

Board Report

Public

Date
Friday,
21 August 2020

Venue
Zoom



Local Government Official Information and Meetings Act 1987.

7 Other reasons for withholding official information

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

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

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

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

(i) would disclose a trade secret; or

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

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

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

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

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

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

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

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

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

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

(g) maintain legal professional privilege; or

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

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

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

Board agenda

Where: Zoom
When: Friday 21 August 2020 | 9.00 am – 1.00 pm
Board members: Adrienne Young-Cooper – Chair
 Victoria Carroll – Director
 John Coop – Director
 David Kennedy – Director
 Richard Leggat – Director
 Paul Majurey – Deputy Chair
Board observer: Mark Darrow
Liaison councillor: Cr Efeso Collins

<p>Local Government Official Information and Meetings Act 1987 (LGOIMA) statement</p> <p><i>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:</i></p> <ul style="list-style-type: none"> • <i>would be likely unreasonably to prejudice the commercial position of a third party s7(2)(b)(ii);</i> • <i>to maintain the effective conduct of public affairs through the free and frank expression of opinions s7(2)(f)(i);</i> • <i>would be likely to prejudice or disadvantage the commercial position of council s7(2)(h); and</i> • <i>would be likely to prejudice or disadvantage negotiations s7(2)(i).</i> 	
1.	<p>Governance matters</p> <p>1.1 Apologies</p> <p>1.2 Director interests</p> <p>1.3 Director meeting attendance</p> <p>1.4 Minutes of 17 June and 28 July 2020 board meeting</p>
	<p>Public deputation</p>
2.	<p>Health and Safety report</p>
3.	<p>Chief Executive’s report</p>
4.	<p>Strategic reports</p> <p>4.1 Report of the CCO Review Panel</p>
5.	<p>Urban regeneration reports</p> <p>5.1 Unlock Pukekohe Programme Business Case</p> <p>5.2 Transform Waterfront Wynyard Point Draft Masterplan</p> <p>5.3 Transform Manukau Te Whakaoratanga i te Puhinui</p>
6.	<p>Business reports</p> <p>6.1 Conflicts of interest, gifts, and hospitality</p> <p>6.2 Development and disposals programme</p> <p>6.3 Grants and donations plan 2020/21; and quarter four results 2019/2020</p>

Panuku Development Auckland (Panuku)

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. 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. Panuku will continue to redevelop the city waterfront area and manage non-service properties on behalf of the Auckland Council Group. Panuku's subsidiary is Westhaven Marina Limited.

Our name

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

Our vision

Shaping spaces for Aucklanders to love

Our mission

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

Our purpose

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

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

What we do

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.



Opening

Whakataka te hau ki te uru

Whakataka te hau ki te
tonga

Kia mākinakina ki uta

Kia mātaratara ki tai

E hī ake ana te atakura

He tio

He huka

He hau hū

Tīhei mauri ora!

Cease o winds from the west

Cease o winds from the south

*Bring calm breezes over the
land*

*Bring calm breezes over the
sea*

*And let the red-tipped dawn
come*

With a touch of frost

A sharpened air

And promise of a glorious day

No apologies have been received at the time of publishing.

Directors' interests at 28 July 2020

Member	Interest	Company / Entity	Conflicts pre-identified?
Adrienne YOUNG-COOPER	Chair	Panuku Development Auckland Limited	
	Chair	Auckland Transport	
	Chair	Cornwall Park Trust Board Incorporated	
	Chair	Queenstown Airport Corporation Limited	
	Chair	Sir John Logan Campbell Residury Trust	
	Chair	Sir John Logan Campbell Medical Trust Incorporated	
	Director	Westhaven Marina Limited	
Victoria CARROLL	Director	Panuku Development Auckland Limited	
	Director	Kāinga Ora	Possible
	Director	Manawa Housing Limited	
	Director	Mediterrania Holdings Limited	
	Director	Mediterrania Limited	
	Trustee	Community Housing Aotearoa	
	Trustee	Mangatawa Papamoia Block Incorporation	
	Trustee	Nga Potiki a Tamapahore Treaty Settlement Trust	
John COOP	Director	Panuku Development Auckland Limited	
	Managing Director and Principal	Warren and Mahoney	Possible
David I. KENNEDY	Director	Panuku Development Auckland Limited	
	Director	525 Blenheim Road Limited	
	Director	Cathedral Property Limited	

	Director	Good General Practice Limited	
	Director	Grantley Holdings Limited	
	Director	Hobsonville Development GP Limited	
	Director	New Ground Living (Hobsonville Point) Limited	
	Director	Ngāi Tahu Justice Holdings Limited	
	Director	Ngāi Tahu Property (CCC-JV) Limited	
	Director	Ngāi Tahu Property Joint Ventures Limited	Possible, Unlock Northcote
	Director	Ngāi Tahu Property Joint Ventures (No.2) Limited	
	Director	Ngāi Tahu Real Estate Limited	
	Director	NTP Development Holdings Limited	
	Director	NTP Investment Holdings Limited	
	Director	NTP Investment Property Group Limited	
	Director	Prestons Road Limited	

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

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

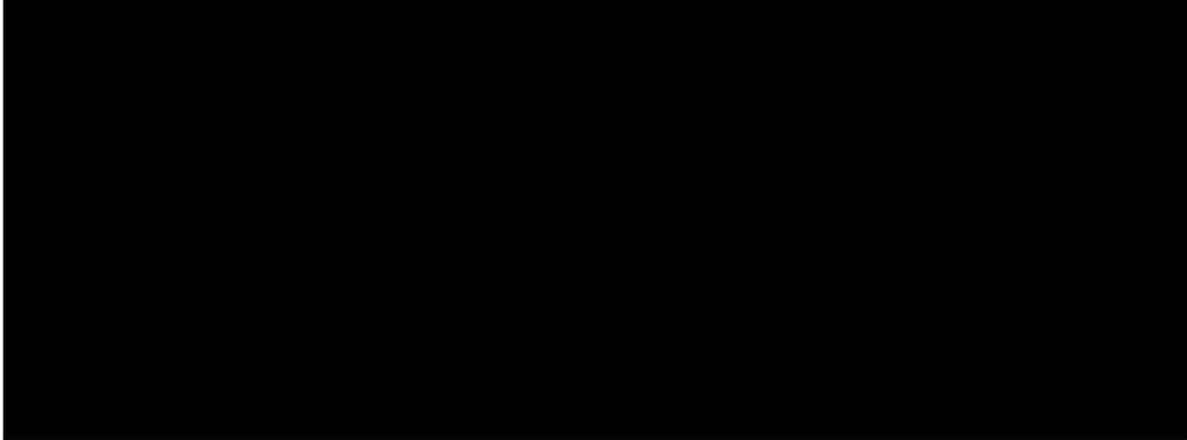
Director meeting attendance register – 2020 / 2021

	2020						2021					TOTAL
	28 Jul	21 Aug	23 Sep	21 Oct	18 Nov	16 Dec	Feb	Mar	Apr	May	Jun	
A.F. Young-Cooper	✓											
V. Carroll	✓											
J. Coop	✓											
D.I. Kennedy	✓											
R.I. Leggat	✓											
P.F. Majurey	x											

MINUTES OF THE MEETING OF DIRECTORS OF PANUKU DEVELOPMENT AUCKLAND LIMITED, HELD IN **CONFIDENTIAL** SESSION AT PANUKU, 82 WYNDHAM STREET, AUCKLAND ON WEDNESDAY 17 JUNE 2020 COMMENCING AT 9.00 AM.

ATTENDING		<p>Board: Adrienne Young-Cooper (Chair), Victoria Carroll, John Coop, David Kennedy, Richard Leggat, Paul Majurey.</p> <p>Observer: Mark Darrow</p> <p>Councillor liaison: Cr Efeso Collins</p> <p>Executive: David Rankin – Chief Executive, Monica Ayers – GM People & Culture, Gyles Bendall – GM Design & Place, Jenni Carden – Executive Officer/Company Secretary, Angelika Cutler – GM Corporate Affairs, Carl Gosbee – Chief Financial Officer, Brenna Waghorn – GM Strategy and Planning, Marian Webb – GM Assets & Delivery, Ian Wheeler – Chief Operating Officer, Allan Young – GM Development.</p>
PROCEDURAL MOTION TO EXCLUDE THE PUBLIC	1 06/20	Pursuant to clause 12.3 of the Panuku Constitution, the public be excluded from the following proceedings of this meeting, so that commercially sensitive issues can be discussed in confidential session.
OPENING REMARKS	2 06/20	The Chair welcomed board members and executive to the meeting. The Chair commended the executive and staff on their response to the challenges posed by the pandemic and suggested discussions should take place on how to take lessons learned from it into the organisation.
1.1 APOLOGIES CONFIDENTIAL GOVERNANCE MATTER	3 06/20	Mark Darrow was absent.
1.2 DIRECTORS' INTERESTS CONFIDENTIAL GOVERNANCE MATTER	4 06/20	The Panuku Board reviewed and received the Register of Director's Interests and the identified interests for specific projects, noting the following: <div style="background-color: black; height: 20px; width: 100%;"></div>
1.3 DIRECTORS' MEETING ATTENDANCE CONFIDENTIAL GOVERNANCE MATTER	5 06/20	The Panuku Board noted the directors' meeting attendance.
1.4 MINUTES OF 20 MAY 2020 BOARD MEETING	6 06/20	The Panuku Board reviewed and confirmed the Minutes of the Board Meeting of 20 May 2020, with confidential information included, as a true and accurate record of the meeting.

CONFIDENTIAL GOVERNANCE MATTER		
1.5 BOARD ACTION LIST	7 06/20	The Panuku Board noted the board action list.
CONFIDENTIAL GOVERNANCE MATTER		
1.6 BOARD FORWARD WORK PROGRAMME	8 06/20	The Panuku Board noted the board forward work programme.
CONFIDENTIAL GOVERNANCE MATTER		
1.7 11 JUNE 2020 AUDIT AND RISK COMMITTEE MEETING VERBAL UPDATE	9 06/20	Richard Leggat, Chair Audit & Risk Committee, provided a summary of the meeting held on 11 June 2020. Key highlights included:
CONFIDENTIAL GOVERNANCE MATTER		
		The Panuku Board received the verbal update.
2. HEALTH AND SAFETY REPORT	10 06/20	 Health and Safety Manager, joined the meeting and introduced the report. The board discussed the following matters: <ul style="list-style-type: none"> The temporary solution in response to the balustrades incident had been implemented with evaluation of the permanent solution underway with the landowner.  Significant work has been undertaken around Silo 7 with the area closed off. 

		Following the conclusion of discussions, the Panuku Board received the report.
3. CONFIDENTIAL CHIEF EXECUTIVE'S REPORT	11 06/20	<p>David Rankin, Chief Executive (acting), introduced the report. The board discussed the following matters:</p>  <p>Following the conclusion of discussions, the Panuku Board received the report.</p>
4.1 PARTNERSHIP APPROACH TO DEVELOPMENT CONFIDENTIAL STRATEGIC REPORT	12 06/20	 <p>Allan Young, GM Development, introduced the report. The board discussed the following matters:</p> 

		<p>[REDACTED]</p> <p>Following the conclusion of discussions, the Panuku Board received the report.</p>
<p>4.2 PANUKU'S DESIGN STRATEGY AND OVERVIEW</p> <p>CONFIDENTIAL STRATEGIC REPORT</p>	<p>13 06/20</p>	<p>[REDACTED] Head of Planning & Consents joined the meeting. Gyles Bendall, GM Design & Place (acting), introduced the report. The board discussed the following matters:</p> <p>[REDACTED]</p> <p>Following the conclusion of discussions, the Panuku Board received the report.</p>
<p>4.3 CITY RAIL LINK MT EDEN AND KARANGAHAPE STATIONS DEVELOPMENT PROGRAMME</p> <p>CONFIDENTIAL STRATEGIC REPORT</p>	<p>14 06/20</p>	<p>[REDACTED]</p>

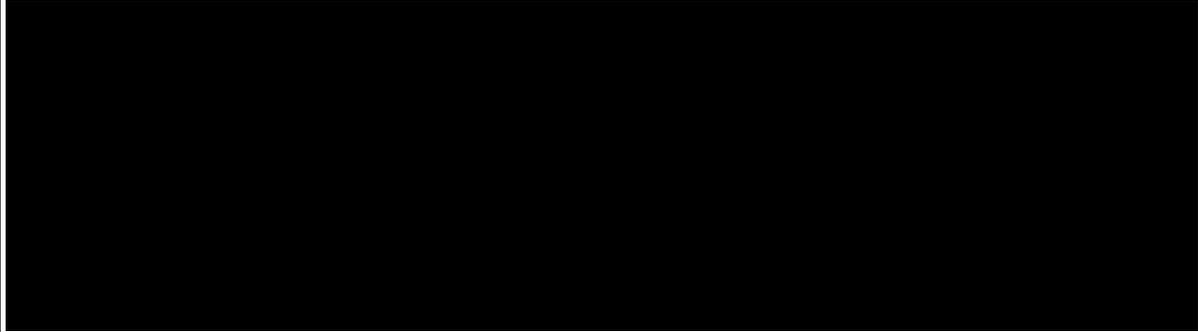
		
<p>4.4 PANUKU CLIMATE CHANGE STRATEGY</p> <p>CONFIDENTIAL STRATEGIC REPORT</p>	<p>15 06/20</p>	<p> Head of Corporate Responsibility, joined the meeting. Brenna Waghorn, GM Strategy & Planning, introduced the report. The board discussed the following matters:</p> 

		<p>[REDACTED]</p> <p>Following the conclusion of discussions, the Panuku Board [REDACTED]</p> <p>[REDACTED]</p>
<p>5.1 TRANSFORM WATERFRONT: PROGRAMME BUSINESS CASE</p> <p>CONFIDENTIAL PRIORITY LOCATION REPORT</p>	<p>16 06/20</p>	<p>[REDACTED] Priority Location Director - Waterfront, joined the meeting. Ian Wheeler, Chief Operating Officer, introduced the report. The board discussed the following matters:</p> <p>[REDACTED]</p> <p>Following the conclusion of the discussions, the Panuku Board:</p> <p>[REDACTED]</p>

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<p>5.2 UNLOCK PAPATOETOE: SAINT GEORGE'S LANES</p> <p>CONFIDENTIAL PRIORITY LOCATION REPORT</p>	<p>17 06/20</p>	<p>Richard Davison, Priority Location Director - South, joined the meeting. Ian Wheeler, Chief Operating Officer, introduced the report. The board discussed the following matters:</p> <div data-bbox="896 1125 2085 1423" style="background-color: black; height: 187px;"></div>

		<p>Following the conclusion of the discussions, the Panuku Board:</p>

		
<p>5.3 UNLOCK PAPATOETOE: 91 CAMBRIDGE TERRACE</p> <p>CONFIDENTIAL PRIORITY LOCATION REPORT</p>	<p>18 06/20</p>	<p>Richard Davison, Priority Location Director - South, joined the meeting. Ian Wheeler, Chief Operating Officer, introduced the report. The board discussed the following matters:</p>  <p>Following the conclusion of the discussions, the Panuku Board:</p> 

<p>5.4 UNLOCK TAKAPUNA: GASOMETER CAR PARK</p> <p>CONFIDENTIAL PRIORITY LOCATION REPORT</p>	<p>19 06/20</p>	<p>Kate Cumberpatch, Priority Location Director - North, joined the meeting. Ian Wheeler, Chief Operating Officer, introduced the report. The board discussed the following matters:</p> <p>[REDACTED]</p> <p>Following the conclusion of the discussions, the Panuku Board [REDACTED]</p> <p>[REDACTED]</p>

<p>5.5 UNLOCK HOBSONVILLE</p> <p>CONFIDENTIAL PRIORITY LOCATION REPORT</p>	<p>20 06/20</p>	<p>Kate Cumberpatch, Priority Location Director - North, joined the meeting. Ian Wheeler, Chief Operating Officer, introduced the report. The board discussed the following matters:</p> <div data-bbox="893 236 2078 437" style="background-color: black; height: 126px; width: 529px;"></div> <p>Following the conclusion of the discussions, the Panuku Board:</p> <div data-bbox="893 472 2078 1214" style="background-color: black; height: 465px; width: 529px;"></div>
<p>6.1 PANUKU AND AUCKLAND TRANSPORT PARK AND RIDE INTEGRATED DEVELOPMENT PROGRAMME</p> <p>CONFIDENTIAL BUSINESS REPORT</p>	<p>21 06/20</p>	<p>The rest of the board considered the Chair's interest in this agenda item as Chair of Auckland Transport but agreed it did not give rise to a conflict of interest.</p> <p>Marian Webb, GM Assets & Delivery, introduced the report. The board discussed the following matters:</p>

		<p>[Redacted]</p> <p>Following the conclusion of the discussions, the Panuku Board:</p> <p>[Redacted]</p>
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6.2 DISPOSAL OF 200 VICTORIA STREET WEST, AUCKLAND CENTRAL CONFIDENTIAL BUSINESS REPORT	22 06/20	<p>[REDACTED]</p> <p>Allan Young, GM Development, introduced the report. Following the conclusion of the discussions, the Panuku Board:</p> <p>[REDACTED]</p>
6.3 AUDIT & RISK COMMITTEE RECOMMENDATIONS CONFIDENTIAL BUSINESS REPORT	23 06/20	<p>Carl Gosbee, Chief Financial Advisor, introduced the report. Following the conclusion of the discussions, the Panuku Board:</p> <p>[REDACTED]</p>
6.4 PANUKU PEOPLE CONFIDENTIAL BUSINESS REPORT	24 06/20	<p>Monica Ayers, GM People & Culture, introduced the report. Following the conclusion of the discussions, the Panuku Board received the report.</p>
7. GENERAL BUSINESS	25 06/20	[REDACTED]

CLOSE OF BOARD MEETING	26 06/20	The meeting closed at 2.44 pm.
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READ AND CONFIRMED

_____ **Chair**

_____ **Date**

MINUTES OF THE MEETING OF DIRECTORS OF PANUKU DEVELOPMENT AUCKLAND LIMITED, HELD IN **PUBLIC** SESSION AT PANUKU, 82 WYNDHAM STREET, AUCKLAND ON TUESDAY 28 JULY 2020 COMMENCING AT 9.30 AM.

ATTENDING		<p>Board: Adrienne Young-Cooper (Chair), John Coop, David Kennedy, Richard Leggat.</p> <p>Executive: David Rankin – Chief Executive, Brenna Waghorn – GM Strategy and Planning, Ian Wheeler – Chief Operating Officer, Angelika Cutler – GM Corporate Affairs, Jenni Carden – Executive Officer/Company Secretary.</p>
OPENING REMARKS	1 07/20	The Chair welcomed board members, members of the public and executive to the meeting.
1.1 APOLOGIES	2 07/20	Apologies were received from Paul Majurey (Deputy Chair) and Victoria Carroll. Councillor liaison Cr Efeso Collins and Carl Gosbee (Chief Financial Officer) were absent.
GOVERNANCE MATTER		
1.2 DIRECTORS' INTERESTS	3 07/20	The Panuku Board reviewed and received the Register of Directors' Interests noting changes for Board Chair Adrienne Young-Cooper.
GOVERNANCE MATTER		
1.3 DIRECTORS' MEETING ATTENDANCE	4 07/20	The Panuku Board noted the director's meeting attendance.
GOVERNANCE MATTER		
1.4 PUBLIC DEPUTATION	5 07/20	<p>██████████ Head of Corporate Responsibility, joined the meeting for this item.</p> <p>The Panuku Board received the public deputation and thanked Shereen Lee and Jeremy San Juan from the Equal Justice Project for their submission (attached to the minutes) on the Panuku Draft Statement of Intent and feedback on the Draft Climate Change Strategy.</p> <p>The board requested management provide a response to the deputation.</p>
GOVERNANCE MATTER		
2.1 STATEMENT OF INTENT 2020-2023, BUSINESS PLAN, BUDGET, AND FUNDING ALLOCATION FOR 2020/2021	6 07/20	<p>Kingsha Changwai, Manager Business Planning & Reporting, and Kirsty Datson, Manager Financial Planning & Reporting, joined the meeting for this item.</p> <p>Brenna Waghorn, GM Strategy & Planning, introduced the report outlining the changes since the board last saw the draft SOI, and the new format for the corporate business plan including the spatial plans. The board discussed the following matters:</p>

STRATEGIC REPORT

- Allocation of capex funding across the priority locations, given the quantum of inflight projects, to set the right platform for following financial years.
- Level of confidence to achieve planned sales and consequences of not achieving. Will impact the reinvestment budget in priority locations and commitments to shareholder for asset sales. The reinvestment budget is in 'credit' from previous years transactions.
- Continuing to invest in leadership and capability through workforce planning. The board acknowledged the reduction in salary costs. 70% of staff earning over \$100k have committed to a voluntary salary reduction.
- Change from redevelopment to regeneration is well defined. Anticipate the shareholder adjusting the constitution to align with this definition following the completion of the CCO Review.
- Likelihood of resurgence of Covid-19 resulting in community transmission. How the business will respond to the uncertainty and risk and be ready to capture opportunities that may arise (i.e. Government funded 'shovel-ready' projects). Executive noted the opex and capex budgets would be closely monitored to enable reprioritisation if required.
- Transparency of costs associated with the urban regeneration programme. Improving the allocation of funding to programmes versus general overheads.
- Targets suggested by Equal Justice Project deputation. Executive noted that it was appropriate to consider them for the corporate business plan, rather than the SOI, and make changes to the Climate Change Strategy.
- The business objectives and business priorities outlined in the corporate business plan. It was noted that the last assumption was cut-off in the document. Executive provided verbally and will address.
- The inclusion of the spatial delivery plans in the corporate business plan. They provide a visual snapshot of the locations. Control processes to capture change over time will be critical. They will be helpful when working with stakeholders.
- Expectations and approach to flexible working arrangements. Work to be done to confirm general principles and provide the technology to support.
The board provided the following guidance: Getting good sociology advice, suitable to Panuku's business. Balancing workplace theory vs. management theory. Seek to balance performance/productivity with engagement and assessing individual need vs. business need. Robust measurement and evidence base are essential.
- The board acknowledged the work, and re-work, involved in preparing the SOI, business plan and budgets as a result of the Emergency Budget.

		<p>David Kennedy departed at 10.08am</p> <p>Following the conclusion of discussions, the Panuku Board.</p> <ul style="list-style-type: none"> a. Approved the updated Statement of Intent (SOI) 2020-2023, noting the changes responding to the feedback from the shareholder, Auckland Council. b. Approved the 2020-2021 Panuku Corporate Business Plan and associated budgets. c. Delegated the approval of any further changes requested by the board or shareholder to the Chair, Deputy Chair and Chief Executive (acting). d. Noted the allocation of funding to the programmes and projects.
3. GENERAL BUSINESS	7 07/20	There were no items of general business
CLOSE OF BOARD MEETING	8 07/20	The meeting closed at 10.39 am.

READ AND CONFIRMED

_____ **Chair**

_____ **Date**

PANUKU DEVELOPMENT AUCKLAND SOI 2020/2021 SUBMISSION

July 2020

*Prepared by Equal Justice Project
Shereen Lee & Jeremy San Juan*



Introduction

The Waitematā Low Carbon Network (WLCN) and the Equal Justice Project (EJP) at the University of Auckland Law School advocates for a climate resilient future. We welcome this opportunity to provide feedback on the draft statement of Intent (SOI) and draft Climate Change Strategy of Panuku Development Auckland.

The purposes of Council-Controlled Organisation (CCO's) Statements of Intent (SOI) are outlined at s 64 and schedule 8 of the Local Government Act 2002, being to:

- a. state publicly the activities and intentions of a council-controlled organisation for the year and the objectives to which those activities will contribute; and
- b. provide an opportunity for shareholders to influence the direction of the organisation; and
- c. provide a basis for their accountability.

It is within this statutory context that we are presenting our submissions.

The Climate Change Response (Zero Carbon) Act in 2019 indicates New Zealand's commitment to achieve net zero emissions by 2050. Panuku, as the council-controlled organisation that delivers urban regeneration in Auckland, plays a significant role in ensuring that Auckland's development adheres to this target.

Statement of Intent – Climate Action

We welcome the section in the Panuku SOI making commitments to responding to the climate emergency and taking action on climate change. We note that key aspects of the Panuku work programme are consistent with the Auckland Climate Plan (“ACP”). We welcome Panuku implementing a management plan to achieve emission reduction targets for the Panuku organisational carbon footprint. In this regard, we would welcome further transparency in the SOI so it includes two or three emission reduction targets that can be observed to test progress. We suggest regard be taken to the emissions measurement tools outlined in the C40 Cities emissions guidelines.

These commitments are to be implemented through the Auckland Climate Plan, but have also become a strategic obligation for CCOs like Panuku, in the form of clause 1.1.8 of the Auckland Council CCO Accountability Policy. Thus, as a matter of statutory obligation, Panuku is obliged to consider the climate impact of its strategies and plans, especially within the formulation of its Statement of Intent.

We also welcome the priorities for the 2020/21 financial year. We especially look forward to seeing the results of the piloting of a tool to measure and better understand the carbon impact of Panuku developments and how this will drive improved outcomes as well as the rolling out of low carbon standards for commercial developments.

Statement of Intent – Maori Outcomes

We welcome the section in the SOI making commitments to Māori Outcomes. We suggest consideration be given in this section to:

1. Establishing a target or specified goal for commercial and social procurement projects for mana whenua, in accordance with the Mana Whenua Outcomes Framework.
2. Working to enable mana whenua to further act as kaitiaki on urban projects by introducing more transparent consultative processes prior to instigating urban development projects. In particular, we encourage further work with local iwi to understand how to better adapt and care for the land before urban development projects.
3. Integrating Te ao Maori as a core element in building design to allow for better cultural identity and expression in Panuku developments.
4. Set targets for and measure the normalisation of Te Reo at Panuku and by staff.

Panuku's Approach to Climate Action

Panuku has made progress in its response to the Climate Emergency declared by Auckland Council in June 2019. We commend Panuku for proposing a draft Climate Change Strategy and welcome its goal of enabling Panuku become a leader in sustainable development, ensuring that urban regeneration and property management aligns with the Auckland Climate Plan.

As the CCO responsible for urban regeneration and property, Panuku has a significant role to play by incorporating sustainability principles into the fabric of our cities. A sustainably designed city is fundamental to achieving the goal of net zero emissions by 2050 and ensuring that Auckland's urban design aligns with wider climate change targets.

Recommendations – Climate Change Strategy

We have taken the opportunity to review the recently adopted draft Panuku Climate Change Strategy. We would like to offer the following amends regarding the draft Strategy:

1. Adopting the emissions measurement tools outlined the C40 Cities emissions guidelines. This will provide a consistent and transparent tool in assisting with Panuku’s goals of understanding the carbon impact of urban developments.
 - a. Develop masterplans that promote zero carbon, transit orientated Panuku developments, especially in ‘unlocking’ the potential of city centres.
 - b. Maintain a climate change ‘lens’ when implementing the Auckland Development Strategy through the use of an emissions measurement tool.
2. Ensuring the Strategy includes actions to assess the emission contributions of Panuku proposals (so as to identify whether the proposed development supports or conflicts with climate goals over its life cycle before undertaking the project).
3. Ensuring the Strategy includes actions to assess emissions contributions of Panuku properties (specifically investigating how Council assets can be better managed or retrofitted to alleviate their contribution to emissions).
4. Ensuring the Strategy includes actions that commercial **and** residential developments undergo a comprehensive life cycle analysis to incorporate carbon mitigation measures. We suggest this can be aided through using a third-party green building tool, such as the LCAQuick tool developed by BRANZ which can assist in measuring the climate impact of Panuku developments.

-
5. Ensuring the Strategy includes actions to implement sustainable procurement policies, particularly in selecting sustainably sourced materials for urban development. With construction and demolition waste accounting for 50% of Auckland’s total waste, we encourage Panuku to include in the Strategy actions to investigate the viability of circular construction models which re-use resources and divert construction waste from landfill.
 6. Ensuring the Strategy includes actions to incorporate sustainable design policies which align with the Green Building Code and the standards outlined in the Healthy Homes Act. This will better ensure long term resilience and natural hazard planning are embedded into Panuku developments, accounting for local climate sensitivities. We encourage Panuku to promote increasing Homestar Ratings to newly-built homes through better resource efficiency, energy efficiency, waste reduction, material and home management.
 7. Ensuring the Strategy includes actions to encourage low carbon development designs that prioritise low emissions, low waste and low running costs, including:
 - a. Aligning Panuku developments with Auckland Council’s Urban Ngahere Strategy;
 - b. Investigating the viability of introducing ‘productive roof’ designs into Panuku developments (such as stormwater management, food growing and energy generation); and
 - c. Investigating the viability of integrating urban forests, rain gardens and permeable paths into Panuku development areas in accordance with the council’s Urban Forest Strategy.

Information paper: Health and Safety

Document author: Blair McMichael, Health and Safety Manager

August 2020

Whakarāpopototanga matua | Executive summary

1. We recorded three cycle related incidents in July across Waterfront public spaces. Our Assets and Facilities team are working through ways to improve the safety in this area, with input from other directorates.
2. The number and frequency of all incidents recorded (lag indicators) has risen with the introduction of the new reporting tool, Noggin.
3. Proactive reporting of 'Safety Concerns' (lead indicators) is a recent introduction through Noggin. Safety concerns provide the business with an opportunity to improve unsafe conditions or environments prior to an incident resulting in harm. The use of lead indicators supports our goal to improving safety behaviours and demonstrates increasing engagement by our staff.
4. The Panuku health and safety committee met in July and discussed their involvement in supporting our people during the significant organisational change and continual communication of EAP services. A summary of further discussion points is provided in paragraphs 19 - 21 below.

Matapaki | Discussion

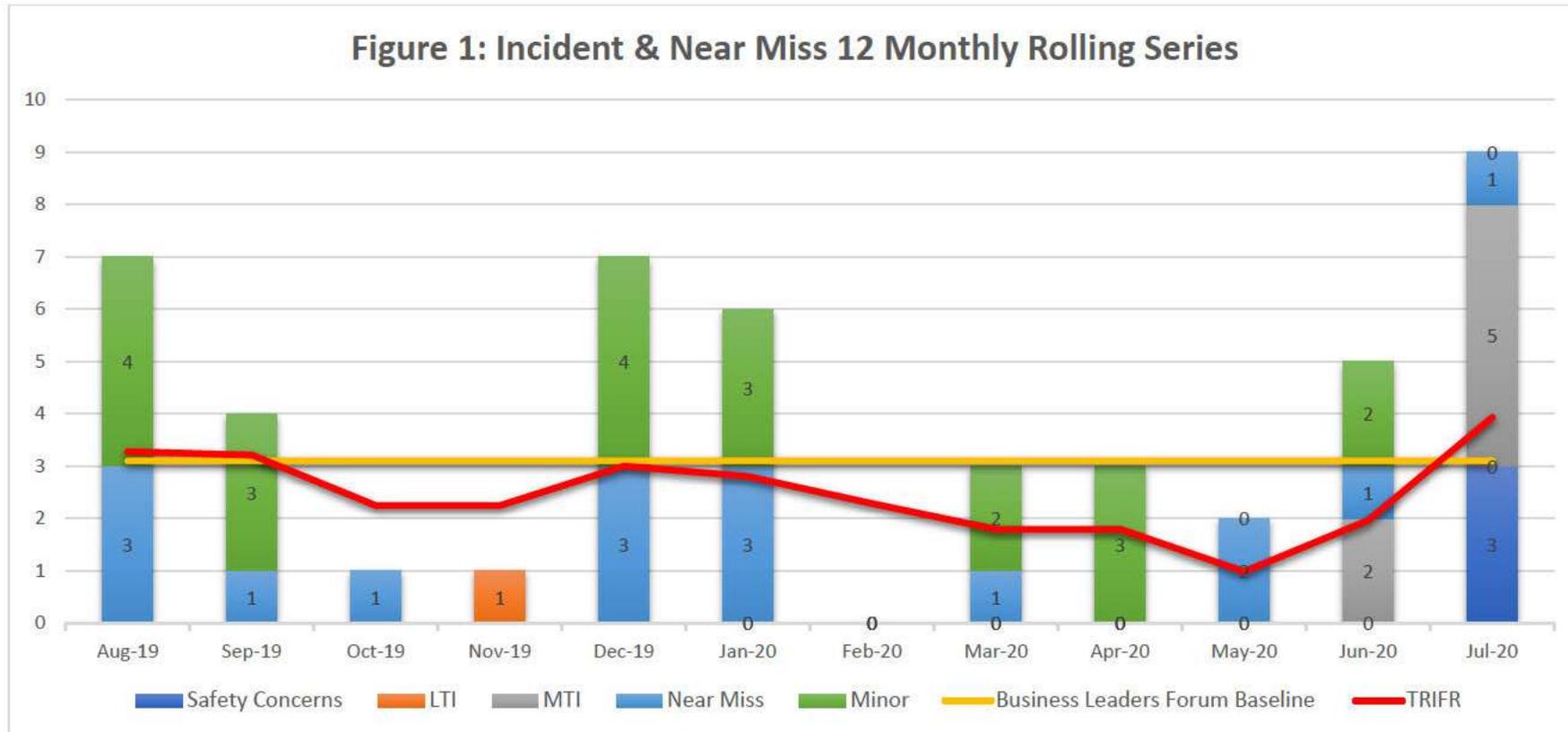
Health and safety key performance indicators

5. Health and safety key performance indicators (KPIs) representing both lead and lag indicators are outlined below - see Figure 1.

