

Board Report

Date

Wednesday,
24 November 2021

Venue

Online via Zoom



Board agenda

Where:	Online via Zoom
When:	Wednesday, 24 November 2021 10.00 am – 1.45 pm
Board members:	Paul Majurey – Chair David Kennedy – Deputy Chair John Coop – Director Steve Evans – Director Jennifer Kerr – Director Kenina Court – Director Susan Huria – Director
Liaison councillor:	Cr Efeso Collins

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

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

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

1.	<p>Meeting open</p> <p>1.1 Procedural motion to exclude the public Put the motion that, pursuant to clause 12.3 of the Panuku Constitution, the public be excluded from the following proceedings of this meeting, so that commercially sensitive issues can be discussed in confidential session.</p> <p>1.2 Apologies</p>
2.	Chief Executive's report
3.	Health and Safety
4.	<p>Decision papers</p> <p>4.1 Annual Report 30 June 2021</p> <p>4.2 Sustainable procurement targets</p> <p>4.3 132 Greenlane East</p> <p>4.4 2 Pompallier Terrace – Optimisation</p> <p>4.5 Realignment and refresh of communications information</p> <p>4.6 Urban Renewal Acquisitions</p>
5.	<p>Information papers</p> <p>5.1 Mana Whenua outcomes update</p> <p>5.2 Asset Management Plans, Strategy and Policy</p>

6.	Governance matters
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	6.1 Director interests
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	6.2 Director meeting attendance
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	6.3 Minutes of 27 October 2021 board meeting
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Local Government Official Information and Meetings Act 1987.

7 Other reasons for withholding official information

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

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

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

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

(i) would disclose a trade secret; or

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

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

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

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

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

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

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

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

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

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

(g) maintain legal professional privilege; or

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

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

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

Eke Panuku Development Auckland (Eke Panuku)

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

Our name

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

Our vision

Shaping spaces for Aucklanders to love

Our mission

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

Our purpose

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

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

What we do

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

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

There were no apologies at the time of publishing.

Information paper: Chief Executive's Report

Document author: David Rankin

November 2021

Whakarāpopototanga matua | Executive summary

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

Matapaki | Discussion

Te Whakaoranga o te Puhinui: Te Puhinui Regeneration Strategy

2. The Puhinui Regeneration Strategy won an 'Outstanding Award' in the Unbuilt Parks and Environment category of the Asia Pacific International Federation of Landscape Architects (IFLA) awards in late October.
3. The strategy was commissioned by Eke Panuku Development Auckland as part of its Transform Manukau programme. It responds directly to the unique character of Te Puhinui, addressing current issues related to population growth, urban development, ecological degradation, climate adaptation, social deprivation and building capacity and capability. This was perfectly aligned with the IFLA criteria of showing sound strategy aligned with a clear vision to enhance greater sustainability for cities and environments.
4. The award was submitted by the Landscape Architects Resilio Studio with the acknowledgement that this kaupapa *'is a collaborative partnership between indigenous tribal authorities, the Auckland Council family, government agencies, community organisations and the culturally rich, unique and diverse communities of Te Puhinui.'*
5. The judges noted that this entry is an excellent project *'that integrates Western ecological planning and design strategies with indigenous narratives. The layering of metaphysical information and design quality is impressive, while the methodology, planning process and design guidelines are highly innovative, exhibiting exemplary thought leadership.'*
6. Further to this award, the project has also been selected to be showcased in a 'Tāmaki Makaurau / Auckland Virtual City Room' as part of a wider COP26 proceedings in Glasgow. There will be 11 cities participating in the virtual exhibition, the other ten are; Beijing, Bogota, Istanbul, Jakarta, Lima, London, Los Angeles, Mumbai, Nairobi, and Washington D.C.

Prestigious Place Leadership Award

7. Place Leaders Asia Pacific awarded a prestigious Place Leadership Award to Frith Walker, Head of Placemaking this month. The Place Leadership Award recognises significant leadership by an individual or a group who has made a contribution to the advancement of placemaking through raising the national or international profile of placemaking.
8. Founder and executive director of Placemaking X Ethan Kent wrote, “there’s no better person to deserve this.” Over the past ten years Frith has contributed in a visionary way to the development, growth, and advancement of placemaking at Eke Panuku and across the sector in Aotearoa. The panel recognised her advocacy in this space including the development of a local placemaking network in Tāmaki Makaurau, the establishment of a national placemaking collective, and being a champion of regenerative and indigenous placemaking.
9. This is a significant achievement and well deserved recognition for Frith and for the work her team and Eke Panuku has done.
10. <https://www.placeleaders.com/post/2021-place-leaders-awards>

Quarter 1 Report to Auckland Council

11. The Eke Panuku Quarter one report was submitted to council on the 29 October 2021. Some of the highlights for quarter one includes the board approval of a number of go to market strategies for sales, completion of the Te Ara Tukutuku Plan that informs the Wynyard Point plan change and the completion of the Haumi event, celebrating the 10th anniversary of Wynyard Quarter just before lockdown.
12. The quarter one report places more emphasis on issues and risks affecting CCOs. Our performance for quarter one has been affected by the covid 19 lockdown. In addition, other key risks and issues affecting our delivery include property market uncertainty, shortages in construction material and escalating costs, slower consenting and challenges in retaining or attracting skilled staff.
13. The capital projects and asset sale programmes reported in quarter one to be at risk. Eke Panuku will be able to make a more informed assessment of the programmes and year end forecasts at the end of Quarter two, when we have a better understanding of the impacts of the government’s covid 19 Protection Framework and recovery work on projects.
14. A copy of the Quarter one report is below, please refer to Attachment A.

Placemaking in a Covid context

15. As we continue to navigate uncertain times and the impact of Covid-19, our approach to one of our strategic levers, placemaking, has needed to adapt some activities and tools that we use.
16. The governments' ‘traffic light’ framework means that using events and some types of activations as a tool to connect will not be practicable approaches for the immediate future.
17. It is noted that while the delivery of some activities will require a different approach, location based placemaking is not at risk due to impacts of Covid-19. The biggest impact

is around event-based programmes and activities. As we come to the traditionally busy time of year for events over summer, it is timely to give the Board an insight to some of the changes we are making this summer in this space.

18. Rather than using events and larger activations as one of our delivery mechanisms, we will put greater emphasis on aspects that are static and involve more self-directed discovery and exploration. Our place-led approach means that our activity and initiatives within programme locations will continue to connect people with place and programme. Our team will continue to:
 - a. **Focus on physical interactions and discovery** - We will make things for people to discover on their own.
 - b. **Listen and respond** – We will listen and respond to needs during this time to build resilient and connected communities.
 - c. **Think differently and innovate** - We will work dynamically with the ability to ensure flexibility as things change.
 - d. **Moving past activations and events** – We will keep doing what placemaking usually does – building relationships between people and place - but within a new set of rules for delivery.
 - e. **Recovery Framework** - We will continue to be responsive within the structures provided.
19. Operating in this space will require a level of flexibility and innovation to continue adjust to changing rules and monitoring how people interact with our programmes. This is a mode of operating in which we are very comfortable in. It is part of our 'do – learn - do' approach.
20. Exploration is being undertaken around the process required for undertaking activities that may require proof of vaccination certificates. We are also exploring initiatives that could be designed in a way so everyone can safely interact – thinking about the wider community not just those who are vaccinated. This ensures we acknowledge everyone as part of our community and continue to work to build equity within our public spaces.
21. Attached is a draft programme that is being developed and tested for the waterfront. This provides some examples of the type of thinking we are undertaking for our placemaking programming that reflects the above.
22. Refer to Attachment B.

Resource Management (Enabling Housing Supply and Other Matters) Amendment Bill

23. In mid-November 2021, the Government (with the National Party's support) announced and subsequently introduced of the Resource Management (Enabling Housing Supply and Other Matters) Amendment Bill (Bill). In summary, this Bill introduces new residential provisions that will enable further intensification across any city and a process that will accelerate the implementation of the NPS-UD.
24. The Bill introduces an Intensification Streamlined Planning Process (ISPP), a process similar to the one used for the Auckland Unitary Plan hearings. The process does not allow appeal rights, however does provides for judicial reviews. Where the

recommendation of the Independent Hearing Panel and the decision of the Council are in conflict, the process enables the final decision to sit with the Minister for the Environment.

25. The Bill requires residential zones to incorporate the Medium Density Residential Standards (MDR Standards) through the Intensification Plan Change(s) (to implement the NPS UD). The Bill enables the MDR standards to have legal effect when plan change(s) are notified, immediately enabling new housing supply within the region. Plan changes to implement the changes proposed through this Bill and the NPS UD are required to be notified by August 2022. The Bill is designed to increase housing supply and affordability by:

- a. faster implementation of the NPS UD policies and enabling intensification around city centre, metropolitan centres and rapid transit network stops; and
- b. permitting further intensification on other residential zones (through the MDR standards); and
- c. introducing an accelerated process to implement the NPS-UD that limits appeal rights to the Environment Court.

26. This would mean significant intensification could potentially occur within all residential areas marked as Single House and Mixed House Suburban zone (that currently specify a lower density development) unless they are affected by a 'qualifying matters' as identified in the NPS UD.

27. Eke Panuku has provided input to the council submission. While council will support the Bill in principle, the key issues it will be raising include concern that the blanket intensification proposal does not take into account flooding, serviceability (stormwater, wastewater capacity) and infrastructure funding costs, and the failure to recognise 'residential amenity' as a key contributing factor to neighbourhoods while enabling intensification. Moreover, the Bill removes the ability of council to determine how and where intensification should occur, seriously undermining the intensification strategy set out by the Unitary Plan around its centres, arterials and passenger transport network. This reduces the ability for council to forecast future funding for upgrades to services (wastewater, stormwater, transport, community facilities).

28. We are working through the implications the Bill may have on Eke Panuku locations including opportunities to advance plan changes that give effect to the NPS UD under the ISPP process.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Vaccination Policy Consultation Progress update

33. Eke Panuku proposed approach to COVID-19 vaccinations has been shared with staff for consultation. Consultation closed 5pm Wednesday 17 November. We received 144 responses, approximately 66% response rate. 89% of people agree with our proposed approach that employees, contractors and a range of other people who do work for should be fully vaccinated against COVID-19, while 10% of people disagreed and 2% were unsure. 83% of people agreed with the proposed approach that visitors to our offices/workplaces should be fully vaccinated against COVID-19, 8% of people disagreed, while 9% were unsure. 93% of people who responded are fully vaccinated against COVID-19. There was a significant amount of commentary provided, largely favourable, about our approach. After ELT has taken time to consider and discuss the feedback we will be seeking endorsement by the Board on our final position.

Ngā tāpirihanga | Attachments

Attachment A - Eke Panuku Quarter1 Report to Auckland Council

Attachment B - Eke Panuku Summer on the Waterfront

[REDACTED]

Attachment D - Monthly Dashboard

Eke Panuku Development Auckland

Quarter 1 Performance Report

For the period ending 30 September 2021

This report outlines the key performance of Panuku which includes regeneration of urban locations and management of Auckland Council's property assets

Eke Panuku Q1 summary

Highlights, issues & risks for the quarter

Momentum has been negatively affected early on in the financial year by the covid lockdowns. Teams have adjusted well to working online. Progress has continued, albeit at a slower pace, for activities such as planning, policy, business cases, improvement initiatives, design and consenting. However, activity involving site works, sale and acquisition activity, public engagement and events have been slowed or delayed and there will be financial implications due to the impact on our tenants. This impact to our overall performance will become clearer in time.

Some of the highlights for the quarter are:

1. The board approved **go to market strategies** for Kotuku House Manukau, Putney Way Manukau and Fencible Drive and Moore Street Howick. Other approvals progressed include Downtown Car Park, Anzac Street and Hurstmere Road Takapuna. These contribute to progressing urban regeneration and housing outcomes.
2. **The Thriving Town Centres guidelines** - comprehensive engagement has been undertaken with stakeholders on the Thriving Town Centres Guidelines for the urban regeneration of Eke Panuku town centres.
3. **Te Ara Tukutuku Plan (informing Wynyard Point plan change)** is completed. Eke Panuku and Auckland Council Plans and Places are working in collaboration to prepare the council led plan change which is on track for lodgement by mid-2022. The Te Ara Tukutuku Plan was reviewed by a panel of international urban design experts.
4. Eke Panuku supported the Joint Crown and Council Work Programme Sponsors meeting which included Ministers and the Mayor, at which the **CRL Maungawhau and Karangahape and Manukau projects** were discussed. The CRL Maungawhau and Karangahape precinct development programme business case is on track to be presented to the CRL sponsors by end of 2021 for approval.
5. **Events completed** in the quarter include Haumi, celebrating 10th anniversary of Wynyard Quarter, Matariki on the waterfront at Silo Park, an event marking the completion of stage 1 of Oram's Waterfront marine haul out and refit facility, and celebration of Percy Vos boat shed.

Issues/Risks:

The main issues and risks that can impact Eke Panuku's programmes are the uncertainty arising from covid 19 lockdowns and future requirements affecting all parts of the business. Shortages in construction material and escalating costs and slower consenting are impacting capital projects. Uncertainty in the property market could affect property sales. There are challenges in retaining or attracting skilled staff, such as in planning and development due to market shortage and border closure. More details on risks and issues are contained in the **programmes section** of this report.

Financials (\$m)	YTD actual	YTD budget	Actual vs Budget
Capital delivery	6.7	18.6	🔴 11.9
Strategic Development Fund	0.1	1.3	🔴 1.2
Direct revenue	17.2	16.9	🟢 0.3
Direct expenditure	22.5	25.7	🟢 3.2
Net direct expenditure	5.3	8.8	🟢 3.5

Financial Commentary

Capital Delivery: Capital delivery is behind budget year to date due to the impact of Covid 19 combined with other factors. Physical works stopped for 5 weeks during Alert Level 4 and was at slower pace under Alert Level 3 due to start up times and health and safety site protocols. We are currently forecasting \$74m on annual capital spend against a budget of \$90m due to a combination of factors. These include flow on effects of slower momentum in the first two quarters from Covid -19 alert levels having a cumulative effect on the annual programme. This includes delayed design and consenting affecting capital spend; some planned projects not progressing as planned such as those associated with Northern Pathway; renewals projects taking longer due to the need to work around existing tenant requirements and operations, and acquisitions taking longer due to Public Works Act requirements. We will be in a better position to provide an accurate forecast of our annual capital spend at the end of quarter two after we consider the impacts of the government's Covid-19 Protection Framework and any capital recovery work.

Direct revenue: revenue is currently \$0.3m favourable to budget, current requests from tenants for covid hardship relief is \$1m and credits are only starting to be processed and have not yet impacted the year-to-date income position. The extension of lockdowns will increase the amount of relief that tenants require over time.

Direct expenditure: direct expenditure is favourable to budget \$3.2m. Lockdowns have meant slower than anticipated spend in the quarter in repairs, maintenance, consultants and external events. With the easing of restrictions these costs should start to increase. There are a number of vacant roles within Eke Panuku which is currently generating a favourable to budget variance.

Key performance indicators	Previous Year	FY 22 Quarter 1		Status	Commentary
		YTD Actual	FY Target		
Capital project milestones approved by the board achieved	82%	0	Achieve 80 per cent or more of project milestones for significant capital projects	On Track	Despite delays in the capital programme, based on our assessment to date we will still be able to meet the capital project milestones for the year.
The asset recycling target agreed with the Auckland Council	New measure	\$1.9m	Achieve asset recycling target agreed with Auckland Council. (FY22 - \$115m)	At Risk	On track for the quarter - sales to the end of September is \$1.9m, 3 properties were sold. However due to uncertainty in the current Covid 19 environment and changes to legislation, interest rates and other external factors the full year target could be at risk.
Annual property portfolio net operating budget result agreed with the council achieved	Net surplus is \$14.7m ahead of budget (actual surplus of \$41.1m against YTD budget of \$26.4m).	YTD \$5.5m	\$21.9 million	Achieved	The year to date result to the end of September is \$5.5m which is \$3.3m ahead of phased budget.
The monthly average occupancy rate for tenantable properties	Commercial 93.9% Residential 98.8%	Commercial 94.1% Residential 98.3%	Commercial 85% Residential 95%	Achieved	Target has been met or exceeded.

Strategic focus area – Urban Regeneration Programmes

Key commentary

Urban regeneration: For the three months to 30 September 2021, a total of \$3.9 million was spent towards the Urban Regeneration Programme against a capital budget of \$12.4 million.

Highlights

1. Te Ara Tukutuku Plan (informing Wynyard Point plan change) was completed.
2. Several properties were prepared for board approval in October to be taken to the market are contained in the summary highlights. Negotiation continues with potential development partners on other properties at later stages of the sale process. Three sites were sold in the quarter for \$1.9m.
3. We were able to restart physical projects at Alert Level 3 to continue the physical works programme.
4. The events completed during the quarters are contained in the summary highlights.

Issues/Risks

1. **Covid 19 lockdown impacts: Physical projects and property development:** The Level 4 lock down meant physical work was suspended. Asset sale activities such as valuation and marketing that required property visits could not be carried out. Placemaking activities, stakeholder engagement and other business activities were restricted to online. Level 3 allowed construction and property related activities to resume, but pace of work is slower due to additional health & safety requirements.
2. **Engagement** with stakeholders, development partners and other external parties was able to continue online but is less efficient.
3. **Specialist skills** – as a result of the strong development market; the government’s infrastructure and development programmes, closed borders and other factors, there is competition in the market for specialist skills such as planning, design, development and project management. The ability to attract and retain talent is being addressed through refreshing our employment brand and other innovative measures.
4. **Construction material supply and cost escalation** – Building material availability and construction cost escalation are two risks that are being closely monitored because of their potential impact on the delivery of our capital projects. Some of the mitigations we are applying include early contractor involvement, contingency levels, advance ordering of materials and allowing for alternative materials and products specifications and consents.
5. **Property market uncertainty** – we will continue to monitor changes in the property market that can affect our development sales and asset recycling targets. Changes such as increase in interest rates, legislative changes, Covid 19 alert levels, re-opening of the borders can have significant impact on property prices and demand.

Strategic context

Urban regeneration: Eke Panuku plays a significant role in achieving the Homes and Places and Belonging and Participation outcomes in the Auckland Plan. Eke Panuku leads the redevelopment of town centres, the creation of public spaces for the future, and facilitates housing and commercial development, fundamental elements of comprehensive urban regeneration. The priority location High Level Project Plans and associated masterplans provide a roadmap for redevelopment.

Key programme	Status	Description	QTR progress and Annual forecast
Strategic and town centre planning programme <i>(Urban Regeneration)</i>	On track	Some projects in the planning phase where the focus is on developing the vision, outcomes and assessing future development opportunities. Where plan changes are required, this is undertaken with the council.	<p>Overall the programme is on track and is forecast to be completed by the end of the financial year. The Te Ara Tukutuku Plan (informing Wynyard Point plan change) is complete. Other planning and guidance are on track.</p> <p>Issues and challenges – The extended lockdown has impacted planned engagement sessions with stakeholders which has been mitigated by seeking feedback using virtual meetings. A contingency engagement plan has been developed to be able to respond to covid alert level guidelines.</p>
Public good investment programme <i>(Urban Regeneration)</i>	At risk	The public good investment programme includes projects at different stages: design, consenting and construction delivery. These projects contribute to the regeneration of priority locations.	<p>The momentum of the programme in quarter one has been affected by the covid-19 lockdown. This lockdown has occurred at the beginning of the financial year, stalling the momentum of the programme against the plan. Physical works stopped during alert level 4, from August to September 2021. The programme restarted from the middle of September but at a slower pace due to health and safety measures required for contractors while the Delta out-break is being controlled.</p> <p>Other activities such as project planning, design and consents were carried out online. The lockdowns will have a negative impact on the annual programme and some projects may not be completed within the financial year. We will be able to quantify the impact of the lockdown once alert level is further downgraded. Construction material availability is another significant risk that will impact the programme this year. Construction material demand has increased internationally and in New Zealand as economies try to recover. This is compounded by international production/supply and freight issues.</p>
Property Development programme <i>(Urban Regeneration - Transform and Unlock sales)</i>	At risk	Progress site sales to support urban regeneration through development agreements to achieve housing and mixed-use development outcomes and provide council with funds for reinvestment.	<p>When reviewing the annual programme, we have assessed the programme to be at risk. This is due to the increased market uncertainty because of the unknown length and impact of the current lockdowns, an increase in interest rates, future government plans to reopen the border and other external factors. We will continue to monitor market trends and reassess our programme status in quarter two. Several properties within the programme will be on the market for sale in late October. This will provide us with feedback on the status of the market.</p> <p>In quarter one we were able to continue with the development programme. External activities such as property visits by marketing agents, valuers and others that could not take place during the Level 4 lockdown have now resumed under Level 3 but at slower pace due to rescheduling and extra health and safety control measures. Other activities such as due diligence and feasibility work, design of development outcomes, engagement with potential development partners, Mana Whenua, Kāinga Ora and others, and negotiations have continued.</p>
Asset Recycling programme <i>(Urban Regeneration – all other sales)</i>		Deliver our share of the council's 10-year budget annual asset recycle target. Asset sales proceeds are returned to the council for reinvestment.	

<p>Strategic Acquisitions programme <i>(Urban Regeneration)</i></p>	<p>On Track</p>	<p>Progress strategic site acquisitions to support urban regeneration.</p>	<p>The acquisition programme is on track and is forecast to be completed by the end of the financial year. The compulsory acquisition of the ground leases in Northcote were completed in quarter one. A number of other acquisitions are being progressed across various programmes. Timing will depend on progress with negotiations and the use of the Public Works Act.</p>
<p>Placemaking programme <i>(Urban Regeneration)</i></p>	<p>On Track</p>	<p>Ongoing placemaking programmes help to build trust, maintain and build the vitality of the centres and support for urban regeneration, and ensure that residents and businesses are part of changes happening in their communities.</p>	<p>The overall programme is on track despite impacts of Covid-19. We were able to complete planned events in quarter 1 while working towards increased events around the summer period. We are redesigning planned activities to ensure that we maintain trust and connection, as well as being ready to respond appropriately to the requirements of the new Covid-19 Protection framework. This includes the Waterfront placemaking programme and planning for summer underway. While Covid-19 lockdowns has had an impact both on events taking place and the scale of events, there is a very clear message from communities about the need for safe, meaningful opportunities to connect.</p> <p>The key events completed in quarter one includes Haumi celebration, the 10th anniversary of the Wynyard quarter and Matariki on the waterfront at Silo Park.</p>

Strategic focus area – Property Management Services and Programme

Key commentary

Property management services and programme: For the 3 months to 30 September 2021, a total of \$2.5 million was spent towards the property management against a capital budget of \$9.5 million.

Highlights

Property Service

We are on track to achieve our performance targets for the full financial year. The residential market is still strong given high demand in Auckland for residential properties. Our average residential occupancy percentage for the quarter is 98%. Our average commercial occupancy percentage for the quarter is 94%.

Marina Service

We are on track to achieve our performance objectives for the year. Marina use continues to be high reflected by average occupancy of 95% for the quarter. Overall revenue is also ahead of budget, reflecting a steady start to the year across all marinas.

Issues/Risks

Property and marina management: Critical services continued under level 4 lockdown such as response maintenance for rental properties and marinas. Similar to the last lockdown we have received financial hardship requests from commercial property tenants that are being assessed. We will arrive at a more accurate assessment on the financial impacts once the process is completed.

Strategic context

Property management services and programme: The delegations from Auckland Council enable Eke Panuku to manage council's assets/property including commercial, residential and marina infrastructure to optimise return from these assets, or redevelopment incorporating a service delivery function.

Key programme of works

Status

Description

Key deliverables for the QTR

Property and Marina Services

On track

Managing the council's assets/property including commercial, residential and marinas to optimise return from these assets for the council.

This includes tenancy and berth marketing and leasing, property maintenance, financial management and customer services.

We are keeping a watching brief on the impact of covid lock downs on commercial tenancies. Covid rent relief requests have been received from commercial tenants which are currently being evaluated. During Alert Level 4 and Level 3 most property management functions could be performed online. Response maintenance continued under Alert Level 4. In the quarter we completed an asset management strategy for the management of properties in the portfolio.

Capital delivery (Marina)	At risk	Maintaining and renewing marina assets, providing marina services and optimising returns for the council.	This is similar to the comments covered in the Public good investment programme (Urban Regeneration) section.
Property Renewals programme		Maintaining and renewing existing assets, as good custodians of council non-service assets, optimise portfolio return and enable assets for public use.	

Transforms, Unlocks and Regional

Areas	Status	Financials YTD Actuals/Budget	Key deliverables for QTR
Waterfront (Westhaven and Wynyard Central)	On track	\$1.8m / \$4.6m	<ul style="list-style-type: none"> • Eastern viaduct and Quay Street intersection works – A project to improve stormwater runoff and tie into the Quay St project, was completed in July 2021. • Haumi celebration – On Saturday 7 August 2021, a community event called Haumi was held to celebrate the 10th anniversary of Wynyard Quarter. The event began with a pōwhiri led by Te Puru o Tāmaki and Ngāti Whātua Ōrākei. Haumi attracted over 10,000 people over the course of the day who were treated to live music, workshops, outdoor games and activities. • Amy Daldy Park – On 6 August 2021, a small karakia whakawātea was led by Ngāti Whātua Ōrākei for the new mural on the Amey Daldy Park pump station. The Park and pump station were delivered by Auckland Transport and Watercare. • Percy Vos Shed – On 12 August 2021, a celebration was held at the Percy Vos Boat Shed to mark the completion of the restoration project and to thank those who have been a part of the journey to date. The New Zealand Maritime Museum will take over the lease and manage the site from September 2021. • Silo Park extension – Phase 2 was open for the Haumi event in August 2021, with the majority of works completed. Remaining works include tank greening and tank activations, the installation of the play line features and the remainder of the wharf furniture, all of which are planned to be complete by the middle of November 2021. • Te Ara Tukutuku Plan and Plan Change – Te Ara Tukutuku Plan is completed. The Te Ara Tukutuku Plan was reviewed by a panel of international urban design experts. Eke Panuku and Auckland Council Plans and Places are working in collaboration to prepare the council led plan change which is on track for lodgement by mid-2022.
North (Northcote and Takapuna)	On track	\$0.54m / \$2.3m	<p>Takapuna:</p> <ul style="list-style-type: none"> • 14 Huron Street - The preferred development partner has withdrawn from the sale negotiations process due to feasibility issues in the current market. An updated sales strategy is being prepared to select a new development partner. • Innovating Streets for People (ISFP), Huron and Northcroft streets – In September 2021, the second round of ISFP works began in the Huron and Northcroft street location. Community feedback received from the original project has helped shape what is planned for this round. Works include increased parking provision, reducing the amount of paint and artwork on the footpath and in the street, and installing a pedestrian crossing on Lake Rd.

South

(Manukau, Pukekohe and Papatoetoe)

On track

\$0.4m / \$1.4m

Manukau:

- **10 Putney Way site sale** – The go to market sales strategy was approved by the board in August 2021, which will enable the development of this key site located between the Manukau town square and the bus terminal.
- **The Puhinui programme** – We reached a major milestone in our work alongside mana whenua leading the development of Te Whakaoranga o Te Puhinui – The Puhinui Regeneration Strategy. The strategy and charter were endorsed by the Governing Body in August.
- **Innovative streets project** – A project to enhance the pedestrian journey, being delivered in conjunction with Auckland Transport with funding from Waka Kotahi. Stage 2 was implemented in August 2021 and is proceeding well. Feedback will be assessed when practical.

Papatoetoe:

- **Papatoetoe Masterplan** – Community engagement for the Old Papatoetoe masterplan launched in August 2021 and was completed online using various innovative tools and methods due to the Covid-19 lockdown restrictions. Feedback is currently being collated.
- The Otara-Papatoetoe Local Board endorsed the disposal of several properties at their September 2021 business meeting. Important public realm elements of the programme were also progressed at the meeting with the local board's endorsement of the revocation of a part of the Stadium reserve, which is required to progress the development and open space programme.

<p>West (Henderson and Avondale)</p>	<p>On track</p>	<p>\$0.28m / \$2.7m</p>	<p>Avondale:</p> <ul style="list-style-type: none"> • Crayford Street – After extensive delays, extended by the recent lock down, works have commenced by Vector in late September 2021. This streetscape improvement project once complete, will strengthen the connection between the town centre and the train station. • 28 Racecourse Parade – To address recent community feedback concerning carparking demand for the library, community hub and town square, an at grade car park is proposed for the area in front of the Set building to accommodate 34 cars. The car park project will provide additional parking for the local market and sports fields. <p>Henderson:</p> <ul style="list-style-type: none"> • Falls car park (14-20 Edmonton Rd) – Certificate of title was achieved following subdivision approval for the site on September 2021 which will enable us to progress this development opportunity. • Innovating Streets for People (ISFP) – Additional elements to be removed to improve traffic flow have been delayed and are expected to be completed by the end of October 2021. The elements to be retained from the trial include artwork and a deck area used for outdoor dining, which will help business owners operate under ongoing covid restrictions.
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<p>Regional</p> <p>(Haumaru, Support, Corporate Property, AT/Panuku transit orientated development programme, and Service Property Optimisation)</p>	<p>On track</p>	<p>\$0.63m / \$0.82m</p>	<p>Haumaru:</p> <ul style="list-style-type: none"> • 27-31 Greenslade Crescent, Northcote (Greenslade Village, Housing for Older People) –The lease and management agreements have been signed by Eke Panuku, Haumaru Housing and Kāinga Ora respectively for the development of 40 net new dwellings. Kāinga Ora has now lodged a resource consent application for this development. • 81A Godley Road, Green Bay (a vacant site) – A resource consent application for 42 new one-bedroom apartments was lodged with Auckland Council regulatory team in July 2021 and is being progressed. <p>Supports:</p> <ul style="list-style-type: none"> • Downtown Car Park – The go to market strategy was approved by the Eke Panuku Board in August 2021. The EOI phase of the project is on-track to commence when Auckland moves to alert level 2. The plan for this site is to deliver a high quality, mixed-use development that includes future-focused transport facilities. • Lot 3 187 Flat Bush School Road, Flatbush – A resource consent application to complete earthworks at the site has been lodged. A resource consent application for 40 new residential homes is currently being prepared. • Bledisloe House – 24 Wellesley Street – In August 2021, the Finance and Performance Committee provided approval to negotiate directly with a development partner on a 125-year lease and development agreement to achieve an integrated development with the City Rail Link, Aotea Station and the Aotea quarter. • 10 Ambrico Place, New Lynn – Resource consent has been obtained for the development of 10 new homes on the site. Once the Clinker Infrastructure enabling works by Healthy Waters is complete, the site will be marketed for sale. <p>Corporate Property:</p> <ul style="list-style-type: none"> • Kotuku House – 4 Osterley Way, Manukau – In July 2021, the Eke Panuku board approved the go the market strategy of this site. This site is currently being prepared for sale.
			<p>AT/Panuku Transit Orientated Development Programme:</p> <ul style="list-style-type: none"> • Manurewa train station park & rides – 8 Selwyn Road and 33 Station Road, Manurewa - Preliminary work has begun on identifying the transport requirements on both sites. Comprehensive investigation into any detailed constraints to sale/development has also commenced.

Other statement of intent focus areas

CCO Review Implementation

- Good progress has been achieved in addressing CCO Review recommendations. The CCO review recommendations are addressed via an officers' working group made up of CCO and Council staff. This group reports to the council group CE forum and provides regular updates to the CCO Oversight Committee.
- Eke Panuku is participating in the shared services review (rec 61, 62) and in a number of other workstreams such as the review of strategic gaps (rec 20) and the lead agency model (rec 45).
- Eke Panuku has completed two recommendations to the satisfaction of the council Governance Team. This has involved working together to ensure the Eke Panuku SOI better aligns investments and activities with performance measures (rec 9), and that our overheads are reviewed and are managed (rec 12). After a collaborative and iterative exercise, both are now considered BAU and will be part of ongoing business improvements.

Māori Outcomes

- **Engagement** – Despite covid-19, Eke Panuku continued engagement with our mana whenua partners and hosted over 45 engagement meetings in the last quarter. Significant work has gone into the development of Te Ara Tukutuku Plan and TOA – their nominated technical expert.
- **Commercial opportunities** – Eke Panuku presented six properties as commercial opportunities to mana whenua. Key sites include the Racecourse Parade site in Avondale and the Downtown car park.
- **Design** – Māori artists have been invited to participate in a number of projects including the Waiapu Precinct in Onehunga, Takapuna town square and the Onehunga wharf masterplan. We completed the detailed design of Clifton Court, Panmure, engaging directly with Ngāti Pāoa. Eke Panuku completed the construction of the Wiri playground and invited mana whenua and the local board to a dawn ceremony to mark the occasion.
- **Projects** – Eke Panuku has invited mana whenua technical experts to write a public art strategy for Manukau and to contribute to the writing of the Town Centre Guidelines to guide our strategic choices. Eke Panuku created four videos featuring mana whenua artists on the waterfront. Eke Panuku is supporting a rangatahi development programme (He Pia He Taura), and they lead the annual celebration of Wynyard Quarter (Haumi). Eke Panuku recently celebrated a week of activities for Te Wiki o Te Reo Māori.

Climate change and sustainability

- Eke Panuku is a Toitū carbon reduce certified organisation, committed to measuring and managing our greenhouse gases and publicly reporting on them. Our emissions are audited and reported on annually by Toitū NZ. In this quarter, we have completed our recertification under Toitū enabling us to carry out sustainable reporting as part of the council group.
- We have made enhancements to the software used for project management that will support decision-makers to consider the climate implications of their decisions (mitigation and adaptation) including sustainability reporting. Training was completed for project managers to assist them in considering these issues and completing the reports.
- Homestar and Green star standards continue to be applied for Eke Panuku developments. Standards for public realm projects are currently in development.

Collaboration and Engagement programme

- As noted through the above programme highlights, our collaboration and engagement continued in Q1 despite the covid-19 lockdown.
- Prior to the lockdown, we celebrated a number of milestones in Wynyard Quarter with stakeholders and the public.
- While the lockdown prevented in-person activities, our public engagement on the Old Papatoetoe Masterplan continued with online sessions.
- We worked closely with local boards throughout the quarter, completing the new engagement plans and progressing a number of projects together. This includes significant progress in Avondale, with the Whau Local Board confirming the design of the new Avondale library, community hub and town square.
- We reached a major milestone in our work alongside mana whenua leading the development of Te Whakaoranga o Te Puhinui – The Puhinui Regeneration Strategy. The strategy and its charter were endorsed by the Governing Body in August 2021 following significant collaboration and engagement led by Waiohua Iwi, Eke Panuku and Healthy Waters.
- We continue to support Auckland Council through the asset recycling process. As part of the reserve revocation process, some of the hearings have been delayed. One of the smaller hearings was able to take place online due to the number of submitters requesting to be heard.

Eke Panuku Q1 financials

Direct operating performance

(\$ million)	Notes	FY 21	FY 22 Quarter 1 YTD			FY 22
		Actual	Actual	Budget	Variance	Budget
Net direct expenditure		15.3	(4.3)	(5.0)	0.7	22.1
Direct revenue		16.2	4.2	4.5	(0.3)	15.3
Fees & user charges		0	0	0	0	0
Operating grants and subsidies		-	-	-	-	-
Other direct revenue	A	16.2	4.2	4.5	(0.3)	15.3
Direct expenditure		31.5	8.5	9.5	1.0	37.4
Employee benefits	B	25.7	7.0	7.4	0.4	28.8
Grants, contributions & sponsorship		-	-	-	-	-
Other direct expenditure	C	5.8	1.5	2.1	0.6	8.6
Other key operating lines						
AC operating funding		15.7	4.4	5.0	(0.6)	22.1
AC capital funding		0	0	0	0	0
Vested assets		-	-	-	-	-
Depreciation		0.3	0.1	0	(0.1)	0
Net interest expense		0	0	0	0	0

Financial Commentary

Overall, the operating performance of Eke Panuku is within budget, with detailed income and expenditure variations below.

Eke Panuku is budgeted to generate a net zero surplus. We are currently tracking to meet budget.

A: Other direct revenue is \$0.3m unfavourable to budget, most of this revenue is generated through Eke Panuku staff charging time to council projects. There are a number of vacant roles within Eke Panuku which has reduced the amount of recharge revenue generated.

B: Employee benefits is \$0.4m favourable to budget, there are a number of vacant roles within Eke Panuku and in this quarter we are finding there is a shortage of talent in the market.

C: Other direct expenditure \$0.6m favourable to budget, this is a timing difference and spend is expected to be on budget by year end.

Auckland Council Portfolio Q1 financials managed on behalf of Auckland Council

Direct operating performance

(\$ million)	Notes	FY 21	FY 22 Quarter 1 YTD			FY 22
		Actual	Actual	Budget	Variance	Budget
Net direct revenue		15.0	(1.0)	(3.8)	2.8	4.3
Direct revenue	A	56.4	13.0	12.4	0.6	43.8
Fees & user charges		0	0.3	0.3	0	1.3
Operating grants and subsidies		-	-	-	-	-
Other direct revenue		56.4	12.7	12.1	0.6	42.5
Direct expenditure	B	41.4	14.0	16.2	2.2	39.5
Employee benefits		1.8				
Grants, contributions & sponsorship		-	-	-	-	-
Other direct expenditure		39.6	14.0	16.2	2.2	39.5
Other key operating lines						
AC operating funding		-	-	-	-	-
AC capital funding		-	-	-	-	-
Vested assets		-	-	-	-	-
Depreciation		12.9	4.5	4.9	0.4	18.1
Net interest expense		0	(0.1)	(0.1)	0	(0.5)

Financial Commentary

The numbers in the table represent the Auckland Council Portfolio managed by Eke Panuku. These exclude the net direct revenue of \$0.4m that Eke Panuku has generated for properties managed for Auckland Transport which is above budget by \$0.4m.

A \$1.7m dividend has been paid to Council's Solid Waste team from the Waste Disposal Services investment, managed by Eke Panuku.

Overall net revenue of (\$1.0m) year to date is \$2.8m ahead of budget.

The main explanations relate to:

A: Direct revenue is \$0.6m favourable compared to budget, unbudgeted additional rental income has been generated from tenancies at Bledisloe House and carpark extending into this financial year. To date there has been no negative impact on current revenue from tenants due to the current Covid lockdowns. Over 100 tenants have requested relief totalling \$1m. We will be working through these requests, and any submitted in the next quarter.

B: Direct expenditure is \$2.2m favourable to budget, the Covid lockdowns have slowed expenditure especially around repairs, maintenance, external facing events and engagement within our priority locations. We anticipate that once lockdowns are eased, we will start to catch up on expenditure. We will report with more certainty in the next quarterly update.

Eke Panuku Q1 performance measures

Key performance indicators	Previous	FY 22 Quarter 1		Status	Commentary
	Year	YTD Actual	FY Target		
<p>Note: Eke Panuku has a total of 12 SOI performance measures, of which 5 are LTP measures. For the 3 months to 30 September 2021, 8 of the 12 measures are tracked monthly. There are 4 annual measures. In Q1, of the 12 measures, 3 of the measures were achieved, 6 were on track, 2 are at risk and 1 not measured.</p>					
LTP performance measures					
1. Net new dwellings (housing units) <i>– LTP performance measure</i> <i>Note: Progress on 3-year total</i>	New measure	Not measured until year end.	Annual - 350 net new dwelling units.	On Track	No new housing units were completed this quarter. Housing projects continue to be delivered; this is measured annually as the information comes from third parties.
2. Commercial / Retail gross floor area (GFA) or net lettable area (square meter) <i>– LTP performance measure</i> <i>Note: Progress on 3-year total</i>	New measure	Not measured	Annual – 0	-	There are no FY22 GFA targets to be met.
3. Public realm – square meters <i>Note: Progress on 3-year total</i>	New measure	390 sqm	Annual - 21,000 sqm	On Track	For this quarter, Eke Panuku completed 390sqm of the public realm target of 21,000 sqm in July 2021. The public realm works relate to the Viaduct Quay St intersection project which is part of the Waterfront programme.
4. Capital project milestones approved by the board achieved <i>– LTP performance measure</i>	82%	0	Achieve 80 per cent or more of project milestones for significant capital projects	On Track	Despite delays in the capital programme, based on our assessment to date we will still be able to meet the capital project milestones for the year.

