

Board Report

Date

Wednesday,
22 February 2023

Venue

Eke Panuku office,
82 Wyndham Street
and online via Teams



Board agenda

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

When: Wednesday, 22 February 2023 | 10.00am – 4.00pm

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

Lead councillor: Cr Chris Darby

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 Eke Panuku or Auckland Council. Under Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to withhold information where making available the information:

- *would 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.	Public meeting open 1.1 Annual report to 30 June 2022
2.	Confidential meeting open 2.1 Procedural motion to exclude the public Put the motion that, pursuant to clause 12.3 of the Eke Panuku Constitution, the public be excluded from confidential papers or parts thereof, so that commercially sensitive issues can be discussed. 2.2 Apologies
3.	Presentation of council-initiated performance reviews
4.	Board review session
5.	Chief Executive's report
6.	Health and Safety

<p>7.</p>	<p>Decision papers</p> <p>7.1 Board Conflict of Interest Management Policy</p> <p>7.2 Waterfront security – future level of service</p> <p>7.3 Partnership with Auckland Light Rail</p> <p>7.4 3 Kings Road, Panmure – go to market strategy</p> <p>7.5 535 Ellerslie-Panmure Highway, Panmure – go to market strategy</p> <p>7.6 Falls Carpark – 14 Edmonton Road, Henderson</p> <p>7.7 Transform Onehunga – Waiapu Precinct East-West Axis Enabling Works</p>
<p>8.</p>	<p>Information papers</p> <p>8.1 Risk Management</p> <p>8.2 Optimisation Opportunity</p> <p>8.3 Eke Panuku Engagement Strategy</p> <p>8.4 Memorandums of Understanding between Eke Panuku and mana whenua</p>
<p>9.</p>	<p>Governance matters</p> <p>9.1 Director interests</p> <p>9.2 Director meeting attendance</p> <p>9.3 Minutes of 16 December 2022 board meeting</p>

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.

Information paper: Annual Report 30 June 2022

Document author: Michele Harpham, Finance Manager

February 2023

Whakarāpopototanga matua | Executive summary

1. Under the Local Government (Auckland Council) Act 2009, all Auckland Council CCOs must hold two meetings in public each year. The first must be held before 30 June each year for the purpose of considering comments from shareholders on the organisation's draft Statement of Intent for the following financial year. The second meeting must be held after 1 July each year for the purpose of considering the organisation's performance under its Statement of Intent in the previous financial year.
2. Generally, the second meeting is held in conjunction with the approval of the Annual Report. However due to delays in the audit process associated with COVID-19, the annual report wasn't finalised until late November 2022, and the February Board meeting is the first meeting since then. The Eke Panuku Board approved the Annual Report on 23 November 2022, subject to any significant changes required by Audit New Zealand being discussed with and approved by the Chair and the Chair of the Audit and Risk Committee. There were no significant changes required and the audit report was issued on 30 November 2022. The Annual Report is included as attachment A.

Matapaki | Discussion

3. The performance for the year to 30 June 2022 against targets identified in Eke Panuku's Statement of Intent is detailed in the Statement of Service Performance on pages 75 to 81 of the Annual Report. There were 12 measures in total. Nine of the measures were assessed as achieved and two were not achieved. The final measure was marked as non-applicable for the current year.
4. The financial results for the year 30 June 2022 are detailed in the financial statements on pages 83 to 109 of the Annual Report. These financial statements only show the performance of Eke Panuku as a company and do not include the financial performance or financial position related to the portfolio of assets and developments that Eke Panuku controls on behalf of Council.
5. Since the majority of its assets were transferred to Auckland Council on 26 June 2019, Eke Panuku operates on a cost recovery basis with its funding from council being set at a level which covers the shortfall of operating costs less other revenue from Viaduct Marina South and recharges for staff time on council projects.

Ngā tāpirihanga | Attachments

[Attachment A - Annual Report 30 June 2022](#)

There were no apologies received for the February Board meeting.

3.0 Presentation of council-initiated performance reviews

This paper has been redacted under the following LGOIMA reasoning:

- *to maintain the effective conduct of public affairs through the free and frank expression of opinions s7(2)(f)(i);*

Information paper: Chief Executive's Report

Document author: David Rankin

February 2023

Whakarāpopototanga matua | Executive summary

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

Matapaki | Discussion

AT / Eke Panuku Transit Orientated Development programme

2. The AT / Eke Panuku Transit Orientated Development (TOD) programme business case was approved by the Board at its June 2019 meeting.
3. The programme consists of ten sites, eight of which are council-owned AT managed assets, one Crown-owned asset held by Waka Kotahi (NZTA) and one asset jointly owned by both Waka Kotahi and Auckland Council. These have all been agreed by AT and Eke Panuku as having development potential. The ten sites are:
 - Albany bus station park and ride
 - Constellation Drive bus station park and ride
 - Grafton gully (Crown-owned land currently being operated by NZTA)
 - Homai train station park and ride, Wiri
 - Manurewa train station park and ride
 - Ōrakei train station park and ride
 - Papakura train station park and ride
 - Silverdale bus station park and ride
 - Station Road park and ride, Manurewa
 - Sturges Road train station park and ride, Henderson.
4. Of the ten sites, six adjoin the rail network, three adjoin the Northern bus corridor and Grafton gully is residual land adjoining the SH16 off ramp.
5. The first site to be progressed was the Ōrakei train station park and ride. The indicative business case for that project was approved by the Eke Panuku PSG in June 2022.

6. A fundamental part of each project business case is determination, by AT, of the site-specific transport requirements to enable Eke Panuku to identify residual land parcels with development potential.
7. In late 2022, KiwiRail advised that it was to initiate drafting a Programme Business Case with AT for the rollout of the third and fourth main line which was due to be completed by December 2022. This is now forecast to be completed in April 2023. It will be followed by a 18-24 month study of the corresponding noise corridor and future proofing of the rail corridor.
8. Due to the uncertainty of progressing sites that adjoin the rail corridor, the Executive considered the development potential of sites adjoining the Northern bus corridor. That review was completed in October 2022. The outcome of this work indicated that there would be no merit in progressing these sites at this time due to factors which include statutory constraints, land ownership and multiple designations issues that need to be addressed.
9. Taking the above into account, the Executive has decided to pause progressing the programme for two years until the KiwiRail work is complete.
10. It is proposed that the Eke Panuku resource will instead be used to progress the Eastern Busway Urban Renewal and Regeneration programme of work. This is a programme of urban regeneration in neighbourhoods along the route of the busway between Pakuranga and Burswood. The regeneration outcomes will be aligned and integrated with transport outcomes to maximise the benefits of the Eastern Busway investment. It is fully supported by Auckland Council.
11. A programme business case has been developed and will be presented to the Board at its March meeting for decision making.

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City Centre Residents' Survey

18. In August 2022, Auckland Council staff commissioned a survey of residents' perceptions of living in the city centre to inform work programmes and investment priorities for the area. The results reaffirm that residents are attracted to the city centre for proximity to work, study, shops, restaurants and entertainment, and to reduce their reliance on private vehicles. Residents value the new public spaces delivered by the council group and are optimistic about what the city will be like once construction projects are complete.
19. However, the survey brought into sharp focus the depth of feeling and the scale of concern among our city centre residents in relation to a range of issues. The survey shows that the proportion of residents who like living in the city centre has decreased from 77% in 2016 to 55% in 2022. The key reasons for disliking living in the city centre are concerns about safety (45%), antisocial behaviour (36%), people they feel uncomfortable around (33%), and noise pollution (28%). Comments indicate that residents feel unsupported in their concerns with these issues. A quarter of respondents requested an increased police presence, alongside requests for more noise, parking and traffic enforcement, increased focus on rough sleepers, and a greater focus on cleanliness and maintenance. Forty-eight percent of respondents believe council and construction companies are not doing enough to manage the impacts of construction disruption.
20. Sixty-six percent of residents thought it was likely they will be living there in the next 12 months, down from 77% in 2016. Only 9% believe the city centre is a good place to raise a family, down from 29% in 2013. There were differences in responses based on the neighbourhood in which people resided. Areas that have benefited from regeneration programmes, such as Viaduct/Wynyard Quarter, Downtown and Karangahape, consistently scored higher than the rest of the city centre for quality of life metrics.
21. Teams from across the council group have been working together on these issues for some time through their existing work programmes and involving relevant government agencies and the private sector where they can. Within the context of the challenging financial environment and the proposed savings identified through council's draft budget for consultation, programmes of work and service levels across the region will be affected, including those that impact the city centre.
22. Insights from this survey are being used in the development of the city centre integrated implementation plan, led by Eke Panuku.

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Climate risk and governance

36. Since late 2021, the council group has been undertaking a comprehensive joint programme of work in relation to climate risk and governance. This is being led by council with CCO involvement at both governance and working group levels. Support is being provided to the council group by consultants providing technical expertise on both risk and governance matters. The work programme is to ensure that the council group is able to fulfil the reporting requirements of the Taskforce on Climate-Related Financial Disclosure (TCFD) and the new External Reporting Board (XRB) requirements released in December 2022.
37. Following a series of workshops and detailed desktop exercises, the consultants have now released their reports. These contain recommendations on both risk and governance matters. The reports are currently being reviewed and a gap analysis undertaken by council to ascertain what work each entity will need to do to ensure compliance with TCFD and XRB requirements. Council is also looking at resourcing for the work that will be needed. A more comprehensive update will be provided to the Board when Eke Panuku implications are better known.

Plan Change 78: intensification

38. Auckland Council notified PC78 on 18 August 2022 to give effect to National Policy Statement Urban Development 2020 and the Resource Management (Enabling Housing Supply and Other Matters) Amendment Act 2021 that provides for medium density residential standards (MDRS) to enable a wider variety of housing choice across the region. Submissions and further submissions to this plan change have now closed.

Submissions on Wynyard Precinct

39. Auckland Council received five submissions on Wynyard Precinct from Eke Panuku, Viaduct Harbour Holdings Limited (VHHL), Sanford, Willis Bond and Mansons TCLM. Eke Panuku's submission seeks intensification to deliver Wynyard Point Park and development sites north of Jellicoe Street and additional intensification on three undeveloped sites. VHHL seeks extensive intensification on its sites through additional heights and the deletion of the existing site intensity control (maximum floor area ratio

(FAR) control). Three other submitters seek moderate additional heights on all sites across the precinct and the deletion of the FAR control to enable more intensification.

40. Eke Panuku has put in further submissions opposing the requests sought by the above submitters. We consider that the excessive building heights and intensification could have adverse impacts on visual and landscape, character, amenity of public open spaces and the Three Waters and transport infrastructure in the precinct. This follows our earlier Board discussion on these issues. Eke Panuku's submission has received five further submissions in opposition to its submission from the four key developers within the precinct and one from Citizens Against the Housing Act 2021 group.
41. Submissions on Plan Change 78 will be heard by an independent hearing panel (IHP) in 2023. The panel will then release its recommendations to council and council will make decisions on the plan change by the end of March 2024.
42. In December 2022, the IHP released initial guidance of the process it will adopt for the hearing. The IHP asked parties to suggest broader topics to be addressed in Alternative Dispute Resolution which will provide an opportunity for parties to present high-level planning evidence and legal submissions of their cases. Eke Panuku has requested that 'Wynyard Precinct' is a topic for Alternative Dispute Resolution and confirmed its attendance at the pre-hearing conference. The Board will be updated on any agreements and key matters to be heard throughout the hearing process over the next few months.

Submissions on City Centre provisions

43. Various submissions, predominantly from key stakeholders and developers in the City Centre, support the height amendments (allowing up to 72.5m outside the City Centre core) and the removal of floor area ratio (FAR) control, and bonus floor area provisions (such as heritage floor space and through-site link bonuses). While these amendments are fully supported, many submissions raise concerns that various new built form controls proposed such as maximum tower dimension, tower separation and street setback requirements are complicated and not workable. The submitters state that these standards would undermine the intensification outcomes intended and seek amendments to these controls.
44. Eke Panuku is not a further submitter to the city centre submissions. However, we will keep a watching brief on this topic at the hearings to fully understand the impact on any future sites.
45. Precinct Properties (future developer for Downtown car park) is a submitter to PC78. Precinct supports the pedestrian connection standard in Downtown Precinct but seeks removal of the at-grade east-west pedestrian connection as it does not recognise the presence of existing developments. It seeks to raise the harbour edge height control plane to apply at 60m building height instead of 40m as proposed by PC78.

Impact on Auckland Council budgets for 2023/24 of recent inflation, interest rate and flooding issues

46. Council approved the Mayoral Budget Proposal for consultation in December 2022. The assumptions in this proposal were based on inflation indications at the time, with things like staff cost increases assumed at 5.9% and interest rates assumed to have peaked. Subsequently the December inflation number has been published at 7.2%. Economists

are assuming interest rates will continue to increase at least once more this month. The full impacts on FY2023/24 are not yet fully understood.

47. The impact of recent flooding on council budgets this year and flow-on into next year's budget is still being calculated. Eke Panuku appears to have come off relatively lightly with mostly minor impacts on up to 40 properties we manage. We are currently pulling together costing estimates for repairs. However, we are aware of more major impacts for Auckland Transport, Watercare and Tātaki Auckland Unlimited.
48. Initial thoughts at council executive level are that the impacts this year can be managed through additional borrowings, offset by the available self-insurance funds and use of the climate change response fund. This is a \$10 million capital contingency fund spread over multiple years. It was set-up in 2018 to address emergency works required because of extreme storm events, current capex underspends and re-prioritisation of existing renewals budgets.
49. There is a proposal to increase council's level of preparedness for future storm events, more regular clearing of drains and increased provision for things such as emergency management, waste disposal, building inspections and support for affected people. Officers have suggested budgeting an amount of \$20 million each year, equivalent to 1% of rates. Any such additional operating expenditure in the budget would need to be supported by additional funding. To be sustainable, this could mean a higher rates increase.
50. We will keep the Board updated as further information / decisions become available.

SOI and Corporate Business Plan key dates

51. The timeline for approving the FY24 Statement of Intent (SOI) and Corporate Business Plan (CBP) is provided for the Board's information. This has been incorporated in the Board's Work Programme for the year. The key dates are:
 - a) Draft SOI approved by the Board 22 March 2023
 - b) Receive Shareholder Draft SOI feedback 1 May 2023
 - c) Corporate Business Plan approved by the Board 28 June 2023
 - d) Final SOI approved by the Board 26 July 2023.
 - e) Final SOI submitted to council 31 July 2023.

Recent flooding event

52. On Friday 27 January, Auckland had record rainfall, resulting in unprecedented flooding and a state of emergency declared across the region.
53. The Eke Panuku marina and property teams responded well to the event. There was no damage reported at the Westhaven, Silo and Viaduct marinas.
54. Based on the initial assessments to date, the impact on the property portfolio appears non-material from a Group financial perspective. There appears to be minor to moderate levels of damage to 46 properties. This includes sewage and stormwater backflow, water

tightness failings, particularly where located in low-lying and flood-prone areas, and damage to property chattels, roofs and contents.

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communicate, people are more likely to understand what we do and feel positively towards it.

- 90. Over the last full quarter of last year (Oct-Dec 2022), Eke Panuku featured in around 290 media articles which is the highest number since 2019 (Attachment D). This was largely due to commentary about CCOs and Eke Panuku following the local government elections in October. Overall sentiment was neutral.
- 91. When Eke Panuku proactively provided information to the media about our work, the resulting coverage was positive or neutral and generally well balanced. Eke Panuku continued to receive strong recognition of ongoing neighbourhood regeneration work which remained more common than the negative commentary.
- 92. We often re-use media releases and other information we provide to media (images, statements, opinion pieces) on our website, our intranet and social media channels to ensure information is disseminated as widely as possible.

TAG Review

- 93. The Executive will be leading a review of TAG in the coming months. TAG remains a critical part of Eke Panuku’s design review process, providing independent advice to the Executive and the Board to ensure we deliver quality developments. It is also integrated into council’s regulatory processes.
- 94. Whilst there is an annual review to finetune performance and processes each year, it is timely to undertake a broader assessment of the effectiveness of TAG. The review will be taking into account our current funding constraints to ensure that the process is efficient and effective.
- 95. The first step in the process is to undertake a survey of both internal staff and external development partners/consultants that attend TAG. The survey will help identify key areas of benefit and value of TAG that should remain and identify where there might be opportunities to improve.

Ngā tāpirihanga | Attachments



Attachment E – Q2 dashboard



Quarterly reporting pack

Period ending 31 December 2022



Executive summary

In Q2 Managed Properties and Marinas have continued to deliver surpluses that are ahead of budget, continuing the trend from FY22.

Good progress has been made this quarter on a number of projects including the completion of stage one of Takapuna's Waiwharariki Anzac Square, the opening of the Greenslade Reserve in Northcote and the completion of two new sections of the Hayman Park Playground in Manukau.

We have also received a number of industry awards, including two national level awards for planning and urban design for Manukau's Puhinui programme, Waterfront's Tank Park received a Gold Pin from the Best Awards, and it also won an Excellence Award alongside Amey Daldy Park at the NZ Institute of Landscape Architects awards.

Programme spend and progress

Our capex budget for this year is \$80m, our spend for the quarter was \$14.7m and the year to date spend is \$27.8m. In response to Council's request for savings for the FY23/24 year, changes have been made to some capital projects to reduce the scale, scope and timing. This has resulted in a \$20m capital spend deferral for this year. Delivery of projects in construction phase will continue and projects that will go forward to construction phase for the remainder of this year and FY24 are being prioritised.

Total opex spend on regeneration is \$24m which includes direct costs of staff and contractors, \$15m of this is allocated to the programmes and this is the spend that we are tracking here. Our spend for the quarter was \$3.2m which was in line with what was forecast. Year to date our spend is \$6m. Spend is expected to increase as our placemaking activities ramp up over the summer period.



SOI targets - A total of 12 targets have been set for the year. Some will be measured at the end of the year, such as our marina customer satisfaction survey, while others are forecast to happen throughout the year. This quarter, good progress has been made on a number of our targets including the delivery of 92 new homes across a number of locations.

Corporate business plan - A total of 79 initiatives are included in the Corporate Business Plan this year, identifying Eke Panuku priorities, enabling work and CE objectives. Year to date, 11 initiatives have been completed across our strategy and relationships; business improvements, Māori outcomes and Sustainability & climate action focus areas.

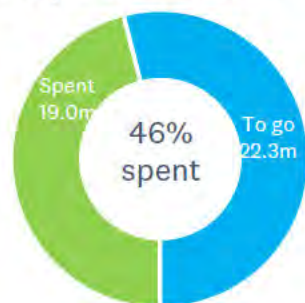


Site sales and development agreement progress - Our sales target for this year is \$91.7m. This is made up of \$21.7m from the Transform and Unlock programmes and \$70m in general asset sales. There were two sales completed this quarter, one in our Transform and Unlock programme which has been added towards our target, and from our Property Optimisation programme that although generating cash for Council has not been included against our target. Year to date our sales total is \$30.9m. Despite the continued slowing of the property market, we are working hard to progress sales and have in place approximately ██████ in conditional agreements.

Placemaking - A number of events took place over the quarter, including Summer at Silo Park which kicked off on the 23 December 2022 with the first of four Silo Cinema sessions. Events are planned throughout the summer and include a teddy bear's picnic, and an interactive Silo Park I-Spy activity staged across the waterfront, that will be suitable for all ages. All these activities are free for the public to attend. A new pop up parklet in the Pukekohe town square was also opened to the public in November 2022.

Company wide financials

Expenditure budget \$41.4m



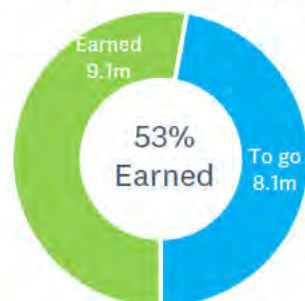
	Actual YTD	Budget YTD	Var YTD
People	\$15.7m	\$16.6m	\$0.9m
Other	\$3.4m	\$4.2m	\$0.8m
	<u>\$19.1m</u>	<u>\$20.8m</u>	<u>\$1.7m</u>

Expenditure year to date is \$19.0m which is \$1.8m under phased budget.

People costs are \$0.9m behind budget, there are 18 vacant positions and 8 are currently being recruited.

Other expenses were \$0.8m less than budget, there has been a \$0.2m saving in insurance costs and \$0.1m of Technical Advisory Group (TAG) costs to date have been transferred to capital projects. Internal audit costs are currently tracking \$0.1m less than budget and there is potential for savings in this area for this year. The remaining \$0.4m of under spend is a timing difference as business plan objectives are worked through. There is potential for a further increase to budget savings in the remainder of the year.

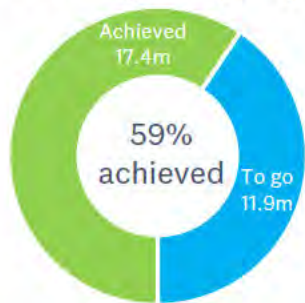
Revenue budget \$17.2m



	Actual YTD	Budget YTD	Var YTD
Recharge	\$8.2m	\$7.8m	\$0.4m
Viaduct			
Marina South	\$0.5m	\$0.6m	(\$0.1m)
Marina Trust	\$0.4m	\$0.4m	\$0.0m
	<u>\$9.1m</u>	<u>\$8.8m</u>	<u>\$0.3m</u>

Revenue year to date is \$9.1m which is tracking \$0.3m ahead of budget. Recharges for the year are ahead of budget and this trend is expected to continue for the rest of the year.

Managed properties surplus budget \$29.3m



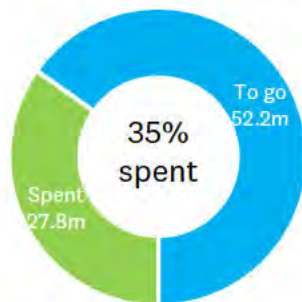
	Actual YTD	Budget YTD	Var YTD
Commercial Prop.	\$10.9m	\$7.0m	\$3.9m
Marinas	\$4.6m	\$3.9m	\$0.7m
Business Int	\$4.2m	\$3.0m	\$1.2m
Public Activities	(\$2.4m)	(\$2.6m)	\$0.2m
	<u>\$17.3m</u>	<u>\$11.3m</u>	<u>\$6.0m</u>

Managed Properties achieved a net surplus of \$17.4m year to date which is \$6.1m ahead of the phased budget.

- Commercial Property Portfolio is \$3.9m ahead of budget. **Revenue** is ahead of budget \$1.3m, a better than budget performance of the Auckland Council portfolio has offset the below budget revenue from the Auckland Transport (AT) properties. **Expenditure** is \$2.7m under budget, \$0.7m of rates charges have not been charged to date. There are timing differences in repairs and maintenance spend, still expecting to utilise full budget in year. A \$1.0m of savings to date for AT properties that are no longer managed as they are being utilised in roading projects.
- Business Interests is \$1.2m ahead of budget, mainly due to better than budget performance by Waste Disposal Systems.
- Marinas are \$0.7m ahead of budget, revenue is now \$0.1m ahead of budget with occupancy increasing in the Silo and Viaduct marinas. Expenditure is \$0.6m behind budget due to timing of repairs and maintenance expenditure.
- Public activities in the Wynyard Quarter is \$0.2m ahead of budget, costs are tracking a bit behind phased budget and so far increased security costs \$0.5m over budget have been absorbed through savings in other areas. This has the potential to change over the summer months.

Programmes summary

Capex budget \$80m



Location	Budget
Central	\$200K
Ishtmus	\$8.6m
North	\$15.2m
Regional	\$11.8m
Renewals	\$10.0m
South	\$20.3m
Waterfront	\$23.9m
West	\$4.2m
	\$94.2m
Contingency	\$10.8m

Capex spend for the month was \$5.5m. Year to date spend is at \$27.8m, which is \$22.4m behind phased budget.

As part of the Eke Panuku's response to the Council's request for savings for the FY23/24 year there was a need to reduce the scale, scope and speed of some capital projects. In order to have the savings impact required next year, the opportunity to defer \$20m of capital spend this year has been taken. Some of which will be achieved due to progress delays by development partner projects and negotiating acquisitions. We will be continuing with the delivery of projects currently under construction, work will continue on business cases, design and resource consenting to get projects ready to go for delivery. Further work will be undertaken to look at prioritising which projects will go forward to construction for the remainder of this year and FY24.

Highlights for this quarter were the completion of stage one of Takapuna's Waiwharariki Anzac Square, the opening of the Gleenslade Reserve in Northcote and the completion of two new sections of the Hayman Park Playground in Manukau.

Opex \$15m budget

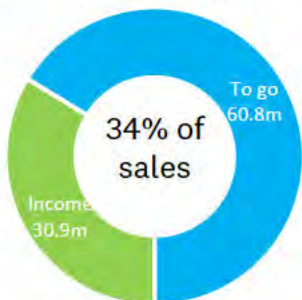


Location	Budget
Central	\$310K
Ishtmus	\$2.5m
North	\$1.2m
Regional	\$1.5m
Renewals	\$61K
South	\$5.0m
Waterfront	\$2.9m
West	\$1.6m
	\$15.1m

Regeneration opex spend for the month was \$0.9m, year to date spend is \$6.0m.

Spend still tracking consistently each month, with an increase in spend expected in the next quarter as place making events should increase in the summer months. A number of events in January had to be cancelled however due to unfavourable weather.

Sales target \$91.7m



The sales target is made up of :


Transform & Unlock	\$21.7m
General asset sales	\$70.0m
	\$91.7m


A transform and unlock sale at 18 Manukau Station Road in Manukau was completed this quarter [REDACTED]. The sale of 19 Jervois Road in Ponsonby [REDACTED] was also completed this quarter. However the site is part of our Property Optimisation programme which is excluded from being counted towards our sales target.

Year to date, we have reached sales of \$30.1m against a target of \$91.7m. Work continues on progressing sales that are expected to be unconditional this year. There is one significant high value property expected to go unconditional this year [REDACTED], if it does not go unconditional as anticipated it will impact whether or not this target is achieved.













SOI performance measures

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

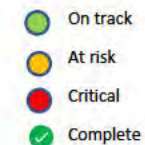
 On track

 At risk

 Critical

	Measure	Target	Actuals YTD	RAG	Commentary
Priority location - programmes & projects	1 Net new dwellings (housing units) - LTP	200	164		YTD we have delivered 164 new homes (97 in Supports programme, 38 in Henderson and 29 in Manukau). We forecast a further 117 units to be completed in Q4 from 1817 Great North Rd Avondale.
	2 Commercial / Retail gross floor area (GFA) or net lettable area (square meter) - LTP	1,000 sqm	0		N/A : Not measured as per SOI
	3 Public realm (includes new or upgraded public open space, playgrounds, walkways, roads etc) - sqm	7,000 sqm	150 sqm		YTD 156 sqm has been delivered in the Wiri bridge project. The Te Ara Awataha stage 1 project in Northcote is awaiting the practical completion certificate (3478 sqm).
	4 Capital project milestones approved by the board achieved - LTP	>= 80%	33%		Five SOI capital milestones have been met YTD. Two SOI capital milestones are at risk - Northcote's community centre hub concept design approval by Local Board and Waterfront's AC Pier construction starting. All other targets remain on track.
Service delivery	5 Annual property portfolio net operating budget result agreed with the council achieved - LTP	\$19.4m	\$10.9m		To date good progress has been made towards the target, surplus is \$10.9m , this is \$3.9m ahead of phased budget.
	6 The monthly average occupancy rate for tenantable properties - LTP	Commercial 85% Residential 95%	93.1% 98.3%		No material change in occupancy rates and no significant movement expected in coming months.
	7 The percentage of marina customers surveyed who are satisfied with marina facilities and services	85%	-		A customer survey to measure satisfaction will happen at the end of the year.
	8 The asset recycling target agreed with the Auckland Council	\$70m	\$23.9m		Three sales completed to date \$23.9m - Kotuku House, Manukau [REDACTED]; 84-100 Morrin Rd [REDACTED]; 20 Hopetoun St, Newton [REDACTED]. There is reliance on a high value corporate property - [REDACTED].
	9 Achieve total board approved budgeted Transform and Unlock (T&U) net sales for the financial year through unconditional agreements	\$21.7m	\$7m		YTD: T&U sales total is \$7m . Karina Williams Way, Manukau [REDACTED], Sealink commercial lease [REDACTED], 10 Madden St [REDACTED].
Business leadership	10 Creating positive outcomes for Māori - Deliver 50 ongoing or new initiatives that support Māori Outcomes	50	32		Eke Panuku has completed to date 32 new initiatives that support Māori Outcomes. We are on track to achieve the target by year end
	11 Enhancing the relationship between Eke Panuku and mana whenua. Increasing the percentage of satisfaction with the support they receive from Eke Panuku.	5% increase on previous year	-		This survey will be completed at the end of the financial year.
	12 Complaints received by Eke Panuku are resolved.	80% resolved within 10 working days	100%		No complaints were received this quarter. YTD: 5 complaints received, all of which have been resolved within 10 working days. Messaging to staff was provided via Info Hub in Jan 2023 to remind them how to register any complaint when received.

Corporate business plan



Status of actions. Short commentary on completed actions and at risk items (red) will be included. This reporting captures CBP priorities and enabling work and CE objectives. This table excludes SOI targets and milestones reported separately.

