

# Board Report

## Date

Wednesday,  
22 March 2023

## Venue

Eke Panuku office,  
82 Wyndham Street  
and online via Teams



# Board agenda

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

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

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

**Lead councillor:** Cr Chris Darby

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

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

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

Pre- briefing: Rangatira hui

Lunch with Rangatira I Board and ELT photoshoot

Rangatira hui

### 1. Meeting open

1.1 Procedural motion to exclude the public

Put the motion that, pursuant to clause 12.3 of the Eke Panuku Constitution, the public be excluded from confidential papers or parts thereof, so that commercially sensitive issues can be discussed.

1.2 Apologies

### 2. Chief Executive's report

### 3. Health and Safety report

### 4. Decision papers

4.1 Draft Statement of Intent 2023-26

4.2 Eastern Busway urban regeneration programme business case

### 5. Information papers

5.1 Eke Panuku public information and communications framework

5.2 Mana whenua outcomes 6 monthly report

<b>6.</b>	<b>Governance matters</b>
6.1	Director interests
6.2	Director meeting attendance
6.3	Minutes of 22 February 2023 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.

Brenna Waghorn sends her apologies, she will be away. Kingsha Changwai will be presenting the material.

# Information paper: Chief Executive's Report

Document author: David Rankin

March 2023

## Whakarāpopototanga matua | Executive summary

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

## Matapaki | Discussion

### Whare Tapere: Midtown commercial opportunity

#### Downtown Car Park Redevelopment

1. [Redacted text block]

#### Aotea Quarter Commercial Issue

2. [Redacted text block]

[Redacted]

## Queens Wharf Commercial Issue

3.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

## City Centre Action Plan

4. Work is progressing in line with agreed timeframes to prepare the City Centre Action Plan. Guided by the long-term vision and outcomes of the City Centre Masterplan (CCMP), the action plan will identify clear priorities and phasing for the next 10-years. It will set the platform for the prioritisation that will occur during the upcoming LTP and RLTP process.

To ensure that the action plan delivers on its core purpose of creating an integrated plan for delivering on the CCMP, it is being developed collaboratively across Eke Panuku, Auckland Council, Auckland Transport and Tatakai Auckland Unlimited. Collectively, we are working towards achieving a thriving city centre.

The plan reflects what's changed for the city centre since the CCMP was adopted in 2020 and identifies the group's priorities, activities, and phasing over the short and medium term. Understanding the changing context highlights the following drivers that will shape the city centre into the future:

- Central experience district
- Climate change response
- Unique identity - Mana whenua
- Regeneration of city centre precincts - urban living focus

Work packages are being defined that respond to these drivers and help create a thriving city centre. These work programmes will clarify what initiatives are being prioritised and the timeframes. How we will work together and in partnership with others is an important part of the process. The action plan is intended as a 'living plan' with regular updates, monitoring and review.

The Action Plan offers an opportunity for engagement and connection with partners including mana whenua, business, tertiary and residential community networks. Early targeted engagement conversations will occur over March and April 2023. The board will be updated on progress on the city centre action plan in May. In June/July 2023 board approval of the action plan will be sought.

## Own Your Own Home: Villages Disposal Process

5.

[REDACTED]

[REDACTED]

## Auckland Council: feedback on the council-initiated urban regeneration performance review and next steps

6. KPMG presented the review of Eke Panuku urban regeneration performance in three locations to the CCO Direction and Oversight workshop on 1 March, with an introduction from the Manager of CCO/ External Partnerships. The Chair, Cr Wayne Walker, invited David Rankin to comment before inviting questions and comments from the Local Board Chairs who were in attendance, Cr. Darby (Eke Panuku Liaison Councillor) and the wider committee.

The report was received positively. Questions were answered by KPMG, the Manager CCO/External Partnerships and David Rankin and covered topics such as the choice of locations reviewed, Eke Panuku ability to support affordable housing, that the review did not include engagement with any stakeholders or partners, how the value add and cost of activity can be compared to outputs and benefits, and how council and Eke Panuku align planning and funding. There was positive support for the work of our Priority Location Directors and teams.

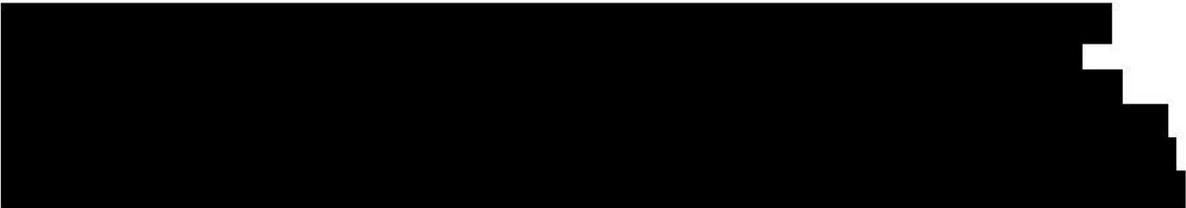
The Chair noted that not everyone had an opportunity to ask questions. Councillors were invited to raise comments and questions with the governance team and mooted the idea of an additional workshop if required. The review is intended to lead into the 10-year budget process, starting in June 2023.

In his comments, David Rankin noted:

- The review recognises the important contribution structured urban regeneration makes to the council's urban growth strategy, the complexity in 'brownfield' environments necessitating a medium-long term approach.
- All three locations have agreed regeneration plans which we have followed. As expected, they have travelled at different speeds.
- The Lead Agency 'herding cats' role is recognised by the review as critical and challenging. Eke Panuku is 'place-based' and can provide 'place leadership' where council is not always organised along place lines. Agreed that this could be considered a fourth 'lever'.
- Judgement is needed with each site in terms of development outcomes versus revenue. Not a science, it depends on place objectives and council drivers for the site.
- The report doesn't sufficiently recognise the importance of the development strategy as a core part of regeneration – adding value to sites, attracting investment, attracting residents, increasing vibrancy etc.
- There are a lot of recommendations for continuous capability and skills development, which will need to be balanced with the less resource and many new demands that Eke Panuku is facing. Some recommendations are readily achievable and will help council engage more meaningfully with the value we provide: five-year updates on regeneration plans (vision, outcomes and priorities), rolling updates or 'deep dives' into each location progress and issues, and sharing of the spatial delivery plans.

## Auckland Light Rail

7.



## **Auckland Council feedback on the council-initiated review of performance measures and next steps**

8. KPMG presented the review of performance measures for substantive CCOs to a combined workshop of the CCO Direction and Oversight Committee and the Transport and Infrastructure Committee on 8 March, with an introduction from the Manager CCO /External Partnerships. This included a description of performance measures leading practice, their methodology including activities, value chain, past CCO performance and comparison of PMs against NZ and overseas comparable organisation or those with comparable activities.

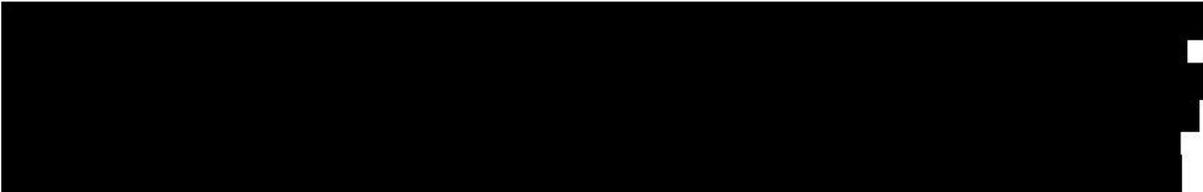
KPMG noted that some of Watercare and Auckland Transport performance measures are determined by the Department of Internal Affairs (as specified in legislation). Tātaki Auckland Unlimited and Eke Panuku do not have like for like comparisons and therefore organisations with comparable activities were used, to the degree possible. Discussion included the need for strong financial performance measures or information demonstrating value for money, and where relevant, benchmarking of activities against comparable organisations on the cost of activities and services, outputs and efficiency. The review is intended to support improvements to performance measures in the next Statement of Intent and as part of the 10-year budget process.

### **Eke Panuku Organisation: Change Process – Budget savings**

9. [REDACTED]

### **Waiapu Precinct, Onehunga: Property Acquisition**

- 10 [REDACTED]



**Avondale Development Site**

[Redacted] the [Redacted]

**Ngā tāpirihanga | Attachments**

Attachment A - monthly dashboard

Attachment B - [Redacted]

[Redacted]

Attachment C - [Redacted]

[Redacted]



# Monthly reporting pack

Period ending 28 February 2023

## Executive summary

### Programme

- Capex revised target is \$60m, reduced by 25% for FY23/24 budget requirements. We forecast achieving this target by year end. Capex spend for the month was \$5.7m. Year to date spend is at \$36.1m. The recent weather events have impacted construction works which has resulted in less than expected spend for the month.
- Opex budget of \$13.1, regeneration opex spend for the month was \$1.0m. Year to date spend is at \$7.7m, which is \$2m behind phased budget. We are anticipating opex spend to be \$0.5m under budget as placemaking activities are being phased down for the remainder of the year.
- Sales target for this year is \$91.7m, this month Bledisloe House, a general asset site sold for [REDACTED] taking our year to date total to \$73.4m. We are anticipating that the overall sales target will be reached.

### Company wide financials

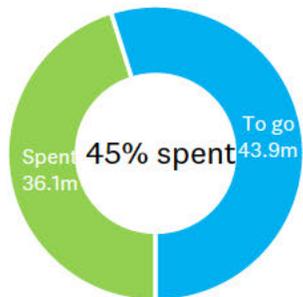
- Managed properties budget of \$29.3m has achieved a net surplus of \$24.7m year to date, which is \$7.4m ahead of the phased budget
- Expenditure budget of \$41.4m, year to date spend is \$24.3m which is \$3.1m under phased budget.
- Revenue budget of \$17.2m, year to date is \$11.8m which is tracking \$0.5m ahead of budget.

### People and Culture

- Overall FTE is 238.9. This includes 215.8 actual FTEs, 5.1 contingent workers in FTE roles and 18 vacancies.
- Staff turnover has decreased on last month going from 14.7% to 13.3%.
- Office occupancy has increased slightly from 38% to 40%. Occupancy has been impacted by leave and the recent weather events but continues to steadily increase.

# Programmes summary

## Capex budget \$80m



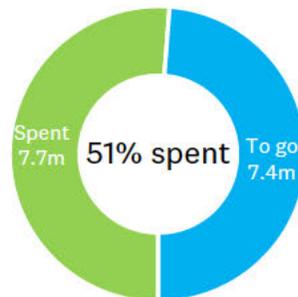
Capex spend for the month was \$5.7m. Year to date spend is at \$36.1m, and we are tracking towards our forecast \$60m of capex spend.

Spend this month was lower than expected due to the recent weather events, with some sites needing to be closed for up to 3 days. However, construction has started again on projects, including Hayman Park, Manukau; Waiwharariki Anzac Square in Takapuna; 27 Princess Street in the City and Clifton Court in Panmure.

The major spend in February was the acquisition of 19 Massey Ave in Pukekohe for [REDACTED] and a [REDACTED] business compensation payment for [REDACTED].

Work is also progressing on the Te Ara Tukutuku discovery phase, and the construction contract has been signed for the next stage of the Pile Mooring project for the car park.

## Opex budget \$15m



Regeneration opex spend for the month was \$1.0m, year to date spend is \$7.7m.

Spend is tracking behind phased budget by \$2.0m. Place making spend is significantly behind and a review of what events are planned in the next 4 months is currently being undertaken. We anticipate that there will be an overall underspend for the year \$0.5m.

## Programme RAG status

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.

- Corporate Property Disposal Programme
- Haumaruru Housing Portfolio
- Maungawhau and Karanga a Hape
- Property Optimisation
- Regional Renewals
- Supports programme
- Transform Manukau
- Unlock Henderson
- Unlock Northcote
- Unlock Ormiston Town Centre
- Unlock Papatotoe
- Unlock Pukekohe
- Unlock Takapuna
- Waterfront programme
- AT / Panuku Transit Oriented Dev. Prog.
- Transform Onehunga
- Unlock Avondale
- Unlock Panmure

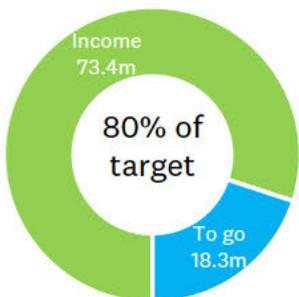
At/Panuku Transit Oriented Dev. Prog. is at red due to it being placed on hold until KiwiRail has completed its work on the third and fourth main line and noise corridor study. This work is expected to take two years.

[REDACTED]

Onehunga is at amber due to a combination of risk and issues within the programme. These include cost vs quality aspirations for community facilities and public open space, large infrastructure considerations, and securing a supermarket anchor. We are also working with Auckland Transport on an integrated transport strategy.

Panmure is at amber due to a combination of risk and issues within the programme. These include delays with a number of key development and public realm projects. We are also working with Auckland Transport on an integrated transport strategy for the town centre.

## Sales target \$91.7m



In February there was one unconditional general asset sale of Bledisloe House for [REDACTED].

We are now \$3.6m from the general asset sales target and both the development and property transactions teams are focusing on getting sales across the line to meet this target. We are progressing a further significant sale at Hobsonville, which if met will mean that we exceed the \$91.7m overall target.

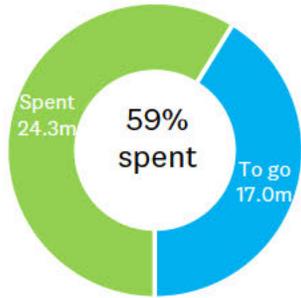
The sales target is made up of:

Transform & Unlock	\$21.7m
General asset sales	\$70.0m
<b>Total</b>	<b>\$91.7m</b>

The Transform and Unlock sales target of \$21.7m is at risk due to the long lease of Lysaght building now expected to push into FY24.

# Company wide financials

## Expenditure budget \$41.4m



	Actual YTD	Budget YTD	Var YTD
People	\$20.4m	\$22.0m	\$1.6m
Other	\$4.0m	\$5.5m	\$1.5m
	<u>\$24.4m</u>	<u>\$27.5m</u>	<u>\$3.1m</u>

Expenditure year to date is \$24.3m which is \$3.1m under phased budget.

People costs are \$1.6m behind budget, \$0.2m of the underspend is due to timing of annual leave and will correct by year end. Training costs are currently \$0.2m behind budget. People costs in year will be increased by any redundancy cost from the organisational change process. There will be an overall saving to budget in this area.

Other expenses were \$1.5m less than budget, there has been a \$0.2m saving in insurance costs and \$0.2m of Technical Advisory Group costs to date have been transferred to capital projects. Internal audit costs are currently tracking \$0.2m less than budget, and there is potential for savings in this area in year. The remaining \$0.9m of under spend in year is a timing difference as business plan objectives are worked through. There is potential for a further savings in this area by year end.

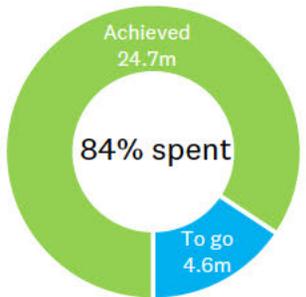
## Revenue budget \$17.2m



	Actual YTD	Budget YTD	Var YTD
Recharge Viaduct	\$10.6m	\$10.0m	\$0.6m
Marina South	\$0.7m	\$0.8m	(\$0.1m)
Marina Trust	\$0.5m	\$0.5m	\$0.0m
	<u>\$11.8m</u>	<u>\$11.3m</u>	<u>\$0.5m</u>

Revenue year to date is \$11.8m which is tracking \$0.5m ahead of budget. Recharges for the year are ahead of budget and this trend is expected to continue for the rest of the year.

## Managed properties surplus budget \$29.3m

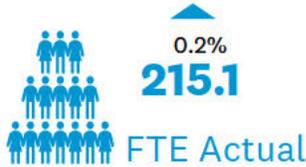


	Actual YTD	Budget YTD	Var YTD
Commercial Prop.	\$16.1m	\$11.2m	\$4.9m
Marinas	\$6.5m	\$5.3m	\$1.2m
Business Int	\$5.4m	\$4.1m	\$1.3m
Public Activities	(\$3.3m)	(\$3.3m)	\$0.0m
	<u>\$24.7m</u>	<u>\$17.3m</u>	<u>\$7.4m</u>

Managed Properties achieved a net surplus of \$24.7m year to date, which is \$7.4m ahead of the phased budget.

- Commercial Property Portfolio is \$4.9m ahead of budget. Revenue is ahead of budget by \$2.1m, a better than budget performance of the Auckland Council portfolio has offset the below budget revenue in the AT properties. Expenditure is \$2.8m under budget, \$0.9m of expected rates have not been charged. We are yet to determine whether this is a full year saving. There is \$1.0m of savings to date for Auckland Transport properties that are being utilised in roading projects, and therefore don't require maintenance. The remaining variance to date is a timing difference and the majority relates to repairs and maintenance. We are expecting to utilise this budget in year.
- Business Interests is \$1.3m ahead of budget, mainly due to better than budget performance by Waste Disposal Systems.
- Marinas are \$1.2m ahead of budget, revenue is now \$0.4m ahead of budget with occupancy increasing in the Silo and Viaduct marinas. Expenditure is \$0.8m behind budget due to timing of repairs and maintenance expenditure.
- Public activities in the Wynyard Quarter is on budget, security costs are \$0.7m over budget and to date this overspend has been offset by savings in other expenditure areas.

# People and Culture



Our overall FTE is 238.9 this includes our actual FTE of 215.8, 5.1 contingent workers in FTE roles and 18 vacancies. Of these vacancies:

- 6 are being actively recruited via our Auckland Council recruitment team, external agencies or internal EOI process.
- 1 has been filled and we are awaiting the employee start date
- 11 positions are not under active recruitment but are held

There is 1 additional role that is a seconded employee's home role and is not included in this FTE count.

Our overall non-FTE is 20.8, this consists of 16 contingent workers in non-FTE positions, 3.8 contingent workers covering persons on leave and 1 vacant non-FTE positions which is held. These have not been included in the current FTE count.

Staff turnover has decreased this month from 14.7% to 13.3%.

In recruitment this month, a number of placements have been made in the Marinas area. Application numbers were strong and the hiring managers had a range of choice when it came to who they wanted to progress to interview stage.

Office occupancy has increased slightly going from 38% in January to 40% this month. This is despite the disruption caused by the recent weather events.

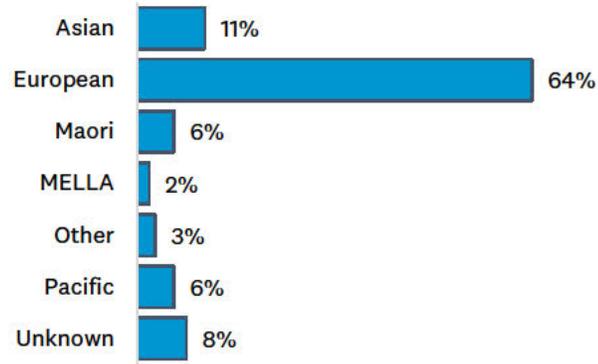
Leadership continues to be a focus for our learning & development activities. This includes the continuation of the self leadership habit workshops and the leadership development programme. These are planned to run until March 2023, culminating in a 1 day workshop to bring the learnings together.

We have also piloted a Programme Team building session which uses DiSC as a tool to help the team to understand how they work together. We will look to role these out to other programmes in the future.

## FTE Figures

FTE			Non FTE		
FTE Actual	Contingent in FTE	Vacant roles	Contingent in non-FTE positions	Contingent covering employee leave	Vacant non-FTE positions
215.8	5.1	18	16	3.8	1
238.9			20.8		

## Ethnicity



## Office occupancy



Training budget \$371k  
**\$180k**  
49% spent YTD

# Spatial delivery plans

Activity on our programmes is updated each quarter.

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

## Locations

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

## Regional Programmes

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



# NORTHCOTE

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

## FY 23

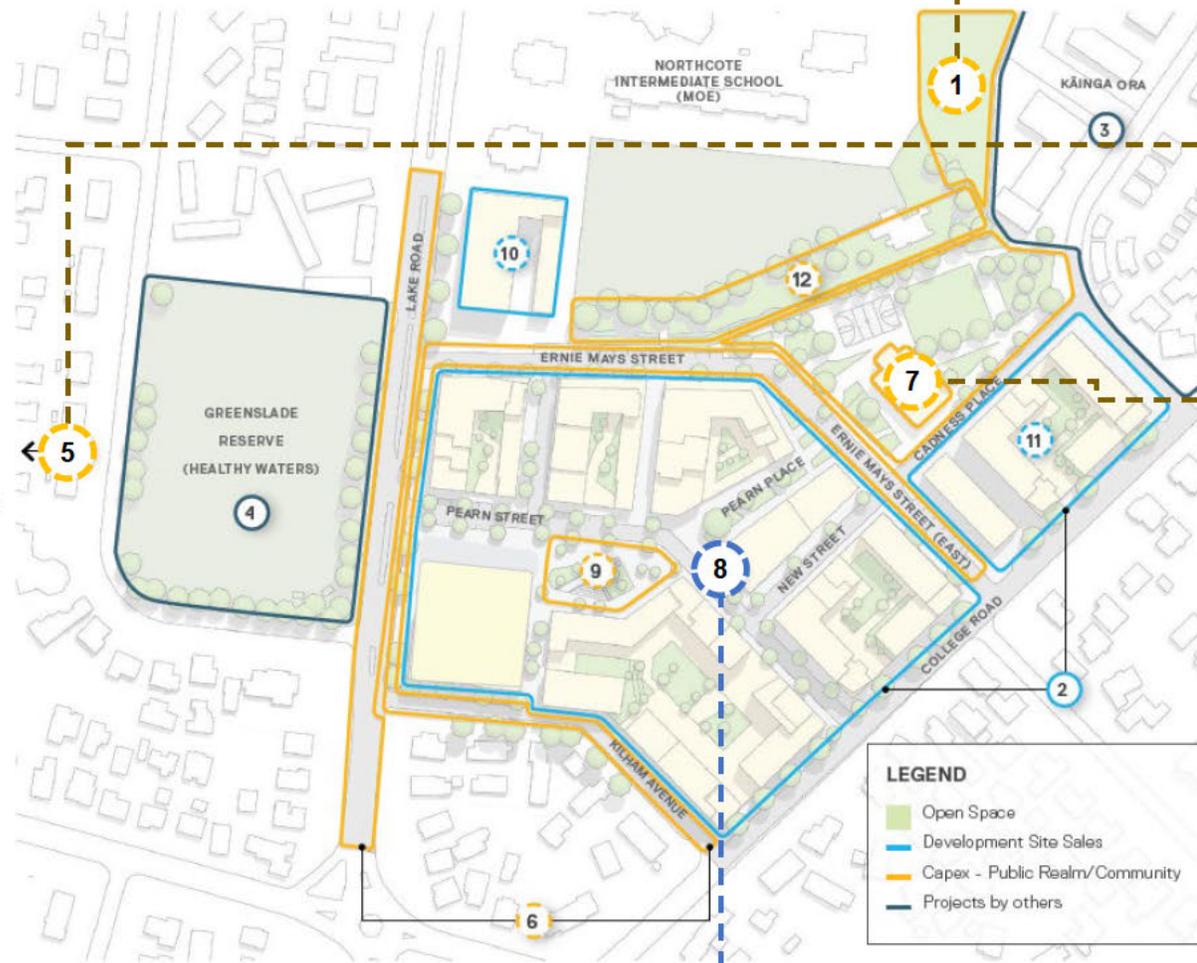
- 1 Te Ara Awataha – schools edge
- 2 Acquisitions
- 3 Kāinga Ora housing development
- 4 Greenslade Reserve (Healthy Waters)
- 5 Jessie Tonar Scout Reserve upgrade

