

Board Report

P u b l i c

Date
Wednesday,
18 March 2020

Venue
Panuku offices,
82 Wyndham Street



Local Government Official Information and Meetings Act 1987.

7 Other reasons for withholding official information

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

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

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

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

(i) would disclose a trade secret; or

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

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

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

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

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

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

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

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

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

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

(g) maintain legal professional privilege; or

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

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

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

Board Agenda

Where: Panuku, 82 Wyndham Street

When: Wednesday, 18 March 2020

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

| Public meeting | |
|----------------------|--|
| 1. | <p>Governance matters</p> <p>1.1 Apologies</p> <p>1.2 Director interests</p> <p>1.3 Director meeting attendance</p> <p>1.4 Minutes of 19 February 2020 board meeting</p> <p>1.5 Deputation</p> |
| 2. | <p>Health and Safety report</p> <p><i>Sections withheld from the public under S7(2)(b)(ii) and S7(2)(h) of the LGOIMA</i></p> |
| 3. | <p>Chief Executive's report</p> <p><i>Sections and attachments withheld from the public under S7(2)(b)(ii) and S7(2)(h) of the LGOIMA</i></p> |
| 4. | <p>Business reports</p> <p>4.1 Grants and donations policy; 2019/2020 Plan; and half year results</p> <p><i>Sections and attachments withheld from the public under S7(2)(a), S7(2)(b)(ii) and S7(2)(h) of the LGOIMA</i></p> |
| Confidential meeting | |
| 5. | <p>Procedural Motion to Exclude the Public</p> |
| 6. | <p>Confidential governance matters</p> <p>6.1 Board delegations to Chief Executive</p> <p><i>Withheld from the public under S7(2)(b)(ii) and S7(2)(h) of the LGOIMA</i></p> |
| 7. | <p>Strategic reports</p> <p>7.1 Auckland Council Long-term Plan</p> <p>7.2 Strategic risk workshop</p> <p><i>Attachment withheld from the public under S7(2)(b)(ii) and S7(2)(h) of the LGOIMA</i></p> |

| | |
|-------------------|---|
| <p>8.</p> | <p>Priority Location reports</p> <p>8.1 Unlock Henderson: Programme Business Case <i>Sections and attachments withheld from the public under S7(2)(b)(ii), S7(2)(h) and S7(2)(i) of the LGOIMA</i></p> <p>8.2 Unlock Hobsonville: Programme Business Case <i>Sections and attachments withheld from the public under S7(2)(b)(ii), S7(2)(h) and S7(2)(i) of the LGOIMA</i></p> <p>8.3 Transform Manukau: 31-33 Manukau Station Road <i>Sections and attachments withheld from the public under S7(2)(b)(ii), S7(2)(h) and S7(2)(i) of the LGOIMA</i></p> |
| <p>9.</p> | <p>Business reports</p> <p>9.1 Aotea Central over station development <i>Sections and attachments withheld from the public under S7(2)(b)(ii), S7(2)(h) and S7(2)(i) of the LGOIMA</i></p> <p>9.2 Panuku quarter two report to Auckland Council <i>Attachment withheld from the public under S7(2)(b)(ii) and S7(2)(h) of the LGOIMA</i></p> |
| <p>10.</p> | <p>General business</p> |

Directors' Interests as at 19 February 2020

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

| | |
|----------|---------------------------------------|
| Director | NTP Investment Property Group Limited |
| Director | Prestons Road Limited |

**Richard I.
LEGGAT**

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

**Paul F.
MAJUREY**

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

Director meeting attendance register – 2019 / 2020

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

A request for a deputation has been received from Mr & Mrs Rogers regarding handrail safety in the Viaduct.

Health and Safety Report

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

March 2020

Whakarāpopototanga matua | Executive summary

1. Consultation has begun with our health and safety representatives on the proposed Auckland Council Policy regarding the management of drug and alcohol impairment. This work considers how Auckland Council's Drug and Alcohol policies and guidance are to be applied. Panuku's Drug and Alcohol controls that relate to our contracts with service suppliers are under review, following incidents reported during the recent Christmas period.
2. Panuku is engaged with the Auckland Council crisis management team in preparation for a potential Coronavirus (COVID – 19) outbreak. Panuku has also convened its crisis management team, in line with our business continuity plan. Currently the team is developing a clear understanding of the impact of a pandemic should it occur.
3. Noggin, the new incident reporting system for health and safety will be implemented from next month with the first phase involving raising an incident and triaging.
4. Health and safety risks across all project phases are contained in this report. This shows that health and safety risks are being identified with mitigations in place.

Matapaki | Discussion

Health and safety key performance indicators

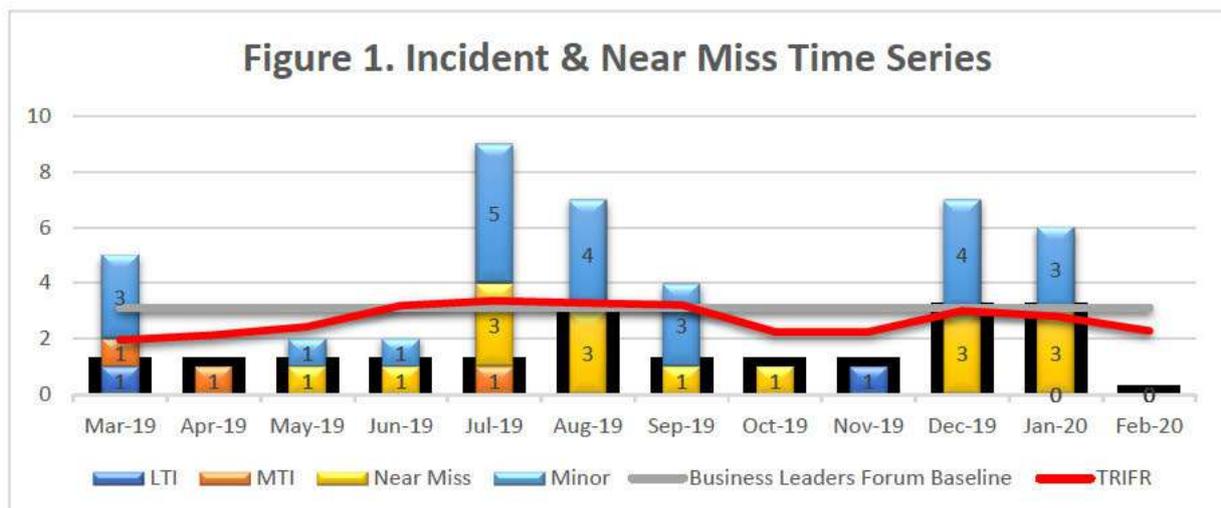
5. Health and safety key performance indicators (KPIs) representing both lead and lag indicators are outlined below.

Incidents and near misses

6. There were no incidents or near misses recorded in February.
7. Last month the board queried the classification of an incident where a maintenance provider's subcontractor (through a temp labour company) was reported as impaired by alcohol. This event was reported to the board as a minor incident, not because the individual's actions were minor, rather because Panuku as one of a number of overlapping 'Person Conducting a Business or Undertaking' (PCBU), held limited ability to influence or control outcomes with any reasonable practicality in relation to this health and safety incident.
8. As a PCBU, Panuku has overlapping duties for the safety of 'workers' with the head contractor and all other layers of subcontractors. This overlap is tempered by an

understanding of which events we are likely to be able to influence or control directly and what is reasonably practicable in relation to additional health and safety precautions.

9. In this incident Panuku has confirmed that the main contractor has a current drug and alcohol policy.
10. As a temporary worker contracted to the main contractor, the individual in question is subject to that policy and has since been dismissed, having breached the policy with excess blood alcohol.
11. We have reviewed our contracts and commentary relating to this is referenced below in section Drug and alcohol impairment. The reporting of this incident now reflects our ability to influence and control all aspects of the worker's safety based on the contracted relationship between Panuku and the contractor.
12. Panuku recognised the confusion overlapping duties was likely to create and the perception that as a business we can't be all things to other businesses. This is not a realistic approach and we have a Contract Management Framework (CMF) to be followed in these instances.
13. The CMF helps our staff navigate where we have influence and control, and under which supplier relationships we are more exposed to Health and Safety risk. This avoids Panuku both underreaching and overreaching as we look to discharge our duties under the Health and Safety at Work Act (2015).
14. This approach involves applying the management of risk through the different supplier relationships which have different levels of influence and control and the different exposure to health and safety risks.
15. We acknowledge that our incident reporting system does not currently differentiate across our various supplier relationships (based on influence and control), and we also actively promote all near miss and incident reporting. We will be attempting to align future reporting through the new system, Noggin.



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

16. Figure 1 (above) shows the Panuku Total Recordable Incident Frequency Rate (TRIFR). Our TRIFIR (2.2) result for February shows Panuku again dipping below the NZ Business Leaders Health and Safety Forum benchmark TRIFR of 3.

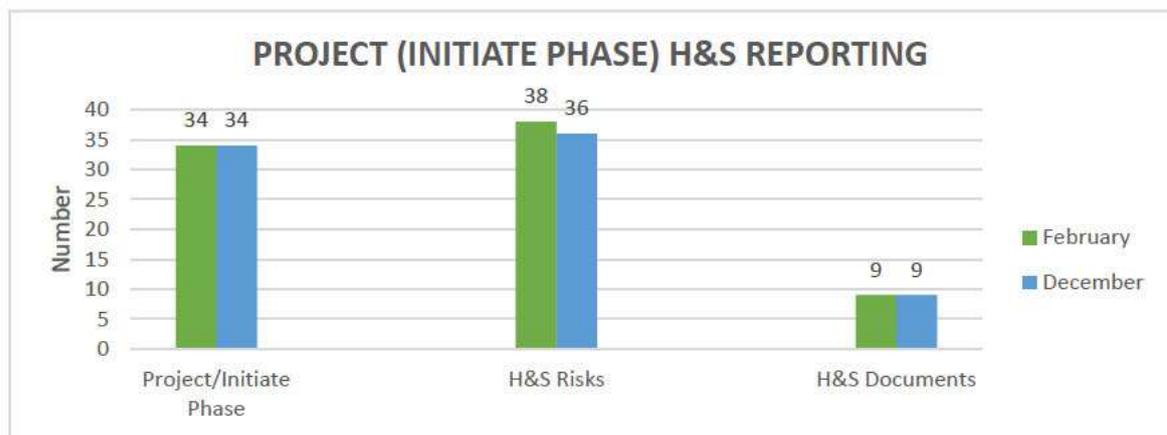
Project health and safety risks by phase

17. The following charts provide graph metrics for project risks by phase. These are lead indicators of health and safety activity and engagement throughout the project lifecycle. The data in the table compares December with a combination of January and February.

Caveat: Project H&S information limitation

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

Figure 2. Health and safety risk: Project Initiate Phase



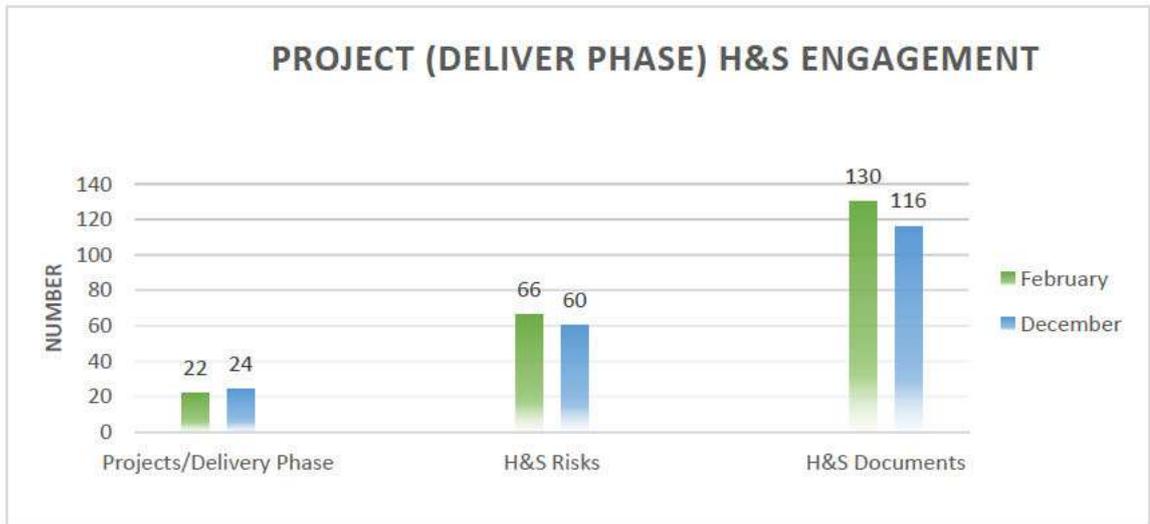
18. The identification of health and safety risk and documentation verification for the initiate and plan phases remains consistent. The H&S team have drafted some guidance notes for the Project Delivery Managers and the Priority Location Directors on how health and safety is to be managed and reported throughout the lifecycle of a project. Consultation on these documents will take place during the month with training to follow.

Figure 3. Health and safety risk: Project Plan Phase



19. The 'plan phase' reduction in health and safety documents (uploaded into Sentient) reflects the movement of a single project 'Clonbern Rd Carpark Demolition' transitioning from the Plan to the Delivery phase in sentient.

Figure 4. Health and safety risk: Project Deliver Phase

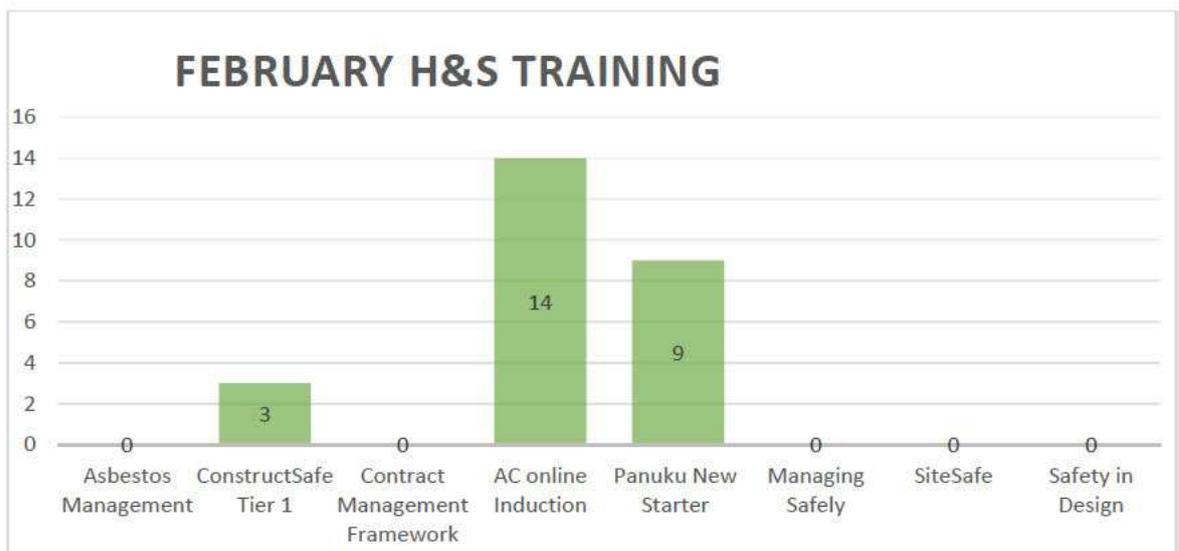


20. Figure 4 illustrates that Panuku’s H&S engagement in the delivery phase is continuing to trend positively. Panuku is monitoring and reporting in a manner consistent with the HSAW Act. All projects in the delivery phase were able to demonstrate compliance during the month.

Competent and engaged people

21. Figure 5 provides an overview of February’s health and safety training update, by course type. We have reviewed the number of H&S inductions completed over the past six months and found in some instances the H&S induction is not consistently recorded or complete. The People and Culture (P&C) team are tasking our people leaders to ensure their ‘new starter’ inductions are complete.

Figure 5. Training: Competent and engaged people (Lead Indicator)



Health and safety accountability and ownership – Te Waka goals

22. 100% of all Panuku staff with health and safety accountabilities have an agreed health and safety objective. These H&S objectives are monitored by the relevant people leader through the Te Waka performance management system.

Health and safety management systems - Noggin

23. Our new incident reporting system, Noggin, will begin to be implemented from mid-April. The system will replace 'Risk Manager' and will be introduced into the business in phases. Phase one will involve the recording and triaging of incidents.

Health and wellbeing

Drug and alcohol impairment

24. Panuku follows Auckland Council's Drug and Alcohol policies and guidance. These have been under varying states of review over the past year.
25. Panuku is consulting with our health and safety representatives on the definition of a 'safety sensitive role' and a definition of a 'safety sensitive area'; and, the draft guidance supporting Council's Drug and Alcohol Policy.
26. The consequences of this work is that the updated policy and guidance will allow Panuku to specify which staff and roles require an updated job specification, and assign testing at pre-employment, post-incident, and reasonable cause events, with the potential for random testing. We anticipate adopting the final policy and guidelines in May.
27. Regarding our contractors, Panuku relies on the Auckland Council's format of procurement contract. These documents are pre-populated and specify the requirement of a site-specific safety plan (SSSP), based on the health and safety risks to be eliminated or minimised for the work contractors, their staff, or subcontractors are undertaking. Except for our Physical works contract (NZS: 3910_2013), our other contract templates do not detail mitigations or actions, such as the requirement for a drug and alcohol policy.
28. We are reviewing whether there are legal technicalities or whether Panuku can be more prescriptive through either, or both, the contract or SSSP review requirements. Both of which form part of our Contract Management Framework. Follow-up on this review will be provided to the board next month.

