

Board Report

Date

Wednesday
27 November 2024

Time

10.00am

Venue

Eke Panuku Development Auckland
Te Wharau o Tāmaki - Auckland House
Level 29, 135 Albert Street
Auckland



Board Agenda

Where: L29 Boardroom, Te Wharau o Tāmaki Auckland House, 135 Albert Street, Auckland

When: Wednesday 27 November 2024 | 10.00am – 2.15pm

Board members: David Kennedy, Chair; John Coop; Kenina Court; Brett Ellison; Steve Evans; Aaron Hockly

		Time
	Public meeting open	10.00am
1.	Welcome / Acknowledgements 1.1 Apologies	
2.	Public meeting open - Annual Report to 30 June 2024	
3.	Public deputation	
4.	Chief Executive's report (open items)	
5.	Health and Safety report	
6.	Decision papers (open items) 6.1 9 Osterley Way, Manukau – Go to market strategy 6.2 50 Manukau Station Road, Manukau – Go to market strategy 6.3 Urban renewal acquisitions – Policy review 6.4 Audit & Risk Committee – Annual self-assessment 6.5 Iwi development grant rescope	
7.	Information papers (open items) 7.1 Selecting Development Partners Policy Mana Whenua Outcomes 12-Month Update 7.2 Property Portfolio Reporting 7.3 City centre update 7.4 Quarterly Report to Auckland Council 7.5 Quarterly Risk Report 7.6 Conflicts of Interest – Annual training refresh	
8.	Governance matters (open items) 8.1 Out of cycle decisions 8.2 Director interests 8.3 Director meeting attendance 8.4 Minutes meeting held – 23 October 2024	
	Public meeting close and confidential meeting open	
	Mana Whenua Rangatira Hui	
9.	Chief Executive's report (confidential items)	
10	Decision papers (confidential items) 10.1 College Road Superlot, Northcote - Go to market strategy 10.2 9 Osterley Way, Manukau – Go to market strategy 10.3 50 Manukau Station Road, Manukau – Go to market strategy	

11. Information papers (confidential items)	
11.1 Auckland Light Rail Property Holding 317-319 New North Road, Kingsland	
12. Governance matters (confidential items)	
12.1 Out of cycle decisions	
12.2 Director interests' projects	
12.3 Board action list	
12.4 Board work forward programme 2024	
12.5 Audit and Risk Committee minutes meeting held – 16 September 2024	
12.6 Minutes meeting held – 23 October 2024	
13. General business (confidential items)	
Meeting close	3.30pm

Apologies have been received from Councillor Angela Dalton

Information paper

Annual Report 30 June 2024

Author(s): Michele Harpham

November 2024

Whakarāpopototanga matua | Executive summary

1. The Local Government (Auckland Council) Act 2009 requires Eke Panuku to hold a meeting in public each year to consider the organisation’s performance under its Statement of Intent (SOI) for the previous financial year.
2. The Annual Report for the year ended 30 June 2024 was approved by the Board in September 2024, subject to subject to any significant changes required by Audit New Zealand being discussed with and approved by the Chair and the Chair of the Audit and Risk Committee. There were no significant changes required and the audit report was issued on 25 September 2024. The Annual Report is included as **Attachment A**.

Matapaki | Discussion

3. The performance for the year to 30 June 2024 against targets identified in 2023-2026 SOI is detailed in the Statement of Service Performance on pages 75 to 81 of the Annual Report. There were 12 measures in total. Nine of the measures were assessed as achieved, one was substantially achieved, and one was not achieved. The final measure was marked as not measured for the current year.
4. The financial results for the year 30 June 2024 are detailed in the financial statements on pages 83 to 105 of the Annual Report. These financial statements only show the performance of Eke Panuku as a company and do not include the financial performance or financial position related to the portfolio of assets and developments that Eke Panuku manages on behalf of Council.
5. Eke Panuku operates on a cost recovery basis, with its funding from council being set at a level which covers the shortfall of operating costs less revenue from Viaduct Marina South and recharges for staff time on council projects.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
October 2024 board meeting	7.1 Out of Cycle Decisions & minutes of meeting held 28 August 2024	The Eke Panuku Board resolved to: a. approve the Annual Report for the year ended 30 June 2024, subject to any significant changes in the statement of service performance or financial statements being approved by the Chair and the Chair of the Audit and Risk Committee. b. delegate the approval of any minor changes in the aforementioned sections, and any changes in the

		remainder of the Annual Report, to the Chief Executive. c. approve the letter of representation to Audit New Zealand for the year ended 30 June 2024, subject to any significant changes required by Audit New Zealand being discussed with an approved by the Chair and the Chair of the Audit and Risk Committee, and subject to receiving a back-to-back letter of representation from management.
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Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

6. Not applicable.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

7. There are no financial and resourcing impacts associated with this report.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

8. There are no risks associated with this report.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

9. The Annual Report was provided to Auckland Council in accordance with our reporting requirements.

Tauākī whakaaweawe Māori | Māori outcomes impact

10. One of the performance measures was to deliver 40 ongoing or new initiatives that support Māori outcomes. 59 initiatives were completed this year.
11. Eke Panuku supports Māori outcomes through implementation of the Mana Whenua Outcomes Framework. Initiatives may relate to culture and identity, governance, economic, wellbeing or te taiao (the natural environment). Initiatives are wide ranging including events and placemaking, art, design, cultural narratives, landscaping, te reo naming, commercial development opportunities and organisational development.

Tauākī whakaaweawe āhuarangi | Climate change impact

12. There is no climate change impact associated with this report.

Ngā tāpirihanga | Attachments

Attachment A – Annual Report 30 June 2024



Eke Panuku

Annual

Report

TE PŪRONGO Ā-TAU

**For the year ended
30 June 2024**



What's *inside*

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AND CHIEF
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David Kennedy
Chair



David Rankin
Chief Executive

01

From the Chair and Chief Executive

**Mai i te Kaihautū me te
Tumu Whakarae**

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FROM THE CHAIR AND CHIEF EXECUTIVE
MAI I TE KAIHAUTŪ ME TE TUMU WHAKARAE

As we present the Eke Panuku Development Auckland Annual Report, we’re proud to reflect on a year marked by strong performance despite the challenging economic climate and the slow property market. We have overachieved on a number of targets set by the council in our Statement of Intent.

Eke Panuku is driven by a vision to create transformational change in Auckland locations agreed with the council, and this year we have continued to lead urban regeneration in these town centres across Tāmaki Makaurau. We are making them more vibrant and sustainable while also strategically managing and optimising our property portfolio to maximise value for the people of Auckland.

These dual priorities ensure that we are not only regenerating identified growth areas, but also delivering on our mandate to contribute financially to Auckland Council and to the social, economic, environmental and cultural wellbeing of our communities.

Highlights this year:

- We delivered a surplus from our property portfolio, which we manage on behalf of the council – our target was \$17.3 million, and we exceeded that by \$9.7 million with a total surplus of \$27 million.
- Eke Panuku sells council-owned land no longer needed for council purposes. We had an overall sales target of \$155 million for unconditional sales for the year and despite the slow property market surpassed that target by \$6.4 million. Our sales totalled \$161.4 million, which included the sale of the Downtown carpark to Precinct Properties for redevelopment.
- Despite a tough property market, the properties we manage were well tenanted. We had 98.2 per cent monthly average occupancy in our residential properties and 97.1 per cent occupancy in our commercial properties, both exceeding targets.
- We set a target to enable 60 new homes to be built by our development partners on surplus council land. We more than doubled that with 135 new homes built by our development partners across the region this year. The number of new homes exceeded the target by 75.
- Public open space such as walkways, roads and playgrounds, is a key component of urban regeneration. We completed 20,065 sqm of public-realm work this year, almost tripling our target of 7,000 sqm. This includes spaces like Takapuna’s Waiwharariki Anzac Square and the award-winning Hayman Park playground in Manukau.
- We set ourselves 15 key project milestones to maintain momentum in our programmes across our neighbourhoods. We met all 15 targets, one of which was commencing construction on 21 Princes Street, a heritage building refurbishment in the city centre, and completing Jessie Tonar Scout reserve in Northcote – an important component of Te Ara Awataha greenway that runs through the town centre.
- The downtown Auckland marinas we manage on behalf of council have outperformed again. From a target income budget of \$17.2 million, an increase of 11 per cent from the previous year, we managed to exceed the budget with revenue of \$17.5 million.
- As per Auckland Council’s request, we prepared a framework plan for the port precinct. This framework led to approval and funding for the next stage, which is the development of the Central Wharves Masterplan.

At the end of August 2024, Eke Panuku farewelled Paul Majurey, a founding board member since 2015. Throughout his time at Eke Panuku, Paul generously shared his wisdom and guidance, serving as a board member, Deputy Chair, and since 2020, as Chair. He has been an integral part of everything we do to create amazing places across Tāmaki Makaurau and his legacy will continue to inspire us in our mahi. Previously serving as Deputy Chair, David Kennedy stepped into the role as Chair at the conclusion of Paul’s tenure.

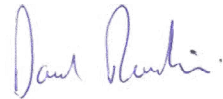
In closing, we would like to thank our dedicated team at Eke Panuku, whose hard work and passion have been instrumental in delivering the successes of the past year. We also extend our gratitude to our partners, stakeholders and the communities we serve for their ongoing support and collaboration. Together, we are creating a city that is not only more liveable today but also prepared for the challenges and opportunities of tomorrow.

Ngā manaakitanga

Nā māua noa, nā



David Kennedy, Chair



David Rankin, Chief Executive





Te Komititanga



Avondale

02

Who we are and
what we do

Ngā kōrero mō mātou me ā
mātou mahi

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WHO WE ARE AND WHAT WE DO

NGĀ KŌRERO MŌ MĀTOU ME Ā MĀTOU MAHI

We are Eke Panuku Development Auckland – Auckland Council’s urban regeneration and property management agency. Our vision is “creating amazing places”.

Eke Panuku is a council-controlled organisation – owned by and accountable to Auckland Council. We are governed by a board made up of people selected by the council for their urban regeneration, property management and corporate governance expertise.

Eke Panuku has key two roles:

Urban regeneration

Eke Panuku is the only council agency in New Zealand delivering urban regeneration projects at scale. Underused council land holdings in town centres are incorporated into a mix of private and public development optimised to improve social, environmental, economic and cultural outcomes. This is achieved through distinctive mixes of residential, commercial and public amenity development designed to reflect the local culture, history and natural features of each neighbourhood.

By incorporating vibrant public spaces, community facilities and recreational areas in these developments, Eke Panuku fosters community cohesion and economic development. We collaborate with mana whenua to integrate cultural elements, reinforcing local identity and supporting arts and culture. Revenue from property sales funds the improved amenity in the regenerated location.

Property management

Eke Panuku manages \$2.6 billion of council property to provide a financial return to Aucklanders and provides property-related services to the wider council group.

Our portfolio role includes managing more than 1,100 properties that are not currently being used to deliver services to the community. We work closely with the council group to develop shared objectives for the management of these properties, which are located across the region.

The types of properties cover commercial, retail and residential properties including hospitality, homes, landfills, quarries, forestry and marinas. Some properties are leased and held for future transport or infrastructure projects such as the Eastern Busway, others are surplus to council requirements and are awaiting sale. Some sites, such as the Northcote town centre, will be developed in the medium term to support urban regeneration. Some are also held for heritage protection.





Clifton Court, Panmure



City Centre

03

How we operate

Te āhua o ā mātou mahi

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HOW WE OPERATE
TE ĀHUA O Ā MĀTOU MAHI

Our neighbourhood regeneration and property management roles are carried out within Auckland Council’s strategic settings, including the Auckland Unitary Plan, the Auckland Plan, the Auckland Council Long-term Plan (budgets) and local board plans. Our significant strategy and planning documents are presented to the council for approval or endorsement.

As a council-controlled organisation, Eke Panuku performs its role within the requirements of legislation, particularly the Local Government Act 2002. The Local Government Act and other acts give us specific obligations to Māori. To fulfil its obligations, Eke Panuku maintains close and regular contact with the mayor, councillors, local boards and mana whenua.

Eke Panuku regeneration and property management programmes follow decisions where Auckland Council identifies property no longer needed to deliver council services and releases it for sale, or for regeneration purposes. Nearby properties may be purchased and incorporated into regeneration programmes, or their owners may become partners in such programmes.

Where there is a need to retain property in council ownership, Eke Panuku property specialists manage that property on the council’s behalf to optimise financial returns to council.

We also buy land on Auckland Council’s behalf for services such as water and stormwater infrastructure, sites for community centres, pools, parks, and libraries and to build roads, footpaths, cycleways and for urban renewal.

Our four levers

We have four ‘levers’ for implementing our mahi across Tāmaki Makaurau:

- **Lead agency lever** – Eke Panuku facilitates a shared vision and urban regeneration plan for each location, leading an integrated council group response, and coordinating partner, stakeholder and community input. We then manage the regeneration process from strategy through to construction.
- **Commercial strategy lever** – Working with a range of development partners, Eke Panuku takes underused council-owned property assets to deliver residential and commercial development, with supporting public amenities. This can involve site sales, acquisitions, land consolidation and other activities to unlock market opportunities.

We undertake plan changes, create new infrastructure and remove contamination. This enables higher quality development and increases yields and revenue for the council.

We pride ourselves on the quality of our design and development, led by ourselves or our development partners. We ensure that our projects are functional, sustainable, beautiful and, in many cases, award winning.

- **Public realm lever** – Eke Panuku identifies opportunities to improve the attractiveness, connectivity and resilience of town centres as places to live and work, visit and do business, building confidence for others to invest.

Working with the council group and partners, we deliver capital projects such as new town squares and laneways, parks, playgrounds, street improvements, walkaways and cycle networks. Often with multiple benefits, these projects can help manage stormwater to reduce flood risk, increase shade and shelter, reduce vehicle trips and carbon emissions, enable recreation and healthy lifestyles, and improve safety.

- **Placemaking lever** – Placemaking performs four vital functions in neighbourhood regeneration:
 1. Placemaking draws local people and organisations into the strategy, planning and design phases to ensure regeneration strongly reflects local values, culture, history, heritage and natural features.
 2. Through a suite of events and trials for configuring public space, residents and businesses strengthen their connections to their neighbourhood – increasing their sense of ownership of the result.
 3. As the regeneration proceeds, especially during construction, placemaking events and promotional activity continue to draw people into the area to maintain community life and business activity.
 4. As new public spaces and amenities become available, our Placemaking team provides public events and interactive experiences within them to build community usage.



Working with mana whenua

We work closely with our mana whenua partners to understand their priorities in Tāmaki Makaurau.

While Eke Panuku, as part of the Auckland Council Group, has legislated obligations to mana whenua, our experience is that going beyond this to work in true partnership with mana whenua greatly enhances our place-based approach and the quality of our strategy, planning and design. In particular, it enables us to more fully reflect Tāmaki Makaurau's natural and human history and cultural heritage in regeneration design.

These aspirations were developed with mana whenua:

- **Governance:** We involve mana whenua in transparent decision-making.
- **Culture and identity:** We increase our practice of kaitiakitanga and increase the visibility of Māori identity and culture in our projects.
- **Economic:** We create more commercial investment, procurement and engagement opportunities for Māori.
- **Wellbeing:** We foster a sense of community and connectedness and help enhance the wellbeing of Māori here in Tāmaki Makaurau.
- **Natural environment:** We work together to ensure we are working towards significant improvements to te mauri o te taiao.

We engage with mana whenua in the initial stages of a project to identify where and how they would like to be involved. Often, we work with mana whenua-nominated artists and technical experts to create spaces that reflect Māori identity.

Eke Panuku also engages with mana whenua when preparing commercial development opportunities within our regeneration programme. We either engage directly with mana whenua as developers, or we broker conversations between developers and mana whenua.

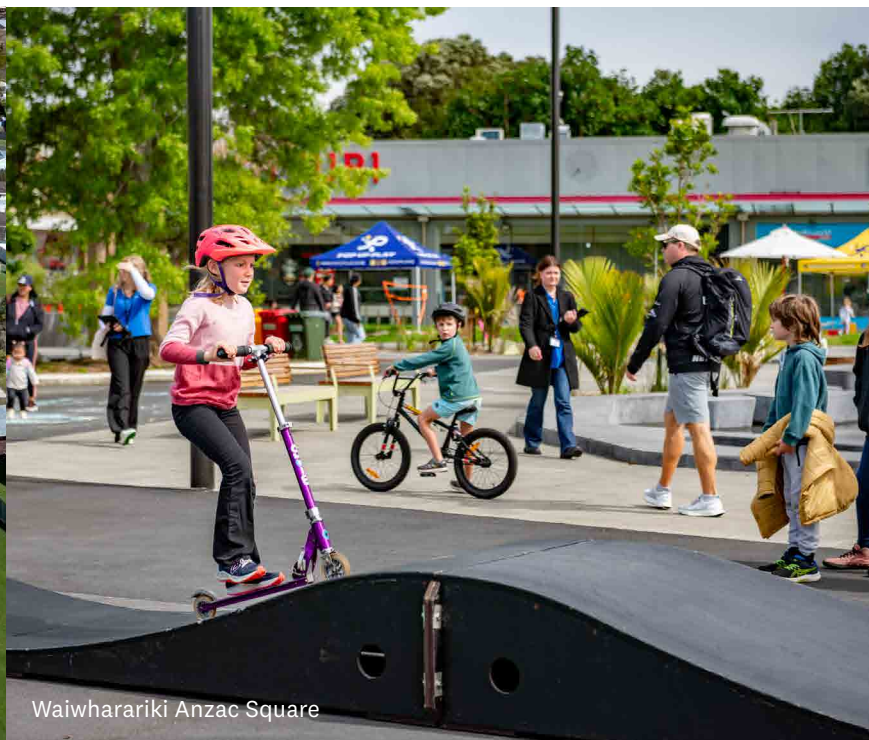
As well as weekly engagement on projects, mana whenua meets with our Executive Leadership Team quarterly and the Eke Panuku Board yearly to maintain relationships and discuss any overarching issues and opportunities.



Karakia



Manukau



Waiwharariki Anzac Square



North Wharf, Wynyard Quarter





04

Where we're working

Ō mātou wahi mahi

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WHERE WE'RE WORKING
Ō MĀTOU WAHI MAHI

We work in places where there is an opportunity to build on the existing vitality of a neighbourhood. Focusing our regeneration in town centres means that homes, offices, shops and eateries are close to public transport, reducing our reliance on cars.

One of our priorities is to increase the number of available homes in Tāmaki Makaurau / Auckland, particularly homes more people can afford and homes for the elderly.

Our challenge is to balance our obligation to make money with ensuring our regeneration projects are good quality, strategic and better for the environment.





05

Regional highlights

**Ngā Miramiratanga mō
te Haumanutanga**

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REGIONAL HIGHLIGHTS

NGĀ MIRAMIRATANGA MŌ TE HAUMANUTANGA

From town centre upgrades and housing development to community art projects and popular playgrounds, our work in priority neighbourhoods is all about making spaces for Aucklanders to love.

In this section, we highlight some of the progress we made in neighbourhoods across Tāmaki Makaurau this year, working with partners and communities. Placemaking, which enables us to help shape and support change in communities on the ground, remains a key tool in our urban regeneration kit. We'll continue using it to maintain community connection and resilience.

Downtown Auckland's transformation to continue with new mixed-use precinct

We signed a development agreement with Precinct Properties in partnership with Ngāti Whātua Ōrākei in November 2023 for the redevelopment of the Downtown Car Park site, an underused and strategically significant site in the city centre.

The site will become a bold, world-class mixed-use precinct, including premium commercial floorspace, retail and hospitality offerings, and hundreds of new homes.

- The design for the precinct consists of three podium buildings, two towers, new public spaces and a new laneway network connected to the surrounding area.
- The design will enable direct, convenient and publicly accessible connections through to Britomart and the Viaduct.
- Sector-leading integrated sustainability with a 'whole-of-life' approach, from construction through to operation, including benchmark Homestar and Green Star ratings.
- Social procurement commitments, which aim to provide quality employment opportunities for the under-employed, with a key focus on increasing access for Māori and Pasifika-owned businesses.
- The developer has committed to provide 200 additional short-stay public car parks in the Commercial Bay precinct.

Precinct Properties' partnership with Ngāti Whātua Ōrākei on the project ensures it will be uniquely Tāmaki Makaurau and uniquely inspired by te ao Māori.

Redevelopment is expected to start in 2026.



Downtown carpark

Downtown Tower artists' impression

Masterplan moves on central wharves

As the lead Auckland Council agency for the city centre and waterfront, we led council colleagues this year in preparing a framework plan for the port precinct. The plan looked at what might be possible if port activities were relocated or operated on a reduced footprint. The framework plan provides a high-level vision for the whole port precinct, including more detail around the potential opportunity for the first stage of development, which is the central wharves – Queens, Captain Cook and Marsden wharves, the Hobson Wharf Extension and the Admiralty Steps Promenade.

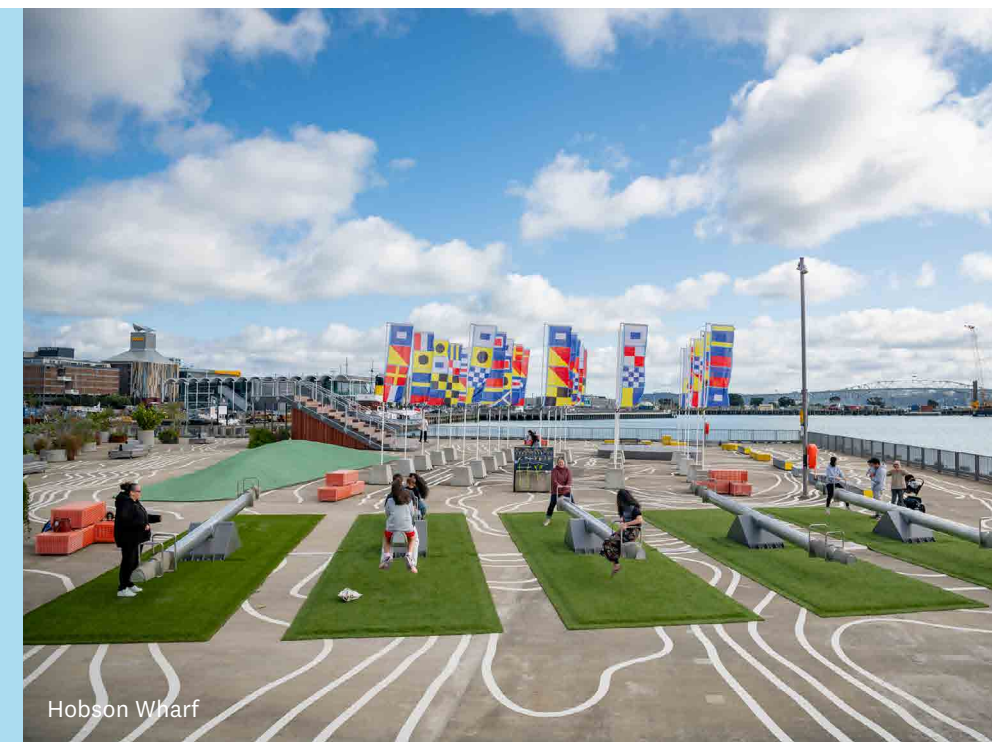
This framework will now provide the platform for a masterplan for the central wharves, with the Governing Body approving this next step under the council's Long-term Plan 2024-2034.

An operational budget of \$6m was approved through the LTP to progress the masterplan. This includes stakeholder engagement, design, regulatory approvals and related implementation planning for these public assets.

Eke Panuku will work with a cross-council working group, including Port of Auckland, to develop the Central Wharves Masterplan. Taking a similar approach to Te Ara Tukutuku, we'll partner with mana whenua and engage Aucklanders, including waterfront and city centre stakeholders.

Which wharves?

- The central wharves are the Hobson Wharf extension, Queens, Captain Cook and Marsden wharves and the Admiralty Steps Promenade.



Hobson Wharf

Auckland's harbour and waterfront is a big part of what makes our city special, and it's important that we get this right. The success of the plan will be based on cooperation and joint planning, and the inclusion of mana whenua, stakeholders, and the public," says Mayor Brown.

Partnership powers Puhinui project

A meaningful partnership with mana whenua and local communities is as essential to climate resilience as finding the right engineering solutions.

A December 2023 report hailed the Puhinui Stream regeneration programme as a successful example of working in meaningful ways with communities to adapt to climate change. The report was by the Helen Clark Foundation and engineering consultants WSP.

Our approach ranges from building trust with local groups over cups of tea to diving deeply into the ancient knowledge of mana whenua. It complements technical work on solutions for natural events such as flooding.

Called Te Whakaoranga o te Puhinui, the regeneration strategy/programme led by Eke Panuku is a collaboration with Te Waiohūa Iwi, the Auckland Council whānau, crown agencies and the diverse communities of Te Puhinui.

Together we're returning the stream from its concrete casing to a natural corridor between Manukau town centre and Auckland Botanic Gardens. New parkland, cycleways and wetlands support the growing population in Manukau and will connect the urban regeneration and punctuate everything from daily journeys to weekend outings. Partnering with mana whenua is crucial to bringing back the mauri (life force) of Te Puhinui.

We want to involve and empower local people through the changes taking place in their neighbourhoods. This inclusiveness has also anchored the success of Te Ara Awataha in Northcote.

(See story on page 50)



Puhinui artists' impression

Sale sought on Pukekohe superblock

A flagship site in Pukekohe went to market in February, in a move targeted at unlocking opportunities in the local economy and invigorating the town centre.

With real estate specialist CBRE, we're seeking a development partner for the Edinburgh Superblock. At 8,700sqm and located on the town centre southern edge, the block enables developers to consider a larger footprint and more cohesive outcomes across the site.

We'll require the selected partner to commit to essential outcomes including:

- activated street frontages, such as shops and restaurants, to provide jobs and business opportunities for locals
- a pedestrian laneway to make it safe and easy for people to move around
- high-quality, sustainable and thoughtfully designed new buildings.

Eke Panuku is working over the next five to 10 years to bring the vision of the Pukekohe Masterplan to life. The aim is a more vibrant, competitive, safe and walkable Pukekohe, with better access to homes and employment.

Franklin Local Board endorsed the masterplan in 2023, following community, business and stakeholder consultation.

A key element of the plan is redeveloping selected sites in and near the centre of town. Once sold and developed for mixed use, these sites will create more places locals can live and work centrally as Pukekohe and Franklin grow. The regeneration programme will realise benefits for the whole community over time, all while retaining the unique character of Pukekohe.



An entrée to the kai economy

Placemaking doesn't come any tastier than events that showcase local produce for foodie and business crowds.

A special culinary celebration in Pukekohe, Kai Franklin Chef's Table, served up a four-course menu highlighting the best produce from Franklin – New Zealand's food bowl. A local chef paired with a local grower to prepare each course.

Auckland Council's food business incubator, The Kitchen Project, organised April's event and it was supported by Pukekohe Business Association, the Franklin Local Board and Eke Panuku.

It was held at a character building Eke Panuku manages at 1 Roulston Street, part of the Edinburgh Superblock (see above). We're using this space to highlight the area's economic importance as a major food producer, until the site is needed for regeneration.

Staging local events and entertainment, often in public spaces, is one of the placemaking tools we use to get people together, celebrate community identity and increase visitation to local businesses.

The Kitchen Project is working with the Eke Panuku placemaking team, wider council whānau, the local board and business association to ensure regular events and innovative uses for 1 Roulston Street.

Calling Kōtuitui home

Families are embracing the new homes and community spirit of Kōtuitui Place, where we worked with our partners to create a sustainable and affordable urban neighbourhood.

This year Kōtuitui Terraces was recognised by Te Kāhui Whaihanga New Zealand Institute of Architects, winning its Housing Multi-Unit 2024 award.

The development partnership with local iwi ensured that cultural heritage and values were respectfully integrated, creating a sense of place and identity. We also transformed underused land into diverse housing choice, enhanced the environment and built better connections to Manukau town centre via Barrowcliffe bridge.

The project has seen the construction of 239 brand new 6 Homestar dwellings, including standalone houses, terraced homes, and five small apartment blocks to cater to the diverse needs of families and individuals in this neighbourhood. Further apartments and a co-living building will be added in the future.

New affordable homes for Old Papatoetoe

Offering options for first-home buyers, 29 new homes were completed in early 2024 on Cambridge Terrace in Old Papatoetoe – a site Eke Panuku sold to the New Zealand Housing Foundation (NZHF) for the purpose.

New residents were moving in by mid-2024. Their two and three-bedroom, low-maintenance homes will be the first of at least 200 surrounding an upgraded Stadium Reserve.

As well as providing more affordable housing, the move lays foundations in our wider vision for better connections and public amenity in this priority location.

The area is at the heart of the next stage of Old Papatoetoe’s regeneration, which is picking up pace. Improvements are about to be made to Chambers Lane and the contract is out for tender to extend Cambridge Terrace.

These projects and others under the town centre masterplan will create a connection from the Cambridge Terrace homes to the future redeveloped town centre and existing upgraded supermarket. It will enable new road and cycling links and larger development around Stadium Reserve.

Strength in partnership

The productive partnership between Eke Panuku and NZHF springs from a base of aligned goals for local communities: empowering families to be able to live in welcoming areas with the amenities they need.

We work together on developments until delivery is complete, fostering trust and the ability to develop solutions quickly. We value straight-up conversations about where the NZHF’s shared ownership model can bring benefits.

NZHF’s approach, which creates pathways to home ownership, is now widely adopted across the affordable housing sector. The Cambridge Terrace development builds on the success of our earlier partnership, which saw the construction of eight homes on a site sold by Eke Panuku to NZHF in 2014.

We also partnered with Avant Group and Te Ākitai Waiohū on the Whare Tupu partnership, which led to the award-winning Kōtuitui Place homes in Manukau. This successful partnership continues with the Piko Toetoe affordable housing development in St Georges Lane, Papatoetoe, which is currently under construction.

A new city centre space for everyone

Through co-design and applying Mātauranga Māori (traditional Māori knowledge) and science, Te Ara Tukutuku is continuing the transformation of Wynyard Quarter through the delivery of 10 hectares of land including public open space and supporting mixed-use development.

Over the next 10-15 years the project will deliver the largest new open space in the city centre in 100 years. This will be complemented by five hectares of mixed-use development, creating a true waterfront destination, and attracting people, activations and investment to the area.

Te Ara Tukutuku vision is to reconnect people with Te Waitematā and a return to a state of mauri ora (wellbeing). It is time to nurture this area and transform it from its petro-chemical past into a healthy and thriving coastal environment.

Eke Panuku has been co-designing alongside mana whenua partners, design collective Toi Waihangā and technical specialists since August 2022. Involved in all facets, mana whenua are guiding the regenerative practice at the heart of our Te Ara Tukutuku mahi.

By the end of the financial year, we prepared to engage with Aucklanders on concept designs (see box below) during August 2024. Public feedback will help develop the next design phase, just as it did in November 2023 when we released the initial vision.

Te Ara Tukutuku mana whenua project working group includes:

- Ngaati Whanaunga
- Te Patukirikiri
- Te Ākitai Waiohū
- Ngāti Whātua Ōrākei
- Ngāti Tamaterā
- Ngāi Tai ki Tāmaki
- Ngāti Maru
- Ngaati Te Ata Waiohū
- Ngāti Paoa

The mana whenua project working group is open to all members of the Eke Panuku Mana Whenua forum.



Te Ara Tukutuku artists' impression

It’s public space, but not as we know it

Te Ara Tukutuku concept designs signal a shift away from traditional public space.

Expect unique features – such as an urban stream, waka ramps, outdoor classrooms and a plant nursery; waterfront places to explore or just to pause and take a breath.

The designs provide opportunities to:

- wander through a coastal ngahere (forest) or along coastal walks
- dip your feet in the shallow waters of Te Waitematā or swim in an ocean pool
- enjoy cultural connection with waka launches, live waiata and displays
- get up close to marine life and get involved in educational activities
- take in views from headland lookouts.

Other plans include a plaza space for community events and commercial on the southern side.



91 Cambridge Terrace



Papatoetoe concept plan



Chambers laneway artists' impression

Seawall surges prompt Westhaven upgrade

In a climate-change response to help future-proof Westhaven Marina, we redesigned the seawall to better protect our harbour community and infrastructure from coastal flooding.

Big storms and king tides caused major inundation along the northern reclamation in recent years, with water surging over the seawall. The new design will dissipate the waves effectively.

From March, preparations began for building up the wall and by July two barges were in place to start the physical works. Construction is expected to finish in early 2025.

The seawall project also involves:

- creating a more attractive and functional waterfront space to complement the marina development
- carrying out design and ecological initiatives in partnership with mana whenua, including more planting, replacing pōhutukawa and improving conditions for marine species
- improving connection with the surrounding environment, particularly for walkers
- protecting infrastructure and services in the area.



Westhaven seawall artist's impressions



Westhaven reclamation



Guardians team up for safer streets

All Aucklanders should feel safe in the city – a key priority for Mayor Wayne Brown and Auckland Council as an agency collective came together in the Christmas run-up to improve safety in our flagship centre.

Under the banner Together for Tāmaki Makaurau, the collective responded to feedback that residents, businesses and visitors would feel safer with a more visible presence on the streets.

As part of our role as lead council agency for the city centre, Eke Panuku worked with our partners to help them develop a safety programme covering Karangahape Road to the waterfront. The groups comprised council whānau, New Zealand Police, government agencies, business associations and social support services.

The collective ran weekly high-visibility days where representatives from the council CityWatch and Compliance teams, police, Māori Wardens and Community Patrols of New Zealand (CPNZ) ‘walked the talk’. Their brief: set expectations for appropriate conduct and address issues around anti-social behaviour and crime.

Equal funding from the council and the Ministry of Justice’s Proceeds of Crime Fund also enabled:

- appointment of a City Safety Coordinator to work across all city centre safety activities
- continued operation of a safety hub at Queens Wharf by trained CPNZ volunteers, along with piloting two more hubs in High Street and Queen Street.

The strengthened collaboration has carried into ongoing initiatives to improve public experiences and perceptions of safety. Many activities focus on drawing more people to the city centre with attractive spaces and events to help make places busier.

Te Hono funding secured

Te Hono is back on track. Strong advocacy and teamwork saw Avondale’s new library and community hub clear a funding hurdle created by rising construction costs.

In September 2023, Auckland Council’s Governing Body voted to reallocate \$15 million from the Whau Aquatic and Recreation Centre development budget to ensure Te Hono’s future. Eke Panuku will oversee construction of the upgraded town square and outdoor areas next to Te Hono.

We also worked with our council colleagues to optimise the preliminary Te Hono design, streamlining construction and minimising costs while maintaining key features. The local board adopted the preliminary design, which included a shift to a steel and concrete structure, improved solar efficiency and a larger town square.

The next phases are moving forward, with resource consent lodged, detailed design progressing, and construction site set-up planned for November 2024.

This integrated community facility in the heart of the town centre is being delivered by the council and Eke Panuku in partnership. It’s part of our Unlock Avondale urban regeneration, which will benefit from significant investment in the area from local and central government, as well as the private sector. There is a staged plan to deliver numerous new homes, which are vital to meeting community needs in an area of substantial growth.



Te Hono artists' impression, Avondale

Lush life returns in local Northcote reserve

Always a good sign for sustainability when birdsong returns and wildlife flourishes. And that’s just part of the payoff for Northcote’s growing community with the completion of a special section of the Te Ara Awataha greenway.

Papa ki Awataha Jessie Tonar Scout Reserve, which starts the greenway and is the source of the Awataha Stream, reopened to the public on 22 March. From its previous scrubby and overgrown state, the area has been transformed into a lush public space and healthy ecosystem. Green and golden bell frogs, banded kōkopu and kākā have been spotted and native watercress is growing.

Awataha Stream has been ‘daylighted’ from underground piping and enhanced to improve water quality and stormwater solutions – its natural path helping to manage the flow in times of flooding.

Improvements to the reserve include:

- new seating, landscaping and native planting, exploration trails and recreation spaces
- a clear pathway through the regenerated bush to the puna (spring).

A 10-month physical upgrade capped years of collaborative community mahi to revitalise the reserve, kicked off initially by local Kaipātiki Project volunteers.

Green light for Waiapu Precinct, Onehunga

Design approval was secured this year on transforming Auckland Council land in the Waiapu Precinct – central to creating a more inviting and easy-walking town centre for Onehunga.

Following community consultation on the concept design in early 2024, Maungakiekie-Tāmaki Local Board gave the go-ahead. We’re working towards construction starting later in 2024.

Waiapu is an example of using great urban design to great effect. This precinct has been dominated by carparks, but the design will elevate the area with new public spaces and easier ways to get around and use the much-needed supermarket and town centre.

Design features include:

- five blocks for mixed-use development projects, including housing and a reconfigured road layout to accommodate the new public spaces and supermarket
- green spaces, a family play area and a public plaza with a new sheltered pavilion
- better walking connections: between the supermarket, Onehunga Mall and Paynes Lane through to Dress Smart; from Onehunga Primary School to Onehunga Library
- planting to complement existing trees, offering shade in summer.

We also partnered with mana whenua on a set of Māori design principles to visually celebrate Onehunga’s rich history, natural treasures and strong community identity.



Construction duration is indicative only. Access to private property will be retained.



Waiapu artists’ impressions

Why Waiapu?

- Eke Panuku is investing in Onehunga’s future, leading this project to support the growing population with housing and boost local business.
- Waiapu is a key precinct in the town centre. It will integrate with Te Pumanawa o Onehunga precinct immediately to the south and the Dress Smart precinct to the east.

Compost bins-on-bikes test cycling links

A compost collection trial is providing on-the-ground testing of on-paper plans in Onehunga’s regeneration.

Eke Panuku has been funding the trial, which involves a team with custom-made bikes and trailer. Three days a week, the bikers ride from Māngere Bridge to Onehunga, collecting food scrap bins from local cafes and businesses, then dropping the bins at the Oranga Gardens community compost hub.

As well as supporting local businesses and diverting waste from landfill, the trial is about using an active mode such as cycling, to test transport connections in the area.

The testing is part of wider work by Eke Panuku in Onehunga to help regenerate and grow the town centre over the next 10 years.

Oranga Gardens was set up as a community compost hub for Oranga residents, with support from Auckland Council in 2022. It accepts compost drop-offs by locals and has expanded to receive food waste from local schools.



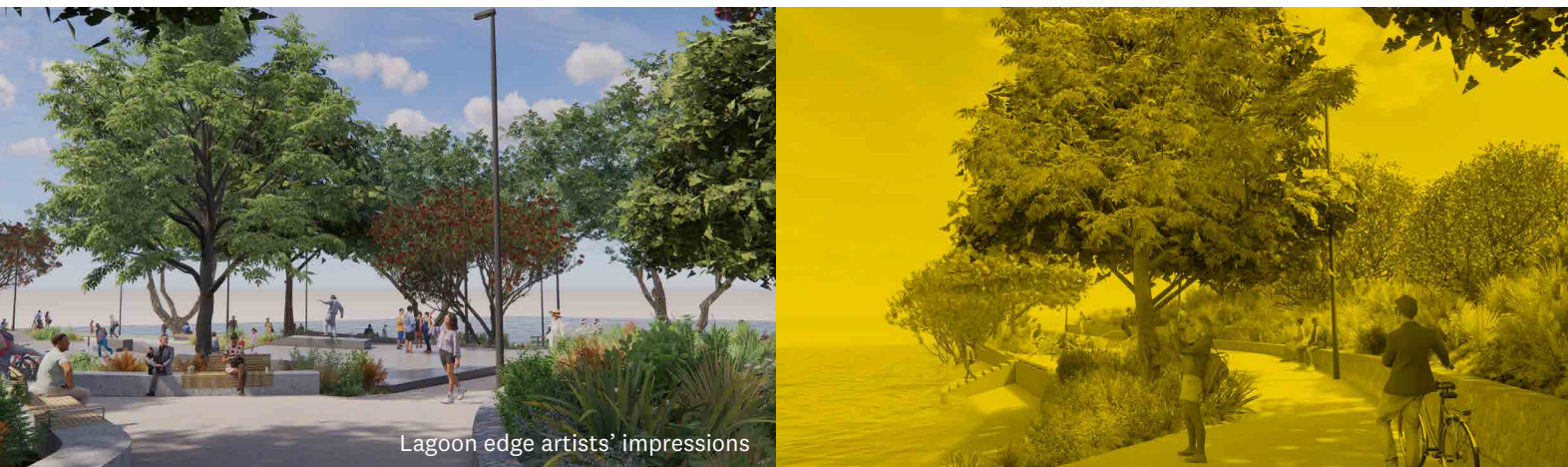
Switching a lens on lagoon edge

We're improving amenities in Panmure alongside developing two sites for mixed-use development to address a surge in growth and complement infrastructure upgrades in the wider area. We have turned to Lagoon Edge Reserve where a safer, more useable and fun public space will follow last year's successful skatepark upgrade.

We're planning to make the most of the reserve and its great location beside Kaiahiu / Panmure Basin and the popular Lagoon Pool and Leisure Centre, and close to Panmure town centre and Maungarei / Mt Wellington.

Upgrading the reserve will make it more of a destination for locals and visitors, celebrate the lagoon's cultural and historical significance, and enhance its section of the well-used Panmure Basin walking circuit.

Lagoon Edge Reserve is part of the masterplan vision for Panmure that will ultimately open up the high street to the area's beautiful natural assets and help it grow from a low-density area with just 300 homes to over 2000 homes and more than 5000 residents.



Communities embrace their space

The satisfying moment that makes it worth all the masterplanning and placemaking mahi: communities taking their new public spaces and running with them.

At Eke Panuku we love creating special places as part of urban regeneration, but like all good guests we know when to leave the party. Eventually, these spaces return to the community to make their own and use as they want.

One of the first examples was Takapuna's new Waiwharariki Anzac Square, which opened officially on 1 September 2023. Takapuna Beach Association activated the space with events including a Christmas carnival and later Matariki and a winter lights festival. Designed with flexibility for different uses, the new town square and civic space can host a range of community activities and is home to the much-loved Sunday market.

Waiwharariki Anzac Square features new seating, lighting, raingardens, compelling artwork and native planting to filter stormwater runoff. Part of the wider revitalisation of Takapuna led by Eke Panuku on behalf of Auckland Council, it emerged from years of local feedback and collaboration, and will serve the community for years to come.

Willis Bond is partnering with us to create a range of mixed-use development over five sites surrounding Waiwharariki Anzac Square. Once completed, these developments will have centrally located homes and office space, plus a selection of retail and hospitality, all designed to enhance the surrounding civic area.



Development to breathe new life into underused Mt Eden site

Long identified as an ideal spot to build up and make the most of great central connections, an underused site on the corner of Dominion and Valley roads in Mt Eden will soon have homes as part of a new mixed-use development.

We announced in June that we had signed a conditional development agreement with Precinct Properties for the sale and redevelopment of the residential and commercial site. It covers 5,250 sqm at 198-222 Dominion Road and 113-117 Valley Road.

The site is set for a mixed-use development, with shops on the ground floor and apartments on top. With carefully considered, high-quality design, the development will provide much-needed homes, while building on and enhancing the character of Dominion Road. It will also boost local businesses with more customers living close by.

New wastewater pump station in Hobsonville Point to support future homes

We appointed CB Civil to build a new wastewater pump station, known as Pump Station 6, in Hobsonville Point. The thriving community continues to grow with more homes already planned, but the capacity of the area's existing wastewater pump station was forecast as insufficient for the number of new homes coming.

The new pump station will sit on the edge of a reserve where Bomb Point Road and Glidepath Road meet. It will be fenced-off and landscaped, minimising visual impact. A rising main (pressurised wastewater pipe) will be installed underground to connect to the Watercare wastewater manhole at the Hobsonville Point Road and Corsair Street intersection.

Watercare is usually responsible for Auckland's wastewater infrastructure. However, there is a 50-50 joint funding agreement in place between Eke Panuku (on behalf of Auckland Council) and Kāinga Ora – Homes and Communities to ensure the land in Hobsonville Point is ready for development. This is based on a legacy infrastructure funding agreement between the former Waitākere City Council and the Hobsonville Land Company (later renamed Homes Land Community Ltd and now part of Kāinga Ora).

Double recognition for destination playground – and the promise beyond

The towering success of the adventurous Hayman Park Playground in Manukau garners two awards and signals continued investment in the growing southern centre.

The awards the new park received in May for its 12.8m playtower and kiosk were:

- **Winner:** Planning and Urban Design, Auckland 2024 from Te Kāhui Whaihanga New Zealand Institute of Architects
- **Excellence:** Play Spaces category 2024 from the Resene New Zealand Institute of Landscape Architects

Judges of the winning award said the joint venture company Wraight + Associates and Athfield Architects went above and beyond to create an impressive super-play structure destination at Hayman Park. They were also delighted to see a playground demonstrate such a positive adoption by its community.

“The team worked alongside Eke Panuku, Mana Whenua o Tāmaki Makaurau and Auckland Council, as well as a notable list of external collaborators...to provide a robust and well considered playground design,” the judges said.

“The bright, colourful scheme reflected on ground planes and play elements provides joyful and lively areas for the enjoyment of children of all ages and abilities.”

Ensuring tamariki in south Auckland have somewhere to learn, grow and explore is just one indicator of wider opportunities to come. Our major regeneration programme in Manukau is set to create a better urban environment and attract further investment in homes, shops, businesses and public amenities.

Magical Matariki nights in Pukekohe

Placemaking looked to the stars as we helped pilot a new event to celebrate Matariki in Pukekohe.

In the spirit of kotahitanga, Eke Panuku teamed up with Ngāti Tamaoho Trust, Te Ākitai Waiohau and Ngāti Te Ata Waiohau on preparations for the two-night event in early July, with support from Pukekohe Business Association.

Māanawatia a Matariki ki Pukekohekohe drew hundreds of people to the town square to enjoy kai made by locals, free whānau-friendly activities and live performances by local talent, Toi Māori, Taonga Māori, Pakihi Māori.

Supporting Matariki celebrations is an excellent example of Eke Panuku using placemaking as part of our approach to delivering urban regeneration in specific neighbourhoods.

Providing local entertainment and activities is one of the placemaking tools we use to stimulate community cohesion. With Pukekohe’s Matariki event, Eke Panuku also mentored local iwi who shadowed our professional placemaking team and event suppliers to build capability for staging the event in future years.

Matariki is a good opportunity to bring people together and leverage the support Auckland Council gives to this public holiday and its storytelling across Tāmaki Makaurau.



Other Urban Regeneration highlights

- We sold 4 Melview Place, New Lynn, a corner site of 1,366sqm zoned for terrace housing and apartments. Our development partner intends to develop the site largely in alignment with the existing resource consent, to accommodate about nine new sustainable homes.
- Construction started on 52 new, one-bedroom rental homes for older people at 27-31 Greenslade Crescent, next to Greenslade Reserve in Northcote.



Silo Park Extension



Greenstade Reserve, Northcote

06

Portfolio management and marinas

Te Whakahaeretanga o ngā Tari, me ngā Herenga Waka

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panuku

PORTFOLIO MANAGEMENT AND MARINAS

TE WHAKAHAERETANGA O NGĀ TARI, ME NGĀ HERENGA WAKA

Outside of our urban regeneration work, we also provide property services and advice to Auckland Council, managing its \$2.9 billion non-service property portfolio, and handle property sales that the council approves.

We optimise returns from the properties we manage, maintain them to be fit for purpose and generate an income from property sales that helps the council fund its strategic priorities.

The properties we manage are located across the region and include industrial sites, retail, offices, residential, landfills, quarries and marinas. We also provide tenancy management services, property maintenance, and facilities and operations management, as well as asset management and renewals.

Results this year

Despite challenging economic conditions, we were able to contribute to council group funding through proceeds from property sales and property management surplus. Our property management and marina teams worked hard to generate additional revenue and manage expenditure. We delivered a net operating surplus to the council of \$27 million, which was \$9.7 million ahead of budget.

Highlights

Westhaven Marina efforts rewarded with highly satisfied customers

Westhaven Marina continues to rate consistently highly with users, with 93 per cent of survey respondents marking the marina at five or higher for overall customer satisfaction on a 1-7-point scale.

We had 480 respondents take part in the survey which shows increases in satisfaction across many categories of our service, such as personal safety, facilities and communication.

We use insights from the annual, independently run survey to identify areas where we can enhance our services and optimise operational performance.

We take note of recurring feedback themes each year, and actively address and report on these matters via our marina newsletters.



We're superyacht ready

It's an honour for Viaduct and Silo marinas to have been accredited as the first Superyacht Ready marinas in New Zealand.

They joined the Gold Anchor programme of the Marina Industries Association and were successfully accredited as Superyacht Ready marinas in 2023.

Reaching this standard reinforces our commitment to providing quality facilities and services to customers. The Superyacht Ready programme is designed to help skippers and owners identify suitable marinas for their vessel.

Accreditation is awarded to marinas that meet the programme's minimum capacity and capability requirements to provide safe and adequate berthage. Superyacht Ready criteria is based on the suitability of the marina's infrastructure to accommodate and provide accessibility for superyachts, along with security measures and service availability.



New lease on life for Shamrock Cottage

We completed extensive remedial works to Shamrock Cottage in Howick, once the holiday home of Amey Daldy, a prominent figure in New Zealand's suffrage movement. The cottage is one of several heritage buildings in our portfolio and as their custodians, it's our responsibility to ensure they are well maintained for future generations of Aucklanders.

Earlier investigations into the cottage found that, like many heritage buildings in Auckland, it was earthquake prone, had asbestos in the roof, and the bathroom facilities needed improving for people with mobility needs.

To remedy these issues, we refurbished the cottage, while maintaining its distinct character, revitalising the much-loved building. The work included seismically strengthening the structure, removing lead paint and asbestos, replacing the roof and pipes, making the bathroom accessible and installing a new air conditioning system.

The current tenant, The Tearooms at Shamrock Cottage, also made some improvements to the interior, with the walls, door frames and skirting boards repainted, and the floors sanded and oiled.

Maintenance work on Wynyard Crossing Bridge

Since early 2024, we have been delivering a significant maintenance programme on the Te Wero Wynyard Crossing Bridge in Wynyard Quarter, with December 2024 targeted for its reopening to the public. The bridge is an important connection between downtown Auckland and the growing Wynyard Quarter, and we are working at pace to bring it back into operation as quickly as possible.

The work follows intermittent technical faults on the bridge in early 2024 that meant we had to close the bridge to the public and bring forward the future extensive planned maintenance.

The programme includes an overhaul of the bridge’s hydraulic and mechanical parts, full scrubbing and reapplication of new anti-rust coating and improvements to its operating equipment to allow for better monitoring of its performance.

To support the precinct while the bridge is unavailable, we investigated several options for alternative access across the water, to supplement transport connections like the City Link bus. This bus route has seen a substantial increase in passengers following our promotion of the service and the closure of the bridge.

A free ‘Red Boats’ ferry service between Te Wero Island (outside the New Zealand Maritime Museum) and Karanga Plaza (outside the Viaduct Events Centre) runs seven days a week until the bridge reopens.

Alongside this, we have been running a promotional campaign for Wynyard Quarter and collaborating closely with council partners and several businesses.

Tāmaki Makaurau Recovery Office support

Eke Panuku continued to support the work of Auckland Council’s Recovery Office by leading the buy-out of flood-damaged properties following the extensive flooding and cyclone in early 2023. The buy-out programme currently includes a total of 488 properties, of which 127 have been purchased and handed over to the Recovery Office, while a further 176 have sale and purchase agreements in place waiting to settle.

Other highlights this year

- As part of a closed-circuit television (CCTV) project across our managed waterfront areas, we replaced 11 older cameras and 34 analogue cameras in Westhaven Marina.
- We upgraded the fire alarm system for Westhaven Marina’s piers as the existing system had reached the end of its operational life.
- To address issues with leaks at Buoy Cafe and Eatery in Westhaven, we replaced the roof and guttering.
- We delivered nine new electrical supply points on Queens Wharf for event power supply. This replaced the existing points, which were in a degraded state and posing a safety hazard. Mindful of the heritage of Queens Wharf, we ensured the new electrical supply points were cleverly concealed in new bench seating.
- Renewal of the building at 3 Pratt Street, Freemans Bay was required due to flood and water damage. The works included preventing water leaks by repairing the tank, roof and drain; and replacing the spouting and downpipes.



Other highlights

We carried out renewal works on Windross House, a heritage building in Cockle Bay, tenanted by a restaurant. The exterior was repainted, the decking refurbished and the roof repaired. All the repairs were done in keeping with the building’s heritage.





07

Environmental, Social and Governance

Te Taiao, te Hapori, me te Mana Hautū

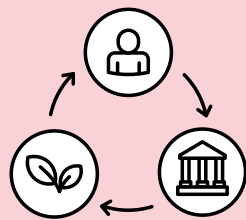
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ENVIRONMENTAL, SOCIAL AND GOVERNANCE
TE TAIAO, TE HAPORI, ME TE MANA HAUTŪ

At Eke Panuku, seeking positive environmental, social and governance (ESG) outcomes is core to our business.

Working closely with communities as part of the Auckland Council whānau, what we do impacts the environmental and social fabric of Tāmaki Makaurau, while our governance influences how we do that work.

For the second year, we’re reporting on our organisation’s ESG commitment and progress. This section features highlights covering:



- our impact on the planet
- our impact on people, including our team, customers and the community
- how we are governed and report-back on activities.

Environmental

Making our climate statement

Responding to climate change is at the heart of the mahi we do. By delivering urban regeneration and quality housing in town centres that are well served by public transport, Eke Panuku enables Aucklanders to live a low carbon lifestyle.

As a council-controlled organisation, Eke Panuku actively contributes to the annual Auckland Council Group disclosure addressing risks and opportunities associated with climate change - we are providing specific input for the assets we manage on behalf of Council.

While this year is the first time that government legislation mandates the council group to publicly provide this climate-related financial disclosure; the group has done so voluntarily for the past three years.

The disclosure requires us to show evidence of how climate considerations are currently embedded throughout governance, strategy and management structures, as well as metrics and targets. We have been closely reviewing climate-related risks and opportunities facing our organisation and the places we serve, together with the processes and systems that ensure we make informed and efficient decisions with this knowledge.

We integrate climate considerations into our activities in our Strategic Planning, placemaking and design, Asset Management and Facilities, and the Risk Management Framework.

A key highlight of this year’s Toitū audit – an environmental audit conducted by Toitū Envirocare for Eke Panuku - is a 13% reduction in our total emissions compared to last year. These emissions are largely spend based, and the reduction is due to budget restraints; meaning there was less capital expenditure on fewer construction projects this year.

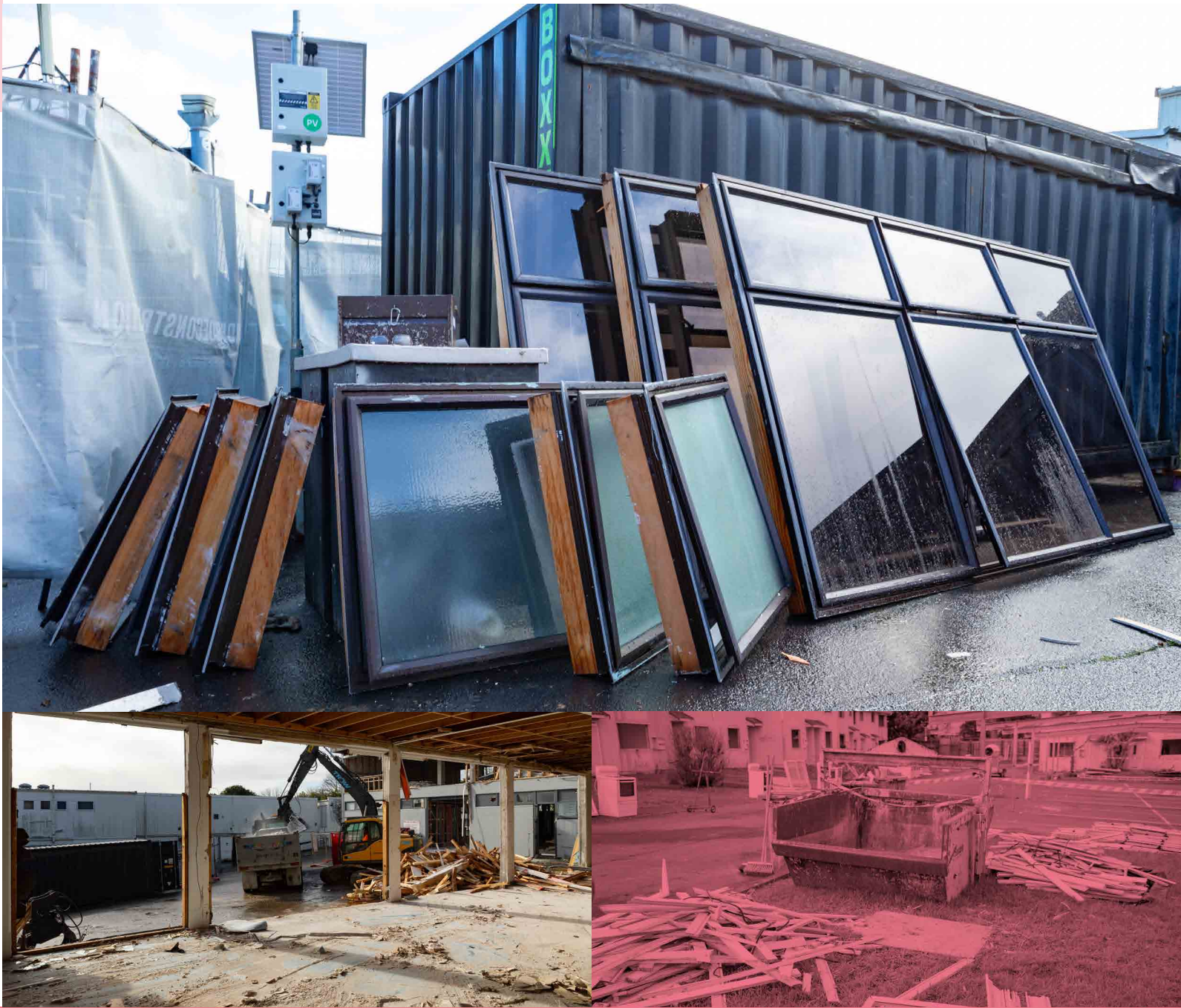
Deconstruction rather than demolition

Eke Panuku aims to achieve more sustainable building and development in neighbourhoods where we undertake urban regeneration by deconstructing buildings.

Rather than simply demolishing buildings, we take them apart and reuse and recycle (where possible) the construction material. Our approach requires specific deconstruction methods for any structures being removed from our development sites. This involves a little more planning, but it means lots more material can be repurposed to significantly reduce the amount of material sent to landfill.

Good progress is being made on the sustainable deconstruction of the dilapidated building in central Northcote. Some of the construction waste is being made available at the Wairau Zero Waste Hub, and some others are finding a new life in community projects – both locally and in the Pacific Islands.

Construction and demolition waste makes up 30 to 40 per cent of Auckland’s waste to landfill, so every little bit helps Auckland’s aspirations to be zero-waste by 2040.



Homestar 7 new standard for residential apartments

Building Homestar-rated homes helps to ensure healthier, warmer, drier and more comfortable homes that use less power and water than similar homes built to the minimum standard of the New Zealand Building Code.

Which is why our new sustainable development policy requires development partners to deliver the Homestar 7 standard for new residential apartments and Homestar 6 for all other residential dwellings, including walk-ups and terraced dwellings.

Eke Panuku also requires its development partners to use a Homestar checklist of New Zealand Green Building Council (NZGBC) credits. The checklist has additional credits that Eke Panuku specifies as part of development agreements, such as accessible housing, waste management, embodied carbon and bicycle parking.

Homestar is an independent rating tool and the benchmark for sustainable residential design and construction in New Zealand. It has long been a part of the agreed development outcomes we use to guide residential development of council-owned landholdings sold to meet our urban regeneration goals in neighbourhoods across Tāmaki Makaurau. Those goals ensure we continue to have a low impact on the surrounding environment.

Seeding the future

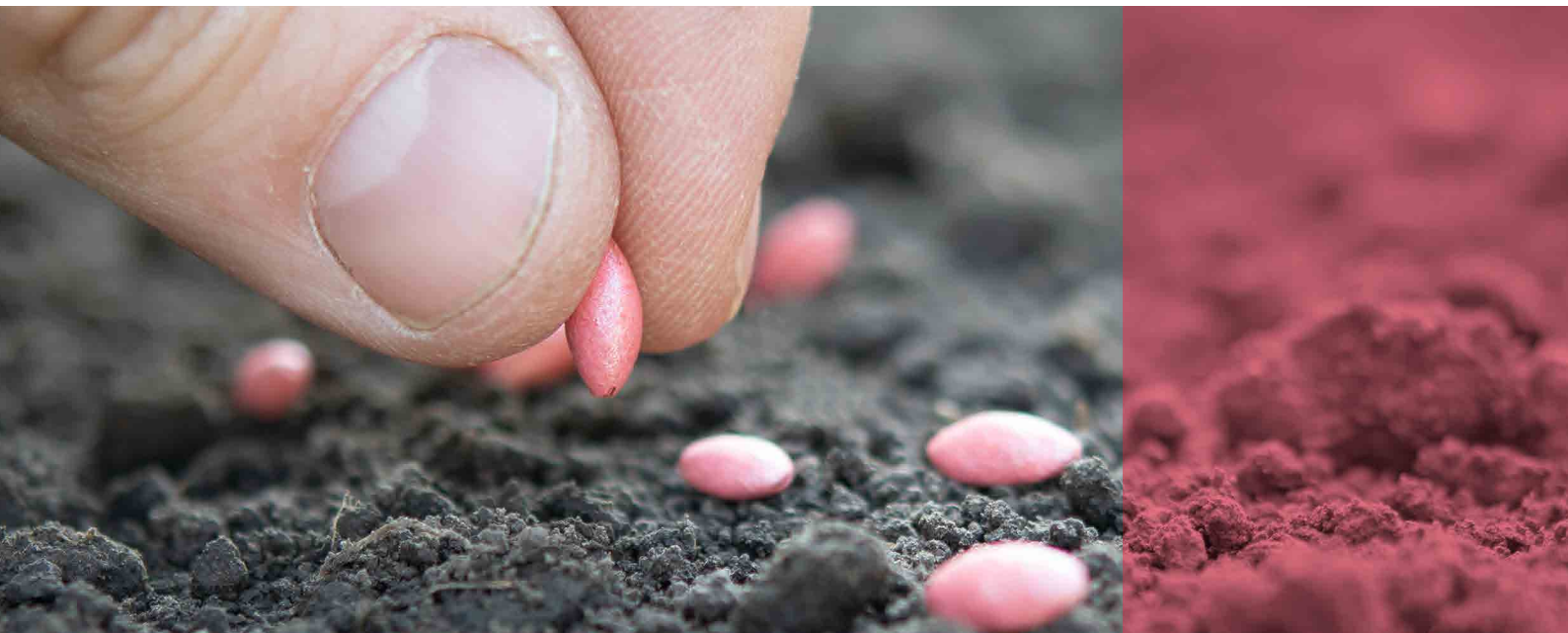
Mātauranga Māori and science are being woven together to improve Wynyard Point. The future regeneration is starting small: with tiny seeds collected from across Tāmaki Makaurau to eventually become a ngahere (forest) on Auckland’s city centre waterfront.

Seed from forest giants including kauri, tōtara and kahikatea, along with broadleaf species and underlying layers, were collected from eight sites and will be used for regenerating the area.

The seeds were sorted at a public event at Wynyard Quarter the day after collection. People of all ages enjoyed the colourful, messy process of sorting seeds. A highlight was the harakeke, leaving people with temporary henna-like stains on their fingers.

Once germinated, the seedlings will be nurtured until they are planted in their long-term home over the next 10-15 years, creating a coastal ngahere acclimatised to the specific conditions of this site.

The Te Ara Tukutuku regeneration programme will see the site formed into a new public open space that will lift, restore and enhance the mauri (life essence) of the moana (harbour), whenua (land) and tangata (people) who use this space.



Mapping our urban ngahere

Eke Panuku has benchmarked the current extent of urban ngahere (forest) canopy cover within our Unlock Panmure programme.

We want to ensure our masterplans consider and address environmental matters and climate change, such as canopy coverage in our neighbourhoods. We are developing opportunity maps for increasing tree planting and future canopy coverage across the Panmure programme.

We will use project boundaries as a baseline for measuring the change to canopy coverage over time.

The work is being done under our recently adopted Public Realm Environmental Guidelines, which cover six themes:



Piloting tool for carbon assessment

As part of our response to climate change, we are testing a tool for estimating greenhouse gas emissions to help find ways of reducing the carbon in our capital projects.

The Project Emissions Estimation Tool (PEET), designed by Auckland Transport, was piloted on the potential streetscape upgrade in Ronwood Avenue, Manukau, ahead of future aspirations for the Airport to Botany project. It considers emissions associated with materials, materials transport to site, and fuel and energy use on-site.

PEET will assist in weighing up options during early concept designs for public realm capital projects. For example, if there are two designs and one measures less embedded carbon, then that would factor in the decision making.

We are looking to tailor a module of PEET that meets the needs of Eke Panuku for use across a range of our urban regeneration, for instance at playgrounds.

Award for Te Ara Awataha

Te Ara Awataha won a Water New Zealand Environmental Sustainability Project award in October 2023.

Its name meaning ‘the path of the Awataha’, Northcote’s new greenway follows the Awataha Stream, connecting people to nature and neighbourhood destinations, such as reserves, new pocket parks, the town centre, schools and homes. The source of the stream is located at the Jessie Tonar Scout Reserve, which benefited from an upgrade during the year. *(See story on page 32)*

An important part of the project has been the successful daylighting of parts of the stream, which was diverted underground in the 1950s. As part of the new development, mana whenua wanted to see the nourishing mauri (life essence) of the stream return; reconnecting the community with this lost taonga.

As with Eke Panuku collaborative projects, the upkeep of the area is often picked up by the local community. Restoration days continue monthly as part of this growing community involvement with stream regeneration and water testing. A rubbish clean-up in March 2024 saw numerous bags of weeds and litter collected.

The project is a highly successful collaboration involving local mana whenua, Kainga Ora and Auckland Council Healthy Waters.

Social

New panel aids process for deconstruction services

Auckland Council Group set up a panel to simplify and speed up engaging contractors for deconstruction services across the region.

In 2023 the council group, including Eke Panuku, asked for expressions of interest (REOI) in order to establish the panel of prequalified deconstruction contractors to undertake work across wider council projects.

Construction companies putting themselves forward needed to be able to deliver a range of deconstruction services, such as stripping of fixtures, and property clearance services. And, importantly, larger contractors needed to be able to collaborate with smaller ones to work sustainably.

One of the first projects to use contractors from the panel is the deconstruction of former Kāinga Ora homes at 10 Racecourse Parade, Avondale to make way for the new community hub. Greenway Ltd and Onehunga Zero Waste (a small social enterprise) are collaborating to increase waste diversion.

Hitting supplier diversity targets

Eke Panuku exceeded its overall supplier diversity target for this financial year, reaching 8.33 percent by the end of June, against a target of 7.5 percent of direct spend.

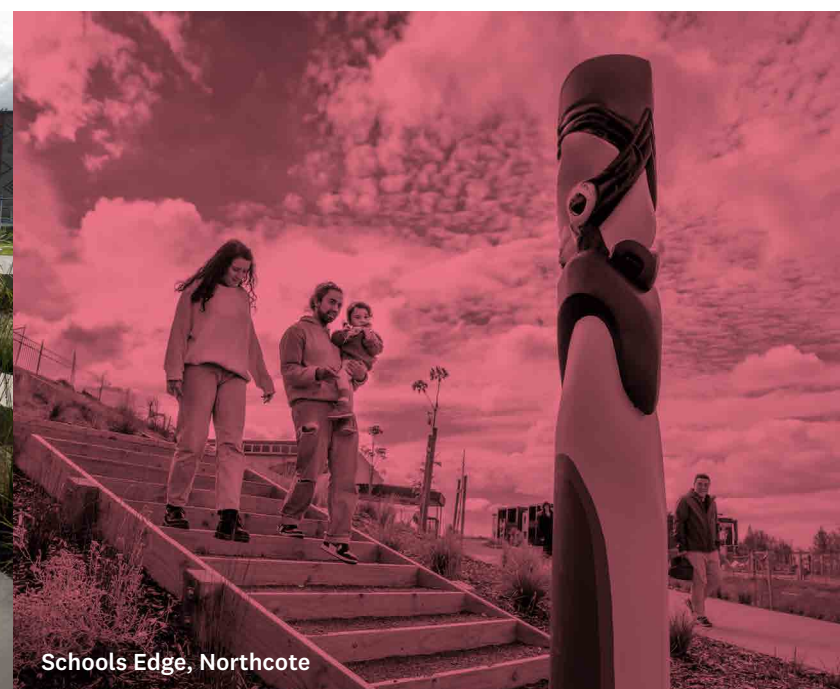
From our total spend, 5.04 percent was with Māori business, 0.3 percent with Pasifika businesses, and 3.46 percent with social enterprises.

Supplier diversity builds generational wealth in our communities, creating employment and development opportunities for Māori, Pasifika, and disadvantaged groups. Diverse businesses are more likely to employ staff from their own communities and offer training and career progression.

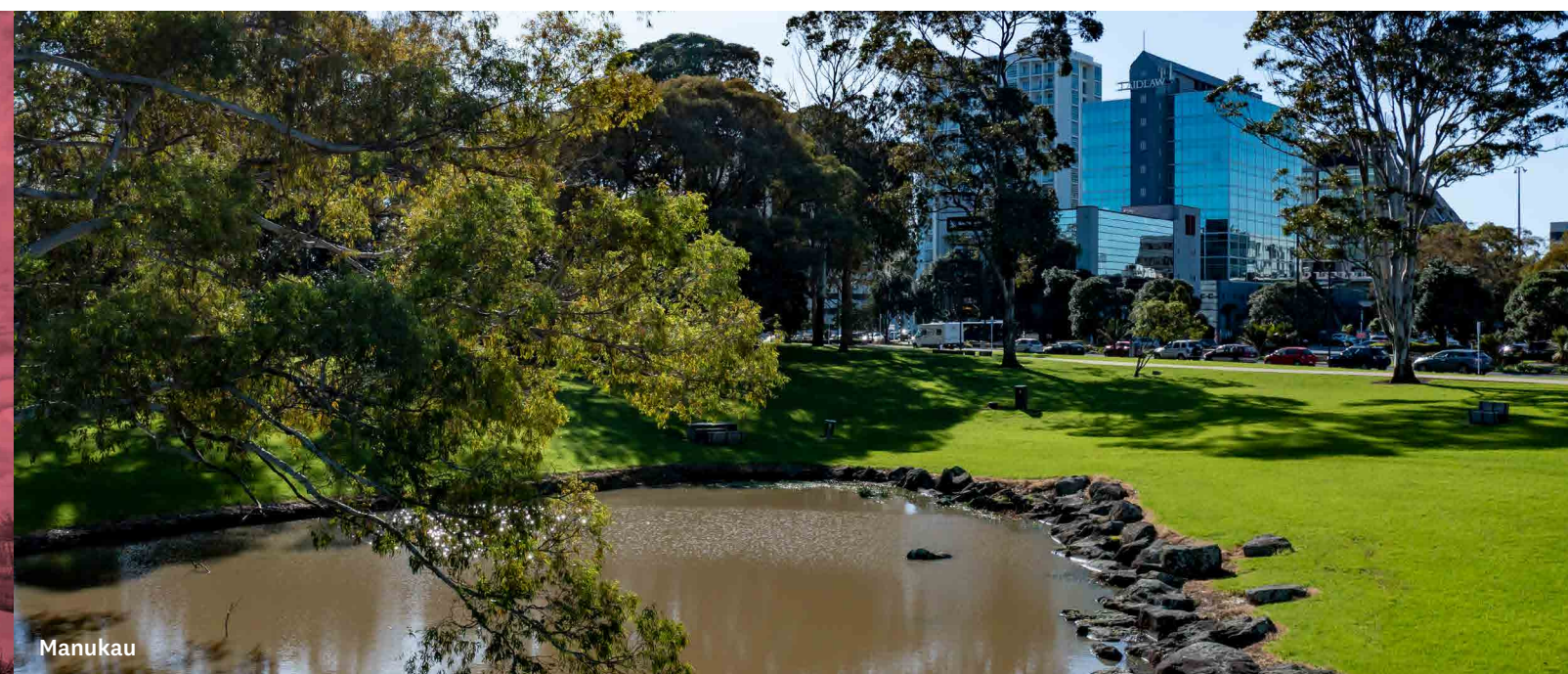
Eke Panuku is supporting our communities by engaging diverse suppliers across our business. The majority of our spend is through our Security, Asset Management and Maintenance, and Arts, Culture and Events, and Placemaking.



Greenslade Reserve



Schools Edge, Northcote



Manukau

Health, safety and wellbeing

Eke Panuku manages some complex operations, contracts and public facilities containing multiple health and safety risks.

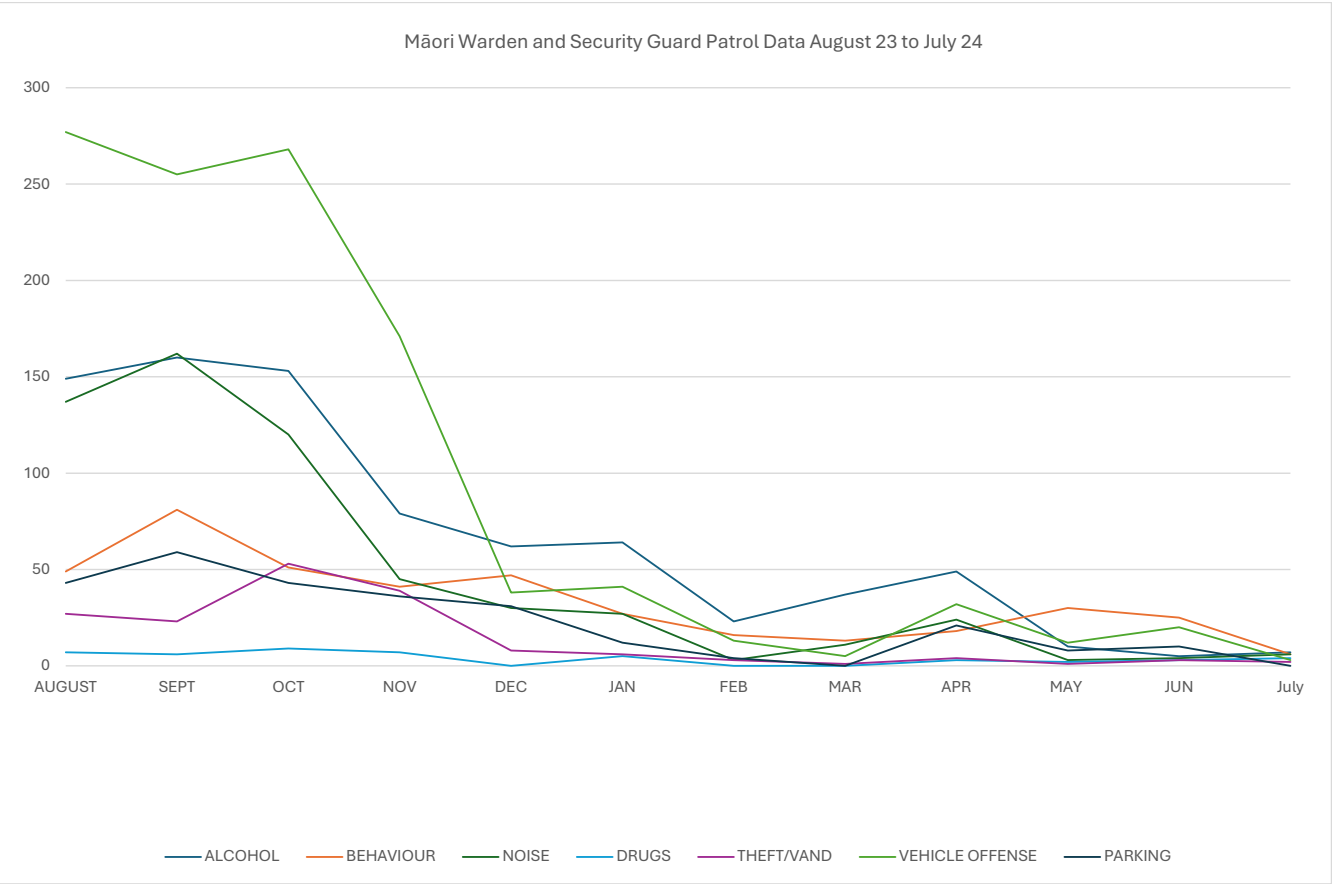
We are committed to maintaining a safe and secure environment for our employees, partners and the public. We closely monitor incidents, near misses and observations to ensure continuous improvement.

In the past year our employees reported 42 near misses, demonstrating their proactive approach to safety.

We received 1160 public observations from our partners in public risk; these insights contribute significantly to our safety efforts. We addressed 35 minor incidents, promptly taking corrective actions, and managed two medium-risk events.

As shown in the graph below, we have seen a significant decrease in the number of public incidents reported to Māori wardens and security guards in the Westhaven, Wynyard Quarter and waterfront areas we manage.

City Centre safety is also a priority for Eke Panuku as council’s lead agency in the City Centre, see earlier story on [Guardians of the City Centre](#) (on page 31).



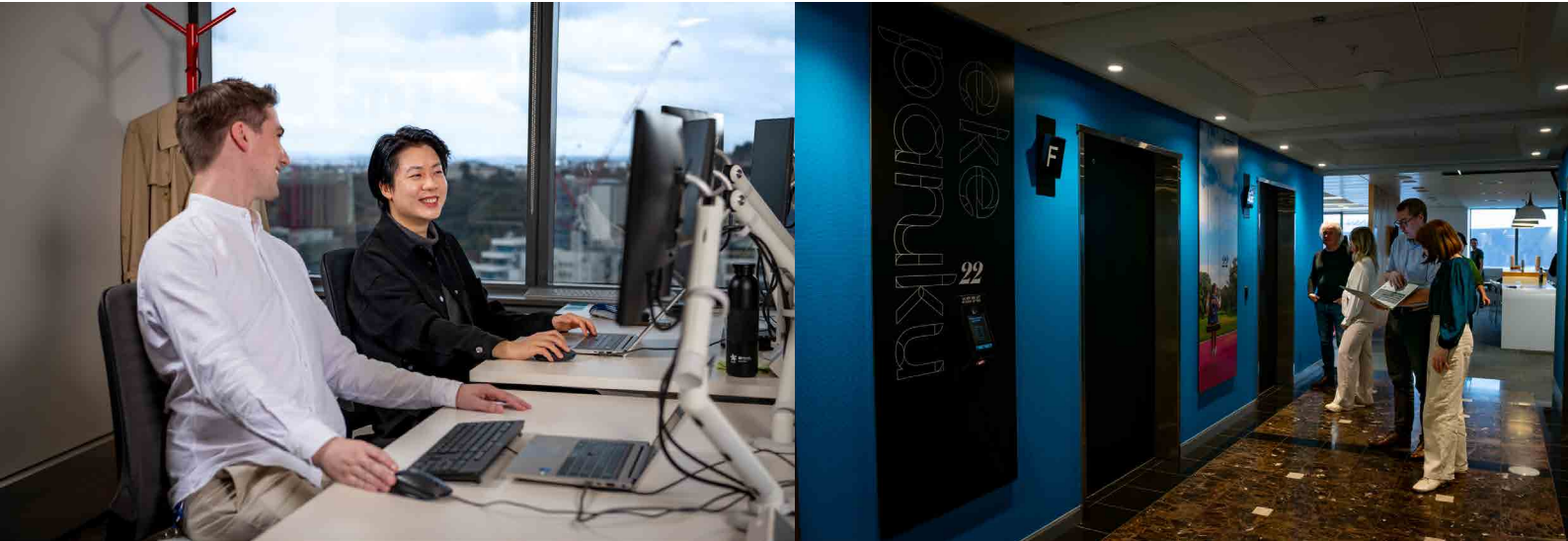
Flexible working

We are a flexible and hybrid workplace.

Coming together and working in the office is important for our culture, productivity, development and innovation.

We know from our half-yearly staff engagement surveys that the flexible working approach is highly valued and a significant benefit of working at Eke Panuku. We need to balance the needs of the organisation, the team and the individual.

Our recent move to the Auckland Council building at 135 Albert Street has offered us some strong advantages, including increased collaboration with the council whānau, cost savings and various amenities.



Staff Engagement

We achieved a staff engagement score of 7.8 out of 10 in February, putting us in the top 25 percent of the government benchmark. We had 88 percent participation in this survey round, with 1696 comments from our people. Overall, the survey indicated a positive culture where employees enjoy contributing to Auckland, utilising their strengths, and collaborating with colleagues.

Manutahi network in Manukau

Diverse, passionate, local – all describe Manutahi, a flourishing network of people and groups in support of the Transform Manukau project.

Hosted by Eke Panuku, Manutahi is a collective of activators (local community and grassroots groups, council teams, artists, and more) built on whakawhanaungatanga (building relationships) and manaakitanga (hospitality).

Our Placemaking South team holds monthly Manutahi meetings in Manukau to connect with people about what’s happening on the ground and explore opportunities to collaborate within Transform Manukau. This platform also enables discussion around the Eke Panuku vision and Transform Manukau updates, bringing feedback from the collective back to us directly.

Manutahi was Initially known as the Transform Manukau Advisory Group. Its new name translates to manu (bird) plus tahi (one) and refers to “moving as one” or flying like a bird.

Governance

Advisors continue to ensure good design

A review of the Technical Advisory Group (TAG) found that its value was well established and beneficial to regeneration in Tāmaki Makaurau.

The review, by way of a survey in 2023, showed the group remained fit-for-purpose, needing only some fine-tuning for greater efficiency.

TAG is a group of six design experts with backgrounds in architecture, urban design and landscape architecture, and we bring them in as external advisors on our public realm and other partner development projects. Their work at multiple phases ensures the best design outcomes for the public and supports Eke Panuku to work more effectively with our consultants. The TAG review process also helps with any consenting needed as they can pick up on red flags early and minimise future problems.

The group has in-depth knowledge of our priority locations and are firmly behind the success of the award-winning Wynyard Quarter. Among its members are an Emeritus Professor from the University of Auckland, Independent commissioners, the architect of the Sky Tower and a mātauranga Māori expert. They collectively offer a wealth of knowledge and expertise to our projects and ensure continuing quality.

Conflicts of interest

Eke Panuku is committed to ensuring transparency and impartiality in its decision-making on behalf of Auckland Council.

We have an established Conflicts of Interest Management Policy, which is in line with PwC recommendations. Board members are expected to proactively declare their interests and conflicts, which are managed according to the policy’s procedures. These robust procedures ensure that all potential conflicts are identified, disclosed and managed effectively by Eke Panuku executives. The policy also includes provisions for managing gifts and hospitality.

Eke Panuku fosters a culture of proactive Conflicts of Interest management through consistent oversight, training and regular policy reviews.

(See page 60)

Mana whenua rangatira and kaitiaki groups

Eke Panuku enjoys close relationships with our mana whenua partners and maintains a regular and positive engagement schedule. We hosted 108 meetings with mana whenua this financial year.

Chief Executive David Rankin met with iwi rangatira four times in the year to provide key organisational updates and to answer any questions iwi had. Our Board of Directors also met with mana whenua rangatira in the annual Rangatira ki te Rangatira hui to discuss iwi priorities. This is a platform for iwi to meet with top leaders at Eke Panuku.

Our strong engagement approach with mana whenua supports Eke Panuku to deliver the Māori Outcomes initiatives within our Statement of Intent objectives, which have been guided by the mayor’s letter of expectation.

Vital Stakeholder engagement

We have an ongoing commitment to improve the relationships we have with those we work with. That is why we commission independent stakeholder research on an annual basis with our key partners. In the past two years, we have seen significant improvements in sentiment and knowledge amongst stakeholders about the work we do.

In our role as lead agency for the city centre, we established the City Centre Advisory Panel in July 2023. This is a Mayoral panel comprised of representatives from business, residents, community and social sectors. Meeting bimonthly the panel provide advice and assistance to the council group on our work to revitalise the city centre.

Changes to Eke Panuku Board

In June 2024, Auckland Council appointed David Kennedy as the chair of Eke Panuku Development Auckland. Previously the deputy chair, David assumes his new role on 1 September 2024, succeeding Paul Masurey who concludes his maximum nine-year tenure on the board.

David Kennedy brings extensive experience as a director and chief executive, having served as CEO for Ngāi Tahu Property, the Eden Park Trust and St Lukes Group/Westfield New Zealand. He has also held senior executive positions with SKYCITY Entertainment Group, and has significant expertise in the property, building and entertainment sectors.

In other board changes, Susan Huria stepped down as a director on 31 December 2023.



David Kennedy, Chair



Westhaven

Angela Dalton becomes our new link councillor

Eke Panuku is pleased to be working with Manurewa-Papakura Ward Councillor Angela Dalton as our special link to Auckland Council.

On her appointment in August 2023, Angela Dalton said: “Eke Panuku is involved in some long-term projects but also with smaller projects designed to meet the needs of the city’s growth, including in providing more affordable homes.

“It’s an exciting opportunity to work alongside people with a vision for the city that isn’t about right now, but about long into the future. It’s also about creating sustainable communities and enhancing not only our built environment, but the overall environment.”



08

Our people

Ā mātou tāngata

eke
panuku

Eke Panuku employs approximately 230 people passionate about delivering outcomes for Tāmaki Makaurau and Aucklanders. We employ people with a wide range of expertise, from urban design and placemaking to specialist property management and development. Our team is diverse and work across a range of neighbourhoods and projects in a supportive environment, enabling collaboration and great outcomes.

OUR BOARD TŌ MĀTOU POARI

David Kennedy Chair (term commenced 1 September 2024 - previously Deputy Chair)



David Kennedy is an experienced director and chief executive. He has held CEO roles with Ngāi Tahu Property, the Eden Park Trust and St Lukes Group/Westfield New Zealand. David has also held senior executive roles with SKYCITY Entertainment Group.

He now concentrates on board directorships and some advisory consulting work. He has significant experience in the property and building sectors, and also in the entertainment sector.

David is on the board of Naylor Love Construction and the New Zealand Housing Foundation. He is Chair of Kaha Ake GP Ltd and Chair of Beachlands South GP Ltd (both roles as an independent director/chair on behalf of the NZ Super Fund). He is also Chief Executive of Kaha Ake Project Delivery Ltd (the entity charged with delivering Canterbury's new multi-use arena).

John Coop Director



John is Managing Director at Warren and Mahoney. Throughout his career, he has spearheaded major design projects and been a pivotal player in developing thought leadership in the wider architectural industry.

John is passionate about creating enduring projects that reflect the shared identity of the communities they serve.

Through Warren and Mahoney's role as a signatory to the Diversity Agenda Accord and the development of Te Matakīrea (Warren and Mahoney's Indigenous Design Unit), John is committed to making the architectural industry inclusive for all.

John is a Fellow of the New Zealand Institute of Architects (NZIA) and was formerly President of Auckland Architecture Association and Chair of the Auckland City Centre Advisory Board.

Kenina Court Director



A Fellow Chartered Accountant, Kenina has had a career of 30-plus years in the commercial arena, working through to CFO level, and in public practice where she has built two (and sold one) accounting firms. She has extensive experience in residential and commercial property investment and uses this knowledge to help her clients today build long-term sustainable wealth.

Kenina is also on the boards of the Oceania Career Academy, which works with Pasifika youth to provide them with learning pathways into careers within the construction and healthcare industries, the Banking Ombudsman Scheme, the dispute resolution scheme for New Zealand's banking industry and Business Mentors, New Zealand's only independent mentoring service provider for the SME market.

Kenina is a New Zealand-born Samoan.

Steve Evans Director



Steve has led Fletcher Building's Residential & Development division for the last ten years. This includes Clevercore, Auckland's largest Offsite Manufacturing facility, and Fletcher Living, delivering new housing communities such as the award-winning Waiata Shores, Red Beach, Three Kings and Kowhai Ridge developments, and partnering extensively with government and iwi across New Zealand. Delivering up to 1000 homes a year across numerous sites across Auckland, including terrace housing and apartment buildings, Steve is a leader in urban renewal.

Steve also has extensive experience with residential housing and mixed-use developments across multiple geographies including Australia, New Zealand, Asia and the UK. He was one of the founding directors of First Base, a London residential developer focused exclusively on providing mixed-tenure housing solutions in inner and greater London, including developments that won UK planning and architectural awards. He is also a founding board member of the Urban Development Institute of NZ (UDINZ), was until recently a member of MBIE's Building Advisory Panel, and a steering group member of the Construction Industry Accord. He lives in East Auckland.

Paul Majurey Chair (term concluded 31 August 2024)



Paul is an iwi leader, experienced governor and nationally recognised environmental and Treaty lawyer.

He has chaired three iwi collectives, comprising some 30 tribes.

Paul chairs various statutory entities and companies, including Eke Panuku Development Auckland, the Tūpuna Maunga Authority and Te Pūia Tāpapa (the Māori Investment Fund).

He has appeared as senior counsel before the Privy Council, Supreme Court and specialist environmental and Treaty courts. He has also served on Ministerial technical advisory groups and is a co-author of the leading environmental law textbook.

Paul is of Ngāti Maru, Ngāti Whanaunga, Ngāti Pāoa and Ngāti Tamaterā (Marutūāhu) descent.

Jennifer Kerr Director (term concluded 31 August 2024)



Jennifer is an experienced independent director and Chair across different industries. She is currently the Chair of WorkSafe New Zealand, Callaghan Innovation and New Zealand Trade & Enterprise. She is also a Director Waipa Networks Ltd and is a former Director of New Zealand Rugby. Earlier in her career Jennifer worked in C suite roles predominantly overseeing Human Resources, Health & Safety and stakeholder relations functions in North America, UK, Europe and New Zealand.

Jennifer holds a Graduate Diploma in Psychology and a Bachelor of Arts and is part way through a Masters in Crime Science and Security. She is an uri of Ngati Mutunga and Ngati Tama.

Susan Huria Director (resigned 31 December 2023)



Susan (Ngāi Tahu, Ngāi Tuahuriri) is the Chair of Leaderbrand and Gisborne Covered Production. She is a director of Ospri, the Royal College of General Practitioners and Accessible Properties.

Susan is a Chartered Fellow of the Institute of Directors and a member of Community Governance Aotearoa Te Ao Māori Group.

DIRECTORS’ INTERESTS AS AT 9 JULY 2024

The Directors are appointed by Auckland Council, the shareholder, based on the skills needed for Eke Panuku’s asset management and urban regeneration activities.

Eke Panuku takes a proactive approach to managing any perceived, potential, or actual conflicts of interest stemming from Directors’ external activities. When a Board member identifies a conflict of interest, they will recuse themselves from discussing or voting on the identified agenda item. Management will address this by restricting access to sensitive information and enforcing confidentiality protocols as outlined in the Conflicts of Interest Management Policy.

Member	Interest	Entity
Paul MAJUREY	Chair	Eke Panuku Development Auckland Limited
	Member	Auckland Light Rail Mana Whenua Sponsors Group
	Director	Hāpai Commercial General Partner Limited
	Chair	Hāpai Housing General Partner Limited
	Chair	Hauraki Collective (12 iwi collective)
	Tangata Whenua Representative	Hauraki Gulf Forum
	Director	Holm Majurey Limited
	Director	Homai General Partner Limited
	Chair	Impact Enterprise Partnership GP Limited
	Director	Manawa GP Limited
	Chair	Marutūāhu Collective (5 iwi collective)
	Chair	Marutūāhu Rōpū General Partner Limited
	Director	MO5 Properties Limited
	Director	MRLP Group Limited
	Chair	Ngāti Maru Limited
	Director	Pare Hauraki Asset Holdings Limited
	Chair	Puhinui Park GP Limited
	Chair	Te Pūia Tāpapa GP Limited
	Chair	Tūpuna Taonga o Tāmaki Makaurau Trust Limited (Tūpuna Maunga Authority)
	Director	Westhaven Marina Limited
	Director	Whenua Haumi Roroa o Tamaki Makaurau General Partner Limited
	Chair	Whenuapai Housing GP Limited
John COOP	Director	Eke Panuku Development Auckland Limited
	Trustee	JE and CS Coop Trust
	Managing Director and Principal	Warren and Mahoney

Member	Interest	Entity
David KENNEDY	Director, Deputy Chair	Eke Panuku Development Auckland Limited
	Chair	Beachlands South GP Ltd (JV between NZ Super Fund and Russell Property Group)
	Member	Business Reference Group Te Arotake Future for Local Government
	Director	Cathedral Property Limited
	Board Advisor	Civix Limited
	Director	Grantley Holdings Limited
	Chair	Kaha Ake GP Ltd (JV between NZ Super Fund and Classic Developments)
	Director	Naylor Love
	Trustee	New Zealand Housing Foundation
	Chief Executive	Te Kaha Project Delivery Ltd
	Director	Westhaven Marina Ltd
Jennifer KERR	Director	Eke Panuku Development Auckland Limited
	Committee member	Audit and Risk – NZ Police
	Chair	Callaghan Innovation
	Trustee	J.R. Kerr Portfolio of Shares and Bonds managed by Craig Investment Ltd
	Trustee	J.R. Kerr Portfolio of Shares and Bonds managed by Forsyth Barr
	Settlor, Trustee, Beneficiary	J.R. Kerr Trust
	Chair	NZTE
	Member	Port Nicholson Trust
	Trustee	Te Manawaroa Trust
	Member, Advisory Board	University of Waikato Management School
	Board member	Waipa Networks Ltd
	Chair	WorkSafe New Zealand
Steven EVANS	Director	Eke Panuku Development Auckland Limited
	Member	Construction Industry Accord Residential Sector Reference Group
	Director	Kaipatiki FRL Limited Partnership
	Chief Executive	Fletcher Building LTD
	Director	Homai General Partner Limited
	Director	Okahukura GP Limited
	Member	Steering Group Construction Industry Accord

Member	Interest	Entity
	Director	Tauoma FRL Limited Partnership
	Director	Te Tau Waki Limited Partnership
	Board Member	Urban Development Institute of New Zealand
Kenina COURT	Director	Eke Panuku Development Auckland Limited
	Shareholder	Arrakis Limited
	Director	Banking Ombudsman Scheme Limited
	Director	BDE Bonus Limited
	Director	Business in the Community (2013) Limited
	Director	Business Mentors New Zealand Limited
	Director	Eight Peaks Holdings Limited
	Director	Fale Developments Limited
	Director	Fortitudine Trustees Limited
	Director	Greer Family Trustees Limited
	Director	Huma Holdings Limited
	Director	IBS Corporation Limited
	Director	It's Happened Trustees Limited
	Director	KW Westgate Limited
	Director	Lovelock Trustees Limited
	Director	Lujato Trustees Limited
	Director	M&G Trustees Limited
	Director	Nathan Whanau Trustees Limited
	Director	New Gipsy Limited
	Director	NTA Holdings Limited

Member	Interest	Entity
	Director	Oceania Career Academy Limited
	Director	Pathfinder Management Partner Limited
	Director	Pathfinder Trustees Limited
	Director	Pathsol Limited
	Director	PGFT Trustees Limited
	Director	Platinum Securities Limited
	Director	PSL Freedom Limited
	Director	Rice Family Trustees Limited
	Director	Silvereye Investments Limited
	Director	Slice Limited
	Director	Stak Trustees Limited
	Director	Twinlion Trustees Limited
	Director	Up Skill Teams Limited

Director meeting attendance register - 2023/ 2024

	2022						2023					TOTAL
	26 Jul	23 Aug	27 Sep	25 Oct	22 Nov	13 Dec	28 Feb	27 Mar	24 Apr	22 May	28 Jun	
P Majurey	✓	✓	✓	✓	X	✓	✓	✓	✓	✓	✓	10
D Kennedy	✓	✓	X	✓	✓	✓	✓	✓	✓	✓	✓	10
J Coop	✓	✓	✓	X	✓	✓	X	✓	✓	✓	X	8
K Court	X	✓	✓	✓	✓	✓	✓	✓	X	✓	✓	9
S Evans	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	11
S Huria*	✓	✓	✓	✓	✓	✓						6
J Kerr	✓	✓	✓	✓	✓	X	✓	✓	✓	✓	✓	10

✓ attended X absent

*Resigned effective 31 December 2023

OUR LEADERSHIP TEAM

TŌ MĀTOU TIRA WHAKAHAERE

David Rankin

Chief Executive



David has spent most of his career working in local government in Tāmaki Makaurau.

Originally a law graduate, he joined Auckland City Council in 1989 where he worked in various roles, including Industrial Relations Manager and Finance Director before being appointed Chief Executive in 2005. Following the Auckland Council amalgamation in 2010 he became Chief Executive of Auckland Council Property Limited before Eke Panuku Development Auckland's establishment in 2015.

As a life-long Aucklander, he enjoys seeing transformation across the city. He works with significant private and public sector partners to delivery high-quality, well-designed public spaces, homes and thriving, connected town centres.

David has worked on urban regeneration throughout his local government career. He has been part of the transformation of the city centre since the mid-1990s, including the Britomart precinct and the waterfront.

He has led on strategic change initiatives, driven commercial and financial results, and been responsible for the care of long-term infrastructure and property assets along with continuous exposure to a complex stakeholder environment.

Gyles Bendall

General Manager Design and Place



Gyles has a background in landscape architecture with extensive experience in strategic planning, project management, master-planning, urban development and all facets of public realm design and development.

The Design and Place directorate is responsible for the delivery of quality urban design with an integrated place-led approach to regeneration. The team works across the organisation and extensively with the wide council family, mana whenua and local communities.

Gyles is highly proficient in local government including legislation, operational requirements, and the political landscape.

During his time at Auckland Council, he prepared the City Centre Masterplan and was heavily involved in a range of projects that supported the transformation of the city centre to realise its vision. This included being Auckland Council's lead on te Ara I Whiti – Light Path, which was a bold and collaborative project between Waka Kotahi, Auckland Transport, and council.

Gyles believes that Eke Panuku has a great opportunity and privilege as a regeneration agency to work closely with communities to create a better quality of life and to realise the vision of Eke Panuku of creating spaces that Aucklanders love.

Alaina Cutfield

Head of People and Culture



As Head of People & Culture, Alaina works closely with leaders at all levels to support the development and implementation of strategic people initiatives. A specific focus for the Eke Panuku People & Culture team is workforces planning, leadership, talent, culture and engagement to drive towards the business' strategic objectives.

Alaina is a seasoned human resource professional – a trusted advisor, coach, partner and leader. She has worked in both private and public sector organisations and has been with Eke Panuku since 2016. Alaina is passionate about creating an environment that enables people to be their best, delivering on our people promise and ensuring a collaborative, capable, diverse, and thriving workforce.

Angelika Cutler

General Manager Community and Stakeholder Relations



Angelika has worked in public relations and senior executive roles in both the private sector and local government in New Zealand and Singapore. She has broad experience in corporate strategy, strategic communications and stakeholder relations, crisis management, internal communications, and project management.

As General Manager Community & Stakeholder Relations, Angelika is focused on how the organisation can work with key partners from Central Government and the private sector, locally and internationally to support urban regeneration in Tamaki Makaurau. Angelika believes the biggest challenge for Eke Panuku is to strike a balance between achieving commercial outcomes for the benefit of its shareholder (Auckland Council), while ensuring Eke Panuku continues to create amazing places.

Carl Gosbee

Chief Financial Officer



As Chief Financial Officer, Carl ensures that Eke Panuku has effective and efficient internal control mechanisms, processes, and systems to support the safe delivery of projects and business functions.

Carl has over 25 years' experience in senior executive management for infrastructure, regeneration, development and property organisations.

He is a Fellow of the Association of Chartered Certified Accountants, a member of the Institute of Directors, and has held executive financial roles in the United Kingdom and New Zealand. Carl has extensive experience leading high performance teams within the back office, property investment and customer service arenas.

Carl joined Waterfront Auckland in early 2012 as Chief Financial officer. In September 2015, Carl was appointed to his current role.

Brenna Waghorn **General Manager Strategy and Planning**



As General Manager Strategy & Planning, Brenna leads a small team focused on setting the strategic direction of the organisation and ensuring that the plans are in place to enable the urban regeneration of town centres. This includes the organisation's Environmental Social and Governance (ESG) commitments and practices, consenting strategy for Eke Panuku projects and business cases to support quality investment decisions.

Brenna has worked in local government for many years and has a wealth of experience in urban regeneration, strategic planning, housing and intensification, sustainability and climate change, policy development and stakeholder engagement.

At Waterfront Auckland, Brenna led development of the Sustainable Development Framework and provided significant input to the development of Wynyard Quarter. In London Brenna was involved in the spatial planning for Southeast England, waste management and airport development.

Brenna believes that Eke Panuku has an opportunity to provide leadership as the council's urban regeneration agency. Facilitating new housing choices, including affordable housing, and responding to the climate crisis are key areas of focus.

Marian Webb **General Manager Assets and Delivery**



Marian is responsible for managing Auckland Council's non-service property portfolio including land, buildings, and marinas. Marian has wide-ranging experience in both property management and property development in New Zealand and Ireland, including over 20 years' experience leading teams in local government.

At Eke Panuku, Marian has been responsible for identifying new business opportunities and providing strategic commercial property advice. She sets the strategic direction of the property portfolio to optimise returns while building and maintaining it to deliver long term value. She also facilitates development and investment across the region.

Marian utilises her comprehensive knowledge of the Eke Panuku property portfolio, strong commercial acumen and strategic thinking to realise the organisations vision of creating spaces for Aucklanders to love.

Ian Wheeler **Chief Operating Officer**



Ian Wheeler oversees the leadership, planning and delivery of our regeneration programme across each of our priority locations. He is focused on working with the team at Eke Panuku of skilled professionals, stakeholders, and partners across the region to establish plans and programmes designed to achieve the vision and goals for places and communities we work in. An important part of this role is to ensure we perform our lead agency role effectively across the council group and create the right blend of commercial strategy, public good investment (such as town squares and green spaces) and placemaking.

Prior to joining Eke Panuku, Ian held senior property management and development roles and Auckland Council and Housing New Zealand Corporation. At Auckland Council, his role as General Manager Property covered the management of a large and diverse multi-billion-dollar property portfolio including office, recreational, community and residential assets. Prior to working in New Zealand, Ian was the Chief Executive of an affordable housing company in South Africa, Durban.

Ian has been involved in various industry bodies, including the Construction Clients Group and the New Zealand Green Building Council. He has more than 30 years' experience in the property industry covering management and governance roles within the private, public and not-for-profit sectors in New Zealand and abroad.

Allan Young **General Manager Development**



Allan Young's team is responsible for directing the successful delivery of development projects. The team works right across the organisation and with partners and stakeholders, throughout the lifecycle of a project.

Allan has a successful history of working in both the private and public sectors. Extensive experience in residential and commercial property development in brown and green field locations. Skilled in undertaking complex large scale property transactions. Some examples include Development Agreements at Hobsonville Point, Ormiston Town Centre, New Lynn, Avondale and Wynyard Quarter.



09

Auditor's report Te tauākī pūtea

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Independent Auditor's Report

To the readers of Eke Panuku Development Auckland Limited's financial statements and performance information for the year ended 30 June 2024

The Auditor-General is the auditor of Eke Panuku Development Auckland Limited (the company). The Auditor-General has appointed me, David Walker, using the staff and resources of Audit New Zealand, to carry out the audit of the financial statements and performance information of the company on his behalf.

Opinion

We have audited:

- the financial statements of the company on pages 83 to 105, that comprise the statement of financial position as at 30 June 2024, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the performance information of the company on pages 75 to 81.

In our opinion:

- the financial statements of the company:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2024; and
 - its financial performance and cash flows for the year then ended; and
 - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards; and
- the performance information of the company presents fairly, in all material respects, the company's actual performance compared against the performance targets and other measures by which performance was judged in relation to the company's objectives for the year ended 30 June 2024.

Our audit was completed on 25 September 2024. This is the date at which our opinion is expressed.

The basis for our opinion is explained below. In addition, we outline the responsibilities of the Board of Directors and our responsibilities relating to the financial statements and the performance information, we comment on other information, and we explain our independence.

Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the *Professional and Ethical Standards* and the *International Standards on Auditing (New Zealand)* issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Board of Directors for the financial statements and the performance information

The Board of Directors is responsible on behalf of the company for preparing financial statements that are fairly presented and that comply with generally accepted accounting practice in New Zealand. The Board of Directors is also responsible for preparing the performance information for the company.

The Board of Directors is responsible for such internal control as it determines is necessary to enable it to prepare financial statements and performance information that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the performance information, the Board of Directors is responsible on behalf of the company for assessing the company's ability to continue as a going concern. The Board of Directors is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the Board of Directors intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors' responsibilities arise from the Local Government Act 2002.

Responsibilities of the auditor for the audit of the financial statements and the performance information

Our objectives are to obtain reasonable assurance about whether the financial statements and the performance information, as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of these financial statements and the performance information.

For the budget information reported in the financial statements and the performance information, our procedures were limited to checking that the information agreed to the company's statement of intent.

We did not evaluate the security and controls over the electronic publication of the financial statements and the performance information.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the financial statements and the performance information, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors.
- We evaluate the appropriateness of the reported performance information within the company's framework for reporting its performance.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Board of Directors and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the performance information or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the financial statements and the performance information, including the disclosures, and whether the financial statements and the performance information represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Board of Directors is responsible for the other information. The other information comprises the information included on pages 1 to 67, 107 to 109, but does not include the financial statements and the performance information, and our auditor's report thereon.