## FY24

- 6 Street upgrades or extensions

## Long-term projects (FY25+)

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



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

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

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

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

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

# TAKAPUNA

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

## Projects completed

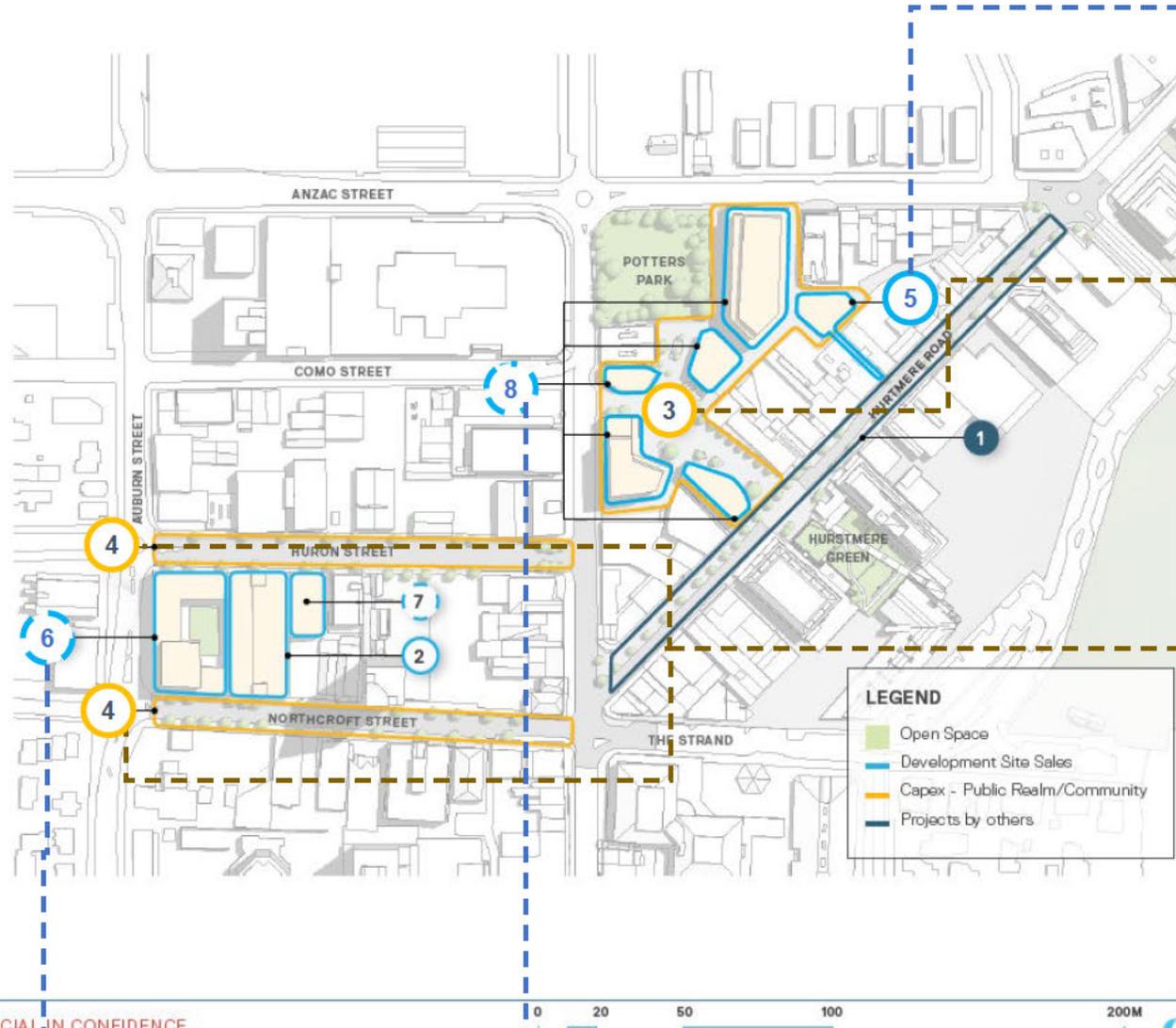
1 Hurstmere Road upgrade (AT)

## FY23

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

## FY24

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



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

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

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

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

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

# HENDERSON

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

## Projects completed

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

## FY23

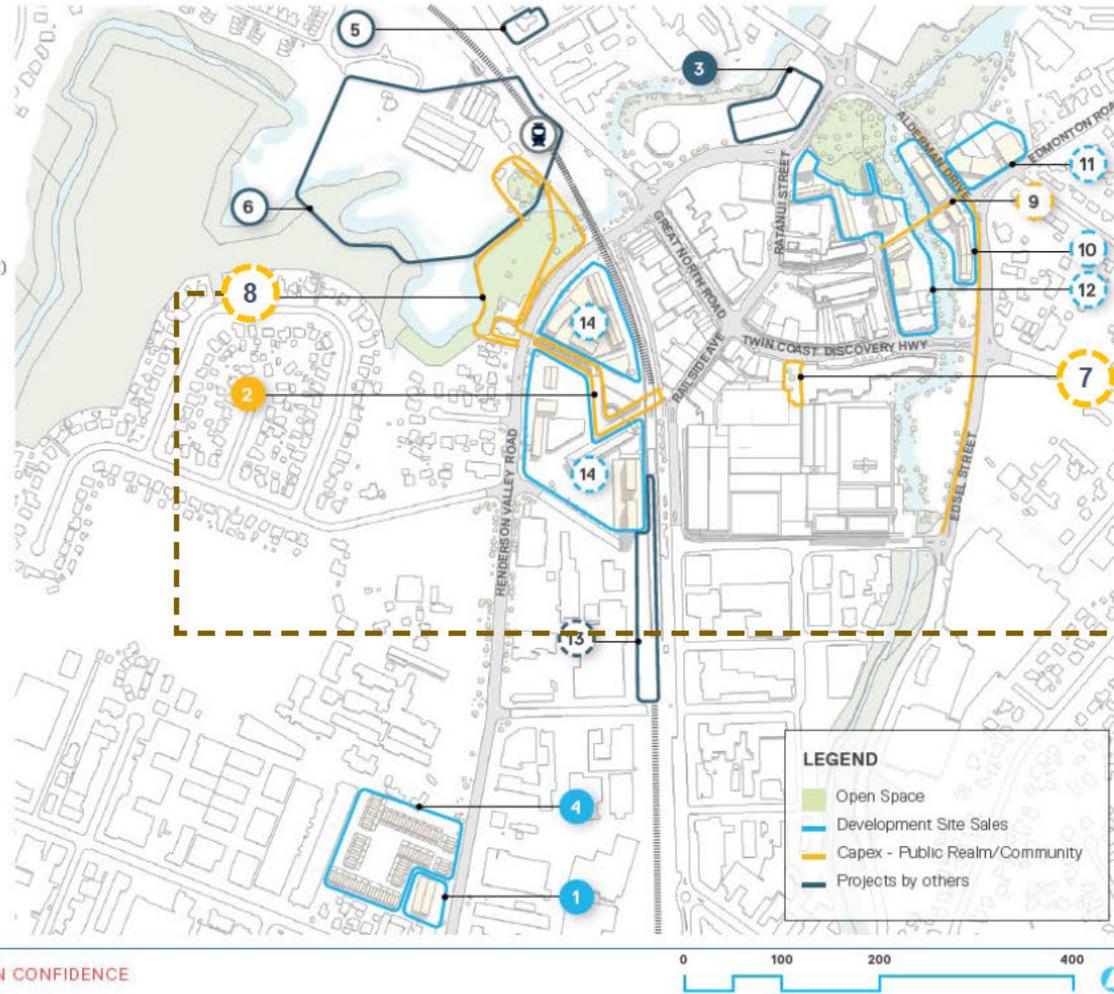
- 5 1 Buscomb Ave. (Plus Pacific Tower residential development)
- 6 Corban Estate Masterplanning (Community Facilities)

## FY24

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

## Long-term projects (FY25+)

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



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

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

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

# AVONDALE

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

## Projects completed

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

## FY23

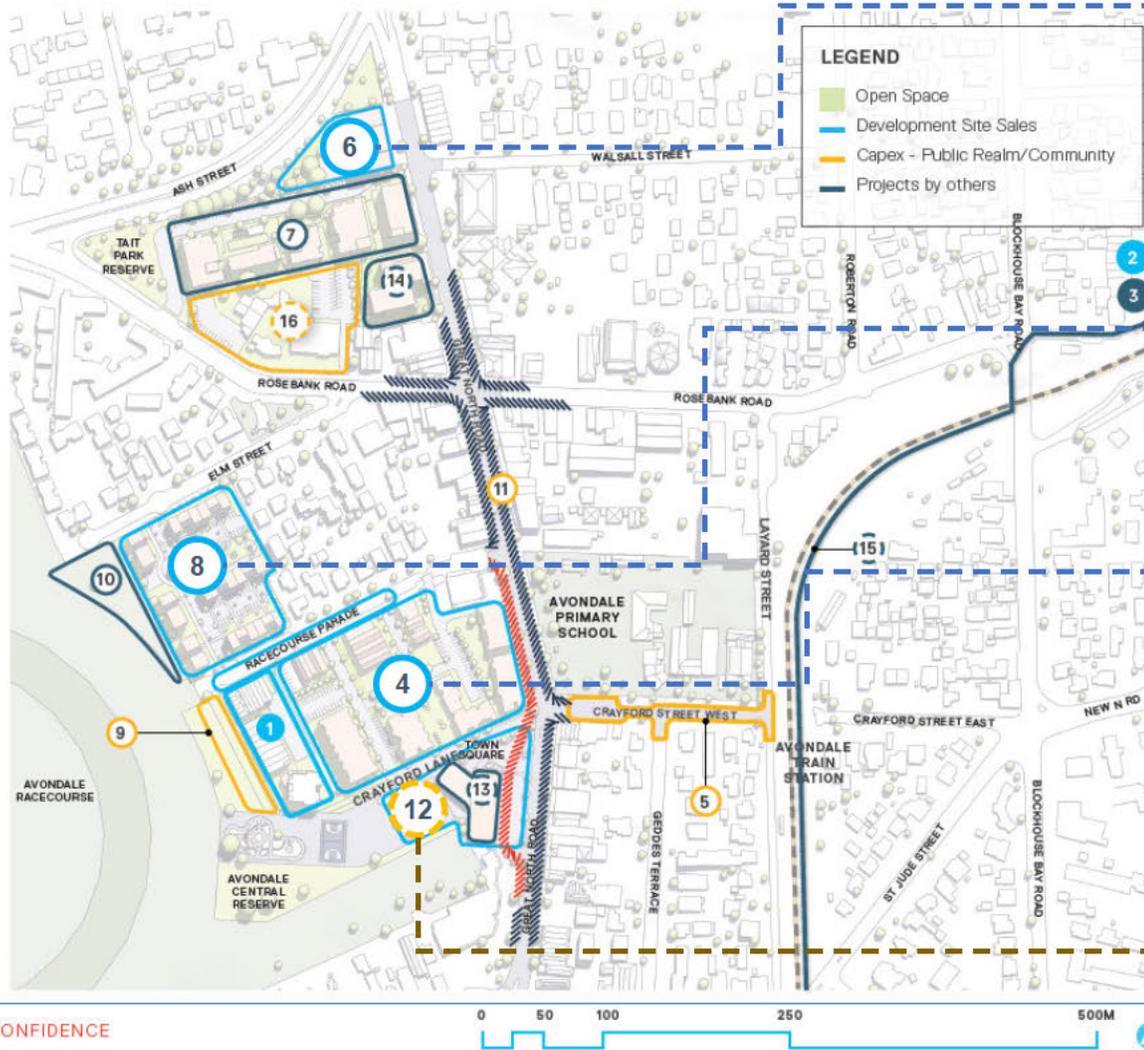
- 4 Avondale Central, 6 & 10 Racecourse Parade (development monitoring)
- 5 Crayford Street West
- 6 Aroha Apartments (Ockham Residential & Marutūāhu Iwi)
- 7 Highbury Triangle - housing for older people (Kāinga Ora)
- 8 18 Elm Street (Kāinga Ora)
- 9 Public car parking facility to support the Avondale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

## FY24

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

## Long-term projects (FY25+)

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



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

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

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

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

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

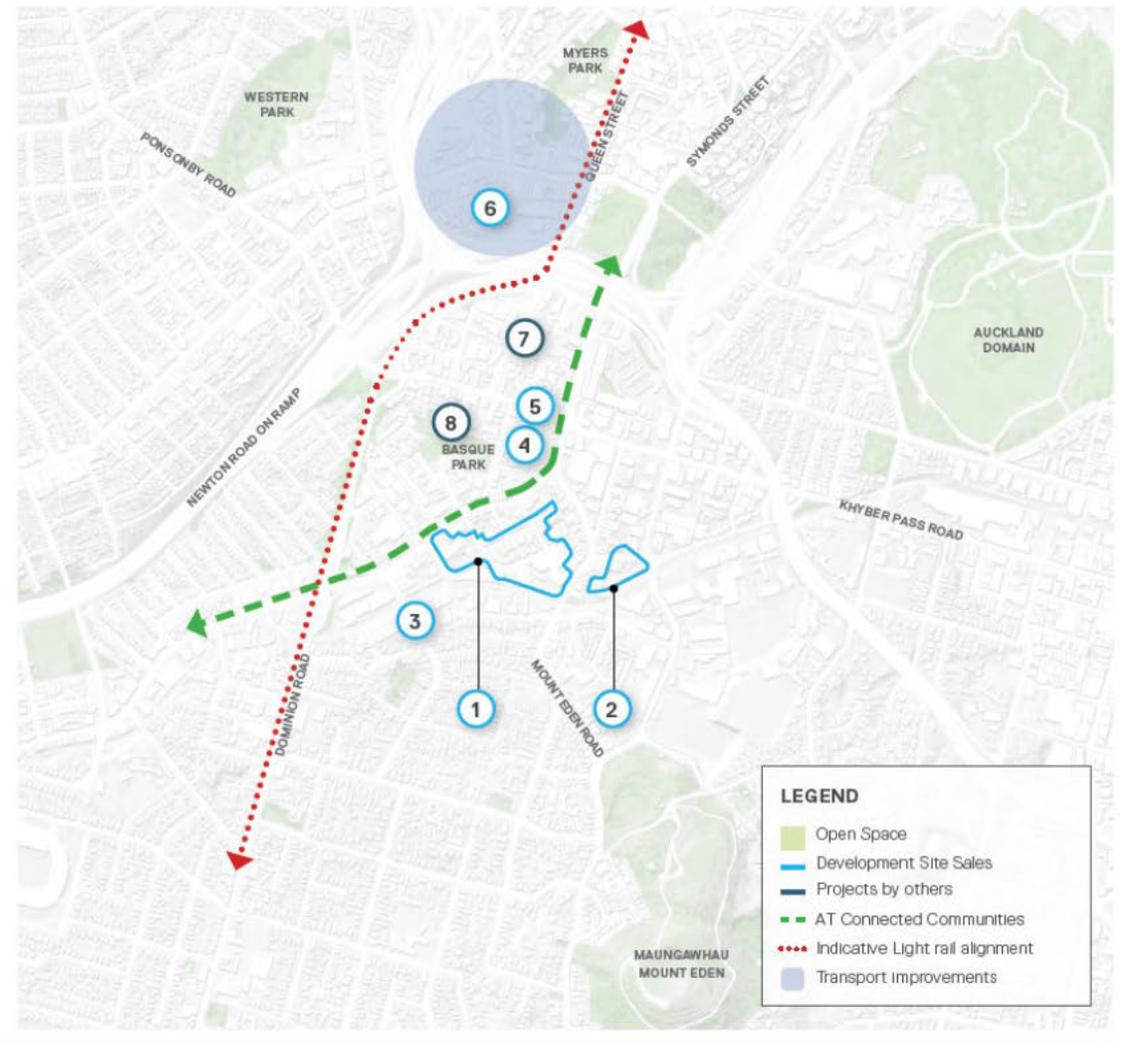
**Engagement** – A presentation on the Avondale programme was given to the Whau Local Board on the 22 November 2022. The board were also taken on a site walk around which was very well received.

# MAUNGAWHAU and KARANGA A HAPE

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

## Long-term projects (FY25+)

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



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

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

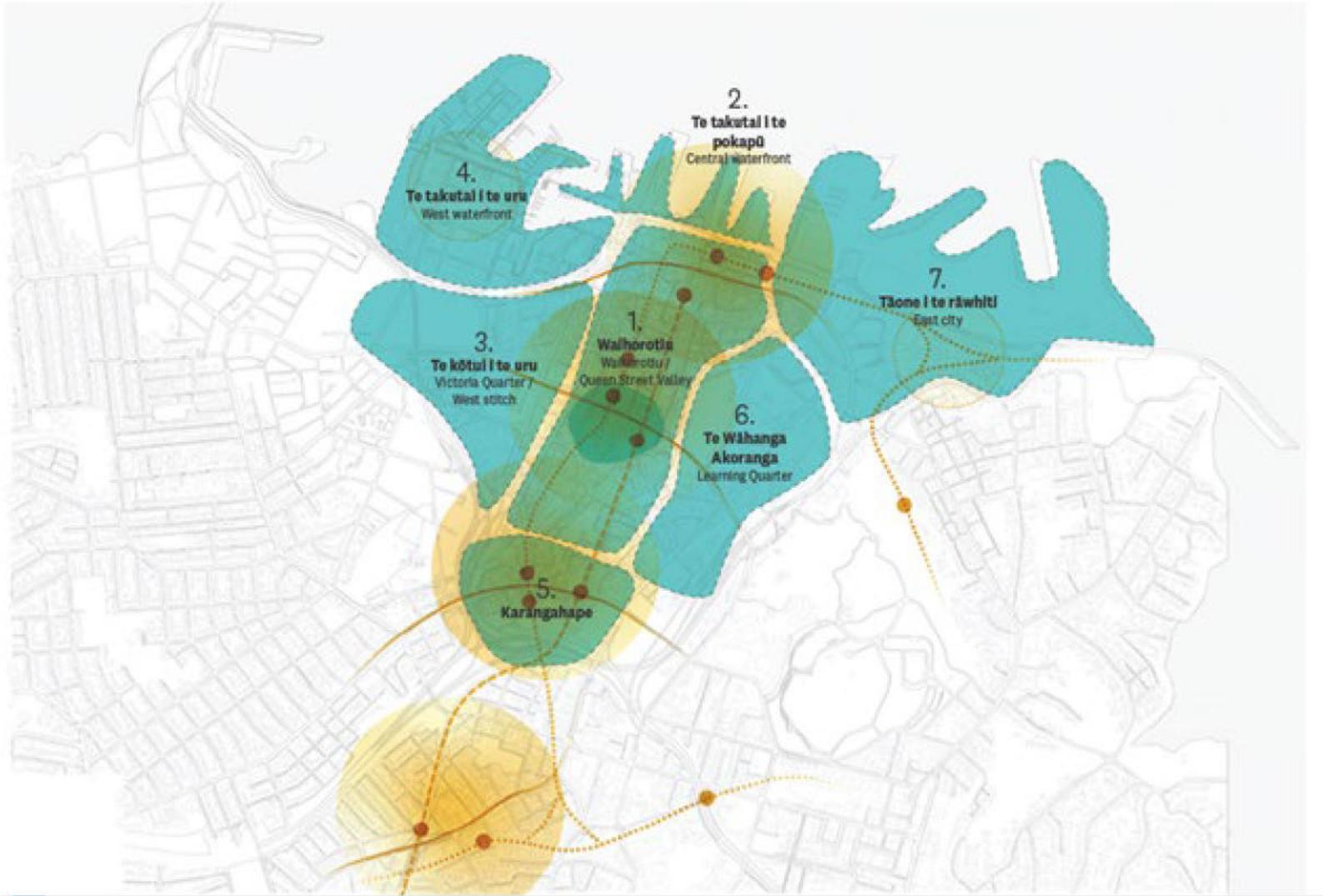
Auckland Council’s Development Programme Office completed all the infrastructure assessments for the CRL development sites and the wider precinct. This work supports the programme business case.

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

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



# City Centre



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

Key achievements in Q2 include:

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

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

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

## Projects completed

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

## FY23

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

## FY24

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

## Long-term projects (FY25+)

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

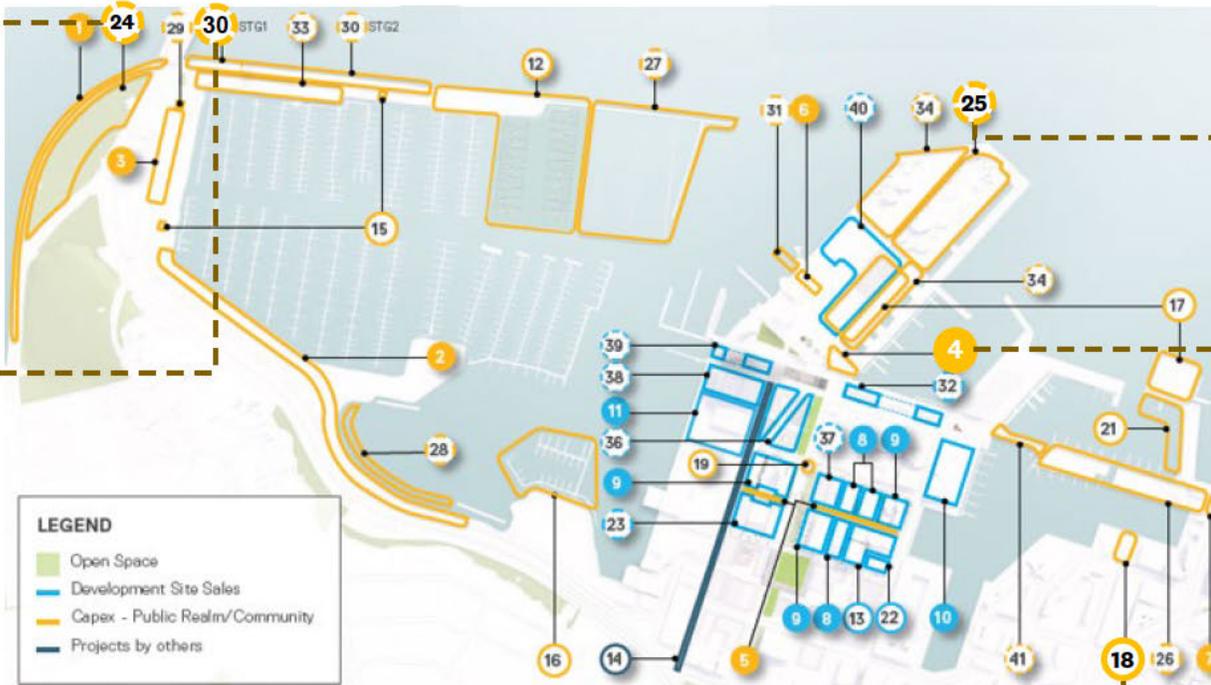
Project updates can be found on the following page

**LEGEND**

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

# WATERFRONT

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



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

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

## Karanga Plaza

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

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

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

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

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

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

# ONEHUNGA

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

## Projects completed

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

## FY23

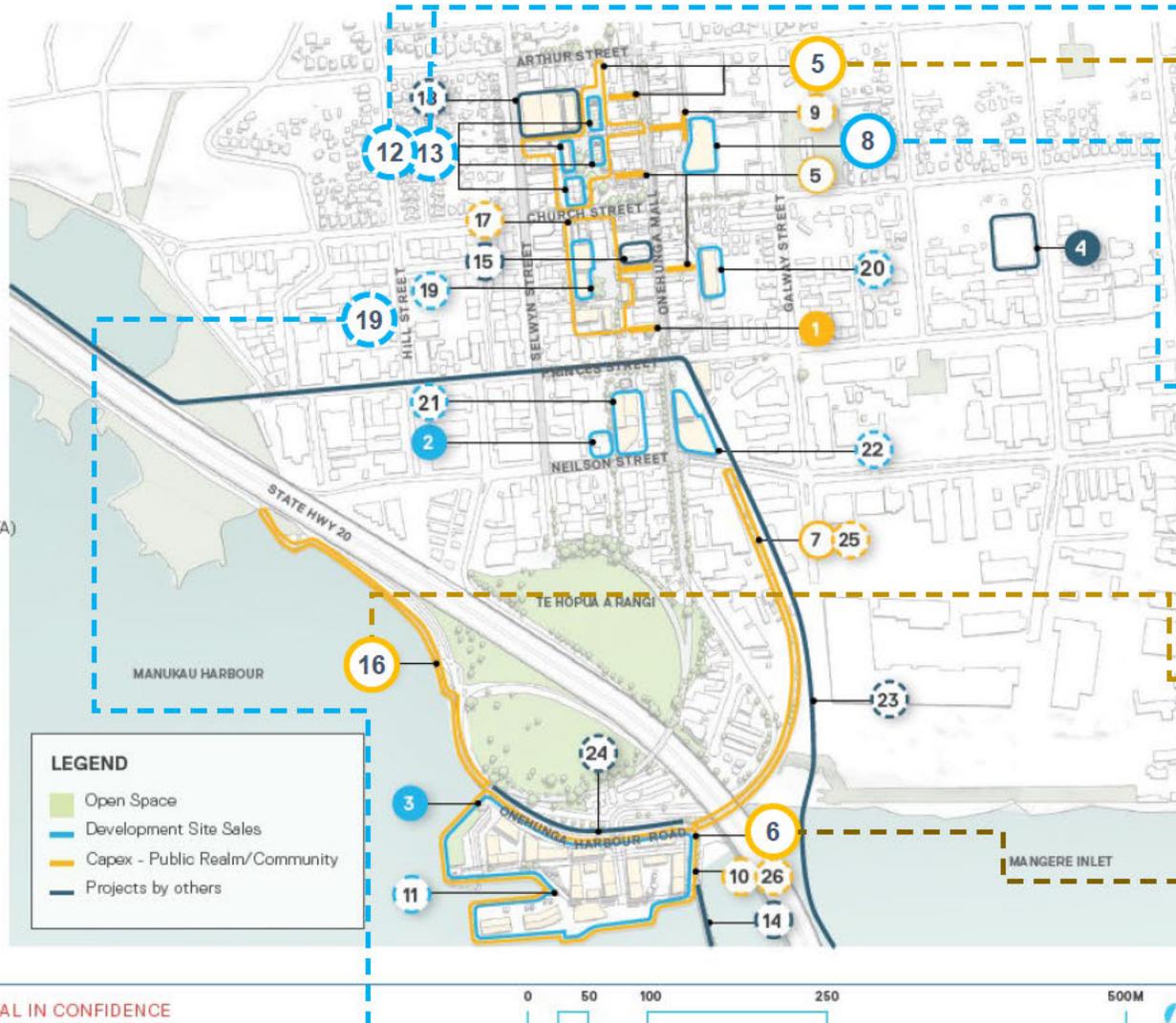
- 5 Waiapu Lane Public Realm
- 6 Onehunga Wharf Plan Change
- 7 Town Centre to Wharf Link Stage 1
- 8 DressSmart Precinct