Coronavirus (Covid-19)

29. The Auckland Council crisis management team is leading a council-wide response to Coronavirus (Covid-19). Panuku is well represented on this team across a number of disciplines and are active participants in the development of the material. Panuku's GM Assets and Delivery is our lead representative on this team. Additionally, Panuku has also convened its crisis management team, in line with our business continuity plan. The board received a memo outlining 'The Panuku Response to COVID – 19', dated 9 March. Attachment A " Coronavirus (Covid-19) progress report" provides a further update.

Panuku Health and Safety Committee

30. The Health and Safety Committee meets monthly.

31. In February the committee received the Auckland Council Health and Safety Policy (previously referenced as our overarching policy). The committee reviewed the available H&S training for staff, internal H&S communications, and the recruitment of new health and safety representatives from across the business. It discussed the need to improve the levels of verifiable completions of the health and safety inductions among new starters. The committee also received the Auckland Council draft drug and alcohol impairment policy.

32. The committee has a health and safety critical risk workshop scheduled in April.

Health and Wellbeing – Influenza Vaccinations

33. Panuku is providing influenza vaccinations for staff. This approach is coordinated with the Auckland Council health and safety family, allowing our staff access to participation in different locations around Auckland. Last year 57 staff received the vaccine. We will be recommending all staff consider the opportunity to be vaccinated against one of the more common strains of the flu virus.

Fencing and Balustrades around Wharves

34. The GM Design and Place is leading a workshop with other affected PCBUs around our approach to fencing and balustrades around wharves and will update the board as this work progresses.

Ngā tāpirihanga | Attachments

Coronavirus (Covid-19) progress report

Attachment A

Coronavirus (Covid-19) progress report

The Ministry of Health (MOH) continue to be the lead agency to respond to Coronavirus (Covid-19) with assistance in Auckland from the Auckland Regional Public Health Service. MOH is providing extensive information and guidelines via its websites and dedicated helplines for the general public and health professionals with respect to prevention, symptoms, what to do if exposed, self-isolation and travel guidelines.

Panuku continues to work with the council group Crisis Management Team to ensure that there is a co-ordinated response with the provision of accurate and consistent information to all employees.

Since the update of 9 March 2020, we continue to provide key messages and updates to staff through emails, the Panuku internal website and the council internal website which covers what they need to know about the virus.

Reminders on personal hygiene and best practice personal hygiene habits consistent with MOH guidelines have been issued to staff and posters and other materials are now displayed in public areas across our corporate accommodation, kiosks and public toilet facilities.

To date, no Panuku staff members have been in close contact with anyone who has tested positive to Coronavirus (Covid19). Panuku has had three cases of self -isolation as a precautionary measure. However, there are no current cases of self-isolation.

We continue to work with the Auckland Council Group Crisis Management Team through a number of outstanding issues in preparation for a community outbreak should it occur. These include:

- Travel insurance
- Understanding of potential economic impact
- Business Continuity Plan.

Each of these is described in more detail below.

Travel insurance

Following the announcement by the council's insurer AON that it will no longer insure against Coronavirus (Covid-19), council is reviewing its travel policy. Panuku staff will adopt any changes to the policy.

Understanding of potential economic impact

Commercial property



[Redacted text block]

[Redacted text block]

Westhaven marina

[Redacted text block]

Business Continuity Plan

The ELT is working through the identification of additional essential staff specifically required should there be a widespread community outbreak. These could include communications and finance staff. We are also in the process of reviewing our contractual arrangements to ensure minimal disruption to the key services being provided. The Business Continuity Plan (BCP) will be updated accordingly.

We will continue to update the board with progress as the situation unfolds.

Chief Executive's report

Document author: David Rankin

March 2020

Whakarāpopototanga matua | Executive summary

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

Matapaki | Discussion

Strategic matters

CCO review

3. Panuku has continued to interact with the CCO review panel over the past month, attending meetings and responding to information requests.
4. Several members of the executive met with the analyst providing support to the panel. The primary focus of the session was a deep dive on the Property Portfolio.
5. The chair and deputy chair held a session with some of the executive to scope the themes and key messages for the Panuku submission.
6. The CEs of all the CCOs are scheduled to meet collectively with the panel to hear their initial, high-level observations and to provide views on the collaborative work done to date by the CCOs.
7. A verbal update will be provided at the board meeting.

Urban regeneration in our priority locations

Cultural Centre Feasibility Study and Papa Kōkiri

8. Last month the City Centre Masterplan report was presented to the Planning Committee Workshop and will be submitted to the Planning Committee in March for approval. The report noted the progress on Māori Outcomes, being led by the ADO in collaboration with council's Mana Whenua Kaitiaki Forum. Among other proposals, the Kaitiaki Forum is supporting the idea of a Papa Kōkiri, a cultural campus on the edge of Te Waitematā.

9. This work aligns with the ATEED and Panuku co-funded feasibility for a Māori Cultural Centre, which is nearing completion.
10. The council family, through the CEO of ATEED is in the process of deciding on next steps and will recommend an approach to the CEO of Auckland Council, particularly with regard to governance and the lead agency on this project. In the meantime, Panuku continues to provide our advice given all sites under consideration for both the Papa Kokiri and Cultural Centre are on the waterfront.

Wynyard North – Interim options plan including for the Vos shed

11. On the waterfront, there is a substantial amount of work underway to get ready for the America's Cup event.
12. While there is a reasonable amount of certainty regarding the use of the land and water in the lead up to and during the event, there is less clarity around what will happen after April 2021.
13. There are a number of scenarios that may play out depending on whether Team New Zealand wins or loses, and whether some syndicates decide to stay or leave the Wynyard Quarter.
14. In addition to this Panuku has also been:
 - Having ongoing discussions with North Wharf Tenants and their lease arrangements
 - Considering the future opening and use of the Vos Shed (short and longer term)
 - In discussions with the Auckland Design Office around location options of a Papa Kōkiri, preliminary indications indicate Queens Wharf or Wynyard Point.
 - In discussions with Regional Facilities Auckland around the future of the Viaduct Events Centre and Maritime Museum
 - Considering the future activation of the land and waterspace in keeping with what Aucklanders have come to expect.
15. To assist the discussions, both internally and within the council family, work is underway to formulate an interim options plan. Decision making criteria will be developed to assist the option development that best respond to how we can manage spaces and places to keep the Wynyard Quarter and new Wynyard North area active, vibrant and commercially successful. Further information is detailed in the monthly performance dashboard (Attachment 2).
16. An information paper will be provided to the April board meeting which will provide an emerging recommended approach. Importantly it will show where Panuku Board decisions will be needed, particularly relating to the use and management of the Vos shed.

Dominion/Valley Roads development proposal

17. On 9 March the Environment Court released its interim decision on the Dominion/Valley Roads development proposal. Panuku originally appealed the commissioner's decision declining consent and by the time of the Court hearing all of the expert witnesses

engaged by the council group supported Panuku's revised proposal. The proposal was still opposed by a group of local residents who had joined the appeal as parties.

18. In its interim decision the Court set out the five issues it needed to determine:
 - I. Is the height, bulk and form of the development appropriate?
 - II. Should a character building on the site be demolished?
 - III. Are the construction noise and vibration effects on neighbouring properties appropriately managed?
 - IV. Are there any flooding or stormwater adverse effects?
 - V. Are the parking provision and traffic effects adequately dealt with?
19. With the exception of Issue 3, the Court answered these questions in the affirmative. On construction noise and vibration the Court was not convinced the mitigation measures adopted by Panuku and the council were sufficient and has directed us to reconsider these. The Court also directed us to engage with the parties in opposition and see if agreement can be reached on a revised set of construction noise and vibration conditions.
20. If the parties are unable to agree, Panuku and the council has until Friday 24 April to report back to the Court, following which the Court will either issue the final decision or reconvene the hearing to deal with this remaining issue. The executive can provide a further update as required at the May board meeting.

Operational reporting

21. The role of Head of Māori Outcomes at Panuku is currently vacant. Following the board's interest in the recruitment for this role at its meeting on 29 November 2019, an information paper is included as Attachment 1, outlines the purpose and objectives for the role, and the recruitment process. Attachment 1 is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Monthly performance dashboard

22. The Panuku dashboard is included as Attachment 2, parts are withheld from the public under S7(2)(b)(ii) of the LGOIMA. Some highlights for the month are:
23. We have completed the SOI target on climate change to identify or develop a tool to calculate and reduce the greenhouse gas impact of new mixed use and residential development. The BRANZ Building Life Cycle Assessment tool (LCAQuick) was selected and approved by ELT. LCAQuick is a New Zealand specific tool that calculates the environmental impact of a building's materials, energy and water consumption throughout its lifecycle from construction to demolition.
24. All financial targets are on track with the exception of capex which is \$25.1m behind budget YTD mainly due to Waterfront projects being delayed or progressing slower than originally planned. Most capex projects are now underway.
25. SDF repayment is also \$15.3m behind target YTD mainly due to the delayed sale of 18 Elm Street, Avondale \$13.5m, now forecast for July 2020.

Disposals summary

26. The Disposals summary is included as Attachment 3 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Acquisitions summary

27. The Acquisitions summary is included as Attachment 4 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Risk management update

28. The board will undertake the annual workshop on Risk at the March meeting. The workshop will be facilitated by EY, Panuku's internal auditor, the CFO and Risk Manager.
29. The risk register detailing the current top strategic risks to Panuku is included as Attachment 5 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Māori Outcomes

Mana Whenua-Panuku Outcomes Framework

30. In preparation for the 2020/2021 financial year, and to support the implementation of the Mana Whenua-Panuku Outcomes Framework (the Outcomes Framework), the Māori Outcomes team have met with all directorates who are responsible for delivering the Outcomes Framework. The Māori Outcomes team have received a positive response from the respective lead teams, and several of the actions are now underway. By the 2020/2021 financial year, we anticipate that all directorates will be ready to start implementing and reporting against their actions.

Monitoring our relationship with Mana Whenua

31. We have adopted the following actions to monitor our relationship with Mana Whenua:
 - Every six months, board reporting to align with the Rangatira ki te Rangatira hui (board to board meeting).
 - Every quarter, monitoring the implementation of the Outcomes Framework
 - Every month, ELT reporting.

Enabling mana whenua to purchase surplus properties

32. On 2 March 2020, we hosted our quarterly Mana Whenua Panuku Governance Forum, and mana whenua expressed a renewed desire to purchase surplus land from Panuku. In response, we have introduced a new step in the rationalisation process to invite mana whenua to engage directly with Panuku about properties of commercial interest.

Placemaking

33. As part of our work within the wider council family of placemakers, the second of our regular hui was held in the Town Hall Concert Chambers during February. There were approximately 60 staff in attendance, from across the council whanau, and interest

continues to grow. We are extremely proud to be playing a visible role this mahi and are very heartened by the rapid growth of the network.

34. At Panuku a large portion of our focus remains preparations and readiness for America's Cup. We continue to host many thousands of people on the waterfront over this particularly dry summer. It is rare to have had so few event cancellations by this stage in the programme.
35. Highlights from our other locations include the annual Portage Crossing event in Onehunga, which we are supporting in readiness for next year's summer period, and the "Takachella" event in Takapuna – a day of activities organised by the Takapuna North Community Trust which saw young people take full responsibility for creation of a highly successful event. Activities included live music and as well as a Youth Market, with positive feedback received via many channels including the organiser's Facebook page and excellent feedback from all involved.

Media summary – February 2020

36. On 27 February, the discontinuation of Panuku's performance incentives scheme was proactively announced to the NZ Herald and Stuff. The coverage was very balanced and no follow up queries have been received.
37. The NZ Herald published its Project Auckland 2020 supplement on 6 March 2020. Adrienne Young Cooper was interviewed about chairing both Panuku and Auckland Transport. The article also included coverage of Takapuna and Henderson's GreenStar Communities ratings and Opanuku-Wilsher Village, built for Haumaru Housing.
38. Stuff.co.nz has covered the decision by the Takapuna Residents Association to discontinue high Court proceedings about the Anzac Street car park and proposed civic square in Takapuna. Panuku and the council provided a joint response.
39. Panuku and Auckland Council had significant coverage about a project to rehome red-billed gulls to another part of Wynyard Point. The story made the Guardian, as well as Radio NZ and OurAuckland. The gulls were rehomed as part of works around Wynyard Quarter as we prepare to host AC36.
40. Coverage of our GreenStar Communities ratings continue with the most recent stories published on Archipro, Landscape Architecture NZ and the NZ Herald throughout February and March.
41. March's edition of OurAuckland featured our Head of Placemaking, Frith Walker, on the cover. She talks about living and working in the waterfront neighbourhood.
42. Our newest farmers' market, in partnership with Kai West, was featured in the NZ Herald's Be Well insert on Monday 9 March, referencing Panuku's support and encouraging locals to visit.
43. Online, our video with Sir Bob Harvey about the Auckland Film Studios in Henderson has been widely shared on Facebook, Twitter and LinkedIn. with particular interest from the New Zealand film industry.
44. The renders of the Te Ara Awataha outdoor classroom, as part of the restoration programme, were also well received on social media. The concept came about through engagement with local school children.

Ngā tāpirihanga | Attachments

Attachment 1 – Head of Māori Outcomes and Relationships

Attachment 2 – Monthly performance dashboard February

Attachment 3 – Disposals summary

Attachment 4 – Acquisition summary

Attachment 5 – Risk register

Decision Paper: Grants and donations policy; 2019/2020 Plan; and half year results

March 2020

Ngā tūtohunga | Recommendations

1. That the Panuku Board:
 - a) Approve the revised Grants and donations policy, and
 - b) Approve the Grants and donations plan for 2019/2020.

Whakarāpopototanga matua | Executive summary

2. The review of the Grants and donations policy is now complete and was presented to the Audit and Risk Committee on 18 November 2019. The review was part of the wider review of policies subsequent to the land transfer transaction of waterfront properties to Auckland Council, and the full adoption of Our Charter. It has been confirmed that Panuku is operating in line with delegations, and the current asset related Panuku policies have been endorsed.
3. The updated Grants and donations policy includes recommendations from council's CCO Governance team regarding the referencing of strategic objectives of ELT and the Board, and public good outcomes per the Panuku constitution. Refer attachment A for the revised Grants and Donations Policy (with tracked changes) as recommended for board approval.
4. Also included in this paper is the Grants and Donations Plan for 2019/2020 for board approval.
5. The half-year results to 31 December 2019 against the plan are provided further in the paper for information.

Horopaki | Context

6. The Grants and donation policy is reviewed every three years and requires board approval as per the Board Delegated Authority Policy.
7. The annual plan for grants and donations also requires board approval as stipulated in the Grants and Donations Policy.

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

Matapaki | Discussion

Grants and donations policy review

8. The Panuku Grants and Donations Policy is due for its three-yearly review. The policy was established to provide guidance for approving grants and donations, making our requirements open and clear to the community, and ensuring consistency and transparency of operation across the organisation. These are typically cash donations and 'in-kind' grants. Grants and donations 'in-kind' are represented by the provision of free or discounted rental of property assets previously owned by Panuku, i.e. land, commercial buildings, car parks and marina berths located within the Auckland waterfront area.
9. We sought advice from council officers on the appropriateness of this policy, following the transfer of legal ownership of waterfront assets to Auckland Council in June 2019. Under council delegation, Panuku continues to manage these assets including the operation of the marinas. Auckland Council has confirmed its endorsement of the Grants and Donations Policy. The policy has been reviewed against council's Community Occupancy Guidelines and Community Grants Policy and has confirmed alignment with all policies, with no conflicts or duplications.
10. Refer attachment A for the revised grants and donation policy, with tracked changes. Changes include feedback from council's CCO governance team requesting clear referencing to the strategic goals of Panuku Executive Leadership Team (ELT) and board, and the contribution to public good outcomes. The Audit and Risk Committee reviewed the revised policy at its meeting dated 18 November 2019.