Our opinion on the financial statements and the performance information does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements and the performance information, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the performance information or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

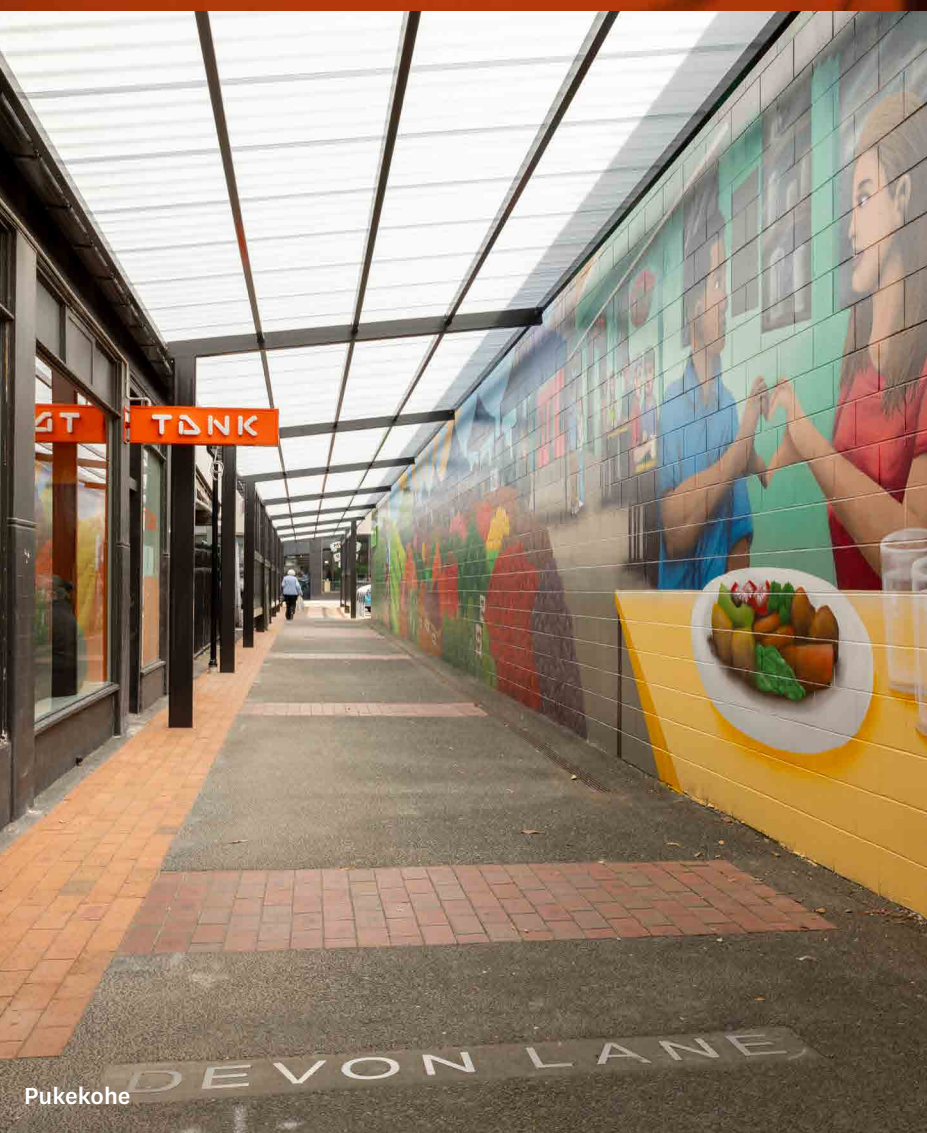
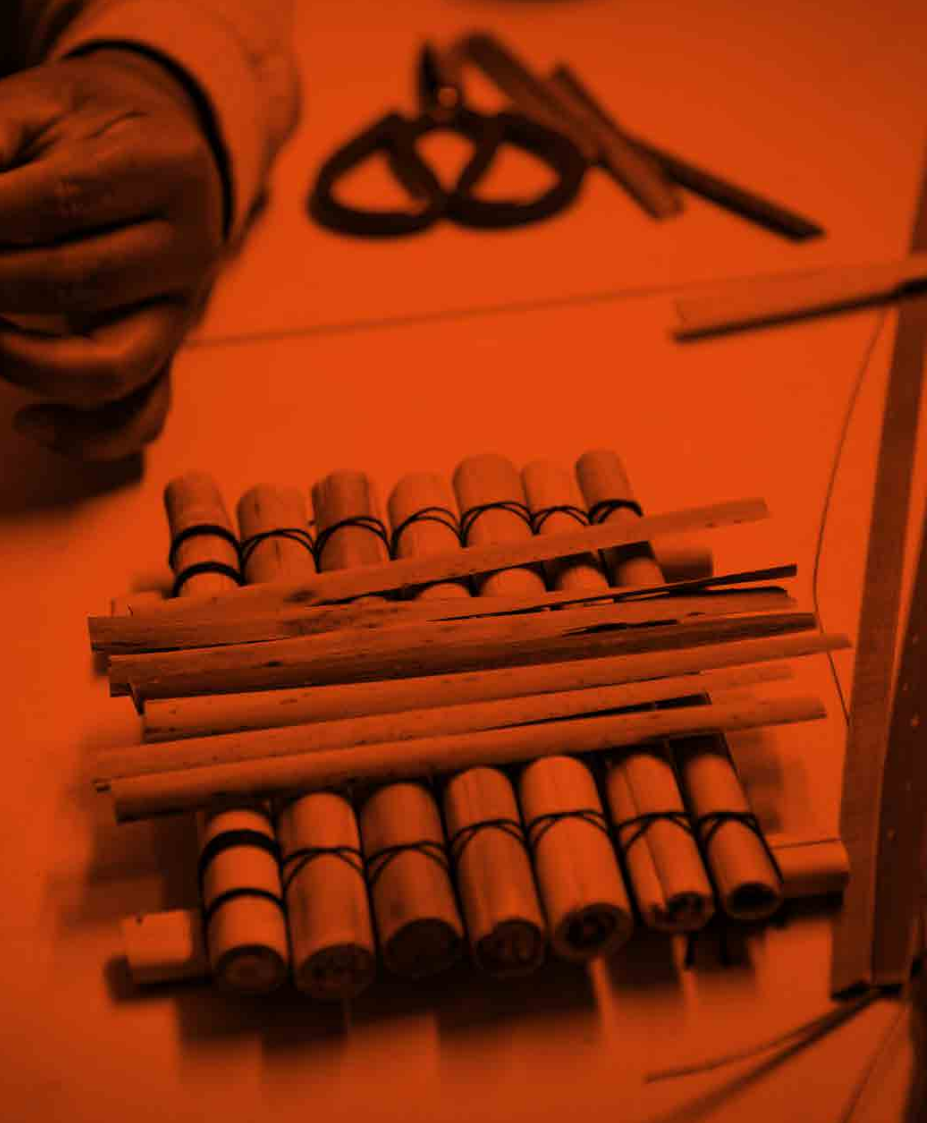
Independence

We are independent of the company in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: *International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand) (PES 1)* issued by the New Zealand Auditing and Assurance Standards Board.

Other than the audit, we have no relationship with, or interests in, the company.



David Walker
Audit New Zealand
On behalf of the Auditor-General
Auckland, New Zealand



10

**Statement of service
performance**

**He tauākī mō te
whakatutuki i ngā ratonga**

eke
panuku

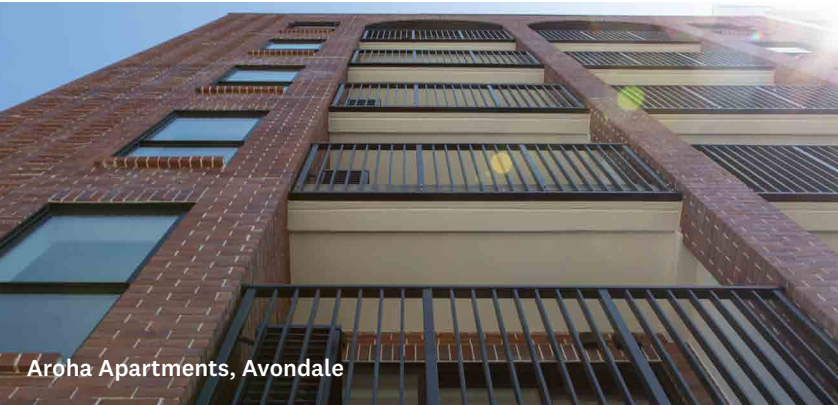
This Statement of Service Performance presents the performance of Eke Panuku against the twelve key performance indicators (KPI) set out in the Eke Panuku Statement of Intent (SOI) 2023 – 2026.

In summary, of the 12 KPIs:

- 9 were achieved
- 1 was substantially achieved
- 1 was not achieved
- 1 was not measured.





Significant performance measure targets results include:

- Asset recycling sales of **\$158.9m** were completed against the target of \$115m. The sales proceeds contribute towards council group funding.
- We have completed 9 public realm and amenity upgrade projects totalling **20,065 sqm** against the target of 7000 sqm. These projects increase the amenity of public spaces with public art, street furniture, lighting, landscaping, play equipment and opening up new areas for public enjoyment.
- Our development partners that we have development agreements with completed **135** new dwelling units this year contributing to the housing supply in Auckland.
- We completed **100%** of the 15 set capital project milestones against a target of 80%. Significant milestones achieved this year include completion of Waterfront’s Pile Berth Redevelopment, Northcote’s Jessie Tonar Scout Reserve upgrade and Takapuna’s Waiwharariki Anzac Square. Resource consents were lodged for Catherine Plaza Henderson and Hayman Park Manukau wetlands.
- Achieved property portfolio net operating budget result of **\$27m** against target of \$17.3m, which forms part of the council group revenue for 2023/24. We also exceeded tenant occupancy targets.
- Westhaven Marina achieved customer satisfaction of **93%**. Target of 88% exceeded.
- Creating positive outcomes for Māori:
 - o Total Māori initiatives delivered for the year was **59**. Target of 40 exceeded by 19.
 - o We substantially achieved **60%** satisfaction from mana whenua for the support they received from Eke Panuku. This was better than last year, but slightly under target by 1%.
- Complaints management – we resolved **85%** of our complaints within 10 working days. Target of 80% exceeded.
- One performance measure was not achieved - the Transform and Unlock (T&U) asset sales of **\$2.5m** did not meet the target of \$40m mainly due to a slow property market. The planned sales are expected to conclude in future years. T&U asset sales partly funds urban regeneration in our priority locations in Auckland.



Criteria for performance measures

We have used the following criteria to rate each performance measure:

 Achieved	 Not achieved but progress made
Where the performance result for the year is either equal to or above the target, then the performance measure target was met (or achieved).	Where the performance result for the year is below the target (with a margin of more than 2%) but the result is better than the previous year.
 Substantially achieved	 Not achieved
Where the performance result for the year is below the target but has not been achieved by a slim margin (of around 2%).	Where the performance result for the year is below the target (with a margin higher than 2%) and the result is lower than the result achieved in the previous year.

Results for SOI 2023-2026: Non-financial performance measures

Key performance indicator	Target 2023/24	Actual 2023/24		Commentary	Footnote	Actual 2022/23
		Status	Result			
Urban regeneration programmes and projects						
1 Net new dwellings (housing units) – Auckland Council LTP performance measure	60		Achieved	Actual 135 net new dwelling units. Dwellings completed in our locations this year include 15 in Papatoetoe, 12 in Manukau and 108 in the regional Supports programme across Auckland.	1	Achieved Actual 364 net new dwelling units.
2 Commercial / Retail gross floor area (GFA) or net lettable area (square metre) – Auckland Council LTP performance measure	Nil	-	Not measured	The economic environment has changed significantly since the LTP was adopted, retail and office space demand are lower than we projected. We will be discontinuing this measure in the next SOI and LTP because these projects are irregular, and the quantum of new commercial space is quite small.	2	Not measured
3 Public realm – square metres	7,000 sqm		Achieved	Actual 20,065 sqm Significant public realm areas completed include Takapuna’s Waiwhakariki Anzac Square, Huron and Northcroft Streetscape, Jessie Tonar Reserve in Northcote, stage 1 of Market Square, Waters Edge and Pile Berth at Waterfront, Town Centre refresh at Panmure, Hayman Park half basketball court, and Devon Lane upgrade in Pukekohe.	3	Achieved Actual 14,952 sqm
4 The percentage of significant capital project milestones approved by the board achieved – Auckland Council LTP performance measure	80%		Achieved	Actual 100% We have completed all 15 capital project milestone targets set for FY24. Key milestones achieved include: - Project construction completed, for example, Waterfront’s Pile Berth Redevelopment, Northcote’s Jessie Tonar Scout Reserve upgrade and Takapuna’s Waiwharariki Anzac Square. - Construction commenced, for example, 21 Princes Street, Auckland City heritage building refurbishment. - Lodgement of resource consent, for example, Catherine Plaza Henderson and Hayman Park Manukau wetlands.	4	Not achieved Actual 67% We have completed 10 of the 15 milestone targets set for FY23.

Key performance indicator	Target 2023/24	Actual 2023/24		Commentary	Footnote	Actual 2022/23
		Status	Result			
5 Achieve board approved Transform and Unlock (T&U) sales for the financial year through unconditional agreements.	\$40m		Not achieved	Actual \$2.5m Sales were completed in the T&U location of Pukekohe. The T&U sales target was not achieved this year due to impact of the slow property market.	5	Not Achieved Actual \$13.7m
6 The asset recycling target agreed with the Auckland Council.	\$115m		Achieved	Actual \$158.9m Significant asset recycling sales completed include the Downtown Carpark in Auckland City and a site at the Airfields, Hobsonville.	6	Achieved Actual \$87.7m

Property Portfolio and Marina Management

7 Annual property portfolio net operating budget result agreed with the council achieved – Auckland Council LTP performance measure	\$17.3m		Achieved	Actual \$27m Net operating budget result is \$ 9.7m ahead of target. This was a result of some projects being delayed, meaning properties we manage can be leased longer.	7	Achieved Actual \$25.4m Net operating budget result is \$6m ahead of target.
8 The monthly average occupancy rate for tenatable properties – Auckland Council LTP performance measure	Commercial 90% Residential 95%		Achieved	Actual Commercial 97.1% Residential 98.2%	8	Achieved Actual Commercial 94% Residential 97.1%.
9 The percentage of Westhaven Marina customers surveyed who are satisfied with marina facilities and services	88%		Achieved	Actual 93% A high level of customer satisfaction was achieved.	9	Achieved Actual 90%

Sector leadership

10 Creating positive outcomes for Māori. Deliver a number of ongoing or new initiatives that support Māori Outcomes.	40		Achieved	Actual 59 initiatives have been completed this year.	10	Achieved Actual 51 initiatives were completed.
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Key performance indicator	Target 2023/24	Actual 2023/24		Commentary	Footnote	Actual 2022/23
		Status	Result			
11 Enhancing the relationship between Eke Panuku and mana whenua. Increasing the percentage of satisfaction with the support they receive from Eke Panuku.	5% increase on previous year (Target 61%)	✓	Substantially Achieved	Actual 60%	11	Achieved Actual 56%
12 The percentage of complaints received by Eke Panuku are resolved within 10 working days.	80%	✓	Achieved	Actual 85% A total of 39 complaints were received, 33 of which have been resolved within 10 working days.	12	Achieved Actual 100%. A total of 13 complaints were received, all of which were resolved within 10 working days

Notes to Statement of Service Performance

- Net new dwelling demonstrates impact of Eke Panuku site sales and development agreements with partners, facilitating an increase in the housing supply as part of urban regeneration. Net new dwellings are incremental new housing units created, subtracting previous housing units that are lost to development. Evidence is one of the following - code of compliance certificate (CCC), practical completion certificate, confirmation from developers, resident's occupation, usage or date stamped photos of completed housing.
- Commercial / retail GFA demonstrates impact of Eke Panuku projects, site sales, development agreements with partners on the creation of new commercial / retail space in our priority locations. We measure the gross floor area (GFA) or net lettable area (NLA) in square meters. Evidence is one of the following - consents and plans from development partners and contractors, practical completion certificate, code of compliance certificate (CCC), the asset / commercial / retail / space is being used or occupied within the financial year.
- Public Realm area in square metres demonstrates delivery of new or upgraded public realm projects providing improved amenity and new spaces for residents and visitors to enjoy. Improving the quality of the place also helps attract new investment. Evidence is one of the following - As Built / designs / survey plans / GIS, practical completion certificate, manufacturer or engineering certificate, asset completion and acceptance by asset owner or date stamped photos of completed public realm.
- Capital project milestones demonstrates programme delivery progress in our locations. Milestones are chosen across the lifecycle of projects including planning, engagement and delivery. Evidence can be sourced from Priority Location Directors/ project managers / development partners and contractors. Including the plan, contract or procurement documents identifying construction starting. Practical completion certificate, confirmation from third parties, date stamped photos of asset usage or occupation within the financial year. Any other documentary evidence such as plan change approvals, concept design approval and others such as emails from third parties.
- This measures the total value of properties sold or leased in the long-term in Transform & Unlock (T&U) locations during the financial year. The property sales revenue contributes to funding urban regeneration reinvestment in T&U locations. Evidence can be by unconditional property sale and purchase agreement or long-term lease agreement.

- Council identified the asset recycle target with Eke Panuku during the LTP planning to help address the LTP funding Gap. Evidence can be by unconditional property sale and purchase agreement or long-term lease agreement.
- This measure demonstrates that Eke Panuku optimises return on properties it manages for the council group. The properties are sometimes held for projects in the short to medium term, so we cannot maximise the rental income. The property portfolio budgeted net direct income (direct revenue less direct expense) is agreed with the council and measured against the 12-month actual result. This is EBITDA and excludes items such as depreciation that is calculated at the council group level.
- This measures a rolling 12-month average occupancy of tenable properties over the previous 12-month period.
- Westhaven Marina customer satisfaction - this survey ensures that the marina infrastructure and services are fit for purpose and meet customer needs. The more satisfied the customer, the better the expected occupancy rate and therefore increased revenue for council. This survey was conducted by Verian on Westhaven Marina customers via online and telephone interviews. 1483 leaseholders/berthholders and renters were invited to participate in the survey, with 474 completing the survey. The margin of error is +/- 3.8% at 95% confidence level. The result is calculated on a scale of 1 to 7, where ratings of 5 to 7 out of 7 are considered 'satisfied'.
- Eke Panuku supports Māori outcomes through implementation of the Mana whenua Outcomes

Framework. Initiatives may relate to culture and identity, governance, economic, wellbeing or te taiao (the natural environment). Initiatives are wide ranging including events and placemaking, art, design, cultural narratives, landscaping, te reo naming, commercial development opportunities and organisational development. Evidence is one of the following - from contractor or procurement documentation, photos, media. Development and organisational initiatives will be counted once, when launched / adopted, opened and proven to have started implementation or use.

- Our support for Mana Whenua is very important for Mana Whenua to achieve outcomes in the Eke Panuku Mana Whenua Responsiveness Framework. Significant investments are made to ensure Mana Whenua is supported during each financial year. Verian reached out to 21 iwi mana whenua representatives. Of those 21 representatives, 11 mana whenua representatives agreed to take part in this kaupapa. The question was asked - Overall how satisfied are you with the support mana whenua receive from Eke Panuku? where 1 = very dissatisfied and 5 = very satisfied.
- A complaint is dissatisfaction with a company's service or output and where the response or resolution is expected. Given the diverse nature of complaints, resolve means to provide information to the complainant; or a resolution process is agreed with the complainant; or the issue is resolved with the complainant within 10 working days. Resolution of a complaint is evidenced by email to the complainant within 10 working days from the date the complaint is received.



Hayman Park



Hayman Park - Manukau



Matariki in Manukau

II

Financial statements Te tauākī pūtea

eke
panuku

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Statement of Comprehensive Revenue and Expense

For the year ended 30 June 2024

		Actual	Budget	Actual
		2024	2024	2023
	Note	\$000	\$000	\$000
Revenue				
Revenue	3	37,106	42,085	38,090
Total revenue		37,106	42,085	38,090
Expenditure				
Personnel costs	4	30,903	33,313	31,035
Depreciation	8	355	315	303
Other operating expenses	5	6,324	8,457	6,715
Total expenditure		37,582	42,085	38,053
Surplus / (deficit) before tax		(476)	-	37
Income tax expense / (benefit)	6	(158)	(87)	(80)
Surplus / (deficit) after tax		(318)	87	117
Other comprehensive revenue and expense				
Gains / (losses) on revaluation of property, plant and equipment	8	(545)	-	(844)
Tax on revaluation (gains) / losses	12	153	-	236
Total other comprehensive revenue and expense		(392)	-	(608)
Total comprehensive revenue and expense		(710)	87	(491)

Surplus / (Deficit) is attributable to:

Auckland Council	(318)	87	117
	(318)	87	117

Total comprehensive revenue and expense is attributable to:

Auckland Council	(710)	87	(491)
	(710)	87	(491)

The notes to the financial statements form part of, and should be read in conjunction with, these financial statements.

Statement of Changes in Equity

For the year ended 30 June 2024

	Actual	Budget	Actual
	2024	2024	2023
Note	\$000	\$000	\$000
Equity at the beginning of the year	11,267	11,031	11,758
Total comprehensive revenue and expense			
Surplus / (deficit) for the year	(318)	87	117
Other comprehensive revenue and expense	(392)	-	(608)
Total comprehensive revenue and expense	(710)	87	(491)
Equity at the end of the year	10,557	11,118	11,267


The notes to the financial statements form part of, and should be read in conjunction with, these financial statements.

Statement of Financial Position

As at 30 June 2024

	Actual	Budget	Actual
	2024	2024	2023
Note	\$000	\$000	\$000
ASSETS			
Current assets			
Cash and cash equivalents	1	1,000	1
Debtors and other receivables	7	8,877	7,812
Total current assets	8,878	8,680	7,813
Non-current assets			
Property, plant and equipment	8	8,550	9,450
Total non-current assets	8,550	9,135	9,450
Total assets	17,428	17,815	17,263
LIABILITIES			
Current liabilities			
Creditors and other payables	9	2,344	1,425
Employee entitlements	10	2,628	2,482
Provisions	11	173	52
Total current liabilities	5,145	4,511	3,959
Non-current liabilities			
Deferred tax liabilities	12	1,726	2,037
Total non-current liabilities	1,726	2,186	2,037
Total liabilities	6,871	6,697	5,996
Net assets	10,557	11,118	11,267
EQUITY			
Contributed equity	13	1,800	1,800
Accumulated funds	14	1,643	2,048
Asset revaluation reserve	15	7,114	7,270
Total equity	10,557	11,118	11,267

For and on behalf of the Board:


David Kennedy (Chair)
25 September 2024


Kenina Court (Audit and Risk Committee Chair)
25 September 2024

The notes to the financial statements form part of, and should be read in conjunction with, these financial statements.

Statement of Cash Flows
For the year ended 30 June 2024

		Actual	Budget	Actual
		2024	2024	2023
	Note	\$000	\$000	\$000
Cash flows from operating activities				
Receipts from customers		18,580	17,675	18,172
Interest received		2	-	1
Operating expenditure funding from Auckland Council		18,446	24,078	19,795
Payments to suppliers and employees		(38,433)	(41,219)	(39,261)
Goods and services tax received from / (paid to) IRD		1,173	-	1,208
Net cash from operating activities	19	(232)	534	(85)
Cash flows from financing activities				
Advances from / (to) Auckland Council		232	(534)	12
Net cash from financing activities		232	(534)	12
Net increase / (decrease) in cash and cash equivalents		-	-	(73)
Cash and cash equivalents at the beginning of the year		1	1,000	74
Cash and cash equivalents at the end of the year		1	1,000	1

The notes to the financial statements form part of, and should be read in conjunction with, these financial statements.

NOTES TO THE FINANCIAL STATEMENTS
TE TAUĀKĪ PŪTEA

For the year ended 30 June 2024

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1 Statement of accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied unless otherwise stated.

a. Basis of preparation

i. Reporting entity

Eke Panuku Development Auckland Limited (Eke Panuku) is a council-controlled organisation (CCO) of Auckland Council and is domiciled in New Zealand. The principal address of Eke Panuku is Level 22, 135 Albert Street, Auckland 1010.

Eke Panuku contributes to the implementation of the Auckland Plan and encourages economic development by facilitating urban redevelopment that optimises and integrates good public transport outcomes, efficient and sustainable infrastructure and quality public services and amenities. Eke Panuku manages council's non-service property portfolio and provides strategic advice on council's other property portfolios. It recycles or redevelops sub-optimal or underutilised council assets and aims to achieve an overall balance of commercial and strategic outcomes.

As Eke Panuku does not have the primary objective of making a financial return, Eke Panuku is designated as a public benefit entity and applies New Zealand Tier 1 Public Benefit Entity accounting standards (PBE Accounting Standards).

The financial statements are for the year ended 30 June 2024. The financial statements were authorised for issue by the Board of Directors on the date they were signed.

ii. Statement of compliance

The financial statements have been prepared in accordance with the requirements of section 69 of the Local Government Act 2002 and the Companies Act 1993, which includes the requirement to comply with New Zealand generally accepted accounting practice ("NZ GAAP").

These financial statements have been prepared in accordance with NZ GAAP. They comply with PBE Accounting Standards.

iii. Measurement base

The financial statements have been prepared on an historical cost basis, modified by the revaluation of marinas.

iv. Going concern

The financial statements have been prepared on a going concern basis, with the company reliant on the shareholder (Auckland Council) continuing to support its operations as set out in the company's Statement of Intent (SOI) and Auckland Council's Long-term and Annual Plans.

v. Functional and presentation currency

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000) unless otherwise stated. The functional currency is New Zealand dollars.

vi. Budget figures

The budget figures included in these financial statements have been prepared in accordance with NZ GAAP, are included in the company's Statement of Intent for 2023-2026 and are consistent with the accounting policies adopted for the preparation of the financial statements.

vii. Implementation of new accounting standards

2022 Omnibus Amendments to PBE Standards, issued June 2022

The 2022 Omnibus Amendments include several general updates and amendments to several accounting standards. The revisions are effective from the year ending 30 June 2024. Eke Panuku has adopted the revised PBE standards, and the adoption did not result in a significant impact on the financial statements.

viii. Accounting standards early adopted

Eke Panuku has not adopted any accounting standards in advance of their effective date.

ix. Accounting standards issued but not yet effective

Disclosure of Fees for Audit Firms' Services – (Amendments to PBE IPSAS 1)

Disclosure of Fees for Audit Firms' Services was issued in May 2023. This updates the required disclosures for fees relating to services provided by the entity's audit or review firm. The fees must be disaggregated into specified categories and there is guidance to assist entities in determining the types of services to include in each category. The amendments are effective for reporting periods beginning on or after 1 January 2024 with early adoption permitted. Eke Panuku will adopt the amendment for the year commencing 1 July 2024. This adoption will not result in a significant impact on the financial statements.

b) Foreign currency translation

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at period end exchange rates of monetary assets and liabilities are recognised in the Statement of Comprehensive Revenue and Expense.

c) Property, plant and equipment

Property, plant and equipment consists of marinas.

i. Measurement

Marinas are measured at fair value. Property, plant, and equipment is shown at valuation, less accumulated depreciation and impairment losses, if any.

ii. Revaluation

Marinas are revalued with sufficient regularity to ensure that their carrying amount does not differ materially from fair value and at least every 3 years. Each year, Eke Panuku considers whether the carrying value reflects fair value. If there is a material difference, then the asset classes are revalued off-cycle.

Revaluations of property, plant and equipment are accounted for on a class of asset basis.

Net revaluation results are credited or debited to other comprehensive income and are accumulated to an asset revaluation reserve in equity for that class of assets. Where this would result in a debit balance in the asset revaluation reserve, this balance is not recognised in other comprehensive income but is recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expense. If a revaluation increase reverses a decrease previously recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expense, the increase is recognised first in the surplus or deficit in the Statement of Comprehensive Revenue and Expense to reverse previous decreases. Any residual increase is then recognised in other comprehensive income.

iii. Additions

The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to Eke Panuku and the cost of the item can be measured reliably.

Property, plant and equipment is initially recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value as at the date of acquisition.

iv. Disposals

Gains and losses on disposal are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit in the Statement of Comprehensive Revenue and Expense. When revalued assets are sold, the amounts included in asset revaluation reserves in respect of those assets are transferred to accumulated funds.

v. Depreciation

Depreciation on all property, plant and equipment is provided on a straight line basis at rates that will write off the cost of the assets to their estimated residual values over their useful lives. The residual value and remaining useful life of an asset is reviewed, and adjusted if applicable, at each financial period end. The useful lives of major classes of assets have been estimated as follows.

Asset class	Estimated useful life
Marina	35 years

d) Impairment of non financial assets

Intangible assets that have an indefinite useful life, or are not yet available for use, are not subject to amortisation and are tested annually for impairment. Assets that have a finite useful life are reviewed for indicators of impairment at each balance date. When there is an indicator of impairment, the asset’s recoverable amount is estimated. An impairment loss is recognised for the amount by which the asset’s carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset’s fair value less costs to sell and value in use.

Value in use is depreciated replacement cost for an asset where the service potential of the asset is not primarily dependent on the asset’s ability to generate net cash inflows and where Eke Panuku would, if deprived of the asset, replace its remaining service potential. The value in use for cash-generating assets is the present value of expected future cash flows.

If an asset’s carrying amount exceeds its recoverable amount, the asset is impaired and the carrying amount is written down to the recoverable amount. For revalued assets, the impairment loss is recognised against the revaluation reserve for that class of asset. Where that results in a debit balance in the revaluation reserve, the balance is recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expense.

The reversal of an impairment loss on a revalued asset is credited to the revaluation reserve. However, to the extent that an impairment loss for that class of asset was previously recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expense, a reversal of the impairment loss is also recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expense.

For assets not carried at a revalued amount, the total impairment loss is recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expense. For assets not carried at a revalued amount, the reversal of an impairment loss is recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expense.

is recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expense.

e) Financial assets

Financial assets are initially measured at fair value plus transaction costs.

Purchases and sales of financial assets are recognised at trade date, this being the date on which Eke Panuku commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and Eke Panuku has transferred substantially all the risks and rewards of ownership.

The financial assets of Eke Panuku are classified as financial assets at amortised cost. After initial recognition, these are carried at amortised cost less provision for impairment. Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expense.

f) Impairment of financial assets

The provision for impairment of receivables is determined based on the expected loss credit model. In assessing credit losses for receivables, Eke Panuku applies the simplified approach and records lifetime expected credit losses on receivables. Eke Panuku uses the provision matrix based on historical credit loss experience upon initial recognition of the receivable, based on reasonable and available information on the debtor. Expected loss is established by taking into account factors affecting the ability of the debtors to settle their debt.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised (such as an improvement in the debtor’s credit rating), the reversal of the previously recognised impairment loss is recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expense.

g) Cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held on call with financial institutions, other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and subject to an insignificant risk of changes in value, and bank overdrafts.

h) Debtors and other receivables

Debtors are amounts due from customers. If collection is expected in one year or less, they are classified as current assets. If not, they are presented as non-current assets.

Debtors and other receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

When a receivable for which the provision for impairment has been recognised becomes uncollectable in a subsequent period, it is written off against the provision for impairment of receivables. Subsequent recoveries of amounts previously written off are credited to ‘other income’ in the surplus or deficit in the Statement of Comprehensive Revenue and Expense.

i) Creditors and other payables

Creditors and other payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. They are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

Creditors and other payables are initially measured at fair value and subsequently measured at amortised cost, using the effective interest method.

j) Current and deferred income tax

Income tax expense comprises both current tax and deferred tax, and is calculated using tax rates (and tax laws) that have been enacted or substantively enacted by balance date. Income tax expense is charged or credited to the surplus or deficit in the Statement of Comprehensive Revenue and Expense, except when it relates to items charged or credited directly to equity or other comprehensive income.

Current tax is the amount of income tax payable based on the taxable surplus for the current period, plus any adjustments to income tax payable in respect of prior periods.

Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses. Temporary differences are differences between the carrying amount of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable surplus.

The measurement of deferred tax reflects the tax consequences that would follow from the manner in which Eke Panuku expect to recover or settle the carrying amount of its assets and liabilities.

Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that taxable surplus will be available against which the deductible temporary differences or tax losses can be utilised.

Deferred tax is not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition of an asset and liability in a transaction that is not a business combination and at the time of the transaction affects neither accounting surplus nor taxable surplus.

k) Goods and Services Tax (GST)

All items in the financial statements are stated exclusive of GST, except for debtors and other receivables and creditors and other payables, which are presented on a GST inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related expense or asset.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of receivables or payables in the Statement of Financial Position.

l) Personnel costs and Employee entitlements

i. Short term employee entitlements

Employee benefits that Eke Panuku expects to be settled wholly before 12 months after the end of the reporting period in which the employees render the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, annual leave earned to, but not yet taken, at balance date, and sick leave.

ii. Long term employee entitlements

Employee benefits that are not expected to be settled wholly before 12 months after the end of the reporting period in which the employees render the related service, such as long service leave, have been calculated on an actuarial basis. These calculations are based on:

- likely future entitlements accruing to employees, based on years of service, years to entitlement, the likelihood the employees will reach the point of entitlement, and contractual entitlement information; and
- the present value of estimated future cash flows.

iii. Presentation of employee entitlements

Sick leave, annual leave, and vested long service leave are classified as current liabilities. Non-vested long service leave expected to be settled within 12 months of balance date are classified as a current liability. All other employee entitlements are classified as a non-current liability.

m) Revenue recognition

Revenue is measured at the fair value of consideration received or receivable. The specific accounting policies for significant revenue items are explained below:

i. Other income

Income from provision of services is recognised in the accounting period in which the services are rendered, by reference to completion of the specific transaction assessed on the basis of the actual service provided as a proportion of the total services to be provided.

ii. Service income

Income from the rendering of services to Auckland Council group entities is recognised when the service is provided. These services include Eke Panuku staff time on urban regeneration projects and marina operations, as well as council group property acquisitions and disposals. The income from services provided is calculated based on direct costs and staff time incurred or allocated to specific projects.

iii. Funding from Auckland Council

Funding is recognised as revenue upon entitlement based on the eligibility of expenditure in accordance with the Statement of Intent between Eke Panuku and Auckland Council.

n) Leases

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the surplus or deficit in the Statement of Comprehensive Revenue and Expense on a straight line basis over the period of the lease.

2 Critical accounting estimates and judgements

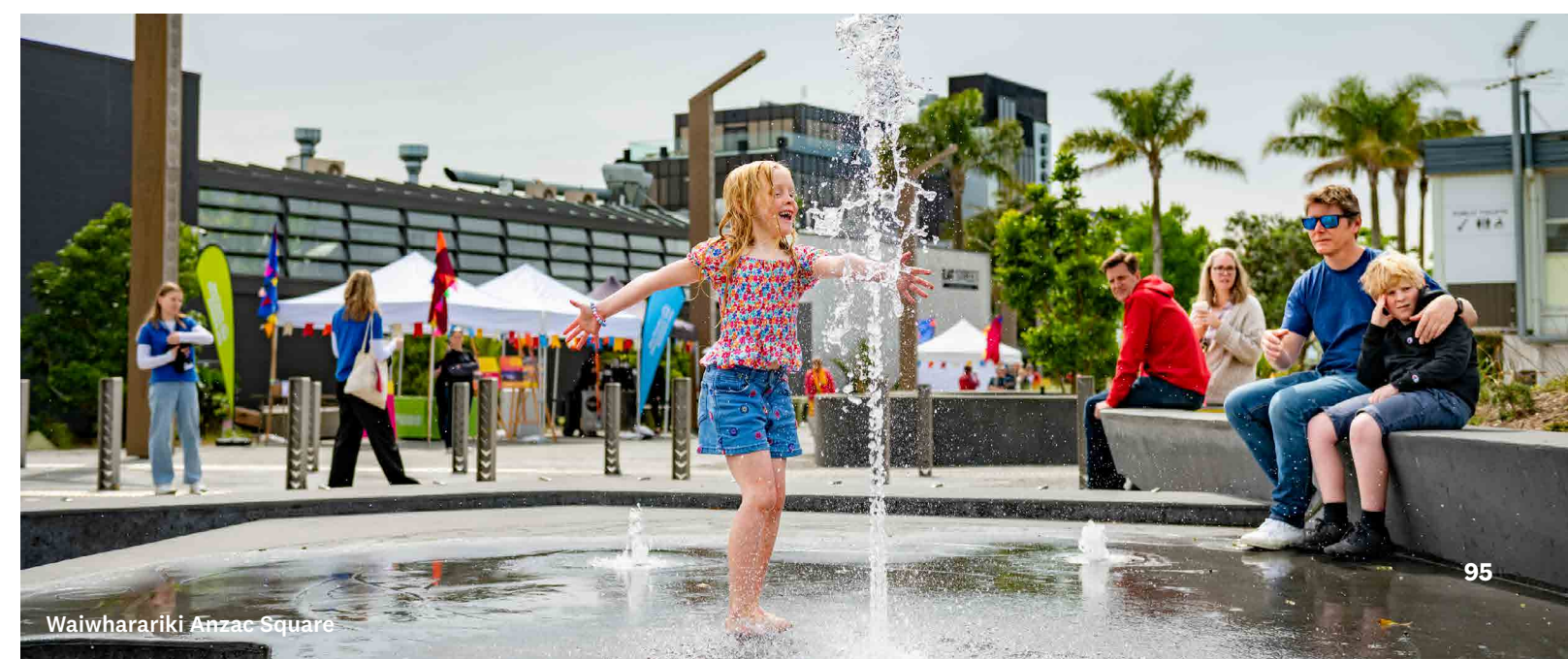
In preparing the financial statements Eke Panuku made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year have been included below.

Useful lives of property, plant and equipment

If useful lives do not reflect the actual consumption of the benefits of the assets, then Eke Panuku could be over or under estimating the annual depreciation charge recognised as an expense in the Statement of Comprehensive Revenue and Expense. Asset inspection, deterioration, and condition modelling are also carried out regularly as part of asset management activities, which provides further assurance over useful life estimates.

Valuation of property, plant and equipment

The assets of Eke Panuku comprise marina berths in the downtown Auckland area commonly referred to as the Viaduct. The assets consist of physical structures and waterspace consents. The marina berths are valued using a discounted cash flow model based on forecast future cash flows and a market derived discount rate. If market conditions change, then it is possible that the future cash flows may vary, in timing or amount, from those included in the valuation.



	2024 \$000	2023 \$000
3 Revenue		
Revenue from exchange transactions		
Other income	1,045	1,076
Service income from Auckland Council group	17,461	17,272
Revenue from non-exchange transactions		
Funding from Auckland Council	18,598	19,742
Interest income	2	-
Total revenue	37,106	38,090

4 Personnel costs		
Employee salaries, wages and allowances	27,386	27,426
Increase / (decrease) in leave accruals	416	(56)
Defined contribution plan employer contributions *	786	781
Temporary staff costs	1,834	2,001
Other	481	883
Total personnel costs	30,903	31,035

* Employer contributions to defined contribution plans includes contributions to KiwiSaver.

At 30 June 2024 there were 213.56 full time equivalent (FTE) employees (30 June 2023: 202.00).

5 Other operating expenses		
Fees paid to Audit NZ for audit of the financial statements and statement of service performance	148	137
Directors' fees and expenses	427	455
Lease payments under operating leases	657	1,641
Professional services	1,792	2,112
Repairs and maintenance	241	217
Utilities and occupancy	1,384	276
Other operating expenses	1,675	1,877
Total other expenses	6,324	6,715

	2024 \$000	2023 \$000
6 Income tax		
Current tax	-	-
Deferred tax	(158)	(80)
Income tax expense / (benefit)	(158)	(80)

Relationship between income tax and accounting surplus / (deficit):

Surplus / (deficit) before tax	(476)	37
Prima facie income tax at 28%	(133)	10
Taxation effect of permanent differences	8	9
Loss offset	(33)	(99)
Income tax expense / (benefit)	(158)	(80)

Eke Panuku is part of a tax group with its shareholder Auckland Council and other subsidiaries of Auckland Council. Tax losses from other entities are shared within the group resulting in tax loss offsets for Eke Panuku. Subvention payments are generally not required under group arrangements.

7 Debtors and other receivables		
Related party receivables	8,576	7,730
Sundry receivables	24	21
Goods and services tax	277	61
Total debtors and other receivables	8,877	7,812

Receivables from exchange transactions	2,971	1,826
Receivables from non exchange transactions	5,906	5,986
Total debtors and other receivables	8,877	7,812

a) Impairment of assets

At each period end, all overdue receivables are assessed for impairment and appropriate provisions applied. No doubtful debts provision has been recognised at 30 June 2024 (2023: nil).

b) Fair value and credit risk

Due to the short-term nature of these receivables, their carrying value is assumed to approximate their fair value. Eke Panuku has no exposure to credit risk in respect of debtors and other receivables at balance date. Eke Panuku does not hold any collateral as security. Refer to note 22 for more information on the risk management policy of Eke Panuku.

c) Foreign exchange and interest rate risk

Eke Panuku has no exposure to foreign exchange and interest rate risk in relation to debtors and other receivables at balance date.

12	Deferred tax liabilities (continued)			
		Property, plant and equipment \$000	Other \$000	Total \$000
Balance at 1 July 2022		(2,922)	569	(2,353)
Charged to surplus/(deficit)		84	(4)	80
Charged to other comprehensive income		236	-	236
Balance at 30 June 2023		(2,602)	565	(2,037)
Balance at 1 July 2023		(2,602)	565	(2,037)
Charged to surplus/(deficit)		98	60	158
Charged to other comprehensive income		153	-	153
Balance at 30 June 2024		(2,351)	625	(1,726)

2024
\$000

2023
\$000

13 Contributed equity

(a) Share capital

Balance at 1 July	1,800	1,800
Balance at 30 June	1,800	1,800

(b) Movements in ordinary shares:	Number of Shares	Number of Shares
Opening balance of ordinary shares issued	30	30
Closing balance of ordinary shares issued	30	30

14 Accumulated funds

Balance at 1 July	1,961	1,844
Surplus/(deficit) for the year	(318)	117
Balance at 30 June	1,643	1,961

15 Asset revaluation reserve

Balance at 1 July	7,506	8,114
Revaluation gains/(losses)	(545)	(844)
Deferred tax on revaluation	153	236
Balance at 30 June	7,114	7,506

The asset revaluation reserves records the revaluation of property, plant and equipment on an asset class basis. Any revaluation decrease will first be written off against the balance in asset revaluation reserve. Any decrease over and above the amount recorded will be transferred to the other gains / (losses) section of the surplus / (deficit) within the Statement of Comprehensive Revenue and Expense.

16 Capital commitments and operating leases

a) Capital commitments

Eke Panuku has no capital expenditure commitments at 30 June 2024 (2023: nil)

b) Operating leases as lessee

Less than one year	-	1,287
Between one and five years	-	2,790
More than five years	-	-
Total non-cancellable operating leases as lessee	-	4,077

Effective 31 December 2023, Eke Panuku exited its lease to take up space in premises owned by its shareholder, for which Eke Panuku is not charged any rent. The disclosure above for 2023 was based on the contractual arrangements at balance date 30 June 2023, however due to the lease exit, Eke Panuku only paid \$644k of rent in the financial year ending 30 June 2024.

17 Contingencies

Eke Panuku has no contingent liabilities or contingent assets at 30 June 2024 (2023: nil).

18 Events occurring after balance date

There are no events after balance date that require disclosure.

19 Reconciliation of net surplus / (deficit) after tax to net cash flow from operating activities

Surplus / (deficit) after tax	(318)	117
<i>Add / (less) non-cash items:</i>		
Depreciation expense	355	303
Movement in deferred tax through surplus / (deficit)	(158)	(80)
<i>Add / (less) movements in working capital items:</i>		
Debtors and other receivables (excluding related party)	(219)	13
Creditors and other payables (excluding related party)	933	(176)
Related party receivables and payables	(860)	(367)
Financing activities included in related party receivables and payables	(232)	(11)
Provisions	121	-
Employee entitlements	146	116

Net cash inflow / (outflow) from operating activities (232) (85)

20 Related party transactions

Auckland Council is the parent of the entity as outlined in note 1. Auckland Council has other CCOs that Eke Panuku has transacted with during the period including Auckland Transport and Tātaki Auckland Unlimited.

Related parties include subsidiaries, associates, joint ventures, key management personnel, the Directors of the Board and their close family members and entities controlled by them. Key management personnel are the Chief Executive and the executive leadership team. Close family members include spouses or domestic partners, children and dependants.

Related party disclosures have not been made for transactions with related parties that are within a normal supplier or client/recipient relationship on terms and condition no more or less favourable than those that it is reasonable to expect Eke Panuku would have adopted in dealing with the party at arm's length in the same circumstances.

Eke Panuku uses Auckland Council services including (but not limited to) payroll, legal, information technology, accounts payable processing and treasury. Generally no charge is levied for these services. Eke Panuku does not recognise these services in-kind as revenue or expenditure. Eke Panuku occupies office space in premises owned by its shareholder, for which it is not charged any rent.

Eke Panuku manages assets and undertakes urban regeneration on behalf of Auckland Council. The financial transactions related to property management and urban regeneration are recognised in the financial statements of Auckland Council. Any transactions for that portfolio that would be considered related party are not disclosed here as they do not affect these financial statements.

	2024	2023
	\$000	\$000

21 Key management personnel remuneration

Key management personnel includes the Board of Directors and the Executive Leadership Team (ELT). The ELT consists of the Chief Executive and direct reports to the Chief Executive.

Key management personnel remuneration

Executive Leadership Team (9 FTE 30 June 2024: 9 FTE 30 June 2023)	3,155	3,111
Board of Directors (1.50 FTE 30 June 2024 : 1.62 FTE 30 June 2024) *	427	426
Total key management personnel remuneration	3,582	3,537

* The Board of Directors FTE is based on the assumption that each of the Directors work an average of one week in each month preparing for, and attending, Board and sub committee meetings.

a) Executive Leadership Team Remuneration

Salary and other short-term employee benefits	3,155	3,111
Total Executive Leadership Team remuneration	3,155	3,111

b) Board of Directors Remuneration

<u>Current directors</u>		
Paul Majurey (Chair)	108	101
David Kennedy (Deputy Chair)	68	63
John Coop	54	51
Kenina Court	62	58
Steven Evans	54	51
Jennifer Kerr	54	51
Susan Huria (departed 31 December 2023)	27	51
Total Board of Directors remuneration	427	426

22 Financial risk management

The activities of Eke Panuku expose it to a variety of financial risks: market risk, liquidity risk and credit risk. The company's risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the entity. Treasury for Eke Panuku is carried out under a shared service agreement by Auckland Council. The treasury management policy incorporates a liability management policy and an investment policy. These policies do not allow any transactions that are speculative in nature to be entered into.

Carrying amount and fair value

	2024	2023
	\$000	\$000

Financial assets

Financial assets at amortised cost

Cash and cash equivalents	1	1
Debtors and other receivables (exc GST receivable and prepayments)	8,600	7,751
Total financial assets	8,601	7,752

Financial liabilities

Financial liabilities at amortised cost

Creditors and other payables	2,344	1,425
Total financial liabilities	2,344	1,425

Net financial assets / (liabilities)	6,257	6,327
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22 Financial risk management (continued)

The table below analyses the financial assets and liabilities into relevant maturity groupings based on the period remaining at balance date until the contractual maturity date. The amounts disclosed are the contractual undiscounted cash flows.

	On demand	Less than 6	6 - 12 months	Between 1 and	Between 2 and	Over 5 years	Total contractual cash inflow / (outflow)	Carrying amount (assets) / liabilities
	\$000	months \$000	\$000	2 years \$000	5 years \$000	\$000	\$000	\$000
30 June 2024								
Financial assets								
Cash and cash equivalents	1	-	-	-	-	-	1	1
Debtors and other receivables	8,600	-	-	-	-	-	8,600	8,600
Total financial assets	8,601	-	-	-	-	-	8,601	8,601
Financial liabilities								
Creditors and other payables	40	2,304	-	-	-	-	2,344	2,344
Total financial liabilities	40	2,304	-	-	-	-	2,344	2,344
30 June 2023								
Financial assets								
Cash and cash equivalents	1	-	-	-	-	-	1	1
Debtors and other receivables	7,729	22	-	-	-	-	7,751	7,751
Total financial assets	7,730	22	-	-	-	-	7,752	7,752
Financial liabilities								
Creditors and other payables	70	1,355	-	-	-	-	1,425	1,425
Total financial liabilities	70	1,355	-	-	-	-	1,425	1,425

23 Capital management

The capital of Eke Panuku capital is its equity which comprise accumulated funds. Equity is represented by net assets. Eke Panuku manages its revenues, expenses, assets, liabilities and general financial dealings prudently to meet its long term objective and in a way that promotes the current and future interests of the community. Equity is largely managed as a by-product of managing revenues, expenses, assets, liabilities and general financial dealings.

24 Explanation of major variances to budget

As a Council-controlled Organisation, Eke Panuku agrees its budget each year with the shareholder Auckland Council and publishes the budget in the Statement of Intent.

The table below compare the budgeted Statement of Comprehensive Revenue and Expense with the actual results and provides explanation for significant variances.

	Actual 2024 \$000	Budget 2024 \$000	Favourable / (unfavourable) Variance \$000	Note
Revenue				
Revenue	37,106	42,085	(4,979)	1
Total revenue	37,106	42,085	(4,979)	
Expenditure				
Personnel costs	30,903	33,313	2,410	2
Depreciation	355	315	(40)	
Other operating expenses	6,324	8,457	2,133	3
Total expenditure	37,582	42,085	4,503	
Surplus / (deficit) before tax	(476)	-	(476)	
Income tax expense / (benefit)	(158)	(87)	71	
Surplus / (deficit) after tax	(318)	87	(405)	
Other comprehensive revenue and expense				
Gains / (losses) on revaluation of property, plant and equipment	(545)	-	(545)	
Tax on revaluation (gains) / losses	153	-	153	
Total other comprehensive revenue and expense	(392)	-	(392)	
Total comprehensive revenue and expense	(710)	87	(797)	

1. Funding from Auckland Council was budgeted at \$24.5m with actual funding recognised of \$18.6m. Funding is calculated based on operating expenses, less other revenue. The funding income was lower than budgeted as operating costs were lower than budgeted as described in note 3 below.

2. There have been a number of vacant positions on the organisation chart during the year due to fiscal constraint, longer than expected recruitment time and holding vacancies.

3. This is spread over a number of expense areas, notably professional services which were \$1.2m less than budget as some anticipated workstreams were not undertaken or were able to be achieved through internal resources.



Hayman Park, Manukau



Henderson

12

Additional remuneration information He Pārongo ā-Taiutu Anō

eke
panuku

Annual salary as at 30 June

The table below shows the numbers and remuneration of employees who were employed on 30 June. Those receiving remuneration of \$60,000 or more are grouped into \$20,000 bands. This table is based on annual salary at 30 June (including KiwiSaver contributions), pro-rated for part-time employees. Casual staff are shown based on the amount they received during the year ended 30 June. Please note that this captures a moment in time, and these numbers would look different on other days. Eke Panuku is not required to disclose this information, but is choosing to voluntarily disclose it.

	Number of Employees	
	2024	2023
\$0-\$59,999	6	8
\$60,000-\$79,999	29	31
\$80,000-\$99,999	33	36
\$100,000-\$119,999	31	32
\$120,000-\$139,999	41	36
\$140,000-\$159,999	33	25
\$160,000-\$179,999	11	8
\$180,000-\$199,999	8	6
\$200,000-\$219,999	7	8
\$220,000-\$239,999	4	5
\$240,000-\$259,999	5	1
\$260,000-\$279,999	-	3
\$280,000-\$299,999	4	2
\$300,000-\$319,999	-	1
\$320,000-\$339,999	2	-
\$380,000-\$399,999	1	2
\$400,000-\$419,999	1	1
\$420,000-\$439,999	1	-
\$580,000-\$599,999	-	1
\$600,000-\$619,999	1	-
Total number of employees	218	206

Payments to employees for the year ended 30 June

The table below shows the number of employees, or former employees, who were paid remuneration (including KiwiSaver employer contributions) of \$100,000 or more during the year. As required by the Companies Act 1993, this table recognises remuneration only when it is paid to the employee. These amounts are not annualised - if an employee started partway through the year, the amount they earned in the period they were employed is included, not their full salary. It also does not take into account leave accruals.

	Number of Employees	
	2024	2023
\$100,000-\$109,999	15	15
\$110,000-\$119,999	11	17
\$120,000-\$129,999	15	18
\$130,000-\$139,999	19	16
\$140,000-\$149,999	8	12
\$150,000-\$159,999	19	11
\$160,000-\$169,999	4	5
\$170,000-\$179,999	4	4
\$180,000-\$189,999	4	2
\$190,000-\$199,999	3	4
\$200,000-\$209,999	5	6
\$210,000-\$219,999	3	2
\$220,000-\$229,999	3	1
\$230,000-\$239,999	-	5
\$240,000-\$249,999	1	1
\$250,000-\$259,999	4	-
\$260,000-\$269,999	-	3
\$270,000-\$279,999	2	1
\$280,000-\$289,999	-	2
\$290,000-\$299,999	1	-
\$300,000-\$309,999	-	1
\$310,000-\$319,999	1	-
\$320,000-\$329,999	1	-
\$370,000-\$379,999	-	1
\$380,000-\$389,999	-	1
\$390,000-\$399,999	1	-
\$410,000-\$419,999	1	1
\$420,000-\$429,999	1	-
\$580,000-\$589,999	-	1
\$610,000-\$619,999	1	-
Total employees who received \$100,000 or more	127	130



Chief Executive Report

Author(s): David Rankin

November 2024

Whakarāpopototanga matua | Executive summary

This is a public report which incorporates a range of material on current and emerging issues. Some information contained in this report should be treated as confidential. In terms of Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to the withholding of information as necessary to:

- *protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of a third party(s7(2)(b)(ii));*
- *enable any local authority holding the information to carry on, without prejudice or disadvantage commercial negotiations (s7(2)(i));*
- *maintain the effective conduct of public affairs through the free and frank expression of opinions by or between or to members or officers or employees of any local authority in the course of their duty (s7(2)(f)(i)); and*
- *maintain legal professional privilege (s7(2)(g)).*

Matapaki | Discussion

Karanga Plaza Harbour Swimming Pool

1. The Board has requested a plan from the Executive as to how any critical risks will be managed with respect to the Karanga Plaza Harbour Swimming Pool. Auckland Council's Pools and Leisure team and Eke Panuku will co-manage this facility. The detail of how and who will manage the risks is outlined in the Karanga Plaza Harbour Pool Operating Plan (Attachment A).
2. **Water quality** is a material health risk, monitored by Safeswim. Pools and Leisure staff respond to water quality alerts, closing the pool if bacteria levels exceed safe limits according to the SafeSwim website.
3. **Open water hazards**, such as tides, visibility, and deep water pose safety concerns for swimmers. Lifeguards, overseen by the Pools and Leisure team, use proactive scanning techniques to mitigate these risks during operational hours. Lifeguarding will occur from mid-December 2024 through to 7 February 2025 and then weekends only through to Sunday 2 March 2025.
4. **Public behaviour and security risks**, including unsupervised children and anti-social behaviour, are handled by a security guard who monitors access and supports lifeguards, with escalation to Eke Panuku/Police if necessary.
5. Together, these teams coordinate to ensure risk management aligns with public safety and operational standards.

Overview of Critical Operations

6. Maintenance and Risk Management

Monthly scuba-led pontoon cleaning prevents biofouling, ensuring swimmer safety and equipment longevity. Daily equipment and safety checks are performed by lifeguards to assess life-saving devices and monitor water quality every two hours. This attention to maintenance underscores our preventive approach to risk.

7. Operating Hours and Seasonal Adjustments

The pool operates from dawn to dusk, with peak lifeguard coverage between 10 am and 6 pm during the busy season (December to early March). Public holiday adjustments and exclusive event bookings (e.g., Manu Competition) ensure optimal access while maintaining the site's safety and service quality.

8. Lifeguarding will occur mid-December 2024 through to 7 February 2025 and then weekends only through to Sunday 2 March 2025.

9. Considerations for the Summer Period

- Christmas eve – lifeguarding stops at 1pm
- Christmas Day – No Lifeguards
- Boxing Day – No Lifeguards

10. All other Public Holidays operate shorter hours to the 8-hour shift.

11. Risk Areas and Mitigations

- a. **Water Quality and Health Risks:** Managed via the Safeswim monitoring system, which tracks bacterial levels to indicate safe swimming days (Green status) or issue advisories (Red and Black status) for public health protection.
- b. **Open Water Hazards:** Due to factors like tide, visibility, and potential wildlife, lifeguards employ a rigorous 10:20 scanning system to supervise swimmers and minimize incidents. This is where Auckland Council Pools and Leisure will use an intensive system of supervision for the lane swimming and jump platform. The lifeguard will be able to scan its area of responsibility within 10 seconds and reach anyone struggling within 20 seconds. The 10:20 supervision system is a widely recognised lifeguarding technique designed to enhance safety and ensure effective surveillance in swimming pool environments.
- c. **Supervision Boundaries:** Public signage clarifies operational hours and outlines swimmer responsibilities, preventing assumptions about around-the-clock lifeguard coverage.

12. **Executive Oversight and Accountability:** A dedicated Executive Oversight Group will be established to provide comprehensive oversight and coordination for the pool's management. This group reviews key metrics such as attendance, safety incidents, health and safety events, and financial performance, aligning these insights with the Council's broader objectives. Eke Panuku, responsible for asset maintenance, coordinates with the Auckland Council's Pools and Leisure team, ensuring seamless operations and timely incident management.

McConnell Properties – Auburn Street, Takapuna : Build to Rent

13. McConnell Properties (MP) entered into a development agreement with Eke Panuku in May 2022.

- 14. [Redacted]
- 15. [Redacted]
- 16. [Redacted]
- 17. [Redacted]

Northcote Central

- 18. [Redacted]
- 19. [Redacted]
- 20. [Redacted]

Maungawhau CRL

- 21. A full update on this programme was provided in the September 2024 agenda.
- 22. Since September, we have had three workshops with the City Rail Link Limited property team to understand all the work it is doing to get the blocks ready for transfer to Auckland Council for marketing and development. [Redacted]
- 23. [Redacted]



Avondale Central



31. 


32. 



Te Aka Raataa Stage 1 (Rata Vine Stream Reserve), Manukau

33. Physical works to ‘Realise the Potential of the Puhinui awa’, a key component within the Manukau regeneration programme starts in January 2025. This marks another step forward in implementing the development of Te Whakaoranga o te Puhinui (Puhinui Regeneration Strategy). The strategy, created in partnership with Ngaati Tamaoho, Te Ākitai Waiohū, Ngaati Te Ata Waiohū, Council’s Healthy Waters, Manurewa Local Board sets out a roadmap to progressively regenerate the environment and communities along the key connection between Manukau city centre, residential developments to the Auckland Botanic Gardens. A small-scale karakia whakawaatea on 9 December will mark the start of physical works on the Te Aka Raataa Stage 1. (See map at Attachment B).

Getting ready for summer in Wynyard Quarter

34. Collectively there has been a lot of work across the matrix teams on getting ready for summer at Wynyard Quarter. The focus is on ensuring that business as usual continues while enabling activity such as events and projects in the quarter to happen seamlessly to ensure an excellent experience for residents, visitors, businesses and event organisers.
35. Effective communications around the summer are also front of mind. The approach has been to communicate that here are lots of things to look forward to and get excited about this summer whilst also ensuring that any activity that may cause disruption are clearly communicated.
36. The summer programme includes as part of Eke Panuku projects and activations :
- Sleighbells by the Sea – Hogwash the red ferry, is receiving a Christmas makeover– starting 20 November
 - A Christmas market – 7th and 8th December
 - The Wynyard Crossing Bridge being back in operation in December
 - A new and improved jump facility and swimming pool at Karanga steps opening in December
 - A new major artwork and attraction for the WQ in the Waka Moana artwork – April 2025
37. Tataki Auckland Unlimited invested events:
- Sail GP packing in over December with the event on the 18th and 19th of January 2025
 - A home-grown event in the form of Moana Festival over January-March 2025 (Millenium Cup (superyachts) Z Manus; Auckland Boatshow; Harbour Classic; Moana Music (Six60 on bases spaces)
38. All the above has been and will be supported by our socials, website updates and Eat Play Stay campaign.
39. Eke Panuku’s significant milestones include the reopening of Wynyard Crossing and the completion of the improvements at Karanga steps including the swimming pool. The matrix teams are working together to ensure that there is a co-ordinated approach to opening days

and the support that is needed for these to be operationally efficient, safe and provide a great experience.

40. Eke Panuku plays a supporting role to major events landing on the waterfront such as Sail GP. There is a core team at Eke Panuku working on the events including the Priority Location Director, Major Events Advisor and Principle Technical Delivery Advisor. They work closely with Tataki Auckland Unlimited who play a lead role with event organisers to ensure that they are a great success for Auckland and New Zealand while maximising benefits to the Wynyard Quarter and mitigating negative impacts.

Te Wero Wynyard Crossing Bridge

41. The repair and maintenance work on the bridge continues to programme with a return to service on track for December.
42. The team is continuously reviewing the work to understand, what if any part of the work, can be accelerated.
43. [REDACTED]
44. [REDACTED]

Structural Steel, mechanical and electrical works

45. The programme related to the structural steel work and the mechanical and electrical reconditioning and replacement continue to run concurrently with the majority of the work now happening at the bridge site. Work is largely complete at Wynyard wharf.
46. The main bridge elements have now been reinstalled. The mechanical work is largely complete and the electrical install works are ongoing.

Risks

47. There are several residual risks associated with the project, including:
- Delays to the programme from issues outside our control like poor weather conditions
 - Commissioning risks: The team has mitigated potential risks associated with commissioning which could result in delay in the return to service by utilising specialist resources to peer review works and commissioning plans put together by the contractor. This will minimize potential delays/issues during commission and minimize the amount of teething type issues post the return to service of the bridge.
 - Bridge breakdown in the lowered position during commissioning causing a barrier to marine traffic. The team is working to mitigate this risk by progressive testing of the bridge one lifting span at a time to minimize this risk. Both spans will be tested simultaneously only once each individual span operation has been proven, minimizing the chance of issues during commissioning resulting in both spans failing in the lowered position. Contingency plans are being developed in case of significant failure such as the use of barge/crane during commissioning.

- Reputational risk due to the ongoing impact on Wynyard Quarter from the bridge being unavailable. The contract with the small red ferry boat operator has been extended until January as a backup plan.

48. The risk of delays stemming from the unavailability of long lead time parts is considered low as the necessary parts have been received from offshore. Most parts being manufactured locally have been received and we have good visibility of the few outstanding items. There has been a delay in the delivery of lighting to site. However, the team can manage the late delivery through resequencing of works. This isn't anticipated to impact the overall program.
49. There is risk of further increased costs due to additional labour or overtime rates, as the programme has been agreed to and fixed pricing applies for contractors. However, this may change if there is a material delay because of poor weather or additional scope changes.
50. There is a reputational risk if there is an overrun with respect to getting the bridge back into service in December. This is due to the impact this will have on local businesses, stakeholders, and organised events such as SailGP, which is set for 18-19 January 2025 and is expected to draw a large number of people to the area for the event. The contract with the small red ferry boat operator has been extended until January as a backup plan.

Budget

51. As approved by the Board in September, there is an increase in overall required project budget from \$7.7m to \$10.6m resulting from more extensive corrosion damage to the structural steel of the bridge and the full scope for repairing or replacing the mechanical and electrical parts of the bridge.
52. [REDACTED]

[REDACTED]	
[REDACTED]	[REDACTED]
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	[REDACTED]
[REDACTED]	
[REDACTED]	
[REDACTED]	[REDACTED]
[REDACTED]	

[REDACTED]

Stakeholder impacts

53. We continue to regularly communicate and engage directly with a variety of stakeholders and key parties with an interest in progress. These include elected members, internal council

business units, VHHL, tenants, Wynyard Quarter Transport Association, stakeholder group represented by Fu Wah and the general public.

Small Red Ferry Boat

54. Ferry Services continue to run throughout the week and on weekends. The boat has carried over 102,000 passengers to date. Feedback about the service continues to be positive.

Waterfront Security

55. In March 2022, following the end of the Covid Lockdown period, it was necessary to extend security resourcing at the Wynyard Quarter and wider waterfront areas to address an increase in anti-social behaviour in the area.
56. There was a significant increase in resident complaints regarding noisy and unruly public behaviour. Additional measures, such as road closures at night, and carpark use restrictions implemented to cover public area security in an attempt to address the issues.
57. As a result of extending the security resource, the overall operational cost accelerated and is unsustainable.
58. The Executive has reviewed the current status of security and the need to implement a sustainable and effective security protocol to service the waterfront area. A team has been established to deliver on this objective.
59. A notable element of the revised security protocol will be the heightened utilisation of the recently upgraded CCTV camera system and associated supporting technology.
60. The implementation team includes representation from across the Eke Panuku Waterfront matrix team as well as the engagement of a specialist security consultant, Groves Consultants.
61. The team will carry out an in-depth study of the CCTV coverage and operating system, physical security deployment, mobile and response services and specialist security considerations.
62. A timeline has been established with a view to having the new security protocols costed and in place by the end of February 2025. Additional time has also been allowed post implementation for review of the over all scheme and subsequent revisions if deemed necessary.

Section 17A Review Marinas

63. On Friday 8 November 2024, the Executive was advised that Auckland Council is commencing work on the S17A Local Government Act 2002 service review on Marinas. We understand that in September, the Revenue, Expenditure and Value (REV) committee approved the S17A review of Marinas as part of the council's Value for Money programme. A Terms of Reference for this review has been developed and was presented to the REV committee for approval on 12 November 2024.
64. We note that the scope of the review will cover various aspects of marina management functions, including ownership and leasing models. It will also look at developing a Marina Ownership Framework to assist with aligning marinas with council's objectives for community benefit, financial sustainability, and stakeholder engagement. This new framework will be used to explore whether the council's continued involvement is optimal, assess the appropriateness of current service levels, and consider whether alternative ownership or management models may be more beneficial. This will include the following marinas: Viaduct, Westhaven, Silo Park, Gulf Harbour, Half Moon Bay, and Hobsonville. The city centre marinas being Westhaven,

Viaduct and Silo Park are managed and operated by Eke Panuku. Eke Panuku manages the ground leases on the council owned land on which the remaining marinas operate independently of council. Council's Director Group Strategy and Chief Executive has indicated that it will set up a working group which will include key subject matter expertise.

65. A copy of the Terms of Reference is at Attachment C for your information.

CCO Reform

66. On 14 November we provided to council an updated submission from Eke Panuku on the CCO Reform options (attached). With largely the same content as the submission shared with Directors on 31 October, this was an opportunity to strengthen the reasoning and improve the format. We held two staff briefings on 12 and 14 November to present the options and Eke Panuku response.
67. The draft Mayoral Proposal for the Annual Plan was released on Tuesday 19 November. It proposes that Eke Panuku is disestablished with all functions delivered by council in-house. Along with the draft Mayoral proposal, the Council staff advice, including submissions from the CCOs and staff feedback has been made public. We have made this available on the Eke Panuku website. This material will be discussed at elected member workshops on 20 and 27 November. The Chair and I have a session (45 minutes) on 27 November. The final Mayoral Proposal is expected to be released on 29 November.
68. At meetings of the Budget Committee (on 4 Dec) and Governing Body (on 12 Dec) elected members will make decisions on the Mayoral proposal, including CCO reform options and on key items the council will consult the public on.

CCO Group Property Review

69. In August 2024, the council initiated a Section 17A review of the group property functions. This review is being undertaken contemporaneous to the CCO review. Updates on this work have been provided to directors in September and October 2024.
70. Eke Panuku staff have worked with representatives from across the Auckland Council group on the Group Property Review Working Group to define the challenges and opportunities that exist with the council group property functions. A Steering Committee, where Eke Panuku is represented by the Chief Executive, has overseen this work.
71. A long list of options was considered by the Group Property Review Working Group and distilled to five shortlisted options. From the shortlisted options, the Group Property Review Working Group's agreed preferred option was 'Enhanced/Improved Current State'. This was supported by the Steering Committee. The identified aspirations and outcomes for this option include:
- The formation of an overarching property framework for the council group;
 - The creation of centres of excellence for each property specialty;
 - Centralised governance for property assets;
 - Centralised responsibility for property divestments within council group with regional capabilities.
72. While awaiting the Mayoral Proposal for the Annual Plan 2025/2026 as it relates to the proposed CCO Reform, the Group Property Review Working Group has commenced drafting the Group Property Framework. The timeframe for this to be completed is June 2025.

Development Contributions Policy– Change in cost

73. Auckland Council is proposing a new development contributions policy to take effect from February 2025.

74. The proposal reflects :

- spending and investment decisions over the period of the Long-term Plan 2024-2034
- expected growth in population and interest rates
- updates to project costs
- updates to long-term (30 years) investments in the Drury Investment Priority Area.

75. Council also proposes to spend and invest in other Investment Priority Areas (IPAs) over the next 30 years, like:

- Inner Northwest areas at Red Hills, Westgate and Whenuapai
- the Auckland Housing Programme (AHP) areas at Tāmaki, Māngere and Mt Roskill.

76. The proposed changes will increase the average price of contributions in the draft Development Contributions Policy 2025 from \$21,000 to \$30,000 per household unit equivalent (HUE). This includes the capital spend reflected in the long-term plan. One HUE is the requirement for a typical residential home.

77. Council has also assessed the investment requirements for the IPAs at the Inner Northwest and the AHPs at Tāmaki, Māngere and Mt Roskill. As a result, an additional \$8.9 billion of investment over 30 years in these areas will raise the average price for development contributions in:

- the Inner Northwest from \$25,167 to \$98k
- Māngere from \$18,123 to \$29k
- Mt Roskill from \$20,406 to \$52k
- Tāmaki from \$31,157 to \$119k.

78. Hobsonville Point sits within the Inner Northwest IPA and as such is directly affected with the proposed change in policy. [REDACTED]

79. [REDACTED]

80. Consultation on the proposed change closes 15 November. Local boards and councillors will receive a summary of all the feedback and meet to consider and discuss.

81. In December, the Governing Body will review and consider a summary of the feedback in a workshop, followed by a further workshop in February 2025.

82. On 27 February 2025, the Governing Body will adopt the new Development Contributions Policy.

Review of TAG and Alliance Framework

83. As noted in my update in September, the Council had tabled an alternate model relating to design review and the Technical Advisory Panel (TAG) as part of the Alliance Framework review.

This option would see considerable changes to TAG, a dual panel approach with TAG and the Auckland Urban Design Panel (AUDP), and less ability for Eke Panuku to undertake its role once resource consent pre-apps were applied for.

84. The Executives assessment of this option was that there was no benefit to Eke Panuku or its development partners, it could have a material impact to our processes, and that it did not align with the intent of the Alliance Framework. The areas of the Alliance Framework that it does not align with included ensuring efficient processes, ensuring clarity of process for staff and development partners, enable Eke Panuku to perform its role, and avoid duplication of resources and process.
85. As an agreement hasn't been reached it was agreed to step through escalation channels to get resolved.

3 Victoria Rd Devonport

86. The property was sold following an open market process in April 2023 for \$2m.
87. The property is a Category A schedule building sitting within the Devonport Town centre special character area. Any new building or modification to the existing building requires a resource consent, specialist heritage design and architectural input. There were also known seismic and asbestos issues.

Board Resolution

88. Given these challenges the Eke Panuku Board in September 2022 “ [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
90. The \$3m valuation was obtained in September 2021, the valuer confirmed in May 2022 that an update was not warranted, and that the valuation of 2021 could be relied upon. Valuation advice was obtained from the same valuer following the market process in April 2023 which advised a valuation range of between [REDACTED] with a value of \$1.58m.
91. The updated advice noted higher interest rates, restrictive lending policies of the major banks made it more difficult to finance property purchasers. It also noted muted demand with purchasers seeking large discounts with an implied 20% or more price correction in the market and a revaluation of commercial property downwards as investment yields were increasing.
92. The offer of \$2m was significantly higher than the updated market valuation.
93. Following a review of the files, it is clear a subsequent Board approval was not obtained to allow the sale at \$2m. The highest offer was well above the revised valuation range [REDACTED]
[REDACTED] but the Board was not advised of the change in valuation range.

Sales Process

94. At the close of the marketing campaign nine offers were received from six parties. The offers ranged from \$501,000 to \$2m.
95. The \$2m offer was unconditional, [REDACTED]
[REDACTED]

96. As noted above updated valuation advice was received given the market response which confirmed that the offer of \$2m was well above the valuation range. It represented a significant premium to not only valuation but to the offers received in the marketing campaign.

Process

97. Before any agreement is signed a Delegated Authority Report (DAR) is prepared. The DAR sets out the key commercial terms and necessary approvals required to ensure that the document can be signed.
98. The DAR for the agreement was prepared by the Senior Property Specialist and approved by the Head of Property Transaction prior to the Agreement being signed by the GM Development.
99. The DAR noted the earlier valuation of \$3m and subsequent valuation of \$1.58m. It also noted the Eke Panuku Board approval of a sale price of no less than [REDACTED] [REDACTED] – omitting the then valuation number in the report of \$3m and that this provided a collar of [REDACTED]
100. It is clear our usual process was not followed in providing an attachment of the Board Resolution. All other documents were provided. [REDACTED]
[REDACTED]
[REDACTED]

Development Agreement Dashboard

101. As part of the monthly Board reporting, at the Chairs suggestion, a summary of all Development Agreements and transactions being negotiated will be provided.
102. The summary provides a RAG status and high-level summary of any issues that are being dealt with by the development team.
103. The report is in draft format so that Board feedback can be provided and will become a standing reporting item going forward.
104. There are [REDACTED] development agreements that are [REDACTED] the most significant being [REDACTED] [REDACTED] which the Board receives regular updates on. As we work through the issues the Board will be updated via the dashboard or where required in a Board report.

Q3 Media Analysis

105. Positive coverage of our urban regeneration projects across the motu saw the quarter three media impact score which measures sentiment in relation to volume of coverage, rise a full point to 1.9. This was largely driven by extensive reporting on Te Ara Tukutuku, alongside news of the extension of the Red Boat ferry service, the Wynyard safety improvements and swimming pool coming to the Karanga Plaza Tidal Steps and the announcement of SailGP.
106. Town Centre improvements and projects in Old Papatoetoe, Manukau and Pukekohe also featured, as well as coverage of awards for the Hayman Park Playground.
107. Our strong relationships with media generated the bulk of positive coverage, with Eke Panuku voices featuring highly. There was notable mention of our ongoing collaborative relationship with our Mana Whenua partners, particularly in relation to Te Ara Tukutuku with considerable media interest in the future of this key waterfront location. We are also starting to see a trend of external and unrelated companies anecdotally mentioning the value of the work Eke Panuku is doing in Tamaki Makaurau as beneficial to their own activity.

108. Volume dropped around 29% for the quarter, in line with volume from previous periods. Negative coverage was led by the wide syndication of a letter to the editor of the North Shore Times regarding roading improvements in Northcroft Street. Additionally, refurbishment costs for our office relocation were the subject of a media release from the Auckland Ratepayers Alliance following a LGOIMA request, however this had very little media pick up.
109. [REDACTED]

Employee Engagement Survey

110. An employee engagement survey was run from 30th October to 11th November. 91% of Eke Panuku employees completed the survey, providing 1,994 comments. The overall engagement score improved to 8.1 out of 10, from 7.8 in February 2024. This positions Eke Panuku near the top 10% of the government industry benchmark.
111. Overall, the engagement survey reflects a strong positive culture, with employees expressing appreciation for managerial support, autonomy, and the opportunity to make meaningful contributions to Auckland. Focus areas from identified in the previous survey, including office environment and remuneration, saw a notable 0.6-point increase, indicating a positive response from action taken. Health & Wellbeing questions were excluded in this round due to staff being surveyed by Umbrella Group in September as part of the psychosocial risk assessment.
112. The results have been shared with the Executive Leadership Team. It will discuss both organisation wide actions and directorate/team actions to address feedback from the survey. At an enterprise level, focus areas are expected to concentrate on enhancing career growth opportunities, recognition, and feedback mechanism, which were highlighted as areas to further improve engagement.
113. We will provide the board with more information in due course.

December | January Board reporting

114. Due to the timing of the December Board meeting the usual performance reports for November will not be completed in time for the reporting pack. An omnibus report will be presented at the February Board meeting which will cover the November, December, and January performance reports.

Ngā tāpirihanga | Attachments

Attachment A	Karanga Plaza Harbour Pool Operating Plan
Attachment B	Te Aka Raataa Diagram - Outcomes View Map
Attachment C	Marina Working Group TOR
[REDACTED]	[REDACTED]
Attachment E	Monthly Dashboard report

Karanga Plaza Harbour Swimming Pool

Operations Plan

Te Kaunihera o
Tāmaki Makaurau
Auckland Council

Eke Panuku
Development
Auckland



Approvals

Prepared by		Date
Tim Crow		30 OCT 2024
<hr/>		
Reviewed by		
Garth Dawson		31 OCT 2024
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Approved by		
Name		DD MMM YYYY
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1 Operations Plan

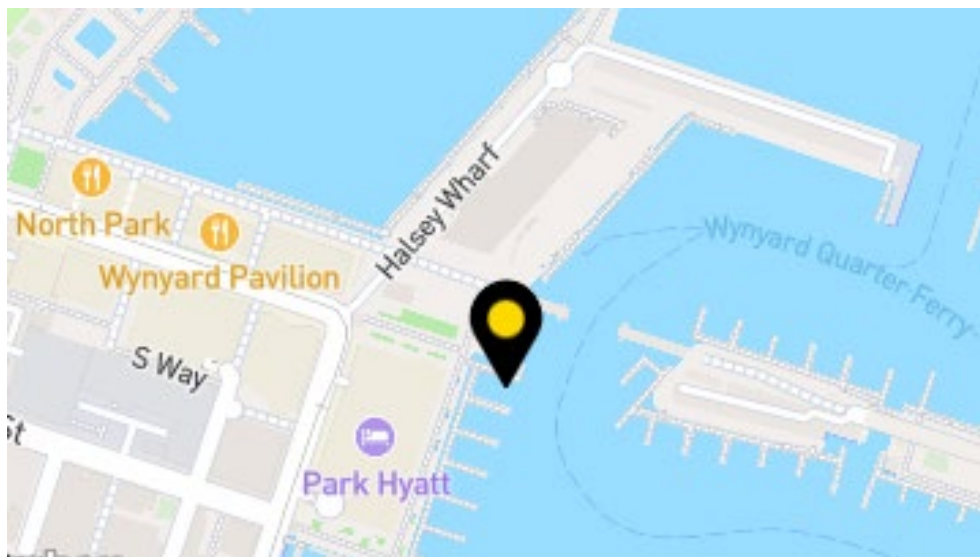
1.1 Facility Overview

The Karanga Plaza Tidal Steps, in the Viaduct Basin, is a popular place for people to swim and jump into the water. As part of the Eke Panuku water's edge health and safety review, a number of improvements to the Karanga Plaza Tidal Steps swimming area were designed.

These improvements include a free harbour pool and bespoke jumping platform. This will create a multi-purpose swimming area, to encourage Aucklanders to safely connect with and enjoy the city centre waterfront for free.

The harbour pool area will be enclosed by pontoons, to protect and contain swimmers and provide a visual and physical barrier for boats operating in the viaduct channel.

› **Location:** Karanga Plaza, Auckland CBD



› **Operating Hours:**

The harbour pool and facilities will be free to use, and open during daylight hours only (dawn to dusk). Supervision with Auckland Council lifeguards will occur over the peak season based on the Supervision Plan and standard operating hours of 10am – 6pm.

Lifeguarding will occur Saturday 14 December 2025 through to 7 February 2025 and then Weekends only through to Sunday 2 March 2025.

Considerations for the Summer Period

- Christmas eve – lifeguarding stops at 1pm
- Christmas Day – No Lifeguards
- Boxing Day – No Lifeguards

All other Public Holidays operate shorter hours to the 8-hour shift.

New Years Day

Day after New Years Day

Auckland Anniversary Day

Waitangi Day

- Manu competition is a yearly event that will occupy the pool. Coordination with Eke Panuku around timings will be required. The Pool and Jumping platform will be closed through periods of occupation by the Manu Competition. Not lifeguarding will be required during this period.

- For the 2025 Manu Completion the Harbour Pool will be occupied by the Event on the following days

Manus Event Live Days:

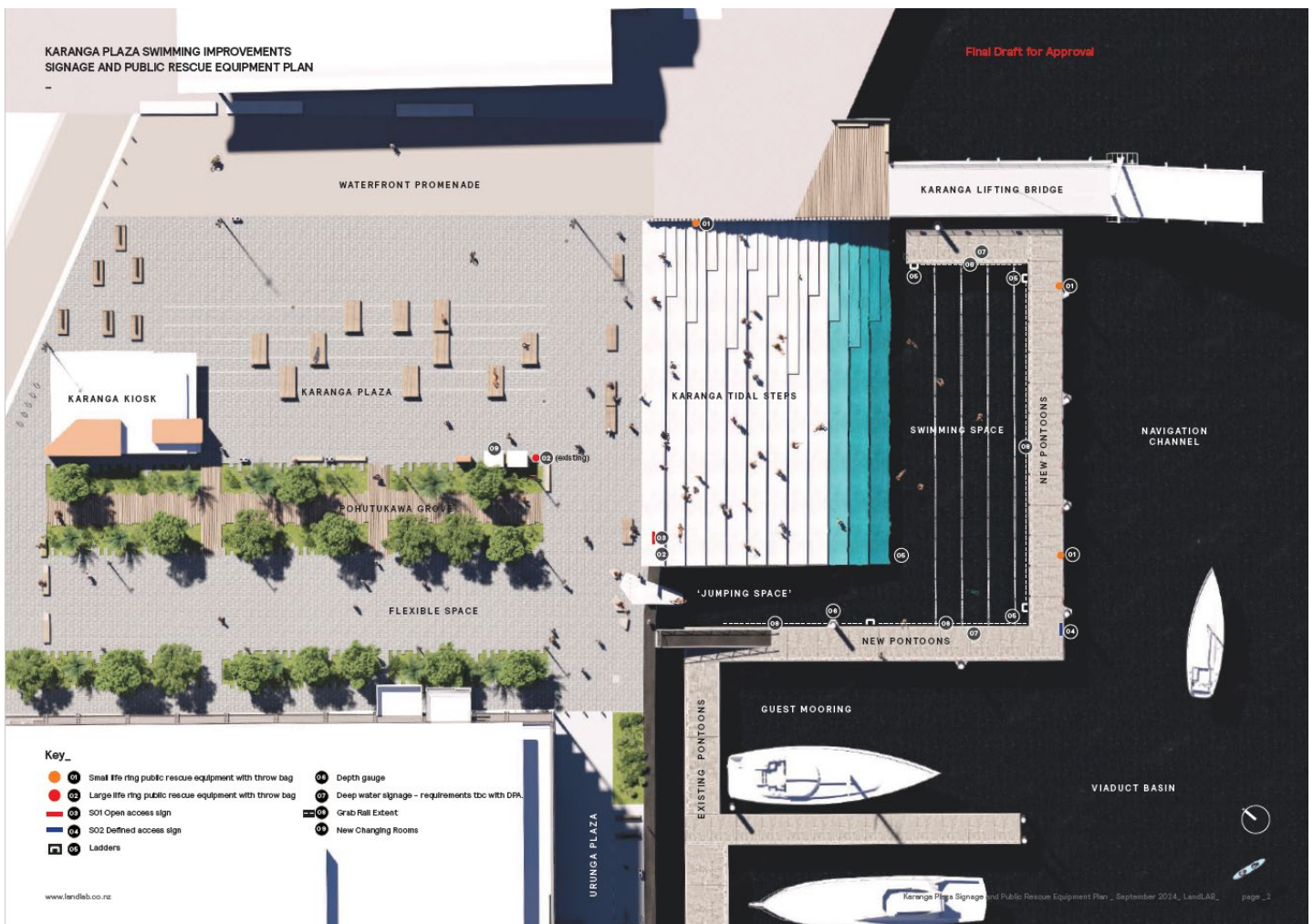
15 & 16 Feb, 22, 23 Feb, 1 March

Saturdays: 9am – 7:30 pm

Sundays: 9am – 5:30 pm

Coordination around sole use to be agreed between the Event Organiser/Eke Panuku and Auckland Council Pools and Leisure Team.

- › **Pool Layout:** Deepwater swimming lanes, shallow tidal steps, and jumping platform for recreational use.



The facilities include:

- a larger area for swimmers, enclosed by floating pontoons
 - approximately four 33m long swimming lanes, with lane ropes and ladders for access
 - a dedicated jumping platform with balustrades and a grab rail
 - changing sheds and showers, in Karanga Plaza (toilets are already provided).
 - A Lifeguard Equipment PortaBuilding (details to be determined)
 - Pontoons and balustrades will separate swimmers from the Viaduct Harbour navigation channel, which is an important safety feature.
- › **Signage:** Signage advising the public of hazards and rules will be in accordance with the plans shown in the Attachment. Please note that Te Reo Maori translation will also be included on the signs. This signage has been designed in accordance with Drowning Prevention NZ recommendations.

1.2 Jumping Platform Safety:

- › Maximum height of the platform is 5 meters (tidal).
- › Only one jumper permitted at a time.
- › Lifeguards to be stationed at the bottom of the jumping zone on the pontoon during peak times to educate users on the safe use rule and provide emergency response if required.
- › Strict enforcement of diving rules: feet-first only, one at a time, etc.
- › No unsupervised children permitted. If unsupervised children are found, then security to be informed and escalated to Police after 30mins.

1.3 Swimming Lane Use

- › Lanes 1–4 designated for **lap swimming** and **training**.
- › No diving from poolside in the swimming lane area.

1.4 Tidal Steps Area:

- › For **casual splash** and water play.
- › No unsupervised children permitted. If unsupervised children are found then security to be informed and escalated to Police after 30mins Police to be notified.

1.5 Water Quality Monitoring:

- › The Karanga Tidal Steps is a Safeswim monitored site. <https://www.safeswim.org.nz/>
- › The Safeswim water quality model predicts the levels of Faecal Indicator Bacteria present in the water, to meet national guidelines for swimming, based on guidance published by the Ministry of Health and Ministry for the Environment. Definitions for risk ratings:
 - For a Green (low risk of illness) water quality rating then water quality observations of the lifeguards to determine water quality risk
 - For a Red (high risk of illness) water quality warning there is a greater than 2% chance of infection resulting from swimming.
- › For a Black (very high risk of illness) water quality warning there is a known discharge of wastewater.
- › The water quality predictive model is benchmarked for overall accuracy, sensitivity (ability to predict exceedances) and specificity (ability to predict compliances). Safeswim's water quality predictions consider rainfall, tide, wind and sunlight. The model is in a constant state of review and is refined regularly in response to Auckland Council's ongoing sampling programme. Water quality sampling has been fortnightly for a number of years which has resulted in a model that provides an accurate and conservative estimate of risk associated with changes in water quality, for example, post a rainfall event. More frequent monitoring may occur over the summer period.
- › The Safeswim website will be monitored by the Pools and Leisure Team. In the event of the risk status changing the Lead Lifeguard will be notified by radio or verifying via the Safeswim app.
- › If the risk rating moves from GREEN to RED the following actions shall be undertaken:
 - Pool Closed sign put out.
 - Swimmers will be advised that swimming should be avoided.
 - Lifeguards remain supervising any swimmers that remain.
- › If the risk rating changes to BLACK the following actions shall be undertaken:
 - Pool Closed Sign put out
 - the Code Brown policy is enacted and all swimmers are required to leave the water.
 - Lifeguard(s) to remain on site in case the status changes.

- › Outside of lifeguarded operating hours the swimmers can review the website to determine the water quality status (as per all Auckland Beaches). Signage with a QR code is located on-site (see appendix for Karanga Plaza Signage Elements). If a long-term wastewater discharge event occurs signage will be placed on-site advising the Harbour Pool is closed.
- › It is estimated that the Red Rating will occur approximately 15% of the time, typically due to rainfall events exceeding approximately 20mm.

1.6 Maintenance

Regular maintenance of the pontoons is required to keep them clear of oyster and barnacle growth and prevent scrapes and cuts to swimmers. This activity will occur monthly during summer months and is to be undertaken by a specialist scuba contractor. It is expected that in-situ cleaning of the barnacles will only require light hand tools with any substantial growth to be removed off site. As the pontoons will be clean of any growth upon installation, it is expected that regular cleaning will prevent any significant growth.

Eke Panuku will coordinate with the Auckland Council Pools and Leisure team to ensure no conflict with pool operations occurs during maintenance. Ownership and maintenance of the pontoons remains Eke Panuku's responsibility.

1.7 Security

A dedicated security guard will be on duty during the official opening hours of the pool and while lifeguards are in attendance. The security guard will undertake the following functions:

- › Unlock the gate and remove overnight warning signage prior to opening.
- › Monitor behaviour during operating hours and dealing with any anti-social or dangerous incidents / actions.
- › Monitor the bridge and enforce the 'No Jumping' rule.
- › Act as back up to the lifeguards, provide assistance as necessary in respect of anti-social behaviour.
- › Regular patrols of the pool WC and changing facilities, any cleaning / maintenance issues to be escalated to the dedicated P17 contractor on site (Programmed)
- › Escalate any incidents to Central Control and / or emergency services.
- › Provide Eke Panuku with regular reports as per established SOP's.
- › Utilise the Eke Panuku escalation phone tree as per established SOP's.
- › Lock the gate at closing time (6pm) and deploy the overnight signage.

Monitoring of the pool post-closing and overnight will be undertaken by the bridge hut operator utilising CCTV cameras and escalating to mobile patrols / emergency services when deemed necessary, as per the existing security contract currently in place.

The guard will be allowed the use of the lifeguards' portacom during operational hours.

The intention is for the dedicated security resource to be in place for 2 – 3 months in order to ascertain effectiveness and need for a guard service in the future.

1.8 Equipment and safety checks:

- › Daily inspections of life-saving equipment, jump platform safety barriers, and lane ropes.
- › Daily weather and water quality review (before opening) and regular Safeswim checks throughout day (2-hourly or if weather deteriorates).
- › Inspection of pool surrounds and tidal steps and advise Eke Panuku of maintenance requirements.

1.9 Staff Roles and Responsibilities

The following are key members who will be involved in the management and operation of the Karanga Plaza Harbour Pool.

Role	Name	Email and Phone
Head of Service Partner Delivery	Garth Dawson	garth.dawson@aucklandcouncil.govt.nz 021 823 158
Leisure Network Services Manager	Matt Nash	matt.nash@aucklandcouncil.govt.nz 021 810 907
Centre Manager, Tepid Baths	Gaurav Baliyan	gaurav.baliyan@aucklandcouncil.govt.nz 027 444 5823
Aquatic Team Leader, Tepid Baths	Andy Cooper	andy.cooper@aucklandcouncil.govt.nz 027 206 7663
Pools and Leisure Senior Aquatic Specialist	Kendall Gray	kendall.gray@aucklandcouncil.govt.nz 021 815 931
Pools and Leisure HSW Business Partner	Matthew Burden	Matthew.Burden@aucklandcouncil.govt.nz 027 277 5481
Health, Safety and Wellbeing Manager	Olivia De Klerk	olivia.deklerk@aucklandcouncil.govt.nz 021 228 9754
EAP		0800 327 669

Name and Role	Function	Role	Phone
Kevin Lidgard Eke Panuku Marina Manager	Leads the group responsible for waterside assets	Key contact for issue relating to the navigational channel and subject matter expert for waterside assets such as pontoons, gangways.	0275469921
Mark Hill Eke Panuku Facilities Manager	Leads the group responsible for maintenance	Key contact for maintenance issues associated with showers, changing facilities and security.	0272952034

1.10 Governance

- › Once per month a Karanga Plaza Harbour Pool Governance Group will meet to coordinate activities and monitor performance. Monthly reporting will include the summary of the following
 - Estimated daily patronage
 - Numbers of rescues/preventative measures undertaken by the lifeguarding team
 - Health and safety events
 - New hazards identified
 - Days pool closed
 - Updates required to this Operating Plan
 - Coordination with waterfront activities
 - Planning for the Manu Competition
 - Financial Reporting – Forecast and actuals costs

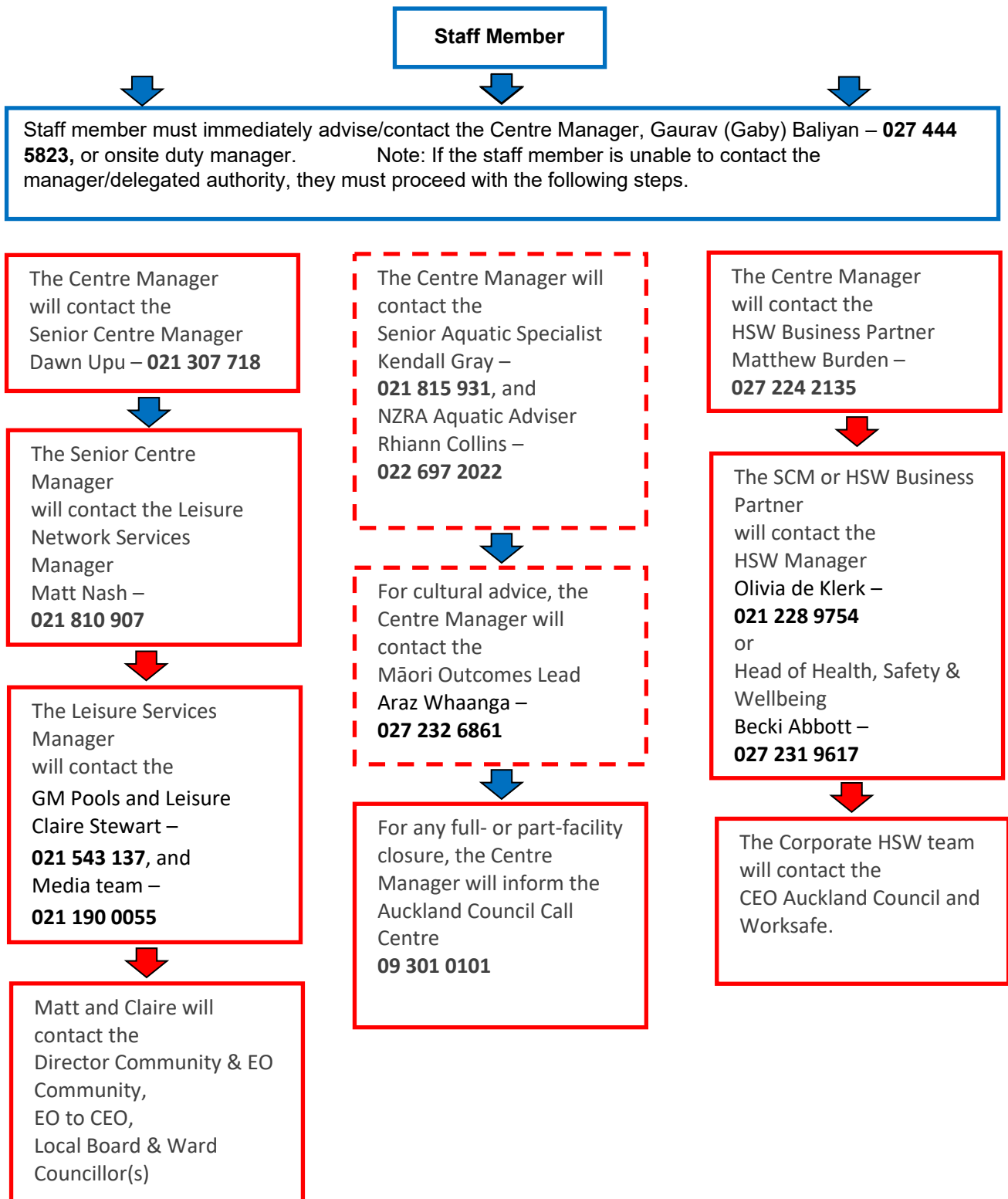
1.11 Customer Safety & Rules

- › Children under 12 must be supervised by a responsible adult.
- › Pool closed in **severe weather conditions** or at discretion of staff for safety.
- › Pool closed under Safeswim red and black warnings.

1.12 Reporting

- › Any new hazards are to be reported to the Tepid Baths Manager for identification of the appropriate actions to mitigate the risk. Please refer to the attached risk registers.
- › Any issues associated with the navigational channel are to be reported to the Eke Panuku Marina Manager who may escalate to the Harbour Master.

1.13 Serious or Notifiable Incident Internal Communications Flow Chart



2 Karanga Plaza Harbour Pool Report Pools and Leisure



KARANGA PLAZA HARBOUR POOL REPORT

Pools and Leisure



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Background

Eke Panuku invited a representative of Auckland Council Pools and Leisure team to be part of the initial risk assessment of the proposed Karanga Plaza Harbour Pool.

In the past, this area has been used for recreational play and swimming by the public without supervision and with minimal emergency equipment and signage.

With the introduction of lane swimming, Pools and Leisure has been consulted about the possibility of employing qualified Pool Lifeguards to supervise the area. This environment is very different from any of the facilities we currently operate. Our facilities are designed as a controlled environment. Customers enter through reception as either casual users or members. By entering, they consent to adhere to the facility's rules.

Data from Water Safety NZ regarding central harbour locations shows a high risk of fatalities among adults at night, particularly those who are alone. Contributing factors include a majority of incidents resulting from falls, with over 50% associated with alcohol and drug use.

Pools and Leisure specialises in pool lifeguarding, allowing us to advise on supervision based on criteria that ensure a safe environment for high-risk individuals and activities in Aquatic Facilities. Our recommendations align with the New Zealand Recreation Association Aquatic Facility Guidelines and are informed by the training our staff receive through the Te Mahi Ako Pool Lifeguard Practicing Certificate (PLPC).

All Auckland Council Pools and Leisure facilities are accredited to the Poolsafe Quality Management Scheme. Which independently assess public pools to ensure operations and facilities are safe. Including environment, trained staff, clean and comfortable water, effective Emergency Action Plans and management practices.

This report will detail

- The role of a lifeguard
- Risk Assessment including if the Harbour Pool were to be lifeguarded,
- Proposed Supervision Plan,
- Roster and Budget
- Equipment and resources for Staff
- Further Training Required

This provides Eke Panuku with the additional information to assess the risks associated with the Harbour pool under the proposed supervision plan developed by Pools and Leisure.

Role of a Lifeguard

‘The role of a lifeguard should not be confused with that of a lifesaver. A lifeguard is a member of a team trained in accident prevention, aquatic rescue and first aid, education, risk management and customer relations. A lifesaver, however is someone who responds to an emergency situation after it happens.

A lifeguard is primarily concerned with the concerned observation of the pool water and its immediate surroundings. In addition, the role facilitates safe practices and customer behaviours that promote leisure and aquatic sport in a safe, enjoyable environment.

The ability to anticipate and prevent accidents, rather than undertake a rescue, is important. Serious accidents have a lasting physical and psychological effect on both the victim and the rescuer’

1

Auckland Council Team Members that lifeguard our Swimming Pools hold a qualification called the Pool Lifeguard Practicing Certificate.

The primary responsibility is to proactively supervise the facility and customers to minimise hazards and prevent incidents or emergencies from occurring.

The secondary responsibility is to respond to incidents and emergencies using techniques that minimise harm to casualty/(s) and others in the facility including themselves.

Other roles and responsibilities include

- Engaging with customers to promote water safety
- Attending to pool hygiene and minor maintenance
- Managing equipment
- Recording and reporting
- Engaging in regular training
- Working and communicating as a team
- Being a lead responder
- Complying with health and safety regulations and laws

Swimming Pool by Recreation Aotearoa –

An Aquatic Facility means any facility, which includes a pool. A pool means any water retaining structure, wholly or partially of artificial construction and generally having a circulation and filtration system, designed for recreational, training or therapeutic swimming’

¹ NZRA Aquatic Facility Guidelines 2015 Chapter 7 page 9

Risk Assessment

Pools and Leisure Risk Assessment -

<https://aklcouncil.sharepoint.com/sites/KarangaPlazaStepsPL/Shared%20Documents/General/PL%20Karanga%20Plaza%20Steps%20HSW%20Risk%20Assessment%20&%20Register%20Aug%2024.xlsx>

The risk assessment included a site visit and involved Pools and Leisure staff including Health, Safety and Wellbeing Business Partner, Tepid Baths Centre Manager and Aquatics Team Leader, Aquatic Specialist and Principal Pools and Leisure Advisor. Tom Kearney from Surf Life Saving Northern Region also was involved in the initial risk assessment.

Below is a table outlining the Risk-Benefit analysis for lifeguarding Karanga Harbour Pool.

Aspect	Lifeguarded (8 hours per day)	Not Lifeguarded
Supervision	<ol style="list-style-type: none"> 1. Lifeguards are present during peak hours to supervise swimmers, enhancing safety. 2. Can not lifeguard 24/7 Swimmers outside of these hours are more at risk as possibly swimming alone, with no one to initiate emergency response 	<ol style="list-style-type: none"> 1. With no lifeguard supervision; swimmers rely on their own judgement and self-monitoring. 2. Rescue equipment and clear visible signage giving instructions to the Public in the event of an emergency.
Risk of drowning	<ol style="list-style-type: none"> 1. Lifeguards can proactively supervise and educate swimmers, reducing the likelihood of drowning during staffed hours only. 2. Swimmers may not listen to advice from lifeguards putting swimmer and lifeguards at more risk. 	<ol style="list-style-type: none"> 1. Increased risk of accidents or drowning, especially for inexperienced swimmers or during busy times.
Perceived safety	<ol style="list-style-type: none"> 1. Public may feel safer with lifeguards present, leading to increased confidence. 	<ol style="list-style-type: none"> 1. Swimmers may be more cautious, knowing no professional oversight is provided.
Parental supervision	<ol style="list-style-type: none"> 1. Potential decrease in parental vigilance; parents may assume lifeguards will take full responsibility for their children. No Policy in place for lifeguards to enforce Parental supervision. 	<ol style="list-style-type: none"> 1. Parents are more likely to stay alert, knowing that no lifeguards are present and that they must monitor their children closely.
Open water risks	<ol style="list-style-type: none"> 1. Lifeguards may be unable to mitigate all risks specific to open water, such as poor visibility, tides, water quality, and wildlife (e.g., 	<ol style="list-style-type: none"> 1. Swimmers face the full set of natural risks without any professional assistance. However, this may deter some from swimming.

	stingrays). However, having LG supervision does help to identify risks.	
Rule enforcement	1. Lifeguards to educate rather than “enforce”. People may show better behaviour more than if they were self-regulating but could still lead to conflict.	1. No education. Users may self-regulate based on the environment and safety concerns advised on signage.
Perception of coverage (hours guarded)	1. Public may wrongly assume that lifeguards provide round-the-clock coverage, increasing risk during unstaffed hours.	1. Clear signage that no lifeguards are ever present, fostering personal responsibility for safety at all times.
Operational challenges	<ol style="list-style-type: none"> 1. Lifeguarding an open water environment poses additional challenges (visibility, tide, wildlife) compared to pool environments. 2. Unable to enforce pool supervision ratios, could become unsafe for both lifeguards and swimmers 3. Lifeguards managing disputes between swimmers arguing over lane usage 	<ol style="list-style-type: none"> 1. No structure or operational oversight could produce even more risks to public safety during peak times. 2. Inability to manage lanes.
Responsibility for incidents	<ol style="list-style-type: none"> 1. Lifeguards may face challenges in responding to incidents outside their control, increasing potential risk to themselves and the casualty. 2. Lifeguards may feel responsible and get pressure from public to respond the other medical incidents around the viaduct and Wynyard Quarter that will take them away from their primary responsibility. 	1. Public to respond to incidents using rescue equipment and clear visible signage giving instructions to the public in the event of an emergency. With no LG present, there may not have someone First Aid trained available.
Costs	1. Increased costs due to lifeguard staffing, training and extra rescue equipment	1. No additional staffing or equipment costs
Reputational Risk	1. Increased reputational risk if poor lifeguarding.	1. Potential reputational risk if accidents occur without lifeguards.

Summary of Key Considerations:

Benefits of Lifeguarding:

- Active supervision during the busiest hours can improve swimmer safety.
- Potentially reduces drowning risks and accidents, as lifeguards can intervene quickly.

Risks of Lifeguarding:

- Parents and others may become complacent, assuming lifeguards will handle all safety responsibilities, which is particularly dangerous in open water.
- Lifeguards may struggle to manage unique risks (e.g., wildlife, limited visibility, people under the influence of alcohol and drugs) in an open water environment.
- There's a risk of people misunderstanding the limited lifeguard hours, leading to unsafe behaviour outside those times.

Risks of Not Lifeguarding:

- No professional supervision increasing the risk of accidents and drownings during perceived peak times.
- Negative public perception due to a lack of visible safety measures.

Proposed Supervision Plan

Pool Supervision

Pool Supervision involves the observation and management of customers participating in an activity. The New Zealand guideline for swimming pool supervision, endorsed by the NZRA and Water Safety New Zealand is:

Minimum lifeguard Qualifications All swimming pool lifeguards shall possess a current Pool Lifeguard Practicing Certificate (PLPC).

Minimum Swimming pool supervision levels

- During any session when a pool is in use there shall be a minimum of one qualified lifeguard who will be designate to supervise the pool at all times. This supervision level shall apply to the lifeguards line of sight, as appropriate to the design, function and layout of the facility.
- Increased number of lifeguards shall be determined by, the number of customers; specialised equipment such as slides, diving boards, and wave pools; specialist activities such as canoeing, aqua fitness, water polo etc.
- Each facility shall set explicit poolside supervision levels for each component of their operation, and these shall be incorporated into operational policy.

In addition to the supervision levels mentioned above, it is recommended that a minimum of two staff be on duty at all times the pool is open to the public. This is to ensure the safety of the pool staff and the public, in particular if an emergency arises.

The pool supervision guidelines do not support the use of unsupervised facilities. If these guidelines are not followed, alternative arrangements are recommended, and these must include:

- A policy established detailing right of access and hours of use which is provided to customers and clearly displayed at the pool
- A clear notice to customers that the facility is unsupervised and has no lifeguarding service
- A code of acceptable behaviour be established and clearly displayed at the pool
- Poolside alarm or telephone to summon help in an emergency
- Suitable and clearly identified rescue equipment (poles, rescue tubes) available by poolside.
- A clearly displayed notice which shows customers how to summon help, and what actions are required in an emergency.

There are many factors that we consider when creating a supervision plan and we have implemented areas of responsibility as we would in any of our Auckland Council Aquatic Facilities. Please see definitions for any clarifications on Supervision terms.

Supervision Plan

This supervision plan is based off one site visit without any pontoons in place and is a guide on how we plan to supervise the area as it was an Aquatic Facility. Without completing any dead water mapping the plan and areas of responsibility are most likely going to change slightly.

The Supervision Plan requires a minimum of 3 Lifeguards at any given time with a 4th Lifeguard rotating through every 15 minutes.

For the safety of both swimmers and lifeguards, the proposed supervision plan is critical for effective supervision. This means there will be no variations in the number of lifeguards assigned.

Things to note.

- Any platform where users dive or jump from is a high-risk activity and we dedicate a lifeguard to ensure they enter safely and surface without injury.
- Rotations are every 15 minutes, with every hour having 15 minutes off supervision duties. Given the higher risk of the environment being outdoors and exposed to the elements. This will benefit lifeguards to be more alert and focussed throughout the day.

