertaking placemaking, engagement and communications in Manukau.

Project Name	Delivered to date	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	FY2034	TOTAL
Site Sales/Development Sites												
01 WESTFIELD MALL CARPARK SITE SALE	COMPLETE											
02 DUE DROP EVENTS CENTRE CARPARK (PARTIAL SALE)	COMPLETE											
03 52-54 MANUKAU STATION ROAD (MIT) SITE SALE (STAGE 1 & 2)	COMPLETE											
04 20 BARROWCLIFFE PLACE SITE SALE	COMPLETE											
13 10 PUTNEY WAY SITE SALE		PLAN		CONSTRUCTION								
18 12 MANUKAU STATION ROAD CARPARK SITE SALE					PLAN			CONSTRUCTION				
20 50 MANUKAU STATION ROAD SITE SALE		PLAN		CONSTRUCTION								
21 8 DAVIES AVENUE SITE SALE					PLAN		CONSTRUCTION					
22 33 MANUKAU STATION ROAD SITE SALE		PLAN		CONSTRUCTION								
23 14 DAVIES AVE SITE SALE		PLAN		CONSTRUCTION								
24 9 OSTERLEY WAY SITE SALE		PLAN		CONSTRUCTION								

Delivery Risks: The programme outlined above is indicative only and subject to a number of risks and dependencies including construction delivery risks, funding risks, resourcing and property market dynamics.

Climate Change Risks: The main risks for the Manukau Programme are: amplified urban heat island effect, increased frequency and severity of flooding, and exacerbation of existing social inequities. These risks are monitored and managed at the portfolio, programme and project level.

Delivery Programme

Throughout the life of the programme we will be undertaking placemaking, engagement and communications in Manukau.

Project Name	Delivered to date	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	FY2034	TOTAL
05 BARROWCLIFFE POND SHARED PATH	DELIVERED											
06 BARROWCLIFFE BRIDGE WORKS	DELIVERED											
07 PUHINUI WIRI PLAYGROUND WORKS	DELIVERED											
08 PUTNEY WAY STAGE 1	DELIVERED											
09 WIRI BRIDGE CAPITAL WORKS	DELIVERED											
10 HAYMAN PARK PLAYGROUND WORKS	DELIVERED											
11 PUHINUI STAGE 1 - RATAVINE RESERVE WORKS	PLAN	CONSTRUCTION										
12 HAYMAN PARK WETLAND WORKS CONTRIBUTION	PLAN	CONSTRUCTION										
14 KARINA WILLIAMS WAY EXTENTION WORKS		PLAN	CONSTRUCTION									
15 MANUKAU PUBLIC ART CONTRIBUTION (ACROSS THE PROGRAMME)		PLAN		CONSTRUCTION								
16 PUHINUI STAGE 2 - CMDHB WALKWAY WORKS			PLAN	CONSTRUCTION								
17 OSTERLEY WAY AT CIVIC - STREETScape	PLAN	CONSTRUCTION										
19 MANUKAU SPORTS BOWL		PLAN										
25 PARKING MANAGEMENT SOLUTIONS (ACROSS THE PROGRAMME)		PLAN										
26 14 DAVIES AVE ACCESS LANE	PLAN	CONSTRUCTION										
27 RONWOOD AVENUE STREETScape						PLAN		CONSTRUCTION				
28 A2B STREETScape CONTRIBUTION		PLAN		CONSTRUCTION								
29 AMERSHAM WAY STREETScape		PLAN		CONSTRUCTION								
30 CAVENDISH DR & SHARKEY ST AUT LINK STREETScape		PLAN		CONSTRUCTION								
31 MANUKAU SQUARE WORKS						PLAN		CONSTRUCTION				
32 PUTNEY WAY STAGE 2 STREETScape			PLAN		CONSTRUCTION							
33 CIVIC PRECINCT WORKS (STAGED PROJECTS)			PLAN		CONSTRUCTION							
38 PUHINUI STAGE 3 - WIRI RESERVE WORKS		PLAN		CONSTRUCTION								
39 PUHINUI STAGE 4 - MANUKAU INDUSTRIAL AREA WORKS		PLAN			CONSTRUCTION							
40 PUHINUI STAGE 5 - PUHINUI PARK WORKS (PLUNKET AVE)		PLAN				CONSTRUCTION						

Delivery Risks: The programme outlined above is indicative only and subject to a number of risks and dependencies including construction delivery risks, funding risks, resourcing and property market dynamics.

Summary of Manukau Programme Changes

Note on definitions: Not all figures are directly comparable as working definitions of key benefits such as housing (highest and best use vs minimum required) and acquisitions (SDF vs Capital Acquisitions) have evolved over time.



	2016 High Level Project Plan	2021 Programme Business Case Overview	2024 Programme Business Case Overview
Site sales	\$106M	\$134.0M	\$151.4M
Dwellings	487 for City Centre (plus unknown number for Wiri development)	1,000	1,080
Commercial GFA	N/A	105,000 sqm	84,000 sqm (plus 85 hotel units)
Public realm GFA	N/A	630,000 sqm	350,000 sqm
TVA	1.35:1	1.24:1	1.33:1
Cost - Capex	\$70M	\$123M	\$172.2M
Cost - Opex	\$1.9m for the first year to Framework Plan (April 2016 - June 2017)	\$17.5M	\$27.2M
Cost- Acquisitions	\$0M	\$0M	\$4.83M
End date	2041	2030	2034
Key reasons for changes:		<ul style="list-style-type: none"> + Te Papa South proposal in Hayman Park no longer proceeding + Slow down of work by Kainga Ora in the Wiri neighbourhoods + Deferral of Community Hub project 	<ul style="list-style-type: none"> + Government Property Group Employment Hub project indefinitely on hold + Acquisition of a 7.6 hectare parcel of land from Te Whatu Ora within the Puhinui Stream corridor + Allocation of AUT link from AT Walking and Cycling Network + Sportsbowl masterplan completed, implementation by others (reduction in Public Realm GFA benefits)

Vision: Manukau is the ***thriving heart and soul of the south***. Manukau Central is the gateway to affordable and sustainable urban living, a meeting place and a hub for learning, leisure, cultural experiences, surrounded by healthy neighbourhoods.

ngā mihi



Manukau Programme Changes – HLPP to PBCO 2024

	2016 High Level Project Plan	2021 Programme Business Case Overview	2024 Programme Business Case Overview
<i>Strategic case</i>			
Programme goals	<p>Goal 1: A colourful, vibrant, family friendly centre with a local heart, that reflects and celebrates our diverse cultures</p> <p>Goal 2: A strong, permanent residential population which lives, learns, plays and works within the centre</p> <p>Goal 3: New uses and activities support the centre’s emerging evening and weekend economy</p> <p>Goal 4: Hayman Park and Puhinui Stream are attractive, safe and accessible green lungs</p> <p>Goal 5: Manukau is a thriving visitor destination of choice</p> <p>Goal 6: The centre is reconnected to the south: its local people, anchors and neighbourhoods (Māori, Pasifika, Events Centre, Wero and Wiri)</p> <p>Goal 7: A desirable and innovative place to do business that promotes and stimulates local enterprise and attracts new investment</p> <p>Goal 8: Involvement of the local people in the urban redevelopment process contributes to</p>	<p>Goal 1 – function: a strong, permanent residential population in Manukau Central (from the current 700 residents to 10,000), allowing it to function as a vibrant and connected quality compact centre and place of manaakitanga, with an emphasis on local as well as regional activities and identity, supported by new and revitalised adjoining healthy neighbourhoods (with the current 5,300 residents growing to 10,000).</p> <p>Goal 2 – form: an urban and built form that is cohesive, walkable, human-scale, high-quality, resilient and responsive to the needs of residents and businesses and its natural environment.</p> <p>Goal 3 – people: strong and prosperous residential communities in Manukau Central and the surrounding area that are actively engaged in and enjoy the benefits of living, working and celebrating in a successful and culturally rich place.</p>	No change

	new community benefits and improved socioeconomic well-being		
Key moves	<p>Potential Key Move: Reconnect the centre to Vector Wero Whitewater Park and Wiri neighbourhoods with a new transport link</p> <p>Potential Key Move: Develop local amenities, services and events</p> <p>Potential Key Move: Reinvest the proceeds of site sales</p> <p>Potential Key Move: Lead the first high-density housing development</p> <p>Potential Key Move: Collaborate and deliver with The Southern Initiative (TSI)</p> <p>Potential Key Move: Continue and complete Hayman Park, revitalise the Sports Bowl and rejuvenate Puhinui Stream</p> <p>Potential Key Move: Redevelop underused car parks</p> <p>Potential Key Move: Develop Crown entity land, i.e. Manukau Super Clinic site</p> <p>Potential Key Move: Develop an exemplar, high quality, transit-oriented centre</p> <p>Potential Key Move: Develop an exemplar, high quality, transit-oriented centre</p> <p>Deliver places and spaces that</p>	<p>5 strategic moves:</p> <p>KEY MOVE 1: Realising the potential of the Puhinui Stream</p> <p>KEY MOVE 2: Creating a vibrant heart</p> <p>KEY MOVE 3: Developing the Wiri healthy neighbourhood</p> <p>KEY MOVE 4: Harnessing learning and innovation opportunities</p> <p>KEY MOVE 5: Enhancing community connectivity</p>	No change

	are safe and attractive, and reflect south Auckland's diverse cultures		
Economic case – Key Benefits			
Dwellings	487 for Manukau city centre (plus unknown number for Wiri development)	1000 Reason for change: confirmation of individual project scopes including significant housing in the Wiri Neighbourhood.	1080
Commercial	N/A	105,000 m²	84,000 m² Reason for change: <ul style="list-style-type: none"> • Removal of the large Government Property Group Employment Hub project. • Development strategy to subdivide sites into smaller parcels allowing smaller-scale commercial developments to occur • Removal of the 2 Davies Ave site (Ronwood car park building surrounding land) from the programme due to constraints and A2B land requirements.
Public realm GFA	N/A	630,000 m²	350,000 m² Reason for change: <ul style="list-style-type: none"> • Removal of the Manukau Sports Bowl from benefit forecasting since the masterplan has been completed and

			<p>delivery of sub-projects now rest with the Council.</p> <ul style="list-style-type: none"> • Reducing the public realm benefit area in Hayman Park from the entire park to just the wetland and playground. • Other minor adjustments as individual project scopes are confirmed
Site sales	\$106 million	\$134 million Reason for change: Revised site sale forecasts.	\$151.4 million Reason for change: Revised site sale forecasts.
Total Value Analysis (benefits to cost ratio)	1.35:1	1.24:1	1.33:1
Financial case			
Acquisition costs	\$0	\$0 Puhinui Te Whatu Ora land acquisition identified but not yet forecasted	\$4.83 million Reason for change: Acquisition of a 7.6 hectare parcel of land from Te Whatu Ora within the Puhinui Stream corridor to enable full connection route along the stream.

Capital expenditure	\$70 million	\$123 million Reason for change: construction cost escalation, covid-19 and confirmation of individual project scopes.	\$172.2 million Reason for change: project cost escalations, changes in scope to some projects, the inclusion of new projects, costs of sale of some site sale projects, spending forecasts being extended or deferred to the extended 2034 programme end date and changes in prioritisation which results in an increased overall investment cost over a longer period of time. See breakdown below			
Project breakdown	Project ID	Project Name	Project Type	2021PBCO Forecast	2024PBCO Forecast	Change in forecast
Site Sales changes	20768	Manukau - 14 Davies Avenue Site Sale	Site Sales	\$ 362,000.00	\$ 661,481.28	\$ 299,481.28
	20859	Manukau - 20 Barrowcliffe Place Site Sale	Site Sales		-\$ 25,243.13	-\$ 25,243.13
	22581	Manukau -10 Putney Way Site Sale	Site Sales	\$ 124,000.00	\$ 139,561.82	\$ 15,561.82
	22599	12 Manukau Station Rd Site Sale	Site Sales		\$ 300,000.00	\$ 300,000.00
	27390	Manukau - 8 Davies Avenue Site Sale	Site Sales	\$ 63,600.00	\$ 150,000.00	\$ 86,400.00
	27391	Manukau - 9 Osterley Way Site Sale	Site Sales	\$ 20,000.00	\$ 17,449.80	-\$ 2,550.20
	27392	Manukau - 33 Manukau Station Road Site Sale	Site Sales	\$ 60,000.00	\$ 83,497.00	\$ 23,497.00
	27560	Manukau - 50 Wiri Station Road Site Sale	Site Sales	\$ 290,000.00	\$ 2,807,040.09	\$ 2,517,040.09
	27774	Manukau - 2 Clist Crescent carpark Site Sale	Site Sales	\$ 150,000.00	\$ -	-\$ 150,000.00
	37330	Manukau Central - Civic Building South Land Development	Site Sales		\$ 2,000,000.00	\$ 2,000,000.00

Project breakdown	Project ID	Project Name	Project Type	Forecast	Forecast	Change in forecast
Public Realm changes	20330	Manukau- Barrowcliffe Pond Shared Pathway Works	Capital Project	\$ 75,000.00	\$ 846.49	-\$ 74,153.51
	20781	Manukau Civic - Square and Pavilion Temporary Works	Capital Project	\$ 800,000.00	-\$ 159,651.25	-\$ 959,651.25
	20845	Manukau Barrowcliffe Bridge Works	Capital Project	\$ 370,000.00	\$ 624,040.83	\$ 254,040.83
	22168	Manukau - Hayman Park Wetland Works	Capital Project	\$ 2,423,380.00	\$ 7,773,977.09	\$ 5,350,597.09
	22296	Manukau Puhinui Stage 2: CMDHB Walkway Works	Capital Project	\$ 9,650,000.00	\$ 14,193,084.69	\$ 4,543,084.69
	22583	Manukau Civic - Service Centre Contribution	Capital Project		\$ 433,082.00	\$ 433,082.00
	24904	Manukau - Puhinui Wiri Playground Works	Capital Project	\$ 40,000.00	\$ 51,714.45	\$ 11,714.45
	26589	Manukau Station Road - Streetscape Upgrade	Capital Project	\$ 7,500,000.00	\$ 12,759,789.50	\$ 5,259,789.50
	28467	Manukau - Small t projects 2021	Capital Project	\$ 50,000.00	\$ 222,113.00	\$ 172,113.00
	28468	Manukau - Small Transformation Projects	Capital Project	\$ 200,000.00	\$ -	-\$ 200,000.00
	28471	Manukau Square Works	Capital Project		\$ 13,800,000.00	\$ 13,800,000.00
	28472	Manukau - Osterley Way at Civic Streetscape Works	Capital Project	\$ 2,690,000.00	\$ 4,815,016.70	\$ 2,125,016.70
	28474	Manukau Puhinui Stage 3: Wiri Reserve Works	Capital Project	\$ 6,000,000.00	\$ 7,700,000.00	\$ 1,700,000.00
	28475	Manukau - Puhinui Stage 1: Ratavine Reserve Works	Capital Project	\$ 3,910,000.00	\$ 4,506,957.74	\$ 596,957.74
	28477	Manukau Puhinui Stage 5: Puhinui Domain (Plunkett Ave) Works	Capital Project	\$ 700,000.00	\$ 3,300,000.00	\$ 2,600,000.00
	28483	Manukau - Hayman Park Playground Works	Capital Project	\$ 5,700,000.00	\$ 7,138,600.72	\$ 1,438,600.72
	28484	Osterley and Amersham Way Streetscape Works	Capital Project	\$ 17,800,000.00	\$ 6,700,000.00	-\$ 11,100,000.00
	28486	A2B Streetscape contribution	Capital Project		\$ 4,300,000.00	\$ 4,300,000.00
	28488	Manukau - Parking Solutions	Capital Project	\$ 3,350,000.00	\$ 3,295,000.00	-\$ 55,000.00
	28495	Manukau - Sports Bowl	Capital Project		\$ 4,050,000.00	\$ 4,050,000.00
	28797	Manukau Wiri Bridge Capital Works	Capital Project	\$ 287,000.00	\$ 445,963.62	\$ 158,963.62
	29268	Osterley Way Stage 2 Streetscape Works	Capital Project	\$ 3,300,000.00	\$ -	-\$ 3,300,000.00
	30759	Manukau Public Art Investment	Capital Project		\$ 2,104,280.00	\$ 2,104,280.00
	31139	Manukau Small T Projects 2022	Capital Project		\$ 180,432.29	\$ 180,432.29
	31782	Small T Manukau	Capital Project		\$ 1,819,336.86	\$ 1,819,336.86
	31792	Karina Williams Way Extension Capital Works	Capital Project		\$ 2,974,222.36	\$ 2,974,222.36
	37273	Cavendish Drive & Sharkey Street AUT Link - Capital Works for Streetscap	Capital Project		\$ 10,172,338.17	\$ 10,172,338.17
	37327	Manukau Central - Civic Building Courtyard	Capital Project		\$ 1,000,000.00	\$ 1,000,000.00
	42690	Manukau - 14 Davies Avenue Access Lane project	Capital Project		\$ 5,548,970.70	\$ 5,548,970.70
	27248	Karina Williams Way Extension Works	Other	\$ 3,300,000.00	\$ 66,466.13	-\$ 3,233,533.87
	28470	Manukau Central - Community Facility Investment	Other	\$ 18,000,000.00	\$ 24,950,000.00	\$ 6,950,000.00
	37270	Ronwood Avenue - Streetscape Investigation	Other		\$ 10,994,000.00	\$ 10,994,000.00
Operating expenditure	\$1.9 million for the first year to Framework Plan (April 2016 – June 2017)		\$17.5 million	\$27.2 million		

Programme income	Refer benefits above	Refer benefits above	Refer benefits above
Management case			
Programme completion	2028* It was assumed development sites would be sold within 2-5 years and public realm improvements completed by 2028.	2032 Extended timeframes required to: <ul style="list-style-type: none"> • Get sites ready for sale • Resolve legal issues • Redevelop car parking sites in a staged manner • Complete large scale public realm projects 	2034 Additional time required to: <ul style="list-style-type: none"> • Adapt to property market conditions • Shift away from government office development • Support projects being delivered by others (e.g A2B)
Summary of programme focus	Focus on redeveloping sites in the heart of Manukau, undertaking extensive public realm improvements and regenerating the Puhinui Stream	No change	No change

*Timeframe taken from 2018 PBC

Onehunga acquisition

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- *would affect the commercial interest of a third party (s7(2)(b)(ii)); and*
- *would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)).*

Development site, Northcote - Go to market strategy

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19 Tripoli Road, Panmure - Go to Market Strategy

Author(s): Dawson Mutu

December 2024

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- *would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)).*

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- approve the sale of the vacant Own Your Own Home village located at 19 Tripoli Road, Panmure, being Part Lot 142 Deposited Plan 37895, containing 4,456m², via an open market sale process that aligns with unitary plan requirements.
- approve the reinvestment of the proceeds of sale back into the Own Your Own Home Unit Refurbishment Programme.
- delegate authority to the Chief Executive to execute the required documentation to sell the property at or above the independent valuation of current market value.

Whakarāpopototanga matua | Executive summary

- As a consequence of not being able to sell Auckland Council's interests in the Own Your Own Home Scheme, it has been agreed that Eke Panuku takes over the management of the portfolio from Auckland Council's Community Facilities team, then refurbishes and tenants all vacant units. It will sell down individual villages once all units within a village are owned outright by Council.
- Approval of the alternative disposal strategy was confirmed with Auckland Council's Executive and political leadership in September 2024.
- The only fully vacant village, 19 Tripoli Road, will be the first property sold from the portfolio. The sale proceeds from Tripoli Road will be used to refurbish Council's vacant Own Your Own Home units.
- 19 Tripoli Road, Panmure is located within an established residential location with several reserves and school facilities nearby. Mauinaina West Reserve abuts the rear of the site with pedestrian access linking through to the Queens Road retail area of Panmure which is in close proximity to the southwest of the property. The Panmure train & bus station is a short walk to the west of the Queens Road retail area or around 800 metres from the site.
- The site was developed in the 1970's with 17 self-contained one-bedroom units. All the units are currently vacant and have been extensively vandalised. For health and safety reasons, and to make the property more presentable for sale, all units will be demolished in January 2025.

6. [REDACTED]
7. Bayleys Real Estate’s value assessment of [REDACTED] dated November 2024, supports the independent valuation.
8. Auckland Council’s proposal to increase Development Contributions is expected to further impact the property’s value, particularly if the proposed [REDACTED] increase in fees is to be introduced in February 2025.
9. [REDACTED]
10. Council currently owns 80 of the scheme’s 150 units, 17 of which are at Tripoli Road. The estimated rental revenue to be generated from the remaining 63 units, once renovated, is estimated to be [REDACTED] per annum.
11. 19 Tripoli Road is no longer required for Panmure’s ‘green’ link; consequently, this obviates the need for any essential outcomes beyond unitary plan requirements. The property will therefore be sold without development outcomes so as to maximise value for reinvestment.

Horopaki | Context

12. The sale of all 14 properties within the Own Your Own Home Scheme portfolio, of which Tripoli Road is one, was approved by the Auckland Council Finance and Performance Committee in May 2022. As all units with the Tripoli Road village are now fully owned by Council, the property will be prepared for sale.
13. Under the Auckland Unitary Plan Operative in part notified on 15 November 2016, the site is zoned Residential - Terraced Housing and Apartment Buildings. This is a high-density zone within walking distance of rapid transit stops. Potential development in this zone includes buildings of up to 6 storeys subject to certain side and rear boundary setbacks. A special height control of 19.5 metres applies.
14. [REDACTED]
15. Development Contributions charged by Auckland Council are based on the number of new units created. The fact that there are already 17 approved units on the site is an advantage as development contributions are not payable for these units. [REDACTED]
16. Selling the site for a financial outcome allowing the market to determine what housing outcomes are achieved will maximise the value of the underutilised land so that the sale proceeds can be reinvested into the Scheme’s unit refurbishment programme.

Previous Board / Council engagement and decisions

Date and meeting	Document	Decision / Outcome
[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

17. The sale of Council’s interests in the OYOH portfolio as a one-line sale was unsuccessful, consequently, an alternative disposal method is to be initiated.
18. As all the units within the property are no longer occupied and have been repurchased by Council, there is no longer a requirement to continue the Own Your Own Scheme at 19 Tripoli Road.

19. [REDACTED]
[REDACTED]
[REDACTED]

Ngā ritenga ā-pūtea | Financial and resourcing impacts

20. In the current market, the sale of 9 Tripoli Road is expected to generate circa [REDACTED] less sale costs of approximately [REDACTED] which mostly comprise of cost to date, internal time, demolition costs, professional services, and legal fees.
21. The value of the site is expected to be reduced further should Council’s proposal to increase Development Contributions come to fruition.
22. It is expected the revenue generated from the site sale should increase over the next 6 - 12 months, thus providing sufficient funds to refurbish the vacant units in other Own Your Own Home villages. If the sale is not delayed, there is a risk that there may be a shortfall of funds required to complete the unit refurbishment programme.
23. Auckland Council has currently agreed to accommodate [REDACTED] in funding to refurbish the existing 63 vacant units, conditional on the monies being repaid from the Tripoli Road sale proceeds. Eke Panuku will require an additional [REDACTED] to refurbish the remaining vacant units as they become available and are repurchased by Council.
24. Existing internal resources will be used to undertake the work including procuring services, negotiating the sale and purchase agreement, and monitoring the contract.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

25. The most significant risks are the current economic conditions.
26. Given the current softness of the property market there is a risk that 19 Tripoli Road won’t sell quickly or will not receive offers that meet valuation.
27. Due to the current economic factors affecting property development, the sale of the site will be delayed. Timing the marketing of the site will help to mitigate this risk along with generally developer favourable terms on conditionality and settlement.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

28. The site sale will have an overall positive impact on stakeholders:
 - Panmure businesses should benefit from the additional population working or living in proximity of the town centre.
 - [REDACTED]
 - The Maungakiekie-Tamaki local board and Council will be informed of progress as required.
 - The proceeds from the sale of the property will be used to refurbish other units within the Own Your Own Home portfolio; the units will then be used to house over 100 older people within the Auckland region.

Tauākī whakaaweawe Māori | Māori outcomes impact

29. In September 2022, Eke Panuku provided early notification to mana whenua of the sale of council’s interest in the OYOH scheme and incorporated a weighting in the Expressions of Interest evaluation

process for the delivery of Maori outcomes. Early notification will again be provided to mana whenua advising that the Own Your Own Home properties will be sold individually on a village-by-village basis, and that Tripoli Road will be marketed for sale in 2025.

Tauākī whakaaweawe āhuarangi | Climate change impact

30. The site is not in a flood plain nor is it at risk of coastal inundation.

Ngā koringa ā-muri | Next steps

31. Following the deconstruction of the site's 17 units and once market conditions improve, the site will be marketed for sale through an open market sale process. The site will be offered for sale by way of Tender.

Ngā tāpirihanga | Attachments

There are no attachments for this report.

Ngā kaihaina | Signatories

Allan Young, GM Development

Marian Webb, GM Assets & Delivery

David Rankin, Chief Executive

143 Beaumont Street, 28 Madden Street, Wynyard Quarter

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- *would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)).*

Maungawhau and Karanga a Hape development programme – selection of an independent reviewer

Author(s): Kate Cumberpatch, Priority Location Director

December 2024

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- *would affect the commercial interest of a third party (s7(2)(b)(ii))*
- *would be likely to prejudice or disadvantage the position of Council (s7(2)(h)).*

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. endorses the scope of work, as set out in this report, for an independent reviewer to shadow the land sale process for the Maungawhau and Karanga a Hape programme, to have oversight of the key process decisions and approvals as approved in 2023 with the CRL Sponsors.
- b. approves the Chair Eke Panuku Board, and the Chief Executive to appoint the independent reviewer and confirm the brief after consulting with the City Rail Link Sponsors.
- c. receives the attachments to this report as an update on the Maungawhau and Karanga a Hape development programme.

Whakarāpopototanga matua | Executive summary

1. The City Rail Link Sponsors requested the Eke Panuku Board appoint an independent reviewer to shadow the land sale process of the Maungawhau and Karanga a Hape development programme. This requirement was at the request of the CRL Sponsors to provide assurance of the development process.
2. The proposed scope of work for the independent reviewer will align with key process decisions and approvals. The proposed scope of work is outlined in this report and a draft brief attached.
3. The independent reviewer needs to have knowledge of the private and public property sector, industry knowledge and legal expertise.
4. [REDACTED]
5. An update was provided to this Board in September and November. Attached to this report is a memo to be provided to the CRL Sponsors Representatives giving a recent update on the programme and outlining some issues with programme and infrastructure constraints in the area.

Horopaki | Context

6. In April and July 2023, the City Rail Link (CRL) Sponsors, being the Auckland Council Governing Body and the Ministers of Transport and Finance, approved the Eke Panuku Board be delegated decision-making governance to negotiate and conclude development agreements on behalf of City Rail Link Limited for the development land in the Maungawhau and Karanga a Hape development precincts.
7. The resolutions from the CRL Sponsors also included agreement that the Eke Panuku Board appoint an independent reviewer to shadow the land sale process to have oversight of the key process decisions and approvals to provide assurance to CRL Sponsors. The requirement for an independent reviewer was at the request of the CRL Sponsors.

Previous decisions		
Date and meeting	Document	Decision / Outcome
27 April 2023, Auckland Council Governing Body	Maungawhau and Karanga a Hape development precinct	Agree that the Eke Panuku Board will appoint an independent reviewer to shadow the land sale process to have oversight of the key process decisions and approvals to provide assurance to City Rail Link Sponsors.
13 July 2023, briefing to Minister of Transport and Minister of Finance	Maungawhau and Karanga a Hape development precinct	Agree that the Eke Panuku Board will appoint an independent reviewer to shadow the land sale process to have oversight of the key process decisions and approvals to provide assurance to City Rail Link Sponsors.

8. [REDACTED]
9. During October 2024, we had several workshops with the CRL property team and gained understanding of the work needing to be done by CRL before the sites are surplus to the rail transport work. This information has allowed us to determine the sites will be ready to begin a development process, either through marketing or offer to Whenua Haumi Limited Partnership for any with a right of first refusal obligation.
10. Given current information from CRL, in April 2025 seven development sites that will be ready to commence marketing, or a formal offer process. The remaining four development sites will be ready in December 2025.
11. Now is an appropriate time to appoint an independent reviewer and fulfil our requirement to the CRL Sponsors to ensure someone is engaged in time to commence the development process in April 2025.

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

12. The scope of work for the independent reviewer will align with key process decisions and approvals.
13. The CRL Sponsors have approved the market process, evaluation criteria, outcomes to be achieved through development, and set the minimum land value to be achieved.
14. The reviewer will be giving assurance to CRL Sponsors that the value has been maximised through the process undertaken, given the approvals to date from CRL Sponsors.
15. The proposed scope of work is set out in the table below:

Key processes or decision points through our development process
Decision on market process – CRL Sponsors already approved two stage process
Evaluation criteria – CRL Sponsors already approved
Outcomes to be achieved – CRL Sponsors already approved
Value to be achieved – CRL Sponsors already approved a minimum value
Market valuations
Offers made to Whenua Haumi LP under right of first refusal obligation
Eke Panuku Board approve go-to-market strategy and essential outcomes
Evaluation of submissions
Development agreement negotiations
Signing development agreements

16. The independent reviewer needs to have knowledge of the private and public property sector, industry knowledge and legal expertise.
17. We expect the independent reviewer to be engaged on an hourly rate. Their work will include seeing reporting, peer review of key processes and decisions, attending board decisions and possibly updating CRL Sponsor Representatives. They will ultimately need to report on the process. This report would need to be provided to CRL Sponsors. The independent reviewer is not expected to sit in on commercial negotiations with development partners.

18. [Redacted]
19. [Redacted]

Ngā ritenga ā-pūtea | Financial and resourcing impacts

20. The independent reviewer is expected to be engaged on an hourly rate.

21. The cost will be a cost of sale covered through the Maungawhau programme, funded through Eke Panuku's budget allocated by Auckland Council.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

22. The appointment of an independent reviewer is to provide assurance to the CRL Sponsors, thereby mitigating risk.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

23. The engagement of an independent reviewer is at the request of the CRL Sponsors and fulfils one of our obligations to the CRL Sponsors.

Tauākī whakaaweawe Māori | Māori outcomes impact

24. There are no impacts on Māori from the decisions sought in this report.

Tauākī whakaaweawe āhuarangi | Climate change impact

25. There are no climate impacts from the recommendations of this report.

Ngā koringa ā-muri | Next steps

26. Seek proposal(s) from the recommended person(s).

27. Chair and Chief Executive to execute supplier contract, following consultation with the CRL Sponsor Representatives.

Ngā tāpirihanga | Attachments



Ngā kaihaina | Signatories

Allan Young, GM Development

David Rankin, Chief Executive

Central Wharves Masterplanning Draft Project Plan

Author(s): Fiona Knox, Priority Location Director - Major Projects

December 2024

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. approves the draft project plan for the master planning of the central wharves as described in this report.

Whakarāpopototanga matua | Executive summary

1. Eke Panuku was given the task of leading a masterplan exercise for the central wharves as part of the Long-term Plan resolutions in June 2024. The Governing Body approved the reallocation of \$6m of Eke Panuku shared services savings over four financial years to progress the masterplan for Stage 1: Central Wharves. This included stakeholder engagement, masterplan preparation, regulatory approvals, planning for the first stage of capital projects and related implementation planning for these public assets.
2. There is a commitment from the Executive to “agree a project and programme plan with the Board by December”. This paper outlines a draft plan which will be iterated over time. We are in the early stages of a four-year process and will report back to the Board and Council as the work progresses.
3. This paper and attachments outline the proposed process for the first 18 months of work and getting to an agreed masterplan and business case. An indication of the proposed phases over the four years to 2028 is also provided.
4. The masterplan’s geographic scope includes Queens Wharf, Captain Cook Wharf, Marsden Wharf and Hobson Wharf Extension. It also includes the waterspace and associated breastworks that run parallel to the red fence.
5. In September the Eke Panuku team started preparing a draft plan to inform the material in this Board paper. Much of the team’s effort over September to November has been on the project initiation phases inclusive of Eke Panuku PMO processes. A key focus has been early engagement with iwi mana whenua and local boards. We have started a procurement process to appoint design experts.
6. The draft project plan outlines the need for four key inter-dependent technical workstreams. These will work in parallel, and each have an Eke Panuku Lead who will report into a core working group. This will ensure there is an overarching and integrated approach for the programme, effectively managing the interdependencies between workstreams.
7. The four key workstreams proposed are:
 - a. Masterplan development; An integrated, design-led process to investigate opportunities and constraints, inform location requirements and develop an agreed way forward. This will be an iterative process inclusive of engagement and consultation with elected members, mana whenua, key stakeholders and the public. The first stage of this process, to begin in early 2025,

will be testing the propositions and opportunities outlined in Framework Plan. Technical issues that were addressed in the Framework plan will be further tested, including providing analysis and advice on the appropriate planning response and consenting strategy.

