

Board Report

P u b l i c

Date
Wednesday,
22 April 2020

Venue
Virtually via Zoom



Board Agenda

Where: Zoom

When: Wednesday, 22 April 2020

Board members: Adrienne Young-Cooper – Chair
 Victoria Carroll – Director
 John Coop – Director
 David Kennedy – Director
 Richard Leggat – Director
 Paul Majurey – Deputy Chair

Board observer: Mark Darrow

Liaison councillor: Cr Efeso Collins

1.	<p>Governance matters</p> <p>1.1 Apologies</p> <p>1.2 Director interests</p> <p>1.3 Director meeting attendance</p> <p>1.4 Minutes of 18 March 2020 board meeting</p> <p style="color: red;"><i>Withheld from the public under S7(2)(b)(ii) and S7(2)(h) of the LGOIMA</i></p>
2.	Health and Safety report
3.	Review of safety of the waterfront balustrades
4.	<p>Chief Executive's report</p> <p style="color: red;"><i>Sections withheld from the public under S7(2)(b)(ii) and S7(2)(h) of the LGOIMA</i></p>
5.	<p>Priority Location reports</p> <p>5.1 Transform Manukau: Crown regeneration programme</p> <p style="color: red;"><i>Withheld from the public under S7(2)(b)(ii) and S7(2)(h) of the LGOIMA</i></p> <p>5.2 Unlock Takapuna: 72A and R78 Hurstmere Road</p> <p style="color: red;"><i>Sections withheld from the public under S7(2)(b)(ii), S7(2)(h) and S7(2)(i) of the LGOIMA</i></p> <p>5.3 Supports: Lots 4 and 5, 187 Flat Bush School Road</p> <p style="color: red;"><i>Sections withheld from the public under S7(2)(b)(ii), S7(2)(h) and S7(2)(i) of the LGOIMA</i></p> <p>5.4 Transform Waterfront: Westhaven future precinct planning</p>
6.	<p>Business reports</p> <p>6.1 Grants and donations</p> <p style="color: red;"><i>Sections withheld from the public under S7(2)(b)(ii) and S7(2)(h) of the LGOIMA</i></p> <p>6.2 Annual report structure</p>

Local Government Official Information and Meetings Act 1987.

7 Other reasons for withholding official information

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

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

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

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

(i) would disclose a trade secret; or

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

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

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

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

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

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

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

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

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

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

(g) maintain legal professional privilege; or

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

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

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

Panuku Development Auckland (Panuku)

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

Our name

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

Our vision

Shaping spaces for Aucklanders to love

Our mission

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

Our purpose

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

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

What we do

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

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

Directors' Interests as at 18 March 2020

Member	Interest	Company / Entity	Conflicts pre-identified?
Adrienne YOUNG-COOPER	Chair	Panuku Development Auckland Limited	
	Chair	Auckland Transport	
	Chair	Cornwall Park Trust Board Incorporated	
	Director	Queenstown Airport Corporation Limited	
	Trustee	Sir John Logan Campbell Residury Trust	
	Trustee	Sir John Logan Campbell Medical Trust Incorporated	
	Director	Westhaven Marina Limited	
Victoria CARROLL	Director	Panuku Development Auckland Limited	
	Director	Kāinga Ora	Possible
	Director	Manawa Housing Limited	
	Director	Mediterrania Holdings Limited	
	Director	Mediterrania Limited	
	Trustee	Community Housing Aotearoa	
	Trustee	Mangatawa Papamoa Block Incorporation	
	Trustee	Nga Potiki a Tamapahore Treaty Settlement Trust	
John COOP	Director	Panuku Development Auckland Limited	
	Managing Director and Principal	Warren and Mahoney	Possible
David I. KENNEDY	Director	Panuku Development Auckland Limited	
	Director	525 Blenheim Road Limited	
	Director	Cathedral Property Limited	
	Director	Good General Practice Limited	
	Director	Grantley Holdings Limited	
	Director	Hobsonville Development GP Limited	
	Director	New Ground Living (Hobsonville Point) Limited	
	Director	Ngāi Tahu Justice Holdings Limited	
	Director	Ngāi Tahu Property (CCC-JV) Limited	
	Director	Ngāi Tahu Property Joint Ventures Limited	Possible, Unlock Northcote
	Director	Ngāi Tahu Property Joint Ventures (No.2) Limited	
	Director	Ngāi Tahu Real Estate Limited	
	Director	NTP Development Holdings Limited	
Director	NTP Investment Holdings Limited		

Director	NTP Investment Property Group Limited
Director	Prestons Road Limited

**Richard I.
LEGGAT**

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

**Paul F.
MAJUREY**

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

Director meeting attendance register – 2019 / 2020

	2019						2020					TOTAL
	24 Jul	30 Aug	24 Sep	29 Oct	29 Nov	18 Dec	19 Feb	18 Mar	22 Apr	20 May	17 Jun	
A.F. Young-Cooper	✓	✓	✓	✓	✓	✓	✓	✓				
V. Carroll					✓	✓	✓	✓				
J. Coop					✓	✓	✓	✓				
D.I. Kennedy	✓	✓	✓	✓	✓	✓	✓	✓				
R.I. Leggat	✓	✓	✓	✓	✓	✓	✓	✓				
P.F. Majurey	✓	✓	✓	✓	✓	✓	✓	✓				
M.E. Pohio	✓	✓	✓	✓	✓	✓						6
S. Macken	x	✓	✓	✓								3
C.M. Udale	✓	✓	L	L	L							2

Information paper: Health and Safety

Document author: Blair McMichael, Health and Safety Manager & Mike Kerr, Health and Safety Business Analyst

April 2020

Whakarāpopototanga matua | Executive summary

1. The Panuku response to the Coronavirus (Covid-19) pandemic and crisis management team is being led by Marian Webb, GM Assets & Delivery, with regular updates to the board and executive.
2. The board is provided with an update from our Facilities Management Team on the risk of falls from height and mitigations for both the Viaduct waterfront and the working wharf at Onehunga. See agenda report 3: Review of safety of the waterfront balustrades.
3. Prior to the lockdown significant health and safety reporting and monitoring was completed for projects in the 'delivery', physical works phase, in accordance with the Panuku Contract Management Framework.
4. Progress on configuring and implementing Noggin, the new incident reporting system for health, safety and risk, is continuing while the Covid-19 lockdown is in place.
5. Health and safety training records for March reflect that Panuku had only a single new starter complete the Panuku induction in the month, and online training has not commenced due to the limitations of the Auckland Council ICT systems.
6. Two incidents, one near miss and an unsafe condition are detailed in this report, with all safety mitigations including an explanation around what Panuku's supplier relationship is in each event.

Matapaki | Discussion

Health and safety key performance indicators

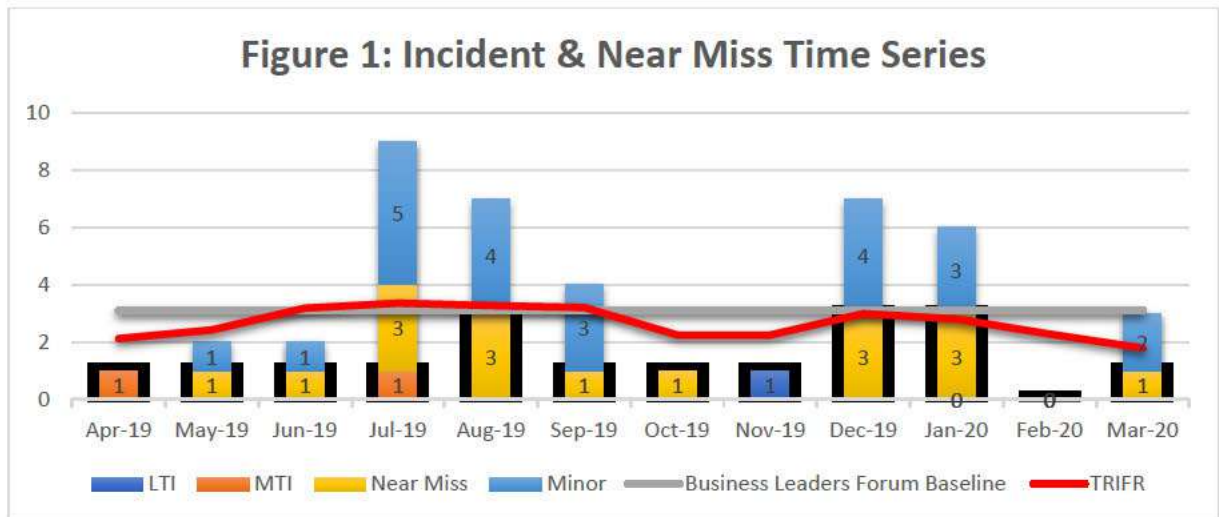
7. Health and safety key performance indicators (KPIs) representing both lead and lag indicators are outlined below.

Incidents and near misses

8. There were four events recorded in March: two incidents (1 x first aid, 1 x inappropriate behaviour), one near miss and one unsafe condition.
9. The first aid incident also involved an employee of HEB contractors working on Westhaven Promenade Stage 2. While adjusting the scaffolding bolts the employee pinched their index finger and received onsite first aid. Both the employee's

actions/behaviours and the procedure associated with this work fall with HEB to manage directly.