<p>5. Achieve total board approved budgeted Transform and Unlock (T&U) net sales for the financial year through unconditional agreements</p> <p><i>Note: These site sales also enable housing and wider urban regeneration outcomes.</i></p>	<p>\$21.1m</p>	<p>\$9.72m</p>	<p>Meet \$48m T&U annual unconditional sales approved by the Board</p>	<p>At Risk</p>	<p>On track for the quarter - \$9.72m early payment of a long lease in the Waterfront location.</p> <p>However due to uncertainty in the current Covid 19 environment and changes to legislation, interest rates and other external factors the full year target could be at risk.</p>
<p>6. Annual property portfolio net operating budget result agreed with the council achieved</p> <p><i>– LTP performance measure</i></p>	<p>Net surplus is \$14.7m ahead of budget (actual surplus of \$41.1m against YTD budget of \$26.4m).</p>	<p>YTD \$5.5m</p>	<p>\$21.9 million</p>	<p>Achieved</p>	<p>The year to date result to the end of September is \$5.5m which is \$3.3m ahead of phased budget.</p>
<p>Key performance indicators</p>	<p>Previous Year</p>	<p>FY 22 Quarter 1</p>		<p>Status</p>	<p>Commentary</p>
<p>SOI performance measures</p>					
<p>7. The monthly average occupancy rate for tenatable properties</p> <p><i>– LTP performance measure</i></p>	<p>Commercial 93.9%</p> <p>Residential 98.8%</p>	<p>Commercial 94.1%</p> <p>Residential 98.3%</p>	<p>Commercial 85%</p> <p>Residential 95%</p>	<p>Achieved</p>	<p>Target has been met or exceeded.</p>
<p>8. The percentage of marina customers surveyed who are satisfied with marina facilities and services</p>	<p>94%</p>	<p>Not measured until year end.</p>	<p>80%</p>	<p>On Track</p>	<p>This is an annual measure. Survey to be completed at end of year.</p>

<p>9. The asset recycling target agreed with the Auckland Council</p>	<p>New measure</p>	<p>\$1.9m</p>	<p>Achieve asset recycling target agreed with Auckland Council. (FY22 - \$115m)</p>	<p>At Risk</p>	<p>On track for the quarter - sales to the end of September is \$1.9m, 3 properties were sold. However due to uncertainty in the current Covid 19 environment and changes to legislation, interest rates and other external factors the full year target could be at risk.</p>
<p>10. Creating positive outcomes for Māori Deliver 50 ongoing or new initiatives that support Māori Outcomes <i>This activity is supported through the delivery of the Mana Whenua Outcomes Framework.</i></p>	<p>45</p>	<p>Not measured until year end.</p>	<p>50 initiatives that support Māori Outcomes</p>	<p>On Track</p>	<p>This is an annual measure. Initiatives completed this quarter include activities associated with Te wiki o te reo Māori 2021 : Māori language week.</p>
<p>11. Enhancing the relationship between Eke Panuku and mana whenua. Increasing the percentage of satisfaction with the support they receive from Eke Panuku.</p>	<p>New survey</p>	<p>Not measured until year end.</p>	<p>Baseline survey</p>	<p>On Track</p>	<p>This is an annual measure. Survey to be completed at end of year.</p>
<p>12. Complaints received by Eke Panuku are resolved. <i>Note: This is a new performance measure. The actual result for FY22 as a baseline will help set future targets.</i></p>	<p>New measure</p>	<p>89%</p>	<p>80% of complaints are resolved within 10 working days</p>	<p>Achieved</p>	<p>For the quarter we have resolved 25 out of 28 complaints within 10 working days. Due to Covid-19 lock down there were no registered complaints received in September 2021.</p>

Summer on the Waterfront 2021/22

Prepared for



Presented by

Fresh Concept.
Creative Placemaking Agency.

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Introduction

Kia ora,

With so much uncertainty at these times, this document reflects an updated approach to the traditional Summer at Silo Park series of events.

Since working on the original response to brief with the Eke Panuku Placemaking team, a lot has changed, not only in the Government's response to the Covid-19 pandemic, but also the general feeling within Aotearoa and the Tāmaki Makaurau community in particular.

The following document is a new direction that the Eke Panuku Placemaking team and Fresh concept arrived at after much kōrero, hui and workshops.

Taking the approach of being agile, responsive to the Covid responses and proactive with planning will ensure that we create and enhance the experience throughout the greater Wynyard Quarter.

We all agree having controls in place (potentially fencing and the checking of vaccine certificates, etc) is not within the kaupapa of the Silo Park summer programme. We have put forward an approach that doesn't create larger events

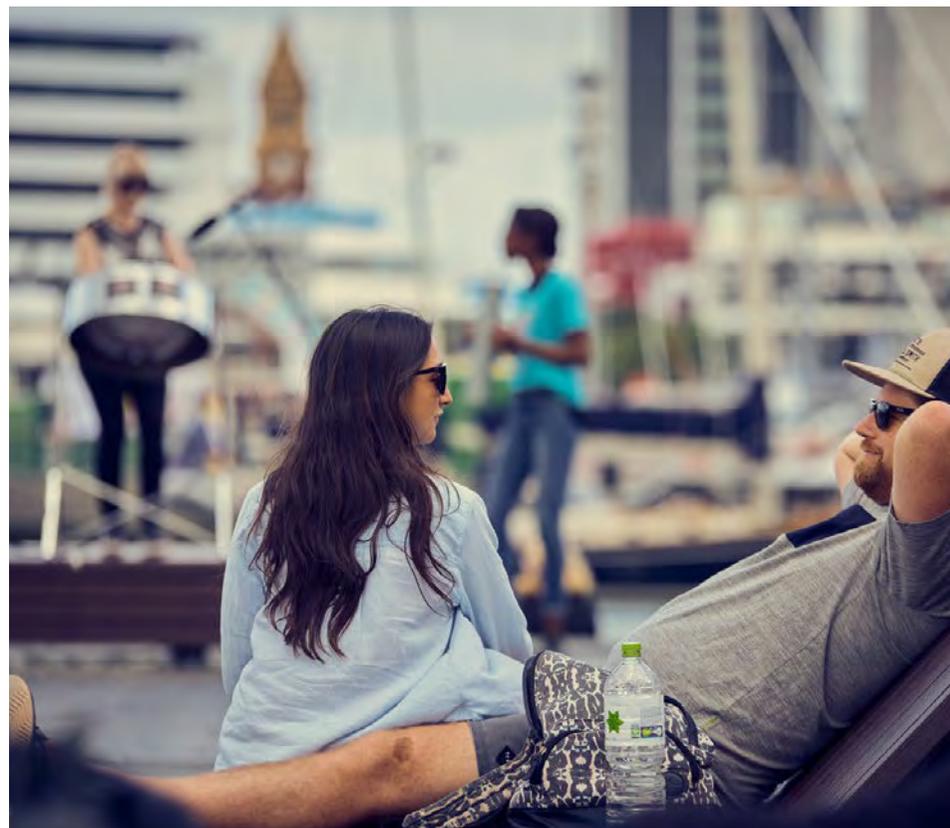
but provides opportunities to use the entire area as a canvas, ensuring "*Your Waterfront is alive over summer*" and people can still be entertained, learn, explore, exercise and be inspired in a safe way.

We feel this is an exciting opportunity to broaden the scope of events within the area, into participatory and passive interventions throughout the entire Wynyard Quarter.

The following ideas will look to first and foremost be safe, whilst providing entertainment, boosting mental health, and supporting the Eke Panuku-identified values & outcomes below.

There are a range of ideas in this document, but we don't intend to deliver all of this mahi in one season. Ideally we would receive Eke Panuku feedback fairly promptly, and use this to shape up a summer offering based on that, then provide a rough budget and plan. Please note that these ideas can be scaled up and down based on interest and weighting. E.g. an art trail could run for 1 month or 2 months, a scavenger hunt for 2 week or 4 weeks, and so on.

Thanks for this opportunity and we welcome your questions & feedback.



Placemaking values

(These were used for the planning of Haumi 2021)

Kotahitanga

Unity, cohesion and collaboration

Manaakitanga

Hospitality, kindness and compassion

Matauranga Māori

Knowledge and understanding based upon a Māori world-view

Aroha

Love of All things, living and otherwise

Whakapapa-Tatai

Identity is imprinted in people, place and practice

Whanaungatanga

Relationships, accountability and reciprocity

Wairuatanga

Spirituality, mindfulness and soul

Kaitiakitanga

Guardianship, authority and charisma

Silo Park programme outcomes

(These were used for planning Silo Summer 19/20 & were briefed to be used Silo Summer 21/22)

Environmental Sustainability

Te Ao Māori

Collaborative Opportunities

e.g. with CCO's & Council Family

Social Sustainability

Self-led Place Activations

Locations

Based on a few considerations, we suggest focussing this summer programming to the Waterfront rather than the full Wynyard Quarter. We feel that this will keep installations and activities accessible and cohesive, while keeping things safe by avoiding live roads, and having plenty of space to spread out groups of people.

Furthermore, a focus in the waterfront e.g. Te Wero to Silo Park would be scenic, and closer to local hospitality, rather than residential (considering residential feedback on use of the spaces e.g. Amey Daldy Park as a quiet zone).

It would be great to understand any other plans for the waterfront spaces this summer, so we can ensure a great experience for all waterfront users.



Installation / Art

Art trail – the waterfront as a canvas

Engaging and contact-free visual installations to surprise and delight. We would look to have this installed in a temporary nature for several weeks/months and purposely advertise it in such a way that people come at all different times & dates, so that it's not encouraging gathering, and not pitched as an 'event'.

The trail could include pre-existing artworks in the area, and look to do something with sound or lighting to enhance them. There would be an opportunity to commission new temporary works and utilise pre-existing artworks (e.g. from the council public arts team, such as pop plinths).

This concept could also tie in with other pop-up art things along the waterfront e.g. Whales Tale, and pre-existing works, Te Nukuao on the Silo Park extension.

Could construct some lo-fi options ourselves e.g. putting a stencil over a light source could be interesting having a nighttime presence as well.

This concept could link in well with social media, and could include some kind of collaborative element, where people help to make the art over time. E.g. something people from the community add to, bringing in their own piece to make the whole, or being inspired and going home to make their own version.

A few potential ideas for the trail are below, but there is large scope for this to include many ideas.

Outdoor Art gallery

Pop up outdoor art gallery, e.g. wallpaper pasted photos or artworks fixed onto a freestanding series of structures that runs down north wharf or the gantry. This could be changed out each fortnight or month if in place for a longer period of time.

Whakatauki

We have a series of beautiful Whakatauki that we have used at 38 Hurstmere that we believe have had Manawhenua sign off. We thought incorporating these into the trail could be really nice.



Installation / Art continued

The World's kindest VMS board

A 5 colour VMS board programmed with uplifting 'pick-me-up' style messaging to spread positivity and kindness no matter the level.

Examples of messaging include:

- BE KIND <3
- You look great
- Hang in there kitty
- Just keep swimming
- Essential workers are sexy
- Yaaaasss team of 5 million
- Merry Christmas ya filthy animal

This kind of sign can be remote-programmed to react / be the right vibe depending on the day. It can also be solar powered!

Silo Park / the waterfront is the bees knees!

Whilst we can't encourage mass gathering of humans, now is the best time to encourage mass bees gathering!

Install planter boxes all around and fill them with pollinator friendly flowers. Bring colour and joy to those that walk by over summer,

and to the bees. This could tie in with an activity like a bee hunt – little beehives, with colourful doors + cute craft bees interspersed around the plants and the area. Could also have a QR code linking to an info sheet of how to make your own bee at home – like the below using an egg carton cup. We could look to link in with For the Love of bees on this concept.

Christmas

As an important holiday and time of year, we feel that it would be appropriate to mark & celebrate, but in a non-event way.

This could look like an installation that could prompt reflection, joy, celebration, hope & charity and many of the values and outcomes at the start of this document. We see this most likely being a light/art installation that links in with the Auckland City Mission.

E.g. Christmas trees

Step 1: Buy a bulk amount of christmas trees and install on the Waterfront.

Step 2: Use these fresh pines for an installation for a length of time, and enhance this with decoration, lighting or

audio to mark the occasion and enhance people's time at the waterfront.

Step 3: Look to gift out these trees out to families that otherwise wouldn't be able to afford one.



Play

The play elements we're proposing are largely self-led. These could be standalone things, or link in with other concepts such as the Art Trail.

Scavenger hunt

A family-friendly and story-driven activity trail through Auckland's Waterfront.

Using fun characters and a simple story (eg. a friendly seagull whose favourite hat has blown away) a series of clues lead users on an adventure through the Auckland Waterfront, getting them to engage with the space in an active, fun, and socially-distanced friendly way. Each stop could provide a different puzzle or activity (a simple riddle, a word find, or something placed in the environment that they have to find) which will lead them to the next site. The final spot will have an engaging standee, and they can share that they completed the hunt on social media to be in to win prizes, e.g. vouchers for a local eatery. This will build buzz around the trail and encourage further use.

This could be presented visually through colourful signs and/or be paired with QR codes that take users to an audio scene read for them. There could be a digital or physical map to accompany it. Sites could include spaces near local businesses (e.g. coffee or ice cream) to encourage more business.

The story itself could use different facts and history of the area. Celebrating the whenua, the moana, and the history of Tāmaki Makaurau Waterfront.

This concept would be largely non-touch, and spread out to avoid people gathering. It would also be able to be done at peoples leisure over several weeks or so, rather than having set times like an event. We would look to enhance the hunt with programming if appropriate, such as on weekends.



Play continued

Dance guides

Dance Guides installed on the ground (coloured or numbered) to learn steps to common dances eg. the tango. Could have accompanying music – live or a simple playlist with a speaker, e.g link this with the Karanga music concept below.

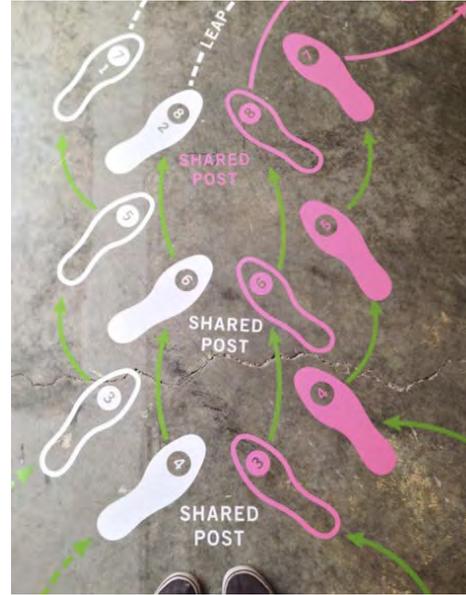
Music at Karanga plaza

Some kind of live music pop-up element, maybe out of/near the karanga kiosk? E.g. DJ's, small performance groups, percussion, etc. If restrictions allow, this could be a pop-up entertainment addition to the waterfront on weekends and key days.

Chalk it out

Let people be creative, share messages and have some fun. There could be a theme / direction to them, and we could look to commission a few professional ones that would be more semi permanent, with the public's chalk getting washed away with any rain, resetting the canvas.

People could get free chalk from a dispenser, and be encouraged to keep it if they don't use the whole piece, minimising sharing or chalk amongst strangers. This concept would suit a large concrete space such as Site 12 at Silo, or Te Ara Tukutuku / base space.



Play continued

Bicycle Playground

Fresh Concept would love to be involved in creating a bicycle playground at Te Ara Tukutuku for this summer. We feel this would enhance the waterfront for the summer, and link in with some of the mahi in this document. However, we would see this body of work as coming from the Te Ara Tukutuku budget.

We feel it could start more as lines on the ground / 2D, and evolve to become more 3D and enhanced over time. It would be great to have it suitable for kids, rangatahi and adults – be this via different courses, or tone of any design & programming, etc.



Hula Hoops

Hula hoops would be a fun new playkit to have, potentially as a CAPEX purchase. We could buy 20 of them of different sizes. These could be stored at one key location, but would require some staffing/management to supervise use and sanitisation between users.



Event

Whilst we feel the current climate may not be right to deliver large events for this summer, there has been a desire expressed for reserving a portion of the summer budget to a cinema event that may be able to happen at the end of the season.

We see this working in one of two ways & would love your feedback on these. We would like to discuss appetite for these options, and would recommend that if budget was tagged to this, that we would identify a date by which to make a call on this element, so that any unspent budget tagged to a move could be re-allocated to some other activation.

Surprise Silo Cinema

This idea would require holding back approximately 15,000-20,000+GST in case we can safely have a movie with 1000+ people attending at Silo Park, in a format similar to how we have run cinema historically, in the way we all know and love.

This would need to be organised in secret for say March 2022, and then announced if/when appropriate. A cult favourite or blockbuster would be the best angle for programming in terms of getting lots of interest and attendance.

This event would only be able to go ahead at what we've known as a "level 1", and may require additional infrastructure and measures depending on any government restrictions for public free outdoor events like this (e.g. fencing, scanning vaccine certificates).

Drive-in Movie

This idea has been formulated with the assumption we could make use of the Base space / Te Ara Tukutuku as a large and relatively flat concrete space.

This would be Silo Cinema, but in vehicles. It would give people a taste of what they had in previous summers on the waterfront, but keeps it safe & distanced (and more weather-proofed). This could potentially go ahead in a level similar to what we've known as a Level 2 or similar restriction. This idea could utilise other infrastructure such as projecting onto a stack of shipping containers.

Drive-ins are being used as safer alternatives to other indoor/outdoor cinema events around the world, and making a revival. It's something many people can enjoy together with plenty of physical distance.

It would be a way to still provide outdoor movies to people en masse & for free. We would be remiss to mention that attendance of this event would rely on someone having a car, and that may not align so strongly with the Environmental Sustainability outcomes. However, we feel that any alternatives to this model that pop-up in Auckland this summer would likely be \$50+ for a car entry, which would mean a waterfront version would be far more accessible if free, or say a koha entry to the Auckland City Mission.

This would be a great way to bring attention to the base space area & promote the use of it for the future.

There may be options to still include some food trucks / small businesses in a contactless way. E.g. txt to order and keep 2m, wear masks, etc.



Marketing

Design

We propose this activity sits under a new brand / design / name and would like to discuss this with you further.

Social Media

We would like to propose a small strategic piece of work for a social/digital approach over this time and to keep the Silo Park channels live and as a positive influence of support, informing and inspiring.

After this is developed we suggest having social media managed on a daily basis.



Design – existing (Silo Park)

Existing Silo Park branding with past marketing examples.



Christmas
At Silo Park

Friday 21 December 5pm - 11pm **FREE**

Food Trucks Silo Park Bar	Silo Cinema: Love Actually 9pm Auckland Gospel Choir 6pm - 7:30pm
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Saturday 22 & Sunday 23 December 12pm - 6pm

Food Trucks Silo Park Bar	Xmas Workshop Photos with Santa 1pm - 3pm
DJs - Murray Cammick (Saturday) - Manuel Bundy (Sunday)	Auckland Gospel Choir 1pm - 3:30pm Water Walkers & Bungee Trampoline (paid)
Xmas Games 1pm - 4pm Face painting 1:30pm - 4:30pm	Cycle Animals 12pm - 6pm

FRIDAY 03 JAN

Aladdin 2019

Food & drinks from 5pm
Film starts 9pm

#silopark silopark.co.nz

Paranuku Development Auckland

Silo Cinema Pride edition:
Rocketman

Please note this film is rated M - Sex Scenes, offensive language, drug use.

5-9pm
Queers & Wares markets
DJ's Marjorie and Little Bok Choy

5pm 'til late
Food trucks & the Silo Park bar

8.50pm
Live performance from COVEN

9pm
Silo Cinema screening of Rocketman

10pm-ish
Intermission (10mins)
Followed by the second half of Rocketman

Happy Pride! silo park QUEER CAFÉ Auckland Pride

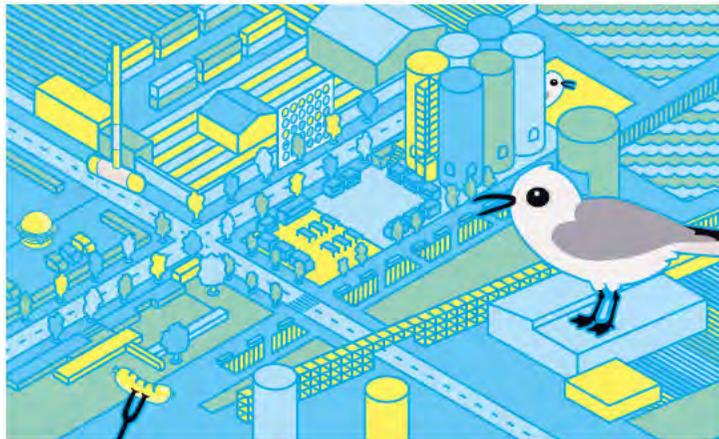
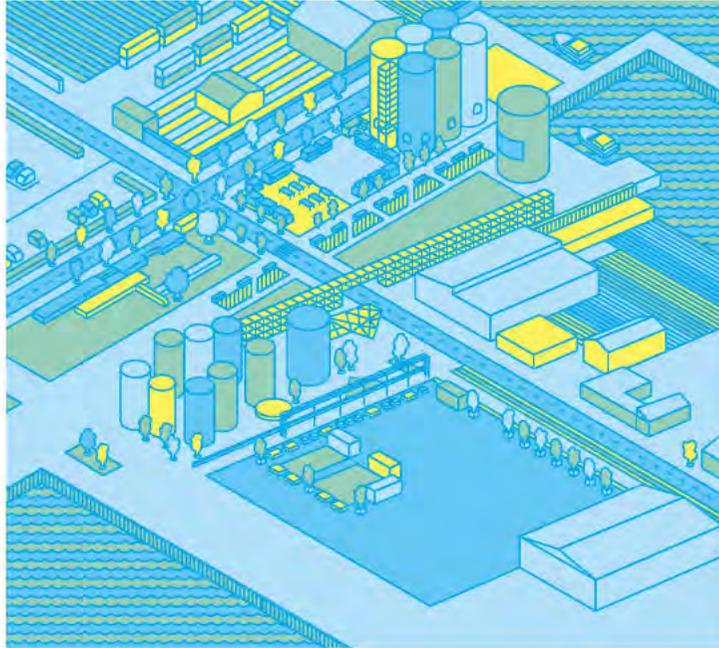
Design – refreshed

Expanding on the existing Silo Park branding, with a refreshed summer colour palette and broader map area.

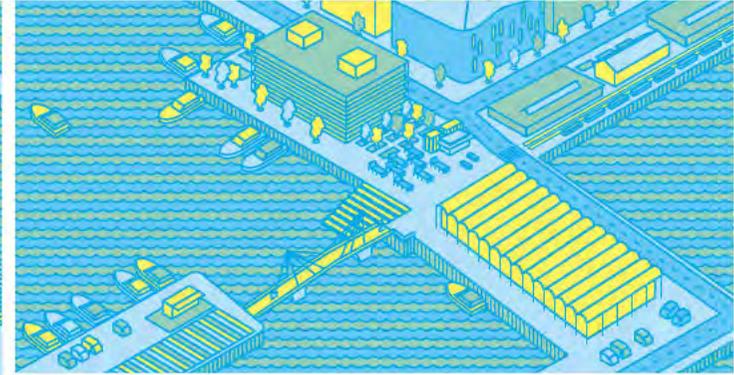
Revised summer colour palette



Silo Park – Silo Extension – Base G



Te Wero – Karanga Plaza



Additional thinking

Food trucks & Bar

With the expected restrictions for this summer, it's unlikely that we will look to run a bar this season, or any kind of big food truck lineups as such.

We are happy to discuss and look at food if and when appropriate. This could be more low level, e.g a coffee or ice cream cart, on weekends. Potentially engaging those in the area that have secondary popups (Good Karma, Little Lato, The Rolling Pin).

One idea to explore to support small hospitality businesses would be to have x1 different truck parked up each week, (similar to the beer spot model), and let them run contactless pickups out of Silo or Base G or etc each week. Then people can picnic at a distance safely in their own bubbles, get fresh air, get kai, support small business and use the waterfront spaces etc, but this wouldn't be an "event" as such.

Workshops

At this stage we wouldn't look to encourage hands-on learning and making 'workshops' like we have traditionally run at Silo Park. These would potentially encourage lots of

people to come together in close proximity, which could be unsafe. Again, keeping an eye on restrictions, this may be an opportunity to look at later in the summer season, as an add on to the art trail or scavenger hunt.

Clean yo' hands

We see this idea as potentially sitting outside of the summer budget, but something Fresh Concept can explore if there is interest.

Set up funky hand sanitiser stations, especially at areas such as the playground. Maybe they have cute characters, have bilingual messaging, and make funny noises when you use them?

- A simple colourful, DIY sanitizer station that can work for indoor or outdoor events. See opposite, a DIY painted pipe sanitizer station.
- OR
- A commercially made station with fun engaging art work and branding (e.g. cartoon dinosaurs) or fun phrases.

The format could be developed in such a way that different designs could be

incorporated by different artists or designers to make them represent the place they are, this means they could be a canvas for not only the Waterfront but if required in other Eke Panuku areas.

They could also double as wayfinding, so really a clever unit that can be skinned anyway creatively or informatively.



Creative treatments of infrastructure

E.g. designing seating/wayfinding to encourage social distancing.

We could look to add 'creatures' or art pieces to existing seating (or bring in more seating), large enough to create a gap between people, but also really cool to sit by and take photos with (e.g. a giant teddy bear or a cute sea creature).

Idea being that these would be temporary and could be easily removed so the seating isn't damaged. This concept could also tie-in with the sanitizer station, e.g. giant teddy holding a well secured sanitiser bottle.



Thanks for this opportunity and
we welcome your questions &
feedback.

Ngā mihi,
the Fresh Concept team

Monthly dashboard

Period ending 31 October 2021



Executive summary

Programme

Capex

\$91m budget spend year to date is \$9.7m, which is \$20.3m behind phased budget. Per advice that the Board received last month the forecast year end spend has reduced to 76% due to construction and resourcing delays caused by Covid-19.

Opex

\$13.1 budget spend year to date is \$4.3m, which is \$1.2m behind phased budget. We are tracking positively and expecting to utilise the full budget this year.

Company wide financials

- Managed properties net surplus is \$4.5m ahead of phased budget
- Council funding - expenditure year to date is currently \$1.5m behind phased budget.

People and Culture

- Staff turnover has decreased from 15.9% to 13.6%
- Current FTE is 195, plus 12.1 contingent workers in FTE roles
- There are currently 22 vacant FTE positions. Of these, 12 are being actively recruited and the remaining 10 are on hold.

Programme financials

Capex \$91m budget



Capex spend for the year is at \$9.7m, \$20.3m behind phased budget. The slow start we had to the year has been further impacted by Covid-19 lockdowns. Spend in October was \$3.3m, an increase of \$2.3m on last month.

Following the October quarterly programme reviews, the forecast of work expected to be completed this year has reduced by \$5m and is now at \$69.2m.

The reduced forecast takes into account expected construction delays and extended timeframes for gaining resource consents as a result of Auckland's lockdown period, and the resource shortage affecting construction.

The \$5m forecast reduction is due to delays with the following:

- An acquisition in Pukekohe
- The Westhaven operations facility replacement works
- The Oratia Link and cycleway construction starting
- Onehunga Wharf dredging reduction.

These has been partially offset with other projects being added or brought forward, such as the pump station at Hobsonville and a carpark in Avondale.

Opex \$13.1m budget

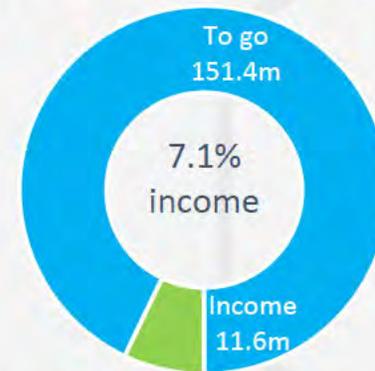


Opex spend year to date has been steady, averaging \$1.1m per month. Although spend is currently \$1.2m behind phased budget, we are tracking well to utilise the full budget this year.

Throughout lock down, project teams have been continuing to engage with local boards and communities, progress with planning and gaining project approvals.

Additional requirements have also been forecast for this year. A detailed review will be undertaken in January 2022, and if required, work will be prioritised to make sure we stay within budget.

Sales income target \$163m



There were no unconditional sales in October 2021, however all sales forecast for this year are on track.

Note: Target is risk adjusted and differs from our internal target.

Programme RAG Status

- | | | | | | | |
|----------------------------|--|---|--|---|---|--|
| Central | Isthmus | North | South | Waterfront | West | Regional |
| ● Maungawhau & Karangahape | ● Transform Onehunga
● Unlock Panmure | ● Unlock Northcote
● Unlock Takapuna | ● Pukekohe Programme
● Transform Manukau
● Unlock Papatoetoe | ● Waterfront - AC36
● Waterfront programme | ● Unlock Avondale
● Unlock Henderson | ● AT / Panuku Transit Orientated Development Programme
● Haumaru Housing Portfolio
● Property Optimisation
● Corporate Property Disposal Programme
● Supports programme
● Unlock Ormiston Town Centre |



Company wide financials

Managed properties surplus budget \$28.5m

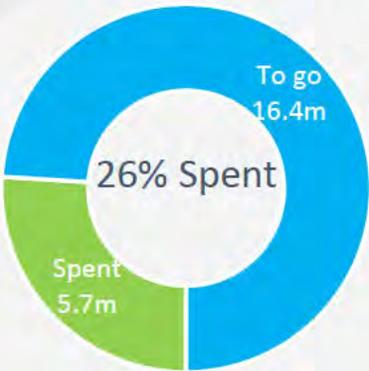
Managed Properties net surplus \$4.5m ahead of phased budget:

- Commercial Property Portfolio is \$2.5m ahead of budget, revenue is up \$0.8m (even with \$0.3m in Covid hardships claims processed).
- Expenditure is tracking behind budget by \$1.7m. The majority of the underspend is due to repair and maintenance works not being able to happen.
- Business Interests are \$0.9m ahead of budget as Waste Disposal Services are well ahead of budget with additional throughput.
- Public maintenance in the Wynyard Quarter surplus is \$0.5m ahead of budget due to additional funding received for AC36 assets that have not required maintenance .
- Marinas are \$0.5m ahead of budget, a small increase in revenue of \$0.2m due to increased occupancy at the Viaduct Marinas and costs are down due to the delayed completion of Pile Mooring project which has impacted annual charges to date \$0.3m.



Budget breakdown:
 \$22.4m – properties managed on behalf of Council & AT.
 \$6.1m – Marinas (3 marinas and 2 trusts that operate to break even)

Council funding \$22.1m



- Expenditure year to date is currently \$1.5m behind phased budget. People costs are currently \$0.7m behind budget due to staff movement during the year and the 22 positions currently vacant.
- Continued market pressure on salaries to recruit and retain staff in areas around property management and development are causing constraint on the budget. The expected impact on people costs will be reported at half year.
- Other expenses are currently tracking \$0.8m behind phased budget, due to planned expenditure relating to some business initiative work being delayed.

People and Culture



FTE Figures

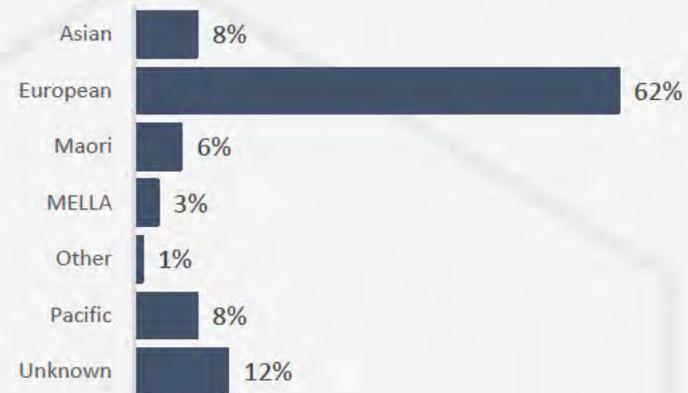
FTE Actual	FTE		Non FTE
	Contingent in FTE	Vacant roles	Contingent in non-FTE position
195	12.1	22	14

Our current actual FTE is 195 plus 12.1 contingent workers in FTE roles. We currently have 22 vacant FTE roles. There are also 14 Contingent Workers in non-FTE positions.

Staff turnover has decreased from 15.9% to 13.6% this month. Leave reasons include employees finding career progression opportunities, and higher salary offers elsewhere.

The average time to recruit has decreased from 105.73 days to 55.82. This can be attributed to the use of external recruitment agencies to find candidates and reduce hire time.

Ethnicity



Training spend
\$35k
 8% of total budget

Information paper: Health and safety

Document author: Blair McMichael, Health and Safety Manager

November 2021

Whakarāpopototanga matua | Executive summary

1. A health and safety risk assessment on the covid-19 risks to our workforce and the effectiveness of our controls was completed this month. This work has helped to inform our approach to our vaccination policy, which is currently in consultation with staff.
2. The quarterly review of health and safety critical risk, current controls and their effectiveness was completed this month (Appendix A).
3. Work continues on our waters' edge protection programme with workshops completed across much of the waterfront, managed by Eke Panuku. This work will be subject to an executive review in November.
4. Consultation on our safe management of contracts and agreements framework was completed this month. Progress has been made with further training on the SMCA, review of our health and safety critical risks and mitigations, our Leadership safety programme, and appointment of technical support to advance our reporting tool, Noggin.
5. A single non-injury incident was recorded last month. A member of staff checking a vacant residential property put a foot through wet rot in a bathroom and dry rot in floorboards.
6. An incident, reported last month, involving a Westhaven Dockmaster who fell into the marina is under further investigation by Marina management. A report will be provided to the board in February.

Matapaki | Discussion

Health and safety key performance indicators

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

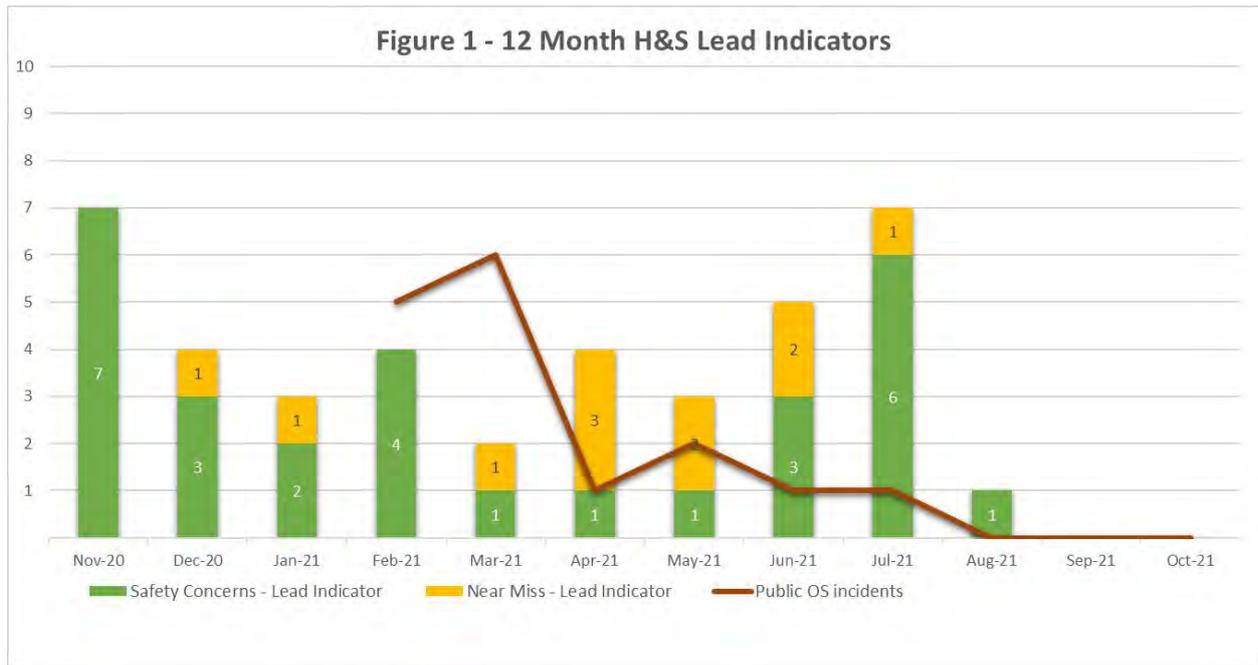
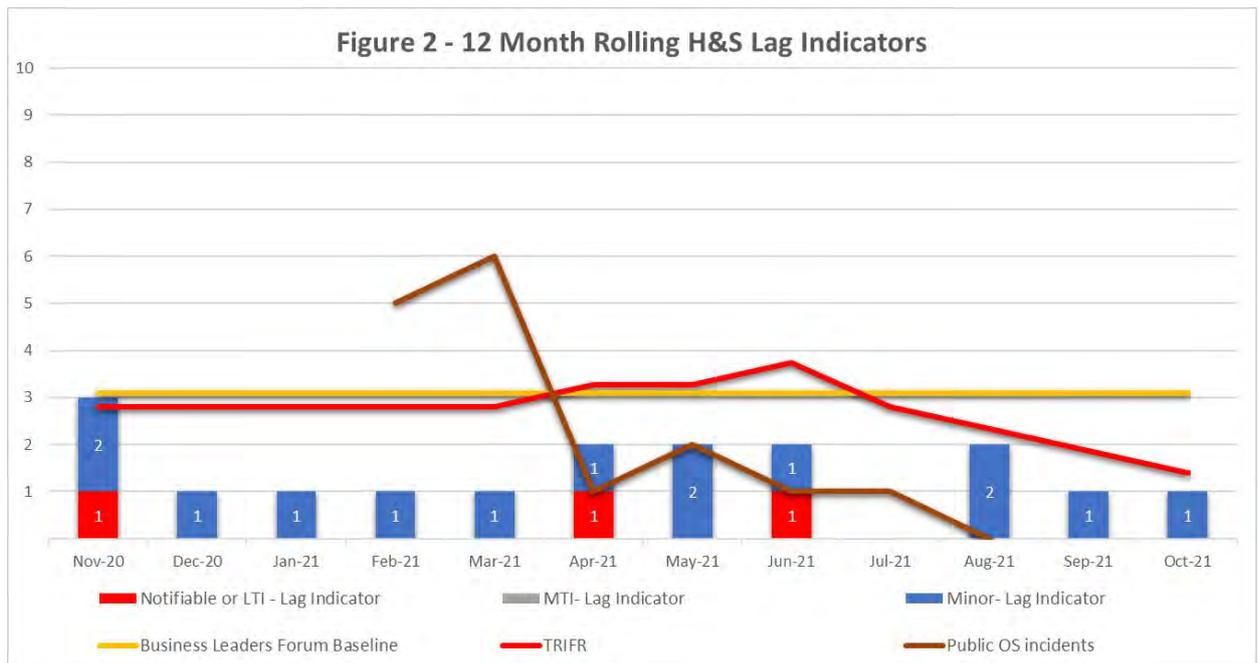


Figure 1 reflects proactive reporting by staff capturing 'safety concerns' and public incidents. While working from home no safety concerns have been reported. We continue to maintain regular communication with staff around safe work at home and mental health and wellbeing support.



Key: TRIFR - Total Recordable Incident Frequency Rate; MTI - Medical Treatment Injury; Notifiable Event or LTI - Lost Time Injury.

Figure 2 represents the Eke Panuku Total Recordable Incident Frequency Rate (TRIFR). Our result for October has been significantly affected by the Covid 19 Lockdown. Description of only incident is listed below, together with the corrective actions.

- i. Incident (no injury) - an essential worker within our Assets & Facilities team stepped through a rotten floor of a vacated property.

The staff member was viewing a vacated residential property to assess the property condition planning for future refurbishment and maintenance works. The staff member was working alone, traceable through the vehicle GPS, had communications available via their cell phone, and had their outlook calendar showing the sites and times of that days' visits. When inside the property, the staff member put their foot through a bathroom wet rot floorboard and later a bedroom dry rot section. The property had been subject to a water leak, and we also believe that rising damp was present over a longer period. The staff member was not injured, but the incident has brought attention back to the lone working policy, which is being reviewed by the team.

Waters' Edge Protection

8. Our waterfront health and safety working group completed risk workshops across Wynyard Wharf North and South and Queens Wharfs. The team continues to refine the decision-making framework and guideline documents which is anticipated to be reviewed by ELT in November.
9. Our Capital delivery team completed two Safety in Design (SiD) workshops for edge protection covering the construction phase for installation of the Urunga Plaza balustrade. The SiD also considered the recreational activity of bombing (into water) which takes place close to this area.

Eke Panuku's health and safety training and development

10. Three new starters within our capital delivery team, and one existing staff member completed training in the safe management of contracts and agreements and access, use and functionality of the Noggin incident reporting system. All capital delivery staff have now completed the training.
11. Safety leadership training is being developed for delivery early next year.

Internal health and safety audit

12. Corrective actions from the Eke Panuku internal audit report completed, or in review, during the month include:
 - Quarterly workshops for the Eke Panuku Critical Risk register.
 - Consultation on our Safe Management of Contracts and Agreements (SMCA) framework.
 - Training on the SMCA for new starters and a refresher for an existing staff member.
 - Continued work on developing our Leadership Safety training content.

Eke Panuku health and wellbeing

13. A health and safety risk assessment of the covid-19 risk within the workplace and the effectiveness of our controls has been completed. This work aligns to the approach taken by Auckland Council with control mechanisms assessed, including the potential use of vaccination as a workplace control to reduce risk to a level that is deemed acceptable, or as low as reasonably practicable.

14. A consultation process is now underway with all employees and volunteers over the proposed vaccination policy.

Eke Panuku Safe Management of Contracts and Agreements (SMCA) Framework

15. Since September we have been consulting across the business on the SMCA framework. Findings and feedback will be provided to the ELT in November. In reviewing the SMCA we considered how to provide assurance that the framework is consistently applied by staff. We have sought advice from Auckland Unlimited, AT and WaterCare and are currently investigating methods of review by peers, line managers or a new resource.

Quarterly Review of Health and Safety Critical Risks

16. The Eke Panuku health and safety representatives met over two workshops in October to review our critical risks and mitigations. This resulted in increased risk emphasis on mental health and wellbeing, considering the impact of covid-19 lockdown and isolation challenges. The updated register, reviewed and approved by our ELT, is attached as Appendix A.

Ngā tāpirihanga | Attachments



Decision paper: Annual Report 30 June 2021

Author: Michele Harpham, Finance Manager

November 2021

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. approve the Annual Report for the year ended 30 June 2021, subject to any significant changes required by Audit New Zealand being discussed with and approved by the Chair and the Chair of the Audit and Risk Committee.
- b. approve the letter of representation to Audit New Zealand for the year ended 30 June 2021, subject to any significant changes required by Audit New Zealand being discussed with and approved by the Chair and the Chair of the Audit and Risk Committee.

