

Board Report

Date

Wednesday,
27 July 2022

Venue

Eke Panuku office,
82 Wyndham Street
and online via Teams



Board agenda

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

When: Wednesday, 27 July 2022 | 10.00 am – 12.30 pm

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

Liaison councillor: Cr Efeso Collins

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

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

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

1.	Public meeting open 1.1 Eke Panuku Statement of Intent 2022-25
2.	Confidential meeting open 2.1 Procedural motion to exclude the public Put the motion that, pursuant to clause 12.3 of the Panuku Constitution, the public be excluded from confidential papers or parts thereof, so that commercially sensitive issues can be discussed. 2.2 Apologies
3.	Chief Executive's report
4.	Health and Safety 4.1 Health and safety report June 4.2 Capital project delivery management of health and safety responsibilities
5.	Decision papers 5.1 Property maintenance contract approval 5.2 Iwi investment grant 5.3 Own your own home portfolio go to market strategy

6.	Information papers 6.1 Optimisation opportunity 6.2 Willis Bond Residential Development, Wynyard Quarter 6.3 Priority location City Centre update 6.4 Risk management update
7.	Governance matters 7.1 Director interests 7.2 Director meeting attendance 7.3 Minutes of 22 June 2022 board meeting

Local Government Official Information and Meetings Act 1987.

7 Other reasons for withholding official information

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

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

(a) protect the privacy of natural persons, including that of deceased natural persons; or

(b) protect information where the making available of the information—

(i) would disclose a trade secret; or

(ii) would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information; or

(ba) in the case only of an application for a resource consent, or water conservation order, or a requirement for a designation or heritage order, under the [Resource Management Act 1991](#), to avoid serious offence to tikanga Maori, or to avoid the disclosure of the location of waahi tapu; or

(c) protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information—

(i) would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied; or

(ii) would be likely otherwise to damage the public interest; or

(d) avoid prejudice to measures protecting the health or safety of members of the public; or

(e) avoid prejudice to measures that prevent or mitigate material loss to members of the public; or

(f) maintain the effective conduct of public affairs through—

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

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

(g) maintain legal professional privilege; or

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

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

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

Eke Panuku Development Auckland (Eke Panuku)

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

Our name

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

Our vision

Creating amazing places.

Our mission

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

Our purpose

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

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

What we do

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

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

Decision paper: Statement of Intent 2022-25

Author: Kingsha Changwai, Planning and Reporting Manager

July 2022

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- approve the final Statement of Intent 2022-25 for submission to Auckland Council, subject to changes identified by the Board being made.

Whakarāpopototanga matua | Executive summary

1. The final Statement of Intent (SOI) addresses the comments by council on the draft SOI. It also includes updated information such as reference to the NZ Super Fund partnership and the agreed asset sales targets.
2. The final SOI is submitted to the Board for approval.
3. The final SOI will be submitted to the Council on 31 July after Board approval.
4. A copy of the final SOI and Council's feedback are included as Attachments A and B of this report, respectively.

Horopaki | Context

Matapaki | Discussion

Council comments addressed in final SOI

5. Eke Panuku submitted its draft SOI 2022-25 to council at the end of March 2022.
6. Council provided feedback on the draft SOI on 18 May 2022. We were advised that a substantial re-write was necessary to improve readability, however there was nothing of material impact in terms of the feedback. A copy of the council feedback letter is included as Attachment B to this report.
7. Our key responses to the council feedback include:
 - Providing more detailed information on how we contribute to council strategies, included in section 3 of the SOI, 'Response to council's strategic objectives. We have included more detailed information on how we contribute to Māori outcomes, Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan, Economic

Development Action Plan and Auckland Future Development Strategy and other strategies.

- We have structured the SOI around our strategic framework. It now provides more information on urban regeneration, property and marina management and sector leadership activities and response to risks, challenges and opportunities.
- We have now aligned the programmes and performance measures in part 2 of the SOI to the 'nature and scope of activities' in Part 1 of the SOI. This improves readability and alignment of sections in the document.
- We have enhanced the description of deliverables in the programmes with more information on each town centre.

Eke Panuku initiated changes:

8. We have also made some changes to the SOI to bring it up to date, since the draft was prepared.
9. We have included information on our partnership arrangement with NZ Super Fund. It is in pages 2 and 17, Message from Chair and CE and paragraph on partnerships and relationships respectively in the final SOI. This is a significant opportunity and, as this is no longer confidential, it has been included.
10. The \$70m Asset Recycle target agreed with the council has been included together with the \$21.7m Transform and Unlock asset sale target approved by the Board in June as part of the Business Plan approval.
11. We have changed the method of measuring Transform and Unlock sales targets from net to gross sale value. This will enable the measure to be calculated accurately and efficiently. It will also align the method to the way we calculate the asset recycle target. The cost of sale is not material, approximately 3% of the sale value but takes longer to calculate as we have to estimate final costs such as legal fees to calculate the result at year end. Gross values can be extracted easily from the unconditional sale contracts. Audit NZ has agreed to the change if we disclose the change in the SOI and restate the past T&U sales results using gross sale value.

Hīraunga | Implications

12. This section outlines all relevant implications for Eke Panuku.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

13. The main risks and mitigations associated with the recommendations in this report include the overall economic recovery, changing property market, construction industry challenges, the tight labour market, ongoing Covid-19 impacts and the council group budget.
14. A range of mitigations are set out in the SOI. These include Covid-19 controls and business continuity plan implementation, working closely with our stakeholders, community and development partners to manage the impact of changing property and construction markets, support the retention and attraction of skilled staff, applying cost

reduction measures in line with council budgets and providing input into legislative changes as part of the council family.

15. Eke Panuku will highlight issues, risks, challenges, and opportunities in our quarterly reporting to the shareholder.

Ngā ritenga ā-pūtea | Financial implications

16. The final SOI includes the final budgets approved by council.

Tauākī whakaaweawe Māori | Māori impact

17. The final SOI sets out our contribution to Māori outcomes through implementation of year 3 of the Eke Panuku Mana Whenua Outcomes Framework.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

18. The programme of work set out in the final SOI contributes to achieving objectives in the Auckland Plan and Development Strategy and the regeneration of town centres.
19. Stakeholders are not typically engaged in the development of our SOI, but more directly in the development of the programmes of work.

Ngā whakaaweawe rauemi | Resourcing impacts

20. Resources are covered through 2022-23 Annual Plan funding.

Tauākī whakaaweawe āhuarangi | Climate change impacts

21. The programme of work set out in the final SOI contributes to achieving objectives in the Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan. Feedback from the Equal Justice Project was received. It has been noted but did not necessitate specific references in the SOI.

Ngā koringa ā-muri | Next steps

- Board approves final SOI – 27 July 2022
- Board approved SOI submitted to council – 31 July 2022
- Board approved SOI published on website.

Ngā tāpirihanga | Attachments

Attachment A - Final SOI 2022-25

Attachment B – Auckland Council comments on draft SOI

July 2022

Ngā kaihaina | Signatories

Brenna Waghorn, GM Strategy & Planning

David Rankin, Chief Executive



Attachment A

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panuku

Statement of Intent

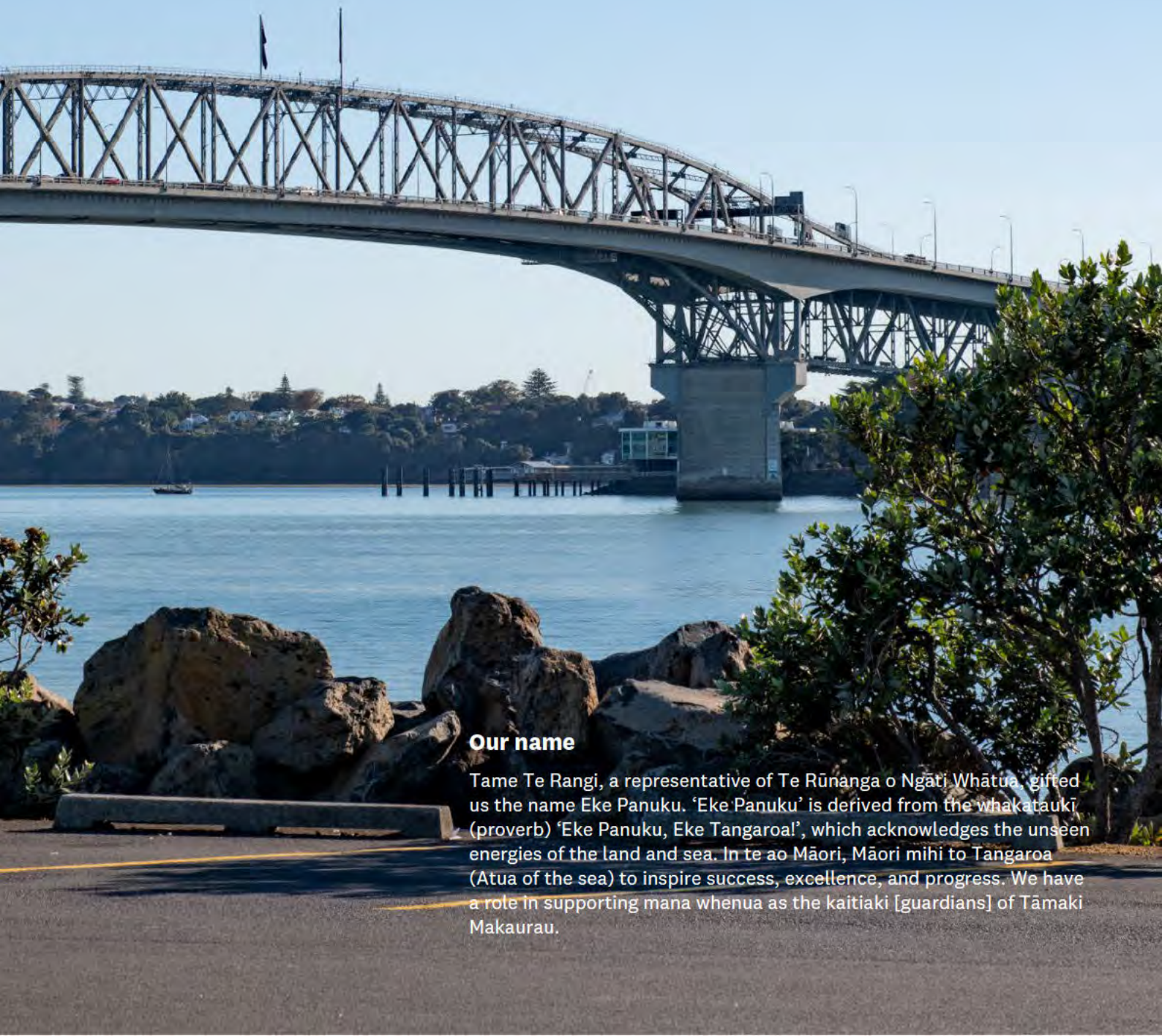
2022-25

ekepanuku.co.nz

Me Mihi

E ngā mana whenua, e ngā iwi e noho haumarua ana ki raro i ngā maunga whakahii o Tāmaki Makaurau, tēnā koutou kātoa. Mo te oranga o ngā iwi kātoa, me kaha tātou ki te mahi tahi hei tūtuki i ngā wawata o tēnei wāhi whānui.

To the people of the land and those residing under the sacred Tūpuna Maunga of Auckland, greetings to you all. Let us all work together to fulfil our dreams so that we may all prosper in this beautiful city.



Our name

Tame Te Rangi, a representative of Te Rūnanga o Ngāti Whātua, gifted us the name Eke Panuku. 'Eke Panuku' is derived from the whakatauki (proverb) 'Eke Panuku, Eke Tangaroa!', which acknowledges the unseen energies of the land and sea. In te ao Māori, Māori mihi to Tangaroa (Atua of the sea) to inspire success, excellence, and progress. We have a role in supporting mana whenua as the kaitiaki [guardians] of Tāmaki Makaurau.

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1.0 Message from the Chair and Chief Executive

He Kupu nā te Kaihautū me te Tumu Whakarae

Over the past three years, Eke Panuku has worked successfully with a wide range of partners to realise many changes across Tāmaki Makaurau.

The world we work in is changing fast and in the next three years, we are seeing our reach to create thriving town centres expand significantly. Our Statement of Intent sets out our focus areas to support Auckland Council's growth and climate change strategies over this period.

We are seeing Aucklanders change how they live and work in our neighbourhoods.

The need for well designed, walkable and sustainable neighbourhoods is in sharper focus following the COVID-19 pandemic. Our focus is on creating amazing places where people can make the most of local economic and social opportunities and get around them in more sustainable ways and support these neighbourhoods. We need to support communities through change to ensure these places continue to thrive.

We are leading the regeneration of the city centre in partnership with the council group, which was added to our programme at the end of 2021.

The new light rail route is proposed to pass through four Eke Panuku locations, providing greater opportunity for regeneration and new homes as a result. We will work with the council and government on this opportunity.

Enabling new healthy and affordable homes continues to be a focus for us over the next three years, as we bring a significant number of properties to the market to attract investment.

Our work with mana whenua is something that we are proud of and a relationship that will continue to have our complete focus. Eke Panuku is working to ensure that mana whenua is able to participate in property development, procurement and increasingly in other aspects of our work. Through these and other measures, Eke Panuku strives to achieve improvements for Māori wellbeing across Tāmaki Makaurau.

A new investment partnership between the NZ Super Fund and Eke Panuku aims to accelerate and improve the regeneration of town centres. We will embed this partnership and progress joint opportunities.

There is significant uncertainty in the economic outlook and a rapidly changing housing market. We expect that ongoing fluctuations in the global and local development supply chains will continue to challenge us, along with the tight labour market, increasing interest rates, tighter lending and inflation. The likely impact being that development of new homes and public spaces will take longer. Despite this, we are committed to setting a high bar for the development community to participate in our urban regeneration plans. We will seek partners and investment to deliver well designed and sustainable communities.

We will also continue to manage one of Auckland's most significant property portfolios. Our role is to ensure the city's property assets are well maintained, and where appropriate, the value is leveraged to provide additional financial returns to the council.

Paul Majurey – Chair

David Rankin – Chief Executive

Part 1

2.0 Strategic overview

Te tirohanga whānui ā-rautaki

2.1 Role and mandate

Te Tūranga me te mana whakahaere

Eke Panuku Development Auckland is the urban regeneration agency for Auckland Council. It leads the redevelopment of town centres and managing a significant property portfolio. As a council-controlled organisation (CCO), Eke Panuku prepares an annual Statement of Intent (SOI), in accordance with the Local Government Act 2002. This report publicly states the activities and intentions of Eke Panuku Development Auckland (Eke Panuku) for the next three years, and the objectives to which those activities will contribute.

This SOI was adopted by the Eke Panuku Board in July 2022.

Eke Panuku has two core functions:

1. Our urban regeneration programmes across Tāmaki Makaurau / Auckland, with a focus on town centres and locations agreed with Auckland Council.
2. Our property portfolio, where we manage \$2.3 billion of council’s non-service properties and provide property-related services to the council group.

Our activities help support sustainable and well-functioning urban environments and thriving, resilient communities. We seek to achieve an overall balance of commercial and public interest outcomes in carrying out our functions.

Our vision is creating amazing places.



Our approach to urban regeneration (A), portfolio management (B) and strategic leadership (C), and our key activities, are presented throughout this document.

3.0 Response to Council's Strategic Objectives

Te Urupare ki ngā Whāinga Rautaki a te Kaunihera

3.1 Contribution to the Auckland Plan and council strategies

Te āpitihanga ki te Mahere a Tāmaki Makaurau me ngā rautaki a te kaunihera



Auckland is the fifth largest city in Australasia and is expected to reach 2.3 million by 2050. This growth is putting pressure on housing supply and affordability, as well as increasing the demand for infrastructure investment to support growth.





The Auckland Plan adopted by Auckland Council in 2018, is the long-term spatial plan for Tāmaki Makaurau Auckland. It includes a Development Strategy and six outcomes that set Auckland's strategy to 2050. It considers how we will address our key challenges of high population growth, shared prosperity, and environmental degradation.

Auckland Council has determined through the Auckland Plan that a quality compact urban form is the most effective way to provide infrastructure and services now and in the future. It has ambitious plans to accommodate two thirds of future growth within the existing urban area.

Facilitating brownfield redevelopment is the most significant factor to achieve a quality compact urban form. Vibrant, low carbon town centres with frequent transport services and great walking and cycling access, that offer housing choices and amenities is at the heart of the Auckland Plan.

This table sets out how Eke Panuku contributes to the implementation of the six outcomes and the development strategy of the Auckland Plan:

Auckland Plan Outcomes	Our outcomes	How Eke Panuku contributes
 Belonging and participation	Supportive community	<ul style="list-style-type: none"> Implement inclusive placemaking, that ensures local people play a strong collaborative role in the building of their public places. This helps create the kinds of places where people feel a strong relationship and commitment to their communities. Improve the function of town centres to create a heart for a local community that is vibrant, attractive and accessible to all (via design, planning and project delivery). Partner with Community Facilities to deliver accessible, multi-functional community facilities for the future. Engage local communities on local projects and urban change (increasing participation and sense of pride).
 Homes and Places	Urban living – residential choices & high quality urban development	<ul style="list-style-type: none"> Lead urban regeneration and development programmes, planning for and facilitating thriving town centres. Create quality public spaces that are inclusive, accessible and contribute to urban living and civic life. Facilitate new, well designed, sustainable homes that meet changing needs and preferences, working with Kāinga Ora, iwi groups, community housing providers (CHPs) and private partners.

	Partnership with mana whenua and Māori outcomes	<ul style="list-style-type: none"> • Enable commercial opportunities and capacity building for iwi to grow intergenerational wealth. • Reflect mana whenua mātauranga and Māori design principles in public realm projects to showcase Māori identity. • Provide placemaking opportunities to celebrate and showcase vibrant Māori culture including working with rangatahi. • Create environmental outcomes to restore and enhance the mauri of Tāmaki Makaurau. • Support te reo Māori to flourish.
<p>Māori identity and wellbeing</p>		
	Integrated transport	<ul style="list-style-type: none"> • Facilitate low carbon transit-oriented development by bringing people and housing closer to transport networks, to leverage the existing investment and provide increased transport choices. • Partner with Auckland Transport, Waka Kotahi (NZTA) and others (e.g. CRL, local boards) to improve connectivity and help make walking, cycling, and public transport the preferred choices for more Aucklanders.
<p>Transport and access</p>		
	Healthy natural environment and unique identity	<ul style="list-style-type: none"> • Facilitate quality urban development in town centres, to support a quality, compact urban form and more sustainable transport modes. • Facilitate energy and water efficient homes, and waste minimisation in developments and events. • Partner with others to restore environments as Auckland grows, to facilitate stream and open space enhancements and the objectives of the Urban Ngahere Strategy. • Ensure new development reflects the character and indigenous stories of an area or place, through place-led design.
<p>Environment and cultural heritage</p>		
	Prosperous & robust local economy & revenue for council's LTP	<ul style="list-style-type: none"> • Partner with Tātaki Auckland Unlimited and others to integrate economic outcomes and to provide opportunities for business and employment growth in the regeneration of town centres. • Provide opportunities for Māori and Pacifica businesses and social enterprises through sustainable procurement. • Create commercial and strategic value from council surplus sites. • Provide funding for the LTP through the operating surplus from the property portfolio and marinas.
<p>Opportunity and prosperity</p>		

3.2 Māori Outcomes

Ngā Hua ki te Māori

To respond more effectively to the needs and aspirations of mana whenua entities and Māori Communities, the Auckland Council Group developed **Kia Ora Tāmaki Makaurau**, a Māori outcomes performance measurement framework. The wellbeing-focused framework captures the outcomes that Māori have identified as mattering most for their whānau, marae, iwi, and communities.

Our specific contribution includes:

- Kia ora te Umanga – through facilitating commercial development opportunities and opportunities for Māori artists, designers and businesses.

- Kia ora te reo – through enabling te reo Māori to be seen, heard, spoken and learned, including in projects, places and parks.
- Kia ora te Ahurea – through events and the design of public spaces that reflects and promotes Māori culture and identity within the environment, and values mātauranga Māori.
- Kia ora te Taiao – through initiatives with Māori which protect and improve the environment, improve water quality and reduce pollution.

Mana whenua has co-developed a Mana Whenua Outcomes Framework with Eke Panuku. We will complete the actions in this three-year framework before adopting a new Achieving Māori Outcomes (AMO) plan aligned with the council group Kia Ora Tāmaki Makaurau, next year.

We continue to build a strong relationship with mana whenua iwi to facilitate Māori outcomes through urban regeneration. We will seek to develop a relationship with mataawaka where this is supported by council leadership and resource. We will also continue to build our collective capacity to respond to our te Tiriti o Waitangi obligations.

3.3 Te Tāruke-ā-Tāwhiri – Auckland’s Climate Plan

Urgent climate action is required to reduce emissions as well as building resilience to the already changing climate. **Te Tāruke-ā-Tāwhiri: Auckland’s Climate Plan**, sets out a plan for the region to reduce greenhouse gas emissions by 50 per cent by 2030, reach net zero emissions by 2050 and create a pathway to prepare for the impacts of climate change.

Eke Panuku has a Climate Change Strategy which responds to this direction and ambitious targets.

Our work in delivering well designed, intensive mixed-use developments, integrating land use and transport, and incorporating sustainable building approaches is a critical contribution to reducing emissions and the transition to a low carbon, resilient city. Our developments must meet minimum design standards (Homestar 6 and Greenstar 5 ratings by the New Zealand Green Building Council).

In our masterplanning we consider the changes necessary to respond to the already changing climate.

We are working with the council group to prepare a group climate change risk management plan and implement processes to manage climate risks across the group, undertake climate disclosure reporting and complete a climate-risk governance assessment.

Supporting the council’s **Waste Management and Minimisation Plan 2018**, we are committed to working towards zero waste events, reducing construction and demolition waste, and supporting sustainable procurement.

Supporting Auckland’s **Urban Ngahere (Forest) Strategy 2019** we explore opportunities to increase access for residents, enhance or create ecological corridors and connections, protect mature, healthy trees and manage urban forest on council land.

3.4 Supporting implementation of other plans and strategies

As lead agency for the city centre, we collaborate with the council group to implement the **City Centre Masterplan**. We support implementation of the **Economic Development Action Plan**, specifically the “Local Tāmaki Makaurau” focus area, through implementing our *Thriving town centres: Guidance for urban regeneration in Tāmaki Makaurau / Auckland*, in the Eke Panuku locations and facilitating urban regeneration of town centres. Strong, thriving and resilient local economies will provide the foundations to ensure that Auckland’s sub-regional economies and regional economy become more resilient, enabling greater economic prosperity.

Eke Panuku is committed to working collaboratively with the council group to efficiently plan for and prioritise growth and intensification. This includes contributing to the development of the Auckland **Future Development Strategy** and the **Infrastructure Strategy** and participation in the further development of organisational strategic priorities.

We are committed to working with the council to translate these and other council-led strategies into meaningful action, including to identify, align and prioritise actions that can be resourced.

The Eke Panuku urban regeneration programme is agreed with the Council as will the addition of any new locations to our programme.

4.0 Nature and scope of activities – ‘what we do’

Te āhua me te whānui o ngā mahi – ‘tā mātou e mahi nei’

Eke Panuku Development Auckland (Eke Panuku) delivers urban regeneration across the city. Eke Panuku also manages and maintains approximately \$2.3 billion of the council’s non-service properties and provides property disposal and acquisition services.

4.1 Programmes and activities to deliver our outcomes and vision

This table provides a summary of the nature and scope of Eke Panuku activities and how our activities, programmes and performance measures align to our strategic outcomes and vision.

Our vision and purpose		
<p>Creating amazing places</p> <p>Urban regeneration agency for Tāmaki Makaurau Auckland, with a dual purpose to:</p> <ol style="list-style-type: none"> 1) redevelop urban areas through regeneration programmes 2) manage the diverse (non-service) property portfolio and provide property services to the council group 		
Our operational context		
<p>Factors affecting our operating environment</p> <p>The ongoing impact of COVID-19 and other external factors, such as competitive labour market, supply chain issues and construction costs, tighter lending and rising inflation, property market uncertainties and strategic policy reforms, are the key factors impacting the delivery of our current programmes and business activities.</p> <p>The challenges facing the council’s budget particularly in the short and medium term, will impact council services and priorities as well as progress towards the implementation of the Auckland Plan, Te Tāruke-ā-Tāwhiri: Auckland’s Climate Plan, meeting council’s greenhouse gas emissions targets and contributing to Māori outcomes.</p>		
Strategic outcomes		
Catalyse urban redevelopment to achieve thriving town centres and places (A)	Create strategic value from property assets (B)	Provide sector leadership in sustainable urban regeneration (support our core functions) (C)
<p>Thriving town centres¹ are places that enable growth and enhance:</p> <ul style="list-style-type: none"> • High quality urban development • Unique identity • Supportive community • Integrated transport • Healthy natural environment • Urban living – residential choices • Prosperous & robust local economy 	<p>Driving strategic and commercial value from council property assets:</p> <ul style="list-style-type: none"> • Revenue for Council’s LTP • Deliver services to tenants, berth holders and other specialist property services 	<ul style="list-style-type: none"> • Climate and sustainability action • Partnership with mana whenua and Māori outcomes • Placemaking and activation • Effective partnerships and relationships • Quality design • A highly collaborative business culture with a focus on leadership, innovation, learning and development • Looking after our health, safety and wellbeing

¹ Thriving Town Centres: Guidance for urban regeneration in Tamaki Makaurau Auckland, was prepared by Eke Panuku in early 2022.

How our Programmes and business activities aligned to our outcomes

<p>Urban regeneration programmes by location</p> <p><i>Leading urban regeneration through commercial strategy, public good investment and placemaking</i> (our three levers), in the following agreed locations:</p> <ul style="list-style-type: none"> • North – Northcote, Takapuna • Central – City centre and waterfront, Karanga a Hape and Maungawhau • West – Avondale, Henderson • Isthmus – Onehunga, Panmure • South – Manukau, Papatoetoe, Pukekohe, Ormiston • Regional - identify development opportunities via service property optimisation such as transport sites and support individual developments. 	<p>Property and marina management</p> <p>Business activities/ operations:</p> <ul style="list-style-type: none"> • Tenancy management • Marina management • Property maintenance • Other property shared services such as property acquisitions <p>Property and asset renewal programme</p>	<ul style="list-style-type: none"> • Implementing climate action response • Implementing the Māori Outcomes Framework • Partnerships and relationships - development partner and pipeline • Engagement and communications • People strategy • Future programme and sustainable funding model • Continuous business improvement • Performance monitoring
<h3>How our performance measures link to our outcomes and activities</h3>		
<ul style="list-style-type: none"> • New housing (dwelling numbers) • Gross Floor Area (GFA) commercial/retail (Business investment in town centres) • Public realm improvements (sqm) • Capital project milestones (public good) • Priority development location asset sales (T&U \$ sale target) • Revenue from asset recycling target agreed with the council/ regional development sales • Town centre outcomes monitoring 	<ul style="list-style-type: none"> • Capital project milestones (renewals) • Property occupancy • Property net surplus • Marina service satisfaction 	<ul style="list-style-type: none"> • Number of Māori initiatives delivered • Māori satisfaction on level of support received • Complaints resolved on time

A. Urban Regeneration

Urban regeneration is the planning of neighbourhoods to transform physical spaces and bring positive and lasting social, economic and environmental change alongside the community.

The map below illustrates the locations where Eke Panuku is leading urban regeneration, as agreed with Auckland Council. The places we work in range in size, from the Auckland city centre and waterfront, metropolitan centres such as Manukau and Takapuna, to smaller town centres such as Avondale and Papatoetoe.

With the approval of the council, Eke Panuku has advanced urban regeneration programmes for these locations. After significant engagement with mana whenua, communities, local boards, and our partners, plans are in place and delivery is underway.



At Eke Panuku, we have a bold ambition to achieve thriving town centres through place-based programmes and partnerships. Our vision is to create amazing places, and for town centres this means:

Tāmaki Makaurau / Auckland is a city of strong neighbourhoods with town centres that capture hearts and energise lives, unlocking potential and possibilities, where people can thrive.

As Tāmaki Makaurau / Auckland's urban regeneration agency, our focus is on strengthening and growing communities around thriving town centres.

Town centre regeneration is complex, and it involves the successful collaboration of many different people and organisations towards a shared vision. Eke Panuku takes an active role in bringing people together, facilitating and delivering that vision.

The activities we will do over the next three years to advance the regeneration of town centres are set out in the Statement of Performance Expectations, Part 2 of the SOI. We will provide the council with updates on the programmes through the quarterly reporting process.

We lead other development activities that also contribute to urban regeneration across many parts of the city outside of our town centres:

Affordable housing for older people

Haumarū Housing is a limited partnership between the Auckland Council and The Selwyn Foundation, providing safe and affordable housing for older people. Haumarū Housing has a vision to be the leading provider of affordable rental housing for older people in New Zealand. The sixty-two villages have around 1400 units, that are home to around 1500 tenants (2021).

Eke Panuku works with Haumarū Housing to redevelop the portfolio, to refurbish existing villages and build new homes that meet the health, social and community needs of older people. We are focussed on progressing new opportunities to expand the housing availability for the rising number of older Aucklanders who are reaching retirement in need of affordable rentals. We are currently working in partnership with Haumarū Housing, Kāinga Ora and the Ministry of Housing and Urban Development to grow the portfolio and are expecting to bring on stream more than 90 one-bedroom units in two developments in North and West Auckland.

Regional programmes

We are working with Auckland Transport to identify Transport-Oriented Development (TODs) opportunities. TOD is development occurring alongside or within close proximity of transport stations and routes. TOD is an urban regeneration tool supporting thriving town centres. It aims to maximise the amount of homes, businesses and leisure space within walking distance of a public transport stop. Together we are working to facilitate more intensive urban development close to public transport to increase housing and transport choices.

Auckland Council has surplus sites that are no longer needed or are underutilised in a wide range of locations. Once approved for sale by council, Eke Panuku takes these to the market, setting out the development outcomes sought. This provides revenue to council as well as new homes and commercial spaces.

We are working with Auckland Council's Customer and Community Services and local boards to identify opportunities to redevelop and optimise properties that are used to deliver council services. This programme seeks to release value from underperforming service assets 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. Experience has shown that these are multi-stakeholder, complex, redevelopment programmes that require strong local board and council support to progress.

Over the next three years

Eke Panuku will continue to regenerate 12 neighbourhoods and the city centre. We will increase the vibrancy, safety and success of these centres by facilitating projects that will deliver new homes, purchasing strategic sites, public realm upgrades and activations to create walkable, well-connected neighbourhoods.

We will measure success through:

- Increased dwelling numbers and, where relevant, increases in commercial or retail space
- Delivery of new or renewed public open space
- Achieving targets for sale of sites for redevelopment and associated outcomes.

Across the region we will continue to work with Haumaru Housing to enable the delivery of more affordable homes for older people through optimising its property portfolio.

We will continue to work with Auckland Transport on transport-oriented development opportunities and with local boards on optimisation opportunities and continue to optimise the return to Auckland Council through its disposal programme. We measure success through:

- the number of properties identified for optimisation
- achieving agreed asset sales targets.

The council and Eke Panuku will begin working together on the medium-long term urban regeneration programme. The original Eke Panuku priority locations were agreed in 2015, with work in some of these locations due to be completed in three to five years. This work will include how urban regeneration will be funded in the future and will feed into decision-making on the 10-year Budget 2024-2034. There are many town centres that have strong urban regeneration potential, but work will only progress in line with budget priorities.

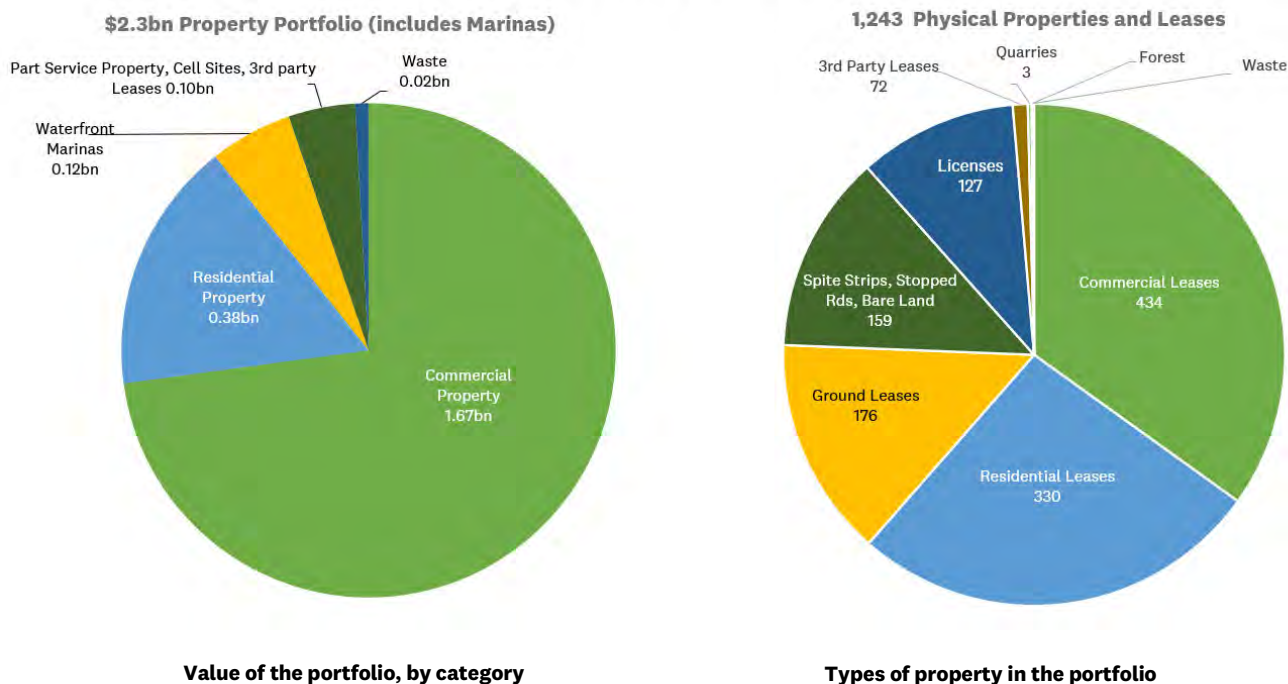
B. Property portfolio and marina management

Our portfolio management role includes the management of more than 1,200 properties and leases that are not currently being used to deliver services to the community but are owned by Auckland Council for a wide range of reasons. Of the total, around 400 properties (33%) are managed on behalf of Auckland Transport.

The properties are located across the region and are very diverse. The types of properties include commercial and retail including hospitality, homes, landfills, quarries and forestry. Some properties are held for future transport infrastructure projects such as the Eastern Busway, others are within Eke Panuku locations and will be developed to support urban regeneration, such as those in the Northcote town centre. Others are held for heritage protection and for other purposes. As a result, we work closely with the council group including Auckland Transport, Community Facilities, Healthy Waters and Corporate Property to develop shared objectives for these properties. In addition, we manage and operate the three council owned marinas - Westhaven, Viaduct and Silo.

The following diagrams illustrate the value and types of properties in the property portfolio.

Property Portfolio Profile - Portfolio value & leases



Our role is to drive strategic and optimal value from council group property assets in order to provide revenue for council. We optimise the returns from the property portfolio and maintain the properties to be fit for purpose in alignment with council group’s wider objectives. We provide tenancy management, property maintenance and renewals, and marina management.

The COVID-19 pandemic and associated restrictions has caused backlogs and delays in property inspections, planned repairs, maintenance and renewals, rent reviews, as well as rent arrears. In FY23 we will ensure continuation of tenancy and delivery on return targets. We will develop an asset renewal programme FY23-33, review and improve the asset management plans, and support urban regeneration through tenancy choices, retail and interim strategies. We will begin monitoring our managed waste streams, Eke Panuku common areas and public realm water and energy consumptions, healthy homes compliance and adopt green leases, where possible.