## FY24

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

## Long-term projects (FY25+)

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



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

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

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

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

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

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

# PANMURE

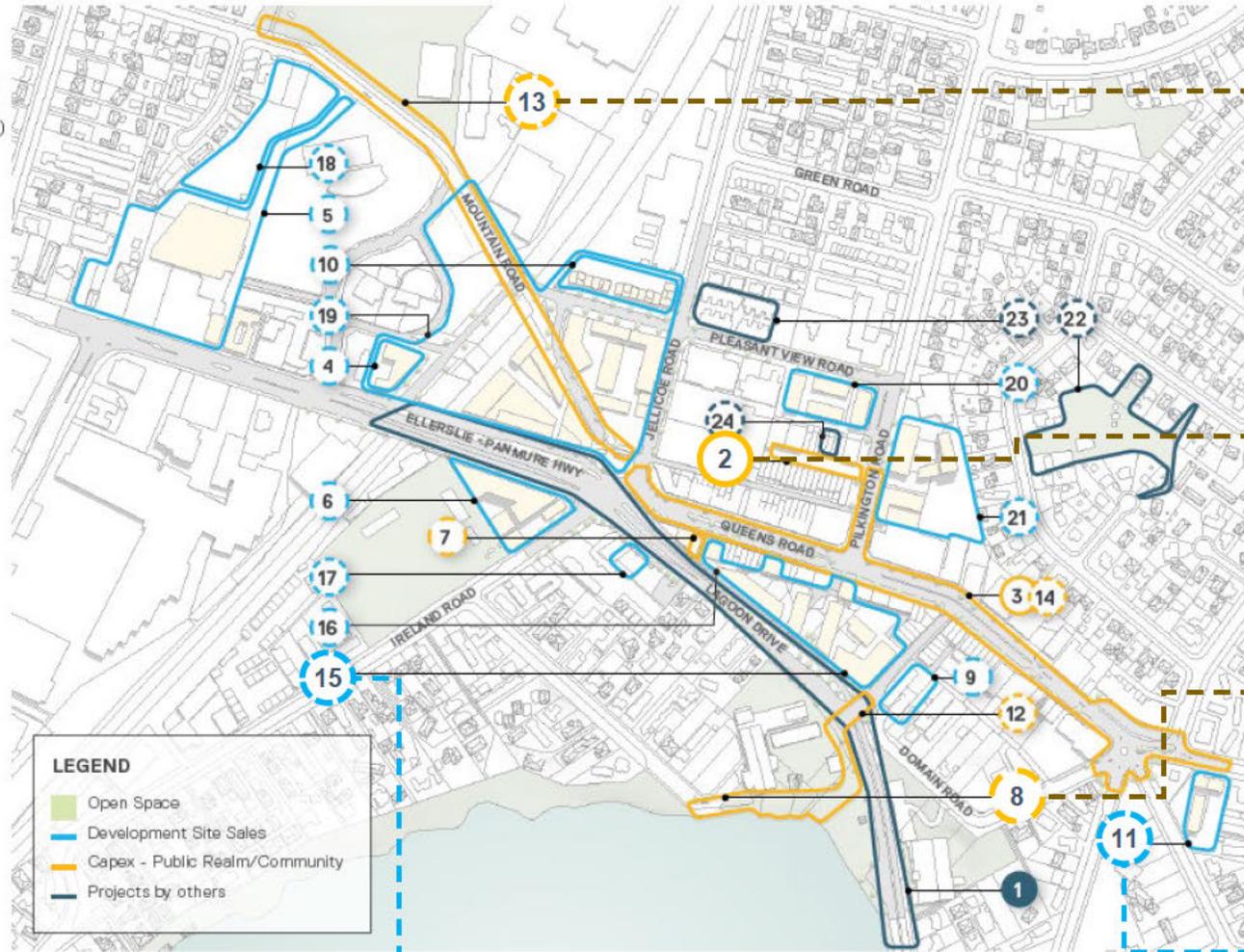
**Vision:** To create a vibrant centre that is a great place to live, visit, and do business; building on Panmure's distinct landscape, transport connectivity, family friendly community, and lifestyle amenities.

## Projects completed & underway

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

## Long-term projects (FY25+)

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



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

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

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

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

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

# MANUKAU

**Vision:** Thriving heart and soul for the south

## Projects completed

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

## FY23

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

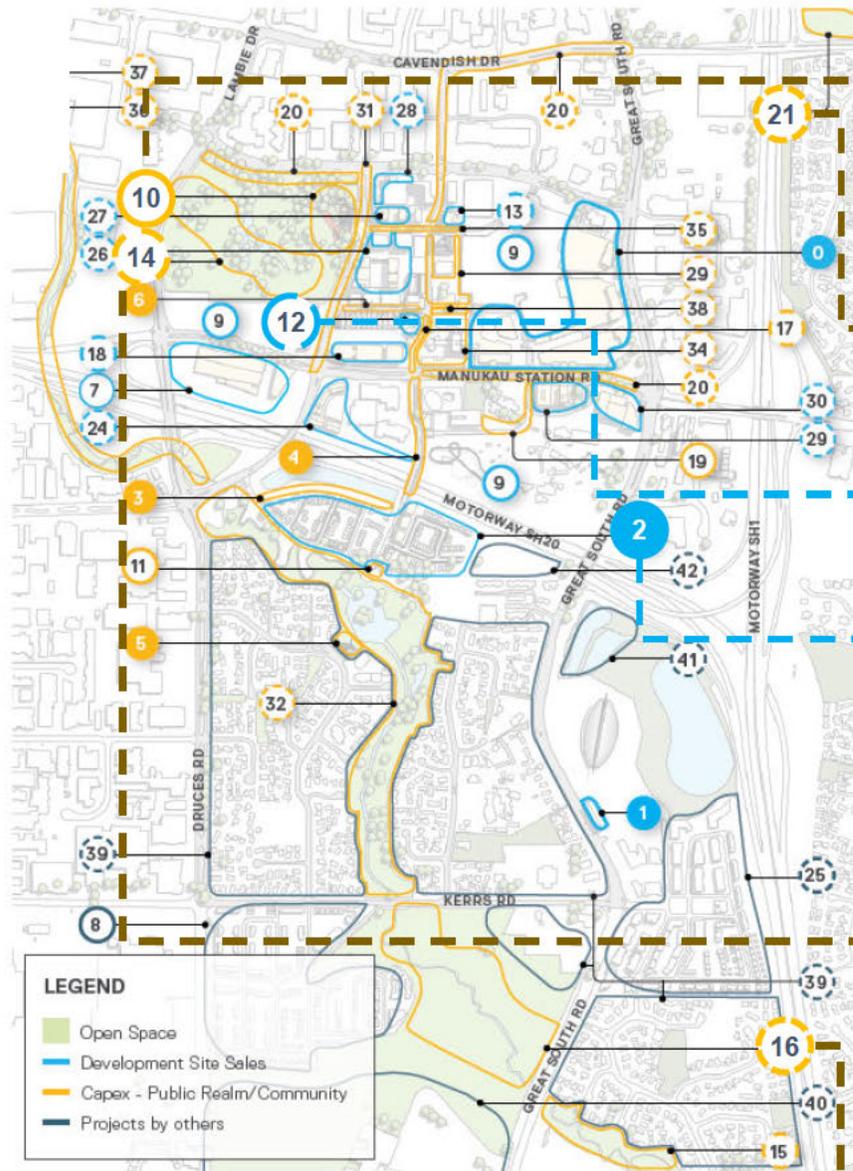
## FY24

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

## Long-term projects (FY25+)

- 19 Karina Williams Way Extension Works

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



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

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

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

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

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

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

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

# OLD PAPATOETOE

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

## Projects completed

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

## FY23

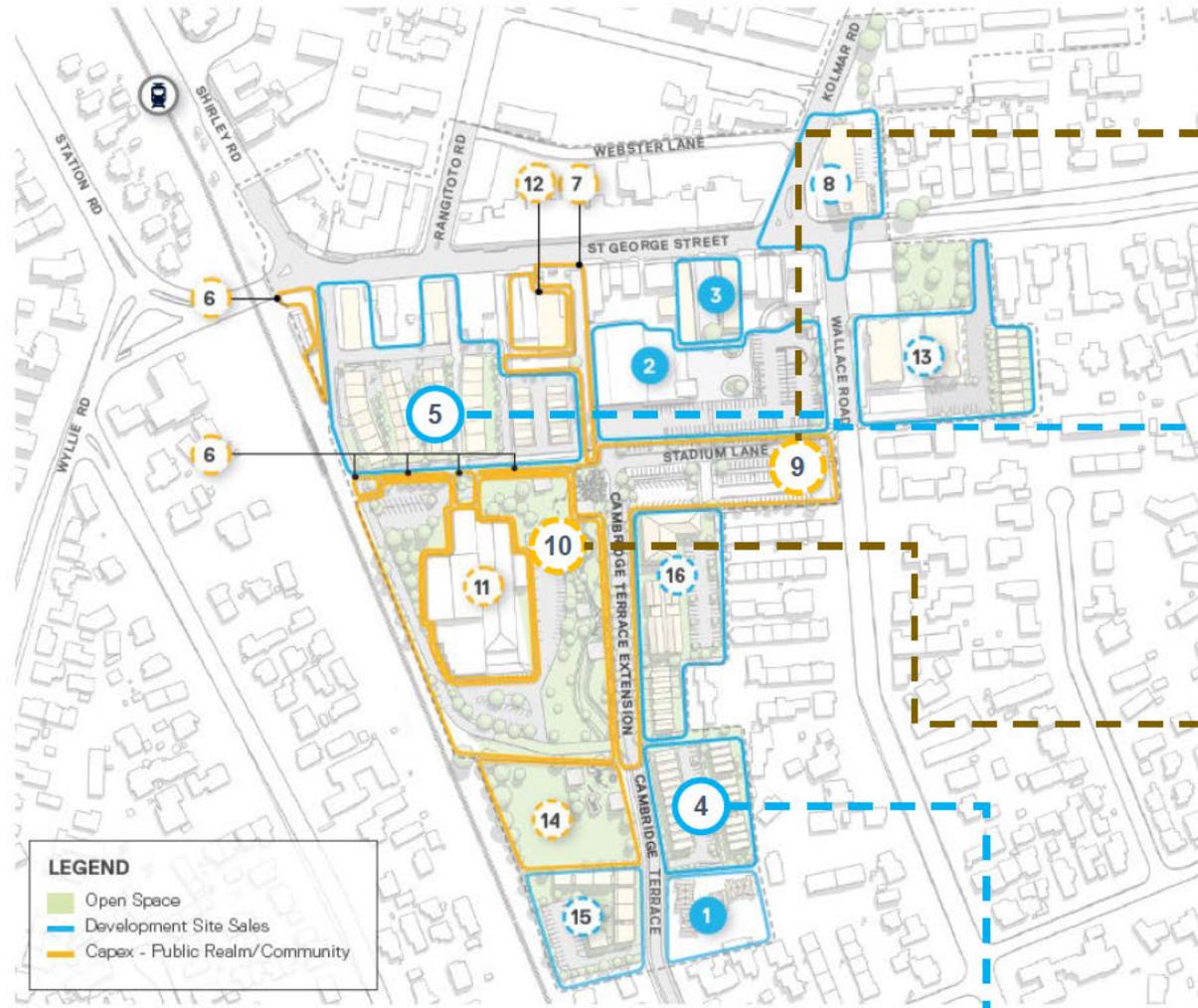
- 4 91 Cambridge Terrace - The Depot
- 5 3 St George St - St George's Lanes

## FY24

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

## Long-term projects (FY25+)

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



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

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

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

**91 Cambridge Terrace site sale** – This ex- Papatoetoe Borough Council property was used as a works depot and available for community use, generating little or no revenue. The 4,000m<sup>2</sup> site is zoned for Town House and Apartment development. In June 2021, we sold the property to New Zealand Housing Foundation to build 29 new affordable homes to be completed over the next two years. The site is currently in earthworks phase.

# ORMISTON

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

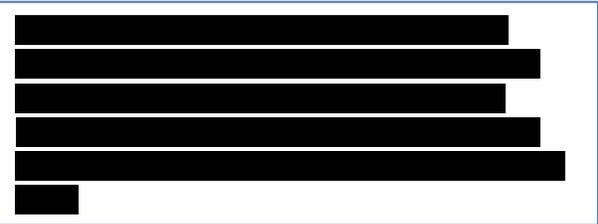
## Projects completed

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

## FY23

- 3 Bellingham Road works (Auckland Transport)

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

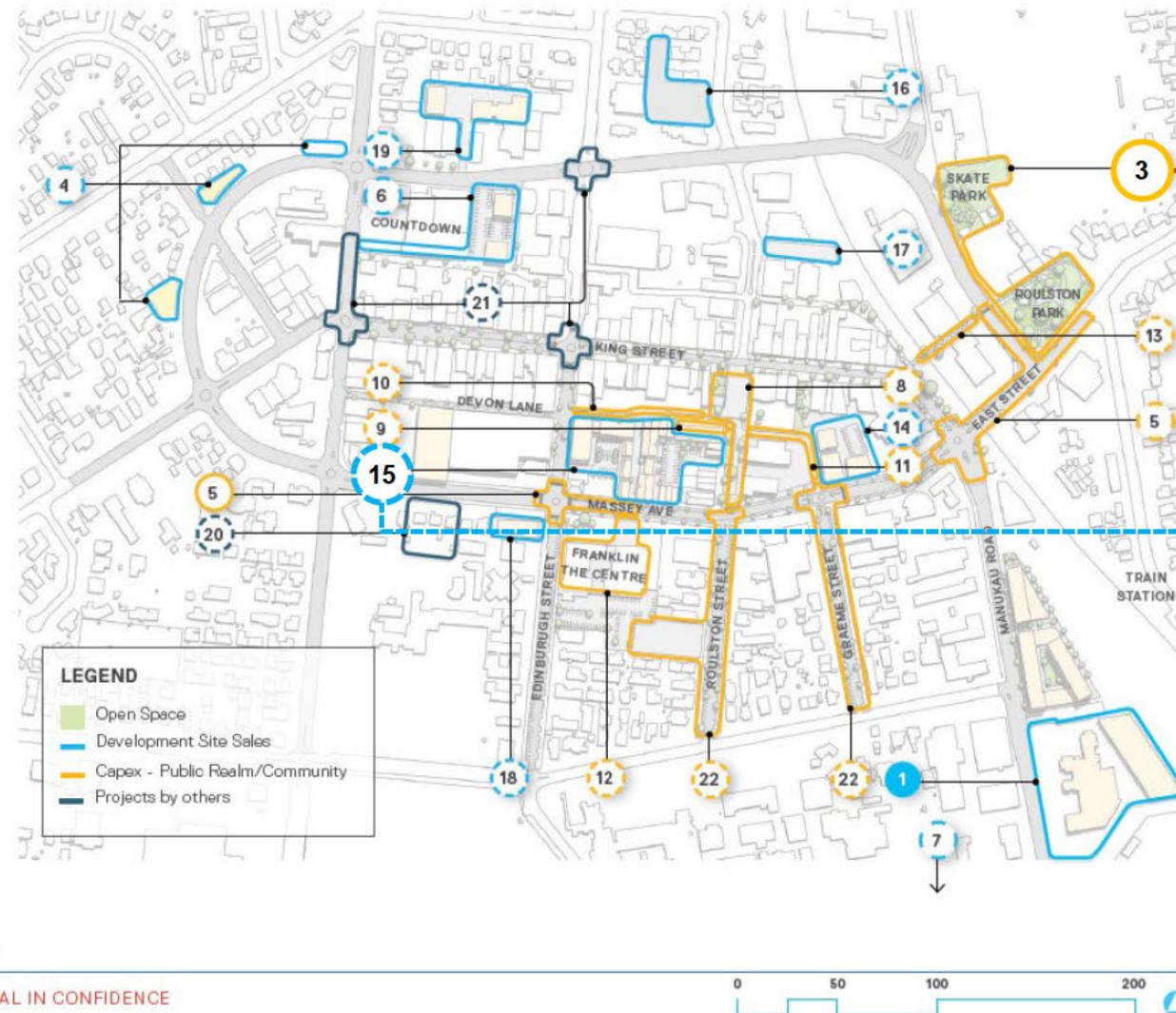


# PUKEKOHE

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

## Projects completed

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



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

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

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

# AT/EKE PANUKU TRANSIT ORIENTED DEVELOPMENT PROGRAMME

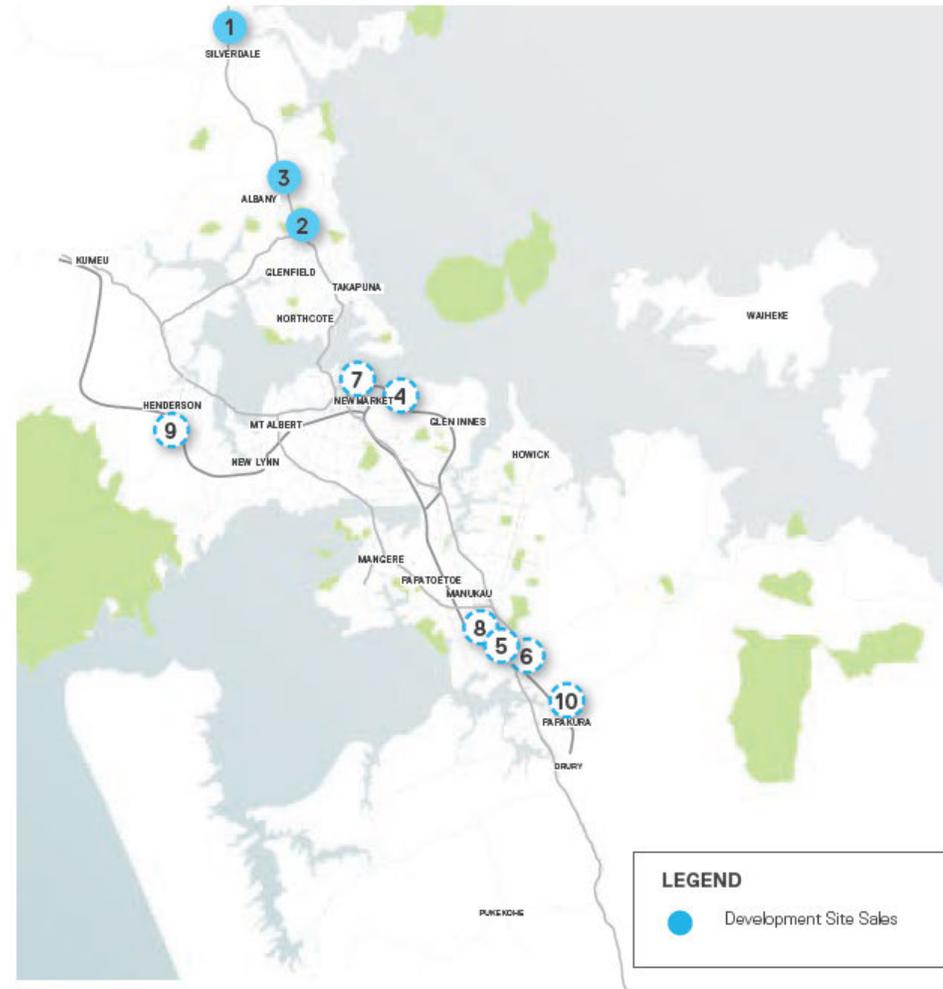
**Vision:** Build a fit for purpose park and ride asset portfolio that integrates transport with quality housing and urban regeneration, maximises land use outcomes and provides financial value from Auckland Council owned land.

## Sites under consideration

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

## Long-term projects (FY25+)

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



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

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





# SERVICE PROPERTY OPTIMISATION

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

## FY23

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

## Long-term projects (FY25+)

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

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



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

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



# CORPORATE PROPERTY

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

## Projects completed

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

## FY23

- 5 4-10 Mayoral Drive, Auckland City

## Long-term projects (FY25+)

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



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

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

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



# HAUMARU SCOPE

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

### Intensify / Redevelop

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

### Develop

- 8 31 Greenslade Crescent, Northcote

### Repurpose

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

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

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



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



# SUPPORTS SCOPE

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

## FY23

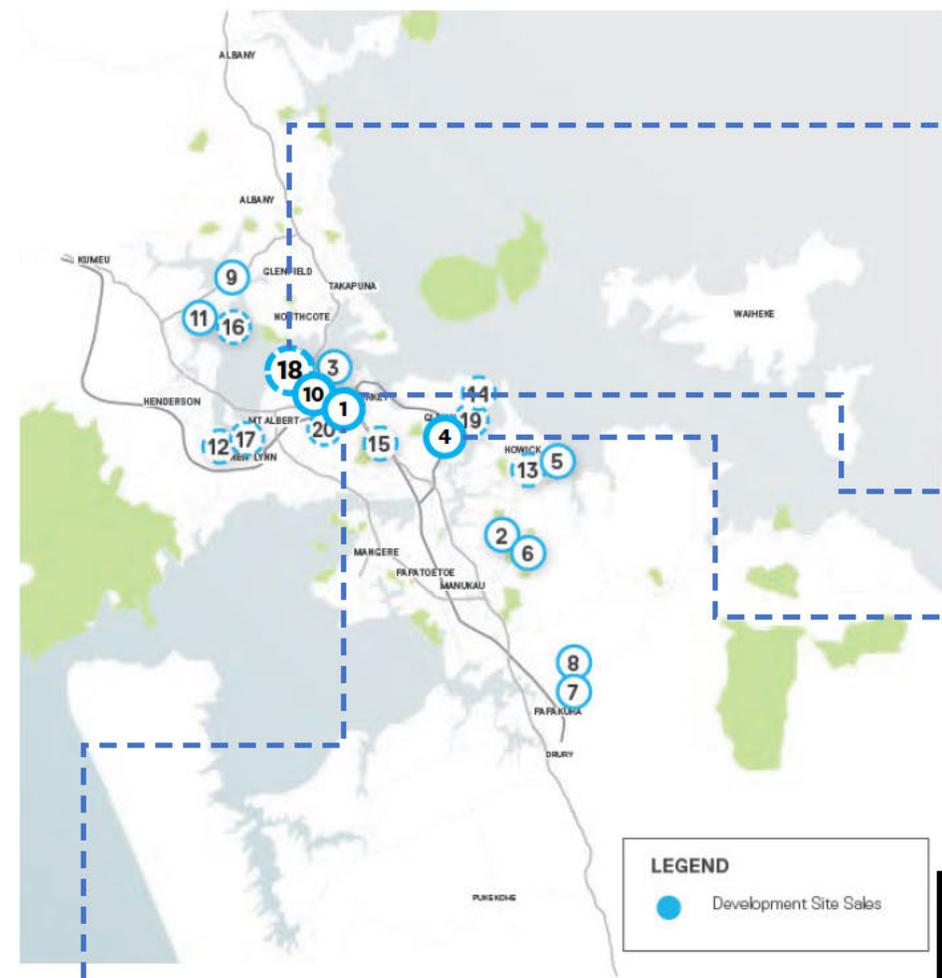
- 1 Civic Administration Building
- 2 187 Flat Bush School Road, Flat Bush
- 3 Central Post Office Station Plaza Over Site Development
- 4 84-100 Morrin Road, St. John's
- 5 34 Moore Street, Howick
- 6 65 Hadington Drive, Flat Bush
- 7 36 Coles Crescent, Papakura
- 8 26-32 O'Shannessey Street, Papakura
- 9 [REDACTED]
- 10 Bledisloe House
- 11 Hobsonville Airfields stage 3 - lots 5b, 6a, 6b & 6c

## FY24

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

## Long-term projects (FY25+)

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



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

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

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

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

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

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

# REGIONAL RENEWALS PROGRAMME

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

## Projects completed

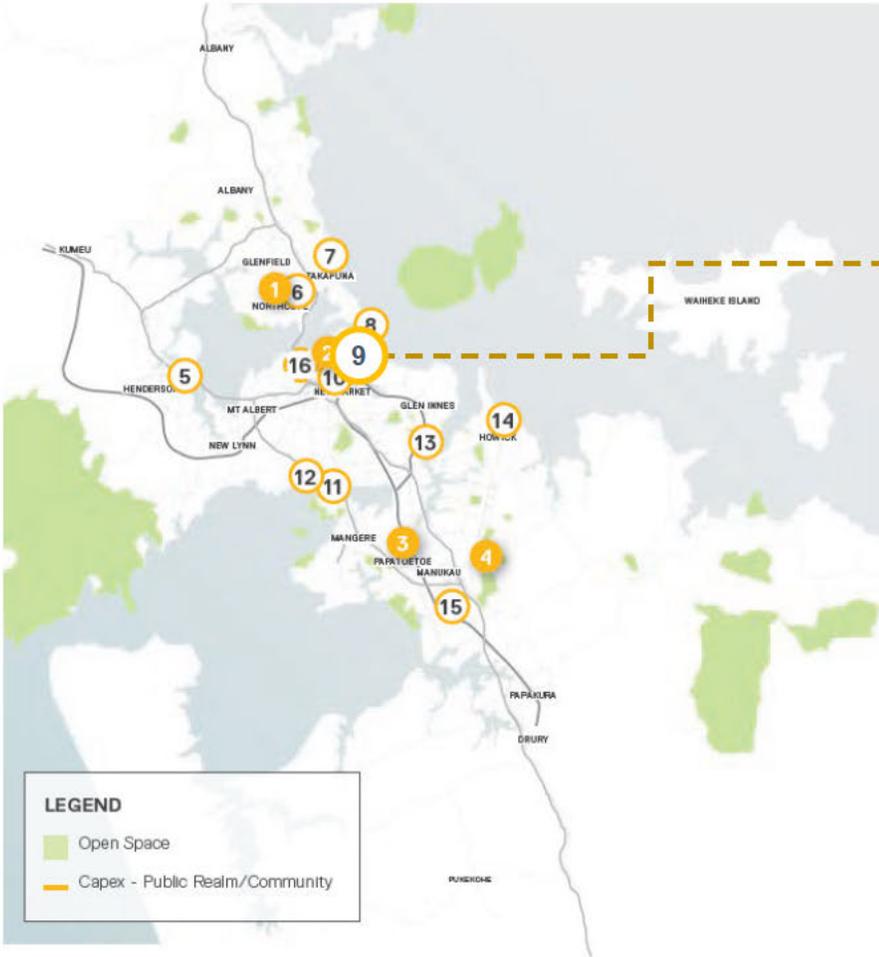
- 1 Northcote Renewals
- 2 **City Centre renewals 1:**
  - 321 Queen Street - Canopy & HVAC upgrades
  - Install roof anchors 23-29 Princes St
- 3 10 Lansdown Ave Papatoetoe
- 4 Beauford House - Totara Park, Manukau

