

# Board Report

## Date

Wednesday,  
22 June 2022

## Venue

Eke Panuku office,  
82 Wyndham Street  
and online via Teams



# Board agenda

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

**When:** Wednesday, 22 June 2022 | 10.00 am – 12.00 pm

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

<b>1.</b>	<p><b>Meeting open</b></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 confidential papers or parts thereof, so that commercially sensitive issues can be discussed.</p> <p>1.2 Apologies</p>
<b>2.</b>	<b>Chief Executive's report</b>
<b>3.</b>	<b>Health and Safety</b>
<b>4.</b>	<p><b>Decision papers</b></p> <p>4.1 Corporate Business Plan 2022-23</p> <p>4.2 Submission of financial reporting to Auckland Council 30 June 2022</p> <p>4.3 Internal audit programme 2023</p> <p>4.4 84A Morrin Road, St Johns – go to market strategy</p> <p>4.5 Service property optimisation opportunity in Papatoetoe</p> <p>4.6 Service property optimisation opportunity in Red Hill, Papakura</p> <p>4.7 Eke Panuku name change</p>
<b>5.</b>	<p><b>Governance matters</b></p> <p>5.1 Director interests</p> <p>5.2 Director meeting attendance</p> <p>5.3 Minutes of 25 May 2022 board meeting</p>

# Local Government Official Information and Meetings Act 1987.

## 7 Other reasons for withholding official information

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

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

- (a) protect the privacy of natural persons, including that of deceased natural persons; or
- (b) protect information where the making available of the information—
  - (i) would disclose a trade secret; or
  - (ii) would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information; or
- (ba) in the case only of an application for a resource consent, or water conservation order, or a requirement for a designation or heritage order, under the [Resource Management Act 1991](#), to avoid serious offence to tikanga Maori, or to avoid the disclosure of the location of waahi tapu; or
- (c) protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information—
  - (i) would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied; or
  - (ii) would be likely otherwise to damage the public interest; or
- (d) avoid prejudice to measures protecting the health or safety of members of the public; or
- (e) avoid prejudice to measures that prevent or mitigate material loss to members of the public; or
- (f) maintain the effective conduct of public affairs through—

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

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

(g) maintain legal professional privilege; or

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

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

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

## **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**

Creating amazing places.

### **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.

Apologies have been received from Director Steven Evans.

# Information paper: Chief Executive's Report

Document author: David Rankin

June 2022

## 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

### Carbon modelling project

2. As part of my agreed climate change objectives with the Board, Arup has been engaged to undertake modelling to understand the carbon benefits of a household located in an Eke Panuku development versus a typical Auckland household.
3. Modelling at a regional scale was undertaken by Arup in 2019 to map out the emissions reduction pathways for Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan. This work draws on the existing modelling and interrogates further to look at carbon impacts at the household level based on the areas of influence that Eke Panuku has, such as town centre location, land use/transport integration, sustainable building.
4. The final report is due later this month and results will be presented to the Board subsequently.

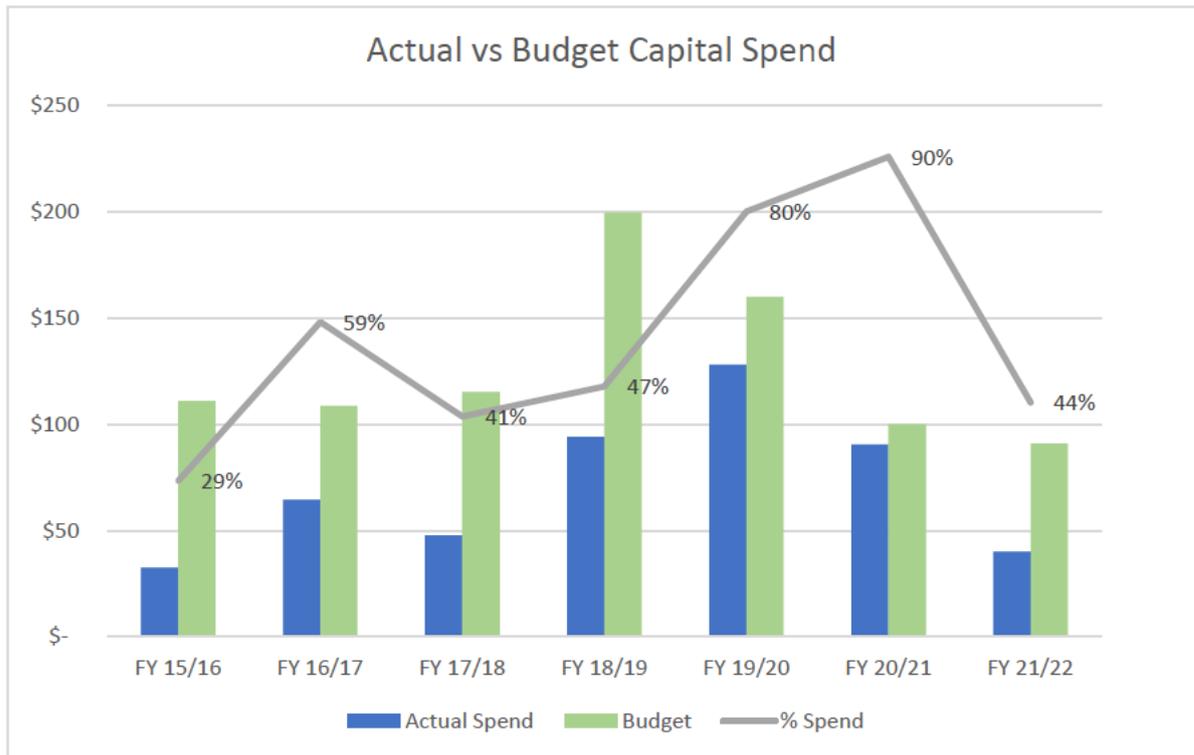
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## Capex performance over last 7 years

At the last Board meeting we discussed budget constraints and our capex performance to date. Below is a summary of our performance against budget over the last seven years. As you can see, we have made steady improvement since 2018 with a strong upward trend in the last two years. 2022 has been a challenging year for a range of reasons. We are focused on getting our performance back to acceptable levels to ensure we use our capital resources effectively. (Note: In 2021 we had a significant acquisition (12% of budget) which went unconditional. This has been included in the actuals as this was the accepted milestone. However, very late in the financial year council finance advised that the milestone had changed to settlement date and on that basis could not be included.)



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## Visit of the CCO Oversight Committee

15. Directors have an invitation to the annual Eke Panuku Board to CCO Oversight Committee Engagement on Tuesday 5 July, 2-5pm. It will be held in person at our offices, although a virtual option will also be provided.
16. We are currently preparing the agenda. We will seek to provide a comprehensive overview of our mahi and approach to urban regeneration across key themes of importance to the Committee such as sustainability and climate change, Māori outcomes, development, design, and economic development. We will use examples from across our programmes and may do a deep-dive into one location. There will also be time to meet the councillors and for discussion. We will provide an agenda prior to the event.
17. This is a useful opportunity prior to the local government elections to highlight our achievements, illustrate what is coming next and discuss the challenges we face in the current environment.

## Offset reset

18. Offset Reset is the Property Council one day conference to be held on Thursday 28 July in Tāmaki Makaurau. The conference theme is embracing ESG (Environmental, Social, Governance). It will look at how the property sector can embrace New Zealand's commitment to halve our carbon emissions by 2030 and improve business sustainability.
19. The property industry has an important role to play in reducing emissions, with the building and construction sector currently accounting for about 20% of New Zealand's carbon emissions. It also has a leadership role to play to ensure our cities are better planned and prepared for a sustainable future, environmentally and socially. Eke Panuku has supported this event with participation in the conference planning team, and some staff will attend.

## Crown joint ownership of the Hobson Wharf extension

20. In 2018, as part of preparation for and delivery of America's Cup infrastructure works, council and Crown entered into the Wynyard Edge Alliance Owners' Agreement. One of the provisions in the Owners' Agreement was for the Crown to elect an option for Hobson Wharf Extension to be jointly vested and owned by the Crown and council as joint tenants in common. The Crown elected to exercise that option in a letter to the Hon Phil Goff from David Parker on 4 June 2019.
21. In late 2019 Eke Panuku, on behalf of Auckland Council and the Ministry of Business, Innovation and Employment, drafted the terms and conditions of this ownership through a joint ownership agreement. The Crown's interest in the agreement was to ensure that the wharf was used for its intended purpose which was to provide for:
  - a. marine and port activities;
  - b. public access, public open space; and
  - c. temporary activities and events including future America's Cup events.

22. The agreement did not include the adjoining waterspace. The agreement outlined that council was 100% responsible for wharf maintenance, repair, management and day-to-day use and we have been operating it as such since handover from the Wynyard Edge Alliance. Significant decisions on the wharf were to be made by both parties.
23. In October 2021, the final draft joint agreement was presented to Minister Nash for consideration. The Minister has since advised the Mayor that the Crown does not wish to exercise its option to own a half share of the wharf extension in a letter dated 16 May 2022. For Eke Panuku, this decision simplifies matters of ownership which is a good outcome. It represents a limited change in the day-to-day activation and management of the wharf and waterspace and our future planning already underway.

## **Ngā tāpirihanga | Attachments**

Attachment A – Monthly dashboard

# Monthly dashboard

Period ending 31 May 2022



## Executive summary

### Programme

#### Capex

\$91m budget spend year to date is \$34.5m. Spend forecast for FY22 is still expected to be \$40m. Spend has been impacted by lockdowns, supply chain disruptions and resourcing constraints.

#### Opex

\$13.1 budget spend year to date is \$12.6m, spend is expected to be ahead of budget at \$14.5m. Largely due to \$0.9m Covid write back of previously capitalised expenditure from the last 2 years, this was an audit directive. The overspend in this area will be more than offset by the better than budget position of the managed properties.

#### Sales

Year to date sales income is \$90.7m from a target of \$163m, we will continue to progress the remaining sales into next year. The Transform and Unlock FY22 SOI sales target of \$48m has been achieved.

## Company wide financials

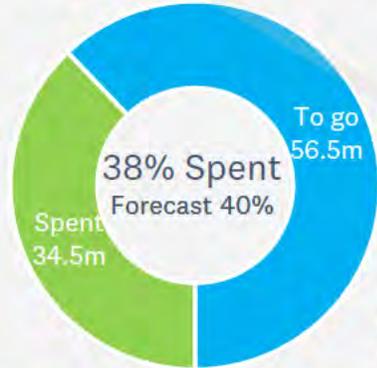
- Managed properties have achieved \$35.4m surplus to date which is ahead of the full year budget target. A better than budget position of \$8.2m at year end is anticipated.
- General expenditure is tracking behind budget, with savings in expenditure across the board. As a result, funding required from Council is expected to be \$3m under budget.

## People and Culture

- Staff turnover has increased from 19.9% to 20.4%
- Our overall FTE is 235.4, this includes 10.1 contingent workers in FTE roles and 32 vacancies

# Programme financials

## Capex \$91m budget



Capex spend for the year is at \$34.5m, with spend in May at \$7.4m. We are on track to end the year in line with the \$40m forecast.

Significant one-off expenditure this month related to:

- \$1.1m PWA payment in Northcote
- \$0.4m payment to Kāinga Ora for our share of costs for the work on Te Awa Awataha in Northcote.
- \$0.7m payment to Precinct Properties for construction of the Freda Barnes Plaza in the Wynyard Quarter.

Projects with notable construction spend in May, with June spend also expected to continue at similar levels include:

- Takapuna Town Square \$0.5m
- Westhaven Pier renewals G,H and J \$0.8m
- replacement of the Z Pier Watermain \$0.3m
- 27 Princes St roof replacement \$0.4m
- Hayman Park playground works \$0.2m
- Westhaven ablution block renewal \$0.2m
- \$0.4m for the relocation of infrastructure after AC36

## Opex \$13.1m budget



In May, opex spend was \$1.6m which was a step up from the \$1m average per month so far this year. There has been on-going work across all locations on pipeline work for new capital projects next year and location planning.

This month there was an increase in invoices received from consultants.

Large scale placemaking events across our locations are planned in June for Matariki. The forecast total expenditure for the year has remained consistent at \$14.5m with circa \$2m of expenditure expected in June 2022.

## Sales income target \$163m



In May, general assets site at Part 12 Waimauku Station Rd went unconditional [REDACTED]. The Transform and Unlock site Avondale Central (1909-1949 Great North Road) went unconditional [REDACTED]. A previously unreported Transform and Unlock sale relating to the Willis Bond Stage 2B long lease at the Waterfront went unconditional in January 2022 [REDACTED].

As a result [REDACTED] the Transform and Unlock SOI sales target of \$48m has now been met.

## Programme RAG Status

### Regional

- AT / Panuku Transit Orientated Development Programme
- Corporate Property Disposal Programme
- Haumarū Housing Portfolio
- Property Optimisation
- Renewals
- Supports programme
- Unlock Ormiston Town Centre

### Central

- Maungawhau & Karangahape

### South

- Pukekohe Programme
- Transform Manukau
- Unlock Papatoetoe

### Isthmus

- Transform Onehunga
- Unlock Panmure

### Waterfront

- Waterfront - AC36
- Waterfront programme

### North

- Unlock Northcote
- Unlock Takapuna

### West

- Unlock Avondale
- Unlock Henderson

The RAG status will change to amber/red when the delivery of a programme is put at risk from either a single significant issue or where multiple issues, when combined, pose a risk to the programme.

AT/Panuku Transit Orientated Development Programme is at amber due to the projects adjacent to the rail corridor needing to be deferred until a decision is made by KiwiRail on the timing of its main line upgrade.

Isthmus is amber due to a number of issues affecting the programme. Manukau, Waterfront and Renewals programmes are at amber due to significant capital underspend.

# Company wide financials

## Managed properties surplus budget \$28.5m

Managed Properties net surplus is \$35.4m, \$9.7m ahead of phased budget and \$6.9m ahead of the annual target. The surplus is forecast to achieve \$8.2m better than budget at year end.

Commercial Property Portfolio is \$4.6m ahead of budget. Revenue is up \$3.2m, even with the \$1.8m year to date revenue impact of Covid hardships claims processed. Expenditure is tracking behind budget by \$1.3m. The majority of the year to date underspend is in repairs and maintenance.

Business Interests are \$2.7m ahead of budget as Waste Disposal Services are well ahead of budget with additional throughput.

Public maintenance in the Wynyard Quarter is \$0.3m ahead of budget. Repairs and maintenance on Wynyard Crossing Bridge have not been required, and any significant projects are now treated as a capital renewal.

Marinas are \$2.0m ahead of budget, due to \$1m in revenue from increased occupancy at the Viaduct marina, and from boat movements and sundry income at Westhaven. Costs are down \$1.0m, repairs and maintenance are \$0.6m behind budget. The delayed competition of the pile berth redevelopment project has reduced annual charges at Westhaven by \$0.3m.

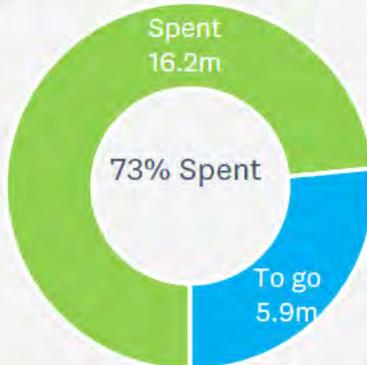


Budget breakdown:

\$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 is \$2.9m behind phased budget. People costs are \$0.6m behind budget, primarily due to continued market pressure on salaries making recruitment to roles and retention of staff challenging. It is expected that \$0.3m of the saving to date will be held until year end. Training costs are \$0.3m under budget as large scale training sessions have not been possible due to covid. \$0.3m of the saving to date will be held until year end.

Other expenses are currently tracking \$2.6m behind phased budget, \$1.6m of the saving is expected to be retained for the full year. Savings include \$0.3m in insurance costs and a savings of \$0.1m is expected relating to delays with two audits programmes due to Covid. Planned initiatives work has been done internally and external consultants have not been required.

# People and Culture



## FTE Figures

FTE			Non FTE
FTE Actual	Contingent in FTE	Vacant roles	Contingent in non-FTE position
193.3	10.1	32	17

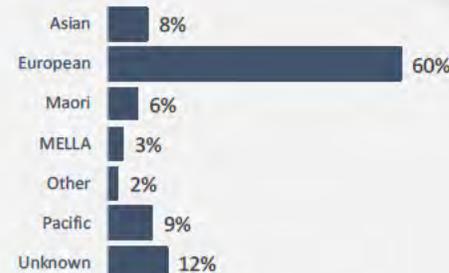
Our overall FTE is 235.4, this includes our FTE actual of 193.3, 10.1 contingent workers in FTE roles and 32 vacancies, of these:

- 16 are actively being recruited via our Auckland Council recruitment team, external agencies or internal EOI process.
- 9 have been filled and are awaiting the future employee's start
- 3 roles are being rescoped
- There are 4 vacant positions that are not under active recruitment
  - 1 is newly vacated and expected to be backfilled
  - 3 are held

There are also 17 Contingent Workers in non-FTE positions, which are not included in the current FTE count.

Staff turnover has increased this month from 19.9% to 20.4%. Recruitment can impact turnover percentage where we are unable to backfill positions as people leave the organisation. Leave reasons include career progression and moving overseas. Candidates are continuing to ask for flexible working and are being firm on making work schedules work for them.

## Ethnicity



Training spend

**\$148.5k**

36% of total budget

# Programme updates

The programme updates provided as part of the quarter 3 dashboard follow

# NORTHCOTE

## Masterplan: Spatial delivery plan

### Projects completed & underway

- 1 Te Ara Awataha – school edge
- 2 Acquisitions
- 3 Kāinga Ora housing development
- 4 Greenslade Reserve (Healthy Waters)

### Short-term projects (FY22-24)

- 5 Te Ara Awataha – town centre edge
- 6 Community Facility option
- 7 Development - Stage 1 (115 Lake Road)
- 8 Town Square
- 9 New capital work for street enhancements
- 10 Te Ara Awataha – Cadness Reserve upgrade

### Long-term projects (FY25+)

- 11 Development Stage 2



**Town Square** - A workshop was held with the Kaipātiki Local Board in February 2022 to discuss the benefits of the town square being co-located with the new community hub, adjacent to Cadness Reserve. The local board declined this proposal at its business meeting in March 2022, supporting the town square being located at the south end of Pearn Place instead.

# TAKAPUNA

## Masterplan: Spatial delivery plan

HLPB BOUNDARY

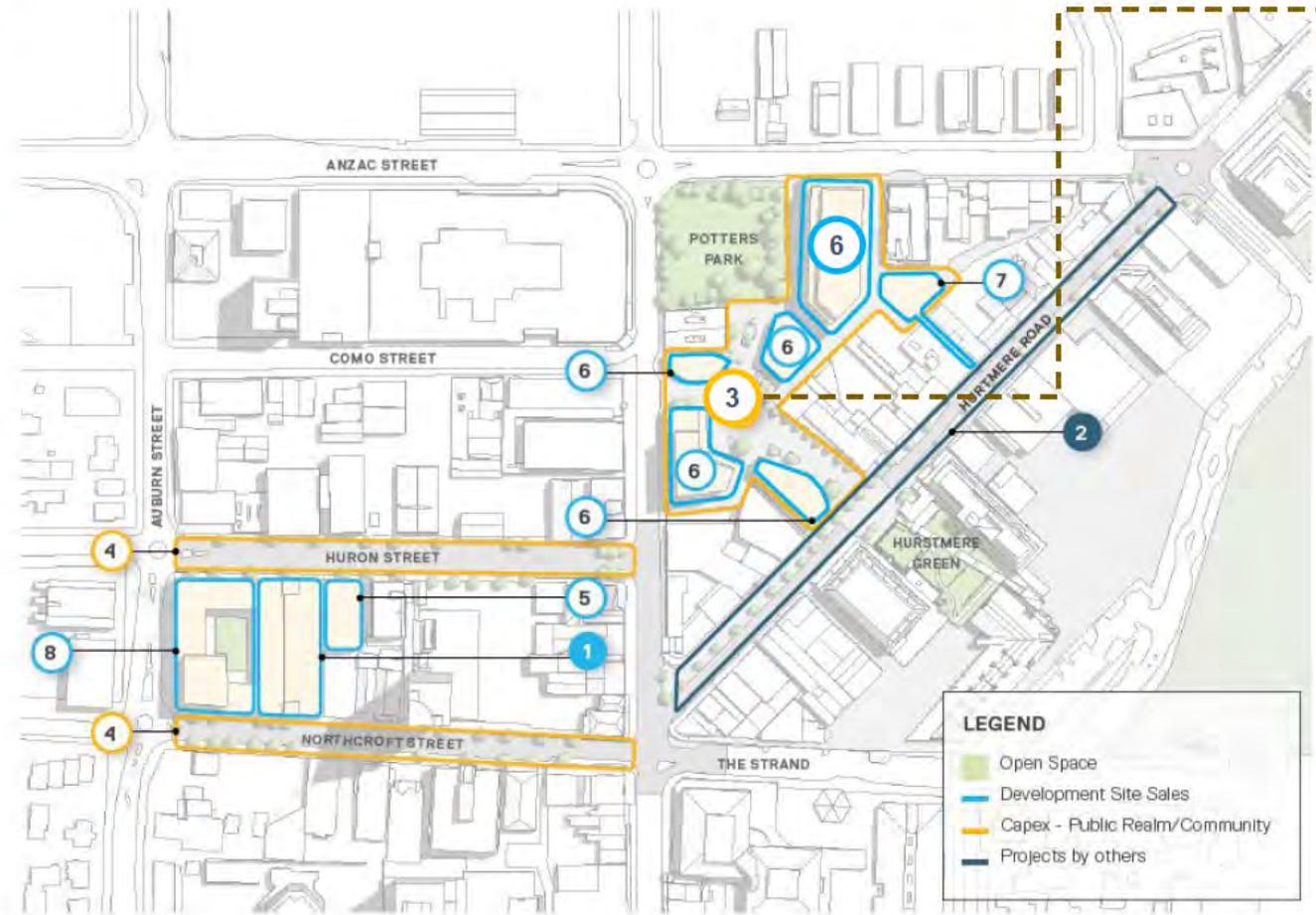


### Projects completed & underway

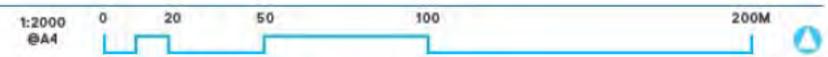
- 1 Toka Pua car park
- 2 Hurstmere Road upgrade (AT)

### Short-term projects (FY22-24)

- 3 Town Square
- 4 Huron & Northcroft Streetscape upgrade
- 5 14 Huron Street development site
- 6 Anzac Street development sites
- 7 R78 & 72A Hurstmere Road development sites
- 8 Auburn Street developments



**Waiwharariki Anzac Square (Town Square)** - Construction began in January 2022 and is expected to be completed by mid-2023. A significant milestone for the project and also marked the completion of one of Eke Panuku's SOI capital project milestones for this year.



# ONEHUNGA

## Masterplan: Spatial delivery plan



Work is continuing on the refreshed masterplan which focuses on the town centre precincts, leveraging off the investment in light rail, testing of new development precincts and the viability of strategic acquisitions in the area.

### Projects completed & underway

- 1 Onehunga Laneway 7
- 2 Waiapu Lane Precinct Stage 1 (development)
- 3 Fabric development
- 4 Beachcroft Residences development
- 5 38 Nelson Street acquisition
- 6 Onehunga Port acquisition

### Short-term projects (FY22-24)

- 7 Oranga, Kāinga Ora
- 8 DressSmart Precinct (inc Laneway 8)
- 9 Waiapu Lane Precinct (public realm)
- 10 Onehunga Wharf Building Upgrades
- 11 Onehunga Wharf to Taumanu Walking & Cycling
- 12 Onehunga Wharf Masterplan & Plan Change
- 13 Onehunga Laneways
- 14 DressSmart Precinct
- 15 Waiapu Precinct Stage 2 (development)

### Long-term projects (FY25+)

- 16 Municipal Precinct (public realm)
- 17 Onehunga Laneway 9 (Station)
- 18 Municipal Precinct (development)
- 19 Onehunga Wharf Infrastructure & Development
- 20 Train Station Precinct
- 21 East West Link (Waka Kotahi NZTA)
- 22 Town Centre to Wharf Link



**Waiapu Precinct** – negotiations continue with the supermarket development partner. These negotiations will run along side the public realm and residential site sales components of the precinct plan. Work is nearing completion on the public realm concept design process.

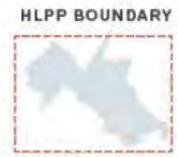
**Onehunga Wharf Master Plan & plan change** - Good progress is being made with a focus on a public realm led development and ways of opening up public access. A mana whenua Hikoi was also conducted in March 2022.

The new masterplan design is being assessed and the requirements for the plan change will be confirmed as part of the process.