Incidents and near misses

6. Since the introduction of the new reporting system Noggin, we have seen a rise in the number of incidents reported and the number of 'safety concerns' (opportunities to improve). This is a pleasing response. Our incident and safety concerns during July are listed below.
7. The first incident, on a Panuku managed construction site, Westhaven Marina Promenade Stage 2, involved a medical treatment injury (sprained ankle). The injury occurred during the removal of concrete from the existing abutment. In this instance a contractor's employee entered an area designated for lifting activities. Although a lift was not underway at the time, their action was deemed extremely unsafe. As the worker approached the grounded excavator bucket, which supporting a large concrete section, the concrete base shifted shunting the worker forward. The worker twisted their ankle during this movement. The resulting injury was of less concern than the action of moving into an unsafe area. The contractor raised the incident with WorkSafe and completed a full investigation. Corrective actions include the review of the safe work methodology and review of training competencies.
8. The second incident involved a member of the public (yacht crew) slipping on an access gangway and fracturing their arm. This incident occurred on a gangway managed through the Viaduct Marina. The gangway was wet at the time of the incident and the gradient, which varies with the movement of the tide, at a steep grad. Following the incident, the gangway surface has been scheduled to be covered by a slip resistant tape and included in the two-yearly external review program which sets the maintenance schedule.
9. The third, fourth and fifth incidents all related to cyclists:
 - When a cyclist travelling across the Wynyard Crossing bridge from the viaduct marina side, exited the bridge on the wrong side (entry point) approaching two pedestrians on the landside. The cyclist braked, slid, and undercut one of the pedestrian's legs with their back wheel. The pedestrian was knocked to the ground, breaking their collar bone.
 - A cyclist slipped on a yellow line marking along North Wharf. No injury was recorded.
 - A cyclist slipped on the North Wharf 'train line'. No injury was recorded.
10. The cycle incidents had the following contributing factors: Speed, wet environment, poor safety behaviours of users, slippery surface, limited entry/exit width for cycle and pedestrian movements, and non-compliance to directional signage.
11. Our Assets and Facilities team has since resurfaced the timber surface prior to the Wynyard Crossing bridge and are looking to apply non-slip resins to the yellow lines, North Wharf train lines, and are reviewing the 'blue stone' area next to the Karanga Kiosk. Representatives from Marinas, Assets and Facilities, Design and Placemaking teams, along with Health and Safety Manager have met to consider ongoing improvements to the area. The Wynyard Crossing bridge has become a very popular route with high usage from a combination of electric scooters, cyclists, and pedestrians.

12. A safety concern was raised by our Commercial Ops team when staff observed Covid-19 quarantined persons exercising along Queens Wharf. The exercise activity was not the concern, rather the fact that the bus driver chauffeuring quarantined staff was using public toilets. The issue was raised with Regional Facilities Auckland (RFA) who manage this area, who immediately fenced off the area and provided separate toilets facilities.



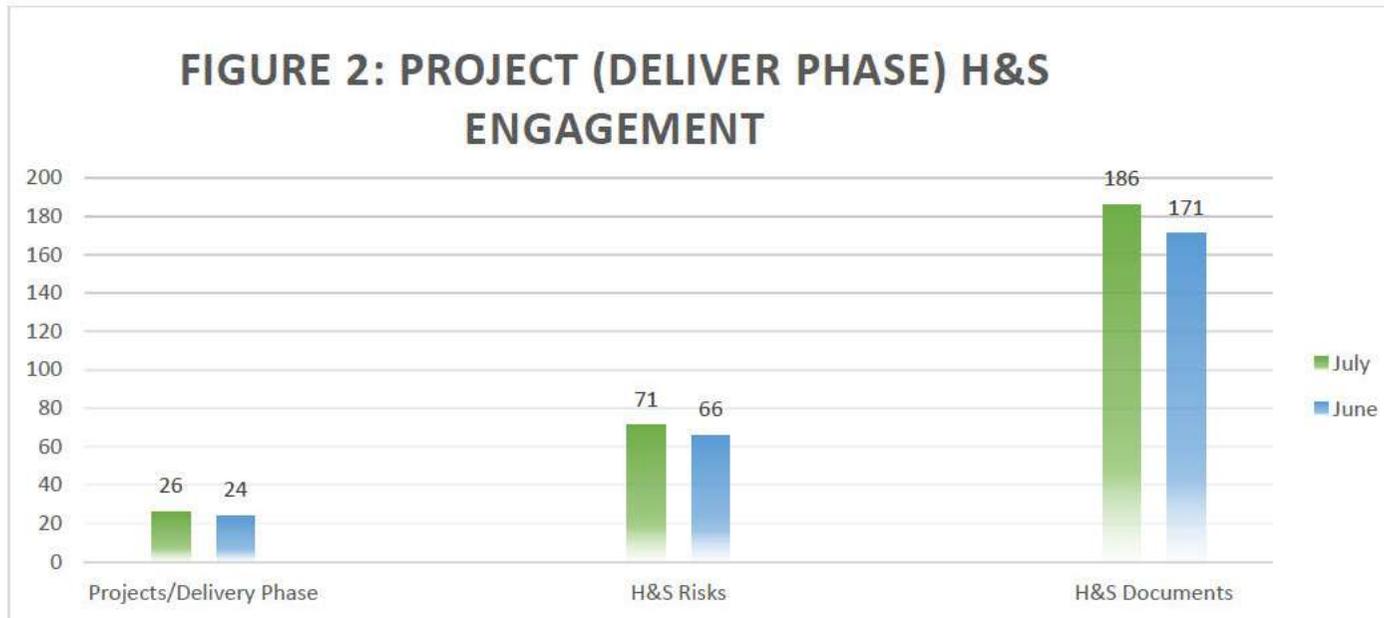
TRIFR Total Recordable Incident Frequency Rate; **MTI** Medical Treatment Injury; **LTI** Lost Time Injury

13. Figure 1 represents the Panuku Total Recordable Incident Frequency Rate (TRIFR). Our result for July (3.9) have risen above the NZ Business Leaders Health and Safety Forum benchmark TRIFR of 3.1.

14. We note that by capturing public / non-work-related incidents within our existing reporting we create opportunities to improve all public spaces however these skew our insight into those workplaces where Panuku has greatest influence and control.

Project management safety

15. We continue to track health and safety risks across the 'deliver' phase of a project. This is particularly relevant as delivery represents physical work onsite and accordingly the greatest health and safety risk to our contractors. Each project is directly monitored by either Panuku staff or outsourced to professional services to confirm that the contractor's site-specific safety plan is effective and compliant. Figure 2 demonstrates the correlation between registered risks and the source documents that verify safety mitigations are in place. As reported last month, we have updated the Project Management Framework (PMF) to incorporate a library of potential health and safety risks. In doing so we are guiding each Panuku project manager to apply consistent risks and safety mitigations correlating to the influence or control Panuku has under that supplier relationship.



Public space traffic management - Waterfront Risk Assessment

16. Following a spate of pedestrian and cyclist incidents over the past two months, Assets and Facilities have led a workshop aimed at improving the safety controls across North Wharf, Te Wero, the Viaduct and Wynyard Crossing.
17. This initiative is referenced in the incidents and accidents section of this report and includes:
 - Undertaking slip resistance tests on a variety of surfaces to determine resistance in wet and dry conditions
 - A review and update of the Auckland Waterfront Operations and Maintenance manuals
 - Redefining the Auckland Transport cycle route to redirect cyclists through a single traffic management and signage
 - Reminders to raise all incidents within our system Noggin, and
 - Consideration for inclusion of key assets within the Panuku Asset Management Plan.

Health and wellbeing

Coronavirus (Covid-19)

18. Following the Government's announcement on Tuesday night, Auckland moved to Alert Level 3 at 12 noon on Wednesday 12 August. The rest of New Zealand moved to Alert Level 2. Panuku has activated our Crisis Management Team.

Panuku Health and Safety Committee

19. The Health and Safety Committee met in July and reviewed the roll-out of Noggin. The critical health and safety risks has been incorporated into the Panuku Risk Register and has since been reviewed and approved by our executive.
20. The committee reviewed the 'critical risk activity' compliance audits across our landfills, quarries and marina activities managed on behalf of Panuku. These site locations included Blackwell's Quarry (Great Barrier Island), Hoporata Quarry (Waiheke Island), Greenmount Landfill, Whitford Landfill and Quarry. Minor corrective actions are now with our property management and marina management teams for follow-up.
21. Other matters discussed included:

- the high number of cycle incidents referred above.
- We were reminded that all staff are particularly vulnerable during our change process and individual and EAP support should continue to be well communicated.
- The committee noted the significant wellbeing update related to the flu vaccine uptake, rising from 57 staff last year to above 110 this year.
- The committee will undertake a review of the office health and safety in August.
- We updated the committee on the roll-out of the 'New Starter' Noggin training which continues Panuku's use of online training.

Update following Health and Safety incident - Silo 7

22. A "near miss" incident occurred in January 2020 at a structure managed by Panuku at the Wynyard Quarter.
23. A piece of concrete fell from the structure and narrowly missed several members of the public. The concrete fall was caused by rusting steel within the concrete structure. This is known as spalling.
24. The damaged area at the top of Silo 7 has been repaired. Independent engineering firm, Beca has confirmed that there is no remaining risk of falling concrete from the top area of Silo 7.
25. Beca has recommended that specialist engineers are engaged to review the remaining structure of both Silo 7 and the adjacent Silo 6 building, including all external and internal steelwork attached to the structures.
26. The process to engage Freyssinet engineers is underway. The work that Freyssinet engineers undertake will assist in informing any treatment options and future maintenance requirements for Silo 7.
27. Information from this work will be used to inform any further immediate maintenance required, and planned maintenance programmes in the future.
28. In a previous report to the board, Panuku executive indicated its expectation that this work could be completed in March 2020. However, the Covid-19 lockdown has impacted these expectations. Furthermore, following the lockdown the specialised engineering firm recommended by Beca to carry out a more detailed survey of the structure has not been available to carry out the work.

Information paper: Chief Executive's report

Document author: David Rankin

August 2020

Whakarāpopototanga matua | Executive summary

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

Matapaki | Discussion

Strategic matters

Strengthening awareness around the sales process

3. Panuku has been considering how we can help better connect councillors with the way in which sales are made. There are some improvements that can be made to current practices around sales. These will help improve councillor confidence in the property divestment process which, given the council's financial position, now has heightened importance. These include:
 - Obtaining 2-3 independent valuations
In future Panuku will obtain two independent valuations for any transaction where we are envisaging a non-contestable sale. This reflects the fact that, as distinct from market contestable processes, we are much more reliant on the valuation advice where we are selling non-contestably. Being able to access two independent valuations will be useful on its merits and also in providing assurance to others that value has been obtained.

- Advice on why the CV and current market value often differs for a particular site
Variations often occur between the council (or rating) valuation and the market value. This is because rating valuations are not individual, property specific valuations such as those undertaken by private Registered Valuers whereby properties are individually inspected and valued. As such, property owners often achieve in excess of, or less than, rating/ capital values. This is the market value - the rate at which actual transaction takes place. This variance demonstrates that rating value can not be relied upon for current market value purposes. Communicating this nuanced advice at the appropriate time can provide assurance that value has been obtained.
- Keeping the shareholder informed:
There needs to be a better connection/ engagement with our shareholder and keeping our ward councillors updated and informed to ensure they feel up to speed when sales and or development projects are being undertaken. Currently the team is consistent in its engagement with ward councillors at the front end of the sales activity through the rationalisation process. We are currently working with Auckland Council's Finance team regarding options for asset recycling which are included in the Emergency Budget. As part of this work we are seeking to identify processes that will ensure the governing body and the council group is better informed about the status of properties in the rationalisation and disposals pipeline. Where there are higher profile, more complex and/or potentially more controversial transactions in a particular location we will change current practice to ensure there is more consistent communication with relevant ward councillors on the outcome of these transactions.

National Policy Statement on Urban Development 2020

4. National policy statements (NPS) allow government to prescribe nationally significant objectives and policies under the Resource Management Act 1991 (RMA). The new NPS on Urban Development 2020 (NPS-UD 2020) comes into effect on 20 August 2020, replacing an earlier NPS from 2016. It aims to create well-functioning urban environments by ensuring local authorities have provided sufficient land for housing and business, requiring:
 - a. Long-term planning to ensure sufficient housing and business capacity plus provision for an additional 15-20% to support choice and competitiveness.
 - b. Intensification through suitable building heights, 6 storeys or more in city & metropolitan centres, and densities across the city, particularly in local centres and places well served by public transport and where no qualifying matters apply e.g. historic heritage or nationally significant infrastructure.
 - c. Removal of all minimum carparking requirements (aside from accessible car parking).
5. The NPS-UD provides a timeline for the implementation of policies, and Auckland Council must amend the Auckland Unitary Plan to give effect to. RIMU (council's research unit) will prepare a housing and business capacity assessment to inform a future development strategy, with the initial assessment on housing capacity due mid 2021. Plans & Places (council's planning policy team) will then start amending the

Auckland Unitary Plan for intensification by mid 2022, and remove minimum parking rates earlier in 2022. Throughout this, Panuku will work directly with Plans & Places to ensure our views are considered. Overall, the NPS-UD could increase development capacity across all Panuku locations and may prove relevant for our future plan changes if council concludes Auckland has insufficient housing/business capacity.

Urban regeneration

Unlock Avondale

6. There has been renewed attention on the Avondale Racecourse following the Racing Act being recently passed by Parliament. The act sets out the governance and decision making parameters for the racing industry and gives the New Zealand Thoroughbred Racing Incorporated (NZTR) the power to dissolve the AJC if it has not run race events for two years.

7.

Unlock Papatoetoe

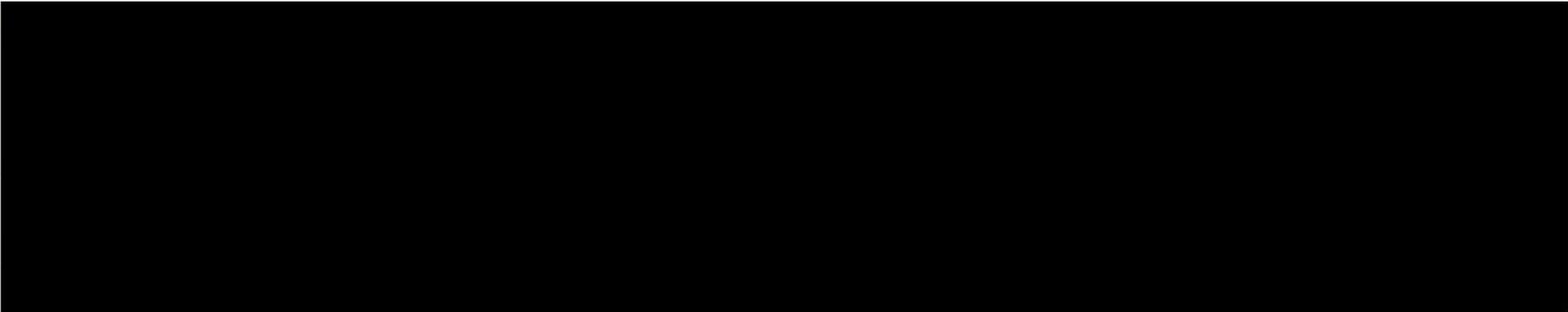
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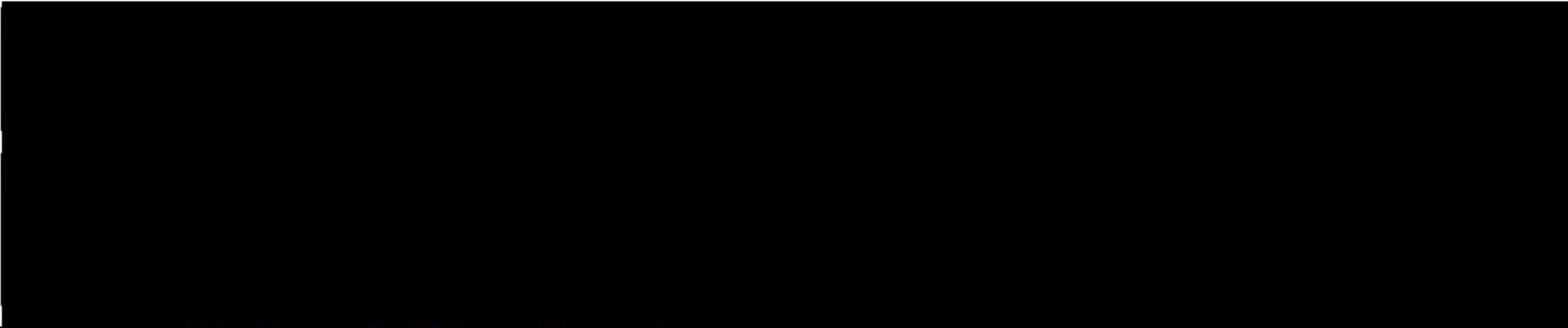
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Unlock Takapuna

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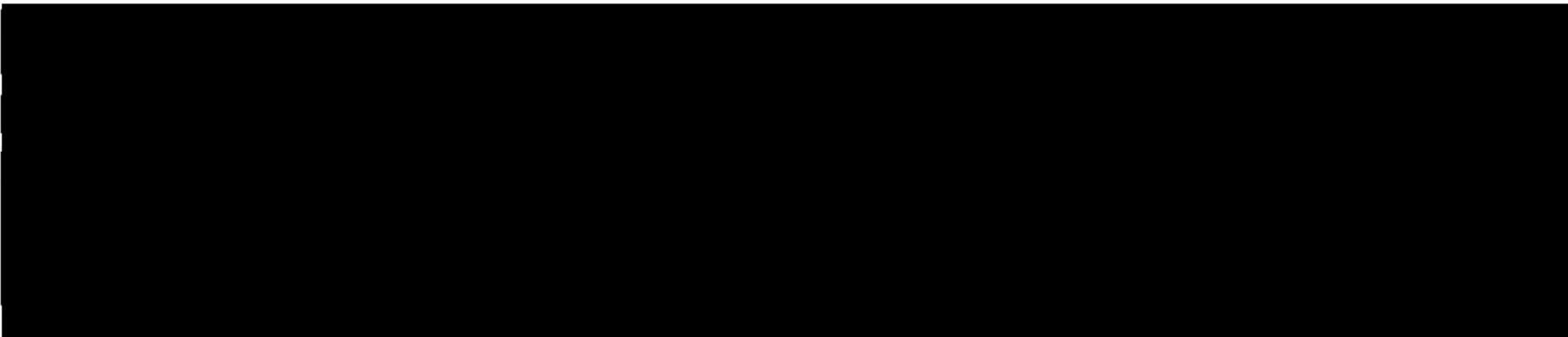
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City Rail Link Mt Eden and Karangahape stations

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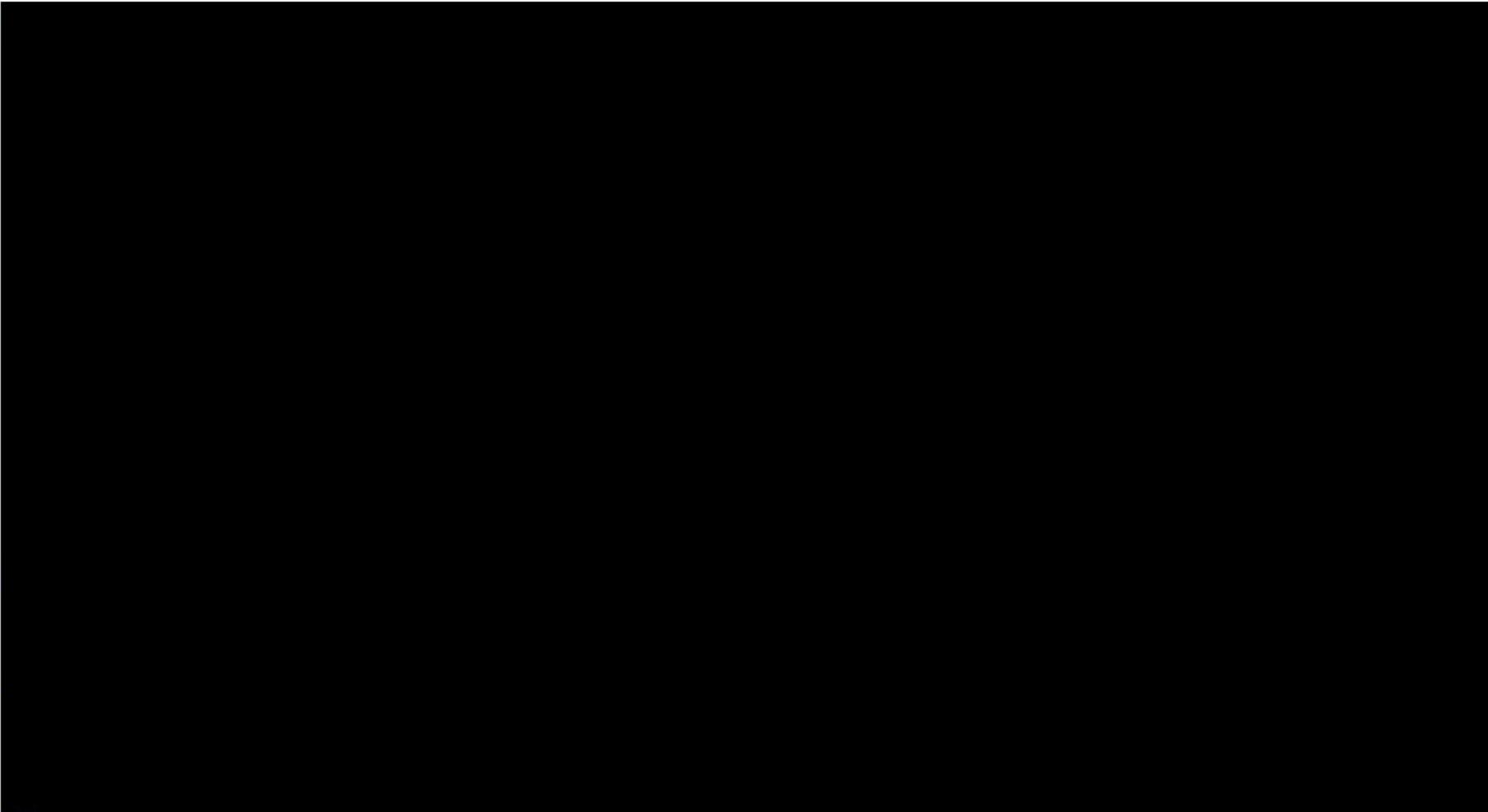
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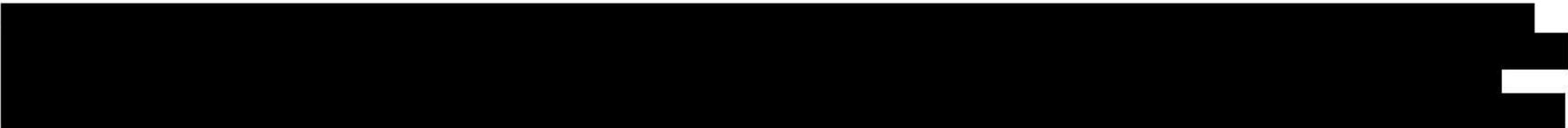


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AC36

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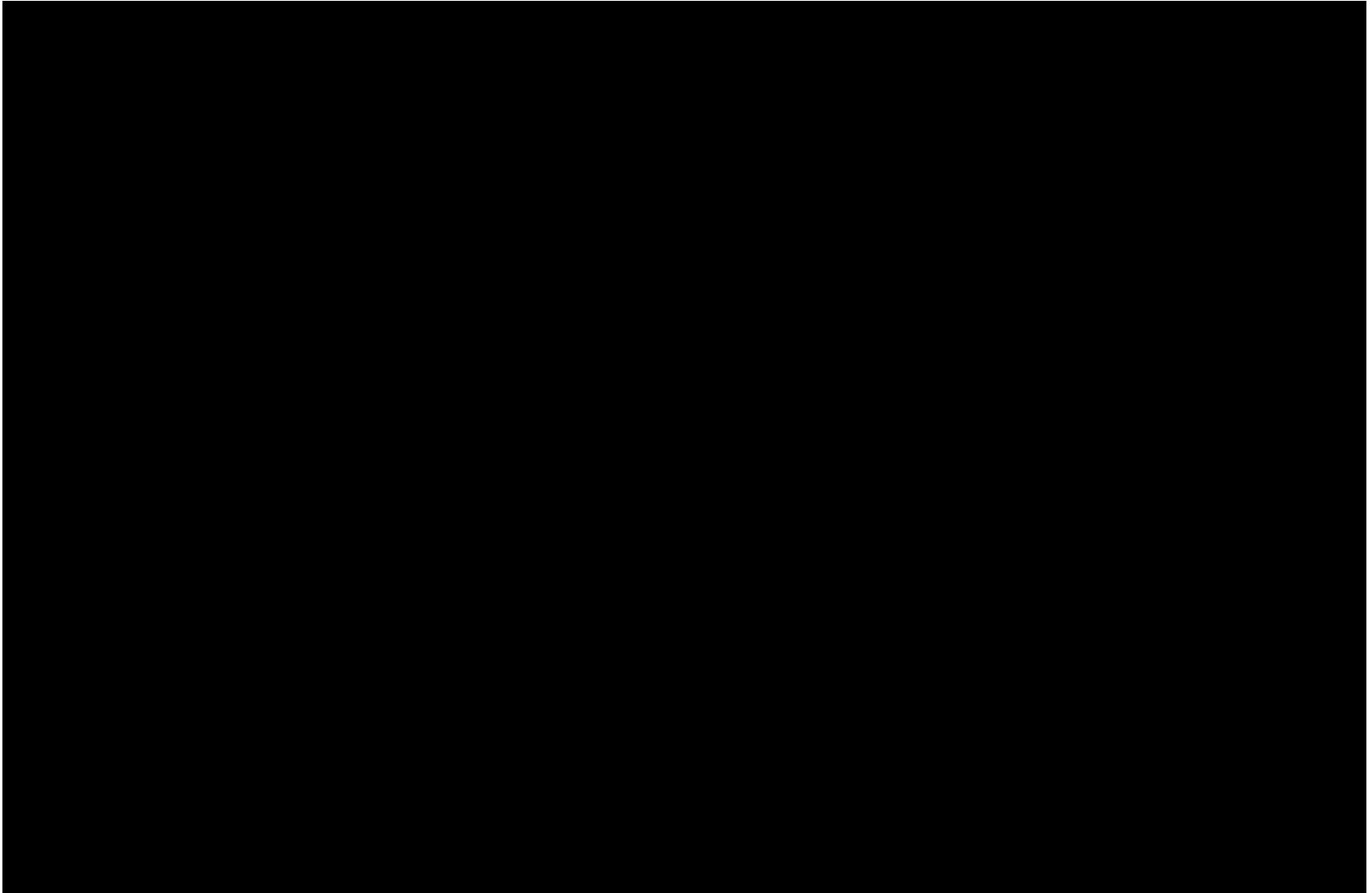
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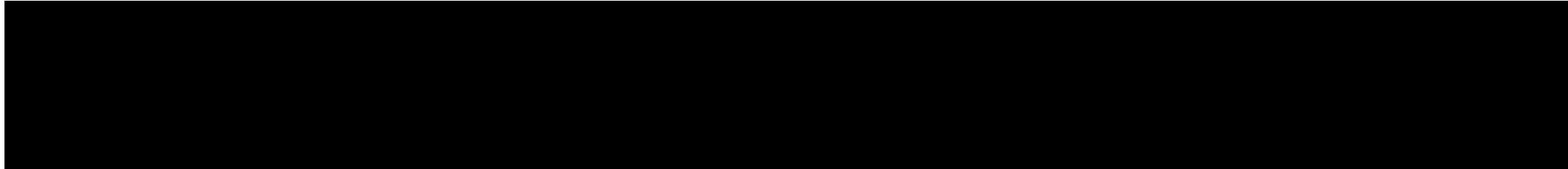
End of year reporting - Q4 FY19/20

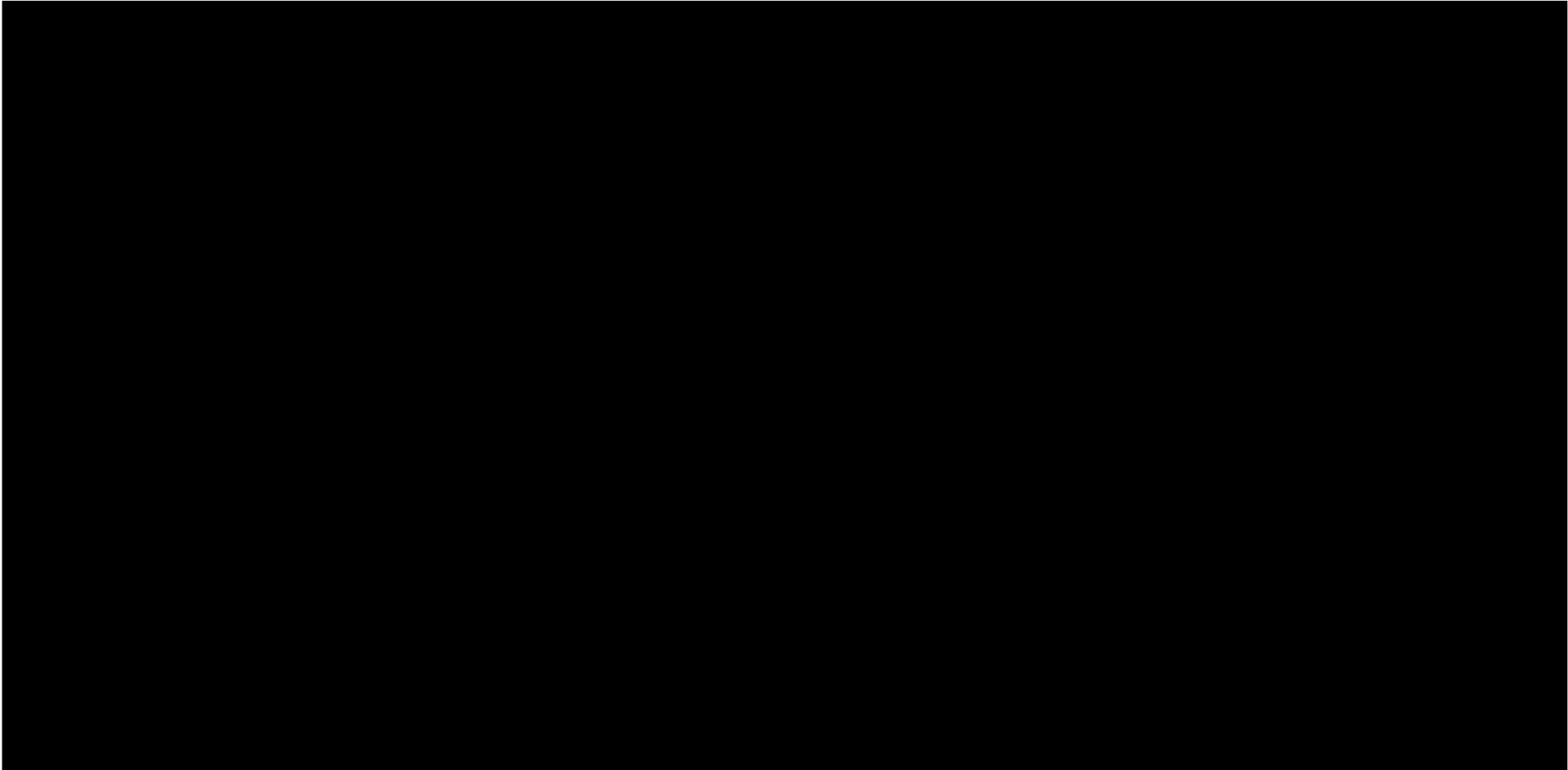
32. Comprehensive reporting on the final quarter of 2019/2020 has been included this month.

33. The 2019/20 financial year has been an unusual and challenging year for Panuku. We have implemented a change in the operating model including changes in management, participated in the CCO review, and faced a global pandemic with the consequential implications for the wider economy and property market, council group services and budget. Overall, Panuku has done well to deliver key results and continued and recovered its business activities during quarter 4, despite the impact of the Covid-19 pandemic.

34. The company has achieved some significant and material targets for the year. The key highlights for the year include:

- 
- Readiness for 36th America's Cup (AC36): Panuku has completed a significant amount of work to be ready for AC36 including completing contractual negotiations between Auckland Council, the Crown (through the Ministry of Business, Innovation and Employment) and America's Cup Events Limited (ACE) on the Host Venue Agreement (HVA); a programme of relocating tenants in advance of the Wynyard Edge Alliance construction works and creating a new public space – an extension to Silo Park.

- 
- Awards: Many of our teams were honoured with awards for their work, including: Future Thinker of the Year (Tessa Meyer), Toitū carbon reduction certification, Green Star – Communities (Henderson and Takapuna), Blue Flag endorsement (Westhaven Marina), New Zealand Institute of Architecture awards (Wynyard Central, 12 Madden Street), Auckland Property Awards (best team – waterfront), Best Sustainable Action (marinas).



Financial update

38. The comprehensive report covering Q4 is included as Attachment 1 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Priority Location Portfolio update

39. The comprehensive report covering Q4 is included as Attachment 2 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Property Management Portfolio update

40. The comprehensive report covering Q4 is included as Attachment 3 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Marinas update

41. The comprehensive report covering Q4 is included as Attachment 4.

Risk management update

42. The comprehensive report covering Q4 is included as Attachment 5 with some information withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Operational reporting

Covid-19 Crisis Management Team (CMT) update

43. With the announcement from the Government regarding the move to Covid Alert Level 3, we have reinstated our Crisis Management Team (CMT) and Covid-19 protocols to make sure the processes we developed and lessons learned during the first lockdown are implemented.