10. The inappropriate behaviour incident occurred where a member of the public attempted to walk through a cordoned-off section of the HEB construction site, Promenade Stage 2. It is reported that the individual, when asked to exit the site, verbally abused the HEB employee. This incident sits with HEB to resolve directly, however Panuku are assisting looking into the incident as the person directing the abuse is believed to be linked to an existing Panuku commercial tenancy.
11. Although we believe our direct involvement falls outside of our responsibilities under the Health and Safety at Work Act (not excluding our 'overlapping duties'), as we have neither direct influence nor control of the event, we are able to support our contractor to avoid any future occurrence. This incident is unlikely to be resolved swiftly while all persons affected are in lock-down due to the Covid-19 directive.
12. The near miss also involved HEB contractors locating a previously undiscovered underground cable while engaged by Panuku to complete the Westhaven Promenade Stage 2. The location or striking of underground services is prevalent within the construction industry, often due to out of date site plans or poor safe work methodologies. Such locations or strikes involving electrical services (depending on voltage) or gas mains, have the potential to cause serious injury to onsite workers.
13. In this instance the contractor had been applying a safe work methodology for the location of underground services although the site plans, 'as-builts', showed no services.
14. Detection for underground services includes, mark out onsite based on the 'as-builts', and use of Ground Detection Radar (GDR). These are partially accurate where tracer cables exist with the service. Mark out on site by the service provider, regular hand digging (pot holing), and the careful removal of spoil with an excavator with a 'spotter' present, are also options.
15. At the Westhaven site, the service was undamaged and the site 'as built' plans have been amended to reflect the actual location of these services.
16. Under the Panuku Contract Management Framework the contractor manages the health and safety risk onsite and Panuku review the contractor's safety plan and monitor their compliance with the safety plan mitigations, in this case through our professional services provider, RCP.
17. The unsafe condition reported involved the stacking of marketing materials outside a storage cupboard at our main office, which was perceived as having the potential to cause a tripping hazard.
18. By recording the unsafe condition, the business may be seen to be demonstrating a strong health and safety reporting culture. The removal and relocation of the materials was very quick to remedy.



TRIFR Total Recordable Incident Frequency Rate; MTI Medical Treatment Injury; LTI Lost Time Injury

19. Figure 1 above shows the Panuku Total Recordable Incident Frequency Rate (TRIFR). Our TRIFR (1.69) result for March shows Panuku again dipping below the NZ Business Leaders Health and Safety Forum benchmark TRIFR of 3. The TRIFR is the lowest recorded frequency since Panuku began accurately recording and reporting on incidents from Mid-June 2016.

Project health and safety risks by phase

20. The following charts provide graphs of metrics for project risks by phase. These are lead indicators of health and safety activity and engagement, throughout the project lifecycle. The data in the table compares March with February.

Caveat: Project H&S information limitation

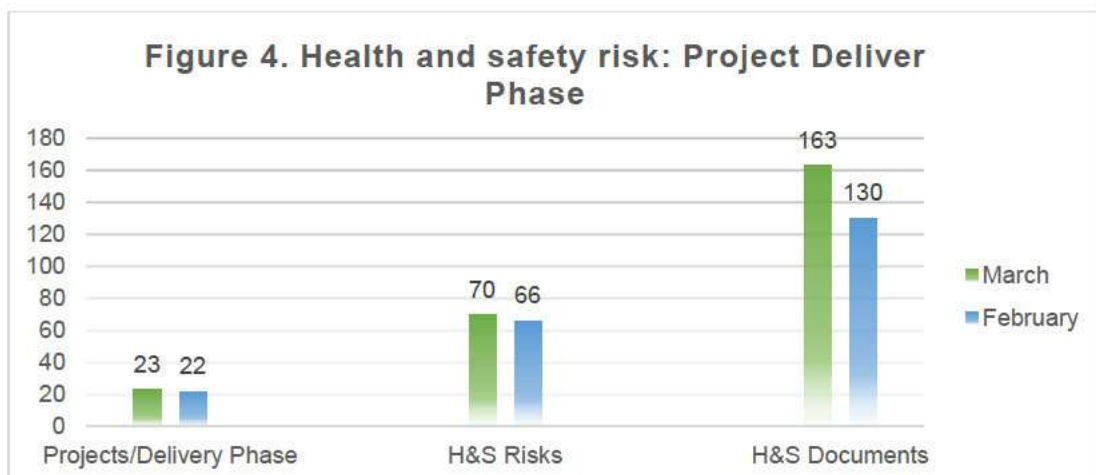
When reporting on project H&S information the Health & Safety team only report on the quantity of H&S information provided within the reporting tool Sentient, not the quality. Data quality attributes, including accuracy, comprehensiveness, validity, relevancy and timeliness is not assessed in this report. The Programme Steering Group (PSG) will address the quality aspect directly with the Priority Location Directors. The data quality is under review and will be improved with the completion of a Project Managers guide and training post the Covid-19 lockdown.



21. The identification of health and safety risk and documentation verification for the initiate and plan phases remains consistent. The H&S team have drafted some guidance notes for the Project Delivery Managers and the Priority Location Directors on how health and safety is to be managed and reported throughout the lifecycle of a project.



22. The 'plan phase' data in figure 3 is showing an improvement in risk awareness and H&S will be looking to see that the trend extends into April however we expect little improvement while Covid-19 lockdown remains in place.

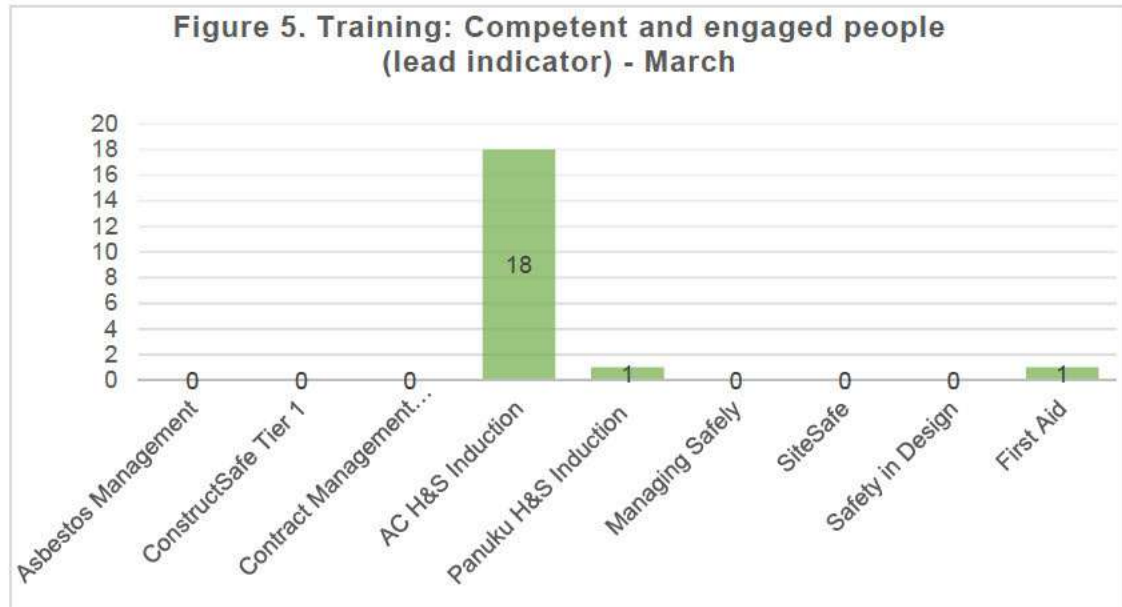


23. Figure 4 illustrates the significant levels of monitoring and reporting shown by Panuku staff at a critical phase of the project with physical work on site. All projects in the delivery phase were able to demonstrate compliance during the month. As these projects have been put on hold and staff are at home isolating, no work will be reported during April.

Competent and engaged people

24. Figure 5 provides an overview of health and safety training for March, by course type. Training activity was minimal in March with several scheduled training courses cancelled due to the Covid-19 pandemic. These included personal safety and conflict awareness and Construct Safe. Further scheduled external training is on hold. Panuku has considered online training, however this may be limited due to the current Auckland Council ICT network performance and capacity constraints during the lockdown period. Both internal and external training is on hold until this can be resolved.

25. H&S inductions are a mandated requirement of Panuku and reflect the intent of the HSWA (2015). Figure 5 illustrates an increase in employees updating their induction records and a single new starter completing the Panuku H&S induction training. The updating of induction records has been Panuku's approach to addressing the backlog of employee's who have not recorded the completion of their inductions over the last twelve months. P & C records indicate four personnel were employed during the month.



Health and safety management systems – Noggin

26. During the Covid-19 lockdown we are progressing the configuration of the new incident reporting system, Noggin, as the replacement system to Risk Manager. Configuration is slightly slower than planned due to internal support constraints. Delivery of the phase 1 functionality (Incident reporting) was intended for late April, including training and communications, but will be re-phased once we are back to being fully operational. Phase 2 and 3 (safety plans, monitoring and inspection, contractor access etc) functionality design, configuration and testing is scheduled in May with the system proposed to be ready for Panuku in June.

Health and wellbeing

Coronavirus (Covid-19)

27. Panuku's GM Assets & Delivery, Marian Webb, continues to lead the Panuku Crisis Management Team (CMT) providing regular updates for both the board and our executive lead team.
28. The approach remains consistent with that of the Auckland Council crisis management team who lead a council-wide response to Coronavirus (Covid-19). All health and safety initiatives relating to Covid-19 are provided in regular updates to the board and our ELT.

Panuku Health and Safety Committee

29. The Health and Safety Committee will meet online in the coming month, focusing on how best to support our changing work environment during lockdown and planning for changes to the Covid-19 alert levels.

30. A health and safety critical risk workshop will be scheduled during that meeting.

Health and Wellbeing – Influenza Vaccinations

31. Immediate flu vaccination for our essential workers were planned to take place on 14 and 15 April 2020. However, the vaccine supplier has received a directive from the Ministry of Health prohibiting them from running the essential worker clinics due to the flu vaccine stock being reserved for medically vulnerable, (over 65, underlying health conditions, pregnant mothers etc) and frontline workers – health professionals, care workers, emergency services, defence, police, border, social support, fire services.

32. Flu vaccination will likely to be delayed until May for Panuku staff.

Fencing and Balustrades around Wharves

33. Our Facilities Management team has responded to two queries from the board. The first considers immediate safety mitigations around the effectiveness of the Viaduct waterfront balustrades to protect persons from falls from height. The second discusses the existing fall mitigations on the working wharf at Onehunga.