- b. Programme business case (PBC) development; This will set out the case for change according to the five-case framework of the Better Business Cases model, i.e., the strategic, economic, commercial, financial and management cases. The delivery of the PBC will be staged, enabling checkpoints with the Project Steering Group. This will ensure the identification and testing of the most suitable option to achieve the vision and benefits developed through the masterplan process. The PBC will inform investment cases identified as necessary to progress key issues such as a cruise response on Captain Cook Wharf.
 - c. Infrastructure response; Comprising investigations and asset due diligence into the state of the wharves and waterspace. This will include developing an understanding of the climate response requirements, connectivity with city centre infrastructure (utilities and transport network), the development of asset management plans and the strategy required to address any regulatory requirements to enable the programme.
 - d. Transitional use strategy; Inclusive of a place-led approach on site that will foreshadow and communicate the potential future of the central wharves. The work will activate and test opportunities in the spaces, which will attract people to the location in a safe way.
8. The workstreams will be supported by a communications and engagement plan appropriate for each stage.
9. There are several important issues that need to be recognised and resolved to enable us to enter into the proposed work programme:
- a. While Eke Panuku Development Auckland will lead the work, we will need the collective, collaborative effort of a cross-council working group. We will need to draw from subject matter experts that have knowledge within the City Centre context.
 - b. We need an agreed position on the future of cruise, specifically the opportunity to remove cruise from Queens and Princes wharves. We will need agreement between all parties across the council group on this matter in the very early stages of the masterplan as this is the key to unlocking the potential of the wharves and waterspace.
 - c. There are dependencies with the Mayor's plan to make the most of Auckland's port and waterfront as endorsed by the Governing Body on 28 November 2024. In particular the proposal by Port of Auckland Limited (POAL) to extend Bledisloe and Fergusson wharves. The release of Captain Cook and Marsden wharves and the associated breastworks is contingent on POAL securing consent for the extension of Bledisloe to accommodate larger vessels, and its construction.
 - d. We need clear direction on roles and responsibilities and the asset transfer process that will be undertaken between POAL and Council regarding Captain Cook Wharf, Marsden Wharf and the breastworks. The process, agreement and timeframes for releasing these wharves has yet to be finalised between Auckland Council and POAL. Timeframe indications to date have been within five years.
 - e. Iwi mana whenua have advised that we need a structure to enable better governor to governor engagement, in addition to kaitiaki engagement. The Eke Panuku Māori Outcomes team is considering the best mechanism to enable appropriate Rangatira engagement. Our ability to

establish an agreed process for both Rangatira and Kaitiaki engagement is highlighted as a risk for this project's success and achievement of milestones.

Horopaki | Context

10. Through the Long-term Plan 2024-2034 decisions, the Governing Body:
 - a. Resolved for the transfer of Captain Cook and Marsden wharves and the associated land from Port of Auckland Limited to Auckland Council within two to five years, noting that any final decisions to transfer will be subject to the relevant consents for work on Bledisloe North being granted. POAL is clear that the extension of Bledisloe North needs to be completed before the transfer of Captain Cook and Marsden wharves can be concluded.
 - b. [that] A master-planning exercise for the central wharves will be undertaken to accommodate outstanding public space, cruise facilities, a strategy for cruise, reliable ferry services and maintaining port operations.
 - c. Approved the reallocation of \$6m of Eke Panuku shared services savings over four financial years to progress the masterplan for Stage 1: Central Wharves. This included stakeholder engagement, design, regulatory approvals and related implementation planning for these public assets.
11. The figure below provides the geographic boundary for the work – inclusive of reclaimed land, wharves and water space.

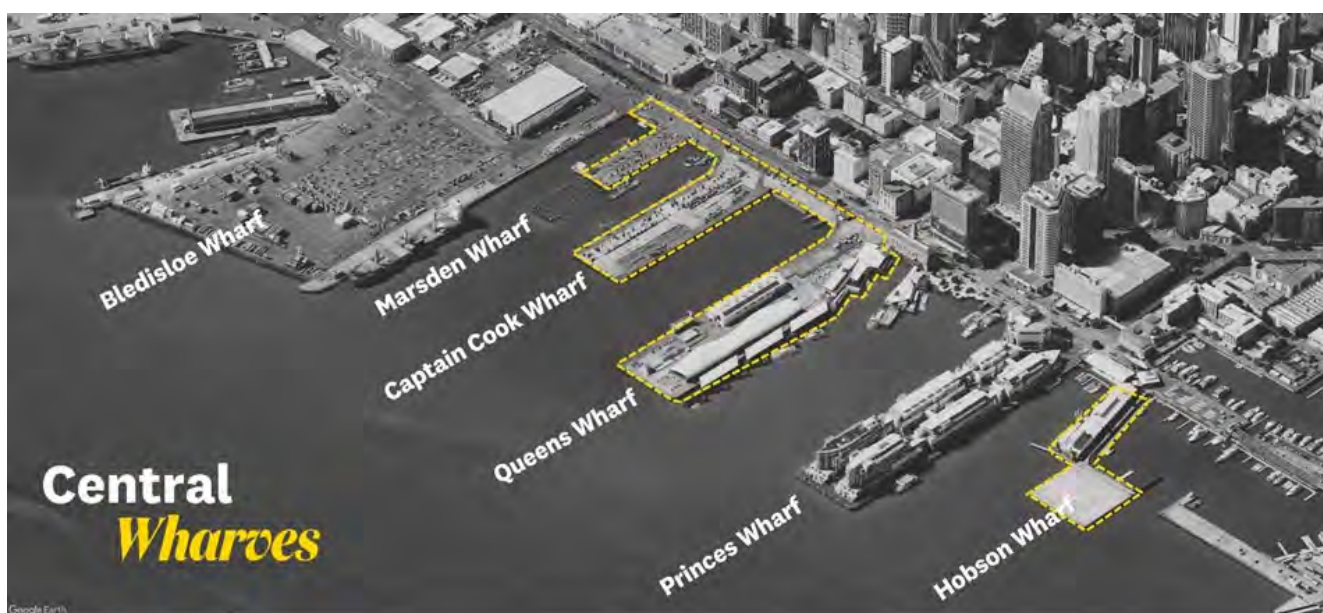


Figure 1: Central Wharves scope.

Governing Body / Eke Panuku Board engagement and decisions

Date and meeting	Document	Decision / Outcome
Eke Panuku Board 24 May 2023	Port Precinct Framework Plan - progress update	Noted.
Eke Panuku Board 25 October 2023	Port Precinct Framework Plan - progress update	Noted.
Eke Panuku Board 22 November 2023	Port Precinct Framework Plan- Decision Paper	That the Eke Panuku Board: Receive this report. Approve the Port Precinct Framework Plan. Note that the Framework Plan is scheduled to go to the Council in December 2023 as a Statement of Intent commitment.
Governing Body 16 May 2024	Long-term Plan 2024-2034 Mayors Proposal	That the Governing Body agree that the budgets for the final Long-term Plan 2024-2034 be based on the central proposal that was consulted on and updated as set out in the final Mayoral Proposal and supporting staff advice, including: <ul style="list-style-type: none"> a. providing for the transfer of Captain Cook and Marsden Wharves and the associated land from Port of Auckland Limited to Auckland Council within two-five years, noting that any final decisions to transfer will be subject to the relevant consents for work on Bledisloe North being granted. b. a master-planning exercise for the central wharves will be undertaken to accommodate outstanding public space, cruise facilities, a strategy for cruise, reliable ferry services and maintaining port operations.
Eke Panuku Board 24 April 2024	Port Precinct Framework Plan - progress update CE's report	Noted.
Governing Body 28 November 2024	Plan to make the most of Auckland's Port and Waterfront	That the Governing Body: a) ohia / endorse the objectives and strategic direction proposed in the Plan to Make the Most of Auckland's Port and Waterfront.

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

12. There is a commitment from the Executive to “agree a project and programme plan with the Board by December”. In September 2024 preparatory work within Eke Panuku started to scope out project requirements – focusing on:
 - a. Testing the Framework Plan, associated technical workstreams required to inform a masterplan, key milestones and resourcing of the team within the Council whanau and mapping out expected consultants needed and procurement approach.
 - b. Engagement with Iwi Mana Whenua – the project scope and background has been presented to the Eke Panuku Governance Forum. There have also been one to one meetings held with mana whenua who have requested individual hui.
 - c. Early engagement with stakeholders, starting with local boards.

Testing the Framework Plan Assumptions and Approach

13. The platform for our engagement and design work will be based on the [Port Precinct Framework Plan](#). This document was endorsed by the Governing Body through LTP decisions in June 2024.
14. The final masterplan will provide direction on several challenges and opportunities that Auckland has been grappling with for many years. The process of getting there provides the opportunity to consider the wharves and waterspace in a strategic way, and how these important assets connect to the City Centre, waterfront and Te Waitematā.
15. The figure below outlines the approach to considering and testing options and getting to a final masterplan and programme business case by April 2026.

Central Wharves **DRAFT Programme : Sept 24 – April 26**

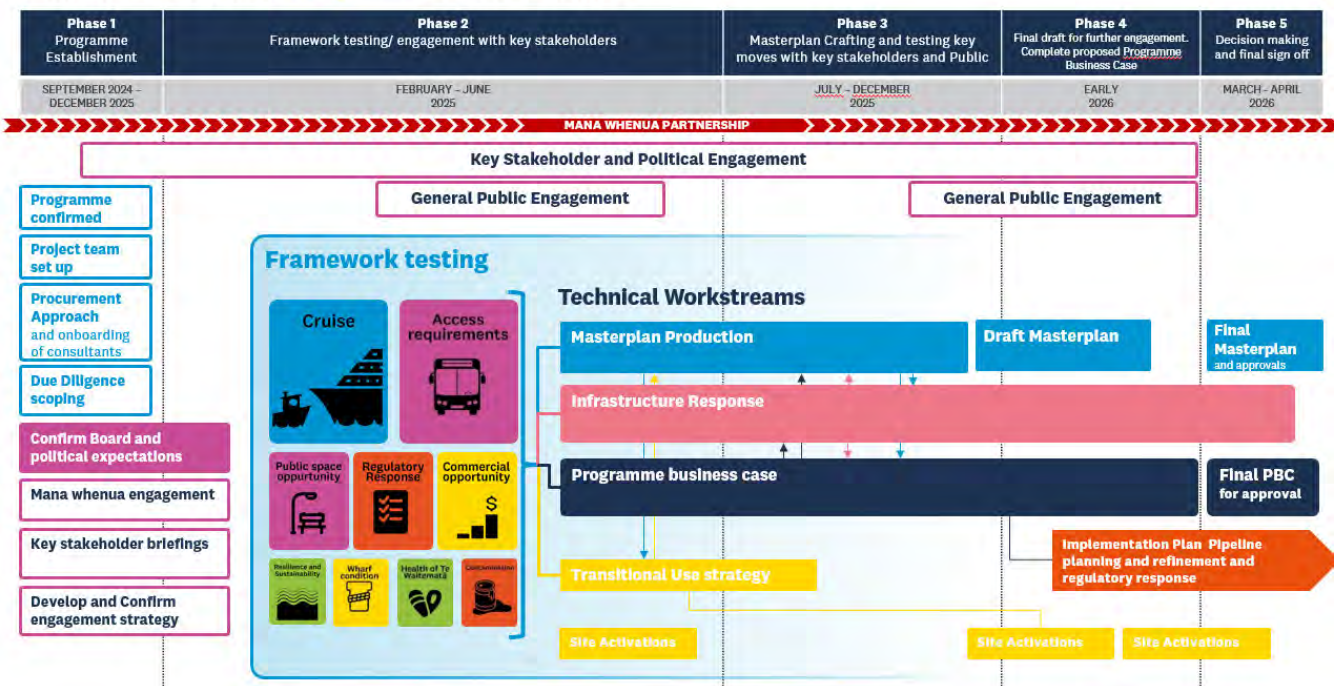


Figure 2: Draft Process – Sept 2024-April 2026

16. The first phase of work will be to test the assumptions and approach recommended in the Framework Plan. This testing phase will create content that will help scope the four technical

workstreams. The technical workstreams are inter-dependant in that each will inform decisions on scope, priority and timing, contribution to the vision, costs and delivery. It should be noted that in a process such as this over four years:

- a. Some workstreams will advance faster or have higher intensity at different times depending on the focus and issue at hand.
 - b. The approach will mean that we will procure supporting consultants at different times. For example, design services are being procured in December so that we are set up for the Framework Plan testing early in the new year.
17. As lead agency, Eke Panuku Development Auckland will lead a cross-council working group to develop the Central Wharves Masterplan, along with associated technical workstreams that will inform the masterplan and also the pipeline of projects.
18. The work will need to:
- a. Consider and align other related city centre and waterfront projects, such as Waihorotiu Queen Street Valley precinct planning and the planning underway by Ngāti Whātua Ōrākei Te Tōangaroa Precinct.
 - b. Advance a joint response to the future of cruise, specifically, the opportunity to remove cruise from Queens and Princes wharves.
 - c. Advance the thinking around Queens Wharf, including the infrastructure needed for low emission ferries, the future of the Cloud, and the Government’s ownership and response.

Workstream Objectives

19. Table 1 outlines the four key workstreams and objective of the work:

Workstream	Objective
Masterplan production	<p>Develop a masterplan for the Central Wharves that will contribute to achieving the wider waterfront vision. This phase will take its lead from the Framework Plan testing phase. Content and staging will be informed by:</p> <ul style="list-style-type: none"> • The technical workstreams • The regulatory process and likely consenting strategy • Communications & engagement with elected members, iwi mana whenua, key stakeholders and the general public.
Infrastructure response	<p>Create a comprehensive set of information related to the infrastructure within the central wharves scope inclusive of wharves and waterspace. Understanding the current state and network connections to the site will be the first stage of work. This will then inform the options tested through the masterplan. The funding required for asset improvements will be tested through the programme business case and investment case response.</p> <p>Note that the role of Eke Panuku needs to be agreed and defined particularly as it relates to POAL asset transfer process to Council.</p>

Workstream	Objective
Transitional use strategy	Develop and deliver a place strategy that foreshadows and communicates the potential future, shows momentum and attracts people to the space in a safe way. An early focus will be to activate spaces and to test the possibilities to inform design.
Programme Business Case and supporting investment business cases	Deliver a PBC that will outline the strategic and economic case, commercial case, including options for investment in the central wharves. This will explore the range of development options. The PBC will include the projects, timeline and funding required to deliver the preferred development option represented by the masterplan.

Table 1: Suggested workstreams and objectives.

20. As noted above, all of these workstreams will:
- Have a project lead that will manage the process and bring updates to the core working group and on to the relevant governance groups.
 - Need to be supported by external consultants.
 - Need to interact with each other at key times to test assumptions, agreed on detail or raise issues and risks as they relate to project or programme.
 - Be supported by the communications and engagement plan – for elected members, mana whenua, key stakeholders and the general public.
 - Be supported by established Eke Panuku PMO processes.
 - Be supported by planning and regulatory expertise at the right time.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

Proposed Governance

21. Given the location of the central wharves and the significance of this opportunity, the project and governance structure will be important to get right. Figure 3 outlines a suggested approach to governance and reporting.

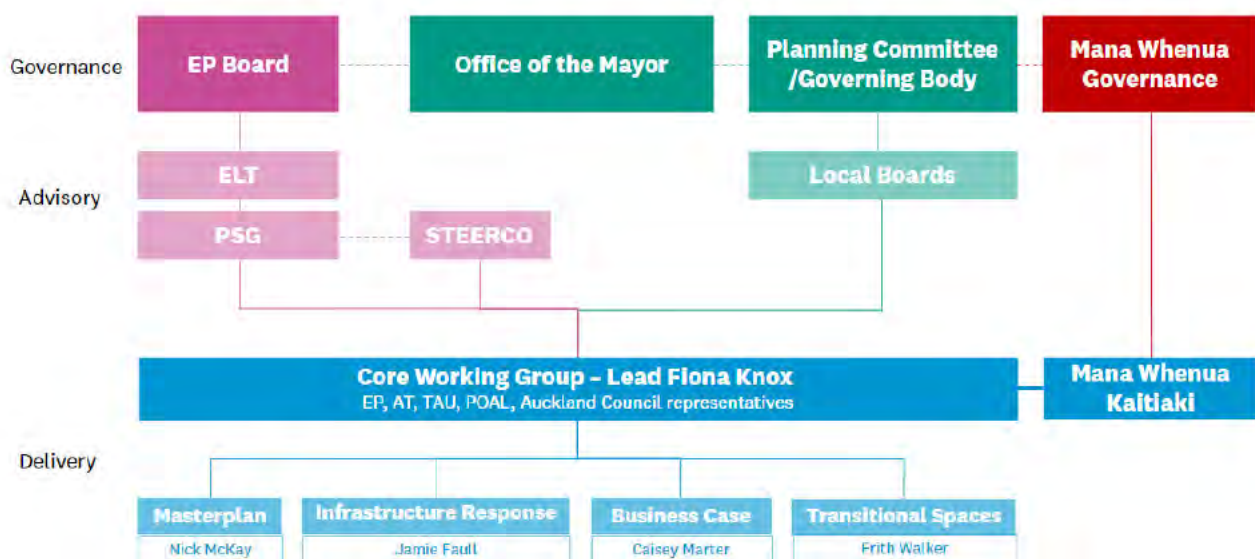


Figure 3: Suggested Governance and reporting structure

22. In May 2024 Eke Panuku provided advice to the Council that the central wharves programme would require an estimated opex budget of between \$5.8-\$6.2m. Through the LTP this budget was revised to \$6m in line with the future savings Eke Panuku had advised it would achieve.
23. The forecast was developed by estimating the internal and external resources needed to deliver each phase of work. Within Eke Panuku, 23 FTE equivalent internal specialist resources were identified as required over time to complete the masterplan including design, capital delivery, asset management, strategic projects, communications and engagement. External consultant support was scoped and identified based on similar projects including Te Ara Tukutuku, Wynyard Quarter and Onehunga Wharf. The external support will come from a range of technical specialists including but not limited to architects, civil and coastal specialists, quantity surveying, transport and landscape specialists.
24. A high-level forecast for the next four years has been prepared (see Table 2). At this stage we have prioritised the forecast for FY25 in terms of more detailed interrogation of internal and external resources for the rest of this financial year. This forecast reflects the pace, range of Eke Panuku SME's and the planned deliverables that will be required between now and July 2025. Note that *FY26-28 are at a high level only and need to be further developed.
25. Following confirmation of Eke Panuku's role in the asset transfer process we may be required to re-forecast for the infrastructure response workstream.

	Opex	FY25	FY26*	FY27*	FY28*
Programme/ Project Business Case Workstream					
	Staff Costs	\$25,000			
	Consultant Costs	\$25,000			
Engagement Workstream (including Transitional Uses)					
	Staff Costs	\$150,000			
	Consultant Costs	\$200,000			
Masterplanning					
	Staff Costs	\$150,000			
	Consultant Costs	\$100,000			
Infrastructure Response * pending confirmation of the Eke Panuku role in the wharf asset transfer process					
	Staff Costs	\$50,000			
	Consultant Costs	\$150,000			
Total		\$800,000	<i>Est \$1.2m</i>	<i>Est \$1.6m</i>	<i>Est \$1.5m</i>

Table 2: Four year budget forecast

26. Capital investment in the Central Wharves is not budgeted for in the current Long-term Plan and future delivery will require significant additional investment by Council. As work proceeds on the masterplan, required infrastructure response and programme business case, a picture of the required future capital investment will be developed. As this information emerges and the masterplan is considered by the council, further discussion and direction will be sought on the best approach to securing the required LTP investment.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

27. The issue of the port and the role and future of the wharves has historically been a controversial topic. Previous work undertaken by legacy agencies has been complicated by a range of factors and this location has historically drawn-out differing and very strong views.
28. It would not be unexpected that the same issues arise out of this process. It will be necessary to be able to report these issues through the Governance process suggested and receive guidance at appropriate times.
29. The following risks and mitigations are being considered by the project team at this stage of the process. Each individual workstream will need to keep a list of risks and mitigations to report through to the core group.

Risk	Mitigation
The release of the Captain Cook and Marsden wharves from POAL is contingent on POAL receiving consent for Bledisloe North wharf extension	This is out of Eke Panuku control. It is understood that POAL will be seeking to fast track this consent. The Governing Body has provided support for this step. If these wharves are not released the ability for any major moves represented by the masterplan would be reduced.
Lack of agreed governance structure and process for raising issues	A clear governance structure needs to be agreed by all parties, including a clear channel for issue resolution.
Lack of alignment across the council group – particularly in relation to the future of cruise and POAL’s plans. We will not be able to do our work unless the cruise approach is agreed.	Cross council group being established to work collaboratively through the issues. It will be important that members of this group engage constructively. Joint CE’s discussion necessary on cruise response.
Additional requests outside of programme	Regular updates through to the Mayor’s Office, ELT, Board and Policy & Planning Committee Chair.
Lack of role clarity around due diligence and asset transfer of Captain Cook, Marsden and the breastworks	Clear direction will be sought on the process that will be undertaken between POAL and Council regarding the transfer of the wharves. Need to be clear on what Eke Panuku’s role and access to key information will be.
Lack of alignment / different outcomes sought between iwi	Eke Panuku Māori outcomes team will work closely with relevant iwi to try to achieve common understanding and agreement. Clear governance structure for Rangatira to engage with confidence.
Stakeholder and public expectations for what might be possible / desirable	Clear communication and engagement strategy to communicate the constraints and realistic opportunities for the wharves and breastworks.

Risk	Mitigation
Historic public and mana whenua opposition to expansion into the harbour	We are aware of through previous projects that these are issues that are raised. Through the masterplan work, providing options for testing is the best way to bring out the full range of responses based on all of the wharves not just one. These will be the options that the Planning Committee will need to consider when making a decision on the masterplan and projects.
A large investment will be required by Council to deliver on the masterplan	The preparation of business cases alongside masterplanning is the approach that will be taken. Business cases include the option of 'do minimum' and preferred options for consideration based on financial and not financial outcomes. These will need to be considered by the Planning Committee when making a decision implementation and pipeline of projects.
CCO review and loss of momentum on the project	Management of expectations of milestones and deliverables based on CCO review outcomes.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

30. A thorough community engagement and consultation process will be needed to engage Aucklanders and a range of waterfront and city centre stakeholders to develop a plan for this significant city shaping initiative.
31. Key stakeholder engagement is built into our process as we know of the specialist interests of a range of stakeholders through our work on the waterfront and city centre. We will engage with industry sectors – such as the cruise industry, marine and tourism operators, we will reach out via our Council colleagues who hold the relationships in key sector areas.
32. A memo has been sent to all local boards offering to provide further details and discussion on request. We have held workshops with Waitemata and Waiheke Local Boards in October and Devonport-Takapuna in November. To date there has been appreciation from these parties that we are engaging early on process. There has also been good discussion around the opportunities of the work. Queens Wharf attracts the most focus and the conversation around the future of cruise.
33. A communications and engagement strategy has been developed, to ensure appropriate engagement with stakeholders and the public. Key elements of this engagement include:
 - a. An initial round of public engagement is being planned for March 2025, to introduce the project to Aucklanders and seek input on the high-level vision and potential role for each wharf as outlined in the Framework Plan.
 - b. This will involve a combination of activities on site, online feedback through the council's AK Have Your Say platform, and a communications and social media campaign.
34. We will discuss the project at an upcoming City Centre Advisory Panel meeting in the new year, following a presentation on the cruise industry lead by Tātaki Auckland Unlimited in December.
35. We will consult the community on the draft masterplan once this is developed.

36. The Transitional Use strategy will also form an important part of our engagement and presence on site.

Tauākī whakaaweawe Māori | Māori outcomes impact

37. A verbal update has been provided to the Eke Panuku Governance Mana Whenua Forum in October, in line with our no surprises approach.
38. Through this kōrero there was feedback that a structure than enables governor to governor engagement will be required, in addition to kaitiaki engagement. The Eke Panuku Māori Outcomes team is considering the best mechanism to enable appropriate Rangatira engagement.
39. The Head of Māori outcomes has been contacting the Governors of the nine iwi mana whenua who have requested engagement on this kaupapa. Based on initial kōrero it sounds like a decentralised focus of engagement is being requested.
40. Getting an agreed process will enable the project team to have clarity on reporting expectations and progressing the technical workstreams with the Kaitiaki members. A lack of clarity and lack of momentum on this issue is highlighted as a risk for this project success.

Tauākī whakaaweawe āhuarangi | Climate change impact

41. Sustainability and climate change adaption objectives and requirements will be embedded into the masterplan development and the infrastructure response. We would expect to have Auckland Council subject matter experts and supporting consultants advising the team.
42. We will need to get an agreement from Auckland Council on the baselines assumptions to ensure our thinking and eventual capital works will be sufficiently future proofed and not relitigated over time.

Ngā koringa ā-muri | Next steps

43. After the Board's feedback, the next stage is to:
- a. Engage with the Mayor's Office on the issues outlined in this paper.
 - b. Formalise a core project team to start planning for framework testing in the new year.
 - c. Procure design consultants to assist with the framework testing and masterplan development.
 - d. Develop a procurement approach from the remainder of the consultant support needed.
 - e. Continue early stakeholder engagement based on the messages outlined in this programme.
 - f. Finalise plans for public engagement in March 2025.

Ngā tāpirihanga | Attachments

Attachment A – Supporting Slides

Attachment B – Programme Schedule

Ngā kaihaina | Signatories

Gyles Bendall, GM Design & Place

Ian Wheeler, Chief Operating Officer

David Rankin, Chief Executive

Central Wharves

Programme

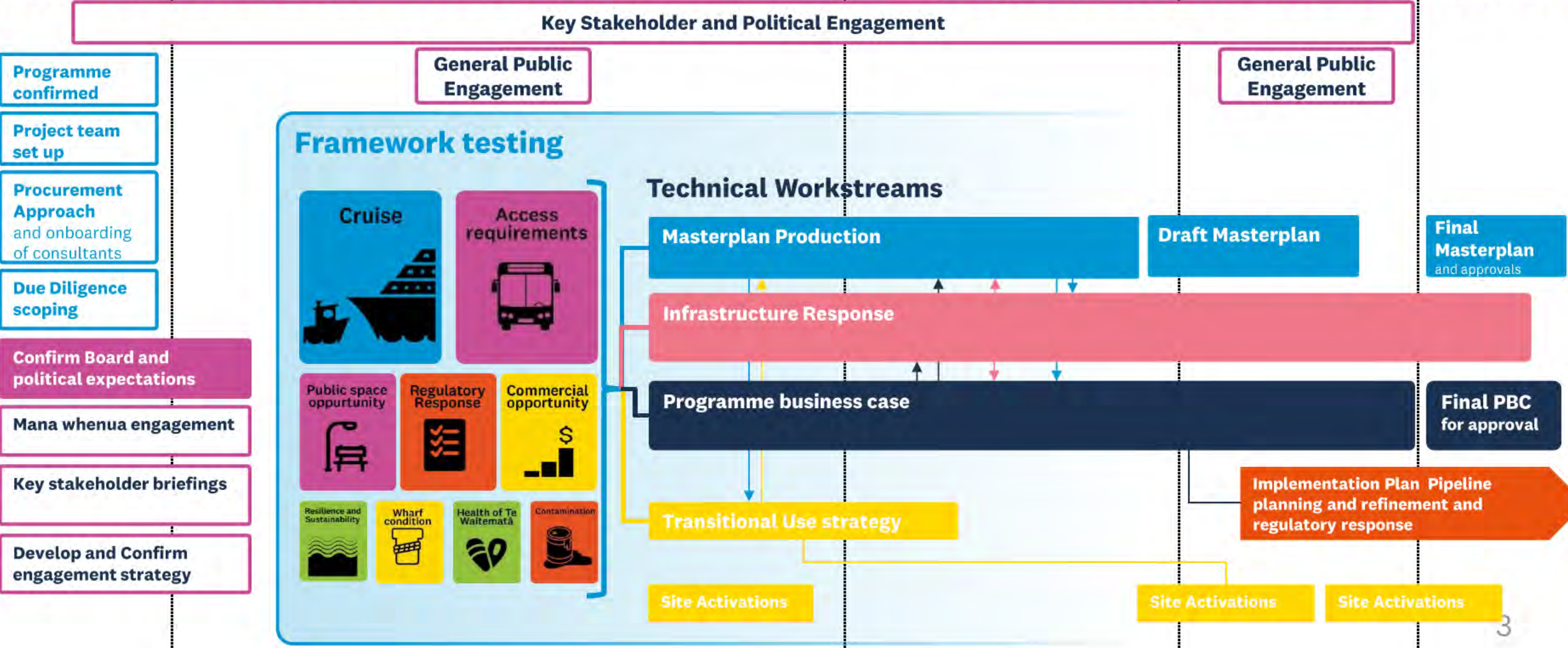


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1. Programme Summary

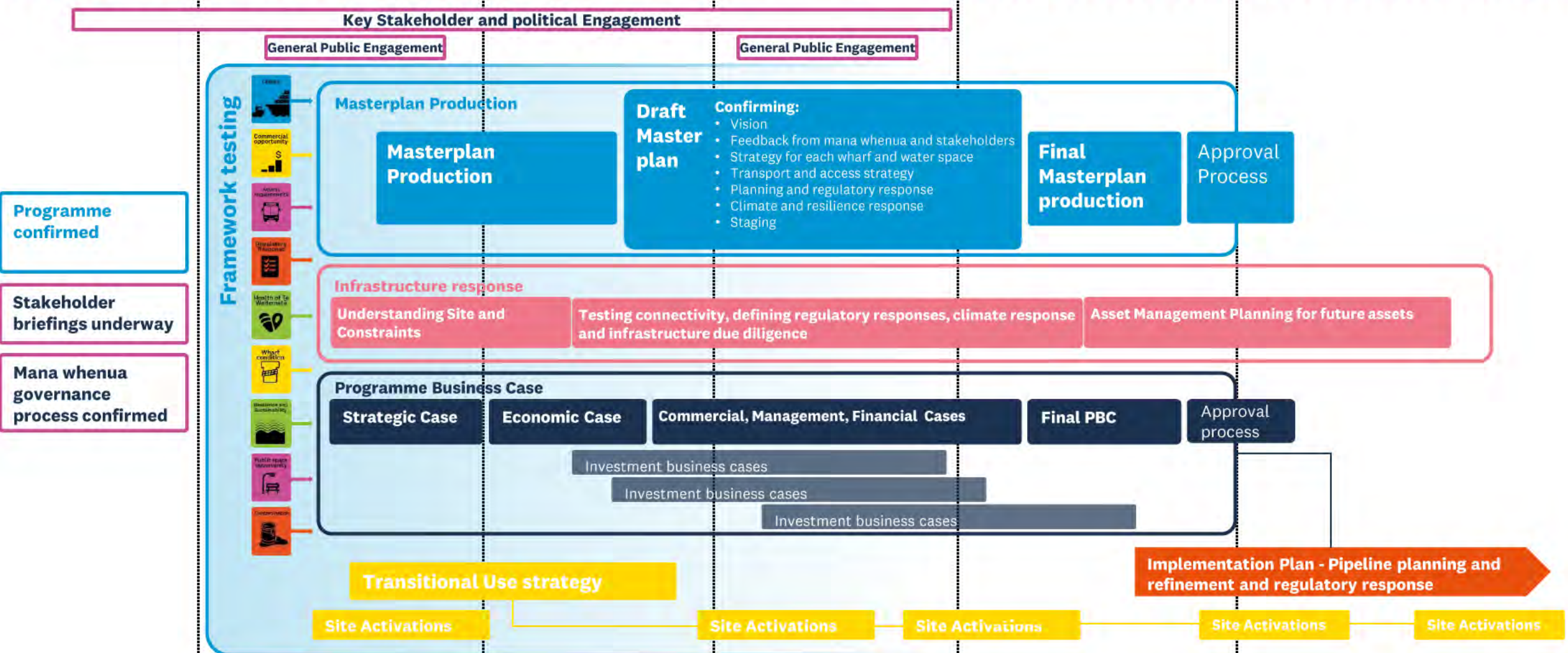
Central Wharves **DRAFT Programme**: Sept 24 – April 26

Phase 1 Programme Establishment	Phase 2 Framework testing/ engagement with key stakeholders	Phase 3 Masterplan Crafting and testing key moves with key stakeholders and Public	Phase 4 Final draft for further engagement. Complete proposed Programme Business Case	Phase 5 Decision making and final sign off
SEPTEMBER 2024 – DECEMBER 2025	FEBRUARY – JUNE 2025	JULY – DECEMBER 2025	EARLY 2026	MARCH – APRIL 2026

