

Board Report

Public

Date

Wednesday,
23 September 2020

Venue

82 Wyndham Street
CBD, Auckland



Board agenda

Where: Panuku, 82 Wyndham Street
When: Wednesday 23 September 2020 | 9.00 am – 4.00 pm
Board members: Adrienne Young-Cooper – Chair
 Victoria Carroll – Director
 John Coop – Director
 David Kennedy – Director
 Richard Leggat – Director
 Paul Majurey – Deputy Chair
Board observer: Mark Darrow
Liaison councillor: Cr Efeso Collins

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

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

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

1.	Governance matters 1.1 Apologies 1.2 Director interests 1.3 Director meeting attendance 1.4 Minutes of 21 August 2020 board meeting
2.	Health and Safety report
3.	Chief Executive's report
4.	Strategic reports 4.1 Long Term Plan FY22-31 4.2 Stakeholder insights 4.3 CCO review update and next steps 4.4 Strategic outcomes brief for Auckland Council 4.5 Technical Advisory Group

<p>5.</p>	<p>Urban regeneration reports</p> <ul style="list-style-type: none"> 5.1 Regional programme: Service Property Optimisation Programme Delivery Plan 5.2 Regional programme: Haumaru Housing Programme Business Case 5.3 Regional programme: Disposal of 16-18 Handley Avenue, Narrow Neck 5.4 Unlock Papatoetoe: Saint George's Lanes - Development Procurement Strategy 5.5 Transform Waterfront: Wynyard Point Draft Masterplan 5.6 Unlock Northcote: Programme Business Case 5.7 Unlock Takapuna: Final town square boundaries 5.8 Unlock Takapuna: Go to market strategy Auburn Street 5.9 Unlock Takapuna: Go to market strategy for 14 Huron Street
<p>6.</p>	<p>Business reports</p> <ul style="list-style-type: none"> 6.1 Annual report 2019-2020 6.2 Policy update 6.3 Property market update 6.4 Projected housing supply 6.5 Commercial leasing strategy 6.6 Quarter four report to Auckland Council

Local Government Official Information and Meetings Act 1987.

7 Other reasons for withholding official information

(1) Where this section applies, good reason for withholding official information exists, for the purpose of [section 5](#), unless, in the circumstances of the particular case, the withholding of that information is outweighed by other considerations which render it desirable, in the public interest, to make that information available.

(2) Subject to [sections 6, 8, and 17](#), this section applies if, and only if, the withholding of the information is necessary to—

- (a) protect the privacy of natural persons, including that of deceased natural persons; or
- (b) protect information where the making available of the information—
 - (i) would disclose a trade secret; or
 - (ii) would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information; or
- (ba) in the case only of an application for a resource consent, or water conservation order, or a requirement for a designation or heritage order, under the [Resource Management Act 1991](#), to avoid serious offence to tikanga Maori, or to avoid the disclosure of the location of waahi tapu; or
- (c) protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information—
 - (i) would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied; or
 - (ii) would be likely otherwise to damage the public interest; or
- (d) avoid prejudice to measures protecting the health or safety of members of the public; or
- (e) avoid prejudice to measures that prevent or mitigate material loss to members of the public; or
- (f) maintain the effective conduct of public affairs through—

(i) the free and frank expression of opinions by or between or to members or officers or employees of any local authority, or any persons to whom [section 2\(5\)](#) applies, in the course of their duty; or

(ii) the protection of such members, officers, employees, and persons from improper pressure or harassment; or

(g) maintain legal professional privilege; or

(h) enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities; or

(i) enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); or

(j) prevent the disclosure or use of official information for improper gain or improper advantage.

Panuku Development Auckland (Panuku)

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

Our name

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

Our vision

Shaping spaces for Aucklanders to love

Our mission

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

Our purpose

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

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

What we do

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

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



Opening

Whakataka te hau ki te uru

Whakataka te hau ki te
tonga

Kia mākinakina ki uta

Kia mātaratara ki tai

E hī ake ana te atakura

He tio

He huka

He hau hū

Tīhei mauri ora!

Cease o winds from the west

Cease o winds from the south

*Bring calm breezes over the
land*

*Bring calm breezes over the
sea*

*And let the red-tipped dawn
come*

With a touch of frost

A sharpened air

And promise of a glorious day

Victoria Carroll is on a leave of absence.

No other apologies have been received at the time of publishing.

Directors' interests at 21 August 2020

Member	Interest	Company / Entity	Conflicts pre-identified?
Adrienne YOUNG-COOPER	Chair	Panuku Development Auckland Limited	
	Chair	Auckland Transport	
	Chair	Cornwall Park Trust Board Incorporated	
	Chair	Queenstown Airport Corporation Limited	
	Chair	Sir John Logan Campbell Residuary Trust	
	Chair	Sir John Logan Campbell Medical Trust Incorporated	
	Director	Westhaven Marina Limited	
Victoria CARROLL	Director	Panuku Development Auckland Limited	
	Director	Kainga Ora	Possible
	Director	Manawa Housing Limited	
	Director	Mediterrania Holdings Limited	
	Director	Mediterrania Limited	
	Trustee	Community Housing Aotearoa	
	Trustee	Mangatawa Papamoa Block Incorporation	
	Trustee	Nga Potiki a Tamapahore Treaty Settlement Trust	
John COOP	Director	Panuku Development Auckland Limited	
	Managing Director and Principal	Warren and Mahoney	Possible
David I. KENNEDY	Director	Panuku Development Auckland Limited	
	Director	525 Blenheim Road Limited	
	Director	Cathedral Property Limited	

	Director	Good General Practice Limited	
	Director	Grantley Holdings Limited	
	Director	Hobsonville Development GP Limited	
	Director	New Ground Living (Hobsonville Point) Limited	
	Director	Ngai Tahu Justice Holdings Limited	
	Director	Ngai Tahu Property (CCC-JV) Limited	
	Director	Ngai Tahu Property Joint Ventures Limited	Possible, Unlock Northcote
	Director	Ngai Tahu Property Joint Ventures (No.2) Limited	
	Director	Ngai Tahu Real Estate Limited	
	Director	NTP Development Holdings Limited	
	Director	NTP Investment Holdings Limited	
	Director	NTP Investment Property Group Limited	
	Director	Prestons Road Limited	

Richard I. LEGGAT	Director	Panuku Development Auckland Limited	
	Executive Chair	Kiwis for kiwi	
	Director	Hamilton Waikato Tourism	
	Director	Mortleg Ltd	
	Director	Snowsports NZ	
	Director	Trophy Metropolitan Ltd	
	Director	Warren and Mahoney	
	Director	Winter Games New Zealand	
	Panel Member	NZ Markets Disciplinary Tribunal	
	Member	Union Cycliste Internationale Ethics Commission	
	Director	Westhaven Marina Limited	



Paul F. MAJUREY	Deputy Chair	Panuku Development Auckland Limited
	Director	Iwi Commercial Property Limited
	Chair	Tamaki Makaurau Community Housing Limited
	Chair	Puhinui Park Limited
	Chair	Whenuapai Housing Limited
	Director	Arcus Property Limited
	Chair	Marutūāhu Rōpū Limited
	Chair	Ngāti Maru Limited
	Chair	Marutūāhu Collective (5 iwi collective)
	Chair	Hauraki Collective (12 iwi collective)
	Chair	Te Pūia Tapapa
	Chair	Impact Enterprise Fund
	Chair	Tūpuna Maunga Authority
	Co-Chair	Sea Change Tai Timu Tai Pari Ministerial Advisory Committee
	Mana Whenua Representative	Hauraki Gulf Forum
	Director	Pare Hauraki Kaimoana
	Trustee	Hauraki Fishing Group
	Director	Tikapa Moana Enterprises Limited
	Director	Pouarua Farms
	Trustee	Crown Forestry Rental Trust
Director	Atkins Holm Majurey Limited	

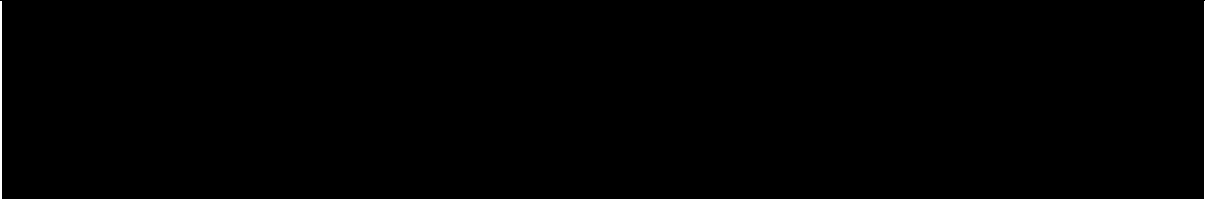
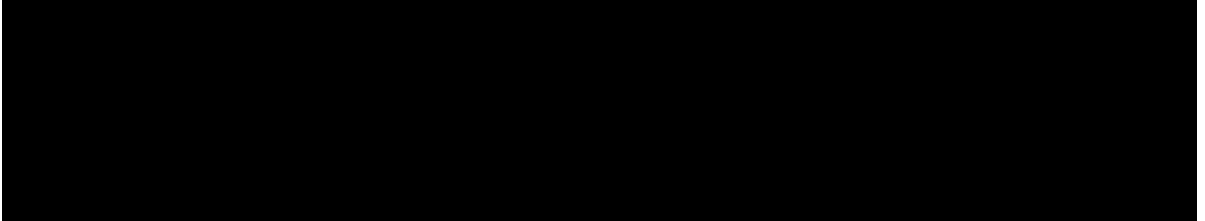

Director meeting attendance register – 2020 / 2021

	2020						2021					TOTAL
	28 Jul	21 Aug	23 Sep	21 Oct	18 Nov	16 Dec	Feb	Mar	Apr	May	Jun	
A.F. Young-Cooper	✓	✓										
V. Carroll	✓	✓										
J. Coop	✓	✓										
D.I. Kennedy	✓	✓										
R.I. Leggat	✓	✓										
P.F. Majurey	x	✓										

MINUTES OF THE MEETING OF DIRECTORS OF PANUKU DEVELOPMENT AUCKLAND LIMITED, HELD IN **CONFIDENTIAL** SESSION AT PANUKU, VIA ZOOM ON FRIDAY 21 AUGUST 2020 COMMENCING AT 9.00 AM.

<p>ATTENDING</p>		<p>Board: Adrienne Young-Cooper (Chair), Victoria Carroll, John Coop, David Kennedy, Richard Leggat, Paul Majurey.</p> <p>Observer: Mark Darrow</p> <p>Councillor liaison: Cr Efeso Collins</p> <p>Executive: David Rankin – Chief Executive, Monica Ayers – GM People & Culture, Gyles Bendall – GM Design & Place, Jenni Carden – Executive Officer/Company Secretary, Angelika Cutler – GM Corporate Affairs, Carl Gosbee – Chief Financial Officer, Brenna Waghorn – GM Strategy and Planning, Marian Webb – GM Assets & Delivery, Ian Wheeler – Chief Operating Officer, Allan Young – GM Development.</p>
<p>PROCEDURAL MOTION TO EXCLUDE THE PUBLIC</p>	<p>1 08/20</p>	<p>Pursuant to clause 12.3 of the Panuku Constitution, the public be excluded from the following proceedings of this meeting, so that commercially sensitive issues can be discussed in confidential session.</p>
<p>OPENING REMARKS</p>	<p>2 08/20</p>	<p>The Chair welcomed board members and executive to the meeting.</p> <p>The Chair commended management on its seamless transition of operations to alert level 3, the quality of board papers, proactive management of risks, and the submissions which resulted in generally positive outcomes of the CCO review for the organisation.</p> <p>Cr. Collins updated the board and executive on discussions within the shareholder following issue of the CCO review report. He noted that the shareholder had broadly accepted report's recommendations and was now reflecting on how they should be implemented, including strengthening relationships with CCOs.</p>
<p>1.1 APOLOGIES</p> <p>CONFIDENTIAL GOVERNANCE MATTER</p>	<p>3 08/20</p>	<p>There were no apologies.</p>
<p>1.2 DIRECTORS' INTERESTS</p> <p>CONFIDENTIAL GOVERNANCE MATTER</p>	<p>4 08/20</p>	<p>The Panuku Board reviewed and received the Register of Director's Interests and the identified interests for specific projects. No updates were noted.</p>

1.3 DIRECTORS' MEETING ATTENDANCE CONFIDENTIAL GOVERNANCE MATTER	5 08/20	The Panuku Board noted the directors' meeting attendance.
1.4 MINUTES OF 17 JUNE 2020 BOARD MEETING CONFIDENTIAL GOVERNANCE MATTER	6 08/20	The Panuku Board reviewed and confirmed the Minutes of the Board Meeting 17 June 2020, with confidential information included, as a true and accurate record of the meeting.
MINUTES OF 28 JULY 2020 BOARD MEETING CONFIDENTIAL GOVERNANCE MATTER	7 08/20	The Panuku Board reviewed and confirmed the Minutes of the Board Meeting of 28 July 2020 as a true and accurate record of the meeting.
1.5 BOARD ACTION LIST CONFIDENTIAL GOVERNANCE MATTER	8 08/20	The Panuku Board noted the board action list. 
1.6 BOARD FORWARD WORK PROGRAMME CONFIDENTIAL GOVERNANCE MATTER	9 08/20	The Panuku Board noted the board forward work programme.
1.7 AUDIT AND RISK COMMITTEE MEETINGS VERBAL UPDATE: 28 JULY AND 20 AUGUST CONFIDENTIAL GOVERNANCE MATTER	10 08/20	Richard Leggat, Chair Audit & Risk Committee, provided a summary of the meeting held on 28 July: 

		 <p>The Panuku Board received the verbal update.</p>
<p>1.8 PRIORITY LOCATION COMMITTEE MEETING VERBAL UPDATE: 31 JULY</p>	<p>11 08/20</p>	<p>David Kennedy, Chair Priority Location Committee, provided a summary of the meeting held on 31 July:</p>  <p>The Panuku Board received the verbal update.</p>
<p>2. HEALTH AND SAFETY REPORT</p>	<p>12 08/20</p>	<p>Blair McMichael, Health and Safety Manager, joined the meeting and introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • Need to take further steps to raise awareness of the hazard to cyclists posed by tram tracks, such as approaching the cycling community, noting signage was already established and it was impossible to eliminate the risks of cyclists cycling over the tracks;  <p>Following the conclusion of discussions, the Panuku Board received the report.</p>

<p>PUBLIC DEPUTATION</p>	<p>13 08/20</p>	<p>Chris Sattler, Chief Executive Auckland Seaplanes and Masako Morita, Director Auckland Seaplanes provided a deputation regarding Auckland Seaplanes. [REDACTED]</p> <p>The Panuku Board thanked the presenters for the deputation.</p>
<p>3. CONFIDENTIAL CHIEF EXECUTIVE'S REPORT</p>	<p>14 08/20</p>	<p>David Rankin, Chief Executive (acting), introduced the report. [REDACTED]</p> <ul style="list-style-type: none"> • Opportunity for a joined-up approach by Panuku, Auckland Transport and Community Facilities regarding place-based matters with local boards and improved emphasis on Panuku's primary regeneration role; <p>[REDACTED]</p>

		<p>[REDACTED]</p> <p>Following the conclusion of discussions, the Panuku Board received the report.</p>
<p>4.1 REPORT OF THE CCO REVIEW PANEL</p> <p>CONFIDENTIAL STRATEGIC REPORT</p>	15 08/20	<p>Brenna Waghorn, GM Strategy & Planning, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • Comments from Councillor Collins earlier in the meeting relating to the shareholder's next steps; • A fuller report on the CCO review would be provided to the board when the shareholder's next actions were clearer; • Acknowledged the work of the Chair and Management which had resulted in the CCO review outcome. <p>Following the conclusion of discussions, the Panuku Board received the report.</p>
<p>5.1 UNLOCK PUKEKOHE: PROGRAMME BUSINESS CASE</p> <p>CONFIDENTIAL PRIORITY LOCATION REPORT</p>	16 08/20	<p>This matter was deferred [REDACTED]</p>
<p>5.3 TRANSFORM MANUKAU TE WHAKAORATANGA I TE PUHINUI</p> <p>CONFIDENTIAL PRIORITY LOCATION REPORT</p>	17 08/20	<p>Richard Davison, Priority Location Director – South, and Sara Zwart, Principal Regenerative Design Lead, joined the meeting. Ian Wheeler, Chief Operating Officer, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • First key move related to waterway upgrades working closely with mana whenua partners to achieve desired outcomes; • Iwi-led request to formalise the partnership strategy through a kawenata, which would carry great significance for Iwi, [REDACTED] <p>[REDACTED]</p>

		<p>[REDACTED]</p> <p>Following the conclusion of discussions, the Panuku Board received the report.</p>
<p>5.2 TRANSFORM WATERFRONT WYNYARD POINT DRAFT MASTERPLAN</p> <p>CONFIDENTIAL PRIORITY LOCATION REPORT</p>	18 08/20	<p>Fiona Knox, Priority Location Director – Waterfront, joined the meeting. Ian Wheeler, Chief Operating Officer, introduced the report. [REDACTED]</p> <p>[REDACTED]</p> <p>Following the conclusion of the discussions, the Panuku Board received the report.</p>
<p>6.1 CONFLICTS OF INTEREST, GIFTS, AND HOSPITALITY</p> <p>CONFIDENTIAL BUSINESS REPORT</p>	19 08/20	<p>Carl Gosbee, Chief Financial Officer, introduced the report. The board noted the following matters:</p> <ul style="list-style-type: none"> • The latest version of the report had been reviewed in detail and endorsed by Audit & Risk Committee; <p>[REDACTED]</p> <p>Following the conclusion of the discussions, the Panuku Board received the Conflicts of Interest, Gifts and Hospitality review from PwC.</p>

<p>6.2 DEVELOPMENT AND DISPOSALS PROGRAMME</p> <p>CONFIDENTIAL BUSINESS REPORT</p>	<p>20 08/20</p>	<p>Marian Webb, GM Assets & Delivery, introduced the report. [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> • Panuku's support of council's finance team in relation to the sales, noting council's responsibility for decision-making and consultation; <p>[REDACTED]</p> <p>Following the conclusion of the discussions, the Panuku Board received the report.</p>
<p>6.3 GRANTS AND DONATIONS PLAN 2020/21; AND QUARTER FOUR RESULTS 2019/2020</p> <p>CONFIDENTIAL BUSINESS REPORT</p>	<p>21 08/20</p>	<p>Carl Gosbee, Chief Financial Officer, introduced the report. The board noted the need for proactive management and monitoring of organisations using Panuku assets, via a grant or donation, to identify and reduce risk of adverse outcomes.</p> <p>Following the conclusion of the discussions, the Panuku Board:</p> <ol style="list-style-type: none"> Approved the 2020/2021 Grants and donations plan; Noted the 2019/2020 results.
<p>7. GENERAL BUSINESS</p>	<p>22 08/20</p>	<p>There were no items of general business.</p>
<p>CLOSE OF BOARD MEETING</p>	<p>23 08/20</p>	<p>The meeting closed at 12.15 pm.</p>

READ AND CONFIRMED

_____ Chair

_____ Date

Information paper: Health and Safety

Document author: Blair McMichael, Health and Safety Manager

September 2020

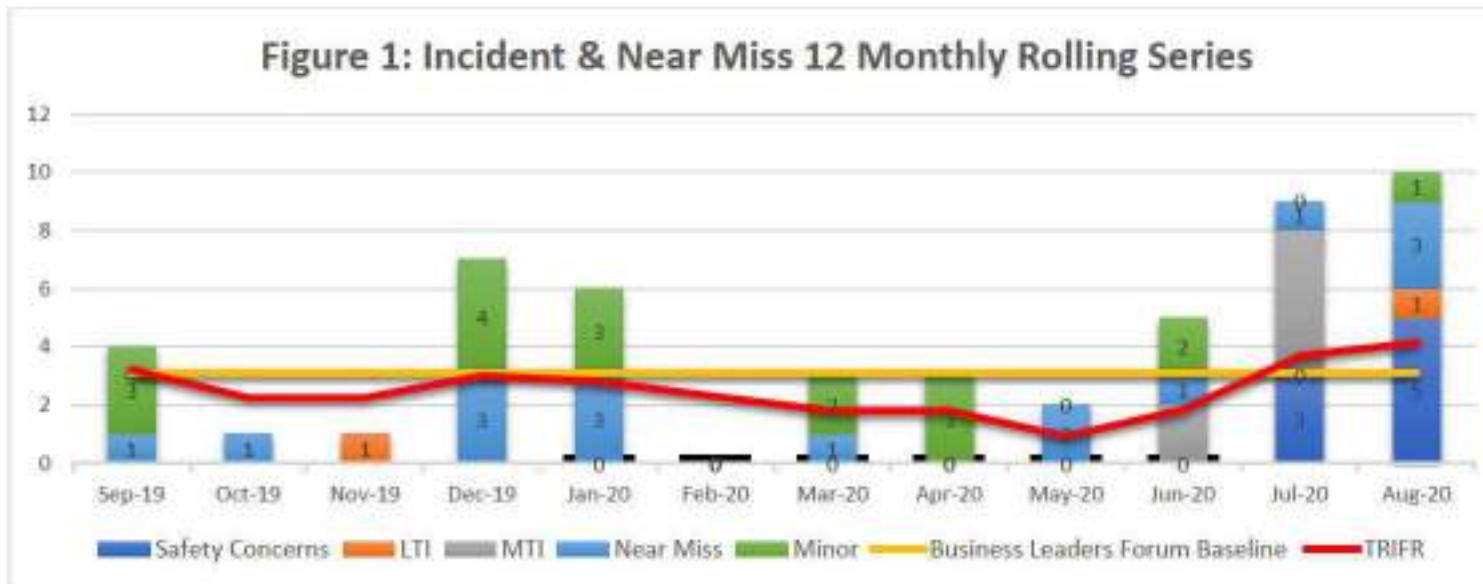
Whakarāpopototanga matua | Executive summary

1. The board are provided with key performance indicators for the month showing a gradual increase in the levels of incident reporting, slightly above that of the Business Leaders Forum base line.
2. Annual health and safety targets are outlined within the report including health and safety objectives, systems improvements, and an external verification of the businesses safety systems, processes, and behaviours. These objectives form the annual planning process and delivery of incremental improvements in our safety culture year on year.
3. From September the board members will be scheduled to visit our construction sites, which were previously cancelled due to Covid-19 lockdown
4. Health and safety Critical Risks have been reviewed by our health and safety representatives and form part of the Panuku Corporate Risk Register. The register is reviewed regularly by our executive and is available in the board resource centre - see Panuku Corporate Risk Register.
5. We continue to improve the incident reporting system Noggin. This month we have incorporated the H&S contractor management segment online for our Assets and Facilities team, and scheduled automation of TRIFR (Total Recordable Incident Frequency Rate) and MTIFR (Medical Treatment Incident Frequency Rate) reporting for the following months.

Matapaki | Discussion

Health and safety key performance indicators

6. Health and safety key performance indicators (KPIs) representing both lead and lag indicators are outlined below - see Figure 1.



7. Figure 1 represents the Panuku Total Recordable Incident Frequency Rate (TRIFR). Our result for Aug (4.1) has risen above the NZ Business Leaders Health and Safety Forum benchmark TRIFR of 3.1. TRIFR Total Recordable Incident Frequency Rate; MTI Medical Treatment Injury; LTI Lost Time Injury

8. Health and safety incident and safety concern reporting continues to rise with the use of Noggin, our health and safety reporting system.

Incidents and near misses

9. In late July a contractor on the Takapuna Gasometer Carpark project cut their finger. This incident was not recorded at the time by the contractor and a week later the finger had become infected. The contractor was seen by a doctor and prescribed antibiotics with one day off work. This is an example of an incident where the severity was low however industry measures would suggest that a Lost Time Injury was an injury of high severity. Hence LTIFR (Lost Time Injury Frequency Rates), as lag reporting indicators, can be seen as poor measures of health and safety performance.
10. One minor injury was recorded when a cyclist traversing around a Panuku worksite, Karanga Plaza - North Wharf, was confused by the works signage and came upon the Panuku kiosks disabilities entrance ramp. Reversing down the ramp they fell off their bike, regathered themselves and left before staff could help. Signage onsite has since been improved to avoid further confusion.
11. Contractors working to repair a wastewater line behind the Panuku kiosk at Karanga Plaza fractured a gas feeder line when removing a concrete section, of which the pipe was partially imbedded. The Panuku emergency 'communications tree' was initiated, and the area cordoned off and emergency services notified. Vector responded and repaired the feeder line within 2-3 hours. An investigation indicated the contractor had taken reasonable steps using onsite as-built plans and exposed the services through Ground Detection Radar and Hydro-vacing. This exposed all main lines however the feeder was hidden within concrete and not known. Remedial work was done safely and efficiently with 2-3 tenants affected and kept informed throughout the repairs.
12. A near miss was reported to Panuku when a maintenance contractor went to a tenanted property to make repairs. The contracting organisation had previously submitted an updated safety plan reflecting the CHASNZ (Contractor Health and Safety New Zealand) which Panuku had accepted and had been sampling contractor conformance (safety inspections). In this instance, post-visit, the contractor was informed that the tenant was awaiting Covid-19 test results. Although the tenant received a negative result, the contractor determined that there were gaps in their site safety protocols. All site visits were ceased until we were assured that the contractor was able to maintain their site safety protocols including social distancing, PPE, tracking and tracing.
13. A second near miss involving a contractor occurred on a Panuku site on Madden Street, Wyndham Quarter. In this instance a Hiab hydraulic hose perforated. A light mist sprayed for 2-3 seconds before the vehicle was turned off and the hydraulic fluid on the ground, removed using absorbent material. Although the event was mainly of an environmental nature, the fact that the mist sprayed across to the driver was relevant. The hose was repaired shortly after the event and before start-up.

Safety Concerns

14. With reference to safety concerns, five have been recorded during the month. The first and second relate to the Westhaven marina office. Firstly, the configuration of power leads within the office (portable electrical equipment) which had the potential to overload power points and create cause trip hazards. Cabling has been reconfigured with the use of RCDs (Residual Current Devices) on rated multiple plugs. The second involves installing window 'stays' on all second storey windows to avoid any persons leaning outward. These safety risks and controls follow the completion of the annual health and safety building audit for Westhaven and Viaduct offices.
15. A third safety concern involved a tenanted property with a handrail at the top of their access stairs. In this instance the railing had terminated before reaching the top. A temporary fix has made the stairs safe and permanent railing will be fitted by the building body corporate to meet the fencing code of practice.
16. The fourth safety concern related to a subcontractor smoking onsite during the Karanga Plaza wastewater improvement works. This concern was identified during the Panuku Project Manager's site audit and work ceased immediately. The contractor hadn't followed their site smoke free policy and smoking onsite had the potential to pose a greater risk as underground services were exposed for remediation.
17. The final safety concern relates to a Panuku employee suffering from high levels of fatigue which had the potential to impact themselves and others within their workplace when considering the operating of vehicles. The on-going fatigue stems from a non-work-related injury and Panuku are supporting a gradual return to work/rehabilitation program.

Project management safety

18. We continue to track health and safety risks across the 'deliver' phase of a project. Each project is directly monitored by either Panuku staff or outsourced to a professional services provider to confirm that the contractor's site-specific safety plan, incorporating CHASNZs safety plan controls, are implemented.
19. Figure 2 below shows the number of risks by project. Based on the current number approximately 2.5 risks are recorded against each project. This may seem low however the risks captured by Panuku are broad i.e. 'contractor health and safety management' is a single risk. The 'physical works' risks are maintained onsite by the contractor completing the work. These reflect the contractor's controls, for example, the risk of striking underground or overhead services, trenching risks, and use of mobile plant and equipment onsite. However, what is particularly relevant is the number of H & S documents tracked by Panuku. These documents generally demonstrate conformance to our Contract Management Framework.



20. Figure 3 Project Planning shows that the number of projects underway in August has declined. Health and safety risks identified during the Initiate and Plan phases for projects are captured through the risk and safety in design workshops. These risks are communicated to contractors or professional services providers, in some instances during the safety in design workshop where a contractor is known, or alternatively through the tender and contract procurement processes for physical works. Accordingly, the number of safety documents remains low. Figure 3 does not show any significant issues, although we have scheduled an internal review of the Contract Management Framework and Safety in Design compliance to verify this view.



Annual Business Planning and Delivery Targets

21. The 2020/2021 Business Plan targets for health and safety are listed below. The objectives are set to improve our safety culture from marginal compliance in 2016, compliance from 2017 through to proactive and compliant maturity from 2020 on. The incremental shift since 2016 reflects the focus on safety behaviour, the resourcing of health and safety, ownership, accountability, and leadership, as well as the diversity of the business.

- a. An external health and safety review.
- b. Quarterly critical risk activity monitoring of our quarries, landfills, and forestry operations
- c. Review H & S resourcing to achieve annual H & S deliverables endorsed by our executive and board
- d. Improve health and safety KPI reporting, to include lead and lag indicators, reported monthly to our executive and board
- e. Deliver the systems improvements for our health and safety incident reporting system, Noggin, including online contract management, training, and notifications to our management.
- f. Ensure H & S objectives for all Panuku staff with specific H & S accountabilities and responsibilities, driving ownership, leadership and ensuring consistency in safety delivery.
- g. Review Panuku H & S critical risks and controls, through our health and safety representatives, executive and board.
- h. Instigate an assurance review of the Panuku Contract Management Framework and Safety in Design processes, focusing on compliance.
- i. Ensure staff wellbeing to ensure all Covid-19 safety controls are understood and applied
- j. Align health and safety objectives with Auckland Council to include key initiatives such as 'Our Charter' and the 'Managing Safely' training package are supported
- k. Ensure annual H & S communications to support the clear understanding of existing systems, policy, and behaviours for the wellbeing and health of our staff.
- l. Lead the H & S Committee function and the competencies of the Panuku H & S representatives to drive consistent outcomes across each Panuku Directorate

- m. Ensure the migration of health and safety policy, process, and strategy (where applicable), into the Noggin H & S system to ensure document control and one source of truth
- n. Review H & S changes to NZ legislation, regulations, standards, and codes of practice which are likely to affect Panuku and map/communicate these through our ELT (when required)
- o. Track and report to our executive on the close-out of incidents and safety concerns registered with the H & S system Noggin to ensure ELT are well informed and act to remediate.

Health and wellbeing

Coronavirus (Covid-19)

22. At the time of writing this report we are operating under our Health and Safety Plan - Alert Level 2. The plan and the management of our response to Covid-19 is agreed and reviewed through both our Crisis Management Team, CMT, and executive, working in coordination with the Auckland Council CMT.

Health and Safety governance

23. During discussions in last month's board meeting the board requested options to view our worksites as part of their director's duties and to gain greater worker safety engagement. The planned worksite visits had been postponed due to Covid 19 and will commence from September. With all Panuku physical worksites we have a duty around ensuring the correct PPE (personal protective equipment) is provided to and worn by our board members, including covered steel capped boots, high-viz orange vest, safety hard hat, and safety glasses. Our contractors will complete a safety induction on each site and escort the members while onsite.

Panuku Health and Safety critical risk

24. Over the past three months we have provided the board with the Panuku Health and Safety Critical Risks. These risks form part of the Panuku Corporate Risks Register which is appraised by ELT and approved. All health and safety critical risks have been collated through the Panuku health and safety committee. The committee are a staff committee of health and safety representatives, they meet every six weeks with executive involvement. In August the committee reviewed the existing critical risk register. Following that meeting the current health and safety critical risks remain essentially unchanged reflecting the levels of direct involvement (and in some instances, the supplier relationships) associated with our critical risks.

25. To avoid confusion, it's important to note that 'critical risk' is essentially any actual or perceived health and safety risk with the potential to cause a serious injury or fatality (Notifiable Event). The Panuku Corporate Risk Register is provided in the board Resource Centre.
26. Safety improvements to the viaduct balustrades continued, albeit with a brief delay during the recent Covid-19 lockdown, the remaining work is scheduled to be completed by mid-September. This work and other safety improvements such as Silo 7 integrity and surface testing for safer cycle travel are key deliverables for our Assets and Facilities team and will be reflected in a board update in the coming months.

Safety systems improvements - Noggin

27. Our health and safety incident reporting system, Noggin, went live at the end of June. This allowed our business to start a fresh with the reporting of incidents and safety concerns from this financial year 2020/21. Since July we have been moderating the system under the current fiscal restraints and during August, we introduced several online contractor health and safety tools specifically for trialling by our Assets and Facilities Team.
28. From September the team will be trialling the tracking of planned maintenance and renewals, this includes automating the process for informing contractors of contract and site-specific health and safety risks, completing the online review and acceptance of a contractor's safety plan (prior to commencing work), and completing safety inspection/monitoring, all through Noggin.
29. Existing work within Noggin includes working with the IT developer to automate our lead and lag reporting i.e. Total Incident Frequency Rates (TIFR) and Medical Incident Frequency Rates (MTIFR). We continue to trial our SMS and email notifications to enable us to inform management. We are working through our Asbestos Management Plans for commercial properties, previously stored in the Council system, Risk Manager, to determine whether these should be uploaded into Noggin. This work is linked to a separate training piece to allow our Assets and Facilities contractors the ability to review these and other contract related risks, and to enter incidents into Noggin directly. New starter health and safety training includes a Noggin video and competency assessment of which our People and Culture team have uploaded on to the training system Tupu. Noggin, as with any system requires competent systems administration to continue to configure, maintain, and support health and safety improvements. This work and it's resourcing align with the Panuku organisational restructures program, specifically to improve process and systems outcomes.

Information paper: Chief Executive's report

Document author: David Rankin

September 2020

Whakarāpopototanga matua | Executive summary

1. This report provides the board with a summarised overview of the activities, opportunities and issues facing the organisation.
2. This report is a public report, however confidential information is redacted. Information that has been redacted is indicated in [blue font](#). Where redacted information exists, a reference to the section of the Local Government Official Information and Meetings Act 1987 (LGOIMA) will be cited in the publicly available version of the report.

Matapaki | Discussion

Strategic matters

Recent memos to elected members – IFF Act, NPS UD, UD Act, and JWP

3. The government has been advancing a range of legislative changes in relation to urban development and housing. Attached are four memos (included as Attachments 1-4 withheld from the public under S7(2)(b)(ii) and S7(2)(f)(i) of the LGOIMA) recently prepared by council staff for councillors to provide updates on the Infrastructure Funding and Financing Act, the Urban Development Act and the National Policy Statement on Urban Development (which was noted last month). There is also an update on the Auckland Council and Crown Joint Work Programme (JWP) on Auckland housing and growth.
4. The Infrastructure Funding and Financing Act (IFF Act) is focused solely on the financing and funding of infrastructure. It provides for the establishment of Special Purpose Vehicles (SPV) to raise capital for investment in infrastructure to support growth to be repaid by a levy on those who benefit. By ring fencing this financing from councils' balance sheets urban development projects can begin sooner than council financing limits allow. The IFF Act commenced on 7 August 2020. This tool will work alongside other related central government initiatives

such as the Urban Development Act. Our interest in this has been in regard to the funding of social infrastructure and amenity alongside utilities infrastructure to support housing and urban regeneration.

5. The Urban Development Act was enacted by Royal Assent on 6 August 2020. The Act provides for functions, powers, rights, and duties of the Crown entity Kāinga Ora - Homes and Communities, to enable it to undertake its urban development functions. The memo outlines the key issues raised in the Auckland Council submission and the changes made by the Select Committee in response to consultation.
6. Work is continuing on the Auckland Council and Crown joint work programme (JWP) on Auckland Housing and urban growth. The JWP is an expression of the collaborative approach between the Crown and Auckland Council to deliver on shared housing and urban growth priorities. Key areas of progress within the first 12 months have included progress on the Drury Transport Infrastructure Project, Infrastructure Funding and Financing (pilots and legislation), Affordable Housing and participation on the Building Code Technical Risk Advisory Group. Over the next 12 months, the focus is maintained on the priority urban development areas (with a view to leveraging any economic stimulus as a result of the Covid-19 Response and Recovery Fund). Panuku projects captured in the JWP include [REDACTED] Transform Manukau.

FY21 transaction strategy

7. The executive is currently developing a transaction strategy for the programme of properties that are forecast to be sold this financial year.
8. The report is required to comply with the Panuku Delegated Authority Policy and will be provided to the board in October. It will provide a holistic view of all properties to be sold irrespective of whether we are seeking development outcomes or not. The report will incorporate the following categories of properties:
 - Transform and Unlock locations
 - Support development programme,
 - Haumaru housing portfolio,
 - Service Property Optimisation programme
 - Surplus Corporate Property programme; and
 - the general assets sales programme as it relates to the emergency budget

9. The report will provide a brief description of the property, an early identification of risks, issues and opportunities, a proposed way forward and mitigations, development outcomes being sought and a recommendation on the balance of commercial and strategic outcomes where appropriate. It will include the proposed market strategy for those properties where development outcomes will be sought and will reflect the practicality of achieving a wide range of outcomes in the various sub markets across the region.
10. The report will also include acquisition transactions planned for FY21 where Panuku will utilise the strategic development fund to purchase land within the Panuku priority development locations.

Affordable housing

11. A report to the Planning Committee to seek approval for a forward work programme on affordable housing was presented on 3 September 2020. This followed a decision in 2019, that the council should intervene and lead on affordable housing by investigating regulatory and non-regulatory interventions.
12. Research, modelling, qualitative assessment and targeted engagement were used to investigate interventions. This work found strong forecast growth in the intermediate housing market¹ with potential negative impacts on the wellbeing of Aucklanders. It also identified interventions that the council can focus on to help increase the supply of appropriate housing for rental or purchase.
13. The affordable housing forward work programme, approved by committee, focuses on the council's key levers, a mix of quick wins and longer-term improvements, including:
 - enhanced measurement, monitoring and reporting
 - helping affordable housing providers through consents processes
 - responding to the Independent Māori Statutory Board's Kāinga Strategic Plan

¹ Currently in the private rental market; have at least one member of the household in paid employment; are ineligible for social housing, cannot afford to buy a house at the lower quartile house price under standard bank lending criteria – 10 per cent deposit and no more than 30 per cent of the household's gross income paid in mortgage expenses.

- delivering a small number of affordable houses on surplus land including in partnership with community housing providers, mana whenua, mataawaka, trusts or organisations
- continuing to support affordable housing
- investigating new policies, interventions, advocacy to and collaboration with government.

14. The main sections relating to Panuku are:

- Partnered development – recognising that through Panuku there is the opportunity to partner with government, iwi, community housing providers, mana whenua, mataawaka and developers to provide affordable housing. This is already our existing strategy and the board is aware of what we are trying to do, with varying levels of success.
- Housing for Older People – Auckland Council to invest further funding into Haumaru Housing to purchase development sites and intensify existing sites.

15. Council staff will provide further advice and seek decisions in November for inclusionary zoning and increasing investment in housing stock for older people. While noting the previous efforts to include inclusionary zoning in the unitary plan, and the mixed experience with the Special Housing Areas (SHAs), the committee were supportive of the concept but keen that it be part of a national dialogue including with government.

16. Panuku staff have provided input via the working group and GM steering group and will continue to provide advice.

17. At the committee meeting, the lack of funding and resourcing as a result of the emergency budget restricting significant further work in this area was acknowledged. However, the committee agreed to establish a political working party on affordable housing to be chaired by the Deputy Chair of the planning Committee, Councillor Josephine Bartley.

Community focused housing

18. As part of our urban regeneration leadership role we have been investigating community focused housing models to find out more about what barriers exist (e.g. legal, financial, governance) and what would need to change to facilitate a community focused housing scheme to be implemented in the NZ context. This work is aligned to the Auckland Plan and Panuku Housing Mix Guidance (i.e. a commitment to exploring new and innovative housing models).

19. We have been working with consultants, The Urban Advisory (TUA) and have involved council and Kāinga Ora colleagues in developing a case study within the Avondale area. It was prepared in the form of a business case, comparing different models. The report defines

community-focused housing models, explores housing demand analysis for Avondale, compares unit title and cooperative ownerships and the impact of a community land trust on affordability. It discusses how such a project would be delivered and the risks.

20. Community focused housing is a new model that offers a way to provide affordable rental and/or ownership and fill the gap between social housing and market housing on the housing continuum. It targets the intermediate housing market.

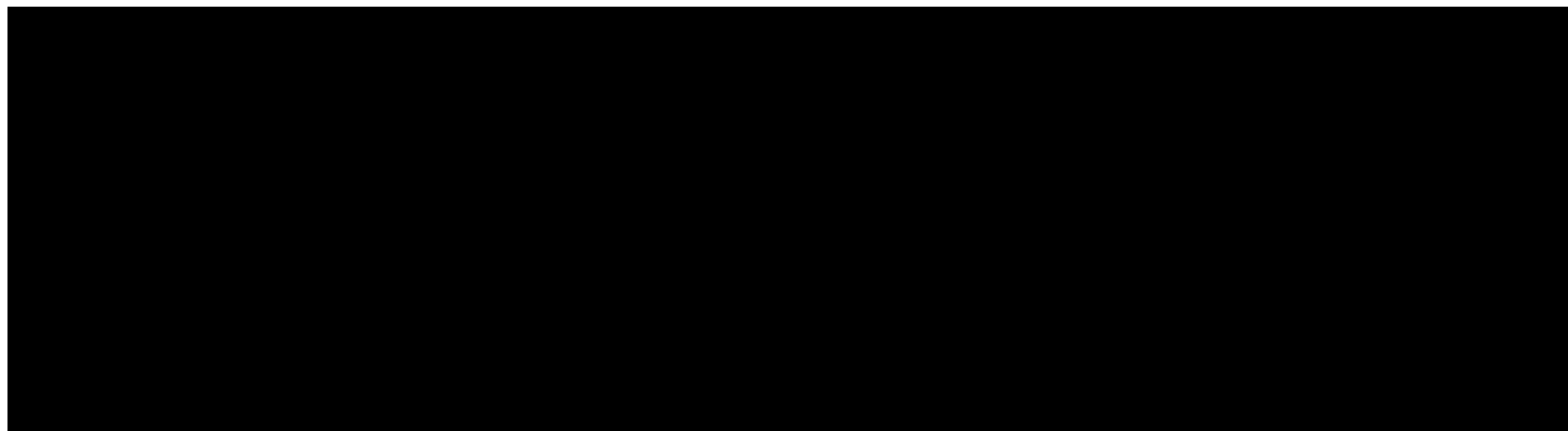


21. Five different models were investigated on the Avondale central site as follows:

- Option 1A. Tower development with unit title ownership and land included in the purchase price.
- Option 1B. Tower development with cooperative ownership, with the land in a Community Land Trust.
- Option 2A. Three-storey development with unit title ownership and land included in the purchase price.
- Option 2B. Three-storey development with unit title ownership, with the land in a Community Land Trust.
- Option 2C. Three storey development with cooperative ownership, with the land in a Community Land Trust.

22. The options were assessed against criteria such as contribution to residential choices, belonging and participation, affordability and flexibility for residents (short and long term), deliverability (within current frameworks), risk, market acceptance, amenity, innovation, sustainability, revenue return (short and long term). A key concern was whether the option provided perpetual or one-off affordability.
23. The preferred option from the analysis by the study participants, was option 1B, the tower block with cooperative ownership with a community land trust. However, a key issue that became apparent was the need for a contracting party to underwrite the significant development risk (c.\$25m). Panuku does not have this mandate. A smaller scale pilot is likely to be more practical.
24. A copy of the full report is available in the Resource Centre for the board and a presentation on this could be arranged to the Priority Location Committee. A public facing version of the document is being prepared that can be more widely distributed and contribute to the wider korero.
25. Deputations from Queenstown Lakes Community Trust, Co-Haus Grey Lynn, Society for Alternative Housing Development and others were made to the Council recently, supporting community-led housing models, such as co-housing and community land trusts. These groups confirmed the huge interest and the key barriers including relating to a new model of housing ownership and construction including legal complexity, tax status, banking and access to finance. They also highlighted land availability and resource consent certainty. There was strong interest and positive support from councillors, including for a pilot to be established.

Urban regeneration

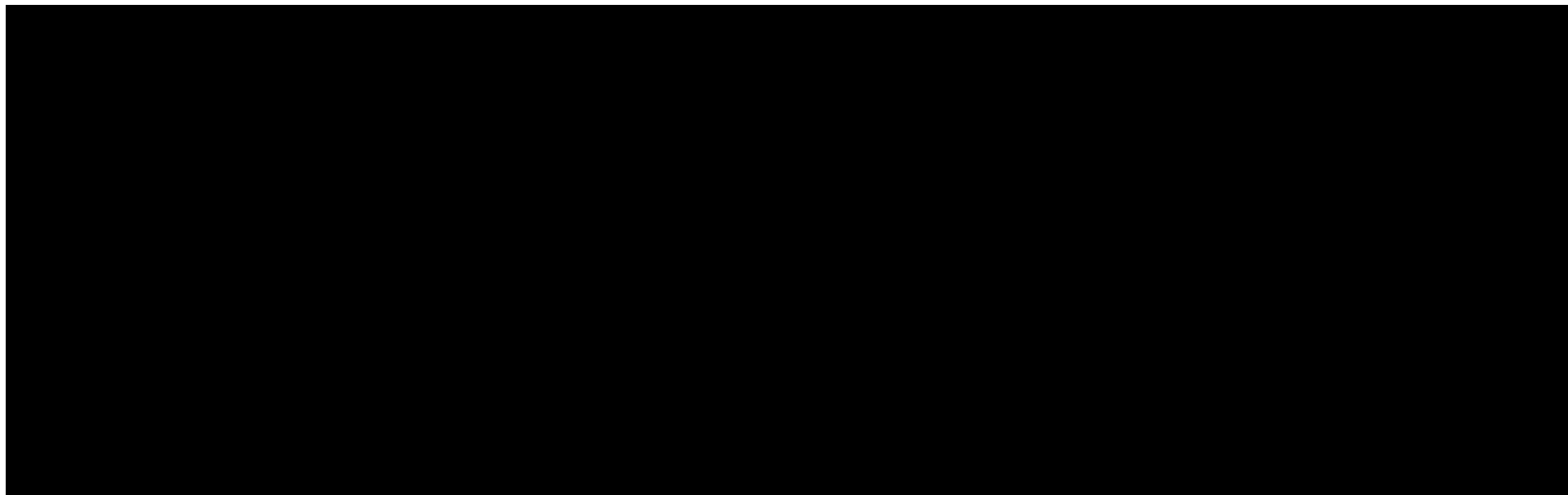


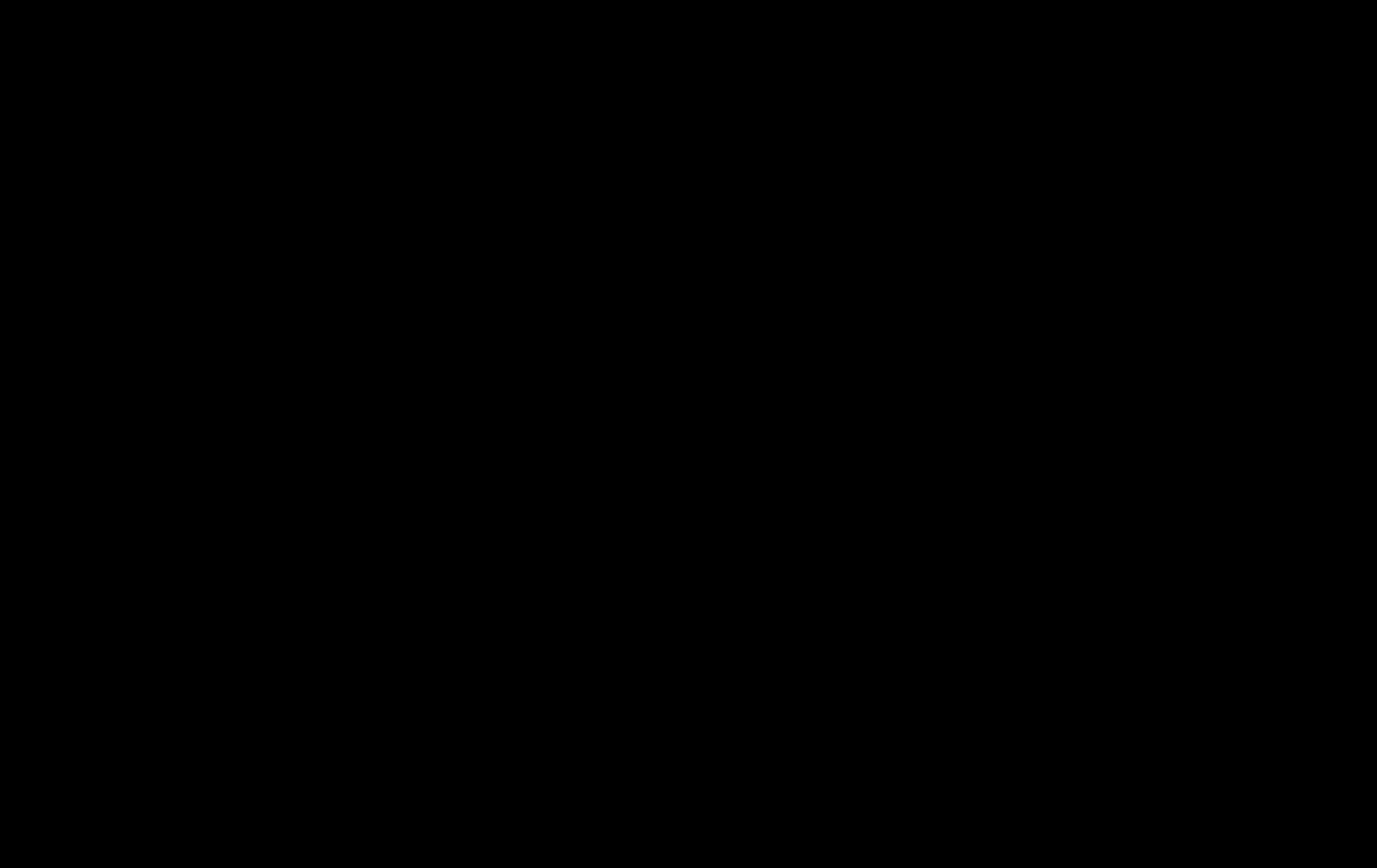
Waka Kotahi | NZTA Innovating Streets

29. Three Panuku projects have received funding through the second round of the Waka Kotahi Innovating Streets for People Fund. The projects are:

- Project Wave in partnership with AT: A protected bike route at the bottom of Nelson Street and into the city centre. With the aim of increasing the number of people on bikes using the bottom end of Nelson Street.
- Manukau – Wiri - Safe and Healthy Streets South Auckland: The proposal builds on the multi-agency collective impact approach developed through the Safe and Healthy Streets South Auckland Programme and involves a series of co-designed temporary tactical interventions to test, trial and pilot people centred changes to streets in Manukau.
- Pukekohe – Eat Streets and Laneway Enhancements: With a view to creating more people-centred streets and inform the future streetscape upgrades of King St, Roulston St and the laneways, Panuku proposes a series of tactical interventions and temporary activities to enhance the vibrancy of Pukekohe’s town centre. At the heart of this activity will be a relocation of the Pukekohe Markets to the town square and Rouston Street.

30. These three projects are in addition to the two that received funding in the first round of Waka Kotahi’s Innovative Streets Fund.







Operational reporting

Covid-19 Crisis Management Team update

41. With the announcement from the Government regarding the extension of Covid Alert Level 2 until at least 11.59PM Wednesday 16 September, with cabinet meeting again Monday 14 September to decide, we continue to operate our Crisis Management Team (CMT) and Covid-19 protocols to make sure the processes we developed and lessons learned during the first lockdown are implemented.
42. The office is open with social distancing and restrictions on the number of people who can be onsite. Staff are continuing to operate efficiently and effectively from home, without the systems issues which we encountered during the first lockdown.
43. Staff welfare continues to be a priority, with open and clear communications provided by CMT and also promoted across our teams.



Lease Renewal with Rent Review approved under delegation – 3 September 2020

47. In accordance with the Panuku Delegated Authority Policy, the board is advised of ground lease terms that have been approved under chief executive delegation.



Auckland Seaplanes Limited (ASL) Deputation to Panuku Board

50. Chris Sattler and Masako Morita of Auckland Seaplanes undertook a deputation to the August board meeting. The response is included as Attachment 5 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

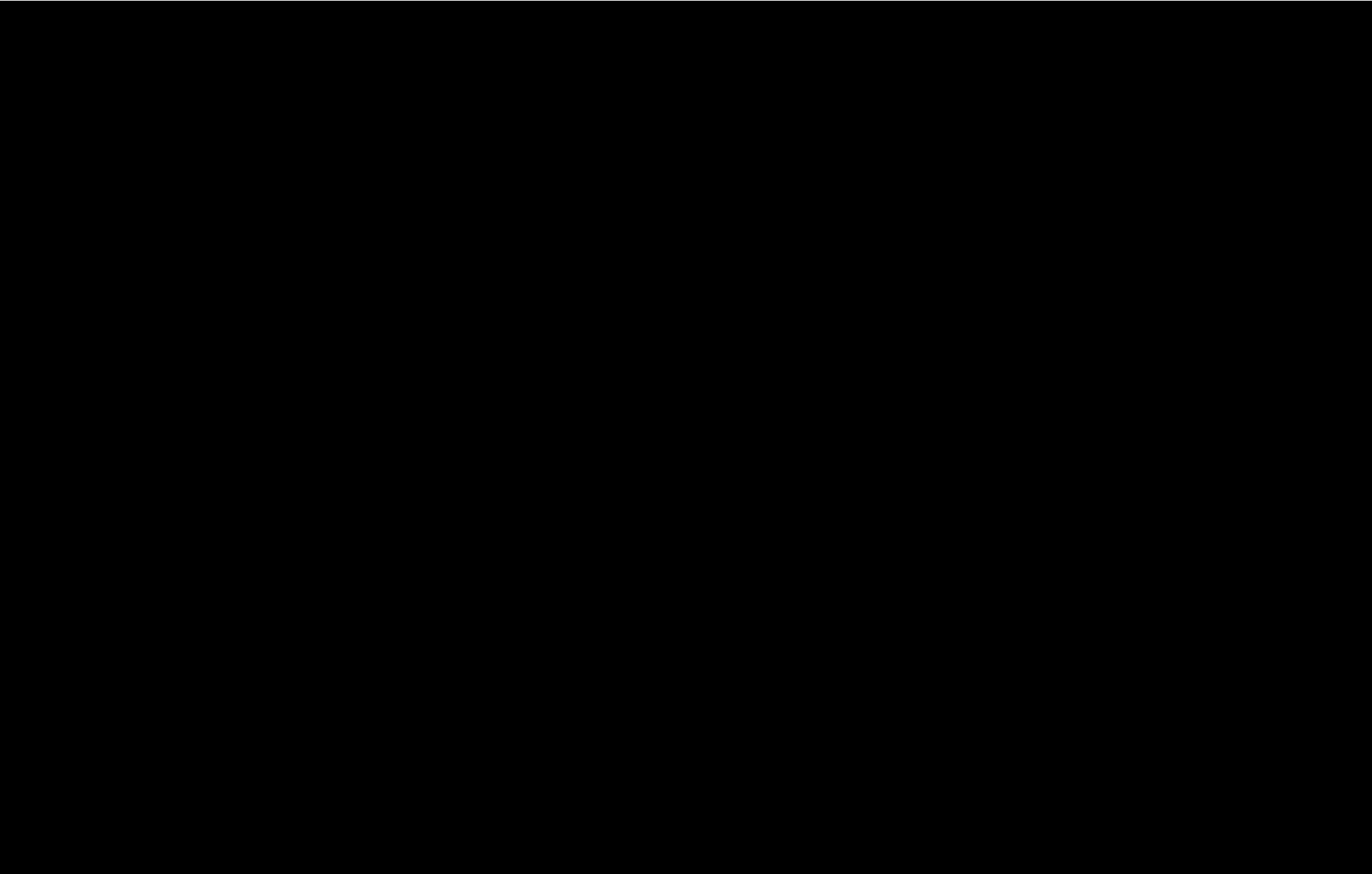
Te Pā Harekeke - addressing our way of working

51. Responding to the changing working environment, we have activated Te Pā Harekeke – a working group tasked with addressing our new flexible working needs.

52. The goal of this group is to establish clear guidelines for Panuku, identifying quick wins and longer-term actions while keeping everyone's health and wellbeing front of mind, so that momentum, our collaborative way of working and our unique culture is sustained. Ensuring we have a strong foundation to protect our people, our whānau, is central to its purpose.
53. We have aligned the scope of the work to our four behaviours and we have reinforced the need for any outputs to be guided by research. A number of quick wins have already been identified, with the immediate focus on information sharing so that people feel safe to come back into the office. The group is also refining remote access to technology and guidelines to help teams and managers navigate the grey area as we anticipate the virus having a lasting impact on our way of working.

Update on workforce matters

54. On 5 September our recent change process was finalised, delivering on our Emergency Budget commitments as well as sizing the workforce to meet our FY21 objectives in the context of a changing property market. We also took steps to reduce some corporate overhead in line with the CCO review observations.
55. As outlined in the memo to the board of 30 July (in the Resource Centre for reference) the restructure saw an overall reduction from 250 to 230 FTE, and we can now confirm there were 19 employees made redundant. Ten of these individuals have already left the business with six still in their notice period, ensuring appropriate handover of duties and exploring redeployment within the council group. The remaining three roles are in the Wynyard Quarter Kiosk team, where we have offered to defer their redundancy payment, proposing they stay on for a further six months as fixed-term employees. This will provide cover during the AC36 event and also enable the Kiosk to be used for engagement on the refreshed Waterfront Master Plan.
56. We continue to manage a reduction in contingent workers. Our starting position in May was 29 contractors and as at 1 September we have 12 contractors. We intend to retain two of these to provide specialist services and will continue to review the remaining 10 roles, where possible finishing them or converting them to employees by December.





Performance dashboards – August 2020

62. The monthly dashboards have been reformatted to reflect the asset recycling and sales in line with the Auckland Council emergency budget 2020/21, and to more clearly show the funding lifecycle in our priority locations.
63. There are no asset sales to date, but the information contained in the operations dashboard reflects good progress on work to get assets sales to unconditional sale stage.
64. This month we have acquired a further 3 properties in Northcote to progress town centre regeneration.
65. Capital spend is 34% or \$8.5m behind YTD budget due to the impacts of project delays and the August Covid19 lockdown.
66. Both council funding and surplus on the property portfolio we manage have positive variances. The variance in the council funding relates to lower staff costs and variance in the property portfolio relates to some rental properties being held longer than planned.
67. The performance dashboards for August 2020 are included as Attachment 6 with some information withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Risk management update

68. The risk update is included as Attachment 7 with some information withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Acquisitions summary

69. The acquisitions summary is included as Attachment 8 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Disposals summary

70. The disposals summary is included as Attachment 9 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Media summary

71. Media interest over the past month has focussed on the resurgence of COVID-19 in Auckland and the changes in Alert Levels. As a result, Panuku's media volume is lower.
72. Panuku proactively released the findings of the PwC Review into gifts, hospitality and interests ahead of the board's August meeting. This resulted in one story published on [Stuff.co.nz](https://www.stuff.co.nz), which was balanced and used our statement from the chair, as well as comments from the board paper.
73. Panuku CE David Rankin provided comment to an Archipro article on the opening of Commercial Bay.
74. Unlock Tapakuna was featured in OneRoof as a programme to benefit the neighbourhood in Auckland's COVID-19 recovery.
75. Panuku presented to the Environment and Community Committee on 10 September about our sustainability programme, which resulted in an article on Stuff.co.nz featuring the Panuku CE and Kristen Webster, Head of Corporate Responsibility.
76. Following Waka Kotahi NZ Transport Agency's announcement on round two of its Innovating Streets for People Fund, three additional Panuku projects, in partnership with AT, have received funding. These were included in a joint media release, as well as published on OurAuckland in a story with other successful Auckland Council group applications.

Ngā tāpirihanga | Attachments

Attachment 1 – Enactment of the Infrastructure Funding and Financing Act

Attachment 2 – National Policy Statement on Urban Development

Attachment 3 – Enactment of the Urban Development Act

Attachment 4 – Update on the Auckland Council and Crown JWP on Auckland housing and growth

Attachment 5 – Letter in response to Auckland Seaplanes Limited (ASL) deputation to Panuku Board

Attachment 6 – Performance dashboards – August

Attachment 7 – Risk management update

Attachment 8 – Acquisition summary

Attachment 9 – Disposals summary

Panuku performance dashboard – end of August 2020

Asset Sales

RAG Status ●

Asset Sales

Budget / Estimated amount	Actual to date	Annual forecast
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SOI - Properties Recommended for sale

\$20m <i>(\$45m, 2yrs)</i>	\$54.5m	\$45m
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Council Emergency Budget Recycling (schedule A)

\$34.5m	\$34.5m	\$34.5m
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Council Emergency Budget Sales (schedule B)

\$20m	\$0m	TBA
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SOI - General Asset sales

\$18m <i>(\$72m, 3yrs)</i>	\$0m	\$58.3m
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SOI- Transform /Unlock sales (Reinvestment)

\$8.1m	\$0m	\$8.1m
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Recommended for sale

\$45 million SOI target for FY2018/21. \$20 million of property was recommended for sale to the end of June 2020. The balance of \$25m was achieved in July 2020 from the \$34.5m recommended as part of the emergency budget, a delay caused by Covid-19.

Emergency Budget sales

Over the last quarter, we have worked with Auckland Council's Finance team on the Asset Recycling target included in Auckland Council's Emergency Budget. 48 properties which have a cumulative capital value of \$34.5 million (schedule A of the report to the council) which were in various stages of the rationalisation process were confirmed as surplus to council requirements and approved for sale in July 2020.

A further batch of properties (Schedule B) with a provisional value of \$20m is being recommended to the Finance and Performance Committee in September for approval to sell. Some of the properties included in the Emergency Budget will go through reserve revocations and plan changes and we anticipate an uplift in valuation upon completion of this.

General Asset sales

Cumulatively we have achieved \$54m of the \$72m 3-year sales target at the end of the second year, leaving a balance of \$18m of the target to be achieved in the 2021 year. There were no sales to date.

Transform/Unlock sales

No sales in the year to date. An agreement has been reached for a site in the Panmure town centre to enable a supermarket development. Board approval will be sought in September/October. A marketing campaign is anticipated for October 2020 for a Takapuna town centre site on Huron Street estimated at [REDACTED]

Budget / Estimated amount	Actual to date	Annual forecast
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Waterfront & other (prepaid leases)

\$19m	\$0m	\$18.8m
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Corporate Business Plan - Corporate Property sales

\$6m	\$0m	\$13.58m
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Corporate Business Plan - Haumaru sales

\$4.9m	\$0m	\$4.9m
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Corporate Business Plan - Optimisation sales

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Corporate Business Plan - SDF Drawdown

\$13.5m	\$4.7m	\$13.5
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Corporate Business Plan - SDF Repayment

\$0m	\$0m	\$0m
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Waterfront & other (prepaid leases)

Corporate Property sales

Haumaru sales

Optimisation sales

There was no budget set for optimisation. Two optimisation properties are targeted for sale in Q3 Jan-Mar 2021: 39R Pohutukawa Road, Beachlands; reserve revocation under way and 17W Hawke Crescent, Beachlands. In the pipeline, another 6 properties are in the delivery phase and 10 properties are in the strategic investigation phase.

SDF drawdown

This month a further \$2.3m of acquisitions (3 properties) were completed in Northcote bringing the total cost to \$4.7m (6 properties).

SDF repayment

There are currently no sales planned this year for SDF repayment.

Financial

RAG Status ●

PRIORITY LOCATION PORTFOLIO

Annual Budget	Annual Forecast	YTD Budget	Annual Actual
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DEVELOPMENT FUND OPEX

\$13.1m	\$13.1m	\$2.3m	\$1.3m
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CAPEX

\$86.5m	\$86.5m	\$24.8m	\$16.3m
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Development Fund Opex

Development Fund Opex is \$1.3m behind phased budget, this is a timing issue. Spend has been impacted by people being prudent so far this year, the types of expenditure and impact of the August lock down. We will reforecast this spend at the end of the quarter.

Capex: Physical works

Year to date spend on construction is \$16.3m this is 66% of phased budget. Variance of \$8.5m.

Explanation for significant variances are:



RAG Status ●

COMPANY WIDE

Annual Budget	Annual Forecast	YTD Budget	Annual Actual
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COUNCIL FUNDING

\$15.5m	\$15.5m	\$2.7m	\$2.7m
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PANUKU - MANAGED PROPERTY PORTFOLIO

\$26.4m	\$26.4m	(\$2.0m)	\$1.0m
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Council Funding

Year to date the draw-down of Council Funding equals budget.

Expenditure is below budget by \$0.8m. People costs make up \$0.4m of this. The remainder of the underspend are spread across the expenditure categories and are timing differences. This positive variance was offset by the negative variance in recharge revenue of -\$0.7m.

Managed Property Portfolio

The surplus for the Portfolio is favourable compared to budget year to date by \$3.0m. The YTD budget is negative this month as in August we budget to pay the annual rates charges for the year circa \$7m.

The favourable to budget position is due to:
Commercial Property Portfolio revenue being \$3.1m more than budget to date.
Unbudgeted revenue has been received to date of \$1.5m for properties held in the portfolio for longer than budgeted for or back dated rents that have been invoiced in year (The Strand, NZ Busways and 2 AT projects Penlink and Mill Road).

In the emergency budget we reduced revenue in the portfolio by \$5.0m as part of the Covid19 impact, \$1.6m of this was phased in the first 2 months, to date the impact on this year has only been \$78k.

Managed Portfolio

RAG Status ●

Other outcomes

RAG Status ●

Property Portfolio	Occupancy	Arrears %	Arrears \$
Commercial	95.5%	10%	\$3978k
Residential	98.7%	2%	\$76k
Marina	Occupancy	Arrears %	Arrears \$
Westhaven	85%	13%	35k
Viaduct	70%	40%	133k
Silo	83%	21%	54k

COVID-19 Rent Relief

Commercial - Total COVID-19 rent relief credits processed to date is \$900k (\$78k for FY21 and \$822k for FY20). **Residential** - No credits required to date.

Arrears

Commercial - A slight decrease in the amount of arrears can be attributed to the \$191k of rent relief credits processed in August.

Residential - Investigations have shown this is related to the timing of the billing run and month end report rather than a genuine increase in arrears. The position is being monitored.

The property portfolio team are looking at more frequent assessment of the tenancy risk profile.

Arrears is calculated as total arrears year to date divided by total billing for the last 12 months.

Marina - Viaduct / Silo occupancy remains high with current border restrictions keeping boats in place. Arrears also remains high due to uncertainty of AC36 and outstanding bond invoices. Panuku expect to return some non-refundable bonds for superyachts owners who cancelled because they cannot enter the country due to Covid-19 restrictions for the AC36 event.

Asset Management Plans and LTP

Asset Management Plans have been completed. The Corporate Business Plan target was to complete the AMPs by the end of **September 2020**. There are 4 in total, Queens Wharf, Marinas, Waterfront (including Onehunga) and Managed Portfolio. The Waterfront and Managed Portfolio document are currently in draft. All AMPs have finalised 10-year Opex, Capex Renewal and Capex financial statements which have been used to develop the portfolio LTP submission. These financial summaries have been developed using a combination of asset condition data, survey reports and planning documents. There are some gaps in the data held for managed assets however the AMP development has revealed the "unknowns" data gaps enabling the AFM team to reset and focus efforts, time and resources to filling it with more robust asset data. The data gap analysis will be the target for the rest of the calendar year.

People & Culture

	FTE Actual	Contingent workers in FTE roles	Other contingent workers	Voluntary turnover	Sick Leave	Average Time to Hire
	204.7	13	3	9.2%	1.59%	n/a
	↓ 4.5	→ 0	→ 0	↑ 1.1%	↓ 1.00%	
People	Full-time equivalent employees	Number of contingent workers in budgeted positions	Number of other contingent workers	Annualised voluntary turnover	Percentage of time lost due to sick leave	Formal recruitment processes only

- Overall FTE is 204.7, a decrease of 4.5 FTE. Contingent Worker numbers remain the same as last month. The workforce numbers are at 31 August, reflecting a transition period from our recent change process which goes live on 5 September, with some employees still working out their notice.
- Voluntary turnover has increased to 9.2%, an increase of 1.1%.
- Sick leave has decreased to 1.59% of time lost, a decrease of 1.00%. This is below the cross-council figure which is 2.12%.
- Recent recruitment activity has mostly been run through informal expressions of interest related to the organisational change, meaning the **Average Time to Hire** is not reported this month as no formal recruitment has occurred.
- The number of employees with more than 20 days leave has decreased to 47 people, down 10 from previous month. P&C are working with managers to actively manage excess leave.

NORTH

NORTHCOTE



Total Life Cost Estimate \$104.7m

\$77.0m

\$50.9m

\$4.5m

FY21 Funded Projects 4/4

Future Capital Investment

1 Future Site Sales

Future operational costs

Programme End date - June 2031

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years	RAG Status		
Capital Spend	20.1M	14.4M																
Sales Receipts	15.7M																	
Operational Costs	3.1M	688.5K																

The objection period for the four ground lessees that were served notices to compulsorily acquire their property interests expires at the end of August 2020. Any objections received by the Environment Court will be known in early September. If no objections are received, negotiations will commence to conclude the purchase of these properties. These four properties complete the council's freehold ownership of the Northcote town centre.

Auckland Council has confirmed funding for the community needs assessment, which will inform the community facility requirements for the town centre. The assessment will commence in early September with results expected in early 2021.

Financials: Capex spend is on track as forecasted. Opex is tracking slightly behind forecasts due to COVID-19 Auckland lockdown. SDF is behind baseline but will catch up over next quarter.

TAKAPUNA



Total Life Cost Estimate \$70.9m

\$18.9m

Future Capital Investment

\$41.0m

5 Future Site Sales

\$3.1m

Future operational costs

FY21 Funded Projects 8/9

Programme End Date - June 2029

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years	RAG Status		
Capital Spend	46.8m	6.5M														Jun	Jul	Aug
Sales Receipts	2.0m																	
Operational Costs	2.2m	557.1K																

14 Huron Street and Auburn Street - Go to market strategy papers are being presented to the board in September for these two sites which are located either side of the Gasometer car park.

Huron and Northcroft streets - A workshop is being held with the Devonport-Takapuna Local Board on 1 September to provide an update on the Innovating Streets for People project and to confirm the local board's roles, responsibilities and involvement in this project.

ONEHUNGA



Total Life Cost Estimate \$104.5m

\$88.0m

Future Capital Investment

\$49.9m

6 Future Site Sales

\$3.7m

Future operational costs

FY21 Funded Projects 7/14

Programme End Date - June 2050

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years	RAG Status		
																Jun	Jul	Aug
Capital Spend	7.8m	1.5M																
Sales Receipts	18.8m																	
Operational Costs	5.0m	1.3M																

Dress Smart – Lendlease are to meet with Technical advisory Group (TAG) within the next 2 weeks to review plans for the Dress Smart development, prior to submitting their resource consent application. [REDACTED] A six-month building lease with 312 Hub has been agreed, on the understanding that it is only available temporarily for the 312 hub group as the plan is to sell this property next year. The confirmation of the lease will support them receiving a grant from the local board, who are keen to see their work supporting youth in Onehunga continue.

Onehunga Wharf - The preferred master plan option was presented to TAG on 30 July. Feedback received from TAG members has been considered and incorporated into the revised master plan where appropriate. The masterplan will be presented to the Priority Location Committee in October.

[REDACTED]

The Transform Onehunga programme team met with a number of key stakeholders during lockdown to provide an update on the programme and to share information in relation their work priorities. Meetings were held with a number of cross-council and government groups such as Kāinga Ora, Community Facilities, ATEED and Councillor Josephine Bartley. A programme update will be presented to the Maungakiekie-Tāmaki Local Board on the 1 September.