Grants and donations Plan 2019/2020

11. A summary of the planned grants and donations for the 12 months to 30 June 2020 is provided in the table below.

| Location/activity/type \$000s | Plan 2019/2020 | Previous year Plan 2018/19 | Change from previous year |
|-----------------------------------|-------------------|----------------------------------|------------------------------------|
| Cash | 12.0 | 23.5 | 11.5 |
| Marinas | 132.8 | 100.4 | (32.4) |
| Commercial property and car parks | 139.8 | 159.2 | 19.4 |
| TOTAL | 284.6 | 283.1 | (1.5) |

12. The plan for 2019/2020 is slightly higher than last year's plan (2018/2019) by \$1.5k. The key reasons are:

i. Cash donations

[REDACTED]

ii. Marinas

[REDACTED]

[REDACTED]

[REDACTED]

iii. Commercial property and car parks

[REDACTED]

Half-year results 2019/2020 against plan

13. Results for the first six months, 1 July to 31 December 2019, are provided in the summary table below.

| Location/activity/type | Actual | Plan | Variance to plan |
|--|-------------|-------------|------------------|
| \$000s | 6 months to | 6 months to | |
| | 31 Dec 2019 | 31 Dec 2019 | |
| Cash | 5.3 | 6.5 | 1.2 |
| Marinas | 67.4 | 66.4 | (1.0) |
| Commercial property and car parks | 105.9 | 105.9 | - |
| TOTAL | 178.6 | 178.8 | 0.2 |

14. There are no major variances between actual results and plan for the first six months.

Hīraunga | Implications

Ngā ritenga ā-pūtea | Financial implications

15. The financial implication of the grants and donation plan is net operational expenditure totalling \$284.6k for the year.

Ngā koringa ā-muri | Next Steps

16. The grants and donation policy will be reviewed again in three years. Grants and donations continue to be reported quarterly against plan, the next will be for the third quarter ended 31 March 2020.

Ngā tāpirihanga | Attachments

Attachment A: Revised grants and donation policy, with tracked changes

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

Attachment B: Cash donations Plan 2019/2020

Attachment C: Marinas Plan 2019/2020

Attachment D: Commercial property and car parks Plan 2019/2020

Ngā kaihaina | Signatories

Carl Gosbee - Chief Financial Officer

David Rankin - Chief Executive (acting)

GRANTS AND DONATIONS POLICY

1 Policy purpose and objectives

1.1 The purpose of this policy is to set the framework for Panuku Development Auckland (~~Panuku~~) in providing ~~sponsorship in terms of~~ grants and donations to external organisations. ~~The Panuku Constitution, dated 31 August 2015, states that Panuku will contribute to the implementation of the Auckland Plan. Whilst encouraging economic development through urban redevelopment, and managing council's non-service property portfolio, Panuku is to achieve an overall balance of commercial, strategic and public good outcomes. has a mix of commercial and public good objectives. Panuku has both a commercial mandate under the SOI and a public mandate. "Sponsorship", including in-kind support for the community, is often where these mandates meet.~~

~~1.2 Panuku Development Auckland manages a number of public assets, including public open space and events facilities, for and on behalf of the people of Auckland. It is critical that public open space and facilities are accessible and that it is easy for people to use these spaces and run activities. This policy therefore needs to be sufficiently flexible and wide enough to make it easy for people to engage with us.~~

~~1.3.1.2~~ The policy objectives are:

- a) to ensure that any grant or donation provided ~~assists in the implementation of supports~~ the ~~outcomes of the~~ Panuku Corporate Strategy, ~~Waterfront Plan and Auckland Plan;~~ ~~by doing so contributes to easy accessibility of public open space and facilities,~~ ~~contributes to our Business Plan objectives, and~~ or strengthens and broadens our relationship with key stakeholders and the community;
- b) to ensure that there is increased transparency and consistency in terms of who receives grants or donations, clearer identification ~~of the of the~~ financial and non-financial costs and benefits; and
- c) to ensure regular reporting.

~~1.4.1.3~~ Provide clarity to related provisions of the Board Delegated Authority Policy.

~~1.5.1.4~~ Ensure that grants and donations are delivered in accordance with relevant provisions of the Local Government Act 2002 and Local Government Official Information and Meetings Act 1987, and policies ~~and guidelines provided in the of Auckland Council group 'Our Charter'~~ and Panuku, related to ~~Code of Conduct expectations of conduct~~ and ~~finance~~ procedures.

~~1.6.1.5~~ Make our requirements clear to the community and help grant and donation seekers present their proposals to Panuku clearly.

2 Scope

2.1 Covers grants and donations to external organisations in the form of financial and/or in-kind provision, with or without the use of ~~Panuku~~ assets and/or services ~~managed by Panuku~~.

2.2 Covers the following types of outgoing support:

- a) Grants, financial or in-kind
- b) Donations, financial or in-kind

2.3 Excludes sponsorships through the purchase of rights or benefits, including naming rights, delivered through an association with the external organisation's name, products, services, or activities. Panuku will not enter into this type of agreement as the sponsor.

~~2.4~~ Excludes gifts given to individuals and organisations in recognition of service, achievement, established and recognised custom, and for corporate hospitality or entertainment purposes. These are covered by the ~~gifting guidelines in Our Charter, Gifts and Inducement Policy.~~

3 Principles

- 3.1 Panuku is not a funding body. However, from time to time, Panuku provides grants and donations to support a diverse range of activities and organisations, which contribute to the delivery of the ~~strategic objectives of the executive leadership team (ELT) and the Board, Panuku Corporate Strategy and business plan objectives, relationship with key stakeholders and sectors, reputation management and marketing.~~
- 3.2 Grants and donations need to cater to a broader base of the community, but should be confined to activities occurring within the Panuku area of influence and/or to organisations that contribute to Panuku's delivery of public goods.
- 3.3 Providing grants and donations implies that Panuku endorses the organisation's specific activity, particularly on the waterfront. It does not imply that Panuku endorses the organisation's other products or services, not subject of the support.
- 3.4 Panuku will ensure probity, achieve value for money, maintain accountability, and implement effective risk management when providing grants and donations.
- 3.5 The approval, processing, and giving of grants and donations will need to comply with customary practice, protocols or traditions (e.g. Tikanga Maori for koha), financial reporting standards, and any other applicable legislative requirements placed on statutory entities.
- 3.6 Only authorised officers of Panuku may undertake grants and donations arrangements and they must comply with the provisions of this Policy.

3.6.3.7 ~~Panuku may review and exit an arrangement at any time if it is deemed appropriate to do so, noting that legacy arrangements for grants and donations may be difficult to exit.~~

4 Definitions

- 4.1 **Donation** is a tax-deductible financial or in-kind support given for a worthy cause or customary activity (e.g. koha) of a worthy organisation, where Panuku does not expect an invoice, acknowledgement as a donor, and a reciprocal advantage.
- 4.2 **Grant** is given to assist with the services or projects of a worthy organisation, where Panuku expects an invoice, acknowledgement as a sponsor, and a reciprocal advantage. This may be in the form of:
- Financial support** i.e. a monetary contribution.
 - In-kind support** i.e. assistance where Panuku provides the use of its managed-assets and/or services. This includes only those things for which Panuku would have charged a fee, if these did not form part of the grant.
- 4.3 **Koha** is an unconditional tax-exempt gift given to Maori at a tangi (funeral), powhiri, whakatau, hui (meetings/events) or other important Maori cultural events and obligations, and on marae, where the receiving individual, party or group is not obliged to provide services in exchange. A payment made relating to an activity off marae is not a koha.
- 4.4 **Revenue forgone** is the price of an in-kind support calculated as the difference between the market value of the rental or service and what was actually charged.

5 Appropriate association

- 5.1 Panuku may consider providing grants and donations to organisations that:
- Are legal entities, individuals operating under an incorporated society or registered charitable trust, and
 - Have corporate values that align with those of Panuku and do not compromise the agency's reputation, public image, or probity, and
 - Do not pose a significant risk to Panuku or its staff perceived to have a current or future conflict of interest.
- 5.2 Panuku reserves the right to refuse a request for grant or donation from any party and terminate an existing agreement should the association cease to be appropriate.

6 Appropriate activity

6.1 Panuku will consider providing grants for activities that:

- a) Contribute to the advancement of Panuku's strategic priorities and the vision and goals of the Corporate Strategy, Waterfront Plan and Auckland Plan and Business Plan, or deliver on specific place-making public good objectives (~~e.g. Wynyard Quarter Curation Strategy~~), and/or
- b) Have measurable beneficial outcomes commensurate with the level of investment, and/or
- c) ~~Enhance~~Increase public awareness of the contribution being made by Panuku to the creative, events, and entertainment sectors associated with activating a site e.g. as part of a transform location programme on Auckland's waterfront, and/or
- d) Are able to communicate key messages to target audiences, engage or build relationships with key stakeholders and our tenants, and ideally lead an ongoing two-way partnership between Panuku and the stakeholders, and/or
- e) Have demonstrated community support for the project, ~~and/or~~
 - f) ~~Appropriately acknowledge Panuku as sponsor, indicating clearly our support for rather than ownership of the sponsored activity, through forms including signage and acknowledgment in speeches and media releases, and/or~~
 - g) ~~Enhance Panuku's brand attributes, core values, and reputation and promote Panuku's civic and social responsibility.~~

6.2 Panuku will consider giving donations for activities and events that:

- a) Have no perceived or actual influence on decision making, integrity, and impartiality; and
- b) Are undertaken in accordance with established and recognised custom; and
- c) Promote Panuku's civic and social responsibility.

7 Budget approval, management and reporting

- 7.1 An annual review of all grants and donations will occur and budget ~~will be prepared for the different business units~~ and presented to the Board for endorsement approval.
- 7.2 Grants and donations will be managed and reported by the Director/Senior General Manager of the business unit in accordance with the approved budget and this policy.
- 7.3 Any additional grants and donations proposed outside of the budget may be approved by the Chief Executive for:
 - a) 'cash' donations up to \$10,000, and
 - b) 'in-kind' grants valued up to \$50,000,
 - c) otherwise presented to the Board for approval.¹
- 7.4 Grants or donations provided as part of a reputation management strategy or to achieve communications objectives will be managed by the Director-General Manager Corporate Affairs, regardless of type.
- 7.5 Grants and donations will be recorded in a Grants and Donations Register with information on the type of support given, name of the organisation, market value of the support, revenue forgone, and direct cost ~~and the benefit~~ to Panuku.
- 7.6 Grants and donations will be reported to the Audit and Risk Committee and the Board on a quarterly basis.

¹ Refer Board Delegated Authority Policy

8 Written Agreement

8.1 All grants, financial or in-kind, entered into under this policy will be formally documented. The level of documentation will vary depending on the value of the agreement and will include, at a minimum:

- a) The description and timing of the activity
- b) The amount of the grant or donation
- c) How the grant will meet the requirements of an appropriate activity described in Section 6
- ~~e) Agreed performance criteria~~

9 Responsibilities

9.1 The Chief Executive is the overall manager in providing grants and donations to external organisations and will be provided with reports to monitor the delivery of the benefits, leverage the contracted benefits, and evaluate the success of the grant or donation based on the identified objectives.

9.2 The ~~Director Corporate Services~~ Chief Financial Officer is responsible for the implementation and review of this Policy, for reporting to the Audit and Risk Committee and Board, and is custodian ~~custody~~ of the Grants and Donations Register.

9.3 All Panuku staff and those acting on behalf of Panuku must adhere to this Policy.

10 Approval and review of this Policy

This policy is reviewed every three years, or earlier if requested by the Board.

| | | | |
|--|---|--|----------------------|
| Business Owner | Director Corporate Services <u>Chief Financial Officer</u> | | |
| Policy date | 25 September 2013 | | |
| <u>Last reviewed</u> | <u>25 May 2016</u> | | |
| Frequency of review | Three yearly | | |
| <u>Last reviewed</u> <u>Date of this review</u> | March <u>2020</u> | Approved by Panuku Development Auckland Board | xx_March <u>2020</u> |

Information paper: Auckland Council Long-term Plan

Document author: Carl Gosbee, Chief Financial Officer.
Brenna Waghorn, GM Strategy & Planning

March 2020

Whakarāpopototanga matua | Executive summary

1. Panuku executive will undertake a strategic session as part of the March board meeting to provide directors with more information about the Auckland Council 10-year budget also known as the Long-term Plan (LTP). The session will explore:
 - The criticality of the LTP for Panuku to enable delivery from our platform
 - the process and indicative timeline
 - the role of the Panuku Board in the LTP
 - How Panuku is preparing for the LTP.
2. The session will be facilitated by Carl Gosbee, Chief Financial Officer, and Brenna Waghorn, GM Strategy & Planning.

Matapaki | Discussion

3. Auckland Council publishes a new 10-year budget (Long-term Plan) every three years. In the intervening years, the council publishes an annual budget.
4. The 10-year budget (Long-term Plan) puts the Auckland Plan in motion and sets out the projects and budget for the next decade. It specifically sets out the activities, services and investments council has planned for the next 10 years for transport, water infrastructure, housing, parks, community venues, the environment, and improved outcomes for Māori - Te Toa Takitini.
5. The process to prepare the Long-term Plan (LTP) requires input from the whole Auckland Council whānau and takes approximately 18 months to complete the process.
6. The Panuku Board will have several opportunities to provide input into the LTP.
7. Directors received an information paper in October 2019 on Panuku's preliminary budget advice to Auckland Council.

Information paper: Strategic risk workshop

Document author: Carl Gosbee, CFO and David Middleton, Risk Manager

March 2020

Whakarāpopototanga matua | Executive summary

1. The annual Board strategic risk workshop is being run within the March Board meeting. The workshop will cover the following two key themes
 - a. How risk is managed in Panuku, and
 - b. Strategic risk identification and articulation.
2. EY will be facilitating the strategic risk identification and articulation session.

Matapaki | Discussion

3. The board have a key governance role in the oversight of risk management within Panuku, and significant professional insight, experience and perspectives to bring to bear in strategic risk identification and articulation.
4. The EY information pack (attachment 1) sets out the workshop objectives, context of how risks are managed at Panuku and four perspectives or approaches for the board to consider when identifying strategic risks:
 - a) What keeps Panuku directors awake at night?
 - b) The classification of six strategic drivers, lifted from the draft 2020 SOI.
 - c) Emerging environment, international or economic risks.
 - d) The current strategic risks.

Ngā tāpirihanga | Attachments



Decision paper: Unlock Henderson Programme Business Case

Author: John Carter, Priority Location Director - West

March 2020

Ngā tūtohunga | Recommendations

1. That the Panuku Board:

- a) Approve the Programme Business Case, with spatial planning incorporated, for the Unlock Henderson priority location programme.
- b) Approve in principle, to the ongoing investment in the programme, noting that this is subject to Auckland Council Long-term Plan and confirmation of ongoing funding through reinvestment.
- c) Approve the following site disposals, subject to Panuku Board approval on proposed development agreement terms (as per delegations), for the financial year to 30 June 2021:

█ [REDACTED]

- d) Approve the following site acquisitions for urban redevelopment purposes for the financial year to 30 June 2021:

█ [REDACTED]

█ [REDACTED]

- e) Approve the following public realm investment projects and initiatives for the financial year to 30 June 2021:

█ [REDACTED]

█ [REDACTED]

█ [REDACTED]

█ [REDACTED]

- f) Approve placemaking, engagement and communications relating to the enabling of the above site disposals and public realm investments and including the Te Puna Market, The Kitchen Project, Eco Centre Character and Identity and Precinct Masterplanning.
- g) Note that the investment requirements and the baseline programme milestones for FY21 will be approved as part of the June 2020 Portfolio Investment decision paper.

- h) Note the Unlock Henderson Programme is subject to confirmation of annual programme funding and the programme milestones in the June 2020 Portfolio Investment decision paper.

Whakarāpopototanga matua | Executive summary

2. This paper seeks formal approval of the updated Programme Business Case, including enhanced spatial planning, for the Unlock Henderson priority location programme which is described in the attached executive summary and supporting full programme business case which is available in the resource centre.
3. The programme commenced in 2018 and the projected end date of this programme is 2028.
4. Panuku investment in the programme is focussed on four interlinked precincts with different characteristics, timelines, partners and levels of influence.
5. Detailed masterplanning with our identified development partners will be undertaken for each of these precincts, to align with the development timeframes.
6. Wider strategy, transport linkages, investment balance and overall timing is considered in the following spatial delivery plan.