Whakarāpopototanga matua | Executive summary

1. The Annual Report is enclosed as attachment A. The Audit and Risk Committee reviewed the Annual Report at its meeting on Friday 19 November. A verbal update on the matters discussed will be provided at the Board meeting.
2. Due to issues with Audit New Zealand resourcing caused by Covid-19, the statutory deadline for completing the annual report was extended to 30 November 2021. Audit New Zealand commenced the audit of the Statement of Service Performance on 27 September, and the audit of the financial statements on 1 November.
3. At the time of issuing this report, the audit is still ongoing. Any issues or known changes will be advised verbally at the Board meeting. Audit clearance may not be received by the time of the Board meeting. Accordingly, the recommendation is for approval of the Annual Report, subject to any significant changes required by Audit New Zealand being discussed with and approved by the Chair and the Chair of the Audit and Risk Committee.
4. We would normally provide the representation letter as part of this report, however it is not yet available. We will send it out by separate cover prior to the Board meeting.

Horopaki | Context

Nga whiringa me te taatai | Options and analysis

5. The draft Annual Report includes narrative sections discussing Eke Panuku's activities during the year, the Statement of Service Performance showing performance against the targets in the Statement of Intent, and the financial statements.
6. The audit covers the Statement of Service Performance (beginning on page 54 of the Annual Report) and the financial statements (beginning on page 62 of the Annual Report).
7. Apart from the adjustment described in the next paragraph, the financial statements match those included in the CE report at the July Board meeting.
8. When the assets of Eke Panuku were transferred to Auckland Council in 2019, a portion of Viaduct Marina was left with Eke Panuku due to contractual arrangements with the adjoining landowner. Now that the 36th America's Cup has been completed, Seagars has undertaken a valuation of Viaduct Marina, based on cash flow forecasts provided by Eke Panuku. The value is split between Auckland Council and Eke Panuku. The value change indicated for Eke Panuku is a decrease of \$1.3m, from the current book value of \$7.1m. The cash flow forecast does not include any expectation of a future America's Cup. This non-cash adjustment is recognised as part of the asset revaluation reserve within equity.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

9. There is no impact from approving the Annual Report. We will provide the final Annual Report to Auckland Council by the statutory deadline of 30 November 2021.

Ngā koringa ā-muri | Next steps

10. After significant changes have been discussed with, and approved by, the Chair and the Chair of the Audit and Risk Committee, the financial statements will be signed and provided to Audit New Zealand. They will issue the audit report and the Annual Report will be provided to Auckland Council and made public on our website by the statutory deadline of 30 November 2021.
11. The Local Government (Auckland Council) Act 2009 requires Eke Panuku to have a meeting in public for the purpose of considering the organisation's performance under its statement of intent in the previous financial year. As the statement of service performance in the Annual Report does not yet have audit clearance, we will be fulfilling this requirement at the Board meeting in February 2022, due to the absence of Board meetings in December and January.

Ngā tāpirihanga | Attachments

[Redacted]

[Redacted]

Ngā kaihaina | Signatories

Carl Gosbee, Chief Financial Officer

David Rankin, Chief Executive

Decision paper: Sustainable Procurement Targets

Authors: Duncan Munro, Principal Advisor Corporate Responsibility; Kristen Webster, Head of Corporate Responsibility.

November 2021

Ngā tūtohunga | Recommendations

That the Eke Panuku Board approve supplier diversity targets of 7.5 per cent direct spend and 15 per cent indirect spend overall, with priority location specific targets of 10 per cent direct spend and 25 per cent indirect spend for Eke Panuku neighbourhoods in south and west Auckland.

That the Eke Panuku Board approve a soft-strip and deconstruction methodology approach to reduce construction and demolition waste for works carried out by development partners and Eke Panuku-led works.

That the Eke Panuku Board approve a zero-waste target for all Eke Panuku-led events.

Whakarāpopototanga matua | Executive summary

1. Sustainable procurement considers social, cultural, and environmental factors in addition to more standard procurement considerations of price and quality. Sustainable procurement is a powerful tool for reducing environmental impacts and addressing specific aspects of social and economic disparity. Sustainable procurement is labelled as a method to “spend the same dollar twice”, obtaining goods and services while achieving positive environmental and social outcomes.
2. Sustainable procurement provides an opportunity for Eke Panuku to leverage further benefits to certain groups or communities while delivering its urban regeneration and portfolio management functions. Sustainable procurement can be addressed through the purchasing of products and services and via the conditions we set in contracts and development agreements.
3. Following on from the Covid-19 emergency budget, Eke Panuku must be able to work effectively with smaller budgets whilst uplifting the communities we work in and maintaining our commitment to our climate change programme. Targeting sustainable procurement objectives facilitates this.
4. The Auckland Council has set out a Sustainable Procurement Framework which aims to generate positive social and environmental outcomes and is supported by objectives with targets.
5. In late 2020 Eke Panuku adopted the Auckland Council sustainable procurement objectives. The intention was to adopt targets at a later date, recognising that the nature and scale of Eke Panuku procurement differs to Council and therefore its targets may not be fit for purpose.

6. Since adoption of sustainable procurement objectives, a number of Eke Panuku projects with sustainable procurement outcomes have been advanced. These include Barrowcliffe Bridge in Manukau and renewal of a commercial building at Hill Rd, Manurewa.
7. Targets are considered necessary to help drive increased delivery of the objectives. It is proposed that Eke Panuku adopts targets for supplier diversity, waste minimisation for events, and waste minimisation in construction and demolition activities. Progress will be reported annually. Targets for the remaining three objectives: reducing carbon emissions; local supplier utilisation; quality employment for target communities; will be developed subsequently, as we consider these objectives require better definition and defined measurement.
8. For supplier diversity, specific priority location targets are proposed for the south and west. This will help Eke Panuku make an increased contribution to community wellbeing in these neighbourhoods.
9. The proposed targets are preliminary and can be refined over time. We consider the targets to be ambitious but achievable. Achievement will be monitored, and progress reported.
10. We do not consider that pursuing sustainable procurement outcomes will have significant financial impacts but there will be positive impacts for Māori and Pasifika businesses and social enterprises. Opportunities will also be provided for sustainable and innovative businesses and social enterprises involved with deconstruction and zero waste events.
11. Following adoption by the board, the preliminary targets will be communicated to the business and further pilots will be undertaken across the business. Training will be delivered through the Community of Practice sessions. Standard tender clauses and evaluation criteria will be developed for both Eke Panuku procurements and for inclusion within development agreements.

Horopaki | Context

12. The Auckland Council objectives and targets are:

Sustainable procurement objective	Target
Supplier diversity	5 per cent of the value of all direct contracts to be awarded to Māori and/or Pasifika businesses or social enterprises (diverse suppliers) 15 per cent of the total subcontract value to be awarded to diverse suppliers
Local supplier utilisation	100 contracts with local suppliers by 2022
Quality employment for target communities	100 quality employment opportunities for members of target communities created through Council contracts by 2022
Zero waste by 2040	100 per cent of contracts incorporate waste considerations in all procurement processes

Reducing carbon emissions	100 per cent of contracts incorporate carbon emission reduction strategies in all procurement processes.
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13. Progress in implementation of the Eke Panuku objectives has only been partially measurable. Of the five objectives, only the direct spend (Eke Panuku spend) target for supplier diversity is currently measurable across all Eke Panuku activities.
14. Eke Panuku spend with diverse suppliers has trended between two and three percent between 2019 and 2021. Spend has not increased over time: 2019 - 3 per cent; 2020 - 2.25 per cent; 2021 - 2.63 per cent.
15. Analysis of 2021 direct spend with diverse suppliers shows that the majority is split between Assets and Delivery (43 per cent) through security services and the Placemaking team (42 per cent) across a variety of suppliers, with smaller contributions from Capital Works and Māori outcomes (7 per cent each). The majority of this spend with diverse suppliers precedes the adoption of sustainable procurement goals. Therefore, progress against the target is being achieved through business-as-usual approaches. This means there is significant potential to increase adoption of supplier diversity, particularly on higher value projects.
16. Eke Panuku has the opportunity to define specific waste minimisation targets that match our work programmes. This includes our physical works, development agreements, and Eke Panuku led events.

Nga whiringa me te taatai | Options and analysis

17. The proposed Eke Panuku preliminary targets are as follows:

Sustainable procurement objective	Target
Supplier diversity	7.5 per cent direct spend 15 per cent indirect spend
Zero waste by 2040	All projects use soft-strip and deconstruction methodologies All Eke Panuku led events to apply zero waste principles
	Priority location targets
Supplier diversity	South and west neighbourhoods 10 per cent direct spend 25 per cent indirect spend

Supplier diversity

18. To date, indirect spend for supplier diversity has been targeted across several Eke Panuku capital and renewal projects. The Barrowcliffe Bridge project aimed for 25 per cent indirect spend and achieved delivery of 40 per cent by Māori/Pasifika businesses which equated to around \$425,000. These businesses carried out a variety of works on the project including retaining wall construction, landscaping and planting, traffic management and concrete placing. The 7 Hill Road, Manurewa renewal of a commercial building aimed for and is delivering an estimated 25 per cent. Projects closer to the city centre have varied in responses, for example, the renewal of a heritage building at 27 Princes Street, Auckland City has 21 per cent estimated. Further tenders with indirect spend requirements are currently out to the market.
19. Through current business-as-usual activities, Eke Panuku is close to achieving the Auckland Council supplier diversity target of five per cent direct spend. By adopting a more ambitious target of 7.5% we will drive greater impact, creating new opportunities for diverse businesses.
20. It is recommended that the supplier diversity goal for indirect spend aligns with the Auckland Council target, as this is a city-wide target and some of the Eke Panuku neighbourhoods may not be able to meet a greater level of ambition.
21. Supplier diversity outcomes have not yet been tested in full in development agreements. A 10 per cent supplier diversity target was agreed for a short stay accommodation development at 10 Putney Way, Manukau following direct negotiations post-procurement. Supplier diversity will be required for the Downtown Carpark development, with Auckland Council having mandated the inclusion of its sustainable procurement objectives.
22. Supplier diversity is proposed to be specified as a desirable outcome for Eke Panuku developments, with a 15 per cent indirect spend target. This outcome should be included as a weighted criteria for evaluation of bids/proposals when sites are taken to the market. Through this approach we can test the development market's acceptance of supplier diversity and support its adoption.
23. Supplier diversity outcomes could be mandated for certain high-profile developments or for those which include elements being delivered for Eke Panuku e.g., public realm projects delivered by private developers.
24. Supplier diversity is proposed to be piloted through one or more development agreements before its full adoption. Measurement of supplier diversity indirect spend will need to be tested. Eke Panuku will investigate if Green Star and Homestar innovation credits can be used to support the measurement of supplier diversity outcomes.
25. The proposed targets for supplier diversity recognise that there are greater opportunities in the southern and western Eke Panuku neighbourhoods. The south and west areas have higher proportions of Māori and Pasifika businesses than other priority locations. This presents a greater opportunity to engage with those businesses and to deliver community wellbeing. Concentrating efforts in these areas supports the renewed focus by Auckland Council on working to address equity and directing resources to communities in most need.

Waste minimisation - construction and demolition

26. Measurement of waste minimisation outcomes for construction and demolition is not consistent across all Eke Panuku projects and is not currently defined as a project management benefit. However, waste minimisation in development agreements is addressed through Eke Panuku Green Star and Homestar requirements, with a focus on percentage of waste diverted from landfill.
27. Soft-strip and deconstruction methodologies are often utilised together to minimise waste to landfill. A soft-strip approach involves removal of building furniture, fixtures, and fittings. Deconstruction involves a building being teased apart so that the value of materials is retained, and materials are prioritised for reuse.
28. Deconstruction was piloted by Auckland Council for several years and was used across at least six projects. As a result of these pilots, deconstruction has become the in-practice approach for the Community Facilities department. More recently, Kāinga Ora has adopted a land clearance policy which utilises a deconstruction panel of suppliers, among other methodologies. Deconstruction suppliers were procured by a request for proposal and consists of six suppliers. This follows a deconstruction pilot by Kāinga Ora in 2020¹.
29. These earlier pilot projects and recent adoption by Council and Kāinga Ora gives confidence for Eke Panuku to mandate a soft-strip and deconstruction approach to waste minimisation for all Eke Panuku-led physical works and via development agreements for development partners.
30. Demolition waste is likely a significant proportion of the Eke Panuku waste stream, due to the nature of urban renewal and construction. Mandating of deconstruction will significantly reduce waste to landfill. This is particularly relevant for projects delivered by development partners but will also reduce waste in Eke Panuku renewals and capital projects. A deconstruction approach to demolition will align Eke Panuku with Auckland Council's zero waste ambition and the practices of industry partners such as Kāinga Ora.
31. There are two main methods for targeting deconstruction outcomes within development agreements and these two options will be tested. Eke Panuku could arrange for an assessment of an asset to determine what materials could be reused. This would enable a schedule of materials for salvage to be included in a development agreement. Alternatively Eke Panuku could require development partners to conduct their own analyses. Eke Panuku would provide a list of companies which specialise in deconstruction e.g., those identified by Kāinga Ora, to complete the analysis and deconstruction.

Zero waste events

32. Eke Panuku approaches waste minimisation in events by using suppliers to manage waste bins, sorting of waste, education, and measurement. Waste minimisation reporting is often available but is not always requested or utilised. Zero waste is not formal Eke Panuku policy but is current practice for most events. Eke Panuku has an opportunity to formalise an approach to waste minimisation in events by applying and requiring zero

¹ Kāinga Ora (2020) Reducing waste through deconstruction <https://kaingaora.govt.nz/news/reducing-waste-through-deconstruction/> Accessed 31/08/2021

waste practices to all events, and to measure waste diversion per event and the total across all events per annum.

33. Meeting zero waste goals for Eke Panuku led events will require aligning of current zero waste methodologies across all events. These principles include reducing incoming waste (avoiding materials that will become waste), matching bins for expected waste streams, and providing education and guidance to event goers. Monitoring of visitor and stakeholder engagement will be required. Measurement of waste will help determine progress towards and guide further actions towards achieving the goal of zero waste for all events.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

34. There are no direct costs to Eke Panuku adopting supplier diversity targets. However, there may be resource (time) implications if Eke Panuku chooses to break projects into smaller contracts to facilitate direct delivery by smaller diverse suppliers. There is a risk that development partners may try to negotiate a reduced land sale price due to perceived risks due to unfamiliarity with supplier diversity. This can be mitigated through advice provided by Eke Panuku and the supplier diversity intermediaries, Amotai and Ākina.
35. There may be minor cost increases to capital works and minor discounts to land sales by Eke Panuku adopting deconstruction methodologies. The cost premium of deconstruction has been measured as roughly break even by the Auckland Council Research and Evaluation Unit². Costs of deconstruction may reduce as the methodology becomes more widespread.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

36. Adopting targets for the Eke Panuku sustainable procurement objectives is not considered to present any significant risks to the organisation. However, there could be reputation risk in adopting targets that are too ambitious for the organisation or by Eke Panuku not demonstrating progress towards meeting its adopted targets.
37. Eke Panuku would be in danger of reputational risk by adopting unambitious sustainable procurement targets. Both the Eke Panuku Statement of Intent 2020-23 and the Mana Whenua-Eke Panuku Outcomes Framework note sustainable procurement as an opportunity and priority for Eke Panuku.

Tauākī whakaaweawe Māori | Māori impacts

38. Adopting targets for supplier diversity will result in a greater share of work for Māori and iwi businesses. However, as the supplier diversity objective has three focusses, we cannot forecast how much increased spend will be with Māori or iwi businesses. Mana whenua are focussed on outcomes for iwi businesses and will likely question the lack of an iwi focus within the Eke Panuku objectives and targets.

² Rohani, M., T Huang, L Hoffman, M Roberts and B Ribeiro. (2019). Cost benefit analysis of construction and demolition waste diversion from landfill. A case study based on HLC Ltd development in Auckland. Auckland Council technical report, TR2019/009

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

39. Developers may need to create new relationships with companies which can deliver deconstructions. However, this will be mitigated through Eke Panuku advice and by the public availability of the Kāinga Ora deconstruction suppliers panel.
40. Developers won't be directly impacted by the inclusion of supplier diversity in evaluation criteria as supplier diversity will be encouraged and rewarded rather than mandated. Development partners may therefore choose to upskill in this area to attain an advantage in procurements.

Tauākī whakaaweawe āhuarangi | Environment and climate change impacts

41. Adopting sustainable procurement targets directly supports implementation of the Eke Panuku Climate Change Strategy and *Te Tāruke-ā-Tāwhiri*: Auckland's Climate Plan. Deconstruction methodologies will reduce waste to landfill beyond what is already being achieved through Green Star and Homestar requirements as these tools focus more on diversion of waste rather than reuse. Deconstruction methodologies retain more of the value of materials being removed from structures. These materials can be reused, reducing the need to produce new materials, and avoiding associated impacts which helps to mitigate against further climate change.
42. Māori businesses often endeavour to incorporate Māori values and principles into their strategic goals, governance, management, and operations. This includes such principles as kaitiakitanga (guardianship), which provides Māori businesses with opportunities to meet demands, as requested by Eke Panuku, for sustainable products and services³.

Ngā koringa ā-muri | Next steps

43. Following board approval, the targets will be communicated to the business and further pilots will be undertaken across the business. Training will be delivered through the Community of Practice sessions and standard tender clauses and evaluation criteria will be developed for both Eke Panuku procurements and for inclusion within development agreements.

Ngā kaihaina | Signatories

Brenna Waghorn, GM Strategy & Planning

David Rankin, Chief Executive

³ Mill, A., & Millin, D. (2021) He Manukura. Insights from Māori frontier firms. www.productivity.govt.nz/inquiries/frontier-firms. Accessed 30-08-2021.

6. Since adoption of sustainable procurement objectives, a number of Eke Panuku projects with sustainable procurement outcomes have been advanced. These include BarrowCliffe Bridge in Manukau and renewal of a commercial building at Hill Rd, Manurewa.
7. Targets are considered necessary to help drive increased delivery of the objectives. It is proposed that Eke Panuku adopts targets for supplier diversity, waste minimisation for events, and waste minimisation in construction and demolition activities. Progress will be reported annually. Targets for the remaining three objectives: reducing carbon emissions; local supplier utilisation; quality employment for target communities; will be developed subsequently, as we consider these objectives require better definition and defined measurement.
8. For supplier diversity, specific priority location targets are proposed for the south and west. This will help Eke Panuku make an increased contribution to community wellbeing in these neighbourhoods.
9. The proposed targets are preliminary and can be refined over time. We consider the targets to be ambitious but achievable. Achievement will be monitored, and progress reported.
10. We do not consider that pursuing sustainable procurement outcomes will have significant financial impacts but there will be positive impacts for Māori and Pasifika businesses and social enterprises. Opportunities will also be provided for sustainable and innovative businesses and social enterprises involved with deconstruction and zero waste events.
11. Following adoption by the board, the preliminary targets will be communicated to the business and further pilots will be undertaken across the business. Training will be delivered through the Community of Practice sessions. Standard tender clauses and evaluation criteria will be developed for both Eke Panuku procurements and for inclusion within development agreements.

Horopaki | Context

12. The Auckland Council objectives and targets are:

Sustainable procurement objective	Target
Supplier diversity	5 per cent of the value of all direct contracts to be awarded to Māori and/or Pasifika businesses or social enterprises (diverse suppliers) 15 per cent of the total subcontract value to be awarded to diverse suppliers
Local supplier utilisation	100 contracts with local suppliers by 2022
Quality employment for target communities	100 quality employment opportunities for members of target communities created through Council contracts by 2022

Zero waste by 2040	100 per cent of contracts incorporate waste considerations in all procurement processes
Reducing carbon emissions	100 per cent of contracts incorporate carbon emission reduction strategies in all procurement processes.

13. Progress in implementation of the Eke Panuku objectives has only been partially measurable. Of the five objectives, only the direct spend (Eke Panuku spend) target for supplier diversity is currently measurable across all Eke Panuku activities.
14. Eke Panuku spend with diverse suppliers has trended between two and three percent between 2019 and 2021. Spend has not increased over time: 2019 - 3 per cent; 2020 - 2.25 per cent; 2021 - 2.63 per cent.
15. Analysis of 2021 direct spend with diverse suppliers shows that the majority is split between Assets and Delivery (43 per cent) through security services and the Placemaking team (42 per cent) across a variety of suppliers, with smaller contributions from Capital Works and Māori outcomes (7 per cent each). The majority of this spend with diverse suppliers precedes the adoption of sustainable procurement goals. Therefore, progress against the target is being achieved through business-as-usual approaches. This means there is significant potential to increase adoption of supplier diversity, particularly on higher value projects.
16. Eke Panuku has the opportunity to define specific waste minimisation targets that match our work programmes. This includes our physical works, development agreements, and Eke Panuku led events.

Nga whiringa me te taatai | Options and analysis

17. The proposed Eke Panuku preliminary targets are as follows:

Sustainable procurement objective	Target
Supplier diversity	7.5 per cent direct spend 15 per cent indirect spend
Zero waste by 2040	All projects use soft-strip and deconstruction methodologies All Eke Panuku led events to apply zero waste principles
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Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

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Ngā koringa ā-muri | Next steps

43. Following board approval, the targets will be communicated to the business and further pilots will be undertaken across the business. Training will be delivered through the Community of Practice sessions and standard tender clauses and evaluation criteria will be developed for both Eke Panuku procurements and for inclusion within development agreements.

Ngā kaihaina | Signatories

Brenna Waghorn, GM Strategy & Planning

David Rankin, Chief Executive

³ Mill, A., & Millin, D. (2021) He Manukura. Insights from Māori frontier firms. www.productivity.govt.nz/inquiries/frontier-firms. Accessed 30-08-2021.

Decision paper: 132 Greenlane East, Greenlane - Updated go to market strategy

Author: Adam Sadgrove, Development Manager

November 2021

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

Approve:

- [REDACTED]
- [REDACTED]

Note:

- a. the site will be developed generally in accordance with the 132 Greenlane East Essential Outcomes, these are summarised as follows:
 - The development must incorporate a quality mixed use multi storey building that contributes to the streetscape of Green Lane East and Nolan Road through attractive building form and activation on ground level.
 - The must provide active ground floor along the Green Lane East frontage.
 - The main pedestrian entry for the uses located on upper levels is to be directly from the street frontage.
 - Any car access to be provided must be off Nolan Road only with vehicular entry to be a maximum of 6m wide.
 - Any carparking on site has to be sleeved from public view.
 - The development must provide a minimum of a 6 Homestar Built rating certificate for any residential component

Whakarāpopototanga matua | Executive summary

1. 132 Green Lane East, Greenlane is a surplus off-street carpark. Given its size and proximity to public transport nodes, it was identified as having potential for a mixed-use urban renewal development.
2. The executive sought approval from the Finance and Performance Committee for urban renewal purposes rather than declaring the land surplus which is usual practice. This was to ensure that the outcomes on the site would enable urban renewal which is a Public Work.
3. Ngāti Maru indicated a strong interest in partnering with Eke Panuku to deliver urban renewal and housing outcomes on this site.
4. The executive obtained Board approval in March 2019 for exclusive negotiations to be entered into with Ngāti Maru under the Policy for Selecting Development Partners. It was resolved that when the negotiations were sufficiently advanced in that the proposal met the required urban renewal outcomes, a go to market strategy paper would be prepared for Board approval.
5. Through the partnership with Ngati Maru, the development must provide the following essential design outcomes and urban renewal criteria
 - The development must incorporate a quality mixed use multi storey building that contributes to the streetscape of Green Lane East and Nolan Road through attractive building form and activation on ground level.
 - The must provide active ground floor along Green Lane East. (i.e. retail or food & beverage).
 - The main pedestrian entry for the uses located on upper levels is to be directly from the street frontage (Green Lane East or Nolan Road).
 - Any car access to be provided must be off Nolan Road only with vehicular entry to be a maximum of 6m wide.
 - Any carparking on site has to be sleeved from public view.
 - The development must provide a minimum of a 6 Homestar Built rating certificate for any residential component.
 - The development must have a minimum of 20 homes and be completed by December 2024. The must be an expression of Maori Culture, identity and outcomes in the design.

[REDACTED]

[REDACTED]

[REDACTED]

- There must be an expression of Maori Culture, identity and outcomes in the design.
- The development must contribute to the streetscape of Green Lane East and Nolan Road through attractive building form and activation on ground level.
- Any carparking on site has to be sleeved from public view.
- The development must provide a minimum of a 6 Homestar Built rating with a minimum of 20 homes completed by December 2024.

[REDACTED]

[REDACTED]

Horopaki | Context

[REDACTED]

[REDACTED]

[REDACTED]

Previous board decisions		
Date and meeting	Document	Decision / Outcome
Panuku Board October 2015	Decision paper: Māori Engagement	a) That the board adopts a collaborative partnership relationship with the mana whenua, mataawaka and urban Māori of Tamaki Makaurau. b) That the board supports the internal transformational shift

		required to embed this ethos in the business at a fundamental level.
Panuku Board April 2018	Decision Paper: Disposal recommendation	It was RESOLVED THAT the Board: Approves The recommendation to the Finance and Performance Committee that 132 Green Lane East be divested for housing and urban renewal purposes
Panuku Board July 2018	Finance and Performance Committee Disposal recommendation	That the Finance and Performance Committee: a) approve subject to the satisfactory conclusion of any required statutory processes: i) the disposal of the land at 132 Green Lane East, Greenlane, comprised of an estate in fee simple more or less being Part Lot 22 DP 12290 contained in computer freehold register NA337/209 (part-cancelled) subject to appropriate legal controls to achieve predetermined strategic housing and urban renewal development outcomes;
		

Matapaki | Discussion

14. Eke Panuku's Selecting Development Partners Policy includes processes to facilitate private sector, Iwi, Crown and third sector agreements to develop land. Section 4.2 outlines the circumstances in which dealing exclusively with one or a limited number of development party/s directly or through a closed-tender process is permitted.

[REDACTED]

[REDACTED]

Hīraunga | Implications

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

Ngā ritenga ā-pūtea | Financial implications

[REDACTED]

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

[REDACTED]

Tauākī whakaaweawe Māori | Māori impact

[REDACTED]

[REDACTED]

[REDACTED]

Ngā whakaaweawe rauemi | Resourcing impacts

20. The project will be resourced by a Development Manager, a Portfolio Specialist, an Urban Designer, and a representative from the Community and Stakeholder Relations team

Ngā koringa ā-muri | Next steps

21. The steps and indicative timeframes to implement the decision are proposed as follows:

• Resource Consent lodged	May 2022
• Resource Consent Condition Satisfied	August 2022
• Settlement	December 2023
• Development completed	December 2024

LGOIMA Status

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

would affect the commercial interest of a third party (s7(2)(b)(ii); and

would be likely to prejudice or disadvantage the commercial position of council (s7(2)(h)).

Ngā tāpirihanga | Attachments

Attachment A - Eke Panuku Essential Design Outcomes and Guidelines

Attachment B - Eke Panuku Urban Renewal Definition.

Ngā kaihaina | Signatories

Marian Webb, GM Assets & Delivery

Allan Young, GM Development

David Rankin, Chief Executive



ESSENTIAL OUTCOMES AND
DESIGN GUIDANCE

132 GREEN LANE EAST
GREENLANE

August 2021

CONTENTS

This Design and Development Brief has been prepared by Eke Panuku Development Auckland to guide design responses for 132 Green Lane East in Greenlane. It identifies and provides rationale for the essential outcomes that will form part of a future Development Agreement with a preferred development partner.

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2	UNITARY PLAN ANALYSIS
3	WIDER CONTEXT ANALYSIS
4	SITE AND ITS CONTEXT PHOTOS
5	SITE CONSTRAINTS AND OPPORTUNITIES
6	THE SITE CHARACTERISTICS
7	VISION FOR THE SITE AND THE AREA
8	ESSENTIAL OUTCOMES
9	DESIGN GUIDELINES
10	DESIGN REVIEW PROCESS
11	PRECEDENTS AND IDEAS

INTRODUCTION

This Design and Development Brief outlines the main elements of the urban environment surrounding the site at 132 Green Lane East, Greenlane. It describes the type of development that will have a positive impact on Greenlane and urban renewal.

This document includes Essential Outcomes for the site that will form the basis of negotiations with a potential buyer and be included in a future Development Agreement.

PURPOSE AND EXECUTIVE SUMMARY

132 Green Lane East, Greenlane is a surplus off-street car park. Given its size, location and proximity to public transport nodes, and residential population within walking distance, it has a potential for a mixed-use development.

A development of a mixed use building with active and attractive street frontage, providing new retail and residential/temporary accommodation offer with contextually responsive architectural language will provide significant improvement in this area and could be a catalyst to regenerate Greenlane Town Centre.

UNITARY PLAN ANALYSIS

- The site is zoned Business-Mixed Use Zone
- Business - Town Centre Zone is across the street from the site
- Residential zoning is directly south from the site - Terrace Housing and Apartment Building Zone (THAB)

The zoning of the site acts as a transition between the Town Centre zone and the residential zones. It indicates that this area is intended to support the town centre.

The Greenlane Town Centre zone has a height variation control allowing up to 24m height. Buildings in a Mixed Use Zone, which applies to the site, are permitted up to 16m with 2m for roof form (Total Building Height 18m). For the residential THAB zone behind, 16m is the permitted height.

A height in relation to boundary control is applicable to the southern boundary of the site, where the zone changes from Business to Residential. This control requires building on the site to be within an envelope of 8m and a 60 degree angle along the southern boundary.

The General Business Zone objectives highlight the importance of amenity for the community around the centres, as well as good quality outcomes.

Most applicable AUP Mixed Use Zone objectives:

‘Development is of a form, scale and design quality so that centres are reinforced as focal points for the community.’

‘Development positively contributes towards planned future form and quality, creating a sense of place.’

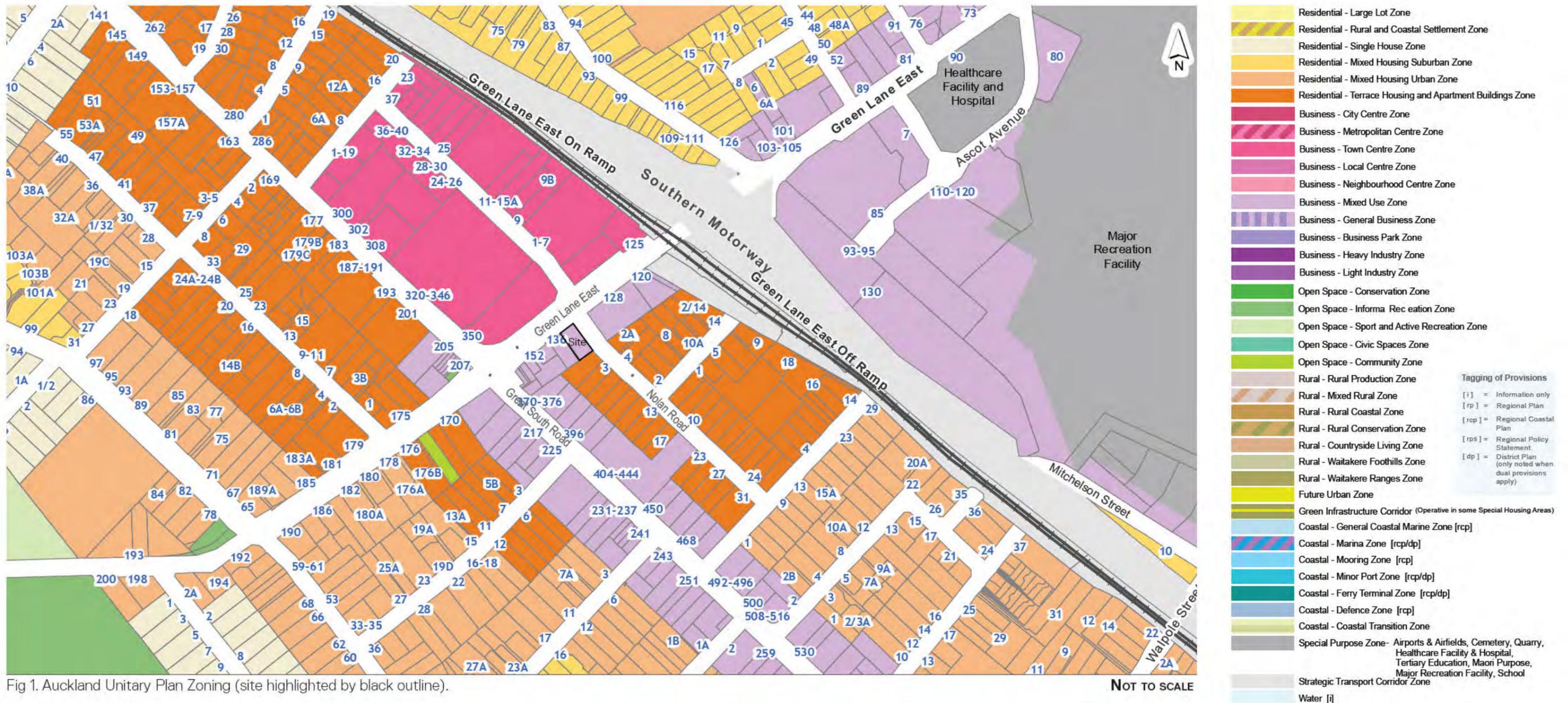


Fig 1. Auckland Unitary Plan Zoning (site highlighted by black outline).

NOT TO SCALE

WIDER CONTEXT ANALYSIS

The site at 132 Green Lane East is approximately 700sqm site. It is in close proximity to many attractions, employment, retail and it is well connected with other centres via public transport.

The site is located:

- Within 5km from the City of Auckland; Britomart Station can be reached from the site within 25minutes using the train.
- Near two major intersections - Green Lane East with Southern Motorway and with Great South Road;
- 3 minutes walking distance (250m) to the train station and to bus stops;
- In close proximity to a number of destinations, some of them within 5-10minutes walking distance, including the Ellerslie Racecourse and Events Centre, Cornwall Park. The ASB Showgrounds, Greenlane Hospital and Epsom Town Centre can be reached within less than 10 minutes on public transport. There are also a number of schools and education facilities and office buildings with major tenants in the vicinity of the site.
- Next to the Greenlane Town Centre. The area zoned town centre is across the street from the site, and although it doesn't exhibit typical town centre character at the moment it has potential to be improved in the future as most sites within the town centre are underutilised. A good example of a potential future change is the new Commercial Precinct that is currently under construction on Marewa Road.

There are approximately 2000 households within walking distance to Greenlane Train Station within 800m radius (source: Auckland Council GIS). Assuming 3 persons per household on average, there is approximately 6000 residents within the centre's catchment. This number, combined with the quality and number of attractions, that are also within walking distance or close-by on public transport should be an incentive for the suburb's general improvement which will also encourage the market investment and interest.

Based on onsite observations most people in the area use cars to get around the suburb, even to reach the nearby destinations. This is most likely a result of the current car dominated character of the streets, which indicates to the residents that it is inconvenient, unsafe and unpleasant for walking.

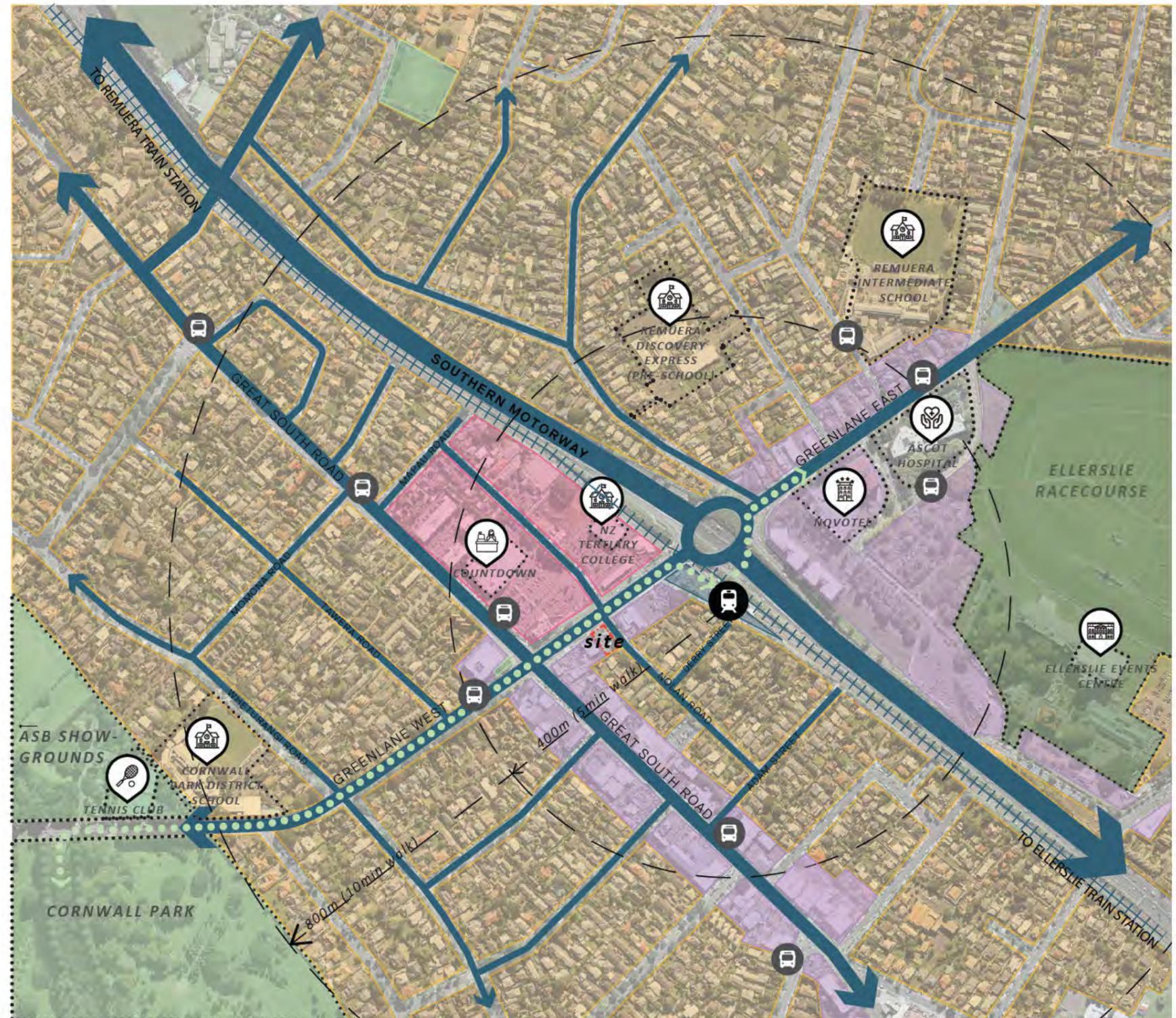
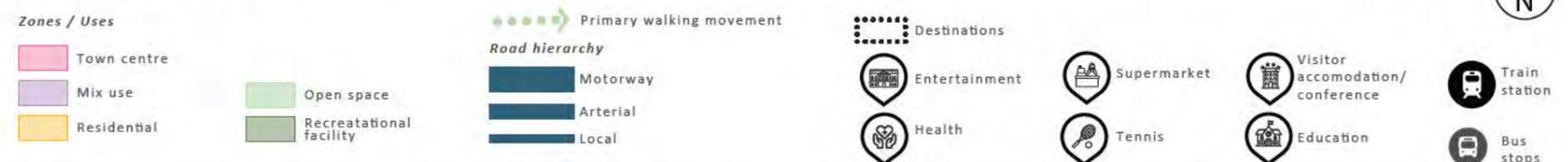


Fig 2. Urban Analysis of wider context



SITE AND ITS CONTEXT PHOTOS

The site at 132 Green Lane East is currently a surface carpark (currently 25 car spaces) surrounded by major arterial roads, and car dominated businesses such as car dealers, car wash and a petrol station. However, just 50m south from Green Lane East, on Nolan Road, the environment changes to a quiet residential neighbourhood.



View to the north from the site. The site will benefit from attractive views to Mt Eden and City skyline, including Skytower beyond from upper levels.

The site at 132 Green Lane East has potential to act as a gateway to the town centre and the residential area providing enhanced amenity for the community within walking distance.

The site is also on along the key walking route from the Greenlane Train Station to Cornwall Park and a number of other destinations. Therefore a new development on the site could help ensure better amenity along the street for pedestrians by activating the frontage, providing canopies and landscaping.

Currently the streetscape on Green Lane East between the station and Great South Road is lacking trees and quality landscaping. The street is



Nolan Road presents the best frontage to the site - north facing and with established street trees. More trees can be added towards the main road.

also overpowered by traffic volumes. Green Lane East has multiple traffic lanes (6 lanes) plus a median strip bringing the width of the carriageway to approximately 22m width (in the stretch extending toward Great South Road).

The streetscape changes at the intersection with Great South Road on Green Lane West, where mature trees are located on either side of the road. This provides a different walking experience, and highlights some quality of the 'green lane' on approach to Cornwall Park. It would be beneficial to investigate additional greening along the rest of the street (east of Great South Road) to improve the walking environment from the station.



Streetscape condition along Great South Road in front of the site is shown above. Site's frontage and the footpath are exposed to the traffic impacts.



View towards west along Green Lane East at exit from the Greenlane Train Station pedestrian ramp. The image shows how the car dominated environment lacks inviting qualities for pedestrian movement, despite many destinations within walking distance.



Quiet residential neighbourhood approximately 50m south of Green lane East on Nolan Road in contrast to the harsh car dominated environment on Green Lane East.



Character on Green Lane West is different to Green Lane East through established green strips with mature trees along the street. This provides an enhanced street character, walking amenity and outlook for residents and office workers.

SITE CONSTRAINTS AND OPPORTUNITIES

Green Lane East is the main pedestrian link through the town centre to the station, but most businesses face away from the street.

