

# Board Report

**Date**

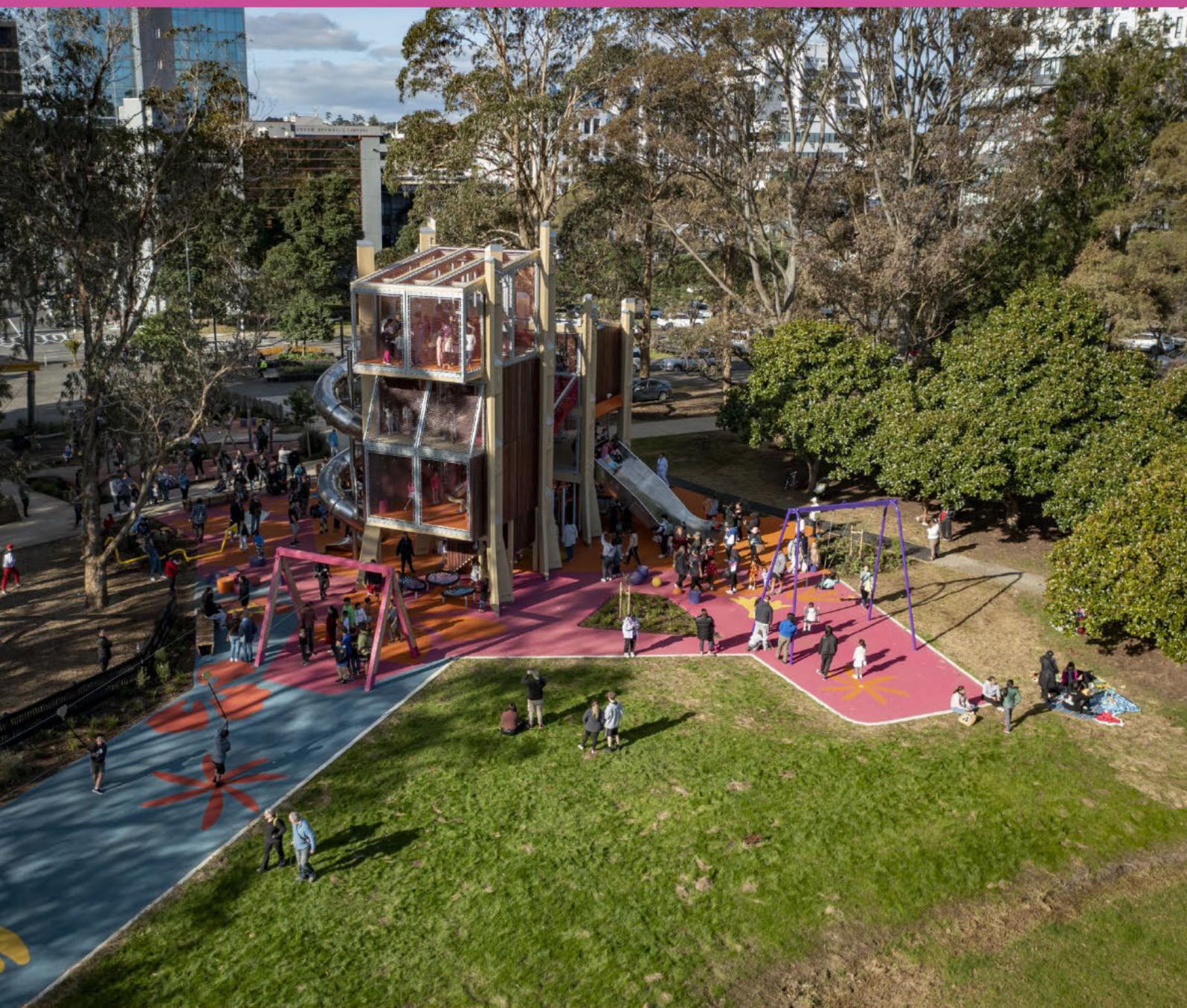
Wednesday  
25 October 2023

**Time**

10.00am

**Venue**

Eke Panuku offices  
Ground Floor  
82 Wyndham Street  
Auckland



# Board Agenda

**Where:** Eke Panuku offices, Ground Floor, 82 Wyndham Street, Auckland

**When:** Wednesday 25 October 2023 | 10.00am - 1.05pm

**Board members:** Paul Majurey, Chair; Kenina Court; Steve Evans; Susan Huria; Jennifer Kerr

**Apologies:** David Kennedy, Deputy Chair; John Coop

		Time
	<b>Public meeting open</b>	<b>10.00am</b>
<b>1.</b>	<b>Welcome / Acknowledgements</b> 1.1 Apologies	<b>10.00am</b>
<b>2.</b>	<b>Chief Executive's report (open items)</b>	<b>10.05am</b>
<b>3.</b>	<b>Health and Safety report</b>	<b>10.30am</b>
<b>4.</b>	<b>Information papers</b> 4.1 Communications and engagement – Update 4.2 Selecting Development Partners – One year review	<b>10.45am</b>
<b>5.</b>	<b>Decision papers (open items)</b> 5.1 2 & 4 Svendsen Road, Pukekohe - Go to Market Strategy 5.2 Unlock Henderson/Te Kopua - Programme Refocus 5.3 Asset Management Policy & Strategy Framework	<b>10.55am</b>
<b>6.</b>	<b>Governance matters (open items)</b> 6.1 Out of Cycle Decisions 6.2 Director interests 6.3 Director meeting attendance 6.4 Minutes meeting held - 27 September 2023	<b>11.00am</b>
	<b>Public meeting close and confidential meeting open</b>	<b>11.05am</b>
<b>7.</b>	<b>Chief Executive's report (confidential items)</b>	<b>11.05am</b>
<b>8.</b>	<b>Workshop - Port Precinct Future Development - Draft Framework plan</b>	<b>11.15am</b>
<b>9.</b>	<b>Decision papers (confidential items)</b> 9.1 2 & 4 Svendsen Road, Pukekohe - Go to Market Strategy 9.2 Unlock Henderson/Te Kopua - Programme Refocus 9.3 Downtown Car park Redevelopment	<b>12.15pm</b>
<b>10.</b>	<b>Information papers</b> 10.1 Waterfront Commercial Opportunity	<b>12.45pm</b>

<b>11.</b>	<b>Governance matters (confidential items)</b> 11.1 Director interests' projects 11.2 Minutes meeting held - 27 September 2023	<b>1.00pm</b>
<b>12.</b>	<b>General business</b>	<b>1.05pm</b>
	<b>Meeting close</b>	<b>1.05pm</b>

# Information paper: Chief Executive's Report

Author: David Rankin, Chief Executive

October 2023

## Whakarāpopototanga matua | Executive summary

1. This is a public report which incorporates a range of material on current and emerging issues. Some information contained in this report should be treated as confidential. In terms of Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to the withholding of information as necessary to:
  - protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of a third party (s7(2)(b)(ii))
  - enable any local authority holding the information to carry on, without prejudice or disadvantage commercial negotiations (s7(2)(i))
  - maintain the effective conduct of public affairs through the free and frank expression of opinions by or between or to members or officers or employees of any local authority in the course of their duty (s7(2)(f)(i))
  - maintain legal professional privilege (s7(2)(g)).

## Matapaki | Discussion

### Annual Board strategy session

2. A half day strategy session is being planned to be held after the formal board meeting in November which is necessary to approve the Annual Report and to progress some workstreams on a critical path. The strategy session will include:
  - a strategic overview
  - update on the Long-term Plan process
  - Urban regeneration - Future programme
  - climate-related governance training workshop
  - a small-group participatory session to consider post-election issues and opportunities.

### Funding decision for Te Hono

3. The Avondale library and community hub project, named Te Hono, has previously faced a significant funding shortfall due to an increase in construction costs across the industry.

4. Whau Local Board agreed at its recent business meeting to support the reallocation and the Governing Body ratified this decision. The Governing Body voted to reallocate funding from the Whau Aquatic and Recreation Centre development budget in financial year 2026/2027.
5. The preliminary design, adopted by Whau Local Board at its September business meeting, also simplifies construction, and minimises costs to ensure the project remains cost-effective.
6. Following the approval of the preliminary design by the board, the project will now progress to a developed design with an aim to lodge a resource consent by December 2023. Detailed design and a construction phase will follow.
7. As an integrated community facility located in the heart of the town centre, Te Hono is an important part of Eke Panuku's Unlock Avondale urban regeneration programme. The construction of the adjacent upgraded town square and outdoor areas is managed and funded by Eke Panuku.
8. Auckland Council and Eke Panuku are delivering Te Hono and the town square in partnership and as an integrated programme.

### Ormiston Town Centre

9. [Redacted]
  - [Redacted]
  - [Redacted]
  - [Redacted]
10. [Redacted]
  - [Redacted]
  - [Redacted]

[Redacted]

- [Redacted]

11. [Redacted]

12. [Redacted]

13. [Redacted]

14. [Redacted]

**Queens Wharf update**

15. [Redacted]

16. [Redacted]

17. [Redacted]

[Redacted text block]

18.

[Redacted text block]

**Plan Change 60**

19.

[Redacted text block]

20.

[Redacted text block]

21.

[Redacted text block]

22.

[Redacted text block]



- 23. [Redacted]
- [Redacted]
- [Redacted]

**Avondale Central**

- 24. [Redacted]
- 25. [Redacted]
- 26. [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

- [REDACTED]
- 27. [REDACTED]
- 28. [REDACTED]
- 29. [REDACTED]
- 30. [REDACTED]
- 31. [REDACTED]

### **Acquisition of weather affected properties in Auckland**

- 32. Severe weather events in January and February 2023 have had a devastating and lasting impact on many communities and thousands of households across Tāmaki Makaurau / Auckland. Flooding and land slips have damaged or destroyed homes and up-ended lives and communities.
- 33. Auckland Council has worked with central government to secure a funding support package that would enable people in the region to move forward with certainty, as quickly as possible.
- 34. To achieve all the outcomes of the package the government will provide approximately \$1.1 billion of funding, with the council investing around \$900 million.
- 35. The funding package will allow council to repair damaged roads and other infrastructure, reduce the risk of future floods, and support people to get out of housing situations that pose an intolerable risk to life.
- 36. Auckland Council consulted with the public on this proposal in September. Auckland Council’s Governing Body on 6 October accepted the Government’s proposal and will enter into the recovery funding agreement. Auckland Council’s recovery team will be responsible for implementing the programme including setting up parameters for the buy out of the ‘category 3’ homes categorised as having an intolerable risk to life, as well as carrying out its existing roles in transport and stormwater management.
- 37. The parameters of the acquisition programme are:

- a market valuation pre-events, with the pre-event date to be determined, is used as the valuation method for the Voluntary Buy-out Support Scheme (the reference valuation).
- [REDACTED]
- a homeowner contribution is applied to the Voluntary Buy-out Support Scheme property buy-out offers, as follows:
  - i. Insured property: 5% of the reference valuation.
  - ii. Uninsured property: 20% of the reference valuation (subject to consideration of individual circumstance as set out in the Scheme).

- [REDACTED]

- [REDACTED]

38. [REDACTED]

39. [REDACTED]

40. [REDACTED]

### Visit of the Governing Body

41. The planned annual visit to Eke Panuku on 6 October was cancelled by the council team. This was because the current workloads for councillors meant that we were not able to get the attendance needed to make the meeting worthwhile. Some of the material will be useful for the next LTP engagement in November.

42. The desire to engage with the Board governor-to-governor has since been emphasised by the Chair of the CCO Direction and Oversight Committee, Cr Shane Henderson, who will be looking to how the CCO site visits for the committee can be scheduled more effectively. The Committee Chair is also interested in scheduling site visits to Eke Panuku priority locations for key councillors on the CCO Direction and Oversight Committee in the New Year.

### Group Shared Services (GSS) project

43. [REDACTED]

44. [Redacted]

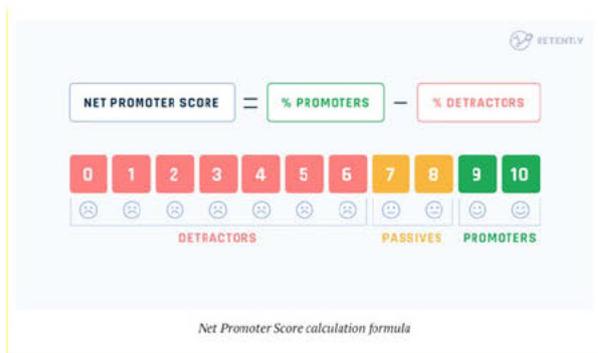
45. [Redacted]

### Leadership development

46. Leadership has continued to be a focus through 2022/2023. Benefits from this work reflect in our July engagement survey. Despite going through significant change, staff engagement remained high, our health and wellbeing score increased, and our management support score remained in the top quartile against benchmark.

47. Through our partnership with Centre for Vision and Leadership a programme was designed and delivered that was strategically aligned, directly relevant to our work and environment and targeted different needs dependant on role. These initiatives included exploring the role of both people leaders and project leaders at Eke Panuku and the requirements of leaders to successfully deliver. It was designed to enhance working relationships across our matrix operating model and to equip leaders to work effectively with both internal and external stakeholder groups. The programme also upskilled our project leaders on relevant core leadership content. The Leadership Development Executive Summary provides an overview of key activity carried out over the last 12months along with participant satisfaction.

48. Feedback received across the initiatives was very positive providing an average Net Promoter Score (NPS) of 49. The NPS measures satisfaction and loyalty. Responses are grouped into Promoters (who score satisfaction at 9-10), Passives (7-8) and Detractors (0-6). The NPS being the difference between the percentage of Promoters and Detractors. The creators of the NPS metric, Bain & Company, say that although an NPS score above 0 is good, above 20 is great and above 50 is amazing. Anywhere above 80 is the top percentile.



49. The focus of our leadership work in 2023-2024 is to continue to build sustainable leadership capability through smart investment that supports and maintains the high engagement for Eke Panuku people and delivery of desired results. The work will deliver inclusive experiences aiming to support leaders in the execution of key strategic objectives while building leadership confidence, adaptability, and resilience. It also includes modules targeted at strengthening the capabilities of our project leaders. The

October 2023

design leverages the commitment Eke Panuku has already made to leadership development and utilises existing work streams and channels.

## **Ngā tāpirihanga | Attachments**

Attachment A – Leadership Development FY23



Attachment C – Board Dashboard as at 30 September 2023

eke panuku

# Leadership Development FY23 Executive Summary

Prepared September 2023

# Executive Summary

Focus	Audience	Objectives	Highlights achieved
<p><b>Lead</b></p> <p>People Leadership</p> 	<ul style="list-style-type: none"> <li>• ELT</li> <li>• People leaders</li> </ul>	<ul style="list-style-type: none"> <li>• To support leaders at Eke Panuku to be aligned and focused on priority areas and to role model effective leadership.</li> <li>• To encourage leaders to lead high-performing teams that achieve targeted results while managing the pace of work in a way that takes care of people.</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Quarterly workshops</b> supporting <b>ELT work programme</b>, strategic and business planning, team and leadership development</li> <li>✓ <b>Leading for Impact FY24 one-day workshop</b> open to all people leaders to connect and set up for the year ahead, <b>44 attended</b> with <b>NPS 52</b></li> <li>✓ <b>Hautū (people leader) Forum updates</b> and targeted design to provide ongoing support to leaders, 4 sessions covering: (1) <b>Development Conversations</b>; (2) <b>Leading Through Change</b>; (3) <b>Embedding DiSC</b>; and (4) <b>Managing Accountability</b>.</li> </ul>
<p><b>Extend</b></p> <p>Project + Team Leadership</p> 	<ul style="list-style-type: none"> <li>• Project leads/teams</li> <li>• Intact teams</li> </ul>	<ul style="list-style-type: none"> <li>• To extend the reach of leadership conversations</li> <li>• To equip project leads to influence, negotiate and effectively lead in stakeholder engagement. To build a toolkit of agile project practices.</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Leadership Behaviours</b> were <b>workshopped</b>, and a series of Leadership pitstop sessions were delivered to both people and project leaders as <b>4 x 2-hour workshops</b>. Mixed cohorts ensured a range of experiences and built connections across the group.</li> <li>✓ <b>Inspire session</b>: Building Inspiration Through Shared Success, objectives rated <b>8.4/10</b> or higher, <b>NPS 57</b></li> <li>✓ <b>Achieve session</b>: Polarity Management, objectives rated <b>8.4/10</b> or higher, <b>NPS 50</b></li> <li>✓ <b>Involve session</b>: Complex Collaboration, objectives rated <b>8.1/10</b> or higher, <b>NPS 35</b></li> <li>✓ <b>Enable session</b>: Building Trust and Safety, objectives rated <b>7.9/10</b> or higher, <b>NPS 36</b></li> <li>✓ <b>Project Leaders</b> upskilled in core leadership content: <b>Outward Mindset (The Box)</b>, <b>NPS 33</b> and <b>Authentic Leadership, Personal Purpose</b>, <b>NPS 65</b></li> <li>✓ <b>South Team Building Workshop</b>, leveraging DiSC and tailored content to encourage reflection, collaboration, and set up for the year ahead, <b>NPS 64</b></li> </ul>
<p><b>Embed</b></p> <p>Self-Leadership</p> 	<ul style="list-style-type: none"> <li>• All Eke Panuku team members</li> <li>• Coaching Crew</li> </ul>	<ul style="list-style-type: none"> <li>• To explore behavioural drivers and leadership styles through DiSC.</li> <li>• To help embed leadership practices within day-to-day experiences.</li> <li>• To enhance working relationships across the matrix structure and promote a coach approach to problem-solving.</li> </ul>	<ul style="list-style-type: none"> <li>✓ DiSC is now embedded across the organisation with <b>more than 160 team members</b>, with ongoing use of Catalyst.</li> <li>✓ <b>26 Self-Leadership Habit sessions</b> have now been delivered across Eke Panuku, open to all team members. 10 topics with <b>290 attendances</b> to date.</li> <li>✓ The <b>top three</b> Self-Leadership Habit topics include: <b>The Power of Storytelling; Making Time Work for You</b>; and <b>Harnessing Your Superpowers</b>.</li> <li>✓ <b>Ongoing support of Internal Coaching Crew</b>, including reconnect and upskill session July 2023</li> </ul>

# Highlights: Leading for Impact Workshop FY24

**Leading for Impact FY24 one-day conference** open to all people leaders to connect and set up for the year ahead, **44 attended** with **NPS 52**.

## Objectives:

- Inspire, reset and connect the leadership group following budget and organisational changes
- Create a shared understanding of context, opportunities, strengths and priorities for FY23/24
- Introduce systems leadership capabilities and enable leaders to explore how they can more effectively lead across the Eke Panuku, within the Council Group and with partners in the evolving context
- Explore the external context and essential leadership mindset and capabilities to succeed in an environment of less resources and a difficult property market
- Set individual and collective intentions for success for FY23/24, given the need to finalise business plans and individual objectives

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## Strong support for the ELT panel:

- *“It was great to have the ELT team reassure and update us.”*
- *“Liked the ELT being part of it all.”*

## Leaders enjoyed the Rube Golberg activity and gained insights into the importance of systems leadership:

- *“Great session. I loved the machine build and how it quickly put us all in our behavioural ‘type’ corners” and “it was a good opportunity to think more about systems leadership.”*
- *“I realised I need to make sure I make the time and space for enterprise leadership and also to ensure I’m coaching my lead team to do the same.”*
- *“I’m committed to thinking more about roles and responsibilities and planning on projects.”*
- *”Keep my head up! And ask ‘who might have done this before?’”*

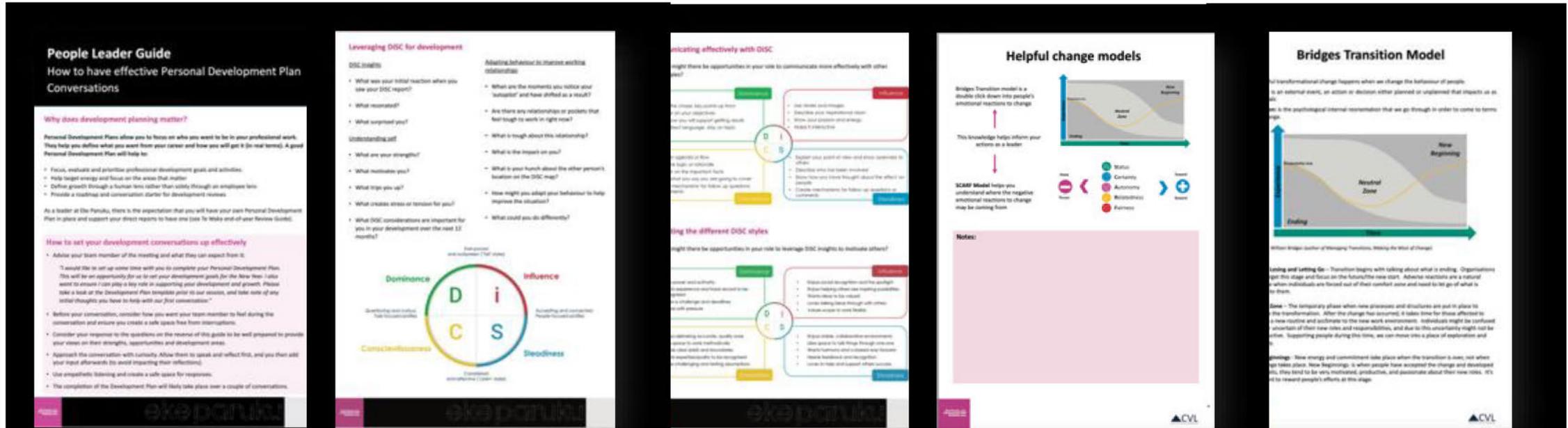
# Highlights: Hautū Forums

**Hautū Forum** - 90minute in person sessions with our people leaders

**Objectives;**

- Work through any organisational challenges together
- Inspire, connect, inform and engage our leaders
- Create space to share learnings and successes
- Embed leadership development learnings and behaviours

**Hautū Forum updates** and targeted design to provide ongoing support to leaders, 4 sessions covering: (1) **Development Conversations**; (2) **Leading Through Change**; (3) **Embedding DiSC**; and (4) **Managing Accountability**. People Leader resources developed to support embedding of leadership behaviours.



# Highlights: Leadership Behaviour Sessions

**Leadership Behaviours** were **workshopped** with our leaders, and a series of Leadership Pitstops were delivered to both people and project leaders as **4 x 2-hour workshops**. These were interactive bite sized learning sessions, anchored to the leadership behaviours, that focused on real-time work. Mixed cohorts ensured a range of experiences and built connections across the group.

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**Each session was designed to inspire action. Here are some of the commitments leaders shared in their evaluation:**

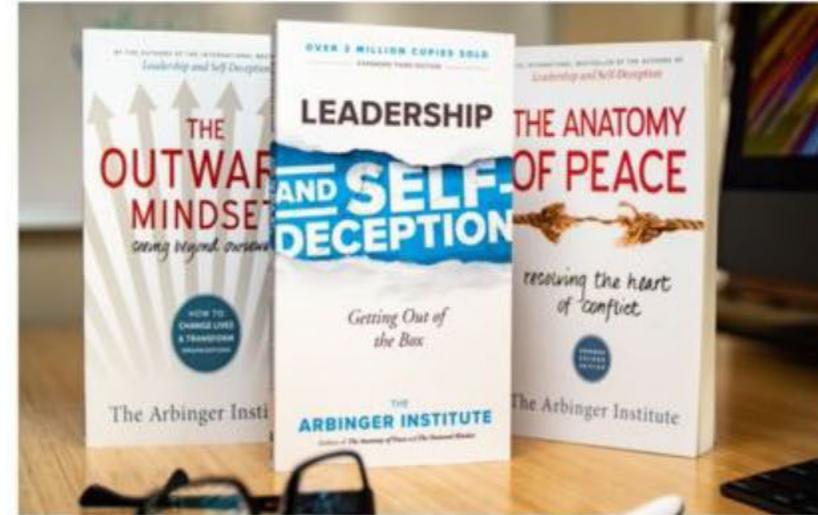
- *“As a result of the workshop, I am committed to coordinating the mismatch of work streams into a coherent framework that will inspire the team”.*
- *“It was a fun workshop. I loved the mood matrix exercise! So real. I am committed to following up with someone in my team feeling low mood to check in.”*
- *“I am committed to being more present in the office and for my team.”*
- *“Great content and discussion around micro-exclusions” and “I am committed to proactively listening to others, especially with accents, and proactively responding to build affirmation and support. I am going to call out stuff I see and be more aware.”*
- *“I am going to focus more on celebrating the small wins.”*
- *“I’m going to reflect on and identify my leadership strengths and weaknesses and tap into the strengths of others.”*

# Highlights: Project Leaders upskilled in Authentic Leadership + Outward Mindset

**Project Leaders** upskilled in core leadership content: **Outward Mindset (The Box)**, NPS 33 and **Authentic Leadership, Personal Purpose**, NPS 65

Following the sessions, project leaders said they were committed to:

- “Love this content! I’ll be looking through their work in detail going forward.”
- “Keep investing in relationship building as the foundation for positive working outcomes”.
- ”I now have more awareness about the needs of others”.
- “It would be great now to take this work into stakeholder and community engagement.”
- “The purpose session was nicely facilitated, with a clear structure. The structure helped to evolve and clarify my thinking. It is great to have the time to do this, it’s not often we get time to reflect on ourselves deeply 😊”
- ”My purpose will help me better lead and inspire my community.”
- “I appreciated the dedicated thinking time and further discussion with others around the topic.”
- “I enjoyed thinking more about how my strengths and drivers can lead more effectively to outcomes.”



## Importance of purpose for individuals



# Highlights: South Team Building Session

**South Team Building Workshop**, leveraging DiSC and tailored content to encourage reflection, collaboration, and set up for the year ahead, **NPS 64**

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## Following the session, participants commented on:

- *“It was great meeting many others in the South Team whom I didn't know before. I now know more people I can engage with.”*
- *It's important to take time to appreciate, understand and celebrate our individual styles*
- *“Would love to have another workshop like this in the future” and “Would love to do one again at the end of this year.”*
- *“It's good to have awareness of the change process.”*
- *“It was a fun and productive day to help us work better together.”*
- *“It was nice spending time as a team and discussing how we work together.”*
- *“The same workshop should be done for the Isthmus Programme!”*

# Highlights: Working with Difference - DiSC

## Embedded Across Eke Panuku

DiSC (a tool for understanding behavioral differences) is now embedded across Eke Panuku with **more than 160 team members** and ongoing use of Catalyst.

### Additional progress with embedding DiSC:

- DiSC is now also incorporated as part of the induction process, with quarterly DiSC workshops for new starters and ongoing DiSC conversations with development planning.
- All those who have completed DiSC, have access to the Catalyst Portal where you can pull team reports, group views, and deep-dive into specific working relationships and how you might turn off your autopilot to adapt your behaviour when working with others.

### Team members say:

- *"It's great to learn about the styles, and useful to work out how to work with people better."*
- *A selection of 'word of the session' from a recent session: Useful, Grateful, Interesting, Connection, Helpful, Understanding, Awareness, Appreciative*



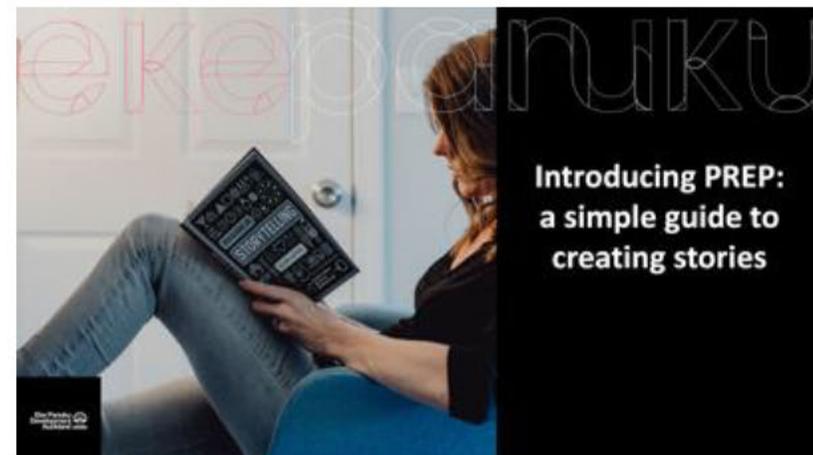
# Highlights: Self-Leadership Habits

**26 Self-Leadership Habit sessions** have now been delivered across Eke Panuku, open to all team members. 10 topics with **290 attendances** to date.

The **top three** Self-Leadership Habit topics include: **The Power of Storytelling**; **Making Time Work for You**; and **Harnessing Your Superpowers**.