# PANMURE

## Masterplan: Spatial delivery plan



### Projects completed & underway

- 1 Clifton Court
- 2 486-492 Ellerslie Panmure Highway
- 3 Kings Road

### Short-term projects (FY22-24)

- 5 1 Kings Road
- 6 13-27 Queens Road - Gateway
- 7 Streetscapes
- 8 Basin View - Ped & Cycling Connection
- 9 28-30 Pilkington Road
- 10 Basin view Precinct
- 11 23 Domain Road, Panmure
- 12 59 & 59a Mountain Road, Mount Wellington
- 13 11-13 Lagoon Drive, Panmure
- 14 7-9 Jellicoe Road, Mount Wellington

### Long-term projects (FY25+)

- 16 7-13 Pilkington Road (Community Facilities)
- 17 535 Ellerslie - Panmure Highway
- 18 Transport Precinct
- 19 AMETI- Eastern Busway - AT
- 20 Maunaina Upgrade - TRC
- 21 Development - TRC
- 22 Development - Chinese Settler Trust



**Transport Precinct** - A joint project and governance structure with Auckland Transport is being initiated. The aim of the governance structure is to achieve a more integrated and co-funded programme of development.

This will include further expansion of the station and greater integration of the site with the town centre.

**Clifton Court** - Construction on the streetscape upgrade is at risk due to a backlog in Council's statutory approvals area. Works were expected to start in April 2022, but have been delayed until May 2022.

**Placemaking** - Panmure's first outdoor dining installation took place in February 2022.

March 2022 saw the formal opening of the Ngati Paoa supported pop up exhibition to mark the 200-year commemoration of the Mokoia Pa. The exhibition, which runs until 25 April 2022, has received great support and feedback.

# MANUKAU Masterplan: Spatial delivery plan

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## Projects completed & underway

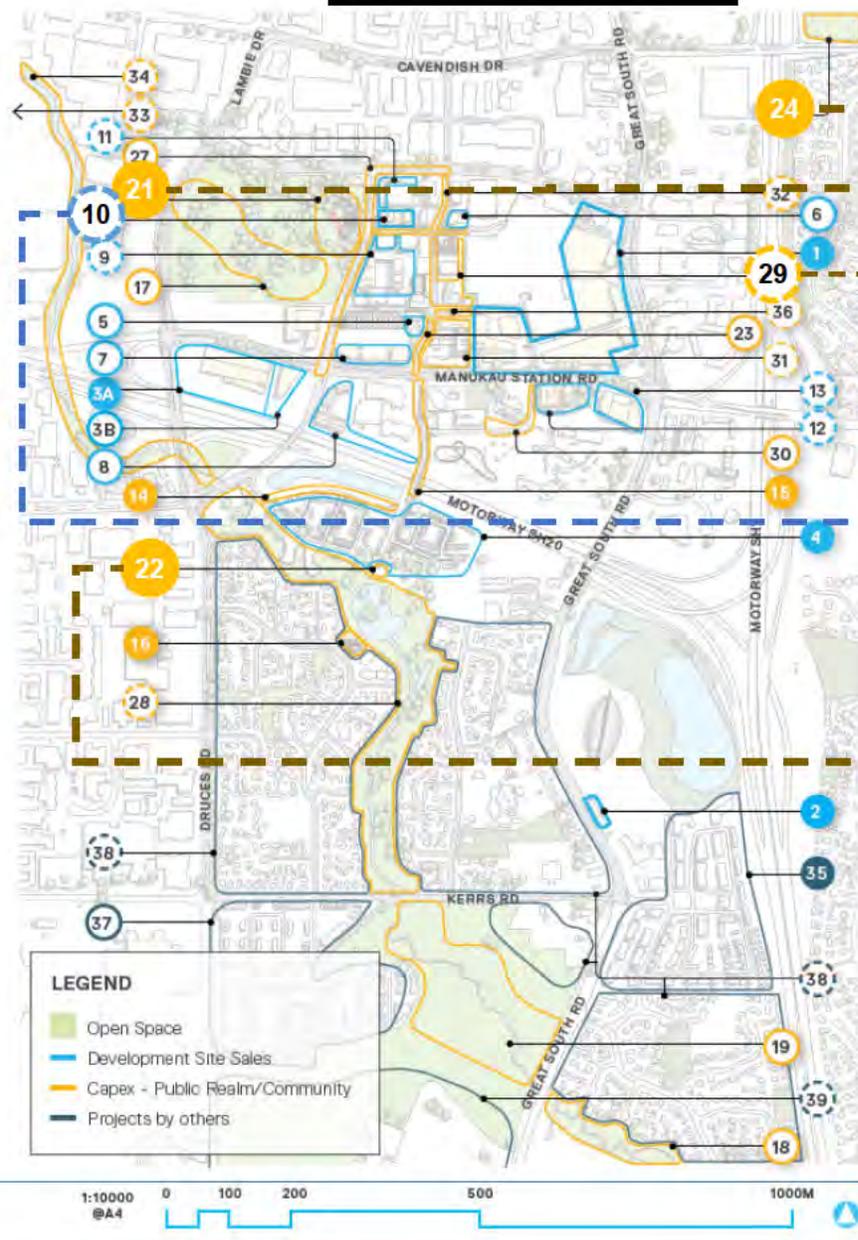
- 1 Westfield Mall Carpark Site Sale
- 2 Vodafone Events Centre Carpark (partial sale)
- 3A 52-54 Manukau Station Rd (MIT) Site Sale
- 4 20 Barrowcliffe Place Site Sale
- 14 Barrowcliffe Pond Shared Path
- 18 Barrowcliffe Bridge Works
- 16 Puhinui Wiri playground Works
- 20 Walking and Cycling Network Works (across the programme)
- 21 Hayman Park Playground Works
- 22 Wiri Bridge Capital Works
- 34 Manukau Sports Bowl Investment
- 35 Pacific Gardens Residential Development

## Long-term projects (FY25+)

- 9 14 Davies Avenue Site Sale
- 10 8 Davies Avenue Site Sale
- 11 2 Davies Avenue Site Sale
- 12 12 Manukau Station Road carpark Site Sale
- 13 2 Clist Crescent carpark Site Sale
- 28 Puhinui Stage 3 - Wiri Reserve Works
- 29 Manukau Square Works
- 31 Manukau Civic & Putney Way Contribution
- 32 Osterley + Amersham Way Works
- 33 Puhinui Stage 4 - Manukau Industrial Area Works
- 34 Puhinui Stage 5 - Puhinui Park Works (Plunket Ave)
- 36 Putney Way Stage 2
- 38 Kainga Ora Investigations
- 39 Manukau Health Park development

## Short-term projects (FY22-24)

- 3B 54 Manukau Station Rd - Site Sale Stage 2
- 5 10 Putney Way Site Sale
- 6 0 Osterley Way Site Sale
- 7 Lot 1 or 31-33 Manukau Station Road Site Sale
- 8 50 Wiri Station Road Site Sale
- 17 Hayman Park Wetland Works and Contribution
- 18 Puhinui Stage 1 - Ratavine Reserve Works
- 19 Puhinui Stage 2 - CMDHB Walkway Works
- 23 Osterley Way at Civic Streetscape Works
- 25 Manukau Public Art contribution (across the programme)
- 26 Parking Management Solutions (across the programme)
- 27 A2B Streetscape Contribution
- 30 Karina Williams Way Extension Works
- 37 Wirihana Residential Development



**Manukau Sports Bowl Investment - Community engagement will now begin in April 2022, following the Ōtara-Papatoetoe Local Board endorsement in March 2022.**

**Hayman Park playground works – Construction works began in early March 2022. An important milestone for the project, which also marked the completion of one of our capital SOI targets for this year.**

**Manukau Square and Davies Avenue - The High Court case for the Restrictive Covenants and parking matters on Manukau Square and Davies Avenue sites was completed in February 2022. It is now subject to appeal on the Davies Avenue carpark matters only. The "no shopping covenants" are not subject to this appeal and are extinguished.**

**Wiri walking and cycling bridge replacement – Works to improve connections to the reserve and improve access, safety were expected to start in March 2022, but due to Covid-19 delays they are now expected to start in early April 2022. This project supports the Barrowcliffe housing development and strengthens connections to the open space and suburbs to the south.**

**Placemaking - Auaha ō Manukau – A trial programme consisting of four containers, located across the Manukau area has begun. The local community, through the South Placemaking Team will manage what activities are held and how the spaces will be utilised.**

There are four values represented in the programme: toi (creativity); taiao (environment); takiura (knowledge) and tākarokaro (play). Each container represents one of these values.

The containers are currently undergoing a make-over using designs from mana whenua artist, Amiria Puia-Taylor. This work is also being opened up to the community who are being encouraged to get involved.

# OLD PAPATOETOE

## Masterplan: Spatial delivery plan

HLPP BOUNDARY



**Papatoetoe Masterplan** – The updated masterplan was endorsed by the Ōtara-Papatoetoe Local Board on 15 March 2022.

### Projects completed & underway

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

### Short-term projects (FY22-24)

- 5 Stadium Reserve upgrade and access work - Phase 1
- 6 3 St George St (St George's Lanes)
- 7 98 St George St (Kolmar site)
- 8 27 St George St (netball and gardens)

### Long-term projects (FY25+)

- 9 Papatoetoe Community Hub
- 10 Stadium Reserve Works - Phase 2
- 11 Proposed Open Space
- 12 86 Cambridge Toe (Bowling green-partial sale)
- 13 107 and 109 St George St (Library optimisation)



# PUKEKOHE Masterplan: Spatial delivery plan

## Projects completed & underway

- 1 Eat Street Phase 1
- 2 4 Tobin Street
- 3 Site Sales w/o Development Outcomes
- 4 82 Manukau Road

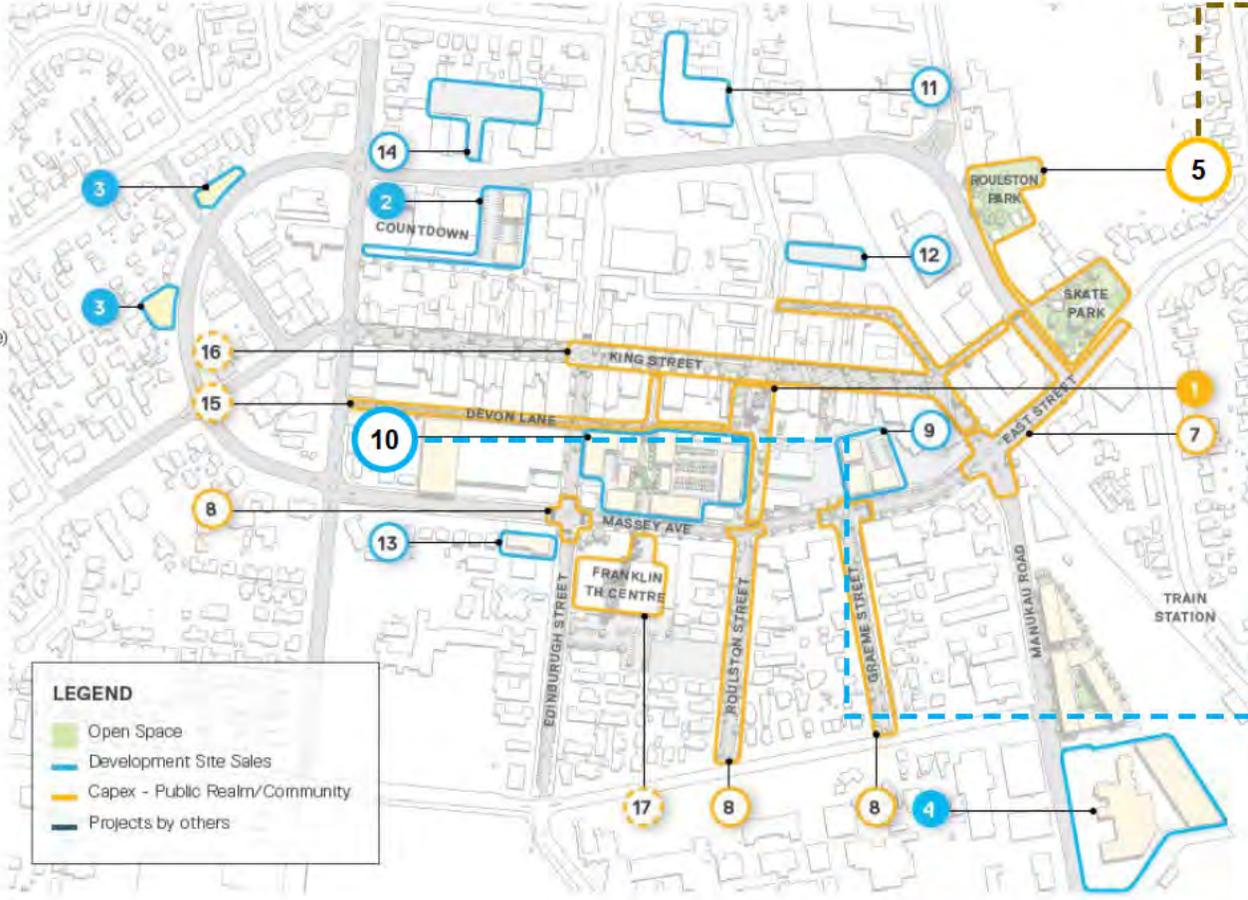
## Short-term projects (FY22-24)

- 5 Skate & Roulston Park Enhancements
- 6 Parking Management Solutions (across entire programme)
- 7 Safe Walkable Street Phase 1
- 8 Safe Walkable Street Phase 2
- 9 7 Massey Avenue

- 11 24 Hall Street
- 12 9 Hall Street
- 13 22 Edinburgh Street
- 14 9 Tobin Street

## Long-term projects (FY25+)

- 15 Laneway Upgrades
- 16 Eat Street Phase 2
- 17 Civic Hub Enhancements
- 18 Urban Tree Programme (across entire programme)



**Roulston Park playground and Skate park upgrade** – Three community activation events were held over the quarter to seek feedback on the concept design of the playground and options proposed for the skate park. A good level community engagement has been achieved with numerous comments received.

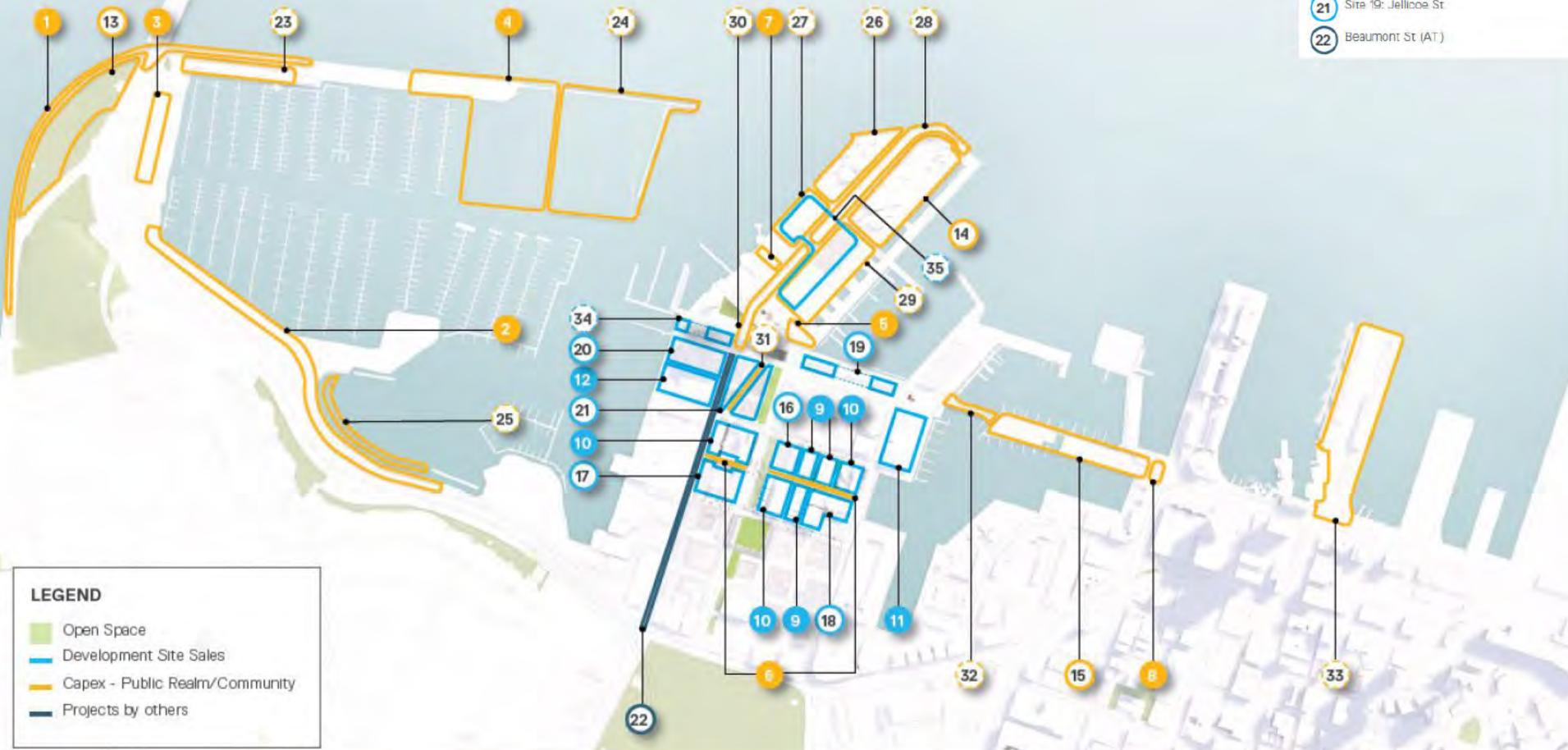
**Placemaking**

**Outdoor dining area in Edinburgh Street** - In January 2022 we took over four car parks on Edinburgh Street and installed a temporary raised platform and outdoor dining tables to support nearby dining establishments continue operating in these uncertain times.

The platforms have been a success and we are looking at either extending this to the businesses on the other side of the road, or elsewhere in Pukekohe as demand and interest arises. A carefully implemented communications and engagement strategy, having comms led by the supportive businesses, helped ensure this project's success.

**Pump track** - The pop-up pump track went into the Hall Street car park in December 2021 to foreshadow potential alternate uses for the site and give local kids an entertaining activity to enjoy over the Summer period. It was removed at the end of March 2022.

# WATERFRONT Spatial delivery plan



## Short-term projects (FY22-24)

- 13 Auckland Harbour Bridge Park redevelopment
- 14 Wynyard Point open space (north east)
- 15 Eastern Viaduct Te Wero Island - East West connection
- 16 East 1: 28 Madden St
- 17 West 2: 143 Beaumont St
- 18 Site 6: 124 Halsey St
- 19 Site 14: North Wharf
- 20 Site 18: residential
- 21 Site 19: Jellicoe St
- 22 Beaumont St (AT)

## Projects completed & underway

- 1 Northern Pathway enabling works
- 2 Westhaven promenade - Stg 2
- 3 Marine Village
- 4 Pile berth redevelopment Stg 1
- 5 Sfo park extension Phase 2
- 6 Tiramarama Way Stg 1 & 2
- 7 Vos boat shed refurbishment
- 8 Eastern Viaduct Quay St Intersection
- 9 Precinct Commercial developments
- 10 Willis Bond residential developments
- 11 Park Hyatt Hotel
- 12 Site 18: Crams marine

## Long-term projects (FY25+)

- 23 Westhaven North transformation
- 24 Pile berth redevelopment Stg 2
- 25 St Mary's Bay beach
- 26 Wynyard Point open space (north west)
- 27 Wynyard Point open space (west)
- 28 Wynyard Point open space (north)
- 29 Wynyard Point open space (east & south east)
- 30 Hemer St South
- 31 Wynyard Plaza
- 32 Wynyard crossing replacement bridge
- 33 Queens wharf redevelopment
- 34 Site 12: Silo 6
- 35 Wynyard Point redevelopment sites

### LEGEND

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

## Westhaven

**Harbour Bridge Park** – The concept design for the park was endorsed in March 2022 by the Waitemata Local Board. Next steps are to complete consultation and engagement with stakeholders, ahead of lodging resource consent later in the year. A significant milestone for the project, it also marks the completion of one of Eke Panuku's SOI capital project milestones for this year.

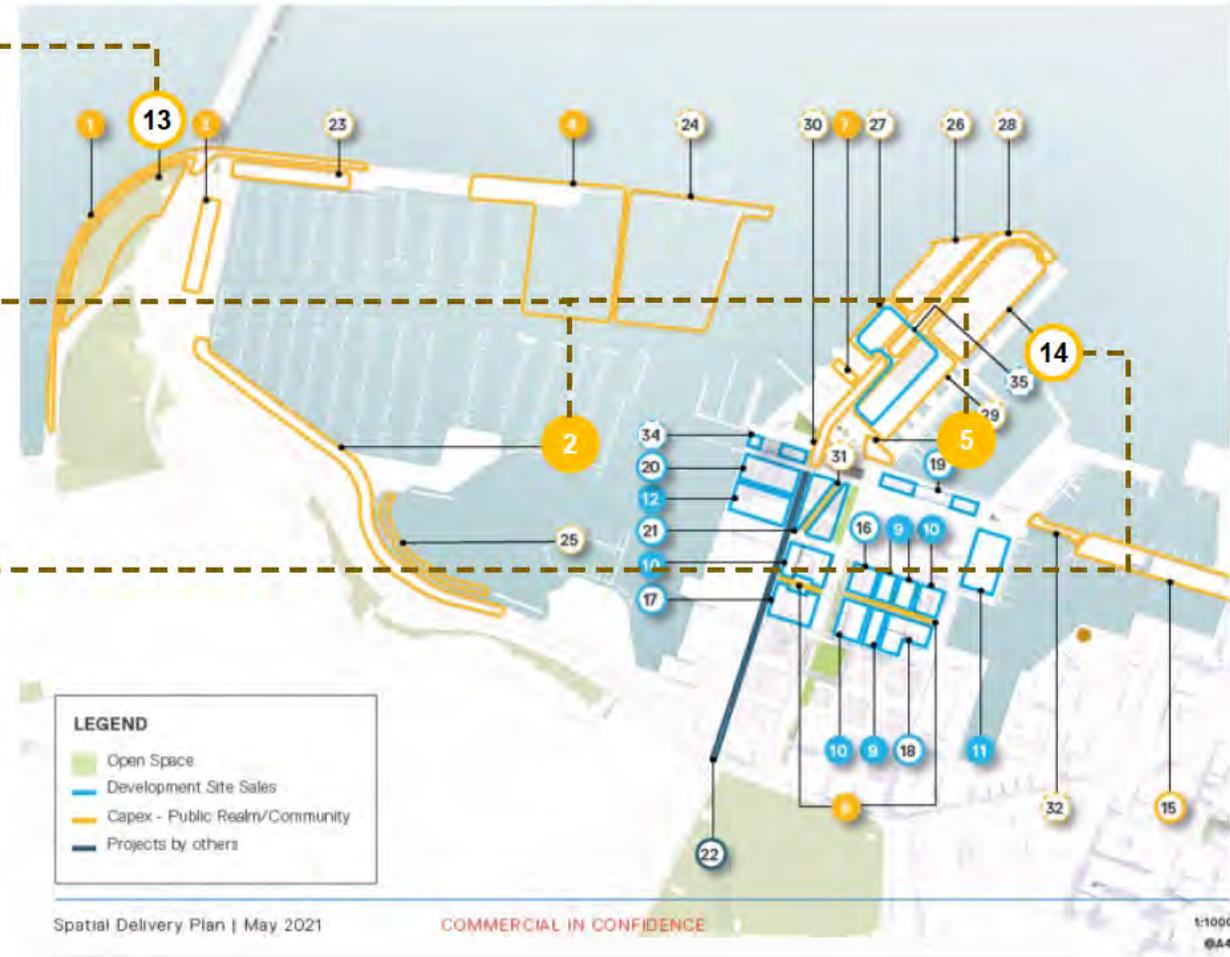
**Waterfront project awards** - Three Waterfront projects have been shortlisted for the New Zealand Institute of Landscape Architecture Awards - Westhaven Promenade, Amey Daldy Park, and Silo Park Extension. Westhaven Promenade also picked up a Gold Pin at the Best Awards in March 2022, along with Amey Daldy Park and Te Nukua both winning a Bronze Pin.

## Wynyard Quarter

**Te Ara Tukutuku - Wynyard Point Precinct Plan** - A foundation document co-written with mana whenua, that sets the scene for the next phase of design and delivery on Wynyard Point over the next 15 years was presented to the Planning Committee at a workshop in February 2022 and then endorsed by the Eke Panuku Board at its February 2022 meeting. The appointment of a lead design team is currently in progress, with a shortlist expected in May 2022.

**FIA World Rally Championship** – Auckland's waterfront has been chosen to host one of this year's largest sporting events, the 2022 FIA World Rally Championship. The announcement was made at an event held at the Karanga Plaza in March 2022. Providing a much-needed boost to the Auckland economy and to businesses located within the Wynyard Quarter.

The rally village and team bases will be located on Wynyard Point, Wynyard Wharf and Halsey Wharf from 29 September 2022 until 2 October 2022. A fan zone in Silo Park and an event visitor information site at Karanga Plaza and Kiosk will be in place for the duration of the event.