Constraints

The analysis to the right illustrates the following constraints:

- Majority of the businesses along Green Lane East (west of the motorway) are not engaging with the street. Most pedestrian entries to the buildings are from the side or from the carpark, not directly from the street;
- Not only do the width of roads signalise a car dominated character, but this is further amplified by the surrounding uses that are also car related such as car dealerships and car yards, car wash services, drive through food outlets and surface carparks associated with sporadic retail and services uses.
- There are no street trees along Green Lane East (west of the motorway);
- No verandahs along the streets or any weather protection; and
- Green Lane East is difficult to cross for pedestrians - the existing pedestrian crossing at the intersection with Great South Road is 35m long due to an angle and a number of road lanes.

Opportunities

There are also some positive observations and future opportunities for the area and the site:

- A major supermarket close to the site services local residential catchment whilst its large surface carpark facing the street doesn't encourage pedestrian movement, it presents a future development opportunity. The zoning and height variation are encouraging for redevelopment.
- Many other surface carpark and car yard areas may be attractive for future redevelopment.
- This area is attractive for commercial use particularly for offices. An example of this is the new Commercial Precinct under construction on Marewa Rd and a number of major office tenants in existing buildings nearby, including HNZC.
- Most of the existing buildings don't reach the maximum allowable building height, which presents many opportunities for future redevelopment, especially on sites that have large surface carpark or low buildings on site.
- Greening of the streets with trees, verandahs as well as new developments that face the streets would create an inviting character and visual interest for residents and visitors.
- Lack of cafés and local shops indicates potential opportunity for new businesses that can invigorate the suburb and provide better amenity for the local community, as well as for visitors arriving by train or a bus.

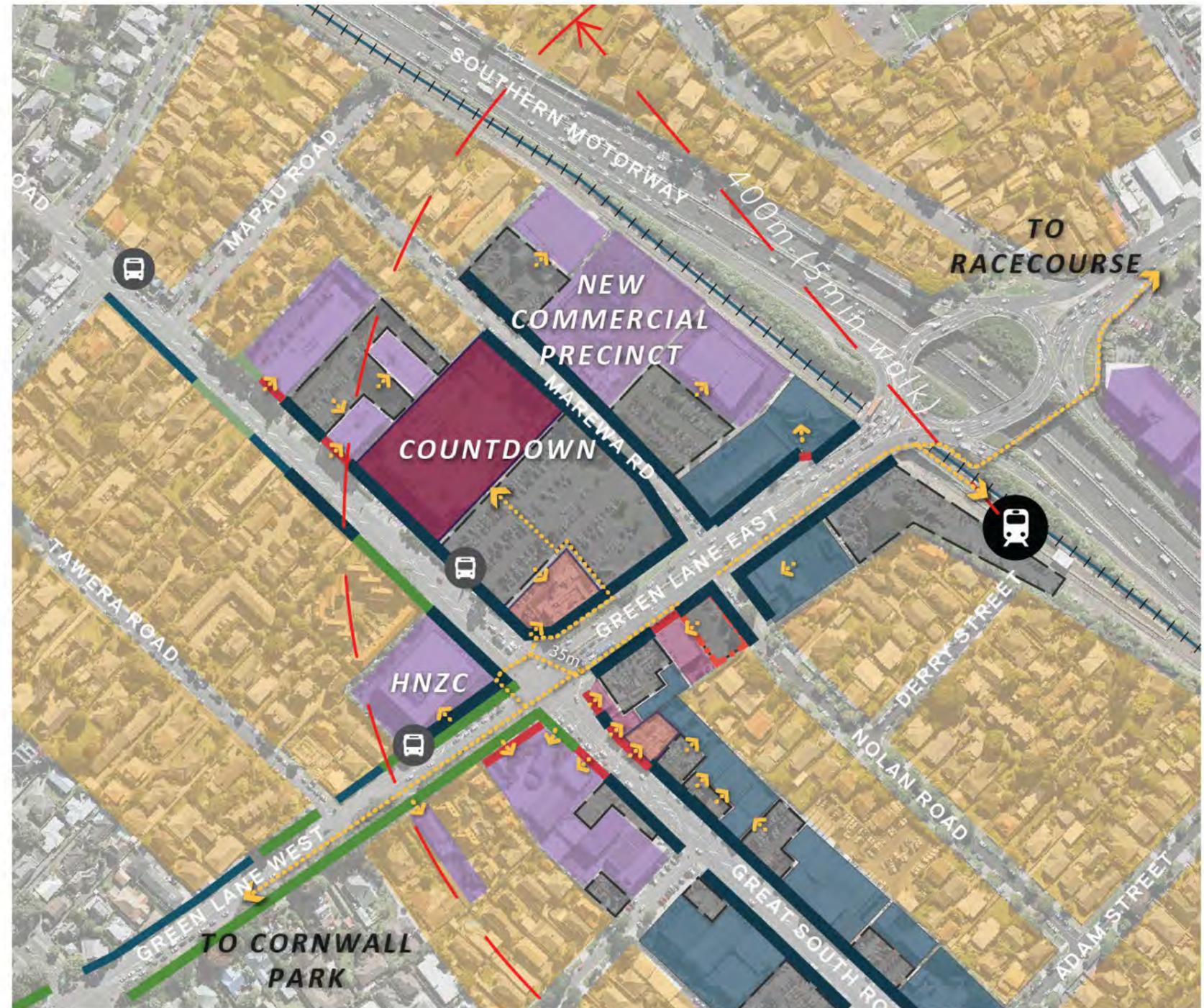
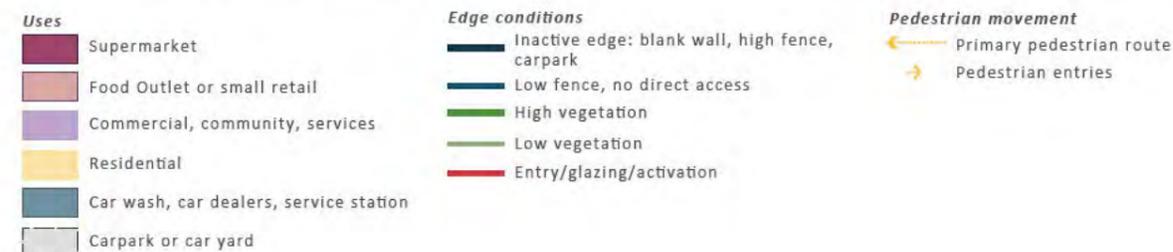


Fig3. Constraints and opportunities mapping



NOT TO SCALE

THE SITE CHARACTERISTICS

The site at 132 Green Lane East is a corner site, currently used as carpark. The site is of rectangular shape and flat.

The edge condition:

- To the north - major arterial - Green Lane East, within 200m from -off-ramp from Southern Motorway (SH1).
- To the west - Bathroom retailer, in a two storey building, currently accessed from the subject site;
- To the south - a single storey residential house; There is tall hedge on this boundary providing privacy for the residents;
- To the east - Nolan Road, which does not allow east-bound through traffic towards the residential zone;

Site area: approx. 722sqm (to be confirmed in survey drawing)
of regular rectangular shape 18m wide (E-W) and 40m long (N-S)

Unitary Plan requirements:

- Business - Mixed Urban Zone
- Permitted max height - 16m+2m for roof form
- Subject to Regionally Significant Volcanic Viewshaft from One Tree Hill (impacting above 20m height only;
- Building frontage - no controls
- Height in relation to boundary - 60 degrees from 8m height along southern boundary
- Carparking for retail: Minimum 1 per 30sqm GFA for Food and beverage and other typical retail.
- Carparking for residential: no minimum or maximum.
- Overland Flow Path on the northern corner - requiring Hazard risk assessment.

Other characteristics:

- The site is relatively flat
- There are two mature trees to the east, along Nolan Road.
- Existing vehicle access is from the east, from Nolan Road.
- Potential for views to Mt Eden and the City Skyline from upper levels.



Fig. 4 Existing site aerial view (note: this is not a survey plan)

NOT TO SCALE 

VISION FOR THE SITE AND THE AREA

Analysis of site's context and the objectives of the Unitary Plan indicate that a mixed use medium scale development with active frontage and safe walking environment would be most desirable in this location. This kind of development

A catalyst for urban renewal

A development on 132 Green Lane East can be a catalyst for the rest of the block and set up a direction for a type of redevelopment in the future.

Below are indicative illustrations of how the site can be developed and how the surrounding area can evolve over time under the current zoning.

A new development on site and further along the street is a great opportunity to provide canopy over the entire length of the footpath along Green Lane East leading to Great South Road. This would create an inviting environment for walking between the Station and several local destinations.

would support the Town Centre and provide balanced transition to the surrounding residential areas. However, the existing context of the site also holds a risk that the site could be developed in a similar manner as the

Uses that generate footfall

Buildings with quality facade design and appropriate scale will also improve the pedestrian experience of this space and encourage to stay here for longer, rather than just passing by on foot or in a car. New buildings with a mix of uses will help soften the harsh car dominated environment. Uses such as cafés, local grocers, furniture showrooms as well as main entries to upper level uses, windows and foyers along the main street will start the perception change for this area and generate new pedestrian footfall.

surrounding sites i.e. a caryard or a similar car dominated service. Therefore it is important to create a vision and expectations for the site.

Opportunity to Develop with Adjacent Site

A development on 132 Green Lane East, whether developed on its own or amalgamated with the site next door (136 Green Lane East), will signal a change to the owners of surrounding sites and create new interest in redevelopment and improvement within the neighbourhood of Greenlane.

(Note 1: Adjacent sites are not under the ownership of Eke Panuku. If found feasible, the interested Development Partner will need to pursue negotiations regarding additional acquisitions separately.)

1. UNDER-UTILISED SITE - CURRENT STATE



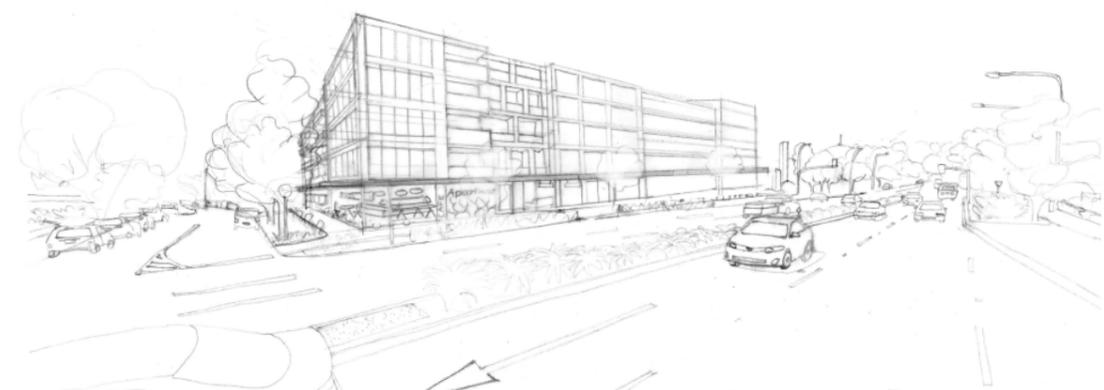
2. SITE OPPORTUNITY - THE SITE AND ITS FUTURE POTENTIAL - DEVELOPMENT ON THE SUBJECT SITE ONLY



3. SITE AND ADJACENT SITE OPPORTUNITY - DEVELOPMENT ON THE SITE AND THE SITE NEXT DOOR



4. INITIATING FURTHER URBAN RENEWAL - DEVELOPMENT ALONG THE ENTIRE BLOCK TO GREAT SOUTH RD



ESSENTIAL DESIGN OUTCOMES

The following Essential Outcomes are the minimums that should be met for any new development on the site at 132 Green Lane East, Greenlane. Each proposal will be considered based on design merit and can be discussed with Eke Panuku at any stage.

The subject site can be developed on its own or amalgamated with the site next door (136 Green Lane East). For clarity both scenarios are illustrated in the diagrams below. The final design intent must be confirmed and agreed with Eke Panuku during the design process.

The development must achieve the following outcomes:

1. Develop quality mixed use multi storey building that **contributes to the streetscape** of Green Lane East and Nolan Road through attractive building form and activation on ground level.
2. Provide **active ground floor** along Green Lane East. (i.e. retail or food & beverage).
3. Main **pedestrian entry** for the uses located on upper levels is to be directly from the street frontage (Green Lane East or Nolan Road).
4. Car access is to be provided **off Nolan Road** only. Vehicle entry to be a maximum of 6m wide.
5. Any **carparking** on site has to be **sleeved from public view**.
6. Ensure minimum of a **6 Homestar Built rating certificate** for any residential component - see 6 Homestar Eke Panuku Custom Checklist (attached).

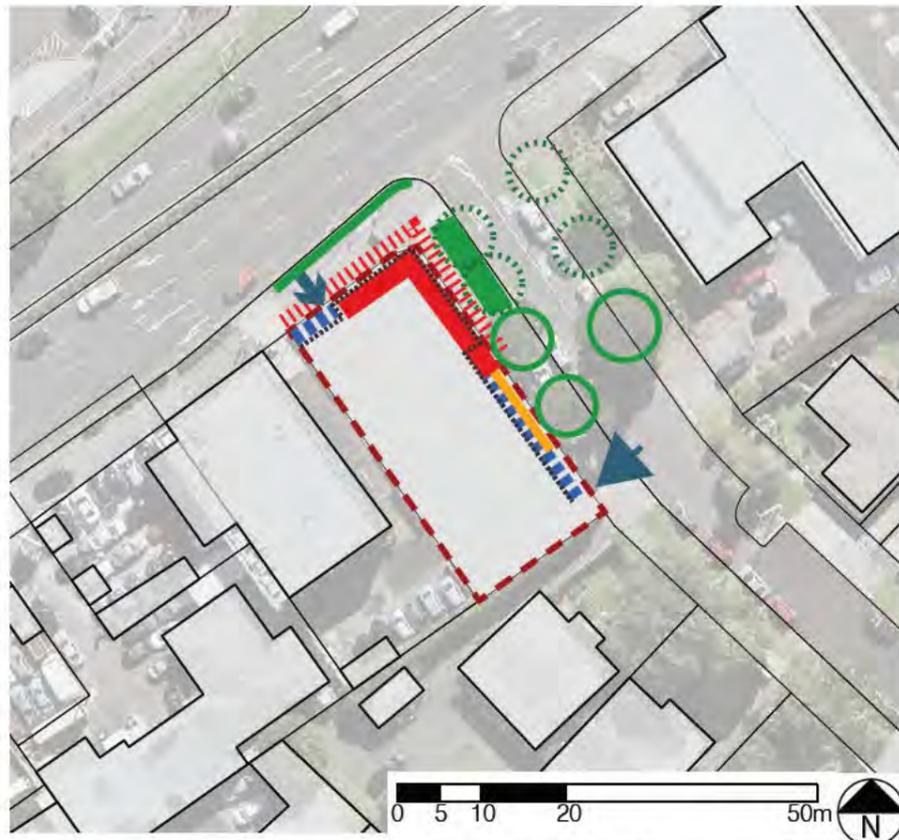
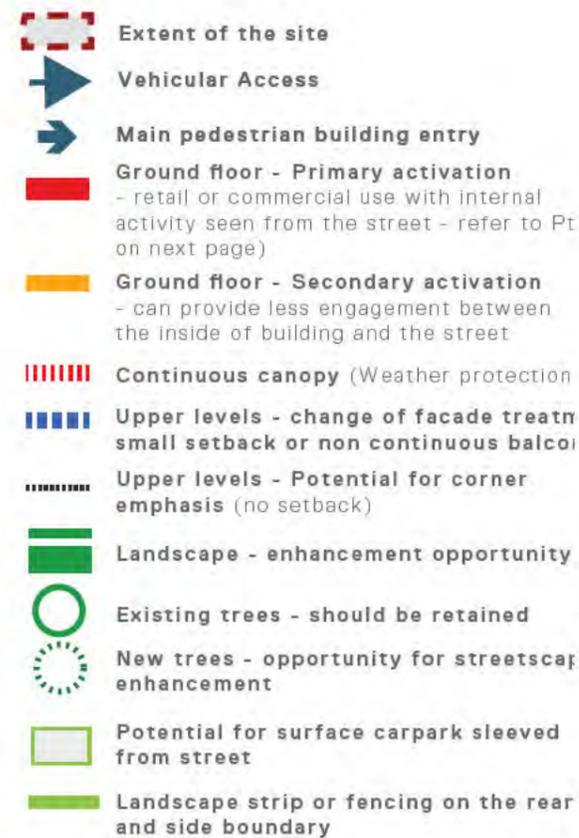


Fig 5. Preferred design outcomes - for single site - 132 Green Lane East



DESIGN GUIDELINES

This design guidelines accompany the Essential Outcomes listed on previous page. The purpose of the guidelines is to provide further considerations to the chosen developer and designers.

1. Consider the existing and potential future context of the site

- a. Development proposal needs to respond to the challenges and opportunities of the site and be specifically designed to fit the potential future context.
- b. 'Sense of place' is very important. The development team should develop a concept of a quality built form and use that provides a positive change to the existing context.

2. Provide active and safe street edges and appropriate access to each function of the building

- a. Enhance the vitality of the main street - Green Lane East, by providing an active retail frontage facing the street and turning the corner to Nolan Road. Approximately 30-50% of the Nolan Street frontage should be activated.
- b. Provide **primary activation** to the corner - which includes windows and doors to active use allowing direct viewing into the internal activity from the outside, and therefore inviting passer-by to participate in the activity.
- c. Screening on windows and window displays should provide a reasonable level of permeability.
- d. It is preferred to provide a canopy along all of the Green Lane East and also to consider some canopy around the corner along Nolan Road (1/3 of the length of the facade), as indicated in the diagrams on previous page. However, the extent and type of canopy depends on the type of uses proposed on the ground level. The purpose of the canopy is to provide weather protection and better amenity for pedestrians. It is also recommended that the canopies incorporate lighting and signage within the underside of the canopy structure.
- e. To create additional sense of safety outside of business hours, we also encourage the internal lights of the ground level uses to be partially on during night.
- f. Vehicular entries off Green Lane East are not ideal, due to traffic restrictions but also interruption on the footpath. The vehicular entry to the site is to be provided off Nolan Road, as indicated in the Essential Outcomes diagrams.
- g. Demonstrate best practice universal design within the building design.

3. Ensure good quality streetscape and architecture

- a. Built form of upper levels should indicate importance of the corner site position. This is to ensure quality architecture and to create a gateway built form character. This can be achieved through a variety of architectural language on the corner and a small setback or change of facade treatment for the rest of the building.
- b. Consider streetscape upgrade and additional planting along the street, where applicable.
- c. Consider the relationship with neighbouring sites if a surface carpark is proposed, especially in relation to the residential zoning to the south (i.e. a landscape strip to soften the edge, or a fence).

4. Be environmentally responsible

- a. Development should achieve a minimum 6 Homestar rating certification for any part of the development that has a residential component. Eke Panuku and New Zealand Green Building Council (NZGBC) have developed a custom checklist with pre-assessed credits for Eke Panuku sites. Using the checklist can help streamline the approval process with NZGBC.

Note 1: Eke Panuku uses the Auckland Design Manual as a reference document to guide design quality. <http://www.aucklanddesignmanual.co.nz/>

Note 2: These principles do not encompass detailed aspects that are otherwise covered through planning consent requirements.

DESIGN REVIEW PROCESS

Collaboration with Eke Panuku

Eke Panuku seek to work collaboratively with development partners and their design teams. We suggest a collaborative process around design to enable a productive and open dialogue on site outcomes from inception through the resource consent stage and beyond.

A complete design package should be provided to Eke Panuku Design Team prior to lodging resource consent and building consent for review and feedback.

Independent Panel review

The Technical Advisory Group (TAG) is Eke Panuku's independent design review panel made up of industry professionals working within the disciplines of Architecture, Urban Design and Landscape Architecture.

TAG review is used as part of the consenting process, at pre lodgement stage, instead of the Council's Auckland Urban Design Panel (AUDP).

TAG is also involved at each stage of Eke Panuku's regeneration programme from vision setting, masterplanning to reference designs.

We involve TAG at critical points of design development to assist in review as needed.

TAG's support and their recommendations to guide Eke Panuk's design team in final approval of design.

PRECEDENTS AND IDEAS

CORNER EMPHASIS

BALCONIES AND DIFFERENT WINDOW SIZE

TABLES BY THE WINDOWS

CONTEMPORARY CANOPY FOR OUTDOOR SEATING

Eke Panuku Development Auckland

HIGH QUALITY ARCHITECTURAL FORM

ACTIVITY VISIBLE FROM OUTSIDE

VARIETY OF FACADE TREATMENTS

ENTRIES WITH CANOPY AND VISIBLE FROM STREET

Urban Renewal in Greenlane

Defining Urban Renewal for
132 Greenlane East, Greenlane

September 2021



CONTENTS

This is a document produced by Auckland Council's Regeneration Agency - Eke Panuku
it defines 'urban renewal' for Greenlane area as at September 2021.

This document is intended to be a guide only, Acceptance of a development proposal is subject to a
development agreement including any Essential Outcomes and Design Guidance provided by Eke Panuku as part of
Development Agreement negotiations.

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DEFINING URBAN RENEWAL IN GREENLANE

This document aims to define Urban Renewal for 132 Greenlane East, Greenlane in the context of Eke Panuku's Urban Regeneration role for Tamaki Makaurau.

Urban Renewal Criteria set out in this document are directly informed by the statutory definition of urban renewal and link directly back to Eke Panuku's role as a regeneration agency for Auckland.

It is worth noting that defining "Urban Renewal" in Greenlane is different to the Essential Outcomes and Design Guidelines

prepared for a development agreement.

Urban Regeneration

Eke Panuku's mandate as a regeneration agency for Auckland Council land includes looking after any surplus land that can improve regeneration of Tamaki Makaurau and deliver on Auckland Plan 2050 outcomes.



Urban Renewal

Eke Panuku received a recommendation from Council to ensure that any development on the site meets the urban renewal development outcomes. The definition for Urban Renewal is:

"Urban renewal means the conservation, repair, or redevelopment of any land, or of any building on any land, within any urban part of the district (or the encouragement thereof), the standard of which should in the opinion of the council be improved; and includes the improvement, reconstruction, extension, development, and redevelopment of the utility services, roading, the landscape, and community and social facilities and services within that part."

Essential Outcomes

For preparing the essential outcomes and design guidance in a development agreement. Essential Outcomes must achieve the Urban Renewal definition and further define design vision.



How to use this document

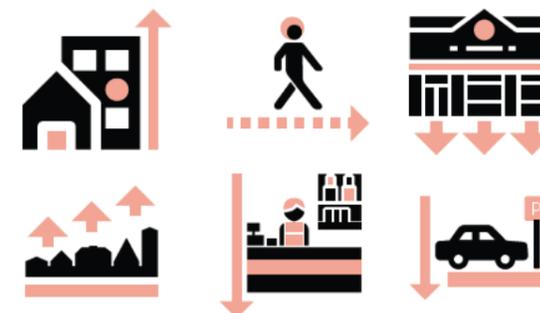
This document provides three levels of information that align with each of the sections in this document. It is worth noting the differences and different spatial scales.

Urban Regeneration Area

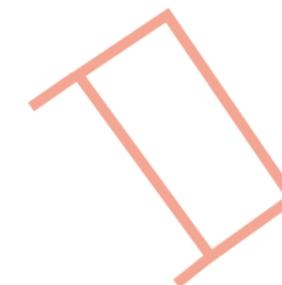


Tāmaki Makaurau:
Greenlane

Urban Renewal Criteria for the area

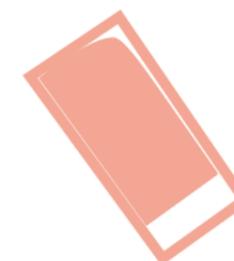


Urban Renewal Site



132 Green Lane
East, Greenlane

Development Proposal for the Urban Renewal site



To be assessed
against this
document

**1. Describing Eke Panuku's
vision for 'improvement' and
Urban Regeneration in Greenlane**

1.1 Describing the Urban Regeneration in Greenlane

Greenlane is not one of Eke Panuku's Priority Locations; however, Eke Panuku has a mandate to look after urban regeneration across a wider area in Tamaki Makaurau, and foster best quality outcomes on sites that can become catalysts to a wider urban regeneration.

In July 2018 Eke Panuku has received an approval from the Auckland Council Finance and Performance Committee to redevelop this site for urban renewal purposes rather than declaring the land surplus in the usual way.

132 Green Lane East, Greenlane is a surplus off-street car park. Given its size, location and proximity to the public transport nodes, it has been identified as having potential for intensified mixed-use urban renewal development.

Eke Panuku gives effect to the objectives and priorities of the council in the Auckland Plan.

The site at 132 Green Lane East, Greenlane is only 200m walking distance to the Greenlane Train Station, which means that it delivers directly on the Auckland Plan's Outcome: Homes and Places. It creates an opportunity to deliver a 'quality compact urban form and intensive living and working environments' (Direction 1).

It also helps in delivering the Auckland Plan Outcome: Transport and Access. In particular Direction 1: better connect people, places, goods and services and Direction 2: Increase genuine travel choices for a healthy, vibrant and equitable Auckland.

As Auckland densifies it is essential that more people walk, cycle or use public transport. This will reduce pressure on our roads. Creating less car use dominated developments will encourage more walking and cycling which will have great health benefits for Auckland's population.

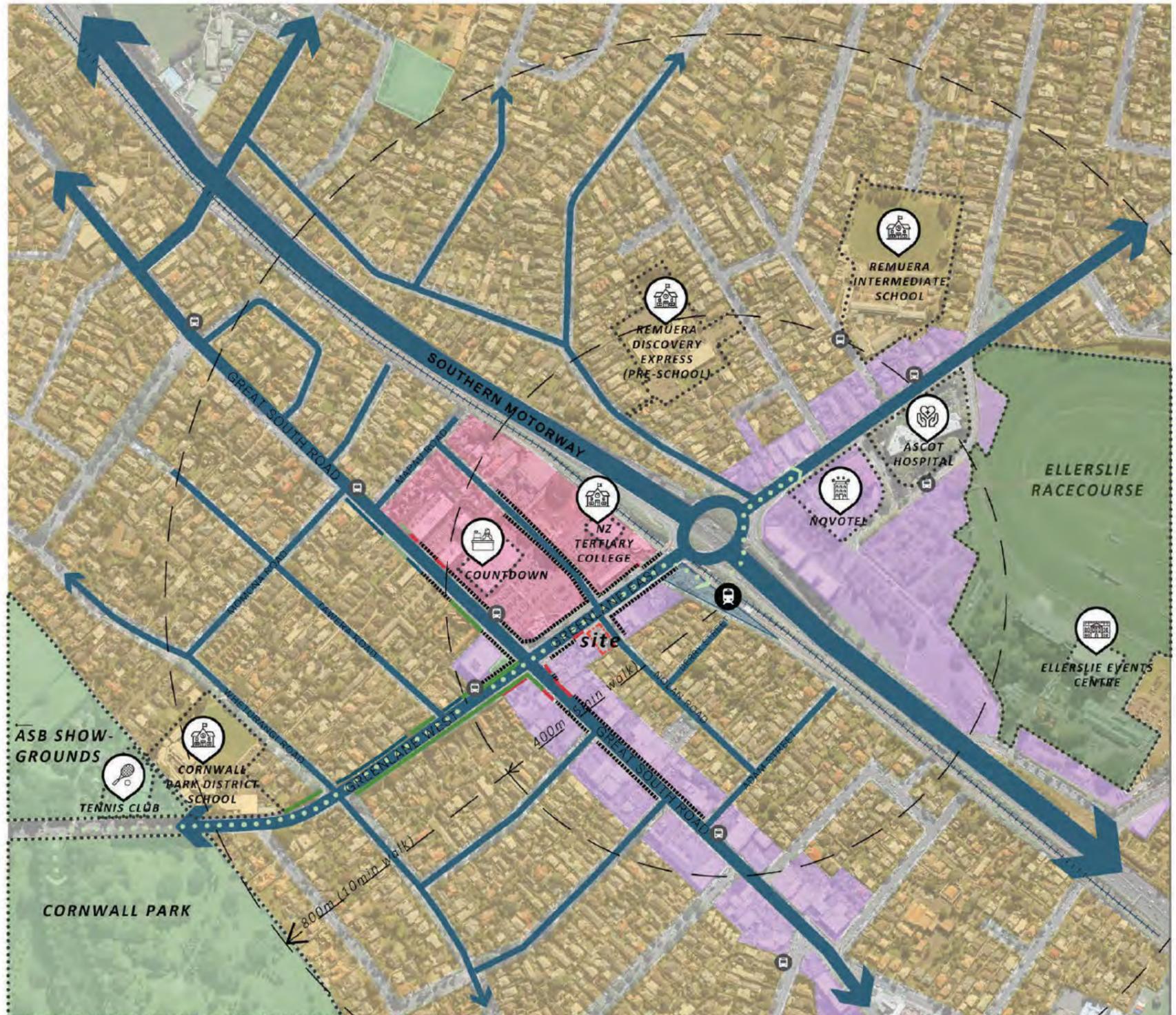
It is important to create high quality of experiences people have in our urban areas. Streets should be attractive and enjoyable public spaces for residents, workers and visitors, particularly when travelling by foot.

We consider that it is vital to control the development outcomes on this prominent site to strengthen the regeneration potential for Greenlane. .

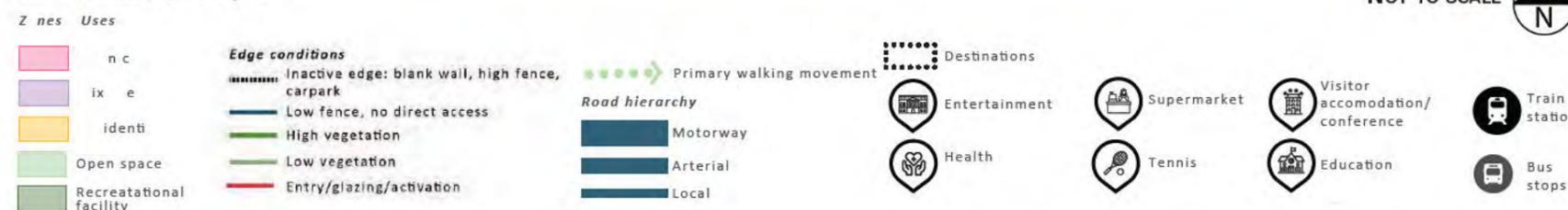
1.2 Why Greenlane needs to be improved

Eke Panuku's urban design analysis identified the following reasons that indicate Greenlane is in need for improvement:

- ♦ **Lack of housing supply and choice - within walking distance (800m) of the Train Station.** Predominately single level detached dwellings, with limited quality affordable housing choice.
- ♦ **Disconnected from its surroundings.** Lack of quality connections to:
 - surrounding housing through a number of wide, and difficult to cross vehicular connections;
 - Cornwall Park
 - Train Station
- ♦ **Lack of activation on the streets.** Uses along the streets are car dominated (car yards, car wash, car parks, drive through). This needs to be replaced with vibrant pedestrian friendly activating uses - i.e. residential or office entries, shops and cafes with windows facing the streets.
- Streets are dominated by fast car movement. There is no sense of safety for pedestrians and cyclists. Most people in the area use cars to get around the suburb, even to reach the nearby destinations.
- ♦ **Opportunity for regeneration on underutilised sites.** The analysis also show that the suburb has many underutilised sites, (such as the 132 Green Lane East), and that can cater for a future change and improvement.



Greenlane Urban Analysis



1.3 Context of 132 Green Lane East, Greenlane

The site at 132 Green Lane East is approximately 700sqm site. It is in close proximity to employment, retail and it is well connected with other centres via public transport.

The site is:

- within 5km from the Auckland CBD; Britomart Station can be reached from the site in less than 20 minutes using the train (Southern Line).
- near two major arterial roads - Southern Motorway and Great South Road;
- within 3 minutes walking distance (200-300m) to the train station and to bus stops;
- within 5-10 minutes walking distance to a number of destinations, including the Ellerslie Racecourse and Events Centre and Cornwall Park. The ASB Showgrounds, Greenlane Hospital and Epsom Town Centre can be reached within less than 10 minutes on the bus.
- near many schools and education facilities.
- across the street from a supermarket and a few food outlets. That area is zoned town centre, and although it doesn't exhibit typical town centre character at the moment it has the potential to be improved in the future. A good example of a potential future change is the new Commercial Precinct at 9-15 Marewa Road.
- There are approximately 2000 households within the walking distance to Greenlane Train Station (source: Auckland Council GIS). Which indicates approximately 6000 residents within the centre's catchment. The number of existing residents and potential redevelopment sites, combined with the a number of the area's attractions could be an incentive for the suburb's general improvement.



Existing site aerial view (note: this is not a survey plan)

NOT TO SCALE 

Most applicable AUP Mixed Use Zone objectives:

'Development is of a form, scale and design quality so that centres are reinforced as focal points for the community.'

'Development positively contributes towards planned future form and quality, creating a sense of place.'

- The site is zoned Business-Mixed Use Zone
- Business - Town Centre Zone is across the street from the site
- Residential zoning is directly to the south - THAB zone

1.4 The vision of improvement in Greenlane through 132 Green Lane East site

The mandate for Eke Panuku as a regeneration agency sets out this vision for Tamaki Makaurau:

“Shaping spaces for Aucklanders to love.”

This vision is meant to guide us in implementing high quality throughout the Auckland’s region.

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

The site at 132 Green Lane East has been nominated as one of the sites that can help in providing most of the outcomes listed in Eke Panuku’s Statement of Intent (SOI) and boost the potential for Greenlane’s urban regeneration, and catalise the change in the area.

It is also important to note that if the site was sold without any vision and expected outcomes, it would potential be developed to a similar use as the surrounding sites (car yards, and car wash), which diminishes further potential for the regeneration of the area.

Analysis of site’s context, the objectives of the Unitary Plan and outcomes of the Auckland Plan indicate that the most desirable use in this location would be a mixed use medium scale development with active frontage which helps in creating a safe walking environment. This kind of development would support the Town Centre and provide balanced transition to the surrounding residential areas.

A catalyst for urban renewal

A development on 132 Green Lane East can be a catalyst for the rest of the block and set up a direction for a type of redevelopment in the future.

To the right are indicative illustrations of how the site can be developed and how the surrounding area can evolve over time under the current zoning.

A new development on site and further along the street is a great opportunity to provide canopy over the entire length of the footpath along Green Lane East leading to Great South Road. This would create an inviting environment for walking between the Station and several local destinations.

Uses that generate footfall

Buildings with quality facade design and appropriate scale will also improve the pedestrian experience of this space and encourage to stay here for longer, rather than just passing by on foot or in a car. New buildings with a mix of uses will help soften the harsh car dominated environment. Uses such as cafés, local grocers, furniture showrooms as well as main entries to upper level uses, windows and foyers along the main street will start the perception change for this area and generate new pedestrian footfall.

Opportunity for Development on Adjacent Sites

A development on 132 Green Lane East will signal a change to the owners of surrounding sites and create new interest in redevelopment and improvement within the neighbourhood of Greenlane.

(Note 1: Adjacent sites are not under the ownership of Eke Panuku.)

1. UNDER-UTILISED SITE - CURRENT STATE - PARKING



2. SITE OPPORTUNITY - THE SITE AND ITS FUTURE POTENTIAL - DEVELOPMENT ON THE SUBJECT SITE ONLY



3. SITE AND ADJACENT SITE OPPORTUNITY - DEVELOPMENT ON THE SITE AND THE SITE NEXT DOOR



4. INITIATING FURTHER URBAN RENEWAL - - DEVELOPMENT ALONG THE ENTIRE BLOCK TO GREAT SOUTH RD



2. Establishing Urban Renewal Criteria

to deliver on the vision for
'improvement' in Greenlane

2.1 Criteria for Urban Renewal in Panmure

The following six Urban Renewal Criteria outline the key outcomes that need to be met in order for any site redevelopment to be considered of an adequate standard to be contributing to the Urban Regeneration improvement vision.

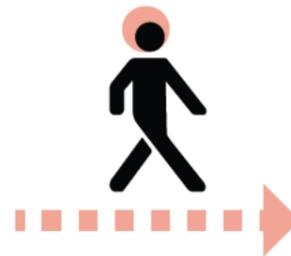
They have been formulated in reference to the statutory definition of 'urban renewal' (s644A of the LGA 1974) and guided by the Outcomes of the Auckland Plan 2050.

Definition of Urban Renewal in s644A of the LGA 1974:

“Urban renewal means the **conservation, repair, or redevelopment** of any land the standard of which should in the opinion of the council be improved”



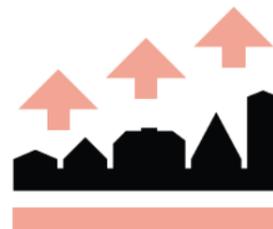
1. Increase housing supply and choice as part of redevelopment to support a residential population in walking distance of train station



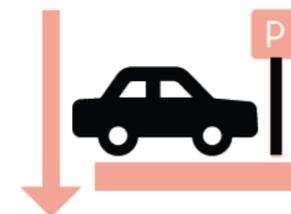
2. Repair walking conditions to enable direct pedestrian access key destinations within Greenlane



3. Repair built form frontage onto the street edge to create an interesting and engaging streetscape



4. Provide redevelopment with appropriate building height and form that supports and repairs a sense of arrival and transition into Greenlane as a more “built up” urban area



5. Minimise car dominance and reliance Repair the image of Greenlane by minimising surface carparking to avoid negative visual impacts and the dominance of inactive car yards.

2.2 Urban Renewal Assessment Criteria delivering on the Auckland Plan 2050

These criteria were peer tested and developed by Eke Panuku's project team to act as a bridge between the Outcomes and Directions of the Auckland Plan and the Criteria required to meet the definition of Urban Renewal in s644A of the LGA 1974.

CRITERIA	DELIVERS ON AUCKLAND PLAN OUTCOMES
<p>1. INCREASE HOUSING SUPPLY AND CHOICE AS PART OF REDEVELOPMENT</p> 	<p>HOMES AND PLACES</p> <p>Direction 2: Accelerate the construction of homes that meet Aucklanders' changing needs and preferences</p> <p>Direction 3: Shift to a housing system that ensures secure and affordable homes for all</p>
<p>2. REPAIR WALKING CONDITIONS</p> 	<p>TRANSPORT AND ACCESS</p> <p>Direction 1: Better connect people, places, goods and services</p> <p>Direction 3: Maximise safety and environmental protection</p>
<p>3. REPAIR BUILT FORM FRONTAGE ONTO THE STREET EDGE</p> 	<p>HOMES AND PLACES</p> <p>Direction 1: Develop a quality compact urban form to accommodate Auckland's growth</p>
<p>4. PROVIDE REDEVELOPMENT WITH APPROPRIATE BUILDING HEIGHT AND FORM</p> 	<p>HOMES AND PLACES</p> <p>Direction 4: Provide sufficient public places and spaces that are inclusive, accessible and contribute to urban living</p>
<p>5. MINIMISE CAR DOMINANCE AND RELIANCE</p> 	<p>TRANSPORT AND ACCESS</p> <p>Direction 2: Increase genuine travel choices for a healthy, vibrant and equitable Auckland</p> <p>Direction 3: Maximise safety and environmental protection</p>

**3. Defining how these
Urban Renewal Criteria
are applied to** 132 Green Lane
East, Greenlane

3.1 Urban Renewal Assessment Criteria defined for the Urban Renewal

Exceeding a criteria in one category can balance out not meeting a criteria in a different category- however a proposal must meet the criteria on average overall to meet the definition of urban renewal.

CRITERIA FOR URBAN RENEWAL IN THE GREENLANE AREA	SPECIFIC DETAILED OUTCOMES DEFINED FOR 132 GREEN LANE EAST, GREENLANE	ASSESSMENT APPLICATION AS DETERMINED BY EKE PANUKU DESIGN REVIEW:	
1. INCREASE HOUSING SUPPLY AND CHOICE AS PART OF REDEVELOPMENT 	Is the development site providing quality and high amenity residential housing? Does the development proposal provide affordable housing choice, and potential mix tenure?	More than 30 quality dwellings (as per Auckland Design Manual Standard) provided within 5 years	EXCEEDS CRITERIA
		Minimum 20 affordable apartments included in the proposal.	MEETS CRITERIA
		Anything less than above.	DOES NOT MEET CRITERIA
2. REPAIR WALKING CONDITIONS 	Does the proposal provide activation along the street? Can the development partner demonstrate how the proposal improves safety along the footpath through the design of the proposal?	Providing what is below, and a canopy, lights or other elements that can improve amenity for pedestrians along the facade of the building.	EXCEEDS CRITERIA
		Activated ground floor with minimum 1 (one) tenancy of non residential use, and pedestrian entries to the building facing the streets.	MEETS CRITERIA
		Building has more than 50% blank wall facing the streets.	DOES NOT MEET CRITERIA
3. REPAIR BUILT FORM FRONTAGE ONTO THE STREET EDGE 	Is the proposal creating a built form street edge that add to the urban character of the area?	Proposal has 80% or more of the building abutting the street frontage boundary.	EXCEEDS CRITERIA
		Proposal has a minimum 50% of the building abutting the street frontage boundary.	MEETS CRITERIA
		Building is set back from the street and less than 50 of the building line sits along the street boundary.	DOES NOT MEET CRITERIA
4. PROVIDE REDEVELOPMENT WITH APPROPRIATE BUILDING HEIGHT AND FORM 	Does the proposal maximise building height to support a sense of arrival into Greenlane, acknowledging the 16m height limit in the current zone?	Development achieves the maximum height limit.	EXCEEDS CRITERIA
		Development is minimum 3 storey high (or 12m).	MEETS CRITERIA
		Proposal is less than 3 storeys high (or less than 12m).	DOES NOT MEET CRITERIA
5. MINIMISE CAR DOMINANCE AND RELIANCE 	Is the amount of surface parking minimised, mitigated and located within a building? Is the proposal promoting the use of public transport and innovative transport solutions (bikes, scooters, car share schemes) rather than relying on private car transport solutions?	Proposal has minimised parking numbers to less than 0.4 per unit, and provided facilities for other means of transport i.e. bike parking, EV charging stations, car sharing solutions.	EXCEEDS CRITERIA
		Parking numbers are less than 1 per unit, and any carparking is integrated within building and therefore not visible from Green Lane East or Nolan Rd.	MEETS CRITERIA
		Parking allowance is 1 per unit or more, or parking is visible from the street.	DOES NOT MEET CRITERIA

Decision paper: Redevelopment proposal for 2 Pompallier Terrace, Ponsonby

Author: Andrew Elcoat, Portfolio Specialist

November 2021 Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- i. approve the recommendation to the Finance and Performance Committee of the proposed redevelopment opportunity at 2 Pompallier Terrace, Ponsonby under the council's service property optimisation policy;
- ii. approve the exclusive negotiation with Urban Collective through a non-contestable site sale process under section 4.2 of Eke Panuku's Selecting Development Partners Policy in accordance with independent valuation advice;
- iii. note that this proposal will enable title to be retained by council for use as an underground car park and public toilet facility, with part of the airspace being turned into a public plaza and the remaining portion a mixed-use development;
- iv. note that should the Finance and Performance Committee approve the sale of the land, a go to market strategy decision paper outlining the key essential outcomes will be presented to the Board for approval at its April 2022 meeting.