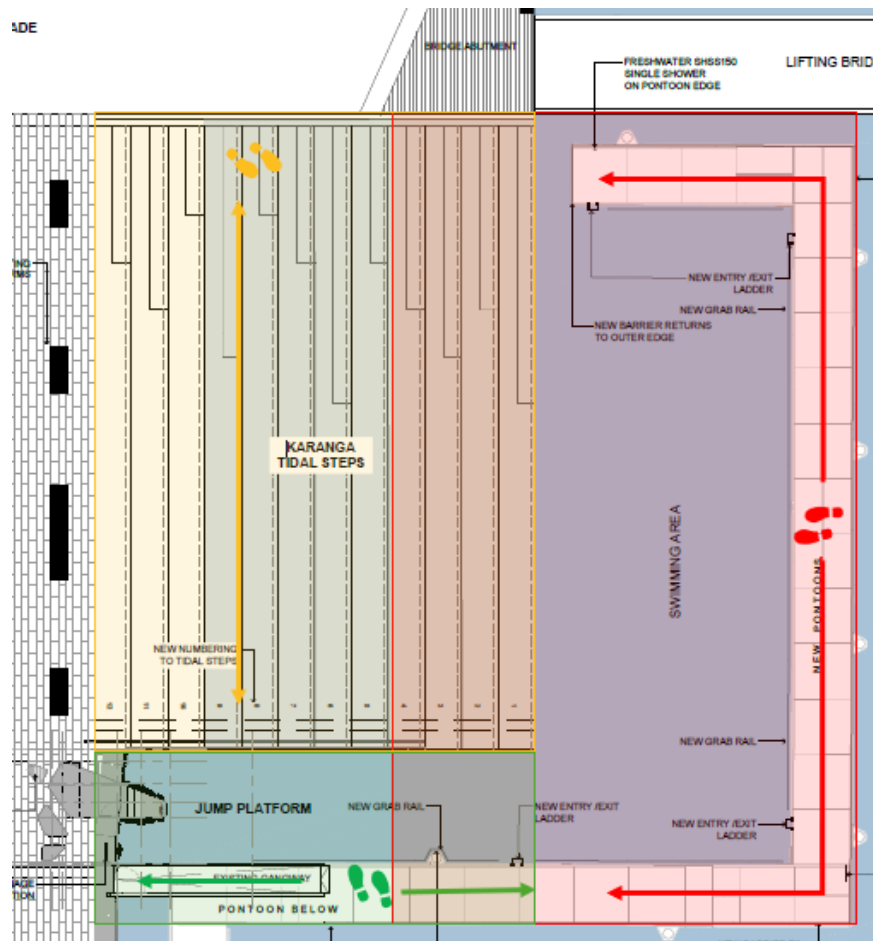
By maintaining the proposed lifeguard supervision plan without variations, we prioritise the safety and well-being of all individuals in the water.

The supervision plan has been sent to Josh Carmine from DPANZ who came back with a very similar views on how to lifeguard the area with the same amount of lifeguards.

4 LGs – 1 LG is on break running rotations every 15 minutes

LG2 – Intensive supervision of Jump platform landing area, grab rail and ladder. Stationed at the bottom of gangway. Ensuring jumpers surface and directing them to ladder.

LGs 1 and 3. Scanning surface of water only due to water clarity. Completing head counts and identifying signs of potential swimmers in distress.



Roster and Resources

Based on the Supervision Plan and operating hours of 10am – 6pm.

Opening Saturday 14 December 2025 through to 7 February 2025 and then Weekends only through to Sunday 2 March 2025.

Considerations for the Summer Period

Our facilities do the following:

- Christmas eve – close at 1pm
- Christmas Day – Closed
- Boxing Day – Closed
- All other Public Holidays we operate shorter hours to generally an 8-hour shift.
 - New Years Day
 - Day after New Years Day
 - Auckland Anniversary Day
 - Waitangi Day

Name	Saturday	Hrs	Sunday	Hrs	Monday	Hrs	Tuesday	Hrs	Wednesday	Hrs	Thursday	Hrs	Friday	Hrs	Total Hrs
Open	10am - 6.00pm		10.00am - 6pm		10.00am - 6pm		10.00am - 6pm		10.00am - 6pm		10.00am - 6pm		10.00am - 6pm		
Lead LG 1	RDO	0	9.45am - 6.15pm	8	9.45am - 6.15pm	8	9.45am - 6.15pm	8	9.45am - 6.15pm	8	9.45am - 6.15pm	8	RDO	0	40
Lead LG 2	9.45am - 6.15pm	8	RDO	0	RDO	0	9.45am - 6.15pm	8	9.45am - 6.15pm	8	9.45am - 6.15pm	8	9.45am - 6.15pm	8	40
LG 3 (FT)	RDO	0	9.45am - 6.15pm	8	9.45am - 6.15pm	8	9.45am - 6.15pm	8	9.45am - 6.15pm	8	9.45am - 6.15pm	8	RDO	0	40
LG 4 (PT)	9.45am - 6.15pm	8	RDO	0	RDO	0	RDO	0	9.45am - 6.15pm	8	9.45am - 6.15pm	8	9.45am - 6.15pm	8	32
LG 5 (PT)	RDO	0	9.45am - 6.15pm	8	9.45am - 6.15pm	8	9.45am - 6.15pm	8	RDO	0	RDO	0	RDO	0	24
LG 6 (PT)	RDO	0	9.45am - 6.15pm	8	9.45am - 6.15pm	8	RDO	0	RDO	0	RDO	0	RDO	0	16
LG 7 (PT)	9.45am - 6.15pm	8	RDO	0	RDO	0	RDO	0	RDO	0	RDO	0	9.45am - 6.15pm	8	16
LG 8 (PT)	9.45am - 6.15pm	8	RDO	0	RDO	0	RDO	0	RDO	0	RDO	0	9.45am - 6.15pm	8	16
LG 9	10.00-6.00	8	10.00-6.00	8	RDO	0	RDO	0	RDO	0	RDO	0	RDO	0	16
TOTAL		40		40		32		32		32		32		32	240

This roster takes into account a Lead Lifeguard on each shift, 3 supporting Lifeguards and 1 extra lifeguard for the weekends.

Equipment and Resources

Rescue Equipment

Equipment	Supplier
4 x Rescue Tubes	Poolstuff
4 x Throw Bag	Poolstuff
Spinal Board	Poolstuff
Straps	Poolstuff
Head Blocks	Poolstuff
4 x Reach Poles 4m	JA Russell
5 x Bum Bags	Poolstuff
5 x Resus Mask	Poolstuff
10 x Whistle	Poolstuff
minor first aid equipment, pen and paper	
1 x first aid kits (Alsco)	Alsco
1 x O2 and Defib Kit bag only	Poolstuff
Pulse Oximeter	Poolstuff
Bag Masks	Poolstuff
6 x Radios and wet bags	Signals

Other resources we would require

- Possibly a Lifeguard Chair (Dependant on if there is available space on the pontoon.
- Three shade umbrellas to keep lifeguards out of the sun for the majority of their shifts
- Access to hose to wash down equipment as salt water deteriorates equipment quicker
- Brush & shovel, bucket/s, Scrubbing brush. To clean up any hazards while on shift.
- Stationary or tablet to record data and incidents
- Access to the Kiosk so lifeguards can have a breaks without interruption from the public, and somewhere to get out of the sun.
- A place to store Rescue Equipment and umbrellas when not on shift and trolley to cart equipment
- Carparking facility for staff.

Uniform

- Long sleeve Polos
- Wide brim Hats,
- Wet Weather gear
- Sunscreen
- Lip Balm SPF 50, individual
- Polarised Sunglasses

Definitions

Supervision Techniques

Static Positioning

Is a designated fixed location that a lifeguard can oversee a large area of water.

Patrolling

Movement around poolside using frontal and peripheral vision. Patrolling should include the water immediately alongside the pool edge, an area often missed.

Scanning

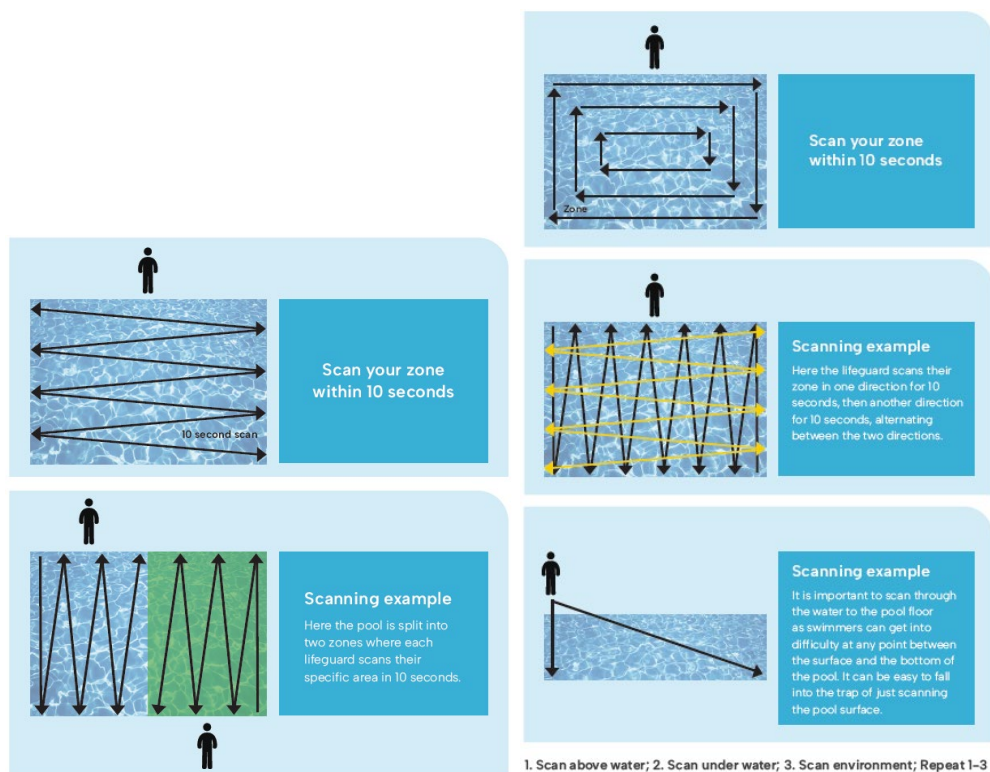
Scanning is looking back and forth across the pool with a sweeping motion and using both frontal and peripheral (sideways) vision. You need to be aware of pool features and customer activities both in and out of the water. You also need to be aware of the coverage areas of other lifeguards on duty.

Use frontal vision to fix on a point and peripheral vision to maintain a general awareness of your surroundings. Good scanning skills allow you to look long enough to be able to determine what is happening. You shouldn't spend too long looking at one point so that you become less aware of other customers in your coverage area.

It is important to scan below the water surface as well as on the surface.

To scan effectively you must:

- be positioned where you have clear, unobstructed line of sight to your area of coverage
- understand the signs of potential trouble and the characteristic behaviours of those in need of help
- be aware of and reduce the effect of reflection, glare and physical obstacles
- be aware of weather changes for outdoor pools and lighting for indoor pools, and the effect these changes may have on visibility.



Rotation

It is difficult for lifeguards to maintain high levels of concentration for long periods. Regular rotation between supervision points, and away from poolside, is essential, whether a pool is busy or quiet.

10:20 Supervision

10:20 Supervision is a technique used by lifeguards around the world. It means you scan your area from one side to the other side in 10 seconds while being no further than 20 seconds away from any customer. This means you have 10 seconds to recognise someone in trouble and 20 seconds to get to them.

Intensive Scanning

An intensive scanning system identifies and designates an area of responsibility for each lifeguard. This may be part of a pool or may relate to a specific area, activity or physical characteristic, such as a recreational area, diving board or slide.



Extensive Scanning

An extensive scanning system can be used in smaller facilities where there are fewer customers. Each lifeguard has responsibility for scanning the entire pool area.



Combined Scanning System

A combined scanning system is when you use both intensive and extensive scanning techniques. This can be done by one or more lifeguards.

Dead Water

Glare

This is when light shines on the surface of the water and causes a mirror effect. It means that you are unable to see anything underneath the surface. This area then becomes dead water.

How we control this? Patrolling and changing positions and wearing polarised sunglasses and a hat. You need to have a clear line of sight of the pool surface as well as the bottom of the pool.

Refraction

Refraction is a bit like a mirage – it changes the way things appear. Light waves travel in straight lines through an open space. As soon as they hit water, their speed slows down and the straight lines bend. It's a bit like when you move – a movement that's easy out of water, such as running on the spot, is different as soon as you try to do it in water.

Refraction makes objects under the water appear shallower than they are because the light coming from them changes angles at the surface.

How can I control this?

You need to be aware of the optical illusion refraction may cause and constantly move around your area of supervision so you can look at the water from different angles. This will not only help you overcome the effects of refraction, but it will also help you to stay alert.

Interruption

If you are interrupted from your primary focus of supervision and your eyes are not on the water, this makes your entire area dead water.

As a lifeguard, you will have other responsibilities such as dealing with customers, first aid and cleaning, just to name a few. These are all considered interruptions. It is important to ask other lifeguards to help cover your area of supervision when you have these interruptions. Otherwise, deal with the interruptions while still having your eyes on your area.

If you are in a situation that distracts you too much from your main task, you should feel comfortable to step away from it to focus on supervision first.

How can I control this?

You can never get away from interruptions entirely – they happen with every shift. You just need to be prepared and know what to do when you are interrupted. If you can't deal with the situation without taking your eyes off the area you are supervising, immediately signal another lifeguard to take over from you while you deal with it. Keep your eyes on your area until your colleague arrives.

Disturbance

Disturbance of the water means that you can't see below the surface. This is usually caused by children playing, water features, swim classes, aquafit classes and spas. If it's an outdoor pool it could be caused by weather conditions like rain and wind.

How can I control this?

You need to be aware of disturbances and adjust how you supervise.

You also need to pay careful attention to the number of people in an area.

Distraction

Distractions are most probably one of the biggest challenges for lifeguards.

Distractions can be internal and about you! If you have a long shift, or you start a shift being tired, you may be at risk of getting distracted easily. It is important to eat healthy meals and get a good night's rest before a shift.

Keep your mind on your job. Don't stand poolside thinking about what you will be having for dinner tonight, when your next assignment is due or relationship issues you might be having. When you come to work you need to be physically and mentally ready. Instead of internal chatter, think about your area of supervision and how you can improve it – possibly try a different approach of scanning.

Distractions also include activities in the water or in other areas inside the facility or outside in the surrounding areas. Or you may get distracted by a customer's inappropriate behaviour, attractive customers, noise, humidity and temperature, to name a few.

If children are unsupervised you may tend to focus on them more than the rest of your area. This too is a form of distraction and needs to be dealt with.

Line of sight

Line of sight is the ability for you to keep a clear view of customers in your area.

For example, if you are not in the right position, you may not see what is happening on the wall side of the pool closest to you. Similarly, if you have water activities, pillars or equipment in your line of sight you won't be able to see what is happening in the water. Your line of sight should be clear and unobstructed at all times.

How can I control this?

You need to move around constantly within your supervision area. Not only will this ensure that your line of sight is not compromised but moving around will make you feel sharper and much more alert than standing in one position.

Shade

Shade forms in parts of the pool that are shaded because of a wall, a feature or the way the sun hits the water. This effectively becomes dead water as it would be much harder to spot someone in trouble in that area.

How can I control this?

If you move up and down, the shadow will change as you move. Not only will this keep your blood flowing and keep you alert but you will have a much better view of the water and the surface underneath.³

³ Te Mahi Ako Pool Lifeguard training Manual

3 Generic Normal Operating Procedure



Aquatics

Generic

Normal Operating Procedures

Version History

Centre	Generic	NOP version number	1.0
Centre address	Generic	NOP version created	23/10/2024
Developed by		Effective date	1 December 2024
Approved by		Expiration date	1 December 2025
Signature		Quarterly Review Dates	Mar, June, Sept 2024

Aquatics Normal Operating Procedures

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I. Introduction

This **Generic Normal Operating Procedure (GNOP)** has been prepared for Auckland Council Pools and Leisure to identify and manage the day to day operations of the aquatics area of the facility. This document is guided by Auckland Council's principles as outlined in the Council Whare, Our Charter, and underpinned by our four high-performance behaviours. Detailed information on each of these guiding principles is contained in the Active Recreation Induction materials. Site Specific Requirements are to be prepared for each swimming location.

The purpose of this GNOP is to assist all aquatic team members to understand how to perform duties and tasks by outlining procedures, policies and training requirements. For further details on how to conduct key tasks in this NOP please use One-Point Lessons (OPL) and Quick Reference Guides (QRG) which detail how task should be completed in finer detail.

The NOP is also designed to assist all team members in meeting their obligations under the Health and Safety at Work Act 2015, Vulnerable Children Act 2014, Privacy Act 1993, Human Right Act 1993, Accident Compensation Act 2001, Hazardous Substance and New Organisms Act 1996 and all associated legislation.

This NOP works in companionship with the facility Emergency Action Plan (EAP) and Pool Risk Management Plan (PRMP).

All Pool and Leisure centres are owned by Auckland Council. The Council is responsible for the asset management, maintenance and upgrading of the facility.

II. Role Details

1. Lifeguard Qualifications and Training

Ensure all lifeguards have initial training which confirms to the following standards:

- a. All lifeguards will be trained in accordance with the national standard of Pool Lifeguarding as indicated through the relevant training body.
- b. Assessment and training of lifeguards will be undertaken by qualified trainers and assessors in line with Skills Active requirements.
- c. All Lifeguards are to sign the Minimum Standards Form in the Templates.
- d. All lifeguards must be able to retrieve an object from the deepest part of the pool.

A. Monthly lifeguard training

On completion of initial training and the PLPC award, lifeguards are required to attend 2 hourly monthly training at their facility in line with the training calendar to maintain their skills, and to discuss any procedural issues or facility operational changes. Trainings will occur outside of normal opening hours and are paid. This training ensures that the lifeguards are able to perform aquatic and non-aquatic rescues in a variety of simulated situation.

- i. Notification of attendance and training plan
 - a. The training calendar is set in advance and lifeguards will be given a minimum one month's notice of the date and time of each training session. The training provided will adhere to the training plan in accordance with details outlined in the facilities NOP and EAP.
 - b. Training sessions must adhere to the set meeting template for each meeting and must be kept as a record of the session (*See Appendix 1A*)
- ii. Attendance
 - a. On arrival at training Lifeguards must physically sign themselves in as evidence of attendance at that training session for PLPC revalidation and PoolSafe accreditation.
 - b. Lifeguards must make every effort to attend each session to ensure that their qualifications and skills remain relevant. Should a lifeguard not be able to attend their own facility's training that month, then every effort should be made to attend training at another facility.
- iii. Absenteeism
 - a. Lifeguards are only permitted to miss two training session a year. Should a lifeguard miss two training sessions consecutively, they will be removed from active duty and assigned dry side lifeguard tasks only, until they can provide evidence of competency of the required skills.
 - b. Casual lifeguards who miss two consecutive trainings will not be able to pick up hours until they have completed the required skills.
 - c. In the event that a lifeguard is absent for an extended period of time -including and not limited to university study out of region, or holidays – they will be required to complete the PLPC re-registration test, even if their qualification is current and valid, along with the next scheduled training session before returning to active duty.

B. Lifeguard Training Programme

Refer to the Pools and Leisure Training Programme

PLPC, First Aid, Oxygen and Defibrillation familiarization, PHEC, Water Treatment, Chemical Handling, Pool Operations Certificate. Please note that not all staff require these qualifications however, trainers should have access to someone with these qualifications to inform best practice. Individual staff members are responsible for managing their own qualification expiry dates for PLPC and First Aid.


2. Uniform and Presentation

The correct uniform to be worn by all lifeguards to make them instantly recognizable to the public and other team members for quick identification in emergencies, in line with the Active Recreation Presentation Policy. Personal presentation is important to ensure a professional image that represents Auckland Council. It is important that lifeguards have at hand items they may need while on poolside.

A. Additional Clothes to Take to shift

Every day, Lifeguards should/must take togs, a towel, a spare set of shoes, socks, and underwear to work or leave them in a locker, if they are provided with one. These clothes will be needed if the lifeguard has to enter the water for training or cleaning duties or a wet rescue be required. In a wet rescue a spare uniform will be provided by the facility.

B. Lifeguard Uniform

- i. Lifeguards must wear the correct uniform.
 - a. Lifeguards should be dressed in provided yellow shirt and blue shorts as pictured, with name tag on upper left side above the Auckland Council logo.
- 
- b. Jackets may be worn on poolside and outdoors. Please note that these may be shared and should be washed regularly.
 - c. Outdoor pools will also supply
 - wide brim hats,
 - polarized sunglasses, and sunscreen which must be worn (JSA AR0001.18)
- ii. The correct footwear must be worn.
 - a. Footwear should be clean, presentable and must be approved by the Team Leader Aquatics and/or Centre Manager.
 - b. The preferred option is closed toe shoe. Sandals with a back strap are permissible, however they cannot be worn in the plant room. Jandals are not acceptable poolside footwear for staff (JSA AR 002.00).
- iii. Other items that are to be supplied and are to be worn at all times are:
 - masks,
 - whistles,
 - belt bags,
 - pocket resuscitation (full time and part time guards will have their own),
 - sunscreen must be worn when working at an outdoor pool. (JSA AR0001.18).
- iii. Staff are also advised to carry with them a drink bottle to maintain hydration levels in a hot and humid environment (JSA.AR.001.11)

C. Lifeguard Resources Required Poolside

Prior to starting work the following resources must be organised.

- i. Lifeguards will need to collect a radio from the charging dock and sign this out in the Lifeguard office. Lifeguards should always complete a radio check prior to commencing

their shift. Check that the radio is in good working order and note any damage or faults prior to use.

- ii. Lifeguards should also collect a belt bag and ensure that it is stocked with a supply of plasters, gloves, hand sanitizer, note paper and a pen. The staff member can now proceed to their station to begin work.

3. Managing Risk

To keep staff all safe we need to firstly identify all the risk that could happen at our workplace. We then put in actions or processes to keep staff safe from this risk.

A. Identifying risk

Each centre has Risk Register Inventory Matrix. This is a document that is used to assess the level of risk associated with each activity that happened in a centre. This helps us work out how to manage the risks to keep staff and customers safe.

Each of the activities has a Job Safety Analysis (JSA) attached to it. JSAs outline how we manage hazards and risks as part of our work and how we should carry out the task safely. Not all tasks will have a JSA only those with risks associated with the task.

All of staffs will review the JSAs during Function Induction (APPENDIX) as each function has different JSAS.

Lifeguards will be required to read the JSAs specific to poolside and sign to say they understand what is required from Lifeguards.

B. Key risk management actions

Lifeguards are responsible to manage the risks that come across at work.

C. Eliminate or minimise as far as reasonably practicable

Lifeguards are responsible for dealing with a hazard immediately or when they are made aware of a hazard by using any of the methods above.

III. Procedures

1. Poolside Operations
<i>A. Rostering Lifeguards</i>
Procedure <ul style="list-style-type: none">i. Ensure the following Pools and Leisure Requirements are met<ul style="list-style-type: none">a. There must be a minimum of two fully PLPC qualified lifeguards on duty when opening any pool, with a minimum of one on poolside at any given time.b. All lifeguards must hold the minimum requirement of a current and valid PLSA and PLPC qualification as well as First Aid Unit Standards 6400, 6401 and 6402.ii. Ensure Untrained Lifeguards are supervised <p>Lifeguards who are working toward PLPC qualifications for one month from date of starting poolside or who hold a current PLSA, a lapsed PLPC, lapsed First Aid qualification will be rostered as untrained/trainee lifeguards and must wear a blue uniform shirt.</p> <ul style="list-style-type: none">a. Trainee/Unqualified lifeguards must always be in the presence of a fully trained and qualified lifeguard.b. Trainee/unqualified lifeguards are not to be included in the supervision ratios
Health and safety <p>The JSA that pertain to this procedure are <i>JSA.AR001.11</i>.</p>
Personnel qualifications/responsibilities <p>Skills Active Trainer and/or assessor, All lifeguards responsible for own fitness and keeping track of expiry dates of qualifications,</p>
Equipment and supplies <p>Skills Active Training kits</p>
Quality control and assurance <p>Skills Active moderation and training resources. Internal assessor and trainer moderation.</p>
Data and records management <p>NZRRP portal for all qualifications, training matrix to show dates of all listed staff in a facility.</p>

B. Lifeguard Communication

Scope

This procedure covers the way lifeguards communicate to each other and the next shift.

Procedure

There are a variety of ways that lifeguards can communicate while on poolside

i. Written communication

This will be carried out using a staff communication book, which enables relevant information to be passed on.

Topics include:

- meeting minutes,
- updates on the work to be completed
- technical information such as pool water testing results and
- water quality corrections.

ii. Verbal Face to Face communication

Face to face communication tends to occur during a shift. The following are some guidelines that must be carried out.

- a. While lifeguards verbally communicate, they must ensure that they continue to scan the water at all times during any poolside conversation.
- b. These conversations should be short and concise and provide information directly relevant to the current shift and operations for that day.
- c. Lifeguards may also need to have face to face conversations with their people leader and in these instances should refer to the leaving poolside procedure

iii. Hand signals

Hand signals are to be used in the pool hall and are used to reinforce verbal/radio/whistle communication. Below are common hand signals that are used in Auckland Council Facilities:

Going on break



Giving First Aid



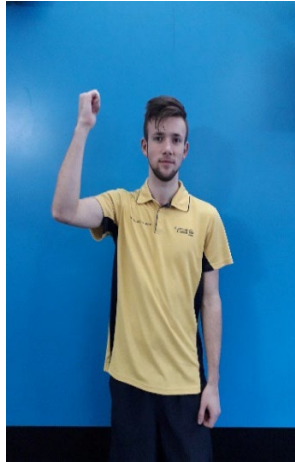
Suspected spinal injury



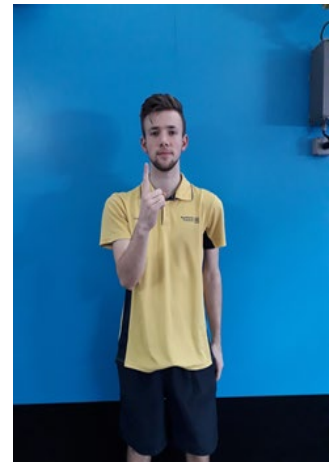
Cover my area



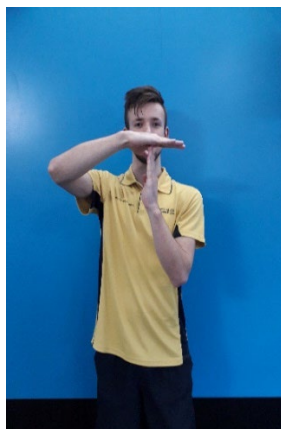
**Emergency,
closed fist raised 3 times**



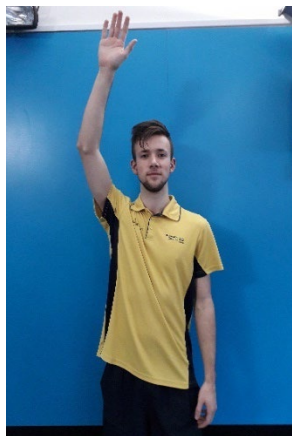
**Lifeguard rotation
single finger rotated around**



Toilet break required



Attention/help required



- iv. Two-way radios.
All aquatic sites have two-way radios to assist with communication between lifeguards. The radios are an essential form of communication in normal operations and during emergencies. Radios are especially useful when communicating in a noisy environment or with others in different parts of the centre.
- Radio communication should be clear, concise and only for operational information. Communications should always follow the below outline:

LG1: Lifeguard Name to Function/position (reception/ lead guard/ team leader)
LG2: Name/Function receiving
LG1: Deliver message
LG2: copy.
 - During emergency situations different radio procedures are required and these are outlined in the facility EAP.
- v. Whistles
Whistles can be used to gain the attention of other lifeguards and/or customers in the facility.
Commonly used signals include:
- One long blast – clear the pool
 - Two short blasts – to gain attention
 - Three short blasts – taking action and entering water with appropriate hand signals.

Health and safety

The JSA sections that pertain to this procedure are *Pool area 001; Plant Room 002; and Emergency Response 007* all will need to be read and signed as understood prior to beginning work. The facility EAP will also be used in line with the procedure.

Personnel qualifications/responsibilities Qualifications

PLPC, First Aid, Oxygen and Defibrillation familiarization, PHEC, Water Treatment, Chemical Handling, Pool Operations Certificate. Please note that not all staff require these qualifications however, trainers should have access to someone with these qualifications to inform best practice. Individual staff members are responsible for managing their own qualification expiry dates for PLPC and First Aid.

Equipment and supplies

Rescue mannikins, CPR mannikins, Training Defibrillator, Training O2 kit, Rescue tubes, Spinal board, Training Calendar, PLPC reference material.

Quality control and assurance

Equipment checks completed in the last month, Completed first aid kit audits from previous month. JSAs

Data and records management

Physical attendance record, training plan/outline for the session with skills covered. Attendance information should be scanned into an online training folder and hard copy held for Poolsafe accreditation purposes. Training matrix kept online to show records of current competencies.

C. Leaving Pool Side

Procedure

i. Non-Urgent matter

In the course of their day a lifeguard may be required to attend to a non-urgent matter that will take them away from the primary duty of pool supervision. This may include and is not limited to:

- assisting a customer,
- attending to a changing room,
- discussion with a people leader.

In these instances the lifeguard must

- a. first gain the attention of their team mates and communicate the reason for leaving.
- b. they must then ensure that a suitably qualified (PLPC certified) replacement is available to cover their absence. Communication can be done face to face or via two way radio, the lifeguard must not leave their post until the cover has arrived.

In the event that the lifeguard cannot leave the poolside or no appropriately qualified substitute is available then the lifeguard should seek support from another team member in the facility to attend to the issue at hand provided that they also can be covered.

ii. Urgent or Emergency matter

In the event of an emergency, in any part of the facility, the priority for the lifeguard is the supervision of the pool.

- a. If an Emergency call comes through with a location off poolside and a lifeguard is requested as assistance, the EAP must be followed with poolside supervision being the priority.
- b. If adequate supervision is unable to be maintained, lifeguards should do one long blast on their whistle and clear the pool asking another team member or competent bystander to ensure that no one enters the pool until a qualified staff member is available.
- c. If a customer approaches a lifeguard to report a concern on poolside, the lifeguard should request support from other team members to respond in the first instance while the lifeguard completes clearing the pool in preparation to respond as required.

Health and safety

The JSA sections that pertain to this procedure are AR0001.11 and AR007.00

Equipment and supplies – Two way radios, whistles

Quality control and assurance- Two way radios should be placed in charger correctly to ensure full charge. Radio checks to be completed to ensure functioning correctly.

Data and records management

D. Lifeguard Stations and Rotation

Scope

This procedure outlines how to identify lifeguard stations and to utilize lifeguard rotations to ensure that lifeguards stay alert and the pool is actively supervised.

E. Poolside Supervision

Scope

This procedure sets out how to safely supervise the poolside and minimize areas of dead water in the facility.

Procedure

- i. For supervision to be effective, it is recommended that lifeguards do not spend more than 1.5 hours in the poolside environment to maintain concentration. There should be other tasks and scheduled breaks to keep lifeguards refreshed and active (*see Appendix 1B for break examples*)
- ii. Supervision guidelines should be clear so that lifeguards understand four key elements:
 - their area of responsibility,
 - appropriate positioning and patrolling,
 - preventative intervention, and
 - how to recognize signs of difficulty.
- iii. Supervision guidelines are informed by:
 - facility design,
 - lifeguard to swimmer ratios, and
 - the supervision requirements of any activity being undertaken.
- iv. Ratios for each pool are as follows:

Pool	Lifeguard ratio
Main pool	1/50
Small pool	1/50
Leisure pool	
Wave pool	
Spa pool	1/50
Swimming lessons	
Weekends	
Hydrosrides/diving boards	

- v. Once a pool reaches its lifeguard to swimmer ratio, then further assistance must be requested or access to the pool restricted to maintain a safe environment. Staff levels should also reflect peak and off-peak periods to allow for demand or scheduled activity.
- vi. Active supervision is comprised of several techniques, combinations of these should be used when lifeguarding. Techniques include:
 - patrolling,
 - positioning,
 - 10:20 scanning,
 - intensive scanning,
 - extensive scanning,
 - combined scanning, and
 - static positioning.

Each technique is detailed in the Pool Lifeguard Training Manual (pp.99-107) and during Lifeguard training (*Appendix 2A*)

vii. Lifeguard supervision should be proactive and lifeguards should be looking to prevent incidents, respond as required and provide aftercare in the event of an emergency at all times. (*See Appendix 2B for minimum standards*)

viii. Lifeguards should also use pool rules to assist with supervision of all patrons in the facility to ensure a safe enjoyable experience for all users (*Appendix 2C*)

Health and safety

Pool Lifeguard training manual, The JSAs that pertain to this section are AR001.11, AR001.00, AR001.03, AR001.04, AR001.06, AR001.07, AR001.15, AR001.16, AR001.18, AR001.24, AR001.25, AR001.33. All will need to be read and signed as understood prior to beginning work. The facility EAP will also be used in line with the procedure.

Personnel qualifications/responsibilities

PLPC, First Aid

Equipment and supplies

Lifeguard chairs, whistles, two-way radio

Quality control and assurance

Training records, NZRRP accreditation

Data and records management

Training records

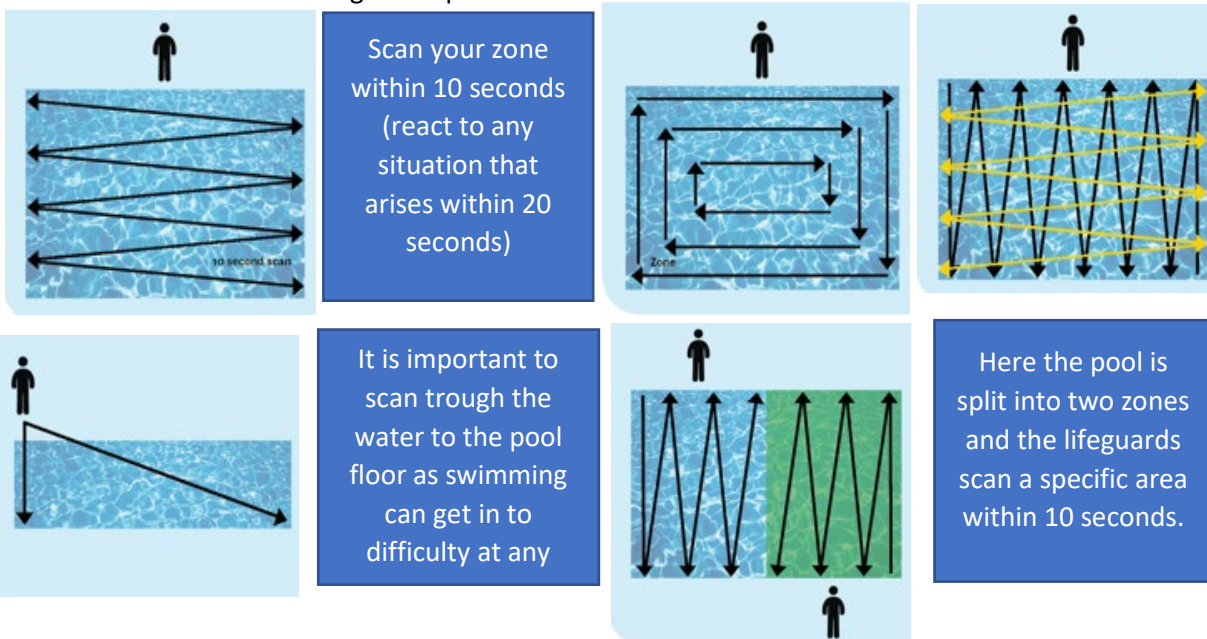
F. Scanning Techniques

Scope

Procedure

Scanning is an effective way for lifeguards to check customers both in and out of the water.

- i. Lifeguards need to always be aware of their surroundings such as pool features, activities, colleagues and swimmers, both in and out of the water.
- ii. The act of scanning involves looking back and forth across the pool with a sweeping action and using both frontal and peripheral vision.
 - a. A lifeguard uses frontal vision to fix on a point and peripheral vision to maintain a general awareness of the wider surrounds.
 - b. Scanning below the surface is as important as on the surface of the water.
 - c. An effective scan always includes your fellow lifeguard so that you are aware of each other's positions.
- iii. Effective scanning requires the lifeguard to:
 - a. Be positioned with clear, unobstructed lines of sight,
 - b. Activity patrol any areas that are difficult to see.
- iv. Follow the scanning in the picture below



Personnel qualifications/responsibilities

PLPC

Equipment and supplies

2. Customer Interactions

A. Lifeguard to Customer interactions

Procedure

- i. Regular interactions
 - a. Lifeguards must proactively interact with customers to reduce risk and take preventative action that will ensure an incident does not occur.
 - b. Lifeguards can gain the attention of customers through the following methods:
 - Whistle (one short blast)
 - Hand signals
 - Face to face interaction
 - Public address system
 - c. Interactions can open with a friendly greeting and explanation of the policy or rule that the customer needs to be aware of
 - d. Lifeguards should project a professional and friendly approach through the following actions:
 - Smile and be approachable
 - Maintaining good posture – standing straight and attentive
 - Gain and maintain eye contact
 - Use polite language and actions
 - Use an educational and firm approach – inform first and discipline last
 - Be Specific with instruction or correction for customer behaviour
 - Show care and empathy in all interactions through listening first
- ii. Ensuring Lane swimming Etiquette
 - a. Lifeguards must constantly monitor the lane swimmer numbers and speeds
 - b. Lane speed signs should be updated to reflect usage of the majority of users
 - c. Lifeguards are required to move swimmers to different lanes based on if they are keeping up with other swimmers or hindering other swimmers
 - d. Lifeguards should proactively communicate to swimmers to:
 - Keep left
 - Choose lanes based on ability
 - Keep off the lane ropes
 - Be considerate of each other in water walking lanes
- iii. Managing unacceptable behaviour
 - a. In the course of the work Lifeguards may have to deal with unacceptable behaviour including and not limited to, swearing at staff or customers, running in the facility, ignoring lifeguards, mistreating the facility, being disrespectful to staff and/or other customers.
 - b. When dealing with this ensure your safety first through letting team mates know you are dealing with the situation
 - c. Gain the attention of the customer
 - d. Signal the customer to a safe space for example the side of the pool, outside the sauna/steam room
 - e. Explain the issue in a positive manner, explaining the related policy or rule to follow and state the expected change in behaviour required for them to continue to use the facility
- iv. Managing aggressive behaviour
 - a. In the event that a customer becomes aggressive or threatening, lifeguards above all else are to ensure their own safety before proceeding to take action
 - b. Approach the person or situation with caution

- c. If in doubt of your safety or unsure how to proceed, contact another member of staff to assist. Likewise if you notice another staff member in a threatening dangerous situation, report it, request assistance, and then approach.
 - d. When requesting assistance be mindful of language and use phrasing such as “require immediate assistance to (area)” or “code white at (area)”
 - e. If there is immediate danger, and you feel safe to do so, call the police or alert another member of staff to do this
 - f. Speak calmly and politely, be clear on your instruction
 - g. Step back if you feel threatened, palms up toward the person, and advise that you will end the conversation
 - h. If the situation is escalating, move to a safe locked area such as a staff room or office and call for help
 - i. Report the interaction and give to the most senior staff member on site.
 - j. Should the customer continue to escalate or their behaviour not change then the most senior staff member on site can make a decision to evict the customer with police assistance if required
- v. Removing customer from the facility
- a. At times customers behaviour reaches a point where we need to remove them from the facility. Examples of this behaviour include and are not limited to: violence, sexual assault, theft and wilful damage to the property.
 - b. Lifeguards can use an escalating series of warnings ending in removing the customer from the facility. If warnings are not taken, then the decision can be made to ask that person to leave the facility today and return at another time. In this instance support may be required from a senior member of staff.
 - c. Should the customer ignore this, lifeguards can then move to trespass the person from the facility for a period of up to two years. This can be done without a police presence. The trespass notice must be lodged with the local police department within 24 hours for their records.
 - d. If the situation is beyond resolving and the customer refuses to leave, lifeguards should call or request a call be made to police to assist with the removal and subsequent trespass of a person who is threatening to cause or has caused injury, damage, or is intimidating to staff and/or customers.

Health and safety

ERP code white

Personnel qualifications/responsibilities

Conflict resolution, New Zealand Certificate in Sport, Exercise and Leisure Operations, level 2.

Quality control and assurance – Pool Rules, Customer behaviour policy, What to Wear policy

Data and records management

Trespass notices, Police reports, Security reports

B. Incident Reporting

Procedure Any and all incidents in our facility's need to be recorded. This helps us to track incidents and find trends to proactively manage hazards and minimise harm in the future. In some instances, this is also required by law. Incident forms should also be completed for staff accidents and the serious harm flow chart should be followed as required in these incidents.

- i. Incident reporting
 - a. Incident reporting should only be completed once an incident is under control and the casualty's needs have been met.
 - b. Incident recording is a two-step process the first is the completion of the incident report form (*Appendix 1C*) and the second is recording the incident in Auckland Council's online recording system, DoneSafe
 - c. All sections of the incident form must be completed with as much detail as possible. If required, a new sheet may be added with any extra detail that is required to outline what happened.
 - d. Incident reports once completed should be given to the team leader or placed in the HSW representatives work tray for entry into DoneSafe and subsequent investigation.
- a. Recording near miss events
 - i. Near miss events need to also be recorded on incident reports, this includes and is not limited to rescues where the lifeguard does not need to enter the water and the casualty requires no further treatment.
- b. Review of Incident reports
 - i. Incident reports shall be reviewed on a monthly basis to understand causes of incidents and inform updates to NOP, EAP, and facility maintenance planning. This may also highlight areas of greater risk in the facility that need different approaches to lifeguarding.

Quality control and assurance

Centre managers review incidents for trends.

Data and records management

Complete Incident Report form in Templates and input information into DoneSafe.

C. Pool Alone Procedure

Scope of procedure

Procedure

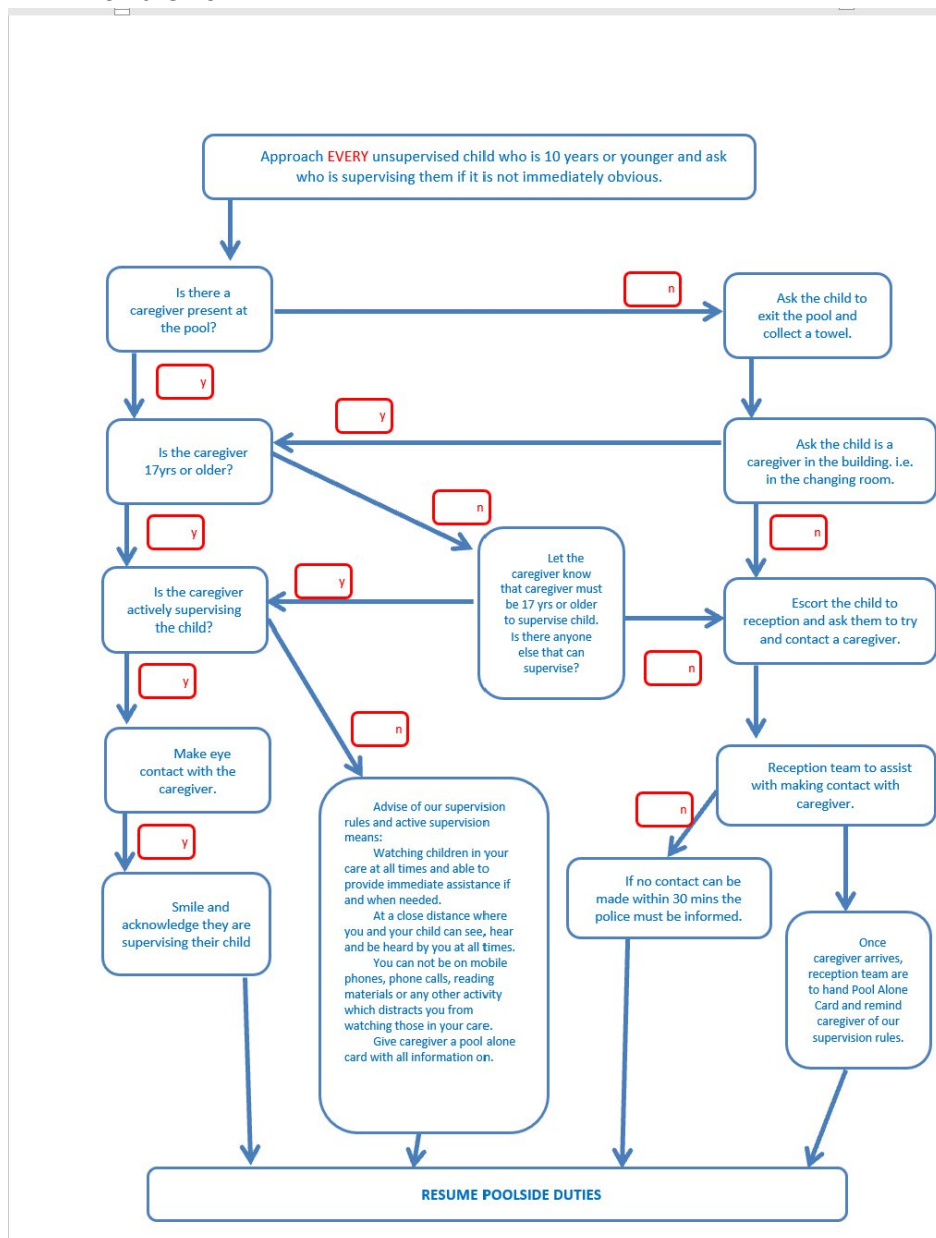
Auckland Council operates a strict pool supervision policy for children and caregivers that promotes active supervision. Actively supervised is defined as being able to see and hear all children in your care and be seen and heard by the children in your care at all times.

i. Supervision requirements

- All children under 10 years and younger **must be actively supervised** by a caregiver aged 17 years or over at all times,
- Children 4 years and younger **must be accompanied in the pool** by a caregiver aged 17 years and older, and **be within arms' reach at all times**.

ii. Flow chart process

The below Flow chart explains the process for dealing with children who are found on their own.



- iii. Approaching unsupervised children
 - a. Lifeguards are to proactively approach children who look 10 and under with no apparent caregiver.
 - b. Lifeguards should also proactively approach caregivers who are engaged with their mobile phones, reading material, or undertaking any activity that is distracting them from supervising and politely request them to cease the activity to continue watching children in their care.
 - c. Children should be asked to locate their caregiver and if unable to do so are to be removed from the pool.
 - d. Lifeguards should have all interactions with children in the presence of another lifeguard.
- iv. Contacting Caregivers Lifeguards must ensure that their pool space is covered at all times while dealing with any unsupervised child.
 - a. All efforts should be made to locate the caregiver through phone call , PA system or physical search if staff are available.
 - b. If a caregiver cannot be located or contacted within 30 minutes then the police are to be contacted.
- v. Unsupervised children under the age of 10 are not to be evicted from the facility, asked to leave without a caregiver or driven home under any circumstance by staff.

Health and safety

All lifeguards must be Police Checked.

Personnel qualifications/responsibilities

On-line learning (Tupu): Keeping Children Safe Quiz.

Quality control and assurance

Team leader/centre manager to review report.

Data and records management

Unsupervised Children Form

3. Emergency Action Plan (EAP)

A. Introduction

The Emergency Action Plan lays out the steps for managing an emergency in this facility and how to deal with a situation despite the correct application of this Normal Operating Procedures.

Emergency Prevention and Supervision Standards

This plan will only operate effectively if the supervision standards laid out in section two of the NOP, utilising appropriately trained and qualified lifeguards, are followed.

This plan will assist in responding to an emergency to assist lifeguards to:

- Prioritise actions to respond effectively to emergency situations
- Always maintain their safety throughout any emergency response
- Ensure a framework of response is available as a reference point to ensure positive outcomes

Emergency Equipment Locations

The following equipment is located on the map below:

- Oxygen and defibrillator
- Spinal board/s
- First Aid kits

B. Roles and Support in an Emergency

Who is in charge in an Emergency?

In an Emergency scenario, you as the first responder are in charge. Should a more experienced staff member join the response, you can defer control of the response to them if required.

Who can Help?

In the first instance your lifeguard team mates or other function staff, if you are sole charge of the pool you may need to seek assistance elsewhere.

- Bystanders. Members of the public can be of assistance to you if required, and you need to ensure that the person you select is able to help, fit, can follow instruction, is calm, and you can communicate with them.
- Customer Support Staff. These team members will more than likely be the ones to contact emergency services and will work as a line of communication between you and the service.
- Other available systems such as drowning alarms if equipped.

C. Dealing with an Emergency

Procedure

Outlined below are the key steps when dealing with an emergency.

- i. **Recognise and Think**—recognise the signs of an emergency, stop and analyse what is happening
- ii. **Secure Poolside**— make sure lifeguard team know you are responding and have the poolside covered
- iii. **Preserve your safety**— ensure that any response you make covers your safety first
- iv. **Respond**— make the appropriate response to the situation as per your training, NOP and EAP guidelines
- v. **Communicate/Call for Help**— to the casualty, customers and other staff. Call emergency services as required.
- vi. **Lifeguard in Charge**— if you are not the lifeguard in charge, talk the lifeguard in charge through what has happened and await further instruction.
- vii. **Aftercare**— For the casualty keep them comfortable and informed, other customers that may have been involved. Most importantly for yourself, your Centre Manager will lead this process.
- viii. **Record, Report and Debrief** —Gather all pertinent information and record on incident report forms, ensure that the serious incident flow chart is followed if required. Debrief with all involved at the earliest possible time, this should be led by your facility manger.
- ix. **Reset**—Restock all first aid supplies, O2, and Defib Kit. Reset any emergency equipment used during the response.

D. Building Evacuation-Fire

If you see, smell or suspect a fire...

- Activate your nearest manual fire alarm call point.
 - Remove anyone from immediate danger, if it safe to do so.
 - Proceed immediately with building evacuation procedures.
1. Number 1 Lifeguard (most senior) staff member will become the FIRE WARDEN.
 - a. Put on the Fire Warden Vest (Yellow)
 - b. Clear the entire pool area / Sauna / Steam Room / Pool Changing Rooms
 - c. Exit via the nearest fire exit
 - d. Report to Chief Fire Warden(reception), which areas are clear of people
 - e. Assist with control crowd
 - f. Ensure patrons are safe and assembled at the fire evacuation point, at the front of the building next to the member's car park.
 2. Number 2 Lifeguard
 - a. Put on the Fire Warden Vest (Yellow)
 - b. Assist Lifeguard 1 clearing poolside and changing rooms
 - c. Exit via the nearest fire exit
 - d. Report to Chief Fire Warden(reception), which areas are clear of people
 - e. Assist with control crowd
 - f. Ensure patrons are safe and assembled at the fire evacuation point, next to the member's car park.
 3. Number 3 Lifeguard if on duty, check the plant room if safe to do so. Otherwise assist other Lifeguards as required

Key Points

1. Do not put yourself in danger
2. Communicate clearly via radio to other staff
3. Only clear areas if it is safe to clear, report to the Chief Fire Warden all areas that have not been checked or still have people in them
4. Give assistance to patrons needing help, radio for more assistance if needed
5. If it is raining, move the fire evacuation point to the undercover mall car park and restrict traffic
6. Speak loudly and clearly when getting people to evacuate

E. Emergency Response Standard Operating Procedures (ERSOP)

Auckland Council Facilities have shared Emergency Response Standard Operating Procedures which are to be used by all functions.

All staff should carry the ERSOP response codes attached to a lanyard or similar, to enable a measured response that adheres to procedures.

Each scenario is coded by colour as per the below chart.

Definitions and guidelines can be found in the ERSOP booklet which is kept with your facility's red folder.

Emergency Response Codes

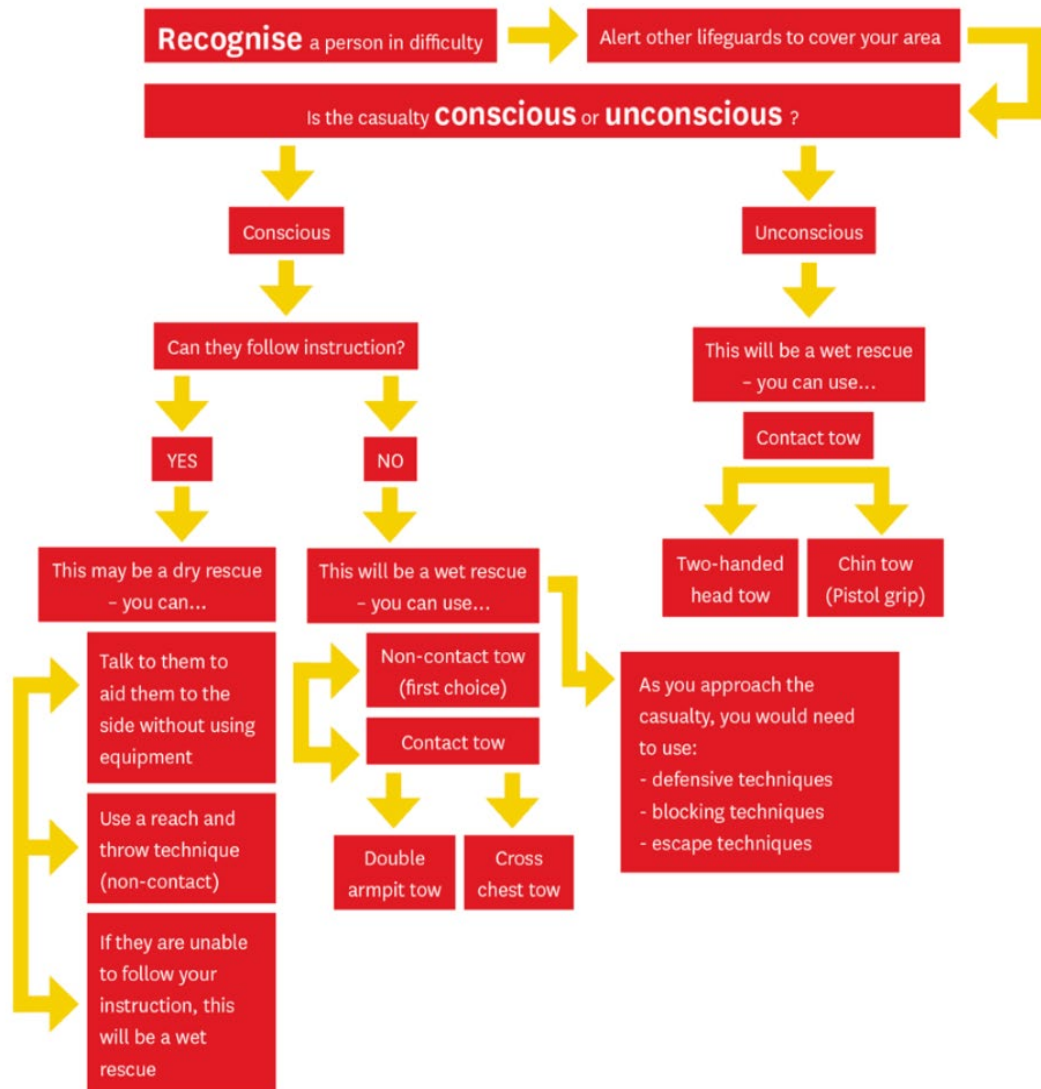
1.	Code YELLOW	Missing Child/Person
2.	Code RED	Fire
3.	Code WHITE	Violence, Sexual Assault
4.	Code BLUE	Medical Emergency
5.	Code GREY	Severe Weather/Flood
6.	Code AQUA	Earthquake/Tsunami
7.	Code BROWN	Hazardous Substance
8.	Code GREEN	Evacuation/Civil unrest
9.	Code BLACK	Bomb Threat/Active Shooter
10.	Code PURPLE	Hostage/Robbery
11.	Code PINK	Volcanic Eruption
12.	Code ORANGE	Power Cut, Lift Failure

More specific detail on procedures for dealing with medical and in-water incidents in an Aquatic environment are detailed in the following pages.

Lifeguards must have a strong understanding and application of these procedures.

F. Pool Rescue Wet and Dry

In the event of a pool rescue, lifeguards should respond according to the below flow chart. It is not expected that lifeguards follow this outline to the letter, but it should be used as a framework to follow based on how the casualty presents at the time



G. Serious Medical Emergency

All lifeguards are to wear belt bags as issued.

These must contain:

- sterile gloves,
- pocket mask, and
- basic first aid supplies.

Gloves must be worn when administering first aid of any level.

Follow the steps below as the first responder to an emergency, prior to trained medical professionals arriving – do not under any circumstances attempt to provide care beyond which you are trained.

- Manage the incident.
 - All incidents need to be managed to ensure the safety of the casualty and the responders
- Control.
 - Assess the scene calmly,
 - ensure the safety of all involved,
 - make quick considered decisions,
 - understand the nature of the incident.
- Safety
 - Minimise the risk of further harm to the casualty and/or the risk of any further casualties.
 - Ensure that lifeguards are operating in a safe manner and that any hazards are eliminated.
- Assess and Prioritise
 - Assess the number of casualties, helpers, and the seriousness of the injuries and prioritise according to the below order:
 - Not breathing CPR required
 - Blockage to airway – for example choking
 - Spinal injury
 - Severe bleeding
 - Unconscious and breathing
 - Casualty in shock
- Care
 - Take appropriate steps to manage injuries as per your first aid training.
- Crowd Control
 - During an event a crowd may gather, it is our duty to protect the privacy and dignity of the casualty
 - Move the crowd away from the scene and firmly ask people to put phones away citing the privacy and dignity of the casualty
 - Use screens if required to ensure privacy is maintained
 - You may also need to manage loved ones who are upset, in these instance move them away from the immediate scene and have someone sit with them and comfort them as required.

H. Common Medical Conditions

The table below outlines some common medical conditions that could impact visitors in our facilities with suggested first aid treatment, this is not an exhaustive list and it is possible that casualty's may have more than one condition:

CONDITIONS	CHARACTERISTICS	TREATMENT
ANAPHYLAXIS (Allergic Reactions)	Swelling of face, especially around mouth, throat and eyes. Swelling of affected area if contact with a chemical or venom. Redness of skin and itchy rash. Nausea and/or vomiting. Diarrhoea Breathing difficulty, dizziness, weakness or collapse	Rest the patient and call emergency services if patient has known allergy, breathing difficulty or very unwell. Ask patient if they have any prescribed medication e.g. Tablet, puffer spray or adrenaline shot. If chemical reaction wash area exposed with copious amounts of running water. Patient may become unconscious and CPR may be required. Monitor Patient closely until Emergency Services arrive.
ANGINA	Similar symptoms to a heart attack. Condition often known to the victim. Often triggered by exercise.	Same as for heart attack. Assist victim with medication.
ASTHMA	Constriction of the inner airway, causing victim to wheeze & dry cough. Victim will often know the symptoms.	Reassure and help with medication while patient is sitting or leaning forward. Encourage slow relaxed breathing: if symptoms persist seek medical attention.
BLEEDING	Blood loss. Internal and external. Internal bleeding may be characterized by swelling, hard lumps, pain & discomfort. Other symptoms the same as shock.	External – rest & reassure victim; elevate wound, cover & apply direct pressure & call emergency services. Internal – treat as shock. Call emergency services.
NOSE BLEED	Blood loss, internal and external. Internal bleeding may be characterised by swelling, hard lumps, pain and discomfort. Other symptoms the same as shock.	Sit, lean forward, head tilted forward & breathe through mouth. Apply pressure to soft part of nose to stop blood flow. Reassess after 3 minutes. Seek medical attention if bleeding persists.
BURNS	injury to tissues caused by the contact with heat, flame, chemicals, electricity Pain, redness or blistering to skin.	Cold water should be applied to wound for 15-20 minutes. For more serious burns contact Emergency Services.
CARDIAC ARREST	Heart stops beating, no breathing, pulse or response to stimulation or signs of life.	CPR or defibrillation.
CHOKING	Blockage of the airway. Victim is having difficulty breathing, look of fear; grabbing at throat, possibly a laboured breathing or grasping sound. May begin to turn blue in colour around lips.	Assess victim “can you breathe?”, “are you choking?” check for obvious airway blockages. Support victim: apply up to 5 back blows and up to 5 abdominal thrusts (Heimlich). If unsuccessful and victim loses consciousness assess situation & begin resuscitation take care to check the airway.

CRAMP	Muscles tightening involuntarily	Gentle stretching/extension of the muscle. Gently massage the area.
DISLOCATIONS & FRACTURE	Localised pain, deformities, shock, lack of movement & swelling.	Make victim comfortable, support injured area & do not attempt to move joint. Treat for symptoms such as shock. Depending on seriousness call emergency services.
EPILEPSY	Short circuit of the brain causing symptoms including fitting, convulsions & rigid motionless.	In water: From behind keep victims face above water until seizure subsides. Monitor signs of life. Out of water: Move obstructions and keep victim safe until seizure subsides. Monitor signs of life.
FAINTING	Temporary lack of blood to the brain commonly cause by over exertion, exiting spa pools & saunas too quickly & dehydration; common in & around aquatic environment.	<i>Unconscious:</i> Assess situation & monitor sol. <i>Conscious:</i> Lie victim down, elevate legs, check condition is not shock & check for secondary injuries. Victim to rest & possibly give sips of water,
HEAD INJURIES	Common in pools due to slippery floors. Victim may experience confusion, pain, decreasing level of consciousness, swelling & bleeding (internal and external). Skin becomes ashen in colour. Shortness in breath may occur.	Make victim comfortable and check for cause. Assess extent of injury & treat accordingly. (Could it be a spinal???) Seek or advise further medical care for all head injuries. Call emergency services.
HEART ATTACK	Lack of blood supply to the heart. Pressure, tightness in chest, pain radiating out from chest to shoulders, face & arms. Sweating, clammy skin, vomiting, breathing & fainting. May lead to cardiac arrest.	Make victim comfortable in seated position with legs raised. Keep warm & reassure. Ask victim for medication. Monitor ABC & call for emergency services. If victim losses consciousness assess situation & monitor signs of life.
HYPER VENTILATION	Too much & too rapid breathing. Common where swimmers have swum long distances underwater. Over excitement may be cause. Risk of victim blacking out or fainting.	Monitor ABC's. Calm & reassure victim. Ask victim to breath slowly & controlled.
HYPOGLYCAEMIA (DIABETIC SHOCK)	Low sugar level in bloodstream. Signs and symptoms similar to shock. Victim may become aggressive.	Victim is often known as a diabetic & may request sugar. If consciousness is lost, assess situation. Check ABC's.

HYPOTHERMIA – (Low Body Temperature)	Constant shivering at first Cold skin Rapid pulse changes into slow pulse as becomes severe Poor decision making; lethargic and confused.	Warm slowly by removing any wet clothing and into a warmer environment and wrap in a blanket Give sips of tepid water. If becomes unconscious call emergency services
SHOCK	Inadequate blood supply around the body often associated with trauma or a severe allergic reaction. Rapid yet shallow breathing, rapid weak pulse, victim may vomit, feels faint with clammy cold skin.	Lie victim down, legs elevated. Assess victim for the cause & treat. Monitor signs of life & vomiting may occur. If consciousness is lost assess situation & and check SOL. In case of an allergic reaction call emergency services immediately.
STROKE	Interrupted blood flow to the brain. Paralysis to one side of face and /or body. Loss of bladder & bowel control, difficulty speaking, one side of face goes limp, dizziness, headache and/or loss of consciousness.	Assist victim to a comfortable semi-prone position with head up. Call emergency services. If consciousness is lost assess situation and check signs of life.
HEAT EXHAUSTION	Too long spent in hot surroundings with insufficient care and liquid intake. Victim may have headache, exhausted but restless. Stomach cramps, with pale, cold, clammy skin. Breathing shallow & with rapid weak pulse.	Victim to lie down in cool place. Encourage sipping of liquid soft drink with little salt added.
HEAT STROKE	As per heat exhaustion. Unconsciousness may occur & victim will have a high temperature. Pulse will be full & bounding and noisy breathing.	Victim to be placed in cool environment. If unconscious check ABCs Douse body in cold water and/or cover with wet sheet or blanket.

I. Major Emergency Response– In-Water Incident

Procedure

The responses below cover procedures for different staff numbers on poolside which may be due to breaks, pool tests, or other operational duties. These responses are based on emergency equipment (O2 and Defibrillator) being located at main reception and a customer support person bringing this equipment and calling emergency services.

i. Single Lifeguard on poolside

- a. Call for assistance as follows “CODE BLUE, CODE BLUE, CODE BLUE we have a suspected (heart attack/drowning/ medical event) in the (area of the building).
– Repeat this while responding
Alternatively use the drowning alarm to signal for assistance.
- b. Respond to the incident as per EAP outline– Check for Danger, Check for Response.
- c. Remove casualty from water
Check for Response:
 - if no response, send for Help commence CPR without delay.
 - if casualty is responsive place into recovery position and continue to monitor SOL.
- d. As Lead Responder you will communicate with other team members as required on ETA of emergency services and condition of casualty.
- e. When emergency equipment arrives, attach defibrillator by following prompts. Then set up and attach O2 mask as required.
- f. Continue CPR and monitoring signs of life until emergency services arrive and the scene is handed over.
- g. Complete any reporting, and witness statements as required and notify those people in the Serious Incident flow chart in Section II.
- h. Look after your wellness and the teams’ wellness though completing an incident debrief with all involved and follow up with the casualty as appropriate.

ii. Two lifeguards on Poolside

- a. Lifeguard 1 recognises an incident unfolding. They get the attention of Lifeguard 2 with three whistle blasts.
- b. Lifeguard 2 confirms emergency signal.
- c. Lifeguard 1 responds as per EAP.
- d. Lifeguard 2 calls for assistance as follows “CODE BLUE, CODE BLUE, CODE BLUE we have a suspected (heart attack/drowning/ medical event) in the (area of the building),– Repeat this while moving to assist Lifeguard 1 (alternatively use the drowning alarm to signal for assistance)
- e. Lifeguard 1 responds to the incident as per EAP outline – Check for Danger, Check for Response
- f. Lifeguard 2 supports Lifeguard 1 to remove casualty from water.
Check for Response:
 - if no response, send for help and commence CPR without delay.
 - if casualty is responsive, place them into recovery position and continue to monitor SOL.
- g. Lifeguard 1 as lead responder will communicate with other team members as required on ETA of emergency services and condition of casualty.
- h. When emergency equipment arrives, lifeguard 2 will attach defibrillator by following prompts. Then set up and attach O2 mask as required.
- i. Continue CPR and monitoring signs of life until emergency services arrive, and the incident is handed over.

- j. Complete any reporting, and witness statements as required and notify those people in the Serious Incident flow chart in Section II.
- k. Look after your wellness and the teams' wellness though completing an incident debrief with all involved and follow up with the casualty as appropriate.

iii. **Three or more lifeguards on Poolside**

- a. Lifeguard 1 recognises an incident unfolding. They get the attention of Lifeguard 2 with three whistle blasts.
- b. Lifeguard 2 confirms emergency signal.
- c. Lifeguard 1 responds as per EAP.
- d. Lifeguard 2 calls for assistance as follows "CODE BLUE, CODE BLUE, CODE BLUE we have a suspected (heart attack/drowning/ medical event) in the (area of the building– Repeat this while moving to assist Lifeguard 1 (alternatively use the drowning alarm to signal for assistance)
- e. Lifeguard 3 will clear the pool and retrieve any further required emergency equipment.
- f. Lifeguard 1 responds to the incident as per EAP outline – Check for Danger, Check for Response
- g. Lifeguard 2 supports Lifeguard 1 to remove casualty from water.
Check for Response:
 - if no response, send for help and commence CPR without delay.
 - if casualty is responsive, place them into recovery position and continue to monitor SOL.
- h. Lifeguard 1 as lead responder will communicate with other team members as required on ETA of emergency services and condition of casualty.
- i. When emergency equipment arrives, Lifeguard 2 will attach defibrillator by following prompts. Then set up and attach O2 mask as required.
- j. Lifeguard 3 will manage crowd control and assist with CPR as required
- k. Continue CPR and monitoring signs of life until emergency services arrive, and the incident is handed over.
- l. Complete any reporting, and witness statements as required and notify those people in the Serious Incident flow chart in Section II.
- m. Look after your wellness and the teams' wellness though completing an incident debrief with all involved and follow up with the casualty as appropriate.

Procedure

The following scenarios should be treated as a spinal injury:

- Any incident that you witness where there is contact to the head or neck area
- Obvious discomfort from the casualty around the head or neck area.

In the event of an unconscious, unresponsive suspected spinal injury, the priority is the casualty's Airway. In this event the casualty should be immediately removed from the pool with appropriate caution and CPR commence immediately.

5 Steps for Responding to a Spinal Injury

R	Recognise
I	Immobilise (using grips)
C	Check consciousness
I	Immobilise (using device)
E	Extract

a. Recognise

- Look for signs of spinal injury – impact to head and/or casualty holding neck area.

b. Immobilise

- In water over 1.2 m deep- immobilise casualty using vice grip,
- In water under 1.2m- deep use extended arm rollover.

c. Check consciousness.

- Work through AVPU responses,
- If casualty is unconscious remove them from the pool without hesitation.

d. Immobilise

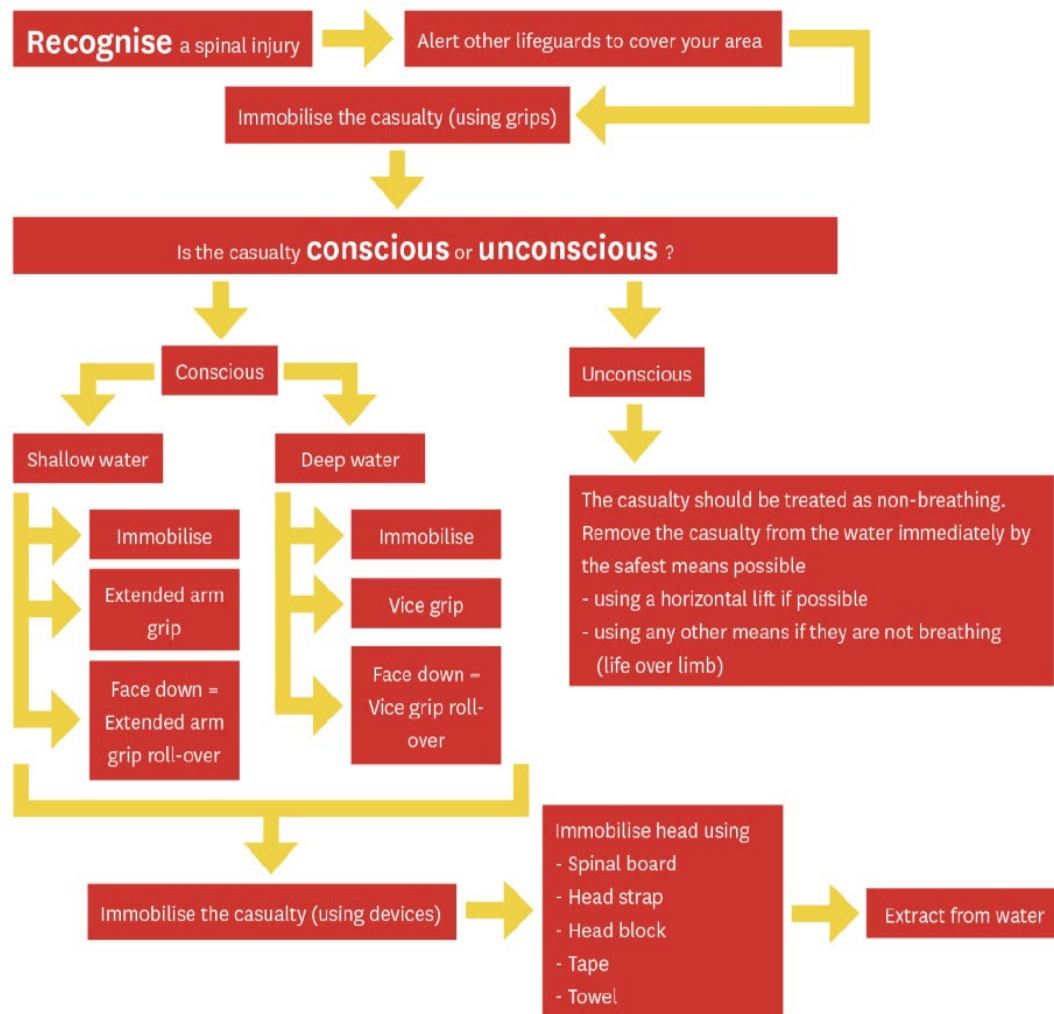
- Further immobilise casualty with the use of the spinal board.

e. Extract

- Remove casualty from the pool in the safest way possible and continue aftercare on poolside.
- Complete any reporting requirements.

The minimum number of lifeguards is 2.

The below table summarises the response to the most common scenarios:



Please note: Bystanders must be given clear instructions. They are not trained in the spinal procedures.

IN WATER SPINAL - Conscious - Extraction on Board

	LIFEGUARD 1	LIFEGUARD 2	LG 3/ FITNESS/ CS/ BYSTANDER	BYSTANDER (IF AVAILABLE)
1	Recognition of Spinal Incident			
2	Communicate to other staff 3 x whistle, signal Suspected Spinal and cover my area' If Only LG on poolside Radio 'Code Blue x 3, suspected spinal in Main Pool' repeat twice, If drowning alarm is available push it	3 Acknowledge LG1 and Radio 'Code Blue x 3, Suspected spinal in Main Pool' repeat twice If drowning alarm is available push it	4 Customer support staff to bring O2 and defib and mobile phone to call emergency services Other staff/Bystanders - Help clear pool, crowd control, and provide assistance when asked by LGs	
5	Slide in and approach patient			
6	Immobilise casualty using VICE GRIP or EXTENDED ARM ROLL			
7	Check SOL - Casualty is conscious Give clear instructions to other staff and bystanders helping	8 Slide in and supports casualty's head using HEAD CRADLE	9 Slides in and support casualty under shoulder blades and hips. Palms facing down.	10 Slide in and supports casualty's legs and feet
11	Once patient is supported release immobilisation grip			
12	Place spinal board under the casualty	Continually monitor casualty's SOL and find out as much information about the casualty and the events leading up to the incident	13 Slowly move your arms out from under casualty and support board	Slowly move your arms out from under casualty and support board
14	Place the chest strap over the casualty and tighten			
15	Place head blocks either side of casualty's head. Place head strap over casualty's foreheads and tighten	16 As head block is put down slowly move hand out and place against the head block		
17	Secure casualty to the board by connecting and tightening the straps from chest to feet			
18	Double check all straps are tight			
19	Move casualty to poolside and manoeuvre so you can lift top of board onto pool edge. LG1 to communicate extraction with clear instructions. Slowly lower board on to pool floor.			
20	Provide aftercare, keep checking SOL, keep casualty warm and reassure. Wait for emergency services to arrive and hand over. Contact Centre Manager and refer to Red Wallet			

IN WATER SPINAL- Unconscious using Horizontal lift

Please note: Bystanders must be given clear instructions.
They are not trained in the spinal procedures.

	LIFEGUARD 1	LIFEGUARD 2	
1	Recognition of Spinal Incident		
2	Communicate to other staff 3 x whistle, signal Suspected Spinal and cover my area' If Only LG on poolside Radio 'Code Blue x 3, suspected spinal in Main Pool' repeat twice, If drowning alarm is available push it	3 Acknowledge LG1 and Radio 'Code Blue x 3, suspected in Main Pool' repeat twice 4 If drowning alarm is available push it	4
5	Slide in and approach patient		
6	Immobilise casualty using VICE GRIP or EXTENDED ARM ROLL		
7	Check SOL- Casualty is Unconscious	8 Enter water and supports hips and lower back	
9	Use HORIZONTAL LIFT to remove the patient from the water. Use Bystander if available to help from poolside to grab hips (togs) and lift on LG1's count. If possible, lift casualty onto the spinal board for easy removal from the water		
10	Continues immobilisation	11 Removes arms from under casualty, exits water and supports casualty's head in HEAD CRADLE.	
12	Exit water, Check SOL's again and begin CPR if not breathing. If breathing continue to monitor until emergency services arrive	13 Set up Defib and O2 if not breathing, If breathing have ready to go and out of sight in case casualty's condition changes	14
15	If Defib is required, ensure casualty is moved to a dry area and wiped down with a towel before using Defib and follow the Defib instructions		
16	Continue until emergency services arrive and take over or until casualty recovers		
17	Provide aftercare, keep checking SOL, keep casualty warm and reassure. Wait for emergency services to arrive and hand over. Contact Centre Manager and refer to Red Wallet		

K. After Care

Procedure

Responding to incidents can be traumatic for responders and for family who may be impacted by the incident. It is critical that we take steps to ensure the wellness of our teams and provide support for impacted customers where possible.

i. Assess

- a. Ensure that everyone involved has received appropriate care:
 - rescuers,
 - bystanders,
 - family members.
- b. Bystanders and the family may be supported through Victim Support which can be arranged with the police.
- c. Auckland Council staff liaise with the Center Manager to contact Instep to work with staff as required.

ii. Equipment

- a. Reset and restock any equipment as required.
- b. Replacement equipment can be ordered through Alsco or Poolstuff (O2 masks and tubing),
- c. BOC (replacement O2 cylinders.
- d. Refer to ERSOP for site cleaning contacts.

iii. Reporting

- a. Complete the incident report form and ensure that this is entered into Risk Manager.
- b. Attach any witness accounts if required and file in the incident folder for your facility.

Reporting provides us with an accurate record of the incident and opportunities for improvement, they are a permanent record and should be as accurate as possible. Reports also form the backbone of any reviews of our facilities to make improvements.

iv. Statements

- a. Depending on the event you may be required to give a statement.
- b. Groups who require statements to confirm we followed what we stated are:
 - **Police**—in the event of a death the police will talk to all those involved, stick to the facts of what occurred. You will be supported by either your centre manager or another staff member
 - **Family**—while often difficult and distressing, family members may be present and want to know what has happened. Your centre manager or the lead team should handle this.
 - **Media**— under no circumstances should you talk to the media regarding the incident. This should be left to the media team as per the serious incident flow chart.

v. You

The effects of dealing with a traumatic event can impact you in many ways such as depression, anxiety, and/or stress at a later date.

It is imperative that you also seek help through our partners Instep to discuss the incident and how you are feeling. Support is always available, and you will not be alone.

A. Faecal/Blood/Vomit Cleaning Procedure

Scope of procedure

This procedure covers solid faecal matter, diarrhoea, blood and vomit clean up.

Procedure –

- i. General clean up practice.
 - a. All practicable steps must first be taken in order to prevent these incidents from occurring. These include and are not limited to:
 - enforcing the wearing of approved swim nappies by all children aged 3 years and under.
 - all toddlers should wear togs that are tight fitting around the leg to prevent leakage.
 - nappies are removed prior to entering the pool and baby cleaned.
 - any person that soils their pants should immediately exit the pool.
 - b. Any incident must be recorded on the faecal incident report form. This is to comply with regulations for the Health and Safety at Work act 2015, and NZS 5826:2010
 - c. When dealing with any biohazard such as blood, faecal matter, urine or vomit, lifeguards are to ensure their own safety first through wearing latex gloves to prevent contact with the biohazard.
 - d. Lifeguards dealing with these matters are susceptible to Hepatitis A and C from faecal matter, Meningococcal disease, HIV and Covid-19 from mouth to mouth resuscitation and in these instances a pocket mask should be used until O2 can be made available.
- vi. Dealing with solid faecal matter
 - a. Evacuate and isolate the pool. Inform customer support of closure.
 - b. Remove solids with scoop and dispose of them safely -down the toilet.
 - c. The location of the incident should be spot super chlorinated to record an excess of 100mg/L. Use a watering can or similar. (This isn't the whole pool – it is just the area where it was most concentrated).
 - d. If the matter has been dispersed throughout the whole pool, then it may require closing the full area.
 - e. After super chlorination, the desired reading of the spot should be **10g of chlorine/m³**
To super chlorinate a contaminated faecal area of 1m³, use the following equation to determine how much sodium hypochlorite is required:
Required concentration = 10g/L
Pool area = 1m³ (1000L)
 - Amount of chemical required = Volume 1000L (1m³) x required concentration
10g
= 1 x 10 = 10
 - Actual Amount of chemical required = amount of chemical/ chemical efficiency
= 10 /13% (.13) = 76ml sodium hypochlorite
 - f. Keep the pool clear of the public for the following:
 - A minimum of 30 minutes after free chlorine (FAC) tests indicate 5.0 or less throughout the pool. Tests should be done in several locations.
 - 1 hour in typically deep or large volume pools (e.g. diving pools) when FAC is between 1.5 and 5mg/L
 - Until you can be sure chlorine is adequately dispersed (test at 3 different locations).
 - g. Complete and sign-off the faecal incident form and record in the communications book.

- vii. Managing Diarrhoea has a higher risk profile than a solid faecal incident as it may introduce cryptosporidium or Giardia which can be difficult to remove through normal filtration methods.

The below table assists with how to assess the risk profile for each pool and how to manage this incident:

Risk Criteria	Risk Assessment NZ Standards 5826:2010		
	Low (meets all but one risk criteria below)	Medium (meets two or more risk criteria below)	High (meets one or more risk criteria below)
Turnover rate	<1.0 hrs	1.0 hrs – 3.0 hrs	> 3.0 hrs
Filtration type	Sand and coagulant dosing optimised Pre-coat filtration optimised	Sand and coagulant dosing not optimised Pre-coat filtration not optimised	Sand only
Recirculation	Separate for each pool	NA	Combined
Swimmer profile	Adults and youths	Mixed age with pre-schoolers and primary age children well represented	Pre-schoolers and primary age children
Disinfection a) Chlorine only b) Chlorine and tertiary oxidation process	At turnover rate <1.0hrs At turnover rate <1.0hrs	At turnover rate 1.0 hrs - 3.0 hrs At turnover rate 1.0 hrs – 3.0 hrs	At turnover rate >3.0 hrs At turnover rate > 3.0 hrs
Water quality	FAC compliant previous 24 hours	FAC non-compliant previous 24 hour period	FAC non-compliant previous 24 hours

- To manage diarrhoea, evacuate and isolate the pool.
- Inform customer support of closure.
- Remove solids (if any) with a scoop and dispose of them safely down the toilet.
- Vacuum the pool to remove remaining solid material :
- If the pool is assessed as low risk, leave the pool closed for one turnover or 1 hour (which ever is longer)
- If the pool is assessed as medium or high risk, leave the pool closed for 3 turnovers.
- Increase FAC to no less than 5mg/L and maintain this level for the shut down period.
- Ensure chlorine is adequately dispersed (5mg/L or below) before people re-enter. Test in 3 different locations.
- Complete and sign off incident form and record in communications book.

Here is a table to enable the correct chemical calculations for sodium hypochlorite in ml. Divide this by 1000 for litres.

Pool Size	Current FAC reading m ³	How much is required to have FAC as 10 g/m	How much is required for pool size .	Convert to mls.(chlorine is 13% pure)
Small pool 51 m³	FAC reading: 2.5 = 2.5 g/m ³	Needs 7.5 g/m ³	7.5 g/m ³ x 51 m ³ = 382.5 g	382.5 g /.13=2942 ml
Main pool 549.45 m³	FAC reading: 3.5 = 3.5 g/m ³	Needs 6.5 g/m ³	6.5 g/m ³ x 549.45m ³ =3,571.425g	3,571.425g /.13= 27,472.5 ml

viii. Cleaning up vomit

Vomit in the pool poses a high health risk to users based on the cause. Vomiting associated with gastroenteritis poses a high risk whereas vomiting related to other causes poses a low risk.

- a. Evacuate and isolate the pool and inform customer support.
- b. Immediately attempt to ascertain the cause of the vomiting.
- c. Follow the procedure for diarrhoea if there is any indication that the person involved has the following:
 - gastro-enteritis
 - any infectious enteric disease,
 - they have had recent contact with a person with gastro-enteritis or diarrhea or vomiting,
 - They been feeling sick or unwell recently,
- d. If the person does not have gastro-enteritis, has had no known recent contact with a person with gastro-enteric disease, diarrhea or vomiting, and has a plausible alternative cause of vomiting can be established, (have they swallowed some water while playing in the pool) then the procedure for managing faecal solids shall be followed;

ix. Managing Blood

For incidents involving blood, we need to assess the risk level according to indications of infection. If there is any indication or information that the person has a blood disease or infection, it shall be deemed as high risk and the procedure for diarrhoea shall be followed. If there is no indication of disease or infection, it shall be deemed as low risk and the procedure for solid faecal matter should be followed.

Health and safety

PPE must be worn at all times. Gloves worn as a minimum. Disinfect pool scoop and any other equipment used.

Equipment and supplies

PPE, chemicals and scoops

Quality control and assurance

Lead and Team Leaders read through Faecal Incident Form to ensure correct process has been followed

Data and records management

Record in Faecal Incident Form. In templates

IV. Appendix

1. Templates

A. *Minimum standards for Prevention, Response and Aftercare*

Prevention:

As a lifeguard I will:

- Stand upright (not slouching and leaning against a wall),
- Active patrolling the pool or my area (moving every 5 minutes) Awareness and prevention of Dead Water,
- Position myself to supervise my own designated area/s of the pool/s,
- Frequent and effective scanning techniques – grouping/counting/scanning top and bottom of water,
- Knowing where /holding rescue tubes when needed,
- Rotations to be quick and relevant – no long chats on poolside,
- Radio communications to be professional and lifeguard related at all times,
- Engaging with customers, saying Good Morning, Hi, Have a nice day.
- Awareness of Health & Safety: i.e. no mugs of coffee/tea, no mobiles in pockets, no glass bottles. **See, Say, Do.**
- Actively manage speed lanes, slow, medium, fast, move people when needed,
- Approach and educate our higher risk individuals/groups on appropriate areas of the pool to swim/stay,
- Approach and educate parents of children 5-10 years re active supervision,
- Approach and extract any child 4 years and under if not in the water with an adult 17 years or older,
- Education to customers on clothing/swim wear, child: adult ratios/sauna and steam procedures,
- Informing our customers on what activities we offer. Aqua/squads/memberships – can also refer them to Customer Support for more information,

Facility	Lifeguard Name
Lifeguard Signature	Date

Response:

As a lifeguard I will:

- Ensure there is a prompt response – do not wait for someone else to rescue,
- Recognise within 10 seconds, respond within 20 seconds,
- Activate poolside alarm (if site has one) or radio “, CODE BLUE, CODE BLUE, CODE BLUE, casualty and location”
 - If I do not have a radio but there are other lifeguards on poolside, I will use whistle (3 short blasts) or shout loud to my team mates or hand signal if appropriate.
- Carry a whistle for attention,
 - 1 blast= attention pool use.

- 2 blasts= attention another lifeguard
- 3 blasts= lifeguard going in the pool for rescue.
- Immediate oxygen and defib and location call made by LG 2
 - Customer Support should call (1)111 (if using a landline) and request an ambulance if lifeguard deems one is needed,
- Follow staff aftercare.

Facility	Lifeguard Name
Lifeguard Signature	Date

Aftercare

As a lifeguard I will:

- Approach – talk to customer, follow up and educate where appropriate,
- Show empathy towards all,
- Provide first aid as required,
- Calm customers down,
- Get information – complete incident for (even for near miss),
- Get information – how they go here? Who do they know? How can we help? How we can provide after care?
- Secure full contact details. Ring 24 hours later to follow up (this can be Lifeguard Team Leader).

Facility	Lifeguard Name
Lifeguard Signature	Date

B. Aquatic Health and Safety Meeting Agenda

Department: Pools and Leisure	Date:	Time:	
Apologies: Nil	Location:		
Team leader :	Minute taker:		
Attendees:			
Purpose: <i>Meeting purpose should reflect training focus for month and essential updates</i>			
AGENDA		Who	Time
1. Previous Minutes and Actions •		TL	2 mins
2. Risk management •		HSW rep	5 mins
3. Incidents •		HSW Rep	10 mins
4. Active Recreation Update •		TL	5 mins
5. Operational improvements		TL and Lead guards	5 mins
6. Other Business		TL	5 mins
7 Training focus and expected outcomes		TL and Lead Guards	90 mins

MINUTES			
Agenda Item No	Minutes and Action Required	Assigned To	Completion and Report Back Date
1			
2			
3			

MINUTES	
---------	--

Agenda Item No	Minutes and Action Required	Assigned To	Completion and Report Back Date
4			
5			
6			
7			

ATTENDANCE REGISTER


[illegible]

C. *Sample Break Sheet for Facility*

Alter this form to meet facility requirements

Breaks During Term Time Mon - Fri (slide open)					
NAME	START				FINISH
		15 MIN	30 MIN	15 MIN	
	5- 15AM	7-30AM	9-30AM	11-30AM	1-45PM
	5- 15AM	7-45AM	10-00AM	11-45AM	1-45PM
	5- 15AM	8-00AM	10-30AM	12-00PM	1-45PM
	5- 15AM	8-15AM	11-00AM*	12-15PM	1-45PM
	9-00AM	11-00AM*	1-15PM	NIL	2-30PM
	1-30PM	3-30PM	5-30PM*	7-30PM	10-00PM
	1-30PM	3-45PM	6-00PM*	7-45PM	10-00PM
	1-30PM	4-00PM	6-30PM*	8-00PM	10-00PM
	1-30PM	4-15PM	7-00PM*	8-15PM	10-00PM
	3:30pm	5-30PM*	NIL	NIL	7-30PM
	3:30pm	5:45PM*	NIL	NIL	8-00PM
	4-00PM	6-00PM*	NIL	NIL	8- 30PM
	4-00PM	6-15PM*	7-30PM	NIL	9-00PM

D. Incident Report Form

 Risk Manager Reporting: Incident / Near Miss/ Unsafe Condition				
Site name:	<input type="checkbox"/> CLUSTER 1 <input type="checkbox"/> Cluster 2 <input type="checkbox"/> Cluster 3	<input type="checkbox"/> CLUSTER 4 <input type="checkbox"/> Cluster 5 <input type="checkbox"/> Cluster 6	Location (of incident/ near miss/ unsafe condition)	Reported by:
Tick the box which applies Person affected: <input type="checkbox"/> AFFECTED EMPLOYEE <input type="checkbox"/> Affected Contractor <input type="checkbox"/> Affected Public	THIS FORM IS REPORTING <input type="checkbox"/> INCIDENT <input type="checkbox"/> Near Miss <input type="checkbox"/> Unsafe condition Security Incidents may require a Security Incident Report.		Incident category <input type="checkbox"/> Abuse or inappropriate behavior (attach security incident report) <input type="checkbox"/> Animal related <input type="checkbox"/> Environment <input type="checkbox"/> Fire alarms <input type="checkbox"/> Pool rescue- dry rescue <input type="checkbox"/> Pool rescue- wet rescue	<input type="checkbox"/> Theft of property (attach security incident report) <input type="checkbox"/> Injury <input type="checkbox"/> Illness or impacted <input type="checkbox"/> Pain and discomfort <input type="checkbox"/> Property damage <input type="checkbox"/> Vehicle
Date of incident		Time of incident	Witnesses (inc contact details if available)	
Brief description of incident:				
Detailed description (continue over if required):				
Affected person details Please fill in the spaces which apply				
First Name:	Last Name:		Date of Birth:	
				Gender: Male Female
Home Phone:	Work Phone:	Mobile:	E-Mail:	
Usual Workplace: (AC staff and Contractors only)			Occupation: (AC staff and Contractors only)	
Employers Name: (Contractors only)	Supervisor Name:		Home Address: (Volunteers, General Public, Visitors and Others only)	
TYPE OF COMPLAINT		LOCATION OF INJURY OR COMPLAINT		ACTION TAKEN

E. Faecal Incident Report Form

Faecal Accident Form – GPLC

Date of Incident		Sign	
Time of Incident		Lead on Duty	
Time Pool Reopen			

Location	Spa Pool	Small Pool	Main Pool	Splash Pool
Type/Form of Body Fluid in Water	Solid Low Risk	Diarrhoea High Risk	Vomit High Risk	Other (Blood) Risk:

Recommended Closure Times:			
	Spa	Small	Main
Faecal Solids	30 Mins	45 Mins	4 Hours
Diarrhoea or Vomit	1 Hour	2.5 Hours	12 Hours
Time varies depending on severity: Low Risk: Leave the pool closed for at least one turnover or 1 hour (whichever is the greatest length of time) High Risk: Leave the pool closed for three turnovers			

Clean Up Procedure

1: Clear and close the pool	
2: Notify customer service of closure	
3: Remove solids, insert pool vac	
4: Test FAC levels	
5: Spot chlorinate	
6: Retest FAC levels	
7: Keep area closed for the correct length of time	
8: Retest FAC levels prior to opening	
9: Backwash pool filter if required (Small, Spa)	
10: Make sure FAC is within standard then reopen the pool	

Water Quality Tests	
	FAC
FAC level at time of incident:	
FAC level after spot chlorination:	Test 1:
Test 1 location:	Test 2:
Test 2 location:	Test 3:
Test 3 location:	
FAC level prior to reopening:	Test 1:
	Test 2:
	Test 3:

1. TO BE COMPLETED BY INCIDENT REPORTEE

Name:		Unit:
Report Date:	Reference No:	Incident Type:
Initiator's Details (position title, office location, contact details)	Incident Details: Date: Time/s: Location:	<input type="checkbox"/> Theft /Dishonesty <input type="checkbox"/> Assault/Threats <input type="checkbox"/> Suspicious Behaviour <input type="checkbox"/> Inappropriate communication <input type="checkbox"/> Unauthorised Access/Insecure Premises <input type="checkbox"/> Parking/Driving/Vehicles <input type="checkbox"/> Damage/Graffiti <input type="checkbox"/> Other
Risk Priority: <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low		Signature:
Description of Incident:		

2. ADDITIONAL INFORMATION

Details of other witnesses:

Description of suspects/offenders:

Vehicle Details:

Property details (damage or loss):

Other Information (e.g. CCTV footage available, offender known etc) :

Section 1. Must complete in for all incidents

Date of Incident	
Time of Incident	
Name of person reporting	

Section 2. Must complete for all incidents.

Type of pool alone (please circle)	A. Children 4 or under not supervised in pool	B. Child 10 or under not actively supervised at all time	C. Child 10 or under left in pool/centre- parent on site but not on poolside.	D. Child 10 or under left in the pool/centre – parent off site
---------------------------------------	--	--	--	---

If reporting A, B or C please complete section 3

If reporting D please complete section 4 and 5.

Section 3. Must complete if reporting incident A, B or C.

Incident A, B or C only.	
Responsible adult 17 years or older located?	
Spoke with adult and explained pool supervision rules?	
Gave adult a pool alone card.	
Passed information to all other lifeguards on duty.	

Section 4. Complete if you are reporting incident D

Child's details	
Name of child	
Age of child & date of birth if known	
Address of child if known	

Phone number of responsible adult. Mobile or home phone. (parent/guardian/grandparent/auntie etc).	
Name of responsible adult	
Detail of how they arrived at the pool. E.g. Did someone drop them off then leave? As much detail as possible.	
Details of how they expect to get home. Is someone picking them up? What time? As much detail as possible.	
How long was the child left alone?	

1. Effort to locate parent if in the centre has been made	
2. Effort to contact parent with available numbers (use envibe if members/swim school)	
3. Police contacted if responsible adult can not be contacted within 30 mins	
4. Pool Alone material given to responsible adult on arrival.	
5. Reported into risk manager	

Please use this space to report any other details not including on this form. ...

Signature of Person Completing Form	
--	--

2. Pool Rules

This section contains the common conditions/rules of use for all Auckland Council operated facilities. These rules must be consistently applied across the network at all times. There may be local variations to these rules which relate to the design, supervision, health and safety and specifics of each pool. These conditions/rules can be made available to the public on request. Please print of the requested conditions/rules.

Our role as lifeguards is to educate our customers around these conditions/rules. Interactions should be polite, informative and clear as to the reasons we have them.

A. Auckland Council Pools and Leisure Pool Rules -

Auckland Council Pool and Leisure Centre pool rules apply to all patrons and exist to ensure all visitors enjoy aquatic facilities without being negatively impacted by others' behaviour.

1. Auckland Council in its sole discretion may refuse to entry to, or evict, any person deemed to be inappropriately dressed or behaved.
2. Patrons must follow all the instructions given by staff and refrain from behaviour that could cause injury, offense or harm to other participants or property. Language or behaviour that may be considered indecent, obscene, disorderly or improper is prohibited.
3. Visitors to the pool area must be either swimming or supervising children that are swimming. Spectators may be refused entry to, or evicted from, the pool area at staff discretion.
4. School aged children are not permitted at the centre during school hours without a parent or guardian. Exceptions may be made for "Teacher Only Days".
5. To be eligible for discounted rates you must supply appropriate photo identification.
6. Personal possessions are a visitor's own responsibility. Valuables will not be looked after by staff or kept at reception during your visit. Pay lockers are available on poolside.
7. While every effort is made to provide a safe and secure environment, users enter the pool and surrounds at their own risk. Auckland Council take no responsibility for any injury or accident you incur while using the facility or for any damage or loss to personal effects.
8. In the event of any sickness or accident occurring while you're in the facility qualified medical attention may be obtained at your expense.
9. Smoking is not permitted in the facility or anywhere on the grounds.
10. Alcohol is not permitted in the facility or anywhere on the grounds unless a liquor license is obtained with private hire of the venue.
11. Animals are not permitted without prior approval.
12. Glassware is prohibited in or around pool areas.
13. Spitting is not permitted.
14. Appropriate swimwear is to be worn at all times. This includes togs, shorts (above knee) and rash tops. Singlets, boxer shorts, bras or camisoles, and denim shorts are not permitted. A plain white tee shirt may be worn with swimwear underneath in outdoor pools only. Exceptions may be made in exceptional cases at the discretion of staff. No dirty clothing or undergarments are to be worn in the pool.
15. Bandanas, patches or any other displays of gang affiliation are not permitted.
16. Patrons are asked to please consider their own personal hygiene and shower before entering any pool.
17. A person with open sores, wounds or skin infections may be refused entry to, or evicted from, the pools for public hygiene reasons.

18. No food or drink shall be consumed in the pools. Chewing gum is prohibited anywhere in the facility.
19. Soap, hair products and cleansers must only be used in the designated shower areas.
20. Any substances that may result in the pool becoming discoloured, rendered unpleasant, turbid or unfit for proper use are prohibited.
21. Sports equipment is not permitted in the pool without staff approval.
22. Users are required to maintain Auckland Council's high standard of cleanliness and the good order of its facilities. You will be responsible for all damage you cause, whether directly or indirectly, to equipment or facilities.
23. All children 10 years and under must always be actively supervised by a caregiver 17 years and older.
24. Running, jumping, bombing, diving, play fighting and pushing is prohibited in and around pool areas unless explicitly stated otherwise.
25. Spa and sauna users must pay prior to use and must display their proof of payment (wrist band) for the duration of their visit. (only at specific locations – most centres include in price of entry).
26. Parents and caregivers are responsible for the appropriate behaviour and conduct of the children in their care. You will ensure that your child complies with these pool rules as applicable to him or her.
27. Sauna users must sit on their own towel or mat for hygiene reasons while in the sauna.
28. Children under 17 years are not permitted to use the sauna or steam room.
29. Water or any other liquid is not to be dispersed by customers around the sauna or on sauna stones. Unless sauna is specifically designed as a water system, please refer to signage at the location.
30. Auckland Council centres are public places and you may be photographed for the purpose of marketing the facility. If your image is captured it may be used in marketing material by Auckland Council or an agency or media outlet. Auckland Council will obtain written consent for any images that focuses on an individual.
31. No unauthorised commercial activity, advertising or recruiting for business may take place on any Auckland Council premises.
32. Use of this facility is subject to these rules, any relevant Auckland Council policies, local bylaws, industry body standards, and New Zealand law.

B. Mermaid tails

The use of Mermaid tails is not permitted in any Auckland Council pool.

Justification to why they we do not allow use:

- Designed to keep feet together and not being able to stand up fast if needed.
- Risk of drowning if not used properly.
- While they are designed for competent swimmers to use in the water, even the manufacturers recommend **one-to-one supervision**, which we can't give in public pools.
- Watching out for children in mermaid suits distracts lifeguards from their main role of scanning the pool for signs of any swimmers in trouble and being ready to respond and perform a rescue.



If a swimmer comes in with a mermaid tail give them a pull buoy and ask them to keep it in-between their ankles and swim like a mermaid with that instead, giving them the option to still enjoy our pool, but safely.

C. No Diving in water less than 1.5 metres deep

This one seems obvious, but people might not know the depth of the pool. When engaging with customers, advise them of where the deeper water is, or encourage shallow dives, not deep ones. You can also advise them of pools close by that have deep water pools or diving boards where diving can be fully enjoyed. Moana-Nui have a pool dedicated to bombing, Glenfield and West wave have diving pools which are open to public at certain times, encourage teenagers to utilise these facilities.

D. Diving and swimming lessons

Learn to swim programmes will have diving as part of their schemes of work, under supervision and in line with Austswim guidelines, this is acceptable in water 1.2metres deep if they are seated dives. Standing dives will only be performed in water 1.5 metres deep. No diving or headfirst activities in learner pools.

Supervision from a qualified instructor is always required when teaching diving

E. Diving and swim clubs

Swimming clubs must follow Swimming New Zealand and Fina guidelines. Generally under supervision by a coach swim clubs will be able to dive in 1.4 metres depth, however in pools which are not competition pools diving in 1.2 metres is acceptable under the supervision of a qualified instructor from the swim club.

3. Pool Policies

A. Pool Alone and Pool Supervision policies

Pool Alone Policy			
Approved by:	Senior Leadership Team		
Department:	Pools and Leisure		
Date approved:	June 2018	Review date:	
Next review date:	June 2020	Reviewed by:	
Relevant legislation:	Poolsafe criteria. Health and Safety at Work Act		
Auckland Council referenced:	Aquatics Normal Operation Procedure (NOP)		

Auckland Council has and strictly enforces our Pool Alone Policy for the safety for all our pool users. This policy must always be actively enforced by all front-line team members including customer support representatives, lifeguards, Team Leaders and CM's.

The policy details and wording are:

- Children aged 10 years and younger must be ACTIVELY SUPERVISED by a caregiver aged 17 years or older at all times.
- Children aged 4 years and younger must be accompanied in the pool by a caregiver aged 17 years or older, **and** be within arms' reach at all times.

Actively supervising means:

- Watching all children in your care at all times and able to provide immediate assistance if and when needed.
- At a close distance where you can see all children in your care and your children can see you at all times.
- At a close distance where you can hear all children in your care and be heard by all children in your care at all times.

You cannot be: on mobile phones, phone calls, reading materials or any other activity that distracts you from watching those in your care.

This policy must be enforced by all lifeguards at all times. Using the pool alone flow chart on the following page you are to make an attempt to locate and educate a caregiver for any unsupervised children aged 10 years or under. If no caregiver can be located then you must remove the unsupervised children from the pool and escort them to customer support where contact will be attempted with the caregiver.

Please ask for help with supervision from another lifeguard or team leader should you need to at this point.

If no caregiver can be contacted within 30 minutes then the police will be informed of the situation.

Under no circumstances is a staff member to evict a child under 10 years of age from the facility, escort or drive them home.

Adult to Child Ratio Policy

Maximum ratios are as follows:

- 1 adult to 2 children aged 4 years and under. (remember: two hands, two children)
- 1 adult to 4 children aged 5 – 10 years. (remember, must be close to caregiver at all times)
- 1 adult to 1 child aged 4 years and under, and 3 children aged 5 – 10 years. (caregiver must be in the water and actively supervising the older 3 children)

The Auckland Council Bylaw states that if a child is 10 years old or younger, they must be **ACTIVELY** supervised by a responsible guardian 17 year of age or older.

Children who are left unsupervised at the pools must be recorded using the pool alone form and reported into Risk Manager.

Please help us keep your children safe at our facility by following these simple rules.

Children 10 years and under:
Must be actively supervised by a caregiver 17 years or over.

Actively supervised means:

- Watching your children at all times and able to provide immediate help.
- At a close distance where you can see, hear and be heard by your child and your child must be able to see you.


Children 4 years and under:

- Children must be accompanied in the pool and within arms reach.

Maximum adult to child ratios.



One adult to two U5



One adult to four 5-10yr's



One adult to one U5 and three 5-10yr's

Auckland Council
Responsible & Caring Waters

► Find out more:
visit www.aucklandleisure.co.nz



All children under 10 years must always be actively supervised by a caregiver 16+ years



O tamaiti uma ei lalo ifo sefulu (10) tausaga, e tatau lava ona lai se tagata matua e va'aia, po'o le sefuluono (16) tausaga aga'i i luga, auā lo latou saogalemā.

所有10岁以下的儿童必须时刻由16岁以上的监护人。

Ki nga tamariki e tekau tau katoa i raro, kai roto e te wharekaukau nei, kahore. He kaitiaki e tekau ma ono tau e whakahaere ana te tamariki katoa.

www.manukaulesiure.co.nz

Actively supervised means:

- Watching your child at all times, able to provide immediate assistance
- You must be at a close distance where you can see, hear and be heard by your child and your child must be able to see you.
- If in the water with your child you must be no more than an arms length away
- In pools other than the toddlers' pool, paddling pools and shallow fun pools, caregivers must be in the water with children under the age of 5 years.
- Caregiver must be a responsible person over 16 years of age.
- Manukau Leisure Services reserves the right to refuse entry to any of its aquatic facilities or ask swimmers to leave if these conditions are not complied with.

Auckland Council
Responsible & Caring Waters



B. Breath Holding Policy

Breath-holding Policy			
Approved by:	Senior Leadership Team		
Department:	Pools and Leisure		
Date approved:	June 2018	Review date:	
Next review date:	June 2020	Reviewed by:	
Relevant legislation:	Health and Safety at Work Act		
Auckland Council referenced:	Aquatics Normal Operation Procedure (NOP)		

Some amount of breath-holding is inherent in any swimming activity. However, it is important to differentiate between breathing control and breath-holding activities in the water.

In both swim instruction and competitive swimming, breathing control is an essential element of proper technique in the water. Rhythmic breathing techniques are routinely taught early in swimming lessons in order to build confidence in the water and in order to improve swimmer technique and reduce torso rotation during the stroke. Competitive swimmers also engage in anaerobic exercise which involves limited breath-holding

Breath-holding differs from breathing control. In breath-holding, the swimmer purposefully attempts to hold their breath for as long as they are able, either motionless or whilst swimming distances underwater. This practice can be potentially dangerous as it can starve the brain and body tissues of oxygen causing hypoxia.