[REDACTED]

[REDACTED]

# AVONDALE

## Masterplan: Spatial delivery plan

HPPP BOUNDARY

### Projects completed & underway

- 1 26 Racecourse Parade (The Set Buildings, Ockham Residential)
- 2 Great North Road Enhancements (AT)
- 3 Upgraded Crayford Street (Panuku)
- 4 18 Elm Street – sold (Kāinga Ora)
- 5 1817 Great North Road – sold (MHUD/Ockham Residential)
- 6 3-5 Community Lane (Highbury Triangle, Kāinga Ora)
- 7 Acquisition of 1971- 1987 Great North Road
- 8 Site sale - Trent st whakawhiti loop (NZ Housing Foundation)

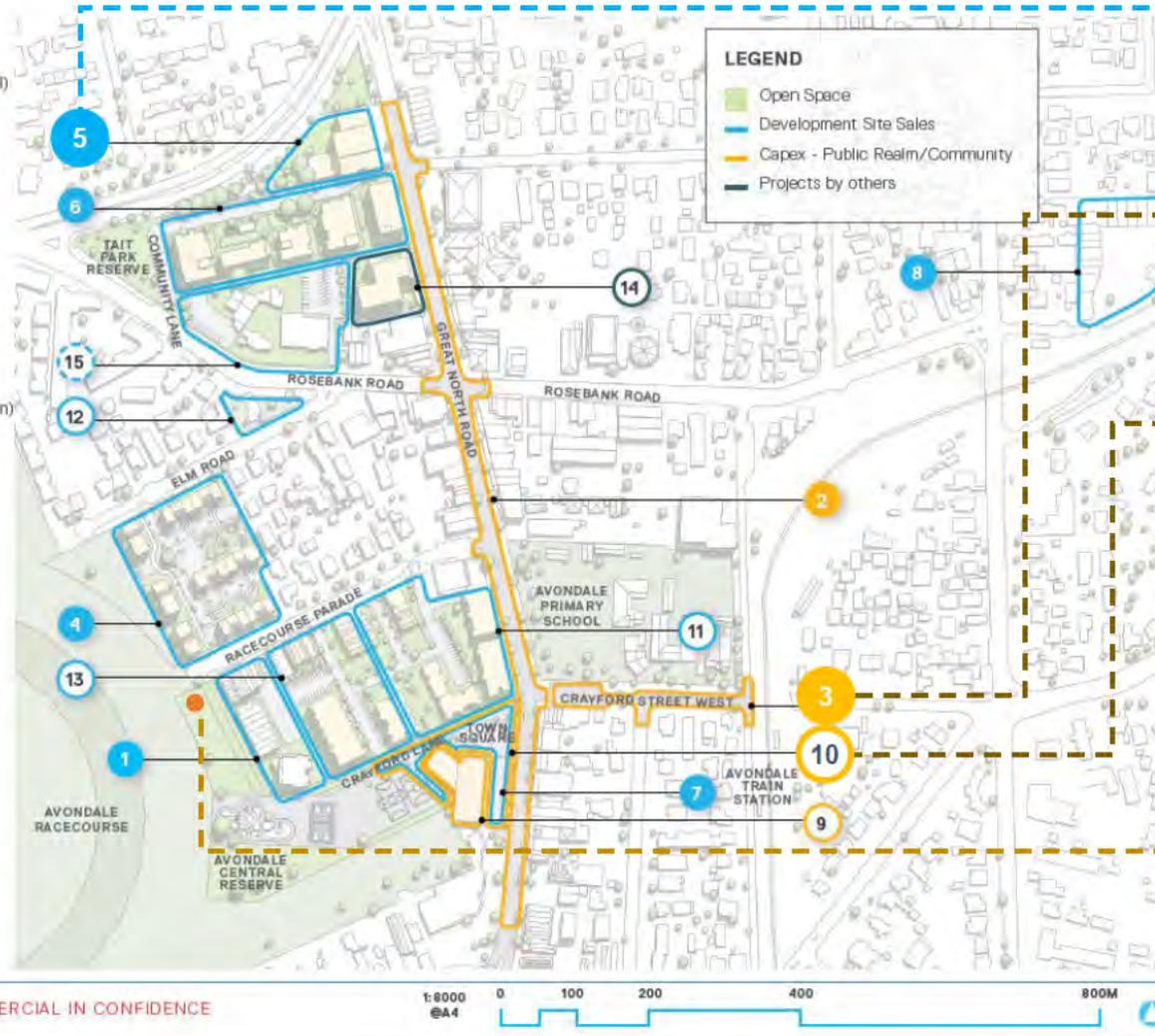
### Short-term projects (FY22-24)

- 9 Multi Purpose Community Facility (Community Facilities)
- 10 Town Square & Playground (Panuku)

- 12 Corner Rosebank Road & Elm Street (Kāinga Ora)
- 13 10 Racecourse Parade (option to acquire)
- 14 1843 Great North Road (Ted Manson Foundation)

### Long-term projects (FY25+)

- 15 93 – 99 Rosebank Road (current Library & Community Centre, Panuku)



**1817 Great North Road** - Construction is progressing well on the Ockham and Marutūāhu Aroha building. Estimated completion date is February 2023, delivering 117 new homes to the area.

**Crayford Street** – Streetscape improvement works started on 28 February 2022 and are expected to be completed by the end of this financial year.

**Town square** –The new community facility project was approved by Auckland Council’s Strategic Procurement Committee in February 2022. The need for approval was not anticipated initially and has lead to delays with progressing the project. Construction is scheduled to start in late 2023.

**28 Racecourse Parade** – We have lodged a revised Engineering Plan Approval to build 30 at grade carparks on 28 Racecourse Parade which adjoins the reserve. Works will start prior the resource consent expiring in May 2022.

A basic render is currently being prepared to help illustrate how the space will look, and to assist in discussions with adjoining landowners. These carparks are designed to primarily service the new facility and will be gated when not required at night.

**Engagement** – Eke Panuku took Kāinga Ora staff on a tour of Avondale during March 2022.

# HENDERSON

## Masterplan: Spatial delivery plan

HLPP BOUNDARY



### Projects completed & underway

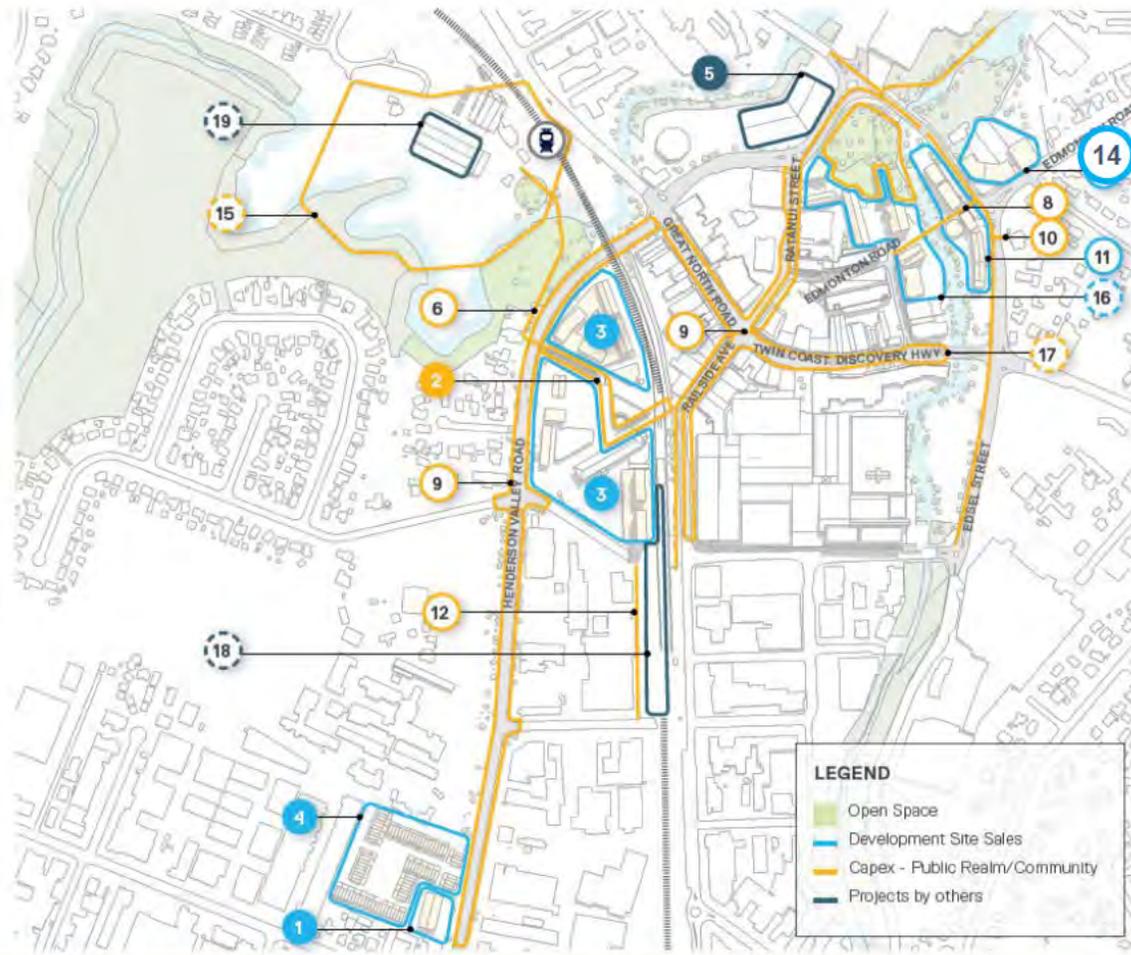
- 1 Haumarū Housing Henderson (Haumarū)
- 2-6 Henderson Valley New Road
- 3 2-6 Henderson Valley Road (subdivision & sale)
- 4 23-27 Henderson Valley Road (Haumarū)
- 5 Pak'n Save upgrade

### Short-term projects (FY22-24)

- 6 Opanuku Link - Bridge, Reserve
- 7 Henderson Valley Road Stage 1
- 8 Oratia Link - Cycleway and bridge
- 9 Ratanui Link - Cycleway
- 10 14-20 Edmonton Rd Safety Improvements
- 11 C40 Alderman carpark
- 12 Smythe to Hickory Link
- 13 Twin Streams Enhancement (across entire programme)
- 14 Falls Carpark (14-20 Edmonton Rd)

### Long-term projects (FY25+)

- 15 Corban Estate Masterplanning (Community Facilities)
- 16 Oratia Precinct (Trading Place)
- 17 Henderson Main St Enhancements
- 18 City Rail Link Platforms (CRL)
- 19 Te Pou Theatre



**LEGEND**

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

**Placemaking** - A number of excellent placemaking activities have been undertaken on the Falls Carpark site this quarter including the Fantastic Planet exhibit which was part of the Auckland Arts festival and a silent disco.

# REGIONAL PROGRAMME - AT / Panuku Transit Orientated Development Programme scope

## Spatial delivery plan



### Tranche 1 - Initiated FY20-25

- 1 Ōrakei Train Station park & ride
- 2 33 Station Road, Manurewa
- 3 8 Selwyn Road, Manurewa train station park and ride

### Tranche 2 - Initiated FY23-30+

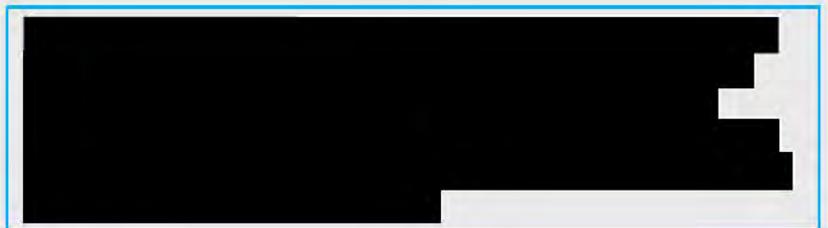
- 4 Graton Gully (SH16 off ramp)
- 5 Homai train station park and ride
- 6 Sturges Road train station park and ride
- 7 Papakura train station park and ride

### Tranche 3 - Initiated FY25+

- 8 Silverdale bus station park and ride
- 9 Constellation bus station park and ride
- 10 Albany bus station park and ride

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

\* The dates shown indicate the planned project initiation of the each site.



# REGIONAL PROGRAMME - Corporate Property

## Spatial delivery plan

### Projects completed & underway

- 1 50 Centreway, Orewa
- 2 6 Henderson Valley Road, Henderson
- 3 4-10 Mayoral Drive, Auckland City
- 4 35 Graham Street, Auckland City
- 5 Kotuku House, 4 Osterley Way, Manukau
- 6 82 Manukau Station Road, Pukekohe
- 7 35 Coles Crescent, Papakura



LEGEND  
○ Development Site Sales

**Kotuku House - 4 Osterley Way, Manukau** - The open tender process closed on 18 March 2022. The [redacted] bids received on the property are currently under consideration.

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

- The following properties have been sold:
- 1 50 Centreway, Orewa – sold June 2020
  - 2 6 Henderson Valley Road, Henderson – sold Dec 2020
  - 4 35 Graham Street, Auckland City – sold September 2019
  - 6 82 Manukau Station Road, Pukekohe – sold February 2021

# REGIONAL PROGRAMME - Haumarū Scope

## Spatial delivery plan

Going forward this programme will be managed and delivered in tranches.

The second tranche consists of Greenslade Court and Godley Road.

These will be followed by 14 and 22 Marne Road.

### Projects completed & underway

- 1 16-18 Handley Avenue, Narrow Neck
- 2 81A Godley Road, Green Bay  
40 new units
- 3 27-31 Greenslade Crescent, Northcote  
40 new units
- 4 14 Marne Road, Papakura
- 5 22 Marne Road, Papakura
- 6 33 Henderson Valley Road

### Short-term projects (FY22-24)

- 7 7 Coronation Road, Mangere  
80 new units

Haumarū Housing - facilitating social housing and the long-term redevelopment of the network of homes for older people, raising the quality and increasing the number of properties in the portfolio



**LEGEND**

○ Development Site Sales

**27-31 Greenslade Crescent, Northcote** (Greenslade Village, Housing for Older People) – Kāinga Ora has submitted a resource consent application for 52 new one-bedroom units. Eke Panuku as well as Kāinga Ora is currently in the process of responding to Council's s92 request for further information. Approval of the resource consent application is expected in April/May 2022.

**81A Godley Road, Green Bay** (a vacant site) – Draft consent conditions have been received from Council for the resource consent application for 42 new one-bedroom units. Eke Panuku has proposed some minor changes to the draft conditions in relation to the hours of work and noise. Approval of the resource consent application is expected to be given in April 2022.



# ORMISTON

## Masterplan: Spatial delivery plan

### Projects completed & underway

- 1 Subject to disposal
- 2 Library/ Community Centre
- 3 Development (Todd Property)
- 4 Development (NZPL)
- 5 66 Flat Bush School Road - Stage 1 (Todd Property)
- 6 66 Flat Bush School Road - Stage 2 & 3 (Todd Property)



[Redacted]

[Redacted]

# REGIONAL PROGRAMME - Service Property Optimisation

## Spatial delivery plan

### Projects completed & underway

- 1 29-31 St Johns Road, Meadowbank
- 2 6 Clonbern Road, Remuera
- 3 10 - 16 High St, Otahuhu
- 4 39R Pohutukawa Road, Beachlands
- 5 17W Hawke Crescent, Beachlands
- 6 111R Wyllie Road, Papatoetoe
- 7 19 Jervois Road, Herne Bay
- 8 2 Pompellier Terrace, Ponsonby

### Short-term projects (FY22-24)

- 9 22 Tahapa Crescent, Meadowbank

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



**6 Clonbern Road** is an at-grade car park in Remuera. Foodstuffs own the adjoining New World site and has a long-standing interest in acquiring 6 Clonbern Road, amalgamating both sites, and developing both properties together. The executive and Foodstuffs are working together to progress delivery of a development scheme across the combined properties.

[REDACTED]

[REDACTED]

[REDACTED]

**Meadowbank Community Centre Redevelopment** - At its meeting of 17 March 2022, the Ōrākei Local Board resolved to support the preferred development partner progressing with a resource consent application for the development. The proposal consists of a community centre on the ground floor with apartments overhead at 29-31 St Johns Road, Meadowbank.



[REDACTED]

# REGIONAL PROGRAMME - Supports Scope

## Spatial delivery plan

### Projects completed & underway

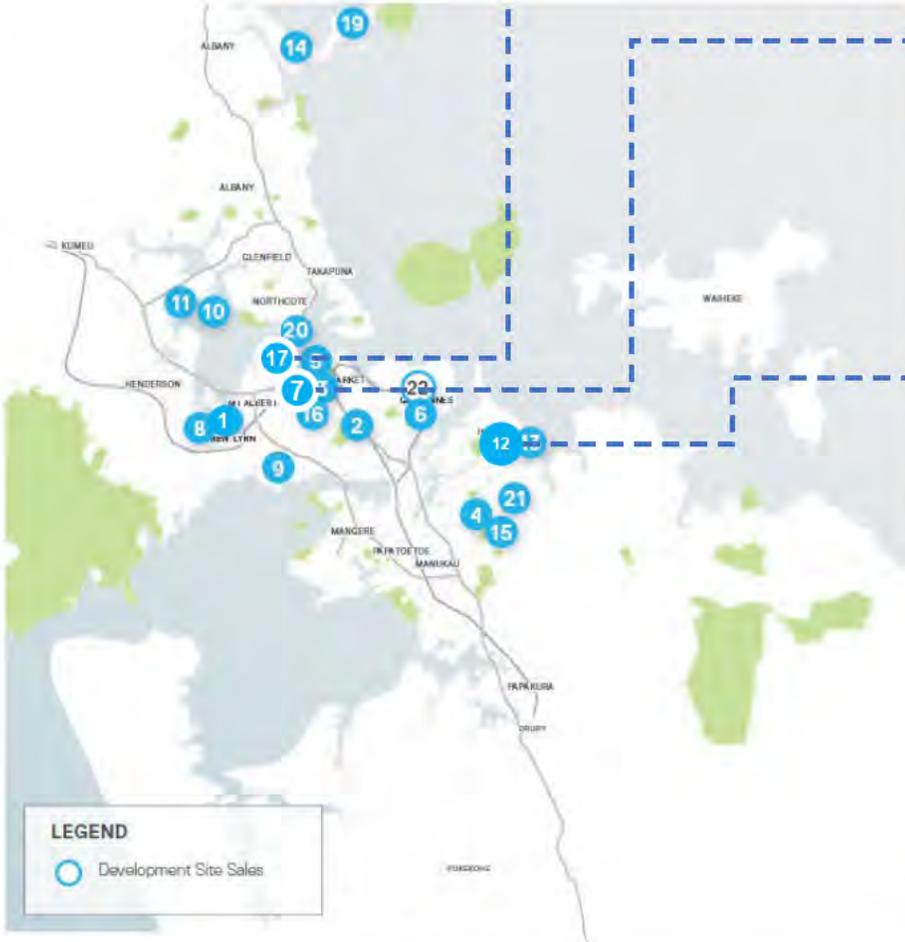
- 1 10-22 Totara Avenue, Sites C&D, New Lynn
- 2 132 Greenlane East, Greenlane
- 3 Civic Administration Building development agreement
- 4 Lots 4&5, Flat Bush School Road, Flat Bush

- 7 198 Dominion Road, Mount Eden
- 8 10 Ambrico Place, New Lynn
- 9 83B Godley Road, Green Bay
- 10 Hobsonville Airfields Stage 2 - Avanda
- 11 Hobsonville Airfields stage 3 - mega lots 5&6
- 12 16 Fencible Drive, Howick
- 13 34 Moore Street, Howick
- 14 498 Whangaparoa Road, Stannmore Road
- 15 65 Hadington Drive, Flat Bush

- 17 Downtown carpark, city centre
- 18 Own Your Own Home - region wide
- 19 20 Link Cres, Whangaparoa
- 20 Britomart Development Deed
- 21 Lot 3, 187 Flat Bush School Road, Flat Bush

### Short-term projects (FY22-24)

- 22 78 Merton Road, St. John's



**Downtown car park** – The Request for Development Proposal process commenced on 17 March 2022. The process will run for 16 weeks until July 2022.

**198 Dominion Road, Mt Eden** – The preferred development partner, [redacted] has advised that it does not wish to pursue with its proposed development. Rising construction costs and interest rates have made the development opportunity unviable.

**Airfields Stage 2, Lots 5B, 6A, 6B, Hobsonville** - The open market tender process closed on 11 March 2022. The executive is currently considering the bids received.

**16 Fencible Drive, Howick** – Following an open market tender exercise, a preferred party has been selected and an agreement for development has been reached.

[Redacted]

**65 Hadington Drive, Flat Bush** – The site was taken to the open market with tenders closing on 24 March 2022. The executive is currently reviewing the offers received, which are reflective of the change in the market.



# Regional Property Renewal Projects

## Spatial delivery plan



**27 Princes Street seismic & refurbishment** – Council inspections have been successfully signed off. Heritage features and fireplaces secured and protected. Significant Covid-19 related delays and material supply issues is likely to push out the completion date beyond June 2022.

**Onehunga Wharf renewals** – The asset renewal and replacement works were completed this quarter. Works included dredging, administration building upgrades, roading access and capital works on sheds A to E. Investigation is ongoing to determine the best outcome for the future of the wharf.

**7 Hill Road, Manurewa** – Cladding, roofing, and other external works have now largely been completed, with window installation expected shortly. Design options are being worked through for the shell and core model for delivering heating, ventilation and air conditioning works internally. Works are expected to be completed by 30 April 2022.

**Westhaven G, H and J pier replacement** – A contract was awarded in January 2022. Expected project completion towards last quarter of 2022.

**Z Pier watermain renewal** – Pipe laying and ducting works on Z-pier are now complete. Works have now commenced on stage 2, connecting Z pier to the new watermain which is expected to be completed by 30 June 2022.

### Projects underway

- 1 21 Princes St - Seismic & refurbishment
- 2 27 Princes St - Seismic & refurbishment
- 3 7 Hill Road, Manurewa
- 4 Onehunga Wharf renewals
- 5 Queen St - Seismic upgrades
- 6 Auckland Council renewals - small scale capital upgrades (regional wide)

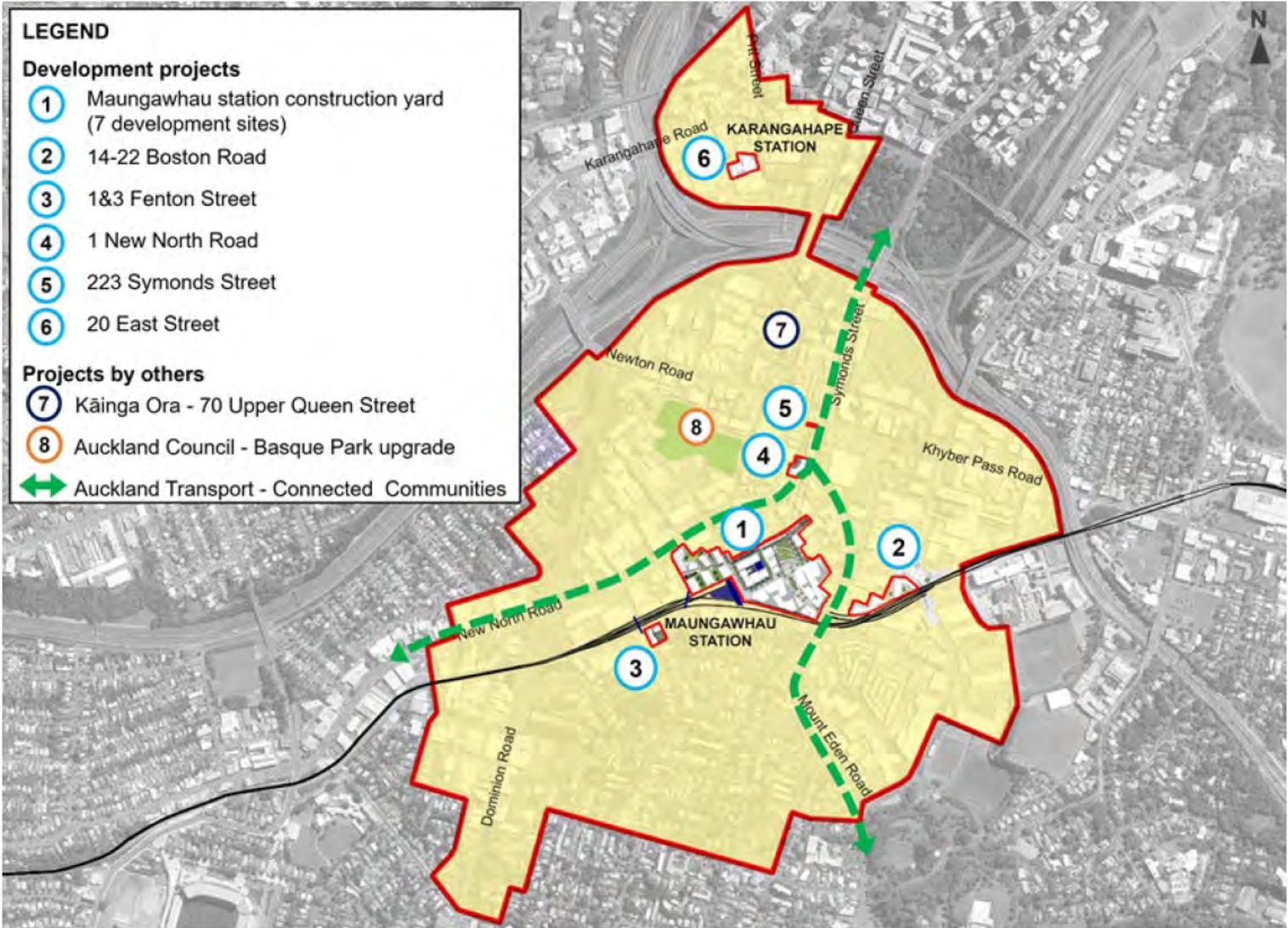


Eke Panuku manages and maintains non-service assets for Auckland Council.