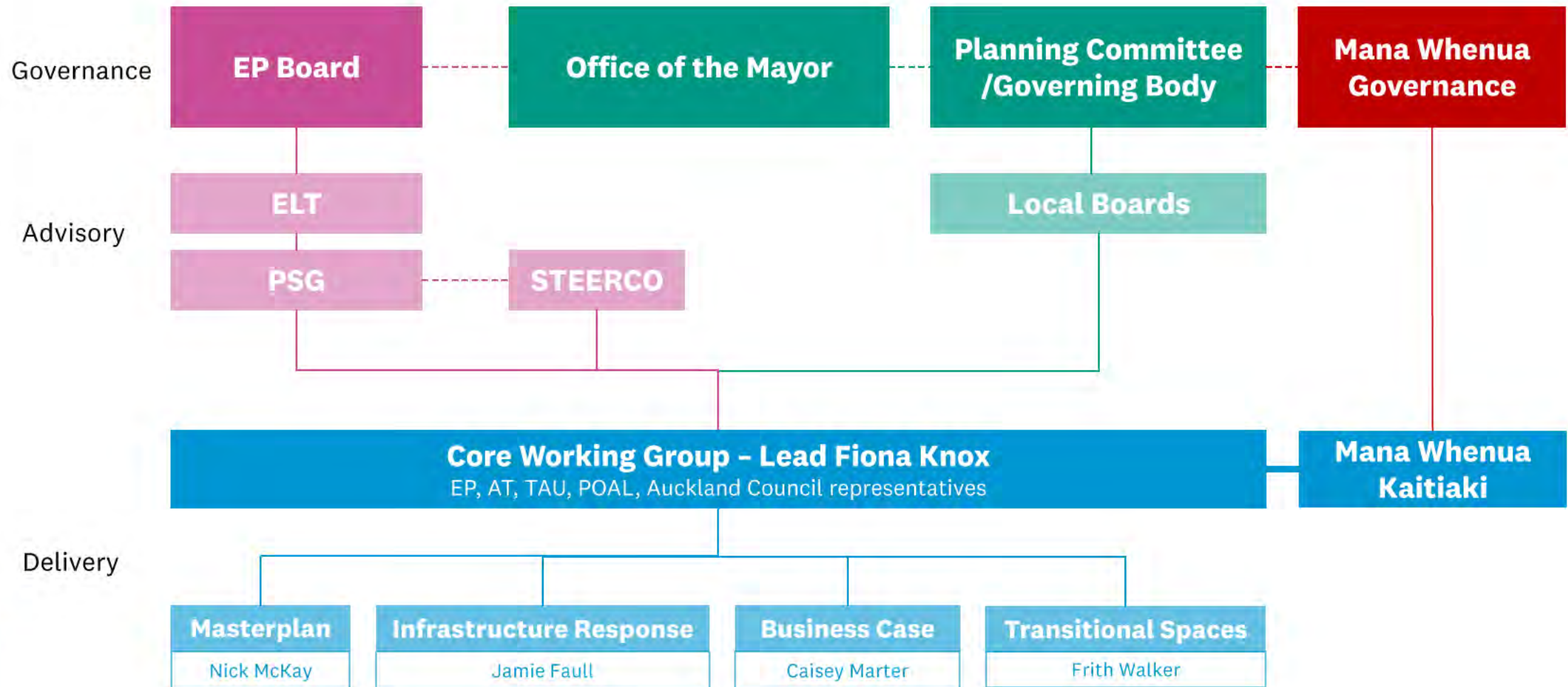


Central Wharves **DRAFT Programme** : Sept 24 - June 28

Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6
Programme Establishment	Framework testing/ engagement with key stakeholders	Masterplan Crafting and testing key moves with key stakeholders and Public	Final draft for further engagement. Complete proposed Programme Business Case	Decision making and final sign off	Priority projects identified, agreed, funded
SEPTEMBER 2024 - DECEMBER 2025	FEBRUARY - JUNE 2025	JULY - DECEMBER 2025	EARLY 2026	MARCH - MAY 2026	JUNE 2026 - 2028



Reporting Lines and Governance



Resource Summary – Four Year Budget

Opex	Fy25	Fy26*	Fy27*	Fy28*
Programme/ Project Business Case Workstream				
Staff Costs	\$25,000			
Consultant Costs	\$25,000			
Engagement Workstream (including Transitional Uses)				
Staff Costs	\$150,000			
Consultant Costs	\$200,000			
Masterplanning				
Staff Costs	\$150,000			
Consultant Costs	\$100,000			
Infrastructure Response* pending confirmation of the Eke Panuku role in the wharf asset transfer process				
Staff Costs	\$50,000			
Consultant Costs	\$150,000			
Total	\$800,000	<i>Est \$1.2m</i>	<i>Est \$1.6m</i>	<i>Est \$1.5m</i>

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2. Technical Workstreams



2.1 - Preparing the masterplan

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Objective of this **workstream**

Develop a masterplan for the Central Wharves that will contribute to achieving the wider waterfront vision as being:

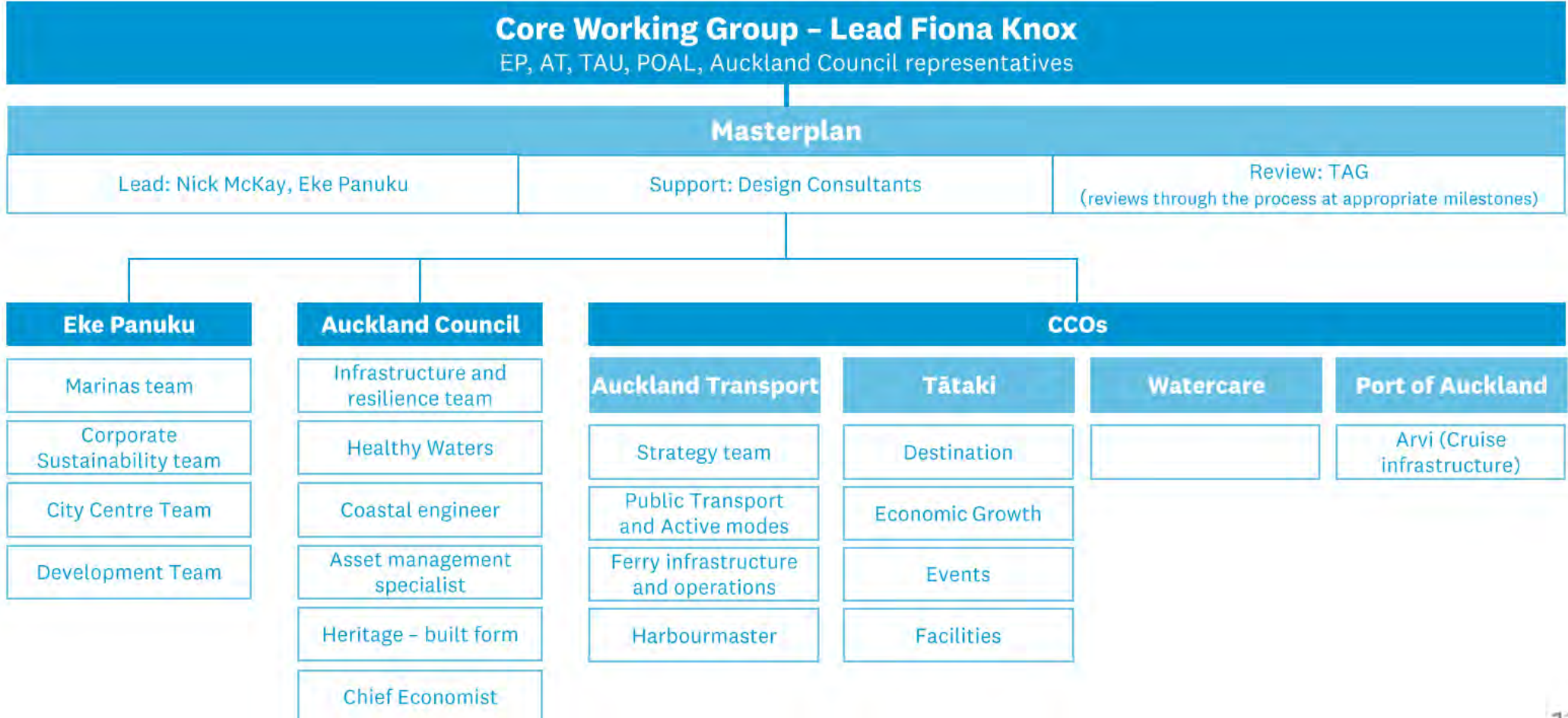
“a world-class destination that excites the senses and celebrates our sea-loving Pacific culture and maritime history. It supports commercially successful and innovative businesses and is a place for all people, an area rich in character and activities that link people to the city and the sea”.

Specifically, we will:

- **Test the Framework Plan** ideas developed over 2023 with mana whenua, key stakeholders, the general public and elected members
- Create updated content for all of the wharves and waterspaces – testing the waterfront goals
- Outline the short, medium and long-term priorities and likely funding
- Test with the development community/private sector the opportunities of the site
- Develop more detailed information to inform decisions – around funding and commercial opportunities/partnerships

Resources

Masterplanning Workstream (TBC)



Prioritising Queens Wharf

- Queens Wharf is an important heritage site has been seen as the **peoples' wharf** since 2011. It is currently used for public access, events, ferries and cruise.
- It is a key **regional transport hub**, with recent expansions to the Downtown Ferry Terminal on the western side and proposed electric ferry charging on the eastern side.
- All of these uses have created demands on the wharf that are sometimes in conflict for space and incompatible.
- It is accepted that this wharf does not function well and the opportunity of the Masterplan Process will bring a chance for more clarity over time
- This includes the future of **the Cloud**, the potential return of **Shed 11** and the relocation of cruise entirely off QW and Princes Wharf to release these wharves and waterspace from this activity.
- It is the wharf that is more easily able to capture the attention of stakeholders and a place that early engagement can occur – through on-site activation and transitional uses.

Prioritising Cruise

- Eke Panuku is clear that without cruise moving off Queens & Princes wharves, the opportunity for a transformation shift in opening up the waterfront is limited.
- We are aware that our view and Port's view are not aligned, or there are different drivers to reach this decision including who pays for the extension of Captain Cook.
- At the earliest stage we need a commitment (agreed MOU?) on how we work through this issue and its resolution between ourselves, POAL and the Mayor's Office/Auckland Council.
- Note that adjoining work would need to start relating to the asset condition of Captain Cook Wharf and the extension possibilities
- *What can we test early?*
- *What can we test without answering cruise?*



2.2 - Infrastructure response

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Objective of this **workstream**

To create a comprehensive set of information on the infrastructure within the CW scope – inclusive of wharves and waterspace. This information will inform the masterplan proposition and the programme business case and investment case response.

Specifically, we will:


- Review the assets within the CW scope to verify current condition
- Development of high-level asset management plans developed to a level that will allow for future LTP forecasts

Need to know what is in, what's out? e.g

- Are we doing the establishment of the value of Captain Cook Wharf, Marsden Wharf and the breastworks as it relates to the transfer from POAL to Auckland Council?

Considerations and Constraints

Height controls



Sea level rise



Contamination



CMA occupation
35 years



Water space



Stormwater



Bulk Infrastructure



Access requirements



Health of Te Waitemata



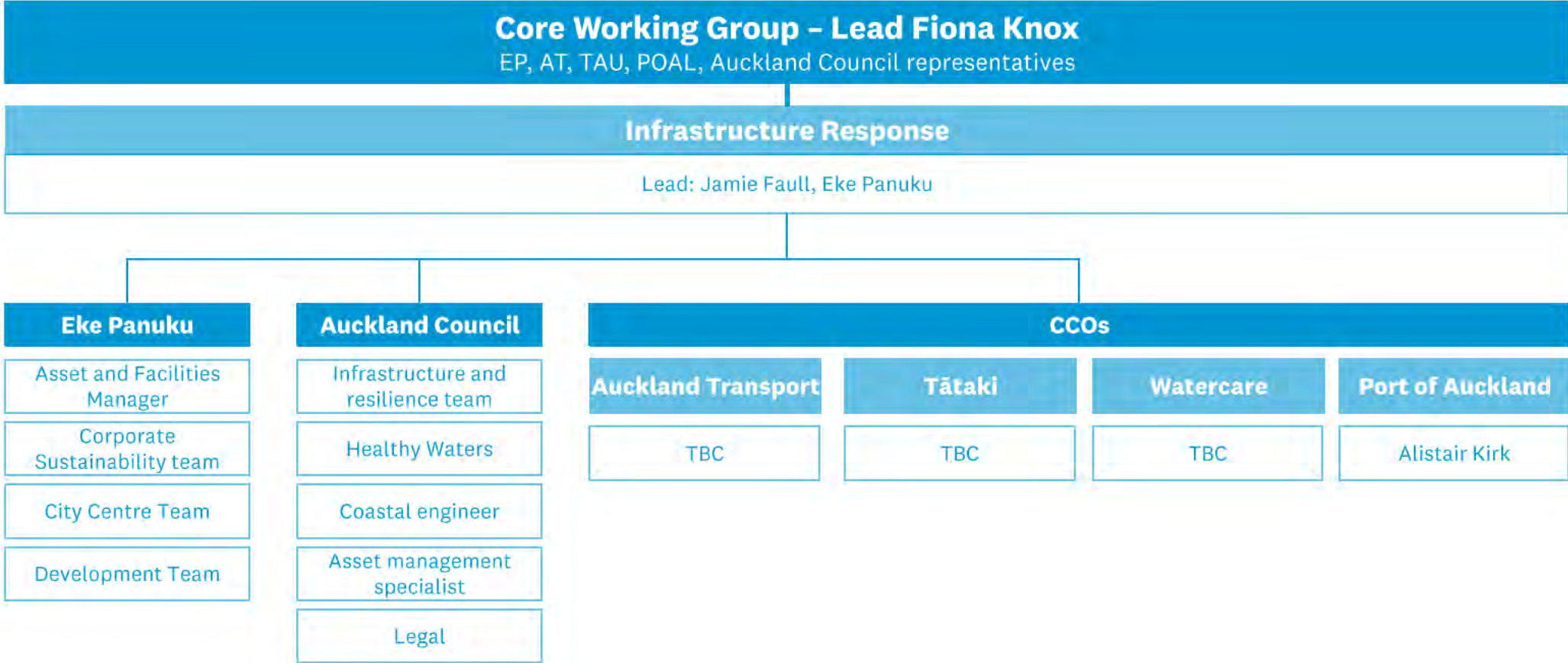
Wharf condition



Central Wharves

Resources

Infrastructure Response Team (TBC)



2.3 - Transitional Use Strategy

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Objective of this **workstream**

- Develop and deliver a **place strategy** that:
 - Foreshadows and communicates the potential future
 - Shows momentum – attracting people to the space in a safe way
 - Activates spaces to test - the opportunity of these locations - and increases connection to the harbour's edge (possibly part of the admiralty steps?)

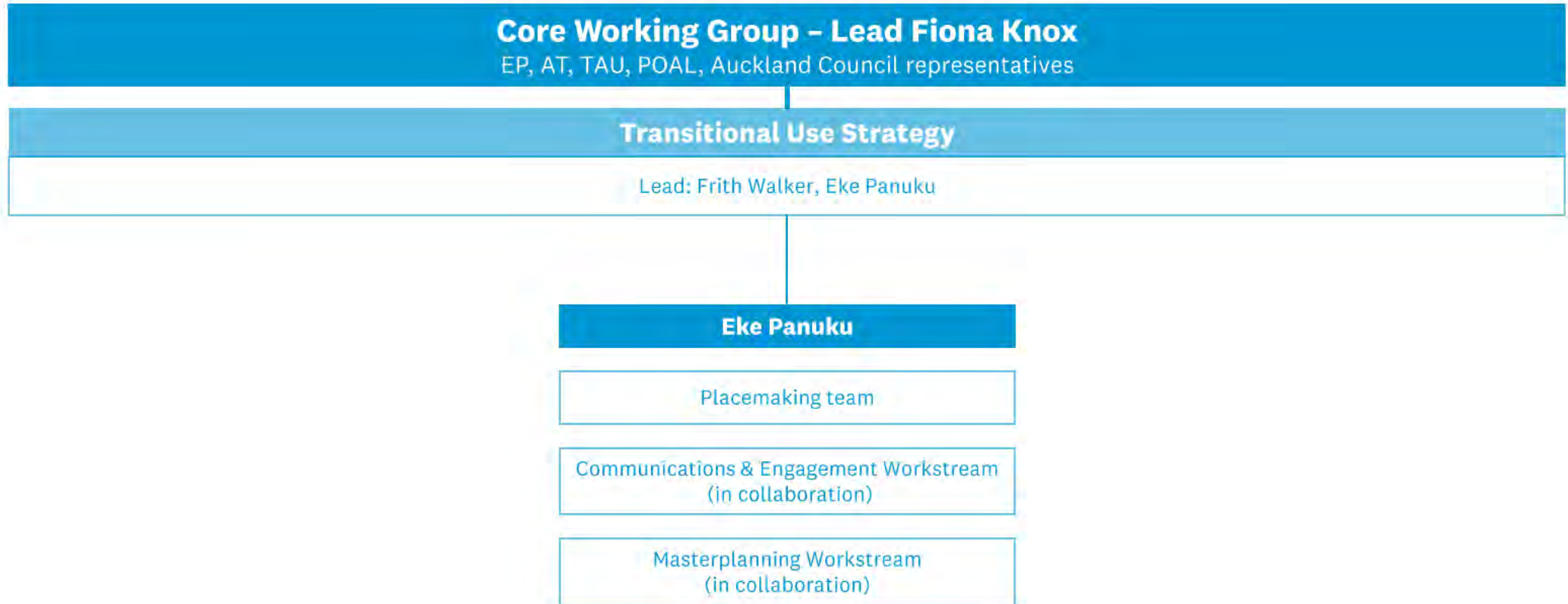
Specifically, we will:

- Design and deliver activity that makes it a loved space open to the public
- Encourage public use in an intentional and proactive way
- Test future uses and encourage visitation in a low-cost way ("Lighter, Quicker, Cheaper")
- Leverage vacant sites (e.g. Cloud removal mid 2026) - preventing blight and anti-social behavior

Establish a presence on site

Resources

Transitional Use Strategy (TBC)



Design and delivery supported by consultant – Central Wharves Masterplan Consultant Design Team (Showtime)

2.4 - Programme Business Case & Pipeline projects

Objective of this **workstream**

Deliver a PBC that will outline the strategic and economic case, including options for investment in the central wharves, explore the range of development options. The PBC will include the projects, timeline and funding required to deliver the preferred development option represented by the masterplan

Specifically, we will:

- Undertake a staged delivery of the Programme Business Case working to agree the Strategic case and Economic case options as they are developed.
- Work with POAL to agree the Business Case approach to unlocking cruise
- Identify risks and escalate as early a possible the key milestones funding considerations to inform decision making as the work progresses.

Resources

Programme Business Case & Pipeline projects (TBC)



Individual project Business Cases will be supported by the wider programme team including Capital Delivery, Design

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panuku

3. Framework Plan Background

I want us to deliver to Auckland the most *beautiful* and *loved* publicly owned waterfront of any harbour city in the world, and *this is a first step.*

Mayor Wayne Brown.



Blue-green waterfront



Ki Tātahi

Smart working waterfront



Tuāhōanga
ahū mahi

Public waterfront



Tauranga
tāngata

Connected waterfront



Hononga
tāngata

Liveable waterfront



Kia tau
te mauri mō te ira
tangata ki te ao
tūroa

Process over 2023

SOI for Eke Panuku 2023-26

- Work with the council and Port of Auckland Limited (POAL) on a conceptual plan, and staging, for the release of port land
- Prepare a preliminary framework plan by **December 2023**.

Out of scope:

Assessment of any future locations for the port, feasibility of port relocation, or port operating model.

July 2023

Governing Body Workshop



- Discovery phase information
- Setting the scene
- High level summary of opportunities and issues

Oct-November 2023

- Introduction to the Waitematā LB
- Introduction to the City Centre Advisory Panel

December 2023

Draft Framework Plan provided to Mayors Office and Auckland Council CE



- Vision and goals
- Opportunities and issues
- Nature of the future development
- Key moves to get us there
- Staging recommendations
- Process and resourcing - what we need to develop the plan post December 2023

Framework Plan

future *Vision* for the full site

THINKING INTERGENERATIONALLY:

Imagine...

...a place for *people* and *nature*

...a *destination* precinct like no other

...a new *community* on the city centre *waterfront*



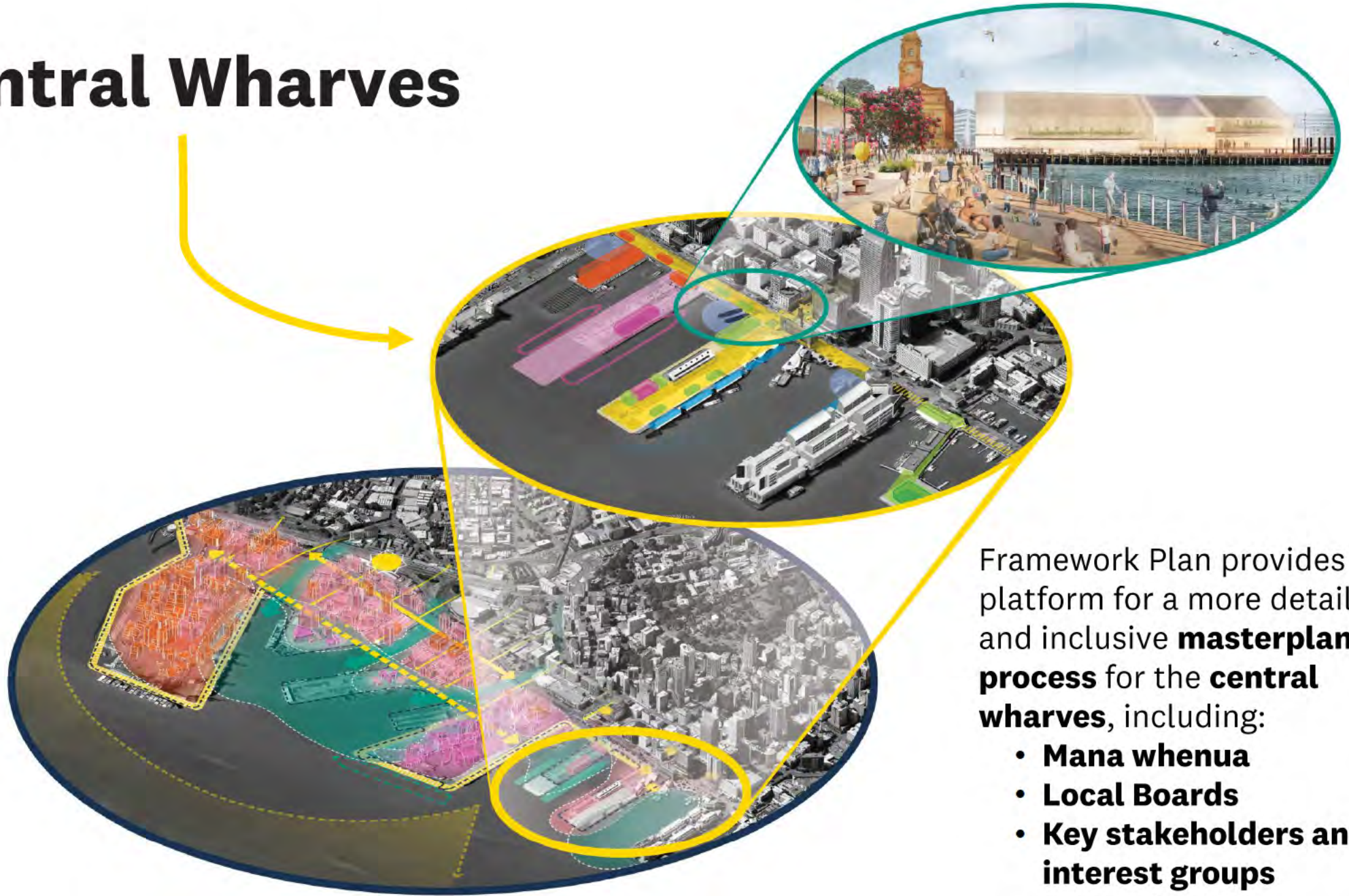
Long-term plan approval 2024

- Three confidential **workshops** held over April-May 2024 as part of the *Long-term plan 2024-2034* discussions

On the 16th of May 2024, the **Governing Body**:

- Approved the *Central Wharves* component of the **Port Precinct Framework Plan**.
- Approved the reallocation of **\$6m** of Eke Panuku shared services savings over four financial years to progress the masterplan for **Stage 1: Central Wharves**. This includes stakeholder engagement, design, regulatory approvals and related implementation planning for these public assets.
- Noted that the Port Precinct Plan will be the basis from which a *masterplan* will be developed for Stage 1: **Central Wharves**.

Central Wharves



Framework Plan provides a platform for a more detailed and inclusive **masterplan process** for the **central wharves**, including:

- **Mana whenua**
- **Local Boards**
- **Key stakeholders and interest groups**
- **General public**



Central Wharves

Google Earth



eke panuku

Information paper

Asbestos Management Policy Review

Author(s): Marian Webb, GM Assets and Delivery

December 2024

Whakarāpopototanga matua | Executive summary

1. The Eke Panuku Property Portfolio team manages property and other assets held for various purposes by Auckland Council and Auckland Transport. While these properties are being held, they are leased in order to provide a financial return.
2. The portfolio is managed in line with the Eke Panuku Risk Management policy, which recognises the need for responsible risk-taking. The management approach also recognises the limited tolerance for Health and Safety risk in particular that has been previously indicated by the Board. Further, the portfolio is managed in line with an adopted Asset Policy and a Strategic Asset Management plan. These identify how the executive manages the portfolio to optimise and enhance the use of the assets while reducing risk.
3. The exposure to asbestos at Eke Panuku sites is a risk that needs to be managed carefully as it has legislative requirements that must be met.
4. The presence of asbestos in building materials (ACMs) is managed in line with the current regulations and is based on an Asbestos Management Policy and Asbestos Management Framework documents adopted by Eke Panuku in 2018. The policy and framework documents have recently been reviewed. Our approach to asbestos management following this review has not changed.
5. ACMs in commercial sites is proactively managed by obtaining independent reviews and asbestos reports from qualified consultants and removing any ACMs that create the risk of the asbestos becoming friable. Sound ACM is left in place, labelled, and reviewed annually. Residential sites are managed on an "as needs" basis, with ACM testing and reporting in place to support other maintenance requirements.

Matapaki | Discussion

Management of Asbestos

6. Eke Panuku's Property Portfolio team has adopted a proactive and pragmatic approach to managing asbestos identified in the properties (buildings and land) it manages. This is achieved by using the administrative controls, which forms Eke Panuku's Asbestos Management Initiative outlined in Table 1 below:

Table 1: Asbestos Management Initiative

Asbestos Management Policy	An overarching document outlining Eke Panuku's' high-level objectives and policy for managing asbestos across its portfolio. This document is under review which will be completed in December 2024.
----------------------------	---

Table 1: Asbestos Management Initiative

Asbestos Management Framework (AMF)	<p>This single document outlining Eke Panuku’s management framework and organisational processes to address the statutory obligations to manage identified risks relating to the presence of asbestos in their portfolio of properties.</p> <p>It includes the broader rationale for making decisions on management of asbestos including determining risk, record keeping, roles and responsibilities, management of information and procedures for undertaking work, including emergency work.</p> <p>This document is under review which will be completed in February 2025.</p>
Asbestos Materials Register (asbestos register)	<p>A living document that lists known occurrences of asbestos containing materials (ACMs) on and in Eke Panuku properties. It comprises a record of all identified or presumed asbestos items across the Eke Panuku property portfolio and is recorded in the “Noggin” Health and Safety system.</p>
Asbestos Management Surveys	<p>Individual asbestos management survey reports for each Eke Panuku-controlled property based on risk priority which meet the Good Practice Guidelines for Conducting Asbestos Surveys, WorkSafe, 2016 (GPG). The individual surveys identify asbestos items found at the workplace. These surveys, the AMF, the summary of decisions and reasons for decisions on asbestos management will be readily accessible to all workers It is currently held in “Noggin”.</p> <p>Eke Panuku is progressively surveying the buildings it manages and these documents are available for staff, contractors and other stakeholders to assist in the management of ACM on Eke Panuku properties.</p>

7. The general approach to the management of asbestos through the portfolio follows the framework. All commercial buildings are independently surveyed to identify the presence or otherwise of asbestos, or more particularly Asbestos Containing Materials (ACMs). Subsequent reports by property indicate the presence of ACMs, and provide a risk analysis and recommendations for action. In essence, the report analyses whether the ACM in each area is sound, that is whether the asbestos is fully encapsulated within the ACM and does not present an immediate risk to the occupants, or whether the ACM is decayed or damaged. This means that the asbestos is potentially friable, and fibres could be breathed in. The ingestion of asbestos fibres has the potential to create the conditions for serious future health impacts.
8. Eke Panuku manages each site in line with the recommendation from the report. Where ACM is not removed because it is currently in a sound condition it is labelled so that lessees and contractors know that the asbestos is present. This ACM it is independently reviewed by qualified consultants annually to ensure that the ACM remains sound and not damaged.
9. For residential sites, an asbestos report is only requested when maintenance works are required, and the maintenance provider or Eke Panuku staff member consider that an ACM may be disturbed

during this work. If a report indicates the presence of asbestos, suitable precautions are taken to avoid the release of fibres during the work. In some cases the whole of the ACM will be removed by suitably qualified contractors.

10. Eke Panuku staff and external maintenance contractors are able to access asbestos records and reports held in Noggin. As well, staff can find high level information on the presence of asbestos at sites on the Eke Panuku intranet

Nga whiringa me te taatai | Options and analysis

Ngā ritenga ā-pūtea | Financial and resourcing impacts

11. Individual project funding will be approved on a case-by-case basis, in accordance with asset life cycle analysis, to address required mitigation works.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

12. Eke Panuku is committed to undertaking all reasonably practicable measures to eliminate or minimise the risk posed by ACM within its assets. This will be achieved through Eke Panuku's Asbestos Management Framework (AMF) and associated asbestos management documentation that complies with the requirements of the:
 - Health and Safety at Work Act 2015
 - Health and Safety at Work (Asbestos) Regulations 2016
 - Health and Safety at Work (General Risk and Workplace Management) Regulations 2016
 - Approved Code of Practice for the Management and Removal of Asbestos 2016
13. The framework ensures that all Eke Panuku assets with identified ACM must be clearly labelled to inform all occupiers and workers of the presence of ACM and the potential risk(s). The methods will be outlined in the AMF and recorded in “Noggin”.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

14. Key Stakeholders are Auckland Council and Auckland Transport. These stakeholders seek maximum financial returns from the leasing of these sites to defray holding costs.
15. Eke Panuku Executive Lead Team, that is responsible to ensure that Health and Safety and Risk Management strategies are in place and are followed.
16. Eke Panuku Property Managers who are delegated to manage the leasing of buildings, Facility Managers who manage the everyday safety and maintenance of buildings and Asset Manager who undertake building condition surveys and construct financial plans to mitigate the risk of asbestos exposure, and to upgrade and renew buildings over time.

Tauākī whakaaweawe Māori | Māori outcomes impact

17. The matters addressed in this report do not have any particular benefits to or adverse effects on Māori.

Tauākī whakaaweawe āhuarangi | Climate change impact

18. Waste mitigation and minimisation strategies will be employed in all project works associated with the implementation of the guidelines.

Ngā tāpirihanga | Attachments

Attachment A – Asbestos Management Policy

Attachment B – Asbestos Management Framework

Eke Panuku Asbestos Management Policy

1. Policy Statement

Eke Panuku Development Auckland (Eke Panuku) is committed to protecting the health and safety of all staff, visitors, occupants, and contractors from the risks posed by asbestos and asbestos-containing material (ACM) within the Eke Panuku portfolio.

2. Policy Statement

Eke Panuku Development Auckland (Eke Panuku) is committed to protecting the health and safety of all staff, visitors, occupants and contractors from the risks posed by asbestos and asbestos-containing material (ACM) within the Eke Panuku portfolio.

3. Scope and Purpose

The age and nature of property within the Eke Panuku portfolio means that legacy ACM is likely to be frequently identified within the building fabric, services, and land surrounding the buildings. This policy is designed to address the risks posed by asbestos and ACM and sets out the requirements to identify, eliminate or manage ACM to protect the safety of staff, visitors, occupants and contractors, so far as is reasonably practicable.