Hyperventilating prior to breath-holding can reduce carbon dioxide in the body to levels which fail to trigger the body's natural response to breathe.

i. Prohibited breath holding activities:

- The practice of any breath-holding activities in a static position.
- Hyperventilation in a deliberate attempt to increase the time spent underwater or otherwise.
- Any breath-holding activity being performed within swimming areas that have not been pre-approved.

v. Considerations for Lifeguards

- Repetitive breath holders and hypoxic trainers can contribute to difficulties for professional lifeguards as they may not fit the profile of a typical 'at risk' swimmer. Being mainly competitive swimmers, divers, free divers and high-performing athletes, lifeguards may be less likely to consider these individuals as potentially 'at risk'.

- Lifeguards are trained to regard anyone who is submerged or face down and motionless as a passive drowning victim and they are required to check on the casualty's condition immediately. It is difficult, therefore, for lifeguards to know when a breath holder requires assistance due to the very nature of the sport.
- When lifeguards are required to supervise breath-holding activities in a facility it may adversely decrease the level of attention required for other persons using the pool.
- It may be more difficult for lifeguards to detect a breath-holding problem event as the scenario may develop inconspicuously at the bottom of the pool, rather than at the water surface.

vi. Permissible breath-holding activities:

Breath-holding activities which are permitted (subject to the conditions below), include, but are not limited to:

- Dynamic apnea (purposely breath-holding whilst swimming underwater distances)
- Competition and/or recreational games which involve some requirement to breath-hold.
- Breath-holding during training, coaching or supervision involving diving from a board (board diving) or platform.
- Breath-holding during training, coaching or practice involving water craft such as kayaks or canoes.
- Breath-holding activities during practice or training or assessment of personnel including, but not limited to, lifeguards, rescue workers and safety officers.
- Breath-holding during training, coaching or supervision involving synchronized swimming activities.

vii. Conditions under which breath holding can take place

- Those involved in the activity must have permission and approval from management.
- Pool space must be booked specifically for the activity.
- All participants involved shall have a nominated person to act as a safety swimmer ('buddy'). The buddy shall remain in the immediate vicinity of the breath hold swimmer at all times so as to offer immediate assistance if required.

C. What to Wear policy

What to Wear Policy			
Approved by:	Senior Leadership Team		
Department:	Pools and Leisure		
Date approved:	Dec 2019	Review date:	
Next review date:	Dec 2021	Reviewed by:	
Relevant legislation:	Health and Safety at Work Act		
Auckland Council referenced:	Aquatics Normal Operation Procedure (NOP)		

Due to health and safety regulations and for the safety of all swimmers in our pools we only allow certain types of clothing to be worn.

As with all clothing, dirt, cleaning powers and materials all influence our sensitive pool water chemistry. Clothing that isn't approved, such as denim and underwear has the ability to deposit lint/fluff in our pools which eventually make their way to the pool treatment systems and could damage our plant equipment.

Our '**What to Wear**' policy will assist staff and customers in understanding the appropriate swimwear to be worn in our facilities.

This includes nappies and modesty swimwear to be inclusive of religious/cultural beliefs and body confidence issues.

The following items are **not** to be worn in our pools as general swimwear:

- underwear of any kind
- cotton
- denim
- loose-fitting clothing.

Our signage states: *For any questions or exceptions to the above, please ask staff.*

Know the policy and rationale so that you can answer questions.

To assist lifeguards and other staff in understanding how to address customer queries/issues or requests for exceptions please see below.

Exceptions/discretion:

- A white cotton t-shirt for those not able to find a suitable size top (e.g. pregnant, obese) is acceptable as an exception at the time.
- The use of a lava lava/sarong to enter and exit the pool is acceptable – but must be taken off once they have entered the water.
- Material of modesty top or leggings can be nylon/polyester/lycra blend (e.g. skins, sport leggings, active wear tops) if not able to obtain branded togs.

NB: All items above must be **tight fitting and clean**. Any items worn as swimwear must not have been worn as street or workout wear prior to accessing pools.

This sign should be displayed at all centres:

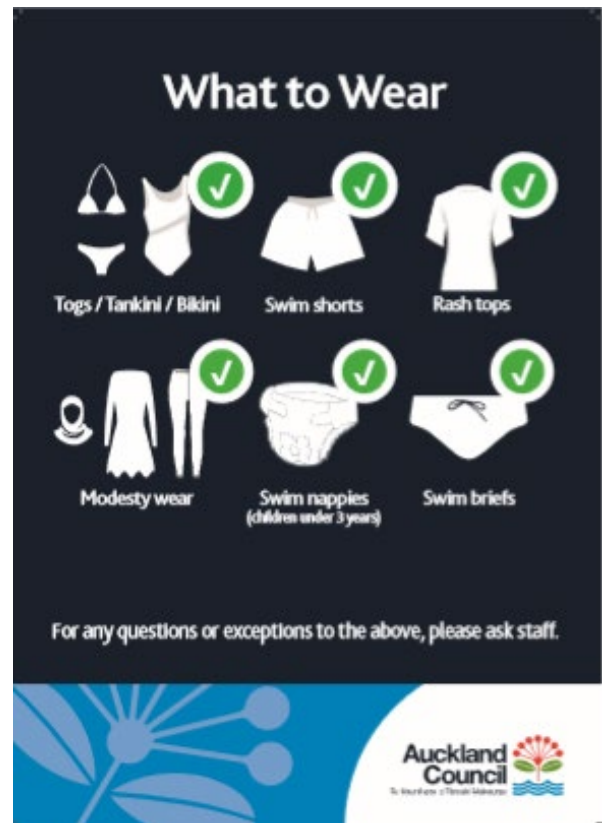
Lifeguards should approach anyone who is not wearing approved swim wear.

In all instances regarding swim wear policy, we should educate our customers on what is approved and acceptable.

Try and find alternatives where possible.

If customers have not brought correct swimwear please remind them, they can;

- Hire a rash top
- Purchase swimwear for sale at pool shop
- Wear other appropriate materials – polyester/nylon blends
- Purchase religious or modesty swim wear at other outlets e.g.
<https://www.jannahroad.co.nz/product-category/islamic-wear/>



If staff are unsure or encounter issues, please escalate to the Lead Lifeguard or Team Leader.

This policy does not apply to Splash pads

D. Pool Booking Policy

Pool Bookings and Private lesson Policy			
Approved by:	Senior Leadership Team		
Department:	Pools and Leisure		
Date approved:	Dec 2018	Review date:	
Next review date:	Dec 2021	Reviewed by:	
Relevant legislation:			
Auckland Council referenced:	Aquatics Normal Operation Procedure (NOP)		

Auckland Council has and strictly enforces our Pool Bookings and Private Lesson Policy to protect Auckland Council Pools and Leisure, as well as any contracts in place with external providers where applicable.

Any persons, groups or business is welcome to make a pool booking requests to any Auckland Council Pool. The request must be made in writing, at least 2 weeks in advance of the preferred date of the booking, to the person in charge of pool bookings at that centre.

This could be:

- Aquatics Team Leader
- Customer Support Team Leader
- Admin support
- Centre Manager

Each request for pool space will be assessed individually taking into consideration;

- The use for which space is requested for
- What time the request is for (peak/off peak)
- How much space is required.
- Community / business needs
- Conflict of interest

Each pool will take into consideration their current bookings and needs which are subject to change. Lane/pool space will not be allocated for bookings by an outside provider where direct competition is seen by Auckland Council Pools and Leisure.

Auckland Council reserve the right to refuse entry to any persons wanting to book space in our facility if we understand that the purpose is detrimental to our business.

Expectations may be made for services where Auckland Council Pools and Leisure can not provide this service. Examples of such include but are not limited to:

- Swimming lessons in a foreign language.
- Competitive swimming clubs
- Contracted external swimming groups where Auckland Council Learn to Swim programme does not operate.
- Legacy arrangements – facility specific

4. Dead water

A. *Dead Water Elements*

There are 7 dead water elements that you need to know.

1. **Disturbance** means you can't see below the surface due Can be splashing, water features, kids playing.
2. **Distraction** can be internal and about you. Can be tiredness, what's for dinner, uni work. External could be customer behaviour, noise.
3. **Glare** when lights shine on the surface of the water, meaning you cannot see anything under the surface.
4. **Interruption** when your focus is shifted from the water, first aid events, cleaning, customers.
5. **Refraction** makes objects under water appear shallower than they are and often cannot see in column due to the bend of light.
6. **Line of sight** pillars, equipment, walls, all blocking your view of the whole pool area
7. **Shade** – shading of water due to poolside features or light in the building covering what is underwater. Shade can be from sun, shadows, features, walls.

5. Foundation induction- Managing risk

Managing Risk

To keep you all safe we need to firstly identify all the risks that could happen at your workplace. We then put in actions or processes to keep you safe from this risk.

Identifying risk

Each centre has a Risk Register Inventory Matrix. This is a document that is used to assess the level of risk associated with each activity that happens in a centre. This helps us work out how to manage the risks to keep you and our customers safe.

Each of the activities has a **Job Safety Analysis (JSA)** attached to it. JSAs outline how we manage hazards and risks as part of our work and how we should carry out the task safely. Not all tasks will have a JSA only those with risks associated with the task.

You will review the JSAs during your Function Induction as each function has different JSAs. Because our centres are all so different each centre has its own JSAs, and some centres will have specific JSAs for tasks that have risks or hazards that other centres don't have.

You will be required to read the JSAs specific to your function and sign to say you understand what is required from you.

Activity - JSAs



1. Ask your Team Leader to show you where the JSAs are kept.
2. How many JSAs have been written for the function you work in?
3. From any JSA write one step in the job and what the hazard controls are.

Here is an example:

Step: Use of Changing Rooms

Hazard controls: Engineering controls and Administration controls

Don't worry if you don't know what a hazard control is you will learn about hazard controls on the next page.

Key risk management actions

Everyone is responsible to manage risk they come across at work. This is particularly important for individuals who are "first on site" or are on site for periods where a supervisor is not present.

Activity - Risk Management



1. Complete the *Health, Safety, and Wellbeing Auckland Council* eLearning module in Tupu Learning.
2. Complete this table

Risk Management	What should happen	Examples- come up with your own from work or use ones listed below.
1. Eliminate the risk	Remove the hazard	
2. Minimise the risk	Substitute the hazard for something less risky	
	Isolate. Isolate the hazard to ensure people are not in danger.	
	Engineering and Administrative Controls- actioned so people aren't in danger	
	Personal Protective Equipment	

Here are some examples if you can't think of any:

- replacing a toxic chemical with a less toxic one
- mopping up spilt water in the stadium
- placing a barrier around a loose cobblestone until it can be fixed
- putting a lock on a chemical store cupboard
- removing a damaged pool ladder and have it repaired or replaced
- using signage to indicate wet floors
- ensuring there is good ventilation
- wearing personal protective equipment (gloves, goggles, hard hats, respirators, ear defenders) correctly
- ensuring everyone takes a break and eats lunch

V. Employee sign off

I have read and understood the procedures, rules and policies in this NOP as. they relate to my work

Staff Member Name	Signature	Facility Location	Date

4 Risk Registers

IDENTIFIED SAFETY RISK & CURRENT RISK EXPOSURE						PROPOSED TREATMENT & RESIDUAL RISK EXPOSURE					RESIDUAL RISK	
Ref	Risk Description, Cause & Consequence	Existing controls	Likeli-hood	Conse-quence	Severity Rating	Proposed Control 1 Eliminate, 2 Substitute, 3 Isolate, 4 Engineering Control, 5. Administrative, 6. PPE	Likeli-hood	Conse-quence	Severity Rating	Risk Owner	Residual Risk	Action Required
2 Operational Risks												
2.01	Risk: Fall onto submerged object or shallow water while jumping into water Cause: Submerged object / spring low tide Consequence: Potential serious injury to member of public while jumping	The water depth beneath the platform is minimum 5.0m at Low Tide. Depths in the viaduct harbour are maintained via regular dredging. There is no known standard for depth but note this depth is exceeds requirement for diving pool.	Possible	Major	Moderate	-Depth indicator to be added for clarity and or number of steps. - Regular visual checks to be conducted by the scuba cleaners - No diving signs installed at Jumping Platform and at Swim Lanes - fully enclosed swimming area will reduce the likelihood of debris floating into the area	Rare	Major	Moderate	Auckland Council		Operational checks to be established
2.02	Risk: Swimmer accidentally consumes/inhales contaminates or hazardous water Cause: Poor water quality / lack of communication of water quality / rain events Consequence: Member of the public becomes unwell	- Tidal stairs to be part of the safe swim programme - Permanent swim safety signage is to be mounted at the entrance to the platform. Signage will provide a link to the Swim Safe website and encourage swimmers to check water quality. The signage will also outline the key steps to jumping safely (i.e. check for people below before you jump, move out of the clear zone once you've jumped etc).	Unlikely	Moderate	Moderate		Rare	Moderate	Low	Auckland Council		Continue to monitor as part of Safe Swim
2.03	Risk: Intoxicated or poor swimmer jumping or swimming outside of lifeguarded hours of operations. Cause: Intoxication or lack of capability of swimmer Consequence: Serious harm or fatality of swimmer from drowning	Good lighting of water space and egress points, passive surveillance and CCTV coverage. Lifeguarding peak demand times	Unlikely	Extreme	Moderate	Lock the gate at night	Unlikely	Major	Moderate	Eke Panuku Bridge Operator and Auckland Council		Bridge Operator to lock/unlock jumping platform gate to close access at night. Auckland Council to develop Normal Operating Procedures for when lifeguards are required in accordance with their risk procedures. Pilot to test behaviors and need for lifeguards over the first season.
2.04	Risk: Any vessel or underwater power cable within 50m pose a significant source of stray current Cause: Poorly maintained vessel power systems and underwater cables. Damage to underwater cables by vessels. Consequence: Stray current causing serious harm/electrocution	RCDs are installed on all boat supply plinths. All vessels in marina require the comprehensive electrical warrant or fitness.	Unlikely	Extreme	Moderate	Install RCDs on all power lines within 50m of the Tidal Steps. Normal marina Compliance Activities to occur including; Regular survey/inspection and electrical certification of all electrical cables within 50m. EWof compliance of vessels within 50m of the tidal steps and RCD of Marina	Rare	Extreme	Moderate	Eke Panuku Marina Team		
2.06	Risk: Swimmer having a heart attach / seizure / medical event. Cause: Medical event from lap training Consequence: Drowning		Unlikely	Extreme	Moderate	defibrillator and lifeguard on duty during busy times	Rare	Extreme	Moderate	Design Team and Auckland Council		Position equipment in appropriate location
2.07	Risk: Wild life i.e. Jelly Fish, Sea Lion attacking customers Cause: Being exposed to open water Consequence: Facility may need to be temp closed		Possible	Minor	Moderate	Lifeguard to have SOPs developed. Information Board for when lifeguard not on duty	Unlikely	Minor	Low	Auckland Council		Normal Operating Procedures to be developed inaccordance with Aquatic Facilities Guide
1.27	Risk: Access to tidal steps will need to be closed during construction which might cause complaints/non-compliance Cause: Regular users of tidal steps Consequence: Conflict between custmers and contractors		Possible	Minor	Moderate	Comms plan, Site Info Board and construction fencing	Unlikely	Minor	Low	Construction		Produce and Construction management plan
2.08	Risk: CPTED issues in and around changing rooms Cause: Temporary facility Consequence: Increase in anti-social behavior		Possible	Moderate	Moderate	Regular inspections and keep changing rooms clean and tidy	Unlikely	Moderate	Moderate	Design Team and Auckland Council		Regular inspections and keep clean and tidy for high level of presentation
2.09	Risk: Unwanted vessels tying up to the visitor berth. Cause: Visitor berth is still used for berthing boats Consequence: Conflict between boat operations and swimmers causes injury		Possible	Moderate	Moderate	No cleats, signage to advise no visitor berth. If it still occurs consider installing a pile.	Rare	Moderate	Low	Eke Panuku Marina Team		
2.10	Risk: With the lifeguard present some parents may think it is OK to leave children unsupervised which may lead to poor swimmers getting into trouble Cause: Unsupervised childrenen in deep water Consequence: Drowning		Possible	Extreme	High	Consider no lifeguard or implement a "Pool Alone" Policy	Rare	Extreme	Moderate	Auckland Council		Utilise the Standard Auckland Council "Pool alone" Policy
3 Inspection, Cleaning, Maintenance, Repair												
3.01	Risk: Slips, trips and falls while jumping or returning to platform Cause: Wet and slippery surfaces, marine growth, poor visibility / lighting Consequence: Injury to member of public while jumping or leaving water		Likely	Moderate	Moderate	- Regular cleaning/water blasting (fortnightly) of concrete surfaces and ladders during summer amd monthly over winter.	Unlikely	Moderate	Moderate	Eke Panuku Facilities Team		Contract certified scuba cleaning company
3.02	Risk: Public injured on sharp surface while swimming or leaving water Cause: Marine growth / rough concrete surface Consequence: Injury to member of public while swimming or leaving water	Pontoon ladder and grab rails stainless steel to minimise marine growth Concrete Deck: Sandblasted or Exposed Aggregate Timber Deck (if utilised): Grooved across profile, or coated and sand grit impregnated.	Possible	Minor	Moderate	- Regular cleaning/water blasting (fortnightly) of concrete surfaces and ladders. - Grab rail to go around piles to avoid swimming grabbing the piles or pile guide	Unlikely	Minor	Low	Eke Panuku Facilities Team		Design Detail of ladders required that shows easy cleaning Operational cleaning of tidal steps to be expanded to cover jumping plant for infrastructure
3.03	Risk: Slips, trips and fall while cleaning structures i.e. bird droppings Cause: Wet and slippery surfaces, due to marine growth i.e. bird droppings Consequence: Injury to maintainer while cleaning	Robust slip resistant surface with good slip resistances when wet Cleaning protocol put in place to work from top to bottom to avoid working from uncleaned (water blasted) surfaces.	Unlikely	Minor	Low					Eke Panuku Facilities Team		
3.04	Risk: Maintain access structure in the intertidal zone to removal of marine growth from structures in the intertidal zone, netting, and the underside of the platform Cause: Poor access, access only from water / in water, wave and tidal action Consequence: Injury from falling or slipping during works	Works to be completed a low tide and or from water	Possible	Major	Moderate	Engaging a qualified scuba team to clean the oyster growth	Rare	Moderate	Low	Eke Panuku Facilities Team		Engaging a qualified scuba team to clean the oyster growth
3.05	Risk: Accidental fall into water while cleaning / maintaining the jumping platform Cause: Works on unprotected edge, wet & slippery services, hard to reach areas of structure Consequence: Injury from falling or slipping during works	- Cleaning of underside of platform from the tidal stair and pontoon, to avoid leaning over platform railing	Possible	Moderate	Moderate	Fixings so end of platform can be closed off / protected during maintenance	Unlikely	Moderate	Moderate	Eke Panuku Facilities Team		Safety from falling harness points

Safety in Design Risk Assessment Register

Project: Karanga Plaza Steps - Jumping Platform and Swimming Facility

Identified Safety Risk & Current Risk Exposure						Proposed Treatment & Residual Risk Exposure					Residual Risk	
Ref	Risk Description, Cause & Consequence	Existing controls	Likeli-hood	Conse-quence	Severity Rating	Proposed Control 1 Eliminate, 2 Substitute, 3 Isolate, 4 Engineering Control, 5. Administrative, 6. PPE	Likeli-hood	Conse-quence	Severity Rating	Risk Owner	Residual Risk	Action Required
3.06	Risk: Accidental fall from height while replacing fencing or gate Cause: Hard to access fixings or bolts, works required from waterside Consequence: Injury from falling or slipping during works		Possible	Moderate	Moderate	- Methodology of fixing balustrade from landside - Using robust materials and finishes to avoided need for replacement	Rare	Moderate	Low	Eke Panuku Facilities Team		Safety from falling harness points
3.07	Risk: If water quality is poor the maintenance activities may have to be delayed before reopening the facility Cause: Contaminated stormwater discharge Consequence: Longer periods while the facility is closed		Likely	Minor	Moderate				#N/A	Auckland Council		
3.08	Risk: Oyster growth on swim lane markers may cut swimmers Cause: lack of cleaning/maintenance of swim lane markers Consequence: Injury of swimmer		Likely	Moderate	Moderate	Ensure cleaning of swim lane markers included in Maintenance Plan	Rare	Moderate	Low	Eke Panuku Facilities Team		Ensure cleaning of swim lane markers included in Maintenance Plan
3.09	Risk: Oyster growth under pontoons may injure swimmers diving under pontoon. Cause: Oyster growth and dangerous behaviour Consequence: Injury or death of swimmers		Possible	Extreme	High	Ban diving under the pontoon. Periodic inspection and cleaning of underside of pontoon to occur. Lifeguards will remind customers of appropriate behavior.	Unlikely	Extreme	Moderate	Eke Panuku Facilities Team and Auckland Council		
3.10	Risk: Gangway rusty, increased salt exposure from dripping swimmers. Cause: More exposure to dripping swimmers Consequence: Rusted surface may injure bare feet		Almost Certain	Insignificant	Moderate	Ensure painting of rusted parts occurs	Unlikely	Minor	Low	Eke Panuku Facilities Team		
3.11	Risk: Conflict with jumpers and scuba cleaners. Cause: Jumpers may ignore the closure of the facility during maintenance Consequence: Injury or death of scuba diver		Possible	Extreme	High	SOP for cleaning will require personel to stand over areas the scuba divers are operating in	Rare	Extreme	Moderate	Auckland Council		SOP for cleaning will require personel to stand over areas the scuba divers are operating in

2 Design Risks												
1.01	Risk: Change in height on pontoons will create a gap that swimmers could potentially get through. Cause: Entrapement risk between pontoons Consequence: Injury or death from crushing/drowning		Possible	Extreme	High	Requires designer to prevent access	Rare	Extreme	Moderate	Design Team		No Action - Designer has confirmed details between pontoons
1.02	Risk: Crowd loading on pontoons with balustrade - Cause: Design of pontoon does not take into account the loading requirements Consequence: Overturning of the pontoon resulting in injury or death		Unlikely	Extreme	Moderate	Designer to confirm that pontoons will be stable	Rare	Extreme	Moderate	Design Team		No Action - Designer to confirm loading assumptions
1.03	Risk: Decrease the channel width Cause: Piles and pontoons reduce the space available to boats to operate Consequence: Vessel impact with piles/pontoons resulting in property damage and potentially injury or death of people on pontoons		Unlikely	Extreme	Moderate	Designer to confirm resistance to impact based on 5 knot vessel speed	Unlikely	Extreme	Moderate	Design Team		Designer to confirm resistance to impact based on 5 knot vessel speed
1.04	Risk: Jumping from Lifting Bridge still occurs Cause: Centre span still the highest point to jump from Consequence: Swimmers jump into navigational channel still and no longer have a safe egress point (no access to tidal steps) resulting in drowning of swimmer		Possible	Extreme	High	Safe egress point still required for swimmers who jump from the bridge. Investigate changes to bridge to prevent jumping. Monitor to see if jumping from the bridge is still occurring after the jumping platform is installed.	Unlikely	Extreme	Moderate	Design Team		Safe egress point is still provided for swimmers who jump from the bridge. Investigate changes to bridge to prevent jumping. Monitor to see if jumping from the bridge is still occurring after the jumping platform is installed.
1.05	Risk: Diving off balustrade on pontoons. Cause: Design of ballustrade allows diving / jumping / sitting Consequence: Access into navigational channel results in a swimmer conflicting with a boat		Possible	Extreme	High	Design ballustrade to not be able to be sat / stood upon	Rare	Extreme	Moderate	Design Team		Design ballustrade to not be able to be sat / stood upon
1.06	Risk: Handrail / grab rail all the way to safe access / access points Cause: Insufficient grab rails provided Consequence: Poor swimmers in deep water drown		Possible	Extreme	High	Provide grab rails around the perimeter of the jumping zone	Unlikely	Extreme	Moderate	Design Team		Provide grab rails around the perimeter of the jumping zone
1.07	Risk: Detail of gap between pontoons of different height. Cause: Trip hazard resultin g from different pontoon heights Consequence: Tripping resulting from fall injury		Possible	Moderate	Moderate	Designer to ensure smooth transitions	Unlikely	Moderate	Moderate	Design Team		Designer to ensure smooth transitions
1.08	Risk: People may swim within the navigational channel Cause: Attractive jumping point and easy to access. Consequence: Vessel collides with a swimmer causing serious injury or death	The line of buoys restricting swimmers to stay out of the navigational channel.	Possible	Extreme	High	Install line of piles with floating pontoon parallel with the navigational channel. Add a balustrade to outside edge and place appropriate signage to restrict swimming in the navigational channel	Unlikely	Extreme	Moderate	Design Team		Signage required? Investigate more antijumping provisions
1.09	Risk: Manoeuvring large vessels lose control and exit the navigational channel and enter the Karanga Plaza Tidal Steps Swimming Area. Cause: Busy and constrained navigational channel. Compounded by one span of the lifting bridge sometimes needing to stay down. Consequence: Vessel collides with a swimmer causing serious injury or death	The line of buoys restricting swimmers to stay out of the navigational channel.	Possible	Extreme	High	Install line of piles with floating pontoon parallel with the navigational channel. Add a balustrade to outside edge and place appropriate signage to restrict swimming in the navigational channel	Unlikely	Extreme	Moderate	Design Team		No Action

Identified Safety Risk & Current Risk Exposure						Proposed Treatment & Residual Risk Exposure					Residual Risk	
Ref	Risk Description, Cause & Consequence	Existing controls	Likeli-hood	Conse-quence	Severity Rating	Proposed Control 1 Eliminate, 2 Substitute, 3 Isolate, 4 Engineering Control, 5. Administrative, 6. PPE	Likeli-hood	Conse-quence	Severity Rating	Risk Owner	Residual Risk	Action Required
1.10	Risk: Crushing of hands/feet between piles and floating pontoons Cause: Lack of barrier restricting access Consequence: serious injury		Likely	Major	High	Install barrier around piles	Rare	Major	Moderate	Design Team		Design Detail at piles required
1.11	Risk: Steep gangway restricts users of the facility to able body people only Cause: Use of existing gangways will be steeper than building code grades at low tide Consequence: fall hazard resulting in injury. Reputational risk of limiting access		Possible	Minor	Moderate	Install steep gradient signage.	Rare	Minor	Low	Design Team		Sign required?
1.12	Risk: North Pontoon may encourage people to jump over it from the bridge. Cause: Short cut into swim area or risk taking behavior Consequence: Impact with Pontoon resulting from injury or death	Handrailing on brdge has been retrofitted with antilimbing.	Possible	Extreme	High	Options to prevent jumping have been developed and can be quickly implemented if this high risk behaviours are observed. .	Possible	Extreme	High	Design Team		Monitor during operation Have design solutions agree is behaviour is observed
1.13	Risk: Pontoon need to be strong enough to stop a boat breaking through if something went wrong. Cause: Vessel with engine failure or steering failure Consequence: Slow speed impact with pontoons causing injury or death.	Please not that the line of floating pontoons parallel with the navigational channel have been proposed to provide a more solid barrier between the exisiting swimming area and the navigational channel.	Rare	Extreme	Moderate	Engineer to confirm resistance to vessel impact	Rare	Extreme	Moderate	Design Team		Engineer to confirm resistance to impact
1.14	Risk: Misuse of platform e.g. riding e-scooter off platform Cause: Accessibility with vehicles or scooters / falling on or on top of by equipment Consequence: Serious harm injury of jumper		Likely	Major	High	- Platform is limited by the gate, inclusion of three steps in the design, and provision of a 'waiting seat' as an obstacle aligned with the platform entrance. - Gate locked at night	Unlikely	Major	Moderate	Design Team		No Action
1.15	Risk: Busy platform with multiple users / multiple jumpers Cause: Over Crowding / funnelling or users Consequence: Potential injury to member of public while jumping caused by clash or un-intentional fall into water	The total width of the 'jumping aperture' is 6.3m, equating to a clearance from the proposed platform end of 2.5m on the right-hand side, and 2.7m on the left-hand side. The end of the platform narrows to 0.9m to direct swimmers into the centre of the 'aperture' and to limit the number of people jumping to one at a time.	Possible	Moderate	Moderate	Review the angled profile of the end of the platform. Providing a perpendicular end may encourage multiple jumpers. Suggested this is marked out and tested with width of platform	Rare	Moderate	Low	Design Team		No Action - AC advised meets code for clearance to obstructions
1.16	Risk: Access to un-intended areas of platform, Jumping from pontoon and clash with platform jumpers, off target jumping Cause: In adequate jumping clearances, conflict with other users Consequence: Potential injury to member of public while jumping or swimming		Likely	Moderate	Moderate	Finned balustrade provides better visibility and will reduce ability of inappropriate propriate jumping	Rare	Moderate	Low	Design Team		No Action
1.17	Risk: Accidental fall onto hard surface while jumping i.e. adjacent pontoons Cause: Vicinity of pontoon or tidal stairs i.e. within jump distance / ability for run-up Consequence: Potential serious injury to member of public while jumping	'Run-up' to the platform is limited by the gate, inclusion of three steps in the design, and provision of a 'waiting seat' as an obstacle aligned with the platform entrance. The total approach area at the top level of the platform is 1.5m long and +0.45m above the FGL in Karanga Plaza. We assume that this limits total horizontal jumping distance to 3-4m. This is to be confirmed with real user testing if required. Swimmers are encouraged to check the space below the platform before they jump – for other swimmers, debris, etc. We could reinforce this with additional signage, or an etched message in the platform deck i.e. – "Look before you leap!" The total width of the 'jumping aperture' is 6.3m, equating to a clearance from the proposed platform end of 2.5m on the right-hand side, and 2.7m on the left-hand side. The end of the platform narrows to 0.9m to direct swimmers into the centre of the 'aperture' and to limit the number of people jumping to one at a time.	Unlikely	Extreme	Moderate	The platform edges are a fin balustrade arrangement to provide visual permeability and allow swimmers to perceive the tidal steps to the left, and the pontoon gangway to the right, and orient themselves on approach to the edge. Review the angled profile of the end of the platform. Providing a perpendicular end may encourage jumpers to jump straight. A perpendicular edge is a more common/expected treatment and my reduce the risk of miss stepping/jumping.	Rare	Extreme	Moderate	Design Team		No Action - Auckland Council advisd 6m min aperture required Jump distance benchmarking to be verified/completed.
1.18	Risk: Drowning of swimmer after jumping from platform into water below Cause: Unable to exit water, inexperience swimmer, large number of people in water, agitation of the water, waves & wake including movement of pontoons Consequence: Serious harm or fatality of swimmer	Multiple exit points are provided for swimmers: a)Pontoon Ladder – stainless steel ladder extending approx. 1.0m below the water's surface. b)Tidal Steps – exiting via the existing concrete steps. c)Tidal Steps Ladder (tbc) – a secondary ladder is under consideration to provide an exit point at Low Tide when the bottom step is 0.45m above water level. A grab rail is to be provided to the edge of the pontoon as a place for less confident swimmers to hold on if required. - Viaduct clam water space and vessel movements limited to 5 knots - Planform design to reduce number of jumpers at one time. - Grab rail location directs jumpers away from landing area.	Unlikely	Extreme	Moderate	- Grab rail and secondary exit point onto pontoon important to provide good egress - Grab rails to be extend around pontoon piles for less confident swimmers - Platform to be closed/locked during adverse weather events . - Life rings to be located / installed in close vicinity to platform. - Whaler detail / drop down to protect swimmer from growth on concrete	Rare	Extreme	Moderate	Design Team		Positioning of grab rails, life rings etc to be confiremd on the designs
1.19	Risk: Swimmer being landed on by another jumper Cause: Lack of visibility of landing area, multiple jumpers in confined area, swimmer unable to clear area Consequence: Injury to member of public while swimming	Swimmers are encouraged to check the space below the platform before they jump – for other swimmers, debris, etc. We could reinforce this with additional signage, or an etched message in the platform deck i.e. – "Look before you leap!" The total width of the 'jumping aperture' is 6.3m, equating to a clearance from the proposed platform end of 2.5m on the right-hand side, and 2.7m on the left-hand side. The end of the platform narrows to 0.9m to direct swimmers into the centre of the 'aperture' and to limit the number of people jumping to one at a time.	Possible	Moderate	Moderate	The platform edges are a fin balustrade arrangement to provide visual permeability	Unlikely	Moderate	Moderate	Design Team		No Action
1.20	Risk: Entrapment of swimmer under tidal stairs or pontoon Cause: Open access under stairs / pontoons Consequence: Serious harm or fatality of swimmer	No swimming at night, passive surveillance and use of robust material	Possible	Extreme	High	- Jumping platform projection and grab rail positioning encourages swimmers away from the tidal stair void	Unlikely	Extreme	Moderate	Design Team		No Action
1.21	Risk: Platform gate wedged open or broken leaving edge accessible to young members of public Cause: Vandalism / single point of failure / unsupervised child Consequence: Potential drowning of unsupervised child	Access to the platform is to be controlled by a gate to prevent accidental falling from the structure. The gate will use swimming pool standards as a design guideline. The proposed gate is 2.0m wide x 1.1m high, and opens through 180 degrees, with a heavy duty self-closing mechanism. Visual permeability is provided by a 'fin' arrangement which allows users to see through the gate. A 'pool type' latch will be provided on the back of the gate. Locking of the gate overnight via padlock or magnetic lock is to be considered.	Possible	Extreme	High	- Gate to be over engineered and opening limited (i.e. 90 degrees) so harder to hold open and clear that gate isn't shut. - Robust closer to be specified - Regular operational inspection to be completed to confirm gate is operational	Unlikely	Extreme	Moderate	Design Team		Desgin Detail required

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present	PM for the project
present	Priority Location Director - Waterfront at Eke Panuku
present	Communication Lead
present	Landscape Designer
present	Planning and Consents
present	Head of Marinas
present	Facilities Lead and SiD Facilitator
present	
present	
present	Principal Advisor - Policy and Swimming Pool Facility SME
present	Network Services Manager (Pools) Auckland Council
present	

Consequence 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, loss of a significant 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 disruption to the community, no noticeable damage	Local concerns dealt with. Localised minor reversible damage and disruption to the community.	Moderate community concerns causing delays to plan. Localised medium term (1 to 3 weeks) reversible damage	Widespread community causing significant delays and changes. Local or widespread long term (> 3 weeks) damage;	Community concerns causing significant failure of project / programme. Local or widespread damage.
Project and Service Delivery	Negligible impact on project, service, delivery standards addressed via BAU,	Minor impact on service, delivery. Failure to achieve a project outcome.	Some reduction in service, delivery standards or outcomes. Some slippage in projects	Failure to achieve service, delivery outcomes. Failure to achieve significant project delivery.	Failure of core service, delivery standards or outcomes. Complete project failures.
Environment	An event with no damage / loss of area of natural environment	Loss of limited area of natural environment. Public criticism and short-term damage.	Loss of area of natural environment leading to public criticism and medium term damage	Major loss of area of natural area; threats of legal action and public criticism. Medium-term damage	Loss of significant area; court action and widespread criticism; long term damage
Financial	No impact on targets, BAU. 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 20-30%	Operational or Capital - Revenue or Expenditure negative variance >30%
Governance, Ethics & Integrity	Unintentional breach of E & I standard, handled internally.	Intentional minor breach of E& I standards handled internally	Intentional disregard of E & I standards requiring disciplinary action.	Serious disregard of E& I standards and requiring serious disciplinary action.	Intentional disregard of E & I standards resulting in possible dismissal
Health, Safety and Wellbeing (Internal and External)	No medical treatment required H&S issue noted –No involvement by Worksafe.	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 attributed to Panuku. Pandemic affecting community
Information Management	Loss of systems / data in some operational areas Security remains high >90%. Hacking - no consequence.	Loss of key systems/ data disrupts local operations for <1 day. Security remains high >80%.	Loss of key systems / data disrupts local systems for < 3 days Security remains high >70%. Information is disclosed.	Loss of key systems / data disrupts local systems for > 7 days Security <70%. Information is released to the media.	Total loss of key data or disruption to local service provision > 14 days. Information is unreliable. Major release of confidential information.
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. Breach requiring investigation.	Panuku sued for > \$250,000 < \$1M Legal non-compliance; Significant criticism by Judiciary.	Sued for > \$1M Legal breach potential for heavy fine. Judicial review
Operational capability	Negligible loss of operational capability and/or minimal disruption	Loss of operational capability in some areas and some disruption to service levels.	Moderate loss of operational capability for <2 weeks. Some business units working from 'home'	Serious loss of operational capability for > 6 weeks and major disruption to service levels >50% business units working from home	Major loss of operational capability for 3 - 4 months and serious disruption to service levels No access to normal office accommodation.
Political	Minor political interference requiring 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 political direction. Wide scale absorption of business units into Council operations

Cons & Likelihood

Reputation	Complaints to Panuku Call Centre	More widespread adverse reporting of Panuku	Adverse reporting requiring investigations into allegations	Significant adverse publicity requiring high level response	Major national adverse coverage requiring Council response and major change to operations.
	Minimal public interest.				
Skills and knowledge	Staff turnover equal to or below industry average of core turnover of approx. 11% p.a. of staff	Permanent staff turnover < 13.75% p.a. Minor specialist skill gaps that could be filled easily	Staff turnover 16.5% p.a. Some specialist skill gaps	Staff turnover 18.7% p.a. Major specialist gaps covering with short term contractors	Staff turnover is >22% p.a. Major difficulty in replacing skilled staff and using specialist contractors.
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.	Short-term public and political interest.	Public and political interest. National media coverage. Significant loss of public and political support.
				Media attention, internal inquiry.	

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

Likelihood	Consequence	Rank
Rare	Insignificant	Low
Rare	Minor	Low
Rare	Moderate	Low
Rare	Major	Moderate
Rare	Extreme	Moderate
Unlikely	Insignificant	Low
Unlikely	Minor	Low
Unlikely	Moderate	Moderate
Unlikely	Major	Moderate
Unlikely	Extreme	Moderate
Possible	Insignificant	Low
Possible	Minor	Moderate
Possible	Moderate	Moderate
Possible	Major	Moderate
Possible	Extreme	High
Likely	Insignificant	Moderate
Likely	Minor	Moderate
Likely	Moderate	Moderate
Likely	Major	High
Likely	Extreme	High
Almost Certain	Insignificant	Moderate
Almost Certain	Minor	Moderate
Almost Certain	Moderate	High
Almost Certain	Major	High
Almost Certain	Extreme	High

	Insignificant	Minor	Moderate	Major	Extreme
Almost Certain	Moderate	Moderate	High	High	High
Likely	Moderate	Moderate	Moderate	High	High
Possible	Low	Moderate	Moderate	Moderate	High
Unlikely	Low	Low	Moderate	Moderate	Moderate
Rare	Low	Low	Low	Moderate	Moderate

Safety in Design Risk Assessment Register

Project: Example Register

SiD Facilitator:

Approved By:

Stage of Design / Project:

PIN No: _____

Date _____

IDENTIFIED SAFETY RISK & CURRENT RISK EXPOSURE						PROPOSED TREATMENT & RESIDUAL RISK EXPOSURE					RESIDUAL RISK	
Ref	Risk Description, Cause & Consequence	Existing controls	Likeli-hood	Conse-quence	Severity Rating	Proposed Control 1 Eliminate, 2 Substitute, 3 Isolate, 4 Engineering Control, 5. Administrative, 6. PPE	Likeli-hood	Conse-quence	Severity Rating	Risk Owner	Residual Risk	Action Required
1 Construction												
1.01	Risk: There is a risk that a workers could be injured while working in deep trenches installing pipes. Cause: The cause of this risk is deep excavations below the groundwater table in soft soils. Although trench shields would be used the ends are often exposed and shield do not always enclose around services crossing the trench. Consequence: Potential injury to workers, (Fatality not expected due to sheilds in place and exposed areas limited)	- Code of Practice for Excavations - Trench Shields - Pumps for water ingress into trench	Unlikely	Major	Moderate	- Review ability to construct using trenchless technologies - Where excavations required inspect sheilds installed to check excavated faces supported, including ends and around services	Rare	Minor	Low	D. Esigner	Minimal areas exposed to break away or collapse into drill shafts or excavations	Monitor Construction to Good industry Practice for construction
1.02	Risk: There is a risk that workers are injured working around live services Cause: There are known services crossing the alignment of the proposed pipe, services information based on historic records known not to be reliable Consequence: The consequence of the threat is potential electricution	- Dial before you dig - Service plans	Unlikely	Extreme	Moderate	- Identify potential conflict zones, design to avoid where possible - Arrange piloting of services around the conflict zone (include findings in tender documentation) - Specify Hydro-excavation around any identified service to avoid spade or tools contacting cables	Rare	Moderate	Low	A. Specifier	Designer assessment is still limited to known services. There is potential for services which were not known.	Constructor to arrange Service Providers to mark known services and also scan for other potential services where risk of workers being injured.
2 Operation												
2.01	Risk: There is a risk that the manhole lid within the park could surcharge due to high flows Cause: The cause of the risk is the 100 year event has potential to surcharge to stormwater network. This has potential to make the manhole lid unstable or displaced. Consequence: The consequence of the risk is injury to member of public.	- Due to potential surcharge manhole has a grill designed to be installed under lid to prevent ability to fall into the deep manhole	Rare	Major	Moderate	- Change Manhole lid to a hinged lid, this avoids need for grill and also reduces potential for injury if person stands on the lid.	Rare	Insignificant	Low	A. Specifier	Hinged lids should self close. No residual risk anticipated	
2.02	Risk: There is a potential that children may play near the top of the wingwall structure and fall off. Cause: The cause is potential of falls above rock / concrete structure which would be unfirgiving if child fell landing on concrete / rock structure Consequence: The consequence of risk is potential serious injury.	- Design complies with building code	Rare	Major	Moderate	Design to incorporate either fencing around structure or planting to prevent access to the higher areas of the structure	Risk Eliminated			D. Esigner	Potential for maintenance of fencing or planting near top of wing wall. (Height not sufficient for fall arrest / fall restraint systems)	Maintenance Contractor to prepare safe procedure for maintenance
3 Inspection, Cleaning, Maintenance, Repair												
3.01	Risk: There is a risk that a mower or similar operational equipment could tip trying to maintain the grass along the side of the swale as designed. Cause: The cause of this risk is slopes shown are steeper than recommended by the current maintenance equipment in use. Consequence: Equipment tips over injuring operator (Potential Fatality)	- Advice from manufacturer of existing equipment - Rollover Protection Systems on equipment	Rare	Extreme	Moderate	Redesign the slopes to within the parameters of safe operation for the equipment. If adjusting the slopes is not acheivable, plant the slopes to avoid the need for mowing the grass.	Rare	Minor	Low	D. E. Signer	No residual risk anticipated relating to the sloped ground	
4 Demolition or Disposal												
4.01	Risk: There is a threat that workers should they wish to dispose of the assets installed would be exposed to similar risks involved in construction. Cause: The source of the risk is the high water tableand unstable ground. Consequence: The consequence is potential injury to workers.	- Codes of Practice for Excavation of Trenches	Rare	Moderate	Low	- As-built to include description of ground conditions encountered	Rare	Insignificant	Low	O. B. Servation	Soft ground conditions	Cotractors safety management plan

RASCI Session for Waterfront Swimming Facility

Risks should be managed by those best positioned to do so
This means that the individuals or teams who have the most knowledge, skills, and resources to effectively manage a particular risk should be the ones responsible for it. This principle ensures that risks are addressed by those most capable of mitigating them, leading to more effective and efficient risk management

RASCI
Responsible (R): Who will do the work?
Accountable (A): Who has the final decision-making authority and accountability?
Supportive (S): Who will provide support and assistance?
Consulted (C): Who needs to be consulted before decisions are made or actions taken?
Informed (I): Who needs to be kept informed of progress or decisions?

Present

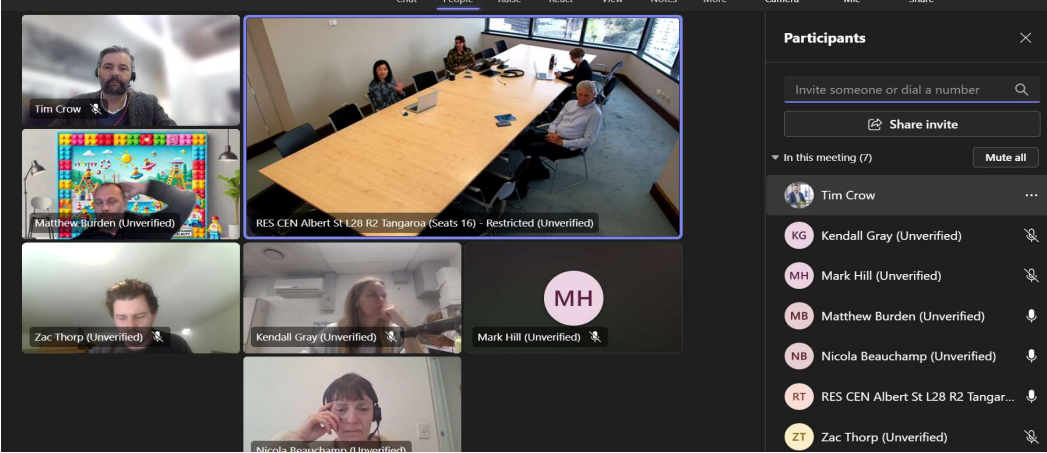
Zac Thorp - Eke Panuku Landscape Designer (EP)
Nic Beauchamp - Swim Facility Project Manager (EP)
Fiona Knox - Priority Location Director - Waterfront (EP)
Erica Su - Planner (EP)
Kevin Liguard - Head of Marinas (EP)
Mark Hill - Asset and Facilities Manager (EP)
Nicola Terry - Principal Advisor - Policy and Swimming Pool Facility
Kendall Gray - Aquatics Team Leader (AC)
Matthew Burden - Pools and Liesure H&S Manager (AC)
Garth Dawson - Network Services Manager (AC)
Tim Crow - Representing Eke Panuku Facilities

Circulation

Marina Webb - General Manager Assets and Delivery (EP)
Rachel Kelleher - Community Director (AC)

	Responsible	Accountable	Supportive	Consulted	Informed
The following Maintenance and Operational Requirements of the Swimming Facility					
Maintenance requirements					
We will define these in more detail but the following has already been identified as Maintenance needs:					
1. Scuba cleaning of the pontoons 2 weekly during summer and monthly at other times.	KL	MW	operator	GW	
2. Water blasting tidal steps	MH	MW	operator	GW	
3. Cleaning the swim lane markers	MH	MW	GW	GW	
4. Cleaning flotsam (from Swim Area) and rubbish collection from changing rooms/swim area	MH	MW	operator	GW	
5. Repairs to Pontoons and Barriers	KL	MW	GW		
6. Repair signage/gates from damage/vandalism	MH	MW	GW		
7. Security (or Bridge Operators) locking and opening of the jumping platform	MH	MW			
8. Cleaning Changing Rooms	MH	MW	GW		
9. Repair to lockers	MH	MW	GW		
10. Health and Safety of Maintenance Contractors	MH	MW			GW
Operational requirements	GW	GW			
We will need Auckland Council assistance on establishing operating requirements, specifically:	TC to send Risk Register to GW				
1. Define Lifeguard requirements. When and how many (if any)?	GW	Options to Rachel Kelleher			Risk Appetite of EP Board
2. Write the Normal Operating Procedures (in accordance with Auckland Council policy and the Aquatic Facilities Guide)	Operator ie Contractor	GW			
3. Health and Safety of customers	Operator ie Contractor	GW			MW
4. Health and Safety of Operations Contractors	GW	GW	MH		MW
5. Interface with other projects/users/events	NB	FK			MH
6. Extra Security to cover poor behavior	MH	MH			
Procurement of Contractors					
1. Contracting Operating company	GW	GW	1 August decision around how AC will procure pool operations		
2. Procurement - Maintenance Contractors	MH/KL	MW			
Funding requirements					
Operational Costs	MH	MW	GW		
Maintenance Costs	MH	MH			
Operations Governance requirements					
Performance Reporting (Pilot Success Factors - numbers, incidents costs etc)	Operator	GW		Copy of LB reporting sent to FK	

Behavioural control vs safety oversight



Risk Register Scope and Purpose: Register covers material risks associated with Building, building services and common office equipment provided to all offices and other areas. It does not cover risks to individual business within building, or any of their specialist equipment. Intended audience of risk register is all users of building including council staff, tenant’s visitors and contractors working within building, and to guide them of risks and relevant control or safely measures. Note: Risk Matrix and Action tools at end of document. To report a risk please call the Call Centre on 301 0101.

Register is divided into two parts. Part one covers the front of house areas, or where staff and visitors would usually access. The second part covers back of house. Generally these areas are for authorised personnel only and are under access control.

Risk Matrix Settings			
L = likelihood (score 1 to 5)		C = consequence (score 1 to 5)	
1 Rare	Highly unlikely, but may occur in exceptional circumstances	1 Insignificant	Injury requires first aid treatment, Insignificant discomfort requiring intervention e.g. workstation assessment.
2 Unlikely	Not expected, but some possibility it could occur at some time	2 Minor	Injury or illness requires treatment by a medical or other registered practitioner.
3 Possible	Might occur at some time – similar occurrences are known to have happened	3 Moderate	Injury or illness results in at least three days of lost time. Notice is issued by regulator or Health and Safety Representative.
4 Likely	Will probably occur at some time in most circumstances	4 Major	Injury or illness results in 30 days lost time, or a permanent disability. Organisational breaches law resulting in prosecution and penalties.
5 Almost Certain	Expected to occur in most circumstances	5 Extreme	One or more fatalities. Considerable penalties and prosecutions, multiple law suits and jail terms.

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

Risk Tolerance and Actions					
	Risk Rating	Risk Tolerance	Approval	Actions/Mitigations	Monitoring Review
2 - 4	Low	Tolerable risk with current controls measures	Trained staff member	Proceed and monitor if there are no other potential control measures that may be practicable to reduce the risk further. Monitor to ensure the effectiveness taking corrective action where necessary.	Annually or if activity/action changes.
5 - 6	Moderate	Risk can be tolerated in exceptional circumstances	Team Leader	Review risk assessment and introduce further controls to reduce risk to acceptable level. Team Leader to sign off. Controls to be actively monitored to ensure effectiveness.	Quarterly or if activity/action changes.
7 - 8	High	Undesirable risk	Department Head	Stop task and reassess activity immediately. Control measures are in place to lower risk to acceptable level. Detailed risk assessment with further controls to be approved by Department Head. Controls to be actively monitored to ensure effectiveness.	Monthly or if activity/action changes.
9 - 10	Extreme	Unacceptable risk	ELT	Stop task and reassess activity immediately. Detailed risk assessment with further controls to be developed. Activity can only resume when approved by ELT under advice from the Corporate H&S Team. Control measures to be actively monitored to ensure effectiveness.	Monthly or if activity/action changes

Risk Register

Risk Assessment Tool (Local Arrangement)
Refer: Corporate Standard 03 (CS 03) - Risk Assessment Procedures

2 - 4
LOW Risk

5 - 6
MODERATE Risk

7 - 8
HIGH Risk

9 -10
EXTREME Risk

Auckland Council

To Kaitiaki te Tamaki Makaurau

Department:
Community

Site Address:
Karanga Plaza, Auckland CBD

Business Unit:
Pools and Leisure

Assessment Team Names:

Assessment Lead Name:

Assessment Date:
11/09/2024

Review Date:
10/12/2024

Risk Assessment Pre-Controls					Already Implemented/Additional Control Measures					Additional Recommended Risk Controls						
#	What are the Hazards? Look for hazards in tasks or the workplace/location	Who might be harmed and how? Consider how the hazard may arise and how it will effect you and others	Untreated Risk Rating			Implemented control measures to control the identified hazards	Treated Risk Rating			Identification of possible additional control measures that should be implemented	Risk Rating			Actioned by? When?	Additional Control measures implemented?	Date ALL Control measures implemented
			Likelihood	Consequence	Risk Rating		Likelihood	Consequence	Risk Rating		Likelihood	Consequence	Risk Rating			
1	Drowning/Medical incidents	Lifeguards may have to respond to emergencies by going in to deep, dark water which could be under the tidal steps. Making it harder to identify and perform rescues. Users get into trouble in the water or suffer a medical event in the water.	Possible (3)	Extreme (5)	HIGH	Pool lifeguard qualification Monthly Lifeguard Training - site specific No Lifeguard on duty previously - with life ring available	Possible (3)	Extreme (5)	HIGH	NOP developed for Karanga Plaza, to include but not limited to, rescue techniques, lifeguard positions, areas of responsibilities and emergency procedures. Rescue equipment for Lifeguards, rescue buoy, rescue tube, reach poles, spinal board, swimming mask and fins, lifeguard bum bag, first aid bag including O2 and Defib Onsite Rescue equipment and clear visible signage giving instructions to the Public in the event of an emergency.	Rare (1)	Extreme (5)	MODERATE	Kendall Gray Eke Panuku	No	
2	Slip, trips and falls	Any person walking on the tidal steps and pontoons that can become wet or slippery due to algae growth, could slip trip or fall hitting their body on the ground or falling into the water.	Likely (4)	Moderate (3)	HIGH	Staff to wear appropriate shoes Eke Panuku already have identified cleaning schedule	Possible (3)	Moderate (3)	MODERATE	Pools and Leisure staff to have cleaning equipment available for use A cleaning schedule to be developed and implemented Pools and Leisure staff to monitor and log jobs if extra cleaning required. First Aid Equipment available	Unlikely (2)	Moderate (3)	MODERATE	Andy Cooper Eke Panuku	No	
3	Fatigue	Lifeguards standing for long shifts monitoring a potential stressful environment.	Likely (4)	Moderate (3)	HIGH	Lifeguards should rotate through four lifeguarding positions changing every 15 minutes. Three of these positions involve active lifeguarding, while one is allocated for other duties, which may include additional rest periods, particularly on hot days	Unlikely (2)	Moderate (3)	MODERATE	Detailed Supervision Plan included scheduled rotations	Unlikely (2)	Moderate (3)	MODERATE	Kendall Gray	Yes	11/09/2024
4	Manual Handling	Lifeguards lift casualties out of the water during a rescue could result in muscle injuries.	Possible (3)	Moderate (3)	MODERATE	PLPC Qualified Staff trained in extraction from water	Possible (3)	Moderate (3)	MODERATE	NOP/EAP to detail safe lifting practices for removing people from the water Additional LG Training for site specifics	Unlikely (2)	Moderate (3)	MODERATE	Kendall Gray	No	
5	Waterborne illness	Lifeguards entering the water for emergencies or training could be subject to waterborne illnesses.	Possible (3)	Moderate (3)	MODERATE	Lifeguards should check the SafeSwim app every 2hours to ensure that the water is safe for swimming. Water quality should be checked every hour following heavy rainfall. The Aquatics area is Closed immediately if listed as unsafe to swim on the SwimSafe App.	Rare (1)	Moderate (3)	LOW	NOP detailing checking Safeswim app Increased testing of the area during operation Signage to state No Lifeguard on Duty	Rare (1)	Moderate (3)	LOW	Kendall Gray Eke Panuku	Yes	11/09/2024
6	Exposure to UV	Lifeguards exposed to the sun could be subject to sunburn and/or heatstroke. Dehydration	Almost Certain (5)	Moderate (3)	HIGH	The use of suncream, and sun hats. Keep well hydrated	Possible (3)	Moderate (3)	MODERATE	Lifeguards to have long sleeve lifeguard shirts and sunglasses. A shade area to be installed for staff to use at each static Lifeguard Position Access to the Kiosk to have breaks away from sun, cold water fountain, iceblocks and electrolytes.	Unlikely (2)	Moderate (3)	MODERATE	Andy Cooper Eke Panuku	No	
7	Exposure to harsh weather	Lifeguards exposed to wet weather or strong winds.	Possible (3)	Moderate (3)	MODERATE	No current controls	Possible (3)	Moderate (3)	MODERATE	Lifeguards to have wet weather gear and jackets Detail in NOP to close the aquatics area in extreme weather conditions	Rare (1)	Moderate (3)	LOW	Andy Cooper	No	
8	Thunder and Lightening	Any person in or around water could be subject to electrocution due to lightning strikes hitting the water or surrounding area.	Possible (3)	Extreme (5)	HIGH	No current Controls				NOP to have a Policy for Thunder and Lightning, stating the aquatics area MUST be closed should thunder and lightning be present.	Rare (1)	Extreme (5)	MODERATE	Kendall Gray	No	
9	Collision with objects/People	Swimmers not abiding by lane etiquette and colliding hitting heads causing suspected spinal. Jump Platform users landing on top of another user	Possible (3)	Major (4)	HIGH	PLPC Lifeguards trained in Suspected Spinal Immobilisation and Extraction Signage stating - one jumper at a time. Gate closed during certain hours.	Possible (3)	Major (4)	HIGH	Directional lane signs Spinal Board Extra Staff Member or Securtiy at the top of the platform controlling entry	Possible (3)	Major (4)	HIGH	Kendall Gray Eke Panuku		

Risk Assessment

Risk Register

10	Dealing with difficult customers	Lifeguards being harassed, users not listening to safe water education practices. Could lead to swimmers getting into difficulty	Likely (4)	Moderate (3)	HIGH	Security Staff Present Lead Lifeguard to always be on duty in proposed supervision plan	Likely (4)	Moderate (3)	HIGH	Ensure clear signage in accordance with Drowning Prevention guidelines. Staff to receive customer service training. Staff to receive de-escalation training.	Possible (3)	Moderate (3)	MODERATE			
11	Violence and Aggression from the Public	Lifeguards and Users are at risk as it is an uncontrolled environment.	Likely (4)	Moderate (3)	HIGH	Security Staff Present Lead Lifeguard to always be on duty	Likely (4)	Moderate (3)	HIGH	Staff to receive de-escalation training.						
12	Communication difficulties	Swimmers getting into difficulty as they do not know environment.	Possible (3)	Moderate (3)	MODERATE	Use of symbols on signage	Possible (3)	Moderate (3)	MODERATE	Ensure clear signage in accordance with Drowning Prevention guidelines. Signage available in other languages via QR Code					No	
13	Dealing with intoxicated swimmers	Lifeguards could be at risk with users antagonising Lifeguards and pretending to drown.	Possible (3)	Moderate (3)	MODERATE	Security staff present Lifeguards are trained to first attempt dry or non contact rescues.	Unlikely (2)	Moderate (3)	MODERATE	Ensure clear signage in accordance with Drowning Prevention guidelines. Staff to receive customer service training. Staff to receive de-escalation training. NOP to have an escalation plan for intoxicated swimmers	Unlikely (2)	Moderate (3)	MODERATE			
14	Injury from moving pontoons	Crush injuries of swimmers and users	Unlikely (2)	Moderate (3)	MODERATE	Lifeguards are first aid qualified. Signage stating what to do in an emergency	Unlikely (2)	Moderate (3)	MODERATE	Training on how to move pontoons if any limb gets stuck.	Unlikely (2)	Moderate (3)	MODERATE			
15	Inadaquate number of Lifeguards on Duty	Staff can call in sick. Swimmer to lifeguard ratios exceed 50:1 Supervision of area is less and could lead to missing a drowning	Likely (4)	Major (4)	HIGH	No current controls	Likely (4)	Major (4)	HIGH	Have an additional Lifeguard rostered on duty	Possible (3)	Major (4)	HIGH			
16	Jellyfish or Marine Life Stings	Swimmers	Possible (3)	Moderate (3)	MODERATE	All lifeguards to be first aid trained	Possible (3)	Minor (2)	MODERATE	All Lifeguards to be trained in first aid for jellyfish and marine life stings https://healthify.nz/health-a-z/j/jellyfish-stings/ NOP to have a section on Jellyfish or Marine Life Stings awarness and treatment.	Possible (3)	Minor (2)	MODERATE			
17	Emergency Management	Public	Possible (3)	Extreme (5)	HIGH	No current controls	Possible (3)	Extreme (5)	HIGH	Defibrillator onsite Rescue equipment and clear visible signage giving instructions to the Public in the event of an emergency.	Possible (3)	Major (4)	HIGH			
18	Unsupervised Children	Caregivers see Lifeguards and become complacent, do not need to watch their children. Can not implement AC Pool Alone Policy and/or enforce. Steps drop off quickly into deep water.	Almost Certain (5)	Extreme (5)	EXTREME	Lifeguard to educate on caregivers on water safety If no Lifeguard is present Parents are more likely to supervise their children better	Likely (4)	Major (4)	HIGH	Signage explaining Lifeguards are their for emergency reponse only. Implement Auckland Council Pool Alone Policy. If no Lifeguard is present Parents will more likely supervise their children better Signage stating 'No Lifegaurd Present' and parents to supervise all children 10 years and under on tidal steps and around the water.	Likely (4)	Major (4)	HIGH			
19	Deadwater	Elements of Deadwater inhibit Lifeguards to effectively see objects in the water. Drowning can occur in these areas without being noticed.	Almost Certain (5)	Major (4)	EXTREME	Lifeguards continually assess Dead Water and adjust their supervision strategies to prevent.	Likely (4)	Major (4)	HIGH	Implement an AI system to monitor the water	Possible (3)	Moderate (3)	MODERATE			
20	Glass	Broke glass bottles causing cuts to Staff and memebers of the public	Possible (3)	Minor (2)	MODERATE	Lifeguards are trained in first aid.	Possible (3)	Minor (2)	MODERATE	Lifeguards to follow the opening checks in the NOP which will include check for broken glass. Equipment to clean up broken glass, barriers to cordon off area. Access to log jobs	Unlikely (2)	Minor (2)	LOW			
21	Major events	Overcrowding and can not implement maximum capacity controls leading to out of range ratios	Likely (4)	Major (4)	HIGH	No current controls	Likely (4)	Major (4)	HIGH	List of planned events, adjust staff roster accordingly Additional security staff	Possible (3)	Major (4)	HIGH			
22	Sharps	Staff and customers coming in to contact with drug paraphernalia	Unlikely (2)	Major (4)	MODERATE		Unlikely (2)	Major (4)	MODERATE		Unlikely (2)	Major (4)	MODERATE			
23	Medical event outside of Karnaga Harbour Pool	Lifeguards taken away from primary area of responsibility to deal with a medical emergency.	Possible (3)	Extreme (5)	HIGH	No current controls as can not clear the water to minimise risk of drowning to others	Possible (3)	Extreme (5)	HIGH	Loud speaker to let users no that 'No lifeagurd is on duty'.	Possible (3)	Major (4)				

CF Risk Register

Refer: Corporate Standard 03 - Risk Assessment Procedures

2 - 4
LOW Risk

5 - 6
MODERATE Risk

7 - 8
HIGH Risk

9 -10
EXTREME Risk

Auckland Council

Tē Kaunihera o Tāmaki Makaurau

Department:
Community

Business Unit:
Pools and Leisure

Site Address:
Karanga Plaza, Auckland CBD

Assessment Team Names:

Assessment Lead Name:

Assessment Date:

Review Date:

Risk Assessment Pre-Controls						Implemented/Additional Control Measures			Risk Assessment Post Controls				
#	What are the Hazards? Look for hazards in tasks or the workplace/location	Who might be harmed and how? Consider how the hazard may arise and how it will effect you and others	Untreated Risk Rating			Implemented control measures to control the identified hazards.	Treated Risk Rating			Control Measures progress	Date Implemented	Person Accountable?	Review Date
			Likelihood	Consequence	Risk Rating		Likelihood	Consequence	Risk Rating				
1	Drowning/Medical incidents	Lifeguards may have to respond to emergencies by going in to deep, dark water which could be under the tidal steps. Making it harder to identify and perform rescues.	Possible (3)	Extreme (5)	HIGH	Pool lifeguard qualification Monthly Lifeguard Training - site specific No Lifeguard on duty previously - with life ring available	Possible (3)	Extreme (5)	HIGH	Outstanding Control Measures still to be Implemented			
2	Slip, trips and falls	Any person walking on the tidal steps and pontoons that can become wet or slippery due to algae growth, could slip trip or fall hitting their body on the ground or falling into the water.	Likely (4)	Moderate (3)	HIGH	Staff to wear appropriate shoes Eke Panuku already have identified cleaning schedule	Possible (3)	Moderate (3)	MODERATE	Outstanding Control Measures still to be Implemented			
3	Fatigue	Lifeguards standing for long shifts monitoring a potential stressful environment.	Likely (4)	Moderate (3)	HIGH	Lifeguards should rotate through four lifeguarding positions changing every 15 minutes. Three of these positions involve active lifeguarding, while one is allocated for other duties, which may include additional rest periods, particularly on hot days Detailed Supervision Plan included scheduled rotations	Unlikely (2)	Moderate (3)	MODERATE	All Risk Control Measures Implemented	11/09/2024		11/09/2025
4	Manual Handling	Lifeguards lift casualties out of the water during a rescue could result in muscle injuries.	Possible (3)	Moderate (3)	MODERATE	PLPC Qualified Staff trained in extraction from water	Possible (3)	Moderate (3)	MODERATE	Outstanding Control Measures still to be Implemented			
5	Waterborne illness	Lifeguards entering the water for emergencies or training could be subject to waterborne illnesses.	Possible (3)	Moderate (3)	MODERATE	Lifeguards should check the SafeSwim app every 2hours to ensure that the water is safe for swimming. Water quality should be checked every hour following heavy rainfall. The Aquatics area is Closed immediately if listed as unsafe to swim on the	Rare (1)	Moderate (3)	LOW	All Risk Control Measures Implemented	11/09/2024		11/09/2025
6	Exposure to UV	Lifeguards exposed to the sun could be subject to sunburn and/or heatstroke. Dehydration	Almost Certain (5)	Moderate (3)	HIGH	The use of sunscreen, and sun hats. Keep well hydrated	Possible (3)	Moderate (3)	MODERATE	Outstanding Control Measures still to be Implemented			
7	Exposure to harsh weather	Lifeguards exposed to wet weather or strong winds.	Possible (3)	Moderate (3)	MODERATE	No current controls	Possible (3)	Moderate (3)	MODERATE	Outstanding Control Measures still to be Implemented			
8	Thunder and Lightening	Any person in or around water could be subject to electrocution due to lightning strikes hitting the water or surrounding area.	Possible (3)	Extreme (5)	HIGH	No current Controls				Outstanding Control Measures still to be Implemented			
9	Collision with objects/People	Swimmers not abiding by lane etiquette and colliding hitting heads causing suspected spinal. Jump Platform users landing on top of another user	Possible (3)	Major (4)	HIGH	PLPC Lifeguards trained in Suspected Spinal Immobilisation and Extraction Signage stating - one jumper at a time. Gate closed during certain hours.	Possible (3)	Major (4)	HIGH				

Risk Register

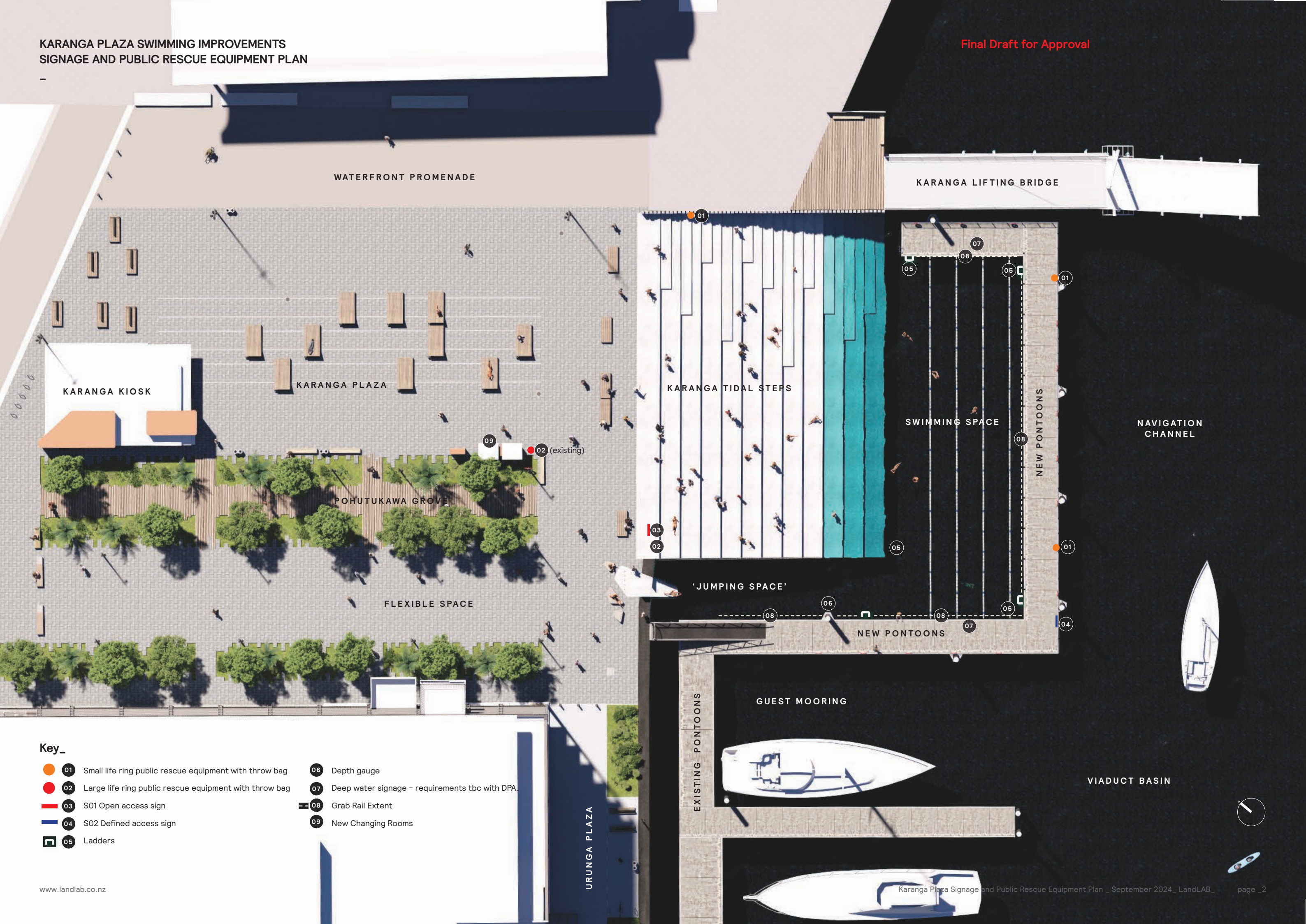
Risk Register

10	Dealing with difficult customers	Lifeguards being harassed, users not listening to safe water education practices. Could lead to swimmers getting into difficulty	Likely (4)	Moderate (3)	HIGH	Security Staff Present Lead Lifeguard to always be on duty in proposed supervision plan	Likely (4)	Moderate (3)	HIGH				
11	Violence and Aggression from the Public	Lifeguards and Users are at risk as it is an uncontrolled environment.	Likely (4)	Moderate (3)	HIGH	Security Staff Present Lead Lifeguard to always be on duty	Likely (4)	Moderate (3)	HIGH				
12	Communication difficulties	Swimmers getting into difficulty as they do not know environment.	Possible (3)	Moderate (3)	MODERATE	Use of symbols on signage	Possible (3)	Moderate (3)	MODERATE	Outstanding Control Measures still to be Implemented			
13	Dealing with intoxicated swimmers	Lifeguards could be at risk with users antagonising Lifeguards and pretending to drown.	Possible (3)	Moderate (3)	MODERATE	Security staff present Lifeguards are trained to first attempt dry or non contact rescues.	Unlikely (2)	Moderate (3)	MODERATE				
14	Injury from moving pontoons	Crush injuries of swimmers and users	Unlikely (2)	Moderate (3)	MODERATE	Lifeguards are first aid qualified. Signage stating what to do in an emergency	Unlikely (2)	Moderate (3)	MODERATE				
15	Inadaquate number of Lifeguards on Duty	Staff can call in sick. Swimmer to lifeguard ratios exceed 50:1 Supervision of area is less and could lead to missing a drowning	Likely (4)	Major (4)	HIGH	No current controls	Likely (4)	Major (4)	HIGH				
16	Jellyfish or Marine Life Stings	Swimmers	Possible (3)	Moderate (3)	MODERATE	All lifeguards to be first aid trained	Possible (3)	Minor (2)	MODERATE				
17	Emergency Management	Public	Possible (3)	Extreme (5)	HIGH	No current controls	Possible (3)	Extreme (5)	HIGH				
18	Unsupervised Children	Caregivers see Lifeguards and become complacent, do not need to watch their children. Can not implement AC Pool Alone Policy and/or enforce. Steps drop off quickly into deep water.	Almost Certain (5)	Extreme (5)	EXTREME	Lifeguard to educate on caregivers on water safety If no Lifeguard is present Parents are more likely to supervise their children better	Likely (4)	Major (4)	HIGH				
19	Deadwater	Elements of Deadwater inhibit Lifeguards to effectively see objects in the water. Drowning can occur in these areas without being noticed.	Almost Certain (5)	Major (4)	EXTREME	Lifeguards continually assess Dead Water and adjust their supervision strategies to prevent.	Likely (4)	Major (4)	HIGH				
20	Glass	Broke glass bottles causing cuts to Staff and memebers of the public	Possible (3)	Minor (2)	MODERATE	Lifeguards are trained in first aid.	Possible (3)	Minor (2)	MODERATE				
21	Major events	Overcrowding and can not implement maximum capacity controls leading to out of range ratios	Likely (4)	Major (4)	HIGH	No current controls	Likely (4)	Major (4)	HIGH				
22	Sharps	Staff and customers coming in to contact with drug paraphernalia	Unlikely (2)	Major (4)	MODERATE		Unlikely (2)	Major (4)	MODERATE				

5 Karanga Plaza Swimming Improvements Signage Elements

Karanga Plaza Swimming Improvements Signage Elements

—



WATERFRONT PROMENADE

KARANGA LIFTING BRIDGE

KARANGA KIOSK

KARANGA PLAZA

KARANGA TIDAL STEPS

SWIMMING SPACE

NAVIGATION CHANNEL

POHUTUKAWA GROVE

NEW PONTOONS

FLEXIBLE SPACE

'JUMPING SPACE'

NEW PONTOONS

GUEST MOORING

VIADUCT BASIN

URUNGA PLAZA

EXISTING PONTOONS

Key_

- 01 Small life ring public rescue equipment with throw bag
- 02 Large life ring public rescue equipment with throw bag
- 03 S01 Open access sign
- 04 S02 Defined access sign
- 05 Ladders
- 06 Depth gauge
- 07 Deep water signage - requirements tbc with DPA
- 08 Grab Rail Extent
- 09 New Changing Rooms

Standard Open Access Sign_

This page illustrates the typical approach to open access signage provided by Drowning Prevention Auckland.

The design team has noted that this typology of sign appears to be well suited to a coastal open space / beach environment but not for an urban application.

Some limited adjustments to the shape and structure of the sign have been agreed with DPA for integration of the sign within Karanga Plaza.

Refer summary of Karanga Plaza Signage Elements - Page 4.



Karanga Plaza Signage Elements_

This page illustrates the proposed suite of signage elements which are required to support the safety outcomes outlined in the Drowning Prevention report for this project.

The standardised signage elements have been simplified within the allowable parameters to achieve best fit within an urban context.

Refer assembly drawings for substructure and materiality.

Final graphic content for each sign is to be provided by DPA for production.

Safeswim QR code to be added to lower portion of sign.

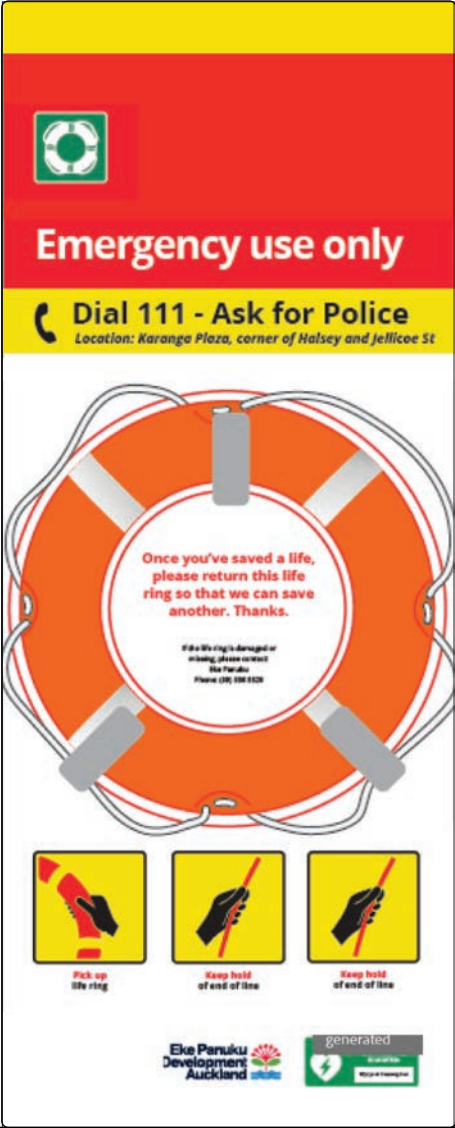


S 01

Custom Open Access Signage – Type A_Front

2000 mm H x 800mm W x 8mm D

Engineering / Fixing parameters to be reviewed with Novare. Requirement for localised footing tbc with Novare.



S 01

Custom Open Access Signage – Type A_Back



S 03

Life Ring Signage

360 mm W x240 mm H



S 02

Custom Defined Access Signage

1100 mm H x 600mm W x 8mm D

Engineering / Fixing parameters to be reviewed with Novare. Requirement for localised footing tbc with Novare.

S01 ‘Open Access Sign’_

Location Requirements (from DPA).

Placement in proximity to both Tidal Steps, Harbour
Pool access and Jump Platform.

Front and back of sign are accessible. Rear
Mounted Life Ring must be accessible from Tidal
Steps.

Prominent location.



S01 'Open Access Sign' _

Location Requirements (from DPA).

Placement in proximity to both Tidal Steps, Harbour
Pool access and Jump Platform.

Front and back of sign are accessible. Rear
Mounted Life Ring must be accessible from Tidal
Steps.

Prominent location.



S01 ‘Open Access Sign’_

Location Requirements (from DPA).

Placement in proximity to both Tidal Steps, Harbour
Pool access and Jump Platform.

Front and back of sign are accessible. Rear
Mounted Life Ring must be accessible from Tidal
Steps.

Prominent location.



S01 'Open Access Sign' _

Location Requirements (from DPA).

Placement in proximity to both Tidal Steps, Harbour
Pool access and Jump Platform.

Front and back of sign are accessible. Rear
Mounted Life Ring must be accessible from Tidal
Steps.

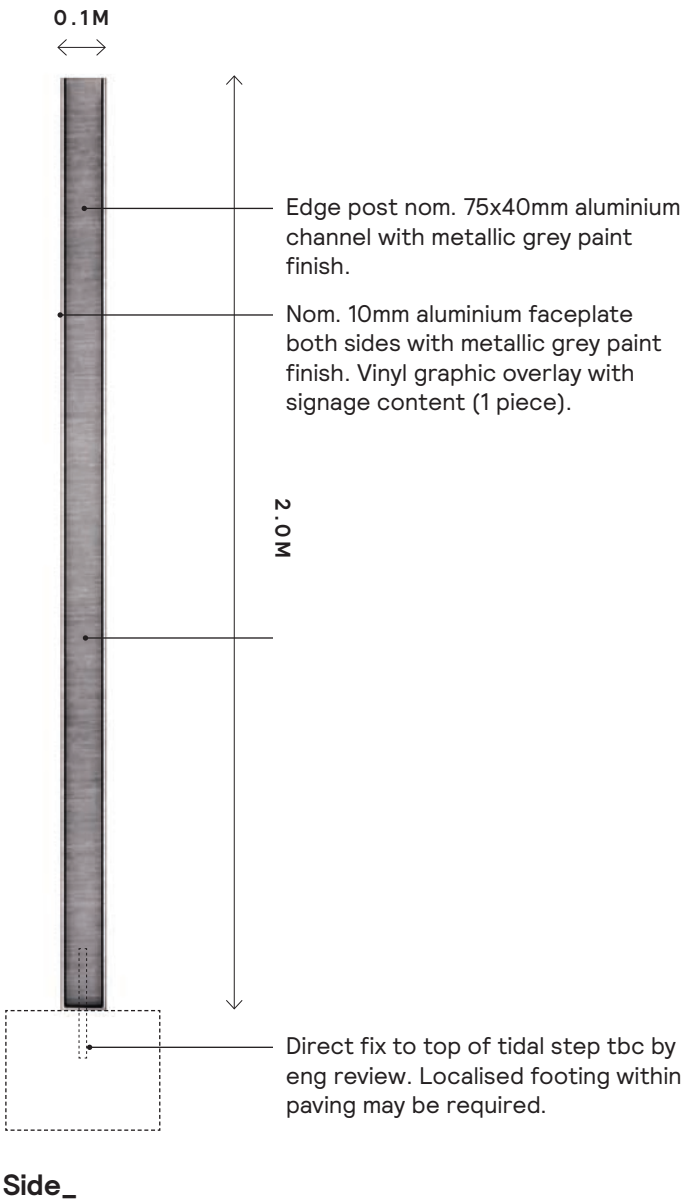
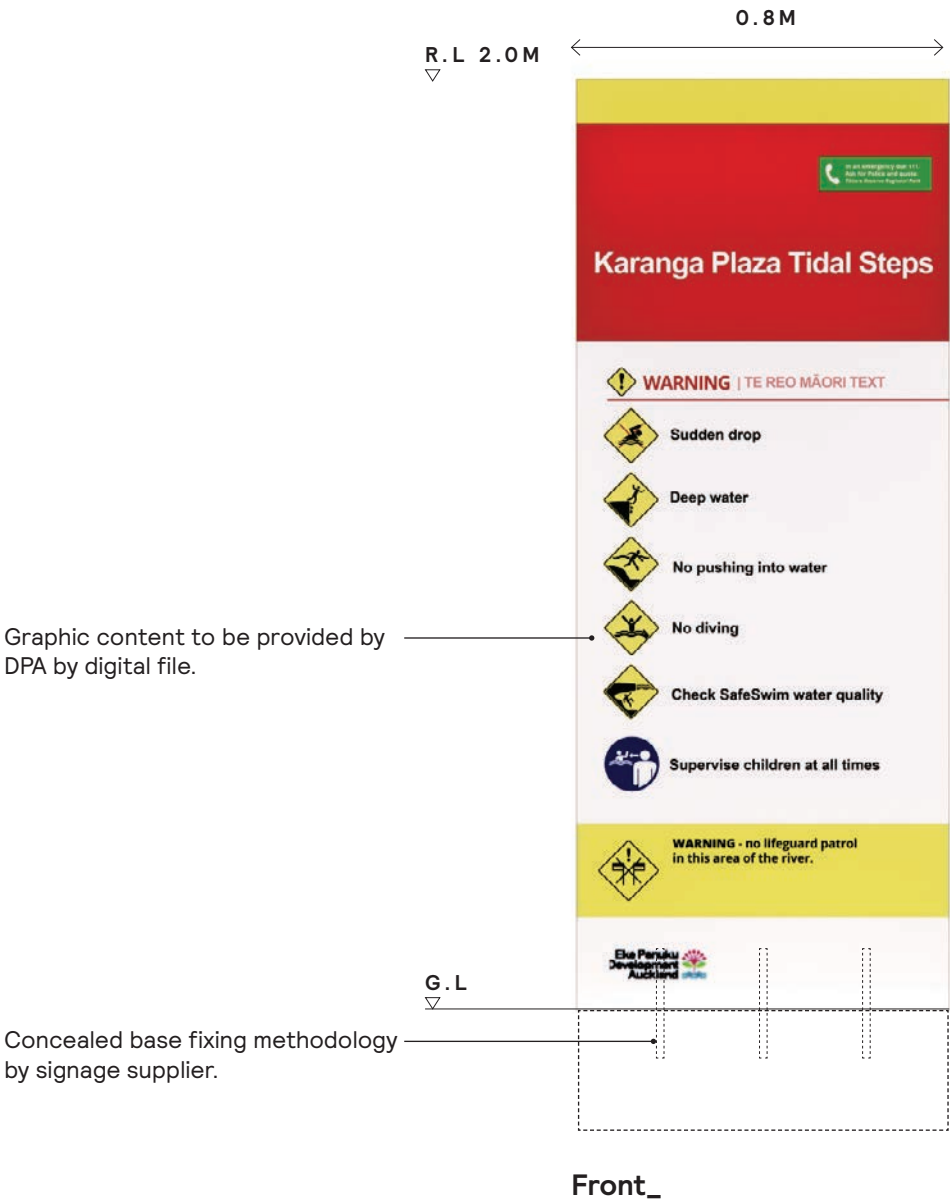
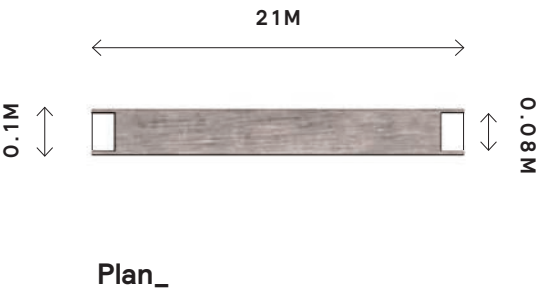
Prominent location.



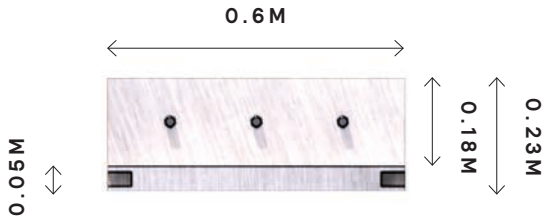
S02 ‘Defined Access Sign’_



S01 Assembly _



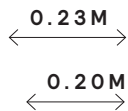
S02 Assembly _



Plan_



Front_



Back_

Direct fix to timber whaler. Tbc by eng review.

6 Harbour Master Exemption

Notice of Exemption

To: Eke Panuku Development Auckland

From: Auckland Harbourmaster

Subject: Karanga Tidal Steps – Exemption from Clause 22 of the Navigation Bylaw 2021

Harbourmaster Exemption Approval

1. This exemption is granted for a period of 1 year to Eke Panuku on behalf of users of the Karanga Tidal Steps.
2. The Harbourmaster reserves the right to revoke this exemption, should the Harbourmaster consider that enforcement of the Clause is necessary to achieve the purpose of the Navigation Bylaw 2021.
3. In granting this exemption, the Harbourmaster does not provide any opinion nor give any undertaking regarding the safety of users of the Karanga Tidal Steps. This exemption will be reviewed by the Harbourmaster to determine if a longer period is more suitable.

Requirements under the Navigational Bylaw 2021 by the Harbourmaster

4. This notice excludes users of a specified area, referred to herein as the “Karanga Tidal Steps” and outlined geographically by the Pontoon and Balustrade around the Karanga Tidal Steps shaded blue and light blue (annexure 1: specific geographical boundary), from Clause 22(1) of the Navigation Bylaw 2021. This clause (the Clause) states:

22 A person must not swim, jump or dive in certain areas

(1) A person must not swim, jump or dive –

- (a) from or within 50 metres of a wharf, quay, jetty, pontoon, boat ramp or similar structure when a vessel is approaching, manoeuvring alongside or departing;
 - (b) within any navigational channel (for example a marked channel) leading to a wharf, quay, jetty; or
 - (c) in any area specified by the Harbourmaster (for example in a restricted area or a special reserved area in clause 31).
5. The Harbourmaster does not condone the use of the Karanga Tidal Steps outside of the geographical boundary at Figure “A” and reserves the right to utilise enforcement powers pursuant to the Clause as required outside of the specified region.
 6. This exemption does not serve as precedent for any future applications for exemptions from the Navigation Bylaw, nor any bylaw administered by Auckland Council. Applications for bylaw exemptions are to be considered individually on their merits and the Harbourmaster reserves the right to decline such applications on a case-by-case basis.
 7. In granting this exemption, the Harbourmaster references the historically successful operation of the Karanga Tidal Steps without interaction between swimmers and vessels, the physical barrier creating separation between swimmers and vessels, and the operation of

Clause 8 of the Navigation Bylaw 2021 limiting the speed of vessels in the vicinity of the Karanga Tidal Steps to 5 knots. The proposed jumping platform may however present new risks to users of this area.

Treatments for areas safety concern

8. Eke Panuku must identify a senior manager within the organisation to have oversight of the use of Karanga Tidal Steps and to be to contact person for the Harbourmaster.
9. The Karanga Tidal Steps are a facility to be maintained by Eke Panuku. Eke Panuku are to maintain the Karanga Tidal Steps in a manner that ameliorates the requirement for enforcement of the Clause. This includes maintenance of a physical barrier separating users of the Karanga Tidal Steps from surrounding waters.
10. Before lifting the Te Wero Island bridge to allow vessels to transit, the suitably trained bridge controller must check that there is nobody in the water outside the enclosed swimming area in the vicinity of Karanga Tidal Steps.
11. If a person is observed in the water outside of Karanga Tidal Steps enclosure by Eke Panuku staff or contractors, or reported to them, Viaduct Control must immediately notify vessels manoeuvring or preparing to manoeuvre within the Viaduct on VHF Ch.73 and suspend navigation within the Viaduct, if safe to do so, until the person is either out of the water or inside the enclosed buoyed area.
12. Eke Panuku must make a timely report to the Harbourmaster by email any reported or observed incidents involving people in the water in the vicinity of, but outside of the buoyed Karanga Tidal Steps area.
13. Eke Panuku must maintain and regularly review a robust risk assessment for the use of the Karanga Tidal Steps area by members of the public.
14. No vessel must manoeuvre at visitors berth on pontoon shared with swimmers without supervision of Eke Panuku staff.

This exemption must be reviewed annually and may be revoked at anytime in writing by the Harbourmaster if the above conditions are not adhered to or if the Harbourmaster has any further safety concerns with the use of Karanga Tidal Steps.

Andrew Hayton
Auckland Harbourmaster



Date:

6th May 2024

Karanga Plaza- potential layout

Landside swimming facilities and toilets provided at Karanga Plaza

Potential to include jump platform
~4m estimated depth low tide
New access way included for berth holders
New balustrading provided around the exterior of the facility

INDICATIVE NAVIGATION CHANNEL

Limited space due to navigation channel requirements. Enough space for approximately 3-4 swimming lanes

OUTCOMES FOR RAATAA VINE AS DEFINED IN TE WHAKAORANGA O TE PUHINUI

Disclaimer: Visuals show artist impression only. Please refer to the Engineering and General Arrangement Plans for more detail



1 Naturalised stream corridor enhances the mauri of Te Puhinui.

2 Constructed wetland to improve water quality and ecological outcomes.

3 Ngaahere extension of forest patches to enhance and support a range of habitats for native wildlife.

4 Kahikatea swamp forest in copses throughout project area.

5 Puhinui Awa Pedestrian + Cycle Link designed to connect from maunga/ mountains to moana/sea - ki uta ki tai.

6 Outdoor learning space.

7 Whanau gathering area

8 Whanau gathering area

Terms of reference

Value for Money (s17A) Review:
Auckland Council's Marinas

November 2024

BE THE HOW.
WHAKAMAUA KIA TINAI



Document purpose

This Terms of Reference (ToR) outlines the purpose of the review, the way it will be structured, governed and how it will be executed.

Contents

1	Introduction	3
2	Review Framework	4
3	Review Methodology	7
4	Approach	7
5	Governance and roles	7

1 Introduction

1.1 Background

1. Marinas play an important role in Auckland Council's infrastructure, delivering transport, recreation and economic services to local communities and stakeholders. The council owns six marinas, three of which are managed by Eke Panuku in the city centre, while the remaining three are held under long-term ground leases. The largest is Westhaven Marina, which is both owned and managed by the council. Other marinas in Auckland are privately owned or operated by incorporated societies.
2. The current ownership and management structure raises important questions about the council's future role in these assets. A significant challenge is the absence of a cohesive marina framework for council's ownership, making it difficult to evaluate the effectiveness of Auckland Council's marina management.
3. There is risk that uncertainty about the future of Auckland Council's marina assets is negatively impacting performance and influencing key decision-making. In the absence of a clear council marina ownership framework, long-term investment may decline, and long-term commitments may be delayed. For instance, securing some further long-term marina berth agreements could potentially generate higher revenues and potentially improve outcomes.
4. To address the above, the upcoming review will include the development of a new council marina ownership framework, aimed at better aligning with the council's objectives for community benefit, financial sustainability, and stakeholder engagement. This new framework will be used to explore whether the council's continued involvement is optimal, assess the appropriateness of current service levels, and consider whether alternative ownership or management models may be more beneficial.

1.2 Strategic alignment of the review

Long-term Plan 2024

5. This Long-term Plan 2024-2034 (LTP) sets out how Auckland Council will work to improve the daily lives of Aucklanders, and how this will be paid for over the next 10 years.
6. This plan has six focus areas the first of them being 'value for money.' This focus area calls for a more efficient council with a focus on value for money for Aucklanders, enhancing our fiscal and budgetary process, and always putting a value for money lens across our services and activities.

7. Auckland Council operates within a constrained funding system while facing growing demands on services due to population growth. The plan seeks to strengthen the financial and physical resilience of Auckland, while investing where it is needed most to manage growth.
8. A value-for-money review of the council's marinas supports these objectives by assessing the marina services offered to the community and evaluating the council's role in their delivery.

Revenue, Expenditure and Value Committee resolution

9. A review of marinas was approved by the Revenue, Expenditure and Value Committee as part of the Section 17A review forward work program in September 2024 (ECPCC/2024/31).

Eke Panuku Statement of Intent

10. Eke Panuku's statement of intent publicly states the activities and intentions for the next three years, and how they will contribute to the council's objectives. Their Statement of Intent (SOI) for 2024-2027 include the expectation to contribute to the "Section S17A review of the ongoing management of marinas

1.3 Statutory requirements

11. This programme meets Auckland Council's statutory obligations under section 17A of the Local Government Act 2002 (LGA02). Under s17A, Auckland Council "must review the cost effectiveness of current arrangements for meeting the needs of communities within its district or region for good-quality local infrastructure, local public services and performance of regulatory functions".
12. Good quality is defined in s10 of the LGA02 in relation to local infrastructure, local public services and performance of regulatory functions to mean infrastructure, public services, and performance that are efficient, effective and appropriate to present and anticipated future circumstances. The Auditor-General has defined "cost effectiveness" to mean "the relationship between the levels of resources used (cost) and progress towards a predetermined outcome".
13. The transition provisions (Schedule 1A of the LGA02) in relation to s17A require that the first reviews need to be completed by August 2017. After that, s17A requires that reviews are conducted every six years, or when:
 - o council is considering a significant change to relevant service levels;
 - o A council contract or binding agreement in relation to delivery of infrastructure, service or regulatory function is expiring within the next two years.
14. There are exceptions to the review requirements where:
 - o the delivery of that infrastructure, service or regulatory function is governed by legislation, contract or binding agreement such that it cannot reasonably be altered within the following two years;
 - o Auckland Council is satisfied that the potential benefits of undertaking a review in relation to that infrastructure, service or regulatory function do not justify the costs of a review.

2 Review Framework

2.1 Services Covered: Council-owned marinas

15. The review will cover various aspects of marina management functions, focusing on ownership and leasing models. It will identify trade-offs and seek opportunities to resolve challenges associated with both. As subsets of this, the review will cover the following areas:
 - **Wider stakeholder engagement and management:** Assessing how the marinas contribute to or detract from social, cultural, economic and environmental well-beings

directly and indirectly from a range of stakeholder perspectives and how the stakeholders are served and managed.

- **Customer services and user engagement:** Evaluating interaction with paying customers and non paying visitors, addressing inquiries, complaints, and feedback.
- **Marketing and pricing management:** Analysing marketing strategies, pricing structures and clientele attracted.
- **Costs management:** Assessing how operating expenditures are determined and managed to ensure financial efficiency.
- **Asset Management:** Reviewing maintenance and upgrades, data management, investment, resilience, utilisation, levels of service, etc.
- **Property Management:** Covering lease activities, landlord and tenancy management, and other leasing considerations
- **Facilities Management:** Ensuring operational readiness, including access, cleaning, front-of-house services, and workplace management.

2.2 Objectives & Lines of Inquiry

16. The objective is to explore and assess opportunities for how Aucklanders can benefit more from the council's marina assets. This includes access, enhancements, potential sale, or alternative management of these assets to better serve all Aucklanders.

Line of enquiry

17. What:

- Stakeholder analysis: who are the groups that benefit from the marinas, and who are adversely affected (both directly and indirectly)?
- Trade-offs: what service trade-offs exist among these groups?
- What are the historic and current trends in the provision of Auckland marinas?
- How does Auckland's marina provision and pricing compare to elsewhere?
- What are the lease terms for Gulf Harbour, Half Moon Bay and Hobsonville marina?
- Operating models: What operating models do other cities employ, and what are their advantages and disadvantages?

20. Why:

- Council obligations: What responsibilities does the council have regarding marina management?
- Trade-off management: How does the council currently manage trade-offs among different stakeholder groups?
- Ownership rationale: Why does the council own marinas, and what are the associated advantages and disadvantages?

21. Performance:

- Financial Performance: What is the council's overall financial performance for each marina over its lifecycle?
- Benefit Distribution: Who is benefiting from the marinas? How are the stakeholders served?
- Barriers to Benefits: What obstacles prevent certain groups from accessing benefits from Auckland's marinas?
- Asset Efficiency: Which assets have high or low utilisation, and does this present a risk, issue, or missed opportunity?

22. Implications:

- Impact of Current Model: How does the council's existing operating model affect performance outcomes?
- Risks: What are the risks associated with the council's involvement in marina services across all risk categories?
- Mitigation Strategies: What measures does the council have in place to mitigate risks,

- particularly for council-owned marinas?
- Improvement Opportunities: What changes can be implemented to enhance benefits and reduce drawbacks for Aucklanders?

2.3 Scope

18. The scope of this review is to evaluate Auckland Council's ownership, management, and operation of its six marinas with the aim of determining the most cost-effective and efficient approach moving forward. This will involve an in-depth analysis of current service levels, stakeholder engagement, financial performance, and the potential for future improvements. the key focus areas of the review will include:
19. **Marina Ownership and Management Models:** Assess the effectiveness of the current operating models for council-owned and leased marinas. This will include a comparison of different operating models employed by other cities and marinas, identifying the advantages and disadvantages of each model.
20. **Financial and Asset Performance:** Evaluate the financial performance of each marina over its lifecycle, including revenue generation, operating costs, and long-term asset management.
21. **Stakeholder Engagement:** Analyse how marinas serve different stakeholder groups, including berth owners, renters, recreational users, local communities, and other relevant parties. Special attention will be given to the trade-offs between competing interests and how these are currently managed.
22. **Community Benefit and Access:** Examine the extent to which Aucklanders currently benefit from council-owned marinas. This includes assessing the accessibility and affordability of services and facilities, identifying any barriers to entry, and exploring opportunities for enhanced public access or services.
23. **Safety and compliance:** Review adherence to local regulations such as environmental laws and safety standards.
24. **Lease and Licensing Arrangements:** Review the terms of the existing leases and licenses, including those of Westhaven Marina and others such as Gulf Harbour, Half Moon Bay, and Hobsonville marinas. Analyse how these arrangements impact marina operations, financial outcomes, and service delivery.
25. **Risks and Opportunities:** Identify the key risks associated with the council's current marina management, including financial, operational, environmental, and reputational risks. Propose strategies for mitigating these risks while exploring opportunities for enhancing the value of marina assets to the community.
26. **Strategic Alignment:** Consider how the current management and ownership of marinas aligns with Auckland Council's strategic objectives.

27. In Scope

- Services provided for by Auckland Councils marinas these include:

Marina	Managed by
Viaduct	Auckland Council - Eke Panuku
Westhaven	Auckland Council - Eke Panuku
Silo park	Auckland Council - Eke Panuku
Gulf Harbour	Gulf Harbour Investment Limited
Half Moon Bay	Auckland Maritime Foundation
Hobsonville	Hobsonville Marina Limited

28. Out of Scope

- It is outside the scope of this review to determine whether there should be more marinas built in Auckland. Decisions regarding the number of marinas fall under the Unitary Plan, which serves as the spatial framework and is more appropriately addressed through strategic planning rather than a service review.
- While marina pricing will be evaluated as a funding tool to support objectives, the specific details are out of scope such as specific rates, terms and mechanisms. Non council owned marinas

29. Scope Exploration

- Lease terms for Gulf Harbour, Half Moon Bay and Hobsonville will be explored. This will inform access to information and the practicalities of the review.
- The covenants held by the Crown over Westhaven Marina will guide the available options.

2.4 Definitions

Benefits to Aucklanders: All people in Auckland affected, for example from ratepayers through to direct and indirect users and groups.

3 Review Methodology

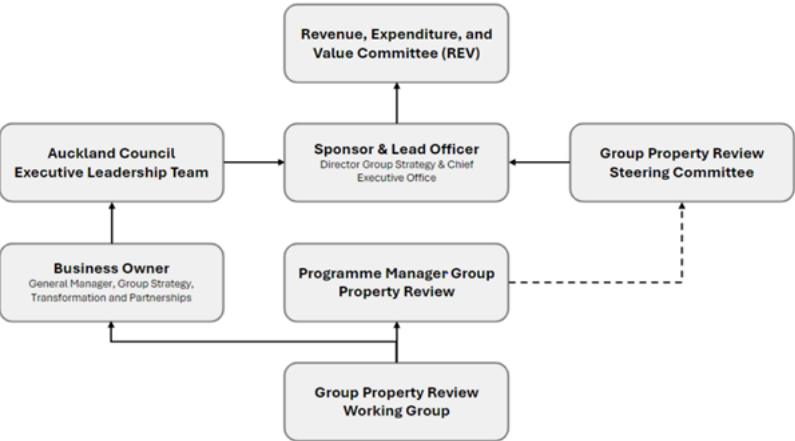
30. Each value for money review is undertaken using a consistent evidence-based value for money methodology.
31. The marina review will be guided by the following core principles:
- Auckland benefit focus
 - Cost-effectiveness.
 - Stakeholder-centric approach
 - Sustainability and resilience.
 - Data-driven insights

4 Approach

The review takes a "time-boxed" approach meaning each of the four parts to the review is completed within a restricted allotment of time. The Marina review is proposed to be delivered in four phases. The four-phase approach includes:

32. **Current State and Environment Assessment:** In this part of the review, we seek to understand the current operating approach and framework. It assesses the current drivers of value, the issues and challenges of delivering services, identifies value delivered and future improvement opportunities.
33. **Council Marina Ownership Framework:** Expand on the marina principles developed by the Planning Committee Workshop on 20 February 2019. What is the vision and guiding principles? What are the objectives and trade-offs within the guiding principles? These will establish a framework to evaluating and compare options.
34. **Options Assessment:** In this part, we consider the relative merits of the opportunities and alternative arrangements for governance, funding or delivery of those services in supporting Auckland Council group's objectives and desired outcomes.
35. **Final report:** This includes a summary of the reviews findings and makes recommendations and options to the Revenue, Expenditure and Value committee to consider for approval.

5 Governance and roles**5.1 Governance**



5.2 Roles

36. The plan developed for each phase will provide further detail on the resourcing required

5.3 Involved Parties

The key parties involved in this review are as follows.

- Elected Leaders
- Mayor - Wayne Brown
 - Chair of the Revenue, Expenditure and Value Committee
 - Revenue, Expenditure, and Value Committee - All Members
- Programme Sponsorship and Responsibility
- Director Group Strategy and Chief Executive Office - Max Hardy
 - Steering Committee - TBC
 - General Manager Group Strategy, Transformation and Partnerships - Anna Bray
 - Head of Value for Money - Chantelle Subritzky
- Impacted Areas
- Eke Panuku Chief Executive - David Rankin
 - Eke Panuku Marinas - Kevin Lidgard

5.4 Dependencies

The table below identifies dependencies that may critically impair the ability to deliver the programme on time and to scope, and potentially impact the objectives highlighted in this plan.

Source project	Dependency type	Dependency level	Dependency milestone	Key contacts
<i>CCO Reform</i>	Concurrent	High	Ongoing	Alastair Cameron
<i>Group Property Review</i>	Concurrent	Low	Ongoing	Max Hardy
<i>Framework for Making Better Asset Decisions</i>	Concurrent	Low	Ongoing	TBC

These dependencies will be managed through:

- **Developing mitigation strategies** which anticipate potential issues that could arise from dependencies.
- **Regular reporting to the SteerCo** on dependencies, ensuring that mitigation strategies are regularly reviewed.
- **Open communication** between programme team members and the key contacts for dependencies.
- **Collaboration** across different functional areas or teams that are working on or affected by dependencies.
- **An agile and adaptive approach** to the programme, ready to adjust phases, activities and programmes depending on the impact of dependencies.

5.5 Relevant Legislation

Legislation	Relevance
Local Government Act 2002 (LGA 2002)	This is the primary legislation for the governance and operation of local authorities in New Zealand.
Resource Management Act 1991	This governs land use and environmental management. Marinas must obtain resource consents for construction, operation, and any activities that may affect the environment.
Auckland Harbour Board (Westhaven) Vesting and Empowering Act 1979	This defines the limits of Westhaven Marina. It includes specific rules on licensing such as maximum tenure.
Contract and Commercial Law Act 2017	The crown has a covenant over assets at Westhaven Marina.

5.6 Schedule

Milestone Description	Date
Current State and Environment Assessment	November 2024
Current state assessment	TBC

Value for Money Review: Group Property	Terms of reference
Councils Marina Ownership Framework	TBC
Options assessment	TBC
Findings and recommendations	TBC
Final report	TBC



Monthly reporting pack

Period ending 31 October 2024

Executive summary

Programme

- A capex budget of \$98.9m has been agreed with Auckland Council, which has been distributed across our programmes and projects. \$86.6m has been allocated to the regeneration locations, which is in line with the reprioritisation work completed earlier in the year and \$12.3m to the renewals programme. Total spend for October was \$6.1m, year to date \$24.9m which is tracking 3.7m behind phased budget.
- Regeneration opex is budgeted at \$14.7m. To date, \$14.6m has been distributed across our programmes and projects leaving an unallocated portion of \$0.1m. Spend for October was \$1.0m, currently tracking \$0.8m behind phased budget. There is a \$0.5m expected saving this year in the Central Wharves programme due to the time spent in establishment of the programme and team setup.
- Sales target for this year is \$76m, made up of \$60m from general assets and \$16m from the regeneration locations. Sales in year total \$0.9m. Asset sales continue to be challenging in the current environment.