Total Life Cost Estimate \$57.0m

\$49.8m

Future Capital Investment

\$108.7m

9 Future Site Sales

\$1.2m

Future operational costs

FY21 Funded Projects 12/22

Programme End Date - June 2031

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years	RAG Status		
																Jun	Jul	Aug
Capital Spend	4.4m	1.3M																
Sales Receipts	3.4m																	
Operational Costs	1.6m	788.4K																

Despite the challenges of lockdown, the Unlock Panmure programme team have managed to meet with a number of key stakeholders over the last month to update them on the FY21 programme and to provide them with a project update. These include cross-council and government agencies including ATEED, Tamaki Regeneration Company and Community Facilities as well as the Panmure Business Association and Councillor Josephine Bartley. An update on Unlock Panmure will be provided to the local board on 1 September.

Clifton Court - The project team met with the Chinese New Settlers Service Trust (CNSST) to discuss the proposed redevelopment of Clifton Court. A survey will be circulated to the residents and businesses of Clifton Court to ask for their thoughts on what should be included in the design in lieu of a workshop that had to be cancelled due to COVID restrictions.

There has been a review of the direction of the Panmure programme resulting in a change in focus and areas of emphasis for the programme business case (PBC) and master plan. This is being incorporated into the relevant documents. Clare Thorne the PLD-Isthmus will also be leaving Panuku, so it has been decided to reschedule the timing of the PBC to the board to November, once a new PLD is appointed and PBC updated. The (PLD) role has been advertised across the council group and a temporary contractor has been appointed to cover the role whilst recruitment for a replacement is completed.

WATERFRONT

WATERFRONT



Total Life Cost Estimate \$713.0m

\$544.8m

\$6.1m

FY21 Funded Projects 23/48

Future Capital Investment

0 Future Site Sales

Future operational costs

Programme End Date - June 2034

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years	RAG Status		
																Jun	Jul	Aug
Capital Spend	157.3m	36.2M																
Sales Receipts	-25200k																	
Operational Costs	4.7m	4.0M																

Westhaven:

- **Pile Berth Redevelopment** – Reclamation completion is now forecast for December as opposed to November 2020. This has been due to bad weather and essential maintenance being undertaken on dredging equipment. Consequences are not serious however a co-ordinated approach to the works is being reviewed to mitigate and make up any lost time.
- **Promenade Stage Two** - All piles and beams are now complete and the last of the panels are being put in place to complete the boardwalk. The project is still on track for an October 2020 completion.
- **Westhaven Marine Village** is now fully tenanted. The opening date can be confirmed once the time required for tenants to fit out their space is finalised. Early access for tenants is being arranged where possible.

Wynyard Quarter

- **Vos Shed** - Works are progressing well with the timber trusses installed, internal plastering complete and the new roof in place. Completion is expected in October 2020.
- **Draft Wynyard Quarter Masterplan** decision paper is being submitted to the board in September.
- Workshops with Technical advisory Group (TAG) and Mana Whenua are underway and to date have focused on building relationships, working together and AC36 legacy opportunities. We have received a response from Ngati Whatua with regard to the cultural narrative proposing a unifying theme and name for the project.

Commercial Projects

- **Orams** – Construction is progressing for the development of a marine refit facility across the three sites. The first stage is expected to be complete in October/November 2020.
- **Willis Bond** - Fitout works are ongoing for Stage 2A (Daldy Building) and completion is expected in December 2020. Completion of Stage 2B (Beaumont Street Building) is expected 31 October 2020.

Precinct - Construction is progressing with the 10 Madden St basebuild and on target for completion in October 2020. The fitout for 10 Madden and completion of the N.Cole Building will continue until the end of January 2021. N. Cole Plaza has officially been named the Freda Barnes Plaza by the Waitemata Local Board.

Waterfront Continued:

- **Park Hyatt - Fu Wah** expects to have their soft opening on 15 September 2020 and practical completion on 2 October 2020. Panuku has issued a response to Fu Wah in relation to their deferred settlement and interest reduction request and is awaiting their response.

North Wharf Development – The project initiation plan is complete. The LTP special consultative process has commenced with the Public Law team at council as part of the process to enable the sale of this property. There have been developer inquiries on timing and processes from interested third parties and the Panuku Executive has prepared a response outlining process and next steps.

WATERFRONT - AC36



Total Life Cost Estimate \$38.8m

\$9.4m

Future Capital Investment

0 Future Site Sales

\$3.8m

Future operational costs

FY21 Funded Projects 2/10

Programme End Date - June 2022

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years	RAG Status		
																Jun	Jul	Aug
Capital Spend	21.0m	7.6M																
Sales Receipts																		
Operational Costs	4.6m																	

Wynyard Edge Alliance (WEA) - works are running to programme, including completion of the remaining bases on Wynyard Wharf.

Silo Park extension - is running to programme, however there are some budget and scope negotiations still being worked through with the WEA.

Super Yacht Infrastructure - Installation of the infrastructure on Halsey Wharf will be completed by 1 October 2020.

Tenant relocation

- **Sanford Fishing Fleet** - Procurement is underway for repairs to Wynyard Wharf to accommodate the Sanford Fishing Fleet relocation.
- **Auckland Fishing Port Limited** - Final negotiations are underway for the relocation. There are still some residual tenant issues being worked through with other parts of the council group, including the relocation of the W. C. Daldy and the final location of the ASB carparks.

Event Readiness

Panuku is operating within budget for event readiness – including the implementation of CCTV and toilet refurbishment on Eastern Viaduct. Additional staff are needed to backfill current roles in the lead up to event delivery and these are being reviewed by the Executive. The Independent Chair of the Joint Chief Executive Steering Group (JCEG) and Ministry of Business, Innovation and Employment (MBIE) representatives continue to consider scenarios with the event provider and the associated risks.

Waterfront - AC36 Continued

SOUTH

PUKEKOHE



Total Life Cost Estimate \$31.9m

\$25.8m

Future Capital Investment

\$21.9m

18 Future Site Sales

\$5.6m

Future operational costs

FY21 Funded Projects: 12/32

Programme End Date - June 2029

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years	RAG Status		
Capital Spend	146k	976.0K														Jun	Jul	Aug
Sales Receipts																		
Operational Costs	322k	680.0K																

The Programme Business Case was set to be approved by the Panuku Board at its August meeting, however this has been deferred to a later date.

The draft masterplan was socialised with the Franklin Local Board and Councillor Cashmore. They provided full support with the ongoing caution around the future arrangement of parking. The draft masterplan is now being refined and documented to support a proposed community engagement phase from February 2021.

A business case to lease a site at 180 Manukau Road has been completed for management approval within delegation. If approved, the underutilised site will provide income for the programme and support local employment.

MANUKAU



Total Life Cost Estimate \$153.3m

\$120.1m

Future Capital Investment

\$35.2m

8 Future Site Sales

\$23.7m

Future operational costs

FY21 Funded Projects 26/46

Programme End Date - June 2028

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years
Capital Spend	5.6m	5.4M													
Sales Receipts	121.3m														
Operational Costs	3.9m	1.6M													

RAG Status		
Jun	Jul	Aug

Manukau Institute of Technology (MIT) - TechPark campus - The trades building will be handed over to MIT on 1 September and become operational in the coming months, attracting 1000 staff and students to Manukau.

Barrowcliffe development - The first residents have now moved in. A neighbours day with attendance from the Prime Minister was scheduled for 29 August, however this has been deferred due to COVID-19. Panuku's Programme Steering Group has approved a development agreement change for certain apartment buildings to be changed to terraced housing (as the current market conditions make them uneconomical to build). The target number of units is now 300, which exceeds the number of units in the development agreement which states a minimum of 275 units.

Barrowcliffe Bridge Enhancement Works - A closed tender has been released for this \$6.5m project to reconnect Manukau with the Wiri neighbourhood and the new residents arriving in the Barrowcliffe development. It is targeted that we will have secured a contractor by the end of October 2020 to undertake this project.

Puhinui Regeneration - As the regeneration strategy is nearing completion, three mana whenua groups have proposed to create a kawenata (sacred covenant) to ensure long term collaboration on this important 12km stream restoration project. The kawenata is currently going through review, including legal, to assess its suitability and is being introduced to the various potential signatories, including Panuku.

Sports Bowl - We have recently secured support and resource from council and the local board to begin options and site masterplanning of the 21ha site. This will take place over the next 18 months with a view to staged transformation, supported by Panuku with some reinvestment.

31-33 Manukau Station Road site sale - The Government Property Group (GPG) has shortlisted three parties to proceed to the second stage of the tender for the new Government Offices Southern Hub facility. Panuku has been contacted by one of the three successful bidders, who submitted a scheme on Panuku's site.

ORMISTON



Total Life Cost Estimate \$944k

\$566k

Future Capital Investment

\$24.0m

5 Future Site Sales

\$182k

Future operational costs

FY21 Funded Projects 7/9

Programme End Date - June 2026

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years	RAG Status		
																Jun	Jul	Aug
Capital Spend	54k	253.0K																
Sales Receipts	25.5m																	
Operational Costs	142k	141.0K																



The Aquatic Centre Site (block B2)– This site is no longer required for an aquatic centre by Council as it has moved its plans for the facility to another site within Barry Curtis Park. Council approval is now being obtained for the site to be cleared for sale.

Council Library site (block K) – funding priorities have been impacted by COVID-19, resulting in the design phase for this project being delayed and the project has been put on hold by council. Given this delay, council development of this land will not take place for some time. Until project funding is available, Panuku will work with Todd Property to explore the possibility of interim placemaking on this site to support and coincide with the opening of the Town Centre.

PAPATOETOE



Total Life Cost Estimate \$21.4m

\$15.6m

Future Capital Investment

\$16.5m

6 Future Site Sales

\$1.7m

Future operational costs

FY21 Funded Projects 7/9

Programme End Date - June 2028

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years
Capital Spend	3.6m	195.0K													
Sales Receipts	5.3m														
Operational Costs	421k	220.0K													

RAG Status		
Jun	Jul	Aug



The annual refresh of the Programme Business Case (PBC) is progressing. The updated PBC and master plan is targeted to be presented to the board in November.

The draft masterplan has been shared by Auckland Transport, Mana Whenua and Otara-Papatoetoe Local Board for input.

WEST

AVONDALE



Total Life Cost Estimate \$43.8m

\$24.7m

\$25.3m

\$2.6m

Future Capital Investment

2 Future Site Sales

Future operational costs

FY21 Funded Projects 7/9

Programme End Date - June 2025

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years	RAG Status		
Capital Spend	11.1m	4.7M														Jun	Jul	Aug
Sales Receipts	22.6m																	
Operational Costs	5.4m	541.0K																

The Avondale Programme Business Case and masterplan are currently being updated. Both will be presented to the board in October 2020.

18 Elm Street – Following settlement of the property on 22 July, Kāinga Ora are progressing with their plans for a mixed tenure residential development on the site.

Avondale Racecourse - Panuku presented to the Avondale Jockey Club Committee on the 31 August on the wider Unlock Avondale programme to help set the scene and build a relationship with the club

HENDERSON



Total Life Cost Estimate \$50.4m

\$30.7m

Future Capital Investment

\$20.1m

5 Future Site Sales

\$4.7m

Future operational costs

FY21 Funded Projects 16/24

Programme End Date - June 2027

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years	RAG Status		
Capital Spend	12.5m	2.9M														Jun	Jul	Aug
Sales Receipts	7.0m																	
Operational Costs	2.5m	763.5K																

2-6 Henderson Valley Road (Laidlaw College site) - Works have continued throughout the recent lockdown. There has been an ongoing issue with asbestos at the site which has slowed the pace of work. The contaminated material has now been removed.

Corban Estate (a large council owned area) - We are now working with Community Facilities to enable some masterplanning work to be undertaken in the current financial year. The Fallen Kauri Bridge will significantly improve access to this area.

Te Puna Market (falls carpark) - is due to fully reopen in September. This is an important part of our placemaking strategy for Henderson.

Alderman C40 Site Sale – The due diligence period for the development agreement [redacted] was extended from March 2020 to 31 October 2021, this was due to complexities around the subdivision resource consent application and COVID-19 delays. The sale is conditional to Panuku being granted a subdivision consent (which has been applied for and we are awaiting approval and consent conditions) and the developer obtaining finance and land resource consent.

REGIONAL

AT ASSETS



Total Life Cost Estimate \$6.0m

\$4.3m

\$28.0m

\$1.3m

FY21 Funded Projects 1/6

Future Capital Investment

2 Future Site Sales

Future operational costs

Programme End Date - June 2028

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years	RAG Status		
																Jun	Jul	Aug
Capital Spend		180.0K																
Sales Receipts																		
Operational Costs	429k	75.0K																

A workshop has been scheduled with the Finance and Performance Committee on 2 September to seek the views of elected members about the proposed programme of work prior to the 17 September committee decision.

Ōrākei Train Station Park - Auckland Transport has provided both generic programme transport and site specific transport requirements for the Ōrākei train station park and ride site. Both sets of requirements are currently being considered by Panuku.

Finances - The programme budget has been forecasted and allocated to the Orakei train station park and ride site project. Internal resources required to deliver that project are being kept to a minimum and carefully managed to ensure the programme stays within budget.

CORPORATE PROPERTY



Total Life Cost Estimate \$2.2m

\$798k

\$72.9m

\$0k

FY21 Funded Projects 0/5

Future Capital Investment

4 Future Site Sales

Future operational costs

Programme End Date - June 2025

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years	RAG Status		
																Jun	Jul	Aug
Capital Spend	1.4m																	
Sales Receipts	14.6m																	
Operational Costs																		

Overall, the Corporate Property Disposal Programme is tracking to schedule. Panuku has completed five of the seven transactions, with two settled.

4-10 Mayoral Drive (Aotea Station Development) - A heads of agreement has been negotiated with the preferred developer. Development agreement negotiations have started with an estimated completion date of 30 September 2020.

Kotuku House, 4 Osterley Way, Manukau (former Manukau City Council office). Council has advised that it requires occupation until December 2023. Work has commenced on the land segregation and scope for the through site link from 14 Davies Ave to Osterley Way.

Corporate Property continued:

6 Henderson Valley Road, Henderson (former Waitakere City Council office) - Conversations between Laidlaw College, AT and Panuku on the over station development are continuing. [REDACTED]

82 Manukau Road, Pukekohe (former Franklin District Council office) - A preferred development partner has been selected and the sale is expected to go unconditional on 11 September 2020 [REDACTED]

Finances - To date the programme has delivered site sales above the original estimates and below the anticipated costs. Resources continue to be actively managed to ensure costs are minimised.

HAUMARU



Total Life Cost Estimate \$42.5m

\$16.7m

\$13.5m

\$759k

FY21 Funded Projects 5/7
Programme End Date - June 2027

Future Capital Investment

2 Future Site Sales

Future operational costs

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years	RAG Status		
Capital Spend	24.4m	799.0K	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	Jun	Jul	Aug
Sales Receipts			[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]			
Operational Costs	638k	121.0K	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]			

The programme business case will be presented to the Board in September.

16 Handley Ave, Narrow Neck (six unit village, Housing for Older People) [REDACTED] Plans are in place for engagement with both mana whenua and elected members. [REDACTED]

27-31 Greenslade Crescent, Northcote (Greenslade Village, Housing for Older People) [REDACTED] Plans are in place for engagement with elected members.

81A Godley Road, Green Bay (vacant site) - Panuku is progressing the potential option of a 40-unit development on this site. A concept plan has been produced by Ignite and is being considered by Panuku's design team to determine whether it meets Haumaru Housing design requirements and if it's suitable for resource consent application requirements.

21 Henderson Valley Road, Henderson (remaining 1.3ha land from the Wilshire Village) - The developer submitted a masterplan that has been reviewed and approved by Panuku.

Finances - The programme has forecast \$704k CAPEX and \$119k OPEX [REDACTED] Resources are being limited and the programme budget carefully monitored.

PROPERTY OPTIMISATION



Total Life Cost Estimate \$17.9m

\$11.8m

Future Capital Investment

\$15.8m

3 Future Site Sales

\$4.1m

Future operational costs

FY21 Funded Projects 4/4

Programme End Date - June 2029

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years
Capital Spend	1.7m	982.2K													
Sales Receipts	3.5m														
Operational Costs	314k	452.5K													

RAG Status		
Jun	Jul	Aug

A Programme Delivery Plan has been drafted and will be submitted to the Board for approval at its September meeting.

Service property optimisation projects currently in delivery are:

Meadowbank Community Centre - The development of a new fit-for-purpose community centre is continuing. Panuku is currently working with the developer on an updated concept design plan that meets the council's community services criteria and design outcomes.

Clonbern Road Carpark - The redevelopment is underway with geotech work set to begin in September. [REDACTED]

Safety works are near completion on site following the demolition of the car park structure. This includes the installation of a safety barrier and boundary fence.

Old Otahuhu library site - There have been a number of delays with respect to progressing the redevelopment of this site due to COVID 19. The team is working closely with the council's Community Facilities team to progress the necessary seismic assessments required to proceed.

SUPPORTS



Total Life Cost Estimate \$11.5m

\$3.1m
Future Capital Investment

\$54.2m
6 Future Site Sales

\$2.5m
Future operational costs

FY21 Funded Projects 13/16
Programme End Date - June 2027

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years	RAG Status		
																Jun	Jul	Aug
Capital Spend	5.4m	486.3K																
Sales Receipts																		
Operational Costs	549k	681.2K																

The following sites are being progressed:

198 Dominion Road, Mount Eden (council owned property) - The Environment Court assisted mediation with the affected parties (objecting neighbours) took place on 4 August 2020, following expert conferencing on 20-21 July 2020. The draft submissions setting out the final proposed mitigation proposals and position on noise and vibration issues has been provided to the Environment Court. The judge will now review progress to determine whether the case reconvenes or if a decision can be made.

Lots 4 & 5 187 Flat Bush School Road - The development will be delivered by Fletcher Living, in line with the development agreement with MHUD. Consent for the earthworks on Lot 4 has been received by Fletcher's, who will be lodging a consent application for Lot 5 in due course.

Finances - The programme has been allocated \$377,300 CAPEX and \$661,200 OPEX for FY21. As a result of the second lockdown the programme is currently tracking behind forecast.

Information paper: Risk Management update

Document author: David Middleton, Risk Manager

September 2020

Whakarāpopototanga matua | Executive summary

1. The purpose of this report is to update the board on risk management activities including:
 - Current top risks including the current state of the property market, 10 year plan funding, and ACE superyacht agreement
 - Response to reintroduction of Alert Level 3 and reduction to Alert Level 2
 - Auckland Council scenario testing Covid-19 positive staff member
 - Recent cyber-attacks - Auckland Council preparations.

Matapaki | Discussion

2. The Top Risks Register is attached and reflects the current input of the ELT. The risks relating to the Superyacht agreement and the Covid-19 regression have both been re-assessed and the rankings reduce to reflect current thinking.
3. The reintroduction of alert level 3 while not totally unexpected was inconvenient with the suddenness of the timing. Panuku staff are familiar with working from home and the transition was easily managed. The offices have been well prepared for the return to work and social distancing observed. Auckland Council's Crisis Management Team (CMT) are maintaining planning for a regression in alert levels to ensure they are prepared. Panuku is in a strong position in terms of preparedness should the alert levels change either way.

4. Auckland Council Risk and Assurance team are preparing an exercise simulating a positive test with a council staff member shortly. The exercise, with the risk managers from around the council family, will look at processes, procedures and what current mitigations are in place, e.g. splitting key teams.
5. The current cyber-attacks in New Zealand that included the Stock Exchange are reported to be increasing. [REDACTED] reports that the attacks involved 'swamping and flooding' the cyber systems as opposed to direct malicious individual attacks. A 'foreign agency' is flooding the internet lines between NZ and the USA slowing or stopping internet traffic. Auckland Council Information and Communication Technology (ICT) team are preparing for a slowing in internet traffic and Panuku will also need to prepare for interruptions in on-line services. Measures may include saving working files and Office 365 based contact details to local hard drives. [REDACTED] will be sending out further information. Business Continuity Guidelines will be drafted in conjunction with advice received from ICT.

Ngā tāpirihanga | Attachments

Risk Register (Top 8) September 2020

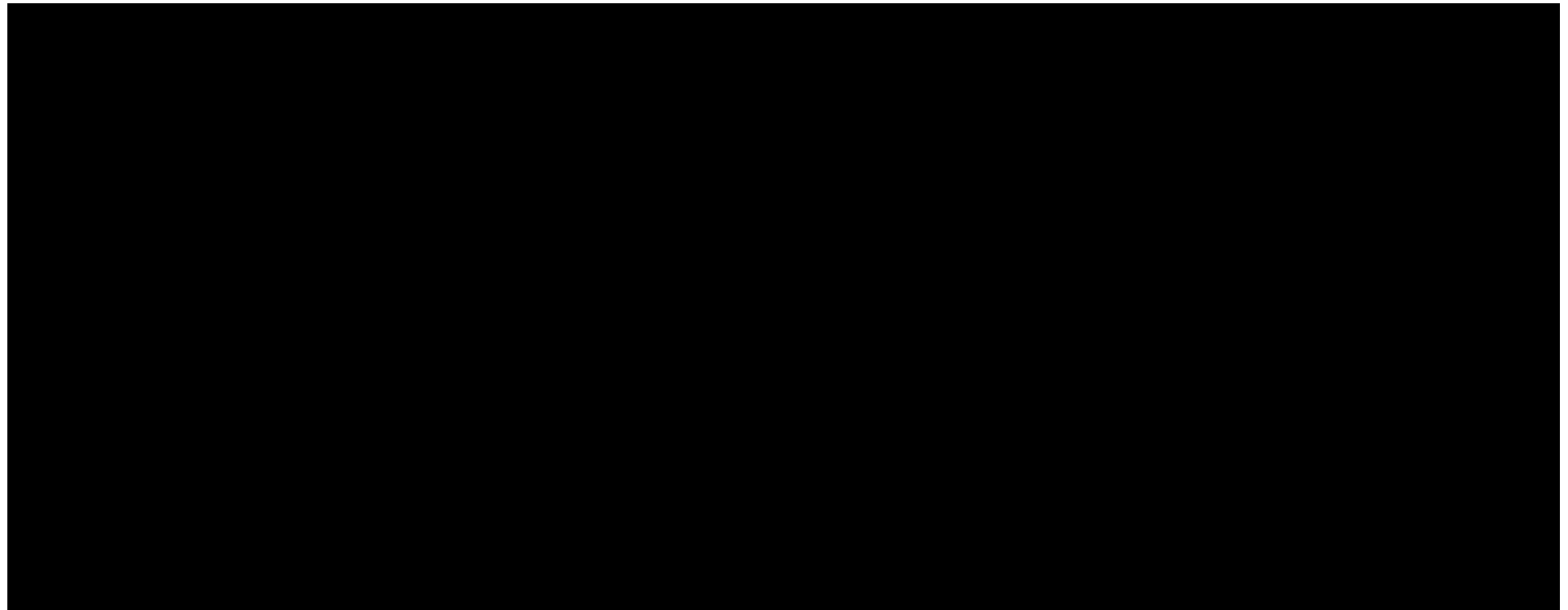
Decision paper: Long Term Plan FY22-31

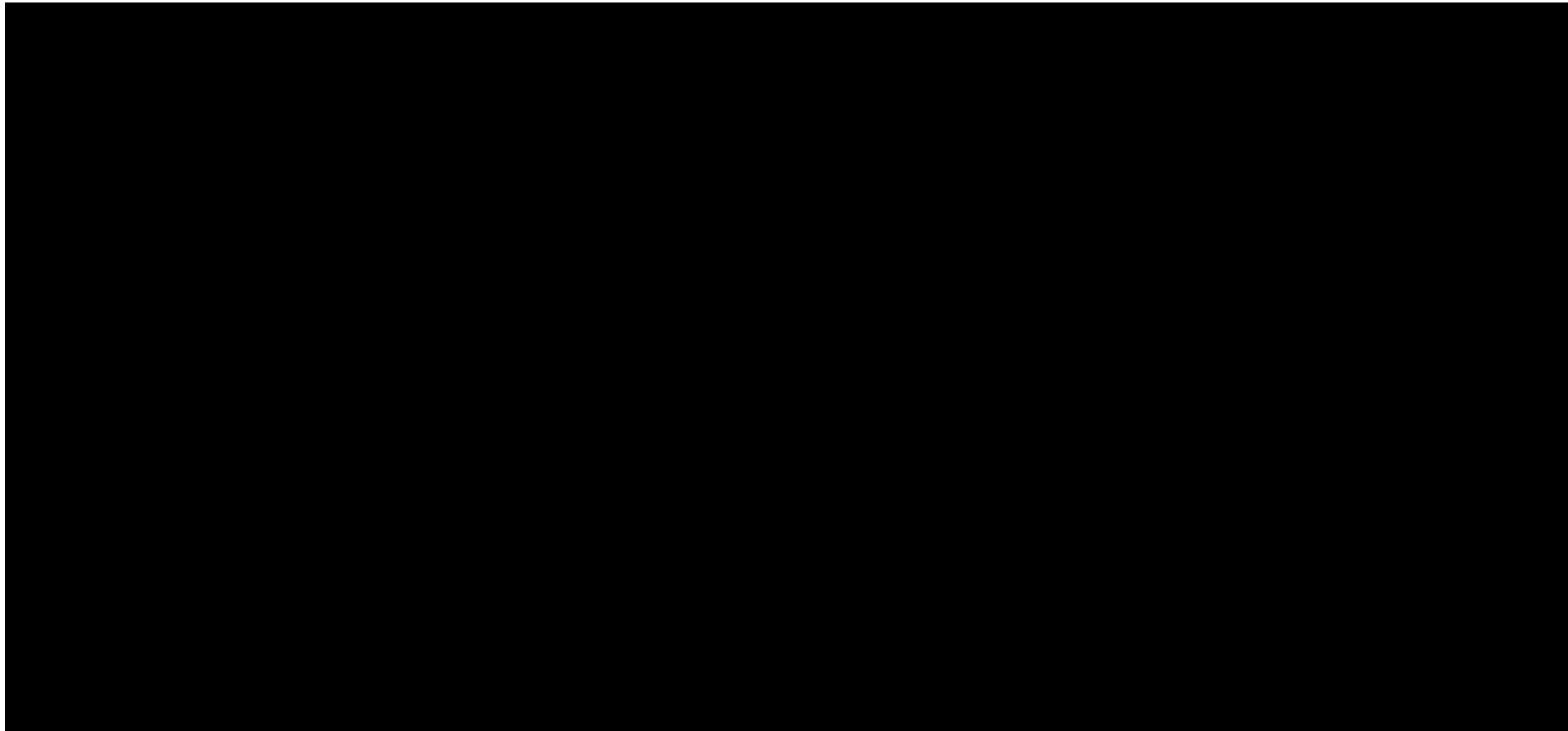
Author: Ian Wheeler, Chief Operating Officer (acting)

September 2020

Ngā tūtohunga | Recommendations



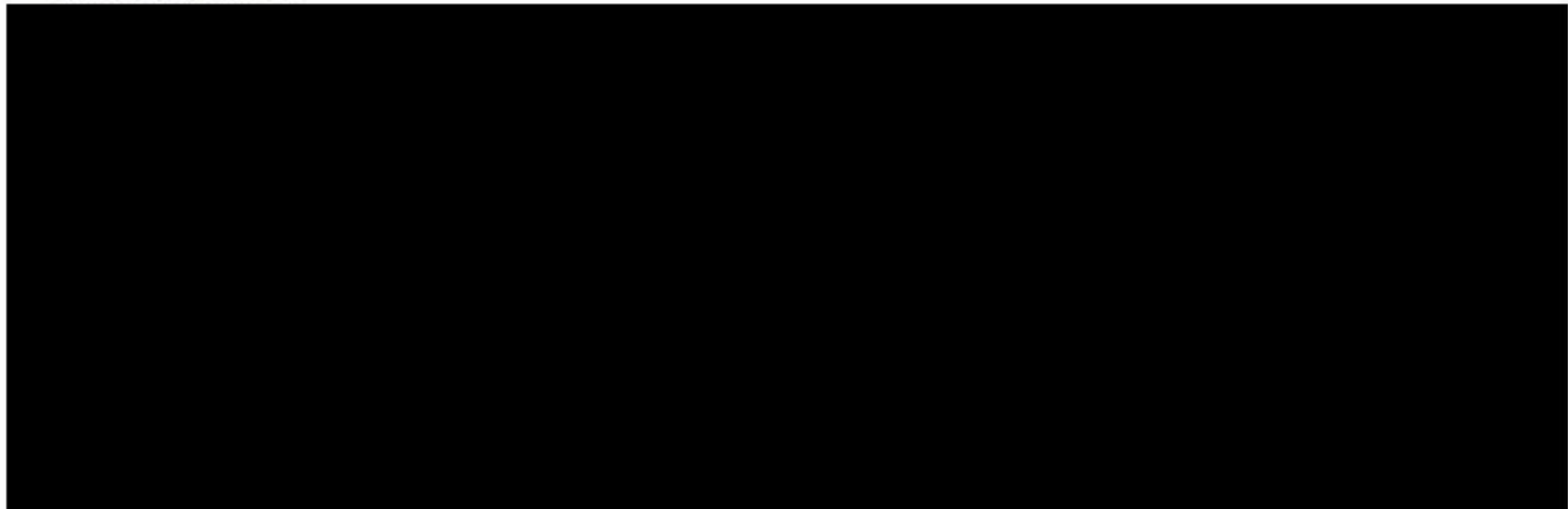
1. That the Panuku Board approves the FY22-31 budget bid to Auckland Council, being:

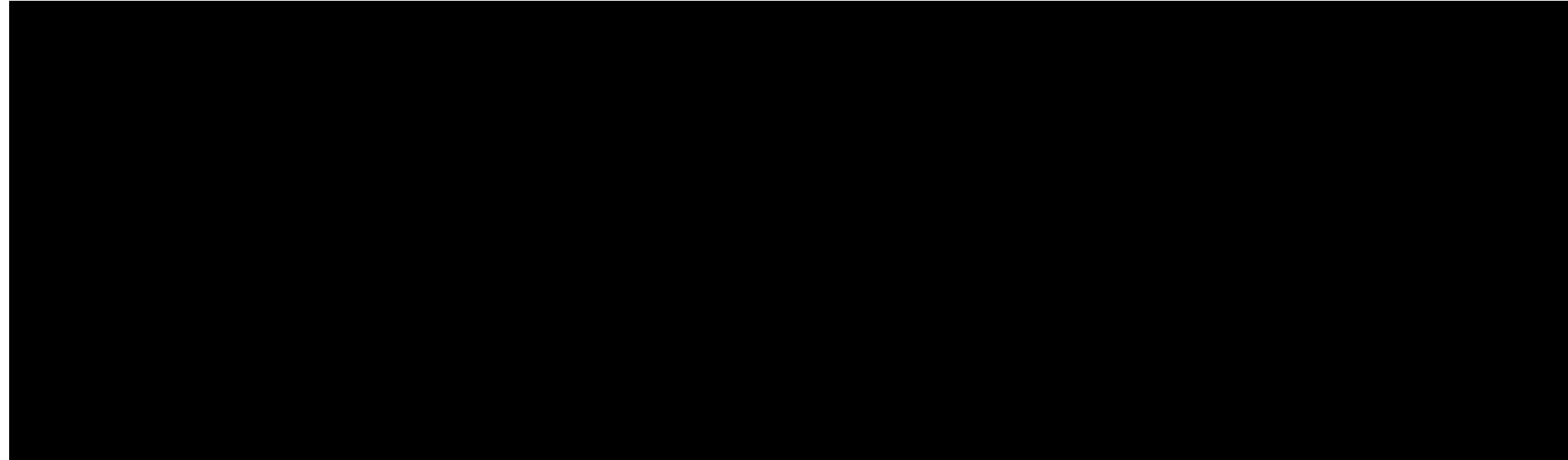




5. Note that this paper will provide the basis of the Panuku Long Term Plan bid, actual funding is subject to the council budget process including public consultation and discussions about the Panuku funding model.
6. Delegate the approval of any further changes to the Chair and Chief Executive (acting), prior to submission to Auckland Council.

Whakarāpopototanga matua | Executive summary

7. This report presents the Panuku Development Auckland 10-year budget summary for board approval prior to submission to Auckland Council for consideration as part of the next 10-year budget FY22-31 Long Term Plan (LTP).
 8. The budget is supported by Programme Business Cases and Asset Management Plans. This budget outlines the quantum of investment, and draft budget phasing, and the board should note that further work is being undertaken to review and smooth phasing to ensure an achievable and affordable programme of activity.
 9. Panuku has revised its original budget request to reduce pressure on council budgets especially in the earlier part of LTP period and has amended the guidance it provided to council in October 2019 

 10. The budget proposal provides for funding for progress to be made in all locations, including to complete the Avondale, Takapuna and Ormiston programmes.
- 



Horopaki | Context

18. In preparing this budget Panuku has adopted a fiscally prudent approach to ensure we provide value for money, make the best use of existing assets and reflect the constrained COVID-19 funding environment we are operating within. Strengthening partnerships and collaborations with others and fostering innovation and cost-effective ideas are an important part of the Panuku strategy. Many of the priority development locations are long-term urban regeneration programmes and as such, require multi-year funding, continued commitment to the vision and outcomes, as well as building strong, collaborative relationships with stakeholders to ensure successful delivery.
19. In October 2019 a board report presented an overview of the likely Panuku funding requirements for FY21, and for the FY22-31 Long Term Plan. This information was then provided to Auckland Council.
20. The intent of this information was to give councillors an overview of the financial status of Panuku and was intended to allow the then new council to provide direction on key priorities and likelihood of funding, so that council entities did not spend undue time doing planning work for funding bids that were unlikely to be successful.
21. Since this time, Panuku has worked to firm up its programme of activities, through refinement of Programme Business Cases and development of Asset Management Plans and has worked across the council group to align activities in the centres.

22. Council cost pressures have also increased; in October last year the council budgets were relatively strained, and COVID-19 has significantly reduced the council income.
23. This paper, and attachments, outlines the Panuku budget submission to council for consideration for the Long-Term Plan (FY22-31), taking into account both the further work completed, and a response to these cost pressures.

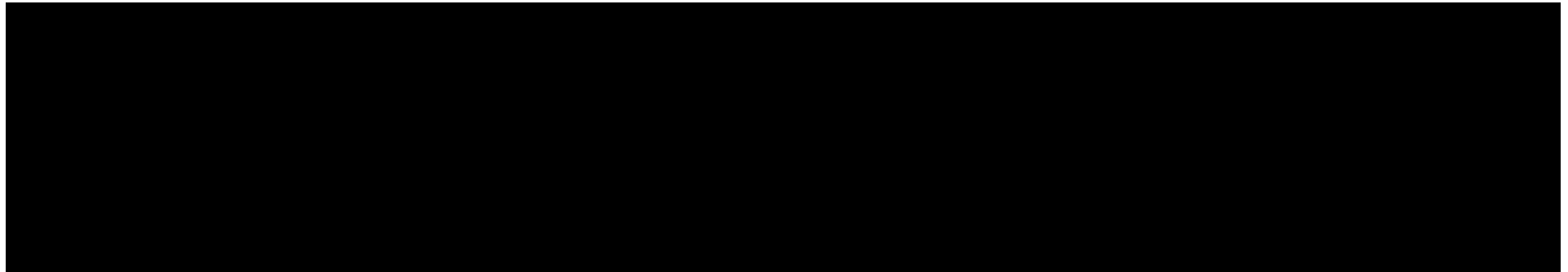
Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
10 October 2019	Council Long term plan preliminary input - board paper	<p>Approved the preliminary budget advice to Auckland Council, noting that the board:</p> <ul style="list-style-type: none"> Supported the recommendations to seek incremental additional resource for the organisation over the next 10 years consistent with a steady build up in our programme. Supportive of preferred option as entry point for further negotiations, noting increased delivery not realistic without a further injection of resources and agreement with Council on any revised scope for our work programme.

Matapaki | Discussion

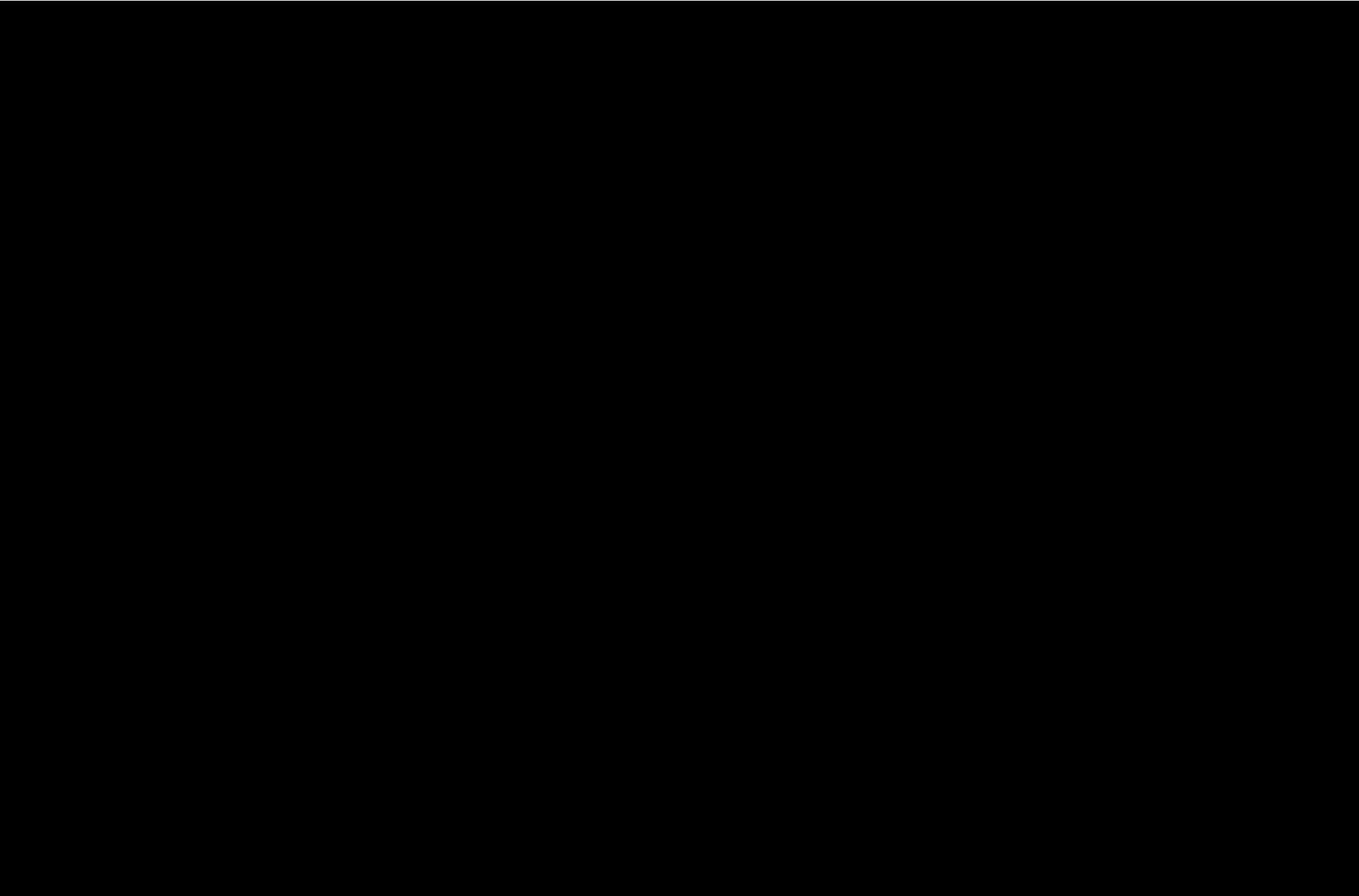
24. This section details current funding, funding requirements, and the key things that Panuku will be delivering in the next three years. Attachment 1 provides a full list of projects.

Current funding profile

25. Panuku is currently operating under the 'reinvestment' strategy for its priority locations. Sales receipts from properties sold in priority locations are reinvested to fund amenity improvements, placemaking and other strategic outcomes, with flexibility on where the funding is spent.
26. There are additional funds for Waterfront capital projects, asset renewals, operational funding, and credit facilities for acquisitions (SDF) and Haumarū Housing (Housing for Older People).
27. In general, other business areas (not priority locations) are funded by council via the LTP. The costs for the property portfolio we manage on behalf of council are offset against revenue providing a surplus for council.



30. The table below, details the current budget envelope, as held by council, the funding required to deliver a credible programme of activity, which is the basis of the draft submission, and how that submission, and associated revenue, is split across programmes.



[REDACTED]

Additional funding requirements

- 32. Renewals have had limited investment for some time, and a more comprehensive review of assets has identified that a number of important upgrades are required. The majority of these are waterfront marine assets (primarily wharves and sea walls) and these upgrades will facilitate the regeneration programme. For this reason, they need to occur in the early years of the next LTP.
 - 33. Both the Haumaru and SDF funds will use available budget levels. [REDACTED]
 - 34. The reinvestment requirements have reduced so that the funding model stays largely neutral to council over the 10-year period [REDACTED]
- [REDACTED]

Where we will be investing

- 37. The budget has been established to respond to council's financial constraints, but to also provide credible progress across the locations. It is important that Panuku maintains activity in all locations over the next three years and progresses from the platform building work it has been doing into delivery and implementation, and this budget proposal provides for that.
- 38. Phasing of the budgets is being worked on to ensure:

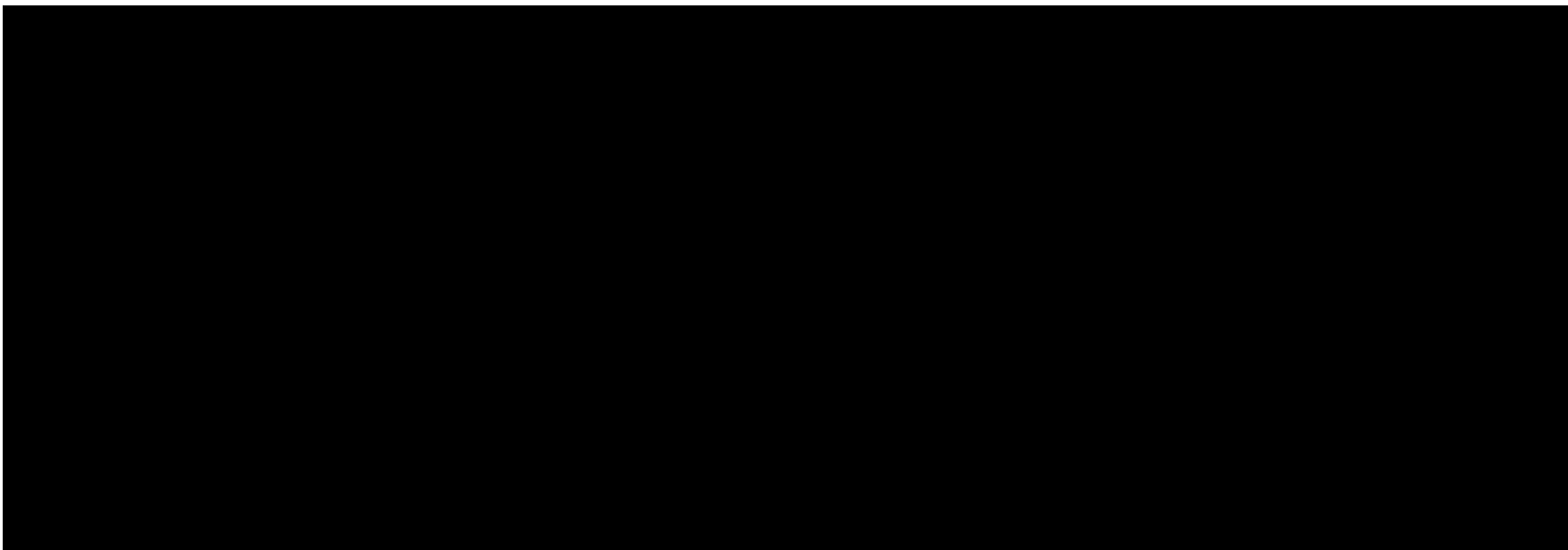
- a. The impact on council's debt levels is minimised, particularly in the locations using reinvestment, by phasing some programme activity over the full LTP period, particularly programmes in the south where ongoing activity is important to building and maintaining private sector interest.
- b. The impacts in FY22-24 are kept to manageable levels, given that this is a known constraint for council due to existing cost commitments for transport infrastructure as well as COVID-19 impacts, but the budget proposed will provide for the ongoing regeneration of the Waterfront. Future investment will be critical after the removal of the bulk storage tanks and asset renewals are urgently required to facilitate this investment.

39. With this budget proposal, the major projects Panuku will have underway in the first three years of the LTP period are:

- a. In the north, Takapuna we will be completing the town square and streetscape upgrade, and the programme will be largely complete by FY25, and Northcote town centre works will be progressing with enabling infrastructure, assuming that Panuku undertakes the master developer role which is still to be determined.
- b. Henderson will be advancing a series of cycleways and connecting walking and cycling bridges, to support future development and the Avondale programme will have acquired an additional site and will be progressing enabling infrastructure in order to complete sales and the programme by FY24.
- c. The Waterfront will be progressing existing projects to support the Northern Pathway project, and marina activities, as well as completing critical asset upgrades on Queens Wharf, Eastern Viaduct, and in Wynyard Quarter improving connections through the Eastern Viaduct area, preparing for future development of Queens Wharf open space and commencing the first stage of the new Wynyard point park.
- d. In Onehunga, Waiapu Lane enabling infrastructure will be progressing with Panuku acting as master developer and in Panmure we will invest in the fit out of a council owned building, to improve the quality of food/beverage offering and community space and will be working to improve connections between the main street and the basin.
- e. The Ormiston programme will be coming to a close, albeit future decisions are still to be made about the library site, which is unlikely to be completed in the next three years and Papatoetoe will be establishing through-site connections to release land for development and St Georges Lane will be agreed with a development partner. Manukau will be completing upgrades in Hayman Park and commencing work on the Puhinui regeneration programme, Barrowcliffe bridge connection to our new affordable housing development will be completed. "Eat Street" in Pukekohe will have phase one complete.
- f. Haumaru will be delivering new villages and will have a new funding model in place, [REDACTED]
[REDACTED]

- g. Optimisation and AT programmes will be continuing to explore and deliver on opportunities to renew council assets in a way that is cost neutral and Supports sites will continue to deliver both revenue to council and to deliver site based outcomes for Auckland.
- h. Some headroom will be available in the SDF as a result of site sales in Avondale and in the Supports programme, and more funding is received for the Onehunga Wharf.

40. The table below provides an overview of where expenditure is proposed.



Hīraunga | Implications

Ngā ritenga ā-pūtea | Financial implications

- 41. Continued funding of a credible programme is critical to maintaining momentum. However, council's financial position, particularly in FY22-24, means that Panuku needs to remain prudent.
- 42. Although this budget increases the impact to council, this impact is minimised through:

- a. Phasing of budgets to reduce impacts in early years
- b. Maintaining reinvestment principle/positive cashflow [REDACTED]
- c. Working within the existing Haumaru and SDF credit facilities.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

43. Key risks and mitigations include:

- a. A continued market slow down that results a greater reduction in revenue than anticipated. The current budgets are based on current market expectations and are relatively conservative over a 10-year time horizon. Therefore, we should expect these to improve as population pressures drive land demand.
- b. The SDF fund is currently fully committed, and this means that our ability to strategically acquire is constrained. However, if land becomes available which is of strategic significance to the programme, reinvestment funding can be used, and other projects deferred until funding is released.
- c. Asset owner approval of upgrades slows projects and limits Panuku's ability to spend available capital and deliver projects. Work on asset owner approval processes, and improved relationships with asset owners, as well as a more conservative programme, is expected to reduce this risk.

Tauākī whakaaweawe Māori | Māori impact

44. Improved outcomes to Māori are delivered via our projects and programmes. Continued funding and flexibility as to how this funding is allocated is important in allowing Panuku to continue to deliver on the Mana Whenua outcomes framework.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

45. The development community is Panuku's key stakeholder in the regeneration of town centres, and Panuku continues to work to improve how it communicates and engages with these partners. Having a comprehensive forward work programme assists with this aim.
46. We have worked with our key council stakeholders, and in particular Auckland Council Community Services, as the provision of community space helps to increase foot traffic and pedestrian activity. We have also confirmed programme alignment with Healthy Waters, for works we are proposing on stormwater assets, and with Auckland Transport in relation to proposed streetscape upgrades.

47. Further work is required to clarify who in the group is accountable for upgrades of the underside of Queens Wharf. Panuku has, through the development of an asset management plan for all of Queens Wharf, identified that the work is required. However, the Asset Management Plan is only recently completed, and clarity is still needed on which part of the group should budget for, and deliver, these urgent upgrades.
48. Due to the COVID-19 emergency budget restrictions, all council departments face very challenging financial conditions and although they are supportive of Panuku's work, they have limited funding to contribute. Therefore, support to the Panuku programmes are more typically through staff time than via direct investment.
49. We are working closely with Auckland Transport on cycleway programmes in both Henderson and Manukau, and for temporary cycleway projects through the Waka Kotahi innovating streets fund. These programmes attract central government funding so represent a good opportunity to achieve shared objectives for modal shift and improved activity and connectivity in our centres. Auckland Transport has indicated that their funding priorities do not typically stretch to town centre streetscape upgrades, and therefore any amenity works to existing streets needs to be fully funded by Panuku.
50. Creation of new assets through the Panuku programme has the potential to impact our key council partners, as these create maintenance obligations. Impacts are limited where Panuku funds the upgrade of existing assets, and this is typically the work Panuku is targeting.
51. Panuku has developed a comprehensive process for ensuring all projects that impact council stakeholders are signed off during the early stages of project life. These processes are still being refined and adopted by Panuku, but communication and early agreement has improved considerably.
52. This LTP process has also provided the opportunity for Panuku to provide a portfolio wide view of proposed projects to relevant entities, which is expected to continue to support improved programme alignment and asset owner approval. Positive feedback from council departments and CCOs has been received on the high-level summary of spatial delivery plans based on updated Programme Business Cases.

Ngā whakaaweawe rauemi | Resourcing impacts

53. The forward work programme, and associated funding profile, will be phased to ensure it remains deliverable, within the current resource.

Tauākī whakaaweawe āhuarangi | Climate change impacts

54. Investment that supports intensification in existing town centres is an important climate change mitigation strategy. Development in town centres better utilises existing infrastructure and allows for more transport orientated development and modal shift, reducing dependencies of private vehicle use.

55. Investment in existing town centres and transit-oriented development to support intensification directly supports council's climate change objectives in Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan as well as Panuku's Climate Change Strategy.

Ngā koringa ā-muri | Next steps

56. Panuku will continue to review budget phasing to ensure a credible, deliverable programme, which minimises impacts to council finances.
57. The first formal engagement with council on the long-term plan is a workshop with council on October 14. The funding used in this report will form the basis of that workshop.
58. Feedback from the workshop, and further refinement of costs and cashflows for individual projects, will result in a November board paper and budget submission to council. This will then form part of the council long term plan budget consultation process.
59. The FY22-31 budget will be adopted by the Governing Body in June 2021.

Ngā tāpirihanga | Attachments

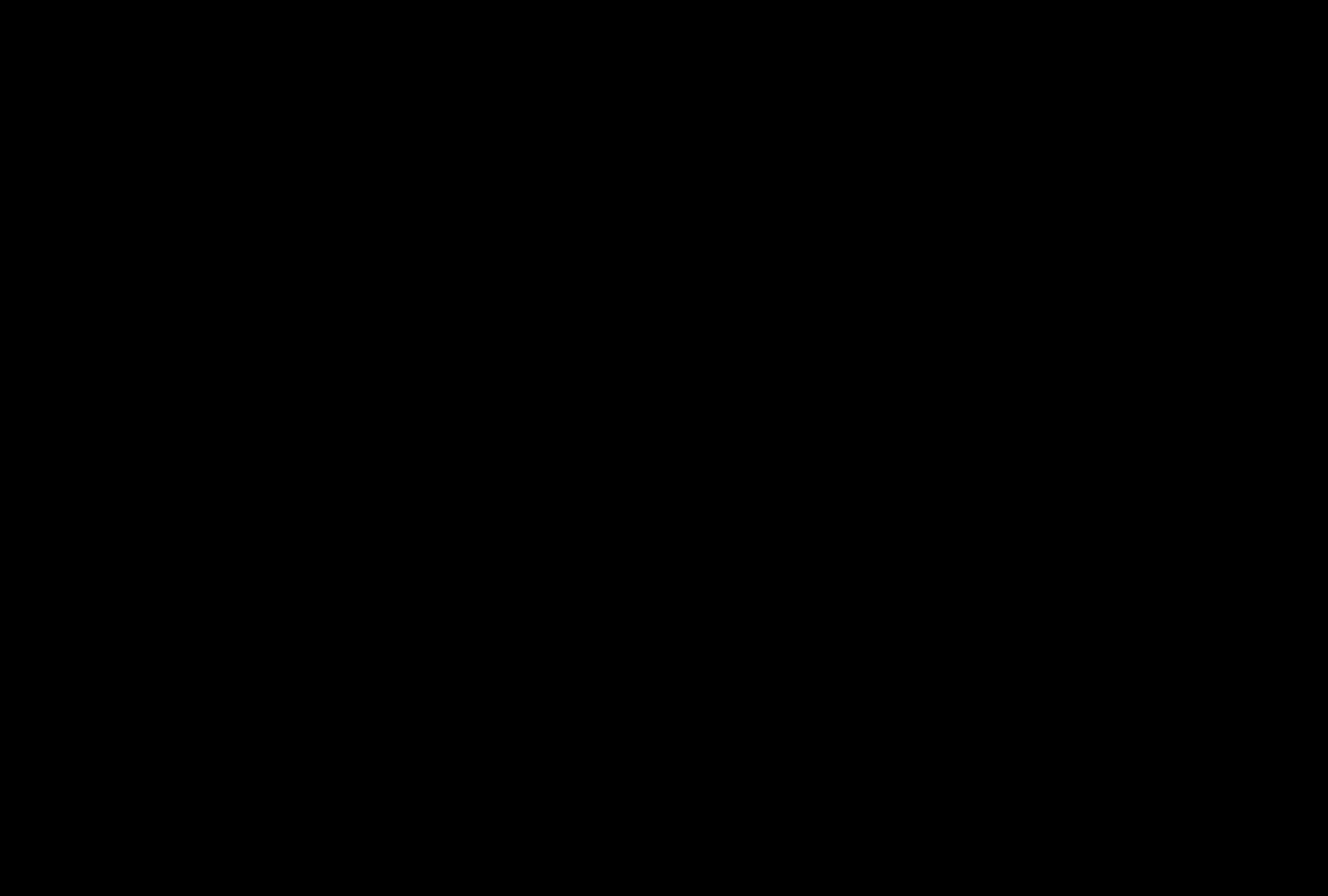
Attachment 1: Panuku LTP FY22-31 Budget breakdown and FY22-24 projects

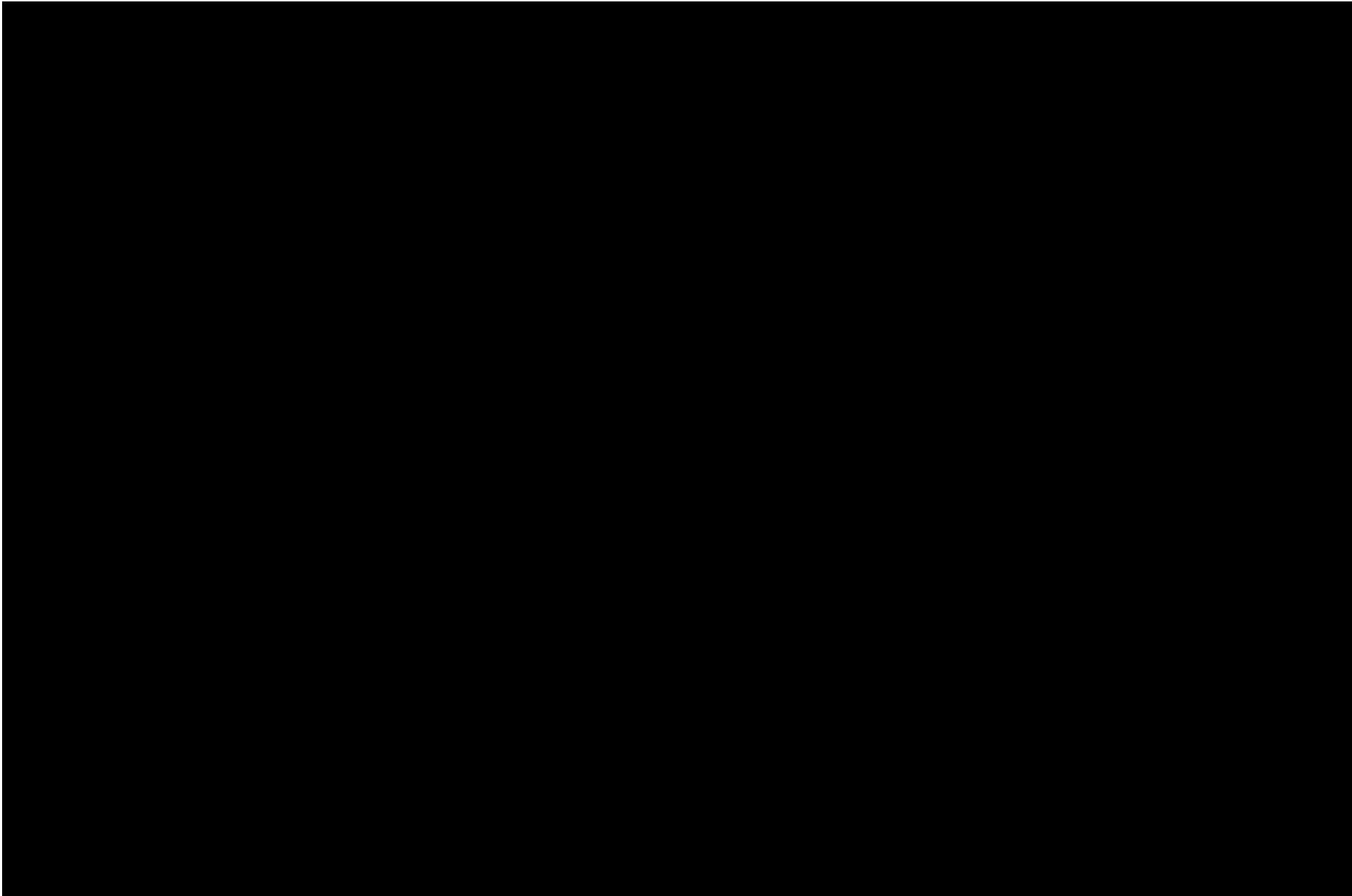
Ngā kaihaina | Signatories

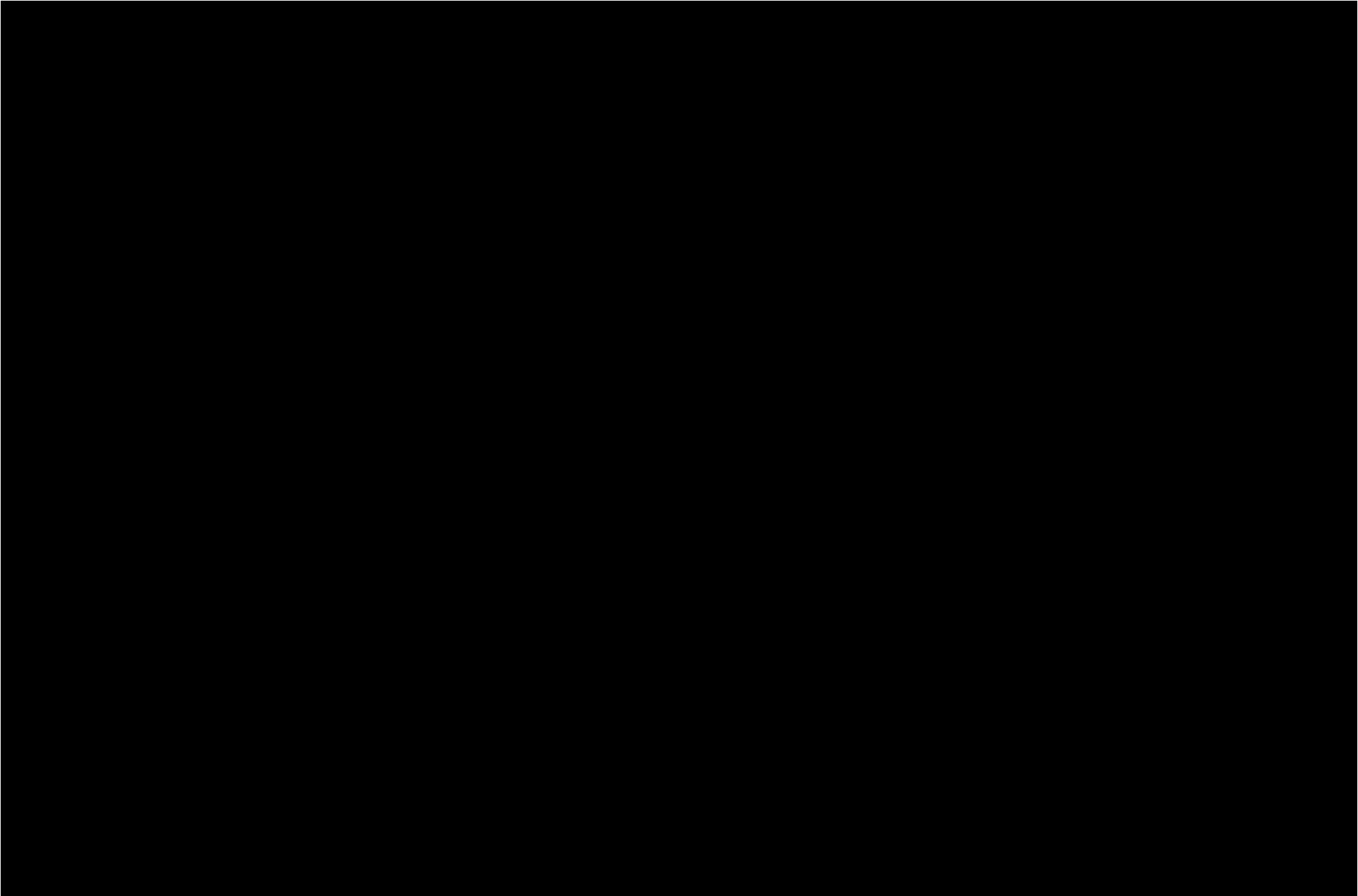
Carl Gosbee, Chief Financial Officer

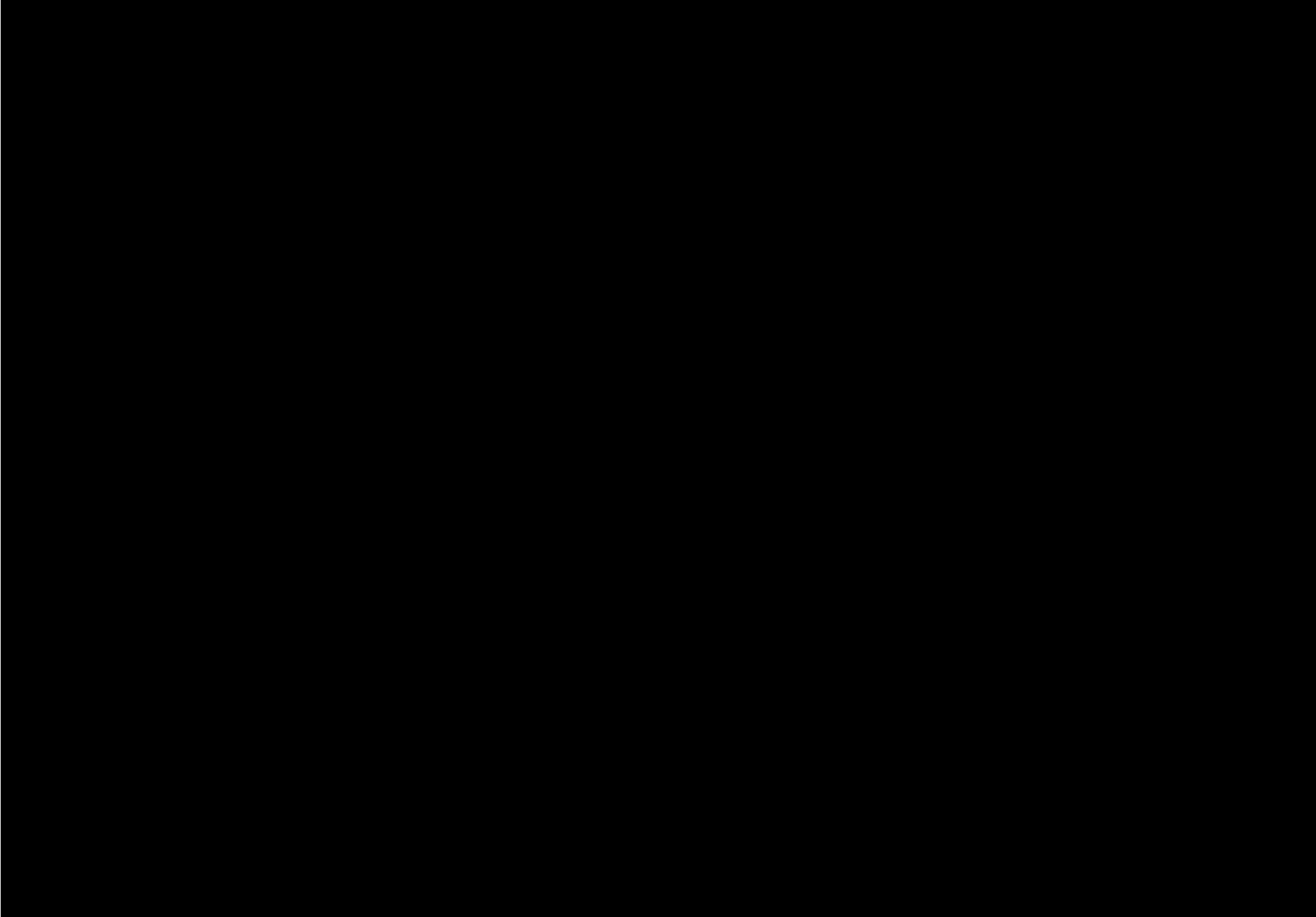
David Rankin, Chief Executive (acting)

Attachment 1: Panuku LTP FY22-31 Budget breakdown and FY22-24 projects









Information paper: Stakeholder insights

Document author: Joanna Glasswell, Head of Corporate Affairs

September 2020

Whakarāpopototanga matua | Executive summary

1. Panuku undertakes a stakeholder insights programme each year to gain an understanding of the strength of our relationships and identify areas of improvement.
2. With the timing of Auckland Council's CCO Review, we noted some common themes across both our insights research and the review panel's report.
3. In 2019/2020 we conducted the following research:

Research	Purpose
Buzz Channel Stakeholder Insights Survey	An annual, generally quantitative survey amongst key stakeholders to measure trust and confidence.
iSentia quarterly media monitoring	iSentia completes analysis on Panuku media coverage each quarter. For a baseline, a six-month report for the July-December 2019 period was provided.
Leadership survey reports - Manukau and Onehunga	Tailored insights reporting for two of our priority locations, targeting stakeholders we work with in these neighbourhoods.
Developer Insights	Qualitative interviews to measure trust and confidence amongst key development partners.

4. There are many positives to be found across our stakeholder insights research. These include an improving media impact score in 2020, positive feedback in our neighbourhoods for our urban regeneration function, positive feedback on our work in sustainability and climate change, and very positive feedback on the leadership of the Panuku Chair and Chief Executive.
5. There are also consistent areas for improvement. Themes throughout the research included a perception of a lack of transparency, limited ability for staff to make decisions, a perception of high staff turnover, a perception of arrogance, inconsistency in behaviour and levels of customer service between the property management and urban regeneration teams, and our overarching storytelling being inconsistent with on the ground delivery.

Matapaki | Discussion

6. The strength of our relationships and the way we work with stakeholders has an impact on our overall reputation. A strong reputation will give us a mandate to continue with our urban regeneration programme in our neighbourhoods with support from elected members and the public.
7. Many of the themes throughout the insights align with the Chief Executive's priorities - leadership, telling our story, behaviours and delivery.
8. The insights are consistent with findings in the CCO Review.
9. It is important to note that everyone at Panuku holds relationships with stakeholders. While the Community and Stakeholder Relationships team acts as a centre of excellence to support strong relationships, all Panuku employees have a role to play in maintaining good, collaborative relationships.
10. Insights gathered should be used to make improvements across an organisation. In the case where we get similar feedback across a number of pieces of research, more weight should be given to this as an area of focus.
11. Common themes across the research include:
 - Lack of transparency or closed-door decision-making
 - Limited access to leaders at the appropriate level and lack of decision-making ability by staff who regularly liaise with stakeholders
 - A perception of high staff turnover

- A perception of arrogance as a behaviour
- Inconsistency of behaviours demonstrated between the urban regeneration and property portfolio teams
- Overarching storytelling is inconsistent with the speed of delivery.

Theme	Key commentary	Action to improve
Lack of transparency	Closed-door decision making and a lack of trust was raised by stakeholders across the different research. Some stakeholders noted they felt told about matters 'after the fact', rather than being brought into the process.	<ul style="list-style-type: none"> • Development of a Panuku Transparency Policy to be clear about the information we release, and how we make decisions. • Clear expectation on Panuku staff that early engagement and collaboration is the best way to improve relationships and gain support for programmes.
Limited access to leaders and lack of decision-making ability by staff	A number of comments were attributed to Panuku staff being unable to make decisions, needing to defer back to managers.	<ul style="list-style-type: none"> • Clearly outline what decision-making staff are able to do to be empowered and supported when meeting stakeholders • Having the appropriate staff members who can make decisions to have a much more substantial role with stakeholders. Work is underway to support the PLDs in this.
Perception of high staff turnover	A number of comments were made about our high staff turnover and inconsistency in relationships.	<ul style="list-style-type: none"> • Raranga and other changes in the past year have resulted in new people taking on different roles. • Thorough handovers should be a requirement for staff leaving, and if possible, newcomers should be introduced to key stakeholders.
Perception of arrogance	This was a theme that was particularly noted in the Developer Insights.	<ul style="list-style-type: none"> • Clearly outline our expectations of behaviour for interacting with both internal and external stakeholders. While we may not always be able to accommodate a particular stakeholder or development partner's wishes, the way we collaborate and conduct business is important for maintaining strong stakeholder relationships.

	It should be noted that Panuku seeks many outcomes from development partners to deliver urban regeneration, which can be challenging to negotiate.	<ul style="list-style-type: none"> Continued support and advice to staff about quality stakeholder interaction and behaviour from People and Culture and Stakeholder and Community Relations.
Inconsistency between urban regeneration and property portfolio	A number of comments noted differences in the quality of interactions between the portfolio and the urban regeneration teams, implying that the portfolio team could do more to improve customer and stakeholder experience.	<ul style="list-style-type: none"> The ICE change in the Assets and Delivery team was completed to improve customer experience. A stronger focus on customer experience and good stakeholder relationships, including to elected members, is needed. The Community and Stakeholder Relations team's recent change will enable more support for this part of the organisation to better manage its stakeholder and elected member relationships. More customer experience expertise, or local government expertise, in this part of the organisation, could be considered.
Overarching storytelling	Comments noted that our website and communication told a compelling story, which was not backed up by delivery	<ul style="list-style-type: none"> There is a role to better tell the story of the pace that urban regeneration takes. Our outcomes and delivery take a number of years, and the longer-term story needs to be more clearly communicated. Our smaller scale delivery and placemaking projects need to be better tied to our overarching regeneration story.