Complete

- 0 Haumarū Housing Henderson

Starting FY 2020-2021

- 1 Opanuku Link - Bridge, Reserve
- 2 Henderson Valley Road Stage 1
- 3 Oratia Link - Cycleway, bridge
- 7 District Energy Scheme
- 8 Edmonton Rd Safety Enhancement
- 9 Twin Streams Enhancement
- 10 Crown Partnership
- 11 2-5 Henderson Valley Road Works
- 12 Temporary Tiny House Village
- 15 2-5 Henderson Valley Road
- 16 23-27 Henderson Valley Road

Starting FY 2021-2024

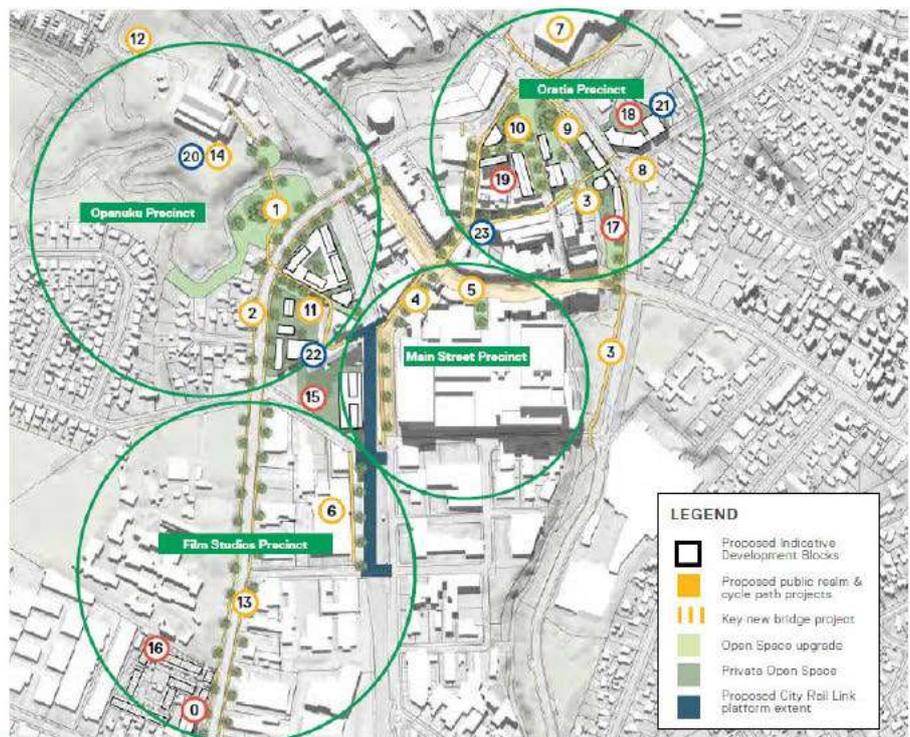
- 4 Rātenui Link - Cycleway
- 5 Henderson Main St Enhancements
- 6 Smythe to Hickory Link
- 17 C40 Alderman carpark
- 18 Falls Carpark (14-20 Edmonton Rd)

Starting FY 2024+

- 13 Henderson Valley Road Stage 2
- 14 Corban Estate
- 19 Oratia Precinct (Trading Place)

Ongoing

- 20 Place-making Programmes
- 21 Commercial Place Operations
- 22 The Kitchen Project Henderson
- 23 Eco Centra Character and Identity



7. The total anticipated investment in the programme is [REDACTED]. Spend to date on the programme has been [REDACTED].
8. The financial benefits are projected to be in the region of [REDACTED] and are a direct result of: [REDACTED]

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

9. The intended overall non-financial “opportunity” benefits of this programme are:

- Improved market and community perceptions of Henderson town centre.
- Providing leadership on low carbon development and mana whenua partnerships.
- 640 high quality homes - 40 social houses (delivered) 600 other homes (mix to be determined in detailed planning stages).
- 4000m + new walking and cycling connections including two new pedestrian/cycle bridges resulting in a vastly improved network.
- Improved accessibility, safety and quality of open space and the twin streams.
- Creating opportunities to work with the Crown (Ministry of Justice, Ministry of Corrections and Kāinga Ora) where this would result in regeneration benefits.
- Enabling an engaged community who are supportive of change.

Horopaki | Context

10. Auckland has a major opportunity to revitalise and intensify the suburb of Henderson. Henderson is a traditional town centre which benefits from a strong creative community, a range of quality community infrastructure, beautiful parks and open spaces and is in many ways defined by the two streams Wai Horotiu (Oratia Stream) and the Wai o Panuku (Opanuku Stream). Like many town centres Henderson has experienced significant town centre decline in recent years resulting in a reduction in commerce and pride in the town centre and a perception of growing safety and social issues.
11. Henderson in the future is expected to be a far more vibrant and attractive place as a result of a focus on high quality capital works and residential development. Driving and supporting this change will be new investment in transport infrastructure including the City Rail Link.
12. The central area contains important education, leisure and retail facilities including the Henderson train station (to be upgraded) two schools, a Unitec campus, the West Wave pool, a new library, the Auckland film studios, two large shopping malls and a large local arts centre. Through the regeneration programme we will look to support and enhance Henderson’s many positive attributes to strengthen the existing community and attract new people to the area.

13. The key trigger for significant intensification Henderson will be the CRL upgrade. This will bring public transport commuter travel times to the Central Business District down from 48min to 34min. With this infrastructure will likely come value uplift and improved viability for development projects. Panuku is seeking to prepare the centre for this growth and provide development leadership to ensure a high-quality sustainable future for Henderson.

14. The Unlock Henderson vision is informed by the previous Waitākere eco-city mantra with an aspirational goal of an 'urban eco centre' for central Henderson itself. Panuku strongly supports this focus as it promotes development quality and sustainability. Through working with the Henderson-Massey Local Board, Ward councillors and mana whenua, Unlock Henderson has a now widely supported vision that "Henderson becomes an urban eco centre, enhancing the mauri of the twin streams Wai o Panuku and Wai Horotui".



15. There is currently limited market demand in Henderson for apartment development. To address this issue a staged approach to development is proposed

16. The staged approach can be summarised as follows:

- i. Initiate phase (2018-2021): focus on non-market apartment development including Opanuku housing for older people apartment building and terrace development outside of the core town centre, supported by quality placemaking.
- ii. Lead phase (2021-2024): Focus on flagship residential development and capital investment. This includes the Alderman carpark C40 development, new bridges and improved connections.

- iii. Maximise phase (2024+): Support larger scale development post CRL including the Oratia precinct (Trading Place) in partnership with the Crown and 2-6 Henderson Valley Road in partnership with Laidlaw College.

Matapaki | Discussion

Strategic Outcomes

18. The Unlock Henderson programme will follow Panuku policies, strategies and guidelines as agreed by the Panuku Board.
19. For Unlock Henderson this is relevant to our approach to sustainability (section 2.8 in the programme business case), affordable housing and housing mix (section 4.8 in the programme business case) and working with Maori (section 2.7 in the programme business case).
20. Environmental performance continues to be a key focus in Henderson. The Henderson programme supports regeneration of the existing town centre, developing underutilised sites close to transport links. Increasing the density and quality of housing in these areas will result in reduced carbon emissions through improved utilisation of existing infrastructure and transit oriented development, along with the provision of easy, safe and attractive walking and cycling routes reduces reliance on private motor vehicles and enables low carbon lifestyles. Panuku has adopted a minimum standard of a Homestar 6 rating for all homes, resulting in warmer, drier and more energy efficient buildings and is developing an approach for delivery of lower carbon commercial buildings and public realm.
21. Climate change is likely to subject the Auckland area to hotter temperatures and more frequent flooding and drought. We are seeking to future-proof our communities by accounting for climate change, factoring adaptation and resilience into the creation of buildings and spaces. Our infrastructure and developments should be designed to cope with warmer temperatures and extreme weather events. This includes use of green infrastructure and water sensitive design for increased flood resilience, ecological and biodiversity benefits and provision of increased shade and shelter for storm events and hotter days.
22. To support our journey towards a more sustainable future Panuku is utilising the Green Star Communities rating tool. Green Star - Communities is one of a handful of internationally recognised sustainability rating tools for communities and precincts. Owned by the Green Building Council of Australia (GBCA), the tool has been adapted alongside NZGBC for use in a New Zealand context. The Opanuku Precinct in Henderson has recently been awarded certification as a 5 Green Star Community demonstrating our strong commitment to our 'urban eco centre' vision.

Portfolio context

23. Panuku has been mandated by Auckland Council to deliver on its commitment to prioritise urban redevelopment. Panuku will achieve this through investment in the priority locations programmes of work that will facilitate urban redevelopment and public good activities.

24. Panuku investment in a location is for a variety of purposes, which will vary depending on the location and its requirements. The table below details the investment profile over the planned life of the programme.

| Investment type | Description | Low, Med, High |
|-----------------|--|----------------|
| Unlock | Investment that has to happen to unlock development opportunities on Panuku sites. This includes: - infrastructure essential to make a site more marketable - infrastructure to service future growth in the area | Med |
| Catalyse | Investment that is important to stimulate/advance change in a location by others and is expected to bring about significant change that would not happen within desired timeframes without this project | Med |
| Support | Creates additional non-financial (social, environmental, cultural, economic) value by creating new or significantly improved community assets to support a growing population | Med |
| Lead | Demonstrates leadership in relation to strategic outcomes and innovation. We expect some value trade-off. The project seeks to influence practice and outcomes in the wider market and has some element of replicability. This investment is often a property value write-down | High |
| Critical | Urgently required to address risks such as maintaining level of service delivery, harm to people due to H&S issues, negative environmental impact or other or required due to legislative, regulatory, contractual and other requirements | Low |
| Growth | Facilitates business growth by providing new, expanded facilities | Med |
| Reputation | Significant public and political interest and support for the project, with significant reputation impact if the project is not carried out | Med |

Progress to date

25. To date this programme has delivered:

- Increased community resilience, partnerships and excitement through innovative placemaking activities.
- The construction of a 40-unit apartment building at 21 Henderson Valley Road for Haumarū Housing.
- The sale of 2-6 Henderson Valley Road to Laidlaw College for [REDACTED], to enable an

activated long-term use of surplus council buildings and enable housing development.

- The sale of 23-27 Henderson Valley Road for [REDACTED] (proceeds to Haumaru Housing programme) to enable 90 medium density Homestar 6 homes.
- The conditional sale of the Alderman carpark for [REDACTED] to enable a low carbon C40 residential development project.
- Working with ATEED, securing a 10-year lease to a large long-term multinational tenant to continue film activity. The five-season screen production provides job in the creative sector with potential total Auckland spending (direct, indirect and induced) of approximately [REDACTED].
- [REDACTED]

Hīraunga | Implications

26. This section outlines all relevant implications for Panuku.

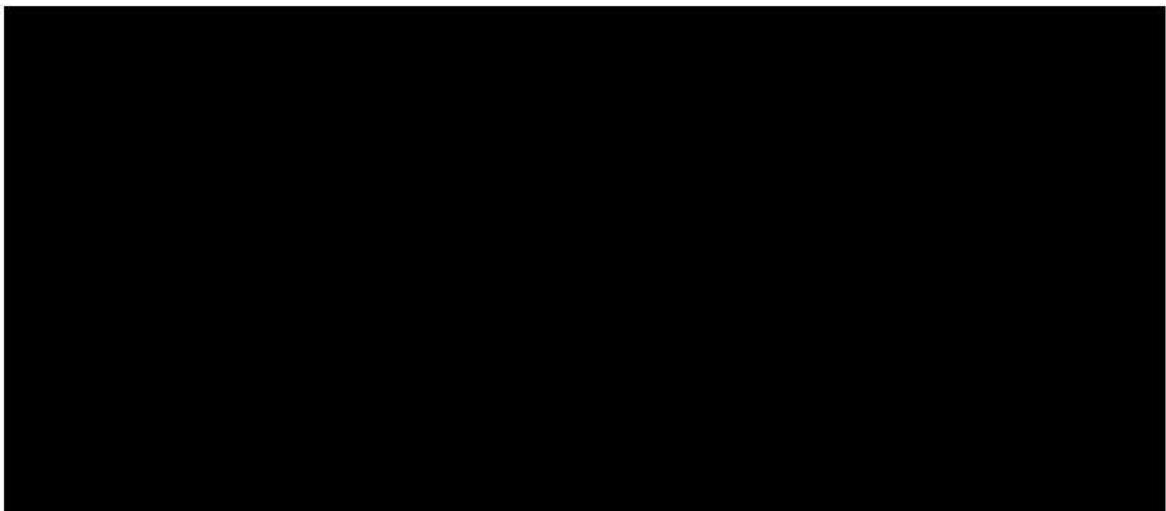
Ngā ritenga ā-pūtea | Financial implications

27. The programme makes the following financial assumptions:

- That the property market will generate property sales of enough value and in a timeframe that sufficient capital funds through reinvestment remain available.
- That there is sufficient operational expenditure available to support ongoing change initiatives in the location.
- Partner funding from Auckland Transport [REDACTED] and the Henderson-Massey Local Board [REDACTED] is available to support the programme.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

28. Key risks to the programme are:





Ngā whakaaweawe rauemi | Resourcing impacts

29. The programme anticipates 8 FTE of internal resource over the next 12 months, comprising development and project managers, and expertise from Panuku centres of excellence.

Ngā koringa ā-muri | Next steps

30. The Programme will continue to be delivered in conjunction with the following partners:

- Māori and Mataawaka
- Central Government agencies: Unitec, Kāinga Ora, Ministry of Justice and the Ministry of Corrections.
- Council Group partners: Auckland Council parks and recreation, Community Facilities, Auckland Transport ATEED and Healthy Waters
- Development partners: 

31. Implementation will continue in line with the approved programme with progress reported to the board quarterly and monthly oversight by the management assurance functions: Portfolio Governance Group (PGG) and Programme Steering Group (PSG).

Ngā tāpirihanga | Attachments



Ngā kaihaina | Signatories

Ian Wheeler - Chief Operating Officer

David Rankin - Chief Executive (acting)

Decision paper: Unlock Hobsonville Programme Business Case

Author: Kate Cumberpatch, Priority Location Director

March 2020

Ngā tūtohunga | Recommendations

1. That the Panuku Board:

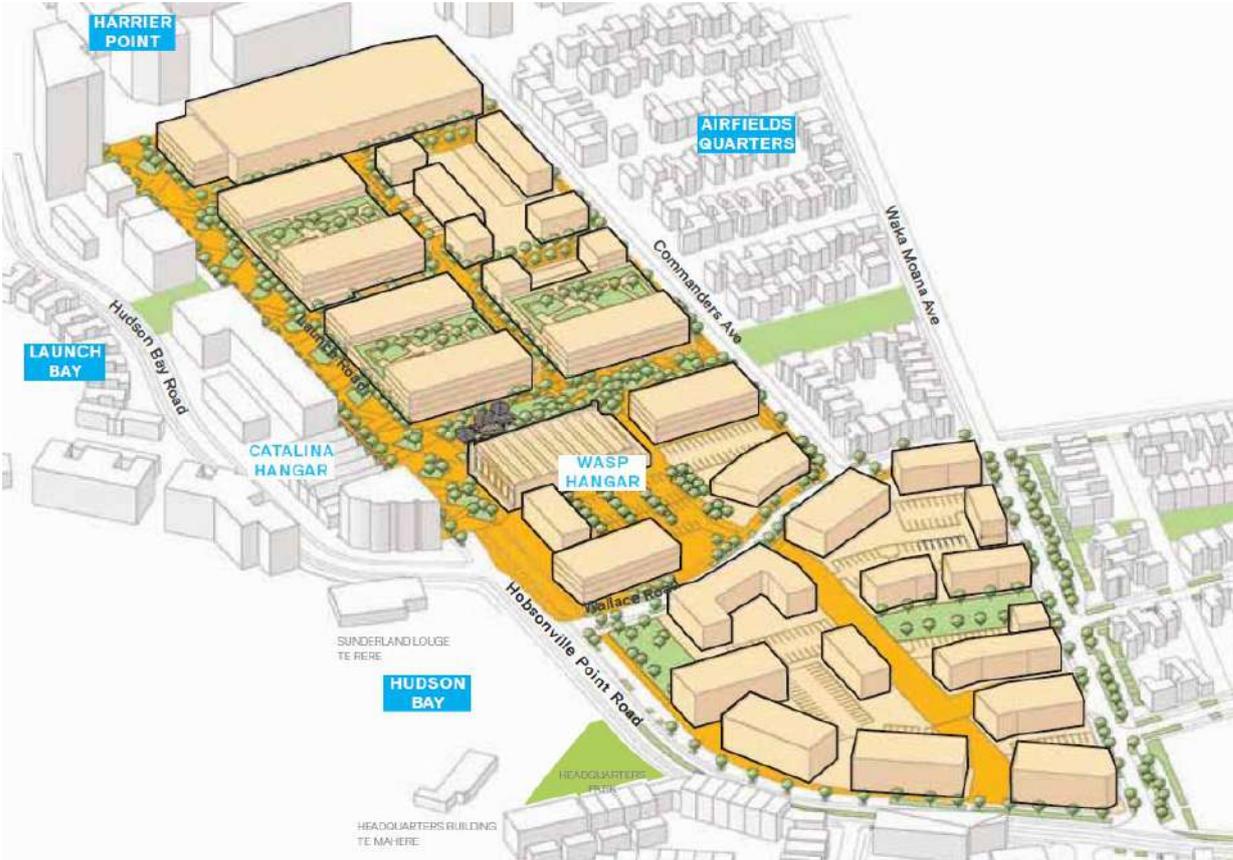
- a) Approve the Unlock Hobsonville programme business case and supporting masterplan for the Unlock Hobsonville priority location programme, noting the supporting masterplan was developed with Kāinga Ora and final approval is being sought by its Urban Development and Planning Committee at its March 2020 meeting.
- b) Approve in principle, to the ongoing investment in the programme, noting that this is subject to Auckland Council Long-term Plan and confirmation of ongoing funding through reinvestment.
- c) Approve the following site disposals, subject to Panuku Board approval on proposed development agreement terms (as per delegations), for the financial year to 30 June 2021:
 - █ [REDACTED]
 - █ [REDACTED]
- d) Approve the following public realm investment projects and initiatives for the financial year to 30 June 2021:
 - i. Wasp Hangar refurbishment (ongoing investment) – enabling Auckland Council to occupy the building [REDACTED]
 - ii. Wasp Square – commence design to link community facilities and public spaces in the area
 - iii. Wastewater Pump Station 6 (ongoing investment) – an enabling infrastructure project required for the proposed development in the immediate area
- e) Approve engagement and communications relating to the enabling of the above site disposals, public realm investment projects including some placemaking and our ongoing partnership with Kāinga Ora for the financial year to 30 June 2021.
- f) Note that the investment requirements and the baseline programme milestones for FY21 will be approved as part of the June 2020 Portfolio Investment decision paper.