Company wide financials

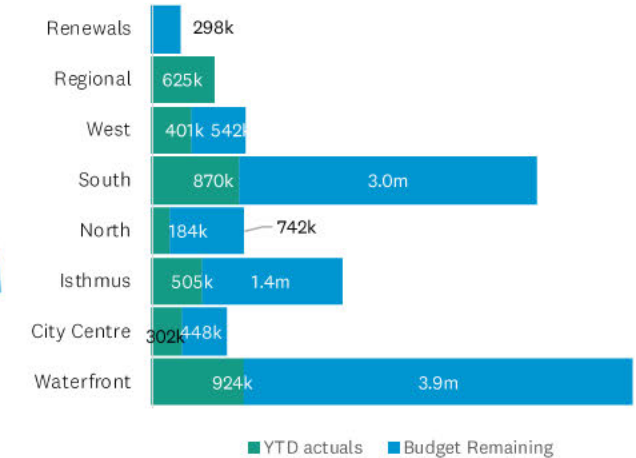
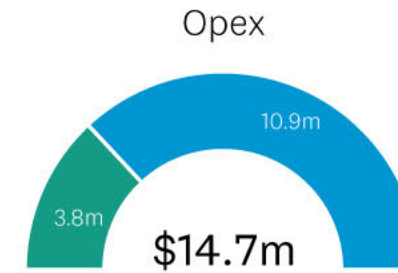
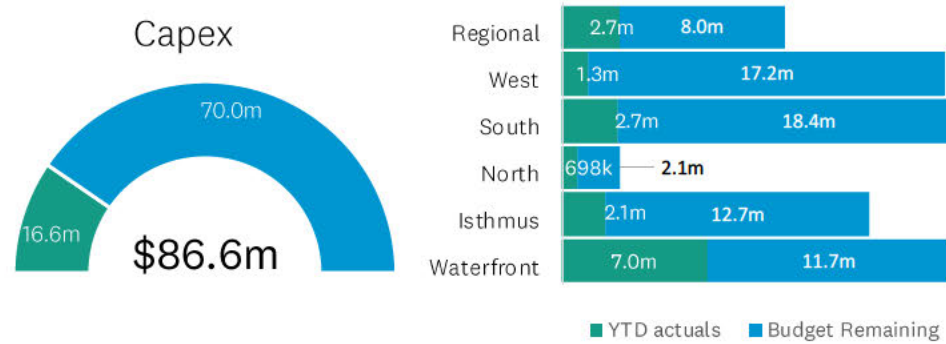
- Expenditure to date is tracking \$1.3m behind phased budget, mainly due to savings in people costs as a result of the 16 vacant positions and timing of other expenditure against phased budget.
- The managed property surplus is \$5.5m which is \$2.5m favourable to phased budget.

People and Culture

- Our overall FTE is 230.7. This includes our actual FTE of 215.6, 2 contingent workers in FTE roles and 13.1 vacancies.
- The average occupancy for the month was 68%, from a target of 60%.
- Our employee assistance programme Instep saw a reduction in new cases this month, with ongoing cases remaining the same.

Regeneration summary

The programmes include transform & unlock and urban redevelopment sites



Regeneration capital spend to date is \$16.6m, this is \$3.2m behind phased budget.

Significant spend to date is made up of the following projects:

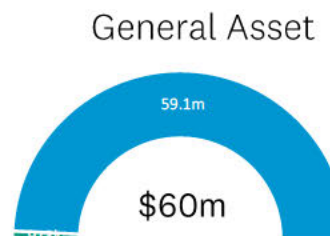
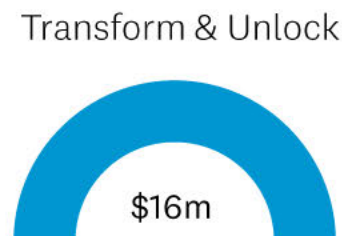
- Westhaven Seawall upgrade \$4.3m, which is \$1.6m ahead of phased budget. Good progress is being made, and the project is expected to complete early.
- Te Ara Tukutuku \$1.8m, which is behind phased budget by \$1.0m. The project is currently forecast to utilise all of its budget in year.
- Water Edge Response in the Waterfront, including the swimming pool and jump platform. Spend in year is \$0.5m, which is \$0.6m behind phased budget. The project is well underway, with completion expected on time and full budget utilised.
- Waiapu Precinct in Onehunga \$0.8m and is tracking ahead of phased budget by \$0.5m. Building consent has been submitted and detailed design is 95% complete.
- In Old Papatoetoe, construction work continues on the upgrade of Chambers Laneway with \$0.6m spend to date, completion is expected by December 2024. Works started on the Cambridge Terrace extension this month and \$0.3m has been spent to date. The Stadium Reserve upgrade project also went to tender this month.

Regeneration opex spend in October was \$0.9m and year to date is \$3.8m, which is tracking \$0.8m behind budget.

Most locations are tracking well to budget. The only significant underspend to date is in the Central Wharves master planning project. This is primarily due to the extended duration of the programme establishment phase and project team setup, which took longer than anticipated. As a result, expenditure against the baseline has been minimal.

The project team has now been fully established and spend is expected to increase in the coming months. The underspend to date is \$0.5m and the current forecast has a spend of circa \$1.0m, which is \$0.6m under full year budget. This underspend will be a saving in year.

Sales



There were no unconditional asset sales in October 2024.

Total unconditional asset sales for the year to date are at \$913k.

Asset sales targets remain challenging in the current economic environment.

DRAFT

Programme RAG summary

The table on the right provides a RAG summary across all programmes. Programmes identified with a RAG of red/amber either have a single significant issue or multiple issues, when combined, pose a risk to the programme.

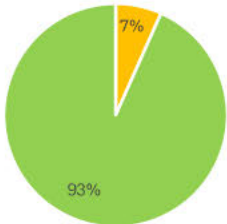
The table also provides a summary of the number of projects within each programme that are in either Initiate, Plan or Deliver phases, and the RAG status for those projects in relation to overall status, cost, schedule, scope and risk

For detailed information on which projects are at amber or red, please see the data appended to this report.

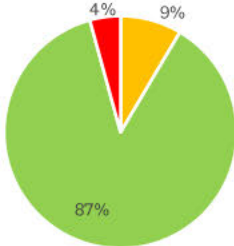
Portfolio summary by PMF Phase

The charts below provide a whole portfolio summary of the overall project RAG status for projects in Initiate, Plan and Deliver phases. We currently have 200 projects across these phases. Overall, 92% are on track, 7% are at risk and 1% are critical.

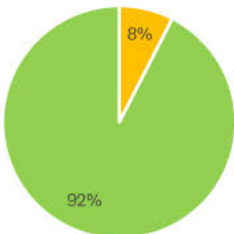
Initiate - 60 projects



Plan - 47 projects



Delivery - 93 projects



	Overall Status	Cost	Schedule	Scope	Risk	Issues
North (12)	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Northcote (7)	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Takapuna (5)	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
West (17)	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Avondale (7)	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Henderson (10)	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Waterfront (30)	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Waterfront (30)	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Isthmus (34)	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Maungawhau (1)	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Onehunga (16)	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Panmure (17)	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
South (48)	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Manukau (26)	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Papatoetoe (9)	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Unlock Pukekohe (13)	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Regional (38)	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Corporate Property (4)	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Eastern Busway TODs (5)	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Haumaru (1)	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Ormiston (3)	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Property Optimisation (12)	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Supports (13)	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Regional Renewals (19)	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Renewals (19)	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>

Northcote is at amber while we work through design and value issues combined with current market constraints.

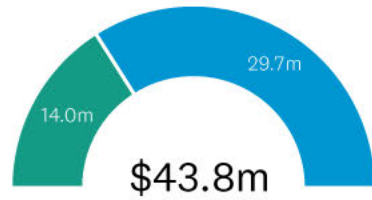
Avondale is at amber due to design issues that are being worked through with our development partner for the Avondale central site.

Maungawhau is at amber due to the risks to the programme schedule. These risks arise from continued delays in obtaining key due diligence information from CRL. This information is required to progress the transfer of land to Auckland Council to enable the public work delivery of urban renewal and to enable the development sites to progress.

Haumaru Housing is at amber

Companywide financials

Expenditure

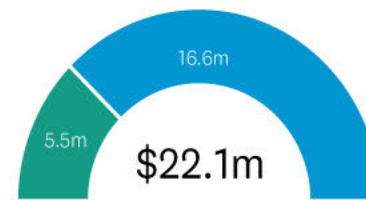


Expenditure year to date is \$14.0m, which is tracking \$1.3m behind phased budget.

People costs are \$0.6m behind budget due to our 16 vacant roles. We also have additional budget for more staff to work on the Central Wharves/Port project this year. However, we have yet to define if this is required given the staging of work is over multi years.

There are a number of other expenditure categories where there are current savings to budget. Consultancy \$0.2m, Board costs \$0.1m, audit \$0.1m, office occupancy and consumables \$0.1m, information systems \$0.1m. We will continue to monitor our consultancy costs to establish whether this is a permanent saving or a timing difference.

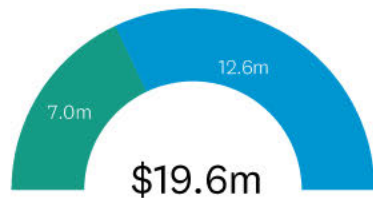
Managed Property Surplus



Managed Properties net surplus year to date is \$5.5m, which is \$2.5m ahead of phased budget.

- **Commercial Property Portfolio** at \$5.5m surplus, this is \$3.3m ahead of budget. Revenue is up \$2.3m due to properties that were expected to have left the portfolio or be vacant, currently being tenanted. Expenditure is currently tracking \$1.0m behind budget \$0.6m is due to rates costs that we are still expecting to receive.
- **Business Interests** at \$2.1m surplus is tracking on budget.
- **Marinas operations** at \$2.6m of surplus are (\$0.7m) behind budget. Revenue is currently \$0.7m under budget, this is expected to pick up as we move into summer, but there is a risk that revenue will be under budget by year end.
- **Marina Trusts** at (\$1.1m) surplus is (\$0.9m) under budget, this intentionally reflects the draw down of retained earnings from the prior year, and the use of the refurbishment fund for the maintenance of Trust assets.
- **Public activities in the Wynyard Quarter** is at (\$2.7m) surplus is \$0.3m unfavourable to budget due to the additional costs to date for the Red Boat operation.

Revenue



Revenue year to date is \$7.0m, which is \$0.1m ahead of phased budget. Recharges to Council projects are slightly ahead of plan.

Capital Renewals



Capital renewals are tracking \$0.5m behind phased budget with \$8.3m of spend to date.

Significant projects that make up this spend are from the Shed 10 structural renewals at \$2.0m and the Wynyard Crossing upgrade at \$5.3m.



People and Culture

Our overall FTE is 230.7, this includes our actual FTE of 215.6, 2 contingent workers in FTE roles and 13.1 vacancies.

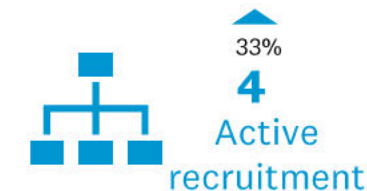
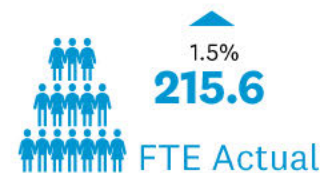
Of the 13.1 FTE vacancies:

- 4 positions are being actively recruited via our Auckland Council recruitment team, external agencies or internal EOI process.
- 4 positions are being held (Receptionist, Operations Manager, Development Manager & Head of Property Portfolio)
- 1 home role of a seconded employee (Property Transaction Advisor)
- 1 position is being rescoped (Associate Property Manager)
- 3.1 positions are vacant (Marina Cadet, Casual Marina Dockmaster, Senior Strategic Project Manager, Property Manager).

Staff turnover has increased this month from 11% to 12.4%.

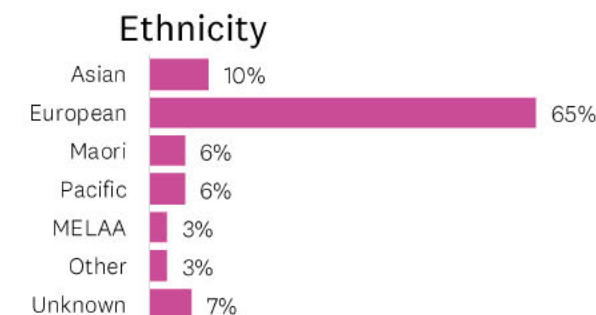
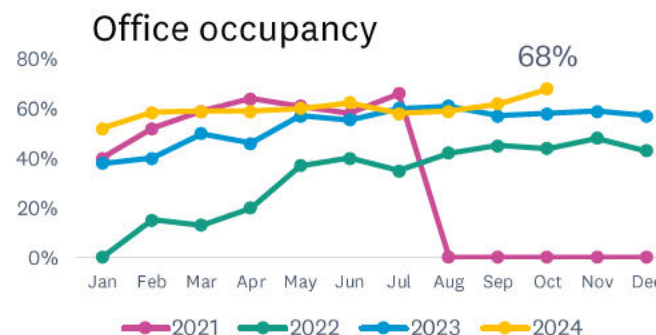
Office occupancy has increased from 62% in September to 68% in October.

This month, as part of our commitment to developing our people and supporting growth, we conducted 2 workshops facilitated by CVL relating to Wellbeing & Resilience and Making time work for you.

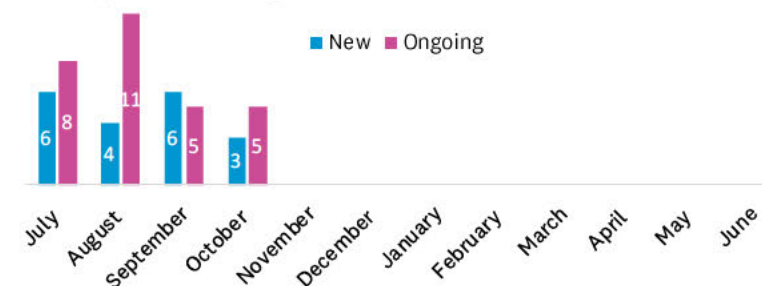


FTE Figures

FTE			Non FTE		
FTE Actual	Contingent in FTE	Vacant roles	Contingent in non-FTE positions	Contingent covering employee leave	Vacant non-FTE positions
215.6	2	13.1	14	4	0
230.7			18.0		



Instep EAP usage



Training budget \$324k

\$50.6k

16% spent YTD

Eke Panuku employees can access free confidential counselling support on professional or personal matters through our Employee Assistance Programme, Instep. This month, new cases decreased from 6 in September to 3 in October. Ongoing cases have remained the same.

Supporting data

Programme RAG summary detail

The following two pages provide project information that makes up the RAG tables on page 3 of this report for:

- Capital projects
- Development agreement projects

Location	Project Name	Phase	Overall	Cost	Schedule	Scope	Risk	Report Overall Status Comment
Isthmus	Lagoon Edge Reserve Enhancement, Panmure	Plan	●	●	●	●	●	Uncertainty of approval of the consent for the coastal components as well as longer consenting time of non-coastal components which is risking the schedule.
	Maungarei Connection Panmure	Initiate	●	●	●	●	●	
	Onehunga Town Centre to Wharf Link	Initiate	●	●	●	●	●	East West Link construction timeline is now not expected until after 2030, this has alleviated the risk to construction of this project. Consenting has required additional work due to a small area of wetland in the project path.
	Onehunga Wharf Public Realm	Initiate	●	●	●	●	●	
	Te Pumanawa Church Street upgrade	Initiate	●	●	●	●	●	
	Basin View Precinct Enabling Works	Initiate	●	●	●	●	●	
	Te Pumanawa Public Realm	Strategi	●	●	●	●	●	This project has a dependancy of an acquisition and collaboration with AT to proceed with the work.
	Waiapu Precinct public realm and enabling works	Plan	●	●	●	●	●	
North	Basin View Square	Initiate	●	●	●	●	●	Uuncertainty with deconstructing building and condition of foundations and floor to use as a temporary space. Building condition reports do not identify any risks, so low expectation.
	Northcote Community Facility and Cadness Reserve upgrade	Initiate	●	●	●	●	●	
North	Northcote Town Centre – Streets enhancements	Initiate	●	●	●	●	●	Dependency on Woolworths collaborating on delivery and AT approving it's business case to change public transport network.
South	Cambridge Terrace Extension+carpark	Plan	●	●	●	●	●	
	Amersham Way – Capital Works for Streetscape Upgrade	Initiate	●	●	●	●	●	Forecasted costs for FY25 exceed allocated OX budget by approx \$ A CR may be required to allocate additional funds to complete the IBC.
	Cavendish Drive & Sharkey Street AUT Link - Capital Works for Streetscape Upgrade	Initiate	●	●	●	●	●	The project cost has been aligned with the expected budget through value engineering. Currently working on revised timelines with the designer.
	Chambers Laneway - Capital works upgrade to streetscapes	Deliver	●	●	●	●	●	
	Karina Williams Way Extension Capital Works	Plan	●	●	●	●	●	
	Manukau – Hayman Park Wetland Works	Plan	●	●	●	●	●	Consent processing unlikely to be granted by November. This is a risk to project schedule as cannot start works until RC granted.
	Manukau - Osterley Way at Civic Streetscape Works	Plan	●	●	●	●	●	
	Manukau - Puhinui Stage 1: Ratavine Reserve Works	Plan	●	●	●	●	●	Works are on track. Resource consent is the only outstanding element that could impede on awarding the contract and commencing construction early 2025.
	Manukau - Sports Bowl	Initiate	●	●	●	●	●	
	Manukau Public Art Investment	Plan	●	●	●	●	●	
	Manukau Puhinui Stage 2: CMDHB Walkway Works	Initiate	●	●	●	●	●	Due to natural wetland, earthworks and groundwater levels there is potential consenting risk. Specialists are on board to provide supporting reports.
	Manukau Puhinui Stage 3: Wiri Reserve Works	Initiate	●	●	●	●	●	
	Market Precinct - Town Square, Roulston Lane, Roulston Street, Market Hall	Initiate	●	●	●	●	●	
	Papatoetoe Stadium Reserve capital works upgrade	Plan	●	●	●	●	●	
	Roulston Park – Capital works upgrade of public amenities	Plan	●	●	●	●	●	
	Small T Manukau	Deliver	●	●	●	●	●	
	Small T Pukekohe	Deliver	●	●	●	●	●	
	Manukau - 14 Davies Avenue Access Lane project	Initiate	●	●	●	●	●	
	Small T Papatoetoe FY25 – FY27	Initiate	●	●	●	●	●	
Waterfront	(WH) AC Pier	Plan	●	●	●	●	●	This project is on hold until sufficient funding can be secured via the LTP process.
	(WH) Westhaven Seawall Upgrade (AHB)	Deliver	●	●	●	●	●	The project is estimated to be over budget, a change request is currently going to PSG for approval.
	(WQ) Water Edge Response Works	Deliver	●	●	●	●	●	
	(WQ) Wynyard Central Public Art - Madden Street/Daldy Street	Plan	●	●	●	●	●	The project awaits approval from the Eke Panuku Board to progress with the project
	(WQ) Wynyard Point Open Space - Te Ara Tukutuku	Plan	●	●	●	●	●	
West	Avondale Civic Precinct (Avondale Town Square, Crayford Lane and Playground)	Initiate	●	●	●	●	●	The funding shortfall for the building has been addressed and the building will proceed. Overall risk to project is elevated due to complexity, cost escalation, redesign, timeline.
	Henderson Valley Road Enhancements Stage 1	Deliver	●	●	●	●	●	
	Opanuku Link - Bridge, Reserve	Initiate	●	●	●	●	●	Project realignment is underway to better manage the cost and scope.
	Heart of Henderson town square capital works and site sale	Initiate	●	●	●	●	●	
	Small T Avondale	Plan	●	●	●	●	●	
	Henderson Corban Estate Access and Enhancement Works	Strategi	●	●	●	●	●	
	Wai Horotiu Te Kopua - New capital works for bridge and pathways	Initiate	●	●	●	●	●	The project has been delayed with a change in design and acquisition strategy for the West City portion of the cycle path. Current forecast is approx over allocated budget.
	Catherine Plaza – Capital works upgrade of public amenities	Plan	●	●	●	●	●	Value Engineering exercise has been undertaken, currently awating updated QS report.
Regional	Small T Henderson FY25 - FY27	Initiate	●	●	●	●	●	
	Orakei Service Property Optimisation	Deliver	●	●	●	●	●	The development partner for the Meadowbank community centre, has informally advised they will be looking to cancel the development agreement. The local board has been advised.
	Property Optimisation, 3 Gibbons Rd, Takapuna	Initiate	●	●	●	●	●	
	Ti Rakau Drive Vehicle Crossings	Deliver	●	●	●	●	●	
Renewals	Hobsonville - PS6 Wastewater upgrade works	Plan	●	●	●	●	●	
	Queens Wharf Electric Box Upgrades	Deliver	●	●	●	●	●	
	Shed 10 - Structural Upgrades	Deliver	●	●	●	●	●	
	Z Pier Building Refurbishments	Deliver	●	●	●	●	●	Contract cancelled due to contractor performance, Project was virtually completed and a separate contractor has been brought in to finish the remaining works.
	21 Princes Street, CBD, refurbishment	Deliver	●	●	●	●	●	
	Westhaven Maintenance Yard Relocation	Plan	●	●	●	●	●	
	Renewals Sub-Programme	Deliver	●	●	●	●	●	
	Wairopa Channel navigational markers	Initiate	●	●	●	●	●	Delay in gettingthe scope defined has caused a delay in the schedule.
	Onehunga Wharf Shed D	Plan	●	●	●	●	●	
	Bascule Bridge Upper Structure	Deliver	●	●	●	●	●	
	Wynyard Crossing Bridge	Deliver	●	●	●	●	●	The project remains on track to return the bridge to service in December.
	Bridge Hut Refurbishment and Building resilience	Plan	●	●	●	●	●	
	202-208 West Coast Rd	Plan	●	●	●	●	●	
	Onehunga Wharf Reticulation Network	Initiate	●	●	●	●	●	
	Westhaven Marina work depot	Plan	●	●	●	●	●	The tender process has taken longer than anticipated and deviates from the original schedule.

Spatial delivery plans

Activity on our programmes is updated each quarter.
The plans currently show activity from quarter 1 (Jul to Sept 2024).

Regeneration programmes

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

Regional programmes

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



NORTHCOTE

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

PROJECTS COMPLETED

- 01 TE ARA AWATAHA - SCHOOLS EDGE
- 02 PAPA KI AWATAHA RESERVE UPGRADE
- 03 ACQUISITIONS
- 04 GREENSLADE RESERVE (HEALTHY WATERS)

MEDIUM TERM: FY 2026

- 5 ERNIE MAYS STREET EXTENSION TOWN CENTRE EDGE
- 6 COMMUNITY HUB AND PUĀWAI CADNESS RESERVE UPGRADE
- 7 NORTHCOTE CENTRAL (115 LAKE ROAD INCLUDING TOWN SQUARE)

LONG-TERM PROJECTS: FY 2027+

- 8 123 LAKE ROAD DEVELOPMENT (COUNTDOWN SITE)
- 9 COLLEGE ROAD DEVELOPMENT
- 10 KĀINGA ORA HOUSING DEVELOPMENT



Community Hub and Cadness Reserve upgrade - Developed design, consent lodgement and final business case submission for approval are all on track to be completed by the end of 2024. The Kaipātiki Local Board, stakeholders and the community are very supportive of the design of the project. The library and community groups leasing space in the building will be relocated to the old hall on the corner of Ernie Mays Street and College Road between January and June 2025. This enables ongoing service for the community while the construction of the new community hub takes place.

Northcote town centre streets – extending Ernie Mays Street, a key part of the road network. Developed design began in October 2024 and resource consent lodgement and final business case approval will happen later in the year. Construction is likely to be staged to minimise impacts on the surrounding businesses and communities. The deconstruction of three buildings will take place between February and June 2025, to enable the first stage of construction to commence in mid-2025.

Northcote Town Centre development



TAKAPUNA

Vision To make the most of Takapuna's lake and seaside setting to create a safe, accessible and vibrant town centre orientated around pedestrians cyclists

PROJECTS COMPLETED

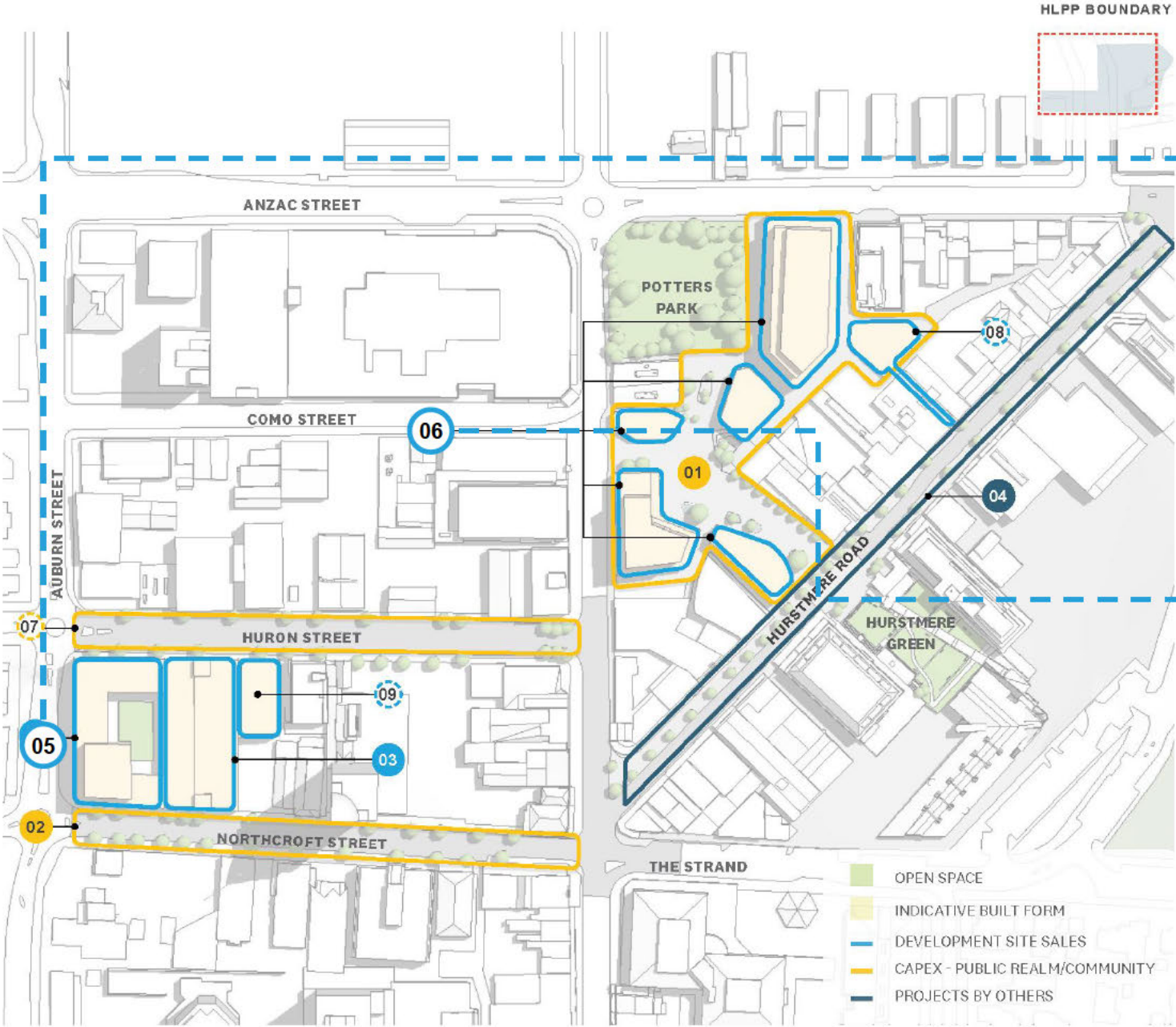
- 01 WAIWHARARIKI ANZAC SQUARE
- 02 NORTHCROFT STREETSCAPE UPGRADE
- 03 TOKA PUIA CAR PARK
- 04 HUSTMERE ROAD UPGRADE (AT)

SHORT TERM: FY 2025

- 05 AUBURN STREET DEVELOPMENTS
- 06 ANZAC STREET DEVELOPMENT SITE

LONG-TERM PROJECTS: FY 2027+

- 07 HURON STREETSCAPE UPGRADE
- 08 R78 & 72A HURSTMERE ROAD DEVELOPMENT
- 09 14 HURON STREET DEVELOPMENT



HLPP BOUNDARY

Auburn Street developments –
A project to deliver high-density, high-rise residential and commercial outcomes. The developer [redacted] of the Auburn Street development is working to satisfy the conditions of the development agreement. [redacted]

Anzac Street Development site [redacted]
[redacted] Takapuna Central is the first site to be developed adjacent to Waiwharariki Anzac Square.

HENDERSON

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

PROJECTS COMPLETED

- 01 TE ARA PŪHEKE - NEW ROAD
- 02 21 HENDERSON VALLEY ROAD (HAUMARU PROGRAMME)
- 03 23-27 HENDERSON VALLEY ROAD
- 04 FALLS CARPARK, 14 EDMONTON ROAD
- 05 2-6 HENDERSON VALLEY ROAD (CORPORATE PROPERTY)

SHORT TERM: FY 2025

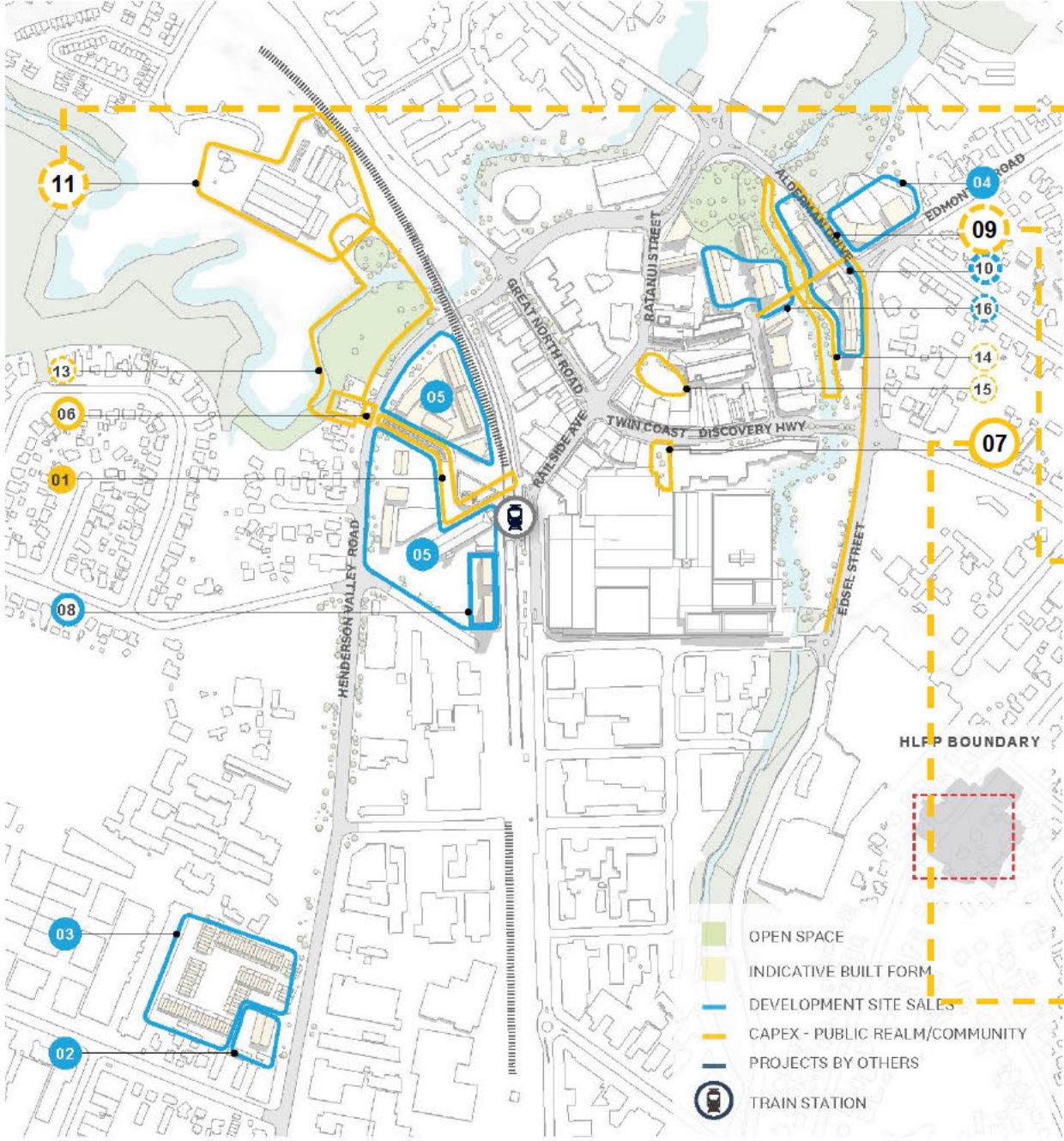
- 06 HENDERSON VALLEY ROAD ENHANCEMENT
- 07 CATHERINE PLAZA UPGRADE
- 08 1C SMYTHE SITE SALE

MEDIUM TERM: FY 2026

- 09 WAI HOROTIU CYCLEWAY AND BRIDGE CONSTRUCTION
- 10 ALDERMAN CARPARK SUBDIVISION AND SITE SALE
- 11 HENDERSON CORBAN ESTATE ACCESS AND ENHANCEMENT WORKS

LONG-TERM PROJECTS: FY 2027+

- 13 OPANUKU LINK - BRIDGE, RESERVE
- 14 HENDERSON TWIN STREAMS ENHANCEMENT
- 15 HEART OF HENDERSON - TOWN SQUARE WORKS
- 16 ORATIA PRECINCT REDEVELOPMENT



Corban Estate Access and Enhancement Works - The project is progressing well, and we have been working collaboratively with Community Facilities. The scoping phase is now being worked on.

Wai Horotui Henderson Connection - A project which includes a bridge over Oratia Street and elevated connection in Newey's Reserve. An updated valuation of the West City carpark land has been received and Eke Panuku has endorsed additional land acquisition costs alongside reduced construction costs. These changes will result in minimal traffic disruption and allow retention of the flush median. The Detailed Business Case approval is targeted for late October 2024 with developed design expected to be approved in December 2024.

Catherine Plaza upgrade - A project to support the vitality of the town centre businesses. Resource consent for the enhancement works was granted in September 2024. Construction is expected to start in February 2025.

AVONDALE

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

PROJECTS COMPLETED

- 01 CRAYFORD STREET WEST
- 02 PUBLIC CAR PARKING FACILITY TO SUPPORT THE AVONDALE LIBRARY & COMMUNITY HUB
- 03 24-26 RACECOURSE PARADE (SET APARTMENTS, OCKHAM RESIDENTIAL)
- 04 TRENT STREET/WHAKAWHITI LOOP (HOUSING FOUNDATION/EKE PANUKU)
- 05 AROHA APARTMENTS (OCKHAM RESIDENTIAL & MARUTŪAHU IWI)
- 06 1971-1987 GREAT NORTH ROAD – ACQUISITION
- 07 AVONDALE 18 ELM STREET (KĀINGA ORA)
- 08 26 ELM STREET (ANSON HOUSING DEVELOPMENT)
- 09 NEW LYNN TO AVONDALE SHARED PATH (AUCKLAND TRANSPORT)
- 10 WATERVIEW SHARED PATH (AUCKLAND TRANSPORT)

SHORT TERM: FY 2025

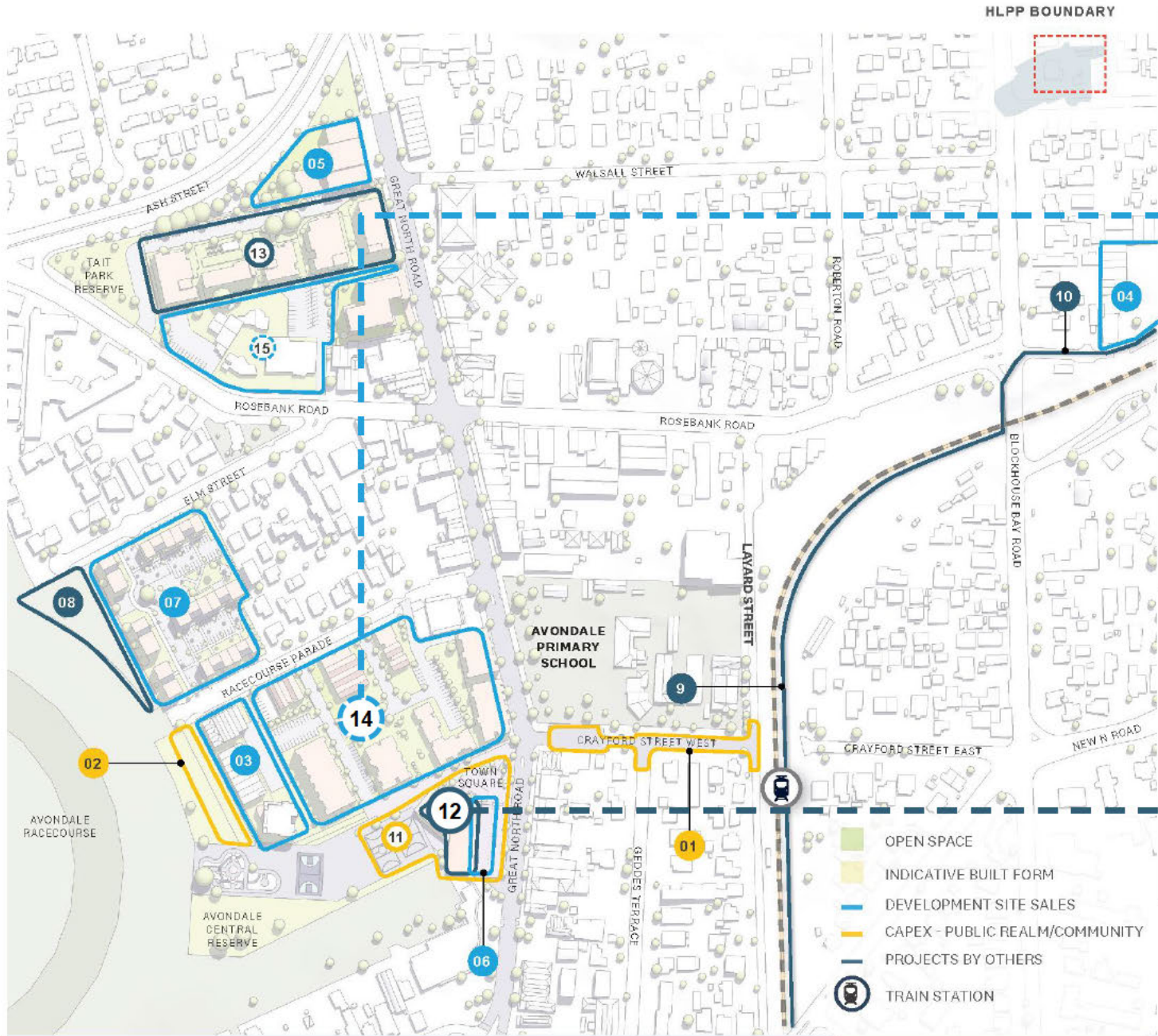
- 11 AVONDALE CIVIC PRECINCT (AVONDALE TOWN SQUARE, CRAYFORD LANE, AND PLAYGROUND)
- 12 TE HONO LIBRARY & COMMUNITY HUB (AUCKLAND COUNCIL)
- 13 Highbury Triangle - Housing for Older People (Kāinga Ora)

MEDIUM TERM: FY 2026

- 14 AVONDALE CENTRAL, 6 & 10 RACECOURSE PARADE

LONG-TERM PROJECTS: FY 2027+

- 15 93-99 ROSEBANK ROAD SITE SALE (CURRENT LIBRARY & COMMUNITY CENTRE)



Avondale Central, 6 & 10 Racecourse Parade – A significant mixed-use residential development on a critical site that has been vacant for many years. We continue to work through reaching agreement on essential design outcomes with the development partner.

10 Racecourse Parade – Deconstruction works on the 42 homes is progressing well and is nearing completion.

‘Dale’, Avondale’s resident spider has been removed from his site in central Avondale and placed in storage. This was agreed with its owners, the Avondale Business Association.

Te Hono - Avondale community hub and town square - The detailed design for the town square was completed in August 2024 and construction procurement has commenced.

MAUNGAWHAU

Vision For each precinct to become one of the best-quality, high density urban villages in the country, which is highly accessible to all parts of the Auckland region. It will be highly sought after, contemporary, sustainable, resident-led, mixed-use urban village.

MEDIUM TERM: FY 2026

- 01 CRL - PUBLIC REALM AND STREETS
- 02 AT - STREETS UPGRADE: KORARI STREET
- 03 AT - STREETS UPGRADE: FLOWER STREET
- 04 AT - STREETS UPGRADE: SHADDOCK STREET (EAST)
- 05 CRL - MAUNGAWHAU STATION AND INFRASTRUCTURE

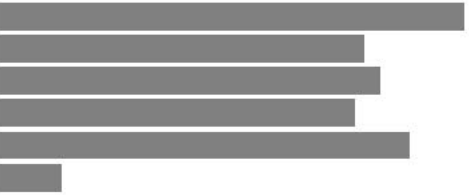
LONG TERM: FY 2027+

- 06 AC - BASQUE PARK UPGRADE
- A BLOCK A - MAUNGAWHAU CENTRAL
- B BLOCK B - MAUNGAWHAU CENTRAL
- C BLOCK C - MAUNGAWHAU CENTRAL
- D BLOCK D - MAUNGAWHAU CENTRAL
- E BLOCK E - MAUNGAWHAU CENTRAL
- F BLOCK F - MAUNGAWHAU CENTRAL
- G BLOCK G - 98-110 NEW NORTH ROAD, KĀINGA ORA
- H BLOCK H - 1-3 FENTON STREET
- I BLOCK I - WATER STREET AND BOSTON ROAD
- J BLOCK J - 257-259 SYMONDS STREET & 1 NEW NORTH ROAD



Sites for mixed-use development - |
Discussions are being held with City Rail Link Ltd to determine the information required and the works needed to be completed before the transfer of the sites to Auckland Council. Once determined, the right of first refusal process can begin with Whenua Haumi Ltd Partnership on the three development sites.

A draft plan to agree the transitional use of the development sites post CRL project completion has been drafted. The plan sets out how the sites should be left to ensure that the precinct works well when the station opens.



CITY CENTRE PROGRAMME

PROJECTS COMPLETED

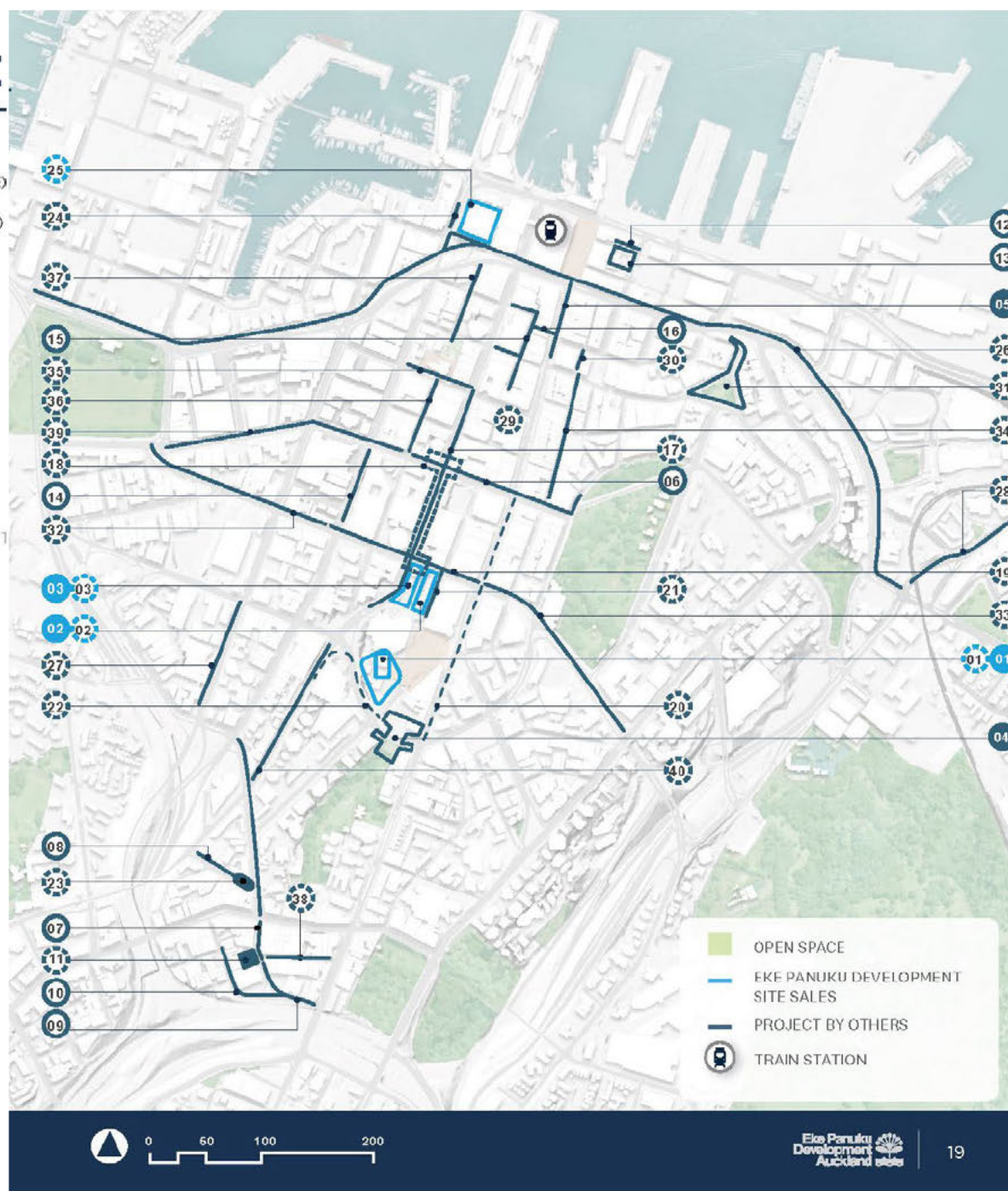
- 01 CIVIC ADMINISTRATION BUILDING DEVELOPMENT AGREEMENT (SUPPORTS PROGRAMME)
- 02 BLEDISLOE HOUSE REDEVELOPMENT DEVELOPMENT AGREEMENT (SUPPORTS PROGRAMME)
- 03 CRL OSD: SYMPHONY CENTRE - DEVELOPMENT AGREEMENT (CORPORATE PROPERTY PROGRAMME)
- 04 MYERS PARK UNDERPASS
- 05 LOWER QUEEN ST UPGRADE

SHORT TERM: FY 2025

- 06 TE HA NOA VICTORIA STREET LINEAR PARK
- 07 UPPER MERCURY LANE
- 08 PITT STREET
- 09 CANADA STREET
- 10 EAST STREET
- 12 TYLER STREET UPGRADE
- 13 TE WAIKEMATA STATION PLAZA
- 14 HOBSON STREET NZIC
- 15 MILLS LANE & SWANSON STREET UPGRADES
- 16 EXCHANGE LANE UPGRADE
- 17 ALBERT STREET UPGRADE

MEDIUM TERM: FY 2026+

- 01 CIVIC ADMINISTRATION BUILDING REDEVELOPMENT (SUPPORTS PROGRAMME)
- 02 BLEDISLOE HOUSE REDEVELOPMENT (SUPPORTS PROGRAMME)
- 03 CRL OSD: SYMPHONY CENTRE REDEVELOPMENT (CORPORATE PROPERTY PROGRAMME)
- 11 KARANGA-A-HAPE CRL STATION
- 18 TE WAIHOROTIU CRL STATION
- 19 WELLESLEY STREET BUS IMPROVEMENT STAGE 1
- 20 BLEDISLOE LANE UPGRADE
- 21 WATERCARE QUEEN ST DIVERSION
- 22 WATERCARE MAYORAL DRIVE DIVERSION
- 23 BERESFORD SQUARE REINSTATEMENT
- 24 DOWNTOWN WEST STREETSCAPE UPGRADE
- 25 DOWNTOWN CARPARK REDEVELOPMENT (SUPPORTS PROGRAMME)
- 26 DOWNTOWN BUS IMPROVEMENTS (FANSHAW ST, CUSTOM ST & BEACH RD)
- 27 NELSON STREET SLIP LANE
- 28 THE STRAND - T2 FREIGHT LANE
- 29 CITY CENTRE WAYFINDING PROGRAMME (CITY WIDE)
- 30 JEAN BATTAN PLACE PUBLIC ART
- 31 EMILY PLACE UPGRADE
- 32 WELLESLEY STREET BUS IMPROVEMENTS STAGE 2
- 33 WELLESLEY STREET BUS IMPROVEMENTS STAGE 3
- 34 HIGH STREET UPGRADE
- 35 WYNDHAM STREET UPGRADE
- 36 FEDERAL & KINGSTON ST UPGRADE
- 37 FEDERAL ST NORTHERN PRECINCT
- 38 CROSS STREET UPGRADE
- 39 TE HĀ NOA: STAGE 2



City Centre Action Plan – An update of the action plan is in progress, focussing on clarifying and accuracy updates following the LTP 2024-34 process. The update is targeted for completion by the end of 2024.

Planning for the future – Baseline spatial plans have been developed for each precinct and outline the project pipeline for the next 10 years. Ongoing discussions are taking place with the University of Auckland to ensure alignment of their campus masterplanning with council group programmes. Significant progress has been made with Ngāti Whātua Ōrākei on a partnership approach for Te Toangaroa precinct planning. An agreement is also in place with Auckland Transport to integrate Access for Everyone (A4E) transport plans into place-based planning efforts.

Improving the experience of the city centre - The City Centre Safety Plan has been endorsed by Auckland Council's Regulatory and Safety Committee, with \$4 million in additional funding allocated through the City Centre Targeted Rate (CCTR) for the next two financial years. The Te Komititanga Place Pilot has now finished. The findings will inform the development of a place programme for the space, which will contribute to a broader place management plan for the central waterfront. This plan will focus on creating a vibrant, well-functioning area by prioritising core improvements. The Civic Spaces Review Report has also been finalised.

Maximise benefits of CRL - CRL station area planning is well advanced (80% complete), aligning future urban development with station precincts to maximise value. - Midtown Programme - Te Hā Noa works on Victoria Street continue, with Wellesley Street Bus Improvements progressing with completion by September 2025. Watercare's work at Mayoral Drive and Wellesley Street is set to start in September 2024, pending consent. Vector has completed 22kV network upgrades in Midtown, and coordination is ongoing to open Albert Street for western bus routes by April 2025. Construction works on the Karanga-a-Hape Station Neighbourhood began on Mercury Lane on 15 July 2024.

Supporting residential growth in the city centre: Residential baseline study has now been completed and a market perspective on commercial-to-residential conversions has been gathered. An initiative has also been launched to strengthen and empower city centre residents group. We are also looking at options to improve residential quality of life in mixed use environments.

Vision

A world-class destination that excites the senses and celebrates our sea-loving Pacific culture and maritime history. It supports commercially successful and innovative businesses and is a place for all people, an area rich in character and activities that link people to the city and the sea.

PROJECTS COMPLETED: FY 2024

- 01 RELOCATION OF AC36 MARINE INFRASTRUCTURE
- 02 MARKET SQUARE REDEVELOPMENT
- 03 PILE BERTH REDEVELOPMENT PROJECT
- 04 WYNYARD QUARTER LEGACY SPACE ACTIVATION WORKS - AC36 BASES

- OPEN SPACE
- DEVELOPMENT SITE SALES
- CAPEX - PUBLIC REALM/COMMUNITY

SHORT TERM: FY 2025

- 05 WYNYARD CENTRAL PUBLIC ART
- 06 WATER EDGE RESPONSE WORKS (QUEENS WHARF, TIDAL STEPS JUMP PLATFORM, SWIMMING FACILITIES)
- 07 TE ARA TUKUTUKU (DESIGN CONCEPT PLAN COMPLETED/ ENABLING WORK STARTS)
- 08 WESTHAVEN SEAWALL UPGRADE (AHB)
- 09 101 PAKENHAM STREET WEST (LYSAGHT BUILDING)
- 10 PRECINCT STAGE 3 - SITE 6A & 6B
- 11 CENTRAL WHARVES MASTER PLAN INITIATED

MEDIUM TERM: FY 2026

- 12 AC-AG PIER DEVELOPMENT
- 13 NORTH WHARF DEVELOPMENT - SITE 14
- 14 WILLIS BOND 'WEST 2' RESIDENTIAL
- 17 TE ARA TUKUTUKU CONTINUED
- 11 CENTRAL WHARVES MASTER PLAN CONT'D

LONG TERM: FY 2027+

- 15 HARBOUR BRIDGE PARK
- 16 ST MARY'S BAY BEACH
- 17 SITE 1 VOS SHED SLIPWAY
- 18 WESTHAVEN NORTH TRANSFORMATION
- 19 SILO DEVELOPMENT SITE - SITE 12
- 20 SITE 18 - ORAMS STAGE 1 & 2
- 21 SITE 19 JELLCOE STREET MIXED USE
- 22 WILLIS BOND 'EAST 2' RESIDENTIAL

Westhaven Seawall Upgrade – Construction works began in March 2024 and are expected to be completed by March 2025.

A Te Ara Tukutuku development – The public engagement campaign on the concept design was undertaken over August 2024 and reached an estimated 850,000 people. The concept design received 87% support. Final concept plans are targeted for board approval in October 2024.

North Wharf development site – Negotiations on the conditional long-term lease agreement are progressing.

Central wharves masterplan – Early engagement with the Waitematā Local Board will happen in October 2024.

Swimming facility at Karanga Tidal Steps – The design and the procurement for physical works is now complete and construction is underway. An operational plan is being developed with Auckland Council Pools and Leisure. Works are still on track to be completed for summer.

Precinct Stage 3 development – Works are progressing ahead of schedule and are now due for completion in February 2025.

ONEHUNGA

Vision To create a flourishing Onehunga that is well connected to its past, its communities and the environment, including the Manukau Harbour.

PROJECTS COMPLETED

- 01 LANEWAY 7
- 02 38 NEILSON STREET ACQUISITION
- 03 ONEHUNGA PORT ACQUISITION
- 04 DRESS SMART PAYNES LANE SITE SALE
- 05 ONEHUNGA MALL CLUB (LAMONT & CO)
- 06 NGĀ HAU MĀNGERE BRIDGE (WAKA KOTAHİ NZTA)

SHORT TERM: FY 2025

- 07 WAIAPU LANE PRECINCT PUBLIC REALM
- 08 ONEHUNGA WHARF PUBLIC REALM
- 09 ST PETER CHURCH LANEWAY ACQUISITION
- 10 208, 210 ONEHUNGA MALL ACQUISITION
- 12 123 ARTHUR STREET ACQUISITION
- 13 WAIAPU PRECINCT SUPERMARKET

MEDIUM TERM: FY 2026

- 14 PAYNES LANE STREETScape UPGRADE

LONG-TERM PROJECTS (FY 2027+)

- 15 TOWN CENTRE TO WHARF CONNECTION
- 16 TE PUMANAWA PRECINCT PUBLIC REALM
- 17 ONEHUNGA WHARF TO TAUMANU WALKING & CYCLING
- 18 WHARF DEVELOPMENT
- 19 WAIAPU PRECINCT DEVELOPMENT SITE SALE
- 20 TE PUMANAWA CHURCH STREET UPGRADE
- 21 9-21 WALLER STREET DEVELOPMENT
- 22 38 NEILSON STREET DEVELOPMENT
- 23 TRAIN STATION PRECINCT
- 24 1 PAYNES LANE DEVELOPMENT
- 25 EAST WEST LINK (WAKA KOTAHİ NZTA)



Onehunga Mall site acquisitions – The acquisition of 208 Onehunga Mall was settled in June 2024.

Waiapu Lane and Selwyn Street development sites – New supermarket development. A conditional development agreement was executed in June 2024, which is currently being worked through.

Waiapu Precinct – Design documentation is nearly complete and building consent was lodged in September 2024. Tender documents are being prepared for the physical works contract and construction is on track to commence in early 2025.

Onehunga wharf public space – A draft business case to create public space and access on the northern corner of the Onehunga Wharf site is scheduled for approval in November 2024. It is recommending initial works that do not require any consent be undertaken, enabling the new space to be accessible to the community sooner. It will also help support conversations with stakeholders and the community about how the space could be used.

The updated **Onehunga Programme Business Case Overview** is now complete. This will be presented to the Eke Panuku Board in October 2024.

Vision

HLPP BOUNDARY



PROJECTS COMPLETED

- SHORT TERM: FY 2025**

- MEDIUM TERM: FY 2026**

- ### LONG-TERM PROJECTS: FY 2027+

-

Kings Road development site - A residential development on 3 Kings Road is under contract and we are working through the conditions of the development agreement with our development partner.

MANUKAU

Vision Thriving heart and soul for the south.

PROJECTS COMPLETED

- 01 WESTFIELD MALL CARPARK SITE SALE
- 02 DUE DROP EVENTS CENTRE CARPARK (PARTIAL SALE)
- 03 52-54 MANUKAU STATION ROAD (MIT) SITE SALE (STAGE 1 & 2)
- 04 20 BARROWCLIFFE PLACE SITE SALE
- 05 BARROWCLIFFE POND SHARED PATH
- 06 BARROWCLIFFE BRIDGE WORKS
- 07 PUHINUI WIRI PLAYGROUND WORKS
- 08 PUTNEY WAY STAGE 1
- 09 WIRI BRIDGE CAPITAL WORKS
- 10 HAYMAN PARK PLAYGROUND WORKS

SHORT TERM: FY 2025

- 11 PUHINUI STAGE 1 - RATAVINE RESERVE WORKS

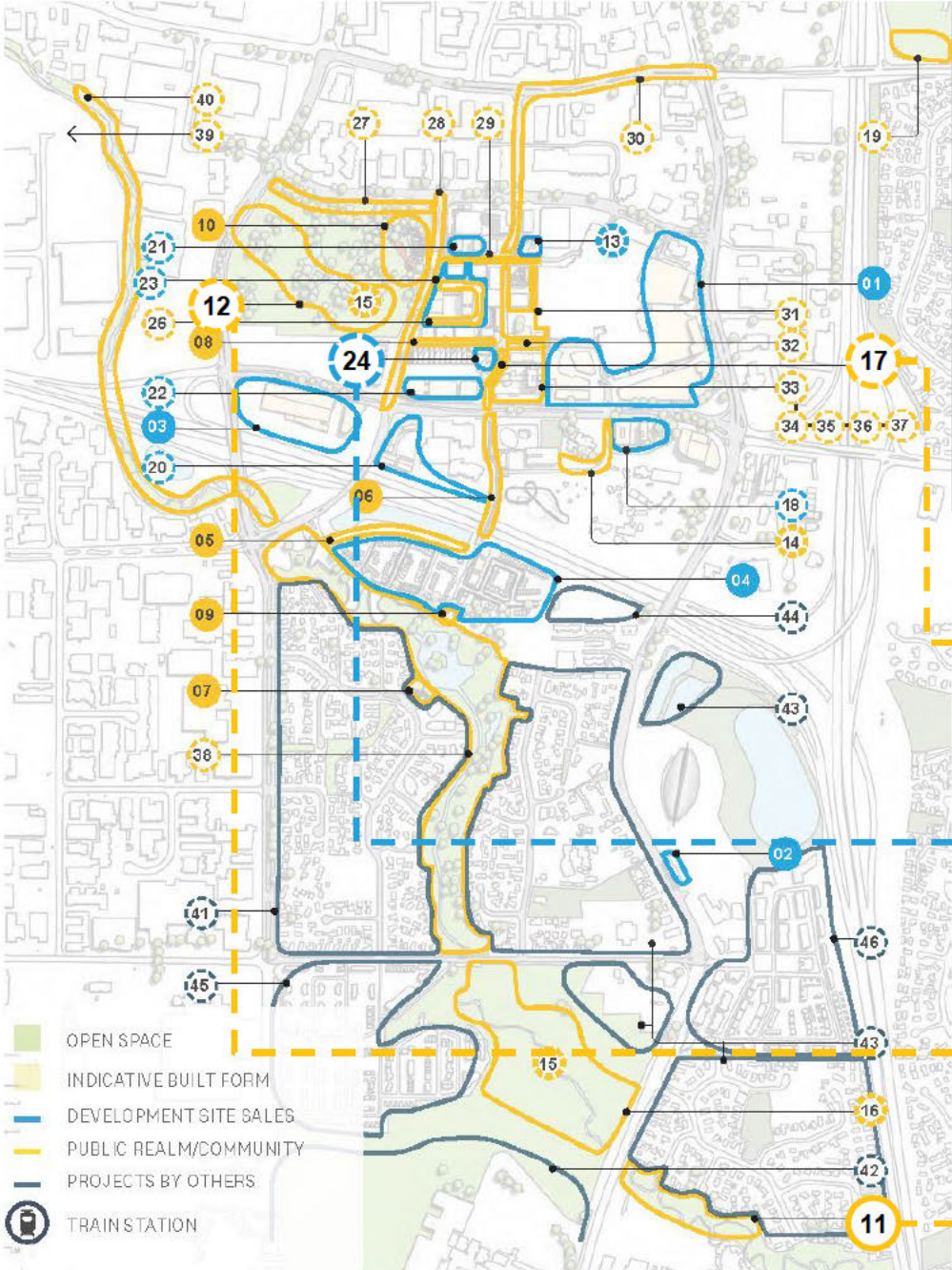
MEDIUM TERM: FY 2026

- 12 HAYMAN PARK WETLAND WORKS CONTRIBUTION
- 13 10 PUTNEY WAY SITE SALE
- 14 KARINA WILLIAMS WAY EXTENTION WORKS
- 15 MANUKAU PUBLIC ART CONTRIBUTION (ACROSS THE PROGRAMME)
- 16 PUHINUI STAGE 2 - CMD HB WALKWAY WORKS
- 17 OSTERLEY WAY AT CIVIC - STREETSCAPE

LONG TERM PROJECTS: FY 2027+

- 18 12 MANUKAU STATION ROAD CARPARK SITE SALE
- 19 MANUKAU SPORTS BOWL
- 20 50 MANUKAU STATION ROAD SITE SALE
- 21 8 DAVIES AVENUE SITE SALE

- 22 33 MANUKAU STATION ROAD SITE SALE
- 23 14 DAVIES AVE SITE SALE
- 24 9 OSTERLEY WAY SITE SALE
- 25 PARKING MANAGEMENT SOLUTIONS (ACROSS THE PROGRAMME)
- 26 14 DAVIES AVE ACCESS LANE
- 27 RONWOOD AVENUE STREETSCAPE
- 28 A2B STREETSCAPE CONTRIBUTION
- 29 AMERSHAM WAY STREETSCAPE
- 30 CAVENDISH DR & SHARKEY ST AUT LINK STREETSCAPE
- 31 MANUKAU SQUARE WORKS
- 32 PUTNEY WAY STAGE 2 STREETSCAPE
- 33 CIVIC BUILDING COURTYARD WORKS
- 34 CIVIC BUILDING SOUTH LAND DEVELOPMENT
- 35 COMMUNITY FACILITY INVESTMENT
- 36 MANUKAU STEPS WORKS
- 37 MANUKAU SERVICE CENTRE CONTRIBUTION
- 38 PUHINUI STAGE 3 - WIRI RESERVE WORKS
- 39 PUHINUI STAGE 4 - MANUKAU INDUSTRIAL AREA WORKS
- 40 PUHINUI STAGE 5 - PUHINUI PARK WORKS (PLUNKET AVE)
- 41 KĀINGA ORA INVESTIGATIONS
- 42 MANUKAU HEALTH PARK DEVELOPMENT
- 43 HEALTHY WATERS UPGRADES
- 44 NGATI TAMAHO DEVELOPMENT
- 45 WIRIHANA RESIDENTIAL DEVELOPMENT
- 46 PACIFIC GARDENS RESIDENTIAL DEVELOPMENT



Progressing the development sites in Manukau – The sales strategy for these sites is now underway. The Manukau on the move, a campaign to highlight why it's a good idea to invest in Manukau has recently been relaunched. An investment summit, being led by Tataki Auckland Unlimited will take place mid-November 2024.

Small T projects – The projection initiative, a project to create a vibrant space in Manukau square is moving into implementation phase. Works on the footpath extension for Manurewa school and the Wi-Fi booster works for Hayman Park are both progressing well.

Osterley Way civic streetscape works - Includes streetscape upgrade with landscaping, new surfacing, lighting, wayfinding and separated cycleway. Resource consent is targeted for lodgement in November 2024. Completion of tender documents is scheduled for April 2025.

9 Osterley Way –

Hayman Park wetland works – Resource consent has been lodged. We are expecting consent to be granted in October/November 2024. Both the Eke Panuku and Healthy Water Detailed Business Cases were approved this quarter.

Puhinui Regeneration – The Aka Raataa Stage 1 Raataa Vine – Procurement planning and documentation is underway. A tender process for the physical works will take place by the end of October 2024.

OLD PAPATOETOE

Vision Assisting New Zealanders into sustainable housing choices. A popular place to live, to shop, for people to meet and enjoy themselves, and to provide the services and facilities the community needs.

PROJECTS COMPLETED

- 01 89 CAMBRIDGE TERRACE
- 02 SUPERMARKET AND CARPARK
- 03 PAPATOETOE MALL
- 04 91 CAMBRIDGE TERRACE - THE DEPOT

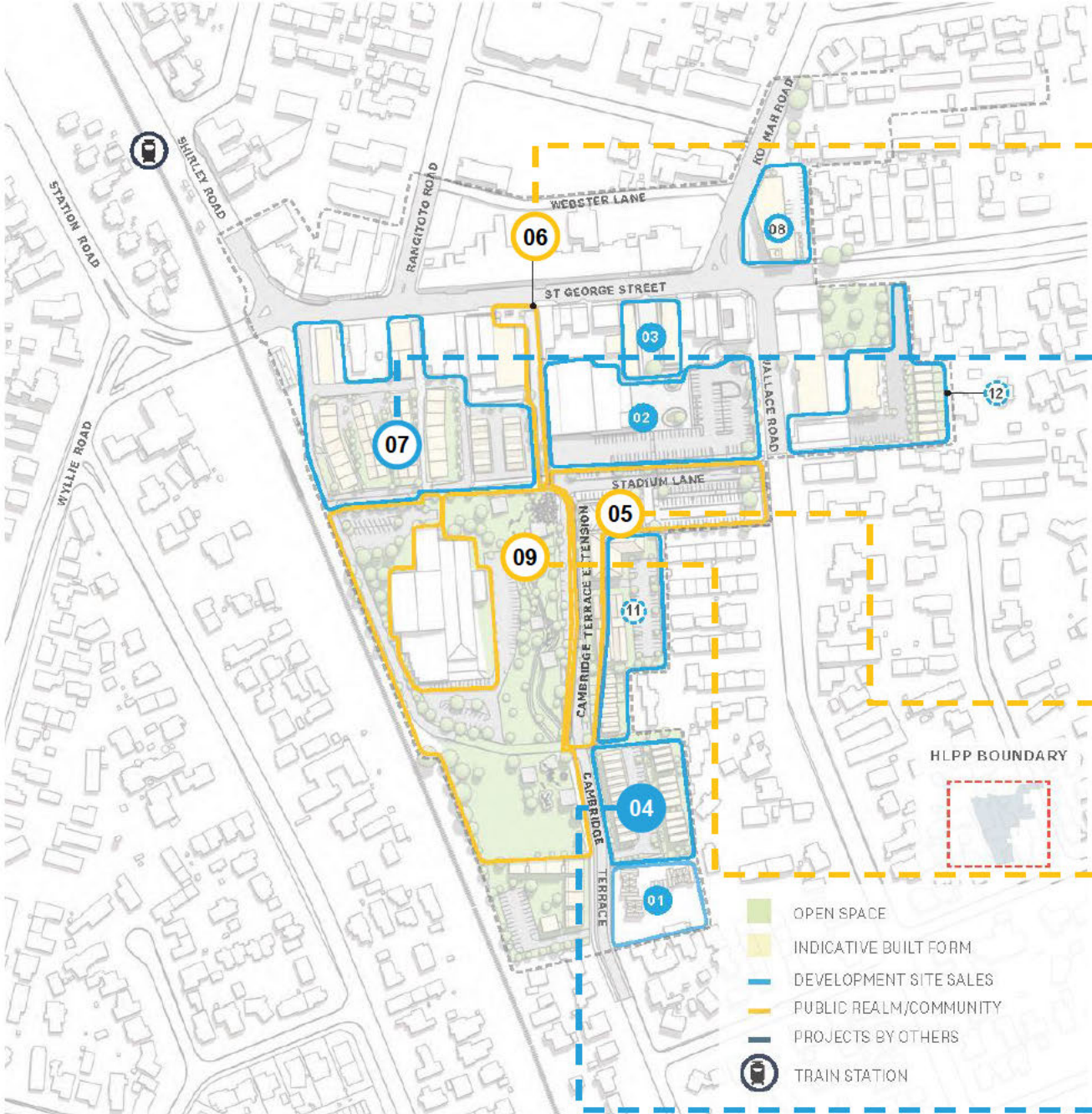
SHORT TERM: FY 2025

- 05 CAMBRIDGE TERRACE EXTENSION & CARPARK
- 06 CHAMBERS LANEWAY UPGRADE
- 07 3 ST GEORGE STREET - ST GEORGE'S LANES
- 08 98 ST GEORGE STREET AND 15 KOLMAR ROAD SITE SALE AND INTERSECTION
- 09 PAPATOETOE STADIUM RESERVE WORKS

LONG-TERM PROJECTS: FY 2027+

- 10 COMMUNITY HUB & ARTS DEVELOPMENT (LOCATION PENDING)
- 11 27 ST GEORGE STREET (NETBALL AND GARDENS) SITE SALE
- 12 PAPATOETOE LIBRARY PRECINCT OPTIMISATION

A Karakia was held this quarter to bless and prepare the 3 public realm projects at Chambers Laneway, Cambridge Terrace Extension, and Stadium Reserve ready for delivery



Chambers Laneway – The construction contract has been awarded and works commenced on 26 August 2024. The project is targeting practical completion by February 2025, with the possibility of early delivery by the end of December 2024.

3 St George Street (St George's Lane) – Known as Piko Toe Toe, this project will enable the development of 120 new homes on two sites on St George Street, near the town centre.

Cambridge Terrace extension and carpark – A project which includes upgraded streetscape, laneways and shared path / cycleway. The tender for construction works is underway. The target for construction commencement is set for November 2024.

The Stadium Reserve upgrade – A project to create a new accessible playground and additional parks infrastructure to encourage visitation from a wide range of age groups. The developed design has been completed, and the consent has been lodged. The construction contract award is scheduled for January 2025 and construction commencement planned for February 2025.

The Depot, 91 Cambridge Terrace - All 29 houses have now been constructed and are being enjoyed by their new occupants.

ORMISTON

Vision For the various sites to provide residential development and obtain best value for Council assets. Where possible, the sites should relate to the individual local board plans for each locality.

PROJECTS COMPLETED

- 01 ORMISTON TOWN CENTRE - BLOCKS F AND J, C, E, A
- 02 LOT 1, 66 FLATBUSH SCHOOL ROAD

SHORT TERM: FY 2025

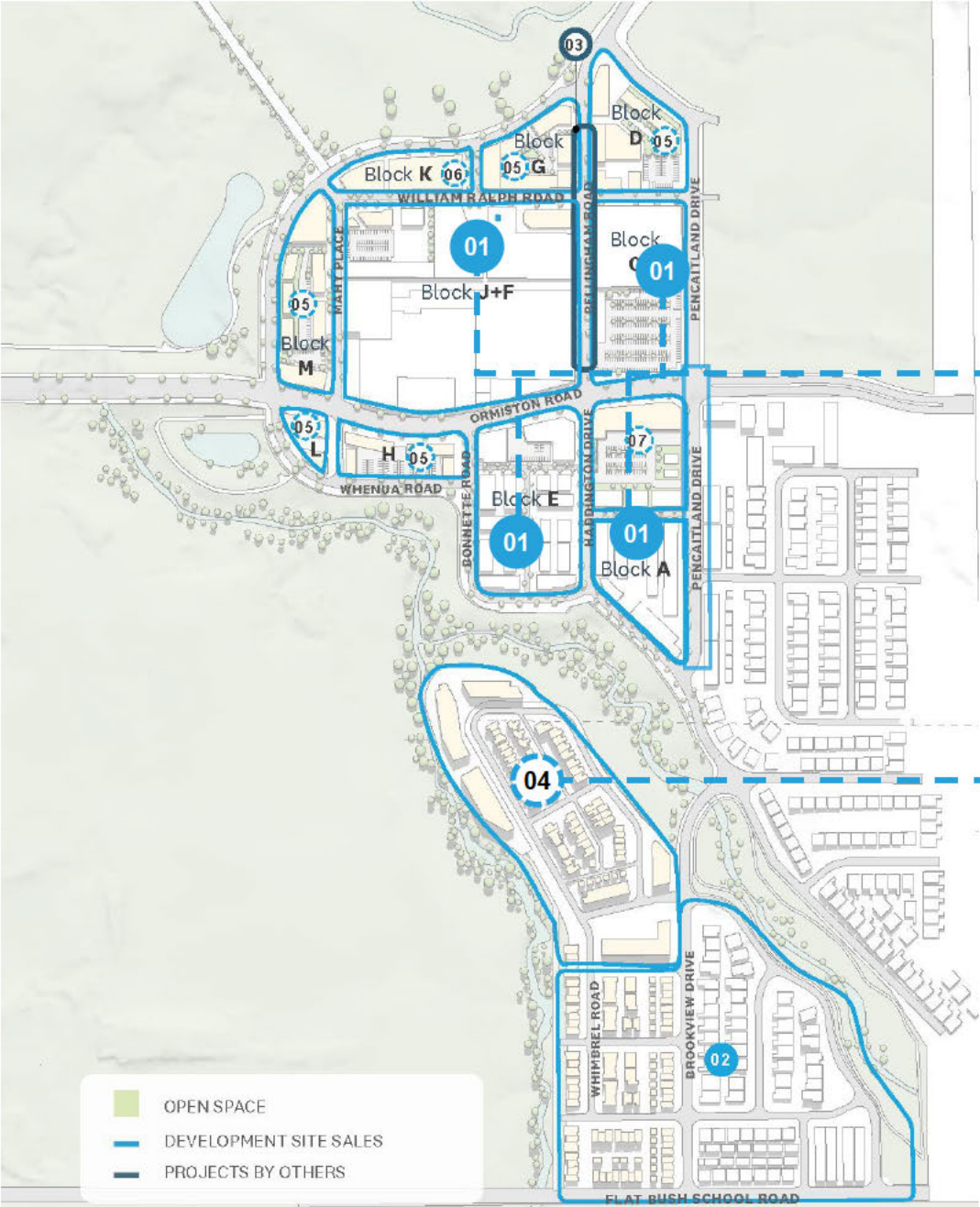
- 03 BELLINGHAM ROAD WORKS (AUCKLAND TRANSPORT)

MEDIUM TERM: FY 2026

- 04 56 BROOKVIEW RD REDEVELOPMENT

LONG-TERM PROJECTS (FY 2027+)

- 05 ORMISTON TOWN CENTRE - BLOCKS D, G, M, L, H
- 06 BLOCK K - ON HOLD
- 07 65 HADDINGTON DRIVE SITE SALE (SUPPORTS PROGRAMME)



Ormiston town centre -

The development partner is working to identify a commercially viable scheme,

56 Brookview Drive (formerly Stages 2/3 66 Flat Bush School Road) -

PUKEKOHE

Vision

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

PROJECTS COMPLETED

- 01 SMALL T PROJECTS (ACROSS ENTIRE PROGRAMME)
- 02 SITE SALES WITHOUT DEVELOPMENT OUTCOMES
- 03 82 MANUKAU ROAD
- 04 AT UPGRADES
- 05 INTERSECTION CAPITAL WORKS 1 (MASSEY & MANUKAU RD)

SHORT TERM: FY 2025

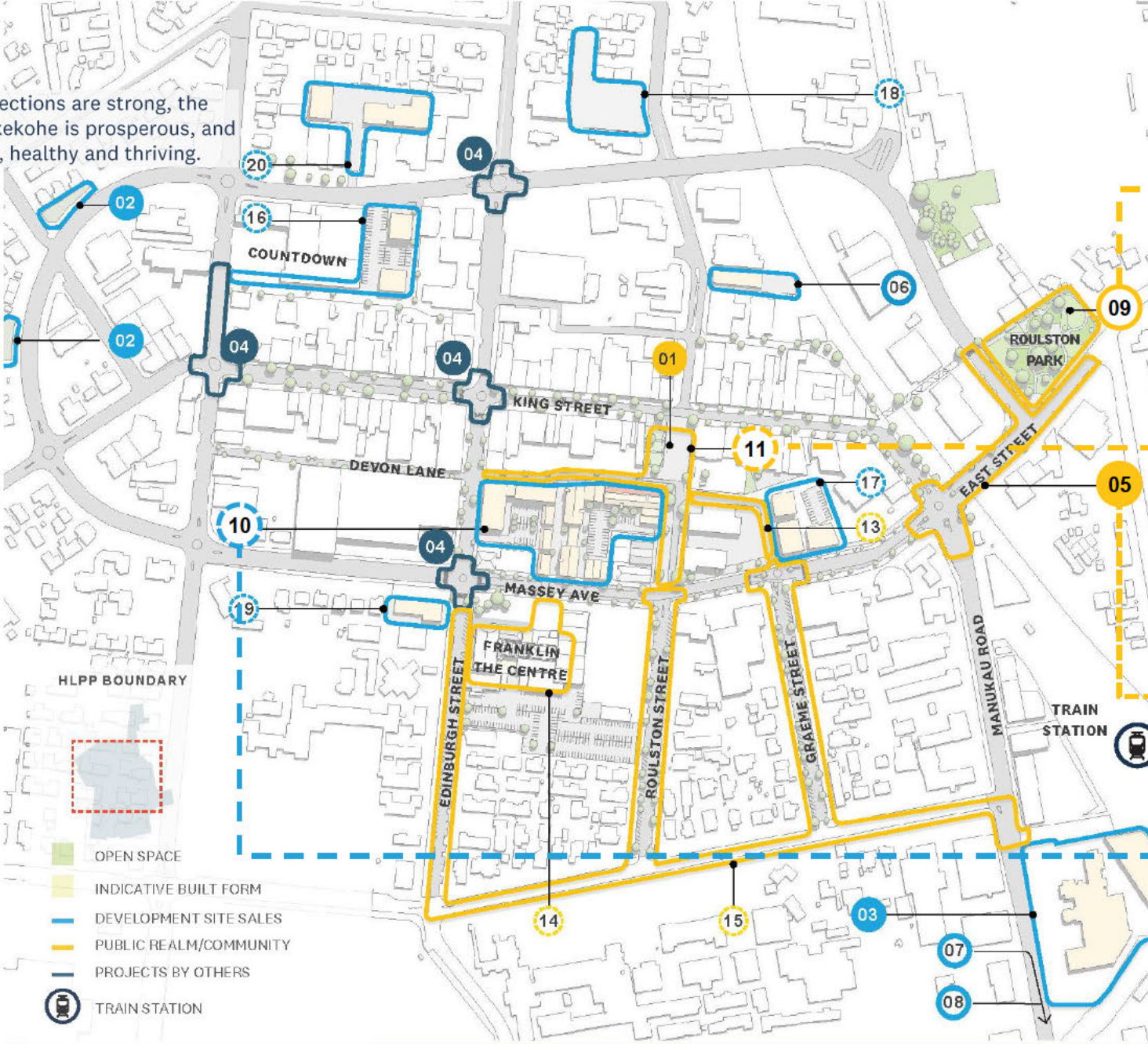
- 06 9 HALL STREET SITE SALE
- 07 174 - 182 MANUKAU ROAD
- 08 2, 4 SVENDSEN ROAD
- 09 ROULSTON PARK UPGRADE

MEDIUM TERM: FY 2026

- 10 EDINBURGH STREET SUPERBLOCK
- 11 MARKET PRECINCT: DEVON LANE, ROULSTON STREET, AND TOWN SQUARE ENHANCEMENTS

LONG-TERM PROJECTS: FY 2027+

- 12 PARKING MANAGEMENT SOLUTIONS (ACROSS ENTIRE PROGRAMME)
- 13 ROULSTON LANE UPGRADE
- 14 CIVIC HUB ENHANCEMENTS
- 15 TRAIN STATION TO CENTRE CONNECTIONS
- 16 4 TOBIN STREET
- 17 7 MASSEY AVENUE
- 18 24 HALL STREET
- 19 22 EDINBURGH STREET
- 20 9 TOBIN STREET



Roulston Park Upgrade - A new all-age-friendly play opportunity in the park and pedestrian crossing on Stadium Drive. The construction procurement and tender process is currently underway. Eke Panuku has targets in relation to social procurement for its construction projects. Three of the tenders received are from Māori owned businesses who are all registered with Amotai (an organisation that works with government organisations to unlock procurement opportunities and enables connections with Māori and Pasifika businesses). Construction is planned to start in November 2024.

Market Precinct capital works - A project to upgrade Roulston Street, Devon Lane and enhance the town square to support markets and events is progressing with design work underway and consent lodgement still on track for June 2025.

Double traffic light upgrade at East, King, Manukau and Massey roads. The intersection capital works which are co funded with AT at Massey Ave and Manukau Road for a double intersection upgrade and footpath widening have now been completed by AT. This provides much needed pedestrian safety enhancements and a gateway to King Street. These works have provided 3,324 sqm of renewed public realm.

Edinburgh superblock - A large central development site.

EASTERN BUSWAY TODs PROGRAMME

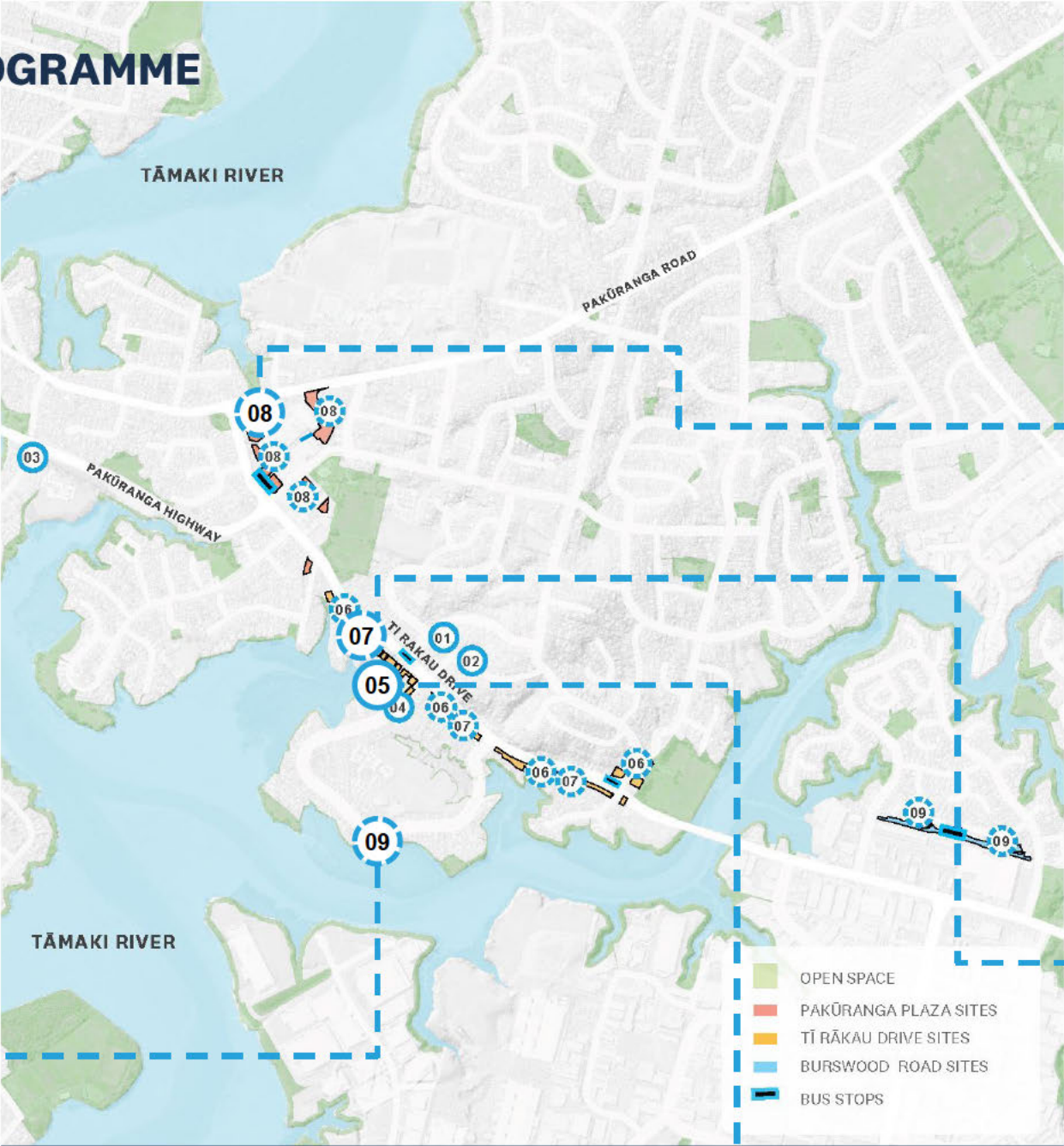
Vision To revitalise neighbourhoods within the Eastern Busway corridor and to create healthy, sustainable and vibrant communities.

SHORT TERM: FY 2025

- 01 9 MARIOTT ROAD, PAKŪRANGA - SITE SALE
- 02 9 CHEVIS PLACE, PAKŪRANGA - SITE SALE
- 03 21 MILLEN AVENUE, PAKŪRANGA - SITE SALE
- 04 1/1 SNELL PLACE, PAKŪRANGA - SITE SALE
- 05 2/1 SNELL PLACE, PAKŪRANGA - SITE SALE

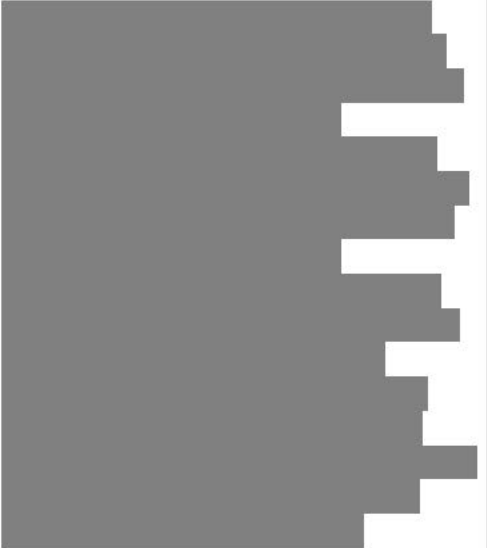
MEDIUM TERM: FY 2026

- 06 TĪ RĀKAU DRIVE
- 07 TĪ RĀKAU DRIVE VEHICLE CROSSING
- 08 PAKŪRANGA PLAZA
- 09 BURSWOOD ROAD



Burswood Road, Pakuranga - Design and development feasibility investigations into opportunities along Burswood Road have been initiated. Four residual commercial properties along Harris Road, number 183, and units C, D & E 116, have been cleared for disposal and are being prepared to be taken to the market.

Pakuranga Plaza - A hearing to consider submissions made on the proposal to revoke the reserve status of Council's land at 2R Ti Rakau Drive is scheduled for 27 November 2024. The reserve revocation is to enable land to be divested and developed as par to the urban regeneration programme. A high-level update will be given to the Howick Local Board as part of the engagement plan.



Ti Rākau Drive, Pakuranga (vehicle crossing) - We are working closely with Auckland Transport on 13 vehicle crossings along Ti Rakau Drive which will be constructed in tandem with the Eastern Busway

2/1 Snells Place, Pakuranga - Following the site being taken back to the open market, two offers have been received and are currently under consideration.

SERVICE PROPERTY OPTIMISATION

Vision Service Property Optimisation will facilitate, enhance and speed up housing and town centre development activities, to release latent property values, and to achieve improved community outcomes. Where service property is optimised, the sale proceeds are locally reinvested to advance eligible projects or activities on a cost-neutral basis.

SHORT TERM: FY 2025

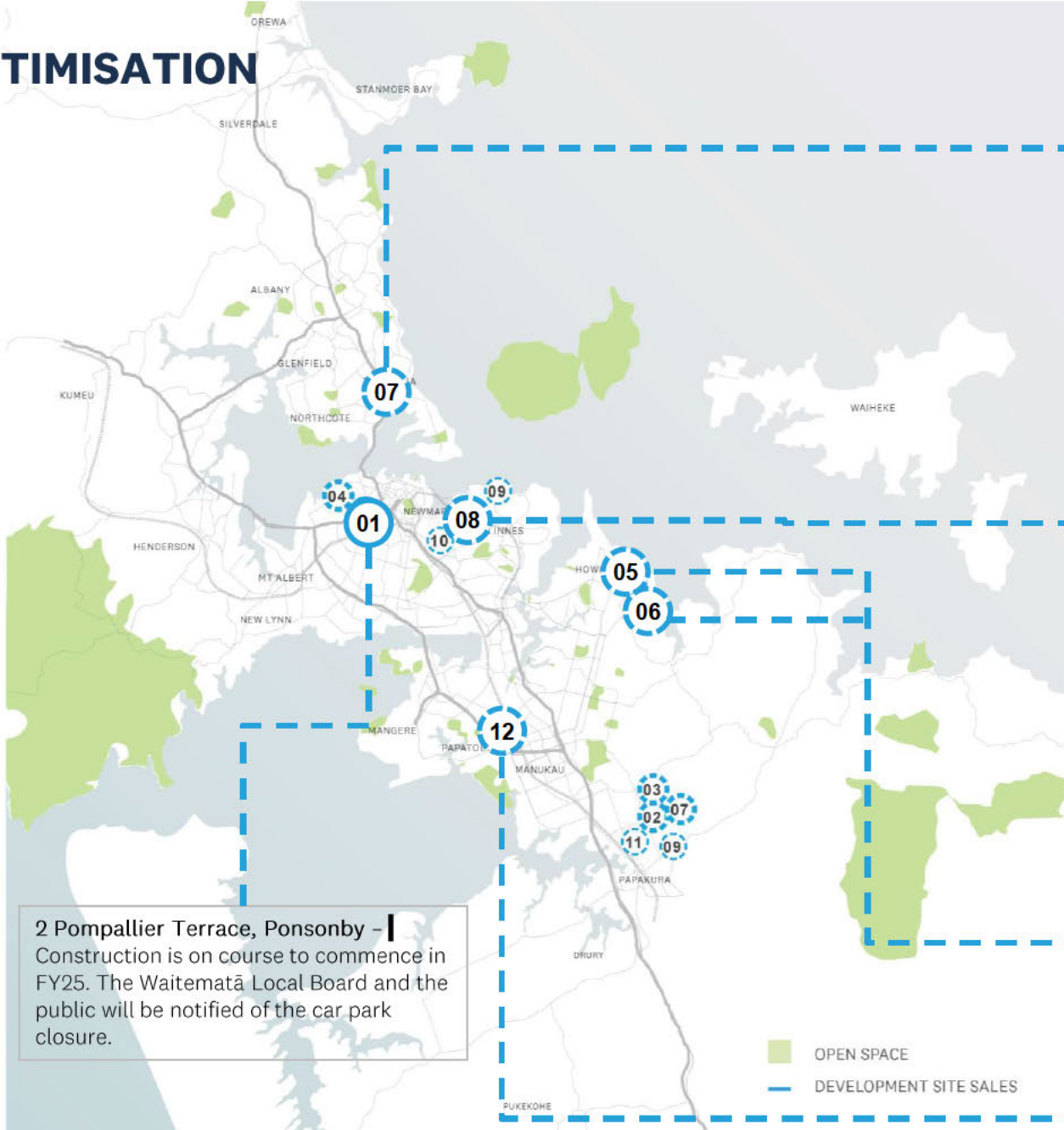
- 01 2 POMPALLIER TERRACE, PONSONBY

MEDIUM TERM: FY 2026

- 02 ARDMORE HALL, 177 BURNSIDE ROAD, ARDMORE
- 03 BELL FIELD, 587R PAPA KURA, CLEVEDON ROAD, ARDMORE
- 04 19 JERVOIS ROAD, HERNE BAY
- 05 BEACHLANDS, 17W HAWKE CRESCENT - SITE SALE
- 06 BEACHLANDS, 39R POHUTUKAWA RD - SITE SALE
- 07 3 GIBBONS ROAD, TAKAPUNA

LONG-TERM PROJECTS (FY 2027+)

- 08 ORAKEI OPTIMISATION
- 09 RED HILL, PAPA KURA
- 10 6 CLONBERN ROAD, REMUERA
- 11 8-10 AVERILL STREET, PAPA KURA
- 12 WYLIE PARK, OLD PAPA TOETOE



2 Pompallier Terrace, Ponsonby – Construction is on course to commence in FY25. The Waitemata Local Board and the public will be notified of the car park closure.

3 Gibbons Avenue, Takapuna – A traffic engineer has been procured to investigate vehicle access and loading issues

Kohi Forest –

29-31 St Johns Road, Meadowbank, Meadowbank community centre –

17W Hawke Crescent, Beachlands and 39R Pohutukawa Road, Beachlands – Work is underway to prepare to take the sites to market in early 2025.

Wylie Park, 111R Wylie Road, Papatoetoe –

CORPORATE PROPERTY

Vision A self-funding programme of works which utilises the capital receipts from the divestment of seven surplus properties that are no longer required to service. Corporate Property office network and reinvest the sale proceeds to deliver a more efficient hub and spoke Corporate accommodation model.

PROJECTS COMPLETED

- 01 KOTUKU HOUSE, 4 OSTERLEY WAY, MANUKAU
- 02 35 GRAHAM STREET, CBD
- 03 50 CENTREWAY, OREWA
- 04 82 MANUKAU STATION ROAD, MANUKAU
- 05 6 HENDERSON VALLEY ROAD, HENDERSON

SHORT TERM: FY 2025

- 06 SYMPHONY HOUSE, 4 - 10 MAYORAL DRIVE, AUCKLAND CITY
- 07 35 COLES CRESCENT, PAPA KURA



Symphony Centre, 4-10 Mayoral Drive, CBD – Discussions between the various parties are on-going to agree on various elements of the construction works [REDACTED]

Bledisloe House - 24 Wellesley Street, Auckland City – The development partner [REDACTED] has agreed to pay a [REDACTED] bond to facilitate early access to the site to remove the sunshades from the Bledisloe building and repaint the frames of sunshades. The work will require approval from council's Heritage Team.

HAUMARU SCOPE

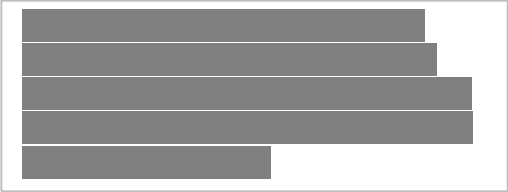
Vision To grow the portfolio consistent with projected social housing demand and rebalance the portfolio to areas of greatest demand. It is also to see older people affordable homes within communities that are safe, age friendly and caring.

PROJECTS COMPLETED

- 01 21 HENDERSON VALLEY ROAD, HENDERSON

MEDIUM TERM: FY 2026

- 02 16 HANDLEY ROAD, NARROW NECK
- 03 27-31 GREENSLADE CRESCENT, NORTHCOTE



SUPPORTS SCOPE

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

PROJECTS COMPLETED

- 01 CIVIC ADMINISTRATION BUILDING, AUCKLAND CITY CENTRE
- 02 34 MOORE STREET, HOWICK
- 03 16 FENCIBLE DRIVE, HOWICK
- 04 84A MORRIN ROAD, ST. JOHN'S
- 05 HOBSONVILLE AIRFIELDS STAGE 3 - LOT 5B
- 06 83B GODLEY ROAD, GREEN BAY
- 07 20 LINK CRESCENT, WHANGAPAROA

SHORT TERM: FY 2025

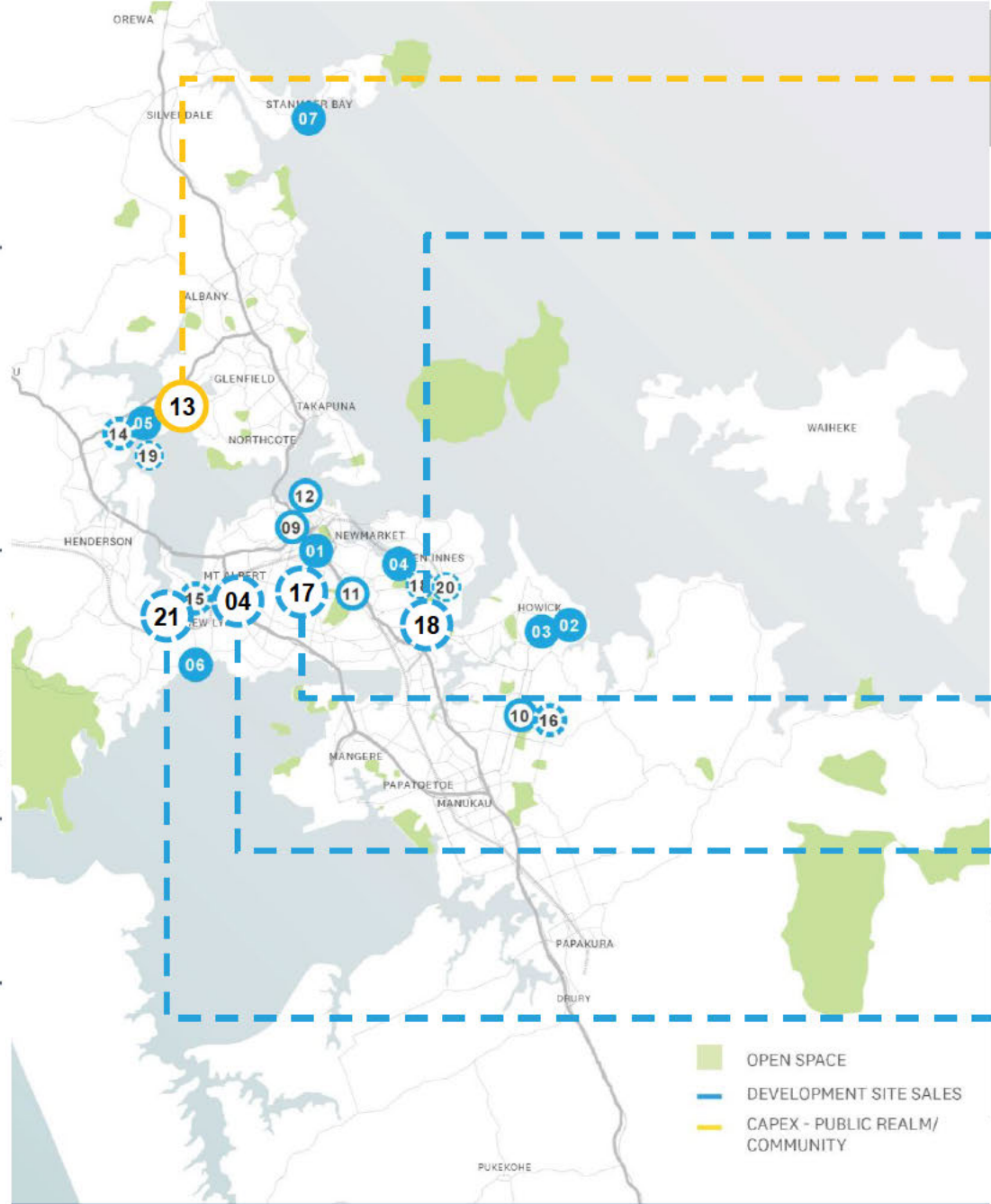
- 08 18 TOTARA AVE, NEW LYNN
- 09 BLEDISLOE HOUSE, AUCKLAND CITY CENTRE
- 10 187 FLAT BUSH SCHOOL ROAD, FLAT BUSH
- 11 132 GREENLANE EAST, GREENLANE
- 12 DOWNTOWN CARPARK REDEVELOPMENT, CITY CENTRE
- 13 PUMP STATION 6, LAUNCH ROAD, HOBSONVILLE

MEDIUM TERM: FY 2026

- 14 HOBSONVILLE AIRFIELDS STAGE 3 - 6A & 6B
- 15 41 MCCRAE WAY, NEW LYNN
- 16 65 HADDINGTON DRIVE, FLAT BUSH

LONG-TERM PROJECTS (FY 2027+)

- 17 198 DOMINION ROAD, MOUNT EDEN
- 18 84-100 MORRIN ROAD, ST. JOHN'S
- 19 HOBSONVILLE AIRFIELDS STAGE 2 - AVANDA
- 20 78 MERTON ROAD, ST. JOHN'S
- 21 4 MELVIEW PLACE, NEW LYNN



Pump station 6, Launch Road, Hobsonville (a new wastewater pump station to accommodate future residential and commercial development) – Construction completion is on track for May 2025. The asset will then be handed over to Watercare Services.

84 – 100 Morrin Road, St. John's – Land remediation works are on track to be completed by the end of October 2024

Wasp Hangar and YDL development sites, Launch Road, Hobsonville – A preferred development partner has been selected. A development proposal for both the Wasp Hangar and YDL sites is currently being worked through with the development partner.

198 Dominion Road, Mt. Eden – (council owned property) – Two vacant buildings on Valley Road are expected to be deconstructed by December 2024. A resource consent application has also been lodged. We continue to work with the development partner to conclude an unconditional agreement.

18 Totara Avenue, New Lynn - Kāinga Ora is working on a revised scheme plan

4 Melview Place, New Lynn (formerly 10 Ambrico Place) – A 1,366m² parcel of vacant land which has resource consent for up to 10 homes - An unconditional offer has been accepted.

Own your own home (OYOH) portfolio – A housing scheme for older people consisting of 150 residential units over 14 village locations, 52 units are owned by council

REGIONAL RENEWALS PROGRAMME

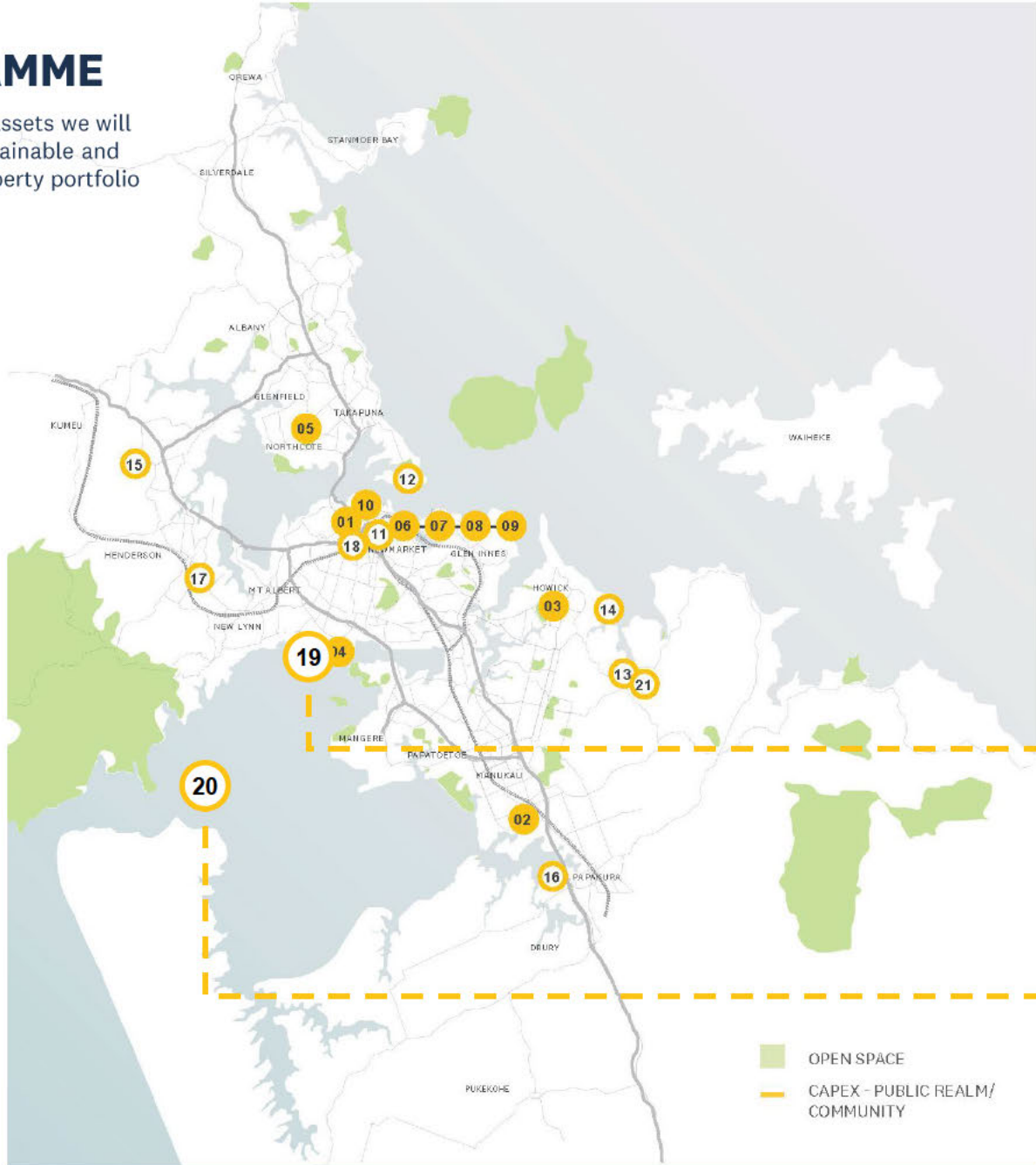
Vision Through proactive stewardship of council non-service assets we will maintain existing levels of service to create a safe, sustainable and fit for intended purpose portfolio and optimise the property portfolio return to enable assets for public and commercial use.