The city centre marinas provide world-class facilities for recreational boating, fishing, tourism and the marine industry. The marinas also enable the public to enjoy access and views along the water’s edge. Westhaven Marina is the largest marina in the southern hemisphere, with over 1,800 boats, four yacht clubs, a variety of marine business and hospitality establishments, refuelling facilities, fishing charters, a public boat ramp and public use pontoons, ‘learn to sail’ programmes, and many other facilities. Silo Marina provides berths for superyachts. A major marine supplies and chandlery cluster is within walking distance in the Wynyard Quarter and offers the chance for refit and servicing opportunities. Viaduct Marina is a boutique inner-city marina catering for superyachts and is the only marina in Auckland that can provide customs clearance for boats over 25m.

Our goal is to optimise the returns from the marinas, provide quality infrastructure and continue to improve marina customer experience. Our operational activities include leasing of berths, mooring of vessels, repair and renewal of assets and carrying out new developments. This includes floating structures, wharves, and dredging. We also co-host national and international marine events and work with other marine stakeholders.

Over the next three years:

We will continue to operate the non-service property portfolio, including the waterfront marinas, and we will undertake urgent renewals of critical assets.

We measure success through:

- the managed non-service property portfolio and marina budget results
- occupancy targets for the residential and commercial property portfolio
- marina satisfaction surveys.

Capital investment programme to repair, replace and maintain council assets – while the Eke Panuku renewals programme increases next year, the LTP does not provide funding beyond the renewal of critical assets in the portfolio.

C. Sector leadership

As Auckland Council's urban regeneration agency, we seek to demonstrate leadership in the following areas:

Thriving town centres – sharing our experience

Delivering best practice urban regeneration outcomes and processes, as set out in our recently endorsed Thriving Town Centres guidance for urban regeneration in Tāmaki Makaurau, is our commitment.

Our Thriving Town Centres guidance, completed in 2022, with significant input from our stakeholders and partners, defines our core principles and critical success factors based on social, environmental, cultural and economic values. It describes our strategic urban regeneration approach and how we support climate action, low-carbon lifestyles and Māori outcomes, while facilitating new homes with better transport choices and enabling economic opportunities.

This guidance, available on our website, consolidates the experiences and lessons learnt from the urban regeneration of our town centres. We hope these provide insights and advice for others on how urban regeneration activity is delivered in a New Zealand context.

People and place are at the heart of our work – our approach to town centre regeneration builds on the following foundations that are woven throughout our principles and criteria: Mana whenua outcomes; regenerative practice; equity and communities of greatest need. These are illustrated on the next page.

Greater focus on equity and communities

Auckland Council has prepared the **Ngā Hapori Momoho Thriving Communities Strategy 2022 – 2032**. Eke Panuku through its programmes and activities contributes to addressing barriers to participation, addressing equity and affordability. Our key opportunities to leverage wider outcomes are through:

- social procurement, supporting supplier diversity including social enterprises, Māori and Pacifica businesses, and waste minimisation
- placemaking, ensuring we reach a diversity of communities in our neighbourhoods
- ensuring residential choices enable access to employment and services, working with a wide range of partners
- other partnership opportunities e.g. working more with Auckland Council Group including The Southern Initiative and Tātaki Auckland Unlimited, and with Kāinga Ora.
- ensuring town centres are designed to be inclusive and accessible.



Thriving Town Centres, foundation principles and criteria

Climate change

Te huringa o te āhuarangi

Our climate change focus areas address our corporate emissions as well as the outcomes delivered in our urban regeneration areas. We seek to provide leadership by:

- Setting and implementing sustainable performance standards for residential, commercial and mixed-use buildings and public realm developments, with climate adaptation and carbon reduction as key focus areas.
- Reducing destructive demolition practices and adopting and implementing deconstruction methods to facilitate the reuse of materials and reduce landfill waste.
- Delivering tactical urbanism and infrastructure projects that will enable and facilitate mode shift to walking and cycling in Eke Panuku neighbourhoods.
- Adopting sustainable procurement targets, supporting supplier diversity including Māori and Pacifica businesses and social enterprises, particularly in the west and south.

- Measuring and reducing our corporate emissions, through the delivery of initiatives around staff travel, waste minimisation and energy use.
- Working with council to support the production of a climate-related disclosure under the Taskforce on Climate-related Financial Disclosures (TCFD) framework.

Māori Outcomes

Ngā Hua ki te Māori

We are proud of our relationships and mahi with mana whenua and leadership in this space. Our focus includes:

- Implementing year three of the co-designed mana whenua outcomes framework
- Engaging with mana whenua on the pipeline of property sales to enable commercial opportunities
- Robust regular engagement with mana whenua to seek input to regeneration and property programme activities.
- Encouraging our development partners to engage with Māori businesses and supplier diversity intermediaries.
- Developing a capability building programme to increase the collective capability of our workers to meaningfully engage with the Māori communities we serve.
- Collaborating with Auckland Council through the Māori Outcomes Steering Group to achieve positive outcomes for Māori.

Within our neighbourhoods, we build public spaces and collaborate with the private sector to create commercial developments. These activities create significant opportunities for Māori to see themselves reflected within the landscape. We also undertake this work in a manner that restores te taiao.

Often mana whenua representatives are deeply involved in our work, an example is the signing of Te Whakaoranga o Te Puhinui Charter. The Charter represents our joint commitment to work together to return ora (health) to Te Puhinui - tangata, whenua and taiao.

Placemaking and activation

Placemaking is a process that fosters the making of vital public spaces; the kind of places where people feel a strong relationship with their communities, a commitment to making things better and the creation of built environments that people value as special. For Eke Panuku across our neighbourhoods this is achieved through:

- Supporting communities undergoing significant change
- Building trust and knowledge through relationships to ensure that regeneration fits with the characteristics of the place
- Developing an iterative Do, Learn, Do process to inform, test and foreshadow future design
- Community capacity building supporting social and economic regeneration.

Eke Panuku has a strong reputation for its placemaking approach, working with mana whenua, communities, CCOs, and through cross council collaborations.

Design and development quality

We pride ourselves on the quality of our **design**. Our team of urban and landscape designers ensure that our projects are functional, beautiful and in many cases, award winning. Independent design review through our Technical Advisory Group ensures we are achieving or leading best practice.

As Auckland Council's urban regeneration agency, we seek to demonstrate leadership within the development sector and across the disciplines involved in urban regeneration. Using council surplus land in the best way possible to implement the council's strategies and provide revenue to council is our ambition. Through the development agreements with our development partners we set out our expectations for high quality development including sustainable design.

Partnerships and relationships

We have a strong focus on relationships, partnerships and engagement including collaboration within the council group.

We use a wide range of tools to engage with our diverse communities including Social Pinpoint and community surveys. Community research and insights are shared across the council group to understand the views of local communities. This information informs our ongoing engagement and the way that projects are delivered.

A new investment partnership between the NZ Super Fund and Eke Panuku aims to accelerate and improve the regeneration of town centres in Tāmaki Makaurau. This partnership enables Eke Panuku to adapt to market changes over time and widen the footprint of our work at a time where the council finances are particularly challenged. The NZ Super Fund is looking for projects that are long term. It is a reliable and ethical investor, and the return it gets on its investment goes back to Aucklanders and New Zealanders to meet their needs in retirement.

The partnership is initially focused on development opportunities in the town centres in which we already work, such as Northcote and Panmure. Each project will be considered on a case-by-case basis, with NZ Super Fund investments made in line with its commercial mandate. Control and approval of urban development outcomes will remain with Eke Panuku, with Auckland Council and local boards, mana whenua and communities fully engaged on the projects.

Eke Panuku has supported the preparation and presentation of new joint CCO-Local Board engagement plans. This enables better alignment of CCO consultation activities with communities. For Eke Panuku this has included senior management participation and agreement on the level of engagement on programmes, projects and properties. We will continue to prepare a 6-monthly report to each local board.

We continue to focus on strengthening our relationship with the council group including Auckland Transport towards shared objectives.

Over the next three years

We will continue to strengthen our strategic leadership through implementing the Thriving Town Centres Guidance for urban regeneration in Tamaki Makaurau.

We will measure our success through our customer and stakeholder insights research, and through our Town Centre Monitoring.

We will embed the partnership with NZ Super Fund and progress joint opportunities.

Our performance measures include the number of Māori initiatives implemented and mana whenua support satisfaction survey.

We will report on our initiatives and progress, detailed in this section, in our reporting to the council.

4.2 Operating environment - Risks, challenges and opportunities

Ngā tūraru, ngā wero me ngā huarahi wātea

There are many factors that impact on the delivery of Eke Panuku programmes and achievement of performance targets. Eke Panuku will highlight issues, risks, challenges, and opportunities in our quarterly reporting to the shareholder.

- **Property market** – The residential property market sentiment has significantly changed since December 2021. Increasing interest rates, rising construction costs and tighter lending requirements have slowed the market considerably. We are moving to a subdued market which may increase the time it takes to find development partners, increase conditional periods, and impact strategic outcomes and value.
- **Construction sector** – ongoing problems with supply chains, labour shortages, high demand and escalating prices is impacting the wider construction sector. This will impact our ability to deliver capital projects including public realm and amenity improvements and renewals. It will impact the ability of our development partners to meet development milestones.

- **Labour market** - As a result of the strong development market reflected by the record levels of building consent approvals, the government's infrastructure and development programmes and the closed borders, there is competition in the market for specialist skills in urban regeneration, planning and design, development, project management and construction. Impacts include higher turnover, slower recruitment and pressure on salaries.
- **Council budget** - The Auckland Council Group is facing both rising investment demand and reduced investment capacity. Several key factors are affecting the group and its objectives. These include population growth, transport demand and congestion, our diverse population and changing needs, aging infrastructure and assets, climate change commitments and the uneven impact of COVID-19 on business sectors and communities across the region. We have carried out a review of our activities and programmes and have made the relevant adjustments through the 2022-23 Council Annual Plan process. We will work with council to implement any permanent cost reductions in the form of efficiency savings and service reductions from 2023/24 onwards based on the council set target and criteria.
- **Dependencies** - our programme delivery is impacted by both development partner, existing tenant, and council group dependencies, often out of our control. Examples include the timing of development staging by a private partner linked to market pre-sales, the preparation of a community needs assessment, and release and vacating of a council property for renewal or development
- **City centre** - While New Zealand's economy continues to weather the impacts of the COVID-19 pandemic better than expected, impacts on the city centre, including the hospitality industry, education, and tourism are being keenly felt. City centre activity has not returned to past levels which presents a range of challenges.
- **Underutilised assets of the council group** - Throughout the city there are underutilised and unsuitable property and sites that can be used more intensively through redevelopment and more intensive use or released for sale for reinvestment in other community assets. Within council there needs to be a stronger and more consistent focus on, and commitment to, identifying underutilised and unsuitable property.
- **Auckland Light Rail** and other transport investment will provide major opportunities for urban regeneration if the land use planning is well integrated early with the transport planning. Working with the council group and key stakeholders, including Auckland Light Rail, Auckland Transport, Waka Kotahi, Kāinga Ora, we will assess these opportunities as part of our future programme.

In response to these challenges and the wider operating environment, we will:

- Manage the impact of COVID-19 on the business, including recovery of business activities and programmes affected by COVID-19.
- Monitor and manage the impact of changes in the property market and construction sector on our business. We will also continue to work closely and strengthen our relationships with our development partners including private sector, community housing providers, Kāinga Ora and mana whenua iwi.
- Work with council to implement any permanent cost reductions in the form of efficiency savings and service reductions from 2023/24 onwards based on the council set target and criteria.
- Apply our people strategy to manage the impact of the competitive labour market and to support the retention and attraction of skilled staff which is key to our delivery performance.
- Contribute to government legislative changes and strategic policy reforms that impact our activity, through working with the council group.
- Support the implementation of the City Centre Masterplan as Lead Agency, ensuring better collaboration and integration to achieve outcomes.
- Implement the city centre recovery plan, with council group and city centre stakeholders.

5.0 About us – statement of the board’s approach to governance

Ngā kōrero mō mātou – he tauākī mō te huarahi ka whāia e te poari mō te mana hautū

Working in partnership with council group

Auckland Council works in partnership with its CCOs and the agreed approach to governance is outlined within the CCO Accountability Policy and the *Auckland Council: Statement of Expectations of substantive council-controlled organisations*, July 2021.

Eke Panuku engages with and reports to the council CCO Oversight Committee on the work programme set out in the Statement of Intent, performance, issues, opportunities and risks through the quarterly reporting.

Eke Panuku also engages with the Planning Committee for direction on urban regeneration planning and strategic outcomes, and with the Finance and Performance Committee for decisions on asset recycling.

Eke Panuku Board

Eke Panuku board has seven directors who bring a broad range of experience in property development and urban regeneration, construction, urban and architectural design, stakeholder engagement, people and culture, governance, strategy, performance management, health and safety, law, financial management and business development.

The Board Charter sets out the principles of corporate governance that assist the board in performing its duties. It outlines the various roles, responsibilities, and authorities of the board of directors, both individually and collectively, in setting the direction, the management and the control of the business.

The board’s core responsibilities are:

- Negotiate the Statements of Intent with the council
- Act consistently with the guidelines provided in the Statement of Expectations
- Actively review and direct the overall strategy, policies and delegations
- Obtain full and timely information to discharge its obligations
- Identify, evaluate and mitigate identifiable risk factors
- Manage and monitor the Chief Executives Performance
- Provide leadership in relation to key stakeholders

The Eke Panuku Board is supported by an Audit and Risk Committee.

The Eke Panuku Board has a regular programme of meeting with local boards in the locations where we work to discuss their aspirations and how we work together. The board visits the locations to see the projects first hand and discuss the issues and challenges and urban regeneration opportunities.

The Eke Panuku Board also meets with other CCO boards and the Independent Māori Statutory Board to ensure integration and work towards shared objectives. Regular engagement with mana whenua is supported by an annual Rangatira hui.

Board directors have a keen interest in the Eke Panuku team – supporting the executive’s focus on leadership, engagement, development, wellbeing and culture including the four behaviours: inspire, involve, enable, achieve. The board undertake regular health and safety audits visiting construction activity and business interests and support the overall health and safety culture.

The Eke Panuku Board approves all projects and site sales through application of a project management framework that is directly linked to board delegations; including programme business cases, development outcomes and “go to market” strategies.

5.1 Board meetings

Ngā hui a te poari

Eke Panuku is required to **hold two public meetings** a year under the Local Government, Auckland Council Act 2009.

Meeting purpose	Date	Form of Public Notification
Consider shareholder comments on draft SOI	July 2022	Advertisement in NZ Herald at least two weeks prior to meeting and on Eke Panuku website five working days prior.
Consider performance against SOI targets	October 2023	

Eke Panuku will hold as much of its monthly board meetings in the open as possible. A public-excluded session will be held at each meeting to discuss confidential matters.

Agendas and board papers (with confidential information redacted) will continue to be posted on the Eke Panuku website (Panuku.co.nz) prior to each meeting.

Members of the public are invited, via the Eke Panuku website, to present to the board on issues relevant to Eke Panuku. Board meetings are also held at various locations in Auckland to enable the Eke Panuku Board to meet with local boards.

Part 2:

6.0 Statement of performance expectation 2022/23

He tauākī mō ngā whāinga e pā ana ki te whakatutuki i ngā mahi

6.1 What we will deliver – three-year programmes 2022-25

Tā mātou e whakatutuki ai – Ngā tau e toru e tū mai nei

This Statement of Performance Expectation section sets out the key programme deliverables over the next three years (2022-2025). This statement aligns with our Strategic Framework and strategies outlined in Part 1 of the SOI to meet council and shareholder expectations. Our programmes and activities in FY22/23 are subject to approved budgets.

The successful delivery of programmes will be influenced by the effectiveness of actions and initiatives planned to address challenges and issues identified in our operating environment outlined in 4.2, which we will be monitoring during the financial year. Most significantly this includes the rapidly changing housing market, the ongoing impact of Covid-19 on staff and delivery partners, supply chain delays, inflation and the competitive labour market.

We will carefully monitor and manage the impacts of these issues and report to the shareholder on our performance against our programmes and performance targets through the quarterly reporting process.

Detailed below are some of the significant projects in our programmes over next three years.

Urban regeneration will be supported by a programme of place making.

A) Urban Regeneration Programmes by location

Te Hōtaka Whakarauora I ngā Wāhi o te Tāone

NORTH

NORTHCOTE

The long-term vision is to regenerate the shopping centre into an accessible, modern mixed-use town centre where people can live, work, play, and stay; where cultures are celebrated and connected by the Awataha Stream. Over the next three years, we will progress the design and construction of the community facility and surrounding public space with the council, secure a development partner for the town centre blocks, progress planning and infrastructure works and complete the Te Ara Awataha stage 1 reserve. We will also carry out placemaking activities to support the town centre regeneration activities and work with existing tenancies as the town centre is redeveloped.

2022/23

Northcote Community Hub and Public Realm

- Work in partnership with the council's Service Strategy and Integration team to obtain approval of the Community Hub concept design by the Kaipātiki Local Board. This is for the refurbishment and extension of the Mitchell Building, currently home to the Northcote Library, into a multi-purpose community hub, and integrated with Cadness Reserve. *(Refer to milestone in performance measure No.4)*

Town Centre Development

- The Northcote town centre will be taken to the market to seek a development partner/s to undertake the retail and residential development.

Te Ara Awataha Reserve

- Te Ara Awataha stage 1, Northcote reserve works. This greenway is designed for people to walk, cycle, play and meet in the Northcote neighbourhood. It will link up existing parks and open spaces and includes

stream restoration works, new native planting and improved amenity. (Refer to milestone in performance measure No.4)

2023-25 (2 years)

- Design and obtain consent for the construction of the Northcote community facility.
- Progress the development of the town centre sites with selected partner/s, obtaining subdivision consents and road stopping to create the proposed new roads, infrastructure and development.
- Continue to work in partnership with Healthy Waters on the Te Ara Awataha greenway and stormwater infrastructure, and progress upgrade of Jessie Scout Tonar Reserve, including an overland flow path and flood retention in Greenslade Reserve to enable surrounding development to proceed.

TAKAPUNA

Over the next three years we will contribute to a safe, accessible and vibrant town centre by completing the Waiwharariki Anzac Square, a new active public space in the centre of Takapuna, and the streetscape upgrades in Huron and Northcroft streets. We will also be selling several significant sites to enable high-density high-rise developments that will provide new housing choices and bring more residents and economic activity. These developments will include sustainable and environmentally friendly elements that contributes to the Greenstar Community rating. The placemaking programme will support the community changes, and regeneration activities.

2022/23

- Design and commence construction of **Huron and Northcroft Streetscape** upgrades to improve walking/cycling connection to Takapuna town centre and enhance the quality of street furniture, planting and lighting. (Refer to milestone in performance measure No.4)
- Construction of the **Waiwharariki Anzac Square**. The town square will 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. (Refer to milestone in performance measure No.4)
- Progress the sale of a site at **Auburn Street** Takapuna. The planned outcome is high-density high-rise residential accommodation with an estimated 150 new dwellings and 1,500sqm of new commercial space.
- Progress the sale of a site at **Hurstmere Road** to build 500 sqm of retail space and 15-20 apartments.

2023-25 (2 years)

- Progress the staged sale and development of the site at Anzac Street and Hurstmere Road with a potential development partners/company to create Takapuna Central, a mixed-use development over five sites surrounding the Waiwharariki Anzac Square.
- Sale of a site located at Huron street for a mix of commercial and residential outcomes.

Central

City Centre

Over the next three years we will lead the council group to support delivery of the City Centre Masterplan and implementation of the city centre recovery plan. We will progress a number of significant developments in the mid-town and downtown such as the Civic Administration Building, Downtown Carpark and the Symphony Centre. As part of the joint programme for the city centre, a comprehensive placemaking programme of activities will support visitor attraction, business activity and city centre recovery.

2022/23

- **City Centre** - implementing our lead agency role in collaboration with the council group and agreeing an integrated implementation plan and joint programme business case to guide the next phase of delivery of the City Centre Masterplan (CCMP).

- **Civic Administration building (CAB)** – monitor the completion of the redevelopment which restores the heritage building and provides 110 high quality apartments.

2023-25 (2 years)

- Work with our development partner on the Symphony Centre, the over-station development at Te Wai Horotiu station, to build a mixed-use building upon the completion of the CRL station. It will include new public space between Wellesley St and Aotea Square.
- Sale of **Downtown Carpark** to a development partner to deliver a high-quality sustainable mixed-use development that supports both daytime and night-time economy and contributes positively to Auckland’s cityscape.
- Ongoing implementation of agreed and funded priorities of the City Centre Masterplan.

Karanga a Hape and Maungawhau

Development around the new **Karanga a Hape and Maungawhau CRL stations** offers a significant opportunity to deliver vibrant, urban living. New homes will be delivered in a part of the city that is central, highly accessible and in close proximity to the emerging rapid transport network. The programme is being delivered in partnership with Kāinga Ora. Over the next three years we will facilitate the delivery of required infrastructure to enable development, agree development outcomes and commence a market process to seek private sector investment.

2022/23

- Complete the **business case for Karanga a Hape and Maungawhau**. Finish the infrastructure plan and work with Kāinga Ora to advance the agreed strategic outcomes.

2023-25 (2 years)

- The development approach and staging are agreed for Karanga a Hape and Maungawhau. Development will commence once the CRL stations are completed.

Waterfront Programme

Eke Panuku will continue to enable the building of new homes, enhanced public amenity and access; place activation and community engagement, and implementing the Waterfront Plan. Over the next three years we will complete the design of the public space and plan change for Wynyard Point to enable staged development in accordance with the Te Ara Tukutuku Plan. We will continue to consult on the use of Queens Wharf for events space, ferry and a cruise terminal.

We will progress a number of public realm projects and monitor the delivery of development outcomes by our development partners such as Precinct Properties and Willis Bond.

We will also support the Waterfront with the placemaking programme already established. We will continue to foster the social and cultural importance of lively neighbourhoods and inviting public spaces.

2022/23

- Engage a **design consortium** for Wynyard Point to lead on design for public realm and integration of future development sites in the Te Ara Tukutuku Plan. Created in partnership with mana whenua, our planning document sets the scene for the next phase of design and delivery on Wynyard Point over the next 15 years.
- Progress the plan change for **Wynyard Point** to enable the next tranche of open space, park and development.
- Progress stage 1 of the upgrade of the **seawall near the harbour bridge**, reducing potential for inundation of the road and protect our property assets and roading infrastructure.
- Obtain design and resource consent for physical works and improvements to **Auckland Harbour Bridge Park**. The project reinvigorates Harbour Bridge Park, connect it to the Westhaven Promenade and provide additional recreational access to the water as we expect the number of users will dramatically increase in the future.

2023-25 (2 years)

- Progress the **strategy and plans for Queens Wharf**. The objectives include the wharf being used for public space, an events space, ferry terminal and a cruise terminal.
- Secure a development partner for the long-term lease and development of **North Wharf**.
- Complete improvements to **Auckland Harbour Bridge Park**.
- Design of the **East West connection** public space upgrade, including new street furniture, new paving, shared spaces for pedestrian, cyclist and vehicle movement and flexible space that can be used for events.
- Work with our development partners to deliver new commercial space including a 2-level carpark as part of our development agreement.

West

Avondale

Avondale is close to the city centre, with good infrastructure and excellent access to public transport. Avondale has evolved into an area rich in culture, with a strong and vibrant community. The centre is realising its potential to accommodate significantly more people. Over the next three years working with partners, stakeholders and Kāinga Ora and the council family, we'll create the new residential neighbourhoods, public spaces and a purpose-built community facility. We'll also support town centre vitality and local business growth to create a prosperous community.

We will continue working with council's Service Strategy and Integration team on developing a new multi-purpose community facility and new town square.

We will progress property development opportunities and monitor the completion of outcomes in signed agreements that include high-quality residential dwellings and mixed-use retail, providing new housing and business opportunities.

Placemaking and other initiatives will be used to improve business growth and positively influence the perception of the Avondale town centre.

2022/23

- Continue to support and monitor the intensification of the Avondale town centre, including the completion of the Aroha development at 1817 Great North Road.
- Lodge resource consent for the new **Avondale Civic Precinct open space** that integrates with the Multi-Purpose Community Facility (MPCF) led by council's Service Strategy and Integration (Community Facilities) team.
- Work with Marutūāhu Ockham Group to progress the staged development of **Avondale Central**, a significant mixed-use residential development on a critical site that has been vacant for many years.
- Enable quality public access through proposed development sites including **18 Elm Street and Avondale Central** as part of enhancing the access and connection in the town centre.
- Complete a new **carpark at Racecourse Parade**, Avondale to support future town centre activity. (*Refer to milestone in performance measure No.4*)

2023-25 (2 years)

- Detailed design of the Avondale Civic Precinct.
- Continuing to support and monitor the programme of quality residential development.

Henderson

Henderson will become an Urban Eco Centre, enhancing the mauri of the twin streams. This will incorporate quality public realm, creative arts and sustainable Greenstar quality developments. Over the next three years, public realm investment projects will continue, like the walking, cycling and enhancement of rail corridor to improve connectivity within the town centre.

Placemaking initiatives are creating a positive vibe in Henderson and more activities are planned.

2022/23

- Design and obtain resource consent for the **Opanuku Link Bridge**. 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. *(Refer to milestone in performance measure No.4)*
- Concept plan for the upgrade of **Catherine Plaza**, Henderson is approved by the Henderson-Massey local board. *(Refer to milestone in performance measure No.4)*

2023-25 (2 years)

- Complete the construction of **Opanuku Link Bridge**
- Staged construction of the **Wai Horotiu Connection (Oratia Link)** providing a safe new connection over Oratia Stream, between new development sites and the town centre and improving the wider walking and cycling network.
- Upgrade of **Catherine Plaza** to support the vitality of the town centre businesses
- Enable development of the site at **Alderman Drive**, Henderson as a C40 low carbon development. The objective is showcasing of a sustainable, low carbon, residential development incorporating high quality urban design.
- Progress the sale of the **Falls Carpark** to enable the regeneration of the town centre.

Isthmus

Onehunga

The goal is to create a flourishing Onehunga that is well connected to its past, its communities and the environment, including the Manukau Harbour. Over the next three years, we will deliver the Waiapu Precinct public realm and development sites, progress master planning for the Municipal Precinct in Onehunga, and deliver the first in a series of works to open up parts of the Onehunga Wharf precinct to the public. These developments will create a series of new public spaces with great design, facilitating new retail and housing choices. Work will progress on the Town Centre to Onehunga Wharf shared walking/cycling path to improve connection to the waterfront and the new Manukau Harbour Bridge.

Placemaking initiatives will continue to focus on holding events around the town centre.

2022/23

- Undertake community engagement and finalise design and development agreements for the **Waiapu Precinct** public realm, commercial and residential development sites. Progress enabling works to ready the precinct for development.
- Progress masterplanning for the 5.8 ha **Municipal Precinct**. The masterplan will inform how this precinct integrates with adjacent precincts, support transport planning for the town centre in conjunction with Auckland Transport and guide future work around public realm, movement through the precinct and potential residential and community facility opportunities.
- Design for the 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.
- Monitor the development agreement outcomes for delivery at the Dress Smart Precinct. This includes pedestrian and retail access at street level of Dress Smart, linking to Onehunga Mall.
- Progress the concepts for the staged redevelopment of the Onehunga Wharf, undertake community engagement and progress enabling works to ready the wharf site for redevelopment.

2023-25 (2 years)

- Initiate construction works for the Waiapu Precinct public realm and the wider precinct enabling works.
- Upgrade of the public space on Paynes Lane to support the redevelopment of the Dress Smart Precinct and east-west corridor through to the Waiapu Precinct.
- Planning and consent for the construction of the Town Centre to Onehunga Wharf walking and cycling link.

- Complete the first in a series of staged development agreements for the sale of Waiapu Precinct residential development sites.
- Deliver the first stage in the Onehunga Wharf redevelopment plan and secure the port operations infrastructure.

Panmure

The focus is on reviving the Panmure town centre with new housing options, enhanced amenity, local connections and community facilities, building on the natural landscape (the maunga and the basin) and the great transport infrastructure. In the next three years, progress will be made on the redevelopment plans for the heart of the town around the Basin View Precinct and a new transport-oriented development in and around the train station.

Public realm investment will be progressed to create a well-connected network of high-quality urban spaces in the centre that enhances visitor experience and supports future residential growth in Panmure. We will start construction on the Lagoon Edge Reserve Enhancement - an urban waterfront park, and the Maungarei connection that will provide a connection to the maunga from the town centre. Development agreements will be completed or progressed to enable new homes. Placemaking initiatives will continue to focus on holding events around the town centre.

2022/23

- Progress **Basin View Masterplan implementation**. This includes planning for mixed-use development and a better visual and physical connection between the town centre main street (Queens Road) and Panmure Basin.
- Planning and design of the **Lagoon Edge Reserve Enhancement**. This is 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.
- Design for **Maungarei (Mt Wellington) connection Panmure**. This will provide an improved pedestrian connection to the Maunga from the town centre. Works include footpaths and cycling facilities, wayfinding and cultural interpretation for the Maunga. High amenity footpath (incorporating sections of cycleway as part of the future Tamaki Loop) between Queens Road junction with Jellicoe Road through to Mountain Road entrance to Maungarei.
- Streetscape and public realm upgrade at Clifton Court, Panmure. (*Refer to milestone in performance measure No.4*)

2023-25 (2 years)

- Development agreements are progressed on Kings Road and residual land associated with redevelopment of the Community Hub, Panmure. The project seeks to dispose the site at Kings Road, Panmure to enable building of up to 36 sustainable dwellings.
- Sale of the Gateway West site (Queens Road and Lagoon drive) is at conditional stage. The Gateway West Development seeks to catalyse mixed-use development at the entrance to the Panmure main street and set a standard for new urban buildings within the town centre such as Homestar 6 homes.

South

Manukau

Manukau is a thriving heart and soul for the south Auckland. The intent of the Manukau programme is to deliver, in collaboration with the Crown, a mixed-use urban core by redevelopment of both council and crown land holdings to create significant affordable new medium and high-density residential development, employment and education opportunities. This is supported by a range of joined up local and regional transport investments and a joint focus on improving water quality and places to walk, cycle and play along the Puhinui green spine. These will include upgraded local connections, improved public realm and ongoing place activation initiatives.

Over the next three years, we will implement projects that support the Puhinui Regeneration Strategy that aims to regenerate the green Puhinui area bordering Manurewa and Manukau.

We will continue to invest in public realm improvements increasing access, connectivity, safety and amenity.

We will prioritise property development projects that enliven Manukau's city centre. Development agreements will be entered into for sites at Putney Way and Osterley Way. We will also progress the sale of sites at Wiri Station Road, Manukau Station Road and Davies Avenue, Manukau.

Placemaking initiatives will support increased activity at Market Square and support upcoming projects such as the Puhinui regeneration.

2022/23 – FY23

- Implementation of the **Puhinui Regeneration Strategy including progressing land acquisitions**. The project brings together local boards, government, business and the community with Te Waiohau Iwi representatives to regenerate the Puhinui area bordering Manurewa and Manukau. It also brings together ecological planning and design strategies with indigenous narratives.
- Construction of the **Hayman Park Playground** includes a large play tower, flying fox, rope play, flow bowl and pump track. This is a destination playground located 300m from the Manukau town centre and shopping precinct. *(Refer to milestone in performance measure No.4)*
- Progress Hayman Park wetland work planning with Healthy Waters. Hayman Park wetland is a key green asset that collects, filters, retains and re-uses water. Planned works include draining and excavating the existing stormwater pond and installing a new wetland and stream channel.
- **Manukau Wiri Bridge Works** are completed providing a connection to the Puhinui reserve from the new Barrowcliffe development site, improving access, safety and observation into the reserve.
- Progress development agreements for the redevelopment of sites at Putney Way and Osterley Way in Manukau for residential and commercial development, which will bring new residents and businesses into the centre.
- Enabling the ongoing development of new homes including a further 100 houses in Barrowcliffe Place, Manukau. A total of 310 houses are planned in this development.

2023-25 (2 years)

- Progress the planning for the walkway and cycleway along the stream corridor through the Counties Manukau DHB land that allows for an active transport connection from central Manukau to the Botanic Gardens.
- Progress construction of a number of public realm upgrades including walking and cycling connections and Hayman Park wetland enhancement.
- Finalise Putney Way and Osterley Way development agreements.
- Progress sale of sites at Wiri Station Road, Manukau Station Road and Davies Avenue to enable commercial, mixed use and residential development supporting new housing choices and business opportunities in the town centre.

Papatoetoe

Our goal is developing new housing choices around the completed commercial developments of a shopping mall, supermarket and carpark to enable the centre to flourish and the community to thrive. Our programme will focus on delivering an outcome for our key site behind the town centre at St George Street. We will complete the sale of two St George Street sites to enable new commercial space to be built as part of a new development. We expect around 120 new homes to be built on two Papatoetoe sites and the public realm design approved in Stadium Reserve.

2022/23

- Planning and design of **Cambridge Terrace extension and car park**. Cambridge Terrace extension will catalyse and enable the St George Street redevelopment opportunities. *(Refer to milestone in performance measure No.4)*

- Enabling the development of 120 new homes on two sites in St George Street near the town centre.

2023-25 (2 years)

- Complete the Cambridge Terrace extension and car park enabling further redevelopment.
- **Design and planning of Papatoetoe Stadium Reserve capital works upgrade.** The Stadium Reserve attracts low visitation because of its unstructured layout, fenced leased areas which create visual barriers from street frontages, negative perceptions of safety and low recreational appeal. The reserve upgrade will create a new accessible playground and additional parks infrastructure to encourage visitation by a range of age groups and abilities, new planting and landscaping, pedestrian and cycle routes, lighting and seating and improved pedestrian connection to Allan Brewster Leisure Centre. *(Refer to milestone in performance measure No.4)*
- Complete the sale of two St George Street sites in Papatoetoe.

Pukekohe

The vision is for Pukekohe to be a self-sustaining service town with a range of public realm projects and site redevelopments to support growth, a more walkable and vibrant centre, increased access to local job opportunities and to enhance local identity.

We will complete the acquisition of potential development sites, progress site sales and complete a public realm upgrade.

Our primary placemaking activities will support projects that are important for the regeneration of Pukekohe Town Centre.

2022/23

- **Acquisition of properties** in Pukekohe to enable consolidation of central development sites resulting in better development outcomes.
- Planning and design of **the Roulston Park and skate park upgrade.** The Pukekohe High Level Project Plan identified an opportunity to contribute to the appeal of Roulston park by developing a new child, youth, or even all-age-friendly play opportunities. *(Refer to milestone in performance measure No.4)*

2023-25 (2 years)

- **Agreements are reached** on acquisition of properties in Pukekohe to consolidate central development sites.
- Roulston Park and skate park upgrade **construction completed.**
- Planning for a new Commercial space is built at Tobin Street and three sites on Manukau Rd in Pukekohe.
- Progress the sale for five sites for redevelopment in Pukekohe.

Urban regeneration – Regional programmes

Over the next three years:

- Complete the sale of the **remaining properties in the Corporate Property Programme**, supporting the council's goal of creating a fit-for-purpose and future-proofed corporate property network that will result in a new property portfolio that is better aligned to how council provides services to local communities. The remaining properties include Bledisloe House in the city centre, Kotuku House in Manukau and Coles Crescent in Papakura.
- Continue to progress the sale of various small and medium size sites that make up the **support and general asset portfolio** approved for sale by the council.
- Continue to work with **Auckland Transport (AT) on transport-oriented development (TOD)** opportunities and with **local boards on optimisation** of council service properties. These involve working through issues such as future parking or services issues, land designation, infrastructure and potential development outcomes that will help realise value and outcomes.

- Work with **Haumaru Housing** on planning the development pipeline, taking into account any impacts on its service. We will also continue to progress next tranche of properties going through the development process such as the 52-unit development at Greenslade Crescent, Northcote.
- Continue to work with the council finance team on properties approved for sale that feed into future sites in the programme and contribute to the next LTP funding.