Focus area		Total initiatives	Results				Commentary
1	Strategy & relationships	21	1	16	4	<ul style="list-style-type: none"> Thriving Town Centres guidance – communication and implementation. Final elements of the roll-out have been confirmed with actions leading to a '1 year in review' internal comms approach. The baseline monitoring for two locations has been completed (Manukau, Avondale) as a model for the wider Town Centre monitoring programme. A simplified process has been put in place for non-PWA acquisitions to take advantage of site opportunities in the current market. Amber: Council property strategy work expected to commence in 2023. Awaiting further information from council as no date received yet. 	
2	Business improvements	33	2	26	5	<ul style="list-style-type: none"> Completed Sentient resource tool, training staff and undertaken change management support Completed review of business plan process and agreed roles and responsibilities with PfMO and finance. Completed Marina berth license amendments Customer service – Marina of the year: best environmental performer, best business initiative and clean marina accreditation. Amber: City Centre transition and set up - further work is required to get the matrix team functioning as a team, and progress is behind what the establishment plan envisaged. Focus on January and February 2023 will be on co-location. Amber: Building framework with Council's Value for Money team for the rationalisation process – work has been ongoing since 2020. Interim approach needs to be agreed with VFM team while Council property strategy work is underway in 2023. 	
3	Māori outcomes	11		10	1	<ul style="list-style-type: none"> Selecting development partners policy, including weighting for Māori outcomes in open market sales has been approved. 	
4	Sustainability & climate action	3		2	1	<ul style="list-style-type: none"> Build internal capability of key teams to facilitate improved corporate responsibility outcomes – completed training with Capital Delivery, Renewals, Development, Strategy and Planning and Design teams. 	
5	Eke Panuku people	7		7			
6	Health, safety & wellbeing	4		4			
	Total	79	3	65	11		

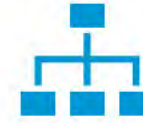
People and Culture



0.05%
215.4
FTE actual



0.8 pts
16%
Turnover



33 %
8
Active
recruitment



0 pts
45%
Occupancy

Our overall FTE is 236.5 this includes our actual FTE of 215.4, 3.1 contingent workers in FTE roles and 18 vacancies. Of these vacancies:

- 8 are actively being recruited via our Auckland Council recruitment team, external agencies or internal EOI process.
- 2 have been filled and are awaiting the employee start date; and
- 8 positions are not under active recruitment but are held.

There is also 1 vacant FTE position which is a seconded employee's home role and is not included in this FTE count.

Our overall non-FTE is 20.8, this consists of 15 contingent workers in non-FTE positions, 4.8 contingent workers covering a person on leave and 1 vacant non-FTE position.

Staff turnover has increased from 15.2% in September to 17% in December. The average turnover for this quarter was 16%. Turnover is calculated as employees leaving over 12 months divided by average permanent head count, there was a slowing of recruitment as we headed to the summer shut down which meant that the average permanent head count was lower than expected pushing the turnover percentage higher.

Applications have remained steady this quarter and in the lead up to the summer shutdown. On average, we have been able to move 3 to 4 candidates to interview stage. 2023 is set to be an interesting year in terms of restructures across NZ businesses and is expected to be a talking point for candidates applying for roles.

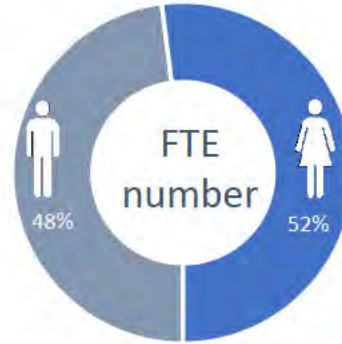
Office occupancy decreased from 45% in September 2022 to 43% in December 2022. The average office occupancy for this quarter was 45%, target is 60%. This could be attributed to a number of staff falling sick with COVID-19 during this time, and people taking additional leave in the lead up to the summer shutdown period.

Leadership continues to be a focus for our learning and development activities. These include the continuation the self leadership habit workshops and implementation of the leadership development programme which is planned to run from November to March 2023.

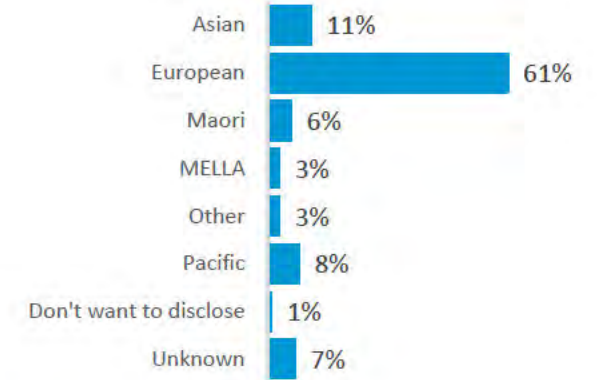
FTE summary

FTE			Non FTE		
FTE Actual	Contingent in FTE	Vacant roles	Contingent in non-FTE position	Contingent covering leave	Vacant non-FTE positions
215.4	3.1	18	15	4.8	1

Gender



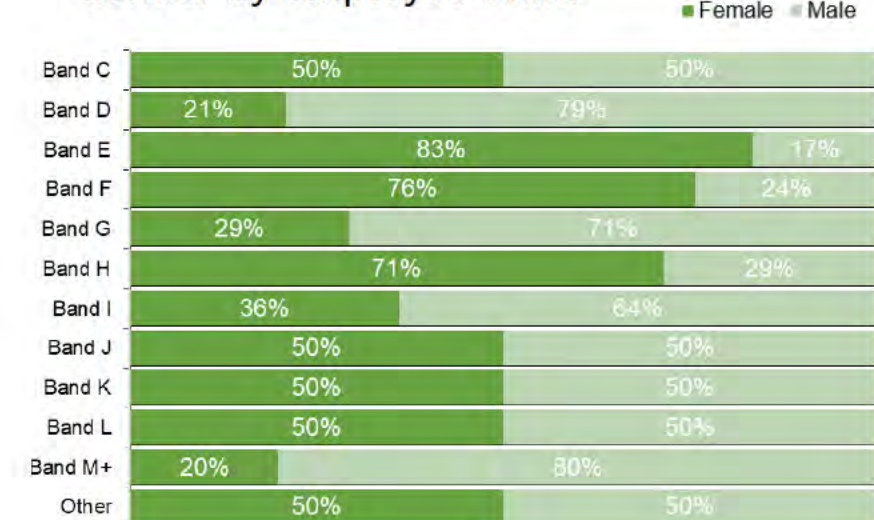
Ethnicity



Employee salaries



Gender by employee band



Marinas

Revenue budget \$20.4m

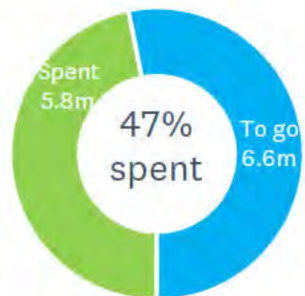


Revenue is made up of the following:

Westhaven	11.8m
Viaduct	1.4m
Silo	1.0m
Marina Trusts	6.2m
	<hr/>
	20.4m

There has been a slow start to the year for marina revenue, currently \$0.1m ahead of budget. Silo and Viaduct Marinas occupancy started to increase during November and December following the opening of the marine borders. We are expecting that budget revenue will be reached in year.

Expenditure budget \$12.5m



Expenditure is made up of the following:

Westhaven	5.1m
Viaduct	612K
Silo	616K
Marina Trusts	6.2m
	<hr/>
	12.5m

Year to date expenditure is \$0.6m favourable to budget, this is mainly due to timing of repairs and maintenance and is expected to correct before year end.

Highlights for the quarter:

The replacement of G, H and J piers and the development of the share boat berths at Westhaven were completed in Q2. G, H and J Piers are fully occupied and operational.

Share boating is a rapidly growing market that offers multiple subscribers a sustainable boating choice and allows those who cannot afford a boat the opportunity to get out on the water. Our marina business has responded to the market with share boating berthage fully utilised at S and Z Piers for over fifty vessels operated by two proven providers.

The Viaduct/Silo marinas revenue/occupancy recovered well following the reopening of the maritime border at the end of September 2022.

Superyacht berthage in Q2 was back to pre-pandemic levels, with revenue exceeding budget predictions at Silo marina.

Issues/Risks

The Marina team continue to monitor arrears and compliance risks. An approved structural change is progressing to recruit with a focus on creating one collaborative working marina team to share capability, enhance and streamline processes and improve risk management.

FY23 SOI target:



Customer satisfaction

85% of marina customers surveyed are satisfied with the marina facilities and services – the survey will be done at the end of FY23.

Managed properties

The Property Portfolio manages commercial and residential property on behalf of Auckland Council and Auckland Transport.



Occupancy residential

98.3%
SOI target: 95%



Occupancy commercial

93.1%
SOI target: 85%

Commercial Properties net surplus is \$19.4m

Revenue budget \$38.2m

The Auckland Council portfolio has generated additional revenue ahead of budget to date of \$2.2m. This is due mainly to 3 properties receiving unbudgeted income, due to timing of tenancies - Bledisloe House \$1.0m, Crown Lynn Place \$0.2m and YDL at Hobsonville \$0.2m. In November we invoiced tenants \$0.7m for the final expenditure recovery for FY21.

The Auckland Transport (AT) portfolio is \$0.9m behind budget to date. A tranche of houses that form part of the Eastern Busway project were required by AT to be vacated ahead of schedule, these properties were budgeted to be held until the end of Q2. Going forward the revenue position against budget each month should improve.

Precinct Properties portfolio (properties held in our regeneration locations) are \$0.1m ahead of budget to date, this is largely due to better than expected revenue from car parks in the Wynyard Quarter.



Business interests net surplus \$6.2m



Year to date Business Interests surplus is \$1.2m ahead of budget, this is due to a better than budget result at Waste Disposal Services, generated from additional throughput.

Expenditure budget \$18.8m

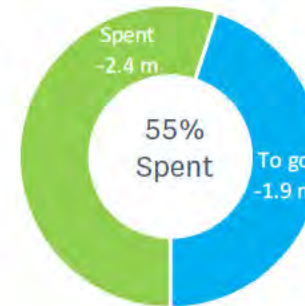
Expenditure year to date is \$2.7m favourable to budget. The largest expenditure for the portfolio is rates. A total of \$6.8m of rates was budgeted for this year. \$6.2m in rates has been processed year to date. Due to properties being added and sold from the portfolio throughout the year, the rates adjustments can take some time to be finalised by the council rates team. It is too soon to tell whether the current \$0.6m underspend can be banked as a saving for the year.

Repairs and maintenance costs are currently \$0.5m favourable to budget. Additional AT properties are expected to be on boarded in the second half of the year and it is expected that repairs will be needed to ensure they are up to a standard before being rented.

There has been a positive impact to expenditure of \$1.0m of GST credit for the disposal of some AT residential properties. This is an area where we do not estimate potential credits in the budget process as it is reliant on AT's project timeline, which we have no control over. The GST credit has offset any income losses from these properties.



Public space assets net surplus (\$4.3m)



Public Space Assets are currently \$0.2m favourable to budget. Expenditure is tracking behind budget in most areas. However security is still a concern in the Wynyard Quarter, which are currently running \$0.5m ahead of budget. There is a capital project underway to set up a CCTV monitoring centre, once operational the number of security patrols may be able to be reduced. A separate paper on Wynyard Quarter security is on the agenda for this months Board meeting.

Eke Panuku's total disposal target for FY23 is \$91.7m. This is made up of \$21.7m from the Transform and Unlock programmes and \$70m in general asset sales (which is made up of disposal sites and sites from the Regional programme). These targets align with the Statement of Intent targets reported to council, and only sites with unconditional sales this financial year will contribute to these targets.

Sale Type	YTD actuals
Disposal Sales	400k
Regional	23.5m
Transform & Unlock	7.0m
Grand Total	30.9m

Regeneration sites approved for Sale

The table below provides an overview of the sales progress of sites that have been approved for sale by the board. These sites fall within the regeneration category.

Status	Location	Programme	Project Name
Preparing for sale	Regional	Corporate Property Supports	35 Coles Crescent, Papakura
			84a Morrin Rd, St Johns
			Ormiston, 65 Haddington Drive - Site Sale
			Own Your Own Home for Older People
			10-22 Totara Avenue, Site D, New Lynn
Transform & Unlock	Panmure	Panmure	11-13 lagoon Drive, Panmure
			3 Kings Road, Panmure
			486-592 Ellerslie Panmure Highway, Panmure
			Papatoetoe
Pukekohe	172, 176a, 180 Manukau Rd, Pukekohe		
Waterfront	North Wharf Development - Site 14		
Preparing for sale Total			
In negotiation	Regional	Supports	198 Dominion Road, Mt Eden
			Airfields Stage 3 - Megalot 5 & 6
	Transform & Unlock	Manukau	10 Putney Way, Manukau
Waterfront	101 Pakenham Street West (Lysaght Building)		
Willis Bond 'West 2' Residential Apartments			
In negotiation Total			
Conditional agreement	Regional	Corporate Property	4-10 Mayoral Drive, Aotea Station Development
			Bledisloe House, city centre
	Supports	132 Greenlane East	
	Downtown carpark, City Centre		
Transform & Unlock	Manukau	9 Osterley Way	
Takapuna	14 Huron Street, Takapuna (Gasometer)		
Anzac Street / Hurstmere Road, Takapuna			
R78 and 72A Hurstmere Road sites			
Conditional agreement Total			
On hold	Transform & Unlock	Panmure	3 Mountwell Crescent, Mt Wellington
On hold Total			
Settled	Regional	Corporate Property	Kotuku House, 4 Osterley Way, Manukau
		Supports	84-100 Morrin Road, St Johns
Settled Total			
Unconditional	Transform & Unlock	Manukau	Karina Williams Way land parcel
		Waterfront	10 Madden Street - Site 5b Stge 2
Sealink commercial lease negotiations			
Unconditional Total			
Grand Total			

Disposal sites approved for sale

The table below provides an overview of the sales progress of sites that have been approved for sale by the board and are transacted by the Chief Executive under delegation.

Status	Area	Site name
Preparing for sale	Central	1 Levene Place, Mt Wellington
		131 Clark Rd, Hobsonville
		7 Waitai Rd, Waiheke
		Part of Nuffield Lane, Newmarket
	Titoki Street, Parnell	
	North	2 Forest Hill Road, North Shore
		3 Victoria Road, Devonport
		Albatross Road, Red Beach
		4 Blomfield Spa, Takapuna
	South	143 Keri Vista Rise, Papakura
145 Keri Vista Rise, Papakura		
153 Bombay Rd, Bombay		
2/97 Mahia Rd, Manurewa		
66R Hallberry Ave, Mangere		
90 Smales Rd, East Tamaki		
90A Smales Rd, East Tamaki		
Rear 18-22 Keven Rd, Clarks Beach		
West	84 (part Hobsonville Rd, Hobsonville)	
Preparing for sale Total		
Conditional agreement	Central	2a Stokes Rd, Mt Eden
	South	124 Cornwallis Rd, Cornwallis
130 Cornwallis Rd, Cornwallis		
20 (part) Uxbridge Rd, Howick		
Conditional agreement Total		
Settled	Central	20 Hopetoun Street
Settled Total		
Grand Total		

Risk management

[Redacted text]

[Redacted text]

[Redacted text]

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[Redacted text]

Grants and donations

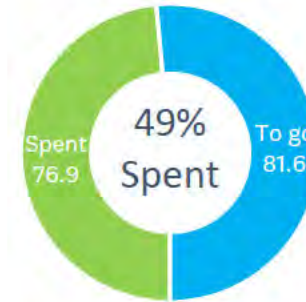
Eke Panuku provides grants and donations to support a diverse range of activities and organisations which contribute to the delivery of the strategic objectives of the Executive Leadership Team (ELT) and the Board.

Included in grants and donations are a mix of historic arrangements and support for activities which align with regeneration of the waterfront.

48% of the planned grants and donations have been spent in the first six months of this year. Variations to plan include:

- A planned cash donation of \$5k to the annual Climate Change and Business Conference did not eventuate this quarter.
- Marina grants and property concessions are as planned.

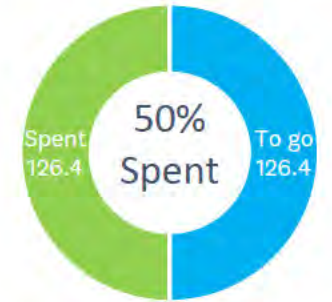
Marina donations budget \$158.5k



Cash donations budget \$15.5k



Property concessions budget \$252.8k





Spatial delivery plans

Activity on our programmes is updated each quarter.

The plans currently show activity from **1 October 2022 to 31 December 2022.**

Locations

1. Northcote
2. Takapuna
3. Henderson
4. Avondale
5. Maungawhau & Karanga a Hape
6. City Centre
7. Waterfront
8. Onehunga
9. Panmure
10. Manukau
11. Old Papatoetoe
12. Ormiston
13. Pukekohe

Regional Programmes

14. AT/Eke Panuku Transit Orientated Developments
15. [REDACTED]
16. Service Property Optimisation
17. Corporate Property
18. Haumaru Scope
19. Supports Scope
20. Regional Renewals
21. Waterfront Renewals



NORTHCOTE

Vision: A growing community with a lively and welcoming heart where business thrives, and everyone's needs are met.

FY 23

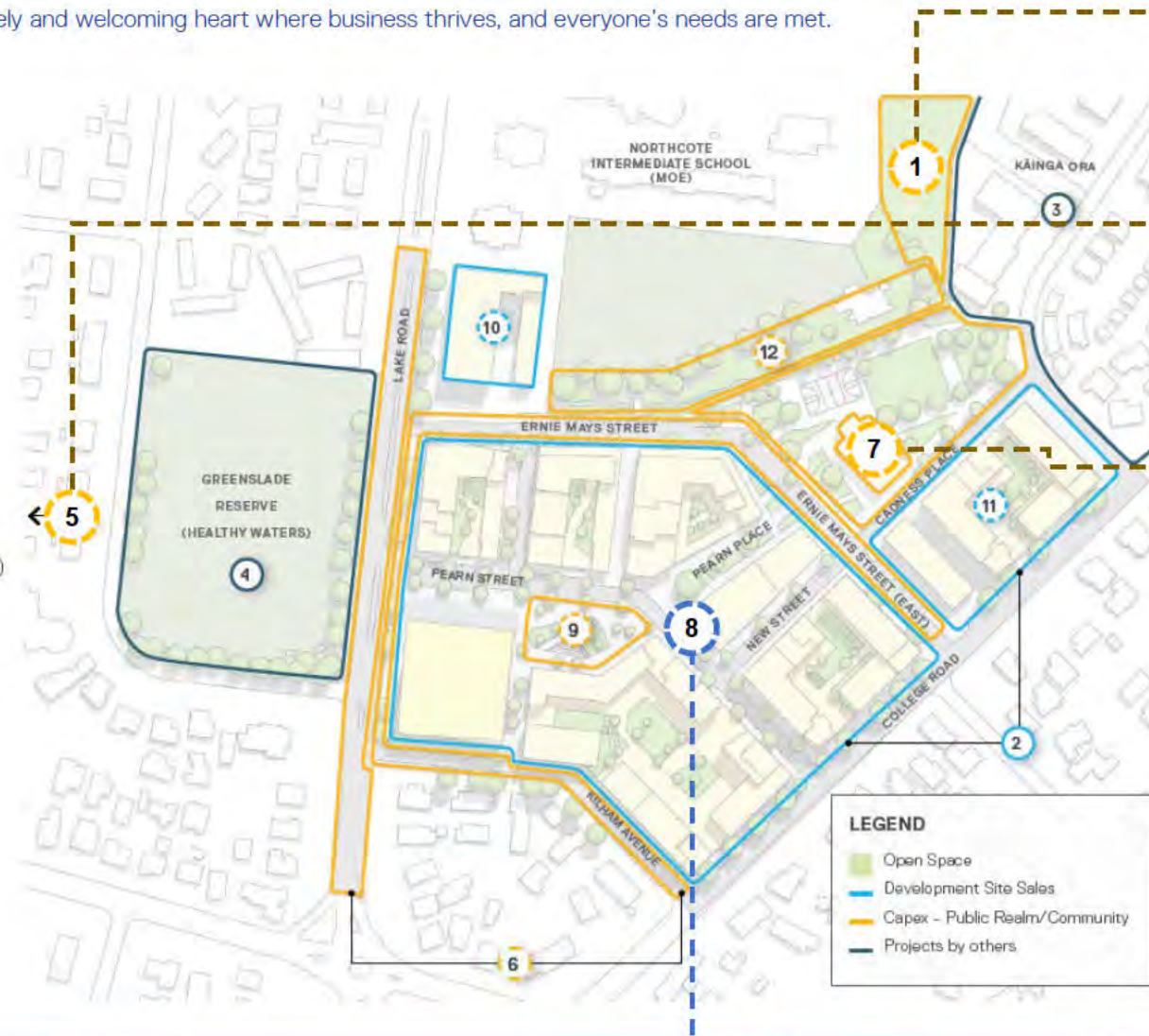
- 1 Te Ara Awataha – schools edge
- 2 Acquisitions
- 3 Kāinga Ora housing development
- 4 Greenslade Reserve (Healthy Waters)
- 5 Jessie Tonar Scout Reserve upgrade

FY24

- 6 Street upgrades or extensions

Long-term projects (FY25+)

- 7 Community Hub and Cadness Reserve upgrade
- 8 Northcote central development (115 Lake Road)
- 9 Town Square
- 10 123 Lake Road development (Countdown site)
- 11 College Road development
- 12 Te Ara Awataha – town centre edge



Te Ara Awataha – In December 2022, mana whenua blessed three of the largest areas of the greenway for opening and to make the change for the Awataha Stream to flow through the greenway rather than underground pipes. These areas were Greenslade Reserve, the schools' edge of the greenway and Cadness Loop Reserve.

Jesse Tonar Scout Reserve upgrade - The resource consent for the upgrade and stormwater works in Jessie Tonar Scout Reserve was lodged in Q1 of FY23 and the detailed business case has been approved. Construction will start in Q4 of FY23 and take about 15 months to complete.

Community Hub and Cadness Reserve upgrade – Architectus has been appointed to lead the design of the refurbished and extended community hub. Design work has commenced, with a hui with mana whenua to understand what history should be reflected in the architecture. A workshop with community service providers in Northcote has also taken place to identify the operating requirements of these service providers.

Northcote Town Centre – Delivering over 700 new homes, an upgraded retail centre and public space. It will be taken to the market to seek a development partner/s to undertake the retail and residential development in Q4 of FY23. The development will be done in stages to make sure the community always has access to services and retail. Market conditions may slow progress on this development.

Agreeing the public transport network with Auckland Transport mitigates a significant risk for development partner/s. A concept design for Ernie Mays Street is being completed in collaboration with Auckland Transport and Healthy Waters. The concept design is expected to be completed in early 2023 with developed design completion and resource consent lodged by the end of FY23.

TAKAPUNA

Vision: To make the most of Takapuna's lake and seaside setting to create a safe, accessible and vibrant town centre orientated around pedestrians and cyclists

Projects completed

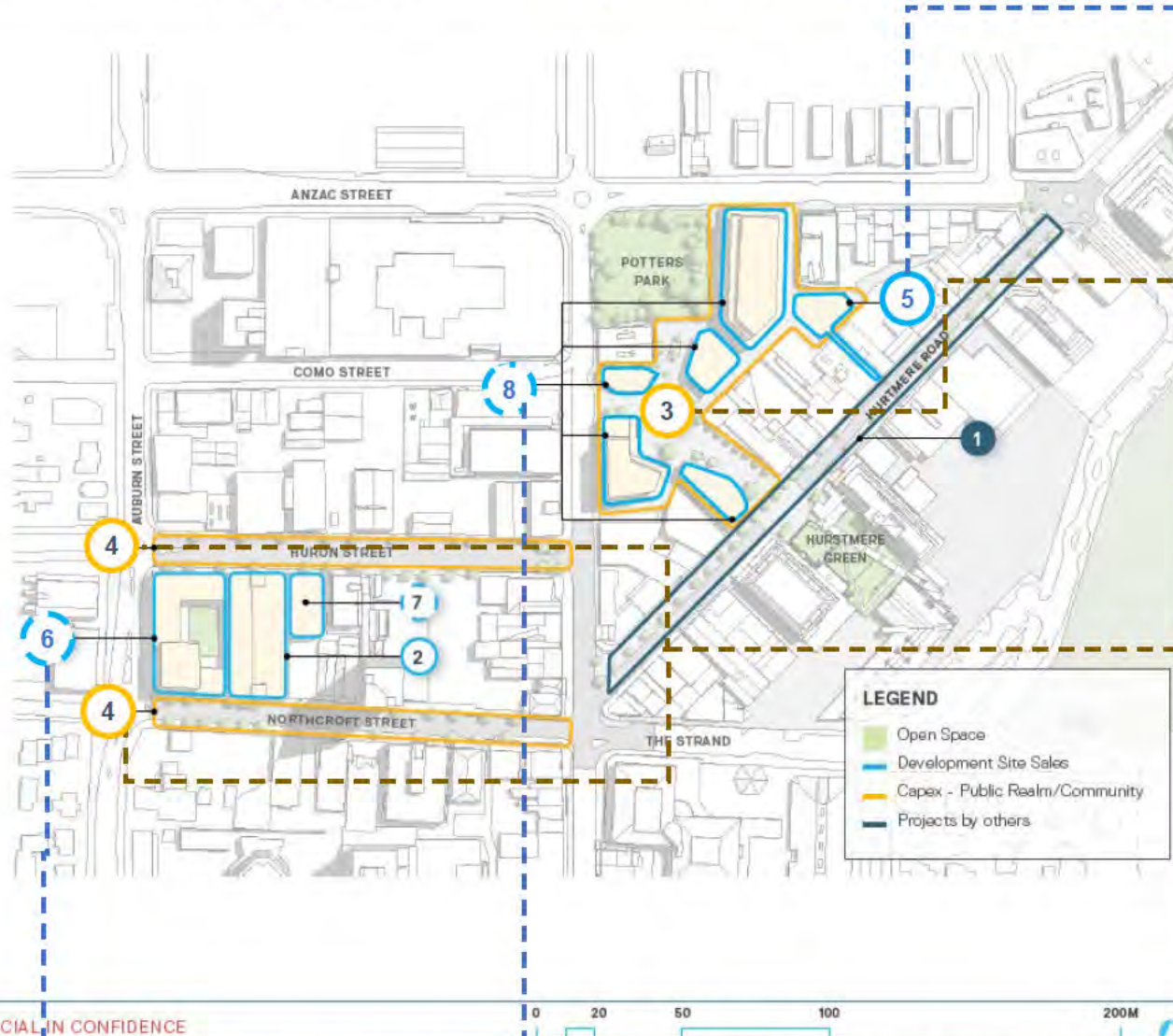
1 Hurstmere Road upgrade (AT)

FY23

- 2 Toka Puia car park
- 3 Waiwharariki Anzac Square
- 4 Huron & Northcroft Streetscape upgrade
- 5 R78 & 72A Hurstmere Road development

FY24

- 6 Auburn Street developments
- 7 14 Huron Street development
- 8 Anzac Street development site



R78 and 72A Hurstmere Road site sale for a mixed-use development. The sale agreement for 72A Hurstmere Road was signed in December 2022. This is a small section of land but enables the surrounding property owner to redevelop the site to provide new homes and commercial space in Takapuna. Public use rights for the space that we require will also be retained.

Waiwharariki Anzac Square (Town Square) – A project to strengthen connections within Takapuna and through to the beach and create a welcoming space for the community to relax and spend time in, with space for a market and events, and provide a much-needed social, cultural and economic anchor for Takapuna. The first stage of Waiwharariki Anzac Square is complete and a blessing led by mana whenua was held on 19 December 2022. The first stage included the area of the public space adjacent to Hurstmere Road and part of the service road that runs along the edge of 40 Anzac Street. The completion of stage 1 works is also an FY23 capital milestone SOI target. Construction is progressing well, with completion expected in mid-2023.

Huron & Northcroft streetscape upgrades – A project to improve the walking/cycling connection to Takapuna town centre and enhance the quality of street furniture, planting and lighting. Public consultation on the concept design of Northcroft Street has been completed. Feedback and options for next steps are currently being analysed. Footpath art has been created by residents from the Sentinel apartment building with guidance from a mana whenua artist. Construction is expected to start by the end of FY23, subject to funding confirmation. Huron Street has some significant opportunities for stormwater quality and network improvements. To further explore these opportunities, we are working collaboratively with Healthy Waters. Final design and construction commencement will be reviewed once Healthy Waters has concluded work on its overall network modelling and wider network options. This will delay progress on the Huron project.

Auburn Street site sale – Development for a high-density, high-rise residential accommodation and new commercial space. The resource consent application for an estimated 300 new dwellings and 1,500sqm of new commercial space has been submitted by our development partner and is with Auckland Council for review.

Takapuna Central - Anzac Street & Hurstmere Road site sale development for a mixed-use development over five sites surrounding the Waiwharariki Anzac Square. Resource consent for the first development block was lodged by the developer in October 2022. Marketing of these apartments is expected to commence in early 2023 but may be delayed due to the residential market slowing down.

HENDERSON

Vision: An Urban Eco Centre enhancing the mauri of the twin streams Wai o Eke Panuku and Wai Horotiu.