Harnessing your Superpowers	46
The Power of Storytelling	55
Effective Feedback	21
Coaching Mindset	23
Making Time Work for You	49
Inclusive Working	9
Emotional Intelligence	22
Adaptive Work Practices	7
Wellbeing and Resilience	22
Leveraging Experimentation	36
<b>Total</b>	<b>290</b>

- *“Fantastic session, so valuable! I will definitely utilise the PREP approach to compiling my stories. Practice makes perfect. Thanks.”*
- *“I now have the tools to assess my priorities, schedule time to work on tasks and contingency time, and how to schedule my tasks based on my energy levels.”*
- *“I found it really useful to discover unrecognised strengths and weaknesses so I can look for ways to integrate them moving forward “*

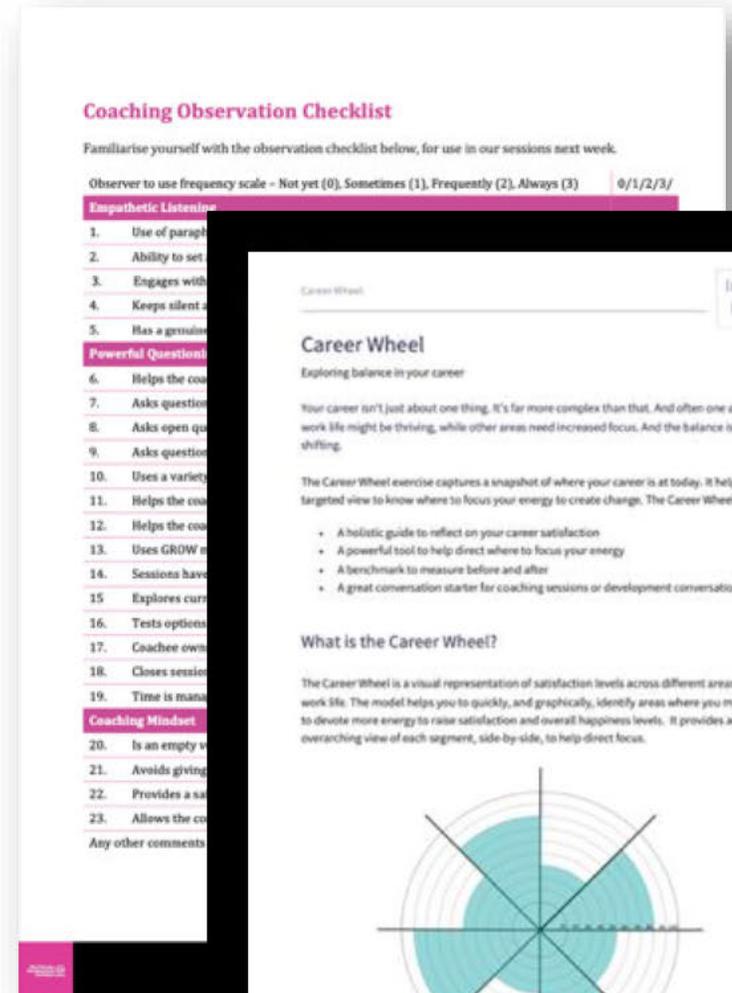


# Highlights: Internal Coaching Crew

Ongoing support of Internal Coaching Crew, including reconnect and upskill session July 2023

Coaching is having an impact across the organisation. Here is what some coachees have to say about their experience with internal coach support:

- *“It was been a great way to talk through some of the challenges I am facing in work life, and a way to build a skillset to navigate these going forward.”*
- *”I think it has been a great way of continuing professional development without having to go on a course.”*
- *“Coaching feels like someone is in my corner supporting me in the decisions I make – not pushing me to change things, but helping me to realise what it is that I am looking for within my career and life goals.”*
- *”My coach was open, honest and a great listener. Also able to clarify thoughts and support me with formulating next steps.”*
- *”Coaching provided recognition that change can be incremental. It’s a way to check you are on a path you are happy with (for now), not necessarily trying to uncover a huge overhaul.”*



# About NPS Scores

Net Promoter Score (NPS) is a simple, yet effective metric that measures customer satisfaction and loyalty by asking one key question: “How likely are you to recommend our company/product/service to a friend or colleague?”. Based on their responses, customers are grouped into Promoters, Passives and Detractors, with NPS being the difference between the percentage of Promoters and Detractors.

- **Promoters (9-10):** Loyal enthusiasts who will most likely recommend your business to others and help attract new customers.
- **Passives (7-8):** Although satisfied, these customers are not devoted to your brand and may easily switch to a competitor if a better offer is on their radar.
- **Detractors (0-6):** Unhappy customers who may affect your business reputation and growth through negative word-of-mouth.

The creators of the NPS metric, Bain & Company, say that although an NPS score above 0 is good, above 20 is great and above 50 is amazing. Anywhere above 80 is the top percentile.



*Net Promoter Score calculation formula*

<https://www.retently.com/blog/good-net-promoter-score/>



# Quarterly reporting pack

## Period ending 30 September 2023



### Executive summary

#### Highlights for the quarter

- The Waiwharariki Anzac Square in Takapuna opened to the public at the start of September.
- Avondale town square can progress following the Te Hono Avondale Community Hub funding being secured.
- In Manukau, the concept design for the Hayman Park wetland is complete and resource consent lodgement targeted for later this year. The Hayman Park playground is now open to the public.



**SOI targets** – We have made good progress across a number of targets this quarter, including the completion of over 6,000 sqm of public realm works from our 7,000 sqm target, 18 of the 40 initiatives to support Māori outcomes have already been delivered and we continue our trend of good occupancy rates across our residential and commercial properties.

**Corporate business plan** - A total of 40 initiatives to identify Eke Panuku priorities, enabling work and CE objectives were set for FY24. 39 of the initiatives are on track and 1 has been completed.



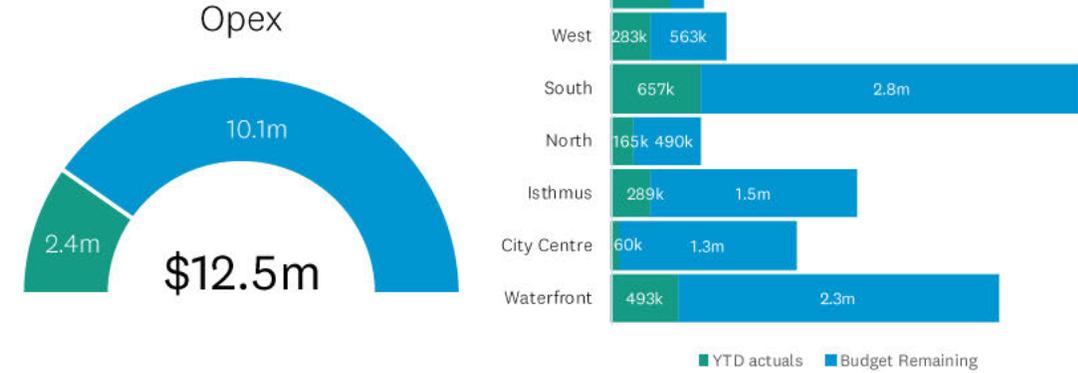
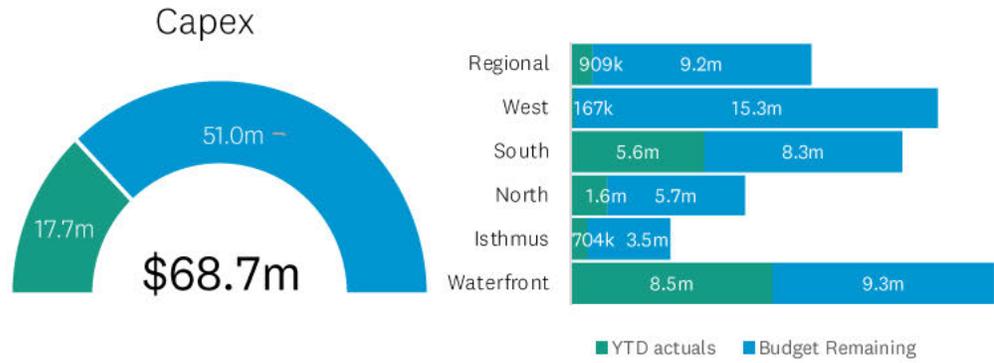
**Site sales and development agreement progress** – Sales target for this year is \$155m, made up of \$100m from the Regional programme, \$40m from the Transform & Unlock programmes and \$15m from general asset sales. Sales to date total \$1.5m, made up of 1 sale in the Transform and Unlock portfolio and 2 general asset sales. There are 3 significant sales totalling \$133m that are expected to complete towards the end of the financial year.

**Property portfolio & marina** – It's been a steady start to the year, net surplus is currently tracking \$1.8m ahead of budget.

**Office Occupancy** – is an average of 60% over the quarter.

# Regeneration summary

The programmes include transform & unlock and support regeneration programmes



There has been a good start to the year with regeneration capital spend to date totalling \$17.7m, this is \$1.7m behind phased budget.

In the first quarter of the year we have:

- Purchased 901 Great South Road from Te Whata Ora ████████ to enable a cycleway and walkway along the Puhinui Stream.
- Practical completion of Waiwharariki Anzac Square with the official opening held on 1 September. Costs in year are \$0.9m. Costs in year are forecast to be \$0.5m under the budget allocated for this year as a number of costs were expensed last financial year.
- Official opening of the new playground in Hayman Park on 2 September. Costs in year are \$0.4m.
- \$0.4m in Ormiston for the Bellingham Road extension works.
- Continued construction on the following projects in the Transform Waterfront programme: Westhaven - land side works for the pile berth redevelopment \$3.6m. Wynyard Quarter interim activation - \$0.5m, \$0.8m on the Water Edge Response works and \$0.9m on Market Square. Te Ara Tukutuku \$1.2m on the design consortium costs.
- \$1.3m contamination payment to Precinct Properties for stage 3 of their development. This is \$1.2m behind phased budget and this is forecast to be a saving as construction is now above ground.
- Delayed the start of Hobsonville’s new wastewater pumping station until expected costs are confirmed, the contract will then be awarded. This project is \$0.8m behind phased budget.

Regeneration opex is budgeted at \$12.5m, to date \$11.7m has been distributed across our programmes. Programme Leads can apply through the Project Steering Group to utilise the remaining unallocated portion of \$0.8m if required.

Spend year to date totals \$2.4m, this is \$1.1m behind phased budget.

The underspend year to date is largely due to incorrect phasing of external costs in the first quarter when they should have been weighted more heavily to quarter four for placemaking and design.

Waterfront \$0.4m - place making spend to date was expected to be \$0.2m. However, the majority of costs in relation to the Live, Laugh, Love activation in August were expensed in FY23. \$0.1m phased for legacy space activations.

Onehunga \$0.2m, the majority of the design and placemaking external costs for the year were phased in July and August. These will need to be spread over the year.

City Centre accounts for \$0.3m of the phasing difference as it was assumed that spend would begin in July. We are still working through set up of procurement in this area and project structure set up in Sentient and SAP. Expenditure will grow in this area as the year continues.

# Sales summary



This quarter there have been total asset sales of \$1.5m.

- General assets sales - 20 Uxbridge Street, Howick [redacted] and 145 Keri Vista Rise, Redhill [redacted]
- Transform and unlock sales - 37 Tobin Street, Pukekohe [redacted]

## Regeneration sites approved for Sale

Status	Location	Programme	Project Name	Est. Sale value
Preparing for sale	Regional	Supports	198 Dominion Road, Mt Eden Ormiston, 65 Haddington Drive - Site Sale 10-22 Totara Avenue, Site D, New Lynn	
		Eastern Busway TODs	9 Marriot Road & 9 Chevis Place, Pakuranga	
	Transform & Unlock	Panmure	486-592 Ellerslie Panmure Highway 3 Kings Road 11 Lagoon Drive 10 Basin View Lane	
		Pukekohe	174 - 182 Manukau Road Edinburgh Superblock	
		Northcote	115 Lake Road	
Preparing for sale Total				[redacted]
In negotiation	Regional	Supports	Airfields Stage 3 - Megalot 5 & 6 Own Your Own Home for Older People	
		Transform & Unlock	10 Putney Way	
	Transform & Unlock	Panmure	535 Ellerslie Panmure Highway	
		Waterfront	101 Pakenham Street West (Lysaght Building) North Wharf Development - Site 14 Willis Bond 'West 2' Residential Apartments	
In negotiation Total				[redacted]
Conditional agreement	Regional	Corporate Property	4-10 Mayoral Drive, Aotea Station Developme	
		Supports	132 Greenlane East Downtown carpark, City Centre	
	Transform & Unlock	Manukau	9 Osterley Way	
		Takapuna	R78 and 72A Hurstmere Road sites Anzac Street / Hurstmere Road 14 Huron Street (Gasometer)	
Conditional agreement Total				[redacted]
On hold	Transform & Unlock	Panmure	3 Mountwell Crescent	
On hold Total				[redacted]
Grand Total				[redacted]

## Disposal sites approved for sale

Status	Area	Site name	Est. sale value	
Preparing for sale	Central	7 Waitai Rd, Waiheke Titoki Street, Parnell 3 Ponsonby Rd, Freemans Bay 2 Levene Place, Mt Wellington 17 Erson Ave, Royal Oak		
		North	Albatross Road, Red Beach 4 Blomfield Spa, Takapuna 2 The Strand, Takapuna	
		South	145 Keri Vista Rise, Papakura 153 Bombay Rd, Bombay 90 Smales Rd, East Tamaki 90A Smales Rd, East Tamaki Rear 18-22 Keven Rd, Clarks Beach 72 Wood Street, Papakura 12R Birdwood Ave, Papatoetoe 54 Whitford Park Road, Whitford	
	West	131 Clark Rd, Hobsonville		
	Preparing for sale Total			[redacted]
	Conditional agreement	South	124 Cornwallis Rd, Cornwallis 130 Cornwallis Rd, Cornwallis	
			Conditional agreement Total	
Settled	South	143 Keri Vista Rise, Papakura		
Settled Total			[redacted]	
In Negotiation	Central	1 Levene Place, Mt Wellington Part of Nuffield Lane, Newmarket		
	North	East Coast Rd, Redvale		
	South	66R Hallberry Ave, Mangere 24 Saleyard Road, Whitford		
	West	84 (part Hobsonville Rd, Hobsonville 33 (part) Brandon Ave, Glen Eden		
	In Negotiation Total			[redacted]
Unconditional	South	20 (part) Uxbridge Rd, Howick		
Unconditional Total			[redacted]	
Grand Total			[redacted]	

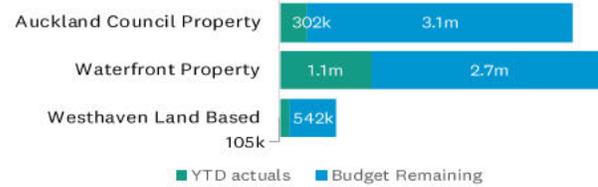
# Cash inflows and outflows

The table below displays the consolidated financial cash flows for all of Eke Panuku operations including corporate, regeneration and asset management within both Auckland Council and Auckland Transport. The consolidated position excludes inter company transactions and the operational inflows and outflows don't directly correlate with the financial tables on the next 3 pages.

	Budget	Q1 Actuals	
<b>Capital Inflows</b>			
Selling Council's surplus property	115.0m	900k	
Selling or long leasing property to reinvest in our urban regeneration locations	40.0m	600k	
Third party capital contributions	3.8m	0k	
	<b>158.8m</b>	<b>1.5m</b>	
<b>Capital Outflows</b>			
Investing in council group assets to support regeneration and asset renewals	<b>76.7m</b>	<b>19.1m</b>	Capital spend including renewals is tracking well to budget, currently \$1.4m behind phased budget.
<b>Operational Inflows</b>			
Revenue from property interests for Council group	<b>68.7m</b>	<b>17.8m</b>	Revenue tracking \$0.7m ahead of phased budget due to properties being tenanted that were expected to be vacant or sold and a \$0.2m back dated rent payment. Offset by a slow start to the year at the marina \$0.2m under phased budget.
<b>Operational Outflows</b>			
Managing council group properties	26.6m	3.8m	
Utilities and leases for council group owned assets we manage	6.3m	2.1m	
Rates on council group owned assets	7.9m	6.8m	The bulk of the rates costs for the year were processed in August, some further costs may continue to be received in the next quarter. Potentially a maximum saving of \$1.1m in this area.
Maintenance of council properties	13.0m	2.8m	
Consultation, negotiation and sales processes to sell council property	3.5m	700k	
Leading regeneration of town centres, city centre and waterfront.	17.4m	4.4m	
	<b>74.6m</b>	<b>71.1m</b>	

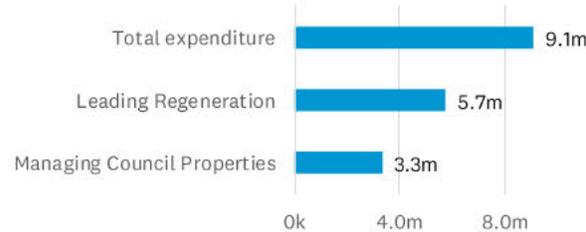
# Eke Panuku financials

## Revenue



Revenue year to date is \$4.5m which is \$0.2m behind phased budget. Recharges are tracking just under budgeted levels, but this is expected to correct by year end.

## Expenditure



Expenditure year to date is \$9.1m which is \$1.3m behind phased budget. Savings are made up of:

- People costs \$0.7m - \$0.3m saving to date is made up of \$0.1m in training costs, and \$0.2m of people savings due to vacancies. In addition, a budget contingency of \$0.4m to date was built into people costs .
- Other management costs \$0.6m - timing differences to budget in communication and marketing costs \$0.2m, consultants \$0.4m, this should correct by year end.

# Property portfolio & marina

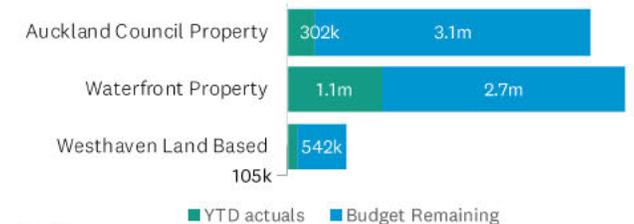
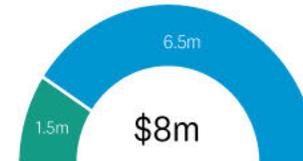
## Managed Property Net Surplus



The overall net surplus generated from the property portfolio and marina year to date is \$4.5m which is \$1.3m ahead of phased budget. It is made up of the following activities:

- **Commercial Property Portfolio** which includes assets managed for Auckland Council and Auckland Transport is \$1.8m ahead of budget at \$1.8m
- **Business Interests** are on budget at \$1.9m surplus.
- **Marinas** are on budget at \$2.5m surplus.
- **Public activities** in the Wynyard Quarter is \$0.6m unfavourable to budget.

## Capital Renewals



Capital renewals are tracking ahead of budget by \$0.3m. This is largely due to construction works on Silo Marina in the Wynyard Quarter starting ahead of when they were phased. Spend to date is \$0.8m for this project.

# Key activity breakdown

The following activities make up the Property Portfolio and Marina Net Surplus.

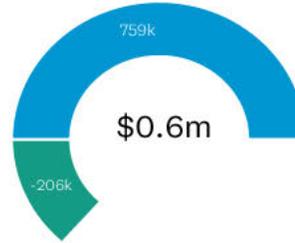
## Auckland Council Properties



Net surplus is \$2.0m which is \$1.6m ahead of budget. Revenue is ahead of budget by \$0.7m, mainly due to 2 properties - Lysaght Building, which was expected to have been sold last year and back rent from the Marine Steel site in the Wynyard quarter.

Expenditure is \$1.1m favourable. \$0.7m from rates charged to date (potential saving) and the remainder is timing differences to budget over a range of expenditure which should correct by year end.

## Auckland Transport Properties



Net surplus is (\$0.2m), which is \$0.3m ahead of budget. Revenue is on budget.

Expenditure is \$0.3m favourable to budget. \$0.2m of this is due to rates charged to date and the remainder is a timing difference in repairs and maintenance costs.

The surplus is currently in a negative position as the full cost of rates to date is \$1.1m, 70% of the revenue received to date, the surplus will move to a positive position by half year.

## Business interests



Net surplus is \$1.8m which is on budget.

## Waterfront public space assets



Net surplus is (\$1.8m), \$0.6m unfavourable to budget. There has been a higher than anticipated level of maintenance costs of \$0.3m in the first quarter. Spend to date and future spend in year will be carefully monitored by the facilities management team. There is also a phasing difference with rates of \$0.3m.

## Marina Operations



Covers the operation of Westhaven, Viaduct and Silo Marinas and the Westhaven Trusts.

## Revenue

Revenue year to date is \$5.6m which is \$0.2m less than budget. There has been a slow start to the year at the marinas with occupancy less than anticipated. This should correct itself during the summer months.

- Westhaven Marina is \$0.1m behind budget, occupancy on the new AB pier and some of the smaller berths is less than budgeted.
- Silo Marina is \$0.1m behind budget. The marina is fully booked from Christmas to March 2024, and this will raise revenue to the budgeted level.

## Expenditure

Expenditure year to date is \$3.0m, which is \$0.3m favourable to budget. There are small timing differences to budget which are expected to correct by year end.

## Highlights

The Silo and Viaduct marinas have become the first superyacht marinas in New Zealand to be accredited with Gold Anchor and Superyacht Ready status, an accreditation for marinas that have the minimum capacity and capabilities required to provide safe and adequate berthing for superyachts.

The Superyacht Ready criteria is based on the suitability of the marina's infrastructure to accommodate superyachts, security measures and service availability.

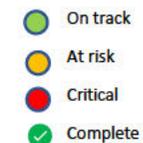
# SOI performance measures

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

● On track  
● At risk  
● Critical

	Measure	Target	Actuals YTD	RAG	Commentary
Urban regeneration programmes and projects	1 Net new dwellings (housing units) - LTP	60	1	●	1 dwelling (9 Hava) was completed this quarter with CCC being issued in July.
	2 Commercial / Retail gross floor area (GFA) or net lettable area (square meter) - LTP	Nil	-	○	Not measured as per SOI.
	3 Public realm (includes new or upgraded public open space, playgrounds, walkways, roads etc) – sqm	7,000 sqm	6,176 sqm	●	Total public realm completed YTD is 6,176 sqm. This includes 1,809 sqm for the final stage of the Hayman Park Playground (half basketball court) in Manukau, and 1,333 sqm for the Devon Lane upgrade in Pukekohe completed in July, the completion of the remaining 2,084 sqm area of Waiwharariki Anzac Square (Lot 7) in August and Waterfront's Market Square works totalling 950 sqm.
	4 Capital project milestones approved by the board achieved - LTP	80%	7%	●	One target was met in August with construction being completed on the Waiwharariki Anzac Square in Takapuna. The remaining 14 targets are on track.
	5 Achieve total board approved budgeted Transform and Unlock (T&U) net sales for the financial year through unconditional agreements	\$40m	\$0.6m	●	\$600k of sales have been achieved YTD. One unconditional sale in Pukekohe was completed in September.
	6 The asset recycling target agreed with the Auckland Council	\$115m	\$0.9m	●	\$900k of sales have been achieved YTD.
Property Portfolio and Marina Management	5 Annual property portfolio net operating budget result agreed with the council achieved - LTP	\$17.3m	\$1.8m	●	The EBITDA for the property portfolio at the end of September is \$1.8m, this is \$1.8m ahead of budget.
	6 The monthly average occupancy rate for tenantable properties - LTP	Commercial 90% Residential 95%	94.7% 97.1%	●	Occupancy rates continue their stable trend.
	7 The percentage of marina customers surveyed who are satisfied with marina facilities and services	88%	End of year	●	The Marina customers survey will be measured at the end of year.
Sector leadership	10 Creating positive outcomes for Māori - Deliver a number of ongoing or new initiatives that support Māori Outcomes	40	18	●	18 initiatives were delivered YTD to support Māori outcomes.
	11 Enhancing the relationship between Eke Panuku and mana whenua. Increasing the percentage of satisfaction with the support they receive from Eke Panuku.	5% increase on previous year	End of year	●	This survey will be completed at the end of the financial year.
	12 Complaints received by Eke Panuku are resolved within 10 working days.	80%	57%	●	In Q1 we received 7 complaints. Four complaints met target and one did not. Two complaints are awaiting customer response.

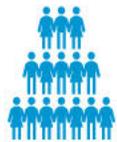
# Corporate business plan



Status of actions. Short commentary on examples of completed actions and at risk items (amber) will be included. This reporting captures Corporate Business Plan priorities and enabling work. This table excludes SOI targets and milestones reported separately.

Focus area		Total initiatives	Results				Commentary
1	Urban Regeneration	8			8		<ul style="list-style-type: none"> <li>Port Precinct Future Development – The project is progressing to plan and on track to deliver framework plan in December.</li> <li>City Centre Action Plan adoption by council group – The Action Plan has been approved by the Eke Panuku board and been through TAU and AT. Final steps involve a PEP workshop in October and approval in November.</li> </ul>
2	Business improvements	9			8	1	<ul style="list-style-type: none"> <li>Completed Target: Adopt a refreshed risk management programme – The risk programme was approved by the ELT in September and now going through implementation.</li> <li>Transparency: increase access to Eke Panuku information on the website –The website continues to receive praise and favourable feedback. We will upload the Annual Report document in September.</li> </ul>
3	Property Management	9			9		<ul style="list-style-type: none"> <li>Achieve super yacht ready accreditation – In August, the Marina Industries Association assessed Viaduct Marina and Silo Marina to have achieved Gold Anchor and Superyacht Ready Accreditation.</li> <li>Support council to develop principles governing its property ownership – Initial meeting held with council and PWC, which is leading work for council. Property Portfolio Composition report has been prepared and submitted to Eke Panuku Board and information has been shared with PWC.</li> </ul>
4	Relationships & Partnerships	2			2		<ul style="list-style-type: none"> <li> Eke Panuku is preparing to take the main development super lot located at 115 Lake Road in Northcote to market. This first stage is being led by PWC; the expression of interest is expected to commence in October 2023.</li> </ul>
5	Māori outcomes	7			7		<ul style="list-style-type: none"> <li>Decision and information board reports consider Māori outcomes – Board / ELT template refresh underway. Anticipating roll out to select users at the end of the month for feedback. This will also incorporate Climate Change Disclosure updates. Aiming for December completion.</li> </ul>
6	People Priorities	5			5		<ul style="list-style-type: none"> <li>Talent Attraction – we are working on an Employee Value Proposition.</li> </ul>
<b>Total</b>		<b>40</b>			<b>39</b>	<b>1</b>	

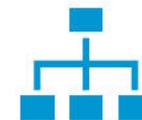
# People and Culture



0.5%  
201.5  
FTE actual



0.4 pts  
12.7%  
Turnover



50%  
4  
Active  
recruitment



60%  
Occupancy

Our overall FTE is 226.6, this includes our actual FTE of 201.5, 8 contingent workers in FTE roles and 17.1 vacancies.

Of the 17.1 vacancies:

- 4 are being actively recruited via our Auckland Council recruitment team, external agencies or internal EOI process.
- 6.1 positions are being held
- 2 positions are being rescoped.
- 5 position are awaiting the new employee start date.

Our overall non-FTE is 14.6. This consists of 12 contingent workers in non-FTE roles and 2.6 contingent workers covering an employee on leave. These have not been included in the current FTE count.

Staff turnover has increased slightly this quarter from 12.3 % in June to 12.7% in September.

Average occupancy for July to September is tracking at an average of 60% over the quarter. This has been adjusted for any leave taken and takes into account part time staff.

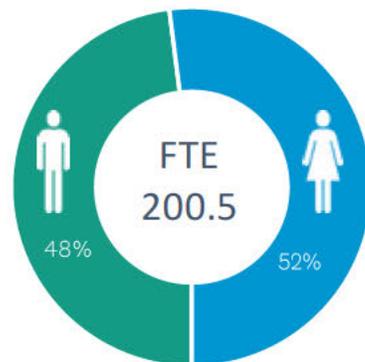
Leadership continues to be a focus for our learning & development activities. We are working with our leadership training provider CVL, to develop a leadership forward work programme and continue to embed leadership learnings through our bi-monthly Hautū sessions and Self-Leadership Habits Workshops.

In response to the Te Ara Ki Tua Survey in May, we have engaged Education Perfect to support our staff to build cultural awareness, confidence and capability through online learning.

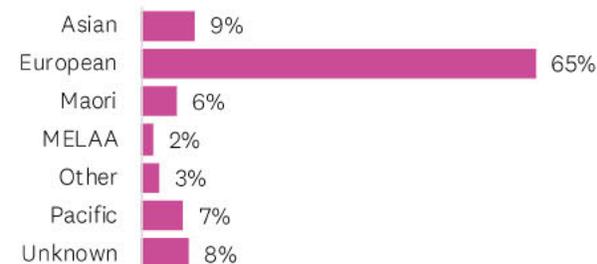
In terms of recruitment, Eke Panuku continues to maintain it's reputation as a trusted employer and many individuals view our organisation as an attractive place to work. Main topics discussed with candidates have been salary (market vs what we offer), work-life balance and flexible working.

We have seen extended recruitment timeframes due to under resourcing in the Council Recruitment Admin team. This has resulted in delays to offer approvals and contracts. Concerns have been raised with recruitment who are putting in place actions to mitigate this. We have also set clear expectations in relation to timeframes with stakeholders and candidates.

## Gender



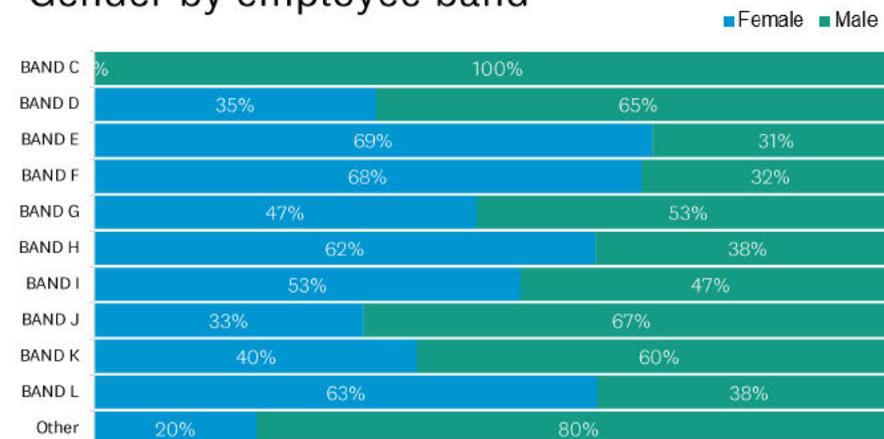
## Ethnicity



## Employee salaries



## Gender by employee band



## FTE summary

FTE			Non FTE		
FTE Actual	Contingent in FTE	Vacant roles	Contingent in non-FTE positions	Contingent covering employee leave	Vacant non-FTE positions
201.5	8	17.1	12	2.6	0
226.6			14.6		

# Spatial delivery plans

Activity on our programmes is updated each quarter.

