

Board Report

Date

Wednesday
24 July 2024

Time

10.00am

Venue

Eke Panuku Development Auckland
Te Wharau o Tāmaki - Auckland House
Level 28, 135 Albert Street
Auckland



Board Agenda

Where: L28.3, Te Wharau o Tāmaki Auckland House, 135 Albert Street, Auckland

When: Wednesday 24 July | 10.00am – 12.30pm

Board members: Paul Majurey, Chair; David Kennedy, Deputy Chair; John Coop; Kenina Court; Steve Evans; Jennifer Kerr

		Time
	Public meeting open	10.00am
1.	Welcome / Acknowledgements 1.1 Apologies	
2.	Eke Panuku Statement of Intent 2024 - 2027	
3.	Chief Executive’s report (open items)	
4.	Health and Safety report	
5.	Decision papers (open items) 5.1 Eke Panuku Corporate Business Plan 2024 – 2025 5.2 Te Wero Wynyard Crossing Bridge update	
6.	Information papers (open items) 6.1 Te Ara Tukutuku 6.2 Quarterly risk report	
7.	Governance matters (open items) 7.1 Out of cycle decisions 7.2 Director interests 7.3 Director meeting attendance 7.4 Minutes meeting held – 26 June 2024	
	Public meeting close and confidential meeting open	
8.	Chief Executive’s report (confidential items)	
9.	Decision papers (closed items) 9.1 Te Wero Wynyard Crossing Bridge update 9.2 Waterfront Commercial Opportunity 9.3 84-100 Morrin Road, St Johns – Development outcomes	
10.	Governance matters (confidential items) 10.1 Audit & Risk Committee 22 July 2024 – verbal update 10.2 Director interests’ projects 10.3 Board action list 10.4 Board work forward programme 2024 10.5 Minutes meeting held – 26 June 2024	
11.	General business	
	Meeting close	12.30pm

At the time of publishing, no apologies have been received

Eke Panuku Development Auckland Statement of Intent 2024-27

Author(s): Kingsha Changwai, Manager Corporate Risk and Reporting.

July 2024

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. Approves the final Eke Panuku Development Auckland Statement of Intent 2024-27 (SOI) subject to any changes recommended by the Board being made.
- b. Provides delegation to the Chair and CE to approve final changes to the SOI before it is submitted to the council.

Whakarāpopototanga matua | Executive summary

1. The final SOI is submitted to the Board for approval.
2. Final edits are marked with red text in the SOI included as Attachment A to this report.
3. The significant comments/ feedback by council on the draft SOI have been addressed. A copy of the council comments, our responses and related SOI changes are included in Attachment B of this report.
4. Eke Panuku initiated changes include amendments to projects and performance measures and targets, as a result of the final review of projects in quarter 4 of FY24.
5. A copy of the final SOI is included as Attachment A of this report.

Horopaki | Context

6. The programme of work set out in the final SOI contributes to achieving objectives in the Auckland Plan, Development Strategy, and the regeneration programmes for town centres.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
Board 27 March 2024	draft SOI 2024-27	Approved for submission to council

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

7. The Eke Panuku draft SOI 2024-27 was submitted to the council 28 March 2024. Feedback was received from council 31 May 2024.
8. The final SOI addresses the council feedback on the draft SOI and some changes to projects and performance measures and targets, as a result of the final review of projects in quarter 4 of FY24
9. A copy of our responses to council's comments on the draft SOI is included as attachment B of this report.

10. The key changes made in response to the council feedback are detailed below.

- Long-term Plan – the SOI financial and non-financial information is aligned to the LTP 2024-34, including LTP budgets, performance measures and targets and disclosure of key projects and activities.
- Programme and project information amendments – incorporated further information on key projects such as Central Wharves masterplanning, Wynyard Quarter swimming facility, Wynyard Crossing Bridge renewal and Maungawhau station development.
- Risk – added a climate change risk, and the risk of infrastructure assets failure or prolonged unavailability of infrastructure assets to the risk section of the SOI.
- Māori Outcomes – reinstated the performance measure and targets for Māori Initiatives, after feedback from Houkura - Independent Māori Statutory Board (Houkura) and council. Added a commitment to strengthen engagement with mātāwaka overtime with support from Te Waka Kerewai, Auckland Council Māori Outcomes Unit, and Houkura.
- Climate change – added a new performance measure relating to carbon measurement for capital projects and further explanation of commitment to disclosure and reporting and to ensuring that climate change impacts and risks are considered in our planning and projects. This includes that opportunities for lower cost climate positive solutions are explored.

11. Other changes to the final SOI are detailed below.

12. Update of the asset sales targets as agreed with council and approved by the board. Transform and Unlock sales target changed from \$45m to \$16m and Asset Recycle sales target changed from \$45m to \$60m, with a total change for both targets from \$90m to \$76m. A review was carried out of the latest development project information, with a focus on estimate of unconditional sales dates as requested by council.

13. Our public realm targets for each financial year are determined based on the anticipated scope and delivery timing of multiple projects across our regeneration portfolio. At the early stages of a project, both scope and delivery timing are broad estimates only, and routinely change as the project progresses through consultation, design and consenting before moving into construction. In addition, prioritisation of spend within the Eke Panuku annual budget envelope can result in some projects being intentionally slowed while other projects, which may or may not deliver public realm benefits, are prioritised for delivery. For these reasons public realm targets provided for two and three years in advance are indicative only and are subject to change that reflects both individual project progress and organisational priorities.

14. Our Statement of Intent (2023-26) anticipated the delivery of 15,000sqm of public realm in FY25. The FY25 target has been reduced in this SOI 2024-2027 to 7,000sqm. This reduction is due to changes in the timing of specific projects that had been anticipated to complete in FY25 at the time that target was set in early 2023. Project timing change examples include:

- Roulston Park, Pukekohe (4,600sqm). This project will commence construction in FY25, as anticipated in the FY23 SOI, but the duration of the works will potentially extend into early FY26 and has now been included FY26 target total.
- Maungarei Connection, Panmure (1,200sqm) and Osterley Way streetscape works, Manukau (2,200sqm). These projects have been intentionally deferred from FY25 to FY26 to allow the prioritisation of programme spend to other higher priority projects in both the Panmure and Manukau programmes.

15. In addition to the factors mentioned above, delivery of capital projects can be impacted by a number of factors such as weather, contractor availability and performance, pricing and construction material availability. The public realm target is therefore risk adjusted and conservative to acknowledge these factors. At the delivery stage most cost is generated by external contractors. Therefore, there is no significant savings to report on in terms of staff and operating costs, due to a reduced target in FY25.
16. We have updated the list of project milestones for performance measure three, Capital project milestones. Some projects or milestones have changes as result of final projects review in quarter 4. We have also included project budgets in the project milestones list as requested by council.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

17. The SOI includes the FY25 budget. It is aligned to the latest Council LTP budgets. Some minor changes may occur as part of detailed budget finalisation. Any changes will be included in the final SOI approved by the Chair and CE.
18. Resources are covered through LTP funding.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

19. A section of the SOI sets out our operating environment – risks, challenges and opportunities.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

20. Stakeholders are not typically engaged in the development of our SOI, but more directly in the development of the programmes of work. The SOI provides for the continuation of the urban regeneration work across the agreed suburban town centres and the city centre where Eke Panuku will continue to work with stakeholders and communities. Eke Panuku will also continue to work with our stakeholders in relation to our property management function including the council group, tenants and marina users.

Tauākī whakaaweawe Māori | Māori outcomes impact

21. The SOI sets out our contribution to Māori outcomes through implementation of our Achieving Māori Outcomes (AMO) plan.

Tauākī whakaaweawe āhuarangi | Climate change impact

22. Our core urban regeneration work, as set out in the SOI, contributes to achieving objectives in the Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan.

Ngā koringa ā-muri | Next steps

23. Submit the final SOI to the council 31 July 2024.

Ngā tāpirihanga | Attachments

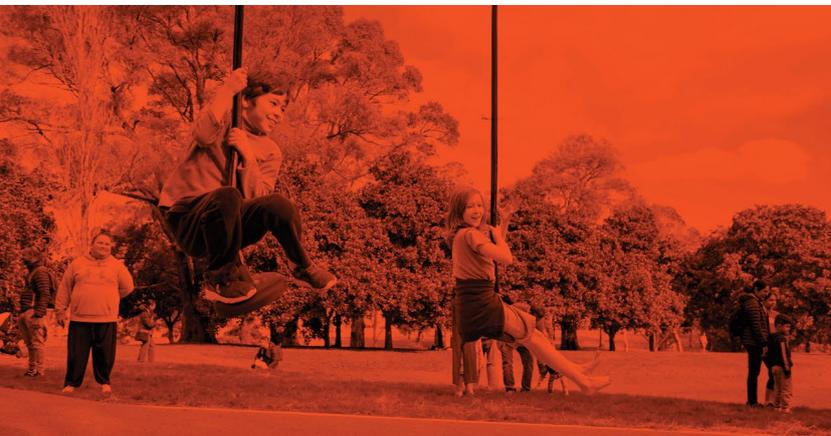
Attachment A – Final Eke Panuku SOI 2024-27

Attachment B – Table of response to council comments of the draft SOI.

Ngā kaihaina | Signatories

Brenna Waghorn, GM Strategy & Planning

David Rankin, Chief Executive



ekepanuku

Statement of Intent

2024-27

Me Mihi

E ngā mana whenua, e ngā iwi e noho haumarua ana ki raro i ngā maunga whakahii o Tāmaki Makaurau, tēnā koutou kātoa. Mo te oranga o ngā iwi kātoa, me kaha tātou ki te mahi tahi hei tūtuki i ngā wawata o tēnei wāhi whānui.

To the people of the land and those residing under the sacred Tūpuna Maunga of Auckland, greetings to you all. Let us all work together to fulfil our dreams so that we may all prosper in this beautiful city.

Our name

Tame Te Rangi, a representative of Te Rūnanga o Ngāti Whātua, gifted us the name Eke Panuku. 'Eke Panuku' is derived from the whakataukī (proverb) 'Eke Panuku, Eke Tangaroa!', which acknowledges the unseen energies of the land and sea. In te ao Māori, Māori mihi to Tangaroa (Atua of the sea) to inspire success, excellence, and progress. We have a role in supporting mana whenua as the kaitiaki [guardians] of Tāmaki Makaurau.



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Message from the Chair and Chief Executive

He Kupu nā te Kaihautū me te Tumu Whakarae

Helping make Tāmaki Makaurau / Auckland a beautiful, bustling, and safe place to live is a key focus of Eke Panuku.

Urban regeneration is the process of revitalising and improving urban areas to enhance their economic, social, cultural, and environmental conditions.

Our urban regeneration programmes incorporate new sustainable homes, greenspaces and support public and active transport. Through the sale of council land, we attract investment by others, create employment opportunities and boost local businesses. By creating vibrant public spaces, community facilities and recreational areas, we foster social interactions, a sense of community and improved health and wellbeing. And by working with mana whenua and through our wider community placemaking, we support local arts and culture and integrate cultural elements to strengthen the local sense of place and identity.

We will continue to deliver the urban regeneration programmes for the city centre, Manukau, and the suburban town centres. We will maintain capital investment levels advancing amenity and infrastructure improvements that support growth and the development activity that we facilitate through our commercial strategy. We will ensure that our development partners build high quality homes on the sites we sell on behalf of council.

Key developments that will be advanced this year include the process to select a development partner for the Northcote town centre and for a major site, the Edinburgh Superblock, in Pukekohe. Commercial projects that are in, or will commence construction are new housing units in Papatoetoe and commercial development in the Wynyard Quarter. We will progress the development of other key sites in Avondale, the Waiapu Precinct in Onehunga, and the city centre, including Downtown carpark and the Symphony Centre adjoining the Te Wai Horotiu station.

As lead agency for the council family in the city centre, we will collaborate with our partners to coordinate the efforts and champion the needs of the city centre and its people, including preparing an integrated safety action plan.

Our work in midtown, Karanga-a-Hape and Maungawhau to increase homes and businesses around the new stations will help ensure that the benefits of the city rail link will be optimised.

Eke Panuku will continue to support the council's recovery work and Making Space for water plans by leading the buy-out of storm-damaged homes from the flooding and cyclone events of early 2023.

Delivering value for Aucklanders and providing a return to Auckland Council through its property portfolio is a key part of what we do. We will endeavour to deliver an improved commercial return on the portion of the portfolio that can be leased commercially. We will maintain high occupancy of properties and deliver the financial return targets. Eke Panuku uses a wide range of council group shared services and will continue to support efforts to achieve cost savings and value for money.

We are committed to providing high quality advice to elected members and we look forward to engaging with the Mayor and elected members on major activities and programmes and at key project milestones.

Paul Majurey, Chair

David Rankin, Chief Executive

Part 1 – Strategic overview

Te tirohanga whānui ā-rautaki

Role and mandate

Te Tūranga me te mana whakahaere

Eke Panuku Development Auckland is the urban regeneration agency for Auckland Council. It leads the redevelopment of town centres and manages a significant property portfolio.