Projects completed

- 1 Haumarū Housing Henderson (Haumarū)
- 2 Te Ara Pōheke (new road)
- 3 Pak'n Save
- 4 23-27 Henderson Valley Road (Henderson Green)

FY23

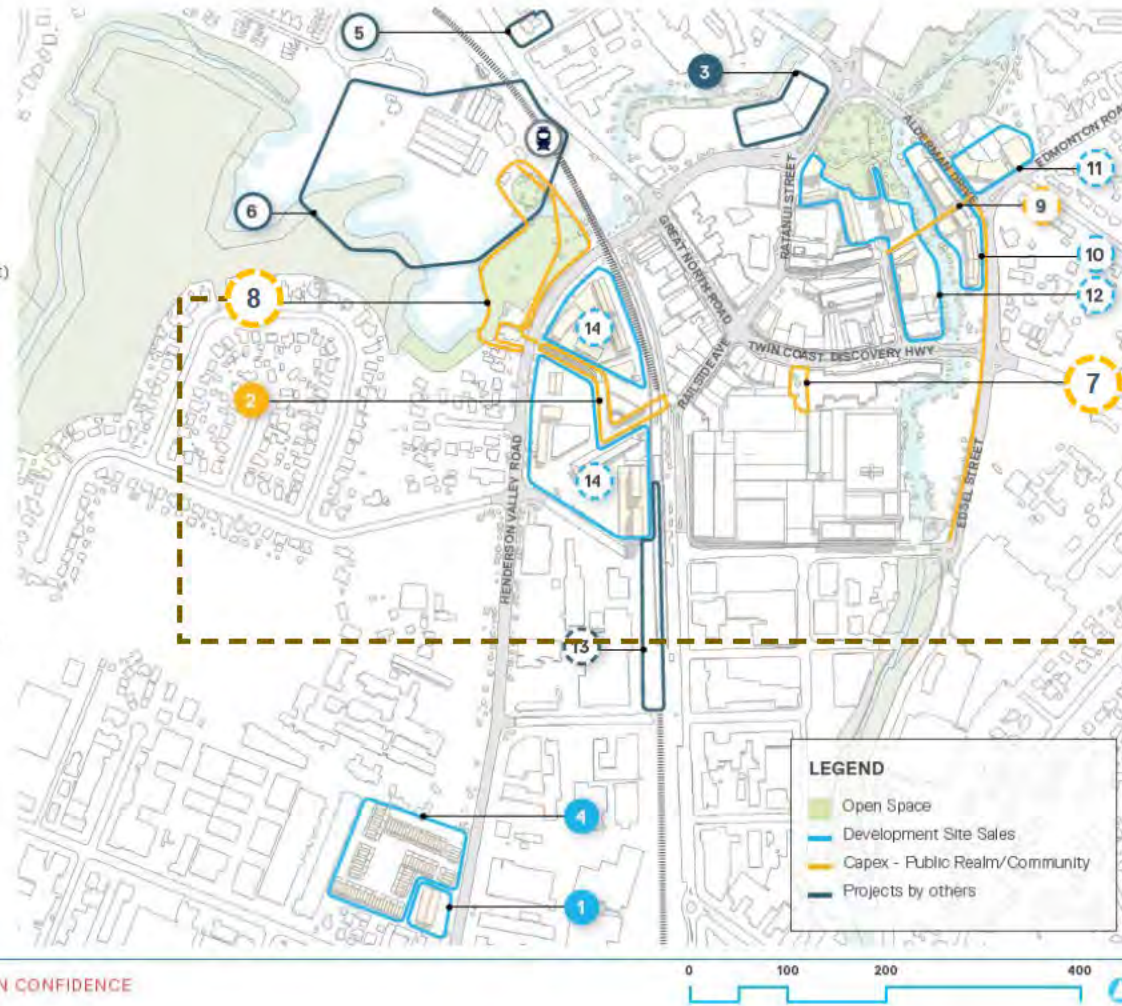
- 5 1 Buscomb Ave. (Plus Pacific Tower residential development)
- 6 Corban Estate Masterplanning (Community Facilities)

FY24

- 7 Catherine Plaza upgrade
- 8 Opanuku Link - Bridge & playground upgrade
- 9 Wai Horotiu (Oratia Link) - Cycleway and bridge
- 10 19 Alderman carpark (C40)

Long-term projects (FY25+)

- 11 Falls Carpark, 14 Edmonton Road (future development)
- 12 Oratia Precinct (Trading Place)
- 13 City Rail Link Platforms (CRL)
- 14 2-6 Henderson Valley Road (future residential development by Laidlaw College)



Catherine Plaza upgrade – Significant progress has been made on progressing the concept plan for the upgrade of this plaza and we are on track for approval by the Henderson-Massey Local Board in June 2023.

Opanuku Link bridge and playground upgrade – This project includes a new bridge for walking and cycling, a new playground and a shared cycleway, improving the connectivity between the Corban Estate and the Henderson Train Station and town centre.

Consent was lodged for the new bridge on 18 August 2022 and we are responding to a request from council for further information. Although it's considered likely that the application will proceed on a non-notified basis, should it need to be publicly notified, there is some risk to obtaining resource consent by 30 June 2023.

AVONDALE

Vision: To create a strong vibrant centre in which a growing community want to live, work and play.

Projects completed

- 1 24-26 Racecourse Parade (Set Apartments, Ockham Residential)
- 2 Trent Street/Whakawhiti Loop (Housing Foundation/Eke Panuku)
- 3 Waterview shared path (Auckland Transport)

FY23

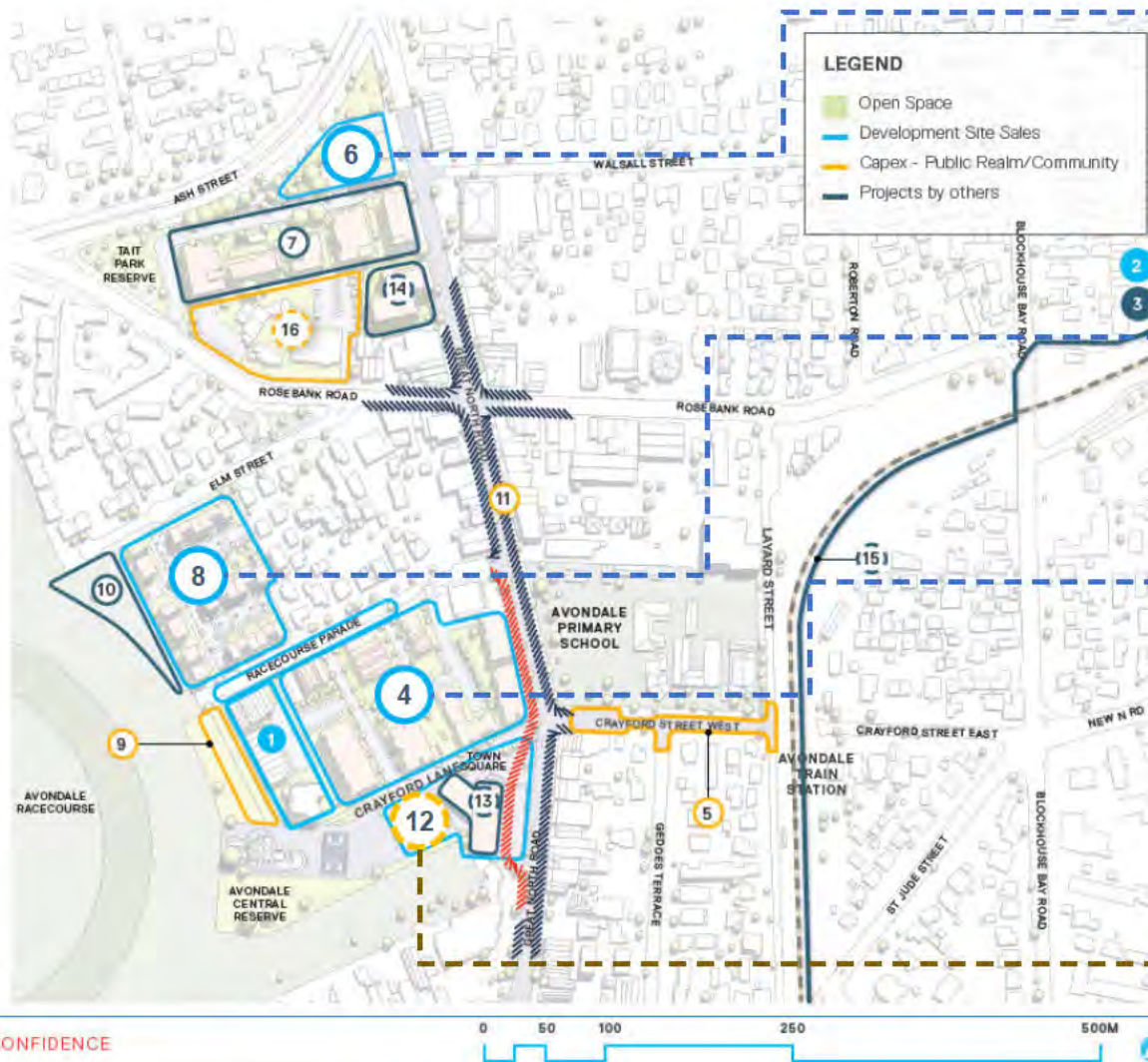
- 4 Avondale Central, 6 & 10 Racecourse Parade (development monitoring)
 - 5 Crayford Street West
 - 6 Aroha Apartments (Ockham Residential & Marutūāhu Iwi)
 - 7 Highbury Triangle - housing for older people (Kāinga Ora)
 - 8 18 Elm Street (Kāinga Ora)
 - 9 Public car parking facility to support the Avondale Library & Community Hub
 - 10 26 Elm Street (Anson housing development)
 - 11 Great North Road Paving Project
-  Auckland Transport
 Eke Panuku

FY24

- 12 Town Square & outdoor spaces upgrade
- 13 Avondale Library & Community Hub (Auckland Council)
- 14 1843 Great North Road (Nordic Apartments)
- 15 New Lynn to Avondale shared path (Auckland Transport)

Long-term projects (FY25+)

- 16 93-99 Rosebank Road (Current Library & Community Centre)



Aroha apartments – A residential development at 1817 Great North Road on a site sold by Eke Panuku is scheduled for completion in February this year. This will deliver an additional 117 homes.

18 Elm Street – Kāinga Ora has advised that the construction of the consented 166 homes on 18 Elm Street is currently on hold due to escalating construction costs. Decisions on how to proceed with these developments will be made in mid-to-late 2023 once future funding for Auckland developments is better understood.

Avondale Central, 6 & 10 Racecourse Parade – A significant mixed-use residential development on a critical site that has been vacant for many years. We continue to work with Marutūāhu Ockham Group on this project. It is aiming to go to our Technical Advisory Group for design review in February 2023 and has now lodged resource consent with council.

Town square and playground upgrade – Avondale Civic Precinct open space integrating with the Multi-Purpose Community Facility (MPCF) led by council's Service Strategy and Integration (Community Facilities) team.

The new Avondale Multi-Purpose Community Facility is currently running behind schedule due to funding uncertainty and the need to reduce project cost. There is a significant risk that this project will be deferred or staged which will impact delivery timelines. This in turn will impact the Avondale Civic Precinct Open space as these projects are highly interconnected and are proposed to be constructed simultaneously.

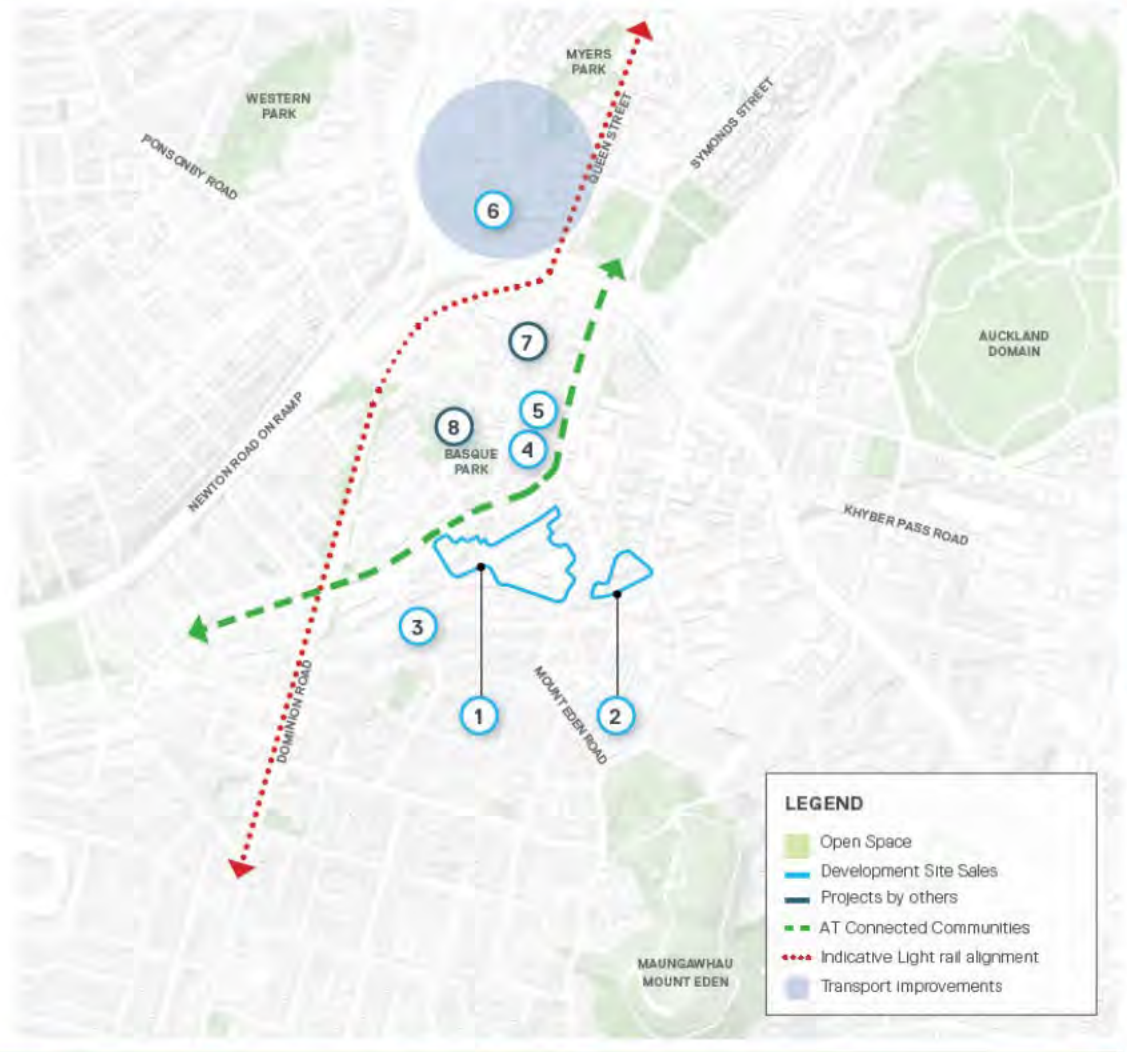
Engagement – A presentation on the Avondale programme was given to the Whau Local Board on the 22 November 2022. The board were also taken on a site walk around which was very well received.

MAUNGAWHAU and KARANGA A HAPE

Vision: For each precinct to become one of the best-quality, high density urban villages in the country, which is highly accessible to all parts of the Auckland region.
It will be highly sought after, contemporary, sustainable, resident-led, mixed-use urban village.

Long-term projects (FY25+)

- 1 Development sites
- 2 Development sites
- 3 Development sites
- 4 Development sites
- 5 Development sites
- 6 Development sites
- 7 70 Upper Queen Street (Kāinga Ora)
- 8 Basque Park upgrade (Auckland Council)



The development of the site around the CRL stations is a joint project with Kāinga Ora

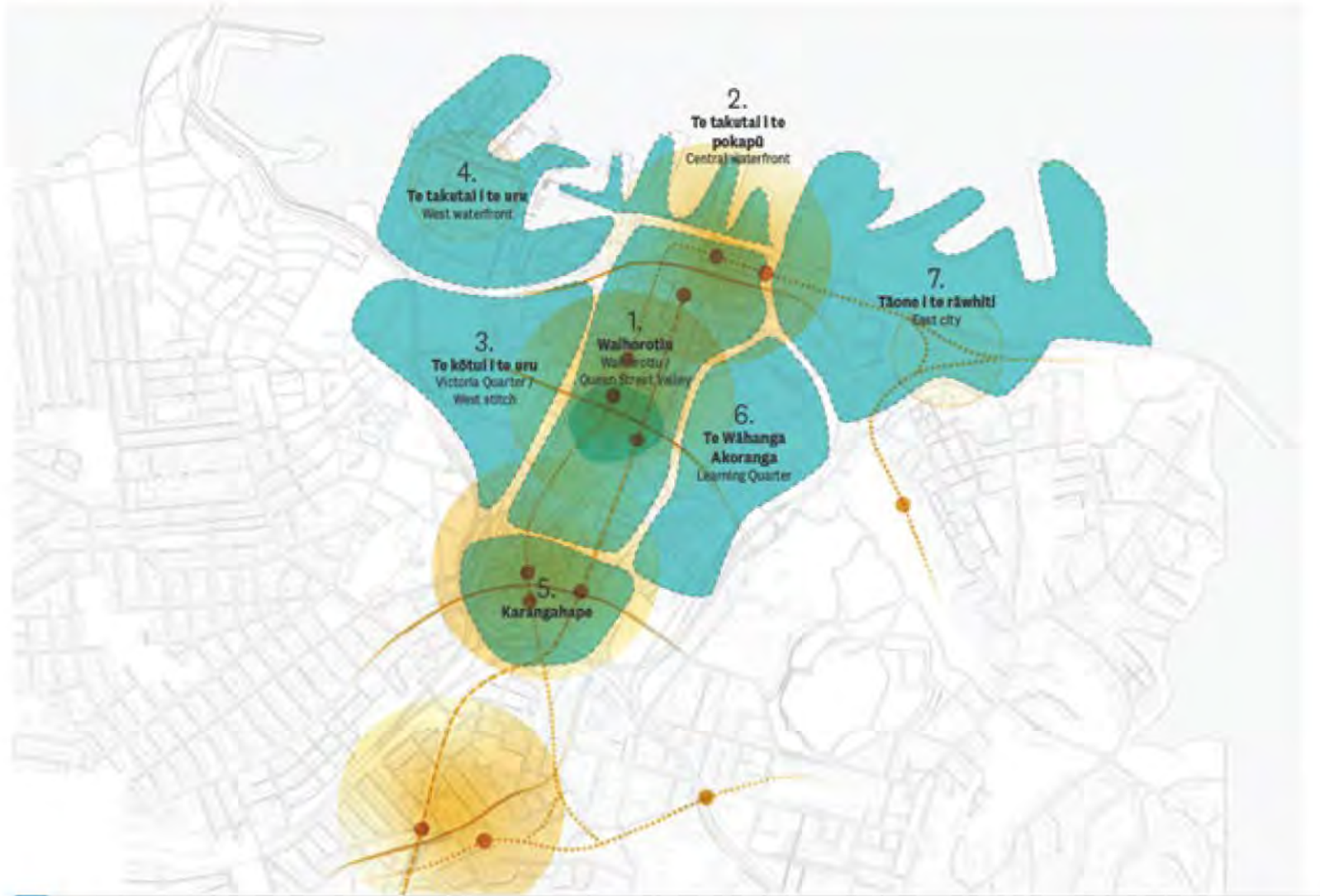
The joint programme business case with Kāinga Ora for the Karanga a Hape and Maungawhau development precinct has been completed and was submitted to the CRL sponsor officials in December 2022.

Auckland Council's Development Programme Office completed all the infrastructure assessments for the CRL development sites and the wider precinct. This work supports the programme business case.

A precinct development plan and indicative business case outlining the development strategy has been completed in anticipation of the programme business case being approved by the CRL Sponsors.

We have initiated contact with the Whenua Haumi o Roroa o Tāmaki Makaurau Limited Partnership on three development blocks that are subject to rights of first refusal under the Nga mana Whenua o Tāmaki Makaurau Collective Redress Act 2014. We will work with the limited partnership to determine interest and process for these three development sites.

City Centre



Implementation of lead agency role is ongoing and is on track with the agreed establishment programme. Development of the City Centre implementation plan (Action Plan) is on track for completion by June 2023, to guide the implementation of the next phase of City Centre Master Plan (CCMP) and support the LTP and RLTP process.

Key achievements in Q2 include:

- A City Centre Joint Steering Committee has been established with agreed terms of reference
- Key lead agency roles, including city centre design lead, have been recruited
- City Centre Leadership Team and cross-agency workstreams established to support a more integrated approach to how we deliver on CCMP outcomes.

Progress on the implementation plan includes existing work programme information from across the council group has been consolidated into a place-based framework. This provides a high-level overview of city centre activities and delivery of outcomes. Key outputs include maps of each of the precincts with projects mapped. A first draft of the 'Strategic case' for the city centre is also complete and will be reviewed in early February. The Strategic Case includes updated city centre context, prioritisation principles, 3-year outlook (current priorities), 10-year outlook (themes/areas of focus, medium term priorities), and monitoring/metrics.

Vision: 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.

Projects completed

- 1 Northern Pathway enabling works
- 2 Westhaven promenade
- 3 Marine Village
- 4 Silo Park Extension - Phase 2
- 5 Tiramarama Way - Stage 2
- 6 Vos boat shed refurbishment
- 7 Eastern Viaduct Quay St Intersection
- 8 Precinct Commercial
- 9 Willis Bond residential
- 10 Park Hyatt Hotel
- 11 Site 18: Orams Marine

FY23

- 12 Pile Berth Redevelopment and AC Pier
- 13 Site 6: 124 Halsey Street Precinct
- 14 Beaumont Street Upgrade (AT)
- 15 Westhaven ablutions replacement
- 16 Z Pier Boat share
- 17 Activation of Legacy Spaces
- 18 Market Square Public Realm upgrade
- 19 Wynyard Central Public Art
- 20 Water Edge Response Works (Queens Wharf, Halsey Wharf, Hobson Wharf, Wynyard Wharf)
- 21 Relocation of AC36 marine infrastructure
- 22 101 Pakenham Street (Lysaght building)

FY24

- 23 West 2: Residential Willis Bond
- 24 Harbour Bridge Park public realm upgrade
- 25 Wynyard Point open space (North East)
- 26 Eastern Viaduct Te Wero Island - East West connection
- 27 Pile berth redevelopment (continued)
- 28 St Mary's Bay beach
- 29 Marina Operations building replacement
- 30 Westhaven Seawall upgrade
- 31 Vos shed slipway
- 32 Site 14: North Wharf Mixed Use

Long-term projects (FY25+)

- 33 Westhaven North transformation
- 34 Wynyard Point open space
- 35 Queens Wharf redevelopment
- 36 Site 19: Jellicoe Street Mixed Use
- 37 East 1: 28 Madden St
- 38 Site 18: residential
- 39 Site 12: Silo 6
- 40 Wynyard Point redevelopment sites
- 41 Wynyard Crossing replacement bridge

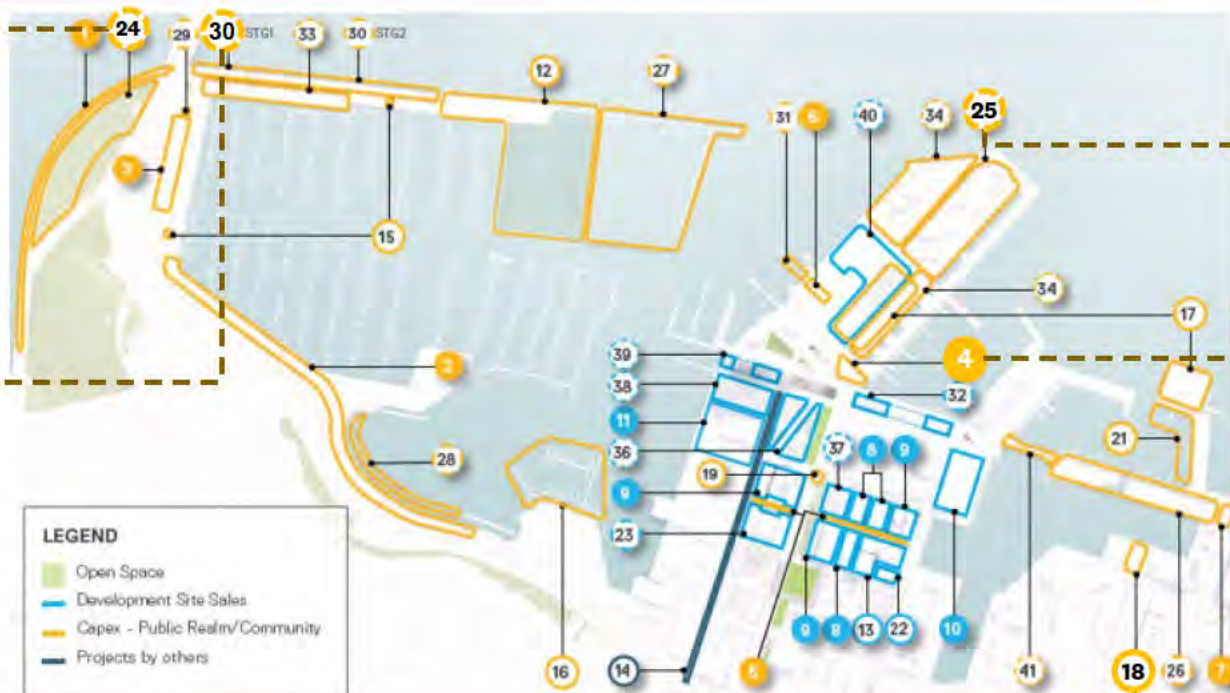
Project updates can be found on the following page

LEGEND

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

WATERFRONT

Harbour Bridge Park – A project to reinvigorate Harbour Bridge Park, connect it to the Westhaven Promenade and provide additional recreational access to the water. Consultation on the design has progressed with key stakeholders including the local board and mana whenua. Public feedback on the design was also sought in August 2022. This project has experienced some delays with mana whenua around the waahi tapu site. A detailed business case for funding and timing options is expected to be put forward for approval in February 2023. There are range of risks in relation to project interdependencies, cost escalation and council group financial constraints. This will determine resource consent and construction timing.



Seawall near the harbour bridge – Consultation has progressed with key stakeholders. A detailed business case for final funding will be submitted for approval in February 2023. Application for resource consent is expected to be made in March 2023 and construction is planned to start in June 2023.

Industry recognition – In October 2022, two waterfront projects were celebrated as award winners at recent industry award ceremonies – The Design Institute of New Zealand Best Awards and the New Zealand Institute of Landscape Architects awards (NZILA). Tank Park received a Gold Pin from the Best Awards, and it also won an Excellence Award alongside Amey Daldy Park at the NZILA awards.

Karanga Plaza

FIFA 2023 Pōwhiri - On Friday 21 October 2022, a pōwhiri was held on Karanga Plaza in Wynyard Quarter to welcome guests of FIFA to Tāmaki Makaurau, with 400 people were in attendance. The pōwhiri was held to show manaakitanga (hospitality, care, generosity, and respect) towards the manuhiri (visitors). The event showcased the waterfront to an international audience and the afternoon included whaikōrero (formal speeches), waiata (singing) and kai (food).

Swimming at the Karanga Plaza tidal steps will have additional controls implemented over the next 12 months, the October 2022 board approved decision has been based on current information and balancing of risks. Long term the Te Ara Tukutuku Plan will determine swimming locations around Wynyard Point and the Jellicoe Harbour.

Te Ara Tukutuku - Wynyard Point Precinct Plan - A foundation document co-written with mana whenua, that sets the scene for the next phase of design and delivery on Wynyard Point over the next 15 years. Auckland Council advised Eke Panuku in June 2022 that a plan change was not required for the open space, park and development. Instead, we were now required to make a submission. This change in approach was in accordance with the Unitary Plan update driven by the National Policy Statement Urban Development (NPSUD). The submission has been prepared and was submitted to Auckland Council in November 2022, with further submissions in January 2023. Mediation and hearings are expected to be held during 2023.

The Wynyard Point design consortium (Toi Waihangā) - The consortium was appointed in October 2021. This consortium will, with Eke Panuku and mana whenua lead on design for public realm and integration of future development sites in the Te Ara Tukutuku Plan. The first stage of a reverse brief was completed and presented to mana whenua on the 13 December 2022.

Placemaking – Summer at Silo Park, the programme for this year was announced in November 2022 and includes four Silo Cinema sessions between 23 December 2022 and 10 February 2023; a teddy bear's picnic on the Silo Park lawn, and an interactive Silo Park I-Spy activity staged across the waterfront, that will be suitable for all ages. All these activities are free for the public to attend.

Market Square public realm works - The first stage of Market Square improvement works are now complete, and JFC has packed down from the site. The aging canopy that was once prominent in the space has been removed, and the pavers reinstated leaving the square more open and user friendly. The next stage of works will take place in 2023 once consents for the works are received. These works include the removal of nikau palms, putting in new street furniture, the planting of garden beds and a lighting upgrade.

ONEHUNGA

Vision: To create a flourishing Onehunga that is well connected to its past, its communities and the environment, including the Manukau Harbour.

Projects completed

- 1 Laneway 7
- 2 38 Neilson Street acquisition
- 3 Onehunga Port acquisition
- 4 Fabric development

FY23

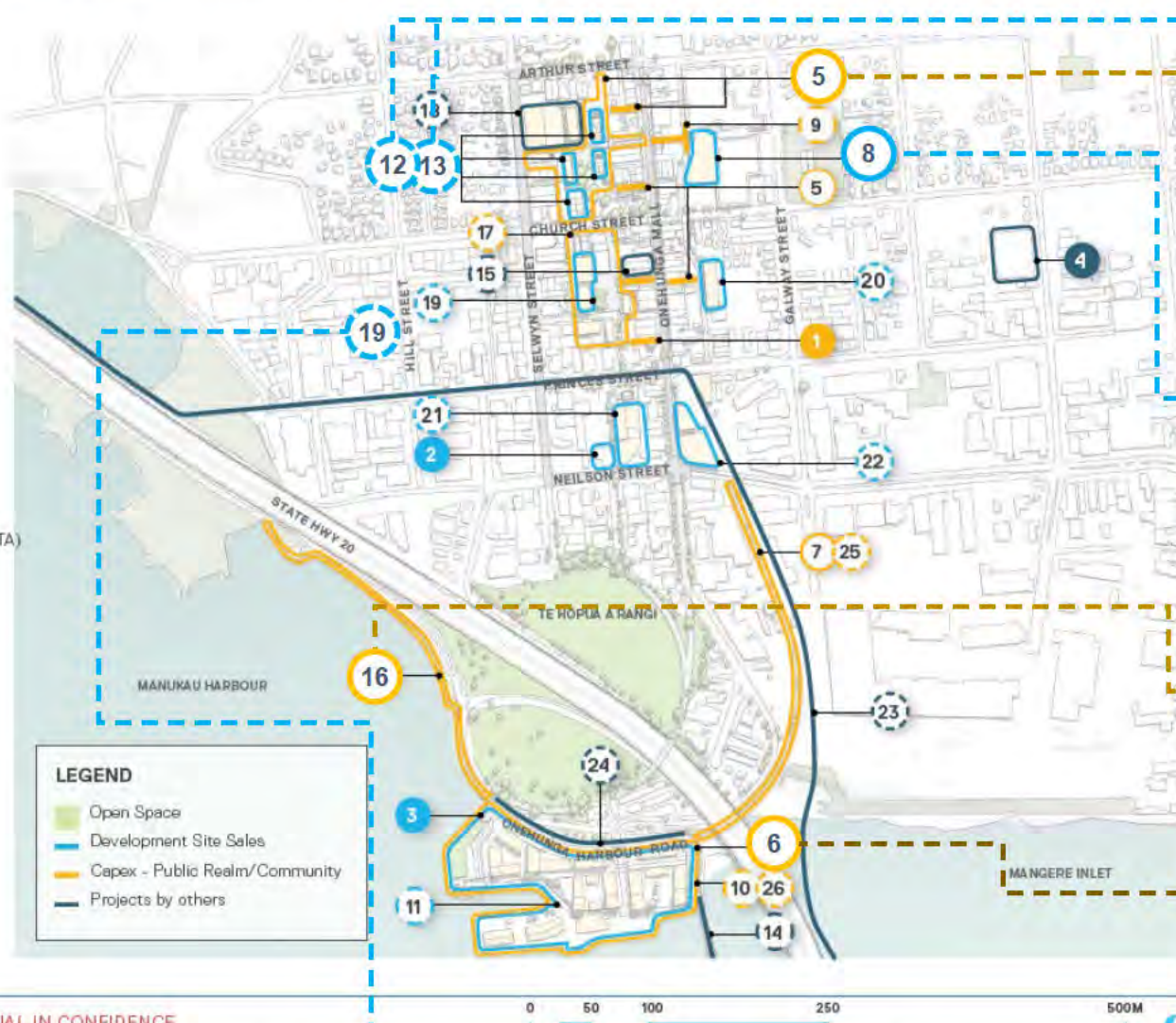
- 5 Waiapu Lane Public Realm
- 6 Onehunga Wharf Plan Change
- 7 Town Centre to Wharf Link Stage 1
- 8 DressSmart Precinct

FY24

- 9 Laneway 8
- 10 Onehunga Wharf Public Realm Stage 1
- 11 Onehunga Wharf Building Upgrades
- 12 Waiapu Precinct Commercial Site Sale
- 13 Waiapu Precinct Residential Site Sale
- 14 Old Mangere Bridge Replacement (Waka Kotahi NZTA)
- 15 Onehunga Mall Club (Lamont & Co.)