The plans currently show activity from quarter 1 (1 July to 30 September 2023).

## Locations

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

## Regional Programmes

14. Eastern Busway TODs
15. Service Property Optimisation
16. Corporate Property
17. Haumaru Scope
18. Supports Scope
19. Regional Renewals
20. Waterfront Renewals



# NORTHCOTE

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

## Projects completed

- 1 Te Ara Awataha - schools edge
- 2 Acquisitions
- 3 Greenslade Reserve (Healthy Waters)

## FY 24

- 4 Jessie Tonar Scout Reserve upgrade
- 5 Kāinga Ora housing development

## FY25

- 6 Street upgrades or extensions
- 7 Community Hub and Cadness Reserve upgrade
- 8 Te Ara Awataha - town centre edge
- 9 115 Lake Road - Town Centre Development

## Long-term projects (FY26+)

- 10 123 Lake Road development (Countdown site)
- 11 College Road development
- 12 Town Square

**Jesse Tonar Scout Reserve** - Construction is underway and progressing well. We are working in partnership with Healthy Waters, who is contributing funding to the project. The name Papa ki Awataha was approved in August 2023 by the Kaipātiki Local Board and signage and wayfinding design works are being finalised. The Project is on track to meet SOI target.

**Community Hub and Cadness Reserve upgrade** - A preferred building layout has been discussed with Auckland Council, The Kaipātiki Local Board, Technical Advisory Group (TAG) and mana whenua. The preferred layout sees the extension to the existing building into Cadness Reserve along the back of the College Road property boundaries. This creates the most open and welcoming public space area in Cadness Reserve and enables the most visual connection from the new Ernie Mays Street into the reserve.

Following positive conversations with community provider companies and a workshop with the Kaipātiki Local Board on 20 September 2023, local board approval for providers who will be given space within the new community hub will be sought in October 2023. This will enable the concept design to progress. Another key consideration of the design of the hub is making sure that sufficient library and public space is available.

**Northcote Town Centre development** - Marketing of Northcote Central will commence in October 2023. The EOI stage will be open for 6 weeks. We expect to get approval in December 2023 from the Eke Panuku Board on the shortlisted parties to take the site forward to the next stage.

**Street upgrades or extensions** - Following stormwater modelling, the final concept design of Ernie Mays Street is being completed. It will then be reviewed and approved by Auckland Transport and Healthy Waters.



# 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

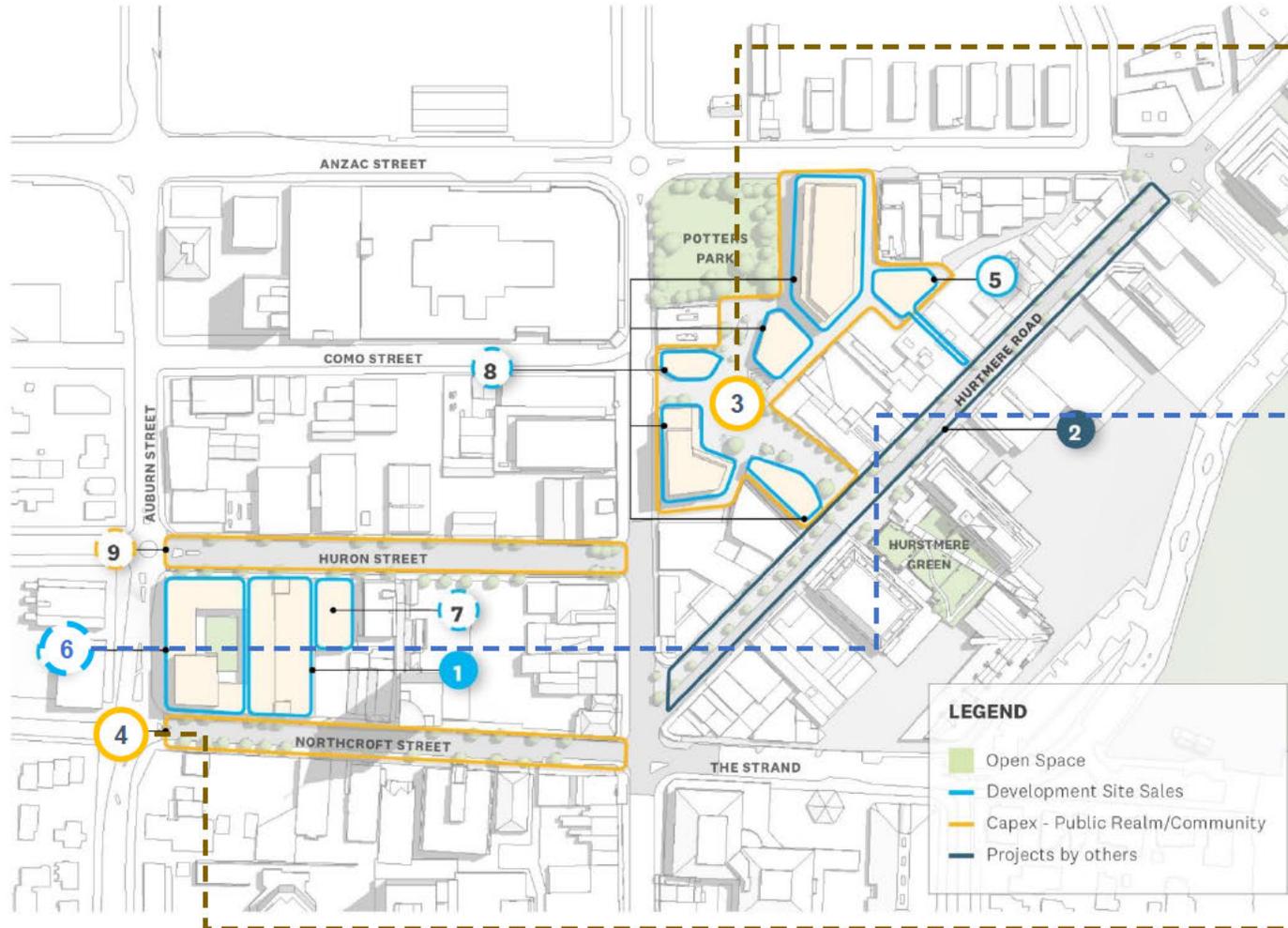
- 1 Toka Puia car park
- 2 Hustmere Road upgrade (AT)

## FY24

- 3 Waiwharariki Anzac Square
- 4 Northcroft Streetscape upgrade
- 5 R78 & 72A Hustmere Road development

## FY25+

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

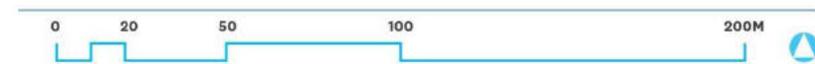


**Waiwharariki Anzac Square (Town Square)** – A project to strengthen connections within Takapuna and through to the beach and create a welcoming space for the community to relax and spend time in, and provide a much-needed social, cultural and economic anchor for Takapuna. Construction is now complete and the new space is open for the community to use. A mana whenua-led karakia whakawātea (dawn blessing) took place on 1 September 2023. The new space has received lots of positive feedback from the public. These works were also one of our SOI targets. A new Sunday Market operator has been in place since the start of September. We have received good feedback on the new operator and how the market is being run.

**Auburn Street developments** is a high-density high-rise residential and commercial project – McConnell Property obtained resource consent on 18 September 2023.

**Northcroft streetscape upgrade** – A project to improve the walking/cycling connection to Takapuna town centre and enhance the quality of street furniture, planting and lighting. The final design of Northcroft Street is complete. Engineering Plan Approval and approval from Auckland Transport Traffic Control Committee is currently being sought.

In late September 2023 the Innovating Streets for People (ISFP) components along the road were removed and the road corridor restored to its permanent state. The remaining works in Northcroft Street are due to take place in January 2024. The design of Huron Street will continue once Healthy Waters have approval for their stormwater network management improvements for the town centre.



# HENDERSON

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

## Projects completed

- 1 Te Ara Pūheke (new road)
- 2 Haumarū Housing Henderson (Haumarū)
- 3 23-27 Henderson Valley Road (Henderson Green)
- 4 Falls Carpark, 14 Edmonton Road (future development)
- 5 2-6 Henderson Valley Road (future residential development by Laidlaw College)

## FY24

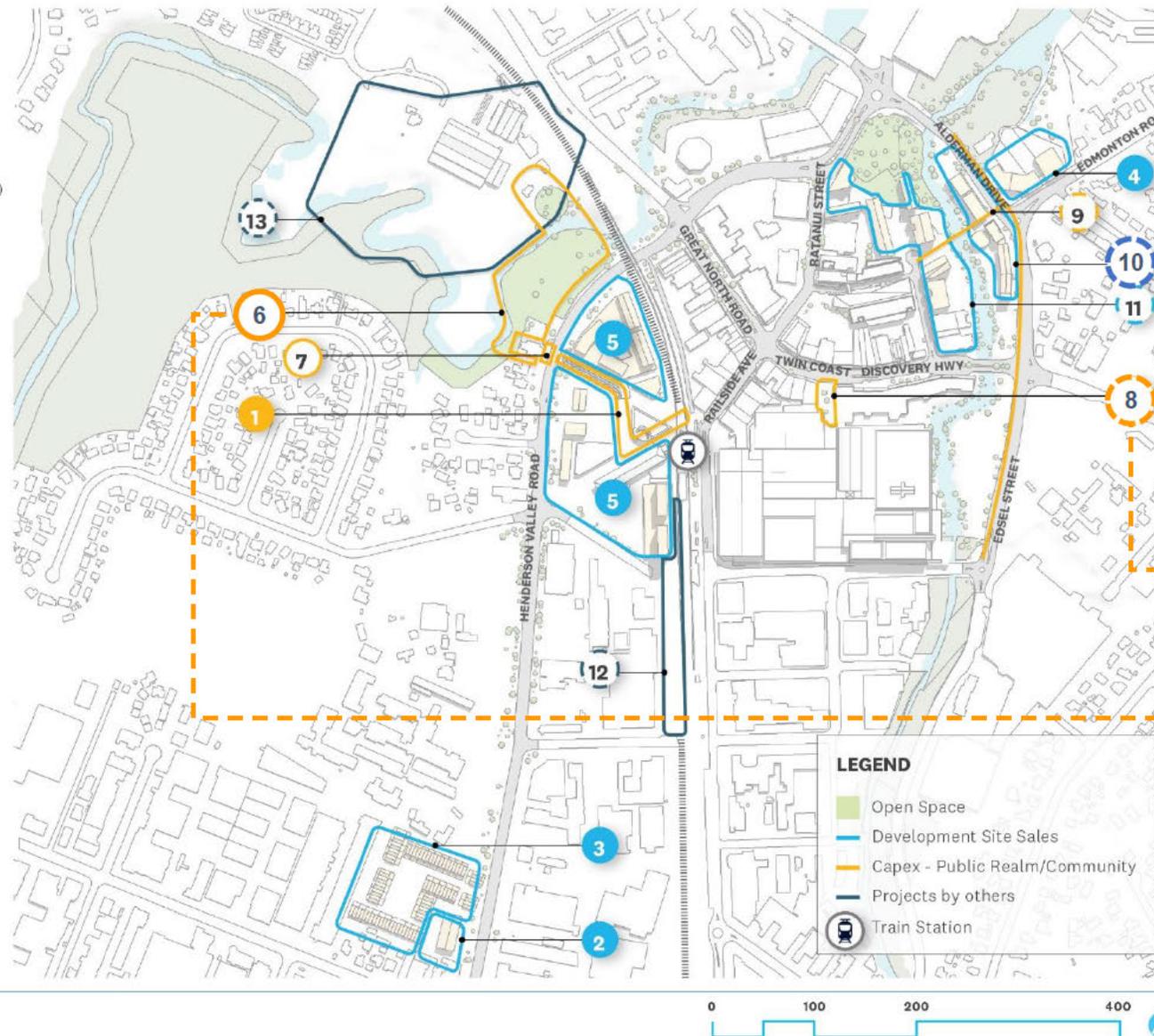
- 6 Opanuku Link
- 7 Henderson Valley Road enhancement

## FY25

- 8 Catherine Plaza upgrade
- 9 Wai Horotiu (Oratia Link) - Cycleway and bridge
- 10 19 Alderman Drive carpark (C40)
- 11 Oratia Precinct (Trading Place)
- 12 City Rail Link Platforms (CRL)

## Long-term projects (FY26+)

- 13 Corban Estate Masterplanning (Community Facilities)



Henderson faces a range of challenges due to climate impact, consenting difficulties and project cost escalations. In response to this, in August 2023 the Henderson team took the Henderson-Massey Local Board, the Eke Panuku Board of Directors and the Eke Panuku Executive Leadership Team on a walking tour. A workshop style presentation of the Henderson programme was also given, which had a focus on momentum, community and playing to our strengths. There will be a paper submitted to the October board meeting summarising the programme and areas of focus.

**19 Alderman Drive carpark (C40)** – A project to support the vitality of the town centre businesses. Steps to secure title for the site are progressing in the face of multiple consenting and title condition challenges.

**Catherine Plaza upgrade** – A project to support the vitality of the town centre businesses. Resourcing and consultant team procurement is underway the project to proceed towards a consenting milestone before the end of FY24.

**Opanuku Link** - 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. Resource consent was lodged with Auckland Council on 18 August 2022 and draft conditions have recently been received. Processing timeframe has been extended due to storm water related issues. A Detailed Business Case which includes the Henderson Valley Road enhancement works is underway and targeting PSG approval in October 2023.

# AVONDALE

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

## Projects completed

- 1 Crayford Street West
- 2 Public car parking facility to support the Avondale Library & Community Hub
- 3 24-26 Racecourse Parade (Set Apartments, Ockham Residential)
- 4 Trent Street/Whakawhiti Loop (Housing Foundation/Eke Panuku)
- 5 Aroha Apartments (Ockham Residential & Marutūāhu Iwi)
- 6 Waterview shared path (Auckland Transport)

## FY24

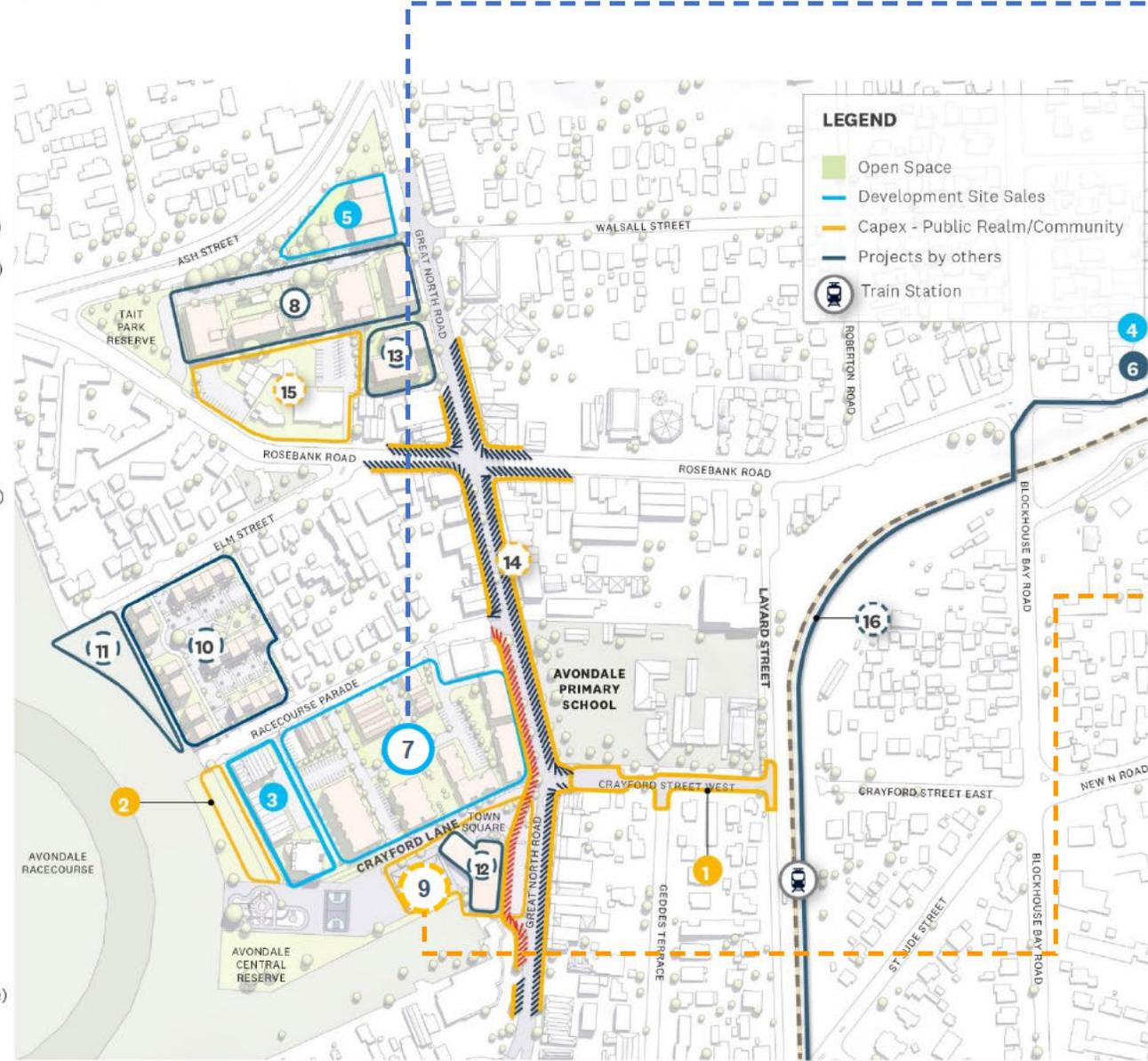
- 7 Avondale Central, 6 & 10 Racecourse Parade
- 8 Highbury Triangle - housing for older people (Kāinga Ora)

## FY25

- 9 Town Square & outdoor spaces upgrade
- 10 18 Elm Street (Kāinga Ora)
- 11 26 Elm Street (Anson housing development)
- 12 Avondale Library & Community Hub (Auckland Council)
- 13 1843 Great North Road (Nordic Apartments)

## Long-term projects (FY26+)

- 14 Great North Road Paving Project
  -  Auckland Transport
  -  Eke Panuku
- 15 93-99 Rosebank Road (Current Library & Community Centre)
- 16 New Lynn to Avondale shared path (Auckland Transport)



**Avondale Central, 6 & 10 Racecourse Parade** – A significant mixed-use residential development on a critical site that has been vacant for many years. Negotiations continue with the development partner to resolve certain issues.

**Town square and outdoor spaces 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.

On 27 September 2023, the Whau Local Board approved the preliminary design for the Te Hono community hub and recommended to the Governing Body to reallocate \$15M from the Whau Aquatic and Recreation Centre to Te Hono.

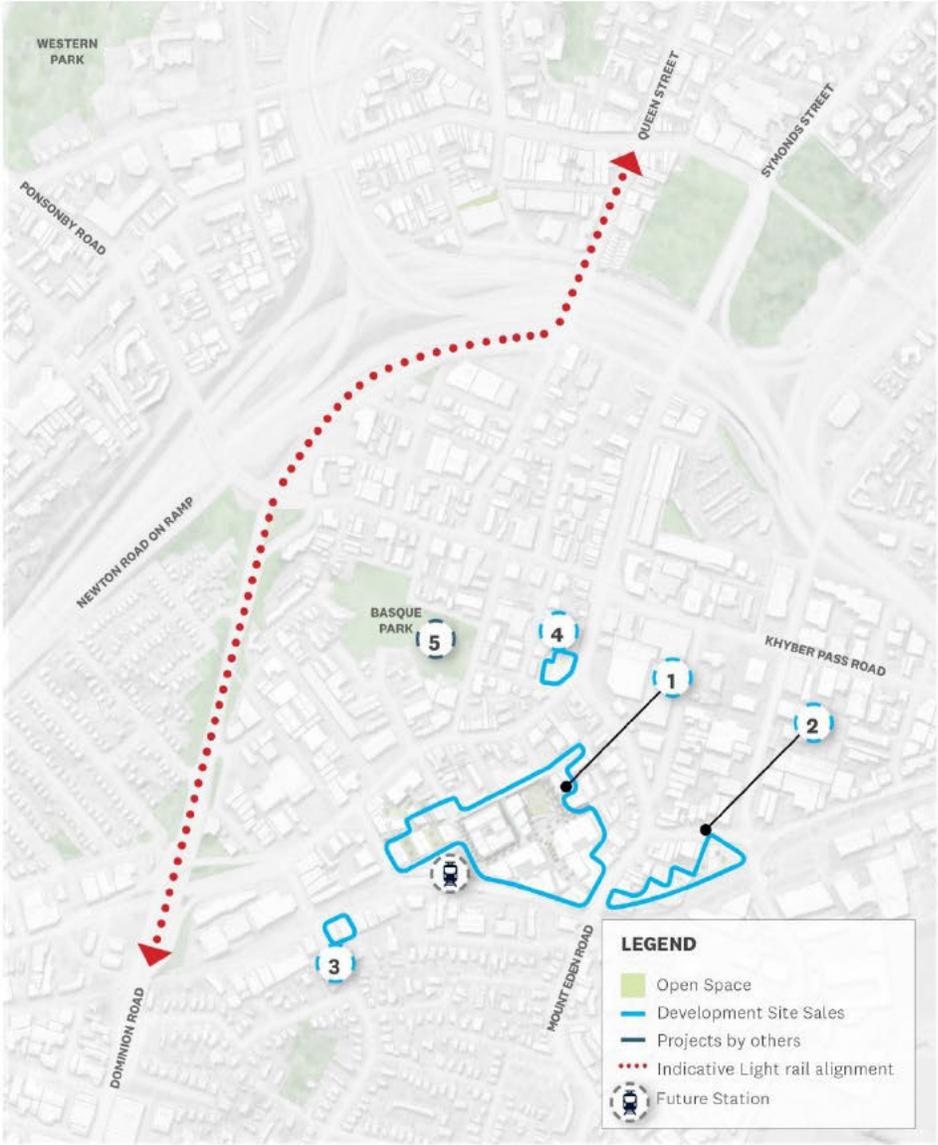
On 28 September 2023, the Governing Body approved the reallocation of funding for the community hub project. We now have funding certainty for Te Hono. The construction of the adjacent town square and outdoor areas will be managed by Eke Panuku, with it’s own confirmed funding. Eke Panuku is working closely with council to ensure a well integrated outcome.

# MAUNGAWHAU

**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 Maungawhau Station development sites
- 2 14-22 Boston Road development site
- 3 1-3 Fenton Street development site
- 4 New North Road development site
- 5 Basque Park upgrade (Auckland Council)



# CITY CENTRE PROGRAMME

## Projects completed

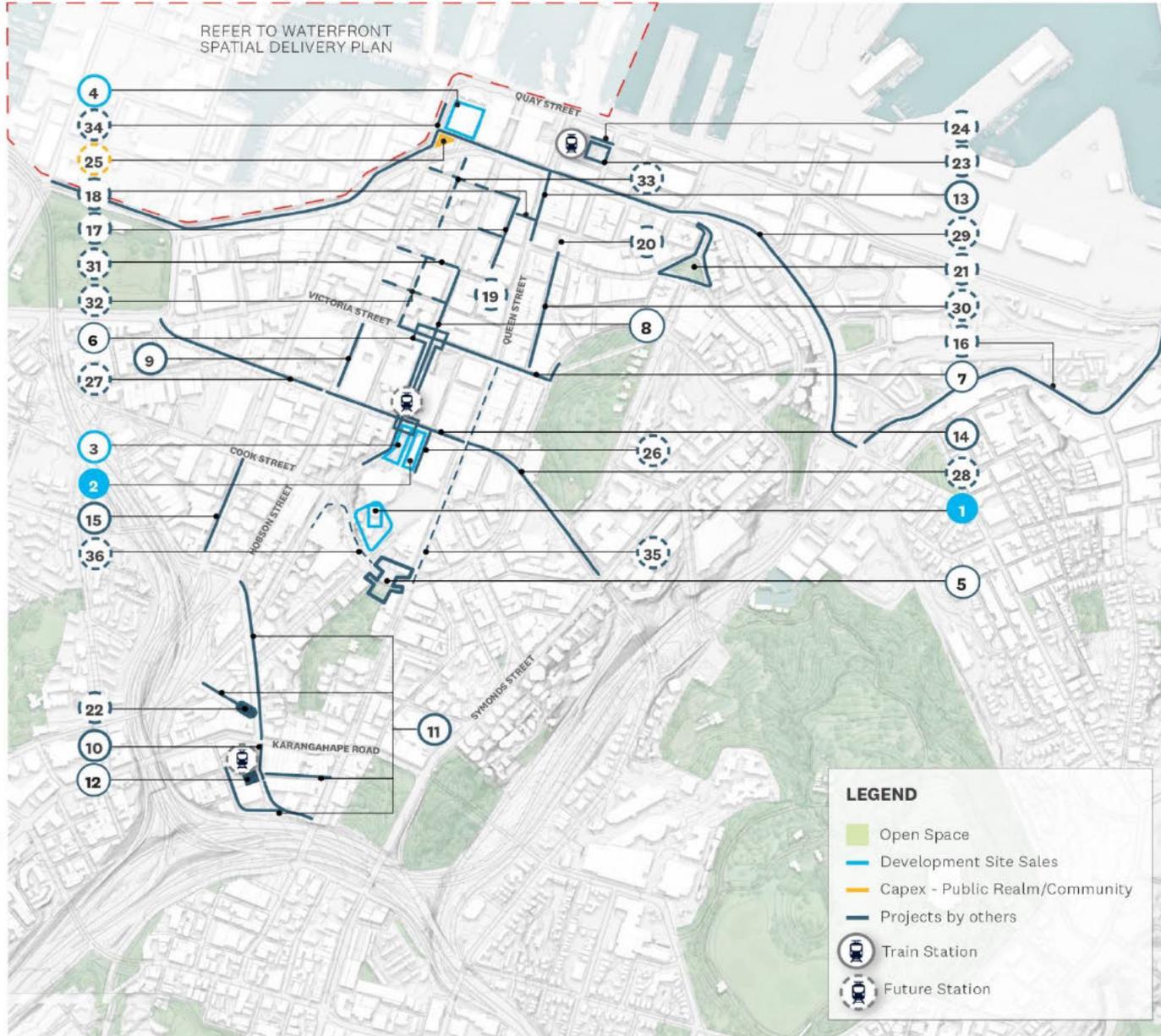
- 1 Civic Administration Building Redevelopment
  - 2 Bledisloe House Redevelopment
- ## FY24
- 3 CRL Over Station Development: Symphony Centre
  - 4 Downtown Carpark Redevelopment
  - 5 Myers Park Underpass
  - 6 Te Waihorotiu CRL Station
  - 7 Te Ha Noa - Victoria Street Linear Park
  - 8 Albert Street Upgrade
  - 9 Hobson Street NZICC
  - 10 Upper Mercury Lane
  - 11 Pitt St, Canada St, East St, Cross St, Beresford Sq and Mercury Ln multi-modal improvements
  - 12 Karanga-a-hape Station
  - 13 Lower Queen Street Upgrade
  - 14 Wellesley Street Bus Improvements Stage 1
  - 15 Nelson Street Slip Lane

## FY25

- 16 The Strand - T2 Freight Lane Investigation
- 17 Mills Lane & Swanson Streets Upgrade
- 18 Exchange Lane Upgrade
- 19 City Centre Wayfinding Programme (City wide)
- 20 Jean Batten Place Public Art
- 21 Emily Place Upgrade
- 22 Beresford Square Reinstatement
- 23 Station Plaza
- 24 Tyler Street Upgrade

## Long-term projects (FY26+)

- 25 Sturdee Street Park
  - 26 Bledisloe Lane Upgrade
  - 27 Wellesley Street Bus Improvements Stage 2
  - 28 Wellesley Street Bus Improvements Stage 3
  - 29 Fanshawe St, Custom St and Beach Rd Bus Improvment
  - 30 High Street Upgrade
  - 31 Wyndham Street Upgrade\*
  - 32 Federal & Kingston Streets Upgrade\*
  - 33 Federal Street Northern Precinct\*
  - 34 Hobson Street Flyover removal
  - 35 Watercare Queen Street Diversion
  - 36 Watercare Mayoral Drive Diversion
- (\* - timing subject to adjacent development)



The City Centre Action Plan (Action Plan), which gives effect to the City Centre Masterplan, has been approved by the Eke Panuku Board. Endorsement of the Action Plan is being sought from across the Council Group, ensuring there is ownership of actions and the mandate to progress. Action Plan programmes and Programme Leads are being established to ensure that there is a focus on implementation.

City centre priorities agreed through the development of the action plan will be used to help inform the LTP & RLTP processes. Analysis is underway to determine whether the current funding profile responds to the city centre priorities and whether the desired outcomes for the next 1-10 years are achievable.

Key programmes supporting the integration of CRL into the city centre, and ensuring good urban regeneration outcomes are achieved are progressing well. The Karanga-a-Hape station neighbourhood and bus improvements programme which has been delayed has recently had funding confirmed, enabling the programme to progress to consultation and the next phases of design.