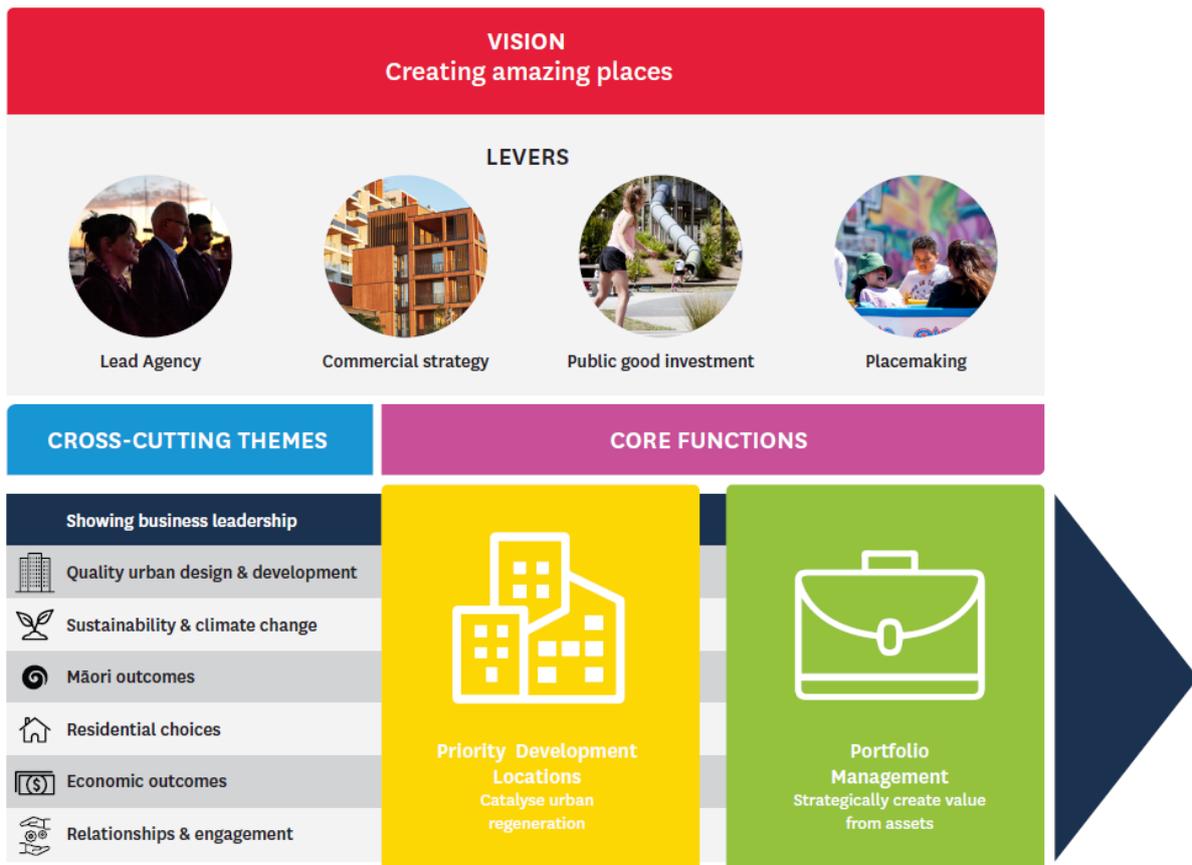
This Statement of Intent (SOI) was adopted by the Eke Panuku Board in July 2024.

Eke Panuku has two core functions:

1. Our urban regeneration programmes across Tāmaki Makaurau / Auckland, with a focus on town centres and locations agreed with Auckland Council.
2. Our property portfolio, where we manage \$2.6 billion of council’s non-service properties and provide property-related services to the council group, not all of this is income producing.

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

Our vision is creating amazing places.



Our four levers and approach to urban regeneration and portfolio management including our key activities, are presented throughout this document.

Responses to council's objectives and outcomes

Te Urupare ki ngā Whāinga Rautaki a te Kaunihera

The Statement of Intent (SOI)

The annual SOI is required by the Local Government Act 2002 and publicly states our activities and intentions for the next three years, and how they will contribute to the council's objectives. Our SOI provides an opportunity for the council to influence the direction of Eke Panuku and provides a basis for the accountability of performance.

Response to Letter of Expectation (LOE)

The Mayor's Letter of Expectation (20 December 2023) sets out the council's priorities and expectations to inform the preparation of this SOI. It sets out common expectations across all council-controlled organisations (CCOs), and expectations specific to Eke Panuku.

A **copy of the LOE is published** on our website www.ekepanuku.co.nz.

The **general expectations** of all CCOs including Eke Panuku cover the following themes:

- Financial strategy and budget levers – group budget responsibility and transparency; quality and contestable advice, **including weighing up costs and benefits of spending decisions**, capital expenditure and operational savings.
- Better, faster, cheaper: cost savings and value for money.
- Compliance with the Statement of Expectations of substantive CCOs.
- Engagement with government.
- Climate change (mitigation and resilience).
- Quality advice to local boards.
- Supporting Māori outcomes.

We will work with the council group, council staff, and Eke Panuku Lead Councillor to implement these requirements. This SOI is aligned with the 2024-2034 Long-term Plan.

Key expectations were included in the LOE relating to our company and our response to these are:

- Continuing the urban regeneration programme – we will continue to deliver the current regeneration programmes across the priority locations and maintain capital investment levels in line with LTP funding. Eke Panuku will continue to report quarterly on progress, delays, and risks.
- **Eke Panuku will commence a process with the council to select new urban regeneration locations now that funding is confirmed.**
- Eke Panuku has agreed with the council the need to refresh the current urban regeneration programmes, roughly every five years, to reconfirm the outcomes and to support the council's investment decisions. We will put in place a programme to commence a rolling review. **The aim is to bring all the current locations to the Planning Environment and Parks Committee over the three years of this SOI.**
- As lead agency in the city centre, Eke Panuku will continue to work across the council group and in partnership with the Crown, social services, and community groups to lift central city safety and safety perceptions. We will prepare an integrated city centre safety action plan, setting out a clear governance structure and clarifying responsibilities and resources.
- We will progress the master planning for the central wharves, **following the ports precinct framework plan**, and progress low-cost initiatives for enabling people to access the water.

- **Asset sales** – Eke Panuku will contribute to the council’s asset sales target of \$300m over 10 years of the LTP, with the timeline and pipeline of asset sales to be decided by council.
- **Property management** – Eke Panuku will contribute to work led by council on group property ownership and management, including:
 - Establishing principles for asset ownership and a framework to support decision-making.
 - A review of the group property model to remove unnecessary duplication.
 - A Section S17A review of the ongoing management of marinas.
 - Establishment of a taskforce on service property optimisation.
- **Storm damaged properties** – Eke Panuku is providing a property acquisition service to the Auckland Council Storm Recovery programme. We will continue to work through the pipeline of more than 400 properties in the buyout programme and report on progress.
- **Group Shared Services** – Eke Panuku will participate in this programme being managed collaboratively by the Chief Executives of the group to deliver operational efficiencies.

Our contribution to the Auckland Plan and council strategies

Te āpitihanga ki te Mahere a Tāmaki Makaurau me ngā rautaki a te kaunihera

The *Auckland Plan 2050*, is Auckland Council’s vision for a world class city. It is the long-term spatial plan for Tāmaki Makaurau, that promotes quality compact urban form.

Facilitating brownfield redevelopment is critical to achieving this. Vibrant, low carbon town centres with frequent transport services and great walking and cycling access, that offer housing choices and amenities, is at the heart of the Auckland Plan.

Eke Panuku plays a critical part in delivering on plan outcomes, actions and targets as outlined below.

Auckland Plan Outcomes	Our outcomes	How Eke Panuku contributes
 Belonging and Participation	Supportive community	<ul style="list-style-type: none"> • Placemaking ensures local people play a vital, collaborative role in the building of their public places and have a strong relationship and commitment to their communities. • Improving town centres to be vibrant, attractive, and accessible to all (via design, planning and project delivery). • Partnering with Community Facilities to deliver accessible, multi-functional community facilities for the future. • Engaging local communities on local projects and urban change, increasing participation and sense of pride.
 Homes and Places	Urban living – residential choices & high-quality urban development	<ul style="list-style-type: none"> • Leading urban regeneration and facilitating quality urban development in town centres to support a compact urban form and more sustainable transport. • Implementing the Thriving Town Centres Guidance, endorsed by council. • Creating quality public spaces that are inclusive, accessible and contribute to urban living and civic life. • Facilitating new, well designed, sustainable homes that meet changing needs and preferences, through selling sites and working with private developers, Kāinga Ora, iwi groups, and community housing providers (CHPs).

	Partnership with mana whenua and Māori outcomes	<ul style="list-style-type: none"> • Enabling commercial opportunities and capacity building for iwi. • Reflecting mana whenua mātauranga and Māori design principles in public realm projects to showcase Māori identity. • Providing placemaking opportunities to celebrate and showcase vibrant Māori culture. • Enabling environmental outcomes to restore and enhance the mauri of Tāmaki Makaurau through our projects. • Supporting te reo Māori to flourish.
Māori Identity and Wellbeing		
	Integrated transport	<ul style="list-style-type: none"> • Facilitating low carbon, transit-oriented development by bringing people and housing closer to transport networks, to leverage existing investment and provide increased transport choices. • Partnering with Auckland Transport, Waka Kotahi (NZTA) and others (e.g. CRL, local boards) to improve connectivity and transport choices.
Transport and Access		
	Healthy natural environment and unique identity	<ul style="list-style-type: none"> • Facilitating energy and water efficient homes, and waste minimisation in developments and events. • Partnering with others to restore environments, to facilitate stream and open space enhancements and the objectives of the Urban Ngahere Strategy. • Ensuring new development reflects the character and indigenous stories of an area, through place-led design.
Environment and Cultural Heritage		
	Prosperous & robust local economy & revenue for council's LTP	<ul style="list-style-type: none"> • Partnering with Tātaki Auckland Unlimited to integrate economic outcomes and provide opportunities for business and employment growth in the regeneration of town centres. • Providing opportunities for Māori and Pasifika businesses and social enterprises through sustainable procurement. • Creating commercial and strategic value from the council surplus sites. • Providing funding for the LTP through the operating surplus from the property portfolio and marinas.
Opportunity and Prosperity		

Māori Outcomes

Te Tiriti o Waitangi/the Treaty of Waitangi ('te Tiriti') is our country's founding document. It is the basis for an ongoing partnership between Māori and the Crown and recognises the unique and special place of Māori as tangata whenua (indigenous people of this land). Although the Crown is the primary te Tiriti partner responsible for the Treaty relationship, Auckland Council has a range of Treaty-based obligations to Māori, found in over 30 statutes, and in council's own policy documents. Our approach at the council is to act in 'the spirit of te Tiriti'.

Eke Panuku will implement the **Achieving Māori Outcomes (AMWO) plan**, developed with mana whenua, and report on progress quarterly. This plan responds to the council group **Kia Ora Tāmaki Makaurau**, the Māori outcomes performance measurement framework and mana whenua aspirations. Kia Ora Tāmaki Makaurau identifies ten strategic priorities to create positive outcomes for Māori collectively known as mana outcomes.

Eke Panuku will specifically contribute to five of the 10 mana outcomes:

1. **Kia ora te Hononga** – our regular engagement enables mana whenua to influence project outcomes and supports mana whenua to give names and cultural narratives to our projects.
2. **Kia Hāngai te Kaunihera** – we provide development and support for our staff to lift their collective cultural capability. This work enables us to support our te Tiriti-based obligations to Māori and become a culturally confident organisation.
3. **Kia ora te Ahurea** – we facilitate engagement between mana whenua and private sector development companies to ensure that the spaces we are building reflect mana whenua culture and identity. We also invite mana whenua to partner with us on the delivery of public spaces.
4. **Kia ora te Umanga** – we provide mana whenua with advance notice of properties we are intending to sell. If it is a development site, we have adopted a weighted criteria that supports Māori outcomes. If it is a disposal site to be sold with no required outcomes, we engage directly with mana whenua to determine interest in purchasing the sites before selling sites on the market. We also work with mana whenua to achieve social procurement outcomes within our commercial developments.
5. **Kia ora te Taiao** – we partner with mana whenua on our public realm sites to ensure that our work enhances the natural environment. Often, mana whenua applies Take Mauri Take Hono (a cultural health monitoring tool) to our projects to measure the cultural and environmental outcomes of our work.

The three-year Achieving Mana Whenua Outcomes (AMWO) plan is strategically aligned with **Houkura - Independent Māori Statutory Board (Houkura)** Issues of Significance. This means that as we deliver our programme to achieve positive outcomes for Māori, we will also be assisting Houkura to realise its aspirations.

Eke Panuku recognises the role of Houkura to assist Auckland Council to promote the cultural, economic, environmental, and social outcomes significant to mana whenua and mataawaka. Eke Panuku engages with Houkura at the board, management and operational levels. Eke Panuku values Houkura input on significant decisions within our work programmes.

Eke Panuku prioritises the relationships it holds with iwi mana whenua due to the level of resourcing available for this kaupapa. As the Council's urban regeneration agency, Eke Panuku recognises the important role iwi have as kaitiaki to protect the natural environment.

Eke Panuku also engages with mātāwaka entities in their role as developers, suppliers, businesses, and community advocates. **Eke Panuku will consider opportunities to strengthen engagement with mātāwaka overtime with support from Ngā Mātārae, Auckland Council Māori Outcome Unit and Houkura. We will deliver on our agreed sustainable procurement targets (Māori) – this includes using third party procurement specialists to connect us with appropriate Māori suppliers.**

Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan

Eke Panuku is committed to taking action to mitigate against climate change and improve our resilience. We incorporate climate change considerations into our decision-making. We have a Climate Change Strategy which responds to the direction and targets of Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan.

Our developments must meet minimum design standards (Homestar 6 or 7 and Greenstar 5 ratings by the New Zealand Green Building Council) and we use low-impact design and regenerative approaches to better manage the effects of storm events and increase resilience.

In our master planning we consider future climate impacts, risks, vulnerabilities, and responses for our locations.

Delivering well designed, intensive mixed-use developments, integrating land use and transport, and incorporating sustainable building approaches is a critical contribution to reducing emissions and the transition to a low carbon city.