# Maungawhau and Karangahape Precinct Development Programme

There are no updates to report for this quarter.



# Information paper: Health and Safety update June 2022

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

June 2022

## Whakarāpopototanga matua | Executive summary

1. A total of 16 health and safety events were reported into Noggin, Eke Panuku's health and safety reporting system, during May. The events included six near misses, one safety concern, one lost time injury and nine incidents.
2. Threats of violence and aggression continue to be an issue for our customer facing staff, with two incidents occurring in May, including a serious incident occurring at the Westhaven office. A security review is currently underway. The review, originally scoped for Westhaven, has been expanded to include all of Eke Panuku. An external security consultant is assisting with the review. Situational Safety and Tactical Communications training has also been arranged for 21 and 22 June.
3. Two fires that were deliberately started by rough sleepers in a vacant property in Papatoetoe highlighting risks associated with unoccupied buildings. The health and safety and the asset and facilities teams are working together to identify at risk properties. Engineering consultants, Resolve, are supporting with the process.
4. Eke Panuku engaged contractors were responsible for three serious incidents occurring during May, some of which were related to similar incidents that have occurred over the last twelve months. Eke Panuku's Head of Health, Safety and Wellbeing has started discussions with two of the main contractors to clarify expectations.

## Matapaki | Discussion

### Head of Health Safety and Wellness Manager actions

5. The review and development of tools supporting the Safe Management of Contracts and Agreements (SMCA) framework continued during May. The health, safety and wellbeing team has been working with the Eke Panuku project management team to continuously improve some of the documentation to better suit the needs of the team. Guidance documents will be produced during July to provide simple to follow support for contractor health and safety requirements. Scenario based training will be provided to introduce the guidance to the project management team.
6. A lone working policy has been drafted and is currently being refined by a working group. Lone working guidance is also under development to support the policy. It will consider current practices at Eke Panuku, Auckland Council lone working controls and the use of technology.

## 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.

HEALTH AND SAFETY KEY PERFORMANCE INDICATOR TABLE					
	Measure	Performance	Critical Risks	Baseline	Previous Month
LEAD	Safety Concerns	1	0	3.1	3
	Near Misses	6	0		2
	Public incidents	0	0		0
LAG	Lost Time Injuries	1			0
	Medical Treatment Injuries	0	0		0
	Non-injury incidents	8	5 (2 physical / verbal abuse; 3 contractor works)		1
	<b>Total Incidents</b>	<b>9</b>	<b>5 (2 physical / verbal abuse; 3 contractor works)</b>		<b>1</b>
	Total Recordable Frequency Rate	0.9	N/A		3.1

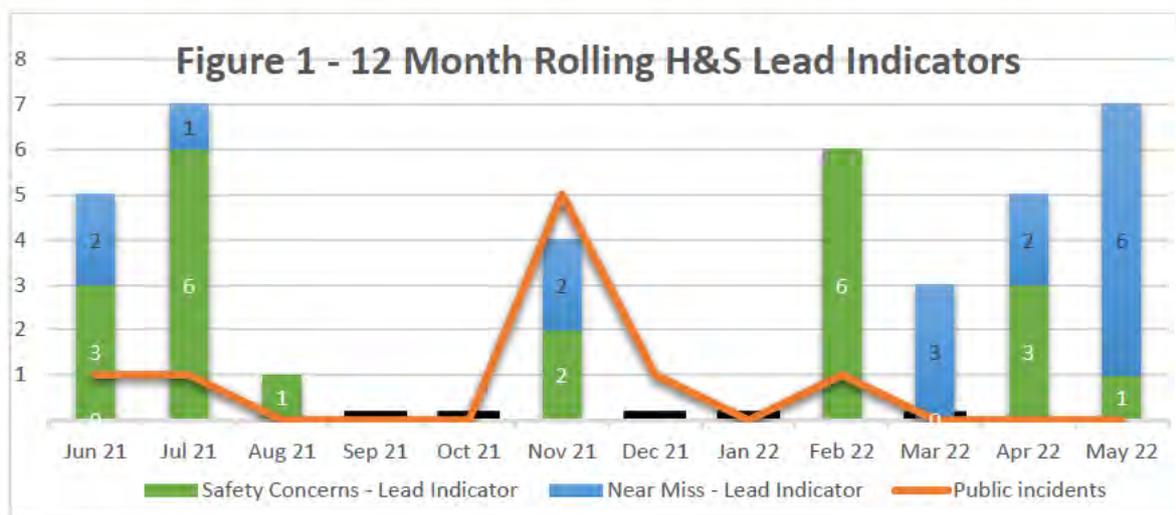


Figure 1: 12 month rolling health and safety lead indicators

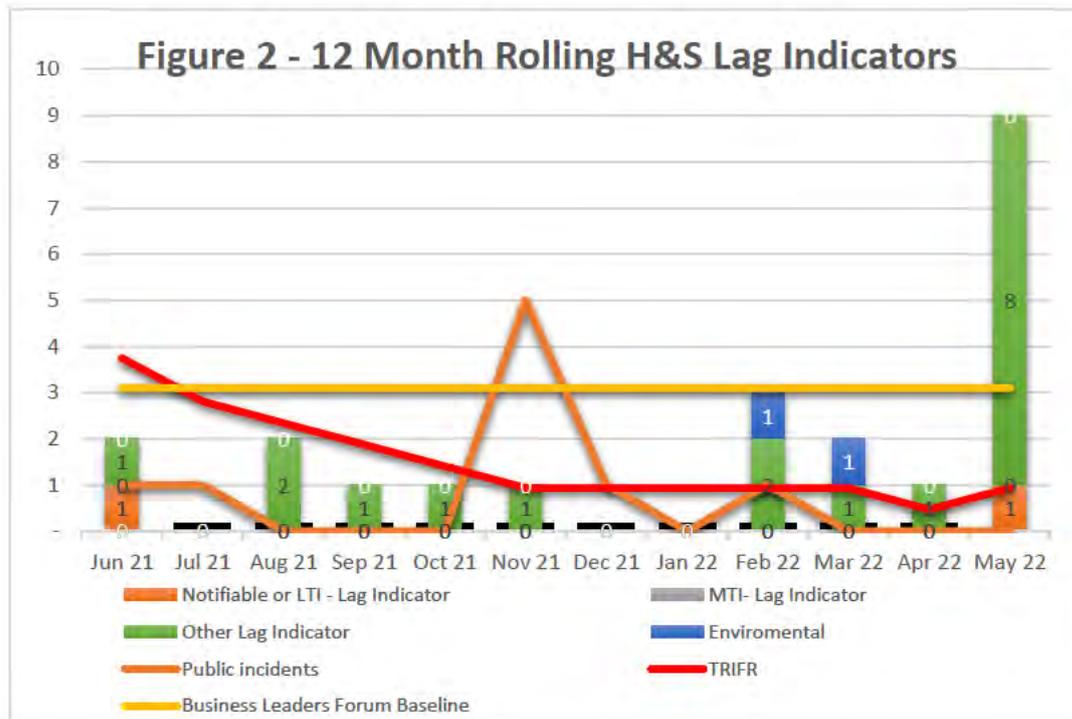


Figure 2: 12 Month Rolling H&S Lag Indicators. TRIFR - Total Recordable Incident Frequency Rate; MTI - Medical Treatment Injury; Notifiable Event or LTI - Lost Time Injury.

8. Incident themes and trends

16 health and safety events have been reported into Noggin during May. This is a 63% increase in the number of events reported when compared to the six reported in April. The events include near misses, incidents, safety concerns and injuries. Of the 16 events reported, there has been one injury that resulted in lost time, eight property related issues, two instances of violence and aggression and three incidents occurring during construction work.

- Violence and Aggressive behaviours

Personal security of staff and contractors continues to be tested with two events reported in May. A security review originally scoped for Westhaven Marina has now been expanded to include all of Eke Panuku. The initial focus of the review is to initiate a situational analysis of Eke Panuku security scenarios based upon historic events and with advice and support from an external security specialist consultant.

Historical data indicates that where robust security controls are applied, there is a high chance that the behavioural issues move on to other similar locations where controls are not so robust (e.g. from one public accessed wharf to another). Eke Panuku is represented on a steering group that aims to address underlying causes and leverage available wider council, police and community resource support. The steering group includes Auckland Council, police and community based support groups.

- Property related risk through non occupancy

There has been an increase in property damages during the month, with two concerning events occurring in the same property (Papatoetoe) where fires were deliberately started. Details of the incident included in Appendix 1. Real estate files were updated following the incidents, with details of the event.

The assets and facilities team is working closely with the health and safety team to help understand risks associated with certain properties. Resolve consultants are assisting to apply a health and safety lens over our properties to provide oversight of problematic areas. The assets and delivery team is also working with community groups and the police to understand and support with problems in the community.

The health and safety team is exploring options to improve remote capability of the Noggin platform (via an app) to help improve live reporting and escalation.

9. Summary of incidents reported in May (please see Appendix 1 for details of high-risk incidents)

- One minor safety concern raised – Poor condition of property identified during inspection. The property is not, and will not be, leased and will be demolished in 2023.
- One Lost time injury reported – Low risk event where injured person accidentally kicked a partially buried Burnsco flag peg/ insert resulting in lost time and a minor foot injury.
- Five high risk events reported:
  - Two separate incidents reported at a property in Papatoetoe where fires were deliberately started. Nobody was injured during these events.
    - *Summary of actions: Property boarded up; increased patrols; Risk review of properties.*
  - During high winds, a large fabric sign attached to a construction fence caused the full length of the fence to fall over in the viaduct, hitting a member of the public and narrowly missing another. No injuries reported.
    - *Summary of actions: Signage not permitted on construction fencing; PMs instructed regarding fencing stability standards; HSW meeting with contractor to discuss standard and monitoring.*
  - An unattended truck rolled away on a construction site in Avondale striking an overhead concrete powerline pole. The pole partially collapsed however no one was injured and the power lines did not connect with the ground.
    - *Summary of actions: Currently under investigation (police); HSW meeting with Contractor to discuss critical risk review and management*
  - Two intoxicated members of the public threatened staff members at the old marina office building on Westhaven Drive. The two offenders attempted to gain entry to the office by kicking the door to the building. The offenders left the site before gaining access to the members of staff. No-one was injured during the event.
    - *Summary of actions: The door has been replaced and reinforced; Security review underway; Situational Safety and Tactical Communications training arranged for 21, 22 June*

- Two moderate risk events reported
  - A cable strike was reported during construction works at St Marys Bay on Westhaven Marina. The cable was not live and was old redundant cabling that the contractor had not been able to identify prior to works. All live services had been identified and marked before works started. The contractor completed a review post incident. The incident occurred whilst the contractor was installing a new water main on Westhaven Drive.
  - During a site visit to a property in Henderson, a neighbour to the property swore and threw food at the property manager. The property manager exited the site safely and was uninjured.
- Seven low risk events reported
  - Five events reported following site visits to property. All issues were proactively raised following the visit. The events reported all included property conditions as a result of break-in and theft.
  - Flooding damage occurred to the tram shed due to torrential rain.
  - A parked delivery truck obstructed a tram stop.

## Appendix 1

### Reported incidents for the month of May in chronological order

#### St Mary's Bay, Westhaven Drive - Medium Risk

##### *Cable strike of dead HV cable 26 May 2022*

Whilst undertaking directional drilling, a HV cable was struck. The cable was not identified from either as built details or via on site use of electromagnetic imaging technology. The cable was a redundant, abandoned cable. The contractor investigated the incident.

#### 135 Westhaven Drive - Medium Risk; Lost time injury

##### *Tripping event 22 May 2022*

Whilst checking for litter at night, a Westhaven staff member injured their foot after kicking a steel peg used to fix flags. The area was poorly lit and the injured staff member was walking over grass that obscured the peg (see image 3). The peg left by a Neighbour "Burnsco". The injury resulted in the staff member requiring time off work and minor surgery to have half of his toenail removed.

##### Corrective Action:

- Immediate site inspection was undertaken to ensure there were no other protruding objects left in place

##### Preventative Action:

- A Westhaven Manager liaised with Burnsco to ensure a more permanent solution is put in place to prevent a reoccurrence.



Image 3 - Steel Peg left in berm

Waitemata Plaza Foreshore tiling refurbishment project – High Risk

*Falling fence line onto members of public (no injury) 2 May 2022*

Winds along the waterfront caused a construction fence to be blown over. The fence line was constructed by Walker Developments subcontracting to Ventia. Review of the CCTV footage indicated that a sign on the fence caught the wind which subsequently cascaded through all connecting fencing, pulling all sections down. The fence appeared to be insufficiently anchored to accommodate for the sign in the event of high winds despite the sub-contractors' risk assessment identifying the risk. The CCTV also showed a member of the public being struck by the fence whilst narrowly missing another (no injuries reported).

The contractor who has had a similar event with Eke Panuku in the past at the time responded very quickly to rectify the situation.

Corrective Actions:

- Temporarily remove fence line and make safe
- Confirm expectation on fencing design with Ventia including
  - Structural capacity
  - Non-use of signage/other materials that could act as a sail on fence line
  - How Ventia will monitor conformance to the above standards

Preventative Actions:

- Eke Panuku Head of Health Safety and Well Being to follow up with Ventia to review health and safety performance on Eke Panuku sites and to recommend any change in approach in the expectations of this contractor to the relevant Eke Panuku accountable managers.
- Project Management to raise with Community Facilities who hold the master agreement with Ventia the need for greater oversight on these standards.
- Project Managers to inform contractors on all current construction sites to check construction fences, with a focus on:
  - Non-attachment of signs etc to fence lines
  - Connection to a structure or anchoring points for fence lines
  - Mandatory ballast in fence feet, minimum accessway distances



Image 3 - fallen fence line at Westhaven Plaza

### 137 Westhaven Drive

*Threats of violence by public to Eke Panuku Staff 20 May 2022 – Medium risk*

Two members of the public who appeared to be under the influence threatened two members of staff after being asked to leave the Westhaven Marina office car park. The offenders then responded with further threats of violence, refusing to leave even after been warned the police would be called in. They then proceeded to kick the office door damaging it in the process. The door had to be held to prevent them entering the office. The offenders left without physically attacking the two members of staff after being told that the Police were on their way.

Corrective Actions:

- External provider has also been engaged to carry out a security risk review
- The door has been repaired to a stronger than original standard.

Preventative Actions:

- As part of the security review a meeting has taken place with external training provider and “Situational Safety and Tactical Communications” courses have been booked for June 20 and 21

### 17 St George Street Papatoetoe (vacant commercial property).

*Arson attempts 5 and 7 May 2022 – Medium risk*

Rough sleepers had been breaking into this property, which had resulted in wilful damage and two attempts of arson.

Corrective Actions:

- The property has been boarded up in several instances during 2022.
- Security patrols had been actioned over the week 3-7 May 2022.

Preventative Actions:

- Attend regular community neighbourhood meetings in the area which Police hold (6 weekly)
- Assets and facilities to share list of vacant properties with Police to monitor
- Assets and facilities to attend ongoing community safety meetings

### Crayford St Avondale

*Unattended truck rolled away striking overhead power line pole, 11 May – High risk*

A Sucker Truck was parked up on the side of the road outside of the road closure, on the eastern side of Crayford Street West. The truck rolled down the hill and crashed into an existing concrete power pole with high voltage lines overhead. The impact of the sucker truck resulted in the pole partially collapsing. Fortunately, the pole or lines did not contact the ground. No person was injured. Emergency services and Vector were contacted, and additional traffic management were deployed to cordon off the area and to stop pedestrians from walking through.

Corrective Actions:

- All pedestrians were detoured around the block. The sucker truck driver was drug and alcohol tested on site and provided a negative result. Police indicated the carbon hand brake on this model of truck tended to fail.

Preventative Actions:

- An investigation is underway by the NZ police and additional follow up by the Project Manager Mridula Duffadar will provide greater detail on any required preventative actions by Eke Panuku.
- Eke Panuku's Head of Health, Safety and Wellbeing is meeting with the contractor to discuss the management and review of critical risks on site with a specific focus on this and similar incidents.

Daldy St Tram Shed 10 May – Medium risk

*Flooding Dock line*

Torrential rain flooded around of the Tram shed floor causing water damage. As the rain eased off so too did the water ingress into the Shed and by lunchtime it had started to drain away.

Corrective Actions:

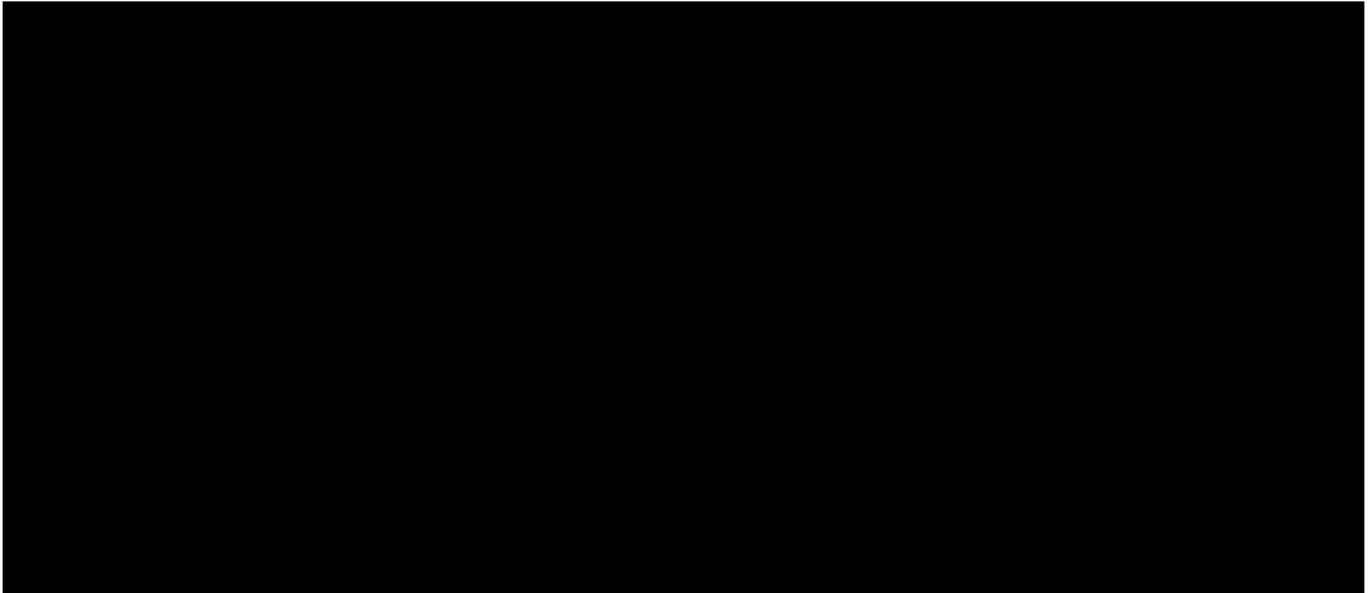
- Equipment and other Items were lifted to higher ground along with the four tram lifting hoist columns up on to their wheels to protect the bases from suffering any further damage.
- Sunday 28 May was spent cleaning up the mess and drying out carpets that sit under the trams to absorb oil/grease. None of the trams sustained any damage.

# Decision paper: Corporate Business Plan FY 2022-23

Author: Brenna Waghorn, GM Strategy & Planning

June 2022

## Ngā tūtohunga | Recommendations



## Whakarāpopototanga matua | Executive summary

1. The Corporate Business Plan (the Plan) sets out Eke Panuku business priorities, budgets, performance measures and targets for the next financial year.
2. The Plan includes initiatives to implement our business goals of:
  - Maintaining delivery momentum.
  - Building leadership capability and collaboration, internally and with partners.
  - Telling our story.
  - Ongoing business improvement, adjusting to our challenging environment.
3. The priorities or 'big rocks' have been agreed by ELT as a result of a review of the directorate business plans and priorities, consideration of the strategic context, planning assumptions and budget, and the need to better manage workloads to support staff well-being. The business plan priorities identified by the ELT for FY23 are:
  - City Centre – implement our 'Lead Agency' role including preparing an integrated implementation plan.

- NZ Super Fund Partnership - complete establishment arrangements and progress implementation opportunities [REDACTED]
  - SOI Performance Targets – a sharper focus on achieving these targets within the wider work programme.
  - Adapting for the future – engaging in the long-term plan process and ensuring we are right-sized and organised to deliver our current and future programmes.
  - Future urban regeneration programme and funding model – preliminary work exploring potential opportunities working with council and leading to engagement with the shareholder later in the year.
  - People Strategy – with a focus on leadership and culture to support staff retention and recruitment, engagement, development and implementation of the wellbeing strategy.
4. We will carry out planned urban regeneration programmes in the priority locations, progressing development projects, public realm improvements and placemaking activities. These are based on the approved programme business cases and priorities within the FY23 budgets. These are summarised for each location and regional programme, in the spatial development plans (provided in part 2 of the Plan). A selection of highlights include:
- Construction of amenity and streetscape improvements in Avondale, Manukau, Takapuna, Panmure and Northcote. Completing concept plans, public engagement and advancing plan changes.
  - Progressing development agreements in the City Centre, Takapuna, Manukau, Hobsonville and Waterfront.
  - Promoting and communicating the Town Centre Guidelines for our locations and implementing the Eke Panuku climate change strategy and mana whenua outcomes framework.
5. Other significant activities and material financial targets in our plan include:

6. Property management targets and activities include:

- Returning a net surplus of \$19.4m to the council from the property portfolio we manage.

- Management of tenants facing uncertain economic times and ensuring performance targets are met for occupation and arrears.

7. Sale of sites to meet our share of the council's asset recycling target [REDACTED]. This will contribute to funding council programmes or reduction of council debt.
8. We may undertake strategic acquisitions within the Priority Locations, where new opportunities are presented to the market, and the acquisition will give effect to the strategic outcomes of a programme and can be accommodated within existing budgets.
9. The Plan also contains work requested by council through its Letter of Expectation that involve Eke Panuku participation and input. This is outlined page 19 of the Plan.

## **Horopaki | Context**

10. The Plan has a wider scope than the performance activities and targets agreed with the shareholder and described in our Statement of Intent (SOI).
11. The budgets, activities, milestones, performance targets and benefits presented in this plan are more comprehensive and ambitious. Information in the SOI is risk-adjusted and presented to meet council and audit requirements. Part 1 of the Plan contains strategic, significant and material information. Parts 2 and 3 of the Plan contain more detailed information on business areas, projects and programmes.
12. The SOI will be presented to the Board for approval in July 2022 in alignment with the council budget approval. The SOI will contain responses addressing council's feedback on the draft SOI.

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

13. The Corporate Business Plan is included as Attachment A to this report, for approval by the Board.
14. Approval will confirm budget allocation, including grants and donations, and performance measures and targets, as well as approval to dispose of sites in the Transactional Approvals on page 27, including sale of some of those sites via direct negotiation.
15. Approval of the plan also confirms the areas of new work and business improvement we will be focusing on to deliver our goals.

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

16. Pages 21 and 22 of the Plan detail the company-wide financials, as well as the sales targets, which result in a financial return to council.
17. Income targets from site sales are risk adjusted to reflect the fact that the sales programme is dependent on finding suitable development partners, and also take into account areas of uncertainty.

18. Resourcing to deliver on the Plan has been considered and Eke Panuku will continue to work largely within its current approved headcount apart from new areas such as City Centre and NZ Super Fund. We will supplement staff with consultant and contractor resource as required. Securing the right expertise remains a risk for delivery of the plan due to skills shortage.

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

19. The corporate risk register will be updated with the Board, to confirm risk ratings and mitigations.
20. Progress against agreed mitigations will be regularly reported to the Board.

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

21. Eke Panuku will continue to show business leadership through how it partners with mana whenua and delivers more widely to Māori.
22. The ELT is currently refining the priorities for year 3 of the mana whenua outcomes framework. These will be agreed with mana whenua.
23. Eke Panuku continues to work to deliver against the SOI target of 50 initiatives which support Māori outcomes.

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

24. The proposed programme and funding continue to deliver against commitments to stakeholders in both the property and regeneration parts of the business.
25. As one of the Eke Panuku focus areas for FY23, work will continue to improve stakeholder engagement. An engagement strategy is targeted to be completed in FY23.

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

26. Eke Panuku's regeneration programmes remain an important tool in addressing climate change, through creation of resilient town centres and TODs that reduce vehicle use and emissions.
27. Eke Panuku also continues to show business leadership through progressing sustainable procurement initiatives and enhancing consideration of climate impacts through decision making in all parts of the programme.
28. The focus for FY23 is reviewing progress on implementation of initiatives and plans in place.