# WATERFRONT

**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.



**29** **A Te Ara Tukutuku** - Engagement continues with presentations to Councillors Dalton, Hills, Lee and Darby. The Vision and Framework document is nearly complete and is on track for Eke Panuku Board endorsement in November 2023. A soft launch of material for the public will be provided through hoardings and our website. A major stakeholder event is being planned for October 2023 alongside mana whenua representatives and Toi Waihanga the design collective.

**17** **North Wharf** - The Request for Proposal (RFP) for North Wharf was released in September 2023 to the short-listed parties. Parties have until 16 November 2023 to submit their proposals.

**14** **Queens Wharf** - Resource consent for the continued use of Queens Wharf for events for the next 10 years has been granted. A range of issues are currently being worked through in relation to the condition, use and operation of the wharf.

**5** **Waters edge response works** - Progress has been made around the swimming improvements. Work is progressing on the installation of Wynyard Wharf south balustrades, with completion expected in late November 2023.

**9** **Westhaven Seawall Upgrade** - Resource consent has been granted by Auckland Council. Contractor procurement is underway, and the team are working through a staged delivery process particularly to accommodate the Sail GP event in March 2024. Engagement with mana whenua on the design and ecological opportunities associated with new rock placements is also being undertaken as part of the project.

**10** **Pile berth development** - The construction of the car park and open space are underway. The installation of underground services is complete and forming of the rain gardens is close to complete. Works on the cantilevered promenade are progressing well with the piling works completed and precast substructure close to complete. Works completion is scheduled for late 2023.

**8** **Market Square public realm enabling works** - The enabling works for Market Place have been completed. These works included the removal of the 90's style canopy, re-leveling pavers to address trip hazards, relocation of nikaus, removal of cabbage trees, improved planting responses and installation of new furniture and lighting upgrades.

**Port Precinct Future Development project** - To date, three workshops have been held with the governing body. Eke Panuku is working towards a Framework Plan in December 2023.

# 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 & underway

- 1 Laneway 7
- 2 38 Neilson Street acquisition
- 3 Onehunga Port acquisition
- 4 DressSmart 3 Paynes Ln Site Sale
- 5 Onehunga Mall Club (Lamont & Co.)
- 6 Fabric development (Lamont & Co)
- 7 Ngā Hau Māngere Bridge (Waka Kotahi NZTA)

## FY24

- 8 Waiapu Lane Precinct Public Realm
- 9 Town Centre to Wharf Link Stage 1

## FY25

- 10 Paynes Lane Streetscape Upgrade (Laneway 8)
- 11 Te Pumanawa Precinct Public Realm
- 12 Onehunga Wharf Building Upgrades
- 13 Waiapu Precinct Commercial Site Sale
- 14 Waiapu Precinct Residential Site Sale
- 15 Waiapu Precinct Supermarket
- 16 Te Pumanawa Church Street upgrade

## Long-term projects (FY26+)

- 16 Onehunga Wharf Public Realm
- 17 Onehunga Wharf to Taumanu Walking & Cycling
- 18 Town Centre to Wharf Link Stage 2
- 19 Te Pumanawa 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)



1 Waiapu Lane and 61-65 Selwyn Street – Negotiations with [redacted] to agree the development agreement for a new supermarket in the Waiapu precinct are ongoing.

Onehunga Mall site acquisitions – Negotiations continue with the [redacted] property owners [redacted]. Each owner is assessing the implications of the project for their respective properties. [redacted]

Paynes Lane streetscape upgrade – A project to create a pedestrian friendly thoroughfare which ties the new Dress Smart precinct into the Onehunga Mall mainstreet.

The concept design is now complete with detailed design to be completed once engineering reports are done. We are on track to lodge consent in early 2024. This will achieve our SOI target.

# 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 Streetscape Improvements Stage 1 (Clifton Court)
- 2 AMETI - Eastern Busway - AT
- 3 Panmure Station Upgrade

## FY24

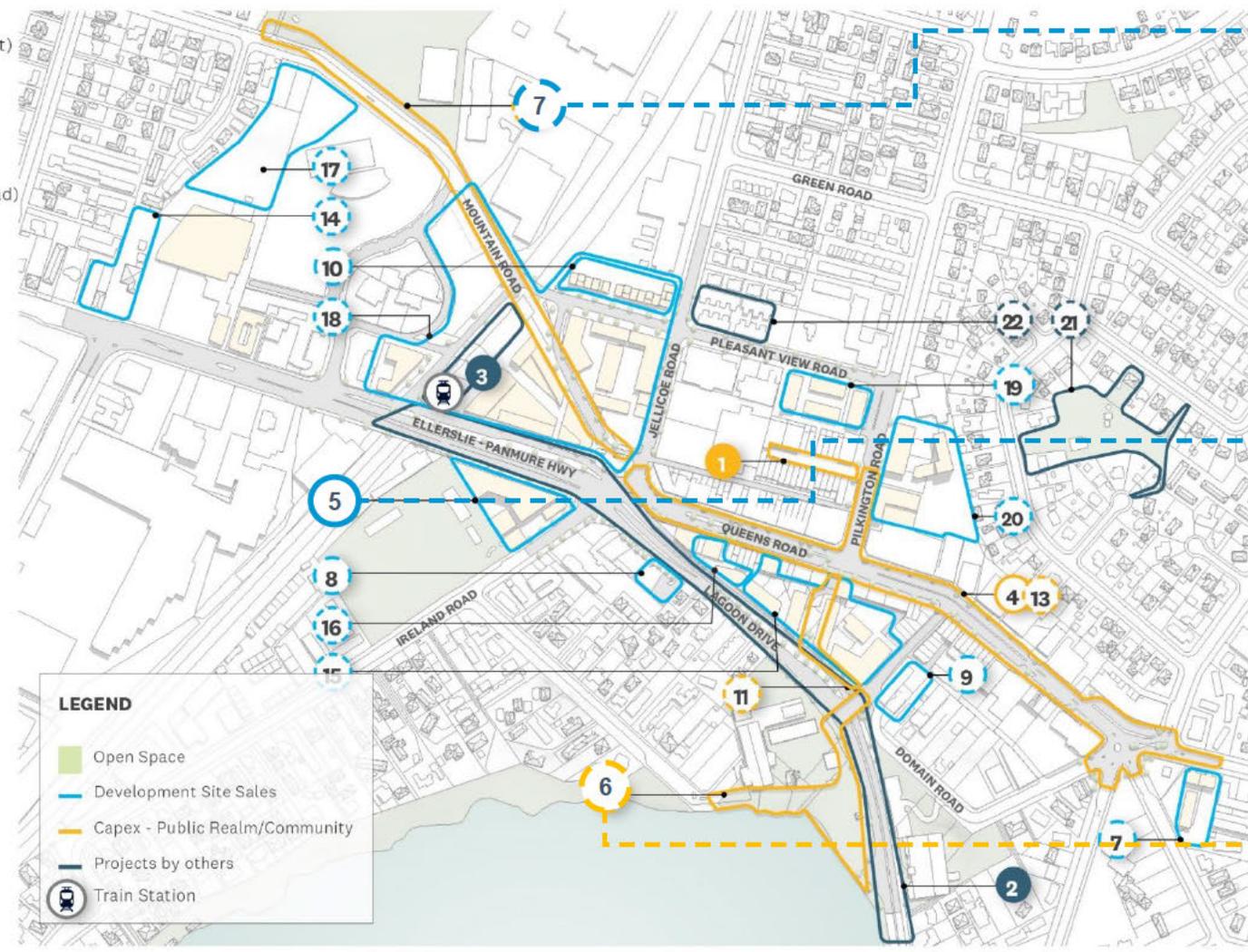
- 4 Streetscape Improvements Stage 2 (Queens Road)
- 5 535 Ellerslie Panmure Highway Site Sale

## FY25

- 6 Lagoon Edge Reserve Upgrade
- 7 3 Kings Road Site Sale
- 8 11-13 Lagoon Drive, Panmure Site Sale
- 9 10 Basin View Lane Site Sale
- 10 9 Jellicoe Road Site Sale

## Long-term projects (FY26+)

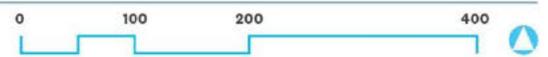
- 11 Basin View Pedestrian & Cycle Connection
- 12 Maungarei to Town Centre Connection
- 13 Streetscape improvements Stage 3
- 14 486-492 Ellerslie Panmure Highway Site Sale
- 15 Basin View Precinct Staged Site Sales
- 16 Gateway West 13-27 Queens Rd Site Sale
- 17 59 & 59a Mountain Road Site Sale
- 18 Station Precinct Staged Site Sales
- 19 28-30 Pilkington Road Site Sale
- 20 7-13 Pilkington Road Redevelopment Feasibility
- 21 Maunaina Upgrade (TRC)
- 22 Pleasant View Road Development (TRC)



**3 Kings residential development site** – JLL will commence marketing the site in late October 2023. The Panmure Historical Society, St. Patricks School, and a nearby medical centre have voiced their reservations about the removal of carparking. We have met twice with these parties to discuss their concerns and to seek possible mitigations. The Maungakiekie-Tāmaki Local Board is supportive of the site going to market.

**535 Ellerslie Panmure Highway mixed-use development site** – The tender process concluded in July 2023 and commercial negotiations are currently underway with the preferred purchaser.

**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. Developed design is underway and consent application is on track for lodgement by the end of 2023. The renewal of the skatepark is complete and a community celebration day is scheduled for November 2023. We have received a lot of positive feedback from the skating community about the changes and upgrade to the skatepark.



# MANUKAU

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

## Projects completed

- 1 Westfield Mall Carpark Site Sale
- 2 Vodafone Events Centre Carpark (partial sale)
- 3 52-54 Manukau Station Road (MIT) Site Sale
- 4 20 Barrowcliffe Place Site Sale
- 5 Barrowcliffe Pond Shared Path
- 6 Barrowcliffe Bridge Works
- 7 Puhinui Wiri playground Works
- 8 Putney Way Stage 1
- 9 Wiri Bridge Capital Works

## FY24

- 10 Leases and Covenants Progressed
- 11 Hayman Park Playground Works
- 12 Parking Management Solutions (across the programme)

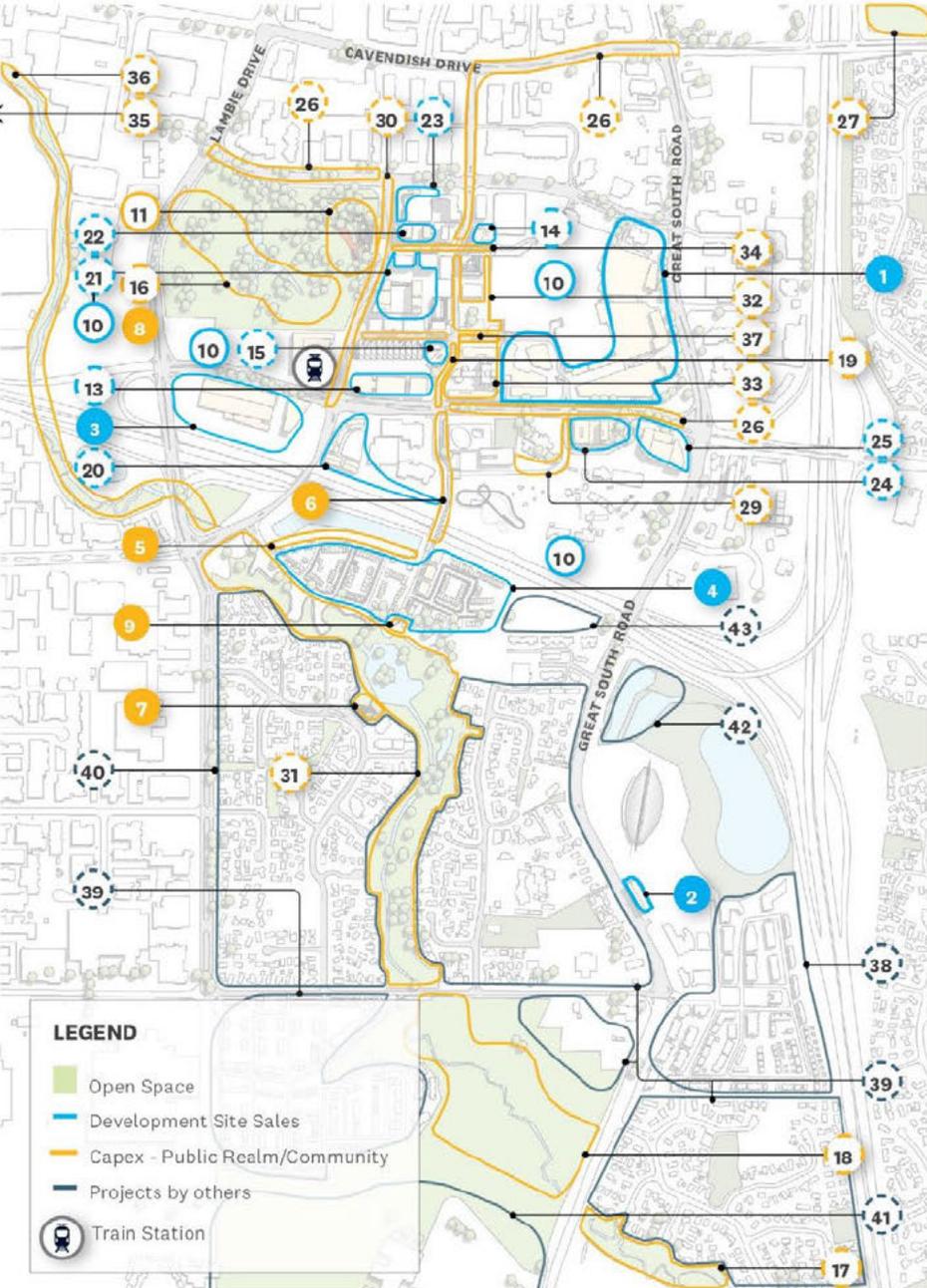
## FY25

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

## Long-term projects (FY26+)

- 20 50 Wiri Station Road Site Sale

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



**21 14 Davies Avenue** – A project to enable residential and commercial development. The High Court ruled in Council’s favour, negotiations with appellants are ongoing. We are yet to get Auckland Transport approval to release the site.

**19 Osterley Way civic streetscape works** including streetscape upgrades with landscaping, new surfacing, lighting, wayfinding and separated cycleway – Consultant procurement is now complete, and we are moving to developed design phase. Resource consent is targeted for the last quarter of FY24.

**16 Hayman Park wetland works** – The concept design and the wider park framework is complete. Eke Panuku is now preparing for resource consent lodgment which is targeted for December 2023.

**15 10 Putney Way**– A Heads of Agreement is currently being negotiated with [redacted] and their commercial partner.

**11 Hayman Park playground works** –Works on the park are now complete and opened on 2 September. The park has received great feedback from the community and good media coverage.

**13 33 Manukau Station Road** – The Government Property Group (GPG) continue to progress the business case to deliver one integrated building for multiple crown users.

**26 Cavendish Drive & Sharkey Street AUT Link** – Consultant procurement phase underway. Scheme and preliminary design is scheduled for September 2024.

**18 Puhinui Regeneration Strategy initiatives** - Construction of new walkway and cycleway along stream corridor connecting central Manukau to the Botanic Gardens. - The acquisition of 7.6ha of land in Manukau/Wiri is now complete. Stages 1 & 2 of the walkway/cycleway concept design have been approved by the Manurewa Local Board. We are now progressing with the developed design phase.

# 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

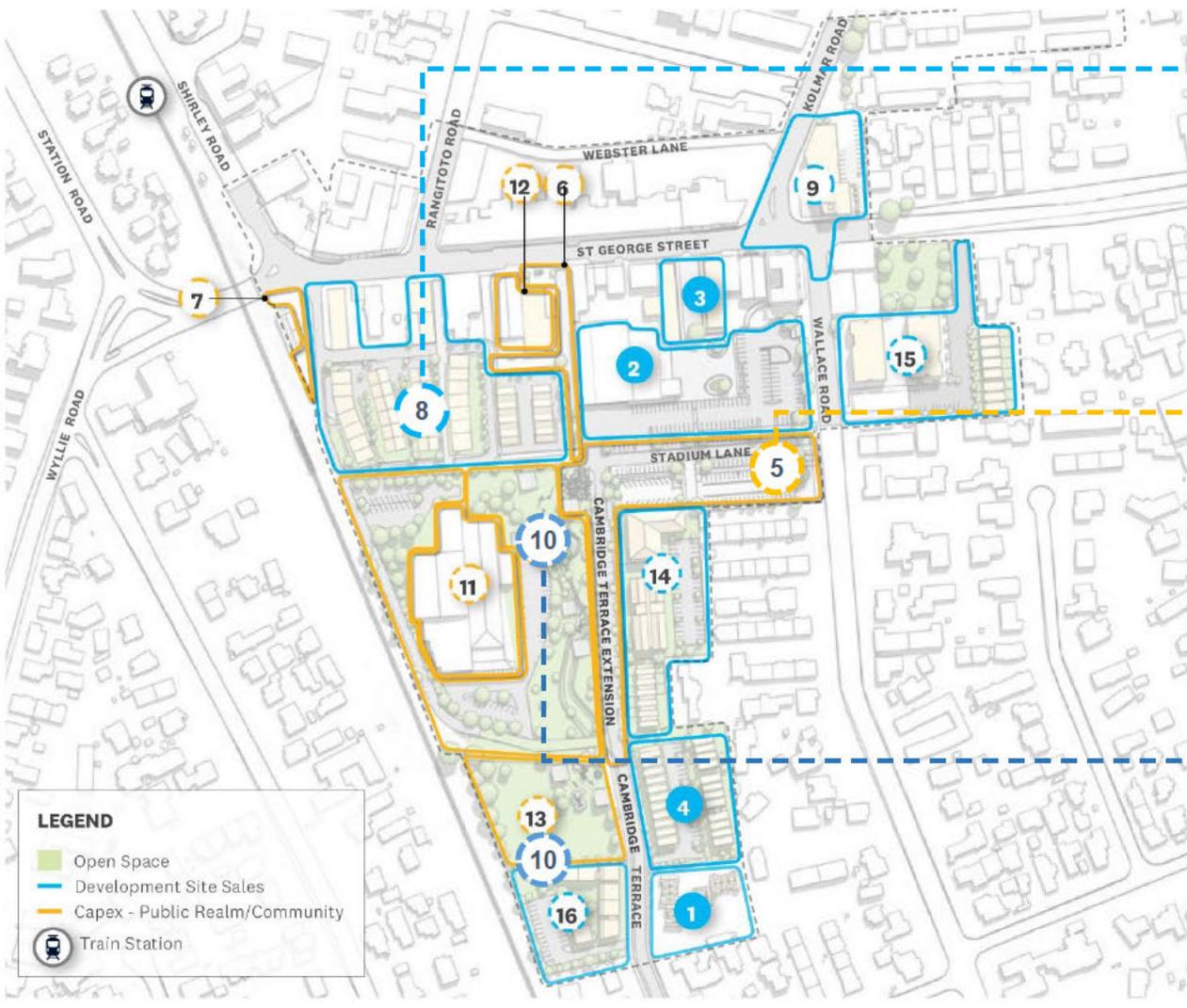
- 1 89 Cambridge Tce
- 2 Supermarket and carpark
- 3 Papatoetoe Mall
- 4 91 Cambridge Tce - The Depot

## FY25

- 5 Cambridge Terrace Extension+carpark
- 6 Chambers Laneway
- 7 St George's Lanes Integration Works
- 8 3 St George Street - St George's Lanes
- 9 98 St George Street and 15 Kolmar Road Site Sale + Intersection

## Long-term projects (FY26+)

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



**3 St George Street (St George's Lane)** – Known as Pikotoetoe, this project will enable the development of 120 new homes on two sites on St George Street, near the town centre. Works on the Pikotoetoe development started on the 2 October 2023.

**Cambridge Terrace extension and carpark** – a project which includes upgraded streetscape, laneways and shared path / cycleway. The resource consent application is now being prepared. The reserve revocation details are also being discussed and progressed in parallel.

The **Stadium Reserve upgrade** project to create a new accessible playground and additional parks infrastructure to encourage visitation from a wide range of age groups. The concept design was approved by the Ōtara-Papatoetoe Local Board in June 2023. Developed design, and consenting processes are currently underway for the road extension.

# 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 Ormiston Town Centre (Blocks F and J)
- 2 Lot 1, 66 Flatbush School Road

## FY24

- 3 Bellingham Road works (Auckland Transport)



# 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 Small T projects (across entire programme)
- 2 Site Sales w/o Development Outcomes
- 3 82 Manukau Road

## FY24

- 4 Intersection Capital Works 1
- 5 Small T projects (across entire programme)
- 6 9 Hall Street
- 7 174, 176b, 182 Manukau Rd
- 8 176a, 180 Manukau Rd

## FY25

- 9 Roulston Park Upgrades
- 10 Intersection Capital Works 2
- 11 Edinburgh Street Superblock

## Long-term projects (FY26+)

- 12 Market Precinct: Devon Lane, Roulston Street, Market Hall (1 Roulston Street) and Town Square Enhancements
- 13 Parking Management Solutions (across entire programme)
- 14 Roulston Lane Upgrade
- 15 Civic Hub Enhancements
- 16 Train Station to Centre Connections
- 17 4 Tobin Street
- 18 7 Massey Avenue
- 19 24 Hall Street
- 20 22 Edinburgh Street
- 21 9 Tobin Street



The **Unlock Pukekohe Masterplan** which was endorsed by the Franklin Local Board on 27 June 2023, has now been communicated to the wider community.

**9 Hall St site sale** – the tender process for this site has now closed and no offers were received.

**Roulston Park Upgrade** – a new all-age-friendly play opportunity in the park and pedestrian crossing on Stadium Drive. The developed Design phase is nearly complete, and preparations are being made to lodge the resource consent application with Auckland Council.

**Double traffic light upgrade at East, King, Manukau and Massey roads** - The business case has been approved and the co-funding agreement is with Auckland Transport for signing.

**Market Precinct** – A flagship development which will attract and catalyse new life in and around the town square and add vibrancy to the centre. The Indicative Business Case is close to being finalised. A business paper on the Market Precinct Concept Plan is also being prepared. This will be presented to the Franklin Local Board for their endorsement.

**Edinburgh superblock** – A large central development site. The site was approved to go to market by the Eke Panuku Board in September 2023. Expressions of interest from potential development partners opened in October 2023.

**174-184 Manukau Rd site sale** – The site will be taken to the open market in November 2023.

**37 Tobin Street site sale** – This site went unconditional in September 2023

# EASTERN BUSWAY TOD PROGRAMME

**Vision:** To revitalise neighbourhoods within the Eastern Busway corridor and to create healthy, sustainable and vibrant communities.

There are three key strategic areas for TOD and regeneration within the Eastern Busway corridor:

- Strategic Opportunity 1:** Pakūranga
- Strategic Opportunity 2:** Tī Rākau Drive
- Strategic Opportunity 3:** Burswood

Eke Panuku is working with Auckland Transport and the Eastern Busway Alliance to align and integrate high-quality regenerative Transit-Oriented Developments with the Eastern Busway. Eke Panuku to leverage and divest for development Council-owned property within the Busway corridor, and land acquired for the Busway and associated transport infrastructure that becomes residual on its completion. Future development to be focussed on key strategic locations within walkable catchment of proposed bus stations at Pakūranga, along Tī Rākau Drive and Burswood. The busway is a major catalyst for sustainable urban growth and integrated development will enable more people to live and work close to transport options.

### FY 24 Site Sales

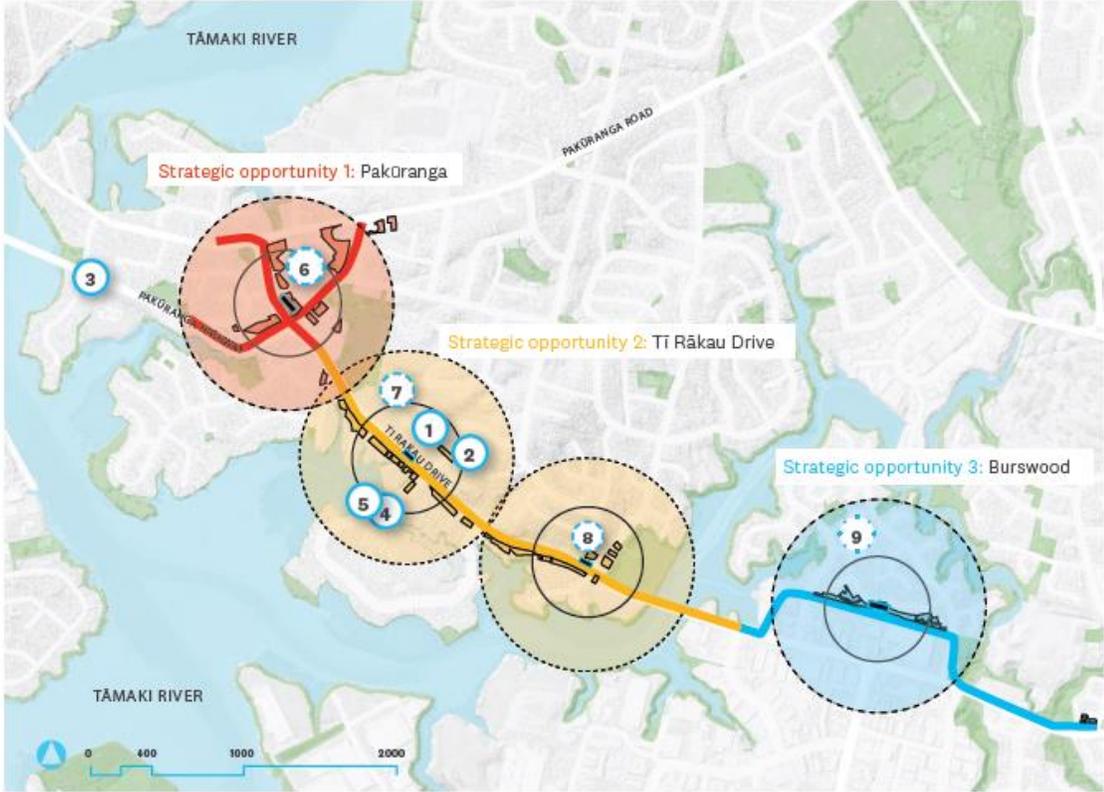
- 1 9 Marriott Road, Pakūranga
- 2 9 Chevis Place, Pakūranga
- 3 21 Millen Avenue, Pakūranga
- 4 1/1 Snell Place, Pakūranga
- 5 2/1 Snell Place, Pakūranga

### FY 26

- 6 Pakūranga
- 7 Tī Rākau Drive (Edgewater)
- 8 Tī Rākau Drive (Gossamer)

### FY 27+

- 9 Burswood



**LEGEND**

- Open Space
- Development Site Sales

Eke Panuku initiated the process to revoke the reserve status of the Council-owned car park land surrounding Pakūranga Plaza in October 2023. This is to enable future investment and development of the land as part of the urban regeneration proposed for Pakūranga. This was accompanied by wider communications detailing the Eke Panuku urban regeneration programme being undertaken in connection with the Eastern Busway project.

1 2 Kāinga Ora has confirmed that it does not wish to purchase two residual Pakūranga properties at 9 Chevis Place and 9 Marriott Road. Mana whenua have not expressed an interest in their purchase. The properties are to be offered for open-market sale in late October 2023.