34. The responses are outlined in their Information paper - Review of safety of the Waterfront Balustrades.

Information paper: Review of safety of the waterfront balustrades

Document author: John O'Brien, Facility Specialist
Reviewer: Marian Webb, GM Assets & Delivery

April 2020

Whakarāpopototanga matua | Executive summary

1. In March 2020 the Panuku Board received a deputation from the family of the young man who suffered a fatal fall in the Viaduct in February. Following the deputation, the board requested that Panuku assess and implement the necessary short-term mitigations to address specifically the particular area where the fall took place, while the appropriate work is undertaken to resolve any other potential fall hazard in the long-term.
2. This report sets out the actions undertaken to date and further work to be completed following the current level 4 lockdown restrictions.
3. A risk review of the general environment of the Viaduct Basin has now been completed. A number of issues were identified that were remediated immediately, including removal of concrete blocks that provided access to the top of the balustrade and temporary "infill" fencing being installed on Bascule Bridge.
4. Work to address other identified issues is underway. This includes design work to alter the balustrades, which were found to be non-compliant.
5. A number of issues with anchor bolts and other fixings on the balustrades were also identified. Remedial works to address these issues will be completed once the current level 4 lockdown restrictions are lifted. This report also provides information on wider risk considerations in and around the Auckland waterfront.
6. The Panuku Board also requested an update of the risks associated with the Onehunga Wharf and mitigations. The completion of the Onehunga Wharf review has been impeded by the current level 4 lockdown restrictions. This review will be completed and reported back to the board following the end of the level 4 lockdown.

Matapaki | Discussion

7. At the board's March 2020 meeting, it requested information from the executive on the immediate actions undertaken to address fall hazards in relation to the balustrades (the handrails) at the Viaduct Basin.

General risk review

8. A risk review of the general environment of the Viaduct Basin was undertaken. A number of issues were identified and where possible were remediated immediately. These include:

- i. A number of concrete blocks that provided access to the top of the balustrade in one area has been removed.
 - ii. Temporary "infill" fencing was installed on Bascule Bridge until a more permanent solution can be found. The permanent solution will be identified and implemented prior to the America's Cup 36 (AC36) events commencing at the end of this year.
 - iii. The risk review noted was that the raised lighting plinths could also be used as a "footstool" to access the balustrade rail. The nature and positioning of these lights are being reviewed.
 - iv. The risk review also noted that the concrete ledge where the incident occurred is particularly narrow and dangerous. Panuku is working with Viaduct Harbour Holdings Limited (VHHL), the land owner, what temporary measures can be implemented at this location while we continue to find a more permanent solution.
9. Signs have been manufactured which will be affixed to the handrails of each of the balustrade sections outlining that the rail should not be used as a seat. The installation of these signs requires the handrails to be completely dry. Installation was initially hampered by periods of rain, and more recently by the current alert level 4 lockdown. Signage installation work will commence immediately after the lockdown is lifted subject to weather conditions.
10. Security patrols in the Viaduct Basin area have been asked to monitor the behaviour of the public in this area, and to actively require anyone sitting on the balustrade rails to desist.

Compliance review

11. Beca was engaged to provide a detailed report on the compliance with the Building Code of the various types of balustrading used through the Viaduct area.
12. The report identified that while the balustrades were compliant with the Building Code when erected in the early 2000's, a proportion of the balustrading across the Viaduct Basin does not comply with the current Building Code. Panuku's initial focus of the redesign and remediation plan is on the type of balustrades that were involved in the recent incident which are found extensively around the Viaduct Basin.
13. These balustrades were identified as being slightly under the current code height of 1100mm. They are also non-compliant in relation to the width of the rail at the top, with the Building Code requiring a maximum permitted width of 100mm unless top sloped at 30 degrees or greater. Urgent design work is currently being undertaken to investigate a redesign of the rails on these balustrades. This work will be implemented once the current alert level 4 lockdown restrictions are lifted and the immediate area made safe. VHHL is aware of the urgent remedial work planned by Panuku.
14. The Beca compliance review also identified issues with anchor bolts and other fixings on the balustrades. These issues will be remedied once the current level 4 lockdown restrictions are lifted.

Other safety considerations at the Waterfront

15. The Beca compliance review identified other areas in the wider Viaduct area where the balustrading was not compliant with the building code.
16. In some areas, such as the water edge adjacent to the Sofitel Hotel, the balustrade comprises a solid block wall with a handrail attached to the top. These barriers do not comply with the current Building Code in relation to both the overall height and the width. Altering these structures so that they are compliant is expected to be challenging and is likely to incur greater costs due to the nature of the structures. The executive will review the potential design and feasibility of replacing this balustrading to determine the viability of replacement.

General health and safety review

17. Balustrades have been provided at the waterfront where any falls greater than one metre will impact a hard surface (e.g. a pontoon) [as against water]. In some areas, pontoons are set out from the adjacent wharf area, so a barrier is not required. This is done in areas where the installation of a barrier would impact other uses of the wharf area.
18. Ladders are available to assist in retrieving people from the water should they fall. In areas where there is greater public use (e.g. North Wharf), life rings are also available.
19. Apart from the specific improvements identified, a general safety and risk review of the waterfront assets is currently being undertaken following recent safety incidents. This review will identify any areas where an improvement is potentially required to the current risk profile. Options in relation to the treatment of identified risks will be detailed, costed and prioritised for decision-making. This process has been impacted by the current level 4 lockdown restrictions.
20. During the America's Cup event, extensive additional fencing will be installed along some areas at the Waterfront to assist with crowd management and reduce risks during the event. This fencing is designed to withstand crowd crush forces and will be employed in all areas that are accessible to the public within the designated event area.

Onehunga Wharf

21. The Board also requested an update on the risks and mitigations associated with people falling off the Onehunga wharf. The review of the Onehunga Wharf has not yet been completed due to the current level 4 lockdown restrictions. It is important to note that the working wharf area has restricted access to the general public.
22. A review of the Onehunga Wharf undertaken in 2019 found that there was a potential drowning hazard should a fall occur. As a result, new wharf ladders along the length of the wharf, life preserving rings, increased safety signage and improvements to the existing fire suppression system also running the length of the wharf have been installed.
23. A secondary, derelict wharf also exists at Onehunga. This is separate to the working wharf and was also assessed as part of the 2019 review. The structure of the second wharf is not considered safe and it remains cordoned off with six-foot-high fencing. This wharf is subject to 24/7 security requirements with safety signage to ensure no worker or public access.
24. A further health and safety risk review to ensure the safety mitigations are systematically reviewed and maintained will be completed later this year.

Information paper: Chief Executive's report

Document author: David Rankin

April 2020

Whakarāpopototanga matua | Executive summary

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

Matapaki | Discussion

Strategic matters

Covid-19 Crisis Management Team update

3. The board has been provided with regular updates on the activities of the Crisis Management Team (CMT) throughout the alert level 4 lockdown period.
4. To date, the CMT has prepared the organisation well to in its response to the restrictions imposed by alert level 4.
5. The CMT has recently commenced preparations with respect to the organisation's recovery plan for when Panuku needs to transition through alert levels 3 and 2. We expect increased clarity from government announcements in next few weeks in terms as what activities will be permitted under the alert levels.
6. The focus of the CMT is preparing the recovery plan and how we respond to this changing environment. Cross organisational discussions are underway to enable priority work project work particularly across our town centres to recommence as quickly as possible in a safe and compliant setting.
7. It is expected that in an alert level 3 environment we will continue to have a majority of our workforce based remotely, at reasonably high levels of productivity.
8. We continue to work closely with the Auckland Council CMT to ensure we remain aligned with what the Council group is doing.

Letter from Mayor Goff

9. Panuku Board Chair, Adrienne Young-Cooper, received a letter from Mayor Phil Goff on Thursday 9 April. The letter acknowledges the impacts of Covid-19 lockdown on Panuku

[REDACTED]

Urban regeneration in our priority locations

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Dolphin consenting

25. The Environment Court provided a further and final extension for the appeal hearing to the Queens Wharf Mooring Dolphin, subject to advancing discussion with appellants on issues around the Mooring Dolphin consent or an option to incorporate a berth for larger cruise ships in their Bledisloe Wharf development. A report back to the Court is required by 12 June 2020.

[REDACTED]

26. Auckland Council may need to request the Court to further extend the timeframe due to the Covid-19 level 4 lockdown. The report to the Court referred to above will not proceed until after the level 4 lockdown.

[REDACTED]

Waterfront - Interim options plan including for the Vos shed

27. In the March CE's report, it was noted that there was a substantial amount of work underway to get ready for the 36th Americas Cup. To assist the discussions, both internally and within the council family, we indicated that work was underway to formulate an interim options plan during the period of the event and post April 2021.

[REDACTED]

[REDACTED]

Quarter three reporting

29. Comprehensive reporting on the third quarter of 2019/2020 has been included this month.

Monthly performance dashboard

30. The impact of Covid-19 alert level 4 lockdown is reflected in our financial forecasts and project milestones contained in the dashboards (indicated in red text), except the impact of doubtful debts on property portfolio forecast which are still being worked on. Currently the capex and development fund opex forecasts are based on a 4-week shutdown period.
31. The government is finalising its guidance for alert level 3 and 2 and will decide on the change in alert level on 22 April. The dashboard forecasts will be reviewed and updated based on activities permissible under the new alert level.

32. [REDACTED]

33. The dashboard covering Q3 is included as Attachment 2 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Gateway dashboard

34. The Gateway dashboard is attached for the board's information. The impact of Covid-19 alert level 4 lockdown is reflected in our forecasts and commentary where this is known at this time (indicated in red text).
35. The dashboard covering Q3 is included as Attachment 3 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Statement of Intent (SOI) initiatives

36. The Covid-19 level 4 lockdown has had some impact on the SOI targets. Forecast for some targets have turned amber or red and may or will not be met at year end.
37. The dashboard covering Q3 is included as Attachment 4 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Priority Location Portfolio update

38. The comprehensive report covering Q3 is included as Attachment 5 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Property Management Portfolio update

39. The comprehensive report covering Q3 is included as Attachment 6 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Marinas update

40. The comprehensive report covering Q3 is included as Attachment 7 with some information withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Financial update

41. The comprehensive report covering Q3 is included as Attachment 9 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Risk management update

42. The comprehensive report covering Q3 is included as Attachment 9 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

People update

43. The comprehensive report covering Q3 is included as Attachment 10 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Acquisitions summary

44. The acquisitions summary is included as Attachment 11 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Disposals summary

45. The disposals summary is included as Attachment 12 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Operational reporting

Earthquake prone buildings

46. The following is an update to the board on Panuku's policy with respect to leasing earthquake prone buildings and the management of potential fail hazards, particularly in pedestrian environments such as Queen Street.
47. The Panuku Property Management team continues to lease Earthquake Prone Premises in accordance with the board approved policy. The board was advised at its November 2019 meeting that all buildings with a seismic rating below 20% would be remediated within the next five years. In the interim, in line with legislation the team has disclosed the seismic rating and the potential risks of occupying these buildings to prospective tenants. The seismic rating report(s) are also attached to the Deed of Lease.
48. Where seismic ratings are identified as being below 20%, lease terms are deliberately kept short or on a month to month basis. This allows Panuku to undertake the necessary remedial work at short notice in accordance with its planned capital works programme.