Whakarāpopototanga matua | Executive summary

1. 2 Pompallier Terrace, Ponsonby is a 1,330m² site operated by Auckland Transport (AT) as a public car park and includes public toilet facilities managed by Community Facilities. It has been identified for potential redevelopment utilising the principles of service property optimisation.
2. Urban Collective (the developer) is the adjoining owner of the site and has expressed an interest in acquiring it to incorporate within its mixed-use development, Pompallier on Ponsonby.
3. Eke Panuku's Selecting Development Partners Policy includes processes to facilitate private sector, Iwi, Crown and third sector agreements to develop land. Section 4.2 outlines the circumstances in which dealing exclusively with one or a limited number of development party/s directly or through a closed-tender process is permitted.
4. The executive considers the proposed non-constable process meets the selecting development partner policy criteria. In this situation, exclusive negotiations with the adjacent landowner will enable redevelopment and intensification of the combined land area, which will deliver more comprehensive development, access, and urban design outcomes.

5. Investigations by AT and Community Facilities determined that there is an ongoing requirement within the community for the existing car park and public toilet facilities operating on the current site.
6. The executive has engaged with the developer to enable value from the site to be unlocked, while still maintaining ownership of the existing facilities and achieving better urban design outcomes for the community.
7. It is proposed that a new basement car park and public toilet facility is built, with title remaining in Auckland Council's ownership. A mixed-use development will sit above the basement facility, incorporating a public plaza. This plaza is to be protected for ongoing future public use but is to be operated by the developer.
8. Approval is sought from the board prior to obtaining approval to sell the site being obtained from the Finance and Performance Committee.

Horopaki | Context

9. The service property optimisation policy was approved by the Finance and Performance Committee in March 2015. Optimisation seeks to maximise efficiencies from service assets while maintaining levels of service and releasing some or all that property for sale or development. A key element of optimisation is that the sale proceeds are locally reinvested to advance approved projects and activities on a cost neutral basis. In 2018, the policy was extended to AT where it delivers urban redevelopment outcomes in partnership with Eke Panuku.
10. This proposal unlocks the latent land value and enables the achievement of essential outcomes that link with Eke Panuku, AT and Auckland Council objectives. Working with the developer enables good urban design outcomes to be achieved on a rates neutral basis.

Previous decisions supporting the opportunity

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
March 2015 Finance and Performance Committee	Service Property Optimisation	Approved the service property optimisation policy to deal with under-utilised service property (FIN/2015/16)
March 2018 Finance and Performance Committee	Progressing urban development	Approved the extension of the service property optimisation policy to include AT properties (FIN/2018/39)
October 2020 AT Board meeting	Property Rationalisations Tranche 17 and 18	Approved the transfer of property to Auckland Council

November 2021 Waitematā Local Board meeting	Redevelopment proposal for 2 Pompallier Terrace, Ponsonby	Resolution to be tabled at the board meeting
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Nga whiringa me te taatai | Options and analysis

11. 2 Pompallier Terrace was acquired for and continues to operate as a 43-space public car park, which includes public toilets. AT and Community Facilities have determined that both facilities are still required for use by the community in their current location.
12. The site is subject to a car parking designation and three easements in favour of three adjoining titles. The site is not subject to offer-back obligations under the Public Works Act 1981.

Proposed redevelopment opportunity

13. The developer owns 268-306 Ponsonby Road and 1-3 Cowen Street, Ponsonby and approached AT and Eke Panuku with a proposal to incorporate 2 Pompallier Terrace into its boutique mixed-use development (commercial, retail, residential), Pompallier on Ponsonby.
14. The proposal includes a 43-space basement public car park and public toilets, both of which have direct access to Pompallier Terrace and will remain in Auckland Council's ownership upon completion.
15. A public plaza will sit within a portion of the airspace above the basement car park, with the residual airspace being developed into a standalone two-level building. This new building will comprise ground level retail/commercial space to activate the plaza, while the first floor's use is still to be determined. The mechanism for management of the public plaza is to be determined following the appropriate approvals being given to proceed.
16. Sale to the developer through direct negotiation is the recommended approach. Given its established interest in the property, it is the logical buyer due to the existing site constraints and synergistic value able to be attained, as well as the better urban design outcomes that can be achieved.

Key considerations

17. AT requires that any development of 2 Pompallier Terrace be subject to the following conditions:
 - a. a minimum of 43 public car parks must be delivered to Auckland Transport's requirements as part of any future development of the site;
 - b. the public car parks must remain in Auckland Council ownership and under Auckland Transport's management pursuant to the Auckland Council's Off-Street Parking Delegations - June 2015;
 - c. the public car parks must be easily accessible and identifiable as public parking;
and

- d. Auckland Transport's car park designation is to be altered or retained to protect the public car parks.
- 18. New public toilets are to be incorporated into the design within the public car park area and with direct access to Pompallier Terrace to replace the existing facilities.
- 19. The plaza will demonstrate best practice universal design, will be available for people of all ages and abilities, and will include publicly accessible pedestrian connection between the plaza, Pompallier Terrace, Ponsonby Road and Cowen Street. A covenant will be registered on the title to ensure that the plaza remains physically open to the public into the future.
- 20. Considerations are to include planting, hardscape, seating and features that are suitable for public space within a Town Centre. The management and maintenance of the plaza is to be confirmed as part of the proposed sale negotiations.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

[REDACTED]

[REDACTED]

[REDACTED]

- 24. AT has confirmed that a basement car park will increase OPEX costs. This extra cost has been accepted by AT, as the current income generated from the car park (\$36K per annum) is forecast to exceed future costs (\$10-\$30K).

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

- 25. The following table outlines the main risks and mitigations associated with the recommendations in this report.

Type of risk	Risk	Risk Level	Mitigation
Financial	Development value is market driven and any optimisation proposal must be commercially viable to proceed.	Medium	Weigh up the desired outcomes to be achieved from sale against the value able to be realised through the utilisation of the service property optimisation policy.
Financial	Escalating construction costs.	Medium	Sufficient cost escalation built into the projects financial forecast.

Long term public benefit	Plaza being maintained and meeting necessary guidelines for use by the public into the future.	Medium	A covenant will be placed on the title to ensure designated airspace is utilised as a public plaza. Mechanism of operation to be determined.
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Tauākī whakaaweawe Māori | Māori impacts

26. Mana whenua have not yet been consulted on the proposed redevelopment as the underlying ownership of the land will be retained by council. If the proposal is approved, engagement will take place to ensure Māori outcomes and identity are reflected within the design of the plaza.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

27. The proposed redevelopment of 2 Pompallier Terrace was presented to the Waitemātā Local Board at a workshop on 12 October 2021. The projects alignment with key outcomes from the Waitemātā Local Board Plan 2020 were outlined and the Waitemātā Local Board indicated its support for the proposed redevelopment. Local board endorsement is being sought at the November business meeting.

28. There will be short-term local impact during the construction phase. AT has confirmed no temporary car parks will be required during this time (6-11months) due to the availability of on-street car parking in the vicinity.

Tauākī whakaaweawe āhuarangi | Environment and climate change impacts

29. The site is not flood prone nor is it subject to any other environmental instabilities.

30. Utilising best practice universal design, the plaza will demonstrate climate mitigation and adaptation measures through discussion with the developer.

31. The new basement public car park will be flexible enough to allow for future changes or re-configuration to suit changing transport habits. This includes but is not limited to the ability to swap car parks for bike facilities, addition of EV infrastructure and support ride share initiatives as required.

Ngā koringa ā-muri | Next steps

32. The steps and timeframes to implement the decision are proposed as follows:

- a. Finance and Performance Committee approval to sell (December 2021)
- b. Eke Panuku board to approve the go to market strategy including the identified essential outcomes, as well as for the final commercial terms and conditions to be executed under the appropriate delegation.

November 2021

Ngā tāpirihanga | Attachments

Attachment A - Redevelopment proposal for 2 Pompallier Terrace, Ponsonby

Ngā kaihaina | Signatories

Marian Webb, GM Assets & Delivery

David Rankin, Chief Executive

Attachment 1: Redevelopment proposal for 2 Pompallier Terrace, Ponsonby



Figure 1: Aerial showing 2 Pompallier Terrace and developers adjoining property



Figure 2: Road front image of 2 Pompallier Terrace including public toilets

Attachment 1: Redevelopment proposal for 2 Pompallier Terrace, Ponsonby

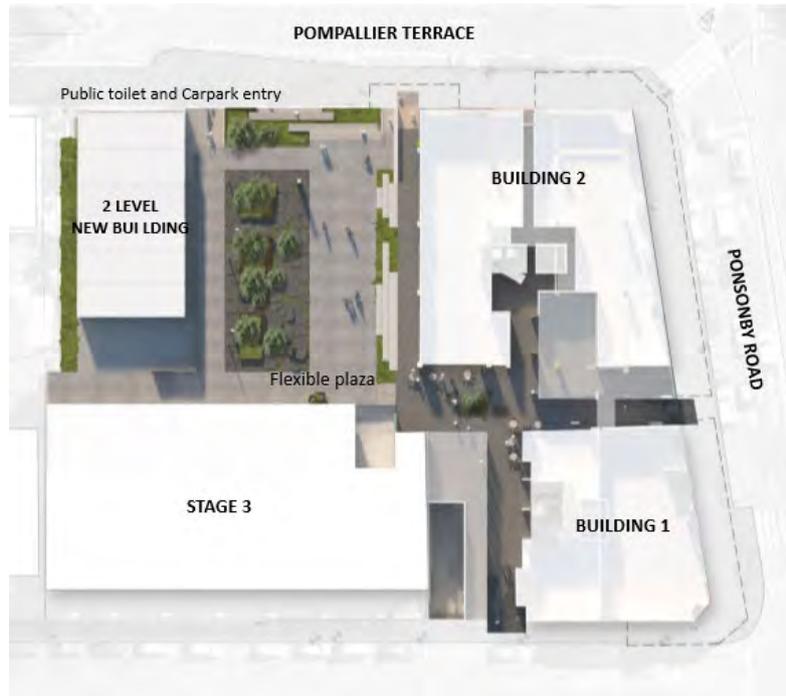


Figure 3: Indicative aerial design supplied by the developer *

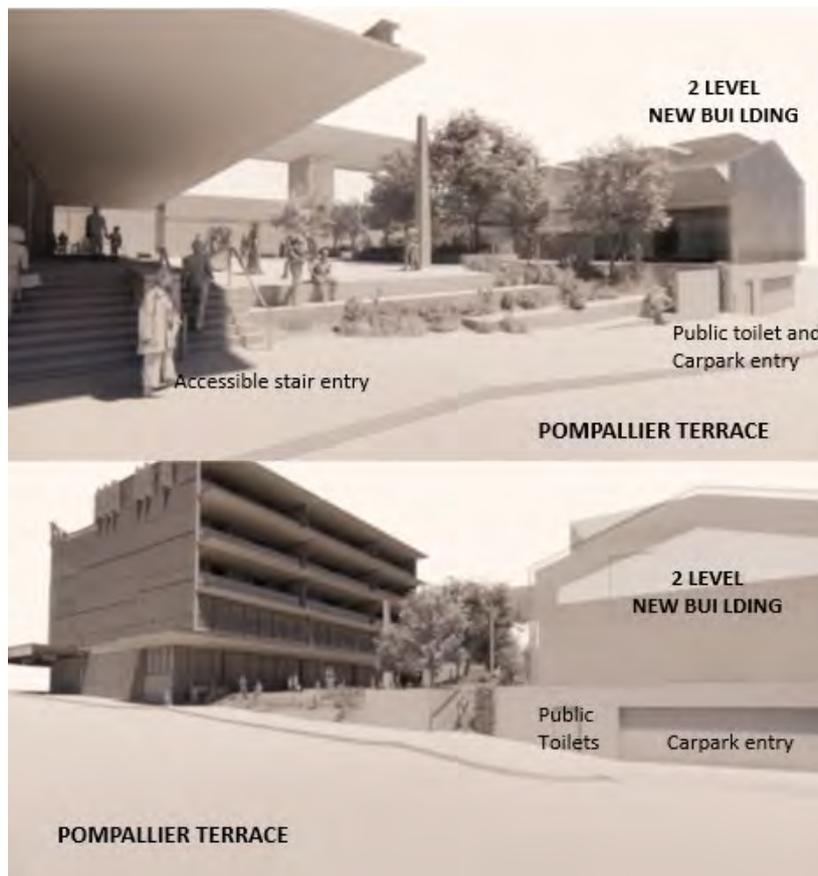


Figure 4: Indicative drawings provided by the developer showing conceptual relationship between the street and plaza *

* These images are conceptual only, with final designs to be presented to the board following negotiation of commercial terms

Decision paper: Eke Panuku response to CCO review: alignment and refresh of communications materials

Author: Angelika Cutler, GM Community and Stakeholder Relations

November 2021

Ngā tūtohunga | Recommendations

That the Eke Panuku Board approve the recommended alignment and communications materials including the update to our vision statement: Creating amazing places.

Whakarāpopototanga matua | Executive summary

1. Following the CCO Review recommendations around improving the alignment between the work of CCOs and the Council, Eke Panuku has addressed our communications materials to ensure that there is adequate alignment between the look and feel of our public communications materials and those of the shareholder.
2. The objective is to ensure that adequate recognition for our work is attributed to the shareholder and that Eke Panuku can develop its own relationship with our stakeholders and the communities we work with.
3. Eke Panuku has taken this opportunity to modernise our look and feel given there has been no work in this area since the establishment of the organisation in 2015.
4. The way our public communications materials are presented is an important way for us to engage with and inspire the public and other key stakeholders. The way we present our communications serves to increase the organisation's relevance and to enhance the reputation of the whole Council group through attribution of the work that we do.
5. A key component of this work is to address how we are communicating with potential and existing employees to enable us to attract and retain great talent.
6. Part of this work has been to review the current vision statement: 'Shaping places for Aucklanders to love' which has resulted in the recommendation to update this statement to: 'Creating amazing places'.
7. We held a workshop with Eke Panuku employees to ask their view on the change to the vision statement and the majority were overall very positive with changing the vision statement.

Horopaki | Context

8. Eke Panuku considers communications and engagement with the public and key stakeholders as a core component of urban regeneration. In addition, Auckland Council

provides significant strategic guidance and requirements for CCOs to engage appropriately with the public.

9. The CCO review in 2020 broadly found that public awareness of the connection between the work CCOs undertake and the shareholder was low. To address this, the Auckland Council has led a programme of work to provide more guidance to CCOs for how to integrate our communications materials. One of the key changes made is a larger, and more predominant use of the Auckland Council logo.
10. In addition, research has shown that public awareness of the Eke Panuku brand is also low. Eke Panuku took the opportunity of this research and the CCO review to address the way our communications materials align with those of the parent and the look and feel of materials. As no work had been undertaken on this since the establishment of the company, we have now undertaken a clean-up and modernisation of our materials.
11. The output of this process includes a design system for our communications materials that is more consistent, engaging for people and aligns with the shareholder via our logo, tone of voice, fonts and colours. This consistency ensures stronger attribution back to the shareholder and more engaging communications materials for Eke Panuku.
12. In the course of this work, Eke Panuku has considered our vision statement which is a core component of our communications with the public and key stakeholders. As the organisation has developed since the vision statement was created, we recommend that this is also refreshed to better reflect the breadth of the work we do (not just for Aucklanders) and to shorten the statement to give it a greater sense of direction.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
The board has not considered Eke Panuku communications materials previously.		

Nga whiringa me te taatai | Options and analysis

Ngā ritenga ā-pūtea | Financial and resourcing impacts

13. Eke Panuku has worked with Auckland Council and its preferred design agency to develop the refresh of the communications materials. Using a preferred supplier familiar with the Council Group has provided efficiencies in this design work.
14. Human resourcing impacts for this refresh are minimal. This work is being undertaken by an internal team.

15. New communications materials created by Eke Panuku will follow the new aligned guidelines such as: recruitment ads, posters, fliers, development site hoardings, our website and other digital channels, company presentations etc.
16. Many of these materials can be updated at no/very low cost as part of business as usual. We do not intent to retrospectively update any existing communications materials. These will be updated as they need replacing.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

17. A potential risk is that the communications materials may insufficiently link work we do to Eke Panuku or insufficiently make clear we are part of Auckland Council. The mitigation to this has been to strike a balance between attribution to the Auckland Council, while maintaining appropriate identification with Eke Panuku.
18. The approach and designs have been presented to the Auckland Council group of brand and marketing leads who have given positive feedback about the alignment strategy of the refresh, and the creative designs developed to date.

Tauākī whakaaweawe Māori | Māori impacts

19. There are no significant impacts for Māori as a result of this work.
20. The Eke Panuku Maori Outcomes team and a Maori design advisor have contributed to this work which will provide for elements such as te reo Maori translations within our materials.
21. During the creative development phase, we worked in partnership with a Māori design consultant to frame up several creative 'territories'. Ultimately the territory progressing is the concept of 'Thrive' which applies to both the built and natural environment. It also translates well into our employer brand.
22. We drew from the whakataukī (proverb) of Eke Panuku, Eke Tangaroa! Which acknowledges the unseen energies of the land and sea to inspire strength, resilience and excellence. These attributes have been woven into how we communicate a notation of 'Thrive' via design and communications.
23. Our refreshed vision statement: Creating Amazing Places will be used in te reo Maori and English. It translates as: "Te Waihanga Wāhi Whakamīharo".

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

24. Our objective of this refresh is that key council stakeholders will see greater attribution of our work to the Council and that the public and other key stakeholders will be more easily be able to recognise and understand the work that Eke Panuku does and that this will inspire people to engage with us.

Ngā koringa ā-muri | Next steps

25. Work will begin on guidelines for the refresh of communications materials which will be used internally to ensure consistency of approach.

November 2021

26. Within the financial year, we expect that all digital communications channels will be updated and that from the start of the 2022 calendar year, other materials such as onsite information posters and site hoardings.

Ngā tāpirihanga | Attachments

Attachment A - Eke Panuku alignment and refresh of communications materials PowerPoint

Ngā kaihaina | Signatories

Angelika Cutler, GM Community & Stakeholder Relations

David Rankin, Chief Executive

Alignment and refresh of Eke Panuku communications materials and brand

The Brief

- CCO Review recommendations: improving alignment, attribution, customer-centric organisation.
- Opportunity to support our storytelling and integrate all our operations as a Council CCO, neighbourhood intermediary, visionary regeneration agency, property centre of excellence and partner to Auckland's biggest developers.
- Modernising our look and feel given there has been no work in this area since the establishment of the organisation in 2015.



Why does brand matter?

A well defined and articulated Eke Panuku brand will:

- Create a sense of team unity that enables us to pull in the same direction.
- Become a guiding light for how we operate, behave, speak and present ourselves internally and externally.
- Deliver consistency so that it creates a sense of something bigger than the sum of its parts.
- Enable attribution for our work alongside partners, Auckland Council and CCOs





By developing its brand, Eke Panuku can increase its relevance and reputation amongst Aucklanders, enabling Auckland to grow as an exciting, aspirational city, while enhancing the reputation of the whole Auckland Council Group.



Rollout

- Brand 'Playbook' – instruction manual by end November for all staff
- Employer brand – attraction, retention
- Website/online
- Powerpoint template
- Maps, graphics documents
- Photo database (and storage system 'Frontify')
- Ads and outdoor
- Signage and merch
- Board report – October

Creative Territory

Workshops

The two internal brand workshops provided a great range of feedback from different teams facing different issues and experiences.

These were held with a mix of Eke Panuku people from operations and function roles, Hautu members – many who never cross paths in the course of their day.



Brand checklist

KEEP

What the brand needs to hold on to:

Good guys

Placemaking

Success story

Change for the better

Local relationships to connect local

LOSE

What the brand needs to lose:

Carpark stealers

Property disposal

Filling Council coffers

Gentrification

Detached from community

Imposing on people

Disruption

Who?

ACQUIRE

What the brand needs to 'acquire':

Brave, Innovation, Creativity

Quality, Authority

Listening, Storytelling

Empathy, Hope

Catalyst

Intergenerational

New definition of gentrification

Urban Creators

Brand transformation

FROM	TO
Bad guys	Good guys
Problem fixers	Visionaries
Planners	Place makers
Caretakers	Kaitiakitanga (Guardians)
About money	About people
Budget lead	Quality lead
Behind the scenes	Front and centre
An afterthought	Leading the way
Unknown	Known and loved for what you do

Brand vision: Creating Amazing Places

- Refresh of the vision: *Shaping spaces for Aucklanders to love* (2015)
- Using our name as a core storytelling device: Eke Panuku Eke Tangaroa! Calling on the unseen energy forces of land and sea to create amazing places.
- Holistic inclusion of Te Ao Maori within the brand.

“The whenua remains after the people have gone. The land shapes, reforms, shelters, sustains, and surrounds us with-wairua.

While Papatūānuku wraps us in her cloak we will continue to respect, protect, and enhance the mauri she affords.

In partnership with mana whenua, central and local government, local businesses, and the people of Tāmaki Makaurau, we continue to build a future that reflects our collective imagination and aspirations.

We know we have kaitiakitanga responsibilities to the people who call this land home. For us, it’s about fostering that connection where together we **create amazing spaces.**”

Te Ao Māori energy within the Eke Panuku brand

WHAKAPĀPĀ _BEGINNINGS

From the stories of the Waitakere and Hunua Iwi both Patupaiarehe (fairy people) and the rivalries between them that forced Mataaho, the guardian of the earth's secrets, and Ruaumoko, Atua of earthquakes and volcanoes and unborn child of Pāpatuanuku to express so much anger that the sun was hidden in thick clouds of smoke and rocks were thrown into the air, melting before they even touched the ground to a now more tranquil Tamaki Makaurau the remains of their folly can still be seen in the volcanoes of Auckland today.

A, kahore he paku tanga hāunga i a tāua.

WHAKATAUKI

“Whatungarongaro te tangata toitū te whenua”

“As man disappears from sight, the land remains”

This talks to the holistic values of Māori, and the utmost respect for Papatuanuku and the idea that we are but kaitiaki of the land for generations to come.



Thrive

The unseen energy that generates a garden from a single seed.
Ground-breaking urban regeneration is the Eke Panuku mandate.
Where there once was barren or uninspired spaces, we are now
creating amazing spaces where people can thrive.

**Growth / energy / rebirth / evolution / strength in numbers /
humanity / harmonious connections**

Macro and micro photography





Tone of voice

We use language that drives our city forward.
Inspiring words that speak to the momentum we are creating.
But we keep it short. Because less is more.

Sparking brave thinking

Forging new connections

Unlocking hidden potential

Capturing future hearts

Building unbreakable bonds

Inspiring future generations

Energising young dreams

Igniting adventurous spirits

Rising for our whānau

Font

National 2

- the Auckland Council font
- part of the CCO brand family

Domaine Display Condensed

- accent font provides Eke Panuku with a point of difference.
- accentuate words in headings and body copy
- assembled into word pictures that are suggestive of both the built environment and urban design.

National.
National.
National.
National.
National.
NATIONAL!

***Domaine
Display
Condensed***



Colour palette

Primary



PANTONE 801 C FLUORO
C100 M9 Y7 W0
R0 G150 B210
Hex #0096D2



PANTONE 807 C FLUORO
C21 M81 Y0 K0
R200 G77 B150
Hex #C84D96



Dandelion
C0 M13 Y100 K0
R256 G296 B0
Hex #FFD800
PMS 116 C



Bright Green
C50 M0 Y100 K0
R149 G193 B31
Hex #95CFE
PMS 375 C



Kool Aid
C0 M79 Y100 K0
R253 G80 B14
Hex #F950DE
PMS Orange 021 C



Black
C0 M0 Y0 K100
R0 G0 B0
Hex #000000



White
C0 M0 Y0 K0
R255 G255 B255
Hex #FFFFFF
PMS 000000

Secondary



Ketch Up
C7 M100 Y92 W0
R218 G14 B45
Hex #DA0E2D
PMS 186 C



PANTONE 805 C
C0 M66 Y30 K0
R238 G19 B157
Hex #EE7789



Greeny Bluey
C100 M0 Y58 K0
R0 G153 B135
Hex #009985
PMS Green C



Mototapu Midnight
C100 M83 Y47 K34
R28 G50 B80
Hex #1C3250
PMS 281 C

Design System



The design system is flexible and easy to use and can be expressed using type only / type and colour / type colour and pattern / type, colour and photography / type, colour, pattern and photography.

Examples – press ads






Let's talk about the *future* of Old Papatoetoe together

We are developing a masterplan which will help guide the future of Old Papatoetoe, and we want to hear from you.

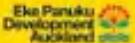
Where: Papatoetoe War Memorial Library (30 Wallace Road)

When:

Tue 17 Aug	1pm-2.30pm	3pm-4.30pm	
Thu 19 Aug	10.30am-12pm	1pm-2.30pm	3pm-4.30pm
Sat 21 Aug	10.30am-12pm	1pm-2.30pm	
Mon 23 Aug	1pm-2.30pm	3pm-4.30pm	
Wed 25 Aug	3pm-4.30pm	5pm-6.30pm	7pm-8.30pm
Fri 27 Aug	10.30am-12pm	1pm-2.30pm	3pm-4.30pm

Come and join one of our community feedback sessions to have your say on Old Papatoetoe's future.

Please email admin@theopenfort.com to reserve your space at a session, or leave your feedback during the month of August at **OKO PANUKU SOUTH**.

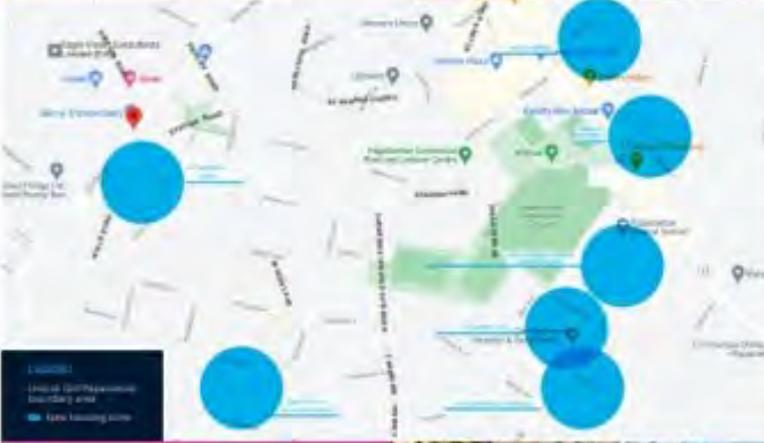


Creating more homes in Papatoetoe

We are creating more places for people to live closer to the town centre. We have already delivered our first terraced houses on Cambridge Terrace, and we have laid up the next development which is breaking ground later this year.

The plan is to bring in more 200 new, warm, affordable homes to Old Papatoetoe over the next 10-15 years. This will enable around 500 people of five to seven new dwellings, who will in turn boost local business.

Adding more people to the town centre will help make it a safer place as there will always be people nearby at any time of day.



Location:
 Located just 10 minutes' walking time
 100m walking time

Developed on 2 RT zoned 67 (RT Auckland's Centre)

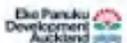
The Papatoetoe Old Papatoetoe site, known as the original 'open' is the next housing project to take shape.

This will allow us to deliver 200 new and in all our include new design that will take the town centre. This will bring new energy into the heart of the Papatoetoe, and ensure a mix of 50 new homes and new public spaces that will strengthen the connection between the town street and the existing historic and Auckland's central Centre.

We're keen to ensure that the space is designed to reflect the character of Old Papatoetoe, while bringing in a new housing solution.



eko.panuku.co.nz/papatoetoe



Examples - event flyer



HE PIA HE TAUIRA HĪKOI KI NGĀ WHETŪ

Walk
to the *Stars*

SATURDAY 15TH MAY
AMEY DALDY PARK

4pm - 9pm | FREE

Hikoī times:
5:00pm | 6:30pm | 8:00pm

Join us on a hikoī for your senses and groove with us through Daldy Street as our rangatahi guide you through a Te Ao Māori experience from Daldy Street to the stars.

WYNYARD | Eke Panuku Development Auckland



Examples – posters



Creating *amazing* places

Nem fugiant, sitis ipsandant esendis pedipsam quame modi corenat aut unditur? Tur abor moloreris ate pelenime plit occate et, quae. Nam, to quaturiossi intium tem.

Esendis pedipsam quame modi corenat aut.

panuku.co.nz

Eke Panuku Development Auckland 

eke panuku

Energising *young* minds



To ex eum accuscipsum cotesad ignatur, quatur res rehenletur rehenis natur repe laboribus.

Nem fugiant, sitis ipsandant esendis pedipsam quame modi corenat aut unditur? Tur abor moloreris ate pelenime plit occate et, quae. Nam, to quaturiossi intium idtati tem.

Esendis pedipsam quame modi corenat aut.

panuku.co.nz

Eke Panuku Development Auckland 

Examples – site hoarding



This hoarding design features a black background on the left with the Eke Panuku Development Auckland logo and the text "Creating amazing Places" and a Latin placeholder. The central image shows a woman looking up and a group of people on bicycles. The right side is a solid yellow background with the word "Thrive" in a large, purple, cursive font.

Eke Panuku Development Auckland

Creating *amazing* Places

Elissed magna undantibus re nescis et hi mi most, simperum reic te nunquatinum harlo.

iam sum quat magis dolore arumqi herpa dolorem.

panukucare

Thrive



This hoarding design features a black background on the left with the Eke Panuku Development Auckland logo and the text "Creating amazing Places" and a Latin placeholder. The central image shows a maze pattern on a road. The right side is a solid purple background with the text "Inspiring future generations" in a yellow and black font.

Creating *amazing* Places

Elissed magna undantibus re nescis et hi mi most, simperum reic te nunquatinum harlo.

iam sum quat magis dolore arumqi herpa dolorem.

Eke Panuku Development Auckland

panukucare

Inspiring
future
generations



Employer brand

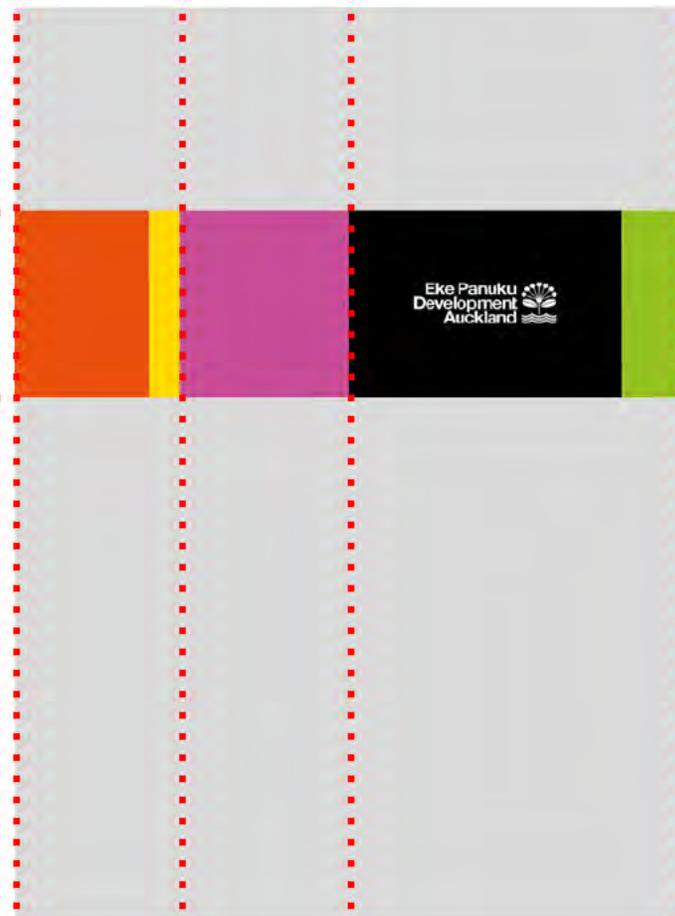
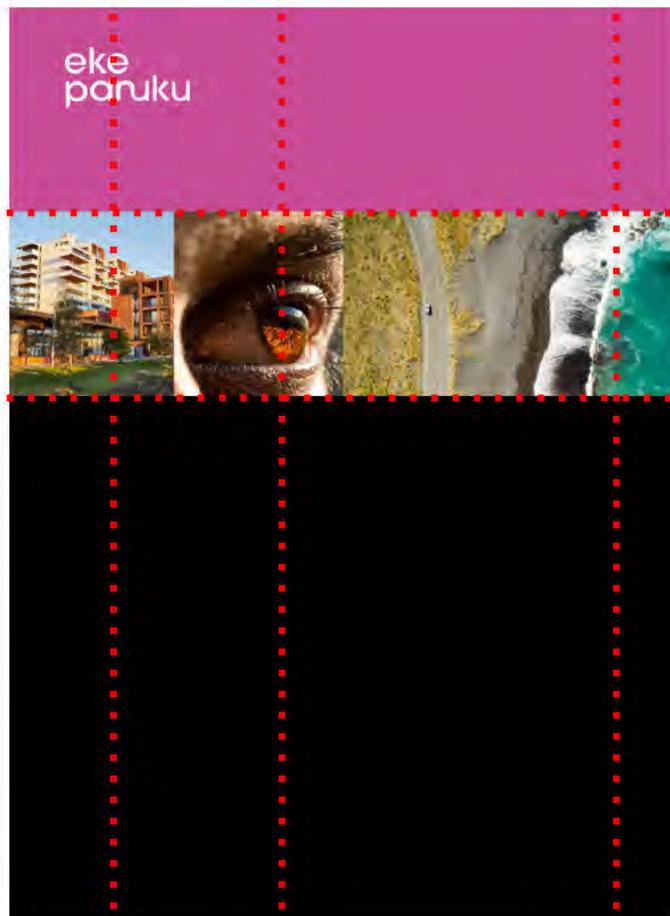
- Engaging and retaining key talent a critical priority
- Employer brand role is to attract and inspire people to join Eke Panuku.
- Reflects the ‘consumer’ brand, utilised for recruitment and internal communications.

Design system

The colour device has been engineered from the Eke Panuku design system grid (as shown opposite).

A flexible, multi use container system and device that links directly back to the Eke Panuku consumer brand it creates a dynamic point of difference for the Eke Panuku employer brand.

Use as a simple multi coloured container strip or add the Eke Panuku Development Auckland logo and, or URL.



Eke Panuku
Development
Auckland



Eke Panuku
Development
Auckland



panuku.co.nz/recruitment

Eke Panuku
Development
Auckland

Tested with our workshop group

Concept 1: Be the inspiration

Be the engine.

That powers a future of change. (Office Manager role)

Be the magnet.

That draws people to new landscapes. (Landscape designer role)

Be the spark.

That ignites visionary urban design. (Urban designer role)

Posters

Eke Panuku
Development
Auckland 

Be the
magnet
*That draws people in
to new landscapes.*

panuku.co.nz/recruitment Landscape Designers Wanted

Be the
spark
*That ignites vibrant
urban design.*

Landscape Designers Wanted.

Sam sim vidora nus aas ita as est, ipidi digenda voluptiam quam doloem porpore orercim oluidd estem, lquatem lugia diluptatem, it repei estur saniam quantur, aut molorit qui corem as ex eatiam sam, si d'atum eumquint faciatem fuga. Ut dilupta vel espas quiserit molat lautatus nusam voloz asti unibustrum vendi iust soearum ficcum quam, omniaz aboresat voloz re cum quam qui autem relcipit expedia vankisqae meloverum volupta quande.

Nam sum quid magni dotore arumqui berate doloreus.

panuku.co.nz/recruitment Eke Panuku
Development
Auckland 

Example: Facebook post, recruitment

Panuku Development Auckland
August 27 at 2:56 PM · 🌐

As **Head of Community Affairs**, you'll help shape our culture, lead and inspire our team. Create engaging storytelling that develops trust and understanding in our community. Bring out the best in Auckland, bring out the best in you.

Eke Panuku creates amazing places. We lead the development of well-designed, diverse, resilient and exciting places where people want to work, learn, and play.

He angitūtanga: The opportunity

Join our leadership team as the Head of Community Affairs to lead our communications and engagement campaigns where Eke Panuku is undertaking urban regeneration. You'll be a great strategic thinker, with the creativity and writing ability to tell inspiring stories – turning the complex into simple communications. View a copy of the position description here - <https://bit.ly/3yA.JR1>



Be the **engine**

PANUKU.CO.NZ

Be the engine. That powers a future of change.

👍 2

Concept 2: No Ordinary

Brand level examples:

Visionaries will have applied already.

Go getters will be first in line.

Futurists won't wait for tomorrow.

Recruitment level examples:

Engineers wanted. Geniuses preferred.

Urban designers wanted. Visionaries preferred.

Landscape architects wanted. Dreamers preferred.

Portfolio managers wanted. Legends preferred. Office managers wanted. Magicians preferred.

Example: Facebook, recruitment

Panuku Development Auckland
August 27 at 2:56 PM · 🌐

Head of Community Affairs.
Help shape our culture, lead and inspire our team. Create engaging storytelling that develops trust and understanding in our community. Bring out the best in Auckland, bring out the best in you.
Eke Panuku creates amazing places. We lead the development of well-designed, diverse, resilient and exciting places where people want to work, learn, and play.

He angitūtanga: The opportunity
Join our leadership team as the Head of Community Affairs to lead our communications and engagement campaigns where Eke Panuku is undertaking urban regeneration. You'll be a great strategic thinker, with the creativity and writing ability to tell inspiring stories – turning the complex into simple communications. View a copy of the position description here - <https://bit.ly/3yAjr1>

Community Affairs wanted.
Storytellers preferred.

PANUKU.CO.NZ
Community Affairs wanted. Storytellers preferred.

👍 2



Concept 3: Thriving Futures

Thrive on dreams.

Subhead: Reimagine the role of an Urban Designer.

Thrive on potential.

Subhead: Unearth new possibilities as a Landscape Architect.

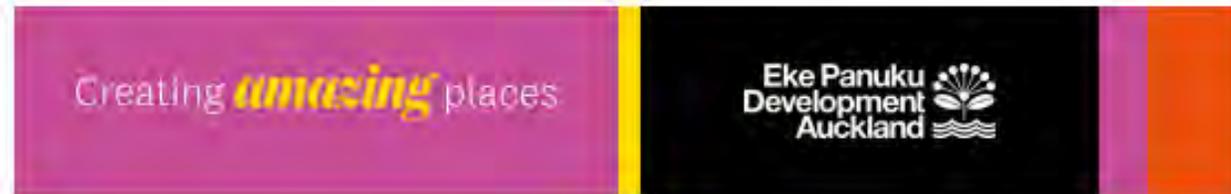
Thrive on people.

Subhead: Build our team spirit as an Office Manager.

Example: Outdoor, recruitment



Example: Email sign-off



Ngā mihi



Decision paper: Urban Development Acquisitions

Author: Martha Tong, Head of PfMO and Michele Harpham, Finance Manager

November 2021

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. approve the change to the Board Delegated Authority Policy and Standard which delegates to the Chief Executive the ability, subject to specified criteria and thresholds, to acquire certain properties for the purposes of urban renewal. In summary, changes will allow the Chief Executive to:
 - i. approve the purchase of a single property, not included in the Board approved transaction strategy, on the open market for a value up to and including \$10,000,000
 - ii. make a conditional offer, subject to Board approval, on a single property, not included in the Board approved transaction strategy, on the open market for a value above \$10,000,000 and up to \$15,000,000
- b. approves the Acquisition Policy which sets out the framework for Eke Panuku to utilise when acquiring land property in support of urban renewal programmes, either by compulsory acquisition, or on the open market

Whakarāpopototanga matua | Executive summary

1. A change is proposed to the Eke Panuku Board Delegated Authority Policy and Standard to provide the ability for the Chief Executive to act on open-market acquisition opportunities, where they support the urban regeneration outcomes in our existing town centres. The proposal is to delegate this decision to the Chief Executive because typically, when sites are presented to the market, timeframes are short, and Eke Panuku needs to be able to act quickly and outside of the board cycle.
2. Currently delegations require that each proposed acquisition is identified in a Programme Business Case, or Transaction Strategy, which has been approved by the board. Where they are not identified, a separate board decision is required. This approach works well where a compulsory acquisition process is planned, and funds need to be confirmed for the proposal ahead of commencing statutory processes. However, it does not allow for Eke Panuku to act on open market opportunities, which may require timely response, where they would significantly support urban regeneration but are not a critical requirement.
3. To support the delegations for property acquisitions for urban renewal, an Acquisitions Policy has been drafted for approval. It sets out the framework for Eke Panuku to utilise when acquiring land property in support of urban renewal programmes, either by compulsory acquisition, or on the open market.