44. The CMT is being led by Carl Gosbee, Chief Financial Officer. Marian Webb did an excellent job leading the team through the first phase of this crisis but given her large workload needs to step back as chair. We continue to work closely with the Auckland Council CMT to ensure we remain aligned with what the council group is doing.

45. A further announcement from the Prime Minister on the Alert Levels is expected at 5.30pm on Friday, 14 August 2020. A verbal update will be provided to the board to outline the actions undertaken in response.

Letter from Mayor Goff – Role of Liaison Councillors

46. All CCO Board Chairs and Liaison Councillors received a letter from Mayor Phil Goff on 24 July 2020, seeking feedback about the role Liaison Councillors have been able to play since the introduction seven months ago. Specifically, the Mayor wanted to understand what has worked in practice, what improvements may have resulted from it, what obstacles have emerged in terms of its effectiveness and what changes may be necessary or desirable to improve its effectiveness.

47. Panuku responded describing the way we are working with Cr Efeso Collins, acknowledging the contribution Cr Collins has made in his role as Liaison Councillor to date, and offering suggestions for improvement.

Ngāti Whātua Ōrākei position iwi engagement

48. On 10 June 2020, Ngāti Whātua Ōrākei contacted the Auckland Council COO Chairs and CEs about their position about iwi engagement. Ngāti Whātua Ōrākei believe the current approach does not acknowledge their role as the ahi kā in central Tāmaki Makaurau.

49. On 3 July 2020, Patricia Reade responded to Ngāti Whātua Ōrākei on behalf of the Auckland Council Group. Auckland Council acknowledged recent Environment Court and Supreme Court decisions, but did not consider these require the council to determine and give effect to the relevant ahi kā of iwi and hapū.

50. The correspondence is included as Attachment 6 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

51. In the future, a High Court will decision will consider the relative strengths of iwi and hapū with respect to RMA consultation requirements. With regard to whether Ngāti Whātua Ōrākei has ahi kā, the council believes this is an issue for the Crown to resolve through the Treaty settlement framework.

52. On 3 August 2020, Panuku hosted a Mana Whenua-Panuku Governance Forum. At the meeting, David Rankin noted that mana whenua had raised questions about primacy at a Panuku workshop. Panuku believes that these issues are best resolved with the Crown and at a Rangatira ki te Rangatira level.

Response to Equal Justice Project (deputation to July extraordinary board meeting)

53. The board received a deputation from the Equal Justice Project who provided comments on the Panuku Draft Statement of Intent (in relation to the themes of Climate Action and Māori Outcomes) as well as feedback on the Draft Climate Change Strategy. The group noted their support for Panuku's work in these areas and for the climate action priorities set out for FY20/21 in the SOI. Some suggestions were provided in relation to further areas to expand our efforts. These related to:

- Measurement of emissions, target setting and reporting
- Sustainable procurement and waste management
- Sustainable design and construction
- Furthering commercial and social procurement projects for mana whenua

- Further enabling mana whenua to act as kaitiaki on urban projects
- Allowing for better cultural identity and expression in Panuku developments
- Setting targets and measuring the normalisation of te reo at Panuku.

54. A response has been provided to the Equal Justice Project which acknowledged its support and provided commentary on some of its specific suggestions and how these may be taken forward if considered appropriate. Many of its suggestions are already covered by our detailed implementation plan of actions that sits under the Climate Change Strategy, or are captured in the Mana Whenua Outcomes Framework. We will consider including some of their suggestions, more specifically, in the final climate change strategy. We will also consider the other actions suggested by ELP in the future development of our work programmes.

Recruitment for the Head of Māori Outcomes role

55. Following an information paper presented to the board in March regarding the process to recruit for this significant role, Panuku has undertaken a restructure of the Corporate Affairs directorate (now called the Community and Stakeholder Relations directorate). This restructure was undertaken to address Covid-related cost management and to better align the team with the job now required. This restructure has impacted the recruitment for the Head of Māori Outcomes role which sits within this team.

56. Through the restructure, the process to recruit into newly established roles is to conduct an EOI and interview process internal to Panuku staff, and in some cases, across the council whanau.

57. In March this year, a proposed recruitment process for this role was discussed at the Panuku mana whenua governance forum and subsequently reported to the Panuku Board. It was proposed at the time that a full external recruitment process be undertaken. Due to the recent restructure at Panuku in July, it was proposed to the mana whenua governance hui in August that this recruitment process be changed to align with recruitment for other roles at Panuku. The discussion centred on two options:

- i. Continue with an external recruitment process as originally intended.
- ii. Align the recruitment process with other Panuku recruitment at this time – an EOI process available to Panuku staff only.

58. The pros and cons of each option (internal vs external) were thoroughly and openly canvassed with mana whenua. In particular, feedback was sought as to whether mana whenua felt there was talent external to Panuku that should be considered for this role. Guidance from mana whenua was that an internal EOI process was acceptable, and even preferred, [REDACTED]

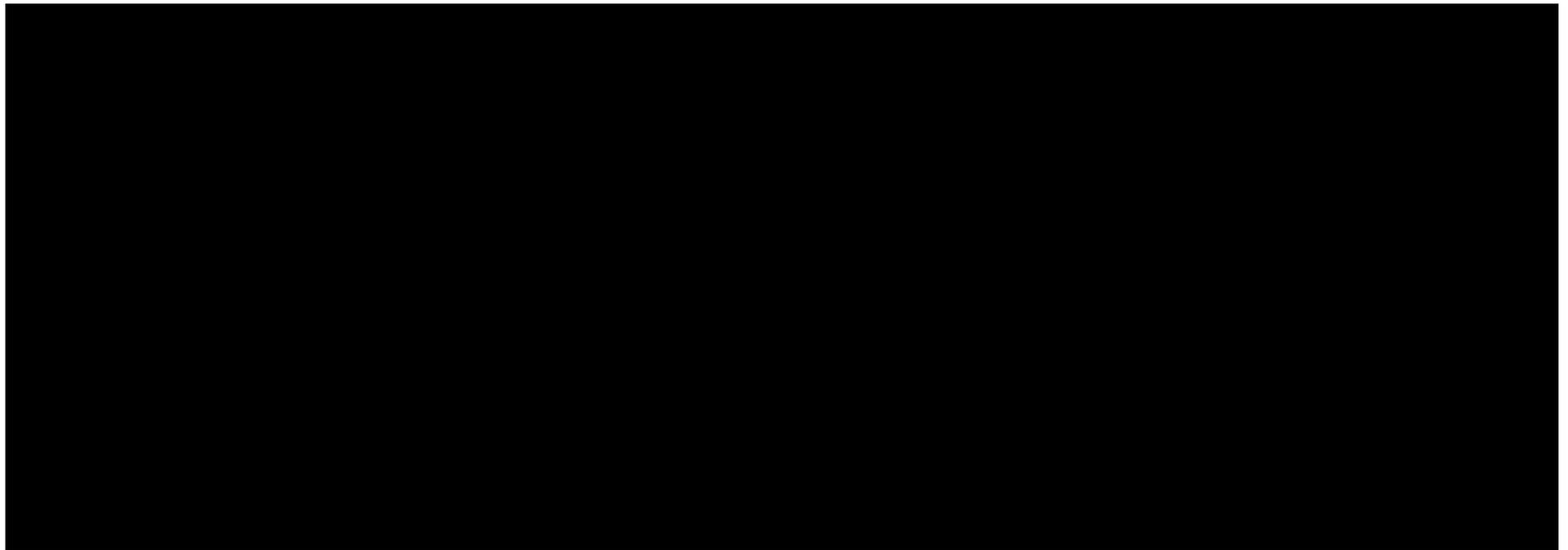
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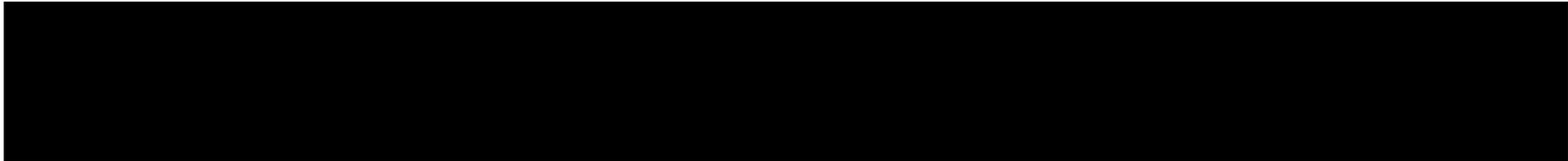
feedback, People and Culture advice has been considered and the final outcomes is that an internal process that is also open to the whole council whanau will be deployed. If no suitable candidate is found from the council family, the role will be advertised externally.

Technical Advisory Group

59. At the board's September meeting it is planned to invite the Chair of Panuku's Technical Advisory Group (TAG), John Hunt, to attend the meeting, as requested by the board. John will be invited to verbally provide his observations on the role and success of TAG's relationship with Waterfront Auckland and Panuku over the years. The board will be provided with supplementary information of TAG and its members for that meeting. The full TAG membership will also be invited to shared lunch with the board after the session with John Hunt.
60. The board will also be updated on progress on the Alliance Framework refresh which sets out the relationship of design review process between council and Panuku, including staff and panels.

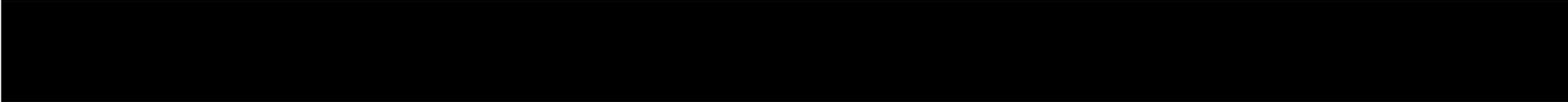
Update following Health and Safety incident – Viaduct Marina



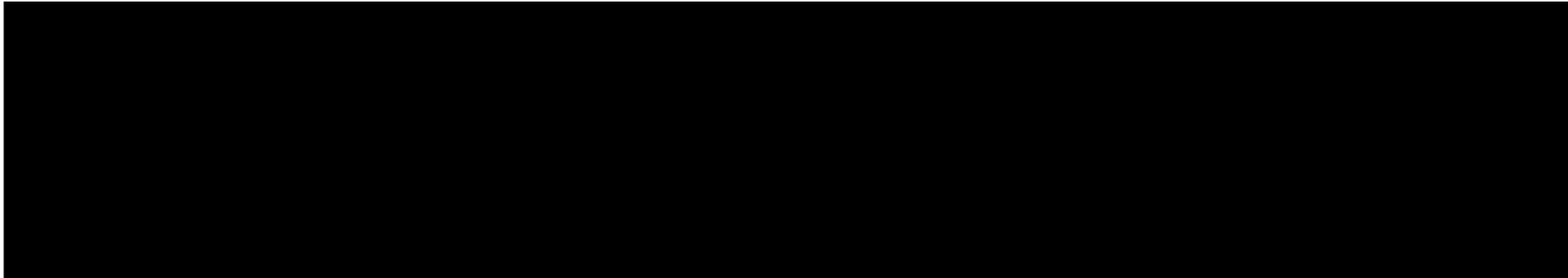


Operations dashboard – July 2020

67. The July 2020 operations dashboard is included as Attachment 7 with some information withheld from the public under S7(2)(b)(ii) of the LGOIMA.

68. 

69. Other key changes to note for the month are:



Acquisitions summary

70. The acquisitions summary is included as Attachment 8 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Disposals summary

71. The disposals summary is included as Attachment 9 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

August 2020

Media summary – July-August 2020

72. We provided comment to Stuff.co.nz following the June Board meeting about plans for St Georges Lane. A story, including provided comments, was published on 24 June.
73. On 6 July The NZ Herald covered published a story about berth costs at Viaduct and Silo Marinas over AC36 and concerns from a local boat owner and included our comments.
74. A story about our new accessibility guidelines for apartments was published on 2 August on [Stuff.co.nz](https://www.stuff.co.nz).
75. Following proactive media, we received coverage of the Takapuna Town Square consultation in the Takapuna Observer on 7 August, which encouraged Takapuna residents to have their say.
76. Stuff.co.nz wrote a piece, published on 24 July about our 2020/2021 capital programme and the uncertain property market, based on the 28 July Panuku board meeting public agenda.
77. Our Wynyard Quarter development, 132 Halsey designed by Athfield Architects, has won a multi-unit housing award in the 2020 [Auckland Architecture Awards](#). The awards received significant coverage.
78. The Devonport Flagstaff published an article about Handley Village, a 6-unit Haumaru property, on 14 August. The tenants have been rehomed to other Haumaru residents as the property is prepared to be transferred back to Panuku to be prepared for sale.

Ngā tāpirihanga | Attachments

Attachment 1 – Financial summary FY19/20

Attachment 2 – Priority Location Portfolio summary FY19/20

Attachment 3 – Property Management Portfolio summary FY19/20

Attachment 4 – Marinas summary FY19/20

Attachment 5 – Risk management summary FY19/20

August 2020

Attachment 6 – Correspondence between Ngāti Whātua Ōrākei and Auckland Council

Attachment 7 – Performance dashboard – July

Attachment 8 – Acquisition summary

Attachment 9 – Disposals summary

Information paper: Marinas summary FY19/20

Document author: Kevin Lidgard, Head of Marinas

August 2020

Whakarāpopototanga matua | Executive summary

1. The Westhaven marina team continues to provide world-class marina operations achieving excellent results from its customer satisfaction survey. Westhaven maintained consistently high occupancy in all berth sizes throughout the year. The marina team provided all essential services during the various alert levels of Covid19 without any incidents.
2. Silo and Viaduct marinas exceeded occupancy expectations. Border controls have restricted the seasonal movements of Super Yachts with captains and agents extending berth rental agreements and remaining in New Zealand.
3. Westhaven Marina Village, Promenade Stage 2, and the Pile Berth Re-development projects have experienced delays during Alert level 4 but have progressed well in the final quarter of this financial year.
4. Revenue generated by the Panuku marinas has finished the year well ahead of budget and has not been adversely impacted by the various Covid19 alert levels.

Matapaki | Discussion

Occupancy

5. Westhaven marina berth occupancy has averaged 95% and as customers move to and from other locations this level of occupancy is considered to be full. The demand for 16 - 22m berths in Westhaven marina remains high.

6. Viaduct marina has been impacted as infrastructure projects including the AC36 construction takes place in and around the Viaduct marina and Wynyard Quarter. The marina team has managed berthage efficiently and occupancy has averaged 68%.
7. Silo Marina occupancy averaged 74.9% showing an increase of 6.5% for the year.
8. The hosting objectives and plans for AC36 are progressing well and will ensure the successful delivery of marina operations as we lead into and during the event program.
9. Panuku is in the delivery phase of a number of significant waterfront regeneration projects that are impacting on a wide range of stakeholders. The impacts are being well managed through clear communication and timely responses to stakeholder concerns.

Customer satisfaction

10. The Westhaven Customer Satisfaction survey result identified 91% positive customer satisfaction. We are pleased with this result, although it showed a 2% decrease in overall satisfaction from last year. We understand that with the number of marina projects underway, a slight decrease in satisfaction was to be expected. This year 545 customers responded to our independently conducted annual survey. This is approximately 30% of the marina customers and is a comparable percentage to previous years.
11. Recruitment was successful during the financial year with all key positions filled. All marina functions are effective and providing customers with the service they expect.
12. Communications have been well received, particularly during the delivery phase of a number of significant projects across our marinas and the Waterfront.

Projects

13. Construction of the Westhaven Marine Village, Promenade Stage 2, and the Pile Berth Re-development Project experienced some delay during Alert Level 4, all projects are now progressing well but on tight timeframes to achieve completion before pre-regatta events and AC36 commence.
14. Testing of the new Marina Management System NG continued. The testing included integrating pier gate access control and paperless parking permit systems into NG.

Marina risks

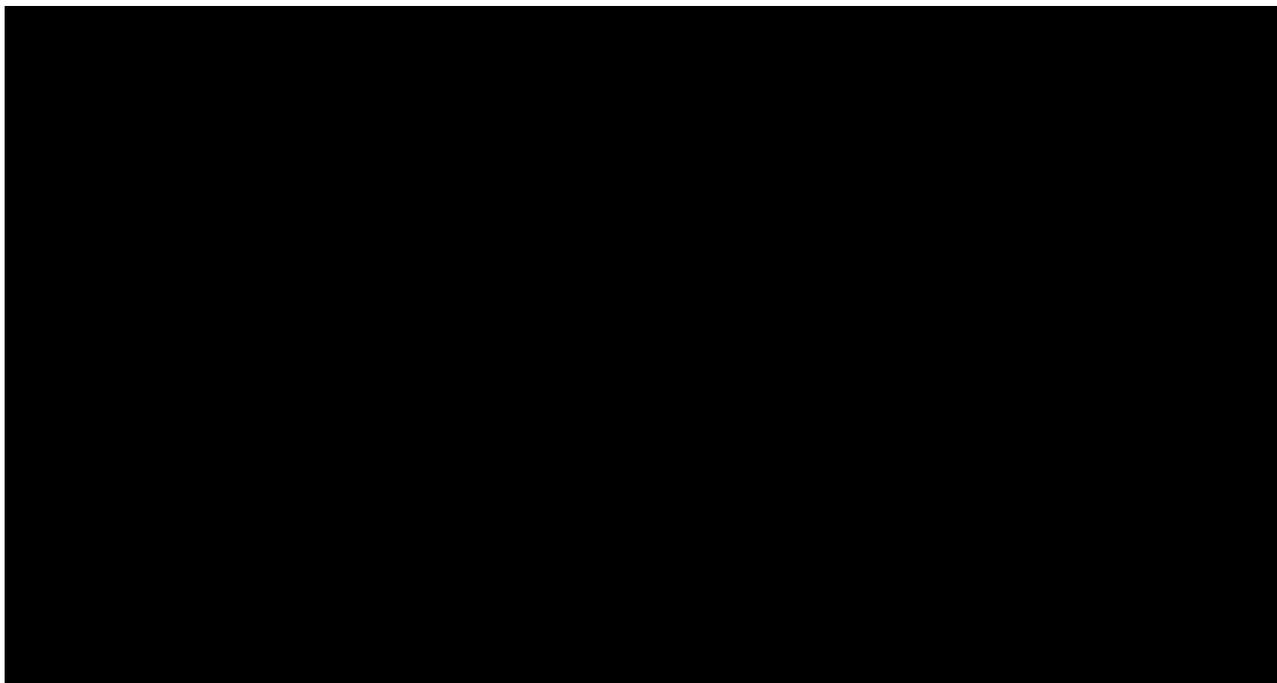
15. An external health and safety audit was undertaken in June 2020. It did not highlight any potential risks. No significant incident occurred in the workplace this year and the marinas have no incidents to report during the Covid19 response period.
16. A comprehensive assets and facilities management plan (AMP) has been developed for Panuku marinas. Condition reports of all marina assets have been merged into the plan with maintenance and renewals prioritised to manage risks. The AMP also provides a long view of the management of the marina assets.
17. Viaduct/Silo Marinas - Some uncertainty exists regarding border restrictions for Superyachts. Non-refundable deposits collected on these berths may be contested if border restrictions prevent entry for these Superyachts. There are currently ten cancellations leaving seventeen berths available. The marina team has received two new applications for berths.
18. Westhaven - Piers G, H, and J were constructed in 1980 and are flagged for renewal. Concepts for this water space have been proposed by Marina Consultants and consider the optimal development opportunities. The business case will be progressed, and the redevelopment of the piers planned for FY23.
19. Westhaven has seen a further decline in popularity of the less accessible pile moorings with occupancy of 43.8% in FY20 (down 13%). This is a further endorsement of the plan to progressively consolidate the pile mooring and continue the marina extensions in that water space.
20. The Westhaven Berth Licence terms need to be updated to reflect existing practices within the Marina. The Berth Licence terms currently do not allow for berthage of commercial vessels, liveaboard, or a "user pays" regime for utilities and services. Bertholders will be asked to accept the changes by an extraordinary resolution requiring 75% of the vote at a special meeting. This process is currently being worked through with the legal team and the directors of Westhaven Marina Limited. We are confident that with effective communication these changes will be accepted by the majority by the end of September 2020.

Marina opportunities

21. Panuku has an opportunity to dispose of Westhaven dredgings into the reclamation of the pile mooring project. This will provide 'best value' disposal rates for maintenance dredging. This opportunity has been taken and the dredging program is underway.
22. S pier – under-utilised water space between S and T piers provides an opportunity to create additional 12m berths. There is a strong demand for these berths and construction is underway.
23. J Sales Pier is directly in front of the Marine Village and will add nine boat sales berths. A design and build process has begun with long term rental agreements in place.
24. An opportunity exists to add four 20m berths at the Z pier charter base and this work will proceed in August of FY21.

25. Good progress is being made on the relocation of the Westhaven customer service and administrative functions. The customer-facing staff will occupy space in the new Marine Village. The existing marina office building will be renovated to accommodate the maintenance and security teams into appropriate workspaces.

Financial



NB: The Existing marina trust refurbishment work was disrupted during the alert level 4 lockdown period. The was not deemed essential work and the shutdown resulted in an under-spend in the Existing Trust. The underspend will be accrued in retained earnings.

Information paper: Risk management summary FY19/20

Document author: David Middleton, Risk Manager

August 2020

Whakarāpopototanga matua | Executive summary

1. This report provides a summary of the risk management activities for Quarter 4 of the last financial year.
2. Panuku is preparing for possible regression of alert levels should the Covid-19 outlook worsen
3. The attached full Risk Register is an expansion of the Top 10 risks and includes the lower range of risks which are managed and mitigated.
4. The revised Risk Management Framework, reviewed by the Audit and Risk Committee on the 28 July 2020, has been added to the board resource centre for information.

Matapaki | Discussion

5. Quarter 4 was dominated by Covid-19 alert level 4 restrictions. Panuku staff generally adapted well to working from home during alert level 4. The phased return to the office was well managed through structuring the return by teams. During this time risk management activities have focussed around staff welfare, current projects and the safety of field staff conducting essential services.
6. A formal 'lessons learnt' report is being prepared to look at where we did well and where we can improve preparedness. The impacts of the outbreak will continue especially financially where revised budgets have been presented for council.
7. New Zealand is currently experiencing very few new cases of Covid-19 and there has been no reported cases of community transmissions for 100 days. The Ministry of Health (MoH) is aware of the possibility of an increase in cases and high-level preparations are being considered for localised restrictions.

8. Fortnightly Crisis Management Team meetings have also been reintroduced by council to share information to prepare for a possible regression of the alert levels.
9. The Panuku Risk Register expands on the number of risks from the previously published Top 10. The top risk remains the property market with close monitoring of the current market.
10. Key projects are being closely managed and in particular America's Cup preparations. There is close cooperation between Panuku, council and ATEED as infrastructure nears completion and transitioned to ATEED for event management. The ability of America's Cup Events (ACE) to fulfil its obligations under the Superyacht agreement is being closely monitored.
11. The Panuku Risk Management Framework based on the world-class standard ISO 31000 'Risk Management Guidelines' was reviewed by the Audit and Risk Committee in July and has been loaded to the board resource centre for information. Panuku's Risk policy is included within the board approved Our Charter.

Ngā tāpirihanga | Attachments

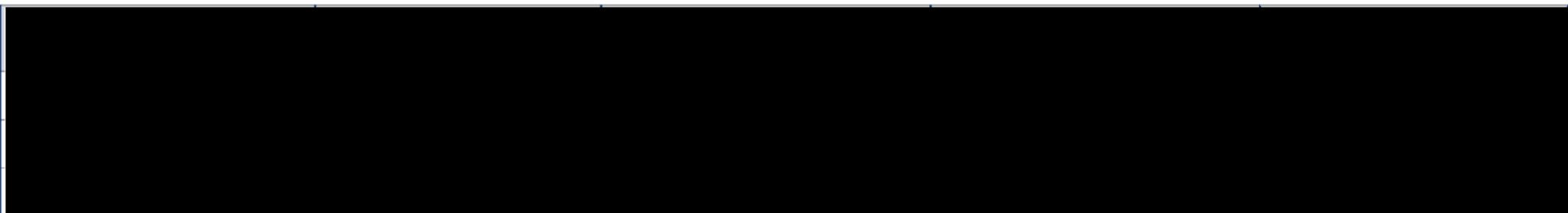


TAKAPUNA

Total life cost: 44.2m
End date: Jun 2025
Funded projects: 8/9

RAG Status		
May	Jun	Jul

FY21	Allocated Budget
Opex	245K
Capex	-



Takapuna's town square design opened for consultation on 20 July. The consultation seeks to confirm the design includes the things that are most important to the community (determined via previous consultation and engagement). Feedback is being sought through targeted stakeholder sessions with local community groups. The consultation and feedback will be considered in the refinement of the design.

A modest marketing and communication campaign was launched to support the consultation, utilising Panuku, council and partner channels, and local print media. Two key media contacts were invited to a walk-through of the site with the Priority Location Director to learn more about the proposed design. The first walk-through took place on 28 July with The Rangitoto Observer, with a second walk-through expected to occur early August with Stuff.

The final design, following this consultation and feedback phase, is expected to be presented to the Devonport-Takapuna Local Board for approval in September 2020.

ONEHUNGA

Total life cost: 114.7m
End date: Jun 2030
Funded projects: 7/14

RAG Status

May Jun Jul



FY21	Allocated Budget
Opex	945K
Capex	-



The business case for the Onehunga Wharf Plan Change and Masterplan is currently being finalised, in preparation for the October Panuku Board decision paper.

On 3 July we hosted a place making workshop together with the Onehunga Business Association. The workshop was attended by a wide range of representatives from within the Onehunga community including developers, 312 Hub (youth group), Councillors and members of the Maungakiekie-Tāmaki Local Board, the Priority Location Director Isthmus and community group representatives.

The purpose of the workshop was to visit areas around the town centre, to identify how those spaces made them feel, how other people used the spaces and what improvements could be made to those spaces in both the short and longer term. In an environment where funding will be constrained into the future, the Transform Onehunga team felt that it would be beneficial to identify quick wins that could be achieved within Onehunga that would not cost too much to implement and that the community could take responsibility for with Panuku. The results of the workshop will be shared with those that attended shortly and next steps agreed.

PANMURE

Total life cost: 80.5m

End date: Jun 2028

Funded projects: 12/22

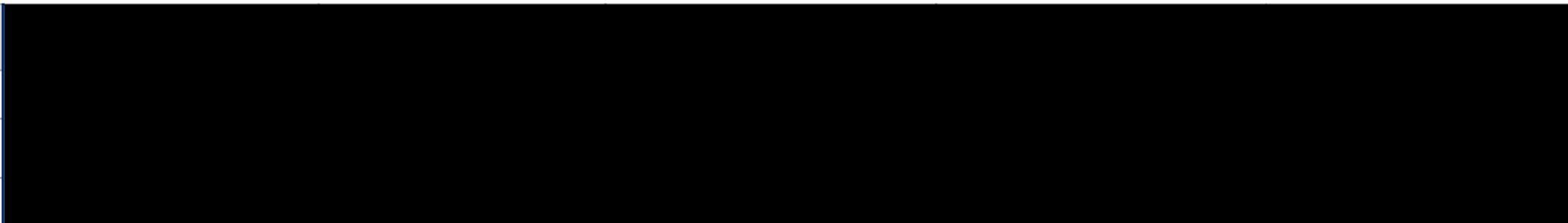
RAG Status

May

Jun

Jul

FY21	Allocated Budget
Opex	612K
Capex	-



Following the establishment of a Collaborative Relationship Agreement (currently with Tamaki Regeneration Company for sign off), the Unlock Panmure Programme team held a workshop with representatives from the Tāmaki Regeneration Company on 29 June. This was an opportunity to share updates on both agencies programmes of work, and to identify areas where we can work more closely together.

Work is continuing on a revised development strategy and programme business approach for Panmure which will be presented to the board in the next few months.

WATERFRONT

Total life cost: 271.1m

End date: Jun 2022

Funded projects: 23/48

RAG Status

May

Jun

Jul

FY21	Allocated Budget
Opex	3.9M
Capex	16.6M

Eastern Viaduct and Central Wharves:

- **Eastern Viaduct Barcode replacement** - The Eastern Viaduct Barcode resurfacing work started on 22 June and is to be completed by the end of August.

Westhaven:

- **Marine Village** - [REDACTED] Once complete, the building will be fully leased. Some tenants may not have their fit out completed in time for the opening, and options are being investigated to mitigate this. Project completion is estimated for October 2020.
- **Promenade Stage Two** - Completion is on track for mid-October. The project continues with asphaltting to the west of Sails Restaurant which will reinstate the south west end of the promenade. This is a long-awaited project milestone. Once complete, the carpark will be reopened to the public, and access to the new K & L Pier gates will be available to berth holders. A hui with mana whenua was held on 15 June and artist designs have been approved. The design for the panels leading up to gates is in its final stages of development.

Westhaven continued:

- **Pile Berth Redevelopment** (Pile Moorings) reclamation construction is progressing well. Key trench works are complete and the new reclamation space is being built above sea level along the existing breakwater.
- **Tiramarama Way (Stage 2)** - Stormwater works are now underway for Stage 2 of the project.

Waterfront continued:

Wynyard Quarter:

- **Wynyard Quarter draft masterplan** - Engagement continues with mana whenua and key stakeholders and a draft masterplan is being developed for board approval in September. Comments overall have been positive to the balanced use development option.
- **Mana whenua governance forum** - cultural narrative and opportunities discussion was held on 13 July. Joint workshops between mana whenua and Technical Advisory Group (TAG) have been held and were very positive. Future workshops will include working through interim options for AC36 and the development of Headland Park. An information paper on progress will be provided to the board in August covering the engagement approach and design challenge terms of reference.

█ [REDACTED]

█ [REDACTED]

WATERFRONT - AC36

Total life cost: 32.8m

End date: Jun 2021

Funded projects: 2/10

RAG Status

May

Jun

Jul

FY21

Opex

Capex

Construction

- Works being delivered by Wynyard Edge Alliance (WEA) are running to programme. Installation for Superyacht infrastructure started on the 1st of July.

Tenant relocation

- **Fishing fleet** (Sanfords) - The remaining tenant to manage is Auckland Fishing Ports and we are currently in negotiation with their location and term.
- There are still some residual tenant issues to manage, including the relocation of the W.C.Daldy and the final location of ASB carparks. These issues are being worked through with other parts of the council group

Event Readiness

- Matters around event preparation continue. The Independent Chair of the Joint Chief Executive Steering Group (JCEG) and Ministry of Business, Innovation and Employment (MBIE) representatives continue to consider scenarios with the event provider and the associated risks.
- Panuku is operating within budget for event readiness – including the implementation of CCTV and new toilets at Silo Park. Additional staff are needed to backfill current roles in the lead up to event delivery. Additional staff will need to be agreed with the Executive team. Funding has been provided by Auckland Council as part of the opex budget

Waterfront AC36 continued:

Resource consent implementation

█ [Redacted text block]

Superyacht Infrastructure

█ [Redacted text block]

█ [Redacted text block]

- Currently, there are 21 superyachts booked that are already in the country and will stay in NZ for at least the duration of the event.
- While the economic impact from superyachts over the AC36 event will be reduced, the long term benefits from the investment in new and improved superyacht infrastructure will remain. Meaning that Auckland can be internationally competitive and capitalise off the international growth in the number and size of superyachts - enabling larger vessels and greater superyacht visitation post AC36.

█ [Redacted text block]

Manukau continued:

Puhinui Regeneration - Mana whenua have authored a significant section of the project and strong buy-in and leadership has emerged from the three Waiohau chairs. The project is nearing the end of the overall planning stages. The next step is to complete the planning phase and move into staged projects along sections of the stream in partnership with Healthy Waters and Kainga Ora.

Financials - Opex and Capex budgets have been loaded enabling the 2021 year to begin.

ORMISTON

Total life cost: 4.5m
End date: Dec 2024
Funded projects: 7/9

RAG Status		
May	Jun	Jul
Green	Orange	Orange

FY21	Allocated Budget
Opex	50K
Capex	0K

[Redacted]	
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[Redacted]	
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PAPATOETOE

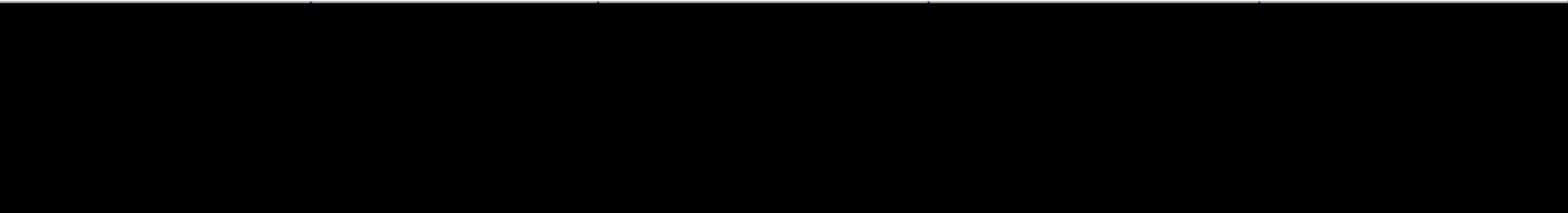
Total life cost: 8.2m

End date: Jun 2025

Funded projects: 7/9

RAG Status		
May	Jun	Jul

FY21	Allocated Budget
Opex	210K
Capex	0K



The Depot – [redacted] Once the Due Diligence phase is complete it will confirm if they seek to proceed with the development in accordance with our design and residential mix outcomes.

The annual refresh of the Programme Business Case is progressing with the masterplan workstream underway. The updated PBC will be presented to the board in November.