Queen Street Properties

49. Three of the buildings that Panuku manages on Queen Street are two storey buildings facing onto Queen Street. These buildings have parapets and other structures at roof line level that will create a level of risk in relation to pedestrians in the event of a mild to moderate seismic event. However, most of the façades facing Queen Street comprise

solid concrete wall structures with large window areas. This significantly limits the possibility of bricks falling into the roadway during a seismic event. All issues and risks are taken into account when leasing these premises, and work programmes have been established to progressively strengthen the buildings and remediate the seismic issues over the next five years.

Media summary – March 2020

50. The Panuku media focus continues to support the Executive Leadership Team and the wider Auckland Council communications team respond to media queries and contribute to proactive statements as needed.
51. Panuku continues to pause its proactive media communications and focus on supporting the wider council whanau communications team where possible, ensuring space is made for important health and safety and council group service change messages. We continue to support the council group by sharing its Covid-19 messages on our social media channels.
52. As key information across council is updated and released regularly, we have added board directors to the daily Auckland Council Stakeholder Update distribution list to make sure you have access to the latest information.
53. The council continues to load activities, service updates and any cancellations or closures to the dedicated Covid-19 section on [OurAuckland](#).
54. Internally we are supporting our property team with key messaging for tenants, developed in conjunction with the wider council, including the provision of a dedicated page on our website with pertinent information.
55. We are also supplying detailed information to council Community Facilities as required for activities such as boat ramp closures.
56. Generally, there is still a strong local media focus on how commercial landlords are treating their tenants during the lockdown, particularly those who are not clear on any offering of rent relief packages or perceived as not being interested in working with their tenants. We are also seeing a number of opinion pieces on line regarding thoughts on what life will be like post-Covid-19 including how communities could change as a result of the change in focus during the lock down and how we can use learnings from this crisis to influence how our cities could work better for us in the future.
57. Planning and process continues to be a priority as we work to identify activity across Panuku with a view to having a range of proactive and positive stories to tell at the appropriate time.

Ngā tāpirihanga | Attachments

Attachment 1 – Letter from Mayor Phil Goff

Attachment 2 – Monthly performance dashboard March

Attachment 3 – Gateway dashboard

Attachment 4 – Statement of Intent (SOI) initiatives

April 2020

Attachment 5 – Priority Location Portfolio update

Attachment 6 – Property Management Portfolio update

Attachment 7 – Marinas update

Attachment 8 – Financial update

Attachment 9 – Risk management update

Attachment 10 – People update

Attachment 11 – Acquisition summary

Attachment 12 – Disposals summary

Decision paper: Development disposal of 72A and R78 Hurstmere Road, Takapuna

Author: Kate Cumberpatch, Priority Location Director - North

April 2020

Ngā tūtohunga | Recommendations

1. That the Panuku Board...

[Redacted content]

- [Redacted list item]
- [Redacted list item]
- [Redacted list item]

[Redacted content]

- [Redacted list item]
- [Redacted list item]
- [Redacted list item]
- [Redacted list item]
- [Redacted list item]
- [Redacted list item]

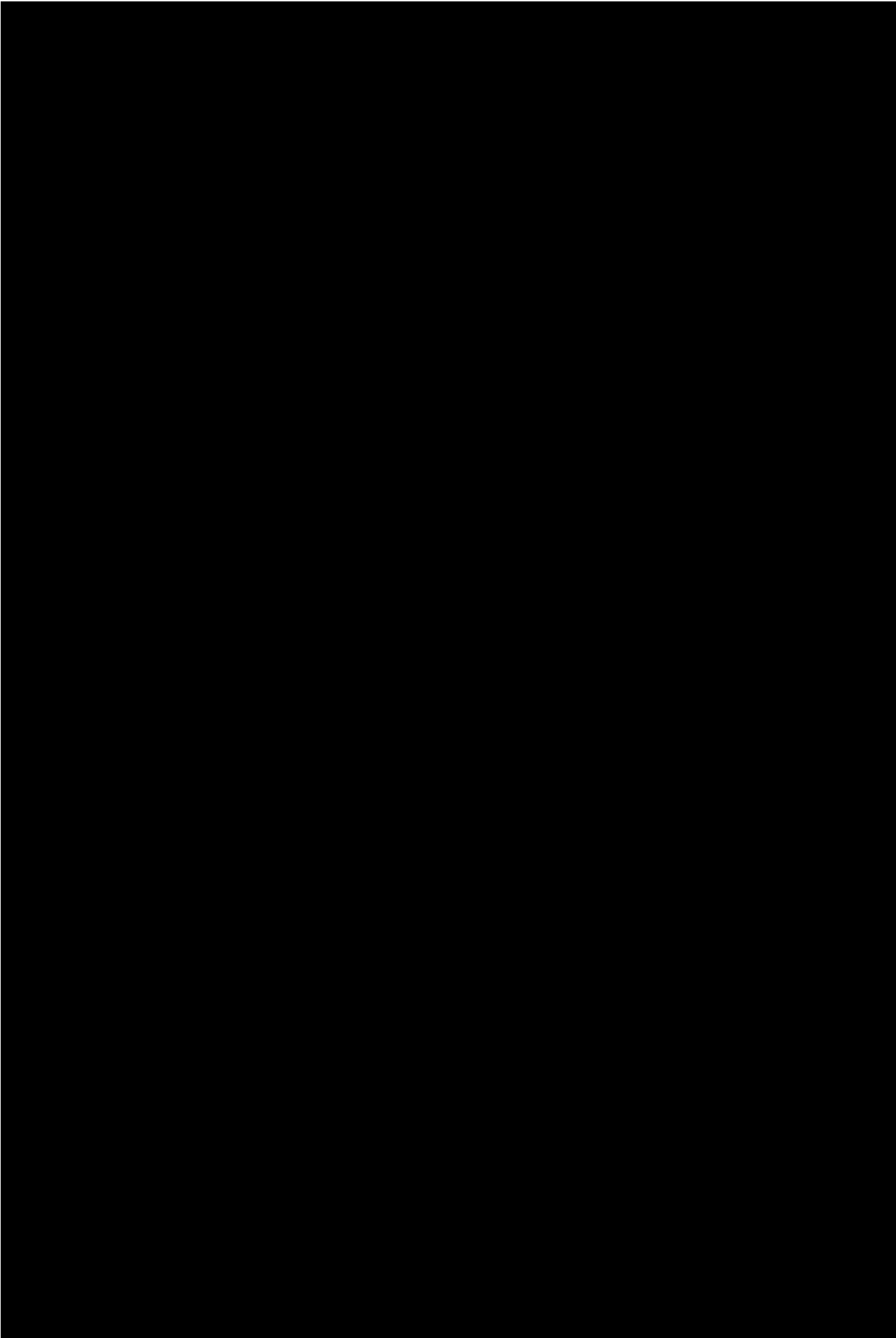
[Redacted content]

Whakarāpopototanga matua | Executive summary

2. Panuku is seeking to sell two of its Unlock Takapuna properties, 72A and R78 Hurstmere Road and a small section of road to be stopped adjacent to R78 Hurstmere Road

Horopaki | Context

10. 72A and R78 Hurstmere Road are two of the Unlock Takapuna properties.
11. R78 Hurstmere Road is a fee simple triangle site of approximately 504sqm. It is currently used as a car park of 20 spaces managed by Auckland Transport which are leased on monthly terms.
12. 72A Hurstmere Road is a fee simple access way through a retail plaza between a service lane and Hurstmere Road of approximately 112sqm.

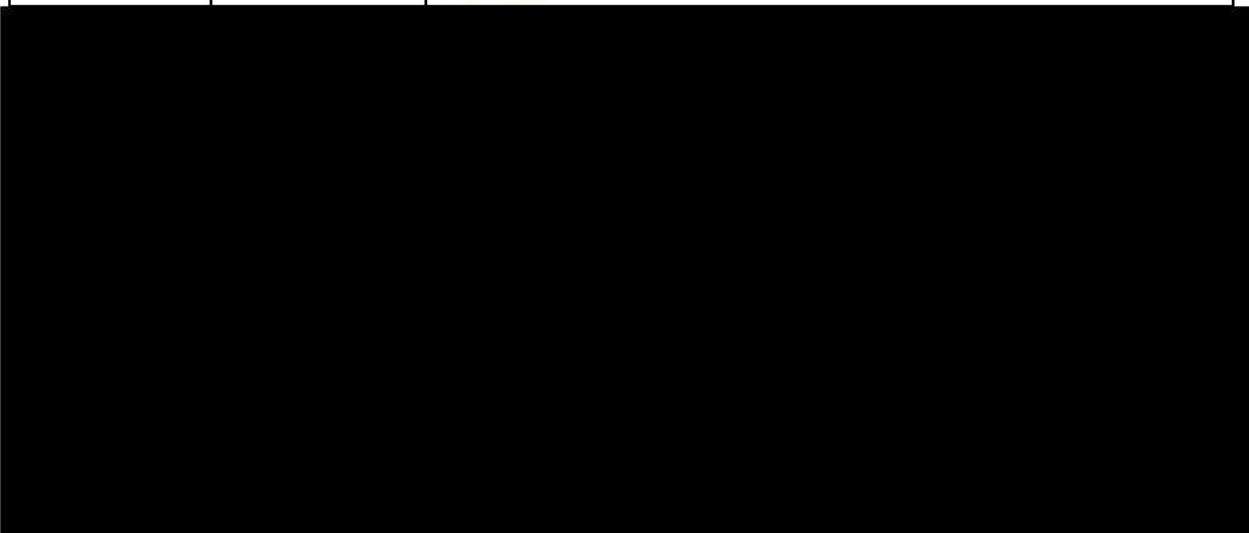




20. The following table outlines all previous Panuku Board and Auckland Council engagement and decisions relating to these Unlock Takapuna properties.