12. There is also commentary about our role to facilitate the sale of Auckland Council's assets. There is a balance to be found between maintaining good relationships with our development partners and enabling us to work with confidence in the development sector, while meeting requirements to be open and provide information as part of our obligation as a local government organisation.

13. Panuku is currently reviewing planning, assurance, reporting, and compliance functions, as well as looking at customer responsiveness following the CCO Review. These workstreams will help to make improvements for our stakeholders.

14. There are a number of areas where we are succeeding. The points below will be continued or enhanced.

Area	Key commentary	Action
Chair and CE leadership	Comments from a number of stakeholders are very supportive of the leadership. The Chair and CE also score positively as media spokespeople.	<ul style="list-style-type: none"> Find further opportunity for the Chair and CE to represent Panuku as key, well respected, influencers in Auckland. IE media opportunities, public speaking.
Sustainability	Panuku is receiving good support for championing sustainability, with developers seeing the values of this work.	<ul style="list-style-type: none"> Continue to be strong advocates for climate change outcomes, championing the key role that urban regeneration has to play in sustainable living and climate change mitigation.
Neighbourhoods	Panuku is receiving good feedback in its neighbourhoods.	<ul style="list-style-type: none"> Continue to have a strong presence through placemaking and stakeholder relationship building in our priority locations.

Information paper: CCO review update and next steps

Document author: Brenna Waghorn, General Manager Strategy & Planning

September 2020

Whakarāpopototanga matua | Executive summary

1. At the 27 August 2020 Governing Body meeting, the Governing Body agreed to progress all the recommendations made by the independent panel which conducted the 2020 Council-Controlled Organisation (CCO) review.
2. The resolutions made by the Governing Body are attached.
3. The council is currently working through how it will develop an implementation plan to progress the work and will be in touch with CCOs soon. There is a need to prioritise and coordinate the work. In saying that, in some areas implementation is already underway.
4. In the meantime, we have reviewed all recommendations and prioritised those that we are likely to need an immediate response to, or will need to address this calendar year, as well as those that Panuku could take a lead on, for the council group.

Matapaki | Discussion

Panuku specific recommendations - relating to our mandate, funding, size of programme and organisation

5. The following recommendations and resulting workstreams are specific to Panuku and in some cases urgent. Council has specifically requested the Panuku Board to consider and respond to the following. The timing and nature of that response is yet to be determined.

#	Recommendation	Implementation approach/ Proposed Response
9	Panuku clearly outlines how its activities and investments contribute to meeting its performance targets	<p>Related to this is clarity of mandate and twin purpose, LTP process and setting new performance measures</p> <ul style="list-style-type: none"> Continuing to focus on better telling our story, connecting projects and activities to our regeneration purpose. Better linking our project updates to outcomes and purpose. Improving our performance measures for the next LTP and SOI to better capture our twin businesses and mandate. Opportunities: reporting and presenting to the CCO Liaison Committee and other committees; SOI and quarterly reports.
12	Panuku cuts its overheads and adopts a more focused approach to redevelopment.	<p>Panuku is already a smaller organisation. In response to the Emergency Budget Panuku has reduced overheads and costs through a range of measures: staff salary reductions, decrease in contractors, reductions in full time positions (overall reduction from 250 to 230 FTE).</p> <p>We will continue to ensure the business is right-sized for the work programme. The board is aware of the review under way in the areas of governance, planning, assurance, reporting and compliance, to increase efficiency and quality.</p> <p>We will advocate for a continuation of the programme and no reduction in the number of locations in the programme. As set out in our submission, a reduced urban regeneration programme will decrease council influence and impact in delivering the Auckland Plan. Panuku is leading urban regeneration activity in only 10 of the 24 spatial areas identified for growth in the Auckland Plan Development Strategy.</p>
8	The council identifies a more stable source of funding for Panuku during the preparation of the next long-term plan.	<p>The LTP process is now underway. The Chair and CE attended a strategic direction-setting workshop with the CCO Oversight Committee on 9 September. The Panuku funding model will be discussed on 14 October.</p> <p>The Board is aware of our funding model including a mix of reinvestment, LTP funding for the waterfront and credit facilities, for acquisitions and Haumaru.</p> <p>The current reinvestment approach is considered sustainable until about 27/28 (with the ringfencing of the revenue from disposals in the Transform and Unlock Locations), although LTP funding for the waterfront and Onehunga Wharf will be required. There is support from local boards in receiving some investment from the revenue of site sales in their locations.</p>

		<p>The option of funding urban regeneration through a targeted rate has been suggested previously and some modelling and analysis has been undertaken. This is unlikely to be pursued at this time.</p> <p>There is a separate report on the LTP on the agenda.</p>
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Panuku specific recommendations relating to our property management functions

#	Recommendation	Implementation Approach/ Proposed Response
11	The council assumes responsibility from Panuku for identifying and deciding which non-service properties to sell (excluding those in the CCO's own unlock-and-transform areas).	<p>Panuku is already working with the council Finance team to work towards implementing this recommendation. This includes consideration of how this relates to the Emergency Budget requirement for Panuku to build a pipeline of properties for disposal.</p> <p>The aim is that the council group will have KPIs to identify surplus property and assets and the process for approval will be led by the Finance team.</p> <p>There are timing and resourcing issues to be worked through.</p>
14	Panuku continues to manage the council's non-service property until the council produces a property strategy and considers whether to combine all property services in one place.	<p>That Panuku has twin businesses - urban regeneration and property management, has been recognised in the review.</p> <p>We will continue this function for the foreseeable future. The case for a broader aggregation of property management functions across council group will need to be tested, with our input by council. The property strategy is not specifically prioritised in the recommendations about strategy gaps, the priorities being three waters, economic development and stadia.</p>

Other opportunities

- There are other recommendations that involve the CCOs and council working together to agree joint approaches and improved processes. There are recommendations that can easily be advanced and we can build into our work programme. These include:
 - Putting in place a customer response process and monitoring customer complaints (Recs # 31, 41, 54)

September 2020

- New and joined up engagement with local boards and communication of urban development and transport plans and projects, including identifying a lead agency (rec # 34, 53, 45)
 - A renewed effort to follow the council's quality advice standards and encourage staff to participate in its quality advice training (rec # 59)
 - Working more closely with IMSB and the Mana Whenua Kaitiaki Forum, more co-ordinated engagement (recs 38, 39).
7. We will provide the board with a regular update (in the CE's report) on the implementation of the CCO Review Report findings.

Ngā tāpirihanga | Attachments

A - Governing Body resolutions 27 August 2020

Attachment A - Governing Body resolutions 27 August 2020

The Governing Body passed the following resolutions on 27 August 2020:

- a) receive the CCO Review report and thank the panel members: Miriam Dean (chair), Doug Martin and Leigh Auton for their work in undertaking the review.
- b) thank the CCOs, stakeholders and public for supporting the review.
- c) agree that responsibility for progressing the CCO review implementation is delegated to Auckland Council's chief executive and included in his performance objectives.
- d) agree that the chief executive appoints a CCO review implementation lead.
- e) agree that a joint CCO/council project implementation team is established to develop the work programme for implementing approved recommendations and overseeing implementation.
- f) agree that the implementation team report on the programme and proposed approach and timing to the CCO Oversight Committee within three months.
- g) agree that progress reports on implementing the programme are provided to the CCO Oversight Committee at 6-monthly intervals.
- h) direct CCOs to report progress on relevant recommendations as part of their quarterly report to the CCO Oversight Committee.
- i) direct CCO boards to include in CCO chief executive's performance objectives and measures successfully implementing the relevant review recommendations, and programme of work to progress implementing the review.
- j) agree in principle the Review's recommendations in Table 1 of the agenda report and request the Auckland Council chief executive to implement.
- k) agree in principle the Review's recommendations listed in Table 2 of the agenda report and request the Auckland Council chief executive to work with CCO chief executive(s) to implement.
- l) agree the Review's recommendations listed in Table 3 of the agenda report require further analysis and request the Auckland Council chief executive to work with CCO chief executive(s) on how best to implement.
- m) request the Panuku board to consider and report back on the Review's recommendations 9 (how Panuku activities and investments contribute to meeting its performance targets) and 12 (Panuku reduces its overheads and adopts a more focused approach to redevelopment).
- n) request CCOs to work with local boards to implement the Review's recommendations 6 (AT to review how it designs, consults on, funds and implements minor capital works, including how it involves local boards in the design of its annual work programme), recommendation

34 (how they work together) and recommendation 53 (CCOs make more effort to coordinate on how they consult the community on and implement local projects).

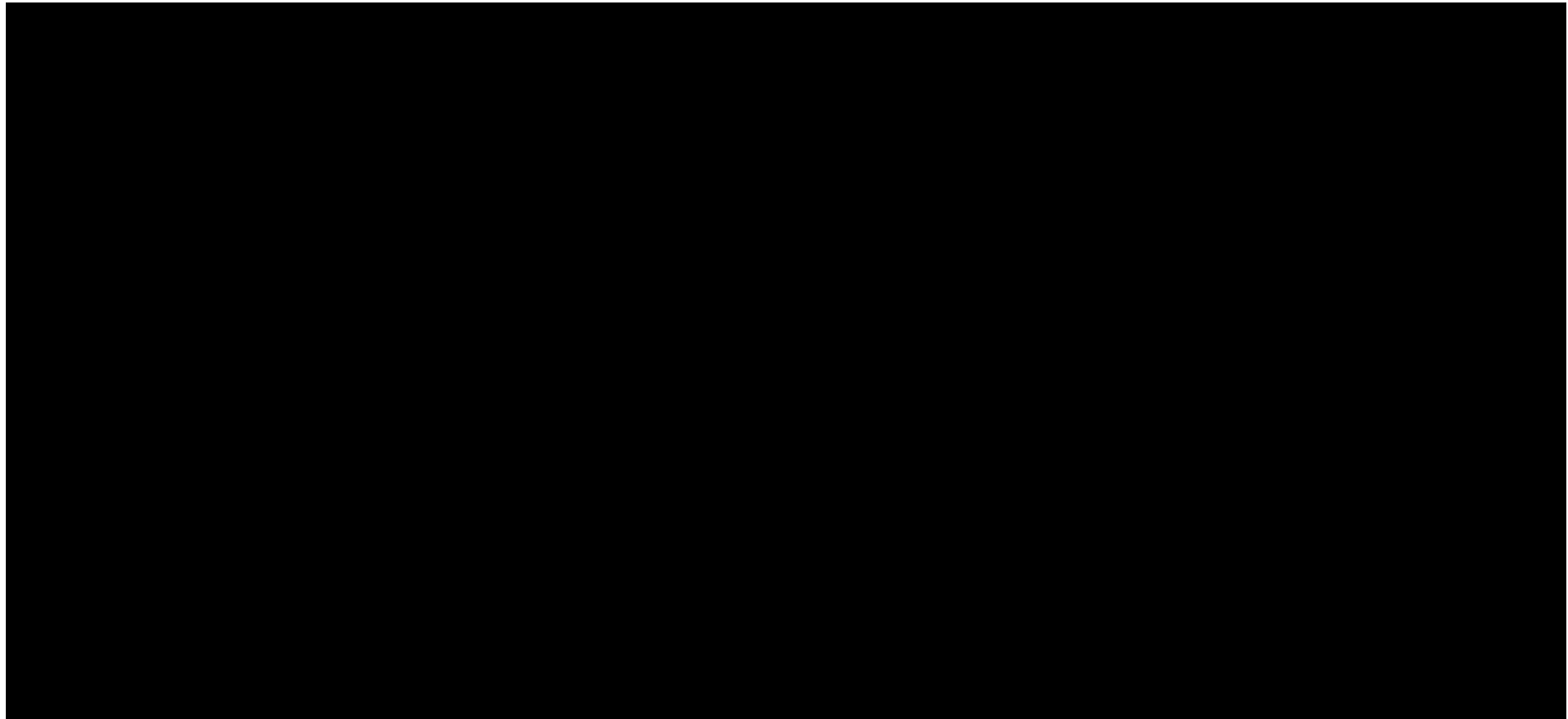
- o) Note that local boards will be able to provide input on the other relevant Review recommendations as they are further developed for implementation.
- p) note different approaches, further development and improved detailed elaboration, taking into account local board feedback, may be applied to the implementation of the recommendations listed in Tables 1, 2 and 3 of the agenda report and requests.

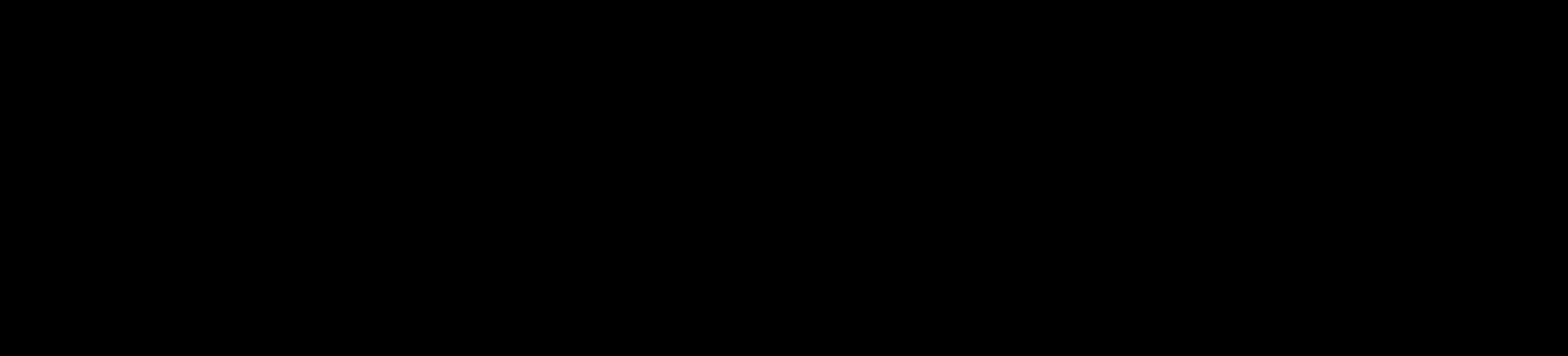
Information paper: Strategic outcomes brief for Auckland Council

Document author: Jessica Laing, Head of Strategic Planning & Projects

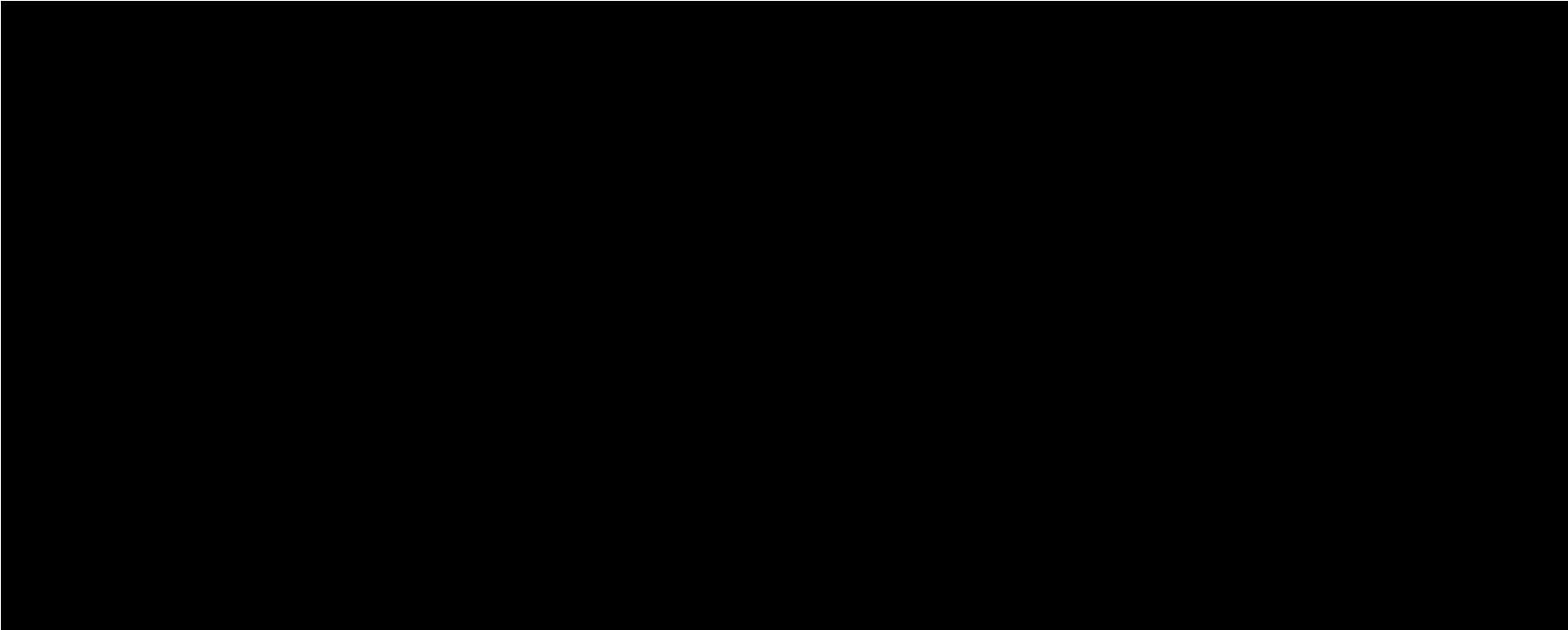
September 2020

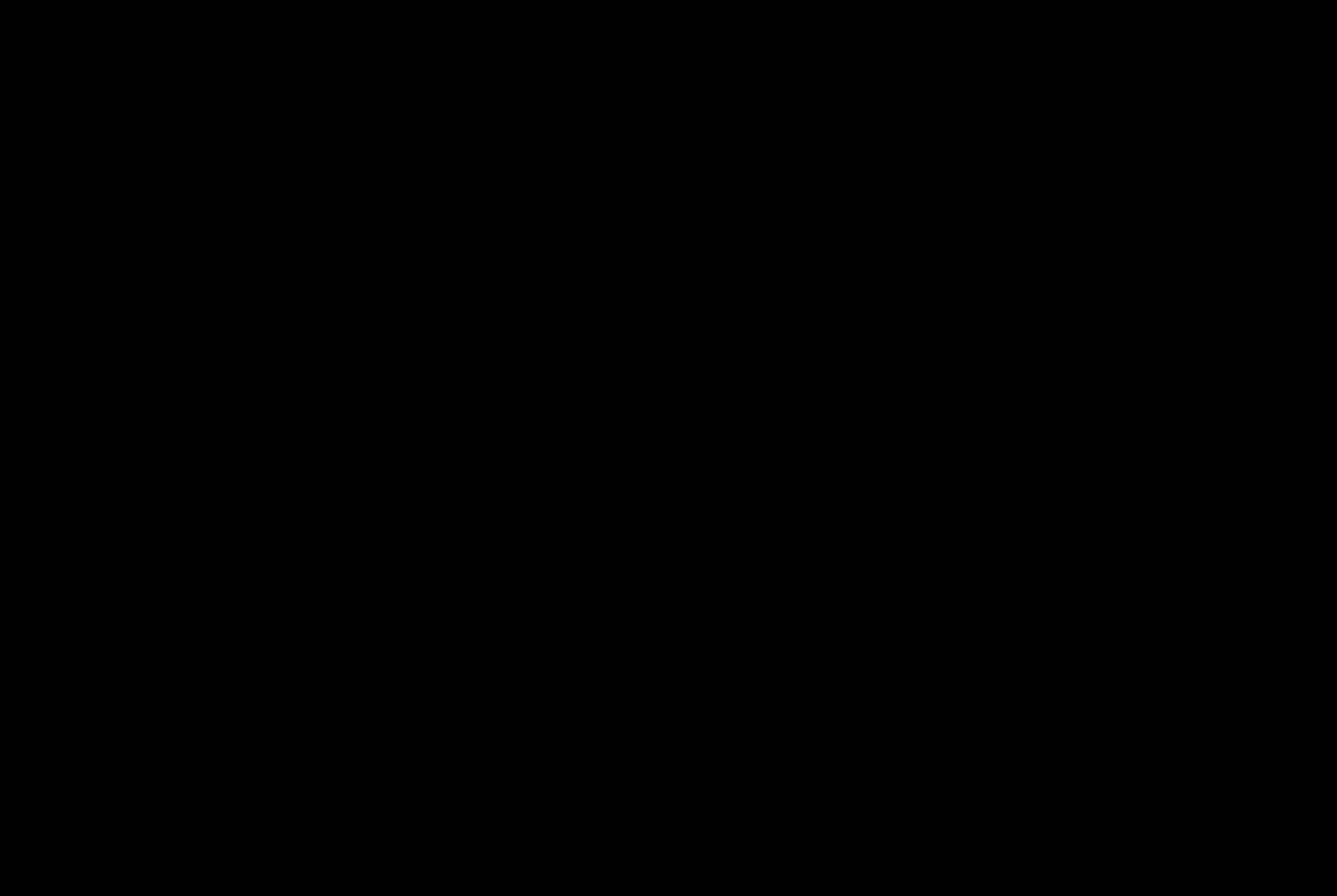
Whakarāpopototanga matua | Executive summary

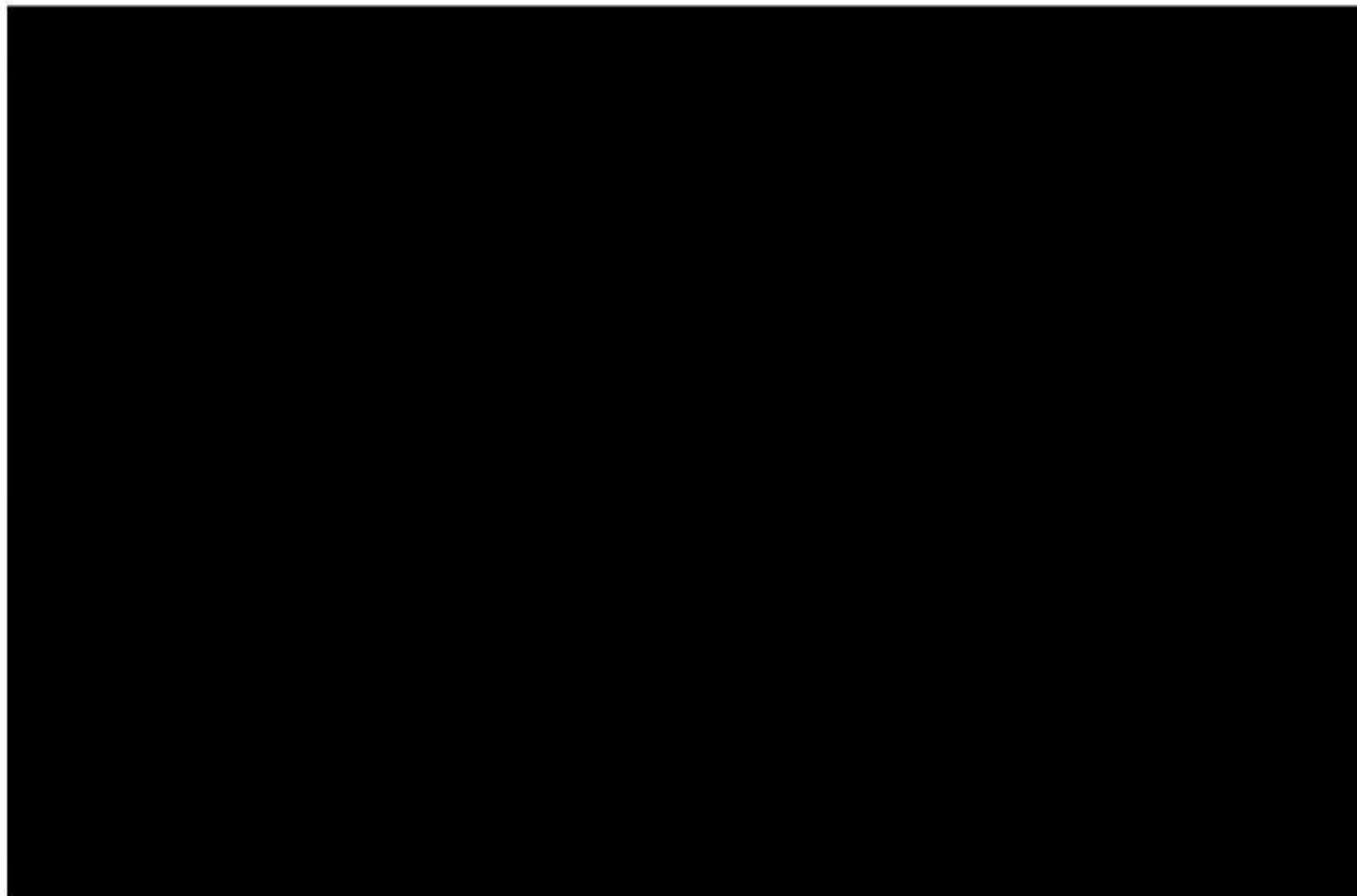


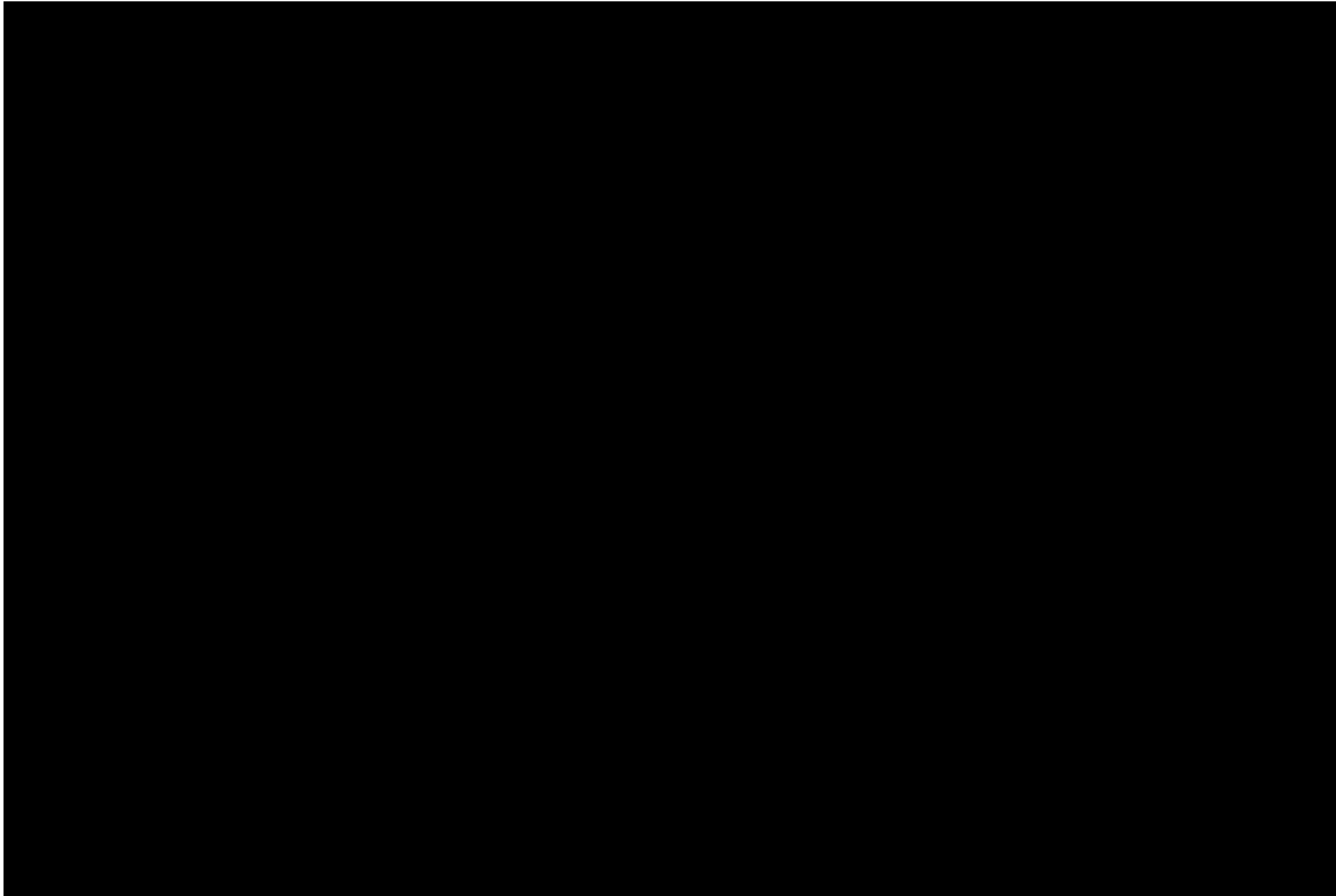


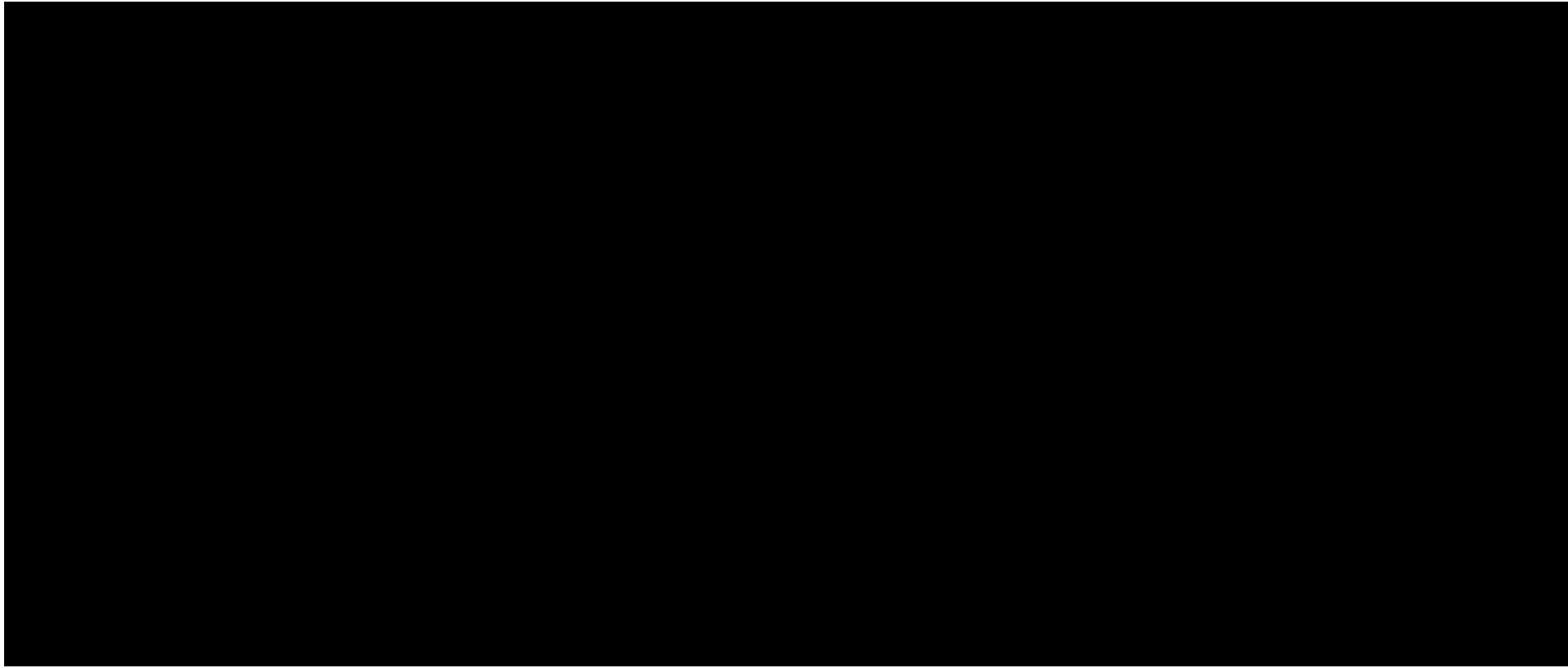
Matapaki | Discussion



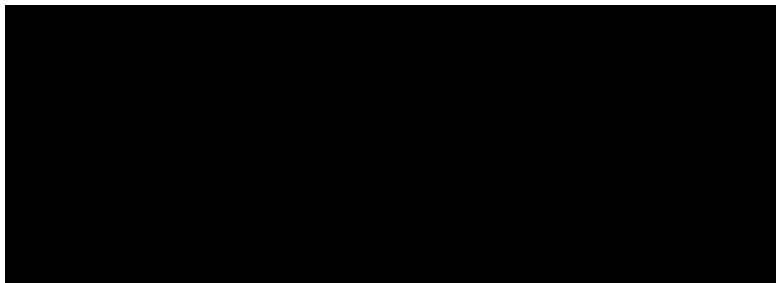








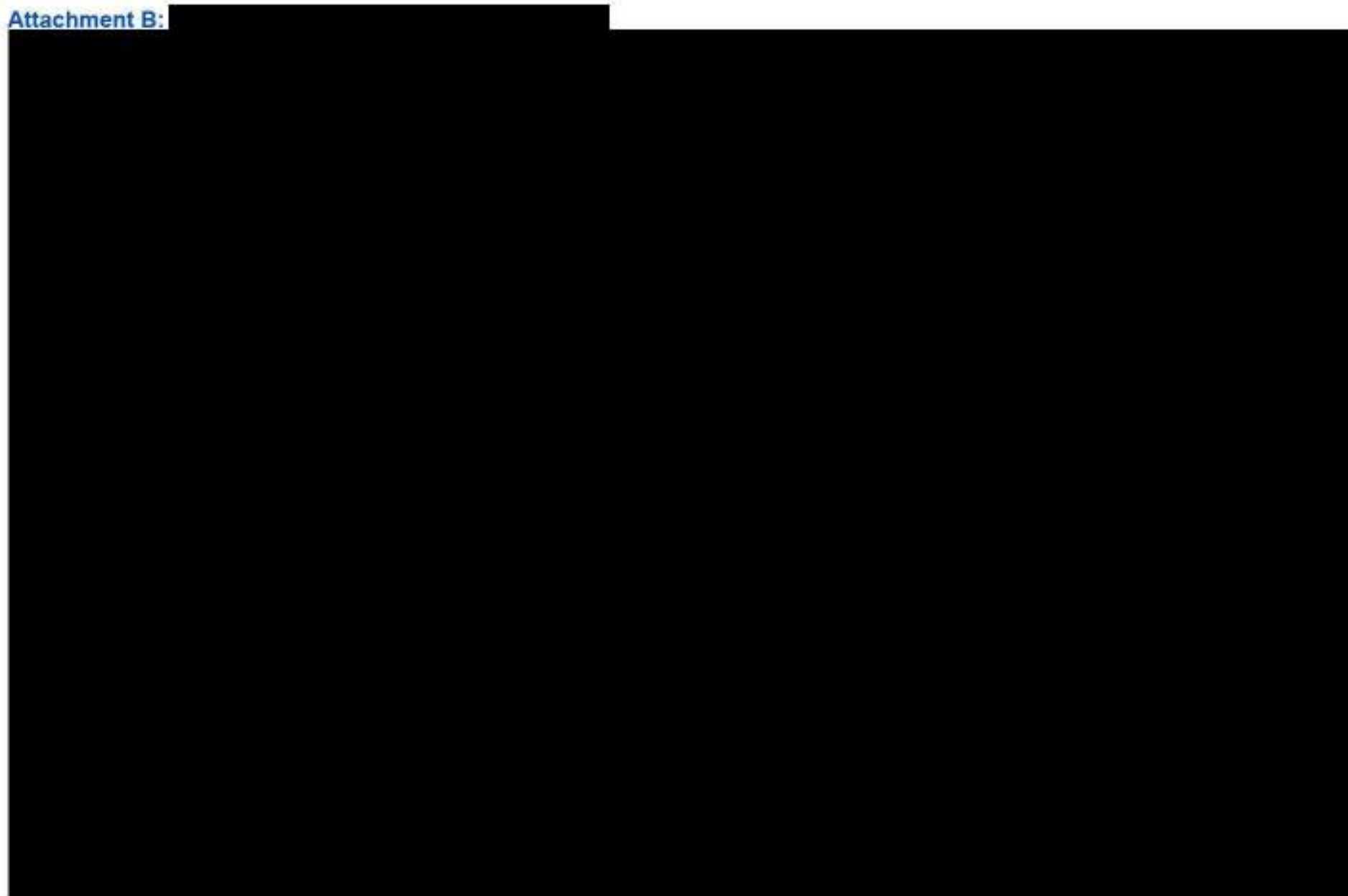
Ngā tāpirihanga | Attachments



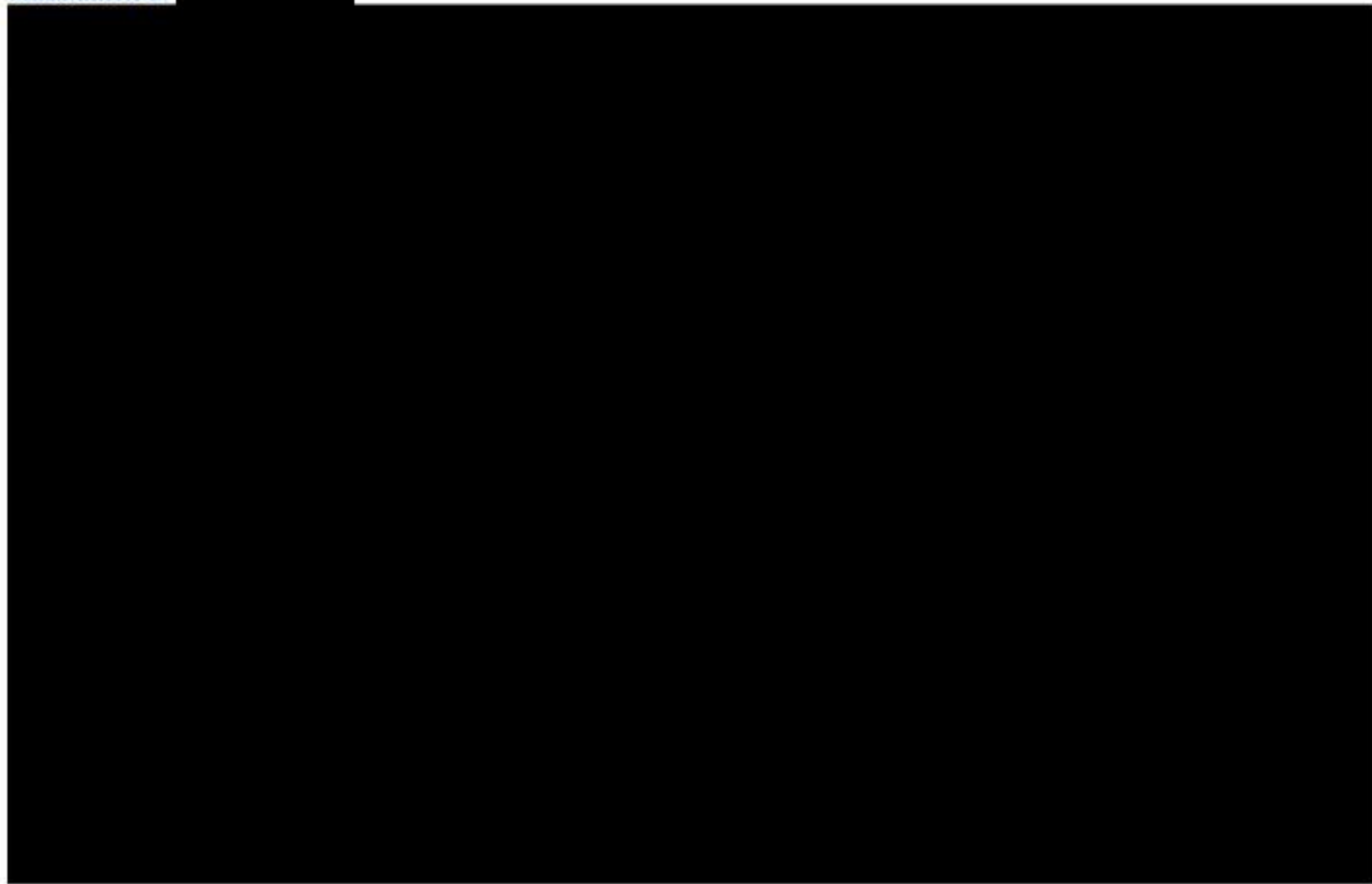
[Attachment A:](#)

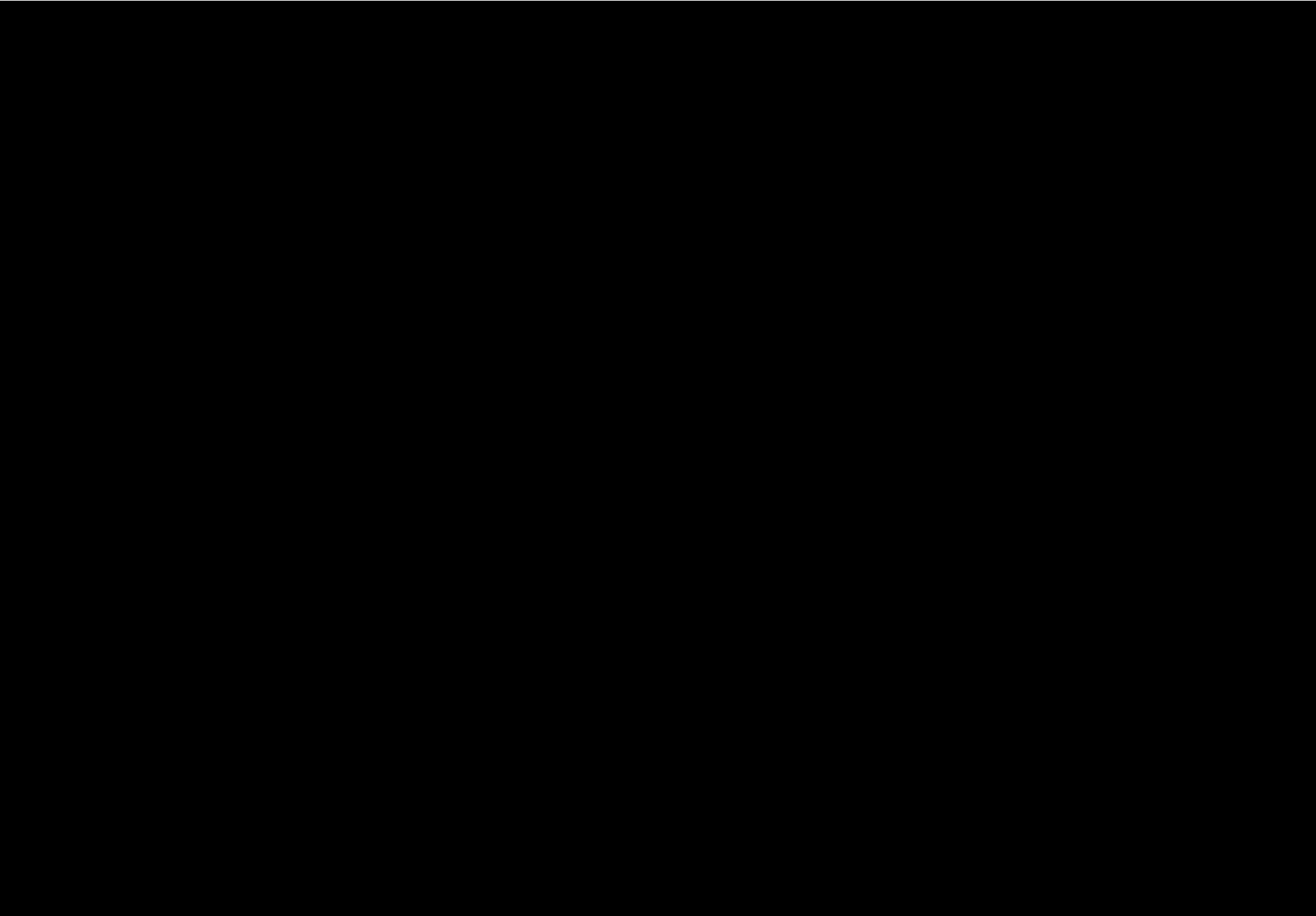


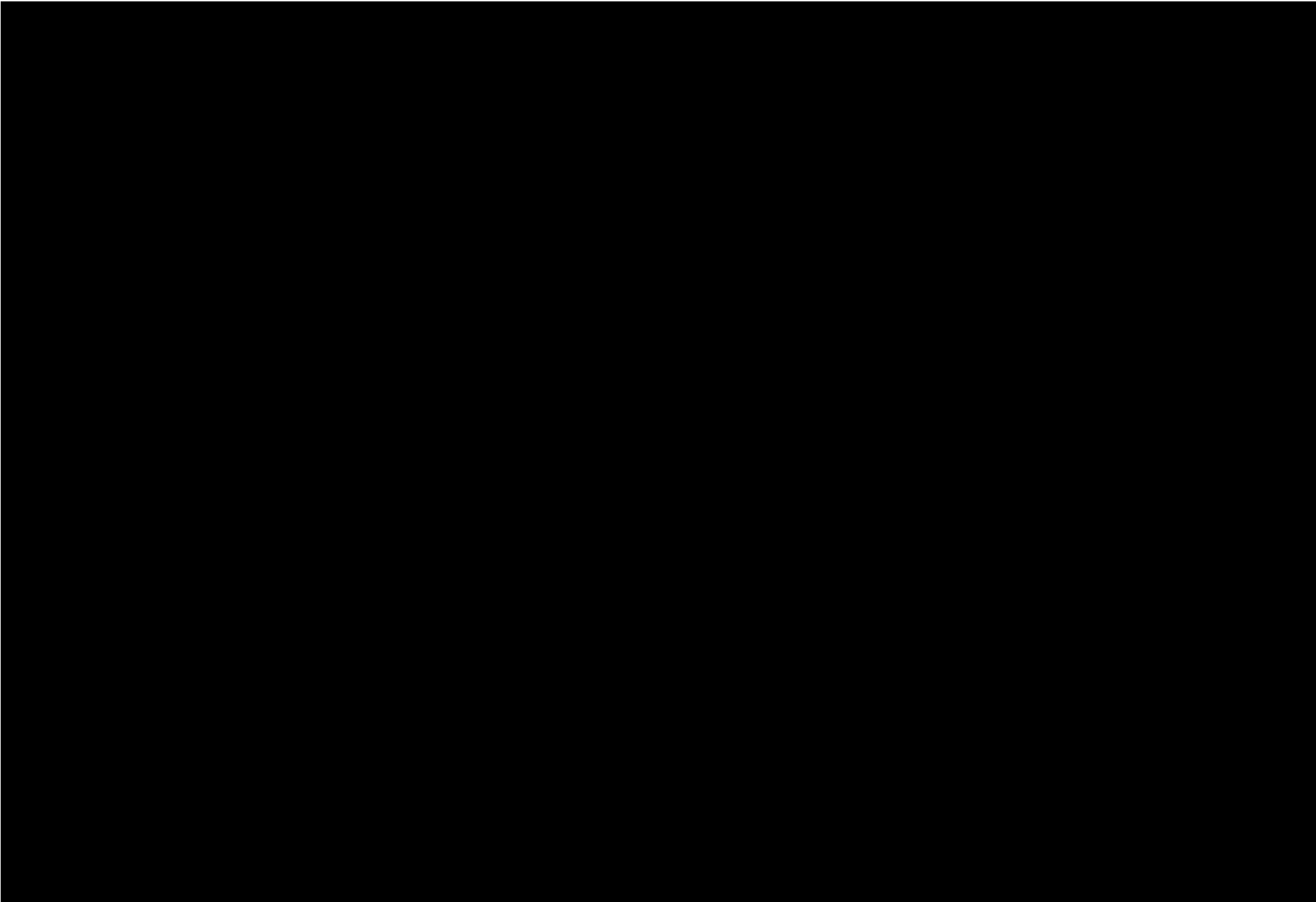
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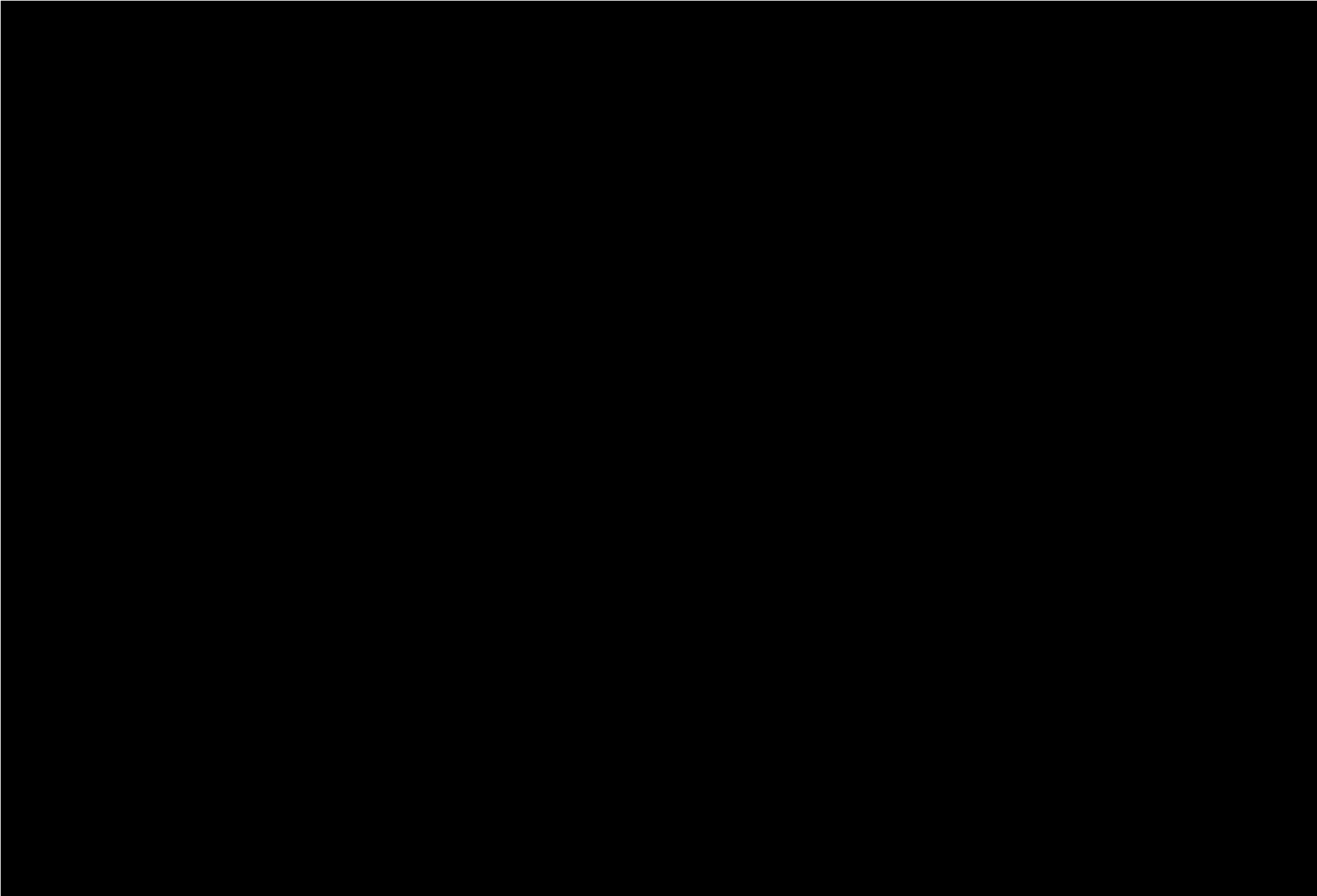


Attachment C:

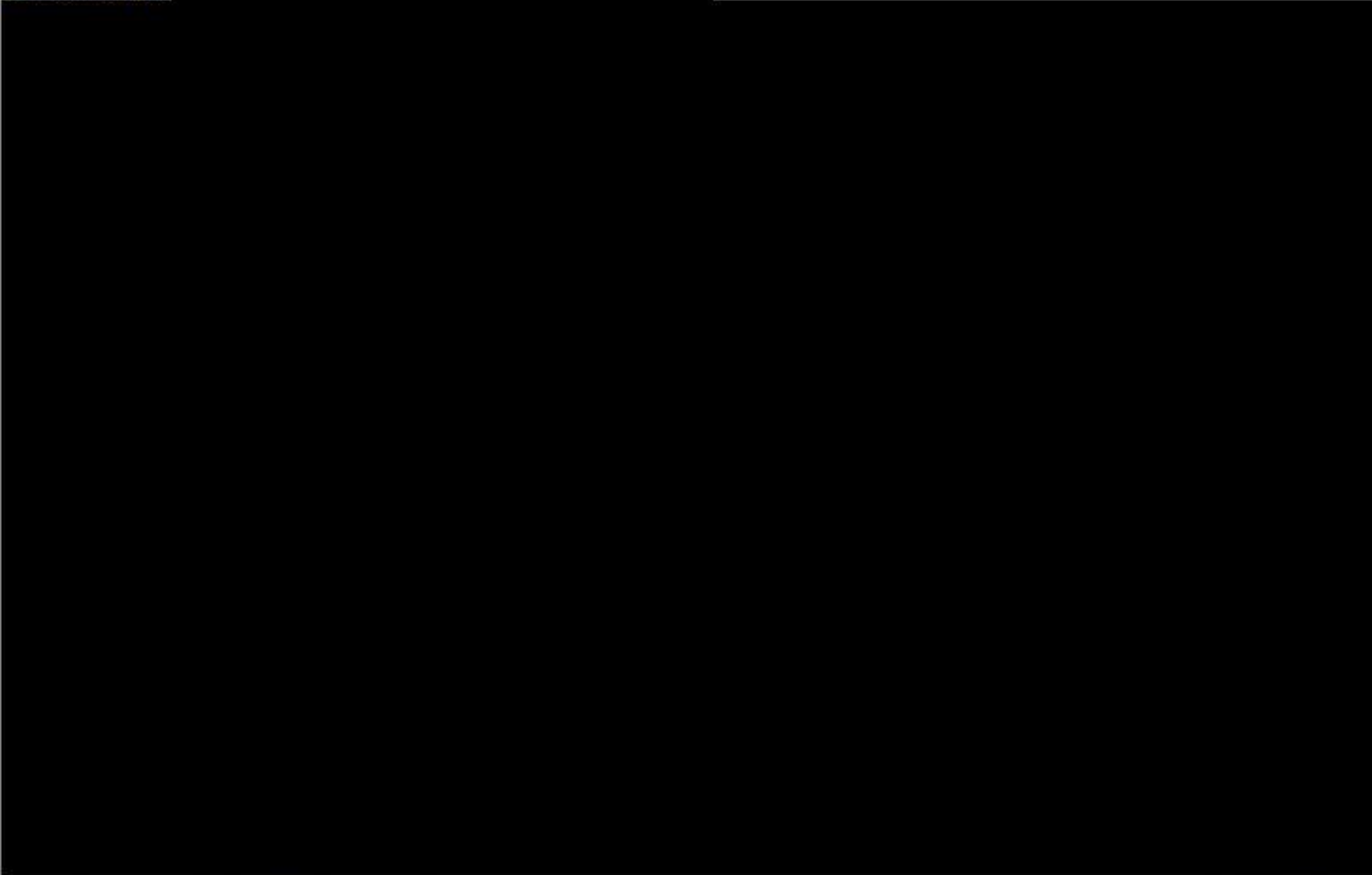


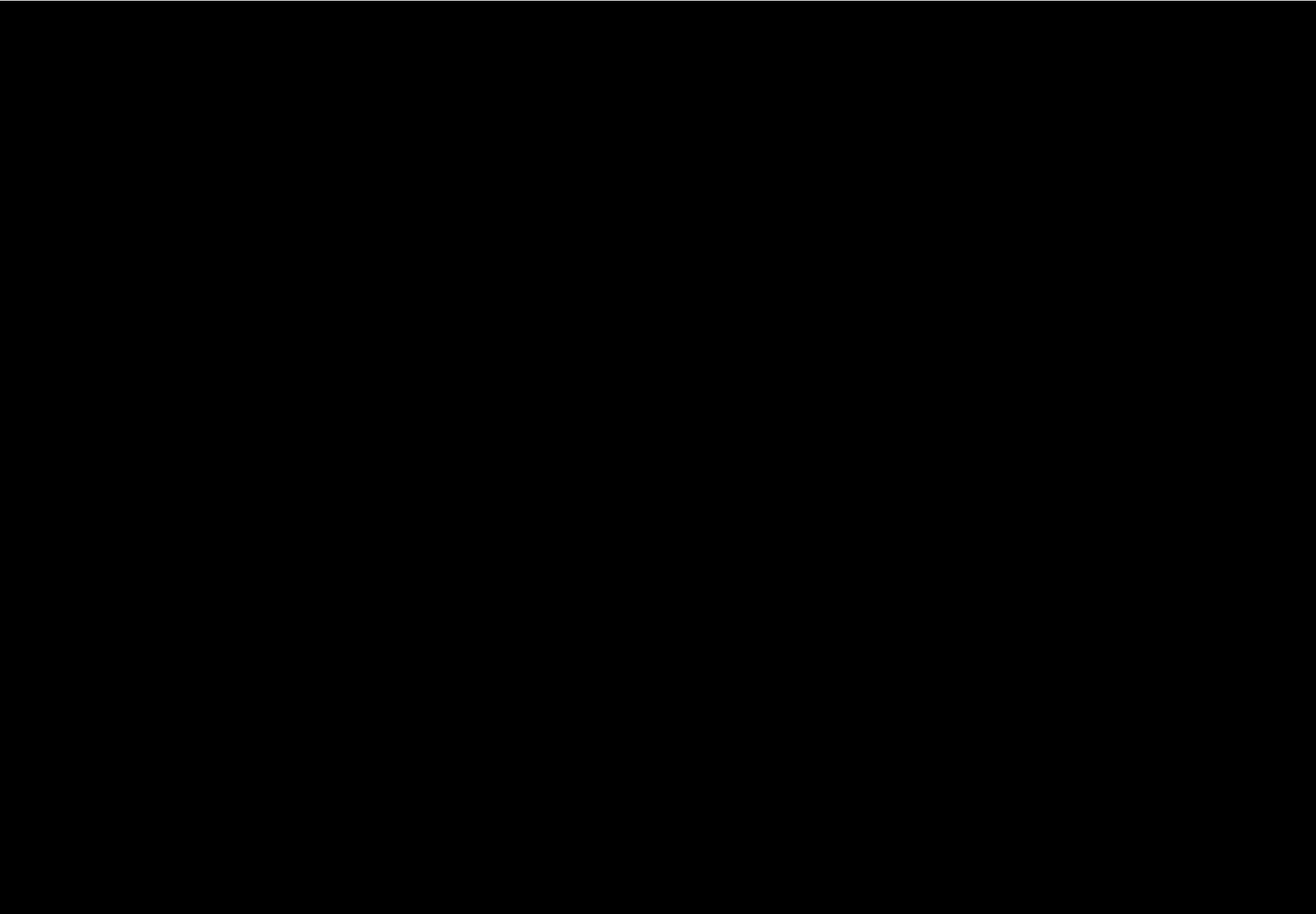


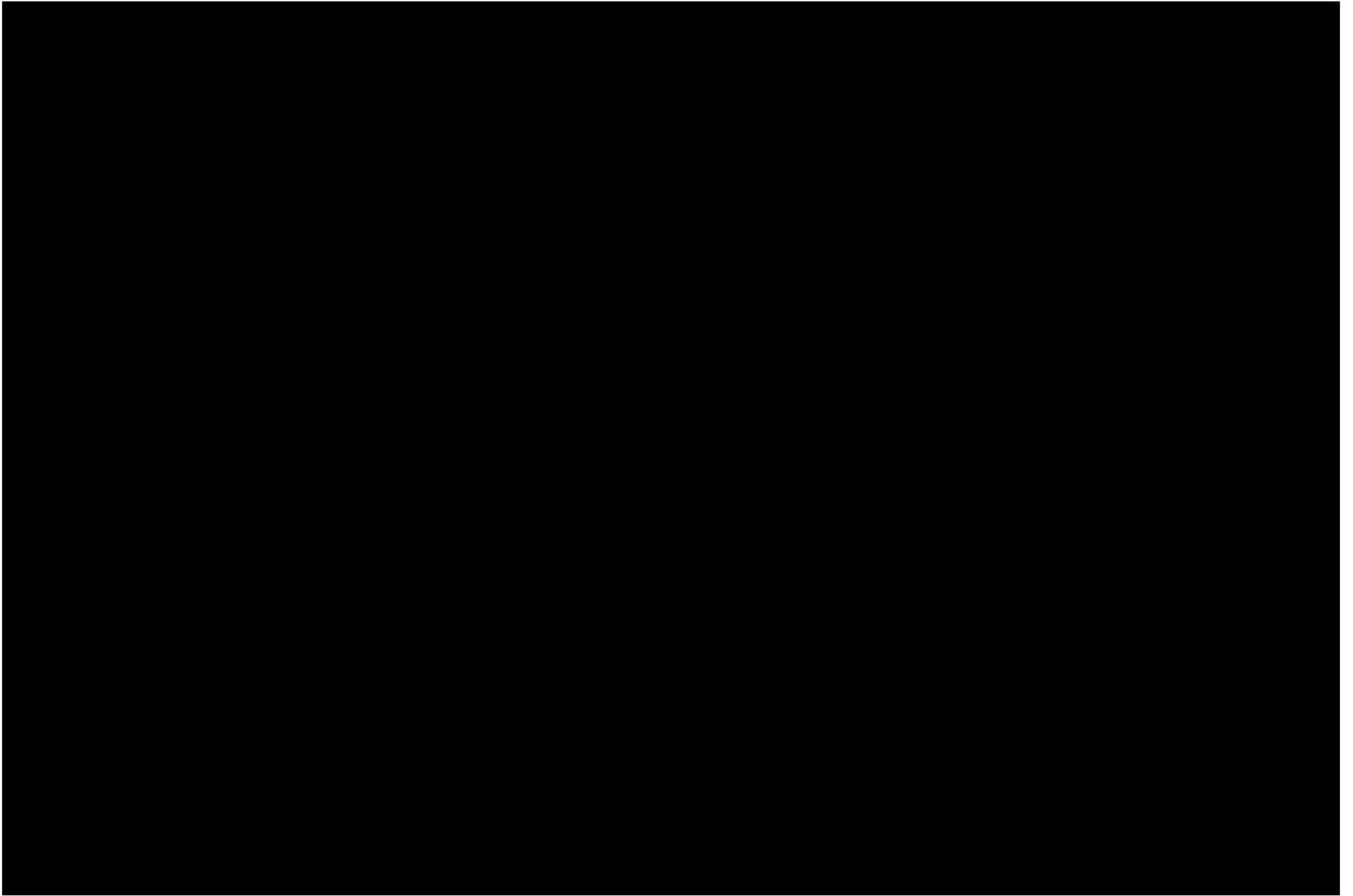




Attachment D:







Information paper: Technical Advisory Group

Document author: Gyles Bendall; General Manager Design and Place

September 2020

Whakarāpopototanga matua | Executive summary

1. The purpose of this report is to respond to two requests from the board in relation to Panuku's independent design panel known as the Technical Advisory Group (TAG). At its June meeting the board requested:
 - a. that executive arrange a time to meet with TAG, which has since been confirmed for this board meeting; and
 - b. that the board be provided with additional information on TAG such as the terms of reference and how panel members are appointed. This information is captured in the body of the report and attached for the board's reference.
2. International best practice and experience demonstrates that independent design review panels, involving leading professionals, is an effective tool in ensuring the creation of quality urban environments. Locally TAG has been recognised as an essential tool in the waterfront success story. It has been in operation for over a decade with its inception originating from the former Sea + City and Waterfront Auckland boards.
3. TAG provides decision makers as well as our key partners with the confidence that Panuku is supported by robust design processes. TAG provides independent review and acts as a sounding board on all matters of design from strategy, master planning, site development and public realm projects. As Panuku has shifted to a regionwide mandate, TAG's role and value has needed to extend to a more consistent practice of independent design review across our priority location areas.
4. Attached is a summary of TAG's activities over recent years (Attachment A). Waterfront projects still dominate TAG's activities. In part this is due to the waterfront being a mature programme with a wide range of activities from master planning, site developments, and public realm projects underway. But also, within Wynyard Quarter TAG is used as the independent design panel for consenting purposes. It is anticipated that in the coming years TAG's activity will be more evenly spread across our programmes as they mature. As a result of the Alliance

Framework refresh underway TAG could likely take on design review for consenting phases across all locations. If this occurs it will further increase TAG activity and influence across our programmes.

Matapaki | Discussion

John Hunt, Chair of TAG

5. John Hunt, Chair of TAG, will attend the board meeting to provide his observations, discuss his experience on TAG, how it has evolved, and what he believes has worked well, and what has not.
6. John's background is in architecture, and he practised as a registered architect for a number of years. At the University of Auckland, he held a number of academic positions, including Head of the School of Architecture. He has previously co-led the Master of Urban Design programme at the School of Architecture and Planning, taught courses, led design studios, and supervised postgraduate student research on a variety of urban design topics. He was appointed as an Emeritus Professor following his recent retirement from the University. His research work and publications focused on urban design and urban masterplanning processes and included case studies of New Zealand and international urban renewal projects. He has presented papers at a number of international conferences on urban design and urban renewal topics, and written reviews and commentaries for professional publications.
7. John has been a member of various external advisory groups established by local authorities and central government to advise on the development and implementation of significant architectural and urban projects. He was chair of the external stakeholder reference group established to guide the development of the competition-winning design for the Britomart redevelopment. He has chaired judging panels for a number of significant architectural and urban design competitions (including in Auckland, Wellington, Christchurch). He was appointed as CNZM in 2005 and in 2010 he received a New Zealand Institute of Architects Presidents Award for his contributions to the architectural profession.
8. He was the inaugural convenor and co-chair of the Auckland City Council Urban Design Panel (AUDP) and continued in this role for the Auckland Council Urban Design Panel until 2018. He is currently an Auckland Council nominated member of the AUDP and serves as panel chair for selected Central City projects. He has been chairing TAG since it was established in 2007 by Sea + City Projects, through Waterfront Auckland, and today with Panuku. In this capacity he has gained significant place and institutional knowledge of the Waterfront development and a growing understanding of other Panuku-led place-based projects.

TAG members

9. A short biography for each TAG member is included as Attachment B. A summary of the full TAG membership and their core disciplines are:
 - a. John Hunt (Chair); Architecture
 - b. Gordon Moller; Architecture
 - c. Graham McIndoe; Urban Design and Architecture
 - d. Rachel De Lambert; Landscape Architecture
 - e. Gavin Lister; Landscape Architecture and Urban Design
 - f. Rebecca Skidmore; Landscape Architecture and Urban Design
10. All TAG members have been invited to share lunch with the board at its September meeting.

TAG appointments

11. TAG members are appointed for an initial term of 3 years as outlined in the Terms of Reference attached (Attachment C). Membership beyond three years is then reviewed annually. We have found there is value in maintaining reasonable stability of members overtime to help retain place knowledge and allowing new members overlap with those of longer tenures. At the same time, we are seeking to ensure that new views and perspectives come to the table.
12. The most recent changes to TAG membership included Stuart Niven leaving in December 2017, and the addition of Gavin Lister and Rebecca Skidmore in October 2018. At that time, we were seeking to increase the number of panels members to ensure we could better maintain a quorum, and also address the identified need for additional landscape architecture membership on the panel.
13. Appointments are made by Panuku in consultation with TAG. Panuku and TAG identify any needs for the panel such as core disciplines and supporting experience to ensure a balanced design panel. Suitable senior candidates are then shortlisted from the Auckland Urban Design Panel (AUDP) pool of panellists. To be on the AUDP panel members are nominated by their respective partnering organisations. Shortlisted individuals are then interviewed by Panuku executive and TAG to select the most suitable candidate. Panuku makes the final decision on any appointments.

14. The next TAG appointment will be a Māori design expert. Including a Māori design expert on TAG is an action within our Mana Whenua Outcomes Framework. We are working with mana whenua on this appointment which is expected to be made by the end of this year.

Alliance Framework

15. As reported to the board in June, Panuku and council are refreshing the Alliance Framework. The scope of this document covers the statutory plan change and resource consent approval processes required by Panuku, and the associated urban design inputs from council's through these processes.
16. By and large the Framework works well, however it is time for a refresh particularly around the design review process. We believe efficiencies and better outcomes could be achieved through improved processes and includes reviewing the role of independent design review panels - Panuku's Technical Advisory Group and the Auckland Urban Design Panel.
17. As part of a trial, over the month of August council has used TAG instead of the AUDP as the design panel for several Panuku projects that are entering the consent process. Generally, these trials have worked well, and we have received positive feedback from council at a post meeting briefing regarding the process and depth of TAG review on the projects. These trials are helping the redraft of the Framework and to identify supporting administrative improvements.
18. If TAG becomes the sole independent design panel for Panuku projects, we will update the TAG terms of reference and also improve our internal processes to ensure we maximise the benefits of this approach.

Ngā tāpirihanga | Attachments

A TAG facts and figures info graphic

B TAG member biographies

C TAG Terms of Reference

Technical Advisory Group (TAG)

Facts And Figures 2018 - 2020

Reviewed item by location



Total number of TAG items per financial year

FY2020 35

FY2019 32

FY2018 36

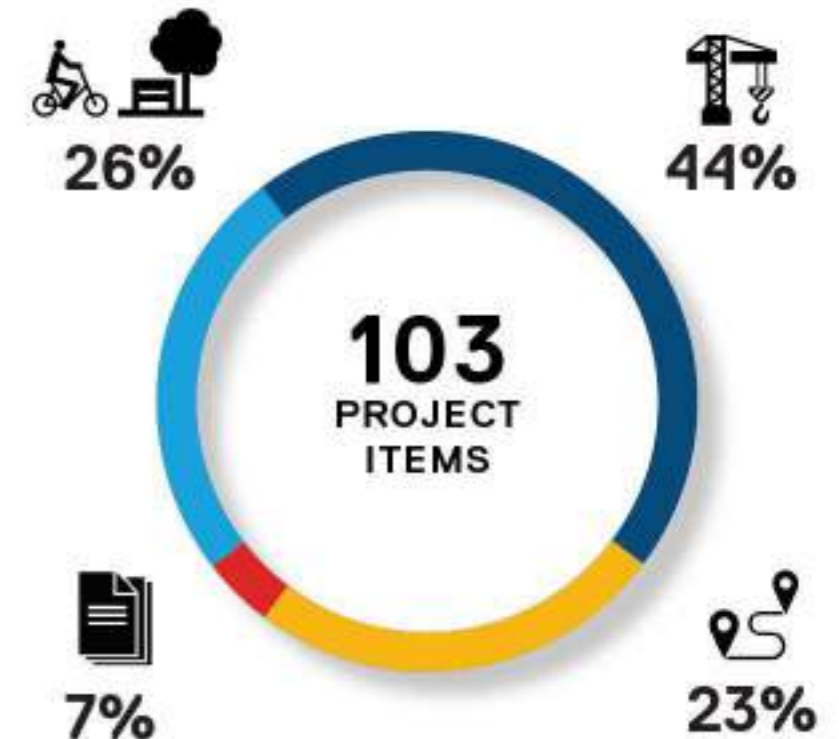
total: 103 items

Over the last 3 financial years, TAG has reviewed and provided valuable design feedback on **103** agenda items spanning **62** projects.