## FY23

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

## FY24

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

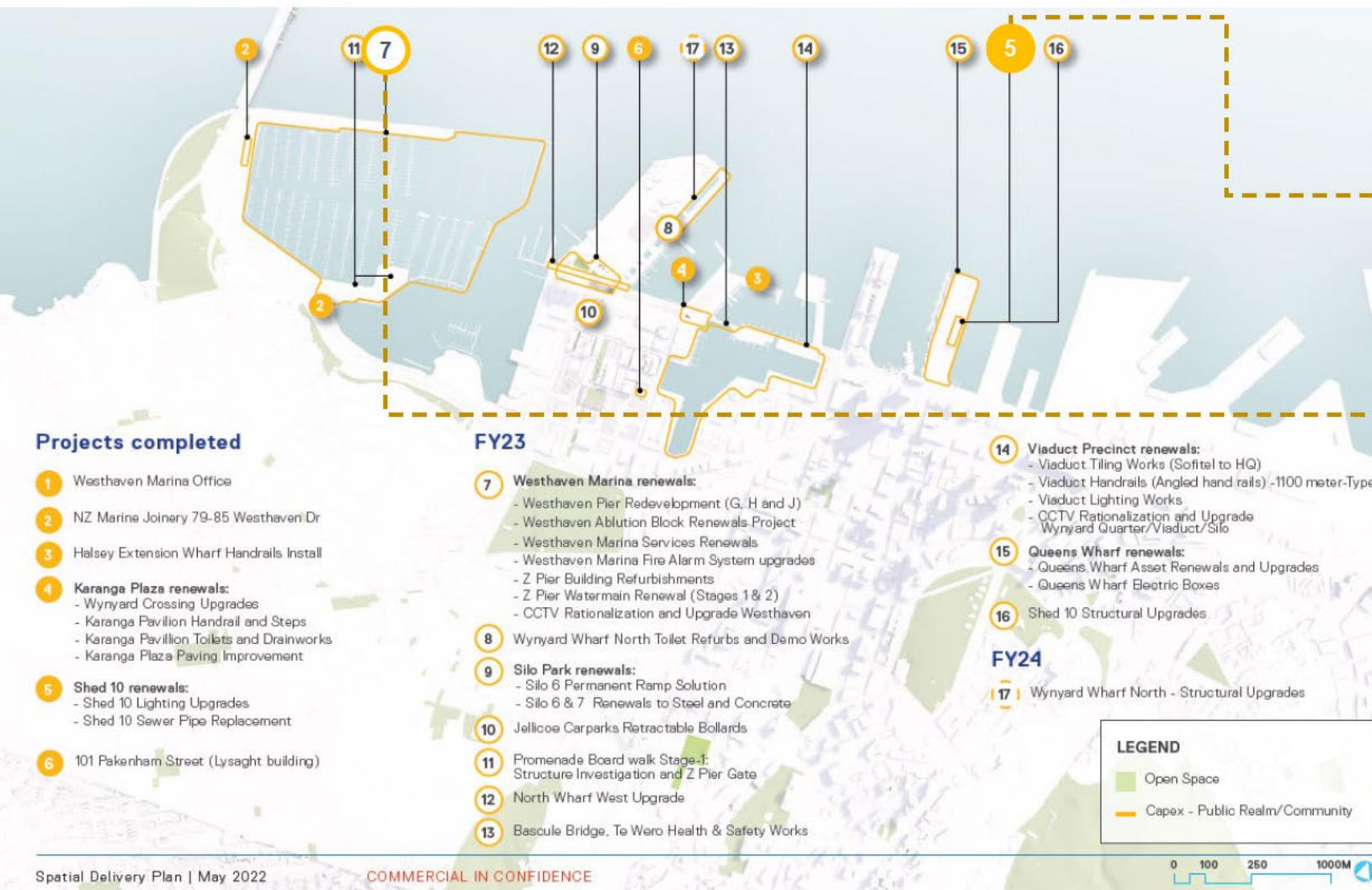


27 Princes Street, Auckland City – refurbishment and seismic strengthening of the property. Practical completion of seismic strengthening and refurbishment works at 27 Princes Street is on track for 31 January 2023.



# WATERFRONT RENEWALS PROGRAMME

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



## Projects completed

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

## FY23

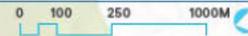
- 7 **Westhaven Marina renewals:**
  - Westhaven Pier Redevelopment (G, H and J)
  - Westhaven Ablution Block Renewals Project
  - Westhaven Marina Services Renewals
  - Westhaven Marina Fire Alarm System upgrades
  - Z Pier Building Refurbishments
  - Z Pier Watermain Renewal (Stages 1 & 2)
  - CCTV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

## FY24

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

## LEGEND

- Open Space
- Capex - Public Realm/Community



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

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

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

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

## 2.2 CE Report – Attachment A

This paper has been redacted under the following LGOIMA reasoning:

### 7. Other reasons for withholding official information:

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

(h)

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

## 2.2 CE Report – Attachment B

This paper has been redacted under the following LGOIMA reasoning:

### 7. Other reasons for withholding official information:

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

(h)

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

# Information paper: Health and Safety report February 2023

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

March 2023

## Whakarāpopototanga matua | Executive summary

1. A total of 7 workplace health and safety events were reported into Noggin, Eke Panuku's health and safety reporting system, during February. The events involved employees or contractors where Eke Panuku has influence and control.
2. The 7 workplace events reported into Noggin included three contractor minor injuries, two weather related incidents, one report of damaged mobile plant and one report of harassment to a local artist.
3. There was one high-risk event, one medium risk event, five low risk events and one medical event reported in February.
4. The high-risk event related to a tree falling onto a fence and cars as a result of the weather events associated with cyclone Gabrielle. The incident occurred on a construction site. No one was injured during the incident.
5. The medium-risk event related to a heavy gate dislodging from its track on the waterfront during the weather events associated with cyclone Gabrielle. The gate did not fall and no one was injured during as a result of the incident.
6. A Public Health Safety and wellbeing medical event was reported, and involved a member of the public in an area Eke Panuku has no influence and control. In addition to this event, Māori wardens and security contractors raised 62 safety observations during February, all of which involved members of the public outside Eke Panuku's influence or control.

## Matapaki | Discussion

### Head of Health, Safety and Wellbeing Manager actions

7. Formal Health and Safety qualification for the Assets and Facilities team

The asset and facilities team is about to start a formal, professional course in health and safety (NEBOSH Certificate). The team will complete the course online, over the course of the next twelve months, supported by the health, safety and wellbeing team. The health, safety and wellbeing team will provide additional training to support the material. The in house training by the health, safety and wellbeing team will also be opened up to others in Eke Panuku not attending the formal course.

## Health and safety key performance indicators

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

	Measure	Performance Feb	Critical or High Risks	Previous Month (Jan)
	Safety Concerns	0	0	0
	Near Misses	0	0	1
LAG	Lost Time Injuries	0	0	0
	Medical Treatment Injuries	0	0	0
	Other Incidents	7	2 (Falling objects)	3
	Total Recordable Injury Frequency Rate	0.5	N/A	0.5
	<b>Total Incidents</b>	<b>7</b>	<b>2</b>	<b>3</b>
	<b>Total events</b>	<b>7</b>	<b>2</b>	<b>4</b>

Figure 1: Health and Safety Key Performance Indicator Table

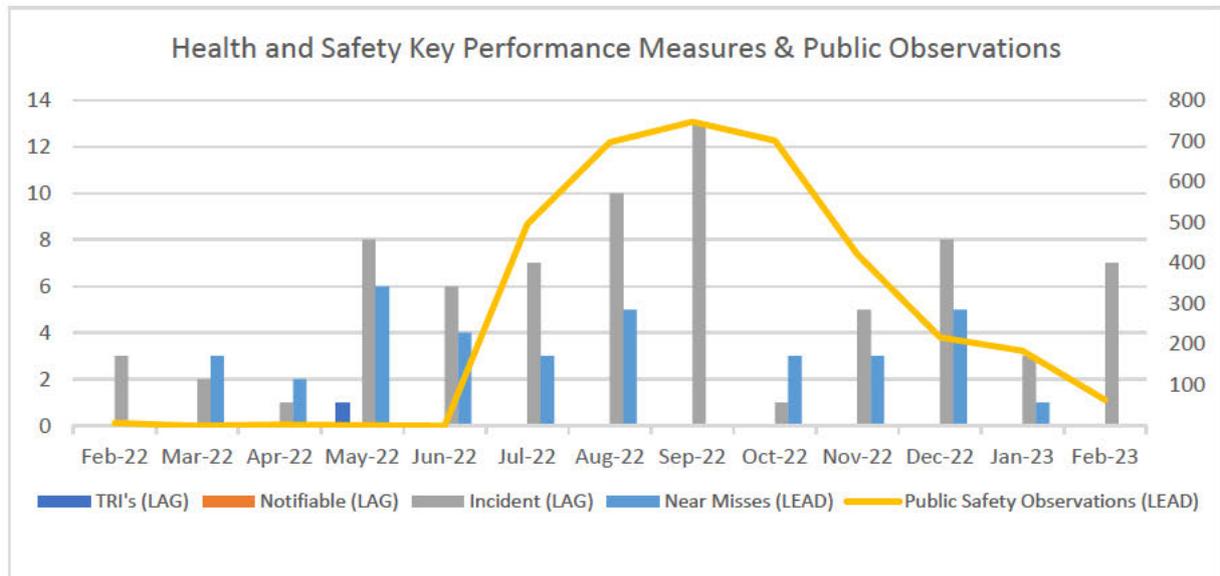


Figure 2: 12 Month rolling H&S performance measures. TRI - Total Recordable Injuries includes lost time injuries and medical treatment injuries. Notifiable refers to incidents and injuries reportable to the health and safety regulator

## 9. Workplace incident themes and trends

Seven Workplace safety events were reported during February. Six of the 7 events occurred on construction sites or involved contractors. These included one high-risk, weather-related incident, three minor injuries, one report of minor harassment and one report of damage to mobile plant. The remaining incident related to a medium risk weather event. No incidents under the influence and control of Eke Panuku resulted in injury during the period.

There was one high-risk safety events and one medium risk event reported during February.

- High Risk event – Tree fallen onto a fence and cars during storm event (Contractor site)

- Anzac Street, Takapuna, 14 February

A large tree fell during the strong winds associated with Cyclone Gabrielle. The tree, located within the site perimeter of Takapuna's Anzac Street project, fell onto fencing and contractors parked cars.

No one was in the affected vicinity at the time, however several workers for the main contractor were on site and witnessed the tree falling.

### Investigation

- The tree fell during the extreme weather events associated with cyclone Gabrielle.
- The contractor is investigating the incident to determine if there are any learnings from the event.

### Actions following the incident

- The main contractor checked the area following the incident.
- The incident was immediately reported to 111 and Auckland Council, who classed it as high priority.
- The main contractor supported any staff members needing assistance to get home due to damaged vehicles.



- Medium Risk event – Gate dislodged from track during storm event

- Hammer Street, Waterfront, 14 February

A heavy gate on Hammer Street was dislodged from its track due to the high winds of cyclone Gabriel. The gate remained upright and did not fall.

### Investigation

- An engineer is reviewing the gate, tracks and mechanism to determine how the track can perform more robustly during extreme weather events.

Actions following the incident

- Following the incident, the gate was relocated onto the track and secured with a stop.



- Low Risk Events

- A contractor suffered a minor back strain whilst handling equipment.
- The rubber track on an excavator snapped whilst the vehicle was moving. The plant was turned off and repaired.
- A contract worker jarred thumb whilst handling material on site, suffering minor injury.
- A contractor suffered minor skin irritation whilst using sandpaper. The contractor was sent to the doctor for skin checks.

Report of harassment by local artist (low risk)

During an art installation in Northcroft, the artist suffered harassment from several members of the public. The harassment largely consisted of criticism of Auckland Council and the use of taxpayers money, however one member of the public spoke in an aggressive tone and used inappropriate language.

The placemaking team worked with the organisation which engaged the artist, checked health and safety documentation and agreed additional controls to support the artist as the artist was determined to complete the installation. These included placing a sign on site, ensuring that the artist had a direct contact point for Auckland Council and Eke Panuku, and provided on site presence during part of the installation.

10. Public health, safety and wellbeing events

	Measure	Performance February	Previous Month
Public Realm	Māori Warden Observations	10	30
	Security Observations	52	152
	Public Injuries	0	1
	Public Incidents or observations	1	1

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

One medical event was reported through Eke Panuku’s health and safety system during February that involved a member of the public. The event reported was outside Eke Panuku’s influence or control.

The medical event involved a boat owner, who suffered a heart attack on his boat. An ambulance was called and a defibrillator taken to the site. The boat owner has had a pacemaker fitted and was discharged from hospital, recovering in his home.

In addition to the public medical event, 62 observations were raised through the Māori and security wardens. All the observations occurred in the public realm and were outside the direct influence or control of Eke Panuku.

The number of issues identified by both Māori and security wardens continues to decline significantly. Whilst the poor weather associated with the cyclone is thought to be contributory to this, the quality of reporting by both the Māori and security wardens has noticeably diminished during the month. The quality issues associated with the reporting is being addressed with both parties.

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

The top three most common observations are highlighted below:

Security Patrol – top three issues raised			Māori Warden Patrol – top three issues raised		
Rank	Issue	No. of observations	Rank	Issue	No. of observations
1	Alcohol	23	1	Parking	4
2	Behaviour	12	2	Behaviour	4
3	Vehicle offence	11	3	Vehicle offence	2

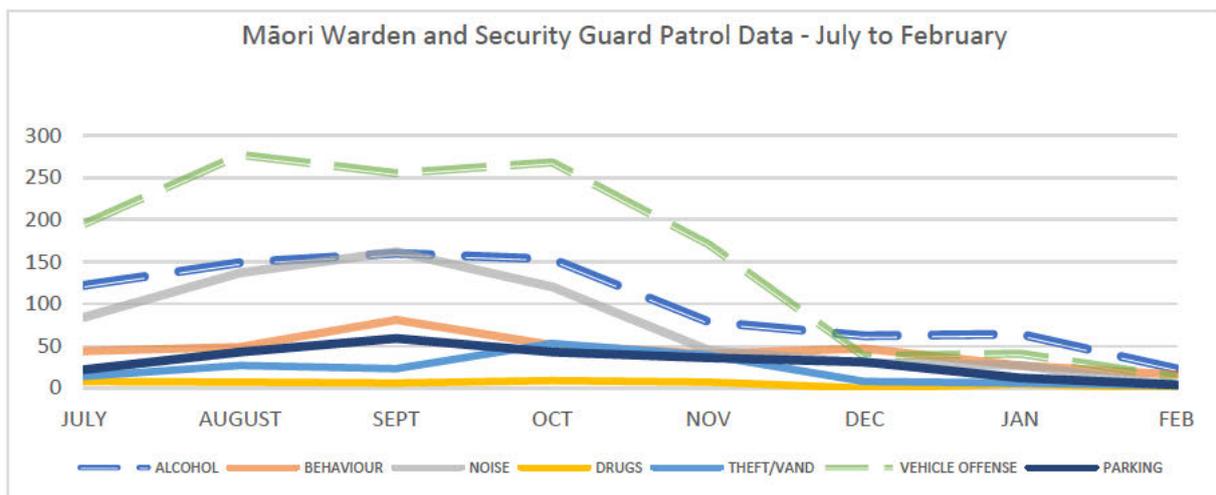


Figure 6: Combined public observation data by category

March 2023

## Ngā tāpirihanga | Attachments

No attachments

# Decision paper: Eke Panuku draft SOI 2023-26

Author: Kingsha Changwai, Planning and Reporting Manager

March 2022

## Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. Approve the draft Statement of Intent 2023-26 for submission to Auckland Council, subject to changes identified by the Board being made.
- b. That the board chair and CE be delegated authority to finalise any changes to the SOI text after the meeting.

## Whakarāpopototanga matua | Executive summary

1. The draft Statement of Intent (SOI) addresses expectations contained in the Mayor's Letter of Expectation (LOE). A new section of the SOI includes responses to both general and specific expectations set out in the LoE.
2. Following direction in the LOE, the Draft 2023-26 SOI is a more succinct document compared to past versions. We have noted that the reduction in resources will impact the delivery of our programmes, as well as the focus we can put on areas such as placemaking, communications, sustainability, and climate change.
3. We expect the final SOI to include changes in Part 2 as a result of feedback relating to the performance measures review, the final budgets, and flow-on adjustments to our programmes.
4. The draft SOI and LOE are included as Attachments A and B of this report.

## Horopaki | Context

## Matapaki | Discussion

5. The Draft 2023-26 SOI is tidier and more succinct document compared to past versions, as we align with general expectation in the LOE for CCO SOIs to be succinct and informative.
6. We have addressed the council's expectations in a new section in Part 1 of the SOI, "The mayor's letter of expectation". This section outlines our response to council general and specific expectations.

7. We acknowledge that we are aware of council's general expectations, and we will continue to work with the council group, council staff, and Eke Panuku Lead Councillor on these general expectations.
8. We provide a response to the specific expectations of Eke Panuku. These include the port land concept plan, our future regeneration programme, a model for increased local input into projects, management of non-service properties, budget savings and the impact of changes to projects and objective performance measures.
9. Expectations such as the future regeneration programme and management of non-service assets will have an impact on our future LTP activities, programmes and ten-year budgets.
10. Work on some aspects will commence this year (FY23) such as the port concept plan and review of the options for the management of council property.
11. The CE report notes that the work KPMG completed on CCO performance measures was discussed at a combined workshop of the CCO Direction and Oversight Committee and the Transport and Infrastructure Committee on 8 March. Councillors were asked to provide their feedback to the council Governance and CCO Monitoring Manager on CCO performance measures.
12. In part 2 of the SOI, we continue to use our current performance measures in the draft SOI. Performance targets have been prepared using the latest project and business information. Council's further feedback on our future performance measures will shape our final SOI and future LTP. Our final performance measures and targets will be approved by the Board in July.
13. The regeneration programmes milestones in Part 2 reflects the reprioritised projects. The implications for each location were outlined in the CEs report in February. The reprioritisation is a consequence of our budget reductions for the council Annual Plan. We have noted that the reduction in resources will also impact the level of focus that we can put on areas such as placemaking, communications, sustainability and climate change and Māori outcomes.
14. Our draft budgets and other financial information have been prepared using the latest Annual Plan budget information. These will be updated once the council Annual Plan is finalised.
15. Overall, we expect further changes in Part 2 of the SOI as a result of feedback on our final performance measures, the final budgets, and flow-on adjustments to our programmes.

## **Hīraunga | Implications**

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

## **Ngā ritenga ā-pūtea | Financial implications**

17. The draft SOI includes the draft FY24 budget and describes how Eke Panuku will meet the savings target prescribed in the LoE.

## **Tauākī whakaaweawe Māori | Māori impact**

18. The draft SOI sets out our contribution to Māori outcomes through implementation of our new Achieving Māori Outcomes (AMO) plan which is under development.

## **Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts**

19. The programme of work set out in the draft SOI contributes to achieving objectives in the Auckland Plan, Development Strategy, and the regeneration of town centres. A communications strategy is being deployed with local boards and key stakeholders to discuss changes to our programmes as a result of the reduced resources.
20. 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**

21. Resources are covered through 2023-24 Annual Plan funding.

## **Tauākī whakaaweawe āhuarangi | Climate change impacts**

22. Our core urban regeneration work, as set out in the draft SOI, contributes to achieving objectives in the Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan.

## **Ngā koringa ā-muri | Next steps**

23. Key dates for finalising the SOI are:
  - a. Board approves draft SOI – 22 March 2023
  - b. Submit Draft SOI to council – 1 April 2023
  - c. Council provides SOI feedback by – May 2023
  - d. Board approves final SOI – 26 July 2023
  - e. Board approved SOI submitted to council – 30 July 2023

## **Ngā tāpirihanga | Attachments**

Attachment A - Draft SOI 2023-26

Attachment B - Letter of Expectation

## **Ngā kaihaina | Signatories**

Brenna Waghorn, GM Strategy & Planning

David Rankin, Chief Executive



ekepanuku

# *Statement* of Intent

2023-26

[ekepanuku.co.nz](http://ekepanuku.co.nz)

Eke Panuku  
Development  
Auckland 

# 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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## Message from the Chair and Chief Executive

### He Kupu nā te Kaihautū me te Tumu Whakarae

The Eke Panuku Statement of Intent 2023-2026 responds to the expectations set by Auckland Council as the council group responds to significant financial challenges.

Eke Panuku is committed to making savings and prioritising our capital programme in a way that still delivers outcomes for our communities.

The current climate is made more challenging by recent flooding and Cyclone Gabrielle, which have brought the city's climate resilience, and how the city grows while mitigating these impacts, to the forefront of public discourse.

These impacts highlight the need for urban regeneration in the right places. We will enable our development partners to build low carbon, warm and dry homes in well-connected neighbourhoods. We will continue to deliver projects that help mitigate the effects of climate change in our neighbourhoods, including the next phase of Te Ara Awataha in Northcote and progressing Te Whakaoranga o te Puhinui in Manukau. Our programmes across the region will be more focussed to deliver local outcomes.

In 2023/24 we will advance the new town centre in Northcote by taking the site to the market, progress the development of Avondale central with our development partner, start works on Huron and Northcroft Streetscapes in Takapuna and start construction of Lagoon Edge Reserve Enhancement in Panmure. We will also commence some infrastructure upgrades at the waterfront that will improve resilience, safety and amenity.

With our waterfront regeneration experience, Eke Panuku will support the council group as part of a team to develop conceptual plans for the future of the Port land. We are passionate about connecting Aucklanders with the water and look forward to bringing our expertise to this project.

Delivering value for Aucklanders and providing a return to Auckland Council through its property portfolio is a key part of what we do. We will continue to bring financial returns to the council and will support other activity led by council to find savings, including implementation of shared service changes and reviewing the way council group property services are delivered.

To support the council's savings targets, we will defer capital spending in both 2022/2023 and 2023/2024. This, along with other operating budget reductions which will reduce the scope and speed of our overall programme, will support us reducing our operational spend by the agreed \$5m per annum through corporate and interest savings. We are taking a longer view working with Auckland Council on the future of the urban regeneration programme and how this will be funded.

*Paul Majurey – Chair*

*David Rankin – Chief Executive*

# Part 1 - Strategic overview

## Te tirohanga whānui ā-rautaki

### 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, responding to the Letter of Expectation from Auckland Council and the objectives to which those activities will contribute.

This SOI was adopted by the Eke Panuku Board in July 2023.

#### 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 \$2.36 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.

## Responses to council's objectives and outcomes

### Te Urupare ki ngā Whāinga Rautaki a te Kaunihera

#### The Statement of Intent (SOI)

The Annual SOI is required by the Local Government Act 2002 and publicly states our activities and intentions for the next three years, and how they will contribute to Council's objectives. Our SOI provides an opportunity for council to influence the direction of Eke Panuku and provides a basis for the accountability of performance. The SOI is prepared each year in response to the Mayor's Letter of Expectations (LOE).

#### The Mayor's Letter of Expectations (LOE)

The Letter of Expectation (21 December 2022) set out the council's priorities and expectations to inform the preparation of this SOI. It sets out common expectations across all council-controlled organisations (CCOs), and expectations specific to Eke Panuku.

A **copy of the LOE is published** on our website [www.EkePanuku.co.nz](http://www.EkePanuku.co.nz)

The **general expectations** of all CCOs including Eke Panuku are:

- Having a concise and informative SOI with timely, clear and meaningful performance measures, with fewer measures in most cases.
- Be more transparent and accountable in our approach working with other CCOs, the council and the community. Adhering to the Statement of Expectations of substantive council-controlled organisations (July 2021), that covers the relationship with the council as shareholder, working within the Auckland Council's shared governance model and the decision-making role of local boards and making operational decisions that are aligned with the council's expectations and strategic directions.
- Implementing the shared service initiative to eliminate duplication and achieve efficiencies.
- Providing the Mayor, Councillors and the council's Chief Executive timely, meaningful and candid information about our activities, especially any matters that are potentially contentious or of high public interest.
- Providing financial and other information that is broken down into significant activities, cost centres or assets according to the nature of our operation.