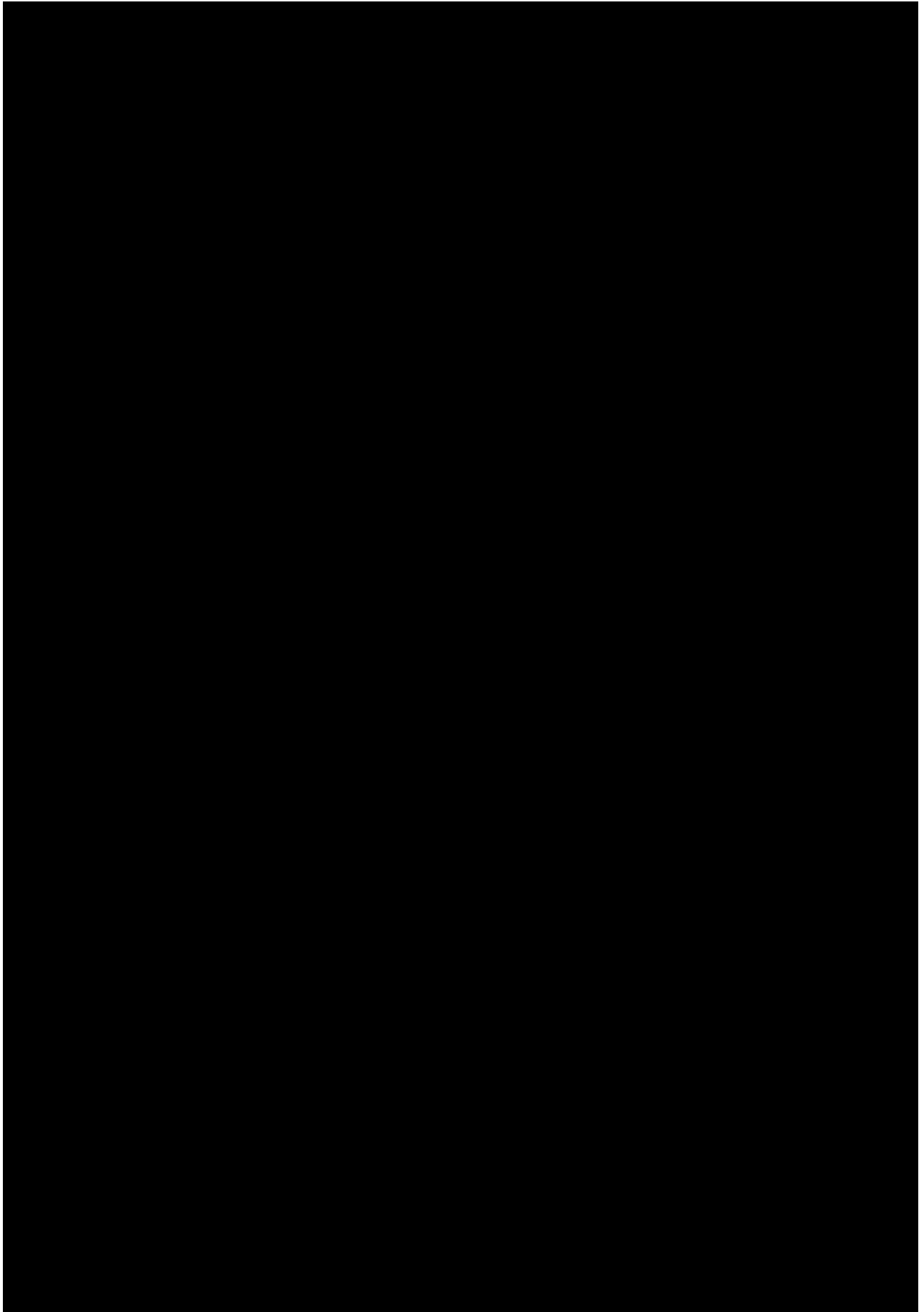
Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
10/03/2016 Auckland Development Committee	Takapuna High Level Project Plan – Unlocking Urban Renewal	<p>That the Auckland Development Committee:</p> <ul style="list-style-type: none"> a) Endorse the Takapuna High Level Project Plan and the proposed outcomes including the framework planning and development process that underpins the approach set out in that plan. b) Endorse Panuku Development Auckland as Auckland Council’s lead delivery agency in Takapuna, noting that the framework planning phase will be a key interface for Auckland Council to enable the delivery of the High Level Project Plan. c) Grant authority to Panuku Development Auckland to dispose of any of the properties listed below that are required to achieve the outcomes in the plan (subject to d and e below): d) 40 Anzac Street (including adjacent service lane) e) 72A Hurstmere Road f) 38 Hurstmere Road g) 34 Hurstmere Road h) R78 Hurstmere Road i) 14 Huron Street j) 15 Northcroft Street k) Note that recommendation c) above is subject to the following conditions as shown in Attachment B and more fully described in Attachment C of the agenda: <ul style="list-style-type: none"> l) Satisfactory conclusion of the required statutory processes m) Auckland Transport confirming prior to the disposal of any of the sites described in Attachment B that transport arrangements will be accommodated to its satisfaction following the disposal n) Disposal of the properties will be with the objective of achieving urban renewal and housing. The mechanisms to achieve this include contractual arrangements, such as reference briefs and development agreements. <p>CARRIED</p>
18/01/2018 Panuku Project	Project Initiation Plan	Project Initiation Paper for R78 and 72A Hurstmere Road approved.

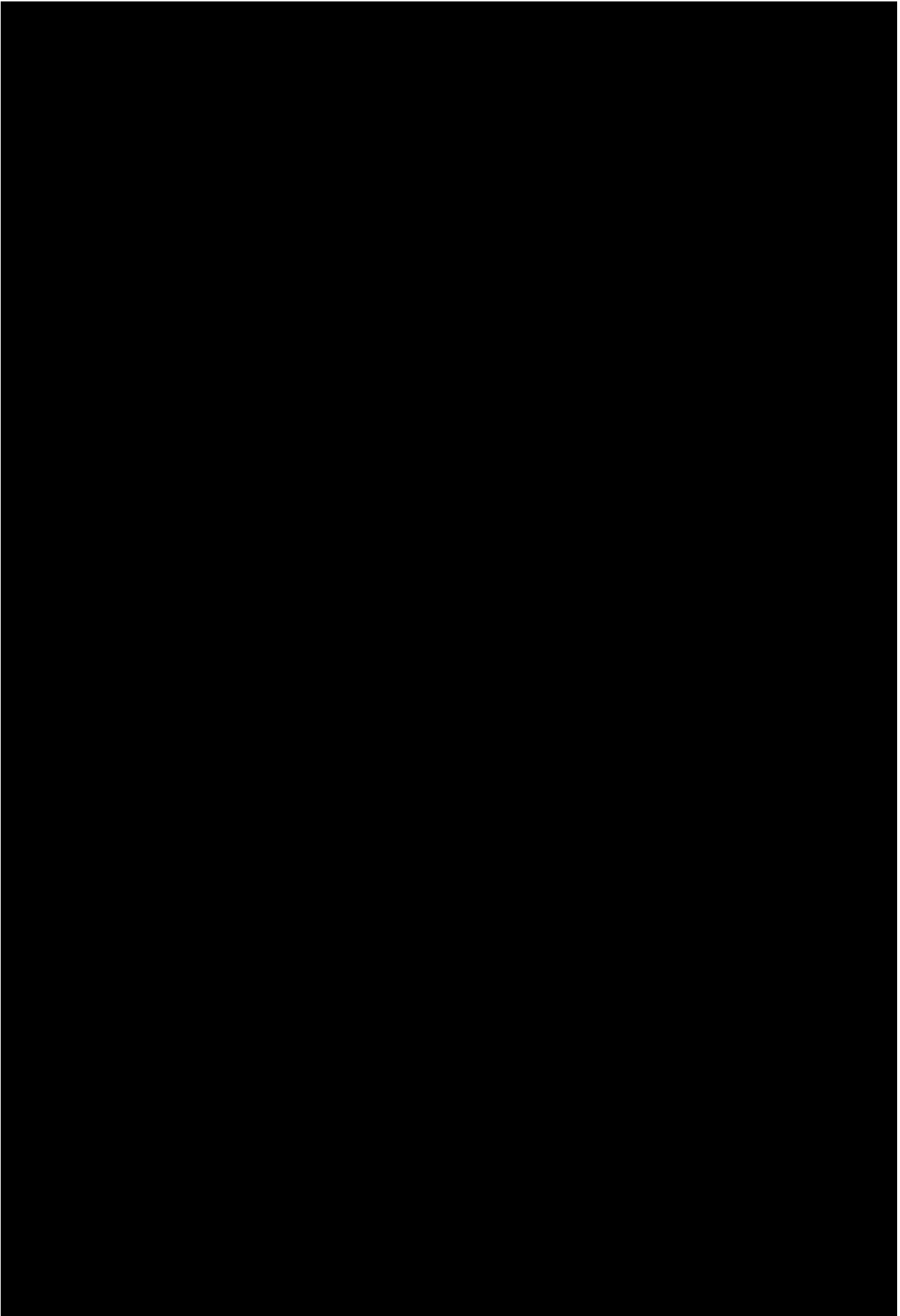
Sponsors Group		
29/05/2018 Auckland Transport Board	Decision Paper	<p>That the Board:</p> <p>a) Approves the transfer to Auckland Council (AC) of four separate properties [REDACTED] as at 30 June 2017 and which have been identified as having no current or future transport function.</p> <p>b) 72A Hurstmere Road, Takapuna (Attachment 1);</p> <p>c) R78 Hurstmere Road, Takapuna (Attachment 2);</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>CARRIED</p>