PUKEKOHE

Total life cost: 206k

End date: Jun 2029

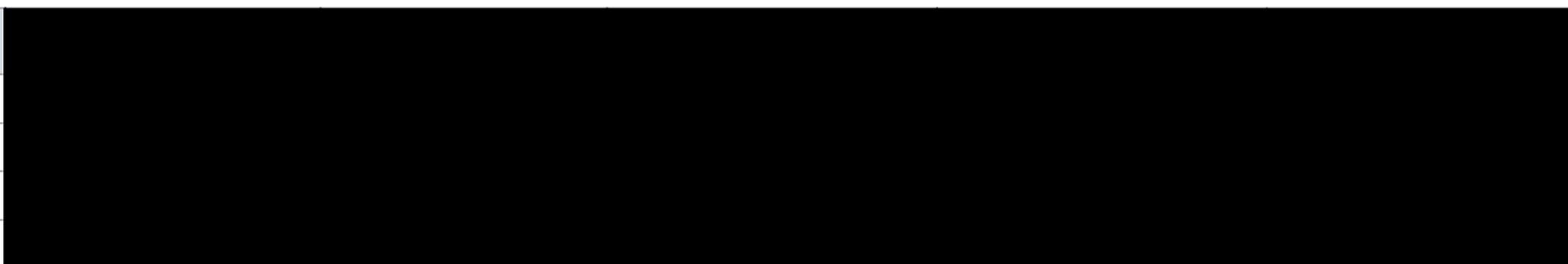
Funded projects: 12/32

RAG Status

May	Jun	Jul
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FY21	Allocated Budget
Opex	500K
Capex	0K
SDF	70k



Two site sale projects have started for the Edinburgh Superblock and the Countdown carpark. The Manukau Road sites continue to be negotiated [with the neighbour](#).
The Eat Street project has been initiated and the Roulston park project is being scoped.
The Programme Business Case will be presented to the board in August.
Financials - new budgets have been uploaded. These represent internal recharge, masterplanning and future project requirements.

AVONDALE

Total life cost: 22.2m

End date: Jun 2023

Funded projects: 7/9

RAG Status

May

Jun

Jul

FY21	Allocated Budget
Opex	400K
Capex	0K

18 Elm Street – This site sale settled on 22 July [REDACTED]. The deal has performed well from both a fiscal and strategic perspective. [REDACTED]
[REDACTED]

1817 Great North Road - This sale is due to settle in August for \$3.95m. Over 100 affordable/market homes are now proposed.

Avondale Racecourse - There has been renewed attention on this site following the Racing Act being passed by Parliament. The act sets out a pathway for the future sale and redevelopment of the 36 Ha site. [REDACTED]
[REDACTED]
[REDACTED]

Civic Precinct (town square, lane and playground) - Planning work has been restarted following budget confirmation on the civic precinct and multi-purpose community facility.

Avondale Central - The delivery strategy is currently being updated to reflect the significant and evolving challenges imposed by COVID-19, the change to the option and settlement dates and recent discussions with various parties about the site, including mana whenua. We are aiming to bring the preferred strategy to the board for consideration in September.

Finances: We have completed a process of prioritisation and are continuing to deliver within the constraints imposed on us by the Council's emergency budget.

HENDERSON

Total life cost: 53.6m

End date: Jun 2029

Funded projects: 16/24

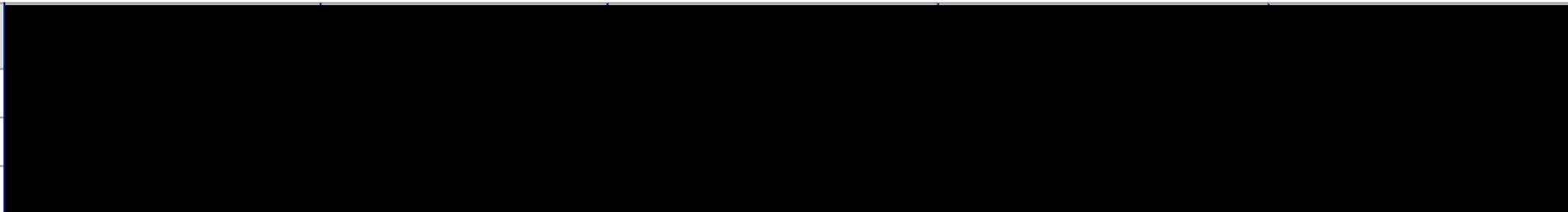
RAG Status

May

Jun

Jul

FY21	Allocated Budget
Opex	514K
Capex	0K



We are now working with Community facilities to enable some masterplanning work for the Corban Estate, a large council owned area. The Fallen Kauri Bridge will significantly improve access to this area.

Business cases to enable the jointly funded project with Auckland Transport to update walking and cycling connections in the town centre have been progressed. We are looking to provide both short term and long-term solutions to improving safety and connectivity. This project has gained some momentum with the successful application to the NZTA innovating streets fund for temporary walking and cycling improvements in the town centre over this financial year.

Panuku is progressing the sale of the Falls Carpark [REDACTED]

[REDACTED] Panuku has recently concluded strategic acquisition of a number of sites in this area. **Finances:** We have completed a process of prioritisation and are continuing to deliver within the constraints imposed on us by the Council's emergency budget.

AT ASSETS

Total life cost:	2.9m	RAG Status		
End date:	Jun 2025	May	Jun	Jul
Funded projects:	1/6	 	 	

FY21	Allocated Budget			
Opex	75K			
Capex	0K			

Following approval of the programme strategy by the Finance and Performance Committee at its August meeting the team will progress the Orakei train station park and ride site project.

To allow Auckland Transport sufficient time to determine the site specific transport requirements the Manurewa train station park and ride project (8 Selwyn Road and 33 Station Road) has been delayed until FY22.

Finances - Programme budget has been set, forecast and allocated to the Orakei train station park and ride site project. Internal resources required to deliver that project are being kept to a minimum and carefully managed to ensure the programme stays within budget.

CORPORATE PROPERTY

Total life cost: 3.5m

End date: Jun 2025

Funded projects: 0/5

RAG Status

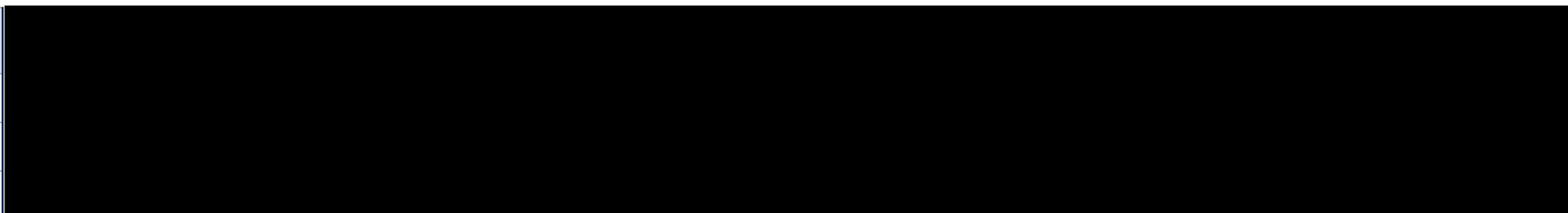
May

Jun

Jul



FY21	Allocated Budget
Opex	OK
Capex	OK



Overall the Corporate Property Disposal Programme is tracking to schedule. Panuku has completed five of the seven transactions, with two settled.

Aotea Station Development at 4-10 Mayoral Drive formerly known as Bledisloe Carpark) - A heads of agreement has been negotiated with the preferred developer.

Kotuku House, 4 Osterley Way, Manukau (former Manukau City Council office). The council has advised that they require occupation until December 2023. Work has commenced on the land segregation and scope for the through site link from 14 Davies Ave to Osterley Way.

2-6 Henderson Valley Road, Henderson (former Waitakere City Council office) - A preferred development partner has been selected and the property is forecast to settle in December 2020.

82 Manukau Road, Pukekohe (former Franklin District Council office) - A preferred development partner has been selected and the sale is expected to go unconditional on 25 August 2020.

Finances - To date the programme has delivered site sales above the original estimates and below the anticipated costs. Resources are being actively managed to ensure costs are minimised.

PROPERTY OPTIMISATION

RAG Status

May

Jun

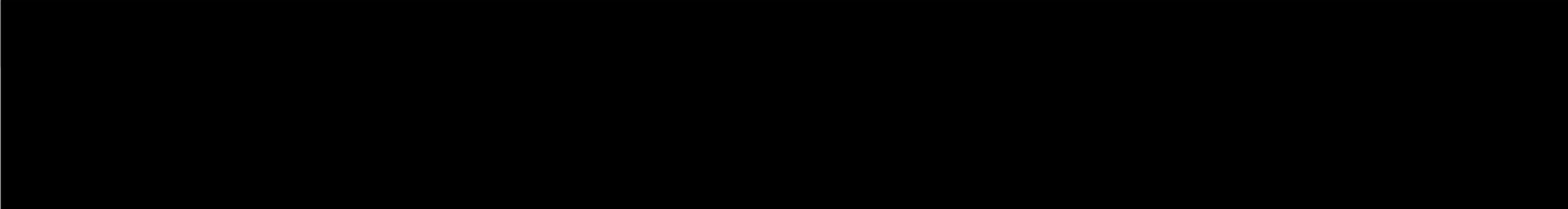
Jul



End date: Jun 2029

Funded projects: 4/4

FY21	Allocated Budget
Opex	352K
Capex	0K



A Programme Delivery Plan is being put together for approval by the board in September

Optimisation projects currently in delivery are:

The development of a new fit-for-purpose community centre in Meadowbank. 4 Victoria Avenue has sold [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

The redevelopment of Clonbern Road car park is underway. Panuku has communicated its Essential Outcomes Brief with Foodstuffs and have met to further discussions on a development strategy. Foodstuffs have provided a draft memorandum of understanding (MoU), which Panuku are considering, and is currently seeking budget from its board. AT has resumed enforcement of the car park and the installation of the boundary fence [REDACTED] is underway.

The team was also advancing other potential redevelopment options [REDACTED] however, this work has been delayed as a result of COVID-19.

HAUMARU

Total life cost: 53.2m

End date: Jun 2025

Funded projects: 5/15

RAG Status

May

Jun

Jul



FY21	Allocated Budget	
Opex	35K	
Capex	0K	

The resources required to deliver this programme in FY21 have been secured. A revised programme business case is being prepared and will be presented to the board in September.

The team is currently preparing a number of sites. These include:

27-31 Greenslade Crescent, Northcote (Greenslade Village, Housing for Older People) – A quantity surveyor estimate has been procured to help inform the business case that is currently being drafted.

81A Godley Road, Green Bay (vacant Site) -The team is progressing the potential development of a proposed 40-unit development on this vacant site. Aspects around the resource consent are currently being determined. A quantity surveyor estimate has been procured to help inform the business case that is currently being drafted.

Finances - Last financial year the programme was allocated \$2.59m CAPEX and a change request approved for an additional \$2.49m, bringing the total CAPEX budget to \$5.09m. The allocated OPEX budget was \$332k. The actuals for FY20 were \$4.38m and \$238k respectively. For the current financial year the programme has forecast \$704k CAPEX and \$119k OPEX

SUPPORTS

RAG Status

May

Jun

Jul

Total life cost: 6.9m

End date: Jan 2026

Funded projects: 5/15

FY21	Allocated Budget
Opex	135K
Capex	0K
SDF	-

In FY21 the following sites are being progressed:

10 Ambrico Place, New Lynn (subdivided council owned land adjoining the New Lynn kindergarten) – The disposal of the site will proceed once the council’s Healthy Waters department complete the Clinker Place Infrastructure Project. Healthy Waters have completed the subdivision works. A section 223 certificate has been approved, the Chorus design work and an as built plan have both been completed and the latter approved by council. We are currently awaiting an engineering approval completion certificate (EACC) from Council and once received will lodge S224C application to confirm that all subdivision conditions have been met.

10-22 Totara Avenue, New Lynn (council owned properties, including off street carparking) - Negotiations continue [REDACTED]

132 Greenlane East (a surplus off-street car park) [REDACTED]

198 Dominion Road, Mount Eden (council owned property) - The Environment Court assisted mediation with the affected parties (objecting neighbours) took place on 23 June 2020 with acoustic expert conferencing on 1 July 2020. The court has scheduled further expert conferencing for 20-21 July and 28-29 July (if needed) and a second facilitated meeting for all parties on 4 August.

Supports continued:

Civic Administration Building DA (council owned building) - CLL has raised a dispute notice with respect to the foundations of a retaining wall on the edge of Aotea Square. The developer has indicated that it has received clarity around costs to support its claim for the solution for the encroaching foundations. The majority of those costs will have to be incurred by the developer regardless. Piling for the basement and podium is now complete. Bulk excavation for the basement and podium are set to commence and the soil encroachment application has been approved by AT.

Lots 4&5 187 Flat Bush School Road - On 22 July, the Minister of Finance and Minister of Housing signed off on the site. The development will be delivered by Fletcher Living, in line with the development agreement with MHUD. The council's Parks department has commenced design work on the adjacent ostrich farm site, which will be developed as playing fields. Panuku will coordinate with the council's Park department on the development of Lot 5 to ensure the mutual outcomes for both sites are achieved in line with Governing Body resolution.

84-100 Morrin Road, St. John's (4.3ha council owned vacant site)- The architectural scheme has been completed, as well as the valuation of the site. An application for subdivision was submitted and approved and the draft title plan lodged with LINZ. Various development options are being explored.

Finances - In FY20 the programme forecast to spend \$1.06m CAPEX and \$360k OPEX. The actuals were \$895k and \$151k respectively. A number of the projects are scheduled to come to a close this financial year and the programme budget forecast is \$413k CAPEX and \$676k OPEX, of which \$250k has been identified to off-set potential cost liabilities for the Civic Administration Building as well the continued cost of propping the OAGS building facade at 10-22 Totara Avenue.

Information paper: Report of the CCO Review Panel

Document author: Brenna Waghorn, GM Strategy and Planning

August 2020

Whakarāpopototanga matua | Executive summary

1. The CCO Review Panel has completed its review and presented its findings to Auckland Council's Governing Body, local board chairs and IMSB members on Tuesday 11 August 2020.
2. After almost ten years since amalgamation, the independent panel has carried out the review to examine whether the current model is the best way to deliver services, whether any improvements can be made or whether any changes are needed.
3. The panel engaged closely with Panuku and we had many opportunities over the past eight months to provide information and input as the panel completed their review.
4. Now that the report has been presented to the council, it is available to us, and the wider public, to read and consider the findings. The report has been saved in the Resource Centre and is available on the Auckland Council [Auckland Council website](#) (for public).
5. The summary recommendations of the panel regarding Panuku (Recommendations, page 4, 8-14) are as follows:
 - The council identifies a more stable source of funding for Panuku during the preparation of the next long-term plan.
 - Panuku clearly outlines how its activities and investments contribute to meeting its performance targets.
 - The council amends the Panuku constitution to make clear its twin purpose of redeveloping urban areas and managing the council's non-service property.
 - The council assumes responsibility from Panuku for identifying and deciding which nonservice properties to sell (excluding those in the CCO's own unlock-and-transform areas).

- Panuku cuts its overheads and adopts a more focused approach to redevelopment.
 - Panuku manages and develops the three city centre marinas until the waterfront redevelopment is complete.
 - Panuku continues to manage the council's non-service property until the council produces a property strategy and considers whether to combine all property services in one place.
6. The review acknowledges the tangible benefits for Auckland of the CCO model. It sets out a large number of recommendations about the CCO model, accountability including council's governance, and the culture of CCOs for addressing the issues uncovered in the review. A significant proposal is the merger of the two CCOs, Regional Facilities Auckland and ATEED.
 7. The next steps are for the mayor and councillors, together with local boards and the IMSB, to consider the report and its recommendations, and make decisions on whether to accept or implement them.
 8. They will do this through workshops over the next few weeks and an initial decision report is expected to be presented to the 27 August meeting of the Governing Body. Some decisions may then be referred on to other committees or further workshops.
 9. While the councillors need some time to digest the findings, discuss the recommendations and prepare to make an informed decision, significant public and media interest and commentary is anticipated. The communications response will be coordinated across the council group and is led by Auckland Council.

Ngā tāpirihanga | Attachments

[July 2020, Report of the Independent Panel, Review of Auckland Council's council-controlled organisations](#) (Resource centre)

Decision paper: Unlock Pukekohe Programme Business Case

Document authors: Jacob Marshall, Strategic Project Manager; Richard Davison, Priority Location Director-South.

August 2020

Ngā tūtohunga | Recommendations

1. That the Panuku Board...

a) Approve:

- i. The Programme Business Case for the Unlock Pukekohe priority location programme
- ii. In principle, to the ongoing investment in the programme, noting that this is subject to Auckland Council Long Term Plan and confirmation of ongoing funding through reinvestment.

b) Approve the following related projects and initiatives for the next twelve months:

- Site disposals, subject to Panuku Board approval of proposed transactional terms

[REDACTED]

[REDACTED]

- Public realm investment planning for:

[REDACTED]

[REDACTED]

- Acquisitions
 - ████████████████████
- Place-based activation, engagement and partnering
 - i. Saturday Linear Market (Pukekohe Farmers Market) trial at Town Square and Roulston Street
 - ii. One-way King Street pilot
 - iii. 7 Massey Avenue gap-fill
 - iv. Devon Lane initiatives
 - v. Skate Park and Roulston Park initiatives
 - vi. Ongoing engagement and collaboration with key partners and stakeholders.
- c) Note that the investment requirements of \$200k CAPEX and \$625k OPEX and the baseline programme milestones for FY21 will be approved as part of the June 2020 Portfolio Investment decision paper.
- d) The Unlock Pukekohe Programme is subject to the following:
 - Confirmation of annual programme funding and the programme milestones in June 2020, as part of Portfolio investment decision paper (achieved)
 - Auckland Council Long-term Plan funding decisions for the FY22-24 period
 - Panuku Board review of the programme in 12 months
 - Panuku Board decisions on proposed transactional terms for individual property transactions, as per delegations.

Whakarāpopototanga matua | Executive summary

2. This paper seeks formal approval of the Programme Business Case (PBC) for the Unlock Pukekohe priority location programme.
3. The PBC sets out the annual 5 case business plan integrated with a draft comprehensive master plan underway to consult with council partners and Pukekohe community. The masterplan intends to signify spatial, land use and activity, time and phasing dimensions, how we plan to achieve our strategic objectives over time, working together with our stakeholders and partners, meeting the vision for Pukekohe of:
 - i. Oranga Whakapapa, Oranga Whenua, Oranga Pukekohe, Oranga Whānau.

Our heritage and connections are strong, the land is flourishing, Pukekohe is prosperous, and our families are happy, healthy and thriving.
4. To achieve this, the programme has proposed to progress in four broad phases of activity, building momentum and credibility over time:
 - ii. 0-3 years – sowing the seeds of growth and preparing the groundwork (FY20-22)
 - iii. 3-5 years – first shoots of visible progress and initial delivery (FY22-24)
 - iv. 5-8 years – Kia Puāwai (the blossoming) and realisation of anchor projects (FY24-27)
 - v. Year nine and beyond – Panuku exit (FY28+).
5. The total anticipated investment in the programme until FY28 is \$20.6m CAPEX, \$5.0m OPEX, \$2.7m from the Strategic Development Fund (SDF) and \$2.6m in land value exchange. Spend to date on the programme has been approximately \$300k.



6. The intended overall non-financial benefits realised for the programme will be:

- Up to \$22.2m in net sale receipts
- \$2.7m of SDF reimbursement
- 15 enabling infrastructure projects.

7. The financial benefits of this programme are projected to be in the region of \$22.2m and are a direct result of:

- 27 site sales and development sites unlocked.

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

- Up to 140 new sustainable dwellings in the form of apartments and standalone homes
- Up to 20,000 sqm and refurbished commercial and retail space, mostly within the centre. One site being light industrial (up to 12,700sqm net new)
- Target of 25,000 sqm of upgraded public realm (connections, public and civic space)

Outcomes & Benefits

Benefits



Horopaki | Context

9. Pukekohe is an already market attractive, safe and growing town surrounded by a busy working agricultural landscape. The community are progressively spending more money outside the local area because of the emerging residential, commercial and retail growth in neighbouring town centres and to access their learning, working and healthcare needs outside the town.
10. The programme's approach to delivery is set out as a suite of catalytic projects that aims to address projected residential and commercial growth, significantly enabling growth in the Pukekohe population which is forecast to grow from 24,000 in 2013 to over 50,000 people by 2040. It is vital that the Pukekohe town centre continues to be improved to capitalise on the opportunities that new growth will provide by encouraging local people and potential visitors to choose Pukekohe for their service and shopping needs. All attributes, problems and actions have set out the Unlock Pukekohe programme objectives. Ultimately, the core outcomes for the programme should achieve:
 - A competitive town centre, ensuring Pukekohe benefits from future growth.
 - A safe and walkable, vibrant town centre.
 - A thriving local economy with better access to employment, education, and healthcare.
 - Pukekohe's diverse communities will be celebrated and reflected in the town centre's regeneration.
11. Each strategic lever for Unlock Pukekohe helps illustrate the programmes high level intentions to find the right balance between economic, environmental, social and cultural aspects and values, as set out in the High-Level Project Plan (HLPP). The commercial strategy lever has been prioritised because its alignment to the vision, goals and key moves, as job creation and local spending are cornerstone of the programme.



12. Our staged commercial approach for implementation will:

- Manage the release of development sites in conjunction with placemaking activities that will optimise short- and medium-term land use potential – notably at Pukekohe Town Square and the adjacent Massey Avenue car park where activation can lead to early stimulation of economic activity.
- Develop Pukekohe’s Town Centre by leveraging public realm street upgrades.
- Manage release of development sites for commercial and residential opportunities in the medium to long term.
- Identify and select suitable parties to work with on key developments in each precinct and attract wider market participants for other site developments.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
May and June of 2019	Unlock Pukekohe HLPP	Franklin Local Board, Ward Councillors and Panuku Board approval for budget to commence highlighted aspirations for Pukekohe Town Centre

Matapaki | Discussion

Portfolio context

13. Panuku has been mandated by Auckland Council to deliver on its commitment to prioritise urban redevelopment. Panuku will achieve this through investment in the priority locations programmes of work that will facilitate urban redevelopment and public good activities.
14. Panuku investment in a location is for a variety of purposes, which will vary depending on the location and its requirements. The table below details the investment profile over the planned life of the programme.

Investment type	Description	✓✓✓
Unlock	Investment that has to happen to unlock development opportunities on Panuku sites. This includes: <ul style="list-style-type: none"> - infrastructure essential to make a site more marketable - infrastructure to service future growth in the area 	✓✓
Catalyse	Investment that is important to stimulate/advance change in a location by others and is expected to bring about significant change that would not happen within desired timeframes without this project	✓✓✓
Support	Creates additional non-financial (social, environmental, cultural, economic) value by creating new or significantly improved community assets to support a growing population	✓✓
Lead	Demonstrates leadership in relation to strategic outcomes and innovation. We expect some value trade-off. The project seeks to influence practice and outcomes in the wider market and has some element of replicability. This investment is often a property value write-down	✓
Critical	Urgently required to address risks such as maintaining level of service delivery, harm to people due to H&S issues, negative environmental impact or other or required due to legislative, regulatory, contractual and other requirements	

Growth	Facilitates business growth by providing new, expanded facilities	✓
Reputation	Significant public and political interest and support for the project, with significant reputation impact if the project is not carried out	

Progress to date

15. To date this programme has delivered:

- A High Level Project Plan
- A positive working relationship with the Franklin Local Board
- A programme business case and supporting masterplan and financial forecasts
- A draft parking strategy for Auckland Transport consideration
- Application submitted for Innovative Streets for People initiative
- Low scale activations over the period.

Hīraunga | Implications

Ngā ritenga ā-pūtea | Financial implications

16. The programme makes the following financial assumptions:

- Capital receipts generated from site sales can in part be re-invested and used to finance public realm/good projects, subject to the Panuku allocation of resources across the programme.

- That the property market will be support sales of property in a timeframe that supports reinvestment, and that sufficient capital funds through reinvestment remain available.
- SDF remains available for acquisitions when the programme identifies it is required.
- SDF repayments may not be repaid within the policy’s timeframe.
- New projects or partnering opportunities will seek funding from the Programme Steering Group as the need arises.
- Land values remain consistent to the ratings database with no significant changes in the market by the time the site sale is achieved.
- Upcoming individual project business cases that are approved in line with the board delegations to the Chief Executive will provide greater detail and financial forecasting for each project in the programme.
- That 2017 CV’s have not accounted for such matters as: demolition, complex lease arrangements and any road widening or public works that may need to be undertaken as part of the regeneration activity.
- That there is sufficient operational expenditure (OPEX) available to support ongoing planning as well as potential small partnering initiatives in the location.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

17. Key risks to the programme are:

Name	Impact	Rating	Mitigation	Owner
COVID-19 related programme delays	Delay to programme Reprioritisation of workplan and required funding.	High	Revert to online meetings/skype Engagement via social pinpoint Early PSG and Board engagement	Priority Location Director – South
Unreasonable and protracted timeframe to agree and	Inability to deliver this critical part of the programme of approximately eight surface carparks in the town centre	High	Agree Parking solutions strategy with Auckland Transport	Priority Location Director – South

process parking solutions with Auckland Transport			Escalate process as required through each organisation.	
Appropriate procurement processes for suppliers' capabilities	<p>Project leads come from various functional teams and have varying levels of strength in procurement. This leads to a range of issues such as extended timeframes for preparing contract processes.</p> <p>Some suppliers are unable to participate in the regeneration as they are unable to meet the criteria to become a council accredited supplier.</p>	High	<p>Work with the procurement team to prepare new processes to enable some smaller suppliers to participate in the regeneration.</p> <p>Hire part time procurement support to aid Project Leads to complete the necessary processes within the agreed timeframes.</p>	<p>Manager Corporate Support, Purchasing & Administration</p>
Lack of resourcing	<p>Lack of appropriate resourcing for design, project management, strategy workstreams and procurement support may result in a possible delay to the programme</p>	High	<p>Early communication to function managers for future workflow.</p> <p>Endorsement to seek external services where appropriate</p> <p>Hiring of new procurement and project management support staff</p>	<p>GM Design</p> <p>Head of Capital Delivery.</p> <p>GM Corporate Services</p>
Proposed property sequence and disposal timeframe affected by current property market conditions	<p>Unable to sell properties</p> <p>Programme delays or changes</p> <p>Cost of holding properties</p>	Medium-High	<p>Monitor market conditions</p> <p>Make decisions based on market conditions</p> <p>Phased release of site sales</p> <p>Agile decision making around staging of projects.</p>	<p>Manager Development-South</p>

Ngā whakaaweawe rauemi | Resourcing impacts

18. The programme anticipates a maximum of 8 FTE of internal resource over the next 12 months (which will change as projects develop), including programme leadership and support, development and project leads, planners, designers, placemaking, engagement and communications.

Tauākī whakaaweawe āhuarangi | Climate change impacts

19. The Panuku Priority Location programmes support regeneration of existing town centres, developing underutilised sites within the urban area, close to transport links. Increasing the density of housing in these areas will result in reduced carbon emissions through improved utilisation of existing infrastructure and transit oriented development, along with the provision of easy, safe and attractive walking and cycling routes reduces reliance on private motor vehicles and enables low carbon lifestyles. Pukekohe mitigation methods to reduce climate change impacts include:

- Support development partners deliver housing that meet minimum 6 Homestar rating to ensure housing is good quality, warm, dry, and more efficient buildings and is developing an approach for delivery of lower carbon commercial buildings and public realm.
- Advocate for commercial developments in Pukekohe obtain a Green Star rating or utilise the Panuku Commercial Building Standards which are currently under development.
- Encourage public realm projects to include green infrastructure, increased tree cover and water sensitive design principles to promote ecological and biodiversity values and minimise flood risk.

20. Climate change is likely to subject the Auckland area to hotter temperatures and more frequent flooding and drought. We are seeking to future-proof our communities by accounting for climate change, factoring adaptation and resilience into the creation of buildings and spaces. Our infrastructure and developments should be designed to cope with warmer temperatures and extreme weather events.

Ngā koringa ā-muri | Next steps

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

- Three Mana Whenua iwi/hapū: Ngāti Tamaoho, Ngāti Te Ata, and Te Ākitai Waiohū

August 2020

- Central Government agencies: Potentially Kainga Ora and Ministry of Justice
- Council Group partners: Auckland Transport, Community Facilities, Corporate Property.

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

Ngā tāpirihanga | Attachments

Attachment 1: Programme Business Case Overview

Attachment 2: Unlock Pukekohe Programme Business Case (in the resource centre)

Ngā kaihaina | Signatories

Ian Wheeler - Chief Operating Officer

David Rankin - Chief Executive (acting)

Kia Puāwai a Pukekohe

Programme Business Case Overview

June 2020

Oranga Whakapapa, Oranga Whenua, Oranga Pukekohe, Oranga Whānau.

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

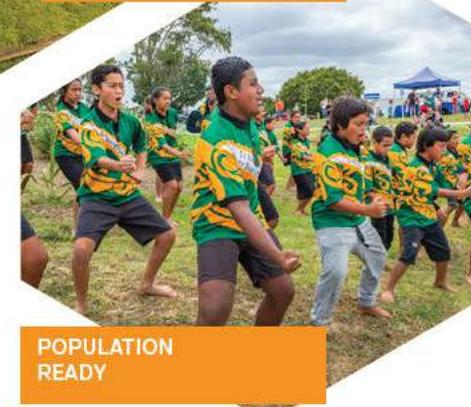
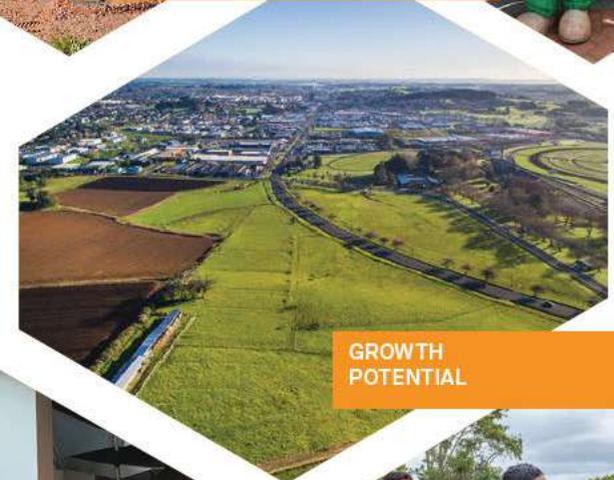
Strategic Context

Location Context

Pukekohe is an established rural centre, in the heart of the Franklin district and on the southern edge of the Tāmaki Makaurau region. It has reputation as an important market garden and horticultural hub that services a large catchment extending into southern Tāmaki Makaurau and northern Waikato.

Residents celebrate their rural lifestyle and appreciate the easy access to community services and commercial amenities that the centre provides, including supermarkets, services, boutique clothing stores, specialty shops and locally owned cafés and eateries.

Pukekohe Attraction



Strategic Context

Problem Definition

ILM overview

Visitor competition from neighbouring town centres

50% The community are spending more money outside the local area.

Fragmented urban form

20% Vehicle movement and parking facilities dominate Pukekohe Town Centre.

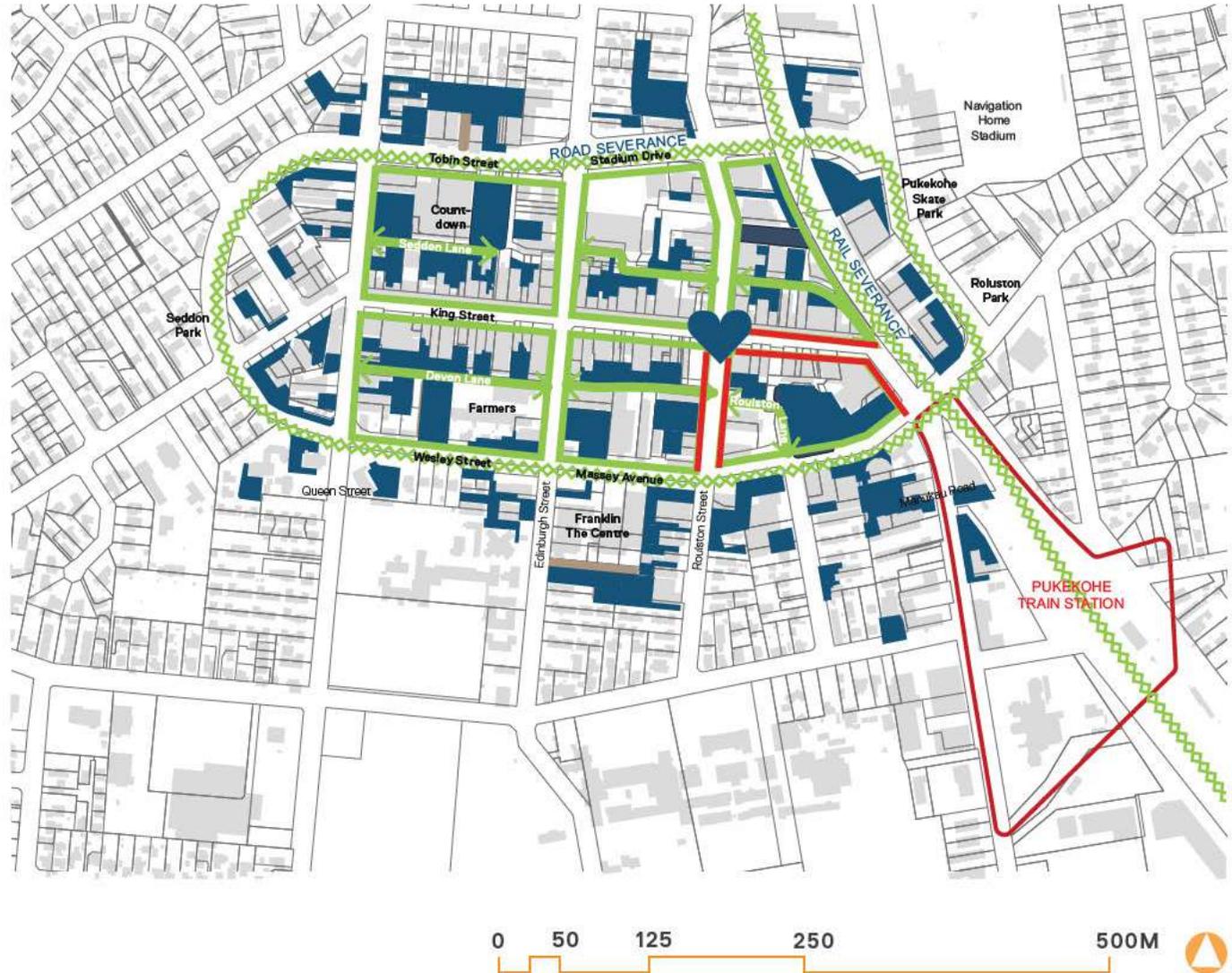
Lack of local work and learning opportunities

20% A high proportion of residents are forced to travel outside Pukekohe for employment, healthcare services and learning

Diverse community opinion and resistance to change

10% There is a tension between how to accommodate new growth and diverse cultural narratives while maintaining its traditional rural-service town character.