We are aware of these general expectations and will work with the council group, council staff, and Eke Panuku Lead Councillor to implement these requirements.

**Specific expectations** were included in the LOE relating to our company and our response to these are:

- **Port land** - we will work with the council and Ports of Auckland Limited (POAL) on the conceptual plan and staging programme for the consolidation of the port activity and the release of land to be integrated into the waterfront and wider city urban fabric. A preliminary framework plan will be prepared by December 2023.
- **Future regeneration programme** - we will continue to work with the council to define options for the future medium to long term urban regeneration programme, including how this is funded. This work will form part of decision-making in the next 10-year budget process. There are many town centres that have strong urban regeneration potential, but work will only progress in line with council direction and budget priorities.
- **Model for internal local project oversight groups** - we have an effective engagement programme with Local Boards, Mana Whenua, local communities and stakeholders. We will continue to explore models to ensure that local communities are involved in our work, and we understand their needs and priorities as part of continuous improvement. We acknowledge the role and delegations of local boards as elected representatives in their communities.

- **Management of non-service properties** – we will endeavour to deliver an improved commercial return on the portion of the portfolio that can be leased commercially. We will support council to develop principles governing its property ownership and assess the case for consolidating management of group property functions. We will also develop a comprehensive schedule of the portfolio we manage on behalf of Auckland Council.
- **Budget savings and continuing to deliver regeneration programmes** – we will implement initiatives to achieve the savings set out in the Mayoral proposal and reduce our organisational size and corporate spend accordingly. We will also continue to plan and deliver regeneration programmes across the priority locations in line with the High-Level Project Plans and budgets agreed with council. We will focus on projects that deliver tangible public benefit, have a high level of local ownership and support regeneration outcomes.
- **Impact of changes to projects a result of budget reduction** – we have assessed the impact of budget reduction and described the impact on our projects in Part 2 of our SOI. The projects in our programmes have been prioritised taking into account tangible benefits to rate payers and value for money.
- **Objective performance measures** – A recent independent review has shown that we have a solid set of performance measures that covers our core and material activities at an organisational level including sales revenue, housing facilitated, property portfolio return, and public realm improved. We will continue to engage with council on ongoing improvements to our performance measure and reporting and use all opportunities including the quarterly reporting to the CCO Direction and Oversight Committee, to provide the timely, meaningful and candid information about our activities and the value of our work.

## Our contribution to the Auckland Plan and council strategies

### Te āpitianga ki te Mahere a Tāmaki Makaurau me ngā rautaki a te kaunihera

This section sets out how Eke Panuku contributes to Auckland Council’s plans and strategies. Our contribution is through our core work. The ability to advance new and leading initiatives will be subject to funding and resource availability. Given the wide range of outcomes it is necessary to prioritise activity, which is set out in Part 2.

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 critical to achieving 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
 <p>Belonging and participation</p>	Supportive community	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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).</li> <li>• Partner with Community Facilities to deliver accessible, multi-functional community facilities for the future.</li> <li>• Engage local communities on local projects and urban change (increasing participation and sense of pride).</li> </ul>
 <p>Homes and Places</p>	Urban living – residential choices & high-quality urban development	<ul style="list-style-type: none"> <li>• Lead urban regeneration and development programmes, planning for and facilitating thriving town centres.</li> <li>• Create quality public spaces that are inclusive, accessible and contribute to urban living and civic life.</li> <li>• 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.</li> </ul>
 <p>Māori identity and wellbeing</p>	Partnership with mana whenua and Māori outcomes	<ul style="list-style-type: none"> <li>• Enable commercial opportunities and capacity building for iwi to grow intergenerational wealth.</li> <li>• Reflect mana whenua mātauranga and Māori design principles in public realm projects to showcase Māori identity.</li> <li>• Provide placemaking opportunities to celebrate and showcase vibrant Māori culture including working with rangatahi.</li> <li>• Create environmental outcomes to restore and enhance the mauri of Tāmaki Makaurau.</li> <li>• Support te reo Māori to flourish.</li> </ul>
 <p>Transport and access</p>	Integrated transport	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>

	<p>Healthy natural environment and unique identity</p>	<ul style="list-style-type: none"> <li>• Facilitate quality urban development in town centres, to support a quality, compact urban form and more sustainable transport modes.</li> <li>• Facilitate energy and water efficient homes, and waste minimisation in developments and events.</li> <li>• Partner with others to restore environments as Auckland grows, to facilitate stream and open space enhancements and the objectives of the Urban Ngahere Strategy.</li> <li>• Ensure new development reflects the character and indigenous stories of an area or place, through place-led design.</li> </ul>
<p>Environment and cultural heritage</p>		
	<p>Prosperous &amp; robust local economy &amp; revenue for council's LTP</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Provide opportunities for Māori and Pacifica businesses and social enterprises through sustainable procurement.</li> <li>• Create commercial and strategic value from council surplus sites.</li> <li>• Provide funding for the LTP through the operating surplus from the property portfolio and marinas.</li> </ul>
<p>Opportunity and prosperity</p>		

### Achieving Māori Outcomes (AMO) plan and Kia Ora Tāmaki Makaurau

Eke Panuku will complete the implementation of the current Mana Whenua Outcomes Framework in June 2023. The co-designed outcomes framework contained 72 actions over three years. It responded to a request from mana whenua to work on activities that will directly benefit mana whenua and Māori communities.

From 1 July 2023, Eke Panuku will replace the Mana Whenua Outcomes Framework with the **Achieving Māori Outcomes (AMO) plan**. The AMO plan responds to **Kia Ora Tāmaki Makaurau** (Māori outcomes performance measurement framework), the Auckland Council Group performance measurement framework for Māori Outcomes.

Kia Ora Tāmaki Makaurau identifies ten strategic priorities to create positive outcomes for Māori. These strategic priorities, collectively known as mana outcomes, are a comprehensive attempt at coordinating an Auckland Council Group response to achieving positive outcomes for Māori.

Of the ten mana outcomes under the Kia Ora Tāmaki Makaurau (KOTM), we have a support role for five outcomes:

1. **Kia ora te Hononga** – through effective partnerships, we are creating meaningful naming and governance opportunities for mana whenua to effect enterprise-wide change.
2. **Kia Hāngai te Kaunihera** – through capability building activities, we are becoming a culturally confident organisation that can work with Māori communities.
3. **Kia ora te Ahurea** – through events and the design of public spaces, we reflect and promote Māori culture and identity within the environment, and values mātauranga Māori.
4. **Kia ora te Umanga** – through facilitating commercial development opportunities, we engage with mana whenua on the pipeline of property sales to enable commercial opportunities. Also opportunities for Māori artists, designers and businesses.
5. **Kia ora te Taiao** – through initiatives with Māori which protect and improve the environment, improve water quality and reduce pollution.

We are proud to partner with mana whenua to achieve these outcomes.

## Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan

We have a Climate Change Strategy which responds to the direction and targets of Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan.

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 city. Our developments must meet minimum design standards (Homestar 6 and Greenstar 5 ratings by the New Zealand Green Building Council) and we use low-impact design and regenerative approaches to better manage the effects of storm events and increase resilience.

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

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:

- Implementing set 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.
- Measuring and reducing our corporate emissions and working with the council group to prepare a group climate change risk management plan.
- Implement processes to improve understanding, visibility and management of climate risks across the group and undertake climate disclosure reporting.

## Other council strategies and plans

The table below shows how we give effect or align with council plans and strategies. 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.

Council Plan or Strategy	How we give effect and align to council plan and strategy
<b>City Centre Masterplan</b>	As lead agency for the city centre, we collaborate with the council group to implement the City Centre Masterplan through the development of an implementation action plan, coordinating council group work and engagement with stakeholders. We lead key development projects in the city centre and waterfront.
<b>Economic Development Action Plan</b>	We support implementation of the Economic Development Action Plan, specifically the "Local Tāmaki Makaurau" focus area, through implementing our <i>Thriving town centres: Guidance for urban regeneration in Tāmaki Makaurau / Auckland</i> in the locations we are facilitating urban regeneration. 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.
<b>Waste Management and Minimisation Plan 2018</b>	We support 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.
<b>Auckland's Urban Ngahere (Forest) Strategy 2019</b>	We support Auckland's Urban Ngahere (Forest) Strategy 2019. In our projects we explore opportunities to increase access for residents to open space, enhance or create ecological corridors and connections, protect mature, healthy trees and manage urban forest on council land.

<p><b>Auckland Water Strategy 2022-2050</b></p>	<p>The Auckland Water Strategy 2022-2050 seeks to protect and enhance te mauri o te wai, the life-sustaining capacity of water. In our work we support regenerative water infrastructure, access to water for recreation and amenity, and the protection, restoration and enhancement of green and blue spaces. We promote water efficient homes, buildings, and places.</p>
<p><b>Future Development Strategy and the Infrastructure Strategy</b></p>	<p>We are 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.</p>

### Thriving town centres

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

Our Thriving Town Centres guidance 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.

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.

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 in the diagram below.



## 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.

We have a strong reputation for our placemaking approach, working with mana whenua, communities, CCOs, and through cross council collaborations. As our resources available for this mahi has reduced, we will focus on enabling local participation and ensuring support for the delivery of agreed projects.

## Design quality and adding value via development

We pride ourselves on the quality of our design and development, led by ourselves or our development partners. 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 and opportunities for Mana Whenua.

Our development activities create value from council owned land. A significant amount of work is undertaken to enable development and create value from assets. We use statutory and planning tools available to us to unlock land, reclassify reserves, undertake plan changes, acquire and consolidate land. In addition, we create new infrastructure or remove contamination. This enables better development and increases yields. We take sites to the market seeking development partners to achieve commercial and residential outcomes.

## Partnerships and relationships

We value partnerships and relationships with the people in our neighbourhoods, stakeholders and within the council group.

Communicating what we do is a core part of urban regeneration. As a public entity, there is a requirement that we provide information about our work. However, we aim to go beyond essential functions that meet audit expectations for due diligence and transparency.

Our approach to relationships isn't 'one-size fits all', we recognise there are many ways to engage with our diverse communities. We carefully consider appropriate channels and tools for each opportunity, from community surveys to more interactive and engaging tools such as Social Pin Point and others. The insights collected through our engagement processes provide us with meaningful information to support sustainable decision-making. We also share these insights with the council group to complement a wider council informed decision-making and to reduce community engagement fatigue.

We have strong relationships with local boards and recognise the role local boards have in identifying and communicating the interests and preferences of their communities. As requested in the LOE, we will explore models for more involvement and engagement of local communities and local experts. Almost all the feedback Eke Panuku has received, both from our shareholder and via public research, is that this is an area we need to emphasise more, not less.

We continue to focus on strengthening our relationship with the council group, ensuring we are efficient, aligned and working towards shared objectives.

## Our 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. In the SOI, we are outlining the key risks and issues we foresee that can impact the delivery of SOI commitments and our mitigations. We will update the shareholder on the status of the issues, risks, and opportunities in our quarterly shareholder reporting.

- **Property market** – Increasing inflation and interest rates, rising construction costs and tighter lending requirements have slowed the market considerably. We are in a subdued market which increases the time to find development partners and complete purchase of sites. This increases conditional agreement periods, and impacts strategic outcomes and value we receive. *We will continue to 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 to progress current and future development projects. We will seek to maintain momentum in site sales where it is prudent and there is partner interest.*
- **Construction sector** – continuing issues with supply chains, labour shortages, high demand and escalating prices is impacting the wider construction sector. This continues to impact our ability to deliver capital projects including public realm and amenity improvements and renewals. It will also impact the ability of our development partners to meet development milestones. *We will use alternative materials for capital works or alternative options for developments.*
- **Labour market** – 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. *We will 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.*
- **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, our diverse population, climate change impacts and commitments, aging infrastructure and assets, changing needs and slower economic recovery. *We will work with council to implement cost savings and efficiency savings identified via the Annual Plan and LTP processes.*
- **Climate change** – there is an urgent need to reduce carbon emissions and adapt to the changing climate which is already impacting communities, infrastructure and property. *We will continue to work with council to better understand climate risks and continue to plan and support low carbon and resilient communities.*
- **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. *We will continue to align our planning with the council group, be more conservative in our project planning, and communicate risks to projects associated with dependencies that are out of our control.*
- **Underutilised assets of the council group** – Throughout the city, there are underutilised and underperforming assets that can be replaced with fit for purpose assets in a more modern form. We work with the private and third sectors to co-locate, intensify and release strategic value from sites. Key to success here will be stronger and consistent focus on, and commitment to, identifying underutilised land. *This will be covered by work progressing on Council property principles and decision making, including agreeing future Annual Plan and LTP asset sales targets.*

## Nature and scope of activities

### Te āhua me te whānui o ngā mahi

We deliver urban regeneration across the city. We also manage and maintain approximately \$2.36 billion of the council's non-service properties and provides property disposal and acquisition services.

## Summary - 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><b>Creating amazing places</b></p> <p>Urban regeneration agency for Tamaki Makaurau Auckland, with a dual purpose to:</p> <ol style="list-style-type: none"> <li>1) redevelop urban areas through regeneration programmes</li> <li>2) manage the diverse (non-service) property portfolio and provide property services to the council group</li> </ol>		
Our operational context		
<p>Key factors in our operating environment impacting the delivery of our current programmes and business activities:</p> <ul style="list-style-type: none"> <li>• Property market uncertainties</li> <li>• Construction costs inflation and supply chain issues</li> <li>• A tight labour market</li> <li>• A reduction in resources and the Auckland Council Group budget challenges</li> <li>• The need to progress climate action and build community resilience</li> <li>• Legislative policy reforms</li> </ul>		
Strategic outcomes		
Catalyse urban redevelopment to achieve thriving town centres and places	Create strategic value from property assets	Provide sector leadership in sustainable urban regeneration (support our core functions)
<p>Thriving town centres<sup>1</sup> are places that enable growth and enhance:</p> <ul style="list-style-type: none"> <li>• High quality urban development</li> <li>• Unique identity</li> <li>• Supportive community</li> <li>• Integrated transport</li> <li>• Healthy natural environment</li> <li>• Urban living – residential choices</li> <li>• Prosperous &amp; robust local economy</li> </ul>	<p>Driving strategic and commercial value from council property assets:</p> <ul style="list-style-type: none"> <li>• Revenue for Council’s LTP</li> <li>• Deliver services to tenants, berth holders and other specialist property services</li> </ul>	<ul style="list-style-type: none"> <li>• Thriving town centres</li> <li>• Equity and affordability</li> <li>• Climate and sustainability action</li> <li>• Partnership with mana whenua and Māori outcomes</li> <li>• Placemaking and activation</li> <li>• Quality design</li> <li>• Effective partnerships and relationships</li> <li>• A highly collaborative business culture with a focus on leadership, innovation, learning and development</li> <li>• Looking after our health, safety and wellbeing</li> </ul>

<sup>1</sup> 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><b>Urban regeneration programmes by location</b></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"> <li>• North – Northcote, Takapuna</li> <li>• Central – City centre and waterfront, Karanga a Hape and Maungawhau</li> <li>• West – Avondale, Henderson</li> <li>• Isthmus – Onehunga, Panmure</li> <li>• South – Manukau, Papatoetoe, Pukekohe, Ormiston</li> <li>• Regional programmes including Haumarū Housing, Service Property Optimisation, Eastern Busway Strategic Regeneration, and sale of surplus sites for development in our “support” category.</li> </ul>	<p><b>Property and marina management</b></p> <p><b>Business activities/ operations:</b></p> <ul style="list-style-type: none"> <li>• Tenancy management</li> <li>• Marina management</li> <li>• Assets and Facility management</li> <li>• Property Renewal</li> <li>• Other property shared services such as property acquisitions</li> </ul> <p><b>Property and asset renewal programme</b></p>	<ul style="list-style-type: none"> <li>• Implementing climate action response</li> <li>• Implementing the Māori Outcomes Framework</li> <li>• Partnerships and relationships - development partner and pipeline</li> <li>• Engagement and communications</li> <li>• People strategy</li> <li>• Future programme and sustainable funding model</li> <li>• Continuous business improvement</li> <li>• Performance monitoring</li> </ul>
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### How our performance measures link to our outcomes and activities

<ul style="list-style-type: none"> <li>• New housing (dwelling numbers)</li> <li>• Gross Floor Area (GFA) commercial/retail (Business investment in town centres)</li> <li>• Public realm improvements (sqm)</li> <li>• Capital project milestones (public good)</li> <li>• Priority development location asset sales (T&amp;U \$ sale target)</li> <li>• Revenue from asset recycling target agreed with the council/ regional development sales</li> <li>• Town centre outcomes monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• Capital project milestones (renewals)</li> <li>• Property occupancy</li> <li>• Property net surplus</li> <li>• Marina service satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Number of Māori initiatives delivered</li> <li>• Māori satisfaction on level of support received</li> <li>• Complaints resolved on time</li> </ul>
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## Urban Regeneration in the Priority Locations

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.

As outlined in our response to the LOE, we will continue to work with council to define options for the future medium to long term urban regeneration programme, including how this is funded as part of the next 10-year LTP Budget process.



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

### City Centre

In 2022 we were appointed as lead agency to coordinate the council group efforts to work with stakeholders in the city centre. This builds on our role at the Waterfront. Our priority is working with the council group and others to deliver on the City Centre Masterplan through the preparation of an agreed implementation Action Plan. Some of the key projects looking ahead include the planning for the Port land, Downtown car park development and CRL over station developments.

## Urban regeneration and development outside of the Priority Locations

Auckland Council has sites in a wide range of locations that are no longer needed or are underutilised. Once approved for sale by council, Eke Panuku takes these to the market with essential design outcomes to be achieved. This provides revenue to council as well as quality developments that often provide new homes and commercial spaces.

We are working with Auckland Council's Customer and Community Services team and local boards to identify opportunities to optimise and introduce a mix of uses onto council service properties that are being used to deliver council services under the Service Property Optimisation Framework. Service property optimisation is a development approach targeting sub-optimal service assets. It is designed to equal or enhance levels of service to the local community in a reconfigured form while delivering on strategic outcomes such as housing or urban regeneration with no impact on existing rate assumptions. Experience has shown that these are multi-stakeholder, complex, redevelopment opportunities that require strong local board and council support to progress. This programme is critical as it contributes to a pipeline of assets for sale in the future, as source of funding for the Council LTP.

## Affordable housing for older people – Haumarū Housing

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 creating a development pipeline and timeline with Haumarū based on an agreed sustainable funding/financial structure to enable delivery. This will increase the number of dwelling units in the portfolio especially with the rising number of older Aucklanders who are reaching retirement in need of affordable rentals.

We will also monitor until completion the partnership agreement with Haumarū Housing, Kāinga Ora and the Ministry of Housing and Urban Development which will bring on stream more than 90 one-bedroom units in two developments in North and West Auckland.

## Property and Marina Management

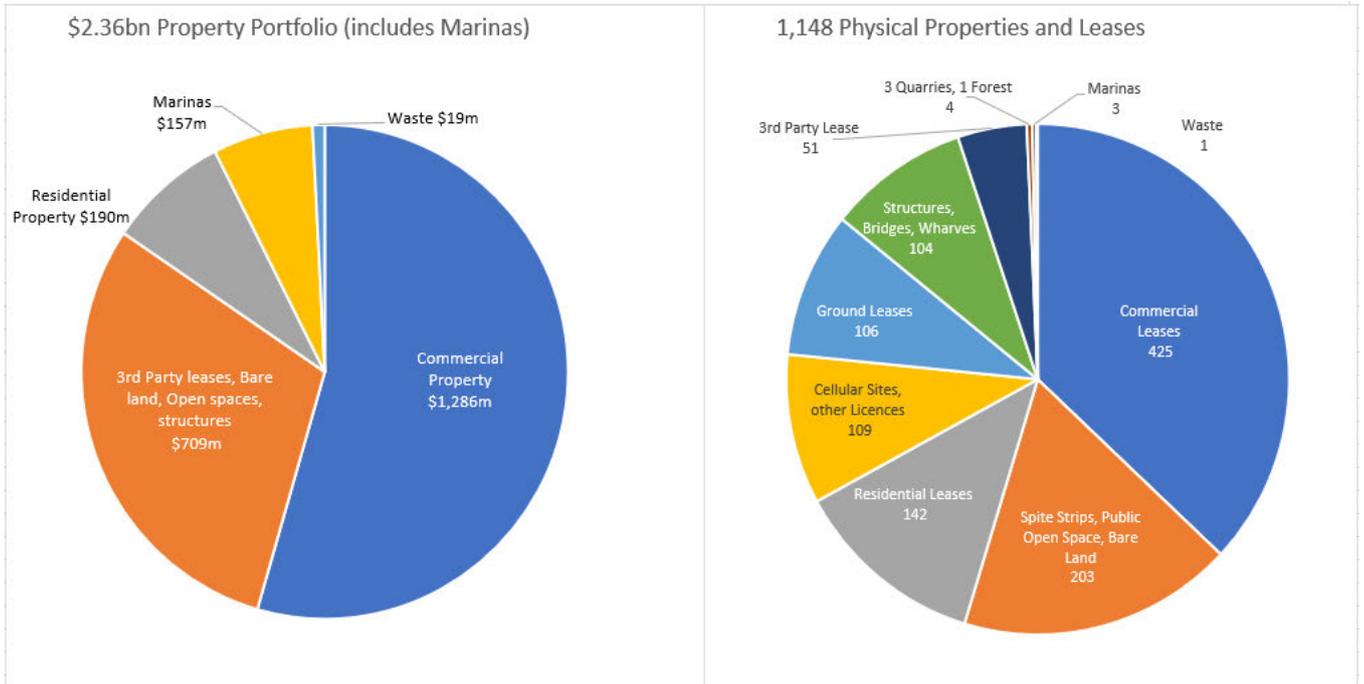
Our portfolio management role includes the management of more than 1,100 properties and land that are not currently being used to deliver services to the community but are owned by Auckland Council for a wide range of reasons. Of the total, around 400 properties (33%) are managed on behalf of Auckland Transport until they are required for transport infrastructure and services.

The properties are located across the region and are very diverse. The types of properties include commercial, retail and residential properties including hospitality, homes, landfills, quarries and forestry. Some properties leased are held for future transport or council infrastructure projects such as the Eastern Busway, others are surplus to council requirements, awaiting sale and are within Eke Panuku locations to be developed in the medium term to support urban regeneration, such as those in the Northcote town centre. Others are held for heritage protection and for other purposes. Some properties such as strips of land left over from projects or public realm on the Waterfront cannot be leased and incur a cost to maintain.

We work closely with the council group including Auckland Transport, Community Facilities, Healthy Waters and Corporate Property to develop shared objectives for the management of 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 and leases



Value of the portfolio, by category

Types of property in the portfolio

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, assets and facility management, property maintenance and renewals, and marina management.

We will endeavour to deliver an improved commercial return on the portion of the portfolio that can be leased commercially. In FY24 we will ensure continuation of tenancy and delivery on SOI financial return targets.

We will complete our 10 year planned repairs and asset renewal programme (FY23-33) supported by our updated asset management plans. Where appropriate we will continue to support urban regeneration through tenancy choices, retail and interim strategies. We will also continue monitoring our managed waste streams for our 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.

We will complete our 10-year planned maintenance and renewals programmes to maintain and replace council assets. The extent of completing these programmes is subject to prioritised funding available from the LTP.

## Sector leadership

As Auckland Council's urban regeneration agency, we seek to demonstrate leadership through guiding Town centre development, effective partnerships and relationships, partnering with mana whenua to realise Māori outcomes, Climate and sustainability actions, Placemaking and activation activities and Quality design. These are covered under section 3 of our SOI, Thriving Town Centres – sharing our experience.

## About us

### Ngā kōrero mō mātou

#### Working in partnership with council group

Auckland Council works in partnership with its CCOs. 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.

We engage with and report to the council CCO Direction and Oversight Committee on the work programme set out in the Statement of Intent, performance, issues, opportunities and risks through the quarterly reporting.

We also engage with the Planning, Environment and Parks Committee for direction on urban regeneration planning, strategic direction and strategic outcomes, and with the Governing Body for decisions on asset recycling.

#### Eke Panuku Board composition and responsibilities

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 undertakes regular health and safety audits visiting construction activity and business interests and supports 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.

## 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	June 2023	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 2024	

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

Agendas and board papers (with confidential information redacted) is posted on the Eke Panuku website (ekepanuku.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.

## Making more information available

There is an expectation for all Council-Controlled Organisations (CCOs) to be more transparent with the shareholder and the community. Eke Panuku is committed to being an accountable and highly transparent organisation. To this end, we regularly make available information to our shareholder, our stakeholders, and the public.

Eke Panuku publishes corporate information on its website to ensure the public understands our organisation and the work we do.

Eke Panuku recently agreed to increase the amount of information of high public interest on its website, to strengthen trust and confidence and to improve community engagement.

Publicly available information includes Eke Panuku board reports, quarterly reporting, engagement strategies, stakeholder and community insights, corporate costs, and up-to-date project information.

# Part 2 – Statement of performance expectation 2023/24

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

### How we deliver – three-year programmes 2023-26

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

This Statement of Performance Expectation section sets out key initiatives and projects we proposed to deliver over 2023-26 three-year period.