- g) Note the Unlock Hobsonville programme is subject to confirmation of annual programme funding and the programme milestones in the June 2020 Portfolio Investment decision paper.

Whakarāpopototanga matua | Executive summary

- 2. This paper seeks formal approval of the Unlock Hobsonville programme business case and supporting masterplan for the Unlock Hobsonville priority location programme which is described in the attached executive summary and supporting full programme business case and supporting masterplan which are available in the resource centre.
- 3. The programme commenced in 2014 and the projected end date of this programme is 2035.
- 4. The next stage of investment is focused on the remaining 6ha of Panuku controlled land. This 6ha is intended to be an employment precinct for Hobsonville and will also incorporate community facilities, creating a community and business heart for Hobsonville Point. The supporting masterplan for this 6ha of land has been developed in collaboration with Kāinga Ora over the last 12 months. Following approval of the programme business case and masterplan, the first (short-term) stage can be realised.

Figure 1: Unlock Hobsonville – Airfields Central supporting master plan; preferred option



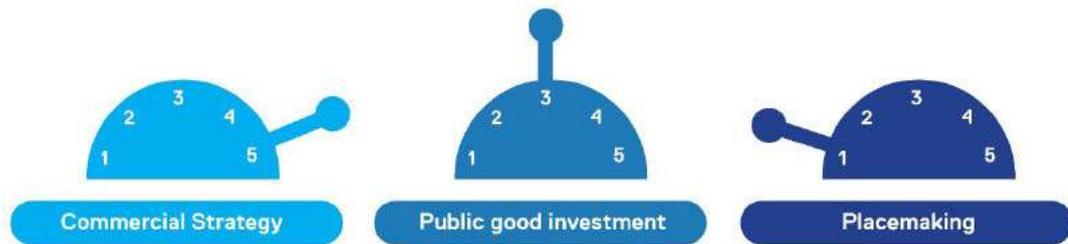
- 5. The total anticipated investment in the programme is [REDACTED]. Spend to date on the programme has been [REDACTED].

6. The financial benefits of this programme are projected to be in the region of [REDACTED] and are a direct result of:
- Sale of Lot 1 (sites along the southern side of Glidepath Road) - completed by AV Jennings
 - Sale of Lots 2-4 (88 Bomb Point Drive) - contracted to and underway by Avanda
 - Sale of Lot 5 (279 Hobsonville Point Road)
 - Sale of part Lot 6A (299 Hobsonville Point Road surrounding but excluding the Wasp Hangar)
 - Sale of Lot 6B (23 Launch Road)
 - Sale of Lot 6C (29 Launch Road) [REDACTED]
7. The intended overall non-financial outcomes and benefits of this programme are:
- Approximately 730 new homes of mixed typologies and providing affordable options (10%)
 - A new community hub to bring the community together. This includes a recreation facility in the Wasp Hangar and a public space adjacent (Wasp Square)
 - Commercial space that will bring employment and business opportunities (potential for over 40,000sqm)
 - Improved Launch Road streetscape to strengthen the connection to Catalina Bay
 - 11 infrastructure enabling projects - stormwater pond, two wastewater pump stations and eight roads
 - Continued partnership with Kāinga Ora in Hobsonville to ensure projects are aligned and the two agencies are working together to realise the supporting masterplan.

Horopaki | Context

8. Hobsonville Point is a 167ha development that has an overarching masterplan developed by Kāinga Ora.
9. The Panuku managed programme, Unlock Hobsonville - The Airfields, is a 20ha area of land within Hobsonville Point. Of the 20ha that Panuku manages on behalf of Auckland Council, 14ha is under contract and being developed for new housing. The remaining 6ha of land is proposed to become a Mixed-Use area with a particular focus on creating an employment precinct and a community hub.
10. Hobsonville Point has a strong commitment to design and sustainability. Providing for employment at Hobsonville Point has been part of the vision and masterplan from the outset. Employment uses have always been a focus for the Unlock Hobsonville programme area.

11. The strategic levers for Unlock Hobsonville are:



12. The property market is currently over supplied in Hobsonville Point and development has slowed as a result. Development needs to be over a longer period of time and in smaller parcels to enable successful delivery.

13. The staged approach can be summarised in the following:

- i. Create a focal point for the community - community feedback has identified gaps such as civic space and youth amenity.
- ii. Enable infrastructure - a wastewater pump station and delivering on our commitment to sell land to Kāinga Ora for a car park facility.
- iii. Enable and attract local business - organically and in a finer grain to meet demand.
- iv. Strengthen connection to Catalina Bay along Launch Road.

14. Panuku and Kāinga Ora are collaborating through a 2016 Development Agreement on shared vision and infrastructure. Significant work over the last 12 months between the two agencies has focused on creating the supporting masterplan for the remaining 6ha of Panuku controlled development land (being mega lots 5 and 6). Monthly steering group meetings will continue.

Matapaki | Discussion

Strategic outcomes

1. The Unlock Hobsonville programme will follow Panuku policies, strategies and guidelines as agreed by the Panuku Board.
2. For Unlock Hobsonville this is relevant to our approach to sustainability (section 3.4.1 in the programme business case), affordable housing and housing mix (section 3.4.2 in the programme business case) and working with Maori (section 3.4.3 in the programme business case).

Portfolio context

16. Panuku has been mandated by Auckland Council to deliver on its commitment to prioritise urban redevelopment. Panuku will achieve this through investment in the priority

locations programmes of work that will facilitate urban redevelopment and public good activities.

17. Panuku investment in a location is for a variety of purposes, which will vary depending on the location and its requirements. The table below details the investment profile over the planned life of the programme.

Table 1: Unlock Hobsonville; projects investment type

| Investment type | Description | Low, Med, High |
|-----------------|--|----------------|
| Unlock | Investment that has to happen to unlock development opportunities on Panuku sites. This includes: a) infrastructure essential to make a site more marketable b) infrastructure to service future growth in the area | Med |
| Catalyse | Investment that is important to stimulate/advance change in a location by others and is expected to bring about significant change that would not happen within desired timeframes without this project | Med |
| Support | Creates additional non-financial (social, environmental, cultural, economic) value by creating new or significantly improved community assets to support a growing population | Med |
| Lead | Demonstrates leadership in relation to strategic outcomes and innovation. We expect some value trade-off. The project seeks to influence practice and outcomes in the wider market and has some element of replicability. This investment is often a property value write-down | Low |
| Critical | Urgently required to address risks such as maintaining level of service delivery, harm to people due to H&S issues, negative environmental impact or other or required due to legislative, regulatory, contractual and other requirements | Low |
| Growth | Facilitates business growth by providing new, expanded facilities | High |
| Reputation | Significant public and political interest and support for the project, with significant reputation impact if the project is not carried out | Low |

Progress to date

18. To date this programme has delivered:

- 110 new homes, of which 10 are affordable and 8 are sustainable homes.
- 9 infrastructure enabling works being a stormwater pond, wastewater pump station and 7 roads.

- One partnership agreement - with Kāinga Ora
- 

Hīraunga | Implications

19. This section outlines all relevant implications for Panuku.

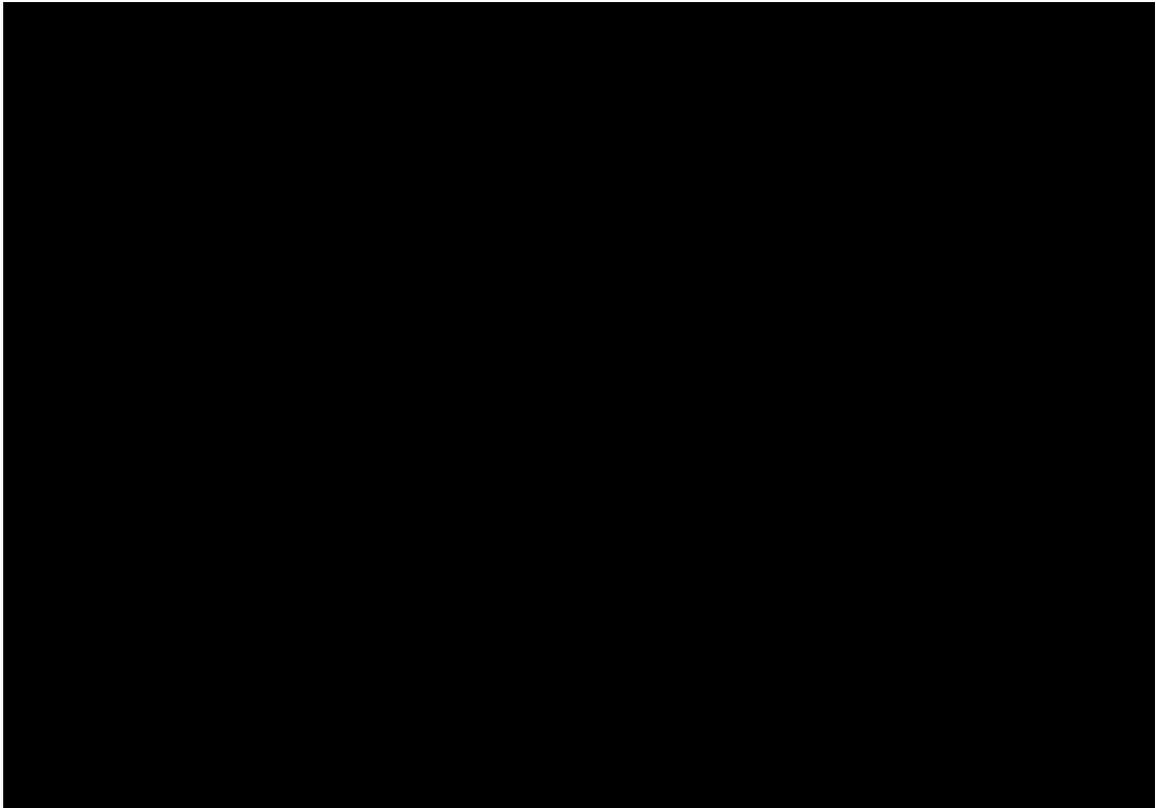
Ngā ritenga ā-pūtea | Financial implications

20. The programme makes the following financial assumptions:

- That the property market will generate property sales of enough value and in a timeframe that sufficient capital funds through reinvestment remain available.
- That there is sufficient operational expenditure available to support ongoing change initiatives in the location.
- Partner funding from Auckland Council is available to support fit out of the Wasp Hangar.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

21. Key risks to the programme are:



Ngā whakaaweawe rauemi | Resourcing impacts

22. The programme anticipates 2 FTE of internal resource over the next 12 months, comprising development and project managers, and expertise from Panuku's centres of excellence.

Ngā koringa ā-muri | Next steps

23. The Programme will continue to be delivered in conjunction with the following partners:

- Māori and Mataawaka
- Central Government agencies: Kāinga Ora
- Council Group partners: Auckland Council parks and recreation, Auckland Transport and Healthy Waters
- Development partners: Avanda

24. Implementation will continue in line with the approved programme with progress reported to the board quarterly and monthly oversight by the management assurance functions: Portfolio Governance Group (PGG) and Programme Steering Group (PSG).

Ngā tāpirihanga | Attachments

[Redacted]

[Redacted]

Ngā kaihaina | Signatories

Ian Wheeler - Chief Operating Officer

David Rankin - Chief Executive (acting)

Decision paper: Transform Manukau: Lot 1 of 31-33 Manukau Station Road

Author: [REDACTED] Gavin Pebbles - Manager:
Development, Central and South; Richard Davison - Priority Location Director, South.

March 2020

Ngā tūtohunga | Recommendations

1. [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
- [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]

Whakarāpopototanga matua | Executive summary

3. Since the approval of the High Level Project Plan (HLPP) in 2016 and the Framework Plan in 2017, Panuku has initiated, built and maintained key relationships with multiple crown entities with the objective of attracting new investment into the Manukau area. These early years of advocacy, collaboration and strong awareness building on the opportunities and needs present within Central Manukau are now beginning to come to fruition [REDACTED]. This is a huge win for Transform Manukau and aligns perfectly with our founding HLPP and Framework Plan documents. [REDACTED]
4. The vision and goals of the Transform Manukau programme, with vibrancy and amenity enhancements led by Panuku, increasingly good quality multi-modal transport links and close proximity to Auckland Airport, made Manukau a strong strategic location [REDACTED]
5. [REDACTED]
6. In November 2019 the Panuku Board approved making available Lot 1 of 31-33 Manukau Station Road, [REDACTED]
7. This site offers good transport links and proximity to local amenities such as Hayman Park, Manukau Square and Westfield Mall. Additionally, in the future there are concept route alignments for the Botany to Airport rapid transit route to pass directly adjacent to this site and on Manukau Station Road, [REDACTED]
8. [REDACTED]
9. [REDACTED]
10. [REDACTED]
11. [REDACTED]

12. [Redacted]

13. Panuku's Essential Design Requirements are consistent with the over-arching Unitary Plan, Panuku's own Framework Plan and the joint spatial plan which we completed with the crown in 2018. Panuku Essential Design Requirements include, but are not limited to:

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

14. [Redacted]

15. [Redacted]

16. [Redacted]

17. [Redacted]

18. [Redacted]

19. [Redacted]

20. [Redacted]

Horopaki | Context

21. [REDACTED]
22. Located on the Northern side of Manukau Station Road, the Lot 1 of 31-33 Manukau Station Road site (#F on Plan 1) allows [REDACTED] convenient access to public transport, Hayman Park, Manukau Square and a variety of local businesses including the Westfield Mall.
23. Supported by a considered urban design response at the ground plane, the proposed development is expected to significantly increase foot traffic between the train station, Hayman Park, Manukau Square and Westfield.
24. A [REDACTED] building located on Lot 1 of 31-33 Manukau Station Road also provides an opportunity to define a highly visible urban block with a built form edge. The site is currently used for at-grade car parking and currently does not make a positive contribution to urban regeneration outcomes in Central Manukau.



Aerial 1: Lot 1 of 31-33 Manukau Station Road identified in red outline in context the bus station, Hayman Park, Manukau Square and Westfield Mall.

SOUTHERN QUARTER Development Opportunities

The Southern Quarter seeks to build on existing strengths of the city centre by consolidating the area surrounding the rail and bus stations with development which is less reliant on market such as social housing and crown offices. Attention needs to be paid to ground floor treatment which is recommended to be non-residential and exhibits good responses with public realm.

Existing Facilities

- Manukau Station and MIT above (R)
- Bus station (B)
- Police Station (1)
- Law Courts (2)
- Civic Building (3)

Developments underway

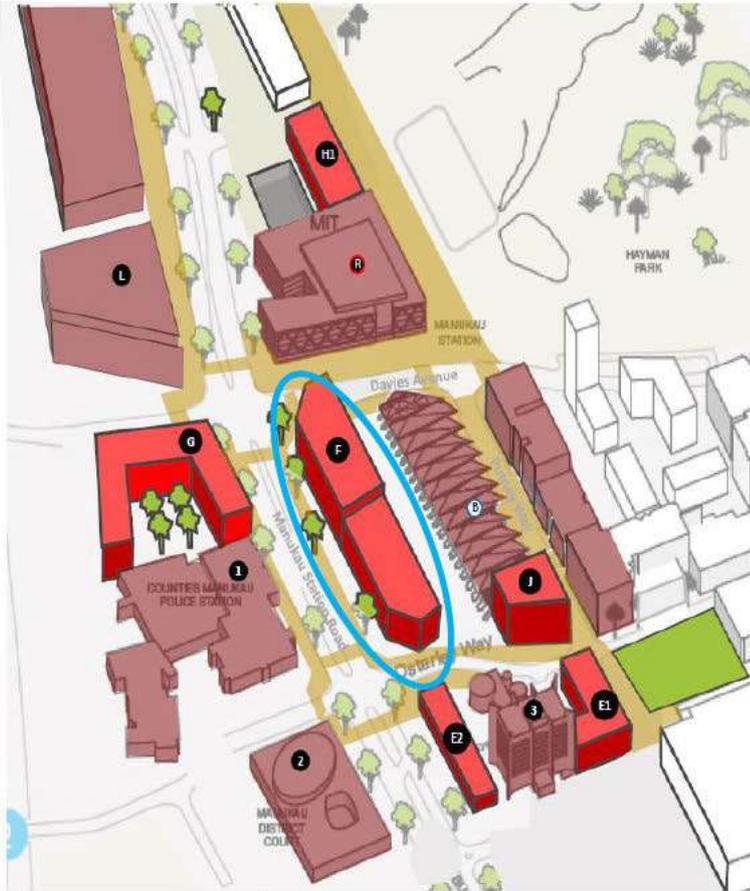
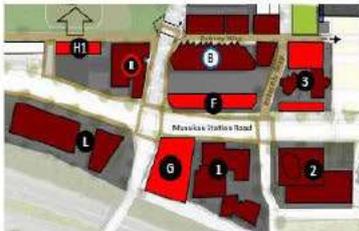
- MIT Tech Hub (L)

Proposed Early Developments

- Crown Office development at 31-33 Manukau Station Road (F)
- HN2 housing development at 50 Wiri Station Road (G)

Proposed Ongoing Developments

- Metro School at MIT Carpark (H1)
- Hotel at Lot 3, Corner Putney and Osterley Way (J)
- Civic Building additions and new Library (E1 and E2)



Plan 1: Urban design future context (red extruded blocks)

25. The primary strategic objective of the project is to contribute to the urban regeneration of Central Manukau. Panuku's HLPP, Framework Plan, joint crown spatial plan and Programme Business Case for Transform Manukau sets out the objective of creating a thriving business, retail and residential community.