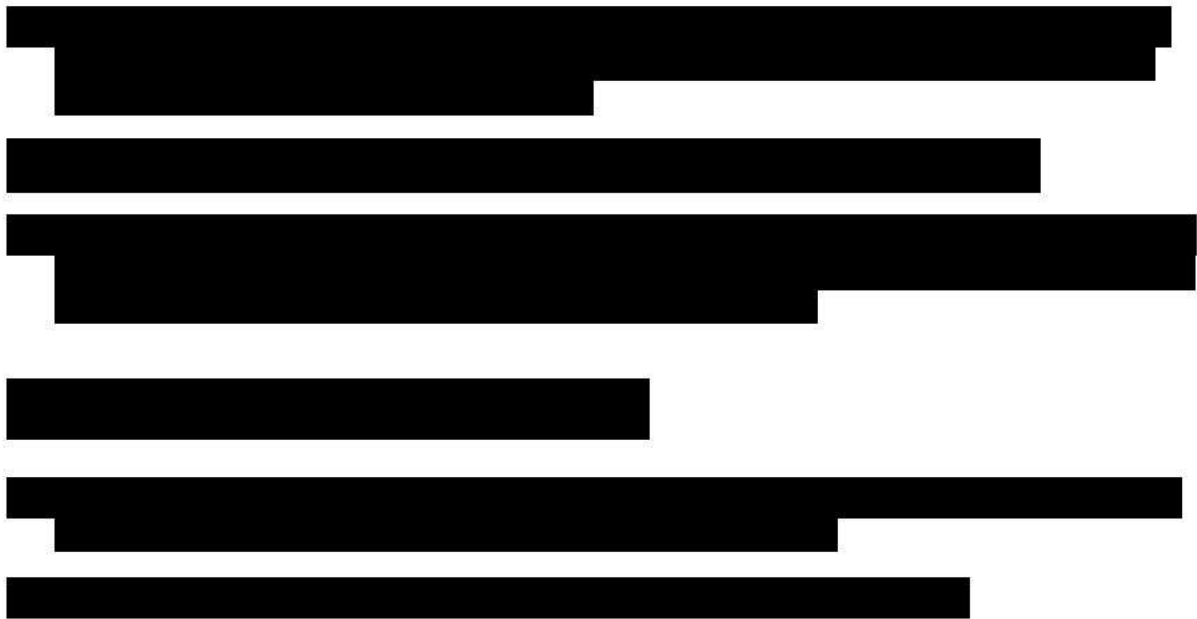


Matapaki | Discussion

21. [REDACTED] would contribute towards five of the six objectives in the approved Unlock Takapuna Programme Business Case. These are:
- Revitalise the town centre through mixed use development
 - Improve the connection to the beach between Lake and Hurstmere Roads
 - Improve the public realm in the town centre with public open space and a laneway network
 - Help meet the demand for additional housing and choice in Takapuna
 - Be a potential catalyst for further development in the town centre, consistent with the vision for Unlock Takapuna.







Ngā tāpirihanga | Attachments

Property profile

Ngā kaihaina | Signatories

Ian Wheeler - Chief Operating Officer

David Rankin - Chief Executive (acting)

Decision paper: Lots 4 & 5, 187 Flat Bush School Road

Author: Sharon Dobson - Manager: Development, North & West.
Reviewed: Allan Young, GM Development

April 2020

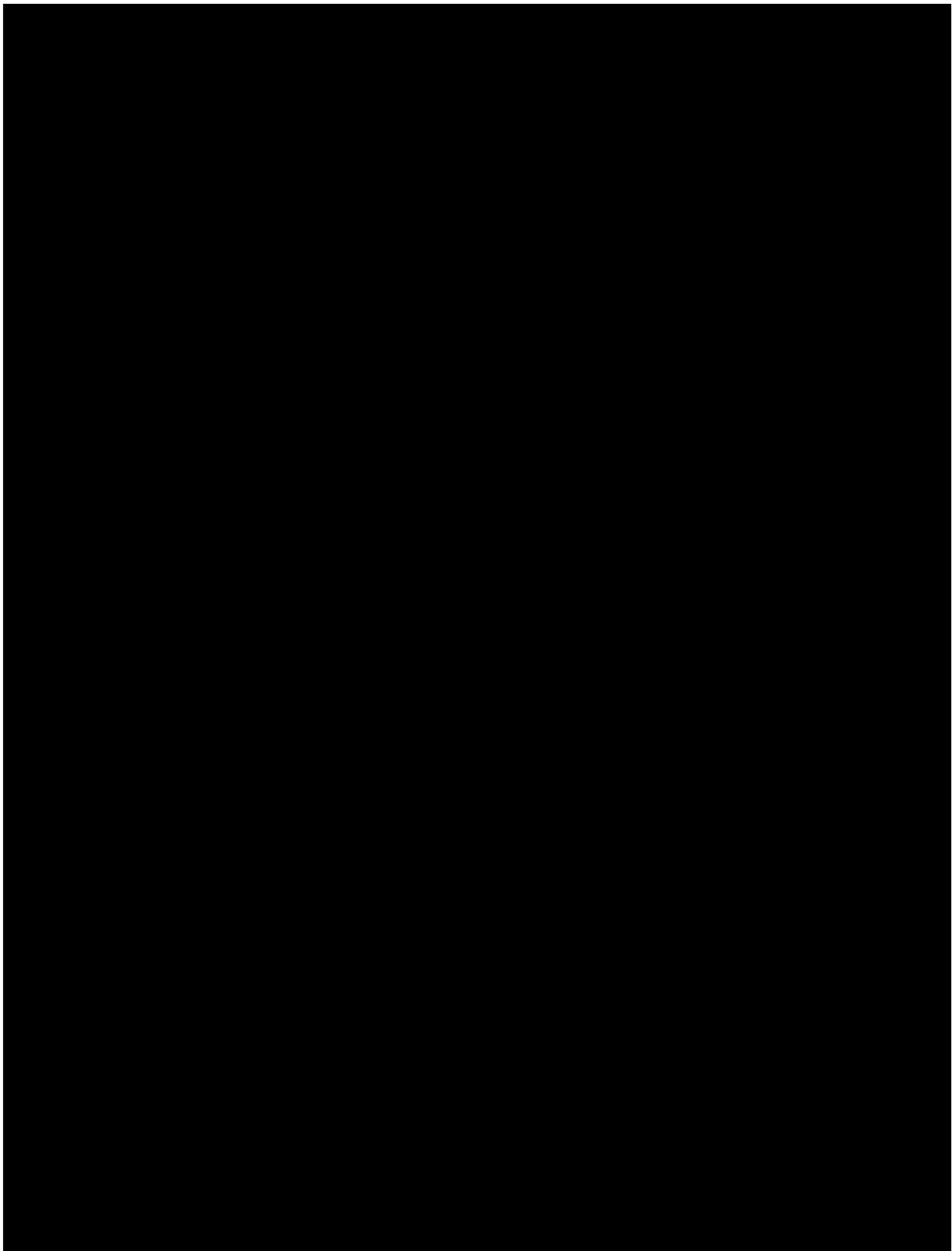
Ngā tūtohunga | Recommendations

1. That the Panuku Board

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

Whakarāpopototanga matua | Executive summary

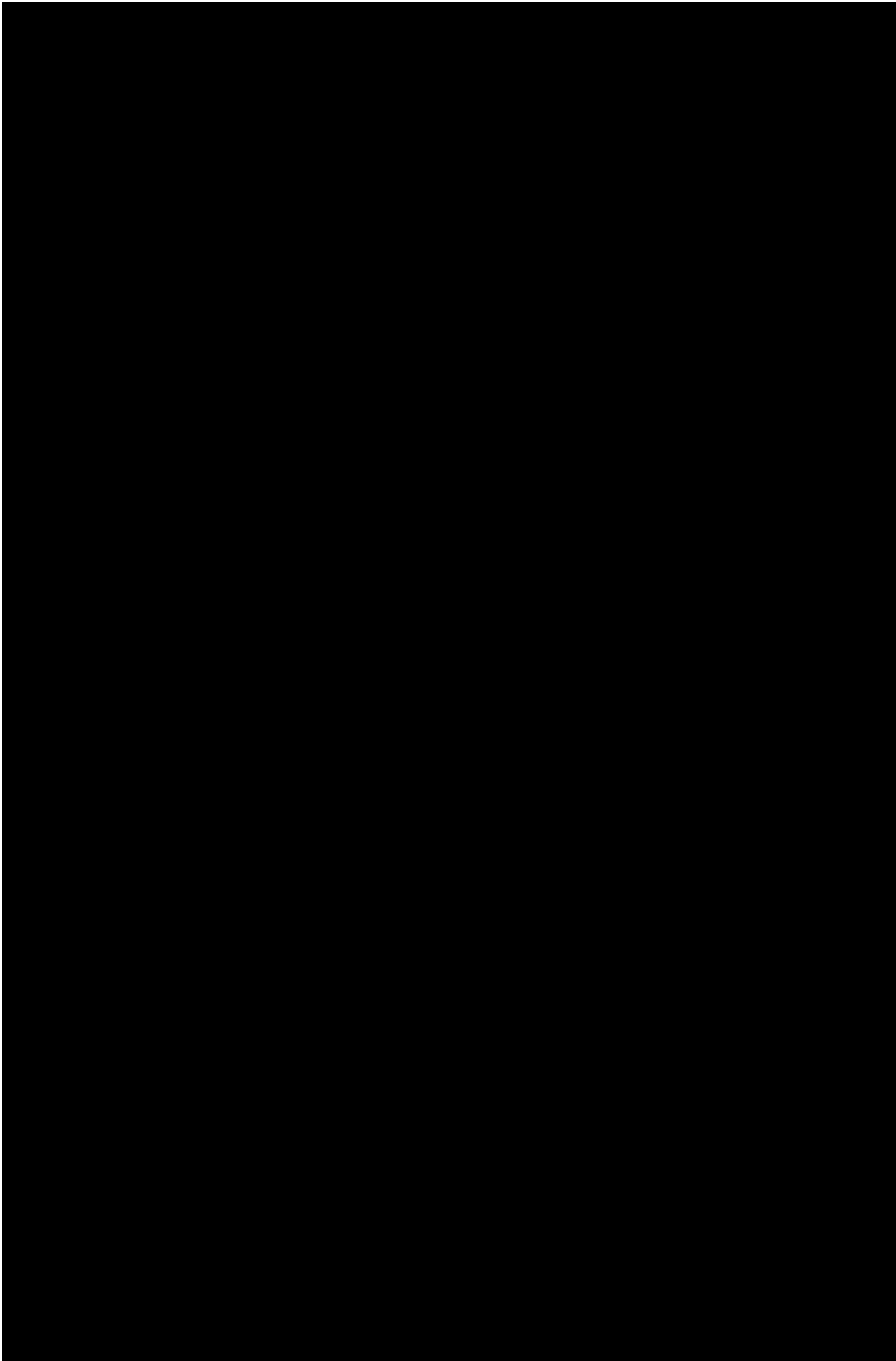
- 2. [Redacted]
- 3. [Redacted]