-  Underwhelming streetscape for retail offerings
-  Train station precinct underutilized
-  Large block sizes
-  Car dominated and illegible lanes for pedestrians
-  Road/ service barrier between town centre and key amenity, such as schools and train station
-  Lack of diversity in land use activities, limiting working opportunities for community (area wide).
-  Excessive grade parking
-  Difficult to define the heart of Pukekohe Town Centre



Strategic Context

Regeneration Approach

Goals

Key moves



Encourage new growth in town centre



Redevelop flagship sites that promotes Pukekohe's distinct offering and increased access to employment, education and healthcare opportunities for local people.

Improve access for all



Enliven the lanes



Improve pedestrian and cyclist connections between essential facilities and the town centre.



Attract new businesses & services



Upgrade play facilities

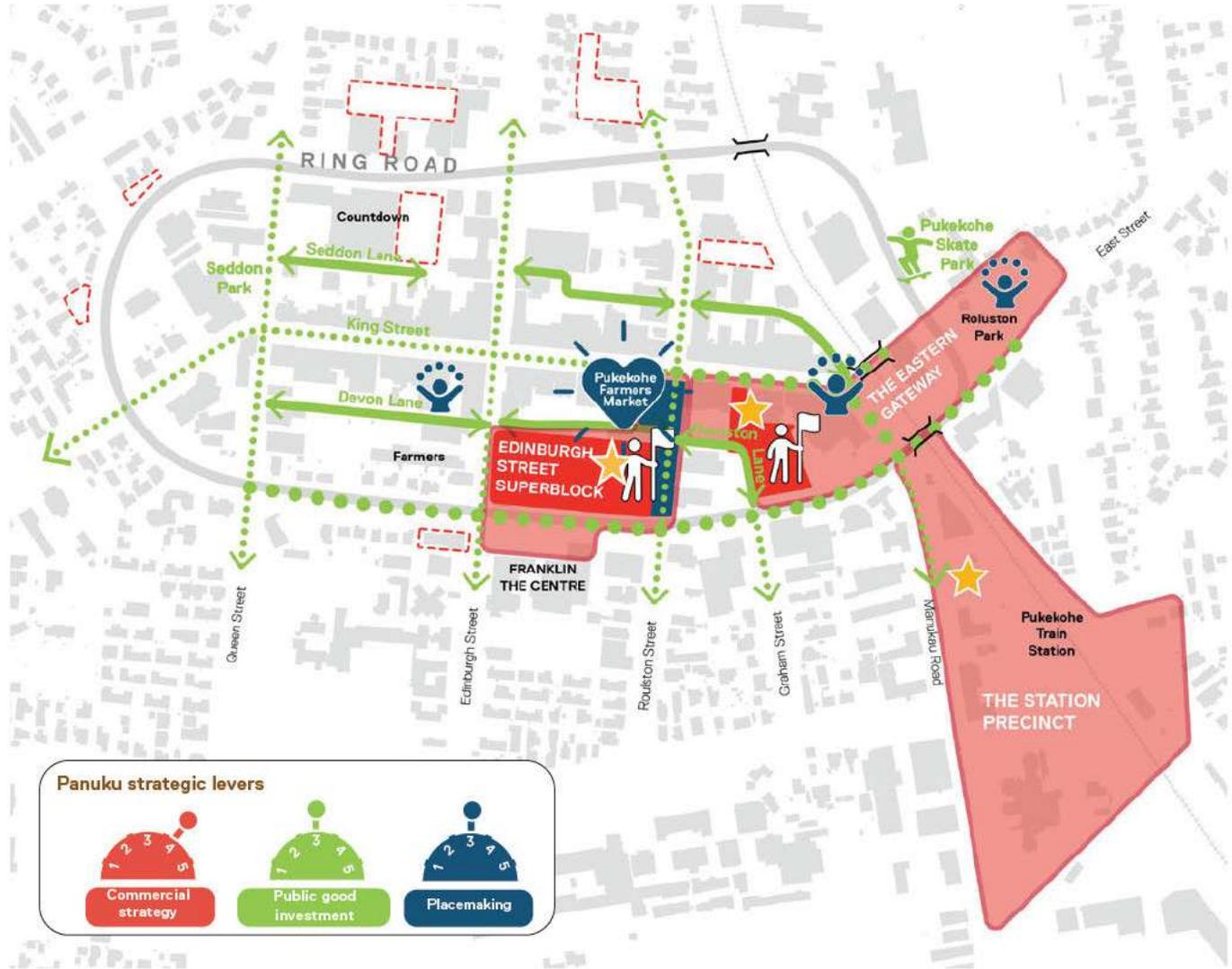
Enhance local community identity



Relocate, grow and enhance the Farmer's Market, Roulston Street and King Street



Placemaking trials



Panuku strategic levers



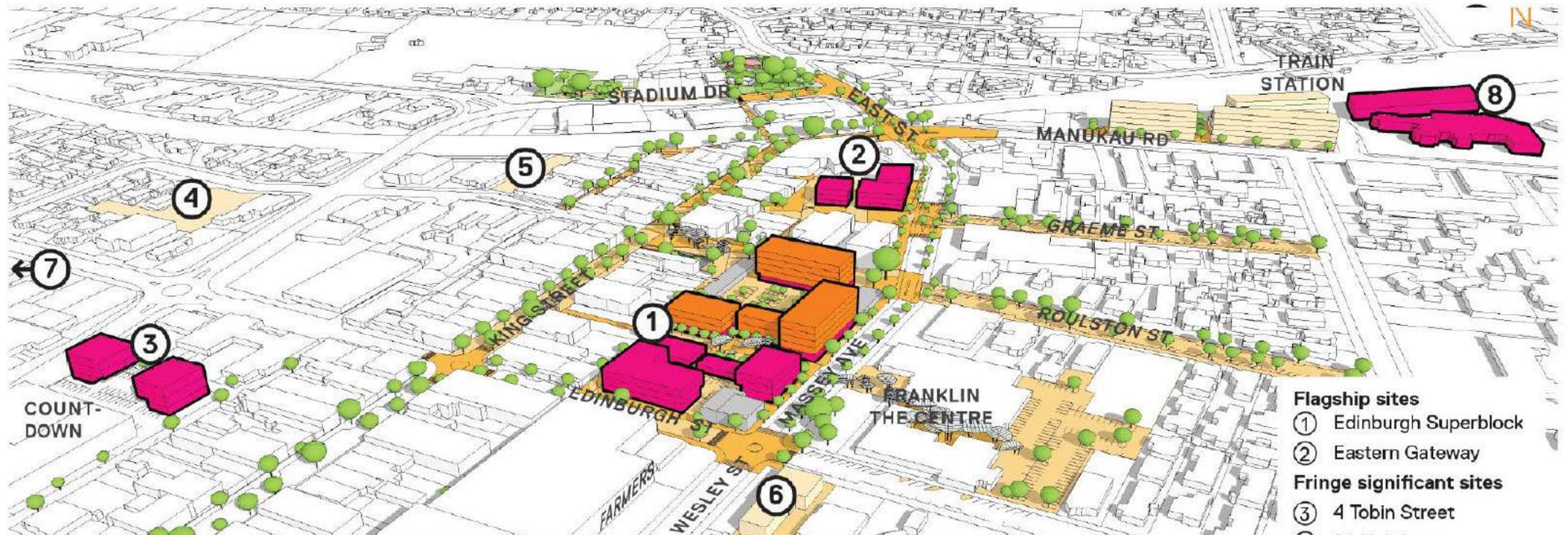
0 50 125 250 500M



Masterplan - Overview Diagram Pukekohe 2030

Delivery outcome for preferred option

The mass and form of proposed buildings responds to the Unitary Plan development enabled envelopes and in the context of the market appetite for commercial and residential development. It will be subject to revision, reducing heights, to fit the Pukekohe commercial and development context as the programme progresses and evolves.



A targeted 70:30 split for commercial/ retail outcomes will use key activities, such as:

- Having focused transformation on the most valuable properties within the portfolio (selected flagships) and use the remainder of the portfolio outside of the town centre to generate financial return.
- Experiment with market interest by showcasing possibilities for selected flagship sites to try attracting unique types of development investment for commercial/ retail targeted outcomes.
- Strategically control the release of development sites to market by leveraging value-add (\$20.6m) for public realm upgrades and Placemaking initiatives.

Flagship sites

- ① Edinburgh Superblock
- ② Eastern Gateway

Fringe significant sites

- ③ 4 Tobin Street
- ④ 24 Hall Street
- ⑤ 9 Hall Street
- ⑥ 22 Edinburgh Street
- ⑦ 9 Tobin Street

Other site

- ⑧ 82 Manukau Road

Masterplan - Spatial Delivery Plan

0-3 years – sowing the seeds of growth and preparing the groundwork

- Agreeing the scope of the programme through the HLPP, this (FY21) PBC and supporting masterplan.
- Building relationships with key partners and stakeholders,
- Initiating tactical projects; and
- Undertaking community consultation and awareness.

Some early property transactions will take place and early design work, plus parking and retail strategy will be progressed.

3-5 years – first shoots of visible progress and initial delivery

First development and public realm projects are initiated. This may build investment confidence in the area.

5-8 years – Kia Puāwai (the blossoming) and realisation of anchor projects

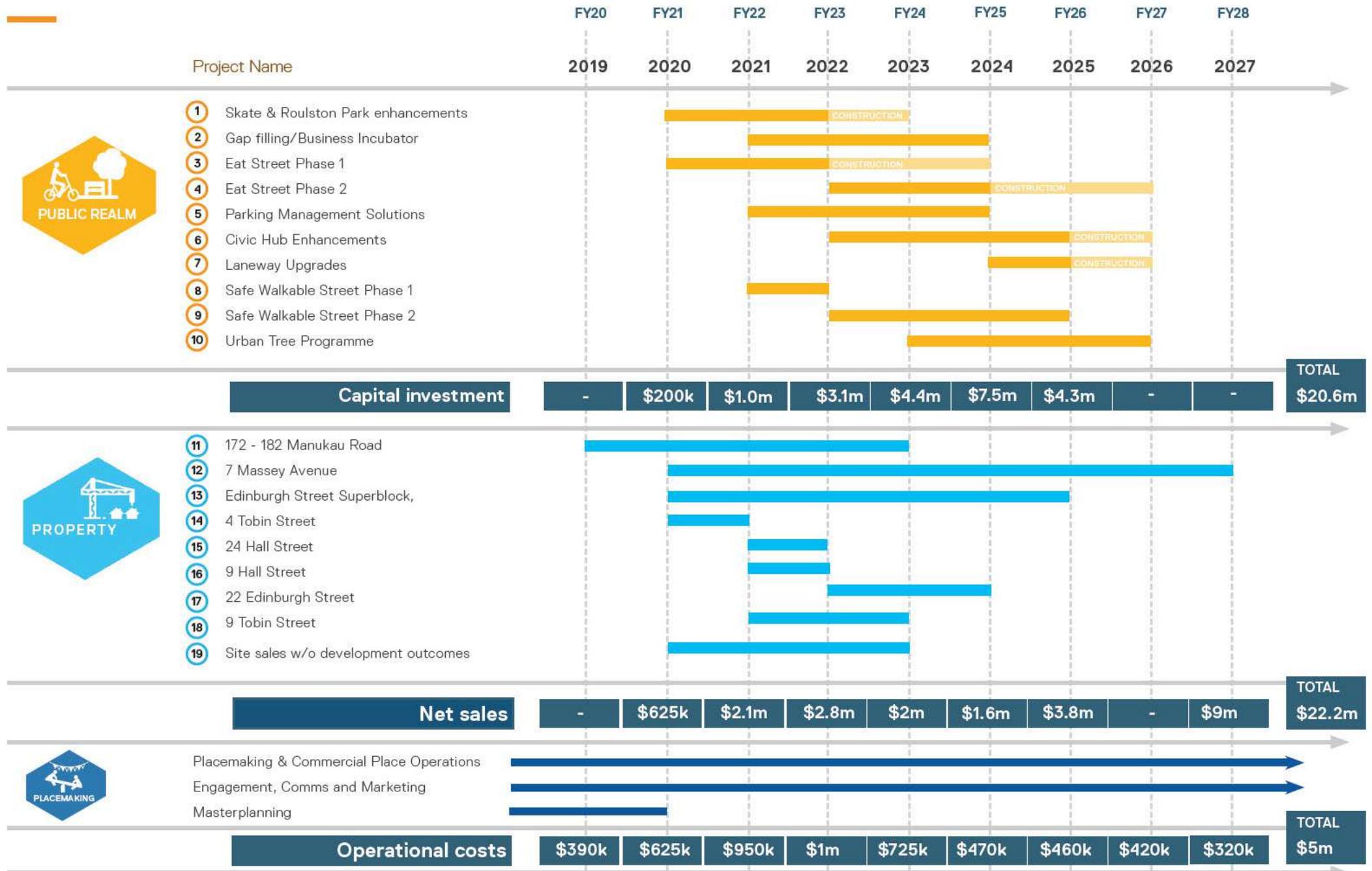
- Agreements will be secured for key flagship sites and their development outcomes will be underway and being realised, in stages.
- Full benefit of the transformation will become evident to the wider community.

9+ years – Panuku exit (FY28+)

- Grow local capacity through procurement and enable a Panuku exit strategy to be implemented.



Delivery Plan



Commercial Context

Market conditions

Residential

Pukekohe's residential market has experienced strong buyer demand over recent years, with increasing dwelling prices in new subdivisions. Population growth is predominantly happening on the rural fringe through large freestanding residential houses in places such as Paerata and Belmont. This has worked well for Pukekohe targeting those who are prioritising space and affordability over proximity to Auckland's city centre.

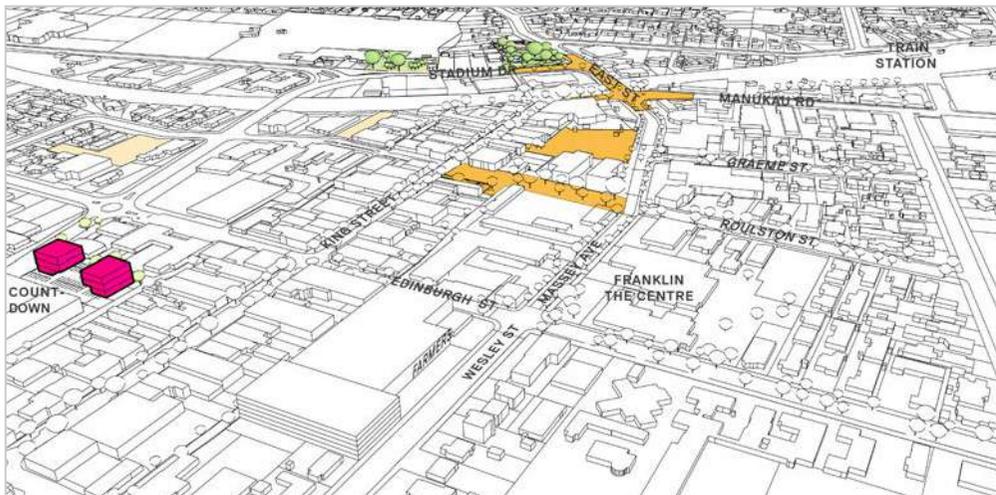
Retail and commercial

The retail and commercial development market has been less active in recent years. This is due to current rental rates being below the level required to provide an adequate return for new development activity to occur.

Commercially the town centre has been performing well with low levels of retail vacancy on the main street. Office space is limited to smaller scale offerings servicing local professional services.

Delivery Approach

FY21 -24 (short term)



The mass and form of proposed buildings responds to the Unitary Plan development enabled envelopes and in the context of the market appetite for commercial and residential development. It will be subject to revision, reducing heights, to fit the Pukekohe commercial and development context as the programme progresses and evolves.

Development Strategy

1 Staged approach

Manage the release of development sites by initiating work that optimises short and medium term land use potential.

2 Enable value exchange

Develop Pukekohe's Town Centre by leveraging public realm upgrades and placemaking initiatives.

3 Focus on providing commercial opportunities for community

Manage the release of development sites for commercial and residential opportunities in the medium to long term.

4 Develop two flagship sites

Identify and select suitable parties to work with on key developments in each precinct and attract wider market participants for other site developments.

FY25 - 28 (medium & long term)



Finances

SDF Acquisitions

\$2.7m

NOTE – Total SDF repayment is \$2.7m– Net SDF is -\$100 across the life of the programme.

Net Site Sales

\$22.2m

LTP CAPEX

\$20.6m

over the next 8 years from FY21

FY21
\$200k

LTP OPEX

\$5.0m

over the next 8 years from FY21

FY21
\$625k

Programme Benefits

Critical Success Factors

1. HLPP goals

- Encouragement of new growth
- Access for all to the town centre
- Attracting new businesses (jobs) and services to the town
- Celebration of local community identity and diversity

2. Achievability

- Sufficient demand for land and housing from the market in the project area, strong interest from suitable development partners, support from key stakeholders and public realm initiatives are feasible and supported by council agencies

3. Potential value for money

- Private investment demonstrates confidence in the future of the area, funding able to be obtained from Council or other sources, Council approval of updated investment proposals and public realm initiatives are financially feasible and supported by council agencies.

4. Affordable

- Funding able to be obtained from Council or other sources, maximise financial return and development potential for existing centre's infrastructure and amenity and Council approval of updated investment proposals, sufficient financial return to invest in public realm projects,

5. Supplier capacity and capability

- Delivery on schedule and within budget, development partners with proven capability to ensure optimal design and construction of high-quality developments and grow local capacity through procurement and enable a Panuku exit strategy to be implemented.

Outcomes & Benefits

Benefits



Outcomes

- 1 A competitive town centre.
- 2 A safe, walkable and vibrant centre.
- 3 A thriving local economy with better access to employment, education and healthcare.
- 4 Pukekohe's diverse communities will be celebrated and reflected in the town centre.

References

This programme overview draws on the following detailed supporting information:

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2. Auckland Council. Auckland Unitary Plan Operative in Part (2020) <https://unitaryplan.aucklandcouncil.govt.nz/pages/plan/Book>
3. Auckland Urban Design Manual <http://www.aucklanddesignmanual.co.nz/>
4. Franklin Local Board Plan (2017) <https://www.aucklandcouncil.govt.nz/local-boards/all-local-boards/Documents/franklin-local-board-plan>
5. Pukekohe Area Plan (2014) <https://www.aucklandcouncil.govt.nz/place-based-plans/area-plans/Pages/pukekohe-area-plan>
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10. Parks and Open Spaces Strategic Action Plan (2013) <https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/parks-sports-outdoor-plans/Pages/parks-open-spaces-strategic-action-plan.aspx>
11. Statistics New Zealand Census 2018 <https://www.stats.govt.nz/>
12. Pukekohe Property Market Analysis, CBRE March 2019
13. Pukekohe Market Demand Report, Bayleys March 2020
14. COVID-19 update memo, Bayleys April 2020
15. Auckland Region Climate change projections and impacts, NIWA (20018) <http://www.knowledgeauckland.org.nz/assets/publications/TR2017-030-Auckland-region-climate-change-projections-and-impacts.pdf>
16. Green Star Communities Submission Guidelines v1.1 2016

Information paper: Wynyard Quarter Draft Masterplan - Engagement approach including external challenge team

Document author: Tracey Ryan, Project Development Manager; Fiona Knox, Priority Location Director (acting) - Waterfront and City

August 2020

Whakarāpopototanga matua | Executive summary

1. Panuku is underway with planning for the next stage of development for Wynyard Quarter. The first stage of this work and our engagement with the politicians and public is through the delivery of a draft masterplan that focuses on the next stage of development in Wynyard Point. This document is under production and will be presented to the Priority Location Committee in August, the Board in September and Planning Committee in October this year. The document will be the tool for engagement with all stakeholders and a series of questions to direct feedback will be included.
2. The waterfront team have developed a stakeholder engagement process to support the release of the draft masterplan and the process through to lodgement of a plan change. This process will focus on:
 - a. Strengthening the relationship between Panuku Mana Whenua Governance Forum (MWGF), the Panuku Technical Advisory Group (TAG) and the Panuku waterfront team to deliver on our Mana Whenua Outcomes Framework
 - b. Collaborating with the council family in the development of the content and the staging of investment and projects
 - c. Updating and involving the Waitemātā Local Board in key decisions
 - d. Updating and involving key stakeholders, and working to identify transformative ideas that will inform the development across the precinct
 - e. Testing and challenging our thinking and ideas through an external challenge with a peer group collective.

August 2020

3. The process and timeline are summarised in the discussion. Note that this timeline is subject to uncertainty created by COVID-19 and plans will be adjusted for any changes that may be required through Government controls.

Staging our engagement

4. We are carrying out the Wynyard Point stakeholder engagement in stages. Some engagement is already underway, particularly with:
 - a. Panuku TAG and MWGF with the Panuku Design and Place team, workshops will be held over July to November 2020
 - b. the Waitemata Local Board
 - c. key stakeholders including a sub-committee of the Auckland City Centre Advisory Board and the Wynyard Quarter Transport Association, Viaduct Harbour Holdings Limited.
5. After endorsement of the draft masterplan by the Panuku Board in September, we will present to the Auckland Council Planning Committee in October 2020. This will then provide the opportunity for:
 - a. Key messages to politicians regarding staging for LTP discussions
 - b. Key stakeholder and public engagement over October to early December 2020 - through workshops and 'have your say' through on-line feedback
 - c. Panuku challenge workshops with a peer group collective in December 2020.
6. Over early to mid-2021, we will review feedback and review the council position around LTP funding and staging. We will then compile the final masterplan for review and endorsement by the Panuku Board and Planning Committee. This masterplan will form the updated policy for the Wynyard Point Plan Change.

Matapaki | Discussion

Early stakeholder engagement - background and activities to-date

7. We have an engaged stakeholder group who we have been testing ideas with over the latter part of 2019 and through to July this year.

August 2020

8. The Panuku Mana Whenua Governance Forum:

- the project introduction, engagement process, goals and values were presented over October to December 2019
- there has been significant progress on development of cultural narratives and project opportunities over February to July 2020.

9. The Technical Advisory Group has received information on:

- project introduction and goals over November to December 2019
- opportunities and options over February to June 2020.

10. We have held key stakeholder meetings and workshops (Auckland City Centre Advisory Board, Waitemata Local Board, Wynyard Quarter Transport Management Association, Viaduct Harbour Holdings Limited) focusing on:

- Project introduction and goals over January to February 2020
- Opportunities and options over March to July 2020.

Draft Wynyard Point Masterplan

11. The Waterfront team have progressed with a draft masterplan document to capture the story of this place and the development potential for the northern section of Wynyard Quarter on Jellicoe Street and Wynyard Point. Early content to be included into the draft masterplan was presented to the Priority Location Committee on the 14th and 22nd of May and at the Board Meeting on the Waterfront Programme Business Case on the 17th of June. Staff are working through comments and suggestions made by the Board during that time and will present the draft masterplan document to the Priority Location Committee on the 28th of August and final document to the Board in September for approval.

12. The purpose of this document is to test the transformation strategy developed with the project technical team and early stakeholder engagement with a wider stakeholder group and to involve our key stakeholders in the development and support of the transformative ideas for the masterplan.

13. This document will be the tool to engagement with all stakeholders and a series of questions to direct feedback will be included in the document.

Engagement Process Discussion

14. The proposed engagement process has a three-pronged approach as follows:

	Partner/key stakeholders	General public	External challenge team
Who	Inc Mana Whenua, Council family, landowners, and existing groups we engage with	The local and wider communities of interest	Experts in a variety of fields such as master developer and design, development feasibility, community regeneration and climate change
How	Building on existing strong relationships and forums – including one on one meetings, breakfast events etc	Using a range of tactics including Council’s “have your say”, social media, events, kiosk, small workshops etc	Workshops and sessions to evoke/provoke thought, test and re-energise our thinking
When	Post the Board and Planning Committee	October to November	Late November, early December

15. Key features of engagement include:

- a. A draft Masterplan document for all audiences
- b. Use the draft Masterplan document to show that we are on a continuation of a journey but needing to adapt and reflect changes (i.e. AC36)
- c. Collect feedback around themes and a series of questions but allow discussion/comment
- d. Build on the excellent relationship Panuku has with its stakeholders in the Wynyard Quarter by ensuring they have opportunities to participate and to catalyse wider thought and collective action
- e. A robust engagement process so that the “heat” is taken out of the Plan Change processes and we have a “no surprises” environment – reducing the number of submissions and heading off Court challenges where possible.

External challenge discussion

16. In May 2020 the Panuku Board requested an external challenge process be considered to test wider thinking across the precinct and to test the ideas that will attract commercial interest and to test the economics and benefits for development. The executive agreed that this would most likely involve a series of themed workshops with a select peer group collective from the international design and development community.
17. A draft Terms of Reference (TOR) for the challenge process has been developed and is attached. We have provided three emerging themes and some headline questions. These will be further developed following feedback from the board, before we start developing the detailed briefs for procurement of this group.
18. Key themes and questions:
 - a. Liveability - with a focus on creating a platform for a sustainable diverse community, opportunities to contribute in civic life, and improving the wellbeing of those that live, work and play here:
 - i. What can we do to cultivate a growing community at Wynyard Point, continue to acknowledge the existing waterfront community, and how do we expand the notion of a public waterfront by cementing democratic and civic ownership/pride in the waterfront?
 - ii. Given the major open space provision on Wynyard Point, how do we carefully balance the uses that occur, what are critical elements to have, what to avoid, and what conditions will create this major destination?
 - iii. Taking into account what is already provided in Auckland and in Wynyard Quarter - what do you think would attract and sustain ongoing visitation to come to Wynyard Point and how can we elongate the time spent here?
 - iv. Have we got the land use mix and spatial orientation right – have we got the right things in the right locations?
 - b. Environment - with a focus on the challenge of the climate crisis, and how we build in resilience to our thinking and infrastructure in a coastal environment:
 - i. To respond to climate change how can we push the boundaries of innovative sustainable design responses in this coastal area, where do we focus our efforts and investment in this space?
 - ii. How can we be authentic about ecological regeneration for Wynyard Point?

- c. Economic development and prosperity - with a focus on facilitating innovation and productivity over the short, medium and long term and creating value for the Auckland public and commercial return for our shareholder:
 - i. What model of delivery could you see that can create both commercial and strategic value for Auckland Council and the public, and how can we promote, cultivate, and cater for innovation with our development partners?
 - ii. Based on your experience of exemplar international developments what do you think could be our unique proposition or development offering to attract investment?
 - iii. What is your view on our proposed staging programme and where would you see highest value and priority of spend?
 - iv. What is your take on what a 'permanently temporary space' can offer and what are the potential pit falls to avoid?

19. Given the timeframes above we are suggesting the external challenge is scheduled for late November, early December 2020.

20. We understand the Boards desire introduce a fresh perspective and for this to come through international experts. Despite initial encouraging signs in May that our borders may be open to Australia this is unlikely to be the case anytime soon. It is therefore proposed that the challenge is planned as a remote (virtual) review exercise with those based internationally.

21. We also consider that there is a high likelihood that we can get a fresh perspective domestically and for this to be achieved in person. Through our networks, we can seek out experts who have recently returned to New Zealand. In addition, some of the challenge questions be more appropriate for locally based experts to respond to. New Zealand based experts will also likely reduce the costs of engagement.

22. We will continue to build up the collateral to inform the external challenge process, including the key questions that will inform the detailed terms of reference and contracts for procurement of the experts.

23. Once the proposed challenge questions are confirmed the executive will:

- a. Confirm the required external professions required, including whether local experts or international experts are most appropriate for each area of work.
- b. Work with Auckland Council procurement to develop evaluation criteria for the appointments; this will specifically include:
 - i. Leadership: a demonstration that they are innovative thought leaders in their field

- ii. Experience: a demonstrated ability to bring fresh new input to the waterfront including an international perspective, including experience in working in a coastal/river city; credibility in the field, skills and qualifications
 - iii. Track record and capability: a demonstration of organisation track record
 - iv. Price: a demonstration of competitive pricing and acknowledgement of way of working outlined in criterion v.
 - v. Flexibility: ability to work and provide advice through a virtual forum given COVID restrictions
- c. Invite a short-listed number of suitable suppliers to provide an offer of service and fee proposal for review.

Ngā tāpirihanga | Attachments

Attachment A: External Challenge Process Draft Terms of Reference

Information paper: Transform Manukau Te Whakaoratanga i te Puhinui

Document author: Sara Zwart, Principal Regenerative Design Lead

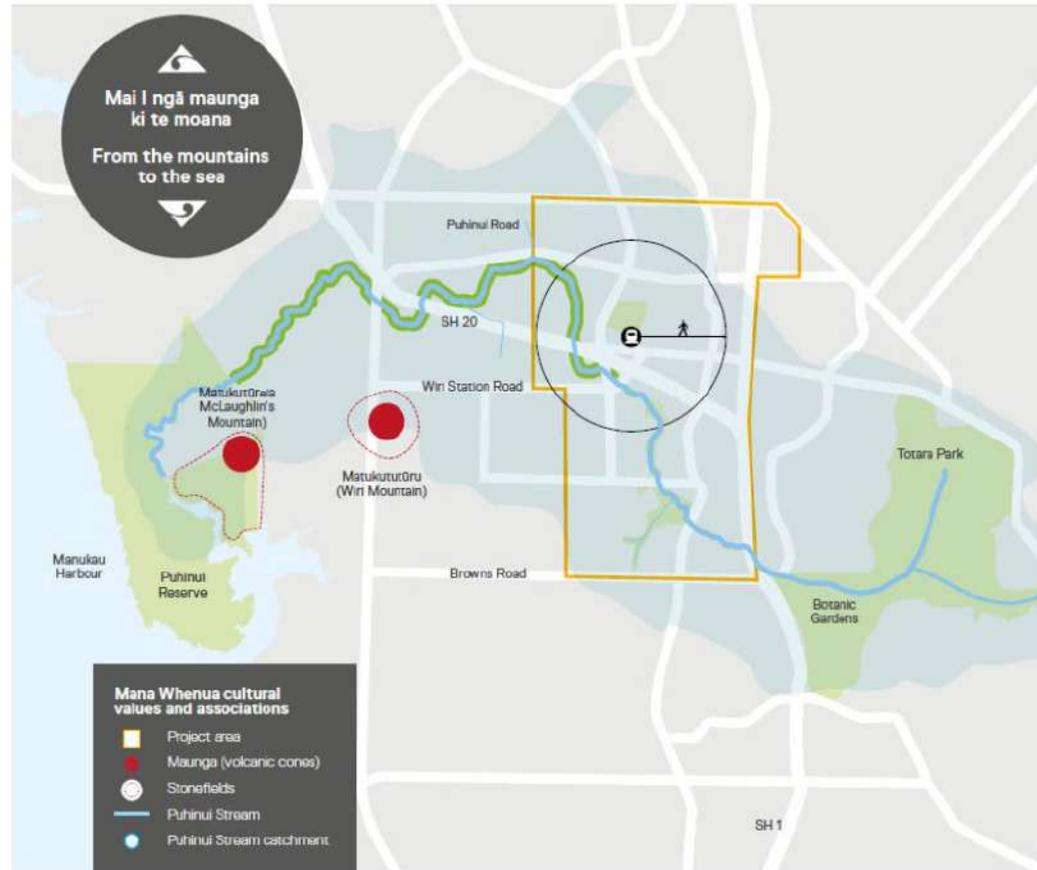
August 2020

Whakarāpopototanga matua | Executive summary

1. This paper is intended to inform the Board of the following:
 - a. Potential Panuku participation in a joint 'Kawenata' (collaboration covenant) for 'Te Whakaoratanga I te Puhinui' (Puhinui Regeneration Strategy).
 - b. Potential attendance of the Board Chair at a signing ceremony proposed for late 2020 in Manukau (date TBC).
 - c. It is noted that the Kawenata is a collaborative agreement which signals our intent to work together with our partners on this programme. This does not commit us to the full Puhinui Regeneration strategy which is still under development.
2. The attached Kawenata signals the collaborative purpose, values and principles which will guide collective action towards the regeneration of the Puhinui Catchment. It is the culmination of over 3 years collaboration across the Council Family and their Crown and Mana Whenua partners. While the Kawenata has been suggested and primarily driven by Mana Whenua, it represents input from numerous other sources and partners (refer attached diagram).
3. The Kawenata has been supported in principle by the Programme Steering Group consisting of senior leadership from Panuku, Healthy Waters, Community Facilities, The Southern Initiative, Manurewa and Ōtara Papatoetoe Local Boards, Kāinga Ora and Mana Whenua. Healthy Waters have been a founding partner from the outset of this programme.
4. Mana Whenua have proposed the Kawenata be signed by the key project partners including the Panuku Board Chair. Further to this we are currently seeking formal approval from the following signatories: Kāinga Ora (Board Member - Penny Hulse), Manurewa Local Board (Board Chair - Joseph Allen), Ōtara Papatoetoe Local Board (Board Chair - Lotu Fuli), Mayor of Auckland (pending approval of Southern Councillors), Waiohūa Iwi Chairs (Karen Wilson, Josy Peita, Dennis Kirkwood).