26. Consistent with the objectives of the FY20 Programme Business Case, Panuku has committed to delivering a vibrant urban centre through the redevelopment of underutilised sites.



27. [Redacted]

28. [Redacted]

29. [Redacted]

Hīraunga | Implications

- 33. [Redacted]
- 34. [Redacted]
- 35. [Redacted]

Ngā ritenga ā-pūtea | Financial implications

- 36. [Redacted]
- 37. [Redacted]
- 38. [Redacted]
- 39. [Redacted]
- 40. [Redacted]

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

- 41. [Redacted]

- 42. [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

- 43. [Redacted]

- 44. [Redacted]

Tauākī whakaaweawe Māori | Māori impact

- 45. Panuku has notified mana whenua of the opportunity [Redacted]

- 46. Mana whenua have been approached [Redacted]

- 47. Mana whenua have not expressed a cultural interest in the site.

- 48. [Redacted]

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

- 49. [Redacted]

50. [REDACTED] have been part of the previous HLPP and Framework Plan processes which resulted in this site being approved for sale.

51. [REDACTED]

Ngā whakaaweawe rauemi | Resourcing impacts

52. [REDACTED]

53. A Project Manager is required to progress any supporting and associated public realm enhancement project.

54. [REDACTED]

Tauākī whakaaweawe āhuarangi | Climate change impacts

55. [REDACTED] minimum 4-4.5 NABERS NZ rating, with preference given to buildings that achieve a 5-star rating or better.

56. [REDACTED]

57. [REDACTED]

Ngā koringa ā-muri | Next steps

58. [REDACTED]

59. [REDACTED]

60. [REDACTED]

61. [REDACTED]

March 2020

Ngā tāpirihanga | Attachments

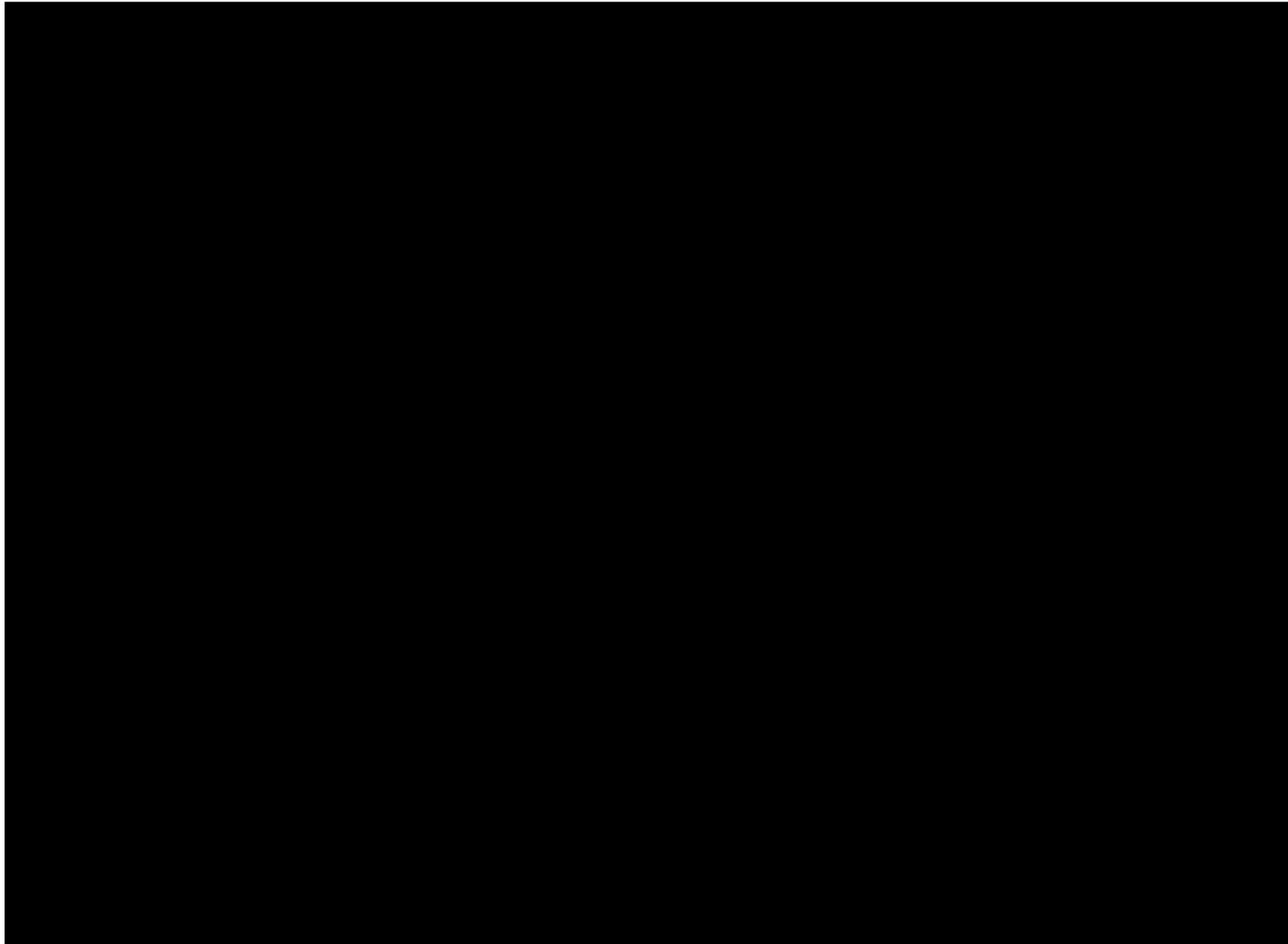
Attachment 1 - Essential Design Requirements

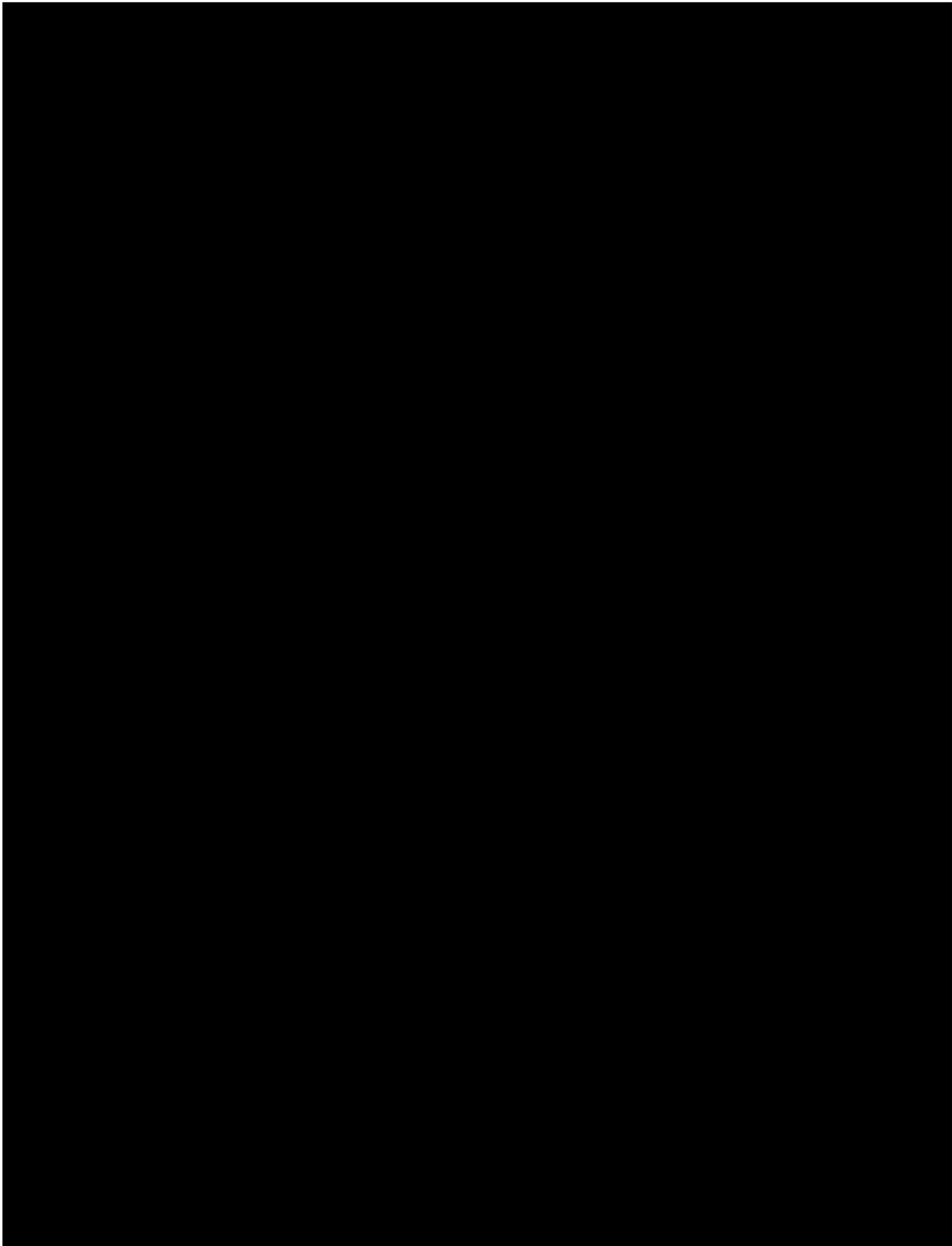
Ngā kaihaina | Signatories

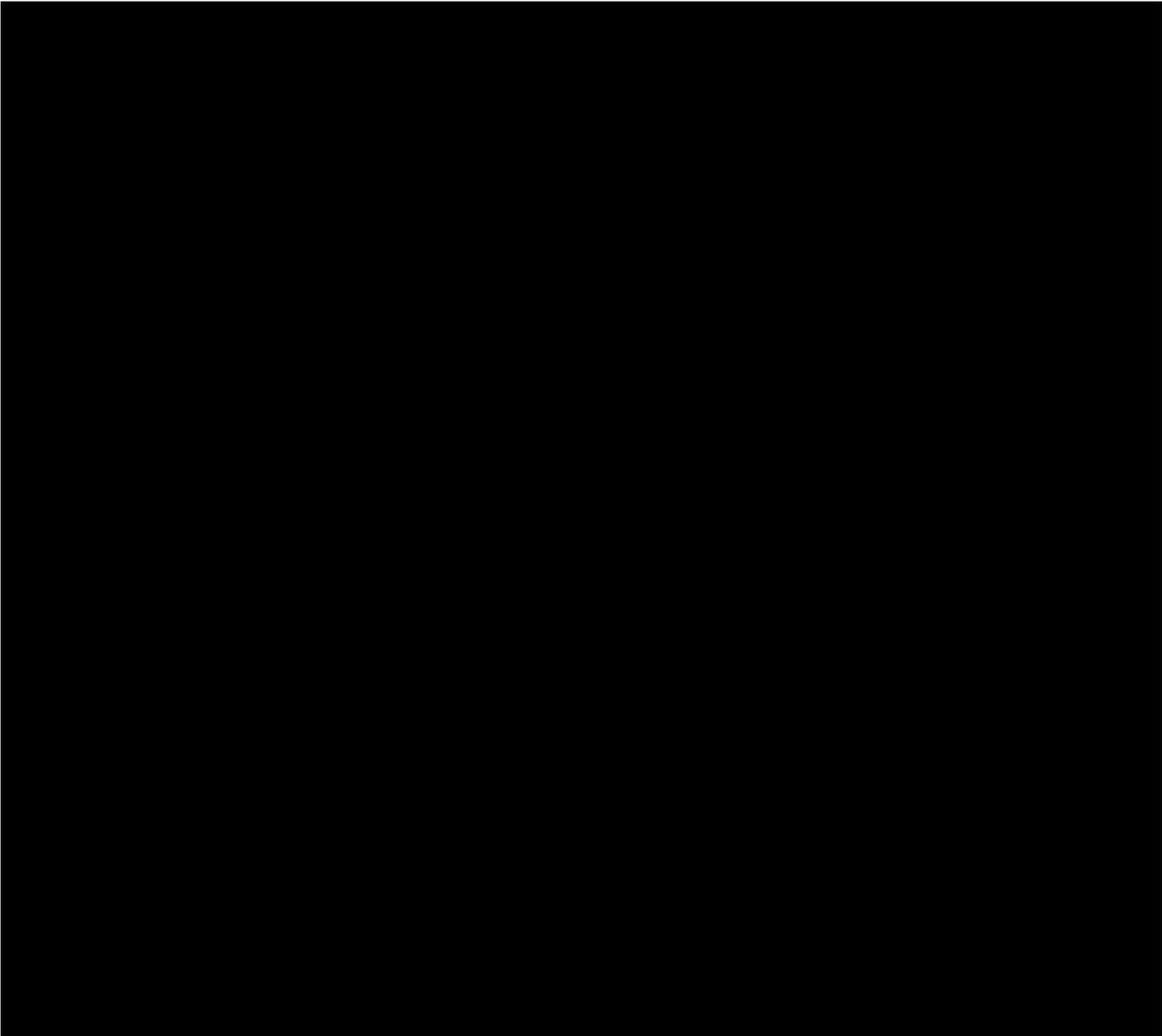
Ian Wheeler - Chief Operating Officer

David Rankin - Chief Executive (acting)

Attachment 1 - Essential Design Requirements



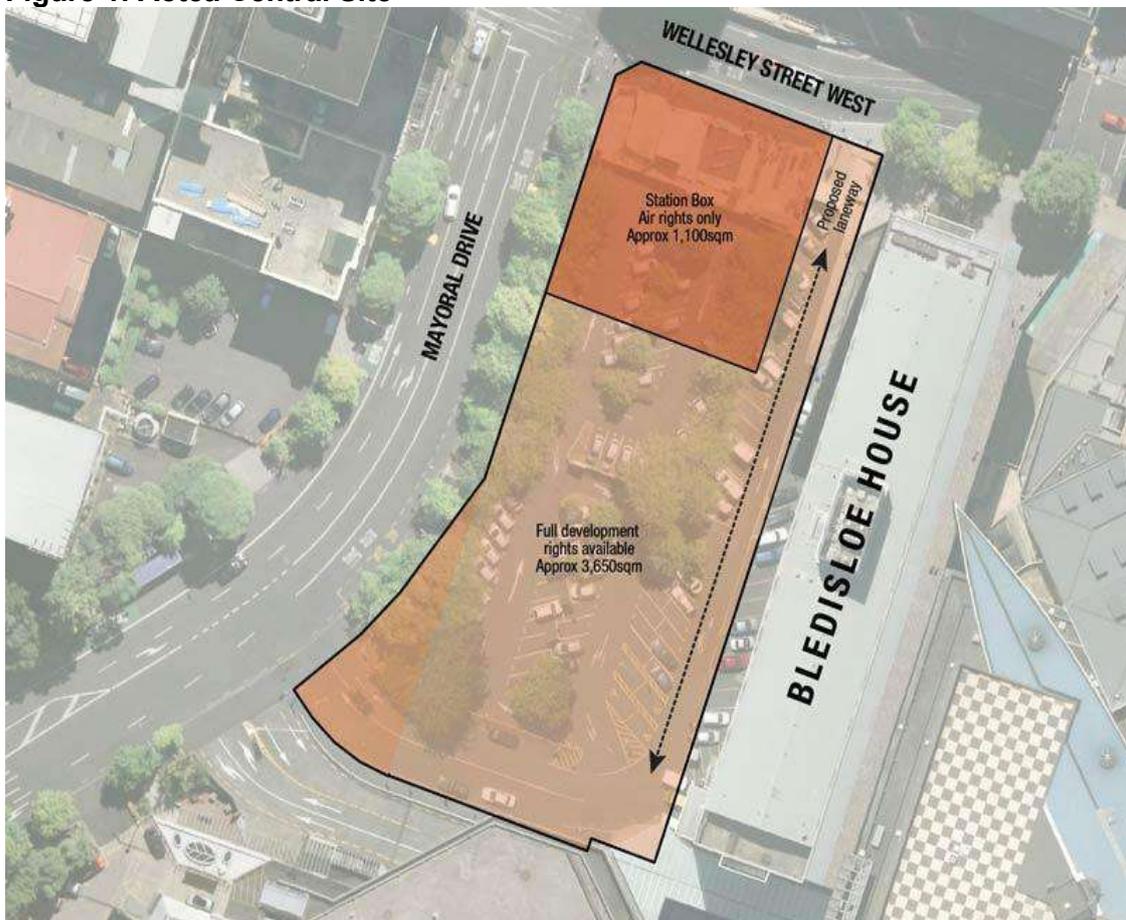




Whakarāpopototanga matua | Executive summary

2. Panuku has been working with PwC, Buddle Findlay and council's Corporate Property team to facilitate a sale of the Bledisloe car park, situated at 4-10 Mayoral Drive (corner Wellesley Street), Auckland CBD (the site is now known as Aotea Central).
3. Aotea Central was approved for sale by council's Finance and Performance Committee on 15 May 2018 as part of the council's Corporate Property Portfolio Strategy. In November 2018 the council resolution was amended to delegate authority to the Panuku Board to approve the final terms of the sale.
4. This report summarises the outcome of the comprehensive market engagement process

Figure 1: Aotea Central Site



5. Aotea Central comprises approximately 4,780 sqm and it is designated for construction of the City Rail Link (CRL). The north-western corner of the site (dark orange), approximately 1,077sqm, will comprise the station entrance and plant for Aotea Station. It is anticipated that Aotea Central will be available for development from completion of the CRL in September 2024.
6. A multistage sales process has been undertaken to secure a development partner, the first phase an Expressions of Interest (EOI), followed by Competitive Dialogue and finally a Request for Development Proposal (RFDP).