Long-term projects (FY25+)

- 16 Onehunga Wharf to Taumanu Walking & Cycling
- 17 Municipal Precinct Public Realm
- 18 Waiapu Precinct Supermarket
- 19 Municipal Precinct Development
- 20 9-21 Waller Street Development
- 21 38 Neilson Street Development
- 22 Train Station Precinct
- 23 Auckland Light Rail (Waka Kotahi / AT)
- 24 East West Link (Waka Kotahi NZTA)
- 25 Town Centre to Wharf Link Stage 2
- 26 Onehunga Wharf Public Realm Stage 2



Waiapu Precinct – Encompassing public realm works, commercial and residential development sites. Consents are expected to be granted in the coming weeks. Statutory road closure [redacted] are the priority issues to be addressed ahead of the community engagement exercise planned for March / April 2023. [redacted]

The supermarket development plans are also progressing well and the details of the sale and purchase agreement are being worked through in advance of a conditional agreement being signed.

Dress Smart Precinct - Lendlease has provided details of its proposed amendments to Eke Panuku to approve. It is understood Lendlease is seeking a resource consent amendment for the changes and is keen to progress to the building consent stage.

Onehunga Wharf to Taumanu walking & cycling – A shared walking and cycling connection between the Onehunga Train Station to the eastern edge of Onehunga Wharf, joining up with the old Māngere Bridge. This will improve access and provide health and safety benefits. A preferred route and delivery option has been identified. There is a risk and potential conflict with both the Auckland Light Rail and the East West Link projects also targeted for this area. Further updates will follow once we better understand the implications for this project. This is expected in late January 2023.

Onehunga Wharf Master Plan & plan change - To enable redevelopment of the wharf area. Redevelopment of the wharf is challenging including uncertainty with large infrastructure projects in the vicinity. Works to gain a detailed understanding of the condition and renewal requirements of the wharf and structures is expected to be completed by the end of January 2023. These findings will inform decisions around the future ongoing use and development of the site. Key stakeholder and public engagement on the preferred way forward and options for site development is planned to take place in May / June 2023.

Municipal Precinct - The Municipal Precinct Masterplan and indicative business case was approved in November 2022. The precinct was also gifted the name ‘Te Pūmanawa o Onehunga’, meaning ‘the heart and essence of Onehunga’ by mana whenua. Planning has been initiated on the first stage capital projects including the Church Street upgrade to improve the connection with the Waiapu Precinct improvements, establish new bus layover positions and the new Civic space amenity. It is anticipated that these projects, subject to funding, will commence delivery in FY25.

PANMURE

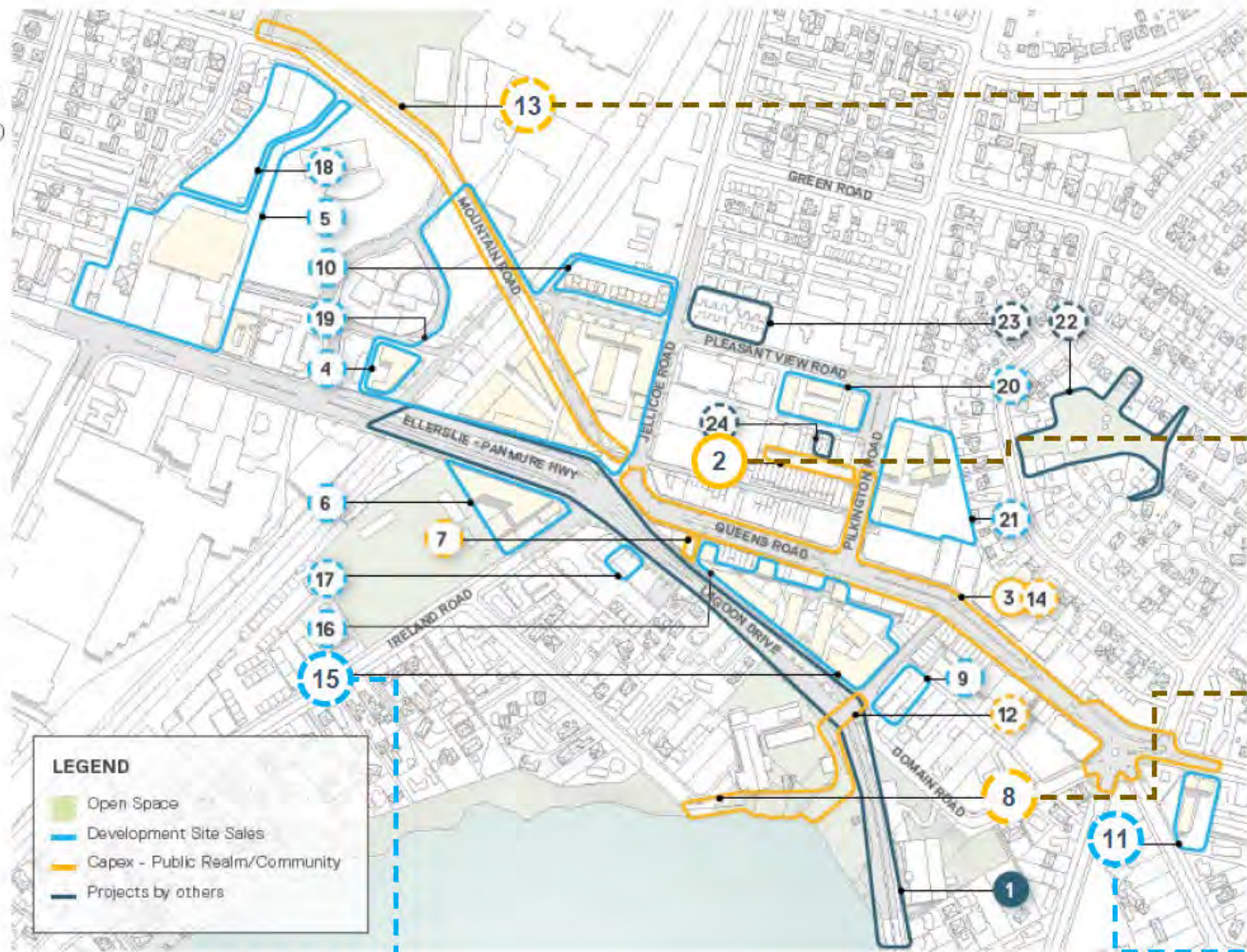
Vision: To create a vibrant centre that is a great place to live, visit, and do business; building on Panmure's distinct landscape, transport connectivity, family friendly community, and lifestyle amenities.

Projects completed & underway

- 1 AMETI- Eastern Busway - AT
- FY23**
- 2 Streetscape Improvements Stage 1 (Clifton Court)
- 3 Streetscape Improvements Stage 2 (Queens Road)
- FY24**
- 4 3 Mountwell Crescent Site Sale
- 5 486-492 Ellerslie Panmure Highway Site Sale
- 6 535 Ellerslie Panmure Highway Site Sale
- 7 13-27 Queens Road - Gateway Activation
- 8 Lagoon Edge Reserve Upgrade
- 9 23 Domain Road Site Sale
- 10 9 Jellicoe Road Site Sale

Long-term projects (FY25+)

- 11 3 Kings Road Site Sale
- 12 Basin View Pedestrian & Cycle Connection
- 13 Maungarei to Town Centre Connection
- 14 Streetscape Improvements Stage 3
- 15 Basin View Precinct Staged Site Sales
- 16 13-27 Gateway West Site Sale
- 17 11-13 Lagoon Drive, Panmure Site Sale
- 18 59 & 59a Mountain Road Site Sale
- 19 Station Precinct Staged Site Sales
- 20 28-30 Pilkington Road Site Sale
- 21 7-13 Pilkington Road Site Sale
- 22 Maunaina Upgrade (TRC)
- 23 Pleasant View Road Development (TRC)
- 24 Development (Chinese Settler Trust)



Maungarei to town centre connection - The design work for the connection is being addressed in a staged manner, allowing for other infrastructure schemes planned for the station precinct. Initial concept design work is complete and discussions have been held with Auckland Transport to agree the preferred option for the new connection. Timing and staging for the connection is being considered in conjunction with the 3rd and 4th main trunk line rail project and the consequential impacts on the Mountain Road road layout and alignment. The business case review and approval is targeted for May 2023.

Clifton Court public realm & streetscape upgrade - Construction works are well underway for this new public realm and play space development in the town centre. However, due to earlier delays and persistent poor weather, there is a risk of the works being delayed from April 2023 to June 2023.

Lagoon Edge Reserve upgrade - A project to create an urban waterfront park adjacent to the existing Lagoon Pools as an anchor destination at one end of the proposed pedestrian and cycle link between the maunga and the basin. The project is now progressing through to design development and detailed business case stage, which is expected to be approved in August 2023.

3 Kings Road site sale - This site is on target to go to market before the end of the June 2023. The downturn in the market has impacted developer confidence in the short-term. Subject to market conditions, we will aim to achieve a development agreement over the next two years.

Basin View Masterplan - To enable mixed-use developments and a better visual and physical connection between the town centre main street (Queens Road) and Panmure Basin. This precinct is the first of the large-scale precincts to be targeted for development release. The precinct masterplan is now complete and will form the basis of subdivision planning and development staging. Approval of the masterplan will be sought in March 2023.

MANUKAU

Vision: Thriving heart and soul for the south

Projects completed

- 0 Westfield Mall Carpark Site Sale
- 1 Vodafone Events Centre Carpark (partial sale)
- 2 20 Barrowcliffe Place Site Sale
- 3 Barrowcliffe Pond Shared Path
- 4 Barrowcliffe Bridge Works
- 5 Puhinui Wiri playground Works
- 6 Putney Way Stage 1

FY23

- 7 52-54 Manukau Station Rd (MIT) Site Sale
- 8 Wiri-hana Residential Development
- 9 Leases and Covenants Progressed
- 10 Hayman Park Playground Works
- 11 Wiri Bridge Capital Works

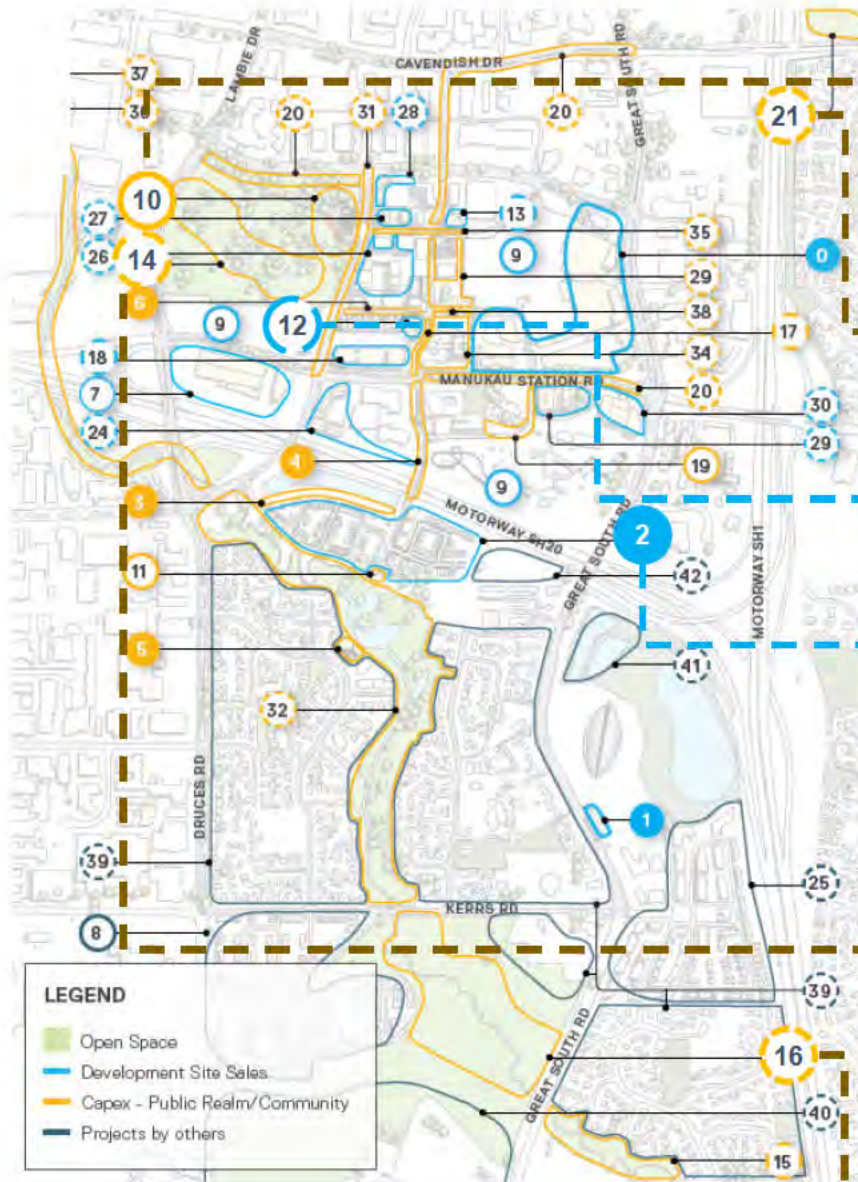
FY24

- 12 10 Putney Way Site Sale
- 13 9 Osterley Way Site Sale
- 14 Hayman Park Wetland Works Contribution
- 15 Puhinui Stage 1 - Ratavine Reserve Works
- 16 Puhinui Stage 2 - CMDHB Walkway Works
- 17 Osterley Way at Civic Streetscape Works
- 18 33 Manukau Station Road Site Sale

Long-term projects (FY25+)

- 19 Karina Williams Way Extension Works

- 20 Walking and Cycling Network Works
- 21 Manukau Sports Bowl Investigation
- 22 Manukau Public Art contribution (across the programme)
- 23 Parking Management Solutions (across the programme)
- 24 50 Wiri Station Road Site Sale
- 25 Pacific Gardens Residential Development
- 26 14 Davies Avenue Site Sale
- 27 8 Davies Avenue Site Sale
- 28 2 Davies Avenue Site Sale
- 29 12 Manukau Station Road carpark Site Sale
- 30 2 Clist Crescent carpark Site Sale
- 31 A2B Streetscape Contribution
- 32 Puhinui Stage 3 - Wiri Reserve Works
- 33 Manukau Square Works
- 34 Manukau Civic & Putney Way Contribution
- 35 Osterley + Amersham Way Works
- 36 Puhinui Stage 4- Manukau Industrial Area Works
- 37 Puhinui Stage 5- Puhinui Park Works (Flunket Ave)
- 38 Putney Way Stage 2
- 39 Kāinga Ora Investigations
- 40 Manukau Health Park development
- 41 Healthy Waters Upgrades
- 42 Ngati Tamaho development



Hayman Park playground works – A destination playground located 300m from the Manukau town centre and shopping precinct. The flow bowl, bump track and rope play were all opened at a blessing led by mana whenua in December 2022. The basketball half-court will open in January 2023. The play tower and flying fox are scheduled to open in June 2023.

Manukau Sports Bowl Investment – The second round of public engagement was completed in September 2022 with 441 submissions received. Adopting the masterplan is scheduled for February 2023.

Putney Way development agreement – The Putney Way site is currently with a potential development partner who is exploring the feasibility of the site.

Barrowcliffe Place housing development – 205 terraced homes are now complete. Construction on the final two lots, earmarked for apartment development has not yet started due to the deteriorating market conditions.

Hayman Park Wetland – A key green asset that collects, filters, retains and re-uses water. Planned works with Healthy Waters include improvements to existing stormwater pond and a new wetland and stream channel. Design work was temporarily paused to investigate the future impact of the proposed Airport to Botany Bus rapid transit project which is now entering the designation phase. Progress on the wetland design will recommence in January 2023.

Walkway and Cycleway through stream corridor through the Te Whatu Ora property (ex Counties Manukau DHB) - [REDACTED]
The project teams have been procured with site walk overs and initial start-up meetings have progressed. Concept design work will continue into 2023.

The Puhinui programme won two national level awards from the New Zealand Institute of Landscape Architects for planning and urban design in October 2022. Progress is ongoing in the delivery of several of the strategic initiatives including land acquisition.

OLD PAPATOETOE

Vision: Assisting New Zealanders into sustainable housing choices. A popular place to live, to shop, for people to meet and enjoy themselves, and to provide the services and facilities the community needs.

Projects completed

- 1 89 Cambridge Tee
- 2 Supermarket and carpark
- 3 Papatoetoe Mall

FY23

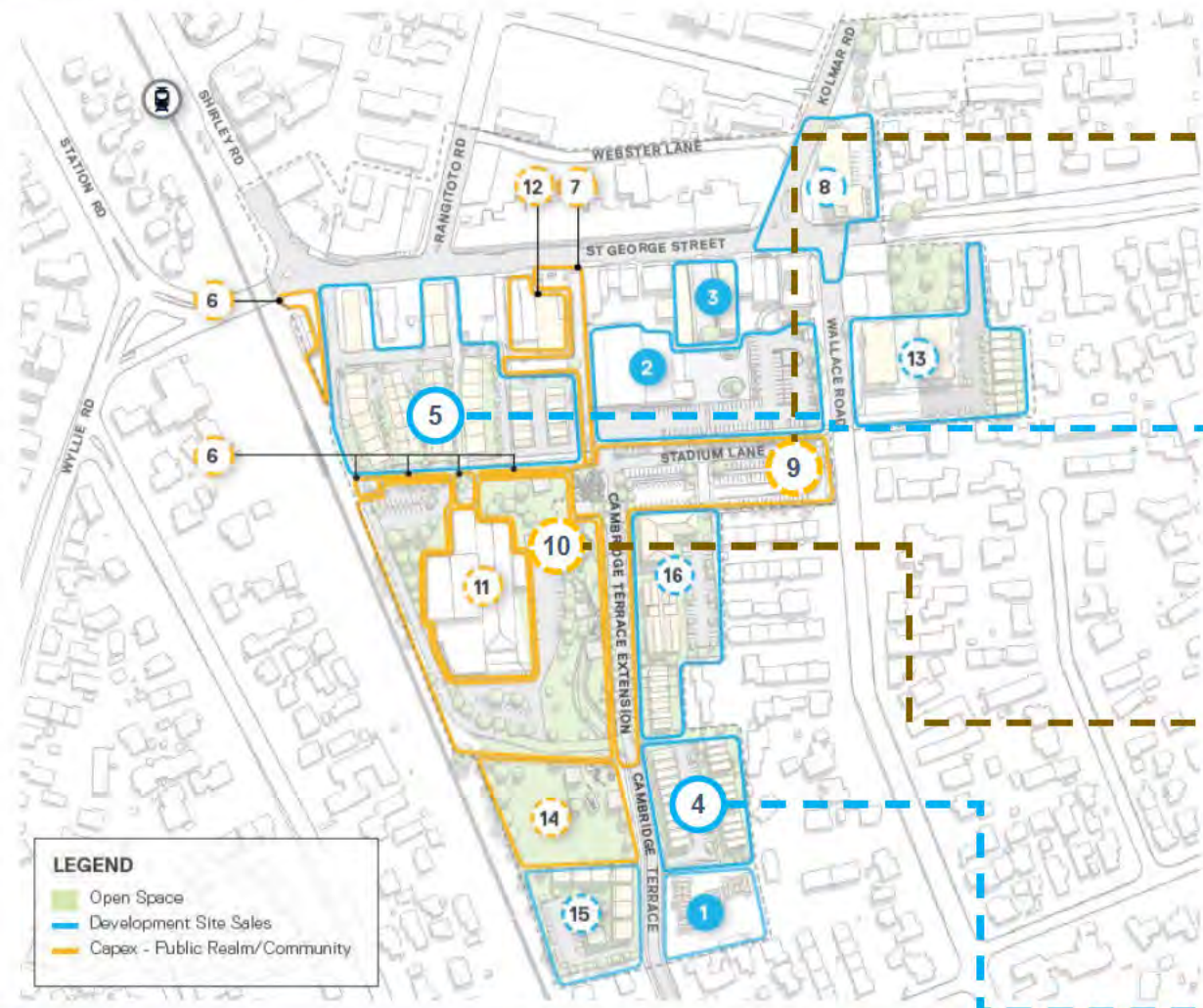
- 4 91 Cambridge Tee - The Depot
- 5 3 St George St - St George's Lanes

FY24

- 6 St George's Lanes Integration Works
- 7 Chambers Laneway
- 8 98 St George St and 15 Kolmar Rd Site Sale + Intersection

Long-term projects (FY25+)

- 9 Cambridge Terrace Extension+carpark
- 10 Papatoetoe Stadium Reserve Works
- 11 Community Hub - Allan Brewster Leisure Centre
- 12 Town Hall & Chambers Works
- 13 Papatoetoe Library Precinct Optimisation
- 14 86 Cambridge Terrace Optimisation
- 15 86 Cambridge Terrace Optimisation (site sale)
- 16 27 St George St (netball and gardens)



Cambridge Terrace extension & car park – Planning and design of this area will catalyse and enable the St George Street redevelopment opportunities. Developed design and consenting phases are underway and expected to be completed by June 23. Physical works are anticipated to be completed in November 2024.

3 St George Street (St George's Lane) – The developer was unable to settle in December 2022 as anticipated and has requested an 18 month deferment. The inability to settle has also led to delays in commencing construction, originally planned to start in January 2023. We are currently working through the deferment request.

Design and planning of Papatoetoe Stadium Reserve capital works upgrade - Procurement for design services is underway and a consultant will be engaged in January 2023. Concept design and consultation is expected to be completed by June 2023 and physical works are expected to be completed in June 2025.

91 Cambridge Terrace site sale – This ex- Papatoetoe Borough Council property was used as a works depot and available for community use, generating little or no revenue. The 4,000m² site is zoned for Town House and Apartment development. In June 2021, we sold the property to New Zealand Housing Foundation to build 29 new affordable homes to be completed over the next two years. The site is currently in earthworks phase.

ORMISTON

Vision: For the various sites to provide residential development and obtain best value for Council assets. Where possible, the sites should relate to the individual local board plans for each locality.

Projects completed

- 1 Subject to disposal
- 2 Site for library/community centre

FY23

- 3 Bellingham Road works (Auckland Transport)

Eke Panuku is seeking legal advice on termination of Development Agreement for both Ormiston town centre and 66 Flat Bush. Following receipt of that additional advice we will determine the future programme scope, timeframe and resource requirements.

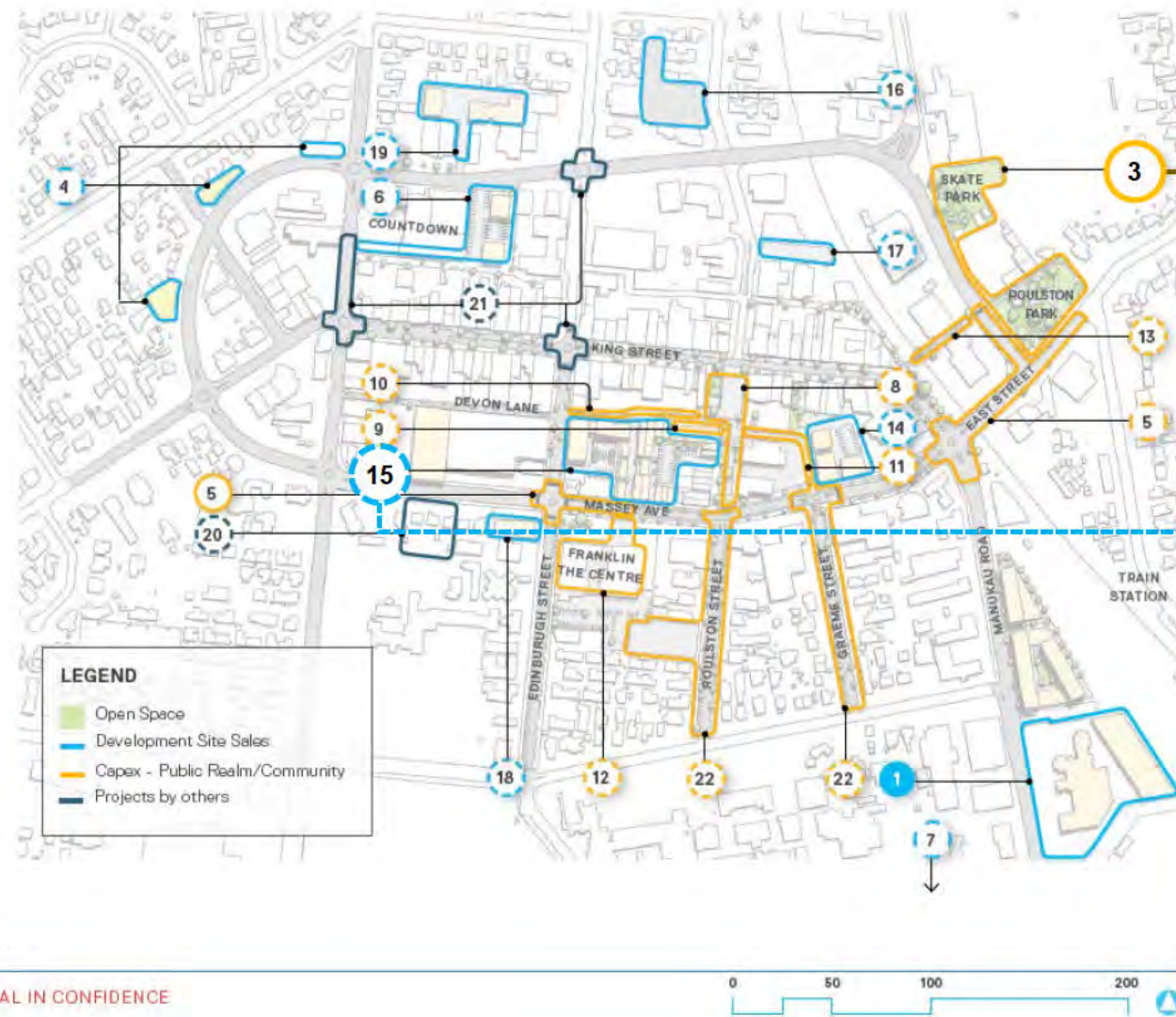


PUKEKOHE

Vision: Our heritage and connections are strong, the land is flourishing, Pukekohe is prosperous, and our families are happy, healthy and thriving.

Projects completed

- 1** 82 Manukau Road
- FY23**
- 2** Small T projects (across entire programme)
- 3** Roulston Skate & Park Enhancements
- FY24**
- 4** Small Site Sales w/o Development Outcomes
- 5** Safe Walkable Streets Phase 1 + 2
- 6** 4 Tobin Street
- 7** 172, 176a, 180 Manukau Road Stage 2
- Long-term projects (FY25+)**
- 8** Market Street Capital Works
- 9** Community and Market Hall Capital Works
- 10** Devon Lane Upgrade Capital Works
- 11** Roulston Lane Upgrade
- 12** Civic Hub Enhancements
- 13** Hall Lane - Stadium Drive Footbridge
- 14** 7 Massey Avenue
- 15** Edinburgh Street Superblock + Acquisition
- 16** 24 Hall Street
- 17** 9 Hall Street
- 18** 22 Edinburgh Street
- 19** 9 Tobin Street
- 20** Kāinga Ora Development
- 21** AT Intersection Improvements
- 22** Parking Management Solutions (across entire programme)



Roulston Park playground and skate park upgrade – Planning and design for the park was endorsed by the Franklin Local Board in July 2022. The project is now moving to developed design and consenting phase. Construction is expected to start in July 2024.

Acquisition of properties - Acquisition of 1 Roulston Street, a character building on the town square was completed on 30 June 2022. The acquisition of 19 Massey Avenue, a light industrial building will be completed in early 2023. This is the last property to acquire enabling consolidation and better development outcomes of the flagship Edinburgh Superblock

Placemaking – A new pop up parklet for the town square was opened to the public in November 2022 and will be there all summer. A new mural is also progressing well.

AT/EKE PANUKU TRANSIT ORIENTED DEVELOPMENT PROGRAMME

Vision: Build a fit for purpose park and ride asset portfolio that integrates transport with quality housing and urban regeneration, maximises land use outcomes and provides financial value from Auckland Council owned land.

Sites under consideration

- 1 Silverdale bus station park and ride
- 2 Constellation bus station park and ride
- 3 Albany bus station park and ride

Long-term projects (FY25+)

- 4 Ōrakei Train Station park & ride
- 5 33 Station Road, Manurewa
- 6 8 Selwyn Road, Manurewa train station park and ride
- 7 Grafton Gully (SH16 off ramp)
- 8 Homai train station park and ride
- 9 Sturges Road train station park and ride
- 10 Papakura train station park and ride



This programme has been put on hold until FY25 to allow for the completion of work by KiwiRail on any future requirements for land for the 3rd & 4th main lines.

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





SERVICE PROPERTY OPTIMISATION

Vision: Service Property Optimisation will facilitate, enhance and speed up housing and town centre development activities, to release latent property values, and to achieve improved community outcomes. Where service property is optimised, the sale proceeds are locally reinvested to advance eligible projects or activities on a cost-neutral basis.