We also seek to provide leadership by:

- adopting and implementing deconstruction methods to facilitate the reuse or recycling of materials, reducing landfill waste and carbon emissions.
- measuring and reducing our corporate emissions.
- working with the council group to improve understanding, visibility and management of climate risks across the group **to reduce the long-term cost to council and the community.**
- undertaking carbon assessment of capital projects to understand and reduce embodied emissions. **While responsible for only around 2% of the council group capex spend, measuring the whole of life greenhouse gas emissions and resilience potential for major Eke Panuku projects will contribute to council group performance measurement and knowledge.**

Eke Panuku will contribute to the preparation of a compliant group climate statement to ensure Auckland Council meets its reporting and record-keeping obligations as a climate reporting entity under the Financial Markets Conduct Act 2013. This includes preparing and maintaining proper climate-related disclosure records as required by Auckland Council. It will also include engaging with Auckland Council’s appointed auditor to prepare for assurance over group emissions disclosures from 2024/2025 onwards.

Contribution to other council strategies and plans

The table below shows how we support implementation of council plans and strategies. We are committed to working with the council to translate these and other council-led strategies into meaningful action, including to identify, align and prioritise actions that can be resourced.

Council Plan or Strategy	How we give effect and align to council plans and strategies
City Centre Masterplan	Leading the council group to implement the City Centre Action Plan, which guides the council group’s investment and programme of activity. Leading key development projects in the city centre and waterfront.
Economic Development Action Plan	Contributing to the “Local Tāmaki Makaurau” focus area, through implementing our <i>Thriving town centres: Guidance for urban regeneration in Tāmaki Makaurau / Auckland</i> . Strong, thriving and resilient local economies will provide the foundations to ensure that Auckland’s sub-regional economies and regional economy become more resilient, enabling greater economic prosperity.
Waste Management and Minimisation Plan 2018	Working towards zero waste events, reducing construction and demolition waste, and supporting sustainable procurement.
Auckland’s Urban Ngahere (Forest) Strategy 2019	Exploring opportunities to increase access for residents to open space, enhance or create ecological corridors and connections, protect mature, healthy trees and manage urban forest on council land.
Auckland Water Strategy 2022-2050	Supporting regenerative water infrastructure, access to water for recreation and amenity, and the protection, restoration, and enhancement of green and blue spaces. We promote water efficient homes, buildings, and places.

Future Development Strategy and Infrastructure Strategy	Working collaboratively with the council group to efficiently plan for and prioritise growth and intensification. Undertake asset management planning, repairs, maintenance, and renewals for continuation of levels of service delivery for existing assets.
Thriving Communities Strategy	Growing access and participation, community and intercultural connection and community resilience through our placemaking and projects.



Thriving Town Centres: Guidance for urban regeneration in Tamaki Makaurau Auckland, was adopted by Eke Panuku in early 2022.

Nature and scope of activities

Te āhua me te whānui o ngā mahi

We deliver urban regeneration across the city. We also manage and maintain approximately \$2.6 billion of the council’s non-service properties and provide property disposal and acquisition services.

Urban Regeneration in the Priority Locations

The map below illustrates the locations where Eke Panuku is leading urban regeneration.



Map of Eke Panuku town centres – Te Mahere o ngā Pokapū Tāone o Eke Panuku

How do we undertake urban regeneration?

Our aspirations for thriving town centres are set out in our Thriving Town Centres Guidance, endorsed by the council in 2021. We use the four levers, illustrated on page 5, to implement the urban regeneration plans for each location.

Lead agency lever - Eke Panuku facilitates support for a shared vision and urban regeneration plan for each location, leading an integrated council group response, coordinating stakeholder and community input, and driving implementation.

Commercial lever – Working with a range of development partners, Eke Panuku uses poorly performing and underutilised council-owned property assets to deliver residential and commercial development that supports regeneration plans. This involves site sales, acquisitions, land consolidation and other activities to unlock opportunities for the market. We undertake plan changes, create new infrastructure, and remove contamination. This enables higher quality development and increases yields and revenue for 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, beautiful and in many cases, award winning.

Public realm lever – Improving amenity - 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 council partners, we deliver capital projects such as new town squares and laneways, parks and playgrounds and improvements to the streets, walkways, and cycle networks. Often with multiple benefits, these projects assist in managing stormwater and reducing flood risk, increasing shade and shelter, reducing trips and carbon emissions, enabling recreation and healthy lifestyles, and improving safety.

Placemaking lever - Each community is unique. Through our placemaking programme we support communities undergoing significant change and build trust and knowledge through relationships to ensure that our regeneration supports the local identity and sense of place. We test design options and gather community feedback, and build community capacity, supporting social and economic outcomes.

Partnerships and relationships

Collaboration is critical to successful urban regeneration. We value partnerships and relationships with the people in our neighbourhoods, stakeholders and within the council group.

We proactively communicate and engage with communities and stakeholders on our urban regeneration work, finding opportunities for residents, businesses, and other stakeholders to get involved and help shape the future of their neighbourhoods. Our place-based engagement approach involves actively engaging local communities and stakeholders in decision-making processes that will directly affect their lives and environment. Through this engagement, we aim to foster ongoing dialogue to ensure that the needs and perspectives of the community are taken into consideration when making decisions about local initiatives or projects. This approach helps to build trust, transparency, and collaboration between all parties involved, leading to more effective and sustainable outcomes.

We do not take a ‘one-size fits all’ approach but recognise there are many ways to engage with our diverse communities. We consider appropriate channels and tools for each opportunity, from community surveys to more interactive tools such as Social Pin-Point, to face-to-face opportunities. Engagement provides us with meaningful insights and information to support sustainable decision-making.

We continue to focus on strengthening our relationship within the council group, ensuring we are efficient, aligned and working towards shared objectives.

Urban regeneration: Regional Programmes

Outside of the suburban town centres and city centre, Eke Panuku leads a number of other programmes that support urban regeneration across Auckland and bring in revenue for the council.

Once approved for sale by the council, Eke Panuku takes the sites that are no longer needed for council use to the market setting out essential design outcomes to be achieved. This programme provides revenue to the council as well as quality developments such as new homes and commercial spaces.

Eke Panuku is working with Auckland Council's Customer and Community Services team and local boards to identify opportunities to optimise the council service properties through reconfiguring the use of the properties and introducing, where suitable, new uses. This is under the "Service Property Optimisation Framework." Proposals to sell service properties, to reconfigure how services are delivered and to upgrade some properties, and the decision to proceed is made by the local board. Eke Panuku will contribute to the council-led taskforce on service property optimisation.

Eke Panuku has partnered with Auckland Transport and the Eastern Busway Alliance to ensure that property acquired in neighbourhoods along the busway route in Pakuranga, that is not needed for the infrastructure is developed successfully. Enabling residential and commercial development of the remaining sites will maximise the benefits of the Eastern Busway investment, both in terms of revenue and growing the catchment for passenger transport usage.

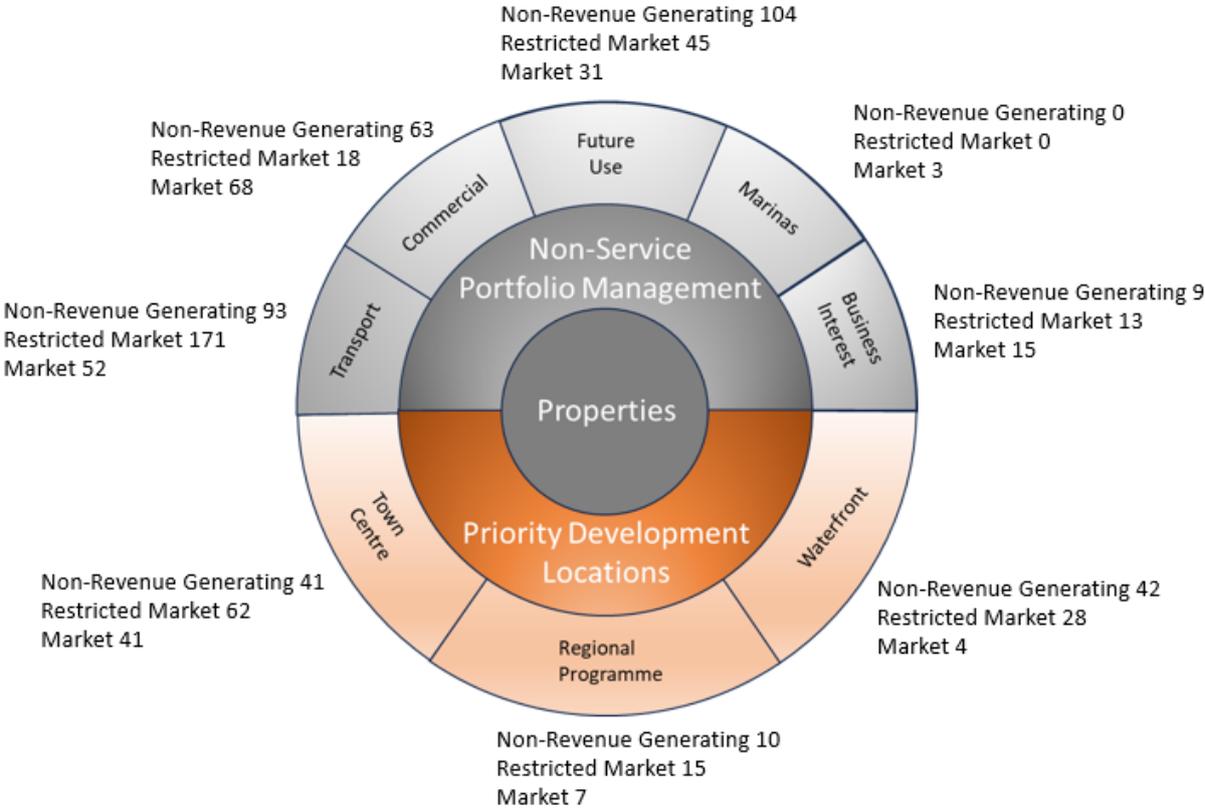
Property and Marina Management

Our portfolio management role includes the management of over 930 properties with a value of around \$2.6 billion that are not currently being used to deliver services to the community. ~~A number of these properties are not income producing. We work closely with the council group to develop shared objectives for the management of these properties.~~

~~The properties are located across the region. The types of properties include commercial, retail, and residential properties, including hospitality, homes, landfills, quarries and forestry. The objectives for sites vary. Some are within Eke Panuku priority development locations and will be developed in the medium term to support urban regeneration, such as the Northcote town centre. Some properties are held for future transport projects or other intended uses. Some are business interests held for commercial returns, and some are surplus to council requirements and are awaiting sale. Within this portfolio some properties serve different purposes and may be non-revenue producing or are otherwise restricted in use. We also manage and operate the three council-owned marinas in the city centre.~~

~~The following diagram illustrates the number of properties associated with each of the sub-classifications falling under Eke Panuku's main roles of Non-Service Portfolio Management and Priority Development Locations. It shows the current categorisation into revenue generating capacities, highlights the sub classifications where market revenues are more likely (e.g. Commercial and Marinas) and others where other outcomes drive revenue earning abilities (e.g. Waterfront and Future use). highlights the significant proportion of non-revenue generating properties and those that do generate revenue but have some form of market restriction on what can be earned.~~

Property Portfolio Profile – properties earning market return, properties with some form of restriction earning a return and non - revenue generating properties.



Our role is to drive strategic and optimal value from council group property assets in order to provide revenue for council **and deliver on other outcomes**. We optimise the returns from the property portfolio and maintain the properties to be fit-for-purpose in alignment with council group’s wider objectives. **This can mean anything from leasing out at market rates to reducing expected returns to ensure public access, meet short term requirements or reflect current market conditions.** We provide tenancy management, assets and facility management, property maintenance and renewals, and marina management.

We will endeavour to deliver an improved commercial return on the portion of the portfolio that can be leased commercially. In FY25 we will maintain high occupancy of properties and deliver the SOI financial return targets.

The city centre marinas provide world-class facilities for recreational boating, fishing, tourism, and the marine industry. The marinas also enable the public to enjoy access and views along the water’s edge. Our activities include leasing of berths, repair and renewal of assets and new developments. We also co-host national and international marine events.

Our goal is to optimise the returns from the marinas, provide quality infrastructure and continue to improve marina customer experience.

Westhaven has 1,800 berths. Fifty three percent (53%) of the berths are on a full rental model. The remaining 47% of the berths were prepaid to Ports of Auckland circa 35 years ago. Berth owners pay operating expenses, but no annual rental income is received. We will work with council to develop an appropriate strategy for the berth licences which expire in 2026 and 2029.

Our operating environment – risks, challenges and opportunities

Ngā tūraru, ngā wero me ngā huarahi wātea

There are many factors that impact on the delivery of Eke Panuku programmes and achievement of performance targets. We will update the shareholder on the status of the issues, risks, and opportunities in our quarterly shareholder reporting.