PROJECTS COMPLETED

- 01 3 PRATT STREET, FREEMANS BAY - IMPROVED DRAINAGE, STORMWATER AND MITIGATE H&S ISSUES
- 02 7 HILL ROAD, MANUREWA - RE-ROOFING, RE-CLAD AND FRAMING, INSULATION & GUTTERING
- 03 73R SELWYN ROAD (SHAMROCK COTTAGE) - SEISMIC STRENGTHENING, ROOF REPLACEMENT & TOILET UPGRADE
- 04 ONEHUNGA WHARF RENEWALS - ROADING, SHEDS, ADMIN BUILDING AND DREDGING WORKS, UTILITIES AND LADDERS
- 05 32-44, 43-47 PEARN PLACE & 47 PEARN CRESCENT, NORTHCOVE - ROOF UPGRADES AND INTERNAL REFURBISHMENTS
- 06 23 PRINCES STREET - INTERIOR WORKS / WINDOW REFURBS
- 07 27 PRINCES STREET - SEISMIC STRENGTHENING AND REFURBISHMENT
- 08 29 PRINCES ST UPGRADE OF THREE UNREINFORCED BRICK MASONRY CHIMNEYS
- 09 31 PRINCES ST - STRUCTURAL UPGRADE TO INTERNAL WALLS
- 10 101 PAKENHAM STREET (LYSAGHT BUILDING) - INSTALL WASTEWATER DRAINAGE

SHORT TERM: FY 2025

- 11 21 PRINCES STREET, CBD - REFURBISHMENT
- 12 27 LAKE ROAD, DEVONPORT - SITE DECONSTRUCTION
- 13 41 WHITFORD-MARAETAI ROAD, WHITFORD - ROOF REPLACEMENT
- 14 47R SHELLEY BEACH PARADE, COCKLE BAY - RENEWALS WORKS
- 15 92 TRIG ROAD, WHENUAPAI - GUTTER REPLACEMENT
- 16 179 PARK ESTATE, HINGAIA - SEPTIC TANK REPLACEMENT
- 17 202- 208 WEST COAST RD, GLEN EDEN - ROOF REPLACEMENT, SHOP REFURB.
- 18 313-321 QUEEN STREET, AUCKLAND CBD - FIRE ESCAPE STAIRS UPGRADE
- 19 ONEHUNGA RENEWALS
 - SHED D - REFURB, ROOF REPLACEMENT
 - SHED E - DOOR AND FACADE
- 20 WAIROPA CHANNEL - REPLACE CHANNEL MARKERS AND BUOYS
- 21 WHITFORD QUARRY, WHITFORD - SHED DEMOLITION AND MOVE A TRANSFORMER



Shed E, Onehunga wharf – A cost benefit analysis of the business case options showed bringing the asset up to a leasable standard to maximise rental revenue during the hold period did not justify the level of investment required. The preferred option is to demolish the shed. Once demolished rental revenue will still be achieved through the rental of the hard stand.

Manukau Harbour/ Wairopa Channel Works – The renewal works are expected to be completed over the summer months.



WATERFRONT RENEWALS PROGRAMME

Vision

Through proactive stewardship of council non-service assets we will maintain existing levels of service to create a safe, sustainable and fit for intended portfolio and optimise the property portfolio return to enable assets for public and commercial use.

PROJECTS COMPLETED

- 01 VIADUCT PRECINCT RENEWALS:**
 - VIADUCT TILING UPGRADE - PHASE 1
 - VIADUCT - ANGLED HANDRAILS UPGRADES
 - LIGHTING UPGRADE WORKS
 - EV BARCODE RENEWAL
 - BASCULE BRIDGE H&S WORKS
 - BASCULE BRIDGE, REPLACEMENT OF TRAFFIC BOLLARDS
 - LIGHTING UPGRADE WORKS
 - TILING UPGRADE
 - CCTV SYSTEMS RATIONALISATION AND UPGRADE - WYNYARD QUARTER, VIADUCT WYNYARD WHARF NORTH TOILET REFURBS AND DEMO WORKS

- 03 WYNYARD CROSSING EV BARCODE RENEWALS**
- 04 SILO PARK RENEWALS:**
 - SILO 6 EMERGENCY WORKS
 - CCTV SYSTEMS RATIONALISATION AND UPGRADE - SILO
- 05 WESTHAVEN MARINA RENEWALS:**
 - BUOYS CAFE, ROOF AND GUTTERING REPLACEMENT
 - FIRE ALARM SYSTEM UPGRADES
 - T PIER ABLUTION BLOCK RENEWAL
 - Z PIER WATERMAIN RENEWAL
 - CCTV SYSTEMS RATIONALISATION AND UPGRADE - WESTHAVEN MARINAS

SHORT TERM: FY 2025

- 06 WESTHAVEN MAINTENANCE YARD - RELOCATION**
- 07 137 WESTHAVEN DRIVE WORKS DEPOT - CONSTRUCTION**
- 08 Z PIER - BUILDING REFURBISHMENT**
- 09 KARANGA KIOSK BUILDING RENEWAL - VIADUCT MARINA**
- 10 BASCULE BRIDGE, VIADUCT MARINA - UPPER STRUCTURE RENEWAL**
- 11 WYNYARD CROSSING BRIDGE ASSET RENEWAL - VIADUCT MARINA**
- 12 WYNYARD CROSSING OPERATIONS & OPERATORS - VIADUCT MARINA**
- 13 SILO 6 ACCESSIBIITY - SILO PARK**
- 14 ELECTRICAL BOXES RENEWAL - QUEENS WHARF**
- 15 SHED 10 STRUCTURAL UPGRADES - QUEENS WHARF**

- OPEN SPACE
- CAPEX - PUBLIC REALM/ COMMUNITY

Wynyard Crossing Bridge hut - Refurbishment works began in October 2024.

Z Pier building at 31 Westhaven Drive - Refurbishment works remain on track to be completed by the end of October 2024.

Westhaven Piers K & L - Works to renew the floating structures and associated piles on K Pier are on track to be completed in December, with similar works commencing on L Pier in early 2025.

Wynyard Crossing Bridge - Remediation works are well underway, and the bridge remains on track to return to service in December 2024.

Information paper

Health and Safety report October 2024

Author(s): Bernardo Vidal, Head of Health, Safety and Wellbeing

November 2024

Whakarāpopototanga matua | Executive summary

- 1. In October, two minor injuries, two near misses, two property damage and four safety concerns were recorded in the Eke Panuku Noggin HS reporting system. More detailed information can be found at the end of this report.
- 2. Security contractors and Māori wardens observed 53 security incidents during September involving members of the public, outside the influence or control of Eke Panuku.
- 3. Nine contactor health & safety reports were received with no incidents reported.

Matapaki | Discussion

Notable events

4. Incident 1

Date:

9 October 2024

Location:

21 Princes Street

Event:

Unauthorized person entered the premises.

Description:

During an inspection of a vacant property by a project manager from our Capital Delivery team and our HS representative, a window was discovered to have been forced open and items of clothing were left inside. No individuals were present in the property at the time of the visit.

Incident category:

Near Miss

Actual Severity:

Low

Potential Severity:

Medium

Immediate action taken:

The observed damage was reported to the facilities manager responsible for the property.

The property was inspected to validate any additional damage or people inside.

Investigation needed:

No

5. Incident 2

Date: 12 October 2024

Event: Electrical wiring was stolen from a commercial property

Location: 115 Valley Road, Mount Eden. (deconstruction site)
222 Dominion Road, Mount Eden (affected property)

Description: Electrical wiring was stolen from a property under deconstruction, causing a temporary power outage at a nearby property.

Incident category: Property Damage

Actual Severity: Low

Potential Severity: High

Immediate action taken: Power was reconnected the same day, and the enclosure around the deconstruction site was reinforced

Investigation needed? No

6. Incident 3

Date: 7 October 2024

Event: A traffic detour sign hit a car

Location: Hastings Street, Hobsonville

Description: A traffic detour sign provided by Active Traffic Control for a contractor involved in an Eke Panuku project called Wastewater Improvement Works Hobsonville was dislodged by strong winds, striking a passing vehicle and causing minor surface scratches.

Incident category: Public property damage

Actual Severity: Low

Potential Severity: Medium

Immediate action taken: The driver exchanged details with the site traffic management supervisor. The detour signage was reinstalled and its fastening was reinforced.

Investigation needed? No

7. Incident 4

Date reported: 8 October 2024

Event: Property with structural hazards

Location: 152 Dominion Road, Papakura

Description: A commercial property currently occupied by a tenant and part of the property portfolio managed by Eke Panuku has been identified with structural issues on the ground floor, including floor depressions, misaligned doors and windows, and numerous cracks in the walls and cladding.

Incident category:	Property damage
Actual Severity:	Low
Potential Severity:	Medium
Immediate action taken:	A preliminary structural analysis conducted by an engineering firm confirmed that the wooden pillars had settled due to the total load of the property, leading to deformations throughout the structure. The building was originally constructed according to load calculation standards that predate current regulations.
Investigation needed?	No

Health, Safety and Wellbeing main actions

8. Improve HSW reporting including lead KPIs that test the performance of critical risks, such as:
 - a. Property inspections undertaken. Details in paragraph 9.
 - b. Capital Works inspections reporting. Details in paragraph 10.
9. Property risk assessment reporting

The Facilities team is currently reviewing the provider's assessments to ensure that the report's scope aligns with our requirements.
10. Capital Works Inspections (CWI) reporting

This month we worked with the Capital Works team to identify and document required training for Project Managers (PMs) and their teams. This training will be integrated into the corporate training matrix, which is being developed not only for the Capital Works team but for all work teams across each division of Eke Panuku.

Additionally, we have established a monthly Health and Safety (HS) inspection schedule for ongoing projects. These inspections will be conducted by the HS team, with participation from the respective PMs and their work teams.
11. Wellbeing risk assessment plan

In October, organizational psychologist Emily Rust reviewed the initial results of the psychosocial risk assessment. Focus groups, consisting of wellbeing committee members, team members, and staff leaders, were coordinated and conducted in the first week of November to gather additional insights. Information on current policies and activities implemented by the company was also collected.

12. Transition to the Donesafe incident management platform

The migration remains on schedule and the kick-off date remains June 2025. Technical meetings have been held this month with Donesafe project managers to validate each module for implementation.

13. Lone Work Risk Assessment

The first draft of the Lone Worker Procedure was sent to the P&C team for validation at the beginning of October. The P&C team's feedback is currently being integrated, and the revised version will soon be shared with key stakeholders in each Eke Panuku area before being presented to the ELT. This procedure, along with accompanying templates and guides, represents the first step in a series of interconnected activities essential for effective implementation.

14. Health and safety key performance indicators

Health and safety key performance indicators (KPIs), featuring both lead and lag measures, are represented in table (Figure 1) and chart (Figure 2) format.

Measure	Performance October	Critical or high risks	Previous month (September)
Safety concerns	4	0	4
Near misses	2	0	3
Near Misses from Contractor reports	0	N/A	0
Lost time injuries	0	0	0
Medical treatment injuries	0	0	0
Other incidents	4	0	2
Total recordable injury frequency rate	0	N/A	0
Total incidents	6	0	5
Total events	10	0	9

Figure 1 – Health and Safety Key Performance Indicator Table

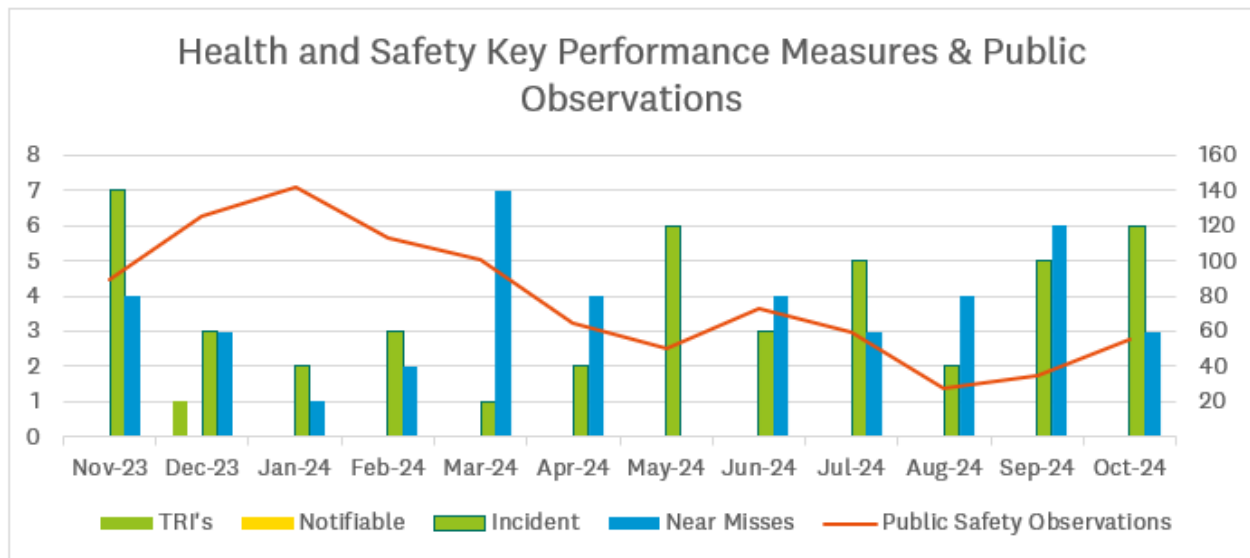


Figure 2 – 12 Month rolling H&S performance measures
 TRI – Total Recordable Injuries includes lost time injuries and medical treatment injuries for employees only.
 Notifiable refers to incidents and injuries reportable to the health and safety regulator.

Workplace incident themes and trends

- The number of reports submitted by team members this month remains consistent with previous months. Notably, near-miss and safety concern reports have exceeded accident reports, a positive indicator that employees are proactively identifying and reporting potential hazards before they escalate into injuries.
 This month, we initiated a comprehensive review of all Noggin accounts used by employees for incident and accident reporting. During this process, we identified a significant number of accounts with access issues. Our goal is to complete this review by the end of November.

Public health, safety and wellbeing events

		Performance October	Previous Month (September)
Public Realm	Security and Māori Warden observations	53	55
	Public injuries	0	0
	Public incidents or observations	1 ¹	0

Figure 3 - Public realm incident and observation table
 Data provided for information purposes and are not key performance indicators as Eke Panuku has very little influence or control over the outcome of these events.

- There were 53 observations raised by security guards and Māori Wardens this month. All the observations occurred in the public realm and were outside the direct influence or control of Eke Panuku. All issues were also reported through to other agents responsible for dealing with the

¹ A traffic detour sign hit a car

identified issues, such as New Zealand Police and emergency services, Auckland Transport and parking enforcement.

- The security guards patrol the waterfront seven days a week. The Māori Wardens patrol the waterfront on Friday and Saturday nights.

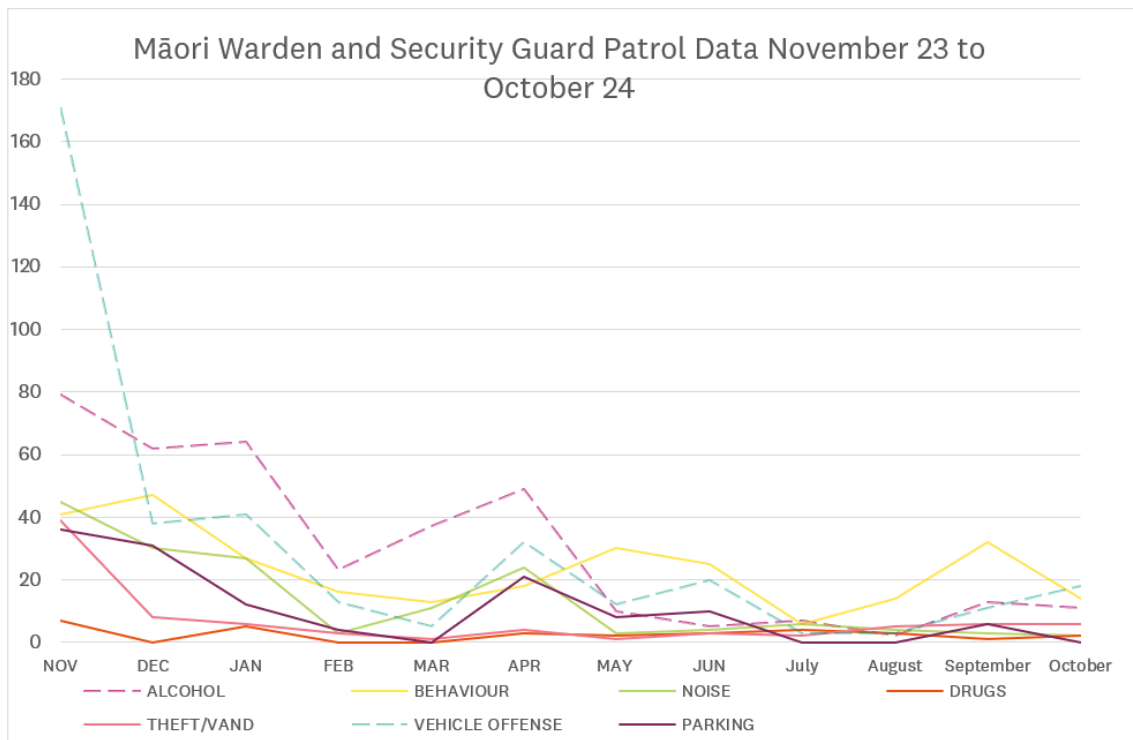


Figure 4 - Combined public observation data by category

- The top three most common observations are highlighted below

Rank	Issue	No. of observations
1	Vehicle Offence	18
2	Behaviour	14
3	Liquor	11

Figure 5 - Top three issues raised through Waterfront Patrols in October 2024

19. All Noggin events, including those commented on above.
 - a. One event involved members of the public.
 - i. A traffic detour sign hit a car.
 - b. Five events involved contractors.
 - i. A Contractor suffered a minor shin injury
 - ii. Electrical wiring was stolen from a property under deconstruction
 - iii. Contractor suffered an ankle injury
 - iv. A used syringe needle was found in a vacant property
 - v. Roaming Dogs at project site
 - c. Four events involved employees.
 - i. Unauthorized person entered the premises
 - ii. Work desk broken identified and reported by employee
 - iii. Property with structural hazards reported by employee
 - iv. Property with potential structural hazards reported by employee

Ngā tāpirihanga | Attachments

Attachment A - Learning Review, Verbal aggression suffered by Westhaven Marina employees

HEALTH, SAFETY & WELLBEING

5 Why Learning Review

VERBAL AGGRESSION

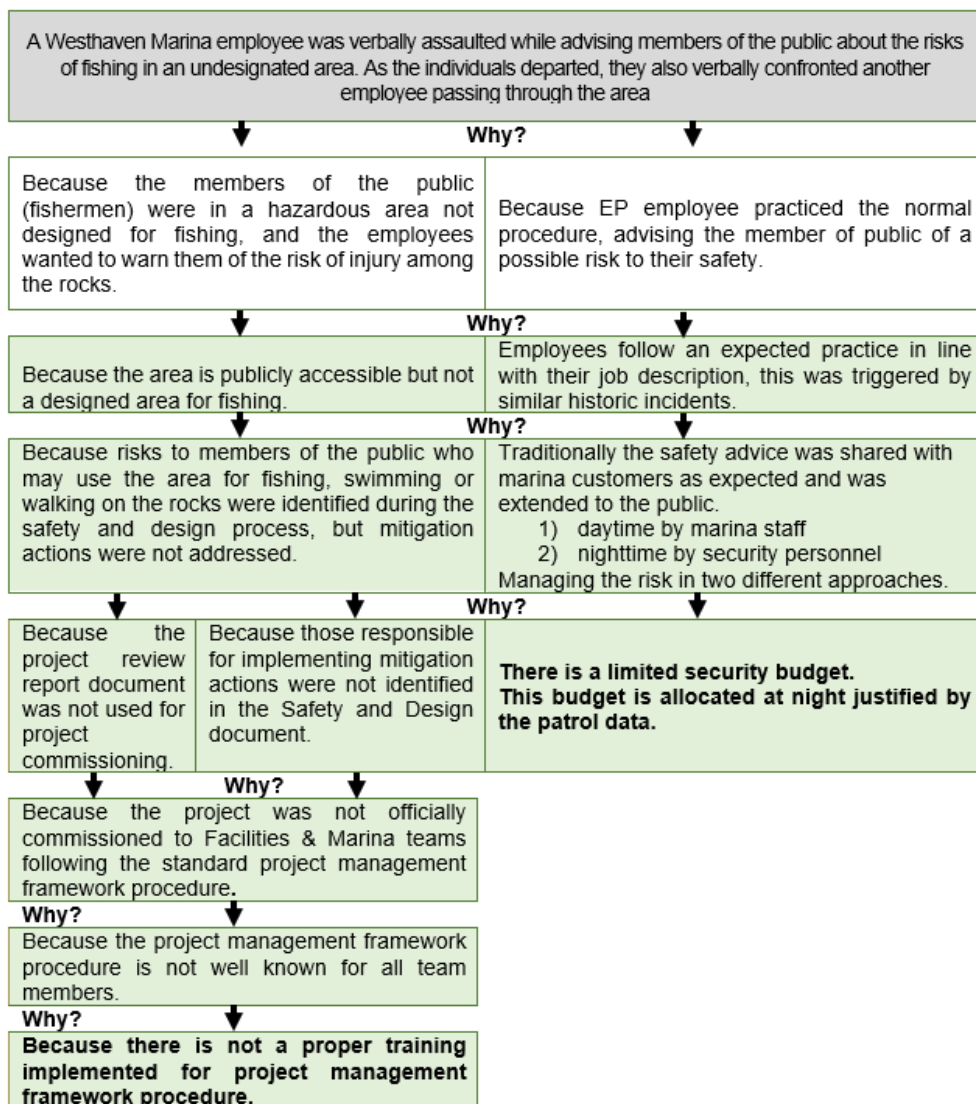
NOGGIN REPORT #: 00471

4 Sept 2024

On September 4, 2024, a Westhaven Marina employee encountered a group fishing in an undesignated fishing area at North Reclamation area. Upon advising them of the safety concerns and suggesting alternative spots, the younger individual responded positively, while the older reacted with hostility. As they left, the older individual used inappropriate language and accused the employee of racial discrimination. Later, the group returned, escalating verbal aggression towards the employee and a colleague before finally departing.



5 Why Analysis



Summary of Actions Taken.

- The incident was reported to the police. All relevant data, including CCTV footage, was handed over to the authorities.
- All Westhaven Marina employees have been instructed not to directly interact with members of the public if they observe activities that do not comply with marina rules.

Recommended Corrective Actions

Action	Department Owner	Action Owners	Due Date
Investigation into the 2013 Nuisance Bylaw for fishing in the area.	Marina	Sharon	21/11/2024
Develop risk assessment for the area.	Marina / HS	Gareth / Kevin M	21/11/2024
Signage based on Nuisance bylaw outcome	Marina	Gareth/Guy/Comms	22/11/2024
Map out where signs are to be installed.	Marina	Guy/Kevin	29/11/2024
Review current de-escalation training with employees who are public facing	Marina	Gareth/P&C	29/11/2024
Review current Standard operating procedure for "Dealing with situations involving people".	Marina	Gareth W / Kevin M	29/11/2024
Review Safety in Design process whether there is adequate operational input included.	Capital W /HSW	Jamie F / Kevin M Duncan	10/12/2024
Review the Safety Assessment register for past, ongoing, and future projects developed or to be developed in the area.	Capital W / HS	Jamie F / Kevin M	10/12/2024

College Road Superlot, Northcote - Go to Market Strategy

This report in its entirety is treated as confidential, as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council.

In terms of Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to withhold information where making available the information:

- *would affect the commercial interest of a third party (s7(2)(b)(ii)); and*
- *would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)).*

9 Osterley Way, Manukau - Go to Market Strategy

Author(s): Grant Massey, Development Manager

November 2024

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

- *would affect the commercial interest of a third party (s7(2)(b)(ii); and*
- *would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)).*

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. approves the sale of 9 Osterley Way, Manukau to [REDACTED] under section 4.2 (b) of Eke Panuku Development Auckland's Selecting Development Partners Policy to achieve urban renewal as a public work under the Public Works Act 1981.
- b. if negotiations with [REDACTED] are unsuccessful proceeds to sell the property by way of an open market sales process.
- c. delegates authority to the Chief Executive to execute the required documentation to sell the property within or above the current market valuation range when taking account of the required essential outcomes.
- d. Notes the key points of the Essential Outcomes and Design Guidelines are:
 - i. Activated road frontages
 - ii. Mixed use with retail or food & beverage on Amersham Way
 - iii. Scale and density to address adjoining properties
 - iv. [REDACTED]
 - v. Māori outcomes to be achieved as part of section 6.2 of the Eke Panuku Development Auckland Selecting Development Partners Policy will form a minimum 15% of the criteria for assessing developer proposals.

Whakarāpopototanga matua | Executive summary

1. In October 2020 the Eke Panuku Development Auckland Board approved the sale of 9 Osterley Way to Housing New Zealand Build Limited (Kāinga Ora) for [REDACTED] to be developed as a high-density residential apartment building for Kāinga Ora tenants. The Essential Outcomes and Design guidelines that were specific to this proposal were included in this decision.

2. A conditional agreement was signed subject to resource consent and construction price conditions. Kāinga Ora proceeded to get a resource consent which was overturned after a judicial review of it by Auckland Airport.
3. Kāinga Ora has now formally advised that it will not be proceeding with the project and the agreement is now null and void.
4. Due to the specific nature of this decision, we are now seeking a new decision to enable us to sell the project to alternate parties.
5. 9 Osterley Way is 1,753sq m site located adjacent to the entertainment precinct entrance to Westfield Shopping Mall. The zoning is Metropolitan which allows residential and commercial uses however the land is encumbered by being inside the Moderate Aircraft Noise Area designation (MANA) held by Auckland Airport. This designation requires permanent residential to be approved by Auckland Airport. Short term accommodation or commercial uses are permitted.
6. [REDACTED]
7. [REDACTED]
8. Section 6.4 (a) & (b) of Eke Panuku Development Auckland's Selecting Development Partners Policy allows the direct negotiation where a sale to neighbours or an unsolicited approach has been made. Given the scarcity of interest in developing in Manukau we are recommending we deal with Westfield and Sarin prior to taking the property back to market early next year.
9. [REDACTED]
10. [REDACTED]
11. The property was approved for sale by the Finance and Performance Committee in 2016.

Horopaki | Context

12. Manukau remains an extremely challenging area to attract development interest due to the underlying metrics of low values for existing commercial buildings, the predominance of Government tenancies.
13. This site's location is the best opportunity for retail outside of Westfield Mall. It is also an ideal location for a hotel with activity from the mall providing a safe environment for its occupants. A hotel will provide food and beverage activation.
14. The 2021 Programme Business Case approved by the Eke Panuku Development Auckland Board acknowledged that high-rise apartments on our Transform Manukau sites would need to be preceded with some medium-rise development as a catalyst for 'transformation'. The Airport will require stringent noise upgrading and covenants for permanent residential apartments north of Putney Way.

15. Apartments are included as an option in the essential outcomes to provide an option for future transit-oriented development. This will obviously be subject to the Airports agreement.
16. Auckland Transport has formally released the site to Eke Panuku Development Auckland and removed the designation for parking from the site.
17. Eke Panuku Development Auckland recommend the focus for the development remains an activated street edge of retail or food and beverage. The important focus for this site is to entice people out of the mall and assist retail spread through other buildings in the city centre.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
24 MARCH 2021 BOARD MEETING TRANSFORM MANUKAU PROGRAMME BUSINESS CASE	Board Minute 10/03/21	Following the conclusion of discussions, the Panuku Board: a) Approved: i. The revised Programme Business Case for the Transform Manukau priority location programme into Financial Year 2022 (FY22) identifying an overall \$134m in total site sales and \$123m in total forecast capital spend to FY31. ii. In principle, to the ongoing investment of \$10.3m CAPEX in FY22 into the programme, noting that this is subject to Auckland Council Long-term Plan and confirmation of ongoing funding through reinvestment.
19 MAY 2016 FINANCE & PERFORMANCE COMMITTEE	Minute FIN/2016/80	The Finance and Performance Committee approved the disposal of six properties within the Transform Manukau project area to contribute to achieving the outcomes in the High-Level Project Plan, including 9 Osterley Way. Subject to the conclusion of the required statutory processes, agreement with Auckland Transport on the transport outcomes required for the sites, engagement with mana whenua as per Panuku standard disposal process.
24 MARCH 2021 BOARD MEETING 5.3 TRANSFORM MANUKAU 9 OSTERLEY WAY CONFIDENTIAL URBAN REGENERATION REPORT	Board Minute 15/10/20	Following the conclusion of discussions, the Panuku Board: a. Approved the sale of 9 Osterley Way, Manukau being Lot 1 DP 111652 to Housing New Zealand Build Limited for a [REDACTED] to be developed as high-density residential apartment building for Kāinga Ora tenants. b. Approved the development to assist with the delivery of wider strategic outcomes as outlined in the Manukau High Level Project Plan (HLPP) through the inclusion of the following Essential Panuku Outcomes:

Previous Board / Council engagement and decisions

Date and meeting	Document	Decision / Outcome
		<ul style="list-style-type: none"> i. Homestar 6 rated dwellings, with a minimum of 1.75 points under the 'universal design' criteria required ii. Minimum site density 6,400m2 GFA or 115 dwellings, whichever is the greater iii. Activated street frontages to Osterley and Amersham Way iv. Quality design, including high quality facade treatment to create interest, especially on the lower levels onto Amersham and Osterley Way v. Presentation of Kāinga Ora's design and operation of the development to Priority Location Committee. <p>c. Delegated authority to the Chief Executive to execute the sale and purchase agreement on terms and conditions generally in accordance with those outlined in this paper upon the satisfactory conclusion of the process.</p>

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

18. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
19. [REDACTED]
[REDACTED] If
neither party submits an acceptable proposal we will take the property to the open market.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

20. [REDACTED]
[REDACTED]
21. [REDACTED]
[REDACTED]
22. Existing internal resources will be used to negotiate the sale. Other internal costs will be for negotiating the development agreement, reviewing the design, and monitoring the development agreement. [REDACTED]
[REDACTED]

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

23. Due to current economic factors affecting property development the sale of the site could be delayed. If it is taken to the market, informal market soundings can help to mitigate this risk along with generally developer favourable terms on conditionality and settlement.

24. [REDACTED]

25. [REDACTED]

26. Auckland Airports reluctance to approve residential in the Medium Aircraft Noise Area (MANA) will also be concern for any developers seeking to build residential on the site.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

- 27. The Local Board supports the sale of the site and will be kept informed on progress.
- 28. Mana whenua will be kept informed on progress.
- 29. Auckland Transport has released the site to Eke Panuku Development Auckland and removed the designation over the site.
- 30. Eke Panuku Development Auckland will prepare an engagement plan for affected parties before the existing car park licences are terminated.

Tauākī whakaaweawe Māori | Māori outcomes impact

- 31. Eke Panuku Development Auckland recognises the commitment to enable commercial opportunities for mana whenua as part of a wider commitment to achieving Māori outcomes in an open market sale process. The outcomes to be assessed as part of the sale process will include a 15% weighting for Māori outcomes.
- 32. Kiangā Ora engaged with mana whenua during its resource consent process. Further engagement will be required by the intended purchasers.
- 33. Eke Panuku Development Auckland will provide advance notification of this opportunity to Mana Whenua before going to the open market.

Tauākī whakaaweawe āhuarangi | Climate change impact

- 34. Eke Panuku Development Auckland's climate objectives are usually supported by the requirement for the developer to achieve a Greenstar 5 building rating, or a minimum 7-star rating for apartment typologies, or a minimum 6 star rating for standalone, terraced or walk-up typologies.
- 35. Our goal is to achieve the above ratings. However, feasibilities are exceptionally sensitive to cost due to the low market value comparisons and growth in Manukau. We are therefore seeking a

departure from Eke Panuku Development Auckland policy to potentially agree to alternate environmental outcomes within a budget that keeps the proposed development viable.

36. The location of this site within an existing town centre close to existing infrastructure, including public transport routes, supports sustainable outcomes.

Ngā koringa ā-muri | Next steps

37. Eke Panuku will formally approach [REDACTED] and seek formal proposals for consideration.
38. Dependent on the outcome Eke Panuku Development Auckland will then procure a real estate agent to market the site for sale through an open market sale process.
39. After undertaking the sale process Eke Panuku Development Auckland will select a preferred development partner and execute a development agreement to enable the redevelopment of the site.

Ngā tāpirihanga | Attachments

Attachment A – Site Photo

Attachment B – Essential Outcomes and Design Guidance

Ngā kaihaina | Signatories

Allan Young, GM Development

David Rankin, Chief Executive

Attachment A



9 Osterley Way

Manukau

Essential Outcomes and Design Guidance

October 2024 | Revision E





Contents

Site Address		
9 Osterley Way, Manukau		
Essential Outcomes and Design Guidance		
Prepared by Eke Panuku Development Auckland		
Document Control		
Prepared by:		
Michael Nettleship Principal Urban Designer		
Reviewed and Approved by:		
Maria Walker Team Leader Urban Design and Masterplanning		
Contact		
Eke Panuku Development Auckland		
82 Wyndham St,		
Auckland CBD,		
Auckland 1010 New Zealand		
09 336 8820		
REVISION	DATE	DESCRIPTION
E	2024-10-29	

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INTRODUCTION AND PURPOSE

This document has been prepared to help shape design responses and to identify the key requirements for the site that would help in achieving Eke Panuku's vision for the area.

This document includes five key sections that should be taken into account when designing in this location:

- + Eke Panuku and Council's vision for the site
- + Eke Panuku review process
- + site characteristics
- + essential outcomes
- + design guidance + precedents

This material will form part of Eke Panuku's Development Agreement with the selected development partner.

THE OPPORTUNITY

The site at 9 Osterley Way is one of the key development sites in the Manukau City, as part of Eke Panuku's Transform Programme. It is a corner site at the intersection of Amersham Way and Osterley Way, that can bring new definition to both streets and city's skyline.

The site is currently used as a car park located near the northern entry to Westfield Manukau City shopping mall.

To the south of the site is Karoro Court, a pedestrian link leading to Manukau Square.

The site is well connected to all key areas of Manukau Central and will form an important part of the townscape.

The site is ideal for a mixed use development that incorporates activation to public realm at ground level and offices, apartments or other accommodation above.



9 Osterley Way site outlined in red

DESIGN REVIEW PROCESS AT EKE PANUKU

As Tāmaki Makaurau / Auckland’s urban regeneration agency, we have a bold ambition to create amazing places and thriving town centres through high-quality developments, place-based programmes, and in-depth partnerships.

We do this by working collaboratively with a variety of external organisations and experts, as well as our communities – after all, when we work closely with others, we achieve better outcomes than we would alone.

A huge part of our mahi is working closely with development partners to ensure the best results for each town centre and community. All of our developments must meet our high standards around quality and sustainability, as well as adhering to our social, environmental, cultural and economic values.

Upon selecting the right development partner for a project, we provide them with a set of rules and parameters, including creating buildings that benefit neighbourhoods and guaranteeing all homes are healthy, energy-efficient and better for the environment.



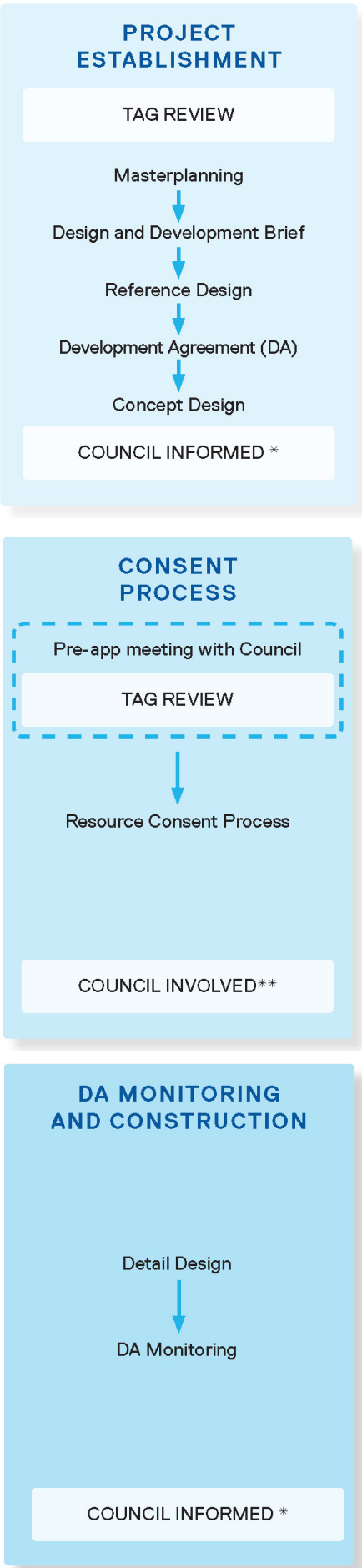
Auckland Council / Eke Panuku Alliancing Framework

COLLABORATING WITH EKE PANUKU

- + We seek a collaborative process around design to enable a productive and open dialogue on site outcomes from inception through the resource consent stage and beyond.
- + A complete design package is to be provided to the Eke Panuku Design Team at concept stage, and prior to lodging resource consent and building consent for review and approval.
- + Development partner is required to obtain Eke Panuku’s approval as a landowner. Our main focus is to ensure the proposal meets our Essential Outcomes and Design Guidance. Eke Panuku does not provide a resource consent approval.
- + Eke Panuku’s Design Team will prepare a design review statement setting out our recommendations and assessment in relation to the Essential Outcomes and Design Guidance document (this document).
- + Eke Panuku design review includes the use of an independent design review panel called the Technical Advisory Group (TAG). Eke Panuku will refer to TAG’s recommendations as a guidance and rationale for our approval.

THE TECHNICAL ADVISORY GROUP (TAG)

- + The Technical Advisory Group (TAG) is an Eke Panuku independent design review panel made up of industry professionals working within the disciplines of Architecture, Urban Design and Landscape Architecture.
- + TAG is involved at each stage of Eke Panuku’s regeneration programme from masterplanning, reference designs, concept through to resource consent stages.
- + TAG review for site sales is typically required at Concept stage and prior to obtaining Resource Consent to ensure the proposal has taken the correct direction.
- + TAG is used also for regulatory review by Council instead of AUDP. Eke Panuku and Council staff work together on preparation of the cover notes and attend TAG. TAG review that involves Council usually happens after the pre-application meeting, but Council can be involved or informed earlier depending on the type and complexity of a project.
- + If at a later stage a proposal needs fundamental design changes, Eke Panuku may require additional panel review to ensure high quality outcomes.



Project Life Cycle, TAG review and Council involvement

STRATEGIC CONTEXT

The Manukau Framework Plan (2017) builds on the High Level Project Plan (HLPP) which was approved in April 2016. The Framework sets out a shared vision and describes how Council will achieve the regeneration of the Transform Manukau area over the next years to 2040.

STRATEGIC DOCUMENTS

Manukau Framework Plan highlights that a high-quality public realm is important for transforming Manukau. It will energise public life and strengthen the area’s reputation as the meeting place for the south.

Investment in the walkability of Manukau (e.g. through street upgrades and site developments) will improve connectivity, attractiveness, ease and safety for walking within the project area.

The Manukau Framework Plan outlines initial ideas that provide direction for future development on Osterley and Amersham Ways, as quoted below:

OSTERLEY WAY

Osterley Way works hand-in-hand with Putney Way as key pedestrian-focused streets within Manukau Central. Osterley Way contains business, residential and retail addresses. It plays a crucial role as a north-south walking street from the northern edge of Manukau Central through the centre and a direct link via Barrowcliffe Bridge to the Puhinui Stream and the neighbourhoods in the south.

To the north and in the immediate vicinity of the site, Osterley Way provides a key link for AUT staff and students to access Manukau Central and transport facilities.

AMERSHAM WAY – A HOSPITALITY FOCUSED RETAIL STREET

Westfield Manukau City’s food and beverage frontage on Amersham Way points to the street’s potential as a hospitality focused retail street. Hayman Park and the proposed playground sit at the southern end of the street, generating potential foot traffic for the street.

Given the number of Eke Panuku controlled sites along Amersham Way’s length there is significant potential to create additional active retail frontage along it, which will be supported by an overall upgrade to the streetscape. Ultimately, Amersham Way will play an important role as an east- west pedestrian focused street, as a link between Hayman Park and the mall, and for picking up foot traffic generated by the rail and bus stations and Ronwood Avenue parking building.



SITE DESCRIPTION

The site is located on the corner of Osterley and Amersham Way in Mankuau Central. It is within the Manukau Central Metropolitan zone and is adjacent to key facilities and services for the area.

Site address:	9 Osterley Way
Site area:	1,740sqm
AUP Zoning:	Business - Metropolitan Centre Zone
Permitted Uses:	High-density residential, commercial/office and visitor accommodation activities.
Historic Use:	Car park
Building Height:	72.5m - Subject to Aircraft Noise Notification Area
Carparking:	The AUP sets maximum rather than minimum car parking requirements.
Other Features:	Infrastructure: Aircraft Noise Overlay - Moderate aircraft noise area (MANA), Auckland Airport - moderate aircraft noise area

Note: Refer to the Auckland Unitary Plan for a summary of all provisions, including full detail on applicable standards.

OPPORTUNITIES

- + Central location, very close to the mall and well connected to Manukau Sqaure and amenity of Hayman Park.
- + Prominent corner site with two public frontages.
- + Well located for public transport - less than 350m from the new Manukau Bus Interchange and Manukau Train Station.
- + Close to Hayman Park, 170m away along Amersham Way.

CONSTRAINTS

- + Interface with the mall car park to the east of the site needs careful consideration.
- + The site is highly visible on all sides which will require an architectural response seen all around.



Existing site aerial and survey information

 INDICATIVE BOUNDARY

ESSENTIAL OUTCOMES

The following design outcomes must be achieved in the proposal. These Essential Outcomes should be read in conjunction with the Design Guidance and Design Review Process sections.

These outcomes and guidelines do not encompass detailed aspects that are otherwise covered through planning consent requirements.

1. Implementing the Plan: Proposal must demonstrate how it fits Transform Manukau Vision, and consider how it enhances the community through analysis of the Manukau Framework Plan, specifically ‘key moves’.

2. Mixed-use Development: Proposal must deliver a vibrant mixed-use development with active tenancy/tenancies provided on the ground floor.

- 3. Street Activation:** Provide activated street frontages to Osterley and Amersham Way.
- a. Ensure public entrances to the buildings have a legible connection with the street.
 - b. Address the street edges by bringing the buildings forward to engage with the street and minimising setbacks.
 - c. Canopy to Amersham Way street frontage and entrances on Osterley Way.

4. Parking and Access: Demonstrate a considered approach to vehicle circulation and parking for the site. Vehicle entrance to the site preferred from Amersham Way.







5. Built Form: The proposed building must be of a scale and form appropriate for the Business Metropolitan Centre Zone.

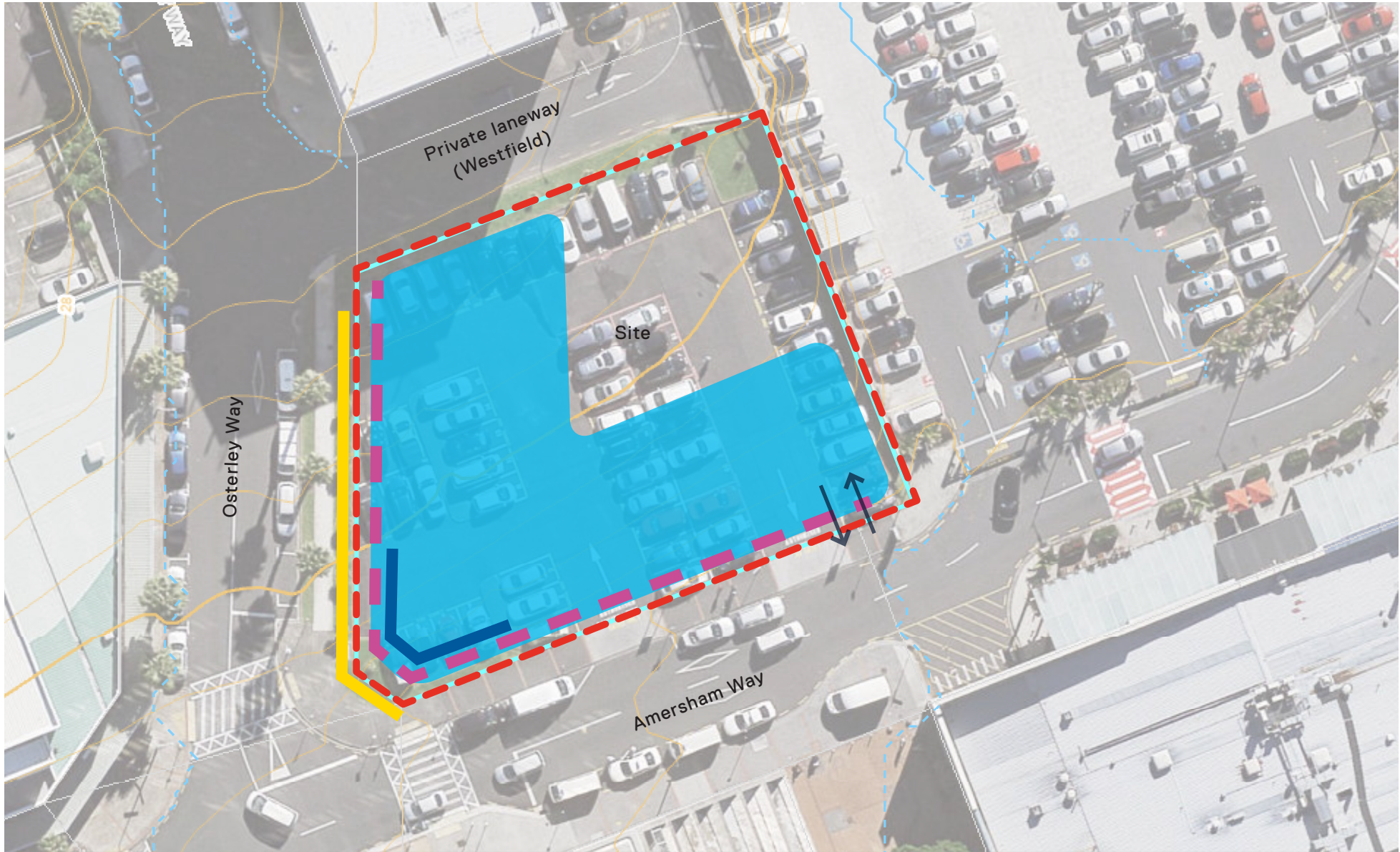
- 6. Design Quality:** The proposal must demonstrate high quality architectural design which includes:
- a. Coherent composition and articulation of building form and façades.
 - b. Use of suitably high-quality materials in an appropriate way.
 - c. Provide high quality facade treatment to create interest along the lower levels and on the corner of Amersham Way and Osterley Way.
 - d. Provide architectural response to view from Karoro Court (entry, or architectural termination).
 - e. Sensitive response to site and context and contribution to a high quality public realm.

7. Environmental sustainability Provide New Zealand Green Building Council (NZGBC) certification: minimum Five Green Star rating for commercial uses over 1,000sqm and minimum 7 Homestar rating certification for residential units. Green Star and Homestar ratings must conform with the Eke Panuku curated pathway of credits.

8. Design Guidance:
The proposal must demonstrate how it takes into account the Design Guidance (next section) in the proposed design.

ESSENTIAL OUTCOMES

-  SITE BOUNDARY
-  POTENTIAL BUILDING FOOTPRINT
-  ACTIVE/GLAZED FRONTAGE WITH PRINCIPAL ENTRIES (MINIMUM 50% OF GROUND LEVEL FACADE)
-  CORNER EMPHASIS / ARCHITECTURAL RESPONSE
-  CANOPY/ WEATHER PROTECTION
-  VEHICULAR ACCESS OFF AMERSHAM WAY



Indicative diagram of site layout only (not to scale)

DESIGN GUIDANCE

This Design Guidance section further explains potential ways to achieve the preceding Essential Outcomes, and offers additional guidance which can enhance and enrich a proposal.

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

a. Contextually Responsive

- i. Development should respond to the challenges and opportunities of the site - and be forward thinking in defining the future vision of Manukau as a mixed use transport oriented development.
- ii. Future development on the neighbouring sites, whether planned or potential should be taken into consideration.
- iii. The design proposal should include a context analysis and design response, and refer to the work that has been undertaken in the Manukau High Level Project Plan.
- iv. 'Sense of place' is very important, and a considerable challenge in the current built environment. The development will need to demonstrate how the design adds to creating a consistent sense of place for the Manukau Central area. This could consider recent building developments and landscape upgrades in the immediate area. Note: The building design response should be seeking cultural identity for the development using the Te Aranga design principles or similar.

b. Mana Whenua approach

- i. Mana whenua aspire to see themselves reflected in the urban landscape of their ahi ka (homeland). To ensure this happens, the development partner should engage with the 19 iwi and hapu (collectively known as mana whenua) to express their values, principles, and aspirations within the development. If needed, Eke Panuku can support the developer to engage with mana whenua.
- ii. Development partners should acknowledge and celebrate the rich cultural narratives of mana whenua in the area through the development either in the public realm/landscape or built form, or both.

- iii. In order to appropriately represent Mana Whenua in the proposal, the development partner should appoint a design team who has the expertise to engage with mana whenua on Māori design outcomes. Mana Whenua can provide advice on who is considered appropriate to develop narrative representation, and Eke Panuku can assist to facilitate an EOI process to appoint a mana whenua artist to support the project. The developer should consider how these can be integrated into the proposal.

c. Pedestrian access and street activation

- i. The design should take into account Crime prevention through environmental design CPTED principles for safety.
- ii. In addition to primary active frontage, secondary active frontage should be considered for the rest of the building frontages. This could include pedestrian entries, lobby areas with windows, any commercial or services use at ground with windows facing the street, any residential living spaces with windows facing the street.
- iii. A canopy along the ground level should be provided for shelter. The canopy is to relate in height and extent to the existing canopies along the street.
- iv. The design of the building, especially the lower levels should consider the night time activity, and be lit up at night.
- v. The ground floor should include active uses, preferably retail /food and beverage or any uses that can allow some level of visibility of the activities inside the building through a glazed facade with minimal amount of screening or advertising.

d. Architectural response

- i. Maximise height opportunity to enhance Manukau's skyline.

- ii. A ground level recess on the corner is encouraged for the purposes of visibility and architectural interest.
- iii. There should be a strong architectural expression on the Osterley Way / Amersham Way intersection with extra height or differentiation in material / architectural treatment.
- iv. If a tower building is considered, recognition of design 'in the round' is important. All elevations should be considered together. This applies to both short and long distance views.
- v. Consider materiality and modulation of building form to provide facade variation and visual interest.
- vi. Consider variation of the roof line to provide a visually interesting building or series of buildings.
- vii. Design of service plants, air conditioning units and machinery should be considered to screen or concealed from view from the public realm, and minimise noise emissions.
- viii. Consider integrating rooftop plant, including PV panels into the design of the roof rather than allowing it to appear as an applied afterthought.

e. Parking

- i. Car parking on the site should be limited to a minimum, given the proximity to the public transport options.
- ii. Bicycle Parking should be in alignment with Green Star standard 17.4 - Secure bicycle parking for occupants should be provided at 1 bicycle park for every 1 unit and secure bicycle parking should be provided for 5% of dwellings.
- iii. Consideration should be given to car share schemes as alternatives to traditional private car parking.
- iv. Loading or parking entries should be minimised and screened.

f. Environmental response

- i. Eke Panuku NZGBC Green Star 5 and Homestar 7 Mandatory Credits can be provided. They have been developed to facilitate the integration of both rating systems and to align with Eke Panuku ambitions for building sustainability and performance.
- ii. A document that outlines sustainability measures and initiatives should be provided at concept stage, so that Eke Panuku are able to understand the intent for the proposal.
- iii. Eke Panuku Corporate Responsibility Team can assist in the streamlining of achieving a Homestar 7 rating through the use of the Eke Panuku Homestar checklist.
- iv. Green Star rating is a requirement. Eke Panuku is open to using additional or alternative environmental sustainability certification, subject to achieving the same or better environmental outcomes.
- v. Consider the environmental sustainable design (ESD) principles including potential for low embodied material use, water conservation and waste management, including construction waste. Eke Panuku can provide a list of accredited deconstruction providers, if required.
- vi. Consider water sensitive design solutions on site to improve water quality and reduce stormwater runoff.

PRECEDENTS

The following precedents are examples of different mix-use residential, commercial, residential and retail designs, each illustrating a different facade treatment that provide sufficient interest in the urban scale, and responses to the character of Manukau.

Each is an example of the expected standard of design and construction, and each reflects some quality relevant to the development opportunity: be it scale, use, response to context and environment, architectural treatment, sustainable design or historical and cultural expression.



Long Bay Village Apartments, Auckland
Apartment building with ground floor retail



NZI Centre, Auckland
Commercial Office building



Merchant Quarter, Auckland
Soft landscape surrounds and pedestrian accessways, modulation of building facade and variation to roofline



Te Kupenga (155 Fanshawe Street) Auckland
Commercial Office building



Axis Apartments, Toronto
Apartment building with ground floor retail

50 Manukau Station Road, Manukau - Go to Market Strategy

Author(s): Grant Massey, Development Manager


November 2024

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

- *would affect the commercial interest of a third party (s7(2)(b)(ii); and*
- *would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)).*

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- approves the disposal of 50 Manukau Station Road, Manukau by way of an open market sales process, which may include subdivision of the site, to achieve urban renewal.
- delegates authority to the Chief Executive to execute the required documentation to sell the property at a price within or above the current market valuation range when taking account of the required essential outcomes.
- notes the key points of the Essential Outcomes and Design Guidelines are
 - 
 - Activated Road frontage to Manukau Station Road
 - Potential mixed use
 - Scale and density to align with the Transform Manukau plan
 - Māori outcomes to be achieved as part of section 6.2 of the Eke Panuku Development Auckland Selecting Development Partners Policy will form a minimum 15% of the criteria for assessing developer proposals.

Whakarāpopototanga matua | Executive summary

- 50 Manukau Station Road is an irregular shaped 9,713m² site with a "narrow panhandle" created from the adjacent land being taken for the southwestern motorway. It is zoned Metropolitan Centre and is within 200m of the Manukau bus terminal, train station and Westfield Shopping Centre.
- The Transform Manukau High-level Project Plan (HLPP) and Framework Plan in 2016 and 2017 identified the site as a transformative development opportunity to energise public life and strengthen Manukau's reputation as the meeting place for the south.
- A market sounding and expression of interest process was undertaken in 2017 however no parties were interested in committing to the site. As a result, a new development strategy has been developed to subdivide the 9,713m² lot to attract a greater variety of developers and increase the probability of early development.

4. [REDACTED]
5. [REDACTED]
6. The property was approved for sale by the Finance and Performance Committee in 2016 subject to agreement with Auckland Transport on the transport outcomes for the site. Auckland Transport has released the site for sale.

Horopaki | Context

7. The properties on the south side of Manukau Station Road are predominantly 2-4 level buildings and are primarily occupied by government agencies and the Manukau Technical Institute.
8. [REDACTED]
9. [REDACTED]
10. Most interest for commercial accommodation in this location is from Government departments / agencies. [REDACTED]
11. Given the irregular shape of the lot, and the mix of uses, the subdivision of the land is likely to be required to attract developers. The subdivision of the land into smaller parcels will allow us to attract specialised developers i.e. commercial, low-rise residential and high-rise residential, together with providing some alternative options for commercial tenants and owner occupiers.
12. The 2021 Programme Business Case approved by the Eke Panuku Development Auckland Board acknowledged that high-rise apartments on our Transform Manukau sites would need to be preceded with some medium-rise development as a catalyst for 'transformation'.
13. An Essential Outcomes and Design Guidelines document has been produced by Eke Panuku Development Auckland to assist purchasers to understand the development outcomes we are seeking. **Attachment B.**

14. High-rise apartments are included in the essential outcomes to provide an option for future transit-oriented development. The high-rise portion of the development is proposed on the rear of the site

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
19 MAY 2016 FINANCE & PERFORMANCE COMMITTEE	Minute FIN/2016/80	The Finance and Performance Committee approved the disposal of six properties within the Transform Manukau project area to contribute to achieving the outcomes in the High-Level Project Plan, including 50 Manukau Station Road (vacant land adjacent to Police Station) – residue land in CFR NA44C/3 and identified on SO 435724 as Section 17. Subject to the conclusion of the required statutory processes, agreement with Auckland Transport on the transport outcomes required for the sites, engagement with mana whenua as per Panuku standard disposal process.
24 MARCH 2021 BOARD MEETING TRANSFORM MANUKAU PROGRAMME BUSINESS CASE	Board Minute 10/03/21	Following the conclusion of discussions, the Panuku Board: a) Approved: i. The revised Programme Business Case for the Transform Manukau priority location programme into Financial Year 2022 (FY22) identifying an overall \$134m in total site sales and \$123m in total forecast capital spend to FY31. ii. In principle, to the ongoing investment of \$10.3m CAPEX in FY22 into the programme, noting that this is subject to Auckland Council Long-term Plan and confirmation of ongoing funding through reinvestment.

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

15. The preferred option is to subdivide the 9,713m² lot into smaller lots to attract a greater variety of developers and increase the probability of early development.
16. [REDACTED]
17. [REDACTED]
18. Discussions with the valuer, Roberts McKeown support the subdivision approach.
19. Eke Panuku Development Auckland has made an application for a land use consent for the subdivision, which is forecast to be approved by the Council in February 2025. However, no physical

works will be undertaken to subdivide the property until a purchaser has been secured via a development agreement that is conditional on the completion of the subdivision and the issue of title.

- 20. 
- 21. 

Ngā ritenga ā-pūtea | Financial and resourcing impacts

- 22. 
- 23. 
- 24. 

25. Existing internal resources will be used to undertake the work, including procuring external engineering services and contractors to complete the subdivision. Other internal costs will be for negotiating the development agreement, reviewing the design, and monitoring the development agreement.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

- 26. Due to current economic factors affecting property development the sale of the site could be delayed. Timing the marketing of the site following informal market soundings can help to mitigate this risk along with generally developer favourable terms on conditionality and settlement.
- 27. Eke Panuku Development Auckland will begin marketing the property once the subdivision consent has been issued by Council. This will mitigate uncertainty and a significant time risk around delivery of individual titles for a prospective purchaser.

28. No physical subdivision works will be initiated until the property has been taken to the market and a purchaser secured via a development agreement that is conditional on the completion of the subdivision and the issue of title.
29. The essential outcomes may add cost to a development and may impact the price Eke Panuku Development Auckland is able to secure for the land. Eke Panuku Development Auckland has provided the essential outcomes to the valuer to factor into the valuation.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts


30. The Local Board supports the sale of the site and will be kept informed on progress.
31. Mana whenua will be kept informed on progress.
32. Auckland Transport has released the site to Eke Panuku Development Auckland. Eke Panuku Development Auckland has entered a commercial licence arrangement with Auckland Transport to manage the property on its behalf for casual and commuter parking which can be terminated at one month's notice.
33. Eke Panuku Development Auckland will prepare an engagement plan for affected parties and the public before the existing car park licences are terminated.

Tauākī whakaaweawe Māori | Māori outcomes impact

34. Eke Panuku Development Auckland recognises the commitment to enable commercial opportunities for mana whenua as part of a wider commitment to achieving Māori outcomes in an open market sale process. The outcomes to be assessed as part of the sale process will include a 15% weighting for Māori outcomes.
35. [REDACTED]
36. Mana whenua have identified potential impacts of the Eke Panuku redevelopment proposal on the existing public stormwater network, which is proposing to be discharged to the Lambie East Motorway Pond for treatment. Eke Panuku Development Auckland and Auckland Council responded to mana whenua by agreeing to:
 - a. Auckland Council de-silting the Lambie East Motorway Pond in alignment with the future development to improve the capacity of the pond; and
 - b. Eke Panuku installing a new Gross Pollutant Trap (GPT) in the manhole immediately upstream of the pond inlet to improve the current situation and water quality beyond the minimum requirement provided by the pond already.
37. Eke Panuku Development Auckland will provide advance notification of this opportunity to Mana Whenua before the go-to-market date.

Tauākī whakaaweawe āhuarangi | Climate change impact

38. Eke Panuku Development Auckland's climate objectives are supported by the requirement for the developer to target a Greenstar 5 building rating, or a minimum 7-star rating for apartment typologies, or a minimum 6 star rating for standalone, terraced or walk-up typologies.
39. [REDACTED]

- 
40. The location of the site within an existing town centre close to existing infrastructure, including public transport routes, supports sustainable outcomes.

Ngā koringa ā-muri | Next steps

41. Eke Panuku Development Auckland will undertake informal market sounding to confirm developer interest in the site.
42. Dependent on the market soundings Eke Panuku Development Auckland will either hold the site until there is sufficient developer appetite or procure a real estate agent to market the site for sale through an open market sale process.
43. After undertaking the sale process Eke Panuku Development Auckland will select a preferred development partner and execute a development agreement to enable the redevelopment of the site.

Ngā tāpirihanga | Attachments

Attachment A – Site Plans

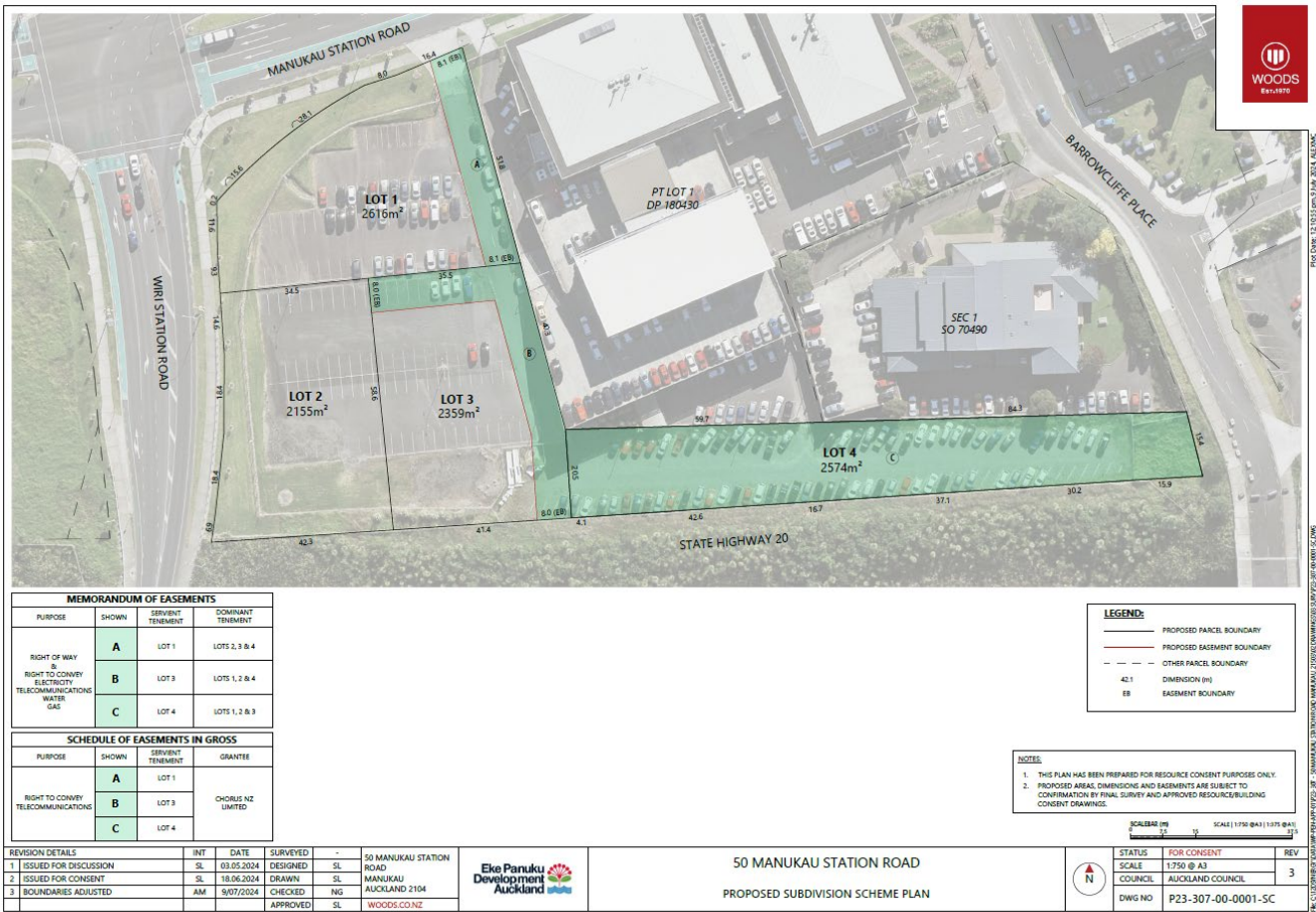
Attachment B – Essential Outcomes and Design Guidance

Ngā kaihaina | Signatories

Allan Young, GM Development

David Rankin, Chief Executive

Attachment A



50 Manukau
Station Road
Manukau

**Essential Outcomes and
Design Guidance**

November 2024 | Revision E





Contents

Site Address		
50 Manukau Station Road, Manukau		
Essential Outcomes and Design Guidance		
Prepared by Eke Panuku Development Auckland		
Document Control		
Prepared by:		
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REVISION	DATE	DESCRIPTION
D	2024-11-06	

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INTRODUCTION AND PURPOSE

This document has been prepared to help shape design responses and to identify the key requirements for the site that would help in achieving Eke Panuku's vision for the area.

This document includes five key sections that should be taken into account when designing in this location:

- + Eke Panuku and Council's vision for the site
- + Eke Panuku review process
- + site characteristics
- + essential outcomes
- + design guidance + precedents

This material will form part of Eke Panuku's Development Agreement with the selected development partner.

THE OPPORTUNITY

The site at 50 Manukau Station Road is owned by Auckland Council and has been determined as available for sale subject to meeting the Eke Panuku development and design outcomes, explained and outlined in this document.

50 Manukau Station Road is a corner site at the intersection of Manukau Station Road and Wiri Station Road. The site is within the Manukau metropolitan centre is located across the road from the new bus interchange, Manukau Institute of Technology (MIT) and Manukau Train Station. It is 200m to the Civic Precinct and Manukau Plaza.

Currently the site contains surface carparking which is accessed off Manukau Station Road. The site is located next to Counties Manukau Police Station to the east and MIT Tech Park to the west. The Wiri area to the south of the site (across State Highway 20) is part of a large-scale residential development led by both Kainga ora and private developers. Once complete the Wiri neighbourhoods will be home to approximately 3,600 new dwellings.

The site is ideal for a mixed-use development that continues the established commercial development along Manukau Station Road.



50 Manukau Station Road site outlined in red

DESIGN REVIEW PROCESS AT EKE PANUKU

As Tāmaki Makaurau / Auckland’s urban regeneration agency, we have a bold ambition to create amazing places and thriving town centres through high-quality developments, place-based programmes, and in-depth partnerships.

We do this by working collaboratively with a variety of external organisations and experts, as well as our communities – after all, when we work closely with others, we achieve better outcomes than we would alone.

A huge part of our mahi is working closely with development partners to ensure the best results for each town centre and community. All of our developments must meet our high standards around quality and sustainability, as well as adhering to our social, environmental, cultural and economic values.

Upon selecting the right development partner for a project, we provide them with a set of rules and parameters, including creating buildings that benefit neighbourhoods and guaranteeing all homes are healthy, energy-efficient and better for the environment.



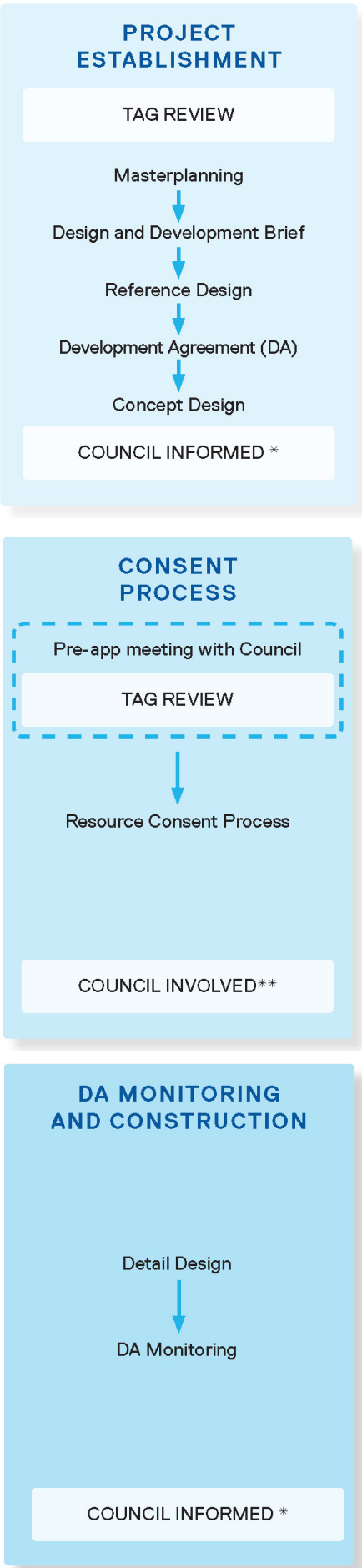
Auckland Council / Eke Panuku Alliancing Framework

COLLABORATING WITH EKE PANUKU

- + We seek a collaborative process around design to enable a productive and open dialogue on site outcomes from inception through the resource consent stage and beyond.
- + A complete design package is to be provided to Eke Panuku Design Team at concept stage, and prior to lodging resource consent and building consent for review and approval.
- + Development partner is required to obtain Eke Panuku’s approval as a landowner. Our main focus is to ensure the proposal meets our Essential Outcomes and Design Guidance. Eke Panuku does not provide a resource consent approval.
- + Eke Panuku’s Design Team will prepare a design review document (a memo) stating our recommendations and assessment in relation to the Essential Outcomes and Design Guidance document (this document).
- + Eke Panuku design review includes the use of an independent design review panel called the Technical Advisory Group (TAG). Eke Panuku will refer to TAG’s recommendations as a guidance and rationale for our approval.

THE TECHNICAL ADVISORY GROUP (TAG)

- + The Technical Advisory Group (TAG) is an Eke Panuku independent design review panel made up of industry professionals working within the disciplines of Architecture, Urban Design and Landscape Architecture.
- + TAG is involved at each stage of Eke Panuku’s regeneration programme from masterplanning, reference designs, concept through to resource consent stages.
- + TAG review for site sales is typically required at Concept stage and prior to obtaining Resource Consent to ensure the proposal has taken the correct direction.
- + TAG is used also for regulatory review by Council instead of AUDP. Eke Panuku and Council staff work together on preparation of the cover notes and attend TAG. TAG review that involves Council usually happens after the pre-application meeting, but Council can be involved or informed earlier depending on the type and complexity of a project.
- + If at a later stage a proposal needs fundamental design changes, Eke Panuku may require additional panel review to ensure high quality outcomes.



Project Life Cycle, TAG review and Council involvement

STRATEGIC CONTEXT

The Manukau Framework Plan (2017) builds on the High Level Project Plan (HLPP) which was approved in April 2016. The Framework sets out a shared vision and describes how Council will achieve the regeneration of the Transform Manukau area over the next years to 2040.

STRATEGIC DOCUMENTS

Manukau Framework Plan highlights that a high-quality public realm is important for transforming Manukau. It will energise public life and strengthen the area’s reputation as the meeting place for the south.

The development of 50 Wiri Station Road will support much greater levels of public life and activity along this stretch of road. This will help contribute to the Framework Plan goal of a ‘vibrant heart’.

Investment in the walkability of Manukau (e.g. through street upgrades and site developments) will improve connectivity, attractiveness, ease and safety for walking within the project area.

MANUKAU STATION ROAD TRANSFORMATION

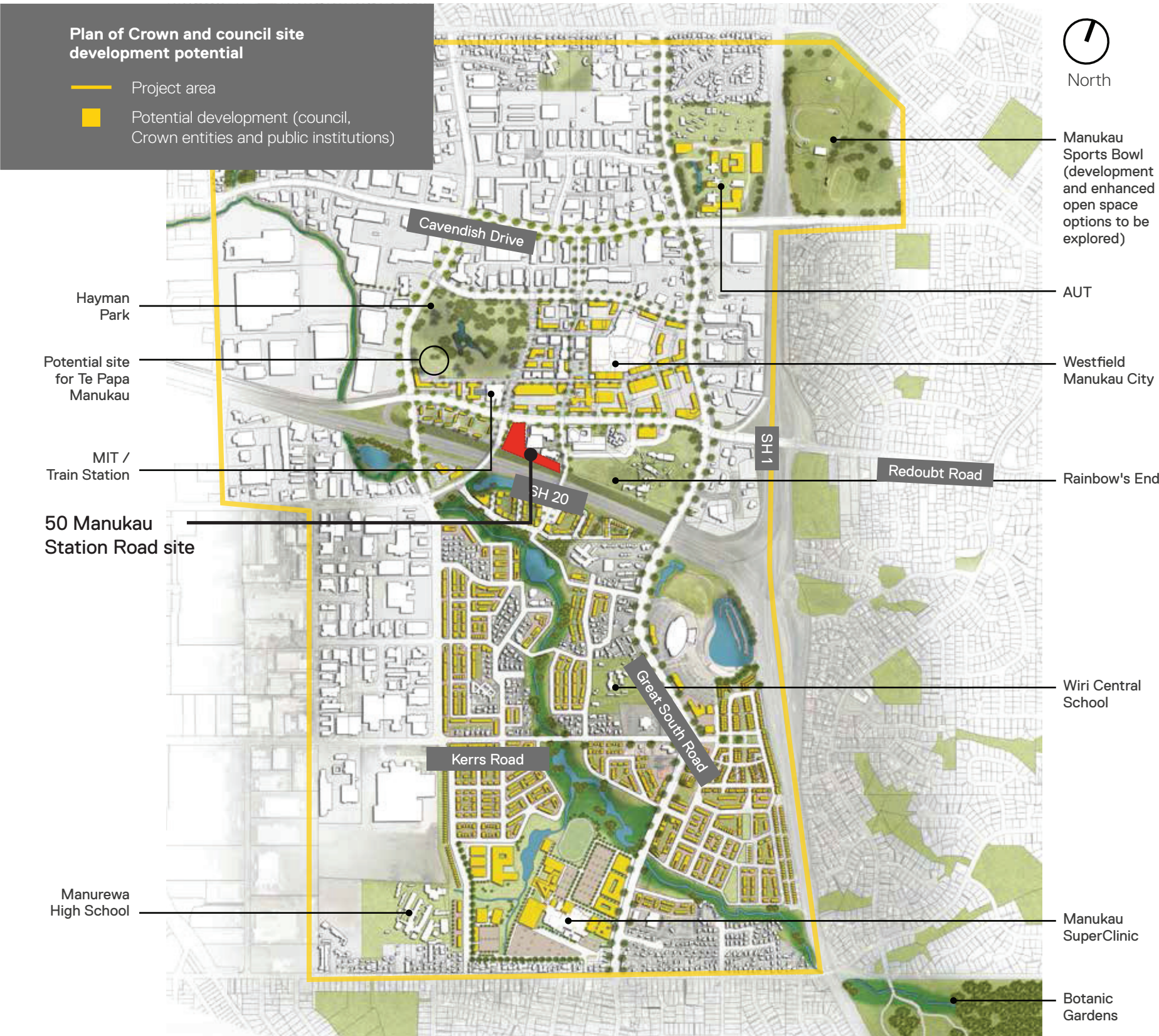
Manukau Station Road is lined by a significant number of Eke Panuku-controlled development sites, provides a key arrival point into Manukau Central and is a vital component of the framing avenues (see Goal two – form – organising ideas). However, at the moment it feels car-dominated and acts as a barrier to the areas south of the road.

Since State Highway 20 opened, traffic volumes on Manukau Station Road have reduced significantly. While it will continue to have an important movement role (e.g. for public transport), there is significant scope to rethink Manukau Station Road as part of the fabric of Manukau Central, as well as removing it as a barrier for pedestrians.

Over time, through a major street upgrade, Manukau Station Road will become a celebrated civic street for people on buses and bikes. Development of sites along Manukau Station Road will play their part in creating a better city street

54 MANUKAU STATION ROAD

Located on the western corner of Manukau Station Road and Wiri Station Roads alongside the recently completed MIT Tech Park, a new commercial development is proposed. Haydn & Rollett are developing a 4 storey commercial building that will provide new, high-quality office space into the Manukau Central area.



SITE DESCRIPTION

The site is located on the corner of Manukau Station Road and Wiri Station Road. It is within the Manukau Central Metropolitan zone and is adjacent to key facilities and services for the area.

Site address:	50 Manukau Station Road
Site area:	Total available site area 7,130sqm
AUP Zoning:	Business - Metropolitan Centre Zone
Permitted Uses:	High-density residential, commercial/office and visitor accommodation activities.
Historic Use:	Car park
Building Height:	72.5m - Subject to Aircraft Noise Notification Area
Carparking:	The AUP sets maximum rather than minimum car parking requirements.
Other Features:	Infrastructure: Aircraft Noise Overlay - Aircraft noise notification area (ANNA), Auckland Airport - aircraft noise notification area

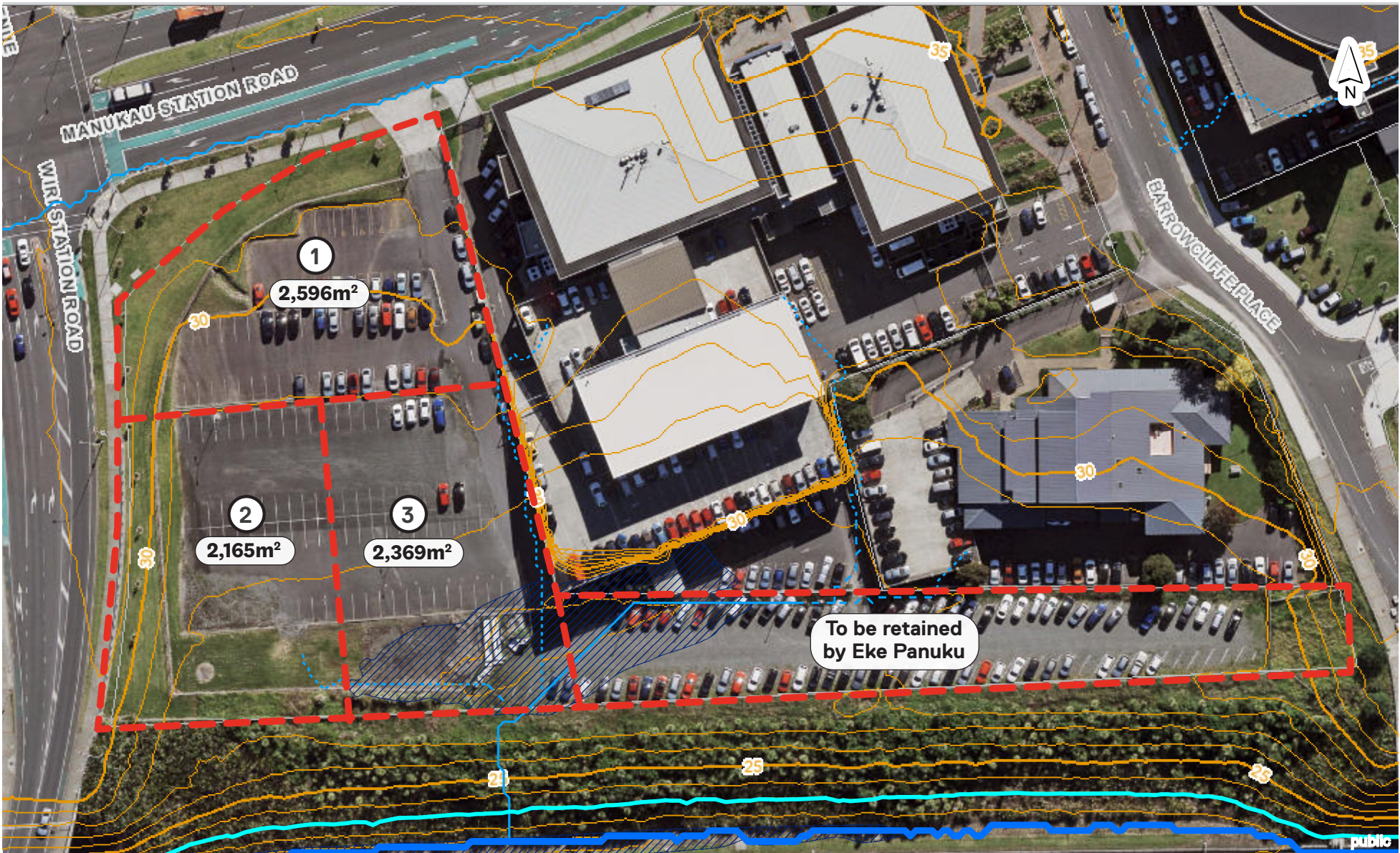
Note: Refer to the Auckland Unitary Plan for a summary of all provisions, including full detail on applicable standards.

OPPORTUNITIES

- + Site provides an ideal opportunity for a mixed use development that has commercial relating to the existing and future uses across the street and on adjacent sites. Additionally, an opportunity for a residential tower that can capture wide angle views across Manukau and beyond.
- + Well connected with rest of Auckland through the use of public transport - Only 150m to new Manukau Bus Interchange and the Manukau Train Station.

CONSTRAINTS

- + The site is located between two main roads which will require noise and air pollution mitigation.
- + Site does not include a footpath directly along the boundary on the corner with Manukau Station Road. It is important that through the due diligence phase, the development partner and Eke Panuku work together to ensure an appropriate outcome.



Existing site aerial and survey information

 INDICATIVE BOUNDARY

ESSENTIAL OUTCOMES

The following design outcomes must be achieved in the proposal. These Essential Outcomes should be read in conjunction with the Design Guidance and Design Review Process sections.

These outcomes and guidelines do not encompass detailed aspects that are otherwise covered through planning consent requirements.

1. Implementing the Plan: Proposal must demonstrate how it fits Transform Manukau Vision, and consider how it enhances the community through analysis of the Manukau Framework Plan, specifically ‘key moves’.

2. Mixed-use Development: Proposal must deliver a vibrant mixed-use development (across all three sites combined) with a commercial led component along the entire length of Manukau Station Road and a minimum 50% of the frontage along Wiri Station Road. No residential dwellings to be provided at lower levels within this zone (Site 1).

3. Street Activation: Provide active uses along the entire length of Manukau Station Road and minimum 50% of Wiri Station Road (refer to adjacent diagram). Ensure public entrances to the buildings have a legible connection with the street. Address the street edges by bringing the buildings forward to engage with the street and minimising setbacks.

4. New Accessway: Provide a new lane between Manukau Station Road and the new carpark that will be delivered by Eke Panuku. The laneway must:

- + Provide for pedestrian and active mode users (this could be a shared space)
- + Provide access for vehicle loading and servicing
- + Follow best practice CPTED principles

5. Parking and Access: Demonstrate a considered approach to vehicle circulation and parking for the site. Any parking and servicing areas must not be visible from Manukau Station or Wiri Station Roads.












6. Built Form: The proposed buildings must be of a scale and form appropriate for the Business Metropolitan Centre Zone. The building must include a strong architectural expression on the corner of Manukau Station Road and Wiri Station Road.

7. Design Quality: The proposal must demonstrate high quality architectural design which includes: coherent composition and articulation of building form and façades; use of suitably high-quality materials in an appropriate way; sensitive response to site and context; and contribution to a high quality public realm.

8. Environmental sustainability Provide New Zealand Green Building Council (NZGBC) certification: minimum Five Green Star rating for commercial uses over 1,000sqm and minimum 7 Homestar rating certification for residential units. Green Star and Homestar ratings must conform with the Eke Panuku curated pathway of credits.

9. Design Guidance: The proposal must demonstrate how it takes into account the Design Guidance (next section) in the proposed design.

ESSENTIAL OUTCOMES

-  SITE BOUNDARY
-  MIXED USE WITH MAJORITY COMMERCIAL AND RETAIL COMPONENT
-  MIXED USE WITH RESIDENTIAL COMPONENT
-  POTENTIAL FOR RESIDENTIAL TOWER
-  ACTIVE FRONTAGES AND A STRONG BUILT FORM EDGE TO MANUKAU STATION ROAD AND WIRI STATION ROAD (NO OR MINIMAL SETBACK)
-  BUFFER TO STATE HIGHWAY 20 (NOISE AND VENTILATION CONSIDERATION)
-  LANDSCAPE BUFFER IF RESIDENTIAL IS PROPOSED AT GROUND LEVEL
-  VEHICLE, PEDESTRIAN AND CYCLIST ACCESS TO SITE 2.
-  PEDESTRIANS AND CYCLIST ACCESS BETWEEN SITE 2 AND SITE 3.
-  NEW ACCESSWAY FOR VEHICLES, PEDESTRIANS AND CYCLISTS
-  VEHICULAR ENTRY / EXIT - MINIMIZE NUMBER OF ENTRIES



Indicative diagram of site layout only (not to scale)

DESIGN GUIDANCE

This Design Guidance section further explains potential ways to achieve the preceding Essential Outcomes, and offers additional guidance which can enhance and enrich a proposal.

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

a. Contextually Responsive

- i. Development should respond to the challenges and opportunities of the site - and be forward thinking in defining the future vision of Panmure as a mixed use transport oriented development.
- ii. Future development on the neighbouring sites, whether planned or potential should be taken into consideration.
- iii. The design proposal should include a context analysis and design response, and refer to the work that has been undertaken in the Panmure High Level Project Plan.

b. Mana Whenua approach

- i. Mana whenua aspire to see themselves reflected in the urban landscape of their ahi ka (homeland). To ensure this happens, the development partner should engage with the 19 iwi and hapu (collectively known as mana whenua) to express their values, principles, and aspirations within the development. If needed, Eke Panuku can support the developer to engage with mana whenua.
- ii. Development partners should acknowledge and celebrate the rich cultural narratives of mana whenua in the area through the development either in the public realm/landscape or built form, or both.
- iii. In order to appropriately represent Mana Whenua in the proposal, the development partner should appoint a design team who has the expertise to engage with mana whenua on Māori design outcomes. Mana Whenua can provide advice on who is considered appropriate to develop narrative representation, and Eke Panuku can assist to facilitate an EOI process to appoint a mana whenua artist to support the project. The developer should consider how these can be integrated into the proposal.

c. Architectural response

- i. Consider materiality and modulation of building form to provide facade variation and visual interest.
- ii. Consider orientation of habitable rooms and building cores along with fenestration to provide passive surveillance between public realm and private / communal areas.
- iii. Consider variation of the roof line to provide a visually interesting building or series of buildings.
- iv. Plan strong, legible entrances for buildings that are easy to find and easily understood.
- v. Design of service plants, air conditioning units and machinery should be considered to screen or concealed from view from the public realm, and minimise noise emissions.
- vi. Consider integrating rooftop plant, including PV panels into the design of the roof rather than allowing it to appear as an applied afterthought.

d. Landscape response

- i. Consider how soft landscaping can enhance the street character and provide amenity for the people occupying the building initially and over time as it matures.
- ii. Consider maintenance requirements for any soft landscaping through design process.

e. Pedestrian access and street activation

- i. Universal Design principles should be applied to shared spaces to allow access for people of all ages and abilities.
- ii. The design should take into account Crime prevention through environmental design CPTED principles for safety.
- iii. In addition to primary active frontage, secondary active frontage should be considered for the rest of the building frontages. This could include pedestrian

entries, lobby areas with windows, any commercial or services use at ground with windows facing the street, any residential living spaces with windows facing the street.

- iv. Internal pedestrian connections must extend from the street (allowing access to carparks) and connect with existing pedestrian paths and crossing points outside of the boundary.

f. Parking

- i. Car parking on the site should be limited to a minimum, given the proximity to the public transport options.
- ii. Bicycle Parking should be in alignment with Green Star standard 17.4 - Secure bicycle parking for occupants should be provided at 1 bicycle park for every 1 unit and secure bicycle parking should be provided for 5% of dwellings.
- iii. Consideration should be given to car share schemes as alternatives to traditional private car parking.
- iv. Loading or parking entries should be minimised and screened.

g. Apartment amenity

- i. Consider passive approaches such as appropriate orientation, efficient spatial planning and natural cross ventilation.
- ii. Design buildings to moderate the environment as much as possible by using passive or low-energy efficiency measures, and use this as an opportunity for architectural expression.
- iii. Consider making any rooftops deemed unsuitable for energy generation accessible, landscaped and designed for use by occupants.
- iv. Architecture should consider size of surrounding trees at full maturity and respond with openings and windows accordingly.
- v. The design should limit the number of south facing

and single aspect units.

- vi. To optimise the direct sunlight to habitable rooms and balconies and provide cross ventilation in the residential units a number of the following design features can be used:
 - dual aspect apartments
 - shallow apartment layouts
 - two storey and mezzanine level apartments
 - bay windows

h. Environmental response

- i. Eke Panuku NZGBC Green Star and Homestar Mandatory Credits can be provided. They have been developed to facilitate the integration of both rating systems and to align with Eke Panuku ambitions for building sustainability and performance.
- ii. A document that outlines sustainability measures and initiatives should be provided at concept stage, so that Eke Panuku are able to understand the intent for the proposal.
- iii. Eke Panuku Corporate Responsibility Team can assist in the streamlining of achieving a Homestar 6 rating through the use of the Eke Panuku Homestar checklist.
- iv. Green Star rating is a requirement. Eke Panuku is open to using additional or alternative environmental sustainability certification, subject to achieving the same or better environmental outcomes.
- v. Consider the environmental sustainable design (ESD) principles including potential for low embodied material use, water conservation and waste management, including construction waste. Eke Panuku can provide a list of accredited deconstruction providers, if required.
- vi. Consider water sensitive design solutions on site to improve water quality and reduce stormwater runoff.

PRECEDENTS

The following precedents are examples of different mix-use residential, commercial, residential and retail designs, each illustrating a different facade treatment that provide sufficient interest in the urban scale, and responses to the character of Manukau.

Each is an example of the expected standard of design and construction, and each reflects some quality relevant to the development opportunity: be it scale, use, response to context and environment, architectural treatment, sustainable design or historical and cultural expression.



NZI Centre, Auckland
Commercial Office building



Te Kupenga (155 Fanshawe Street) Auckland
Commercial Office building



Long Bay Village Apartments, Auckland
Apartment building with ground floor retail



Stranges & Glendenning Hill Building, Christchurch
Commercial building with high quality materials



Axis Apartments, Toronto
Apartment building with ground floor retail

PRECEDENTS CONTINUED



Sunset West Apartments Wellington
Apartment building



Vantage Apartments, Tauranga
Apartment building with ground floor retail



Ladies Mile, Ellerslie
Apartments set within high quality landscaping



Fabric Apartments, Onewhunga
Four storey apartment building



Merchant Quarter, Auckland
Soft landscape surrounds and pedestrian accessways, modulation of building facade and variation to roofline



Talbot Park, South Auckland
Three storey walk up apartments, legible entrances

Urban renewal acquisitions – Policy review

Author(s): Allan Young

November 2024

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. approves the Acquisition Policy which sets out the framework for Eke Panuku to utilise when acquiring land property in support of urban renewal programmes, either by compulsory acquisition, or on the open market

Whakarāpopototanga matua | Executive summary

1. The current acquisition policy was approved in November 2021 and is reviewed on a triennial basis.
2. The policy was amended in 2021 to provide the ability for the Chief Executive to act on open-market acquisition opportunities where they support the urban regeneration outcomes in our existing town centres. Delegation to the Chief Executive was approved because typically, when sites are presented to the market, timeframes are short and Eke Panuku needs to be able to act quickly and outside of the board cycle.
3. A review of the policy has been undertaken and no areas of change have been identified. Current delegations are clear and set out the framework for Eke Panuku to utilise when acquiring property in support of urban renewal programmes, either by compulsory acquisition, or on the open market.

Horopaki | Context

4.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
24 November 2021	Urban Development Acquisitions	Following the conclusion of discussions, the Panuku Board approved the revised Acquisition Policy.
24 March 2021	Delegated Authority Policy	Following the conclusion of discussions, the Panuku Board approved the revised Board Delegated Authority Policy.
23 June 2021	Corporate Business Plan 2021-2022	Following the conclusion of discussions, the Eke Panuku Board: 1. Approved the 2021-2022 Corporate Business Plan and associated budgets and activities.

		<p>2. As part of the above, and for the avoidance of doubt, the Eke Panuku board approved as part of the Corporate Business Plan:</p> <ul style="list-style-type: none"> i. Grants and donations to the value of \$418,000, detailed in attachment 2 ii. Approval to transact the sites listed on page 25, and the sale via direct exclusive negotiations of seven of the listed sites. iii. Property acquisitions in the priority locations, where a straightforward open market opportunity from a willing seller is presented, the acquisition can be funded from the programme budgets without impacting delivery of outcomes, and the acquisition gives effect to the strategic outcomes of a programme.
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Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

5. The Acquisition Policy provides a framework for acquisitions by Eke Panuku for the purposes of Urban Renewal. This policy has built on the work done in preparing the Thriving Town Centres – guidance for urban regeneration of Eke Panuku town centres
6. The current policy has proven to be appropriate for acquisitions undertaken and an internal review has indicated no change is required.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

7. There are no financial or resourcing impacts from the adoption of the Acquisition Policy.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

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

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

9. The policy is provided to Eke Panuku staff via the Info Hub intranet along with the separate standard setting out delegations from the Chief Executive to the business.

Tauākī whakaaweawe Māori | Māori outcomes impact

10. There are no Māori outcomes or impacts pertaining to the revised policy.

Tauākī whakaaweawe āhuarangi | Climate change impact

11. There are no climate change impacts pertaining to the revised policy.

Ngā koringa ā-muri | Next steps

12. The policy will continue to be put into practice.

13. Any acquisitions made under the policy will be reported to the board as part of quarterly performance reporting.

Ngā tāpirihanga | Attachments

Attachment A – Board Delegated Authority Policy and Standard

Attachment B – Acquisition Strategy

Ngā kaihaina | Signatories

Allan Young, GM Development

David Rankin, Chief Executive

Delegated Authority Policy

1. Policy purpose

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

2. Application of this policy

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

3. Objectives

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

4. Policy

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

5. Policy review and approvals

- 5.1. This policy will be reviewed biennially and approved by the Board.

6. Attachments

- 6.1. Attachment A - Delegated Authorities

Business Owner	Governance Manager	
Original policy date	1 September 2015	
Last review	25 May 2022	
Frequency of review	Biennially	
Date of this review and approved by	Eke Panuku Board	Date: 28 August 2024

Attachment A – Delegated Authorities

Area	Detail	Authorities and Approvals reserved by the Eke Panuku Board of Directors (the Board)	Authorities and Approvals delegated to the Eke Panuku Chief Executive (CE)	Chief Executive delegation available	Notes
Strategy, planning and governance	Strategy, planning, including long term plan, business plan and Statement of Intent (SOI)	<ul style="list-style-type: none"> Long term plan and annual plan budget submissions to Auckland Council Statement of Intent (SOI) Corporate Business Plan Annual Report 	<ul style="list-style-type: none"> Directorate business plans Quarterly reporting to council 	Yes	<ul style="list-style-type: none"> Forecasting changes to be notified to board quarterly The quarterly report to council must be provided to the board
Capital (capex) expenditure		Approval for any item above delegation to CE	Budgeted: \$15,000,000 for total transaction value/contract life	Yes	<ul style="list-style-type: none"> Does not include acquisitions or disposals Refer to Land and Property
Operating (opex) expenditure		Approval for any item above delegation to CE	Budgeted: \$5,000,000 for total transaction value/contract life	Yes	
Grants and donations	Grants and donations	Approval of plan for the year	Allocation of grants and donations for priority locations in board approved plan is limited to \$5,000 per item for ‘cash’ donations; and \$5,000 per item value for grants ‘in-kind’	No	<ul style="list-style-type: none"> Refer Grants and Donations policy Details to be reported half yearly to the Board Approving of Koha is covered under “Our Charter”
Sensitive expenditure	Domestic travel, meals, accommodation entertainment and other expenses claim approval	<ul style="list-style-type: none"> Directors and CE by Chair Chair by Deputy Chair All within approved board budget 	Direct reports to the CE, within a board approved budget	Yes	
	International travel and related expenses	Authority for director or staff to undertake international travel before travel commences: <ul style="list-style-type: none"> Directors and CE by Chair Chair by Deputy Chair All within approved board budget 	Approval of cost of staff travel, within board approved budget	No	All international travel is to be reported to Auckland Council CE
	Credit Cards (including P-Cards)	Issuance of credit card to CE or direct reports to CE	Power to authorise or cancel any credit cards issued to staff	Yes	Chief Executive may delegate to the Chief Financial Officer only
Gifts & Hospitality	Gifts given by Eke Panuku	Approval for any item above delegation to CE	Power to authorise the giving of gifts to outside organisations or individuals up to \$1,000	No	Register of Gifts & Hospitality given and received to be maintained and reported annually to the board
Legal	Litigation and settlement of legal disputes	Litigation costing more than \$500,000 and settlements not in the approved budget and business plan	<ul style="list-style-type: none"> Litigation costing up to \$500,000 Settlements or disputes in the annual budget and business plan 	No	<ul style="list-style-type: none"> Litigation must be reported to the board All new legal instruction must be via Auckland Council legal services
Land and property	Acquisition of land or property for the purposes of urban renewal	<ul style="list-style-type: none"> Approve the acquisition, and approve the strategic objectives, and the funds associated with the purchase for a purchase of a single property for a value greater than \$15,000,000 	<ul style="list-style-type: none"> Approval of a purchase of a single property for a value up to and including \$15,000,000, where the property is in a Priority Location or part of an urban renewal project mandated by Council and has an approved 	Yes	<ul style="list-style-type: none"> In all cases, the person exercising their delegated authority under this section must ensure that sufficient funding is available in a board approved budget All acquisitions must be reported to the board

Area	Detail	Authorities and Approvals reserved by the Eke Panuku Board of Directors (the Board)	Authorities and Approvals delegated to the Eke Panuku Chief Executive (CE)	Chief Executive delegation available	Notes
			<p>programme business case / business case.</p> <ul style="list-style-type: none"> Approval of a purchase of a single property, not included in the Corporate Business Plan, on the open market for a value up to and including \$10,000,000, where the property is in a Priority Location Approval to make a conditional offer, subject to Board approval, on a single property, not included in the Corporate Business Plan, on the open market for a value above \$10,000,000 and up to \$15,000,000, where the property is in a Priority Location 		<ul style="list-style-type: none"> All acquisitions must comply with the Project Management Framework All acquisitions must be supported with a PSG approved business case Any SDF acquisition greater than \$20,000,000 or those that will not be on sold within 6 years must be approved by Auckland Council
	Disposal of land or property for the purposes of urban renewal	Approval of transactional terms, or proposed transactional terms (go-to-market strategy), where the proposal is a site sale with development outcomes	None	No	<ul style="list-style-type: none"> The Board can delegate approval to the CE to finalise specific transactions in accordance with the proposed transactional terms agreed by the board. All land or property where development outcomes are being sought, must comply with the Project Management Framework, and must be supported with a PSG approved business case
	Disposal of land or property on behalf of Auckland Council including AT assets, Corporate Property and Optimisation	<ul style="list-style-type: none"> Approval of the site sales plan for the year, as part of the Corporate Business Plan Approval of transactional terms, or proposed transactional terms (go-to-market strategy), where the proposal is a site sale with development outcomes Approval of the sale of a single property where no development outcomes are sought, for a value greater than \$5,000,000 	Approval of the sale of a single property where no development outcomes are sought, for a value up to and including \$5,000,000, assuming the transaction meets the parameters of the signed rationalisation report	Yes	<ul style="list-style-type: none"> All sales must be approved for sale by a council resolution and an AC signed Rationalisation Report/Land Status Report. All sales must be reported to the board Properties in this category, where no development outcomes are sought, are sold primarily to generate income. Any additional development outcomes which may result in a sale under market value will require additional approval from Auckland Council Properties where Eke Panuku identifies a development opportunity, which require additional time and resource to sell, will be treated as a project and governed by the Project Management Framework requirements
	Acquisition of land or property on behalf of Auckland Council to be	None – acquisitions fall under a standing delegation from the Council to the CE, which has its			

Area	Detail	Authorities and Approvals reserved by the Eke Panuku Board of Directors (the Board)	Authorities and Approvals delegated to the Eke Panuku Chief Executive (CE)	Chief Executive delegation available	Notes
	used for a Council purpose with a brief from Council.	own set of parameters and is outside the board's purview.			
Revenue	Property portfolio	Approval for any item above delegation to CE	New, varied or renewed leases, deeds or licences, up to and including \$1,000,000 per annum	Yes	Refer Property Rent Setting Policy
	Marina operations	Approval for any item above delegation to CE	New, varied or renewed leases, deeds or licences, up to and including \$1,000,000 per annum	Yes	<ul style="list-style-type: none"> Refer Marina and Wharf Rent Setting policy
	Other revenue	Revenue streams not in the annual budget and business plan	Approval of any revenue streams within the annual budget and business plan	Yes	
Debt write offs	Debt write-offs	Approval for any item above delegation to CE	Debts write offs up to \$150,000 (GST exclusive per debtor)	No	<ul style="list-style-type: none"> Debt write offs include any reductions in rent already charged to a tenant Debt write-offs greater than \$50,000 (GST exclusive per debtor) must be reported to the board.
Programme and Project approvals	HLPPs and Programme Business Cases	All HLPPs and Programme Business Cases	None	No	<ul style="list-style-type: none"> Once a Programme Business Case is approved, CE has delegated authority to approve, or to delegate approval, of individual project cases, subject to financial thresholds for opex, capex and acquisitions & disposals Programme business cases to be pre-approved by ELT before referral to the board Changes to approved programmes may require board approval, subject to the Panuku change framework
	Project business cases	Project based decisions where referred by the CE	<ul style="list-style-type: none"> Approval of transactions, or proposed transactions, where board approval is not required and within financial limits Determining issues of significance or sensitivity 	Yes	<ul style="list-style-type: none"> Business case decisions (recommending transactional terms, or proposed transactional terms (go-to-market strategy), and approach) to be pre-approved by Programme Steering Group (PSG) before referral to the CE / board Circumstances which might cause the CE to refer a project business case to the board could include transactional terms, or proposed transactional terms (go-to-market strategy), where: <ul style="list-style-type: none"> A value exchange is proposed a payment will be more than 10% over

Area	Detail	Authorities and Approvals reserved by the Eke Panuku Board of Directors (the Board)	Authorities and Approvals delegated to the Eke Panuku Chief Executive (CE)	Chief Executive delegation available	Notes
					<p>current market valuation</p> <ul style="list-style-type: none"> ○ a disposal will be more than 10% under current market valuation ○ a commitment will not make the required ROI on commercial capital ○ the proposal is to enter into an exclusive agreement with a development partner ○ the proposal represents a significant risk to Panuku, including reputational risk ○ The proposal is a site sale in a Priority Location • Will involve the use of the Public Works Act (PWA) for urban renewal
Legal interests in land	Legal interests in land as part of leasing arrangements and/or development programmes	Significant agreements above CE delegation	<ul style="list-style-type: none"> • Determining issues of significance 	Yes	
RMA planning matters	Plan changes, designations and resource consent applications, planning submissions and appeals to third party applications	Submissions in opposition to Auckland Council or other CCOs	<ul style="list-style-type: none"> • Prepare, lodge and progress plan changes, designations and resource consent applications • Prepare and lodge appeals to third party plan changes or resource consents 	Yes	
Business Interests, Investments, Divestments, Limited Partnerships, Joint Ventures	Third party business interest agreements	Approval of third-party agreements valued above \$1,000,000	<ul style="list-style-type: none"> • Approval of third-party agreements up to and including \$1,000,000 Variation of a board approved amount by 5% 	Yes	
	Third party business interest agreements where Panuku is taking a developer role	All investments or divestments in a business combination such as subsidiary, JV or associate	None	No	
	Payments to external parties for purchases or restructure of assets of businesses	All investments or divestments in a business combination such as subsidiary, JV or associate	None	No	
Disposal of physical assets, non land and property	Disposal of physical assets, non land and property	Disposal of physical assets with a purchase value greater than \$100,000	Disposal of a physical asset with a purchase value up to \$100,000	Yes	
Insurance	Insurance policy execution of any group-wide insurance policies	Cancellation of a group wide insurance policy	None	No	
	Settlement of claims	All settlement payments by Panuku over \$100,000	<ul style="list-style-type: none"> • Settlement payments by Panuku up to and including \$100,000 	No	

Area	Detail	Authorities and Approvals reserved by the Eke Panuku Board of Directors (the Board)	Authorities and Approvals delegated to the Eke Panuku Chief Executive (CE)	Chief Executive delegation available	Notes
Legal agreements, contractual commitments	Any legal agreement or contractual commitments not covered elsewhere	Significant contracts between other CCOs, council or government	<ul style="list-style-type: none"> Any contractual or legal agreements not covered elsewhere Determining issues of significance 	No	Note that opex/capex limits apply to contractual commitments
People and Culture	Appointments, terminations, employee remuneration, learning and development	<ul style="list-style-type: none"> Approval of new positions of direct reports to the CE Approvals for dismissals and medical resignations of direct reports to the CE Salary changes for the CE and direct reports to the CE 	<ul style="list-style-type: none"> Approval of new positions, except direct reports Appointment of direct reports to the CE Approval of salaries outside of salary bands Annual salary changes, allowances and out of cycle salary reviews Major organisational changes, including disestablishment & redundancy Approval of any final warnings, disciplinary dismissals, medical resignations 	Yes	<ul style="list-style-type: none"> Appointment of direct reports to the CE must be in consultation with the board Major organisational changes must be in consultation with the board
Media and Communication	Mayoral and issues management protocols	First right of refusal for alerting the Mayor to issues of significance or sensitivity	<ul style="list-style-type: none"> Determining issues of significance or sensitivity Appointing media spokesperson(s) Delivery of appropriate communications management activities in the best interests of the organisation 	Yes	<ul style="list-style-type: none"> The board must be notified where there are reputational risks for the organisation All media coverage, including media releases, is provided to the board The Chair has a spokesperson role on certain issues including those relating to the CE and executive, also any business of the board or committees
Policies and standards	Policies, standards, guidelines and management systems	<ul style="list-style-type: none"> Major policies determining Eke Panuku direction and strategy, including strategic policies relating to Priority Location programmes Adoption of Auckland Council group policies 	<ul style="list-style-type: none"> Changes to council group policies Operational policies, integrated business frameworks and Panuku procedures and management systems 	Yes	

ACQUISITION POLICY

Policy Purpose

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

The policy covers both compulsory and open market acquisitions.

Principles

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

Supporting information required:

Compulsory

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

Open market

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

Benefits of acquisition

We acquire in order to:

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

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

Prioritisation criteria

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

- **Level of benefit achieved**

The extent to which the proposal meets the criteria above

- **Whether intervention is necessary**

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

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

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

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

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

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

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

- **The quality of the asset**

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

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

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

Policy review and approval

Business owner	GM Development
Policy date	24 November 2021
Frequency of review	Three-yearly
Approved by & date	Eke Panuku Board 24 November 2021

Audit & Risk Committee Self-Assessment

Author(s): Alice Newcomb, Governance Manager

November 2024

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. accepts the content and conclusions presented in the Audit & Risk Committee's self-assessment conducted in November 2024.