7. The RFDP sought the following outcomes for Aotea Central:

- a) procure an experienced and credible developer to deliver a development.
- b) facilitate a development that optimises integration opportunities with Aotea Station, CRL and Bledisloe House, and that maximises the commercial development opportunity.
- c) facilitate a development that helps build the Aotea Quarter as a vibrant and sustainable precinct that delivers the strong placemaking objectives of the Aotea Quarter Framework.
- d) secure a proposal that addresses the requirements of council's comprehensive Design Brief, the CRL Minimum Requirements and the CRL Technical Information.
- e) realise the market value of the opportunity.

[REDACTED]

9. In order to inform its scoring, the Evaluation Panel (Panel) workshopped with, and received advice from, multiple Subject Matter Experts (SME's). This advice addressed:

- a) Panuku's typical compliance confirmations.
- b) Non-price attributes in respect of the design including planning, compliance with council's design brief, He Kaupapa considerations, compliance with CRL requirements and design outcomes more generally.
- c) Delivery and commercial attributes including capability, deliverability, preliminary construction management planning, risk identification and CRL interfacing.
- d) Commercial principles including responses on the draft DA.
- e) Commercial proposals including price, deposit, timing, conditions and project commencement requirements.

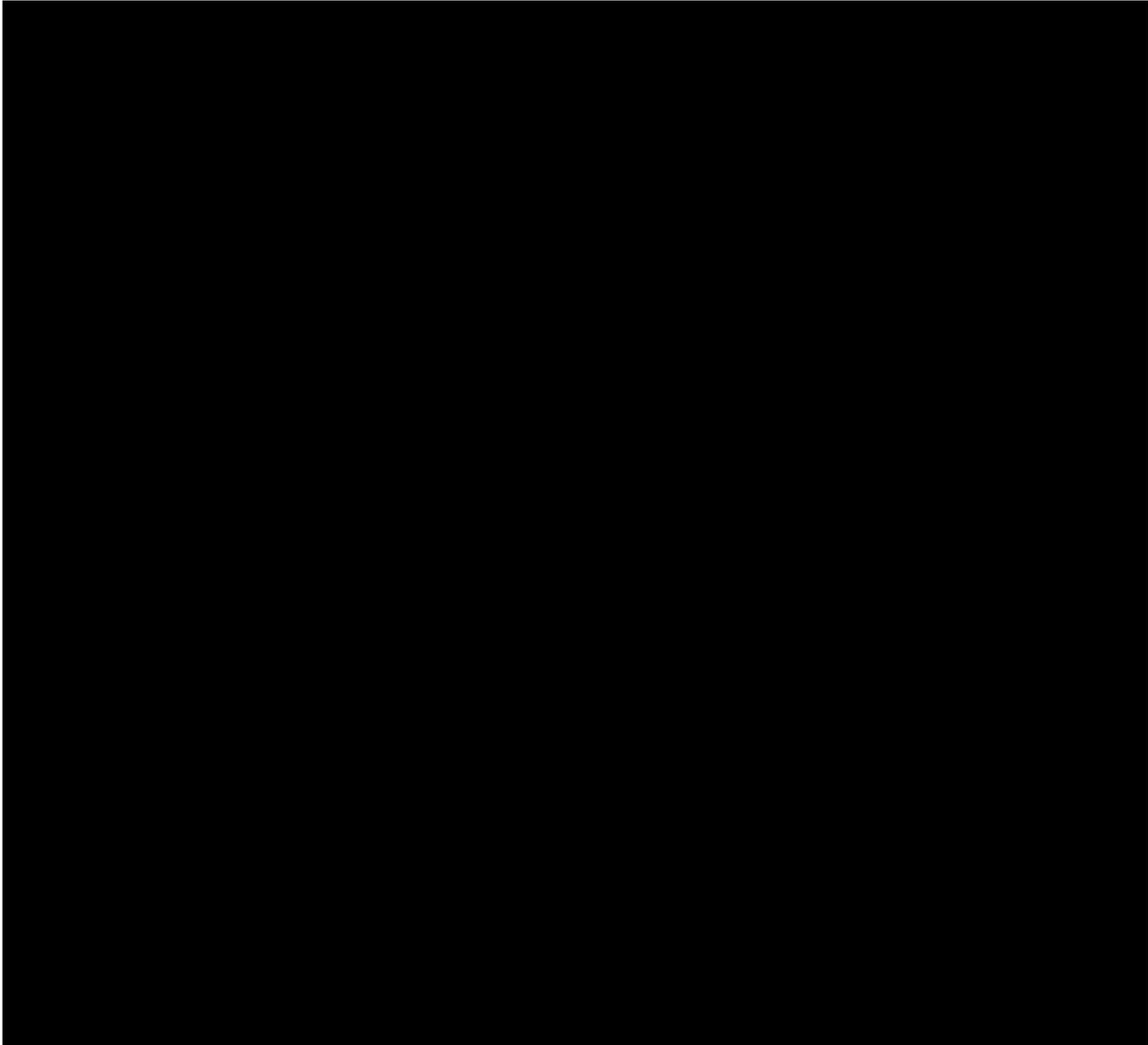
10. The Respondents presented to the Panel and addressed its questions. Following the presentations, the Panel moderated its view to adopt a consensus score.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



Horopaki | Context

18. Aotea Central is a strategic site in the context of both Auckland's CBD and leveraging the benefits of the CRL and council's significant public infrastructure investment.
19. Market soundings undertaken in September 2018 identified that in order to maximise integration opportunities with Aotea Station and the surrounding public realm, and facilitate a development of Aotea Central at the earliest time possible, a development partner should be sought now.
20. Developing above the station entrance box, including delayed access to commence construction of the Over Station Development (OSD) and interfacing with CRLL, and having regard to future outcomes for Bledisloe House makes this a complicated process.
21. The integration of the ground floor of Bledisloe House with Myers Lane is a critical part of successful activation of the link between the new CRL Aotea Station and Aotea Square by maximising the public realm experience and the vibrancy of the laneway.

22. There is currently no LTP budget to activate Bledisloe House. There is also no intention to sell Bledisloe House at this stage intended to be sold.



24. Consequently, it was necessary to progress a multi-stage process, the first an EOI in March 2019, which focussed on the capability of the respondents, secondly a period of Competitive Dialogue to better understand the key issues and the evolving design responses, and lastly the RFDP during October - December 2019.

25. The RFDP sought the following outcomes for Aotea Central:

- a) procure an experienced and credible developer to deliver a development.
- b) facilitate a development that optimises integration opportunities with Aotea Station, CRL and Bledisloe House, and that maximises the commercial development opportunity.
- c) facilitate a development that helps build the Aotea Quarter as a vibrant and sustainable precinct that delivers the strong placemaking objectives of the Aotea Quarter Framework.
- d) secure a proposal that addresses the requirements of council's comprehensive Design Brief, the CRL Minimum Requirements and the CRL Technical Information.
- e) realise the market value of the opportunity.

26. Respondents were requested to address the above objectives in their responses.

27. The RFDP did not require specific uses for Aotea Central.

28. Set out below is a summary of relevant engagements and decisions to date.

| Previous Board / Council engagement and decisions | | |
|---|-------------------------|---|
| Date and meeting | Document | Decision / Outcome |
| 19 February 2020 | Presentation | Panuku Board Q&A. |
| 20 November 2018 | Minutes FIN/2018/188 | Approved - delegation to Panuku Board to approve the final terms and conditions of sale, and to enter into the required sale documentation. Amended to include 32-24 Wellesley Street West. |

| | | |
|-------------|---------------------|--|
| 15 May 2018 | Minutes FIN/2018/73 | Approved the disposal of the Site (excluding 32-34 Wellesley Street West). |
|-------------|---------------------|--|

29. The Waitemata Local Board provided feedback and input to the proposed development framework for Aotea Central at a workshop dated 14 May 2019.

Matapaki | Discussion

30. A key plank to council's corporate property strategy was to realise the best value from the sale to provide funding for the Auckland Council corporate accommodation strategic outcomes.

31. Council's corporate property team refined this further into a set of objectives (as a set out at paragraph 7) and the more specific requirements set out in the RFDP.

Process

32. Panuku has been working with PwC, Buddle Findlay and council's Corporate Property team to facilitate a disposal of Aotea Central.

33. The EOI was issued 15 March 2019 and closed 12 April 2019. Respondents were asked to outline their credentials, proposed consultant teams, and preliminary vision for the site and how it would respond to the various plans and frameworks for the city. Seven expressions of interest were received.

34. The EOI responses were evaluated using an agreed evaluation framework with oversight from council probity officer Nick Rennie. [REDACTED]

35. A number of Competitive Dialogue meetings were held with the preferred respondents to understand key issues and emerging design responses, and to inform the design of the RFDP process.

[REDACTED]

37. The RFDP was issued on 7 October 2019 and closed 19 December 2019. Following this, the Respondents were invited to present to the Panel on 11 and 12 February 2020.

38. RFDP Respondents were requested to respond to the following evaluation criteria:

- a) Stage 1: Compliance – including declaration of conflicts of interest, financial ability, essential design requirements and CRL requirements
- b) Stage 2a: Non price attributes – design response
- c) Stage 2b: Delivery and commercial offer

39. Key assumptions in the RFDP included:

[REDACTED]

40. The evaluation weighting of the response criteria was:

[REDACTED]

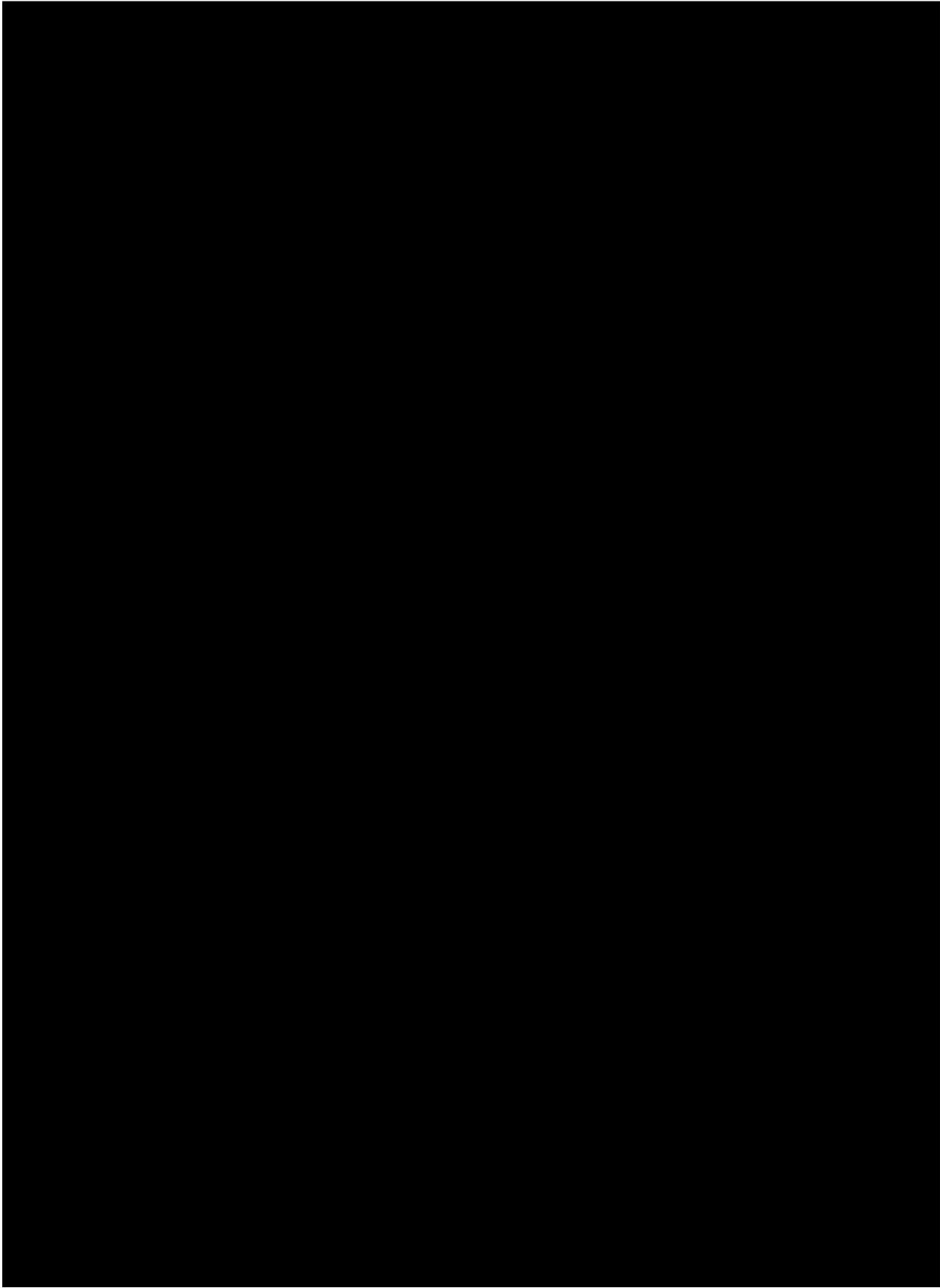
41. The Responses were evaluated by the Panel comprising:

- Barry Potter – Sponsor’s Representative CRL - Auckland Council
- Allan Young – General Manager Development - Panuku Development Auckland
- John Williamson – Development Director - CRL
- Rod Aitken – Head of Corporate Property - Auckland Council
- [REDACTED]

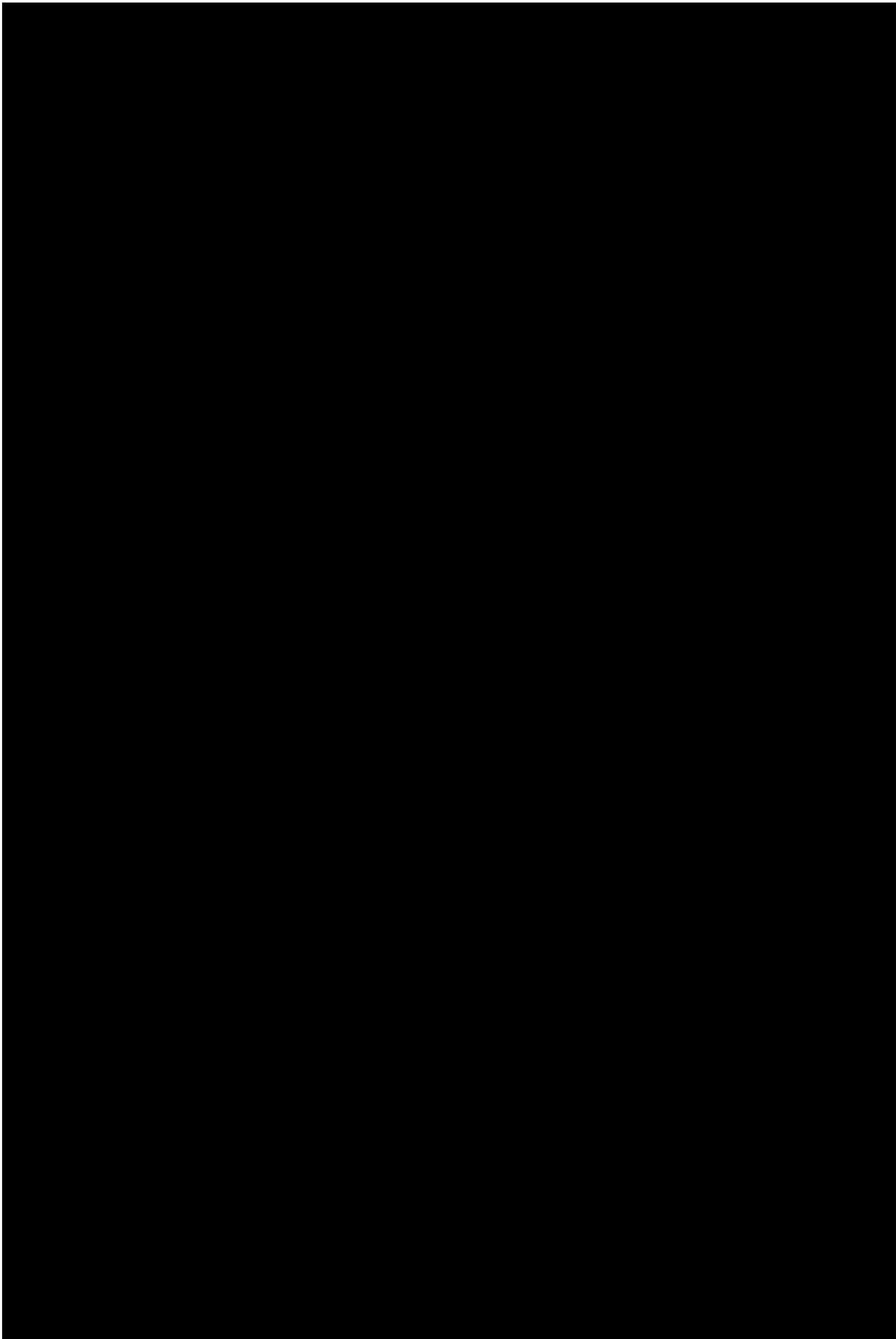
42. The primary evaluation meeting was overseen by Fleur Aldridge and Chris Linwood, Auckland Council Legal while Nick Rennie (council's Probity Manager) had oversight.