- **Property market** – the economic outlook for New Zealand is uncertain. With increased interest rates, high construction costs, and tighter lending requirements, the property market is subdued. This increases the time to find development partners and complete site sales, increases conditional agreement periods, and impacts strategic outcomes and sales revenue. *We will continue to monitor changes in the property market and construction sector. We will seek to maintain momentum in site sales where it is prudent and there is partner interest.*
- **Construction sector** – our ability to deliver capital projects including public realm improvements and renewals is affected by price escalation in the wider construction sector. This also impacts the ability of our partners to meet development milestones. *We will consider the use of alternative materials for capital works, and we will carry out due diligence as part of contractor or development partner selection. We will optimise existing assets before embarking on new capital projects.*
- ~~**Talent retention and staff wellbeing** – there remains competition in the market for specialist skills in urban regeneration, planning and design, development, and project management. Organisational change across the council group arising from reduced funding and new service models creates uncertainty and high workloads. *We will implement our people strategy to support the retention and attraction of skilled staff, which is key to our delivery performance, monitor staff engagement and continue to build relationships across the group.*~~
- **Dependencies** – our programme delivery is impacted by development partner, existing tenant, and council group dependencies, often out of our control. Examples include the timing of development staging by a private partner linked to market pre-sales, the preparation of a community needs assessments by council, **meeting regulatory requirements** and the release and vacating of a council property for renewal or development. *We will continue to align our planning with the council group, be more conservative in our project planning, and communicate risks to projects associated with dependencies that are out of our control.*
- **Failure or prolonged unavailability of infrastructure assets** – we manage infrastructure assets such as wharves, bridges and seawalls that support services to the public. Some of the assets are old and have exceeded design life. *We will ensure the asset management plans are up to date to inform our asset repairs, maintenance and renewals, and work with council on future funding requirements.*
- **Climate change** – climate change has the potential to impact the property portfolio and is a key consideration in regenerating town centres. *The potential impacts will be considered as part of our property and asset management activities. In leading urban regeneration, we ensure that climate change impacts and risks are considered in our planning and projects, and opportunities for lower cost climate positive solutions are investigated/explored.*

About us

Ngā kōrero mō mātou

Working in partnership with the council group

Auckland Council works in partnership with its CCOs. The agreed approach to governance is outlined in the CCO Accountability Policy and the *Auckland Council: Statement of Expectations of substantive council-controlled organisations*, July 2021.

Key engagement and reporting include:

- CCO Direction and Oversight Committee – Statement of Intent, performance, opportunities, and risks through the quarterly reporting.
- Planning, Environment and Parks Committee – direction on urban regeneration planning and strategic outcomes.
- Governing Body – decisions on asset recycling and mandate.
- Transport and Infrastructure Committee – projects and programmes that have a significant impact on the region’s transport strategies or infrastructure.
- Local boards – direction and input on projects and programmes that have impact on their local areas and communities, through regular engagement and joint CCO quarterly reporting.

Eke Panuku Board

Eke Panuku Board has **six** directors who bring a broad range of experience, for example, in property development, urban regeneration, design, and health and safety.

The Board Charter sets out the principles of corporate governance that assist the board in performing its duties. It outlines the various roles, responsibilities, and authorities of the board of directors, both individually and collectively, in setting the direction, the management and control of the business.

The board’s core responsibilities are to:

- negotiate the Statements of Intent with the council.
- act consistently with the guidelines provided in the Statement of Expectations.
- actively review and direct the overall strategy, policies, and delegations.
- obtain full and timely information to discharge its obligations.
- identify, evaluate, and mitigate identifiable risk factors.
- manage and monitor the Chief Executive’s Performance.
- provide leadership in relation to key stakeholders.

The Eke Panuku Board is supported by an Audit and Risk Committee.

The Eke Panuku Board has a regular programme of meeting with local boards in the locations where we work to discuss their aspirations and how we work together. The board visits the locations to see the projects first hand and discuss the local urban regeneration challenges and opportunities.

Regular engagement with mana whenua is supported by a bi-annual Rangatira hui.

Board directors have a keen interest in the Eke Panuku team – supporting the executive’s focus on leadership, engagement, development, wellbeing, and culture. The board undertakes health and safety audits, visiting construction activity and business interests, and supports the overall health and safety culture.

The Eke Panuku Board approves all projects and site sales through application of a project management framework that is directly linked to board delegations; including programme business cases, development outcomes and “go to market” strategies.

Board meetings

Ngā hui a te poari

Eke Panuku is required to **hold two public meetings** a year under the Local Government, Auckland Council Act 2009.

Meeting purpose	Date	Form of Public Notification
Consider shareholder comments on draft SOI	July 2024	Advertisement in NZ Herald at least two weeks prior to meeting and on Eke Panuku website five working days prior.
Consider performance against SOI targets	October 2025	

All Eke Panuku board meetings are open to the public. Members of the public wishing to be heard on issues relevant to Eke Panuku, can email their request in advance of each meeting via the Eke Panuku website. A public-excluded session will be held at each meeting to discuss confidential matters.

Agendas and board papers (with confidential information redacted) are posted on the Eke Panuku website (ekepanuku.co.nz) three working days prior to each meeting.

Mana whenua iwi are individually invited to present to the Board about any matters of interest. From time-to-time board meetings are held at various locations around Auckland to enable the Eke Panuku Board to meet with local boards.

Making more information available

Eke Panuku is committed to being an accountable and transparent organisation. To this end, we readily make information available to our shareholder, our stakeholders, and the public.

Eke Panuku publishes corporate information on its website to ensure the public understands our organisation and the work we do.

Publicly available information includes Eke Panuku board reports, quarterly reports, engagement strategies, stakeholder and community insights, corporate costs, and up-to-date project information.

Part 2 – Statement of performance expectation 2024/25

He tauākī mō ngā whāinga e pā ana ki te whakatutuki i ngā mahi

How we deliver – three-year programmes 2024-27

Tā mātou e whakatutuki ai – Ngā tau e toru e tū mai nei

This Statement of Performance Expectation section sets out the key initiatives and projects that will be delivered across the programmes during the period 2024-2027.

The projects within our programmes are prioritised within the capital expenditure budgets included in the Council LTP 2024-34. We have ensured that we continue to maintain a level of activity across all the current priority locations and that we continue to plan and build a pipeline of projects for the future.

We will continue work on advancing the sale of major development sites to achieve revenue for council and development outcomes. These will progress to market, or meeting conditions of existing agreements, subject to the prevailing market conditions. We will also continue public space and amenity capital work that support these major developments.

Indicative environmental benefits of the projects listed include new lower carbon sustainable homes and commercial spaces; increased resilience to sea level rise and flooding; stormwater treatment; support for increased use of sustainable transport such as public transport and active modes; enhanced green spaces, planting and wetlands, and contamination remediation.

Urban Regeneration Programmes by location

Te Hōtaka Whakarauora I ngā Wāhi o te Tāone

Detailed below are some of the significant projects in our programmes over the first three years of the LTP. There are a number of risks associated with the timely delivery of these projects and programmes, outlined in Part 1.

NORTH		
NORTHCOTE Staged redevelopment of town centre delivering shops, eateries, new homes, and an extended community hub and improved roading connections. Link: https://www.ekepanuku.co.nz/neighbourhoods/northcote/		
2024/2025 project delivery		Indicative programme benefits
Northcote town centre development – creating new homes, upgrading retail offering and public space.	Progress the process to select a preferred developer.	Approx. 570 new homes and 10,000 sqm of new commercial floor area
Northcote town centre streets – extending Ernie Mays Street, a key part of the road network.	Final business case, developed design and resource consent lodged.	2800 sqm of new and upgraded streetscape.
Northcote community hub and Puāwai / Cadness Reserve upgrade – refurbishing and extending the Northcote Library building to a multi-purpose community hub and upgrading Puāwai / Cadness Reserve to make a better outdoor space that integrates with the community hub.	Final business case, developed design and resource consent lodged.	1500 sqm of new and refurbished community hub space and 6800 sqm of upgraded open space.
2025-2027 project delivery (following 2 years)		

<ul style="list-style-type: none"> Northcote Central – agree development agreement and progress development sites with selected development partner/s. Northcote community hub – commence construction. Northcote town centre streets – commence construction of Ernie Mays Street. 		
TAKAPUNA Sale of development sites to enable high-density residential developments, retail and commercial space supported by new public spaces and amenity improvements already delivered. Link: https://www.ekepanuku.co.nz/neighbourhoods/takapuna/		
2024/2025 project delivery		Indicative programme benefits
Auburn Street development site – high-rise build-to-rent residential and commercial outcomes.	Progress site sale to unconditional stage.	Approx. 300 new homes and 1500 sqm of new commercial floor area.
Anzac Street development site – creating new homes and commercial offering within five developments surrounding Waiwharariki Anzac Square	Progress first development block with development partner to commence construction.	Approx. 150 new homes.
2025-2027 project delivery (following 2 years) <ul style="list-style-type: none"> Anzac Street/ Hurstmere Road development site – progress development of the first of five development blocks surrounding the completed Waiwharariki Anzac Square with developer. Progress the staged sale and development of remaining sites, closely monitoring achievement of development outcomes. Auburn Street development site – progress development with developer. 		

CENTRAL		
CITY CENTRE Our role is to lead the council group to implement the City Centre Masterplan, focussing on the agreed priorities set out in the City Centre Action Plan. Link: https://www.ekepanuku.co.nz/neighbourhoods/city-centre/		
2024/2025 project delivery		Indicative programme benefits
Continue to foster city centre development partnerships - facilitate and deliver on current development opportunities including: <ul style="list-style-type: none"> Downtown Carpark redevelopment. Symphony Centre. Bledisloe House. 	<ul style="list-style-type: none"> Downtown Carpark – work with developer to achieve project outcomes, delivering a high-quality, sustainable, and mixed-use development that contributes positively to Auckland’s cityscape. Work with Auckland Transport to operate the carpark until required for development. Symphony Centre progress development agreement to unconditional stage. Bledisloe House progress development agreement. 	Downtown Carpark: 80,000 sqm of new commercial and retail floor area. Approx. 200 new homes.
City Centre Action Plan – integrated planning and investment	<ul style="list-style-type: none"> Update action plan in response to Long-term Plan decisions. Continue to work across the group and key stakeholders, including city centre advisory panel, to provide an integrated view of key investment priorities. Develop precinct regeneration plans to support cross agency development sequencing and investment. 	Aligned investment priorities and best for city centre decisions. Maintaining and growing the city centre population.

	<ul style="list-style-type: none"> Implement initiatives to support existing residents and encourage future residential growth to ensure the city centre is an attractive place to live 	
Improving the experience of the city centre - working across the council group, the Crown, social services, and community groups to continue to improve the experience of the city centre for the people that choose to live, work, play and study here.	<ul style="list-style-type: none"> An integrated city centre safety and wellbeing action plan, setting out a clear governance structure and clarifying roles, responsibilities, and resources. Implement the recommendations developed in response to the Te Komititanga Place Pilot, to help ensure this area is vibrant and well-functioning. 	Alignment across council group agencies and our partners on key actions to address safety, perceptions of safety and wellbeing outcomes for the city centre
Maximise benefits of CRL - continue to work across the council group to ensure the city centre is in a position to take full advantage of the project's enormous benefits.	Continue to support the delivery of Karanga-a-Hape, Te Waihorotiu (midtown) and Te Waitemata Station Neighbourhood programmes and key initiatives to maximise benefits.	Clarity and alignment on the key initiatives being delivered by the council group to maximise the regeneration benefits of the investment in CRL.

2025-2027 project delivery (following 2 years) <ul style="list-style-type: none"> Work with our development partner Malaysian Resources Corporation Berhad (MRCB) to build the mixed-use Symphony Centre upon the completion of the City Light Rail, Te Waihorotiu station. Continue to work with our development partner on the redevelopment of the Downtown Carpark to deliver a high-quality, sustainable, and mixed-use development that contributes positively to Auckland's cityscape. Develop integrated regeneration programmes for each of the city centre precincts that will input into the 2028-2038 Long-term Plan process. 		
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MAUNGAWHAU Commence a market process to seek private sector partners and investment. Work with Kāinga Ora to deliver new homes surrounding the emerging rapid transport network (City Rail Link). Link: https://www.ekepanuku.co.nz/neighbourhoods/maungawhau-and-karanga-a-hape/
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2024/2025 project delivery <ul style="list-style-type: none"> Commence statutory process with Whenua Haumi Limited Partnership for three mixed-use development sites adjacent to the new Maungawhau Station subject to rights of first refusal. Collaborate with AT and CRL to agree plan for transitional use of development sites post CRL project completion.
2025-2027 project delivery (following 2 years) Reach conditional agreements for mixed-use developments across Maungawhau precinct.

WATERFRONT Continue to progress the delivery of public realm projects, monitor the delivery of development outcomes by our development partners and take a new development site to the market. In Wynyard Quarter, progress the delivery of - Te Ara Tukutuku Plan. Link: https://www.ekepanuku.co.nz/neighbourhoods/wynyard-quarter/ Link: https://www.ekepanuku.co.nz/neighbourhoods/westhaven/

	2024/2025 project delivery	Indicative programme benefits
Precinct Stage 3 development – this includes three commercial buildings with a 5 Greenstar	Construction completion by 31 March 2026 This is built by our development partner.	22,000 sqm of new commercial floor area and

rating, basement car parks, public open space, and public laneway.		750 sqm of new or upgraded public space
North Wharf development site – mixed-use development on the waterfront.	Achieve a conditional long-term lease agreement.	6,600 sqm commercial floor area.
Te Ara Tukutuku (Wynyard Point) planning and design – this covers five hectares of open space, laneways, stormwater, utilities, landscaping, lighting, and seawall raising that supports mixed-use development.	Complete Public Engagement on Concept Plan by December 2024 .	50,000 sqm of new public space and new and upgraded infrastructure to support residential and commercial development
Westhaven Seawall Upgrade – providing protection from wave overtopping during storm events and prevention of damage to property.	Complete construction by June 2025 .	1500 sqm of upgraded infrastructure and public space .
Central wharves masterplan	Initiate the masterplanning process for the central wharves, working with the council group and engaging with key stakeholders, interest groups and mana whenua.	Agreed plan and investment priorities to enable ferries, cruise and public access
Swimming facility at Karanga Tidal Steps	Completing design, health and safety and operational planning for a new pontoon structure, ready to be opened to the public in summer 2024.	New swimming facility in the city centre.
Water Edge Response Works—ensures that spaces across the key wharves in the waterfront precinct are accessible and safe for public and marine uses. Geographic locations are Wynyard Wharf South, Halsey Wharf West, Queens Wharf, North Western Edge, Wynyard Crossing Bridge Infill Panels, and the Tidal Steps Jumping Platform.	Complete capital works at Tidal steps by November 2025.	2900 sqm public space. Halsey Wharf and Wynyard Wharf South: 860m of new balustrades already completed.
2025-2027 project delivery (following 2 years) <ul style="list-style-type: none"> Progress Te Ara Tukutuku project design phase and early works. Deliver public art project along Daldy Street. Progress North Wharf site. Continue to monitor development outcomes delivered by other development partners in the Wynyard Quarter. Progress central wharves masterplan process. 		
WEST		
AVONDALE		
Working with partners, stakeholders, Kāinga Ora and the council family to create new, high quality residential neighbourhoods, public spaces and a purpose-built community facility. Link: https://www.ekepanuku.co.nz/neighbourhoods/avondale/		
2024/2025 project delivery		Indicative programme benefits
Avondale Central development – is a significant, sustainable, mixed-use residential development staged over six years.	Progress the implementation of the Development Agreement with Marutūāhu Ockham Group.	Approx. 600 new homes and 400 sqm of new and upgraded public space.
Te Hono - Avondale community hub and town square – integrating the town square	Complete detailed design for the town square.	5300 sqm of new public space.

with the Auckland Council-led Avondale community hub.