FY23

- 1 6 Clonbern Road, Remuera
- 2 39R Pohutukawa Road, Beachlands
- 3 17W Hawke Crescent, Beachlands
- 4 19 Jervois Road, Herne Bay
- 5 3 Gibbons Road, Takapuna
- 6 Red Hill, Papakura

Long-term projects (FY25+)

- 7 29-31 St Johns Road, Meadowbank
- 8 111R Wyllie Road, Papatoetoe
- 9 2 Pompallier Terrance, Ponsonby
- 10 22 Tahapa Crescent, Meadowbank
- 11 13 Maich Road, Manurewa
- 12 18 - 20 Hula Road, Point Chevalier
- 13 238R Great South Road, Manurewa

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



19 Jervois Road, Ponsonby - An unconditional sale and purchase agreement was completed on 19 December 2022. [REDACTED]

2 Pompallier Terrace, Ponsonby - A development agreement was signed on 23 December 2022. Works are scheduled to commence in April 2023. [REDACTED]



CORPORATE PROPERTY

Vision: A self-funding programme of works which utilises the capital receipts from the divestment of seven surplus properties that are no longer required to service Corporate Property office network and reinvest the sale proceeds to deliver a more efficient hub and spoke Corporate accommodation model.

Projects completed

- 1 50 Centreway, Orewa - sold June 20
- 2 6 Henderson Valley Road, Henderson - sold December 20
- 3 35 Graham Street, Auckland City - sold September 19
- 4 82 Manukau Station Road, Pukekohe - sold February 21

FY23

- 5 4-10 Mayoral Drive, Auckland City

Long-term projects (FY25+)

- 6 35 Coles Crescent, Papakura
- 7 Kotuku House, 4 Osterley Way, Manukau



Symphony Centre, 4-10 Mayoral Drive, Auckland Central – A development to deliver a high-quality sustainable mixed-use development. The sale and development agreement is on track

35 Coles Crescent, Papakura – The statutory processes are underway, this includes the creation of a new unencumbered title

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



HAUMARU SCOPE

Vision: To grow the portfolio consistent with projected social housing demand and rebalance the portfolio to areas of greatest demand. It is also to see older people in affordable homes within communities that are safe, age friendly and caring.

Intensify / Redevelop

- 1 81a Godley Road, Green Bay
- 2 1r Crawford, Mangere Bridge
- 3 22 -24 Marne Road, Papakura
- 4 7 Coronation Road, Mangere Bridge
- 5 18 Inverell Avenue, Wiri
- 6 25 Kolmer Road, Papatoetoe
- 7 100 West Coast Road, Glen Eden

Develop

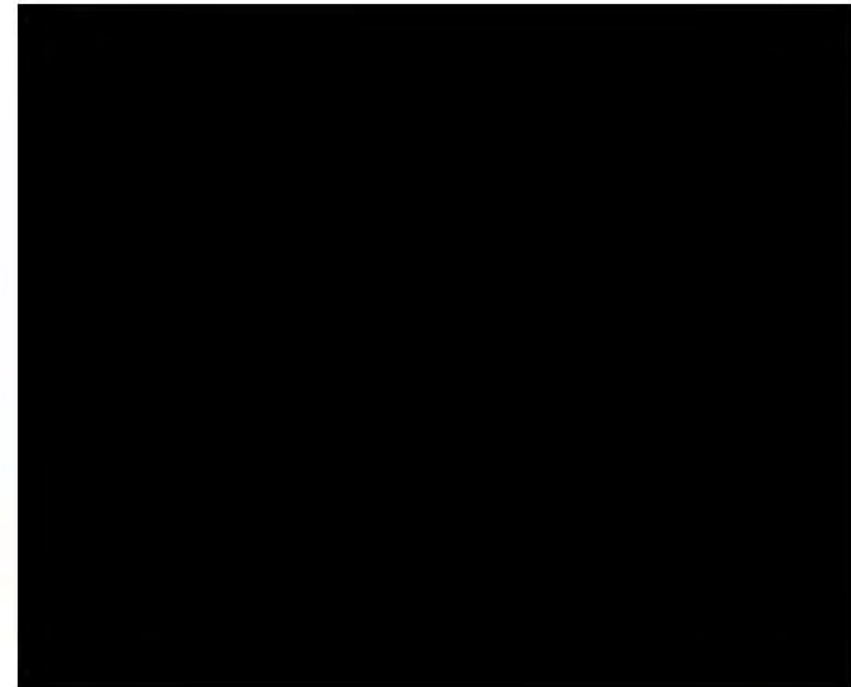
- 8 31 Greenslade Crescent, Northcote

Repurpose

- 9 33 Vauxhall Road, Devonport
- 10 14 Marne Road, Papakura
- 11 36 Taharoto Road, Takapuna
- 12 72 Dominion Street, Takapuna
- 13 33a Alma Road, Milford

Complete the 5-year review of Haumarū arrangements, including the development pipeline and delivery model.

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



Haumarū Housing and Kāinga Ora is progressing the building consent for the 52-unit development at Greenslade Crescent, Northcote.



SUPPORTS SCOPE

Vision: To provide residential development and obtain best value for Council assets.

FY23

- 1 Civic Administration Building
- 2 187 Flat Bush School Road, Flat Bush
- 3 Central Post Office Station Plaza Over Site Development
- 4 84-100 Morrin Road, St. John's
- 5 34 Moore Street, Howick
- 6 65 Hadington Drive, Flat Bush
- 7 36 Coles Crescent, Papakura
- 8 26-32 O'Shannessey Street, Papakura

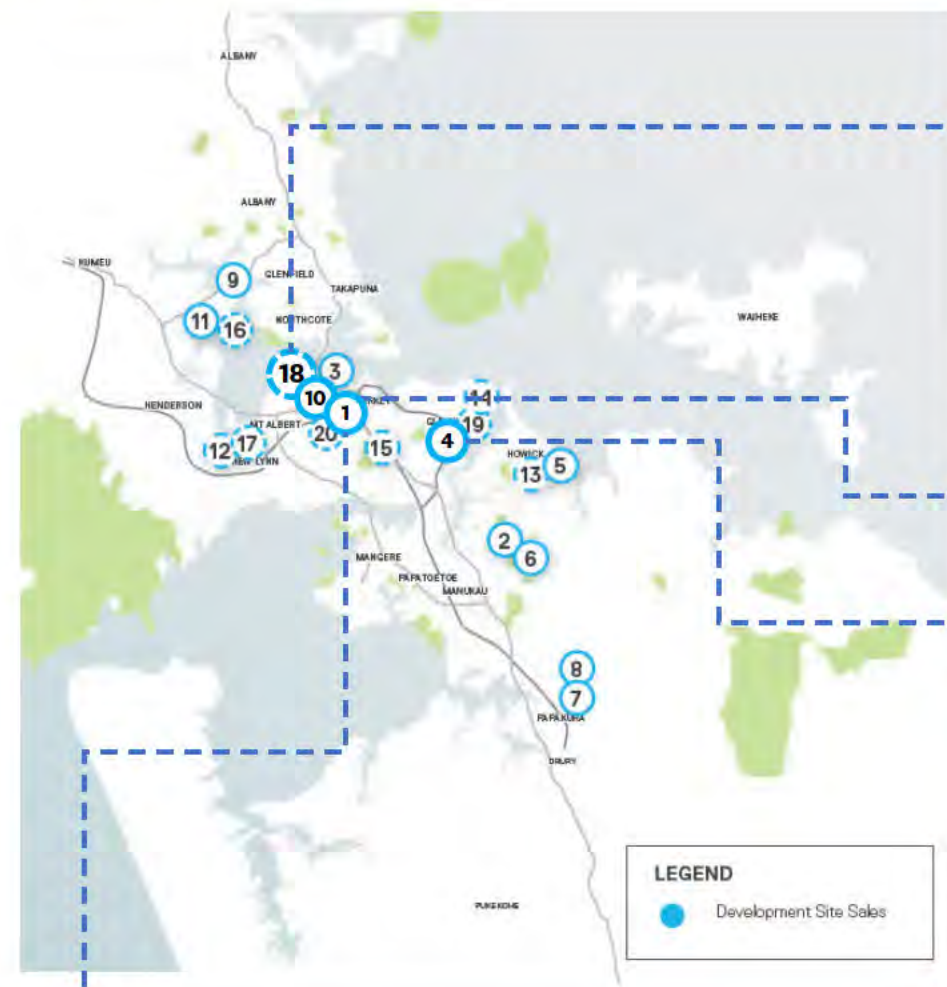
- 10 Bledisloe House
- 11 Hobsonville Airfields stage 3 - lots 5b, 6a, 6b & 6c

FY24

- 12 10 Ambrico Place, New Lynn
- 13 16 Fencible Drive, Howick

Long-term projects (FY25+)

- 16 Hobsonville Airfields Stage 2 - Avanda
- 17 41 McCrae Way, New Lynn (site D)
- 18 Downtown carpark, city centre
- 19 78 Merton Road, St. John's



Downtown car park – A high-quality mixed-use development in the city centre is planned for the site. Eke Panuku is leading the competitive market process to find a development partner. The redevelopment of the site seeks to deliver the vision of a harbour edge stitch that unites the city centre and waterfront, as outlined in the City Centre Master Plan. Following an evaluation (by Eke Panuku, Auckland Transport and Auckland Council) of proposals received against the strategic outcomes, Eke Panuku has selected Precinct Properties as the preferred development partner. Precinct Properties has partnered with Ngāti Whātua Orākei on its proposal, covering cultural, design and commercial elements. Eke Panuku is now in commercial negotiation with Precinct to agree final terms and conditions, with any agreement being subject to Eke Panuku Board approval (in consultation with Auckland Transport's Board) and Precinct Properties.

Bledisloe House - 24 Wellesley Street, Auckland City - Commercial terms have been agreed. Awaiting conditional development agreement form MRCB.

84-100 Morrin Road, St. John's – An unconditional sale and purchase was agreed in August 2022.

Own Your Home Scheme- the first stage of a two stage sale process was completed in the last quarter. On behalf of Auckland Council, Eke Panuku met with home owners. [REDACTED]

Civic Administration Building - Construction has been completed and project closure report will be presented for approval in early 2023.

REGIONAL RENEWALS PROGRAMME

Vision: Through proactive stewardship of council non-service assets we will maintain existing levels of service to create a safe, sustainable and fit for intended purpose portfolio and optimise the property portfolio return to enable assets for public and commercial use.

Projects completed

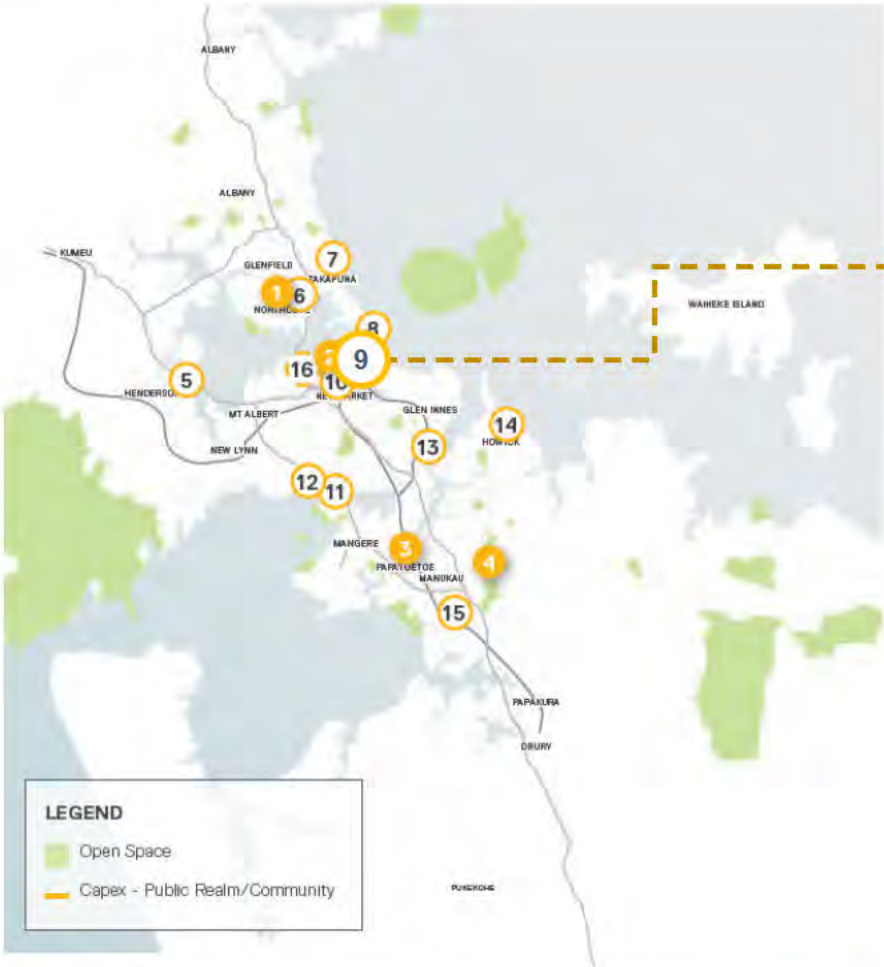
- 1 Northcote Renewals
- 2 **City Centre renewals 1:**
 - 321 Queen Street - Canopy & HVAC upgrades
 - Install roof anchors 23-29 Princes St
- 3 10 Lansdown Ave Papatoetoe
- 4 Beauford House - Totara Park, Manukau

FY23

- 5 60 Glenmall Place, Glen Eden - Remedial works
- 6 **Northcote Renewals:**
 - Northcote Town Centre - Roof Renewals
 - 1/38 College Road, Northcote - Refurbishment Works
- 7 **Takapuna Renewals:**
 - 30 Hurstmere Road, Takapuna - Roof Replacement
 - Takapuna Holiday Park
- 8 3 Victoria Rd, Devonport - Seismic upgrades
- 9 **City Centre renewals 2:**
 - Queen Street seismic upgrades
 - 27 Princes Street Seismic Strengthening and Refurbishment
 - 21 Princes Street, Auckland City - Roof Replacement
 - 23 Princes Street - Interior Paint Works / Window Refurbs
- 10 Wintergarden Pavilion - Café
- 11 **Onehunga Renewals:**
 - Onehunga Wharf Renewals
 - Onehunga Wharf - Replace Access Ladders and Utilities Upgrades
 - Onehunga Wharf Renewals - Next Steps (post-IBC)
- 12 CCTV Rationalization and Upgrade - Onehunga
- 13 31 Cleary Road, Panmure - Roof Replacement
- 14 73R Selwyn Road, Howick (Shamrock Cottage) Renewals
- 15 **Manurewa Renewals:**
 - 7 Hill Road, Manurewa - External Refurbs
 - 7 Hill Road, Manurewa - HVAC / Internal fit-out

FY24

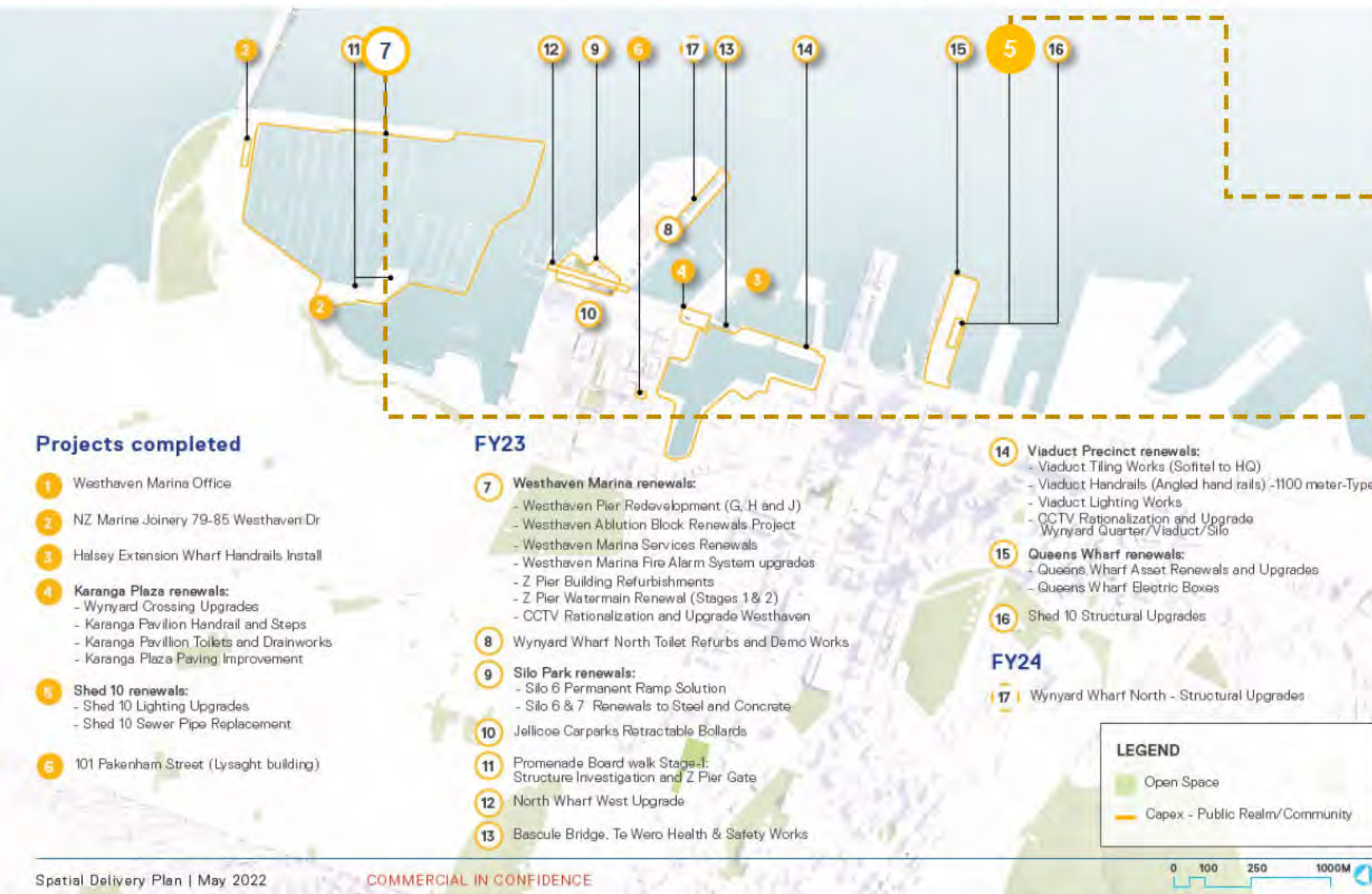
- 16 21 Princes Street, Auckland City - Seismic Strengthening & Refurbishment



27 Princes Street, Auckland City - refurbishment and seismic strengthening of the property. Practical completion of seismic strengthening and refurbishment works at 27 Princes Street is on track for 31 January 2023.

WATERFRONT RENEWALS PROGRAMME

Vision: Through proactive stewardship of council non-service assets we will maintain existing levels of service to create a safe, sustainable and fit for intended purpose portfolio and optimise the property portfolio return to enable assets for public and commercial use.



Projects completed

- 1 Westhaven Marina Office
- 2 NZ Marina Joinery 79-85 Westhaven Dr
- 3 Halsey Extension Wharf Handrails Install
- 4 Karanga Plaza renewals:
 - Wynyard Crossing Upgrades
 - Karanga Pavilion Handrail and Steps
 - Karanga Pavilion Toilets and Drainworks
 - Karanga Plaza Paving Improvement
- 5 Shed 10 renewals:
 - Shed 10 Lighting Upgrades
 - Shed 10 Sewer Pipe Replacement
- 6 101 Pakenham Street (Lysaght building)

FY23

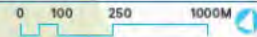
- 7 Westhaven Marina renewals:
 - Westhaven Pier Redevelopment (G, H and J)
 - Westhaven Ablution Block Renewals Project
 - Westhaven Marina Services Renewals
 - Westhaven Marina Fire Alarm System upgrades
 - Z Pier Building Refurbishments
 - Z Pier Watermain Renewal (Stages 1 & 2)
 - CCTV Rationalization and Upgrade Westhaven
- 8 Wynyard Wharf North Toilet Refurbs and Demo Works
- 9 Silo Park renewals:
 - Silo 6 Permanent Ramp Solution
 - Silo 6 & 7 Renewals to Steel and Concrete
- 10 Jellicoe Carparks Retractable Bollards
- 11 Promenade Board walk Stage-I: Structure Investigation and Z Pier Gate
- 12 North Wharf West Upgrade
- 13 Bascule Bridge, Te Wero Health & Safety Works

FY24

- 14 Viaduct Precinct renewals:
 - Viaduct Tiling Works (Sofitel to HQ)
 - Viaduct Handrails (Angled hand rails) -1100 meter-Type-
 - Viaduct Lighting Works
 - CCTV Rationalization and Upgrade Wynyard Quarter/Viaduct/Silo
- 15 Queens Wharf renewals:
 - Queens Wharf Asset Renewals and Upgrades
 - Queens Wharf Electric Boxes
- 16 Shed 10 Structural Upgrades
- 17 Wynyard Wharf North - Structural Upgrades

LEGEND

- Open Space
- Capex - Public Realm/Community



Review and update of Asset Management Plans (AMPs) is continuing for the entire property portfolio. The Waterfront, Onehunga and Queens Wharf AMPs are expected to be delivered towards the first quarter 2023. The Managed portfolio AMP is expected later in the year. In addition, there are continuous engagements with the Priority Location Director to understand the development and hold term plans.

Structural repairs on Shed 10 at Queens Wharf, a heritage listed building, to support service continuity - Planning with the contractor and Auckland Live is underway to determine the programme for delivery in 2024/2025. The Resource Consent is still current, and an application to extend the building consent will be made to ensure it stays current for stage 2.

Physical works of Z Pier Watermain renewal (stages 1 and 2) were completed in October 2022. Other works around berths increase and other services improvement are yet to be planned.

Physical works at G, H and J pier were completed in December 2022. The installation of gates is expected in March 2023. The completion of these works was an FY23 capital SOI milestone target.

Information paper: Health and Safety report December 2022-January 2023

Document author: Paul Brown, Head of Health, Safety and Wellbeing

February 2023

Whakarāpopototanga matua | Executive summary

1. This month's Health and Safety report includes combined data from December and January.
2. A total of 17 workplace health and safety events were reported into Noggin, Eke Panuku's health and safety reporting system, during December and January. Twelve events were reported during December and five events reported during January. The events involved employees or contractors where Eke Panuku has influence and control.
3. The 17 workplace events reported into Noggin included three contractor minor injuries, one contractor near miss, four contractor incidents, one weather related event, three near misses identified during the Red Bull event, two tram related incidents and three property related issues.
4. There were no high-risk events, three medium risk events, 14 low risk events and three public events reported in December and January.
5. The medium risk events included a fence panel damaging a parked car when it fell on a wing mirror during high winds, a burned-out light fitting in a tenanted property and unauthorised access through an EKE Panuku vacant property. No injuries occurred during these incidents.
6. Three events were also reported that involved members of the public where Eke Panuku has very little influence and control. In addition to the three events, Māori wardens and security contractors raised 398 safety observations during December and January, all of which involved members of the public outside Eke Panuku's influence or control.

Matapaki | Discussion

Head of Health, Safety and Wellbeing Manager actions

7. Improvements to the Health and Safety section of the Risk Management Framework (see attachment A).

As per the health, safety and wellbeing plan, a review of the risk management framework as it relates to health, safety and wellbeing risks has been conducted. Due to Eke Panuku's low appetite for taking health, safety and wellbeing risks, it is difficult to have a single matrix that measures health and safety and all other business risks in the same way. Therefore, a separate risk matrix has been developed for health, safety and wellbeing.

The changes to the health, safety and wellbeing risk framework were presented to the Eke Panuku ELT in December for approval.

The changes to the health and safety risk framework have been included in attachment A.

8. Noggin improvement plan

Improvements to Eke Panuku's Health, Safety and Wellbeing reporting system, Noggin were identified in the Health, Safety and Wellbeing Plan. Training has been completed to support in house development of the system and a plan has been developed for the ongoing development throughout 2023. The plan is segmented into three phases.

- Phase 1 (February, March, April), includes
 - o Improvements in the user interface
 - o Simplified reporting forms
 - o Escalation and notification improvements that accounts for PLD, Facility and Property management visibility
 - o Implementation of a new Incident reporting workflow that includes risk validation, automatic notifications and investigation requirements and support
 - o Improved incident analytics
 - o Mobile device usage

- Phase 2 (May, June, July), includes
 - o Introduction of a hazard reporting platform
 - o Design and build of a risk platform to house Eke Panuku health and safety critical risks, risk registers, risk assessments and includes reporting against risk actions
 - o Enhance the contractor platform and implement SMCA workflow into the system
 - o Implement an assurance system that accounts for contractor performance, contractor management and critical risks
 - o Improve analytics to capture risk and contractor management

- Phase 3 (August, September, October), includes
 - o Inspections and audits
 - o Wellbeing portal
 - o Integrating lessons learned and action tracking

9. Wellbeing calendar for 2023

A wellbeing calendar for 2023 has been drafted and presented to the staff Wellbeing committee. The calendar includes regular training and webinars relating to stress, psychological safety, suicide prevention, mental health, personal financial wellbeing and other wellbeing topics. The calendar also includes regular activities such as yoga, bootcamp, hypnosis and mindfulness sessions and hiking activities. Guest speakers and specific initiatives around menopause, men's health, nutrition and ADHD awareness is also included in the Calendar.

The aim of the calendar is to run a different event on a Wednesday each week, with certain events, such as bootcamp and Yoga reoccurring each month.

The calendar events are currently being costed and will be presented once completed. Once the finalised calendar has been agreed, then the Wellbeing, HR training and social club calendars will be consolidated into one schedule.

Health and safety key performance indicators

10. Health and safety key performance indicators (KPIs), featuring both Lead and Lag measures, are represented in table (Figure 1) and chart (Figure 2) format.

	Measure	Performance Dec/Jan	Critical or High Risks	Previous Month (Nov)
	Safety Concerns	0	0	0
	Near Misses	6 (5 Dec, 1 Jan)	0	3
LAG	Lost Time Injuries	0	0	0
	Medical Treatment Injuries	0	0	0
	Other Incidents	11 (8 Dec, 3 Jan)	0	5
	Total Recordable Injury Frequency Rate	0.5	N/A	0.5
	Total Incidents	11	0	5
	Total events	17 (13 Dec, 4 Jan)	0	8

Figure 1: Health and Safety Key Performance Indicator Table

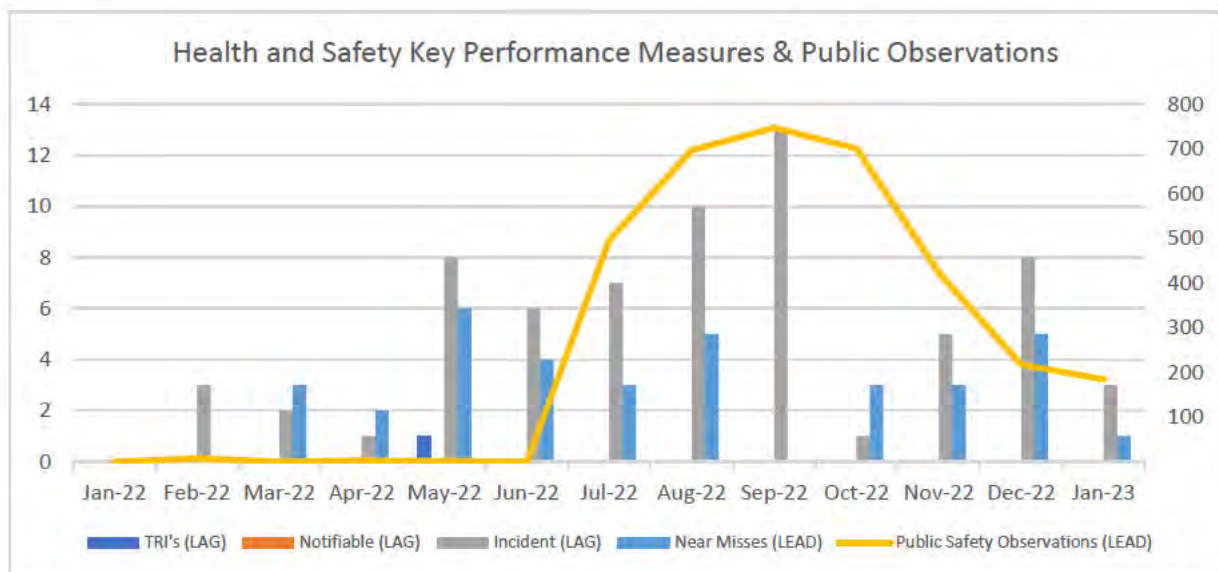


Figure 2: 12 Month rolling H&S performance measures. TRI - Total Recordable Injuries includes lost time injuries and medical treatment injuries. Notifiable refers to incidents and injuries reportable to the health and safety regulator

11. Workplace incident themes and trends

Seventeen Workplace safety events were reported during December and January. Eight of the 17 events involved construction contractors, which included one near miss, three minor injuries and Four incidents. The remaining events included three minor near misses on the Red Bull event, one weather related incident, three incidents relating to properties and two tram related issues. No incidents under the influence and control of Eke Panuku resulted in injury during the period.

There were no high-risk safety events reported during December and January, three medium-risk safety events, 14 low-risk events and two public events.

- Medium Risk event – Car damaged by fence (Contractor incident)

o Anzac Street, Takapuna, 18 January

A construction fence partially fell during high winds and damaged the wing mirror of a car parked next to the fence. No one was injured during this incident.

Investigation findings

- High winds caused the fence to shift, hitting the vehicle
- More suitable options for fencing in this area has been identified, that will also provide better access into the site.
- The incident is still under investigation.

Actions following the incident

- The fence has been replaced with cone bars for easy access into the site and to prevent any further incident.

- Medium Risk event – Burned out light fitting (Tenant / property incident)

o 56 Hokonui Road, Otahuhu (commercial lease), 12 December

The tenant advised that a light fitting had burned out, causing localised damage to the light and ceiling area. The tenant contained the area and isolated the electricity.

Investigation findings

- Faulty wiring identified because of work carried out by a previous tenant
- An electrical check of the entire building has been conducted

Actions following the incident

- An electrician attended site and repaired the light and fixed the faulty wiring

- Medium Risk event – Unauthorised access through site (Tenant / property incident)

o 27 Lake Road, Devonport (vacant commercial lease), 12 December

An external party gained access through a vacant Eke Panuku property, breaking a padlock and fence and moving heavy (13 tonne) equipment through the site. The external party moved through our site to gain access to a community

facilities nursery area on the other side of our property. Both sides of the route through the property house structurally unsafe buildings.