# 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.

## Projects completed

1 19 Jervois Road, Herne Bay

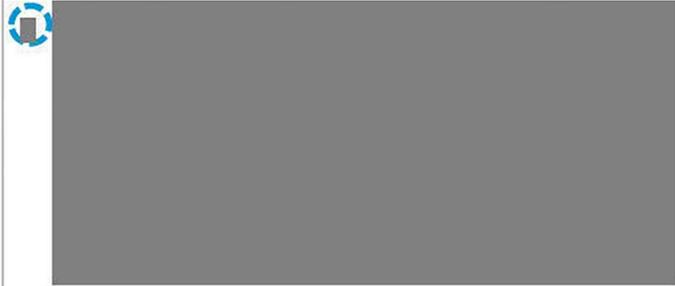
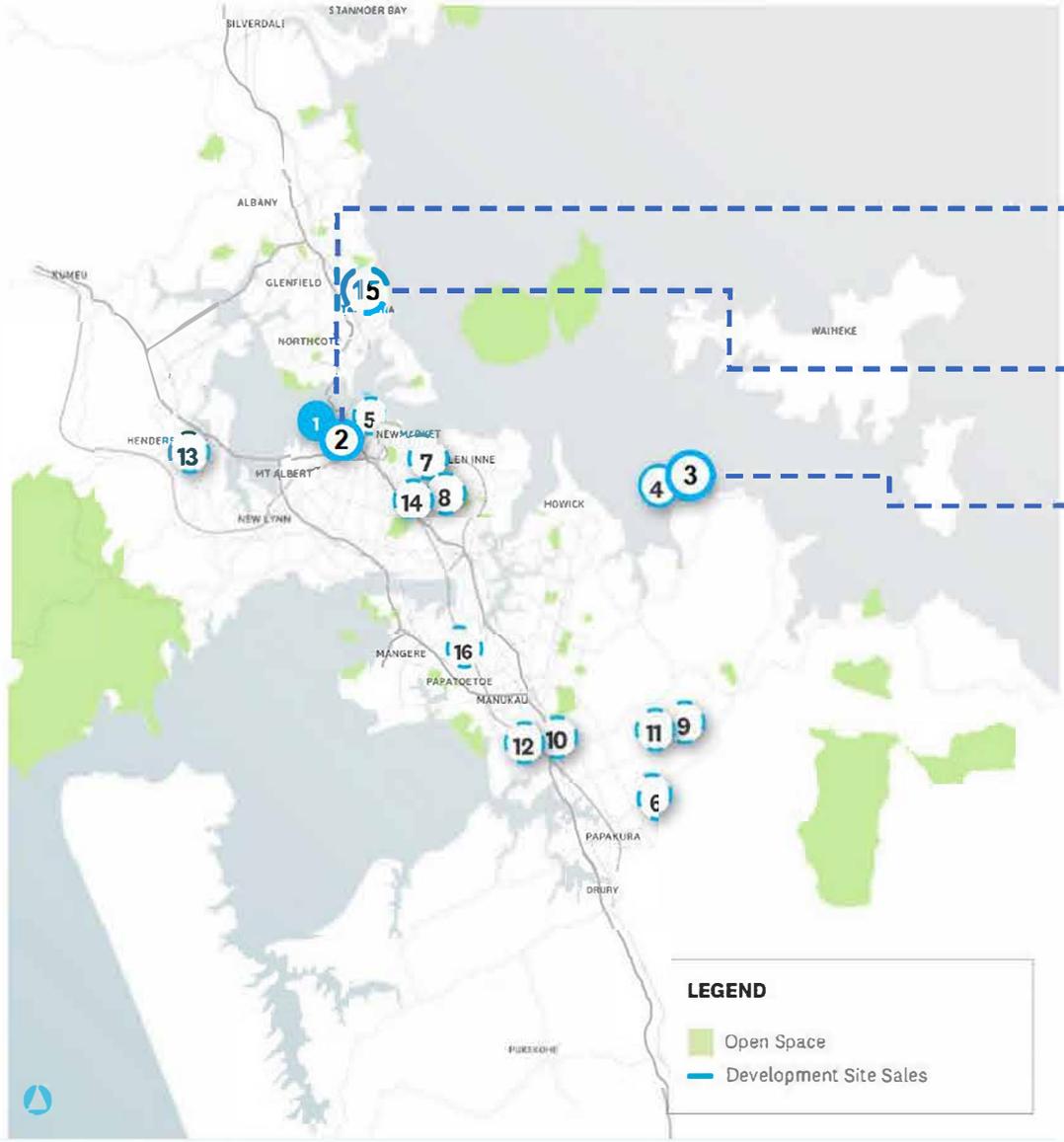
## FY24

- 2 2 Pompallier Terrace, Ponsonby
- 3 39R Pohutukawa Road, Beachlands
- 4 17W Hawke Crescent, Beachlands

## FY25+

- 5 Orakei Service Optimisation (confidential)
- 6 Red Hill, Papakura
- 7 6 Clonbern Road, Remuera
- 8 22 Tahapa Crescent, Meadowbank
- 9 587R Papakura, Clevedon Road, Ardmore
- 10 238R Great South Road, Manurewa
- 11 177 Burnside Road, Ardmore
- 12 Tadmore House, 1/190 Great South Road, Manurewa
- 13 39-41 Glenmall Place, Glen Eden
- 14 29-31 St Johns Road, Meadowbank
- 15 3 Gibbons Road, Takapuna
- 16 Papatoetoe Service Optimisation (confidential)

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.



2 Pompallier Terrace, Ponsonby – Easement documentation is being prepared. New titles are expected by November 2023 with construction forecast to commence by December 2023.

3 Gibbons Avenue, Takapuna - Disposal of the Mary Thomas Centre was approved by the Devonport-Takapuna Local Board at its July 2023 business meeting.

39R Pohutukawa Road, Beachlands – The reserve revocation has now been completed.



# 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 Kotuku House, 4 Osterley Way, Manukau - sold July 22
- 2 35 Graham Street, CBD
- 3 50 Centreway, Orewa
- 4 82 Manukau Station Road, Manukau
- 5 6 Henderson Valley Road, Henderson

## FY24

- 6 Symphony House, 4 - 10 Mayoral Drive, Auckland City

## FY25+

- 7 35 Coles Crescent, Papakura

A Corporate Property Portfolio Strategy has been developed by Eke 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 bespoke Corporate Property model.



**Symphony Centre, 4-10 Mayoral Drive –**  
[Redacted]  
[Redacted]  
[Redacted] as part of the capital costs to deliver the development agreement requirements assurance and project management services have been identified. [Redacted]  
[Redacted]  
[Redacted]

**35 Coles Crescent –** Legalisation of the building encroachment in the form of an encumbrance on the title is expected in Q2 of FY24. The site will be taken to the market when market conditions improve, this is anticipated to be FY25 at the earliest.

# 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.

## Projects Completed

- 1 21 Henderson Valley Road, Henderson
- 2 16 Handley Road, Narrow Neck
- 3 27-31 Greenslade Crescent, Northcote

## FY 24

- 4 81a Godley Road, Green Bay

## FY 25+

- 5 1R Crawford Avenue, Mangere Bridge
- 6 22 -24 Marne Road, Papakura
- 7 7 Coronation Road, Mangere Bridge
- 8 18 Inverell Avenue, Wiri
- 9 25 Kolmar Road, Papatoetoe
- 10 100 West Coast Road, Glen Eden
- 11 140 Lake Road, Northcote
- 12 33 Vauxhall Road, Devonport
- 13 14 Marne Road, Papakura
- 14 36 Taharoto Road, Takapuna
- 15 72 Dominion Street, Takapuna
- 16 33a Alma Road, Milford

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



# SUPPORTS SCOPE

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

## Projects completed

- 1 Civic Administration Building, Auckland City Centre
- 2 34 Moore Street, Howick
- 3 16 Fencible Drive, Howick
- 4 18 Totara Ave, New Lynn
- 5 84a Morrin Road, St.John's
- 6 Bledisloe House, Auckland City Centre

## FY24

- 7 Pump station 6, Launch Road, Hobsonville
- 8 187 Flat Bush School Road, Flat Bush
- 9 132 Greenlane East, Greenlane
- 10 Hobsonville Airfields stage 3 - lots 5b
- 11 Downtown Carpark, Auckland City Centre

## FY25+

- 12 198 Dominion Road, Mount Eden
- 13 Hobsonville Airfields stage 3 - 6a & 6b
- 14 10 Ambrico Place, New Lynn
- 15 84-100 Morrin Road, St. John's
- 16 41 McCrae Way, New Lynn
- 17 Hobsonville Airfields Stage 2 - Avanda
- 18 65 Haddington Drive, Flat Bush
- 19 78 Merton Road, St. John's
- 20 26-32 O'Shannessey Street, Papakura

Support, making the most of what we've got. Intensification is a key driver in the Auckland Plan. We support housing demands by enabling development of council-owned land.



**Airfields Stage 3, Lots 5B, 6A & 6B Hobsonville -** Negotiations have recommenced on the sale of Lot 5B and an unconditional agreement is expected this calendar year. Lots 6A & 6B will be taken to the market when the prevailing market conditions improve.

**Pump station 6, Launch Road, Hobsonville** (a new wastewater pump station to accommodate future residential and commercial development) - Resource consent has been granted.

**Downtown car park** - An information paper and business case were approved by the AT and Eke Panuku Board's at their respective September 2023 meetings.

**84 - 100 Morrin Road, St. John's** -

**Lot 3 187, Flatbush School Rd** - Earthworks are nearing completion with stage 1 construction of 24 homes forecast to commence by October 2023.

**198 Dominion Road, Mt. Eden** - (council owned property) - The property is on the open market, and includes an option to utilise the current consent that provides for 92 apartments with circa 900 sqm of retail floor area, across four multi-level buildings.

**Own your own home (OYOH) portfolio** - A paper was approved by the Eke Panuku Board its September 2023 meeting.

**10 Ambrico Place, New Lynn** - Final as built plans have been received from Healthy Waters contractors

# 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 21 Princes Street, Auckland City - Roof Replacement
- 2 Wintergarden Pavilion - Café - Phase 1: Roof, window and minor H&S upgrades
- 3 Onehunga Wharf Renewals - Roading, Sheds, Admin Building and Dredging Works

## FY24

- 4 Manukau Harbour / Wairopu Channel - Beacon / Channel Marker / Buoy
- 5 73R Selwyn Road, Howick (Shamrock Cottage) - Seismic Strengthening Asbestos Roof & Toilet Upgrades
- 6 City Centre Renewals:
  - 21 Princes Street, Auckland City - External refurbishments and internal fit-out
  - 27 Princes Street Seismic Strengthening and Refurbishment
  - 313 Queen St - Canopy refurbishment
- 7 Onehunga Renewals:
  - Onehunga Wharf - Replace Access Ladders and Utilities Upgrades
  - CCTV Systems Rationalization and Upgrade - Onehunga Port
  - Onehunga Wharf - Shed C & D Priority Works
- 8 - 7 Hill Road, Manurewa - Cladding and roof replacement, minor internal works

## Long-term projects (FY26+)

- 9 313, 315-317, 319, 321 Queen Street - Seismic Upgrades
- 10 Onehunga Renewals 2:
  - Onehunga Wharf Renewals - Buildings, Toilets, Kiosks and other assets
  - Onehunga Wharf Renewals - Structure



**21 Princes Street, CBD** – The project has been initiated with the aim of maintaining the historical aspects and condition of the building whilst creating a leasable asset that maximises its market rental value.

**313 Queen Street - Canopy refurbishment** - Works to replace the canopy have commenced. Following its disassembly, the canopy structure was found to be in a worse condition than anticipated. Re-design work is currently underway to ensure the reconstruction remains in accordance with heritage requirements. Despite this delay, the canopy is on track to be completed in November 2023.

**73R Selwyn Road (Shamrock Cottage)** -The Code Compliance Certificate (CCC) has been approved and is forecast to be issued in October 2023. The site will be handed over to the tenant in October 2023.

**313,315,317, 319 & 321 Queen Street, Auckland City** - Geo tech investigations have been initiated and valuations sought for the sites.

**LEGEND**

- Open Space
- Capex - Public Realm/Community

The Renewals programme has multiple low value initiatives across Auckland which are not included in the spacial plan



# 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** Viaduct Precinct renewals:
  - Viaduct Tiling Upgrade - Phase 1
  - Viaduct - Angled Handrails Upgrades
  - Viaduct - Lighting Upgrade Works
  - EV Barcode Renewal
- 2** Wynyard Wharf North Toilet Refurbs and Demo Works

## FY24

- 3** Westhaven Marina renewals:
  - Westhaven Pier Replacement (G, H and J)
  - Westhaven T-Pier Ablution Renewals
  - Westhaven Marina Fire Alarm System upgrades
  - Westhaven Pier Renewal (K and L) - funded by WML Trust
  - Z Pier Building Refurbishments
  - Z Pier Watermain Renewal (Stages 1 & 2)
  - CCTV Systems Rationalization and Upgrade - Westhaven

- 4** Silo Park renewals:
  - Silo 6 Temporary Disabled Ramp
  - Silo 6 & 7 Renewals to Steel and Concrete
  - CCTV Systems Rationalization and Upgrade - Silo
- 5** CCTV Systems Rationalization and Upgrade - Wynyard Quarter & Viaduct
- 6** North Wharf West - Structure, Wetlands, Foul Odour & Contamination investigations and remediation
- 7** Bascule Bridge - Health & Safety Works
- 8** Queens Wharf Electric Box Upgrades

## FY25

- 9** Shed 10 Structural Upgrades
- 10** Queens Wharf Renewals - Wharves Structure

## Long-term projects (FY26+)

**Westhaven Marina**  
**Fire alarm system upgrades** - Works are planned to start once building consent is received. Works are on track to be completed in January 2024.  
**137 Westhaven Drive (Westhaven Marina Office)** - A new project has been initiated to provide a fit for purpose facility for Westhaven Marina staff.

**CCTV systems rationalisation and upgrade** - - The Westhaven and Bridge Hut upgrades were completed in September 2023. Planning is now underway to implement the Milestone software system in the Wynyard Quarter / Viaduct and migrate the Westhaven and Onehunga cameras in October 2023. The replacement Wynyard Quarter / Viaduct CCTV cameras have been installed and those in Westhaven are scheduled to be replaced in November 2023.

**Z Pier building at 31 Westhaven Drive** - Works will commence in October 2023 including resolving health and safety issues and re-instating three leasable units in order to maximise its market rental value.

**Westhaven Piers G, H & J** - Remaining works including the removal of the old G, H and J gates and reinstatement of the abutment are on track to be completed by January 2024.

**Bascule bridge, Te Wero (deck renewals and H&S works)** - Construction began in late May 2023 and is progressing well. Works are on track to be completed in December 2023.



# Information paper: Health and Safety report September 2023

Author: Paul Brown, Head of Health, Safety and Wellbeing

October 2023

## Whakarāpopototanga matua | Executive summary

1. A total of three workplace health and safety events were reported into Noggin, Eke Panuku's health and safety reporting system, during September. The events involved employees, contractors or members of the public where Eke Panuku has influence and control. A number of significant capital works projects have recently been completed which is reflective in the low number of events reported.
2. The three workplace events reported into Noggin included one injury to an Eke Panuku member of staff, who received medical treatment for the injury. The remaining two events were reported by contractors which included one environmental issue and one low voltage buried cable strike.
3. There were no high-risk events reported, one medium-risk event and two low-risk events reported in September.
4. The medium-risk event occurred when an Eke Panuku employee was bitten by a dog that had been brought into the office by another employee. The investigation has been completed. The injured person required stitches and was admitted to hospital to clean out the wound and for observation. The incident was reported to Worksafe New Zealand as a Notifiable injury.
5. During September, contractor monitoring and contractor reports were reviewed to provide an overview of contractor performance. Contractor monitoring occurred on three construction sites and reports from contractors identified 11 near misses and observations, all of which were low risk and actioned within the month. No critical risk issues or notifiable events were reported on any construction sites during September.
6. No events involving members of the public, outside the influence and control of Eke Panuku were reported during September. Security contractors and Māori Wardens raised 123 safety observations during September, 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. **Eke Panuku employee bitten by a dog at Westhaven Marina – draft investigation findings**

An incident occurred during September where an Eke Panuku employee was bitten twice by a dog brought into the office by another employee. [REDACTED]

[REDACTED] The incident was reported to Worksafe New Zealand as a Notifiable Injury.

An investigation into the incident, identified immediate, underlying and root causes. These included the misjudgement of the dog owner, supervision at the time of the incident, previous occasions when dogs had been allowed in the Westhaven office and the existence of a working animal guidance document that only included Wyndham Street offices.

The report includes a number of recommendations that address the findings in the report which include:

- Immediately prohibit all pets and animals from all Eke Panuku offices, with the exception of working dogs.
- Revise the working animal guidance document into a policy that includes all of Eke Panuku in its scope.
- Review other guidance and policy documents to ensure that all of Eke Panuku is included in the scope where relevant.
- Review how Eke Panuku staff are informed of Policy's and Guidance documents, both upon implementation and after review.
- Discuss the findings of the investigation with dog owner, supervisors and managers at Westhaven Marina and set clear expectations.

## 8. Contractor performance

The health, safety and wellbeing team is now fully resourced. With the appointment of the health, safety and wellbeing systems advisor we are now in a position to start looking through contractor reports to draw lower risk metrics out. This enables us to present more context around contractor safety performance. This includes contractor monitoring and low risk near misses and injuries. The low-risk events are low level issues and opportunities that are not significant enough to report into Eke Panuku's health and safety system, Noggin. However, these are an important measure so we can test the effectiveness of the systems and safety plans that we evaluated upon appointment of the contractor.

During September Eke Panuku carried out monitoring on three contractors against the target of three. No critical, high or moderate risk issues were identified during the monitoring and all observations were closed out during the month.

Contractor Health and Safety reports identified 11 minor near misses and no injuries in September.

## Health and safety key performance indicators

9. 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 September	Critical or high risks	Previous month (August)
Lead	Safety concerns	0	0	0
	Near misses	1	0	0
	Near Misses from Contractor reports	11	N/A	N/A
LAG	Lost time injuries	0	0	0
	Medical treatment injuries	0	0	0
	Other incidents	2	0	5
	Total recordable injury frequency rate	0.5	N/A	0
	<b>Total incidents</b>	<b>2</b>	<b>0</b>	<b>5</b>
	<b>Total events</b>	<b>14</b>	<b>0</b>	<b>5</b>

Figure 1 – Health and Safety Key Performance Indicator Table

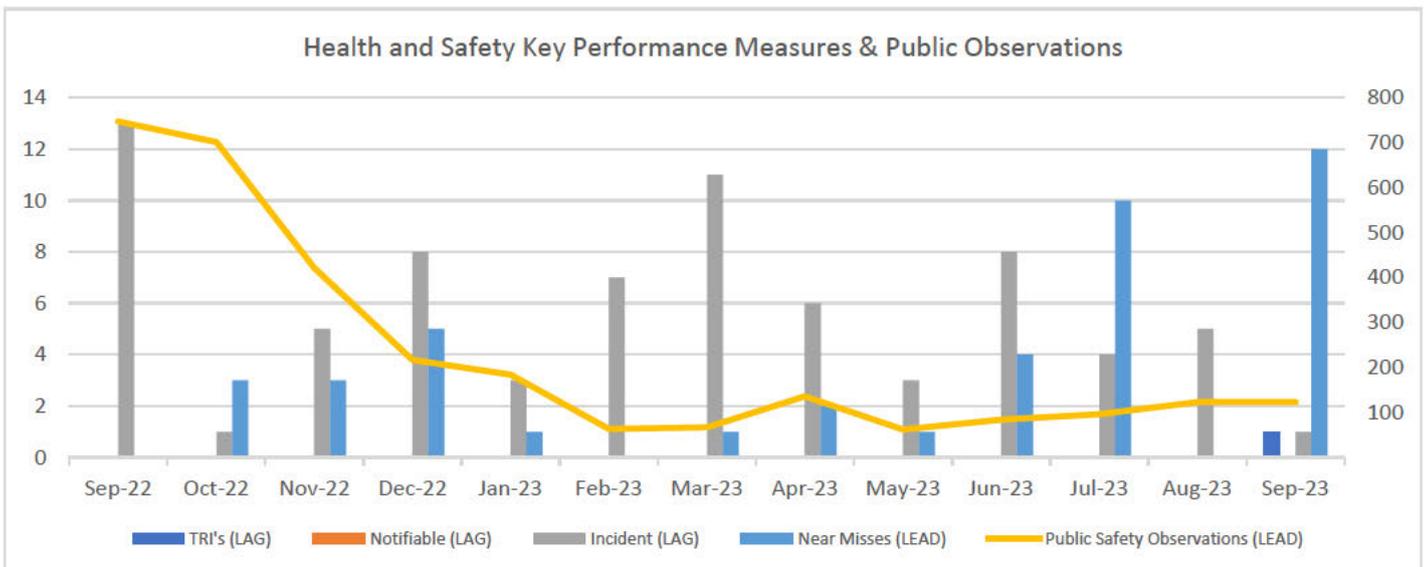


Figure 2 – 12 Month rolling H&S performance measures

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.

## 10. Workplace incident themes and trends

There were three safety events reported into Eke Panuku’s Health, Safety and Wellbeing system, Noggin, in September. One safety incident resulted in an injury that required medical treatment and time away from work. One incident and one environmental observation occurred on a construction site.

The reduction in the number of safety events reported into Noggin is reflective of the completion of several, significant capital works projects.

In addition to the three incidents reported into Noggin, contractors reported 11 minor near misses and observations. The 11 events raised were all actioned within the month and

were too minor to report into Noggin.

There were no high-risk safety events in September, one medium-risk event and two low-risk events reported.

Medium-risk event

8 September, 137 Westhaven Drive – Dog bite at Westhaven Marina office. Details set out in paragraph 7.

Low-risk events

- 21 September, 181 Westhaven Drive – Two penguins found on the rocks  
Two baby penguins were found on rocks near a construction site at 181 Westhaven Drive. One of the penguins managed to return to the ocean, however the other penguin unfortunately didn't make it. The contractor notified the department of conservation. The incident was reported into Noggin due to the sensitive environmental nature of the incident.
- 20 September, 181 Westhaven Drive – Low voltage cable struck  
A contractor hit a low voltage cable that was buried shallowly below the asphalt with an excavator. The contractor had used a CAT scanner and checked the service plans prior to the dig. The digger and spotter were safe from any potential electrical shock due to the design of the excavator and the proximity of the spotter. The contractor is investigating the incident.

**11. Public health, safety and wellbeing events**

	Measure	Performance September	Previous Month (August)
Public Realm	Security and Māori Warden observations	123	121
	Public injuries	0	1
	Public incidents or observations	0	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.*

No public incidents were reported into Noggin, Eke Panuku's reporting system, in September.

During September, 123 observations were raised by security guards and Māori Wardens. All the observations occurred in the public realm and were outside the direct influence or control of Eke Panuku. All issues were also reported through to other agents, responsible for dealing with the identified issues, such as NZ Police and emergency services, Auckland Transport and parking enforcement.

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

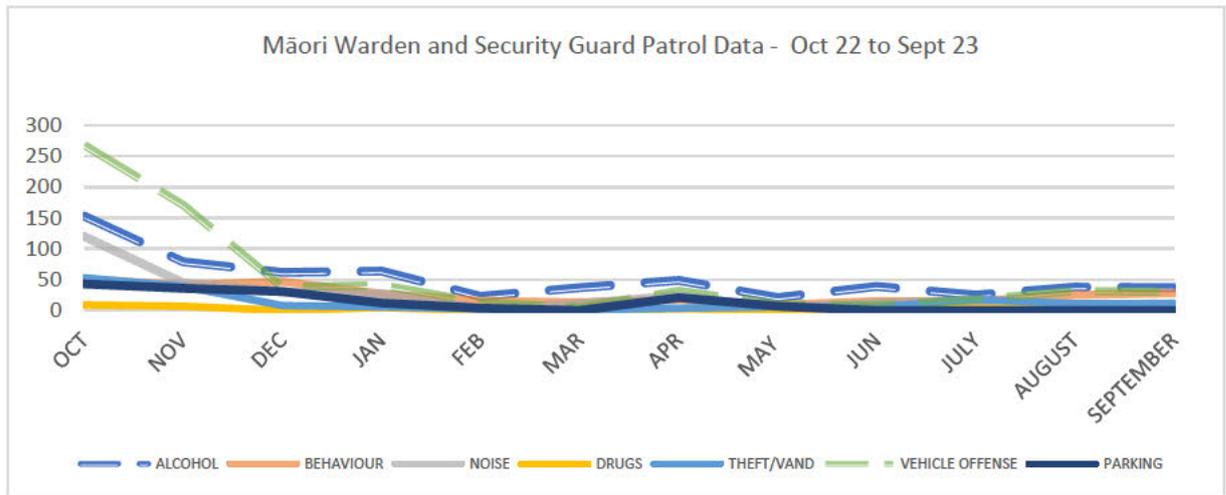


Figure 4 - Combined public observation data by category

The top three most common observations are highlighted below in Figure 5.

Rank	Issue	No. of observations
1	Alcohol	37
2	Vehicle	30
3	Behaviours	28

Figure 5 - Top three issues raised through Waterfront Patrols in August 2023

## Ngā tāpirihanga | Attachments

N/A

### **Port Precinct Future Development - Draft Framework plan**

This paper has been redacted as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council. In terms of Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to withhold information where making available the information where:

- s7(2)(i) - The withholding of the information is necessary to enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); and
- would affect the commercial interest of a third party (s7(2)(b)(ii)); and
- would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)).

# Decision paper: 2 & 4 Svendsen Road, Pukekohe – Go to Market Strategy

Author: Grant Massey, Development Manager

October 2023

*Some information contained in this report should be treated as confidential, as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council. In terms of 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 affect the commercial interest of a third party (s7(2)(b)(ii)); and*
- *would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)).*

## Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. approve the sale of 2 & 4 Svendsen Road, Pukekohe, comprising 2,409m<sup>2</sup> in Section 6, Survey Office Plan 440667 and Section 4, Survey Office Plan 440667, held in record of title's 599300 & 599301, to Tolian Properties Limited, the current lessee of the property, under the terms of its first right of refusal to purchase at market value in its lease.
- b. 
- c. delegate authority to the Chief Executive to execute the sale and purchase agreement in accordance with the first right of refusal lease terms.

## Whakarāpopototanga matua | Executive summary

1. 2 & 4 Svendsen Road form a 2,409m<sup>2</sup> triangular site to the south of the Pukekohe Town Centre within the light industrial precinct of the Unlock Pukekohe High Level Project Plan (HLPP).
2. Eke Panuku entered into a lease with Tolian Properties Limited in 2021 while Auckland Transport determined if the properties were required for additional road widening. The lease allowed the lessee to expand its newly developed Ebbett's Pukekohe multi-brand car dealership on the adjacent property.

3. 

4.

5.

## Horopaki | Context

6. The Unlock Pukekohe HLPP and approved Programme Business Case identifies a number of sites for sale to achieve the delivery of its approved objectives. This includes 2 & 4 Svendsen Road.

7. The properties originally comprised part of 176 & 180 Manukau Road that were purchased in 2008 by the Franklin District Council for the construction of Svendsen Road. It was completed by Auckland Transport in 2013. The balance land (now renumbered 2 & 4 Svendsen Road) was transferred to Eke Panuku for commercial management until a decision could be made on whether any further land was required for road widening.

8.

9. In May 2023, the Strategic Growth Alliance on behalf of Auckland Transport confirmed that the properties were not required for road widening and could be sold.

### Previous Board / Council engagement and decisions

Date and meeting	Document	Decision / Outcome
4 June 2019 Planning Committee	Unlock Pukekohe High Level Project Plan	Approved - Planning Committee approval of HLPP. Resolution number PLA/2019/49
18 June 2019 Finance & Performance Committee	Unlock Pukekohe High Level Project Plan	Approved - Finance & Performance Committee approval to dispose. Resolution number FIN/2019/61
24 September 2020 Eke Panuku Board	Unlock Pukekohe Programme Business Case	Approved – Board approval of Programme Business Case including the lease disposal strategy for 172-182 Manukau Road Board Minute 39 09/20

## **Nga whiringa me te taatai | Options and analysis**

10.

[Redacted content]

## **Kua whakaarohia nga whiringa | Options considered**

11. The options considered post the first right of refusal approach are:

a.

[Redacted content]

b.

[Redacted content]

## **Ngā ritenga ā-pūtea | Financial and resourcing impacts**

12.

[Redacted content]

13.

[Redacted content]

## **Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations**

14.

[Redacted content]

15.

[Redacted content]

## **Tauākī whakaaweawe Māori | Māori impacts**

16. If the property is sold to Tolain Properties Limited under the first right of refusal, no Māori outcomes will be achieved.

17. If the property is taken to the open market, outcomes will be sought in accordance with section 6.2 of our selection of development partners policy. This will require purchasers to engage with the mana whenua and discuss incorporating elements of design or landscaping into the development.

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

18. The Franklin Local Board will be updated on progress as required.

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

19. 2 Svendsen Road is not flood prone, however 4 Svendsen Road is within a flood plain. Any future development will need to demonstrate mitigation measures through council's standard regulatory processes.
20. The properties are not subject to any other environmental instabilities.

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

21. Council legal will be requested to prepare a first right of refusal notice, which will be forwarded to Tolain Properties Limited.

22. 

## **Ngā tāpirihanga | Attachments**

Attachment A – Aerial photo of the property

## **Ngā kaihaina | Signatories**

Allan Young, GM Development

David Rankin, Chief Executive

## Attachment A

2 – 4 Svendsen Road, Pukekohe

Land Parcels



Site from road



Remainder of Ebbett's Pukekohe adjacent



## **5.2 Downtown Car park Redevelopment**

This paper has been redacted as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council. In terms of Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to withhold information where making available the information where:

- s7(2)(i) - The withholding of the information is necessary to enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); and
- would affect the commercial interest of a third party (s7(2)(b)(ii)); and
- would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)).

# Decision paper: Asset Management Policy and Strategy Framework

Author: Ruth Jost, Head of Property Portfolio

October 2023

## Ngā tūtohunga | Recommendations

That the Eke Panuku Board endorse the Council Group Asset Management Policy and the Asset Management Strategy Framework appended to this report.

## Whakarāpopototanga matua | Executive summary

1. This report seeks the endorsement of the Board for the Council Group Asset Management Policy and the Asset Management Strategy Framework.
2. The Council Group Asset Management Policy identifies the principles and processes to be adopted by Eke Panuku to deliver best value from its assets, and how Eke Panuku is structured and resourced to deliver the key outcomes required in the Asset Management Planning processes.
3. The principles identified in the Council Group Asset Management Policy are designed to move Eke Panuku closer to the principles established in the international standard for asset management (ISO 5500X series), and the processes detailed in the International Infrastructure Management Manual (IIMM).
4. There will be no change to the way in which Eke Panuku manages or governs its portfolio should this policy and framework be endorsed and adopted.

## Horopaki | Context

5. The Eke Panuku Property Portfolio team manages property and other assets held for various purposes by Auckland Council and Auckland Transport. When it can, it offers these assets to the public for occupation through leases and licences in order to recover holding costs. There are also non-leasable, structural, and public realm assets which are managed and maintained as an integral part of the Property Portfolio.
6. The portfolio is currently managed in line with the adopted Asset Management Policy and the Strategic Asset Management Framework 2021. These documents identify how Eke Panuku plans to manage its portfolio to enhance the use of the assets while reducing risk.
7. The portfolio is managed in line with the Eke Panuku Risk Management Framework, which recognises the need for responsible risk-taking. The management approach also

recognises the limited tolerance for Health and Safety risk in particular that has been previously indicated by the Board.