Eke Panuku is committed to undertaking all reasonably practicable measures to eliminate or minimise the risk posed by ACM within its assets. This will be achieved through Eke Panuku's Asbestos Management Framework (AMF) and associated asbestos management documentation that complies with the requirements of the:

- Health and Safety at Work Act 2015
- Health and Safety at Work (Asbestos) Regulations 2016
- Health and Safety at Work (General Risk and Workplace Management) Regulations 2016
- Approved Code of Practice for the Management and Removal of Asbestos 2016.

Eke Panuku acknowledges that ACM is a workplace risk that may harm workers and other people who are exposed to airborne asbestos fibres and therefore needs appropriate management. All Persons Conducting a Business or Undertakings (PCBUs) who conduct work for Eke Panuku involving asbestos, and all workplaces where Eke Panuku is a PCBU where asbestos is present, must manage asbestos risks so they do not harm anyone.

This policy, together with the AMF and asbestos-related information held in the “Noggin” Health and Safety database will assist PCBUs in exercising their duties with respect to asbestos management.

4. Asbestos Management Framework

Eke Panuku must ensure that an Asbestos Management Framework (AMF) is in place. The AMF provides guidance for staff on the identification and management of asbestos, including determining risk, record keeping, roles and responsibilities, management of information and procedures for undertaking work, including emergency work.

The AMF is to be a living document that is subject to periodic update by the Eke Panuku Health and Safety Manager

5. Information management and Asbestos management plans - Noggin Software

Eke Panuku utilises “Noggin”, a proprietary cloud-based health and safety

management software tool, to facilitate and steward health and safety management within Eke Panuku. Eke Panuku's maintenance contractors have access to "Noggin" to provide relevant information that they can use when planning for work at any property.

The site-specific information and records for each property held in "Noggin" or the Property File is to include (where relevant):

- i. All asbestos items relevant to the site, including decisions and reasons for decisions on how the asbestos or ACM will be managed
- ii. Asbestos survey (where available) including presumed asbestos
- iii. Records relating to labeling and auditing
- iv. WorkSafe notifications
- v. Asbestos Removal Control Plans (ARCPs)
- vi. Abatement records
- vii. Air monitoring reports
- viii. Clearance certificates
- ix. Record of any asbestos-related incidents
- x. Timetables for: re-inspections and data review.

5. Labelling of Asbestos Containing Material

Identified ACM within Eke Panuku assets must be clearly labelled to inform all occupiers and workers of the presence of ACM and the potential risk(s). The methods will be outlined in the AMF and recorded in "Noggin".

6. Acquisition of New Eke Panuku Assets

An asbestos identification survey must be completed when a new asset is acquired or on the internal transfer of an asset to Eke Panuku from another Auckland Council entity (if a survey does not already exist or we can be certain property does not contain asbestos).

7. Health Monitoring

Asbestos health monitoring of Eke Panuku staff will be implemented on an as needed basis and implemented by the Eke Panuku Health and Safety Manager. Eke Panuku maintenance contractors will be required to monitor the health of their workers.

8. Asbestos Risk Management Decision-Making

Eke Panuku-related asbestos risk decision-making is to be managed by the Eke Panuku Head of Property Portfolio based on best practice advice from the Eke Panuku Health and Safety Manager.

9. Incident Response

The AMF provides an incident response procedure where ACM is disturbed through inadvertent actions. All asbestos exposure incidents must be reported to the Eke Panuku Health and Safety Manager and in "Noggin" in accordance with Eke Panuku's corporate Health and Safety incident reporting timelines.

10. Policy Review and Revision

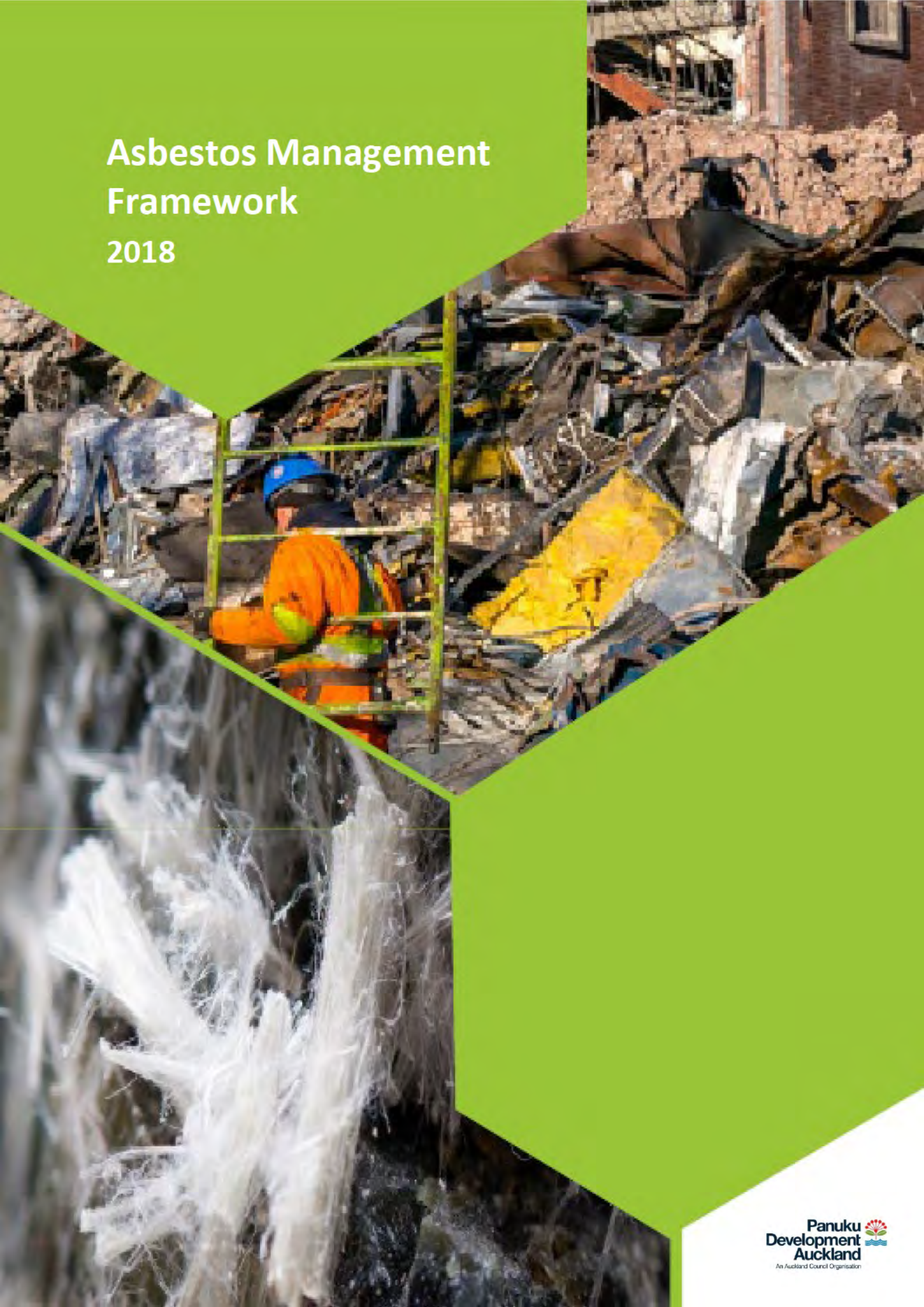
This Policy is subject to a three-yearly review by the Eke Panuku Head of Property Portfolio.

11. Approval Process

Business Owner	Director Portfolio Management
Original policy date	Final: August 2018
Frequency of review	Every three years or earlier if required
Last reviewed	August 2021
Approved by	ELT and Chief Executive
Date	

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Asbestos Management Policy.docx

Asbestos Management Framework 2018



Executive Summary

This Asbestos Management Framework (**AMF**) establishes an organisational process for managing asbestos risks within properties managed by Panuku Development Auckland Ltd (**Panuku**, a Council Controlled Organisation) to comply with the Health and Safety at Work (Asbestos) Regulations 2016 (**Asbestos Regulations**).

The age and nature of properties forming the Panuku portfolio means that legacy ACM is likely to be frequently identified within the building fabric, underground services, and land surrounding the buildings. It is noted that Panuku's property portfolio contains a wide diversity of properties, including a large number of residential properties. The Asbestos Regulations do not apply to residential properties unless refurbishment work is to be carried out on them. Despite this, Panuku has scheduled these properties to be surveyed but with a low priority. All tenants, employees and contractors working for Panuku must comply with the requirements of this AMF.

The AMF sets out:

- The overall framework and policy for the management of asbestos that applies to all Panuku owned or managed workplaces.
- What the asbestos risks are, generally, across the portfolio.
- The decisions, and reasons for those decisions, about how these risks are to be managed generally across Panuku's portfolio. Specific decisions and reasons for decisions relating to individual properties will be recorded in Risk Manager.
- Clear lines of responsibility for management of asbestos across Panuku's portfolio so that each person involved understands their role.

This AMF outlines the key legislative requirements and control measures intended to eliminate or minimise exposure to airborne asbestos fibres, which include:

- Identifying and assessing the risks of asbestos in land or workplaces, including inaccessible areas likely to contain asbestos.
- The method for implementing site specific measures and procedures to control risks (e.g. labelling, contractor inductions).
- Reviewing risk assessments prior to maintenance, refurbishment, demolition or construction activities on Panuku properties.
- The process for engaging a licensed asbestos removal contractor (LARC) to carry out removal work and an independent licensed asbestos assessor (LAA) to complete monitoring and supervision.

In addition, this AMF outlines the key requirements in relation to asbestos for record-keeping, contractor management and accidental damage to asbestos-containing materials.

It should be noted that this AMF provides general guidance on the management of asbestos-related risks within the portfolio until appropriate surveying works can be completed for all Panuku properties. Once a survey is undertaken on a workplace, workers should refer to the AMF, Risk Manager including the site-specific survey containing information and guidance based on the findings of the survey work.

Glossary of Terms

ACAS	Auckland Council Asbestos Standard ACAS-HSTD7
ACM	Asbestos-containing materials – i.e. any material or object that, as part of its design, contains asbestos.
ACOP	Approved Code of Practice: Management and Removal of Asbestos (WorkSafe, 2016)
AMF	Asbestos Management Framework (this document). A single document outlining Panuku’s management framework for asbestos, including the connections to the various asbestos-related Panuku documents.
AMP	Asbestos Management Plan. This describes site-specific information available for each property managed by Panuku. It comprises an Asbestos Management Plan together with the Asbestos Management/Demolition Survey report (where available), reference to relevant storage of electronic information in ‘Risk Manager’ and Asbestos Register items specific to that property.
ARCP	Asbestos Removal Control Plan.
Asbestos Consultant	A person who has acquired, through training, qualification or experience the knowledge and skills to provide advice and carry out tasks relating to asbestos management, including risk assessments, Asbestos Registers, AMPs, technical removal specifications, air monitoring, clearance inspections and supervision.
Asbestos Policy	An overarching document outlining Panuku’s objectives and policy for managing asbestos across its Portfolio.
Asbestos Register	A register of all identified or presumed asbestos items for each building in ‘Risk Manager’. This register includes management decisions and reasons for these decisions for each item.
Asbestos Regulations	Health and Safety at Work (Asbestos) Regulations 2016
Asbestos Management Survey	Individual asbestos management survey reports for each Panuku-controlled property based on risk priority, which meet the Good Practice Guidelines for Conducting Asbestos Surveys, WorkSafe, 2016. The individual surveys identify the asbestos items, the risk they pose and provide recommendations as to how asbestos or ACM should be managed. The scope of the management survey includes readily accessible areas. However it does not include wall penetrations, height restricted areas above the reach of a ladder, beneath carpet etc.
DSI	Detailed Site Investigation
HSWA	Health and Safety at Work Act 2015
IANZ	International Accreditation New Zealand.
Induction	A means of providing external contractors/visitors with a basic knowledge of the hazardous materials risks they need to be aware of on sites.

Licensed Asbestos Assessor (LAA)	A person who is licensed to conduct air monitoring and clearance inspections associated with friable ACM.
Licensed Asbestos Removalist/Removal Contractor (LARC)	An asbestos removal contractor that holds a Class A or B Asbestos Removal license through WorkSafe.
Panuku Manager – Property Portfolio	Panuku Manager – Property Portfolio is responsible for making sure all stakeholder - including workers and contractors, implement and follow the Asbestos Management Framework and associated documents.
PCBU	Person Conducting a Business or Undertaking
Pre-refurbishment, Pre-demolition Asbestos Survey	A demolition or refurbishment asbestos survey comprises a fully intrusive/destructive inspection of all areas of a building or the specific location of the disturbance activity. Multiple site visits may be required to ensure any previously no-access areas are surveyed. The Good Practice Guidelines for Conducting Asbestos Surveys, WorkSafe, NZ 2016 provides a detailed description of the scope and methodology required for this type of survey.
PSI	Preliminary Site Investigation
'Risk Manager'	'Risk Manager' is a proprietary digital software product developed and operated by impac Ltd, to manage broader health and safety obligations. This software system is also used to capture and manage site-specific asbestos information for access by all relevant stakeholders.
SQEP	Suitable Qualified and Experienced Practitioner
SSSP	Site Specific Safety Plan
SWMS	Safe Work Method Statement
WorkSafe	WorkSafe New Zealand

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1. INTRODUCTION AND BACKGROUND

1.1 Introduction

Exposure to asbestos-containing materials (ACM) has been primarily linked to several respiratory diseases. The identification of the hazards associated with asbestos, the evaluation of the risk they pose and the implementation of appropriate controls to minimise risk is an important part of overall health and safety risk management in the workplace.

Panuku Development Auckland Ltd (Panuku, a Council Controlled Organisation) has adopted a proactive and pragmatic approach to manage asbestos within the properties (buildings and land) it controls. At a management level, this is achieved by using the administrative controls, which form Panuku's Asbestos Management Initiative outlined in Table 1 (note that the hierarchy of controls are considered within the initiative).

Table 1: Asbestos Management Initiative	
Asbestos Management Policy	An overarching document outlining Panuku's high-level objectives and policy for managing asbestos across its portfolio, presented in Appendix A.
Asbestos Management Framework (AMF – this document)	This single document outlining Panuku's management framework and organisational processes to address the statutory obligations to manage identified risks relating to the presence of asbestos in their portfolio of properties. It includes the broader rationale for making decisions on management of asbestos including: determining risk, record keeping, roles and responsibilities, management of information and procedures for undertaking work, including emergency work.
Asbestos Materials Register (asbestos register)	A living document that lists known occurrences of asbestos containing materials (ACMs) on Panuku properties. It comprises a record of all identified or presumed asbestos items across the Panuku property portfolio and is recorded in 'Risk Manager'.
Asbestos Management Surveys	Individual asbestos management survey reports for each Panuku-controlled property based on risk priority which meet the Good Practice Guidelines for Conducting Asbestos Surveys, WorkSafe, 2016 (GPG). The individual surveys identify asbestos items found at the workplace. These surveys, the AMF, the summary of decisions and reasons for decisions on asbestos management will be readily accessible to all workers onsite via "Risk Manager". Panuku is progressively surveying the buildings it manages and these documents are available for staff, contractors and other stakeholders to assist in the management of ACM on Panuku properties.

While Panuku is a separate legal entity to Auckland Council (AC), Panuku's operating values and processes align with AC where practical. This AMF therefore aligns (as far as is reasonably practicable) with the Auckland Council Asbestos Standard HSTD7 (ACAS), (publication date unknown).

This AMF was prepared by Greencap (a division of Wesfarmers Industrial and Safety NZ Ltd) for Panuku, in accordance with our proposal dated 16 November 2017.

1.2 Purpose

The purpose of this AMF is to ensure that reasonably practicable steps are taken to prevent, or minimise the risk of exposure to asbestos materials, for all occupants at Panuku properties in accordance with the Asbestos Regulations.

The Asbestos Regulations require a PCBU with management or control of a workplace where asbestos has been identified to ensure that a written asbestos management plan for the workplace is prepared. The Asbestos Regulations require Panuku to eliminate exposure to airborne asbestos in the workplace, so far as is reasonably practicable, or minimise asbestos exposure where this is not reasonably practicable.

It is noted that Panuku's property portfolio contains a large number of residential properties. The Asbestos Regulations only apply to residential properties when work is being conducted on the building – such as demolition or refurbishment. Despite this, Panuku has scheduled these properties to be surveyed but with a low priority.

Under this AMF, the required information to be included in an AMP for each workplace is to be provided in individual AMP asbestos survey records and abatement records.

The Asbestos Regulations also require implementation of appropriate control measures (typically comprising engineering and administrative systems). To accomplish this, the AMF specifies generic work practices and procedures to:

- Maintain the asbestos materials in good condition.
- Ensure implementation of hazard control strategies.
- Monitor the condition of the asbestos materials.
- Minimise the possibility of accidental damage or exposure to asbestos materials.

The Panuku Manager – Property Portfolio, or their delegated representative will assume responsibility for the implementation of this AMF.

This AMF and associated AMP Coversheet must be readily accessible to and understood by all users and managers of Panuku workplaces. The appropriate personnel at Panuku properties should be aware of the presence of the asbestos materials and the need to ensure they are removed or managed in such a way as to eliminate or minimise exposure. They should also understand their role in achieving this.

1.3 Objectives

This AMF sets out:

- Overall management framework and policy for asbestos that applies to all Panuku workplaces.
- What the asbestos risks are across Panuku's property portfolio.
- How these risks will be managed generally across Panuku's property portfolio (Specific decisions and reasons for decisions relating to particular sites are set out in the AMP Coversheet which will be uploaded to Risk Manager.)
- Clear lines of responsibility for the management of asbestos and ACM across Panuku so that each person involved understands their role.

The AMF therefore:

- Outlines the necessary actions Panuku must take to control the risk of asbestos exposure in its workplaces, as required by legislation.
- Identifies the administrative line of authority for the sites, outlining responsibilities, procedures and systems for the effective management and control of asbestos materials.
- Establishes a timetable for the review and assessment of identified asbestos materials and their management.
- Where appropriate, requires Panuku contractors to adopt a work permit system which ensures that any proposed maintenance, installation, alteration or renovation at the sites is notified to the Panuku Facility Manager.
- Requires that all stakeholders involved in management and operations at the sites are clearly informed and where necessary trained to manage the asbestos material risks.

The asbestos register forms an integral part of the AMF. The AMF, asbestos register and AMP Coversheet are to be readily accessible to all relevant stakeholders via 'Risk Manager'. Refer to Section 1.5.5 for further information on access.

1.4 Guiding AMF Rationale

As a property management and development agency, Panuku has taken a proactive and pragmatic approach to its asbestos responsibilities. The framework and asbestos management initiative is outlined in this AMF.

Panuku's property portfolio is dynamic and routinely changes as properties move through their development life cycle. It is imperative for Panuku to ensure that asbestos health and safety risks are managed appropriately while, at the same time, balancing the cost and approach of managing these responsibilities with the commercial requirements of each property.

In simple terms, Panuku's property portfolio comprises a mix of the following property categories:

- Commercial properties that are leased, some of which are single-tenanted and others are multi-tenanted (such as a small shopping complex).
- Residential properties that are generally single tenanted.
- Land which may comprise a mix of greenfield and brownfield land.

Some of these properties stay within the Panuku property portfolio for some time (as long term investments), while others pass through the development system quickly, such as properties sold to outside organisations, buildings being demolished etc. Panuku therefore has taken a management approach based on what is reasonably practicable in terms of risk, priority and length of time the property is to remain within its portfolio. It is not reasonably practicable to survey all buildings and land immediately and so the asbestos management controls will differ between properties held within the portfolio, but at the same time achieving the required level of regulatory compliance and protection of human health.

1.4.1 Key AMF Management Principles

The AMF provides the following rationale for assessing risk posed by asbestos and ACM within the Panuku portfolio:

1. Undertaking asbestos management surveys to identify asbestos in buildings built before 2000.
2. Undertaking asbestos refurbishment and demolition surveys when intrusive works in pre-2000 buildings are proposed (such as rewiring of the building, decommissioning of plant rooms, or other activities that involve disturbance of the building fabric). Post-2000 buildings also require an inspection by a competent person to identify asbestos prior to demolition and to remove any asbestos prior to demolition.
3. Presuming materials contain asbestos within the workplace across the portfolio unless there is strong evidence to suggest otherwise. Strong evidence would include sampling/an asbestos survey.
4. Assessing the health and safety risk for each case of identified asbestos and, where necessary, taking action to either have it sealed, encapsulated or removed.
5. Using only Panuku/AC approved, IANZ (International Accreditation New Zealand) accredited (or equivalent) analytical services for asbestos analysis; and other approved contractors for identification, sampling, monitoring and testing (including clearance inspections).
6. Using only Panuku/AC approved, licensed asbestos removal contractors for major asbestos work.
7. Providing and maintaining asbestos registers, AMP Coversheets, and information in Risk Manager, which must be checked prior to beginning planned works.
8. Providing information, instruction and training for employees.
9. Having effective procedures for dealing with incidents involving a potential release of asbestos fibres at a workplace or at premises where Panuku has control.

Based on the above principles, Panuku has considered the likely asbestos risk posed by the various properties it manages and used the following risk hierarchy to programme and prioritize asbestos survey work as part of its asbestos risk management process. Table 2 outlines the rationale and decision-making process for day to day occupation of the properties.

Note that while asbestos must be identified under the Asbestos Regulations, asbestos registers for each building are not required as such. Where a building was constructed before 2000, Panuku ought reasonably to know that there is a risk of exposure to respirable asbestos fibres and is required to ensure, so far as reasonably practicable, that all asbestos or ACMs are identified. If this is not reasonably practicable, then the presence of asbestos or ACMs should be presumed and managed in accordance with this AMF.

Table 2: Asbestos Survey Risk Prioritisation				
Type of Property		Type of Asbestos Survey	Survey Priority	Rationale and Completion Targets
Buildings				
1	Commercial Property. Multi-tenanted. Construction prior to 2000.	Management Survey	High Priority	Complete survey by 4 April 2018 and have AMP Coversheets attached and loaded into Risk Manager as soon as reasonably practicable and made available relevant stakeholders.
2	Commercial Property. Single tenant. Construction prior to 2000.	Management Survey	High Priority	Complete survey by 4 April 2018 and have AMP Coversheets attached and loaded into Risk Manager as soon as reasonably practicable and made available relevant stakeholders.
3	Commercial Property. Single/multi-tenanted. Constructed post-2000.	No survey	Very Low Priority.	Trained and competent contractors used to identify asbestos risks prior to any disturbance. Inspect prior to refurbishment/demolition. Inform tenants and contractors of this process.
4	Residential Property. Construction prior to 2000.	Management Survey	Medium Priority.	Not covered by the Asbestos Regulations, unless and until work is to be carried out on them. Management Surveys to be undertaken progressively over time. Project specific surveys will be undertaken as needed (refurbishment and demolition). Inform tenants and contractors of this process.
5	Residential Property. Single/multi-tenanted. Constructed post 2000.	No survey	Very Low Priority.	Trained and competent contractors used to identify asbestos risks prior to any disturbance. Inform tenants and contractors of this process.
Land				
1	Discharge to Land from water blasting or roof runoff	PSI/DSI	Medium Priority.	Complete PSI and DSI to develop understanding of risks and controls needed. Inform tenants and contractors of this process.
2	Brownfield Land	PSI/DSI	Low Priority.	Complete PSI and DSI as required by development proposal(s) and due diligence requirements unless an asbestos risk is identified. Inform tenants and contractors of this process.

3	Greenfield Land	PSI/DSI needed.	as	Very Low Priority.	Complete PSI and DSI as required by development proposal(s), regulator or due diligence requirements unless an asbestos risk is identified. Inform tenants and contractors of this process.
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Note:

Management Surveys undertaken in accordance with the Approved Code of Practice for the Management and Removal of Asbestos (ACoP, WorkSafe 2016).

PSI – Preliminary Site Investigation.

DSI – Detailed Site Investigation.

PSI and DSI completed in accordance with BRANZ 2017.

Greenfield and brownfield land managed by Panuku may be impacted by asbestos contaminated soil and/or contain in-ground asbestos cement pipes. Panuku has not investigated the land in a systematic way to document the presence of ACMs, rather asbestos risks and liabilities will be managed on an ‘as needed basis’ as earthworks/ground disturbance activities take place. This will be achieved through compliance with this AMF.

A key aim of the AMF is to set out the process adopted by Panuku for the identification, assessment, management, and control of ACM on Panuku workplaces. The flow chart presented in Figure 1 below (adapted from the Australian Code of Practice for the Control of Asbestos in Workplaces (NOHSC:2018(2005)) outlines the generic processes used in the development of the AMF.

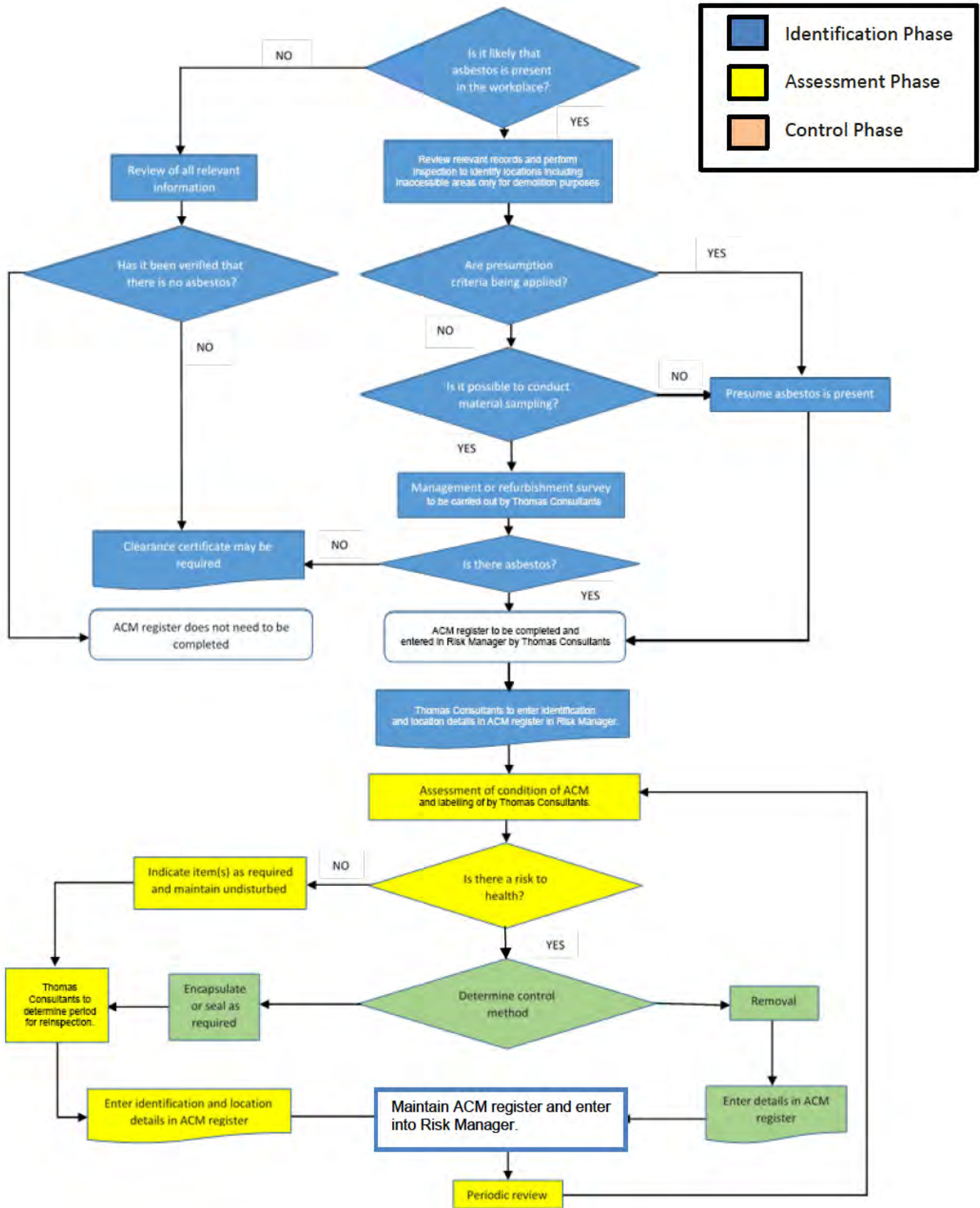


Figure 1: General principles of Panuku’s Asbestos Management Framework

1.4.2 Asbestos Survey Types

The Good Practice Guidelines for Conducting Asbestos Surveys, WorkSafe, 2016 (GPG, 2016) outlines the scope and methodology required for collecting reliable survey data. The GPG also outlines the minimum expectations around surveyor training and experience. There are two main types of survey undertaken as follows:

- Asbestos Management Survey. The scope of the management survey includes readily accessible areas. However it generally does not include wall penetrations, height restricted areas above the reach of a ladder, beneath carpet etc. The report will include a detailed register, photos, laboratory results, site plans, an assessment of risk posed by any positive items and recommendations on actions needed. The report will also detail no-access areas and limitations to the survey.
- Pre-demolition/pre-refurbishment Asbestos Survey. This type of survey comprises a fully intrusive/destructive inspection of all areas of a building or the specific location of the disturbance activity. Multiple site visits may be required to ensure any previously no-access areas are surveyed. An assessment of risk is not necessarily required for this type of survey, however detailed recommendations on required actions for removal are necessary.

Asbestos surveys should be completed by a separate and financially independent company to the removal company where asbestos is planned to be removed. This avoids any conflict of interest, maintains independence and avoids any blurring of lines of responsibility.

1.5 AMF Linkage to Panuku Operations

Panuku is involved in a large range of life cycle activities for the properties it manages on behalf of AC, it is imperative that asbestos risks are identified, understood and appropriately managed during these works. These risks are not just health and safety related, but also include commercial risks associated with the liability that asbestos poses (both within buildings and as soil contamination and in-ground asbestos cement pipes). The asbestos management approach and controls in the AMF will influence and impact on some Panuku property related activities and possibly those of AC. The key AMF interactions with other Panuku and AC business activities/functions are listed below.

1.5.1 Due Diligence

Prior to purchasing or selling a property, the Panuku Manager – Property Portfolio will ensure that appropriate environmental due diligence procedures are followed to enable potential environmental and health and safety related liabilities to be identified and accounted for in the acquisition and sale process. With respect to asbestos related liabilities, and as a minimum:

- pre-purchase assessments will include completion of an asbestos management survey of buildings (where needed); and/or
- a contaminated land preliminary site investigation (PSI – if appropriate) to account for potential for asbestos in soil impact(s) and liabilities associated with asbestos cement in-ground services.

Guidance on conducting asbestos contaminated land PSIs is given in the Building Research Association of New Zealand (BRANZ) asbestos in soil guidance (BRANZ 2017).

Premises being internally transferred from other AC business entities to Panuku will be subject to completion of an asbestos management survey of buildings and/or a contaminated land PSI to establish the potential for asbestos in soil impact(s) and asbestos cement in-ground services.

Panuku will use vendor due diligence procedures when any property is sold to ensure full disclosure of asbestos related liabilities, either within buildings or as contaminated land and asbestos cement in-ground services.

1.5.2 Contractor Procurement and Management

Panuku utilises the wider AC procurement procedures to secure approved contractors to undertake routine maintenance and construction work on Panuku premises and capital works. Panuku Facilities Management (FM) will work with the AC Contract Managers to ensure that contractual terms capture the intent the AMF. This includes ensuring access to the site-specific AMP Coversheet and associated asbestos register and any other relevant

asbestos records held on Risk Manager. The Panuku Facilities Manager will ensure that retained contractors receive appropriate training on the Panuku asbestos management framework and general asbestos awareness.

1.5.3 Property Management

Panuku Property Management will ensure that tenants of commercial properties are informed of their responsibilities regarding works undertaken on the properties where asbestos or ACMs have been identified or could be present. Tenants of residential properties will be notified when asbestos is identified. Under the individual tenancy agreements, tenants are not permitted to engage contractors without prior approval from Panuku.

Communication of tenant responsibilities will be achieved in a number of ways, as summarised below:

- Letters sent to all commercial tenants from Panuku explaining how asbestos is managed within the Panuku property portfolio. It will also outline their responsibilities and outlining what works can and cannot be undertaken on their leased properties. Each letter will outline: what ACMs have been identified (if a survey has been completed), what risk have been identified, how the risks are being managed and where asbestos has been presumed.

1.5.4 Development Work

The Panuku Development Team manage development projects and this work sits outside the “day-to-day” Panuku operations that utilise the management framework and controls set out within the AMF. The Development Team will leverage the processes and procedures outlined with this AMF and property specific asbestos survey information to develop project-specific controls to manage asbestos risk during their project work.