2025-2027 project delivery (following 2 years)

- Continue supporting and monitoring outcomes for Avondale Central delivered by development partners alongside progressing **Te Hono** community hub and the **Avondale town square**.



Avondale town centre



Te Hono

HENDERSON

Investment of public realm projects will improve connectivity within the town centre to enable walking, cycling and more amenities. We will work with development partners undertaking residential development in Henderson Valley Road and Laidlaw College which acquired parts of the former Waitakere City council site.

Link: <https://www.ekepanuku.co.nz/neighbourhoods/henderson/>

2024/2025 project delivery		Indicative programme benefits
Wai Horotiu Henderson connection (formerly Oratia Link cycleway) – including a bridge over Oratia Stream and elevated connection in Newey’s Reserve.	Complete developed design and final business case for stage one of the project.	6,500 sqm of new shared pedestrian/ cycle path and public space.
Catherine Plaza – to enhance connections, activation, outdoor dining space, and landscaping.	Commence construction.	900 sqm of upgraded public space.

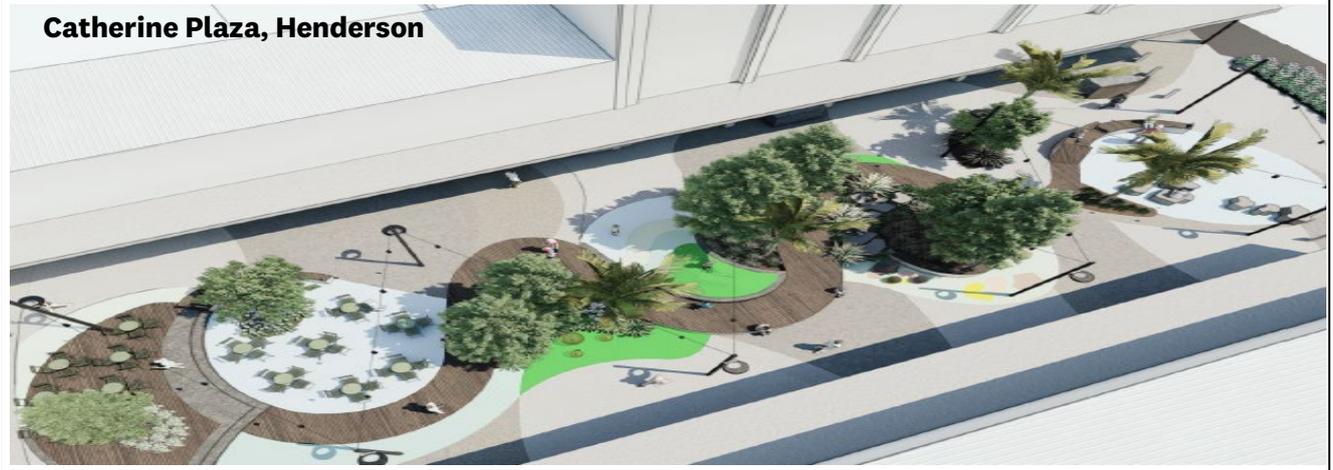
2025-2027 project delivery (following 2 years)

- Edmonton Road site – advance plans with owner to enable development of site.





Wai Horotiu Henderson



Catherine Plaza, Henderson

ISTHMUS

ONEHUNGA

Facilitating new retail and housing choices supported by new public spaces and enhancing connectivity in the town centre.

Link: <https://www.ekepanuku.co.nz/neighbourhoods/onehunga/>

2024/2025 project delivery		Indicative programme benefits
Waiapu precinct – mixed-use residential, commercial developments and new public space, including a playground and connections across the town centre.	Commence construction of enabling works.	10,300 sqm of upgraded public space, 3500 sqm of new commercial floor area. Approx. 120 new homes.
Waiapu Lane and Selwyn Street development sites – new supermarket development.	Progress the sale.	4000 sqm of new commercial floor area (Supermarket).
Waiapu Precinct site acquisitions – properties are in a strategic location adjacent to land that the council owns.	Conditional sale and purchase agreement achieved.	Acquisition of sites to enable two urban renewal development sites and better connections in the town centre.
Town centre to wharf connection – create a safer and more accessible connection from the town centre to the wharf.	Complete planning and apply for Resource Consent.	5300 sqm of new public space (cycloway and pedestrian path)

Onehunga wharf public space – create public space to be used by the community in the medium term.	Final business case approved.	12,000 sqm of new public space.
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- 2025-2027 project delivery (following 2 years)**
- Church Street – agree bus network changes with Auckland Transport, complete developed design and lodge consent.
 - Te Pumanawa Precinct acquisitions – initiate acquisition process for properties in Te Pumanawa Precinct required for urban renewal.
 - **Paynes Lane streetscape enhancement – enabling a key east-west pedestrian friendly corridor. Commence construction.**

PANMURE
 Development sites will be taken to the market to enable mixed-use development, increasing the vibrancy of the town centre and economic activity. Public realm investment will create a well-connected network of urban spaces in the centre that enhances visitor experience and supports future residential growth.
 Link: <https://www.ekepanuku.co.nz/neighbourhoods/panmure/>

2024/2025 project delivery		Indicative programme benefits
Ellerslie-Panmure Highway development site – to enable a residential or commercial development.	New conditional development agreement reached.	3000 sqm of new commercial floor area
Basin View Lane development site – to enable a residential or commercial development.	Conditional development agreement reached.	Approx. 10 new homes or 600 sqm of new commercial floor area.
Lagoon Drive development site – to enable a residential or commercial development.	Conditional development agreement reached.	Approx. 10 new homes or 1000 sqm of new commercial floor area.
Kings Road development site – to deliver new homes.	Unconditional development agreement reached and consenting progressed.	Approx. 36 new homes.
Lagoon Edge Reserve Enhancement – creating an urban waterfront park adjacent to the existing Lagoon Pools.	Commence construction.	4800 sqm of new and upgraded public space.

- 2025-2027 project delivery (following 2 years)**
- Basin View Precinct – complete concept and developed design for enabling works including subdivision, infrastructure, and public space connections through precinct to enable a town square and mixed-use development sites.
 - Maungarei Connection – complete upgrade of Mountain Road connecting Panmure train station to Maungarei.
 - Jellicoe Street development site – reach a conditional agreement for a residential development.
 - Kings Road development site – reach an unconditional agreement for 36 new homes.
 - Ellerslie-Panmure Highway development site – reach an unconditional development agreement for residential and/or 300 sqm commercial.



SOUTH

MANUKAU

Implementing projects that support the transformation of Manukau City centre and its surrounds, including the Te Whakaoranga o Te Puhinui – The Puhinui Regeneration Strategy that aims to regenerate the Puhinui stream. We will continue to invest in public realm improvements increasing access, connectivity, safety and amenity, and prioritise property development projects that enliven Manukau’s vibrant heart.

Link: <https://www.ekepanuku.co.nz/neighbourhoods/manukau/>

2024/2025 project delivery		Indicative programme benefits
Progressing the development sites in Manukau - subject to market conditions.	Progress necessary statutory/legal processes and approvals.	Commercial, mixed-use, and residential developments.
Puhinui Regeneration – Te Aka Raataa Stage 1 Raataa Vine – construction of new walkway, shared path, stormwater and green infrastructure along stream corridor connecting central Wiri to the Botanic Gardens to support development.	Resource consent lodged.	13,300 sqm upgraded open space amenity after 2 years (FY26).
Puhinui Regeneration – Te Aka Raataa 1. Stage 1 Raataa Vine Construction of new walkway, shared path, stormwater and green infrastructure along stream corridor to support development.	Procurement initiated, with external parties invited. Project documents completed and published, inviting external parties to close the tender.	Stage 1 - 13,300 sqm of upgraded open space. Stage 2 – 26,200 sqm of new open space
Osterley Way Civic Streetscape Works – a 120m streetscape upgrade including two intersections with landscaping, new surfacing, lighting, wayfinding and separated cycleway.	<ul style="list-style-type: none"> Obtain Resource Consent, Obtain asset owner approval via Design Review Panel approval. Completion of tender documents. 	2200 sqm of upgraded streetscape.
Hayman Park wetlands – capital works to improve water quality treatment and extended detention for stream protection. A new shared pathway and open space amenity.	Resource consent granted.	15,600 sqm of upgraded open space.

2025-2027 project delivery (following 2 years)

- Progress site sales and monitor development partner progress with development sites.
- Progress design and construction of public realm upgrades including walking and cycling connections and streetscape upgrades in collaboration with Auckland Transport and Auckland Council.



PAPATOETOE

Develop new housing choices around the completed commercial developments of a shopping mall, supermarket and carpark to enable the centre to flourish and the community to thrive.

Link: <https://www.ekepanuku.co.nz/neighbourhoods/old-papatoetoe/>

2024/2025 project delivery		Indicative programme benefits
St George Street residential development (Piko Toetoe) – new homes built over the next 18 months.	Continue to support and facilitate construction progress and staged completion of units.	Approx. 82 new homes
Cambridge Terrace extension and car park – includes upgraded streetscape, laneways, and shared path / cycleway.	Construction commenced.	780 sqm of new and upgraded streetscape and 950 sqm of new shared path /cycleway.
Stadium Reserve Capital Works – provides high-quality open space and civic amenity to revitalise the town centre and support the use of the Allan Brewster Leisure Centre and developments.	Construction contract awarded for the Reserve.	5380 sqm of upgraded open space. 460sqm of new shared pedestrian/cycle path.
Chambers Laneway Capital Works – provides a high quality upgraded accessway to new developments and open space amenities.	Practical completion achieved.	1180 sqm of new public space.
2025-2027 project delivery (following 2 years)		
<ul style="list-style-type: none"> Complete the Cambridge Terrace extension and carpark, Stadium Reserve Capital Works and Chambers Laneway enabling and catalysing further private redevelopment to occur. 		
PUKEKOHE		
Support Pukekohe’s vibrancy, growth potential and unique character and identity by progressing site sales, new project investigations, design and completing a public realm upgrade. Link: https://www.ekepanuku.co.nz/neighbourhoods/pukekohe/		
2024/2025 project delivery		Indicative programme benefits
Edinburgh superblock – Flagship town centre development site for redevelopment.	Conditional Agreement achieved.	20,000 sqm of Gross Floor Area mixed use, including 27 homestar 6 rated new homes
Roulston Park Upgrade – an upgraded all-age-friendly playground in the park.	Construction commenced.	4600 sqm upgraded open space.
Double traffic light upgrade – at East, King, Manukau, and Massey roads.	Construction completed.	3325 sqm of upgraded public space
Market Precinct Capital Works – an upgraded Roulston St, Devon Lane and enhancements to the town square to support markets and events.	Resource Consent lodged.	3,500 sqm of upgraded streetscape and 500 sqm of upgraded public space.
2025-2027 project delivery (following 2 years)		
<ul style="list-style-type: none"> Roulston Park upgrade construction completed. Market Precinct construction completed. Edinburgh superblock development partner secured. Site sales programme continues. 		
URBAN REGENERATION - REGIONAL PROGRAMMMES		
Over the next three years:		
<ul style="list-style-type: none"> Continue work on the Eastern Busway Urban Regeneration programme in neighbourhoods along the route of the Busway in Pakuranga. Continue to progress the sale of various single sites that make up the ‘support’ development category and the general asset portfolio approved for sale and development by the council. Continue to work with local boards to deliver service property optimisation which is a development approach targeting sub-optimal council service assets. Continue to review the portfolio to develop a proposed pipeline of properties that feed into future development sites and contribute to the next LTP funding. 		