8. The Council Group Asset Management Policy defines the key principles and approaches to asset management. It serves to ensure that Auckland Council and CCO's has the knowledge, understanding and practices in place to give assurance that assets are being appropriately managed. The Asset Management Policy provides the framework for Strategic Asset Management Plans (SAMPs) and Asset Management Plans (AMPs).
9. The purpose of the Asset Management Strategy Framework is to ensure that Eke Panuku asset management services are delivered in accordance with best practice asset management principles for the benefit of our current and future tenants, customers and wider stakeholders. The Asset Management Strategy Framework looks forward 3 years and addresses what Eke Panuku needs to have or put in place over this period in order to optimise the management of its property assets.
10. The international standard for asset management ISO 5500X series has been used as a guide on "what we need to do" to optimise the management of our portfolio, and the International Infrastructure Management Manual (IIMM) is used as a "how to guide".
11. Eke Panuku has four Digital Asset Management Plans (DAMPs); Waterfront (includes Onehunga Port), Queens Wharf, Managed Portfolio (includes all commercial, retail, land and residential assets), and City Centre Marinas.
12. These DAMPs are developed in line with the current Eke Panuku Asset Management Policy and based on the Asset Management Strategy Framework approach. The DAMPs are built around condition and value data that is held in the Eke Panuku asset management database (SPM).
13. The data held in the SPM database provides the basis for the development of the future works programme to ensure that the assets are performing, and will continue to perform, as required. Consideration is also given to the seismic performance of the building asset and other building attributes including heritage considerations, the presence of asbestos and other building compliance requirements.
14. The Council Group Asset Management policy is very consistent with our current policy which helps us to align whether an asset is needed, how it is used and how it should be managed to mitigate asset deterioration risks. The main difference following the council group policy would be in the way that asset management will be governed at an executive level across the council group.
15. Adoption of this all-of-Council policy responds to CCO Independent Review 2020 recommendation for a need to translate strategic direction into practical, funded actions with asset management plans as the mechanism to achieve this.

<b>Previous Board / Council engagement and decisions</b>		
Date and meeting	Document	Decision / Outcome
24 November 2021	Asset Management Plans, Strategy and Policy	Information paper
August 2023	Asset Management in the Property Portfolio update	Information paper

## **Nga whiringa me te taatai | Options and analysis**

16. This report seeks the endorsement of the Board for the Asset Management Policy and Strategic Asset Management Framework documents that are appended to this report.

## **Kua whakaarohia nga whiringa | Options considered**

17. The Council Group Asset Management Policy represents a continuation of the approaches identified in previous Eke Panuku policies. The policy seeks to ensure that Eke Panuku has the right governance, people, systems, and processes in place to ensure the effective planning and management of the portfolio of assets that it manages. It provides clear leadership and commitment to improve the level of asset management accountability and capability across the Council Group and meets the following objectives:

- i. To support strategic alignment of infrastructure investment decision-making across the Council Group enabling coordinated delivery and management of risk, uncertainty and long-term issues.
- iii. To enable a best practice approach by aligning core asset management practices with the International Standard for Asset Management (ISO 5500X series).
- iv. To realise the benefits of efficient asset management.

18. The Asset Management Strategy Framework takes an "asset centric" view and focuses on what Eke Panuku needs to do over the succeeding period to ensure that it is best placed to provide assets for use that are safe and reliable and deliver the required level of service.

19. There are significant improvements identified in the Asset Management Strategy Framework which guide our approach to the management of assets by Eke Panuku. To ensure these improvements are achieved the Portfolio and Asset Management Team are progressing the following programme of works:

- i. Complete asset condition assessments and integrate data to SPM Assets database
- ii. Produce a risk-based condition survey schedule of all assets based on asset condition and performance
- iii. Formulate a critical asset framework for infrastructure (based on consequence and likelihood of failure);
- iv. Develop Strategic Asset Management Plans (SAMPs) for the Portfolio to deliver Eke Panuku's redevelopment strategy and long-term objectives for the property portfolio.

20. The structure of the adopted asset management system helps provide an integrated approach to how Eke Panuku manages the Property Portfolio to derive greatest value from the assets from data capture through the planning cycle to the ability to make informed investment decisions.

## **Ngā ritenga ā-pūtea | Financial and resourcing impacts**

21. Eke Panuku currently has sufficient funding and resource to deliver on the actions and outcomes required through these documents.

## **Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations**

22. If the actions identified in the Asset Management Strategy Framework are not implemented, potential risks include user health and safety, isolated investment decision making, asset failure, higher costs and financial loss, reputational impacts.
23. The identified asset management strategies are designed to ensure that risk is brought to the forefront of asset management considerations, that good asset information will allow timely intervention to avoid failure, costs will be optimised and user experience will be enhanced.

## **Tauākī whakaaweawe Māori | Māori impacts**

24. No Maori impacts are identified.

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

25. Improving the ways that Eke Panuku delivers its asset management planning will enhance the ability of the Property Portfolio team to support internal stakeholders involved with projects in Priority Locations.
26. The activities and outcomes identified in the Asset Management Strategy will assist in ensuring the external stakeholders who use Eke Panuku assets will be safer, the assets will better suit their requirements, and the costs of delivering the asset services will be optimised.

## **Tauākī whakaaweawe āhuarangi | Environment and climate change impacts**

27. Environmental considerations are an integral aspect of the asset data that will be used to assess the criticality of assets for investment purposes.

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

28. The Portfolio Management team will progressively implement the actions identified in the Asset Management Strategy.

## **Ngā tāpirihanga | Attachments**

Council Group Asset Management Policy

Eke Panuku Asset Management Strategy

# Ngā kaihaina | Signatories

Marian Webb, GM Assets & Delivery

David Rankin, Chief Executive

# Council Group Asset Management Policy

## Policy Summary

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Auckland Council is entrusted with the control and management of assets on behalf of the wider Auckland community<sup>1</sup>. This custodianship role requires Auckland Council to apply responsible management practices and make decisions consistent with Council Group priorities<sup>2</sup>, while considering any impacts on existing and future generations. As a responsible custodian, we must incorporate long term planning to recognise the needs of current and future generations, support long term sustainability, and commit to continual improvement.

All asset management related activity must comply with relevant legislation, statutes and applicable internal policy requirements.

## Purpose of the Policy

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This Asset Management Policy establishes Auckland Council's expectations and commitment to asset management practice across the Council Group (Auckland Council departments and substantive Council Controlled Organisations (CCOs)). It defines the key principles and approach to drive consistent asset management practice that meets the following objectives:

- To provide clear leadership and commitment to improve the level of asset management accountability and capability across the Council Group.
- To support strategic alignment of infrastructure investment decision-making across the Council Group enabling coordinated delivery and management of risk, uncertainty and long term issues.
- To enable a best practice approach by aligning core asset management practices with the International Standard for Asset Management (ISO 5500X series).
- To realise the benefits of efficient asset management.

## Who the Policy covers

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The policy applies across the Council Group, including:

- Auckland Council internal departments
- Auckland Transport
- Eke Panuku Development Auckland
- Tātaki Auckland Unlimited
- Watercare Services

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<sup>1</sup> In accordance with the Local Government Act 2002:

14(1)(c) When making a decision, a local authority should take account of...  
(ii) the interests of future as well as current communities

101 Financial management

(1) A local authority must manage its revenues, expenses, assets, liabilities, investments, and general financial dealings prudently and in a manner that promotes the current and future interests of the community.

<sup>2</sup> As defined by the **Strategic alignment for our infrastructure investment** document, delivered by the Infrastructure Strategy Team

The assets and activities considered within the scope of the policy include:

- Physical assets and supporting systems that are owned, controlled, leased and/or operated by the Council Group.
- Activities related to the management of assets carried out either by the Council Group or an outsourced service provider who is required to plan, establish, implement, manage and continually improve the asset portfolio and/or the asset management system.

## Policy Principles

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The following principles have been adopted to underpin asset management across the Council Group. These principles are universal and apply to all asset types and asset management activities within the scope of the policy.

Auckland Council is committed to aligning core asset management practices with the International Standard for Asset Management (ISO 5500X series) through:

### 1. Sustainable Service Delivery

Asset management that focuses on the value assets provide to support legislated requirements, Council Group priorities and the service delivery needs of Aucklanders. This includes:

- i. Custodianship focused on sustainable and resilient communities, through long term planning that recognises the needs of current and future generations and uses a whole-of-life management approach
- ii. Responsible management practices and decisions that appropriately balance whole-of-life cost, risk and levels of service

### 2. Strategic alignment

Ensuring that Council Group priorities are demonstrated in the development of Strategic Asset Management Plans and Asset Management Plans, and that trade-offs and risks are described consistently between plans using consistent comparative prioritisation criteria.

### 3. Integration

Integrating asset management systems with other business functions, processes, activities and data, including, but not limited to Long Term Planning, annual budgets, organisational structure, financial management, growth planning, sustainability principles, external reporting, risk management, project management, investment assurance, corporate planning and human resources.

### 4. Active leadership

Active, visible leadership for asset management across the Council Group that fosters collaboration, empowers people to proactively improve their asset management capabilities, and provides resource capacity to deliver on this policy.

### 5. Robust decision-making

Planning and decision-making that reflects the inter-dependency of assets, organisations, systems, and externalities (e.g. climate) with the intent of managing criticality, risk and opportunity.

Gathering and managing standardised asset information and developing insight to enable transparent evidence-based asset management and investment decisions at both a governance and operational level.

## 6. Measuring effectiveness & continually improving

Undertaking annual performance reviews and external audits at least every three years, to measure and report on the effectiveness of asset management systems in supporting the delivery of Council Group priorities.

Periodically reviewing and prioritising opportunities for continual improvement, using evidence to drive innovation that delivers value while aligning with the organisation's risk appetite.

## Leadership

This policy recognises the primary role of Council Group Senior Leadership (Chief Executive Officers (CEOs) and Executive Leadership Teams (ELTs), in demonstrating leadership and commitment to successfully establishing, operating and improving asset management across Council Group.

Leaders at all levels of Council Group are involved in the planning, implementation and operation of the asset management system. Leaders at all levels are responsible for communicating the policy principles and promoting the importance of effective asset management.

The asset management leadership structure for Council Group is outlined in Appendix B.

## Roles and Responsibilities

High-level roles and responsibilities for asset management leadership are included below.

Role	Responsibility
Council Group Senior Leadership (CEOs)	<ul style="list-style-type: none"> <li>Approve Council Group Asset Management Policy</li> <li>Overall accountability for policy implementation</li> <li>Consider recommendations from <i>Council Group Asset Management Committee</i> on asset management performance and improvement actions</li> <li>Foster and support cross functional collaboration within the Council Group</li> </ul>
Directorate & CCO Leadership (ELTs)	<p>Within each Directorate or CCO:</p> <ul style="list-style-type: none"> <li>Provide Council Management level oversight of policy implementation</li> <li>Endorse recommendations made by <i>Council Group Asset Management Committee</i> on asset management performance and improvement actions</li> <li>Ensure adequate resources are available to meet asset management objectives</li> <li>Assign internal roles with the delegated authority &amp; responsibility for asset management</li> </ul>
Council Group Asset Management Committee ( <i>New committee</i> )	<p>Set direction for asset management at a Council Group level, including:</p> <ul style="list-style-type: none"> <li>Overall responsibility for policy implementation</li> <li>Provide a coordinated and collaborative approach to asset management across Council Group, including integration with other business functions</li> <li>Coordinate Community of Practice and independent review requirements</li> <li>Report to <i>Council Group Senior Leadership (CEOs)</i> and <i>Directorate &amp; CCO Leadership (ELTs)</i> on asset management performance and improvement actions</li> </ul>

Role	Responsibility
Department & CCO Managers	<ul style="list-style-type: none"> <li>• Endorse Strategic Asset Management Plans (SAMPs) and Asset Management Plans (AMPs) and monitor their outcomes</li> <li>• Ensure adequate resources are available to meet asset management objectives</li> <li>• Assign internal roles with the delegated authority &amp; responsibility for asset management</li> </ul>
Department & CCO Asset Management Steering Groups <i>(Existing or new groups)</i>	Set direction for asset management at a Department or CCO level, including: <ul style="list-style-type: none"> <li>• Oversee development of asset management objectives, SAMPs and AMPs consistent with Council Group priorities</li> <li>• Oversee asset management system development</li> <li>• Regularly monitor asset management performance and improvement actions and provide recommendations to <i>Council Group Asset Management Committee</i></li> </ul>
Other staff & service providers	<ul style="list-style-type: none"> <li>• Comply with the asset management principles outlined in this policy</li> </ul>

## Definitions

The following definitions apply to this document:

**Assets:** means physical assets and supporting systems recognised by the Auckland Group. Examples include land, buildings, structures, transport system, utilities infrastructure, plant and equipment, natural assets, cultural and heritage collections, ICT systems, digital services and asset information/data

**Asset Management:** coordinated activity of an organisation to realise value from assets (ISO 55000, 3.3.1)

**Asset Management Plan (AMP):** documented information that specifies the activities, resources and timescales required for an individual asset, or a grouping of assets, to achieve the organisation's asset management objectives (ISO 55000, 3.3.3). Refer Appendix A.

**Asset Management System:** management system for asset management whose function is to establish the asset management policy and asset management objectives (ISO 55000, 3.4.3). Refer Appendix A.

**Council Group:** the whole Auckland Council organisation made up of all Auckland Council business units and Council Controlled Organisations (CCOs)

**International Standard for Asset Management (ISO 5500X series):** consists of three separate documents: ISO 55000 – the concepts and definitions which underpin the standards, ISO 55001 – the requirements that make up the standard, and ISO 55002 – guidance on the requirements

**Levels of service:** are parameters, or combination of parameters, which reflect social, cultural, environmental and economic outcomes Council Group delivers. The parameters can include safety, customer satisfaction, quality, quantity, capacity, reliability, responsiveness, environmental acceptability, cost and availability. Levels of service statements describe the outputs or objectives Council Group intends to deliver to customers.

**Management System:** set of interrelated or interacting elements of an organisation to establish policies and objectives and processes to achieve those objectives (ISO 55000, 3.4.2)

**Policy:** intentions and direction of an organisation as formally expressed by its top management (ISO 55000, 3.1.18). Refer Appendix A.

**Strategic Asset Management Plan (SAMP):** documented information that specifies how organisational objectives are to be converted into asset management objectives, the approach for developing asset management plans, and the role of the asset management system in supporting achievement of the asset management objectives (ISO 55000, 3.3.2). Refer Appendix A.

**Value:** the contribution the assets make to service delivery and/or community wellbeing. Value will be expressed through documented asset management objectives, decision-making criteria and stakeholder needs and expectations. Value for various asset portfolios will be defined in their Strategic Asset Management Plan(s) and Asset Management Plan(s)

**Whole-of-Life Cycle:** encompasses all stages, from asset creation to asset end-of-life, involved in the management of an asset (based on ISO 55000, 3.2.2, 3.2.3), and would typically include planning, acquisition, delivery, operations and disposal of assets. A whole-of-life cycle approach considers alternative options (both asset and non-asset based), and accounts for full life cycle costs, benefits and risks.

## Document Management and Control

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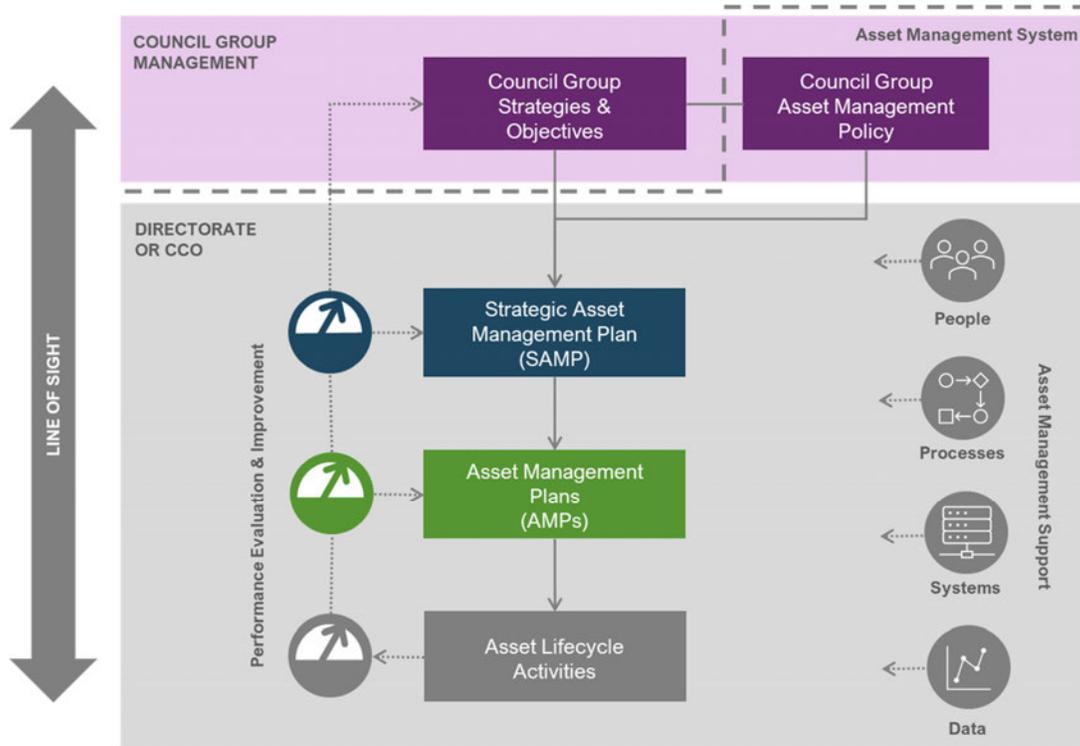
This is the first version of this policy. There have been no revisions to date.

This policy is to be reviewed every three (3) years between Long Term Plans (LTPs) to ensure that Auckland Council's values and objectives are being met.

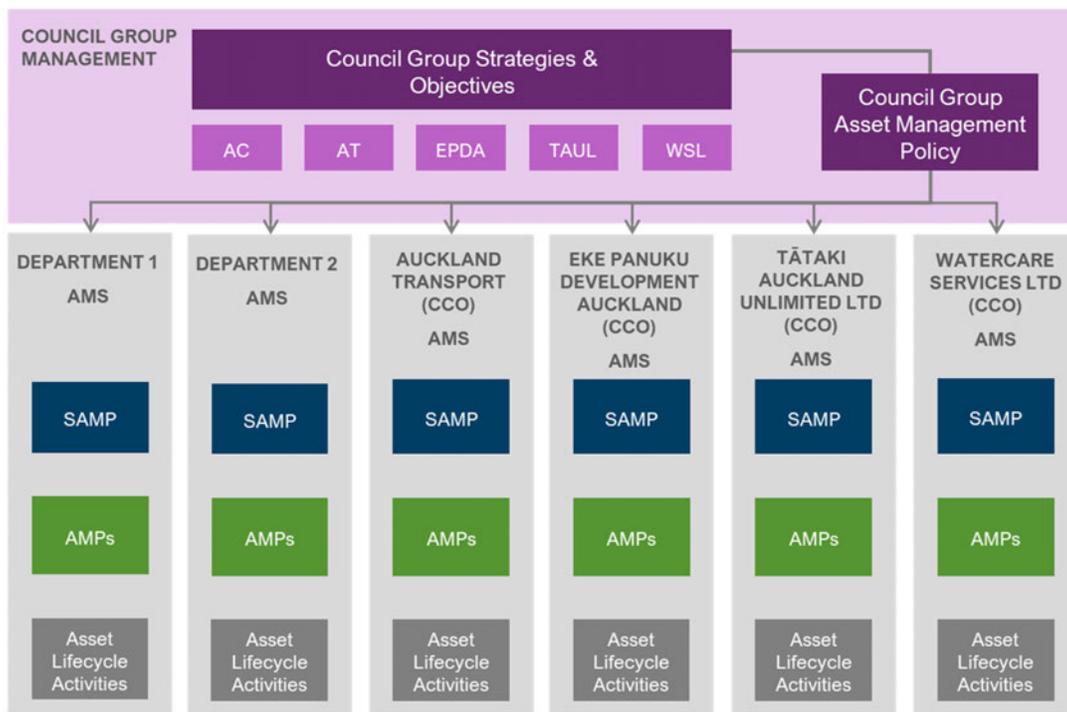
<b>Version</b>	1.0
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<b>Owner</b>	Barry Potter
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<b>Approved</b>	Endorsed by AC ELT 15/5/23
<b>Revision History</b>	

### Appendix A – Asset Management System

The scope of the management system for asset management is shown below.

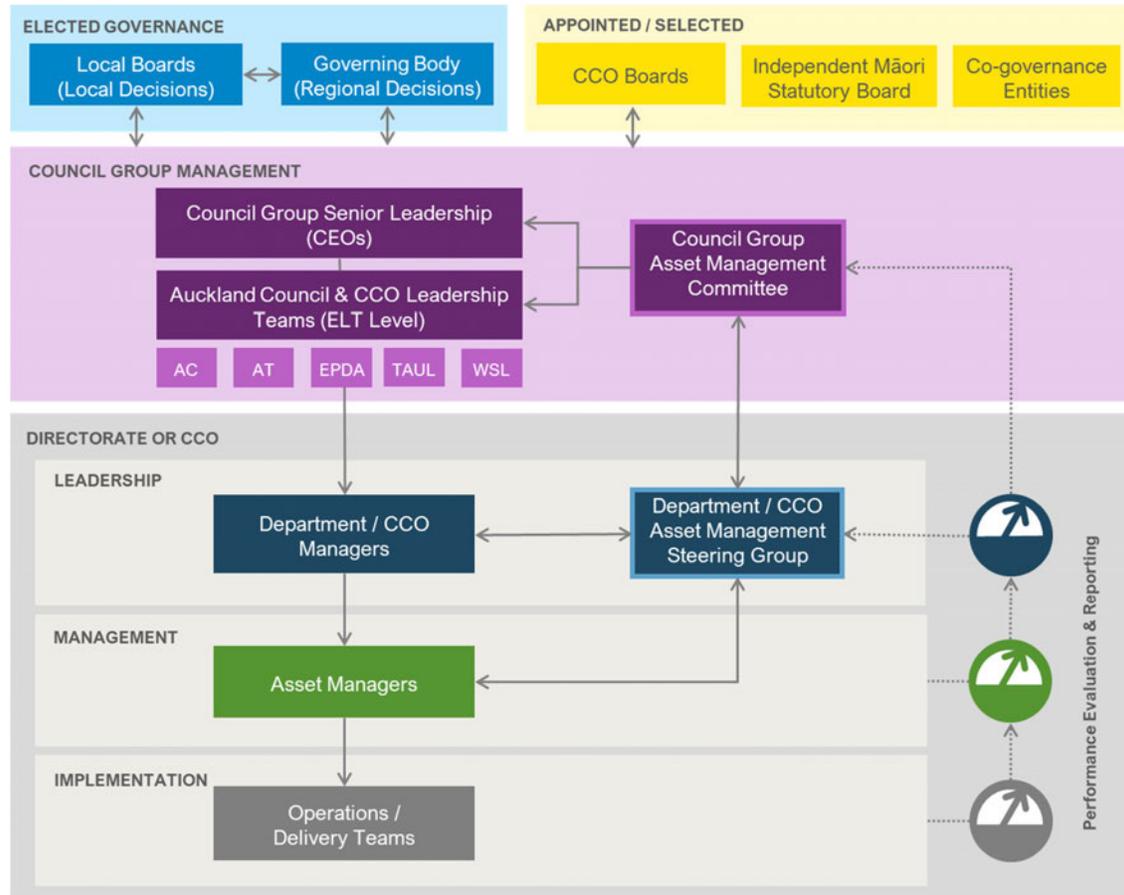


The Council Group Asset Management Policy will inform multiple asset management systems within Auckland Council, at Department or CCO level, as depicted in the example below.



## Appendix B – Asset Management Leadership

An overview of the asset management leadership structure and how it fits in with the existing Auckland Council leadership structure is shown below.



eke panuku

# Asset Management Strategy

Framework for Asset Management  
2024 - 2027

## Contents

1. Introduction
2. Policy Direction
3. The purpose of the Asset Management Strategy Framework
4. Our Asset Management Approach
5. The Asset Management role of Eke Panuku Development Auckland
6. The Scope of our Asset Management Plans
7. Our Asset Management System
8. Our Redevelopment Strategy
9. Asset Management Responsibilities
10. Stakeholders
11. Understanding Risk and Risk Management
  - a. Overview of risk appetite
  - b. Key Risks
  - c. Mitigations

## 1. Introduction

This Strategic Asset Management Framework is an integral part of Eke Panuku's asset management system, responsible for converting our strategies and objectives into services and asset management objectives to deliver positive outcomes.

The asset management system exists to assist the organisation to achieve its objectives, where the delivery of these objectives is enabled by our assets. It includes “*all the functions, people, processes, information and tools that deliver asset management objectives*”. These objectives are the results to be achieved from the asset management system. Its objectives are guided by organisational objectives and the asset management policy and drive asset management practices undertaken by the organisation.

The asset management system structure includes:

- Asset Management Policy
- Strategic Asset Management Plans for various asset groups - this framework document aims to provide a strategic guideline for the development of SAMPs for Eke Panuku managed assets
- Digital Asset Management Plans for various asset portfolios
- Integration of asset management processes, activities and data with other organisational functions including service delivery, quality, accounting, risk management, safety and human resources.

The purpose of this framework is to set a guidance for asset management that is used by Eke Panuku, developed and collaborated with between AC and CCOs.

The strategy framework will provide guidance for development of Strategic Asset Management Plans (SAMPs) and how they link to the long-term development plan. The strategy framework has a life of 3 years and is to be reviewed and updated in line with our 3 year strategic planning cycle driven by Council's Long-term Plan.

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 \$2.6 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



Figure 1.1 Eke Panuku’s Strategic Framework

## 2. Policy direction

This framework aligns with, and enables implementation of, our Asset Management Policy. The Asset Management Policy gives these core policy principles:

Policy principle	How this framework supports implementation
<p><b>1. Sustainable Service Delivery</b> - Asset management that focuses on the value assets provide to support legislated requirements, Eke Panuku and Council Group priorities and the service delivery needs of Aucklanders. This includes:</p> <ul style="list-style-type: none"> <li>i. Custodianship focused on sustainable and resilient communities, through long term planning that recognises the needs of current and future generations and uses a whole-of-life management approach</li> <li>ii. Responsible management practices and decisions that appropriately balance whole-of-life cost, risk and levels of service</li> </ul>	<p>This framework attempts to improve understanding of whole of life cost of assets, promoting responsible management practices, improved decision making and mitigating risks.</p>
<p><b>2. Strategic alignment</b> - Ensuring that Council Group priorities are demonstrated in the development of Strategic Asset Management Plans and Asset Management Plans, and that trade-offs and risks are described consistently between plans using consistent comparative prioritisation criteria.</p>	<p>This framework attempts to align asset management, improve consistency and allowing for consolidation of data. It also links to the policy requirement for SAMPs for strategic asset classes.</p>
<p><b>3. Integration</b> - Integrating asset management systems with other business functions, processes, activities and data, including, but not limited to Long Term Planning, annual budgets, organisational structure, financial management, growth planning, sustainability principles, external reporting, risk management, project management, investment assurance, corporate planning and human resources.</p>	<p>Linking to other planning and business functions is key to this framework</p>
<p><b>4. Active leadership</b> - Active, visible leadership for asset management in Eke Panuku and across the Council Group that fosters collaboration, empowers people to proactively improve their asset management capabilities, and provides resource capacity to deliver on this policy.</p>	<p>This framework requires collaboration between parties to be successful.</p>
<p><b>5. Robust decision making</b> - Planning and decision-making that reflects the inter-dependency of assets, organisations, systems, and externalities (e.g. climate) with the intent of managing criticality, risk and opportunity. Gathering and managing standardised asset information and developing insight to enable transparent evidence-based asset management and investment decisions at both a governance and operational level.</p>	<p>Initiatives to standardise asset information in Eke Panuku and over the Council Group is proposed in this framework.</p>
<p><b>6. Measuring effectiveness &amp; continually improving</b> - Undertaking annual performance reviews and external audits at least every three years, to measure and report on the effectiveness of asset management systems in supporting the delivery of Council Group priorities. Periodically reviewing and prioritising opportunities for continual improvement, using evidence to drive innovation that delivers value while aligning with Eke Panuku's risk appetite.</p>	<p>It is proposed to undertake maturity assessments on our SAMPs and linked AMPs in future.</p>

### 3. The purpose of this Asset Management Strategy Framework

To ensure alignment with our vision, Eke Panuku will assess the implementation of the principles of the Council Group Policy annually to maintain alignment.