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

29. Eke Panuku will provide a detailed progress report against the Plan on a quarterly basis, with high-level updates each month.

## **Ngā tāpirihanga | Attachments**

Attachment A - Corporate Business Plan FY 2022-23

## **Ngā kaihaina | Signatories**

Brenna Waghorn, GM Strategy & Planning

David Rankin, Chief Executive

eke panuku

# Corporate Business Plan 2022-23

(Part 1: Confidential words in blue colour to be redacted)

# eke panuku

## **Kia Manawaroa Tātou** **Together we can rise to the** **challenge**

*I haere pokere atu tāua, ko tōku  
oranga i herea ki tōu oranga.  
Ngātahi ka hinga i a tātou te tipua.*

*We walked into the unknown, my  
wellbeing relying on your  
wellbeing.*

*Together we beat the odds.*



# ekepanuku



## Contents

### Part 1:

1. Executive summary
2. Scope of the corporate business plan
3. Strategic framework
4. Operating Environment
5. Business plan assumptions
6. Business plan objectives
7. Priorities and focus areas – new work and business improvement

**Part 2** : Detailed Business Plan – programmes, budgets, performance measures

**Part 3** : Spatial delivery plans for regeneration

# Executive Summary

- The Corporate Business Plan (the Plan) sets out Eke Panuku business priorities, budgets, performance measures and targets for the next financial year. It should be read alongside the Statement of Intent.
- Eke Panuku will be working in a challenging environment with multiple factors that may affect the achievement of its objectives reflected in its operating context and business planning assumptions for FY23.
- The plan includes initiatives to implement our business goals of
  - Maintaining delivery momentum
  - Building leadership capability and collaboration, internally and with partners
  - Telling our story
  - Ongoing business improvement, adjusting to our challenging environment.
- We will advance urban regeneration programmes in the priority locations, progressing development projects, public realm improvements and placemaking activities. These are based on the approved programme business cases and are summarised for each location and regional programme, in the spatial development plans (Part 3). A selection of highlights include:
  - Construction of amenity and streetscape improvements in Avondale, Manukau, Takapuna, Panmure and Northcote. Completing concept plans, public engagement and advancing plan changes.
  - Progressing development agreements in the City Centre, Takapuna, Manukau, Hobsonville and Waterfront.
  - Promoting and communicating the Town Centre Guidelines for our locations and implementing the Eke Panuku climate change strategy and mana whenua outcomes framework.
- We will manage the portfolio and marinas to achieve agreed targets, undertake critical renewals and continue developing our asset management planning.

# Executive Summary

- Other significant activities and material financial targets in our plan include:
  - Capital budget of [REDACTED] for new capital works in our locations.
  - Sale of sites in the Transform and Unlock locations with projected revenue of [REDACTED] that will contribute to our dwelling and regeneration outcomes.
  - Returning a net surplus of **\$19.4m** to the council from the diverse property portfolio we manage and delivery of critical renewals of around [REDACTED], maintaining public assets and properties.
  - Sale of sites worth about [REDACTED] to meet our share of the council's asset recycling target. This will contribute to funding council programmes or reduction of council debt.
- The plan also contains key strategic and business improvement initiatives:
  - City Centre – implement our ‘Lead Agency’ role including preparing an integrated implementation plan
  - NZ Superfund Partnership – complete establishment arrangements and progress implementation opportunities in [REDACTED]
  - SOI Performance Targets – a sharper focus on achieving these targets within the wider work programme
  - Adapting for the future – engaging in the long-term plan process and ensuring we are right-sized and organised to deliver our current and future programmes.
  - Future urban regeneration programme and funding model – preliminary work exploring potential opportunities working with council and leading to engagement with the shareholder later in the year.
  - People Strategy – with a focus on leadership and culture to support staff retention and recruitment, engagement, development and implementation of the wellbeing strategy.

# Scope of the Corporate Business Plan

This corporate business plan (plan) sets out the programme of work and business priorities, the budget and the performance measures for the 2022-23 year. These are grouped under the two main business areas which are urban regeneration and property and marina management. The Corporate Business Plan does not include all organisational outputs and BAU. These activities are captured in directorate plans with progress reported to the Executive Leadership Team.

The plan has been developed in line with adjusted funding available to the company from the second year of Auckland Council's 10-year budget, the Long-term plan 2021-2031 (LTP), as Eke Panuku's funding is part of the group funding determined by rates increase, borrowing, asset sales, non-rates revenue and other sources of funding for the council group.

This plan covers activities in the next 12 months but also targets future opportunities and activities that can contribute to the company's future funding and objectives. In addition to regeneration and property management plans and targets, the plans also includes business improvements areas and work towards strategic outcomes.

*Note: The Corporate Business Plan has a wider scope than the performance activities and targets agreed with the shareholder and described in the Council's Long-term Plan and our Statement of Intent (SOI). The budgets, activities, milestones, performance targets and benefits presented in this plan are comprehensive and ambitious. Information in the SOI is risk-adjusted and presented to meet council and audit requirements.*

# Strategic Framework

Our vision is creating amazing places.



## Eke Panuku has two core functions:

- Our urban regeneration programmes across Tāmaki Makaurau / Auckland, with a focus on town centres and locations agreed with Auckland Council
- Our property portfolio, where we manage \$2.3 billion of council’s non-service properties and provide property-related services to the council group.

Our activities help support sustainable and well-functioning urban environments and thriving, resilient communities. We seek to achieve an overall balance of commercial and public interest outcomes in carrying out our functions.

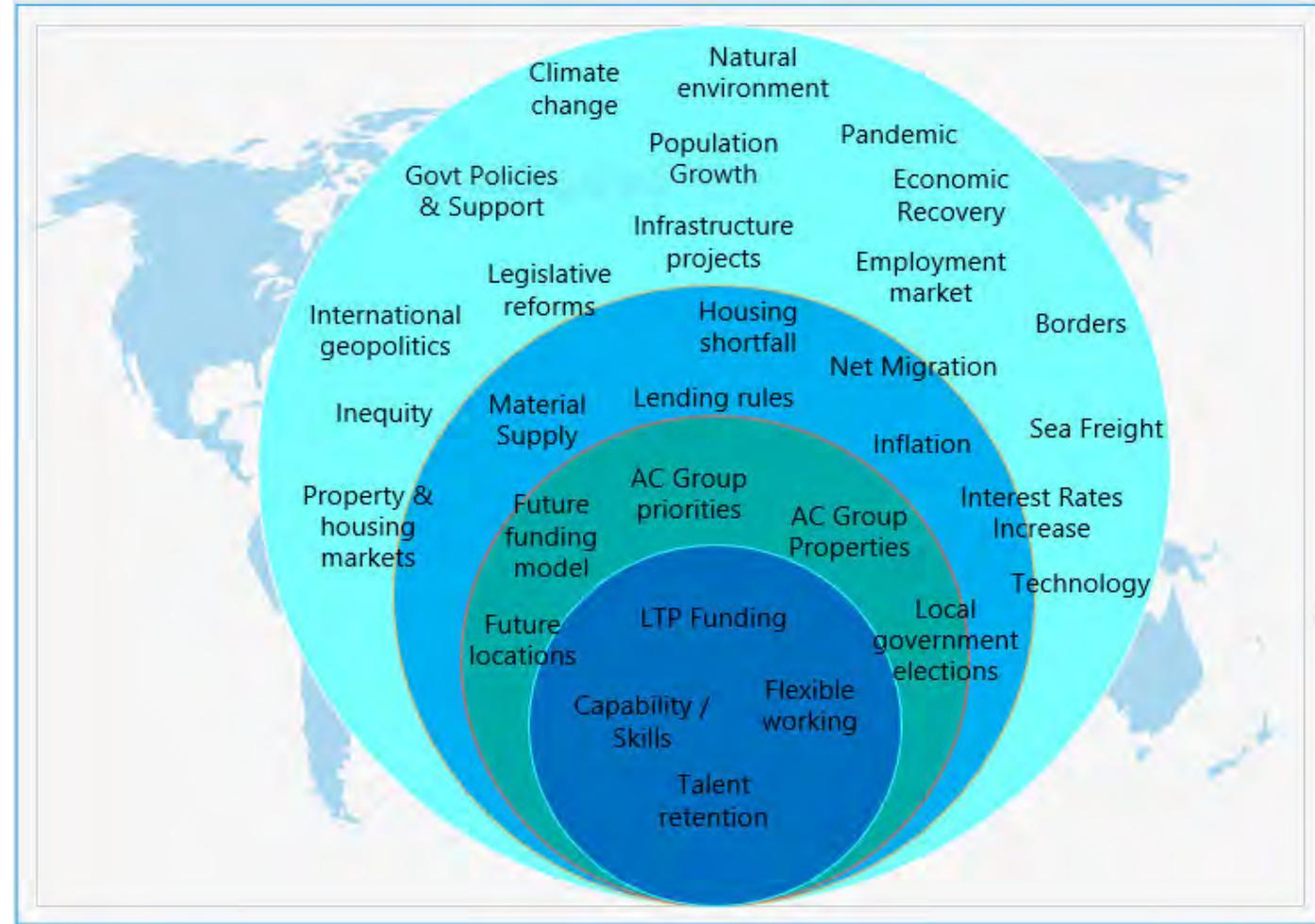
# Strategic context and intent



# Operating Environment

Looking out three years, it is important that we remain agile to respond to external factors. We are working in a changing environment and can expect ongoing impacts from the global pandemic and geo-political and economic volatility, as well as from more local factors, such as the property and labour market, the local government elections, and shareholder expectations for ongoing savings and revenue. Ongoing impacts are difficult to see and we will need to adjust accordingly, with the council group.

The diagram notes a range of factors in our operating environment, from the strategic and external to the more local and internal, that will impact us, over time.



# Operating context and business planning assumptions

- **Economic recovery:** For cities around the world, the recovery towards a ‘new normal’ has started with the return of leisure and hospitality, followed by office workers, then tourists, students, migrants and investors. This may play out in Auckland as our borders open. However this may take longer due to worsening economic trends in the short term. For Eke Panuku the city centre recovery is a focus of collaboration with the council group and stakeholders. Te Pa Harakeke will support a return to the office with a focus on things best done face-to-face and face-to-place, while retaining some flexibility. The hybrid approach will need to be managed for some time.
- **Labour market:** Competitive labour market will continue to be a risk to our team and delivery partners. It is unclear how the opening of the borders will impact the labour market. Recruitment will remain challenging due to competition for labour and the salaries on offer are sometimes well beyond council remuneration bands. There is a limited supply within NZ of specialised skills such as urban regeneration, planning and design, development, project management and construction. A focus on staff retention and new approaches to recruitment will be required. We can expect ongoing high turnover and for recruitment to take longer.
- **Property market** – A weakened property market will impact our ability to find development partners and to sell sites with the effect of slowing down the anticipated timing of unconditional sales affecting Transform and Unlock and Asset Recycling SOI targets. Consent levels are still high but other factors are affecting the market. Skill and supply chain shortages, increased interest rates, tighter lending and higher inflation will continue to impact the property market. Viability of development is a key issue for development partners and cost of holding land in uncertain environment with increase cost of debt and uncertainty in pre-sales is a challenge. A weakened property market may also have an impact on development outcomes. In the property management area, there will be ongoing demand for residential rental properties and an opportunity to increase rent when reviews fall due or properties are re-marketed.
- **Council budget** - The New Zealand economy may take longer to recover than originally assumed in Council financial planning. Further council group budget cuts and project deferrals are anticipated. This impacts the programmes and projects we plan to deliver, affect community expectations, overall momentum and our reputation. In the property management area, consumer confidence is key to recovery such as retail and hospitality businesses that lease our portfolio and we will closely monitor the risk to us of tenant business failure.

# Operating context and business planning assumptions

- **Council-wide budget cuts and deferrals:** A further round of budget savings will be sought by the Council impacting the council group. There may be a reduction in funding for growth and infrastructure including for acquisitions and community facilities. The council will continue to rely on our asset recycle target for meeting part of the funding gap in the annual plan and our business will continue to be part of the council group efficiency reviews to deliver cost savings.
- **Existing and new opportunities:** We will develop our future medium to long term urban regeneration programme and funding options for early discussion with the Council. We will also effectively implement our lead role for the City Centre programme, collaborating with stakeholders that will engender trust and enable momentum in the programme.
- **Development Partners** - We will continue to build and maintain our relationships with our development partners, helping us realise strategic and commercial value from our sites. Our development partners include Kāinga Ora, NZ Super Fund, private sector, Iwi and third sector partners. Emphasis will be placed on advancing our partnership with NZ Super Fund and implementing the changes to the Selecting Development Partners Policy.
- **Central government policy and legislative** changes (for example, RMA, NPS Urban Development, Future of Local Government, Water Reform) as well as **infrastructure projects** like Auckland Light Rail will have major implications for Auckland and create potential opportunities for Eke Panuku. We will provide input to reforms via the council group on the changes that affect our business and explore opportunities as part of our future programme.
- **Managing Covid-19:** We will be able to catchup on delayed work including capital projects from the prior year affected by Covid-19 lockdowns and restrictions. We will continue to manage the temporary impact of staff shortages due to covid-19 and isolation requirements. We will continue to implement our business continuity measures and improve our controls in alignment with good practice.
- **Local Government Elections:** We will need to spend time to bring new councillors and Local Board members up to speed with our programmes and business activities, with the aim of maintaining political and community support of our programmes with little disruption.

# Our Business Plan objectives

1. Maintaining delivery momentum
2. Building leadership capability and collaboration, internally and with partners
3. Telling our story
4. Ongoing business improvement, adjusting to our changing environment

# Priorities or Focus areas

# Our priorities for FY23:

- **City Centre** – implementing our lead agency role in collaboration with the Council Group; agreeing a City Centre integrated implementation plan to guide the next phase of delivery of the City Centre Masterplan (CCMP), integrating the team and leading the City Centre Group governance.
- **NZ Superfund Partnership** - Establishing the Joint Venture partnership and associated agreements and processes and progressing opportunities [REDACTED]
- **Statement of Intent** - Acknowledging the challenges in the wider environment, a sharper focus on achieving the SOI targets as the priority work within our wider work programme, such as the capital project milestones.
- **Adapting for the Future** – engaging in the long-term plan process and ensuring we are right-sized with the right people and talent organised to deliver our current and future programmes. Working with the council on our **future urban regeneration programme and funding model**.

*These four priorities or ‘big rocks’ have been agreed by ELT as a result of a review of the directorate business plans and priorities, consideration of the strategic context, planning assumptions and budget, and the need to better manage workloads to support staff well-being.*

# Business improvement priorities:

These areas have been prioritised as they will help us to achieve our business goals and priorities.

- **Health, safety and wellbeing** – team establishment and development
- **Progress asset management** – preparation of asset management plan for FY23 – 33 and development of asset renewals, repairs and maintenance programme.
- **Improving matrix working** –
  - Completing team service offers
  - Resource planning - competency support for forecasting and budgeting, pilot of sentient tool
  - PMO maturity – ensuring fit for purpose systems and processes
  - Review of PSG to enhance programme leadership
  - Training – project lead capability and self-leadership programme for all staff
  - Embed people changes within the property team
- **Leadership development and management essentials**
- **Relationships** – continuing to strengthen our relationships with external and internal business partners including Auckland Transport, building opportunities to work together on shared objectives

# Enabling Work:

In addition to the four priorities and business improvements, we will continue the following core programmes ensuring we focus on key activities and initiatives to achieve outcomes. We will rescope some of the enabling work taking into account business priorities and resource availability:

- **Sector Leadership** - Applying and communicating our approach to urban regeneration using the Thriving Town Centre Guidance and a revised Eke Panuku Stakeholder Engagement Strategy. A bolder and more proactive plan to communicate our approach to urban regeneration aims to raise awareness of the benefits and challenges of urban regeneration, our role and programmes. Taking a leadership role in the sector will be supported by our new vision and brand which enables us to tailor communications for different locations and audiences.
- **Māori Outcome Framework** year three actions, as revised and agreed with Mana Whenua
- **Corporate Responsibility** - Embedding standards and climate change adaptation planning in the locations, implementing social procurement approach supporting supplier diversity and waste minimisation, and advancing our regenerative design practice
- **Policy and legislative changes** - Contributing to and provide advice on policy and legislative reforms working with the council group, including implications of NPS-UD Unitary Plan change for our neighborhoods' and updates on wider reforms.

# Enabling work:

- **People and culture** - focusing on staff retention and recruitment, responding to engagement feedback and wellbeing and development
- **Te Pa Harakeke** – continuing to implement the flexi working policy and ensuring the environment supports engagement, innovation, development.
- **Property Strategy and rationalization process** – we will contribute to the Council led property strategy; work closely with the Council Value for money team on agreeing our rationalisation process/ framework and continue to build a pipeline of sites that contributes to the asset recycle target.
- **Systems and processes**
  - Embed management processes to support NZ Superfund partnership and City Centre accounting and financial reporting
  - Progress property portfolio wide risk assessment
  - Implement the resource planning TAB on Sentient
  - Participate in the council group climate risk assessment and climate-related disclosure
  - Review and develop future option for H&S system for Eke Panuku H&S management.

# Property and Marina Management Priorities:

- Development of asset renewal programme plan for FY23-FY33
- Embedding the organisational changes and onboarding our new people within the Property Portfolio team which will align with the company's matrix way of working.
- Working with the Priority location teams in Onehunga, Waterfront (North Wharf) and Northcote to refresh IBC, tenancy strategies and interim development strategies
- Property Portfolio wide process improvement with respect to arrears management
- Completion of the managed portfolio risk assessment
- Grow capability and capability within Marina teams to enable teams to thrive and to address succession planning
- Evolve the marinas business to operate for optimal results, while still delivering expected financial returns - releasing some spaces for varied and diverse uses
- Evolving the marinas business to be more advanced in how we use our marinas to deliver on both our commercial and public objectives - maximise utilisation
- Review and update the Waterfront and Westhaven AMPs based on better defined levels of service and longer-term repairs and maintenance plans

# Participation in council group and shareholder-led processes:

Through the Letter of Expectation and noted in the SOI we are committed to contributing to Council group initiatives and ongoing work programmes including:

- Long-term plan process
- LGOIMA process responding to official information requests
- Review of the disposals process
- Council-led property strategy
- Future Eke Panuku urban regeneration programme and funding model
- Council-Group climate risk assessment
- Production of a climate-related disclosure under the Taskforce on Climate-related Financial Disclosures (TCFD) framework.
- Preparing Joint Local Board Plans and six-monthly reporting
- Discussion of spatial priorities including participation in the Joint Council and Crown partnership for housing and urban development
- Engaging with council to identify our role and actions in supporting council plans and strategies such as the Future Development Strategy, Infrastructure Strategy and Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan
- Reporting on our contribution to the Affordable Housing Strategy, Economic Action Plan and others
- Council submissions on legislative and policy reforms
- Kia ora Tāmaki Makaurau Māori outcomes framework and Mahi Strategy (Māori employment strategy), participation in the Māori Outcomes Steering Group
- Council-Group communications, engagement and placemaking forums

# Part 2: Detailed Business Plan

Programmes, performance measures, disposals and budgets

(Confidential Part 2 & 3 sections fully redacted)