Investigation findings

- Community facilities granted the external party approval through Eke Panuku's property without seeking approval from Eke Panuku. The approval was granted by someone who is now a former employee of community facilities. Community facilities are not aware why permission would have been granted.

Actions following the incident

- Community facilities informed that all requests for accessing the site must be granted by Eke Panuku prior to entry and safety plans developed and checked prior to approval.
- Padlocks replaced and fence repaired.

- Low Risk Events

- Construction contractor events (All on Anzac Street project in Takapuna)
 - A hose fitting of 6ft excavator broke after catching on reinforcement steel whilst loading concrete onto a truck. No oil was spilled during the incident.
 - Contractor rolled their ankle on a rock resulting in a minor sprain.
 - Contractor suffered with a sore back whilst paving a service lane.
 - Contractor suffered with a sore knee after handling construction materials.
 - Contractor observed not wearing correct PPE (Hard hat).
 - Member of public drove a truck into a newly installed bollard.
 - Overhanging items on the rear of a vehicle clipped a stationary forklift truck.
- Eke Panuku events
 - Cooking oil had been spilled onto the tram track by a nearby tenant.
 - A car was parked on the tram route, causing a delay.
 - Three near misses raised during the red bull event
 - A media drone collided with a seagull and fell onto North Wharf. No one was in the area during the incident
 - The ramp to Jellicoe Harbour became slippery after bad weather
 - The fence between Sanford and Jellicoe was broken.
 - Steps leading to the dockmasters office in Westhaven reported as unstable. The steps have been repaired.
 - Sewerage had overflowed in the Westhaven compound after the severe storms.

12. Public health, safety and wellbeing events

	Measure	Performance Dec/Jan	Previous Month
Public Realm	Māori Warden Observations	93 (63 Dec, 30 Jan)	82
	Security Observations	305 (153 Dec, 152 Jan)	336
	Public Injuries	1 (Jan)	1
	Public Incidents or observations	2 (1 Dec, 1 Jan)	2

Figure 3: Public realm incident and observation table. Data provided for information purposes and are not key performance indicators as Eke Panuku has very little influence or control over the outcome of these events

Three safety events were reported through Eke Panuku's health and safety system during December and January that involved members of the public. All three events reported were outside Eke Panuku's influence or control.

The three safety events included one incident where intoxicated members of the public accessed a vehicle that did not belong to them in Westhaven, one incident where members of the public were drinking, throwing cones and being verbally abusive towards security guards in Westhaven and one event where a member of the public hit their head whilst manoeuvring their boat into the marina following an engine failure.

In addition to the two public safety events reported through Eke Panuku's health and safety system, 398 observations were raised through the Māori and security wardens (216 December, 182 January). All the observations occurred in the public realm and were outside the direct influence or control of Eke Panuku.

The number of issues identified by both Māori and security wardens dropped significantly over the two months when compared to previous months. This is thought to be, in part, due to poor weather. Vehicle incidents accounted for the largest decline.

The security guards patrolled the waterfront seven days per week. The Māori wardens patrolled the waterfronts on Friday and Saturday nights

The top four most common observations are highlighted below:

Security Patrol – top four issues raised			Māori Warden Patrol – top four issues raised		
Rank	Issue	No. of observations	Rank	Issue	No. of observations
1	Alcohol	120	1	Parking	43
2	Vehicle offence	70	2	Behaviour	31
3	Noise	53	3	Vehicle offence	9
4	Behaviour	43	4	Alcohol	6

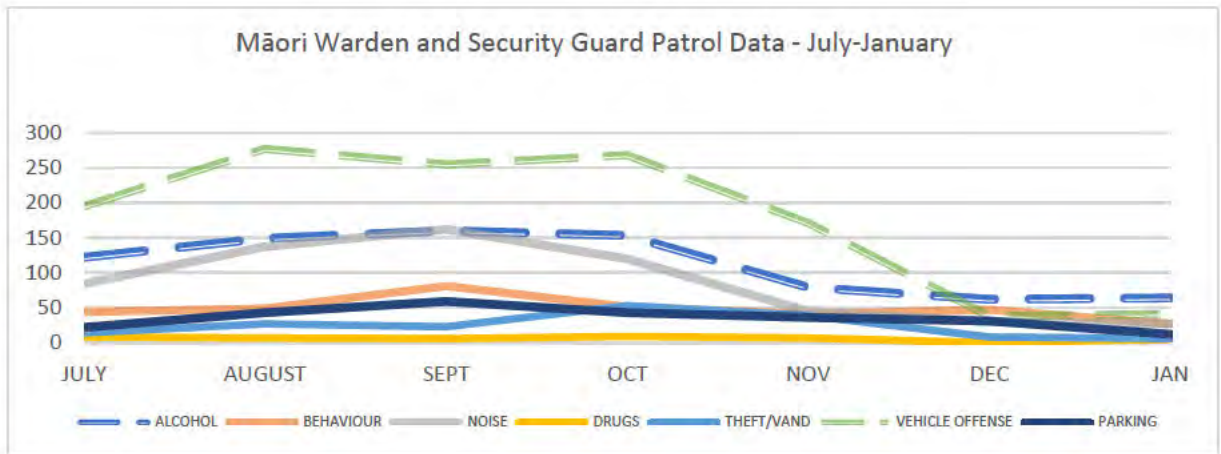


Figure 6: Combined public observation data by category

Ngā tāpirihanga | Attachments



Decision paper: Board Conflict of Interest Management Policy

Author: Carl Gosbee, CFO

February 2023

Ngā tūtohunga | Recommendations

That the Eke Panuku Board approve the adoption of the Board Conflict of Interest Management Policy as an additional internal control to support and protect Board Directors from actual and perceived Conflicts of Interest (COI).

Whakarāpopototanga matua | Executive summary

1. PwC recently completed a review for Auckland Council, titled 'Eke Panuku Conflicts of Interest Controls Assessment'. This was requested following a letter sent to the Mayor from Ngāti Whātua Ōrākei. It raised concerns of potential Board conflicts of interest at Eke Panuku and the potential impact of those conflicts on the fairness of its process for sourcing and evaluating development proposals.
2. The review found no clear evidence of unmitigated conflicts, lack of integrity or personal benefit arising from a breach of the COI policies.
3. The review made a number of recommendations to Auckland Council on how it could review the CCO Board appointment process and staff policies for COI within Our Charter. It also made recommendations as to how Eke Panuku could improve the protection / process for Board Directors to better manage perceived and actual COI. This paper addresses the proposed Policy for Board Conflict of Interest Management.

Horopaki | Context

4. The Eke Panuku Board Charter sets out the expectations in relation to conflicts of interest for Board Directors and follows the requirements of the Companies Act 1993.
5. PwC has made a number of recommendations for improvements in the way Eke Panuku manages Board conflicts. These have been incorporated into the draft Board Conflict Management Policy included as Attachment A.

February 2023

Nga whiringa me te taatai | Options and analysis

6. This is a new policy for Eke Panuku and will be reviewed every three years.

Ngā koringa ā-muri | Next steps

7. The policy will be effective immediately upon approval by the Board.

Ngā tāpirihanga | Attachments

Attachment A - Board Conflict of Interest Management Policy

Ngā kaihaina | Signatories

Carl Gosbee, Chief Financial Officer

David Rankin, Chief Executive

Board Conflict of Interest Management Policy

Introduction

1. This document sets out Eke Panuku Development Auckland's policy regarding the management of Board conflicts of interest (COI).
2. The Eke Panuku Board Charter sets out the expectations of Board directors in relation to declaring interests and conflicts of interest and follows the requirements of the Companies Act 1993.
3. This policy, as it specifically relates to Board Directors, is in addition to Auckland Council's policy and guidelines for managing staff conflicts per [Our Charter](#) (We look after our money and assets) [Conflicts of Interest Guide](#).
4. It is expected that Board directors be proactive in declaring their interests and conflicts of interest.

Scope

1. The policy applies to all Eke Panuku directors.
2. Management of the policy is completed by Eke Panuku staff, including contractors or consultants working as representatives of Eke Panuku, temporary/contingent staff supplied through an agency, and seconded personnel from other organisations or personnel affiliated with third parties providing services to Eke Panuku.
3. The policy does not include staff conflicts of interest, as these are managed separately per Auckland Council's process and guidelines.

Conflicts of interest (COI) definition

A conflict of interest can occur where a personal or business relationship could influence a decision or third parties may reasonably question whether we are acting fairly¹.

Conflicts of interest can be either 'actual' or 'perceived' as creating personal or family gain or providing an advantage to any third-party organisation that we/they are involved with.

Policy

1. Eke Panuku manages our interests so that we are visibly impartial and are making transparent decisions on behalf of Auckland Council.
2. Board directors are responsible for identifying and disclosing their interests, where these have potential to give rise to a conflict of interest, and any conflict which they are aware of.
3. Management's responsibility for managing identified Board conflicts is assigned to the Eke Panuku Chief Financial Officer and/or their delegate.
4. All potential conflicts of interest are recorded in a Director COI Register.
5. The Director COI Register includes a clear marking for those directors who have interests linked to the property market in Auckland Council which are higher risk of conflicts.
6. An active conflicts list is maintained and published in each Board pack.

¹ When identifying conflicts of interests, in accordance with Companies Act 1993, Board members will have regard to their responsibility for disclosure if their parent, child, spouse, civil union partner, or de facto partner is a party to, or will, or may derive a material financial benefit from a transaction with Eke Panuku.

7. Management will create:
 - a. An active conflict Management Plan / artifact that records an actual conflict and sets out how the conflict will be managed, i.e. redacting papers / Board member scheduled to leave meeting advising other directors and relevant staff. This is likely to be a set standard management plan as property related conflicts are unlikely to vary significantly.
 - b. A retrospective Conflicts Check List / artifact record to demonstrate all pertinent information previously available to directors where a conflict arises has been reviewed and shared with other relevant bidding parties. This is likely to be constrained to density, design, value and partnering.
 - c. A Board Gifts and Hospitality register.
8. All Board members will receive annual COI training
9. Regular reporting of the operation of this policy will be presented to the Board.

Related Policies and Documents

- Eke Panuku Board Charter
- Auckland Council's Our Charter – We look after our money and assets

Policy Approval and Review

Business Owner	Chief Financial Officer		
Policy date	22 February 2023	Review frequency	3-yearly
Approval	Eke Panuku Board		Date: _____

Decision paper: Waterfront security - future level of service

Author: Fiona Knox, Priority Location Director Waterfront; Maurice Banse, Assets and Facilities Manager; Jayson Maud, Operations Manager

February 2023

Ngā tūtohunga | Recommendations

That the Eke Panuku Board

[REDACTED]

b. Note that:

[REDACTED]

[REDACTED]

iii. Eke Panuku will need to continue to maintain the progress achieved to date and prevent future escalations by proactively managing the space well and consistently with Council and Government partners.

Whakarāpopototanga matua | Executive summary

1. Towards the end of 2021 Eke Panuku became aware of, and started dealing with, escalating antisocial behaviour and associated health and safety issues across the waterfront. These issues ranged from large gatherings of intoxicated people in public spaces, physical assaults, reckless driving, noisy vehicles, ram raids, parking non-compliance, graffiti and damage to property. There was also an increase in gang presence and rough sleepers. These issues were not necessarily new or unique to the waterfront. However, the scale of escalation since the 2021 lockdown has been significant.
2. Eke Panuku has received a large volume of complaints, and these have been forwarded to Eke Panuku board members, Auckland Council Chief Executive, Waitemātā Local Board members and Ward Councillor, the Mayor of Auckland, Members of Parliament, and the NZ Police District Commissioner. Media interest and coverage was also prevalent at the time covering issues that occurred on both the waterfront and in the city centre.
3. Throughout 2022, Eke Panuku employed a range of initiatives to address this spike in activity and the negative effect that it has had on residents, tenants, berth holders and

visitors. An action plan was created, implemented and a process of review and adjustment has taken place to reflect where issues need management and attention.

4. This paper outlines the:

- Range of antisocial activities that have required attention.
- Initiatives and actions employed, including the security detail, the introduction of the Māori Wardens, the increased level of data collection and the cross-agency integration and collaboration that has been needed to develop the City Centre and Waterfront response and the lessons learnt.
- Resources applied and budget spent to date.
- Options considered to support safety and security on the waterfront.

5. From a Council Group perspective, this issue is of high importance to the city centre and waterfront residents. A recent survey released in January 2023 of 998 City Centre and waterfront residents outlined that feeling unsafe is the main factor contributing to negative perceptions of city living (mentioned by 45%).

6. Heart of the City was not able to provide a summary of what its current annual spend on security is. However, it has confirmed that it has increased its level of funding to the Māori Wardens, City Watch and has employed private security in precincts of Downtown, Aotea and Karangahape Road. In addition, the feedback across the city centre has seen landlords and other operators having to significantly increase security spend. Heart of the City representatives have advised that they are contributing an unsustainable amount to addressing this level of activity in the city centre and will review their service provision with Auckland Council, Government, the NZ Police and other stakeholders.

7. Over this past 14 months Eke Panuku has stepped into a vacuum that is largely a Central Government / NZ Police role, particularly on the issues that have been of most concern regarding violence, alcohol abuse, speeding, reckless driving, modified vehicles, and an increase in vulnerable people rough sleeping. It represented a new workstream and level of communication that Eke Panuku staff have had to accommodate on top of our business as usual.

8.



9. We understand that council financial resources are more constrained than previous years. As such we have considered options for level of services for FY24. The three options presented show a sliding scale of security coverage and pros and cons associated.

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

10. For the waterfront, the key is to find a balance between the level of service provided and the organisational cost whilst also managing health and safety of staff and reputational risk. This is fundamentally important as we continue our transformation journey, both on the waterfront and through our lead agency role for the city centre.
11. This paper recommends Option Two which is considered to provide a level of service without unduly compromising outcomes for FY23/24. For this option we have considered the balance of costs, service and safety alongside what is sustainable for our role. Assuming the Board agrees with this option, it will require the Executive to allocate budget as part of Eke Panuku opex re-prioritization. This option is recommended with a note that further cross-agency work is needed to inform a cohesive approach across the city centre and waterfront.
12. A review will need to be completed prior to the FY24/25 budget as we make progress and transition with improvements underway but are not yet complete. This includes items like CCTV, but also developing relationships and clarity around roles and responsibilities and accountability across council and government agencies.

Horopaki | Context

Range of antisocial issues

13. Auckland's City Centre waterfront is an Eke Panuku priority location that is highly frequented by Aucklanders, international and domestic visitors. It is the location for a growing number of residents and workers and marina berth holders. Towards the end of 2021, as Auckland neared the end of a five-month Covid-19 lockdown, Eke Panuku became aware of and started dealing with escalating antisocial behaviour and health and safety issues across the waterfront.
14. The issues over the past 14 months have included a combination of:
 - Large gatherings of vehicles and intoxicated people and street parties in the Jellicoe Street public car park, public areas in Wynyard Quarter, Westhaven, and on Wynyard Point (specifically the America's Cup bases and the end of the headland).
 - Violence, brawling, drug and alcohol abuse in public spaces and on Eke Panuku tenanted land.
 - Firearm sightings - two in Westhaven Marina's public carpark and Curran Street. A knife was found by security personnel on Te Wero Island in the Viaduct.
 - Speeding, reckless driving and modified vehicles, such as siren vehicles with loudspeakers emitting excessive noise, particularly in the early morning which disrupts residents in Wynyard Quarter and on Princes Wharf.
 - Trespassing on property including tenants and businesses on Wynyard Point.
 - Two ram raids and theft from the Wynyard Quarter Convenience Store.
 - Parking non-compliance across Wynyard Quarter and Westhaven public spaces.
 - Graffiti and vandalism to public and private property across Wynyard Quarter and Westhaven.

- After hour scooter use and late-night unruly and unsafe behaviour of scooter users in Wynyard Quarter and the Viaduct and Westhaven Drive.
15. This spike in activity and the seriousness of scale generated a large volume of complaints which were escalated to Auckland Council Group Chief Executives, Board members and politicians. Complaints and letters were sent to Members of Parliament, and the NZ Police. Media interest and coverage was also prevalent at the time covering issues that occurred in the city centre and waterfront.
 16. In the early stages over December 2021 through to mid-2022, Eke Panuku engagement with residents and stakeholders focused on making it clear the response required a multi-agency approach. Staff reached out to other agencies and started to work closely with those who have a regulatory role, particularly the Auckland Council compliance team, Auckland Transport and the NZ Police. Contact was also made with specialist community agencies and with other Wynyard Quarter tenants including LT McGuinness who manage the Willis Bond apartments.
 17. Whilst we understood the role of Eke Panuku was to focus on what we could control and to foster good, positive communications and direct issues to the appropriate agencies, it became clear that there were gaps. The biggest gap related to the capacity of the NZ Police to respond to issues that were escalated to them through 111 calls, or to provide regular patrols, perform blitzes and to have a regular police presence, particularly over Friday and Saturday nights.

Initiatives and Actions

18. The following summarises the range of key actions that have been initiated by Eke Panuku and stakeholders and provides a sense of activity over Westhaven, Wynyard Quarter, Viaduct. Similar levels of activity have been happening in the City Centre.

Table One: Initiative and Actions - since December 2022

Initiative	Action/Description	Precinct	Note
Control of public areas and hot spots for gatherings (noise and alcohol)	Jellicoe Street car park secured with electronic bollards and is closed after hours	Wynyard Quarter - Jellicoe Car Park	These initiatives have proven to be effective, and complaints have substantially reduced
	The America's Cup bases secured to prevent vehicle access	Curran Street in Westhaven	
	Increased security cover provided in Westhaven		
Temporarily restricting vehicle access to Hamer Street overnight on the weekends	A transport company closes Hamer Street on Friday and Saturday nights to the public - as allowed for under the Local Government Act for managing public disturbance The road can still be accessed 24-7 for tenants, including Firth	Wynyard Quarter - Hamer Street	This measure has been very effective but is only allowed for as a temporary measure and has come at a considerable cost

	concrete trucks, Sanford fishing fleet, Sealink and Titan workers		
Improvements to lighting	Improvements focused on Wynyard Point where coverage was either absent or insufficient	Wynyard Point	
Improvements to the number of, and visibility of liquor ban and no parking signs	Signage is often vandalised. More signage was put in place for security staff to refer to with the public when approaching people consuming liquor or parking illegally	Wynyard Quarter Westhaven Viaduct	The physical presence of security and better signage has been very effective in ensuring that bans are adhered to and respected
Scooter use	A curfew in Wynyard Quarter is in place from 9pm – 5am and has been successful in curbing e-scooter use late into the evening-early hours	Wynyard Quarter Viaduct	This action is not permanent and can be reviewed by the e-scooter companies with Auckland Council Compliance team
Parking non-compliance	Concrete bollards and furniture moved to block vehicle access to footpaths and public spaces We have worked with Auckland Transport to lift enforcement, however there have been safety issues with parking enforcement officers	Wynyard Quarter	The most effective way to manage this is through arranged joint patrols with AT and the NZ Police, however instances of this have been limited to date
Noise control	Siren vehicles, which are generally moving vehicles, are outside of council noise patrols mandate and remain a major issue for NZ Police to address and enforce. There have been instances where the noise patrol team has felt unsafe at callouts to Wynyard Quarter and have instead referred the call to the NZ Police for action	Wynyard Quarter	These callouts are of low priority for the NZ Police to respond to
Security provider	In March 2022 City Guard was contracted to ensure we had a more fit-for-purpose provider 24-7 security across Wynyard Quarter. On 1 December 2022 this was modified to weekday	Wynyard Quarter	City Guard is proving more effective than the previous supplier We receive daily reports on activities, events, compliance, and

	nights and 24 hours over weekends		escalation to the NZ Police
Swimming improvements	We reviewed swimming at the Karanga Plaza tidal steps with the Board in October 2022. Strategy and design solutions are being devised to provide fit-for-purpose solutions to improve safety for swimmers and reduce jumping off the Wynyard Crossing Bridge	Wynyard Quarter Māori Wardens – Monday-Friday 11am-7pm Weekends City Guard roving patrols	This is being monitored regularly
Māori Wardens	Māori Wardens have been operating in the city centre for some time and were present over the 36th America's Cup event. The wardens bring expertise, manaakitanga and knowledge at an important time, and provide wraparound services to those in need In July 2022 Māori Wardens were contracted to patrol Wynyard Quarter and Westhaven on Friday and Saturday nights In mid-December the wardens started patrolling the Karanga Steps to address the incidents of jumping into the water and boating channel. They are present Monday to Friday 11am-7pm	Wynyard Quarter Westhaven	This initiative has had a significant and positive influence which has been noted by many stakeholders We also receive reports from the wardens when they are on patrol
Improving CCTV coverage	We have worked with Safer Cities and Auckland Transport on enhancing the waterfront CCTV coverage, including vehicle plate recognition in Wynyard Quarter We have agreed to an additional 52 cameras to add to the existing 170	Wynyard Quarter Westhaven Also Onehunga Wharf	The business case for this was approved in December 2022 The roll-out of additional cameras is currently underway
Crime Prevention Officer now employed for Eke Panuku	A Crime Prevention Officer will start in February 2023. This role will take a holistic community development approach to reducing youth offending, homelessness and anti-social behaviour and supporting crime	Wynyard Quarter (initially)	Preventative action is just as important as enforcement. This initiative will contribute to improving perceptions of safety across the waterfront and

	prevention activities and enforcement agencies 40 hours a week, 12 month contract.		learnings can be applied to the city centre
Eke Panuku Security Forum Auckland City Centre Safety Coordination group Auckland Transport Safer Networks group -	Eke Panuku staff lead and contribute to key forums - which include representatives from NZ Police, City Guard, Māori Wardens, neighbouring property owners, Heart of the City, Auckland Council Regional Security, and I Am Mangere	Wynyard Quarter Westhaven City Centre	These are important forums for connecting organisations, utilising each other's networks, sharing experiences, and developing plans to look at short and long-term solutions across the city centre

Evolving Roles

19. Eke Panuku has undertaken regular reviews of levels of response and progress. The model in place with City Guard and the Māori Wardens has allowed for continuity in communication and real time management of the spaces. The teams have communicated with and filtered information to the NZ Police and key agencies.
20. The NZ Police has consistently communicated that it faces resource constraints and will focus on serious issues as a priority. However, it has adjusted its deployment plan and, when possible, has increased patrols in Wynyard Quarter and Westhaven. As such we have experienced better working arrangements between our security and the police and quicker response times.
21. Correspondence from/with residents and the Waitemata Local Board and stakeholders has indicated that these issues have had an impact on people's experience and perceptions of safety in Wynyard Quarter, the Viaduct and Westhaven.
22. These initiatives have come at a cost and were not budgeted for. We are seeking a decision regarding the level of investment the Board is able to commit to ongoing management of security, not just enforcement but also the preventative measures over FY24. This is in the context of council budget constraints and the appropriate role for ratepayers to fund in relation to unlawful activity.

Nga whiringa me te taatai | Options and analysis

23. The following outlines the options available drawing on our knowledge and experience to date. Staff have considered:
 - What could be modified in our approach and the pros and cons associated.

- The cost of each option.
- The financial impact and where alternative funds need to be diverted.
- The risks associated with the options and for Eke Panuku as the regeneration agency of the waterfront and city centre.

Kua whakaarohia nga whiringa | Options considered

24. The options in this paper have been tested against the base case. Table Two outlines the cost comparisons and Table Three details where the level of service will focus or change.

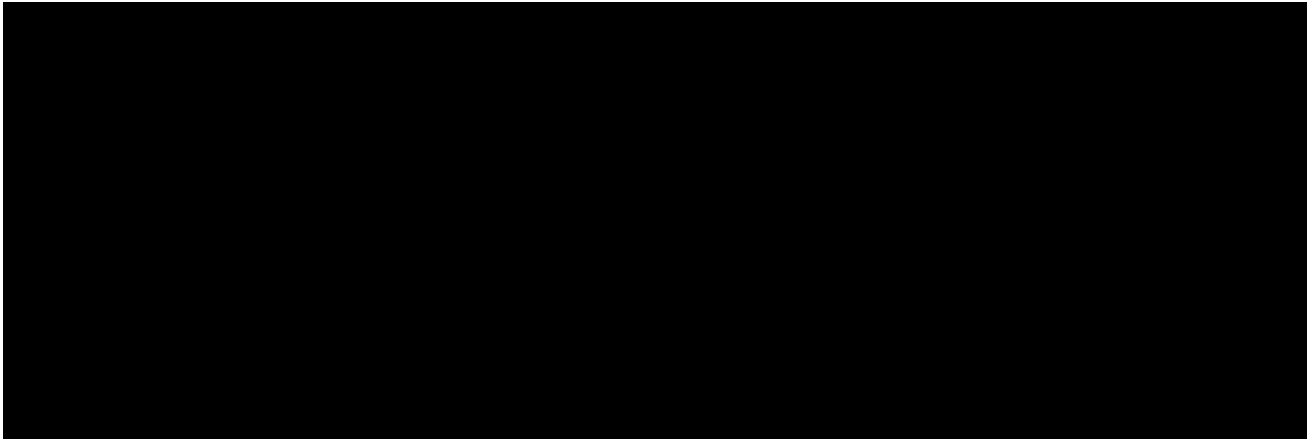


Table Three: Option descriptions

Options	Option Description	Pros	Cons
<p>Option one</p> <p>Limited physical presence on site. Observe and report only</p>	<p>Remove all physical security presence in Wynyard Quarter and Westhaven Marina public spaces apart from four scheduled vehicle patrols through the night (10pm - 6am) in Wynyard Quarter and Westhaven</p> <p>Utilise night-time CCTV monitoring to observe, report and contact Emergency Services where required across Wynyard Quarter, Westhaven (10pm-6am)</p> <p>Wynyard Crossing Bridge Controllers, Viaduct Marina and Eastern Viaduct operate at current service levels (24/7)</p>	<p>Significantly reduced spend from base case</p> <p>Enhanced CCTV system allows for a level of surveillance from 10pm-6am</p> <p>Surveillance available for bridge hut operators</p> <p>Existing levels of service for Wynyard Crossing Bridge, Viaduct Marina and Eastern Viaduct</p> <p>Māori Wardens still in place</p>	<p>Lack of visible security presence in Wynyard Quarter and Westhaven Marina</p> <p>Risk of resurgence of antisocial behaviour and increase in incidents across the waterfront</p> <p>Limited ability for roving night-time controls to react to situations and perform preventative functions</p> <p>Reduced site coverage on foot</p> <p>Reliance solely on NZ Police for</p>

	<p>Māori Wardens patrol over Friday and Saturday night</p> <p>No manned closure of Hamer Street over Friday and Saturday night</p>		<p>escalation and enforcement</p> <p>A drop in coverage and visibility from base case likely to lead to increased complaints from stakeholders</p> <p>Operational inefficiencies - unable to utilise onsite guards to give contractors access, open/close facilities after hours.</p>
<p>Option two:</p> <p>Reduced physical presence on site. CCTV guided response</p> <p>Recommended option</p>	<p>Reduced physical security presence in Wynyard Quarter from base case</p> <p>Provide for night-time patrols on site. Two on weekdays and four on Thursday -Saturday</p> <p>Scheduled vehicle patrols in Wynyard Quarter and Westhaven</p> <p>Māori Wardens patrol over Friday and Saturday nights</p> <p>Manned closure of Hamer Street over Friday and Saturday night to continue in the short term but be phased out with an alternative option</p> <p>Utilise night-time CCTV monitoring to observe, guide security as required to provide a more targeted physical presence and contact Emergency Services where required across waterfront locations (Mon-Thurs 10pm-6am, Friday 5pm-5am and Sat-Sun 2pm-6am)</p> <p>Westhaven Marina, Wynyard Crossing Bridge</p>	<p>Reduced spend from base case</p> <p>Continuity of physical presence on foot and through vehicle patrols in Wynyard Quarter and Westhaven</p> <p>Māori Wardens still in place for Wynyard Quarter and Westhaven</p> <p>CCTV system allows for remote surveillance and coordination with on ground security response</p> <p>Existing manned levels of service for Westhaven Marina public spaces, Wynyard Crossing Bridge, Viaduct Marina and Eastern Viaduct</p> <p>Meets our health and safety obligations to staff</p>	<p>Reduced visible security presence in Wynyard Quarter</p> <p>New operational system potential for unknown issues and over-reliance on technology rather than visible presence</p> <p>Risk of escalation of antisocial behaviour and increase in incidents across the waterfront</p> <p>A drop in coverage and visibility from base case likely to lead to increased complaints from stakeholders</p> <p>Cannot replicate this across the wider City Centre</p> <p>Operational inefficiencies - unable to utilise onsite guards to give contractors access, open/close facilities after hours</p>

	Controllers, Viaduct Marina and Eastern Viaduct operate a physical security presence at current service levels	Learnings and transferable actions to other locations	
Option three: Base case Plus - Current approach + CCTV monitoring	<p>Level of physical security presence maintained, as per base case - two guards during the day and four guards at night</p> <p>Utilise CCTV monitoring across waterfront locations alongside foot patrols</p> <p>Manned closure of Hamer Street over Friday and Saturday night to continue in the short term but be phased out with an alternative option</p>	<p>All existing levels of service are retained with added benefits of CCTV</p> <p>CCTV system allows for remote surveillance and coordination with on ground security response</p> <p>Learnings and transferable actions to other locations</p> <p>Operational efficiencies - able to utilise onsite guards to give contractors access, open/close facilities after hours</p>	<p>Not financially sustainable</p> <p>Council family funding effectively what is the NZ Police role</p> <p>Inconsistent with the rest of the city centre response with council funding this role</p>

Ngā ritenga ā-pūtea | Financial and resourcing impacts

25. This paper recommends Option Two, which is considered at this stage to provide a fundable level of service without unduly compromising safety outcomes for FY24. This funding will require the Executive to divert funds from an existing Eke Panuku budget.
26. This option is recommended with a note that further cross-agency work is needed to inform a cohesive approach across the city centre and waterfront.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

27. Table Three outlines the approach that has been taken to manage risks associated with each issue.
28. There is a high level of stakeholder interest in this topic and outcomes (positive and negative) are highly visible. Stakeholder satisfaction in the city centre and waterfront is of primary concern when issues arise regarding their enjoyment of the place, their security and their health and safety.
29. A reduced presence of physical security means that there will be an increased reliance on NZ Police presence and responsiveness.