2024/2025 project delivery		Indicative programme benefits
Wasp Hangar and YDL development sites, Launch Road, Hobsonville – Sale of the site via development agreement to enable residential and commercial development.	Conditional development agreement achieved.	Approx. 1,750 sqm of new commercial floor space and 150 new dwellings
PS6 Wastewater upgrade works, Launch Road, Hobsonville - the installation of a new pump station to provide additional wastewater capacity for the remaining undeveloped vacant land in Hobsonville. This will allow the vacant land to be developed for housing purposes and supplement the existing wastewater system so an undercapacity situation does not arise.	Complete construction.	New pump station and associated upstream pipe connections.
Dominion and Valley Roads, Mount Eden site – this is a mixed-use development of sustainable dwellings and commercial space.	Work with developer to progress design and approvals as required in the development agreement.	Approx. 146 new homes and 600 sqm of new commercial floor area.
Haddington Drive, Ormiston – a residential development site.	Go to market to find a development partner.	Approx. 30 new homes.
Own Your Own Home portfolio – this is a housing scheme for older people which consists of 150 residential units over 14 village locations, 52 units are owned by council.	Progress sale.	Proceeds from disposal of council's interests in OYOH portfolio.
2025-2027 project delivery (following 2 years) Continue progressing sales in the programme.		
PROPERTY & ASSET RENEWAL PROGRAMME		
PROPERTY AND MARINA MANAGEMENT		
We manage council's non-service properties that include commercial, residential, waterfront public assets and Auckland City Centre marinas . We optimise return to the council. The focus is on asset management planning, new projects, asset renewals and planned maintenance , that involves maintaining levels of service for property, facilities and marina management. We will accommodate further marina growth where appropriate.		
2024/2025 project delivery		Indicative programme benefits
Wynyard Crossing Bridge – undertake a major mechanical, electrical, and structural refurbishment of the bridge to extend its operational use by 20 years.	Renewal completed.	A fully operational crossing bridge.
Manukau Harbour/ Wairopa Channel Works – renewal of channel navigational markers to meet NZ Maritime and international standards, Onehunga Wharf.	Complete construction.	Beacon, Channel Marker, and Buoy.
Shed E, Onehunga – situated on Onehunga wharf hard stand, land side of the wharf is a lightweight steel portal frame building in need of repair to extend its life span.	Commence construction.	Upgrade asset to maximise rental revenue.
Z Pier building at 31 Westhaven Drive – address current non-compliance issues and re-let the premises.	Complete construction.	Upgrade asset to maximise rental revenue.
2025-2027 project delivery (following 2 years)		
<ul style="list-style-type: none"> • Progress Westhaven AC to AG Pier upgrade. • Continue the work to agree a berth occupancy model at Westhaven marina post the berth the reversion dates in 2026 and 2029, when current leases expire. • We will also continue to maintain the condition of assets and properties with our asset renewal and maintenance programmes. 		



Performance measures and targets

Ngā ine me ngā pae whāinga

Eke Panuku has an agreed set of performance measures and targets which form the basis of accountability for delivering on the council's strategic direction and priorities. Eke Panuku has significant and material performance measures relating to the value it creates through its two core business activities, urban regeneration and property portfolio management. These are reported to the shareholder on a quarterly basis.

The performance measures and targets are as follows:

Key Performance Indicator		Actual 22/23	Annual Plan	Targets		
			23/24	24/25	25/26	26/27
Urban regeneration programmes and projects						
1	Net new dwellings (housing units) ¹ - LTP performance measure	Achieved 364	60	157	179	360
2	Public realm - square meters ²	Achieved 14,952 sqm	7,000 sqm	7000 10,000 sqm	7000 10,000 sqm	10,000 7000 sqm
3	The percentage of significant capital Capital project milestones approved by the board achieved - LTP performance measure ³	Not Achieved 67%	80%	80%	80%	80%
4	Achieve board approved Transform and Unlock (T&U) sales for the financial year through unconditional agreements ⁴	Not Achieved \$13.7m	\$40m	Target approved by Board \$45m 16m	Target to be approved by Board annually	Target to be approved by Board annually
5	The asset recycling target agreed with the Auckland Council ⁵	Achieved \$87.7m	\$115m	Target agreed annually with Auckland Council \$45m 60m	Target agreed annually with Auckland Council	Target agreed annually with Auckland Council
Property Portfolio and Marina Management						
6	Annual property portfolio net operating budget result agreed with the council achieved ⁶ - LTP performance measure	Achieved \$25.4m	\$19.4m	\$18m	\$16m	\$17m
7	The monthly average occupancy rate for tenatable properties ⁷ - LTP performance measure	Achieved Commercial 94.0% Residential 97.1%	Commercial 90% Residential 95%	Commercial 90% Residential 95%	Commercial 90% Residential 95%	Commercial 90% Residential 95%
8	The percentage of marina customers surveyed who are satisfied with marina facilities and services ⁸	Achieved 90%	88%	88%	88%	88%
Sector Leadership						
9	Climate change mitigation - Significant capital project decisions consider and reduce carbon impacts.	New performance measure	New performance measure	A methodology is adopted to quantify the carbon impact of capital projects to	Performance target met	Performance target met

Key Performance Indicator		Actual 22/23	Annual Plan	Targets		
			23/24	24/25	25/26	26/27
				inform decision making. Application and testing of methodology and development of performance measure and targets for FY26.		
10	Creating positive outcomes for Māori Deliver a number of ongoing or new significant initiatives that support Māori Outcomes ⁹	Achieved 51	40	40 10	40 10	40 10
11	Enhancing the relationship between Eke Panuku and mana whenua. Increasing the percentage of satisfaction with the support they receive from Eke Panuku ¹⁰	Achieved 56%	5% increase on previous year	Maintain or improve on previous year	Maintain or improve on previous year	Maintain or improve on previous year
12	The percentage of complaints received by Eke Panuku are resolved within 10 working days.	Achieved 100%	80%	80%	80%	80%

¹ Eke Panuku enters into development agreements with partners on the sale or long-term lease of council land and monitors the outcome of dwelling units built after the sale. Dwelling units are recognised when construction is completed by development partners. To manage risk, a certain level of presales needs to be achieved before development goes ahead and development partners have adjusted the timing of their construction starting.

² The public realm measure represents the areas in town centres that have been improved, renewed, or enhanced through capital projects. Improving the quality of the place also helps attract new investment. Types of projects include town squares, cycleways, footpaths, roads/laneways, playgrounds and other.

³ This measure demonstrates the different types of capital delivery projects within our pipeline of work. The projects reflect tangible milestones in project lifecycles and are included to illustrate projects at different phases such as construction start/finish, design, consent, and approval by key stakeholders.

⁴ This measure relates to total value of properties sold unconditionally or leased long term in T&U locations during the financial year. The property sales help fund reinvestment in the T&U locations and town centres.

⁵ This measures the total value of properties sold unconditionally or leased long term (excluding sales in T&U locations). The asset recycle target is agreed with Auckland Council during the annual plan or LTP planning process and contributes to council funding. The asset recycle target is calculated like the T&U sale target.

⁶ 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 as part of the annual plan, the 12-month actual result is compared to budget.

⁷ This measures a rolling 12-month average occupancy of tenantable properties over the 12 months of the financial year.

⁸ The marina satisfaction survey is carried out by independent service provider.

⁹ Eke Panuku supports Māori outcomes through implementation of the Achieving Māori Outcomes (AMO) plan. Initiatives may relate to culture and identity, governance, economic, wellbeing or te taiao (the natural environment) outcomes. Initiatives include commercial development opportunities, major events and cultural elements. ~~The number of initiatives has been reduced in FY25 from 40 to 10 due to the focus on significant initiatives, such as engagement with development partners on significant development, or large events such as Matariki programme activities and large monetary investment into projects to deliver strong outcomes for Māori. This is a recommendation on the review of Eke Panuku performance measures by the council.~~

¹⁰ The Mana Whenua satisfaction survey is carried out by independent service provider.

FY25 – Capital Project Milestones

Ngā Pae i Taea mō ngā Kaupapa ā-Haupū Rawa

This list of capital project milestones relates to **performance measure 3** of the SOI.

More details on the projects are contained in the regeneration programmes in Part 2 of the SOI.

Location and Programme		Project	Deliverable milestone	Indicative Development results	Indicative project cost	
					FY25	Life
Isthmus	Onehunga	1. Waiapu Precinct public realm and enabling works	Commence construction	10,325 sqm of upgraded public space	\$5.0m	\$27.5m
	Panmure	2. Lagoon Edge Reserve upgrade	Commence construction	4800 sqm of new and upgraded public space	\$6.4m	\$9.3m
North	Northcote	3. Northcote Community Hub and Puāwai / Cadness Reserve upgrade	Lodge resource consent	1500 sqm of new and refurbished community hub space, 6800 sqm of upgraded open space	\$1.1m	\$24.7m
		4. Ernie Mays Street streetscape	Lodge resource consent	2800sqm streetscape	\$0.7m	\$12.0m
Renewals		5. Bascule Bridge upper structure	Complete construction	Maintain structural integrity of heritage asset.	\$1.0m	\$1.1m
		6. Shed 10 structural upgrade - Waterfront	Complete construction	Upgrade structure to building code standard	\$1.8m	\$4.5m
		7. Westhaven maintenance yard relocation	Complete construction	New marina maintenance yard	\$0.5m	\$0.5m
South	Manukau	8. Hayman Park wetlands	Resource consent granted	15,600 sqm of upgraded open space	\$1.0m	\$7.1m
		9. Puhinui Regeneration – Te Aka Raataa – Stage 1 Raataa Vine	Procurement initiated, with external parties invited. Project documents completed and published, inviting external parties to close the tender.	13,300 sqm upgraded open space	\$0.9m	\$4.6m
	Papatoetoe	10. Cambridge Terrace extension and car park	Commence construction	780 sqm of new and upgraded streetscape 950 sqm of new shared path/cycleway	\$6.0m	\$8.8m
		11. Chambers Laneway	Complete construction	1180 sqm new public space	\$2.7m	\$3.0m
	Pukekohe	12. Roulston Park upgrade of public amenities	Commence construction	4600 sqm upgraded open space	\$2.3m	\$2.7m
		13. Market precinct: Devon Lane, Roulston St & town square enhancements.	Lodge resource consent	3,500 sqm of upgraded streetscape 500 sqm of upgraded public space	\$0.5m	\$9.9m
Waterfront		14. Westhaven Seawall Upgrade	Complete construction	1500 sqm of upgraded public space	\$5m	\$8.8m
We	Henderson	15. Catherine Plaza	Commence construction	900 sqm of upgraded public space	\$1.9m	\$3.1m

Financial statements

Nga tauaka a-putea

Eke Panuku financial information is presented as follows:

- Summary of capital and operating revenue and expenditure – this is a summary of inflows and outflows which demonstrates the contribution Eke Panuku makes to the Council Group.
- Summary budgets of Eke Panuku as a company, and the budgets within Auckland Council for the properties that Eke Panuku manage on behalf of the council group.
- Significant business activities – a summary of activity-level budgets for property management and urban regeneration.
- Other financial information including the forecast financial statements and accounting policies of Eke Panuku.

Summary of capital and operational revenue and expenditure – inflows and outflows

The table below depicts the operational income and expenditure flows from Eke Panuku operations in a consolidated format, joining assets managed on behalf of Auckland Council, Auckland Transport and Eke Panuku. We have eliminated inter-entity transactions between Eke Panuku and Auckland Council. Capital inflows are based on when projected unconditional sales agreements are reached.

(\$million)	2024/25 LTP	2025/26 LTP	2026/27 LTP
Capital Inflows			
Selling council's surplus property	60.0	to be agreed	to be agreed
Selling or long leasing property to reinvest in urban regeneration locations	16.0	to be agreed	to be agreed
Third part capital contributions	3.8	-	-
Capital Outflows			
Investing in council group assets to support regeneration and asset renewals	98.9	86.0	82.3
Operational Inflows			
Revenue from property interests for council group assets	66.7	62.8	67.2
Operational Outflows			
Managing council group properties	19.5	18.7	19.3
Utilities and leases for council group owned assets	6.7	5.6	3.7
Rates on council group owned assets	7.7	6.9	6.3
Maintenance of council group owned assets	12.3	10.5	12.1
Consultation, negotiation and sales processes to sell council property	4.3	4.5	4.6
Leading regeneration of town centres, city centre and waterfront	23.8	24.6	24.9

Eke Panuku company budgets

This section outlines the budgets for the next three years, as contained in Council's Long-term Plan 2024-2034. This excludes the activities that Eke Panuku manages on behalf of the council, which are outlined separately in the next section.

(\$million)	2022/23 Actual	2023/24 Annual Plan	2024/25 LTP	2025/26 LTP	2026/27 LTP
Net Direct Expenditure / (Income)	19.4	24.2	24.1	23.9	25.0
Direct Revenue	18.3	17.6	19.6	20.0	20.0
Other direct revenue	18.3	17.6	19.6	20.0	20.0
Direct Expenditure	37.7	41.8	43.7	43.9	45.0
Employee benefits	31.0	33.3	36.3	37.2	38.1
Grants, contributions and sponsorship	-	0.1	0.1	0.1	0.1
Other direct expenditure	6.7	8.4	7.3	6.6	6.8
Other Key Expenditure / (Income)	(19.4)	(24.2)	(23.8)	(23.6)	(24.7)
Depreciation and amortisation	0.3	-	0.3	0.3	0.3
AC operating funding	(19.7)	(24.2)	(24.1)	(23.9)	(25.0)

Other direct revenue comprises recharges to the council for consultancy costs related to acquisition as well as staff time recharged to the council for marina activities and priority location operating and capital expenditure projects. Other expenditure includes director's fees, audit fees, consultancy, corporate communication, office and administration costs.

Property managed on behalf of Auckland Council

He rawa wāhi e whakahaerehia ana mā Te Kaunihera o Tāmaki Makaurau

This section outlines the budgets for the next three years in Auckland Council which are managed by Eke Panuku, as contained in the council's Long-term Plan 2024-2034. The commercial property portfolio includes non-service properties owned by the council throughout the Auckland region and Westhaven, Silo and Viaduct marinas.