% of projects reviewed by TAG

LEGEND

- Site Developments
- Masterplans
- Policy & Corporate Good
- Public Realm



Decision paper: Service Property Optimisation Programme Delivery Plan

Author: Marian Webb, GM Assets & Delivery

September 2020

Ngā tūtohunga | Recommendations

1. That the Panuku Board...

a. Approve:

- i. The Programme Delivery Plan for the Service Property Optimisation programme.
- ii. In principle, the ongoing investment in the programme, noting that the sales proceeds are reinvested into an eligible project within the local board area as directed by the relevant local board.

b. Approve the following related projects and initiatives for the next twelve months:

- Site disposals, subject to Panuku Board approval of proposed transactional terms:

i. 6 Clonbern Road, Remuera

■ [REDACTED]

c. Note the following related projects have been previously approved by the Panuku Board and are in delivery:

- i. 29-31 St Johns Road, Meadowbank
- ii. 22 Tahapa Crescent, Meadowbank

iii. 39R Pohutukawa Road, Beachlands

iv. 17W Hawke Crescent, Beachlands

d. Note that the following sites are in the strategic investigation phase:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

e. Note that the investment requirements of \$698k CAPEX and \$452K OPEX and the baseline programme milestones for FY21 have been approved as part of the July 2020 Portfolio Investment decision paper.

f. Note that the Service Property Optimisation Programme is subject to the following:

- Panuku Board review of the programme in 12 months.
- Panuku Board decisions on proposed transactional terms for individual property transactions, as per delegations.

Whakarāpopototanga matua | Executive summary

2. This paper seeks formal approval of the FY21 Programme Delivery Plan for the service property optimisation programme.
3. The service property optimisation policy was approved by the Finance and Performance Committee in March 2015. It seeks to maximise efficiencies from service assets while maintaining levels of service and releasing some or all of that property for sale or development.
4. Service property optimisation is a tri-party relationship between Panuku, the relevant council business unit and the relevant local board. The Governance Framework Review allocated the decision-making authority for Service Property Optimisation to local boards.
5. There is a clear need for a more creative approach to the way service property is utilised, developed and funded. Opportunities such as replacing current service assets in a more modern form, via the private sector, co-location, intensification or the closure and release of a site to deliver strategic value must be given more weight. A key element of service property optimisation is that the sale proceeds are locally reinvested to advance approved projects and activities on a cost neutral basis. In most cases, council owned land forms the base platform for service delivery.
6. The overall benefits of this programme are:
 - Council facilities will be replaced, upgraded or optimised to become fit for purpose at little to no new capital outlay to council. In many cases, this may enable the upgrading or delivery of a community facility ahead of the Long-term Plan (LTP)
 - Council's property portfolio will become more efficient. Underperforming assets will have increased utility and efficiency, with lower maintenance costs and lower property operating costs as well as improved service delivery benefiting from co-location of services and commercial activities
 - Latent value that currently provides little if any return will be realised from council's portfolio for the direct benefit of the local community
 - Quality development by the private sector will be actively promoted through council having direct influence over total site redevelopment encompassing strategic and commercial outcomes
 - In the majority of cases this will result in intensification of land use, particularly residential and in many cases will have a positive impact on town centres
 - Freeing up of a wide range of undercapitalised development opportunities such as airspace, full sites and part sites.

7. The programme commenced in 2015 and is ongoing. Whilst it is not confined to one of Panuku's existing priority locations, where a service asset falls within the boundary of a priority location area it will be considered for inclusion within the scope of that programme, as opposed to the Service Property Optimisation Programme.
8. Determination of inclusion of a service asset within a priority location programme of work will be on a case by case basis. Therefore, the scope of this programme of work is not limited to only those service assets that fall outside of the defined boundary of a priority location area.

Horopaki | Context

10. Service property optimisation is a development approach targeting sub-optimal service assets. It is designed to equal or enhance levels of service to the local community in a reconfigured form while delivering on strategic outcomes such as housing or urban regeneration with no impact on existing rate assumptions.
11. The council's strategic direction for community facilities is to co-locate services for customer convenience and value for money for ratepayers. Continuing to provide stand-alone facilities for one or two services does not align with the council's strategic direction.
12. Recent economic realities have promoted a critical review of the expenditure across council in order to reduce or slow down capital and operational outlay and optimise investment decisions, and there is a greater focus on the realisation of value from assets that are no longer required for service purposes.
13. However, potentially significant opportunities in the service portfolio remain untapped due to the perception that no local benefits are returned from the release of underperforming, but potentially valuable local service property. Service property optimisation provides a local board with the opportunity to ring fence the proceeds of sale from a sub-optimal asset to cover the cost to relocate the services to alternative locations within the local board area. Additionally, any surplus funds can be allocated to another eligible project. Eligible reinvestment projects are those contemplated in the current or future years of the LTP and/or those noted in a strategic document such as an asset management plan. Qualifying business strategies or plans would be those formally adopted to guide the council's future service provision or to inform the LTP process, for example, the Community Facility Network Plan.
14. Service Property Optimisation may take form in various ways, such as:

- Integration and upgrade: Two service activities, independently located on underperforming assets are relocated into a third fit for purpose service site, which will accommodate the integrated services. The two resulting vacant assets are sold for housing to fund the venture
- Intensification and mixed use: An underperforming service property is redeveloped on a single site with the airspace being sold to a development partner for mixed-use development. The sales proceeds are used to fund the construction of a new purpose-built service facility on the ground floor
- Direct service reinvestment: An underutilised asset, such as a vacant reserve, is sold for housing. The sales proceeds are reinvested into an eligible, pre-determined, local board project which allows the project to be delivered ahead of schedule.

15. Service property optimisation is guided by the following principles:

- It is a cross council portfolio approach targeting sub-optimal assets which would not usually be released for sale
- Projects will deliver strategic outcomes such as housing and urban regeneration
- It will equal or enhance existing levels of service with reconfigured assets
- It is self-funding and therefore cost neutral with a nil impact on existing rate assumptions
- It provides opportunities for local boards to directly influence investment in their area
- It generates business efficiencies by responding to business service needs, upgrading and replacing older assets and minimising holding costs
- Local reinvestment projects will advance-fund planned asset management plan (AMP) works, long-term plan (LTP) projects and Auckland Plan initiatives.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
19 March 2015	Service Property Optimisation	Resolution number: FIN/2015/16

19 July 2018	Optimisation of Council's Service Property Portfolio	Resolution number OR/2018/145
28 August 2020	Service Property Optimisation	Presentation to the Priority Location committee

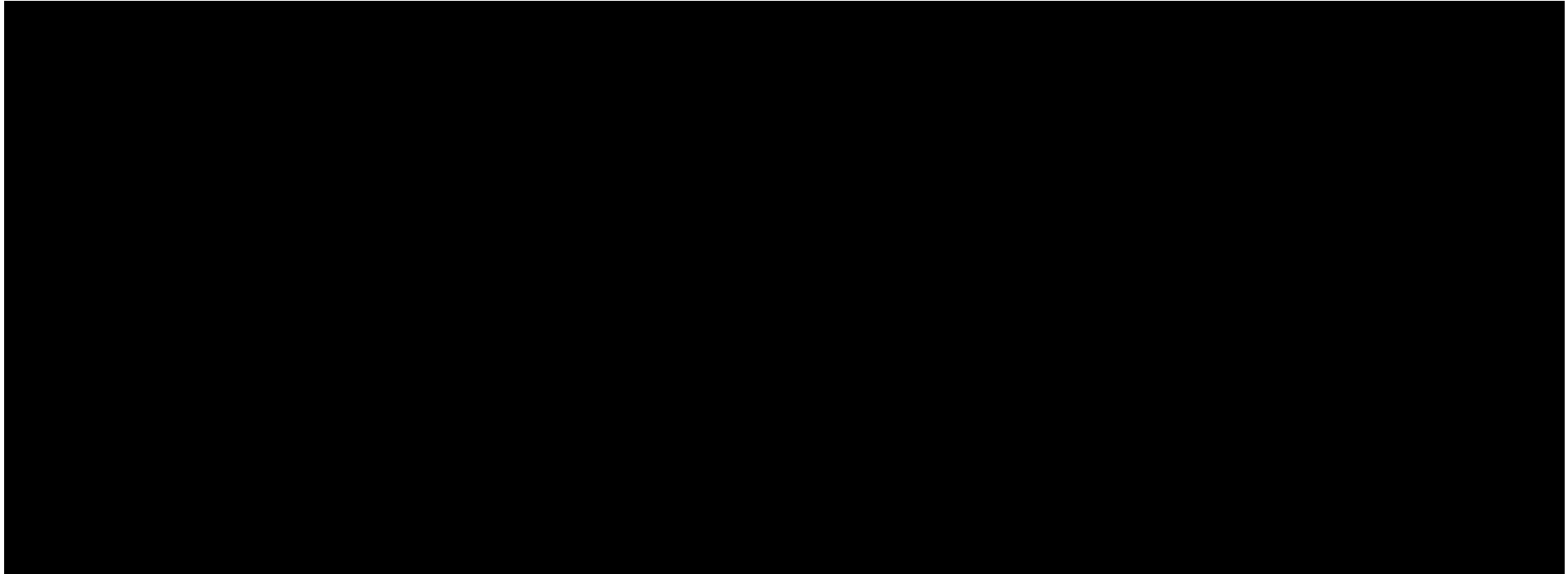
Matapaki | Discussion

16. The delegated statutory authority to approve the optimisation of a service asset sits with the respective local board. Panuku and council's Community Services process optimisation opportunities in partnership. The report submitted to the local board regarding the optimisation of a service asset will set out the options, costs and benefits of optimisation.
17. A Panuku resource is assigned to the investigation of a potential opportunity. Following approval from the respective local board further resource is allocated to implement the local board resolution on a site-specific basis.
18. There will also be optimisation examples where, once a service property is cleared, only a straight sale is required.
19. Where the site is being intensified an approximate timeframe, from initial opportunity identification through to completion, is five to seven years.
20. For direct service reinvestment each proposal may take between approximately 6-12 months depending on the degree of complexity and the level of stakeholder support. Similarly, optimisation of a service asset will be highly dependent on both the prevailing market forces and the overall commercial attractiveness of the asset to the market.
21. The programme will follow Panuku policies, strategies and guidelines as agreed by the Panuku Board.

Progress to date

22. To date this programme has delivered:
 - The sale of a portion of an underutilised reserve for housing in New Windsor. The Whau Local Board is reinvesting the sales proceeds into the acquisition of a walkway allowing the project to be delivered ahead of schedule.

- The sale of a portion of an underutilised reserve and carpark in Manukau for the development of a hotel incorporating 69 new dwellings. The Manurewa Local Board reinvested the proceeds of sale into the redevelopment of netball courts ahead of the LTP funding schedule.



Hiraunga | Implications

24. Panuku investment in this programme is resource only and the level of input will vary depending on the model of optimisation being implemented and the outcomes being sought. The table below details the investment profile over the planned life of the programme.

Investment type	Description	✓✓✓
Unlock	Investment that has to happen to unlock development opportunities on Panuku sites. This includes:	

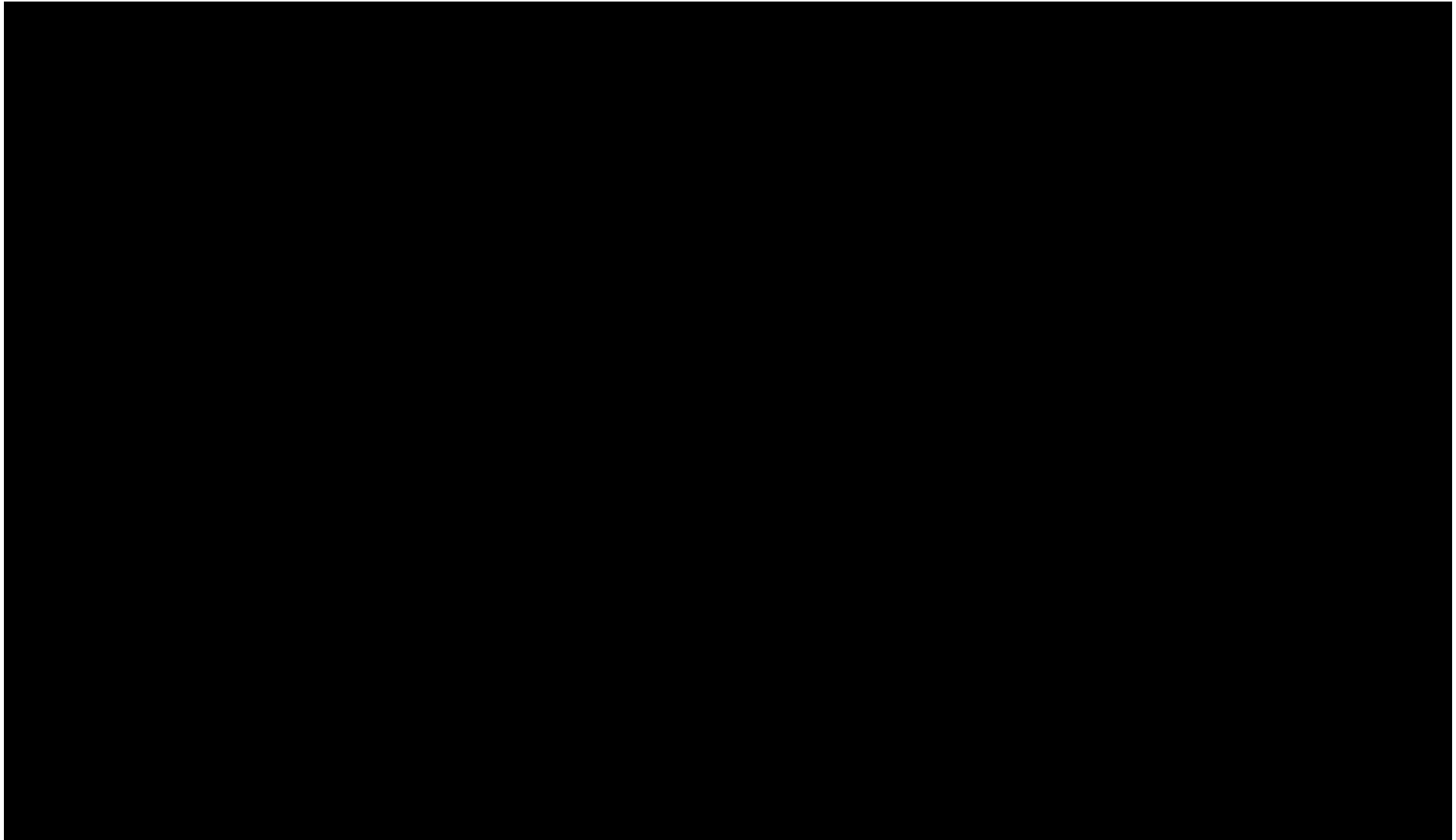
	g. infrastructure essential to make a site more marketable h. infrastructure to service future growth in the area	
Catalyse	Investment that is important to stimulate/advance change in a location by others and is expected to bring about significant change that would not happen within desired timeframes without this project	✓✓✓
Support	Creates additional non-financial (social, environmental, cultural, economic) value by creating new or significantly improved community assets to support a growing population	✓✓✓
Lead	Demonstrates leadership in relation to strategic outcomes and innovation. We expect some value trade-off. The project seeks to influence practice and outcomes in the wider market and has some element of replicability. This investment is often a property value write-down	✓✓
Critical	Urgently required to address risks such as maintaining level of service delivery, harm to people due to H&S issues, negative environmental impact or other or required due to legislative, regulatory, contractual and other requirements	✓✓
Growth	Facilitates business growth by providing new, expanded facilities	✓✓
Reputation	Significant public and political interest and support for the project, with significant reputation impact if the project is not carried out	✓✓

Ngā ritenga ā-pūtea | Financial implications

25. The programme makes the following financial assumptions:

- That the property market will be support sales of property in a timeframe that supports reinvestment, and that sufficient capital funds through reinvestment remain available.
- That there is sufficient operational expenditure available to support ongoing change initiatives across this programme.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations



Ngā whakaaweawe rauemi | Resourcing impacts

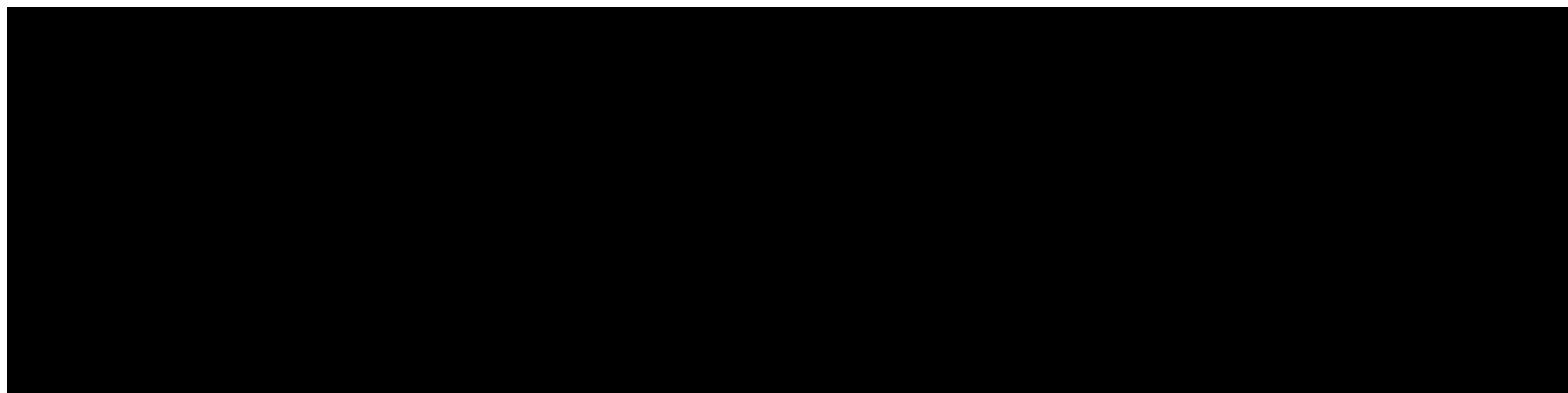
27. The programme anticipates utilising a minimum of 40% of 6 FTE of internal resource over the next 12 months, comprising development and project managers, and expertise from Panuku's centres of excellence.

Tauākī whakaaweawe āhuarangi | Climate change impacts

28. Two of the key outcomes of Service Property Optimisation is to support housing and regeneration of existing town centres, developing underutilised sites within the urban area, close to transport links. Increasing the density of housing in these areas will result in reduced carbon emissions through improved utilisation of existing infrastructure. Panuku has adopted a minimum standard of a Homestar 6 rating for all homes, resulting in warmer, drier and more energy efficient buildings and is developing an approach for delivery of lower carbon commercial buildings and public realm.

29. Climate change is likely to subject the Auckland area to hotter temperatures and more frequent flooding and drought. We are seeking to future-proof our communities by accounting for climate change, factoring adaptation and resilience into the creation of buildings and spaces.

Ngā koringa ā-muri | Next steps



September 2020

Ngā tāpirihanga | Attachments

Attachment A Service Property Optimisation Programme Summary Overview

Attachment B Service Property Optimisation Programme Delivery plan (in the resource centre)

Ngā kaihaina | Signatories

Ian Wheeler, Chief Operating Officer

David Rankin, Chief Executive (acting)

Service Property Optimisation

Programme Delivery Plan Overview

August 2020



**Panuku
Development
Auckland** 
An Auckland Council Organisation

**Auckland
Council** 
Te Kaitiaki o Tāmaki Makaurau

Strategic Context

Service Property Optimisation Overview

Paruku, Auckland Council Community Services, Community Investment and Local Boards work together to identify and release value from under-performing service assets in order to fund local services while supporting urban regeneration.

Programme Principles

- Unlocks the development potential of sub-optimal service assets which would not usually be released for sale.
- Projects generate latent value, better service outcomes, and facilitate housing and / or urban regeneration.
- Projects must be self-funding and can only proceed on a cost neutral basis. Any net proceeds are reinvested locally to advance approved projects.
- Enhances business efficiencies by responding to business service needs, upgrading and replacing older assets and minimising holding costs.
- Provide opportunities for local boards to directly influence investment in their area.
- Provides additional funding for planned LTP initiatives and other planned strategic projects.

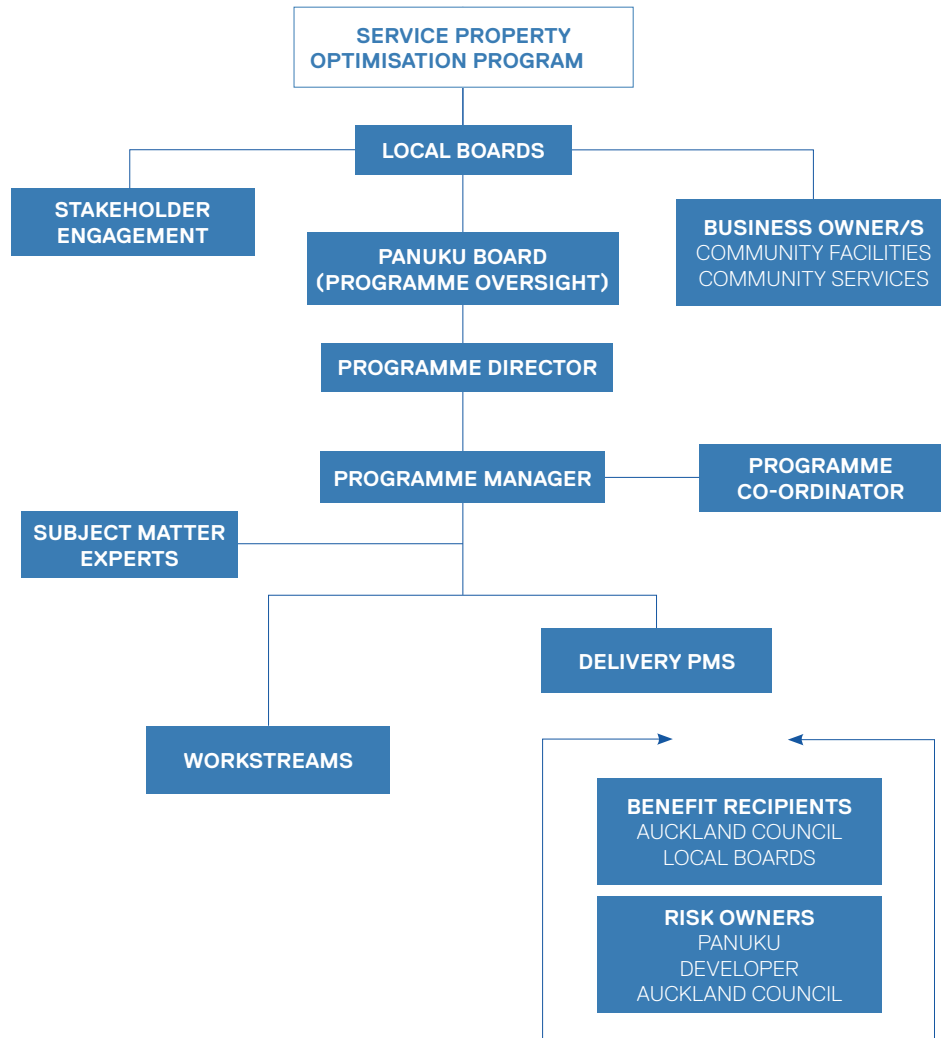
Service property optimisation opportunities



Strategic Context

Governance Structure

The concept of service property optimisation was adopted by the Auckland Council Governing Body in March 2015.



Spatial delivery plan

Short-term projects (FY21)

- 1 29-31 St Johns Road, Meadowbank
- 3 6 Clonbern Road, Remuera
- 5 30R Pohutukawa Road, Beachlands
- 6 17W Hawke Crescent, Beachlands

Medium-term projects (FY22-24)

- 2 22 Tahape Crescent, Meadowbank
- 4 12 - 16 High St, Otahuhu



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

Delivery plan



- 1 29-31 St Johns Road, Meadowbank
- 2 22 Tahapa Crescent, Meadowbank
- 3 6 Clonbern Road, Remuera
- 4 12 – 16 High St, Otakuhu
- 5 39R Pohutukawa Road, Beachlands
- 6 17W Hawke Crescent, Beachlands

Capital Investment



Operational Costs



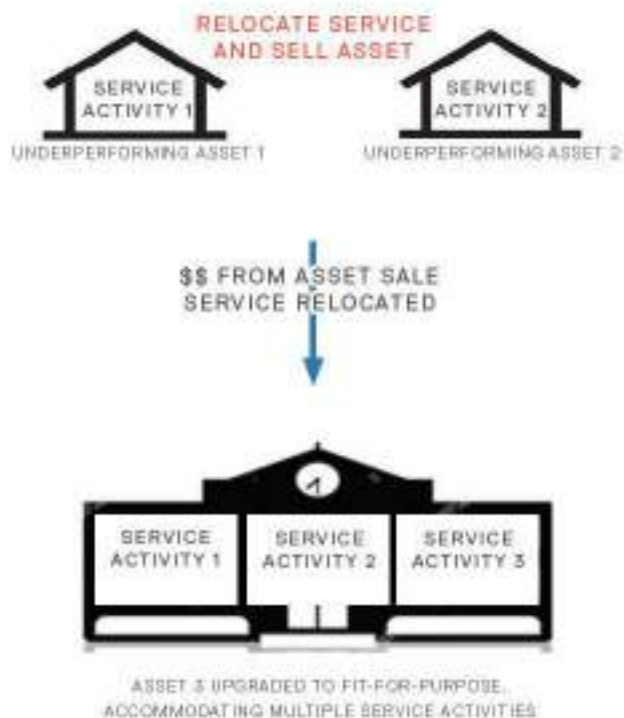
Revenue



Service property optimisation approach

Integration and Upgrade (Clustering)

Two service activities, independently located on underperforming assets are relocated into a third fit for purpose service site, which will accommodate the integrated services. The two resulting vacant assets are sold for housing to fund the venture.



Intensification and Mixed Use

An underperforming service property is redeveloped on a single site with the airspace being sold to a development partner for mixed-use development. The sales proceeds are used to fund the construction of a new purpose-built service facility on the ground floor.



Direct Service Reinvestment

An underutilised asset, such as a vacant reserve, is sold for housing. The sales proceeds are reinvested into an eligible, pre-determined, local board project which allows the project to be delivered ahead of schedule.



Programme outcomes and finances

Outcomes

- Release of latent value from underperforming service assets.
- Provision of new, fit-for-purpose service assets that meet the needs of the local populace.
- Utilisation of the air space of service assets for mixed use development.
- Catalyse urban redevelopment.
- Business leadership through the implementation of the councils Service Property Optimisation policy.
- Contribution to net new dwellings in Auckland.



Finances



References

- Panuku, Service Property Optimisation Programme Delivery Plan, 2020
- Auckland Council, Auckland Plan 2050
- Auckland Council, Auckland Unitary Plan Operative in Part, 2020
- Auckland Council, Auckland Urban Design Manual
- Auckland Council, Finance and Performance Committee
Resolution number: FIN/2015/16

Decision paper: Haumaru Housing Programme Business Case

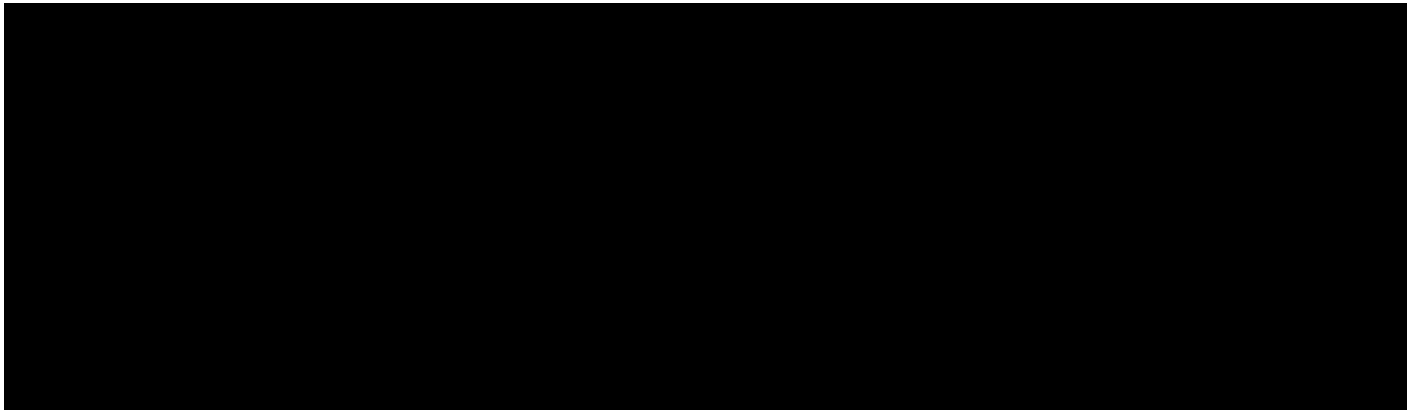
Author: Marian Webb, GM Assets & Delivery

September 2020

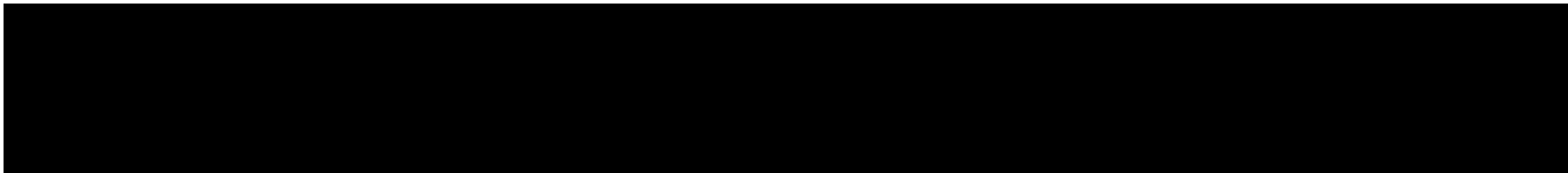
Ngā tūtohunga | Recommendations

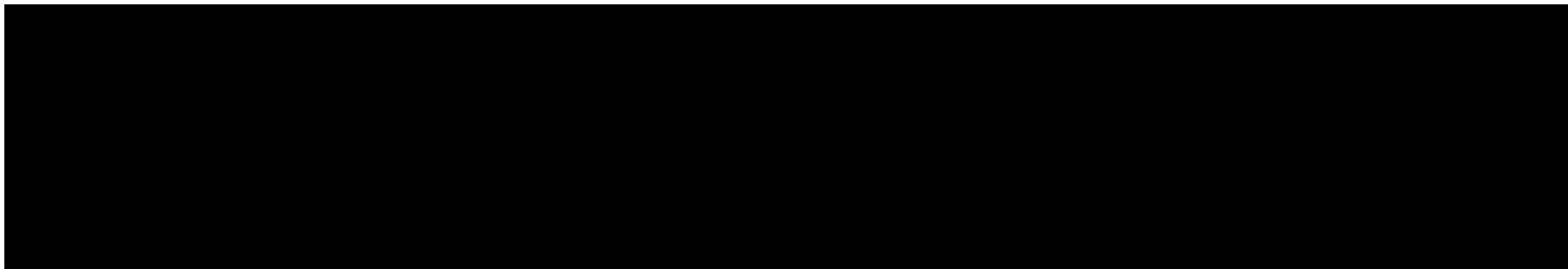
1. That the Panuku Board...

a. Approve the Programme Business Case for the Haumaru Housing programme.



- Ongoing engagement and collaboration with key partners and stakeholders.





Whakarāpopototanga matua | Executive summary

2. This paper seeks formal approval of the Haumaru Housing programme business case which is described in the attached overview summary and supporting full programme business case which is available in the resource centre.
3. The existing Haumaru portfolio is made up of 63 villages across Auckland specifically for housing older people and is home to circa 1,500 tenants.
4. The primary purpose of this programme is to identify under-utilised council owned sites within the existing portfolio suitable for development for new housing for older people units to meet the needs of an ever-growing population who require social housing.
5. Haumaru villages provide safe and affordable housing to older people who have a housing need and meet the minimum criteria. Haumaru's philosophy is to assist older people to live independently, 'age in place' and remain in communities they know.
6. Through the development of providing fit-for-purpose units Panuku has the opportunity to:
 - help maintain customer experience with Haumaru Housing which has risen to 94% satisfaction over FY19/20 and realises positive reputational benefits to Auckland Council.
 - increase the revenue stream through Income Related Rent Subsidy (IRRS) contracts with the Housing and Urban Development Authority (HUDA) via Haumaru Housing to maintain and replace and increase portfolio assets impacting on the tenable stock.
 - aid in improving the longevity and durability of the new developed assets to help the portfolio meet the needs of the customer and ensure compliance to Haumaru's legal responsibilities as the landlord to residents.

7. Assets identified for disposal will generally be sites not well-located to public transport and services, are in areas of low deprivation / low social housing demand and of poor physical quality and functionality. The programme commenced in 2018 and is projected to run through to 2028.
8. Currently sales are the main source of income to fund the programme. However, since inception, it was agreed that asset sales would not fund development at scale. It was always anticipated that once Haumarū Housing built up a financial reserve through IRRS funding we would be in a position to shift the balance away from sales to greater investment by Haumarū Housing directly and third-party partnerships.
9. Key to the programme has always been establishing a funding model that is sustainable and can support scaling up the growth of the portfolio to deliver more larger scale projects sooner. Currently, Haumarū Housing is positioning itself to progress through a mixed funding model including the utilisation of the existing council LTP credit facility of \$20m and Haumarū Housing investing its operating surpluses and taking on debt, leveraging off IRRS revenues and 25-year capacity contracts with Ministry of Social Development (MSD).



11. The intended overall non-financial outcomes and benefits of this programme are:

- double the net number of units in the Haumarū portfolio over time
- identify assets for potential redevelopment or disposal to generate funding for the development of fit-for-purpose sites
- maximise the latent value of stock deemed not fit for purpose for re-investment
- help ensure housing is tailored to meet the specific needs of older Aucklanders aged 65 and over
- entering into long-term contracts with MSD
- investigate opportunities for Haumarū to borrow against cashflows

- increase the revenue stream through the Income Related Rent Subsidy (IRRS) contracts with MSD
- Increased number of units that are Homestar 6 rated equating to healthier and cost effective homes
- Improved customer satisfaction, and
- Employment opportunities through new developments.

Horopaki | Context

13. The Haumarū Housing portfolio was formally handed over to Haumarū on 1 July 2017. Haumarū is a limited partnership between Auckland Council and The Selwyn Foundation with a vision to be the leading provider of affordable rental housing for older people in New Zealand. Panuku is responsible for the development of the Haumarū portfolio on behalf of Auckland Council.
14. The partnership safeguards the living environments of the council's current and future tenants. It provides the assurance of a quality service, backed up by the principles and values of a charitable trust whose 60-plus year mission has been the wellbeing of older people.
15. The Haumarū Housing (formally referred to as Unlock Housing for Older People) high level project plan (HLPP) was approved by the Governing Body in August 2016.
16. The ten objectives identified in the HLPP form the basis for this programme of work. The principle remains to grow the Haumarū portfolio and deliver more age-appropriate homes in Auckland for older people who are 65 years of age or older and who meet the MSD eligibility criteria to be on the housing register.
17. Most new homes built to Building Code achieve a 3-4 Homestar rating and most existing New Zealand homes only achieve a 2-3 Homestar rating. This programme sets a minimum standard of Homestar 6 on all new developments.
18. As at March 2020 there were 6,000 priority applicants on the Housing Register in Auckland, of which 520 were considered priority A applicants, a number that has more than doubled in the last 2 years and is projected to grow.

19. Panuku has a commitment to residential accessibility and inclusive communities through our Statement of Intent and Corporate Responsibility Framework. The significant undersupply of accessible housing presents a leadership opportunity for Panuku to increase housing choice for those with access challenges.

Matapaki | Discussion

20. The project at 21 Henderson Valley Road, Henderson (the Wilsher Village) is the first housing development completed by Panuku. It incorporates accessible design features to support ageing in place. This commitment will be maintained for future new developments in this portfolio through the Haumarū Design Brief.
21. The delivery mechanisms for new Haumarū Housing are:
 - Identifying underutilised council owned sites, particularly within the Haumarū Housing portfolio, that are suitable for redevelopment and intensification, utilising these sites to deliver more housing for the older person
 - Partnership arrangements with investors, developers, other community housing providers and Kāinga Ora to facilitate the delivery of homes through a number of different scenarios such as mixed ownership and leasing arrangements, combinations of mixed tenure developments, KiwiBuild, public housing, market housing and build to rent, and
 - Identifying sites for repurpose / sale that are generally not well located to public transport, services, amenities, are not fit-for-purpose, have poor functionality and are in areas of low demand for public housing. The sale proceeds will be reinvested into the portfolio to deliver better quality homes in better locations.
22. The aim of this programme is to grow the Haumarū Housing portfolio consistently, aligned with projected social housing demand and rebalance it to the areas of greatest demand.
23. The vision of this programme is to see older people in well located, affordable, age-appropriate homes within communities that are safe, age friendly and caring.
24. There has been a long-held acceptance that reliance on the sale of assets is not a sustainable financial model. In order to meaningfully progress this programme of work, site sales will not generate the level of funding required as, at best, it would only be a modest contributor to the overall cost of the construction of the number of new units required to meet predicted future demand.



Portfolio context

30. Panuku has agreed with the Auckland Council that it will:

- double the net new dwellings in the portfolio over time
- intensify Haumarū Housing sites to deliver more housing
- secure IRRS and third-party funding revenue streams to increase the feasibility of future developments, and
- facilitate a future funding model in which Haumarū Housing becomes financially self-sufficient.

Progress to date

31. To date this programme has delivered:

- In late 2019, Panuku completed the first Haumarū Housing development project, the Wilsher Village in Henderson, which provides 40 net new one-bedroom apartments for people over 65.
- The development incorporates many specific design features to support the residents, such as accessible toilet and bathroom, scooter charging space within apartments, swipe card access for security, kitchen designs tailored for older people’s mobility and recessed balconies that can be used year-round. The building also achieved a Homestar 7 build rating.
- Feedback from tenants has been extremely positive and earlier this year RCP and Ignite Architect made a joint submission for Wilsher Village to be considered for the Property Industry Awards.
- The residual vacant land behind this apartment block has been sold with the proceeds of sale being reinvested into the Haumarū Housing development programme.

Hiraunga | Implications

32. Panuku investment in a programme is for a variety of purposes, which will vary depending on its requirements. The table below details the investment profile over the planned life of the programme.

Table 1: Haumarū Housing; projects investment type

Investment type	Description	Low, Med, High
Unlock	Investment that has to happen to unlock development opportunities on Panuku sites. This includes: <ul style="list-style-type: none"> • infrastructure essential to make a site more marketable • infrastructure to service future growth in the area 	Low

Catalyse	Investment that is important to stimulate/advance change in a location by others and is expected to bring about significant change that would not happen within desired timeframes without this project	Med
Support	Creates additional non-financial (social, environmental, cultural, economic) value by creating new or significantly improved community assets to support a growing population	High
Lead	Demonstrates leadership in relation to strategic outcomes and innovation. We expect some value trade-off. The project seeks to influence practice and outcomes in the wider market and has some element of replicability. This investment is often a property value write-down	Low
Critical	Urgently required to address risks such as maintaining level of service delivery, harm to people due to H&S issues, negative environmental impact or other or required due to legislative, regulatory, contractual and other requirements	Med
Growth	Facilitates business growth by providing new, expanded facilities	Med
Reputation	Significant public and political interest and support for the project, with significant reputation impact if the project is not carried out	High

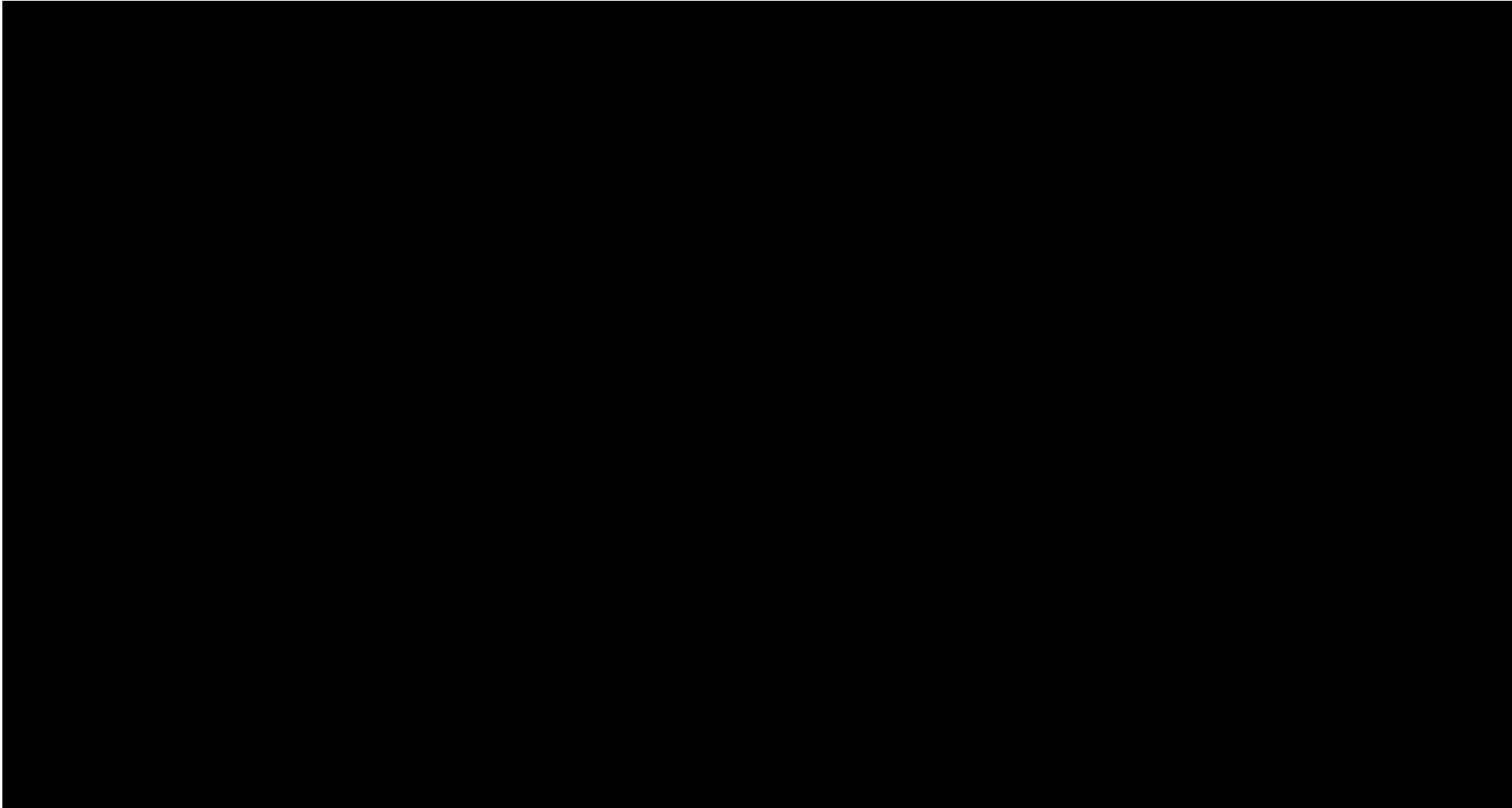
Ngā ritenga ā-pūtea | Financial implications

33. The programme makes the following financial assumptions:

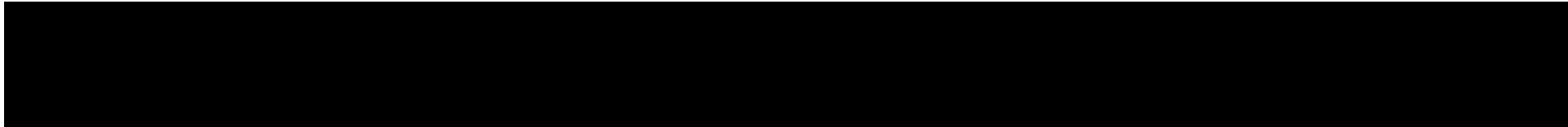
- That the property market will generate property sales of enough value and in a timeframe that sufficient capital funds through reinvestment remain available.
- That there is sufficient operational expenditure available to support ongoing change initiatives in the location.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

34. Key risks to the programme are:



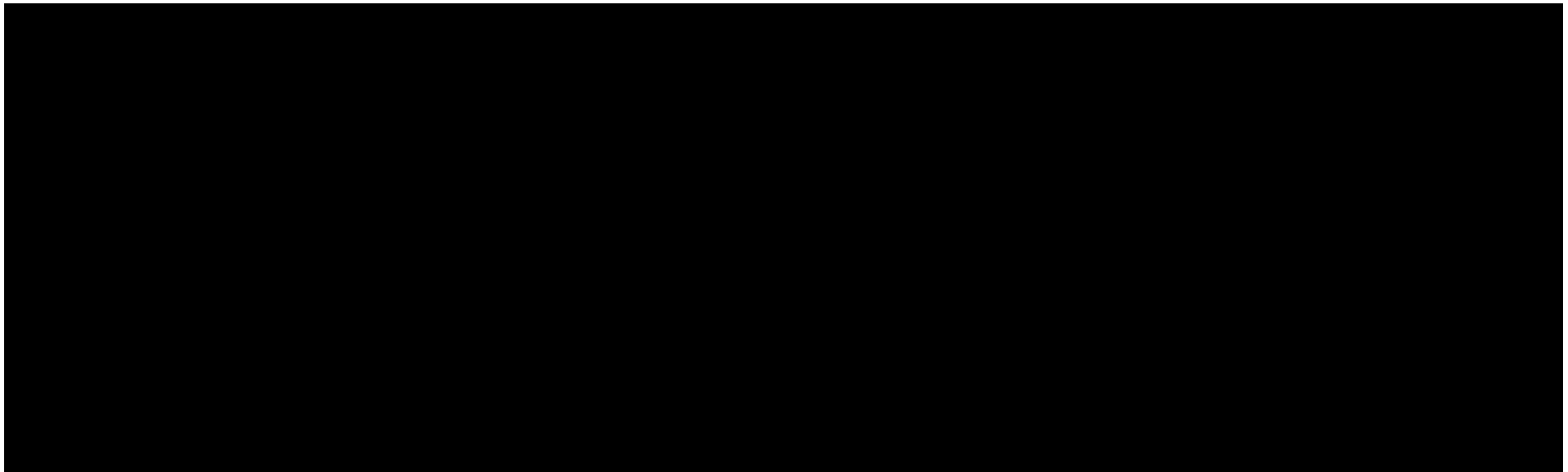
Ngā whakaaweawe rauemi | Resourcing impacts



Tauākī whakaaweawe āhuarangi | Climate change impacts

36. One of the key outcomes of this programme is to support housing for the older person, developing underutilised sites within the urban area, close to transport links. Increasing the density of housing in these areas will result in reduced carbon emissions through improved utilisation of existing infrastructure. Panuku has adopted a minimum standard of a Homestar 6 rating for all homes, resulting in warmer, drier and more energy efficient buildings and is developing an approach for delivery of lower carbon commercial buildings and public realm.
37. Climate change is likely to subject the Auckland area to hotter temperatures and more frequent flooding and drought. We are seeking to future-proof our communities by accounting for climate change, factoring adaptation and resilience into the creation of buildings and spaces.

Ngā koringa ā-muri | Next steps



September 2020

Ngā tāpirihanga | Attachments

Attachment A Haumarū Housing Summary Overview

Attachment B Haumarū Housing Programme Business Case Overview

Ngā kaihaina | Signatories

Ian Wheeler, Chief Operating Officer

David Rankin, Chief Executive (acting)

Village name	Street address	Suburb	No. of units	Category
Lancaster Court	90 Lancaster Road	Beach Haven	51	Intensify mixed housing
Shepherds Park Village	2 John Bracken Way	Beach Haven	10	Retain
Preston Court	8 Preston Avenue	Belmont	33	Retain
Belmont Court	1 Roberts Avenue	Belmont	27	Retain
Birkdale Court	72 Birkdale Road	Birkdale	19	Retain
Cambria Court	3 Vauxhall Road	Devonport	12	Repurpose
Handley Court	16 Handley Road	Narrow Neck	6	Repurpose
Fraser Court	17B Fraser Court	Devonport	7	Retain
Kings Court	65 Lake Road	Belmont	12	Retain
Harmony Village	44 West Coast Road	Glen Eden	40	Intensify apartment zone
Westview Village	104 West Coast Road	Glen Eden	42	Intensify apartment zone
Bentley Court	86 Bentley Avenue	Glenfield	21	Retain
Godley Court	73 Godley Road	Green Bay	29	Intensify mixed housing
Wilshire Village	33 Henderson Valley Road	Henderson	40	Intensify apartment zone
Minerva Court	3-5 Gibraltar Street	Howick	27	Retain
Windsor Court	480A East Coast Road	Mairangi Bay	18	Intensify apartment zone
Court Town Village	23 Court Town Close	Mangere	12	Intensify apartment zone
Bridge Court	7 Coronation Road	Mangere	68	Intensify mixed housing
Topping Court	13A Ashley Court	Mangere	49	Intensify mixed housing
Lambie Court	11 Yates Road	Mangere	22	Intensify apartment zone
Leabank Court	12 Kirton Crescent	Manurewa	64	Retain
Alfriston Court	33-37 Alfriston Court	Manurewa	17	Intensify mixed housing
Percival Court	15 Percival Court	Manurewa	4	Retain
Gallaher Court	29 Alfriston Road	Manurewa	16	Retain
Flagstaff Court	6 Flagstaff Place	Massey	27	Intensify mixed housing
Jack Smyth Court	14 Royal Road	Massey	20	Intensify mixed housing
Alma Court	33A Alma Road	Milford	19	Intensify mixed housing
Dallington Court	17 Dallinghoe Crescent	Milford	24	Retain

Gordon Court	1 Gordon Avenue	Milford	21	Retain
Stratford Court	7 Stratford Avenue	Milford	30	Retain
Hutchinson Village	6 Hutchinson Avenue	New Lynn	16	Intensify apartment zone
Karaka Village East	10 Karaka Street	New Lynn	8	Retain
Karaka Village West	19 Karaka Street	New Lynn	14	Retain
Tane Village	4 Tane Street	New Lynn	6	Retain
Greenslade Court	27-31 Greenslade Crescent	Northcote	12	Repurpose
Hillcrest Court	19 Hillcrest Avenue	Northcote	15	Retain
Piringa Court	140 Lake Road	Northcote	20	Intensify apartment zone
Otara Court	163 East Tamaki Road	Otara	61	Intensify apartment zone
Hills Court	10-14 Hills Road	Otara	45	Intensify mixed housing
Dale Court	33 Dale Crescent	Pakuranga	26	Intensify mixed housing
Mattson Court	22 Mattson Road	Pakuranga	10	Retain
Marriot Court	3-5 Marriot Street	Pakuranga	8	Intensify apartment zone
Coles Village	17 Coles Crescent	Papakura	7	Retain
Marne Village North	14 Marne Road	Papakura	5	Intensify mixed housing
Marne Village South	22 Marne Road	Papakura	5	Intensify mixed housing
Pahurehure Village	14 Don Street	Papakura	24	Intensify mixed housing
Acacia Court	25 Kolmar Road	Papatoetoe	37	Intensify mixed housing
Whitehaven Court	146 Kolmar Road	Papatoetoe	24	Intensify mixed housing
Parkway Village	16 Princes Street	Pukekohe	28	Intensify mixed housing
Albert Village	1 Albert Place	Pukekohe	30	Intensify apartment zone
Lawrie Village	111 Queen Street	Pukekohe	7	Retain
Henry Curd Village	408 Henry Curd Street	Pukekohe	10	Retain
Cockayne Village	8 Cockayne Crescent	Sunnynook	22	Intensify apartment zone
Peggy Phillips Village	72 Dominion Street	Takapuna	44	Intensify mixed housing
Pupuke Court	36 Tarahoto Road	Takapuna	12	Intensify apartment zone

Kaumatua Village	11 Kaumatua Place	Te Atatu	44	Intensify apartment zone
Conifer Court	12 Challen Close	Takanini	10	Retain
Waimana Court	16 Waimana Road & 15 Waiari Road	Takanini	21	Retain
Kaurilands Court	18 Kaurilands Road	Titirangi	22	Retain
Torbay Village	16 Watea Road	Torbay	18	Retain
Norfolk Village	2 Norfolk Road & 3 Constable Rise	Waiuku	16	Intensify mixed housing
Kent Village	14 Kent Street	Waiuku	8	Intensify mixed housing
Inverell Court	18 Inverell Avenue	Wiri	25	Retain

Haumaru Housing Portfolio

Programme Business Case Overview

August 2020

The vision of this programme is to see older people in well located, affordable, age-appropriate homes within communities that are safe, age friendly and caring.

Panuku
Development
Auckland 
An Auckland Council Organisation

HAUMARUHOUSING

Communities for older people

Strategic Context

Portfolio Overview

Auckland Council's network of 63 villages provides 1,452 affordable rental units to older people across Auckland.

A number of those units are of varying building quality, poorly situated for public transport and services, and do not align with areas of high deprivation and need.

The council aims to grow, develop and improve the quality of this housing portfolio to ensure the provision matches future demand.

In 2016, Haumarū Housing was established as a limited partnership between the Auckland Council and The Selwyn Foundation to provide safe and affordable housing for older people. Haumarū Housing took over management operation of Auckland Council's housing portfolio on 1 July 2017.

Panuku was delegated by Auckland Council to lead the delivery of new development projects and the sale of not fit for purpose assets, with the proceeds of sale being reinvested back into the housing portfolio.

Wilsher Village in Henderson was the first new village delivered through the partnership. The 40 unit village was completed, and handed over to Haumarū Housing in November 2019.

What we've achieved already

COMPLETED WILSHER VILLAGE

WILSHER VILLAGE BLESSING & OPENING

SALE OF 21 HENDERSON VALLEY RD

21 HENDERSON VALLEY RD RESOURCE CONSENT APPROVED

27-31 GREENSLADE CRESCENT REDEVELOPMENT NEGOTIATION

GODLEY ROAD, GREEN BAY NEW VILLAGE CONCEPT DESIGN

Strategic Context

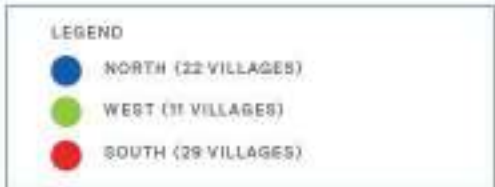
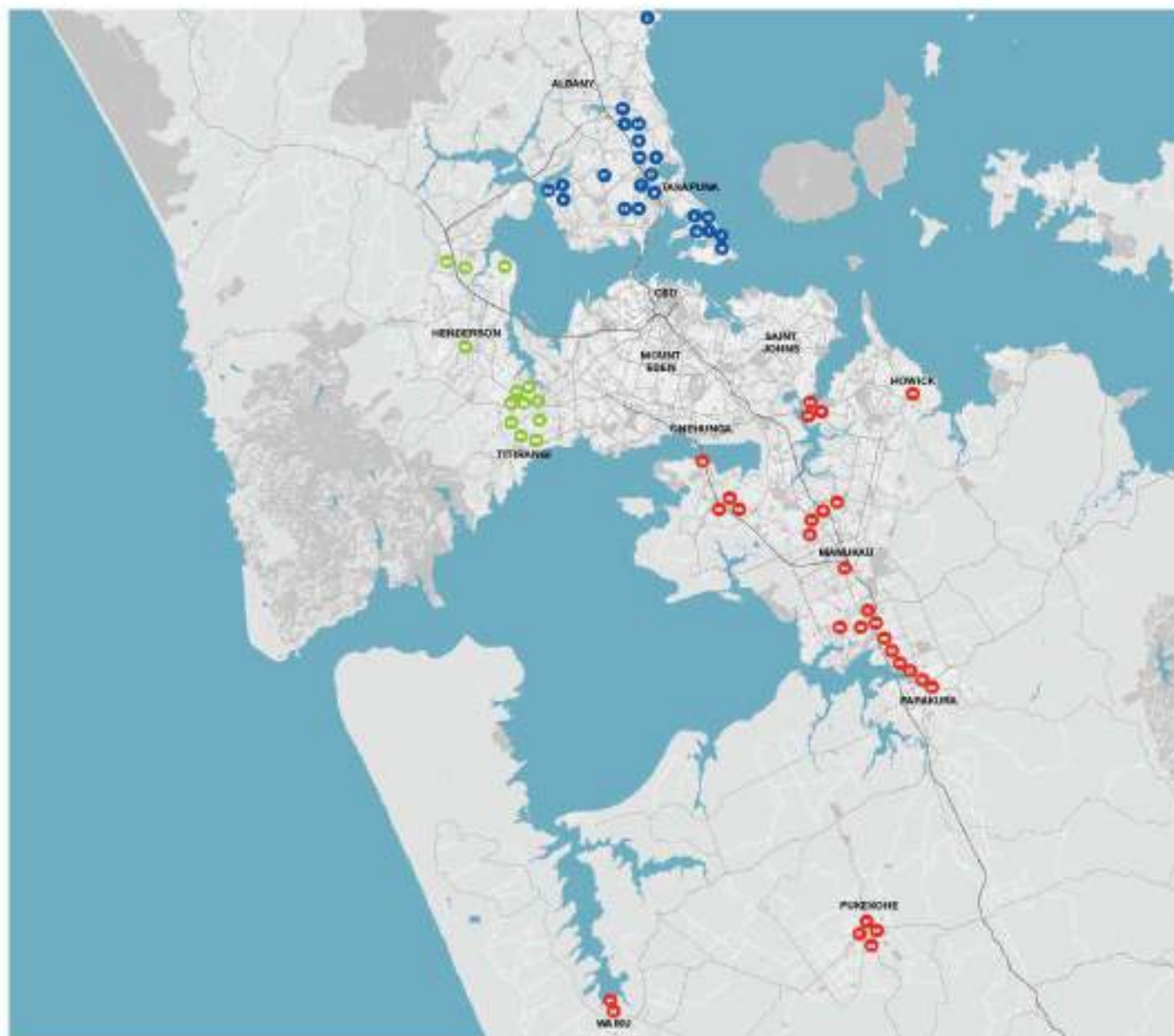
Problem Definition

Haumarū Housing network of 63 villages are situated across North, West and South Auckland (Appendix 1).

The programme seeks to identify under utilised council owned sites within the existing portfolio suitable for development for new housing for older people to meet the needs of an ageing population in Auckland.

Paruku and Haumarū Housing has the opportunity to:

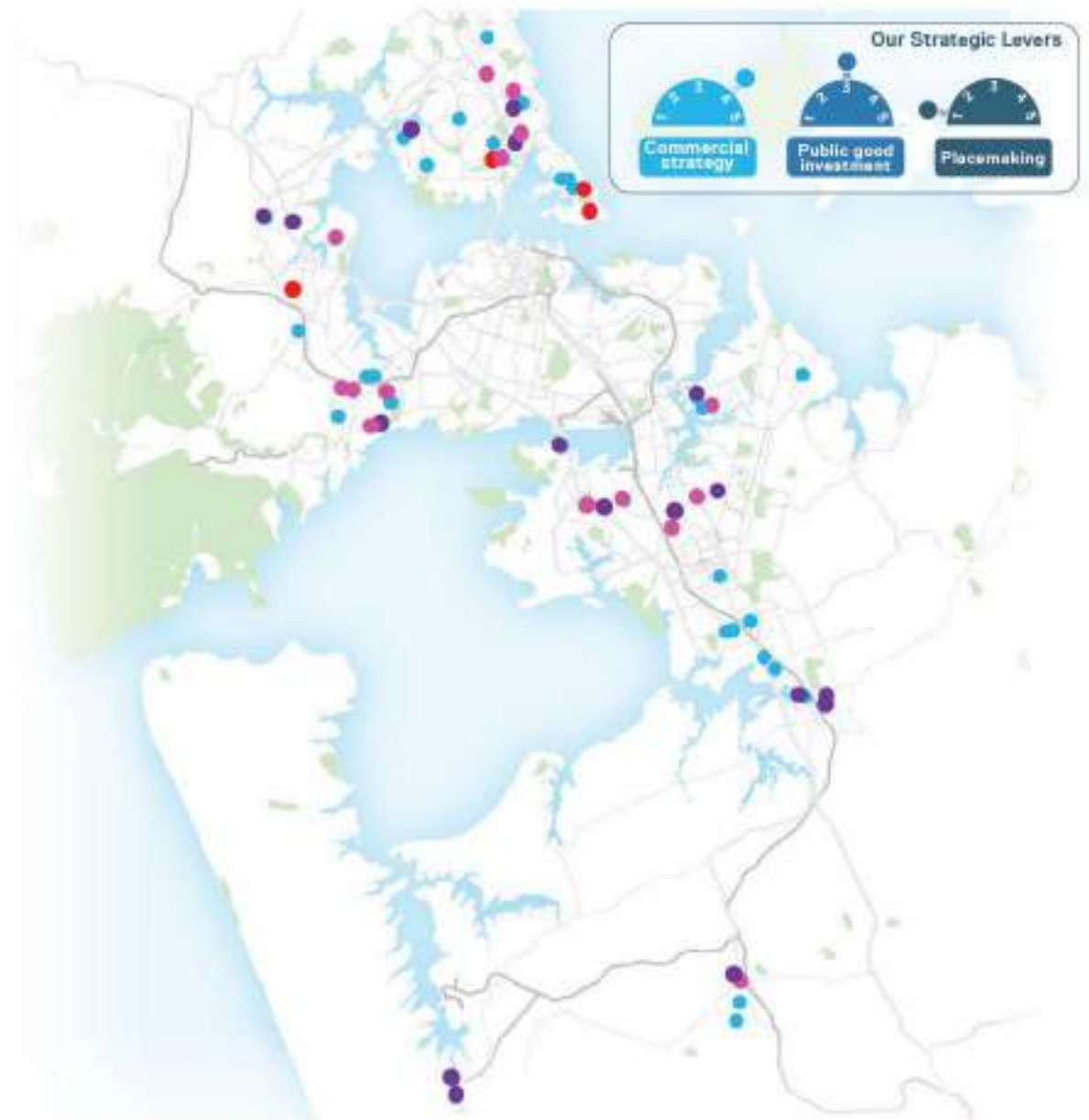
- Improve housing quality and customer experience.
- Supporting older people who have a housing need to live independently, and remain in the communities they know.
- Increase the revenue stream through new Income Related Rent Subsidy (IRRS) contracts with the Ministry of Social Development (MSD).
- Improve the longevity and durability of the developed assets.



Strategic Context

Portfolio Regeneration Approach

- Partnership arrangements with investors, developers, other community housing providers and Kāinga Ora to facilitate the delivery of new units.
- Identifying sites to be repurposed that are not well located to public transport, services, amenities, are not fit-for-purpose, have poor functionality and are in areas of low demand for housing for older people.



CATEGORY

- CATEGORY A - RETAIN (MAINTAIN/REFURB)
29 VILLAGES
- CATEGORY B - REPURPOSE
3 VILLAGES
- CATEGORY C1 - INTENSIFY (SMALLER SCALE)
18 VILLAGES
- CATEGORY C2 - INTENSIFY (HIGHER DENSITY)
14 VILLAGES

Programme tranches

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

The first tranche consists of Greenslade Court and Godley Road.

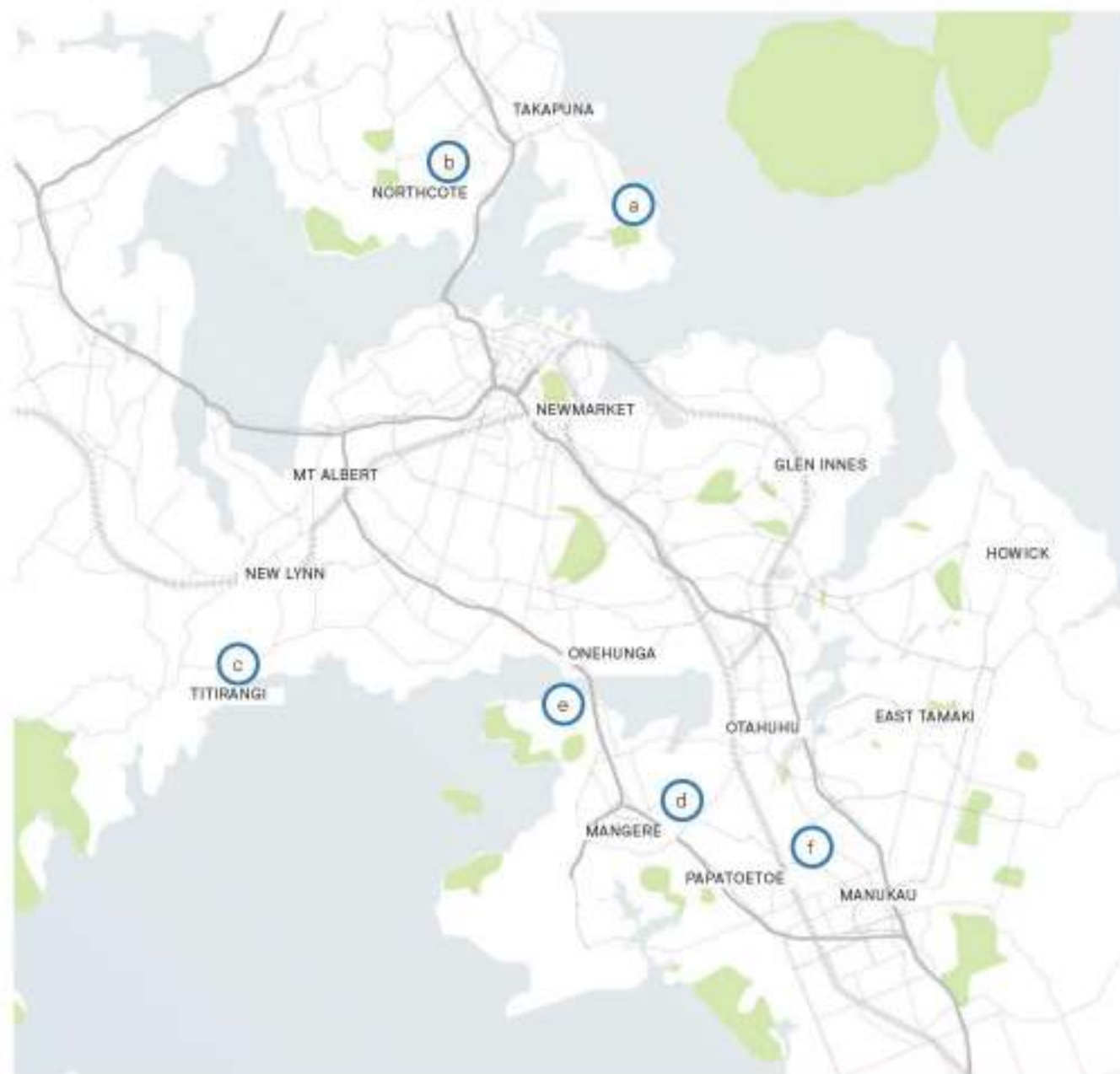
These will be followed by Coronation Road, Lambie Court, and St. George's Place.

Tranche 2

- a** 16-18 Handley Avenue, Narrow Neck
- b** 24-32 Greenslade Court, Northcote
40 new units
- c** 81A Godley Road, Green Bay
40 new units

Tranche 3

- d** Lambie Court, 11 Yates Road, Mangere
40 new units
- e** 7 Coronation Road, Mangere
80 new units
- f** St George's Place, Papatoetoe
40 new units



Delivery plan

Project Name



- 1 21 Henderson Valley Road, Henderson
- 2 33 Henderson Valley Road, Henderson
- 3 16-18 Handley Avenue, Narrow Neck
- 4 81A Godley Road, Green Bay
- 5 24-32 Greenslade Crescent, Northcote
- 6 Lambie Court, 11 Yates Road, Mangere
- 7 St George Place, Old Papatoetoe
- 8 7 Coronation Road, Mangere

Capital Investment



Operational Costs

Commercial Context

Commercial Strategy

The commercial strategy for unlocking this portfolio is to:

- Develop or sell existing not fit for purpose Haumarū Housing sites.
- Establish a sustainable funding model whereby Haumarū Housing becomes financially self-sufficient, no longer reliant on the Council LTP \$20m revolving credit facility.

Financial Modelling & Development Feasibility

Financial modelling forecasts by FY29/30 Haumarū Housing will have an accumulated a rental net surplus of \$39M.

Based on a development scenario of 40 new units at \$20M, a 25-year capacity contract with MSD at \$450 p/w rent per unit, and 37% operating supplement a new village would generate an additional \$1,282,320 revenue per annum for Haumarū Housing.

There is an opportunity to leverage off the MSD contracts and current operating surpluses to secure debt funding for new developments. This strategy will help facilitate the delivery of more housing units and increase revenue streams in a sustainable way that will in turn help Haumarū Housing become financially self-sufficient and less reliant on Council for funding in the future.

Targeted development partnership with the Crown and large landowners to stimulate development confidence.

Manage the staged release of development sites that optimises short and medium term land use potential.

Sustainable Funding Model

The portfolio regeneration will be achieved through a mixed funding model including:

- Council LTP \$20m rolling credit facility. Haumarū Housing has the opportunity to invest its operating surpluses and take on debt to maintain the facility.
- Haumarū Housing would take on debt using its cashflows and projected operating surpluses and leveraging off IRRS and 25-year capacity contracts with MSD.
- Negotiating with third party organisations such as Kāinga Ora, investors, developers to fund projects under alternative ownership / managerial arrangements again leveraging off IRRS and 25-year capacity contracts with MSD.
- The sale of properties (whole or part) from the portfolio with reinvestment back into the portfolio to build more new housing units.

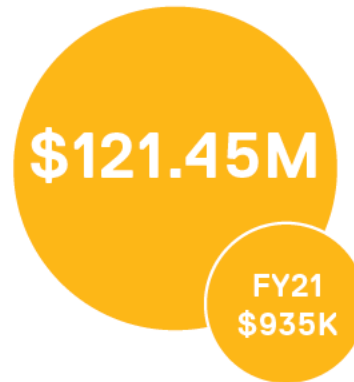


Finances

Council Credit Facility

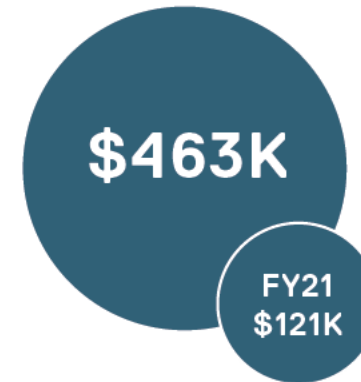


Capital Investment



*Reinvestment capital into Haumaru Housing Portfolio

LTP Opex



Programme Benefits

Critical Success Factors

Success Factors

Growth in New Supply

1. Resources to carry out development programme (Panuku).
2. Capacity outcome funded agreements through Haumarū Housing incorporating surplus.
3. Continued joint working with development partners.
4. Continue to use \$20m credit facility in the short term with terms agreeable to Haumarū Housing.
5. Debt funding made available (Local Government Funding Agency, Banks, Central Government, other).
6. Partnership agreements to manage tenancies outside the Haumarū Housing portfolio.
7. Seeking out and taking advantage of opportunities as they present themselves.
8. Amended the lease agreements for any Haumarū Housing funded new builds to a 100 year land lease with Council.