Tauākī whakaaweawe Māori | Māori impacts

30. Māori are impacted by the antisocial behaviour as visitors, residents, workers and tenants at the waterfront.
31. This issue has not been raised formally through the Eke Panuku Mana Whenua Forum due to this being predominately an operational issue. The Māori Wardens do not have particular iwi connotations, and provide a service to all Māori, and non-Māori via the concept of manaakitanga.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

32. From a Council Group perspective, this issue is of high importance to the city centre and waterfront residents. A recent survey released in January 2023 of 998 City Centre and waterfront residents outlined that feeling unsafe is the main factor contributing to negative perceptions of city living (mentioned by 45%). One in three (36%) commented about antisocial behaviour, crime and violence where they live. One in three (33%) commented on the presence of people they do not feel comfortable around (including rough sleepers, beggars, gang members etc). Associated with this, 13% commented on the lack of adequate policing.
33. From December 2021, Eke Panuku experienced a reputational hit across the waterfront due to the antisocial and illegal behaviour that escalated very quickly over the summer of 2022. This directly impacted and strained the relationships Eke Panuku held with stakeholders and disrupted momentum around transformation, events and operations in Wynyard Quarter, the Viaduct and Westhaven. Substantial staff time was required to address the issues at hand as well as respond to the communications received from residents and stakeholders.
34. Our ability to create and manage places that Aucklanders love is central to who we are as an agency. The positive relationships with our residents and stakeholders are built over time, and they are essential to be able to do the work we do. This must be balanced with what council can fund, and what it should be funding given its role.

Tauākī whakaaweawe āhuarangi | Environment and climate change impacts

35. Security provides additional monitoring of cleanliness and condition of public assets across the waterfront and reports this to Eke Panuku. Security patrol is primarily on foot, and a use of a security vehicle is used as needed. City Guard is moving to electrical patrol vehicles this year.

Ngā koringa ā-muri | Next steps

36. Subject to the Board decision, Eke Panuku will:
 - a. Implement the actions required by the option selected.
 - b. Establish a health and safety plan in accordance with the option selected.
 - c. Communicate with stakeholders.

February 2023

Ngā kaihaina | Signatories

Ian Wheeler, Chief Operating Officer

Marian Webb, GM Assets & Delivery

David Rankin, Chief Executive

7.3 Partnership with Auckland Light Rail

This paper has been redacted under the following LGOIMA reasoning:

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

Decision paper: 3 Kings Road, Panmure - go to market strategy

Author: Gavin Peebles – Head of Development

February 2023

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. Approve the sale of 3 Kings Road, Panmure, being SECT 3 SO 546249 and Lot 2 DP120243, containing 2,853m² via an open market sale process to achieve urban renewal including achieving Essential and Māori Outcomes.
- b. Delegate authority to the Chief Executive to execute the required documentation to sell the property based on the following key terms:

i. 

- ii. the essential outcomes for the development of the property being in general alignment with the following:
 - appropriate use, scale, and density considering its location, frontage to Kings Road and the Stone Cottage Reserve
 - quality landscaped/planted edges and minimised carpark impact
 - quality architecture
 - sustainability, must achieve a 6 Homestar Built rating certificate for any residential component.
- iii. Māori outcomes to be achieved as part of section 6.2 of the Eke Panuku Selecting Development Partners Policy will form a minimum 15% of the criteria for assessing developer proposals.

Whakarāpopototanga matua | Executive summary

1. The site at 3 Kings Road, Panmure is located at the intersection of Kings Road and Queens Road. Currently the site is an Auckland Transport (AT) managed surface carparking, adjacent to a corner site that is home to the Panmure Stone Cottage Museum and open space.
2. The development will comprise the development of approximately 35 quality houses on transport enabled land, which is a 700 metre walk from the Panmure train station.

[REDACTED]

4. The site's unique location adjacent to a reserve provides separation from the retail portion of Queens Road and offers a different redevelopment opportunity to the other sites available in Panmure. The site's proximity to established residential areas within the Panmure 'golden triangle' may attract developers interested in adding to the small number of recently completed homes in this part of Panmure.
5. To gauge current developer appetite for the site informal market sounding will be undertaken with developers, estate agents and mana whenua prior to marketing the site for sale to the open market.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Horopaki | Context

10. The sale of 3 Kings Road, Panmure was approved by the Council Finance and Performance Committee in April 2018, subject to agreement with AT. AT has confirmed that it will no longer require the land for transport purposes and will lift the parking designation when the site is ready for development.
11. The site was previously part of a site known as 1-3 Kings Road. The site has been subdivided by Eke Panuku with part of the site at 1 Kings Road being retained by council as a public open space and containing the Stone Cottage Museum. The site at 3 Kings Road has recently been rezoned from open space to mixed housing urban under the Auckland Unitary Plan to enable the development.

[REDACTED]

13. The sale of this land will strongly align with the outcomes of the Unlock Panmure HLPP and the Panmure Programme Business Case, these include:

- facilitating a mix of housing options at different price points, typologies, and tenures
- designing and developing low carbon and climate resilient communities and demonstrating best practice in corporate sustainability, via sustainable homes
- enabling high quality urban form via essential outcomes included in the development agreement and assessment against urban renewal criteria for Panmure.
- Creating a vibrant, successful town centre that enhance community and economic wellbeing by increasing the residential population within the town centre.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
28 July 2021	Unlock Panmure Programme Business Case	Panuku Board approved the PBC and associated projects, including the intended use of 3 Kings Road for residential development with development agreement outcomes sought.
6 th March 2018	High Level Project Plan	Auckland Council Planning Committee PLA/2018/21 Endorsed the HLPP
17 th April 2018	High Level Project Plan	Auckland Council Finance and Performance Committee FIN/2018/59. Approved the disposal of 3 Kings Road to contribute strategically and financially to the outcomes of the Panmure HLPP objectives of urban regeneration, urban renewal and housing. Subject to agreement with AT.

Nga whiringa me te taatai | Options and analysis

- The Panmure HLPP provided clear direction for the use of the 3 Kings Road site. Therefore a short list of options was assessed for the sale and redevelopment of the site. The options were to do nothing, sell via an open market process with a development agreement, sell the site on the open market to the highest bidder, or direct negotiation with a development partner.
- Eke Panuku assessed options for the site based on multi criteria analysis to determine which option best achieved the goals of the HLPP and achieved critical success factors. The following HLPP goals were assessed: restoring town centre vitality, improving connections to and within the town centre, making a step change in housing, demonstrate leadership in sustainable development. The critical success factors assessed were service provider capability, achievability, affordability, and delivers on urban renewal outcomes.



[REDACTED]

17. The sale assessment criteria are proposed as follows:

[REDACTED]

[REDACTED]

[REDACTED]

- [REDACTED]

- [REDACTED]

[REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

Ngā ritenga ā-pūtea | Financial and resourcing impacts

[REDACTED]

[REDACTED]

20. Auckland Transport reduce operating expenditure in the maintenance and monitoring of the carpark. The intensification of public transport enabled land will increase public transport patronage.

21. Existing internal resources will be used to undertake the work including procuring services, negotiating the development agreement, reviewing the design, and monitoring the development agreement.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

[REDACTED]

[REDACTED]

[REDACTED]

Tauākī whakaaweawe Māori | Māori impacts

25. The wider Panmure area is of cultural significance to mana whenua. Mana whenua are aware of the proposed sale and have indicated an interest in purchasing and/or developing the site.

26. Eke Panuku recognises the commitment to enable commercial opportunities for mana whenua as part of a wider commitment to achieving Māori outcomes in an open market sale process. The outcomes to be assessed as part of the sale process will include a 15% weighting for Māori outcomes.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

27. The site sale will have a positive impact on all stakeholders:

- Panmure businesses should benefit from the additional population residing in the town centre.
- The local board and council will be informed of progress as required.

Tauākī whakaaweawe āhuarangi | Environment and climate change impacts

28. The site is not flood prone nor is it subject to any other known environmental issues.

29. The location of the site within an existing town centre close to existing infrastructure including train and bus routes supports sustainable outcomes.

30. Eke Panuku's climate objectives are supported by the requirement for the developer to adopt Homestar, with a minimum 6-star rating required.

Ngā koringa ā-muri | Next steps

[REDACTED]

[REDACTED]

[REDACTED]

Ngā tāpirihanga | Attachments

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

Decision paper: 535 Ellerslie-Panmure Highway, Panmure - go to market strategy

Author: Gavin Peebles – Head of Development

February 2023

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. Approve the sale of 535 Ellerslie-Panmure Highway, Panmure, being SECT 29 SO 471986, containing 5,249m² via an open market sale process to achieve urban renewal including achieving Essential and Māori Outcomes.
- b. Delegate authority to the Chief Executive to execute the required documentation to sell the property based on the following key terms:

i. 

- ii. In general accordance with the following essential outcomes for the development of the property:

- The building bulk and mass to be located at the corner Ireland Road and Ellerslie Panmure Highway and along the Ireland Road frontage with active frontages and an entrance to the corner.
- Quality architecture considering the specific context adjacent to a wide transport corridor and road intersection.
- Quality landscaped/planted edges and minimised carpark impact.
- Achieve a minimum Six Homestar rating for residential components.



- Māori outcomes to be achieved as part of section 6.2 of the Eke Panuku Selecting Development Partners Policy will form a minimum 15 per cent of the criteria for assessing developer proposals.

Whakarāpopototanga matua | Executive summary

1. The site at 535 Ellerslie-Panmure Highway, Panmure is located on a high profile corner with dual frontages to Ireland Road and the Ellerslie-Panmure Highway. This corner site is also at the intersection of Jellicoe Road, Queens Road and Lagoon Drive.
2. The site currently contains two detached buildings with a total of six lettable premises. The buildings are currently used for food wholesale, vehicle sales, and vehicle servicing. The site is managed by Eke Panuku and leased to commercial tenants on short term leases generating a holding income of ~\$200,000 in annual net rent.
3. Draft bulk and location studies indicate that redevelopment of the site could support 3-4 storey buildings with a yield of up to 7,500m² gross floor area. The 'Business Town Centre' zoning of the site allows for a wide variety of different land uses.
4. The site is adjacent to Bill McKinlay Park, on an arterial road and approximately 150 metres walk from the Panmure Train Station. It lends itself to commercial, community or short term residential accommodation uses. The site has previously attracted interest from commercial and healthcare developers. The neighbouring site directly across Ireland Road was an apartment project in the marketing phase but was abandoned in mid-2022.

5. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

9. [REDACTED]

[REDACTED]

11. [REDACTED]

Horopaki | Context

12. The site at 535 Ellerslie-Panmure Highway was acquired by Auckland Council for a public work, road widening in 2007. A portion of the site was used for road widening associated with the AMETI project. The balance of the land was approved by Auckland Council to be utilised for urban renewal in line with the objectives of the Unlock Panmure High Level Project Plan (HLPP).

13. [REDACTED]

14. The sale of 535 Ellerslie-Panmure Highway was approved by the Auckland Council Finance and Performance Committee in April 2018, subject to agreement with AT. With AT completing this section of the works in 2021 a new survey plan and title have been issued and the site transferred to Eke Panuku by AT.

15. [REDACTED]

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

16. The sale of this land will strongly align with the outcomes of the Unlock Panmure HLPP and the Panmure Programme Business Case, these include:

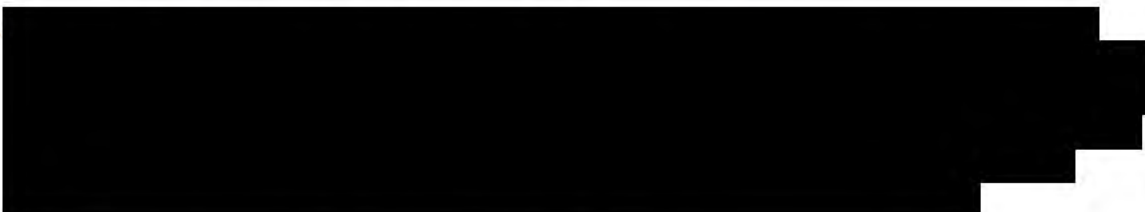
- designing and developing low carbon and climate resilient communities and demonstrating best practice in corporate sustainability, via sustainable buildings and using low impact design to manage stormwater;
- enabling high quality urban form via essential outcomes included in the development agreement and assessment against urban renewal criteria for Panmure;
- creating a vibrant, successful town centre that enhances community and economic wellbeing by increasing the working population within the town centre;
- stimulating local growth, investment and innovation by increasing private investment in the town centre.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
25 February 2021	Property Rationalisations Tranche 19	Auckland Transport Board approved the transfer to Auckland Council of 535 Ellerslie-Panmure Highway.
28 July 2021	Unlock Panmure Programme Business Case	Panuku Board approved the PBC and associated projects, the property at 535 Ellerslie-Panmure Highway was proposed for mixed use redevelopment in FY25+.
6 th March 2018	High Level Project Plan	Auckland Council Planning Committee PLA/2018/21 Endorsed the HLPP
17 th April 2018	High Level Project Plan	Auckland Council Finance and Performance Committee FIN/2018/59. Approved the disposal of 535 Ellerslie Panmure Highway to contribute strategically and financially to the outcomes of the Panmure HLPP objectives of urban regeneration, urban renewal and housing. Subject to agreement with AT.

Nga whiringa me te taatai | Options and analysis

17. Given the limited tools for the redevelopment of individual sites a longlist of options was not necessary. A short list of options was assessed for the sale and redevelopment of the site. The options were, do nothing, renovate the existing buildings, sell via an open market process with a development agreement, and sell the site on the open market to the highest bidder.
18. Eke Panuku assessed options for the site based on multi criteria analysis to determine which option best achieved the goals of the HLPP and achieved critical success factors. The following HLPP goals were assessed: restoring town centre vitality, improving connections to and within the town centre, making a step change in housing, demonstrate leadership in sustainable development. The critical success factors assessed were strategic fit, benefits optimisation, supply side capability and capability, achievability, affordability, and delivers on urban renewal outcomes.

19.



20. The sale assessment criteria are proposed as follows:



[Redacted text block containing multiple paragraphs and bulleted lists]

Ngā ritenga ā-pūtea | Financial and resourcing impacts

21. [Redacted text block]

24. Existing internal resources will be used to undertake the work including procuring services, negotiating the development agreement, reviewing the design, and monitoring the development agreement.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

25. The most significant risks are the current economic conditions.

26. [Redacted text block]

Tauākī whakaaweawe Māori | Māori impacts

27. The wider Panmure area is of cultural significance to mana whenua. Mana whenua are aware of the proposed sale and have indicated an interest in purchasing and/or developing the site.
28. Eke Panuku recognises the commitment to enable commercial opportunities for mana whenua as part of a wider commitment to achieving Māori outcomes in an open market sale process. The outcomes to be assessed as part of the sale process will include a 15% weighting for Māori outcomes.
29. Any archaeological/taonga disturbance during earthworks has the potential to cause cultural impacts for Mana Whenua. This risk will be managed through the development agreement process and resource management process.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

30. The site sale will have an overall positive impact on stakeholders:
 - Panmure businesses should benefit from the additional population working or living in the town centre.
 - The Bill McKinlay Park Trust previously had an interest in the site and will be informed of the site sale.
 - The local board and council will be informed of progress as required.

Tauākī whakaaweawe āhuarangi | Environment and climate change impacts

31. The site is not flood-prone nor is it subject to any other environmental hazards.
32. The redevelopment of this brownfield site will capitalise existing infrastructure investment in Panmure and contribute to intensification of the town centre. The site is located next to the Panmure train station and bus exchange which will enable future occupants of the site to use sustainable modes of transport. Eke Panuku's climate objectives are supported by the requirement for the developer to adopt Homestar, with a minimum 6-star rating required.

Ngā koringa ā-muri | Next steps

33. [Redacted]

35.



Ngā tāpirihanga | Attachments



Ngā kaihaina | Signatories

Richard Taylor, Priority Location Director - Isthmus

Allan Young, GM Development

Ian Wheeler, Chief Operating Officer

David Rankin, Chief Executive




Decision paper: Falls Carpark - 14 Edmonton Road, Henderson

Author: John Carter, Priority Location Director

February 2023

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. 
- b. Approve the following new essential outcomes to enable the sale to proceed:
 - A high quality environmentally responsive building that achieves a minimum of New Zealand Green Building Council 5 Greenstar rating.
 - The expression of Māori culture and identity in the design confirmed through an engagement process with Mana Whenua.
 - Designed to respect its location as a gateway to Henderson, the heritage of the Falls Hotel, the two protected Kauri trees and create a positive edge to both roads.
 - Demonstrate high quality architectural and landscape design. Buildings must include a variety of heights, good consideration of form, scale, proportions, materials and use of colour.
 - A design review process with designs presented at key milestones with sufficient time for consideration.
- c. Delegate authority to the Chief Executive to execute the documentation, subject to:
 - 
 - 

Whakarāpopototanga matua | Executive summary

1. [REDACTED]

Horopaki | Context

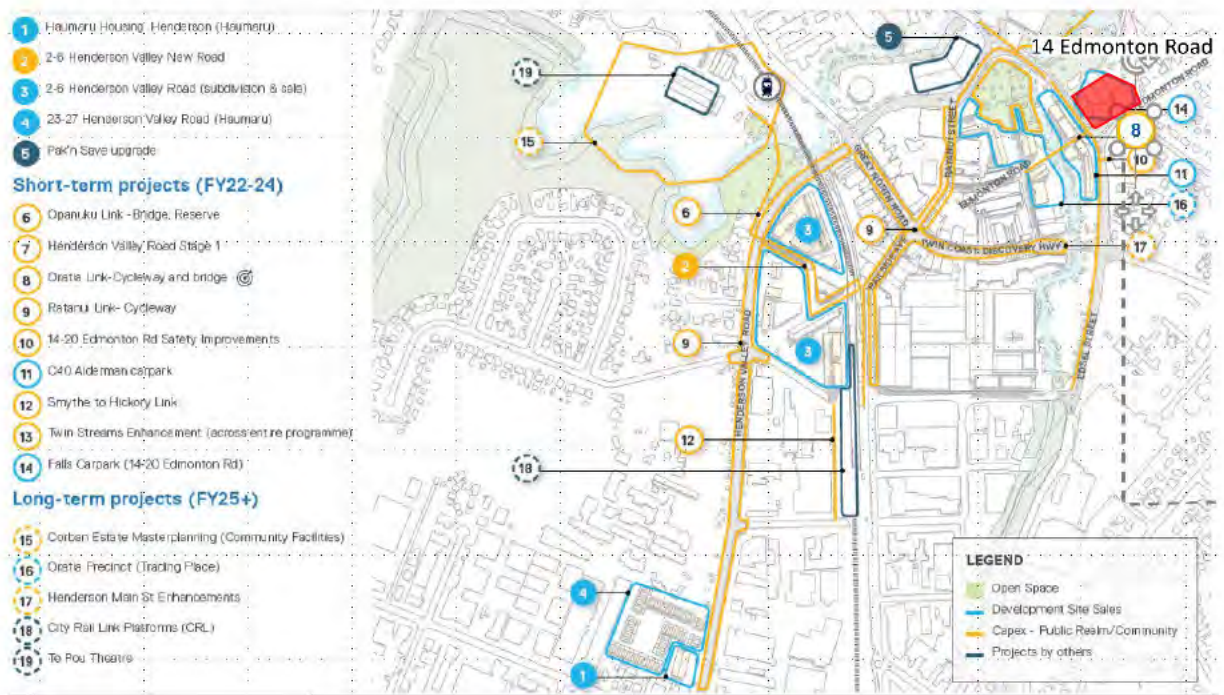
5. In April 2022 the Eke Panuku Board resolved to:

- a. [REDACTED]
- c. Approve that any sale will be subject to the following outcomes being achieved:
 - A high quality environmentally responsive building that achieves a minimum of a New Zealand Green Building Council 5 Greenstar rating.
 - Development to express Māori cultural identity through engagement with mana whenua.
 - Development to be designed to respect its location as a gateway to Henderson, the heritage of the Falls Hotel, the two protected Kauri trees and create a positive edge to both roads.
 - Demonstrate high quality architectural and landscape design. Buildings must include a variety of heights, good consideration of form, scale, proportions, materials and use of colour.
 - Development must achieve a minimum of four levels over a significant portion of the site.

- A design review process with designs presented at key milestones with sufficient time for consideration. The designs will also be reviewed by Eke Panuku Technical Advisory Group (TAG).

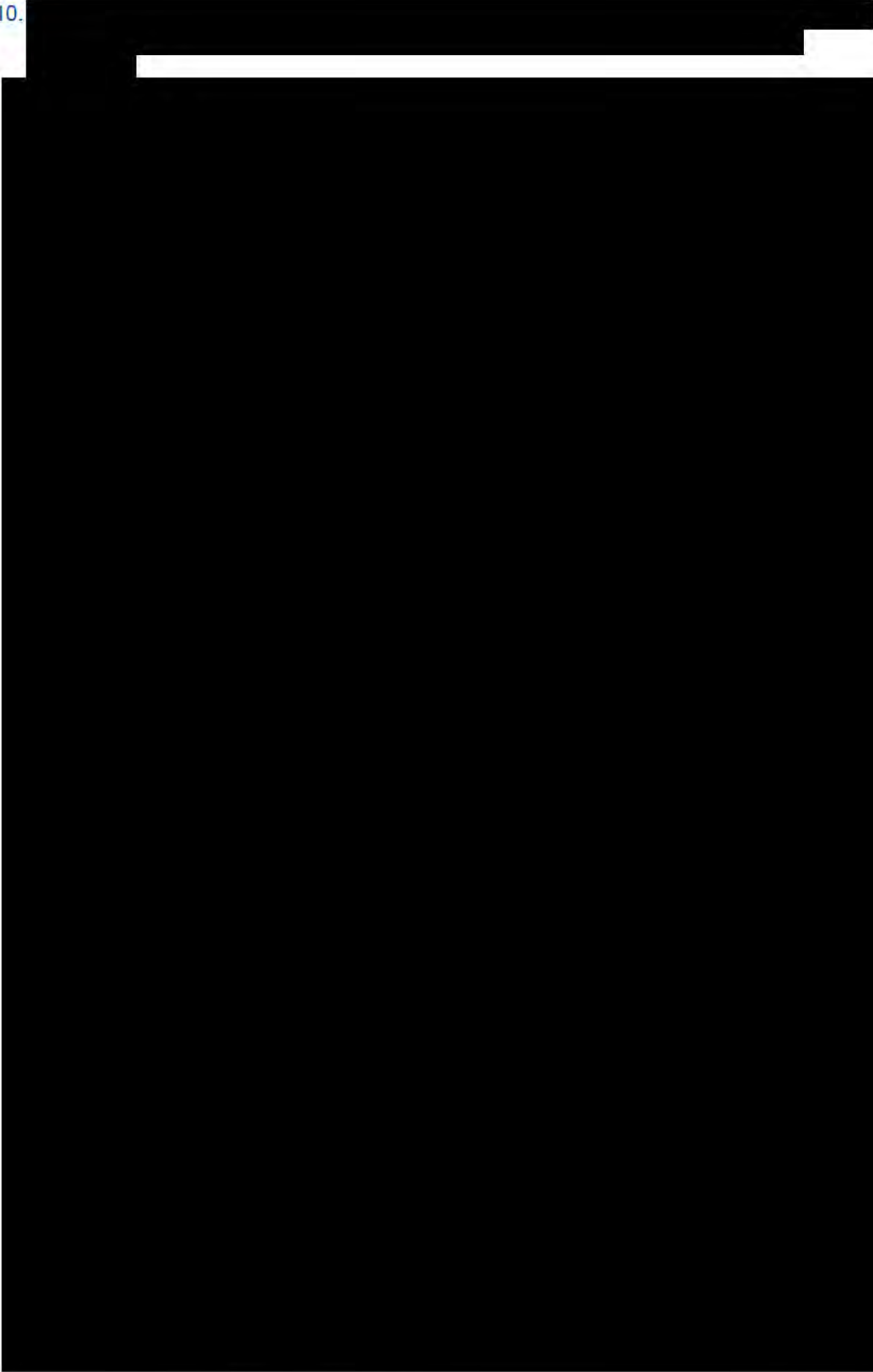
d. Delegate authority to the Chief Executive to execute the sale and purchase documentation.

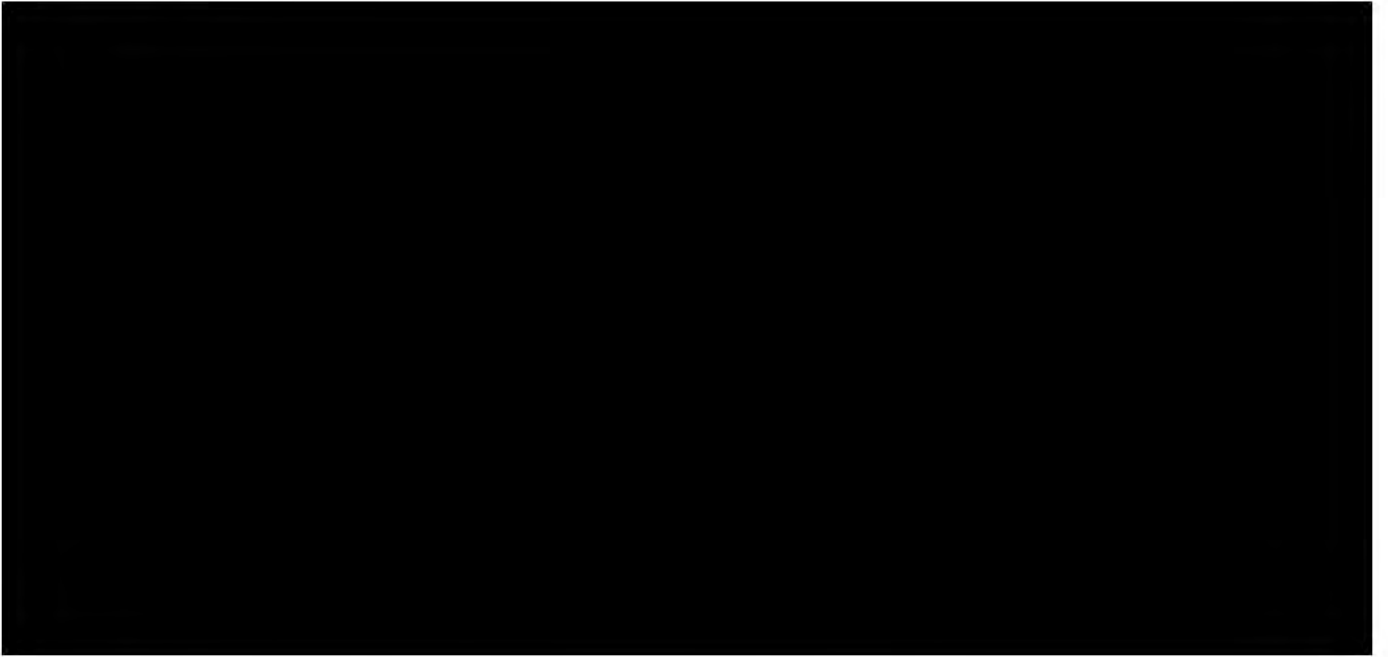
6. The site at 14 Edmonton Road is 4,435m² in area and is zoned Business Metropolitan Area in the Unitary Plan. It was previously designated for public carparking purposes. This designation has now been removed by Auckland Transport as the site is not well used. A car parking study has confirmed that other parking resources are available for the town centre. The site was released for sale as part of the Unlock Henderson High Level Project Plan process.



7. [REDACTED]

10.





Nga whiringa me te taatai | Options and analysis



Ngā ritenga ā-pūtea | Financial and resourcing impacts



Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations



Tauākī whakaaweawe Māori | Māori impacts



Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

17. As part of the subdivision consent boundary issues with the adjacent Falls Hotel have been tidied up. This includes the inclusion of 18 carparks within the Falls Hotel boundary to support the Falls Bistro located within this building.
18. The local board and council will be informed of progress as required.

Tauākī whakaaweawe āhuarangi | Environment and climate change impacts

[Redacted text]

Ngā koringa ā-muri | Next steps

21. The next step would be the execution of the agreement.

[Redacted text]

Ngā tāpirihanga | Attachments

[Redacted text]

Ngā kaihaina | Signatories

Allan Young, GM Development

David Rankin, Chief Executive

Ian Wheeler, Chief Operating Officer

7.7 Transform Onehunga – Waiapu Precinct East-West Enabling Works title page

This paper has been redacted under the following LGOIMA reasoning:

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

Information paper: Risk Management

Document author: David Middleton, Risk Manager

February 2023

Whakarāpopototanga matua | Executive summary

1. The ELT reviewed the risk register at a workshop on 31 January 2023. Key risks were:
 - a. The property market remains slow, and thus is taking longer to secure development partners and purchasers.
 - b. The pressure continues on Eke Panuku to constrain budgets in line with Auckland Council requirements.
 - c. The potential for unplanned work coming from external environment issues, council or government policy and legislative changes impacting Eke Panuku resources and current priorities.
 - d. Staff are experiencing stress due to workloads, continuing Covid issues, cost of living and personal finance concerns from increased interest rates and storm events.
 - e. Eke Panuku's ability to attract and retain talent has increased and the recent filling of key positions.
2. The quarterly risk register is an attachment to this report.

Matapaki | Discussion

3. The property market continues to slow in a weakening economic market. It continues to be challenging, with increased costs for developers, increased interest rates and a big drop in sales and pre-sales. Disposal transactions are also more difficult. There seems little prospect of improvement over this year. As a result, the likelihood rating of this risk has increased and it remains Eke Panuku's top risk. The key mitigation is the implementation of realistic planning through the programme and project business cases, and timing of the programmes and projects to suit the market.
4. The pressure from Auckland Council to reduce budgets, with awareness heightened by the publicising target of \$5M, will lead to project deferrals, cost changes or reduction in scope to achieve the targets. Programmes and projects will be prioritised and integrate planning, communications, and alignment with Auckland Council and other CCOs. Mechanisms to achieve this include the CE and COO Chair's forum, Joint Project Steering Group meetings with Auckland Transport, the City Centre Executive Steering Group, and quarterly meetings with Community Facilities group. This risk has risen to number two.