(\$million)	2022/23 Actual	2023/24 Annual Plan	2024/25 LTP	2025/26 LTP	2026/27 LTP
Net Direct Expenditure / (Income)	(7.3)	(1.1)	(0.9)	0.8	(4.1)
Direct Revenue	49.5	45.3	48.3	42.6	46.8
Fees & user charges	1.8	1.9	1.7	0.8	0.8
Other direct revenue	47.7	43.4	46.6	41.8	46.0
Direct Expenditure	42.2	44.2	47.4	43.4	42.7
Employee benefits	0.1	-	0.1	-	-
Other direct expenditure	42.1	44.2	47.3	43.4	42.7
Other Key Expenditure / (Income)	13.5	10.8	14.0	19.2	20.2
Non-direct revenue	(0.7)	(3.8)	(3.8)	-	-
Depreciation and amortisation	22.0	23.0	25.5	27.2	28.4
Net finance (revenue) / expense	-	(0.1)	(0.3)	-	-
Share of (surplus)/deficit from Joint Venture	(7.8)	(8.3)	(7.4)	(8.0)	(8.2)

Other direct revenue includes rental and berthage income. Other direct expenditure includes repairs and maintenance, rates and utilities plus staff costs recharged by Eke Panuku to the council for marina and urban regeneration activities.

Financial information for significant business activities

Eke Panuku has two significant workstreams included in the Property Managed on behalf of Auckland Council, property management and urban regeneration.

Property Management - Operating Budgets

The numbers in the tables below do not reconcile with the Eke Panuku Managed Activities net surplus in the operating budget tables above, as the numbers below do not include consolidation entries between Council entities.

(\$million)	2024/25 LTP	2025/26 LTP	2026/27 LTP
Direct Revenue	57.9	54.1	56.0
Auckland Council Properties	32.7	28.9	28.0
Business Interests	0.3	0.4	0.4
Waterfront Public Space	0.5	0.6	0.6
Marina Operations	17.1	17.4	23.1
Marina Trusts	7.3	6.8	3.9
Direct Expenditure	36.7	32.9	29.9
Auckland Council Properties	15.1	13.0	11.2
Business Interests	0.8	0.6	0.6
Waterfront Public Space	6.1	5.5	5.6
Marina Operations	7.1	7.0	8.6
Marina Trusts	7.6	6.8	3.9
Net Direct Expenditure/(Income)	(21.2)	(21.2)	(26.1)
Auckland Council Properties (1)	(17.6)	(15.9)	(16.8)
Business Interests (2)	0.5	0.2	0.2
Waterfront Public Space (3)	5.6	4.9	5.0
Marina Operations (4)	(10.0)	(10.4)	(14.5)
Marina Trusts (5)	0.3	-	-

1. Eke Panuku manages council property assets which are not used to provide a council service. This includes commercial, residential properties, third party leases and many assets which do not generate revenue.
2. Business interests include the Joint Venture with Waste Disposal Systems, at Whitford and East Tamaki Transfer Stations, forestry interests and three quarries managed by third party operators. In addition to the direct revenue shown above there is a \$8.2m share of profit from the Waste Disposal Services joint venture, which is not shown as direct revenue, due to accounting treatment.
3. Eke Panuku manages the public space in the Wynyard Quarter that was previously managed by Waterfront Auckland. This includes costs for rates, security, maintenance, rubbish, lighting, and water.
4. Marina Operations includes three marinas – Westhaven, Silo and Viaduct and is the management and rental of berths owned by Auckland Council.
5. Marina Trusts - Eke Panuku manages two trusts in Westhaven which include berth entitlements owned by members of the public and Auckland Council.

Auckland Transport properties include residential and commercial properties that were acquired and are held for future roading projects. These are managed on its behalf by Eke Panuku. The net revenue generated from the optimisation of the sites, before they are demolished, or subdivided and sold, is transferred to Auckland Transport monthly. We have separated this activity out from the ones above as the net surplus is included in Auckland Transport’s operating budgets.

(\$million)	2024/25 LTP	2025/26 LTP	2026/27 LTP
Direct Revenue	3.9	3.5	3.4
Auckland Transport Properties	3.9	3.5	3.4
Direct Expenditure	3.4	2.7	2.3
Auckland Transport Properties	3.4	2.7	2.3
Net Direct Expenditure/(Income)	(0.5)	(0.8)	(1.1)
Auckland Transport Properties	(0.5)	(0.8)	(1.1)

Property Management - Capital Budgets

(\$million)	2024/25 LTP	2025/26 LTP	2026/27 LTP
Asset renewals	8.5	7.7	7.4

Asset Sales on behalf of the Council Group

(\$million)	2024/25 LTP	2025/26 LTP	2026/27 LTP
General asset sales	60.0	to be agreed	to be agreed

Auckland Council has sites in a wide range of locations that in many cases are no longer needed or are underutilised. Once approved for sale by council, Eke Panuku takes these sites to the market with essential design outcomes to be achieved. This provides revenue to council as well as quality developments, often providing new homes and commercial spaces.

Urban Regeneration - Operating Budgets

(\$million)	2024/25 LTP	2025/26 LTP	2026/27 LTP
Direct Revenue	1.8	0.6	0.6
Urban Regeneration	1.8	0.6	0.6
Direct Expenditure	14.7	14.6	14.6
Urban Regeneration	14.7	14.6	14.6
Net Direct Expenditure/(Income)	12.9	14.0	14.0
Urban Regeneration	12.9	14.0	14.0

This includes the cost of Eke Panuku staff working on these programmes, such as leading integrated master planning, place making, community and stakeholder communications and engagement and the predesign and due diligence work to get a capital project to a business case.

Urban Regeneration – Capital Budgets

(\$million)	2024/25 LTP	2025/26 LTP	2026/27 LTP
Isthmus	16.3	14.2	20.9
North	15.2	11.0	12.4
South	24.6	22.8	15.9
West	8.1	15.2	12.9
Waterfront	16.2	6.9	8.3
Transform and Unlock Locations	80.4	70.1	70.4
Regional (1)	10.0	2.2	2.2
Strategic development fund	-	6.0	2.3
Total	90.4	78.3	74.9

Improving amenity and infrastructure in town centres to attract investors, residents and visitors. Includes street or open space upgrades, town square, cycling and walking connections.

1. Regional programmes include the Eastern Busway, Haumaru, property optimisation, Ormiston, Hobsonville and sales in other locations with development outcomes attached that are not in Transform and Unlock locations.

Asset Sales and Long Leases

(\$million)	2024/25 LTP	2025/26 LTP	2026/27 LTP
Reinvestment - Transform and Unlock (1)	8.8	to be agreed	to be agreed
Waterfront long leases (2)	7.2	to be agreed	to be agreed
Strategic development fund (3)	-	to be agreed	to be agreed
Total	16.0	to be agreed	to be agreed

1. Unconditional Sales made in our Transform and Unlock locations of surplus council land, the proceeds of which are reinvested in the urban regeneration of our Transform and Unlock locations.
2. Pre-paid long leases in the Waterfront location are typically for 120 years and provide a cash inflow to council.
3. The strategic development fund is a \$100m revolving fund which enables the purchase of property which through agglomeration adds to the strategic outcomes or values of existing council owned sites with transform and unlock locations. When properties purchased are sold, the sales receipts are recycled back into the fund.

Other financial information

Ētahi atu pārongo ā-pūtea

The "other financial information" around shareholder equity is unchanged from previous years.

Current value of assets	The projected value of Eke Panuku total assets as at 30 June 2024 is \$16.9m
Shareholder equity ratio	The projected shareholder equity ratio for Eke Panuku as at 30 June 2024 is 65%
Accounting policies	Eke Panuku Development Auckland's accounting policies are consistent with those of Auckland Council group policies. The accounting policies are set out later in this section.
Financial reporting	Eke Panuku Development Auckland's financial reporting will be in accordance with requirements of the CCO Accountability Policy and Statement of Expectations.

Forecast Financial Statements

These forecast financial statements have been prepared for inclusion in the Statement of Intent 2024-2027 for Eke Panuku Development Auckland Limited. The information may not be appropriate for any other purposes. Actual financial results achieved for the periods covered are likely to vary from the information presented, and the variations may be material. It is not anticipated that there will be any factors that may lead to a material difference between information in the forecast financial statements and the actual financial results prepared in future reporting periods.

The forecast financial statements will be authorised for issue by the Board of Directors on 24 July 2024. The Board of Directors is responsible for the forecast financial statements presented, including the appropriateness of the assumptions underlying the forecast financial statements and all other required disclosures. The forecast financial statements have been prepared using the actual financial position as at 31 May 2024 as a starting point. It is not intended that these forecast financial statements will be updated after they have been authorised for issue.

Significant Assumptions

The forecast financial statements for 2024/25 have been prepared using the operating revenue and expenditure budgets for Eke Panuku approved by the shareholder, Auckland Council. The forecast financial statements for 2025/26 and 2026/27 have been prepared using the expected operating revenue and expenditure budgets for those years, however those budgets are subject to approval by the shareholder, Auckland Council, prior to the start of the respective financial years.

Forecast statement of comprehensive revenue and expense

(\$million)	2024/25 LTP	2025/26 LTP	2026/27 LTP
Revenue			
Revenue	43.7	43.9	45.0
Total Revenue	43.7	43.9	45.0
Expenditure			
Personnel costs	36.2	37.2	38.1
Depreciation	0.3	0.3	0.3
Other operating expenses	7.5	6.7	6.9
Total Expenditure	44.0	44.2	45.3
Surplus/(deficit) before income tax	(0.3)	(0.3)	(0.3)
Income tax expense/(benefit)	(0.1)	(0.1)	(0.1)
Surplus/(deficit) after income tax	(0.2)	(0.2)	(0.2)
Other comprehensive revenue and expense			
Gains/(losses) on revaluation of property, plant and equipment	-	-	-
Tax on revaluation (gains)/losses	-	-	-
Total other comprehensive revenue and expense	-	-	-
Total comprehensive revenue and expense	(0.2)	(0.2)	(0.2)
<u>Surplus/(deficit) is attributable to:</u>			
Auckland Council	(0.2)	(0.2)	(0.2)
<u>Total comprehensive revenue and expense is attributable to:</u>			
Auckland Council	(0.2)	(0.2)	(0.2)

Forecast statement of changes in equity

(\$million)	2024/25 LTP	2025/26 LTP	2026/27 LTP
Equity at the beginning of the year	11.0	10.8	10.6
Total comprehensive revenue and expense			
Surplus/(deficit) for the year	(0.2)	(0.2)	(0.2)
Other comprehensive revenue and expense	-	-	-
Total comprehensive revenue and expense	(0.2)	(0.2)	(0.2)
Equity at the end of the year	10.8	10.6	10.4

Forecast statement of financial position

(\$million)	2024/25 LTP	2025/26 LTP	2026/27 LTP
ASSETS			
Current assets			
Cash and cash equivalents	-	-	-
Debtors and other receivables	8.1	8.1	8.4
Total current assets	8.1	8.1	8.4
Non current assets			
Property, plant and equipment	8.8	8.5	8.2
Total non current assets	8.8	8.5	8.2
Total assets	16.9	16.6	16.6
LIABILITIES			
Current liabilities			
Creditors and other payables	1.5	1.3	1.4
Employee entitlements	2.7	2.9	3.1
Provisions	0.1	0.1	0.1
Total current liabilities	4.3	4.3	4.6
Non current liabilities			
Deferred tax liabilities	1.8	1.7	1.6
Total non current liabilities	1.8	1.7	1.6
Total liabilities	6.1	6.0	6.2
Net assets	10.8	10.6	10.4
EQUITY			
Contributed equity	1.8	1.8	1.8
Accumulated funds	1.5	1.3	1.1
Asset revaluation reserve	7.5	7.5	7.5
Total equity	10.8	10.6	10.4

Forecast statement of cash flows

(\$million)	2024/25 LTP	2025/26 LTP	2026/27 LTP
Cash flows from operating activities			
Receipts from customers (inclusive of GST)	19.6	20.0	20.0
Operating expenditure funding from Auckland Council	23.5	23.9	24.8
Payments to suppliers and employees (inclusive of GST)	(44.5)	(44.9)	(45.7)
GST received from / (paid to) IRD	1.1	1.0	1.0
Net cash from operating activities	(0.3)	-	0.1
Cash flows from financing activities			
Advances from Auckland Council (net movement)	0.3	-	(0.1)
Net cash from financing activities	0.3	-	(0.1)
Net increase / (decrease) in cash and cash equivalents	-	-	-
Cash and cash equivalents at the beginning of the year	-	-	-
Cash and cash equivalents at the end of the year	-	-	-

Note to the Forecast Financial Statements

Significant Accounting Policies

The forecast financial statements have been prepared in accordance with the accounting policies expected to be used in the future for reporting historical general purpose financial statements.

a) 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.

b) 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

c) 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.

d) 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.

e) 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.

f) Cash and cash equivalents

Cash and cash equivalents include 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.

g) 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.

h) 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.

i) 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.

j) 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.

k) 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.

l) 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.

m) 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.