1.5.5 Risk Manager

The Panuku Health and Safety Manager utilises ‘Risk Manager’, a proprietary cloud based health and safety management tool developed by Impac Ltd, to facilitate and steward health and safety management within Panuku. Panuku’s retained contractors have access to ‘Risk Manager’ and this cloud-based system will provide relevant information to support population of relevant data to populate an Asbestos Management Plan Coversheet for each property.

The site-specific information and records for each property held by ‘Risk Manager’ is to include:

- All asbestos items from the asbestos register relevant to the site, including decisions and reasons for decisions
- Assumed asbestos (where applicable, including where a survey has not been completed)
- Asbestos management or intrusive survey (where available)
- WorkSafe notifications
- Evidence of consultation with relevant stakeholders
- Asbestos Removal Control Plans (ARCPs)
- Abatement record
- Air monitoring reports
- Clearance certificates
- Record of any asbestos-related incidents
- Timetables for: re-inspections and data review.

2. GENERAL INFORMATION

General information on asbestos, including types of ACM and typical examples that could be encountered on Panuku properties are included in Appendix B.

3. KEY REQUIREMENTS AND RESPONSIBILITIES

3.1 Legislative Requirements

This AMF is designed to assist Panuku fulfil its general obligation to ensure the health and safety of employees, contractors, tenants, visitors and others who may be required to access their properties. It addresses specific legislative requirements and guidelines to approved industry standards which will assist in compliance with the health and safety legislation.

For specific Panuku properties the PCBU responsible for the management of the workplace and/or specific work tasks must ensure the review of the AMF, AMP Coversheet and supporting information are conducted as necessary. This should take place if further ACMs are identified, if ACMs are removed, disturbed or encapsulated and/or at least once every 5 years. A health and safety representative working with/for the PCBU has the authority to request a review of the AMP Coversheet and associated asbestos survey and asbestos register information, if they believe that the health and safety of any person is at risk.

The Panuku Manager - Property Portfolio must ensure that the AMP asbestos documentation is available for review to contractors, health and safety representatives and workers who are and/or intend to be conducting work at the workplace.

3.1.1 Asbestos Legislation

The Asbestos Regulations (which became law in April 2016) have the following key requirements which must be in place by April 2018:

- Regulation 13 - Duty to Prepare Asbestos Management Plan

(This section requires a PCBU to prepare a written plan that includes information about:

1. Identification of asbestos or ACM - refer to Section 1.5.5 for a description of how this information is recorded in Risk Manager.
2. Decisions, and reasons for decisions, about the management of the risk arising from asbestos at the workplace. Refer to Section 1.5.5 for a description of how this information is recorded in Risk Manager.
3. Procedures for detailing incidents or emergencies involving asbestos or ACM at the workplace (refer to Section 5 and Regulation 23 & 24). ~~(see reg 17)~~
4. The workers who carry out work involving asbestos, including:
 - a. information and training that has been and will be provided to workers working around ACM (refer to Section 4.3)
 - b. roles and responsibilities of the workers (refer to Sections 3.2 and the AMP Coversheet)
 - c. any health monitoring of the workers that has or will be undertaken (as per Regulations 15 and 16; see also Sections 3.2.6 3.2.7 3.2.8).
5. Asbestos management plan is to be readily accessible to workers and their representatives and any PCBU intending to carry out work at the workplace.
6. Review the plan every 5 years (or earlier if needed – see Regulation 14(1) and Section 3.3).

Where necessary/appropriate the site-specific AMP Coversheet and associated asbestos register and relevant asbestos records are required to address asbestos in soil issues/risks and the presence of in-ground asbestos cement pipes for any given property.

Below is a list of relevant legislation and guidelines:

- *Health and Safety at Work Act 2015*
- *Health and Safety at Work (Asbestos) Regulations 2016*
- *Approved Code of Practice (ACoP): Management and Removal of Asbestos (WorkSafe, 2016)*
- *Workplace Exposure Standards and Biological Indices (WorkSafe, 2017)*
- *New Zealand Guidelines for Assessing and Managing Asbestos in Soil (BRANZ, 2017).*

3.2 Organisational Responsibilities

This section defines the organisational processes to address the statutory obligations of Panuku to manage identified risks relating to the presence of asbestos in their portfolio. All asbestos-related activities carried out at the properties will be conducted in accordance with this AMF, and the following key personnel are responsible for its implementation. The roles and responsibilities of Panuku management with respect to asbestos management is shown schematically in the chart presented in Appendix C.

Any additional information regarding roles and responsibilities of workers at individual sites and their contact details will be set out on the AMP Coversheet and within Risk Manager as soon as reasonably practicable.

3.2.1 Panuku Chief Operating Officer

The Chief Operating Officer has been delegated as an officer of the PCBU (Panuku) for the purposes of the Asbestos Regulations. The Chief Operating Officer will ensure all reasonably practicable steps are taken to protect any person on Panuku premises from exposure to asbestos. The Chief Operating Officer will:

1. Provide the necessary resources for successful implementation of the Panuku Asbestos Management Policy (AP), AMF and AMP.
2. Delegate the performance of the AP, AMF and AMP through Panuku's management structure and contractual arrangements, while retaining responsibility under the Health and Safety at Work Act 2015 and the Asbestos Regulations.
3. Ensure an appropriate level of monitoring and review for the effectiveness of the AP, AMF and AMP are in place through the Director – Portfolio Directorate.

3.2.2 Panuku Director – Portfolio Directorate

The Director of the Panuku Portfolio Directorate has a high level oversight of the management of asbestos across the Panuku property portfolio. These responsibilities are delegated to the Manager – Property Portfolio and supporting managers. The Director of the Panuku Portfolio Directorate will:

1. Ensure that the Panuku property management team receive appropriate information, instruction and training on the management of asbestos within Panuku premises.
2. Ensure that Panuku tenants are appropriately informed on the management of asbestos within Panuku premises.
3. Ensure that Panuku's standard lease terms, any lease hold documents or related correspondence, where relevant and applicable, addresses the management of asbestos within Panuku managed premises.
4. Periodically monitor the leaseholder/tenants of all Panuku managed premises to ensure compliance with the terms of the lease with respect to asbestos management and compliance with the AMF.
5. Report to the Panuku Chief Operating Officer any incidences of ACMs being accidentally disturbed.

3.2.3 Panuku Manager – Property Portfolio

The Panuku Manager - Property Portfolio is a member of the Panuku Senior Leadership Team deemed responsible for implementing the AMF and overall management of ACM within Panuku managed property. The Panuku Manager - Property Portfolio will delegate a number of management tasks and responsibilities to other Panuku groups and staff and approved contractors. The tasks will be divided between the Property Management (the team responsible for tenants and occupiers) and the Facilities Management Team (comprising maintenance and refurbishment).

The following tasks are to be conducted by the Property Management Team under the direction of Panuku Manager – Property Portfolio:

1. Liaise with tenants, contractors and maintenance personnel and ensure that all personnel whose work may impact on asbestos or ACM are informed of the presence and location of asbestos and ACM at the sites. This includes making the AMP Coversheet and associated information available to these parties.
2. Inform occupants of any ACM remedial works.
3. For properties leaving the portfolio, ensure that any relevant asbestos management records are included with any transfer documentation.

The Panuku Manager – Property Portfolio, also delegates the following tasks to the Facilities Manager and Facilities Management Team:

1. Administer ACM-related inductions and ensure contractors (and any other relevant personnel) are appropriately licensed/trained and experienced in handling ACM as necessary. To include induction of

- contractors in Panuku asbestos policy and management framework and access to and use of 'Risk Manager';
2. Engage an appropriately licensed asbestos removal contractor to conduct asbestos materials abatement works and notify occupants of air monitoring results during the works.
 3. Engage a suitably qualified independent Licensed Asbestos Assessor (for Class A licensed removal) or a competent person (for Class B licensed removal) to undertake any relevant air monitoring and clearance inspections during and following removal of ACM and notify occupants of air monitoring results during the works.
 4. Ensure retained contractors have a Permit to Work system for any work to be conducted in areas containing asbestos.
 5. Install asbestos warning signage and labels to ensure ACM are not accidentally disturbed;
 6. Prior to renovation or demolition work, ensure identified ACM (and additional hazardous materials) are safely removed from any proposed work area or appropriately contained so as to prevent accidental damage.
 7. Ensure exposure to asbestos is eliminated so far as is reasonably practicable. Where this is not reasonably practicable, exposure must be minimised so far as is reasonably practicable. No person is to be exposed in excess of the airborne contamination standard (0.1 respirable fibres/mL of air).
 8. Maintain the asbestos register and ensure that asbestos and ACMs are regularly re-assessed to comply with the Asbestos Regulations and the ACoP. Maintain this AMF, together with the site-specific AMP Coversheet and associated asbestos abatement documentation. The review timeframes must be at least every five years, or more frequently where the Asbestos Regulations require this (Regulation 14) or were the asbestos survey recommendations specify.
 9. Obtain asbestos management surveys from the previous owner for any new properties which come into the portfolio that were constructed prior to the year 2000. Where these are not available or unreliable, commission new asbestos surveys.
 10. Ensure that asbestos-related records are maintained in 'Risk Manager'. Documentation must be archived for at least five years and be accessible to any WorkSafe representatives if requested. 'Risk Manager' is to be used to file asbestos-related documentation on an on-going basis including summaries of asbestos register updates, Asbestos Removal Control Plans, Safe Work Method Statements (SWMS)/Site Specific Safety Plans (SSSP)/JSAs, air monitoring, clearance inspection certificates, and ACM waste disposal receipts. Additionally, soils may require PSI/DSI, RAP and Validation reports.

3.2.4 Panuku Health and Safety Manager

The Panuku Health and Safety Manager is responsible for establishing Panuku's asbestos management policy and overarching framework, as set out in the AP and AMF, and ensuring effective operation of the AMF. In particular, the Health and Safety Manager will:

1. Review management information and report to the Chief Operating Officer and Senior Leadership Team on performance and any significant asbestos risks, including additional controls, changes to the AMF and WorkSafe notifications of non-compliance.
2. Conduct an annual audit of the AMF and the asbestos register to verify compliance. This will include appropriate checks and balances to ensure documentation provided by contractors complies with the Asbestos Regulations.
3. Take immediate steps, on behalf of the Chief Operating Officer, to stop work activities where there is an immediate risk or regulatory compliance breach. When a compliance breach occurs, notify WorkSafe accordingly.
4. Coordinate and maintain health records and medical surveillance/screening in the event of exposure to asbestos fibres (staff, contractors, tenants and public).
5. Ensure suitability of asbestos training to staff and contractors.
6. Advise all stakeholders on any legislative changes affecting the management of asbestos.

3.2.5 Building Occupants

All building occupants, project managers or nominated representatives must notify the Panuku Manager – Property Portfolio of proposed refurbishment, demolition or maintenance works that involve the disturbance of the building fabric/structure or areas of the building where ACM are located. Building occupants, project manager or nominated representatives must notify the Panuku Manager - Property Portfolio if ACM are in poor condition or if suspected ACM

is present. In providing a permit to work, the Panuku Manager - Property Portfolio should assess any proposal for its potential to impact on ACM.

3.2.6 Contractors

All contractors working at the Panuku sites shall be responsible for ensuring that their works are conducted in accordance with the AMF; the AMP Coversheet; that all permits have been issued and inductions have been completed.

Contractors must notify the Panuku Manager - Property Portfolio if ACM are in poor condition or if there is suspected ACM not mentioned in the asbestos register.

Contractors must supply an ARCP prior to conducting any maintenance works on ACM, presumed items or works that may inadvertently disturb ACM. They must also keep records of health monitoring for workers involved in any asbestos-related work.

Contractors must ensure any work is completed safely and in accordance with the ARCP, all relevant legislative requirements and best industry practice. Refer to Sections 4.4.1 and 4.4.2 for further detail on abatement requirements for contractors where presumed or identified asbestos may be disturbed, encapsulated or removed.

3.2.7 Licensed Asbestos Removal Contractor

If necessary, the Panuku Manager – Property Portfolio, or their delegated representative will engage a licensed asbestos removal contractor (LARC), as prescribed by the Asbestos Regulations to conduct abatement works. This contractor must perform all works in accordance with licensing requirements and standard industry practice as outlined in Section 4.4.1. The LARC is required to hold either a Class A Licence (friable) and/or a Class B (non friable) removal licence (depending on the friability of the material). The contractor must keep records of health monitoring for workers involved in any asbestos-related work.

The Licenced Asbestos Removalist must prepare an ARCP, detailing the proposed work methodologies to be used to safely and effectively remove, enclose or encapsulate (as directed by the Panuku Manager – Property Portfolio) the ACM. The ARCP is to include a site plan and document the consultation process with relevant stakeholders before commencement of work and submitted to the Panuku Manager for that site or the nominated Licensed Asbestos Assessor for review and approval prior to commencing work on sites. The ARCP must be prepared for any project involving non-friable asbestos removal work over 10m² and all friable asbestos removal. It is similar to a Site Specific Safety Plan (SSSP) but is focused on the specific control measures necessary to minimise any risk from exposure to asbestos. To help avoid duplication, the SSSP and ARCP documents may be combined. An ARCP helps ensure the asbestos removal is well planned and carried out in a safe manner and maintains compliance with the regulations. Appendix H of the ACoP outlines the required components of an ARCP for licensed removal work.

Table 4 defines what type of licence is required for asbestos removal:

Table 4: Summary of Types of Asbestos Removal Licences	
Licence	Permitted Works
Class A	Works involving any type or quantity of asbestos or ACM including: <ul style="list-style-type: none"> • Any amount of friable asbestos or ACM • Any amount of ACD • Any amount of non-friable asbestos or ACM
Class B	Works involving: <ul style="list-style-type: none"> • Any amount of non-friable asbestos or ACM • ACD associated with removing any amount of non-friable asbestos or ACM
Unlicensed Work/	Works involving:

Table 4: Summary of Types of Asbestos Removal Licences

Licence	Permitted Works
Asbestos Related Work	<ul style="list-style-type: none"> • Up to and including 10 m² of non-friable asbestos or ACM, cumulatively over the whole course of the removal project for the sites • ACD that is: <ul style="list-style-type: none"> ○ Associated with removing 10 m² or less of non-friable asbestos or ACM ○ Not associated with the removal of friable or non-friable asbestos and is only a minor contamination

Further information on licensed asbestos contractors can be obtained on the WorkSafe website or by contacting Greencap. Refer to Section 8 for contact information.

Refer to Sections 4.4.1 and 4.4.2 for further detail on requirements for further detail on removal requirements and licence considerations.

3.2.8 Asbestos Consultant/Licensed Asbestos Assessor

The Panuku Manager – Property Portfolio, or their delegate may appoint a competent asbestos consultant/Licensed Asbestos Assessor, with appropriate experience and qualifications, to assist in the following areas:

- Conduct surveys to assess risk involved with proposed works where asbestos materials are likely to be disturbed prior to commencing the proposed works.
- Regularly reassess the risk posed by asbestos materials on sites.
- Review ‘Scope of Works’ documentation (including an ARCP) for removal of ACM prepared by the Licensed Asbestos Removal Contractor (LARC).
- Provide asbestos hygiene services during asbestos abatement works (e.g. air monitoring and visual inspections) – if Class A removal work is being carried out, an independent Licensed Asbestos Assessor must be engaged to undertake air monitoring and clearance inspections.
- Review the AMF and asbestos register on a regular basis.

The consultant/assessor must keep records of health monitoring for workers involved in any asbestos-related work.

WorkSafe states that for all friable Class A asbestos work an independent Licensed Asbestos Assessor must be used to provide certification for air monitoring and clearance procedures. A competent person independent from the person responsible for the removal works should determine all air monitoring requirements.

3.2.9 WorkSafe

WorkSafe is the regulatory authority which administers and enforces the Asbestos Regulations. Key enforceable items centre around the identification, assessment and control of risks arising from asbestos materials in buildings by a PCBU of the premises. The Health and Safety at Work Act 2015 (HSWA) provides an overriding general obligation on various parties including PCBUs, workers and other persons to ensure the workplace health and safety of persons affected by their work activities.

WorkSafe inspectors may request access to asbestos-related documentation from time to time. The Health and Safety at Work Act 2015 outlines the powers of inspectors.

3.3 Management and Remedial Options

ACM should be re-inspected on a 5-yearly basis as a minimum, or earlier if the materials are damaged or removed, to ensure the materials are kept in good condition and that there is no damage to the materials. Consequently, a competent asbestos surveyor/Licensed Asbestos Assessor with training and experience in conducting surveys, should complete Asbestos Materials Re-inspections of the sites in 2023 (or 5 years from the date of the last survey since some are yet to be completed) as a minimum, in order to reassess the condition of the materials and the risk they present and to provide updated remedial/management options.

Table 2 provides a summary of the decision-making and prioritization process Panuku has used for determining the urgency and sequence of completing asbestos surveys across the portfolio. Where Properties are leased, every effort should be made by Panuku to obtain an asbestos management survey of the building prior to occupation of the building. Refer to Figure 2 below for a flow-chart describing the asbestos survey decision-making process.

A range of measures are available for the control of ACM risks. The selection of the appropriate control measures is based on the assessed risk for each specific location. The Asbestos Regulations refer to these as decisions and reasons for decisions in relation to asbestos management. These measures may include:

- Leave and maintain in existing condition;
- Repair and maintain in good condition;
- Encapsulate using adhesive, mastic or providing a barrier such as a box enclosure or steel cladding;
- Remove by approved methods under controlled conditions; and/or
- Label ACM that are to remain *in-situ* should be undertaken where practical to ensure that they are not damaged inadvertently by maintenance contractors etc.

All known ACM should be indicated in some way, either by warning labels or annotated on a sites plan or hazard register. See Section 4.2 for illustrations of labels that can be utilised in conjunction with policies and procedures. Either form of identification is considered acceptable for Panuku.

Panuku will review survey recommendations and track decisions via 'Risk Manager' (refer to Section 1.5.5) or complete further investigation to determine risk and make decisions based on this information.

Panuku's performance against this management plan will be tracked through the business planning cycle using key performance measures such as completion of asbestos surveys, addressing recommendations, meeting training expectations, contractor performance and personal performance targets against the roles and responsibilities expectations.

3.3.1 Assessing Risk

The control measures recommended will depend on the identified risk. Each asbestos surveying firm may have a slightly different risk ranking system, however each system must be based on a likelihood versus consequence risk ranking table. The risk will be determined by various considerations such as: friability, condition, disturbance potential, occupation/activities undertaken in the vicinity etc. The GPG, 2016 provides a robust framework for assessing risk.

Where complex scenarios are identified, a more detailed risk assessment may be required to determine actual exposure.

Panuku will discuss the recommendations made with each surveying firm and make a decision on the management of ACM after considering with them the appropriateness of the risk ranking system adopted.

3.4 Proposed Refurbishment or Demolition

Prior to any proposed refurbishment or demolition works, the following documents are required:

- A destructive/fully intrusive pre-demolition/refurbishment asbestos survey to be prepared by a competent asbestos surveyor/Licensed Asbestos Assessor. This should be completed when the building is unoccupied. Refer to Figure 3 below for a summary of the decision-making process prior to demolition or refurbishment.
- Risk assessment and scope of works documentation must be carried out (Clause 21 of the Asbestos Regulations).
- Licensed Asbestos Removal Contractor to provide notification to WorkSafe at least five days prior to commencing work.

These will specify appropriate work procedures and identify any asbestos materials abatement works required.

Minor work such as changing a light bulb, minor surficial painting work, replacing cupboard doors or repairing a water tap may not trigger the need for a survey. However where any disturbance activities of un-surveyed materials, including disturbance of dust, is to occur, a survey is required or the material must be presumed as asbestos and the work managed in accordance with this AMF and any applicable AMP Coversheet for the workplace.

As the nature of any refurbishment work becomes more invasive or intrusive, the scope of the proposed work must reflect the scope of the survey information available. The following table provides some examples of typical scenarios:

Table 5: Triggers for Asbestos Surveys Decision-making for Maintenance/Refurbishment Work	
Type of Activity/Maintenance Work	Type of Asbestos Survey Needed Prior to Work Commencing*
Replacing a tap washer	No survey needed, unless there is reason to believe that asbestos or ACM is present and there is a risk that it will be disturbed.
Changing a light bulb	
Replacing a cupboard door	
Minor surficial paint 'touch-ups' with no disturbance of lower layers of paint or building materials.	
Replacing a window	Assume asbestos present within window putty or sample and record laboratory result, location, person who completed the work and scope/limitations
Installing an air-conditioning system	Assume all items to be disturbed contain asbestos, including Asbestos-contaminated Dust (ACD) and/or debris or survey and record laboratory result, location, person who completed the work scope/limitations and recommendations.
Full kitchen refurbishment	Complete an intrusive pre-refurbishment asbestos survey of the area to be disturbed. Consider expanding to include an asbestos management survey for the remainder of the building if a survey doesn't already exist.
Bathroom refurbishment	
Structural building alterations	
Demolition of a house	Complete a fully intrusive pre-demolition asbestos survey of the building. This may require more than one visit to ensure that all areas are accessed prior to being disturbed/demolished.

* Always check if an asbestos survey has already been completed first.

The Asbestos Materials Risk Assessment and Register should not be used for the purposes of costing for removal or programming of future refurbishment or demolition works unless accompanied by an appropriate and sites-specific scope of works as part of an asbestos materials management and abatement program.

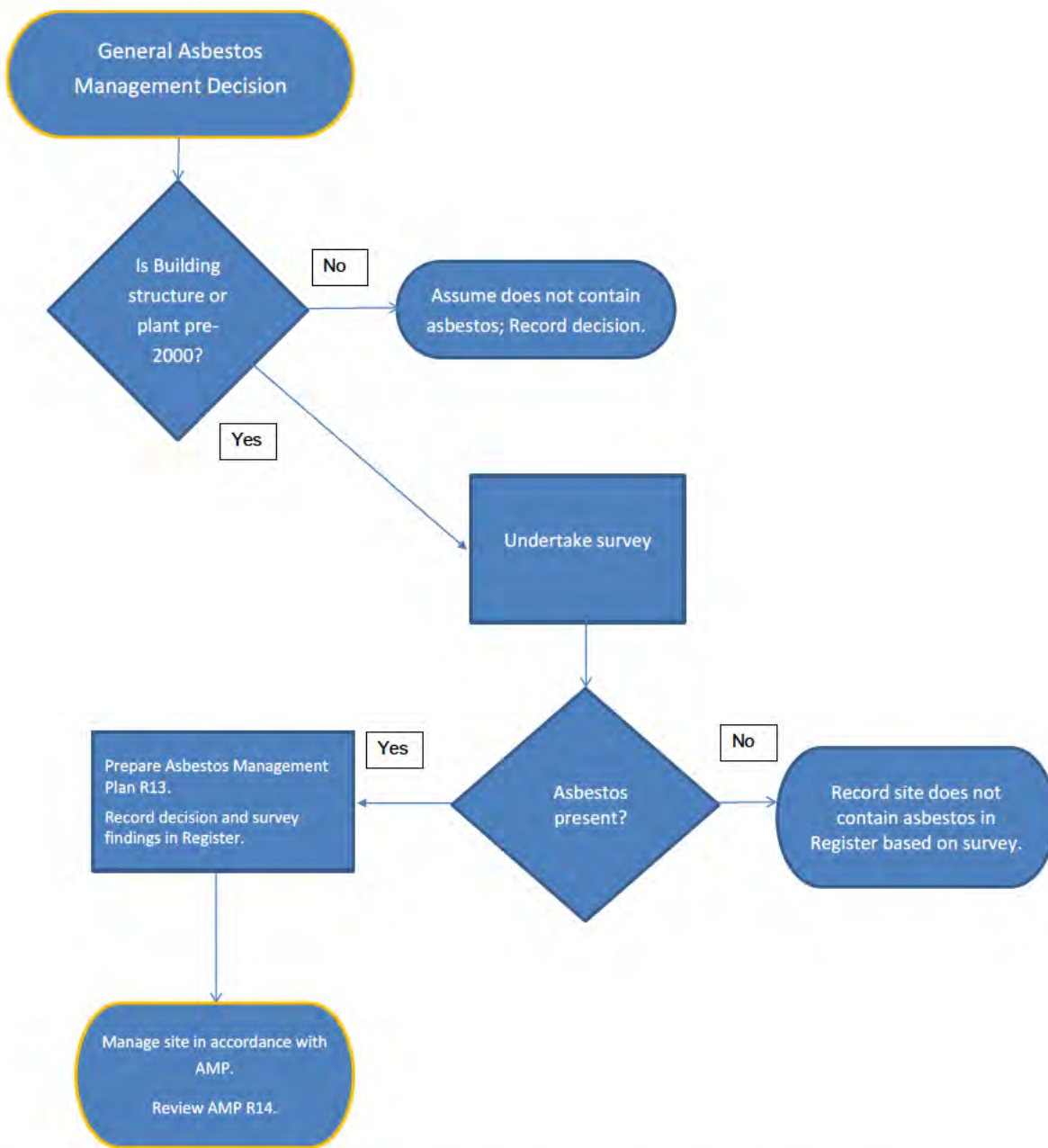


Figure 2: Panuku’s Asbestos Survey Priority Decision Process – Commercial Properties

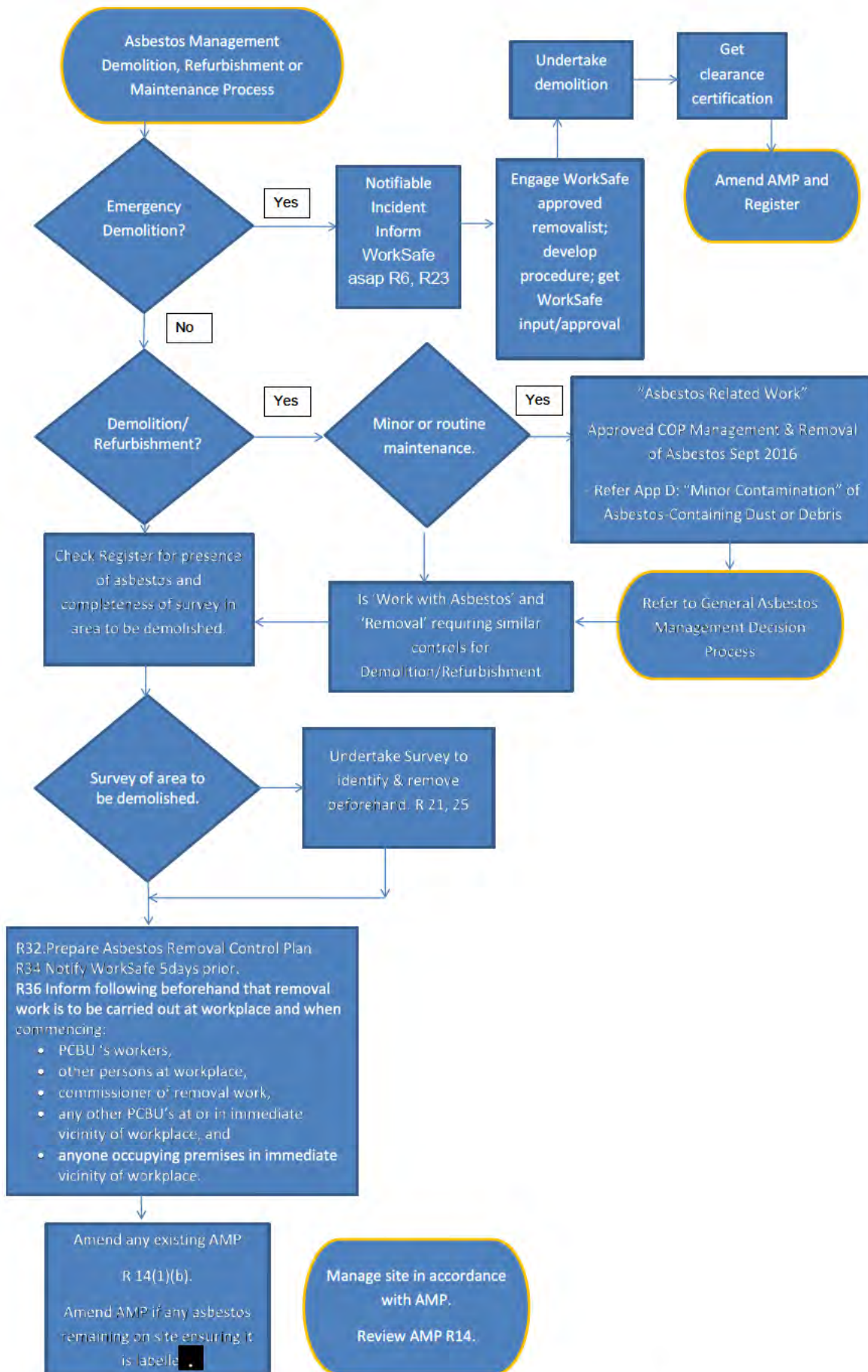


Figure 3: Panuku’s Asbestos Process for Demolition, Refurbishment or Maintenance

3.5 Asbestos Induction for Contractors

All contractors and maintenance personnel visiting the sites must contact their Panuku representative prior to commencing any works. The Panuku Manager - Property Portfolio, or their delegate, will provide a generic induction of the relevant elements of the AMF, and AMP Coversheet information for the wider portfolio of sites or building. The Panuku representative may examine the works to be performed and consult, co-operate and co-ordinate with the relevant contractor on what can, and cannot, be done. The induction will advise on the following:

- Generic parts of buildings that are most commonly found to contain ACM;
- Introduction to the AMP Coversheet and associated asbestos information for each site or building and advice on the compulsory nature of the contractor's review of this information prior to commencing work;
- That the AMP Coversheet and associated asbestos information provides direction on how to work safely with the ACM and work on sites is to be controlled by the contractors Work Permit System (refer to Appendix E for example template forms to be used);
- That any ACM abatement works must be approved by the Panuku Manager – Property Portfolio (or their delegate) and conducted by a licensed asbestos removal contractor where required, or trained contractor as required by Section 4.4.2;
- That during normal, routine maintenance work, all personnel, including external contractors, must report any residual, deteriorating or damaged ACM of which they become aware, to the Panuku Manager – Property Portfolio (or their delegate) as soon as possible so that the appropriate corrective action can be initiated;
- That there is no guarantee that all ACM has been identified on sites due to access limitations and therefore, that any unknown or suspect materials encountered during building, demolition or maintenance works must be reported to the Panuku representative.

Details of all personnel who have completed the induction will be retained within 'Risk Manager'.

3.6 Damaged Asbestos Materials

Damaged ACM are to be reported to the Facilities Manager and Health and Safety manager as soon as possible. The Facilities Manager will instigate the appropriate corrective action and arrange to have the damage assessed if necessary and the materials repaired or removed as required.

The emergency response procedures for damaged ACM are outlined in Section 5 of this AMF.

All reports of damaged ACM are to be retained within 'Risk Manager' and Panuku's asset management system.

3.7 Asbestos Materials Consultant

3.7.1 Contractor SSSP/ARCP Review

The contractors risk assessment within their SSSP, including a JSA or SWMS is to be reviewed to ensure it adequately covers the safe working requirements of the project. If ACM are to be removed, the contractor-supplied ARCP should also be reviewed. The Panuku Manager - Property Portfolio may request a suitably qualified consultant to undertake such reviews (Refer to Section 3.2.7 for more detail on the Asbestos Removal Control Plan). The SSSP information may be incorporated into the ARCP to avoid duplication.

3.7.2 Visual Inspections & Supervision

A suitably qualified Licensed Asbestos Assessor must inspect the removal works and once satisfied that the material has been removed appropriately, issue a clearance certificate for each work area. Further, the Panuku Manager - Property Portfolio may require asbestos materials abatement works to be supervised on sites by the consultant for friable Class A work.

3.7.3 Asbestos Fibre Air Monitoring

Asbestos fibre air monitoring must be conducted by a competent Licensed Asbestos Assessor during the removal of all friable asbestos materials (Class A Licensed work). The Facilities Manager may also require asbestos fibre air monitoring during the removal of, or work on, non-friable asbestos products such as asbestos cement sheeting and vinyl floor tiles. The requirements for air monitoring must be established prior to commencement of asbestos related work.

All asbestos fibre air monitoring must be conducted in accordance with the *Guidance Note on the Membrane Filter Method for Estimating Airborne Asbestos Fibres 2nd Edition* [NOHSC: 3003 (2005)]. The *Approved Code of Practice for the Management and Removal of Asbestos (Worksafe, 2016)* requires that this analysis work be conducted by an International Accreditation New Zealand (IANZ)-accredited laboratory. All friable air monitoring must be undertaken by a Licensed Asbestos Assessor, as stated with the Asbestos Regulations and Code of Practice.