B) Property & Asset Renewal Programme

Property and marina management

We manage council's properties that include commercial, residential, and waterfront public assets that optimise return to the council and deliver levels of service to the public. Our property and marina management activities are covered in the earlier part of the SOI will not be repeated in this section.

The focus of this section is **on asset management planning and new projects** that accommodate for marina growth, renewals and repairs and maintenance that enable continuity of service delivery for property management and the marinas.

2022/23

- **Review and update the Waterfront and Westhaven Asset Management Plans** (AMPs) based on better defined levels of service. This will help form our future asset renewals programme and asset repairs and maintenance plan.
- **Upgrade of the Westhaven Piers G, H and J** to prevent failure and further deterioration. The piers will be replaced to enhance service delivery at the marina. A change in configuration would provide berthage for larger vessels, increasing revenue. *(Refer to milestone in performance measure No.4)*
- Upgrade of **AC pier and Z pier** to improve services and increase number of berths. *(Refer to milestone in performance measure No.4)*
- **Structural repairs on Shed 10 at Queens Wharf**, a heritage listed building, to support service continuity.
- Complete seismic strengthening and refurbishment works on the property at **27 Princes Street**, in the central city. *(Refer to milestone in performance measure No.4)*

2023 - 25 (2 years)

- Implement our annual asset renewals and repairs and maintenance plans generated from the updated AMPs, enabling continuity of asset levels of service and optimising of the return from the council property portfolio.

7.0 Performance measures and targets

Ngā ine me ngā pae whāinga

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.

The performance measures and targets are as follows:

Service Level Statement	Measure	Actual 2020/21	Annual Plan	SOI Targets			
			2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	
Urban regeneration programmes and projects							
Develop and activate town centres	1	Net new dwellings (housing units) ² - LTP performance measure	New measure	Annual - 350 net new dwelling units.	Annual - 200 net new dwelling units	Annual - 350 net new dwelling units or balance of the 3-year target.	Annual - 500 net new dwelling units
	2	Commercial / Retail gross floor area (GFA) or net lettable area (square meter) ² - LTP performance measure	New measure	Annual - 0	Annual - 1,000 sqm	Annual - 29,000sqm or balance of the 3-year target	Annual - 6,000sqm
	3	Public realm - square meters ²	New measure	Annual - 21,000 sqm	Annual - 7,000 sqm	Annual - 57,000 sqm	Annual - 19,000sqm
	4	Capital project milestones approved by the board achieved - LTP performance measure	Achieved Actual 82% of the capital project milestones was achieved (14 out of 17 project milestones met)	Achieve 80 per cent or more of project milestones for significant capital projects	Achieve 80 per cent or more of project milestones for significant capital projects	Achieve 80 per cent or more of project milestones for significant capital projects	Achieve 80 per cent or more of project milestones for significant capital projects.

² These targets will be subject to risks and challenges noted in part 1 of the SOI due to the uncertain environment.

Service Level Statement	Measure	Actual 2020/21	Annual Plan	SOI Targets			
			2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	
	5	Achieve total board approved budgeted Transform and Unlock (T&U) sales for the financial year through unconditional agreements ² <i>These site sales also enable housing and wider urban regeneration outcomes.</i>	Not Achieved Actual net sales \$21.1m (Gross sale amount \$25.3m)	Meet \$48m T&U annual unconditional sales approved by the Board (Gross sale amount \$48.1m)	Meet \$21.7m T&U annual disposal target approved by the board	Meet T&U annual disposal target approved by the board	Meet T&U annual disposal target approved by the board
<p><i>*Note on change: From 2022/23 we have changed the measurement basis of the T&U sales from net sale to gross sale value to enable more efficient and accurate calculation of target results at the end of the year. We have adjusted past results to reflect gross sale values to enable comparison. Cost of sales is not material and is generally around 3% of total sale value. The types of costs include sale agent fees, legal fees and other costs of selling sites.</i></p>							
	6	The asset recycling target agreed with the Auckland Council ²	New performance measure	\$115m	\$70m	Achieve asset recycle target agreed with Auckland Council	Achieve asset recycle target agreed with Auckland Council
Property Portfolio and Marina Management							
Manage and maintain council's properties assets, and services to optimise financial returns	7	Annual property portfolio net operating budget result agreed with the council achieved - LTP performance measure	Achieved Net surplus is \$14.7m ahead of target (actual surplus of \$41.1 million against target of \$26.4 million)	\$21.9 million	\$19.4 million	\$16.3 million	\$17 million
	8	The monthly average occupancy rate for tenantable properties	Achieved Actual Commercial 93.9%	Commercial 85% Residential	Commercial 85% Residential	Commercial 85% Residential	Commercial 85% Residential

Service Level Statement	Measure	Actual 2020/21	Annual Plan	SOI Targets		
			2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025
	- LTP performance measure	Residential 98.8%.	95%	95%	95%	95%
9	The percentage of marina customers surveyed who are satisfied with marina facilities and services	Achieved Actual 89%	80%	85%	85%	85%
Sector Leadership						
10	Creating positive outcomes for Māori Deliver 50 ongoing or new initiatives that support Māori Outcomes <i>This activity is supported through the delivery of the Mana Whenua Outcomes Framework.</i>	Achieved Actual 45 The target was 40 due to COVID-19 impact on activities and budgets	50 initiatives that support Māori Outcomes	50 initiatives that support Māori Outcomes	50 initiatives that support Māori Outcomes	50 initiatives that support Māori Outcomes
11	Enhancing the relationship between Eke Panuku and mana whenua. Increasing the percentage of satisfaction with the support they receive from Eke Panuku.	New performance measure	Baseline survey	5 per cent increase on previous year	5 per cent increase on previous year	5 per cent increase on previous year

Service Level Statement	Measure	Actual 2020/21	Annual Plan	SOI Targets		
			2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025
	<p>12 Complaints received by Eke Panuku are resolved.</p> <p><i>This means we will provide information or respond to the complainant or resolve the complaint within 10 working days.</i></p>	New performance measure	80% of complaints are resolved within 10 working days	80% of complaints are resolved within 10 working days	80% of complaints are resolved within 10 working days	80% of complaints are resolved within 10 working days

8.0 Financial statements

Ngā tauākī ā-pūtea

Eke Panuku will demonstrate value for money across all expenditure in delivering its programmes. This includes greater transparency on operating expenditure and a strong focus on managing sensitive expenditure lines. Eke Panuku will inform the council on any significant challenges that arise and will work closely with the council on these issues.

Eke Panuku is cognisant of the economic recovery impacts on the council and the community and of the need to be prudent with the use of council resources. This means undertaking efficient processes, developing and accessing realistic options, balancing strategic and commercial outcomes, smart procurement processes, managing costs, and undertaking a regular review of priorities. There will be times when Eke Panuku needs to be open to innovation to test different ways to achieve outcomes which may carry greater risk.

The 2022-25 budgets are aligned to the Council FY23 Annual Plan and changes to LTP 2021-31

This section outlines the council approved adjusted LTP budgets for Eke Panuku for the next three years. This excludes the activities that Eke Panuku manages on behalf of the council, which are outlined separately in the next section.

Operating budgets - \$m	2020/21 Actual	2021/22 Budget	2022/23 LTP	2023/24 LTP	2024/25 LTP
Net direct expenditure/ (income)	15.3	22.1	24.1	24.8	25.6
Direct revenue	16.2	15.3	17.2	17.6	18.1
Fees & user charges	0.0	0.0	0.0	0.0	0.0
Operating grants and subsidies (external)	0.0	0.0	0.0	0.0	0.0
Other direct revenue	16.2	15.3	17.2	17.6	18.1
Direct expenditure	31.5	37.4	41.3	42.4	43.7
Employee benefits	25.7	28.8	32.6	33.4	34.5
Grants, contributions & sponsorship	0.0	0.0	0.0	0.0	0.0
Other direct expenditure	5.8	8.6	8.7	9.0	9.2
Other key operating lines					
AC operating funding	(15.7)	(22.1)	(24.1)	(24.8)	(25.6)
Vested assets					
Non-direct revenue					
Non-direct expenditure					
Depreciation and amortisation	0.3	0.0	0.0	0.0	0.0
Net finance expense					
Tax expense					

* The Budget represents the 2021-2031 LTP, adjusted to approved changes.

Other revenue comprises recharges to the council for consultancy costs related to acquisition as well as staff time recharged to the council for marina activities and priority location operating expenditure projects.

Other expenses include director's fees, audit fees, consultancy, corporate communication, office and administration costs.

8.1 Property managed on behalf of Auckland Council

He rawa wāhi e whakahaerehia ana mā Te Kaunihera o Tāmaki Makaurau

This section outlines the budgets for Auckland Council activities which are managed by Eke Panuku, as contained in the council's approved adjusted LTP budgets for the next three years.

Operating budgets - \$m	2020/21 Actual	2021/22 Budget	2022/23 LTP	2023/24 LTP	2024/25 LTP
Net direct expenditure/ (income)	(15.0)	(4.3)	0.4	(0.5)	(0.3)
Direct revenue	56.4	43.8	43.1	40.0	39.9
Fees & user charges	1.3	1.3	1.2	1.7	1.7
Operating grants and subsidies (external)	0.0	0.0	0	0	0
Other direct revenue	55.1	42.5	41.9	38.3	38.2
Direct expenditure	41.4	39.5	43.5	39.5	39.6
Employee benefits	1.8	0.0	0.1	0.0	0.0
Grants, contributions & sponsorship	0.0	0.0	0.0	0.0	0.0
Other direct expenditure	39.6	39.5	43.4	39.5	39.6
Other key operating lines					
AC operating funding					
Vested assets					
Non-direct revenue					
Non-direct expenditure					
Depreciation and amortisation	17.8	19.8	21.7	23.5	26.0
Net finance expense	(0.9)	(0.5)	(0.0)	(0.0)	(0.0)
Tax expense					

* The Budget represents the 2021-2031 LTP, adjusted to approved changes.

Operating budgets by activity - \$m	2020/21 Actual	2021/22 Budget	2022/23 LTP	2023/24 LTP	2024/25 LTP
Net direct expenditure/ (income)	(15.0)	(4.3)	0.4	(0.5)	(0.3)
Commercial Property (includes BI)	(20.2)	(14.8)	(10.2)	(9.0)	(8.7)
Marinas	(7.9)	(6.1)	(8.3)	(8.5)	(8.6)
Public	3.0	4.1	4.5	3.9	4.0
Development/Regeneration	10.1	12.5	14.4	13.1	13.0

Capital expenditure budgets - \$m	2020/21 Actual	2021/22 Budget	2022/23 LTP	2023/24 LTP	2024/25 LTP
Capital expenditure	78.2	90.8	80.0	104.2	84.6
- to meet additional demand	18.1	61.2	16.9	24.6	17.5
- to improve the level of service	38.2	6.5	56.2	72.6	60.1
- to replace existing assets	21.9	23.1	6.9	7.0	7.0
Capital funding sources	(78.2)	(90.8)	(80.0)	(104.2)	(84.6)
Source 1					
Source 2					
AC capital funding	(57.1)	(54.8)	(80.0)	(104.2)	(84.6)
Asset sales for Reinvestment	(21.1)	(36.0)			

The commercial property portfolio includes non-service properties owned by the council throughout the Auckland region and Westhaven, Silo and Viaduct marinas.

Other direct revenue includes rental and berthage income. Other direct expenditure includes repairs and maintenance, rates and utilities plus staff costs recharged by Eke Panuku to the council for marina activities. Business interests include activities such as quarries and forests.

8.2 Other financial information

Ētahi atu pārongo ā-pūtea

The "other financial information" around shareholder equity is unchanged from previous years.

Current value of assets	The projected value of Eke Panuku total assets as at 30 June 2022 is \$17 million	
Shareholder equity ratio	The projected shareholder equity ratio for Eke Panuku as at 30 June 2022 is 68%	
Accounting policies	Eke Panuku Development Auckland's accounting policies are consistent with those of the Auckland Council group policies	
Financial reporting	Eke Panuku Development Auckland's financial reporting will be in accordance with requirements of the CCO Accountability Policy and Statement of Expectations	
LTP general asset sales (\$ million)	2020/21 Actual	\$52.7m
	2021/22 LTP	\$115m asset recycling target agreed with the council
	2022/23 LTP	\$70m asset recycling target agreed with the council
	2023/24 LTP	Achieve asset recycling target agreed with the council

Ngā Pae i Taea mō ngā Kaupapa ā-Haupū Rawa

This list of capital project milestones relates to performance measure 4 of the SOI.

Panmure

1. Clifton Court, Panmure - streetscape upgrade works completed.

A project to create a welcoming and inviting space for businesses and the community. The upgrade will include new public open space with play equipment that will enable future community activations to be held.

Northcote

2. Te Ara Awataha Greenway, Northcote - construction commenced on the Jesse Tonar Reserve upgrade (part of stage 2).

A project in partnership with the council group to enhance the existing Jesse Tonar Reserve by providing better connections to the stream, together with establishing pathways through the bush reserve.

3. Northcote Community Facility - hub concept design approved by Kaipātiki Local Board.

This project is working in partnership with Auckland Council's Service Strategy & Integration Team to deliver improved community facilities to Northcote. In October 2021 the local board gave approval for a new community hub to be located on the existing library site. Plans for the site include renovation and extension to the north-west, providing greater integration with the adjacent Cadness Reserve.

Takapuna

4. Waiwharariki Anzac Square (Anzac Street / Hurstmere Road Town Square), Takapuna - stage one construction completed (this is the area of Waiwharariki on Hurstmere Rd).

Eke Panuku is delivering approximately 3,000sqm of civic space at Waiwharariki Anzac Square, located across 38 Hurstmere Road and over 40 Anzac Street, opening up to Lake Road.

Commencement of construction began in January 2022.

5. Huron and Northcroft Streets, Takapuna - construction commenced on streetscape upgrades.

A project to improve the walking and cycling connectivity to the Takapuna town centre. Enhancements include street furniture, plantings and a review of street lighting.

Renewals

6. Replacement of piers at Westhaven Marina (piers G,H,J), Waterfront - construction completed.

G, H and J Piers have been in service for 41 years and require replacement to prevent failure and further deterioration, as the initial design life was only 30 years. This investment will provide a good quality berthage service to the berth holders and bring the asset up to a standard that will last an additional 30 years.

7. Seismic strengthening and internal refurbishment works completed on the historic Merchant House at 27 Princes Street, in the city centre.

The works on 27 Princes Street are to seismically strengthen the existing building to 67% of new building standard (NBS), with additional substantial internal refurbishment works. This will enable compliance requirements to be met and the commercial property to be leased in the new year.

Manukau

8. Hayman Park, Manukau - playground works completed.

The development of Hayman Park has been planned for many years by the Otara-Papatoetoe Local Board. The new playground is being constructed in two phases, with the intention of completing a destination playground for Manukau.

Phase one was successfully delivered by Community Facilities and has been well used since its opening in June 2019.

Eke Panuku is leading the delivery of Phase two, with construction commencing in FY22. Works include a large play tower, flying fox and rope play, as well as flow bowl and pump track.

Papatoetoe

9. Cambridge Terrace, Papatoetoe, extension and carpark works - concept plan endorsed by the Ōtara-Papatoetoe Local Board.

Cambridge Terrace extension and carpark works to extend the road and carpark to enable subdivision and utility works at 27 St George Street. This will unlock the development site in the area and improve cycle and walkways.

10. Papatoetoe Stadium Reserve upgrade - concept plan approved by the Ōtara-Papatoetoe Local Board

A project to enhance the existing reserve with works planned that include a new playground, shared user path, upgraded laneway and cycleway. This will improve access and connections in the town-centre.

Pukekohe

11. Roulston Park and skate park upgrades, Pukekohe - concept plan approved by the Franklin Local Board.

Roulston Park is a key open space in central Pukekohe that is currently underutilised. This project will support Community Facilities to further enhance the town centre experience by delivering a new skate park, improving pedestrian access and safety and the enhancement of the Roulston park.

Waterfront

12. AC Pier, Waterfront - construction commenced on up to 50 new marina berths.

A project to construct up to 50 serviced-marina finger berths at Westhaven Marina. The upgraded berthage will better meet the market demand for the marina business and improve the marina's commercial outcomes.

Avondale

13. Additional parking spaces at 28 Racecourse Parade, Avondale to support future town centre activity, - construction completed.

A project to construct a new public car parking facility containing 30 carparking spaces to service the planned Avondale Library & Community Hub.

Henderson

14. Opanuku Link, Henderson - bridge reserve and playground resource consent granted.

The works associated with this project include a new bridge for walking and cycling, a new playground, and a shared cycleway. It will improve connectivity between the Corban Estate and the Henderson Train Station will deliver enhanced public amenity and connectivity to accompany increased density proposed within the Henderson area.

15. Upgrade of Catherine Plaza, Henderson - concept plan approved by the Henderson-Massey Local Board.

Renovation of an existing public space to improve how the space functions and enhance safety in the area. Catherine Plaza is located in the very centre of Henderson and covers a 953m² area.

18 May 2022

Paul Majurey
Chair
Eke Panuku Development Auckland

By email

Tēnā koe Paul

Shareholder comments on the draft Eke Panuku Development Auckland Statement of Intent 2022-2025

Thank you for providing the draft Statement of Intent 2022 – 2025 (SOI) for Eke Panuku to Auckland Council. The CCO Oversight Committee considered it at its 26 April 2022 meeting. As context for this discussion a copy of the full report can be found here:

https://infocouncil.aucklandcouncil.govt.nz/Open/2022/04/CCO_20220426_AGN_10118_AT.PDF

Thank you for the hard work that you and your organisation has put in producing the draft SOI. We acknowledge that the environment the Council group is operating in remains a challenging one and appreciate your support as we navigate this.

General shareholder comments across all CCOs

Presentation of SOIs

A key recommendation of the CCO Review was to work towards consistency of look and feel in the SOIs, with a template to support this. In general, this is being achieved, however the need for improvement in the Eke Panuku SOI is set out in the 'specific shareholder comments for Eke Panuku' below.

The approach taken in the Eke Panuku draft SOI to split activities in the work programme between year one (2022/2023) and years two and three (2023/2024 and 2024/2025) is useful. This was not a specified element of the template and is recommended for the other CCOs to consider.

Response to Māori outcomes

All CCOs make reference in their SOI about commitment to the Māori Outcomes instruments, in particular Kia Ora Tāmaki Makaurau, but there are opportunities to improve consistency between CCOs in how they contribute to KOTM.

CCOs should work alongside council's Ngā Mātārae and the Māori Outcomes Steering Group (which includes CCO Māori Outcomes leads) to achieve stronger alignment with KOTM in regard to rangatahi/ intern programmes and key performance indicators relating to Māori outcomes. The focus on key performance indicators should give priority to procurement targets and mana whenua and mataawaka satisfaction with CCO engagement and relationship management, given current inconsistencies.

KOTM is supported by the new CCO Achieving Māori Outcomes plans (AMOs). While it is appropriate that the full content of AMOs is not in SOIs, details on progress with implementing the full AMOs should be reported on in the usual quarterly reporting cycle during 2022/2023. A commitment to this should be expressed in the final SOIs.

Climate change response

Te Tāruke-ā-Tāwhiri is a critical council strategy and is well-reflected in the draft SOIs. In general terms the final SOIs should strongly support the implementation of actions identified in Te Tāruke-ā-Tāwhiri, to ensure that climate change considerations are embedded within organisational decision-making and culture, and to deliver on our two core goals:

- to reduce our greenhouse gas emissions by 50 per cent by 2030 and achieve net zero emissions by 2050 and
- to adapt to the impacts of climate change by ensuring we plan for the changes we face under our current emissions pathway.

Infrastructure strategy

Council's Infrastructure Strategy, contained within the Long-term Plan, requires CCOs to participate in the annual infrastructure strategic alignment process through providing updated Asset Management Plan information annually at the end of June. This includes working with council to optimise the translation of strategic direction to investment decisions in each asset group (across asset management and asset planning). It also requires CCOs to work with council to align and improve asset data and asset investment data quality to enable better decision-making across and within asset portfolios. We expect all of the final SOIs to reflect these commitments.

Other strategies

Council has a suite of other strategies, including the Auckland Plan 2050, growth-related strategies (e.g. Development and Future Urban Land Supply), Auckland Water Strategy, Ngā Hapori Momoho, Urban Ngahere Strategy, Waste Management and Minimisation Plan, Natural Hazards Risk Management Action Plan, Economic Development Action Plan, Toi Whītiki and I am Auckland.

Council will increasingly be seeking to translate these strategies into meaningful action, and a commitment to this process should be expressed in final SOIs. It is intended that staff will work with CCOs on this in an ongoing way, both during and after the finalisation of this year's SOIs, recognising that not all strategies apply equally to the business of each CCO, the potential limitations on action imposed by resources, and the need to prioritise effort between many desirable outcomes.

Financial information

Final SOIs will need to reflect the council's final decisions on the 2022/23 annual budget. Final SOIs should ensure that all measures and targets reflect agreed Long-term Plan measures and targets, with agreed variances from these being clearly identified.

Specific shareholder comments for Eke Panuku

The Eke Panuku draft SOI covers the content set out in the 2022/2023 letter of expectation at a high level. This includes the need for a medium-long term urban regeneration strategy and delivery of urban regeneration in priority location areas. However, improvements to the draft SOI would be useful to make the document clearer.

As the SOI is a public document, terms and concepts need to be explained, used consistently and jargon should be avoided. The guidance provided by council should be followed, this ensures that SOIs are consistent across the four substantive CCOs and avoids unnecessary repetition.

As you will be aware, the CCO review noted that many people have little understanding of what Eke Panuku do, so it is particularly important to make the SOI as clear as possible.

Response to the Council's strategic objectives

The section 'contribution to the Auckland Plan and council strategies' should provide an overview of Eke Panuku contributions to council strategies, not just the Auckland Plan. It is confusing that council strategies are described in other parts of the document but not here.

The strategies referenced in other parts of the document are Kia Ora Tāmaki Makaurau, the Economic Development Action Plan, Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan and the Waste Management and Minimisation Plan. This section should also include other relevant strategies such as the Auckland Water Strategy (recently adopted), Development Strategy, Infrastructure Strategy, Future Urban Land Supply Strategy and the Auckland growth model.

Nature and scope of activities – 'what we do'

The strategic framework overview table provides a useful overview of the Eke Panuku vision, outcomes, activities and performance measures. However, the structure and content of the table do not follow through to the rest of the draft SOI. For example, the 'three levers' for leading urban regeneration are not referred to again in the rest of the document.

Many of the topics that are covered in the initial part of '4.0 Nature and scope of activities – what we do' are then covered again in '4.1 Over the next 3 years'. As per council guidance, these two sections should be combined.

The description of programmes and business activities should be improved to provide a clearer explanation of Eke Panuku core functions:

- Urban regeneration – there is no explanation of what urban regeneration is or how Eke Panuku contribute to it, in this section. The new Thriving Town Centres guidance which describes the Eke Panuku approach to urban regeneration is not mentioned. Upcoming work on the medium-long term urban regeneration strategy is also not referenced in this section. An explanation should also be provided of areas of work such as Haumaru Housing and Transport Oriented Developments.
- Property portfolio and marina management – it is not clear how Eke Panuku are working to achieve their desired outcome of 'creating strategic value from property assets'. An explanation is also needed of the graph 'valuation by activity'.
- Sector leadership – the current text outlines that Eke Panuku are looking to deliver best practice, but not how this will be achieved or any upcoming contributions to sector leadership.
- Māori outcomes – note that this section should also refer to developing a relationship with mataawaka. It would also be good to note the timeframe for when the Eke Panuku Mana Whenua Outcomes Framework will be aligned with Kia Ora Tāmaki Makaurau.
- Risks, challenges and opportunities – it would be useful to include how Eke Panuku will look to address each risk, challenge or opportunity. Climate change/ natural hazards should also be included as a risk.

Statement of performance expectations

The statement of performance expectations uses a different description of Eke Panuku programmes and activities that are outlined in the strategic framework overview or elsewhere in the document. This makes it difficult to make connections between the outcomes that Eke Panuku are trying to achieve and what will be delivered.

Further work is needed to make the text on the deliverables easier to understand. It would also be useful to note in the table, which of the deliverables is a capital project (that are referenced in performance measure 4). The description of deliverables for the property portfolio and marina renewals seems limited, given the scale of this work. No deliverables are provided for work on sector leadership.

Performance measures

No amendments are suggested to the performance measures for the SOI 2022-2025. We note that Eke Panuku staff will continue to work with council to consider future performance measures on climate change, waste and sustainable procurement (including a target to increase procurement spend with diverse suppliers, which includes Māori businesses).

Financial statements

The figures in the financial statement align with the Eke Panuku budget submissions to council. Other financial information, including the asset sales target, may be subject to change through the budget process.

Council staff will work closely with yours to ensure these comments are clear, and to pass on any of the more detailed points of feedback which were not canvassed at the CCO Oversight Committee meeting, but which nonetheless are consistent with the themes in this letter.

I look forward to receiving the final SOI by 31 July 2022.

Ngā mihi



Phil Goff

MAYOR OF AUCKLAND

Copy to: Deputy Mayor Bill Cashmore
Councillor Efeso Collins, Eke Panuku Liaison
Councillor Desley Simpson, Chair, Finance and Performance Committee
Councillor Chris Darby, Chair, Planning Committee,
Councillor Alf Filipaina, Chair, Parks, Arts, Community and Events Committee
Councillor Richard Hills, Chair, Environment and Climate Change Committee

Jim Stabback, Chief Executive, Auckland Council
David Rankin, Chief Executive, Eke Panuku
Brenna Waghorn, General Manager, Strategy and Planning

There were no apologies received for the July Board meeting.

Information paper: Chief Executive's Report

Document author: David Rankin

July 2022

Whakarāpopototanga matua | Executive summary

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

Matapaki | Discussion

Partnership with Auckland Light Rail

2. We have had a number of recent engagements on Auckland Light Rail (ALR). In early June, the ALR Project Director reached out to us providing an update on the next phase of the Auckland Light Rail project and the opportunity of building a stronger organisational partnership with Eke Panuku.

[Redacted text block]

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[Redacted text block]

Board Strategy Day Proposed Topics

5. The annual strategy day is currently planned for 28 September. The purpose is to take some time to focus on some strategic issues, build relationships and shared understanding, and provide direction for the coming year. The following themes are suggested by ELT in line with the priorities of our corporate business plan:

- City centre - lead agency role, challenges and opportunities.
 - Reset - options to respond to council budget issues, to inform our approach to FY23/24 budget and 2024 LTP which has a long lead-in process.
 - NZ Super Fund partnership - expectations and next steps.
6. We would like to invite Jim Stabback, CE Auckland Council, and Peter Gudsell, the Council Group CFO, to discuss council's priorities and budget situation.
 7. The local body elections will take place in early October this year. It may be sensible to delay the strategy day until November when there may be some early directions from the new Mayor and council. We will need to consider the implications for the wider work programme.
 8. Feedback on the proposed themes, speakers and timing of the strategy day is invited. Urgent decision items will be progressed as part of a short business meeting following the workshop, if this is required.

Successful visit of the CCO Oversight Committee

9. The Mayor, members of the committee, and council staff visited Eke Panuku on Tuesday 5 July. The Board Chair and Directors Steve Evans, Kenina Court and Susan Huria were present.
10. The presentation provided by staff was arranged by theme: development and housing, climate change, Māori outcomes, design, placemaking, and the property portfolio. This was followed by an overview of the Manukau programme, achievements, challenges and projects underway (Attachment A), highlighting how we have deployed our urban regeneration levers and cross cutting themes, in practice, in a location.
11. The feedback from participants was positive. Councillors are supportive of the work that we do. They are keen to hear about the projects and benefits and to be able to share these stories. An afternoon tea held in Kai Korero after the presentation and discussion, was a useful opportunity to provide further information and to build relationships.

Selecting Development Partners Policy nearing completion

12. The proposed policy approach was discussed with the mana whenua governance forum on 13 June. There were few questions and no significant concerns raised at that hui. The draft policy and slides were then circulated. We are now receiving and responding to some feedback. We anticipate bringing the policy for Board approval in August.



Maungawhau and Karanga a Hape

16. 
- 
- 

19. We have completed infrastructure assessments for the precinct. These are now being analysed to determine what funding and financing requirements, if any, are needed to enable development across the precinct. The development and public realm strategies are underway and expected to be completed in the first half of FY23.



Te Ara Tukutuku Design Consortium

22. Over the course of early 2022, the Executive has been conducting the procurement of a design consortium for the development of the public realm contained within the recently adopted Te Ara Tukutuku Plan. This includes Wynyard Point Park, Wynyard Wharf, new laneways and streets.
23. It has long been recognised that this is a very special project encapsulating a major new coastal park and the largest new open space in the City Centre since Victoria Park over 100 years ago. To this end the procurement has sought to fold in many aspirations, has sought innovation and the tender process itself has been innovative. The desire of the process is to establish a long-term design partner for the next stages of development.
24. We sought a core locally based team to enable a close relationship with the site, Eke Panuku, mana whenua, and community. We also welcomed partnerships with international firms that could add to the collective experience of the consortium. The process included an open registration of interest stage which shortlisted five strong teams. These teams were then asked for a request for proposals, followed by presentations by all teams. The valuation panel was supported by a range of technical specialists from Eke Panuku and three representatives from mana whenua.
25. The responses have been outstanding with very high-quality consortiums put together. The teams were clearly up for the challenge, recognised the importance of the project, and all had deep passion behind their proposals. Eke Panuku was in a great position with all teams being highly capable.
26. This process is near completion with a preferred supplier identified. Final contractual negotiations are underway. It is expected we will make an announcement in the coming weeks.

Ngā tāpirihanga | Attachments

Attachment A – Presentation to CCO Oversight Committee

Attachment B – Q4 dashboard

CE report - Attachment A

eke panuku

**CCO Oversight
Committee Visit**
July 2022



eke panuku

Paul Majurey

Chair

eke panuku

David Rankin

Chief Executive

VISION
Creating amazing places

LEVERS



Commercial strategy



Public good investment



Placemaking

CROSS-CUTTING THEMES

Showing business leadership

Quality urban design & development

Sustainability & climate change

Māori outcomes

Residential choices

Economic outcomes

Relationships & engagement

CORE FUNCTIONS

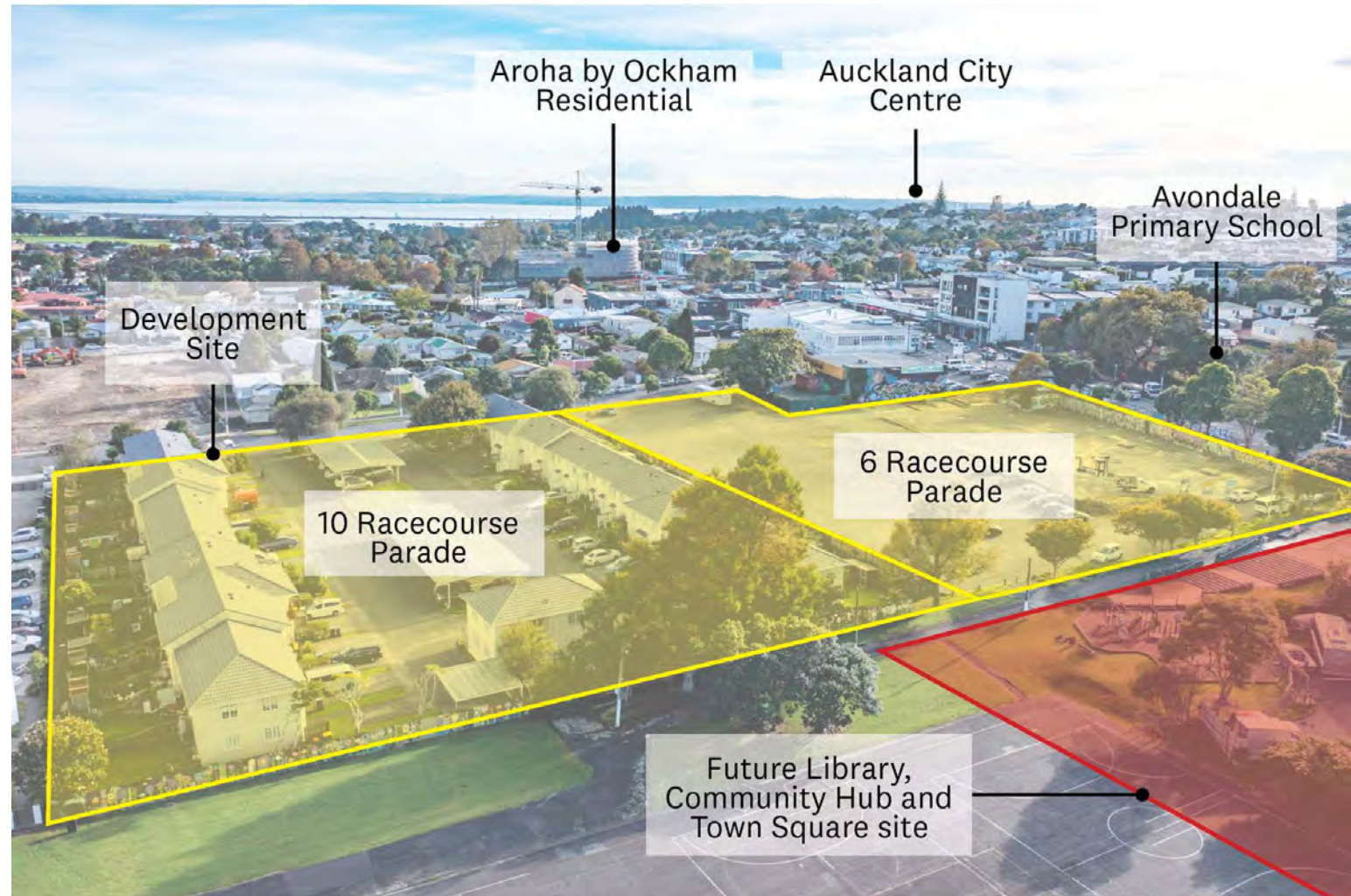


Priority Development Locations
Catalyse urban regeneration



Portfolio Management
Strategically create value from assets

Avondale Central









Māori Outcomes

Angelika Cutler, GM Community & Stakeholder Relations

Te Ara Tukutuku



Public outcomes



Development partnerships



Design

Niko Elsen, Senior Urban Designer

Integrated Masterplanning for 'Thriving town centres'

Integrated Masterplanning =

Mana Whenua led Pūrākau & Vision

Community & Locals & Town Centre Retail

Auckland Transport & Local Movement

Auckland Council Parks, Spaces & Community Facilities

Auckland Council Planning & Consenting

Underground Infrastructure & Overhead Infrastructure



Thriving Town Centres



Waiwharariki Anzac Square Takapuna





What is

TAG

Technical Advisory Group

Independent
Urban Design Review



Corporate responsibility

Kristen Webster, Head of Corporate Responsibility

Climate action - Delivering Te Tāruke-ā-Tāwhiri

Eke Panuku climate objectives:

- New communities in Eke Panuku priority locations are designed and developed to be low carbon and climate resilient
- Eke Panuku leads by example through reducing climate impact across its own operations and asset management function

Urban regeneration in town centre locations is where we can have the biggest impact on reducing emissions



Eke Panuku spheres of influence



Our Development Locations - *the communities we create*

- Climate Impact Assessments for Eke Panuku projects
- Minimum Sustainability Standards: Green Star 5 and Homestar 6



Organisation-wide - *our supply chain and impact*

- Sustainable procurement targets
- Toitū Carbon reduce certification and management plan



Our Workplace - *our offices and in-house activities*

NABERSNZ rated building, Green Star interiors, office waste minimisation initiatives, e-bikes and public transport options, end of trip facilities



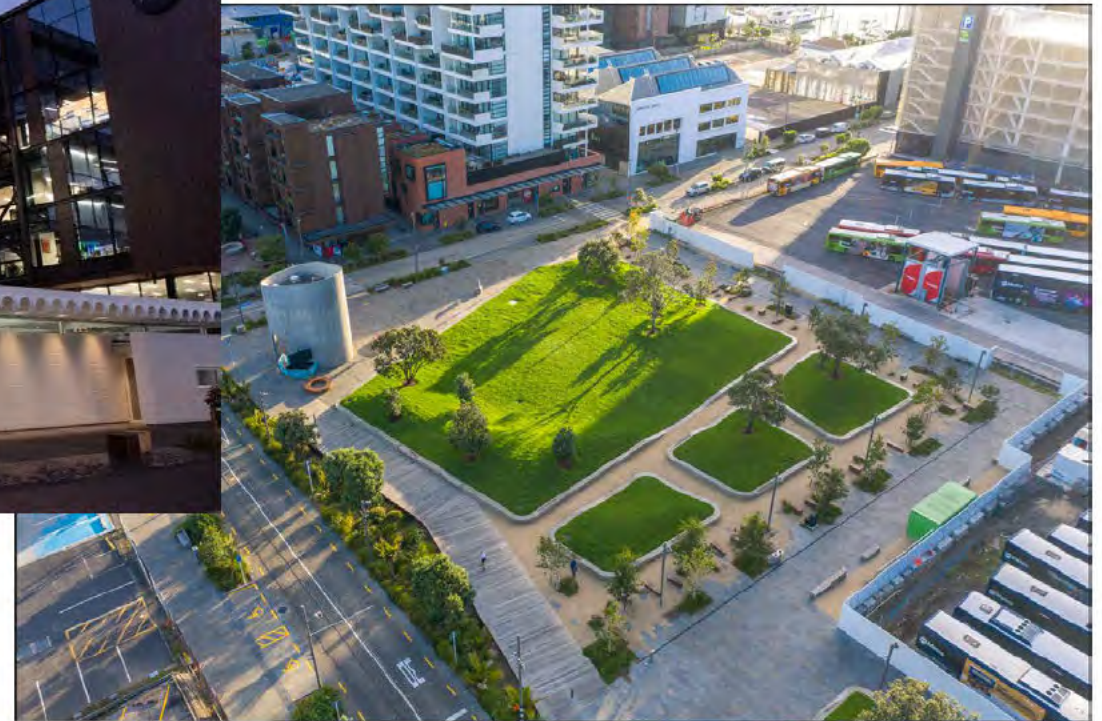
Our Lifestyles - *our personal impact*

- Ngā toa manaaki green champions network, flexi working, Future Fit

Successful climate action in urban regeneration



Sustainable design standards



Transit-oriented development



Sustainable procurement objectives

- **Diverse** - Māori and Pasifika businesses and social enterprises.
- **Local** - Working with suppliers within our local boards.
- **Targeted** - creating opportunities for groups that experience barriers to employment.
- **Waste** - Reducing waste and maintaining the value of materials.
- **Carbon** - Halving our emissions by 2030.