Horopaki | Context

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
24 March 2021	Delegated Authority Policy	Following the conclusion of discussions, the Panuku Board approved the revised Board Delegated Authority Policy.
23 June 2021	Corporate Business Plan 2021-2022	<p>Following the conclusion of discussions, the Eke Panuku Board:</p> <ol style="list-style-type: none"> 1. Approved the 2021-2022 Corporate Business Plan and associated budgets and activities. 2. As part of the above, and for the avoidance of doubt, the Eke Panuku board approved as part of the Corporate Business Plan: <ol style="list-style-type: none"> i. Grants and donations to the value of \$418,000, detailed in attachment 2 ii. Approval to transact the sites listed on page 25, and the sale via direct exclusive negotiations of seven of the listed sites. iii. Property acquisitions in the priority locations, where a straightforward open market opportunity from a willing seller is presented, the acquisition can be funded from the programme budgets without impacting delivery of outcomes, and the acquisition gives effect to the strategic outcomes of a programme.

Nga whiringa me te taatai | Options and analysis

3. Currently Council delegations to Eke Panuku allow for property purchases to support urban renewal . However, the Eke Panuku board to Chief Executive delegations do not provide for acquisitions unless identified and budgeted for in a Board approved Programme Business Case, or Transaction Strategy.
4. Programmes identify acquisition requirements to support urban renewal where a compulsory process is proposed, and funding must be secured. However, open market opportunities cannot always be readily identified at the time of preparing the Programme Business Case, or Transaction Strategy, but often there are compelling reasons for securing these sites when they do come onto the market.
5. Open market acquisitions are not budgeted for in programmes as this would tie up funding and would most likely result in underspend in available funds within a year. For this reason, it is preferable that Eke Panuku management retains some flexibility in managing the portfolio. If a significant acquisition option becomes available then management can make a decision as to whether we are better to delay capital projects or planned acquisitions, to allow for these acquisitions.
6. The proposal is to delegate this decision to the Chief Executive because typically, when sites are presented to the market timeframes are short, and Eke Panuku needs to be able to act quickly and outside of the board cycle.
7. The proposed changes to the Delegated Authority Policy are marked up on page 4 of Attachment A. In summary, approval is delegated to the CE to:
 - a. approve a purchase of a single property, not included in the Board approved transaction strategy, on the open market for a value up to and including \$10,000,000
 - b. make a conditional offer, subject to Board approval, on a single property, not included in the Board approved transaction strategy, on the open market for a value above \$10,000,000 and up to \$15,000,000
8. A \$10m threshold is proposed due to land prices, and the need to be a credible participant in a competitive market. To able to effectively participate we need to have the ability to make an unconditional offer.
9. Budget must be available in the approved portfolio fund (i.e. LTP approved budget); and the benefit of the acquisition will outweigh the disbenefit of slowing down delivery of other initiatives. The proposed acquisition must be supported by business case and valuation, which has been reviewed and approved by PSG programme governance.
10. The draft Acquisition Policy, included as Attachment B. has been put together to provide a framework for acquisitions by Eke Panuku for the purposes of Urban Renewal. This policy has built on the work done in preparing the Thriving Town Centres – guidance for urban regeneration of Eke Panuku town centres (February 2022 TBC). Land acquisition and site consolidation can help to support the six principles that underpin a thriving town centre.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

11. There are no financial or resourcing impacts from the change to the Delegated Authority Policy or the adoption of the Acquisition Policy.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

12. By putting in place the Acquisition Policy, the Board set out the factors that must be considered when purchasing property for the purposes of Urban Renewal, which will mitigate any risks of imprudent purchasing.

Ngā koringa ā-muri | Next steps

13. Once approved, the delegations and associated policy will be put into practice and the delegations from the Chief Executive to the staff will be updated.
14. Any acquisitions made under the policy will be reported to the board as part of quarterly performance reporting.

Ngā tāpirihanga | Attachments

Attachment A - Board Delegated Authority Policy and Standard

Attachment B - Draft Acquisition Strategy

Ngā kaihaina | Signatories

Ian Wheeler, Chief Operating Officer

David Rankin, Chief Executive

Delegated Authority Policy

1. Policy purpose

- 1.1. The purpose of this policy is to outline the delegations from the Board of Directors of Panuku Development Auckland Limited (Panuku) to the Chief Executive of Panuku.
- 1.2. For this policy, delegated authority (DA) is both financial and non-financial delegations from the Board of Directors of Panuku to the Chief Executive of Panuku.
- 1.3. Delegations are a key element in effective governance and management of Panuku and provide formal authority to the Chief Executive of Panuku to act on behalf of Panuku.
- 1.4. Ultimate authority for the conduct of the business rests with the Board of Directors. The Board delegates authority, within prescribed parameters, to the Chief Executive to enable effective and efficient management of Panuku.

2. Application of this policy

- 2.1. The Board delegations to the Chief Executive apply to the Chief Executive of Panuku, and any person that has been delegated to act as the “Acting Chief Executive” by the Chief Executive or the Board.
- 2.2. This policy applies to all staff employed/engaged by Panuku. This includes fulltime or part-time permanent and fixed-term employees, casual employees, contractors and temporary contingent workers.
- 2.3. Delegation instruments exist whereby the Auckland Council Chief Executive delegates his powers and duties under the Public Works Act (PWA) and Local Government Act (LGA) to Panuku, in order to acquire and dispose of property on behalf of Auckland Council and/or Auckland Transport, or while acting within its urban renewal mandate. These delegations (and the conditions therein) underpin and empower the parts of this policy relating to acquisition and disposal activity.

3. Objectives

- 3.1. The objectives of this policy are to ensure that:
 - The delegations to the Chief Executive are appropriate to enable the Chief Executive to run the business in an efficient and effective manner
 - Governance approvals and decisions are made at the appropriate level
 - Decisions are approved by the appropriate person, considering all risks
 - The Chief Executive has the flexibility to grant appropriate DA to staff as needed
 - There is effective control, transparency and accountability
 - Individuals have clarity about their responsibility for complying with the terms of their DA.

4. Policy

- 4.1. The delegations and notification requirements from the Board of Directors of Panuku are set out in the Delegated Authority Standard (“standard”), attached to this policy.
- 4.2. The Chief Executive can delegate authority where indicated in the standard to the Executive Leadership Team (ELT) and can approve sub-delegation to those who need to make decisions and commitments, as required, according to the business rules.
- 4.3. DA must be tied to positions.
- 4.4. Delegation decisions should be within delegators’ span of accountability, and in accordance with all other applicable policies of Panuku and Auckland Council.
- 4.5. No employee has authority to make commitments or decisions on behalf of Panuku unless authority is explicitly delegated.
- 4.6. Delegates are responsible for understanding and accountable for adhering to their DA limits.
- 4.7. Breaches of this policy will be reported to the Panuku Board. Any infringement or non-compliance with this policy, or other Panuku and Auckland Council, policy may be regarded as serious misconduct and may result in disciplinary action.

5. Policy review and approvals

- 5.1. This policy will be reviewed at least annually and approved by the Board of Directors of Panuku.

6. Attachments

- 6.1. Delegated Authority Standard.

Business Owner	Executive Officer / Company Secretary	
Original policy date	1 September 2015	
Last review	18 March 2020	
Frequency of review	Annually	
Date of this review and approved by	Board of Directors of Panuku	Date: 24 March 2021

Attachment 1 Delegated Authority Standard

Area	Detail	Authorities and Approvals reserved by the Panuku Board of Directors	Authorities and Approvals delegated to the Panuku Chief Executive (CE)	Is CE further delegation possible?	Notes
Strategy, planning and governance	Strategy, planning, including long term plan, business plan and Statement of Intent (SOI)	<ul style="list-style-type: none"> • Long term plan and annual plan budget submissions to Auckland Council • Statement of Intent (SOI) • Panuku Business Strategy • Annual Business Plan (including transaction strategy, marinas business plan, property business plan and programme delivery plan) • Financial statements and annual report 	<ul style="list-style-type: none"> • Directorate business plans • Quarterly reporting to council 	Yes	<ul style="list-style-type: none"> • Forecasting changes to be notified to board quarterly • The quarterly report to council must be provided to the board
Capital (capex) expenditure		Approval for any item above delegation to CE	Budgeted: \$15,000,000 for total transaction value/contract life	Yes	Does not include acquisitions or disposals. Refer to Land and Property
Operating (opex) expenditure		Approval for any item above delegation to CE	Budgeted: \$5,000,000 for total transaction value/contract life	Yes	
Grants and donations	Grants and donations	Approval of plan for the year	Allocation of grants and donations for priority locations in board approved plan is limited to \$5,000 per item for 'cash' donations; and \$5,000 per item value for grants 'in-kind'	No	<ul style="list-style-type: none"> • Refer grants and donations policy • Details to be reported quarterly to the Board • Approving of Koha is covered under "Our Charter"
Sensitive expenditure	Domestic travel, meals, accommodation entertainment and other expenses claim approval	<ul style="list-style-type: none"> • Directors and CE by Chair • Chair by Deputy Chair • All within approved board budget 	Direct reports to the CE, within a board approved budget	Yes	
	International travel and related expenses	Authority for director or staff to undertake international travel before travel commences	Approval of cost of staff travel, within board approved budget	No	All international travel is to be reported to Auckland Council CE
	Credit Cards (including P-Cards)	Issuance of credit card to CE or direct reports to CE	Power to authorise or cancel any credit cards issued to staff	No	CFO to set credit card limits
Gifts	Gifts given by Panuku	Approval for any item above delegation to CE	Power to authorise the giving of gifts to outside organisations or individuals up to \$1,000	No	Register of Gifts given and received to be maintained and reported annually to board
Legal	Litigation and settlement of legal disputes	Litigation costing more than \$500,000 and settlements not in the approved budget and business plan	<ul style="list-style-type: none"> • Litigation costing up to \$500,000 • Settlements or disputes in the annual budget and business plan 	No	<ul style="list-style-type: none"> • Litigation must be reported to the board • All new legal instruction must be via Auckland Council legal services

Area	Detail	Authorities and Approvals reserved by the Panuku Board of Directors	Authorities and Approvals delegated to the Panuku Chief Executive (CE)	Is CE further delegation possible?	Notes
Land and property	Disposal of land or property on behalf of Auckland Council including AT assets, Corporate Property and Optimisation	<ul style="list-style-type: none"> Approval of transactional terms, or proposed transactional terms (go-to-market strategy), where the proposal is a site sale with development outcomes Approval of the sale of a single property where no development outcomes are sought, for a value greater than \$5,000,000 	Approval of the sale of a single property where no development outcomes are sought, for a value up to and including \$5,000,000, assuming the transaction meets the parameters of the signed rationalisation report	Yes	<ul style="list-style-type: none"> All sales must be authorised by a council resolution and an AC signed Rationalisation Report. All sales must be reported to the board Properties in this category, where no development outcomes are sought, are sold primarily to off-set council debt and any additional development outcomes which may result in a sale under market value will require additional approval from Auckland Council Properties where Panuku identifies a development opportunity, which require additional time and resource to sell, will be treated as a project and governed by the Project Management Framework requirements
	Acquisition of land or property for the purposes of urban renewal	<ul style="list-style-type: none"> Approval of the transaction strategy, as part of the Annual Business Plan Endorse the acquisition, and approve the strategic objectives, and the funds associated with the purchase for a purchase of a single property for a value greater than \$15,000,000 	<ul style="list-style-type: none"> Approval of a purchase of a single property for a value up to and including \$15,000,000, where the property is in <u>a Priority Location and in a board approved programme business case / business case or transaction strategy, and in a board approved budget (programme or SDF)</u> Approval of a purchase of a single property, not included in the Board approved transaction strategy, on the open market for a value up to and including \$10,000,000, where the property is in a Priority Location Approval to make a conditional offer, subject to Board approval, on a single property, not included in the Board approved transaction strategy, on the open market for a value above \$10,000,000 and up to \$15,000,000, where the property is in a Priority Location 	Yes	<ul style="list-style-type: none"> The transaction strategy will include all properties to be bought or sold in a financial year, across all locations/programmes <u>In all cases, the person exercising their delegated authority under this section must ensure that sufficient funding is available in a board approved budget</u> All acquisitions must be reported to the board All acquisitions in a Priority Location must comply with the Project Management Framework All acquisitions in a Priority Location must be supported with a business case <u>All acquisitions must comply with the Acquisition Policy</u> Any SDF acquisition greater than \$20,000,000 or those that will not be on sold within 6 years must be approved by Auckland Council

Area	Detail	Authorities and Approvals reserved by the Panuku Board of Directors	Authorities and Approvals delegated to the Panuku Chief Executive (CE)	Is CE further delegation possible?	Notes
	Disposal of land or property for the purposes of urban renewal	<ul style="list-style-type: none"> Approval of the transaction strategy, as part of the Annual Business Plan Approval of transactional terms, or proposed transactional terms (go-to-market strategy), where the proposal is a site sale with development outcomes 	None	No	<ul style="list-style-type: none"> The transaction strategy will include all properties to be bought or sold in a financial year, across all locations/programmes The Board can delegate approval to the CE to finalise specific transactions in accordance with the proposed transactional terms previously agreed by the board. All land or property where development outcomes are being sought, must comply with the Project Management Framework, and must be supported with a board approved business case
Revenue	Property portfolio	Approval for any item above delegation to CE	New, varied or renewed leases, deeds or licences, up to and including \$1,000,000 per annum	Yes	Refer property rent setting policy
	Marina operations	Approval for any item above delegation to CE	New, varied or renewed leases, deeds or licences, up to and including \$1,000,000 per annum	Yes	Refer to marina rent setting policy
	Other revenue	Revenue streams not in the annual budget and business plan	Approval of any revenue streams within the annual budget and business plan	Yes	
Debt write offs	Provision for debtor write-offs and debtor write-downs	Approval for any item above delegation to CE	Debts write offs up to \$25,000 per debtor	Yes	Must be reported promptly to the board
Programme and Project approvals	HLPPs and Programme Business Cases	All HLPPs and Programme Business Cases	None	No	<ul style="list-style-type: none"> Once a Programme Business Case is approved, CE has delegated authority to approve, or to delegate approval, of individual project cases, subject to financial thresholds for opex, capex and acquisitions & disposals Programme business cases to be pre-approved by ELT) before referral to the board Changes to approved programmes may require board approval, subject to the Panuku change framework

Area	Detail	Authorities and Approvals reserved by the Panuku Board of Directors	Authorities and Approvals delegated to the Panuku Chief Executive (CE)	Is CE further delegation possible?	Notes
	Project business cases	Project based decisions where referred by the CE	<ul style="list-style-type: none"> Approval of transactions, or proposed transactions, where board approval is not required and within financial limits Determining issues of significance or sensitivity 	Yes	<ul style="list-style-type: none"> Business case decisions (recommending transactional terms, or proposed transactional terms (go-to-market strategy), and approach) to be pre-approved by Programme Steering Group (PSG) before referral to the CE / board Circumstances which might cause the CE to refer a project business case to the board could include transactional terms, or proposed transactional terms (go-to-market strategy), where: <ul style="list-style-type: none"> A value exchange is proposed a payment will be more than 10% over current market valuation a disposal will be more than 10% under current market valuation a commitment will not make the required ROI on commercial capital the proposal is to enter into an exclusive agreement with a development partner the proposal represents a significant risk to Panuku, including reputational risk The proposal is a site sale in a Priority Location Will involve the use of the Public Works Act (PWA) for urban renewal
Legal interests in land	Legal interests in land as part of leasing arrangements and/or development programmes	Significant agreements above CE delegation	Determining issues of significance	Yes	
RMA planning matters	Plan changes, designations and resource consent applications, planning submissions and appeals to third party applications	Submissions in opposition to Auckland Council or other CCOs	<ul style="list-style-type: none"> Prepare, lodge and progress plan changes, designations and resource consent applications Prepare and lodge appeals to third party plan changes or resource consents 	Yes	
Business Interests, Investments, Divestments, Limited Partnerships, Joint Ventures	Third party business interest agreements	Approval of third-party agreements valued above \$1,000,000	<ul style="list-style-type: none"> Approval of third-party agreements up to and including \$1,000,000 Variation of a board approved amount by 5% 	Yes	
	Third party business interest agreements where Panuku is taking a developer role	All investments or divestments in a business combination such as subsidiary, JV or associate	None	No	

Area	Detail	Authorities and Approvals reserved by the Panuku Board of Directors	Authorities and Approvals delegated to the Panuku Chief Executive (CE)	Is CE further delegation possible?	Notes
	Payments to external parties for purchases or restructure of assets of businesses	All investments or divestments in a business combination such as subsidiary, JV or associate	None	No	
Capital (capex) divestment	Capex divestment (sale of fixed asset)	Disposal of a fixed asset with a value greater than \$100,000	Disposal of a fixed asset with a value up to \$100,000	Yes	
Insurance	Insurance policy execution of any group-wide insurance policies	Cancellation of a group wide insurance policy	No	No	
	Settlement of claims	All settlement payments by Panuku over \$100,000	Settlement payments by Panuku up to and including \$100,000	No	
Legal agreements, contractual commitments	Any legal agreement or contractual commitments not covered elsewhere	Significant contracts between other CCOs, council or government	<ul style="list-style-type: none"> Any contractual or legal agreements not covered elsewhere Determining issues of significance 	No	Note that opex/capex limits apply to contractual commitments
People and Culture	Appointments, terminations, employee remuneration, learning and development	<ul style="list-style-type: none"> Approval of new positions of direct reports to the CE Approvals for dismissals and medical resignations of direct reports to the CE Salary changes for the CE and direct reports to the CE 	<ul style="list-style-type: none"> Approval of new positions, except direct reports Appointment of direct reports to the CE Approval of salaries outside of salary bands Annual salary changes, allowances and out of cycle salary reviews Major organisational changes, including disestablishment & redundancy Approval of any final warnings, disciplinary dismissals, medical resignations 	Yes	<ul style="list-style-type: none"> Appointment of direct reports to the CE must be in consultation with the board/P&C committee Major organisational changes must be in consultation with the board/P&C committee
Media and Communication	Mayoral and issues management protocols	<ul style="list-style-type: none"> First right of refusal for alerting the Mayor to issues of significance or sensitivity 	<ul style="list-style-type: none"> Determining issues of significance or sensitivity Appointing media spokesperson(s) Delivery of appropriate communications management activities in the best interests of the organisation 	Yes	<ul style="list-style-type: none"> The board must be notified where there are reputational risks for the organisation All media coverage, including media releases, is provided to the board The Chair has a spokesperson role on certain issues including those relating to the CE and executive, also any business of the board or committees
Policies and standards	Policies, standards, guidelines and management systems	<ul style="list-style-type: none"> Major policies determining Panuku direction and strategy, including strategic policies relating to Priority Location programmes Adoption of Auckland Council group policies 	<ul style="list-style-type: none"> Changes to council group policies Operational policies, integrated business frameworks and Panuku procedures and management systems 	Yes	

ACQUISITION POLICY

Policy Purpose

This policy sets out the framework for Eke Panuku to utilise when acquiring land property in support of urban renewal programmes.

The policy covers both compulsory and open market acquisitions.

Principles

Both compulsory and open market acquisitions require supporting information to outline why the acquisition is necessary to meet the strategic objectives of the programme. However, the level of detail supporting a compulsory process is significantly more rigorous, as a full assessment of alternatives is required. This evidence should be available through both the programme business case and masterplan, and the project business case to give effect to the proposal.

Supporting information required:

Compulsory

- Funding must be available in the approved programme fund, with budget for the full acquisition confirmed by the programme steering group (PSG)
- Options must be fully documented in an associated project business case, and should typically demonstrate spatial considerations
- A board decision is required on the project business case before the PWA (public works act) process is commenced

Open market

- Funding must be available in the approved portfolio fund (i.e. LTP approved budget)
- The benefit of the acquisition will outweigh the disbenefit of slowing down delivery of other initiatives, if this is required to support the acquisition
- The proposed acquisition must be supported by project business case and valuation advice, which has been reviewed and approved by PSG programme governance, and be within CE delegated thresholds, or have a prior board approval.

Benefits of acquisition

We acquire in order to:

- a. Increase **housing supply and residential choice** through site consolidation, intensification, and the creation of more market-ready blocks.
- b. Increase **net financial yield**, by creating marriage value and promoting eventual marketability by improving access, frontage, site configuration, removal of development restrictions, etc.
- c. Improve the **mix of uses** in a centre through buying commercial property to rezone and redevelop where town centres have become too big, while continuing to support the retail core.

- d. Broaden the **diversity of businesses and employment opportunities** in the area by catalysing development.
- e. Improving **quality of built form** through new quality development, while retaining existing character.
- f. Improve **design outcomes** through lot configuration or improved connectivity via mega-lots and subdivision activity to improve access, frontage, site configuration, through-site links, etc.
- g. Foster and **enable partnerships** with other council group organisations, the crown and its agencies, mana whenua, community groups and stakeholders.
- h. Enable **public realm**, where there is a shortfall in the centre or the public realm will support improved connectivity, including supporting walking and cycling

Prioritisation criteria

When seeking to acquire we consider the following parameters in making the decision:

- **Level of benefit achieved**

The extent to which the proposal meets the criteria above

- **Whether intervention is necessary**

Where the private sector is likely to deliver the preferred outcomes without intervention from Eke Panuku, then Eke Panuku will not prioritise the acquisition.

In considering acquisitions where Eke Panuku proposes to compete with the private sector, we will look for evidence that the Unitary Plan will not provide sufficient control to improve design outcomes, and that any outcomes we seek to place on a future development agreement will result in a commercially viable development of provide significantly improved public realm.

- **Whether, and how quickly funding will be returned to Council**

Funding is limited and Eke Panuku will prioritise acquisitions where funding will be returned quickly through subsequent sale of the site.

Where we utilise the Strategic Development Fund to acquire a site, we target a four-year repayment timeframe, and the acquisition price and subsequent holding costs must be fully repaid through sale.

In considering assets to be held for a period longer than four years, we will look for information on the level of resource required to maintain and manage the property, including the quality of the asset, and the strategic reasoning for maintaining it for a longer period, including where we are seeking to manage the tenancy to support strategic outcomes.

For purchases that will result in an increase in public realm, these must demonstrate a short fall in centre or provide evidence that the public space is necessary from a design perspective, such as improving connectivity.

- **The quality of the asset**

Any asset purchased by Eke Panuku will need to be managed and maintained for period over which we hold it.

Holding costs of assets will be considered in decision making and any acquisition will need to provide evidence of asset condition, and the financial implications of maintaining the asset through the period over which it is planned to be held. This assessment will include any climate associated risks.

Similarly, existing income streams will be considered, including the extent to which holding costs are covered by income received through rental or other income.

Policy review and approval

Business owner	GM Development
Policy date	Xx November 2021
Frequency of review	Three-yearly
Approved by & date	Board <date>

Information paper: Update on engagement with mana whenua November 2021

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

November 2021

Whakarāpopototanga matua | Executive summary

1. The purpose of this information paper is to update the Eke Panuku board on our work with mana whenua.
2. Eke Panuku intends to invite mana whenua leaders over the next 12-months to meet with us individually so we can better understand their aspirations. The future discussions could become the basis for a Relationship Agreement.
3. Eke Panuku achieved our Statement of Intent requirement to create at least 40 Māori initiatives in the financial year 2020-2021. However, despite improving our relationship with mana whenua, we did not improve our mana whenua satisfaction score.
4. Eke Panuku and mana whenua reviewed the year one actions of the Mana Whenua Outcomes Framework. In year one, we have completed 36 actions, nine are nearly complete, and five were postponed to year two.
5. The upcoming board strategy day will provide clarity about which commercial development properties should be offered to mana whenua as an exclusive opportunity.
6. Eke Panuku is establishing an Iwi Investment Grant to support mana whenua to access our commercial development opportunities.
7. Eke Panuku is developing a Social Procurement Strategy that will also respond to the requests from mana whenua to create social procurement opportunities.
8. Our engagement work with mana whenua has continued by Zoom throughout lockdown. Since June 2021, we have met 67 times on 32 projects.
9. Eke Panuku is supporting mana whenua to develop a tool to measure the cultural health of an area - Take Marui Take Hono.

Matapaki | Discussion

Signing a Relationship Agreement with mana whenua and updating our Terms of Reference





Statement of Intent (SOI) commitments

14. Auckland Council has set two Statement of Intent (SOI) requirements to support our Māori Outcomes work.
15. The first outcome measures the number of Māori initiatives we create per annum. Examples of the activities include, appointing mana whenua artists, creating development opportunities, involving mana whenua in master-planning. The Māori initiatives are created in our priority locations while undertaking our business as usual, and when we create new initiatives in response to the Mana Whenua Outcomes Framework. In financial year 2020-2021, Eke Panuku delivered 45 Māori initiatives.
16. The second outcome measures the percentage of mana whenua groups who are satisfied with the quality of our engagement. The full results of the annual mana whenua satisfaction survey are in Appendix B.
17. In financial year 2020-2021, our SOI requirement to improve mana whenua satisfaction was measured via a quantitative survey. Audit New Zealand adopted a pass/fail score after assessing the question: "how satisfied are you with the quality of engagement Eke Panuku has with Mana Whenua". Of the mana whenua respondents, 3 out of 12 rated Eke Panuku a score four or higher out a total of five. In addition, 6 out of 12 (50 per cent) supplied a neutral answer to this question. Finally, 3 out of 12 rated Eke Panuku a score two or lower (25 per cent).
18. On this basis, this SOI requirement was not achieved. However, on average across the 12 questions mana whenua rated Eke Panuku higher compared to the last year. And half of all mana whenua representatives said in the last 12 months their relationship with Eke Panuku had improved. Over the last year we believe our relationship with mana whenua has improved.
19. The next survey for the financial year 2021-22, will have an adjusted methodology to better evaluate our relationship with mana whenua.

A one-year review of the Mana Whenua Outcomes Framework

20. The Mana Whenua Outcomes Framework is a three-year programme of work that was co-designed with mana whenua. It was operative from FY 2020-21. In June 2021, Eke Panuku met with mana whenua to review the year one actions in the Mana Whenua Outcomes Framework.

- 21. In year one, Eke Panuku completed 36 out of 50 actions (72%), with nine more actions nearly complete at the time of the review. A full report on the review is available at Appendix C.
- 22. The year two actions, both those agreed when the outcomes framework was adopted, and those carried over into year two, are well underway. A mid-year check-in with mana whenua will take place in January 2022.

Creating commercial development opportunities for mana whenua

- 23. Eke Panuku continues to provide mana whenua early notice of upcoming commercial opportunities, and this has resulted in several limited contestable processes.

[REDACTED]

[REDACTED]

- 26. Recently, working with Kāinga Ora we have learnt that they have now adopted a minimum 15 per cent weighting for Māori Outcomes on all their development opportunities. We have borrowed the criteria they use to calculate their 15 per cent weighting and are trialling it on an upcoming development site with board approval. We hope adopting a shared language will begin to look familiar to the development community.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Creating procurement opportunities for mana whenua

- 31. An action in the Mana Whenua Outcomes Framework is to create social procurement opportunities for mana whenua. At an operational level, mana whenua often ask for social procurement opportunities within our public realm and commercial projects.
- 32. Eke Panuku met with mana whenua to consider using a third-party supplier diversity intermediary to support their social procurement aspirations. Mana whenua said they preferred to have a direct relationship with Eke Panuku to create procurement opportunities.
- 33. The Eke Panuku Corporate Responsibility team is already developing a strategy to support Eke Panuku to meet the social procurement targets set by the Governing Body. Instead of creating a separate social procurement strategy for mana whenua, we intend to create opportunities for mana whenua within the upcoming Social Procurement Policy.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Take Mauri Take Hono

- 38. Take Mauri Take Hono is a tool developed by mana whenua to measure the mauri of the whenua [land] within our projects. It uses a range of indicators and baseline measures to track changes over-time using a scale. The variables in the tool are unique to each area and indicators tailored accordingly. These can include things like water quality, flora and fauna regeneration, air quality, and remediation.



Ngā tāpirihanga | Attachments

Attachment A - An information paper on recent engagement with mana whenua November 2021

Attachment B - An information paper on the results of the annual mana whenua satisfaction survey November 2021

Attachment C - An information paper on the year one results of the Mana Whenua Outcomes Framework

Attachment A - Recent engagement activities with mana whenua November 2021

The following table describes the engagement meetings we've had with mana whenua between 23 June 2021 and 8 November 2021. Only collective meetings with mana whenua are recorded and individual meetings are excluded.

Programme and project	Meeting number	Description of engagement activities and status
Avondale	1	
1. Programme update	1	Eke Panuku presented the Avondale programme to mana whenua.
City Centre	2	
2. Aotea Over Site Development	2	MRCB has met with mana whenua to confirm key design moves and identify mana whenua opportunities. We have identified the laneway and building as naming opportunities and will facilitate an EOI process to appoint a mana whenua artist.
Eke Panuku	6	
3. Cultural induction caucus	1	Eke Panuku will procure a technical advisor to assist mana whenua to develop induction material to facilitate a cultural induction for all staff.
4. Draft terms of reference	2	Eke Panuku has written a draft Terms of Reference for our engagement activities with mana whenua. Mana whenua have requested we pause this work until we discuss Relationship Agreements individually with them.
5. Photos with mana whenua talent	1	Eke Panuku has offered to take photos of mana whenua representatives and their rangatahi to use in our collateral to promote our locations. COVID-19 has paused the photoshoot.
6. Take Mauri Take Hono	2	Mana whenua discussing intellectual property concerns related to ownership of Take Mauri Take Hono. Eke Panuku has provided mana whenua legal advice from McCaw Lewis to consider.
7. Town Centre Guidelines	3	Eke Panuku has presented the Town Centre Guidelines to mana whenua and appointed Anthony Hawke to be their technical expert to work with the report writers.
Henderson	1	
8. Programme update	1	Eke Panuku presented the Henderson programme to mana whenua
Mana Whenua Governance Forum	5	
9. CE update	1	The Eke Panuku CEO met with mana whenua to provide enterprise-wide updates and discuss their concerns.
10. Commercial strategy	1	Eke Panuku presented mana whenua a draft commercial strategy supporting our shared goal to increase inter-generational wealth for Māori. This will be updated following a decision from the board about commercial development opportunities.
11. Review of the year one actions in the outcomes framework	1	Eke Panuku and mana whenua reviewed the year one actions in the Mana Whenua Outcomes Framework
Manukau	6	

Programme and project	Meeting number	Description of engagement activities and status
12. Manukau public art strategy	2	Eke Panuku invited mana whenua to select a technical expert to write a public art strategy for Manukau. Mana whenua, local board, and Eke Panuku panel selected Nigel Borell as the technical expert. Mana whenua have met with Nigel to express their aspirations.
13. Programme update	1	Eke Panuku presented the Manukau, Old Papatoetoe, and Pukekohe programmes to mana whenua.
14. Wiri bridge	3	Eke Panuku presented a proposed footbridge to mana whenua. Mana whenua provided design and ecological guidance about the renewal of the footbridge.
15. Wiri Playground	1	Eke Panuku and the local board invited mana whenua to lead a whakawātea to bless the new playground in Wiri.
Northcote	4	
16. Programme update	1	Eke Panuku presented mana whenua with a Northcote programme update.
17. Te Ara Awataha	2	Eke Panuku and mana whenua did a site visit of the Jessie Tonar reserve and applied the Take Mauri Take Hono tool to assess if the programme is enhancing the mauri of the space.
Onehunga	9	
18. Onehunga wharf masterplan review	6	Eke Panuku invited mana whenua to appoint four technical experts to review the draft masterplan for Onehunga. We are currently working with mana whenua on the masterplan review.
19. Waiapu Precinct	3	Eke Panuku invited mana whenua to appoint an artist to work on the detailed design of the public realm in the Waiapu precinct. Mana whenua appointed artist Graham Tipene.
Panmure	3	
20. Clifton Court	3	Eke Panuku invited mana whenua to input into the design of the public realm in Clifton Court, Panmure. Ngāti Pāoa Iwi Trust have included one of their taniwha within the design of the playground.
Placemaking	7	
21. He Pia He Tauira	3	The rangatahi programme He Pia He Tauira concluded with the flagship Haumi event (replacing the Wynyard Quarter birthday). Eke Panuku has currently invited mana whenua to nominate more rangatahi onto the next programme. We have extended the contract for the He Pia He Tauira facilitator.
22. Placemaking strategy	4	Eke Panuku invited mana whenua to input into the Placemaking strategy. Previously we ran an EOI process but the technical advisor is now unavailable. We intend to facilitate another EOI process to appoint someone to assist mana whenua to write the strategy.
Takapuna	5	
23. Naming opportunity	1	Eke Panuku is facilitating a naming process with mana whenua to recommend a dual name to the Devonport-Takapuna Local Board. Mana whenua are currently voting by email on a shortlist of names.
24. Pupuke Mural	2	Eke Panuku invited mana whenua to input into the design of a mural alongside Toka Puia carpark. This is in collaboration with local schools.

Programme and project	Meeting number	Description of engagement activities and status
25. Takapuna square design	2	Eke Panuku appointed artists Hokimai and Vern Rosieur as the mana whenua artists to work on design opportunities within the Takapuna square. Mana whenua have gifted their kōrero to the artists and we will review the final design soon.
Waterfront	18	
26. Harbour Bridge Park	2	Eke Panuku invited mana whenua to input into the design of Harbour Bridge Park. Mana whenua have identified key design moves in a workshop with the designer.
27. Market square	2	Eke Panuku invited mana whenua to input to the design of Market Square. We are working on the concept design.
28. Westhaven Redevelopment	1	Eke Panuku notified mana whenua we will construct and design the Westhaven Pile Mooring Redevelopment in two stages.
29. Programme update	1	Eke Panuku presented mana whenua an update on the waterfront programme.
30. Pump Station	1	Eke Panuku invited mana whenua to lead a karakia whakawātea for the completion of Mai i ngā Maunga ki te Moana, an artwork on the pump station by artists Janine and Charles Williams.
31. Te Ara Tukutuku	7	Eke Panuku co-designed the masterplan for Wynyard Point with mana whenua. We have invited mana whenua input into challenge panels, reference groups, and communication briefings. Mana whenua have had extensive input into the preparation of the Te Ara Tukutuku Plan.
32. Transitional uses	3	Eke Panuku invited mana whenua to decide what should happen with America's Cup syndicate bases between events. Eke Panuku is facilitating an EOI to appoint a programme manager to activate the space.
Grand Total	67	

Information paper: Mana whenua insights programme

Document author: Joshua Koko - Principal Advisor, Māori Outcomes

November 2021

Whakarāpopototanga matua | Executive summary

1. The purpose of this information paper is to provide the board with a summary of feedback received through interviews with mana whenua. This information paper also proposes areas for improvement and next steps.
2. This report summarises feedback and key insights from the mana whenua engagement survey with nominated representatives from mana whenua entities. Interviews were conducted between mid-May and mid-June 2021.
3. Mana whenua responded to survey questions relating to different aspects of engagement with Eke Panuku. Fourteen mana whenua provided a total of 684 responses to eight survey questions, an average of six responses per question per entity.
4. Collated feedback indicates mana whenua are generally happy with their engagement with Eke Panuku at an operational level. However, many articulated a desire for change in the way things are working at governance level.
5. Mana whenua iterated obligations under te Tiriti o Waitangi and their different stages of Treaty settlements (differing levels of capability and capacity). At the time of survey, several mana whenua were, and still are, in litigation to determine primacy and settle claims.
6. Generally, mana whenua noted the effort Māori Outcomes demonstrate and their commitment to awhi [help and support] them. Feedback included how the team are creating space to fully discuss and comprehend projects including simplifying explanations of Eke Panuku operational processes.
7. Recent improvements mentioned related to approachability and advocacy, responsive day-to-day engagement and communication, along with consistent effort and commitment.
8. At a governance level, mana whenua acknowledges the council has appointed a Māori chair at Eke Panuku, increasing engagement remuneration and improving economic opportunities (procurement and development), specifically creating limited contestable commercial property opportunities.
9. Although it is evident that governance and leadership will need to work more closely with mana whenua to enhance overall engagement success, there is a firm foundation on which to build on.

Matapaki | Discussion

10. Eke Panuku strives to improve how we work with our partners, stakeholders, and the communities - especially mana whenua.

Survey framework

11. The purpose of the survey is to assist Eke Panuku to build positive relationships with its mana whenua partners.

12. Eke Panuku intended to achieve the following outcomes from the survey:

- a. a better understanding of mana whenua concerns and aspirations. Therefore, saving time and money throughout our projects.
- b. to assist Eke Panuku to make information-based decision making.
- c. to retrospectively assess our performance over the last 12-months.

13. Eke Panuku engaged Buzz Channel to conduct interviews and analyse the feedback with 14 of 17 mana whenua invited to participate (two declined).

14. Interviews with mana whenua were conducted between mid-May and mid-June 2021, with the following entities (in no-particular order):

- a. Ngāti Whātua Ōrākei
- b. Ngāti Whātua o Kaipara
- c. Rūnanga o Ngāti Whātua
- d. Te Patukirikiri
- e. Ngaati Whanaunga
- f. Ngāti Maru ki Hauraki
- g. Te Uri o Hau
- h. Waikato Tainui
- i. Ngātiwai
- j. Ngāti Manuhiri
- k. Ngāti Tamaoho
- l. Te Ākitai Waiohūa
- m. Ngāti Te Ata Waiohūa
- n. Te Ahiwaru.

15. Mana whenua were asked to respond to eight survey questions relating to different aspects of engagement with Eke Panuku (Appendix A).

16. Buzz Channel interviews were qualitative in nature with each interview taking between 30-minutes to one hour. Fourteen mana whenua provided a total of 684 responses to eight survey questions, an average of six responses per question per entity.

Mana whenua insights

17. The openness of feedback, and the honest way it was delivered highlights that the relationship between mana whenua and Eke Panuku is maturing.

18. Some mana whenua commented on changes in staff and what they perceive to be a stagnation or slow-down in the quality and quantity of projects, however, they did reference COVID as a factor.

19. All participants expressed a genuine desire to work closely with Eke Panuku and conveyed their determination and commitment to enhancing the relationship.

20. Feedback received through the interviews is summarised below in several key themes.

Relationship	Overall, mana whenua believes their relationships with Eke Panuku has improved with a number recognising a new phase in engagement.
Satisfaction	Rating sits in the middle with both high and low ratings at either end, noting that the consensus on satisfaction was dependant on who the engagement was with. Māori Outcomes rated higher than the organisation as a whole.
Performance	Improvements in performance measures almost across the board (7/8), the largest gain related specifically to understanding the aspirations of mana whenua, with a marginal drop (.1) in relation to achieving outcomes for Tāmaki Makaurau (not specific to mana whenua outcomes).
Trust and Confidence	Rating sits in the middle with both high and low ratings at either end, noting that the consensus on Trust and Confidence was dependant on what parts of the business respondents were considering. Māori Outcomes rated higher than the organisation as a whole.
Māori Outcomes team	Overall satisfaction with the support and advice from Māori Outcomes is reasonably high, free-form feedback responses are overwhelmingly positive, and support assertions.

Areas for improvement

21. Transparency; “It is only when both parties lay their cards on the table that real (and often significant) progress can be made”

22. Early engagement; “It is easy to manage the things we know about; and difficult (if not impossible) to manage the things we don’t”

23. Develop partnerships to the next level where all parties can work proactively together to achieve mutually beneficial outcomes, including:

- a. Capability and capacity development across economic opportunities (disposals, developments and procurement) and governance (communication and training).
- b. Access to disposals, development and procurement opportunities (negotiate development outcomes, access direct exclusive disposal sales).

24. Relationships and representation at a governance level:

- a. Recognition of separate mana whenua entities and direct relationship development Rangatira ki te Rangatira;
- b. Representation through a specific mana whenua seat on Eke Panuku board.

Recommended actions by end of year

- | | |
|------------|--|
| Engagement | <ul style="list-style-type: none">• Invite and support mana whenua to create and implement a cultural induction process for new employees.• Invite and support mana whenua to create and implement a cultural capability programme for Eke Panuku governance and staff.• Create and implement a wellbeing support programme for Māori Eke Panuku staff to improve engagement and retention.• Co-develop and promote guidelines for developers to include mana whenua identity into their developments.• Co-develop processes to engage mana whenua and Māori artists, architects, and designers.• Co-develop Placemaking guides to reflect mana whenua identity and values across Eke Panuku-led sites. |
| Strategy | <ul style="list-style-type: none">• Invite mana whenua to participate in the annual strategic development process.• Share long-term work programme and vision update at a Rangatira ki te Rangatira hui.• Develop a holistic approach to mana whenua and Māori procurement, incorporating it into a wider commercial engagement framework for implementation.• Develop a holistic approach to mana whenua and Māori capability development across employment, training, coaching, apprenticeships, scholarships and internships. |
| Values | <ul style="list-style-type: none">• Support climate resilience through the co-development of sustainable design and construction standards, mātauranga Māori frameworks and the progression of Greenstar.• Acknowledge the value of mana whenua partnerships through storytelling and recognition in comms. |

- Acknowledge the mana-motuhake of each iwi mana whenua by developing Rangatira ki te Rangatira relationships.
- Operations
- Increase tracking and reporting against Māori Outcomes actions to a six-monthly cycle.
- Evaluation
- Collectively empower mana whenua to implement continuous improvement including Take Mauri Take Hono and/or other mana whenua-led assessment tools or processes.
 - Establish a Māori seat on the Technical Advisory Board.
- Representation and Participation
- Review mana whenua and Māori representation on the Eke Panuku board and ELT, create space for participation and inclusion at these levels.
 - Continue to advocate nationally for regional issues, including research into Māori-led housing initiatives.
 - In-conjunction with mana whenua, complete the commercial engagement policy and wider implementation plan.
- Best Practice
- Continue our operational hygiene practices:
 - i. Early engagement, no surprises policy
 - ii. Separation of governance and operations hui
 - iii. Clear objectives and outcomes for hui
 - iv. Create safe spaces for open and honest dialogue
 - v. Kanohi ki te kanohi where possible

Next steps

25. Note the results of the annual mana whenua satisfaction survey.

26. Note Eke Panuku will update our engagement practices with mana whenua in response to the feedback we received in the survey.