Outcomes & Benefits



Appendix 1

Haumaru Villages

1	Belmont Court	23	Acacia Court	45	Otara Court
2	Torbay Flats	24	Albert Pace Village	46	Pahurehure Flats Village
3	Cockayne Court	25	Alfriston Court	47	Parkway Village
4	Handley Court	26	Bridge Court	48	Leabank Court
5	Lancaster Court	27	Coles Crescent Village	49	Topping Court
6	Peggy Phillips Village	28	Conifer Grove Court	50	Waimana Court
7	Hillcrest Court	29	Court Town Village	51	Whitehaven Court
8	Stratford Court	30	Dale Court	52	Karaka Village East
9	Preston Court	31	Gallaher Court	53	Godley Court
10	Windsor Court	32	Henry Curd Village	54	Karaka Village West
11	Birkdale Court	33	Hills Court	55	Flagstaff Court
12	Piranga Court	34	Inverell Court	56	Harmony Village
13	Fraser Court	35	Kent Street Village	57	Hutchinson Village
14	Greenslade Court	36	Lambie Court Village	58	Jack Smith Village
15	Kings Court	37	Lawrie Avenue Village	59	Kaumatua Village
16	Alma Court	38	Percival Court	60	Kaurilands Court
17	Bentley Court	39	Marne Road Village	61	Tane Village
18	Cambria Court	40	Marne Road Village	62	Westview Village
19	Dallington Court	41	Marriott Court	63	Wisher Village
20	Gordon Court	42	Mattson Court		81 Godley Road*(Vacant site)
21	Pupuke Court	43	Minerva Court		
22	Shepherds Park Village	44	Norfolk Rise Village		

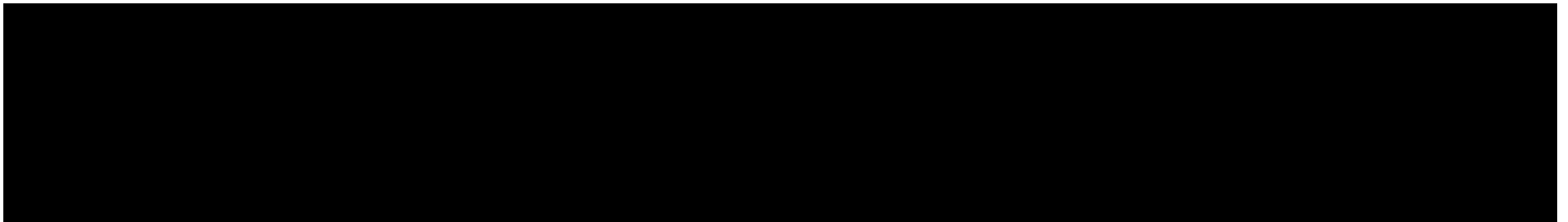
Decision paper: Disposal of 16-18 Handley Avenue, Narrow Neck

Author: Carwyn Walker, Development Manager

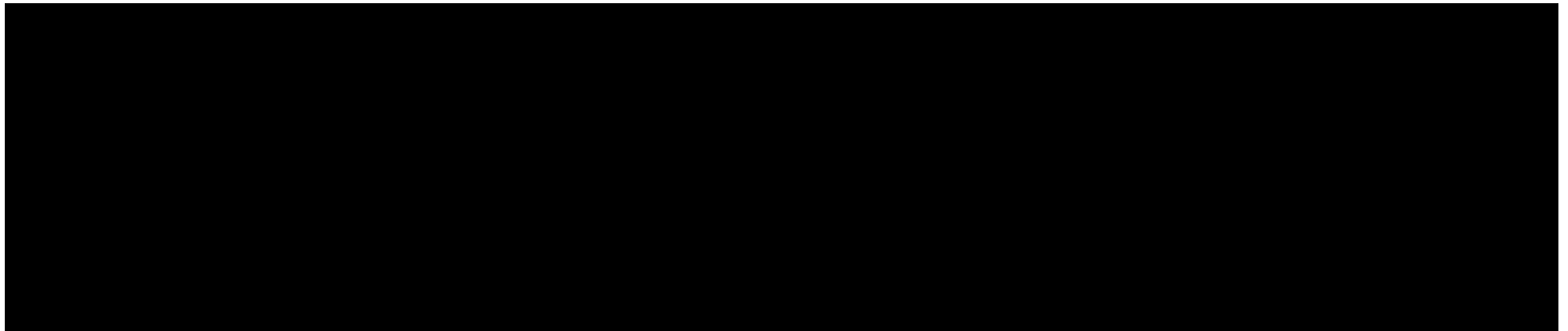
September 2020

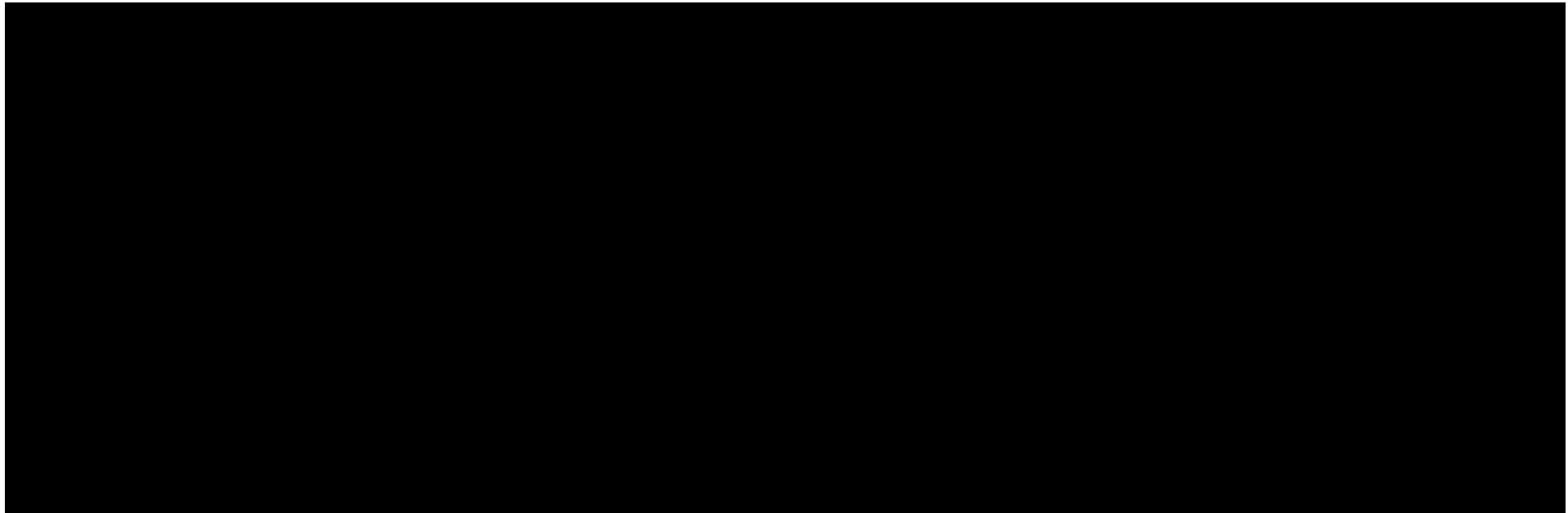
Ngā tūtohunga | Recommendations

1. That the Panuku Board...



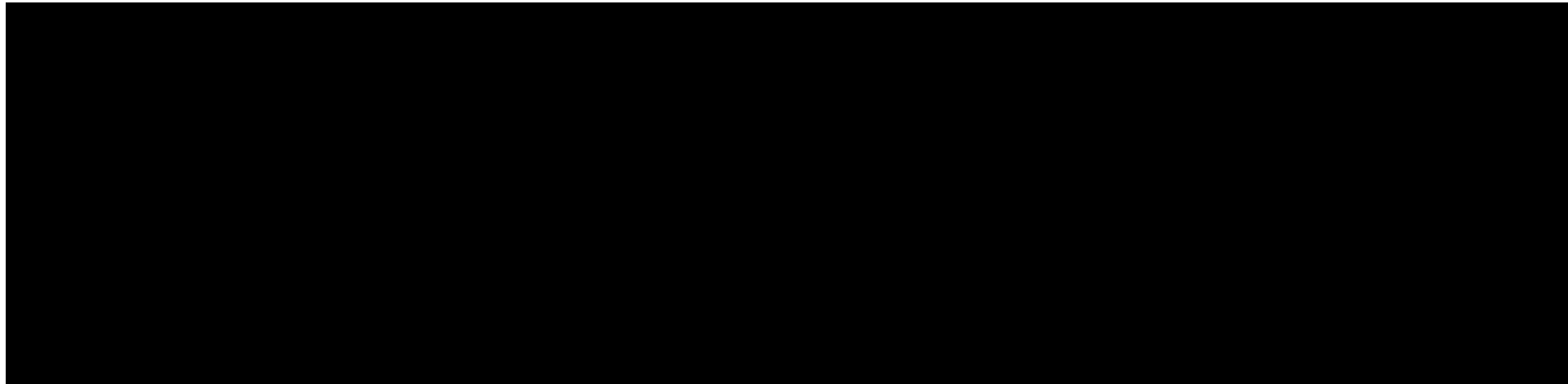
Whakarāpopototanga matua | Executive summary

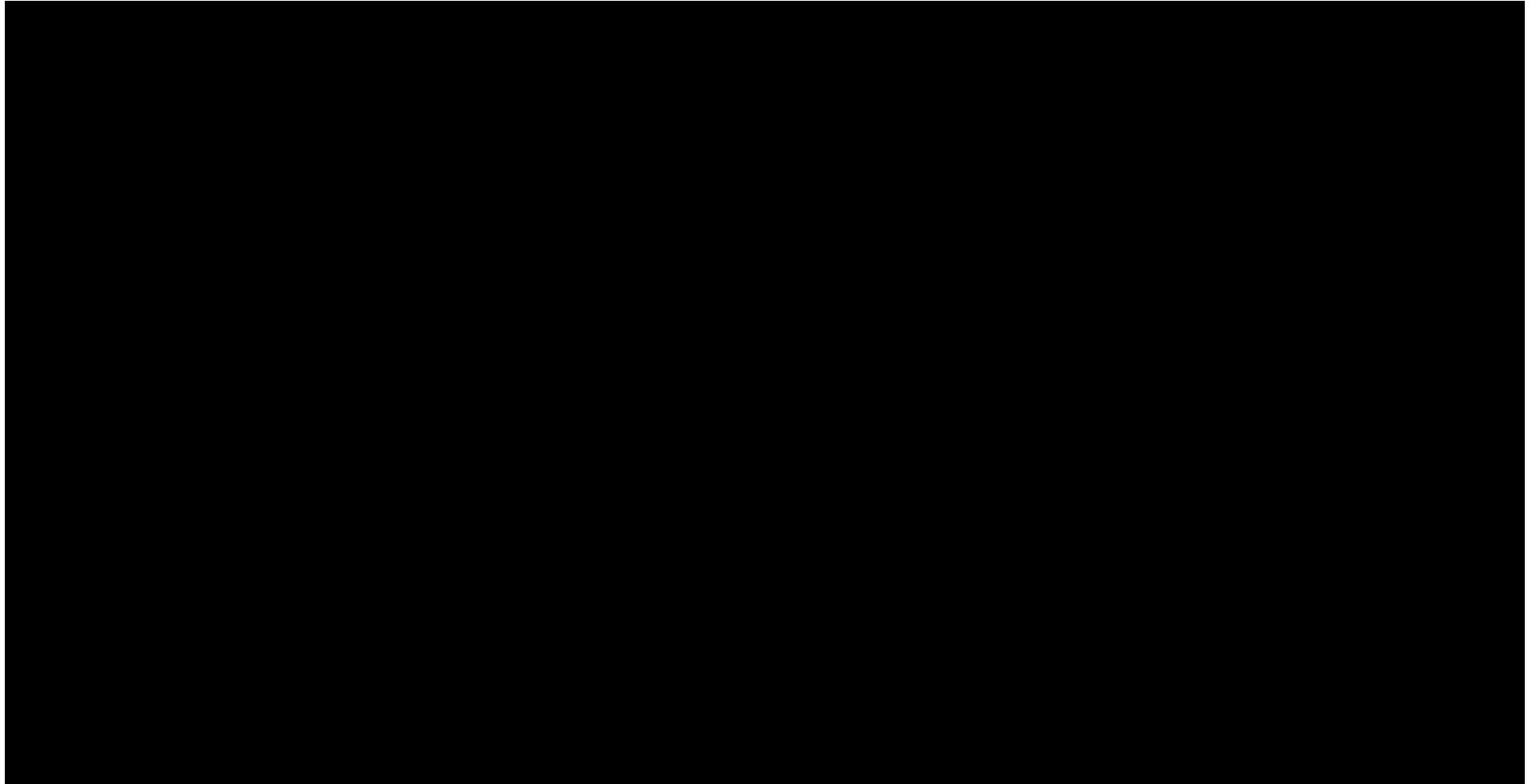




Horopaki | Context

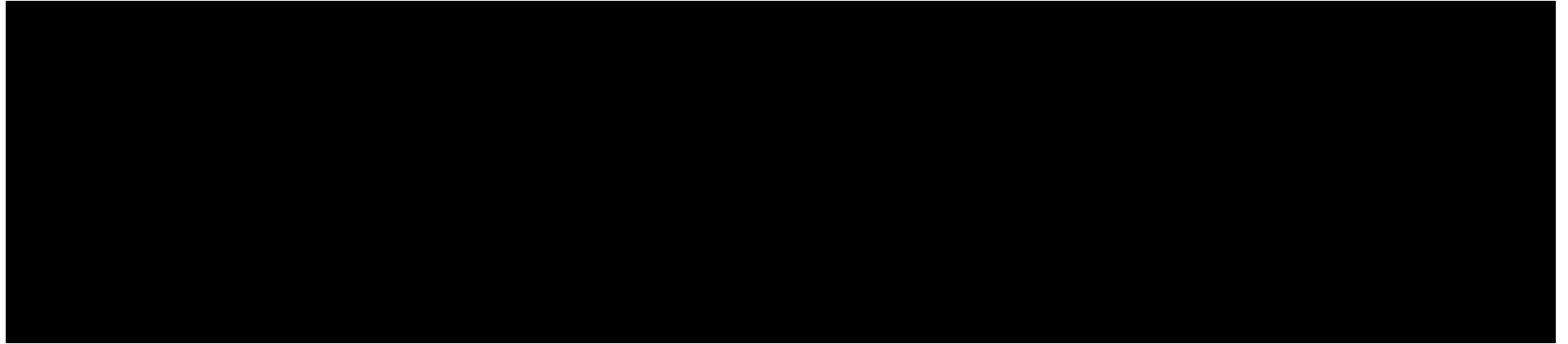
10. Auckland is experiencing increasing demand for housing that is suitable for older people and is affordable, safe, warm, and dry.



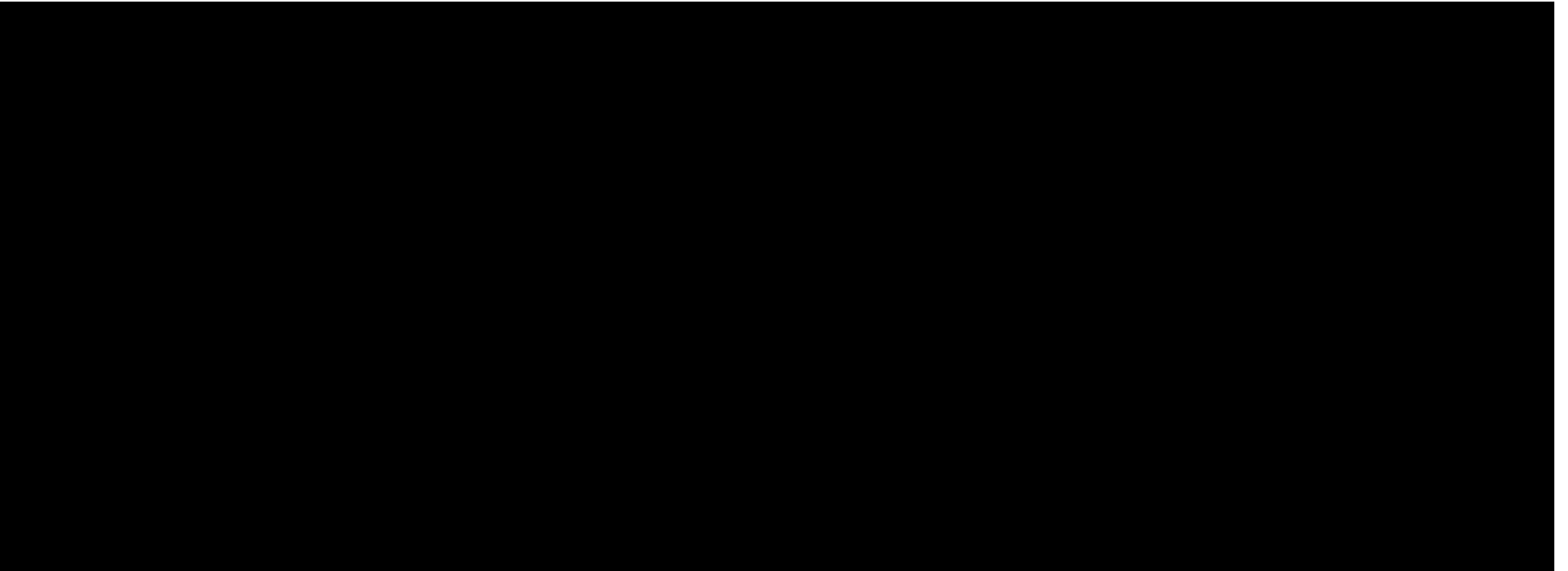


Matapaki | Discussion

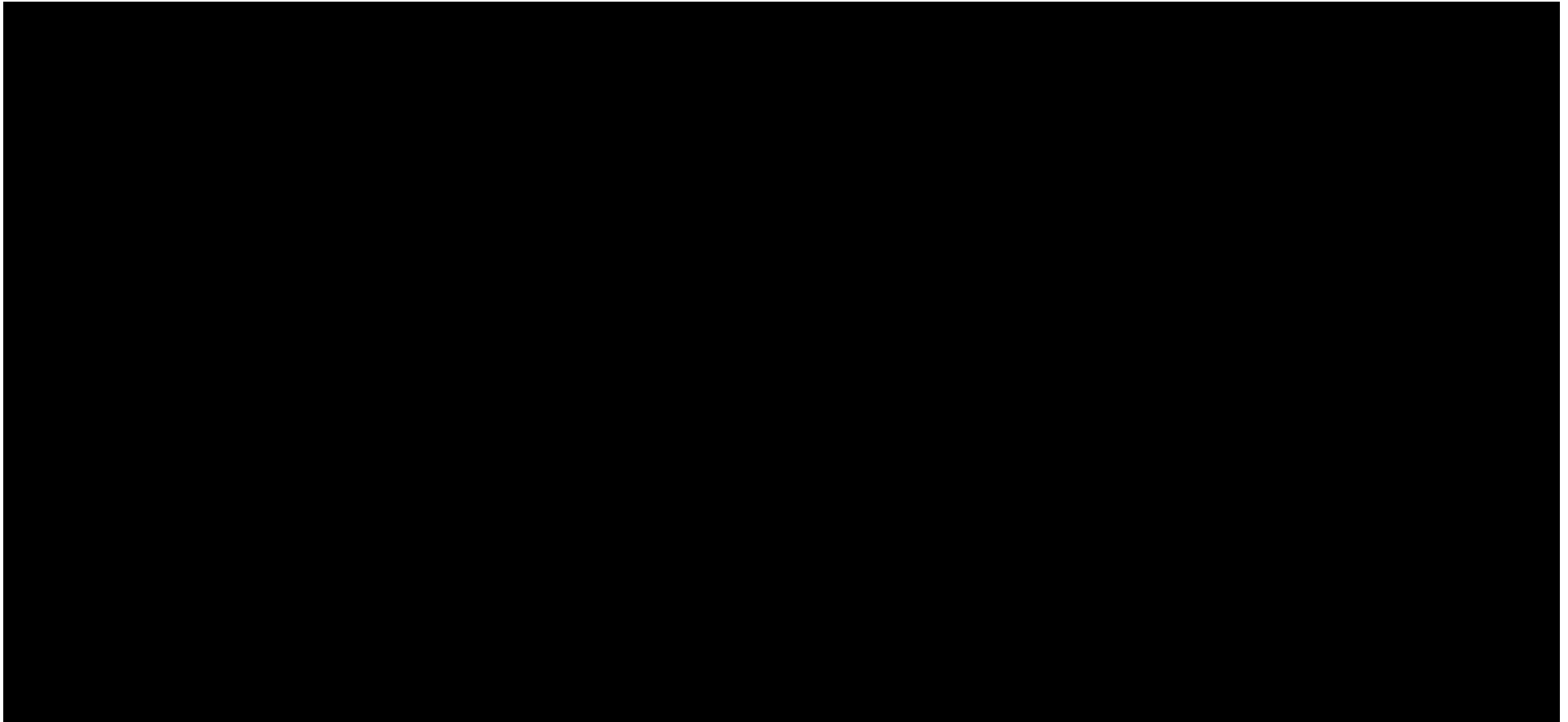




Hīraunga | Implications



Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations



Tauākī whakaaweawe Māori | Māori impact

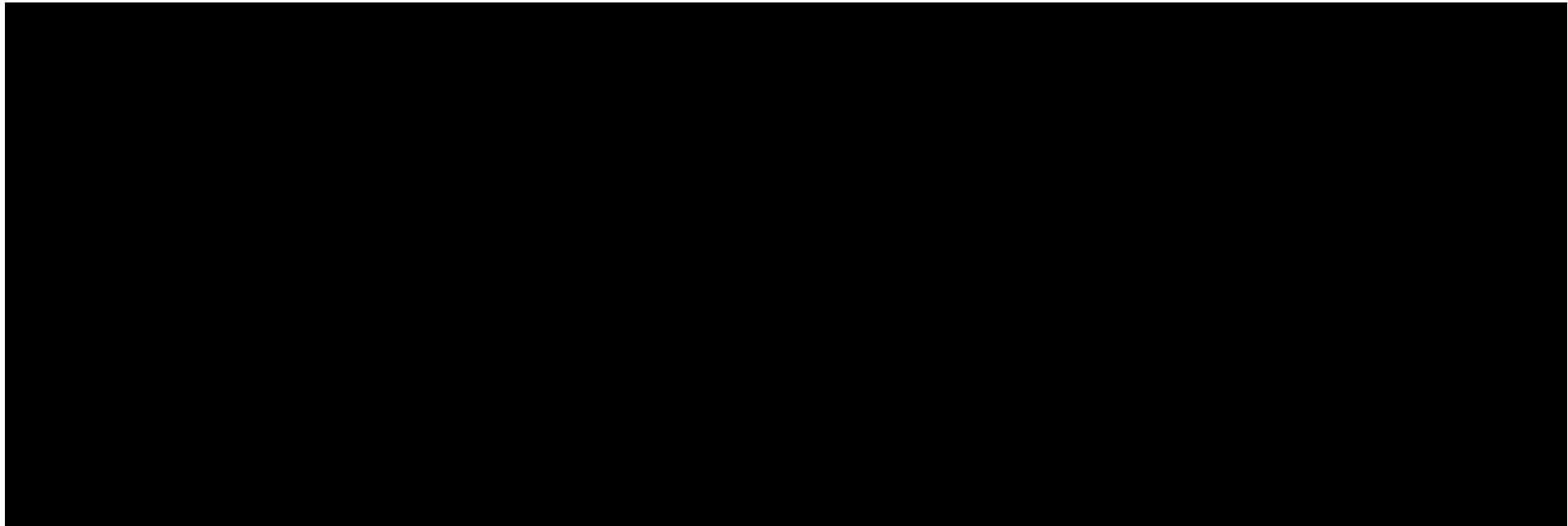


Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts





Ngā koringa ā-muri | Next steps



September 2020

Ngā tāpirihanga | Attachments

A Site Reference Images

Ngā kaihaina | Signatories

Marian Webb, GM Assets & Delivery

David Rankin, Chief Executive (acting)

Site Reference Images - 16-18 Handley Avenue, Narrow Neck

Figure 1: Aerial image of 16-18 Handley Avenue (right)

Figure 2: 16-18 Handley Avenue view from the street (below)

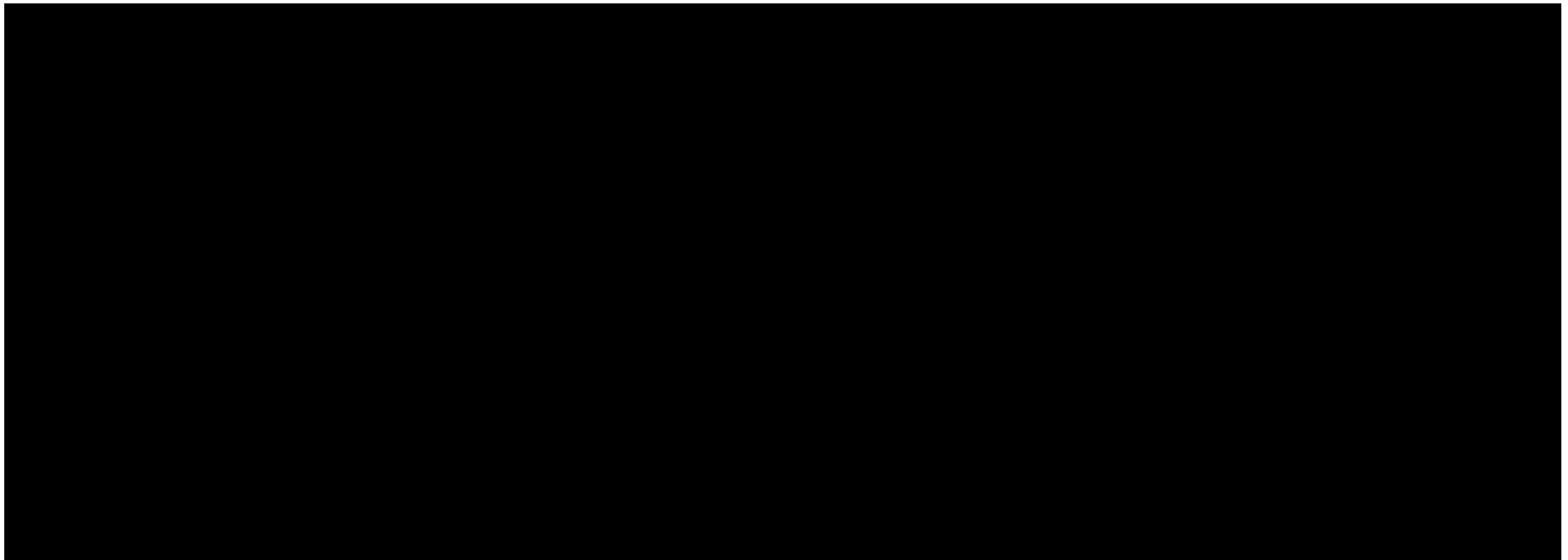


Decision paper: Unlock Papatoetoe: Saint George's Lanes Development Procurement Strategy

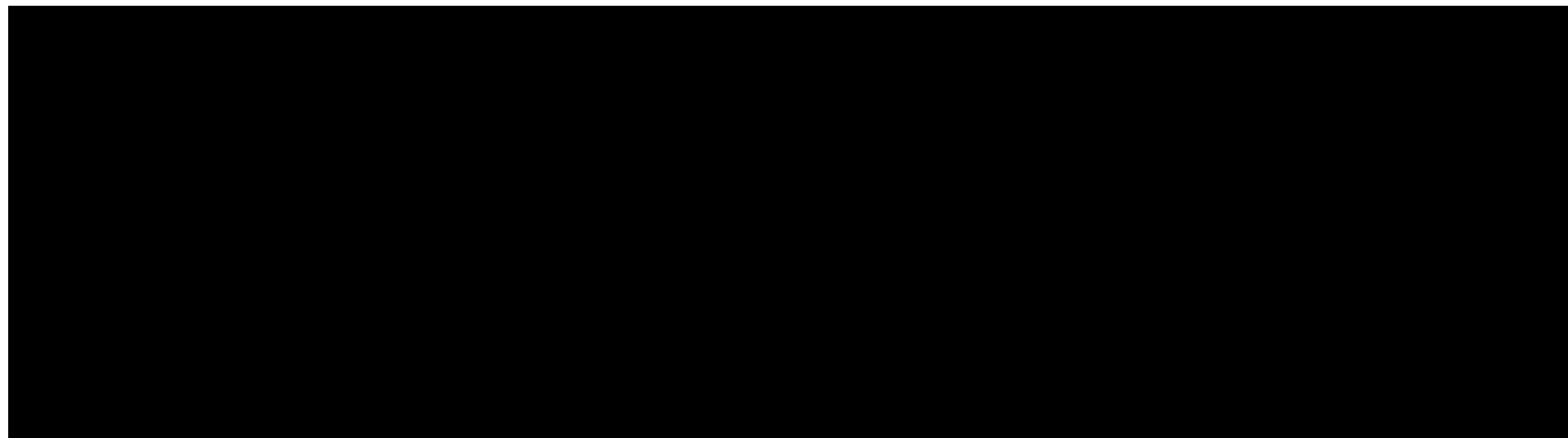
Authors: Christine McLennan, Development Manager; Gavin Peebles, Manager Development; Richard Davison, Priority Location Director-South
September 2020

Ngā tūtohunga | Recommendations

1. That the Panuku Board...



Whakarāpopototanga matua | Executive summary



4. Other than the proposed limited contestable iwi process, this process aligns with the June board approval.
5. Additionally, this process aligns with the Panuku Selecting Development Partners Policy for the selection of a mana whenua, iwi and other Māori organisations to achieve Māori commercial and housing outcomes. Three of the mana whenua parties have proven delivery capability, relevant experience financial capacity to deliver Panuku's essential outcomes for the site which were previously approved in June 2020. The fourth has indicated that they are proposing to partner with a proven developer, this will be tested as part of the evaluation process.
6. The site-specific essential outcomes and design guidelines have not changed from the June approvals. The essential outcomes include; laneways providing public access and connectivity to the main street and the community facilities to the south of the site, a minimum of new 60 dwellings, a maximum of 30 percent social housing, a minimum Homestar six rating, mana whenua input in the naming and wayfinding.
7. The design guidelines clearly articulate Panuku expectations in meeting the essential outcomes. This includes considering the existing site context, the quality function and design considerations of the proposed laneways, how buildings should interface with the public realm, designing flexibility around development density and use, quality landscaping, and environmental responsibility.

Horopaki | Context

8. The site sale has previously been considered within the following board papers:

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
17 June 2020	Saint George's Lanes Site - Development Procurement Strategy	Go-to-market strategy approved,
11 September 2019	FY19/20 Divestment Strategy	Portfolio wide divestment strategy. Sale of site.
17 August 2017	Delegated Authority Report: Developer selection and Sale of Tavern Lane Properties	Approved.
4 July 2017 AC Planning Committee.	Papatoetoe High Level Project Plan.	Planning Committee approved the HLPP.

Matapaki | Discussion

Sales process

9. The Panuku Board approved proceeding with the Panuku Executive recommendation to take the site to the open market in a two-stage limited contestable process, with mana whenua parties being given advanced notice of the sale. As a result of the advanced notice of sale with mana whenua, Panuku received expressions of interest from the following parties:
10. Consistent with the site disposal strategy outlined above, it is proposed to proceed with a contestable sale process limited to the four mana whenua parties. It is proposed that evaluation process and preferred partner selection be based on a weighted scoring system to determine relative performance based on:
 - Price 50%

- Alignment with HLPP and Essential Outcomes 50%
11. The above strategy is in-line with the most recent board approvals being the September 2019 the FY 19/20 Divestment Strategy Decision Paper. The following divestment outcomes were approved in respect to the site: Design Brief, Commercial Use, Mixed Use, Residential, 6 Star, Housing Mix. It is noted that Panuku is expecting a limit of 30 per cent of dwellings for social housing, which limits Crown investment.
 12. The sales strategy is also in alignment with the Panuku selecting development partners policy where dealing exclusively with one or a limited number of development party/s directly or through a closed-tender process is permitted when the party is mana whenua, iwi or another Māori organisations and the project will support delivery of Panuku's strategic commitment to achieve better outcomes for and with Māori.

Hīraunga | Implications

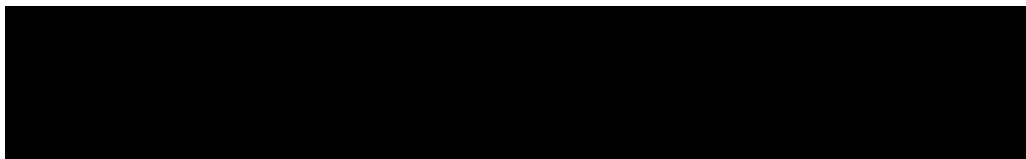
Ngā ritenga ā-pūtea | Financial implications

Tauākī whakaaweawe Māori | Māori impact

14. Panuku is now proposing to deal exclusively with mana whenua parties that have responded to the advanced notice of sale. This will support the capacity building of mana whenua parties and improved participation in actively creating homes and communities for mana whenua in South Auckland.

Ngā koringa ā-muri | Next steps

15. The steps and timeframes proposed to progress the decision are as follows:





16. The above timelines for the sale of the site are subject to there being no change in the current level of market interest.

Ngā kaihaina | Signatories

Allan Young, GM Development

Ian Wheeler, Chief Operating Officer

David Rankin, Chief Executive (acting)

Decision paper: Wynyard Point Draft Masterplan

Author: Fiona Knox, Priority Location Director - Waterfront; Tracey Ryan, Senior Strategic Project Manager

September 2020

Ngā tūtohunga | Recommendations

1. That the Panuku Board endorse the Wynyard Point Draft Masterplan document for discussion for the Planning Committee to approve for public consultation.

Whakarāpopototanga matua | Executive summary

2. Panuku is underway with planning for the next stage of development for Wynyard Quarter. The first stage of this work and our engagement with the politicians and public is through the delivery of a draft masterplan document for discussion that focuses on the next stage of development in Wynyard Point.
3. This document will be the tool for engagement with all stakeholders from October to mid-2021. We will then compile the final masterplan for review and endorsement by the Panuku Board and Planning Committee. This masterplan will form the updated policy for the Wynyard Point Plan Change.
4. The masterplan will provide for mixed use development and a new destination park that addresses climate change impacts on the headland and reflects the distinct character of Tamaki Makaurau and its peoples.
5. Along the way, there has been a series of workshops with the board, the most recent being in August and the board provided feedback about the need to be more visionary for our future communities. In response the draft masterplan document for discussion executive summary leads with our vision for the future, partnering with mana whenua, building on the waterfront's sustainable ethos to create a welcoming inclusive place that all Aucklanders will continue to love now and for the very long term.

Horopaki | Context

6. The Waterfront Plan was prepared in 2012, however, the last eight years have brought significant changes to the waterfront and associated statutory and non-statutory planning framework. These changes include the updated planning framework in the Auckland Unitary Plan, the recent refresh of the City Centre Masterplan (2020) and the physical changes that have been made on both the land and water space to host the 36th America's Cup.

Previous Board / Council engagement and decisions	
Date and meeting	Decision / Outcome
June 2017	Planning for Wynyard Point to realign 2012 proposed open spaces with a linear park on the eastern edge.
October 2018	Planning for Wynyard Point to incorporate Council regional destination park criteria and AC36 development.
May 2019	Planning for Wynyard Point to develop open space from the conclusion of the Shell lease.
22 May 2020 and 5 June 2020 PBC Board workshop	Planning for Wynyard Point to incorporate a draft masterplan document for stakeholder engagement and investigate the integration of an independent international challenge.
17 June 2020 Board meeting	Waterfront Programme Business Case endorsed by the Board.
21 August 2020 Board meeting	Planning for Wynyard Point to incorporate an External Challenge process.
28 August 2020 PLC meeting	Planning for Wynyard Point draft masterplan document for discussion to lead with a bold visionary message.

Matapaki | Discussion

7. The board received a paper in August on the engagement approach for the master plan including an external design challenge process.
8. We presented to the Priority Location Committee in August and key feedback is the themes are strong however the aspirations need to imagine this place in 100years, to consider the impacts of climate change and be bold and innovative for our diverse future communities. To

address this feedback the draft Masterplan document for discussion now leads with a visionary executive summary to imagine Wynyard Quarter in 20, 30 and 100 years' time. By 2040, Wynyard Point will be transformed into one of Auckland's most beautiful wild parks, perched on the edge of the Waitematā.

9. In parallel with the draft Masterplan consultation process we are procuring an external challenge panel of international experts to work with the waterfront team to challenge and critique our work, to generate ideas and to ensure we are delivering on the waterfront vision. We will explore how best to involve input from a member/s of the Priority Location Committee in this process.

10. The draft masterplan document leads with an executive summary and is arranged in four parts:

- a. Executive summary - our vision for the future and how we will achieve this - focusing on people at the forefront and building on the waterfront's sustainable ethos.
- b. Introduction and Our Place - why we need an updated masterplan and what we have achieved.
- c. Transformation - themes for the next phase of regeneration, sets out our new direction for the waterfront - focusing on Wynyard Point and surrounds and Hobson Wharf. It outlines challenges and opportunities leading to four themes for the future:
 - i. Growing our Communities - Growing vibrant communities through a mix of great public space, new homes and experiences for locals, residents, workers and visitors.
 - ii. Enhancing our Public Open Space Journey - Creating and connecting our public open spaces, unique to Tamaki Makaurau.
 - iii. Building on our Hosting Legacy - Enabling large events and spontaneous play through the use of America's Cup legacy infrastructure and our new public open space.
 - iv. Celebrating a Waterfront Experience - Exploring the harbour and its unique attractions and activities from the fishing industry to superyachts, classic boats and waka, to food and hospitality on the water's edge.
- d. Staging - a staged approach for LTP funding and timing, which facilitates development opportunities in a way that ensures the market is in a better position to respond, and to align with activities and dependencies across the wider city centre area. As the four stages unfold different elements of the four themes evolve and come to life:
 - i. Stage one will commence delivery of the destination park by opening up the headland to the public following the exit of current leaseholders and remediation of the land - enhancing our public open space journey.

- ii. Stage two will upgrade sea-walls and land modifications will form part of improvements to the local ecology and climate change resilience - celebrating a waterfront experience.
 - iii. Stage three will bring all modes of transportation to the headland and converting Hamer St north to parkland will stitch together and complete the destination park - building on our hosting legacy.
 - iv. Stage four will cultivate the growth of future communities and provide the final piece of public realm to complete the Daldy St Linear Park link to the destination park - growing our communities.
- e. What do you think - testing our thinking and ideas through a public 'have your say' process based on the four themes and staging to tease out a preferred direction to inform both funding and policy.

Hīraunga | Implications

11. This section outlines all relevant implications for Panuku.

Ngā ritenga ā-pūtea | Financial implications

12. The next fifteen years will require additional investment to build quality public space and improve public infrastructure with delivery of projects across the council family to achieve the Waterfront vision and goals. Currently there is no further budget allocated in the Long-term Plan, based on current estimates we will be seeking funding in the order of \$300M with \$162M over the period of the next Long-term Plan (2022-2032). In addition to this upgrades and renewals to the wharf and seawall infrastructure will be needed to the value of approximately \$60M with \$43M over the period of the next Long-term Plan.

13. A total of \$1.6M opex is approved in the waterfront programme for the Wynyard Point master planning and plan change.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

14. The process and timeline are subject to uncertainty created by COVID-19.

15. We have adopted a fiscally prudent approach to ensure we are providing value for money, making the best use of existing assets and reflecting the constrained post COVID-19 funding environment we are operating within. Strengthening our partnerships and collaborations and fostering innovation and cost-effective ideas are an important part of our strategy.

Tauākī whakaaweawe Māori | Māori impact

16. In parallel with the draft Masterplan consultation process we are working closely with mana whenua to provide a meaningful opportunity for mana whenua to express tikanga, exercise their role as kaitiaki, express Māori culture and identity, and continue to perform cultural practices. We are working in partnership with mana whenua to give effect to our shared aspirations that will be reflected in the final masterplan to ensure the continued regeneration of Auckland's CBD waterfront reflects mana whenua presence and our shared history.
17. Ahead of the wider public engagement we have already been working at a project level with mana whenua and our technical advisory group in a series of workshops to strengthen our working relationships and to develop our understanding of our shared aspirations for this place. We will be continuing this work in parallel with the draft Masterplan consultation process for testing in the external challenge process.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

18. We will continue to work closely with our key stakeholders (Auckland City Centre Advisory Board, Waitemata Local Board, Wynyard Quarter Transport Management Association, Viaduct Harbour Holdings Limited) community leaders, our wider Auckland community and with the CCOs, including Auckland Transport and development partners who share our aspirations.

Ngā whakaaweawe rauemi | Resourcing impacts

19. Project resourcing is allocated based on a plan change application by December 2021.

Tauākī whakaaweawe āhuarangi | Climate change impacts

20. Following the 2012 Waterfront Plan, a Sustainable Development Framework (2013) was developed, setting the direction for the waterfront to be the leading location of sustainable urban transformation and renewal across Auckland and New Zealand.
21. The development of Wynyard Point brings the opportunity to further strengthen sustainable development and consider environment impacts to manage the land and improve the water quality. Development will respond with climate change resilience and higher performance measures to reduce carbon emissions.
22. Sustainability will be central to open space development, particularly for the headland park new open space and infrastructure. The build environment will achieve New Zealand Green Building Council Greenstar 5 and improvements in the public realm for the community will feature reconfigured seawalls, recontoured land and raised edges to respond to sea level rise.

Ngā koringa ā-muri | Next steps

23. We will take this draft masterplan document for discussion to the Planning Committee in October and then progress public consultation in parallel with the external challenge process. We will use feedback from the public consultation and the external challenge process to create a final masterplan.
24. The final masterplan will update sections of Waterfront Plan 2012, showing planned future development of Wynyard Quarter, including Wynyard Point as well as the use of Hobson Wharf. It will guide the work Panuku does on the waterfront - determining what and when we deliver, and the outcomes we seek when we partner with others.
25. The final masterplan will be the foundation document for two plan changes under the Resource Management Act 1991 (RMA): one for Wynyard Point and its surroundings, and another linked to Hobson Wharf Extension. These plan changes could change the planning provisions that currently apply, and therefore influence the future development of both land and water.

Ngā tāpirihanga | Attachments

Wynyard Point Draft Masterplan Document for Discussion 2020

Ngā kaihaina | Signatories

Ian Wheeler, Chief Operating Officer

Gyles Bendall, GM Design & Place

David Rankin, Chief Executive (acting)

Wynyard Point

Draft Masterplan

Document for Discussion
2020



16 Sept, 2020

Rev F

Contents



Part 1.

Provides information on our current waterfront environment. It highlights the land and water uses, important cultural considerations, and the underlying planning framework. It also highlights the achievements within Wynyard Quarter.

Part 2.

Sets out our new direction for the waterfront - focusing on Wynyard Point and its surrounds, as well as Hobson Wharf. It outlines challenges and opportunities leading to four themes for the future

- + Growing our Communities
- + Enhancing our Public Open Space Journey
- + Building on our Hosting Legacy
- + Celebrating a Waterfront Experience

Part 3.

Outlines our proposed staging and delivery plan

Part 4.

Contains questions for you to consider and respond to.

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DATE	REVISION	PURPOSE
21 August 2020	95% DRAFT - Rev D	PLC Feedback
09 September 2020	100% DRAFT - Rev E	Final review
16 September 2020	Rev F	Board Submission

Executive Summary

Step into the future

The Tāmaki Makaurau inner-city waterfront is a place where we can build a resilient, vibrant, attractive waterfront that Aucklanders will continue to love, today and into the future.

Twenty-twenty has disrupted our lives, forcing us to reflect on how and where we want to live, and what we cherish about our cities. We have realised the importance of local communities, and our ability to tackle change and rise to challenges we never thought we'd face. Now, the next stage of the waterfront will be realised, as we plan the future of Wynyard Point.

In **2011**, Auckland Council and its CCOs opened the regeneration of Wynyard Quarter, returning the waterfront to the public. This work has been transformational, enlivening our waterfront and inspiring development across the city.

Now, the next stage of the waterfront will be realised, as we plan the future of Wynyard Point - a place where we can build a resilient, vibrant, attractive waterfront that Aucklanders will continue to love, today and into the future.

Imagine Wynyard Quarter, in **20, 30** and **100** years' time.

By **2040**, Wynyard Point will be transformed into one of the most beautiful parks in Tāmaki Makaurau, perched on the edge of the Waitematā. It will attract visitors from throughout Tāmaki Makaurau, other parts of New Zealand and around the world, with its distinct character that reflects Tāmaki Makaurau and its peoples.

Visitors will smell the ocean, watch the fishing fleet, feel the grass under their feet and take their children to play on the local playground. They'll come for the uniquely New Zealand architecture, to witness the marine industry at work or for art exhibits amongst the silos. There'll be events, innovation hubs and of course the headland park, including a well-established protected bird habitat.

People will be able to live on the point, with a park on its doorstep and a range of shops and activities nearby. Aucklanders will catch a train to Britomart and walk into the quarter or arrive direct on a bus or ferry. More will arrive by bike or foot. There won't be many cars on

the pedestrian-friendly streets, but there will be plenty of people – all Aucklanders enjoying their waterfront, alongside visitors marvelling at the beauty, heritage and significance of the Tāmaki Makaurau inner-city waterfront.

In **30** years, these new public spaces and developments will be a well-established part of Tāmaki Makaurau, supporting a thriving economy. The headland park will host events large and small – some welcoming up to 10,000 people.

By **2120**, people walking through Wynyard Point will be surrounded by buildings that are close to a century old. These buildings have stood the test of time, their residents are living zero carbon lifestyles well into the future. The neighbourhood will continue to welcome everyone, and visitors will pass through green streets opening out to the headland park. Here, some might gaze out over the Waitematā, revelling in the views and salty air.

Wynyard Point draft masterplan

This draft masterplan sets out the first steps towards achieving this bold vision for the future of Wynyard Point. It hones our plans for the area and proposes how we might provide for the future of our city. It is driven by a desire to create a welcoming inclusive place that all Aucklanders will love.

How will we achieve this?

We place people at the forefront of our planning.

As the community grows, Wynyard Point will be returned to the public and will attract people from across the city. Like the rest of Wynyard Quarter, we will lead with our public spaces, using placemaking to build relationships and inspire innovation. The development that follows will create jobs, homes and strong communities.



We are also partnering with mana whenua

on the future of Wynyard Point. One hundred years ago, Wynyard Quarter was located under the waters of the Waitematā. The land here is reclaimed, but the connection to the surrounding harbour remains critical. Our partnership with mana whenua will enrich these spaces, creating an enduring presence – sustaining the mauri of the environment, and enabling mana whenua to exercise their role as kaitiaki, and to see themselves in this place.



We will build on the waterfront's sustainable ethos.

Current predictions indicate a sea level rise of a metre over the next **100** years. We'll plan for this, and we'll ensure sustainability excellence in new buildings continues, with all developments gaining at least Greenstar 5 and Homestar 7 ratings for homes. We will reduce the carbon footprint of our buildings and open spaces through life cycle assessments, and thoughtful materials. We will prioritise sustainable transport choices like walking and cycling and collection and treatment of stormwater to protect the harbour.

New Zealand aims to reduce net emissions of greenhouse gases to zero by **2050**. Wynyard Point will do the same, creating a healthier place that is greener and cleaner.

And we are creating new public open spaces, including a coastal urban park on the headland.

This park will define Wynyard Point with bold designs that prioritise sustainability, climate resilience and our coastal environment with new ecologies and habitats. Embedded with Māori values, a uniquely Tāmaki Makaurau landscape reflecting our people, our maritime past and present and our future. Over 1km of new coastal park edge a new place for all to interact with the water, to watch boats and waka, to be 'in' the harbour, a place of celebration and respite.

What do you think?

We have worked on a plan that reflects on what we have learnt and the challenges ahead of us.

We don't have all the answers, it's up to us collectively to decide how we build on what we have started.

This is our opportunity to shape the next part of our city and serves both the people and the planet.

Introduction

Over the past 15 years, Aucklanders have experienced the transformation of their inner-city waterfront. This much loved and celebrated place now reconnects people with the Waitematā Harbour and builds our collective sense of belonging to Tāmaki Makaurau.

The next part of this transformation will build on this legacy. The focus is now on Wynyard Point, Hobson Wharf, and the water that surrounds them both. With the area changing from industrial to mixed uses, we now need to consider how these land and water spaces can serve all Aucklanders.



Introduction

The Tāmaki Makaurau waterfront is a truly global destination that reflects our Pacific culture and maritime history.

Building on the strategic direction provided in landmark plans created in 2012 by Auckland Council - the Auckland Plan, City Centre Masterplan (CCMP) and Waterfront Plan – urban regeneration in the waterfront area has been implemented at pace.

Wynyard Quarter is transforming from an industrial area to a much loved and well used part of the Tāmaki Makaurau waterfront. There are new public spaces and laneways, hundreds of new homes and businesses employing thousands of people, and an annual programme delivering people focused activities and events created for all Aucklanders to enjoy. These are integrated with the existing marine industry, ensuring our working waterfront remains authentic and vibrant.

The last three years have been particularly busy on the waterfront - driven by the need to be ready for many major events happening in 2021, including the 36th America's Cup. Through council and government investment in the acceleration of the redevelopment of the city-centre and waterfront, good progress has been made on delivering new buildings and public spaces in Wynyard Quarter, Viaduct Harbour and downtown.

Now that these projects are nearing completion, there's an opportunity to plan for the future. This draft masterplan will propose a refresh for the Wynyard Precinct section of the Waterfront Plan, as it relates to Wynyard Point and the newly built Hobson Wharf Extension. This document represents the start of the refresh and our engagement with stakeholders and the wider community.

Why is an updated masterplan needed?

We are always looking for ways to improve our plans - both to respond to changes and to test new ideas,

And there are many changes! The Waterfront Plan was prepared in 2012, but the last eight years have brought significant changes with the new legacy land and waterspace created for hosting the 36th America's Cup. We also have a new planning framework with the Auckland Unitary Plan and the recent refresh of the City Centre Masterplan (2020).

Panuku Development Auckland continues to work closely with mana whenua to ensure the continued regeneration of Auckland's city centre and waterfront reflects mana whenua presence and our shared history.

Finally, the waterfront (and the world), have also changed since 2012.

We need to plan for:

- + How we take prompt and meaningful action to address climate change
- + Who will be living, working and visiting Wynyard Quarter and Hobson Wharf
- + How a constrained funding environment will impact on the phasing of investment
- + What the new market reality will be given the national and international impact of COVID-19

Your feedback

We welcome your ideas and feedback on all parts of this draft masterplan.

This draft masterplan shows our big picture thinking – our preliminary ideas for how Wynyard Point, Hobson Wharf, and surrounding areas will develop.

You can use the questions at the end of this document as a starting point for sharing your views.

Next steps

We will take this draft masterplan and your feedback to create a final masterplan.

The final masterplan will update sections of Waterfront Plan 2012, showing planned future development of Wynyard Quarter, including Wynyard Point as well as the use of Hobson Wharf. It will guide the work Panuku does on the waterfront - determining what and when we deliver, and the outcomes we seek when we partner with others.

The final masterplan will also be the foundation document for two plan changes under the Resource Management Act 1991 (RMA): one for Wynyard Point and its surroundings, and another linked to Hobson Wharf Extension. These plan changes could change the planning provisions that currently apply, and therefore influence the future development of both land and water. We have highlighted potential changes in part two of this document.

Ultimately this process will help to ensure the development continues to advance best practice, meet high quality standards, and reflects the overall aspirations Aucklanders have for this part of the waterfront.

Part 1.

Our place

The Waitematā waterfront is part of the 'blue edge' to our coastal city. It is where Auckland began, supporting people living and trading at the harbour edge for hundreds of years.

Since first settlement of Tāmaki Makaurau, (a land desired by many), the Waitematā Harbour was highly valued by the many iwi within the region. Since then it has been the focus of transport networks (water and land), industry, commerce and fishing, as the city and settlement gradually expanded around it.

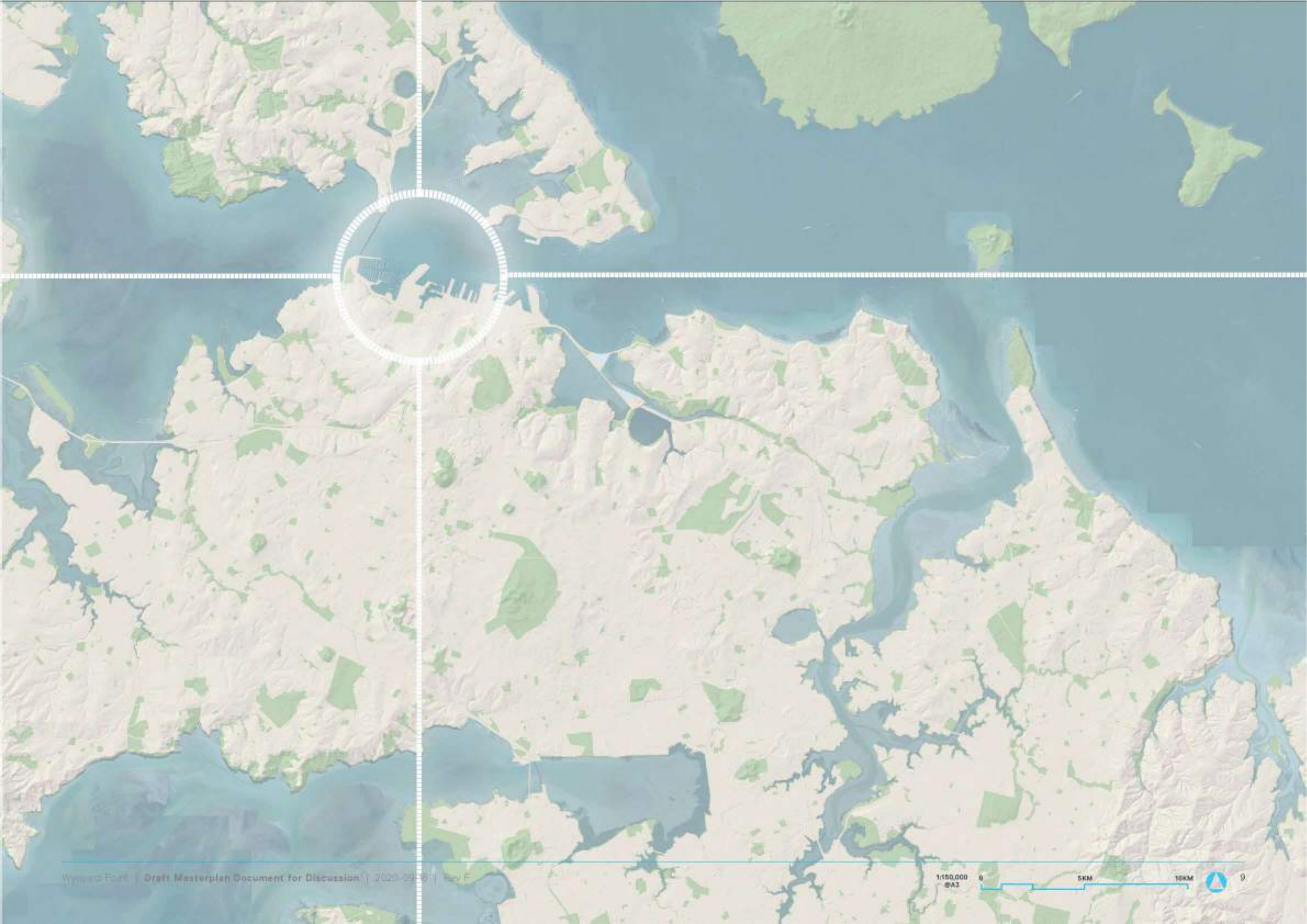
The first wharves, built in the mid-nineteenth century, were followed by a century of infill and expansion for industrial uses and New Zealand's largest port. By the 1930s parts of the harbour were again used for recreation, with saltwater baths and boating clubs changing Aucklanders' perception of their waterfront.

By the 1980s, waterfronts around the world were regenerating from formerly unwelcoming industrial areas, as people rediscovered central cities and gradually returned to live, work and play.

In the 1990s, major international boating events - the Volvo and Americas Cup yacht races - triggered the redevelopment of the Tāmaki Makaurau city centre waterfront, starting around Viaduct Basin.

Since the turn of the 21st century, with the opening of Britomart and the transformation of former industrial areas, Aucklanders have once again embraced their downtown waterfront as the focal point for city living.

As Wynyard Quarter gradually transforms, the city is looking forward to the next phases of waterfront regeneration.



Cultural context

Panuku acknowledges that all of Tāmaki Makaurau was once governed by mana whenua (iwi and hapū who have power from the land), and although Te Tiriti o Waitangi was signed between the Crown and Māori, Panuku has a critical role in assisting the Crown in discharging their legal and moral obligations.

On the waterfront, Panuku recognises that 19 iwi and hapū have a historical association with the waterfront. Panuku also acknowledges that mana whenua seeks to maintain their relationship with the intersection of land and sea. Te Waitematā is of extreme spiritual, ancestral, cultural, customary, and historical importance to mana whenua.

The waterfront is part of a portage that connects the Waitematā to the Manukau, and the Waitematā to the Kaipara. This makes the waterfront a significant place of contact between groups travelling east-west and

north-south along the coastline. Tāmaki Makaurau (a land desired by many), Tāmaki Herenga Waka (the place that bound together waka), and Tāmaki kāinga ika me ngā wheua katoa (Tāmaki, where even the bones of fish are good enough to eat) are whakatauki that speak of the wealth of Tāmaki.

Panuku partners with mana whenua at each of our locations to ensure that our work is culture-led, place-based, and community-fed. It's crucial that Panuku and mana whenua can collaborate to enhance our shared work. Panuku also looks for opportunities to ensure mana whenua can continue to express tikanga, exercise their role as kaitiaki, and continue to perform their ancient cultural practices.

At Wynyard Point, Panuku is collaborating with mana whenua and their technical experts to think about the future of Wynyard Point. This work has several parts

– both reviewing technical reports to understand what's possible, and inviting mana whenua to share their multiple stories with us about Wynyard Point, and Te Waitematā.

Our goal is to enable mana whenua to be a decision-maker about how Wynyard Point is developed over the next twenty years. We want mana whenua to see themselves reflected in this place.

Several mana whenua told us that our work in Wynyard Point is within the realm of Tangaroa as we are operating on reclaimed land. We are cognisant that much of Wynyard Point operates in the boundary between sea and land.

Panuku believes this project is an opportunity to work in partnership with mana whenua to give effect to our shared aspirations.

A SELECTION OF SITES OF CULTURAL AND HISTORICAL SIGNIFICANCE

1. Te Routu o Ureia

Coastal rocks where the marine guardian (taniwha) Ureia would rub its body.

2. Te Okā

Māori pā site.

3. HMNZS Ngapona

The site of now dismantled naval base accessed by Jacob's Ladder.

4. Te To – Point Fisher

A headland pā meaning 'to haul up a waka'.

5. Wai Kokota

Shallows of the bay abundant with shellfish (cockles).

6. Victoria Park Markets

Built in 1905, was formerly the Auckland City destructor and was converted to a market.

7. Waatarau

Freemans Bay. Meaning 'the reflecting waters'. Busy industrial area in the 19th and early 20th centuries.

8. The Birdcage

Formerly known as the Rob Roy Hotel. Built in 1886. Location of sawyers and boatbuilders.

9. Te Koranga

Meaning 'the scaffolds', Māori fish-drying and processing area.

10. Te Tara Karakahe

A track connecting Queen Street and waka landings at the bottom of Nelson Street. Named after a tern bird.

11. Te Whatu

Waka mooring at mouth of Horotiu stream/Ligar canal.

12. Te Hika a Rama

Brickfield Bay. Where a brick industry thrived in the 19th and early 20th century. Place where Rama lit a fire to warm his grandchild, but it alerted enemies and he was attacked.

13. Te Ngahuwera

Pā site.

14. Horotiu

Commercial Bay. Horotiu is the name of the taniwha which plays in this area.

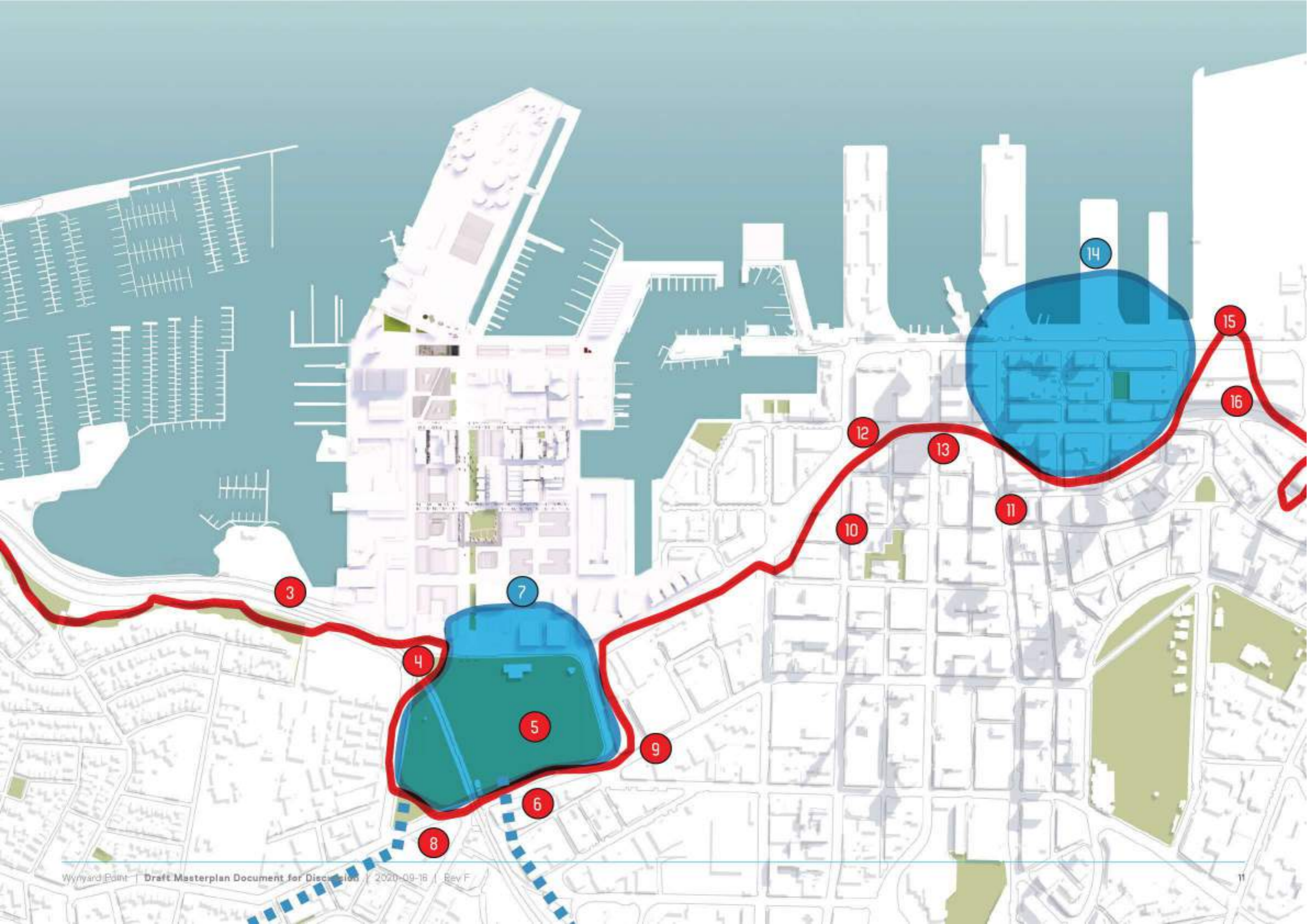
15. Te Rerenga-Oraitī

Point Britomart. Meaning the leap of the survivors. Describes an incident where Ngati Whatua forces drove their enemies off the headland with only a few surviving. The point was demolished to fill in Official Bay. Britomart is named after the British brig, HMS Britomart, which visited Auckland in the 1840s.

16. Te Horo Roa

Meaning 'the slipping away'. Former position of a pā, part of which slipped away, killing many people.







Harbour Bridge Park 2.85ha

Pt Erin Park 4.3ha

St Marys Bay 0.7ha

Western Promenade

Silo Park 1.6ha

Karanga Plaza 0.3ha

Eastern Viaduct 1.3ha

Hobson Wharf Extension

Queens Wharf 2.7ha

Urunga Plaza 0.13ha

Waitemeta Plaza 0.25ha

Amey Daldy Park 0.25ha

Daldy Street Linear Park 0.6ha

Victoria Park 9.5ha

- Green Open Space
- Headland Park
- Open Space
- Future Open Space
- - - Open Space Link
- Original Shoreline
- Blue highway

Wynyard Quarter and Surrounds

THE LAND

Wynyard Quarter has a special place in the city. This waterfront neighbourhood is approximately 37ha with a coastal edge nearing 3km. It has always been a place characterised by industrial, commercial, and marine activity, on land reclaimed specifically for these purposes. Since 2011, it has also become a place for people, with well-loved and well-used public spaces.

As a peninsula, Wynyard Quarter is surrounded by water on three sides and Fanshawe Street on the fourth, a busy arterial which accommodates a major exit off the motorway and the Northern Busway. Wynyard Quarter has three north to south streets, and four east to west streets, all designed for different types of transportation. To the east, the Wynyard Crossing Bridge is used by 1.9 million visitors annually - connecting Karanga Plaza to Te Wero Island and Hobson Wharf, and then towards Britomart. To the west, Wynyard Quarter connects to Westhaven through a coastal promenade. Future plans include connecting Wynyard Quarter to the North Shore via the Northern Pathway across the Harbour Bridge, strengthening public access.

The 2012 Waterfront Plan describes our vision for Wynyard Quarter as creating a “mix of residential, retail, and commercial development to enable the growth of a strong, diverse, resilient and vibrant residential and business community whilst retaining the existing successful marine and fishing industries.” This hasn't changed.

Auckland Council is a major landowner in Wynyard Quarter and has completed, through the council-controlled organisations (CCOs) of Sea+City, Waterfront Auckland and Panuku Development Auckland, the first major stage of transformation. This regeneration started with the creation of great public spaces including Silo Park, a new playground, North Wharf and Karanga Plaza. Wynyard Crossing was also unveiled in 2011, in time for the Rugby World Cup, while Kiwi Income Property Trust's new headquarters for ASB was a major anchor for the area. This introduced workers into Wynyard Quarter. More followed, as major businesses and start-ups found a home in the area.

The CCOs, including Auckland Transport (AT) and Watercare, have been working with mana whenua and the private sector to deliver developments and supporting infrastructure on the land and the water that Aucklanders and visitors see today.

Adjoining landowners, south of Pakenham Street including Viaduct Harbour Holdings (VHHL) and Fu Wah International Group also have a major influence on the development in Wynyard Quarter, and have been providing commercial buildings for office and marine services, as well as planning for future residential development.

THE WATER

Stand at the end of Wynyard Point and cast your mind back 100 years - you would be on the water, the coastline located over one kilometre to the south. Today Wynyard Quarter is a vibrant part of the Tāmaki Makaurau inner-city waterfront and the link to the surrounding Waitamatā remains critical.

The waterspace surrounding Wynyard Quarter is currently used for:

- + Marine transport - our 'blue highways'
- + Marine industry
- + Tourism
- + Classic boats and recreation boats
- + General water activities and enjoyment

There is a range of marine and port activities occurring within Wynyard's waterspace, closely linked to the wharves and activities on the land.

Jellicoe Harbour is primarily used by the fishing fleet and other commercial vessels. These vessels berth and are unloaded on adjacent wharves, with much of the fish processed and sold within Wynyard Quarter. On the western side of Wynyard Point, ferries travel to many different Hauraki Gulf islands, carrying vehicles, passengers and freight. Superyachts berth at Silo Marina and some classic boats are located close to Silo Park.

The Panuku marina team manage the day-to-day operations of this work and controls entry to the Viaduct Basin waterspace through the raising of the Wynyard Crossing bridge. Panuku also holds occupation permits (a type of resource consent) for the use of this waterspace.

The marine industry operates on land, primarily on the western side of Wynyard Quarter. People can access the water themselves at the tidal steps in Karanga Plaza, or gaze out at Jellicoe Harbour, the newly calmed waterspace protected by breakwaters built for the America's Cup.

HOBSON WHARF EXTENSION

Through the America's Cup, Auckland Council and Central Government's aim was to create an attractive, inclusive waterfront destination both Aucklanders and visitors will love – a space that lasts well beyond a single sporting event.

Major sailing events spurred the redevelopment of the Viaduct in the 1990s, creating a welcoming waterfront. This process has continued in Wynyard Quarter and Hobson Wharf with the 36th America's Cup event, to be held in 2021.

Preparation for the event extended Hobson Wharf by 74m to provide one double base for the Challenger of Record. Currently the wharf extension is shaped like a square, but our plans retain the option of extending this wharf at an angle to the east, improving connections to the existing Hobson Wharf. Any future America's Cup within the next 10 years will use Hobson Wharf Extension and the space will be open between events, for the public to enjoy.

Hobson Wharf Extension has become a legacy of Americas Cup for Tāmaki Makaurau. This is a new open space for the city, with potential for marine and land-based events and activation. The new public space will continue the city centre's 'blue link' from Queens Wharf to Westhaven, a journey with an ever-changing sequence of views and activities across the waterfront.

A second legacy is the calm and protected waterspace in Jellicoe Harbour, created by the new breakwaters. This special space provides opportunities for smaller vessels to enjoy the sheltered water.

Climate Action

Wynyard Point is surrounded by water on three sides with a coastal edge nearing 1.2km. Current science predicts that the sea level will rise a metre by 2120.

As an organisation, Panuku has made a commitment to respond to the climate emergency and take prompt, meaningful action to address climate change. Our climate change strategy provides co-ordinated steps to address climate change through our work programmes.

Following the 2012 Waterfront Plan, a Sustainable Development Framework (2013) was developed, setting the direction for the waterfront to be the leading location of sustainable urban transformation and renewal across Tāmaki Makaurau and New Zealand.

The use of green building rating tools was required to ensure minimum standards were achieved, with developments required to meet a minimum New Zealand Green Building Council (NZGBC) 5 star rating. In the public realm sustainability has also been a key consideration with extensive use of low water native plantings.

The use of sustainability standards for our development partners has been successful in delivering high performance outcomes and establishing the reputation of Wynyard Quarter as a place where sustainability is integral. The first phases of development have produced some outstanding buildings renowned for their design and performance. As the rest of the precinct continues to be developed, we aim to keep raising our standards and delivering exemplar projects.

This means we will ensure water and energy efficiency in new buildings continue, pushing for higher Greenstar and Homestar ratings. We will also consider the embodied carbon within our new developments, conducting life cycle assessments and thoughtfully choosing materials to reduce the overall carbon footprint of future development and open spaces. We will prioritise sustainable transport choices and stormwater management and we will consider how contouring the new headland park will help respond to rising sea levels.



Planning Framework

Wynyard Quarter has been shaped by a range of strategic and statutory documents.

SPATIAL PLANS & POLICIES

There have been a number of strategic documents developed by the former Auckland councils (pre 2011) that have, through wide consultation, gathered views and articulated desired outcomes for the waterfront. For example in 2008, a Wynyard Quarter plan change involved many hundreds of people. Strong support was established for better public access to and along the waterfront and protection of the waterfront's character, including the existing marine and fishing industries, improved accessibility and safety and more open spaces and activities.

After the formation of Auckland Council in 2010 further strategic documents were produced, reflecting the direction of the new council and the council-controlled organisations. Many of these documents have been recently updated.

- + The Auckland Plan (2012) - updated in 2018 and renamed "The Auckland Plan 2050"
- + The City Centre Masterplan (2012) - updated in 2020
- + The Waterfront plan in 2012 - will be partially updated through this document
- + The Waterfront Sustainable Development Framework (2013)
- + The Wynyard Precinct Urban Design Framework (2014)

Collectively these documents set out the vision, goals, directions and projects that Aucklanders want to see delivered across their city centre and waterfront. There are also associated council policies that help shape Wynyard Quarter, such as council's Urban Ngahere (forest) Strategy.