Sustainable procurement

Supplier diversity

40% of subcontract spend was with Māori or Pasifika-owned businesses.



Waste minimisation

salvage and reuse of materials and deconstruction methodologies.

Regenerative practice



Aho toi
(weaving the strands)



Aho tangata
(healthy communities)



Aho taiao
(living with nature)



Regenerative practice



Placemaking

Frith Walker, Head of Placemaking

Supporting communities through ongoing change taking place

- **Activations with and for community members**
- **Creating a space for community members to be informed on projects, provide feedback, and explore opportunities for work in and for the community**



Silo Park Programming



Manutahi Activations (Manukau)



Manutahi (Manukau)

Building trust and knowledge through relationships to ensure that regeneration fits with the characteristics of a place

- Building trust and facilitating capacity building with local communities via activations, and social procurement initiatives
- A strong commitment to working in partnership with mana whenua
- Processes that are responsive and iterative



Onehunga Carpark Mural



Social Procurement (Manukau)



Te Ara Awataha Restoration

Developing an iterative, Do Learn Do process to inform, test and foreshadow future design

- Foreshadowing future designs through our work



38 Hurstmere Rd (Takapuna)



Market Trials (Pukekohe)



Bike Skills (Manukau)

Fostering reciprocal relationships between place and people

- Informing design through on-the-ground insight and testing as eyes and ears and connection to those on the ground
- Providing storytelling content internally through our work in the community
- Ensuring that mana whenua values, and our partnership with them, are represented



Pavilion Project (Avondale)



Urban Walking Festival (Panmure)



Civic Square Activations (Manukau)

Capacity building towards socio-economic regeneration through sustainable procurement and regenerative economics

- National and International advocacy and leadership regarding our Eke Panuku Placemaking approach
- Consciously building capacity of local suppliers through enabling processes e.g. sustainable procurement, investment in local contributors



Rep FM (South/Isthmus)



Social Procurement (Manukau)

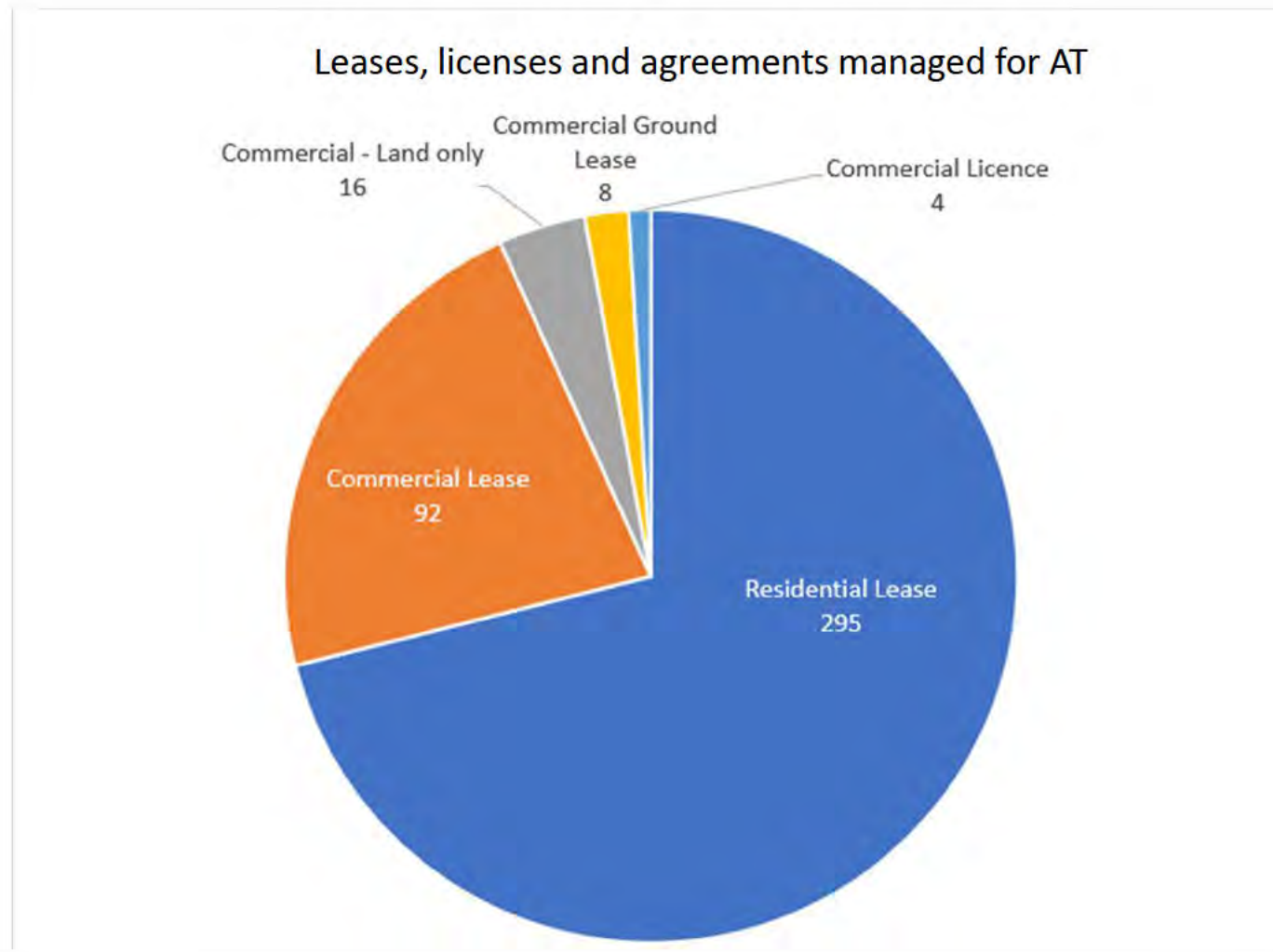


Te Puna Market (Henderson)

Property

Ruth Jost, Head of Property Portfolio

Property Portfolio Management



Property Portfolio Management

What we do





Property Portfolio Management as a Regeneration Tool



Questions

Transform Manukau Update

July 2022

eke panuku

Where we started in 2016...

- A big boned Regional centre
- Nothing local - No community toilet, no public telephone, no community hall and no real community...with just 600 residents
- You gave us the job to transform this centre over the next 20 years...and put the local meat on these regional bones...**adding community, amenity, identity** and most importantly adding the **people**
- Let's see where we have got to 6years later...

At the centre of the rapidly expanding South Auckland region

8km from Auckland International Airport

The gateway to Auckland as part of the economic 'golden triangle'

18km to Auckland City Centre

Manukau

Hamilton

Tauranga

We have 5 big moves to create the thriving heart and soul for the south – our Southern gateway hub



Key Move One: Realising the potential of the Puhinui Stream

Enhancing the Puhinui Stream corridor and creating a source of community pride, activity, movement and interaction.



Key Move Two: Creating a vibrant heart

Redeveloping multiple sites throughout Manukau Central, overhauling the public realm, and creating places to live, work, play and celebrate.



Key Move Three: Developing the Wiri healthy neighbourhood

Working in partnership to create healthy homes and neighbourhoods in the Wiri neighbourhood centred on the Puhinui Stream.



Key Move Four: Harnessing learning and innovation opportunities

Supporting Manukau as a hub for learning, creating a business innovation network, championing energy efficiency, and enabling the community to drive social and economic prosperity.



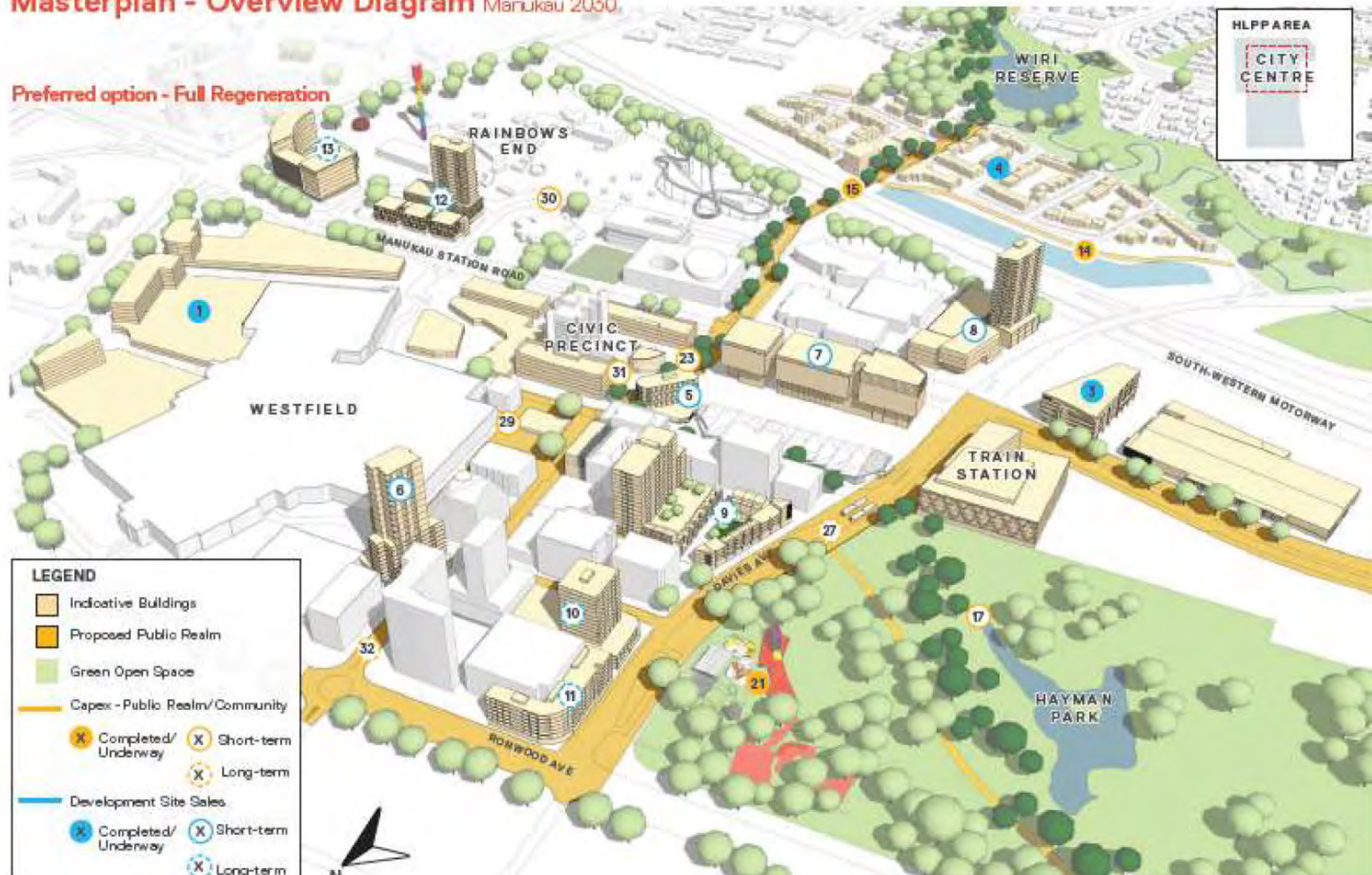
Key Move Five: Enhancing community connectivity

Further developing the public transport network, and spreading a safe cycle and walking network, to improve community connections near and far.



Masterplan - Overview Diagram Manukau 2030

Preferred option - Full Regeneration



MANUKAU IS ON THE *move.*

Eke Panuku Development Auckland

Masterplan - Overview Diagram Manukau 2030

Preferred option - Full Regeneration





2021: The Year of Connectivity

- Connecting Wiri Playground to Manukau Plaza
- Wifi in the city centre

2022: The Year of Amenity and Activation

- Completing Wiri Playground, starting the Hayman Playground
- Activation of Containers
- Finalising Puhinui Strategy
- 2022 Flagship Matariki Celebrations

2023: The Year of Project Design Development

- Hayman Park Wetlands
- Manukau Steps
- Cycleway options
- Karina Williams Way extension
- Sportsbowl
- Osterley Way Stage 1
- Puhinui DHB Pathway



Journey and achievements so far!



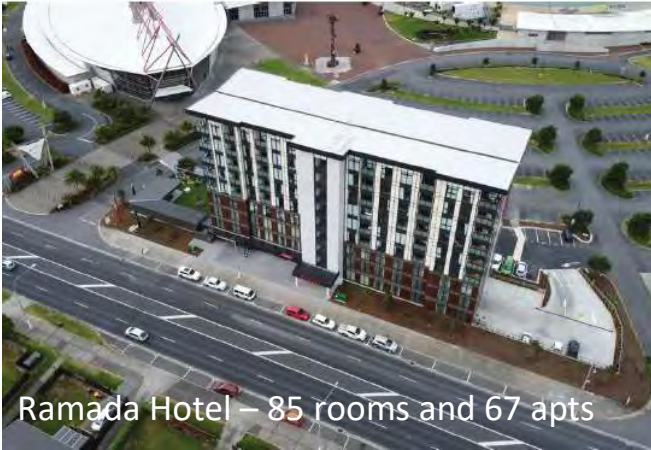
Manurewa netball canopy – 3000sqm



MIT TechPark – 1000 students and staff



Streetscapes – no curb, new look



Ramada Hotel – 85 rooms and 67 apts



300 new Homestar6 houses



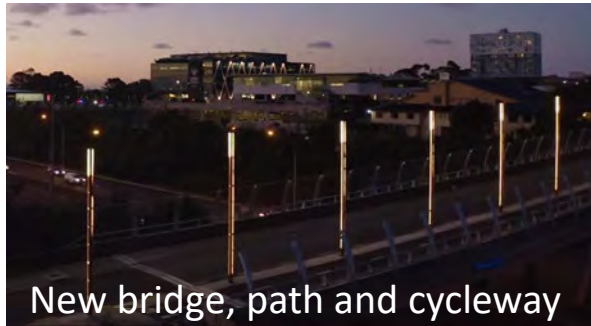
Wiri Playground



Community whare



Tactical urbanism – testing spaces



New bridge, path and cycleway

Journey and achievements so far!



Old fountain replaced



WIFI installed



Stage reconfiguration



Wiri Playground Container



Hayman Park Container



Gardens replanted



Putney Way Containers



Rainbows End Bollards



Concrete seats removed



Repairs to broken tiles



LED Lighting Upgrade



Karoro Court Containers



MANUKAU IS ON THE *move.*

What is underway...



Matariki ki Uta – Manukau led by iwi



Wiri footbridge to support residential development



Manukau Southern Hub upgrade



Kotuku House sale



Puhinui Charter with 3 iwi

What is underway...



MANUKAU IS ON THE *move.*



Small T - Manurewa



Small T - Manurewa



Wiri WiFi



Placemaking



Community Bike whare



What is underway...



Looking further ahead...



Manukau community steps – integrating with council hub partners incl library



Agreeing a plan and future for the Sports Bowl



Hayman Wetlands – repo approach

MANUKAU IS ON THE *move.*

Eke Panuku Development Auckland

This is how we do it..



This is how we approach urban regeneration across all our locations



Unlock Takapuna

Neighbourhoods

Learn about the neighbourhoods we've been working on. From town centre upgrades, housing projects and community areas all to make spaces for Aucklanders to love.



Avondale
The town centre will lead the way of the regeneration of Avondale.



City Centre
Eke Panuku is one of the council-controlled organisations (CCOs) leading the delivery of significant projects as part of the city centre's regeneration.



Dominion and Valley road
A high-quality apartment building is planned for Mt Eden.



Henderson
The top tier of Henderson is being regenerated as a flagship urban centre - a town centre that increases sustainability.



Hobsonville Point, the Airfields
The Airfields development is forming 22 hectares of land in the heart of Hobsonville Point, into new housing.



Housing for older people
We need to ensure those in Auckland Council housing have easy, safe and secure built-in homes where we can live easily and into the future.



Manukau
We're leading the transformation of Manukau over the next 20-plus years.



Maungahau and Karangahape



Meadowbank
We're leading the delivery of the Meadowbank Community Centre.



Northcote
With its central location and easy connections to



Old Papatoetoe
New life is being pumped into Old Papatoetoe, with the



Onehunga
We're leading the regeneration of Onehunga.

Quarterly reporting pack

Period ending 30 June 2022



Executive summary

A range of activities, events and projects have been progressed this year, despite the impact that has been felt across the organisation from COVID-19. This has slowed momentum in some areas such as progression of public realm works, which has impacted our capital spend projections. A weakened property market has also impacted our sales targets in some areas.

However, despite these challenges we have continued to work hard to progress our projects and associated activities such as planning, policy, business cases, improvement initiatives, design and consenting projects. This work has enabled us to complete a number of key programme milestones. Based on preliminary results yet to be verified, we have met the majority of our SOI performance measure targets for this year.

Our work with communities, through placemaking activities and stakeholder engagement; and relationships with our partner organisations, has over the course of the year also needed to be adapted to meet with the changing and often challenging covid protection framework rules. Even with these challenges, we have maintained strong connections with our Auckland communities and partner organisations.

Thriving Town Centres guidance – a key strategy document providing town centre guidelines for our priority locations is now published and available on our website.

Sustainability and climate action – a number of initiatives have been advanced and completed this year to drive sustainability outcomes in our projects, including social procurement.

Programme spend

Capex spend for the year was \$44.2m which was higher than what was forecast at the end of quarter 3.

Regeneration opex spend for the year was in line with the internal allocation, but 121% of the budget set, giving an overspend of \$2.7m. This has been off-set by underspend in other areas of the business.

Site sales and development agreement progress

Despite a weakening property market, over \$100m in sales across our programmes has been achieved this year. The Transform and Unlock programme contributed \$64.4m of the total sales, which is above the \$48m SOI sales target set.

Public realm/community – A total of 21,595 sqm of new or upgraded public realm works have been completed this year. The majority of these works have been within the Waterfront.

New homes – 388 new homes in Papatoetoe, Manukau, Ormiston, Hobsonville, and the Waterfront have been built this year.

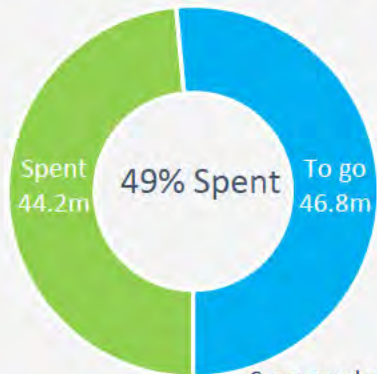
Placemaking

The Eke Panuku team organised Matariki celebrations across our programmes in June 2022. In Manukau a two-day festival was held, and Avondale hosted members of the Auckland Astronomical Society inc. to help people locate the Matariki stars and explain their significance to mana whenua. A two-day celebration was also held at Silo Park in the Waterfront.

Programmes summary

Including transform and unlock, support regeneration programmes and asset renewals

Capex budget \$91m



Location	YTD		
	Budget	actuals	Variance
Central	50k	0k	- 50.0k
Isthmus	3.8m	2.4m	-1.4m
North	10.9m	6.8m	-4.1m
Regional	7.9m	3.1m	-4.8m
Renewals	27.1m	12.1m	-15.0m
South	12.4m	3.9m	-8.6m
Waterfront	21.7m	10.7m	-11.1m
West	5.8m	4.6m	-1.2m
Total	89.7m	43.6m	-46m

Capex spend of \$0.6m is excluded from the Priority Location table above as it relates to spend by the Acquisitions & Disposals team on progressing the asset recycling target.

Capex spend for the year is at \$44.2m, which is \$4.2m more than what was forecast at the third quarter.

In June expenditure was \$8.7m. Significant expenditure was in the following areas:

- Purchase of 1 Roulston St in Pukekohe for \$1.2m
- Contamination payments for Wynyard Quarter sites 6A and 6B to Precinct properties totalling \$1.2m.
- Construction works starting on the new carpark at 28 Racecourse Parade in Avondale totalling \$0.5m.

The purchase and construction works detailed above were at risk and we are pleased to have been able to advance these in the financial year. The remaining spend in June was on a range of projects in construction phase within the renewals and priority location areas.

Opex \$13.1m budget



Location	YTD		
	Budget	actuals	Variance
Central	709k	450k	-259k
Isthmus	2.6m	2.8m	229k
North	1.4m	1.2m	-180k
Regional	1.8m	1.8m	-19k
Renewals		0k	0k
South	4.9m	4.6m	-305k
Waterfront	2.6m	2.8m	150k
West	1.8m	1.4m	-329k
Total	15.7m	15.0m	-713k

Note: budget overallocated by 15%.

Regeneration opex spend for the year was \$15.8m, which is \$2.7m more than the budget. The reasons for the overspend are highlighted below:

As reported earlier in the year, following a direction from our auditors, \$0.9m of covid related advance payments to contractors, dating back to FY20 were reclassified from capital spend to operational expenditure within this current year.

Spend in the Priority Locations totalled \$14.9m. Savings were made to allocated budgets, but not enough to keep within the overall budget. A decision was made by management that an overspend in this area was acceptable. This decision took into account the overall forecast better than budget results in the other areas of the business, such as property, marinas and Eke Panuku management costs. This enabled planned placemaking events for Matariki and other smaller events to go ahead. It also allowed for additional consultant support to help progress our capital pipeline work.

Sales income target \$163m



Target is made up of the following:

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

In quarter 4, the following sites went unconditional:

- General asset sales of 21 properties on Whangaparoa Rd, [redacted], Part 12 of Waimauku Station Rd, [redacted] and 34 Moore Street, Howick [redacted]
- Transform and unlock sale of Avondale Central (1909-1949 Great North Road), Avondale [redacted] and 24 Upper Municipal Place, Onehunga [redacted]

Properties have gone on the market, but the market has changed and there is now weakened interest from property developers. There is a deterioration of confidence from the private sector on land sales where residential development is expected. There is currently circa \$80m of properties that are under contract and will be further progressed in FY23.

Programme RAG Status

Regional ● AT / Panuku Transit Oriented Development Programme ● Corporate Property Disposal Programme ● Haumaruru Housing Portfolio ● Property Optimisation ● Renewals ● Supports programme ● Unlock Ormiston Town Centre	Central ● Maungawhau & Karangahape South ● Pukekohe Programme ● Transform Manukau ● Unlock Papatoetoe	Isthmus ● Transform Onehunga ● Unlock Panmure Waterfront ● Waterfront - AC36 ● Waterfront programme	North ● Unlock Northcote ● Unlock Takapuna West ● Unlock Avondale ● Unlock Henderson
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The RAG status will change to amber/red when the delivery of a programme is put at risk from either a single significant issue or where multiple issues, when combined, pose a risk to the programme.

AT/Panuku Transit Oriented Development Programme is at amber due to the projects adjacent to the rail corridor needing to be reviewed due to the need to align with timing of KiwiRail's main line upgrade.

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

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

Company wide financials

Expenditure budget \$37.4m



	Budget	Actual	Var
People	\$29.3m	\$28.6m	\$0.7m
Other	\$8.1m	\$5.6m	\$2.5m
	<u>\$37.4m</u>	<u>\$34.2m</u>	<u>\$3.2m</u>

Expenditure at year end totalled \$34.3m which is \$3.2m less than the full year budget.

People costs are \$0.7m behind budget, \$0.4m of this is savings due to unfilled vacancies. Candidate salary expectations and working arrangements have made recruitment challenging this year.

Training costs were also \$0.3m under budget at year end, due to covid restriction challenges around holding large scale training sessions.

Other expenses were \$2.5m less than budget, due to savings in the following areas:

Insurance \$0.4m; cyber security internal audit being delayed due to covid \$0.2m; Viaduct Marina South \$0.2m; corporate communication and marketing \$0.2m; office occupancy and other miscellaneous cost savings due to covid of \$0.2m; consultancy cost saving of \$0.3m due to reduced site acquisitions during the year and business planning initiatives \$1.0m in savings from planned work being done internally or the initiative not requiring as much resource as expected.

Revenue budget \$15.3m



	Budget	Actual	Var
Recharge	\$13.6m	\$14.5m	\$0.9m
Viaduct Marina South	\$1.0m	\$1.1m	\$0.1m
Marina Trust	\$0.7m	\$0.7m	0
	<u>\$15.3m</u>	<u>\$16.3m</u>	<u>\$1.0m</u>

Revenue at year end is \$1.0m ahead of budget.

Staff recharge revenue was \$0.9m ahead of budget, there has been a big push by management to ensure that timesheets are completed and all revenue captured.

Viaduct Marina South income ahead of budget by \$0.1m due to higher occupancy.

Managed properties surplus budget \$28.5m



	Budget	Actual	Var
Managed Properties	\$22.4m	\$27.1m	\$4.7m
Marinas	\$6.1m	\$8.6m	\$2.5m
Business Interests	\$4.1m	\$7.3m	\$3.2m
Public Activities	<u>(\$4.1m)</u>	<u>(\$3.9m)</u>	<u>\$0.2m</u>
	<u>\$28.5m</u>	<u>\$39.1m</u>	<u>\$10.6m</u>

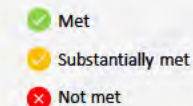
Managed Properties achieved a net surplus is \$39.1m which is \$10.6m ahead of the full year budget.

- **Commercial Property Portfolio** is \$4.7m ahead of budget, made up of the two managed portfolios being ahead of budget - Auckland Transport at \$2.2m and Auckland Council at \$2.5m.
- Revenue was \$3.6m ahead of budget at year end, this is after a \$2m reduction from covid hardship payments that were made during the year.
- Expenditure is \$1.0m less than budget, with the majority of the saving being in repairs and maintenance.
- **Business Interests** are \$3.2m ahead of budget, due to greater revenue generated by Waste Disposal Systems.
- **Marinas** are \$2.5m ahead of budget. Revenue increase of \$1.2m was due to boosted occupancy levels at the Viaduct Marina, and additional revenue from Westhaven Marina through boat movements and sundry income.
- Costs are down \$1.3m, due to repairs and maintenance being \$0.9m behind budget and the delayed competition of the pile berth redevelopment has reduced annual charges at Westhaven by \$0.3m.
- **Public activities** in the Wynyard Quarter is \$0.2m ahead of budget.

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.

The preliminary SOI target results reported below are going through a review of evidence for the audit process. Assurance on the SOI performance measure results will be provided to the ARC at their meeting in August 2022.



	Measure	Target	Actuals YTD	RAG	Commentary
Priority location – programmes & projects	1 Net new dwellings (housing units) - LTP	350	388	✓	Achieved - We have delivered dwellings at 66 Flat Bush Road in Ormiston, in Hobsonville, 96 St Georges Road, 20 Barrowcliffe Place and 30 Madden St, Wynyard Quarter.
	2 Commercial / Retail gross floor area (GFA) or net lettable area (square meter) - LTP	0	N/A	✓	There are no targets set for FY22.
	3 Public realm (includes new or upgraded public open space, playgrounds, walkways, roads etc.) – square meters.	21,000 sqm	21,595 sqm	✓	Achieved - Public realm works were completed in the Manukau Small T projects, Curran street upgrade, Tiramarama Way, Silo Park extension, Eastern Viaduct Quay St intersection works, and enabling public access to new and upgraded areas of the Wynyard Quarter.
	4 Capital project milestones approved by the board achieved - LTP	>= 80%	81%	✓	Achieved - we have completed 13 of the 16 targets set for FY22. Works at Crayford Street are complete, the certificate of completion, once received, will be dated 30 June 2022.
Portfolio management	5 Annual property portfolio net operating budget result agreed with the council achieved – LTP	\$21.9m	\$27.1m	✓	Achieved – The year to date result to the end of June is \$27.1m which is better than the target of \$21.9m.
	6 The monthly average occupancy rate for tenatable properties – LTP	Commercial 85% Residential 95%	Above target	✓	Achieved - above target for the year with commercial at 93.4% and residential at 97.9%.
	7 The percentage of marina customers surveyed who are satisfied with marina facilities and services	80%	90%	✓	Achieved - The customer satisfaction survey results show that 90% of customers are satisfied with the overall marina facilities and services
	8 The asset recycling target agreed with the Auckland Council	\$115m	\$35m	✗	Sales of \$35m have been achieved this financial year. Net unconditional sales are indicatively \$32m with costs to be finalised. These sales contribute towards the council's general asset sales target. Due to a recent decline in the property market, the target of \$115m was not met.
	9 Achieve total board approved budgeted Transform and Unlock (T&U) net sales for the financial year through unconditional agreements	\$48m	\$64.4m	✓	Achieved – sales of Avondale Central, Paynes Lane in Onehunga and a number of lease agreements in the Waterfront contributed to exceeding the target.
Business leadership	10 Creating positive outcomes for Māori - Deliver 50 ongoing or new initiatives that support Māori Outcomes	50	51	✓	Achieved – a total of 51 initiatives have been completed this financial year.
	11 Enhancing the relationship between Eke Panuku and mana whenua. Increasing the percentage of satisfaction with the support they receive from Eke Panuku.	Baseline survey		○	Survey results are currently being finalised.
	12 Complaints received by Eke Panuku are resolved. **Note: This is a new performance measure. The actual result for FY22 as a baseline will help set future targets.	80% of complaints are resolved within 10 working days	88%	✓	Achieved - A total of 40 complaints have been received this year, of these 35 have been resolved within 10 working Days.

Focus areas – new work and business improvement

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

Whilst COVID-19 has impacted our ability to undertake or prioritise some work, a number of business focus areas have progressed well and many initiatives are completed. Many initiatives such as business process or system improvements (data bases, guidance, training, standards) are now BAU. Some work is ongoing and some will be carried over to FY23. The results reported below are preliminary. A full assessment will be provided in our August reporting.

Focus area		Total initiatives	Results		Commentary
			Met	Not met	
1	Strategy & relationships	5	5	0	A key focus of the city centre lead agency role will continue to be building relationships across the group and with stakeholders. The Thriving Town Centre Guidelines is now available on website and published. A number of design partnerships are in place to support our urban design work. Branding has been adopted and successfully rolled out.
2	Business improvements	16	8	8	New data bases have been completed for disposals, resource consents and digital assets. Structural changes within the portfolio team have been advanced and training on urban renewal under the PWA. Some business initiatives have been deprioritised or delayed due to Covid-19, largely internal process improvements or work requiring engagement with stakeholders. Resource planning will be picked up in FY23.
3	Māori outcomes	25	12	13	Eke Panuku continues to meet regularly with mana whenua to advance projects and opportunities. There has been engagement on the Selecting Development Partners Policy. Mana whenua have hosted an information session for wider Eke Panuku staff and use of Take Mauri Take Hono tool (or similar) is ongoing in a range of projects across the company. An overview of housing research was completed and shared with MW. We have established a Māori staff network. Rangatahi-led initiatives were included in the Matariki festivals. Implementation of the Mana Whenua Outcomes Framework Y2 was challenged by Covid impacting MW and Eke Panuku capacity, with around half achieved. This is to be confirmed with MF as well as priorities for FY23. Some initiatives developed in 2019 are no longer relevant or have been superseded. Some initiatives have been delayed or are subject to mana whenua forum direction and prioritisation, such as cultural capability building and sharing of mātauranga Māori framework around climate change. Initiatives such as the relationship agreement will be carried over.
4	Sustainability & Climate action	26	18	8	We have advanced and completed a number of initiatives that enable people across the business to drive sustainability outcomes in their projects, including social procurement. This has included training, changes to templates and processes and guidance. Green leasing clauses have been adopted for future leases and standard clauses in development agreements to advance sustainability outcomes. Westhaven has been awarded 4 gold anchor accreditation reflecting leading environmental practice. Many staff have joined Future Fit, a tool to assist individuals to reduce their carbon footprint. Some initiatives have not been achieved due to capacity or dependencies, but will be completed in FY23. This includes a group approach to climate related risk reporting with workshops occurring in FY23. The work to identify opportunities for carbon reduction across the property portfolio will also be carried over and internal training and business improvement will continue. The modelling to identify the carbon reduction benefits of living in an Eke Panuku urban regeneration location will come to the board in August 2022.
5	Eke Panuku People	4	3	1	Total rewards project underway as a response to the engagement survey and tight labour market. Leadership training plan developed and self-leadership bites (training for all staff) piloted in November 2021 and running again. Work to prioritise actions in the Wellbeing Strategy and the Diversity and Inclusion Strategy underway.
6	Health, safety & wellbeing	4	1	3	The wellbeing strategy was completed. A review of Noggin for reporting and training priorities were not advanced due to staff changes. This will be rolled over to FY23 enabling the new Health and Safety Manager to build the team and to review and prioritise activity. Improvements to Opal for risk reporting have not been advanced.
Total		80	47	33	

People and Culture

Overall FTE is 236.6, this includes our actual FTE of 199.5, 11.1 contingent workers in FTE roles and 26 vacancies. Of these vacancies:

- 19 are being actively recruited via our Auckland Council recruitment team, external agencies or internal EOI process.
- 2 have been filled and are awaiting the future employee's start
- 2 are being rescoped; and
- 3 are held for future changes or seconded employee home roles
- There are 4 vacant positions held and therefore not under active recruitment.

There are also 16 contingent workers in non-FTE positions. These have not been included in the current FTE count.

Staff turnover has increased from 19.5% to 20.2% this quarter. The primary reason for employees leaving is career progression - this includes where they are moving on to higher roles and salaries. Less prominent leaver reasons include employees moving cities, moving overseas, returning to study, retirement or for personal reasons. Recruitment continues to negatively impact turnover as we are unable to backfill positions as people leave the organisation.