Whakarāpopototanga matua | Executive summary

1. The Audit & Risk Committee (the Committee) conducted a self-assessment in November 2024 and, at their meeting on 18 November 2024, endorsed the content and conclusions presented in the context section of this paper for board approval.
2. In September 2023, the Committee adopted updated Terms of Reference (ToR), mandating a self-assessment of its performance and effectiveness. This inaugural self-assessment aims to evaluate the Committee's performance and effectiveness over the past year and encompasses the dates from November 2023 to September 2024.
3. The Committee plays a critical role in overseeing the integrity of Eke Panuku's financial reporting, risk management, internal controls, and compliance functions.
4. This assessment supports continuous improvement and alignment with best practices in corporate governance and the Committee's responsibilities as outlined in the ToR. **Attachment A.**

Horopaki | Context

Committee Composition and Skills

Committee Structure

5. The Committee currently consists of four members: Kenina Court (Chair), David Kennedy (ex-officio), Steve Evans, and John Coop. This is deemed an appropriate size for effective functioning.
6. On 1 September 2024, the board appointed Steve Evans and John Coop to the committee as an interim measure to fill the seats vacated by Jennifer Kerr and Paul Majurey, whose terms ended on 31 August 2024. This temporary arrangement was until Auckland Council's Appointments & Remuneration Committee appointed two new board members.
7. On 1 October 2024, Council appointed Aaron Hockly and Brett Ellison to the board.
8. The Board intends to review the composition of the Committee following the appointment of the new directors.

Comments:

- The Board should reassess the Committee's composition once the new directors have had sufficient time to settle into their roles.

Skills and Experience

9. The current composition of the Committee has the necessary financial, risk, and industry knowledge to be effective.
10. The Board intends to reassess the skills and experience of the Committee following the appointment of the two new directors.

Comments:

- The Board should reassess the Committees skills and experience once the new directors have had sufficient time to settle into their new roles.

Committee Responsibilities

Oversight of Financial Reporting

11. The Committee effectively reviews the organisation's financial statements and key accounting policies, with its forward work program scheduled around key financial reporting and policy review dates throughout the year.
12. The auditors attend each relevant meeting to provide insights and address any queries.

Comments:

- Financial reporting oversight meets regulatory standards, ensuring thorough review and accountability.
- No actionable items for improvement have been identified.

Risk Management and Internal Controls

13. The Committee undertakes a review of the key organisational risks at each meeting, including the mitigations.
14. Risk management frameworks are regularly reviewed and updated.
15. The Committee demonstrates effective monitoring of internal controls and compliance with legal/regulatory requirements.
16. Policies are reviewed as required according to the forward work program, ensuring that all key policies are revisited in a timely and systematic manner.

Comments:

- The committee demonstrates a solid understanding of key risks, and the regular review of risk management frameworks strengthens oversight.
- However, there is an opportunity for improvement by developing more in-depth risk reporting on program and project risks to further enhance the Committee's risk oversight. This will include a review of the project risk management risk management framework.

Internal and External Audits

17. The Committee conducts an annual review of the scope and effectiveness of both internal and external audits.
18. The independence of auditors is reviewed annually to ensure sufficient separation from the Audit Committee, and the Committee also meets with the auditors once a year without management present.
19. Auditor recommendations are followed up, implemented, and tracked through the Forward Work Programme and Action Items which are reported on at each meeting.

Comments:

- Audit processes are effective, with strong auditor relationships in place. There is an opportunity for external auditors to improve the timeliness of audits, although this aspect is beyond the Committee's control.
- No actionable items for improvement related to the Committee have been identified.

Committee Operations**Meetings**

20. Meetings are held with appropriate frequency and duration. The Committee generally meets four times per calendar year, with the option for out-of-cycle decisions if needed. All four meetings during the self-assessment period had a quorum present, and meeting attendance is documented in

Attachment B.

21. Meeting materials are distributed one week in advance of meetings and are of sufficient quality to support informed decision-making.

22. Each meeting is allocated two hours, providing sufficient time for discussion and deliberation on each agenda item.

Comments:

- The current frequency, duration, and quality of materials provided support effective governance and decision-making. Meeting structure and preparation timelines appear to meet the Committee's needs effectively.
- No actionable items for improvement have been identified.

Agenda and Forward Work Programme

23. The Committee's forward work programme is aligned with strategic, regulatory, and risk obligations and is reported on at each meeting. The programme for this period is attached as **Attachment C.**

24. The agenda covers all key risk and financial oversight areas and is approved by the Chair in advance of the meetings and the papers considered by the Committee during this period are document in **Attachment D.**

25. Follow-up action items are followed up, implemented, and tracked and reported on at each meeting.

Comments:

- The forward work programme's alignment with strategic and regulatory priorities keeps the Committee focused, while the structured approach to agendas and follow-up actions supports effective governance.
- No actionable items for improvement have been identified.

Reporting to the Board

26. The Committee provides the Board with clear and timely information. Meeting minutes are shared with the Board once the Committee has confirmed the previous minutes, and directors have full access to all meeting materials in advance. The Committee Chair also provides regular verbal updates to the Board.

27. The Committee provides recommendations to the Board on financial and risk matters.

Comments:

- The Board is kept well-informed through prompt distribution of meeting materials, minutes, and regular verbal updates from the Committee Chair. The Committee's recommendations are

clear, timely, and aligned with the Board's forward work programme, ensuring effective communication and transparency.

- No actionable items for improvement have been identified.

Overall Committee Effectiveness

Effectiveness in Meeting Objectives

28. Upon review, the Audit and Risk Committee is effective in fulfilling its duties as outlined in its ToR.

Comments:

- The Committee is effectively fulfilling its role in financial oversight, risk management, and compliance.
- No actionable items for improvement have been identified.

Committee Culture and Dynamics

29. The Committee fosters a collaborative culture that encourages open discussions, respects differing opinions, and thoughtfully considers management's recommendations and guidance.

Comments:

- The Committee demonstrates strong culture and teamwork, with a high level of respect and inclusiveness that supports effective decision-making.
- No actionable items for improvement have been identified.

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

30. Not applicable.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

31. There are no financial and resourcing impacts associated with this self-assessment.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

32. There are no risks associated with this self-assessment.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

33. There are no stakeholder impacts associated with this self-assessment.

Tauākī whakaaweawe Māori | Māori outcomes impact

34. There are no Māori outcomes or impacts associated with this self-assessment.

Tauākī whakaaweawe āhuarangi | Climate change impact

35. There are no climate related impacts associated with this self-assessment.

Ngā koringa ā-muri | Next steps

36. If the Eke Panuku Board accepts the content and conclusions presented by the Committee, no further action will be required, and the self-assessment will be conducted again next year

Ngā tāpirihanga | Attachments

Attachment A – Terms of Reference

Attachment B – Member meeting attendance

Attachment C – Work programme Nov 2023 – Sep 2024

Attachment D – Decision and information paper tracker

Ngā kaihaina | Signatories

Carl Gosbee, Chief Financial Officer

Audit and Risk Committee - Terms of Reference

1. Policy purpose and objectives

- 1.1. The Audit and Risk Committee (the Committee) has been established by the Board of Directors (the Board) of Eke Panuku Development Auckland Limited to assist the Board in fulfilling its oversight responsibilities relating to financial reporting, internal controls, risk management, and compliance with applicable laws and regulations.
- 1.2. The objectives of the Committee are:
 - Integrity of financial reporting and accounting policies and compliance with best practice;
 - The risk management and assurance framework and monitoring compliance with the framework;
 - Internal and external audit.; and
 - Compliance with applicable laws, regulations, and standards.
- 1.3. The Committee will have responsibility for other matters not listed above as delegated from the Board from time to time.
- 1.4. The Committee acts in this capacity by monitoring, reviewing, endorsing, and advising on the above matters as set out in these Terms of Reference.
- 1.5. The Committee has the ability to make recommendations on the above matters to the Board for subsequent approval.

2. Authority

- 2.1. The Committee has delegated authority from the Board in respect of the functions and powers set out in these Terms of Reference.
- 2.2. The Committee has the authority to:
 - Investigate any matter relevant to its purpose;
 - Seek any information it requires from the Chief Executive (CE), executive and senior management, any other Eke Panuku staff, or external parties; and
 - Obtain, at Eke Panuku's expense, external legal or other professional advice, as considered necessary to fulfil its responsibilities.

3. Membership and Terms of Appointment

- 3.1. The Board shall only appoint Board directors to the Committee.
- 3.2. The Committee will have at least four members, one of whom may be the Board Chair, unless the number of Board members is less than four, in which case the Committee will consist of all Board members.
- 3.3. The Board Chair will be an ex-officio member of the committee and may not be the Committee Chair.
- 3.4. The Board will appoint and remove the Chair of the Committee.

- 3.5. The composition of the Committee will be reviewed at such a time as, and when the composition of the Board changes. The Board may appoint and remove members of the Committee at any time.
- 3.6. If the Committee Chair is unable to attend a meeting, the members present will elect one of themselves to chair the meeting.

4. Meetings

- 4.1. It is intended that the Committee will meet at least three times a year, with authority to convene additional meetings as circumstances require.
- 4.2. At least half of the total number of Committee members shall form a quorum.
- 4.3. Directors who are not members of this Committee are entitled to receive copies of the papers and minutes of this Committee and attend any meeting without further invitations (unless they are precluded due to conflicts of interest).
- 4.4. The Eke Panuku Chief Financial Officer, Manager Corporate Risk and Reporting and Finance Manager (or their nominees) are expected to attend all meetings.
- 4.5. The Governance Manager or their nominee will act as Secretary to the Committee and will attend all meetings.
- 4.6. The Secretary will record the proceedings and decisions of the Committee meetings and the minutes will be circulated to all members and attendees, as appropriate, considering any conflicts of interest that may exist.

5. Responsibilities

The Committee will carry out the following responsibilities:

5.1. Financial Reporting

- Review the Annual Report, including the Statement of Service Performance and Financial Statements, and consider whether it is complete, consistent with information known to Committee members, reflects appropriate accounting treatments and adequately discloses Eke Panuku's financial performance and position;
- Recommend the adoption of the Annual Report to the Board;
- Review, and approve on behalf of the Board, the half and full year financial information, prior to submission to Auckland Council for its consolidation purposes, along with any letter of representation required by Auckland Council; in the case of the half year financial information and representation letter, the Committee may sub delegate approval of these to the Chief Executive and Chief Financial Officer; and
- Understand strategies, assumptions, and estimates that management has made in preparing financial statements.

5.2. Risk Management

- Monitor Eke Panuku's risk management framework and the internal controls instituted to reduce risk;
- Monitor Eke Panuku's risk profile – its on-going and potential exposure to risks of various types;

- Receive reports on management's implementation and maintenance of the risk management framework to ensure that appropriate policies and practices are in place to manage the risks considered to be the most material for Eke Panuku, and that regular risk reviews are undertaken by management;
- Review at least annually all insurance cover and supporting documentation for insurance renewals; and
- Review the approach to business continuity planning arrangements, including whether business continuity and disaster recovery plans have been regularly updated and tested.

5.3. Internal Controls including Fraud Prevention

- Review the adequacy and effectiveness of key policies, systems, and controls for providing a sound internal control environment;
- Review of the delegated authority policies of the company;
- Oversight of the company's legislative compliance framework;
- Review Eke Panuku's fraud prevention policies and controls, and awareness programmes; and
- Receive reports from management about actual or suspected instances of fraud or corruption including analysis of the underlying control failures and action taken to address each event.

5.4. Sustainability

- Oversight of the reporting of climate-related risks in line with regulatory obligations;
- Review climate-related risk management processes and controls;
- Ensure the climate-related risk management processes and controls reflect material changes in Eke Panuku's business strategy, external environment, and knowledge about climate-related risks; and
- Oversight of independent assurance of Eke Panuku's climate related reporting including climate disclosure statements.

5.5. Internal Audit

- Approve the internal audit programme;
- Review reports on internal audit reviews and monitor management's actions to implement recommendations for improvement;
- Review the effectiveness of the internal audit function and ensure that it has appropriate authority within Eke Panuku and has no unjustified limitations on its work;
- Review of the independence of the internal auditors including by meeting with the internal auditors without management present at least annually; and
- Review the appointment and performance of the internal auditor.

5.6. External Audit

- Review the proposal and engagement letters of the external auditor and their fees;

- Review the annual audit and reports over the Annual Report, assessing the findings and recommendations, and seeking confirmation that management has responded appropriately to the findings and recommendations;
- Discuss with the external auditor any audit issues encountered in the normal course of audit work, including any restriction on scope of work or access to information; and
- Ensure that significant findings and recommendations made by the external auditor, and management's responses to them, are appropriate and are acted upon in a timely manner.

6. Conflicts of Interest

- 6.1. The Chair shall ascertain, at the beginning of each meeting, any potential, perceived or actual Conflicts of Interest and the Secretary shall minute them accordingly.

7. Report to the Board

- 7.1. Minutes of each Committee meeting recording recommendations and proposals approved will be provided to the following Board meeting.
- 7.2. Annually, the Committee shall conduct a self-assessment of its performance and effectiveness. The Committee will prepare a report to the Board indicating how the Committee has discharged its responsibilities as set out in these Terms of Reference for the previous year; and include a description of significant issues dealt with by the Committee and any recommendations for areas of improvement.

8. Review of Terms of Reference

- 8.1. The Committee will review and assess the adequacy of the Terms of Reference biennially and recommend revisions and improvements to the Board.

Business Owner	Chief Financial Officer	
Document date	20 August 2024	
Date for review	August 2026	
Version	Date	Approver
1.0	25 August 2021	Eke Panuku Board
2.0	27 September 2023	Eke Panuku Board
3.0	28 August 2024	Eke Panuku Board

ARC Meeting Attendance Register – 2023 / 2024

	27 Nov-2023	22-Feb-2024	22-Jul-2024	16-Sep-2024
Kenina Court	✓	✓	✓	✓
David Kennedy ⁱ	✓	✓	✓	✓
John Coop ⁱⁱ				✓
Steve Evans ⁱⁱⁱ				✓
Susan Huria ^{iv}	✓			
Paul Majurey ^v	✗	✗	✗	
Jennifer Kerr ^{vi}	✓	✓	✗	

ⁱ Ex-officio as of 01 September 2024

ⁱⁱ Appointed as of 01 September 2024

ⁱⁱⁱ Appointed as of 01 September 2024

^{iv} Resigned as of 31 December 2024

^v Ex-officio term ended as of 31 August 2024

^{vi} Resigned as of 31 August 2024

Audit and Risk Committee Work Programme - November 2023 - September 2024

Terms of Reference Item No.	Frequency	Board approval required	Monday 27-Nov-23	Monday 26-Feb-24	Monday 22-Jul-24	Monday 16-Sep-24
5.1 Financial reporting						
Half year reporting to Council	Annually	N	✓	-	-	-
Full year reporting to Council	Annually	N	-	-	✓	-
Annual report	Annually	Y	-	-	-	✓
5.2 Risk management						
Risk update	Each meeting	N	✓	✓	✓	✓
Risk management framework and risk profile	Biennially	N	-	-	-	-
Insurance cover	Annually	N	-	-	✓	-
Business continuity plan	Biennially	N	✓	-	-	-
5.3 Internal controls including fraud prevention						
Policy update	Annually	N	-	-	✓	-
Board delegated authority policy	Biennially	Y	-	-	✓	-
Legislative compliance framework	Annually	N	-	-	-	✓
Fraud / internal controls review	Annually	N	-	-	✓	-
5.4 Sustainability						
Climate related disclosures reporting update	Annually	N	-	-	-	✓
5.5 Internal audit						
Internal audit programme	Annually	N	-	-	-	✓
Internal audit reports	As per plan	N	-	✓	-	✓
Internal audit performance	Annually	N	-	-	✓	-
Appointment of internal auditor (term ends 31/07/26)	As per contract	Y	-	-	-	-
5.6 External audit						
Audit NZ proposal and engagement letters and fees (term ends 30/06/26)	Triennially	Y	-	-	-	-
Audit NZ report to Board	Annually	N	✓	-	-	-
Discuss audit issues with Audit NZ	Annually	N	✓	-	-	✓
Other						
7.2 Self-assessment of Committee performance and effectiveness	Annually	Y	-	-	-	-
8.1 Review Terms of Reference	Biennially	Y	-	-	✓	-

DATE	REPORT TITLE	REPORT TYPE
27-Nov-23	Crisis Management Plan and Corporate Business Continuity Plan changes	Information
	Risk update	Information
	Directors' duties in light of the Mainzeal decision	Information
	Reports from Auckland Council internal audit	Information
	Policy update	Information
	Audit New Zealand report to the Board 30 June 2023	Decision
	Delegation of half year reporting to Auckland Council	Decision
26-Feb-24	Internal audit report – Marina waterside assets	Information
	Risk & Business Continuity Plan updates	Information
	Climate disclosure update	Information
	Audit engagement letter	Decision
22-Jul-24	Marina Management Internal Audit recommendations tracker	Information
	Risk update and FY25 Insurance renewal	Information
	Fraud risk review	Information
	Year end 30 June 2024 Reporting to Council	Decision
	Board Delegated Authority Policy	Decision
	Audit and Risk Committee – Terms of Reference update	Decision
26-Sep-24	Internal audit recommendations tracker	Information
	Risk update	Information
	Climate related disclosures – reporting update	Information
	Internal audit report - Inflight project assessment Westhaven sea wall upgrade	Decision
	Internal audit programme 2024/25	Decision
	Annual Report - 30 June 2024	Decision
	Board Delegated Authority Policy	Out of Cycle
		Decision

Iwi Development Grant Rescope

Author(s): Jordan Taiaroa, Head of Māori Outcomes

November 2024

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. Approves rescoping the Eke Panuku Iwi Development Grant for the remainder of the initial 10-year period up to FY26/27
- b. Endorses a review of the fund following the completion of the 10-year period in FY 26/27.

Whakarāpopototanga matua | Executive summary

1. In 2015/16 Waterfront Auckland enabled a funding provision within its budget for a grant to support mana whenua access commercial property development opportunities.
2. Following the merger of Auckland Council Property Limited and Waterfront Auckland, the Eke Panuku Board carried over this commitment. It established the Iwi Development Grant (IDG) in 2016/17 to support mana whenua to access commercial opportunities in partnership with Eke Panuku. The scope widened to include supporting iwi to participate in Eke Panuku procurement to become suppliers to Eke Panuku over time.
3. To date, Eke Panuku has released \$21.6k to applications to the fund. Low uptake of the grant continues to be an issue with just two iwi successfully applying and receiving funding. Continued low numbers of applications to the grant signalled the need to reconsider how to achieve the outcomes initially set for the grant.
4. Eke Panuku has sought feedback from mana whenua which has been used to provide the board with some options to re-scope the IDG. The options are:
 - a. Status Quo – continue to deliver the current model
 - b. Rescope – change the process for the IDG and deliver it for an extended term (several more years)
 - c. Rescope - change the process for the IDG and deliver for the remainder of the original term which is until the end of FY27 (30 June 2026) to then test and review.

The preferred approach is Option c. as it enables us to test a new process for the IDG and then review it to help us understand if the re-scoped approach delivers the outcomes and is fit for purpose.

5. The key rescoped changes for the grant are outlined below:
 - a. Originally allocations were \$5.3k per iwi, however this is proposed to increase to 25k. After this change, the applications will be on a contestable basis and iwi can only apply once to the fund.
 - b. Clarifying and simplifying the criteria and application process including removing onerous elements

- c. Provisions to include grants to improve the capability of mana whenua to participate in developments that sit *outside* Eke Panuku's portfolio, where originally the grant focused only on opportunities within our property pipeline.
 - d. Expanding the membership of the Eke Panuku Iwi Development Grant Steering Group to include sustainable procurement and development leads. Originally this group comprised of the Māori outcomes team only.
6. Following Board endorsement of the rescope approach we will promote this with mana whenua and begin delivering the grant under the new model up to FY27 followed by a review.

Horopaki | Context

- 7. The Eke Panuku Board Iwi Development Grant (IDG) was established to provide iwi with access to an annual grant of \$100k per annum over ten years to support them to participate and access commercial property development opportunities offered by Eke Panuku.
- 8. Since its establishment, the scope of the grant was widened to include enabling mana whenua to more easily become suppliers to Eke Panuku via our procurement process.
- 9. Although the funding was available as a budget line-item from 2016 to 2022, there was no formal structure or process for mana whenua to access the funding.
- 10. To enable better access for mana whenua to the fund Eke Panuku contracted Martin Jenkins to develop a viable grant structure.
- 11. In 2022 Eke Panuku engaged with mana whenua on the IDG and the new grant structure. As part of this, Eke Panuku followed mana whenua feedback and made the contestable grant available a maximum of \$5,300. This was to ensure that the fund could be split fairly across each of the 19 Auckland Council-recognised iwi of Tāmaki Makaurau ($\$100K / 19 \text{ iwi} = \$5,300$).
- 12. It became clear as the IDG was made available that not all 19 iwi were interested in applying for funding, and that the maximum grant amount of \$5,300 was not enough to meaningfully impact mana whenua iwi ability to participate in commercial property development opportunities.

FY 23/24 Iwi Applications to the Grant

- 13. In 2023/24 Ngāti Tamaterā and Ngāti Paoa Iwi Trust made a joint application for funding to develop an iwi business data base and this was approved.
- 14. The low uptake of the IDG and informal feedback about the process and amount available led Eke Panuku to rescope the current grant model.

Engagement with Mana Whenua

- 15. Following a significant amount of feedback with mana whenua via the Eke Panuku forum workshops (six workshops), the feedback was consistent:
 - a. Some iwi representatives said the amount allocated to iwi was too low
 - b. The criteria was not clear
 - c. The application process was not easy

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

16. A re-scope of the IDG would enable Eke Panuku to use the funds available to achieve the goals originally intended for the grant. Three options were considered:
 - a. Status Quo – continue to deliver the current model
 - b. Rescope – change the process for the IDG and deliver it for an extended term (several more years)
 - c. Rescope - change the process for the IDG and deliver for the remainder of the original term which is until the end of FY27 (30 June 2026) to then test and review.
17. If the status quo remains it is likely that the outcomes would remain the same and the intent behind establishing the fund would not be achieved.
18. Option b. would provide for a rescope grant structure, and for the grant to be available for a longer period of time (as yet un-scoped). However, feedback from ELT recommended that a shorter period with a review would enable Eke Panuku to more quickly ascertain if the grant was achieving intended objectives.
19. Option c. is therefore the preferred and is expected to deliver the best outcomes. Option c. provides for an opportunity for Eke Panuku to test the rescope model for another two financial years before reviewing and possibly extending beyond FY 26/27 if the outcomes are met.

Rescope

20. Key focus areas for the rescope were:
 - a. Originally allocations were \$5.3k per iwi, however this is proposed to increase to 25k. After this change, the applications will be on a contestable basis and iwi can only apply once to the fund.
 - b. Clarifying and simplifying the criteria and application process including removing onerous elements
 - c. Provisions to include grants to improve the capability of mana whenua to participate in developments that sit outside Eke Panuku's portfolio, where originally the grant focused only on opportunities within our property pipeline.
 - d. Expanding the membership of the Eke Panuku Iwi Development Grant Steering Group to include sustainable procurement and development leads. Originally this group comprised of the Māori outcomes team only.
21. The Māori Outcomes team worked with mana whenua to tailor the current suite of documents that support the process to suit their needs while maintaining alignment to Eke Panuku's remit.
22. The key changes made in each document are reflected below:

Iwi Development Grant Terms of Reference

23. An increase from \$5,400 to \$25K per application which is a more meaningful amount.
24. The fund will operate under a one-time application rule where an iwi who receives its share of the grant is unable to apply to the fund again except in the instance Eke Panuku runs another application process in the same year.

25. The application process will also change to a contestable application process. A one-time access restriction to the fund will support iwi yet to receive a grant allocation to access in future years.
26. Changes to membership on the Iwi Development Grant Steering Group (IDGSG) will also change to include cross-organisational perspectives. New members will include those from the Corporate Responsibility and Development teams.

Iwi Development Grant Assessment Criteria and Application Form

27. Early iterations of the assessment criteria were unclear on the specifics of what was appropriate to fund and which entities could access the grant. The changes outline that Eke Panuku will fund:
 - a. Joint initiatives from multiple iwi
 - b. Ratified entities of iwi E.g, post settlement entities
 - c. Initiatives that enable mana whenua to take advantage of commercial property, development and procurement opportunities.
28. The mandatory requirements cover five areas and are a pass/fail:
 - a. Is the applicant a recognised mana whenua entity
 - b. Is the initiative clear and requires funding
 - c. Is the initiative feasible
 - d. Does the initiative support iwi and Eke Panuku to work together
 - e. Is the initiative being delivered by Eke Panuku currently
29. The key criteria cover the following:
 - a. Does it align with the activities required to participate in commercial property, development, or procurement areas such as due diligence, and participating in EOI or similar processes?
 - b. Demonstrate how outcomes for Māori will be delivered
 - c. Outline the potential risks that the activity may create for Eke Panuku
 - d. Is the initiative delivering value for money
30. Through previous years of delivering the grant we understand that greater clarity needed to be a key outcome of the rescope. The changes above are a start to providing clarity to ensure iwi and our Iwi Development Grant Steering Group is well informed of the application process.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

31. Eke Panuku allocated \$21.6k of the \$1m grant to date.
32. This grant is capped at \$100k annually and cannot exceed this.
33. \$300k remains available up to the end of FY 26/27 for iwi to access
34. A review of the fund will carry further resourcing requirements.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

Risk	Level	Mitigation
Low uptake	Low	Rescoped the grant and increased the allocation maximum. Eke Panuku will also promote the grant at points through the financial year.

Risk	Level	Mitigation
Application process is difficult	Low	The Māori Outcomes team will support iwi in the application process.
Mana Whenua cannot agree on an aligned approach for the grant	Med	The Māori Outcomes team will work with interested iwi how they wish e.g. one to one, collectively.
The contestable nature of the grant, if the fund is not extended, assumes some iwi miss out on accessing the grant	Med-High	It is not expected that all 19 iwi will apply however in the event they do, holding a review in FY26/27 to potentially extend and support iwi who have missed out to access funds should mitigate this.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

35. There are no direct stakeholder impacts because of the rescope of the grant.

Tauākī whakaaweawe Māori | Māori outcomes impact

36. This grant can help build the economic wellbeing of iwi and their descendants by providing funding to support participation in commercial and procurement processes.

37. The review of the grant in FY26/27, following implementation of the re-scoped process, will include engagement with iwi to understand how successful the new process has been.

Tauākī whakaaweawe āhuarangi | Climate change impact

38. Funding could provide iwi with the opportunity to deliver aspirational commercial initiatives which include positive natural environment outcomes.

Ngā koringa ā-muri | Next steps

39. Following Board endorsement, the Māori Outcomes team will:

- a. Update Mana Whenua of the outcome
- b. Invite iwi to apply under the new Eke Panuku Iwi Development Grant Structure

Ngā tāpirihanga | Attachments

Appendix A – Iwi Development Grant Terms of Reference

Appendix B – Iwi Development Grant Assessment Criteria

Appendix C – Iwi Development Grant Application Form

Ngā kaihaina | Signatories

Angelika Cutler, GM Community & Stakeholder Relations

David Rankin, Chief Executive

Terms of Reference

Eke Panuku Iwi Development Grant (IDG)

Background

- 1 Eke Panuku controls land on behalf of the Auckland Council Group and can shape the landscape to recognise mana whenua aspirations. Eke Panuku have committed to creating procurement and investment opportunities for mana whenua which grow the prosperity of mana whenua and increase opportunities to reflect their identity and culture in Tāmaki Makaurau.
- 2 To help address this, Eke Panuku currently delivers commercial development outcomes for iwi through its Selecting Development Partners Policy, a policy that provides greater access for our development partners to form relationships with iwi on development ventures.
- 3 To ensure Eke Panuku provides further support for iwi access to commercial development and procurement opportunities it has established ring-fenced funding in the form of an Iwi Development Grant to:
 - a) support access to commercial property opportunities,
 - b) support engagement in procurement of Iwi services,
 - c) build capability of mana whenua to successfully compete in these opportunities
 - d) deliver outcomes for Māori
- 4 The IDG is a \$1,000,000 fund to be allocated over a 10 year period. **100k max is accessible per annum each year up to FY 26/27.** Following this period, **the grant will be reviewed** to understand if it is still fit for purpose.
- 5 These Terms of Reference (ToR) set out the membership and responsibilities of the development grant governance group, the structure of the grant, and the processes for the assessment of applications to the Iwi Development Grant (IDG).

Objectives of the IDG

- 6 The objectives of the IDG are to:
 - a) **Reduces barriers** for mana whenua to engage in commercial land and property opportunities
 - b) **Increase the competitive edge of mana whenua** by providing opportunities to build knowledge, capability, and confidence
 - c) **Increases opportunities** for mana whenua to work with Eke Panuku,

Allocation

- a) **All Eke Panuku recognised iwi mana whenua can apply for the fund.** Applications must be submitted using the IDG application form.
- b) The fund will **distribute a maximum of \$100,000 per year.**
- c) Each year, there will be **four pools of \$25,000 available** for iwi to access.

Applications Process

- a) The IDG application process **is a contestable process** that all Eke Panuku recognised iwi mana whenua can apply to.
- b) Iwi that have successfully applied to and received the fund under this model **may not reapply to the grant**.
- c) if there is an underspend and we have not received other applications, the IDGGG will run another application process in Q3. This is open to:
 - (1) **Iwi who received their full grant allocation**, including successful applicants from the same year.
 - (2) **Iwi collectives undertaking a joint venture**. This includes an opportunity for the Eke Panuku Mana Whenua forum to collectively apply for the fund.

Arrangements for the fund should provide:

- a) **relationship building and collaboration opportunities** between mana whenua groups, and Eke Panuku.
- b) a **manageable scale of change** to be fully established within a year
- c) **effective and efficient performance**
- e) **clear accountabilities, requirements, processes, and systems** which are consistent with Eke Panuku's grant making policy and decision-making protocols
- f) arrangements that **manage actual and perceived conflicts** of interest
- g) **monitoring, reporting, and evaluation** of the effectiveness of the fund.
- h) processes and documents that are **easy to understand and use**
- i) **Future-proofing** to grow and adapt over a longer time horizon without requiring re-design.

Iwi Development Grant Governance Group (IDGGG)

7. The IDGGG is mandated by the CE of Eke Panuku to undertake the following functions:

- a) Design a process to assess and recommend applications consistent with the objectives of the IDG and to consult with mana whenua on this
- b) Assess applications to the IDG against criteria (agreed in partnership with mana whenua and regularly reviewed)
- c) Recommend allocations from the fund to the CE of Eke Panuku to take to the Eke Panuku Board for approval
- d) Work with iwi to support and rework unsuccessful applications
- e) Establish processes to monitor the expenditure of successful applicants and to claim any unspent funds

- f) Monitor and report annually on the performance of the IDG outputs and outcomes as part of Eke Panuku's existing annual reporting process, and to ensure that information to support this reporting is systematically collected from grant recipients.

Membership

- d) The CE of Eke Panuku approves the membership of IDGGG and the Chair.
- e) Members of IDGGG will:
 - i. Execute their functions as detailed above
 - ii. Engage and collaborate with Eke Panuku's mana whenua group regularly
 - iii. Operate in a transparent manner.
- f) Current members are:
 - iv. Chair: Head of Māori Outcomes
 - v. Māori Outcomes Advisor
 - vi. Corporate Responsibility Team Representative
 - vii. Development Team Representative
- g) Recommendations for funding from IDGGG will be reviewed and endorsed by the General Manager Community and Stakeholder Relations before going to the CE of Eke Panuku for approval and to the Eke Panuku board for their final decision.

Chair

- h) The responsibilities of the Chair are:
 - viii. Chairing the meetings of IDGGG and facilitating discussion to ensure that the core issues facing IDGGG are addressed
 - ix. Approving the meeting agenda and draft minutes and circulating these to IDGGG members
 - x. Promoting the ongoing effectiveness and development of IDGGG.

Quorum

- i) The quorum for IDGGG is three (3) members.

Meeting frequency

- j) IDGGG will agree its own rhythm for the year and will meet when applications are received by Eke Panuku and when monitoring needs to be undertaken.

Review of terms of reference

- k) Annual or more frequently as required.

Iwi Development Grant (IDG) Assessment Criteria

Background

Eke Panuku controls land on behalf of the Auckland Council Group and can assist mana whenua to shape the landscape to recognise their aspirations. Eke Panuku have committed to creating procurement and investment opportunities for mana whenua and provide advance opportunities for mana whenua to access development opportunities on an equitable and non-contestable basis.

To help address this, Eke Panuku has established ring-fenced funding in the form of an Iwi Investment Grant to:

- support access to commercial property opportunities,
- support engagement in procurement of iwi services,
- build capability of mana whenua to successfully compete in these opportunities
- deliver outcomes for Māori

What we will fund

1. Eke Panuku will fund joint initiatives from multiple iwi – acknowledging that if there are multiple iwi, they can combine their portions of the fund to access a greater funding pool (This is limited to 100k in total per year)
2. Eke Panuku **will only accept applications from the ratified entity of an iwi** – unless they are commissioned/ endorsed by the iwi to carry out the approved project.
3. Initiatives that allow mana whenua to take advantage of commercial property opportunities. **Note that this is not limited to Eke Panuku sites.** Examples include:
 - i. Due diligence including engineering reports
 - ii. Participation in Expression of Interest and Request for Proposal stages
4. Initiatives that enable mana whenua to participate in procurement opportunities and **to work with Eke Panuku.** Examples include:
 - i. developing a Mana Whenua business database
 - ii. supporting Business Capability uplift
 - iii. supporting tendering process for an Eke Panuku procurement opportunity
5. Capability building initiatives that support iwi **to work with Eke Panuku**
 - i. training to build financial literacy
 - ii. innovative housing training
 - iii. training to build housing and construction skills

What we won't fund

1. Already completed projects
2. The development of strategy and policy documents
3. Operating costs/expenditure associated with assets, consequential operating costs
4. Debt repayment

Mandatory requirements

Table 1: Mandatory requirements for IDG applications

Criteria	Description	Anchor point descriptors	Score
1	The applicant is a recognised Auckland Council mana whenua group	Pass: The applicant is the ratified iwi entity or is endorsed by them. Fail: The applicant is not a ratified entity from one of the 19 Auckland mana whenua groups.	Pass or Fail
2	Clear initiative that requires funding	Pass: Able to understand what the initiative is and what the funding will be used for Fail: Unclear what the initiative is funding	Pass or Fail
3	Initiative is feasible	Pass: The funding can be expended by the initiative within the financial year it may be granted Fail: There is insufficient time available to complete the initiative or there are no potential suppliers of these services	Pass or Fail
4	Supports joint commercial initiatives between Eke Panuku and mana whenua. <i>This does not apply to funding sought for a development opportunity outside of Eke Panuku</i>	Pass: Capability and Procurement initiatives outline how iwi will work with Eke Panuku Fail: The application is unclear in how it will grow iwi capability to work with Eke Panuku	Pass / Fail
5	The initiative is not part of Eke Panuku's usual business activities (for example, lawn mowing and garden maintenance at managed properties), unless the funding is used to build the capability of a Māori business ¹ to be able to better access these opportunities.	Pass: The initiative is not currently being delivered by Eke Panuku or is being used to establish and/or build the capability of a Māori business to be able to better undertake with Eke Panuku. Fail: The initiative is being delivered by Eke Panuku.	Pass or Fail

Key criteria

Applications to the IDG that pass all the mandatory requirements listed above will be assessed against the following key criteria. Each criterion will receive a score between 0 and 10 from each IIG Governance Group (IIGGG) member – these scores will be averaged, and a weighting applied. Based on the overall scores for the application, IIGGG will recommend funding allocations to the Eke Panuku CE, for their approval, and to the Eke Panuku Board for their final decision.

¹ A Māori business is defined as a business or organisation that is at least 50% owned by Māori people or organisations

Table 2: Key criteria for applications to the IIG

Criteria	Description	Anchor point descriptors	Score	Weighting
1	Aligns with points 3-5 of what we will fund requirements.	9-10: The applicant clearly demonstrates how the initiative aligns with what we will fund requirements. 1-2: Unclear of alignment to what we will fund requirements	0-10	
2	Demonstrates process of how outcomes and/or priorities for Māori will be delivered	9-10: The applicant clearly demonstrates how the initiative demonstrates Māori/ Iwi outcomes are achieved. 1-2: It is unclear how the initiative demonstrates Māori outcomes	0-10	
3	Outline the risks associated with the initiative	9-10: Risk register, and mitigation approach is provided. 1-2: Some risks outlined but no mitigation provided	0-10	
4	Value for money – cost of delivery relative to the likely breadth and depth of the outcomes/impact.	9-10: A forecast of how the grant will be utilised is provided and acknowledges outcomes delivered. This acknowledges any assumptions made. 1-2: High cost and high uncertainty of delivery on outcomes.	0-10	

Iwi Development Grant application form

Check list for Applicants

Task	✓
Complete all sections of the application form	
Remove applicant tips	
Make sure mandatory requirements are met:	
Provide a clear explanation of your project/initiative that requires funding	

1 About you and overview of the initiative

Initiative name	Name
Are you the ratified entity of a recognised mana whenua iwi/hapū in Tāmaki Makaurau? Or are you a Māori business ¹ who has been endorsed by one	Yes / No
Who are you?	First name Last name Iwi/Hapū/Business (must be mandated by a recognised mana whenua iwi/hapū), Address:
Do you propose to spend the money on a commercial, procurement or capability initiative that has shared outcomes with Eke Panuku?	Yes / No
Your delivery partner(s) (please specify individuals or companies that you would be paying for services)	First name, Last name Organisation
Total funding required (max 25k)	\$XXX
When is the funding required?	DD Month YYYY
Do you agree to submit receipts as proof of expenditure of the funds you receive, and to pay back any unspent funds?	Yes / No
Outline initiative timeline of delivery	Please provide key milestones to the delivery?
What other support (if any) will you require from Eke Panuku?	Please tell us how else we can help you.
Conflicts of interest and management strategies	Please describe here any real or potential conflicts of interest that you have related to this initiative, and how these will be managed, for example if you would be paying a member of your iwi/hapū/whānau to provide services to you.

¹ A Māori business is defined as a business or organisation that is at least 50% owned by Māori people or organisations.

2 The initiative



Applicant tips

Here you are asked to answer questions relating to the Iwi Development Grant criteria. Your application will be scored against your answers to these criteria. Aim to give answers that are relevant, concise and comprehensive.

Consider the % weighting for each criterion. The higher the weighting the more important it is. Take the weightings into account in deciding how much detail to include.

If you have made any assumptions, please clearly state these.

Criterion	Weighting
-----------	-----------

Explain what the initiative is and how it is focused on: commercial property opportunities, procurement opportunities or capability building?

Please describe the initiative and what the funding will be spent on.

[insert your answer here]

Outline how iwi outcomes and priorities will be delivered through the project

[insert your answer here]

How will this funding support your iwi to work with Eke Panuku in the future?

[insert your answer here]

Outline risks associated with the initiative and proposed mitigation in the table below.

Risk	Mitigation

Value for money – cost of delivery relative to the likely breadth and depth of the outcomes/impact

Outline the outcomes delivered through the initiative

[insert your answer here]

Provide the total price and a breakdown of the total costs over the whole-of-life of the Grant (insert more rows if needed).

Item	Cost (excl GST)
	\$X
	\$X
	\$X
	\$X
	\$X
	\$X
	\$X
Total	\$(total of above rows)

Assumptions

Please state any assumptions you have made in relation to the pricing information and this application

[insert your answer here – bullet point list is fine]

Additional information

Please provide any additional information in support of your application.

Additional information

Review on completion of this initiative

On completion of this initiative, you will be invited to a short (30 minute) meeting (in person, online, or over the phone). This meeting is:

- to review what's gone well, what could have been improved, and what you're learned from undertaking this initiative. Information captured as part of this meeting will be used by Eke Panuku to help them monitor the outcomes of the Iwi Development Grant and to report on these in their annual reporting documents. You or your organisation will not be identified in this reporting without your permission.
- to discuss any unspent funds and how these will be repaid.

Declaration

I/we declare that in submitting this application that:

- the information provided is true, accurate and complete and not misleading in any material respect
- I/we have the authority to submit this application on behalf of our iwi/hapū.
- I/we agree to the review meeting on completion of this initiative

I/we understand that if information in this form is falsified, the application may be eliminated from consideration.

Name of authorised signatory

Signature of authorised signatory

Date

Selecting Development Partners Policy Mana Whenua Outcomes 12-Month Update

Author(s): Jordan Taiaroa, Head of Māori Outcomes

November 2024

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

- *would affect the commercial interest of a third party (s7(2)(b)(ii)).*

Whakarāpopototanga matua | Executive summary

1. The Selecting Development Partners Policy (the policy) sets out how we engage with the development sector to achieve our objectives.
2. In 2022, the policy was amended to include guidance for how we can better enable commercial opportunities for mana whenua iwi.
3. The policy outlines two categories of sites that are sold by Eke Panuku:
 - Category A – larger complex sites that seek development outcomes in line with the regeneration strategy.
 - Category B – smaller diverse portfolio with no outcomes sought.
4. The policy outlines how mana whenua outcomes can be achieved through each category:
 - Category A – 15% overall weighting towards Māori outcomes.
 - Category B – Limited contestable process for mana whenua before going to the open market.
5. The Eke Panuku board received a progress report on the mana whenua outcomes achieved via the policy in October last year, being one year from the mana whenua elements being included in the policy.
6. The progress report showed that in the first year, the policy was providing for positive outcomes. One mana whenua iwi bid on four Category B sites (however no bids were successful), and of five Category A sites taken to market, two involve mana whenua partnering with a lead developer (North Wharf and Hobsonville).
7. However, with the increasingly subdued development market this year, it was not unexpected that mana whenua participation in our development opportunities would also be less compared to last year.
8. This year, of six Category A sites going to market, one is under mana whenua/private development partner negotiations. None of the six Category B sites taken to mana whenua were of interest to them.
9. Despite the low response this year, we believe that overall the policy continues to create positive trends in relationships between mana whenua iwi and the commercial development partners we work with.

10. Eke Panuku will undertake a full review of the whole policy, including stakeholder feedback, in the next financial year.

Matapaki | Discussion

11. This year, the progress report shows:
- Six Category A sites were taken to the market between October 2023 and April 2024.
 - Six Category B sites were offered to mana whenua in a limited contestable process between December 2023 and March 2024.
12. None of the sites in either category were of interest to mana whenua. However, three Category A sites are currently under negotiation with private commercial developers where an iwi partnership is being investigated. One of these is a carry-over, still in negotiations from last year being Hobsonville.

Category A sites

13. Category A sites are taken through an open market process, carrying 15% weighting towards Māori outcomes. This weighting is broken down into three categories:
- a. Commitment to Māori Procurement.
 - b. Design reflects Mana Whenua culture and narratives.
 - c. Partner with an iwi mana whenua.
14. Since October 2023 we have taken the following Category A sites to the market:

Address	Go To Market date	Mana Whenua uptake of commercial opportunities	Direct MW commercial outcome
9 Hall Street, Pukekohe	October 23	EOI closed, no interest from MW	No developer partnering opportunities identified.
3 Kings Road, Panmure	October 23	EOI closed, no interest from MW parties	No developer partnering opportunities identified
174 & 182 Manukau Road, 1 Svendsen Road, Pukekohe	February 24	EOI closed, no interest from MW	Possible developer MW partnering opportunity, still negotiating.
Edinburgh Superblock, Pukekohe	March 24	EOI closed, no interest from MW.	Potential purchaser was introduced to Ngati Te Ata Waiohū, potential development partnering opportunity.
4 Melview Place, New Lynn	March 24	EOI closed, no interest from MW	No developer partnering eventuated.
Airfields Stage 3 - Megalot 6 (balance of block Lot 6a & 6b)	April 24	EOI closed, all development proposals considered working with MW partners.	Developer negotiating with MW on partnering opportunity.

Category B sites

15. Category B sites are taken through a limited contestable process if there is interest from multiple mana whenua partners, and a direct approach if only one interested mana whenua party exists. If there is no mana whenua interest, the site is taken to the open market.
16. Since October 2023 the following sites have been offered to mana whenua before going to the open market. Mana whenua have not followed-up with any interest on these sites so they will subsequently be put on the open market.

Address	Date of offer to Iwi	Direct mana whenua commercial outcome
21 Millen Avenue, Pakuranga	12/12/2023	Sale to MW did not proceed, went to market
66R Hallberry Avenue, Mangere	12/12/2023	Sale to MW did not proceed, went to market
1/1 Snell Place, Pakuranga	12/12/2023	Sale to MW did not proceed, went to market
2/1 Snell Place, Pakuranga	12/12/2023	Sale to MW did not proceed, went to market
3 Ponsonby Rd, Ponsonby	12/03/2024	Sale to MW did not proceed, went to market
24 Saleyard Road, Whitford	12/03/2024	Sale to MW did not proceed, went to market

The impact

17. One of the consequences of incorporating the additional mana whenua elements into the policy has been a shift in the expectations of both development partners and mana whenua around commercial development partnership opportunities.
18. Although this year's progress report shows only moderate direct impact generated by the policy, our observation is that over time there is an improving trend across the Eke Panuku development programme for developers to seek out mana whenua engagement and relationships. For example, the [REDACTED] development partnership for the North Wharf development; and developer seeking cultural guidance. For example, the Symphony Centre in the city centre where developer, MRCB is active in participating in our mana whenua forums.
19. A significant impact on this year's progress report is the current property market conditions which are very subdued. As discussed previously with the board, this is impacting all our commercial development opportunities. In particular it makes for a challenging environment for mana whenua iwi with limited financial resources to consider purchasing and developing land.

Feedback

20. Eke Panuku will undertake a full review of the policy in the next financial year. This will incorporate feedback from Mana Whenua and development partners on all aspects of the policy, including those aspects relating specifically to mana whenua outcomes.
21. Informal feedback from mana whenua to date is that the policy advantages iwi which already have the resources and capabilities to partner with the private development sector or which have the financial means to purchase properties directly from Eke Panuku.
22. We have observed that over time as more iwi achieve financial settlement through the Treaty of Waitangi process, they are enabled to consider acquisition of property or meaningful partnerships with commercial partners to acquire and develop sites together.

Next steps

23. A Eke Panuku will continue to use the policy to guide our selection of development partners with the current settings until the review of the policy is completed in FY26.
24. The review of the policy will include seeking feedback from mana whenua and commercial development partners about their perceptions of how the policy settings are working.
25. The Eke Panuku Māori Outcomes team will provide this report to Mana Whenua following the board's discussion, for their information.

Ngā tāpirihanga | Attachments

There are no attachments for this report.

Auckland Light Rail Property Holding 317-319 New North Road, Kingsland

This report in its entirety is treated as confidential, as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council.

In terms of Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to withhold information where making available the information:

- *would affect the commercial interest of a third party (s7(2)(b)(ii)); and*
- *would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)).*

Information paper: Property Portfolio Reporting

Author: Marian Webb, General Manager Assets and Delivery

November 2024

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

- *would affect the commercial interest of a third party (s7(2)(b)(ii); and*
- *would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h))*

Whakarāpopototanga matua | Executive summary

1. The purpose of this report is to outline the progress of the ongoing programme to improve the classification and reporting of the Council Group property portfolio that is managed by Eke Panuku. This builds on the initial work undertaken and reported to the Board in September 2023 to better understand the performance of the portfolio and the diverse role that property plays in meeting the outcomes of the Council Group.
2. The property portfolio that is owned or managed by Eke Panuku and the subject of this report is just under \$3 billion, which is 4% of the total asset base of the Council group's \$74 billion.
3. Eke Panuku properties can be categorised by type but also by role to show what the properties are used for. Eke Panuku manages 855 assets with a total value of \$2.9 billion and an annual surplus (revenues less costs) of around \$37.7 million. 242 (28%) of these properties, valued at \$1.8b (62%) relate to Priority Development Locations and 613 (72%), valued at \$1.1b (38%) relate to Non-Service Portfolio Management, including the three Marinas.
4. Classifying properties by the outcomes that can be achieved through their use is another way of understanding what they contribute towards and can show the complimentary roles that Auckland Council and Eke Panuku fulfil. While both share a place shaping focus for the betterment of Auckland, Council has more of a service delivery focus, while Eke Panuku brings more of a commercial lens.
5. Almost half (49%) of the properties within the Eke Panuku portfolios are non-revenue generating due to their nature. An additional 24% are market restricted meaning that the revenue able to be received is reduced due to the nature of the property or conditions attached. The remaining 27% are achieving market related revenues, and on these properties, there is currently an average Return-on-Investment (surplus divided by asset value) of around 6.1%.

Eke Panuku manages many development sites with most non-revenue generating and market restricted while they are being prepared for sale and development. It is only at the final sale and development stage that their full value is realised.

6. As part of a concerted programme improvements have been made to the underlying property data, how returns on investment are assessed, and the understanding of the roles and values of properties to enable better decision making, culminating in a new quarterly performance reporting template.
7. Next steps to progress further improvements include rolling out new reporting and identifying property related system improvements. In addition, Eke Panuku will continue to support the Council Group with reviews underway. Where appropriate we will support the work requested by the Mayor including the establishment of principles for asset ownership, a framework to support decision making, and the development of a group level property strategy.
8. An **attached** short report provides additional details on key points.

Matapaki | Discussion

Purpose

9. The purpose of this report is to outline the progress to improve the classification and reporting of the Council Group property portfolio that is managed by Eke Panuku. This builds on the initial work undertaken and reported to the Board in September 2023. It is part of an ongoing programme to better understand the performance of the portfolio and the diverse role that property plays in meeting the outcomes of the Council Group.
10. By understanding the scale, scope, and nature of the properties in the portfolio, Eke Panuku can better:
 - a. Communicate the effective and efficient management of the property portfolio.
 - b. Explain the role that each property category has and how this contributes to desired outcomes.
 - c. Prioritise the effort and resourcing given to managing the different property categories.
 - d. Make quality decisions concerning the management, maintenance and uses for the properties.
 - e. Articulate intentions and initiate discussions with elected members and others to assist the wider Council Group property management review.
 - f. Identify the skills and expertise required to manage each different property category.
 - g. Report on Climate related disclosures for the properties managed.
 - h. Achieve initiatives outlined within the Statement of Intent, some of which are to be directly delivered, and others contributed towards.

11. Attached to this report is a slide-pack which provides more detail on the points raised within this report.

Context

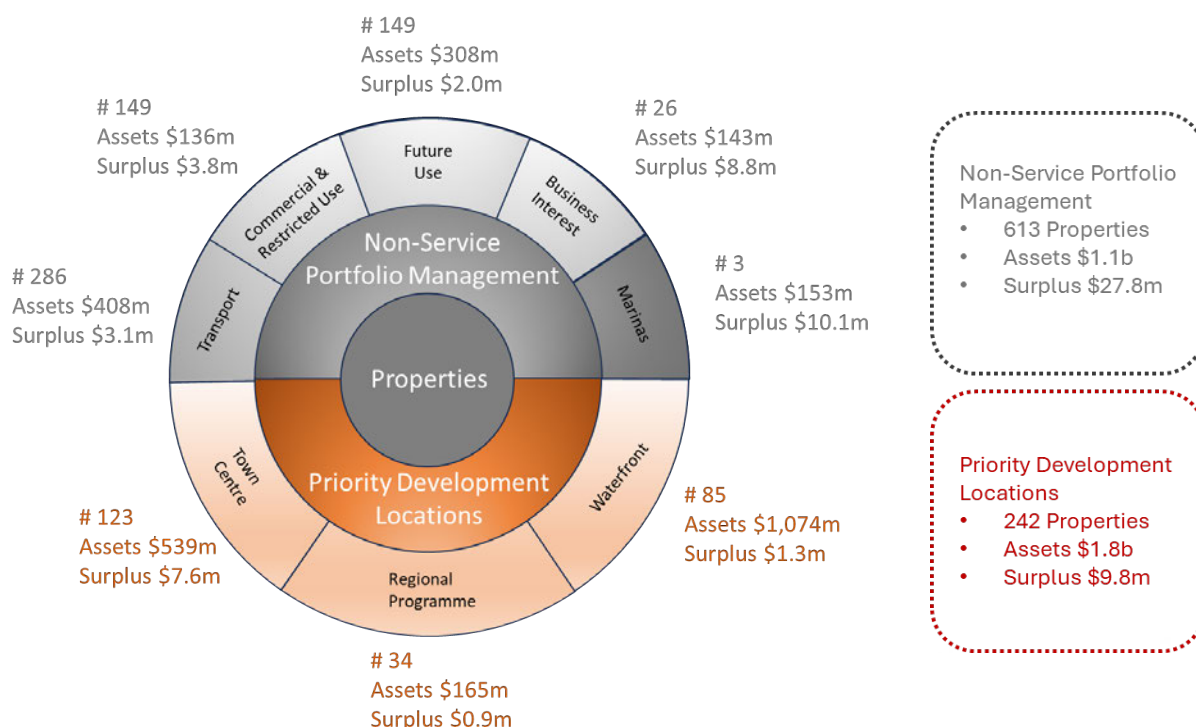
12. The property portfolio being outlined within this report is part of a wider asset portfolio sitting within the Auckland Council Group's balance sheet.
13. To give some context the total asset base of the group including property, infrastructure, and all other asset classes is around \$74 billion. The property portfolio that is owned or managed by Eke Panuku and the subject of this report is just under \$3 billion (4%) of this.
14. Key concepts that are also of relevance when considering the nature and purpose of the property portfolio are:
- a. Property is a means to an end – property is a resource, which can be owned, leased, or accessed through some other arrangement, enabling outcomes to be achieved.
 - b. Balancing goals – the portfolio is not an investment grade portfolio. Eke Panuku is not tasked with maximising revenue from the portfolio and is not enabled to buy and sell assets within the portfolio to maximise returns to Council Group. Ultimately the Council Group is looking to achieve public good outcomes while exercising robust commercial practices to optimise the net return over the longer term.
 - c. Multiple roles – on top of the \$2.9b of Council Group assets owned or being managed by Eke Panuku, there are other properties where Eke Panuku plays the role of lead agency or facilitator, to achieve desired outcomes, especially when it comes to urban regeneration.
 - d. There is always history – the current actual and perceived roles within the Auckland Council Group have arisen through creations, amalgamations, and multiple reviews.
15. It is also worth noting that there are reviews currently underway which have relevance to the Eke Panuku Property Portfolio, which include:
- a. Group Property Review – covers the core functions of real estate management, the various organisations involved and seeks to resolve the challenges posed by the current state.
 - b. CCO Reform – looking to assess what is the best way to deliver functions across the group, to get the balance right between accountability and delivery, to move Auckland forward.
16. The work recently undertaken by Eke Panuku has been helpful in the review noted above and put Eke Panuku in a better position to participate in the discussions.

Categorisation of the Portfolio by the Role of the Property

17. The composition of the full property portfolio falling under the management of Eke Panuku can be categorised in many ways using the underlying property data. Historically there has been an emphasis on the "type" of property, such as commercial, residential,

public open spaces, third party leases, etc. While this has certain uses more recently there has been a move to present property data by "role" where properties are shown by what the property is used for.

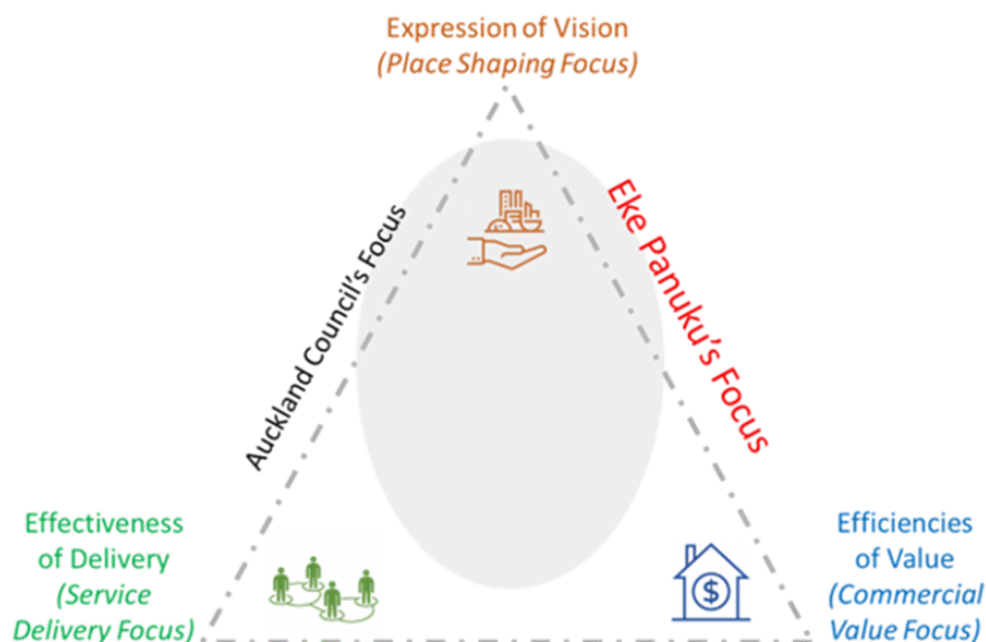
18. The diagram below shows the breakdown of the Eke Panuku portfolio, which is made up of 855 assets with a total value of \$2.9 billion and an annual surplus (revenues less costs) of around \$37.7 million.



Focus on Outcomes

19. Another way of analysing why properties are held is to understand the outcomes that can be achieved through the use of individual properties and portfolios.

20. At its core there are three main outcomes that property ownership and management can focus on, as shown in the diagram below.



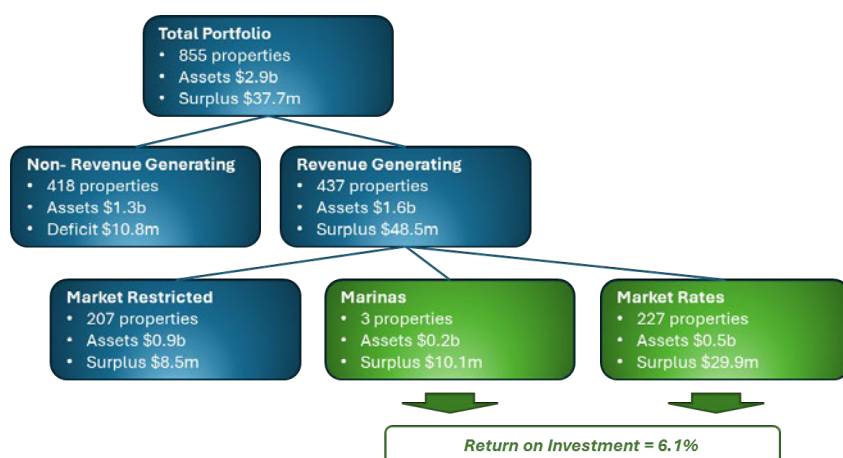
21. Recognising the nature of the focus on outcomes shows the complimentary roles that Auckland Council and Eke Panuku fulfil. While both share a place shaping focus for the betterment of Auckland, Council has more of a service delivery focus, while Eke Panuku brings more of a commercial lens.

22. Just which outcomes are focused on will also help to determine the skills, expertise and knowledge required to successfully deliver on those outcomes.

Revenue Generating Ability of Properties

23. Another important factor when presenting and analysing property data is understanding its revenue generating ability, as there is a diverse range of properties when it comes to costs and income potential.

24. The following diagram summarises the different revenue earning capabilities.



25. Of the 855 properties within the Eke Panuku portfolio:

- a. 418 almost half (49%) are non-revenue generating, which includes bare land and public access spaces across the Waterfront, as well as over 130 properties associated with the Eastern Busway project.
- b. 207 properties (24%) are market restricted meaning that the revenue able to be received is reduced due to the nature of the property or conditions attached, such as short term rentals or prepaid ground leases.
- c. 230 properties (27%) are achieving market related revenues, and on these properties, there is currently an average Return-on-Investment (surplus divided by asset value) of around 6.1%.

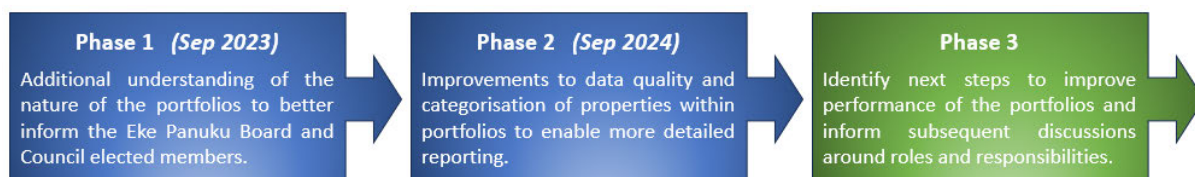
26. Properties can move between these classifications over time, as conditions change, timeframes are reassessed, and projects are progressed.

Also, Eke Panuku manages many development sites with most dispersed between non-revenue generating and market restricted while they are being prepared for sale and development. It is only at the final sale and development stage that their full value is realised.

Improvements

27. A concerted improvement plan has been in place to enable improvements to the effectiveness and efficiency of Eke Panuku's portfolios and how they are reported.

28. This plan is being actioned in three distinct phases:



29. Work continues on the portfolio reporting improvements with substantial work undertaken to improve the quality of the underlying data. Work over the last year as part of phase 2 has included:

- a. Line by line review of underlying property data, including appropriate classifications and relevant valuations on a more consistent basis.
- b. Methodology to assess returns on investment for relevant categories of properties.
- c. Start of refinements to the initial property briefing document identifying key attributes and expectations at time of transfer.
- d. Robust analysis of properties supported by the above to better understand the roles and values of properties to enable better decision making.
- e. Development of a new quarterly performance reporting template.

Next Steps

30. Looking ahead improvements planned as part of phase 3 include:

- a. Roll out and embedding of the new quarterly performance reporting template focusing on the roles of property and incorporating returns on investment for market-based properties.
- b. Identifying property related system improvements, for consistent data structure and reporting functionality.
- c. Complete refinements and full roll out of the property briefing document for all properties transferring to Eke Panuku containing basic details to inform categorisation around role of property, timing of use, any constraints, etc.

31. In addition, Eke Panuku will continue to support the Council Group with reviews underway including the CCO Reform project and the Group Property Review.

32. When appropriate Eke Panuku will also support the work requested by the Mayor including the establishment of principles for asset ownership, a framework to support decision making, and the development of a group level property strategy.

Conclusions

33. The improvement plan continues to be implemented, to enable the outcomes of:

- a. Better classification of the portfolio, and understanding as to the reasons properties are held, and the skills/expertise needed to manage them.
- b. Better and deeper understanding of the issues needing to be addressed, and improvements to be made for Group outcomes.

34. Together these outcomes enable more mature decision making across the various portfolios that Eke Panuku manage and should support improving the understanding for all stakeholders as to the role property can play in achieving better outcomes.

35. This also puts Eke Panuku into a stronger position to participate and support the current group reviews to decide on group property and CCO responsibilities into the future.

The Eke Panuku Property Portfolio “Story”



27 August 2024



The Property Story

Council has properties for the purpose of achieving outcomes (not for the sake of owning assets).

Service Portfolio

Auckland Council and some CCOs look to hold assets that deliver services as a way of achieving those outcomes.

Non-Service Portfolio Properties not needed to directly deliver services are transferred to Eke Panuku to optimise the value to be achieved from them.

- The value to be achieved from these non-service properties may be a commercial return, achieving other outcomes, or a combination of both.
- Ultimately where not needed to achieve other outcomes or a commercial return non-service properties should be sold.

Priority Development Locations Properties needed to develop priority locations are also held by/transferred to Eke Panuku to enable urban regeneration.

- While development locations are being progressed, an optimised return will also be explored, as long as it does not jeopardise the development.
- Once a development location is completed then properties are held to achieve a commercial return, held for other outcomes or sold.

The earning potential of any property held by Eke Panuku will be affected by several factors:

Non-Revenue Generating

Some properties are unable to achieve any commercial return due to their state, use, etc (e.g. bare land, public open spaces, spite strips).

Restricted Market

Conditions imposed, their state, and other factors may restrict the return able to be achieved (e.g. public access required, short term leases).

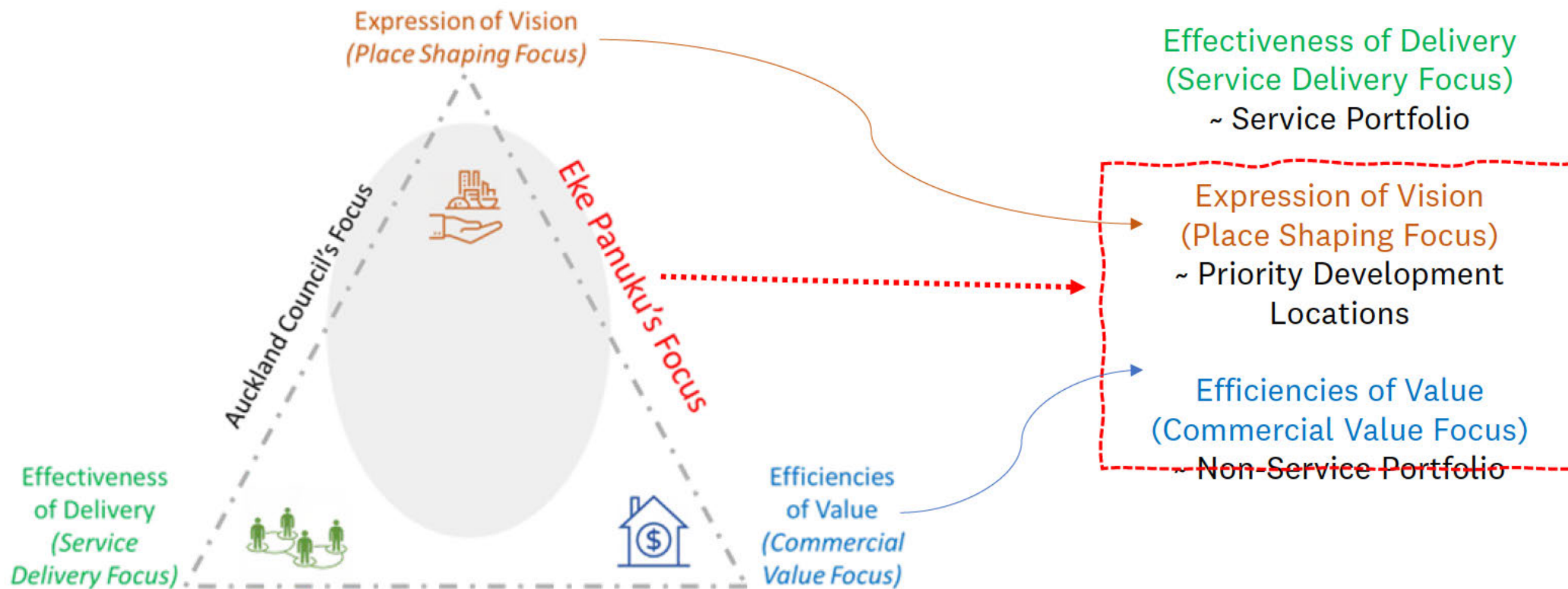
Market

Where no such limiting factors exist then a market related return is expected.

Complimentary Roles

Auckland Council and Eke Panuku fulfil complementary roles, with Council's focus being on service delivery (i.e. community assets), and Eke Panuku bringing a commercial lens. Both also share a place shaping focus for the betterment of Auckland.

Although not an exact match these three key roles generally fit with the three portfolios of properties:



Summary of Eke Panuku Portfolios

The following table summarises the number, asset values and net surpluses earned for each of the sub-roles and revenue categories, with the Return on Investment (ROI) shown in the last row for Market properties held for the year.

ne year.

		TOTAL	Non-Service Portfolio Management					Priority Development Locations		
			Transport	Commercial & Restricted Use	Future Use	Business Interests	Marinas	Waterfront	Regional Programme	Town Centre
TOTAL	#	855	286	149	149	26	3	85	34	123
	Assets	\$2,926m	\$408m	\$136m	\$308m	\$143m	\$153m	\$1,074m	\$165m	\$539m
	Surplus	\$37.7m	\$3.1m	\$3.8m	\$2.0m	\$8.8m	\$10.1m	\$1.3m	\$0.9m	\$7.6m
Non-Revenue Generating	#	418	154	66	92	5	0	45	18	38
	Assets	\$1,349m	\$197m	\$18m	\$130m	\$59m	\$0m	\$693m	\$98m	\$152m
	Surplus	-\$10.8m	-\$0.5m	-\$0.1m	-\$0.4m	-\$0.5m	\$0.0m	-\$8.9m	-\$0.1m	-\$0.4m
Restricted Market	#	207	76	11	40	6	0	20	13	41
	Assets	\$945m	\$103m	\$56m	\$148m	\$22m	\$0m	\$266m	\$61m	\$291m
	Surplus	\$8.5m	\$0.9m	\$1.5m	\$0.9m	\$0.1m	\$0.0m	\$1.7m	\$0.8m	\$2.7m
Market	#	230	56	72	17	15	3	20	3	44
	Assets	\$633m	\$108m	\$62m	\$30m	\$62m	\$153m	\$115m	\$7m	\$96m
	Surplus	\$40.0m	\$2.7m	\$2.5m	\$1.5m	\$9.2m	\$10.1m	\$8.5m	\$0.2m	\$5.3m
Market	ROI	6.1%	2.1%	2.4%	4.8%	16.6%	6.6%	7.1%	3.5%	5.3%

Note: ROI is calculated only on properties held for the entire 12 months and so doesn't include all "market" properties in the table above.

Note: The asset value shown for Marinas is based on simple land value and does not reflect the true economic value that may be achieved.

Note: The asset value shown for Waterfront includes discounted long-term leases and so will not reflect full commercial value in all cases.

Conclusions / Summary

- The portfolio consists of 855 assets worth around \$2.9 billion. The vast majority of the properties are to enable a future service or public works, as this is a management portfolio, not an investment portfolio. These properties are a means to an end, which requires careful balancing to achieve desired outcomes while exercising commercial prudence.
 - 242 properties (\$1.8b) are in [Priority Development Locations](#) for urban regeneration purposes.
 - 613 properties (\$1.1b) are in the [Non-Service Portfolio](#) for a diverse range of purposes including future uses, marinas, transport projects, and business interests.
- The revenue generating ability of the properties vary depending on their location, use and condition.
 - 418 properties are [Non-Revenue Generating](#) – this includes bare land and public open spaces across the waterfront, as well as 137 being part of the Eastern Busway project and another 53 spite strips.
 - 207 properties are [Restricted Market](#) – this is where full market rate cannot be achieved due to conditions of the property such as degraded state, short term nature of lease, etc, such as 46 properties needed for transport projects this year, and another 12 prepaid ground leases at reduced rates.
 - 230 properties are [Market](#) – this is where the property can achieve market returns, which for residential may be around 2% (excluding any capital appreciation).
 - The overall [Return on Investment](#) for market properties is currently around 6.1%, compared to council's current weighted average cost of borrowing of around 4.5%. This ROI is pulled up by Business Interests (16.6%), Waterfront (7.1%) and Marinas (6.6%), with Transport and Commercial sitting at 2.1% and 2.4% respectively.

City centre update

Author(s): Simon Oddie, Priority Location Director – City Centre Lead Agency

November 2024

Whakarāpopototanga matua | Executive summary

1. The purpose of this report is to update the Board on the city centre with a focus on implementation of the lead agency model, the key outcomes and priorities of the recent City Centre Steering Committee (Steerco) strategy session and follow up agreements from the Council group Joint Chief Executives (Joint CEs).
2. It also includes insights from recent stakeholder listening sessions, the agreed priorities for our collective work programmes, outlines the confirmed new membership of the Steerco and details how we plan to enhance integrated working across the group in the city centre.
3. At an officer level, Eke Panuku and the city centre lead team are guided by the cross-organisation Steerco and Joint CEs as required. These groups recently reaffirmed their commitment to the lead agency model, identifying key priorities to strengthen both our collective work programmes and the effective implementation of the lead agency model. These are summarised below:
 - a. Enhancing the city centre experience, with a focus on visitor attraction and resolving issues that discourage people from coming here.
 - b. Maximising the regenerative benefits of the City Rail Link (CRL), including the surrounding station neighbourhoods and completion of the Midtown works.
 - c. Building on the City Centre Action Plan, the implementation pathway for the council's City Centre Masterplan, to ensure a clear, integrated view of all ongoing and future programmes within the city centre. The goal is to improve decision-making and guide future initiatives, including those funded by the City Centre Targeted Rate (One Plan).
 - d. A joint communications approach (One Voice) to improve public and stakeholder understanding of the council's regeneration programme and attract people back.
 - e. A co-located single city centre team within Eke Panuku's offices. (One Team).
4. To ensure strong democratic accountability, work in the city centre is guided by the Waitematā Local Board and relevant committees with regular and frequent reporting, including a monthly city centre workshop with the local board.
5. The Mayor's Office and his City Centre Advisory Panel are a critical sounding board for the city centre, the latter particularly in relation to the City Centre Targeted Rate. Eke Panuku's city centre priority location director is the lead officer for the advisory panel.

6. A highlight of the last 12 months has been the progress made with the City Centre Advisory Panel which is working collaboratively and with a strong degree of alignment on key issues.
7. Several improvements have been made under this term including:
 - a. a new summary report from the Chair and panel, direct to the Policy and Planning Committee which oversees city centre issues,
 - b. new broadened sector representation including social sector, retail, sustainability & climate change, and arts & culture,
 - c. holding meetings outside the council building, hosted by panel members, to build understanding of the various sector interests represented,
 - d. the regular attendance of key stakeholders such as police and the Auckland Policy Office which represents central government in the city.
8. The priorities for the Council group's collective work programme have been guided by feedback from elected members and from recent key stakeholder engagement:
 - a. Tangible improvement was highlighted in several areas including safety, the advisory panel, communication with the council group and the City Centre Action Plan.
 - b. The economic downtown and property cycle are causing major challenges.
 - c. The city centre may require a "breather" after ten years of CRL disruption, particularly in Midtown, and there is a need for renewed emphasis on getting people back to previous levels through activation and promotion. Perceptions around parking may be contributing to this.
9. Much of Eke Panuku's emphasis in the last 12 months has been on coordinating advice to the council group's city centre decision-makers - providing clear context, place implications and stakeholder insights to inform discussion and decisions. This includes recent work with AT's new executive leadership to support integrated transport policy, projects and communications in the city centre.
10. The Steerco and Joint CEs have recently acknowledged that progress on implementing the matrix model requires their additional support. This is partly due to the significant people changes within the council and its CCOs following two consecutive highly constrained budget rounds. They have agreed that commitment to the model requires reinforcement if the group is to work together in the best interests of the city centre.

Matapaki | Discussion

Background

11. The city centre and its waterfront are home to many of the most significant Long-Term Plan (LTP) priorities and opportunities articulated in the recent Mayoral direction document. This includes the City Rail Link (CRL) and its associated transport and station neighbourhood

works, Watercare’s wastewater upgrade, the masterplanning work for Captain Cook and Marsden Wharves, and the future opportunities for tourism and events.

12. This is a critical time for public trust and confidence in the city centre and the council group’s coordinated investment and championing of this place is vital to its future success. The nation’s economy is struggling and international tourism has not yet rebounded post pandemic. There is a further 18 months to go until the completion of CRL and the Midtown programme.
13. At the same time, there is much to be cautiously optimistic about. Significant progress has been made over the last two years in building the trust and confidence of key city centre partners and improving perceptions of the city centre, including an integrated approach to improving safety.
14. Interest rates are down as is crime. Investment in the city centre is strong, prime vacancy rates remain low, after a difficult winter accommodation bookings are up for the pre-Christmas period, business confidence is up and GDP growth here continues to outpace the rest of the country.
15. Recognising the strategic importance of the city centre, and following direction from the former Planning Committee, since 2022 the council group’s work in the city centre has been led by a pan-agency, ‘matrix’ lead team. This is made up of specialists from across AT, Tātaki Auckland Unlimited, Auckland Council and Eke Panuku under the leadership of Eke Panuku.
16. The lead agency decision followed a recommendation from council ELT in 2021 that city centre leadership be mandated to Eke Panuku, as the city’s regeneration specialists, which would be given accountability for leading implementation of the masterplan. This brought the largest urban regeneration project into the council’s urban regeneration programme, alongside the Waterfront Transform location.
17. The decision aligned with the recommendation of the 2020 CCO Review. This was that, in locations where multiple council agencies are working, a lead agency be appointed to work on behalf of the council to align resources and activity, and to enhance engagement with the local board and stakeholders.
18. The scope of works for the lead agency, as articulated in the decision, covers the planning, delivery, place and change management associated with delivering the City Centre Masterplan (CCMP), combined with the associated activation, communication and engagement.
19. Although technically out of scope, operational management, such as cleaning, maintenance, renewals and safety, was identified as critical to the experience of the city centre. Eke Panuku and the city centre lead team have worked closely with the relevant teams to support initiatives such as the Community Safety Plan and to speed up resolution of operational issues with positive feedback from key city centre stakeholders.
20. All council group entities now follow one integrated implementation plan for the city centre, the City Centre Action Plan which gives effect to the guiding City Centre Masterplan. This

plan was approved by the Eke Panuku Board and endorsed by the local board and council, led by Eke Panuku and overseen by the Steerco.

21. Strategic alignment in the city centre and waterfront has been improved. Links between masterplan, action plan, long term plan and annual priorities are now well made and articulated to decision makers with disconnects identified early. The action plan itself has also assisted the group in building strategic alignment amongst stakeholders. For example, there is strong support for its agreed focus areas, including improving experience to get people back to the city centre (including safety), maximising the benefits of CRL and growing the residential population.
22. To ensure strong democratic accountability, work in the city centre is guided by the Waitematā Local Board, relevant committees and the Mayor's office, which receive regular and frequent reporting. The Policy and Planning Committee has recently assumed responsibility for the majority of city centre and waterfront matters and receives a new report from the advisory panel chair following each meeting. City centre transport oversight remains with the Transport and Infrastructure Committee and safety sits with the Regulatory and Safety Committee.
23. The Mayor's [City Centre Advisory Panel](#) are a critical advisory group for the city centre, the latter particularly in relation to the City Centre Targeted Rate. This is a long-standing and well-supported funding mechanism which was introduced almost 20 years ago by the former Auckland City Council in 2006. The panel recently confirmed it wished to begin discussions around extending the programme beyond its current 2031.

Key stakeholder engagement

24. Recognising that partnership is a critical factor in the success of the city centre regeneration programme, Eke Panuku held a series of stakeholder listening sessions in August and September to gather insights and feedback from key city centre partners on current and future challenges. These sessions followed similar engagements in 2022, which helped establish Eke Panuku as the lead agency, and in 2023, which supported the development of the City Centre Action Plan.
25. The key themes from these conversations, outlined earlier, were used to refresh focus areas and priorities for the council group's city centre leaders, including informing the annual refresh of the action plan:
 - a. There has been a tangible improvement on safety
 - b. Communication with council group is vastly improved
 - c. Economic downturn causing major challenges
 - d. Property cycle impacts
 - e. Parking approach is damaging perception/reputation
 - f. City centre needs a "breather" after a period of so much disruption

- g. Renewed emphasis on activation, events and promotion of the city centre
- h. Universities are an under-valued asset for the city
- i. Need to get on with nighttime economy initiatives
- j. Support for the focus on growing residential population
- k. High levels of support for City Centre Advisory Panel and how it is operating this term.
- l. Overall strong support for City Centre Action Plan
- m. Queen Street and Midtown area overall still needs attention.

Integrated leadership – the City Centre Steering Committee and Joint Chief Executives

- 26. Following a period of executive level change at both AT and Auckland Council, the Steerco and the Joint Chief Executives have recently reconfirmed their commitment to the lead agency mandate and their role in overseeing implementation of the City Centre Action Plan.
- 27. The Steerco is made up of two representatives from each of the four primary council organisations in the city centre, chaired by Eke Panuku Chief Operating Officer Ian Wheeler.
- 28. A central topic of discussion for the newly agreed Steerco membership was the role and purpose of the group in leading city centre initiatives. Emphasis was placed on reinforcing Steerco's mandate as a proactive and strategic body that not only aligns cross-agency efforts but also drives impactful outcomes for the city centre. The focus is on ensuring that Steerco can effectively drive change, with members being clear about their responsibilities both within the Steerco group and their home organisations.
- 29. The Steerco agreed that its primary purpose is to govern the implementation of the City Centre Master Plan (CCMP) through the delivery of the Action Plan and that major initiatives should require Steerco endorsement or escalation to the Joint CEs.
- 30. Below are the five highest priorities articulated by the Steerco. These reinforce the focus areas outlined in the City Centre Action Plan and reflect feedback from the listening sessions.

Priority one: enhancing the city centre experience

- 31. A core focus is identifying and addressing barriers that discourage people from visiting the city centre while amplifying factors that attract them. This includes better managing disruptions, supporting activation events, and improving the ease of doing business within the city centre. Key considerations discussed by the Steerco included:
 - a. A comprehensive understanding of the obstacles and motivators affecting engagement with the city centre.
 - b. Leveraging council group resources to influence visitor enthusiasm and implement targeted solutions over the next 12–36 months.
 - c. Proactively managing disruptions and improving offerings like parking, events, and activations to enhance overall visitor experience.

32. Specific actions under assessment in this area include:

- a. The Authorised Vehicle Area (AVO) Initiative on Queen St.
- b. Loading and servicing challenges in Midtown.
- c. The proposed introduction of additional on street parking charges. Steerco requested that the decision on overnight parking charges be brought back for endorsement before going to the AT board, noting that charges for Sundays and holidays have already been implemented.
- d. Maintenance and improvement projects such as replacing dead or removed trees, removing posters and stickers, upgrading street lighting, and addressing damaged or outdated street furniture were identified as detractors.
- e. Activations: Recognising that activations and events are key to attracting people back to the city centre, Steerco requested staff to provide advice on whether current investment levels are delivering desired outcomes.

Priority two: maximising the benefits of the City Rail Link (CRL):

33. The Steering Committee reaffirmed the priority of maximising the benefits of the City Rail Link (CRL). Steerco emphasised the need for an integrated Council approach to fully leverage the transformative potential of this significant infrastructure investment.

34. Specific actions under assessment in this area include:

- Maximising the regenerative benefits to the city centre.
- Station neighbourhood readiness plans.
- Monitoring framework to track both transport and regeneration outcomes from the CRL.
- Greater integration of the Mayoral drive design.

Priority three: Future Programme - “One Plan” Steerco Oversight

35. The Steerco reinforced an existing priority to provide a unified and clear view of all ongoing and planned works within the city centre. This unified perspective aims to offer better context when endorsing decisions about the impacts of the current programme and guiding future initiatives. Key considerations that the Steerco discussed included:

- Develop an overview to align priorities across agencies and functional areas, ensuring that immediate (6-12 months) and short-term (CRL readiness) goals are met.
- Anticipate the post-CRL landscape by planning how the city centre can “breathe” once the CRL opens, creating space for future opportunities.

- Ensure a solid rationale behind longer-term work programmes (3-10 years) through the use of precinct plans and reconsider legacy decisions as necessary to ensure we are responding to the current and future needs of the city centre in the most effective way.
36. At its 26 September meeting, Steerco received a report on this priority, covering several key areas:
- Future programme, including both the 18-month pipeline and the longer-term (3–10 year) future programme, highlighting key focus areas. This will include an update on the development of precinct plans, as one of the mechanisms to provide strategic and integrated precinct-level direction to inform future projects.
 - City Centre Targeted Rate: Steerco acknowledged the importance and value of the targeted rate and the upcoming discussion with the City Centre Advisory Panel. The panel has asked to begin discussions on the extension of the City Centre Targeted Rate beyond 2031 as it is currently programmed and to consider implications for the current programme. It was agreed that this needs to be contextualised within the review and development of our future plan. Steerco requested more oversight of decision making in relation to the targeted rate and information on engagement plans and processes for the extension to be presented at the next meeting.
 - Completion of ongoing projects, endorsement of new projects: Steerco endorsed adhering to the principle of completing projects already underway, with a primary focus on those that support CRL integration or are critical to city centre infrastructure. Steerco also agreed the principle that material city centre decisions and new initiatives or projects will require its endorsement before proceeding.
 - Allowing the city centre to "breathe": Steerco noted that staff will report back on the principle of allowing the city centre to "breathe" following the completion of the CRL. This advice will aim to inform a group-wide policy on whether and how to implement this approach, noting that while halting all construction is neither feasible nor desirable, there is a need to strike a balance between maintaining momentum in the city centre's regeneration efforts and offering relief to areas fatigued by years of construction.

Priority four: strengthening our ability to speak with 'One Voice' – city centre communications planning

37. Proactive communication is essential to maintaining a unified message across all city centre projects and ensuring the public understands the benefits of ongoing initiatives. This includes effectively managing perceptions and addressing concerns.
38. An integrated communications plan has been under development through the One Voice workstream overseen by the Strategic Communications Group. Built on four pou (pillars)—communications (including media), engagement, insights and research, and marketing—this

plan focuses on adopting a place-based rather than organisational approach to communications within the city centre.

39. The One Voice plan will be presented to Steerco for endorsement following a review by group Executive Leadership Team (ELT) leads, including Steerco sponsors. This represents an opportunity to achieve greater alignment around information and messaging for people in the city centre.

Priority five: strengthening our 'One Team' approach – establishing a co-located team

40. Co-location was an early foundational goal in forming the city centre team. Acknowledging that initial efforts were not universally supported, the Steerco has renewed its focus on developing a plan to transition to a shared working environment. This aims to foster better integration and collaboration between city centre teams.
41. The city centre teams from Auckland Council and Eke Panuku will be co-located from December this year with space for other city centre staff from AT and Tātaki to join the team on a regular basis.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
July 2023	Auckland City Centre Action Plan 2023-2034: our priorities for a thriving city centre	Approved "Auckland City Centre Action Plan 2023-2034: our priorities for a thriving city centre" Recommended its endorsement to the Parks, Environment and Planning Committee, and the boards of Auckland Transport and Tātaki Auckland Unlimited.

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

42. N/A

Ngā ritenga ā-pūtea | Financial and resourcing impacts

43. No additional funding is sought.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

44. As outlined earlier, the city centre continues to bear the brunt of a combination of global, national and local factors including:
- a. *global* impacts such as the pandemic, retail shifts, working from home, supply chain disruption and extreme weather events,
 - b. *national* impacts such as the recession, interest rate and inflationary pressures, social issues and policy, reduced international arrivals, immigration policy, housing pressures, and removal of the bed tax,
 - c. *local* impacts such as the council's extremely tight financial conditions, almost a decade of CRL disruption and reduced visitor attraction and events funding.
45. This context is important for the council group to consider when making decisions around investment priorities and, most important, the levers available to the group. The integrated lead agency approach and action plan supports this coordinated view.
46. Further to the risk outlined above, council risks becoming funder of first and last resort in the city centre when other organisations, including central government, have responsibilities here. A strong advocacy and partnership programme for the city centre is vital to ensure the council role and share of costs is appropriate.
47. The lead agency model is reliant on support from council leadership. It requires ongoing commitment to take a 'city centre first' rather than 'agency first' approach. A strengthened, collocated city centre team will help support this approach.

48. Funding will always be fragmented due to the multitude of activities the council supports in the city centre. To avoid misalignment and to support a coordinated view to decisionmakers, the role of the pan-agency leadership team and Steerco in considering and endorsing major initiatives, including the City Centre Targeted Rate programme, is an important step.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

49. Eke Panuku and the matrix leadership team is guided in its lead agency role by the Steerco and Joint Chief Executives, made up of council, AT, Tātaki Auckland Unlimited and Eke Panuku.
50. Watercare and CRL's most significant interaction is managed via the Midtown programme led by Auckland Council and they can be invited to attend the Steerco as matters arise.
51. The stakeholder landscape in the city centre is understandably complex. Eke Panuku has developed strong working relationships with key stakeholders including the City Centre Advisory Panel.

Tauākī whakaaweawe Māori | Māori outcomes impact

52. Eke Panuku's mana whenua forum were involved in the development of the City Centre Action Plan. At this stage mana whenua relationships are primarily led via individual agency relationships at a project or initiative level.

Tauākī whakaaweawe āhuarangi | Climate change impact

53. The City Centre Masterplan and Action Plan both support Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan. The Strengthen Climate Response programme within the action plan outlines nine specific city centre actions including urban ngahere/tree cover for cooling and air quality, blue-green network for response to extreme weather, Healthy Waters and addressing emissions from private vehicles - Auckland's largest single carbon emitter.

Ngā tāpirihanga | Attachments

There are no attachments for this report.

Eke Panuku Quarter One Report to Auckland Council

Author(s): Kingsha Changwai, Manager Corporate Risk and Reporting

November 2024

Whakarāpopototanga matua | Executive summary

1. The council quarter one (QTR1) report is provided for Board information. The QTR1 report summarises the results and achievements of the company for the quarter ending 30 September 2024.
2. The QTR1 report content is consistent with information contained in the Board QTR1 Dashboard in September.
3. A copy of the QTR1 report is included as **Attachment A** of this report.

Matapaki | Discussion

4. The QTR1 report was submitted to the council on 24 October 2024.
5. The information in the QTR1 report is consistent with content of past monthly dashboard reports to the Board.
6. The summary highlights include good progress made on our capital projects this quarter including the Wynyard Crossing Bridge, Westhaven seawall and the Karanga Plaza Harbour pool pilot.
7. We have also made good progress against financial and non-financial targets set in the SOI.

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

1. N/A.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

2. N/A.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

3. Key risks such as delivery of development outcomes affected by the challenging property market and economic conditions, and the CCO review and property review led by the council could have an impact on delivery of our programmes.
4. The issue of the Wynyard Crossing Bridge continuing with extensive refit work are covered on page 3 of the QTR1 report.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

5. N/A.

Tauākī whakaaweawe Māori | Māori outcomes impact

6. Information on Māori outcomes, commercial opportunities, engagement, culture and identity, building a capable organisation and environment are covered on page 5 of the QTR1 report.

Tauākī whakaaweawe āhuarangi | Climate change impact

7. Information on climate change and sustainability such as carbon assessment of capital projects, deconstruction projects, climate related disclosure, supplier diversity targets, waste minimisation and community engagement are covered on page 5 of the QTR1 report.

Ngā tāpirihanga | Attachments

Attachment A – Eke Panuku Quarter 1 report to Auckland Council.



Quarterly Performance Report

Eke Panuku Development Auckland

2024/2025 Quarter 1

For the 3 months ended 30 September 2024



Q1 – At a glance



Executive Summary

Steady progress has been made across a number of SOI targets this quarter. Thirty-three new homes have been completed by our development partners. We have completed 3,324 sqm of public realm works and progressed initiatives for creating positive outcomes for Māori. Year to date we have achieved \$0.9m in sales against the \$76m target made up of \$60m from general asset/regional sales and \$16m from sales in Transform and Unlock locations. The property portfolio and marina also had a good start to the year, net surplus is currently tracking \$2.9m ahead of budget.

Good progress has been made on our capital projects this quarter. Several projects are progressing design and consent milestones. The Wynyard Crossing Bridge has been fully dis-assembled and transported to Wynyard Wharf. Rust remediation and re-coating parts of the work are progressing to schedule, with all works on the bridge remain on track to be completed in December. Works on the Westhaven seawall is underway and are expected to be completed ahead of schedule. Construction is now also underway of the Karanga Plaza Harbour pool pilot at the waterfront and is on track to be completed in time for summer.



Financial Performance

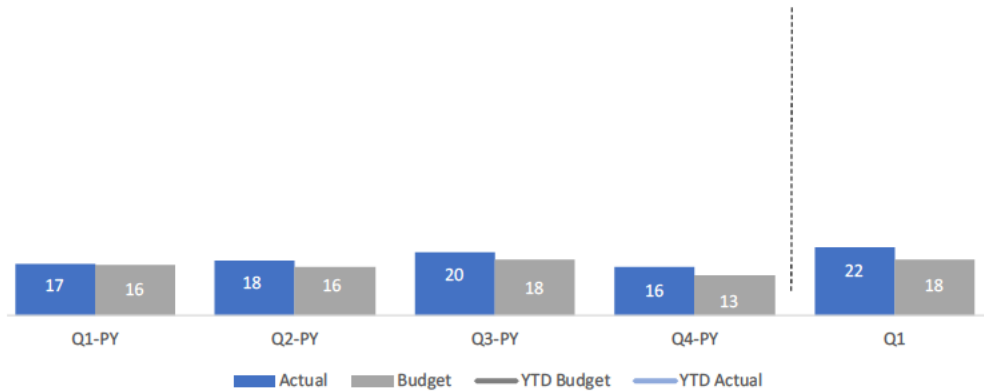
There has been a favourable start to the year with direct revenue \$4m ahead of budget. This is due to unbudgeted revenue of \$3.2m recognised from a property lease which would normally have been spread across the life of the lease. Additional revenue has also been received from a small number of properties expected to be sold or vacant, remaining tenanted \$0.7m. Expenditure is currently \$3m favourable to budget, at this stage of the year this is mainly due to timing differences to phased budget. \$1.2m of budgeted rates costs are still expected to be charged to us in year and there are currently \$0.6m of people costs savings as some positions have yet to be filled, and a number of other minor timing issues across several projects.

We are making good progress on our capital programme despite capex tracking \$2m behind phased budget and asset sales targets remain challenging in the current economic environment.

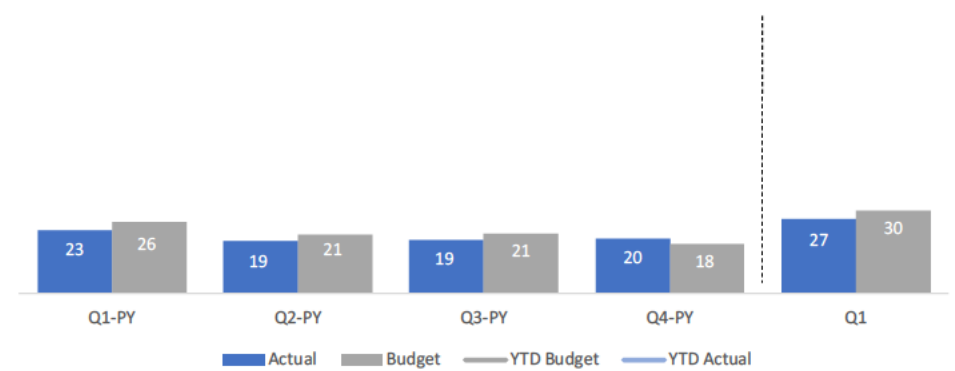
Note: for more details on financials, refer to the graphs on page 2 and financials section on pages 14 - 19

\$m

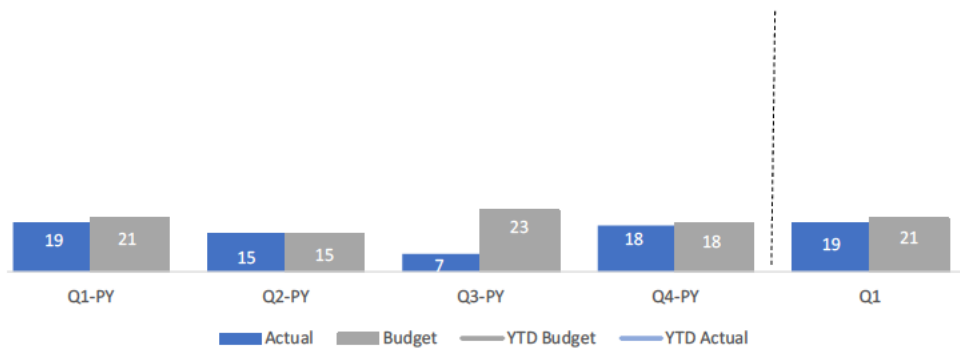
Direct revenue



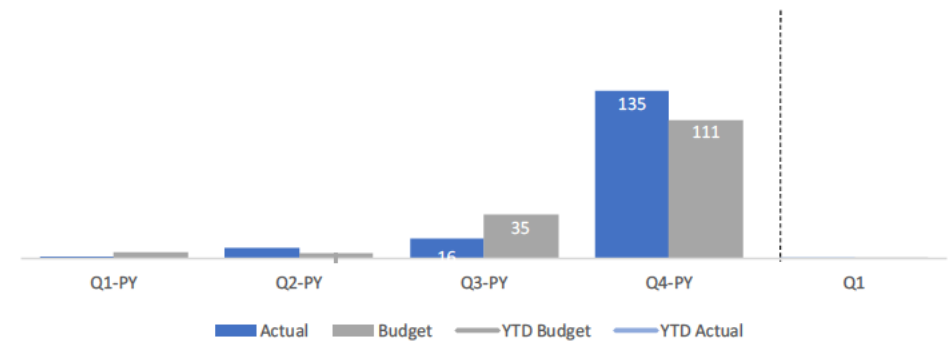
Direct expenditure



Capital expenditure



Asset Sales & Long-term Leases





Highlights

- The **Waterfront's** Te Ara Tukutuku (Wynyard Point) gives effect to the vision for the ten hectares of development sites, open space, laneways, stormwater, utilities, landscaping, lighting, and seawall raising. Public engagement on the concept plan was completed this quarter. Engagement was undertaken over August 2024 and reached an estimated 850,000 people via our digital, social and media campaigns and community and stakeholder gatherings with over 3000 people in person. 87% of people supported the design.
- We completed the deconstruction of the first building in **Northcote**, on the corner of Kilham Avenue and College Road, part of the programme for redeveloping the Town Centre. We also completed deconstruction of 10 Racecourse Parade in **Avondale** for the Avondale Central development. Utilising a deconstruction approach ensures materials of value are identified and can be salvaged for reuse.
- In **Pukekohe**, the Massey Avenue and Manukau Road double intersection upgrades and footpath widening, a co-funded project with Auckland Transport has been completed. This will increase safety and access in the town centre including to Roulston Park. The projects supports the development of the Edinburgh superblock.
- The long-awaited transformation of **Old Papatoetoe** is about to get underway. Papatoetoe public realm projects at Cambridge Terrace, Stadium Reserve and Chambers Laneway are all progressing well, enabling future development sites. Works commenced in August 2024 on the Chambers Lane accessway upgrade. Works are targeted to be completed by February 2025. Cambridge Terrace works are expected to start in November 2024 and the Stadium Reserve works are expected to be start in February 2025.
- The **Westhaven Marina** was recertified as a 'Clean Marina' by New Zealand Marina Operators Association (NZMOA), recognising our continued efforts to minimise our environmental impact.



Issues/Risks

- **Delivery of development outcomes** is affected by challenging property market and economic conditions. Recent changes of inflation and interest rates reducing and unemployment continuing to increase have mixed impacts on demand. This affects the delivery of current and future SOI asset sale targets and regeneration outcomes including construction of new dwelling units. It is taking longer to attract partners with capacity to achieve viable projects in current conditions. We continue to monitor arrangements with existing development partners and carry out due diligence as part of development partner selection process. Where appropriate, we extend settlement and terms to reflect slower market conditions for the developer to achieve presales, funding and resource consent. (Projects affected are noted on page 7 of this report).

- **Wynyard Crossing Bridge** - The Wynyard Crossing Bridge project is continuing a programme of extensive refit work so it can return to reliable operations as soon as possible and address potential safety risks. Repair work on the bridge continues at pace. The works are expected to be completed by December 2024. The planned preventative maintenance programme includes a full overhaul of mechanical and electrical parts, sandblasting and anti-rust coating, as well as thorough trials and assessments to prevent future technical faults. The cost of the project has increased compared to the initial budget. The increase in scope and cost mainly relates to additional work that could only be identified when the bridge was taken apart. The condition of the bridge is worse than originally thought. During this period, Eke Panuku has continued to run an extensive public information campaign designed to inform Aucklanders and visitors on alternative access options (walking routes, public transport options and parking for those driving) and provided the use of the Red Boat ferry service that started in April and expanded from 1 August, seven days a week with extended hours.
- **CCO review and property review** led by the council could have an impact on delivery of existing programmes, future service delivery and programme momentum. Eke Panuku is participating in the review processes.

Key Performance Measures

Of the 12 SOI performance measures, 10 performance measures are on track to be met by year end based on year-to-date results and 2 are measured at the end of the year (surveys).

Strategic performance priorities	Achieved / Ontrack	Not Achieved	Not reported this quarter	Total
Urban regeneration	6			6
Property and marina management	2		1	3
Sector leadership	2		1	3
TOTAL	10		2	12

Note: for details on performance measures, please refer to the Performance measures section – Pages 12 - 13

Strategic alignment and key policies

Climate change and sustainability

Projects and initiatives advanced in the quarter included:

- **Carbon assessment of capital projects** – We have adopted a tool for assessing embodied carbon of designs for capital projects and are currently tailoring it for Eke Panuku use. This will enable consideration of the carbon impact of projects at the optioneering and later stages of design.
- **Planning and delivery of deconstruction projects to enable redevelopment** – We have commenced deconstruction of 27 St George St in Pukekohe. We completed the deconstruction of the building on the corner of Kilham Avenue and College Road, Northcote and 10 Racecourse Parade in Avondale. Utilising a deconstruction approach ensures materials of value are identified and can be salvaged for reuse. For this work we use the council's supplier panel.
- **Climate related disclosure** – We have worked with the Auckland Council group on the climate related disclosure work programme. This includes emissions reporting which we undertake via Toitu and analysis of climate risks and opportunities. This quarter we received our Toitu certification following an audit of our corporate Greenhouse Gas emissions with total emissions being 13% lower than the previous year. We have been working across the business and with the Council family to further embed climate considerations throughout what we do, including the business case processes and our risk management framework.
- **Supplier diversity targets** – We have engaged in active planning to identify opportunities for diverse suppliers as main contractors and to deliver substantial components of projects being delivered in our southern locations. This quarter we have been trialling kanohi ki te kanohi (face to face) tendering with diverse suppliers for a project in Pukekohe.
- **Waste minimisation and community engagement** – The placemaking team have been working with community partners to deliver food waste initiatives in Onehunga and Northcote. Onehunga Food Scraps 7-week trial completed - Diverted 1,600L of food scraps from landfill. These projects along with bringing volunteers together for the ongoing tiaki of Northcote's new greenway Te Ara Awataha and Te Whakaorangao te Puhinui is about encouraging social interaction and community wellbeing in places undergoing significant change.

Māori outcomes

- Eke Panuku contribution to Māori Outcomes is set out in our aligning Māori Outcomes Plan agreed with mana whenua iwi. Progress is outlined below:
- **Commercial opportunities (Kia ora te Umanga)** – Eke Panuku enables iwi to participate in commercial property and procurement opportunities. Commercial opportunities provide a platform for iwi to gain traction to further develop and grow their iwi from a commercial perspective.
 - Iwi were notified of a property to be sold in Papakura giving them an early opportunity to bid for a site before it is taken to the open market. This is a vacant residential property situated in the Business - Metropolitan Centre Zone. One iwi has expressed interest in the site.

- **Engagement (Kia ora te Hononga)** – The opportunity to meet directly with Eke Panuku’s leaders provides a space for iwi rangatira and delegates to influence and advocate with Eke Panuku decision makers to support delivery of iwi aspirations and Outcomes.
 - Eke Panuku Chief Executive and leadership team met with Iwi Mana Whenua Rangatira and/or their delegates in a Governance Forum in August to discuss organisation updates that impact iwi. This includes the results of the recent engagement survey we held with iwi and the Sail GP event.
 - Eke Panuku’s Board of Directors met directly with the Chair of a southern iwi to have a two-way dialogue relating to the iwi’s perspective of the relationship with us and to celebrate the work Eke Panuku has done toward delivering Māori outcomes.
- **Culture and identity (Kia ora Te Ahurea)** – Eke Panuku is committed to embedding the culture and identity of iwi mana whenua of Tāmaki Makaurau. We understand iwi have a duty to ensure the prosperity and presence of their identity is weaved into the fabric of Tāmaki Makaurau’s landscape.
 - Eke Panuku engaged with Te Akitai Waiohū, to deliver a ground breaking karakia to mark the beginning of construction in the Old Papatoetoe precinct.
 - Eke Panuku with Precinct Properties, engaged with Mana Whenua to discuss the proposed development on a Mount Eden site located on the corner of Dominion and Valley Road. A cultural narrative was developed in caucus with iwi to be embedded into the project. Many opportunities for art and placemaking were identified for iwi to support.
- **Building a Capable Organisation (Kia Hāngai te Kaunihera)** – Developing and building the capability of an organisation’s people enables them to provide greater support to deliver strong outcomes for Māori.
 - Two Māori kaimahi are enrolled and attending Council’s Kākākura programme, a nine month programme focused on building Māori kaimahi understanding of Te Ao Māori and Māoritanga.
 - Eke Panuku delivered three Māori capability building workshops to support the development of kaimahi understanding of Te Ao Māori aspects.
- **Environment (Kia ora te Taiao)** – Eke Panuku meets with mana whenua through the Eke Panuku mana whenua forum and one on ones with iwi to deliver iwi taiao aspirations in it’s projects and programmes.
 - Engagement on a project to create development sites on Station Road, Manukau with iwi kaitiaki has resulted in us working with Healthy Waters to find a solution to support the stormwater aspect of the development.
 - Eke Panuku continue to work with iwi to support the development of the Onehunga wharf coastal regeneration. We have worked with iwi and their technical experts to ensure that the project is taiao centric and reflects their aspirations for the area.

Statement of performance expectations

Urban Regeneration

Other highlights

- The detailed design for Avondale’s **Te Hono - community hub and town square** was completed in August 2024. Joint construction procurement has now commenced. Eke Panuku is delivering the town square.
- The Henderson Valley Road signalised traffic crossing, part of the **Opanuku Link**, has been completed to create a safer and more connected area between the town centre, the twin streams and Corban Estate Arts Centre.
- Construction works are now well underway on the **Pump Station 6 (PS6) wastewater upgrade** works in Hobsonville with completion on track for May 2025. The asset will then be handed over to Watercare Services.

Issues and Risks

- **A challenging property market has affected the sale of several development sites.** A new development and sales strategy for the Northcote town centre development is currently being tested. The Basin View Lane and Lagoon Drive development sites in Panmure are now planned to be taken to the market in early 2025, later than originally planned. Given the challenging market, potential interim options are now being explored with the development partner for the Edinburgh superblock in Pukekohe centre. The “Manukau on the move” campaign to highlight why it’s a great idea to invest in Manukau has recently been relaunched.

More details on issues and risks are contained in the programmes section Pages 7 - 10.

Programmes

Key Programme	Status	Progress towards key project deliverables set out in the SOI (pages 19-28)
Northcote	On track	All three deliverables are on track. A new development and sales strategy for the Northcote town centre development is currently being tested in the current challenging market. The process to select a preferred development partner process has not achieved a suitable outcome. Developed design began in October for the Northcote town centre streets project and consent lodgement and final business case approval will happen later in the year. To minimise the impact on the community and surrounding businesses, construction which is expected to start in mid-2025, is likely to be staged.