THE AUCKLAND UNITARY PLAN

The Auckland Unitary Plan is a plan produced under the Resource Management Act that can enable or prevent development, through determining what activities are permitted, require resource consent, or are generally prohibited. Wynyard Quarter has two zones - Business City Centre and General Coastal Marine, reflecting its downtown waterfront location. It is subject to a precinct (Wynyard) that has special provisions that reflect previous plans for the area, controlling things such as heights and gross floor area. Open spaces are primarily provided for through designations instead of zoning, and a range of other Tāmaki Makaurau-wide provisions apply. All developments in the area are subject to the provisions of the Auckland Unitary Plan.

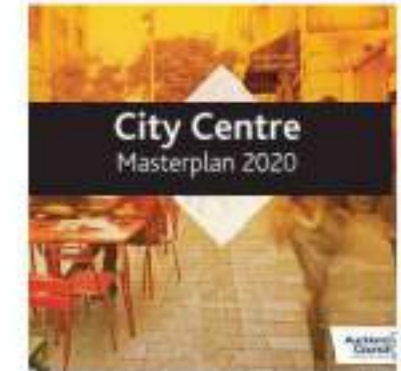
OTHER CONTROLS

There are also many additional harbour rules and regulations that apply to the waterspace and surrounding land at Wynyard Quarter, such as the Navigation Safety Bylaw 2014.

THE AUCKLAND PLAN 2050



THE CITY CENTRE MASTERPLAN



THE AUCKLAND UNITARY PLAN



THE WATERFRONT PLAN



WYNYARD PRECINCT URBAN DESIGN FRAMEWORK



THE WATERFRONT SUSTAINABLE DEVELOPMENT FRAMEWORK



Waterfront Goals

Since 2012, five goals have guided development on the waterfront. These goals have helped us develop Wynyard Quarter so far, and still guide development on the waterfront today.

In 2017, these goals were further developed by the Panuku Mana Whenua Governance Forum to guide development on the waterfront.

Our bold vision for the waterfront:

“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”

Blue-green waterfront



A resilient place where integrated systems and innovative approaches are taken to enhance the marine and natural ecosystems, conserve natural resources, minimise environmental impacts, reduce waste, build sustainably and respond to climate change.

Ki Tātahi

- The high quality and value of water is crucial to the maintenance and enhancement of mauri. The body of Te Waitematā is a series of natural and imposed complex systems, agreements, rights and interests relating to its use and care.
- Habitat regeneration occurs through the effective use of restorative and adaptive management that supports thriving waterfront ecosystems with native flora and fauna.
- Sustainability standards will be prevalent within waterfront developments including water and energy efficiencies and also sound sustainable building practice and design.
- The physical expression of kaitiakitanga allows Mana Whenua to share their mātauranga and to be involved aspects such as tikanga protocols, site visits, monitoring etc.
- The reference to Ki Tātahi provides a strong overarching and connected theme across the waterfront footprint.

Public waterfront



A place for all Aucklanders and visitors to Auckland, a destination that is recognised for its outstanding design and architecture, natural environmental quality, public spaces, recreational opportunities, facilities and events: a place where we protect and express our cultural heritage and history, and celebrate our great achievements as a city and nation.

Tauranga tāngata

- A waterfront whose mauri is greatly enhanced. A place where manaakitanga is expressed and Mana Whenua are hosts. Mana Whenua have a visible presence and provide a strong cultural context to place making, imbuing a sense of place through the integration of mātauranga Māori.
- Consideration of mātauranga design values are provided for within developments including open space, provision of public facilities and events. The cultural, social and economic benefits to Māori are evident. Effective Mana Whenua engagement provides for strong, well-intended and well supported relationships. Acknowledgment of and access to the waters of Te Waitematā is embraced including provision for tauranga waka and fully supported waka activities.

Smart
working
waterfront



Attracts high-value, innovative, creative and green businesses and investment to achieve a significant lift in productivity, a place for authentic and gritty waterfront activities: the marine and fishing industries, water transport and port activities.



Tūāhōanga
ahu mahi

- Ahi kā demonstrated through Mana Whenua participation in the waterfront economy.
- A waterfront that is attractive to Māori enterprise and businesses with opportunities to invest in commercial projects. Joint venture opportunities for capacity and capability building including employment, internship and training is encouraged.
- Mana Whenua involvement in the detailed design of development projects ensures authenticity and opportunities for the Māori design sector, i.e. the creative industries and cultural tourism to co-create, to socialise the life and vitality of the waterfront. Potential business activities assessed in relation to social, cultural and economic benefits to Māori and who strive for high sustainability standard and outcomes.

Connected
waterfront



A place that is highly accessible, easy to get to and to move around in, where people feel connected to the wider city and beyond by improved pedestrian and cycling linkages, fast, frequent and low-impact passenger transport, state-of-the-art telecommunications and through supportive community and business networks.



Hononga
tāngata

- The inter-generational relationships that Mana Whenua have with Te Waitematā and foreshore are recognised, celebrated, strengthened and developed over time. Navigation markers, view shafts, coastal occupation areas etc.
- Māori feel and are connected to their cultural heritage, sacred and significant sites such as, but not restricted to traditional tauranga waka, navigation markers, view shafts, coastal occupation areas etc.
- The waterfront is publicly accessible with various transport modes available within the area, connecting easily to inland parts of the city.
- Physical connections to the water's edge are encouraged. Recreational uses including fishing, swimming and waka access; commercial accessibility which includes ferries and charters all bring vibrancy to the waterfront.
- Activities and events are relevant and attractive to all Tāmaki Makaurau residents and are easily accessed.

Liveable
waterfront



The location of leading sustainable urban transformation and renewal in Auckland; the most liveable New Zealand central city urban community; a vibrant mix of residents, workers, visitors and activities. A welcoming and resilient neighbourhood that is safe, diverse and attractive, with plentiful open space and access to local services and facilities.



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

- The waterfront has a Māori presence that reflects the identity and heritage of Mana Whenua. A diverse, accessible waterfront with whānau friendly places and spaces, recreational activities, social services and community facilities, including an architecturally designed facility to showcase 'the living, active expression of Māori culture'
- A place where Mana Whenua have opportunities to initiate projects and be future focussed to articulate their stories of place, to create a valued waterfront for all. The Te Aranga Design values and principles will assist to frame the outcomes.

Partnership and collaboration

Implementing the Waterfront Plan and the council's agreed programme reflects the importance of partnership and collaboration in everything we do. The success of the waterfront has come from the diversity of interests that have had a role in creating places that work for people at all stages of life, growing diverse and innovative businesses, retaining the authenticity of a working waterfront and preserving the multi-layered connections to our collective history.

Along with our council family, Panuku works closely with mana whenua, development partners who share our aspirations, community leaders, and the wider Tāmaki Makaurau community. Together we have successfully implemented a huge variety of projects in Wynyard Quarter.

Projects listed here highlight some of our exceptional open spaces and award-winning successes, showing how the waterfront has developed.

Our places for people

In Wynyard Quarter, we led with the public spaces, drawing people in. And why? Because we recognised that successful places are created, and loved, by the people that occupy them.

We created fantastic open spaces right on the water's edge: Karanga Plaza, Urunga Plaza, North Wharf and Silo Park. These spaces provide a connection to the water and sit comfortably beside existing marine industry, buzzing with human activity and new ideas, and welcoming to all.

While each space is special, they also work together as a whole, providing a range of experiences and attractions across the waterfront. They connect to laneways, and other parks and plazas, stretching back to Britomart or towards Victoria Park.

We are incredibly proud of them, and hope you are too.

NEW PUBLIC SPACES AND STREETS

- + The first stage of Tiramarama Way within Wynyard Central was opened 2018. This east to west link connects Daldy Street in the east through to Halsey Street and adjoins the Wynyard Quarter's Innovation Precinct.
- + Tiramarama Way lies over the original intertidal zone between Waiaatarau and Waitemata. Planted groves at each end of the street indicate the historical places where people found food, water collecting in puddles reflects the day sky and the lighting above the night sky. Shells embedded in concrete suggest a walking path in day and reflect the moonlight at night. The second stage is underway and will provide further access through Wynyard Quarter from Halsey Street to Beaumont Street in the west.
- + Panuku has been working with the Wynyard Edge Alliance to create an extension to Silo Park, with repurposed tanks, and a shade structure developed with a mana whenua artist that we hope will delight visitors and become the newest place to hang out.

Our infrastructure

COMPLETING STREET NETWORKS:

- + The council family has been working through a programme of street upgrades and has completed Daldy Street and Army Daldy Park, with Daldy Street Linear Park forming part of the network of open spaces in Wynyard Quarter.

COMPLETING THREE WATERS

- + Watercare has been progressively upgrading infrastructure including new pump stations in Wynyard Quarter to keep ahead of the growth that will occur.
- + As part of the America's Cup works, Healthy Waters has led the thinking around a stormwater pipe upgrade from Daldy Street to Wynyard Point that has been delivered by the Wynyard Edge Alliance
- + We have worked with others to install rain gardens across Wynyard Quarter for sustainable stormwater management.



Development

CONTINUING RESIDENTIAL DEVELOPMENT

- + Panuku is partnering with property developer Willis Bond & Co to build up to 500 new homes in the central area of Wynyard Quarter.
- + In 2018, we welcomed our first residents into Wynyard Quarter with the completion of the Wynyard Central and 132 Halsey developments. Willis Bond's current residential development 30 Madden will feature work by mana whenua artists referencing the cultural narratives of the surrounding environs, namely Māori star constellations and the original foreshore.

CONTINUING COMMERCIAL DEVELOPMENT

- + Panuku is partnering with Precinct Properties to create a business innovation precinct in the centre of Wynyard Quarter. Progress on the innovation precinct is well underway after the successful opening of the Mason Brothers building on Pakenham Street and 12 Madden in 2017. Precinct's current commercial development at 10 Madden Street will feature planting on the eastern core and creative expressions on the eastern precast concrete facade.
- + Precinct's next stage will continue through to Pakenham Street and Halsey Street with three commercial buildings, one featuring our first timber structure for a commercial building in Wynyard Quarter and a refurbishment of the Halsey Traders building.

CONTINUING MARINE DEVELOPMENT

- + Panuku is partnering with Orams, leveraging on their contribution to the marine industry - work is underway to get ready to service and refit major vessels which in turn generates employment and economic activity.
- + Progress on a new marine facility on Beaumont Street will feature elements to represent the Southern Cross at night.
- + Through the Americas Cup works, SeaLink has moved from Wynyard Wharf to a new home on the western edge of Wynyard Point. In this location they can continue to provide services to the Hauraki Gulf.

MARITIME HISTORY RESTORATION

- + The name 'Percy Vos' is synonymous with skill, craftsmanship and innovative boat design. Many of New Zealand's finest vessels were built in the Percy Vos Boatshed, the last place in the country to build wooden boats. Panuku is overseeing the restoration of the boatshed, so it can be used to showcase some of New Zealand's maritime history.



Part 2.

Wynyard Point Transformation

Where urbanness and openness
come together.

Conceptual Overlay

Tāmaki Makaurau is a coastal city where the urban edge meets the waters edge.

Wynyard Point personifies this experience. Its transformation will create a place where you can quickly journey from gridded urban space to salty open space. The area's unique potential lies in this distinct character – a gateway where you can experience the full range of these conditions.

This conceptual overlay has informed this draft masterplan. It is woven within the themes and our desire to create a place that welcomes all – a place that has a genuine mana whenua presence and will last long into the future.

As our plans develop, we will continue exploring the role of Wynyard Point in the city. This means reflecting on its unique potential and working with others to find the best way of expressing these ideas.



Evolving masterplans

2012

The desire to create a new open space at the waters' edge is a long-term aspiration.

The Waterfront Plan showed the tip of Wynyard Point transformed into a public space for all Aucklanders - a coastal park with regional significance. This park would connect to the 'Green Link' - a journey through a series of public spaces along Daldy Street Linear Park to Victoria Park and beyond to Albert Park and the Auckland Domain.



2017

In September 2017, the Auckland Council's Planning Committee approved a new alignment for the headland park on Wynyard Point. This new alignment changed from west to east creating shelter from the prevailing south-westerly winds and strengthening the visual link from Karanga Plaza - helping draw people into the new open space.

The new alignment remains true to the Waterfront Plan's key waterfront axes. It strengthens the blue-green link by extending a new linear park along the water's edge, while keeping a green connection between Victoria Park and the new open space on the headland.



2018

After the 2017 decision, in March 2018, a decision was made by Auckland Council's governing body to provide for the 36th America's Cup in Wynyard Quarter, including Viaduct Basin.

This decision and investment changed the plans for Wynyard Quarter. It brought forward the exit of the bulk liquids industry and created new infrastructure on land and water on both Wynyard Point and Hobson Wharf.

The adjacent plan represents the area in 'event mode' with the team bases and supporting infrastructure in place. The resource consent for the America's Cup bases is for a 10-year period, but the new infrastructure and open space will be available for the public between and after events.



The City Centre Masterplan Refresh 2020

In 2020, Auckland Council updated the City Centre Masterplan (CCMP), setting the strategic direction for Auckland's city centre and waterfront for the next 20 years. It envisions a place with thriving business and cultural expressions, one that connects people to nature and each other.

The CCMP has eight transformational moves - three with key relevance to this plan:

Transformation move 1 - Māori Outcomes

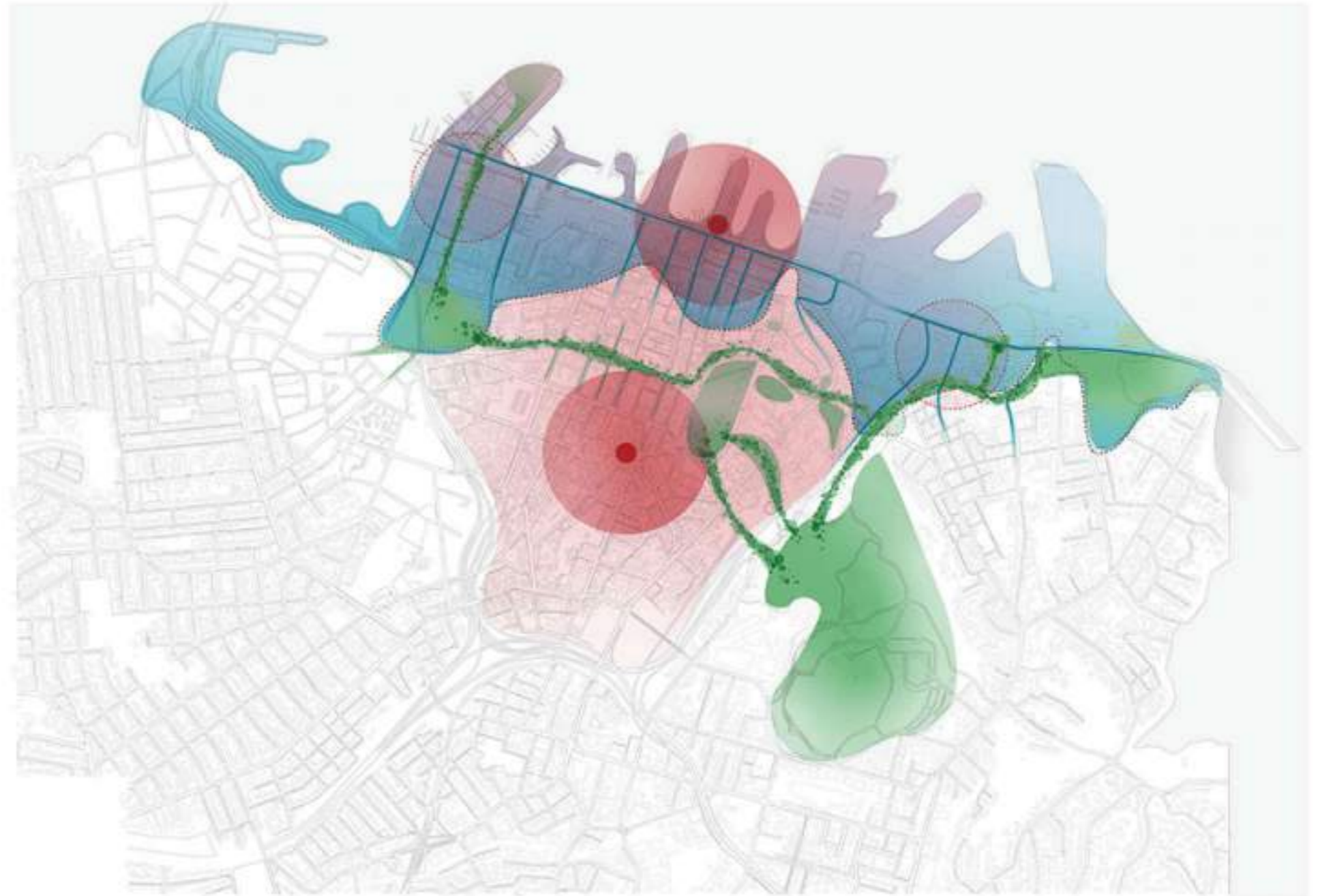
Transformation move 6 - The Green Link

Transformation move 8 - Harbour Edge Stitch

The three moves together seek to highlight mana whenua presence and link the waterfront with the city.

This anticipates a range of interventions and systemic changes to bring Māori identity and life into the city centre and waterfront, ensuring mana whenua have a prominent, authentic, and active presence in the city and waterfront.

The moves should provide a continuous link of people-friendly spaces along the waterfront axis and see Wynyard Quarter evolve as a vibrant waterfront neighbourhood. It also means delivering a connected network of green parks and streets across Auckland City Centre, linking into the future headland park at the waters' edge.



The old and new: Applying the Waterfront Plan Plan and CCMP

The CCMP and the Waterfront Plan are the key guiding documents for setting the strategic direction in the area over the next 20 years.

The two sets of graphics document the shift in the strategic direction while remaining true to the original vision and goals of the Waterfront Plan.

This draft masterplan

Wynyard Quarter is undergoing significant transformation into a new mixed-use waterfront neighbourhood for locals and visitors. This draft masterplan takes account of all previous planning work while responding to the changed conditions.

Key moves of the Waterfront Plan

WATERFRONT EAST-WEST AXIS

- + Developing a strong connection from Westhaven through the Wynyard Quarter connecting back to Viaduct Harbour and downtown.



1 The Waterfront Axis

GREEN LINK

- + Creating a North-South connection, linking Wynyard Point to Victoria Park in the CBD along Daldy Street Linear Park.



BLUE-GREEN

- + Connecting land and sea through the wharves and improving opportunities for people to interact with water's edge.



Key moves at Wynyard Point

WATERFRONT EAST-WEST AXIS

- + Strengthening the east-west axis with a series of spaces for people
- + Retaining the children's playground as public open space
- + Retaining existing character: keeping Silo 6 and the classic wooden 'Red Shed' on North Wharf



GREEN LINK

- + Strengthening and completing the north-south connection from Wynyard Point to Victoria Park



BLUE-GREEN

- + Strengthening the blue green connection through the alignment of the green link along the wharf axis on Wynyard Point
- + Improving opportunities for people to interact with the water's edge.





Opportunities and Challenges

Regeneration on this scale is never simple.

Our developing waterfront brings many opportunities and challenges. We aspire to creating vibrant public spaces within a mixed-use neighbourhood catering for locals, residents, workers and visitors. As we continue to develop a strategy for the future our highest priority is to create a place that celebrates our marine environment including our harbour, recognises our public spaces, enables business to flourish and grows our communities.

Our strategies also respond to identified challenges to ensure we can meet these goals.

BLUE-GREEN WATERFRONT

OPPORTUNITIES

- + Embed climate change resilience into new open space and the built environment
- + Contour the land and raise sea-walls to respond to sea level rise
- + Ensure sustainability is central to open space design, particularly for the headland park
- + Provide for physical expressions of kaitiakitanga during development
- + Create a new home for at risk seabirds and regenerate fish habitat to improve water quality
- + Promote locally sourced native planting
- + Promote low carbon infrastructure and life cycle assessments
- + Promote sustainable construction, building performance, demolition practices and New Zealand Green Building Council Greenstar 5 star rating

CHALLENGES:

- + Remediation and excavation within the reclamation
- + Stormwater management and water quality
- + Seismic strengthening of the reclamation and the wharves
- + Sustainable building practices above current industry norm

SMART WORKING WATERFRONT

OPPORTUNITIES

- + Protect the existing marine industry and promote the working waterfront
- + Celebrate our maritime history through the adaptive reuse of the restored Percy Vos Boatshed
- + Create local jobs by channelling private development into the area and creating new commercial and event spaces
- + Promote uses that lead to ground level activation
- + Provide flexible spaces for innovation
- + Promote water-based transport
- + Create economic opportunities for all, including Māori

CHALLENGES

- + Effectively responding to Covid-19
- + Managing reverse sensitivity between new and existing uses
- + Creating flexible commercial spaces that respond to demand

PUBLIC WATERFRONT

OPPORTUNITIES

- + Create a destination park on the headland that ensures exemplary open space with ongoing event space
- + Continue to host large marine events and use the newly created calm waterspace in Jellicoe Harbour
- + Create flexible spaces for activation between major events
- + Enable public access to the water and activities, including bombing, fishing, swimming and canoe ramp access
- + Celebrate the industrial past, including silo tanks and traditional classic wooden sheds
- + Celebrate a series of new public spaces, including Hobson Wharf Extension, Silo Park Extension, Daldy Street Linear Park Extension, that people can enjoy within an authentic, working waterfront

CHALLENGES

- + Improving the area's public amenity value, including enabling open spaces that are flexible, inclusive and safe
- + Improving access to and from the water, as well as creating new open spaces to draw people to the headland
- + Funding for activation

CONNECTED WATERFRONT

OPPORTUNITIES

- + Promote multimodal transport infrastructure that favours walking, cycling, water-based and public transport over cars
- + Retain a 70:30 modal split, with no more than 30% of all trips during peak periods occurring in single occupancy vehicles and the remainder on alternative modes such as public transport and active modes
- + Enable public transport to the headland park
- + Prioritise pedestrian access and places for people
- + Promote water transport routes for ferries and canoes
- + Enhance the Green Link connecting public spaces within Wynyard Point

CHALLENGES

- + There is already pressure on our network and existing transport corridors are narrow
- + Managing conflict between transport modes to ensure safe access for all
- + Reducing provision for single occupancy vehicles

LIVEABLE WATERFRONT

OPPORTUNITIES

- + Celebrate the identity of Tāmaki Makaurau
- + Celebrate inclusive public spaces that attract all Aucklanders
- + Promote quality urban design by integrating development with streets and public open spaces to attract, grow and nurture the community
- + Promote sustainable housing choices, universal design and New Zealand Green Building Council Homestar 7 star rating
- + Promote innovative solutions. Modular and prefabrication systems could improve construction quality, efficiency and affordability

CHALLENGES

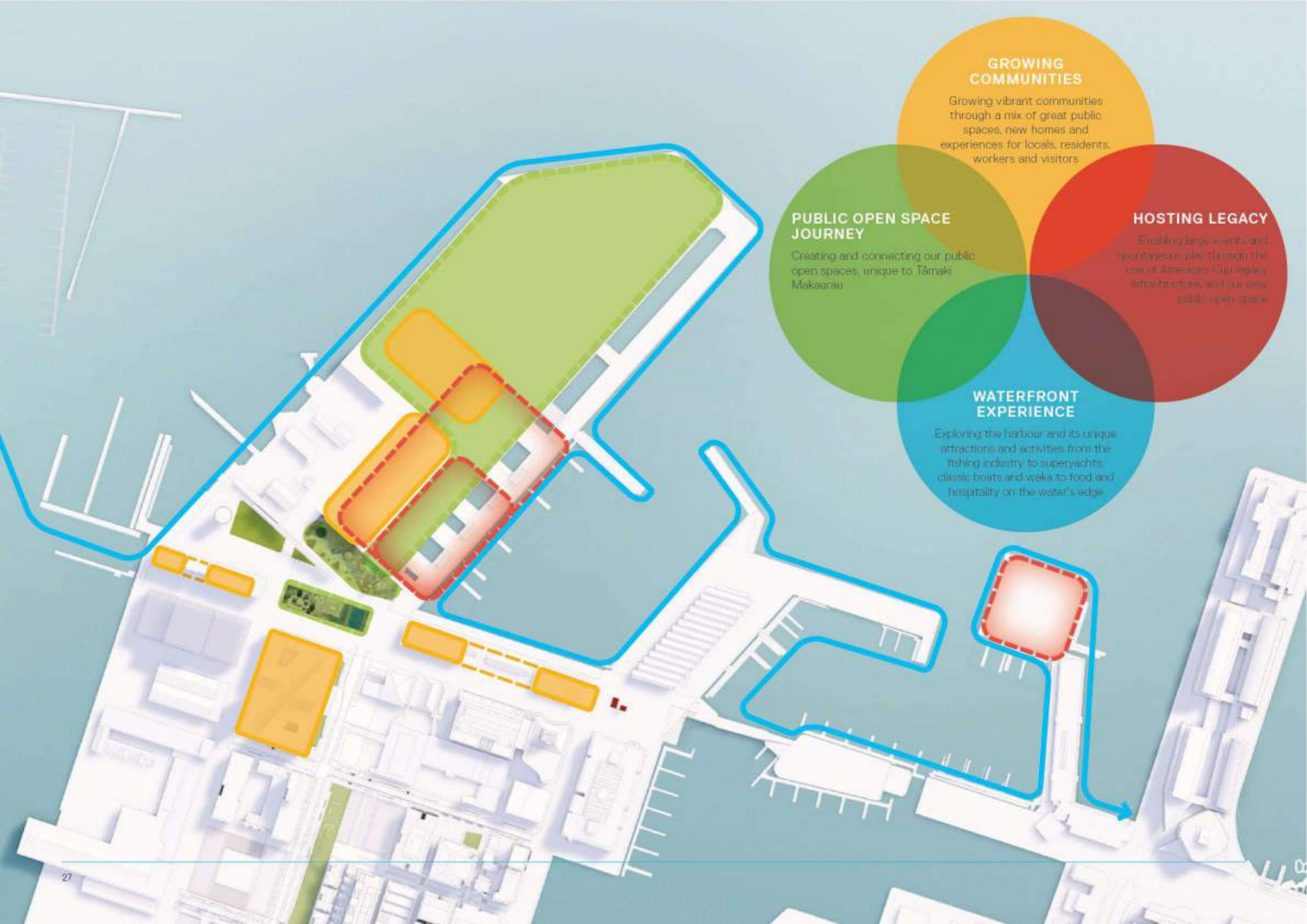
- + Affordability and ensuring the waterfront remains a space for everyone
- + Undersupply of housing and a local community
- + Dependence on cars for residents and visitors
- + Reverse sensitivity between residents and noise from events in public open spaces
- + Responding to COVID-19 as the new normal

Themes

Four key themes will guide the transformation of Wynyard Point, and the future use of Hobson Wharf.

They enrich our vision of creating a space where urbanness and openness come together.





GROWING COMMUNITIES

Growing vibrant communities through a mix of great public spaces, new homes and experiences for locals, residents, workers and visitors

PUBLIC OPEN SPACE JOURNEY

Creating and connecting our public open spaces, unique to Tāmaki Makaurau

HOSTING LEGACY

Enabling large events and spontaneous play through the use of America's Cup legacy infrastructures, and our new public open space

WATERFRONT EXPERIENCE

Exploring the harbour and its unique attractions and activities from the fishing industry to superyachts, classic boats and waka to food and hospitality on the water's edge

GROWING COMMUNITIES

Growing vibrant communities through a mix of great public spaces, new homes and experiences for locals, residents, workers and visitors

Context

Regeneration within Wynyard Quarter has always put people first. This started back in 2011, when we developed an inviting series of public spaces from Karanga Plaza leading into North Wharf, the much-loved children's playground on Jellicoe Street, and of course Silo Park. Panuku prioritised quality places for people as this section of the waterfront changed from an industrial tank farm to today's vibrant Wynyard Quarter.

These public spaces are complemented by the subsequent residential, commercial and marine development that stayed true to established quality and a people-focused approach. The land adjoining Silo Park has always been intended for development, but over the past 10 years this site has been used as a flexible open space to attract people into the area.

Within Wynyard Quarter streets are narrower and the speed limits lower, prioritising pedestrians, and providing space for people on bikes and scooters. Its industrial past is also celebrated with Silo 6 used as a civic events and arts space, while North Wharf has the Red Shed open to the public as a restaurant, with railway lines embedded underfoot.

By 2040 we anticipate the Wynyard Quarter will be home to a resident population of 3,000. The remaining redevelopment area has the potential to deliver up to 600 new homes and over 600 new jobs.

Aspirations

We are incredibly proud of what has been achieved to date. The waterfront is beloved, well used and a focal point for a lot of the city's identity and activity. But there is more to come.

Central to this effort will be our relationship with mana whenua and ensuring that the place holds strong connection to its environment, to its first peoples, and then to all those who now know it as their waterfront.

The next stages of regeneration will continue our people driven approach. Starting with the public realm, a new headland park will blossom from industrial land into a water edged place for people, providing opportunities for activations and community events. We will retain the much-loved children's playground on Jellicoe Street to provide play opportunities for all ages, along with Silo 6 as a key civic space. Reshaping our open spaces will create a stronger 'green link' into the city, forming a more successful string of open spaces for locals, residents, workers and visitors to Wynyard Quarter.

We also envision a place where the built form enhances the public realm – where development beside Silo 6 and the future headland park will help frame and enliven these public spaces. These new spaces will be highly accessible to all Aucklanders, with improved public transport links, and good connections back to Britomart transport centre. This will be an environment that supports and prioritises pedestrians and people on bikes and scooters, while providing for the needs of the working waterfront.

Development on Wynyard Point will create a vibrant community - one that embraces civic, residential, commercial, and marine uses. The focus will be on a mix of uses creating a residential community with a strong public interface. We will also look for opportunities to provide water transport and celebrate the calm waters of Jellicoe Harbour, and the wind and waves beyond.

Overall, this regeneration will reflect both urbanness and openness. Buildings will create a strong street edge, with appropriate distribution of height, shading and activity to complement open spaces. It will be a leading exemplar in stormwater management and climate change resilience.



DALDY STREET PLAYGROUND



PIANO



CONTAINER LIBRARY





VECTOR LIGHTS
TRANSFORMER MURAL



KARANGA PLAZA



MATARIKI



DALDY STREET
GARDENS



SUSTAINABLE
COASTLINES
FLAGSHIP



CITY LINK AND BUSES



URBAN FORM
PACKENHAM AND HALSEY



TIDAL STEPS



PUMP TRACK



SILO PARK



FISHING



WORKSHOPS ON
THE WHARF

GROWING COMMUNITIES

Growing vibrant communities through a mix of great public spaces, new homes and experiences for locals, residents, workers and visitors

Built form

Wynyard Point is poised between the urban and open. It is therefore critical future development achieves appropriate urban form to support the open spaces being provided, both in terms of a backdrop and to build communities of residents, workers and visitors to ensure the point is lively, activated, attractive and successful.

VARIATION IN BUILDING HEIGHTS

Variation in building heights contributes to an interesting and attractive urban form with a distinctive skyline.

Many of the buildings in Wynyard Central have been developed under and over permitted heights. In the intervening years since the original masterplan, wider acceptance for taller distinctive buildings has emerged across the development community and in the marketplace.

The proposed plan change provides the opportunity to revisit the approach to height in order to continue and expand on this variety of form and scale

Where the original masterplan permitted building heights on Wynyard Point up to a flat 27m, the plan change will enable height variation from 18m and up to 41m, in certain places, to create marker buildings along the point, consistent with the character of existing development. Shadow studies have been undertaken to ensure that the effects of these height variations will complement public open space with appropriate sun shading.

LANEWAYS

The existing laneways and viewshafts are a large contributor to the success and sense of “human scale” as you journey through Wynyard Quarter. Development on Wynyard Point will ensure the aspirations of the original masterplan laneways and viewshaft sightlines across the harbour are maintained.

FINE GRAINED EDGES

Broad and tall buildings fronting onto public open spaces can create an overbearing, oppressive and monotonous built edge. A variety of building heights, widths and set-backs from public realm edges, along with built form integrated with laneways and viewshafts creates a ‘fine grain’ richness and variety which makes for attractive and enjoyable places to be.

Creating a ‘fine grain’ built form along public open space edges, will enhance our experience of Silo Park, Daldy Street Linear Park and our journey into the headland park.

Ground level uses will activate the adjacent public spaces and occupied and habitable spaces which overlook those spaces and will enhance the sense of community and safety – more ‘eyes on the street’.

Transport

The location of Wynyard Quarter on the western edge of the reclamation lends to a unique situation for access points servicing the area. Fanshawe Street provides three north-south streets that carry traffic in and out of the area. The key principle in the development of the area has been the management of private vehicle impacts on existing road infrastructure and the need for fully integrated public transport ahead of local demand. This is been implemented by prioritising public transport, active transport, or carpooling over the use of single occupancy vehicles, helping minimise congestion while ensuring access for all.

The new public spaces and developments will attract more locals, residents, workers and visitors to Wynyard Quarter, placing additional pressure on the existing transport network. Recognising that the road network cannot be expanded due to the unique land constraints, careful management of the use of single occupancy vehicles will avoid congestion in the area. This includes retaining and improving on our 70:30 modal split aspiration for 70% or more of all trips to Wynyard Quarter through public transport and active transport modes.

The development of Wynyard Point brings the opportunity to develop and further strengthen the city’s ‘blue highways’ or transport through our waters and to ensure we undertake improvements for public transport as well as encourage active modes transport.

Here, we will carefully manage carparking to minimise the use of single-occupancy vehicles. We will upgrade Hamer Street and create new connections through the new linear park to make it easier for pedestrians and people on bikes to access the area. We also propose pedestrian and cycle connections through Beaumont Street and a thoughtful routing of buses in consultation with Auckland Transport, while retaining aspirations to develop water transport to meet future demand. Overall streets will be greener, with sustainable transport and pedestrians prioritised.

We recognise that vehicle access and loading zones are critical for business and will be retained for those who need them, with Beaumont Street functioning as the primary route for marine industry.

Climate action

Wynyard Quarter's redevelopment has always put sustainability at the forefront. This Sustainable Development Framework (2013) has required measurable improvements within the built environment, with a particular focus on water and energy usage.

The development of Wynyard Point brings the opportunity to further strengthen sustainable development and consider environment impacts to manage the land and improve the water quality.

Development will respond with climate change resilience and higher performance measures to reduce carbon emissions. Sustainability will be central to open space development, particularly for the headland park new open space and infrastructure.

The built environment will achieve New Zealand Green Building Council Greenstar 5 star rating incorporating floor levels that are above sea level rise – embedding in resilience and energy efficiency. We will use life cycle assessments to reduce embodied carbon for all new development.

There will be improvements in the public realm for the community including reconfigured seawalls, recontoured land and raised edges to respond to sea level rise and wave overtopping.

Development will locally source low water usage native planting, provide a new home for at risk seabirds and regenerate fish habitat to improve water quality.

Outcomes

Growing Communities means we will:

- + Lead with public realm to create more quality places for people
- + Continue to make a place that both welcomes visitors and is a home for residents
- + Strengthen the waterfront axis and ensure an authentic waterfront experience
- + Channel private investment to ensure a high quality built-form with potential for marker buildings and protection from natural elements, helping to activate and define street edges for safe public spaces
- + Enable fine grained street and lane networks with potential for visual connections to significant landmarks, shared surfaces for travel and movement
- + Ensure a leading exemplar development response to the climate action emergency, integrated with public open space, public and active transport networks
- + Ensure cultural expression through private development

Plan Change

To realise our aspirations, a plan change is required to uplift open space and road designations to enable development across Wynyard Precinct, and ensure the open space outcomes are protected through appropriate zoning and other controls through the Auckland Unitary Plan. This includes:

- + Updating gross floor area requirements
- + Amending heights within Wynyard Point
- + Amending noise levels to manage residential and event spaces
- + Enabling temporary activities and events to create inviting spaces
- + Introducing new laneways and viewshafts
- + Identifying transport links and shared spaces

GROWING COMMUNITIES

Growing vibrant communities through a mix of great public spaces, new homes and experiences for locals, residents, workers and visitors

Placemaking and development outcomes

Our planning will ensure the built environment and our places for people are well integrated, each supporting the other.

THE HEADLAND PARK

The vision for redevelopment on the waterfront always anticipated creating a significant public space 'a jewel in the crown' for the Tāmaki Makaurau inner-city waterfront.

In the short term the area to the north of Silo Park will be a busy space with marine events and ongoing marine activity, with a clear shift away from the non-marine industrial uses.

In 2019 we started to change the fabric of the place by removing some of the bulk storage tanks (silos) and replacing these with a new public space. Visitors numbers to the area have soared over the past decade and we look forward to this next step making a great place for people.



URBAN DESIGN STRATEGY

Our strategy for modulating the heights of future development on Wryyard Point is based on three basic principles:

Lower at the edges.

Building height should be lowest at the edges which interface with public open spaces.

Taller in the middle.

Opportunity for increased height should be inset further away from these edges.

Extra height to strengthen axes.

In line with the original Urban Design Framework, moments of special height increase should serve to balance the already established axial formation, which assists with wayfinding through recognisable landmark forms.

CONTINUING DEVELOPMENT PARTNERSHIP AND COLLABORATION

Once this masterplan has been finalised, there will be a separate consultation process and a competitive open market process to select development partners to deliver on our aspirations for the area. We will build on our success partnering with the private sector in Wynyard Central, channelling private investment and facilitating innovation through development.



SITE 14

North Wharf Pavilions

A primary destination for entertainment, commercial and fishing industry operations.

The traditional classic wooden Red Shed is retained to help preserve the identity and character of an authentic waterfront experience.

Flanking the red shed to the east and west, sustainable low carbon buildings bolster and support the activity along the Waterfront Axis, adding to the vitality and life on North Wharf for local and visiting communities.



SITE 12

Silo 6 east and west

An anchor for recreation and marine activity at the west end of the Waterfront Axis.

Silo 6 (the 'six pack' bulk storage tanks), are retained to celebrate Wynyard Quarter's urban marine industrial character.

To the east and west of Silo 6, sustainable low carbon buildings will activate the edge of Silo Park where it completes the Waterfront Axis. North facing views overlook Silo Park, Westhaven and the harbour beyond.



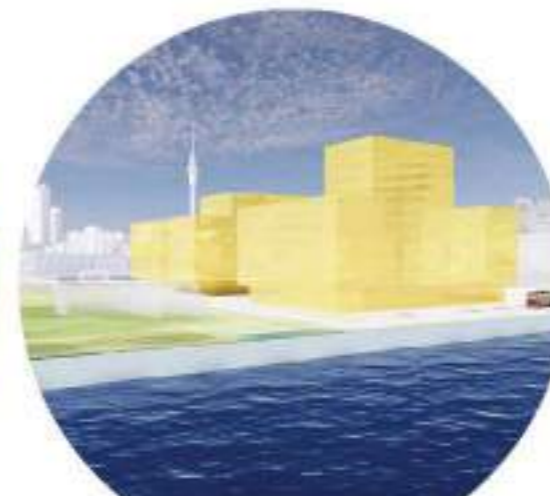
SITE 19

Jellicoe Street

An exciting meeting point between green open space, blue waters edge and waterfront activity.

At the corner of Jellicoe Street and Daldy Street our three axes converge on a vibrant, sustainable, low carbon, mixed use development.

At the heart of this block, retail and food and beverage will enliven the new Wynyard Plaza. This new public open space will form a distinctive diagonal link between North Wharf and Beaumont Street, creating fine grained urban forms which orient us towards Wynyard Wharf and extend our journey onwards to Wynyard Point.



BLOCK A

Wynyard Point East to West

Embodying the transition from 'urbanness to openness'.

Distinctive sustainable low carbon buildings will form the interface between built form and open space.

Mixed uses will bring life to street and park level, while occupied and habitable spaces at upper levels will overlook and protect public open space.

The Block A buildings will frame long range views drawing people towards the headland park. A variety of building heights will transition sensitively upwards from their lowest along park edges. Breaks in building mass will offer wayfinding sightlines through a fine-grained urban form.



BLOCK B

Wynyard Point North to South

The gateway to Wynyard Point.

Exemplar sustainable low carbon buildings will celebrate our sea loving Pacific culture.

Well considered urban forms will shelter laneways from prevailing winds, modulate the skyline with a variety of building heights stepping down to park edges, offer glimpses to key wayfinding landmarks like the Percy Vos Boatshed and Daldy Street Linear Park.

Through a vibrant intermixing of public and private realms, design for passive surveillance, residential frontages and architectural elements, Block B will form a varied, interesting and safe park edge.

PUBLIC OPEN SPACE JOURNEY

Creating and connecting our public open spaces, unique to Tamaki Makaurau.

Context

The city centre has a range of large and small public spaces and a series of small parks, plazas, promenades, laneways, bridges, wharves, breakwaters and hardstand along the waterfront. These spaces are well-used and well loved by Aucklanders and visitors alike.

These spaces also enliven our waterfront through temporary events, working in conjunction with established buildings and structures such as Silo 6 and the Viaduct Events Centre. They are enjoyed by the people who use and move through them, to gather and play and enjoy an authentic waterfront experience.

There has long been a vision of adding to this open space. The 2012 Waterfront Plan showed a new destination park on the headland. There is currently a designation reserving 4ha to 5ha of space over Wynyard Point for this park and connecting spaces. Extending the series of public open spaces to the point, in conjunction with the newly created Hobson Wharf Extension, aligns with the Waterfront Plan objective for more public open space.

Aspirations

Our goal is to create spectacular public spaces that are cherished by all Aucklanders – places for people to connect with friends, family and the surrounding harbour without needing to spend money.

These new public spaces will add to the existing ones in Wynyard Quarter, creating a network of open space that prioritises sustainability and is internationally admired.

THE HEADLAND PARK

Wynyard Point is a gateway to our waterfront. With the bulk liquids industry departing from Wynyard Point in 2021, there is now the opportunity to create a headland park. This space will return the headland reclamation to the people: creating space to gather and interact with the Waitemātā.

This wild and uniquely Tāmaki Makaurau public open space will be the only place in the city where you can stand, without a boat, in the middle of the harbour: a place for all to enjoy. It will feature spectacular views to and from the city, provide new access down to the city and complete the green link connecting Wynyard Point through the Daldy Street Linear Park to Victoria Park.

Over the years, there have been discussions on providing a significant or 'iconic' building within the headland park. Through consultation over plans from 2005, the public has consistently told Auckland Council that open space at the headland is a preferred use. This was recently confirmed through the 2020 refresh of the City Centre Masterplan.

We are now clear that a significant building in this open space is not the right way forward, as this would reduce the open space available for Aucklanders.

However, we do see opportunities to provide a cultural, arts, or community building within our planned development south of the large public open space. This would retain both the open nature of the future headland park at the water's edge, while providing flexibility for the future.

The proposed park outline will be different from the current designation - the same size, but shaped differently. New studies show that the realigned open space will provide more shelter from the prevailing winds, and a more inviting spot for Aucklanders to enjoy.

WYNYARD WHARF

Wynyard Wharf north needs to be upgraded before it can be accessed by the public: an opportunity for us to remake the existing wharf, shifting away from an underutilised structure, the reimagining of some of the wharf to integrate with the new coastal park edge, allowing people to engage with the water differently.

HOBSON WHARF EXTENSION

America's Cup led to the creation of Hobson Wharf Extension - a new public space for the city. A place of respite on the Viaduct to connect to the Waitemātā, but also the perfect spot for temporary marine events and activations.

Hobson Wharf Extension could host a range of events - marine (e.g. boat shows), theatre, markets and more. Its proximity to the Maritime Museum further highlights the maritime history of Tāmaki Makaurau, providing opportunities for collaboration. The public open space provides prime views, one of the waterfront's hidden gems, and a place to pause beside the bustle of the Viaduct Harbour.

SILO PARK AND THE BLUE-GREEN LINK

In preparation for America's Cup, we have extended Silo Park, creating a larger public open space. This space references the legacy of industry past with the retention of nine bulk storage tanks - some storing food (e.g. cooking oils, molasses) and celebrates our Māori culture in a new structure developed with a mana whenua artist.

We propose to rebuild the existing playground at Jellicoe Street and strengthen the connection from Jellicoe Harbour to Beaumont Street through a laneway. We will also extend Silo Park north into a new linear park along the eastern edge of Wynyard Point, providing an inviting link to the headland park. The space east and west of Silo 6, an existing development site, will be of outstanding quality with active uses on the ground floor to enliven and enhance the surrounding public space and celebrate the industrial past.

Public access along the wharf with these reshaped public open spaces bring to life the long-held Blue-Green connection aspiration. They will draw people into the headland park, as well as attracting people to the larger public open space at the gateway to Wynyard Point.

CHANGING SPACES

The past 10 years have seen Wynyard Quarter change dramatically. Little by little, this former industrial area has seen new public spaces and development. These have been incorporated into the fabric of the area, the new with the old: new apartments, offices and laneways beside enduring marine industry, creating a gritty and interesting waterfront environment.

These spaces are still continuing to change. New public space just north of the existing Silo Park brings incredible opportunity for our future headland park, and the linear park that leads up to it, through the integration of exceptional design and placemaking.

Placemaking is the creation of vital public spaces, the kind of places where people feel a strong relationship to the place, to each other and a commitment to making things better. Through placemaking, the people of a place play a strong cooperative role in the building of their public places. This philosophy has guided the creation and use of public spaces across Wynyard Quarter and the waterfront for many years, and will continue to do so.

Placemaking has brought to life flexible small and large open spaces with play areas and food trucks, festivals and celebrations. Across the waterfront, you can find local celebrations of Matariki, striking art exhibits, pop-up libraries and cinema, music from local DJs, workshops on dancing to sustainability and everything in-between, and more – all right at the waters' edge.

We are looking forward to the change coming in the future, and ensuring our new public spaces will be loved just as much as the 'old' ones.

Outcomes

Public open space journey means we will:

- + Enable diverse recreation activities on the land and water
- + Embed a distinctive cultural look and feel including mauri of the harbour, people and stories of this place
- + Create new infrastructure on Wynyard Wharf for the public to interact with the water and connect to the headland park
- + Soften and naturalise the north and west coastal edge of Wynyard Point to regenerate unique habitats on the land and sea to support fish and coastal plant species and a new home for a colony of at-risk red-billed gulls, along with enhanced public enjoyment and climate change resilience.
- + Enhance safe public open space activating street frontages for improved passive surveillance and views of the surrounding landscape
- + Celebrate placemaking and activations that bring life to our public spaces
- + Implement a stormwater management system that is catchment-wide over Wynyard Point

Plan Change

To realise our aspirations, the plan change will uplift open space designations across Wynyard Precinct, and ensure the open space outcomes are protected through appropriate zoning and other controls through the Auckland Unitary Plan. This includes:

- + Rezoning headland park north and east from business zone to an appropriate open space zone
- + Rezoning Silo Park extension from business zone to an appropriate open space zone
- + Rezoning Jellicoe Street playground from business zone to an appropriate open space zone
- + Creating appropriate provisions to ensure aspirations for Hobson Wharf Extension are realised
- + Enabling temporary activities and events to create inviting spaces

PUBLIC OPEN SPACE JOURNEY

Creating and connecting our public open spaces, unique to Tamaki Makaurau.

DECLAMATION



NATURALISTIC



OPEN SPACE



LINEAR PARK



STREET



LANEWAY



PROMENADE



PLAZA



WATER ACCESS



WAKA ACCESS



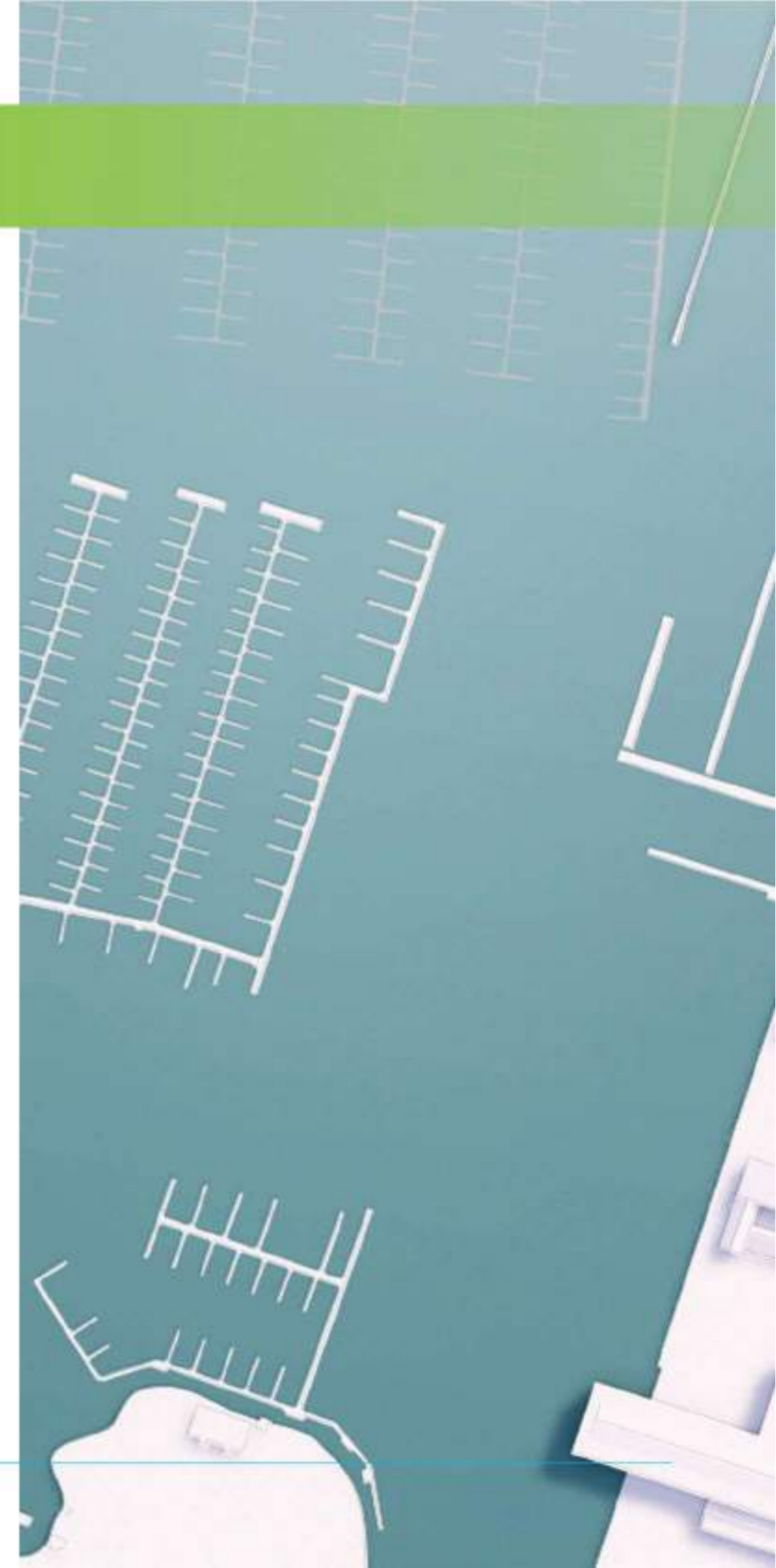
WHARF

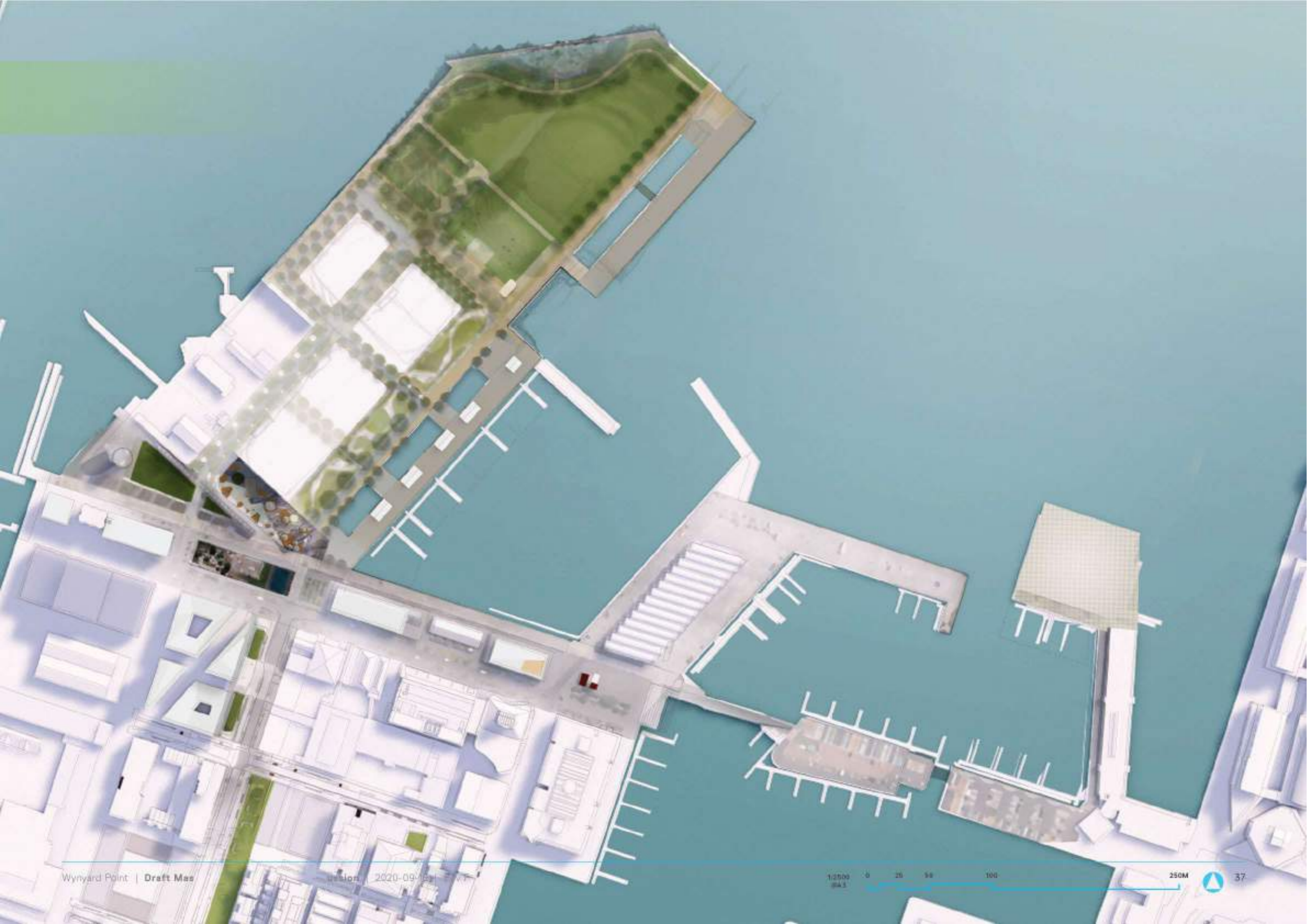


HABITAT



This illustrated spatial plan is indicative only.





HOSTING LEGACY

Enabling large events and spontaneous play through the use of America's Cup legacy infrastructure, and our new public open space

Context

In the 1990s, America's Cup triggered the redevelopment of Viaduct Harbour. Today, we see something similar occurring in Wynyard Quarter, with the 2021 event accelerating the redevelopment of the area. Existing marine and industrial activities have relocated from Wynyard Point, freeing up the space for America's Cup bases. Hobson Wharf has also been extended, creating room for an additional double base.

The America's Cup is recognised as an important stimulus to the New Zealand economy and can continue to play a part in Auckland's Covid-19 recovery. However, as the city and the importance of marine events grow, so does the demand for public spaces. One result has been a new public space - Silo Park Extension at the gateway to Wynyard Point.

While marine events play an important role in activating the waterfront, the area they use is available to the public in between large and small events.

Aspirations

We want to make the most of marine events – developing and using public spaces for the city while retaining space for events into the future.

HOBSON WHARF EXTENSION AND WYNYARD POINT SOUTH

Building on our placemaking approach of 'do-learn-do' we are proposing to scale up our activities, recognising that continuous change is to be expected and requires us to be agile. In the location of the America's Cup bases (Wynyard Point South and Hobson Wharf) we are proposing a strategy that provides flexibility to programme a variety of different activities and experiences when the space is not being used for America's Cup and other marine events.

Apart from marine events, the space can be used to achieve social, environmental, economic and cultural outcomes. Most importantly, placemaking and activations on these spaces provide an alternate use and create quality spaces that people associate with and love.

This area also provides space for innovation through testing new ideas and projects.

Outcomes

Hosting legacy means:

- + Create a flexible large event space in the heart of the city
- + Enable room for events, ongoing activations, innovation and play
- + Enable room for ongoing use of public open space and access to calm water
- + Enable room for growing new ideas and encourage commercial enterprise and innovation

Plan change

To realise our aspirations, the plan change will enable appropriate controls on Wynyard Point South and Hobson Wharf Extension through the Auckland Unitary Plan. This includes:

- + Enabling placemaking and events within these spaces
- + Longer-term temporary events to kickstart creative and commercial endeavours



PERMANENTLY TEMPORARY

During America's Cup and other major marine events, the marine events area needs to be cordoned for hosting.

These events are significant, but they don't last forever. When they aren't in hosting mode, we need the sites to be active, attractive and exciting places to be. We need to make a place that is always on, and always ready to change.

This dual role has given rise to what we're terming "permanently temporary."

During events and up to 2028, the current Marine Events Space (including Hobson Wharf Extension) will convert to perform the function of hosting events such as the America's Cup, the Volvo Ocean Race and many others.

Between events, the Marine Events Space will be open to the public and activated with a variety of temporary installations and programmes to continue to attract visitors and enliven Wynyard Quarter.



ENSURING QUALITY EVENTS

Not everyone might notice, but the waterfront has been carefully designed to provide for the needs of event users. From carefully placed power outlets to carparks that have been sized for 'easy-up tents', we've thought about how this place can provide for a range of events: light festivals, boat shows, markets and more.

As Wynyard Point and the linear park develops, we will work with industry professionals to continue this approach, ensuring these new places are as successful as the old.



FUTURE OF MARINE EVENTS

By mid 2028 the current resource consent for America's Cup will conclude and the sites on Wynyard Point will be available for development. It is important to now consider the future of large marine events within the waterfront as a whole.

The proposal considers a site on Wynyard Point of a similar size as has been required for the America's Cup event. The potential event site spans over land and wharf, from the south east open space to the south end of Wynyard Wharf. While this would require bridging between the land and the wharf for the event, it would also enable continued use of potential east to west public open space and new calm water space that has been created within Jellicoe Harbour for the America's Cup.

Hobson Wharf extension will remain available for potential future events and for smaller marine events like Volvo Ocean Race and boat shows.

The 2021 America's Cup event has brought together waterfront events infrastructure as an integrated whole supported by surrounding public spaces.

WATERFRONT EXPERIENCE

Exploring the harbour and its unique attractions and activities from the fishing industry to superyachts, classic boats and waka to food and hospitality

Context

Connection to the water is fundamental for Wynyard Quarter. The original shoreline was at the southern point of Victoria Park and the waterspace that is now Wynyard Point was well-used by waka as a source of food, trade and travel. Since the 1930s Wynyard Point, comprised of approximately 10.6ha of land and with over 1km of shoreline, has sat within the Waitematā.

Originally, Wynyard Point was used for marine and industrial activities, and the marine industry remains critical in retaining the area's authentic waterfront character.

Water access and experiences for the public abound across the waterfront. People can touch the water at the Karanga Plaza steps. Wynyard Point and Hobson Wharf Extension provide spectacular views of the harbour.

Westhaven provides ample opportunities to sail on the Waitematā. The wharves of Wynyard Quarter are public places that double as a functional working waterfront, providing space for the fishing fleet, classic boats and super yachts. Wynyard Point is also home to key marine industry, business and commercial ferry operations.

Aspirations

We want to preserve and build upon these existing waterfront experiences, highlighting Wynyard Point's connection to the water, and the lively waterspace that surrounds it. This means protecting and creating new space for marine industry on Wynyard Point, creating new access points to the water and improving water quality, and making the most of this uniquely maritime location.

The stretch of the waterfront between Wynyard Point and Hobson Wharf provides a variety of experiences from the fishing fleet, classic boats and superyacht berths, retail and eateries on the water's edge.

In addition to this, we are now proposing a destination park on the headland that is wrapped with the harbour edge. The park will add public access to the water. Imagine bombing, fishing, swimming and canoe landing – a range of free and accessible water attractions enhancing the experiences elsewhere on the waterfront. The park will also add new protected sea bird roosting spots and fish habitats celebrating and enhancing the natural resources on the waterfront.

Acting as a bookend to the marine industry precinct on the western side of Wynyard Point, we are proposing a sustainable low carbon building to reflect the maritime character of this place and to provide much needed space for marine services as they continue to function as an essential part of the working waterfront.

Outcomes

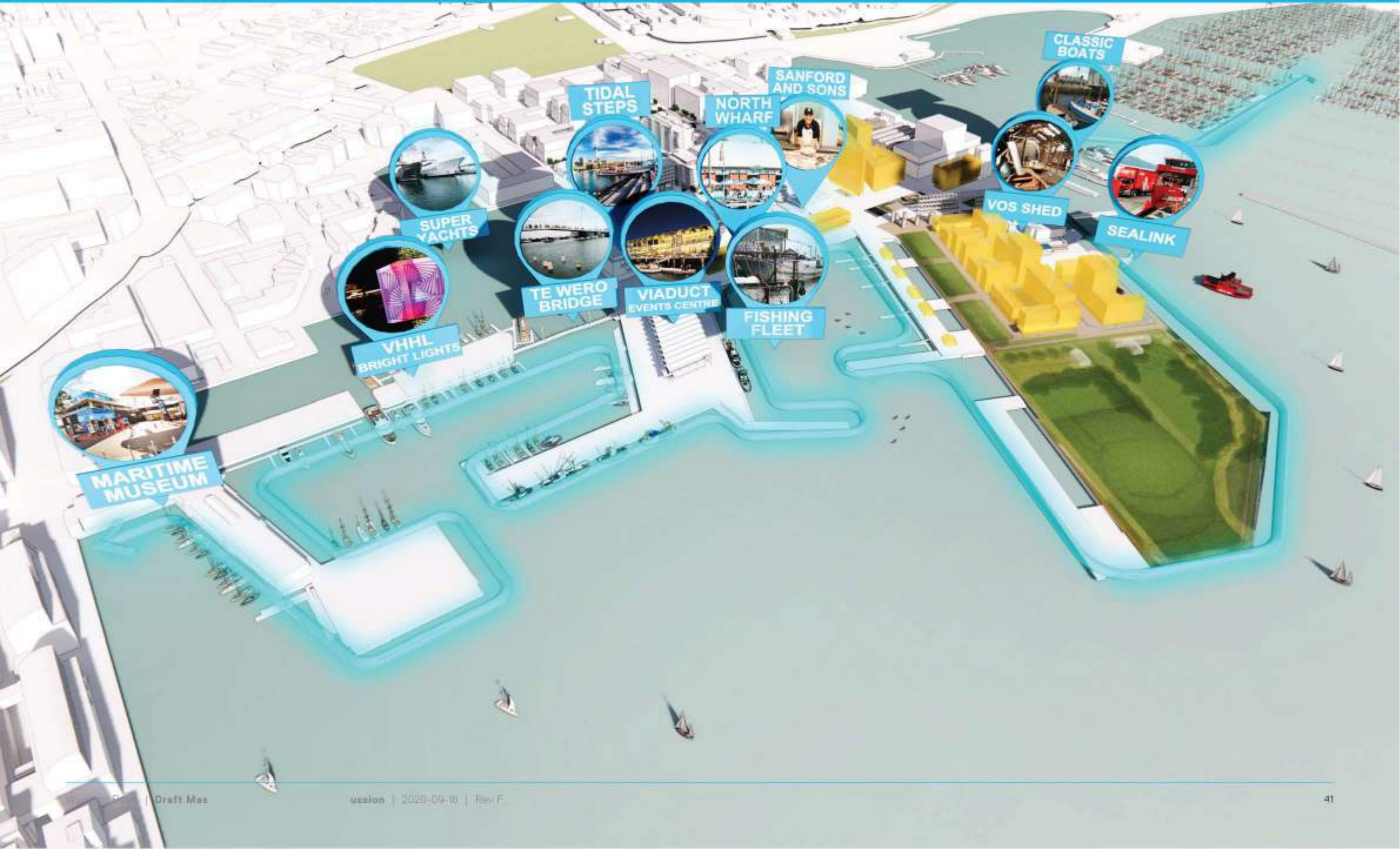
The waterfront experience means we will:

- + Enable new access points to the water including for canoe ramp access
- + Protect the working waterfront character
- + Enable marine events
- + Promote fishing spots on the headland
- + Promote our maritime history
- + Enable new marine services facilities that support marine activity

Plan Change

To realise our aspirations, the plan change will enable appropriate controls through the Auckland Unitary Plan. This includes:

- + Retaining zoning that provides for marine industry
- + Managing reverse sensitivity between residents and noise from marine operations



Part 3.

Staging: Our Roadmap

This draft masterplan continues with the staged approach to urban regeneration within Wynyard Quarter. This is a deliberate approach which facilitates development opportunities in a way that ensures the market is in a better position to respond, and to align with activities and dependencies across the wider city centre area.

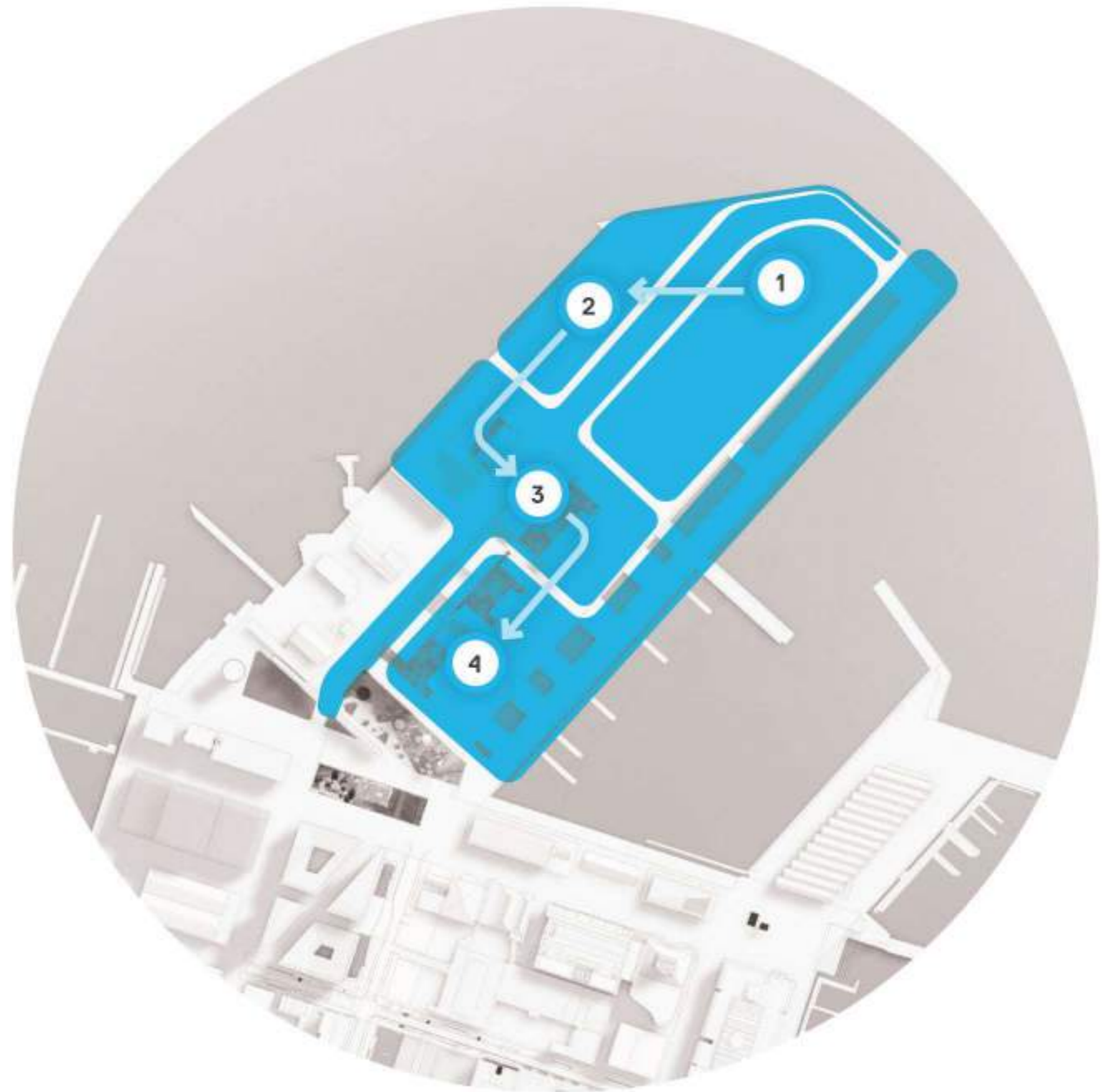
We have adopted a fiscally prudent approach to ensure we are providing value for money, making the best use of existing assets and reflecting the constrained post COVID-19 funding environment we are operating within. Strengthening our partnerships and collaborations and fostering innovation and cost-effective ideas are an important part of our strategy.

Wynyard Quarter is a long-term urban regeneration programme and as such requires multi-year funding, continued commitment as well as harnessing of positive energy of all stakeholders to ensure successful delivery.

Existing projects will continue as part of our Long-term Plan funding. New transformational projects are indicative only and are subject to council Long-term Plan funding, council group partner activities and agreements and the property market.

Timing:

- + Long-term Plan - Stages 1 to 3 (2023-2031)
- + Future Long-term Plan - Stage 4 (2032+)



Stage 1

2023-2025

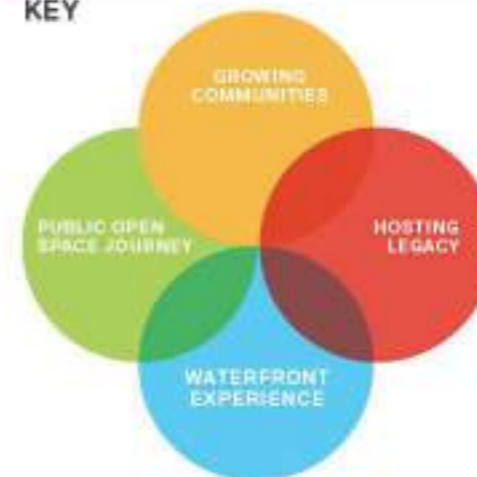
Stage 1 will commence delivery of the destination park – a place designed as a whole, but delivered in stages. This first stage will open up the headland to the public following the exit of current leaseholders, removal of bulk storage tanks and remediation of the land.

The ongoing 'permanently temporary' programme for the Marine Events Space will be initiated at the conclusion of America's Cup 36.