Flexibility continues to be a focal talking point from the recruitment candidate market. Applicant numbers have been relatively steady for roles in Band E – G. Roles in Band H and above are more niche, therefore the volume of applicants aren't as high. We are continuing to incorporate the new Eke Panuku branding throughout our recruitment advertising.

Office occupancy has increased significantly, going from 13% in the last quarter to 40% occupancy this quarter.

We continue to work with our leadership consultants, Centre for Vision and Leadership (CVL), to extend and embed the learnings from E Tū, Hautū 2021. This includes rolling out our DiSC (Dominance, Influence, Steadiness and Conscientiousness) workshops to the wider organisation and our self-leadership habits series.

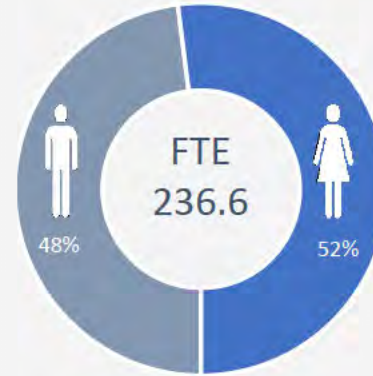
Together with the new Head of Health, Safety & Wellbeing, a review of our health and safety training was also completed this quarter.

FTE summary

FTE			Non FTE	
FTE Actual	Contingent in FTE	Vacant roles	Contingent in non-FTE position	Vacant non-FTE positions
199.5	11.1	26	16	3



Gender

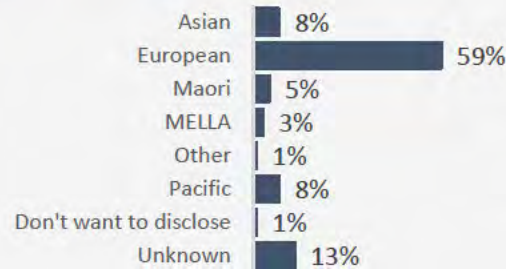


Employee salaries

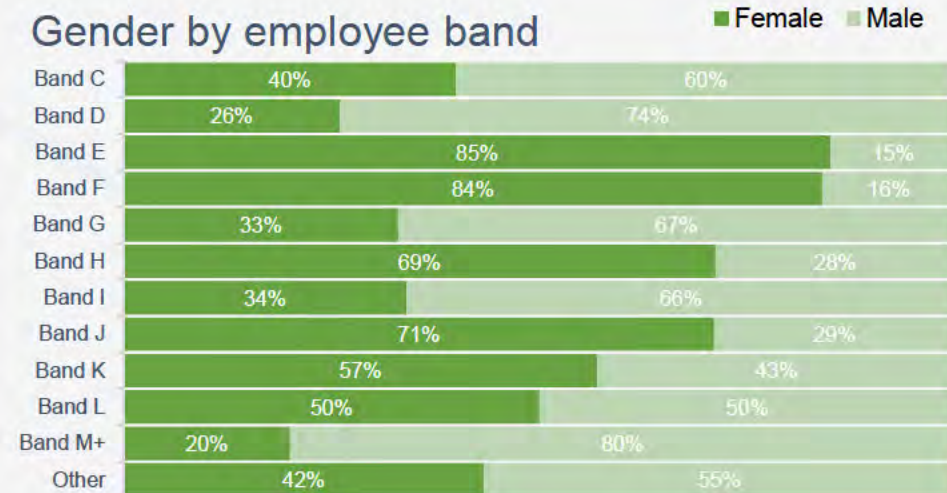


The number of staff earning over \$100k per annum increased by 16% for the year 30 June 2022.

Ethnicity



Gender by employee band



Managed properties

Occupancy

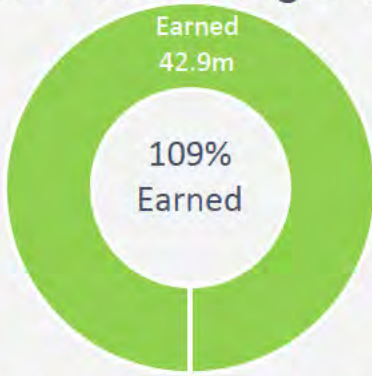


The monthly average occupancy rate for tenable properties

Arrears



Revenue budget \$39.3m



Revenue this year totalled \$42.9m, which is \$3.6m ahead of budget. There are a number of transactions that make this up:
Auckland Transport revenue was \$1.7m higher than budget due to the delays with the Eastern Busway properties, which were budgeted to have been vacated by December 2022.

- Auckland Council property revenue was \$1.9m higher than budget, due to:
- A number of properties expected to be vacant, have remained tenanted throughout the year, including: [redacted] from Bledisloe House; [redacted] from Graham Street; [redacted] from The Concourse; [redacted] from YDL in Hobsonville and [redacted] from AC36 Base C.
 - [redacted] in backdated rent reviews Marine Steel and Firth Industries
 - [redacted] in backdated rental increases for Clearwater
 - [redacted] in additional expenditure recoveries [redacted] from CRL for Bledisloe car park rates)

The additional revenue from the above areas has been offset by less revenue than expected from the following areas:

- \$0.6m from Marine Village vacancies
- \$0.6m from North Wharf vacancies and covid hardship claims
- \$0.4m from Jellicoe Street car park revenue decrease.
- \$0.4m from Fu Wah revenue interest expected was down by \$0.4m due to early settlement of long lease in August 2021.
- \$2.0m paid this year in covid hardship claims

Expenditure budget \$16.9m



Expenditure this year totalled 15.8m, which is \$1.1m behind budget. Major variances to budget include:

- Repairs and maintenance costs are \$1.0m behind budget, with \$0.8m of this sitting in the residential area.
- Costs for healthy homes were less than expected this year.
 - A reduced number of AT properties were onboarded this year, which has meant fewer full refurbishments have been needed..

Budgeted consultant costs of \$0.5m, for work on the former Shell site at Wynyard Point has not been needed.

The above savings have been offset by \$0.4m from additional occupancy costs for utilities such as water, gas and electricity.

Business interests \$4.1m



Business interest surplus is \$7.3m for the year, which is \$3.2m ahead of budget due to increased revenue from Waste Disposal Services.

Savings in expenditure of \$0.3m have been made due to the Ti Point forest weed management plan and repairs and maintenance for the quarries were not required this year.

- Covers:
- forestry
 - landfills (WDS)
 - quarries

Public space assets \$4.1m



Public Space asset spend totalled \$3.9m for the year, which is \$0.2m ahead of budget.

There has been a \$0.7m increase in security costs due to increased security measures put in to manage ongoing undesirable behaviour in the Wynyard Quarter. This additional cost has been mitigated through savings in maintenance, both from the Wynyard crossing bridge \$0.4m, and \$0.4m in consequential opex from AC36 legacy assets. Additional revenue from recharging developers for costs in the Wynyard Quarter of \$0.1m was also received in year.

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

Marinas



Westhaven Marina berths

96.0%
Occupancy
Target 94%

2.5%
Arrears
Target 3.1%



Silo Marina

7.5%
Arrears
Target 59%

Revenue budget \$18.1m



Revenue is made up of the following:

- \$10m Westhaven
- \$0.7m Viaduct
- \$1.3m Silo
- \$6.1m* Marina Trusts
- \$18.1m

* Internal eliminations removed from Trusts financials

Overall revenue for the year totalled \$19.3m, which is \$1.2m ahead of budget, due to the following:

- Viaduct Marina had higher than expected occupancy during the year and this is reflected in an additional \$0.7m in revenue.
- Westhaven Marina was \$0.9m ahead of budget due to additional revenue generated through boat relocations within the marina and additional sundry revenue from fuel and other services.
- These have been offset by a reduction in the Marina Trust revenue of \$0.4m. This is due to full occupancy of the new pile berths happening later than expected (this has an off-setting expenditure saving at Westhaven Marina).

Highlights for the quarter:

Marina Industries Association (MIA) has awarded Westhaven with its 4 Gold Anchor accreditation. Gold Anchor is an international accreditation and is based on a rigorous assessment of a marina's services, procedures, and facilities. It involves an independent audit of 86 criteria across all areas of the business. Gold Anchor has been auditing marinas throughout the world for over 25 years. The award scheme is well known as a credible measure of marina quality. It is designed to inform customers about the level of services and facilities a marina has, and provide marinas with a set of benchmarks to maintain and a pathway for continual improvement.

In announcing this award, Suzanne Davies MIA CEO commented, "Westhaven Marina is the largest recreational boating facility in the Southern Hemisphere and the first Gold Anchor accredited marina in New Zealand. It's an amazing achievement and a credit to the Westhaven team on their commitment to providing consistently high standards of service and facilities."

Expenditure budget \$12m



Expenditure is made up of the following:

- \$4.7m Westhaven
- \$0.5m Viaduct
- \$0.8m Silo
- \$6m* Marina Trusts
- \$12.0m

Expenditure for the year was \$10.7m, which is \$1.4m under budget, due to the following :

- Westhaven at \$0.6m. \$0.4m of this was due to the late occupancy of the AA berths in the pile berth development, and \$0.1m in repairs and maintenance, and \$0.1m in occupancy costs.
- Silo Marina at \$0.4m. Major repairs and maintenance works weren't required this year due to capital works and tornado damage repairs being carried out in the previous financial year. The \$0.3m budget was not required this year with only minor works needing to be carried out. This was also offset by a \$0.1m storm damage insurance claim.
- Trusts \$0.5m. Reduced user charges revenue from the Westhaven AA berths and the need to be as close as possible to break even at year end, resulted in a slowing of expenditure during the year. An insurance claim from tornado damage in FY21 was only recently agreed with a \$0.2m refund being processed in June 2022.



Customer satisfaction

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

The customer satisfaction survey results are in and 90% of customers are satisfied with the overall marina facilities and services.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

FY22 - grants and donations

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

Cash donations
budget \$15.5k



Property concessions
budget \$252.8k



Marina donations
budget \$148.5k

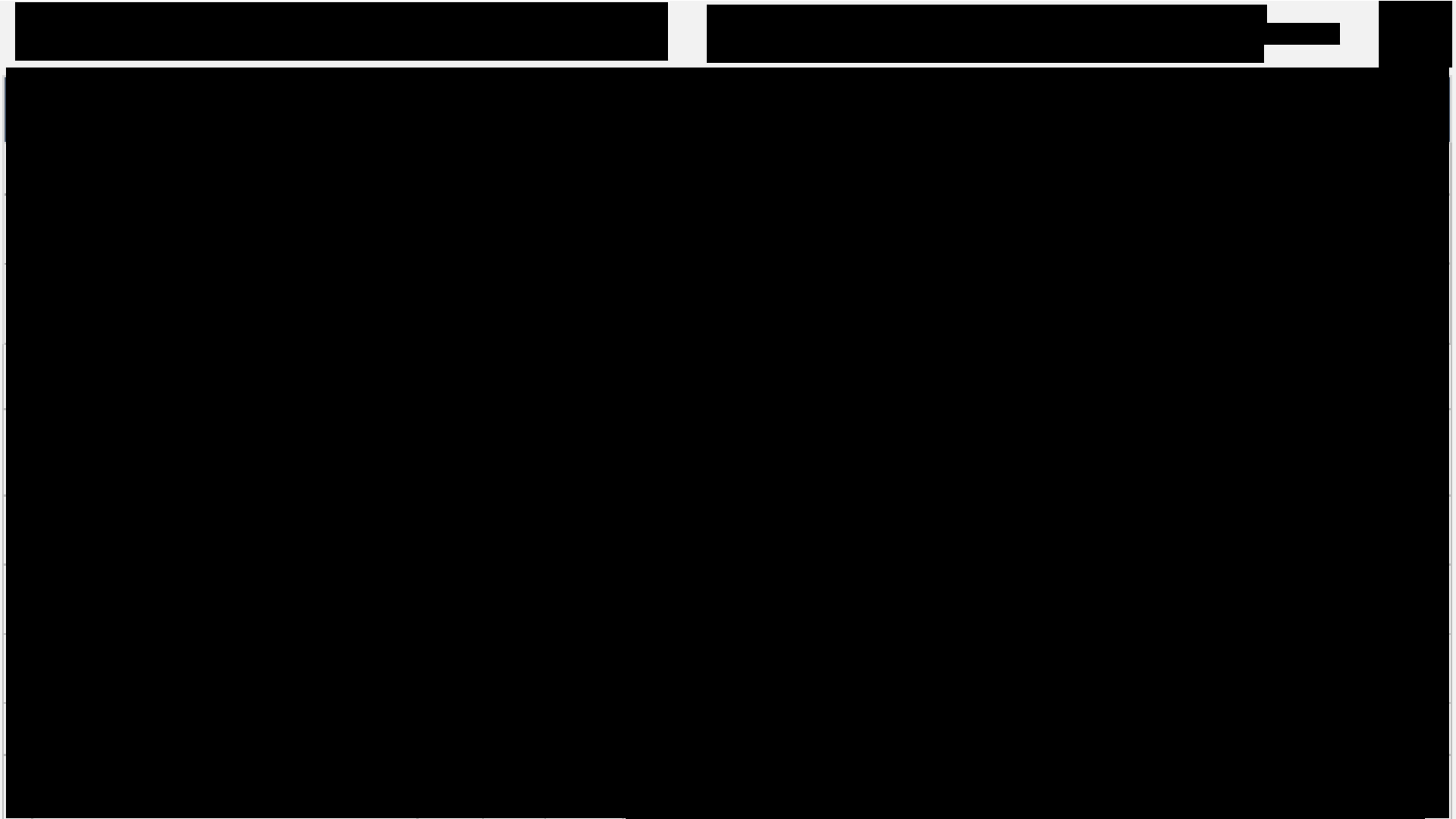


Total grants and donations are under spent by \$14.6k for the year compared to budget.

Variations to budget include:

- Planned cash donations to the Climate Change Conference and the University of Auckland Business School did not go ahead, totalling \$10.5k. The \$5k provision for adhoc requests within the CE delegations is also underspent by \$3.5k.
- Marina grants includes berthage of four NZ Coastguard rescue vessels for three months valued at \$6.1k, not included in the original plan. This was approved by the Eke Panuku Board on 27 October 2021. This is offset by reduced sponsorship to Seacleaners boat storage while dredging works occurred at Z-Pier, resulting in a slight net Marinas underspend of \$0.6k.

[REDACTED]



Programme updates

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

NORTHCOTE

Masterplan: Spatial delivery plan

Projects completed & underway

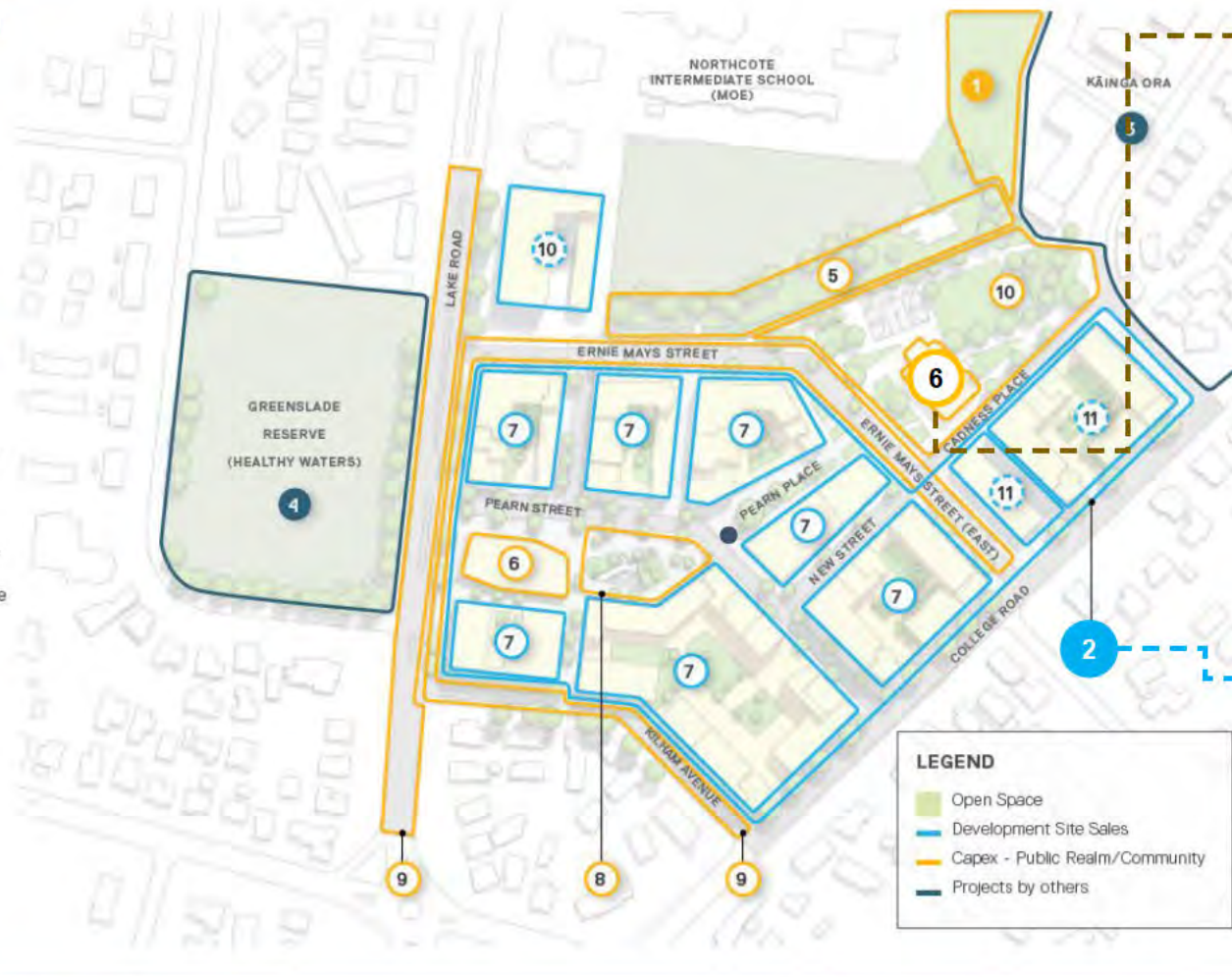
- 1 Te Ara Awataha – school edge
- 2 Acquisitions
- 3 Kāinga Ora housing development
- 4 Greenslade Reserve (Healthy Waters)

Short-term projects (FY22-24)

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

Long-term projects (FY25+)

- 11 Development Stage 2



Community Hub and Cadness Reserve upgrade – The process to select a design team for the community hub and Cadness Reserve upgrade project commenced in May 2022.

Land acquisitions and securing a development partner for this location – The property acquisitions for the town centre have now been completed. This will enable the central development block to be taken the market next financial year to find a development partner.

TAKAPUNA

Masterplan: Spatial delivery plan

HLPP BOUNDARY

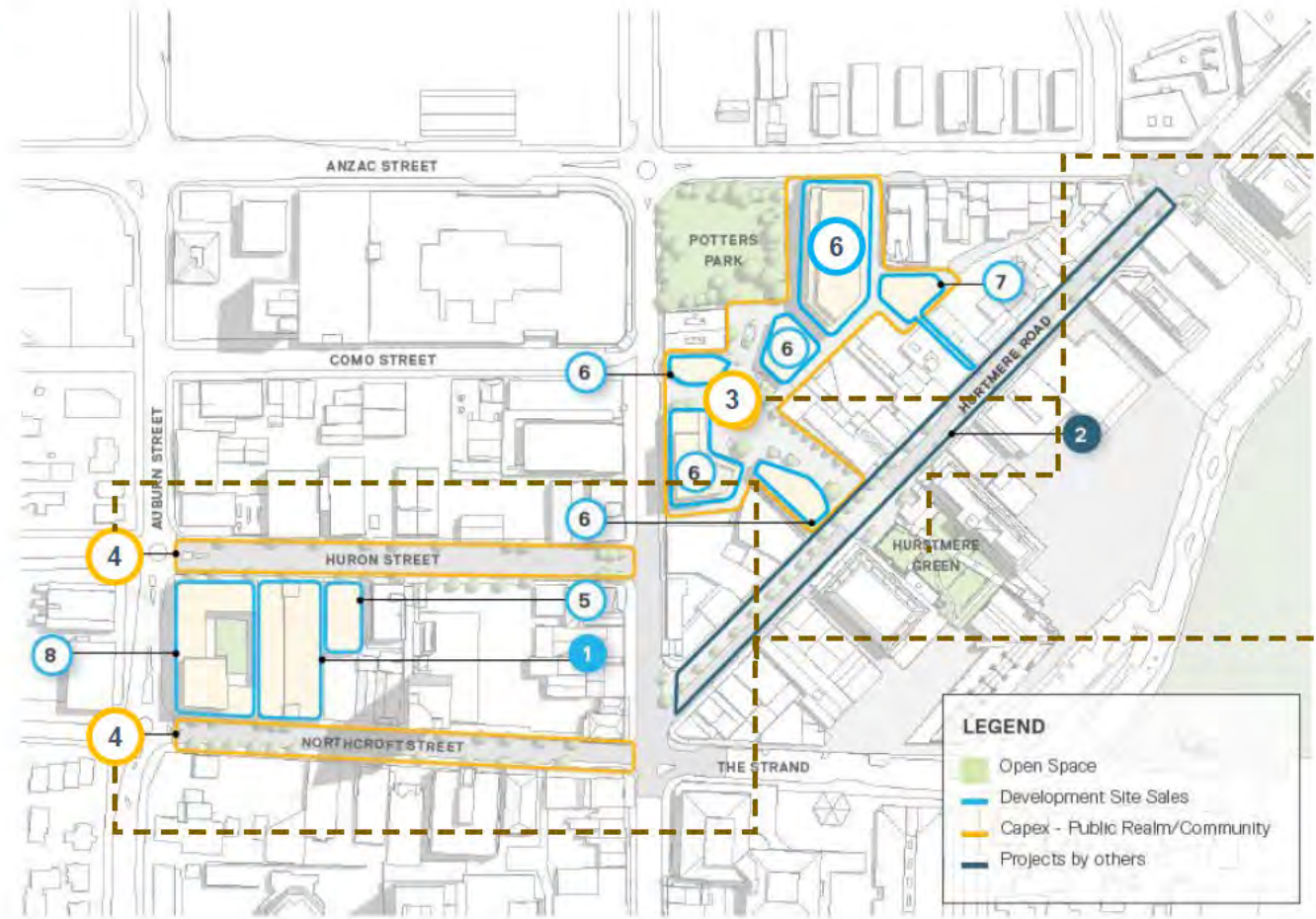


Projects completed & underway

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

Short-term projects (FY22-24)

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



Waiwharariki Anzac Square (Town Square) – Eke Panuku met with the RSA, mana whenua and Auckland Council teams in June 2022 to discuss options for the relocation of the Takapuna War Memorial. This follows the Takapuna-Devonport Local Board directive in December 2021, that the war memorial be moved from its current location in the forecourt next to the library on the Strand, to the Waiwharariki Anzac Square.

A group walk around of the area was a chance to hear the views of key stakeholders on the potential relocation and to workshop all of the Takapuna town centre project options.

The group agreed that Waiwharariki Anzac Square or the Hurstmere Green seemed the most suitable locations for the memorial. Another workshop is being arranged to discuss options within these two spaces.

Huron & Northcroft streetscape upgrade - The concept design for Huron and Northcroft streets is 90% complete following the Innovating Streets for People trials. Feedback is being worked through on the design with Auckland Transport. Once approved by Auckland Transport, further feedback from stakeholders will be sought before it is finalised and consent plans lodged.

ONEHUNGA

Masterplan: Spatial delivery plan

Projects completed & underway

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

Short-term projects (FY22-24)

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

Long-term projects (FY25+)

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



Waiapu Lane Precinct Stage 1 (supermarket development)
 - Negotiations with [redacted] for the supermarket development remain live. The public realm and residential sites sale components of the precinct plan will progress in parallel with these negotiations being concluded.

Waiapu Precinct (public realm) – The subdivision resource consent application has been lodged with Auckland Council. An important step to enabling public realm and mixed use developments to progress. Once granted, it will provide a consent envelope under which infrastructure enabling works can be undertaken.

 Plans for the public realm are being developed in conjunction with our mana whenua artist. Once costing works are complete, it will be released for public feedback. This is expected to be later in new financial year.

Onehunga programme masterplan - Work continues on the programme business case (PBC) update. This supports the masterplan which has an enhanced focus on the town centre precincts and seeks to leverage the planned investment in light rail. Feedback on the revised PBC will be sought from the Eke Panuku executive team in early in FY23, before going to the board. The Technical Advisory Group (TAG) recently reviewed a refreshed draft of the Transform Onehunga programme masterplan which received very positive feedback.

Onehunga Wharf Master Plan & plan change - Development plans for the wharf masterplan and staging are presently being costed, along with the remedial works options for the dilapidated wharf structures.

 Mana whenua feedback on the refreshed wharf masterplan has been received. A Take Mauri Take Hono cultural values framework has been finalised by mana whenua for the Onehunga Wharf and Waterfront proposals.

24 Upper Municipal Place site sale – the site was sold with a residential development agreement in June 2022.

PANMURE

Masterplan: Spatial delivery plan



Projects completed & underway

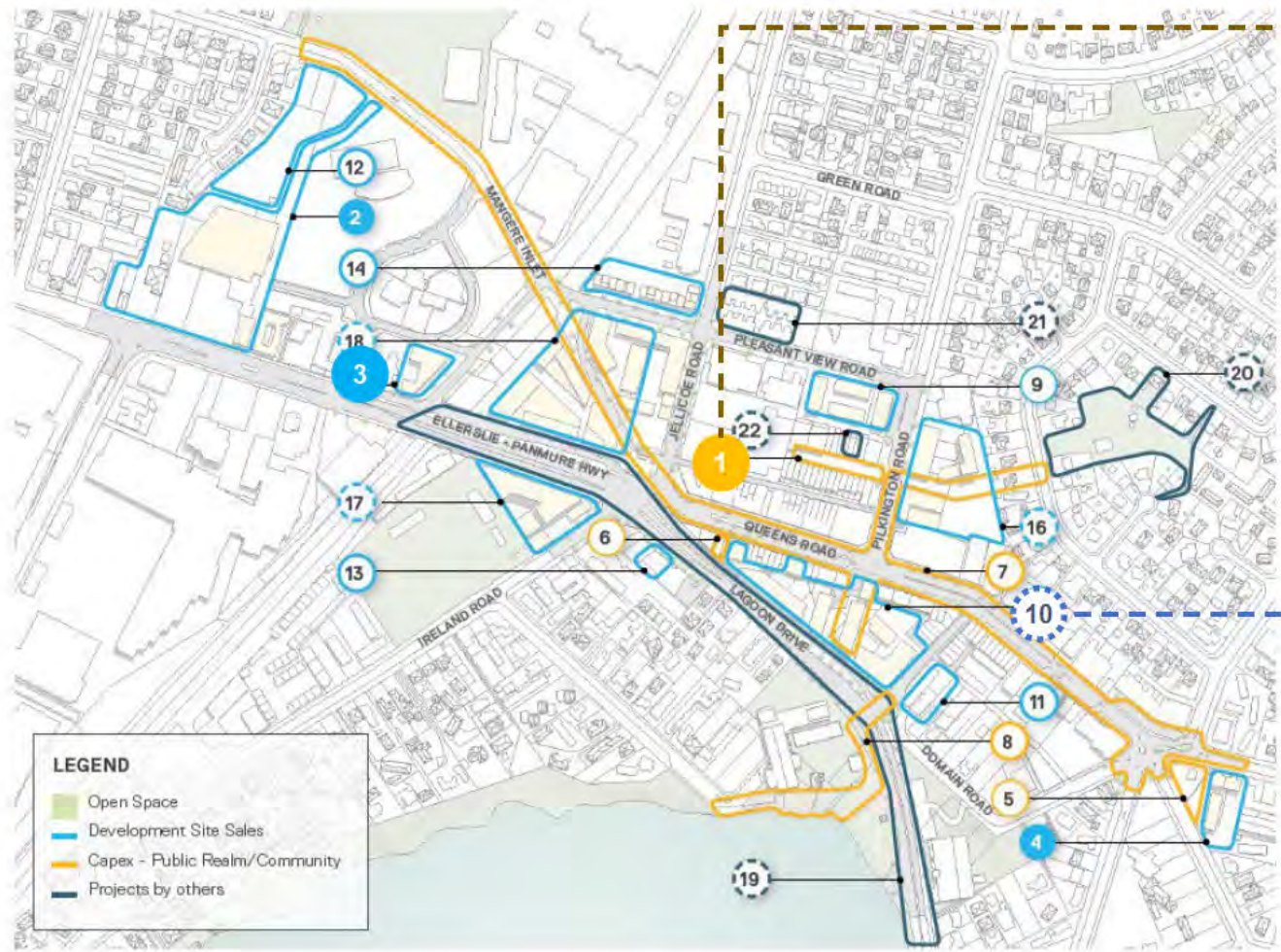
- 1 Clifton Court
- 2 486-492 Ellerslie Panmure Highway
- 3 Kings Road

Short-term projects (FY22-24)

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

Long-term projects (FY25+)

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



Clifton Court – Construction of the streetscape upgrade is likely to start early in the in FY23. These works are the initial step in what will be a series of streetscape and public space enhancements.

Basin View Precinct – the masterplan was endorsed by the Maungakiekie-Tāmaki Local Board on 28 June 2022. A significant milestone for the Unlock Panmure programme and marked the achievement of one of our FY22 SOI capital milestone targets.

Placemaking – Panmure’s first outdoor dining installation, which was opened in February 2022 was recently removed to make way for a winter series of events and activations. Outdoor dining is set to return again once the warm evening weather returns.

MANUKAU Masterplan: Spatial delivery plan

HLPP BOUNDARY



Projects completed & underway

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

Long-term projects (FY25+)

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

Short-term projects (FY22-24)

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



LEGEND

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

Manukau Sports Bowl Investment – Community engagement which began in April 2022 was completed in May 2022. The concept design is now being finalised and is expected to be presented to the Ōtara-Papatoetoe Local Board in August 2022.

Hayman Park playground works – construction works on the new playground, which began in March 2022 are progressing well. The playground is expected to be completed towards the end of FY23.

10 Putney Way site sale – A key development site located between the Manukau Town Square and the bus terminal. The go to market sales strategy was approved by the board in August 2021. It has been offered to mana whenua for their consideration to purchase. A response from mana whenua is expected early in FY23.

Wiri walking and cycling bridge replacement – Construction works started in May 2022. These works will improve access, safety, view into the reserve and create a connection between the Wiri Stream reserve, Kōtuitui housing development and the town centre. Works are expected to be completed in December 2022.

Placemaking - Auaha ō Manukau – A trial programme which began in quarter 3, consisting of four containers each representing a value: toi (creativity); taiao (environment); takiura (knowledge) and tākarokaro (play). The containers were well used for the Matariki celebrations in late June.

Matariki Ki Uta (Manukau) – A two-day festival centred around storytelling, kai and whānau was held in the Manukau Civic Square in Osterley Way on 23-25 June 2022. The festival was a great success.

Puhinui Programme – The Puhinui Regeneration Strategy Charter was signed by the Mayor, mana whenua and other signatories in May 2022. This follows the endorsement from the governing body in August 2021.

Small T construction – A project to investigate and deliver small renewal and upgrade projects within the Manukau city centre. Works to deliver Wi-Fi to Wiri, construct the CMDHB (Te Whatu Ora - Health NZ) stage 1 path and new basketball courts at the Inverel Park are all progressing well.

OLD PAPATOETOE

Masterplan: Spatial delivery plan

HLPP BOUNDARY



Projects completed & underway

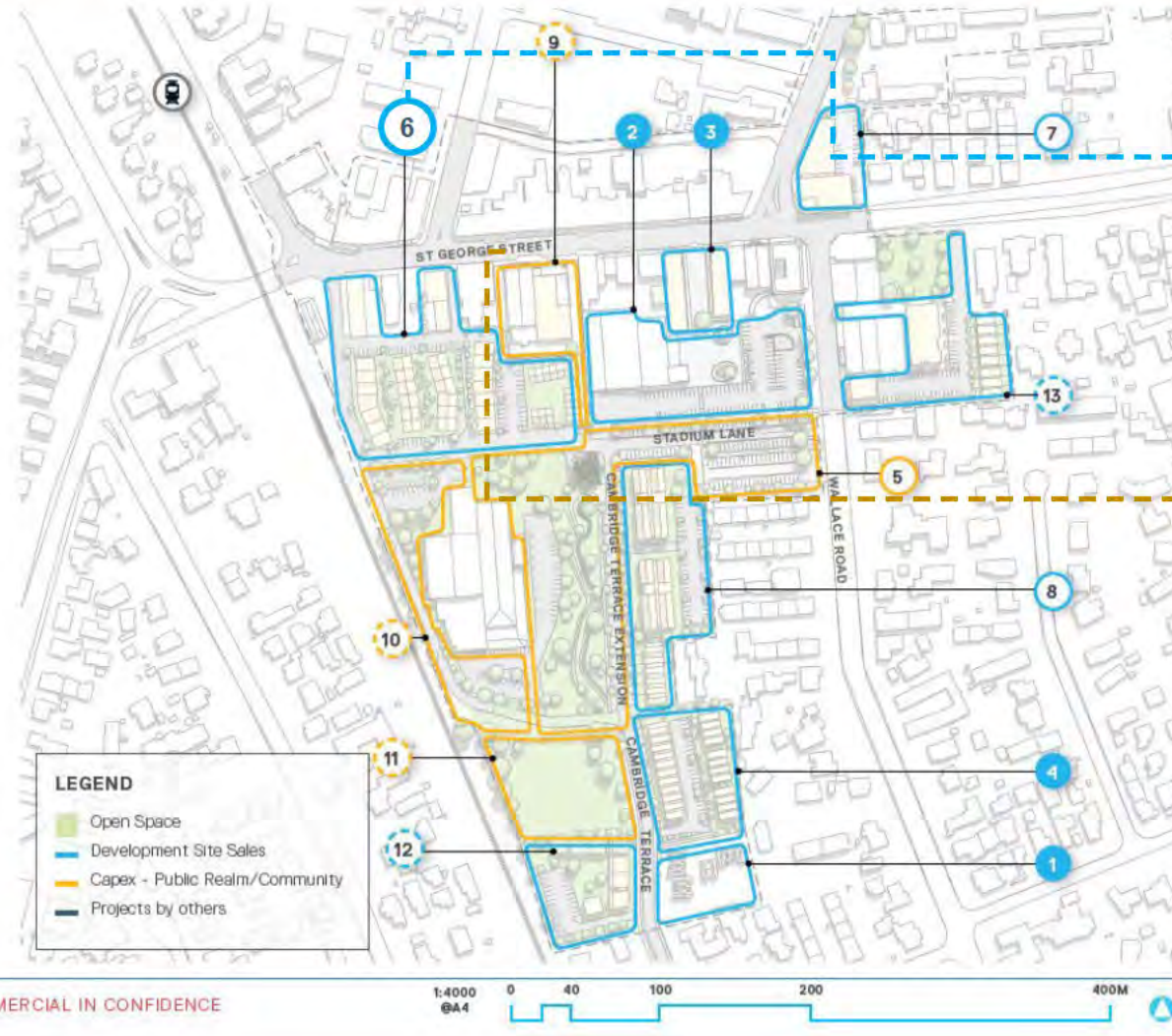
- 1 89 Cambridge Toe
- 2 Supermarket and carpark
- 3 Papatoetoe Mall
- 4 91 Cambridge Toe - The Depot

Short-term projects (FY22-24)

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

Long-term projects (FY25+)

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



3 St George Street site sale (St George's Lanes) - The resource consent for the residential development is expected to be approved shortly. Once received, construction works can begin.

The Human Rights Review Tribunal in relation to the former Tavern Lane site development agreement between Eke Panuku and Ngai Tai Waipareira Housing began on 9 May 2022 and concluded in June 2022. The Tribunal findings are yet to be released.

Placemaking - The Pacific Fusion Fashion show event, held on St George Street in May 2022 was a major success.

The Food hub - in May 2022, services and activities were reduced due to the impacts of covid and light foot traffic to the area.