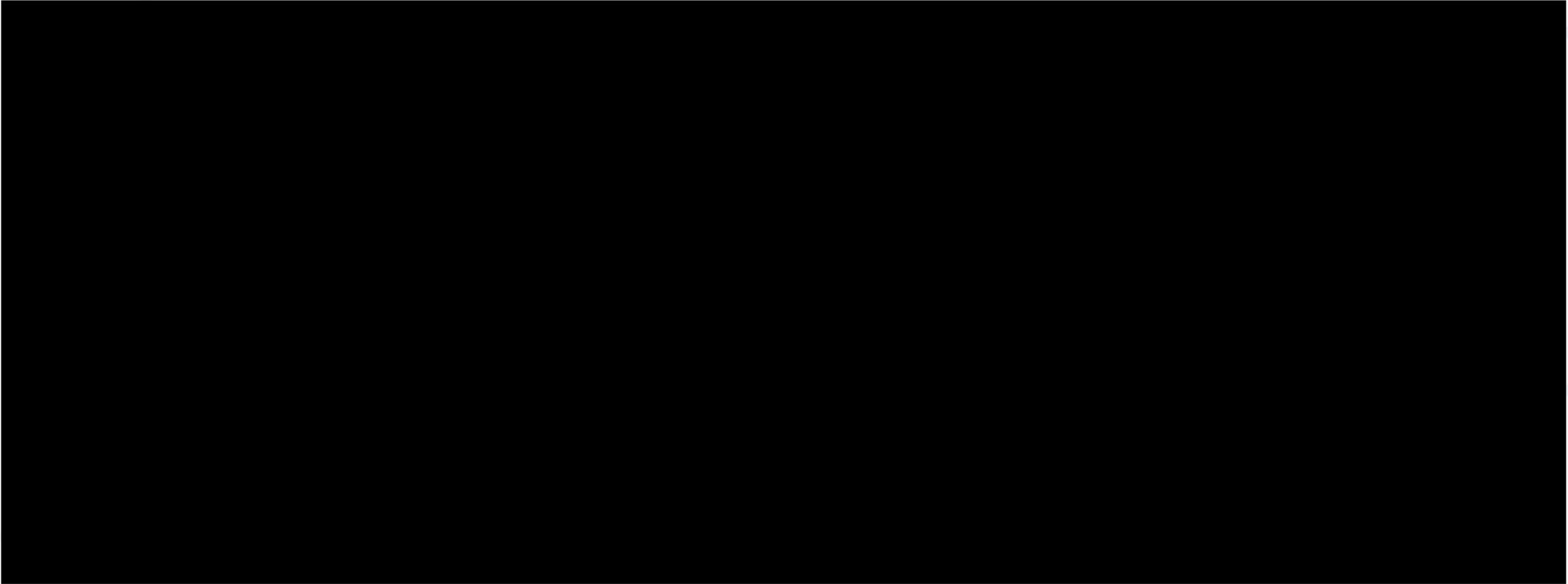
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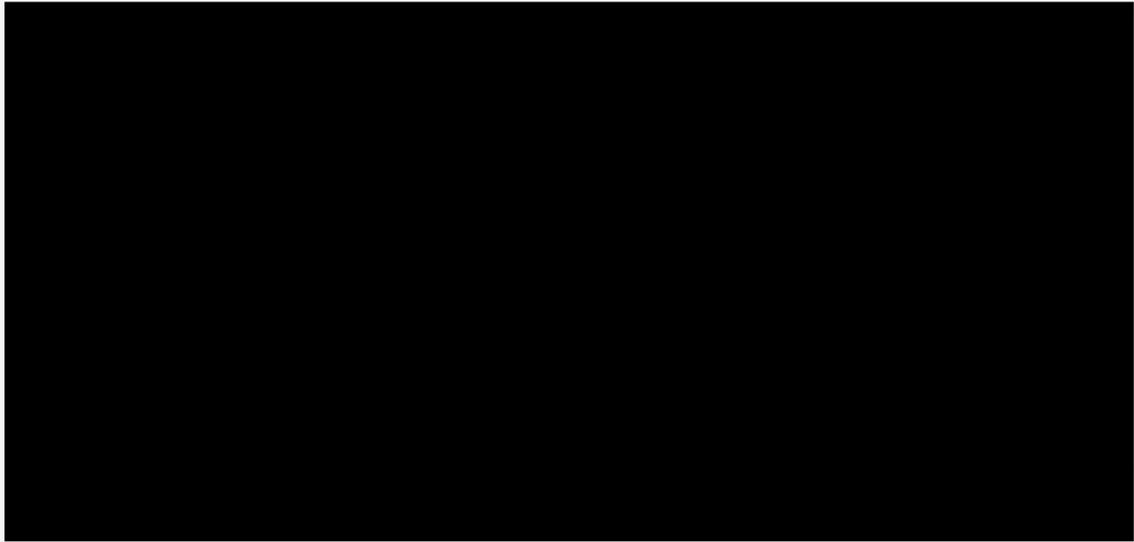
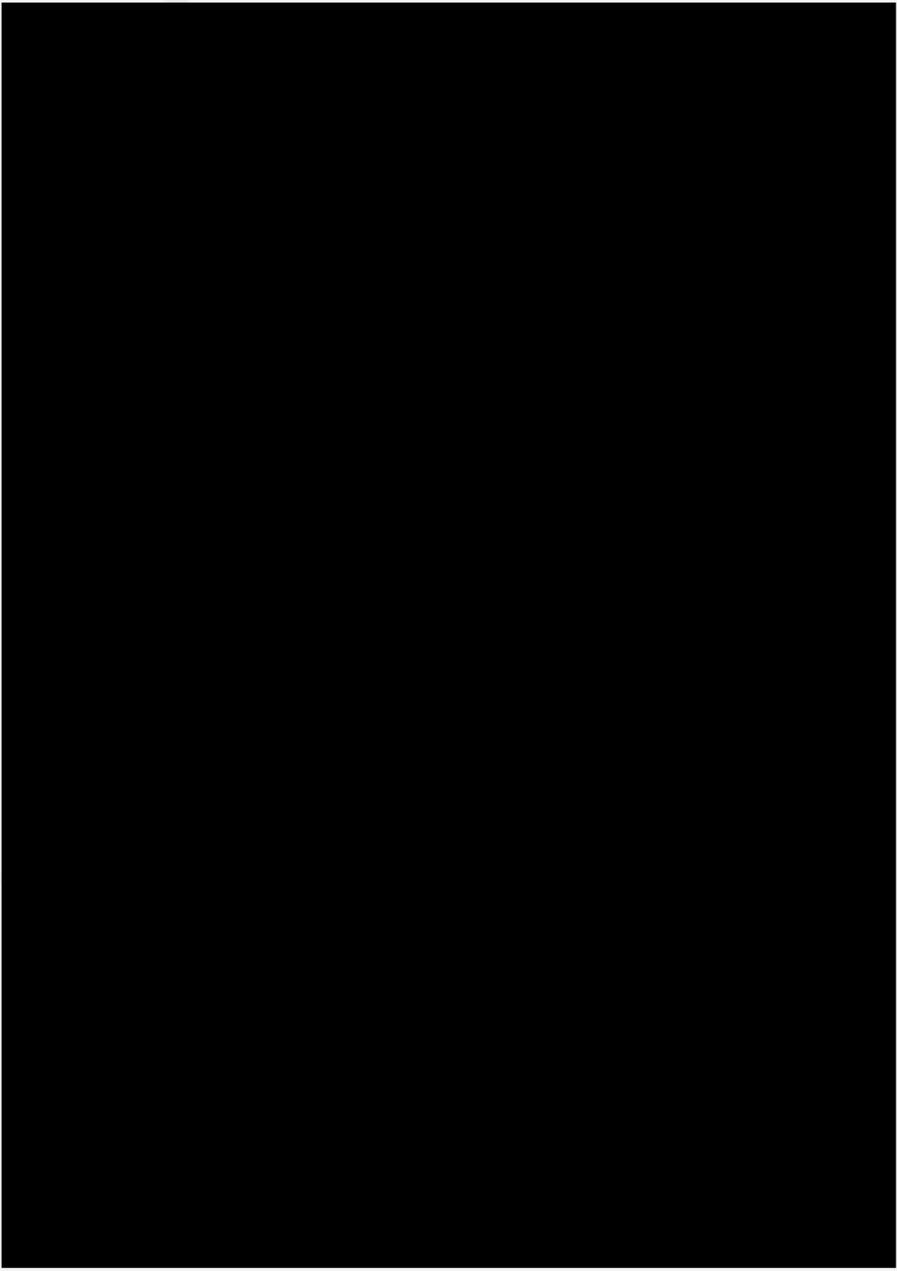
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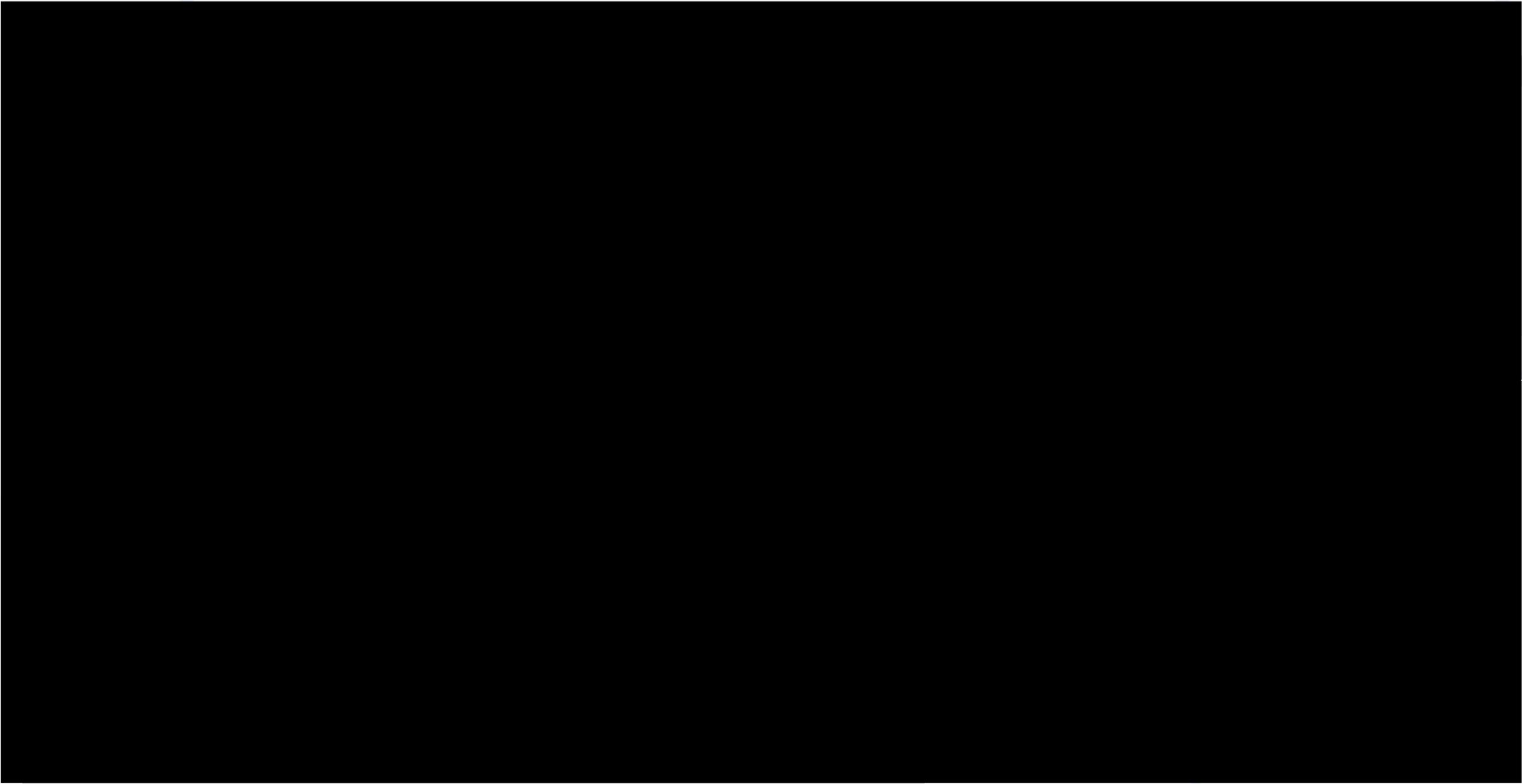
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# Part 3: Spatial delivery plans for regeneration

(Part 2 & 3 sections fully redacted)



# Spatial delivery plans

Urban regeneration and regional programmes:  
Summary of location projects, budgets and SOI targets

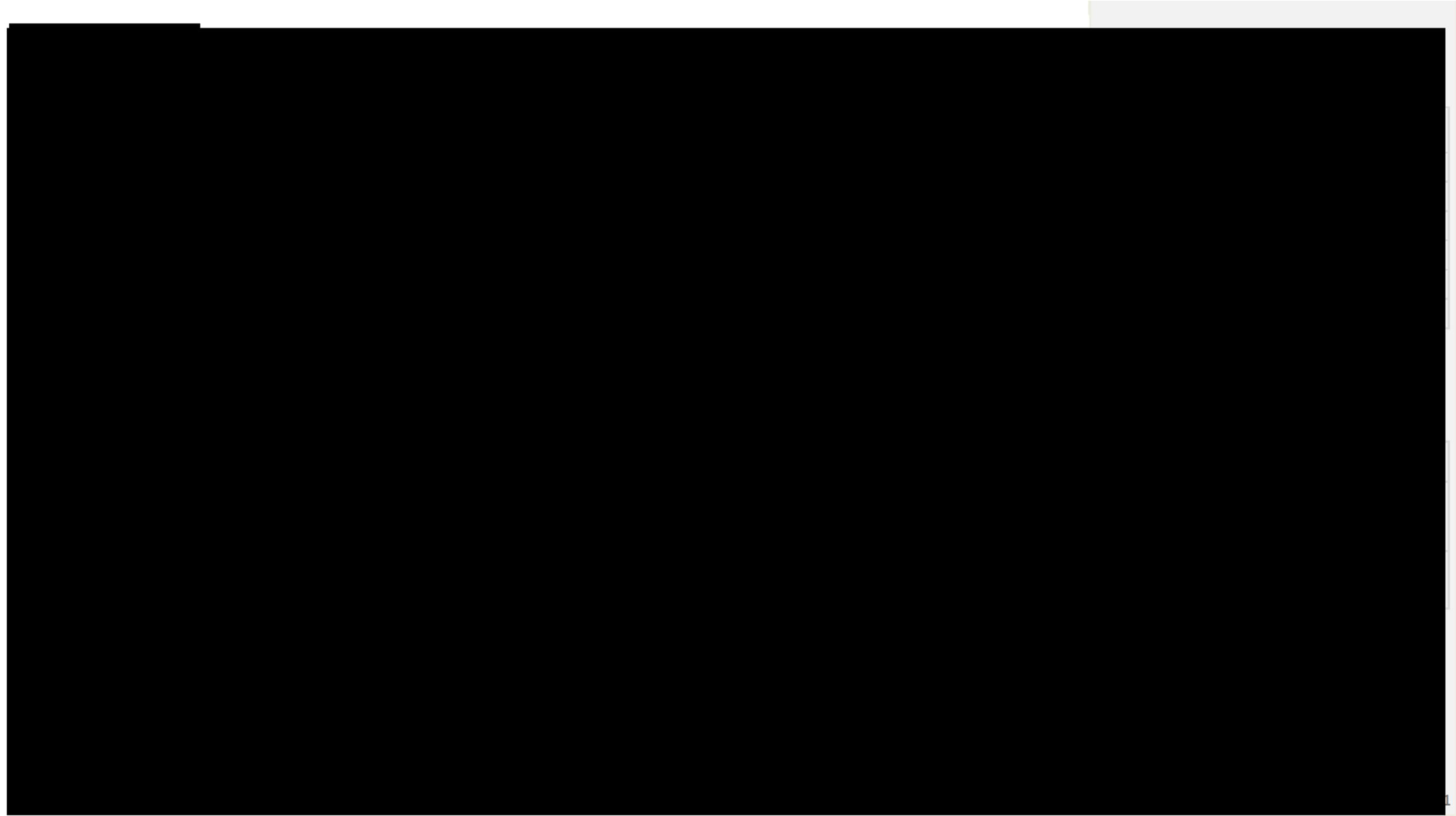
## Locations

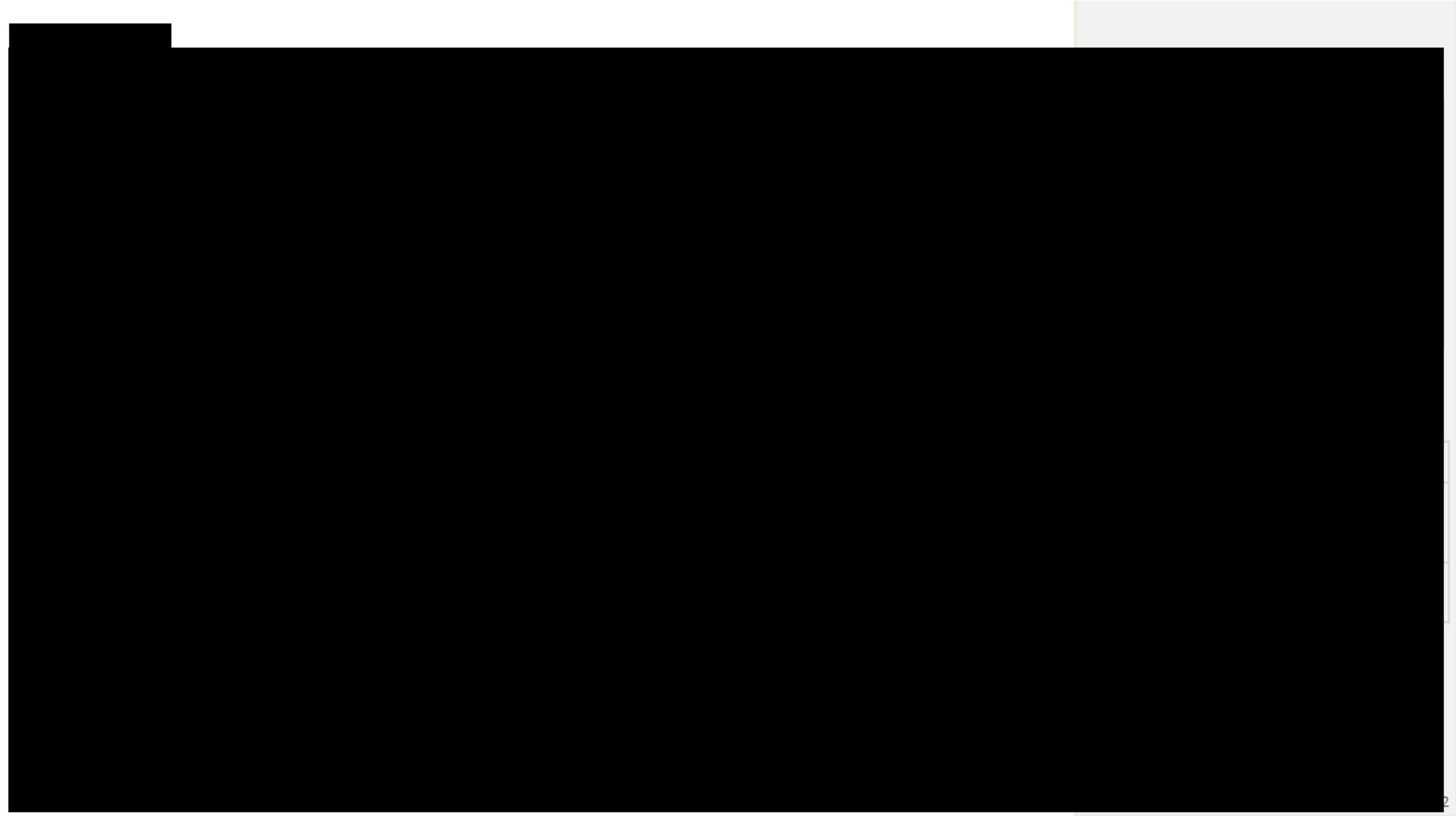
1. Northcote
2. Takapuna
3. Henderson
4. Avondale
5. Maungawhau & Karangahape
6. Waterfront
7. Onehunga
8. Panmure
9. Manukau
10. Old Papatoetoe
11. Ormiston
12. Pukekohe