5. Te Whakaoratanga i te Puhinui: Puhinui Regeneration Strategy is a direct response to the Manukau High Level Project Plan and subsequent Manukau Framework Plan (2017). It seeks to realise 'Key Move 1 - Realising the Potential of the Puhinui Stream'. This agreement recognises that the regeneration of the Puhinui will require collaboration and input from a wide range of project partners and stakeholders.
6. The co-creation of the Kawenata has and will further enable project alignment and momentum. By agreeing our collective purpose, values and principles at the outset of the programme, the subsequent project leaders are enabled to move individual projects within the catchment forward with greater confidence, at a reduced time and cost to the programme.
7. This Kawenata represents a significant milestone in our project partnerships with Mana Whenua. Through the Panuku Governance forum, Mana Whenua have agreed for the Waiohua Iwi (Ngaati Te Aata, Ngaati Tamaoho and Te Aakitai) to partner directly with Panuku and the wider project partners on realising this project. This emerging collaborative Waiohua Iwi partnership stands to benefit all our ongoing iwi partnerships in the South. The proposed Kawenata reflects the intent of the Southern iwi to work together, towards our common goals.
8. The signing of this Kawenata is significant in that it demonstrates shared responsibility and tiaki (care) for this catchment. It is timely to mark this commitment as the programme is currently subject to multiple crown funding applications, Shovel Ready and Nature Based Employment, totalling around \$150m. By signing this we are clearly indicating the strength of existing project relationships and vision that Crown Funding, if secured, would help realise.
9. The project team have recently received legal advice on the implications and obligations resulting from this Kawenata. This advice has highlighted several outstanding issues for clarification and potential amendment, and the required next steps to move this forward. See below for further details.
10. Should the board and wider project partners support the signing of this Kawenata, and all legal concerns are addressed, the project team will arrange a small signing ceremony to occur in parallel to a wider community and stakeholder engagement activity in Manukau. This is tentatively planned for November to align with wider project deadlines.

Matapaki | Discussion



11. Te Puhinui is a significant stream ecologically and culturally from its headwaters within the 280-hectare Botanic Gardens and adjacent Tōtara Park to its mouth in the regionally and ecologically significant Puhinui reserve (199 hectares). The Puhinui catchment flows into the Manukau Harbour in the heart of South Auckland, a culturally unique and diverse community, but an area of high socio-economic deprivation.

12. Te Whakaoratanga i te Puhinui: The Puhinui Stream Regeneration Programme aims to guide transformative regeneration of this urban catchment towards becoming a flourishing living system that integrates the environment, the local economy, and its communities and culture, from maunga to moana. A clean, healthy, flowing Puhinui Stream will realise its potential to link neighbourhoods and provide high-quality open space and resilient green infrastructure for all to enjoy.
13. The stream dissects both Manukau and Wiri neighbourhoods and has been identified as a key priority for both Council and Crown due to our joint Manukau Regeneration Programme. The stream corridor offers the opportunity to form an urban park to support redevelopment, and to create pedestrian and cycle links between the commercial centre and the surrounding suburbs. Stream restoration and integrated water treatment wetlands and devices will improve the degraded water quality of the Manukau Harbour. For these reasons, work has been underway for over two years to establish a regenerative programme of work to restore health to the stream and the surrounding communities.
14. From the outset, the programme methodology has acknowledged that it will require collaboration from a range of project partners to realise the programme intent. As such a Programme Steering Group consisting of key council partners, Local Boards and Mana Whenua was established in 2018. There has also been ongoing coordination with the Crown via Kainga Ora, The District Health Board and the Department of Conservation.
15. The Kawenata is intended to guide Te Whakaoratanga i te Puhinui: The Puhinui Stream Regeneration Programme. The programme identifies, categorises and describes a range of projects, strategies and policies for the regeneration of the Puhinui catchment and community. By agreeing the core purpose, values and principles through the Kawenata, the project partners can move the subsequent programme forward with greater alignment and momentum. The project purpose and vision is:

PUUTAKE / PURPOSE

We seek to realise Te Whakaoratanga i Te Puhinui
in a way that acknowledges, through whakapapa, the
interconnectivity of people, place and nature
So that through indigenous, place-based knowledge we learn
how to inhabit and evolve our urban environments towards a
flourishing future

TE TIROHANGA / VISION

Te Whakaoratanga i Te Puhinui
He waka eke noa
Kia Eke Paanuku, Kia Eke Tangaroa
Haumi e
Hui e
Taiki e

Intergenerational wellbeing of the
Puhinui and its peoples
We're in this together
With our shared effort
We will succeed

The values (we believe) and principles (we commit) are presented under seven themes of:

- Rangatiratanga: We believe that listening to the voices and according mana, authority and value to the people of Te Puhinui will enable mana whenua, whaanau/community resilience, leadership and oranga / wellbeing.
- Kaitiakitanga: We believe Te Puhinui is a cherished tupuna / ancestor, teacher and guardian, of whom Mana Whenua are direct descendants. Mana whenua hold fundamental kaitiakitanga obligations and responsibilities on behalf of tupuna and mokopuna.
- Maatauranga: We believe that whakaoratanga / regeneration is achieved through knowledge and understanding of the whakapapa connections between people, place and nature. This requires learning from the past to move into the future.
- Manaakitanga: We believe wai / water is the source of all life, and through manaakitanga is the primary enabler of whakaoratanga / regeneration, contributing to our collective and individual identities and prosperity
- Tauritanga: We believe that resilience, equity, and social and ecological justice is fostered through taurite / balance and harmony of nature, place and people.
- Whanaungatanga: We believe that the oranga / wellbeing of Te Puhinui requires strong, collaborative and reciprocal relationships between nature, place and people.
- Tiakitanga: We believe we all have a mutual responsibility for the oranga / wellbeing of the nature, place and people of Te Puhinui through generosity, respect and care.

Refer to the attached Kawenata for further detail on these key themes and resulting principles.

16. Recently received legal advice outlines the aspirational nature of the Kawenata, noting that the commitment is to collaborative relationships rather than enforceable outcomes. However, the advice does highlight the following for resolution:

- Clarification around the term 'Kawenata' and translation to covenant. Including legal implications of a 'covenant'.
- Risk to Council reputation and relationship to Kawenata partners should Panuku / Council not follow through with the proposed commitments.
- Clarification around our Te Tiriti obligations and responsibilities noting that Council is not a treaty partner.

- Required reporting and delegation processes to the Governing Body should the Mayor be a required signatory.
 - Confirmation of any required wider consultation in light of Local Government Act legislation (unlikely but will need to be included in Governing Body reporting).
17. This programme is of regional benefit as it presents an opportunity for integrated cross-agency regeneration of a key waterway, climate resilience and significant Māori outcomes through meaningful Mana Whenua partnership. Further to this the strategy outlines a social procurement opportunity, providing multiple employment opportunities across a range of sectors and disciplines in both the short and long term.
18. This programme and resulting Kawenata directly support the Panuku Climate Change Strategy and form a flagship action for Te Tāruke-ā-Tāwhiri: Auckland Climate Action Plan.
19. Te Whakaoratanga i te Puhinui: The Puhinui Stream Regeneration Programme and the resulting Kawenata directly supports both the wider council and Panuku Maori Outcomes Framework.
20. Te Whakaoratanga i te Puhinui: The Puhinui Stream Regeneration Programme has received ongoing support from the Manurewa and Ōtara Papatoetoe Local Boards through both Local Board Workshops and the Puhinui Steering Group. A direct meeting between the Boards and Iwi Chairs has been proposed for the 13th of August to confirm their intent as signatories to the Kawenata.
21. The attached Kawenata is currently undergoing final review by the signatories and has recently received legal feedback. As such we anticipate some minor amendments. The project team welcome any suggested amendments from the board and, following final input from other partners, will recirculate the final revision to all signatories for review.

Ngā tāpirihanga | Attachments

Te Whakaoratanga i te Puhinui Overview Diagram

Te Kawenata (draft)

TE WHAKAORATANGA I TE PUHINUI OVERVIEW

CONTRIBUTORS

CROWN

- Department of Conservation
- Kaainga Ora

COUNCIL FAMILY

- Auckland Council
 - Healthy Waters
 - Community Facilities
 - Environmental Services
 - Community Empowerment Unit
- CCO's
 - Panuku Development
 - Watercare
 - ATEED
 - Auckland Transport
- Local Boards
 - Manurewa
 - Ootara-Papatoetoe

KEY COMMUNITY ORGANISATIONS

- Wiri BID
- Manukau BID
- Manurewa Marae
- Manukau Beautification Charitable Trust
- Manutahi
- Sisters of Mercy
- The Cause collective
- Rawiri Residents Association

MANA WHENUA / TE WAIOHUA

- Te Aakitai
- Ngaati Tamaoho
- Ngaati Te Ata
- Mana Whenua o Taamaki Makaurau

SOURCE DOCUMENT

- Mayor's Vision
- Auckland Plan
- Te Taruke-ā-Tawhiri: Auckland Climate Plan
- Healthy Waters Strategic Direction
- Healthy Waters Our Water Future
- Panuku Transform Manukau Framework Plan

- Auckland Unitary Plan_ *Policies rules to implement to the Auckland Plan*
- Core Strategy_ *Parks and Open Spaces Strategic Action Plan, e.g. Sport and Recreation Strategic Action Plan, Biodiversity Strategy, Historic Heritage Plan*
- Long-Term Plan_ *Council's 10-year plan and budget and annual plans*

- Local Board Plans_ *3-year plans of 21 local boards*
- Local Board Agreement_ *Annual Budgets of 21 Local Boards*

- Non-Council Strategies, Plans and Legislation_ *e.g. the Reserves Act, and the Conservation Act, Conservation Management Strategy (DoC), Iwi Management Plans, RMA, NPSs, NESs, Kaainga Ora Simple Guide, National Water Policy Statement, Freshwater Management Plan*

HE KAUPAPA TE WHAKAORATANGA I TE PUHINUI
SOURCE DOCUMENT FOR THE REGENERATION OF
PUHINUI

TE KAWENATA

TE WHAKAORATANGA I TE PUHINUI

KAUPAPA

Puutake / Purpose
Te Tirohanga / Vision
Maataapono / Values

TIKANGA

Pou herenga / Principles and Responsibilities

MAHINGA

Nгаа hua / Outcomes
Stormwater Management Plan
Strategies
Design Guidelines
Work Programme

AROTAKINGA

Success factors
Evaluation Framework

TE KAWENATA I TE PUHINUI / PUHINUI CHARTER DRAFT_REV 2

PUUTAKE / PURPOSE

We seek to realise Te Whakaoratanga Te Puhinui in a way that acknowledges, through whakapapa, the interconnectivity of people, place and nature So that through indigenous, place-based knowledge we learn how to inhabit and evolve our urban environments towards a flourishing future

TE TIROHANGA / VISION

Te Whakaoratanga i Te Puhinui
He waka eke noa
Kia Eke Paanuku, Kia Eke Tangaroa
Haumi e
Hui e
Taiki e

intergenerational wellbeing of the Puhinui and its peoples
We're in this together
With our shared effort
We will succeed

NGAA AHO / THE THREADS : TANGATA, TAIAO, WHENUA / EMPOWERED COMMUNITIES, HEALTHY ENVIRONMENTS, RESILIENT SYSTEMS

Ko te mana rangatira he tapu, manaakitia te mauri tangata
Human dignity is fundamental – nurture the human spirit

Tu mai e moko, he whakaata o o maatua, te moko o o tupuna
Stand tall oh moko, the reflection of your parents, the blueprint of your ancestor

Kia whakatamuri te haere whakamua
To walk into the future, we must be guided by the past.

Ko te wai te ora o ngaa mea katoa
Water is the life giver of all things

Poipoia te kakano, kia puawai
Nurture the seed and it will blossom

E kore au e ngaro, he kaakano i ruia mai i Rangiaatea
I will never be lost, for I am a seed sown in Rangiaatea

He Pookeeke Uenuku i tu ai
A rainbow stands out against the dark clouds

WE BELIEVE: MAATAPONO/ VALUES

Listening to the voices and according mana, authority and value to the people of Te Puhinui will enable mana whenua and whaanau/community resilience, leadership and oranga/wellbeing.

Te Puhinui is a cherished tupuna/ancestor, teacher and guardian, of whom Mana Whenua are direct descendants. Mana whenua hold fundamental kaitiakitanga obligations and responsibilities on behalf of tupuna and mokopuna.

Whakaoratanga/regeneration is achieved through knowledge and understanding of the whakapapa connections between people, place and nature. This requires learning from the past to move into the future.

Wai / water is the source of all life, and through manaakitanga is the primary enabler of whakaoratanga / regeneration, contributing to our collective and individual identities and prosperity

Resilience, equity, and social and ecological justice is fostered through taurite/balance and harmony of nature, place and people.

Oranga/wellbeing of Te Puhinui requires strong, collaborative and reciprocal relationships between nature, place and people.

We all have a mutual responsibility for the oranga/wellbeing of the nature, place and people of Te Puhinui through generosity, respect and care.

WE COMMIT TO: POU HERENGA/ PRINCIPLES AND RESPONSIBILITIES

RANGATIRATANGA

Giving effect to and fulfilling the mutual Te Tiriti o Waitangi obligations and responsibilities through the partnership between Te Waiohau Iwi, council and the crown.

An empowered communities approach throughout our projects - acknowledging the key role of both rangatira and rangatahi.

Raising pride, sense of identity and connection to Te Puhinui to promote common value, understanding and spiritual connection.

KAITIAKITANGA

Te Waiohau having a unique role as kaitiaki involving mutual responsibilities and obligations for customary care, protection and development of the nature, place and people of Te Puhinui.

Recognising the mana and expressions of self-determination of each iwi of Waiohau and ensuring that they will play a lead role in the whakaoratanga/regeneration of Te Puhinui.

Te Waiohau holding manaakitanga obligations and responsibilities to the wider whaanau, community and manuwhiri/visitors.

MATAURANGA

Pursuing maatauranga - drawing from mana whenua and western knowledge systems and generating new dual knowledge system.

Recognising maaramatanga, mana whenua wisdom, and enable intergenerational transfer of customary wisdom and understanding.

Embedding resilience and adaptability in our planning and development, acknowledging that this an evolving and dynamic space.

MANAAKITANGA

Starting with wai/water and taking a mai i ngaa maunga ki te moana/whole of catchment approach to regenerating Te Puhinui extending out toward the whole living system of Te Maanuka / the Manukau Harbour.

Supporting integral and intact awa and whenua ecosystems and not compromising intergenerational success for short-term gain.

Protecting and enhancing the life supporting capacity of Auckland's waters - Te mauri o te wai o Taamaki Makaurau.

TAURITETANGA

Reconnecting and seeking balance and resilience in our ecological, social, cultural and economic systems.

Supporting a prosperous community, job creation and economic development through the whakaoratanga/regeneration of Te Puhinui.

Supporting appropriate and healthy growth, access and recreation, acknowledging that people are part of the living system of Te Puhinui.

WHANAUNGATANGA

Employing whakapapa centred design to enable spiritual, physical, and mental wellbeing between people, place and nature.

Mahi tahi / working together to foster and strengthen relationships between Te Waiohau Iwi, communities, council and the crown and seeking to reduce disparities across the communities of Te Puhinui.

Collaborating in design through mutual respect and adaptive decision-making processes that work across disciplines, skill sets, and communities to ensure diversity of thought.

TIAKITANGA

Caring for the nature, place and people of Te Puhinui in order to regenerate the collective mauri / vitality of its ecosystems.

Honour and cherish Te Puhinui in our actions and actively support communities role in tiakitanga / stewardship of Te Puhinui.

Our approach is anchored deeply in this place - we will listen deeply and learn from Te Puhinui.

SIGNATORIES:

MAYOR OF TAAMAKI MAKAUURAU

CHAIR OF KAAINGA ORA BOARD

CHAIR OF MANUREWA LOCAL BOARD

CHAIR OF OOTARA-PAPATOETOE LOCAL BOARD

CHAIR OF TE AAKITAI

CHAIR OF NGAATI TAMAHOHO

CHAIR OF NGAATI TE ATA

CHAIR OF TE PAPA ATAWHAI

CHAIR OF EKE PANUKU DEVELOPMENT

Decision paper: Conflicts of interest, gifts, and hospitality

Author: Carl Gosbee, Chief Financial Officer

August 2020

Ngā tūtohunga | Recommendations

1. That the Panuku Board receives the Conflicts of Interest, Gifts and Hospitality review from PwC.

Whakarāpopototanga matua | Executive summary

2. In August 2019 the Panuku Board engaged PwC to review the organisation's current policies relevant to conflicts of interest (COI), gifts and hospitality.
3. This included reviewing Auckland Council's 'Our Charter' on conflicts of interest, gifts and hospitality, which was adopted by Panuku in March 2018, and the council's systems that Panuku uses for procurement, purchasing, and declaring COI, gifts and hospitality.
4. The report has been considered by the Panuku Audit and Risk Committee and is now referred to the full board.

Findings

5. The report has shown that no conflicts of interest were found in relation to any procurement activities.
6. Two instances of potential conflicts of interest were found in relation to a staff member's next-of-kin and a Panuku vendor. No actual conflicts were found.
7. The review found three instances of gifts and hospitality provided to Panuku staff that were not declared. These have been investigated and resolved.

8. The review found there was no suppression of gifts and hospitality declarations in relation to overseas travel taken by staff. All travel was related to staff training and conferences.
9. The review recommends more clarity is required on whether hospitality provided as part of business networking events should be declared.
10. While the report has shown there are no significant issues and noted the policy settings provide a good framework for declaring it does recommend the organisation provides more regular guidance, training and reminders for staff about declaring gifts, hospitality and COI.
11. The report recommended that some of the Auckland Council systems that we use to declare interests, gifts and hospitality, as well as procurement, should link more strongly to each other. We have provided this feedback to the council, as it provides these shared services to Panuku.

Actions taken

12. The organisation is implementing the recommendations where it is able to do so, noting that many of the systems that we used are provided by Auckland Council as part of a shared service. We are working closely with Auckland Council on the recommended system and policy changes. The actions within Panuku's control have been implemented.
13. As per the report's recommendations, Panuku has already implemented further training on gifts, hospitality and conflicts of interest for staff. This includes improving our induction processes for new starters and providing annual reminders for staff to update their conflicts of interest.
14. In the instances of three undeclared gifts, these were consumables received over the Christmas 2018 period and while shared with colleagues, the declaration processes were not followed. Staff involved have been reminded about the declaration processes and obligations under the policies.
15. The executive leadership team has increased its oversight of gifts, hospitality and COI across the organisation.
16. Since July 2019, staff have been asked to decline gifts or hospitality. On occasions where staff believe it would be discourteous or disrespectful to decline a gift or hospitality, the approval of the Chair of the Panuku Board or the Chair of the Audit and Risk Committee must be sought. Consideration of those exceptions has been on grounds of low risk to Panuku's reputation and a clearly identifiable and articulated business purpose or benefit. In essence, there should be a justified business purpose for accepting hospitality and gifts and that reputation risk is minimised.

Horopaki | Context

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
November 2019 Panuku Board	Chief Executive Report	The board referred the report to the Audit and Risk Committee.
February 2020 Panuku Audit and Risk Committee	Agenda item 1: Conflicts of Interest, Gifts and Hospitality	The Audit and Risk Committee requested management to instruct PwC to complete data verification work and respond to feedback from the committee in the final draft report.
June 2020 Panuku Audit and Risk Committee	Agenda item 5: Conflicts of Interest, Gifts and Hospitality	The Audit and Risk Committee requested two minor refocus statements, which are now included.
July 2020 Panuku Audit and Risk Committee	Agenda item 5: Conflicts of Interest, Gifts and Hospitality	The Audit and Risk Committee received the draft report from PwC and directed it to issue the final report to the Panuku Board.

Ngā koringa ā-muri | Next steps

17. Following the receipt of the report, the Chair will release the findings of the report to meet Panuku's commitment of publishing the review which was made last year.
18. Panuku management will continue to be proactive about our conflict of interest, gifts and hospitality policies under Our Charter and remind staff of their obligations under these policies regularly.
19. Panuku will continue to work closely with Auckland Council on any policy refinement with regards to Our Charter.

August 2020

Ngā tāpirihanga | Attachments

Attachment A: Final PWC report

Attachment B: Communications Plan (withheld from the public under S7(2)(b)(ii) of the LGOIMA)

Ngā kaihaina | Signatories

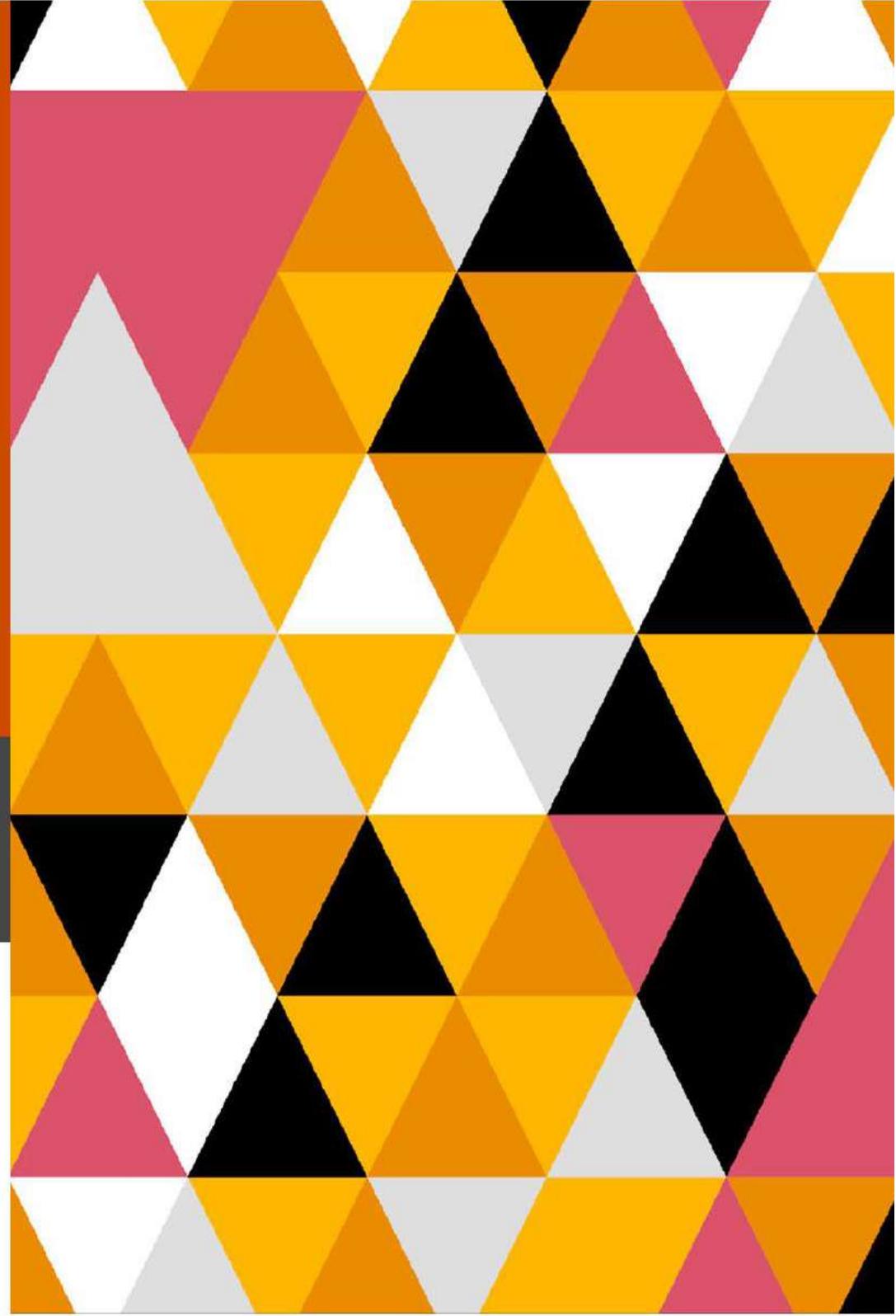
Carl Gosbee, Chief Financial Officer

Jenni Carden, Executive Officer/Company Secretary

David Rankin, Chief Executive (acting)

Conflicts of Interest, Gifts and Hospitality

Panuku Development Auckland
Report
12 August 2020



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Executive summary

1



Appendices

- I. Observation Snapshot
- II. Detailed Observations
- III. Scope and approach
- IV. Risk management methodology

Distribution list

For action: Carl Gosbee (Chief Financial Officer)

For information: Adrienne Young-Cooper (Board Chair), Richard Leggat (Audit Committee Chair), Jenni Carden (Company Secretary).

Carl Gosbee | Chief Financial Officer

12 August 2020

Assessment of Processes to Manage Conflicts of Interest, Gifts and Hospitality

Dear Carl

In accordance with our Letter of Engagement signed on 7 August 2019 and Addendum dated 2 April 2020, we are pleased to provide our report with the observations and recommendations from the assessment of the processes to manage conflicts of interest, gifts and hospitality work performed. This is our final report after including the additional matters requested by the Panuku Board in their December meeting, and agreed in the Addendum.

We would like to extend our appreciation to management for the assistance provided to us on this engagement.



Yours sincerely

Lara Hillier | PwC New Zealand | Partner

Inherent limitations: This assignment does not constitute a review, audit, or assurance engagement as defined in the standards issued by the External Reporting Board. Accordingly, this engagement is not an assurance engagement, nor is it intended to, and will not result in, the expression of an assurance, audit or review opinion, or the fulfilling of any statutory audit or other assurance requirement.

Confidential: This report is provided solely for Panuku Development Auckland Limited for the purpose for which the services are provided. Unless required by law you shall not provide this report to any third party, publish it on a website or refer to us or the services without our prior written consent. In no event, regardless of whether consent has been provided, shall we assume any responsibility to any third party to whom our report is disclosed or otherwise made available. No copy, extract or quote from our report may be made available to any other person without our prior written consent to the form and content of the disclosure contained within the report.



Executive summary



Objective and scope

The objective of this engagement was for Panuku Development Auckland Limited (Panuku) to assess current policies relevant to conflicts of interest (COI), gifts and hospitality, and to receive recommendations that when implemented will provide a best practice control environment.

We assessed:

- I] The policy and procedure framework of COI, gifts and hospitality.
- II] The processes and controls in practice for declaring, monitoring, managing, reporting and escalating COI, gifts and hospitality. We also looked at the extent of management and independent assurance.

For our detailed scope and approach refer to Annexure III.

As a part of our scope we contacted key suppliers that Panuku identified through the Director of Corporate Services to enquire about any conflicts with or gifts and hospitality given to Panuku.

- During updates to the Panuku Board, two extensions to our scope were requested,
- a comparison of Panuku's policies to the policies of other Council Controlled Organisations (CCO).
 - working with management to further investigate the results of our data analytics and testing procedures, rather than leaving it with management to investigate.



Background

As a CCO of the Auckland Council, Panuku adopted the Auckland Council policies on COI, gifts and hospitality in March 2018. The operationalisation of the policy is the responsibility of Panuku Management.

Being a public interest entity, conflicts arising out of interests held, gifts or hospitality, if not managed appropriately can have reputational and financial impacts. A mature approach to conflicts of interest recognises that conflicts can have different risk profiles depending on the nature and the timing of the conflict. For instance, a potential conflict identified with an organisation that Panuku has no transactions with would be considered low risk. However, as soon as Panuku transacts with the entity the risk profile would change depending on the arrangement. The successful operationalisation of COI, gifts and hospitality policies recognises this, and is highly

reliant on awareness of the policy requirements and Panuku staff actively declaring any known conflicts of interest, gifts or hospitality.

Panuku have implemented Auckland Council's systems including:

- Awhina - staff intranet where the policies are held. The central declarations for COI, gifts and hospitality are also managed on this site
- SAP ECC – the GL system. Purchasing activity is conducted through SAP ECC
- SAP Ariba – Procurement system used to manage procurement activities such as direct appointments, closed and open tenders.

Panuku's procurement activities have been classified under three categories:

- Under 25K spend
- Low Value / Low risk direct appointments (under 300K)
- High value / high risk direct appointments (300K and over) and tenders (open and closed).

Employees are able to access Awhina to make any declarations. However, the Board of Directors and contractors do not have this access.



Key messages

The policy settings and supporting processes provide a good framework for declaration of COI, gifts and hospitality. Panuku's existing policies on COI, gifts and hospitality are easy to read and highlight Panuku's underlying principles in these situations. The use of the Auckland Council systems has enabled Panuku to have an electronic form within Awhina where an employee can submit a COI or gift/hospitality declaration along with a plan to mitigate any conflict. For the Board of Directors, a separate Board interests register is maintained along with a register of projects they may have an interest in. Panuku has embedded processes to declare COI within procurement and hiring processes (including for contractors). Gifts received during Christmas are pooled and raffled, and declarations made.

However:

- There is no integration between the various COI, gifts and hospitality processes across Panuku, which can impede the ability to actively manage conflicts.
- The COI, gifts and hospitality policies have missing elements which are crucial to adequately manage the associated risk.

Executive summary

- There is limited training on the COI, gifts and hospitality policies.

To answer the question “Have these weaknesses resulted in an undeclared conflict of interest in current procurement activity?” we have performed data analytics and limited substantive testing:

Data analytics

Step 1: Identifying potential COI

- We compared a list of all staff with delegated financial authority and all members of the Board to a download of the master data of all Council-wide vendors and company office data. Our match criteria included shareholding, directorships, shared bank accounts or addresses. Our consideration of staff included the available next of kin records.
- We obtained a listing of Gifts and Hospitality declared within Panuku’s registers.

Step 2: We reconciled any matches identified in Step 1 to the COI register and Board interest register to check whether these were declared.

Step 3: For identified matches on any of these criteria and declarations made, we reconciled these to procurement activity (POs, Contracts) with the vendor to identify whether the identified Panuku staff/ Board members had been involved with that procurement activity.

No matches coincided with procurement activity. This would indicate no actual conflict of interest has occurred. We identified 55 matches of which,

- 53 could be traced to COI declarations in the COI, Board interest or Gifts and Hospitality registers. These included those previously declared in relation to special purpose entities set up for Panuku that have since been disestablished.
- 2 could not be traced to a COI declaration. In these 2 instances, there was a match between the staff member’s next of kin and a Panuku vendor. These should have been declared in line with Panuku’s policy. We note that both instances related to the same staff member who had made declarations for other potential conflicts relating to their next of kin.

While the identified matches have not resulted in an actual conflict of interest, they do indicate the potential for under reporting of COI in line with our observations.

Note: Our matching is based on multiple criteria and references council wide vendors which may not necessarily be Panuku vendors. Work has been done to remove these instances.

Substantive testing

- We obtained a list of overseas travel over the period July 2017 to July 2019 and **reconciled overseas travel** to gifts or hospitality declared. This revealed only 2 declarations made during the past 2 years that coincided with overseas trips that occurred within that timeframe. On further investigation, these declarations did not relate to the overseas travel. All trips were in relation to staff training and conferences. This would indicate no suppression of Gifts and Hospitality received in these instances.
- We requested, through the CFO, **supplier confirmations** of gifts and hospitality provided to Panuku staff from 22 suppliers. From the confirmations we received we observed,
 - Three instances where gifts received were not declared, which was investigated and closed by Panuku.
 - Hospitality received as a part of business networking events have not been declared. Clarity is required on whether gifts/ hospitality in these instances should be declared.

Caveat – limitations of the analysis

The results of our analytical procedures are subject to the overall quality of the data we were able to obtain from Awhina, SAP ECC and SAP Ariba. In this regard we note the following assumptions and data quality issues:

- the registers and the procurement data do not have common identifiers for vendors such as vendor IDs and a match was performed on the vendor names instead
- the vendor records in the registers are free text fields and can result in the vendor names not being accurately captured
- the extracts we received of the procurement data do not include everyone involved with a procurement.

Procurement activity was considered over the period 31 July 2017 to 31 August 2019.