To make the required savings in direct regeneration expenditure, the scope, scale and speed of our programmes have been reduced across all priority locations. An intensive piece of work has been undertaken on capex and opex prioritisation and resource planning for our programmes. We have used our prioritisation framework to define budgets across the programmes. With savings to be made in both capex and opex, there are natural implications for each of the priority location programmes. Some of the projects prioritised include those that have started and need completing, work related to advancing major development sites, taking sites to the market subject to market conditions and continuing to build our pipeline of work and build relationships.

Our savings are embedded via:

- Slowing down or deferring 20 projects in priority locations across our regeneration programme development sites
- Significant reduction of budgets invested in local events in town centres such as Matariki festivals, weekend workshops for kids, Christmas and ethnic new year celebrations.

In summary, our overall programme will slow down and reduce in scope over the next period. The LTP process will provide future clarity. This approach will enable us to work within our revised budget and achieve the required \$5m opex savings in the FY24 Annual Plan.

Detailed below are some of the significant projects in our programmes over next three years. There are a number of risks associated with the timely delivery of these projects and programmes, outlined in Part 1.

## A) Urban Regeneration Programmes by location Te Hōtaka Whakarauora | ngā Wāhi o te Tāone

### NORTH

#### NORTHCOTE

##### Town Centre Development

Over the next 3 years we will continue to work on the Town Centre regeneration which will focus on community and road infrastructure planning and securing a development partner. The community planning will support enhanced community infrastructure. The road infrastructure planning and super lot formation will enable the Northcote Central site in the town centre to be taken to the market to secure a development partner for staged development of the centre. Developments will produce primarily retail and residential outcomes. This is a significant, complex and integrated development activity that is multi year and will be subject to property market conditions and other risk factors. Key projects and milestones for FY24 include:

##### 2023/24

- **Northcote Central site, 115 Lake Rd** – will involve delivering over 700 new homes, an upgraded retail centre and public space. We will progress the development by taking the site to market while also completing the enabling works including subdivision, consents and obtaining titles.
- **Northcote town centre streets** - Final business case, developed design and resource consent approved for extended Ernie Mays Street (2800sqm) a key part of the road network.
- **Northcote community hub and Cadness Reserve upgrade** – Working with Council Community Facility to have the Concept design approved. This is for the refurbishment and extension of the Mitchell Building. This is currently home to the Northcote Library. It will be converted into a multi-purpose community hub, and integrated with Cadness Reserve, which is around 5000sqm and includes stormwater management, a new playground, an area for events and a covered outdoor space.
- **Jesse Tonar Scout Reserve** – Construction completed for Jesse Tonar Scout Reserve upgrade. This involves upgrading the existing stream and landscaping that will cover 375sqm of public space.

##### 2024-26 (2 years)

- Progress the development of the town centre development sites with selected partner/s, including associated infrastructure.
- Continue work with council's Service Strategy and Integration team and Kaipātiki Local Board on the delivery of the Northcote community hub.
- Finish off work in partnership with Healthy Waters on the Te Ara Awataha greenway and stormwater infrastructure, and complete the upgrade of Jessie Scout Tonar Reserve.

#### TAKAPUNA

Over the next three years we will complete the Waiwharariki Anzac Square, a new active public space in the centre of Takapuna. We will start streetscape upgrades in Huron and Northcroft streets and achieve unconditional sales of two significant development sites in the town centre. The high-density high-rise developments will provide new housing choices, with associated retail and commercial space bringing more residents and increased economic activity.

## 2023/24

- **Huron and Northcroft streetscapes** – Complete construction of Northcroft Street improvements and complete concept design for Huron Street improvements. These are upgrades to improve walking/cycling connections to Takapuna town centre and enhance the quality of street furniture, planting and lighting covering an area of 11,000 sqm.
- **Waiwharariki Anzac Square** – Complete construction of Waiwharariki Anzac Square. The project in the heart of the town centre covers an area of 3200 sqm and includes a water feature, planters and Whare.
- Progress the sale of a site at **Auburn Street** Takapuna to unconditional stage. The planned outcome is high-density high-rise residential accommodation with an estimated 150 new dwellings and 1,500sqm of new commercial space.

## 2024-26 (2 years)

- Progress the sale of a site at **Anzac Street/Hurstmere Road** to build 500 sqm of retail space and 15-20 apartments.
- Progress the staged sale and development of the remaining development sites and monitor the achievement of development outcomes.

## Central

### City Centre

Te pokapū tāone o Tāmaki is Auckland's city centre.

The significant and unique role the city centre plays in the regional and national economies means that the success of Auckland and Aotearoa is inextricably linked to the success of the city centre.

Over the next three years we will, in our role as lead agency, lead the council group, with the implementation of the City Centre Masterplan. In particular we will be focusing on two key areas:

- Continuing to support existing work programmes to deliver on immediate priorities.
- Develop and implement an action plan for the next 10 years which will determine the programme to deliver the next stages of the city centre masterplan.

## 2023/24

- **City Centre Action Plan** – We will complete an action plan for the city centre which will guide and focus the council group's investment and programme of activity in the city centre. It will support an integrated cross-agency approach to the 2024 LTP and RLTP process. This will align the council group on key areas of priority to give effect to the next phase of delivery of the City Centre Masterplan (CCMP).
- **Existing city centre programmes** – We will continue to support existing programmes and projects led by other agencies to achieve key milestones over the next 3 years and deliver on immediate priorities which contribute to the realisation of the vision of the CCMP. This includes:
  - **Midtown Programme** – supporting the cross-agency team, led by Auckland Council, to deliver on the midtown suite of projects which are aimed at providing transport and public realm improvements in conjunction with CRL. This will improve travel and accessibility options for residents, businesses, and visitors alike and support the increased number of pedestrians. This programme complements the Waihorotiu Station over-station developments led by Eke Panuku (refer below).
  - **Karanga-a-hape station neighbourhood and bus improvements** – supporting Auckland Transport in the design and delivery of safer streets and enhanced public spaces to contribute to the transformation of Karangahape into a thriving, walkable, and connected urban centre. This programme takes advantage of the significant investment underway with CRL. This programme complements the transit-oriented developments in Karanga-a-hape led by Eke Panuku (refer below)

- **Place Management** - We will continue to lead and coordinate a cross agency team focused on working with internal and external partners to support visitor attraction, business activity and city centre recovery.

#### 2024-26 (2 years)

- **Symphony Centre** - Work with our development partner on the Symphony Centre, the over-station development at Te Waihorotiu 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.
- **Downtown Carpark** - We will achieve an unconditional agreement on the Sale of Downtown Carpark to a development partner to deliver a high-quality, sustainable and mixed-use development that supports both the daytime and night-time economy and contributes positively to Auckland's cityscape.

#### Karanga a Hape and Maungawhau

The programme is being delivered in partnership with Kāinga Ora. 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.

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 partners and investment.

#### 2023/24

- Complete the infrastructure plan and work with Kāinga Ora to advance the agreed strategic outcomes.

#### 2024-26 (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

Over the next three years we will continue to progress the delivery of public realm projects and monitor the delivery of development outcomes by our development partners such as Precinct Properties and Willis Bond. We will take one new development site to the market. We will deliver on capital projects that improve the resilience of our infrastructure.

We will lead on design of the first city centre park in 100 years guided by the Te Ara Tukutuku Plan. We will work with our mana whenua partners, stakeholders and the public to inform the staged delivery of this next part of Wynyard Quarter.

We will also support the Waterfront with the placemaking programme and work with our partners to help facilitate major events around the waterfront precinct.

#### 2023/24

- **Progressing development of Precinct Stage 3 Development** - This involves working with Precinct properties to remediate contamination of the site as part of the development agreement. This includes 3 commercial buildings with a 5 Greenstar rating and 2 level basement carpark, public open space and public laneway.
- **Progress the sale of North Wharf Development site** - Take the site to the market and achieve a conditional agreement for sale of the 3,300sqm site at Wynyard Quarter.
- **Finalising the long-term lease of the Lysaght building** - a special character commercial building.
- **Westhaven Seawall Upgrade (Auckland Harbour Bridge)** - Construction will commence on the seawall upgrade. The upgrade of existing seawall and public realm will provide protection from wave overtopping during storm events which will aid in prevention of damage to property, infrastructure and people in the area.

- **Water Edge Response Works** - Opening up the Waterfront edges to the public needs to be done with care. To ensure that these spaces are accessible, but also safe for public and adjoining marine uses. This project focuses on appropriate water edge responses across the key wharves in the waterfront precinct.
- **Te Ara Tukutuku Design** - The developed design for the project will be approved. This project covers 5 hectares of open space and supporting laneways and will include site clearance, new stormwater, utilities, pavement, landscaping, lighting and raising of the seawall for the area.
- **Car Park and Promenade Physical works, Westhaven Marina** - Complete the staged construction of the land side pile berth redevelopment at the northern end of Westhaven Marina including new space for public use, pier access, and car parking for the new berths.

#### 2024-26 (2 years)

- **AC Pier at Westhaven Marina** will be constructed to achieve 51 serviced-marina finger berths of between 16m and 30m length. The project responds to increased demand for Marina berths in Auckland that will enable more income to be generated for council through the marina business.
- Secure a development partner for the long-term lease and development of North Wharf and monitor development outcomes delivered by our development partners at the Wynyard Quarter.
- Complete funded capital projects including the Westhaven Seawall Upgrade.

## West

### Avondale

Over the next three years working with partners, stakeholders, Kāinga Ora and the council family to create new residential neighbourhoods, public spaces and a purpose-built community facility. We'll also support town centre vitality and local business growth.

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 with our development partners 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.

#### 2023/24

- Progress the implementation of the Development agreement with Marutūāhu Ockham Group for the staged **development of Avondale Central**. This is a significant mixed-use residential development and estimate of more than 600 sustainable dwellings staged over six years. We will monitor the development and progress our obligations under the agreement such as the design and consent of the **new through site cycle and pedestrian link** for the development (400sqm).
- **Purchase 10 Racecourse Parade** to enable development of Avondale Central. Kāinga Ora continues to manage and rent out the 42 existing homes on the site.
- **Te Hono - Avondale community hub and town square** – Complete developed design for the town square. We are integrating the town square into the Auckland Council led project of the Avondale community hub.

#### 2024-26 (2 years)

- Continuing to support and monitor the delivery of outcomes by development partners and progress the construction of the **Avondale town square** integrated with the Avondale community hub.

## Henderson

Over the next three years, public realm investment projects will continue improving connectivity within the town centre, walking, cycling and amenity and improve resilience. We will continue to work with development partners undertaking residential development in Henderson valley road and Laidlaw College who acquired parts of the former Waitakere City council accommodation site.

### 2023/24

- **Opanuku Link Bridge** – Complete design and commence construction of Opanuku Link Bridge. This project includes a new bridge for walking and cycling, a new playground and a shared cycleway (650sqm), improving the connectivity between the Corban Estate, the Henderson Train Station and town centre.
- **Wai Horotiu Henderson connection (formerly Oratia Link cycleway)** – Developed design and final business case completed for stage one of the Wai Horotiu Henderson connection. This includes a new bridge over Oratia Street to improve the connection to central Henderson and an elevated connection and public area in Newey’s Reserve.
- **Catherine Plaza** – Lodge resource consent. This is a 900sqm civic plaza in the heart of Henderson to be refreshed to provide better connections, activation and outdoor dining space and improved planting.

### 2024-26 (2 years)

- Progress the construction of Opanuku Link Bridge and Catherine Plaza.

## Isthmus

### Onehunga

Over the next three years, we will deliver the Waiapu Precinct public realm and acquire sites for development and enhancing connectivity in the town centre. These developments will create a series of new public spaces with great design, facilitating new retail and housing choices.

### 2023/24

- Obtain local board approval of the concept design for the **Paynes Lane, Onehunga Streetscape Enhancement**.
- **Onehunga Waiapu Lane Precinct** - Finalise design and submit all consents required for the stage 1 works to enable the Waiapu Precinct public realm (estimated 13,375 sqm), commercial (7,900sqm) and residential (200 dwellings) in the development sites.
- Execute a conditional development sale and purchase agreement for the sale of part of land situated at 1 Waiapu Lane and 61-65 Selwyn Street, Onehunga to facilitate the building of a new 4,500sqm supermarket.
- **Complete Onehunga Mall Site Acquisitions** with total land area of 1,130 sqm, to achieve improved urban renewal outcomes. The properties are in a strategic location adjacent to land that the council owns.

### 2024-26 (2 years)

- Complete the balance of the Onehunga Mall Site Acquisitions.
- Commence construction for the stage 1 works to enable the Waiapu Precinct public realm, commercial and residential development sites.
- Complete the unconditional sale of part of land situated at 1 Waiapu Lane and 61-65 Selwyn Street, Onehunga to facilitate the building of a new 4,500sqm supermarket.
- **Dress Smart Precinct** - Finalise design and submit all consents required for the Paynes Lane streetscape upgrade to enable a key East-West pedestrian friendly corridor between the new Dress Smart extension and the Waiapu Precinct.

## Panmure

In the next three years, 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. Development sites will be taken to the market. Subject to market conditions, development partners will be secured to enable mixed use development including new homes to be built for residents and increasing the vibrancy of the town centre and economic activity.

### 2023/24

- Complete design and obtain all consents for the non-coastal components of the **Lagoon Edge Reserve Enhancement**, Panmure. 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. The area includes 3927sqm of upgraded public realm and 633sqm of shared pathway.
- Conditional development agreement reached for 535 Ellerslie Panmure Highway, Panmure site to enable a mixed-use development (approximately 7,500m<sup>2</sup> commercial space).

### 2024-26 (2 years)

- Complete construction of stage 1 of the non-coastal components of the Lagoon Edge Reserve Enhancement, Panmure.
- Conditional development agreement reached for 3 Kings Road, Panmure site to enable a residential development of up to 36 sustainable dwellings.

## South

### Manukau

Over the next three years, we will implement projects that support the Te Whakaoranga o Te Puhinui – The Puhinui Regeneration Strategy and associated charter that aims to regenerate the Puhinui stream flowing through Manurewa and Manukau local board areas.

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 progressed and targeted to be entered into for various development sites subject to market conditions.

### 2023/24

- Continue the implementation of the **Puhinui Regeneration Strategy** initiatives including progressing **land acquisitions** (7.6ha of new open space) and design for the construction of a new walkway and cycleway along the stream corridor connecting central Manukau to the Botanic Gardens.
- Detailed design commenced and resource consent lodged, preparing to seek approval from Auckland Transport as asset owner for construction on the **Osterley Way Civic Streetscape Works**. The works include streetscape and road corridor upgrades with soft landscaping, new surfacing, lighting, wayfinding, separated cycleway and upgrade of two intersections totalling an area of 2200sqm.
- Preferred concept confirmed internally and with Auckland Transport for the Capital Streetscape Upgrade at **Cavendish Drive & Sharkey Street AUT Link**. This includes 11,336sqm of upgraded streetscape and 390sqm of new cycleways.
- Progress site clearance and subdivision consenting for 14 Davies Ave and 50 Wiri Station Rd sites for future sale.
- Progress with sale of sites at 10 Putney Way, 9 Osterley Way and 33 Manukau Station Road to enable commercial, mixed use and residential development supporting new housing choices and business opportunities in the town centre.

- Complete design and lodge resource consent for the **Hayman Park wetlands** capital works project.

#### 2024-26 (2 years)

- Progress design and construction of public realm upgrades including walking and cycling connections and streetscape upgrades in collaboration with Auckland Transport and Auckland Council.
- Progress site sales and monitor development partner progress with development sites.

### 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 sites behind the town centre at St George Street.

#### 2023/24

- Design completed, consents obtained, and procurement in preparation for commencement of construction of **Cambridge Terrace extension and car park**. Cambridge Terrace extension will catalyse and enable a new St George Street site redevelopment opportunity. The area of work includes upgraded streetscape and laneways of 783sqm and cycleways/shared paths of 952sqm.
- Complete developed design and lodge resource consent for the **Stadium Reserve Capital Works and Chambers laneway upgrades** project. These two projects will give much needed high-quality amenity to the adjoining property redevelopment projects.
- Continue to support, facilitate and ensure construction progress of our flagship residential development at St George Street Papatoetoe which is expected to deliver 82 new homes in the first stage over the next 18 months.

#### 2024-26 (2 years)

- Complete the Cambridge Terrace extension and carpark, Stadium Reserve Capital Works and Chambers Laneway enabling further redevelopment to occur.

### Pukekohe

We will continue to explore how to support Pukekohe's vibrancy, growth potential and unique character and identity by progressing site sales whilst progressing new project investigations and design and completing a public realm upgrade.

#### 2023/24

- Design completed, consents obtained, and contractor tender underway for the **Roulston Park Upgrade**. There is an opportunity to contribute to the appeal of Roulston park by developing a new all-age-friendly play opportunity. The area of works includes 4664sqm for Roulston Park and 100sqm of Stadium Drive pedestrian crossing.
- Complete developed design and commence consenting documentation for stage 1 of the Market Precinct. The **Market Precinct** is a flagship development which will attract and catalyse new life in and around the town square and add vibrancy to the centre when combined with other supporting upgrades.
- Having consolidated the ownership of the large central **Edinburgh superbloc**, progress feasibility and market sounding for this opportunity to secure a development partner.
- Progress staged site sales for the "Small Sites" programme.
- Complete the sale of 9 Hall St and the Manukau Rd sites (174-184 Manukau Rd).
- Support Auckland Transport in commencing construction of the double traffic light upgrade at East, King, Manukau and Massey Roads.

## 2024-26 (2 years)

- Roulston Park upgrade construction completed.
- Market Precinct stage 1 works construction completed.
- Edinburgh superblock go-to-market completed, and development partner secured.

## Urban regeneration – Regional programmes

### Over the next three years:

- Commence work on the **Eastern Busway Urban Regeneration programme** in neighbourhoods along the route of the Busway between Pakuranga and Burswood. The regeneration outcomes will be aligned and integrated with transport outcomes to maximise the benefits of the Eastern Busway investment.
- Continue to progress the sale of various single sites that make up the **'support' development category and the general asset portfolio** approved for sale and development by the council.
- Continue to work with **local boards to deliver service property optimisation** which is a development approach targeting sub-optimal council service assets. This is a tri-party relationship between Eke Panuku, the relevant council business unit and local boards working together to deliver a more creative approach to the way service property is utilised, developed and funded. It involves working through issues such as future parking or services issues, land designations, infrastructure and potential development outcomes that will help release the latent value from current service assets while delivering realised value and quality design and development outcomes.
- Work with Auckland Council and **Haumarū Housing to develop a sustainable funding model** that will enable the delivery of a development pipeline and viable partnership via the joint venture. We will also monitor the delivery of the 52-unit development at Greenslade Crescent, Northcote by Kainga Ora.
- Continue to review the portfolio to develop a proposed pipeline of properties that feed into future development sites and contribute to the next LTP funding.

## 2023/24

- Complete an unconditional sale and purchase agreement by taking the **Own Your Own Home portfolio (OYOH)** to the market. OYOH is a housing scheme for older people which consists of 150 residential units over 14 village locations, 52 units are owned by council. The first stage of a two-stage sale process has been completed and includes marketing the portfolio and short listing the development partners. The next stage relates to completing due diligence to enable negotiation between the parties.
- Complete an unconditional sale and purchase agreement on the **Downtown carpark**.
- Complete unconditional sale of **198 Dominion Road, Mount Eden**. This is a proposed mixed-use development of 92 sustainable dwellings and 600sqm commercial space.
- Go to market to find a development partner for **65 Hadington Drive, Ormiston**. This is a 7,200 sqm site that can enable building at least 40 new housing units.

## B) Property & Asset Renewal Programme

### Property and marina management

We manage council's non service properties that include commercial, residential, and waterfront public assets. We optimise return to the council and 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, new projects, asset renewals and planned maintenance**, that includes maintaining levels of service for property management and marina and accommodate for marina growth.

## 2023/24

- **21 Princes Street Commercial Property, Auckland City** - This 478sqm heritage building will undergo refurbishment. We plan to commence renewal works enabling the building to be re-leased.
- **Westhaven Marina Fire Alarm System upgrades** - Complete construction/upgrade of the fire alarm system throughout the marina up to current standards and separate the shared fire alarm system from the building and the marina piers.
- **Bascule bridge Waterfront** - Complete health & safety renewal works relating to Bascule bridge.
- **Manukau Harbour / Wairopa Channel Works** - Beacon, Channel Marker, Buoy: Complete construction, renewal or replacement of the channel navigational markers to full operational condition to meet required NZ Maritime and international (IALA) standards.

## 2024-26 (2 years)

- We will continue to implement our leasing strategies to gain more revenue for the business and maintain condition of assets and properties with our asset renewals and maintenance programmes.

## 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 independent review of our performance measures commissioned by the council has identified that we have a good set of performance measures. There will be further engagement with council to agree on any new performance measures and changes will be included in the final SOI and the new LTP. The direction in the LoE is to achieve a smaller number of meaningful performance measures including value for money measures. Outside of the SOI, Eke Panuku will enhance the quarterly report template in consultation with the council, to help council engage more meaningfully with the progress made and value we provide.

The performance measures and targets are as follows:

Service Level Statement	Measure	Actual	Annual Plan	SOI Targets			
		2021/22	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	
<b>Urban regeneration programmes and projects</b>							
Develop and activate town centres	1	Net new dwellings (housing units) <sup>2</sup> – LTP performance measure	<b>Achieved</b> 404 net new dwelling units	Annual - 200 net new dwelling units.	Annual – 180 net new dwelling units	Annual – 350 net new dwelling units	Annual - 300 net new dwelling units
	2	Commercial / Retail gross floor area (GFA) or net lettable area (square meter) <sup>2</sup> – LTP performance measure	- The timing of construction projects meant there were no projects planned for the year.	Nil	Nil	Nil	Nil
	3	Public realm – square meters <sup>2</sup>	<b>Achieved</b> 23,226 sqm	Annual - 7,000 sqm	Annual - 7,000 sqm	Annual - 15,000 sqm	Annual – 27,000 sqm

<sup>2</sup> 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	Annual Plan	SOI Targets		
		2021/22	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
	4 Capital project milestones approved by the board achieved – LTP performance measure	<b>Achieved</b> 81%  We have completed 13 of the 16 milestone targets set for FY22.	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.
	5 Achieve total board approved budgeted Transform and Unlock (T&U) sales for the financial year through unconditional agreements  <i>These site sales also enable housing and wider urban regeneration outcomes.</i>	<b>Achieved</b> \$51.3m	Meet \$21.7m T&U annual disposal target approved by the board	Meet \$ 45 m 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
	6 The asset recycling target agreed with the Auckland Council	<b>Not Achieved</b> \$35m	\$70m	\$150 m	Achieve asset recycle target agreed with Auckland Council	Achieve asset recycle target agreed with Auckland Council
<b>Property Portfolio and Marina Management</b>						

Service Level Statement	Measure	Actual 2021/22	Annual Plan	SOI Targets		
			2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
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	<b>Achieved</b> \$27.1m  Net operating budget result is \$5.2m ahead of target.	\$19.4m	\$16.3m	\$17m	\$16.1 m
	8 The monthly average occupancy rate for tenantable properties - LTP performance measure	<b>Achieved</b>  Commercial 93.4%  Residential 97.9%.	Commercial 85%  Residential 95%	Commercial 90%  Residential 95%	Commercial 90%  Residential 95%	Commercial 90%  Residential 95%
	9 The percentage of marina customers surveyed who are satisfied with marina facilities and services	<b>Achieved</b> 90%	85%	88%	88%	88%
<b>Sector Leadership</b>						
	10 Creating positive outcomes for Māori  Deliver 50 ongoing or new initiatives that support Māori Outcomes	<b>Achieved</b> 51 initiatives have been completed this year.	50 initiatives that support Māori Outcomes	40 initiatives that support Māori Outcomes	40 initiatives that support Māori Outcomes	40 initiatives that support Māori Outcomes

Service Level Statement	Measure	Actual 2021/22	Annual Plan	SOI Targets		
			2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
	11 Enhancing the relationship between Eke Panuku and mana whenua.  Increasing the percentage of satisfaction with the support they receive from Eke Panuku.	<b>Achieved</b>  A baseline survey has been set. 50% satisfaction was achieved.	5 per cent increase on previous year			
	12 Complaints received by Eke Panuku are resolved.  <i>This means we will provide information or respond to the complainant or resolve the complaint within 10 working days.</i>	<b>Not Achieved</b>  34%	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

## 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	2021/22 Actual	2022/23 Budget	2023/24 LTP	2024/25 LTP	2025/26 LTP
<b>Net direct expenditure/ (income)</b>	<b>17.9</b>	<b>24.1</b>	<b>23.4</b>	<b>24.2</b>	<b>24.9</b>
<b>Direct revenue</b>	<b>16.3</b>	<b>17.2</b>	<b>17.6</b>	<b>18.0</b>	<b>18.5</b>
Fees & user charges	0.0	0.0	0.0	0.0	0.1
Operating grants and subsidies (external)	0.0	0.0	0.0	0.0	0.0
Other direct revenue	16.3	17.2	17.6	18.0	18.4
<b>Direct expenditure</b>	<b>34.2</b>	<b>41.3</b>	<b>41.1</b>	<b>42.3</b>	<b>43.4</b>
Employee benefits	28.6	32.6	33.3	34.4	35.3
Grants, contributions & sponsorship	0.0	0.0	0.0	0.0	0.0
Other direct expenditure	5.6	8.7	7.7	7.9	8.0
<b>Other key operating lines</b>					
AC operating funding	(18.3)	(24.1)	(23.4)	(24.2)	(24.9)
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.