Attachment C - An information paper on the year one results of the Mana Whenua Outcomes Framework November 2011

Document author: Daniel Haines, Head of Māori Outcomes

November 2021

Whakarāpopototanga matua | Executive summary

1. The purpose of this information paper is to provide the board an update on the year one results of the Mana Whenua Outcomes Framework.
2. The Eke Panuku Mana Whenua Outcomes Framework responds to the aspirations of mana whenua over three years. We have completed and reviewed the year one results with mana whenua.
3. In year one, we have completed 36 actions. Nine more actions are near completion, and five were postponed to year two.

Matapaki | Discussion

4. Eke Panuku was the first organisation in the Auckland Council Group to adopt an outcomes framework. Since its commencement, Auckland Council has adopted Kia Ora Tāmaki Makaurau, requiring other Council-Controlled Organisations (CCOs) to adopt outcomes frameworks.
5. In February 2021, Eke Panuku met with mana whenua to undertake a six-month review of the actions. Later, in June 2021, we undertook the end of year review of the actions.
6. The benefit of the outcome's framework is that each team within Eke Panuku knows how it can contribute towards Māori outcomes. This shares responsibility for delivering Māori outcomes across the business, so the Māori Outcomes team aren't required to lead all Māori outcomes work. This approach builds our collective capability to respond to our Ti Tiriti o Waitangi obligations.
7. Eke Panuku has achieved the objectives the board set for the Chief Executive and organisation.

Chief Executive objectives

Chief Executive objective	Progress towards the objective
Of the year one actions across Eke Panuku, 80% of the 50 actions will have been started	We engaged with mana whenua on all the actions and started work on 45 of 50 actions (90%)

Of the 50 actions, 10% will have been completed (complete approximately five actions)	We completed work on 36 of 50 actions (72%)
Of the 50 actions, 10% will be under discussion with mana whenua, pending commencement	Eke Panuku nearly completed 10 of 50 (20%) of the actions and postponed 5 of 50 (10%) to year two

Table 1. Shows progress towards the Chief Executive objectives

Insight into the review process with mana whenua

8. In early 2020, Eke Panuku and mana whenua jointly agreed to the actions in the Mana Whenua Outcomes Framework. Over the year, however, mana whenua priorities changed, and they requested we remove some of the actions. For example, mana whenua said they were no longer interested in our initiative to promote recycling. Where appropriate we have recorded these actions as complete.
9. Below is a table describing the status of each of the fifty actions.

A review of the year one actions in the Mana Whenua Outcomes Framework

Pou	Activity	Action	Status	Comments
Governance	1.1.1 Enhance mana whenua and Panuku Rangatira ki te Rangatira relationship	1.1.1.1 Co-host an event with mana whenua to launch Eke Panuku Mana Whenua Outcomes Framework	Marked complete on 28 June 2021	Mana whenua said this action was complete after the publication of the Mana Whenua Outcomes Framework
Governance	1.1.1 Enhance mana whenua and Panuku Rangatira ki te Rangatira relationship	1.1.1.3 Facilitate a working relationship between each Eke Panuku Board member and mana whenua representatives	Marked complete on 22 February 2021	Mana whenua said they would prefer to meet with the board every six months at the Rangatira hui.
Governance	1.1.1 Enhance mana whenua and Panuku Rangatira ki te Rangatira relationship	1.1.1.4 Host the annual Rangatira hui at marae or appropriate venue	Marked complete on 28 June 2021	Eke Panuku continues to host the biannual Rangatira hui
Governance	1.1.2 Develop a Panuku Mana Whenua Partnership Framework	1.1.2.1 Hui with mana whenua to develop and agree on principles of partnership and co-governance, and formalise as a Partnership Framework	Marked complete on 13 August 2021	This activity was combined with action 1.1.1.2

Pou	Activity	Action	Status	Comments
Governance	1.1.5 Build and strengthen the relationship between Executive Leadership Team and mana whenua	1.1.5.1 Co-host a one-day wānanga to agree strategic priorities within the Mana Whenua Outcomes Framework	Marked complete on 22 February 2021	Mana whenua prioritised their preferred actions within the outcomes framework
Governance	1.1.5 Build and strengthen the relationship between Executive Leadership Team and mana whenua	1.1.5.2 Facilitate a working relationship between each Eke Panuku ELT member and mana whenua representative to foster shared understanding and mana whenua-specific priorities according to the Māori Responsiveness Plan or iwi-specific strategic objectives	Marked complete on 22 February 2021	ELT members each presented their background and work portfolio to mana whenua
Governance	1.1.5 Build and strengthen the relationship between Executive Leadership Team and mana whenua	1.1.5.3 ELT member meet at least quarterly or as frequently as mana whenua require	Marked complete on 28 June 2021	ELT attend quarterly Mana Whenua Governance Forum meetings with the CE
Governance	1.1.5 Build and strengthen the relationship between Executive Leadership Team and mana whenua	1.1.5.4 Relevant ELT members attend Eke Panuku Mana Whenua Governance Forum	Marked complete on 22 February 2021	ELT attend quarterly Mana Whenua Governance Forum meetings with the CE
Governance	1.1.6 Build cultural capability within Panuku Board and Executive Leadership Team	1.1.6.1 Begin monthly board meetings with a karakia followed by 5-10min mihi mihi practise	Marked complete on 22 February 2021	The board has adopted this practice

Pou	Activity	Action	Status	Comments
Governance	1.1.6 Build cultural capability within Panuku Board and Executive Leadership Team	1.1.6.2 Introduce bi-lingual headings into board reports and key words useful in a board room setting at every meeting	Marked complete on 22 February 2021	The board reports have been updated
Governance	1.1.6 Build cultural capability within Panuku Board and Executive Leadership Team	1.1.6.4 Eke Panuku support at least one board member to attend every mana whenua-led celebration	Marked complete on 28 June 2021	The board are invited to significant mana whenua-led ceremonies
Governance	1.3.1 Complete a current state assessment of Māori relationships and partnerships	1.3.1.1 Update existing Eke Panuku and Māori relationships and partnerships map and identify examples of success and areas where relationship can be strengthened	Marked complete on 22 February 2021	Mana whenua said asked Eke Panuku to remove this action
Governance	1.3.1 Complete a current state assessment of Māori relationships and partnerships	1.3.1.2 Workshop findings at a Eke Panuku Mana Whenua Governance Forum	Marked complete on 22 February 2021	Mana whenua said asked Eke Panuku to remove this action
Governance	1.3.2 Facilitate relationships with existing Panuku partners that will be effective in growing mana whenua success	1.3.2.1 Eke Panuku will introduce mana whenua to development partners (i.e., Kāinga Ora)	Marked complete on 28 June 2021	Eke Panuku attempts to collaborate with strategic partners when practical. But mana whenua said they have their own relationships with developers

Pou	Activity	Action	Status	Comments
Governance	1.1.1 Enhance mana whenua and Panuku Rangatira ki te Rangatira relationship	1.1.1.2 Work with mana whenua to develop and formalise as a Partnership Framework, principles of partnership, co-governance and value statements at the Eke Panuku Rangatira ki te Rangatira level, that underpin mana whenua – Eke Panuku relationships at all levels.	Nearly complete, carried over to year two	This action is ongoing. Eke Panuku presented mana whenua a draft Relationship Agreement
Governance	1.2.1 Refresh the 2015 Terms of Reference for engaging mana whenua in decision making processes	1.2.1.1 Refresh the 2015 Terms of Reference in line with Partnership Framework principles (1.1.2.1)	Nearly complete, carried over to year two	This action is dependent on action 1.1.1.2 Eke Panuku has presented mana whenua a draft Terms of Reference
Culture and Identity	2.1.4 Support te reo Māori normalisation in Panuku and Tāmaki Makaurau	2.1.4.1 Use Te Kaupapa Here Reo Māori a Te Kaunihera o Tāmaki Makaurau (Auckland Council's te reo Māori policy) to develop guidelines for all programmes and projects where Eke Panuku can actively promote and give effect to the policy	Marked complete on 28 June 2021	Eke Panuku has adopted a policy of using bilingual signage in the public realm and creates naming opportunities for mana whenua where possible
Culture and Identity	2.1.4 Support te reo Māori normalisation in Panuku and Tāmaki Makaurau	2.1.4.2 Identify internal channels where Eke Panuku can continue to support te reo Māori normalisation, including standing communications, interactions with staff, and activities	Marked complete on 28 June 2021	The Eke Panuku internal communication incorporates te reo Māori into their business as usual
Culture and Identity	2.1.5 Facilitate Māori designed public spaces	2.1.5.1 Host a hui with Auckland Council family, who deliver public realm projects, to establish a community of mana	Postponed to year two	Eke Panuku is working with the Auckland Design Office on this action but it has an interdependency

Pou	Activity	Action	Status	Comments
		whenua practise around designing public spaces		with the Tāmaki Makaurau Governance Forum
Culture and Identity	2.1.7 Support community events and programs that celebrate and enhance mana whenua and Māori identity and culture	2.1.7.1 Promote and deliver cultural and recreational events / programs that enhance understanding and appreciation of Māori identity and culture	Marked complete on 28 June 2021	Eke Panuku undertakes this work within our Placemaking activities in our neighbourhoods
Culture and Identity	2.1.2 Co-design a process for engaging mana whenua and Māori designers, architects and artists on relevant Panuku projects	2.1.2.1 Hold a workshop to co-design a process for engaging mana whenua and Māori designers, architects and artists on relevant Eke Panuku projects, based on principles agreed in 1.1.1.2, and implement agreed actions (including but not limited to guidance notes, policy, new templates)	Postponed to year two	As per 2.1.5.1, this activity has an inter-dependency with Auckland Council and has been postponed to year two.
Culture and Identity	2.1.2 Co-design a process for engaging mana whenua and Māori designers, architects and artists on relevant Panuku projects	2.1.2.2 Establish a Māori member on the Technical Advisory Group	Nearly complete, carried over to year two	Eke Panuku developed a position description with mana whenua and appointed members onto a selection panel, but recruitment hasn't happened yet
Culture and Identity	2.1.3 Support Panuku to build cultural capability	2.1.3.1 Work with mana whenua to develop and implement Eke Panuku cultural capability building programme and processes (reo Māori and tikanga), for Eke Panuku governance, executive, staff,	Nearly complete, carried over to year two	Eke Panuku is engaging a mana whenua-nominated technical expert to develop cultural induction

Pou	Activity	Action	Status	Comments
		contractors, projects, locations, events		
Culture and Identity	2.1.3 Support Panuku to build cultural capability	2.1.3.2 Mana whenua assist in developing and delivering a basic tikanga induction, covering pōwhiri / tangihanga protocols to all Eke Panuku operations and governance staff	Nearly complete, carried over to year two	As per 2.1.3.1, Eke Panuku will engage a technical expert to write induction material for mana whenua to deliver.
Culture and Identity	2.1.6 Promote Māori interaction and community connections in Tāmaki Makaurau	2.1.6.1 Work with mana whenua to further develop and endorse Placemaking guidelines and principles working documents to reflect mana whenua values in the Eke Panuku-led design and delivery of public spaces	Nearly complete, carried over to year two	Eke Panuku appointed a technical expert to undertake this work but they are now unavailable. We intend to facilitate another EOI process.
Natural Environment	3.1.1 Mana whenua fulfil their role as kaitiaki	3.1.1.1 Within projects, seek to develop roles for mana whenua to fulfil their roles as kaitiaki of te taiao (e.g. future maintenance roles within Eke Panuku open space projects, i.e. Puhinui and Awataha)	Marked complete on 28 June 2021	Eke Panuku supports mana whenua requests to exercise their role as kaitiaki within our projects.
Natural Environment	3.1.1 Mana whenua fulfil their role as kaitiaki	3.1.1.2 Host a hui with mana whenua to share the Eke Panuku social responsibility approach and work programme to mana whenua in relation to climate change and sustainability, and to share existing sustainable standards and associated requirements within development agreements	Marked complete on 28 June 2021	Eke Panuku presented our social sustainability work to mana whenua

Pou	Activity	Action	Status	Comments
Natural Environment	3.1.2 Implement [Take Mauri Take Hono tool] to measure, monitor and report on environmental wellbeing	3.1.2.1 Eke Panuku and mana whenua hold a hui to further develop Take Mauri Take Hono tool	Marked complete on 28 June 2021	Take Mauri Take Hono is a living tool but Eke Panuku has supported its use within our projects
Natural Environment	3.1.2 Implement [Take Mauri Take Hono tool] to measure, monitor and report on environmental wellbeing	3.1.2.3 Require best practice construction waste management practices as required by Homestar, Greenstar and the proposed commercial standards	Marked complete on 28 June 2021	Eke Panuku adopted Homestar and Greenstar standards in consultation with mana whenua
Natural Environment	3.1.3 Support environmental protection and enhancement initiatives	3.1.3.1 Develop a mana whenua resource management engagement framework for ratification / consultation at the Eke Panuku Mana Whenua Governance Forum	Marked complete on 22 February 2021	Eke Panuku adopted an engagement framework when working with mana whenua on RMA issues
Natural Environment	3.1.3 Support environmental protection and enhancement initiatives	3.1.3.2 Complete Environmental Impact Assessments and sustainable land use planning for all Eke Panuku led developments	Marked complete on 22 February 2021	Eke Panuku also undertakes this work as a legal requirement
Natural Environment	3.1.4 Support climate resilience	3.1.4.3 Continue to require developments in Eke Panuku priority locations to achieve Homestar ratings (7 star minimum in Wynyard Quarter, 6 star minimum elsewhere) to ensure good environmental performance and occupant health and comfort	Marked complete on 28 June 2021	Eke Panuku adopted Homestar and Greenstar standards in consultation with mana whenua

Pou	Activity	Action	Status	Comments
Natural Environment	3.1.4 Support climate resilience	3.1.4.4 Seek mana whenua input into the draft design and construction standards for Eke Panuku commercial developments	Marked complete on 28 June 2021	Eke Panuku met with mana whenua to discuss this action.
Natural Environment	3.1.4 Support climate resilience	3.1.4.5 Adopt construction standards for Eke Panuku commercial developments	Marked complete on 28 June 2021	Eke Panuku has adopted construction standards
Natural Environment	3.1.6 Promote and support waste management and reduction	3.1.6.1 Create opportunities to share with mana whenua the activities already underway to reduce waste, including re-usable drinkware, serving ware, dinnerware and food storage, and procurement of environmentally friendly cleaning products	Marked complete on 22 February 2021	Mana whenua said this action was no longer a priority.
Natural Environment	3.1.6 Promote and support waste management and reduction	3.1.6.2 Continue to develop and deliver internal awareness raising and behaviour change campaigns for staff to promote and support sustainable behaviours (topics to include waste reduction, sustainable transport and energy efficiency)	Marked complete on 22 February 2021	Mana whenua said this was no longer a priority
Natural Environment	3.1.6 Promote and support waste management and reduction	3.1.6.3 Conduct a follow-up waste audit to assess Eke Panuku waste reduction progress against Eke Panuku waste targets	Marked complete on 22 February 2021	Mana whenua said this was no longer a priority
Natural Environment	3.1.4 Support climate resilience	3.1.4.1 Mana whenua to educate Eke Panuku on mātauranga Māori framework to safeguard taonga knowledge and achieve a balance	Postponed to year two	Mana whenua agreed to postpone the start of this action to the next financial year.

Pou	Activity	Action	Status	Comments
		between western science and indigenous narratives of changing climate by June 2022. Timing and approach to be led by Mana Whenua		
Natural Environment	3.1.4 Support climate resilience	3.1.4.7 Progress Green Star – Communities, with potential certification of two further projects certified and opportunities identified for wider use of climate adaptation related credits (including but not limited to climate adaptation plans, community resilience plans, heat island effect and water sensitive urban design).	Postponed to year two	Eke Panuku did not have two projects eligible for certification within the financial year.
Economic	4.1.1 Enable commercial development opportunities for mana whenua	4.1.1.3 Undertake further work to progress the exclusive opportunity for a collective mana whenua development at Ambrico Place, New Lynn	Marked complete on 28 June 2021	10 Ambrico Place is not yet ready as a development opportunity, but it will come to mana whenua when it's ready
Economic	4.1.2 Support mana whenua through social procurement opportunities	4.1.2.1 Conduct a workshop with Eke Panuku operational staff, including relevant Executive Leadership Team members, to develop a shared understanding and identify the potential for social procurement and to enable commercial opportunities for mana whenua	Marked complete on 28 June 2021	Eke Panuku met with mana whenua about social procurement opportunities.
Economic	4.1.1 Enable commercial development opportunities for mana whenua	4.1.1.1 Develop and implement an enabling commercial opportunities for mana whenua strategy	Nearly complete, carried over to year two	Eke Panuku has created a draft Mana Whenua Commercial Strategy and it will be updated following a future board workshop on

Pou	Activity	Action	Status	Comments
				commercial development opportunities.
Economic	4.1.1 Enable commercial development opportunities for mana whenua	4.1.1.2 Continue to provide mana whenua with a 12-month property development / disposal pipeline and work proactively with mana whenua when they have identified sites for exclusive negotiation.	This is an ongoing activity and mana whenua asked to move it to year two	Eke Panuku continues to provide mana whenua are look through at our future development opportunities
Economic	4.1.4 Support mana whenua to utilise existing funds	4.1.4.1 Identify existing Eke Panuku funds available to exclusively support mana whenua activities and agree with them how to access the funds	Postponed to year two	Eke Panuku is working with MartinJenkins on standing up an Iwi Investment Grant to support them to access commercial opportunities
Wellbeing	5.3.1 Support Māori housing initiatives	5.3.1.2 Work with mana whenua to share knowledge of and identify potential for co-housing opportunities (including innovation)	Marked complete on 28 June 2021	Mana whenua agreed to combine this action with a year two action.
Wellbeing	5.3.2 Support initiatives to increase mana whenua home ownership	5.3.2.1 Hold a hui to share information with mana whenua about Eke Panuku housing policy mix to help them realise affordable housing opportunities in Tāmaki Makaurau	Marked complete on 28 June 2021	Mana whenua agreed to combine this action with a year two action.
Wellbeing	5.4.1 Improve and extend recreation facilities, green spaces, natural parks, and reserves	5.4.1.1 Advocate for Community Facilities to include specific mana whenua related questions as part of their needs assessments when developing recreation facilities, walking tracks and cycling paths, green spaces, natural parks, and reserves	Marked complete on 28 June 2021	Mana whenua agreed this was outside the control for Eke Panuku.

Pou	Activity	Action	Status	Comments
Wellbeing	5.4.2 Facilitate access to healthy fresh food	5.4.2.1 Work with mana whenua to design a food markets strategy initiative	Marked complete on 22 February 2021	This action no longer applies because the Kitchen Project and our food market strategy moved to Auckland Council
Wellbeing	5.2.1 Create employment opportunities and career pathways for mana whenua	5.2.1.1 Further to the Eke Panuku People Strategy, People and Culture will work with Auckland Council Recruitment team to source more Māori candidates for Eke Panuku roles and work with mana whenua to identify, promote, and realise secondment opportunities	Marked complete on 13 August 2021	Eke Panuku shares employment opportunities with mana whenua but more work will be done with the People and Culture Māori Outcomes Lead at Auckland Council
Wellbeing	5.4.3 Support the health of mana whenua and Māori	5.4.3.1 Leverage existing Auckland Council policy to create a wellbeing support programme for Māori Eke Panuku staff and contractors, including access to tangihanga leave	Nearly complete, carried over to year two	Eke Panuku has launched Te Whetū Rehua, a Māori staff wellbeing network, but it wasn't ready when the year one actions were reviewed.

Next steps

10. Eke Panuku will continue to engage with mana whenua on the delivery of the year two actions in the Mana Whenua Outcomes Framework.

Information paper: Asset Management in the Property Portfolio

Document author: Ruth Jost Head Property Portfolio

November 2021

Whakarāpopototanga matua | Executive summary

1. Eke Panuku manages a large, extremely diverse portfolio of property assets on behalf of the council and Auckland Transport. Much of the portfolio has been acquired to support various outcomes and projects that are planned for the future by these two organisations. Additionally, there are a small number of sites which Auckland Council in particular plan to hold long term. For these sites, Eke Panuku provides specialist leasing services.
2. The rationale for the acquisition of sites over time, and their potential future uses leads to a very diverse portfolio of variable size, nature and quality. In addition, the hold times relating to the various future uses are often not clear.
3. Within this portfolio environment, the role of Eke Panuku is to achieve as much revenue from the portfolio as is possible to defray holding cost so as to manage the portfolio in a way that mitigates risk. This ensures that the users and public are kept safe, the potential for asset failure is reduced, and the cost of maintaining the assets is optimised with a view to their future use.
4. Where applicable, there is a preference to use condition and value information derived from building surveys as a basis for forward planning. This, combined with inspections by Eke Panuku staff and information from contractors and consultants, forms the basis of our projection of future cost through the portfolio, and on our renewal and maintenance planning for the portfolio.
5. Eke Panuku uses the SPM database as a specialist tool to hold and report on the condition of its assets. SPM provides reporting to highlight both the projected longterm costs for the management of the portfolio, and reporting that assists in the development of annual renewal maintenance planning. There is currently a concerted effort, highlighted as an action in the Asset Management Strategy, to ensure that more comprehensive asset data is loaded to this system.
6. The annual renewal and maintenance planning focuses largely around the management of various risks. Foremost is to address any risk of injury to users of the assets or to members of the public. The planning process also focuses around the risk of asset failure (and the potential for loss of revenue), compliance risks, environmental risk and reputational risk. These criteria are often complicated because of ongoing lease commitments, and the length of hold of individual assets which is often not completely clear.
7. The processes and practices used by Eke Panuku to manage its assets are supported by two critical documents. The Asset Management Policy identifies the principles and processes to be adopted by Eke Panuku to deliver best value from its assets, and how

Eke Panuku is structured and resourced to deliver the key outcomes required in the Asset Management Planning processes.

8. The Asset Management Strategy is a forward-looking document that identifies the status of the asset management planning within Eke Panuku, and strategic outcomes to be achieved if the Asset Management Plans are to achieve the required levels of service at optimal cost.
9. The actions identified in the Asset Management Strategy are designed to move Eke Panuku closer to the principles established in the international standard for asset management (ISO 55001), and the processes detailed in the International Infrastructure Management Manual (IIMM).
10. Asset Management at Eke Panuku is aligned with Auckland Council's strategic plans. It is an important part of the Auckland Council's planning framework, as illustrated below:



Matapaki | Discussion

11. The Eke Panuku Property Portfolio team manages property and other assets held for various purposes by Auckland Council and Auckland Transport. When it can, it offers these assets to the public for occupation through leases and licences in order to recover holding costs. There are also non-leasable, structural, and public realm assets which are managed and maintained as an integral part of the property portfolio.
12. The portfolio is managed with reference to the Eke Panuku Risk Management Framework, which recognises the need for responsible risk-taking. The management approach also recognises the limited tolerance for Health and Safety risk in particular that has been previously indicated by the Board.
13. In order to complete asset management plans for the portfolio, Eke Panuku has put in place a robust asset management system for managing the portfolio of assets. This includes an overarching organisational plan and objectives, an outcomes framework, an Asset Management Policy and an Asset Management Strategy. It is supported by a robust cloud-based, asset information system (SPM). The international standard for asset management ISO 55001 is used as a guide of “what to do” to manage our managed portfolio while the International Infrastructure Management Manual (IIMM) is used as a “how to guide”.

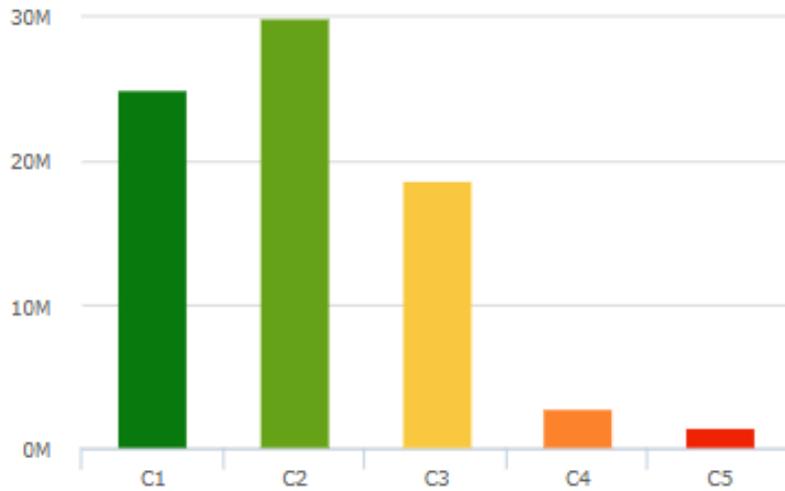
14. The Asset Management Policy defines the key principles and approaches to asset management at Eke Panuku. It serves to ensure Eke Panuku has the knowledge, understanding and practices in place to give assurance that assets are being appropriately managed. The Asset Management Policy provides the framework for the Asset Management Strategy and specific Asset Management Plans.
15. The purpose of our Asset Management Strategy is to ensure that Eke Panuku property portfolio management services are delivered in accordance with best practice asset management principles for the benefit of our current and future tenants, customers and wider stakeholders. The strategy identifies areas for improvement in the current asset management services, and steps that will be taken to achieve the required outcomes.
16. There are significant improvements identified in our Asset Management Strategy which guides our approach to asset management. To ensure these improvements are achieved the Assets and Facilities Team is progressing the following programme of works:
 - i. A review to improve the data held and implement our SPM Assets system as the central asset database (alongside GIS) for all asset information.
 - ii. Undertaking priority condition assessments to integrate data with the SPM Assets database. At present, condition data can be found in multiple locations from multiple sources. SPM holds asset information for only 30% of the current portfolio. Other sources include consultant reports, FM Contractor maintenance systems and other parts of the Eke Panuku business. The migration of this asset condition data into SPM is essential to the success of the asset management maturity process.
 - iii. Progressing with risk assessments following a risk-based survey schedule of all managed assets.
 - iv. Formulation of an asset criticality framework, based on consequence and likelihood of failure of our assets. This approach addresses the potential impacts of asset failure, and seeks to identify and fund projects that reduce risk in key areas:
 - Health, safety and environmental
 - Reputational
 - Financial.
 - v. The ongoing development and review of Asset Management Plans
17. The adoption of a criticality framework is important, particularly within Eke Panuku, because it provides a structured way to identify the requirement for investment, in particular where assets which have a limited or uncertain life cycle, the viability of the investment can be addressed.
18. Eke Panuku has four Asset Management Plans (AMPs)
 - i. Waterfront (includes Onehunga Port)
 - ii. Queens Wharf
 - iii. Managed Portfolio (includes all commercial, retail, alternative and residential assets)

iv. Marinas

19. These AMPs, with their supporting data in SPM, identify the work required through the Capital Renewal Programme in order that the assets can continue to provide the level of service required by users. The data is drawn from condition assessments and renewal cost information held within the SPM system. The data allows the remaining useful life of asset components to be assessed, and the potential cost of replacing the component prior to failure to be computed.
20. For each AMP, the Capital Renewals funding is estimated using data from SPM along with the professional judgement of staff and consultants. Operational costs are based on historic spend and observations of condition and asset performance trends. The seismic performance of the buildings and other building attributes including heritage considerations, the presence of asbestos and other building compliance requirements are also considered.
21. All assets in the Eke Panuku portfolio are assessed against the following criteria.

C1	C2	C3	C4	C5
Very Good Condition	Good Condition	Moderate Condition	Poor Condition	Very Poor Condition
Remaining life 100% – 65%	Remaining life 65% – 40%	Remaining life 40% – 25%	Remaining life 25% – 10%	Remaining life 10% – 0%
As new	Very minor wear and tear, but does not have a functional impact	Wear and tear evident very minor functional impact if any	Significant wear and tear or damages. May have a functional impact such as reliability issues developing	At the point of failure or failed. On failure the asset function is no longer performed

22. The data that is currently held in SPM in relation to the condition and replacement value (\$) of asset components is graphically illustrated by condition below. This data currently excludes structural components of assets and detailed assessments of services like utilities, fire and security systems.



23. The current Eke Panuku Asset Management Plans are a work in progress. The strategies identified in the Asset Management Strategy document, including the improvement in the asset data held in SPM, further risk-based assessments and the establishment of a criticality framework will ensure that Eke Panuku is well placed to support good asset management planning and decision-making in the future.

Ngā tāpirihanga | Attachments

Attachment A - Asset Management Policy August 2021

Attachment B - Asset Management Strategy November 2021

ASSET MANAGEMENT POLICY

Application

This policy applies to all Eke Panuku Developments Auckland (Eke Panuku) staff members and to assets owned, controlled, leased and/or operated by Eke Panuku.

Purpose

To define the key principles and approach to asset management at Eke Panuku. The Asset Management Policy serves to ensure Eke Panuku has the knowledge, understanding and practices in place to ensure assets are being appropriately managed. The Asset Management Policy provides the framework for the asset management strategy and specific asset management plans.

Introduction

Eke Panuku, which manages a large and complex asset base with many high value and critical assets on behalf of Auckland Council and Auckland Transport, aspires to excellence by following best practice and consistent asset management.

Effective asset management requires a committed and co-ordinated effort across all sections of an organisation.

A strategic asset management approach will enable Eke Panuku to manage asset lifecycle from a whole-of-life approach with due consideration given to organisational intentions¹, cross cutting themes², stakeholder needs, compliance requirements and risks. This will ensure that planning and budgeting of assets across all levels are appropriately managed, with risk being embedded into the asset management practice.

Eke Panuku have committed towards alignment with ISO 55000, requiring the organisation to take a **systematic approach** towards managing assets it is responsible for.

This policy is to be read in conjunction with the Capital Expenditure and Fixed Asset Accounting Policy and Procedures

¹ Panuku Intentions – Responding to Covid 19, Climate Action, Maori Outcomes, Enhancing Partnerships, Optimising property opportunities. Panuku Statement of Intent 2020 -2023

² These themes are: “Showing business leadership; Quality Urban Design and Development; Sustainability and Climate Change; Maori Outcomes; Residential; Economic outcomes; Relationships and Engagement, health, safety, well being and risk” refer to Panuku Statement of Intent 2020 -2023

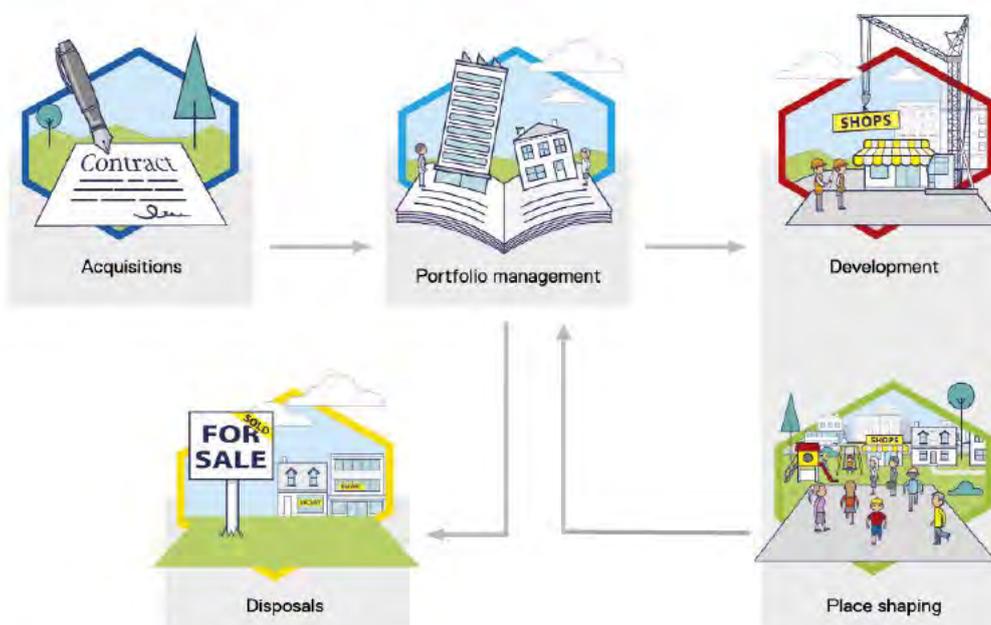
Policy Statement

Eke Panuku Development Auckland (Eke Panuku) is committed to managing assets in line with its strategic objectives, optimising its returns on investments while complying with all legislative, regulatory and shareholder requirements. It undertakes to ensure that all activities are performed in a safe and sustainable manner and considers the natural environment, financial and human made (produced) physical assets, social and human capitals that generate wellbeing now and into the future³.

The scope includes land and building assets managed by Eke Panuku on behalf of Auckland Council, Auckland Transport, and tangible property related assets directly owned by Eke Panuku that enable it to meet its strategic objectives

THE PANUKU PROPERTY CYCLE

STRATEGICALLY CREATING VALUE FROM ASSETS



Principles

The asset management guiding principles will ensure best practice is understood and modelled across all Eke Panuku assets. The principles are set out below:

- Asset management decisions must prioritise the provision and maintenance of a safe and healthy living, working and recreational environment
- Asset management decisions are to be made from a lifecycle approach which is underpinned by data analysis using accurate and current asset information and considers the suitability of the asset for current and future needs
- Asset management investment decisions will factor in that the assets may not be retained for their full lifecycle

³ Treasury Living Standards Framework refers

- Asset Management Information Systems (AMIS) are maintained at a level that meets organisational requirements.
- The identification, assessment and management of asset-related risk is to be aligned with the Eke Panuku Risk Management Framework.
- Stakeholders must be consulted during planning of the asset lifecycle to consider current and future needs, and to ensure assets are developed to align with strategic objectives, user expectations (managed through representatives of user/occupier of assets), and required levels of service
- Asset management must consider Eke Panuku's Corporate Responsibility Framework⁴ and Climate Change strategic principles⁵, including due consideration of long-term financial, community and environmental impacts

Note - All asset management related activity must comply with relevant legislation, statutes and Eke Panuku policy requirements

All members of Eke Panuku are to proactively seek continual improvement of our asset management capabilities and ensure that asset management practices are appropriate to meet Eke Panuku's strategic objectives

Governance

The Asset Management Steering Group representation comprises the Head of Property Portfolio (Chair), Chief Financial Officer or delegate, GM Assets and Delivery, GM Design and Placemaking, Asset Information Manager, and the Chief Operating Officer. It meets quarterly to set direction for asset management through strategic direction setting, understanding asset related risk, issues resolution, programme monitoring and document recommendations.

The Asset Management Working Group meets monthly and comprises the Asset Information Manager (Chair), Facilities Operations Manager, Reporting Accountant, Renewal Programme Manager, Programme Co-ordinator and Property Portfolio Managers. The purpose is to review the monthly Asset Management Plan on a Page report (POP) focusing on changes to the portfolio, operational and capital maintenance programme, revenue generation, and to discuss and resolve issues.

Responsibilities

The Asset Information Manager will maintain an Asset Management Plan for all assets managed by the Portfolio Management Team, that provides detail of the lifecycle management of the assets. There will be an improvement plan developed for each AMP with co-ordination by Asset managers.

Responsibility for the implementation of the Asset Management Plan jointly sits with the portfolio management, facilities and the asset management team at Eke Panuku.

This Policy and the Asset Management Plans will be updated annually in support of Councils Annual Plan requirements and reviewed a minimum of every three years or updated completely if there is significant change to coincide with Auckland Council's LTP and will include external and internal reviews.

The Asset Management Plan will align with the Eke Panuku strategic plan. The Eke Panuku Executive Leadership Team (ELT) and the Asset Management Steering Group are committed to the delivery of asset management best practice across the organisation and this asset management policy is key to setting the right direction. In addition, the ELT is committed to the design, construction, maintenance, and operation of our assets to ensure a safe, healthy and compliant environment and any

⁴ Refer to corporate-responsibility-framework-september-2016.pdf

⁵ Refer to Eke Panuku Climate Change Strategy 2020-2021

consequential risks are identified and managed in accordance with Eke Panuku's Risk Management Framework. Furthermore, Eke Panuku is committed to reducing greenhouse gas emissions (GHG) of our managed portfolio while ensuring renewals are designed to be adaptive to climate risk. A robust asset management system will contribute to meeting this commitment.

Definitions

The following definitions apply to this document:

Assets are tangible property related assets managed by the Eke Panuku on behalf of Auckland Council and its related organisations, or assets directly owned by Eke Panuku. Examples include property, buildings, plant, machinery, structures, land, wharves, pontoons, piers, roads, quarries, underground utilities infrastructure.

Asset management refers to systematic and coordinated activities and practices of an organisation to optimally and sustainably deliver its objectives through the cost-effective lifecycle management of assets to achieve ISO 55000 "the coordinated activity of an organisation to realise value from assets". Eke Panuku will achieve this through alignment to ISO 55001:2014 Asset management – Management Systems – Requirements.

Asset management plan refers to a documented plan established by the asset owner/manager that details current assets, including critical and specialised assets, the condition of such assets and the replacement and maintenance programmes planned to ensure required assets remain fit for purpose, identifies asset managers responsible for the operation and management of the scheduled assets and contains the asset lifecycle information, including future asset acquisition requirements, necessary to support the development of the annual Capital Expenditure Plan.

Facilities Managers are those responsible for the operation and management of an asset over the lifecycle of the asset.

Asset Managers are responsible for leading capital budget planning for the Annual Plan and Long Term Plan. The plans are to be built on robust lifecycle management strategies, documented in Asset Management Plans.

Capital Expenditure Plan is an annual plan detailing current asset categorised by condition, proposed replacement schedule, additional capital items required and sources of funding.

- **Renewal Capex:** Depreciating funded capital replacement or renewal of assets.
- **New Capex:** A new capital asset that provides a service or function not previously available, or an upgrade of an asset that provides a service or function, different to or well beyond the asset it replaces.

Levels of service Are Parameters, or combination of parameters, which reflect social, political, environmental and economic outcomes Eke Panuku delivers. The parameters can include safety, customer satisfaction, quality, quantity, capacity, reliability, responsiveness, environmental acceptability, cost and availability. Levels of service statements describe the outputs or objectives Eke Panuku intends to deliver to customers.

Lifecycle The time interval that commences with the identification of the need for an asset and terminates with the decommissioning of the asset or any liabilities thereafter.

Staff Member is an individual employed by the Eke Panuku on a full-time or part-time basis. This includes permanent, fixed-term and casual staff members.

Stakeholders are staff members, suppliers, partners, contractors and tenants.

Sustainability as defined by the United Nations' Bruntland Commission in 1987 as 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs'

Systematic approach Eke Panuku will establish, implement, maintain and continually improve and asset management systems including the processes needs and their interaction with the requirements of ISO 55000, this will include an SAMP which includes documentation of the role of the asset management system in supporting achievement of the asset management objectives.

Key relevant documents

Include the following:

[Auckland Council Heritage Asset Management Plan](#)

[Panuku Corporate Strategy](#)

[Eke Panuku Climate Change Strategy](#)

[Panuku Business Plan](#)

[Panuku Statement of Intent](#)

[Capital Expenditure and Fixed Assets Accounting Policy and Procedures](#)

[Panuku Health and Safety Policy](#)

[Panuku Risk Management Framework](#)

[Panuku Asbestos Management Framework](#)

[Earthquake Prone Building Guidance](#)

[Treasury's Living Standards Framework](#)

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Asset Management Strategy

Framework for Asset Management 2020 - 2030

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7. Our Asset Management System
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1. Foreword

The Auckland population continues to grow at a rate faster than projections, putting increasing pressure on infrastructure and in particular transport, housing, space and land. Council is struggling to fund growth. The Unitary Plan has been provided enabling zoning supportive of more intensive development, across Auckland and encompassing Eke Panuku priority locations. There is growing support for and acknowledgement of the need for urban regeneration and redevelopment including from the shareholder, property sector and Central Government (for example in advancing the Urban Development Agency tools legislation).

Panuku Development Auckland (Panuku) is the only council CCO responsible for urban regeneration in Tāmaki Makaurau. We also manage a diverse property portfolio and deliver property services on behalf of Auckland Council.

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

Panuku will manage council's non-service property portfolio and provide strategic advice on council's other property portfolios. It will recycle or redevelop sub-optimal or underutilised council assets and aim to achieve an overall balance of commercial and strategic outcomes. It will undertake, assist or advise on any other property-related development, management or transformation activities specified by Auckland Council.

2. Introduction

Eke Panuku's strategic objectives outlined in the Auckland Council CCO Accountability Policy includes facilitating vibrant places; facilitating redevelopment of urban locations, accommodating for growth; developing the Auckland Waterfront; strategically creating value from assets and promoting Māori identity and well-being.