Enable large events and spontaneous play through the use of America's Cup legacy infrastructure, and our new public open space

KEY





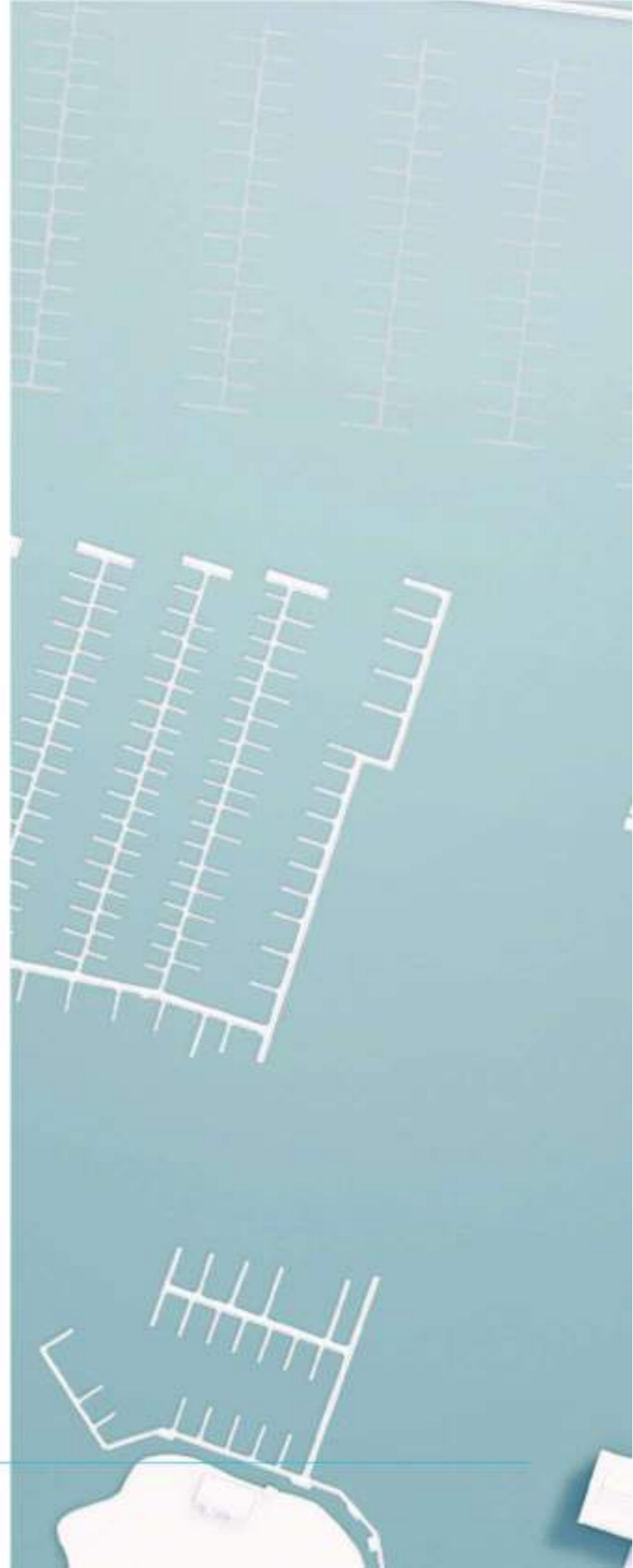
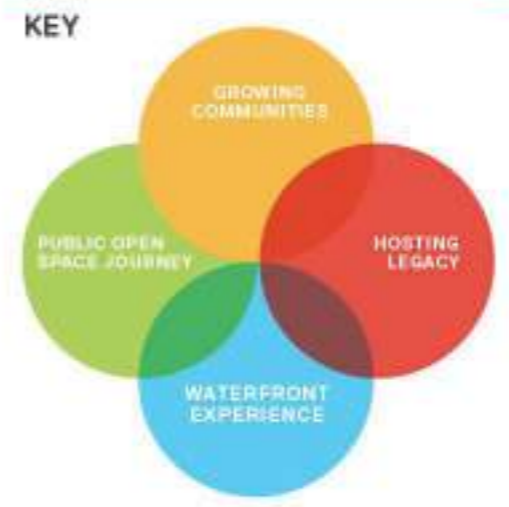
Open up the first part of the headland park open space area and reconnect Auckland's blue/green edge



Stage 2

2026-2028

Sea-wall upgrades and land modifications will form part of improvements to the local ecology, including habitat for our threatened red billed gulls.



(RE)GENERATE

THE HEADLAND
PARK

Engage the public with the waters' edge
with upgraded and modified climate
change resilient seawalls.



SITE 12

WYNYARD PLAZA

Stage 3

2029-2031

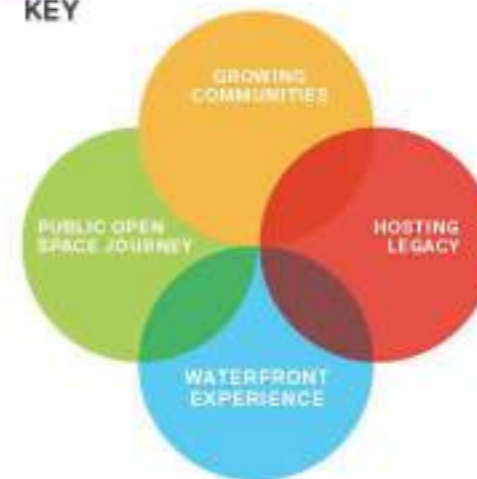
The upgrade of Hamer Street south and conversion of Hamer Street north to parkland will stitch together and complete the destination park.

Creation of public open spaces will connect the Western Promenade to Jellicoe Harbour.

Upgrade sea walls to bring the public right to the western promenade edge, and complete the connection between the 'two waters' of the eastern and western headland edges.



KEY





HAMER ST (NORTH)

PROMENADE WESTERN PROMENADE

BLOCK A

OPEN SPACE EAST

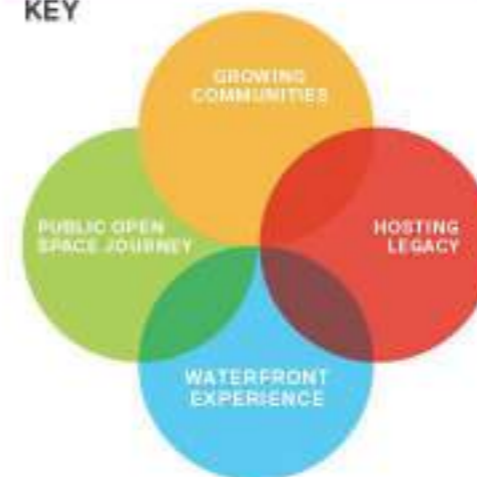
HAMER ST (SOUTH)

Stage 4

2032+

Stage 4 will cultivate the growth of future community and provide the final piece of public realm to complete the Daldy Street Linear Park link to the destination park.

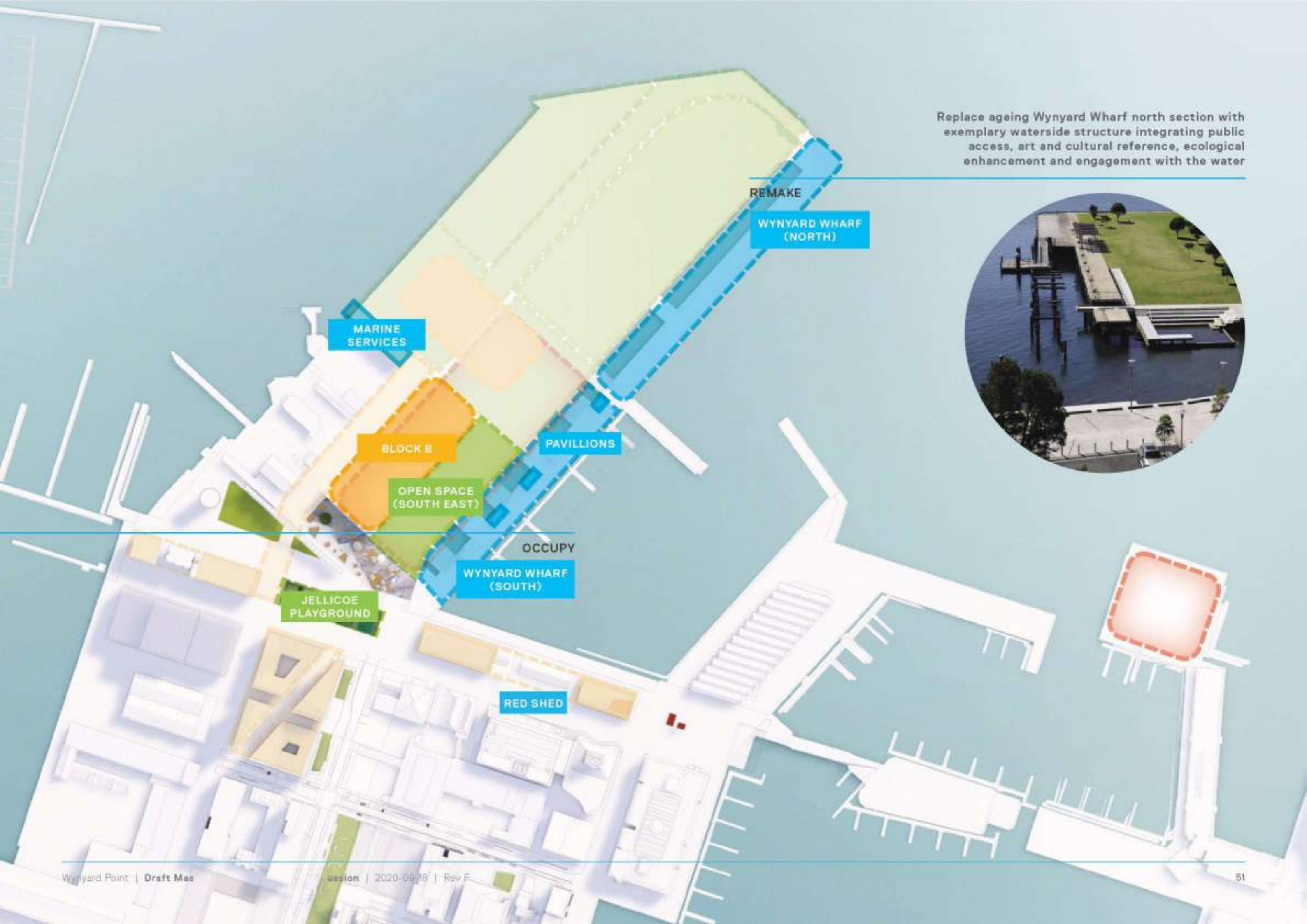
KEY



Upgrade the south section of Wynyard Wharf for pavillions, ecological restoration and canoe ramp access.



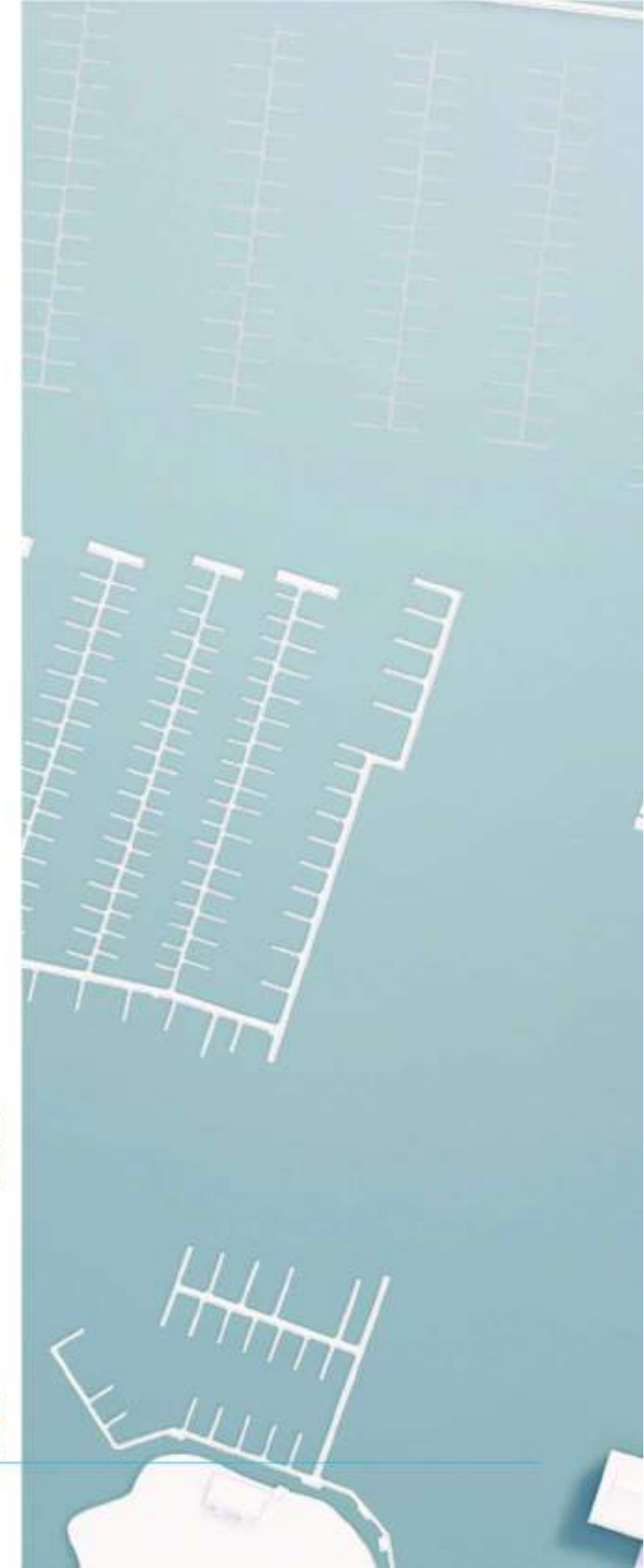
Replace ageing Wynyard Wharf north section with exemplary waterside structure integrating public access, art and cultural reference, ecological enhancement and engagement with the water

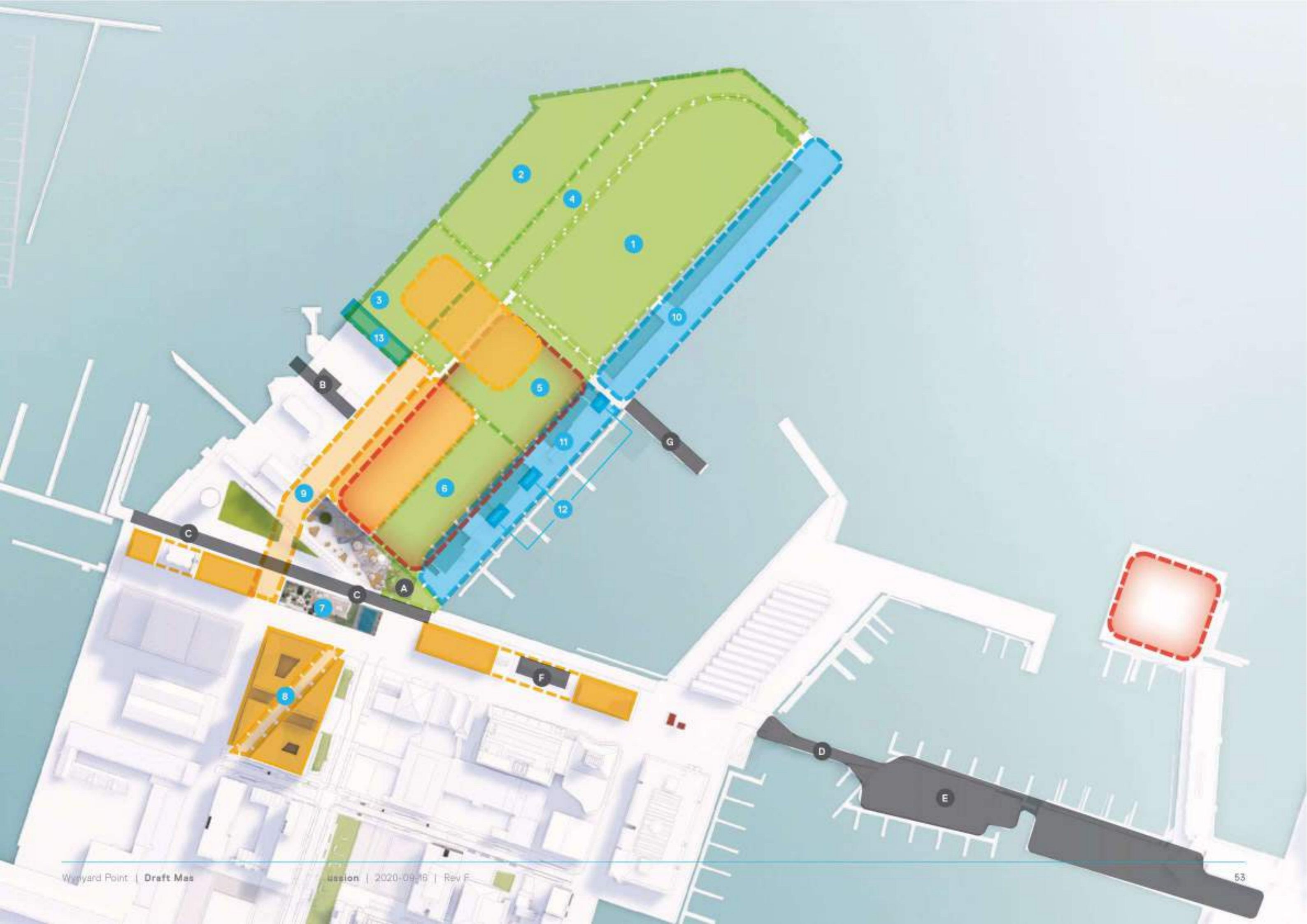


Funding and timing

The transformation of Wynyard Quarter has required significant council investment in planning, infrastructure and the public realm. Public investment in the Wynyard Central of around \$375 million has already attracted \$800 million of private development.

The next twenty years will require additional investment in public infrastructure with delivery of projects across the council family to achieve the Waterfront Vision and Waterfront Goals. The long-term costs are based on the high quality of public space development, as initiated in Wynyard Central, and known information about infrastructure and remediation. Building on the quality of public space, residential, commercial and cultural development and improving our infrastructure, cost estimates indicate an additional \$300 million will be required with \$162 million of this over the period of the next Long-term Plan (2022-2032).





Part 4.

What do you think?

This document aims to provide a picture of the urban regeneration possibilities for Wynyard Point and Hobson Wharf.

This consultation is an opportunity to have your say about what you think will make Wynyard Quarter a place where you will want to live, visit or work.

We will use your feedback to grow a vibrant and sustainable community for future generations to enjoy.



AN ENGAGEMENT TIMELINE

Draft
masterplan

Notified plan
change from
September 2021

Design for the
headland park
from 2022

We are
here



GROWING COMMUNITIES

Growing vibrant communities through a mix of great public space, new homes and experiences for locals, residents, workers and visitors

To grow vibrant communities at Wynyard Point, we need good, well designed and well-planned built form. This means staying true to the established quality and people focused approach in Wynyard Central, planning for a mix of new homes and other buildings offering experiences for locals, residents, workers and visitors, well positioned around public open spaces. Good urban form is critical, in terms of building a strong community of residents, visitors and workers to ensure the Point is lively, activated, and attractive.

1. Do you like or dislike where the proposed new buildings are in relation to the open space, as proposed in the draft masterplan?

LIKE

DISLIKE

I don't know

2. What do you like or dislike about the positioning of these buildings and the proposed height variation?

PUBLIC OPEN SPACE JOURNEY

Creating and connecting our public open spaces, unique to Tāmaki Makaurau.

3. Do you like or dislike the new public open space proposals?

LIKE

DISLIKE

I don't know

4. What do you like or dislike?

HOSTING LEGACY

Enabling large events and spontaneous play through the use of America's Cup legacy infrastructure, and our new public open space

We have created new public spaces in the Wynyard Quarter and at the end of Hobson Wharf for hosting the America's Cup but there will be, as now, periods between major events. This means they can be used for other programming and activity, like we have done in Silo Park and Eastern Viaduct.

5. If we are planning for temporary activities, what would like to see here, and why?

WATERFRONT EXPERIENCE

Exploring the harbour and its unique attractions and activities from the fishing industry to superyachts, classic boats and waka to food and hospitality on the water's edge

We want to ensure that we give locals, residents, workers and visitors the best waterfront experience.

6. Select the 2 or 3 that are most important to you.

- Enable new access points to the water for swimming, fishing, canoe landing and other activities
- Protect the maritime working waterfront
- Prioritise marine events and activities such as waka
- Promote fishing spots on the headland
- Promote our maritime history
- Other (list)

STAGING

Please note: new projects in the draft masterplan are indicative only and are subject to Auckland Council Long-term Plan funding, council group partner activities, agreements and the property market conditions. Because of the impacts of Covid-19 and the need for an Emergency Budget there are limited funds for projects.

Due to this we have suggested ways to stage delivery in four parts.

- + Stage one (2023-2025): First stage of a destination park on Wynyard Point headland and temporary marine events spaces at the conclusion of Americas Cup 2021.
- + Stage 2 (2026-2028): Sea-wall upgrades and land modifications including
 - + habitat for threatened species.
 - + Development of Wynyard Plaza to support completion of development in Wynyard Central (housing and other build space).
- + Stage 3 (2029-2031): The upgrade of Hamer St south and conversion of
 - + Hamer St north to parkland with further development of adjacent public open spaces.
- + Stage 4 (2032+): Provide the final piece of public realm to complete the Daldy St Linear Park link to the destination park.

7. Do you agree with the order of projects?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
YES	NO	I don't know

8. Would you like to see any particular project earlier than we have proposed? And Why?

9. Have we missed anything? Or would you like to give any further feedback on the plan itself?



Decision paper: Unlock Northcote Programme Business Case

Author: Kate Cumberpatch, Priority Location Director - North

September 2020

Ngā tūtohunga | Recommendations

1. That the Panuku Board:

- a. Approve in principle the ongoing investment in the Unlock Northcote programme as per the 2019 approved Programme Business Case. Note that the FY21 investment requirements of \$14.4M capex and \$650,000 opex, and the baseline programme milestones were approved by the Panuku Board in the July 2020 Portfolio Investment decision paper and are subject to Auckland Council Long-term Plan and confirmation of ongoing funding through reinvestment.
- b. Approve the following projects and initiatives for the financial year to 30 June 2021:
 - i. Northcote town centre going to the market to seek a development partner(s) subject to Panuku Board approval on proposed development outcomes (as per delegations)
 - ii. Te Ara Awataha – the greenway being delivered in collaboration with Healthy Waters and Kāinga Ora (ongoing investment)
 - iii. Investigate the options for the current community facilities in Northcote (inflight)
 - iv. Investigate the current masterplan delivery options, including roading networks (inflight)
 - v. Complete the compulsory acquisitions for 13 and 15 Pearn Place, 35 Pearn Crescent and 2 Kilham Avenue. Under the Public Works Act 1981, section 23 notices to compulsorily acquire these properties were served to the ground lessees on 16 July 2020
- c. Approve placemaking, engagement and communications relating to the enabling of the above development, acquisitions, public realm and capital investment projects for the financial year to 30 June 2021.


Whakarāpopototanga matua | Executive summary

2. This paper seeks approval to continue delivery of the June 2019 Unlock Northcote Programme Business Case. The overview of the programme business case is attached to this report.
3. The 2019 programme business case was based on the June 2019 benchmark masterplan (figure 1). This masterplan was the basis for which the compulsory acquisitions of the Northcote town centre could be actioned.



Figure 1: Unlock Northcote; benchmark masterplan

4. There are a few key projects in the masterplan that we intend to revisit between now and early 2021 that may change the funding requirements of the programme. These include the roading layout, the location of the supermarket and the outcome/location of the community facilities. These changes would respect the strategic outcomes of the benchmark masterplan however we are investigating new approaches for the delivery of these projects to reduce the cost of council investment in the programme. If there are any significant changes a refreshed programme business case would be presented to the board for approval in early-mid 2021.
5. The programme commenced in 2016 and the projected end date of this programme is 2035.
6. The next stage of investment is focused on completing the town centre acquisitions, seeking a development partner(s) for the town centre development opportunity, continuing the delivery of Te Ara Awataha and helping keep the town centre vibrant with businesses struggling due to a challenging 2020 and knowing significant development of the town centre is imminent.



9. The total anticipated investment in the Unlock Northcote programme is \$118M. Spend to date on the programme is \$38.7M.

10. The financial benefits of this programme are projected to be in the region of \$44.4M and are the result of the sale of the superblocks as shown in the benchmark masterplan (figure 1).

11. The net cost of the Unlock Northcote programme is currently expected to be \$73.7M.

12. It is due to this significant cost of the programme that the delivery approach for some of the key projects in the masterplan are being revisited, in particular the roading layout and the community facilities.

13. The intended overall non-financial outcomes and benefits of this programme are:

- Approximately 750 new sustainable homes of mixed typologies and providing affordable options
- New or upgraded public space of 7,500sqm including a new town square, cycleways and Te Ara Awataha which will connect the community to the town centre

- Upgraded community facilities that will enhance the community vibrancy of Northcote
- Renewed commercial and retail space of 20,000sqm that help create a renewed and vibrant town centre
- 49 infrastructure enabling projects – including 40 acquisitions, stormwater improvements and new roads to enhance connectivity and safety in the town centre.

Horopaki | Context

14. The Panuku managed programme, Unlock Northcote, is focused on the entire town centre and Te Ara Awataha, the greenway that runs from Jessie Scout Tonar Reserve to Lake Road via Greenslade Reserve, the town centre and along the edge of the schools.
15. Northcote is a Town Centre under the Unitary Plan and development is focused on renewing the centre to match this zoning status.
16. The strategic levers for Unlock Northcote are:



17. The residential market of Northcote is seeing strong demand. Kāinga Ora is delivering a substantial redevelopment of its existing stock in Northcote and the affordable and market homes it is developing are in high demand. It is expected that similar demand will be seen for residential development in the town centre.
18. The development strategy for Northcote is staged and can be summarised as the following:

- i. Enable infrastructure – acquire leasehold interests in the town centre to enable renewal of the centre to be realised. This stage is nearly complete.
- ii. Stimulate market confidence – build market attraction and confidence by investing in new and upgrade public realm and community facilities in the town centre.
- iii. Partner and deliver the town centre – identify and select a suitable partner(s) to develop the town centre commercial and residential opportunities.

19. Previous Panuku Board and council engagement and decisions are set out in Attachment B.

Matapaki | Discussion

Strategic outcomes

20. The Unlock Northcote programme will follow Panuku policies, strategies and guidelines as agreed by the Panuku Board.

Portfolio context

21. Panuku has been mandated by Auckland Council to deliver on its commitment to prioritise urban redevelopment. Panuku will achieve this through investment in the priority locations programmes of work that will facilitate urban redevelopment and public good activities.

22. Panuku investment in a location is for a variety of purposes, which will vary depending on the location and its requirements. The table below details the investment profile over the planned life of the programme.

Table 1: Unlock Northcote; projects investment type

Investment type	Description	Low, Med, High
Unlock	Investment that has to happen to unlock development opportunities on Panuku sites. This includes:	High

	<ul style="list-style-type: none"> – infrastructure essential to make a site more marketable – infrastructure to service future growth in the area 	
Catalyse	Investment that is important to stimulate/advance change in a location by others and is expected to bring about significant change that would not happen within desired timeframes without this project	High
Support	Creates additional non-financial (social, environmental, cultural, economic) value by creating new or significantly improved community assets to support a growing population	High
Lead	Demonstrates leadership in relation to strategic outcomes and innovation. We expect some value trade-off. The project seeks to influence practice and outcomes in the wider market and has some element of replicability. This investment is often a property value write-down	Med
Critical	Urgently required to address risks such as maintaining level of service delivery, harm to people due to H&S issues, negative environmental impact or other or required due to legislative, regulatory, contractual and other requirements	Low
Growth	Facilitates business growth by providing new, expanded facilities	Med
Reputation	Significant public and political interest and support for the project, with significant reputation impact if the project is not carried out	Med

Progress to date

23. To date this programme has delivered:

- Acquisition of 32 (out of 39) leasehold and freehold interests in the town centre.
- Co-design completed for Te Ara Awataha stage one with a construction contract signed and construction expected to commence in October 2020.
- Northcote Benchmark Masterplan completed.

Key delivery factors being investigated

24. Key factors which are currently being investigated in our rethink of the delivery of the Northcote town centre and final masterplan are the roading network, the community facilities and the supermarket.
25. The current masterplan envisages three roads through the Northcote town centre, there is currently only one. The costs of upgrading and building these roads is estimated at nearly \$22M. We are investigating the need for this many roads and the elements that result in this cost to see if there are better ways to deliver an integrated transport approach across the town centre.
26. The masterplan also seeks a new stand-alone community facility building on Lake Road. This has an estimated build cost of \$15M. This new building was going to replace the existing facilities on Cadness Reserve. Following the masterplan being approved a heritage status was placed on the current library building. This means that the existing library building cannot be demolished. We are now looking to investigate more cost-effective ways to provide improved community facilities, which may include renovating the current facilities rather than constructing a new building. Renovating the existing facilities would also enable additional development revenue from the site on Lake Road which is currently earmarked for the community facility. Auckland Council is undertaking a Community Needs Assessment which is needed to be able to confirm the best delivery approach for these facilities. This assessment will be complete in early 2021.
27. Progressives is preparing a proposal for a new supermarket. The supermarket is the key anchor for the town centre and is an important factor in the delivery of the masterplan. A solution will need to be agreed that meets our objectives for the town centre while satisfying Progressives development requirements. This is a key input into the delivery approach for the town centre.

Hīraunga | Implications

29. This section outlines all relevant implications for Panuku.

Ngā ritenga ā-pūtea | Financial implications

30. The programme makes the following financial assumptions:

- That the property market will generate property sales of enough value and in a timeframe that sufficient capital funds through reinvestment remain available and the Strategic Development Fund can be repaid.
- That there is enough operational expenditure available to support ongoing change initiatives in the location.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

31. Key risks to the programme are:

- a. Market and economic factors and the impact of COVID-19: It is important to recognise that development projects will be subject to market and economic forces that govern investment decisions. Any adverse market conditions will limit both public sector and private sector ability to invest. The current economic climate already presents a number of challenges across the next three years; the impacts of COVID-19 and the pace of the recovery and return to “normal” presents a number of uncertainties that will need to be proactively managed prior to and following approval of this business case.
- b. The complexity of the projects within the programme: The complexity of the delivery of the Unlock Northcote masterplan and the dependencies of projects on one another. For example, the final location of the community facilities and the supermarket will influence the staging of remaining town centre development. The complexity and magnitude of this development will also require a sufficiently capable development partner(s).
- c. Health and safety - The Panuku approach to health and safety risk is guided by the Contract Management framework (CMF). The Panuku CMF (health and safety) will be required during the selection, engagement, monitoring and evaluation of consultants, physical work contractors, developers, and third parties carrying out work for, on behalf of and in tandem with Panuku.

Ngā whakaaweawe rauemi | Resourcing impacts

32. The programme anticipates 3.5 FTE of internal resource over the next 12 months, comprising development and project managers, and expertise from Panuku’s centres of excellence.

Ngā koringa ā-muri | Next steps

33. The Programme will continue to be delivered in conjunction with the following partners:

- Māori and Mataawaka
- Council Group partners: Parks and Recreation, Healthy Waters, Development Programme Office and Auckland Transport
- Kāinga Ora.

34. Implementation will continue in line with the approved programme with progress reported to the board quarterly and monthly oversight by the management assurance functions: Portfolio Governance Group (PGG) and Programme Steering Group (PSG).

Ngā tāpirihanga | Attachments

A. August Unlock Northcote Programme Business Case Overview

B. Previous Panuku Board and Auckland Council engagement and decisions

Ngā kaihaina | Signatories

Ian Wheeler, Chief Operating Officer

David Rankin, Chief Executive (acting)

Unlock Northcote

Programme Business Case Overview

August 2020

Creating a growing community with a lively and welcoming heart that celebrates culture, where business thrives and everyone's needs are met.

**Panuku
Development
Auckland**
An Auckland Council Organisation



Strategic Context

Location Overview

Northcote is a town centre located only 6km from the city centre. It has a great variety of local parks and a well-used library. The community of Northcote is well engaged and keen to see the town centre renewal. Northcote provides commercial and community activities for the surrounding area and is seeing significant residential intensification. Kāinga Ora is tripling the number of homes adjacent to the town centre to 1500 homes. This increase in population in Northcote over the next few years, in close proximity to the town centre, will create increased demand for retail, food and beverage, community facilities and commercial uses needed to support the neighbourhood.

The city centre will become much more accessible for the Northcote community over the next five years with the Northern Pathway being confirmed to commence construction in 2021 and enabling a pedestrian and cycling connection across the Harbour Bridge. The Northern Pathway will eventually connect North to Albany, improving Northcote's accessibility even further. 5.2km of safe cycleways are also currently being implemented across the area.



*Includes Kāinga Ora redevelopment


What we've achieved already




Strategic Context

Problem Definition


Centre disconnected from surroundings


 Lake Road is barrier to people walking to the town centre and crossing to Greenslade Reserve.

 Poor connection to the wider neighbourhood and new development to the north.


 The road frontages of the Town Centre are dominated by at grade carparks.


Civic heart scattered

 Civic buildings are isolated, have limited road frontage and are hard to find.

 The town square is too small, poorly defined - facing a carpark and not close to the civic buildings.

Town Centre feels tired and unsafe

 Buildings are tired and underutilised. The poor layout creates safety problems and makes walking difficult.

 The centre floods during heavy rain.

 The main retail area is disconnected. There is a limited range of shops and many are struggling.



Strategic Context

Regeneration approach

Unlock Northcote Purpose

To co-evolve Northcote as a distinct, healthy and connected neighbourhood that supports a thriving community and environment, and is a future-fit exemplar of suburban regeneration.

Key Principles/Whiria



Aho taiao:
Living with nature



Aho tangata:
Healthy community



Aho toi:
Weaving the strands



Aho Ohunga:
Thriving economy

Our Strategic Levers



Commercial strategy



Public good investment



Placemaking

Strategic outcomes

- Urban design** outcomes are achieved
- Māori** outcomes are achieved through partnership
- New public realm** spaces and amenities
- Improved **retail centre** with vibrant heart
- A connected **community**
- Northcote's **identity and cultural values** are retained
- Healthy environment** with flood resistant retail and housing
- Safe neighbourhood**
- Longevity and resilience**
- Significant residential** development



Masterplan - Overview diagram

Northcote 2030



Zoning: Mostly Town Centre (27m height)
 Indicative development land area: 2.9 hectares (approx.)
 Indicative retail/commercial GFA (excl. community): 20,000 sqm
 Indicative residential apartments: 750 (approx.)

- 1 Community and Library Hub building
- 2 Town Centre
- 3 Supermarket
- 4 Greenway
- 5 Cadness Reserve
- 6 Greenslade Reserve
- 7 Mixed-use development site
- 8 Existing Library Building
- 9 Existing Supermarket
- 10 Residential

Masterplan - Spatial delivery plan

Underway (FY21-FY22)

- 1 Te Ara Awatahā - Stage 1
- 5 Acquisitions

Medium-term projects (FY22-24)

- 2 Te Ara Awatahā - Stage 2
- 3 Community Facility
- 6 Development
- 4 Town Square & Roads

Long-term projects (FY25+)

- 7 Development
- 8 Roads

LEGEND

- Capex Project
- Development Site Sales



Delivery plan

PRIOR
FY2020 FY21 FY22 FY23 FY24 FY25 FY26 FY27 FY28+
2020 2021 2022 2023 2024 2025 2026 2027



- 1 Te Ara Awataha - Stage 1
- 2 Te Ara Awataha - Stage 2
- 3 Community Facility
- 4&8 Town Square & Roads

Capital investment



- 5 Acquisitions
- 6&7 Development

Net Sales



Placemaking & Programme costs

Operational Costs



Commercial Context

Market Condition

Residential

Kāinga Ora is undertaking a significant housing development in Northcote. It is completely redeveloping its 500 unit state housing stock to 1,500 new units. These are split into 500 state houses, 500 affordable houses and 500 homes that will be sold on the open market. The available Kiwibuild homes are in high demand.

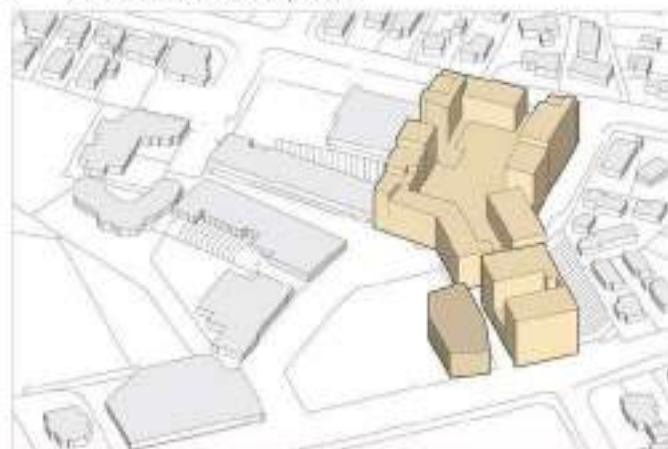
Unlock Northcote will deliver 750 apartments in the town centre. These apartments may attract a range of interested future residents, from investors, first-home buyers to professionals who are attracted to the close proximity to the city centre.

The Unitary Plan has enabled substantial new capacity. Many small redevelopments are taking place across Northcote.

Delivery Approach

Medium term 2-4 years

- Deliver community amenity in multipurpose community building and new town square.
- Enable development of new supermarket and residential development on southern side of town centre.
- Te Ara Awataha completed.



Retail and Commercial

Northcote town centre is a strong Asian food destination. However the buildings are tired and the town centre needs refurbishment. The retail and hospitality offering is not expected to need to significantly grow and ideally it remains a destination for Asian cuisine. The Countdown supermarket is an anchor for the town centre as well as two large Asian supermarkets. Retail rents achieved in the town centre are high, especially considering the tired state of the buildings.

Northcote is a suburban town centre with a small office market. The town centre is expected to attract some small local enterprises but not require a lot of office space.

Long term 5-15 years

- Development northern side of town centre and roading.
- Old supermarket site redeveloped.
- Complete apartment development adjacent to Cadness Reserve.
- Development neighbouring apartments.



Development Strategy

1) Enable infrastructure

Acquire leasehold interests in the town centre to enable renewal of the town centre to be realised.

2) Stimulate market confidence

Build market attraction and confidence by investing in new and upgraded public realm and community facilities in the town centre.

3) Partner and deliver town centre

Identify and select a suitable partner(s) to develop the town centre commercial and residential opportunities.

Finances

SDF Acquisitions



Net Site Sales



LTP Capex



LTP Opex



Partner Funding



Programme Benefits

Critical Success Factors

Success Factors

- Exemplar built form and urban design outcomes consistent with the project whiria/principles.
- New and improved public realm spaces to deliver better integration with the town centre and natural environment.
- Improved retail centre that services its community with a vibrant heart and increased social and economic activity.
- A community connected to their place through the environment, town centre and each other.
- Northcote's identity and cultural values are celebrated and enhanced.
- Healthy environment including improved biodiversity and stormwater networks.
- A safe neighbourhood through design, partnership and community custodianship.
- Longevity and resilience of the natural, built and social environment.
- Significant residential development offering more housing choices and town centre vitality.
- Māori achieved through meaningful partnership.

Outcomes & Benefits



References

**This programme overview
draws on the following detailed
supporting information:**

1. Panuku, Unlock Northcote High Level Project Plan, 2016
2. Auckland Council, Auckland Plan 2050
3. Auckland Council, Auckland Unitary Plan Operative in Part, 2020
4. Auckland Council, Auckland Urban Design Manual
5. Auckland Council, Kaipātiki Local Board Plan, 2017
6. Auckland Council, Northcote Town Centre Plan, 2010
7. Panuku Unlock Northcote Programme Business Case 2019
8. Panuku, Northcote Benchmark Masterplan, 2019
9. Northcote town centre design code, 2019
10. Northcote apartment market demand analysis
11. Northcote Public Life Survey
12. Northcote crime statistics overview
13. Market sounding findings report

Attachment B

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
26 June 2019	Panuku Board: Unlock Northcote Programme Business Case	<p>The Panuku Board:</p> <ol style="list-style-type: none"> 1. Approved: <ol style="list-style-type: none"> a. [REDACTED] b. Agreed, in principle, to the ongoing investment in the programme, noting that this is subject to Auckland Council Long Term Plan review in two years and confirmation of ongoing funding through reinvestment. 2. Approved the following related projects and initiatives for FY20: <p>Public realm investment</p> <ul style="list-style-type: none"> • Greenway investment, including purchase of the MOE land, in partnership with HLC. <p>Acquisitions</p> <ul style="list-style-type: none"> • In the region of [REDACTED] for the ground leases and other interests in the town centre, noting in March 2019 the Board approved a total [REDACTED] acquisition programme funded from the Strategic Development Fund. <p>Place based activation, engagement and partnering</p> <ul style="list-style-type: none"> • Northcote Town Centre has around 90 occupiers including community users. Panuku will continue to actively undertake strong engagement with the occupiers and community in partnership with HLC and the Northcote Business Association to promote the renewal and support the acquisitions programme. This will involve Communications, Placemaking and Commercial Place activities (see Section 7). <p>1) Notes the baseline programme milestones for FY20.</p>
28 February 2019	Panuku Board: Unlock Northcote Masterplan	<p>It was RESOLVED THAT the Panuku Board:</p> <ol style="list-style-type: none"> 1. Approves the publication of the summary benchmark masterplan.

		<p>2. Notes that the plan will form part of the documentation for the Public Works Act acquisition programme and will be socialised with the local board and other stakeholders.</p> <p>3. Notes that the benchmark masterplan identifies the following public realm investment:</p> <ul style="list-style-type: none"> a. new infrastructure including roads and services b. a new town square and community spaces including the new greenway and upgraded reserves c. a new community building. <p>4. Notes that the masterplan may change following further input from the board, stakeholders and delivery partners having regard to the delivery of our essential and desired urban renewal outcomes while minimising commercial downside to the council.</p> <p>a. Notes that optionality is to be identified in future versions of the masterplan for Unlock Northcote.</p>
16 November 2016	Panuku Board: Unlock Northcote Framework and Engagement Plans	<p>It was RESOLVED THAT the Board:</p> <ul style="list-style-type: none"> 1. Approves the Unlock Northcote Framework Plan to proceed to the Implementation Phase. 2. Approves the Northcote Engagement Plan and notes public engagement will begin in the New Year.
10 March 2016	Auckland Development Committee: Northcote Town Centre and Surrounds High Level Project Plan - Unlocking Urban Redevelopment	<p>That the Auckland Development Committee:</p> <ul style="list-style-type: none"> a) endorse the Northcote High Level Project Plan and the proposed outcomes including the planning and development process that underpins the approach set out in that plan. b) endorse Panuku Development Auckland as Auckland Council's lead delivery agency in Northcote, noting that the framework planning phase will be a key interface for Auckland Council to enable the delivery of the High Level Project Plan. c) grant authority to Panuku Development Auckland to dispose of any of the properties listed below that are required to achieve the outcomes in the plan (subject to d) and e) below): <ul style="list-style-type: none"> i) 1, 3-5, 7, 11-13, 15, 17-21, 23-25, 27, 29, 35, 47, 49, 51 Pearn Cr ii) 1, 3-11, 13, 15, 16-30, 17, 21, 23-25, 27-35, 32-44, 43-47, 50-52 Pearn PI iii) 16-18, 30, 32 College Rd iv) 2, 6-10, 16-26 Kilham Av v) 111, 115, 123-127 Lake Rd

		<p>d) note that recommendation c) above is subject to the following conditions and described in more detail in Attachment C and D of the agenda:</p> <ul style="list-style-type: none">i) satisfactory conclusion of the required statutory processesii) disposal of the properties will be with the objective of achieving urban renewal and housing. The mechanisms to achieve this may include contractual arrangements, such as reference briefs and development agreements. <p>e) grant authority to Panuku Development Auckland to consider the service properties listed below that may contribute, in whole in part, to achieve the outcomes in the plan:</p> <ul style="list-style-type: none">i) 1, 5 Ernie Mays Streetii) 6-8 Cadness Streetiii) 65 Pearn Crescent <p>f) note that recommendation e) above is subject to the following condition and described in more detail in Attachment C and E, of the report:</p> <ul style="list-style-type: none">i) liaison with council business owners and the Local Board and the granting of further approval from council if the proposed contribution of these properties to the High Level Project Plan outcomes, either in whole or in part, directly affects existing or proposed community facilities/service properties. <p>g) note that Panuku will undertake a framework planning exercise to achieve quality urban design and other community outcomes, along with community objectives and will involve the Local Board, mana whenua, community and other key stakeholders in this planning process consistent with section 10 of the High Level Project Plan.</p>
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Decision paper: Final Takapuna town square boundaries

Author: Kate Cumberpatch, Priority Location Director - North

September 2020

Ngā tūtohunga | Recommendations

1. That the Panuku Board:
 - i. approve the final boundaries for a new civic open space on 40 Anzac Street and 38 Hurstmere Road, Takapuna, under delegation granted by Auckland Council Governing Body.
 - ii. endorse the concept design for the civic open space.

Whakarāpopototanga matua | Executive summary

2. A new civic open space is being delivered in Takapuna as part of Unlock Takapuna. It is located on part of 40 Anzac Street and 38 Hurstmere Road.
3. The Auckland Council Environment and Community Committee approved the spatial arrangement for this new civic open space in July 2019 and delegated authority to Panuku ability to refine the final boundaries of the new civic open space in a manner that ensures appropriate design principles are met.
4. The concept design for the civic open space was discussed at a workshop with the Priority Location Committee in February 2020. Feedback received at the workshop was positive and no changes to the design were requested.
5. The committee asked that we consider event management for the space as part of the design process. We have been working with the Auckland Council civic events team, local community groups, the market operator and the business association to ensure that event

management is well-considered. All these groups support the concept design and wish to continue working with us through to developed design regarding specific event requirements such as power.

6. Following the committee workshop, we received further feedback from the Panuku Technical Advisory Group (TAG) and the Devonport-Takapuna Local Board on the concept design and mana whenua selected Vern Rosieur as an artist to join the design team. The feedback received from TAG and the local board, and input from Vern, lead us to make a few improvements to the concept design. These improvements altered the treehouse structures to safer and more practical structures/planting areas; moved the water feature to a better location in the space; added more trees and plants; and increased the seating areas. The concept design of the space are shown in paragraph 19 of this report.
7. The local board approved the concept design for public consultation in May 2020. We sought public feedback on the concept design through a consultation process from July-August 2020. 115 submissions were received.
8. We are seeking to refine the boundaries of the civic open space to address public consultation feedback and to ensure a more successful development next to the space. This is following discussions with the selected development partner for the residual areas of these sites, and comments received during the public consultation. Site plans of the space are shown in paragraph 22 of this report.
9. The main changes include creating more of a straight edge along the western side of the civic open space, aligning the Lake Road entrance more with the traffic lights across to the Shore City shopping centre and enabling a more successful development site to the south which is the development area that will not impede on sunlight into the civic open space.
10. We have evaluated the new proposed site boundaries against site layout success criteria that were robustly defined with TAG. The new proposed site boundaries have the same results as the site layout approved by the committee so we are confident that this new space will create a successful civic open space.
11. Approval of the concept design within the approved spatial arrangement of the civic open space is the delegation of the local board. Approval of the final concept design is to be workshopped with the Devonport-Takapuna Local Board on 29 September and presented for approval at its 20 October business meeting.

Horopaki | Context

12. There are six main goals identified for Unlock Takapuna that outline where Takapuna wants to be in the future. Three of these six strategic goals align with this project and as such, it has always been intended that a heart for the town centre would be created in these key central Takapuna sites of 40 Anzac Street and 38 Hurstmere Road. The strategic goals relevant to this project are:

- Public realm - improve the public realm in the town centre with public open space and a laneway network.
- Connect to the beach - improve the connection to the beach between Lake and Hurstmere roads.
- Town centre revitalisation - revitalise the town centre through mixed-use development on 40 Anzac Street.

13. During 2017 we consulted with the public, asking for feedback on changing the use of 40 Anzac Street from a car park site. The council appointed Hearings Panel heard the submissions and recommended the Planning Committee approve the change of use on the condition that a town square was provided on 40 Anzac Street. The Planning Committee approved this recommendation in March 2018.
14. The Planning Committee required the new town square align with the Auckland Council Open Space Provision Policy for civic open space. For a Metropolitan Centre such as Takapuna, the policy seeks a space that is 3,000-4,000sqm.
15. Significant public engagement during 2018 allowed us to determine the approximate location of a town square. A couple of options were publicly consulted in mid to late 2018 and the location for the square from Lake to Hurstmere Road was confirmed.
16. Our design team followed a robust process to determine a viable and successful form for the new civic open space. This site plan was presented to the Environment and Community Committee in July 2018 and approved.
17. The following table outlines the key council decisions for this civic open space project.

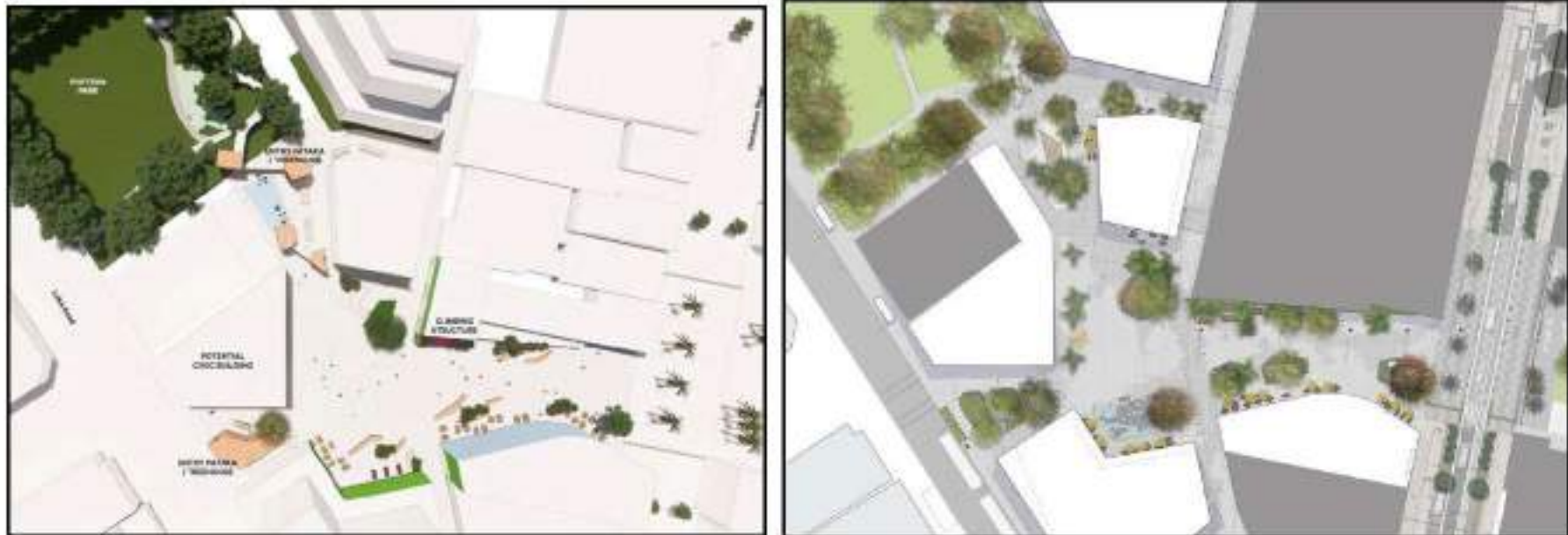
Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
6 March 2018, Planning Committee	Change of use of 40 Anzac Street, Takapuna	That the Planning Committee: b) approve the recommendation of the hearing panel to change the use of 40 Anzac Street, Takapuna from a car park to mixed use with the following conditions: i) includes a town square
10 July 2019, Environment and Community Committee	Provision of land for new civic open space -- Takapuna	That the Environment and Community Committee:

		<p>a) approve the acquisition at no capital cost of approximately 3200m2 of land at parts 40 Anzac Street and 34-38 Hurstmere Road Takapuna for new civic open space shown as the proposed spatial arrangement on Attachment A of the agenda report.</p> <p>b) delegate to Panuku Development Auckland authority to refine the final boundaries of the new civic open space in accordance with the spatial arrangement on Attachment A of the agenda report in a manner that ensures appropriate design principles are met.</p>
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Matapaki | Discussion

Concept design for civic open space

- 18. Following the workshop with the Priority Location Committee in February 2020, feedback was received from TAG, mana whenua and the Devonport-Takapuna Local Board. As a result of the feedback received, some changes were made to the design prior to feedback being sought from the community through public consultation in July/August 2020.
- 19. The figure below shows the concept designs that were workshopped with the Priority Location Committee and the publicly consulted on from July-August 2020.



20. These changes to the concept design were:

- Changing the treehouse structures at the Potters Park and Lake Road entrances to more of a sculpture or planting area. TAG provided feedback that the treehouse concepts seemed unsafe for public, that people may not want to use them and that they would be difficult to maintain.
- Moving the water feature to the south of the site from being adjacent to Potters Park. This opens up the connection to Potters Park and enables the water feature to be more in the sun and therefore more attractive for people to use. The local board, TAG and mana whenua supported this change.
- More trees are placed in the civic open space. Comments from TAG and mana whenua were that the design of the public space should not rely so heavily on 'greening' from the buildings but have more reliance on plants being in the civic open space itself. The local board were highly supportive of this change.
- The climbing structure proposed on 38 Hurstmere Road has changed to seating. Feedback from TAG was that 'play' should be more from the space and furniture in the space rather than specific play equipment – more informal natural play for the public space.

- Larger public seating areas on 38 Hurstmere Road have been included to greater emphasise that the space is for public use. A better balance was requested between public and private spaces. Comments received stated that the initial design seemed to have more emphasis on private dining areas and that this is a public open space where people should feel comfortable to sit in the space with their own food (as an example).
- Including a potential location for the Anzac Memorial. The local board wished for a specific location to be shown and feedback sought from the public on whether we should look to move the Anzac Memorial from its current location to this proposed location.

Site plans


21. The following figures outline the different civic open space layouts. The first is the plan approved by the Environment and Community Committee. The second was further refined by our design team, with input from TAG, and was the base plan used during the July-August 2020 public consultation seeking feedback on the concept design. The third plan is the proposed site plan we are seeking to be approved by the board following feedback from the community and the selected development partner for the surrounding sites. Attachment A to this report shows these three plans superimposed to show the differences between them.



Feedback

22. We received comments about the connectivity of the civic open space during the recent public consultation (July-August 2020). This public consultation was seeking feedback on the concept design to help refine the design and support the local board to decide on the final design.
23. A lot of feedback received in the public consultation is deemed out of scope as it relates to the size of the civic open space and the surrounding developments. These aspects were considered in July 2019 by the Environment and Community Committee when it approved the final site.
24. Feedback received during the public consultation on the concept design:

- For the connections from the Shore City shopping centre and from Potters Park to be stronger
- For the sightlines to the beach to be improved
- To include more trees and grass to the space
- To include bicycle parking
- Carefully consider the style of the water feature, i.e. it was strongly requested that this not be a fountain.



26. The new proposed boundaries for the civic open space address all the concerns raised by the community and the selected development partner.

Evaluation against civic open space layout criteria

27. We have evaluated the new proposed civic open space layout against criteria defined in collaboration with TAG.

28. The evaluation scores the space against the following criteria: connectivity; form and function; sense of place; comfort and safety; and viability and control.

29. The overall evaluation for the proposed new civic open space has the same result as the layout approved by the Environment and Community Committee.

30. The new proposed civic open space layout scores additional points for legibility with a clear sightline between Lake and Hurstmere roads and floor plate viability as the surrounding developments are more viable. It scores lower in response to its context due to removal of a Pin Oak tree currently on site and ground floor activation as the rear of 488 Lake Road may not be activated and is in private ownership.

31. The full evaluation is included in Attachment B.

Hīraunga | Implications

32. This section outlines all relevant implications for Panuku.

Ngā ritenga ā-pūtea | Financial implications

33. The change in site boundaries has no additional cost for the project.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

35. There is a reputational risk that some of the community has a negative reaction to Panuku approving a change to the site boundaries of the civic open space as it has been a highly contested project. Evaluating the refined space against criteria which was robustly defined with the Panuku Technical Advisory Group (TAG) will ensure it is achieving a civic open space which meets the criteria as well as the original site approved by Auckland Council Governing Body.

36. The refined boundary will require a large pin oak tree to be removed. There is a reputational risk of negative feedback at the time this is removed. The tree is not protected and could be replaced with a native in the final design to mitigate potential feedback.

Tauākī whakaaweawe Māori | Māori impact

37. There are no impacts to Māori by refining the boundaries of the civic open space.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

38. A workshop with the Devonport-Takapuna Local Board is scheduled for 29 September to discuss the public consultation feedback and outline any changes to be made to the concept design. It will be informed of the refined boundaries at this workshop.

Ngā koringa ā-muri | Next steps

39. Approval of the concept design will be sought from the Devonport-Takapuna Local Board at its 20 October business meeting.

September 2020

40. Following approval of the concept design, the subdivision and resource consent processes will commence.

41. We will seek feedback from TAG at the developed design stage, which is likely to be early 2021. This will align with when we have further detailed designs from the selected development partner. This will enable TAG to review development and open space in an integrated manner and test the edges of the civic open space.

Ngā tāpirihanga | Attachments

Attachment A - Takapuna square footprint options

Attachment B - Footprint evaluation

Ngā kaihaina | Signatories

Ian Wheeler, Chief Operating Officer

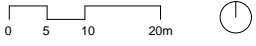
Gyles Bendall, GM Design & Place

David Rankin, Chief Executive (acting)



TAKAPUNA SQUARE FOOTPRINT

COMPOSITE



TAKAPUNA SQUARE

Footprint Evaluation



**Consulted
Footprint**

**Proposed
Footprint**

Connectivity.

1.	Ease of public access.		
2.	Legibility of public connections.		
3.	Respecting the Hurstmere Road laneways.		

Form and Function.

4.	Size.		
5.	Spatial definition.		
6.	Shape.		
7.	Relationship to other public spaces.		
8.	Service access.		

Sense of Place - Image and Identity.

9.	Response to the existing context.		
10.	Distinctive sense of identity.		

Comfort and Safety.

11.	Sun access and shading.		
12.	Wind environment.		
13.	Public safety.		

Viability and Control.

14.	Viability of building floor plates.		
15.	Ground floor activation.		
16.	Built edge control.		

TOTAL.




Decision paper: Unlock Takapuna: Go to market strategy Auburn Street

Author: Adela Hadi, Assistant Development Manager; Allan Young, GM Development

September 2020

Ngā tūtohunga | Recommendations

1. That the Panuku Board...

- a. approve the sale of Auburn Street, Takapuna, between Huron and Northcroft streets (part Lots 1 and 2 DP 47560 held as part of NA1825/75 and NA8B/1292) comprising approximately 2874m², via a two stage deadline private treaty process to deliver a commercial or mixed use development for the site in alignment with the essential outcomes for the site.
- b. delegate
 - i. selection of the preferred treaty respondent to the Chief Executive
 - 
- c. Endorse the essential outcomes as listed below for the development of Auburn Street:
 - i. The ground floor of buildings along Huron and Northcroft Streets to have active or with occupied uses
 - ii. Vehicle access for the site to be minimised and come off Huron or Northcroft Streets
 - iii. Any public realm design initiated by the developer must be reviewed and approved by Panuku
 - iv. Any proposed residential living to achieve a Homestar 6 rating

- v. Development of the site to include a tall building considering long distance views
- vi. Veranda's provided along all street edges in a manner that visually integrates with the overall building design and the rest of the street.

Whakarāpopotonga matua | Executive summary

3. Auburn Street is outlined in the image below.



4. The site is included in the Unlock Takapuna High Level Project Plan as suitable for residential or mixed-use development. The site was approved for sale in the Unlock Takapuna Programme Business Case FY21.
5. The development agreement for the sale is to be made subject to the essential outcomes outlined in recommendation 1 c above.
6. Housing mix has been considered as follows:
 - The development will deliver new and additional housing choices for the Takapuna area. Residential apartments in the town centre will add to the overall diversity of the housing mix in the Takapuna area.
7. The desired housing outcomes are as follows:
 - Higher density residential (and mixed use) development that leverages the location's excellent access to the coast, amenities, services and transport.
 - A mix of apartment sizes, bedrooms and tenure.
 - Investigate options to deliver a mix of affordable and market housing.

Horopaki | Context

9. Auburn Street is zoned Business - Metropolitan Centre Zone under the Unitary Plan. It has a base building height limit of 72.5m and under the Takapuna 1 Precinct, Sub-precinct C there is an unlimited height overlay. The maximum gross floor area ratio of development is constrained by a limit of 5:1 i.e. 14,370m².
10. The site is located between the Gasometer carpark building (5 storeys) on the north-east boundary and Auburn Street on the north-west boundary.
11. The sale of this site will generate revenue that can be reinvested for public realm projects. Money received from sales of the property will be spent on public realm projects within Takapuna or other priority locations.

12. This sale would also enable strategic objectives of Unlock Takapuna, specifically:

- Provision of housing choices
- The sale of this site will generate revenue that can be reinvested for public realm projects. Money received from sales of the property will be spent on public realm projects within Takapuna area or other priority locations.
- The revitalisation of town centres through facilitating planned best practice development of strategic sites enabling the development of underutilised assets

13. Previous Panuku Board and Auckland Council engagement and decisions are shown in the table below.

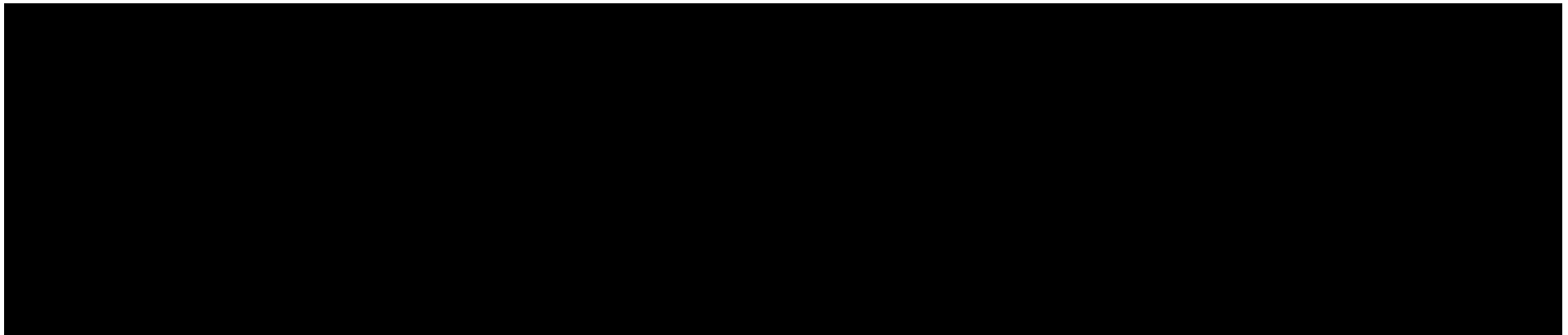
Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
26 June 2019	Panuku Board: Takapuna Programme Business Case	Following the conclusion of discussions, the Panuku Board: d) Approved the following related projects and initiatives: Site sales, subject to a comprehensive report addressing the whole portfolio being approved by the Panuku Board e) Sale of Gasometer development sites – parts 14 Huron and 15 Northcroft streets
30 August 2017	Panuku Board: Takapuna Business Case	It was RESOLVED THAT the Panuku Board approves the Unlock Takapuna business case and gives approval to: ...Commence a sale process for the development of the residual areas of the Gasometer site...
10 March 2016	Auckland Development Committee: Takapuna High Level Project Plan	That the Auckland Development Committee: c) Grant authority to Panuku Development Auckland to dispose of any of the properties listed below that are required to achieve the outcomes in the plan (subject to d and e below):

		<ul style="list-style-type: none"> i. 40 Anzac Street (including adjacent service lane) ii. 72A Hurstmere Road iii. 38 Hurstmere Road iv. 34 Hurstmere Road v. 78R Hurstmere Road vi. 14 Huron Street vii. 15 Northcroft Street <p>d) Note that recommendation c) above is subject to the following conditions as shown in Attachment B and more fully described in Attachment C of the agenda:</p> <ul style="list-style-type: none"> i. Satisfactory conclusion of the required statutory processes ii. Auckland Transport confirming prior to the disposal of any of the sites described in Attachment B that transport arrangements will be accommodated to its satisfaction following the disposal iii. Disposal of the properties will be with the objective of achieving urban renewal and housing. The mechanisms to achieve this include contractual arrangements, such as reference briefs and development agreements. <p>e) Note that Panuku will undertake a framework planning exercise to achieve quality urban design and other community outcomes, along with community objectives and will involve the Local Board, mana whenua, community and other key stakeholders in this planning process consistent with section 9 of the High Level Project Plan.</p>
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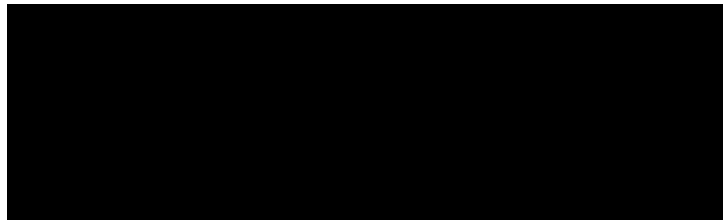
Matapaki | Discussion

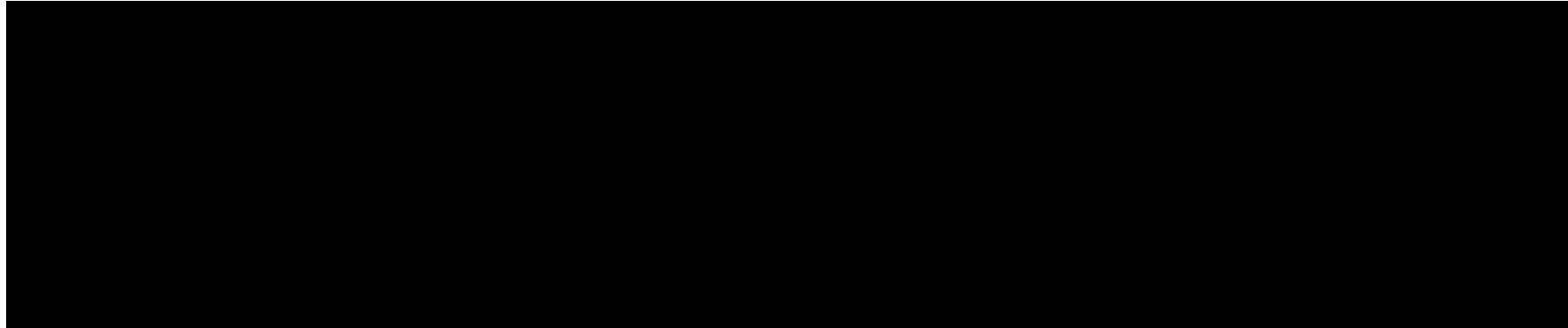
Sales strategy

14. Development of this prominent brownfield site will provide the opportunity to deliver new homes or alternative accommodation options such as build to rent, serviced apartments or hotel, all built to a minimum Homestar 6 standard. It was previously part of a larger site which accommodated 160 surface car parks.
15. This important block of the Takapuna Metropolitan Centre has not seen any new development for many years. It is a premium block of land in the Takapuna town centre which has unlimited height under the Unitary Plan. This development, in conjunction with the new adjoining Gasometer car park about to be completed, may catalyse urban development in the area and allows for highest and best use of the site. As such we are seeking a tall building as part of the development of this site.



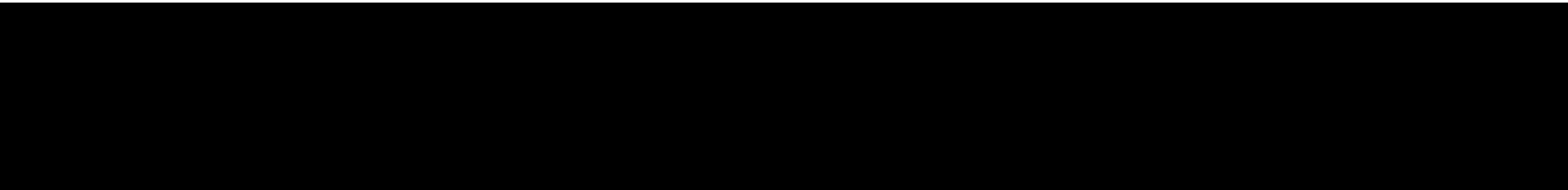
19. The proposed sales strategy is summarised below. The main priority under this option is optimise sales revenue and on time delivery of development products.





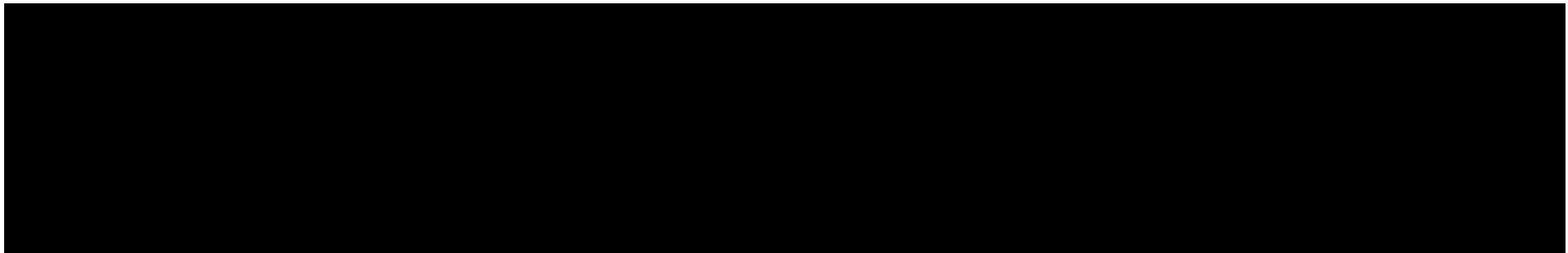
Hīraunga | Implications

Ngā ritenga ā-pūtea | Financial implications



Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

23. Risks will be mitigated against as follows:



Tauākī whakaaweawe Māori | Māori impact

24. Engagement with iwi is on-going at a portfolio and programme level.
25. Mana whenua was informed of this development opportunity on 15 July 2020. No interest was received.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

26. There is ongoing engagement with the Devonport-Takapuna Local Board of the project as part of the programme business case updates.
27. Adjoining owners have been informed of Panuku's intention to develop the property.

Ngā whakaaweawe rauemi | Resourcing impacts

28. The project will be resourced by a development manager and a designer through the sales process and the development agreement period, thereby ensuring benefits realisation.

Tauākī whakaaweawe āhuarangi | Climate change impacts

29. In alignment with the Panuku Corporate Responsibility policy and our commitment for a Green Star Communities rating for Unlock Takapuna, it is an essential outcome to provide housing to a minimum requirement of Homestar 6 and for the design to be independently reviewed by the Technical Advisory Group.

Ngā koringa ā-muri | Next steps

30. The steps and timeframes proposed to progress the decision are as follows:
 - September 2020 obtain board approval
 - October 2020 marketing campaign (stage one seeking expressions of interest)
 - December 2020 deadline private treaty process concluded

September 2020

- April 2021 stage two seeking development proposals concluded, and a development partner chosen
- July 2021 execution of development agreement

Ngā kaihaina | Signatories

Kate Cumberpatch, Priority Location Director - North

Allan Young, GM Development

David Rankin, Chief Executive (acting)

Decision paper: Unlock Takapuna: Go to market strategy for 14 Huron Street

Author: Adela Hadi, Assistant Development Manager; Allan Young, GM Development

September 2020

Ngā tūtohunga | Recommendations

1. That the Panuku Board...

- a. approve the sale of 14 Huron St, Takapuna (Lot 5 DP 30823 held as part of NA1825/75) comprising 685m², via a two stage deadline private treaty process to deliver a commercial or mixed use development for the site in alignment with the essential outcomes for the site.
- b. delegate
 - i. selection of the preferred treaty respondent to the Chief Executive

c. Endorse the essential outcomes as listed below for the development of 14 Huron Street:

- i. Any new dwellings will achieve a Homestar 6 star rating with a mix of apartment sizes, bedrooms and tenure being encouraged.
- ii. Active street frontage
- iii. Visible building entrance
- iv. Verandah's must be provided along the street

- v. The development must be completed within three years of settlement
- vi. Independent design review by the Technical Advisory Group prior to a consent being lodged

Whakarāpopototanga matua | Executive summary

3. 14 Huron Street is the smaller site outlined in blue in the image below. The other outlined site is the larger development site on Auburn Street. Between these sites is the new car park building that is due to be completed in October 2020.