3.7.4 Bulk Sample Analysis of Previously Unidentified ACM

Suspected ACM may from time to time be uncovered at the sites (e.g. during demolition works). Where additional sample analysis is required, analysis will normally be by polarised light microscopy, supplemented with dispersion staining. Other approved methods may be used where required. WorkSafe guidelines require that this analysis work be conducted by an IANZ-accredited laboratory.

3.8 Unknown or Presumed Asbestos Materials

It is not reasonably practicable to identify every source of asbestos or ACM at all Panuku workplaces. ACM, which may be concealed within inaccessible areas/voids, may not have been located during previous surveys. Such inaccessible areas may include:

- Above-ceilings & below-floor spaces;
- Locations behind locked doors;
- In wall cavities;
- Areas accessible only by dismantling equipment or performing demolition works;
- Service shafts, ducts etc., concealed within the building structure;
- Voids or internal areas of plant, equipment, air conditioning ducts etc.;
- Totally inaccessible areas such as voids and cavities created and intimately concealed within the building structure. These voids are only accessible during major demolition works; and
- Height restricted areas.

Further investigations should therefore be performed using more destructive survey and sampling techniques prior to any refurbishment works. During the course of normal sites works, care should be exercised when entering any previously inaccessible areas and it is imperative that work cease pending further sampling if suspected ACM is encountered.

If any materials are encountered which are not listed in the Asbestos Materials Register or are suspected of being an ACM, work should cease immediately pending further inspection, sampling and assessment by a suitably experienced consultant/Licensed Asbestos Assessor.

Where no asbestos survey is present, all materials must be presumed to contain asbestos and managed in accordance with Section 4.4.

4. MITIGATION MEASURES

4.1 Work Permit System

4.1.1 When is a Work Permit Required?

Prior to performing any works on the sites that may impact on the building fabric/structure, it must be ascertained if the works could disturb any ACM. Accordingly, the contractor/lease holder must provide a Work Permit to the Panuku representative when either of the following applies:

- The Asbestos Materials Registers have identified or suspects the presence of ACM in the area of the proposed works; or
- The area where proposed work is to be conducted has not been fully assessed with regard to the presence of ACM.

4.1.2 Why is a Work Permit Required?

The Work Permit is required to be completed by the main contractor to ensure that future works at the sites are conducted in a controlled manner to prevent the accidental disturbance of ACM located at the Panuku properties.

Any work likely to disturb the building fabric requires the completion of the Work Request Form. During the completion of the Work Request Form, it is to be determined if an Asbestos Materials Work Permit is required.

Examples of a Work Request Form and Asbestos Materials Work Permit form are included in Appendix E.

4.2 Asbestos Labelling

The ACoP states that the location of ACM must be either identified on a plan or labelled in situ.

The asbestos warning label should be affixed to an asbestos based material or at the access point to an area containing asbestos materials in order to warn personnel of potential exposure to asbestos fibres if the material is disturbed or if this area is accessed without precautions being taken.

A competent person should determine the number and positions of the labels and signposts required.

The type and location of the ACM needs to be assessed prior to applying a label. Sticker-type labels will not adhere to certain surfaces and may have to be fixed into place with adhesive. Generally, vinyl stickers are suitable for indoor areas, while PVC or other more hard-wearing materials may be required externally. Stencils and specific item warning labels may also be considered (e.g. for access hatches to ceiling spaces where asbestos contaminated dust is present).

The following are examples of labels which may be used:



4.3 Asbestos Awareness Training

It is recommended that key Facilities Management and Property Management staff be provided with Asbestos Awareness Training. It may be prudent to also offer such training to contractors (especially long term/regular contractors) to increase their awareness of ACM issues at sites/properties they manage. The training should include the following:

- Background information on ACM.
- Asbestos materials-related health effects and risks (e.g. asbestos is only a health risk when disturbed, resulting in the release of asbestos fibres into the airborne environment which may be subsequently inhaled).
- Asbestos materials-related legislation.
- Sources and general locations of ACM located at the property (as noted in the Asbestos Materials Register).
- An overview of the structure and function of this AMF (i.e. a summary of how ACM-related issues are managed at the sites), together with the AMP Coversheet and associated asbestos records.
- How to access records on 'Risk Manager'.
- Responsibilities of the building owner, management, tenants, staff and contractors.

The training should be designed to serve a number of purposes:

- To increase the awareness and knowledge of building management personnel. To provide valuable introductory information to staff/contractors who may have a requirement to handle ACM or enter areas where ACM are present.
- To assist the employer in addressing their statutory duties in providing information, instruction and training to those potentially exposed to risk.
- To ensure that all relevant stakeholders understand the management processes established by Panuku through this AMF.

4.4 Abatement of Asbestos-Containing Materials

All licensed removal of asbestos must be controlled by an ARCP. Appendix H of the ACoP provides a template to assist contractors in making the necessary preparations prior to commencing any abatement work. Panuku require unlicensed removal work to have a simplified ARCP. The ARCP must include:

- A site plan showing the work area to be isolated (e.g. barrier protection, signage, buffer zone, decontamination area, proposed air monitoring locations).
- Removal methods (friable/non-friable/ACD).
- Contamination control methods (e.g. negative air pressure/decontamination procedures).
- Health and safety procedures (e.g. respiratory protection, working at heights, scaffolding).
- Evidence of training and health monitoring for all removal workers.

For Class A work, a Licensed Asbestos Assessor must provide independent verification of the work practices; engineering controls and standard of workmanship employed during removal operations. Asbestos abatement works must be performed in accordance with the Asbestos Regulations

4.4.1 Licensed Asbestos Removal Contractor

Depending on the nature of the abatement operations, it may be necessary to engage a licensed asbestos removal contractor. WorkSafe only allow friable ACM to be removed by personnel who hold a Class A Removal License. Refer to Section 3.2.7 for further information.

4.4.2 Asbestos-Related Work/Unlicensed Removal Work

Where no asbestos survey or register is present for a premises or property constructed prior to the year 2000, it must be presumed to contain asbestos. This means that any persons doing work on a site or building must complete the work under the assumption that asbestos is present, provided the work is not classified as demolition or refurbishment work (demolition and refurbishment are covered separately under Section 3.4). Unknown or presumed asbestos items and no access areas are also included in this process.

Where asbestos is assumed, the work can only proceed on the following provisions:

- The workers completing the work meet the requirements of asbestos-related work or unlicensed work as defined by the ACoP. This includes:
 - holding evidence of asbestos awareness training
 - ability of the workers to limit scope to disturbance/removal of 10 m² of non-friable asbestos material and associated ACD or removal of ACD that is of a minor nature
 - recording a complying methodology with appropriate controls, including:
 - consultation with relevant stakeholders prior to commencing work
 - correct use of appropriate PPE (minimum P2 mask/respirator, type 5/6 or class 3 disposable coveralls, disposable boot covers and disposable gloves etc or equivalent) and signage
 - consideration of non-asbestos hazards
 - appropriate waste storage and disposal
 - emergency procedures should an unforeseen event occur
 - having a mechanism in place for completing and storing medical records for people completing the work
- Where applicable, ensure the asbestos records, including the AMP Coversheet, for the property are updated where changes have occurred.

4.4.3 Independent Competent/Licensed Asbestos Assessor

A Licensed Asbestos Assessor must also provide independent verification of the work practices; engineering controls and standard of workmanship employed during removal operations. Refer to Section 3.2.8 for further information.

4.4.4 Asbestos in Soil

Asbestos impacted soil is likely to be present at a variety of Panuku properties, originating through poor historic management practices or through the importation of contaminated level raising fill. Guidance on investigating, managing and remediating asbestos impacted soil is given in the BRANZ New Zealand Guidelines for Assessing and Managing Asbestos Contaminated Soil (BRANZ, 2017). Ground disturbance works or earthworks may trigger the management controls set out in the National Environmental Standard for Assessing and Managing Contaminants in Soil to Protect Human Health Regulations 2011 (NES). If the asbestos contaminated soil work triggers the NES controls and/or AC Unitary Plan contaminated land rules the investigation, assessment and remedial work must be approved/overseen by a Suitably Qualified and Experienced Practitioner (SQEP).

As described in Section 1.4 any PSI and/or DSI work undertaken for due diligence purposes should also be signed off/overseen by a SQEP.

An AMP Coversheet is also required for properties where asbestos is present in soil. This will sit alongside this AMF.

4.4.5 Transport and Disposal of Asbestos Waste

Waste containing asbestos must be stored and transported in a receptacle designed to prevent the release of its contents. This can include standard 200 µm thick clear polythene labelled asbestos waste bags (waste should be double bagged) or suitably sealed and labelled drums.

The transportation and disposal of asbestos waste within Auckland is regulated by Auckland Council. Auckland Council does not allow disposal of asbestos waste at a transfer station, landfill or other waste disposal facility in Auckland from members of the public. Instead, they require disposal to be managed through a licensed asbestos removal contractor.

Table 6 provides is a list of landfills consented to receive asbestos waste (excluding asbestos impacted soil) in the Auckland area. Asbestos impacted soil may be able to be disposed of at managed fill or construction/demolition sites depending on the asbestos in soil concentrations.

Table 6: Consented Asbestos Waste Landfills		
Approved Landfills	Address	Phone
Auckland		
Redvale Landfill (Waste Management NZ)	Landfill Access Road, Dairy Flat, 0794	(09) 427 0600
Hampton Downs (EnviroWaste)	Hampton Downs Road, Hampton Downs	0800 246 978

All documentation of disposal should be received from the contractor after the asbestos waste/soil has been disposed of at a registered waste facility (and kept on file in 'Risk Manager' by the Panuku site representative).

5. EMERGENCY PROCEDURES

5.1 General

Emergency Procedures have been established for the following scenarios:

- The accidental disturbance of ACM.
- Elevated results during asbestos fibre air monitoring.

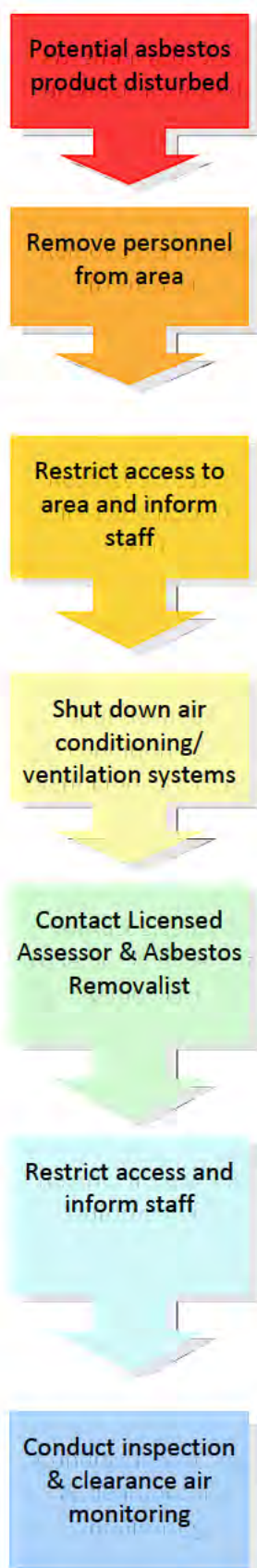
If any asbestos-related emergency arises that is not listed above, the Licensed Asbestos Assessor should be consulted immediately for further instructions.

In the event of any other emergency (e.g. fire), the existing Emergency Procedures for the sites will be followed. As a general rule, normal decontamination/isolation procedures outlined elsewhere in this document can be temporarily waived during such an emergency.

5.2 Notification

In the event of either the accidental disturbance of asbestos materials or high results during asbestos-fibre air monitoring occurring, the steps set out in Sections 5.3 to 5.5 (respectively) shall be followed. The relevant personnel required are documented in these sections.

5.3 Emergency Response Procedure – Asbestos Disturbance



Step	Responsibility	Control/Action
1		Remove personnel from areas considered to be at risk in relation to asbestos exposure. Go to Step 2.
2	Panuku Manager – Property Portfolio	Access to the area should be controlled and sign posted to prevent unauthorised persons entering the disturbance area. Inform appropriate personnel. Go to Step 3.
3		The air handling system should be shut-off and/or temporarily modified to prevent the distribution of fibres from the area to other areas in the building (if relevant). Go to Step 4.
4	Panuku Manager – Property Portfolio; Licensed Asbestos Assessor & Licensed Asbestos Removal Contractor	Contact Building Management to organise a Licensed Asbestos Assessor to confirm the presence of ACM and to advise on appropriate control strategies. Background asbestos air monitoring to be undertaken during investigation for exposure reading. Following advice from the Asbestos Consultant/Licensed Asbestos Assessor engage a Licensed Asbestos Removal Contractor to undertake asbestos clean-up works. Removal works must adhere to the following legislation: ACoP: Management and Removal of Asbestos Asbestos Regulations Go to Step 5.
5	Asbestos Consultant/ Licensed Asbestos Assessor	Asbestos fibre air monitoring may be required outside the area of the asbestos contamination whilst clean-up works are being conducted to monitor airborne asbestos fibre concentrations (where applicable). Go to Step 6.
6	Panuku Manager – Property Portfolio, & Licensed Asbestos Assessor	After clean-up works have been completed, asbestos fibre air monitoring (where applicable) shall be conducted in the affected area to ensure that asbestos fibre levels are at an acceptable level (i.e. <0.01 fibres/mL.). Only when the asbestos level is acceptable and the clean-up works have been conducted to a satisfactory standard and a clearance certificate has been issued, shall personnel be allowed to reoccupy the affected area.

5.4 Emergency Response Procedure - Elevated Air Monitoring Results

The following table outlines Control Levels for asbestos fibre air monitoring and the actions required:

Control Level (fibres/mL)	Responsibility	Control / Action
< 0.01	-	<ul style="list-style-type: none"> No Action. Continue with existing control measures.
≥ 0.01	Panuku Manager – Property Portfolio & Licensed Assessor	<ul style="list-style-type: none"> Licensed Asbestos Assessor to notify Licensed Asbestos Removal Contractor and Panuku Manager – Property Portfolio of results as soon as practicable. Panuku Manager – Property Portfolio to notify contractor who is undertaking the works that have resulted in the reading).
	Panuku Manager – Property Portfolio, Licensed Asbestos Assessor Licensed Asbestos Removal Contractor	<ul style="list-style-type: none"> Licensed Asbestos Assessor & Panuku Manager – Property Portfolio to review current control measures and improve, where applicable. This may include improved work practices, use of further control measures (e.g. plastic screening or wet wiping techniques) or changing the work methodology.
≥0.02	Panuku Manager – Property Portfolio Licensed Asbestos Assessor Licensed Asbestos Removal Contractor	<ul style="list-style-type: none"> Licensed Asbestos Assessor to notify Panuku Manager – Property Portfolio, through to senior management, of results as soon as is practicable. Licensed Asbestos Removal Contractor to notify WorkSafe as soon as possible. Panuku Manager – Property Portfolio to notify applicable contractor (i.e. the contractor who is undertaking the works that have resulted in the reading) to stop works immediately. Panuku Manager – Property Portfolio to restrict access to affected area.
	Panuku Manager – Property Portfolio Asbestos Consultant/Licensed Assessor Licensed Asbestos Removal Contractor	<ul style="list-style-type: none"> Licensed Asbestos Assessor to investigate cause of problem. Following advice from Licensed Asbestos Assessor and/or WorkSafe, Panuku Manager – Property Portfolio to engage the Licensed Asbestos Removal Contractor to undertake necessary improvement works. Licensed Asbestos Assessor to advise the Licensed Asbestos Removal Contractor on necessary works to rectify problem. Additional air monitoring to be conducted by Asbestos Consultant/Assessor. Contractors can return to area after results are <0.01 fibres/mL.

5.5 Emergency Response Procedures – Elevated Air Monitoring Results during Clearance

Control Level (fibres/mL)	Who	Control / Action
< 0.01	-	<ul style="list-style-type: none"> • Clearance can be issued by a Licensed Asbestos Assessor.
≥ 0.01	Panuku Manager - Property Portfolio/ Asbestos Consultant/ Assessor	<ul style="list-style-type: none"> • Licensed Asbestos Assessor to notify Panuku Manager - Property Portfolio of results as soon as is practicable. • Panuku Manager - Property Portfolio to notify applicable contractor (i.e. the contractor who is undertaking the works that have resulted in the reading).
	Panuku Manager - Property Portfolio/ Asbestos/ Licensed Asbestos Removal Contractor	<ul style="list-style-type: none"> • Licensed Asbestos Assessor to conduct investigations to establish cause of problem. Following advice from the Asbestos Consultant, Panuku Manager - Property Portfolio to engage the Licensed Asbestos Removal Contractor to undertake any necessary improvement works. • This may include further works such as increased vacuuming (using a High Efficiency Particulate Absorption (HEPA) equipped filter) or wet wiping techniques. • Additional air monitoring to be conducted by Licensed Assessor. Clearance issued after results are <0.01 fibres/ml.

6. WORK PROCEDURES

6.1 General Requirements

Work procedures depend on the types of works being carried out. As a general rule, all works that are likely to involve the possible disturbance of ACM require the following:

- Work to be undertaken outside of normal business hours and/or;
- Isolation of the work area for the following (where necessary);
 - Contractor only access, including restricted fire stairs and lift access (**mandatory**);
 - Air conditioning must be switched off (**mandatory**);
 - Isolation of fire sprinkler & smoke detectors (where disturbance is likely); and
 - Visually confirming that tenants/staff are not present prior to works commencing (**mandatory**).
- The use of 200µm thick polythene plastic covering all surfaces that are likely to be affected by works, including floors, racking, plant and other furnishings.
- The use of appropriate Personal Protective Equipment (PPE) such as:
 - Disposable respirators classed P2 or higher;
 - Disposable synthetic coveralls (type 5/6) capable of preventing fibre-penetration;
 - Eye protection; and
 - Appropriate footwear (smooth non-laced are preferable).
- Licensed Asbestos Assessor to carry out asbestos fibre air monitoring during works, and where applicable, clearance monitoring, clearance inspections and clearance certificates;
- The use of an appropriately licensed asbestos removal contractor.
- The use of an appropriately licensed asbestos assessor for friable Class A works.

6.2 Air Monitoring

6.2.1 General

Air monitoring detects airborne asbestos and mineral fibre dust small enough to be inhaled into the lungs, termed respirable asbestos dust. Respirable dust is minute and invisible to the naked eye, and is implicated in causing harm to lung tissues.

A human hair is between 40 to 80µm in thickness. Respirable asbestos fibres known to cause harm are less than 1.5 to 2µm in diameter, and longer than 5 to 10µm (i.e. long, relatively thin fibres).

6.2.2 Timing

Air monitoring must be undertaken during any of the following events:

- Friable asbestos removal works (note: background air monitoring should also be undertaken prior to the commencement of removal work to determine a control level).
- Any works that are likely to disturb any asbestos materials.

6.2.3 Competency

Asbestos fibre air monitoring should be undertaken by a competent asbestos consultant (where relevant) and results must be analysed in an IANZ-accredited laboratory, in accordance with the *Guidance Note on the Membrane Filter Method for Estimating Airborne Asbestos Fibres* [NOHSC:3003 (2005)]. If the works are friable in nature, a Class A Licensed Asbestos Removal Contractor and Licensed Asbestos Assessor are required for the works. Non-friable removal requires either a Class A or B Licensed Asbestos Removal Contractor and a competent person or Licensed Asbestos Assessor.

6.2.4 Concurrent Works

Due to the sensitive nature of asbestos fibre air monitoring, it is recommended that any works that are likely to create high levels of dust but are not likely to involve the disturbance of asbestos materials and are not specified in the following sections, should not be undertaken during asbestos fibre air monitoring. These works include plastering and sanding of internal partition walls and are likely to cause excessive dust levels that may void asbestos fibre air monitoring results [filters with excessive dust loading should be voided in accordance with NOHSC:3003 (2005)].

6.3 Work Authorisation/Notification

All works require authorisation from the Panuku Manager - Property Portfolio, who will notify the onsite relevant sites contact person and tenants of any works taking place.

6.4 Clean Up/Performance Standards

If the building is to remain occupied during works, specific performance standards should be established in conjunction with the requirements of the Property Manager, Panuku Manager - Property Portfolio and the Asbestos Consultant. These should set out the minimum acceptable levels of general dust, building waste and general cleanliness of the work area. Provisions should also be made with regards to the necessary actions that need to be taken should the minimum levels not be reached.

6.5 Transport and Disposal of Asbestos Waste

Waste containing asbestos must be stored and transported in a receptacle designed to prevent the release of its contents. This can include double lined standard 200µm thick clear polythene labeled asbestos waste bags or suitably sealed and labeled drums.

The transportation and disposal of asbestos waste is regulated by WorkSafe Regulations (Refer to Section 4.4.5 for more information).

Waste disposal dockets should be sought from the Asbestos Contractor for record keeping purposes. These should be obtained by the Panuku Manager - Property Portfolio and stored in 'Risk Manager' for the appropriate site/property.

7. ASBESTOS MATERIALS RECORDS AND DOCUMENTATION

It is important to keep an accurate record of asbestos management and abatement activities. Provision for recording these activities is made in 'Risk Manager' for each site/property. The following information should be entered into 'Risk Manager' for each site/property as soon as reasonably practicable :

- Records of re-inspections and review of the site-specific AMP Coversheet and associate asbestos register and relevant asbestos records.
- Reports of ACM removal and clean-up works.
- Clearance certification and air monitoring reports.
- Reports of inspections by an appropriately qualified asbestos consultant/Licensed Assessor.
- Expired Work Permits.
- Reports of accidental damage and clean-up procedures.
- Details of licensed asbestos removal contractors.
- Details of staff and tenant briefings/training.
- Details of contractor inductions.
- Asbestos materials scope of works, work outlines, procedures and specifications.
- Waste disposal dockets resulting from asbestos removal works.

8. CONTACTS

8.1 Licensed Asbestos Removal Contractors

Visit www.worksafe.govt.nz/the-toolshed/registers/asbestos-licence-holder-register/.

8.2 Asbestos Consultants/Licensed Asbestos Assessors

For consulting works such as air monitoring, clearance inspections, investigation and analysis of asbestos materials refer to the below link. Additionally, the above web-link provides a list of licensed asbestos assessors.

Company	Address	Contact
Thomas Consultants Ltd	Waitakere Central One, 4 Henderson Valley Road PO Box: 12-1393	09 836 1804
Greencap	Ground Floor, 32 Greenpark Road, Penrose	0800 476 227

8.3 Other Contact Numbers

Organisation	Address	Contact
WorkSafe	12 Lambie Drive, Manukau City	0800 030 040

9. REFERENCES

Approved Code of Practice: Management and Removal of Asbestos (WorkSafe New Zealand, 2016).

Auckland Council Asbestos Standard – HSTD7, (publication date unknown).

Australian Code of Practice for the Control of Asbestos in Workplaces (NOHSC, 2018(2005)).

Health and Safety at Work Act 2015.

Health and Safety at Work (Asbestos) Regulations 2016.

Ministry of Economic Development, 2004. The Building Act, 2004.

New Zealand Guidelines for Assessing and Managing Asbestos in Soil (BRANZ 2017).

Workplace Exposure Standards and Biological Exposure Indices. 9th Edition (MBIE, 2017).

Panuku Development Auckland Property Portfolio

Appendix A: Panuku Asbestos Policy

Panuku Asbestos Management Policy

1. Policy Statement

Panuku Development Auckland (Panuku) is committed to protecting the health and safety of all staff, visitors, tenants and contractors from the risks posed by asbestos and asbestos-containing material (ACM) within the Panuku portfolio.

2. Scope and Purpose

The age and nature of properties forming the Panuku portfolio means that legacy ACM is likely to be frequently identified within the building fabric, underground services, and land surrounding the buildings. This policy is designed to recognise the risks posed by asbestos and ACM and sets out the requirements to identify, eliminate or manage ACM to protect the safety of staff, visitors, tenants and contractors, so far as is reasonably practicable.

Panuku is committed to undertaking all reasonably practicable measures to eliminate or minimise the risk posed by ACM within its assets. This will be achieved through Panuku's Asbestos Management Framework (AMF) and associated asbestos management documentation that complies with the requirements of the:

- Health and Safety at Work Act 2015
- Health and Safety at Work (Asbestos) Regulations 2016
- Health and Safety at Work (General Risk and Workplace Management) Regulations 2016
- Approved Code of Practice for the Management and Removal of Asbestos 2016.

Panuku acknowledges that ACM is a workplace risk that may harm workers and other people who are exposed to airborne asbestos fibres and needs appropriate management. All Persons Conducting a Business or Undertakings (PCBUs) who conduct work for Panuku involving asbestos, and all workplaces where Panuku is a PCBU where asbestos is present, must manage asbestos risks so they do not harm anyone. This policy, together with the AMF and asbestos-related information held in 'Risk Manager' will assist PCBUs in exercising their duties with respect to asbestos management.

3. Asbestos Management Framework

Panuku must ensure that an Asbestos Management Framework (AMF) is in place to outline the broader rationale for making decisions on the identification and management of asbestos, including: determining risk, record keeping, roles and responsibilities, management of information and procedures for undertaking work, including emergency work.

The AMF is to be a living document that is subject to periodic update by the Panuku Health and Safety Manager

4. Information management and Asbestos management plans - Risk Manager Software

Panuku utilises 'Risk Manager', a proprietary cloud-based health and safety management software tool developed by Impac Ltd, to facilitate and steward health and safety management within Panuku. Panuku's retained contractors have access to 'Risk Manager' and this cloud-based system will provide relevant information to populate an Asbestos Management Plan for each property.

The site-specific information and records for each property held by 'Risk Manager' is to include:

1. All asbestos items relevant to the site, including decisions and reasons for decisions on how the asbestos or ACM will be managed
2. Assumed asbestos (where applicable, including where a survey has not been completed)

3. Asbestos management or intrusive survey (where available)
4. WorkSafe notifications
5. Evidence of consultation with relevant stakeholders
6. Asbestos Removal Control Plans (ARCPs)
7. Abatement record
8. Air monitoring reports
9. Clearance certificates
10. Record of any asbestos-related incidents
11. Timetables for: re-inspections and data review.

5. Labelling of Asbestos Containing Material

Identified ACM within Panuku assets must be clearly labelled to inform all occupiers and workers of the presence of ACM and the potential risk(s). The methods will be outlined in the AMF and recorded in Risk Manager.

6. Acquisition of New Panuku Assets

An asbestos management survey must be completed when a new asset is acquired or on the internal transfer of an asset to Panuku from another Auckland Council entity (if a survey does not already exist or we can be certain property does not contain asbestos).

7. Health Monitoring

Asbestos health monitoring of Panuku staff will be implemented on an as needed basis and implemented by the Panuku Health and Safety Manager. Panuku retained contractors will be required to monitor the health of their workers.

8. Asbestos Risk Management Decision-Making

Panuku-related asbestos risk decision-making is to be managed by the Panuku Manager – Property Portfolio based on best practice advice from the Panuku Health and Safety Manager.

9. Incident Response

The AMF provides an incident response procedure where ACM is disturbed through inadvertent actions. All asbestos exposure incidents must be reported to the Panuku Health and Safety Manager and in 'Risk Manager' in accordance with Panuku's corporate Health and Safety incident reporting timelines.

10. Policy Review and Revision

This Policy is subject to a three-yearly review by the Panuku Health and Safety Manager.

11. Approval Process

Business Owner	Director Portfolio Management
Original policy date	Final: August 2018
Frequency of review	Every three years or earlier if required
Last reviewed	
Approved by	ELT and Chief Executive
Date 22/05/18.	

Panuku Development Auckland Property Portfolio

Appendix B: General Information on Asbestos and ACMs

B.1 GENERAL INFORMATION

B.1.1 What is Asbestos?

Asbestos is defined as the fibrous form of a group of mineral silicates. There are two major groups of asbestos:

- Serpentine group minerals: chrysotile (white asbestos).
- Amphibole group minerals: amosite (brown asbestos), crocidolite (blue asbestos) and minor forms including actinolite, tremolite and anthophyllite (not commercially used in New Zealand).

Asbestos minerals have separable long fibres that are strong and flexible enough to be spun and woven and are heat resistant. Because of these characteristics, asbestos has been historically used for a wide range of manufactured goods, mostly in building materials, friction products, heat-resistant fabrics, gaskets, and coatings.

Asbestos mainly affects the lungs, and breathing in high levels of asbestos fibres over time can lead to a number of diseases and cancers (asbestos is a known carcinogen). The aim is to minimise the risk of exposure to ACM and/or fibrous asbestos. This AMF aids in ensuring that ACMs in the workplace are managed in such a way that they do not become damaged and increase the risk of exposure.

B.1.2 Types of ACM

ACM can be classified into two main groups, **friable** and **non-friable** (sometimes referred to as non-bonded or bonded).

ACM considered to be friable are materials that can be crumbled, pulverised or reduced to powder by hand pressure when dry. Friable ACM are considered higher risk materials as they are more readily damaged, thereby possibly releasing fibres into the air.

Those that cannot be pulverised are considered non-friable and generally 'low' risk if properly handled. Non-friable ACM are often referred to as 'bonded', where asbestos is bound in a matrix such as cement (e.g. fibre cement sheeting) or various resin/binders (e.g. vinyl floor tiles).

The following table details the common materials found in the two groups:

Friable	Non-Friable
<ul style="list-style-type: none">• Sprayed or trowelled asbestos materials applied to ceilings, walls and other surfaces for fire-rating purposes. This material is often referred to as 'limpet asbestos'.• Asbestos-containing insulation on pipes, boilers, tanks, ducts etc. which is often referred to as asbestos lagging.• Asbestos paper products, millboard in underlying lining for linoleum or vinyl floor coverings.• Asbestos textiles, braided asbestos, rope, tape, etc.• Asbestos millboard inside electrical switchboxes/fuse boards or air-conditioning re-heat boxes.	<ul style="list-style-type: none">• Asbestos cement sheeting and corrugated sheeting products, i.e. cement or concrete like products (e.g. 'fibro' and 'super six roofing' – see description below).• Vinyl tiles and vinyl flooring mastic and associated adhesives.• Asbestos-containing compounds, gaskets and mastic from mechanical fittings, and roofing membranes.• Compressed bitumen electrical backing boards and asbestos-cement sheeting in electrical cupboards and switchboards.• Roofing sealants, bituminous membranes, tar composites and similar materials were occasionally mixed with asbestos.

B.1.3 Categories of Asbestos-Containing Material

Typical examples of ACM that could be encountered on Panuku properties include:

B.1.3.1 Asbestos Containing Cement Products

Asbestos cement (AC) products are a very common type of ACM and were installed extensively throughout commercial, industrial and residential facilities up until the early to mid-1980s.

AC products are examples of bonded asbestos material, and typically contain between 5–15% of asbestos by weight. Usually chrysotile asbestos (white asbestos) is the main type of asbestos present, but amosite and/or crocidolite asbestos have also been used in asbestos cement.

AC products comprise a mix of cement, sand, binders and various combinations of both asbestos and non-asbestos fibres. The asbestos is tightly bound or encapsulated within the cement matrix of the products.

In general, the asbestos fibres cannot be released to become airborne in significant quantities unless the cement matrix is disturbed or disrupted; for example, cutting AC products with power saws, etc.

AC products were manufactured in numerous shapes and sizes and include asbestos cement sheeting eaves, awnings, walls, ceilings and gables/cladding, corrugated/moulded asbestos-cement sheeting roofs, ridge-capping and gutters.

AC debris and fragments are frequently found at buildings where AC products are present. As cement is a non-friable (bonded) material and the fibres do not normally/easily become airborne, the risk of exposure is low. Sub-floors are often found to contain waste piles of AC fragments associated with previous building works.

Where unpainted cement sheeting is exposed to the elements and or cleaned using a high-pressure water-blaster, the material becomes weathered and its condition degrades to fair or poor. Fibres can become loose and easily airborne, while debris and dust collects in guttering via water runoff.



(Asbestos Containing Cement Sheet/Cladding and Soffit Examples)

B.1.3.2 Asbestos-Containing Vinyl Floor Tiles

Vinyl tiles and linoleum flooring manufactured prior to the mid-1980s may contain asbestos in varying quantities in a well-bound cohesive matrix. Asbestos-containing vinyl floor and wall coverings do not present a significant health risk unless they are sanded or otherwise mechanically abraded so as to release asbestos fibres.



(Asbestos Containing Vinyl Floor Tile Examples)

B.1.3.3 Asbestos-Containing Electrical Backing Boards

Electrical backing boards in older switchboards and electrical cupboards often contain asbestos in the form of bundled chrysotile (white asbestos) fibres, in compressed bitumen.

This form of asbestos product is considered non-friable (bonded), and the release of fibres is highly unlikely unless the matrix is disturbed say by cutting or drilling with power tools etc.