PUKEKOHE

Masterplan: Spatial delivery plan

Projects completed & underway

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

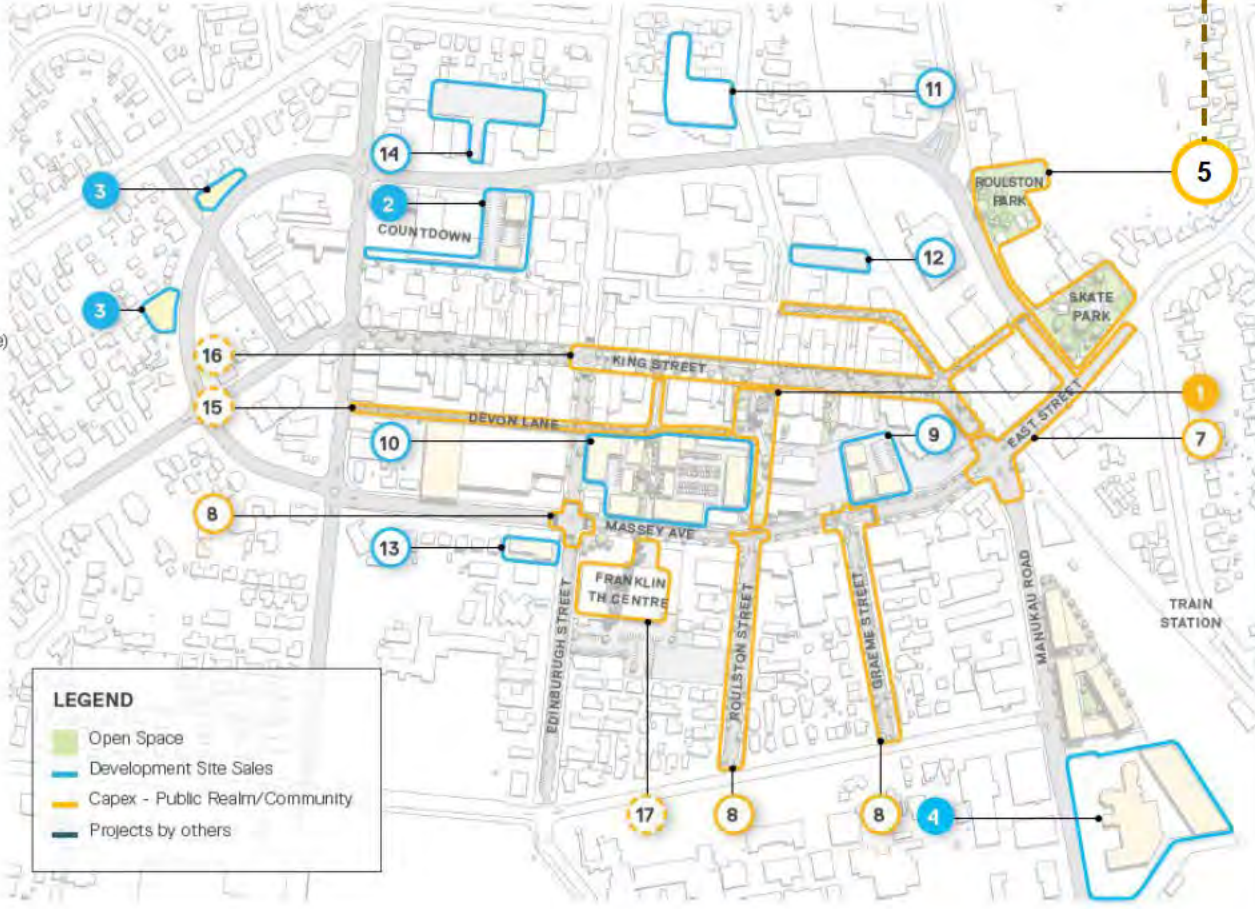
Short-term projects (FY22-24)

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

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

Long-term projects (FY25+)

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



HLPP BOUNDARY

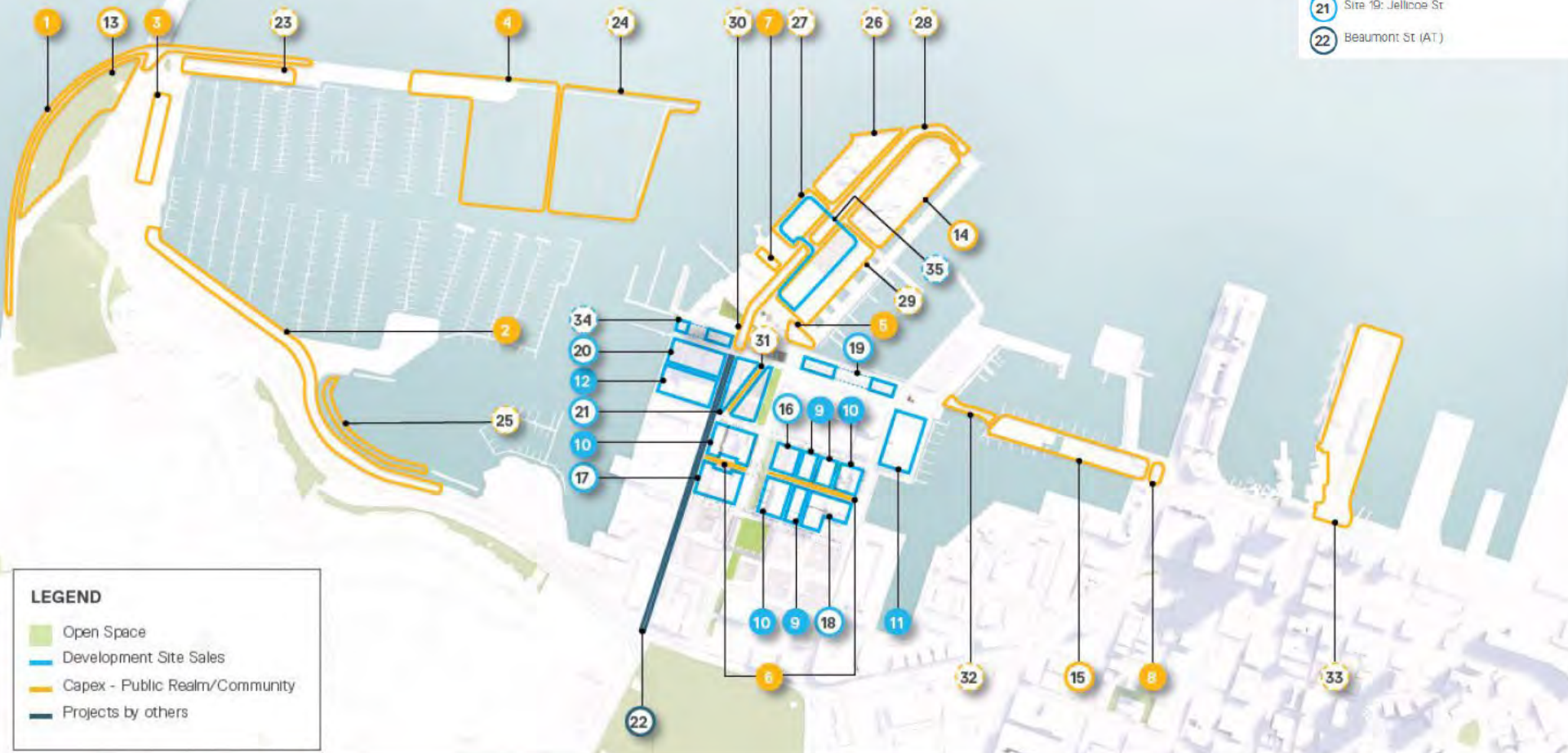
Roulston Park playground and skate park upgrade – The concept design is 90% completed. This follows 3 community activation events to stimulate feedback which were held earlier in the year.

Small site sales – The Go to Market Strategy was approved by the Eke Panuku Board in May 2022. Expressions of Interest from mana whenua have recently been received.

Placemaking - Edinburgh Street parklet – An expanded footpath space to accommodate eating areas continues to be a popular pick with locals. The parklet was opened in January 2022 as it aligned with the plans to futureproof Pukekohe. It was also in response to the needs of the local businesses which were working hard to get through these turbulent times.

Devon Lane – A trial to make the lane one-way was put in place in April 2022. This was to make it safer to walk around the town and to create outdoor dining spaces, bringing more people into the town centre. Feedback on the trial closed mid-June 2022 and will be considered in the final direction of Devon Lane.

WATERFRONT Spatial delivery plan



Short-term projects (FY22-24)

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

Projects completed & underway

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

Long-term projects (FY25+)

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

LEGEND

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

Westhaven

4 Pile Berth Redevelopment – The temporary carpark that was in place over the summer months on the northern reclamation was closed after Easter weekend. Works are now beginning on the next stage of the project, which will include a permanent car park and temporary public space. Permanent public space works will be able to take place following the outcome of the primacy hearing. On this matter - [REDACTED] has indicated that it is open to entering into a tikanga-based alternative resolution process. It has sought confirmation from parties on this approach. Eke Panuku has indicated that it would not be entering into the tikanga-based alternative resolution process as our position is neutral. However, we have offered to assist the parties with drafting conditions that reflect the agreed way forward.

3 Westhaven Marine Village - Solar panels have been successfully installed on the roof of the Westhaven Marine Village. The solar energy generated from the installed PV panelling will pay for itself over time and the building will be more energy self-sufficient.

Stakeholder engagement - The Westhaven Marina user forum was held in June 2022. With over 100 in attendance, it was an opportunity to reconnect in person with the marina users after two years of lockdowns. The Marina team also met with the Saint Mary's Bay residents group to run through the Westhaven delivery plans, including the Harbour Bridge Park and seawall replacement.

13 Harbour Bridge Park – A hikoi with mana whenua and a design workshop were held in June 2022. After some initial delays we are moving positively through the design of this space and the treatment and recognition of the waahi tapu Te Routu o Ureia. Challenges remain with the status of property agreements that need engagement with Waka Kotahi and with Watercare Services Ltd in relation to the booster pump requirements.

Wynyard Quarter

14 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. Selection of a design team to deliver on the Te Ara Tukutuku Plan is underway with a contract expected to be awarded in August 2022. [REDACTED]
Successful applicants will present their proposals to Eke Panuku and mana whenua in late June 2022.

101 Pakenham Street (John Lysaght Building) – The site has gone to the market for sale by tender, which is open until 21 July 2022. The building is fully tenanted by Tātaki Auckland Unlimited which operates GridAKL from the building and will remain as tenants after the sale.

Market Square public realm upgrade – The concept design was endorsed by the Waitematā Local Board on 17 May 2022. The timing and scope of the project is currently under review.

5 Silo Park extension – phase 2 of the project was completed in May 2022, a significant milestone for the Waterfront programme. It marked the achievement of one of our FY22 SOI capital milestone targets. A two day Matariki festival was also held at Silo Park in June 2022.

Ūrunga Plaza – Balustrades have recently been installed to make the edges along the public space of the plaza area safer for the public. This follows a health and safety review of the waterfront, which identified the area as a fall from height risk for the public.

6 Tiramarama Way – a people and bike-friendly laneway within Wynyard Quarter. Stage two of the works (between Daldy and Beaumont Streets) was completed in June 2022. The overall project stretches all the way from Halsey Street and Beaumont Street, offering an important link through Wynyard quarter. The completion of stage 2 was a significant milestone for the Waterfront programme. It marked the achievement of one of our FY22 SOI capital milestone targets.

City of Colour exhibition – The city-wide exhibition of over 50 art and light installations called 'City of Colour' took place from 6 – 22 May 2022, to attract visitation back into the city centre. The waterfront was featured on the trail and included the Night Lights Dragon Boat Festival, Tank 117 light installation, an exhibition called 'Echo' which was displayed inside one of the silos, and an outdoor photo exhibition on the bases.

AVONDALE

Masterplan: Spatial delivery plan

HPPP BOUNDARY

Projects completed & underway

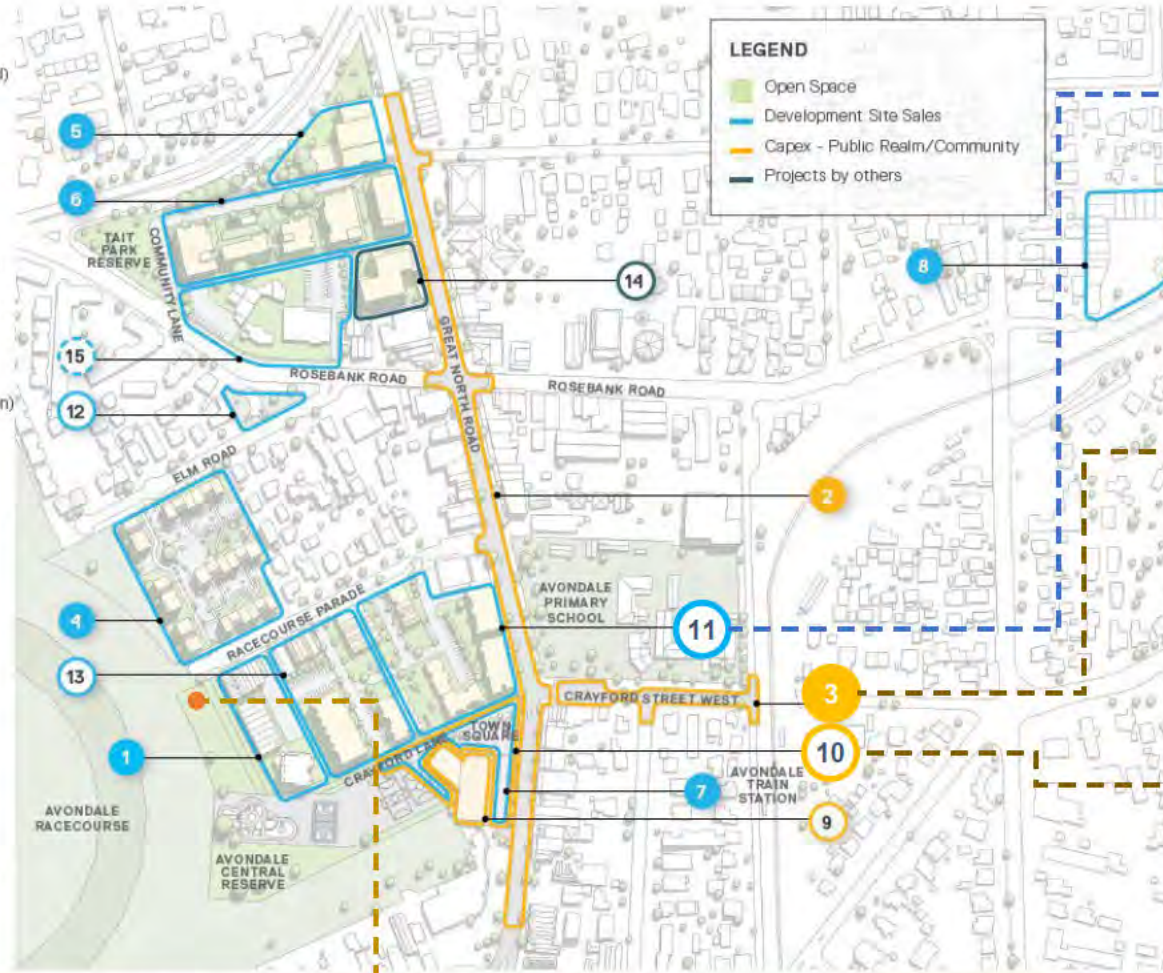
- 1 26 Racecourse Parade (The Set Buildings, Ockham Residential)
- 2 Great North Road Enhancements (AT)
- 3 Upgraded Crayford Street (Panuku)
- 4 18 Elm Street – sold (Kāinga Ora)
- 5 1817 Great North Road – sold (MHUD/Ockham Residential)
- 6 3-5 Community Lane (Highbury Triangle, Kāinga Ora)
- 7 Acquisition of 1971 - 1987 Great North Road
- 8 Site sale - Trent st whakawhiti loop (NZ Housing Foundation)

Short-term projects (FY22-24)

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

Long-term projects (FY25+)

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



Avondale Central, 6 & 10 Racecourse Parade – A sale with development outcomes was reached in late May 2022. A very significant milestone for the wider programme with approximately 675 new homes expected to be built.

Crayford Street upgrade – A project to strengthen the connection between the town centre and the train station. Works commenced in March 2022 and were completed in late June 2022. A significant milestone for the Avondale programme. It marked the achievement of one of our FY22 SOI capital milestone targets and also contributed to our public realm target being achieved.

Town square and playground upgrade – This project is closely aligned with Community Facilities’ community hub and library project. Both projects are scheduled to start construction late in FY23.

Any delays with the community hub and library project are likely to impact the timeline of the Eke Panuku town square and outdoor spaces upgrade project.

New parking spaces at 28 Racecourse Parade – Works began in May 2022 on the additional 30 carpark spaces that we are providing to support Avondale’s upcoming library, community hub and upgraded town square. All land contouring work within the reserve has now been completed and works are expected to be completed later in FY23.



Placemaking – A number of low-key placemaking events were held to celebrate Matariki in Avondale. This included a night-time bike ride and members from The Auckland Astronomical Society inc. being on hand to help people locate the Matariki Stars and explain their significance to mana whenua.

HENDERSON

Masterplan: Spatial delivery plan

Projects completed & underway

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

Short-term projects (FY22-24)

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

Long-term projects (FY25+)

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



Catherine Plaza upgrade – Following a successful workshop with the Henderson Business Association and Westcity on 25 May 2022, we are continuing to progress a concept design for the plaza. It is likely that this project will be about decluttering, upgrading and activating the space rather than a full redevelopment.

Wai Horotiu (Oratia Link) cycleway and bridge – the concept design was endorsed by the Henderson-Massey Local Board in June 2022. A significant milestone for the project and marked the achievement of one of our FY22 SOI capital milestone targets. The local board also confirmed the retirement of the Neweys Reserve pathway as part of the project.

C40 Alderman carpark – A site sale with a residential development outcome encompassing world leading sustainable design. Capital works are now complete, and Community Facilities is about to start bank stabilisation works. The subdivision sign-off (S224c certificate) for the site is expected to be lodged with Auckland Council towards the end of August. Following this, a Record of Title will be lodged with Land Information New Zealand.

2- 6 Henderson Valley Road (subdivision and sale) – the official opening of the renovated Civic Building was held on 7 June 2022, which Eke Panuku attended. The building includes offices for Te Kawarau a Maki. Eke Panuku will work together with Laidlaw College on masterplanning the remaining 2ha of balance land. It is likely that this work will be initiated in FY23 and represents a significant regeneration opportunity for the town centre.

Opanuku Link bridge and playground upgrade – We are expecting to lodge resource consent application for this project in July 2022.

AT/Eke Panuku Transit Oriented Development Programme Scope

Spatial delivery plan

Tranche 1 - Initiated FY20-25

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

Tranche 2 - Initiated FY23-30*

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

Tranche 3 - Initiated FY25+

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

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

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



A review of the 2019 Programme Development Strategy is currently underway with a focus on the non-rail sites. [REDACTED]

REGIONAL PROGRAMME - Corporate Property

Spatial delivery plan

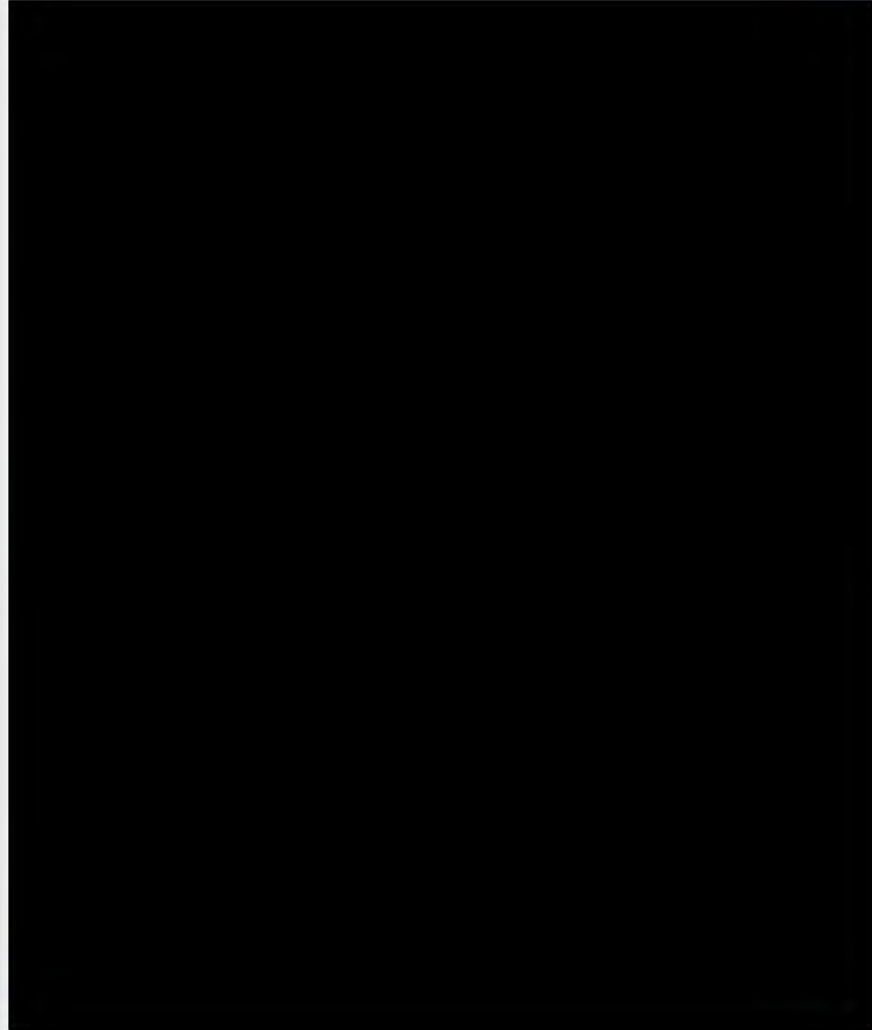
Projects completed & underway



3 - 4-10 Mayoral Drive, Auckland City



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



REGIONAL PROGRAMME - Haumaru Scope

Spatial delivery plan

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

The second tranche consists of Greenslade Court and Godley Road.

These will be followed by 14 and 22 Marne Road.

Projects completed & underway

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

Short-term projects (FY22-24)

- 7 7 Coronation Road, Mangere
80 new units

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



LEGEND

- Development Site Sales

27 - 31 Greenslade Crescent, Northcote – A collaboration between Eke Panuku, Kāinga Ora and Haumaru Housing to develop the Auckland Council 12 unit site to deliver more homes for older Aucklanders. On 3 June 2022, resource consent was granted to Kāinga Ora, which will construct the new homes, for 52 new one-bedroom units. Work is expected to begin in early 2023. Once built, Haumaru Housing will manage the site.

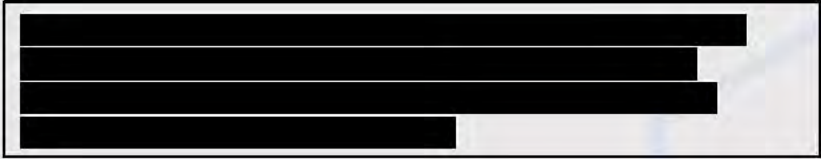
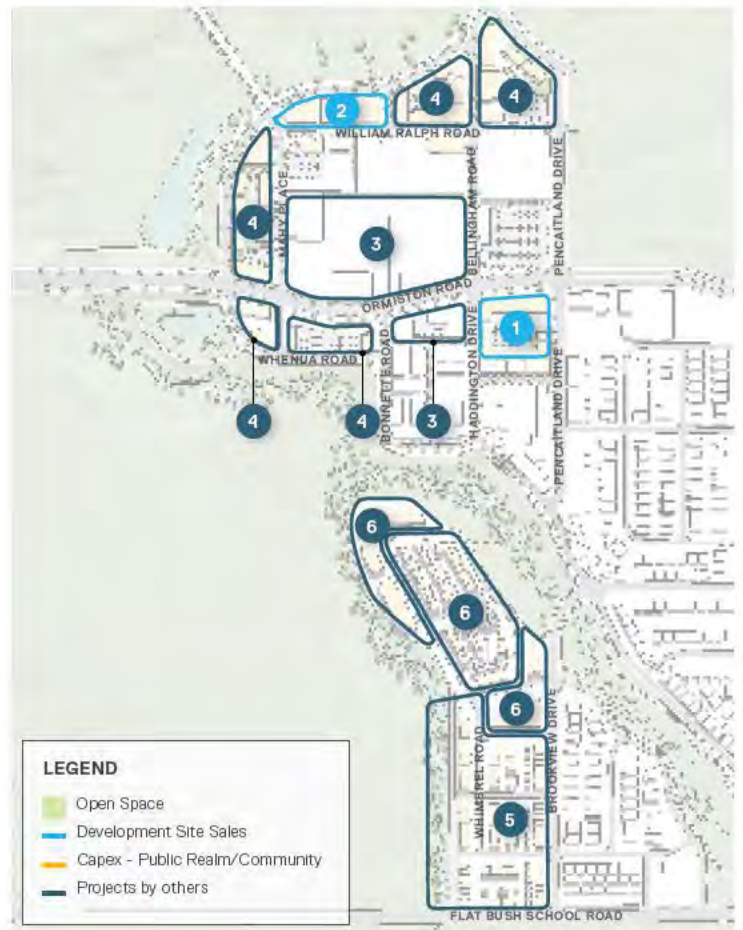


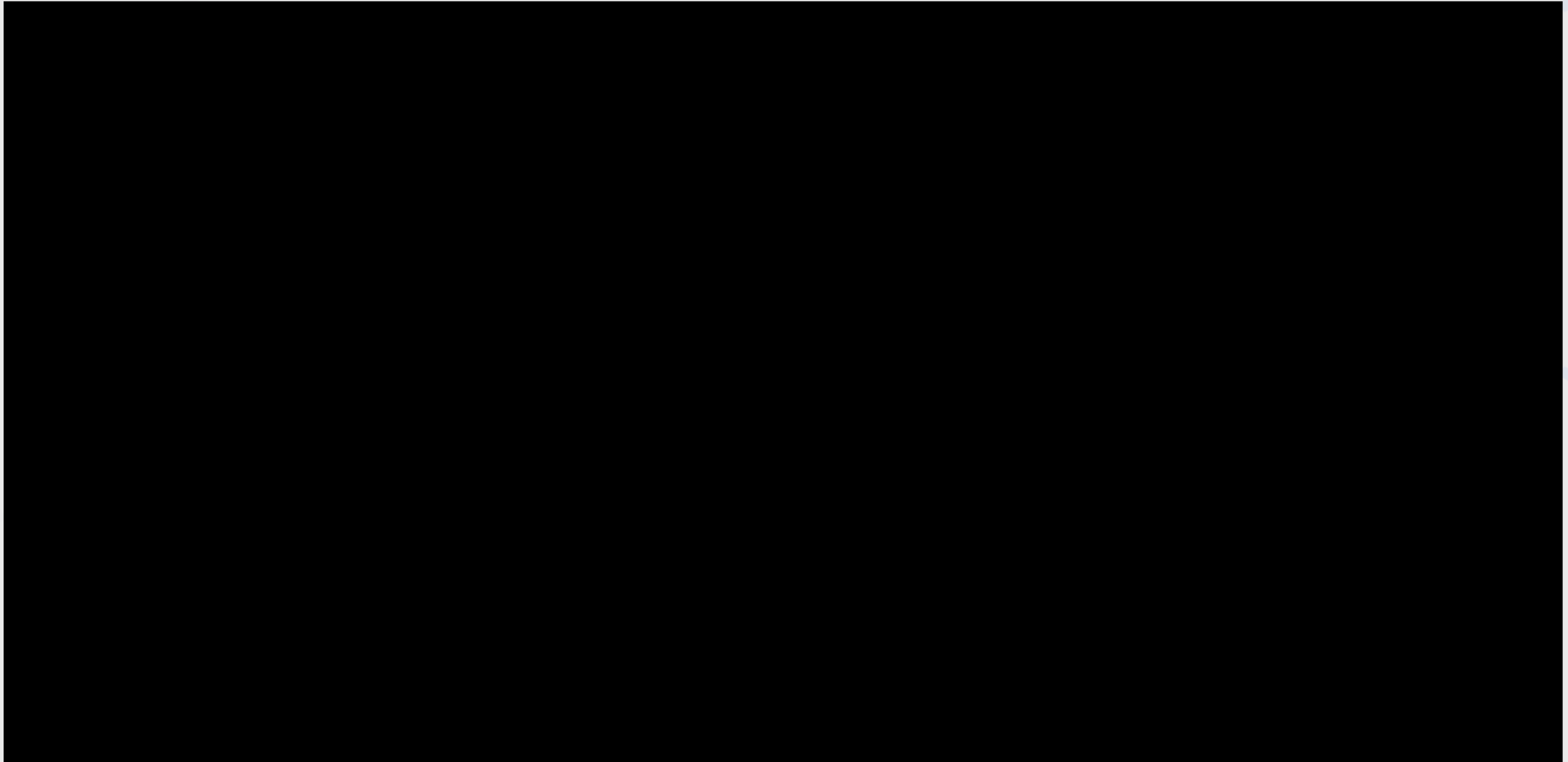
ORMISTON

Masterplan: Spatial delivery plan

Projects completed & underway

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





REGIONAL PROGRAMME - Service Property Optimisation

Spatial delivery plan

Projects completed & underway

- 1 29-31 St Johns Road, Meadowbank
- 3 10 - 16 High St, Otahuhu
- 4 39R Pohutukawa Road, Beachlands
- 5 17W Hawke Crescent, Beachlands
- 7 19 Jervois Road, Herne Bay
- 8 2 Pompellier Terrace, Ponsonby

Short-term projects (FY22-24)

- 9 22 Tahapa Crescent, Meadowbank

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



2 Pompallier Terrace, Ponsonby - A meeting was held with mana whenua on 22 April 2022 to establish interest in working with the development partner, Urban Collective, on reflecting Māori outcomes and identity within the plaza.

17W Hawkes Crescent and 39R Pohutukawa Road - Following completion of the reserve revocation process and approval by the Parks, Arts, Community and Events Committee, a request has been submitted to the Minister of Conservation to uplift the reserve status of both sites. Proceeds of sale to be reinvested into eligible local board priorities.

29-31 St Johns Road, Orakei - Key stakeholder feedback and preferred concept plan for the internal fit-out design of the community centre were workshopped with the Ōrākei Local Board on 9 June 2022. Local board approval will be sought on 21 July 2022.

[Redacted text]

Red Hill, Papakura - The Eke Panuku Board has approved entering into exclusive negotiations with Kāinga Ora on the acquisition of 4 spite strips and part of Game Place park in Red Hill to enable its redevelopment programme. Papakura Local Board approval to be sought in July 2022. Proceeds of sale proposed to be reinvested into Papakura open space outcomes

REGIONAL PROGRAMME - Supports Scope

Spatial delivery plan

Projects completed & underway

- 1 10-22 Totara Avenue, Sites C&D, New Lynn
- 2 132 Greenlane East, Greenlane
- 3 Civic Administration Building development agreement
- 4 Lots 4&5, Flat Bush School Road, Flat Bush
- 5 Central Post Office Station Plaza Over Site Development
- 6 84-100 Morrin Road, St. John's
- 7 [REDACTED]
- 8 10 Ambrico Place, New Lynn
- 9 83B Godley Road, Green Bay
- 10 Hobsonville Airfields Stage 2 - Avanda
- 11 Hobsonville Airfields stage 3 - mega lots 5&6
- 12 16 Fencible Drive, Howick
- 13 34 Moore Street, Howick
- 14 498 Whangaparoa Road, Stanmore Road
- 15 65 Haddington Drive, Flat Bush
- 16 [REDACTED]
- 17 Downtown carpark, city centre
- 18 Own Your Own Home - region wide
- 19 20 Link Cres, Whangaparoa
- 20 Britomart Development Deed
- 21 Lot 3, 187 Flat Bush School Road, Flat Bush

Short-term projects (FY22-24)

- 22 78 Merton Road, St. John's



Airfields Stage 2, Lots 5B, 6A, 6B, Hobsonville - A preferred partner has been identified and the final stages of a sale and development agreement are being worked through. [REDACTED]

Downtown car park - A high-quality mixed-use development in the city centre is planned for the site. The Request for Development Partner process began on 17 March 2022 and concluded on 5 July 2022. A preferred development partner is expected to be selected by September 2022.

84 - 100 Morrin Road, St. John's - The development partner [REDACTED] has submitted a resource consent application for site remediation and earthworks. [REDACTED]

16 Fencible Drive, Howick - was sold in Feb 2022 with a residential development agreement. [REDACTED]

34 Moore Street, Howick - was sold on 23 June 2022 with a residential development agreement. [REDACTED]

65 Haddington Drive, Flat Bush - No complying bids were received following the open market tender process earlier in the year. The essential outcomes and design guidance are currently being reviewed.

[REDACTED]

41 McCrae Way, New Lynn - An agent has been appointed and the site will be taken to the open market in August.2022.

[REDACTED]

18 **Own Your Own Home**, a shared equity home ownership scheme for older people of approximately 150 units across 14 villages - Eke Panuku has communicated with all affected home owners. [REDACTED]



Regional Property Renewal Projects

Spatial delivery plan

Projects underway

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

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



LEGEND

Development Site Sales

27 Princes Street, Auckland City - Seismic strengthening and refurbishment works are progressing with expected completion date in January 2023.

7 Hill Road, Manurewa – Construction works for the refurbishment of the building are now complete. Completion of the works was an FY22 capital works SOI targets.

Westhaven G, H and J pier replacement – Deconstruction has commenced for the berths, construction works are progressing and are expected to be completed in December 2022.

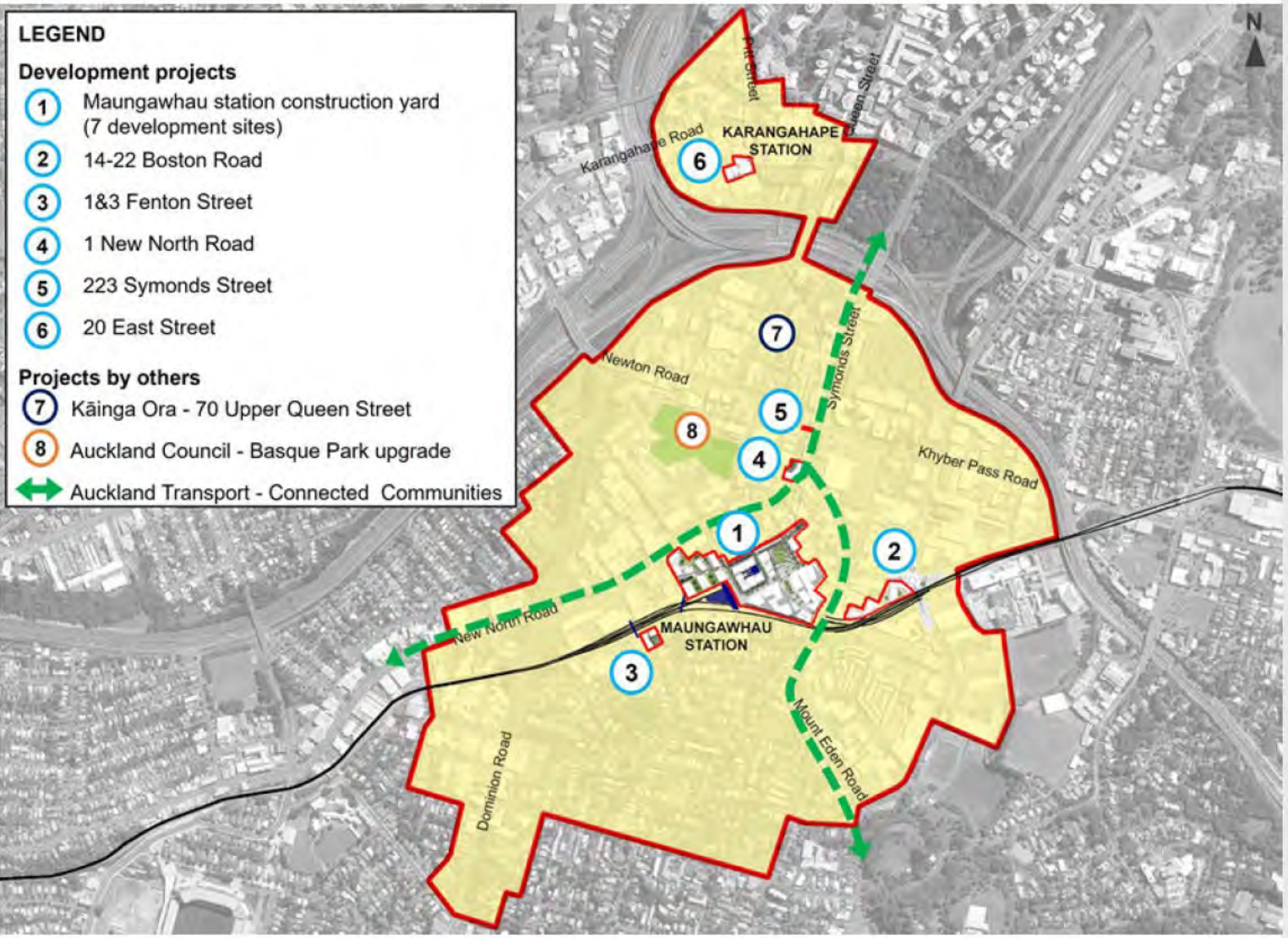
Z Pier watermain renewal – Stage 2 has commenced and is over 50% complete. Works are expected to be completed in July 2022.