Executive summary

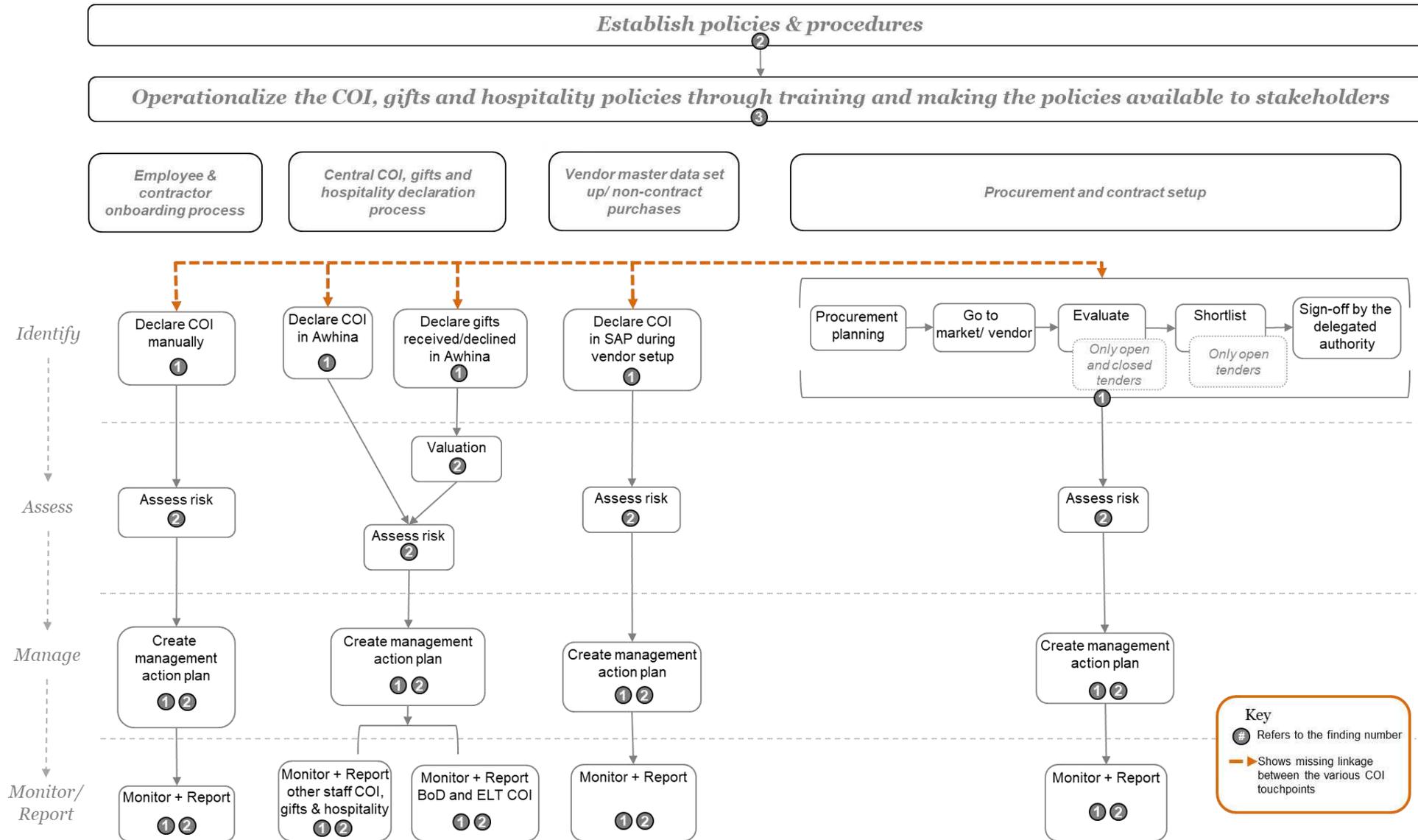
These findings support the recommendations in this report. Our observations and recommendations can be grouped on the basis of policy, training, and process in order to improve the overall management of COI, gifts and hospitality.

We have created a high-level overview of the COI, gifts and hospitality touchpoints across Panuku within Appendix I: Observation Snapshot. For the detailed observations, refer to Appendix II on page 10.

Appendix I: Observation snapshot



Summary of the COI, gifts and hospitality processes across Panuku



Appendix I: Observation snapshot



Summary of the COI, gifts and hospitality processes across Panuku

Policy: Panuku's existing policies on COI, gifts and hospitality are easy to read and highlight Panuku's underlying principles in these situations. **There are opportunities to further enhance the COI, gifts and hospitality policies** including:

- a risk-based framework to prescribe how an identified conflict should be managed
- reporting requirements to Panuku Executive Leadership and Board
- crisis management plans for incidents arising from conflicts
- guidance on valuing gifts and hospitality, dollar thresholds beyond which gifts should not be accepted and whistle-blower processes.

On comparing Panuku's policies with the policies of other CCOs we noted that these improvement opportunities also exist across other CCOs. We also note some of the CCOs did have dollar thresholds specified for declaring gifts/ hospitality received.

We also noticed **there is a lack of periodic training on the COI, gifts and hospitality policies**. At present, staff and contractors receive training during the initial onboarding process. However, there is no subsequent refresher training conducted to ensure users are aware of the policy requirements.

Process: The use of the Auckland Council systems has enabled Panuku to have an electronic form within Awhina where an employee can submit a COI or gift/ hospitality declaration along with a plan to mitigate any conflict. For the Board of Directors, a separate Board interests register is maintained along with a register of projects they may have an interest in. Panuku has embedded processes to declare COI within procurement and hiring processes (including for contractors). Gifts received during Christmas are pooled and raffled, and with declarations made.

The management of COI, gifts and hospitality is decentralised and there is scope for better integration of the process across Panuku:

- there is no integration between the various registers and supporting processes which means there is no single source of truth on conflicts declared. As an example, within procurement, there is no requirement to check to the central registers for already declared conflicts.
- during procurement, COI declarations are not sought from all parties involved, including respondents.

- no one person has oversight over all the declarations and the associated mitigations. It follows that there is no comprehensive reporting to the Board or Executive Leadership.

These weaknesses present risk exposure for Panuku and increase the risk of conflicts not being identified and managed appropriately.

Appendix I: Observation snapshot

We set out below a mapping of our observations against Panuku's risk assessment methodology, which is attached in Appendix II.

No.	Observation	Risk rating
1	There is no integration between the various COI, gifts and hospitality processes across Panuku, which can impede the ability to actively manage conflicts.	Moderate
2	The COI, gifts and hospitality policies have missing elements which are crucial to adequately manage the associated risk.	High
3	There is limited training on the COI, gifts and hospitality policies.	Moderate

Consequences	5 Catastrophic	Low	High	High	Extreme	Extreme
	4 Major	Low	Moderate	High	High	Extreme
	3 Moderate	Low	Moderate	Moderate ① ③	High ②	High
	2 Minor	Low	Low	Moderate	Moderate	High
	1 Insignificant	Low	Low	Low	Low	Low
		1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
		Likelihood				

Appendix II: Detailed observations and actions

There is no integration between the various COI, gifts and hospitality processes across Panuku, which can impede the ability to actively manage conflicts.

1

Observation rating

Consequence Moderate

Likelihood Possible

Overall Moderate

Observation and recommendations

No integration and consistency of COI, gifts and hospitality processes across Panuku

There is no integration and consistency between the central COI, gifts and hospitality processes, Procurement COI processes and COI's recorded as part of the HR staff onboarding process. We note:

- No check is performed to the central COI, Board Interest Register, gifts and hospitality registers to ensure that the known conflicts are considered during procurement activities
- Where COI are declared during procurement, there is no process to ensure that these conflicts are updated on the central registers
- Where COI are declared during staff and contractor onboarding, there is no check to ensure these are updated on the central registers
- Contractors hired by Panuku do not have access to Awhina and cannot declare conflicts on the centralised systems
- Different declaration formats are used across each of the COI touchpoints.

COI disclosures are not obtained from everyone involved in the procurement processes

Within the procurement processes, we also note that COI declarations are not sought from all parties to an arrangement. For instance, for tenders, the Project Managers or procurement staff do not seek COI declarations from the Delegated Financial Authority (DFA) who approves the final contract. Similarly, for low value / low risk procurement (under \$300K), the project manager is required to declare COI for all involved parties and there is no documentation of action taken by the project managers to ensure all conflicts were identified. Certain procurement activities tend to span a period of time, such as tenders. In such cases, positive written confirmations are not sought throughout the process but instead declarations are sought verbally on an exception basis.

There is a lack of consolidated oversight of the various processes to assess COI, gifts or hospitality within Panuku and any mitigations in place

The COI declarations and the corresponding Management Action Plans are held in different registers and there is no one person in Panuku who has a consolidated view of the COI and gifts and hospitality declared. While the Company Secretary has oversight on the annual declarations by staff, and tracks Board member COI, she does not have access to, and is not required to, oversee the COI declarations during procurement or hiring activities.

It follows that there is also no comprehensive process or requirement within Panuku to review the agreed Management Action Plans, established between a staff member or contractor who has declared a conflict of interest; and their line manager. For those that are identified as part of the central COI process, the Company Secretary checks that

Appendix II: Detailed observations and actions

Observation and recommendations

they exist, but is not required to review them for completeness or appropriateness. The Auckland Council Probity team provide input on the Management Action Plans that are developed in response to procurement activities.

We performed a data analytic to identify potential conflicts within Panuku and consider whether these have resulted in actual conflicts during procurement. To do this we:

- obtained an employee listing for all employees with DFA and members of the Board with their bank and address details. Our consideration of staff included the available next of kin records.
 - a) obtained a list of the vendors with bank and address details
 - b) performed a comparison to the companies register for the above persons to identify those who had shareholding, directorships or who shared the same bank or address details with vendors
 - c) reconciled the identified matches to the COI registers, Board related COI papers and the Purchase Order and contracts data in the past 24 months. We extended these procedures to potential conflicts arising from gifts and hospitality, as declared in the gift register.

Given that our matching is based on multiple criteria and references council wide vendors which may not necessarily be Panuku vendors, it is not unusual that our results would include false positives. Work has been done to remove these false positives, resulting in smaller list of matches.

We note that there were 55 matches of which no matches related coincided with procurement activity. Bearing in mind the caveats outlined in the executive summary regarding data quality and completeness, this points to no actual conflicts of interest for the period that our testing procedures cover. Of these 55 matches, we noted:

- 53 instances which could be traced to COI declarations in the COI, Board interest or Gifts and Hospitality registers. These included those previously declared in relation to special purpose entities set up for Panuku that have since been disestablished. From these, 3 instances were declared in the old system prior to the use of Awhina which were not carried into Awhina.
- 2 instances which were not included in the COI or Board Interest Registers.

Risk

In the absence of an integrated and comprehensive approach to COI, gifts and hospitality across various processes at Panuku, there is risk of under recording of potential conflicts, that already declared conflicts are not appropriately considered, and that management actions plans that are in place are inadequate. The use of different formats to capture the conflicts raises the likelihood that the data captured across the processes are not consistent for this consideration.

Recommendations.

1.1 Panuku should integrate the various COI, gifts and hospitality declaration processes, including establishing one central repository for all Board members, staff, contractor and tender/proposal respondent conflict declarations.

1.2 The status of the Management Action Plans should be tracked with the progress of each Management Action Plan reported to the Senior Leadership Team (e.g. the number outstanding and the status of those being actively managed).

1.3 As part of tender or proposal documentation, all parties involved in the tender/proposal including evaluators, contractors, project managers, approvers, tender/proposal respondents and persons providing key inputs should be required to make a positive COI declaration at each stage of the tender/proposal process. All involved persons should complete their own COI declarations to ensure there is the appropriate accuracy and allocation of responsibility for that accuracy.

Appendix II: Detailed observations and actions

Observation and recommendations

1.4 The roles and responsibilities should be reviewed, and the policies updated, to identify which roles are required to oversee the process. For instance, Panuku should identify which Executive Leadership Team member is responsible for these tasks. The identified responsible person should have oversight of the Management Action Plans, ensuring that these are commensurate to the underlying conflict and that they are adhered to.

Agreed action plan

As noted, Panuku use the Auckland Council systems and policies for Conflicts of Interest, Gifts and Hospitality. We have committed to sharing the recommendations of this report with the Council and to seek a joined up solution. Where the board are not satisfied with the control mechanisms set out in Auckland Council's "Our Charter", Panuku is able to install further or tighter controls, and the board will be the final decision maker on Panuku policies.

1.1 The recommendation is accepted, the implementation is considered to require some system changes which will need to be explored with Auckland Council. Timing of this is likely to be 3 months to explore with Auckland Council and decide on a system to enable one central repository for all conflict declarations. Implementation may take a further 3-6 months.

1.2 The recommendation to report management actions plans for identified conflicts of interest is accepted. These management action plans will be held by the Company Secretary and reported to and reviewed by the ELT monthly.

1.3 The recommendation is accepted. The implementation may be linked to system changes noted in 1.1 above, however manual records will be kept in the short term. The Company Secretary will take responsibility for holding all Conflict of Interest returns. Completion time estimated to be within 1 month for manual records.

1.4 The recommendation is accepted. The company secretary keeps the COI records and will keep oversight of the Management Action Plans ensuring are suitable and adhered to.

Responsible person/title:

- 1.1 Carl Gosbee
- 1.2 Jenni Carden
- 1.3 Jenni Carden
- 1.4 Jenni Carden

Target date:

- 1.1 30 June 2021
- 1.2 Completed
- 1.3 Manual records implemented - completed
- 1.4 Completed

Appendix II: Detailed observations and actions

The COI, gifts and hospitality policies have missing elements which are crucial to adequately manage the associated risk.

2

Observation rating

Consequence Moderate

Likelihood Likely

Overall High

Observation and recommendations

The COI policy focuses on COI declaration requirements and does not include guidance on:

- how to assess the risks associated with COI declarations
- what an appropriate response / management plan would be
- what the COI, gifts and hospitality reporting requirements are across the Panuku staff, contractors or procurements. For instance, there is no requirement to report COI return rates and Management Plan agreement progress to Senior Management. It follows that Senior Management are not enabled to monitor and ensure appropriate probity is being undertaken
- what would generate an incident, or crisis response, associated with a high-risk conflict of interest, and what options for a crisis management approach should be adopted following a conflict of interest (relevant to the associated risk).

The previous Panuku COI policy did have a decision tree that prescribed how to manage a conflict at a high level, but this has been lost with the adoption of Auckland Council policies. This is consistent to the policies in place at other CCOs.

The gifts and hospitality policy do not include:

- guidance on how to value gifts/ hospitality received
- a dollar threshold beyond which gifts should be declared. Instead, the term “low value” is used which can be open to interpretation. It is common for government organisations to set a value. This was a part of the previous Panuku policies.
- there is no escalation process within the existing policy setting out what to do where staff (or a manager) identify a breach of the gifts and hospitality policy.

Some of the other Auckland Council CCOs have clearly defined limits beyond which a gift declaration must be made. Consistent with Panuku’s policies, the other CCOs have limited guidance on valuing gifts and an escalation process for reporting breaches to the gifts and hospitality policies.

Risk

Where COI are not comprehensively assessed (including the associated risk), and Management Action Plans are not consistently developed and approved, it could result in Panuku taking inadequate action and the risk exposure of the COI not being mitigated. The absence of reporting and monitoring requirements, and guidance for crisis / incident management, means there is a lack of transparency as to how the conflicts of interest process is operating, and a lack of clarity on the appropriate actions to take when a COI materialises.

Appendix II: Detailed observations and actions

Observation and recommendations

The lack of clarity on how to value gifts and hospitality, the dollar thresholds for declaration, and escalation process increases the risk of inappropriate gifts/hospitality being received.

Recommendations

2.1 Management should update the COI policies to include:

- a. Guidance to support the risk assessment of COIs, including examples of typical COI risks and their management. In doing so, Panuku should consider introducing a template covering key elements such as scope of work, risk analysis and mitigating actions mapped to those risks, and evidence of approval.
- b. Reporting requirements including a standardised report for the Panuku Executive Leadership Team and Board that shows the:
 - COI return rates during the annual declaration process
 - number of identified COI and the ratio of the active conflicts
 - number of Management Action Plans actively being monitored
 - number of Management Action Plans under negotiation and length of time outstanding
 - programme of regular COI requests to Panuku staff and contractors.
- c. Clear instructions as to how the active Management Action Plans should be monitored.
- d. What would generate an incident/crisis and how it should be managed.

2.2 Panuku should revisit the existing Auckland Council gift policy and issue additional guidance on the valuation of gifts, dollar thresholds for declaration and the escalation process.

Agreed action plan

2.1 The recommendation to update the COI policy is accepted

- a. Guidance will be discussed with Auckland Council and introduced with relevant templates etc
 - b. Reporting requirements will be discussed with Auckland Council, and reports developed
 - c. Instructions for monitoring the Management Action Plans will be developed with Auckland Council examples of incidents or crisis will be analysed and examples of how these can be managed included in the policy.
 - d. Criteria will be discussed with Auckland Council on the incident/crisis trigger and how it should be managed
- The implementation of these recommendations is expected to take up to 3 months.

2.2 The recommendation is accepted. The additional guidance will be discussed with Auckland Council and included within the new policy. The implementation of this recommendation will take up to 3 months.

Responsible person/title:

- 2.1 Carl Gosbee
2.2 Carl Gosbee

Target date:

- 2.1 Discussion with AC completed
2.2 31 Discussion with AC completed – AC declined to issue dollar thresholds, but did improve the guidance on valuation of gifts

Appendix II: Detailed observations and actions

There is limited training on the COI, gifts and hospitality policies.

3

Observation rating

Consequence	Moderate
Likelihood	Possible
Overall	Moderate

Observation and recommendations

We note that initial training is provided as a part of staff induction. However, Panuku does not conduct regular refresher training on COI, gifts and hospitality. For example, from our interviews with Panuku staff, we noted a lack of awareness that gifts declined are required to be disclosed.

We performed a reconciliation of overseas travel to gifts and hospitality declared from July 2017 to July 2019. This revealed only 2 declarations during the time of the travel. On further investigation, we understand these 2 gifts did not relate to the overseas travel. All trips were in relation to staff training and conferences and we have not found any cause to suspect suppression of Gifts and Hospitality received.

In addition, contractors can be hired either through HR or through the Procurement processes. At present, there is limited training provided to these contractors. They also do not have access to the Awhina systems and, as a result, do not have access to the policy documents or declare COIs.

As a part of our procedures we sent sought confirmations from 22 key suppliers on any conflicts with or gifts or hospitality extended to Panuku staff. We received 18 responses from which we noted:

- In three instances gifts received were not declared in the gifts register. These have been provided to management for further investigation.
- Hospitality received as a part of business networking events have not been declared. The policy requires such justifiable business expenses to be declared. We however note from our interviews with management that there is a general consensus that these gifts/hospitalities need not be declared.

Risk

Without regular training, that comprehensively targets all staff including contractors, there is a risk that staff and contractors are unaware of the responsibilities specific to their roles, which could result in conflict of interest not being identified or managed appropriately.

The absence of clarity on whether gifts/hospitality received as a part of business networking events should be declared can result in inadequate disclosures being made.

Recommendations

3.1 Panuku should develop a training programme for refreshing staff and contractor knowledge on COI, gifts and hospitality policies, concepts and the associated processes. This could be incorporated into other internal training where there is a large Panuku staff and contractor attendance, or where presentations to tender respondents are planned.

Appendix II: Detailed observations and actions

Agreed action plan

3.1 The recommendation is accepted. The training programme will be discussed with Auckland Council and a unified programme sought. Panuku staff training is envisaged to start within 2 months and take up to 3 months to complete first refresher course. Annual refresher courses will be scheduled subsequently.

Responsible person/title:

3.1 Jenni Carden

Target date:

3.1 Completed

Appendix III – Scope and approach



Scope and objective

We assessed:

I] The policy and procedure framework in relation to:

- the conflicts of interest, gifts and hospitality “policy” (“policy” being the collective manuals, terms of reference and policy documents)
- the procedures (as documented) that support the policies, including roles and responsibilities
- the communication of the policy and procedures to employees, contractors, and those charged with governance.

II] The processes and controls in practice:

- for declaring conflicts of interest, gifts and hospitality (i.e. in procurement, appointment of staff/directors and contractors, secondary employment, and personnel relationships)
- for monitoring, managing, reporting and escalating conflicts of interest, gifts and hospitality

and the extent of management and independent assurance.



Approach

Our approach to this engagement was to:

I] Policy and procedure framework:

- meet with the business owner and key people involved in overseeing and administering the policy and procedure framework to gain an understanding of the current state.
- examine the policy and procedure framework, including other relevant artefacts such as registers and recent reporting.
- compare Panuku’s policy and procedure framework to our understanding of:
 - good practice, as laid out in the OAG Guidelines
 - weaknesses that have created compliance issues

- other guidelines, such as the AS (Australian Standard) 8001-2008 Fraud and Corruption Control.

II] Process and controls in practice:

- walk through processes and controls in place.
- assess the design of key controls that ensure that all potential conflicts, gifts and hospitality are declared, managed, monitored and reported appropriately and in line with good practice and policy.
- assess if well designed controls are operating as intended by:
 - testing the control operation for a sample of declared conflicts, gifts and hospitality transactions
 - considering the completeness of the declarations (as far as is feasible)
 - obtain declarations from key suppliers and contractors of the gifts/hospitality given to Panuku and reconcile these against reported declarations
 - reconcile the gifts/hospitality declared to the list of staff associated with overseas travel looking for unusual omissions
 - perform data analytics to identify shareholding and directorships held by board members or officers with developers, and reconcile these to disclosures.

We carried out this testing for the transactions that occurred in the last 24 months.

Agreed extensions to our scope:

During updates to the Audit and Risk Committee they requested two extensions to our scope,

- a comparison of Panuku’s policies to the policies of other Council Controlled Organisations (CCO).
- working with management to further investigate and report on the initial results of the analytics for:
 - potential conflicts of interest that were not declared.
 - overseas travel.

We will not reperform data analytical procedures to identify undisclosed conflicts of interest in the intervening period.

Appendix IV – Panuku’s Risk management methodology

Consequence and Likelihood Criteria

	Insignificant	Minor	Moderate	Major	Catastrophic
Assets	Damage to or loss of a minor asset, or minor damage to an asset Business as usual	Damage to or loss of an asset <\$5K Assets not useable / available for short undefined period, with minor disruption	Damage to, or loss of an asset <10K Assets not useable / available for the <2 weeks	Damage to, or loss of an asset >\$100K<\$500kM Assets not useable / available for the <2 months	Major damage to, or loss of a significant or high value asset >\$1M Total loss of asset that cannot be replaced. Period of disruption > 2 months
Cultural / Community	No significant community issues Localised short term reversible disruption to the community, resulting in no noticeable damage	Local concerns dealt with. Localised minor reversible damage and disruption to the community, with no public safety issues	Moderate community concerns causing delays/changes to plans. Localised medium term (1 to 3 weeks) reversible damage and disruption to the community.	Widespread community causing significant delays and changes. Local or widespread long term (> 3 weeks) damage; disruption to community	Community concerns causing significant failure of project/programme. Local or widespread damage and disruption with potential for loss of life.
Project and Service Delivery	Negligible impact on project, service, delivery standards (addressed via BAU), outputs and outcomes.	Operational - minor impact on service, delivery and outcomes. Project – failure to achieve a project outcome.	Operational - Some reduction in service, delivery standards, outputs or outcomes. Some slippage in project programme or change to anticipated outcomes	Operational - Failure to achieve service, delivery standards, outputs or outcomes Project – failure to achieve a significant project delivery milestone	Operational - Failure to achieve core service, delivery standards, outputs or outcomes. Project – complete project failure
Environment	An event with no damage/loss of area of natural environment	Loss of limited area of natural environment leading to public criticism. Short term environmental damage caused	Loss of area of natural environment leading to public criticism. Medium term environmental damage	Loss of major area of natural environment; threats of court action and public criticism or medium term environmental damage	Loss of significant area of natural environment; court action and widespread criticism; long term environmental damage
Financial	No impact on targets, business continues as normal. Localised failure Financial loss <5% operating budget.	Operational or Capital- Revenue or expenditure negative variance 5 - 10%	Operational or Capital- Revenue or expenditure negative variance 10 - 20%	Operational or Capital - Revenue or Expenditure negative variance 20 to 30%	Operational or Capital - Revenue or Expenditure negative variance >30%

Appendix IV – Panuku’s Risk management methodology

Governance	Unintentional breach of Ethics and Integrity Policy or Council Governance policies; handled internally.	Intentional minor breach of Ethics and Integrity Policy or Council Governance policies Minor consequences and handled internally	Intentional disregard of Panuku Ethics and Integrity policy/governance policies and requiring formal hearing and disciplinary action.	Serious disregard of Panuku Ethics and integrity Policy/Governance policies and requiring formal hearing and serious disciplinary action.	Intentional disregard of Ethics Policy / Governance policies resulting in dismissal and possible legal action for recovery. Resultant media coverage.
Health, Safety and Wellbeing (Internal and External)	No medical treatment required H&S issue noted –No involvement by Worksafe No injuries or no.	First aid treatment with no lost time or little skills deficit.	First aid treatment with lost time < 2 days or little skills deficit.	Serious harm (injuries requiring 48hrs hospitalisation) or Severe sickness affecting productivity.	Permanent severe disability or loss of life Fatality attributed to Panuku. Pandemic affecting community
Information Management	Loss of systems / data in some operational areas Quality of information remains high >90% accurate and timely Hacking or evidence of hacking of certain systems with no consequence	Loss of key systems/ data disrupts local operations for <1 days Security of information remains high >80% accurate and timely Confidential / private information is acquired by hackers	Loss of key systems / data disrupts local systems for < 3 days Security of information remains high >70% accurate and timely Some confidential / private information is disclosed to hackers	Loss of key systems / data disrupts local systems for > 7 days security of information not acceptable <70% accurate and timely Confidential / private information is released to the media	Total loss of key data or disruption to local service provision > 14 days Security of information is unreliable and not timely Widespread release of confidential / private information to the media
Legal	Panuku sued for a sum < \$10,000	Panuku sued for > \$10,000 < \$100,000	Panuku sued for > \$100,000 < \$250,000 Complaint to the Ombudsman or other statutory offices Breach of legislation requiring investigation/official enquiry	Panuku sued for > \$250,000 < \$1,000,000 Legislative noncompliance; prosecution or potential fine or significant criticism by Judiciary or Ombudsman	Panuku sued for > \$1,000,000 Legislative noncompliance; potential for imprisonment. Judicial review
Operational capability	No loss of operational capability and/or minimal disruption Access affected Minimal loss of internal capacity.	Loss of operational capability in some areas and/or some disruption to service levels Loss of internal capacity up to 1 week	Moderate loss of operational capability for <2 weeks and /or disruption to service levels for <4 weeks Some business units working from alternative buildings	Serious loss of operational capability for > 6 weeks and major disruption to service levels Over 50% business units working from alternative office accommodation.	Major loss of operational capability for 3 - 4 months and serious disruption to service levels No access to normal office accommodation.

Appendix IV – Panuku’s Risk management methodology

Political	No or minor change	Occasional changes to direction, objectives, strategies or policies	Limited changes in direction, objectives, strategies or policies	Significant changes to Panuku direction, objectives, strategies and policies	Complete change of direction, objectives, strategies and policies. Wide scale deferment or abandonment of significant projects in progress
Reputation	Complaints to Panuku and/or to Call Centre Minimal public interest.	Occasional changes to direction, objectives, strategies or policies	Limited changes in direction, objectives, strategies or policies	Significant changes to Panuku direction, objectives, strategies and policies	Complete change of direction, objectives, strategies and policies. Wide scale deferment or abandonment of significant projects in progress
Skills and knowledge	Staff turnover equal to or below industry average of core unplanned turnover of approx. 11%pa of workforce.	Permanent staff turnover < 13.75% pa Minor specialist skill gaps that could be filled easily	Permanent staff turnover 16.5% per annum Some specialist skill gaps	Permanent staff turnover 18.7% pa. Major specialist gaps covering with short term contractors	Permanent staff turnover is >22% pa Major difficulty in replacing skilled staff and having to contract in specialists.
Stakeholders/ Suppliers	Ad hoc investigation required. Minimal to no effect on public reputation.	Local issue, isolated concerns raised by interest groups, with little media interest.	Isolated public interest. Some media interest and/or industry complaints, small internal inquiry.	Short-term public and political interest. Constant media attention, major internal inquiry.	Public and political interest. National and local media coverage. Significant loss of public and political support. Significant reputational damage

Appendix IV – Panuku’s Risk management methodology

Likelihood ratings

Likelihood

	General description	Frequency expression
Almost certain	Risk event is expected to occur in most circumstances.	90% chance within next 12 months; or 18 out of every 20 years
Likely	Risk event will probably occur in most circumstances.	55% chance within next 12 months; or 11 out of every 20 years
Possible	Risk event should occur at some time.	25% chance within next 12 months; or 5 out of every 20 years
Unlikely	Risk event could occur at some time.	10% chance within next 12 months; or 1 out of every 10 years
Rare	Risk event may occur only in exceptional circumstances.	Up to 4% chance within next 12 months; or < once in 25 years

Risk Matrix

Consequences	5 Catastrophic	Low	High	High	Extreme	Extreme
	4 Major	Low	Moderate	High	High	Extreme
	3 Moderate	Low	Moderate	Moderate	High	High
	2 Minor	Low	Low	Moderate	Moderate	High
	1 Insignificant	Low	Low	Low	Low	Low
		1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
		Likelihood				

Information paper: Development and Disposals Programme

Document author: Letitia Edwards, Team Leader Portfolio Review, Strategic Asset Optimisation

August 2020

Whakarāpopototanga matua | Executive summary

1. This report provides the board with a quarterly update on the development and disposals programme including portfolio review, the rationalisation process and service property optimisation. It also details property approvals obtained as part of Auckland Council's Emergency Budget.
2. To date, the Strategic Asset Optimisation team has recommended \$20 million for sale to the Finance and Performance Committee against the \$45 million 'recommended for sale' Statement of Intent (SOI) target for FY2019/21.
3. Auckland Council's Emergency Budget, which was adopted in July 2020, included \$224 million proceeds to be realised from 'asset recycling' in FY21/22. This asset recycling target is to be comprised from the sale of surplus council owned property and alternative commercial arrangements. As part of the Emergency Budget, 48 properties which were in the Panuku property rationalisation pipeline were approved for sale. These properties have a cumulative value of \$34.5 million.
4. The Strategic Asset Optimisation team continues work on the delivery of "optimisation" of council's underutilised service assets. This involves working with the council group on potential development opportunities in order to demonstrate to the Council family the value from this approach to the use of underutilised council property assets.
5. In FY2019/20 the Development team has achieved net unconditional sales of \$83.38 million. These sales contribute towards the SOI target for general disposals of \$72 million for FY2018/21, sales in Panuku priority locations and sales as part of regional programmes

Matapaki | Discussion

6. The Strategic Asset Optimisation team has been working on the pipeline of properties which will contribute towards the FY2019/21 'recommended for sale' SOI target. To date, \$20 million has been recommended for sale against the \$45 million SOI target.
7. Over the last quarter, the Strategic Asset Optimisation team has worked with Auckland Council's Finance team on the Asset Recycling target included in Auckland Council's Emergency Budget. The Emergency Budget included an Asset Recycling target of \$224 million, which is an increase of \$200 million from the existing target included in the 10-year budget. A future pipeline of opportunities was included in the Emergency Budget public consultation document.
8. A batch of properties which were in various stages of the rationalisation process were confirmed as surplus to council requirements and approved for sale in July 2020 as part of the Emergency Budget decision making. This batch comprises 48 properties which have a cumulative capital value of \$34.5 million. Properties approved for sale include properties that were previously recommended for sale and deferred or declined by the Finance and Performance Committee, including 34 Moore Street, Howick and 2 Forrest Hill Road, Forrest Hill. The complete list of properties approved for sale as part of the Emergency Budget is attached to this report as Attachment A.
9. A further batch of properties will be considered by the Finance and Performance Committee this quarter. This batch comprises 35 properties with a cumulative capital value of \$53.8 million. The executive is currently working with Auckland Council's Finance team to ensure the necessary due diligence and stakeholder engagement has been completed to enable decision making for this additional batch of properties. Properties may be removed from this list if further investigation identifies that they are no longer candidates for potential disposal. A full list of the properties currently being progressed for consideration for sale this quarter is attached to this report as Attachment B.
10. The Strategic Asset Optimisation team continues to proactively and reactively review council owned properties to identify properties that are not required by the council which can be transferred to Panuku to be considered for development, disposal or optimisation in the next financial year and future financial years. Additional properties may be added to the pipeline of properties to contribute towards the \$224 million Asset Recycling target included in the Emergency Budget.
11. The Strategic Asset Optimisation team also continues to work closely with the council family to investigate service property optimisation opportunities. The optimisation policy provides a reinvestment funding model that enables the upgrade of community assets at no cost to the ratepayer by unlocking and realising development potential while also delivering town centre outcomes. Over the last financial year, local board optimisation projects have been initiated and work on the needs assessments has commenced in Takapuna, Onehunga (within Transform Onehunga) Pt Chevalier, Ponsonby and Panmure (within Unlock Panmure). Work on some of the needs assessment was delayed due to the Covid-19 lockdown restrictions and subsequent restrictions on procurement.

12. Service Property Optimisation projects currently in the delivery phase are the development of a new fit-for-purpose community centre in Meadowbank as part of a mixed-use development for which discussions are underway with a preferred development partner, the Clonbern carpark redevelopment and the old library and community facility in Otahuhu.
13. The Development team has achieved net unconditional sales of \$83.38 million in FY2019/20. These sales include \$13.86 million towards Panuku's SOI target of \$72 million of net unconditional sales for general disposals for FY2018/21. \$54.3 million of net unconditional sales have been realised in FY2018/20 towards this \$72 million SOI target.
14. Further property asset sales that have occurred in FY2019/20 are in Transform and Unlock locations and comprise 18 Elm Street, Avondale, 1817 Great North Road, Avondale and Papatoetoe Mall. The cumulative net unconditional sales proceeds from these sites is \$19.18 million.
15. Panuku also undertook the sales process for 2-4 and 6 Henderson Valley Road and 50 Centreway Drive, Orewa as part of the Corporate Property Portfolio Strategy. The cumulative net sale proceeds realised for these two former Corporate Property buildings was \$40.3 million. 21 Henderson Valley Road was also sold as part of the Haumarū programme with net sale proceeds of \$6.3 million being realised. 4 Victoria Avenue, Remuera was sold as part of the optimisation programme last quarter, with net sale proceeds of \$3.74 million realised.