## Regional Programmes

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



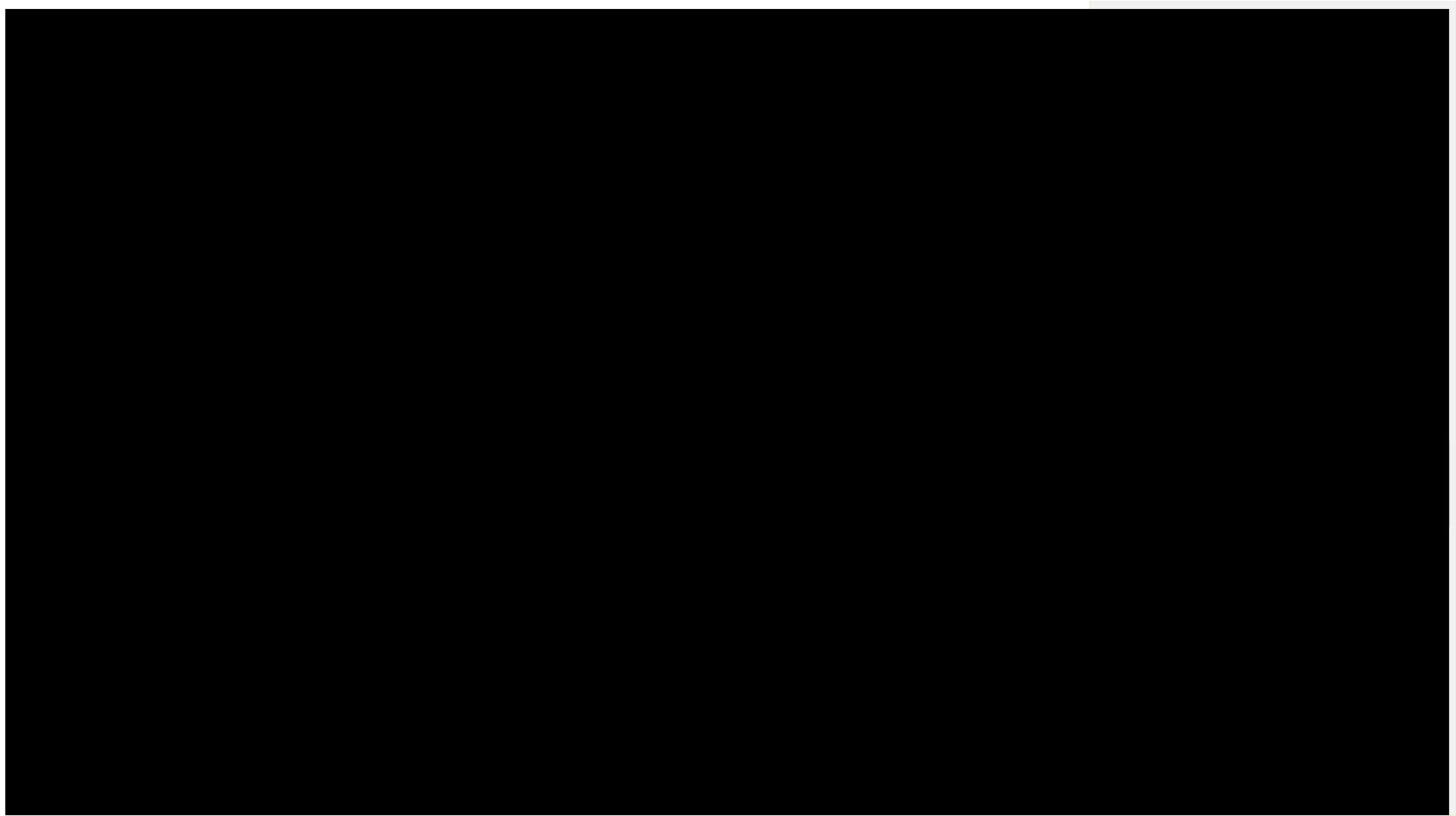


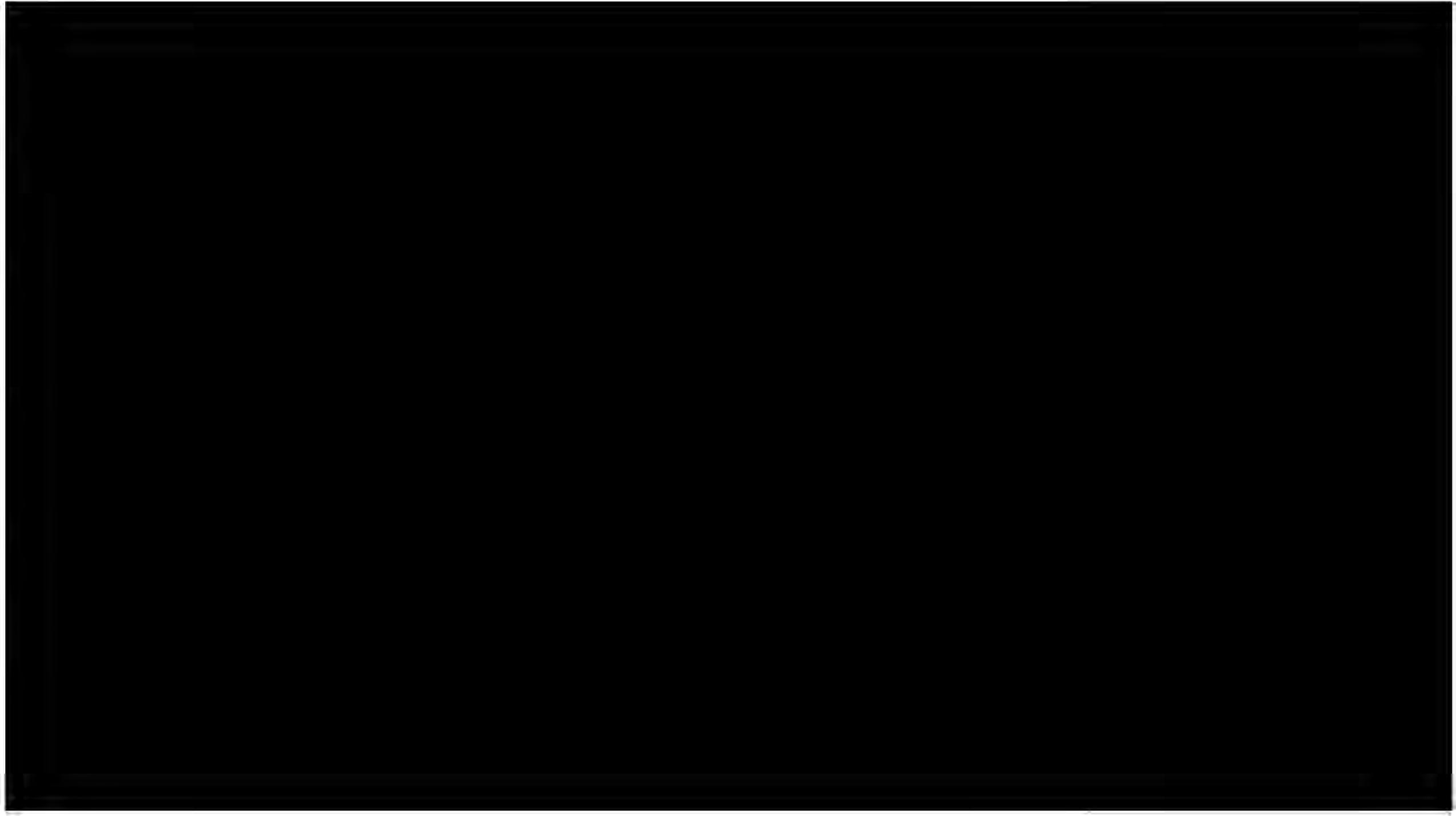


















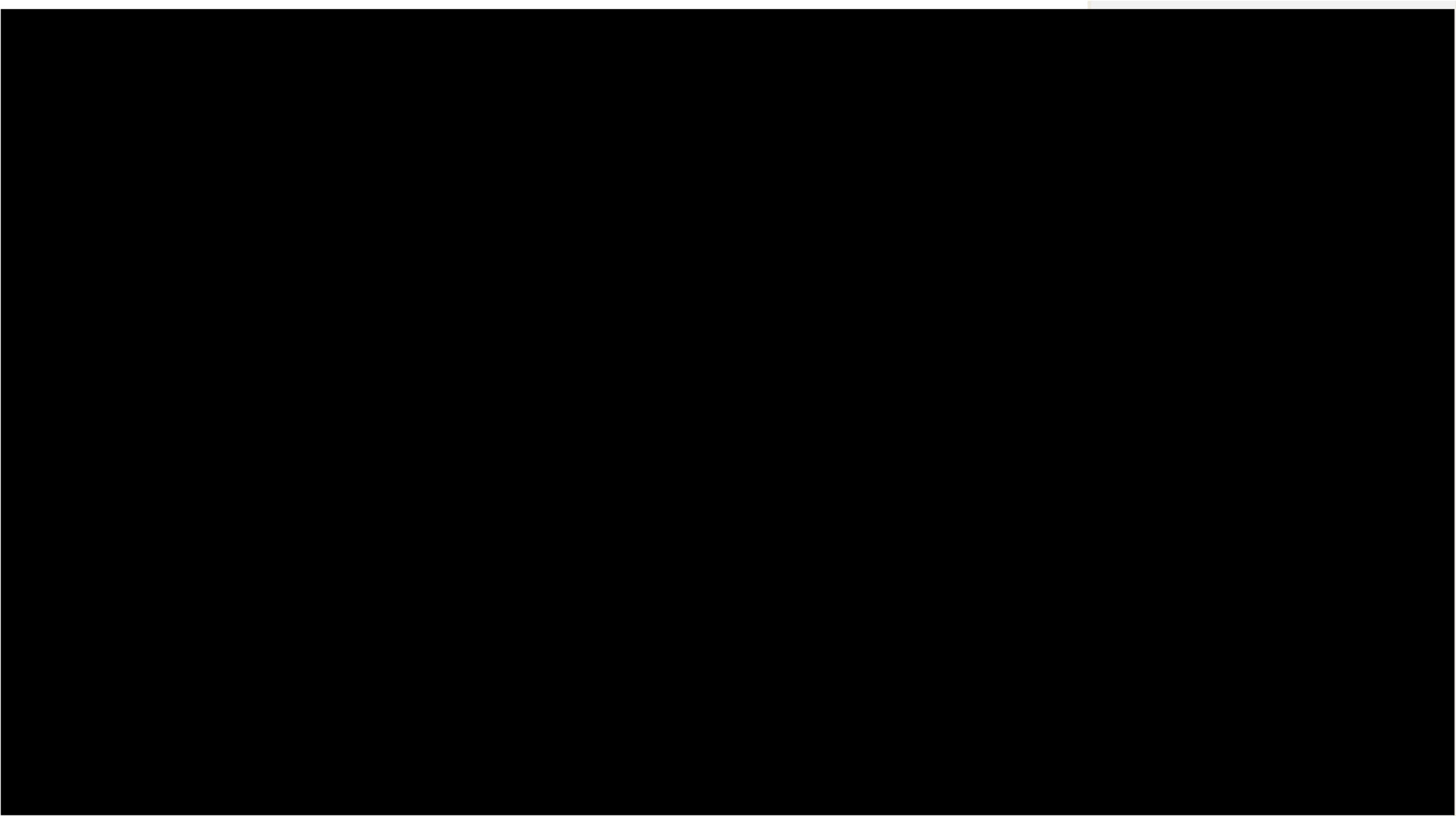








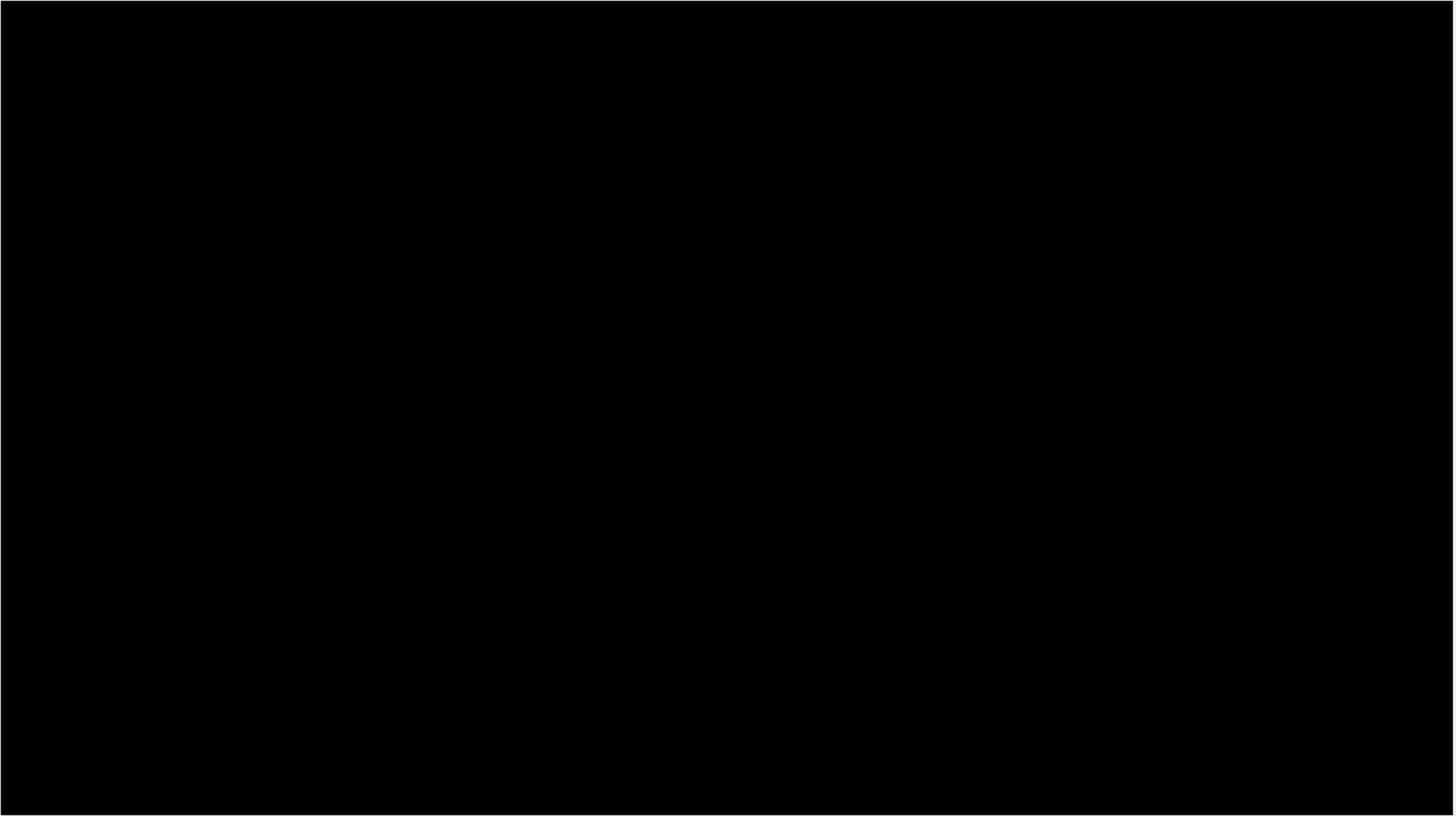












eke panuku

## Ngā mihi

# Decision paper: Submission of financial reporting to Auckland Council 30 June 2022

Author: Michele Harpham, Finance Manager

June 2022

## Ngā tūtohunga | Recommendations

That the Eke Panuku Board delegate to the Audit and Risk Committee the authority to approve the 30 June 2022 financial reporting pack and representation letter for Auckland Council.

## Whakarāpopototanga matua | Executive summary

1. Eke Panuku is required to submit a reporting pack to Auckland Council by 28 July 2022 to provide council with the financial information for the year ended 30 June 2022, for use in their consolidated financial statements. A representation letter is also required by 19 August 2022.
2. As the financial statements for Eke Panuku are not significant to the council group, audit sign-off is not required for the reporting pack. The Executive recommends that the approval of the reporting pack and representation letter can be done by the Audit and Risk Committee.
3. Audit New Zealand has scheduled the audit of the Statement of Service Performance and Financial Statements for late October/early November. The Annual Report and representation letter will be presented to the Audit and Risk Committee and then the Board in November.

## Ngā koringa ā-muri | Next steps

4. The Annual Report for Eke Panuku will be provided to the Audit and Risk Committee for approval in mid-August, with final adoption at the August board meeting.

## Ngā kaihaina | Signatories

Carl Gosbee, Chief Financial Officer

David Rankin, Chief Executive

# Decision paper: Internal audit programme 2023

Author: Michele Harpham, Finance Manager

June 2022

## Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. approve rolling the 2021/22 internal audit plan into the year ending 30 June 2023.
- b. approve a formal tender process to be undertaken from February 2023 to appoint an internal auditor for an initial period of 3 years from 1 July 2023, and delegate the appointment process to the Audit and Risk Committee, with a final recommendation to be brought to the Board.

## Whakarāpopototanga matua | Executive summary

1. Ernst & Young (EY) has been providing internal audit services to Eke Panuku for six years. The initial contract was for three years, and it was rolled over for an additional three years. It is considered good practice to re-tender professional services contracts periodically.
2. The 2021/22 internal audit plan stalled due to the impact of Covid-19 lockdowns, staff availability and Eke Panuku capacity. The auditors have undertaken a project review this year, but it is proposed that the remaining 2021/22 internal audit programme be rolled into 2023.
3. The Audit and Risk Committee has endorsed the proposal to extend the EY contract for one year and to roll the internal audit programme into 2023, noting an additional in-flight project review should be timed in the later part of the 2023 financial year.

## Horopaki | Context

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
26 May 2022	Internal Audit Plan FY22	The Eke Panuku Board approved the internal audit programme for the financial year ending 30 June 2022.

## Nga whiringa me te taatai | Options and analysis

4. EY has completed six years as internal auditors for Eke Panuku. We have considered options to extend the contract by another three years, to extend by one year and run a competitive tender process, or to run a competitive tender process now.
5. The Audit and Risk Committee has endorsed a recommendation from the CFO to extend the current contract by a year, allowing for the delivery of the current year's approved internal audits which have not been undertaken, and adding a replacement inflight project review, in place of the current review underway.
6. The proposed internal audit plan for 2022/23 is enclosed as Attachment A. The key table of proposed internal audits is recreated below for information:

Internal Audit Activity	Completed F21	Proposed strategy F22	Proposed strategy F23	Proposed strategy F24
Health and Safety	✓			✓
Fraud Identification and Management	✓			
Cyber Security		✓		
PMO Follow-Up			✓	
Asset management planning		✓		
Contract Management (Third Party)			✓	
Inflight Project Assessments		✓	✓	✓
Disaster Recovery Planning		✓		
Property Disposals - follow-up			✓	
Business Continuity Planning			✓	
Data Privacy			✓	
People Management				✓
Sustainability			✓	
Maori Initiatives- Identification and Management			✓	
Property Acquisitions				✓

7. A formal tender process is proposed in 2022/23 to test the market again for internal audit services. We will invite EY to participate in the tender process recognising its experience with the Christchurch regeneration agency, and its experience with Eke Panuku over the past 6 years.

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

8. The budget for 2022/23 internal audit is sufficient for programme being proposed.

## Ngā koringa ā-muri | Next steps

9. The internal audit programme will be undertaken by EY with reporting back to the Audit and Risk Committee.

## **Ngā tāpirihanga | Attachments**

Attachment A - Eke Panuku FY23 proposed internal audit programme

## **Ngā kaihaina | Signatories**

Carl Gosbee, Chief Financial Officer

David Rankin, Chief Executive

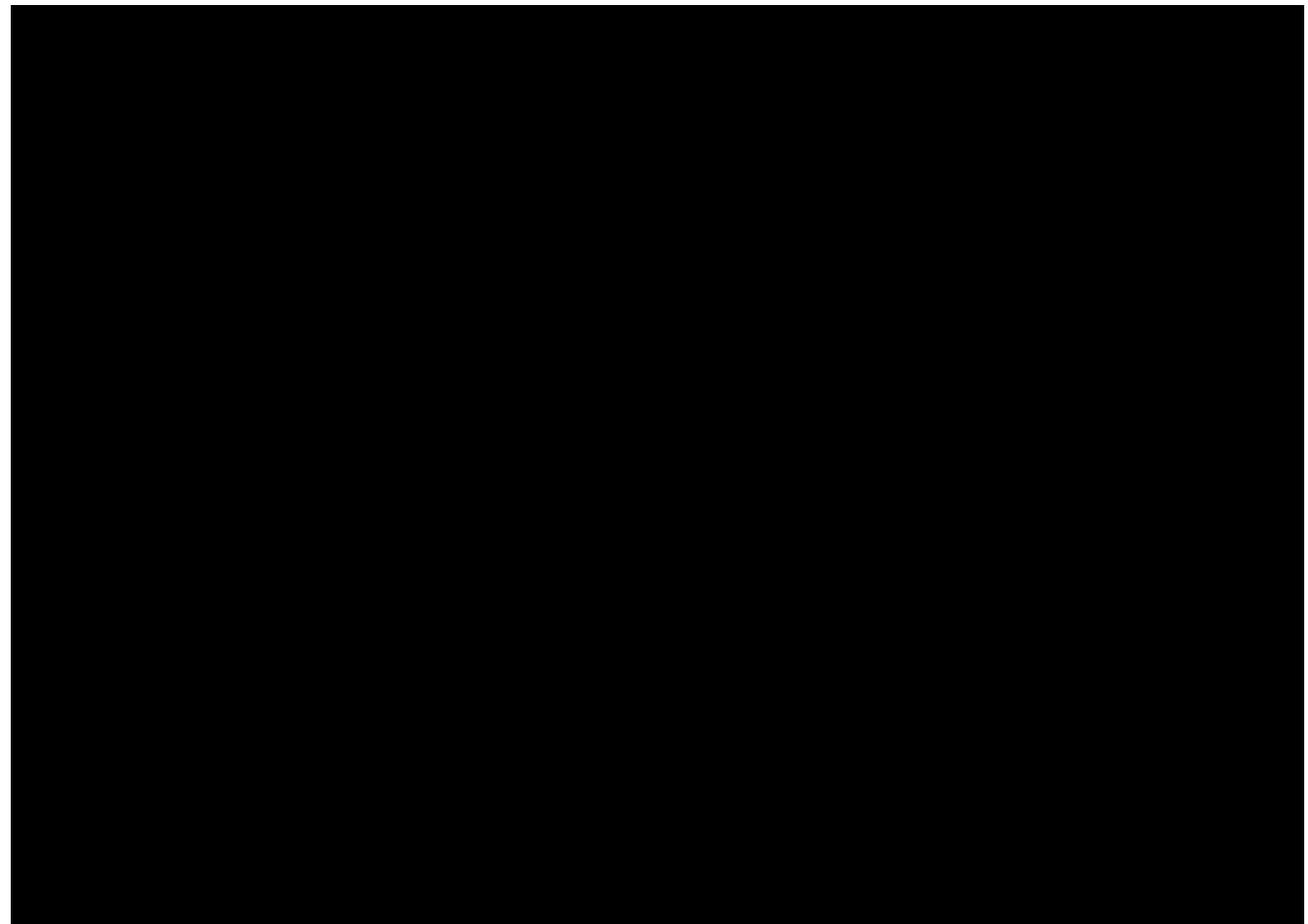
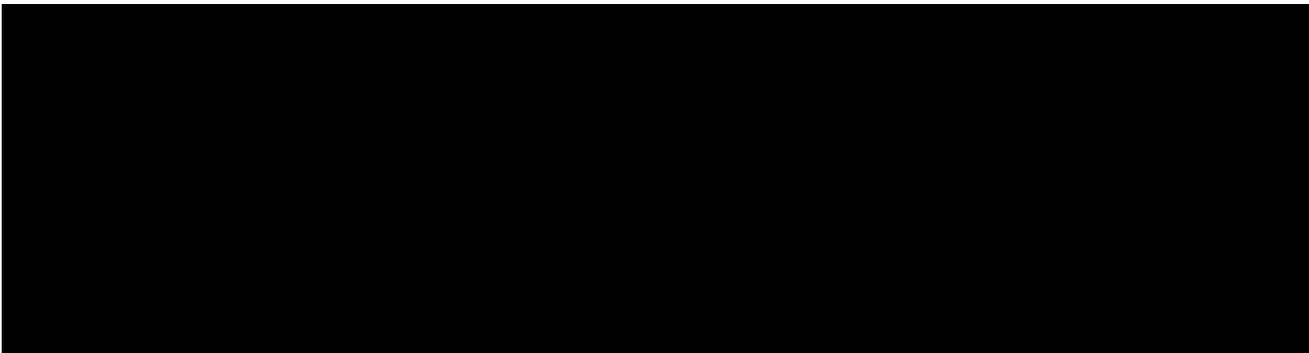
# Decision paper: 84A Morrin Rd, St Johns - go to market strategy

Author: Pete Johnston, Development Manager

June 2022

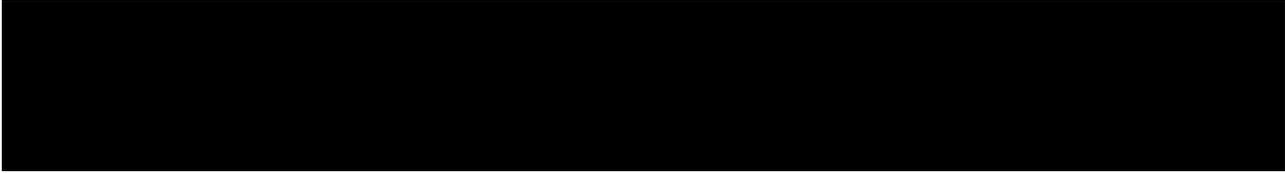
## Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

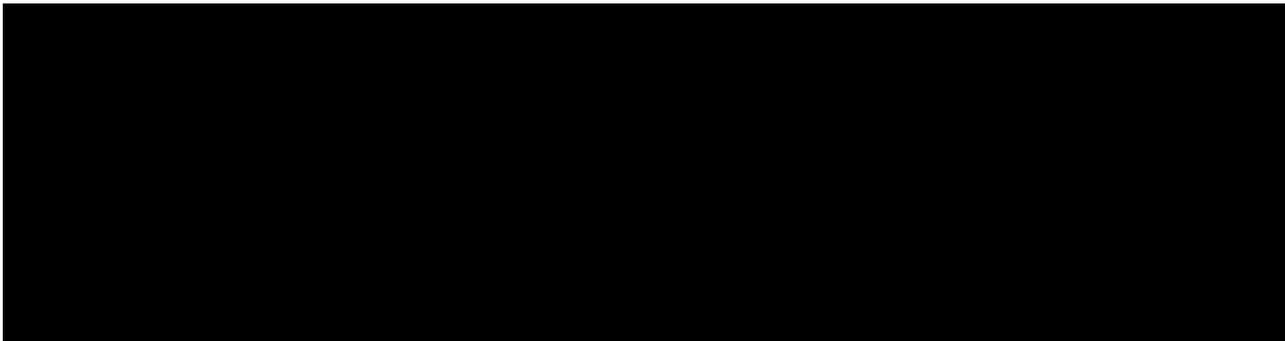
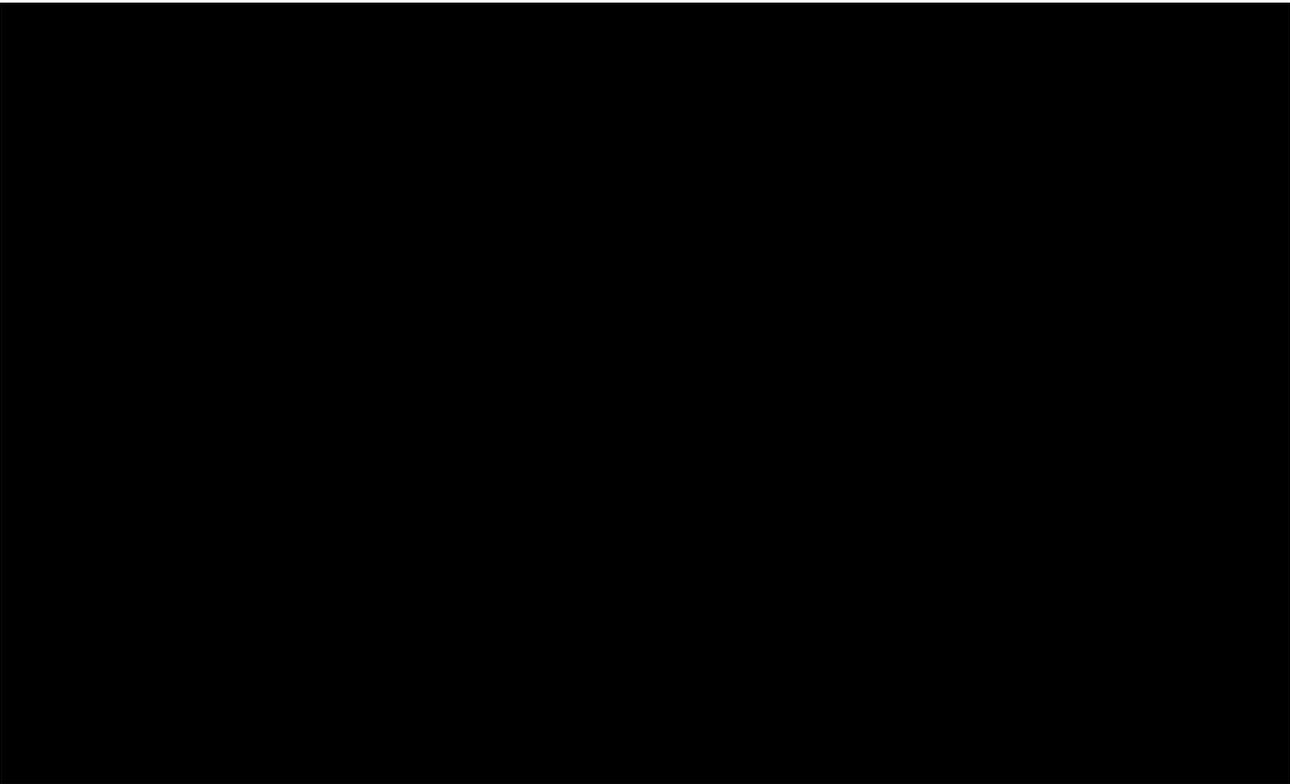


## Whakarāpopototanga matua | Executive summary

1. The property is part of the Eke Panuku Supports programme and comprises a vacant and grassed 3,437sqm site which has been used in the past as a quarry and landfill.
2. The site was approved for sale by the Strategy and Finance Committee on 13 September 2013 (Resolution number SF/2013/102) to help offset the purchase cost of the nearby Colin Maiden Park.

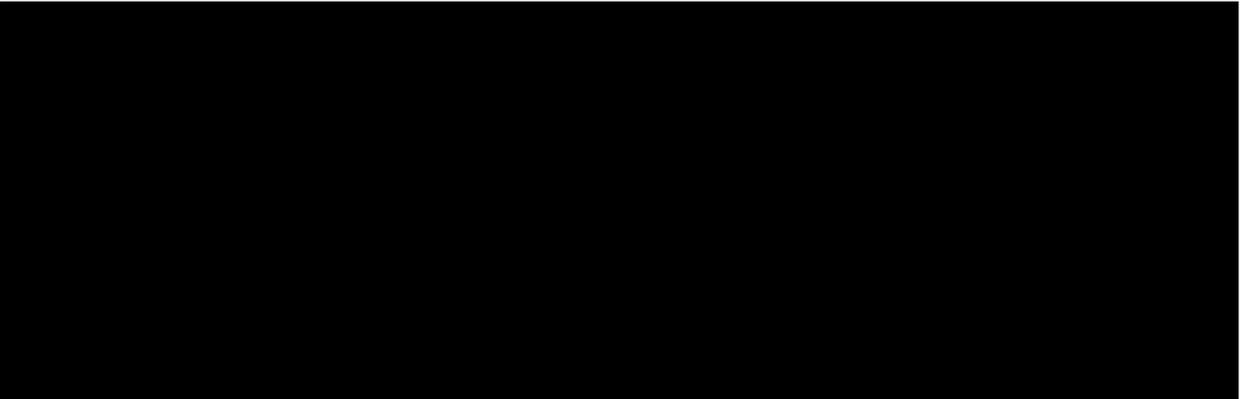


4. An extension to College Road was formed and legalised, and this has physically severed the site from the property at 84-100 Morrin Road. The site has been grassed and vacant since earthworks to the southwest were completed in 2011.
5. The site is zoned Residential – Terrace Housing and Apartment Buildings in a prime residential location and considered suitable for residential development.



## Horopaki | Context

11. The site was approved for sale to help offset the purchase cost of the nearby Colin Maiden Park.
12. Although the key objective of the sale is to maximise sale proceeds, it will also contribute towards Eke Panuku's cross cutting themes as follows:

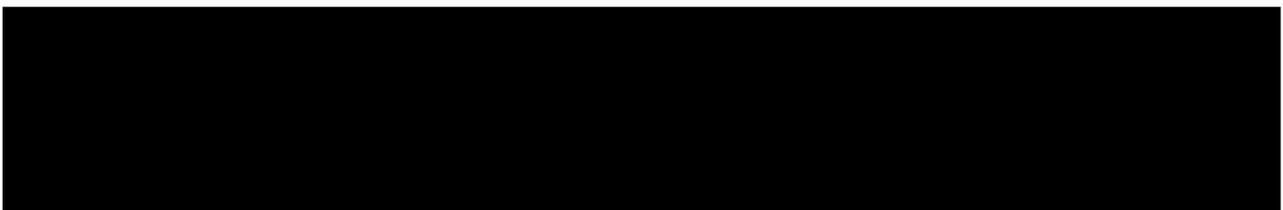


### Previous Board / Council engagement and decisions

Date and meeting	Document	Decision / Outcome
13/9/2013 Strategy and Finance Committee	Resolution number SF/2013/102	Approval to sell

## Nga whiringa me te taatai | Options and analysis

13. The Executive has considered five options for the sale of the site. These include:
  - a. leaving the site 'as is' for redevelopment at a future date.
  - b. listing the site "as is" and dealing directly with mana whenua to produce a joint proposal for redevelopment and remediation of the site and, if unsuccessful, follow the same process with a party selected from the open market (preferred option).
  - c. listing the site "as is" for sale on the open market.
  - d. remediating the site and dealing directly with mana whenua to produce a joint proposal for redevelopment and remediation of the site.
  - e. remediating the site and selling it on the open market.