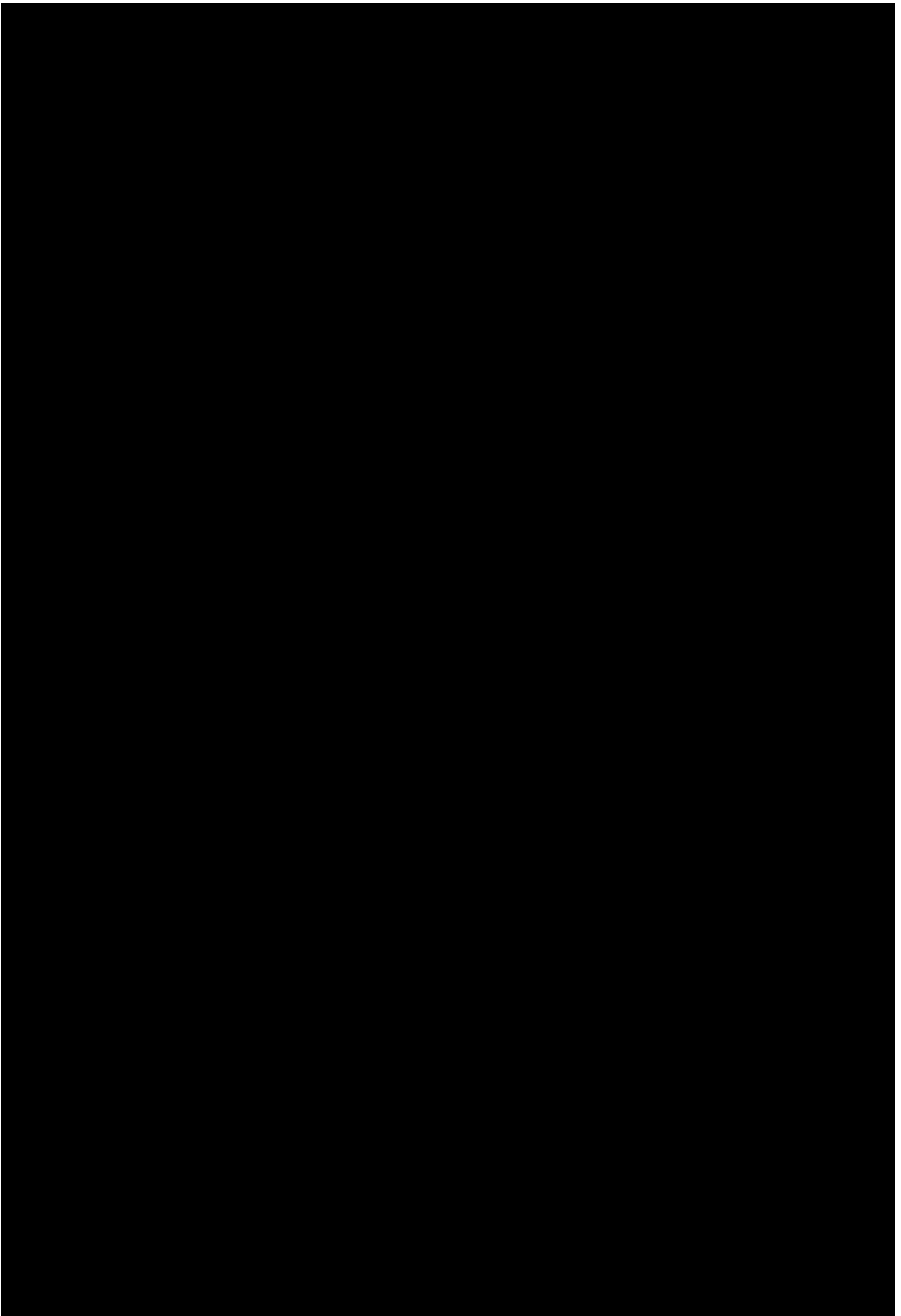


Horopaki | Context

13. The Auckland Council Finance and Performance Committee formally approved the disposal of Lot 1-5 187 Flat Bush School Rd on 23rd October 2014.

14. Lots 1, 2 and 3 have already been sold for education and residential developments.







Matapaki | DiscussionHīraunga | Implications

Ngā ritenga ā-pūtea | Financial implications

28. The net proceeds of the sale form part of Panuku's revenue projections for FY21.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

29. 

Tauākī whakaaweawe Māori | Māori impact

30. 

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

31. Panuku is in regular contact with the Auckland Council Parks team who are developing the adjacent land into sports fields to facilitate community usage over the next few years.

32. Panuku has informed Howick Local Board representatives that the site is allocated for disposal for housing outcomes; and is identified as a Panuku Support site.

Ngā whakaaweawe rauemi | Resourcing impacts

33. 

Ngā koringa ā-muri | Next steps

34. 

Ngā tāpirihanga | Attachments



Ngā kaihaina | Signatories

Ian Wheeler - Chief Operating Officer

David Rankin - Chief Executive (acting)

Information paper: Transform Waterfront: Westhaven - future precinct planning

Document author: Joanna Smith, Strategic Planning and Projects
Reviewer: Fiona Knox, Priority Location Director - Waterfront

April 2020

Whakarāpopototanga matua | Executive summary

1. This paper provides background on past work with the Westhaven yacht clubs and outlines a process to work with them to refresh the 2015 Westhaven Plan.
2. In December 2019, a group called the Northern Reclamation Yacht Clubs Working Group (NRYCWG) requested a meeting with the Panuku Board Chair and Chief Executive. At that meeting the NRYCWG raised concerns regarding the future of the yacht clubs and the quality of previous engagement with Panuku. They expressed a desire to work with Panuku on the next iteration of plans, focusing in particular on the northern reclamation.
3. At that meeting there was an undertaking from Panuku to respond to the NRYCWG with an outline of when a future review of the 2015 Westhaven Plan would be initiated, the likely process, and the timeframe to complete the review. This process is outlined in this paper.
4. With the yachting fraternity focussed on the upcoming Americas' Cup events, which at this stage is still expected to be held in 2021, together with pressures from other waterfront planning initiatives, it is recommended that no further detailed planning for Westhaven should begin until mid-2021.
5. In the meantime, implementation of the 2015 Westhaven Plan will continue, including infrastructure upgrades and major projects already underway. Panuku will continue to work collaboratively with NZTA on the landing of the Northern Pathway in Westhaven and ensure that stakeholder concerns raised by Westhaven users, including the NRYCWG are considered.
6. Since the December 2019 meeting, productive discussions have continued between the NRYCWG and the Head of Marinas, and it is understood that the group is working with their stakeholders to consider a potential model for their future club activities.

Matapaki | Discussion

Background

7. Westhaven Marina is home to four yacht clubs, occupying five buildings in the northern reclamation of the marina. The clubs are important to Auckland and the Westhaven Marina, with a long-held history, tradition and heritage. They also have a significant role in achieving the Westhaven Plan vision of creating “an iconic Auckland destination that is vibrant, accessible and attracts people to the sea”.

8. The 2012 Waterfront Plan and the Westhaven Plan (released in 2013 and revised in 2015) identified a long-term vision for the clubs, which was to co-locate them in a shared facility on an eastern extension to the northern reclamation. Project 14, the "transformation of the yacht club sites" was identified as a project post 2022 and subject to Long-term Plan (LTP) funding.
9. In the Westhaven Plan, it is suggested that the adaptive re-use of the existing club buildings would be likely post 2022, once the "marina within a marina" development is realised. The plan states that there was very little consultation or feedback on this proposal. Some concerns were raised about the potential to reduce the number of clubs from three to one, and the cost of any relocation. The plan noted that there are perpetual leases in place for the yacht clubs in their current location and any agreement to move would need to be by mutual consent.
10. The four clubs all own their own buildings and are on ground leases managed by Panuku. In late 2017, Panuku initiated a process to work with the clubs to prepare a vision for the northern reclamation area and to get agreement with clubs on optimum arrangements for their accommodation. At the request of Royal NZ Yacht Squadron (RNZYS) representatives, these workshops were put on hold while they raised the issue of long-term tenure and alternative ownership and management models.
11. An information report to the Panuku Board in June 2018 noted:
 - a. Plans for this part of the marina and the northern reclamation (Platform 1) need to be agreed before we can make a long-term commitment.
 - b. Long-term accommodation needs of the other three sailing clubs have to be resolved before reaching any agreement with RNZYS.
12. In 2018, Panuku tested the financial feasibility of several options for potential redevelopment of the northern reclamation. This was reported to Panuku management who were to continue discussions with the clubs.
13. The yacht clubs have requested community leases; however, they do not fit into the current council definition of a community lease, which is a matter that is not within the control of Panuku. Negotiations on the rent reviews are continuing with the settling of the RNZYS review, the Richmond Yacht Club review being negotiated currently, and the Victoria Cruising Club review still to do. Ponsonby Cruising Club is due in 2022.

Westhaven programme

14. Implementation of the projects outlined in the 2015 Westhaven Plan are underway. Panuku has gained consent for the 1st stage of the Pile Berth redevelopment and construction commenced in January 2020. Construction of the Marine Centre and Stage Two of the Promenade are in progress and due for completion in October 2020.
15. Work is also underway with NZTA on the Northern Pathway. Panuku's role is to facilitate the landing through enabling works. This landing has highlighted long-standing infrastructure issues on the northern reclamation, with low seawalls and increasing frequency of inundation during storm conditions. These conditions make future development in this area subject to significant investment to mitigate sea level rise and major storm events. Work through this project has also raised an opportunity for Panuku related to the improvement of Harbour Bridge park, which earmarked as a future LTP project.