Ngā tāpirihanga | Attachments

Attachment A - List of properties approved for sale in Emergency Budget.

Attachment B - List of properties to be considered for sale as part of Emergency Budget.

Attachment A - properties approved for sale emergency budget

#	Local Board	Address	Certificate of Title	Legal Description	Land Area	Asset	Comments
1	Devonport-Takapuna	2 Forrest Hill Road, Forrest Hill	CT 701352	Section 1 SO Plan 484419	650m2	Vacant land	The Finance and Performance Committee previously rejected the proposed sale on basis the site may be required as an open space gateway to Devonport-Takapuna from the industrial area of Wairau Park. Advice from Parks and Recreational Policy team remains that this site is not needed as part of the open space network.
2	Devonport-Takapuna	24R Linwood Avenue, Forrest Hill (part only)	Not available	Part of Lot 251 DP 53183	Approx. 130m2	Recreation reserve	The Finance and Performance Committee previously rejected the proposed sale. Small strip accessway reserve managed by Community Facilities that adjoining owner sought to purchase.
3	Devonport-Takapuna	4 Blomfield Spa, Takapuna	CT 490668	Lot 1 DP 423334	496m2	Vacant land	Former service lane, now informal open space.
4	Devonport-Takapuna	2 The Strand, Takapuna	NA725/154	Lot 5 DP 20819	486m2	Offices	Category B Heritage building in Unitary Plan. Property is an endowment property and any sales proceeds from a possible disposal must be used in accordance with relevant sections of Public Works Act. Building seismic issues.
5	Devonport-Takapuna	3 Victoria Road, Devonport	NA743/206	Pt Land On DP 737	468m2	Offices	Category A Heritage. Earthquake prone building. Vacant for over 2 years.
6	Franklin	72R Karaka Road, Beachlands	NA35D/1294	LOT 1079 DP 21695	1012m2	Road reserve	Acquired in 1928 for road reserve. No longer required for this purpose. Subject to Reserves Act 1977.
7	Franklin	Rear 18-22 Keven Road, Clarks Beach	RT 154551	Lot 2 DP 330540	249m2	Vacant land	Parks and Recreation Policy have advised it is not required for open space network. Could only be sold to adjoining landowner due to size and shape of property. Need to determine if adjoining owner/s interested before progressing. Subject to Reserves Act 1977.

Attachment A - properties approved for sale emergency budget

#	Local Board	Address	Certificate of Title	Legal Description	Land Area	Asset	Comments
8	Franklin	8 Magnolia Drive, Waiuku	NA120A/344	Lot 1 DP 190074	312m2	Recreation reserve	312sqm site that could only be sold to adjoining landowner due to size and shape of property. Need to determine if adjoining owner/s interested before progressing. Parks and Recreation Policy have advised it is not required for open space network. Subject to Reserves Act 1977.
9	Franklin	24 Saleyard Road, Whitford	CT 648342	SEC 4 SO 466386	3939m2	Residential house	Acquired for transport purposes. AT currently legalising site.
10	Franklin	54 Whitford Park Road, Whitford	CT 648341	SEC 2 SO 465700	1227m2	Vacant residential land	Acquired for transport purposes. AT currently legalising site.
11	Franklin	751 Whitford-Maraetai Road, Whitford	CT 878913	SECT 2 SO 530156	5102m2	Residential house	Acquired for transport purposes. AT currently legalising site.
12	Henderson-Massey	4/222 Edmonton Road, Te Atatu South	RT 691503	FLAT 4 DP 66151, CARPORT 4 DP 66151, 1/5 SH SEC 7 SO 455188	Approx. 1/5 share of 1310m2	Residential house	Residential house originally purchased as part of the Te Atatu Road roundabout upgrade project. The road widening and roundabout work is complete and the property is not required for any other transport purposes.
13	Henderson-Massey	36-38 Waipareira Avenue, Henderson	NA70C/647	PT LOT 4 DP 121630	2185m2	Industrial vacant land	2,185m ² triangular parcel of vacant land in commercial and industrial area. Enquiry received from the adjoining property owner seeking to purchase. AT and Parks and Recreation Policy have both reviewed and advised they do not require site.

Attachment A - properties approved for sale emergency budget

#	Local Board	Address	Certificate of Title	Legal Description	Land Area	Asset	Comments
14	Hibiscus and Bays	Sec 1 SO 427897 and Sec 2 SO 427897 Albatross Road, Red Beach	CT 522668, CT 522666	Section 1 SO Plan 427897 Section 2 SO Plan 427897	36m2	Vacant land	Two parcels comprising 18m ² each. Former road reserve. Adjoining owner seeks to purchase
15	Howick	34 Moore Street, Howick	NA48B/510, NA48B/509, NA48B/508	Lot 4 DP 91111, Lot 3 DP 91111, Lot 2 DP 91111	3754m2	Building	Recommended for sale to Finance and Performance Committee in 2013, 2014 and 2018 and decision deferred. Vacant commercial property. No council business unit has identified a planned and funded need to retain this property. Building has significant structural and water tightness issues. Latest estimates are that it will cost circa \$1.5m-\$3m to remediate building. It was acquired by the former Howick Borough Council for the purpose of accommodating the former Howick Borough Council offices. The current title was created in 1980 establishing the property in its current configuration. The property is considered to be exempt from the requirement to offer the land to the persons from whom it was acquired as there has been a significant change in the character of the land for the purposes of, or in connection with, the public work for which it was acquired.
16	Howick	16 Fencible Drive, Howick	NA133A/566	LOT 2 DP 204497	648m2	Commercial building	648m ² property acquired by the former Howick Borough Council in 1975 for use as a public hall (upstairs) and library (downstairs). The property was sold to Vector Holdings Limited in 2001, and onsold to Monice Properties Limited in 2005. This property was repurchased by Manukau City Council

Attachment A - properties approved for sale emergency budget

#	Local Board	Address	Certificate of Title	Legal Description	Land Area	Asset	Comments
							under mortgagee sale from Monice Properties Ltd in 2008. Property was identified as a strategic purchase and could be used in the future for car parking. Building is not fit for leasing. AT investigated if property was needed for a bus interchange and has advised it isn't. Panuku is seeking to understand if any of the surrounding land formed as at-grade car park can be surrendered to enable better development outcomes to be achieved at the site.
17	Howick	28R Simon Owen Place, Howick	VESTED ON DP 144679	LOT 10 DP 144679	483m2	Recreation reserve	483m ² triangular shaped reserve subject to Reserves Act 1977. Parks and Recreation Policy have advised that this site is not required as part of the open space network. MOE potentially interested in acquiring site for access to adjacent school. Impacted by overland flow path
18	Kaipatiki	R 105 Stott Avenue, Beach Haven	NA121C/77	Lot 3 DP 68569	526m2	Recreation reserve	Land-locked, 526m ² site with no legal access. The adjoining owner has contacted council to enquire about purchasing the site. In 1998 the reserve status of the property had been revoked by North Shore City Council in preparation for disposal which did not take place
19	Mangere-Otahuhu	5R Ferguson Street, Mangere	NA35D/1300	LOT 46 DP 19985	885m2	Road reserve	Acquired as road reserve. No longer required for this purpose. Used as access to adjacent land by Transpower. Subject to the Reserves Act 1977. No longer required by Parks and Recreation Policy
20	Mangere-Otahuhu	31R Killington Crescent, Mangere	NA35D/1300	LOT 46 DP 19985	329m2	Utility services	329sqm residue of land taken for State Housing Purposes by the Crown in 1967. Crown land was subdivided for state housing purposes and this lot was set apart for a proposed recreation reserve. Subject to Reserves Act 1977. Proceeds may need to go to Crown.

Attachment A - properties approved for sale emergency budget

#	Local Board	Address	Certificate of Title	Legal Description	Land Area	Asset	Comments
21	Mangere-Otahuhu	26 Princes Street, Otahuhu	NA537/293	PT ALLOT 9 SEC 1 Village ONEHUNGA	600m2	Berm/vacant land	Acquired for road widening in 1984 and no longer required for this purpose
22	Mangere-Otahuhu	1-5 Lippiatt Road, Otahuhu	NA118D/731	Lot 2 DP 189032	1369m2	Recreation reserve	Undeveloped reserve subject to Reserves Act 1977. Significant overland flow path through site - hard to develop.
23	Mangere-Otahuhu	3R Taylor Road, Mangere Bridge	GN D478576.2 (gazette notice)	LOT 1 DP 29452	1356m2	Local purpose reserve/Residential house	1,356sqm site with residential house located next to Mangere Domain. Subject to Reserves Act 1977. Parks and Recreation Policy have advised it is not required for open space network. Site of significance to mana whenua. Legal advice and further investigation required
24	Manurewa	2/97 Mahia Road, Manurewa	NA63A/942	LOT 16 DP 42924, FLAT 2 DP 112262	Approx. 1/2 share of 900m2	Residential house	Cross leased 1/2 share of approximately 900m ² residential property.
25	Maungakiekie-Tamaki	37 Olive Road, Penrose	NA93D/114	Lot 5 DP 98115	819m2	Local purpose (amenity) reserve	819sqm site transferred to the One Tree Hill Borough Council in 1983 as a reserve contribution. Located in industrial area. Parks and Recreational Policy advise site not required for open space network. Subject to Reserves Act 1977.
26	Maungakiekie-Tamaki	23 Waipuna Road, Mt Wellington	CT 418105	SEC 2 SO 399704	437m2	Local purpose reserve	Narrow strip of land. Parks & Recreation Policy team has assessed the site and concluded that the site does not meet or contribute to the community's parks and open space needs due to its small size and location.
27	Maungakiekie-Tamaki	12R Rockfield Road, Ellerslie	NA253/165	Lot 9 DP 18690	809m2	Recreation reserve	809m ² reserve subject to Reserves Act 1977. Parks & Recreation Policy team supports disposal as the site does not connect to existing parks, have unique

Attachment A - properties approved for sale emergency budget

#	Local Board	Address	Certificate of Title	Legal Description	Land Area	Asset	Comments
							features or support the function of existing open space. Affected by overland flow path.
28	Otara-Papatoetoe	11R Birmingham Road, Otara	VESTED ON DP 57069	LOT 35 DP 57069	2527m2	Recreation reserve	2,527m ² reserve subject to Reserves Act 1977. Located in an industrial area. Parks and Recreation Policy have advised it is not required for open space network. Overland flow path would need to be formed through the site.
29	Papakura	143 Keri Vista Rise, Papakura	CT 413563	Lot 18 DP 403550	451m2	Vacant land	Acquired for roading purposes. AT has advised it is no longer required for this purpose.
30	Papakura	145 Keri Vista Rise, Papakura	CT 413562	Lot 17 DP 403550	479m2	Vacant land	Acquired for roading purposes. AT has advised it is no longer required for this purpose.
31	Papakura	72 Wood Street, Papakura	CT 559038	SEC 1 SO 432965	615m2	Residential house	Residential property acquired for transport purposes. 72m ² was taken for road and the property was held for a potential community house. ACE has advised it is no longer required for this purpose.
32	Papakura	84 Cosgrave Road, Ardmore	NA118D/425	Lot 4 DP 188918	TBC of 11932m2	Vacant residential land	Healthy Waters have advised part of site will be available for rationalisation pending completion of stormwater works. Used as storage for approx. Kauri stumps retained for Mana Whenua (alternative storage will be required)
33	Papakura	2R Keeney Court, Papakura	NA43C/197	Lot 1 DP 88704	475m2	Recreation reserve	475m ² unformed reserve subject to Reserves Act 1977. Parks and Recreation Policy have advised that this site is not required as part of the open space network
34	Papakura	2 Popes Road, Takanini	NA80C/590	Lot 2 DP 136772	Approx. 83000m2 of 115371m2	Residential house	Existing resolution to subdivide and dispose area not required for stormwater and roading purposes. Awaiting advice from Healthy Waters about portion no longer required for stormwater purposes.

Attachment A - properties approved for sale emergency budget

#	Local Board	Address	Certificate of Title	Legal Description	Land Area	Asset	Comments
35	Rodney	12 (part) Waimauku Station Road, Waimauku	NA40D/550	Pt Lot 1 DP 84359	Approx. 400m2 of 588m2	Vacant land	558sqm parcel of residual vacant land not required for road. We need to obtain legal advice on obligations to the external party who provided Rodney District Council funding to acquire property. Part of the property is in flood plain.
36	Rodney	Lot 1 DP 36821 State Highway 16, Reweti	NA987/116	Lot 1 DP 36821	9118m2	Vacant rural land	9118m ² site zoned rural production zone. Parks and Recreation Policy have advised that this site is not required to meet the council's provision target for neighbourhood parks. This area is not expected to increase significantly in density based on the current land zonings, indicating demand will only change slightly. The land does not and could not feasibly contribute to the goal of having a well-connected open space network. The site contains no known natural or cultural features of significance.
37	Upper Harbour	R 33A Tauhinu Road, Greenhithe	NA99C/587	Lot 1 DP 170661	114m2	Unformed accessway	Narrow 114m ² drainage reserve that adjoining owner is encroached on
38	Waitakere Ranges	12 Western Road, Laingholm	NA789/134	LOT 220 DP 19098	1012m2	Vacant land	Acquired for the construction of a stormwater quality detention pond. Healthy Waters have advised it is not required. Parks and Recreation Policy have advised that retaining this land will not add any value to the existing network of open space in the area. Significant flooding on site - assessment required.
39	Waitakere Ranges	Adj. 45 Brandon Road, Glen Eden	Not available	LOT 4 DP 49387	637m2	Reserve	Long narrow strip of land that could only be sold to adjacent landowner due to size and shape of property. Adjoining owner has enquired about purchasing. Parks and Recreation Policy have advised it does not provide an open space function

Attachment A - properties approved for sale emergency budget

#	Local Board	Address	Certificate of Title	Legal Description	Land Area	Asset	Comments
							in its current form and could be disposed of with an access easement. Subject to Reserves Act 1977.
40	Waitakere Ranges	220-240 Shaw Road, Titirangi	NA678/275	PT LOT 2 DP 7177	46718m2	Vacant land	Acquired for Project Twin Streams. Confirmation required from Healthy Waters that it is no longer required for this purpose.
41	Waitakere Ranges	67A Glengarry Road, Glen Eden	Not Available	LOT 3 DP 57164	147m2	Accessway reserve	147m ² accessway subject to Reserves Act 1977. An adjoining owner has enquired about purchasing. Parks and Recreation Policy have advised that this site is not required as part of the open space network
42	Waitemata	45 Georgina Street, Freemans Bay	NA27D/1447	Lot 3 DP 71812	109m2	Vacant land	109sqm site acquired for street widening in 1971. No longer required by Parks and Recreation Policy.
43	Waitemata	20 Hopetoun Street, Freemans Bay	NA42A/968	SEC 69 City AUCKLAND	313m2	Car park/vacant land	Carpark located under the bridge at Hopetoun Street. It is managed by Panuku and leased to MOE since 2008 for the use of the nearby school. MOE seek to purchase
44	Waitemata	3 Ponsonby Road, Freemans Bay	NA970/124	Lot 42 Deeds Reg City 44	505m2	Residential house with heritage values	Endowment property that was vested in the council by the Crown in 1875 for the purpose of the improvement and benefit of the City of Auckland. Proceeds of sale must be utilised towards a purpose consistent with the endowment. Does not meet threshold for heritage scheduling.
45	Waitemata	36 Cooper Street, Grey Lynn	NA45B/207	Lot 1 DP 87358	324m2	Open space	324sqm site acquired by the Auckland City Council for the purpose of a reserve in June 1974. Parks and Recreation Policy have advised that site is not needed for open space network due to small size. Adjoining landowner is encroached on this property
46	Whau	30 Willerton Avenue, New Lynn	NA89C/230	LOT 4 DP 38999	958m2	Recreation reserve	958sqm site subject to Reserves Act 1977. Parks and Recreation Policy have advised it is not required for open space network. Flood prone; to

Attachment A - properties approved for sale emergency budget

#	Local Board	Address	Certificate of Title	Legal Description	Land Area	Asset	Comments
							be investigated further. Flood plain over site making hard to develop
47	Whau	Lot 6 DP 119411 Trojan Crescent, New Lynn	Not available	LOT 6 DP 119411	300m2	Recreation reserve	300m ² reserve subject to Reserves Act 1977. Parks and Recreation Policy have advised it is not required for the open space network. Kainga Ora own surrounding properties.
48	Whau	13 Davern Lane, New Lynn	NA96C/140	LOT 13 DP 160552	300m2	Recreation reserve	300m ² reserve subject to Reserves Act 1977. Parks and Recreation Policy have advised that this site is not required as part of the open space network. Due to size and shape of property it could likely only be sold to an adjoining landowner
Schedule A – Total valuation							\$34,478,000

Attachment B - properties to be considered for sale as part of emergency budget

(Investigation is required on these properties. Further details and any disposal decision will be made at a future Finance & Performance Committee meeting)

#	Local Board	Address	Certificate of Title	Legal Description	Land Area	Asset	Comments
1	Albert-Eden	2 Wiremu Street, Balmoral	NA207/106	Part Lot 39-40 DP 4347	Approx. 726m ²	Building	Commercially leased childcare facility. LB want to hold for community lease. Community Facilities advice not suitable for community leasing
2	Albert-Eden	520 Dominion Road (aka 173 Balmoral Road), Mt Eden (part only)	TBC	TBC	TBC	Local purpose reserve (Plunket rooms)	71sqm portion of land subject to Reserves Act 1977. Adjoining landowner has enquired about purchasing as it is contiguous to their property. Albert-Eden Local Board seek to potentially retain property for butterfly enclosure or other use. Current structure is not habitable. Community Facilities is undertaking condition assessment.
3	Albert-Eden	738 Mt Eden Road, Mt Eden	TBC	TBC	TBC	Recreation reserve	Two parcels comprising 478m ² . Parks and Recreation Policy have advised that small size and poor configuration limits its recreational value and not required for open space network. Could only be sold to adjoining landowner due to size and shape of property. Need to determine if adjoining owner/s interested before progressing. Subject to Reserves Act 1977.
4	Devonport-Takapuna	1/328 Lake Road, Hauraki	TBC	TBC	TBC	Vacant land	Cross leased property has been recommended for retention as open space following recent legal advice.
5	Hibiscus and Bays	4 Brightside Road, Stanmore Bay	TBC	TBC	TBC	Vacant land	Acquired for transport purposes; no longer required for this purpose. Ward councillors and Hibiscus and Bays Local Board raised safety concerns. Panuku referred these to AT. AT is currently consulting on proposed safety changes
6	Hibiscus and Bays	6 Brightside Road, Stanmore Bay	TBC	TBC	TBC	Vacant land	Mixture of vacant land and residential properties. Acquired for transport purposes; project now with NZTA who are reviewing requirements. Ward

Attachment B - properties to be considered for sale as part of emergency budget

(Investigation is required on these properties. Further details and any disposal decision will be made at a future Finance & Performance Committee meeting)

							councillors and Hibiscus and Bays Local Board raised safety concerns. Panuku referred these to AT. AT is currently consulting on proposed safety changes
7	Hibiscus and Bays	472, 474, 476, 478, 480, 482, 484, 486, 488, 1/490, 2/490, 492, 494, 496, 1/498, 498B, 500, 502, 599A, 616A and 750A Whangaparaoa Road, Stanmore Bay	TBC	TBC	TBC	Various - vacant land and residential houses	Mixture of vacant land and residential properties. Acquired for transport purposes; project now with NZTA who are reviewing requirements. Ward councillors and Hibiscus and Bays Local Board raised safety concerns. Panuku referred these to AT. AT is currently consulting on proposed safety changes
8	Howick	80 Vincent Street, Howick	NA7B/821	Lot 7 DP 50372	362m2	Carpark	Recommended to Finance and Performance Committee in 2017 and not approved for sale. Panuku managed at-grade car park that is utilised by adjacent businesses.
9	Howick	2R Ti Rakau Drive, Pakuranga	TBC	TBC	TBC	Utility reserve	511m ² and 190m ² parcels of wider site. Currently used by the adjoining petrol station and as car park for service station customers. Subject to Reserves Act 1977. Subject to an electricity right of way. May be required for Eastern Busway
10	Howick	20 (part) Uxbridge Road, Howick	TBC	TBC	TBC	Vacant land	Approximately 485sqm parcel of land that is not needed as part of AT car park. Adjacent owner owns the airspace above the 485sqm parcel of land and seeks to buy
11	Howick	31 & 17R Aspiring Avenue & Hilltop Road, Clover Park	NA133C/374 NA113C/492	LOT 1 DP 204735 LOT 47 DP 182417	4716m2	Vacant land	17R Hilltop Road is subject to Reserves Act 1977. Parks and Recreation Policy have advised the contribution of these sites to the open space network is limited by overhead powerlines and they are not required for open space network. Road stopping required for unformed road in

Attachment B - properties to be considered for sale as part of emergency budget

(Investigation is required on these properties. Further details and any disposal decision will be made at a future Finance & Performance Committee meeting)

							middle of both sites. AT have advised that determination of whether the area of road is required for current or future transport purposes or whether there is the potential for it to be considered for disposal or development would be done as part of the road stopping application.
12	Howick	76R Aberfeldy Avenue, Highland Park	TBC	TBC	TBC	Recreation reserve	3,185m ² reserve subject to Reserves Act 1977. Parks and Recreation Policy advise there are no playground structures and this site is not required to meet the open space provision targets.
13	Howick	111R Golfland Drive, Howick	TBC	TBC	TBC	Recreation reserve	4,634m ² reserve subject to Reserves Act 1977. Parks and Recreation Policy have advised that this site is not required for open space network
14	Howick	9R Fortyfoot Lane, Sunnyhills	TBC	TBC	TBC	Recreation reserve	2,426m ² reserve subject to Reserves Act 1977. Parks and Recreation Policy have advised that this site is not required as part of the open space network
15	Howick	1R Hutchinsons Road, Highland Park	TBC	TBC	TBC	Reserve	2,354m ² reserve subject to Reserves Act 1977. Parks and Recreation Policy have advised that this site is not required as part of the open space network
16	Howick	54R McCahill Views, Highland Park	TBC	TBC	TBC	Recreation reserve	2,090m ² reserve formed as car park subject to Reserves Act 1977. Parks and Recreation Policy have advised that this site is not required as part of the open space network
17	Howick	100R Uxbridge Road, Howick	TBC	TBC	TBC	Recreation reserve	929m ² unformed reserve subject to Reserves Act 1977. Parks and Recreation Policy have advised that this site is not required as part of the open space network. Site was subsequently reviewed by Healthy Waters which advised that this site needs to be retained as it is impacted by a large flood plain that is unable to be mitigated or reduced without affecting adjacent existing

Attachment B - properties to be considered for sale as part of emergency budget

(Investigation is required on these properties. Further details and any disposal decision will be made at a future Finance & Performance Committee meeting)

							properties that already are at risk and suffering flooding.
18	Howick	213R Fisher Parade, Sunnyhills	TBC	TBC	TBC	Recreation reserve	Long narrow strip of land comprising 754m ² . Subject to Reserves Act 1977. Parks and Recreation Policy have advised that this site is not required as part of open space network and could only be sold to adjoining landowners.
19	Howick	107R Uxbridge Road, Cockle Bay	TBC	TBC	TBC	Recreation reserve	605m ² reserve subject to Reserves Act 1977. Parks and Recreation Policy have advised that this site is not required as part of open space network
20	Howick	2R (part) Bucklands Beach Road, Bucklands Beach	TBC	TBC	TBC	Recreation reserve	Part disposal of area not required adjacent to existing walkway. Final area to be confirmed
21	Howick	116R Reeves Road, Pakuranga Heights	TBC	TBC	TBC	Carpark	551m ² reserve formed as car park. Subject to Reserves Act 1977. Proposed disposal of area formed as carpark. Parks & Recreation Policy have advised that this site is not required for park land and disposal of the existing car park will have limited effect on the use and function of the reserve
22	Kaipatiki	25R Alfred Street, Northcote Point	TBC	TBC	TBC	Open space	Kaipatiki Local Board oppose proposed disposal and have sought to classify this property as a reserve subject to Reserves Act 1977.
23	Kaipatiki	Land off Verbena Road, Birkdale	TBC	TBC	TBC	Unformed legal road	Unformed legal road comprising approximately 1,600m ² . AT have advised that there is no transport project associated with the land and subsequent development to the rear of this site impedes the land being formed as road. Unlikely to be able to proceed as typography of land severely limits development/disposal options. Would need to apply to AT to stop the road.

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24	Kaipatiki	107 Lynn Road, Bayview	CT Not available	Lot 86 DP 74397	Approx. 71m2	Vacant land	An adjoining landowner has enquired if it can purchase the small, narrow strip wider site located between two dwellings which comprises approximately 71m ² . The subject portion of the site is very steep and does not currently provide access into the wider park. It would require substantial steps to be built for access to be provided. Subsequent investigations identified this site as legal road.
25	Orakei	9 Tagalad Road/aka 6a Nihill Crescent, Mission Bay	TBC	TBC	TBC	Former bowling club green and buildings	Former Mission Bay Bowling Club. 5,083sqm reserve subject to Reserves Act 1977. Strong local interest. Orakei Local Board has requested time to investigate potential alternative service uses for site. Letter received recently from former owners' solicitors regarding offer back obligations
26	Papakura	26-32 O'Shannessey Street, Papakura	NA1395/45	Lot 4 DP 41591, Lot 5 DP 41591, Lot 6 DP 41591, Lot 7 DP 41591	809m2	Carpark	Recommended to Finance and Performance Committee in 2018 and decision to retain for up to three years. Panuku managed at-grade car park. Finance and Performance Committee approved the retention of this property for up to three years to inform strategic planning and a car parking review, and for the Papakura Local Board to pay the consequential operating cost associated with the retention of this property for short-stay parking.
27	Papakura	36 Coles Crescent, Papakura	Not issued	Part Lot 15 DP 38891, Lot 3 DP 71153, Lot 4 DP 71153, Lot 1 DP 65193, Lot 2 DP	3,586m2	Carpark and service lanes	Recommended to Finance and Performance Committee and in 2018 and retained for up to three years. Panuku managed at-grade car park. Finance and Performance Committee approved the retention of this property for up to three years to inform strategic planning and a car parking review, and for the Papakura Local Board to pay the consequential operating cost associated with

Attachment B - properties to be considered for sale as part of emergency budget

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				65193, Lot 2 DP 60317, Lot 4 DP 60317			the retention of this property for short-stay parking.
28	Puketapapa	119A May Road, Mt Roskill	TBC	TBC	TBC	Open space	2,486sqm long narrow site subject to Reserves Act 1977. Subject to access easements for adjoining properties.
29	Rodney	14 Baxter Street, Warkworth	TBC	TBC	TBC	Carpark, airspace, lift lobby and supporting structure	Recommended for sale to Finance and Performance Committee in 2017 and decision deferred following request from Rodney Local Board that parking options in Warkworth and urgency and funding of remedial works are investigated. Community Facilities managed car park with significant structural issues. Community Facilities are leading work with Rodney Local Board to progress matters.
30	Waiheke	7 Waitai Road, Waiheke	NA1599/61	Lot 297 DP 14189, Lot 298 DP 14189, Lot 299 DP 14189, Lot 296 DP 14189	4047m2	Commercial premises	Waiheke Local board opposed to sale and seek to use for pensioner housing site. Currently Downers site. AT requires Downers to stay on site. Downers would like to purchase
31	Waitakere Ranges	300 West Coast Road, Glen Eden	TBC	TBC	TBC	Vacant land	Ex-landfill. 1.0407 Hectare site. Part of site is being retained for neighbourhood park, 5,500m ² is not required for a public work. Waitakere Ranges Local Board seek to retain entire site
32	Waitemata	19/28 and 20/28 Remuera Road, Newmarket	TBC	TBC	TBC	2x shops and accompanying car parks	Commercial units acquired for an enhanced accessway to Station Square, the open space above the Newmarket train Station in 2009. Waitemata Local Board is seeking to retain as community activation space. Awaiting SS&I to

Attachment B - properties to be considered for sale as part of emergency budget

(Investigation is required on these properties. Further details and any disposal decision will be made at a future Finance & Performance Committee meeting)

							complete review of community space in local board area.
33	Waitemata	34,36-38 Greys Avenue, Auckland Central	TBC	TBC	TBC	Retail	Commercial heritage properties. Require public consultation in accordance with Significance and Engagement Policy. Further assessment is needed to evaluate if they would reach the threshold for scheduling. Seismic issues.
34	Whau	1B Rankin Avenue, New Lynn	TBC	TBC	TBC	Vacant commercial land	3,374m ² vacant commercial site used for informal car parking. Acquired for roading improvements in 2004. Awaiting advice from AT on potential transport infrastructure requirements.
35	Whau	13 Crown Lynn Place, New Lynn	TBC	TBC	TBC	Commercial premises	2,696m ² commercial site. Rationalisation of this site is on hold as it is a potential location for the Whau swimming pool/leisure centre.
Schedule B – Total valuation							\$53,871,000

Decision paper: Grants and donations Plan 2020/2021; and quarter four results 2019/2020

Author: Maxine Waugh, Manager Business Systems & Processes

August 2020

Ngā tūtohunga | Recommendations

1. That the Panuku Board...
 - a. Approve the 2020/2021 Grants and donations plan
 - b. Note the 2019/2020 results.

Whakarāpopototanga matua | Executive summary

2. The grants and donations plan for 2020/2021 is attached for Board approval.
3. This paper includes the actual results for the fourth quarter ended 30 June 2020 against the 2019/2020 Plan.
4. Panuku provides grants and donations to support a diverse range of activities and organisations, which contribute to the delivery of the strategic objectives of the executive leadership team (ELT) and the Board. These are either as a cash donation, i.e. a monetary contribution in support of an organisation, activity, or event; or in-kind support where we provide the use of assets managed by Panuku and/or services for less than the usual fee charged.
5. Details of the Grants and donations Plan for 2020/2021, and the fourth quarter results for 2019/2020, are provided in the discussion section below.

Horopaki | Context

6. The grants and donations policy stipulates that board approval is required for the annual plan each year, and that quarterly updates are provided for actual results against plan.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
22 April 2020 Panuku Board	Decision paper - Amendment to the 2019/2020 grants and donations plan; and third quarter results	Approved the revocation of the previous decision made in March 2020 regarding the grants and donation plan for 2019/2020; and approved the amended 2019/2020 Grants and donations plan.
18 March 2020 Panuku Board	Decision paper - Grants and donations policy; 2019/2020 plan; and half year results	Approved revised policy and 2019/2020 plan
30 August 2019 Panuku Board	Board strategy paper – policy update and approval	Approved changes to policy register following the land transfer transaction 26 June 2019 and adoption of Our Charter
24 July 2019 Panuku Board	Information paper – Grants and donations results for 12 months ended 30 June 2019	Received The board noted that this policy is currently under review
25 July 2018 Panuku Board	Decision paper – Grants and donations plan 2018/2019	Approved
25 May 2016 Panuku Board	Decision paper – Grants and donations policy	Approved amended grants and donations policy

Matapaki | Discussion

Grants and donations 2020/2021 plan

7. A summary of the grants and donations plan for the 12 months to 30 June 2021, for which we are seeking board approval, is provided in the table below.

Location/activity/type \$000s	Plan 2020/2021	Plan 2019/2020	Variation
Cash	10.5	12.0	1.5
Marinas	140.8	132.8	(8.0)
Commercial property and car parks	211.8	211.8	-
TOTAL	363.1	356.6	(6.5)

8. The slight increase to Marinas is represented by the following:
- a. Increased berth rates at Westhaven from the previous year accounts for estimated forgone net revenue of \$3k.
 - b. An additional \$5k has been provided in the Plan for unidentified grant requests during the year, noting that under the Board Delegated Authority Policy the Chief Executive has authority to grant up to \$5,000 per item on an ad-hoc basis.
9. The cash donations plan is limited to \$10k this year, consistent with the 2020/2021 financial budget.

Fourth quarter results 2019/2020 against plan

10. Results for the 12 months, 1 July 2019 to 30 June 2020, are provided in the summary table below.

Location/activity/type \$000s	Actual 12 months to 30 June 2020	Plan 12 months to 30 June 2020	Variance to plan
Cash	9.3	12.0	2.7
Marinas	132.5	132.8	0.3
Commercial property and car parks	211.8	211.8	-
TOTAL	353.6	356.6	3.0

11. The favourable variances between actual results and plan for the 12 months are as follows:

- a. Cash donations includes \$4k support to the Onehunga Festival in February (not included in original plan but approved within CE delegations), offset by two planned donations which were not expended (Green Building Week and an Auckland University property graduate event which was postponed due to Covid-19).
- b. Marinas includes guest berths at Westhaven granted at no charge for six Stewart 34 Class yachts in support of the weeklong celebration of 60 years racing out of Westhaven for this class, at a value of \$630. The unplanned grant was approved under the CE delegations. This was offset by a favourable variance from the Victoria Cruising Club who has agreed to pay operating costs for their berth.

Hīraunga | Implications

Ngā ritenga ā-pūtea | Financial implications

12. The financial implication of the grants and donation plan is net operational expenditure totalling \$363.1k for the 2020/2021 year.

August 2020

Ngā koringa ā-muri | Next steps

13. The next quarterly report will be for the 3 months to 30 September 2020.

Ngā tāpirihanga | Attachments

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

Attachment A: Cash donations Plan 2020/2021

Attachment B: Marinas Plan 2020/2021

Attachment C: Commercial property and car parks Plan 2020/2021

Ngā kaihaina | Signatories

Carl Gosbee, Chief Financial Officer

David Rankin, Chief Executive (acting)