Key Programme	Status	Progress towards key project deliverables set out in the SOI (pages 19-28)
		The Northcote community hub and Puāwai / Cadness Reserve upgrade is on track for the developed design, consent lodgment and final business case to be completed by the end of 2024.
Takapuna	On track	Auburn Street development site - The development partner for the Auburn Street development is working to satisfy the conditions of the development agreement.
City Centre	On track	<p>All three project deliverables are on track. We continue to facilitate and deliver on our development opportunities of the three key sites in the City Centre. The Downtown carpark is being progressed after becoming unconditional in June 2024, the Symphony Centre development agreement terms are being finalised and the development agreement for Bledisloe House is being progressed.</p> <p>The City Centre Action Plan is currently being updated following the LTP 24-27 process, for completion by end 2024. Precinct regeneration plans are also underway, with baseline spatial plans developed which outline the project pipeline for the next ten years. To support existing residents and encourage future residential growth a residential baseline study has now been completed and a market perspective on commercial-to-residential conversions has been gathered.</p> <p>The CRL station area planning is well advanced (80% complete), aligning future urban development with station precincts to maximise value. Te Hā Noa works on Victoria Street continue, with Wellesley Street Bus Improvements expected to complete by September 2025. Watercare's work at Mayoral Drive and Wellesley Street is set to start in September 2024, pending consent. Vector has completed 22kV network upgrades in Midtown, and coordination is ongoing to open Albert Street for western bus routes by April 2025. Construction works on the Karanga-a-Hape Station Neighbourhood began on Mercury Lane on 15 July 2024.</p>
Waterfront	On track	<p>One project deliverable has been achieved and the remaining five are on track. Te Ara Tukutuku (Wynyard Point) design public engagement on the concept plan has been completed. Engagement was undertaken over August 2024 and reached an estimated 850,000 people via our campaign, with 87% of people supporting the design.</p> <p>Works are progressing ahead of schedule on the Precinct Stage 3 mixed use development and are now due for completion in February 2025. Negotiations on the conditional long-term lease agreement for the North Wharf development site are continuing.</p> <p>Construction works on the Westhaven Seawall Upgrade began in March 2024 and works are expected to be completed by June 2025.</p> <p>Early engagement on the Central wharves' masterplan with the Waitemata Local Board will happen in October 2024.</p> <p>Construction is now underway of the Karanga Plaza Harbour pool pilot and is on track to be completed for summer.</p>
Avondale	Delayed	<p>One project deliverable has been met and one is delayed. The detailed design deliverable for Te Hono - Avondale community hub and town square has been achieved. The design was completed in August 2024. Construction procurement has now commenced.</p> <p>We continue to work through reaching agreement on essential design outcomes with the development partner for the Avondale Central development for a mixed-use residential development.</p>

Key Programme	Status	Progress towards key project deliverables set out in the SOI (pages 19-28)
Henderson	On track	<p>Both project deliverables are on track. The business case approval for the Wai Horotiu Henderson connection (formerly Oratia Link cycleway) is targeted for late October 2024 with developed design expected to be approved in December 2024.</p> <p>Construction works on the Catherine Plaza are expected to start in February 2025. Resource consent for the enhancement works was granted in September 2024.</p>
Onehunga	On track	<p>All four deliverables are on track. Enabling works on the Waiapu precinct are progressing well. Design documentation is nearly complete and building consent was lodged in September 2024. Construction is on track to commence in early 2025.</p> <p>The conditional development agreement for the Waiapu Lane and Selwyn Street development sites that was executed in June 2024 with a preferred development partner for a new supermarket is currently being worked through.</p> <p>The three Waiapu Precinct site acquisitions are progressing. One of the sites has settled, discussions are continuing positively with one property owner and court assisted mediation is set to take place later in the year for the third site.</p> <p>The business case to create public space and access on the northern corner of the Onehunga Wharf site is scheduled for approval in November 2024.</p>
Panmure	On track	<p>All four deliverables are on track. Both Basin View Lane and Lagoon Drive development sites are now planned to be taken to the open market in early 2025. This is later than originally planned due to the challenging property market. We are still optimistic that conditional development agreements can be achieved before the end of FY25.</p> <p>A residential development on 3 Kings Road is now under contract. We are working through the conditions of the development agreement with the development partner.</p> <p>Construction works for the Lagoon Edge Reserve enhancements are on track to commence by Q4 of FY25. Resource consent was lodged in March 2024 and detailed design is nearing completion.</p>
Maungawhau	On track	<p>Both project deliverables are on track. The statutory process with Whenua Haumi Ltd Partnership for the three mixed-use development sites that are subject to rights of first refusal are dependent on information from CRL. We are still working with CRL to secure this information.</p> <p>A plan has been drafted on the transitional use of the development sites post CRL project completion. The plan sets out how the sites should be left to ensure that the precinct works well when the station opens.</p>
Manukau	On track	<p>All four deliverables are on track. The sales strategy for the development sites is now underway. The “Manukau on the move” campaign to highlight why it’s a great idea to invest in Manukau has recently been relaunched. An investment summit, being led by Tātaki Auckland Unlimited will also take place mid-November 2024.</p> <p>Procurement planning and documentation is underway with the Auckland Council team for the Puhinui Regeneration – Te Aka Raataa Stage 1 Raataa Vine project. A tender process for the physical works will take place by the end of October 2024.</p> <p>The resource consent for the Osterley Way Civic Streetscape Works is targeted for lodgement in November 2024. Asset owner, Auckland Transport have given their approval via the Design Review Panel. Completion of tender documents is scheduled for April 2025.</p>

Key Programme	Status	Progress towards key project deliverables set out in the SOI (pages 19-28)
		The Hayman Park wetlands consent was lodged this quarter, and we are expecting consent to be granted soon.
Papatoetoe	On track	<p>All four deliverables are on track. St Georges Lanes residential development project is progressing; however market conditions are slowing progress.</p> <p>Public realm projects which also enable development sites at Cambridge Terrace, Stadium Reserve and Chambers Laneway are all progressing well. Works commenced in August 2024 on the Chambers Lane accessway upgrade. Works are targeted to be completed by February 2025. Cambridge Terrace works are expected to start in November 2024 and the Stadium Reserve works are expected to be start in February 2025.</p>
Pukekohe	On track	<p>All three deliverables are on track at this stage. Discussions with the preferred development partner for the Edinburgh superblock development site are underway to explore potential interim options given the current challenging property market.</p> <p>Construction on the upgrades to Roulston Park playground and park are expected to begin in November 2024.</p> <p>Market Precinct capital works to upgrade Roulston Street, Devon Lane and enhance the town square to support markets and events are progressing with design work underway and consent lodgement still on track for June 2025.</p>
Regional programmes	On track	<p>All three deliverables are on track. A preferred development partner for the Wasp Hangar and YDL development sites has been selected and we are working on a development proposal for both sites.</p> <p>Construction works are now well underway on the Pump Station 6 (PS6) wastewater upgrade works with completion on track for May 2025. The asset will then be handed over to Watercare Services.</p> <p>Dominion and Valley Roads, Mount Eden site is progressing well, a contractor has been secured to de-construct two vacant buildings on Valley Road which is expected to be completed by December 2024. The resource consent application has also been lodged. We continue to work with the development partner to conclude an unconditional agreement.</p> <p>65 Haddington Drive, Ormiston – Following the conclusion of the market testing exercise taking place during October 2024, an agent will be appointed to take the property to the market.</p>

Note: for maps of the locations, please refer to Appendix – Urban Regeneration Spatial Delivery Plans – Pages 20 - 25

Property and marina management

Highlights

- The Property Portfolio and Marinas have achieved a net surplus year to date of \$3.1m which is \$2.9m ahead of budget.
- We completed extensive remedial works to Shamrock Cottage, the Tearooms in Howick. Investigations into the cottage found that it was an earthquake prone building, had asbestos in the roof, and the bathroom facilities needed improving to make them accessible for people with mobility needs.
- **Marinas** - Floating assets are in good order; the renewal of K&L piers are underway, and the Y pier waler replacement project is in the contract phase.
- We are responding to the feedback from the previous survey on negative comments on our marina bathroom facilities. The C pier bathroom upgrade is in the project scoping stage.

Issues and Risks

- **Wynyard Crossing Bridge** - The Wynyard Crossing Bridge is continuing a programme of extensive refit work so it can return to reliable operations as soon as possible and address potential safety risks. Repair work on the bridge continues at pace. The works are expected to be completed by December 2024.

Key Programme	Status	Progress towards key deliverables
Renewals	Delayed	<p>Two of the three deliverables are on track and one deliverable will not be achieved. Remediation works are well underway on the Wynyard Crossing Bridge and expected to return to service in December 2024.</p> <p>Renewal works on the Manukau Harbour/ Wairopa Channel are expected to be completed over the summer months. These are renewal of navigational markers and buoys along the Wairopa channel to meet NZ Maritime standards.</p> <p>The Shed E deliverable of commencing with construction works to repair the building located on Onehunga Wharf will not be achieved. A cost benefit analysis of the business case options showed bringing the asset up to a leasable standard to maximise rental revenue during the hold period did not justify the level of investment required. The preferred option is to demolish the shed. Once demolished rental revenue will still be achieved through the rental of the hard stand.</p>

Capital budget milestones and variances

Council has recently requested additional information on capital programmes delivery and major project milestones and associated budget in quarterly reports, including variances and substituted projects, if any. Eke Panuku will provide more detailed information on our material capital projects which represent around 60% of the total budget in the QTR 2 report. The Eke Panuku capital budget is 2% of the council group capital budget. Commentary on key projects such as Wynyard Crossing Bridge is provided in this report.

Performance measures

Performance measure (unaudited results)	Previous year result	Target	Q1 Actual	Status	Commentary
Urban regeneration programmes and projects					
Net new dwellings (housing units) – LTP performance measure	135	157	33	On track	33 homes have been completed YTD: 9 homes in Old Papatoetoe and 24 in Ormiston.
Public realm – square metres	20,065 sqm	7,000 sqm	3,324 sqm	On track	3,324 sqm public realm completed at Pukekohe: Massey Ave & Manukau Rd double intersection upgrades and footpath widening.
Capital project milestones approved by the board achieved – LTP performance measure	100%	80%	-	On track	All 15 capital milestone targets are on track.
Achieve board approved budgeted Transform and Unlock (T&U) sales for the financial year through unconditional agreements	\$2.5m	\$16m	-	On track	No Transform and Unlock sales YTD.
The asset recycling target agreed with Auckland Council	\$158.9m	\$60m	\$0.9m	On track	Two properties sold YTD in Redvale and Pakuranga. Work continues on other properties which will contribute towards the \$60m target.
Property portfolio and marina management					
Annual property portfolio net operating budget result agreed with the council achieved – LTP performance measure	\$27m	\$18m	\$3.3m	On track	The surplus for the portfolio was \$3.3m, this is \$3.5m ahead of budget.

Performance measure (unaudited results)	Previous year result	Target	Q1 Actual	Status	Commentary
Monthly average occupancy rate for tenantable properties - LTP performance measure	Commercial 97.1% Residential 98.2%	Commercial 90% Residential 95%	Commercial 97.2% Residential 98.7%	On track	Both Commercial and Residential occupancy rates remain high and ahead of target.
Percentage of marina customers surveyed who are satisfied with marina facilities and services	93%	88%	-	On track	The survey will be completed at end of year.
Climate change mitigation - Significant capital project decisions consider and reduce carbon impacts. <i>Target: Adoption and testing of methodology and development of performance measures for FY26.</i>	New measure	Methodology adopted, tested and applied. Performance measure developed.	-	On track	PEET has been adopted for assessing embodied carbon of designs for capital projects and is currently being tailored for Eke Panuku use. The project pipeline is being reviewed and applicability thresholds agreed. The tool will be in use later this year once that work is complete.
Sector leadership					
Creating positive outcomes for Māori Deliver ongoing or new initiatives that support Māori Outcomes	59	40	20	On track	20 initiatives were delivered to support Māori outcomes. Examples of initiatives carried out include Iwi input into a development on the corner of Dominion and Valley Road in Maungawhau. Engaging with mana whenua to scope development on vested land along Ti Rakau Drive. Developed a cultural induction pack for all new starters into Eke Panuku.
Enhancing the relationship between Eke Panuku and mana whenua Increasing the percentage of satisfaction with the support they receive from Eke Panuku	60%	Maintain or improve on previous year	-	On track	The survey will be completed at end of year.
Percentage of complaints received by Eke Panuku resolved within 10 working days	85%	80%	-	On track	No complaints received YTD.

Financials – Eke Panuku Cash Flows

\$ million	YTD Actual	YTD Budget	YTD Variance	Full Year Budget	
Capital Inflows					
Selling Council's surplus property	0.9	0.5	0.4	60.0	2 small sales have been made in year.
Selling or long leasing property to reinvest in our urban regeneration locations	0	0	0	16.0	Sales are programmed for later in the year.
Third party capital contributions	0.7	0.9	(0.2)	3.8	
Capital Outflows					
Investing in council group assets to support regeneration and asset renewals	18.8	20.6	(1.8)	98.9	Capital spend is tracking well to budget.
Operational Inflows					
Revenue from property interests for Council group	20.9	16.9	4.0	66.7	Revenue is tracking ahead of budget. Due to the downturn in the property market last year, some properties that we budgeted to have been sold are still in the portfolio and we are continuing to generate income from them \$0.8m. In addition, a property in Northcote has been long leased to Kainga Ora for 125 years for \$3.2m. Council Finance advised us instead of spreading the revenue over the life of the lease that the full cash amount received should be shown as revenue, this was unbudgeted.
Operational Outflows					
Managing council group properties	5.1	5.0	(0.1)	19.6	
Utilities and leases for council group owned assets we manage	1.9	1.7	(0.2)	6.7	Timing of body corporate and property rental expenses. They were budgeted across the year but were invoiced in Q1 \$0.2m, this will correct in year.
Rates on council group owned assets	6.3	7.7	1.4	7.7	Not all the expected rates have been received yet in year, we are still anticipating a spend close to budget.
Maintenance of council properties	3.2	3.1	(0.1)	12.3	
Consultation, negotiation, and sales processes to sell council property	0.8	1.1	0.3	4.3	Savings in year due to staff vacancies.

Leading regeneration of town centres, city centre and waterfront.	5.3	5.5	0.2	23.8	Savings in year due to staff vacancies and timing of regeneration operational budget spend to phased budget.

Financials – Eke Panuku company

Overall, the operating performance of Eke Panuku is favourable to budget, and the drawdown of funding from Council for Eke Panuku is \$0.9m less than budgeted.

A: Employee benefits are favourable to budget by \$0.6m, there are currently 16 vacant positions.

Direct operating performance					
\$ million	Notes	FY 25 Quarter 1 YTD			FY 25 Annual Plan
		Actual	Annual Plan	Variance	
Net direct revenue		(5.2)	(6.3)	1.0	(24.1)
Direct revenue		5.2	5.1	0.1	19.6
Fees and user charges		0	0	0.0	-
Operating grants and subsidies		0	0	0	-
Other direct revenue		5.2	5.1	0.1	19.6
Direct expenditure		10.5	11.4	0.9	43.7
Employee benefits	A	8.4	9.0	0.6	36.3
Grants, contributions and sponsorship		0.0	0.0	0.0	0.1
Cost of goods and services		0.0	0.0	0.0	-
Repairs and maintenance		0.0	0.1	0.0	0.2
Outsourced works and services		0.0	0.0	0.0	-
Other direct expenditure		2.0	2.3	0.3	7.1
Other key operating lines					
Operating grants and subsidies intercompany		5.2	6.2	(0.9)	24.1
Depreciation and amortisation		0.1	0.1	(0.0)	0.3

Managed activities for Auckland Council

The financial data in this table represents the Auckland Council portfolio managed by Eke Panuku. These numbers exclude the net direct revenue that Eke Panuku has generated for properties managed for Auckland Transport (\$0.1m) which is \$0.7m favourable to budget. In addition, a \$1.6m dividend has been paid to Council's Solid Waste team from the Waste Disposal Services investment, managed by Eke Panuku.

A: Direct revenue is \$3.9m favourable to budget.

A property in Northcote has been long leased for 125 years and settlement has been made by the purchaser. Council Finance have asked us to recognise the entirety of the lease revenue in FY25 and not spread it over the term of the lease. This represents \$3.2m of unbudgeted revenue that was recognised in July.

There is also additional rental received for a small number of properties that were not budgeted for, as they were expected to be sold \$0.7m.

B: We paid \$6.3m in rates in August, budgeted rates are \$7.7m. We are following up on the remaining \$1.2m and forecast rates will meet budget. We understand rates spend will be in line with budget by year end. The remaining \$1.2m of underspend against budget to date is over a range of expenditure codes and are timing issues that should correct by year end.

Direct operating performance					
\$ million					
	Notes	FY 25 Quarter 1 YTD			FY 25 Annual Plan
		Actual	Annual Plan	Variance	
Net direct revenue		0.8	(5.3)	6.1	0.9
Direct revenue		17.0	13.1	4.0	48.3
Fees and user charges		0.5	0.4	0.1	1.7
Operating grants and subsidies		-	-	-	-
Other direct revenue	A	16.5	12.6	3.9	46.6
Direct expenditure		16.2	18.3	2.1	47.4
Employee benefits		0.0	0.0	-	0.0
Grants, contributions and sponsorship		-	-	-	-
Cost of goods and services		-	-	-	-
Repairs and maintenance		3.0	2.8	-	11.4
Outsourced works and services		0.2	0.0	-	0.1
Other direct expenditure	B	13.0	15.5	2.4	35.9
Other key operating lines					
Depreciation and amortisation		6.4	6.4	-	27.2
Finance Revenue		-	-	-	-

Financial breakdown by key activities

Operating expenditure

Urban regeneration

	Notes	Previous year Actual	Actual	2024/25 YTD Budget	Variance
Transform and Unlock Locations					
Net direct expenditure	1	11.0	(0.5)	2.8	3.3

Capital expenditure

			2024/25 YTD		
	Notes		Actual	Budget	Variance
Property renewals		6.2	6.4	6.1	(0.3)
Transform and Unlock Locations					
<i>Isthmus</i>		5.6	1.5	1.3	(0.2)
<i>North</i>		5.5	0.5	0.5	0.0
<i>South</i>		10.5	1.8	2.4	0.6
<i>West</i>		2.1	1.1	1.4	0.3
<i>Waterfront</i>		25.4	5.8	6.5	0.7
Regional		3.8	1.6	2.3	0.7
Total		59.1	18.8	20.6	1.8

Asset sales and long-term leases

	Previous year	2024/25 YTD		
	Actual	Actual	Budget	Variance
General Asset sales for the group	158.9	0.9	0.5	0.4
Reinvestment - Transform and Unlock	2.5	0	0	0
Total	161.4	0.9	0.5	0.4
Waterfront long leases	0	0	0	0

Property and marina management

		Previous year	2024/25 YTD		
	Notes	Actual	Actual	Budget	Variance
Auckland Council Properties					
Direct revenue		38.0	9.5	8.3	1.2
Direct expenditure		14.1	6.1	7.7	1.6
Net direct expenditure		23.9	3.4	0.6	2.8
Waterfront Public Space					
Direct revenue		0.6	0.0	0.1	(0.1)
Direct expenditure		7.1	2.1	2.0	(0.1)
Net direct expenditure		(6.5)	(2.1)	(1.9)	(0.2)
Marina Operations					
Direct revenue		16.4	3.7	4.3	(0.6)
Direct expenditure		6.8	1.9	1.9	0

	Notes	Previous year	2024/25 YTD		
		Actual	Actual	Budget	Variance
Net direct expenditure		9.6	1.8	2.4	(0.6)
Marina Trusts					
Direct revenue		7.1	1.9	1.9	0
Direct expenditure		6.6	3.0	2.2	(0.8)
Net direct expenditure	2	0.5	(1.1)	(0.3)	(0.8)
Auckland Transport Properties					
Direct revenue		6.9	1.6	1.0	0.6
Direct expenditure		3.9	1.7	1.8	0.1
Net direct expenditure	3	3.0	(0.1)	(0.8)	0.7
Business Interests					
Direct revenue (includes share of JV Profit)		7.4	1.7	1.9	(0.2)
Direct expenditure		0.6	0.2	0.3	0.1
Net direct expenditure		6.8	1.5	1.6	(0.1)

Activity based financials commentary:

1. A Haumaru property was long leased in Northcote for 125 years and all of the revenue for that lease has been recognised in year \$3.2m. As a result the net direct expenditure on regeneration is in surplus. Actual spend in year is tracking well to budget \$2.9m vs a budget of \$3.3m.

2. Westhaven Marina is governed by a Trust Structure which comprises two Trusts being the Existing Trust and the Extension Trust. These Trusts operate on the premise that they make a zero net surplus / breakeven year on year. Currently the Trusts are in deficit (\$1.1m), this intentionally reflects the draw down of retained earnings from prior years and use of the refurbishment fund. Each year funds are set aside in a refurbishment fund, marina staff continue to maintain the marina assets to the required standard. The refurbishment of K and L piers is currently underway with costs to date of \$1.3m, forecast total cost over 3 years is \$3.2m. The Existing Trust will use either the refurbishment fund or operational budget to complete any renewals including the refurbishment of K& L. Therefore, it will draw down from the refurbishment fund this year. The Existing Trust will show a deficit for the year. Y Pier Walers will be replaced this year, with a forecast cost of \$0.9m. This asset is located within the Extension Trust area. The operational budget is insufficient to fund this project so the refurbishment fund will be utilised. Therefore, this Trust will also show a deficit this year.

3. Transport revenue is ahead of budget \$0.6m due to a delay in timing of Transport projects and properties still being available to rent out.

Appendix – Urban Regeneration Spatial Delivery Plans

These plans provide a summary of projects within each programme and provide updates on specific projects.

We will present **five location programmes per quarter** reporting cycle. These are for the quarter ending September 2024.

The link below is to the Eke Panuku board reports public information webpage which contains the full set of spatial delivery plans:

<https://www.ekepanuku.co.nz/about/public-information/>

Locations	Reporting Cycle	Regional Programmes	Reporting Cycle
1. Northcote	Q1		
2. Takapuna	Q1		
3. Henderson	Q1		
4. Avondale	Q1		
5. Maungawhau	Q1		
6. City Centre	Q2		
7. Waterfront	Q2		
8. Onehunga	Q2		
9. Panmure	Q2		
10. Manukau	Q2		
11. Old Papatoetoe	Q3		
12. Ormiston	Q3		
13. Pukekohe	Q3		
		14. Eastern Busway TODs	Q3
		15. Service Property Optimisation	Q3
		16. Corporate Property	Q4
		17. Haumaru Scope	Q4
		18. Supports Scope	Q4
		19. Regional Renewals	Q4
		20. Waterfront Renewals	Q4

NORTHCOTE

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

PROJECTS COMPLETED

- 01 TE ARA AWATAHA – SCHOOLS EDGE
- 02 PAPA KI AWATAHA RESERVE UPGRADE
- 03 ACQUISITIONS
- 04 GREENSLADE RESERVE (HEALTHY WATERS)

MEDIUM TERM: FY 2026

- 05 ERNIE MAYS STREET EXTENSION TOWN CENTRE EDGE
- 06 COMMUNITY HUB AND PUĀWAI CADNESS RESERVE UPGRADE
- 07 NORTHCOTE CENTRAL (115 LAKE ROAD INCLUDING TOWN SQUARE)

LONG-TERM PROJECTS: FY 2027+

- 08 123 LAKE ROAD DEVELOPMENT (COUNTDOWN SITE)
- 09 COLLEGE ROAD DEVELOPMENT
- 10 KĀINGA ORA HOUSING DEVELOPMENT



Community Hub and Cadness Reserve upgrade - Developed design, consent lodgement and final business case submission for approval are all on track to be completed by the end of 2024. The Kaipatiki Local Board, stakeholders and the community are very supportive of the design of the project. The library and community groups leasing space in the building will be relocated to the old hall on the corner of Ernie Mays Street and College Road between January and June 2025. This enables ongoing service for the community while the construction of the new community hub takes place.

Northcote town centre streets - extending Ernie Mays Street, a key part of the road network. Developed design began in October 2024 and resource consent lodgement and final business case approval will happen later in the year. Construction is likely to be staged to minimise impacts on the surrounding businesses and communities. The deconstruction of three buildings will take place between February and June 2025, to enable the first stage of construction to commence in mid-2025.

TAKAPUNA

Vision • To make the most of Takapuna's lake and seaside setting to create a safe, accessible and vibrant town centre orientated around pedestrians cyclists

PROJECTS COMPLETED

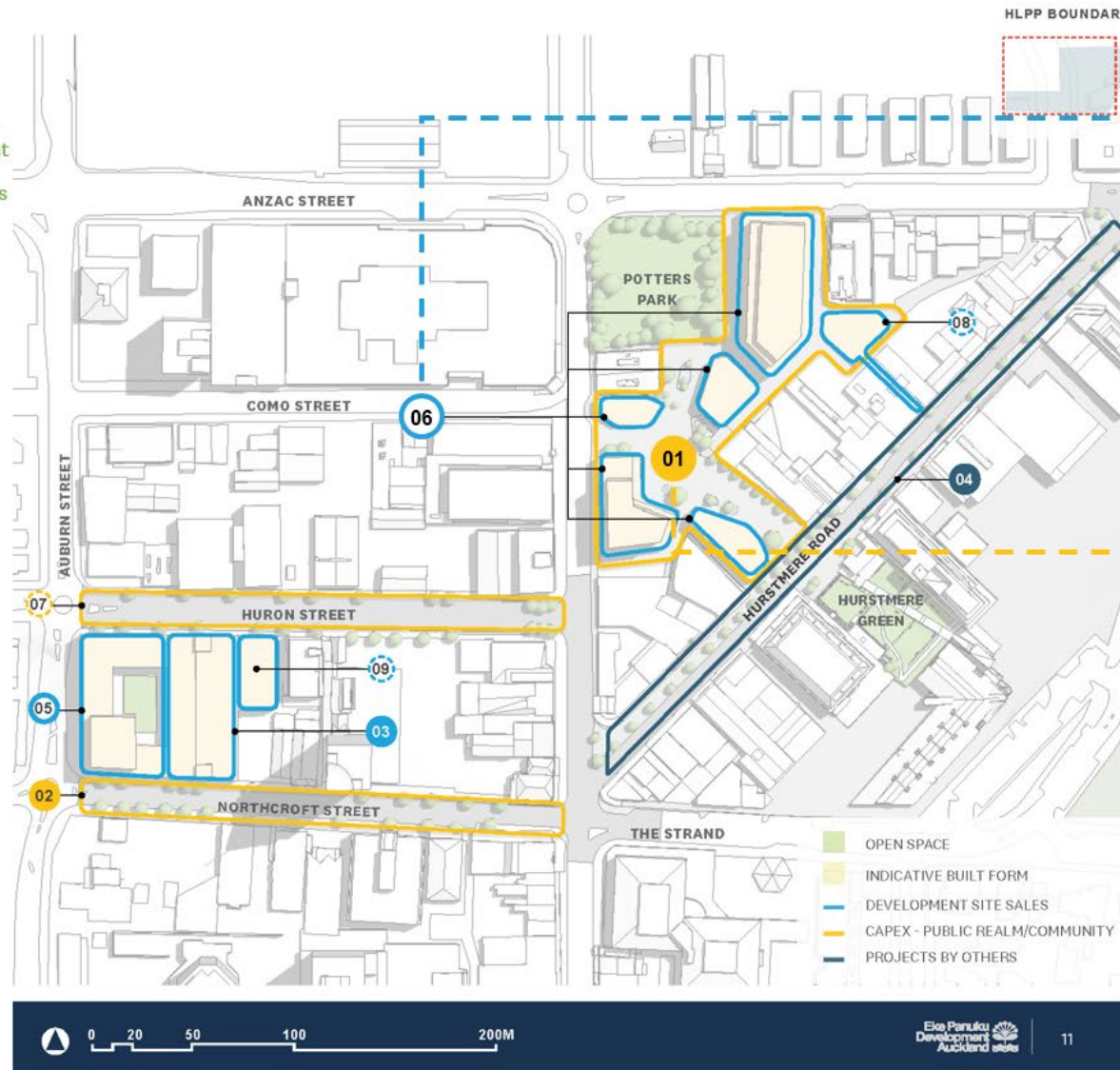
- 01 WAIWHARARIKI ANZAC SQUARE
- 02 NORTHCROFT STREETSCAPE UPGRADE
- 03 TOKA PUIA CAR PARK
- 04 HURTMERE ROAD UPGRADE (AT)

SHORT TERM: FY 2025

- 05 AUBURN STREET DEVELOPMENTS
- 06 ANZAC STREET DEVELOPMENT SITE

LONG-TERM PROJECTS: FY 2027+

- 07 HURON STREETSCAPE UPGRADE
- 08 R78 & 72A HURTMERE ROAD DEVELOPMENT
- 09 14 HURON STREET DEVELOPMENT



Auburn Street developments –
A project to deliver high-density, high-rise residential and commercial outcomes. The developer of the Auburn Street development is working to satisfy the conditions of the development agreement.

Anzac Street Development site –
Takapuna Central is the first site to be developed adjacent to Waiwharariki Anzac Square.

HENDERSON

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

PROJECTS COMPLETED

- 01 TE ARA PŪHEKE - NEW ROAD
- 02 21 HENDERSON VALLEY ROAD (HAUMARU PROGRAMME)
- 03 23-27 HENDERSON VALLEY ROAD
- 04 FALLS CARPARK, 14 EDMONTON ROAD
- 05 2-6 HENDERSON VALLEY ROAD (CORPORATE PROPERTY)

SHORT TERM: FY 2025

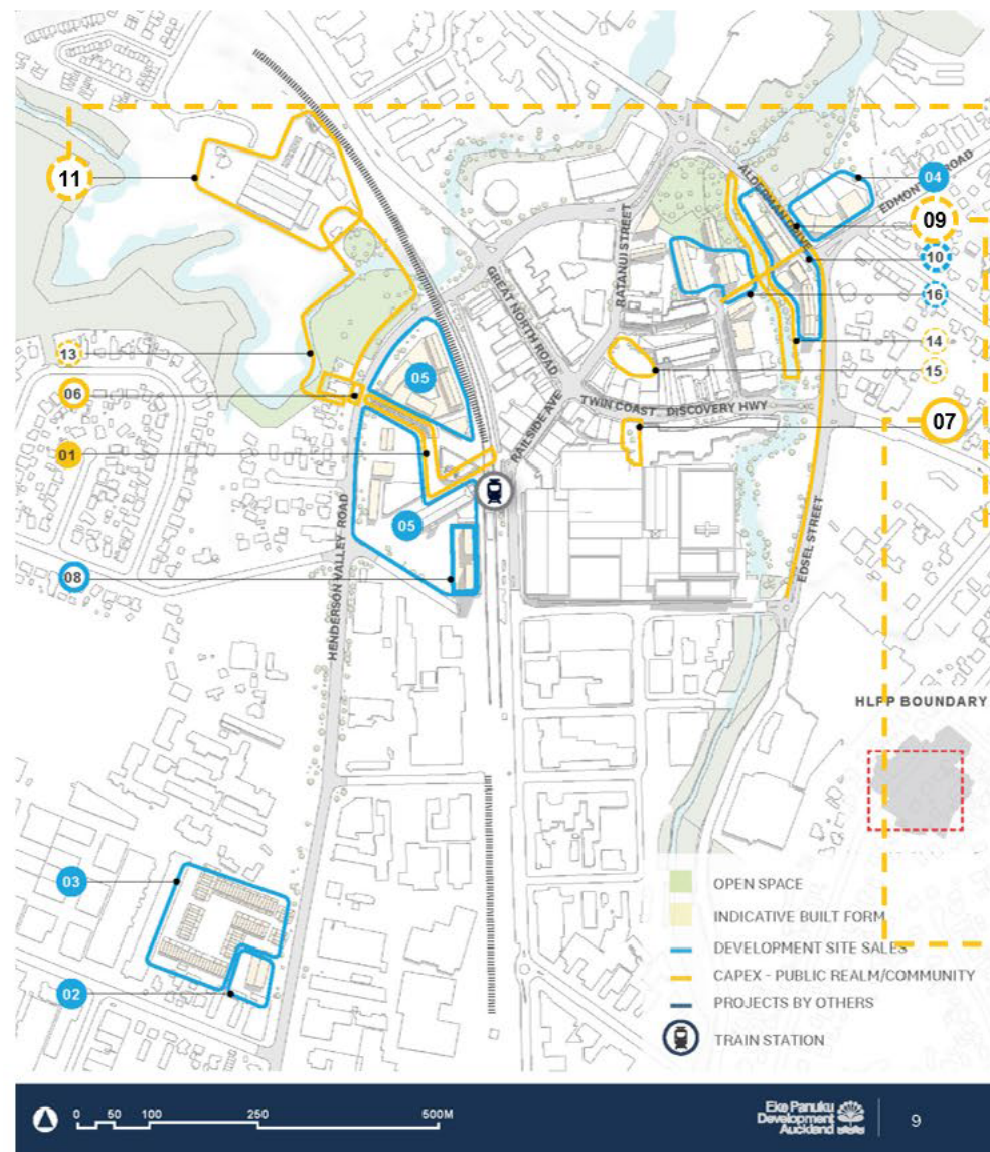
- 06 HENDERSON VALLEY ROAD ENHANCEMENT
- 07 CATHERINE PLAZA UPGRADE
- 08 1C SMYTHE SITE SALE

MEDIUM TERM: FY 2026

- 09 WAI HOROTIU CYCLEWAY AND BRIDGE CONSTRUCTION
- 10 ALDERMAN CARPARK SUBDIVISION AND SITE SALE
- 11 HENDERSON CORBAN ESTATE ACCESS AND ENHANCEMENT WORKS

LONG-TERM PROJECTS: FY 2027+

- 13 OPANUKU LINK - BRIDGE, RESERVE
- 14 HENDERSON TWIN STREAMS ENHANCEMENT
- 15 HEART OF HENDERSON - TOWN SQUARE WORKS
- 16 ORATIA PRECINCT REDEVELOPMENT



Corban Estate Access and Enhancement Works – The project is progressing well, and we have been working collaboratively with Community Facilities. The scoping phase is now being worked on.

Wai Horotui Henderson Connection – A project which includes a bridge over Oratia Street and elevated connection in Newey's Reserve. An updated valuation of the West City carpark land has been received and Eke Panuku has endorsed additional land acquisition costs alongside reduced construction costs. These changes will result in minimal traffic disruption and allow retention of the flush median. The Detailed Business Case approval is targeted for late October 2024 with developed design expected to be approved in December 2024.

Catherine Plaza upgrade – A project to support the vitality of the town centre businesses. Resource consent for the enhancement works was granted in September 2024. Construction is expected to start in February 2025.

AVONDALE

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

PROJECTS COMPLETED

- 01 CRAYFORD STREET WEST
- 02 PUBLIC CAR PARKING FACILITY TO SUPPORT THE AVONDALE LIBRARY & COMMUNITY HUB
- 03 24-26 RACECOURSE PARADE (SET APARTMENTS, OCKHAM RESIDENTIAL)
- 04 TRENT STREET/WHAKAWHITI LOOP (HOUSING FOUNDATION/EKE PANUKU)
- 05 AROHA APARTMENTS (OCKHAM RESIDENTIAL & MARUTŪAHU IWI)
- 06 1971-1987 GREAT NORTH ROAD – ACQUISITION
- 07 AVONDALE 18 ELM STREET (KĀINGA ORA)
- 08 26 ELM STREET (ANSON HOUSING DEVELOPMENT)
- 09 NEW LYNN TO AVONDALE SHARED PATH (AUCKLAND TRANSPORT)
- 10 WATERVIEW SHARED PATH (AUCKLAND TRANSPORT)

SHORT TERM: FY 2025

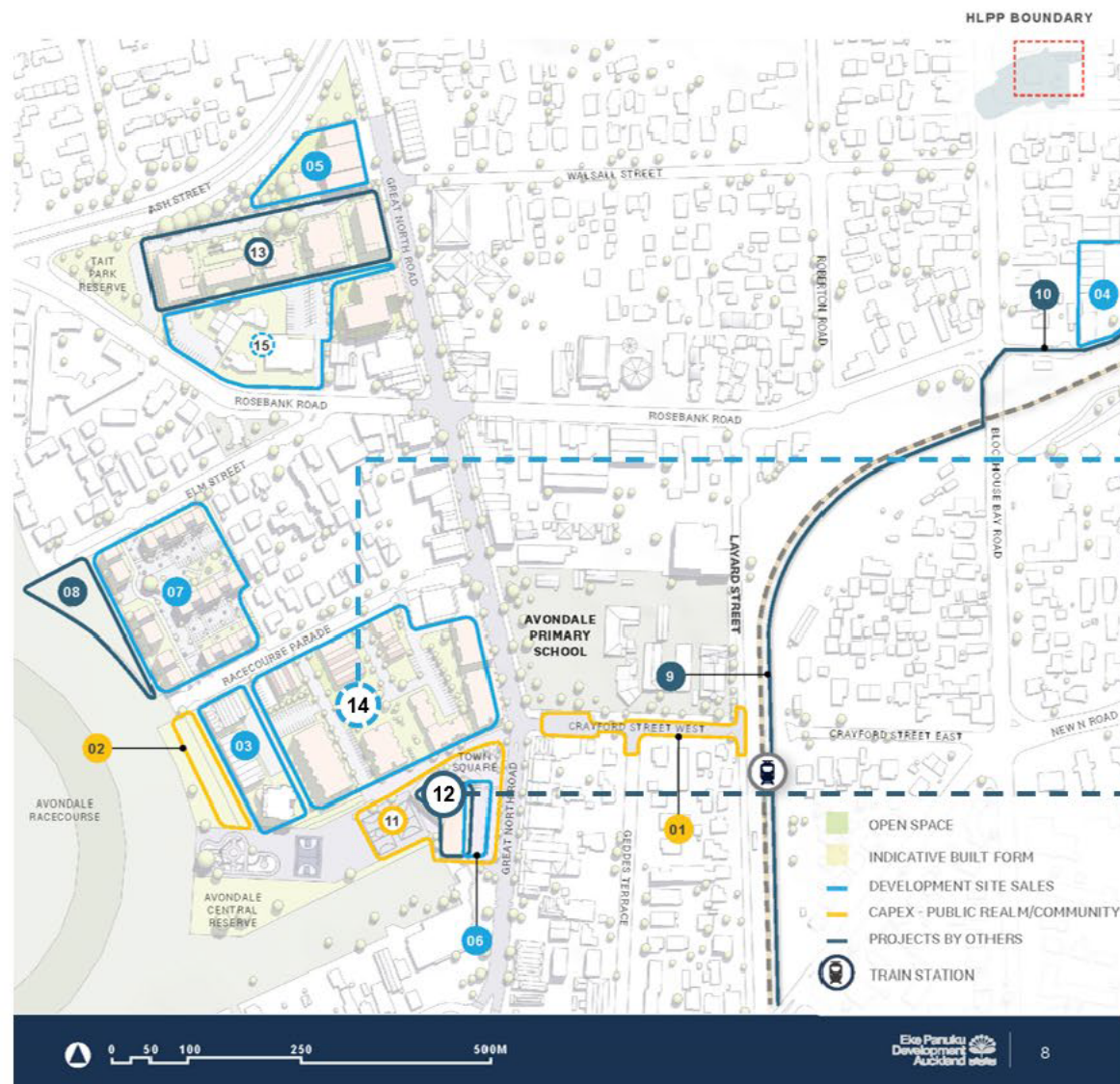
- 11 AVONDALE CIVIC PRECINCT (AVONDALE TOWN SQUARE, CRAYFORD LANE, AND PLAYGROUND)
- 12 TE HONO LIBRARY & COMMUNITY HUB (AUCKLAND COUNCIL)
- 13 Highbury Triangle - Housing for Older People (Kāinga Ora)

MEDIUM TERM: FY 2026

- 14 AVONDALE CENTRAL, 6 & 10 RACECOURSE PARADE

LONG-TERM PROJECTS: FY 2027+

- 15 93-99 ROSEBANK ROAD SITE SALE (CURRENT LIBRARY & COMMUNITY CENTRE)



Avondale Central, 6 & 10 Racecourse Parade – A significant mixed-use residential development on a critical site that has been vacant for many years. We continue to work through reaching agreement on essential design outcomes with the development partner.

10 Racecourse Parade – Deconstruction works on the 42 homes is progressing well and is nearing completion.

‘Dale’, Avondale’s resident spider has been removed from his site in central Avondale and placed in storage. This was agreed with its owners, the Avondale Business Association.

Te Hono - Avondale community hub and town square – The detailed design for the town square was completed in August 2024 and construction procurement has commenced.

MAUNGAWHAU

Vision • For each precinct to become one of the best-quality, high density urban villages in the country, which is highly accessible to all parts of the Auckland region. It will be highly sought after, contemporary, sustainable, resident-led, mixed-use urban village.

MEDIUM TERM: FY 2026

- 01 CRL - PUBLIC REALM AND STREETS
- 02 AT - STREETS UPGRADE: KORARI STREET
- 03 AT - STREETS UPGRADE: FLOWER STREET
- 04 AT - STREETS UPGRADE: SHADDOCK STREET (EAST)
- 05 CRL - MAUNGAWHAU STATION AND INFRASTRUCTURE

LONG TERM: FY 2027+

- 06 AC - BASQUE PARK UPGRADE
- A BLOCK A - MAUNGAWHAU CENTRAL
- B BLOCK B - MAUNGAWHAU CENTRAL
- C BLOCK C - MAUNGAWHAU CENTRAL
- D BLOCK D - MAUNGAWHAU CENTRAL
- E BLOCK E - MAUNGAWHAU CENTRAL
- F BLOCK F - MAUNGAWHAU CENTRAL
- G BLOCK G - 98-110 NEW NORTH ROAD, KĀINGA ORA
- H BLOCK H - 1-3 FENTON STREET
- I BLOCK I - WATER STREET AND BOSTON ROAD
- J BLOCK J - 257-259 SYMONDS STREET & 1 NEW NORTH ROAD



Sites for mixed-use development - Discussions are being held with City Rail Link Ltd to determine the information required and the works needed to be completed before the transfer of the sites to Auckland Council. Once determined, the right of first refusal process can begin with Whenua Haumi Ltd Partnership on the three development sites.

A draft plan to agree the transitional use of the development sites post CRL project completion has been drafted. The plan sets out how the sites should be left to ensure that the precinct works well when the station opens.

Quarterly Risk Report

Author(s): Kingsha Changwai, Manager Corporate Risk and Reporting

November 2024

Whakarāpopototanga matua | Executive summary

1. The Corporate Risk Register was updated at the ELT risk workshop 29 October 2024.
2. A risk report was included in the agenda of the Eke Panuku Audit and Risk Committee (ARC) meeting 18 November.
3. The risk report is provided to the Board for information. A verbal update will be provided to the Board on any significant or material items discussed by the ARC on the Corporate Risks.
4. The updated Corporate Risk Register included as **Attachment A** of this report reflects current risks and control measures.

Matapaki | Discussion

The updated Corporate Risk Register contain no new risks.

The rating of two risks have increased as a result of council led reviews:

1. The risk of level of change or amount of change resulting from Council led reviews impacting future service delivery and programme momentum has increased as we go through the options stage.
2. The risk on the company's ability to attract and retain staff has increased due to uncertainty in the current operating environment.

Substantial progress has been made on controls to infrastructure failure or prolonged unavailability risk and risk of Eke Panuku not adequately preparing for and managing climate change impacts to its business.

Detail risk and control changes are as follows:

a. Risk 1 - Delivery of development outcomes is affected by the slow property market and economic factors.

The current slow property market, compounded by broader economic factors, continues to pose a risk to our development outcomes. Despite a decline in inflation and interest rates, there is a lag before the impacts of these changes filter through to the property market. Business confidence is low and there are still issues achieving feasibility to build new stock.

The subdued property market affects the delivery of current and future SOI asset sale targets and regeneration outcomes including construction of new dwelling units. It is taking us longer to attract partners with capacity to achieve viable projects in current conditions.

We will continue to monitor and discuss terms and conditions with our development partners in order to enable presales, funding and resource consent in a slower market. We recently relaunched the "Manukau on the move" campaign to highlight why it's a great idea to invest in Manukau.

b. Risk 2 – Failure or prolonged unavailability of infrastructure assets.

The risk of infrastructure asset failure is being actively managed through short-term controls, such as asset inspections, maintenance, and renewals. Long-term initiatives include working closely with the Council Group Asset Management Committee (CGAMC) on the review and update of Asset Management Plans (AMPs) that will inform long term renewal and maintenance programmes and associated funding in the next LTP.

Currently we are planning the first tranche of asset condition surveys to be carried out early 2025, covering commercial properties and critical infrastructure assets such as Queens wharf and Onehunga wharf.

A separate report on mechanical and high-wear assets is included in the ARC 18 November agenda, providing assurance on maintenance of these assets.

The Wynyard Crossing Bridge renewal works has made good progress. As at end of October, the rust remediation and re-coating works are nearing completion. All works on the bridge remain on track to be completed in December 2024. The cost of the project has increase compared to the initial budget, the increase mainly relates to additional work that could only be identified when the bridge had been taken apart. During the renewal period, the Red Boat ferry service will continue seven days a week, with public information on alternative access options (walking routes, public transport options and parking for those driving), reducing the impact of the bridge outage.

c. Risk 3 - Level of change or amount of change in the council group impacts Eke Panuku's future service delivery and programme momentum.

The likelihood of this risk has increased as the council led CCO and Property reviews progress through the options stage. These reviews could significantly affect Eke Panuku future service delivery and programmes.

Current risk mitigations include proactive input and feedback into the options process, Board updates, regular communication to staff and staff resilience training and support.

Two CCO review update sessions were delivered for Eke Panuku staff on 12 and 14 November, providing an update on options by the council, draft responses prepared to date and providing staff an opportunity to add to the draft responses.

d. Capacity to retain and recruit staff.

The likelihood of this risk has increased as a result of uncertainty in the current environment caused by the council led reviews. Despite improvement in the employment market, some specialised roles are proving difficult to fill. The increasing trend with outward migration could also make it more difficult to find staff with right skills.

We will continue to reassess this risk after council makes its decision on the CCO change options in December.

e. Risk 5 – Staff wellbeing.

The staff wellbeing risk remains stable. The recent Eke Panuku wellbeing survey has shown positive results. A new staff engagement launched 30 October 2024 will provide further insights on this risk. The survey has closed, participation rate was 91% across the whole company. The survey results are now being analysed and will be important in assessing staff sentiment during the key decision-making period on organisational change.

f. Risk 11: Eke Panuku does not adequately prepare for and manage the risks of climate change on its business.

Significant progress has been made on climate change risk controls. The key changes noted include:

- **Climate change disclosures were completed for the FY24:** We worked closely with the Council group on the climate-related disclosure work programme for FY24. This effort included emissions reporting, which we conduct through Toitu, along with an analysis of climate risks and opportunities. We received our Toitu certification following an audit of our corporate greenhouse gas emissions, which showed a 13% reduction compared to the previous year.
- **Embedding climate change in key business activities:** through key business areas such as capital projects delivery, development and property management we are working to embed climate considerations throughout what we do. For example, changes to business case processes for projects to include climate risk and opportunities and working council departments such as Healthy Waters on flood modelling using agreed scenarios by the council.
- **Independent review of our climate change processes against good practice:** As part of our Internal Audit programme, EY is carrying out a review of our processes for considering climate change risk and opportunities against good practice in key business areas. The EY review report is included in the Eke Panuku ARC meeting agenda for 18 November, covering findings and recommendations from the review.
- **Working with the council group:** We will continue to work with the Council group on climate change transition planning, enhancing and aligning our risk management framework changes and sharing information on climate change modelling.

g. Other risks in the corporate risk register

There were no significant changes to other risks in the corporate risk register.

Next steps

5. A copy of the Eke Panuku ARC risk report together with a summary dashboard of the top risks will be submitted for the Council ARC meeting 3 December 2024.

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

6. N/A.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

7. N/A.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

8. Corporate risks are included in the risk register.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

9. N/A.

Tauākī whakaaweawe Māori | Māori outcomes impact


10. Risk management is a process that contributes to managing uncertainties to objectives and goals including Māori outcomes.

Tauākī whakaaweawe āhuarangi | Climate change impact

11. Risk management contributes to projects and operational parts of the business identifying climate threats and opportunities that require management or realisation respectively.

Ngā tāpirihanga | Attachments

Attachment A – Eke Panuku Corporate Risk Register.

<div>Eke Panuku Development Auckland</div> <div>Note: Red text - marks changes</div>			Corporate Risk Register			Attachment A				
			1/11/2024							
			Kingsha Changwai							
Ref ID #	Risk Description and Cause	Impact	Current Assessment (Controlled)		Residual Rating				Risk Owner	Risk change (QTR)
			Existing Mitigations		Likelihood	Consequence	Risk Score	Risk rating		
1	<p>Delivery of development outcomes is affected by the slow property market and economic factors such as high inflation and cost of debt and tighter lending requirements. This affects the delivery of SOI asset sale targets and regeneration outcomes including new dwelling units.</p> <ul style="list-style-type: none">It is taking longer to attract development partners with capacity to meet Eke Panuku's outcomes, especially for town centre developments.Development partners with existing development agreements are delaying development until financial viability improves due to current market conditions.Interest and inflation rates are reducing but there is a lag before the impact flows through to the property market. Business confidence is low, there is disincentive to spend. These affect feasibility for building new stock.Developers are seeking longer conditional periods to obtain resource consent and acceptable level of presale.	<ul style="list-style-type: none">Planned delivery of current commitments/ targets (SOI and LTP).Current market condition / demand impacts delivery of programme and the Asset Sales targets.Increase cost of development from construction and funding costs make development feasibility less viable.Delay in the delivery of existing development agreements with partners, affected by the property market slow down and lack of pre-sales.Potential development partner default on debt payments.Delay in delivering outcomes or delivering reduced outcomes can impact our reputation e.g. number of dwellings.	<ul style="list-style-type: none">We will monitor and discuss terms and conditions with our development partners in order to enable presales, funding and resource consent in slower market conditions.Active engagement with potential and current development partnersOngoing feedback and relationship building - selection of development partners, annual research to understand partners' perceptions of Eke Panuku to address any issuesRegular updating and review of divestment strategy, carefully chosen to suit marketMonitoring and reviewing market conditions in respect of partnership opportunities with developers for mutually beneficial outcomes, anticipated 12-18 months rebalancing of the marketPolicy and process for selecting development partners.Development partner due diligence at partner selection process and Eke Panuku working with certain development partners with track record.Development negotiation process (including arbitration)Development monitoring and enforcement of development agreement terms and conditions, and renegotiating settlement period, monitoring to include quality outcomes such as Homestar and Green star, including reporting.DA terms - Eke Panuku taking land back after partner breach of agreement and loss of partner deposit.For multistage developments, rights of cancellation if milestones or sunset dates are not met, settling the land in stages on separate titles as development progresses.Tripartite agreement terms and conditions. Lender screening process, some reliance is placed on lender's tighter screening of development partners under the current environment when seeking finance and the property title does not pass until funding is approved.Monthly PSG monitoring, covering when developments commence and monitoring development programme.		4	4	16		Allan Young	→
2	<p>Failure or prolonged unavailability of infrastructure/ public assets such as bridges, wharves and seawalls due to the age, asset wear and tear and impact of weather or hazard events.</p> <p>Uncertainty in funding for significant renewals or asset replacement beyond the 10 year LTP is another key cause.</p> <p>(Excludes residential and commercial properties.). **</p> <p>**ARC Note 26 02 2024: "In the failure of infrastructure/ public assets, management and the board are aligned, if there is critical health and safety risk the asset/activity will be closed/stopped until the risk/issue is resolved".</p>	<ul style="list-style-type: none">Asset service level disruption.Reputation impactLevels of services decrease as assets age.Outage of critical assets impact services and Eke Panuku reputation due to wider user and stakeholder impactsSerious injuryPoor reputationLegal consequencesFinancial, increase cost of maintenance	<ul style="list-style-type: none">Identification of critical assets that have wider user/ stakeholder impacts and preventative/planned maintenance reducing risk of outage.Alternate solutions during outage.Programme of condition surveys will be undertaken on a cyclical basis to ensure currency of asset data/information informing AMPs.Ongoing, structural and engineering reviews/ assessments are undertaken as needed.Updated AMPs for key Infrastructure assets, AMPs also take into account potential climate change risks such as sea level rise.Ongoing engagement with council's Coastal Assets team and Infrastructure Strategy team considering long term options and funding as part of the LTP cycle..Funded maintenance and renewals programme via LTP and Annual Plans.Assurance over maintenance of mechanical assets or high wear and tear assets at the Waterfront.Council Group Asset Management Committee guidance and programme for review and update of AMPs for the next LTP.Eke Panuku's own programme of continuous review and update of of asset information and planning.		4	4	16		Marian Webb	→

Ref ID #	Risk Description and Cause	Impact	Current Assessment (Controlled)	Residual Rating				Risk Owner	Risk change (QTR)
			Existing Mitigations	Likelihood	Consequence	Risk Score	Risk rating		
3	<p>Level of change or amount of change for Eke Panuku and the council group impacts Eke Panuku's future service delivery and programme momentum.</p> <p>Eke Panuku Change: Potential that the option chosen by council is not effective in delivering the agreed urban regeneration programmes and maintaining service delivery.</p> <p>There is a considerable workload and short timeframe to prepare the advice and present robust options to the council. While the work is led by council officers, Eke Panuku has a significant role responding to information requests, reviewing draft advice and contributing to workshops. Also potential impacts of implementing change in a tight timeframe.</p> <p>Council and other CCO changes:</p> <p>Impact on programme delivery momentum - Changes to other CCOs and Council department's key personnel can affect agreements or arrangements in place to progress regeneration in town centres. (If the level of change is significant within the allowed timeframe, momentum could be affected).</p>	<p>Eke Panuku:</p> <ul style="list-style-type: none"> • Delivery of commitments - loss of programme momentum or inability to deliver SOI targets due to disruptions. • Ineffective service model and future work (further post change work to make improvements) • Due to the timing of the change, staff may have to include change related work on top of existing work. • Loss of critical staff due to uncertainty • Inefficiencies/wastage/ rework • Decline in staff morale, engagement and well being affect programme momentum. • Decline in Stakeholder confidence in Eke Panuku. <p>Council and other CCO changes:</p> <ul style="list-style-type: none"> • Time required to re-establish agreements or approaches and build relationships cause delays to projects and programmes. • Council has completed its review and may take time to implementing or embedding rest of changes. • Our focus is continuing to stay in touch with the changes and focus on reconnecting with those that works with us on our regeneration 	<p>Eke Panuku change:</p> <ul style="list-style-type: none"> • Eke Panuku proactive input and feedback on the options, led by ELT • Early analysis of options and preparation of key messages. • Board updates/briefings and Eke Panuku involvement in council workshops. • Risk assessment at key phases of the change process. • Internal communications plan - reporting to internal staff and stakeholders on timing and impact of the review. <p>Council and other CCO changes</p> <ul style="list-style-type: none"> • Re-establish contacts and maintain existing agreements and arrangements with CCOs and council departments going through change to minimise impact on delivery momentum. 	4	4	16		Brenna, Carl and Marian (Change support mitigation - Alaina)	↑
4	<p>Low number of projects in the future pipeline ready for delivery impacts our programme (sales, renewals and capital works).</p> <p>Development sales - there are less properties cleared by council for sale or development, properties in the pipeline or identified by the council group have issues that take time to clear including.</p> <p>The uncertainty created by the council led CCO, Property and Shared Service reviews can have an impact on the future pipeline.</p> <p>Council has included a group target of \$300m assets sales target in the draft LTP which Eke Panuku will contribute to.</p> <p>Capital project stakeholder inputs, design, consent and other issues taking longer to resolve for projects to reach delivery stage.</p>	<ul style="list-style-type: none"> • Delivery of commitments due to reduced projects in the pipeline, affects the momentum of the programmes. • Future performance targets may not be met. • Underutilisation of existing resources. 	<ul style="list-style-type: none"> • Working with the Council and the group on the \$300m target identified in the draft LTP including Eke Panuku's share of the target and timing of unconditional sales. • Working with the Council on property review including our role, and clearing of assets for sale • Opportunities with other CCOs and Council group for sales • Long term story of significant development areas such as Port Land, CRL developments, Eastern Busway and Northcote. • Property renewal pipeline - property information validation and project briefing. • Detail planning and managing risks relating to capital project delivery phases. 	3	4	12		Marian Webb/lan	→

Ref ID #	Risk Description and Cause	Impact	Current Assessment (Controlled)	Residual Rating				Risk Owner	Risk change (QTR)
			Existing Mitigations	Likelihood	Consequence	Risk Score	Risk rating		
5	<p>The ability to attract and retain talent</p> <p>Shortage of certain skills in the labour force.</p> <p>There is a risk of losing staff due to uncertainty in the current environment.</p> <p>There is also difficulty recruiting staff with certain skills despite the improving employment market. The increasing trend on outward migration could also make it more difficult to find staff with right skills.</p> <p>Negative media coverage of changes at the council group and budget challenges impacts the council group employment brand. Also there is limited budget availability to meet market salaries and its hard to stay competitive.</p>	<ul style="list-style-type: none"> • Delivery of commitments - disruption to programme delivery • Operational capability reduced • Employment brand is impacted by publicised changes to CCOs, Boards, management and budgets. • Difficulty recruiting staff with required skills • Time and cost of employing new staff • Expectation around salary increases at review time • Internal inequality of salaries • Staff leaving for stability, better opportunities and benefits • Loss of intellectual knowledge • Downtime/ lost momentum due to replacement of key staff that depart. 	<ul style="list-style-type: none"> • Initiatives to improve retention include staff engagement survey and feedback • Initiatives to improve employee experience; total rewards and continued focus on organisational culture. • Continue to promote Eke Panuku unique identity and EVP through updated job adverts, social media posts, videos, internal and external comms etc. • Ongoing focus on leadership development and other learning and development opportunities - ensuring development plans in place • Regular all-of-staff communications such as CE Updates and all staff newsletter. • Continued review of induction process • Active social club - New activities being introduced • Talent and succession planning, led by people and culture team. • Wellbeing support for staff including financial wellbeing webinar 	4	3	12		Alaina Cutfield	↑
6	<p>Delivery of programmes, including infrastructure, on time, cost, quality and to expectations</p> <p>The effective conversion of strategic outcomes into well-defined packages of work that can be reliably delivered to achieve programme outcomes in line with scope, time and budget parameters in a rapidly changing economic environment affecting council group funding and finances.</p>	<ul style="list-style-type: none"> • Delivery of commitments and services. • Not achieving Priority location outcomes. • Not meeting scheduled / expected delivery dates. • Negative impact on Eke Panuku's reputation and loss of trust with stakeholders. • Reduced scope or components of projects. • Legal challenge to our PWA process slows down acquisitions. 	<ul style="list-style-type: none"> • Due diligence and monitoring. • Building a culture of achieving delivery outcomes. • Improved quality of overall planning, reliable project pipeline and enhanced programme and project management monitoring. • Consolidated Centre of Excellence in procurement and project management. • Developing people capability through Community of Practice, training, and sharing of lessons learnt. • Prioritisation resulting from more careful planning • Focus on programme and projects external dependency management (heightened because of financial constraints in the LTP and change). through PSG including quarterly review. • Improved standards, documentation and processes to ensure fit for purpose enabling work process. • Smart procurement • Better utilisation of internal resources and contractors and new Sentient Resources Module roll-out • Enhancing requirement for project scheduling to support project planning and training. • Inflight project reviews to enhance efficiencies • Support by Council legal for the challenge of our PWA process. Any improvements/ learnings to be incorporated into future process improvement. • Reporting on current urban regeneration programmes to Planning, Environment and Parks Committee of the Council. 	3	3	9		Ian Wheeler	→

Ref ID #	Risk Description and Cause	Impact	Current Assessment (Controlled)	Residual Rating				Risk Owner	Risk change (QTR)
			Existing Mitigations	Likelihood	Consequence	Risk Score	Risk rating		
7	<p>Eke Panuku does not adequately prepare for and manage the risks of climate change on its business.</p> <p>Climate change means Auckland will face increasing extreme weather events, drought, sea level rise, more hotter days and more days of heavy rainfall.</p> <p>Auckland Council is committed to</p> <ul style="list-style-type: none"> reducing our greenhouse gas emissions by 50 per cent by 2030 and achieve net zero emissions by 2050. adapting to the impacts of climate change by ensuring we plan for the changes we face under our current emissions pathway. <p>Auckland Council is increasing its expectations of CCOs in relation to setting climate change targets, governance, risk assessment and reporting. The council group has to comply to Climate Standard 1 (CS1) issued by the External Standards Board or XRB 30 June 2024.</p> <p>In relation to the managed portfolio, we have delegated authority to manage and plan for these assets on behalf of council. We are responsible for assessing climate risks and mitigations and undertaking appropriate actions, advising council where necessary.</p>	<ul style="list-style-type: none"> Natural and Built environment Property and assets are damaged. Increased costs, but inadequate funding for asset renewal, maintenance and repair. Potential for stranded assets – we need to retain and operate but they have climate risks. Services are disrupted, e.g. marinas, business tenants. Development projects are delayed Capital delivery projects are delayed Capital delivery projects cost more in terms of resilient design. Events and placemaking are disrupted making it harder to test ideas and build community engagement and support. Eke Panuku fails to meet shareholder, community and government expectations, to play a leadership role in demonstrating low carbon and climate resilient development. Carbon reductions targets missed and Toitu status downgraded from carbon reduce to measurement only. Membership of Climate Leaders Coalition may be forfeited. Fail to implement or sufficiently address the climate reporting requirements. 	<p>A) Managing climate change risk to the business:</p> <p>Setting sustainability policies/ standards and monitoring progress.</p> <ul style="list-style-type: none"> We have adopted a climate change strategy, performance standards for residential, commercial and mixed-use development and sustainable design guidance for our capital projects, and sustainable procurement targets (supporting waste minimisation and supplier diversity) consistent with our role in leading urban regeneration on behalf of council. Our key impact is enabling intensification of housing around transport nodes. Policy setting will be kept under review. Annual Corporate Business Plan Climate identify initiatives which are monitored and reported to the ELT and Board. <p>Understanding and managing risk:</p> <ul style="list-style-type: none"> Working with council to understand impacts from recent flooding and cyclones to incorporate into our planning (e.g. working with Healthy Water and Watercare who are leading climate infrastructure network modelling) We will work with the new Council Coastal assets team that is taking the lead on Shoreline Adaptation Plans for the Auckland region and interventions. Also working with the council Infrastructure Strategy team on future levels of service (LOS) and future funding options. Specifically identifying and managing climate risks in our asset management planning. EY review of Climate change managent processes to identify gaps for improvements. Gaps identified are addressed. Eke Panuku being part of Auckland Council Group (ACG) Transition Planning. <p>B) Meeting the Climate Financial Disclosure requirements for the business:</p> <ul style="list-style-type: none"> A plan for meeting TCFD requirements including resourcing. Key areas covered in the plan include Governance and management, strategy, risk management and performance measures and targets. 	3	3	9		Brenna Waghorn / Carl	→
8	<p>Extreme weather events disrupting development, property and marina management activities.</p> <p>The greater frequency of extreme weather events leads to increased risk of serious damage to property and land, and a revised use of land for development / regeneration.</p>	<ul style="list-style-type: none"> Natural and Built environment, damage to property and land Reputation Repair costs and lost income Significant value loss to land due to change of use from vulnerability or inability to insure, and associated reputational risks 	<ul style="list-style-type: none"> Business continuity plans and CMT Plan Stormwater assessment, a mandatory requirement for projects. Natural Hazards analysis for properties and planning. Further work progressing with the Council Group on risk assessment relating to more frequent and severe weather events that will affect assets (sites) and activities such as properties in flood prone areas. Partnering with developers to achieve beneficial outcomes to mitigate impacts from flooding and inundation. Response maintenance contracts and renewal contracts for damaged properties. Insurance cover for properties. BCPs and alignment with CDEM. Learnings/ experience from sites affected by inundation and flooding, including diligent research of developmental areas. 	3	3	9		Marian Webb/	→

Ref ID #	Risk Description and Cause	Impact	Current Assessment (Controlled)	Residual Rating				Risk Owner	Risk change (QTR)
			Existing Mitigations	Likelihood	Consequence	Risk Score	Risk rating		
9	Cyber attack on computer systems Cyber attack on council's servers from external agencies, increase in phishing emails and texts especially at senior management level.	<ul style="list-style-type: none"> Operational capability reduced Restriction of access to information on servers Loss of data Inconvenience and downtime Cost of recovery Temporary loss of productivity Breach of proprietary information. 	<ul style="list-style-type: none"> Cyber security under the control of Auckland Council Staff information on cyber security risks and compliance testing Very high levels of security and firewalls Back up server sites/ data centres (cloud) Marina project on system replacement and backup Cyber - Self Insurance Fund Cyber security training during induction Phishing awareness exercises run through Council IT team Continued work by Council ICT team on security measures Business continuity plan 	3	3	9		Carl Gosbee	→
10	Pressure of unbudgeted new work Unbudgeted work arising from our external environment, such as changes in political direction, priorities and partnerships, Council or government- led projects/ activities, policy or legislative changes. New projects / initiatives from the shareholder are captured in the Letter of Expectation. This impacts Eke Panuku resources, priorities and ability to deliver agreed programmes. Anticipated new work to be included in the Corporate Business Plan and increases in scope due to external influences. <i>We anticipate there will be flow-on effects from the CCO, Property and Shared Service reviews.</i>	<ul style="list-style-type: none"> Delivery of existing Commitments - resulting in work delays and rephasing. Impact on reputation with stakeholders or communities. If unable to deliver/manage new work or delays to other work; or if the new work is perceived to be outside current role/mandate Staff H&S Stakeholder pressures do not reduce even though budgets are reduced Future programme and funding model may not be satisfactorily resolved, due to other council priorities and workload pressures Staff wellbeing and higher stress levels including loss of focus New work identified as part of new central government policy, projects or legislative changes. <i>Due to the timing of the change, staff may have to do change related work on top of existing work</i> 	<ul style="list-style-type: none"> Corporate Business Plan Environmental scan as part of business planning - visibility, as far as possible of what is coming. Watching brief of key changes. Ensure consistent and aligned responses to requests via Mayoral office and council Full review of Eke Panuku programmes part of the LTP process. Review list of potential legislative / policy changes and potential implications. Staying in touch on Central government changes and working through council on legislative, policy and key project changes and respond as part of the council family, redeploying resources to focus on new projects or policy areas in response to central government changes. New work identified in the Letter of Expectation to go via project planning process including resource and budget assessment, prioritisation and Corporate Business Plan and programme approval. Staff wellbeing measures and actions (see mitigations under Staff Wellbeing Risk 	3	3	9		Brenna Waghorn / Marian	→
11	New programme of acquiring storm damaged properties for Auckland Council puts pressure on existing resources and programmes. This is a new programme of work funded by council as part of the Auckland Recovery Plan. Dependencies include council decisions and information we rely on. Contractor capacity to deliver and performance. <ul style="list-style-type: none"> <i>Increase requests for specialist staff to support the next stages of the programme.</i> <i>Council has yet to decide future use of properties acquired.</i> 	<ul style="list-style-type: none"> Delivery of existing Commitments - resulting in work delays and rephasing. Significant work required to complete acquisitions Sensitive issue with affected communities and high reputation risk Timing is critical due to frustrated property owners Clarity on our role and nature of activity needed Potential impact on external resources Impact on reputation due to time taken to reach agreement. <i>Impact on Eke Panuku resources carrying out business as usual.</i> 	<ul style="list-style-type: none"> Council plan and key decisions. Working closely with the Auckland Recovery Office (ARO) on activities/ programme, resourcing and budgets. All communications is via the ARO. Communication with affected parties to be led by the ARO. Legal/delegations to Eke Panuku. Budget for external and additional internal resource. Optional/ Voluntary process - it must be noted that this is an "optional process", voluntary from the homeowner's perspective. <i>Scoping - reconfirm scope and project resource requirements as project reaches next stages.</i> 	3	3	9		Allan Young	→

Ref ID #	Risk Description and Cause	Impact	Current Assessment (Controlled)	Residual Rating				Risk Owner	Risk change (QTR)
			Existing Mitigations	Likelihood	Consequence	Risk Score	Risk rating		
12	<p>Staff wellbeing</p> <p>The uncertainty created by potential CCO model, property and shared services reviews led by the council could have impact on staff wellbeing.</p> <p>Increasing pressure on staff wellbeing due to stretched resources, health issues and personal circumstances resulting from higher cost of living (e.g. mortgage interest rates), scrutiny by public on staff e.g. public meetings.</p>	<ul style="list-style-type: none">•Delivery of commitments and services.• Individual stress compounded by other factors such as higher cost of living• Staff burn out• Personal impacts on physical health• Potentially higher sick leave• Loss of productivity• Loss of staff• Higher underlying stress levels• Winter may bring a higher number of infections• Threat to staff engagement results from ongoing changes• Uncertain future - lack of council direction/ communications.	<ul style="list-style-type: none">• Wellbeing actions in the Health Safety & Wellbeing Plan Year 2• Staff feedback from Engagement surveys and resultant action planning started• Staff one on one meetings and leave monitoring.• Increased use of 'Instep' and other support services• Promotion of mental health awareness• More training on stress management for line managers• Management support for staff at public meetings• Conflict management training• Promoting Council's total benefits scheme• Promoting resilience training• Proactive focus on staff wellbeing by ELT and Hautu People Leaders• Better overall programme planning and prioritisation decisions• Hybrid working arrangement to ease travelling and transition concerns• Wellness working group established and strategy being developed• Financial wellbeing Webinar• BCP and work from home arrangements.• Wellbeing survey and Psycho social assessment completion.• Engagement survey end of October 2024.	3	3	9		Carl Gosbee	→

Likelihood	5					
	4			5	1,2,3	
	3			6,7,8,9,10,11,12	4	
	2					
	1					
		1	2	3	4	5
		Consequence				

Conflicts of Interest – Annual overview and refresher

Author(s): Alice Newcomb, Governance Manager

November 2024

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

- protects the privacy of natural persons (s7(2)(a))

Whakarāpopototanga matua | Executive summary

1. The purpose of this paper is to provide the board with an annual overview and refresher of Eke Panuku's Conflict of Interest Policy (the policy) and the expectations of directors regarding conflicts of interest.
2. Conflicts of interest are recognised as an inherent aspect of doing business and Eke Panuku has established a management framework to effectively address and manage any perceived, potential, or actual conflicts that may arise.
3. This paper reaffirms an expectation that directors be proactive in declaring their interests and conflicts of interest, and that Eke Panuku Management is responsible for managing identified Board conflicts.
4. This paper also reaffirms expectations regarding the declaration of gifts, hospitality and shareholdings.

Matapaki | Discussion

5. A conflict of interest arises when a personal, professional, or business interest could influence the decision-making of the Board or raise concerns about impartiality. These conflicts can be actual (where a conflict directly exists) or perceived (where there is a reasonable belief that a conflict might exist) or potential (when a situation has the capacity to lead to a conflict in the future, even if it is not currently an issue).
6. The policy outlines the management of any identified Board conflicts of interest and is attached as **Attachment A**.
7. The Eke Panuku Board Charter outlines expectations related to declaring and managing conflicts of interest, adhering to the guidelines provided by the Companies Act 1993. The Charter is attached as **Attachment B**.
8. Directors are responsible for proactively identifying and disclosing any interests that could potentially lead to a conflict of interest with Eke Panuku's projects or development partners and must disclose any conflict they are aware of, whether actual, potential, or perceived.
9. All identified conflicts of interest are to be recorded in a Director COI Register and a COI Management plan is agreed.
10. The Chief Financial Officer (CFO), or their designated delegate, is responsible for overseeing the management of identified conflicts of interest.
11. The Register, along with a list of director interests, is included in the board papers and is tabled at each meeting.

Gifts and Hospitality

12. To prevent perceived conflicts of interest, a Board Gift and Hospitality register was established. Board members must avoid accepting gifts or hospitality that could compromise their integrity or influence decision-making. The Register is attached as **Attachment C**.
13. Gifts should be of nominal value or approved by the Chair.
14. A declaration must be made to the Governance Manager for any gifts or hospitality received, specifying the provider, value, and whether it was accepted.
15. If unsure, Board members are advised to consult with the Chair, Chief Executive, or CFO.

Shareholdings

16. Board members are advised to declare any tradeable shareholdings with development partners or entities that have significant business relationships with Eke Panuku, including companies like Precinct Properties, Fletcher, Downer, and Ventia.
17. Consideration should also be given to shareholdings of close family, and trusts in which a beneficial relationship exists.
18. For managed funds where directors have no control over which shareholdings are bought or sold, potential conflicts should be assessed and discussed with the Chair.

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

19. Not applicable.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

20. There are no financial and resourcing impacts associated with this paper.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

21. Effectively managing conflicts of interest safeguards Eke Panuku and its directors from reputational, legal, and financial risks.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

22. There are no stakeholder impacts associated with this paper.

Tauākī whakaaweawe Māori | Māori outcomes impact

23. There are no Māori outcomes or impacts associated with this paper.

Tauākī whakaaweawe āhuarangi | Climate change impact

24. There are no climate related impacts associated with this paper.

Ngā tāpirihanga | Attachments

Attachment A – Board Conflicts of Interest Management Policy

Attachment B – Eke Panuku Board Charter



Board Conflict of Interest Management Policy

Introduction

1. This document sets out Eke Panuku Development Auckland's policy regarding the management of Board conflicts of interest (COI).
2. The Eke Panuku Board Charter sets out the expectations of Board directors in relation to declaring interests and conflicts of interest and follows the requirements of the Companies Act 1993.
3. This policy, as it specifically relates to Board Directors, is in addition to Auckland Council's policy and guidelines for managing staff conflicts per [Our Charter](#) (We look after our money and assets) [Conflicts of Interest Guide](#).
4. It is expected that Board directors be proactive in declaring their interests and conflicts of interest.

Scope

1. The policy applies to all Eke Panuku directors.
2. Management of the policy is completed by Eke Panuku staff, including contractors or consultants working as representatives of Eke Panuku, temporary/contingent staff supplied through an agency, and seconded personnel from other organisations or personnel affiliated with third parties providing services to Eke Panuku.
3. The policy does not include staff conflicts of interest, as these are managed separately per Auckland Council's process and guidelines.

Conflicts of interest (COI) definition

A conflict of interest can occur where a personal or business relationship could influence a decision or third parties may reasonably question whether we are acting fairly¹.

Conflicts of interest can be either 'actual' or 'perceived' as creating personal or family gain or providing an advantage to any third-party organisation that we/they are involved with.

Policy

1. Eke Panuku manages our interests so that we are visibly impartial and are making transparent decisions on behalf of Auckland Council.
2. Board directors are responsible for identifying and disclosing their interests, where these have potential to give rise to a conflict of interest, and any conflict which they are aware of.
3. Management's responsibility for managing identified Board conflicts is assigned to the Eke Panuku Chief Financial Officer and/or their delegate.
4. All potential conflicts of interest are recorded in a Director COI Register.
5. The Director COI Register includes a clear marking for those directors who have interests linked to the property market in Auckland Council which are higher risk of conflicts.
6. An active conflicts list is maintained and published in each Board pack.

¹ When identifying conflicts of interests, in accordance with Companies Act 1993, Board members will have regard to their responsibility for disclosure if their parent, child, spouse, civil union partner, or de facto partner is a party to, or will, or may derive a material financial benefit from a transaction with Eke Panuku.

7. Management will create:
 - a. An active conflict Management Plan / artifact that records an actual conflict and sets out how the conflict will be managed, i.e. redacting papers / Board member scheduled to leave meeting advising other directors and relevant staff. This is likely to be a set standard management plan as property related conflicts are unlikely to vary significantly.
 - b. A retrospective Conflicts Check List / artifact record to demonstrate all pertinent information previously available to directors where a conflict arises has been reviewed and shared with other relevant bidding parties. This is likely to be constrained to density, design, value and partnering.
 - c. A Board Gifts and Hospitality register.
8. All Board members will receive annual COI training
9. Regular reporting of the operation of this policy will be presented to the Board.

Related Policies and Documents

- Eke Panuku Board Charter
- Auckland Council's Our Charter – We look after our money and assets

Policy Approval and Review

Business Owner	Chief Financial Officer		
Policy date	22 February 2023	Review frequency	3-yearly
Approval	Eke Panuku Board		Date: _____

Eke Panuku Development Auckland Board Charter

1. Purpose

This Charter (Charter) for Eke Panuku Development Auckland (Eke Panuku) identifies the principles of corporate governance that assist the Board of Directors of Eke Panuku ('Board') in performing its duties.

2. Role of the Board

The Board members have been appointed by Auckland Council (shareholder) to govern Eke Panuku. Within the constraints of the legislation, the Constitution, the Statement of Intent¹ (SOI) and Statement of Expectations (SOE), the Board:

- establishes Eke Panuku's purpose
- defines desirable outcomes
- approves major strategies for achieving these outcomes
- sets the overall policy framework within which the business of Eke Panuku is conducted
- monitors management's performance on behalf of all Aucklanders.

The Board delegates day-to-day management to the Chief Executive.

Eke Panuku is a statutory entity, managing assets in the long-term interests and for the benefit of the Auckland region and facilitating the redevelopment of selected town centres across Auckland.

3. Key activities of the Board

The primary role of the Board is to exercise leadership, enterprise, integrity, and judgement in directing the company while having regard to the interests of the shareholder and stakeholders and achieving sustainability.

Key activities of the Board include:

Legislative responsibilities

- Complying with the Local Government (Auckland Council) Act 2009 and the Local Government Act 2002
- Complying with all relevant obligations the Board has under the Companies Act 1993 and other relevant statutes.

¹ Eke Panuku became a Council-Controlled organisation on 1 September 2015 and is governed under a Statement of Intent (SOI).

Oversight of management

- Appointing the Chief Executive
- Reviewing the terms and conditions of the Chief Executive's employment
- Setting and monitoring performance against the objectives for the Chief Executive
- Monitoring the use of the Chief Executive's non-financial delegations
- Overseeing the operation of Eke Panuku's business to ensure it is being managed appropriately
- Reviewing progress on major projects, strategic plans and operating plans
- Monitoring the financial performance of Eke Panuku including approving:
 - budgets
 - capital expenditure and investments above Chief Executive's delegations and operating expenditure outside budgets and Chief Executive's delegations.

In the normal course of events, day-to-day management of Eke Panuku will be in the hands of the management.

Ethics

- Ensuring Eke Panuku adheres to high standards of ethics and corporate behaviour
- Ensuring business is conducted in an honest, ethical, responsible, and safe manner
- Safeguarding the reputation of Eke Panuku, the Eke Panuku brand and building public trust and confidence in Eke Panuku and the wider council group
- Effectively and confidently managing complaints regarding unacceptable behaviour that are escalated to the Board
- Promoting ethical and responsible corporate behaviour, including leading by example.

Governance

- Acting in the best interests of Eke Panuku in a manner based on transparency, accountability and responsibility²
- Balancing these interests against Auckland Council's expectations of Eke Panuku as a Council-Controlled Organisation³
- Monitoring the effectiveness of our governance practices
- Monitoring the integrity of all financial and non-financial reporting to the shareholder.

Strategy

- Defining our purpose and setting the strategic direction
- Overseeing management's implementation and achievement of our strategic direction.

² Note: Under Eke Panuku's Constitution, Directors may act in the best interests of the shareholder.

³ Auckland Council's expectations of Eke Panuku are set out in the Governance Manual for Substantive CCOs and the CCO Accountability Policy and the Statement of Expectations.

Stakeholders

- Serving the legitimate interests of the stakeholders of Eke Panuku and accounting to them in a clear, transparent, and accessible manner
- Ensuring that Eke Panuku communicates effectively with the shareholder, customers and all other stakeholders, including nineteen iwi entities of Tāmaki Makaurau and the Independent Māori Statutory Board and local boards
- Ensuring that Eke Panuku complies with all relevant laws and regulations and that it meets its contractual obligations.

People

- Approving and monitoring our health and safety systems, with a view to ensuring the health, wellbeing, and safety of Eke Panuku's employees, contractors, agents, and also the public at Eke Panuku sites
- Ensuring Eke Panuku is a good employer.

Risk management

- Ensuring Eke Panuku has appropriate risk management/regulatory compliance policies in place, including defining the limits to acceptable risk
- Regularly reviewing processes and procedures to ensure the effectiveness of internal systems of control
- Reporting to Auckland Council quarterly including any new/emerging risks.

4. Board committees

The Board may establish or disestablish committees to assist in the process of corporate governance. The Board has established one committee.

- Audit & Risk Committee

The Board is responsible for oversight of any committee. The committee will have Terms of Reference that are approved by the Board annually. Committees may make recommendations to the full Board, but do not make decisions on behalf of the Board unless specifically mandated to do so.

Committee Chairs and members are appointed by the Chair.

5. Duties imposed on Board members

Each Board member must understand the specific legal requirements of their position since this will form the basis of the duties and responsibilities of the individual Board member.

There are three types of duties imposed on Board members:

Fiduciary duty

The fiduciary duties of a Board member are to act honestly, manage conflicts of interest, and generally act in what the Board member believes to be the best interests of Eke Panuku as a whole. Noting that under the constitution set by the shareholder, a Board Member may act in the best interests of the shareholder where there is no conflict with legislation.

Duty of care and diligence

Each Board member must exercise the care, diligence, and skill that a reasonable person would exercise in the same circumstances.

Legal and statutory duties

These are duties imposed upon Board members by statute and common law, and the Constitution. In accordance with these requirements, Board members of Eke Panuku will:

- Discharge their duties in good faith and honesty in what they believe to be the best interests of Eke Panuku and with the level of skill and care of a well-informed Board member of an important company
- Promote a corporate culture that embraces diversity and inclusiveness
- Owe a fiduciary duty to Eke Panuku using the powers of office only for a proper purpose, in the best interests of Eke Panuku as a whole
- Act with required care, diligence and skill, demonstrating reasonableness in their decisions
- Make adequate disclosure to the Board of any actual or potential conflicts of interest
- Act in accordance with the Constitution and the law relating to Eke Panuku and companies generally
- Act for the benefit of Eke Panuku as a whole
- Not make improper use of information gained through their position as Board members
- Not take improper advantage of the position of a Board member
- Not allow personal interests, or the interest of any associated person, to conflict with the interests of Eke Panuku
- Make reasonable enquiries to ensure that Eke Panuku is operating efficiently, effectively and legally towards achieving its goals
- Undertake diligent analysis of all proposals placed before the Board
- Not agree to Eke Panuku incurring an obligation unless the Board member believes at the time, on reasonable grounds, that Eke Panuku will be able to perform the obligations.

6. Role of individual Board members

The Board decides what matters are delegated to either specific Board members or management and what controls are in place to oversee the operation of these delegated powers. Board members have no individual authority to participate in the day-to-day management of Eke Panuku. This includes making any representations or agreements with any other party including employees unless such authority is expressly delegated by the Board. The delegation is by resolution, to the Board member (including the Chair) either individually or as a member of a committee.

Board members are expected to give of their specific expertise generously to Eke Panuku. In respect to any matters not dealt with in an open meeting, Board members will keep Board discussions and deliberations absolutely confidential.

Board members are expected to be forthright in Board meetings. They have a duty to question, request information, raise any issue, and fully canvass any aspects of any issue. Votes must be cast on any resolution according to their own opinion. Outside the boardroom, Board members will support the letter and spirit of Board decisions in discussions with all external parties including staff. A Board member present at a Board meeting will be presumed to have voted in favour of a resolution of the Board unless they expressly dissent or expressly abstain from voting.

Confidential information received by a Board member in the course of exercising their duties remains the property of Eke Panuku. It is improper to disclose it or to allow it to be disclosed. An exception would be if disclosure has been authorised by the person from whom the information was obtained or is required by law.

A Board member will not engage in any conduct likely to bring discredit upon Eke Panuku. A Board member must not agree to the business being carried in such a way that there is substantial risk of serious loss of reputation.

A Board member has an obligation at all times to comply with the spirit as well as the letter of the law and with the principles of this charter.

Board members are expected to provide feedback to the Chair if they have any suggestion to improve the performance/effectiveness of the Board.

Board members will act in good faith and conduct themselves in a manner that is consistent with generally accepted procedures for the conduct of meetings at all meetings of the Board.

6.1. Disclosure of interest/Conflicts of interest

Board members must make adequate disclosure to the Board of any actual or potential conflicts of interest⁴. All disclosures of interest are recorded in a Directors' Interests Register which is included in the meeting papers at each Board meeting.

When a Board member has an actual or potential conflict of interest, the individual is expected to withdraw for the relevant portion of the meeting. Management will manage this process to ensure Board members do not attend items or receive information where there is an actual or potential conflict. Board members have an obligation to identify any issue immediately and return/destroy anything shared inadvertently.

⁴ When identifying conflicts of interests, in accordance with Companies Act 1993, Board members will have regard to their responsibility for disclosure if their parent, child, spouse, civil union partner, or de facto partner is a party to, or will or may derive a material financial benefit from a transaction with Eke Panuku.

7. Role of Chair

The role of the Chair is to lead the Board. The Chair is expected to fulfil the following responsibilities:

- Ensure that the Board provides leadership and vision to Eke Panuku
- Assess and implement a balanced Board membership within the confines of the shareholder appointment process
- Ensure that the Board is participating in setting the aims, strategies and policies of Eke Panuku
- Ensure that there is adequate monitoring of the pursuit and attainment of the goals of Eke Panuku
- Ensure that the Board reviews the human resources of Eke Panuku
- Make certain that the Board has adequate information to undertake effective decision making and actions
- Ensure that administrative tasks such as the circulation of Board papers are carried out efficiently and effectively
- Direct the Board discussion to effectively use the time to address important issues
- Develop an ongoing and healthy relationship with the Chief Executive
- Guide the ongoing development of the Board as a whole and individual Board members
- Lead the Board's relationship with the shareholder
- Ensure that all Board members are encouraged to actively participate in Board discussions and decisions
- Ensure that all new Board members are provided with an appropriate induction programme
- Chair board meetings
- Establish the agenda for board meetings in conjunction with the Chief Executive.

8. Board process and proceedings

8.1. Board meetings

- Board members will meet at least 10 times per year. Additional meetings may be scheduled at the discretion of the Directors. Directors also may be required to participate in strategy and professional development workshops.
- The agenda and papers for the meeting will be circulated to all Board members in the week prior to the meeting.
- The agenda will be constructed having regard to the Board's annual work programme.
- The agenda will allow the Board to exercise adequate monitoring of company performance.
- Agenda items will be supported by sufficient information to allow effective decision making.

8.2. Conduct of meetings

- The Chair will determine the degree of formality required at each meeting while maintaining the decorum of such meetings.
- The Chair shall ensure that all members are heard.
- The Chair will ensure that the decisions and debate are completed with a formal resolution recording the conclusions reached.
- The Chair will take care that decisions are properly understood and well recorded.

8.3. Board minutes

- Minutes will contain a brief review of the discussion plus the official resolution adopted by the Board.
- All decisions will be recorded by way of a formal resolution.
- Board members who dissent or abstain may ask to have their dissent or abstention recorded in the minutes.

9. Key Board functions

9.1. Delegation of authority

Legislation and Eke Panuku's Constitution provide the Board with all the powers necessary for managing, directing, and supervising the management of the business and affairs of Eke Panuku.

The Board has in turn delegated an appropriate level of authority to the Chief Executive, for the operation and management of Eke Panuku. Under the Constitution, Board Members remain accountable for all delegated authority.

9.2. Public representation

Official representation of Eke Panuku publicly (including news media comments) will be by the:

- Chair;
- Chief Executive; or in accordance with the delegation provided by the Chief Executive.

9.3. Execution of documents

Generally, documents will be signed by the management of Eke Panuku, provided it is within their delegated authority. Where documents are required to be signed by two directors (including signing delegation to the Chief Executive for such documents), details of each signing will be notified to the Board in the Chief Executive's report. Such signings are deemed to be ratified at the next Board meeting.

9.4. Supporting the Chief Executive

It is recognised that a key component of Board member duties is providing a sounding board for the Chief Executive's ideas. In recognition that the Chief Executive/Board relationship is critical to effective governance, Board members should provide frank and honest advice to the Chief Executive. All advice should be constructive in nature and provided in a positive manner. The Chief Executive is not to regard advice from individual Board members (including the Chair) as instructions. Only the Board as a whole may instruct the Chief Executive.

9.5. Chief Executive evaluation

The Chief Executive's evaluation will be undertaken at least once a year by the Board, led by the Chair.

9.6. Board composition

As far as possible within the constraints of the shareholder appointments process, the Board should ensure that Board appointments result in a diverse mix of directors which has a balance of:

- skills;
- knowledge;
- experience; and
- perspectives

which together add value and to bring independent judgement to bear on the decision decision-making process.

9.7. Board evaluation

At least every two years, the Board will conduct a formal evaluation of its performance.

The evaluation will be aligned with any process required by the shareholder including the opportunity to have input into the shareholder appointment process.

9.8. Board member development

In order to continually improve Board performance, all Board members are expected to undergo continual professional development.

Where skill gaps are identified, Board members may be provided with training and resources to address them by Eke Panuku at the discretion of the Chair.

9.9. Remuneration

Board member remuneration will be determined from time to time by the shareholder. Remuneration will be paid monthly. Eke Panuku will reimburse reasonable and properly incurred travel, accommodation, and other costs with the approval of the Chair. The Chair's costs are to be reviewed and approved by the Chair of the Audit and Risk Committee. Payment of Board Member fees may be suspended for prolonged absence at the discretion of the Chair, after a thorough investigation of the reason for the absence.

9.10. Director indemnity and insurance

Eke Panuku will ensure that there is current Directors' and Officer Liability insurance cover (including 'run-off' insurance cover) for all Board members and for Senior Managers. Similarly, written indemnities will also be provided for these individuals.

10. Inconsistency with Constitution

To the extent that there is any inconsistency between this Board Charter and the Constitution, the Constitution will prevail.

Business Owner	Chief Financial Officer
Original policy date	28 April 2021
Date of this review	29 April 2022
Frequency of review	Three-yearly
Approved by:	Eke Panuku Board
Date:	29 April 2022

**Out of cycle
decisions October
2024:**

The board ratified the out-of-cycle decisions made in October 2024, which are recorded here for completeness.

Executive remuneration review:

- The Eke Panuku board reviewed and discussed executive remuneration and made out-of-cycle decisions in October 2024.

Minutes of the meeting of directors of Eke Panuku Development Auckland Limited, held in partly **confidential session, online via Microsoft Teams, on Wednesday 23 October 2024**

Attending	<p>Board: David Kennedy (Chair), John Coop, Kenina Court, Brett Ellison, Aaron Hockly</p> <p>Executive: David Rankin, Chief Executive; Gyles Bendall, GM Design & Place; Angelika Cutler, GM Community & Stakeholder Relations; Alaina Cutfield, Head of People & Culture; Carl Gosbee, Chief Financial Officer; Brenna Waghorn, GM Strategy & Planning; Marian Webb, GM Assets & Delivery; Allan Young, GM Development</p> <p>In Attendance: Councillor Angela Dalton; Lisa Franklin, Media Manager; Alice Newcomb, Governance Manager; Rosemary Geard, Governance Advisor (minutes)</p>
1.0 Meeting opening	<p>The meeting opened at 8.04am with a karakia.</p> <p>The chair welcomed everyone to the meeting including Councillor Dalton, our two new directors – Brett Ellison & Aaron Hockly.</p>
1.1 Apologies	<p>Due to a family bereavement, apologies were received from Steve Evans and condolences expressed to Steve’s whanau.</p>
2.0 Chief Executive’s Report	<p>David Rankin, Chief Executive, spoke to the open report.</p>
4.0 Health & Safety Report	<p>Bernardo Vidal, Head of Health, Safety and Wellbeing, joined the meeting for this item.</p> <p>ACTION: The board is to be notified once the corrective actions for the Hamer Street electrical hazard involving the contractor event have been completed.</p> <p>The Eke Panuku Board discussed and received the Health and Safety report September 2024.</p>
5.0 Decision papers (open)	
5.2 Te Ara Tukutuku - Concept design approval	<p>Fiona Knox, Priority Location Director - Major Projects; Julie Crabb, Senior Project Manager; Niko Elsen, Principal Urban Designer; Zac Thorp, Principal Landscape Architect Public Realm; Ngā Iwi Mana Whenua o Tāmaki Makaurau representatives Martin Te Moni (Ngaati Whanaunga) & Eddie Manukau (Ngāti Tamaterā), joined the meeting for this item.</p> <p>Following the conclusion of discussion, the Eke Panuku Board resolved to:</p> <ol style="list-style-type: none"> note the strong support received for the project and proposed concept designs through recent community engagement. approve the Te Ara Tukutuku Concept Design, allowing the project to advance to the next stage.

	<p>c. request an in-person workshop during the November 2024 board meeting specifically covering:</p> <ul style="list-style-type: none"> i. development sites, bulk and location and feasibility approach, inclusive of indicative timing; and ii. the communications and engagement strategy for the project and especially the next stage. <p>ACTION: Provide the board with a summary of the Eke Panuku Total Value Analysis used in the cost-benefit assessment process.</p>
5.1 Onehunga Programme Business Case Overview – Review	<p>Kate Cumberpatch, Priority Location Director, joined the meeting for this item.</p> <p>Following the conclusion of discussion, the Eke Panuku Board resolved to:</p> <ul style="list-style-type: none"> a. approve the reviewed Programme Business Case Overview for the Onehunga priority location programme. b. approve the expected benefits to be realised for the Onehunga programme being: <ul style="list-style-type: none"> i. Site sales of \$29.5 million ii. 450 dwellings iii. 16,000sqm of commercial space iv. 41,500sqm of new or improved public realm. c. note that \$20 million was spent by way of a shareholder balance sheet transfer from Ports of Auckland Limited to Auckland Council for the former Onehunga Port. d. approve a programme life cost, projected to end in 2034, of \$64.3 million nett, being spend expenditure of \$93.8 million, including opex, capex and acquisition costs, less projected site sales of \$29.5 million.
6.0 Information papers (open)	
6.3 Karanga Plaza Harbour Pool Pilot	<p>Fiona Knox, Priority Location Director - Major Projects, joined the meeting for this item.</p> <p>The board noted a likely high level of public activity in the location over Christmas/New Year with the opening of the diving platform and pool, reopening of Wynyard Crossing and SailGP event in January.</p> <p>ACTION: The board requested details of operational plans for the location over the Christmas/New Year period be reported to the November board meeting.</p> <p>The Eke Panuku Board received the Karanga Plaza Harbour Pool Pilot report.</p>
6.6 Stakeholder Insights programme	<p>Angelika Cutler, GM Community & Stakeholder Relations, introduced the paper.</p> <p>The Eke Panuku Board received the Stakeholder Insights programme report.</p>

6.7 Internal communications strategy	<p>Angelika Cutler, GM Community & Stakeholder Relations, introduced the paper.</p> <p>The Eke Panuku Board received the Internal communications strategy report.</p>
7.0 Governance matters (open)	
7.2 Director's interests	The Eke Panuku Board reviewed and received the Register of Director's Interests report.
7.3 Director meeting attendance	The Eke Panuku Board noted the Directors' meeting attendance.
Procedural motion to exclude the public	<p>Councillor Dalton and members of the public left the meeting.</p> <p>Pursuant to clause 12.3 of the Eke Panuku Development Auckland Ltd Constitution, the public be excluded from confidential papers or parts thereof, so that commercially sensitive issues can be discussed.</p>
3.0 CCO Review update	<p>Max Hardy, Director Group Strategy and Chief Executive Office & Rachel Wilson, Principal Advisor from Auckland Council joined the meeting for this item.</p> <p>Max Hardy updated the board on the process and timeline for the CCO review.</p>
2.0 Chief Executive's Report (closed)	<p>David Rankin, Chief Executive, spoke to the closed report.</p> <p>Avondale Central</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>The Eke Panuku Board received the report.</p>
6.0 Information papers (closed)	
6.1 Northcote Central update	<p>Nicky Harrison, Development Manager, joined the meeting for this item.</p> <p>Allan Young, GM Development, introduced the report.</p> <p>The Eke Panuku Board received the Northcote Central update report.</p>
6.2 Westhaven Reclamation – Update on environment court proceedings and other matters	<p>Jordan Taiaroa, Head of Māori Outcomes, joined the meeting for this item.</p> <p>The Eke Panuku Board received the Westhaven Reclamation – Update on environment court proceedings and other matters report.</p>
6.4 Development Opportunity - Eastern Busway	Gary Jackson, Principal Property Advisor & Nicky Harrison, Development Manager, joined the meeting for this item.

Urban Regeneration Programme	The Eke Panuku Board received the Development Opportunity - Eastern Busway Urban Regeneration Programme report.
6.5 The Civic Administration Building	<p>David Kennedy left the meeting for this topic due to a declared conflict of interest, and John Coop Kennedy took the chair.</p> <p>Tom Belgrave, Development Manager, joined the meeting for this item.</p> <p>Allan Young, GM Development, introduced the report.</p> <p>The Eke Panuku Board received the report.</p>
7.0 Governance matters (closed)	
7.2 Director's Interests projects	The Eke Panuku Board reviewed and received the Register of Director's Interests projects report.
7.1 Out of Cycle Decisions & minutes of meeting held 28 August 2024	<p>The Eke Panuku Board reviewed and confirmed the minutes of the Board Meeting 28 August 2024, with confidential information included, as a true and accurate record of the meeting.</p> <p>The board ratified the out of cycle decisions made between the August and October meetings. The resolutions are recorded here for completeness.</p> <p>Eke Panuku Annual Report – 30 June 2024</p> <p>On 25 September 2024, the Eke Panuku Board resolved to:</p> <ol style="list-style-type: none"> approve the Annual Report for the year ended 30 June 2024, subject to any significant changes in the statement of service performance or financial statements being approved by the Chair and the Chair of the Audit and Risk Committee. delegate the approval of any minor changes in the aforementioned sections, and any changes in the remainder of the Annual Report, to the Chief Executive. approve the letter of representation to Audit New Zealand for the year ended 30 June 2024, subject to any significant changes required by Audit New Zealand being discussed with an approved by the Chair and the Chair of the Audit and Risk Committee, and subject to receiving a back-to-back letter of representation from management. <p>Westhaven Marina – Pile Berth Redevelopment Stage 2</p> <p>On 25 September 2024, the Eke Panuku Board resolved to:</p> <ol style="list-style-type: none"> <div style="background-color: black; height: 1.2em; width: 100%;"></div> <div style="background-color: black; height: 1.2em; width: 95%;"></div> <div style="background-color: black; height: 1.2em; width: 95%;"></div> <div style="background-color: black; height: 1.2em; width: 100%;"></div> <ol style="list-style-type: none"> <div style="background-color: black; height: 1.2em; width: 30%;"></div> <div style="background-color: black; height: 1.2em; width: 85%;"></div> <div style="background-color: black; height: 1.2em; width: 65%;"></div>

iii.

c.

Disposal recommendations for Leys Institute Trust

On 25 September 2024, the Eke Panuku Board resolved to:

- a. approve the recommendation to the Governing Body to dispose of two properties that are assets of the Leys Institute Trust:
 - 10 Fremlin Place, Avondale
 - 24 St Marys Road, Ponsonby
- b. note that Council will use the sales proceeds to fund the seismic remediation and heritage restoration of the current Leys Institute building.
- c. delegate the final terms and conditions of sale and the execution of an unconditional agreement to the Eke Panuku Chief Executive.

Pt Lot 68 DEEDS 326 Aumoe Avenue Service Property Optimisation

On 25 September 2024, the Eke Panuku Board resolved to:

- a. support the sale of Pt Lot 68 DEEDS 326 Aumoe Avenue, St Heliers by way of service property optimisation.

Henderson / Te Kopua Programme Business Case Overview

On 30 September 2024, the Eke Panuku board resolved to:

- a. approve the reviewed Programme Business Case Overview for the Henderson priority location programme.
- b. approve the expected benefits to be realised for the Henderson programme being:
 - i. Site sales of \$34.0 million
 - ii. 210 dwellings
 - iii. 10,000sqm of commercial space
 - iv. 20,000sqm of new or improved public realm.
- c. approve the programme life cost of \$76.3 million for Henderson, including opex, capex and acquisition costs.

59-69 Queens Rd Panmure - Basin View Precinct

On 30 September 2024, the Eke Panuku Board resolved to:

a.

b.

c.

516 aka part 528 Pt Chevalier Road, Pt Chevalier

On 30 September 2024, the Eke Panuku Board resolved to:

- a. support the sale of 516 aka Part 528 Pt Chevalier Rd, Pt Chevalier (Lot 3 DP 106585) by way of service property optimisation.

Te Wero Wynyard Crossing Bridge

On 2 October 2024, the Eke Panuku Board resolved to:

- a. note that repair and maintenance work on Te Wero Wynyard Crossing Bridge continues to programme, with a return to service on track for December 2024.
- b. note that the significant refit of the bridge, both addressing the steel corrosion, which was planned, and the substantial replacement of mechanical and electrical (M&E) components, which was unplanned, is to enable the bridge to have a further trouble-free fifteen plus years of use.
- c. note that work completed by late August has enabled, for the first time, a clear picture of the extent of the corrosion and actual condition of the M&E components, both of which are materially worse than previously understood.
- d. note that, consequently, additional budget will be required over and above the \$7.7m currently set, particularly for substantial M&E component replacement.
- e. approve an additional \$1.8m funding to address the scope increase, together with a fresh contingency of \$1.2m (12%),

f.

Lysaght Building, 101 Pakenham Street West, Wynyard Quarter – Variation to Go to Market Strategy

On 2 October 2024, the Eke Panuku Board resolved to:

a.

b.

7.4 Board action list	The Eke Panuku Board received the board action list.
7.5 Board forward work programme	The Eke Panuku Board received the board forward work programme.
9.0 General Business	There were no items of general business.
Meeting close	The meeting closed at 10.04am.

Confirmed as a true and accurate record:

----- **Chair** ----- **Date**

Director interests at 11 November 2024

Member	Interest	Company / Entity	Conflicts pre-identified?
David Kennedy	Chair	Eke Panuku Development Auckland Limited	
	Chair	Beachlands South GP Ltd (JV between NZ Super Fund and Russell Property Group)	
	Member	Business Reference Group Te Arotake Future for Local Government	
	Director	Cathedral Property Limited	
	Chair	Civix Limited	
	Director	Grantley Holdings Limited	
	Chair	Kaha Ake GP Ltd (JV between NZ Super Fund and Classic Developments)	
	Director	Naylor Love	
	Trustee	New Zealand Housing Foundation	Possible
	Chief Executive	Te Kaha Project Delivery Limited	
	Director	Westhaven Marina Limited	
John Coop	Director	Eke Panuku Development Auckland Limited	
	Trustee	JE and CS Coop Family Trust	
	Managing Director and Principal	Warren and Mahoney	Yes
Kenina Court	Director	Eke Panuku Development Auckland Limited	
	Shareholder	Arrakis Limited	
	Director	Banking Ombudsman Scheme Limited	
	Director	BDE Bonus Limited	
	Director	BMNZ Limited	
	Director	Business in the Community (2013) Limited	
	Director	Dua Fellows Holdings Limited	
	Director	Dua Fellows Limited	
	Director	Eight Peaks Holdings Limited	
	Director	Everege Orbis Holdings Limited	
	Director	Fale Developments Limited	
	Director	Fortitudine Trustees Limited	
	Director	Huma Holdings Limited	

Member	Interest	Company / Entity	Conflicts pre-identified?
Kenina Court (continued)	Director	IBS	
	Director	KW Westgate Limited	
	Director	Lovelock Trustees Limited	
	Director	Lujato Trustees Limited	
	Director	M&G Trustees Limited	
	Director	Nathan Whanau Trustees Limited	
	Director	NTA Holdings Limited	
	Director	Oceania Career Academy Limited	
	Director	Pathfinder Management Partner Limited	
	Director	Pathfinder Trustees Limited	
	Director	Pathsol Limited	
	Director	PGFT Trustees Limited	
	Director	Platinum Securities Limited	
	Director	PSL Freedom Limited	
	Director	Rice Family Trustees Limited	
	Director	Silvereye Investments Limited	
	Director	Slice Limited	
	Director	Stak Trustees Limited	
	Director	Twinlion Trustees Limited	
	Director	Up Skill Teams Limited	
	Director	XYZ Limited	
Brett Ellison	Director	Eke Panuku Development Auckland Limited	
	Director	Ellison Beech Limited	
	Trustee	Ellison Beech Whanau Trust	
	Director	Erihana Limited	
	Investment Manager	Hapai Property LP Whanau (Commercial, Development and Housing)	
	Investment Manager	Koau Capital Partners	
	Trustee	Taieri Block B Trust	
	Chair	Te Runaka Otakou Limited	
Steve Evans	Director	Eke Panuku Development Auckland Limited	
	Member	Construction Industry Accord Residential Sector Reference Group	
	Director	Kaipatiki FRL Limited Partnership	

Member	Interest	Company / Entity	Conflicts pre-identified?
Steve Evans (continued)	Chief Executive Residential and Development	Fletcher Building Limited	Yes
	Director	Homai General Partner Limited	
	Director	Okahukura GP Limited	
	Member	Steering Group Construction Industry Accord	
	Director	Tauoma FRL Limited Partnership	
	Director	Te Tau Waka Limited Partnership	
	Deputy Chair	Urban Development Institute of New Zealand	Yes
Aaron Hockly	Director	Eke Panuku Development Auckland Limited	
	Non-Executive Director	Mercy Healthcare (Auckland)	
	Employee	NWI NZ Management Company Limited (subsidiary of Northwest Healthcare Properties)	
	Executive Director	Vital Healthcare Property Limited & related entities	

Director interests: Changes since 16 October 2024

Additions:

Director	Conflict/interest	Date notified
	N/A	

Deletions:

Director	Conflict/interest	Date notified
	N/A	

Amendments:

Director	Conflict/interest	Date notified
	N/A	

Meeting Attendance Register – 2024

	2024									
	28 Feb	27 Mar	24 Apr	22 May	26 Jun	24 Jul	28 Aug	23 Oct	27 Nov	11 Dec
David Kennedy	✓	✓	✓	✓	✓	✓	✓	✓		
John Coop	x	✓	✓	✓	x	✓	✓	✓		
Kenina Court	✓	✓	x	✓	✓	✓	✓	✓		
Brett Ellison ⁱ								✓		
Steve Evans	✓	✓	✓	✓	✓	x	✓	x		
Aaron Hockly ⁱⁱ								✓		
Paul Majurey ⁱⁱⁱ	✓	✓	✓	✓	✓	x	✓			
Jennifer Kerr ^{iv}	✓	✓	✓	✓	✓	✓	✓			

ⁱ Appointed as of 01 October 2024

ⁱⁱ Appointed as of 01 October 2024

ⁱⁱⁱ Term ended as of 31 August 2024

^{iv} Resigned as of 31 August 2024

At the time of publishing, there were no items of general business