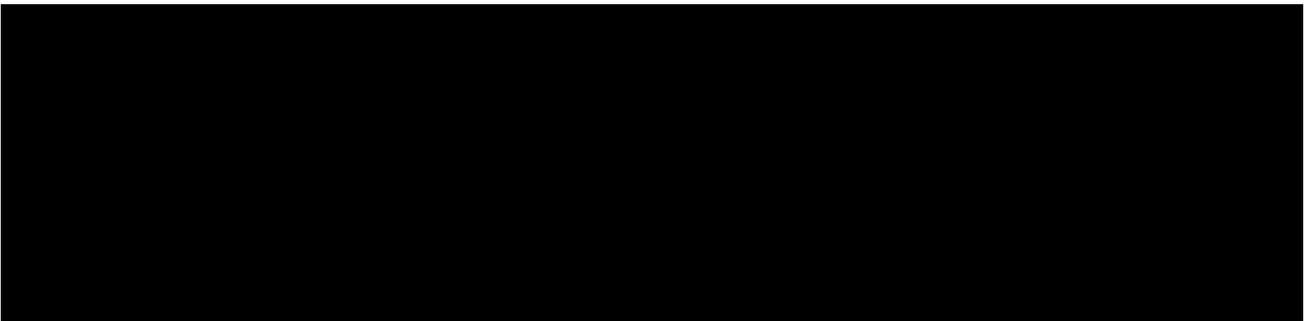
## **Ngā ritenga ā-pūtea | Financial and resourcing impacts**



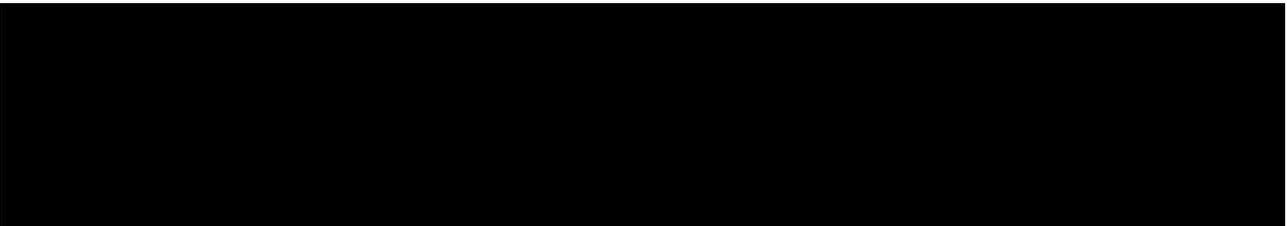
## **Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations**



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



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

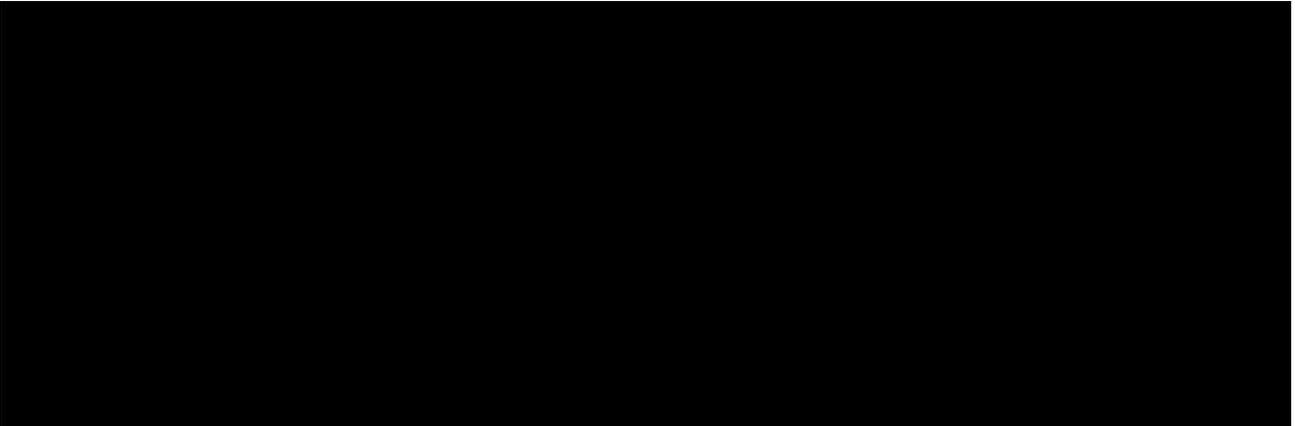


## **Tauākī whakaaweawe āhuarangi | Environment and climate change impacts**

25. The location of the site within an existing suburban centre close to existing infrastructure including train and bus routes supports sustainable outcomes.
26. Eke Panuku's climate objectives are supported by the requirement for the developer to adopt Homestar, with a minimum of 6-star rating required.

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

27. The steps and timeframes proposed to progress the decision are as follows:



## **Ngā tāpirihanga | Attachments**



## **Ngā kaihaina | Signatories**

Marian Webb, GM Assets & Delivery

Allan Young, GM Development

David Rankin, Chief Executive

#### **4.5 Service property optimisation opportunity in Papatoetoe**

This paper has been redacted under the following LGOIMA reasoning:

- *would be likely to prejudice or disadvantage negotiations s7(2)(i).*

# Decision paper: Service property optimisation opportunity in Red Hill, Papakura

Author: Andrew Elcoat, Portfolio Specialist

June 2022

## Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. approve the recommendation to the Papakura Local Board to utilise the service property optimisation policy for the disposal of 133R Settlement Road, 11R Fulmen Place, 8R Redcrest Avenue, 16R Redcrest Avenue and 321m<sup>2</sup> of 16 Game Place, Red Hill;
- b. approve the exclusive negotiation with Kāinga Ora, as the adjoining owner through a non-contestable site sale process under section 4.2 of Eke Panuku's 2018 Selecting Development Partners Policy in accordance with independent valuation advice;
- c. delegate the final terms and conditions and the execution of an unconditional agreement to the Eke Panuku Chief Executive; and
- d. note that, should the Papakura Local Board not approve the utilisation of the service property optimisation policy, then the project will not progress.

## Whakarāpopototanga matua | Executive summary

1. 133R Settlement Road, 11R Fulmen Place, 8R Redcrest Avenue and 16R Redcrest Avenue are a collection of spite strips totalling 2,278m<sup>2</sup> that currently offer no amenity within the open space network.
2. 16 Game Place is a 1,716m<sup>2</sup> site that is part of the Game Place neighbourhood park. The park is undeveloped, of steep contour but is critical within the open space network.
3. As the owner of all the surrounding property, Kāinga Ora approached Auckland Council to express its interest in acquiring the spite strips and 321m<sup>2</sup> of 16 Game Place to enable the creation of super lots that will see 130+ homes be developed in the area.
4. Eke Panuku's 2018 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 parties directly or through a closed-tender process is permitted.
5. The Executive considers the proposed non-contestable process meets the selecting development partner policy criteria. In this situation, exclusive negotiations with Kāinga Ora as the adjacent landowner will enable redevelopment and intensification of the land

area, while achieving funding for increased amenity within the open space network for the betterment of the community.

6. The Executive has engaged with Kāinga Ora to ensure that the required level of value can be established from the site to reinvest into the redevelopment of Game Place Park.
7. Approval is sought from the Board prior to obtaining approval from the Papakura Local Board to utilise the service property optimisation policy.

## Horopaki | Context

8. 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.
9. This proposal unlocks the latent value of otherwise unusable land and enables the enhancement of the open space amenity at no cost to ratepayers.

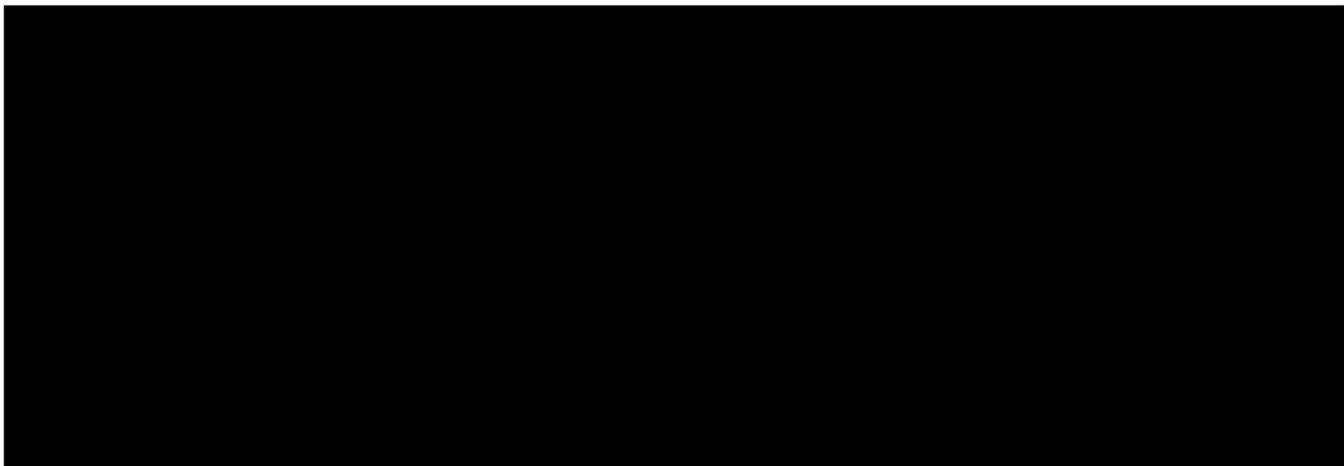
Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
March 2015 Finance and Performance Committee	Resolution FIN/2015/16	Approved the service property optimisation policy for under-utilised service property
March 2022 Local Board workshop	None	Agreed to work with Community Facilities to identify approved projects for balance of funds to be allocated to

## Nga whiringa me te taatai | Options and analysis

10. The spite strips were vested as recreation reserve on subdivision in circa 1976 and are not subject to offer-back obligations under the Public Works Act 1981. They are subject to the Reserves Act 1977.
11. 16 Game Place was acquired in 1983 when the surrounding land was subdivided and the adjacent site at 14R Game Place vested as recreation reserve. The acquisition history of 16 Game Place is being investigated, and while it is not subject to the Reserves Act 1977, it is subject to s138 Local Government Act 2002 (LGA).
12. Kāinga Ora approached council in 2021 seeking to acquire four spite strips and 321m<sup>2</sup> of 16 Game Place totalling 2,599m<sup>2</sup> to create super lots for development. In conjunction with discussions with council, Kāinga Ora also engaged with Auckland Transport (AT) to get an adjacent paper road vested, which AT has agreed to at no cost.
13. The sites are undeveloped, under-utilised due to their size and shape and have no value on the open market other than to Kāinga Ora as the adjacent owner.

14. By unlocking the synergistic value within the larger proposed super lots, the net sale proceeds will be used to improve Game Place Park for the growing community. Any balance funds will be allocated toward an eligible project identified by the Papakura Local Board.
15. If the proposal is not approved or agreement cannot be reached, then the preferred option is to hold the land in its current state.

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



19. The net sale proceeds will be used to fund the upgrade of Game Place Park with any balance allocated to other eligible projects to be identified by the Papakura Local Board.

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

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

<b>Risk Type</b>	<b>Risk</b>	<b>Level</b>	<b>Mitigation</b>
Financial	The sale of the property may not generate the anticipated level of revenue	Medium	Revise the valuation  Manage expectations with the local board on the financial returns based on market dynamics
Time/ Financial/ Resource	Agreement may not be reached through exclusive negotiations	Medium	Retain the properties as they are within the portfolio and walk away
Resource	Receiving submissions opposing the project through the public consultation process for the reserve revocation and s138 LGA	Medium	Include benefits/outcomes to be achieved within the public notification material

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

21. If approved, iwi will be informed of the proposal to engage with Kāinga Ora through exclusive negotiations.
22. Iwi will also be contacted as part of the reserve revocation and plan change processes.

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

23. Staff from throughout the council group have contributed to the assessment of the opportunity including Eke Panuku, Parks Sports and Recreation, Customer & Community Service and Community Facilities.
24. A workshop has been held with the Papakura Local Board, which supports the proposal as it enables the amenity within the open space network to be improved at no additional cost to ratepayers. Local boards have the delegation to approve service property optimisation projects and its approval will be sought through a formal business meeting.
25. There may be some short-term disruption to the community's use of the open space area during the construction period. This will be kept to a minimum and managed through conditions within the sale and purchase agreement.
26. Kāinga Ora will manage the engagement with its tenants directly impacted by the development.

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

27. The recommendation within this report enables the improvement of the open space network, which would not have otherwise been completed due to budgetary constraints.
28. The sites are not flood prone nor subject to any other environmental instabilities.
29. There is the ability to connect with the Urban Ngahere project. This initiative takes a strategic approach to the knowing, growing and protection of urban forest to enhance the social, environmental, and cultural landscape.

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

30. The steps to implement the decision are proposed as follows:
  - a. to seek approval from the Papakura Local Board to utilise the service property optimisation policy;
  - b. to begin exclusive negotiations with Kāinga Ora and enter into a conditional sale and purchase agreement, with the final commercial terms and conditions to be delegated to the Chief Executive for execution;
  - c. complete the reserve revocation, public consultation for s138 LGA and subsequent plan change.

## **Ngā tāpirihanga | Attachments**

Attachment A – Site images

Attachment B – Kāinga Ora proposed master plan

## **Ngā kaihaina | Signatories**

Marian Webb, GM Assets & Delivery

David Rankin, Chief Executive

## Attachment A – Site images



Figure 1: Areas to be acquired by Kāinga Ora in red. Area of Game Place Park to be improved in green.



Figure 2: Example of Red Hill spite strips



Figure 3: Image showing the existing Game Place Park

# Attachment B - Kāinga Ora proposed master plan

**Summary**

- Reserve land revoked (scale strips, drainage reserve, Game Piece Reserve) - 2,579m<sup>2</sup>
- Roads stopped - 1,541m<sup>2</sup>
- Reserve land revoked and vest as road - 321m<sup>2</sup>
- Road stopped and vest as reserve land - 588m<sup>2</sup>
- Stopped road to be included in residential lots - 953m<sup>2</sup>



## Decision paper: Eke Panuku name change

Author: Michele Harpham, Finance Manager

June 2022

### Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. approve changing the legal name of the company from Panuku Development Auckland Limited to Eke Panuku Development Auckland Limited, with effect from 30 June 2022, or as close to that date as can be effected
- b. delegate to the Finance Manager the authority to make the name change on the Companies' Office website.

### Whakarāpopototanga matua | Executive summary

1. In October 2021, the Board approved entering into the process to change the legal name of the company from Panuku Development Auckland Limited to Eke Panuku Development Auckland Limited.
2. The proposed new name has been reserved with the Companies Office since November 2021. Changes to our information technology systems are currently in process and the name change is planned to be effective on 30 June 2022.
3. Our legal advisors have recommended that the Board pass resolutions as detailed above to formalise the name change.

### Horopaki | Context

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
27 October 2021 Board meeting	Change of Company Name	The Eke Panuku Board approved entering into the process to change the legal name of the company from Panuku Development Auckland Limited to Eke Panuku Development Auckland Limited.

June 2022

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

4. The name of the company will be changed on the Companies Office website on 30 June 2022.

## **Ngā kaihaina | Signatories**

Carl Gosbee, Chief Financial Officer

David Rankin, Chief Executive

## Director interests at 2 May 2022

Member	Interest	Company / Entity	Conflicts pre-identified?
Paul F. MAJUREY	Chair	Panuku Development Auckland Limited	
	Director	Arcus Property Limited	
	Director	Atkins Holm Majurey Limited	
	Director	Hāpai Commercial General Partner Limited	
	Chair	Hāpai Housing General Partner Limited	
	Chair	Hauraki Collective (12 iwi collective)	
	Tangata Whenua Representative	Hauraki Gulf Forum	
	Director	Homai General Partner Limited	
	Chair	Impact Enterprise Partnership GP Limited	
	Director	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 Tapapa GP Limited	
	Director	Tikapa Moana Enterprises Limited	
	Chair	Tūpuna Taonga o Tāmaki Makaurau Trust Limited (Tūpuna Maunga Authority)	
	Director	Westhaven Marina Limited	
Chair	Whenuapai Housing GP Limited		

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

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

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

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

<b>Susan HURIA</b>	Director	Panuku Development Auckland Limited	
	Director	Accessible Properties NZ Ltd	
	Trustee	Construction Health & Safety NZ (CHASNZ)	
	Chair	Leaderbrand Holdings and associated entities	
	Governance facilitator	Ngāti Tamaoho	
	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	
	Facilitator	Waiohua Tamaki Makaurau Alliance	

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

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

## Director meeting attendance register – 2021 / 2022

	2021						2022					TOTAL
	28 Jul	25 Aug	22 Sep	27 Oct	24 Nov	15 Dec	23 Feb	23 Mar	29 Apr	25 May		
P.F. Majurey	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
J. Coop	x	✓	✓	✓	✓	✓	✓	✓	✓	✓		
D.I. Kennedy	✓	✓	✓	x	✓	✓	✓	✓	✓	✓		
R.I. Leggat	✓	✓	✓	✓								
J. Kerr	✓	✓	✓	✓	✓	x	✓	✓	✓	✓		
K. Court	✓	✓	✓	✓	✓	✓	✓	✓	✓	x		
S. Huria	✓	✓	✓	✓	✓	x	✓	✓	✓	✓		
S. Evans	x	✓	✓	✓	✓	✓	✓	✓	✓	✓		

LOA – Leave of absence

Minutes of the meeting of directors of Eke Panuku Development Auckland Limited, held in partly **confidential** session, in person at 82 Wyndham Street, Auckland and online via Teams, on Wednesday 25 May 2022 commencing at 10.00am.

<p><b>Attending</b></p>		<p><b>Board:</b> Paul Majurey – Chair, David Kennedy – Deputy Chair, John Coop, Steven Evans, Susan Huria, Jennifer Kerr</p> <p><b>Executive:</b> David Rankin – Chief Executive, Gyles Bendall – GM Design &amp; Place, Alaina Cockerton – Head of People &amp; Culture, Angelika Cutler – GM Community &amp; Stakeholder Relations, Carl Gosbee – Chief Financial Officer, Brenna Waghorn – GM Strategy &amp; Planning, Marian Webb – GM Assets &amp; Delivery, Ian Wheeler – Chief Operating Officer, Allan Young – GM Development, Kathy Crewther – Governance Manager</p> <p><b>In Attendance:</b> Selio Solomon (Board Intern)</p>
<p><b>1.1 Public meeting opens</b></p>	<p>1 05/22</p>	<p>A deputation from Equal Justice Project was welcomed. Millicent Anderson and Claire Kang joined the meeting via Teams to provide their input into the draft Statement of Intent.</p> <ul style="list-style-type: none"> <li>• Recognition of Eke Panuku’s leadership regarding climate change strategies.</li> <li>• Several recommendations were put forward, including to increase home star rating to a minimum of 7 Stars and to continue to take a proactive role in development projects.</li> <li>• Encouragement to explore the Copenhagen model, also to continue work on reduction of waste.</li> </ul> <p>The Chair thanked them for their presentation and advised that their feedback would be considered.</p> <p>A copy of the presentation will be circulated to Board members.</p>
<p><b>Board and Chief Executive-only time</b></p>		<p>The Board had Board-only time between 10.15am and 10.45am. [REDACTED]</p>
<p><b>Opening remarks</b></p>		<p>The meeting opened with a karakia at 10.45am.</p>
<p><b>2.1 Procedural motion to exclude the public</b></p>	<p>2 05/22</p>	<p>Pursuant to clause 12.3 of the Panuku Constitution, the public be excluded from confidential papers or parts thereof, so that commercially sensitive issues can be discussed.</p>
<p><b>2.2 Apologies</b></p>	<p>3 05/22</p>	<p>Apologies were received from Kenina Court. Apologies for early departure (12pm) were noted from David Kennedy.</p>
<p><b>3. Chief Executive’s report</b></p>	<p>4 05/22</p>	<p>Rachel Wilson, Principal Advisor, CCO Governance and External Partnerships, Auckland Council, joined the meeting via Teams.</p> <p>David Rankin, Chief Executive, introduced the report. The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• [REDACTED]</li> <li>• Harbour Bridge Park – Fiona Knox, Priority Location Director, joined the meeting for this item. Clarification re NZTA land, noting it has indicated it requires the land for operational works. The ability to create green space would be ideal but unlikely.</li> </ul>

		<ul style="list-style-type: none"> <li>• Ngāti Whātua Ōrākei Trust v. Attorney-General [2022] NZHC 843 28 April 2022 – Update re summary of High Court decision and potential next steps, particularly in relation to pile berth redevelopment.</li> <li>• [REDACTED]</li> </ul> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<b>4. Health and safety update</b>	6 05/22	<p>Carl Gosbee, Chief Financial Officer, introduced the report. Paul Brown, Health &amp; Safety Manager, joined the meeting for this item. The Board discussed the report.</p> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<b>5.1 Pukekohe – Small Site Sales</b>	7 05/22	<p>Allan Young, GM Development, introduced the report. Tom Belgrave, Development Manager, joined the meeting for this item. The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• [REDACTED]</li> </ul> <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <p>a. [REDACTED]</p> <ul style="list-style-type: none"> <li>• [REDACTED]</li> </ul> <p>b. [REDACTED]</p> <ul style="list-style-type: none"> <li>• [REDACTED]</li> <li>• [REDACTED]</li> </ul> <p>c. Delegated authority to the Chief Executive to select preferred parties, execute the required documentation to sell each property, and approve the final commercial terms [REDACTED]</p>



		<p>b. [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
<p><b>5.3 Eke Panuku future programme – proposed approach</b></p>	<p>9 05/22</p>	<p>Brenna Waghorn, GM Strategy and Planning, introduced the report. Naomi Craymer, Principal Strategic Advisor, joined the meeting for this item. The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• Preliminary work on locations will be undertaken but work on the funding model for the extended programme will not begin in June as initially anticipated.</li> <li>• Certainty of resources and better understanding of budget and opportunities required from council before commencing too much work on potential new locations.</li> </ul> <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <ol style="list-style-type: none"> <li>a. Endorsed the selection and assessment criteria for the Eke Panuku future programme as follows: potential for greatest urban regeneration benefit, transit-oriented development opportunity, development unlikely to happen without intervention in market, equity, quality developable land available and/or funding for acquisitions.</li> <li>b. Endorsed a targeted approach to analysing future options for the Eke Panuku future programme and associated funding model to inform the next long-term plan.</li> <li>c. Endorsed a recommendation to the Auckland Council Planning Committee that a targeted approach (option 2) to develop the future programme is the Eke Panuku preferred option.</li> <li>d. [REDACTED]</li> </ol> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>

		f. [REDACTED]
<b>5.4 Board Delegated Authority Policy</b>	10 05/22	<p>Carl Gosbee, Chief Financial Officer, introduced this item. The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• The policy was recently reviewed and reflects feedback received from the Audit &amp; Risk Committee.</li> <li>• Recommendation to move to a two-yearly review.</li> <li>• Recovery and write-off of debts issue needs discussion with council and respective accountabilities.</li> <li>• Adjustments to rent relief and write-off of some leases.</li> </ul> <p>Following the conclusion of discussions, the Eke Panuku Board approved the revised Board Delegated Authority Policy.</p>
<b>5.5 Viaduct Events Centre Lease</b>	11 05/22	<p>David Rankin, Chief Executive, provided an update. A term sheet has been agreed between the parties subject to approval of the Eke Panuku and Tātaki Auckland Unlimited boards. The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• [REDACTED]</li> <li>• [REDACTED]</li> <li>• [REDACTED]</li> <li>• [REDACTED]</li> </ul>
<b>6.1 Management of capital funding allocations</b>	12 05/22	<p>Ian Wheeler, Chief Operating Officer, introduced the report. The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• Reference to previous discussions regarding capital funding, how it works and how it is managed on an annual basis.</li> </ul> <p>The Eke Panuku Board received the report.</p>
<b>6.2 Stakeholder and community insights</b>	13 05/22	<p>Angelika Cutler, GM Community and Stakeholder Relations, introduced the report. Sven Mol, Manager Strategic Insights and Evidence, joined the meeting for this item. The Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• The research will assist data-driven decision-making based on feedback about how Eke Panuku is perceived, noting perception and visibility are improving, along with stakeholder relationships.</li> <li>• How diversity feedback will be addressed, noting our diverse workforce and open communications, along with more work to be done in this area.</li> </ul>

		<ul style="list-style-type: none"> <li>Lack of resources is an issue, but insights are being gathered including re City Centre, to look at themes.</li> </ul> <p>The Eke Panuku Board received the report.</p>
<b>6.3 Selecting development partners</b>	14 05/22	<p>Allan Young, GM Development, introduced the report. Daniel Haines, Head of Māori Outcomes, joined the meeting for this item. The Board reflected on the extensive discussions it has already had on these issues, and their complexity.</p> <p>The Board reflected its comfort with the approach proposed in paragraphs 17 and 19 of the report.</p> <p>The Executive is to report back with a decision paper post-engagement with the Eke Panuku Mana Whenua forum.</p> <p>The Eke Panuku Board received the report.</p>
<b>7.1 Director interests</b>	15 05/22	The Eke Panuku Board reviewed and received the Registers of Directors' Interests.
<b>7.2 Director meeting attendance</b>	16 05/22	The Eke Panuku Board noted the Directors' meeting attendance.
<b>7.3 Minutes of the 29 April 2022 board meeting</b>	17 05/22	The Eke Panuku Board reviewed and confirmed the Minutes of the Board Meeting 29 April 2022, with confidential information included, as a true and accurate record of the meeting.
<b>7.4 Board action list</b>	18 05/22	The Eke Panuku Board noted the Board action list.
<b>7.5 Board forward work programme</b>	19 05/22	The Eke Panuku Board noted the Board forward work programme.
<b>8. General Business</b>	20 05/22	<p>The following matters of general business were discussed:</p> <ul style="list-style-type: none"> <li>The team was congratulated on an excellent and significant event held on Tuesday 17 May marking the signing of the Te Whakaoranga o Te Puhinui Charter, with a large turnout of council family, mana whenua etc.</li> <li>The Auckland Futures Now conference held on Tuesday 24 May, sponsored by Tātaki Auckland Unlimited, regarding the future of Tāmaki Makaurau generated stimulating discussion, including regarding the city centre.</li> </ul>
<b>Close of Board meeting</b>	21 05/22	The meeting closed with a karakia at 12:15pm.

Read and confirmed

\_\_\_\_\_ Chair

\_\_\_\_\_ Date