Shed 10, Queens Wharf - Structural upgrade works have now commenced. Completion is expected in January 2023. Construction commencement was an FY22 capital works SOI target.

Four smaller projects are now in the construction phase, including: viaduct tiling, Westhaven ablation (T-block), bascule bridge health and safety works and the Viaduct handrails improvement works. There are also a number of other projects currently in design process, investigation or procuring construction contractors.



Maungawhau and Karanga a Hape Precinct Development Programme



We have completed infrastructure assessments for the precinct. These are now being analysed to determine what the funding and financing requirements, if any, are needed to enable development across the precinct. The development and public realm strategies are underway and expected to be completed in the first half of FY23.

Information paper: Health and Safety update June 2022

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

July 2022

Whakarāpopototanga matua | Executive summary

1. A total of ten health and safety events were reported into Noggin, Eke Panuku's Health and Safety reporting system, during June. The events included four near misses and six incidents. There were no injuries reported during June.
2. The Total Recordable Injury Frequency Rate decreased from 0.9 injuries per 200,000 hours worked (over rolling 12 months) in May to 0.5 injuries per 200,000 hours worked in June.
3. There were two high risk events, one moderate risk event and seven low risk events reported in June.
4. A small group of people were observed, on CCTV, passing around a firearm on Curran Street. The police were called, the area cordoned off and the offenders dealt with. Eke Panuku staff and contractors were informed to not approach, and public safety was monitored through CCTV.
5. One Eke Panuku contractor was responsible for one high risk event and one moderate risk event in June. Both incidents related to moving vehicles on site. The same contractor was also responsible for a high-risk moving vehicle incident in May. Eke Panuku and the contractor met during June to discuss investigations and agree actions. It was also agreed that the contractor would revisit its investigation to address additional concerns.

Matapaki | Discussion

Head of Health Safety and Wellness Manager actions

6. Guidance documents are being produced to support the project management team at Eke Panuku in the use of the Safe Management of Contracts and Agreements (SMCA) framework. The guidance will be developed during July and scenario-based training will be provided using the guidance beginning in August.
7. The Health, Safety and Wellbeing team is working with the asset and facilities team to identify the risk profile of our managed properties and help identify where health and safety opportunities exist. Initial discussions with engineering consultants, Resolve, have taken place which will be supporting with developing the scope of the review and facilitating the risk analysis of our portfolio.

Health and safety key performance indicators

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

HEALTH AND SAFETY KEY PERFORMANCE INDICATOR TABLE					
	Measure	Performance	Critical or High Risks	Baseline	Previous Month
LEAD	Safety Concerns	0	0	3.1	1
	Near Misses	4	0		6
	Public incidents	0	0		0
LAG	Lost Time Injuries	0	0		1
	Medical Treatment Injuries	0	0		0
	Other Incidents	6	2 (1 Uncontrolled moving vehicle, 1 Firearms)		8
	Total Incidents	6	2 (1 Uncontrolled moving vehicle, 1 Firearms)		9
	Total Recordable Injury Frequency Rate	0.5	N/A		0.9

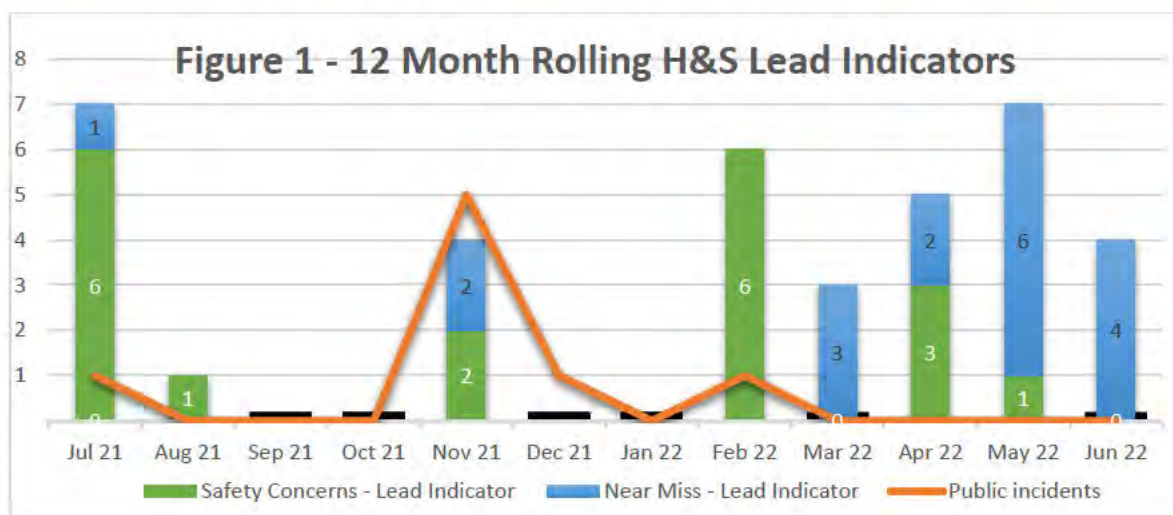


Figure 1: 12 month rolling health and safety lead indicators

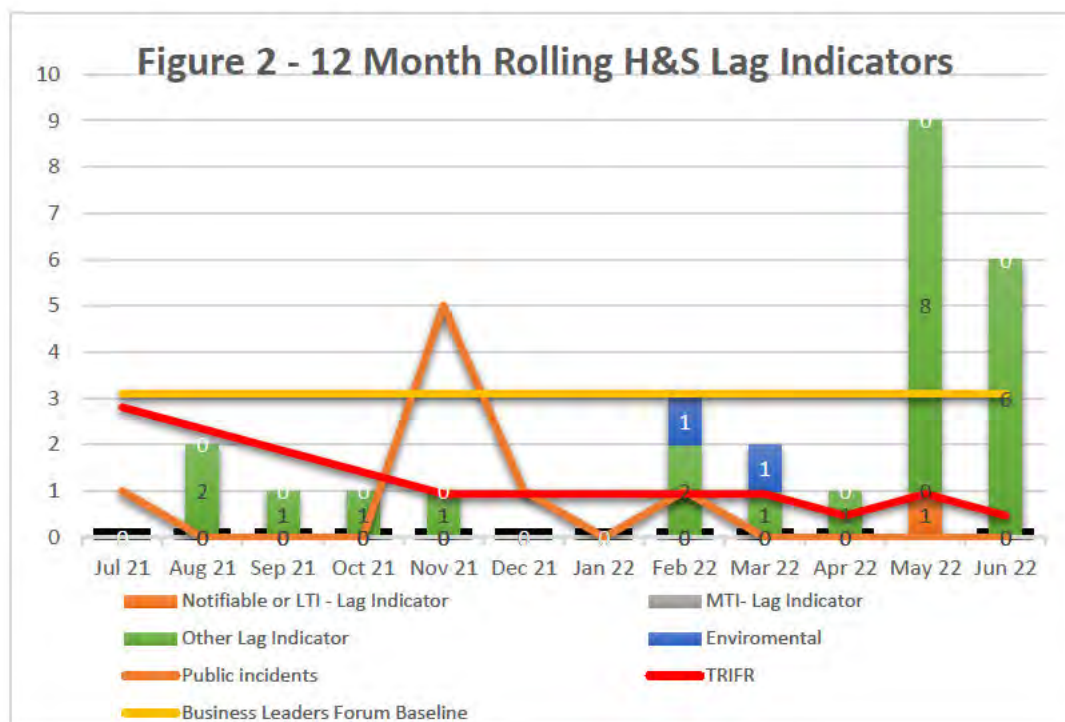


Figure 2: 12 Month Rolling H&S Lag Indicators. TRIFR - Total Recordable Incident Frequency Rate; MTI - Medical Treatment Injury; Notifiable Event or LTI - Lost Time Injury.

9. Incident themes and trends

Ten health and safety events have been reported into Noggin during June. This is a 38% decrease in the number of events reported when compared to the 16 reported in May. The events include near misses and incidents. Of the 10 events reported, there were three contractor incidents, two tram-related events, one firearm incident, three events involving pedestrians and cyclists and one weather-related event. During June there were no injuries reported to staff, contractors, or members of the public.

The Total Recordable Injury Frequency Rate (TRIFR) dropped from 0.9 in May to 0.5 in June. The Total Recordable Injury Frequency Rate reflects how many total recordable injuries occur for every 200,000 hours worked over a rolling 12 month period. Total recordable injuries include Lost Time Injuries (LTI's) and Medical Treatment Injuries (MTI's).

- Contractor moving vehicle incidents

During May and June, there have been three incidents relating to moving vehicles on sites controlled by one main contractor. Two of the incidents involved the uncontrolled movement of vehicles.

The first incident in May, reported in last month's Board paper, involved the uncontrolled movement of a vehicle. The vehicle hit an electrical pole which resulted in damage to the pole.

The second incident, reported in this paper, resulted in an uncontrolled movement of a truck and trailer parked on an incline. The truck and trailer were brought to a stop approximately two metres from the parking position.

The third incident, reported in this paper, involved a sub-contractor driver hitting redundant overhead cables. The subcontractor failed to report the incident to the main contractor before leaving the site.

Due to the volume of incidents over a short period of time, Eke Panuku invited the main contractor's team, including two health and safety managers, to discuss the initial findings of the investigations. The main contractor agreed a number of actions to help prevent further incidents and will review its investigations further where it was discussed that it had not gone far enough in its findings. Some of the agreed actions are:

- Vehicles with a certain type of parking brake (cardan shaft parking brakes), known to be problematic, are not to be used on any Eke Panuku construction site. The vehicle involved in the May incident had cardan shaft brakes and this is thought to be contributory to the cause of the incident.
- Vehicles are to be unloaded or loaded on level ground only. This was identified in the investigation during the second incident.
- Heavy vehicles parked on a gradient must have wheel chocks added to the wheels.
- Access and egress risks assessed on site at the Racecourse Parade, including all overhead hazards on site and communicated at the entrance to site.
- All sub-contractors and workers are to be informed of the risks. These would include imposing height restrictions on site.
- Further investigation will focus on competence management, monitoring critical controls on site and proactive risk management.

10. Summary of incidents reported in June (please see Attachment A for details of incidents)

- Two high risk events reported:
 - Whilst offloading an excavator from a trailer at the Crayford Street construction site, a truck and trailer slowly rolled down the hill. The driver of the truck jumped into the cab and brought the vehicle to a stop approximately two metres from the parking position.
 - *Summary of actions: Wheel chocks applied to the vehicle. Eke Panuku met with the contractor to discuss the investigation. Loading and unloading on gradients prohibited following the incident. Vehicle has been checked. The main contractor to continue with investigation after discussion with Eke Panuku.*
 - Dockmaster observed a group of people passing around a firearm on Curran Street. The observation was made over CCTV at 2315 hrs. Due to the time and the isolated location of the incident, danger to the public was minimal.
 - *Summary of actions: The Dockmaster alerted all team members and security and instructed them not to approach. The police were contacted, cordoned off the area and dealt with the offenders. Dockmasters continued to monitor CCTV throughout the event to ensure public safety.*
- One moderate risk event reported
 - A sub-contractor on 28 Racecourse Parade, a car park redevelopment construction site in Avondale, hit a redundant overhead telecommunications cable

when accessing the site with a sucker truck. The sub-contractor did not report the incident to the main contractor on site. The main contractor isolated the area when the cable was observed on the ground. Chorus attended the site and confirmed that the cable was redundant.

The main contractor has reviewed the risk assessments for accessing the site and is communicating the associated risks to all contractors and workers who will bring or who will operate mobile plant on site. Signs have also been installed to warn of the overhead hazards.

This incident is still under investigation.

- Seven low risk events reported
 - Two separate events reported on Jellicoe Street where parked cars blocked the tram route. One of the events resulted in minor damage to the front wheel of the parked car.
 - Two events reported where a pedestrian and a cyclist accessed contractor restricted areas on Z Pier. The pedestrian refused to follow the instructions of the Site Traffic Management Supervisor. The cyclist contravened a stop sign in a traffic controlled area.
 - One weather-related event occurred when a branch fell during high winds on Anzac Street, Takapuna.
 - An intoxicated member of the public damaged a gate on Z Pier when trying to force it open.
 - Diesel splashed into a contractor's eye whilst filling up a generator. No injury was sustained.

Ngā tāpirihanga | Attachments



Information paper: Capital Project Delivery Management of Health and Safety Responsibilities

Document author: Jamie Faull, Head of Capital Project Delivery

July 2022

Whakarāpopototanga matua | Executive summary

1. The purpose of this paper is to respond to the Board's request to have operational commentary to the various health and safety processes that Eke Panuku utilises. This paper outlines how the Eke Panuku Capital Delivery team integrates health and safety processes within its managed workstreams.
2. The Capital Project Delivery team's fundamental and conscious approach recognises that Eke Panuku has a duty of care to protect staff, contractors, the public and others from harm arising from work Eke Panuku influences or controls. The main area of risk for the Capital Project Delivery team pertains to engagement with contractors.
3. For construction, the Eke Panuku Capital Project Delivery team work to the Safe Management of Contract and Agreements framework (SMCA) for the management of construction risks. We review and monitor the Site Specific Safety Plans (SSSP) as outlined by the framework.
4. Importantly, before construction and the implementation of the SMCA, safety in design is managed through the Eke Panuku Development Auckland Standard for Managing Safety by Design guide. An approved design consultant leads the project team through the safety in design phase. The output from the safety in design phase with the design consultant results in a risk register. This is handed over to the contractor prior to construction. The consultant then monitors these risks during construction and provides regular feedback to the project lead.
5. Health and Safety information and process documentation is found on the internal SharePoint site Kete Mōhio.

Matapaki | Discussion

6. Due to the construction work undertaken within the projects, incidents and safety concerns are regularly reported. The most common safety concerns raised are around the management of critical risks on construction sites. These include moving vehicles, traffic management incidents, concealed underground utilities, security of sites and public interactions.
7. All safety concerns or incidents are logged in the Eke Panuku health and safety tool Noggin. This prompts an assessment process which may include an investigation by the contractor, subcontractor and Eke Panuku. This provides learnings and prompts discussions with the contractor to find suitable outcomes for both the contractor and

Eke Panuku. All safety opportunities are raised and discussed regularly at the Capital Project Delivery weekly team meeting providing an opportunity for continuous improvement.

8. Three components of the SMCA are utilised by the Capital Project Delivery team. These are the 'doing', 'managing' and 'low risk' components. The 'doing' is a guide that focuses on how to manage the health and safety of construction contracts. The 'managing' component is a guide for managing health and safety when a consultant is completing the 'doing' component. Lastly, the 'low risk' component is for the smaller low risk projects which have a short duration and do not require regular ongoing monitoring.
9. For the larger and higher risk projects undertaken by the capital project delivery team, an Engineer to the Contract (ETC) is procured as an independent consultant that will complete the 'doing' component of the SMCA. The ETC is also responsible for reviewing the SSSP through the NZS3910 contract. This provides an additional level of assurance as the Eke Panuku project lead will also be reviewing the health and safety documents using the 'managing' component of the SMCA. All other projects are managed by the Eke Panuku project lead either using the 'doing' or 'low risk' component of the SMCA. As part of this process, project leads will accept SSSP and monitor the construction accordingly.
10. The health and safety of a contractor is managed at different stages of the project through:
 - a. pre-qualification and vetting, pre-planning through safety plans and pre-work assessments;
 - b. engagement and monitoring through the life of the project which would include discussions post incidents and audits;
 - c. regular meetings to discuss variations, safety performance and monthly reporting;
 - d. regular assurance that our contractors are performing and post-contract to ensure that any lessons learnt are fed back into the contractor management system.
11. As part of the project closure report, the lessons learnt, including health and safety related are shared with the Programme Steering Group (PSG). The project lead will present the lessons learnt at the Community of Practice, a staff forum for programme and project management capability building.
12. The SCMA documents are stored and tracked on MS Teams. These are the site-specific safety plans, and the applicable 'doing', 'managing' and 'low risk' forms. The 'doing' and 'managing' audit forms are completed monthly whilst the project is in the construction phase.
13. To ensure best practice is understood, all team members undertake health and safety induction. Project Managers are also required to undertake Site Safe training to assist with hazard evaluation and management.
14. There is currently a review of health and safety processes to ensure continued alignment with the framework. In addition, the team is regularly briefed on outcomes and risk items raised by the Health, Safety and Wellbeing committee and team.

Decision paper: Property Maintenance Contract Approval

Author: Garry Miller, Manager Corporate Support

July 2022

Ngā tūtohunga | Recommendations

That the Eke Panuku Board delegate approval of the full facilities property maintenance contracts to the Chief Executive as long as the annual spend is within budget.

Whakarāpopototanga matua | Executive summary

1. Auckland Council enters into various contracts for maintenance on all properties, whether they are managed by the Auckland Council Community Facilities department or the Eke Panuku Property Portfolio department. There are four contracts which are termed "full facilities" whereby the supplier manages all maintenance on their allocated sites, regardless of the type of maintenance required. The current contracts are for four years until 30 June 2025.
2. In the procurement system, Ariba, these full facilities contracts have typically been split in two. One contract is set up to cover council managed properties and one contract set up to cover the Eke Panuku managed properties.
3. One of the full facilities contracts was originally issued to AIM Services, which was a maintenance services business unit of Auckland Council. The business unit, and therefore the full facilities contract, was sold to an external supplier, Programmed Maintenance Services, effective April 2022.
4. The contract with AIM Services was previously not entered into Ariba as the supplier was internal to council and costs were managed by journal between business units. However, now that the contract is with an external supplier it needs to be entered into Ariba.

[REDACTED]

[REDACTED]



Ngā ritenga ā-pūtea | Financial and resourcing impacts

6. The annual amount for full facilities maintenance is allowed for in our operating budgets. This decision does not change the value of the expenditure.

Ngā koringa ā-muri | Next steps

7. The Chief Executive will approve the contracts in Ariba and annual purchase orders will be issued for maintenance.

Ngā kaihaina | Signatories

Carl Gosbee, Chief Financial Officer

David Rankin, Chief Executive

Decision paper: Eke Panuku Iwi Investment Grant delegation

Document author: Angelika Cutler, GM Community & Stakeholder Relations

July 2022

Ngā tūtohunga | Recommendations

That the Eke Panuku Board grant the Chief Executive the financial delegation to approve applications from mana whenua if they are eligible under the Iwi Investment Grant, and subject to the criteria set out in Attachment A.

Whakarāpopototanga matua | Executive summary

1. This paper requests the Eke Panuku Board grant the Chief Executive the financial delegation to approve funding grants to those mana whenua who apply and are eligible under the Iwi Investment Grant. The relevant criteria are set out in Attachment A.
2. Eke Panuku has established an annual \$100,000 grant, called the Iwi Investment Grant, to support mana whenua to access commercial opportunities in partnership with Eke Panuku. This has been discussed and terms of reference agreed with mana whenua.
3. If mana whenua apply for, and are eligible to receive, a grant as per the terms of reference, this paper proposes the Chief Executive could grant a single mana whenua group up to \$5,300. This is derived from an equal split of the total fund across 19 iwi, or more funding if we receive a joint application from multiple mana whenua groups. This was the strongly preferred approach of mana whenua following a lengthy discussion process.

Horopaki | Context

4. In 2015, Eke Panuku established an annual \$100,000 grant to support mana whenua to access commercial development opportunities within our property portfolio. The objective of the grant is to:
 - a. Reduce barriers that prevent mana whenua from accessing commercial opportunities.
 - b. Support mana whenua to access commercial opportunities in partnership with Eke Panuku.
 - c. Build the capability of mana whenua to tender for procurement opportunities with Eke Panuku.
 - d. Adopt a transparent and equitable approach to spending money.

5. We intend to use the Iwi Investment Grant to support mana whenua to access commercial opportunities in partnership with Eke Panuku. We expect, for example, that mana whenua will seek funding to pay for property valuations, feasibility studies on disposal sites, or tendering for procurement opportunities.
6. Eke Panuku has not yet disbursed any grants to mana whenua because we could not agree with mana whenua on a process to allocate funding. As a result, the fund has remained unspent.
7. To enable the fund to be uplifted, Eke Panuku engaged MartinJenkins to develop documentation to support the fund. Eke Panuku has collaborated with mana whenua on developing the documents to support the fund. We have agreed on terms of reference to enable the fund to be allocated (Attachment B).
8. Mana whenua requested that the proposed \$100,000 fund be allocated evenly to each of the 19 iwi and hapū in Tāmaki Makaurau. This means individual mana whenua groups could apply for up to \$5,300 per annum. However, mana whenua could also collaborate on a joint application, increasing the potential size of the grant.
9. Eke Panuku initially proposed that we retain the discretion to award mana whenua different sized grants each year. Mana whenua, however, said this arrangement was objectionable because it will favour some groups over others. They advised us the fairest way to allocate the fund was to evenly split the fund between different mana whenua parties. Eke Panuku challenged this recommendation, assuming that fewer and more significant grants would achieve more meaningful outcomes. However, mana whenua said this issue was non-negotiable.
10. Eke Panuku had several challenging conversations with mana whenua while developing the terms of reference for the Iwi Investment Grant. Although mana whenua believe the total size of the fund should be increased, they were strong supporters of the process we developed to allocate the fund. If we amend or reject the fund, it could potentially impact on our relationships with mana whenua.
11. Eke Panuku will only support applications from mana whenua that meet our grant assessment criteria (Attachment A).
12. We propose that a cross-functional team lead by the Māori Outcomes team review applications from mana whenua and then recommend the Chief Executive approve an application if it meets our eligibility criteria. The process to approve grants is described in detail in Attachment C.

Ngā tāpirihanga | Attachments

Attachment A – Iwi Investment Grant Assessment Criteria

Attachment B - Iwi Investment Grant Terms of Reference

Attachment C - Iwi Investment Grant Application Process

Iwi Investment Grant

Attachment A

Iwi Development Grant (IIG) Assessment Criteria

Background

Eke Panuku controls land on behalf of the Auckland Council Group and can assist mana whenua to shape the landscape to recognise their aspirations. Eke Panuku has committed to creating procurement and investment opportunities for mana whenua and provides advance opportunities for mana whenua to access development opportunities on a non-contestable basis. However, the cost and requirements of the preliminary due diligence can be a barrier to mana whenua seizing these opportunities. Capacity and capability also constrain uptake of procurement opportunities.

To help address this, Eke Panuku has established ring-fenced funding in the form of an Iwi Investment Grant to:

- support access to commercial property opportunities
- support engagement in procurement of Māori cultural services
- build capability of mana whenua to successfully compete in these opportunities

The total fund allocation is currently \$100,000 per annum, apportioned equally into 19 pools for each recognised iwi to make an application for¹.

What we will fund

- Initiatives that allow mana whenua to take advantage of commercial property opportunities, for example helping them to undertake due diligence prior to a sale, such as legal or engineering reports.
- Initiatives that enable mana whenua to participate in procurement opportunities, for example commissioning public artwork or sculptures in a park.
- Capability building initiatives, for example, training for mana whenua on innovative housing tenures, or to build the capability of a Māori business² to be able to provide services to Eke Panuku.

What we won't fund

- Funding to individuals.
- Funding to any organisation other than recognised mana whenua.
- A project or initiative that would normally be paid for by Eke Panuku business as usual. For example, we would not use the fund to procure an iwi artist if that should be funded by the project. Unless the funding is to be used to build the capability of a Māori business aligned to a recognised Tāmaki Makaurau mana whenua iwi/hapū.
- Already completed projects.
- Debt repayment.

¹ Iwi mana whenua of Tāmaki Makaurau as defined by Treaty of Waitangi (Fisheries Claims) Settlement Act 1992

² A Māori business is defined as a business or organisation that is at least 50% owned by Māori people or organisations.

Operating costs/expenditure associated with assets, consequential operating costs

Mandatory requirements

Table 1: Mandatory requirements for IIG applications

Criteria	Description	Anchor point descriptors	Score
1	The applicant is a recognised mana whenua group	Pass: The applicant is mandated by one iwi mana whenua to represent that iwi Fail: The applicant is not from one of the 19 Auckland mana whenua groups	Pass or Fail
2	Clear initiative that requires funding	Pass: Able to understand what the initiative is and what the funding will be used for Fail: Unclear what the initiative is funding	Pass or Fail
3	Initiative is feasible	Pass: The funding can be expended by the initiative within the financial year it may be granted Fail: There is insufficient time available to complete the initiative or there are no potential suppliers of these services	Pass or Fail
4	The initiative is not part of Eke Panuku's usual business activities (for example, lawn mowing and garden maintenance at managed properties), unless the funding is used to build the capability of a Māori business to be able to better access these opportunities.	Pass: The initiative is not part of Eke Panuku's usual business activities or is being used to build the capability of a Māori business to be able to better undertake work for Eke Panuku. Fail: The initiative is part of Eke Panuku's usual business activities	Pass or Fail
5	Any conflicts of interest are declared and can be effectively managed and there are no insurmountable conflicts of interest	Pass: Real or perceived conflicts of interest are declared, appropriate management strategies are in place to manage these, and there are no conflicts that cannot be managed Fail: Conflicts of interest are not declared adequately, and appropriate management strategies are not in place, or there are conflicts that cannot be managed.	Pass or Fail

Key criteria

Applications to the IIG that pass all the mandatory requirements listed above will be assessed against the following key criteria. Each criterion will receive a score between 0 and 10 from each IIG Governance Group (IIGGG) member – these scores will be averaged, and a weighting applied. Based on the overall scores for the application, IIGGG will recommend funding allocations to the Eke Panuku CE for approval, and to the Eke Panuku Board for its final decision.

Table 2: Key criteria for applications to the IIG

Criteria	Description	Anchor point descriptors	Score	Weighting
1	Aligns to the needs and aspirations of mana whenua and meets the needs of their people	9-10: The applicant clearly demonstrates how the initiative aligns to the aspirations of mana whenua, including quantitative and/or qualitative evidence. 5-6: The applicant demonstrates some alignment to their needs and aspirations. Evidence is not used, or is not compelling. 1-2: Alignment to their needs and aspirations is unclear. No evidence used.	0–10	30%
2	Demonstrates te ao Māori values or is likely to improve the visibility of Māori culture and identity in Tāmaki Makaurau	9-10: The applicant clearly demonstrates how the initiative demonstrates Māori values (for example, kaitiakitanga, kōtahitanga, rangatiratanga, manaakitanga) or demonstrates how the initiative will improve the visibility of Māori culture and identity in Tāmaki Makaurau (for example, more Māori art, encouraging the use of te reo Māori 1-2: It is unclear how the initiative demonstrates Māori values and does not incorporate Māori culture and identity.	0–10	20%
3	Builds knowledge, capability, and confidence of mana whenua (or Māori businesses aligned to mana whenua) to take advantage of future procurement or commercial opportunities	9-10: The applicant demonstrates clearly how this funding will improve their capability to take advantage of future opportunities (for example, the initiative incorporates training for mana whenua or lessons learned are captured to inform future work) 1-2: It is unclear how this funding will help mana whenua.	0–10	30%
4	Builds connections between mana whenua, or with Eke Panuku	9-10: The initiative builds strong connections with another mana whenua group or with Eke Panuku. There is potential for partnering on future opportunities. 1-2: This initiative does not contribute to building connections between mana whenua or with Eke Panuku.	0–10	10%
5	Value for money – cost of delivery relative to the likely breadth and depth of the outcomes/impact.	9 – 10: Excellent value for money 0: High cost and high uncertainty of delivery on outcomes.	0–10	10%

Iwi Investment Grant

Attachment B

Terms of Reference

Eke Panuku Iwi Development Grant Governance Group (IIGGG)

Background

- 1 Eke Panuku controls land on behalf of the Auckland Council Group, and has the ability to shape the landscape to recognise mana whenua aspirations. Eke Panuku have committed to creating procurement and investment opportunities for mana whenua which grow the prosperity of mana whenua and increase opportunities to reflect their identity and culture in Tāmaki Makaurau.
- 2 Eke Panuku already provides advance opportunities for mana whenua to access development opportunities on a non-contestable basis, but the cost and requirements of the preliminary due diligence can be a barrier. Capacity and capability also constrain uptake of procurement opportunities.
- 3 To help address this, Eke Panuku has established ring-fenced funding in the form of an Iwi Development Grant to:
 - support access to commercial property opportunities
 - support engagement in procurement of Māori cultural services
 - build capability of mana whenua to successfully compete in these opportunities.
- 4 The fund allocation is currently \$100,000 per annum. These Terms of Reference (ToR) set out the membership and responsibilities of the development grant governance group, and the processes for the assessment of applications to the Iwi Investment Grant (IIG).

Objectives of the IIG

- 5 The objectives of the IIG are to:
 - a Provide **a simple accessible process** to access the IIG which:
 - **reduces barriers** for mana whenua to engage in commercial land and property opportunities
 - **increases opportunities** for mana whenua to provide services which contribute to Eke Panuku's activities and outcomes, additional to established opportunities, and enables mana whenua to see their identify and culture reflected in Tāmaki Makaurau.
 - b **Increase the competitive edge of mana whenua** by providing opportunities to build knowledge, capability, and confidence in areas that add value to Eke Panuku's activities and outcomes
 - c Provide **a principled and transparent approach** to allocate the fund which improves **equity of access to opportunities** for mana whenua and **meets probity requirements** of Eke Panuku as a public body.

Arrangements for the fund should provide:

- 6 **Effective and efficient performance**
 - Provides **clear accountabilities, requirements, processes, and systems** which are consistent with Eke Panuku's grant making policy and decision-making protocols
 - Provides arrangements that **manage actual and perceived conflicts** of interest
 - Provides for **monitoring, reporting, and evaluation** of the effectiveness of the fund.

7 Stakeholder focus

- Is aligned to the **needs and aspirations of mana whenua**
- Provides for a **te ao Māori approach**
- Sets up process and documents that are **easy to understand and use**
- **Facilitates relationship building and collaboration** between mana whenua, and between the mana whenua group and Eke Panuku.

8 Implementable and adaptable including:

- **Manageable scale of change** to be fully established within one year
- **Future-proofed** to grow and adapt over a longer time horizon without requiring re-design.

Functions of IIGGG

9 The IIGGG is mandated by the CE of Eke Panuku to undertake the following functions:

- Design a process to assess and recommend applications consistent with the objectives of the IIG and to consult with mana whenua on this.
- Assess applications to the IIG against criteria agreed in partnership with mana whenua and regularly reviewed.
- Recommend allocations from the fund to the CE of Eke Panuku for approval.
- Establish processes to monitor the expenditure of successful applicants and to claim any unspent funds.
- Monitor and report annually on the performance of the IIG outputs and outcomes as part of Eke Panuku's existing annual reporting process, and to ensure that information to support this reporting is systematically collected from grant recipients.

Membership

10 The CE of Eke Panuku approves the membership of IIGGG and the Chair.

11 Members of IIGGG will:

- Execute their functions as detailed above
- Engage and collaborate with Eke Panuku's mana whenua group regularly
- Operate in a transparent manner.

12 Current members are:

- Chair: Head of Māori Outcomes
- Principal Māori Outcomes Advisor
- A third member from another relevant part of Eke Panuku.

13 Recommendations for funding from IIGGG will be reviewed and endorsed by the General Manager Community and Stakeholder Relations before going to the CE of Eke Panuku for approval.

Quorum

14 The quorum for IIGGG is three (3) members.

Meeting frequency

15 IIGGG will agree its own rhythm for the year, but will meet at least twice per year, with one meeting occurring one month prior to the end of Eke Panuku's financial year.

Chair

16 The responsibilities of the Chair are:

- Chairing the meetings of IIGGG and facilitating discussion to ensure that the core issues facing IIGGG are addressed
- Approving the meeting agenda and draft minutes and circulating these to IIGGG members
- Promoting the ongoing effectiveness and development of IIGGG.

Meeting agendas and minutes

17 The Chair shall ensure that agendas for the IIGGG meetings are circulated to the group at least the day before the meeting. The secretariat functions for IIGGG will be provided by the Coordinator, Māori Outcomes.

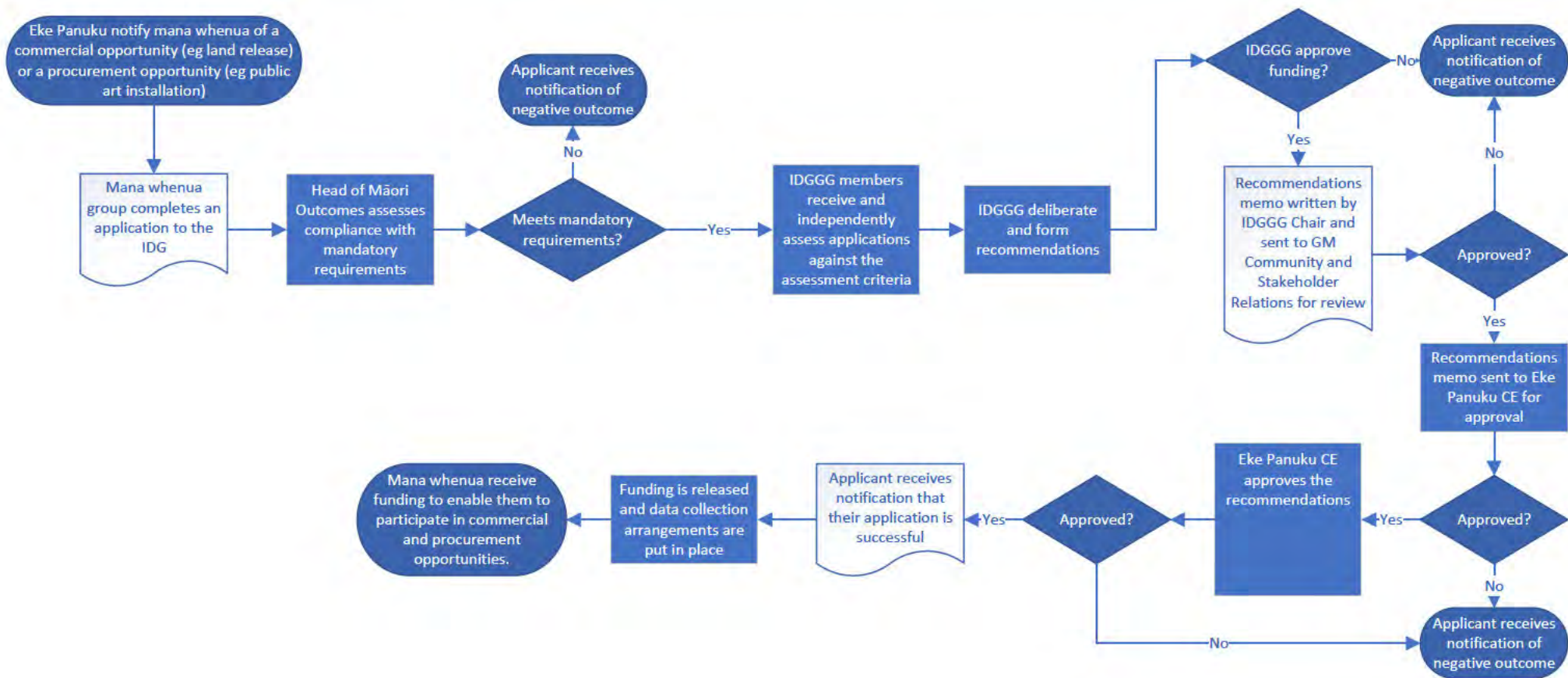
18 Brief meeting minutes (recording key discussion points, actions, and decisions) will be captured during the meeting and will be circulated by the chair following the meeting.