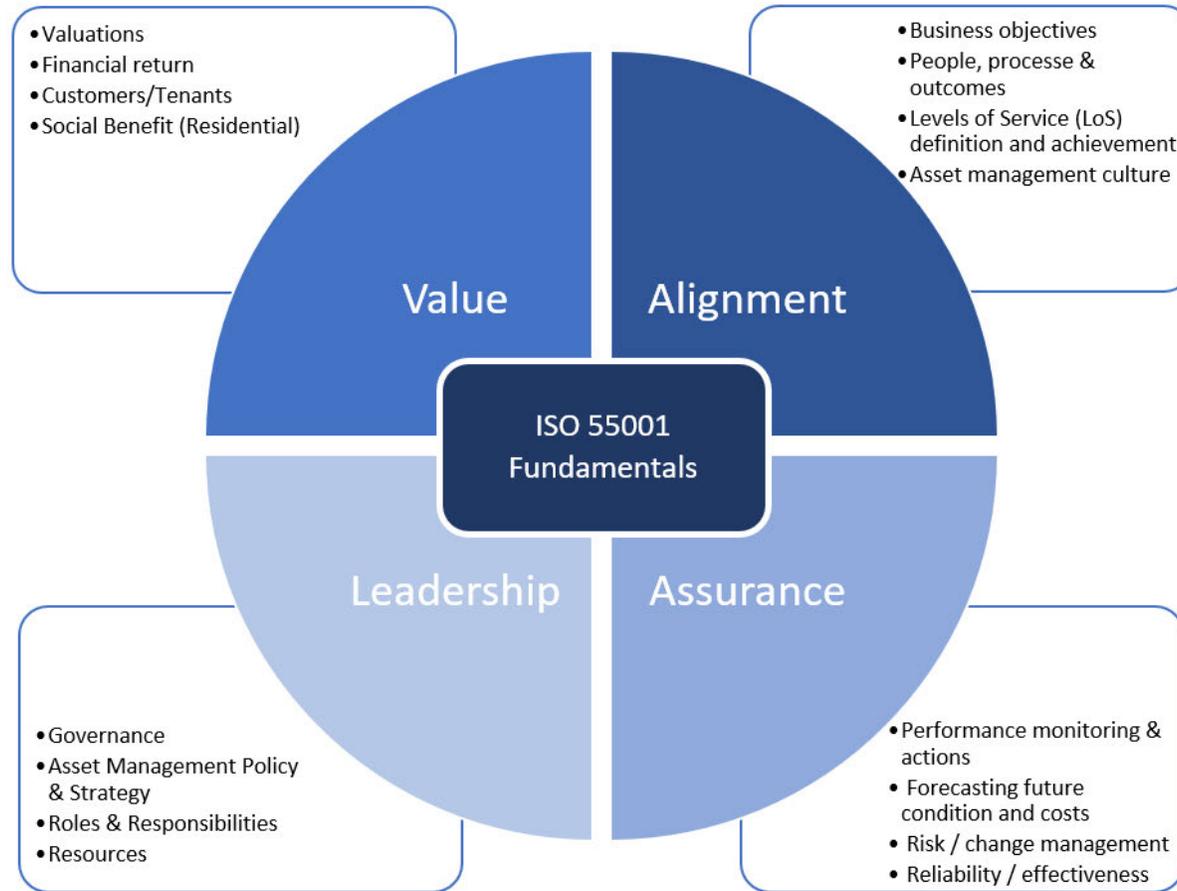
To achieve alignment, Eke Panuku will:

- A. give effect to the Long-term Plan and act consistently with any relevant aspect of Auckland council plans and strategies
- B. provide asset management and activity plans and supporting financial information to feed into the council's Long-term Plan and Annual Plan. Eke Panuku will:
  - i. follow the council's asset management framework or obtain council approval for an alternative framework
  - ii. use accounting standards that are consistent with the council's standards
  - iii. follow any other requirements specified by the council and notified to CCOs
  - iv. develop a Māori Responsiveness Plan.
- C. **will not** undertake a major transaction (as defined in the CCO Accountability Policy) in relation to a strategic asset unless approved by the council or already provided for in the Long-term Plan. Certain transactions, such as a decision to transfer the ownership or control of a strategic asset to or from the local authority, must be provided for in the Long-term Plan and may trigger consultation requirements

**Value:** Asset management about deriving value using an asset to achieve the desired outcomes for customers. Through the AMP, we define and improve activities that are delivering value for the organisation, our tenants, customers, stakeholders and the wider community.

**Leadership:** The realisation of strategic value from the portfolio requires asset management to be supported by clear policy, strategy and allocation of roles and responsibilities. It requires board and senior leadership mandate, trust and adequate resourcing to deliver the quality of property to meet strategic outcomes we outline our Strategic Plan

**Figure 3.1 Fundamentals of ISO 55001**



**Alignment:** Asset management is an organisation wide activity that requires alignment with all operating areas of the organisation. Our asset management objectives are aligned with the overarching strategic objectives of ensuring that asset management effort translates directly to strategic value. Our asset management processes are planned to be integrated across the organisation and drive a positive and proactive asset management culture.

**Assurance:** Our asset management systems are designed to achieve a transparent and reliable approach to the management of the housing portfolio and realisation of strategic value. We take account of risks that may impact either the portfolio or our ability to deliver on our aspirations as part of our improvement processes.

#### 4. Our Asset Management Approach

Asset management is a systematic process of developing, operating, maintaining, upgrading; and disposing of assets in the most cost-effective manner including all costs, risks and performance attributes. The purpose of an Asset Management Plans (AMP) is to outline the asset activities and programmes for a group of resources applied to provide defined Level of Service in the most cost effective and efficient way. Eke Panuku's AMPs will document the activities, resources and timescales required to achieve our asset management objectives.

Our approach is the delivery of services through the effective provision and management of the Portfolio assets.

The key elements of this approach to AM are:

- Taking a lifecycle approach
- Developing cost-effective management strategies for the long-term
- Providing a defined level of service and monitoring performance
- Understanding and meeting the impact of growth through housing supply management
- Managing risks associated with asset ownership
- Sustainable use of resources
- Continuous improvement in asset management practices
- Implementing asset processes that improve services.

Asset Management provides value to the organisation by aligning everyday decision making and management tactics to the formal Strategic Performance Expectations (SPE).

Throughout this Asset Management Strategy Framework careful consideration is given to how the delivery of services can affect or enable the following priority areas:

- Customer focus
- Building strategic partners
- Organisation and asset management practice improvement.

Asset Management maintenance services are currently being delivered by facilities management providers through a combination of responsive and scheduled maintenance.

Eke Panuku's goal in relation to asset management is to: **“Deliver the required level of service to existing and future customers in a sustainable and cost-effective manner.”**

A formal approach to the management of assets is essential in order to provide services in the most cost-effective manner, and to demonstrate this to customers and other stakeholders.

The benefits of improved asset management are:

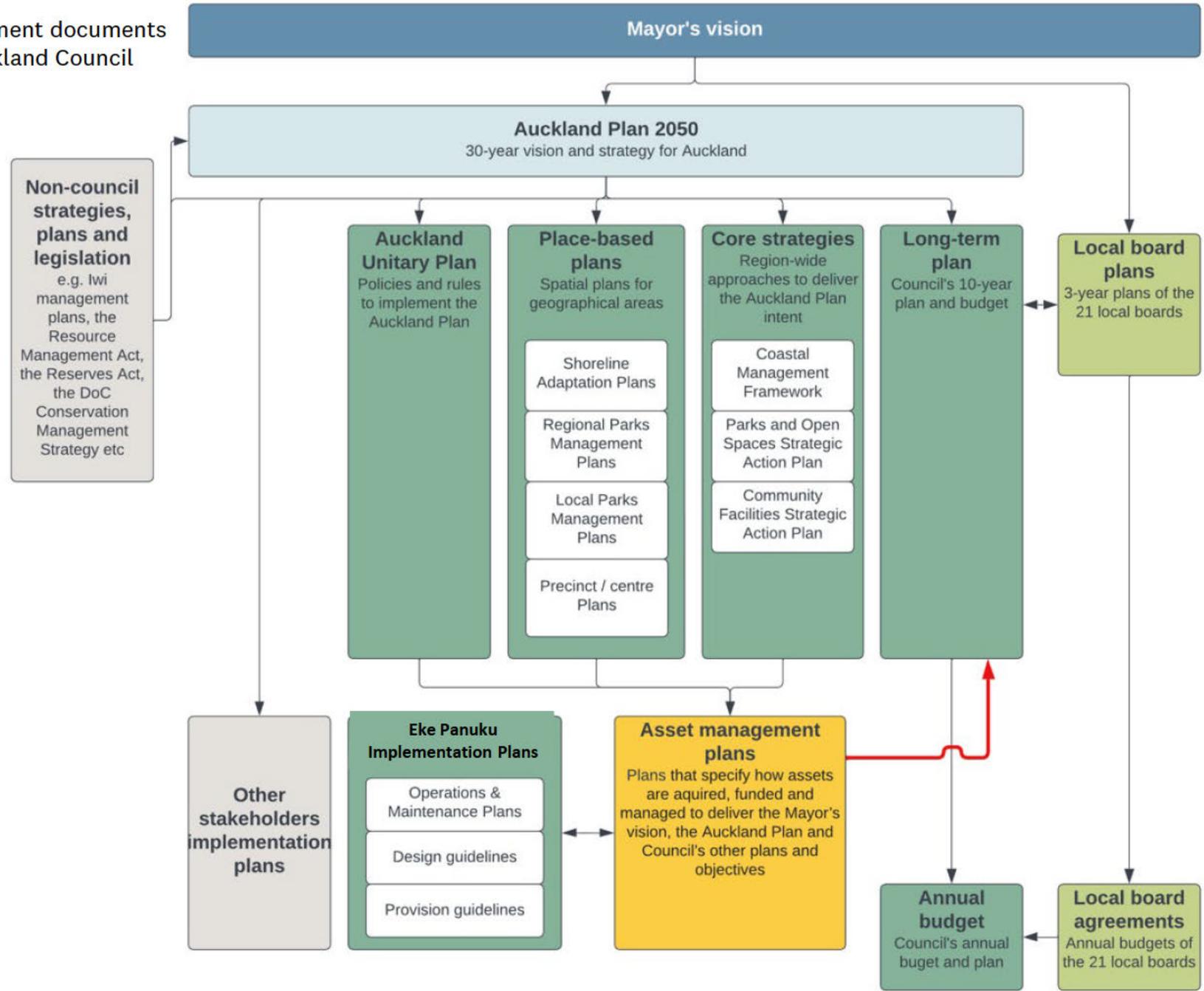
- improved governance and accountability
- enhanced service management and customer satisfaction
- improved risk management
- improved financial efficiency
- better informed, sustainable decision making.

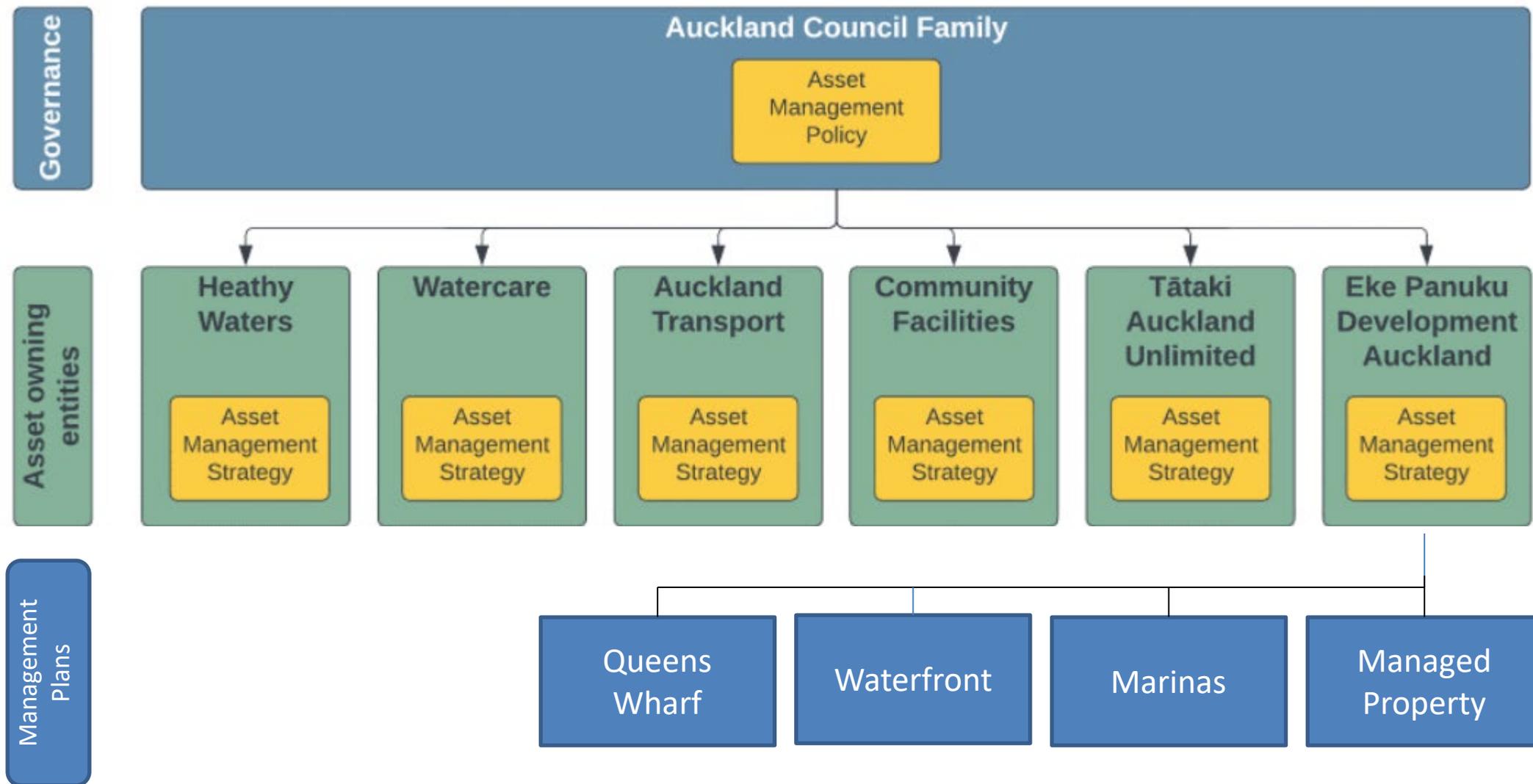
## **6. The Scope of our Asset Management Plans**

Our Asset Management plans specify how assets are acquired, funded and managed to deliver the Mayor's vision, the Auckland Plan and Council's other plans and objectives. Our Asset Management Plans are tactical plans for managing non-service property, infrastructure and other assets to an agreed standard of service.

The approach to Asset Management balances asset performance based on agreed Levels of Service, actual or perceived risks to assets, tenants, customers, and users and is used to forecast budgeting requirements for service delivery.

6.1 How key asset management documents (in yellow) fit into the Auckland Council planning framework





6.2 Schematic relationship between the various asset management documents. This is illustrative only and is not intended to show the full structure or to indicate documents that have been created.

## 7. Our Asset Management System

The structure of Eke Panuku's Asset Management System is consistent with industry best practice outlining the organisations strategic goals, tactical responses and how we will implement the responses through operational efficiencies. This structure helps provide an integrated approach to how we manage the managed portfolio for optimal use and income generation from data capture through the planning cycle to the ability to make informed decisions.

Asset management maturity comprises four key criteria.

1. Data
2. Systems
3. Processes
4. Capability

To ensure data is captured, stored, sorted, arranged, analysed, and visually presented for decision making, we require:

- processes and tools for data collection to improve current state information for lifecycle analysis, financial forecasting and demand modelling and risks.
- an agile system that is integration friendly and is maintained in line with data and asset management guidelines for maintenance and renewal planning.
- analytical capability in house to understand data and information sources to effectively measure asset performance.

At the time of developing this Asset Management framework Eke Panuku's asset management improvement priorities are to:

- integrate condition assessments, maintenance records and baseline data into the Eke Panuku Asset Management Database (SPM Assets);
- continue the programme of condition assessments for all assets and monitoring of maintenance for critical assets.
- improve asset data collection to support maintenance and renewal programmes, to assess trends and financial implications and help set strategic direction.
- monitor and review the set levels of services and refine these to be more meaningful to customers, management and Eke Panuku's strategic aspirations.
- set strategic direction for assets within the wider context of the managed portfolio and create a risk profile for each asset.

To ensure the above improvements are achieved the Property, Facilities and Asset Management team will need to follow a programme of works that includes:

- Complete asset condition assessments and integrate data to SPM Assets database
- Produce a risk-based condition survey schedule of all assets based on asset condition and performance
- Formulate a critical asset framework for infrastructure (based on consequence and likelihood of failure);
- Develop Strategic Asset Management Plans (SAMPs) for Portfolio to deliver Eke Panuku's redevelopment strategy and long-term objectives for the property portfolio.

## 8. Our Redevelopment and Disposal Strategy

Our maintenance and renewal strategies are linked to our redevelopment and disposal timeframes and look different for a property we plan to hold long term vs a property that is likely to be demolished within 2 years. The strategies are also linked to our strategic outcomes therefore differ for the managed residential portfolio.

One of the fundamental assumptions of the redevelopment and disposal programme is that costs will reduce as more property is disposed of. There are two asset control aspects to this cost reduction, **asset maintenance** and **asset renewal or capital upgrade**.

Figure 8.1 Redevelopment and Disposal Strategy

Commercial and Retail - Managed Portfolio

	Strategy 1	Strategy 2	Strategy 3	Strategy 4	Strategy 5
Strategies	Retain New	Retain Existing	Redevelop/dispose 8+ years	Redevelop/dispose 3- 7 Years	Redevelop/dispose 0-2 Years
<b>Maintenance Strategy</b>	Maintain the property to meet all statutory requirements Maintain the property with all features operating to a near new standard	Maintain the property to meet all statutory requirements. Maintain the property with all features operating to a standard which renders the asset fit for purpose. Adopt a condition-based approach to planned maintenance	Maintain the property to meet all statutory requirements. Maintain the property with all features operating to a standard which renders the asset <b>fit for purpose</b> . Adopt a <b>condition-based approach</b> to planned, preventative maintenance	Maintain the property to meet all statutory requirements. Maintain the property with all features operating and adopt a <b>risk-based approach</b> to planned maintenance and consider correct approach for asset components.	Maintain the property to meet all <b>statutory requirements</b> , adopt a <b>corrective approach</b> to maintenance.
<b>Strategies</b>	<b>Retain New</b>	<b>Retain Existing</b>	<b>Redevelop/dispose 8+ years</b>	<b>Redevelop/dispose 3- 7 Years</b>	<b>Redevelop/dispose 0-2 Years</b>
<b>Renewal / Capital Upgrade Strategy</b>	Generally, all new property will not require upgrades unless post occupancy review identifies deficiencies	Investigate cost effective solutions with a return on investment < 7 years.	Investigate cost effective solutions with a return on investment <5 years	Investigate cost effective solutions with a Return on investment <3 years. Ensure all resource consent conditions are first priority.	Investigate cost effective solutions with a Return on investment <1 year

Residential Portfolio

	Strategy 1	Strategy 2	Strategy 3	Strategy 4	Strategy 5
Strategies	Retain New	Retain Existing	Redevelop/dispose 8+ years	Redevelop/dispose 3- 7 Years	Redevelop/dispose 0-2 Years
<b>Maintenance Strategy</b>	Maintain the property to meet all statutory requirements Maintain the property with all features operating to a near new standard adopting a planned preventative maintenance approach.	Maintain the property to meet all statutory requirements. Maintain the property with all features operating to a standard which renders the asset fit for purpose. Adopt a condition-based approach to planned maintenance	Maintain the property to meet all statutory requirements. Maintain the property with all features operating and adopt a risk-based approach to planned maintenance.	Maintain the property to meet all statutory requirements. Maintain the property with all features operating and adopt a risk-based approach to planned maintenance and consider correct approach for asset components.	Maintain the property to meet all statutory requirements, adopt a corrective approach to maintenance.
<b>Renewal / Capital Upgrade Strategy</b>	Generally, all new property will not require upgrades unless post occupancy review identifies deficiencies	Investigate cost effective solutions with a return on investment < 7 years	Investigate cost effective solutions with a return on investment < 8 years)	Investigate cost effective solutions with a Return on investment <7 years	Investigate cost effective solutions with a Return on investment <2 years

## 9. Asset Management Responsibilities

GM Assets and Delivery is accountable for the Eke Panuku's Asset Management System, with the responsibility for its implementation, maintenance and improvement resting with the Head of Property. By its nature asset management supports and is supported by other parts of the businesses of Eke Panuku including but not limited to:

- Tenancy Management
- Urban Renewal and Redevelopment Planning
- Property and Facilities Management
- Maintenance and Renewals Planning
- Financial Planning and Analysis
- Priority Locations (Programme Management)

**Management Responsibilities** The Asset Management System is owned by the GM Assets and Delivery but is the responsibility of the Head of Property Portfolio. An AM Steering Group chaired by the GM Assets and Delivery, provides support governance, and ensures the continual improvement of the AM systems. An Asset Management working Group chaired by the Head of Property co-ordinates the delivery approach to asset renewals.

## 10. Levels of Service

We are an effective custodian of Auckland Council's non-service property portfolio. With an asset management system and tactical investment strategies in place to guide our operational activities we will become more efficient and improve decision making concerning the managed portfolio. This strategic and systematic approach to asset management will ensure that we improve our management of our assets as well as maximising both financial and non-financial (social and economic) dividends for the Council, internal and external stakeholders, partners, and the community over the long-term, while adhering to the overarching principles of urban regeneration. The overall quality and performance of our managed portfolio based on our Levels of Service will continue to significantly improve over time. Levels of Service are important because they:

- Align service delivery with organisational goals.
- Provide transparency and accountability.
- Allow repeatable and consistent measurement and reporting of inputs, outputs, and outcomes.
- Help ensure efficiency in service delivery to stakeholders, which in turn may bolster positive relations with them.
- Help ensure long-term cost control and financial viability in delivering a service.
- Extract value and optimise the delivery of assets.

Current Levels of Service – Commercial Portfolio (including Retail)

LoS	Customer performance measures	Customer target
Buildings and managed property/space is safe to use, accessible for those with disabilities and well maintained	<b>Legislative Compliance</b>	All commercial and retail buildings have current BWoF
		All resource consent conditions are being met
	<b>Health and Safety</b>	Decreasing number of accidents and incidents resulting from building and managed property hazards
		All property has an up-to-date asbestos management plan
		All property has a relevant and up to date H&S risk assessment and hazard register
		Buildings are seismically designed above 67% NBS
	<b>Risk or failure</b>	Zero operational/activity impacts due to building/asset failure
	<b>Resilience</b>	Portfolio level resilience assessment undertaken to measure potential environmental hazards
	<b>Asset can meet demand of the activity</b>	Building opening hours are achieved
	<b>Quality, comfort, and performance</b>	Public and user satisfaction with the building or managed property
		Condition rating for building is agreed upon by all stakeholders
	Vandalism is repaired in a timely manner	
	<b>Cost efficiency</b>	Rental and fees on buildings and managed property are sustainable and comparable or less than market rate
Our heritage buildings are maintained well and keep their heritage status	<b>Retain current heritage status</b>	Where feasible, heritage features/characteristics to be preserved/reinstated in accordance with Heritage Management Plan in line with Heritage Impact Assessment recommendations

LoS	Customer performance measures	Customer target
The houses are affordable, safe, healthy, secure and contribute to the occupier's wellbeing	Maintenance and repairs	We respond to and fix faults quickly
	Housing availability	Houses are available quickly for letting and to good standard of presentation
	Health, safety, and wellbeing	Our houses are in good operating order
		Houses meet all health, safety and compliance standards
Cost efficiency	Our houses are cost efficient for our customers	

## 11. Understanding Risk and Risk Management

Eke Panuku's risk appetite is aligned to the risk management policy which is based on the principle of responsible risk-taking. The risk appetite is also aligned with other key documents such as the Shareholder Accountability Framework, legal and financial delegations, and corporate policies. Eke Panuku's risk appetite is dynamic, changing according to the environment and the nature of the risk (risk category) and the current and/or changing business activities in which it is involved. The Eke Panuku Statement of Intent, Business Strategy and Business plan provided the context for developing the risk appetite.

The level of risk to which the acquisition and selling of land is dependent upon prevailing market conditions and the need to fulfil Council's obligations to local boards and our ratepayers. Eke Panuku is guided by Council as to the level of financial commitment and funding available. The Eke Panuku Executive Leadership Team (ELT) is required to proactively assess the business impacts of potential changes in business environment caused by political, economic, social, legal and regulatory trends and have regard to these impacts in operating within the risk appetite boundaries.

Figure 11.1 Risk Appetite in relation to asset criticalities

		Relevance to Risk Appetite											
		No Appetite						Moderate Appetite					Tolerable
		Environment (Natural/Built)	Finance	Governance	H&S	Information Management	legal	Assets	Cultural (Community)	Delivery of Commitments	Reputation	Skills & Knowledge	Operational Capability
Criticalities	Health, Safety & Environmental	X		X	X		X	X	X		X	X	X
	Reputation	X							X	X	X		
	Financial		X	X		X	X	X					X

Weighting

Criticalities	Weighting
Health, Safety & Environmental	50%
Reputation	20%
Financial	30%

Where the **asset criticality** is the relative risk to Health, Safety and the Environment (HSE), Reputation or high cost arising from failure of that **asset**. So, **criticality** is the relative risk of an **asset** from an HSE, reputation or cost perspective, calculated in order to understand which **assets** deserve attention and investment to prevent failure.

Calculating the asset criticality weighting by determining the relevance to Eke Panuku’s risk appetite by risk categories allows for a risk to be assessed in terms of consequence and likelihood where consequence is determined by the asset criticality and likelihood is determined by the asset condition. These parameters need to be established prior to the risk management process.

In accordance with Eke Panuku's Risk Management framework risk treatment (or mitigation) is the process to modify (positively) risk in terms of its consequence and/or likelihood. For each risk, consideration should be given to either:

- Treat – additional control measures to reduce consequence and/or likelihood
- Tolerate – accept current level of risk
- Terminate – remove the source of risk
- Transfer – transfer risk to third party generally by means of insurance or another contract

The following criteria must be considered by the risk manager when designing the risk mitigation process:

Consequence and Likelihood Criteria					
	Insignificant	Minor	Moderate	Major	Catastrophic
<b>Assets</b>	Damage to or loss of a minor asset, or minor damage to an asset Business as usual	Damage to or loss of an asset <\$5K Assets not useable / available for short undefined period, with minor disruption	Damage to, or loss of an asset <10K Assets not useable / available for the <2 weeks	Damage to, or loss of an asset >\$100K<\$500kM Assets not useable / available for the <2 months	Major damage to, or loss of a significant or high value asset >\$1M Total loss of asset that cannot be replaced. Period of disruption > 2 months

### Key Asset Risks

Event	Asset Group	Consequence
Natural hazards (earthquake, tsunami, sea level rise)	All	Structures and buildings unable to withstand seismic or tsunami event. Damage to sea walls. Slips on hills affect trails and access roads.
Asbestos damage	All	If products containing asbestos are disturbed, tiny asbestos fibres are released into the air. Over time, these fibres can accumulate and cause scarring and inflammation, which can affect breathing and lead to serious health problems
Fire caused by dry conditions, accident or arson	All	Damage or destruction of vegetation or property. Personal injury.
Rain event damages assets	All	Assets in low lying, poorly drained, flood prone parkland are flooded and out of service. Slips affect pathways, trails and access roads.
Continual exposure to sea spray	Coastal	Structures and building fabric integrity adversely affected - in particular concrete structures. Damage or destruction of buildings. Personal injury.

Event	Asset Group	Consequence
Wind event damages trees	All	Tree damage and subsequent property damage or personal injury.
Drought, network failure or other major event affects water supply	All	Water supplies restricted. Unable to irrigate or supply water to features
Building and minor structures deficient or fails	All	Substandard construction or materials, lack of regular assessment, maintenance or repair, vandalism.
Fire in buildings caused by electrical fault, vandalism or arson	All	Damage or destruction of buildings. Personal injury.
Structural assets fail (e.g. bridges, platforms, safety barriers) due to substandard construction or materials, lack of regular assessment, maintenance or repair	All	Damage or destruction of structures. Personal injury.
Street furniture failure caused by vandalism/ misuse, normal wear and tear	All	Damage or destruction of furniture. Personal injury.
Bike riding injury on cycle ways and tracks caused by inadequate maintenance, poor design or construction, riding tracks unsuitable for skill level, collisions	All	Personal injury.
Incidents caused by general hazards e.g. bikes vs. pedestrians, vandalism		Trips, falls, collisions and slips, minor injuries.
Accident associated with water bodies (built water areas) e.g. caused by unfenced areas, deep water, difficult exit, entrapment etc	All	Drowning, impact with hard surfaces (pontoons, piers).
Third party structures fail or are inherently unsafe	All	Injury as a result of third-party structures.
Injury at playground (as a result of normal activity, misuse or equipment design or failure).	All	Injuries or death.
Lessee failure to maintain assets e.g. caused by poor lease documentation, non-performance of leases, ineffective management and monitoring of leases	All	Leased assets fail.
Contractor failure	All	Service delivery falls below acceptable standard.
Economic or other unforeseen impact significantly reduces revenue	All	Revenue below budget.
Statutory compliance failure caused by failure to follow all legal requirements and processes or lack of awareness of requirements	All	Statutory compliance failure
Injury to volunteers and activities of others on council land, caused by general hazard	All	Injury to volunteers.

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### **Waterfront Commercial Opportunity**

This paper has been redacted as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council. In terms of Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to withhold information where making available the information where:

- s7(2)(i) - The withholding of the information is necessary to enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); and
- would affect the commercial interest of a third party (s7(2)(b)(ii)); and
- would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)).

# Information paper: Communications and engagement

Author: Angelika Cutler, General Manager, Community and Stakeholder Relations

October 2023

## Whakarāpopototanga matua | Executive summary

1. The annual Eke Panuku stakeholder insights were presented to the Board at its meeting in August which prompted a conversation about how Eke Panuku undertakes its community and stakeholder communications and engagement programme.

## Matapaki | Discussion

2. Almost all the feedback Eke Panuku receives from communities and stakeholders via research and anecdotal feedback is that communications is an area we need to emphasise more, not less.
3. The attached presentation outlines how, using a framework of Understand - Plan - Deliver, the organisation engages and communicates with a range of audiences and stakeholders with the goal of developing trust and social license to undertake our programme of work.