Our Vision - "Shaping spaces for Aucklanders to love".

Our Mission - Our mission is to rejuvenate urban Auckland – from small projects that refresh a site or building, to major transformations of town centres or neighbourhoods. We use under-performing land and buildings that Auckland Council owns, attract private investment and together we unlock their potential to create spaces Aucklanders' love.

The purpose of this Asset Management Strategy is to ensure alignment with our vision and with the CCO Accountability Policy, it will be reviewed annually to maintain alignment.

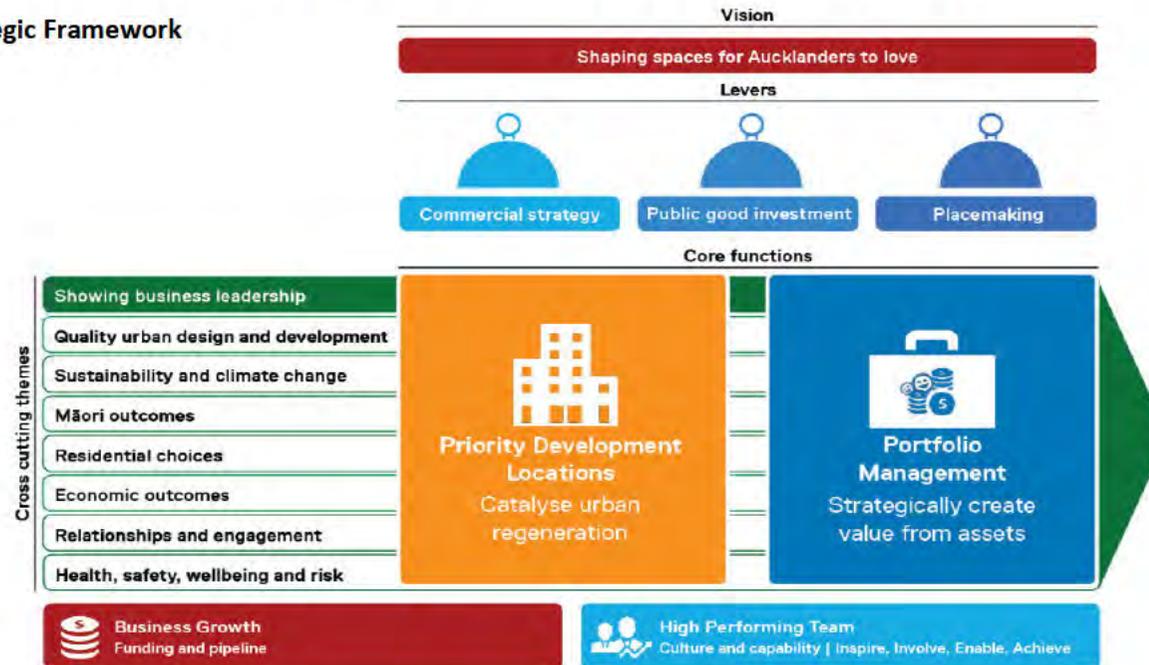
To achieve alignment, Eke Panuku will:

- A. give effect to the Long-term Plan and act consistently with any relevant aspect of Auckland council plans and strategies
- B. provide asset management and activity plans and supporting financial information to feed into the council's Long-term Plan and Annual Plan.

Eke Panuku will:

- i. follow the council's asset management framework or obtain council approval for an alternative framework
 - ii. use accounting standards that are consistent with the council's standards
 - iii. follow any other requirements specified by the council and notified to CCOs
 - iv. develop a Māori Responsiveness Plan.
- C. will not undertake a major transaction (as defined in the CCO Accountability Policy) in relation to a strategic asset unless approved by the council or already provided for in the Long-term Plan. Certain transactions, such as a decision to transfer the ownership or control of a strategic asset to or from the local authority, must be provided for in the Long-term Plan and may trigger consultation requirements

Figure 2.1 Eke Panuku's Strategic Framework



Property Management and other activities that create value

Eke Panuku creates value for the council group through management of a large and diverse portfolio including residential and commercial properties, vacant sites, marinas, public space, quarries, landfills, and other property. Eke Panuku strives to optimise the performance of this portfolio achieving both strategic objectives and financial return to the council. Eke Panuku also creates value by disposing of properties for the council and managing the council's property acquisition programme. General property disposal proceeds contribute to meeting the asset sales target in council's Long-term Plan (LTP).

Property pipeline

Eke Panuku maintains a pipeline of properties for development, disposal, or optimisation. Eke Panuku develops and promotes property options for optimising their performance. Eke Panuku also identifies new commercial opportunities, assesses alignment with strategic direction and evaluates the commercial feasibility and long-term value of potential opportunities and seeks appropriate approvals. At a property level, Eke Panuku provides key strategic investment advice and leads site research and due diligence and undertakes statutory processes as per the implementation plans.

Figure 2.2 Managed Portfolio

Managed Portfolio - Asset Function

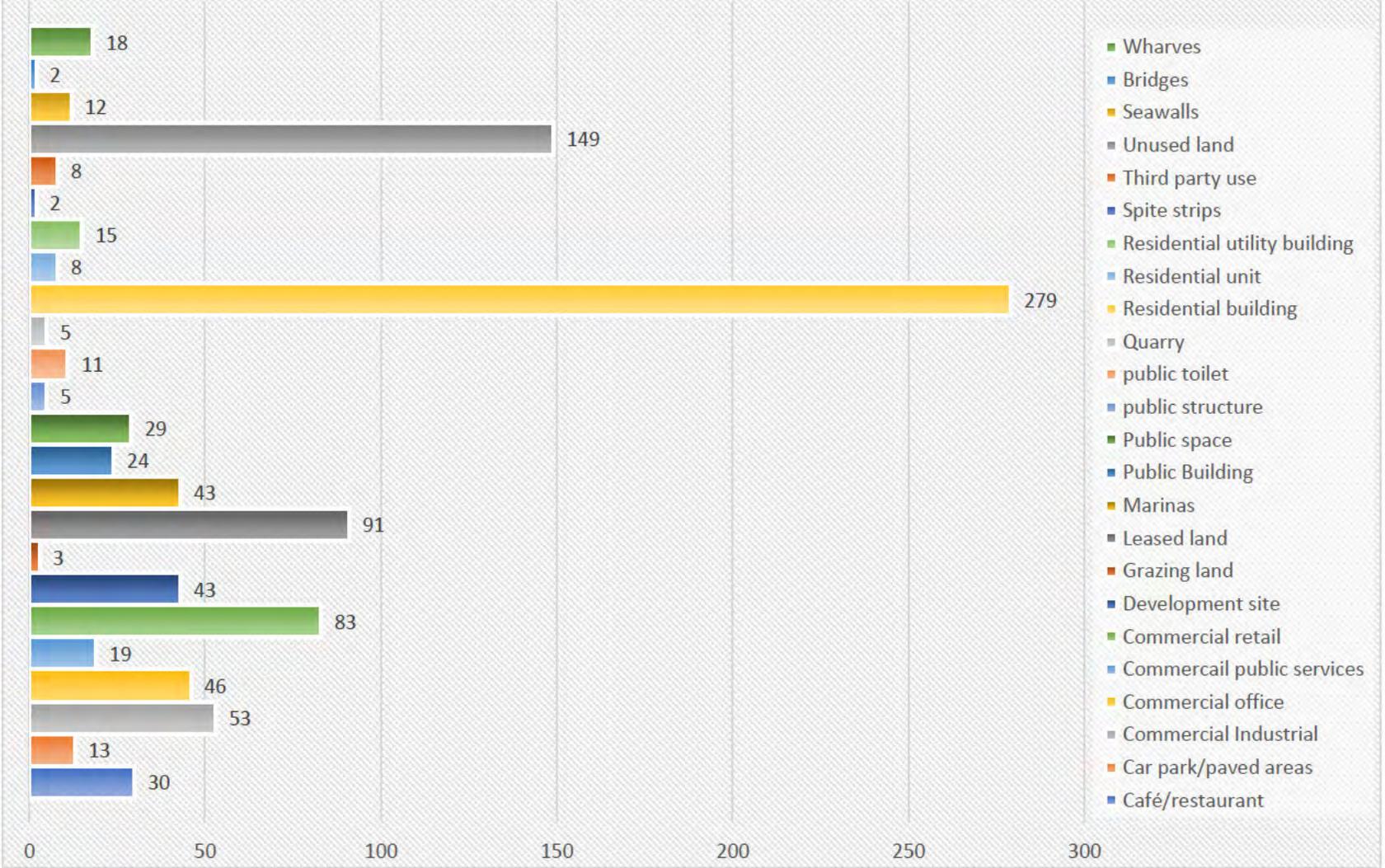


Figure 2.3 Managed portfolio in Urban Renewal Programme

Managed Properties within the urban renewal/redevelopment programme



 **Managed**
Denotes the number of managed properties in the priority location

Project Type

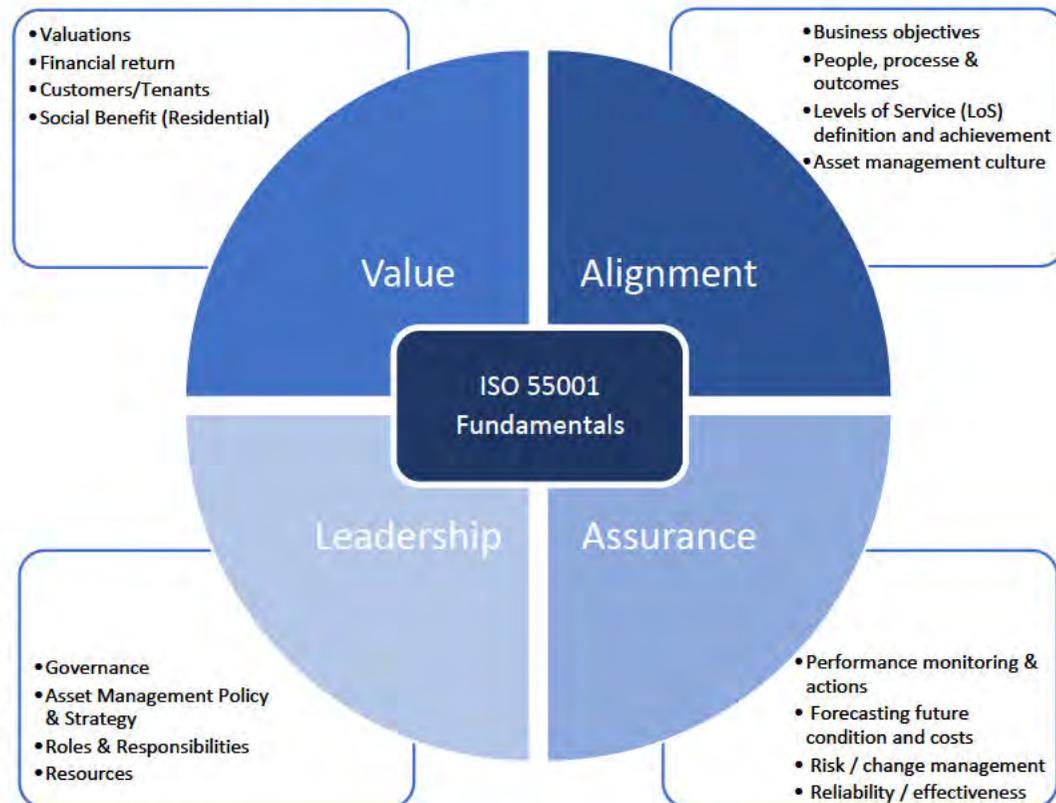
-  **Transform**
Where we transform an entire neighbourhood through urban regeneration.
-  **Unlock**
Where we facilitate revitalisation of an area through a few key properties within a town centre.
-  **Support**
Where we use council land to build more houses.

3. The purpose of this Asset Management Strategy is to ensure that Portfolio Management services are delivered in accordance with best practice asset management principles for the benefit of current and future tenants, customers and wider stakeholders. In order to complete an asset management plans for the managed portfolio, Eke Panuku has put in place a robust asset management system for managing portfolio assets including an overarching organisational plan and objectives, an outcomes framework, a strategic asset management plan and asset management policy and robust cloud-based asset information system. We have used the international standard for asset management ISO 55001 as a guide of “what to do” to manage our managed portfolio while the International Infrastructure Management Manual (IIMM) is used as a “how to guide”. Eke Panuku has determined “which required work will and when” based on our indicative redevelopment timeframe lifecycle approach with a strong focus on risk management.

Figure 3.1 Fundamentals of ISO 55001

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

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



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

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

4. Our Asset Management Approach

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

Our approach is the delivery of services through the effective provision and management of the Managed Portfolio assets. The key elements of this approach to AM are:

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

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

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

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

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

5. The Asset Management role of Eke Panuku Development Auckland

Eke Panuku works alongside the locals, other parts of council and businesses to regenerate Auckland in ways that benefit both our local communities and Auckland as a whole. We deliver returns for council, but at the same time we ensure our buildings contribute positively to their neighbourhoods. We manage around \$2.4 billion of land and buildings owned by Auckland Council.

We'll achieve our goals in three ways:

1. Commercial strategy incorporating asset management
2. Public good investment
3. Placemaking

1. Commercial strategy:

- Controlling property development so it contributes to urban regeneration in our neighbourhoods.
- Working with our partners including mana whenua, the private sector, the crown and community housing organisations to facilitate good development outcomes.
- Managing Auckland Council's property portfolio so we optimise returns for council.

2. Public good investment:

- Creating inclusive and accessible town centres which contribute to the vitality of a neighbourhood.
- Upgrading public spaces such as parks, playgrounds, cycling paths and streets.
- Working with other parts of council, including local boards, to improve infrastructure and deliver public spaces together.
- Working with the community to ensure public spaces reflect the character and community of the place.
- This creates a town centre attractive to potential buyers and investors.

3. Placemaking:

- Fostering the creation of successful places and supporting strong communities in our town centres during the urban regeneration process.
- Creating events and activations to bring people together.
- This approach is guided by Mātauranga Māori and embeds tikanga and indigenous voices in our locations.

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

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

The benefits of improved asset management are:

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

6. The Scope of our Asset Management Plans

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

The key elements of Asset Management covered by this strategy are shown over:

Figure 6.1 Asset Wheel of Inputs



Each input informs the design principles of this Asset Management Strategy and aligns with the fundamentals of the International Standard for asset management ISO 55001 which we are using as a guide of “what to do” to manage our portfolio.

7. Our Asset Management System

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

Asset management maturity comprises four key criteria.

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

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

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

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

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

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

- Review and improve the data held and implement SPM Assets as the central asset database (alongside GIS) for all asset information.

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

8. Our Redevelopment and Disposal Strategy

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

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

Figure 8.1 Redevelopment and Disposal Strategy

Commercial and Retail - Managed Portfolio

	Strategy 1	Strategy 2	Strategy 3	Strategy 4	Strategy 5
Strategies	Retain New	Retain Existing	Redevelop/dispose 8+ years	Redevelop/dispose 3- 7 Years	Redevelop/dispose 0-2 Years
Maintenance Strategy	Maintain the property to meet all statutory requirements Maintain the property with all features operating to a near new standard	Maintain the property to meet all statutory requirements. Maintain the property with all features operating to a standard which renders the asset fit for purpose. Adopt a condition-based approach to planned maintenance	Maintain the property to meet all statutory requirements. Maintain the property with all features operating to a standard which renders the asset fit for purpose . Adopt a condition-based approach to planned, preventative maintenance	Maintain the property to meet all statutory requirements. Maintain the property with all features operating and adopt a risk-based approach to planned maintenance and consider correct approach for asset components.	Maintain the property to meet all statutory requirements , adopt a corrective approach to maintenance.

Strategies	Retain New	Retain Existing	Redevelop/dispose 8+ years	Redevelop/dispose 3- 7 Years	Redevelop/dispose 0-2 Years
Renewal / Capital Upgrade Strategy	Generally, all new property will not require upgrades unless post occupancy review identifies deficiencies	Investigate cost effective solutions with a return on investment < 7 years.	Investigate cost effective solutions with a return on investment <5 years	Investigate cost effective solutions with a Return on investment <3 years. Ensure all resource consent conditions are first priority.	Investigate cost effective solutions with a Return on investment <1 year

Residential Portfolio

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

9. Asset Management Responsibilities

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

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

Management Responsibilities

The Asset Management System is owned by the GM Assets and Delivery but is the responsibility of the Head of Property Portfolio. An AM Steering Group chaired by the GM Assets and Delivery, provides support governance, and ensures the continual improvement of the AM systems.

10. Levels of Service

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

Levels of Service are important because they:

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

Current Levels of Service – Commercial Portfolio (including Retail)

LoS	Customer performance measures	Customer target
Buildings and managed property/space is safe to use, accessible for those with disabilities and well maintained	Legislative Compliance	All commercial and retail buildings have current BWoF
		All resource consent conditions are being met
	Health and Safety	Decreasing number of accidents and incidents resulting from building and managed property hazards
		All property has an up-to-date asbestos management plan
		All property has a relevant and up to date H&S risk assessment and hazard register
		Buildings are seismically designed above 67% NBS
	Risk or failure	Zero operational/activity impacts due to building/asset failure
	Resilience	Portfolio level resilience assessment undertaken to measure potential environmental hazards
	Asset can meet demand of the activity	Building opening hours are achieved
		Overcrowding or over provision of space is not an issue
Quality, comfort, and performance	Public and user satisfaction with the building or managed property	
	Condition rating for building is agreed upon by all stakeholders	
	Vandalism is repaired in a timely manner	
Cost efficiency	Rental and fees on buildings and managed property are sustainable and comparable or less than market rate	
Our heritage buildings are maintained well and keep their heritage status	Retain current heritage status	Where feasible, heritage features/characteristics to be preserved/reinstated in accordance with Heritage Management Plan in line with Heritage Impact Assessment recommendations

Current Levels of service Residential Portfolio

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

11. Understanding Risk and Risk Management

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

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

Figure 11.1 Risk Appetite in relation to asset criticalities

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

Weighting

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

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

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

a. Key Asset Risks

Event	Asset Group	Consequence
Natural hazards (earthquake, tsunami, sea level rise)	All	Structures and buildings unable to withstand seismic or tsunami event. Damage to sea walls. Slips on hills affect trails and access roads.
Asbestos damage	All	If products containing asbestos are disturbed, tiny asbestos fibres are released into the air. Over time, these fibres can accumulate and cause scarring and inflammation, which can affect breathing and lead to serious health problems
Fire caused by dry conditions, accident or arson	All	Damage or destruction of vegetation or property. Personal injury.
Rain event damages assets	All	Assets in low lying, poorly drained, flood prone parkland are flooded and out of service. Slips affect pathways, trails and access roads.
Continual exposure to sea spray	Coastal	Structures and building fabric integrity adversely affected - in particular concrete structures. Damage or destruction of buildings. Personal injury.
Wind event damages trees	All	Tree damage and subsequent property damage or personal injury.
Drought, network failure or other major event affects water supply	All	Water supplies restricted. Unable to irrigate or supply water to features
Building and minor structures deficient or fails	All	Substandard construction or materials, lack of regular assessment, maintenance or repair, vandalism.
Fire in buildings caused by electrical fault, vandalism or arson	All	Damage or destruction of buildings. Personal injury.
Structural assets fail (e.g. bridges, platforms, safety barriers) due to substandard construction or materials, lack of regular assessment, maintenance or repair	All	Damage or destruction of structures. Personal injury.
Street furniture failure caused by vandalism/ misuse, normal wear and tear	All	Damage or destruction of furniture. Personal injury.
Bike riding injury on cycle ways and tracks caused by inadequate maintenance, poor design or construction, riding tracks unsuitable for skill level, collisions	All	Personal injury.
Incidents caused by general hazards e.g. bikes vs. pedestrians, vandalism		Trips, falls, collisions and slips, minor injuries.
Accident associated with water bodies (built water areas) e.g. caused by unfenced areas, deep water, difficult exit, entrapment etc	All	Drowning, impact with hard surfaces (pontoons, piers).
Third party structures fail or are inherently unsafe	All	Injury as a result of third-party structures.
Injury at playground (as a result of normal activity, misuse or equipment design or failure).	All	Injuries or death.

Event	Asset Group	Consequence
Lessee failure to maintain assets e.g. caused by poor lease documentation, non-performance of leases, ineffective management and monitoring of leases	All	Leased assets fail.
Contractor failure	All	Service delivery falls below acceptable standard.
Economic or other unforeseen impact significantly reduces revenue	All	Revenue below budget.
Statutory compliance failure caused by failure to follow all legal requirements and processes or lack of awareness of requirements	All	Statutory compliance failure
Injury to volunteers and activities of others on council land, caused by general hazard	All	Injury to volunteers.

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

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

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

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

Director interests at 29 October 2021

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

David I. KENNEDY	Director	Panuku Development Auckland Limited	
	Director	Cathedral Property Limited	
	Director	Grantley Holdings Limited	
	Director	Naylor Love	
	Trustee	New Zealand Housing Foundation	Possible
	Chair	Beachlands South GP Ltd	
	Chair	Kaha Ake GP Ltd	
	Member	Business Reference Group Te Arotake Future for Local Government	
	Member	Advisory board, Mayo Calder Ltd	

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

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

Steven EVANS	Director	Panuku Development Auckland Limited	
	Chief Executive	Fletcher Building LTD	Yes
	Member	MBIE Building Advisory Panel	Yes
	Member	Steering Group Construction Industry Accord	
	Board Member	Urban Development Institute of New Zealand	Yes
	Director	Homai General Partner Limited	

Susan HURIA	Director	Panuku Development Auckland Limited
	Trustee	Construction Health & Safety NZ (CHASNZ)
	Director	Connexis
	Chair	Gisborne Covered Production
	Chair	Leaderbrand Holdings and associated entities
	Director	Ospri and associated entities
	Director/Shareholder	Rawa Hohepa
	Director	Royal College of General Practitioners
	Business Reference Group member	Te Arotake Future for Local Government

Kenina COURT	Director	Panuku Development Auckland Limited
	Director	KW Westgate Limited
	Director	GCML Trustees Limited
	Director	PGFT Trustees Limited
	Director	French Trustees Limited
	Director	Eight Peaks Holdings Limited
	Director	Blue Penguin Trustees Limited
	Director	Lovelock Trustees Limited
	Director	Pasifika Enterprises Limited
	Director	Platinum Securities Limited
	Director	Stornoway Developments Limited
	Director	Huma Holdings Limited
	Director	It's Happened Trustees Limited
	Director	Rice Family Trustees Limited
	Director	Pathfinder Trustees Limited
	Director	Pathsol Limited
	Director	PSL Freedom Limited
	Director	TOH Limited
	Director	Twinlion Trustees Limited
	Director	Up Skill Teams Limited
	Director	NTA Holdings Limited
	Director	Holly Corp Trustees Limited
	Director	Market Kitchen Limited
	Director	Nathan Whanau Trustees Limited
Director	Fale Developments Limited	
Director	CP Resettlement Trustees Limited	

Director	Banking Ombudsman Scheme Limited
Director	M&G Trustees Limited
Director	New Gipsy Limited
Director	Levinge Trustees Limited
Director	Pathfinder Management Partner Limited
Director	BDE Bonus Limited
Director	Silvereye Investments Limited
Director	Lujato Trustees Limited
Director	Fortitudine Trustees Limited
Director	Oceania Career Academy Limited

Director meeting attendance register – 2021 / 2022

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

LOA – Leave of absence

Minutes of the meeting of directors of Eke Panuku Development Auckland Limited, held in **confidential** session, online via Zoom, on Wednesday 27 October 2021 commencing at 10.00am.

<p>Attending</p>		<p>Board: Paul Majurey – Chair, Richard Leggat, John Coop, Susan Huria, Jennifer Kerr, Kenina Court, Steven Evans</p> <p>Executive: David Rankin – Chief Executive, Gyles Bendall – GM Design & Place, Alaina Cockerton – Head of People & Culture, Brenna Waghorn – GM Strategy & Planning, Angelika Cutler – GM Community & Stakeholder Relations, Carl Gosbee – Chief Financial Officer, Marian Webb – GM Assets & Delivery, Ian Wheeler – Chief Operating Officer, Allan Young – GM Development, Talia Hodgson – Senior Governance Advisor</p>
<p>Opening remarks</p>	<p>1 10/21</p>	<p>The meeting opened with a Karakia at 11.00am.</p>
<p>1.1 Apologies</p>	<p>2 10/21</p>	<p>Apologies were noted from Deputy Chair David Kennedy and Councillor Efeso Collins</p> <p>It was noted that Brenna Waghorn and Gyles Bendall would be late apologies.</p>
<p>2. Chief Executive's report</p>	<p>3 10/21</p>	<p>David Rankin, Chief Executive, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • The Human Rights Tribunal is deferred until May 2022. • Light rail is on track to go to Cabinet in November with an announcement expected soon. ■ [REDACTED] ■ [REDACTED] • Capital programme – recent emphasis has been on quality of planning with effort going into enhancing the asset renewal programme. Some risks were noted along with lockdown impacts and timing issues. Concerns re material supply, availability, certainty and cost escalation were noted. • Future local government interim report briefly discussed. • The Eke Panuku and CCO Oversight Committee workshop that is currently scheduled for 16 November has been through a number of date and format changes and will now be held remotely in a virtual session. Takapuna and Avondale will be used as town centre examples. <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<p>3. Health and Safety</p>	<p>4 10/21</p>	<p>Blair McMichael, Health & Safety Manager, joined the meeting. Carl Gosbee introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • Two incidents noted including an employee who fell into Westhaven Marina, who has been reminded of the protocol of wearing a life vest while working around the marinas. • The Board requested management to review the failure to be wearing a life vest might be an issue of culture and whether the incident had been appropriately reported.

		<ul style="list-style-type: none"> • Clarification was given around a lead indicator and a near miss. • The policy is being finalised in consultation with the team and staff including discussions on lease arrangements. • With respect to the Eke Panuku safe management of contracts and agreements framework, Blair confirmed that all project leads bar three have undertaken appropriate training over the course of the year following the Ernst Young audit review. He noted that three new appointees were an exception as they had started after lockdown. Given the circumstances, online training is being looked at as an option. • The board sought clarity as to how compliance with the framework by responsible staff was being • monitored and reported on. Agreed this would be reported at a future meeting. • With respect to the current review of the SMCA framework, Carl noted that this is more of an update in nature, including a strengthening of the contents regarding the management of the property function. An opportunity is also being taken to have a further legal review. • The importance of setting rules, encouraging culture, and having a clear consequence framework was noted. <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<p>3.1 Management of Hoporata Quarry</p>	<p>5 10/21</p>	<p>Marian Webb, GM Assets & Delivery, introduced the report. Ruth Jost, Head of Property Portfolio, joined the meeting for Item 3.1 and 3.2. The board discussed the following matters:</p> <ul style="list-style-type: none"> █ [REDACTED] █ [REDACTED] █ [REDACTED] <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<p>3.2 Managing Asbestos and Seismic Risk in the Property Portfolio</p>	<p>6 10/21</p>	<p>Marian Webb, GM Assets & Delivery, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • Advice from Council has been taken on board with a robust approach taken. • Each of the seismic performance improvement projects is being led with risk assessment with priority given depending on the general condition of the building. • Occupancy of earthquake prone building is done on a case-by-case basis in collaboration with tenants and within Board policy. Only one earthquake prone building is unoccupied at this time (Dominion Road). • Work is not being constrained by budget or timeframes. • It was noted that it is a time consuming and labour-intensive process to understand all the issues and programme the necessary work, bearing in mind tenants, use, lease conditions, location etc. • The Board was assured of transparency with occupants and leaseholders who are fully informed.

		<ul style="list-style-type: none"> • The Board suggested an audit and legal review take place to check practice is in line with policy and industry best practice, with a recommendation this be done on an annual basis alongside monitoring of any changes to the building code. • ACM: 100% of the current portfolio of buildings pre-2000 have an asbestos management plan in place, with annual inspections undertaken by a specialist consultant. • Risk assessment is ongoing and regularly reviewed to ensure the right controls are in place. Signage is being installed and monitored. A number of challenges were noted including the large number of heritage buildings. • The team noted the Board's comments, and the matter will come back to the Board for further discussion. <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<p>4.1 Pukekohe Development Opportunities</p>	<p>7 10/21</p>	<p>Richard Davison, Priority Location Director, joined the meeting for this item and introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> █ [REDACTED] █ [REDACTED] █ [REDACTED] <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <p>[REDACTED]</p>
<p>4.2 Eke Panuku regeneration program</p>	<p>8 10/21</p>	<p>Ian Wheeler, Chief Operating Officer, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> █ [REDACTED]

		<ul style="list-style-type: none"> ■ [REDACTED] <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <p>[REDACTED]</p>
<p>4.3 24 Upper Municipal Place Onehunga Precinct Site Sale</p>	<p>9 10/21</p>	<p>Richard Taylor, Priority Location Director, joined the meeting for this item. Allan Young, GM Development, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> ■ [REDACTED] <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <p>[REDACTED]</p>

		<p>[REDACTED]</p> <p>b. Delegated:</p> <p>i. authority to the Chief Executive to execute the sale and purchase documentation on terms and conditions generally in accordance with those outlined in this paper.</p>
<p>4.4 The Airfields Hobsonville - Lots 5 B, 6 A, 6 B and 6C – go to market</p>	<p>10 10/21</p>	<p>Steve Evans left the meeting for this item.</p> <p>Allan Young, GM Development, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • It is anticipated the market will respond strongly and a high level of aspiration regarding employment opportunities was noted. <p>[REDACTED]</p> <ul style="list-style-type: none"> • The design team is in collaborative discussions with MOE regarding access and other issues on the site sold to it. • All development goes through the Hobsonville Design Review panel who look at the overall context of the design. • As part of broader commercial discussions with bidders, opportunities regarding Mana Whenua’s involvement are being explored. It was agreed that a 15%, rather than 10%, weighting would be used for Māori outcomes in view of the anticipated strong market and the resolution will reflect this. The recommendations would need to be amended to reflect this. <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <p>[REDACTED]</p> <p>b. Delegated authority to the Chief Executive to select a preferred party and execute the required documentation to sell Lot 6C based on the following key terms:</p> <ul style="list-style-type: none"> • [REDACTED] • [REDACTED] • [REDACTED]

		<p>■ [REDACTED]</p> <p>■ [REDACTED]</p> <p>d. Approved the sale of Lots 5B,6A and 6B through an open market site sale process.</p> <p>e. Noted that as part of the evaluation criteria to select preferred parties a 15% weighting for mana whenua outcomes will be incorporated into the non-price attributes.</p> <p>f. Delegated authority to the Chief Executive to select a preferred party and execute the required documentation to sell Lots 5B, 6A and 6B on the following key terms:</p> <p>■ [REDACTED]</p> <p>g. Noted that the essential outcomes for Lot 5B are:</p> <ul style="list-style-type: none"> i. Lot 5B to be developed for residential purposes at a density between 40 and 150 dwellings per hectare of a high-quality built form with a Homestar 6 rating. ii. Design is subject to the Hobsonville Design Review Panel review. iii. Development must address the 3 road frontages with the footpath to Waka Moana Drive to be constructed and car parking to be behind buildings or broken up to not negatively impact on the roads. <p>■ [REDACTED]</p> <p>h. Noted that the essential outcomes for Lot 6 A are:</p> <ul style="list-style-type: none"> i. To be developed for a mix of residential typologies residential at a density between 40 and 150 dwellings per hectare of high-quality built form with a Homestar 6 rating. ii. The re-use of the historic Wasp Hangar building for commercial/retail type uses to help facilitate employment opportunities. iii. Buildings will not be allowed to exceed 11m in height and must present well to the main Launch Road frontage with the Hobsonville Design Review Panel to approve all design. <p>■ [REDACTED]</p> <ul style="list-style-type: none"> v. Notes that the essential outcomes for Lot 6B are vi. To be developed for residential purposes at a density between 40 and 150 dwellings per hectare of high-quality built form with a Homestar 6 rating. vii. Design is subject to the Hobsonville Design Review Panel review. viii. The YDL warehouse must be removed to facilitate cohesive residential development between adjoining lot 6A with strict adherence to the 11m height limit and a range of residential typologies.
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<p>4.5 Whitford Quarry Commercial Agreement</p>	<p>11 10/21</p>	<p>Marian Webb, GM Assets & Delivery, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> ■ [REDACTED]
<p>5.1 Te Wharau o Horotiu Bledisloe House, 24 Wellesley Street Auckland – go to market</p>	<p>12 10/21</p>	<p>Allan Young, GM Development, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <p>a. Approved the divestment of Te Wharau o Horotiu Bledisloe House at 24 Wellesley Street, Auckland being (Lot 1, DP200298; Lot 2 DP200298; Lot 16 DP21520; Lot 17 DP21520; contained in CT 128C/83) by way of a 125-year lease with MRCB Australia Pty Ltd, and if unsuccessful,</p>

		<p>through an open market sale process.</p> <p>b. Delegated authority to the Chief Executive to select a preferred party and execute the required documentation to lease the property based on the following key terms.</p> <ul style="list-style-type: none"> i. [REDACTED] ii. The development is integrated with Aotea Station and Aotea Quarter iii. The heritage status Category B of Bledisloe House is protected <p>c. Noted the following essential outcomes summarised below as supported by the design guidelines attached.</p> <ul style="list-style-type: none"> i. The ground floor of the building has active frontages to both the east and west faces and provides a through-site link ii. The mana whenua cultural narrative for the Aotea Over Station Development laneway is continued to the west face of Bledisloe House. <p>d. Noted that \$10 million of the proceeds of sale of Bledisloe House will be reinvested into the Council Corporate Accommodation network to fund the relocation of Auckland Emergency Management, the Service Centre and other enabling works at Te Wharau o Tamaki Auckland House.</p> <p>e. Noted that Auckland Council Finance and Performance Committee approved 125-year ground lease subject to:</p> <ul style="list-style-type: none"> i. that any development is integrated with Aotea Station and Aotea Quarter and the heritage status of Bledisloe House is protected ii. the satisfactory completion of all required statutory processes; and iii. approval of the final terms and conditions by the Eke Panuku Board iv. request Eke Panuku enter exclusive negotiations for a long-term lease and development agreement with MRCB Australian Holding Company Pty Ltd (the over-station development partner) to achieve an integrated development of Bledisloe House with City Rail Link Station and the Aotea Quarter. v. in the event, exclusive negotiations with MCRB Australian, Aotea Holding Company Pty Ltd are unable to be concluded, request Eke Panuku lead a competitive market process for a long-term lease and development agreement for Bledisloe House.
<p>5.2 Site C Totara Ave New Lynn – go to market</p>	<p>13 10/21</p>	<p>John Coop and Richard Leggat left the meeting for this item.</p> <p>Allan Young, GM Development, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> i. [REDACTED]

		<ul style="list-style-type: none"> █ [REDACTED] █ [REDACTED] █ [REDACTED] █ [REDACTED] <ul style="list-style-type: none"> • It is important for the team to emphasise timeframes for delivery. <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <p>Approved:</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> b. Delegated authority to the Chief Executive to execute the sale and purchase documentation on terms and conditions generally in accordance with those outlined in this paper. <p>Noted:</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> i. Development to provide a minimum of 50 Residential Homes, designed, built and certified at a minimum Homestar 6 Rating. <ul style="list-style-type: none"> ▪ Incorporate the OAG’s building into the façade, the design must clearly show the OAG’s building as a separate element ▪ Development to be of urban scale – minimum 3 storeys ▪ Architectural design and façade materials to be of good quality – reflective of character adjoining buildings and the New Lynn Urban Plan ▪ Development of the Property to be completed by June 2025 <ul style="list-style-type: none"> e. that the sale of the adjoining site 41 Mc Crae Way will progress through an open market process at a minimum price in line with the Eke Panuku Board approval of April 2021.
<p>5.3 Westhaven Marina Limited director appointment</p>	<p>14 10/21</p>	<p>Richard Leggat left the meeting for this item.</p> <p>Marian Webb, GM Assets & Delivery, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> █ [REDACTED] █ [REDACTED] █ [REDACTED]

		<p>Following the conclusion of discussions, the Eke Panuku Board:</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
5.4 Eke Panuku change of company name	15 10/21	<p>Carl Gosbee, Chief Financial Officer, introduced the report.</p> <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <ol style="list-style-type: none"> a. approved entering into the process to change the legal name of the company from Panuku Development Auckland Limited to Eke Panuku Development Auckland Limited.
5.5 New Zealand Coast Guard Grants and Donations	16 10/21	<p>Marian Webb, GM Assets & Delivery, introduced the report.</p> <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <ol style="list-style-type: none"> 1. Approved the granting of up to \$11,000 in value of berth rental fees to Coastguard New Zealand for a one-off term of three months.
5.6 Eke Panuku Risk Appetite	17 10/21	<p>Carl Gosbee, Chief Financial Officer, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • Team will clarify use of the word “culture”. • Changes have been made to the consequence criteria. • A “heat map” matrix will be developed to help view the risks easily. • Impacts and implications regarding COVID-19 which is noted as a catastrophic risk but could be reduced in time given vaccinations, health orders and mandates and improved community management. A paper regarding COVID-19 issues will be presented to the Board in due course. <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <ol style="list-style-type: none"> 1. Approved the changes to the Risk Appetite document including amendments to the Consequence and Likelihood tables as discussed at the Board Risk Workshop held on the 28 July 2021.
Farewell remarks for Richard Leggat		<p>The Chair acknowledged that this is Richard Leggat’s final hui at Eke Panuku. Whilst this had to be done online at this time, Paul advised there will be an in-person gathering arranged, when possible, to farewell Richard.</p> <p>The Chair noted:</p> <ul style="list-style-type: none"> • Richard was an inaugural director on Eke Panuku when it was formed in 2015 and has been on the Board ever since, being a well-respected, long serving and influential COO director.

		<ul style="list-style-type: none"> As an avid cyclist, Richard has been a passionate advocate of climate change and regeneration and has taken an active interest in the welfare of Eke Panuku staff and personnel. The Chair expressed his appreciation that Richard will be on the Board of Westhaven Marina Ltd, looked forward to a continuing relationship and wished Richard all the best. <p>The CE noted:</p> <ul style="list-style-type: none"> Richard's valuable IP and institutional knowledge and his own career experience has brought perspective and knowledge, and his value has been appreciated by the whole team. Richard's passion for issues of climate change and sustainability, active interest in internal capability and growth, as well as his contribution to debates regarding developing the urban regeneration framework and guidelines and working through sensitive stakeholder issues has been valuable. <p>Richard thanked Paul and David for their farewell remarks. He noted it has been a pleasurable and satisfying journey seeing the progress made, which will make a difference for Auckland into the future. He expressed his appreciation for the Chair and the Board, wishing them well for the future with the various challenges ahead.</p>
6.1 Wynyard Quarter Development Strategy	18 10/21	<p>Fiona Knox, Priority Location Director, joined the meeting and introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> Eke Panuku's role as master developer to ensure desire of public outcomes together with obtaining optimum value for site. How to maintain and ensure correct levels of control around quality and design development and integration. Reference to the language used having an infrastructure focus e.g., seawalls. "Water's edge" or similar is preferable terminology. Focus on place being created, of which infrastructure is only a component The desire is for the project to be led through landscape, urban design, culture, experience, events etc rather than by a civil engineering focus. Support for creating a design consortium approach. <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
6.2 Stakeholder insights survey results	19 10/21	<p>Angelika Cutler, GM Community & Stakeholder Relations introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> This is an Interim report with further extensive community research currently being undertaken in the market. Results are due back later this year. A report will come back to the Board combining two data sets and recommended actions to address some of the feedback received. Raising the profile of Eke Panuku in terms of attracting and keeping staff. Angelika confirmed that employment recognition is quite high within certain relevant sectors. The intention is to build a profile based on community insights and tell stories which are more tailored to locations. <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
6.3 Property market update	20 10/21	<p>Allan Young, GM Development, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> Strong momentum within the market.

		<p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
7.1 Director interests	25 10/21	The Eke Panuku Board reviewed and received the Register of Director's Interests.
7.2 Director meeting attendance	26 10/21	The Eke Panuku Board noted the directors' meeting attendance.
7.3 Minutes of 22 September 2021 board meeting	27 10/21	The Eke Panuku Board reviewed and confirmed the Minutes of the Board Meeting 22 September 2021, with confidential information included, as a true and accurate record of the meeting.
7.4 Board action list	28 10/21	The Eke Panuku Board noted the board action list.
7.5 Board forward work programme	29 10/21	The Eke Panuku Board noted the board forward work programme.
8. General business	30 10/21	<p>Gyles Bendall and Brenna Waghorn had attended two online Planning Committee workshops regarding the draft Town Centre Guidelines and Maungawhau Karangahape (CRL) during the morning and gave an update.</p> <ul style="list-style-type: none"> • There was a good turnout with about 40 people on the call and good engagement with the town centre guidelines. Overall, a positive session with Councillor Darby suggesting the potential for the guidelines to be endorsed by the committee for all town centres. • The Maungawhau and Karangahape Road workshop involved an update and presentation from Kate Cumberpatch. This also received positive feedback from councillors. • The Planning Committee will invite the MOE to talk with them about plans for schooling across the city. • More articulation is required around the mana whenua partnership in the context of Eke Panuku projects including CRL. This is a topic for the Strategy Day. <p>It was confirmed that the Strategy Day will be held on 15 December prior to the Board meeting.</p> <p>The Board offered its best wishes to Richard Leggatt at his final Board meeting.</p>
Close of board meeting	31 10/21	The meeting closed with a Karakia at 3.00pm.

Read and confirmed

_____ Chair

_____ Date