5. Unplanned work from our external environment including changes in the political direction, Auckland Council and government policies will impact staff workloads and stretch resources. Stakeholder outcome expectations continue leading to prioritising resources. There is emerging evidence of the labour market cooling.
6. Eke Panuku's mitigations in attracting and retaining talent are showing benefits. The filling of key appointments and the recent adoption of a number of mitigations including additional employee benefits, monitoring of staff engagement feedback, CE updates and staff newsletters have reduced the risk from number two to number four in the risk register.
7. Staff wellbeing remains a concern with workloads, mortgage rate increases and the recent storms adding to the personal stress. Scrutiny by the public at external meetings is causing additional stress. A number of mitigations are in place to assist and protect staff in both their professional positions and personal circumstances.

Ngā tāpirihanga | Attachments



8.2 Optimisation Opportunity

This paper has been redacted under the following LGOIMA reasoning:

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

Information Paper: Eke Panuku Engagement Strategy

Author: Carlos Rahman, Principal Governance and Engagement Advisor

February 2023

Whakarāpopototanga matua | Executive summary

1. The purpose of the Eke Panuku three-year engagement strategy (the strategy) is to outline our commitment to engagement with external people and organisations. It provides a guide to promote consistency across all our engagement activities and brings a common understanding of how we do engagement at Eke Panuku through agreed principles and objectives. Furthermore, it aims to support our continued effort to improve engagement planning and the quality of our decision-making.
2. The strategy was developed in consultation with relevant teams from across our business and takes into account feedback we have received via our Eke Panuku insights and research with key stakeholders and the public.
3. The implementation of the strategy will be supported by:
 - a practical How-To Guide to engagement
 - a training roadshow across all teams at Eke Panuku
 - a stakeholder relationship matrix
 - a guide to local board engagement.
4. The strategy will be reviewed every three years, and the supporting attachments will be updated on a regular basis.
5. The content of the strategy builds on the engagement requirements provided by the Local Government Act 2002 (together with subsequent amendments) and the Auckland Council Significance and Engagement Policy.

Matapaki | Discussion

6. The engagement strategy (Attachment A) builds on the recognised Eke Panuku proactive engagement approach that is based on the belief that a collaborative approach will outperform individual thinking. At Eke Panuku we always seek to find opportunities for local communities, businesses and other stakeholders to get involved and help shape the future of their neighbourhoods.

7. The strategy also supports the place-based nature of our engagement in two ways:
 - a. It acknowledges the diversity and different neighbourhoods in our locations. This is critical for effective communications and engagement, as we seek to meet communities where they are and deliver work that acknowledges the passion and commitment people have for their neighbourhoods.
 - b. The place-based approach also enables us to target communities and organisations that are most affected by our work. This enables us to focus limited resources into locations where engagement is most needed according to our work programme.
8. The strategy encourages the delivery of consistent and transparent engagement activities that help to build community awareness and support over time. Rather than just consulting with communities, we aim to have an ongoing dialogue with people and build ongoing relationships.
9. The strategy includes our principles that underpin how we approach engagement. Our principles ensure that we continue to run our engagement processes in an open and transparent manner, consistent with the Local Government Act 2002 and Auckland Council's Significance and Engagement Policy.
10. The How-To Guide to engagement provides step-by-step guidance and practical instructions on how the engagement strategy will be implemented. It is tailored to satisfy engagement needs for our wide range of activities, e.g. engagement at programme and project levels.
11. Relationships with partners, communities and stakeholders are important to us. We aim to engage in a planned, cost-effective and organised way. Relationships with key stakeholders will be led by members of the executive leadership team and priority location directors.
12. The strategy will be finalised and launched by April 2023.
13. Relevant teams will be supported to implement the strategy with information and training sessions as needed.

Ngā tāpirihanga | Attachments

Attachment A - Eke Panuku Engagement Strategy

Our vision: To Create amazing places

Eke Panuku Engagement Strategy

About this strategy

Eke Panuku Development Auckland is the Auckland Council-controlled organisation leading urban regeneration in Tāmaki Makaurau. Eke Panuku was established in 2015 as a merger of two council-controlled organisations – the Waterfront Development Agency and Auckland Council Property Limited.

We help to regenerate parts of Tāmaki Makaurau, from small projects that refresh a site or building, to major transformations of town centres or neighbourhoods. We do this by selling council-owned sites for redevelopment, investment in public amenity and placemaking. We also manage land and buildings that Auckland Council owns.

Partnership and collaboration are essential to urban regeneration to build alignment and momentum for regeneration plans and activities so that projects reflect community aspirations. This way of working acknowledges the complexity of our town centres and enables multiple stakeholders to collectively work together so that our town centres can thrive.

Involving locals in our work builds trust through involvement. It develops ownership and community pride, ensures transparency through the process, and provides an opportunity to test and try aspects of the change in real time – both before and during change.

As Auckland’s urban regeneration agency, our focus is on strengthening and growing communities around thriving town centres. To explain our approach, we’ve created the [Thriving Town Centres guidance](#), which defines our core principles and success factors.

Our engagement with the community and stakeholders is facilitated by communications and placemaking initiatives. Their aim is to support people through ongoing change and to build trust and knowledge through relationships to ensure we keep momentum in our programmes.

This engagement strategy outlines our public commitment about what we will do regarding engagement. Our main goal is to make it easier for people to engage with us and to inform our decision-making.

We also work closely with our mana whenua partners to understand their priorities in Tāmaki Makaurau. Eke Panuku has specific protocols in place for engaging with Māori. This engagement strategy does not cover engagement with Māori.

While this document will help guide at a high level the engagement requirements for our programmes and projects, there are also statutory requirements for engagement that we must follow.

Our engagement principles

The principles that underpin how we approach effective engagement are:

Principle 1. We engage in a genuine, transparent and purposeful way

- We conduct engagement in a genuine effort to listen to and consider all views with an open mind.
- We are generous with information; we ensure we tell the full story including what decisions have been made and which decisions people can influence.
- We endeavour to engage as early as we can and along the way.
- We value, respect and give weight to local knowledge.

Principle 2. We ensure we listen to and consider all views

- We build ongoing relationships with communities.
- We are proactive in our approach. We will provide people with a reasonable opportunity to engage with us.
- We will share feedback with decision-makers to ensure they are fully informed.

Principle 3. We will look for best ways to engage

- We identify ways and provide appropriate mechanisms for people to participate and share their views and knowledge.
- We show respect towards people and ensure we understand their values, beliefs and aspirations.
- We make it easy for people to provide feedback and we share information through a range of channels, so it is easily accessible.

Principle 4. We build trust through behaviour

- We are open, honest and respectful in the sharing of knowledge and process.
- We say what we are doing/will be doing and do what we say.
- We follow through on promises and commitments.
- We are careful, responsible, efficient and effective when using our resources.

Principle 5. Our communications are of a high standard

- We provide people the information they need to understand projects, their context and limitations.
- We communicate holistically about the purpose and implications of proposals.
- We ensure accurate updates easily accessible on our channels.
- All communications will adhere to our Tone of Voice standards.

Principle 6. We Keep people informed

- We acknowledge feedback received and keep people informed on progress.
- We close the loop and communicate to people who provided feedback, how their input influenced decisions and share the outcomes.

Principle 7. Te Tiriti o Waitangi

- We support our mana whenua partners to provide significant input into the development and implementation of our strategic plans and programmes.
- Even when our mana whenua partners aren't formally the decision maker for a project, we do our best to respond to the aspirations of mana whenua within our work.
- We also regularly engage with Māori communities and Māori organisations through other channels on a neighbourhood-by-neighbourhood basis.

The above principles should be applied in addition to the principles of consultation listed in the Local Government Act 2002, the Auckland Council Significance and Engagement Policy and all other relevant statutory and legislative requirements.

Our engagement objectives

- **Identifying, targeting and informing stakeholders** of our work to provide useful, relevant and timely information in a consistent manner.
- **Identifying and mitigating reputation and communication risks** for our programmes and Eke Panuku.
- **Creating an appropriate level of community awareness**, understanding and support for our work in a place-based way.
- **Creating opportunities for partner and stakeholder engagement** through multiple channels and at appropriate decision-making points in our work to obtain inputs and satisfy all statutory and best practice engagement requirements.
- **Obtaining stakeholder and community feedback** for our programme teams to use during planning, design, consenting and construction phases.
- **Researching and analysing stakeholder and community input** and preferences in relation to existing local issues, challenges and opportunities.
- **Avoiding communication and consultation fatigue** among key partners, stakeholders and communities over programme lifecycles by using appropriate tools and timing for engagement.
- **Building positive relationships** with partners and stakeholders to obtain timely and meaningful inputs into programmes and leave a legacy of goodwill.

What is engagement and why we engage

Simply put, “engagement” is any interaction with anyone who may be interested in or affected by our work. Whether we send out project information via digital or traditional channels, promote events, organise meetings and workshops, or gather feedback from communities – these all fall under ‘engagement’.

We engage with Auckland’s diverse communities and stakeholders to seek input and feedback, to understand issues, priorities and opportunities.

We work across neighbourhoods throughout the city, from large long-term urban regeneration plans to small projects on specific sites. Our engagement approach is guided by considerations such as our statutory obligations and decision-making requirements as they relate to a specific site.

Our place-led engagement means that all our urban regeneration projects need to reflect the people, character and needs of the area. We use placemaking initiatives to build community participation and ownership as well as piloting ways of using places differently, testing options and bringing new energy and activity to a place.

Benefits of meaningful engagement

Engagement is an important element to assist in the long-term urban regeneration of our city. It has many benefits, including:

- People participation reinforces a sense of community buy-in, identity and a feeling of belonging.
- The dialogue with local communities and stakeholders enhances our decision-making through people sharing their aspirations, concerns and local knowledge with us.
- Effective engagement will help to promote sustainable decision-making by recognising and communicating the needs and interests of all participants.
- Building trusting and sustainable relationships with people in our neighbourhoods.
- Increase people's involvement and a sense of ownership in our projects.
- Enhance our reputation and satisfy statutory requirements.

How we engage

Following best practice not only improves current projects outcomes, but also establishes a sound basis for fruitful engagement on future issues.

The nature of our engagement activities depends on the type of programmes and the size of projects. We use community engagement to seek input and feedback into our plans, to understand issues, priorities and opportunities. This is achieved through innovative and best practice approaches. We also utilise placemaking to build community participation, ownership and buy-in. This includes piloting ways of using places differently, informing and testing options for future public space design and bringing new energy and activity to a place. This is achieved via such mechanisms as events, activations or regular face-to-face meetings.



- **Planned** engagement – we plan our engagement in a proactive way. Ensuring our engagement approach is holistic, joined up with others and in line with our engagement principles.
- **Fit for purpose** – There is no one-size fits-all approach to engagement. Our engagement is responsive to the nature of the work, the communities and stakeholders involved and the context of our wider programme of work.
- **Consistent** – We will provide people with a consistent Eke Panuku engagement style. We want the people we engage with to know what they are getting from engaging with us and be able to rely on us.

Using the IAP2 spectrum

The Eke Panuku approach to engagement is guided by the International Association for Public Participation (IAP2) spectrum. The IAP2 spectrum is internationally recognised as best practice for planning engagement.

The spectrum outlines five levels of engagement (refer to figure 1), four of which involve actively seeking feedback - consult, involve, collaborate and empower. All four include an element of 'inform' to raise awareness of projects amongst stakeholders and their ability to provide feedback.

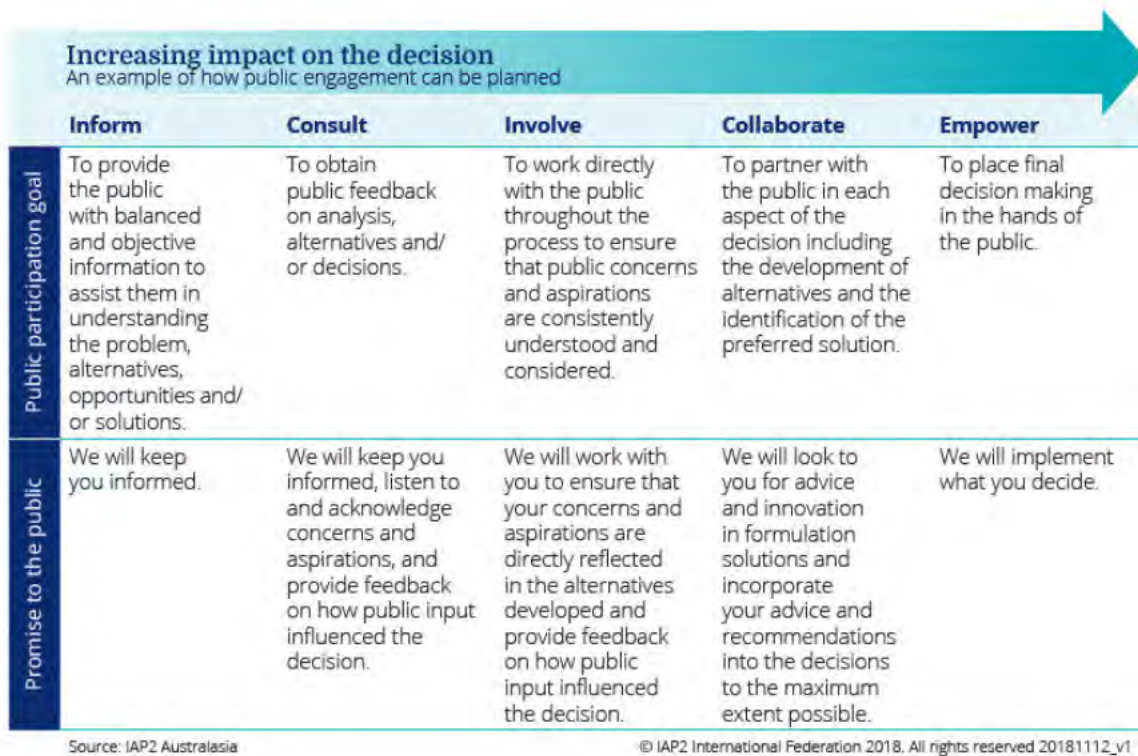


Figure 1 IAP2 Spectrum

Who we engage with

Engagement provides us with opportunities to share information with and hear from people who are interested in or impacted by our work. People’s views help shape our city into a place that reflects their needs and aspirations.

The people and organisations we engage with include:

Community/Stakeholder/ partner	Examples
People who live, visit, work in our neighbourhoods	Residents, formal and informal groups
Hard to reach communities such as ethnic and special interest groups	Cycling groups, youth groups, disability groups
The business community	Business associations, business owners, interested businesspeople/ groups and individuals
Elected representatives	Governing Body, Committees and local boards
Auckland Council whānau	Council-controlled organisations and departments
Central government agencies and ministers	Kāinga Ora – Homes and Communities, Waka Kotahi NZ Transport Agency
Members of parliament	Electorate MPs
Other agencies	Auckland Light Rail, City Rail limited
The media	Journalists and media commentators
Eke Panuku tenants	Tenants of commercial non-service properties we manage
Relevant industries	The property development sector, urban and landscape designers, architects, engineering firms

How we engage (tools and tactics)

We make use of a wide array of tools and tactics to engage with our partners and stakeholders, including but not limited to:

Internal Communications	External Communications	Placemaking
<ul style="list-style-type: none"> • Email updates • Kōrero (internal newsletter) • Info Hub / Kotahi (intranet) • Video 	<ul style="list-style-type: none"> • Newsletters • Email updates and memoranda • Eke Panuku website and social media channels • Meetings and workshops • Walking tours • Media, Auckland Council channels • Collateral (e.g. hoardings, billboards, posters, flyers and signage) • Other appropriate communications 	<ul style="list-style-type: none"> • Place Programming • Events • Interactive activities

Action Plan

We continuously review and refine our engagement practice to ensure we always do better. This action plan aims to support achieving our identified goals as outlined below

Goal	Actions	Success will look like:
Continue to empower and support relevant teams from across the organisation to engage confidently	Identify gaps in skills and build capacity through training, professional networks, and information sharing.	Stakeholders have trust in our processes and there is an increase in the percentage of stakeholders who are satisfied with the way we engage.
People feel engaged and valued throughout engagement processes	We will endeavour to involve communities and stakeholders early in our engagement processes. We will seek community involvement and ensure local ownership of projects.	There is a measurable increase in responsiveness by people to our engagement processes. Relationships with communities and stakeholders become more characterised as long-term rather than 'one-off' engagement.
Traditionally hard to reach groups (e.g. youth, and ethnic communities and others) are able to take part in our engagement	We will continue to support and invest in appropriate engagement methods to ensure views of such groups are understood and	Views from relevant groups are considered in our decisions. The groups are satisfied with our engagement processes

	considered in the decision-making process.	
Our engagement practice is planned genuine, fit for purpose and consistent	We will encourage and support learning and development opportunities and invest in the use of innovative, online best approaches to engagement.	<p>We are aware of and able to utilise innovations in the engagement space.</p> <p>Stakeholders have available a variety of tools to suit their needs and preferences to engage with us.</p>

Information paper: Memorandums of Understanding between Eke Panuku and mana whenua

Document author: Jordan Taiaroa, Principal Advisor Māori Outcomes

January 2023

Purpose | Huanga

1. To receive an update on the current Memorandums of Understanding between Eke Panuku and mana whenua.

Whakarāpopototanga matua | Executive summary

2. On 28 September 2022, Eke Panuku hosted a Rangatira hui with mana whenua leaders. Mana whenua representative Karen Wilson discussed how the proposed changes to the Selecting Development Partners Policy could affect the Memorandum of Understanding (MOU) between Eke Panuku and Te Ākitai Waiohū. In response, the Board has asked for an update on the existing MOUs with mana whenua.
3. Eke Panuku has three current non-binding MOUs with mana whenua groups:
 - Te Ākitai Waiohū (signed in 2016)
 - Ngāti Te Ata Waiohū (signed 2016)
 - Te Rūnanga o Ngāti Whātua (signed in 2017).
4. The MOU between Ngāti Te Ata Waiohū is a high-level two-page document that declares an intention to partner on mutually beneficial projects. The Te Ākitai Waiohū and Te Rūnanga o Ngāti Whātua MOUs are detailed documents describing the cultural and commercial aspirations of their iwi. None of the MOUs have been reviewed since they were signed.
5. In 2016, Eke Panuku invited our other mana whenua partners to sign MOUs with us. However, no additional mana whenua groups accepted the opportunity. In 2020, Eke Panuku invited mana whenua to formalise our relationship through a relationship agreement, but this was also refused by mana whenua.
6. The existing MOUs require Eke Panuku to engage with mana whenua on mutually beneficial cultural, social, and commercial outcomes. For example, the sale of property, design, naming, and placemaking. Eke Panuku will continue to meet our obligations created by the MOU through our ongoing engagement work with mana whenua.
7. In October 2022, Eke Panuku invited mana whenua representatives from Te Ākitai Waiohū, Ngāti Te Ata Waiohū, and Te Rūnanga o Ngāti Whātua to comment on the existing MOUs. Due to resource limitations, mana whenua cannot undertake a review of the current documents.

8. In summary, Eke Panuku is meeting our obligations created by the current MOUs we have with mana whenua. Eke Panuku has invited mana whenua groups that do not have an MOU with us to enter into a relationship agreement. We would respond positively in the future if we get a formal request from mana whenua.

Matapaki | Discussion

9. The MOUs provide a partnership framework that outlines how Eke Panuku and mana whenua work together for mutually beneficial cultural, social and commercial outcomes and how to interact on specified issues.
10. Eke Panuku currently has three signed MOU between three mana whenua iwi within Tāmaki Makaurau. Those iwi are:
 - Ngāti Te Ata Waiohua
 - Te Rūnanga o Ngāti Whātua
 - Te Ākitai Waiohua.
11. MOUs are non-binding agreements but the relevant parties are expected to honour them in good faith.

Our memorandum of understanding with Ngāti Te Ata Waiohua

12. In 2016, Eke Panuku and Ngāti Te Ata Waiohua signed an MOU (Attachment A).
13. The MOU, although brief, outlines principles that guide the partnership to ensure collaboration between both entities. This will promote Eke Panuku and Ngāti Te Ata Waiohua to identify aspirations, goals and opportunities to work towards ensuring intergenerational wealth for Ngāti Te Ata Waiohua.
14. The MOU also encourages the exploration of potential alignment of shared objectives, including joint ventures in commercial, cultural and environmental initiatives.

Our memorandum of understandings with Te Rūnanga Ngāti Whātua and Te Ākitai Waiohua

15. In 2017, Eke Panuku signed separate MOUs with Te Rūnanga o Ngāti Whātua (Attachment B) and Te Ākitai Waiohua (Attachment C). The two MOUs have the same structure.
16. The documents highlight that Eke Panuku and the mana whenua groups each aspire to a constructive, open and dynamic relationship that reflects their commitment and contributes to desired outcomes of both parties.
17. The MOUs cover a range of issues:
 - a. An acknowledgement of the principles of te Tiriti o Waitangi.
 - b. An acknowledgement of the following engagement principles: mana motuhake, presumption of interest, and effective participation.

- c. An outline of themes/matters Eke Panuku will consult with iwi on.
- d. Remuneration for mana whenua representatives.
- e. The range of topics that Eke Panuku will discuss with mana whenua.
- f. Commercial opportunities within the Eke Panuku property portfolio.
- g. Handling sensitive information.

Analysis I Tātaringa

- 18. The Māori Outcomes team has contacted iwi groups that hold current relationship agreements with Eke Panuku, and iwi have signalled updating these documents is a low priority for them. If mana whenua were interested, we could refresh the agreements to respond to new organisational policies.
- 19. Eke Panuku is confident that we comply with the spirit and intent of our existing MOUs. Although there is a lack of desire from iwi to refresh relationship agreements with Eke Panuku, the spirit of these documents has been embedded into our new selecting development partners policy.
- 20. The Selecting Development Partners Policy does not impact how we give effect to the memorandum of understanding but rather enhances what has been laid out within each MOU. The policy ensures we maintain a transparent, fair and partnered approach with mana whenua, on all commercial, disposal and development opportunities offered by Eke Panuku.

Ngā tāpirihanga | Attachments



Director interests at 19 December 2022

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

Member	Interest	Company / Entity	Conflicts pre-identified?
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David I. KENNEDY	Director	Eke Panuku Development Auckland Limited	
	Chair	Beachlands South GP Ltd (JV between NZ Super Fund and Russell Property Group)	
	Member	Business Reference Group Te Arotake Future for Local Government	
	Director	Cathedral Property Limited	
	Director	Grantley Holdings Limited	
	Chair	Kaha Ake GP Ltd (JV between NZ Super Fund and Classic Developments)	
	Director	Naylor Love	
	Trustee	New Zealand Housing Foundation	Possible
	Chief Executive	Te Kaha Project Delivery Ltd	
	Director	Westhaven Marina Ltd	

John COOP	Director	Eke Panuku Development Auckland Limited	
	Managing Director and Principal	Warren and Mahoney	Possible

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

Member	Interest	Company / Entity	Conflicts pre-identified?
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Steven EVANS	Director	Eke Panuku Development Auckland Limited	
	Member	Construction Industry Accord Residential Sector Reference Group	
	Chief Executive	Fletcher Building LTD	Yes
	Director	Homai General Partner Limited	
	Director	Okahukura GP Limited	
	Member	Steering Group Construction Industry Accord	
	Director	Tauoma FRL Limited Partnership	
	Board Member	Urban Development Institute of New Zealand	Yes

Susan HURIA	Director	Eke Panuku Development Auckland Limited	
	Director	Accessible Properties NZ Ltd	
	Chair	Leaderbrand Holdings and associated entities	
	Director	Ospri and associated entities	
	Director/Shareholder	Rawa Hohepa	
	Director	Royal College of General Practitioners	
	Director/Shareholder	Susan Huria Associates (2003) Limited	

Kenina COURT	Director	Eke Panuku Development Auckland Limited	
	Shareholder	Arrakis Limited	
	Director	Banking Ombudsman Scheme Limited	
	Director	BDE Bonus Limited	
	Director	Business in the Community (2013) Limited	
	Director	Business Mentors New Zealand Limited	
	Director	CP Resettlement Trustees Limited	
	Director	Eight Peaks Holdings Limited	
	Director	Fale Developments Limited	
	Director	Fortitudine Trustees Limited	
	Director	Greer Family Trustees Limited	
	Director	Holly Corp Trustees Limited	
	Director	Huma Holdings Limited	

Member	Interest	Company / Entity	Conflicts pre-identified?
Kenina COURT (cont'd)	Director	IBS.	
	Shareholder	IBS Corporation Limited	
	Director	It's Happened Trustees Limited	
	Director	KW Westgate Limited	
	Director	Lovelock Trustees Limited	
	Director	Lujato Trustees Limited	
	Director	M&G Trustees Limited	
	Director	Market Kitchen Limited	
	Director	Nathan Whanau Trustees Limited	
	Director	New Gipsy Limited	
	Director	NTA Holdings Limited	
	Director	Oceania Career Academy Limited	
	Director	Pathfinder Management Partner Limited	
	Director	Pathfinder Trustees Limited	
	Director	Pathsol Limited	
	Director	PGFT Trustees Limited	
	Director	Platinum Securities Limited	
	Director	PSL Freedom Limited	
	Director	Rice Family Trustees Limited	
	Director	Silvereye Investments Limited	
	Director	Slice Limited	
	Director	Stak Trustees Limited	
	Director	Twinlion Trustees Limited	
Director	Up Skill Teams Limited		

Director meeting attendance register – 2022 / 2023

	2022						2023					TOTAL
	27 Jul	24 Aug	28 Sep	26 Oct	23 Nov	16 Dec	22 Feb	22 Mar	26 Apr	24 May	28 Jun	
P. Majurey	✓	C A N C E L L E D	✓	✓	✗	✓						
D. Kennedy	✓		✗	✓	✓	✓						
J. Coop	✓		✓	✓	✓	✗						
K. Court	✓		✓	✓	✓	✗						
S. Evans	✗		✓	✗	✓	✓						
S. Huria	✓		✓	✓	✓	✓						
J. Kerr	✓		✓	✓	✓	✓						

LOA – Leave of absence

Minutes of the meeting of directors of Eke Panuku Development Auckland Limited, held in partly **confidential** session, in person at 82 Wyndham Street, Auckland and online via Teams, on Friday 16 December 2022 commencing at 8.30am.

<p>Attending</p>		<p>Board: Paul Majurey – Chair, David Kennedy – Deputy Chair, Steve Evans, Susan Huria, Jennifer Kerr</p> <p>Executive: David Rankin – Chief Executive, Gyles Bendall – GM Design & Place, Alaina Cockerton – Head of People & Culture, Angelika Cutler – GM Community & Stakeholder Relations, Carl Gosbee – Chief Financial Officer, Brenna Waghorn – GM Strategy & Planning, Marian Webb – GM Assets & Delivery, Ian Wheeler – Chief Operating Officer, Allan Young – GM Development, Kathy Crewther – Governance Manager</p> <p>In Attendance: Selio Solomon (Board Intern)</p>
<p>Opening remarks</p>		<p>The meeting opened with a karakia at 8.30am.</p>
<p>1.1 Procedural motion to exclude the public</p>	<p>1 12/22</p>	<p>Pursuant to clause 12.3 of the Eke Panuku Constitution, the public be excluded from confidential papers or parts thereof, so that commercially sensitive issues can be discussed.</p>
<p>1.2 Apologies</p>	<p>2 12/22</p>	<p>Apologies were noted from John Coop and Kenina Court. Apologies for early departure were noted from David Kennedy.</p>
<p>2. Chief Executive's report</p>	<p>3 12/22</p>	<p>David Rankin, Chief Executive, introduced the report. The Board discussed the following matters:</p> <ul style="list-style-type: none"> Achieving Māori Outcomes within the Selecting Development Partners Policy <p>Daniel Haines, Head of Māori Outcomes, joined the meeting via Teams for this item.</p> <p>There has been further discussion with mana whenua as agreed with the Board. The main concern was that the criteria reflect the significance of the role of mana whenua.</p> <p>Confirmation was given that the 9% and 3% weightings are individual and specific.</p> <p>In referring to the 9% aspect, it was agreed that the wording should be amended to reflect “mana whenua or mana whenua partnering with other developers” rather than just using the term “mana whenua partners”.</p> <p>It was noted the Executive will utilise the evaluation criteria as part of the year-long trial of the approach. There will also be a further mana whenua forum discussion.</p> <ul style="list-style-type: none"> [REDACTED]

		<ul style="list-style-type: none">• [REDACTED]• Budget proposal [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]• Letter of Expectation The Board discussed the public report to the Governing Body 12 December on the letters of expectation for CCOs and the direction signalled for Eke Panuku. [REDACTED] [REDACTED]
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		<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> • Communications and engagement update <p>The GM Community & Stakeholder Relations gave an overview of our significant social media communication efforts. Board members are encouraged to look at social media platforms, follow Eke Panuku, make comment and show support, especially on LinkedIn.</p> <p>The focus around public communications and information will be to those who live, own property in or visit priority locations, noting there is no budget to target the whole region.</p> <ul style="list-style-type: none"> • [REDACTED] <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
3. Health and safety update	4 12/22	<p>Carl Gosbee, Chief Financial Officer, introduced the report. Paul Brown, Head of Health, Safety & Wellbeing, joined the meeting for this item. The Board discussed the following matters:</p> <ul style="list-style-type: none"> • The Clifton Court incident regarding discovery of a pipeline with asbestos still intact. It was noted that asbestos procedures were followed correctly and worked well. • Primary, secondary and tertiary responsibility under WorkSafe, and associated reporting obligations, noting the pipeline issue falls under the latter. There were no concerns or issues to note. <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
4.1 Financial reporting to Auckland Council 31 December 2022	5 12/22	<p>Carl Gosbee, Chief Financial Officer, introduced the report.</p> <p>The Board acknowledged the team for a job well done.</p> <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <ol style="list-style-type: none"> a. delegated the approval of the 31 December 2022 financial reporting pack to the Chief Executive and Chief Financial Officer; and b. approved the letter of representation to Auckland Council for signature by the Chief Executive and Chief Financial Officer.

6. General Business	12 12/22	There were no items of general business.
Close of Board meeting	13 12/22	The Chair thanked the Board and Eke Panuku team. The meeting closed with a karakia at 9:32am.

Read and confirmed

_____ **Chair**

_____ **Date**