## Ngā tāpirihanga | Attachments

Attachment A - Communications and engagement (powerpoint presentation with notes)

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# Communications and engagement

October 2023

# Communications for urban regeneration

**Eke Panuku has created and is successfully implementing a new approach for urban regeneration.**

*“We believe that effective regeneration can’t be done in isolation. A collaborative approach will create better outcomes. Open communications and engagement between all collaborators is essential.”*

We bring together:

- Public powers
- Private interests and commercial outcomes
- People and communities of interest.

Our goal is to use effective communication and engagement strategies to support the organisation establish **social license** for Eke Panuku to **create amazing places**.

# Communications for urban regeneration

**Momentum can be maintained when there is social license to operate.**

*“Communicating with residents, customers and stakeholders is a core part of urban regeneration.”*

Building social license:

- **Understand** what is important to people
- **Plan** for how we engage
- **Deliver** a significant amount of information across a number of audiences and channels.

Almost all the feedback we receive is that communications is an area we need to **emphasise more**, not less.

# Understand: operating context

High degree of **dependency** on others to delivery programme. “*We need to make and keep a lot of friends.*”

Very **complex stakeholder environment** with often competing priorities that need to be understood: political, commercial, public.

Creating significant change and **disruption** in neighbourhoods with a high degree of **scrutiny** and **lack of trust** in local government institutions.

High **transparency** environment.

Information overload across all stakeholders – **cut-through** is challenging.

**Changing media landscape** requires us to be innovative and nimble.

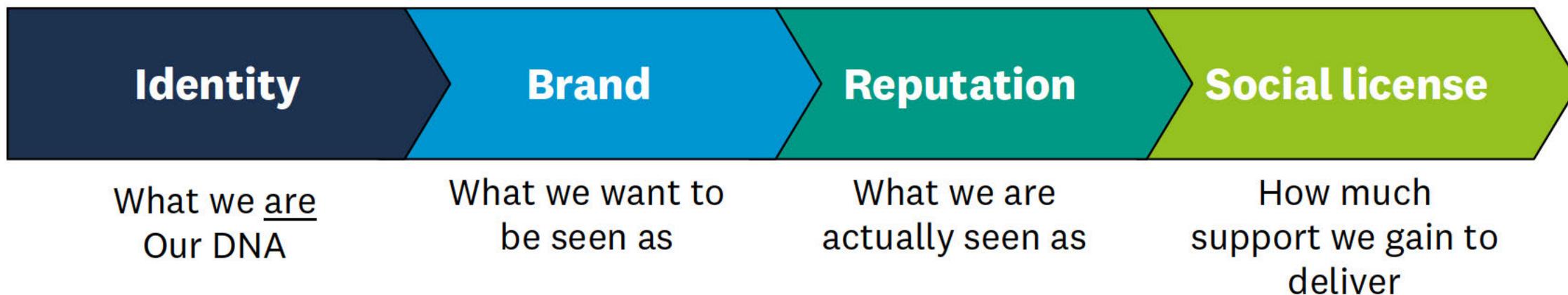
Public information **expenditure is heavily scrutinised**. “*Constrained budget but less constrained expectations.*”

Varying levels of **understanding** of our role, objectives and operating model.

Careful **balance** communicating our key levers – commercial outcomes, public good investment, placemaking and being a lead agency.

Changeable market conditions over project lifetime – communication is relied on to **manage expectations**.

# Understand: building social license



# Understand: our audience

**Shareholder** - formal reporting, formal and informal briefing, site visits, attendance at events, timely briefing on unexpected events 'a no surprises' approach.

**Ward councillors and local boards** – varying degrees of impact and interest, formal and informal briefing, approvals, site visits, attendance at events, timely briefing on unexpected events.

**Local members of parliament** – regular briefings, site visits, attendance at events.

**Development partners** - market soundings, shared information, formal negotiation, regular briefing, shared/agreed media briefings and statements, agreed project joint branding.

**Community** – multi-channel engagement, inform, consult, engage, collaborate.

**Interest / advocacy groups** - multi-channel engagement, tailored briefings, attend their meetings & events, inform, consult, engage, collaborate.

**Media** – briefings, press releases, op-eds, interviews, relationships.

**Opinion shapers** – helps maintain independent credibility. Brief and inform. Form and maintain positive relationships.

*Mana whenua* – regular, in-depth partnership relationship.

# Plan: our principles

Our principles for engagement sit within the Eke Panuku Engagement Strategy which is our public commitment to open and transparent engagement.

1. We engage in a genuine, transparent and purposeful way.
2. We ensure we listen to and consider all views.
3. We will look for the best ways to engage.
4. We build trust through behaviour.
5. Our communications are of a high standard.
6. We keep people informed.
7. Te Tiriti O Waitangi.



# Plan: our methods

**The Community and Stakeholder Relations function is an experienced and capable team operating as a full service public information and creative agency within Eke Panuku.**

- Embedded in priority location teams providing long-term (and ad-hoc) communications advice.
- Assess and balance degree of effort/budget across the programme of work Eg. Focus on priority locations.
- Prioritising authentic and long-lasting local relationships
- Using IAP2 best practise engagement strategies.
- Building public information campaigns that bring together our capabilities: community liaison, political nous, media liaison, online expertise, creative design and content making (images, videos, written work, presentations), cross-council collaboration.
- Regular analysis to be responsive to programme and public sentiment shifts.
- Consistently monitor for risks and issues, use communications and engagement actions to mitigate early.
- No surprises approach for decision-makers.

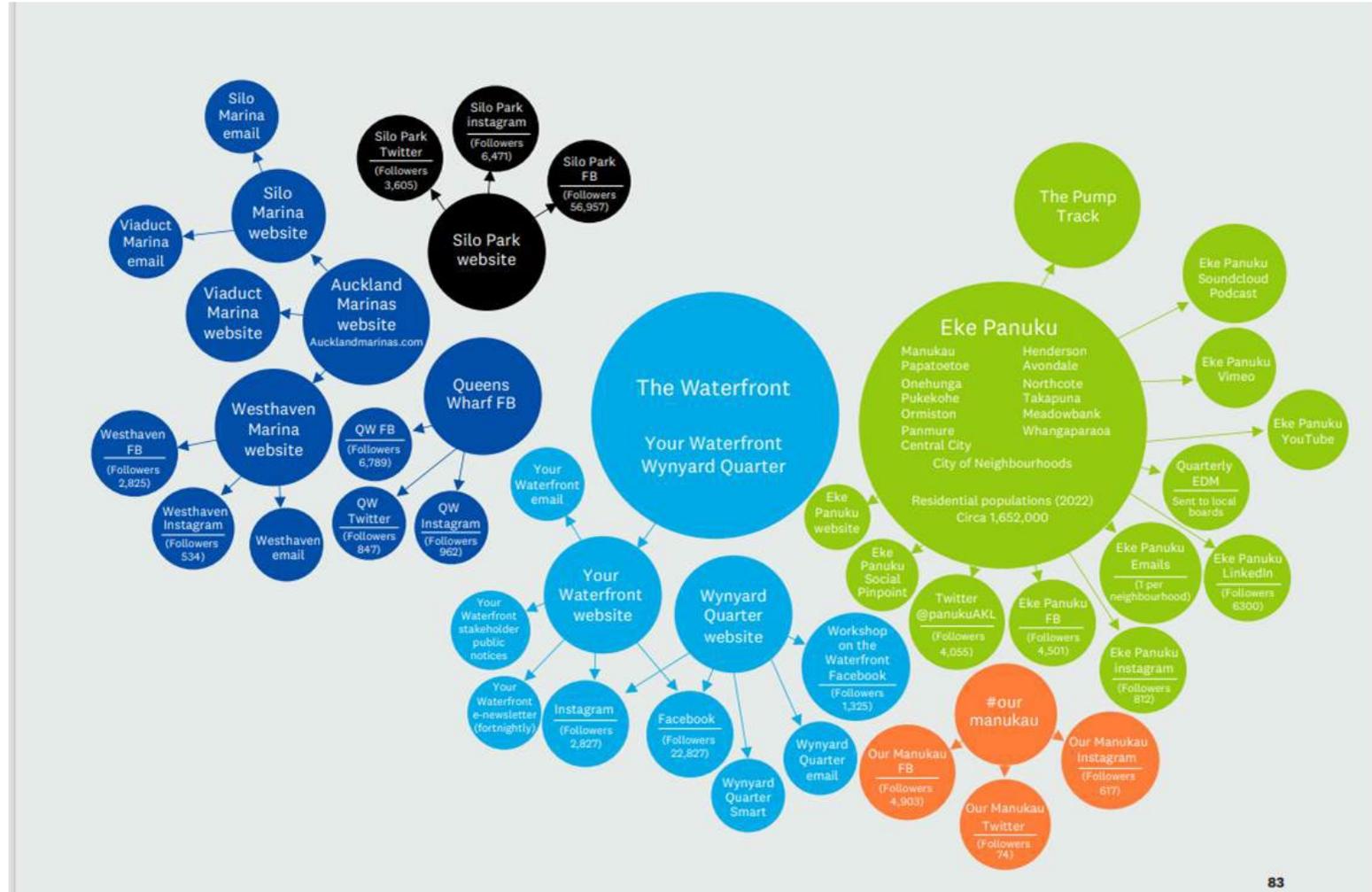
# Deliver: our tools

**The fast-moving media landscape means we need to be bold, innovative and flexible.**

*“We work with communities through complex issues and this requires our whole team to be capable communicators.”*

- Digital channels – social media and websites. The Eke Panuku website is now the centralised information hub for all public information.
- Community events and placemaking.
- Face-to-face briefings.
- Consistent look and feel design system: colour, tone of voice, photography, patterns, word mark.
- Print media.
- On-site project information.
- Formal reporting.
- Third parties’ channels (e.g. business associations, local boards, opinion shapers).

# Deliver: our tools



# Deliver: our message

**We articulate our purpose, mandate and tone of voice within this statement that is the foundation for our story telling.**

From a single seed a mighty kauri grows.

From the spark of an idea a city soars.

Drawing energy and inspiration from timeless tales.

Unlocking potential from cherished foundations.

Eke Panuku creates amazing places.

Magnetic spaces that attract people and business.

World-class environments designed, preserved and conserved.

Urban experiences that capture hearts and energise lives.

We are creators, curators and caretakers.

Creating lasting legacies for generations to come.

Regenerating a city to become one of the world's greatest.

Because when Tāmaki Makuarau thrives, we all thrive.



# Deliver: results

## Reputational research results

*“Stakeholders believe the relationships Eke Panuku has with them have improved over the last few years. Eke Panuku continues to be seen as an organisation with good leadership and skilled employees.”*

## Media reports (iSentia)

Q1 FY24: *“There was a significant increase in media coverage this quarter up from 81 to 142 mentions of Eke Panuku. With more than half this coverage being considered ‘neutral’, this meant our Media Impact Score fell half a point on last quarter to 1.6.”*

## Website analytics

Since we launched the new website in late April 2023, daily visitors have increased.

Over the 166 days since the new website launch vs 166 days preceding, we’ve had approximately 18% more users per day with a new average of just over 200 per day.

# Deliver: results

## Social media analytics

- Moderate media spend on Meta (Facebook and Instagram) remains the most cost-effective way to get targeted messaging out. In the past month, our ‘Waiwhariki is complete’ post (\$100 over 7 days targeting the Takapuna area) gained 20,000 impressions.
- Organic engagement is highest on Linked In. Our recent ‘Te Hono Avondale’ post had 3,260 organic impressions.
- We’ve also launched a TikTok channel and our documentary style videos are starting to show promising organic engagement.
- Our social media channels account for approximately 10% of our total website traffic.

# Deliver: results

## Regular engagements

*Eke Panuku meets regularly with elected members, councillors and local boards. We have engaged with local boards in our priority location areas on an agreed meeting frequency, usually monthly, we provide updates and information through memos and location visits. In non-priority location areas, engage with local boards on various decisions e.g. leasing or service property optimisation. Eke Panuku is regularly received positively at council committee meetings, online information is shared by councillors and local boards and we rarely receive requests for information from elected representatives.*

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**Ngā mihi**

# Information paper: Selecting Development Partners Policy – One year review

Document Author: Jordan Taiaroa, Head of Māori Outcomes

October 2023

*Some information contained in this report should be treated as confidential, as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council. In terms of 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 affect the commercial interest of a third party (s7(2)(b)(ii)); and*

## Whakarāpopototanga matua | Executive summary

1. The Selecting Development Partners Policy was reviewed by the Eke Panuku Executive in 2022. An improved approach to support mana whenua in our commercial property opportunities was suggested through the review and later approved by the Board.
2. Following a Rangatira ki te Rangatira meeting in September 2022, Eke Panuku committed to providing an assessment of the policy implementation.
3. The approach outlined two categories of sites:
  - Category A – larger complex sites that seek development outcomes in line with the regeneration strategy
  - Category B – smaller diverse portfolio with no outcomes sought.
4. Both categories carry mana whenua-focused benefits that enable greater accessibility in the property market:
  - Category A – 15% overall weighting towards Māori outcomes
  - Category B – Limited contestable process for mana whenua before going to the open market.
5. Seven category A sites were taken to the market with a 15% weighting for Māori outcomes and 10 category B sites were offered to mana whenua in a limited contestable process.
6. Through the policy, several partnerships with mana whenua have formed and greater accessibility to purchasing our properties has been provided.
7. Following a meeting with mana whenua, we will provide recommendations to the Board on the next steps to implementation of the policy should any be considered necessary.

## Matapaki | Discussion

8. In 2018, the Selecting Development Partners Policy was developed to guide Eke Panuku in selecting development partners. The Selecting Development Partners Policy sets out how we engage with the development sector to achieve our objectives and outlines our commitment to enabling commercial opportunities for mana whenua iwi.
9. In September 2022, following a review of the policy, the Board approved amendments suggested by the Executive to the Selecting Development Partners Policy. This policy change established two categories of sites within our property portfolio, Category A and Category B sites.
10. In September 2022, a Rangatira ki te Rangatira meeting was also held between Eke Panuku and Iwi directors. The key concern from an iwi director was that there is a lack of opportunity for mana whenua to have input into proposed amendments to the policy. Following this meeting, an action to review the implementation of the policy after 12 months was created to gauge its impact and to understand if it continues to be fit for purpose.

### Category A sites

11. Category A are sites where we will be seeking development outcomes in line with the regeneration strategy. These tend to be larger and more complex sites, the majority located within the priority locations.
12. Category A sites are an taken through open market process and carry 15% weighting towards Māori outcomes. This weighting is broken down into three categories with a specific weighting attributed to the following areas:
  - a. Commitment to Māori Procurement – Up to 3% of the overall weighting
  - b. Design reflects Mana Whenua culture and narratives – up to 3% of the overall weighting
  - c. Partner with an iwi mana whenua – 9% of the overall weighting
13. Since September 2022 we have taken the following sites to the market with a 15% weighting towards Māori Outcomes:
  - 198-222 Dominion Road & 113-117 Valley Road, Mt Eden
  - Airfields Stage 3 - Megalot 5 & 6, Hobsonville
  - 535 Ellerslie Panmure Highway, Panmure
  - North Wharf, Site 14, Wynyard Quarter
  - 9 Hall Street, Pukekohe
14. The following two sites were offered directly to iwi, due to prior commitments made to mana whenua. They are:
  - 10 Putney Way, Manukau
  - 84A Morrin Road, St John
15. Of the category A sites taken to the market, a joint venture with an iwi mana whenua is progressing on Airfield Stage 3. Further to this, three different partnerships with iwi mana whenua are competing to win in the North Wharf development opportunity.

16. The Iwi groups that have partnered with developers on the sites are:



### **Category B sites**

17. Category B are sites for which no development outcomes are sought. These are a diverse portfolio and tend to be smaller straightforward sales. We do not require essential outcomes and the highest price wins.

18. Category B sites are taken through a limited contestable process if there is interest from multiple mana whenua partners and a direct approach if there is only one interested mana whenua party. If there is no mana whenua interest, the site is taken to the open market.

19. Since September 2022 the following sites have been offered to mana whenua before going to the open market:

- 3 Victoria Avenue, Devonport
- 97, Mahia Rd, Manurewa
- 22R Clyde Road, Otara
- 145 Keri Vista Rise, Red Hill
- 143 Keri Vista Rise, Red Hill
- 4 Blomfield Spa, Takapuna
- 2 The Strand, Takapuna
- 2 Levene Place, Mt Wellington
- 9 Chevis Place, Pakuranga
- 9 Marriott Road, Pakuranga

20. Of the sites, four bids were made in the limited contestable process by [REDACTED] however, there were no finalised formal agreements.

### **The Impact**

21. The Selecting Development Partners Policy continues to provide opportunities for Ngā Iwi Mana Whenua o Tāmaki Makaurau to achieve great outcomes for their tribes.

22. In the past financial year recently reported on (1 July 2022 to 30 June 2023) our development partners built 364 new homes on land we sold them against a target of 200. Thirty-five per cent of these new homes were completed by mana whenua development partnerships.

23. For Category A sites, the added weighting of 15% towards Māori Outcomes promotes developer and iwi partnership, enabling iwi to participate in the commercial property market. This provides iwi with an opportunity to influence the development process to ensure it aligns with their aspirations to grow their intergenerational wealth and to stitch their unique identity within Tāmaki Makaurau.

24. It is positive to see new partnerships formed between developers and iwi as it shows the policy is influencing the approach developers are taking when bidding for our sites. We

notice this change in approach when new developers approach us to help them engage with iwi interested in partnering with them.

25. For Category B sites, providing the opportunity to bid in a non-contestable process ensures mana whenua are given first rights to purchasing land. Although we have no mechanisms in place to support discounted land sales to iwi, this is a first step in growing accessibility for mana whenua in our disposal sites.

### **Next Steps**

26. Eke Panuku will engage with the Eke Panuku Mana Whenua Forum and iwi who have participated in the commercial process of purchasing our development sites. The feedback will highlight areas of the policy that may need changes to support the overall outcomes we are seeking.
27. Following the meeting, Eke Panuku will provide recommendations to the Board in 2024 on how to approach continued implementation of the policy. If there are no changes needed, we will review the policy again in 18 months.

Out of Cycle Decisions – at the time of publishing there were no out of cycle decisions to ratify

## Director interests at 16 October 2023

Member	Interest	Company / Entity	Conflicts pre-identified?
Paul F. MAJUREY	Chair	Eke Panuku Development Auckland Limited	
	Member	Auckland Light Rail Mana Whenua Sponsors Group	
	Director	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		
Director	Whenua Haumi Roroa o Tamaki Makaurau General Partner 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	
	Trustee	JE and CS Coop Family Trust	
	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	
	Chair	NZTE	
	Member	Port Nicholson Trust	
	Trustee	Te Manawaroa Trust	
	Member, Advisory Board	University of Waikato Management School	
	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	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	

**Changes made to Directors' interests register since September 2023 Board meeting:**

**Additions:**

Director	Conflict/interest <b>added</b>	Date notified
	N/A	

**Amendments:**

Director	Conflict/interest <b>amended</b>	Date notified
	N/A	

**Deletions:**

Director	Conflict/interest <b>deleted</b>	Date notified
	N/A	

## Director Meeting Attendance Register – 2023

	2023										
	22 Feb	22 Mar	26 Apr	24 May	28 Jun	26 Jul	23 Aug	27 Sep	25 Oct	22 Nov	13 Dec
P. Majurey	✓	✓	✓	✓	✗	✓	✓	✓			
D. Kennedy	✓	✓	✓	✓	✓	✓	✓	✗			
J. Coop	✓	✓	✓	✓	✓	✓	✓	✓			
K. Court	✓	✓	✓	✓	✗	✗	✓	✓			
S. Evans	✓	✓	✓	✓	✓	✓	✓	✓			
S. Huria	✓	✓	✓	✓	✓	✓	✓	✓			
J. Kerr	✓	✓	✓	✓	✓	✓	✓	✓			
S. Solomon*	✗	✗	✓	✓	✓						

\*Board intern

Minutes of the meeting of directors of Eke Panuku Development Auckland Limited, held in partly confidential session, in person at Auckland and online via Teams, on Wednesday 27 September 2023 commencing at 10.00am.

<b>Attending</b>	<p><b>Board:</b> Paul Majurey (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 Cutfield, Head of People &amp; Culture; Brenna Waghorn, GM Strategy &amp; Planning; Marian Webb, GM Assets &amp; Delivery; Ian Wheeler, Chief Operating Officer, Allan Young, GM Development</p> <p><b>In Attendance:</b> Rachel Wilson, Principal Advisor, Auckland Council; Alice Newcomb, Governance Manager; Rosemary Geard, Governance Coordinator (Minute Taker)</p>
<b>Opening remarks</b>	The Chair welcomed everyone to the Board meeting.
<b>1. Meeting Opening</b>	The Board meeting opened with a karakia at 10.00am.
<b>1.1 Apologies</b>	David Kennedy, Deputy Chair
<b>1.2 Procedural motion to exclude the public</b>	Pursuant to clause 12.3 of the Development Auckland Constitution, the public be excluded from confidential papers or parts thereof, so that commercially sensitive issues can be discussed.
<b>2.0 Chief Executive's report</b>	<p>David Rankin, Chief Executive, introduced the report.</p> <p>Items of note included:</p> <ul style="list-style-type: none"> <li>• <b>Acquisition of flood affected properties in Auckland</b> Following severe weather events in January and February 2023, Auckland Council's Governing Body will decide on 6 October 2023 if it will accept the Government's proposal and enter into the recovery funding agreement.</li> </ul> <p>[REDACTED]</p> <ul style="list-style-type: none"> <li>• <b>Eastern Busway Urban Regeneration Programme</b> John Coop left the meeting for this item due to a disclosed conflict of interest.</li> </ul> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p> <p>Rachel Wilson left the meeting after this item.</p>
<b>3.0 Health and Safety report</b>	<p>Paul Brown, Head of Health, Safety and Wellbeing, joined the meeting for this item and introduced the report.</p> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
The meeting adjourned at 10.48am and Brenna Waghorn, Ian Wheeler & Marian Webb left the meeting. The meeting recommenced at 1.20pm.	
<b>5.0 Decision papers</b>	
<b>5.1 Audit and Risk Committee recommendations</b>	<p>Michele Harpham, Finance Manager joined the meeting for this item.</p> <p>Kenina Court, Chair of the Audit and Risk Committee, spoke to the report.</p>

	<p>The annual report deadline is 30 September 2023. Audit clearance is expected before this date. The template for the letter of representation has recently been received from the auditors. Along with the standard representations, the auditors have requested specific representations regarding the assumptions for the fair value of the company's marina asset as determined by the independent valuer.</p> <p>The Board complimented the team on the annual report.</p> <p>Following the conclusion of discussions, the Eke Panuku board resolved to:</p> <ol style="list-style-type: none"> <li>a. approve the Annual Report for the year ended 30 June 2023, subject to any significant changes required by Audit New Zealand being discussed with and approved by the Chair and the Chair of the Audit and Risk Committee</li> <li>b. subject to the specific representations regarding the marina fair value and any further changes required by Audit New Zealand being discussed with and approved by the Chair and the Chair of the Audit and Risk Committee, approve the letter of representation to Audit New Zealand for the year ended 30 June 2023</li> <li>c. approve the revised terms of reference for the Audit and Risk Committee</li> <li>d. subject to the Chief Executive's endorsement, approve the internal audit plan for FY2023/2024.</li> </ol>
<p><b>5.2 11 Lagoon Drive, Panmure – Go to Market Strategy</b></p>	<p>The Eke Panuku board resolved to:</p> <ol style="list-style-type: none"> <li>a. approve the sale of 11 Lagoon Drive, Panmure, being SECT 2 SO 555407, containing 1,290m2 via an open market sale process to achieve urban renewal including achieving Essential and Māori Outcomes.</li> <li>b. delegate 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. [REDACTED]</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>• Quality architecture considering the specific context adjacent to a wide transport corridor</li> <li>• The building bulk and mass to be located adjacent to Lagoon Drive, with any parking behind the building and an active frontage to Lagoon Drive</li> <li>• Quality landscaped/planted edges and minimised carpark impact</li> <li>• Achieve a 6 Homestar Built rating certificate for residential components</li> <li>• [REDACTED]</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>5.3 10 Basin View Lane, Panmure – Go to Market Strategy</b></p>	<p>The Eke Panuku board resolved to:</p> <ol style="list-style-type: none"> <li>a. approve the sale of 10 Basin View Lane, Panmure, being part of SECT 7 SO 555406, containing 1,439m2 via an open market sale process to achieve urban renewal including achieving Essential and Māori Outcomes.</li> <li>b. delegate 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. [REDACTED]</li> <li>ii. The essential outcomes for the development of the property being in general alignment with the following:</li> </ol> </li> </ol>

	<ul style="list-style-type: none"> <li>• Quality architecture considering the specific context within the Panmure Town Centre and adjacent to a wide transport corridor with vehicle crossings minimised and pedestrian circulation considered.</li> <li>• The building bulk and mass to be located adjacent to Basin View Lane and Domain Road, with any parking behind the building and an active frontage to Basin View Lane.</li> <li>• Quality landscaped/planted edges and minimised carpark impact.</li> <li>• Achieve a 6 Homestar Built rating certificate for residential components.</li> <li>• [REDACTED]</li> </ul> <p>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.</p>
<p><b>5.4 Alternative Commercial Opportunities / Own Your Own Home – Villages network</b></p>	<p>The Eke Panuku board resolved to:</p> <p>a. [REDACTED]</p> <p>i. [REDACTED]</p> <p>ii. [REDACTED]</p> <p>iii. [REDACTED]</p> <p>iv. [REDACTED]</p> <p>b. [REDACTED]</p>
<p><b>5.5 Edinburgh Superblock, Pukekohe – Go to Market Strategy</b></p>	<p>Tom Belgrave, Development Manager, joined the meeting for this item.</p> <p>The Eke Panuku board resolved to:</p> <p>a. approve the sale of the Edinburgh Superblock through a contestable process to achieve identified urban renewal outcomes.</p> <p>b. note the Edinburgh Superblock comprises the following properties:</p> <ul style="list-style-type: none"> <li>• 1 Roulston St (Lot 2 DP 70196) (Car Park)</li> <li>• 3 Roulston St (Lot 18 DP 7997)</li> <li>• 29 Edinburgh St (Lot 3 DP 78584)</li> <li>• 29a Edinburgh St (Lot 12 DP 7997)</li> <li>• 33 Edinburgh St (Lot 2 DP 78584)</li> <li>• 17 Massey Ave (Lot 3 DP 49318)</li> </ul>

	<ul style="list-style-type: none"> <li>• 21 Massey Ave (Pt Lot 3 DP 30052)</li> <li>• 19 Massey Avenue (Pt Lot 4 DP 30052)</li> </ul> <p>c. [REDACTED]</p> <p>d. delegate authority to the Chief Executive to execute the required documentation to sell the properties based in the following terms:</p> <p>i. [REDACTED]</p> <p>ii. In accordance with the essential outcomes for the development being in general alignment with the following:</p> <ul style="list-style-type: none"> <li>• Appropriate use, density and scale,</li> <li>• High quality design,</li> <li>• Provide new pedestrian laneway between Massey Avenue and Devon Lane,</li> <li>• Minimise car parking impact,</li> <li>• Environmentally sustainable development.</li> </ul> <p>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.</p>
<p><b>5.6 Downtown Car Park, Strategic Transport Outcomes and Funding</b></p>	<p>John Coop left the meeting for this item due to a disclosed conflict of interest. Tom Belgrave, Development Manager, joined the meeting for this item.</p> <p>The Eke Panuku board resolved to:</p> <p>a. [REDACTED]</p> <p>b. [REDACTED]</p> <p>c. [REDACTED]</p> <p>d. [REDACTED]</p> <p>e. [REDACTED]</p>
<p><b>6.0 Information papers</b></p>	
<p><b>6.1 Q4 Report to Council</b></p>	<p>The Eke Panuku Board received the report.</p>
<p><b>6.2 Mana whenua engagement survey – Results</b></p>	<p>Jordan Taiaroa, Head of Māori Outcomes, joined the meeting for this item and introduced the report.</p> <p>The Board congratulated Jordan Taiaroa on his appointment as Head of Māori Outcomes.</p> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>

<b>6.3 Property portfolio composition</b>	David Rankin, Chief Executive, introduced the report. Following the conclusion of discussions, the Eke Panuku Board received the report.
<b>7.0 Governance matters</b>	
<b>7.1 Out-of-cycle decisions</b>	The Eke Panuku Board noted there were no out-of-cycle decisions made between the August and September 2023 board meetings.
<b>7.2 Directors' interests</b>	The Eke Panuku Board reviewed and received the Registers of Directors' Interests.
<b>7.3 Director meeting attendance</b>	The Eke Panuku Board noted the Directors' meeting attendance.
<b>7.4 Minutes of previous meeting held 23 August 2023</b>	The Eke Panuku Board reviewed and confirmed the Minutes of the Board Meeting 23 August 2023, with confidential information included, as a true and accurate record of the meeting.
<b>7.5 Board action list</b>	The Eke Panuku Board noted the Board action list.
<b>7.6 Board forward work programme</b>	The Eke Panuku Board noted the Board forward work programme.
<b>8.0 General Business</b>	The Eke Panuku board discussed and noted as follows: <ul style="list-style-type: none"> <li>• <b>Office relocation to Auckland House</b> – The Deed of Surrender for 82 Wyndham Street was signed on 26 September 2023.</li> <li>• <b>Board strategy day</b> – postponed from October to November 2023.</li> </ul>
<b>Meeting close</b>	The meeting closed with a karakia at 2.20pm

Confirmed as a true and accurate record:

\_\_\_\_\_ Chair

\_\_\_\_\_ Date