16. The Northern Reclamation Yacht Clubs Working Group has requested that planning with the yacht clubs resume, in order to update the 2015 Westhaven Plan projects and commitments.
17. Work is underway to refresh the 2012 Waterfront Plan on a precinct-by-precinct basis. The priority is Wynyard Quarter in order to make a case for LTP funding of the future headland open spaces. The central wharves, including the future of Queens Wharf, is also a focus for council and the subsequent review of the long-term waterfront strategy including the Port.
18. Given current projects already underway and current resourcing levels in Panuku, the future refresh of the Westhaven Plan is not recommended to begin until after July 2021 (1st quarter 2021/2022 programme).
19. The proposed planning would include an iterative process working with key stakeholders, technical and engineering consultants, the Waitematā Local Board and Panuku Board, with ultimate approval for a revised Westhaven Plan resting with council's Planning Committee. The Waitematā is of specific cultural importance to Mana Whenua. An updated plan and future projects will also need to incorporate Mana Whenua interests.
20. As is the usual process for Panuku strategy reviews and updates to spatial plans, we would expect the project to undertake the following key phases:
 - a) Develop a stakeholder engagement plan
 - b) Begin engagement with key stakeholders to identify issues and opportunities
 - c) Undertake due diligence and review of technical and commercial issues, identify funding sources and timing
 - d) Develop an updated Westhaven Plan, incorporating findings from b) and c)
 - e) Call for submissions from key stakeholders and wider public
 - f) Revision of Westhaven Plan and final testing
 - g) Finalise the Westhaven Plan; seeking endorsement from the Panuku Board and approval of the Auckland Council Planning Committee.
21. The steps above will take approximately eight to ten months including governance reporting and sign off requirements. Therefore, it would be expected that a final Westhaven Plan could be delivered no earlier than April 2022.
22. The Northern Reclamation Yacht Clubs Working Group be involved in the process during stages b), d) and f).
23. In the meantime, productive discussions have continued between the NRYCWG and the Head of Marinas, and it is understood that the group is working with their stakeholders to consider a potential model for their future club activities.
24. Any project identified through the above process would need to have funding attributed to it through the LTP process.

Ngā tāpirihanga | Attachments

Waterfront Map, inclusive of Westhaven projects funded and underway and projects subject to LTP funding



Decision paper: Amendment to the 2019/2020 Grants and Donations Plan; and third quarter results

Author: Maxine Waugh, Manager Business Systems & Processes


April 2020

Ngā tūtohunga | Recommendations

1. That the Panuku Board...
 - a) Approve the revocation of the previous decision made in March 2020 regarding the grants and donations plan for 2019/2020; and
 - b) Approve the amended 2019/2020 Grants and Donations Plan.

Whakarāpopototanga matua | Executive summary

2. The Panuku Board received the second quarter update at their meeting dated 18 March 2020, along with the three-yearly policy revision and 2019/2020 plan for approval.

- 
4. This paper also includes the actual results for the third quarter ended 31 March 2020 against the amended plan.
 5. 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 Panuku provides the use of its managed-assets and/or services for less than the usual fee charged.
 6. At last month's meeting the board requested an update on donations in particular to place operations. Concerns were raised regarding potential confusion within the business for grants and donations, i.e. cash or 'in kind' support for organisations, activities or events (as captured by the Grants and Donations Policy), versus payments made to organisations for specific place making activities or services provided as part of a priority location transformation programme. These concerns have been investigated and relevant policies and procedures clarified within the business for each of these areas. Steps have been put in place to ensure understanding of correct process and approvals are followed prior to any purchase order request and/or commitment is made.
 7. Where monetary support has been provided for a festival for example in a transform location, this has been recorded as a cash donation. Vendor requests for support such as

this are reviewed to ensure they are eligible under the Grants and Donation Policy and the appropriate authorisation obtained prior to any commitment given. On the other hand, purchase orders raised for specific place activations and for which Panuku is receiving a placemaking service, are reviewed and approved as per Panuku and council standard purchasing guidelines and appropriate financial delegations.

8. Details of the amended Grants and Donations Plan for 2019/2020, and the third quarter results against the amended plan, are provided in the discussion section below.

Horopaki | Context

9. The grants and donations policy stipulates that board approval is required for the annual plan each year, and that quarterly updates are provided for actual results against plan.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
25 May 2016 Panuku Board	Decision paper – Grants and donations policy	Approved amended grants and donations policy
25 July 2018 Panuku Board	Decision paper – Grants and donations plan 2018/2019	Approved
24 July 2019 Panuku Board	Information paper – Grants and donations results for 12 months ended 30 June 2019	Received The board noted that this policy is currently under review
30 August 2019 Panuku Board	Board strategy paper – policy update and approval	Approved changes to policy register following the land transfer transaction 26 June 2019 and adoption of Our Charter
18 March 2020 Panuku Board	Decision paper - Grants and donations policy; 2019/2020 plan; and half year results	Approved revised policy and 2019/2020 plan

Matapaki | Discussion

Amendment to Grants and donations 2019/2020 plan

10. A summary of the amended grants and donations plan for the 12 months to 30 June 2020, for which we are seeking board approval, is provided in the table below.

Location/activity/type	Amended Plan	Original plan	Change
\$000s	2019/2020	2019/2020	
Cash	12.0	12.0	-
Marinas	132.8	132.8	-

Commercial property and car parks	211.8	139.8	72.0
TOTAL	356.6	284.6	72.0

11. The addition to Commercial property represents provision for a youth-based arts organisation occupying space within the Transform Onehunga (TO) priority location, valued at \$72k pa. This is an interim arrangement until such time as the location is developed. The organisation provides resource towards TO activations. This was unfortunately omitted from the original grants and donations plan presented to the Board last month in error.

Third quarter results 2019/2020 against the amended plan

12. Results for the nine months, 1 July 2019 to 31 March 2020, are provided in the summary table below.

Location/activity/type \$000s	Actual 9 months to 31 Mar 2020	Amended Plan 9 months to 31 Mar 2020	Variance to plan
Cash	9.3	6.5	(2.8)
Marinas	100.6	99.6	(1.0)
Commercial property and car parks	158.9	158.9	-
TOTAL	268.8	265.0	(3.8)

13. Variances between actual results and plan for the nine months are as follows:

- a) Cash donations includes \$4k support to the Onehunga Festival in February (not included in original plan but approved within CE delegations), offset by a planned donation to Green Building Week which was not expended.
- b) Marinas includes guest berths at Westhaven granted at no charge for six Stewart 34 Class yachts in support of the weeklong celebration of 60 years racing out of Westhaven for this class, at a value of \$630. The classic yacht event was held on 4 November 2019. The unplanned grant was approved by the Chief Executive in October.

Hīraunga | Implications

14. This section outlines all relevant implications for Panuku.

Ngā ritenga ā-pūtea | Financial implications

15. The financial implication of the grants and donation plan is net operational expenditure totalling \$356.6k for the year.

Ngā koringa ā-muri | Next steps

16. The next quarterly report will be for the 12 months to 30 June 2020.

Ngā tāpirihanga | Attachments

The following attachments have been redacted in accordance with section 7 (2)(a) and (2)(b) (ii) of the LGOIMA:

Attachment A: Cash donations Plan 2019/2020

Attachment B: Marinas Plan 2019/2020

Attachment C: Commercial property and car parks Plan 2019/2020 AMENDED

Ngā kaihaina | Signatories

Carl Gosbee - Chief Financial Officer

David Rankin - Chief Executive (acting)

Information paper: Annual Report 2019-20 framework

Document author: Lydia Sheridan - Head of Marketing and Communications, Michele Harpham - Finance Manager, Kingsha Changwai - Manager Business Planning and Reporting

April 2020

Whakarāpopototanga matua | Executive summary

1. When the 2018-19 Annual Report was presented to the Panuku Board in 2019, the following feedback was received:
 - a) The board requested to see a 'framework' or skeleton for the 2019-20 annual report early in the planning stages of the document. It was suggested that this could include a more in-depth, magazine-style introduction.
 - b) The board also requested that the document be formatted so it could be easily made available and read digitally, to avoid unnecessary printing.
 - c) It was suggested that two versions of the annual report could be produced, the first version including comprehensive, detailed information for key stakeholders. The second version would include a summary of information suitable for the general public.

Matapaki | Discussion

2. In response to the first point, we will implement the following framework, including an extended magazine-style introduction. This will focus on key positive news stories achieved throughout the financial year:
 - Letter from the Chair
 - Letter from the Chief Executive
 - Who we are
 - What we do
 - How we operate
 - Where we're working
 - Ten highlights from our key priority locations. Approximately 50-100 words per story, plus images
 - Highlights from our property portfolio management (including key sales and acquisitions)

- Corporate news, including:
 - Raranga
 - Response to Covid-19 pandemic
 - Māori outcomes framework
 - Climate crisis strategy
 - Performance incentive payments
 - Our people
 - Panuku's board bios
 - Executive Leadership Team bios
 - Priority Location Directors extended profiles (including interviews)
 - Functional heads (including interviews)
 - Directors' interests
 - Board attendance
 - Financial summary
 - Auditor's report
 - Statement of service performance
 - Financial statements (including commentary around salaries)
3. In response to the second point we propose making the 2019-20 annual report online only. This will demonstrate our commitment to sustainability and our leadership in this space. In addition, having an entirely online report will achieve cost savings in printing and design formats.
 4. Regarding the third point, in lieu of creating a second summary document we propose creating a content series that could be teased out on digital channels to promote the positive content in the annual report. We believe this approach will achieve more views, higher engagement with content and a better return on investment.
 5. Annual reports that have summary versions are generally successful for larger organisations with much more in-depth information to convey, for example Auckland Council.
 6. The content campaign would include:
 - i. A short video summarising the content of the annual report (90-120 seconds)
 - ii. Infographics and static animations illustrating key statistics
 - iii. Social media posts tailored to each urban regeneration neighbourhood. These posts would be geo-targeted to the community in that neighbourhood e.g. "This

year in Takapuna we made great progress on the construction of the Gasometer car park. We also asked the community about their opinion on the design of a town square across 40 Anzac Street and 38 Hurstmere Road."

- iv. Note that the content series would need to be produced using internal resources only.

Ngā tāpirihanga | Attachments

[Panuku Development Auckland 2018-19 Annual Report](#)

Examples of other report designs we intend to follow:

[Auckland Council 2018-19 Annual Report](#) (summary version)

[Housing New Zealand 2018-19 Annual Report](#)

[ATEED 2018-19 Annual Report](#)