While the NZ Asbestos Regulations address bonded material, other jurisdictions have developed guidance that specifically relates to work on electrical backing boards. For example, the NSW Electrical Industry Asbestos Awareness Committee (EIACC) in conjunction with NSW Work Cover have produced a number of guidelines for working on electrical meter panels/backing boards. Guidelines on identifying asbestos-containing boards and procedures for working on such materials are documented in the *Approved Code of Practice for the Management and Removal of Asbestos in the Workplace* (WorkSafe, 2016) as well as fact sheets or 'Handy Hints' pages on the WorkSafe website (<https://www.pgdb.co.nz/~downloads/Handy%20hints%20-%20Drilling%20Holes%20in%20Asbestos%20final.pdf>).



(Asbestos Containing Electrical Backing Board Example)

B.1.3.4 Asbestos-Containing Gaskets

Asbestos gasket material (or a compressed asbestos fibre material) can be found between flanged joints in piping systems. While *in-situ*, asbestos gaskets do not constitute a health hazard unless maintenance works are to be undertaken. Therefore, safe-working procedures must be adopted when dismantling flanges, pipe sections and other mechanical equipment. The asbestos is normally chrysotile in concentrations greater than 10%.



(Asbestos Containing Gasket Example)

B.1.3.5 Asbestos-Containing Fire Doors

Asbestos insulating cores such as fire door cores prior to the early-1980s usually contain a mixture of chrysotile and amosite asbestos (usually 15% - 40%). Protective material surrounding the asbestos-core (such as timber or metal) prevents asbestos fibre release. Physical damage to these protective materials however, may lead to the release of respirable fibres. These doors should never be sawn or drilled. They should be inspected regularly to ensure they have not been damaged inadvertently.

It is common that high traffic doors may become damaged over time and expose the asbestos core of the door, such as around the door latch area or if the door skin delaminates.



(Asbestos Containing Fire Door, Public Library Example)

B.1.3.6 Asbestos-Containing Mastic Materials

Older formulations of flexible sealant materials used to fill gaps between walls, windows, duct work and roof panels may contain chrysotile asbestos. These bonded asbestos materials are unlikely to represent an asbestos health risk unless they are significantly damaged or degraded.



(Asbestos Containing Window Putty Example)

B.1.3.7 Asbestos-Containing Insulation Materials

Insulation usually contains a percentage of asbestos (usually 20% and possibly up to 95%). When used as a fire protection for money safes the material is securely encased and does not pose a high risk as the items are normally inaccessible and can easily be disposed of in their entirety.



(Asbestos Containing Insulation Example)

B.1.3.8 Asbestos-Containing Lagging/Insulation

Insulation such as lagging usually contains a percentage of asbestos (usually 20% and possibly up to 95%). Protective jackets on the insulation materials (such as metal or calico on pipe lagging) prevent asbestos fibre release. Physical damage to the protective jacket however, may lead to the release of respirable fibres. The binding material in the insulation can deteriorate with age rendering it more friable.



(Asbestos Containing Lagging Example)

B.1.3.9 Asbestos-Containing Millboard

Millboard was used for thermal insulation, lining to floor coverings and above fireplaces and stove-tops because of its flame-resistant durability. It contained asbestos comprising up to 80 to 85 percent and fibres can be released with relative ease when disturbed.

Insulation to internal lining of ductwork sections and electrical re-heat air conditioning boxes generally contain asbestos millboard. Isolation of the air-conditioning should be conducted for investigation to confirm status and condition – this may/may not be possible with an asbestos management survey but (if appropriate) should be captured on the asbestos register. These should be replaced with non-asbestos equivalents during routine maintenance if deemed to be in good condition.



(Asbestos Containing Millboard Example)

B.1.3.10 Asbestos-Containing Dust and Debris

Dust and debris is usually found in varied quantities of up to 90% asbestos and can easily become airborne. It is most often found in plant rooms, boiler rooms, risers, service voids, sub-floors/roof spaces and where asbestos is in a poor condition. It is highly friable and considered a high risk material.

B.1.3.11 Asbestos-Containing Bituminous Waterproof Membranes

Up until approximately 1992, bitumen products would often include chrysotile 'white' and amosite 'brown' asbestos fibres. These were used as a binding agent to keep the matrix together. The concentration was relatively low, but, significantly, the sticky nature of the product means that the chance of fibre-release is low even when the material is disturbed.

The most common use of this bitumen was in sink pads which were used under stainless steel sinks to reduce the noise caused by running water. However, it was also used in roofing felt, tile adhesive, damp courses, flashings and bitumen mastics (often referred to as bitumastics).



(Asbestos Containing Bituminous Membrane Example)

B.1.3.12 Asbestos-Containing Sprayed Asbestos Materials

Sprayed asbestos or limpet asbestos is most often found on structural steel members to provide a fire-rating. Limpet asbestos is a friable material. Friable materials are those where the fibres are easily realised and become airborne. Limpet asbestos tends to be the most friable of all asbestos-containing materials and can contain relatively high percentage of asbestos (30% - 90%).

Limpet asbestos can slowly release fibres as the materials age, and its friability increases. Direct mechanical damage or excessive machinery vibration can lead to more significant release of airborne asbestos fibres.



(Asbestos Containing Sprayed Material Example)

B.1.3.13 Asbestos-Containing Friction Products

Machinery and lifts may use friction pads and other resin based products that are manufactured prior to 2003. These products may contain asbestos in varying quantities in a well-bound phenolic resin. Asbestos containing Friction Pads do not present a significant health risk unless they are damaged or abraded to such an extent that asbestos fibres build up as dust & debris.

B.1.3.14 Asbestos-Containing Vermiculite

Vermiculite is a naturally occurring mineral compound and expands greatly when heated. There are many commercial uses for vermiculite including spray-applied fire proofing, acoustic panels and high-temperature or refractory insulation. While pure vermiculite does not contain asbestos, it was added into the fire-proofing material up until the 1970s, modern improvements of these sprays replace asbestos with aggregates of SMF (including Rockwool & ceramic fibres).

Vermiculite can also have asbestos-contamination from the mining or application process up until the 1990s, this may produce 'hot spots' in the area covered. Vermiculite easily deteriorates with age unless sealed/painted with an overcoat.

B.1.3.15 Asbestos-Containing Rope/Woven Materials

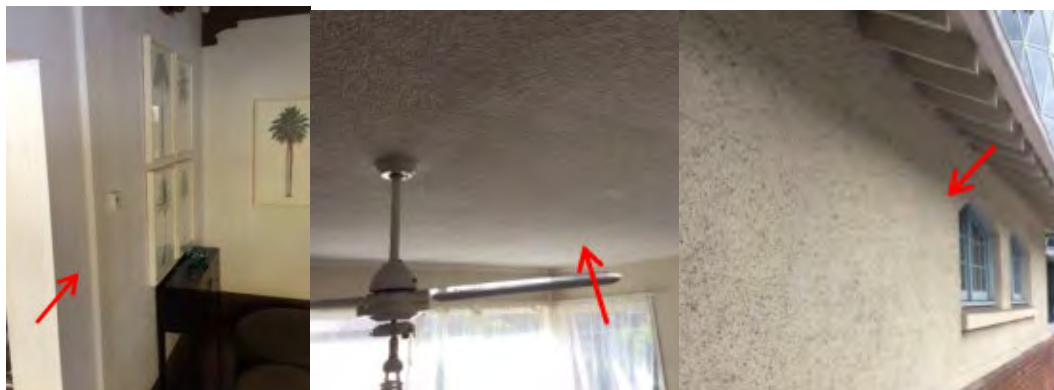
Asbestos rope is mainly found in items that are designed to be fireproof. It was commonly used to make fire retardant blankets, oven mitts, ironing board covers and gaskets for boilers. Rope was normally available in two different styles, one contains dust, the other doesn't, but woven rope is highly prone to shedding fibres.



(Asbestos Containing Rope/Woven Material Example)

B.1.3.16 Asbestos-Containing Textured Coatings

Textured coatings which contain asbestos include thin decorative and textured finishes; such as paints and ceiling plasters used to produce visual effects. These coatings are designed to be decorative and any thermal or acoustic properties are incidental to their purpose. The asbestos content of such coatings is low; normally 2% to 5% chrysotile. The fibres are firmly linked in a matrix.



(Asbestos Containing Textured Coatings Examples)

B.2 Asbestos Contaminated Soil

Asbestos contaminated soil often occurs where buildings have been constructed or used ACMs (particularly buildings constructed before 2000), such as AC sheeting or as an insulating material (lagging or similar), and a combination of poor maintenance, construction or demolition work has resulted in the soil becoming contaminated with ACM fragments or fibres. Level raising fill may contain ACM (depending on its origin) and construction and demolition waste routinely contains ACMs. In extreme cases in-situ asbestos contaminated soil can pose an acute human health risk. However, if the asbestos contaminated soil is covered with a suitable capping material then there are no immediate human health risks associated with the contamination. In most situations the health risks from asbestos contaminated soil only arise when the soil is disturbed, during bulk earthworks, service trench excavation etc.

As with the generation of ACM waste during refurbishment and demolition of buildings special precautions need to be taken when disposing of ACM waste, the same situation exists for asbestos contaminated soil. Guidance on the management of asbestos contaminated soil is presented in BRANZ 2017.

B.3 Subsurface Infrastructure (Asbestos Cement Pipes)

Asbestos cement pipes were commonly used in New Zealand for the supply of reticulated water and other similar services (such as stormwater) from the 1950s through to the 1980s. There is limited evidence of asbestos related disease occurring from the use of asbestos cement pipes to supply potable water (BRANZ 2017).

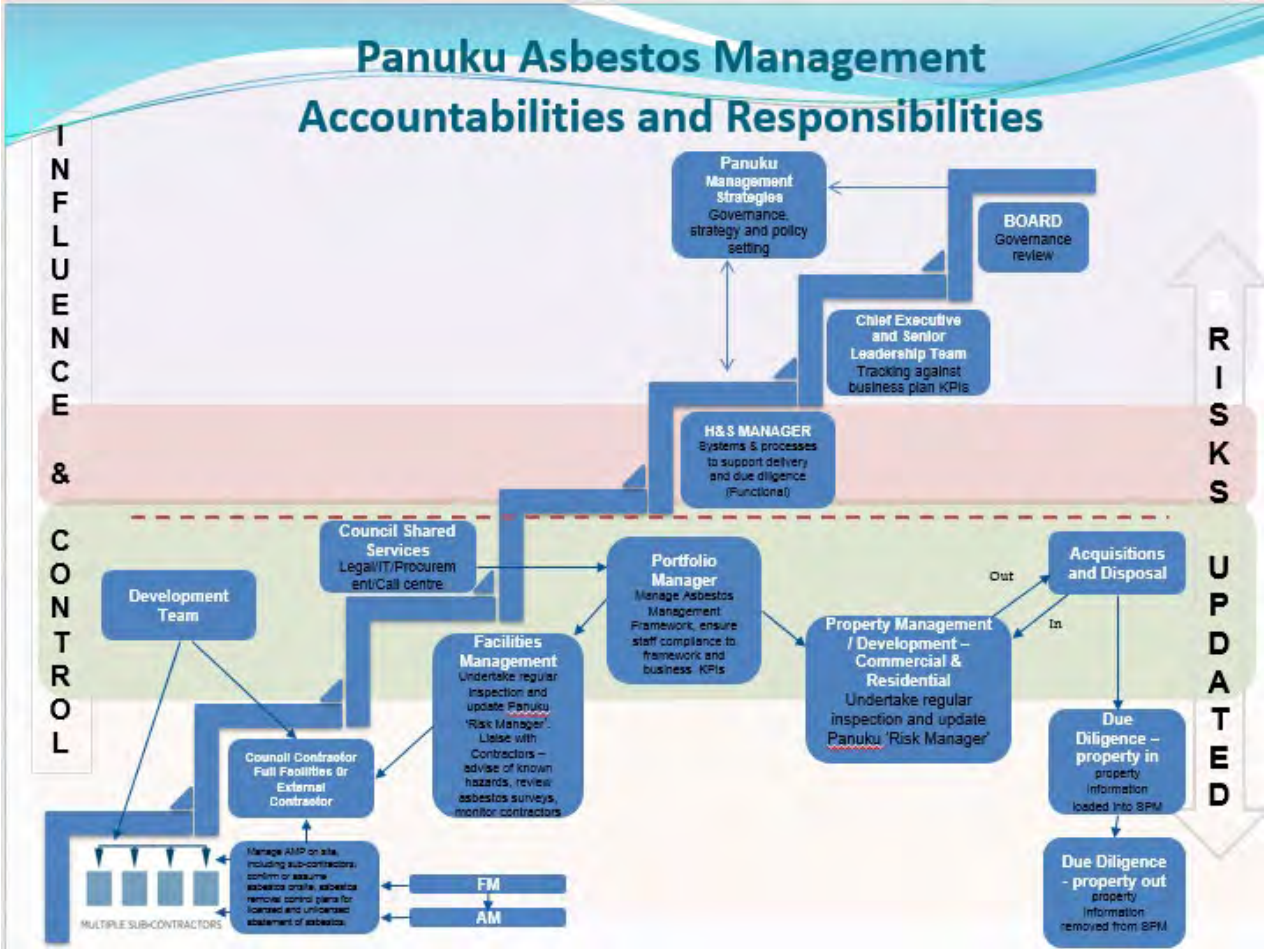
When left in the ground asbestos cement pipes left in-situ and covered pose little or no risk from asbestos fibre generation. However, the pipes should be considered a hazardous material and where practicable not removed. Should it prove necessary to undertake repairs on asbestos cement pipes or remove them good practice must be followed as with any ACMs. BRANZ 2017 provides guidance on works associated with removal of asbestos cement pipes.

Panuku Development Auckland

Property Portfolio

Appendix C: Roles and Responsibilities Chart

Panuku Asbestos Management Accountabilities and Responsibilities



Panuku Development Auckland Property Portfolio

Appendix D: Sample Tenancy Advisory Letters

Commercial Tenancy Advisory Letter

Name
Address

Date

Dear Sir / Madam,

Asbestos Management Surveys – {Site address}

We wish to advise that Panuku Development Auckland has now received the completed Asbestos surveys for all the commercial properties under its management.

As is typical of buildings of the age and construction of those at Northcote, the surveys have highlighted that there are some Asbestos Containing Material's (**ACM**) present. The survey results indicate a low to moderate risk with no airborne / friable ACM's so pose no immediate risk to the occupiers or the public.

As part of our management plan we will now be:

- installing visual signage on any ACM's so that they are clearly identifiable
- isolating / repairing any damaged surfaces

As a tenant, you have an obligation to comply with any directive from the landlord and adhere to the terms of your lease. We therefore wish to remind you that under no circumstances are you to undertake any works within your tenancy without notifying Panuku Development Auckland and obtaining our consent.

This directive forms part of our management plan and is to ensure that both the landlord and tenant work together to meet the requirements set out in the Health and Safety at Work (Asbestos) Regulations 2016 (**Regulations**), WorkSafe New Zealand's Approved Code of Practice (**Code**), and best industry practice.

If you have any queries, then please to contact myself or my colleague Jed Zheng 09 336 8820

Yours sincerely

Name
Commercial Property Manager
Panuku Development Auckland
Email address

2018

Dear[name],

Buildings constructed before 2000 and asbestos

I am writing to remind you of your obligations under the Tenancy Agreement to advise us if the property you are renting is damaged and needs repair and not to undertake any repairs or work without seeking our prior consent.

No asbestos has yet been identified in your property. However, due to its age (the building was constructed before 2000 when asbestos was commonly used) and the type of building components used to construct the property it is likely to contain asbestos or asbestos-containing materials. For that reason, it is important that you tell us if anything needs to be repaired so that we can arrange for the necessary work to be done in a safe way and in accordance with the applicable Health and Safety at Work (Asbestos) Regulations 2016 and WorkSafe New Zealand's Approved Code of Practice. You should not attempt to carry out any repair or other work yourself without advising us. This ensures your safety and the safety of any person you might engage to come into the property to carry out the work.

Asbestos is usually found in building materials such as reinforced plastics, vinyls, resins, mastics, bitumen, flexible plasters and cements. There is little opportunity for asbestos fibres to become airborne unless these materials are damaged and asbestos only becomes a risk to health and safety when in an airborne state. Even then, it is usually only after significant and prolonged periods of exposure.

It is only out of an abundance of caution that Panuku has decided to write to its tenants living in pre-2000 buildings to advise tenants how to stay safe and to remind you of the need to advise us before carrying out any work.

If you would like further information about asbestos and where it is commonly found in residential homes, you can visit <https://worksafe.govt.nz/topic-and-industry/asbestos/working-with-asbestos/handy-hints/locations-of-asbestos-in-a-residential-dwelling/> or <https://www.health.govt.nz/your-health/healthy-living/environmental-health/hazardous-substances/asbestos>

. If you have any queries, you should also contact me.

Yours sincerely

Name
Panuku Residential Property Manager

**Panuku Development Auckland
Property Portfolio**

Appendix E: Work Request Form and Asbestos Materials Work Permit Examples

FORM 1 – WORK REQUEST FORM (EXAMPLE)

Any tenants/contractors must complete this work request form prior to commissioning works likely to disturb the building fabric or structure.

Section 1 - Tenant/Contractor to Complete

Date:	Reference No:
Tenancy:	
Location:	
Start Date:	Completion Date:
Proposed Works:	
Contractor:	
Signed By:	Position:
Print Name:	Date:

Section 2 - Panuku Manager - Property Portfolio to Complete

Is the location clearly defined (If NO request further information from tenant)	YES <input type="checkbox"/> NO <input type="checkbox"/>
Proposed plans appended	YES <input type="checkbox"/> NO <input type="checkbox"/>
Are asbestos materials present in work area (refer to Asbestos Materials Register)	YES <input type="checkbox"/> NO <input type="checkbox"/>
Is contractor inducted to sites and qualified to conduct works	YES <input type="checkbox"/> NO <input type="checkbox"/>
Risk management consultant advised	YES <input type="checkbox"/> NO <input type="checkbox"/>
Are permits required (if YES state type/s of permits)	YES <input type="checkbox"/> NO <input type="checkbox"/>
Asbestos <input type="checkbox"/>	Hot Works <input type="checkbox"/>
Other (nominate) <input type="checkbox"/>	
Any safe systems of work/procedures required:	
Asbestos materials likely to be disturbed:	
Approval to Proceed:	YES <input type="checkbox"/> NO <input type="checkbox"/>
Signed:	
Dated:	

Original to be retained by the Panuku Manager - Property Portfolio.

Copy to be retained by Tenant/Originator of Work Request.

FORM 2 – ASBESTOS MATERIALS WORK PERMIT (EXAMPLE)

Contractor must retain a copy of the permit and work request form onsite for the duration of works.

WORK REQUEST FORM REFERENCE:	
VALID UNTIL (Insert Date)
Description of asbestos materials:	
.....	
Has work specification altered from Work Request Form?	YES <input type="checkbox"/> NO <input type="checkbox"/>
Will an asbestos surveyor/competent person or licensed asbestos assessor be required?	YES <input type="checkbox"/> NO <input type="checkbox"/>
Contractor inducted/qualified for all tasks? (if no, sub-contractors must be listed)	YES <input type="checkbox"/> NO <input type="checkbox"/>
Will a licensed asbestos removal contractor be required?	YES <input type="checkbox"/> NO <input type="checkbox"/>
Company Name:	
License No.	
Supervisor:	
Contact Number:	
SPECIFIC PERMIT REQUIREMENTS (TICK AS REQUIRED)	
Scope of works/technical specification for asbestos/hazardous materials removal?	YES <input type="checkbox"/> NO <input type="checkbox"/>
Contractor Site Specific Safety Plan (SSSP) & Asbestos Removal Control Plan (ARCP) issued for review and approval prior to commencement of work?	YES <input type="checkbox"/> NO <input type="checkbox"/>
Other Items (list details):	
.....	
CONTRACTOR ACCEPTANCE STATEMENT	
I have read and understood the permit requirements and will undertake to work in accordance with all necessary procedures and specifications.	
Signed:	
Print Name and Position:	
Date:	

WORK PERMIT COMPLETION (To be completed by the Panuku Manager - Property Portfolio & Contractor)

Date Work Completed:	
Clearance certificate & asbestos air monitoring results received (list reference numbers)	
.....	
I am satisfied that the works have been completed in accordance with the work permit and the area has been cleaned to the required standard. Inspections and asbestos air monitoring confirm that the area can be safely re-occupied.	
Panuku Manager - Property Portfolio Signature:	
Date:	
Contractor Signature:	
Date:	

Original to be retained by the Panuku Manager - Property Portfolio.

Copy to be retained by Tenant/Originator of Work Request.

Wynyard Crossing Bridge

Author(s): Marian Webb

December 2024

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

- *would affect the commercial interest of a third party (s7(2)(b)(ii)); and*
- *would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)).*
- *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 in the course of their duty*

Whakarāpopototanga matua | Executive summary

1. Work on the bridge continues at pace with progress on track for completion in December 2024 targeting a date of return to service of 13 December 2024. The programme is tracking to budget.
2. Physical works, including the reassembly and reinstallation of the bridge components, is now complete. Commissioning and testing commenced on 27 November 2024.
3. On return to service, the bridge will operate initially between 7.30 and 23.30. This will allow the bridge to operate in live conditions and provide access for the vast majority of users while giving us the flexibility to detect and rectify any issues that arise. Once we are confident that any teething issues have been addressed, the bridge will operate 24 hours a day.
4. The Small Red Boat Ferry service will continue to operate until 16 January 2025. This will help provide contingency in case the bridge has to be taken out of service again temporarily to remedy any remaining issues.
5. We continue to regularly communicate and engage directly with a variety of partners and stakeholders on the project, including elected members, relevant parts of the council group, businesses, parties with overlapping PCBU obligations and the general public. We are engaging through a variety of methods, including face to face meetings, existing forums, over email, and digital channels like our website, social media, signage and a monthly project newsletter.

Matapaki | Discussion

Commissioning

6. Commissioning and testing is underway with the safety checks and cold commissioning complete. The installation of the winch roles is complete. The manual and automatic sequence testing is underway.
7. The team continues to meet regularly to review progress against program, identify any opportunities to expediate or de-risk the program and identify any risks that may cause delay.

Building and Environmental consents

8. The council’s regulatory team has completed a number of inspections of the bridge to date with no issues raised. A final inspection will be undertaken on 10 December 2024.

Wynyard Wharf

9. During preparations to vacate the wharf, the contractor undertook a tidy up of the site. During this tidy up, a gas cutting of scrap material resulted in dunnage from underneath being accidentally left shouldering causing damage to the wharf. The wharf repairs are now complete along with all other works.
10. The management of the wharf has been returned to the marina team.

Small Red Ferry Boat

11. The small red boat continues to be a very popular with an additional 40,000 passengers carried last month.
12. As part of the Christmas campaign, the boat has received a Christmas themed makeover giving passengers another reason to visit Wynyard Quarter.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
28 February 2024 Board meeting	CE Report Wynyard Crossing Bridge – ongoing maintenance	The board received an update on the project.
27 March 2024 Board meeting	CE Report Wynyard Crossing Bridge	The board received an update on the project.
24 April 2024 Board meeting	CE Report Wynyard Crossing Bridge	The board received an update on the project.
22 May 2024 Board meeting	CE Report Wynyard Crossing Bridge	The board received an update on the project.
21 June 2024 Out-of-cycle decision	Te Wero Wynyard Crossing Bridge – Temporary Pontoon Connection DRAFT CONFIDENTIAL	The board: <ul style="list-style-type: none"> • [REDACTED] • [REDACTED] • Directed the CE to immediately advise the board of any material changes to key elements of the temporary pontoon crossing project
26 June 2024 Board meeting	CE Report Wynyard Crossing Bridge	The board received an update on the project.

<p>24 July 2024 Board meeting</p>	<p>Decision paper Wynard Crossing Te Wero Bridge</p>	<p>The board:</p> <ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED]
<p>28 August 2024 Board meeting</p>	<p>Information paper Te Wero Wynyard Crossing Bridge</p>	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
<p>26 September 2024 Board meeting</p>	<p>Decision paper Te Wero Wynyard Crossing Bridge</p>	<p>The Board:</p> <ol style="list-style-type: none"> a. noted that repair and maintenance work b. noted that the significant refit of the bridge, both addressing the steel corrosion, which was planned, and the substantial replacement of mechanical and electrical (M&E) components, which was unplanned, is to enable the bridge to have a further trouble-free fifteen plus years of use. c. noted that work completed by late August has enabled, for the first time, a clear picture of the extent of the corrosion and actual condition of the M&E components, both of which are materially worse than previously understood. d. noted that, consequently, additional budget will be required over and above the \$7.7m currently set, particularly for substantial M&E component replacement. e. approved an additional \$1.8m funding to address the scope increase, together with a fresh contingency of \$1.2m (12%), [REDACTED] <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
<p>27 November 2024 Board meeting</p>	<p>CE Report Wynyard Crossing Bridge</p>	<p>The board received an update on the project.</p>

17. There is a reputational risk if there is an overrun with respect to getting the bridge back into service in December. This is due to the impact this will have on local businesses, stakeholders, and organised events such as SailGP, which is set for 18-19 January 2025 and is expected to draw a large number of people to the area for the event.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

18. We continue to regularly communicate and engage directly with a variety of stakeholders and key parties with an interest in progress. These include elected members, internal council business units, VHHL, tenants, Wynyard Quarter Transport Association, stakeholder group represented by Fu Wah and the general public.

Tauākī whakaaweawe Māori | Māori outcomes impact

19. Updates will be provided to the Eke Panuku Mana Whenua Forum as appropriate, in line with our no surprises approach.

Tauākī whakaaweawe āhuarangi | Climate change impact

20. Sustainability and climate change adaption objectives and requirements will be embedded into renewal of the permanent Te Wero Wynyard Crossing Bridge where possible.

Ngā tāpirihanga | Attachments

There are no attachments for this report.

Mechanical and high wear and tear assets

Author(s): Mike Keown, Marina Asset Manager & Mark Hill, Assets and Facilities Manager

November 2024

Whakarāpopototanga matua | Executive summary

1. This report outlining the mechanical or high wear and tear assets at the Waterfront is being provided to the Audit and Risk Committee for information as requested.
2. The mechanical / high wear and tear assets are surveyed/ inspected and maintained via the scheduled maintenance plan for the Waterfront by the Marina and Facility management teams.
3. Details of the assets and their maintenance are included in **Appendix 1** of this report.

Matapaki | Discussion

4. As part of the discussion at ARC in September 2024 on the risk of infrastructure failure and controls, the ARC requested an information report on mechanical or high wear and tear assets (assets) in the Waterfront. This information will help the ARC increase its understanding of the assets, including maintenance plans.
5. The scope of this report does not cover non-mechanical assets which makes up the majority of assets managed by Eke Panuku at the Waterfront such as public toilets, car parks, water gardens, CCTV, wharf fenders and structures, pontoons and other. These are covered by the various service and maintenance contracts managed by the Marina and Facility management teams depending on agreed levels of service.
6. Structures such for wharves, bridges, seawalls that have a longer life go through asset condition inspections and 3-year asset management planning process for the LTP. This drives structure renewal programme and funding proposal to the council. Structure renewals are treated as projects due to their complexity, size and frequency.
7. Overall, there are 10 groups of Mechanical/high wear and tear assets at the Waterfront.
8. Most assets are less than 10 years old and are in good to very good condition.
9. Service and maintenance contracts are in place and most of the assets go through periodic inspection or surveys.

Types of assets and associated services

10. The assets support services to marina customers, tenants and public. They also play a critical function of managing H&S risks. The assets include:
 - marina electrical systems
 - vessel sewage vacuum systems
 - fuel dock infrastructure
 - marina safety system, “Man-Overboard”
 - marina floating structures fire alarm system

- tanker fuelling at Sili and Viaduct marina, controlled by third party (monitoring role by Eke Panuku)
- sewerage pump stations, at various Waterfront locations
- stormwater drains and cesspits
- wharf fire hydrant and pipes
- Wynyard Crossing Bridge, mechanical parts.

Asset age and condition

11. Generally, these assets are in good to very good condition. 80% of the asset groups are less than 10 years.
12. The exceptions are the Marina electrical system, some components of which are 20 years old. However, the system has been upgraded over the years, resulting in average condition rating being good to very good.
13. The Wynyard Crossing Bridge is another exception. This is currently going through refit, will be in very good condition once completed in December 2024.

Asset servicing and maintenance

14. All assets have service/ maintenance contracts in place, except the Fuel dock and Tanker refuelling assets at Silo and Viaduct owned and operated by third parties where Eke Panuku carries out a monitoring role.

Business Continuity

15. The sewer pump stations and fuels dock are two critical assets with Business continuity plans/ arrangements (BCP) in place due to potential environmental damage within a short outage period.
 - a. In the event of a **sewerage pump station failure**, the **service contractor** (Enfield Services Ltd) will attend site as necessary to repair or replace any faulty components. The service contractor keeps a stock of essential spares that can be utilised at any time. There are regular checks and response to emergency fault call outs. Our shared service **(P17) contractor** for the waterfront area will also attend and if required, will connect a generator to the pump to keep the system operational. There are also pump out facilities available should this be required.
 - b. In the event of an **oil/fuel spill at Westhaven Marina** – GoFuel, the local fire service, Harbourmaster and the Marina operations team will manage the impact using a Tier 1 oil spill response plan. The group carry out an annual response exercise for readiness.
16. **Stocktake of all waterfront assets and associated maintenance** – a stocktake of land and water assets at the Waterfront has been completed by waterfront area, together with confirmation of associated maintenance carried out by the Marina or Facility Management teams. This provides clear allocation of responsibility for maintenance and ensuring completeness of coverage.

Next steps

17. Ongoing monitoring and reporting on scheduled maintenance.

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

18. N/A.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

19. Waterfront assets are maintained by the Facility management and Marina maintenance team. There will be gaps resourcing and financial budgets that need to be addressed, not just mechanical assets but maintenance of all assets at the Waterfront.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

20. Preventative risk controls include asset surveys/inspections and scheduled maintenance and post event mitigations such as emergency contractors, BCP arrangements and stakeholder communication and engagement.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

21. Auckland's waterfront is a complex stakeholder environment, given its high profile, high volume of activity (both on the land and water) and strategic importance to the wider city.
22. We regularly communicate and engage directly with a variety of partners and stakeholders on the waterfront, with the scale of communication and engagement activity corresponding to the scale of our work's impact, disruption, risk and opportunity profile, or importance. Comprehensive communication and engagement plans guide activity to ensure a joined-up approach.
23. Through high-quality, transparent and timely communication and engagement, we protect our reputation, de-risk projects and ensure our partners and stakeholders receive the right information at the right time.
24. Depending on the project or activity, the partners and stakeholders we engage with on the waterfront can include:
- relevant parts of the council group, e.g. Auckland Transport, Tātaki Auckland Unlimited or Auckland Council
 - elected members (councillors and the Waitemata Local Board)
 - local businesses and the business association for the city centre, Heart of the City
 - our tenants and customers
 - other parties with overlapping '*person conducting a business or undertaking*' (PCBU) obligations, e.g. Viaduct Harbour Holdings Limited (VHHL)
 - local residents and the general public.
25. We use a variety of communication and engagement methods, including face-to-face meetings, existing stakeholder forums, media management, email, digital channels like our website and social media, advertising, signage, and our partners' channels.

Tauākī whakaaweawe Māori | Māori outcomes impact

26. Impact on Māori Outcomes is assessed as part of the asset maintenance plans.

Tauākī whakaaweawe āhuarangi | Climate change impact

27. Climate impacts is a category of risk that is considered when planning asset maintenance and renewal short and long term. We are formalising this in property and asset management processes.