## 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	2021/22 Actual	2022/23 Budget	2023/24 LTP	2024/25 LTP	2025/26 LTP
<b>Net direct expenditure/ (income)</b>	<b>(4.7)</b>	<b>0.4</b>	<b>(0.5)</b>	<b>(0.3)</b>	<b>0.3</b>
<b>Direct revenue</b>	<b>46.1</b>	<b>43.1</b>	<b>40.0</b>	<b>39.9</b>	<b>39.5</b>
Fees & user charges	1.3	1.2	1.7	1.7	0.9
Operating grants and subsidies (external)	0.0	0	0	0	0
Other direct revenue	44.8	41.9	38.3	38.2	38.6
<b>Direct expenditure</b>	<b>41.4</b>	<b>43.5</b>	<b>39.5</b>	<b>39.6</b>	<b>39.9</b>
Employee benefits	0.1	0.1	0.0	0.0	0.0
Grants, contributions & sponsorship	0.0	0.0	0.0	0.0	0.0
Other direct expenditure	41.3	43.4	39.5	39.6	39.8
<b>Other key operating lines</b>					
AC operating funding					
Vested assets					
Non-direct revenue					
Non-direct expenditure					
Depreciation and amortisation	19.9	21.1	23.1	25.2	27.7
Net finance expense	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)
Tax expense					

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

Operating budgets by activity - \$m	2021/22 Actual	2022/23 Budget	2023/24 LTP	2024/25 LTP	2025/26 LTP
<b>Net direct expenditure/ (income)</b>	<b>(4.7)</b>	<b>0.4</b>	<b>(0.5)</b>	<b>(0.3)</b>	<b>0.3</b>
Commercial Property (includes BI)	(14.5)	(10.2)	(9.0)	(8.7)	(8.1)
Marinas	(8.6)	(8.3)	(8.5)	(8.6)	(8.7)
Public Activities	3.9	4.5	3.9	4.0	4.1
Regeneration	14.5	14.4	13.1	13.0	13.0

Capital expenditure budgets - \$m	2021/22 Actual	2022/23 Budget	2023/24 LTP	2024/25 LTP	2025/26 LTP
<b>Capital expenditure</b>	<b>44.2</b>	<b>80.0</b>	<b>72.9</b>	<b>79.9</b>	<b>95.8</b>
- to meet additional demand	20.0	16.9	40.0	43.1	52.9
- to improve the level of service	12.4	56.2	24.9	26.8	32.9
- to replace existing assets	11.8	6.9	8.0	10.0	10.0
<b>Capital funding sources</b>	<b>(44.2)</b>	<b>(80.0)</b>	<b>(72.9)</b>	<b>(79.9)</b>	<b>(95.8)</b>
Source 1					
Source 2					
AC capital funding	(26.5)	(63.0)	(35.7)	(29.5)	(52.5)
Asset sales for Reinvestment	(17.7)	(17.0)	*	*	*

\* Note: Asset sales for reinvestment to be agreed with the Council

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.

### Financials information for significant business activities

We will include in our final SOI our business activities, revenue and costs once we receive the template and guidance that is being developed for the council group by the council Finance Team.

### Other financial information

#### Ētahi atu pārongo ā-pūtea

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

<b>Current value of assets</b>	The projected value of Eke Panuku total assets as at 30 June 2023 is \$18m	
<b>Shareholder equity ratio</b>	The projected shareholder equity ratio for Eke Panuku as at 30 June 2023 is 65%	
<b>Accounting policies</b>	Eke Panuku Development Auckland's accounting policies are consistent with those of the Auckland Council group policies	
<b>Financial reporting</b>	Eke Panuku Development Auckland's financial reporting will be in accordance with requirements of the CCO Accountability Policy and Statement of Expectations	
<b>LTP general asset sales (\$ million)</b>	2021/22 Actual	\$35m
	2022/23 Annual Plan	\$70m asset recycling target agreed with the council
	2023/24 LTP	\$150m asset recycling target agreed with the council
	2024/25 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. More details on the projects are contained in the regeneration programmes in Part 2 of the SOI.

**Waterfront**

1. **Westhaven Seawall Upgrade (Auckland Harbour Bridge)** - Commence construction on the seawall upgrade.
2. **Car Park and Promenade Physical works** – Complete the staged construction of the land side pile berth redevelopment at the northern end of Westhaven Marina including new space for public use, pier access, and car parking for the new berths.

**Northcote**

3. **Jesse Tonar Scout Reserve** – Construction completed for Jesse Tonar Scout Reserve upgrade.

**Takapuna**

4. **Waiwharariki Anzac Square** - Complete construction of Waiwharariki Anzac Square.
5. **Northcroft streetscapes** – Complete construction of Northcroft Street improvements.

**Renewals**

6. **21 Princes Street, Auckland City** - Commence construction of refurbishment in the heritage building.
7. **Westhaven Marina** - Complete construction of Marina Fire Alarm System upgrades.
8. **Bascule Bridge** - Complete construction of Health & Safety works.

**Papatoetoe**

9. Lodge resource consent for **Cambridge Terrace extension and car park**.
10. Lodge resource consent for **Stadium Reserve capital works**.

**Pukekohe**

11. Lodge resource consent for the **Roulston Park Upgrade** of public amenities.

**Henderson**

12. **Opanuku Link Bridge** - Commence construction of the Opanuku Link Bridge.

**Onehunga**

13. Obtain local board approval of the concept design for the **Paynes Lane, Onehunga Streetscape Enhancement**.

**Panmure**

14. Obtain resource consent for the **Lagoon Edge Reserve Enhancement works** outside of the Coastal Marine Area (CMA).

**Manukau**

15. Lodge resource consent for **Hayman Park wetlands**.

## Forecast statement of comprehensive revenue and expense

(\$million)	FY24 annual plan	FY25 forecast	FY26 forecast
<b>Revenue</b>			
Operating funding from Auckland Council	23.4	24.2	24.9
Fees and user charges	0.0	0.0	0.0
Other revenue (including service income from the council group)	17.6	18.0	18.4
<b>Total Revenue</b>	<b>41.1</b>	<b>42.3</b>	<b>43.4</b>
<b>Expenditure</b>			
Employee Benefits expense	33.3	34.4	35.3
Depreciation and amortisation	0.0	0.0	0.0
Other operating expenses	7.8	7.9	8.0
<b>Total Expenditure</b>	<b>41.1</b>	<b>42.3</b>	<b>43.4</b>
<b>Surplus/(deficit) before income tax</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
Income tax expense			
<b>Surplus/(deficit) after income tax</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Other comprehensive revenue and expense</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total comprehensive revenue and expense</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

## Accounting Policies

The accounting policies of Eke Panuku can be found in the annual report for the year ended 30 June 2022. This is available on [www.ekepanuku.co.nz](http://www.ekepanuku.co.nz) at [this](#) link:

(<https://www.ekepanuku.co.nz/downloads/assets/28270/1/eke-panuku-annual-report-2021-2022.pdf>)

21 December 2022

Paul Majurey  
Chair  
Eke Panuku Development Auckland

***By email***

Tēnā koe Paul

**Letter of Expectation for Statement of Intent for 2023 - 2026**

This letter of expectation sets out the council's priorities and expectations to inform the development of the draft Statement of Intent (SOI) 2023-2026 of Eke Panuku.

It sets out common expectations across all council-controlled organisations (CCOs), and expectations specific to Eke Panuku.

These expectations build on the workshop of the Governing Body held on 30 November 2022 and discussions with you as Eke Panuku Chair and with Chief Executive David Rankin.

The content of this letter was approved by the Governing Body on 15 December 2022, with delegation to myself and the Deputy Mayor to finalise and issue this letter of expectation.

The Governing Body also approved extensions of the statutory deadlines for the SOI process, as is allowed in the Local Government Act 2002, Schedule 8, section 4. This means the due dates for the process are:

- date of submission of the draft SOIs is on or before 1 April 2023
- date when the boards must have considered shareholder feedback is on or before 1 June 2023
- date for final submission of SOIs is on or before 31 July 2023.

Please liaise with CCO Governance staff about ensuring these dates can be met. Council will likely consider its shareholder feedback on draft SOIs at the CCO Direction and Oversight Committee meeting of 13 April 2023 or 11 May 2023.

**Part 1. Expectations of all CCOs**

***Mayor's proposal for the 2023/24 annual budget***

Auckland Council is currently facing a financial challenge related to a budget shortfall for the 2023/2024 financial year. The annual budget for the current financial year (2022/2023) included forward projections of \$90 million to \$150 million of operating cost pressures, however with the latest assessment of operating pressures we now estimate a shortfall of \$295 million.

As Mayor I have proposed items for consultation as part of the annual budget 2023/24 which at a high level include:

- a base budget package proposal based on the third year of the 10-year Budget 2021-2031, taking into account current economic conditions
- a package of further actions in addition to the base budget proposal to reduce operating cost pressures:
  - Auckland Council - \$60m in operational savings on top of an existing savings target of \$90m per year
  - Auckland Transport - \$25m of operational cost savings without making further cuts to public transport services
  - Tātaki Auckland Unlimited - \$25m of operational cost savings with a further \$2.5m by reducing some economic development and destination activity.
  - Eke Panuku - \$5m of operational cost savings from delaying capital investment, reducing the direct costs of undertaking urban regeneration and a look to deliver urban regeneration activity in a way that provides for local project governance.

Under the Mayor's proposal, the Expenditure Control and Procurement Committee will be asked to identify a further \$7.5 million from Auckland Transport, and \$5 million from Auckland Council and other CCOs, in operational cost savings.

I expect that the Eke Panuku draft SOI will be consistent with the relevant aspects of this Mayoral proposal for the 2023/24 annual budget.

### ***General expectations***

#### **i) Concise SOIs with meaningful performance measures**

Your 2023-2026 SOIs must enable proper accountability and direction of Eke Panuku.

I expect the Eke Panuku SOI to be concise and informative. This will enable the council and public to clearly understand your proposed activities, any proposed changes, and the proposed benefit and financial impact of your activities. Please avoid superfluous information and marketing.

I expect you to work with council to ensure your SOI includes clear, meaningful performance measures. I seek fewer measures in most cases, but they should provide useful information, measure what matters and be objectively quantifiable wherever possible.

#### **ii) Be more transparent and accountable**

I expect all entities in the Auckland Council group to be transparent in their approach to working with each other, the council and the community.

We require CCOs to abide by the expectations of the group as set out in the Statement of Expectations of substantive council-controlled organisations (July 2021), which includes:

- the relationship with the council as shareholder
- making operational decisions that are aligned with the council's expectations and strategic directions
- working within the Auckland Council's shared governance model and the decision making role of local boards
- delivering services effectively in a way that displays prudent use of resources and assets and provides value for money for Aucklanders.

The Mayor, Councillors and the council's Chief Executive are to receive timely, meaningful and candid information about the activities of the CCO, especially any matters that are potentially contentious or of high public interest. This includes frankly identifying options and risks and reporting more granular financial information for specific items as requested.

CCOs are expected to provide financial and other information that is broken down into significant activities, cost centres or assets according to the nature of the operation. For example, specific activities, events, facilities, or projects.

CCOs are expected to operate openly, including meeting in public wherever possible. This means only undertaking items in a confidential meeting where the requirements of the Local Government Official Information and Meetings Act 1987 are met.

Council staff, working with you and Councillor Chris Darby, Eke Panuku Lead Councillor will monitor and report on compliance with the above requirements on a quarterly basis.

### **Implement shared services**

The use of shared services should be accelerated to eliminate duplication and deliver more efficiencies within the council group. By 2023/2034 arrangements should be implemented for ICT, insurance, fleet, corporate accommodation costs, HR, procurement, call centres and other "back office" functions that should be shared across the council group.

CCOs that procure relevant services outside the shared services model will be required to report to the Expenditure Control and Procurement Committee with reasons.

### **Part 2: Specific expectations of Eke Panuku**

The council's key expectations of Eke Panuku are detailed below. In summary they are:

- deliver priority urban regeneration projects to ensure tangible public benefits and local ownership of the projects
- assist council with plans for port land
- management of non-service properties - improve commercial return, support council to develop principles governing its property ownership and assess the case for consolidating management of non-service properties/group property functions
- reduce corporate costs – become a smaller more focused agency

#### **i) Deliver priority urban regeneration projects to ensure tangible public benefits and local ownership of the projects**

Eke Panuku are to continue to deliver the priority urban regeneration projects agreed to by council.

As outlined above, the Mayoral budget proposal includes a \$5 million reduction in operating costs for Eke Panuku in 2023/2024. Eke Panuku's SOI should identify any changes required to its capex programme, including to the scale and speed of programmes agreed to. I expect Eke Panuku to evaluate which urban regeneration projects are the highest priority to progress. Projects that get implemented should have the greatest tangible benefits for ratepayers, provide value for money and have their deliverables clearly reported.

Eke Panuku and council need to continue to work together to define options for the future medium-long term urban regeneration programme, including how this is funded. This work will form part of decision-making in the next 10-year Budget process.

Objective performance measures are needed that capture public good and commercial development returns for these projects. Development results should be defined for each major

project in concrete terms. For example, a town centre project might aim a development result of net gain commercial GFA 4000m<sup>2</sup> and public realm (town square) 2000m<sup>2</sup>. The results sought should be outlined in the Eke Panuku SOI Part 2 (Statement of Performance Expectation), along with capital milestones for each project.

Eke Panuku is to avoid activities that compete with private developers.

I request that Eke Panuku develop and report on a model for internal local project oversight groups for projects in priority locations. The aim is to enable better project oversight within Eke Panuku, as well as greater community involvement and more engagement with local experts in future urban regeneration programmes. Eke Panuku should consider the local project oversight groups having responsibility for the spend and performance of projects in the relevant priority location with reporting to local boards to continue.

Haumaru Housing is a joint venture between Auckland Council and the Selwyn Foundation that provides social rental housing to older people. Eke Panuku has delegated authority from Council to develop and grow the portfolio in line with direction provided by council. Eke Panuku should continue to work with council to consider future financing and development options and agree the next steps for the portfolio.

## **ii) Plans for port land**

Eke Panuku are expected to work as part of a council-led team on conceptual plans for staging development of future use of POAL land as it is released from port purposes as part of a staged withdrawal of port related activity over 2024-2039. I want us to deliver to Auckland by 2039 the most beautiful and loved publicly owned waterfront of any harbour city in the world, and this is a first step.

## **iii) Management of non-service properties – improve commercial return, support council to develop principles governing its property ownership and assess the case for consolidating management of non-service properties / group property functions**

Eke Panuku should include in its SOI 2023-2026 an intention to deliver an improved commercial return to Council from management of its non-service property portfolio.

As I outlined in my Mayoral proposal, council will be developing a set of strategic principles to underpin its asset ownership decisions. This will set out principles for buying, managing and selling property and identifying the objectives for the different classes of assets. Eke Panuku are requested to provide input into the principles, in particular as they relate to the non-service property portfolio that they currently manage.

I also expect Eke Panuku to work with Council to assess the case for bringing together council group property services, including Westhaven Marina. This would be to improve efficiency and effectiveness of the property services. Decision-making will go to council and any implementation would commence in 2024.

A comprehensive schedule of the Council's non-service property portfolio, as managed by Eke Panuku, needs to be provided by the end of 2023. Where Eke Panuku manages non-service property for other CCOs (such as AT and Watercare), this property should also be listed in the schedule and the management arrangements should be clearly indicated.

## **iv) Reducing corporate costs - become a smaller, more focused agency**

Eke Panuku is required to achieve the savings set out in the Mayoral proposal. Given budget and programme reductions, it is anticipated that Eke Panuku will become a smaller, more focused agency. A reduction in organisational size and corporate spend will be expected by 1 July 2024.

Council looks forward to receiving a draft of the Eke Panuku Statement of Intent no later than 1 April 2023.

Staff are available to expand aspects of this letter if required. Please contact Alastair Cameron, Manager CCO Governance to discuss.

Ngā mihi



Wayne Brown  
**MAYOR OF AUCKLAND**

**Copy to:**

Desley Simpson	Deputy Mayor
Councillor Wayne Walker	Chair CCO Direction and Oversight Committee
Councillor Shane Henderson	Deputy Chair CCO Direction and Oversight Committee
Councillor Chris Darby	Eke Panuku Development Auckland Lead Councillor
David Rankin	Chief Executive, Eke Panuku Development Auckland
Alastair Cameron	Manager CCO Governance and Oversight

## **4.2 Decision Paper**

This paper has been redacted under the following LGOIMA reasoning:

### **7. Other reasons for withholding official information:**

(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);

# Information paper: Communications materials update

Author: Jo Brothers, Head of Channels and Content

March 2023

## Whakarāpopototanga matua | Executive summary

1. The provision of information to key stakeholders and people in our priority locations is a core component of holistic urban regeneration because it is important they understand what is happening in their communities, and how they can engage in the process.
2. Feedback from neighbourhood and annual stakeholder research confirms that people are interested to hear more from Eke Panuku. The CCO Review in 2020 broadly found that public awareness of the connection between the work CCOs undertake and the shareholder was low, and that Eke Panuku needed to be clearer in explaining its role.
3. To address this, we have undertaken a programme of work that now ensures there is adequate alignment between our public communications materials and those of the shareholder. We also standardised and modernised the way we convey information to make it easier for people to find and understand.
4. Our new Communications Framework guides how our materials are standardised so we can present information in a consistent, engaging and inspiring way, design and produce work more efficiently, and align our work with the shareholder.
5. Eke Panuku has been actively expanding its public communication channels. Our new website will have better functionality, allowing us to share video of our projects, and an improved public information section will increase the transparency of our work. Additional social media channels will also help us to target a wider and more diverse audience.

## Matapaki | Discussion

A standardised and modernised approach to our communications materials is now well-embedded into our work and can be seen 'on the ground' in many of our priority neighbourhoods and through our online channels.

This includes a number of elements that ensure consistency, and make our work more relevant, engaging and easier to understand:

1. The Eke Panuku Communications Framework and Brand Guidelines

This document brings together our vision and organisation strategies and translates these into an easy to understand template for communicating what we do and how we do it. They empower our team to clearly understand how the brand and logo system works to ensure materials are cost effectively standardised and produced.

March 2023

## 2. The Eke Panuku Communication Style Guide

The way we use language is important to ensure our communications are clear and relevant. The style guide helps people prepare written work in a way that is inclusive, jargon-free and easy to understand. These guidelines are based on the Auckland Council's Tone of Voice Guidelines to ensure consistency across the group.

## 3. Frontify

Frontify is a global leader in the provision of digital asset management. Photos, digital drawings, maps and graphics are an important tool for us to illustrate how urban regeneration will create changes in Auckland. The Frontify system enables us to store these important assets in a systematic way, making it easy to find and share large images quickly, and reference and use them legally.

## 4. The new Eke Panuku website

The new Eke Panuku website will be launched in April 2023. We have consolidated a range of Eke Panuku managed sites onto one platform which gives us greater functionality, efficiencies and ease of use. We will now be able to host video on our website, and map-based, real-time property updates. The web site will link to other Council group websites and our social media channels.

## 5. New and refreshed social media channels

With the decline and consolidation of mainstream media, organisations' 'owned' channels are increasingly important as a communication tool. Social media is now one of the most efficient and effective ways for us to reach our audiences. Often, our content is used by mainstream media as newsrooms resources are increasingly limited. Eke Panuku utilises a wide range of personalised social media channels to provide relevant information to the public. Our social media performs very well and with the new website, we are looking to grow the number of users of these channels.

# Ngā tāpirihanga | Attachments

Attachment A - C & C Update March 2023

# Information paper: Update on engagement with mana whenua – March 2023

Document author: Angelika Cutler, General Manager Community and Stakeholder Relations

March 2023

## Whakarāpopototanga matua | Executive summary

1. The purpose of this information paper is to update the Eke Panuku board on our work with mana whenua between September 2022 and March 2023.
2. Eke Panuku is on track to deliver our existing commitments in our Statement of Intent and Mana Whenua Outcomes Framework. Eke Panuku intends to start engagement with mana whenua on the successor to the Mana Whenua Outcomes Framework – Kia Ora Tāmaki Makaurau. This new three-year action plan will describe our commitments to mana whenua.
3. Our ongoing relationship and engagement work with mana whenua remains positive. In the last four months, we've had 63 collective meetings with mana whenua across our neighbourhoods.
4. Eke Panuku is presenting commercial property opportunities to mana whenua per our updated Selecting Development Partners Policy. The Māori Outcomes team believes this has been successful despite mana whenua not yet taking up any opportunities.
5. Eke Panuku, via the Iwi Investment Grant, has granted two mana whenua up to \$10,600 as a contribution towards building their social procurement infrastructure.

## Matapaki | Discussion

### Statement of Intent measure - 50 significant initiatives that support Māori Outcomes

6. In our Statement of Intent (SOI), Eke Panuku is required to deliver 50 ongoing or new initiatives that support Māori Outcomes.
7. As of January 2023, Eke Panuku has achieved 32/50 actions, and we're on track to deliver 50 actions by the end of the year.
8. In the 2023 Auckland Council CCO Performance Measures and Targets Review, KMPG recommended that Eke Panuku refine this measure to prioritise core Māori Outcomes. The review recommended that Eke Panuku set a target number of cultural and commercial outcomes. However, this action will be difficult to achieve because mana whenua may choose to pass on commercial opportunities within our property portfolio.
9. The Māori Outcomes team believes that the 50 significant initiatives measure should be removed in favour of other measures. For example, social procurement targets or cultural

competency training. Eke Panuku will discuss the new SOI measures with the council before the next financial year.

**Statement of Intent measure – improve mana whenua satisfaction**

- 10. In our SOI, Eke Panuku is required to increase the number of mana whenua who are satisfied with the support they receive.
- 11. In the 2021/2022 Financial Year, Eke Panuku appointed Kantar Public to conduct an independent survey. Eke Panuku intends to directly appoint Kantar Public to conduct the survey again this financial year. We expect the work to start in May 2023.

**Delivering the Mana Whenua Outcomes Framework and preparing the Achieving Māori Outcomes Plan**

- 12. In 2019, Eke Panuku co-designed the Mana Whenua Outcomes Framework – a three-year plan in response to the aspirations of mana whenua. The purpose of the outcomes framework was to grow the cultural capability of employees, create processes to better serve Māori communities, establish strategic partnerships with mana whenua, build a city that reflects Māori culture and identity, and grow intergenerational Māori wealth.
- 13. Several key achievements that have resulted from the outcomes framework include establishing rangatira relationships, developing Take Mauri Take Hono, updating our Selecting Development Partners Policy, establishing the Iwi Investment Fund, and appointing a Māori member to the Technical Advisory Group.
- 14. In 2021, Auckland Council adopted Kia Ora Tāmaki Makaurau – a council-wide response to achieving the Māori Outcomes objectives in the Auckland Plan 2050. Applicable to the Auckland Council Group, the Māori outcomes performance measurement framework is focused on strengthening our collective capability to engage with Māori communities.
- 15. Auckland Council requires Eke Panuku to adopt an Achieving Māori Outcomes plan, aligned with Kia Ora Tāmaki Makaurau, to replace the Mana Whenua Outcomes Framework. This will go live on 1 July 2023.
- 16. Using lessons learnt through the creation and delivery of the Mana Whenua Outcomes Framework, the Māori Outcomes team is starting to draft the AMO plan which will be consulted on with the Eke Panuku executive and mana whenua before it is presented to the Board before the end of the financial year.

**Iwi Investment Grant**

- 17. The iwi investment grant is a non-contestable grant that provides funding to the 19 recognised mana whenua iwi entities to support access to commercial and procurement opportunities and to build their internal capability.
- 18. The board approved the establishment of the grant in July 2022. Since then, Eke Panuku has presented the grant to mana whenua by email and at several meetings.

19. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

20. [Redacted]  
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28. [Redacted]

29. [Redacted]

**Recent engagement with mana whenua**

30. Eke Panuku continues to maintain regular and positive engagement with mana whenua representatives at both the governance and kaitiaki level. Between 12 September 2022 and 23 January 2023, Eke Panuku hosted 63 collective meetings with mana whenua.

31. Te Ara Tukutuku is still the most resource-intensive project. Toi Waihanga, the consortium developing the concept plan for Wynyard headland, is providing weekly updates to mana whenua. Mana whenua can also attend an optional workshop each Tuesday to provide detailed input into the project.