19 Meeting agendas and minutes shall be filed appropriately with a filename that includes the meeting date.

Review of terms of reference

20 Annual or more frequently as required.

Eke Panuku Iwi Development Grant application process



Decision paper: Own Your Own Home Portfolio - Go to Market Strategy

Author: Dawson Mutu, Development Manager

July 2022

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. Approve the go to market strategy to divest Auckland Council's interests in the Own Your Own Home (OYOH) Scheme, that was approved for disposal by the Finance and Performance Committee in May 2022.

Properties comprising the OYOH scheme are in the following locations:

- 2 John Bracken Way, Beach Haven - 10 units
 - 24 Bardia Street, Belmont - 16 units
 - 157 Bayswater Avenue, Bayswater - 11 units
 - 14-16 New Windsor Road, Avondale - 12 units
 - 16 Burch Street, Mt Albert - 10 units
 - 9 Carrick Place, Mt Eden - 10 units
 - 1, 3, 5, 7 and 19 Coyle Street, Sandringham - 35 units (7 units each village)
 - 113 Trafalgar Square, Onehunga - 11 units
 - 19 Tripoli Road, Panmure - 17 units
 - 690 Pakuranga Road, Howick - 18 units
- b. Delegate authority to the Chief Executive to select a preferred party (or parties) based on the evaluation criteria set out in paragraph 18 of this report, complete the negotiations and execute the required documentation to divest Auckland Council's equity share in the OYOH Scheme's 14 properties, based on the following key terms:
 - Price, at the market valuation figure for the 14 villages.
 - Sale terms provide for:
 - i. the transfer of the owned units to the purchaser; and
 - ii. the transfer of the repurchase rights to the purchaser.
 - Sale terms provide binding obligations by the purchaser, and any successor in title to the purchaser, to:
 - i. invest a minimum amount in relation to each unoccupied unit to ensure it is safe, warm, and habitable before subsequent occupation;

- ii. ensure that the villages continue to be well managed, in a manner consistent with the scheme's original intentions, and provide additional 'wrap-around' services where appropriate;
- iii. take all reasonable steps to ensure the units are occupied by persons needing housing who are compatible with existing homeowners;
- iv. otherwise conduct themselves in a way that preserves the original intent of the scheme for those unit owners including, for example, ensuring that no pressure is placed on unit owners to sell; and
- v. ensure a commitment to develop and intensify the sites, using good urban design, once all units within a particular village are vacated by existing occupiers and owned by the one party.

Whakarāpopototanga matua | Executive summary

1. The Own Your Own Home (OYOH) scheme, a shared equity home ownership scheme for older people established in the 1970s by legacy councils. The scheme allows eligible persons to purchase from Auckland Council a residential unit at discounted rate. The scheme requires the owners to sell those units back to Auckland Council at the same discounted rate when that owner or their estate elects to sell.
2. On 19 May 2022, under resolution number FIN/2022/30, the Finance and Performance Committee approved the disposal of all 14 properties within the OYOH Scheme portfolio.
3. Auckland Council owns 54 of the 150 units comprised within the OYOH scheme and retains an equitable right to repurchase the remaining 96 privately owned units at 80 per cent of market value.
4. The Executive is seeking Board approval to divest Auckland Council's interests in the OYOH scheme portfolio through an off market, two-stage expressions of interest process.
5. This option will provide access to experienced community housing specialists who are seeking assets that have social or community housing elements, and/or that are focused on supporting the elderly into housing.
6. [REDACTED]
Currently council has this capital invested in a scheme which only benefits 96 homeowners.
7. Need to select a party that has the expertise and experience to manage the villages in a manner which upholds the original intent of the scheme, and which aligns appropriately to the situation and context.
8. Sale of the scheme will be approached carefully and sensitively; all homeowners will be able to remain in their home with the assurance that all existing contractual obligations will remain until the homeowner no longer requires their unit.

Horopaki | Context

9. Financially the OYOH Scheme was designed to re-invest the sales proceeds of units into the refurbishment of vacant units prior to their on-sale. In recent years, the council has repurchased more units than it has sold, resulting in a deficit of funds to use to refurbish vacant units.
10. The disposal will include the divestment of all unoccupied units as well as the transferring of council's option to repurchase units at a discounted rate when a homeowner or their estate elects to sell. The discounted rate is 80% of current market value except for those units located at 9 Carrick Place, Mt Eden, which will be repurchased at 50% of the current market value.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

13. Previous Board / Council Engagement and Decisions.

Previous Board / Council Engagement and Decisions		
Date and Meeting	Document	Decision / Outcome
November 2020 Finance and Performance Committee Workshop	Own Your Own Home Portfolio Presentation The presentation formed the indicative business case for the project.	Finance and Performance Committee instructed Auckland Council to undertake detailed review of the OYOH Scheme including the identification of potential purchasers
February 2022 Eke Panuku Board Meeting	Alternative Commercial Opportunities	Eke Panuku Board recommended to the Finance and Performance Committee that it approve the divestment of the OYOH portfolio.
February 2022	Own Your Own Home Portfolio - Presentation	Workshop - no decision made

Finance and Performance Committee Workshop		
May 2022 Finance and Performance Committee Meeting	Alternative Commercial Opportunities	Finance and Performance Committee approved disposal of all 14 properties within the OYOH Scheme portfolio. Resolution number FIN/2022/28.

Matapaki | Discussion

14. The sale of Auckland Council's equity share in the OYOH Scheme will generate the following benefits for:

- a. Auckland Council: Realised proceeds from the disposal will contribute to council's overall asset recycling target of \$210 million for the 2021-2024 period. Furthermore, the OYOH Scheme's renewal and maintenance costs will be removed from council's budget.
- b. The existing homeowners: With a greater level of investment, the scheme's effectiveness will improve in many areas. It will lift the number of renewals, thus increasing occupancy; it will provide the potential provision of wraparound services; and it will provide a continuation of housing security as was intended in the purchase conditions.
- c. The community: The community will see a re-alignment of council investment equity. Currently only 96 residents benefit from the scheme. The sale of the asset will go towards meeting region-wide savings and provision of services across the region.
- d. Six local board areas: Eke Panuku will seek density outcomes that incorporate quality urban design with greater site intensification. Due to the relatively small size of each property, current ownership structure and the current configuration of the village units, it is expected this will be limited until all units within a particular village are vacated by existing residents and owned by the one party. The density outcomes will increase the number of residential units over six local board areas.

15. A discreet market testing process was completed in January 2022 to determine the level of interest in the portfolio. Based on the feedback from reputable organisations within the public and private sectors as well as community housing providers, there appears to be strong interest from socially minded and/or philanthropic private organisations to help solve the housing crisis. Moreover, parties from both the public and private sectors have an appetite to acquire individual villages or the entire OYOH scheme.

16. A two-stage sale process is proposed which will be led by Eke Panuku supported by Auckland Council.

17. At the first stage, parties will be required to register their interest in the whole scheme and/or particular villages and provide specific information that allows evaluation of the

compatibility of each respondent against Auckland Council's and Eke Panuku's requirements.

18. At the second stage, Eke Panuku will seek offers. It is envisioned that the sale terms provide for:

- a. the transfer of the owned units to the purchaser as well as the transfer of the repurchase rights to the purchaser; and
- b. the assumption of binding obligations by the purchaser, and any successor in title to the purchaser, to:
 - i. ensure all units are safe, warm and habitable;
 - ii. ensure that the villages are well managed as originally intended;
 - iii. ensure compatibility of new tenants with existing homeowners; and
 - iv. conduct themselves in a way that preserves the original intent of the scheme.

Proposed Selection Criteria for the expressions of interest process are as follows:

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Ngā ritenga ā-pūtea | Financial implications

[REDACTED]

[REDACTED]

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

- 21. There are risks associated with undertaking any form of sale process and the competing needs and interests of the owner occupiers add another level of complexity. These risks will be carefully managed.
- 22. Auckland Council and Eke Panuku are cognisant of the sensitivities surrounding the disposal and understand that concern will arise from homeowners. The communication and engagement plan developed for the project ensures Eke Panuku will undertake a careful and considered approach when providing quality ongoing communications to the owner occupiers.

23. Selling to the right party: Ensuring a potential purchaser has the appetite and the capacity to acquire one or more villages, as well as the capability and track record to ensure council's outcomes and management obligations can be delivered, takes time. Eke Panuku will ensure that the sales process is carefully managed, with appropriate purchaser selection, and by providing sufficient time for prospective purchasers to complete their due diligence and to prepare their proposals.

[REDACTED]

[REDACTED]

[REDACTED]

Tauākī whakaaweawe Māori | Māori impact

27. Eke Panuku will engage with mana whenua, provide early notification of the sale of council's interest in the scheme and incorporate a weighting in the evaluation process for selecting successful parties for mana whenua outcomes.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

28. Eke Panuku has engaged with six local boards, Kaipātiki, Devonport-Takapuna, Albert-Eden, Whau, Howick and Maungakiekie, with respect to the sale of the OYOH portfolio. The formalised views of each local board were taken into consideration by the Finance and Performance Committee before approving the disposal of the scheme's 14 properties.
29. Eke Panuku has informed all residents that Auckland Council has decided to sell its equity share in the OYOH Scheme. It has reassured homeowners that this will not impact on their 'day-to-day lives or home ownership in any way'. Meetings with the residents are scheduled for late September once the go to market strategy has been approved by the Board and after the first stage of the expressions of interest process is complete.

Ngā whakaaweawe rauemi | Resourcing impacts

30. The project will be resourced by a Development Manager, Legal Advisor, and a representative from the Stakeholder Engagement team.

31. The independent valuation currently being prepared by Eyles McGough is scheduled to be completed by Friday, 29 July 2022.

Tauākī whakaaweawe āhuarangi | Climate change impacts

32. Analysis will be undertaken on a site-by-site basis of the climate change impact, with potential risks such as if the site is in flood plains and the potential for coastal inundation considered and mitigation strategies formed if necessary.

Ngā koringa ā-muri | Next steps

33. The steps and indicative timeframes to implement the decision are as follows but may be altered as circumstances change:

15 July 2022	Agency Agreement Signed
27 July 2022	Eke Panuku Board approval
31 July 2022	Independent Portfolio Valuation Completed
3 August 2022 – 1 September 2022	First Round EOI Campaign
2-16 September	Eke Panuku to review proposals. Create short list
19-22 September 2022	Stakeholder Engagement - meeting with residents
19 September 2022 – 14 October 2022	Second Round EOI Campaign
17 October 2022 – 13 November 2022	Eke Panuku review offers and final negotiation(s)
20 November 2022	Delegated authority approved
20 November 2022	Conditional Sale and Purchase Agreement(s) executed
20 February 2023	Sale and Purchase Agreement(s) unconditional
30 June 2023	Settlement

Ngā kaihaina | Signatories

Marian Webb, GM Assets & Delivery

Allan Young, GM Development

David Rankin, Chief Executive

6.1 Optimisation Opportunity

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 affect the commercial interest of a third party (s7(2)(b)(ii)).*

6.2 Willis Bond Residential Development, Wynyard Quarter

This paper has been redacted under the following LGOIMA reasoning:

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

Information paper: Priority location City Centre update

Document authors: Simon Oddie, Priority Location Director City Centre,
Susan McGregor-Bevan, Project Manager

July 2022

Whakarāpopototanga matua | Executive summary

1. On 1 July Eke Panuku took up its new role as lead agency for the city centre regeneration programme with the city centre added as a priority location, alongside the waterfront.
2. Eke Panuku's role will be to lead a matrix team across the council family to deliver a joint programme that will realise the vision of the City Centre Masterplan (CCMP).
3. Following endorsement of the Planning Committee decision in November 2021, an agreed phase in period of 6-9 months provided a runway for Eke Panuku to build understanding of the new priority location, council activities and teams. It also provided time to recruit new city centre roles including a priority location director.
4. Eke Panuku, supported by a cross-council team, has undertaken an extensive discovery process to inform priorities and approach, including internal and external engagement regarding current issues and opportunities. This has been a valuable exercise for Eke Panuku to understand where to focus in the short, medium and longer term.

- [REDACTED]
6. [REDACTED] the discovery process has culminated in a series of proposed priorities for Eke Panuku from 1 July. Last month the joint City Centre Steering Committee appointed to oversee the new matrix approach received the change plan to support standing up the new matrix team and the proposed lead agency priorities and resourcing model for the first 12 months. This was supported by an extensive supporting document outlining discovery insights which have informed these plans.
 7. Whilst primarily intended to be resourced via matrix resourcing, a core city centre team at Eke Panuku is key to success in this new role. Funding has been secured via an October 2021 agreement with the Chief Executive of Auckland Council.
 8. Immediate priorities for the location director and his new matrix team have been summarised in the City Centre Matrix Establishment Plan which will come back to the Board following endorsement from the steering committee at the end of July.
 9. An overview of the scope and programme for the Integrated Implementation Plan for the city centre, covering the entire group, will also come back to the Board, targeting the August meeting.

Matapaki | Discussion

10. Immediately following the Planning Committee decision, Eke Panuku established a City Centre Steering Committee chaired by COO Ian Wheeler with senior representatives from Auckland Council, Auckland Transport (AT) and Tātaki Auckland Unlimited.
11. The steering committee has been meeting fortnightly, to ensure momentum on the work programme is maintained and to keep transition on track for mid-2022. We have established this group to foster positive relationships and facilitate cross-group working which will be such a key part of this programme and Eke Panuku's success.
12. The steering committee comprises:
 - John Duguid – GM Plans and Places, Auckland Council
 - John Dunshea – GM Development Programme Office, Auckland Council
 - Andrew Allen – Exec GM Service Delivery, Auckland Transport
 - Vanessa Ellis – Exec GM Customer Experience, Auckland Transport
 - Shelley Watson, Director Marketing and Communications, Tātaki Auckland Unlimited
 - Gyles Bendall, GM Design and Place, Eke Panuku
 - Ian Wheeler (Chair) – COO Eke Panuku.

Discovery

13. The 'discovery' phase ran from February until early May and included:
 - a. three workshops with the steering committee to develop an initial vision for change and agree approach, and a facilitated roles/responsibilities discussion with that group to inform terms of reference;
 - b. regular meetings with a cross-council mid-level working group; initially in Jan/Feb as the discovery approach was developed and additional engagement in June at the conclusion of the discovery phase to socialise and discuss insights and draft recommendations;
 - c. three group-wide discovery workshops with more than 120 participants working in and for the city centre, from all six council organisations (including CRL and Watercare). Facilitated by AT's Customer Experience Design team, these sessions highlighted the following aspirations from our people for the new matrix model:
 - i. Delivering for Aucklanders
Ensuring that we deliver outcomes that Aucklanders and our visitors need, motivating them to live in, and return to, a city centre they can be proud of.
 - ii. A vision for everyone
Creating a collective understanding of the vision for the city centre and how it connects to our work.
 - iii. Coordinated communication
A shared and consistent approach to communications and engagement.

- iv. Learning from the past, and others
Building on what has served us well in the past and changing what hasn't so that we can pave the way to a better future.
 - v. Whanaungatanga, connection
Achieving better outcomes and experiences through stronger whanaungatanga and connections between our people and across agencies.
 - vi. Inter-agency resourcing
Our approach to resourcing for all activities and workstreams recognises the diversity and skills of people across the council whanau and uses them effectively.
 - vii. Enabling collaboration
Promoting collaboration and supportive working relationships that move us away from competitive interactions.
 - viii. Clear and effective decision making
A lead agency approach to coordinating decision making processes that addresses competing priorities in a way that recognises the importance of each agency's job to be done in delivering for Tāmaki Makaurau.
 - ix. Inter-agency alignment
Aligning priorities so we can truly deliver outcomes that reflect the vision.
- d. technical workstream-specific interviews, meetings and desktop research as well as informal listening sessions with key internal stakeholders;
 - e. two detailed five-day 'design sprints' for communications, engagement and marketing, and design and place teams from across the council group;
 - f. external listening sessions with key stakeholders and advisory groups, including the Auckland City Centre Advisory Board, mana whenua, Mayor's Office and other elected representatives, as well as with design industry representatives. Feedback included strong support for the CCMP and the appointment of Eke Panuku as lead agency with our place-based focus. Stakeholders were concerned about the wide range of issues and challenges, but excited and very willing to get involved and play their part in the recovery and delivering the long term vision for the city centre. Key insights from the external listening sessions included:
 - i. Strong support for the vision of the City Centre Masterplan (CCMP), but more clarity is needed on its implementation.
 - ii. Strong support for Eke Panuku as the lead agency.
 - iii. A desire for Eke Panuku to bring strong design and place thinking to the city centre, as it has done at the waterfront.
 - iv. Desire for more consistent stakeholder engagement including a desire from the Mayor's Office and key elected members for a single point of contact on city centre issues.
 - v. Desire for stronger leadership and clear contact points.

- vi. Habits have changed, footfall well down.
- vii. Desire for the group to be more joined up.
- viii. Big property owners want to support place and see more homes.
- ix. Getting to and around the city centre is an ongoing challenge.
- x. Safety and enforcement need to be prioritised.
- xi. Māori outcomes critical.

Listening sessions held with the design industry highlighted further key themes:

- xii. Confidence in Eke Panuku, with a concern it doesn't become too large, complicated or subsumed by bureaucracy.
- xiii. The right vision, clear governance, and a clear mandate is needed - supported by senior leaders across the council group.
- xiv. Strong support for the CCMP and the need for commitment to a vision, but need the next level of detail, a plan and structure to implement. A plea not to reinvent the CCMP wheel - update it for relevance, but don't reinvent.
- xv. Identification that the issues of the city cannot be resolved by public realm design alone. Council family needs a greater role in managing development, housing and business, as well as an economic focus.
- xvi. Need to take opportunities to work with developers and private development opportunities.
- xvii. Far more residents in the city centre needed. Require bold strategies to increase residents, encouraging families to live in, and visit, the city centre.
- xviii. Translate city development in accordance with climate ambitions - residential, zero emissions, decarbonise the city, add homes.



- xx. A lack of strategy, integration and coordination for the city centre as a whole, and between city projects.
- xxi. A lack of cohesion across the organisations.

- g. During the discovery phase it became clear that there was a need for an immediate focus on integration in certain areas which could not wait for the new location director or until 1 July. This included coordinating the council family's response to the wide-ranging impacts of Covid-19. Eke Panuku's COO with the Head of Placemaking, and a team from across the council family worked with functional leads to develop an integrated Recovery Plan which is now underway. A short update was provided on the Recovery Plan to the Board at the April meeting. This plan is intended to be iterative and regularly updated as circumstances change. Progress is reported to the steering group.

Establishment plan, priorities and change plan

- 14. At the conclusion of the discovery phase, the project team synthesised findings, socialised these with cross-council colleagues and developed a plan for the establishment of the matrix team and its priorities. On the back of that work, last month the steering group received:

- a. our proposed priorities and resourcing model for the first 12 months;
- b. a change plan to support standing up the new matrix team;
- c. a summary of insights and recommendations which have come from the discovery phase and supported our priorities.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

16. The role and scope of Eke Panuku as lead agency has been defined as:

- a. Champion the CCMP – its vision, key moves, what specifically will be done to implement it over time, and what benefits those actions will bring.
- b. Own the city centre as a place, as we do the waterfront, and own the council group's role and activities within the city centre.
- c. Ensure a coherent narrative of the importance of the city centre to the region and country is presented to stakeholders and the community along with what the council is seeking to change, when, why, and how the city centre will be experienced in a decade from now.
- d. Ensure there is a clear, holistic implementation plan articulating direction for the council group's activities and priorities in the city centre over the next decade and for accessible reporting of progress as appropriate to stakeholders and elected representatives.
- e. Ensure the council group is working with a variety of partners, to the maximum extent possible, to achieve the CCMP outcomes.

- f. Ensure the council group has a clear set of processes, protocols and expected behaviours when activity is being planned, decided on, implemented, and communicated in the city centre so that we work holistically as a joined-up group.
- g. Ensure the group engages meaningfully with stakeholder feedback to shape and evolve our plans over time.

Proposed establishment priorities and matrix teams



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[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Resourcing the matrix city centre team

25. Priority Location Director - City Centre, Simon Oddie, started in the role on 9 May following a collaborative recruitment process with council partners.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

27. Nahri Salim has joined the city centre team on secondment from AT for 12 months as Communications, Engagement and Marketing Integration Lead.
28. Recruitment is underway for the City Centre Design Lead following some extended discussions with council's Urban Development Unit regarding the scope of the new role.
29. Naomi Craymer from Eke Panuku's Strategy and Planning team will perform an important integration role between the council family's planning teams to support the development of One Plan.
30. Recruitment will start next month for a Programme Manager (proposed to be filled via secondment) and fixed-term Change Lead. Further scoping discussions are underway regarding a proposed pilot Place Operations Manager to support the council family's operations and customer/key stakeholder interface.
31. Project coordination and campaign resource is in place to support the Recovery Plan.
32. It is envisaged there may be a need for additional engagement and design resource in the matrix team but this will be identified over the coming months.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

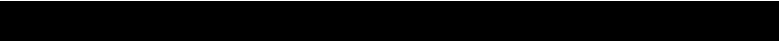
[REDACTED]

[REDACTED]

Next steps

We intend to come back to the Board in August with the final Establishment Plan and Change Plan following the steering group meeting at the end of July. We will also come back with an overview of the scope and programme for the Integrated Implementation Plan.

Ngā tāpirihanga | Attachments



Information paper: Risk Management Update

Document author: David Middleton, Risk Manager

July 2022

Whakarāpopototanga matua | Executive summary

1. The ELT has reviewed and updated the risks as at the end of June 2022. The Risk Register is attached for information.
2. Staff retention and recruitment remains a priority in a competitive candidate-driven market.
3. The waterfront antisocial behaviour is receiving special attention as it affects staff and public health and safety.
4. The insurance renewals are almost complete with only the Marine Liability and Excess Marine Liabilities policies to be finalised and the final premium summary issued.
5. The Auckland Council Self Insurance Fund (SIF) becomes effective as from 1 July 2022, with an initial capital allocation of \$20M.
6. Council has not renewed its Cyber Insurance and Environmental Liability policy for FY2023, with the SIF responding to any claims.

Matapaki | Discussion

7. An ELT risk workshop held on 28 June 2022 reviewed the risk register. The reassessment of risk around 'Eke Panuku not aligning programming with priority outcomes' has resulted in the risk rising to number five. There will be greater emphasis on cross-council collaboration and understanding the role of 'lead agency' for the City Centre. Establishing our lead agency role across the city centre will require collaboration and alignment with the council group on a heightened scale, greater than our current locations, due to the newness of the role and the size, complexity, and challenges of the city centre.
8. Staff retention and attraction remains a priority. In general, we are filling vacancies with good quality candidates. However, it is taking much longer and is more difficult to fill the roles.
9. A number of steps are in place to address the waterfront antisocial behaviour. Eke Panuku has been working closely with the security company, the NZ Police, and other stakeholders. A paper giving operational and infrastructural recommendations will go to the October Board meeting for a decision, which if approved, will be in place for the coming summer. Any infrastructural changes would take longer to implement.

10. Aon has issued a final summary of the insurance renewal terms for FY2022/2023. Major changes from the previous year are the self-retention of Cyber Security and Environmental Liability policies, which council has not renewed. A steep premium increase and the restrictions in covers has led Auckland Council to self-insure these risks.
11. The Auckland Council Self Insurance Fund (SIF) is set up with an initial capital of \$20M effective 1 July 2022. Council's legal team have drafted formal arrangements to provide cover to the CCOs. It will cover items such as the claims process, dispute resolution, and payment of premiums. Claims management will be through council's risk team and final approval by the Insurance Management Steering Group (IMSG). IMSG will provide monthly reporting on the performance of the SIF to the Finance and Performance Committee. Eke Panuku has representation on the IMSG.
12. The property market is currently facing a rapidly changing dynamic with increasing interest rates, construction costs and sentiment moving from confidence to one of uncertainty with funding being difficult to source. Increased funding costs are causing all property asset classes to be re-priced with anecdotal evidence suggesting that yields have moved 50 base points on commercial property, with land 10% off since the beginning of the year. It is likely that the next 12-18 months will see a continued weakness in property market land values, with some locations continuing to decline.

Ngā tāpirihanga | Attachments



Director interests at 11 July 2022

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

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

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

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

Member	Interest	Company / Entity	Conflicts pre-identified?
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Steven EVANS	Director	Panuku Development Auckland Limited	
	Chief Executive	Fletcher Building LTD	Yes
	Director	Homai General Partner Limited	
	Member	MBIE Building Advisory Panel	Yes
	Director	Okahukura GP Limited	
	Member	Steering Group Construction Industry Accord	
	Board Member	Urban Development Institute of New Zealand	Yes

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

Kenina COURT	Director	Panuku Development Auckland Limited	
	Director	Banking Ombudsman Scheme Limited	
	Director	BDE Bonus Limited	
	Director	Business in the Community (2013) Limited	
	Director	Business Mentors New Zealand Limited	
	Director	CP Resettlement Trustees Limited	
	Director	Eight Peaks Holdings Limited	
	Director	Fale Developments Limited	
	Director	Fortitudine Trustees Limited	

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

Director meeting attendance register – 2021 / 2022

	2021						2022					TOTAL
	28 Jul	25 Aug	22 Sep	27 Oct	24 Nov	15 Dec	23 Feb	23 Mar	29 Apr	25 May	22 Jun	
P.F. Majurey	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	11
J. Coop	x	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	10
D.I. Kennedy	✓	✓	✓	x	✓	✓	✓	✓	✓	✓	✓	10
R.I. Leggat	✓	✓	✓	✓								
J. Kerr	✓	✓	✓	✓	✓	x	✓	✓	✓	✓	✓	10
K. Court	✓	✓	✓	✓	✓	✓	✓	✓	✓	x	✓	10
S. Huria	✓	✓	✓	✓	✓	x	✓	✓	✓	✓	✓	10
S. Evans	x	✓	✓	✓	✓	✓	✓	✓	✓	✓	x	9

LOA – Leave of absence

Minutes of the meeting of directors of Eke Panuku Development Auckland Limited, held in partly **confidential** session, in person at 82 Wyndham Street, Auckland and online via Teams, on Wednesday 22 June 2022 commencing at 10.00am.

Attending		<p>Board: Paul Majurey – Chair, David Kennedy – Deputy Chair, John Coop, Kenina Court, 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, Ian Wheeler – Chief Operating Officer, Allan Young – GM Development, Kathy Crewther – Governance Manager</p> <p>In Attendance: Selio Solomon (Board Intern)</p>
Opening remarks		The meeting opened with a karakia at 10.00am.
1.1 Procedural motion to exclude the public	1 06/22	Pursuant to clause 12.3 of the Panuku Constitution, the public be excluded from confidential papers or parts thereof, so that commercially sensitive issues can be discussed.
1.2 Apologies	2 06/22	Apologies were received from Steve Evans.
2. Chief Executive's report	3 06/22	<p>Rachel Wilson, Principal Advisor, CCO Governance and External Partnerships, Auckland Council, joined the meeting for this item.</p> <p>David Rankin, Chief Executive, introduced the report. The Board discussed the following matters:</p> <ul style="list-style-type: none"> • Carbon modelling project If the project is successful, this will help Eke Panuku tell the story of its contribution to carbon reduction with more facts. Former Board member Richard Leggat's interest in this project was noted. •   •   • Capex performance over last 7 years Outline of reasons around the performance, noting some problematic projects that had not progressed as planned, acquisitions that did not go ahead and disruption caused by Covid-19 and lockdowns. It was noted that: <ul style="list-style-type: none"> • The programme management office had been built up with recruitment of staff over time, once Eke Panuku was provided with proper medium term LTP capital budget in 2018. • A number of smaller projects had to be initiated in the current year. • The head of PMO left recently. • The outlook for the coming year is optimistic with 40% already in delivery space and another 28% ready to begin.

		<ul style="list-style-type: none"> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>■ [REDACTED]</p> <ul style="list-style-type: none"> <p>Visit of the CCO Oversight Committee</p> <p>Planning is well advanced for the annual meeting with councillors and the board. The meeting will likely be a hybrid meeting to be held in the office. The Chair will open the session and staff will cover a range of themes.</p> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<p>3. Health and safety update</p>	<p>4 06/22</p>	<p>Carl Gosbee, Chief Financial Officer, introduced the report. The Board discussed the following matters:</p> <ul style="list-style-type: none"> <p>An increase in incidents and events reported was noted, with concern regarding violence and aggression towards staff on the waterfront. Initiatives are underway to mitigate the impact of this trend.</p> <p>Carl will check the situation regarding internal CCTV cameras in the office in Westhaven, noting there are cameras in the outside area and alcohol is often involved in incidents in the area.</p> <p>Daily reports are received from the security provider in Wynyard Quarter and Westhaven areas, with improved patrol presence and better response times to incidents from police.</p> <p>Security is a high priority in areas such as Papatoetoe and Northcote where there are empty shops. It is hoped that an increased police presence and council working with MSD and City Mission will help with the homelessness issue.</p> <p>The expanded and renewed health and safety team is working well and looking at all areas of risk, with face-to-face meetings to identify issues that need addressing.</p> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<p>4.1 Corporate Business Plan FY 2022-23</p>	<p>5 06/22</p>	<p>Brenna Waghorn, GM Strategy & Planning, introduced the report.</p>

		<ul style="list-style-type: none"> • The Business Plan sets out business priorities, budgets, performance measures and targets. • The Statement of Intent will come to the next Board meeting. • A change was noted to paragraph 7 – the asset recycling target agreed with Council is \$70m (reduced from \$100m). <p>The Board discussed the following matters:</p> <ul style="list-style-type: none"> • Grants and donations, noting that not all projects and services that are funded provide a financial return. It was agreed donations is a topic for future discussion with the board. • Suggestion to have NZ Super Fund come and talk at a Board meeting – guided by David and Allan. • It was agreed to move the People Strategy to the top of the list (under Big Rocks) as it is a priority, and to add a new section on relationships and partnerships. • Clarification provided regarding floor space in relation to budget and targets. <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <p>a. approved the FY 2022-2023 Corporate Business Plan and associated budgets and activities</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
<p>4.2 Submission of financial reporting to Auckland Council 30 June 2022</p>	<p>6 06/22</p>	<p>Carl Gosbee, Chief Financial Officer, introduced the report.</p> <p>The Eke Panuku Board delegated to the Audit and Risk Committee the authority to approve the 30 June 2022 financial reporting pack and representation letter for Auckland Council.</p>
<p>4.3 Internal audit programme 2023</p>	<p>7 06/22</p>	<p>Carl Gosbee, Chief Financial Officer, introduced the report. The Board discussed the following matters:</p> <ul style="list-style-type: none"> • Acknowledgement of the high cost of the internal audit. • Suggestions to: <ul style="list-style-type: none"> • re-tender the process or consider utilising a shared internal auditor; • discontinue the cyber security internal audit; • undertake a health and safety internal audit and this was considered timely and good practice. <p>Following the conclusion of discussions, the Eke Panuku Board:</p>

		<p>a. Approved rolling the 2021/22 internal audit plan into the year ending 30 June 2023, with the agreed change regarding cyber security being replaced with health and safety.</p> <p>b. Approved a formal tender process to be undertaken from February 2023 to appoint an internal auditor for an initial period of 3 years from 1 July 2023 and delegated the appointment process to the Audit and Risk Committee, with a final recommendation to be brought to the Board.</p>
<p>4.4 84A Morrin Road, St Johns – go to market strategy</p>	<p>8 06/22</p>	<p>Paul Majurey left the meeting for this item due to a declared conflict, and David Kennedy took the role as Chair. It was also noted that Steve Evans had a conflict, although he was an apology.</p> <p>Allan Young, GM Development, introduced this item. The Board discussed the following matters:</p> <ul style="list-style-type: none"> • Liaison with mana whenua. • Contamination on site. • Clarification regarding remediation costs, with quantity surveyors pricing in the risk. • The Board supported the proposal. <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> • [REDACTED] <p>[REDACTED]</p> <ul style="list-style-type: none"> • [REDACTED] • [REDACTED] <p>[REDACTED]</p> <ul style="list-style-type: none"> • [REDACTED] • [REDACTED] • [REDACTED]

		<ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] ■ [REDACTED]
4.5 Service property optimisation opportunity in Papatoetoe	9 06/22	<p>Allan Young, GM Development, introduced the report. Andrew Elcoat, Portfolio Specialist, joined the meeting for this item.</p> <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
4.6 Service property optimisation opportunity in Red Hill, Papakura	10 06/22	<p>Allan Young, GM Development, introduced the report. Andrew Elcoat, Portfolio Specialist, joined the meeting for this item.</p> <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <ol style="list-style-type: none"> a. Approved the recommendation to the Papakura Local Board to utilise the service property optimisation policy for the disposal of 133R Settlement Road, 11R Fulmen Place, 8R Redcrest Avenue, 16R Redcrest Avenue and 321m2 of 16 Game Place, Red Hill. b. Approved the exclusive negotiation with Kāinga Ora, as the adjoining owner through a non-contestable site sale process under section 4.2 of Eke Panuku's 2018 Selecting Development Partners Policy in accordance with independent valuation advice. c. Delegated the final terms and conditions and the execution of an unconditional agreement to the Eke Panuku Chief Executive.

		d. Noted that, should the Papakura Local Board not approve the utilisation of the service property optimisation policy, then the project will not progress.
4.7 Eke Panuku name change	11 06/22	<p>Carl Gosbee, Chief Financial Officer, introduced the report.</p> <p>The Board supported the proposal and noted a marketing strategy will be developed.</p> <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <ol style="list-style-type: none"> a. Approved changing the legal name of the company from Panuku Development Auckland Limited to Eke Panuku Development Auckland Limited, with effect from 30 June 2022, or as close to that date as can be effected. b. Delegated to the Finance Manager the authority to make the name change on the Companies' Office website.
5.1 Director interests	12 06/22	<p>The Eke Panuku Board reviewed and received the Registers of Directors' Interests.</p> <p>David Kennedy advised that he had a possible conflict with the New Zealand Housing Foundation regarding Puhinui as it is the developer entity. He also repeated his association with NZ Super Fund although there is no potential or direct conflict with any of the things that Eke Panuku is looking at with it at present.</p>
5.2 Director meeting attendance	13 06/22	The Eke Panuku Board noted the Directors' meeting attendance.
5.3 Minutes of the 25 May 2022 board meeting	14 06/22	The Eke Panuku Board reviewed and confirmed the Minutes of the Board Meeting 25 May 2022, with confidential information included, as a true and accurate record of the meeting.
Out of cycle decision: Relocation and granting of lease to Team New Zealand in a Wynyard Point yachting base	15 06/22	<p>The Eke Panuku Board made an out-of-cycle decision between the May and June board meetings. The resolution is recorded here for completeness.</p> <p>The Eke Panuku Board agreed to:</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>

5.4 Board action list	16 06/22	The Eke Panuku Board noted the Board action list.
5.5 Board forward work programme	17 06/22	The Eke Panuku Board noted the Board forward work programme.
6. General Business	18 06/22	There were no matters of general business.
Close of Board meeting	19 06/22	The meeting closed with a karakia at 11.30am.

Read and confirmed

_____ Chair

_____ Date