Ngā tāpirihanga | Attachments

Appendix 1 – Detail asset information

Appendix 1: Detail asset information

Asset description and number	Function/ what does it do	Users of the asset	Comments on age and condition	Surveys/ check and maintenance
<p>1. Marina Electrical Systems</p> <p>The electrical network that serves vessels on the marina floating structures is made up of service pedestals at each berth connected to land-based distribution boards. There are 24 of these pier specific distribution boards located throughout the waterfront marinas.</p>	<p>This system supplies power to marina vessels.</p>	<p>Marina vessels.</p> <p>Risks are fire, electrocution and pier power outages.</p>	<p>The distribution boards range in size, complexity and age with some brand new and some over 20 years old. Older boards have been upgraded over the years with various new components.</p> <p>Very good to moderate condition.</p>	<p>Annual testing of pier electrical system from pedestals back to the boards.</p> <p>Annual thermal imaging of the boards to highlight any failing components in advance.</p> <p>A 5 yearly Certificate of Verification is held for the floating structures electrical system.</p> <p>Service contracts are maintained with local electricians. Response time to troubleshoot and rectify ad-hoc issues is approx. 1 hour.</p> <p>Issues are highlighted by daily Dockmaster and maintenance team checks.</p>
<p>2. Marina vessel sewage vacuum systems</p> <p>Land based vacuum pumps which discharge into the sewer servicing a network of pipes on the floating structures with valves at each access point.</p>	<p>Provides pump-out services to our customers wishing to empty their vessels holding tanks.</p>	<p>Marina vessels</p> <p>Risk of interruption to service is low as we have multiple independent systems available.</p>	<p>Westhaven pipe network and pumps installed 2017.</p> <p>Good condition.</p> <p>Viaduct pipe network fully replaced 2023. Pumps installed 2018.</p> <p>Very good condition.</p>	<p>3 monthly services of all vacuum pumps by plumbing contractors and weekly checks and oil top ups by our internal maintenance team.</p> <p>Pumps undergo a rebuild/seal replacement or full replacement every 3 years.</p>
<p>3. Fuel Dock</p> <p>6 diesel and 3 petrol bowsers at the end of Y pier with approx. 420m of fuel line running in ducts within the pier and up the gangway. Underground fuel tanks located in Y pier car park.</p> <p>This infrastructure is owned and operated by GoFuel. The floating structure is managed by Eke Panuku and leased to GoFuel for the operation of their business.</p>	<p>Provides a fuelling point for local vessels.</p>	<p>Local vessels</p> <p>Risks are fire, fuel spill and fuel business interruption.</p>	<p>Go Fuel infrastructure installed 2014.</p> <p>Good condition.</p>	<p>GoFuel have a standing service agreement with ECL who specialise in fuel system maintenance. Westhaven Marina are provided with a copy of the monthly preventative maintenance checklist as per our lease agreement.</p> <p>Westhaven Operations Team participate in an annual Tier One spill response exercise involving GoFuel, the local fire service and Harbourmaster.</p>

Asset description and number	Function/ what does it do	Users of the asset	Comments on age and condition	Surveys/ check and maintenance
<p>4. “Man-Overboard” safety system</p> <p>Drowning prevention measure using waterproof “rope pull” activated devices fitted to the side of pontoon walkways which send an SMS alert to designated numbers and trigger audible alarms.</p> <p>The system is a prototype designed by a small NZ based startup company and is being trailed at Westhaven’s Z pier commercial base</p>	<p>Designed to alert marina staff and other users of a person in difficulty in the water.</p>	<p>Anyone on floating structures</p> <p>This system presents no additional risks as it is a supplementary system.</p>	<p>Installed 2022.</p> <p>Very good condition.</p>	<p>The system is maintained under a service agreement with the supplier. Each device “checks in” via a data signal at regular intervals so any failure of a device is picked up quickly and rectified.</p>
<p>5. Floating structures fire alarm system</p> <p>The floating structures throughout Westhaven marina are fitted with a fire alarm system consisting of manually activated call points along each pier, sounders, strobe lights and control panels. The system is connected to the fire and emergency NZ communications centre.</p>	<p>Alerts all marina users of fire on the floating structures.</p>	<p>Anyone on floating structures</p> <p>Risk is failure to alert people for evacuation in the event of a fire.</p>	<p>Fully replaced in 2023.</p> <p>Very good condition.</p>	<p>Service contract with Wormald who installed the system. Monthly checks are carried out and marina are notified of any issues and approve repairs accordingly. A 12A compliance certificate is issued annually as per any normal BWOFF process.</p>
<p>6. Tanker refuelling at Viaduct and Silo marinas</p> <p>Superyachts and other large vessels at Silo and Viaduct marinas occasionally wish to fuel from a mini tanker. The tanker operator deploys hoses from the truck to connect with the vessel and is responsible for the safety of the operation and the immediate area.</p>	<p>Provides convenient and cost-effective fuelling options to large vessels.</p>	<p>Marina vessels</p> <p>Risks are fire and fuel spill.</p>	<p>N/A</p>	<p>Each fuel company must provide a comprehensive Tier 1 plan including JSAs and site plans for the various locations. These locations are treated as designated bunkering sites just like a fixed fuel dock.</p> <p>Internally, Viaduct and Silo marina staff follow a Standard Operating Procedure for Bunkering Operations which sets out designated areas, permitted hours and includes random checks of fuelling operations and emergency procedures.</p>

Asset description and number	Function/ what does it do	Users of the asset	Comments on age and condition	Surveys/ check and maintenance
<p>7. Sewerage Pump Stations</p> <p>8 Sewerage pumps that collect, lift and pumps sewage that cannot naturally be carried by gravity towards the Bulk sewer lines.</p>	<p>Manages distribution of sewerage into the main sewerage system.</p>	<p>Tenants</p> <p>General public</p> <p>Berth holders</p> <p>Impact of failure:</p> <p>Environmental</p> <p>Danger to health and safety</p> <p>Reputational damage</p> <p>Closure of public and tenancy areas</p> <p>Damage to surrounding assets</p>	<p>These pumps are in generally in good condition and are 2-4 years old.</p>	<p>Weekly, monthly and six monthly. PPM programme in place (Enfield Services Ltd). 6 monthly service includes full strip down of motors, replace bearings, change oil filters etc.</p> <p>Services up to date.</p> <p>Weekly checks - include general condition check; visual check; wash down; run pumps to check operation; check of chamber, floats and lids.</p> <p>Monthly Checks - wash down pit area, run pumps to lowest level and check AMPS while running (from amp meter on the board).</p> <p>6 monthly service carried out on each pump station which is a repeat of the monthly checks along with scheduled replacement of critical components.</p>
<p>8. Waterfront Wharf fire hydrant and pipes</p> <p>Fire hydrants provide water supply points for firefighting purposes, used by firefighters to access water quickly in the event of a fire.</p>	<p>Fire fighting</p>	<p>Tenants</p> <p>General public</p> <p>Fire/ H&S</p>	<p>Age and condition.</p> <p>Deterioration from usage and corrosion from the sea.</p>	<p>5-year inspection regime in place as per fire regulations. Inspection produces a defects' report which is currently up to date and complete.</p> <p>Next inspection due in 2027</p>
<p>9. Stormwater drains and cesspits</p> <p>Stormwater collection and movement, reduce risk blockage.</p>	<p>Manages distribution of stormwater across the waterfront.</p>	<p>Tenants</p> <p>General public</p> <p>Berth holders</p> <p>Impact of failure:</p> <p>Environmental</p> <p>Flooding</p> <p>Reputational damage</p> <p>Closure of public and tenancy areas</p> <p>Damage to surrounding assets</p>	<p>The stormwater pits have been in place for 20+ years and are generally in good condition.</p>	<p>PPM contract in place with Dutton Stormwater Ltd. Initial service carried out in September 2024 following detailed survey. Initial survey of the site identified all assets and current conditions. Regular monthly planned maintenance in place.</p> <p>Dutton will be engaged to carry out the regular inspections and maintenance based on an agreed schedule.</p> <p>The checks and maintenance tasks will include:</p> <p>Visual inspection of chambers</p> <p>Wash down and removal of debris.</p> <p>Inspect and replace filters.</p>

Asset description and number	Function/ what does it do	Users of the asset	Comments on age and condition	Surveys/ check and maintenance
<p>10.Wynyard Crossing Bridge Mechanical Parts - Motor, Winch, Cables, Brakes and electronic system/ software etc), excludes the bridge structure.</p>	<p>Pedestrian crossing</p>	<p>General public Berth holders Tenants Impact of failure: Reputational damage Access to public areas impeded Damage to business's income</p>	<p>Being renewed by contractor and oversight by Resolve.</p>	<p>Repair underway followed by comprehensive forward maintenance plan as soon as it's completed in December 2024.</p>

Internal audit report – Inflight Project Assessment – Westhaven Seawall upgrade

Author(s): Michele Harpham, Finance Manager

November 2024

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

- *Maintain the effective conduct of public affairs through the free and frank expression of opinions by or between or to members or officers or employees of any local authority in the course of their duty s2(f)*

Whakarāpopototanga matua | Executive summary

1. Included as **Attachment A** is the updated report from EY on the internal audit review of an inflight project Westhaven Seawall.
2. The Audit and Committee has received the report on this internal audit review at its meeting in September. Considering the significance of project management to Eke Panuku, the Committee asked for staff to adjust the management comments to provide more context and a fuller overview of the existing processes and controls, and to update the due dates for the recommendations.
3. The Audit and Risk Committee requested that this report be presented to the Board.
4. In accordance with the FY25 internal audit programme, a review on Portfolio Management Office processes and procedures is currently being scoped with fieldwork to take place.

Ngā tāpirihanga | Attachments

Attachment A – 

Ormiston Town Centre & 56 Brookview Drive, Ormiston

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- *would affect the commercial interest of a third party (s7(2)(b)(ii)); and*
- *would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)).*

Information paper

Waterfront Development Update




Author(s): Tom Belgrave, Development Manager

October 2024

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- *would affect the commercial interest of a third party (s7(2)(b)(ii)); and*
- *would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)).*

Whakarāpopototanga matua | Executive summary

1. The purpose of this information paper is to provide the board a holistic overview of the status of development activity within the Wynyard Quarter Programme.
2. Development activity within the Wynyard Quarter Programme is reaching a critical stage with projects nearing completion, starting construction, being confirmed and other significant development opportunities coming into the pipeline.
3. The catalyst for the successful regeneration of Wynyard Quarter has been the Wynyard Central Precinct.
4. Wynyard Central has seen Fu Wah successfully complete the development of the Park Hyatt Hotel, Precinct Properties commence the third and final stage of its commercial innovation precinct and Willis Bond have completed three out of five residential stages.
5. 
6. Another key catalyst for the successful regeneration of Wynyard Quarter has been the Orams Marine Village. In 2018, a Development Agreement was agreed with Orams Group to further develop the marine facilities as well as an ancillary commercial development and residential development.
7. 
8. 

9. Jellicoe Street Car Park, known as Site 19, is a large development opportunity currently anticipated within the Wynyard Quarter Programme. The site presents a significant opportunity for residential led mixed-use development. A detailed go-to-market strategy for this property is yet to be determined.
10. Site 12 is another smaller development opportunity currently anticipated within the Wynyard Quarter Programme. However, given the small site size, narrow dimensions and location of the ‘six-pack’ on the site, further consideration will be required to determine the best future use.
11. The establishment and development of Te Ara Tukutuku will enable approximately 15,000m2 of land for development. This opportunity is expected to ready to take to market in 10 plus years.
12. [REDACTED]
13. [REDACTED]
14. Additional important context to the development activity in the area is the City Centre Bus Plan and Auckland Transport’s requirements for an off-street bus facility for circa 12 buses. This requirement will need to be included and integrated within one of the development opportunities.
15. In addition to the Eke Panuku led development activity, there is also several private development projects in the area. This includes the Mansons office development at 30 Daldy Street expected to be completed in early 2025, as well as the Winton development which will see a retirement village and a significant hospitality precinct delivered over the next five plus years.
16. With the outlook for development within the programme in a particularly dynamic state with some projects commencing, others potentially coming back to Eke Panuku control and new opportunities being added to the pipeline, we feel it is timely to refresh the development strategy to ensure the programme is delivered in a cohesive manner.
17. An updated development strategy will be prepared and presented to the board in due course.



Matapaki | Discussion

Wynyard Central

18. Wynyard Central was the largest development proposition taken to the market in New Zealand by an urban redevelopment agency at the time. Waterfront Auckland prepared a reference design which anticipated a mixed-use opportunity of around 150,000m² gross floor area (GFA), together with interconnected public realm.
19. The marketing of this opportunity resulted in Development Agreements being agreed with Fu Wah, Precinct Properties and Willis Bond
20. Fu Wah has completed its development of the Park Hyatt Hotel, Precinct Properties is nearing completion of its third and final stage of its commercial innovation precinct. This final stage includes three new buildings and the refurbishment of an existing heritage building resulting in approximately 22,000m² of new office space which is set for completion in February 2025.
21. [REDACTED]
22. Under the reference design for Wynyard Central, it was anticipated that both of these sites would facilitate residential development. However, as the area has developed and changed over time, this use is no longer so obvious. Any future development may see a change of use to mixed use or commercial led.

Orams Marine Village

23. In 2018, Waterfront Auckland agreed a Development Agreement with Orams Group to further develop the marine facilities of the Orams Marine Village in addition to new mix used development on the surrounding land.

- 24. The marine facilities have been completed including new boat sheds, handstand area, water treatment plant and travel lifts.
- 25. In 2021, the additional commercial and residential components were split into new and separate development agreements. The purpose of this was to enable external capital and capital partners to invest into specific elements of the project.

26. [Redacted]

27. [Redacted]

28. [Redacted]

North Wharf

29. North Wharf was taken to market in 2023 to enable a comprehensive redevelopment of the site.

30. [Redacted]

31. [Redacted]

Jellicoe Street Car Park

32. Jellicoe Street Car Park, also known as Site 19, is a large 8,146m2 site boarded by Jellicoe Street, Beaumont Street, Madden Street and Daldy Street.

33. The site currently operates as an at grade car park, however given its size, shape, location and proximity to the water edge, is considered a significant development opportunity.

34. Work done to date indicates the highest and best use for development of the site will be residential development. However, development outcomes and a go to market strategy will be developed and presented to the board on due course.

Site 12

35. Site 12 is a small 2,500m2 site to the north of Jellicoe Street and on the edge of the Silo Marina.

36. The site is currently identified as a future development site. However, given the significant constraints to development, further consideration will be required to assess the best use which may include it remaining as public open space.

Te Ara Tukutuku

37. The development of Te Ara Tukutuku over the next 10-15 years will unlock and enable new development opportunities on Wynyard Point.

38. Current plans indicate approximately 15,000m2 of development land with approximately 70,000m2 GFA enabled for these sites. A mixture of different uses will likely be possible and further work will occur on the design over time.

39. Given the current state of the land and proposed construction phasing, the development sites are likely to be enabled some time following 2034.

Sanford

40. 22-32 Jellicoe Street is a large 1.2 ha site in the northeastern corner of Wynyard Quarter. The land is owned by Auckland Council but leased to Sanford Limited by way of a number of ground leases which are renewable on 21-year terms, in perpetuity. Over time, Sanford has developed the site including a fish processing plant and fish market.

41. Sanford has recently sold its fishing rights, closed the fish processing plant, and taken its lease hold interest in the site to the market. We are advised it has secured a conditional agreement to sell its interests to Willis Bond which intends to redevelop the site into a residential led mixed-use development. Willis Bond has approached Eke Panuku regarding converting the existing ground leases into a new 125 prepaid ground lease to enable redevelopment of the site.

42. The value and development potential of this site is very difficult to assess due to the implications of Plan Change 78 and the likely material relaxation of restrictive development control and uses. In any case, the site presents a significant opportunity and will likely result in a significant contribution to the development pipeline in Wynyard Quarter over time.

Wynyard Quarter Bus Facility

43. Auckland Transport has developed the City Centre Bus Plan which has identified the need for a new off-street bus facility within Wynyard Quarter.

44. In 2021, a joint exercise between Auckland Transport and Eke Panuku was undertaken to assess the preferred location for this facility. Jellicoe Street Car Park was selected as the preferred location for this facility as it was the only suitable site left in the area not subject to a development agreement. However, due to a number of factors, the bus facility on this site was only able to partially meet Auckland Transport's requirements resulting in the facility being partially off site and partially on street.

45. With the changing situation with regards to development opportunities in the area, there will be opportunities to reconsider the location of the bus facility to ensure Auckland Transport's requirement can be fully met and the impact on development minimised.

Private development activity

46. In addition to the Eke Panuku led Wynyard Quarter development opportunities, there is also activity on the privately owned freehold sites in the area. This includes Mansons office development and Winton's retirement village and hospitality precinct.

47. The Mansons development at 30 Madden Street will deliver approximately 24,000m² of new office space and is due to be completed in mid-2025.

48. Winton have plans for a significant mixed use development in the area over the next 5-10 years which includes a new vertical retirement village, refurbishment of existing dry stack and office facilities on Westhaven drive as well as numerous new hospitality and event facilities.

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

49. No options to consider as this is an information update to the board.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

50. No impacts to consider as this is an information update to the board.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

51. Given the large amount of land yet to be developed or taken to the market, there is risk that projects are managed in isolation, leading to disjointed and disconnected development.

52. With large amounts of land yet to be developed or taken to the market, there is risk that the market becomes overloaded with too much supply.

53. An updated development strategy will ensure there is a clear understanding on what is currently planned for delivery and then ensure future opportunities are taken to the market at the right time. The strategy will also ensure that the development outcomes and uses are considered in a cohesive manner.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

54. No impacts to consider as this is an information paper to the board.

Tauākī whakaaweawe Māori | Māori outcomes impact

55. No impacts to consider as this is an information paper to the board.

Tauākī whakaaweawe āhuarangi | Climate change impact

56. No impacts to consider as this is an information paper to the board.

Ngā tāpirihanga | Attachments

57. There are no attachments for this report.

Te Ara Tukutuku - Workshop

This report in its entirety is treated as confidential, as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council.

In terms of Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to withhold information where making available the information:

- *Free and Frank Expression of Opinions (s7(2)(f)(i)); and*
- *Maintaining Effective Conduct (s7(2)(f)(ii)).*

Out of Cycle Decisions – At the time of publication, no out-of-cycle decisions were made between the November and December meetings.

Minutes of the meeting of directors of Eke Panuku Development Auckland Limited, held in partly confidential session, in person at 135 Albert Street, Auckland and online via Microsoft Teams, on Wednesday 27 November 2024

<p>Attending</p>	<p>Board: David Kennedy (Chair), John Coop, Kenina Court, Brett Ellison, Steve Evans, Aaron Hockly</p> <p>Executive: David Rankin, Chief Executive; Gyles Bendall, GM Design & Place; Angelika Cutler, GM Community & Stakeholder Relations; Alaina Cutfield, Head of People & Culture; Carl Gosbee, Chief Financial Officer; Brenna Waghorn, GM Strategy & Planning; Marian Webb, GM Assets & Delivery; Ian Wheeler, Chief Operating Officer; Allan Young, GM Development</p> <p>In Attendance: Lisa Franklin, Media Manager; Alice Newcomb, Governance Manager; Rosemary Geard, Governance Advisor (minutes)</p>
<p>1.0 Meeting opening</p>	<p>The public meeting opened at 10.00am with a karakia.</p> <p>The chair welcomed everyone to the meeting and made introductory remarks introducing Brett Ellison & Aaron Hockly to their first in-person meeting.</p>
<p>1.1 Apologies</p>	<p>Apologies were received from Councillor Angela Dalton.</p>
<p>2.0 Annual Report to 30 June 2024</p>	<p>Lisa Franklin, Media Manager, and member of the public, Jonathan Killick joined the meeting.</p> <p>Carl Gosbee, Chief Financial Officer, spoke to the report.</p> <p>The Eke Panuku board received the report.</p>
<p>3.0 Public deputation</p>	<p>Graeme Easte joined the meeting and gave a presentation on the Dominion Road Flyover urban renewal opportunity. Caisey Marter, Head of Strategic Planning & Project, joined the meeting for this item.</p> <p>Graeme Easte and Caisey Marter left the meeting at the conclusion of the presentation.</p>
<p>4.0 Chief Executive's Report</p>	<p>David Rankin, Chief Executive, spoke to the open report.</p>
<p>5.0 Health & Safety Report</p>	<p>Bernardo Vidal, Head of Health, Safety and Wellbeing, joined the meeting for this item.</p> <p>The Eke Panuku Board discussed and received the Health and Safety report October 2024.</p>

7.0 Decision papers (open)	
7.5 Audit & Risk Committee – Annual self-assessment	<p>Alice Newcomb, Governance Manager, introduced the paper.</p> <p>Following the conclusion of discussion, the Eke Panuku Board resolved to:</p> <p>a. accept the content and conclusions presented in the Audit & Risk committee’s self-assessment conducted in November 2024.</p>
8.0 Information papers (open)	
8.1 Selecting development partners: enabling commercial opportunity for iwi – Second annual review	<p>Angelika Cutler, GM Community & Stakeholder Relation, introduced the paper.</p> <p>The Eke Panuku Board received the report.</p>
8.3 Property Portfolio Reporting	<p>Marian Webb, GM Assets & Delivery introduced the paper.</p> <p>The Eke Panuku Board received the report.</p>
8.5 City Centre update	<p>Ian Wheeler, Chief Operating Officer, introduced the paper.</p> <p>The Eke Panuku Board received the report.</p>
8.6 Quarterly Report to Auckland Council	<p>Carl Gosbee, Chief Financial Officer, introduced the paper.</p> <p>The Eke Panuku Board received the report.</p>
8.7 Quarterly Risk Report	<p>Carl Gosbee, Chief Financial Officer, introduced the paper.</p> <p>The Eke Panuku Board received the report.</p>
8.8 Conflicts of Interest – Annual training refresh	<p>Alice Newcomb, Governance Manager, introduced the paper.</p> <p>ACTION: The Gifts & Hospitality policy will be revised to clarify that declared gifts and hospitality apply exclusively to those received directly in connection with the director’s role at Eke Panuku.</p> <p>The Eke Panuku Board received the report.</p>
9.0 Governance matters (open)	
9.5 Director’s interests	<p>The Eke Panuku Board reviewed and received the Register of Director’s Interests report.</p>
9.6 Director meeting attendance	<p>The Eke Panuku Board noted the Directors’ meeting attendance.</p>
<p>The public meeting concluded at 10.58am. Kenina Court, Lisa Franklin and the member of the public left the meeting.</p>	

Procedural motion to exclude the public	Pursuant to clause 12.3 of the Eke Panuku Development Auckland Ltd Constitution, the public be excluded from confidential papers or parts thereof, so that commercially sensitive issues can be discussed.
Mana Whenua Rangatira Hui - Briefing	Jordan Taiaroa, head of Māori Outcomes, provided a verbal briefing to the board and the board received the briefing memo. Jorja Jamieson, Māori Outcomes Advisor and Rangi Kalman, Principal Māori Outcomes Advisor, joined the meeting for this item.
Mana Whenua Rangatira Hui	The Eke Panuku board meet with mana whenua Rangatira.
The meeting adjourned at 12.36pm. The meeting recommenced at 1.00pm.	
4.0 Chief Executive's Report (closed)	David Rankin, Chief Executive, spoke to the closed report. CRL / Maungawhau development site The Eke Panuku Board received the report.
6.0 Decision papers (closed)	
7.1 College Road Superlot, Northcote - Go to market strategy	<p>For this item, due to a disclosed conflict of interest David Kennedy left the meeting and John Coop took the chair.</p> <p>Allan Young, GM Development, introduced the report.</p> <p>Nicky Harrison, Development Manager, joined the meeting for this item.</p> <p>Following the conclusion of discussion, the Eke Panuku Board resolved to:</p> <p>a. [REDACTED]</p> <p>b. [REDACTED]</p> <p>c. [REDACTED]</p> <p>d. [REDACTED]</p> <p>e. [REDACTED]</p>

	<p>f. [REDACTED] [REDACTED] [REDACTED]</p>
<p>7.2 9 Osterley Way, Manukau - Go to market strategy</p>	<p>Allan Young, GM Development, introduced the report. Richard Davison, PLD, joined the meeting for this item. Following the conclusion of discussion, the Eke Panuku Board resolved to:</p> <ul style="list-style-type: none"> a. approve the sale of 9 Osterley Way, Manukau to [REDACTED] under section 4.2 (b) of Eke Panuku Development Auckland's Selecting Development Partners Policy to achieve urban renewal as a public work under the Public Works Act 1981. b. if negotiations with [REDACTED] Developments [REDACTED] are unsuccessful proceeds to sell the property by way of an open market sales process. c. delegate authority to the Chief Executive to execute the required documentation to sell the property for a minimum sale price of \$2.7m. d. note the key points of the Essential Outcomes and Design Guidelines are: <ul style="list-style-type: none"> i. Activated road frontages ii. Mixed use with retail or food & beverage on Amersham Way iii. Scale and density to address adjoining properties iv. [REDACTED] [REDACTED] [REDACTED] v. Māori outcomes to be achieved as part of section 6.2 of the Eke Panuku Development Auckland Selecting Development Partners Policy will form a minimum 15% of the criteria for assessing developer proposals.
<p>7.3 50 Manukau Station Rd, Manukau - Go to market strategy</p>	<p>Allan Young, GM Development, introduced the report. Following the conclusion of discussion, the Eke Panuku Board resolved to:</p> <ul style="list-style-type: none"> a. approve the disposal of 50 Manukau Station Road, Manukau by way of an open market sales process to achieve urban renewal, once Resource Consent for subdivision has been obtained b. delegate authority to the Chief Executive to execute the required documentation to sell the property at a price within or above the current market valuation range when taking account of the required essential outcomes. c. note the key points of the Essential Outcomes and Design Guidelines are:

	<ul style="list-style-type: none"> i. [REDACTED] ii. Activated Road frontage to Manukau Station Road iii. Potential mixed use iv. Scale and density to align with the Transform Manukau plan v. Māori outcomes to be achieved as part of section 6.2 of the Eke Panuku Development Auckland Selecting Development Partners Policy will form a minimum 15% of the criteria for assessing developer proposals.
7.4 Urban renewal acquisitions - Policy review	<p>Allan Young, GM Development, introduced the report.</p> <p>Following the conclusion of discussion, the Eke Panuku Board resolved to:</p> <ul style="list-style-type: none"> a. approve the Acquisition Policy which sets out the framework for Eke Panuku to utilise when acquiring land property in support of urban renewal programmes, either by compulsory acquisition, or on the open market.
7.6 Iwi development grant rescope	<p>Jordan Taiaroa, Head of Māori Outcomes, Jorja Jamieson, Māori Outcomes Advisor and Rangi Kalman, Principal Māori Outcomes Advisor joined the meeting for this item.</p> <p>Angelika Cutler, GM Community & Stakeholder Relation, introduced the paper.</p> <p>At the conclusion of the discussions, the Eke Panuku Board reaffirmed its ongoing support for the broad objectives of the iwi development grant programme, being the importance of building mana whenua capacity to actively engage in commercial opportunities.</p> <p>Action Item: Resume discussions in early 2025 to review the programme's direction and objectives.</p>
8.0 Information papers (closed)	
8.2 Auckland Light Rail Property Holding 317-319 New North Road, Kingsland	<p>Brenna Waghorn, GM Strategy & Planning, introduced the report.</p> <p>Caisey Marter, Head of Strategic Planning & Projects, joined the meeting for this item.</p> <p>Action Item: The board will conduct a workshop focused on the urban renewal outcomes of the Maungawhau CRL, the Dominion Road interchange and [REDACTED]</p> <p>The Eke Panuku Board received the report.</p>
9.0 Governance matters (closed)	
9.1 Out of Cycle Decisions & minutes of	<p>The Eke Panuku Board reviewed and confirmed the minutes of the Board Meeting 23 October 2024, with confidential information included, as a true and accurate record of the meeting.</p>

meeting held 23 October 2024	<p>The board ratified the out of cycle decision made during October 2024. The resolutions are recorded here for completeness.</p> <p>Executive Leadership Team remuneration review: On 09 October 2024, the Eke Panuku Board resolved to:</p> <p>a. [REDACTED]</p> <p>Chief Executive remuneration review: [REDACTED]</p>
9.4 ARC minutes meeting held 16 September 2024	<p>The Eke Panuku Board received the minutes.</p>
9.5 Director's interests projects	<p>The Eke Panuku Board reviewed and received the Register of Director's Interests projects report.</p>
9.7 Board action list	<p>The Eke Panuku Board received the board action list.</p>
9.8 Board forward work programme	<p>The Eke Panuku Board received the board forward work programme.</p>
9.9 Gifts & Hospitality Register	<p>The Eke Panuku Board received the Gifts & Hospitality Register.</p>
9.0 General Business	<p>There were no items of general business.</p>
Meeting close	<p>The meeting closed at 1.49pm.</p>

Confirmed as a true and accurate record:

----- **Chair** ----- **Date**

Director interests at 02 December 2024

Member	Interest	Company / Entity	Conflicts pre-identified?
David Kennedy	Chair	Eke Panuku Development Auckland Limited	
	Chair	Beachlands South GP Ltd (JV between NZ Super Fund and Russell Property Group)	
	Member	Business Reference Group Te Arotake Future for Local Government	
	Director	Cathedral Property Limited	
	Chair	Civix Limited	
	Director	Grantley Holdings Limited	
	Chair	Kaha Ake GP Ltd (JV between NZ Super Fund and Classic Developments)	
	Director	Naylor Love	
	Trustee	New Zealand Housing Foundation	Possible
	Chief Executive	Te Kaha Project Delivery Limited	
	Director	Westhaven Marina Limited	
John Coop	Director	Eke Panuku Development Auckland Limited	
	Trustee	JE and CS Coop Family Trust	
	Managing Director and Principal	Warren and Mahoney	Yes
Kenina Court	Director	Eke Panuku Development Auckland Limited	
	Shareholder	Arrakis Limited	
	Director	Banking Ombudsman Scheme Limited	
	Director	BDE Bonus Limited	
	Director	BMNZ Limited	
	Director	Business in the Community (2013) Limited	
	Director	Dua Fellows Holdings Limited	
	Director	Dua Fellows Limited	
	Director	Eight Peaks Holdings Limited	
	Director	Everege Orbis Holdings Limited	
	Director	Fale Developments Limited	
	Director	Fortitudine Trustees Limited	
	Director	Huma Holdings Limited	

Member	Interest	Company / Entity	Conflicts pre-Identified?
Kenina Court (continued)	Director	IBS	
	Director	KW Westgate Limited	
	Director	Lovelock Trustees Limited	
	Director	Lujato Trustees Limited	
	Director	M&G Trustees Limited	
	Director	Nathan Whanau Trustees Limited	
	Director	NTA Holdings Limited	
	Director	Oceania Career Academy 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	Slice Limited	
	Director	Stak Trustees Limited	
	Director	Twinlion Trustees Limited	
	Director	Up Skill Teams Limited	
Director	XYZ Limited		
Brett Ellison	Director	Eke Panuku Development Auckland Limited	
	Director	Ellison Beech Limited	
	Trustee	Ellison Beech Whanau Trust	
	Director	Erihana Limited	
	Investment Manager	Hapai Property LP Whanau (Commercial, Development and Housing)	
	Investment Manager	Koau Capital Partners	
	Trustee	Taieri Block B Trust	
	Chair	Te Runaka Otakou Limited	
Steve Evans	Director	Eke Panuku Development Auckland Limited	
	Member	Construction Industry Accord Residential Sector Reference Group	
	Director	Kaipatiki FRL Limited Partnership	

Member	Interest	Company / Entity	Conflicts pre-Identified?
Steve Evans (continued)	Chief Executive Residential and Development	Fletcher Building Limited	Yes
	Director	Homai General Partner Limited	
	Director	Okahukura GP Limited	
	Member	Steering Group Construction Industry Accord	
	Director	Tauoma FRL Limited Partnership	
	Director	Te Tau Waka Limited Partnership	
	Deputy Chair	Urban Development Institute of New Zealand	Yes
Aaron Hockly	Director	Eke Panuku Development Auckland Limited	
	Non-Executive Director	Mercy Healthcare (Auckland)	
	Employee	NWI NZ Management Company Limited (subsidiary of Northwest Healthcare Properties)	
	Executive Director	Vital Healthcare Property Limited & related entities	

Director interests: Changes since 11 November 2024

Additions:

Director	Conflict/interest	Date notified
	N/A	

Deletions:

Director	Conflict/interest	Date notified
	N/A	

Amendments:

Director	Conflict/interest	Date notified
	N/A	

Meeting Attendance Register – 2024

	2024									
	28 Feb	27 Mar	24 Apr	22 May	26 Jun	24 Jul	28 Aug	23 Oct	27 Nov	11 Dec
David Kennedy	✓	✓	✓	✓	✓	✓	✓	✓	✓	
John Coop	x	✓	✓	✓	x	✓	✓	✓	✓	
Kenina Court	✓	✓	x	✓	✓	✓	✓	✓	✓	
Brett Ellison ⁱ								✓	✓	
Steve Evans	✓	✓	✓	✓	✓	x	✓	x	✓	
Aaron Hockly ⁱⁱ								✓	✓	
Paul Majurey ⁱⁱⁱ	✓	✓	✓	✓	✓	x	✓			
Jennifer Kerr ^{iv}	✓	✓	✓	✓	✓	✓	✓			

ⁱ Appointed as of 01 October 2024

ⁱⁱ Appointed as of 01 October 2024

ⁱⁱⁱ Term ended as of 31 August 2024

^{iv} Resigned as of 31 August 2024