32. [Redacted]

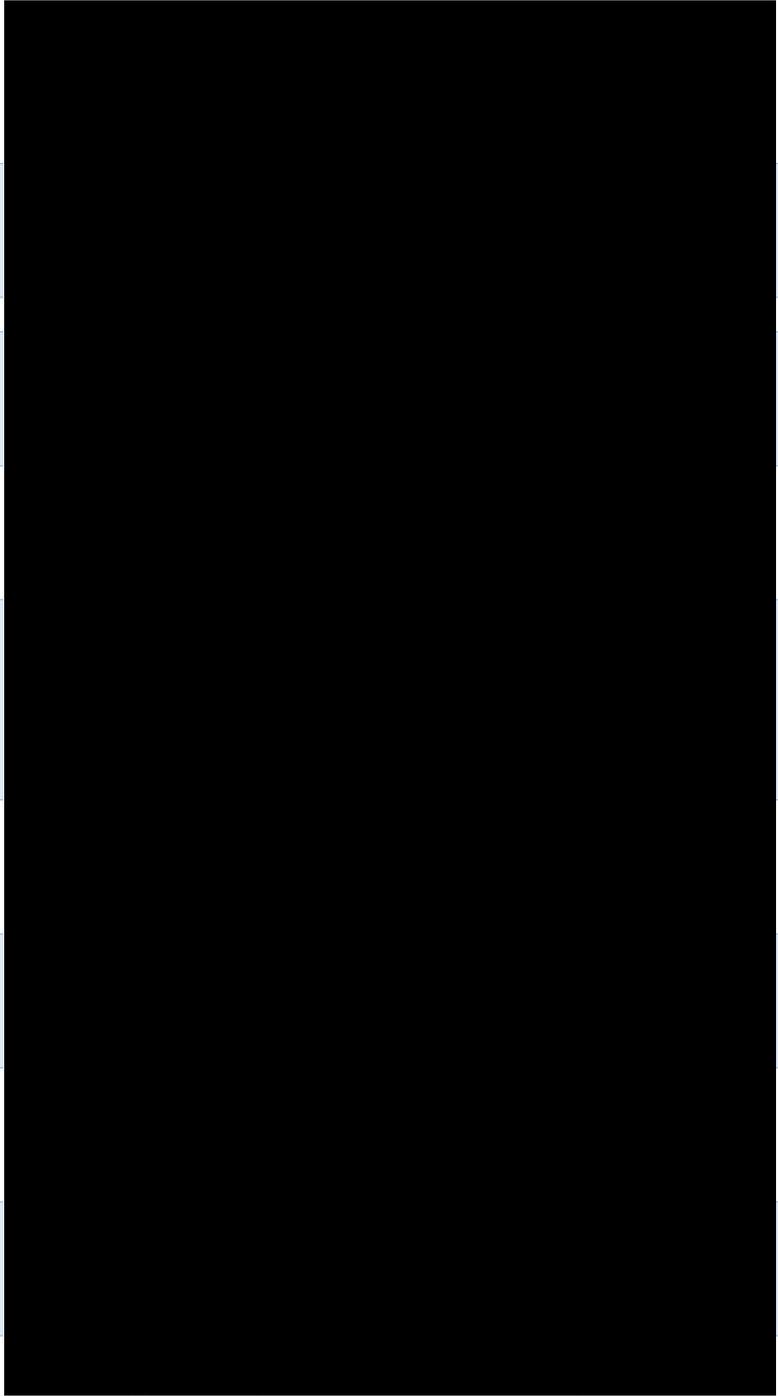
33. A full summary of our work with mana whenua over the last six months is available in **Appendix A**.

**Ngā tāpirihanga | Attachments**

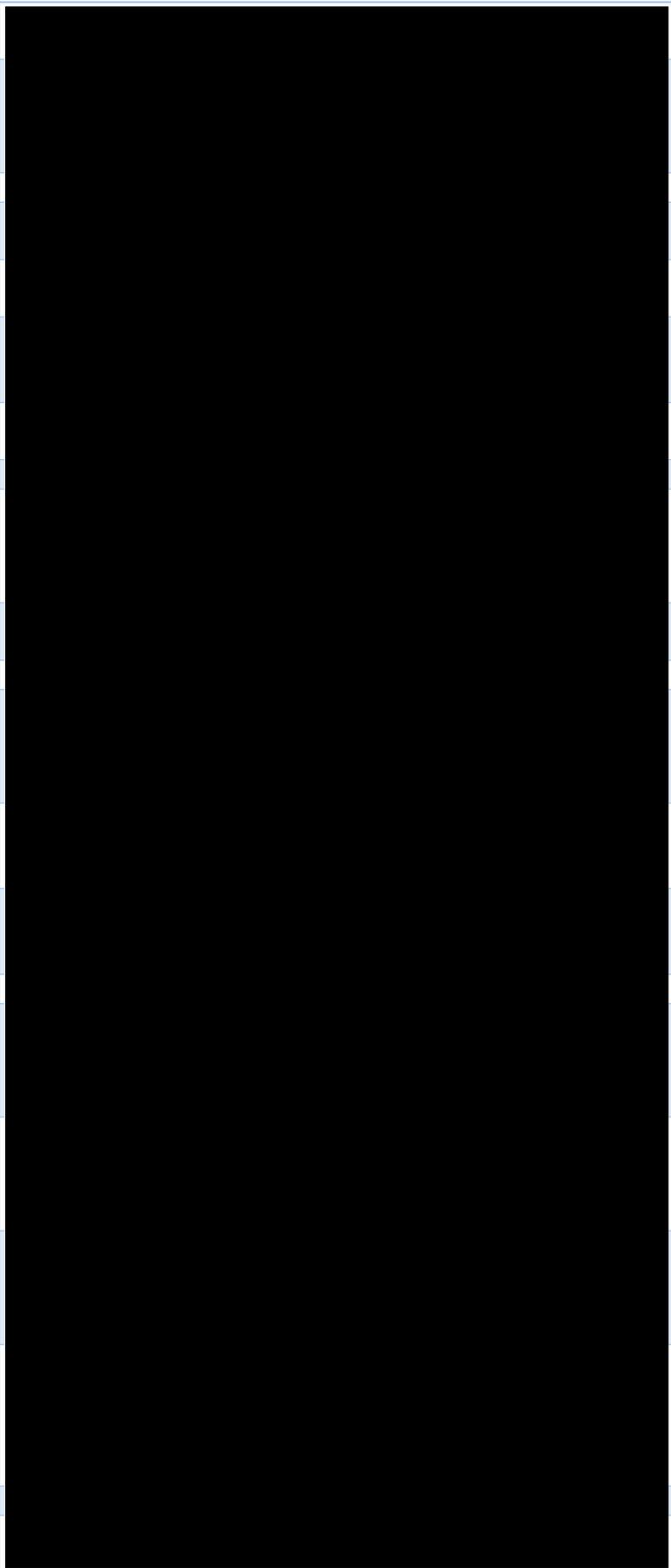
**Appendix A – Recent engagement activities with mana whenua – March 2023**

## Appendix A: Recent engagement activities with mana whenua March 2023

The following table describes the engagement meetings we've had with mana whenua between 12 September 2022 and 23 January 2023. Only collective meetings with mana whenua are recorded, and individual meetings or off-site workshops are excluded.

Programme and project	Meeting number	Description of engagement activities and status
<b>City Centre</b>	<b>2</b>	
1. Precinct Properties, Stage Three	1	
2. Symphony Centre	1	
<b>Eke Panuku-wide</b>	<b>11</b>	
3. Cultural induction for Eke Panuku staff (MWOFF)	2	
4. Iwi Investment Grant	1	
5. Promote the visibility of mana whenua identity in commercial developments (MWOFF)	1	
6. Six-monthly review of the Mana Whenua Outcomes Framework	1	
7. Co-design a process for engaging with artists (MWOFF)	1	
8. Public Realm Standards (MWOFF)	1	
9. Sustainable Procurement Objectives	1	
10. Building a database of mana	1	

whenua technical experts (MWOFF)	
11. Urbanism NZ conference	2
<b>Henderson</b>	<b>1</b>
12. Programme update	1
<b>Mana Whenua Governance Forum</b>	<b>2</b>
13. CE update	1
14. Rangatira ki te Rangatira	1
<b>Manukau</b>	<b>2</b>
15. Manukau Western Annex	1
16. Programme update	1
<b>Northcote</b>	<b>4</b>
17. Cadness Reserve	2
18. Programme update	1
19. Te Ara Awataha	1
<b>Onehunga</b>	<b>6</b>
20. Countdown development	3
21. Onehunga Municipal Precinct	1
22. Onehunga Wharf	1
23. Walking and cycling between the city centre and wharf	1
<b>Panmure</b>	<b>8</b>
24. Lagoon Edge Reserve	2



25. Panmure Cultural Narrative Summary	1	
26. Panmure Development site	2	
27. Programme update	1	
28. Station Precinct	2	
<b>Papatoetoe</b>	<b>2</b>	
29. Stadium Reserve Precinct	2	
Placemaking	<b>9</b>	
30. He Pia He Taurira	2	
31. Matariki	4	
32. Placemaking approach (MWOFF)	2	
33. Placemaking update	1	
<b>Pukekohe</b>	<b>2</b>	
34. Programme update	1	
35. Roulston Park	1	
<b>Regional</b>	<b>1</b>	
36. Programme update	1	
<b>Wynyard</b>	<b>13</b>	
37. Auckland Council Plan Change	2	

38. Programme update	1	
39. Te Ara Tukutuku	9	
40. Transitional uses	1	
<b>Grand Total</b>	<b>63</b>	

## Director interests at 19 December 2022

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

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

<b>John COOP</b>	Director	Eke Panuku Development Auckland Limited	
	Managing Director and Principal	Warren and Mahoney	Possible

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

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

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

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

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

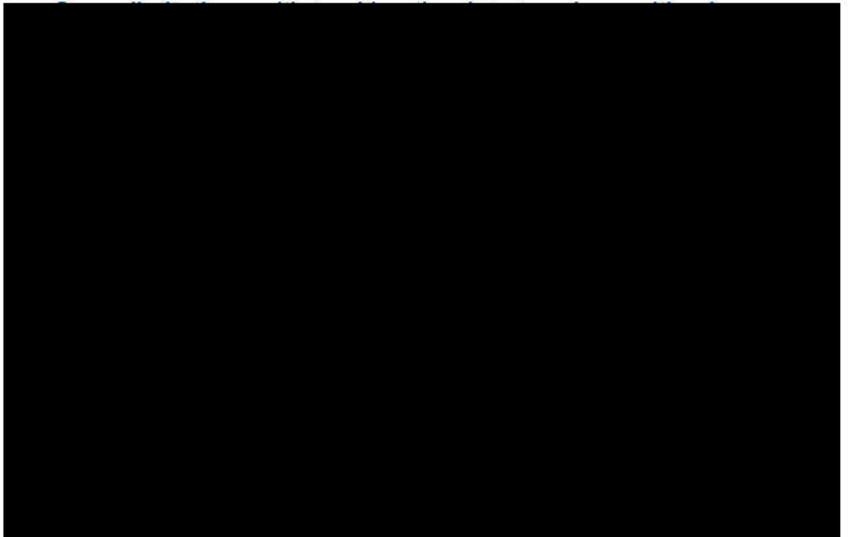
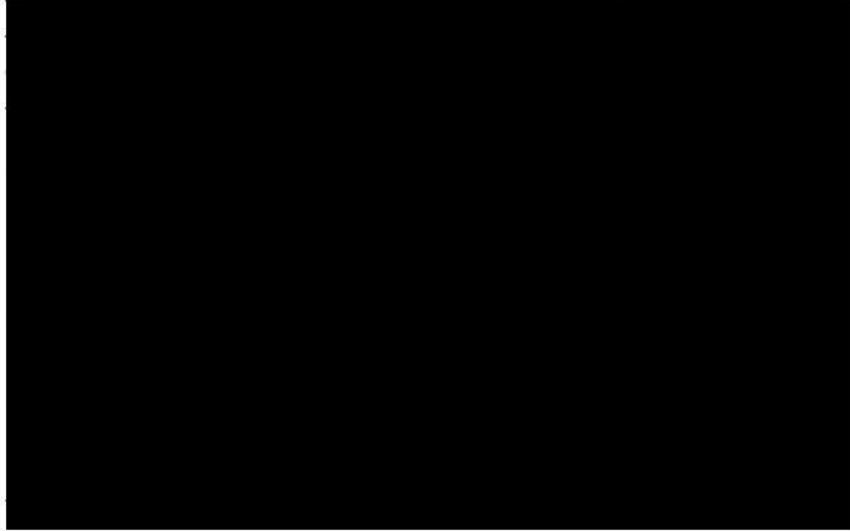
## Director meeting attendance register – 2022 / 2023

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

LOA – Leave of absence

Minutes of the meeting of directors of Eke Panuku Development Auckland Limited, held in partly **confidential** session, in person at 82 Wyndham Street, Auckland and online via Teams, on Wednesday 22 February 2023 commencing at 10.00am.

<b>Attending</b>		<p><b>Board:</b> Paul Majurey – Chair, David Kennedy – Deputy Chair, John Coop, Kenina Court, Steve Evans, Susan Huria, Jennifer Kerr</p> <p><b>Executive:</b> David Rankin – Chief Executive, Gyles Bendall – GM Design &amp; Place, Alaina Cockerton – Head of People &amp; Culture, Angelika Cutler – GM Community &amp; Stakeholder Relations, Carl Gosbee – Chief Financial Officer, Brenna Waghorn – GM Strategy &amp; Planning, Marian Webb – GM Assets &amp; Delivery, Ian Wheeler – Chief Operating Officer, Allan Young – GM Development, Kathy Crewther/Ana Belanovic – Governance Manager</p>
<b>Opening remarks</b>		The meeting opened with a karakia at 10.00am.
<b>1.0 Public deputation</b>	1 02/23	<p>Gael Baldock joined the meeting to discuss the impact of the sale of land ‘sponges’ in the draft council budget.</p> <p>Gael urged that, in view of weather events, golf courses and other council-owned sites in the city become recreational reserves to act as sponges to soak up floodwaters. She also talked about the individual character of suburbs and the effects of redeveloping town centres that do not have the support of the local community. She expressed concern about assets being sold.</p> <p>The Chair thanked Gael for her presentation and pointed out that some of the issues raised are related to decisions by Auckland Council.</p>
<b>1.1 Annual report to 30 June 2022</b>	2 02/23	The Eke Panuku Board received the report.
<b>2.1 Procedural motion to exclude the public</b>	3 02/23	Pursuant to clause 12.3 of the Eke Panuku Constitution, the public be excluded from confidential papers or parts thereof, so that commercially sensitive issues can be discussed.
<b>2.2 Apologies</b>	4 02/23	Apologies for early departure were noted from David Kennedy (3.30pm).
<b>3.0 Presentation of council-initiated performance reviews</b>	5 02/23	<p>The meeting was joined by Alastair Cameron and Rachel Wilson from Auckland Council, and Peter Chew, Ilze Gotelli, Jolene Manford and Demi Noakes from KPMG.</p> <p>Kate Cumberpatch, Priority Location Director, joined the meeting for this item.</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>

		
<p><b>4.0 Board review session</b></p>	<p>6 02/23</p>	<p>The meeting was joined by Sarah Naudé and Matt Stanley from Propero in order to discuss the Eke Panuku Board evaluation report.</p> 
<p><b>5.0. Chief Executive's report</b></p>	<p>7 02/23</p>	<p>David Rankin, Chief Executive, introduced the report. The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• Avondale Central Update Paul Majurey left the meeting due to a conflict of interest and David Kennedy chaired the item. This item was discussed in Board and CE-only time.</li> </ul> 

		<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <ul style="list-style-type: none"><li>• NZ Super Fund</li></ul> <p>[REDACTED]</p> <ul style="list-style-type: none"><li>• City Centre   Waterfront development issues</li></ul> <p>[REDACTED]</p> <ul style="list-style-type: none"><li>• Eke Panuku budget impacts</li></ul> <p>[REDACTED]</p> <ul style="list-style-type: none"><li>• TAG review</li></ul> <p>Clarification around TAG and AUDP was discussed. Balanced and thorough stakeholder feedback is being sought with a view to understanding the value of TAG and refreshing its membership and/or its brief if required. The importance of having an</p>
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		<p>independent design panel was noted. The need to reduce cost was also noted.</p> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<b>6.1 Health and safety update</b>	8 02/23	<p>Carl Gosbee, Chief Financial Officer, introduced the report. Paul Brown, Head of Health, Safety &amp; Wellbeing, joined the meeting for this item. The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• Management of the spread of antisocial behaviour on the waterfront.</li> <li>• Fencing issues on construction sites, noting this is being monitored and managed.</li> <li>• Wellbeing, noting some organisations are broadening their approach to include workplace programmes, autonomy, flexibility etc.</li> </ul> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<b>7.1 Board Conflict of Interest Management Policy</b>	9 02/23	<p>Carl Gosbee, Chief Financial Officer, introduced the report.</p> <p>The Board noted that new processes have been introduced to provide an audit trail to verify good management of identified Board conflicts of interest.</p> <p>Following the conclusion of discussions, the Eke Panuku Board approved the adoption of the Board Conflict of Interest Management Policy as an additional internal control to support and protect Board Directors from actual and perceived conflicts of interest.</p>
<b>7.2 Waterfront security – future level of service</b>	10 02/23	<p>Marian Webb, GM Assets &amp; Delivery, introduced the report. Maurice Banse, Assets and Facilities Manager, and Jayson Maud, Operations Manager, joined the meeting for this item.</p> <p>The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• Attention to language is needed to accurately represent intention, with some clarification required, noting the need to reduce risk as low as reasonably practical before cost considerations are made. It was also noted that budget reduction will not compromise responsibilities to staff or public impacted by our operations.</li> <li>• Clarification re placement of CCTVs.</li> </ul> <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <p>a. [REDACTED]</p> <p>b. Noted that:</p> <p>[REDACTED]</p>

		<p>■ [REDACTED]</p> <p>iii. Eke Panuku will need to continue to maintain the progress achieved to date and prevent future escalations by proactively managing the space well and working with council and government partners, particularly the NZ police.</p>
<p><b>7.3 Partnership with Auckland Light Rail</b></p>	<p>11 02/23</p>	<p>Paul Majurey noted his membership of the Auckland Light Rail Mana Whenua Sponsors Group. Given the council role in Auckland Light Rail, this was not seen as a conflict.</p> <p>Marian Webb, GM Assets &amp; Delivery, introduced the report. The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• [REDACTED]</li> </ul> <p>■ [REDACTED]</p> <p>■ [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
<p><b>7.4 3 Kings Road, Panmure go to market strategy</b></p>	<p>12 02/23</p>	<p>Allan Young, Director, Development, introduced the report. Richard Taylor, Priority Location Director and Gavin Peebles, Head of Development joined the meeting for this item.</p> <p>The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• Concerns regarding timing given the slow market and generally low interest, noting pre-market testing will be undertaken before going to market.</li> </ul>

		<ul style="list-style-type: none"> <li>• Some developers could show interest despite the uncertain market, although decreased land values and increasing material costs create challenges.</li> <li>• Potential impact of the election on the market.</li> <li>• Whether it was Eke Panuku’s role to try to ‘time the market’ with sales and the degree to which it should pause programme activity when the market is slower.</li> </ul> <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <ol style="list-style-type: none"> <li>a. Approved the sale of 3 Kings Road, Panmure, being SECT 3 SO 546249 and Lot 2 DP120243, containing 2,853m<sup>2</sup> via an open market sale process to achieve urban renewal including achieving Essential and Māori Outcomes.</li> <li>b. Delegated authority to the Chief Executive to execute the required documentation to sell the property based on the following key terms: <ol style="list-style-type: none"> <li>i. </li> <li>ii. the essential outcomes for the development of the property being in general alignment with the following: <ul style="list-style-type: none"> <li>• appropriate use, scale, and density considering its location, frontage to Kings Road and the Stone Cottage Reserve</li> <li>• quality landscaped/planted edges and minimised carpark impact</li> <li>• quality architecture</li> <li>• sustainability, must achieve a 6 Homestar Built rating certificate for any residential component.</li> </ul> </li> <li>iii. Māori outcomes to be achieved as part of section 6.2 of the Eke Panuku Selecting Development Partners Policy will form a minimum 15% of the criteria for assessing developer proposals.</li> </ol> </li> </ol>
<p><b>7.5 535 Ellerslie-Panmure Highway, Panmure go to market strategy</b></p>	<p>13 02/23</p>	<p>Allan Young, Director, Development, introduced the report. Richard Taylor, Priority Location Director and Gavin Peebles, Head of Development joined the meeting for this item.</p> <p>The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• There has been some interest in the site already.</li> <li>• Suggestion to pursue negotiation rather than go to open market, however an open process is needed.</li> </ul> <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <ol style="list-style-type: none"> <li>a. Approved the sale of 535 Ellerslie-Panmure Highway, Panmure, being SECT 29 SO 471986, containing 5,249m<sup>2</sup> via</li> </ol>

		<p>an open market sale process to achieve urban renewal including achieving Essential and Māori Outcomes.</p> <p>b. Delegated authority to the Chief Executive to execute the required documentation to sell the property based on the following key terms:</p> <p>i. [REDACTED]</p> <p>ii. In general accordance with the following essential outcomes for the development of the property:</p> <ul style="list-style-type: none"> <li>• The building bulk and mass to be located at the corner Ireland Road and Ellerslie Panmure Highway and along the Ireland Road frontage with active frontages and an entrance to the corner.</li> <li>• Quality architecture considering the specific context adjacent to a wide transport corridor and road intersection.</li> <li>• Quality landscaped/planted edges and minimised carpark impact.</li> <li>• Achieve a minimum Six Homestar rating for residential components.</li> <li>• [REDACTED]</li> <li>• Māori outcomes to be achieved as part of section 6.2 of the Eke Panuku Selecting Development Partners Policy will form a minimum 15 per cent of the criteria for assessing developer proposals.</li> </ul>
<p><b>7.6 Falls Carpark – 14 Edmonton Road, Henderson</b></p>	<p>14 02/23</p>	<p>John Coop declared a conflict of interest and left the meeting for this item.</p> <p>Ian Wheeler, Chief Operating Officer, introduced the report. John Carter, Priority Location Director, joined the meeting for this item.</p> <p>The Board acknowledged John Carter’s contribution to Eke Panuku and his involvement in many projects. The Board wished John all the best for his next steps.</p> <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <p>[REDACTED]</p>

		<p>b. Approved the following new essential outcomes to enable the sale to proceed:</p> <ul style="list-style-type: none"> <li>• A high quality environmentally responsive building that achieves a minimum of New Zealand Green Building Council 5 Greenstar rating.</li> <li>• The expression of Māori culture and identity in the design confirmed through an engagement process with Mana Whenua.</li> <li>• Designed to respect its location as a gateway to Henderson, the heritage of the Falls Hotel, the two protected Kauri trees and create a positive edge to both roads.</li> <li>• Demonstrate high quality architectural and landscape design. Buildings must include a variety of heights, good consideration of form, scale, proportions, materials and use of colour.</li> <li>• A design review process with designs presented at key milestones with sufficient time for consideration.</li> </ul> <p>c. Delegated authority to the Chief Executive to execute the documentation, subject to:</p> <ul style="list-style-type: none"> <li>• [REDACTED]</li> <li>• [REDACTED]</li> </ul>
<p><b>7.7 Transform Onehunga – Waiapu Precinct East-West Axis Enabling Works</b></p>	<p>15 02/23</p>	<p>Ian Wheeler, Chief Operating Officer, introduced the report. Richard Taylor, Priority Location Director, joined the meeting for this item.</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>

<b>8.1 Risk Management</b>	16 02/23	<p>Carl Gosbee, Chief Financial Officer, introduced the report. The Board noted that antisocial behaviour is becoming more of a trend within society and requires monitoring and management.</p> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<b>8.2 Optimisation Opportunity</b>	17 02/23	<p>John Coop left the meeting for this item due to a declared conflict.</p> <p>Allan Young, GM Development, introduced the report. The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• [REDACTED]</li> </ul> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<b>8.3 Eke Panuku Engagement Strategy</b>	18 02/23	<p>Angelika Cutler, GM Community &amp; Stakeholder Relations, introduced the report. Carlos Rahman joined the meeting for this item.</p> <p>The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• The Strategy will be put on the website.</li> <li>• The ELT will be reviewing the KPMG report for any relevant insights.</li> </ul> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<b>8.4 Memorandums of Understanding between Eke Panuku and mana whenua</b>	19 02/23	<p>Angelika Cutler, GM Community &amp; Stakeholder Relations, introduced the report. Daniel Haines, Head of Māori Outcomes, and Jordan Tairaoa, Principal Māori Outcomes Advisor, joined the meeting for this item.</p> <p>The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• The organisation is on track to deliver in the spirit originally built within the MOUs.</li> <li>• Dialogue is continuing with Te Rūnanga o Ngāti Whātua, and updates on properties of interest are done as necessary.</li> </ul> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<b>9.1 Director interests</b>	20 02/23	The Eke Panuku Board reviewed and received the Register of Directors' Interests.
<b>9.2 Director meeting attendance</b>	21 02/23	The Eke Panuku Board noted the Directors' meeting attendance.
<b>9.3 Minutes of the 16 December 2022 board meeting</b>	22 02/23	The Eke Panuku Board reviewed and confirmed the Minutes of the Board Meeting 16 December 2022, with confidential information included, as a true and accurate record of the meeting.

<b>9.4 Board action list</b>	23 02/23	The Eke Panuku Board noted the Board action list.
<b>9.5 Board forward work programme</b>	24 02/23	The Eke Panuku Board noted the Board forward work programme.
<b>10. General Business</b>	25 02/23	There were no items of general business.
<b>11.0 Westhaven commercial issues workshop</b>	26 02/23	Marian Webb, GM Assets & Delivery, introduced the item. John Schellekens, Partner, PwC, Mark Norton, Senior Portfolio Specialist, and Hanno Willers, Head of Community Affairs, joined the meeting for this item. 
<b>Close of Board meeting</b>	27 02/23	The meeting closed with a karakia at 3.55pm.

Read and confirmed

\_\_\_\_\_ Chair

\_\_\_\_\_ Date