4. The site is included in the Unlock Takapuna High Level Project Plan as suitable for residential or mixed-use development. The site was approved for sale in the Unlock Takapuna Programme Business Case FY21.
 5. The development agreement for the sale is to be made subject to the essential outcomes as outlined in recommendation 1 c above.
 6. Housing mix has been considered as follows:
 - The development will delivery new and additional housing choices for the Takapuna area. Residential apartments in the town centre will add to the overall diversity of the housing mix in the Takapuna area.
 7. The desired housing outcomes are as follows:
 - i. Encourage higher density residential (and mixed use) development that leverages the location's excellent access to the coast, amenities, services and transport.
 - ii. Investigate with the preferred development partner a mix of apartment sizes, bedrooms and tenure.
 - iii. Investigate options to deliver a mix of affordable and market housing.
- [REDACTED]
9. Through engagement with mana whenua, Te Runanga o Ngati Whatua has indicated interest in this development opportunity. Confirmation of this interest will be investigated prior to marketing starting.

Horopaki | Context

10. 14 Huron Street is zoned Business - Metropolitan Centre Zone under the Unitary Plan. It has a base building height limit of 72.5m and under the Takapuna 1 Precinct, Sub precinct C there is an unlimited maximum height overlay. The maximum gross floor area ratio of development is constrained by a limit of 5:1 i.e. 3,425m².
11. The site is located between the Gasometer carpark building (5 storey) on the north-west boundary and a four story office building on the northeast boundary.

12. The sale of this site will generate revenue that can be reinvested for public realm projects. Money received from sales of the property will be spent on public realm projects within Takapuna area or other priority locations.
13. This sale will also enable strategic objectives of Takapuna, specifically the revitalisation of the town centre through facilitating planned best practice development of strategic sites enabling the development of underutilised assets.
14. Previous Panuku Board and Auckland Council engagement and decisions are shown in the table below.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
26 June 2019	Panuku Board: Takapuna Programme Business Case	Following the conclusion of discussions, the Panuku Board: i. Approved the following related projects and initiatives: Site sales, subject to a comprehensive report addressing the whole portfolio being approved by the Panuku Board ii. Sale of Gasometer development sites – parts 14 Huron and 15 Northcroft streets
30 August 2017	Panuku Board: Takapuna Business Case	It was RESOLVED THAT the Panuku Board approves the Unlock Takapuna business case and gives approval to: ...Commence a sale process for the development of the residual areas of the Gasometer site...
10 March 2016	Auckland Development Committee: Takapuna High Level Project Plan	That the Auckland Development Committee: c) Grant authority to Panuku Development Auckland to dispose of any of the properties listed below that are required to achieve the outcomes in the plan (subject to d and e below): i. 40 Anzac Street (including adjacent service lane) ii. 72A Hurstmere Road iii. 38 Hurstmere Road

		<ul style="list-style-type: none">iv. 34 Hurstmere Roadv. 78R Hurstmere Roadvi. 14 Huron Streetvii. 15 Northcroft Street <p>d) Note that recommendation c) above is subject to the following conditions as shown in Attachment B and more fully described in Attachment C of the agenda:</p> <ul style="list-style-type: none">i. Satisfactory conclusion of the required statutory processesii. Auckland Transport confirming prior to the disposal of any of the sites described in Attachment B that transport arrangements will be accommodated to its satisfaction following the disposaliii. Disposal of the properties will be with the objective of achieving urban renewal and housing. The mechanisms to achieve this include contractual arrangements, such as reference briefs and development agreements. <p>e) Note that Panuku will undertake a framework planning exercise to achieve quality urban design and other community outcomes, along with community objectives and will involve the Local Board, mana whenua, community and other key stakeholders in this planning process consistent with section 9 of the High Level Project Plan.</p>
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Matapaki | Discussion

Sales strategy

15. Due to the smaller size of this site, a number of developers may be interested and have the capability to develop it. The adjoining property owner at 12 Huron Street has previously indicated an interest in purchasing this site. This interest will be investigated by Bayleys during the marketing campaign. Foodstuffs also owns the site backing this site. We understand Foodstuffs do not intend to develop its site on Northcroft Street. We have previously requested information on when it intends to market its site as we felt it could be beneficial to market our property at the same time. We have not had any responses from Foodstuffs on this matter so are now looking to progress marketing.

19. The proposed sales strategy aims to optimise sales revenue and development delivery time.

Hīraunga | Implications

Ngā ritenga ā-pūtea | Financial implications

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

23. Risks will be mitigated against as follows:

Tauākī whakaaweawe Māori | Māori impact

24. Engagement with iwi is ongoing at a portfolio and programme level.

25. Mana whenua was informed of this development opportunity on 15 July 2020

26. Te Runanga o Ngati Whatua has indicated an interest in this development opportunity. We will have further discussions with them regarding its interest and capacity to undertake this development, prior to marketing.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

27. There is ongoing engagement with the Devonport-Takapuna Local Board of the project as part of the Unlock Takapuna programme updates.

September 2020

28. Adjoining owners have been informed of the intention to develop the property.

Ngā whakaaweawe rauemi | Resourcing impacts

29. The project will be resourced by a development manager and a designer through the sales process and the development agreement period, thereby ensuring benefits realisation.

Tauākī whakaaweawe āhuarangi | Climate change impacts

30. In alignment with the Panuku Corporate Responsibility policy and our commitment for a Green Star Communities rating for Unlock Takapuna, it is an essential outcome to provide housing to a minimum requirement of Homestar 6 and for the design to be independently reviewed by the Technical Advisory Group.

Ngā koringa ā-muri | Next steps

31. The steps and timeframes proposed to progress the decision are as follows:

- September 2020 obtain board approval
- October 2020 marketing campaign
- December 2020 deadline private treaty process concluded
- March 2021 execution of development agreement

Ngā kaihaina | Signatories

Kate Cumberpatch, Priority Location Director - North

Allan Young, GM Development

David Rankin, Chief Executive (acting)

Decision paper: Annual Report 30 June 2020

September: Michele Harpham, Finance Manager

September 2020

Ngā tūtohunga | Recommendations

1. That the Panuku Board approve the Annual Report, including Statement of Service Performance and Annual Financial Statements, and the letter of representation to Audit New Zealand for the year ended 30 June 2020, subject to any subsequent significant changes required by Audit New Zealand being discussed with the Board Chair and Chair of Audit and Risk Committee as required.

Whakarāpopototanga matua | Executive summary

2. As a CCO, Panuku must complete an annual report within three months after the end of each financial year, including a comparison of the performance of the organisation with the statement of intent, financial statements and an audit report. Parliament has recently passed the COVID-19 Response (Further Management Measures) Legislation Bill (No 2) which extends the deadline for Panuku to 30 November 2020.

Matapaki | Discussion

3. Under the Local Government Act 2020, Panuku must deliver to the shareholder, and make available to the public, a report on the organisation's operations during that year. The Annual Report includes the financial statements, a report against the performance targets set in the Statement of Intent and the audit report on these items.
4. Panuku is also required to have a public meeting after 1 July each year for the purpose of considering the organisation's performance under its Statement of Intent in the previous year. This would normally be done at the same time as approving the Annual Report; however, Auckland Council has requested we keep our financial statements confidential until after Auckland Council have released their results to the

Stock Exchange at the end of September. We will therefore have an agenda item in the public section of the October board meeting to fulfil this requirement.

5. The Audit and Risk Committee reviewed the draft Annual Report and letter of representation at their meeting on 11 September 2020 and passed a resolution to present these to the board for approval.
6. The draft Annual Report is enclosed as attachment A. After approval by the board, it will be laid up into the public version by the designers. The public version of the Annual Report will be produced as digital only.
7. The Statement of Service Performance, containing performance against our Statement of Intent targets, and the Financial Statements have been audited by Audit New Zealand on behalf of the Auditor-General. We have an outstanding issue to resolve with Audit New Zealand regarding the fair value of Panuku's marina property plant and equipment. When the asset transfer took place, a portion of Viaduct Marina was left with Panuku due to complications with the waterspace consents and contractual arrangements with the adjoining landowner, Viaduct Harbour Holdings. The value of Viaduct Marina at that time was split between Auckland Council and Panuku, based on the number of berths in the area owned by each entity. The auditors raised a question as to whether this pro-rata apportionment is still considered to be the best approach, given that the size of the berths are not all uniform, and therefore the revenue associated with those berths, is not uniform. We have reviewed the forecast cashflows for the marina and identified a more equitable division of the value based on revenue for the berths owned by Panuku. This has resulted in a reduction in value of \$3m, notwithstanding that the operation of the marina is largely unchanged, apart from an assumption of lower occupancy for the next few years while COVID-19 is still an issue. As the time of writing this report, the auditors are still reviewing this adjustment.
8. Panuku is required to provide a letter of representation to Audit New Zealand. This is enclosed as attachment B. There are new representations this year regarding COVID-19, which have been highlighted in green. The CEO and CFO will provide a matching letter of representation to the Board at the September meeting. This letter will be identical in content to the representation letter being provided by the Board to Audit New Zealand.

Hīraunga | Implications

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

9. The annual report will be provided to the shareholder and made available to the public by 30 November in accordance with legislative requirements.

Ngā koringa ā-muri | Next steps

10. This section outlines the steps and timeframes to implement the decision, clearly and succinctly, and any issues related to the implementation are described.

Ngā tāpirihanga | Attachments

Attachment A Annual Report

Attachment B Representation letter to Audit New Zealand

Ngā kaihaina | Signatories

Carl Gosbee, Chief Financial Officer

David Rankin, Chief Executive (acting)

Information paper: Policy update

Document author: Maxine Waugh, Manager Business Systems & Processes

September 2020

Whakarāpopototanga matua | Executive summary

1. The purpose of this paper is to provide the board with an update on policies, including Auckland Council's 'Our Charter', group policies and Panuku-specific governance and operational policies.
2. Our Charter is the consolidated series of principle-based behavioural policies and guidelines available to the council family. These were revised late in 2019 and Panuku adopted an updated version of the full Charter in early 2020, reflecting a combined council group approach to guidelines and behaviours. This new version of Our Charter was re-presented to Panuku staff in June 2020 via the Infohub.
3. In parallel, and under the umbrella of Our Charter are the five council-group financial policies; procurement, insurance, treasury sensitive expenditure, the group business case policy.
4. In addition to Council policies, Panuku has its own specific governance and operational policies. These policies are reviewed regularly to ensure they remain valid and aligned to Our Charter. In addition, Panuku this year conducted a review of the gifts, hospitality and conflicts of interest policies under Our Charter, and internal processes for implementation and compliance with the policy. The findings were reported to the board in August.

Matapaki | Discussion

Our Charter

5. Our Charter sets out the expectations for conduct that we, as council family employees, all have to meet, regardless of role, location or seniority. The charter represents a wide range of principles and guidelines, and are grouped into six key themes:

- a. We honour te Tiriti o Waitangi - recognising and respecting the council group's commitments to the Treaty of Waitangi, which includes achieving better outcomes for Māori to lift Māori economic, social and cultural wellbeing
 - b. We make this a great place to work - agreed behaviours and values in our interaction with others, promoting a productive and enjoyable workplace, with respect and care
 - c. We look after our money and assets - includes best value for money when making spending choices, sensitive expenditure, gifting, conflicts of interest, risk management
 - d. We look after the people we serve - transparent decision making, understanding Aucklanders' needs, striving for outstanding customer service, being inclusive
 - e. We look after our information - confidentiality, accurate records, secure information and systems
 - f. We look after our safety and wellbeing - meeting health and safety requirements, safe work practices, physical and mental wellbeing.
6. All staff are encouraged to 'speak up' about any concerns, or questions, or to seek advice about something that isn't in keeping with Our Charter. Speak up options and support are promoted on the intranet (Auckland Council Kotahi and Panuku Infohub).
7. Refer attachment A for an overview of Our Charter including lists of guides covered in each policy area.

Panuku policies

8. Panuku governance and operational policies sit under the umbrella of, and in addition to, Our Charter, and are developed specific to Panuku operations.
9. The full list of current policies and guides are referenced in the Panuku policy register per attachment B.
10. Changes to the register since the previous policy update to the Board in August 2019, are:
- a. the removal of the Enterprise Risk Management Policy and the Health & Safety Policy. These policies have been superseded with the adoption of Our Charter.
 - b. the addition of the Earthquake-prone buildings management and occupation guideline, approved by the Board in November 2019
 - c. the introduction of a Working animals guide also in November 2019, approved by ELT.

September 2020

Ngā tāpirihanga | Attachments

Attachment A - Auckland Council's 'Our Charter'

Attachment B - Panuku register of policies and guides



OUR CHARTER

Attachment 1



WE HONOUR TE TIRITI O WAITANGI

Here at the council we're committed to honouring te Tiriti o Waitangi / the Treaty of Waitangi, and to improving our Māori outcomes. From engaging with mana whenua to including basic te reo in our communications, [find out more about how we honour our commitment](#).

Includes: Te Tiriti o Waitangi and our commitments to Māori guide, Understanding Māori responsiveness guide, Meaningful engagement guide, Māori language guide, Giving koha guide



WE MAKE THIS A GREAT PLACE TO WORK

From flexible working to inclusivity for all, [find out more about how we are making the council group a great place to work](#).

Includes: Annual leave guide, Drug and Alcohol guide, Flexible working guide, Inclusive Auckland framework, Keeping children safe guide, Overtime and time off in lieu (TOIL) guide, Performance improvement plans guide, Recruitment guide, Respect at work guide, Structural change guide, Violence outside work guide, Volunteers guide



WE LOOK AFTER OUR MONEY & ASSETS

There are a number of ways we ensure we get the best value for our ratepayers and residents, from leveraging our size to restricting travel. [Find out more about how we manage our money and assets](#).

Includes: Cash handling, Receipting and catering guide, Conflict of interest guide, Gift guide, Giving koha guide, Risk guide, Travel guide, Vehicle use guide



WE LOOK AFTER THE PEOPLE WE SERVE

From including our customers in our decision-making processes to catering to the individual needs of diverse Aucklanders, [see all the ways we're ensuring the people we serve are at the core of everything we do](#).

Includes: Process for managing customer interaction guide, Serving Aucklanders guide, Significance and Engagement policy



WE LOOK AFTER OUR INFORMATION

We're entrusted with sensitive and private information, and we respect and protect this at all times. From being a responsible social media user to only accessing systems needed to do our job, we all have a role to play in [keeping our information secure](#).

Includes: Acceptable use of council information systems guide, Information and records management guide, Local Government Official Information and Meeting Act (LGOIMA) guide, Media relations guide, Social media guide, Passwords guide, Using personally owned devices guide



WE LOOK AFTER OUR SAFETY & WELLBEING

The health, safety and wellbeing of our people and all Aucklanders is at the heart of everything we do. From regular training sessions to reporting hazards, [find out more about how we're ensuring we're all mentally and physically fit to do our jobs](#).

Includes: Drugs and alcohol guide, Health and safety framework, Health and safety corporate standards, Incidents guide, Preventing digital harm guide, Take 5 guide, Zero tolerance of workplace violence guide

IT'S **SAFE** TO **SPEAK UP** SEE SAY DO **SOMETHING**

Information paper: Property Market update

Document author: Allan Young, GM Development

September 2020

Whakarāpopototanga matua | Executive summary

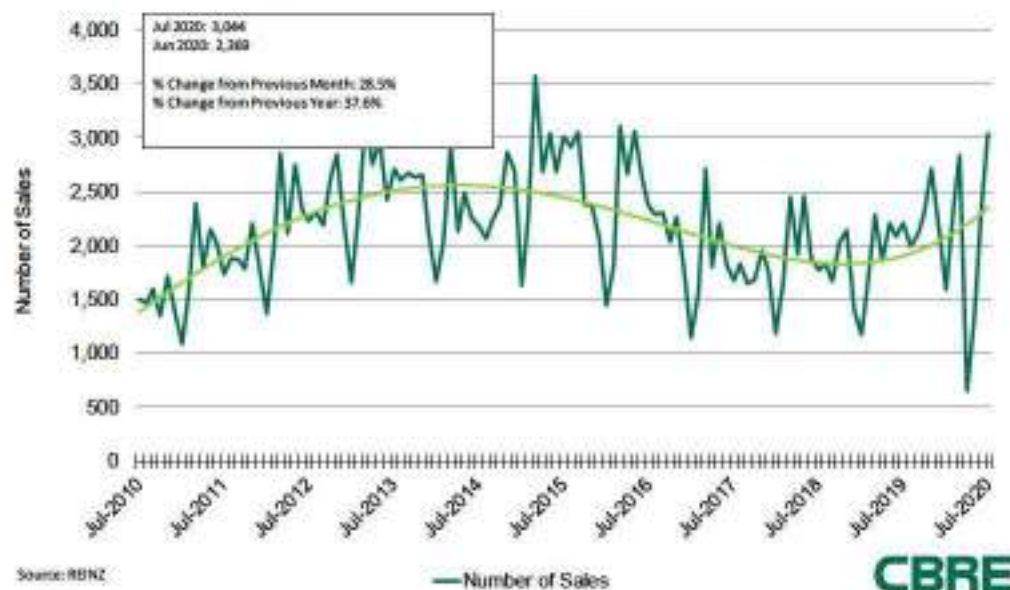
1. The residential market has in some ways defied most predictions of subdued activity and falling prices.
2. Several leading real estate agencies will record more sales activity this August than last August, a remarkable outcome given the 19 days Auckland was in Level Three lockdown.
3. The market is currently underpinned by:
 - current low interest rates
 - a shortage of listings, and
 - to a lesser extent, the increasing number of returning New Zealanders seeking to purchase a home. This segment of buyers are more likely to be “over bidders” willing to outbid local owners/buyers.
4. Banks appear to still be cautious in their approach to retail lending with some only now reducing their stress test on incomes from an interest rate from 6% to 4%. Funding for developers is still challenging with most banks only lending to existing customers and on increased margins.
5. Well capitalised developers are seeking opportunities to secure sites for their future pipeline, little are showing an appetite to commence developments given the challenge of securing off the plans sales for most typologies unless they are at or close to Kiwibuild price points. They will obtain resource consents and wait for the presales environment to improve.

6. An area where there is increased interest is Build to Rent where a number of developers are partnered with institutional type investors seeking opportunities. This is driven by the hope of reduced construction costs, a strong rental market and reduced competition for development sites.
7. Looking forward, the next six months may well see the start of reduced demand with slight reductions in values as unemployment and the recession starts to flow through the wider economy.

Matapaki | Discussion

8. The residential market has bounced back following the initial national lockdowns in April and May. At 3,044 sales, July 2020 transactions in Auckland were 37% higher than July 2019 and 28% up from June which already recorded a healthy increase. These data will have overstated underlying demand because there will have been an element of catch-up in sales that would have otherwise occurred during the lockdown.

Number of Dwelling Sales in Auckland Region



Sale prices

9. Median sale prices for residential dwellings in Auckland increased by 11.1% over the year ended July 2020. It currently sits at \$900,000. Following large stable to slightly easing prices during the mid 2017 to mid 2019 period the trend has showed slightly increasing pricing in the past year which the Covid-19 situation has not, to date at least, been influential enough to reverse.

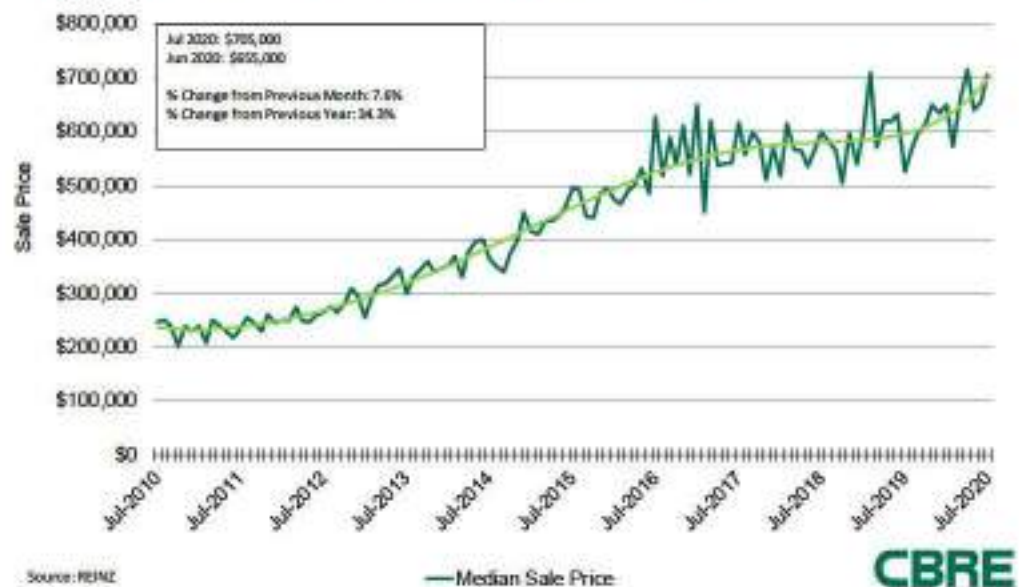
Median Sale Price of Dwellings in Auckland Region



Apartment sales

10. The trend of increasing prices for apartments has been more pronounced with the July 2020 median price at \$705,000 being 34% higher than July 2019 although there is significant monthly volatility in this data series given the smaller number of monthly transactions. CBRE believes that this high growth rate is influenced by the relatively high rates of new apartment building completions and settlements being picked by the statistics. As such, the higher price of new vs existing apartments is the main factor behind much of the price increases.

Median Sale Price of Apartments in Auckland Region



11. Apartment sales increased by 4.5% from July 2019 to July 2020. Sales volumes appear to have bottomed out and started to increase again pre second Auckland lockdown.

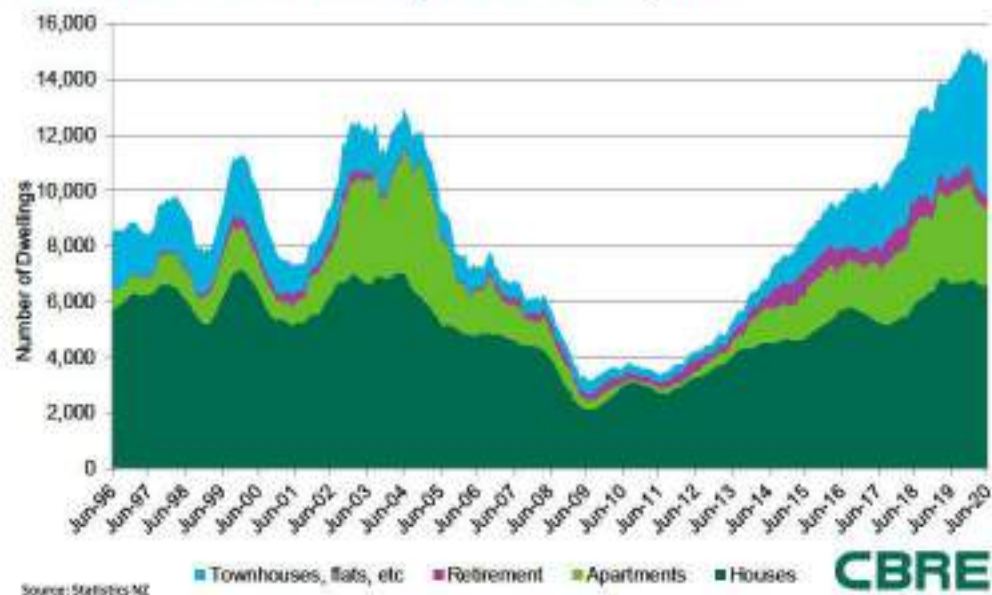
Number of Apartment Sales in Auckland Region



Building consents

12. Building consents for dwellings dropped from the annual peak of 15,154 reached in Dec-19 to 14,780 for the year ended July 2020. In the last few quarters stand alone houses, apartments and retirement villages all fell with townhouses and flats continuing to show growth.

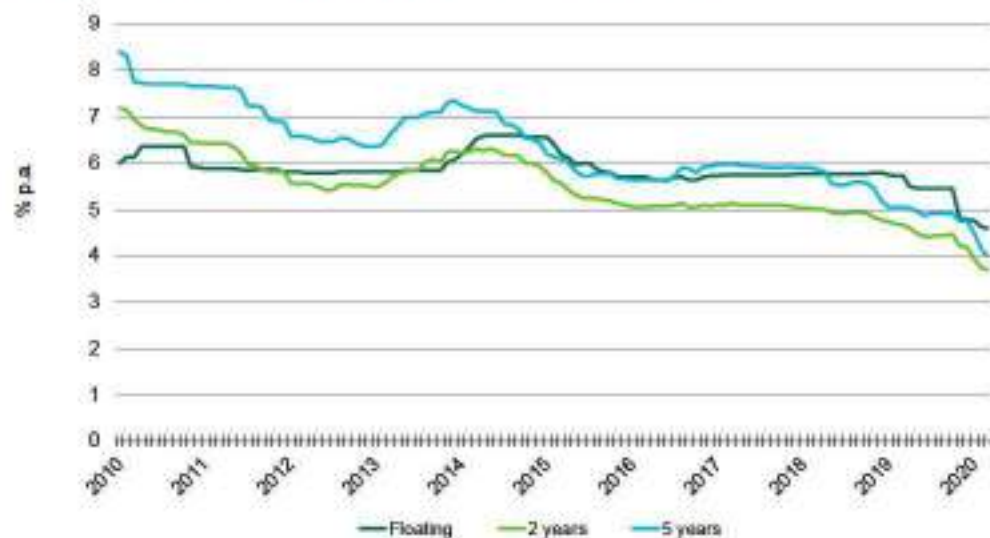
Auckland Residential Dwelling Consents - Rolling Annual



Lending interest

13. Average fixed mortgage rates decreased substantially over the past few months. As at July 2020, the RBNZ estimated average effective floating mortgage rate is 4.60%, down from 5.45% at the beginning of the year. The 2-year fixed rate of 3.70%, down from 4.45%. The 5-year fixed rate is at 3.98% after decreasing by 1.06% over the last year.

Interest Rates on Housing Lending - to July 2020



Source: Reserve Bank of New Zealand

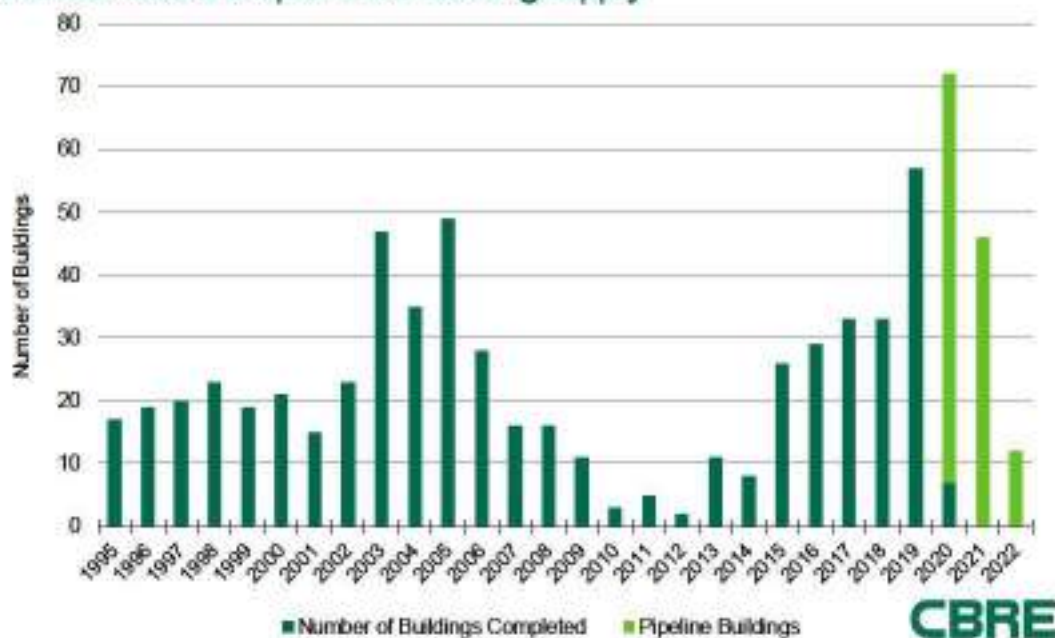


14. Mortgage interest rates have traditionally been the most powerful of the drivers and there is now a quite significant stimulus from the Covid-19-driven fall in mortgage rates. The fall in interest rates is making buying look more favourable relative to renting in terms of outlays on interest vs. rent and for investors in terms of the level of rental yields relative to the cost of borrowing and what can be earned on money in the bank (the second chart below). Add to this is the one-year dumping of LVRs and a couple of banks making it easier for borrowers with lower equity and cutting the service test interest rate and the underpinnings of a buoyant real estate market are evident.
15. Offsetting this, the renewed lockdown will see a pause, even if sales and building work can proceed. And when economic impacts of the current crisis become more evident down the track, there is an expectation that the housing market will be weakening. Lower interest rates will continue to prove a cushion to the market and give cash-flow relief to existing mortgage borrowers, but rising unemployment and a range of other factors will weigh, though the outlook remains uncertain.

Apartment supply

16. While the overall residential market seems to have responded positively in terms of activity and pricing levels to the lower interest rate environment, the off the plan apartment market remains challenging. In this environment, the headline numbers showing historically high levels of apartment completions is a misleading indicator of current market health with comparatively little in the pipeline to sustain activity.

Annual Auckland Apartment Building Supply



Information paper: Projected Housing Supply

Document author: Marian Webb, GM Assets & Delivery

September 2020

Whakarāpopototanga matua | Executive summary

1. The purpose of this information paper is to update the Board at a programme level on the reported net new dwellings being delivered within the Panuku work programme.

Matapaki | Discussion

2. Panuku facilitates development through the controlled sale of land, or by removing constraints and barriers that the private sector might otherwise struggle to overcome. It does this through leveraging off council owned land and working with external development partners. Additionally, Panuku releases under-utilised land from council's balance sheet directly to the market through the asset sales and optimisation programmes on which housing outcomes are achieved.
3. A project dataset has been compiled to capture the housing supply forecast over a ten year period across a continuum e.g. completed, underway or forecast future dwellings being delivered within Panuku work programmes. The Panuku executive has previously outlined to the Board, the process and criteria it uses for reporting these residential outcomes. It has agreed that the project list and total supply number is reviewed, updated and reported to the Board on a quarterly basis.
4. All reported dwelling figures are "net" i.e. total new dwellings less existing dwellings, irrespective of whether they are demolished. The total number of net new dwellings is approximately 11,100 units. This figure has remained unchanged since it was last reported to the Board in February 2020. An overview of the the net new dwelling projections is outlined in Attachment 1.
5. To date, there have been circa 987 dwellings completed across the programme. This includes 164 in our Transform locations, 459 in our Unlock locations. 244 have been delivered across our support programme of work and 120 net new dwellings delivered by releasing under-

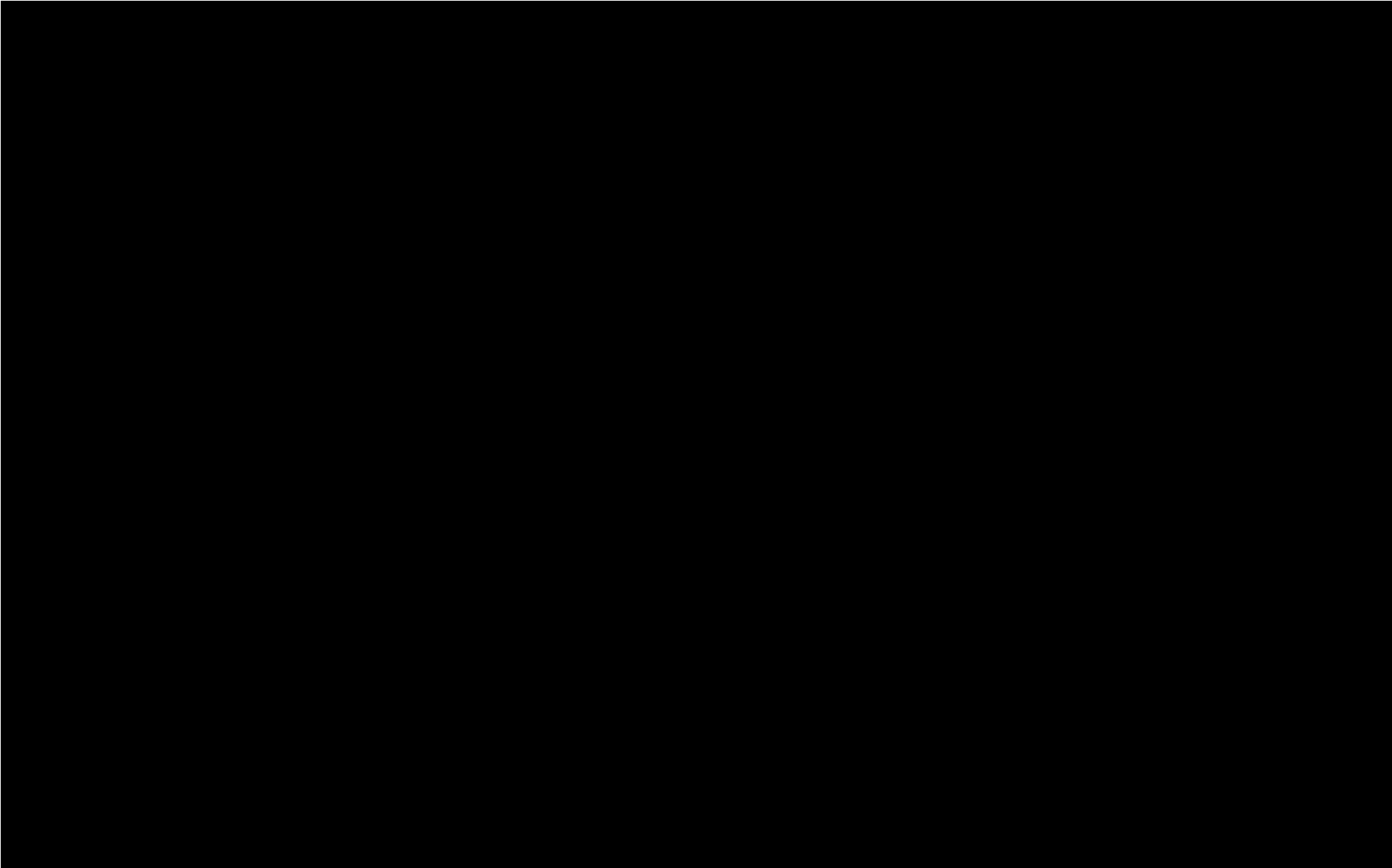
utilised land directly to the market through the asset sales and our optimisation programme. There is an additional 671 net new dwellings underway. The Assets and Delivery directorate will continue to track the provision of housing across our work programmes as we progress through the implementation stages of our projects.

6. Of the 11,100 net new units projected, Panuku plans to deliver approximately 5615 dwellings across its work programme in the next five years.
7. The projected net new dwellings forecast in the Manukau and Panmure has reduced this quarter as a result of a reduction on yield across the Panmure town centre and the Osterley and Davies developments in Manukau. This will result in the provision of 600 less units. However, across Hobsonville, Henderson, Haumaru, New Lynn, Flatbush and Whangaparoa higher yields are expected which will result in approximately 600 additional units being provided across a number of sites. For example, 150 additional units are anticipated in New Lynn and Flatbush as a result of the proposed developments with Intrafil and HUD.

Ngā tāpirihanga | Attachments

A Panuku net new dwelling delivery forecast

Attachment A



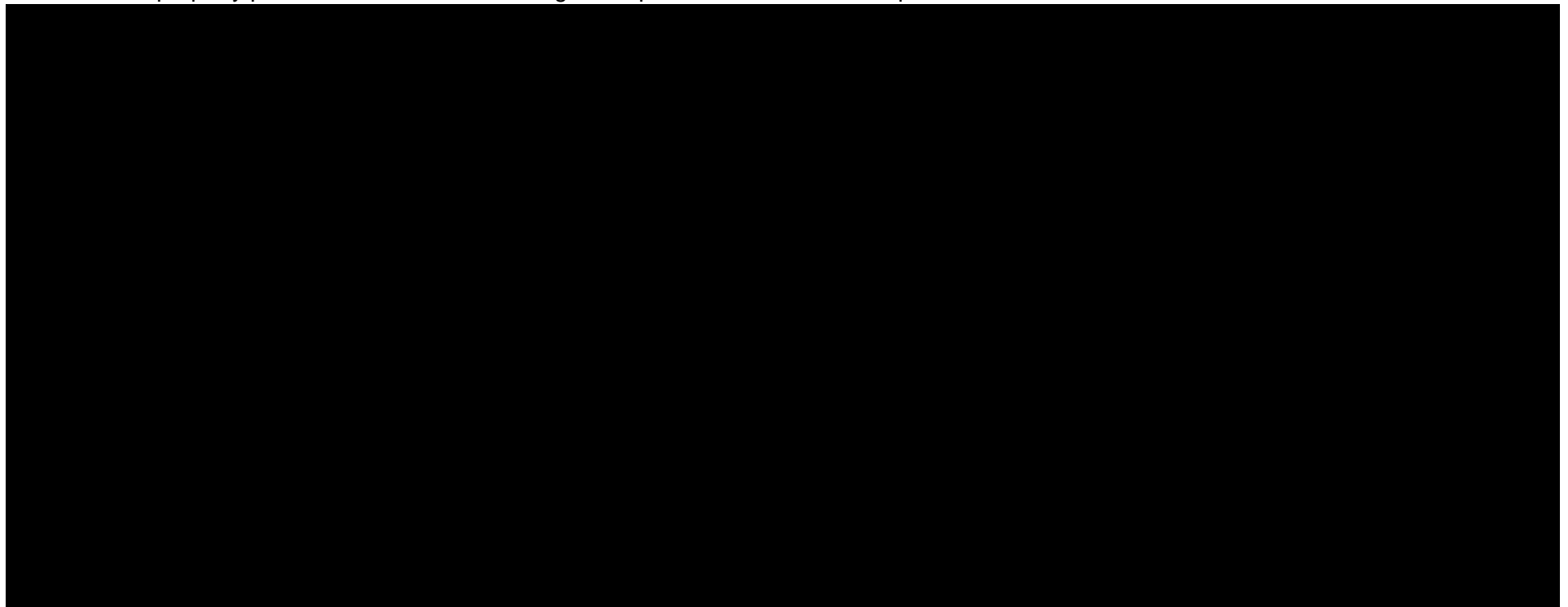
Confidential Information paper: Commercial leasing update

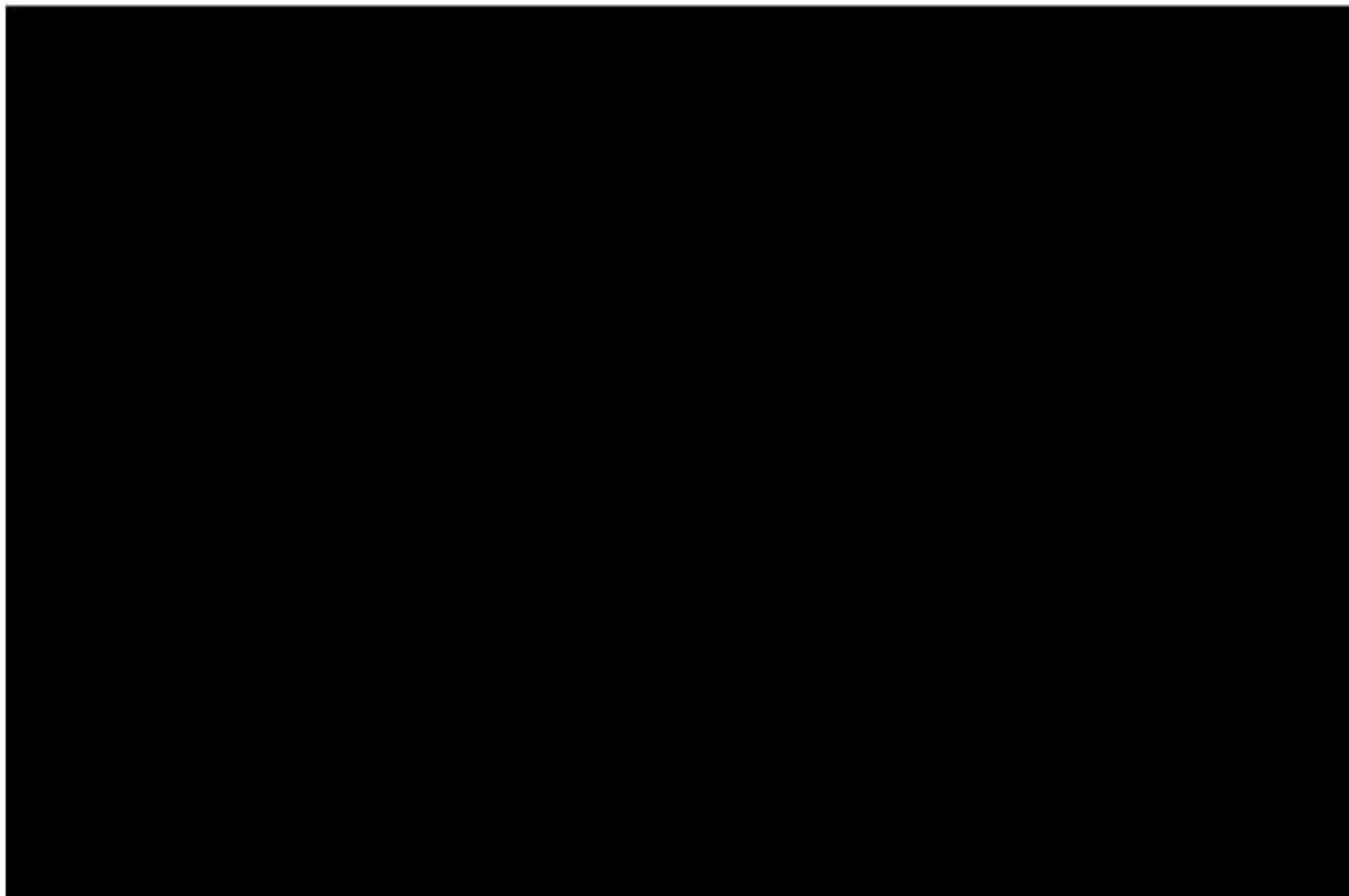
Document author: Marian Webb, GM Assets & Delivery

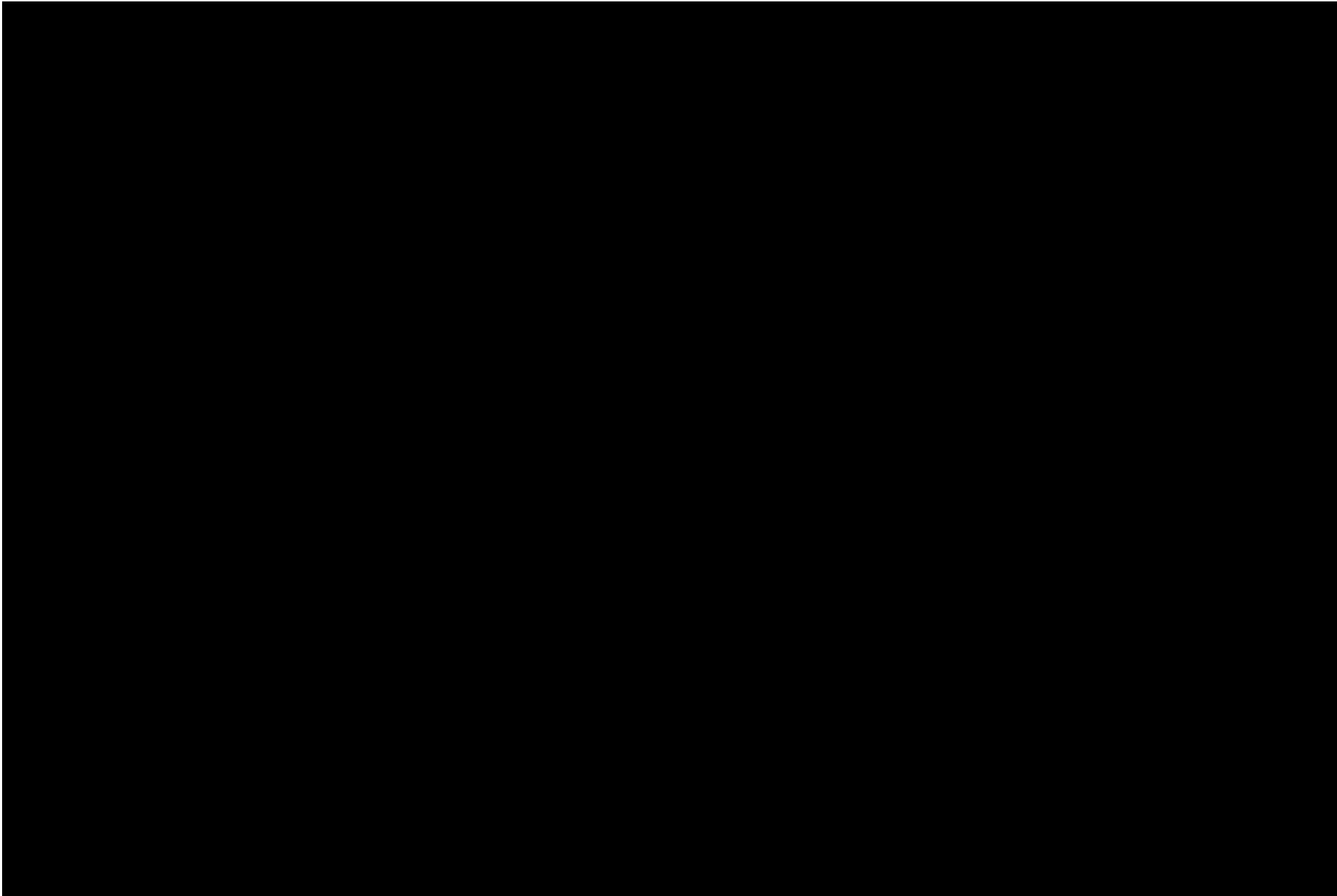
September 2020

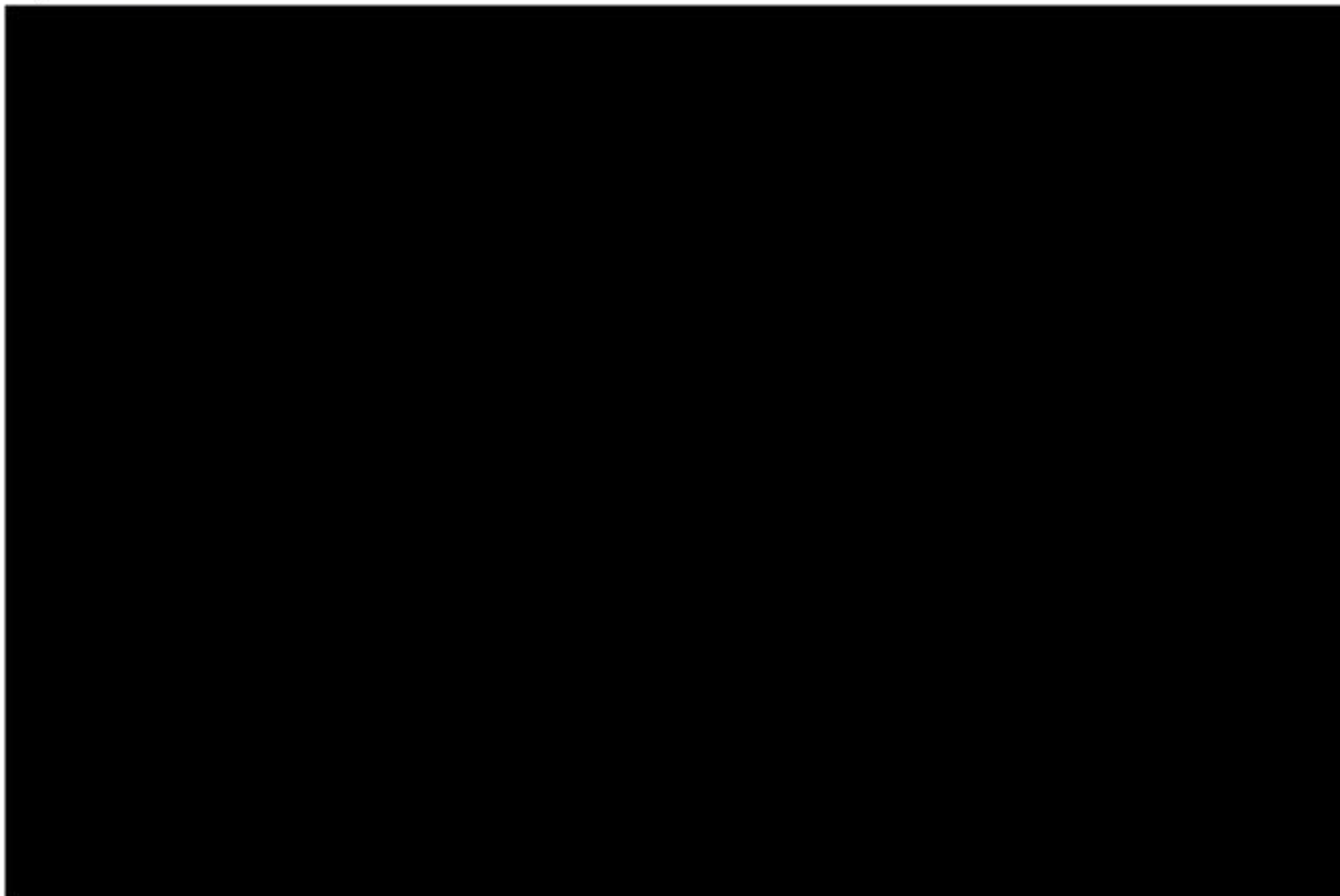
Whakarāpopototanga matua | Executive summary

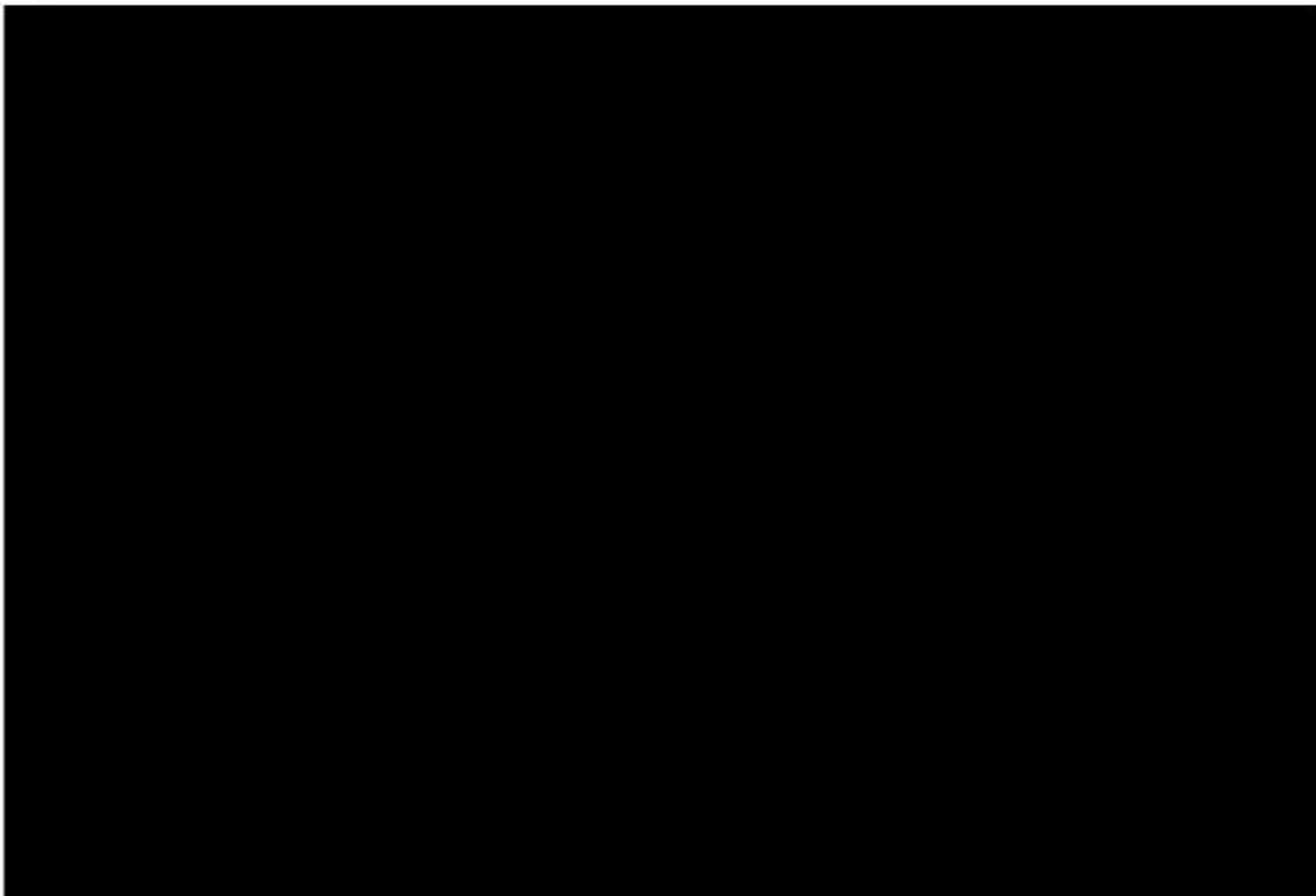
1. Panuku's property portfolio has seen a wide range of impacts from the Covid-19 pandemic and the associated lockdowns.

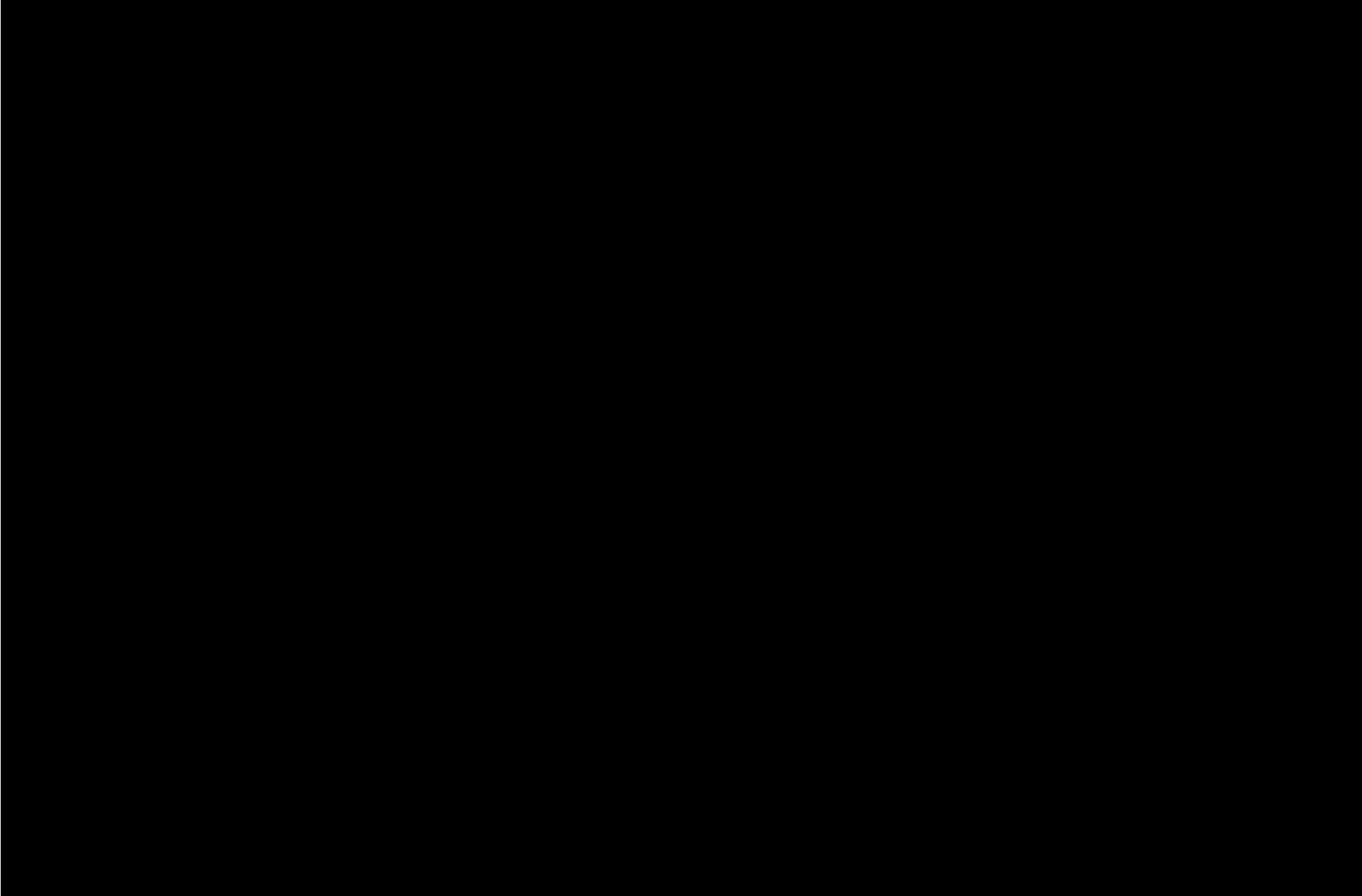


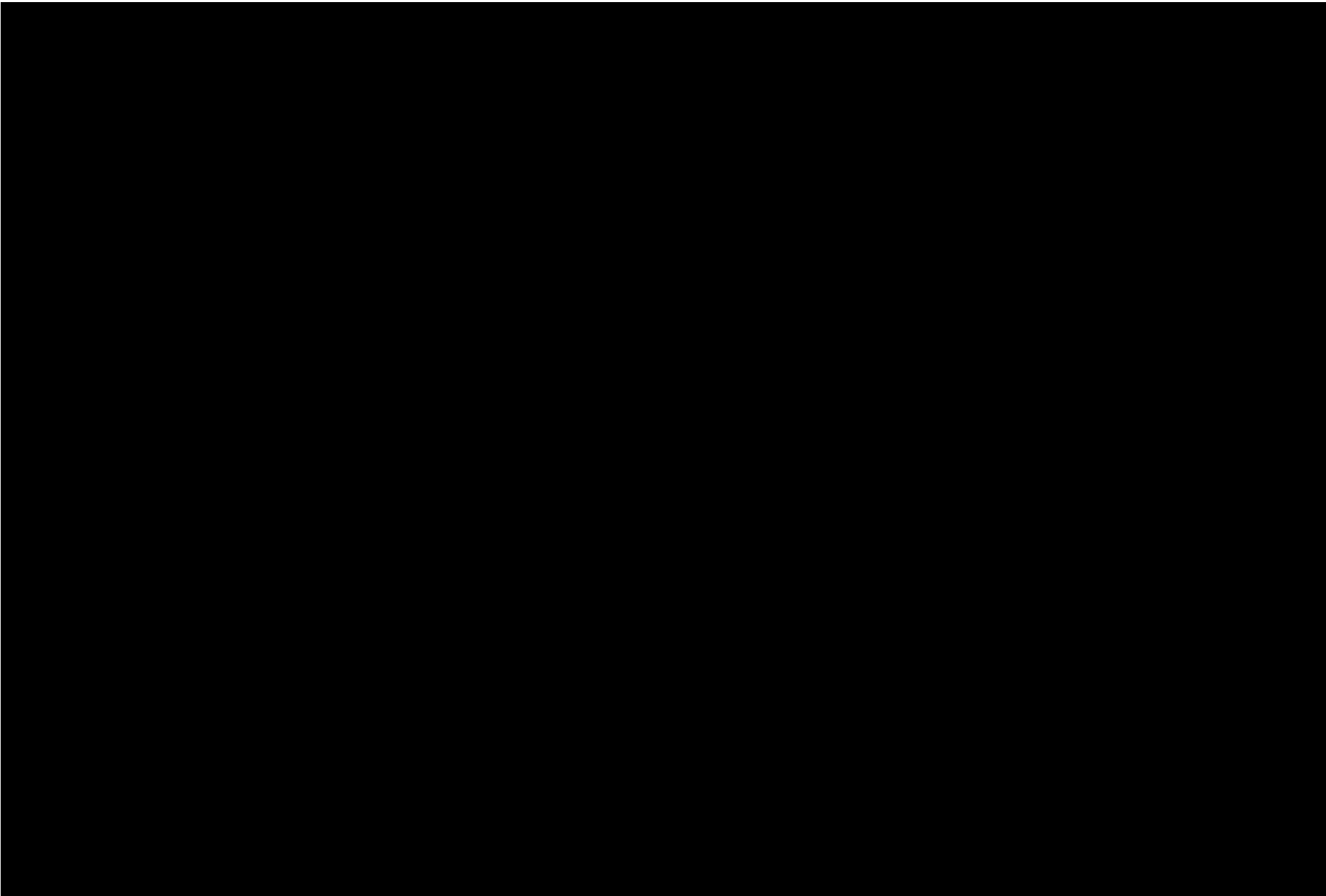


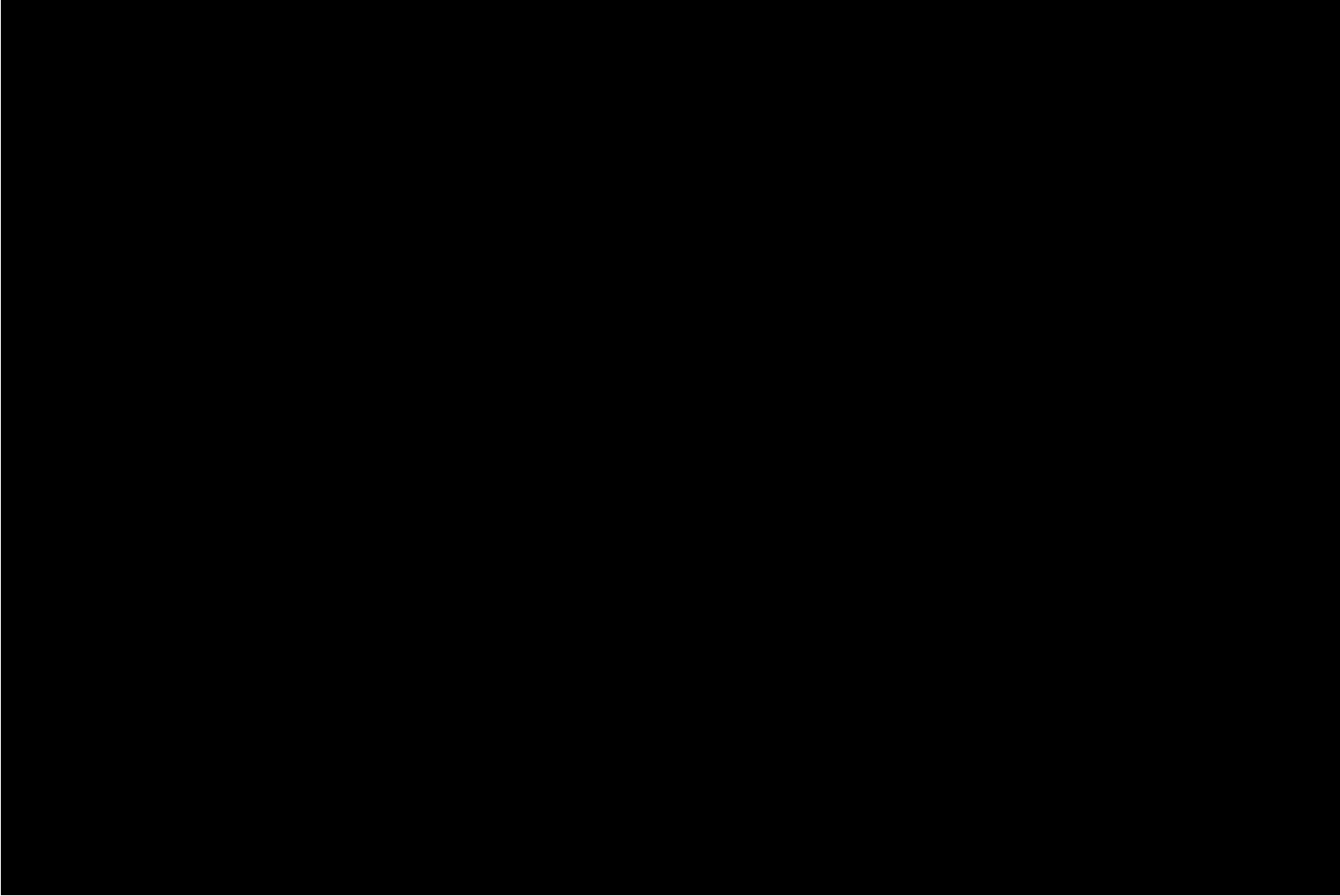












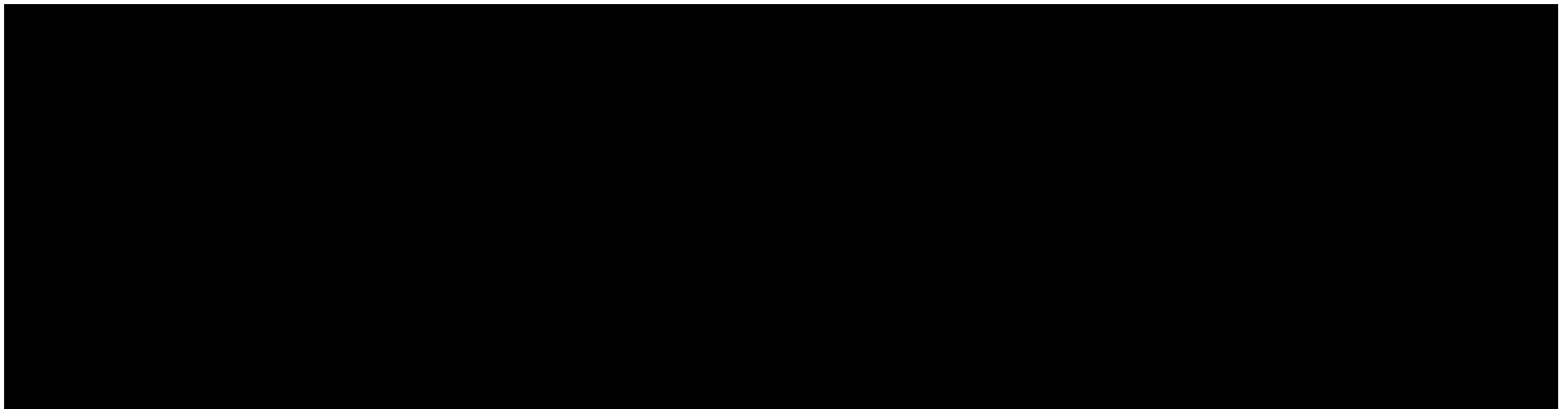
Information paper: Quarter four report to Auckland Council

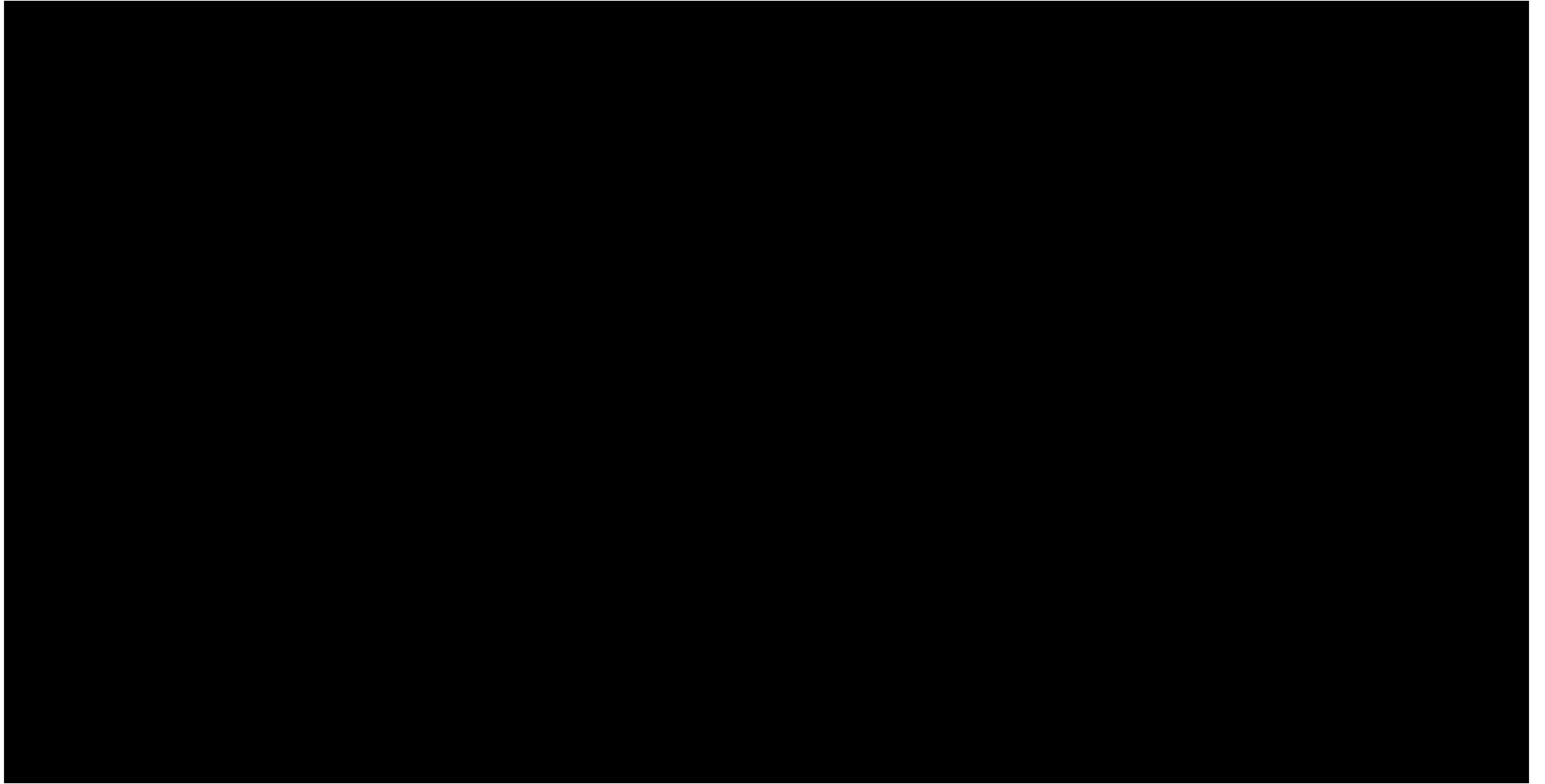
Document author: Kingsha Changwai, Planning and Reporting Manager

September 2020

Whakarāpopototanga matua | Executive summary

1. The Panuku Quarter four report covers the company's performance for the quarter as well as the whole financial year. Its contents align with the Chief Executive monthly reports to the board for the quarter and the Panuku annual report 2019/20.
2. The Executive Leadership Team (ELT) approved the quarter four report on 24 August and the report was submitted to Auckland Council on 25 August 2020. The report will form part of the presentation to the CCO Oversight Committee on 22 September. The SOI 2020-23 will cover the other part of the presentation.
3. Some of the highlights and key points noted in the quarter 4 report are:





Ngā tāpirihanga | Attachments

Attachment 1 - Quarter 4 Report to Auckland Council

Closing

Unuhia, unuhia

Unuhia mai te urutapu nui

Kia wātea, kia māmā,

te ngākau te tinana, te
hinengaro

i te ara takatū

Koia rā e Rongo

e whakairia ake ki runga

Kia tina! Haumi e!

Hui e! Tāiki e!

Draw on, draw on

*Draw on the supreme
sacredness*

To clear and to set free

*the heart, the body and the inner
essence*

In preparation for our pathways

Let peace and humility

be raised above all

Manifest this! Realise this!

Bind together! Affirm!