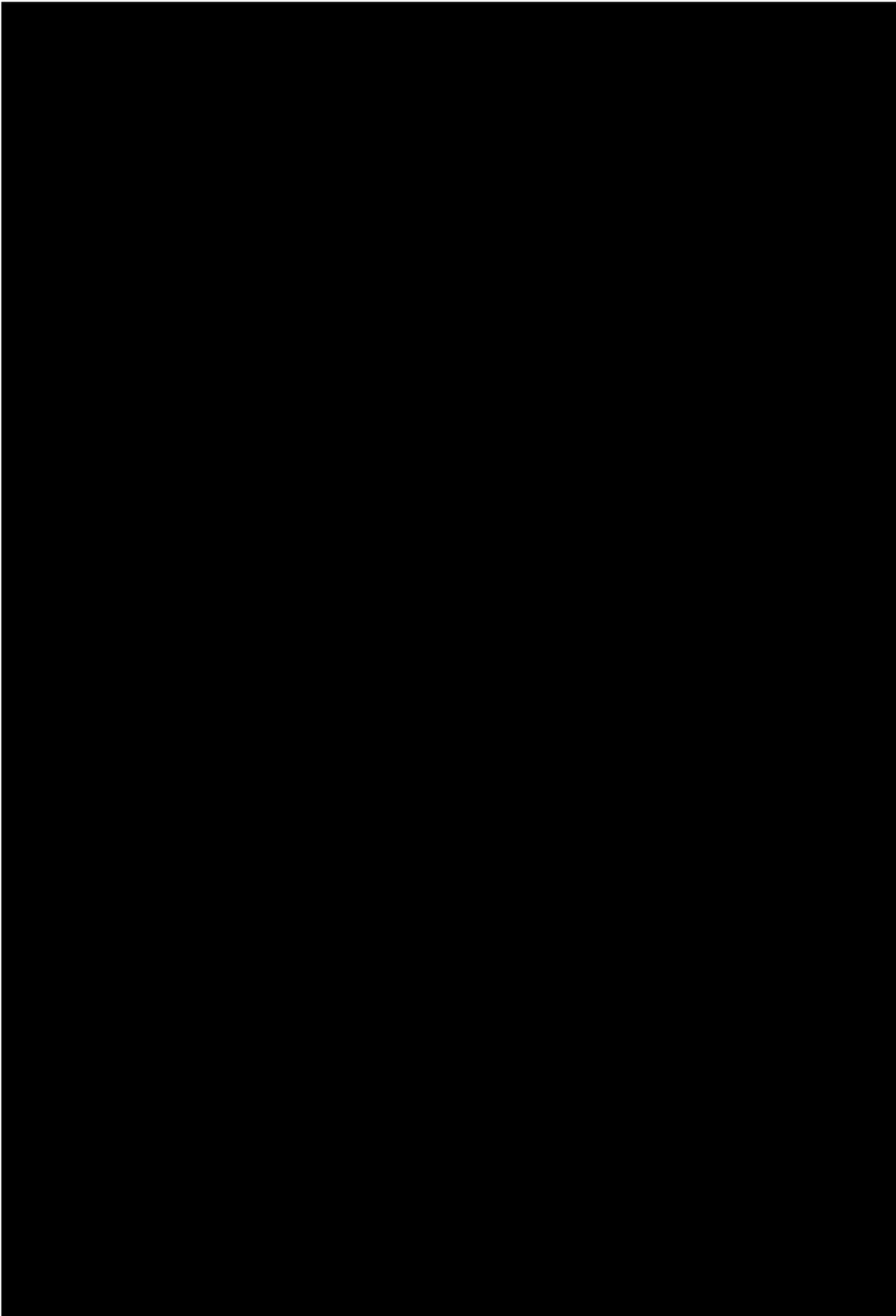
Summary of responses and key observations

[REDACTED]



█ [Redacted text]





Hīraunga | Implications

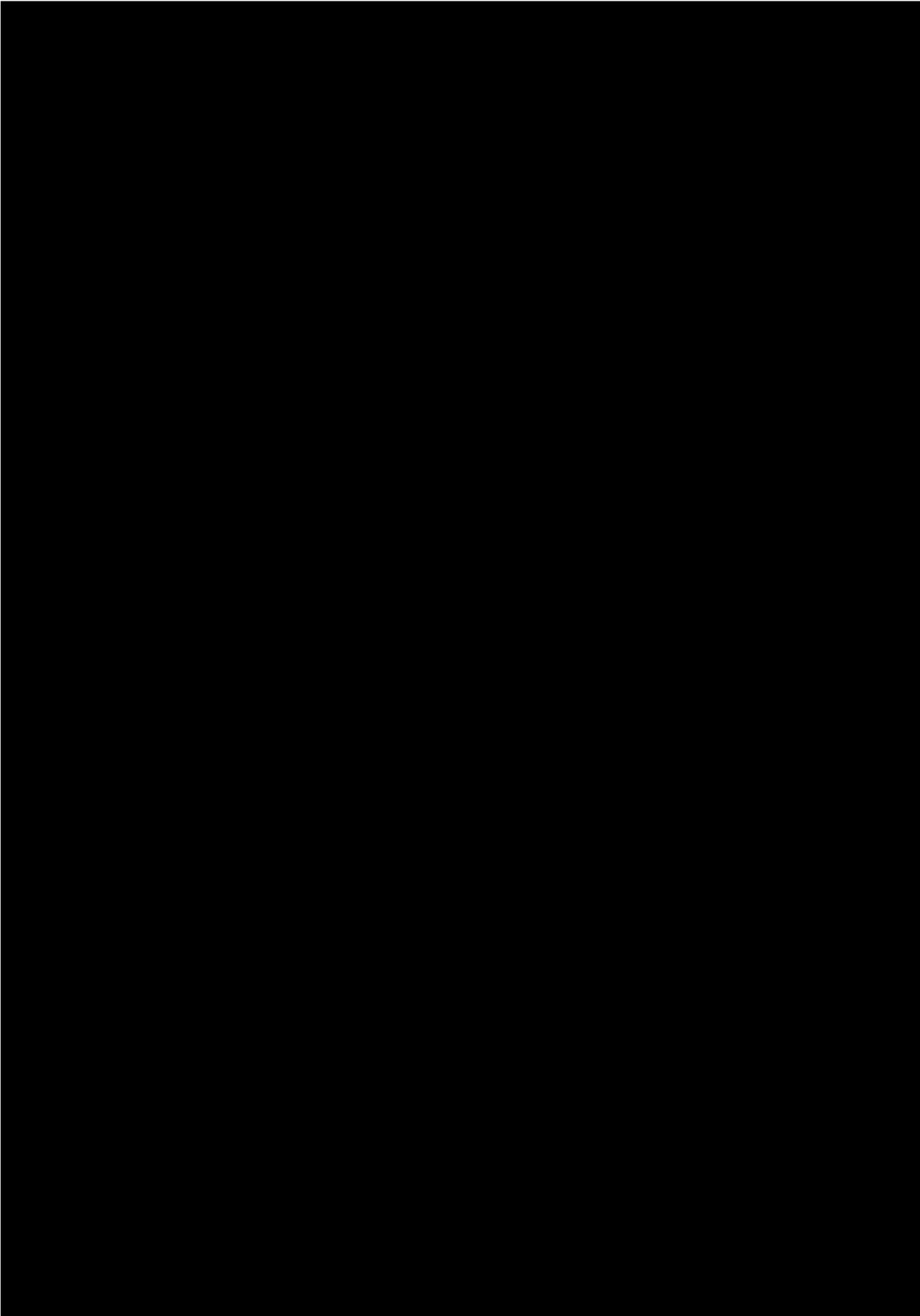
Ngā ritenga ā-pūtea | Financial implications

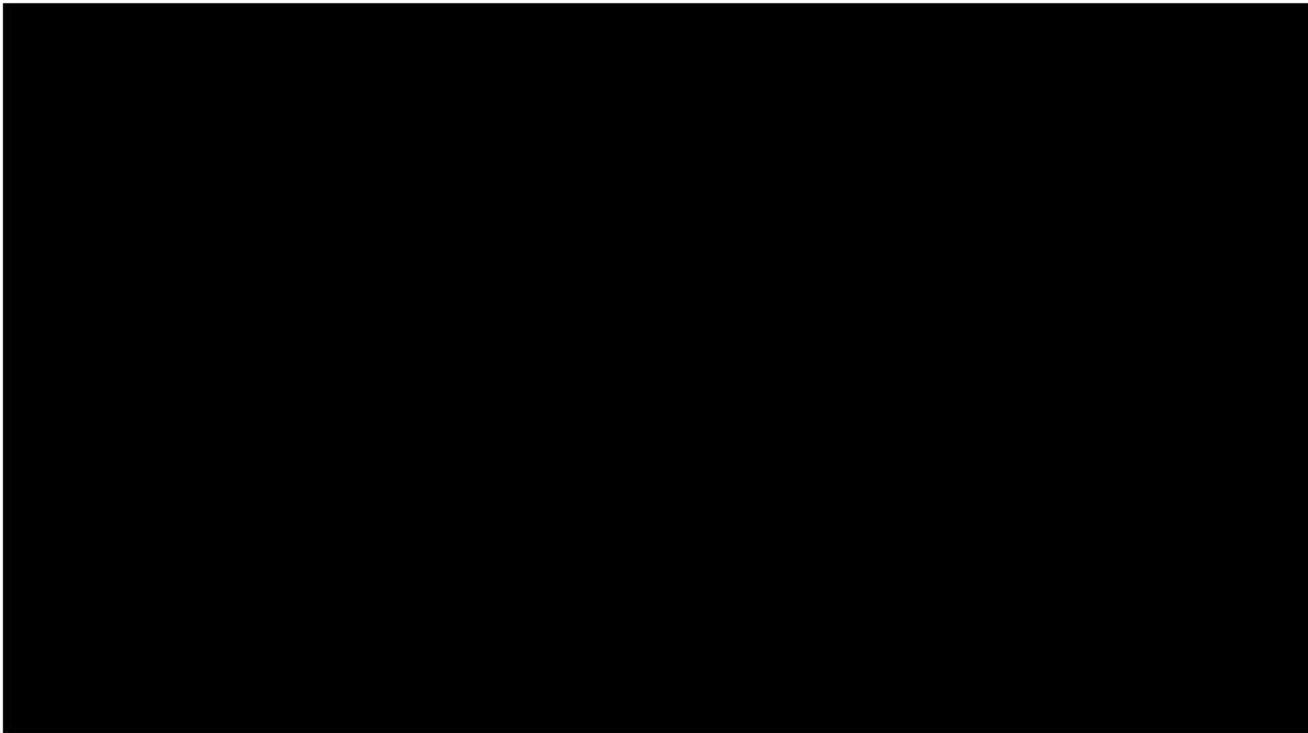
[REDACTED]

[REDACTED]

58. These proceeds are to be “ring fenced” for council’s corporate accommodation project.

[REDACTED]





Tauākī whakaaweawe Māori | Māori impact

61. 15 mana whenua iwi authorities were contacted regarding the potential sale of the site on 5 April 2018. [REDACTED]
62. The same mana whenua iwi authorities were advised of the potential sale at a commercial opportunities governance workshop held on 25 February 2019. All parties were then sent the EOI document on Friday 15 March 2019 with the opportunity to respond. [REDACTED]
63. The RFDP document requested that the Respondents consider the Māori Design Guidelines, He Kaupapa, to explore opportunities to integrate Māori Design appropriately in their Development Proposal.



Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

65. The key stakeholders are Auckland Council Corporate Property, the Waitemātā Local Board, CRL, AT, Watercare and Regional Facilities Auckland (RFA).
66. Auckland Council approved the sale of Aotea Central with capital receipts to be ring-fenced to reinvest into the corporate property programme of works. The disposal is essential to realising value and providing funds to be reinvested in the agreed programme to create a fit-for-purpose and future-proofed corporate property network.

67. The Waitematā Local Board were consulted regarding the Corporate Property Portfolio Strategy and the proposed sale of Aotea Central at two workshops and a formal report was subsequently prepared for the Waitematā Local Board.
68. The Waitematā Local Board acknowledged the proposed disposal of Aotea Central, at its meeting on 20 March 2018, raising the following key points:
 - a) The Corporate Property team should develop an appropriate development framework for the site.
 - b) The development framework should ensure the laneway beside Bledisloe House (between Wellesley Street and Aotea Square) is of sufficient width and is retained.
 - c) The Corporate Property team should confirm that no part of the site is needed for the City Rail Link or high-quality public realm outcomes and amenities.
 - d) The Corporate Property team should investigate the long-term benefits and costs of leasing land and the net present value of selling the land now or after the CRL is completed.
69. The Corporate Property team has considered these issues, alongside Panuku, in the preparation of the RFDP.
70. John Williamson from CRL has been an integral part of the project team, key liaison with CRL and Link Alliance and a member of the Panel.
71. RFA have been involved throughout the process. RFA provided the project team with a briefing on its emerging Aotea Square masterplan. In addition, Director of Strategy Jonathan Wilcken, attended an interactive session with the design SMEs to understand the Respondents vision for the site. Impacts on the RFA wider operations have been considered (such as the design brief provides for accessible access to be maintained to Aotea Centre).
72. A communications plan is being developed by council Corporate Property team with input from Panuku, AT and CRL.

Ngā whakaaweawe rauemi | Resourcing impacts

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted]

Tauākī whakaaweawe āhuarangi | Climate change impacts

76. Consistent with Panuku’s requirements, the proposed [Redacted] development is specified Greenstar 5 for the office component and Homestar 6 for the residential component as benchmarks to meet environment thresholds.

Ngā koringa ā-muri | Next steps

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Ngā tāpirihanga | Attachments

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

Ngā kaihaina | Signatories

Allan Young - GM Development

David Rankin - Chief Executive (acting)

Information paper: Panuku quarter two report to Auckland Council

Document author: Kingsha Changwai, Planning and Reporting Manager

March 2020

Whakarāpopototanga matua | Executive summary

1. The quarter two report covers the period ending 31 December 2019. Its content aligns with the CE report and the previous three months reports to the board before December.

Matapaki | Discussion

2. The Executive Leadership Team (ELT) approved the quarter two report on 17 February 2020. This was submitted to Auckland Council on 24 February. The content of the quarter two report aligns with the Chief Executive monthly reports to the board for the quarter.
3. Some of the highlights and key points in the report are:
 - a) The Waterfront AC36 enabling works is on track. The Superyacht programme is underway, all 75 berths have been successfully allocated and contracts in place for the AC36 event. Construction work on the new Panuku-built Marine Village building in Westhaven is ahead of programme.
 - b) Two significant sales went unconditional. The former Waitakere office precinct was sold to Laidlaw College Foundation for \$26.8m and the sale of a site at 21 Henderson Valley Road, behind the new Haumaru building. The agreement with the purchaser is to develop approximately 90 affordable homes on the site.
 - c) Panuku completed the demolition of the carpark on Clonbern Road in Remuera. A site that would be sold and developed with a mix of commercial and residential uses.
 - d) Panuku obtained New Zealand's first Green Star Communities ratings for the Opanuku Precinct in Henderson and the Takapuna masterplan, both achieved five-star ratings. This will enable Panuku to measure progress on sustainability measures in these locations.
4. A copy of the detail quarter two report to Council is included as Attachment to this report.

Ngā tāpirihanga | Attachments

Panuku quarter two report to Auckland Council.