Breakdown of forecast revenue

(\$million)	2024/25 LTP	2025/26 LTP	2026/27 LTP
Other income	1.2	1.2	1.3
Service income from Auckland Council group	18.4	18.8	18.6
Funding from Auckland Council	24.1	23.9	25.1
Total Revenue	43.7	43.9	45.0

Breakdown of forecast other operating expenses

(\$million)	2024/25 LTP	2025/26 LTP	2026/27 LTP
Directors' fees and expenses	0.6	0.6	0.6
Lease payments under operating leases	-	0.3	0.4
Grants, contributions & sponsorship	0.1	0.1	0.1
Professional services	2.8	2.5	2.6
Repairs and maintenance	0.2	0.2	0.2
Utilities and occupancy	0.4	0.3	0.3
Other operating expenses	3.4	2.7	2.7
Total operating expenses	7.5	6.7	6.9

Shareholder comments on the Eke Panuku draft Statement of Intent 2024-2027	Page No and Response in the SOI
<p>General shareholder comments to all CCOs</p> <p>Financial and non-financial performance and quality advice</p> <ul style="list-style-type: none"> Final SOIs should reflect council’s decisions on the Long-term Plan 2024-2034 and financial statements should be fully populated consistent with these decisions and agreed with council’s Financial Planning staff. Decision making on the Long-term plan 2024-2034 confirmed a savings target of \$27.8 million for the Auckland Council Group in 2024/2025. This work will be led by the council’s Chief Executive. Contributions to this savings target may be required from Eke Panuku and Tātaki. All performance measure targets should be fully populated in final SOIs, with relevant measures and targets reflected from the Long-term Plan 2024-2034. We are seeking improved advice from CCOs. All advice to Elected Members on spending decisions should involve some effort to weigh costs and benefits and contestable advice. Further detail on requirements can be found in the Budget Responsibility and Transparency Rules. 	<ul style="list-style-type: none"> Priorities in the LTP reflected in the SOI such as Port Land. Budget and performance measures also align to the LTP 2024-34. We will work with the council's Chief Executive on any savings targets. No change. We already say in the foreword - <i>Eke Panuku uses a wide range of council group shared services and will continue to support efforts to achieve cost savings and value for money.</i> And we note cost savings and value for money on p6. Cost benefit is part of the process for any Business Cases or decisions papers. Added “including weighing up costs and benefits of spending decisions” p6
<p>Capital programme</p> <ul style="list-style-type: none"> The group’s focus for our capital programme should be on finishing what we’ve started, fixing what is broken, and getting the best out of what we have. We are therefore asking all CCOs to improve information on capital programmes / projects in SOIs. This should include budgets for all capital programmes and major projects. You should be transparent about what milestones you will achieve so that we can better measure progress. Further information is provided in the CCO specific comments below. 	<ul style="list-style-type: none"> We have enhanced the information on capital projects. The SOI notes that Eke Panuku make up a small percentage of the council’s capital programme. p10 Urban regeneration capital budget is provided for in priority locations. p38 Budgets added to projects in the capital milestones list.
<p>Māori outcomes</p> <ul style="list-style-type: none"> CCOs are to report on delivery progress on your Achieving Māori Outcome Plans in your quarterly performance reports. Direction will be provided by council’s Ngā Mātārae team for a whole of group approach in this area. Houkura - Independent Māori Statutory Board secretariat feedback has been provided to CCOs separately and considered by council in forming our comments. 	<ul style="list-style-type: none"> We will report through the quarter reports to the council. No change required in SOI. Added the following: p9 <p><i>Eke Panuku will strengthen engagement with mātāwaka overtime if there is support from Te Waka Kerewai, Auckland Council Māori Outcome Unit.</i></p> <ul style="list-style-type: none"> Performance measure on Māori Outcomes changed back to the past methodology and definition as requested by Houkura.
<p>Climate change</p> <p>As agreed in our Long-term Plan 2024-2034 decision making, we ask that CCOs:</p> <ul style="list-style-type: none"> incorporate climate change considerations (whole of life greenhouse gas emissions and resilience) into work programmes and decisions, based on realistic assessments target savings in operational and capital expenditure to areas where both cost and whole of life greenhouse gas emissions can be reduced, and not reduce well performing emissions reduction projects or investments focus on lowest cost delivery of climate positive projects work towards reducing the impacts of climate-related risks which also reduces long-term cost to council and community. CCOs should meet group climate-related disclosures requirements and ensure accountability through measurement and reporting, including of scope 3 emissions. CCOs should include a statement of commitment in the final SOI: <p><i>Contribute to the preparation of a compliant group climate statement to ensure Auckland Council meets its reporting and record-keeping obligations as a climate reporting entity under the Financial Markets Conduct Act 2013. This includes preparing and maintaining proper climate-related disclosure records as required by Auckland Council. It will also include engaging with Auckland Council's appointed auditor to prepare for assurance over group emissions disclosures from 2024/2025 onwards.</i></p>	<ul style="list-style-type: none"> Minor changes made to the wording on climate change. Added <i>While responsible for only around 2% of the council group capex spend, measuring the whole of life greenhouse gas emissions and resilience potential for major Eke Panuku projects will contribute to council group performance measurement and knowledge, page 10</i> New climate change risk added, page 17 - <i>Climate change – climate change has the potential to impact the property portfolio and is a key consideration in regenerating town centres. The potential impacts will be considered as part of our property and asset management activities. In leading urban regeneration we ensure that climate change impacts and risks are considered in our planning and projects, and opportunities for lower cost climate positive solutions are investigated/explored.</i> Added the reporting statement, page 10
<p>Group shared services</p> <ul style="list-style-type: none"> Final SOIs must include a commitment to progress the Group Shared Services programme at pace. This programme is being managed collaboratively by the Chief Executives of the group to deliver operational efficiencies. Council expects that CCOs will include this programme in final SOIs without any qualifications. 	<ul style="list-style-type: none"> Added to page 7 <i>Group Shared Services – Eke Panuku will participate in this programme being managed collaboratively by the Chief Executives of the group to deliver operational efficiencies.</i>

Shareholder comments on the Eke Panuku draft Statement of Intent 2024-2027		Page No and Response in the SOI
6	<p>Specific shareholder comments for Eke Panuku (Add changes to the programmes in SOI)</p> <p>Work programme</p> <p>Following decisions on the Long-term Plan, key projects need to be added to the work programme in the draft SOI, with an indication of the scope, roles and deliverables for FY25, including:</p> <ul style="list-style-type: none"> • Master planning for the central wharves, following the ports framework • Wynyard Quarter swimming pool (pontoon structure) around the Karanga Tidal Steps • Wynyard bridge asset renewal, due to be completed by the end of the calendar year • Refresh of current urban regeneration programmes and agreement of new urban regeneration locations • More detailed deliverables for the Maungawhau station development site • Work on storm damaged properties 	<p>Edits or new content added to cover all the projects listed:</p> <ul style="list-style-type: none"> • Central wharves planning Page 23, Karanga Tidal Steps pool Page 22, Wynyard bridge Page 28 • Refresh of urban regeneration programmes Page 6. Added - <i>The aim is to bring up all of the current locations to the Planning Environment and Parks Committee over the 3 years of SOI.</i> • Added - <i>Eke Panuku will commence a process with the council to select new urban regeneration locations.</i> • Maungawhau station Page 23 - Added <i>Collaborate with AT and CRL to agree plan for transitional use of development sites post CRL project completion.</i> • Storm damaged properties Page 7 - <i>Eke Panuku is providing a property acquisition service to the Auckland Council Storm Recovery programme. We will continue to work through the pipeline of more than 400 properties in the buyout programme and report on progress.</i>
7	<p>Risks</p> <ul style="list-style-type: none"> • The risks, challenges and opportunities section highlights your key risks and high-level mitigations. Please consider whether failure of infrastructure / public assets (for example wharves, seawalls and bridges) and impacts of climate change should be added to this section (along with mitigations). 	<ul style="list-style-type: none"> • Page 17 - failure of infrastructure assets and climate change risks added
8	<p>Current performance measures and targets</p> <ul style="list-style-type: none"> • Due to a slower property market, the target for net new dwellings has reduced from 290 to 157 for FY25 and from 330 to 179 for FY26. Given the ongoing reductions in target for this measure (from previous SOIs) and the medium-long term nature of Eke Panuku programmes, I would like this to be a topic for discussion at your 'deep-dive' at the CCO Direction and Oversight Committee work programme in September. • The target for public realm square metres has reduced from 15,000 to 7,000 for FY25. Please can an explanation for the reduction in the target for FY25 be provided. I note that future targets will be reviewed annually. Given this reduction in activity can you please report on the savings, staff and operating costs. • The delivery of ongoing or new significant initiatives that support Māori outcomes has also reduced from a target of 40 in FY24 to 10 in FY25, in part because many initiatives are now business as usual. Please can you consider whether this measure should be refined to reflect the core Māori outcomes that Eke Panuku are seeking to deliver e.g. cultural or commercial outcomes. As described above, all CCOs will be required to report on progress on Achieving Māori Outcome Plans in your quarterly performance reports. • We understand that an asset recycling target of \$60 million and a transform and unlock sales target of \$16m was agreed by your board on 22 May. Please can further information be provided, to ensure there is clear oversight of the asset sales pipeline, in particular the main sales assumed for the FY25 targets. • The capital project milestones is a useful performance measure for assessing delivery. Capital project costs need to be added to the table (where possible) to provide assurance that these projects are a reasonable proportion of capex spend for the financial year. 	<p>Noted : topic for discussion at our 'deep-dive' at the CCO Direction and Oversight Committee work programme in September 2024 as part of CCO meeting.</p> <ul style="list-style-type: none"> • New increased targets confirmed for public realm performance measure on page 30. • Explanation for changes provided in board report. No savings to report in staff and operating costs from a reduced target as the majority of costs are external at this delivery stage of the project. • To address concerns we have reinstated Māori outcomes performance measure on page 31. • We will report quarterly on the implementation of the Achieving Māori Outcome Plan. • Confirmed sales targets for Asset recycle and Transform and unlock performance measures on page 30. • Capital project costs have been added to the milestones table on page 33.
	<p>Lack of climate or environmental performance measure</p> <ul style="list-style-type: none"> • We appreciate that your organisation is committed to environmental and climate outcomes and that finding a meaningful performance measure in this area has been challenging (due to the nature of your activities). We ask you to commit to developing a performance measure around quantifying whole of life greenhouse gas emissions for decision-making (in consultation with council), to be included in your next 2025-2028 SOI. This is in line with LTP decisions, as described above. We appreciate your staff have already been testing different methodologies for assessment of embodied emissions for capital projects. • In the meantime, it would be useful to include indicative environmental benefits against key projects in Part 2 of the SOI. For example square metres of plantings or metres of waterways enhanced/restored 	<ul style="list-style-type: none"> • New climate change performance measure on page 31. Added the following to page 20 as not possible to add to each project: <i>Indicative environmental benefits of the projects listed include new lower carbon sustainable homes and commercial spaces, increased sea level rise and flooding resilience, stormwater treatment, increased use of sustainable transport such as public transport and active modes, enhanced green spaces, planting and wetlands and contamination remediation.</i>

Information paper

Chief Executive Report

Author(s): David Rankin

July 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

Whitford Landfill

1. Council owns the underlying freehold of the Whitford Quarry and Landfill site. Quarry operations have ceased but landfill operations are projected to continue for another 20+ years. The landfill business is owned by Waste Disposal Services (WDS), a Joint-Venture between Council and Waste Management NZ Ltd (WAM). Both parties own a 50% share. Eke Panuku manages the council's half shareholding.

2. 

3. 

[Redacted text block]

4.

5.

Viaduct Marina South

6.

7.

8.

9.

[Redacted text block]

[Redacted text block]

Lysaght Building – Go to Market

- 10. The Eke Panuku Board approved the sale of the Lysaght Building in February 2021 via a 125 pre-paid Lease, with essential outcomes to protect the special character and precluding redevelopment of the site.
- 11. The property was marketed by Bayley’s via a competitive tender process in 2022, but expectations on value were not met. The property is ready to go to market again with a market process ready to commence 17 July 2024.
- 12. The property is leased by Tātaki Auckland Unlimited. Tātaki operates GridAKL from the Lysaght Building. GridAKL is Tātaki’s innovation campus based in Auckland’s Wynyard Quarter. It is designed to maximise innovation by harnessing the power of collaboration, creating pathways for entrepreneurial individuals and StartUp businesses to connect, share ideas and access the tools they need to help them grow. GridAKL has partnerships with innovation hubs around the world that can help our Kiwi Startups access new markets and new growth opportunities.
- 13. Tātaki has confirmed its current intention is to remain in situ as the head tenant of the Lysaght Building to the end of its current term and will determine whether it renews for another six years closer to the 2027 renewal date.

14. [Redacted text block]

15. [Redacted text block]

16. [Redacted text block]

17. [Redacted text block]

25. The audit noted however, that the Eke Panuku approach to delivering a mataawaka engagement approach, is in its infancy and needs work.
26. The Auckland Council Group will develop a response to the audit recommendations to present back to the Houkura Governing Body by September 2024.
27. Eke Panuku along with other CCOs Māori Outcomes teams will meet with the General Manager of Ngā Mātārae, Auckland Council's Māori Strategy Directorate, to discuss a collective approach to actioning the recommendations.

Payroll Compliance Audit and Human Resources Information System (HRIS)

28. PWC has been engaged by Auckland Council to conduct an audit review of compliance, and controls associated with pay legislation and agreements. These are provided to Eke Panuku by Council as a shared service. This review covers Auckland Council, Eke Panuku and Tātaki Auckland. It is expected to deliver :
 - The legislative/agreement baseline council should be working to,
 - A gap analysis of current state against the baseline,
 - A gap closure report outlining, but not limited to, financial, process and system remediation that may be required,
 - A remediation plan outlining implementation of any required remediation including sequencing of activity, and high-level quantification of the financial remediation gap.
29. PWC is close to understanding all liability areas and is mapping out short, medium and long term activities of remediation, and aligning those to the Human Resources Information Systems (HRIS) project. PWC has advised that the extent of liability for Eke Panuku is minimal, high-level liability estimates are being worked through and are expected over the next couple of weeks.
30. The Group Shared Services Board is comprised of Chief Executives across the Council Group. The Group Shared Services Board was presented with a business case regarding two pieces of work:
 - The implementation of a new human resources information system (HRIS) for Auckland Council, Tātaki Auckland Unlimited, Eke Panuku and Auckland Transport (subject to AT Board approval)
 - The review and enhancement of our current payroll systems.
31. The current HRIS and payroll systems are coming up to end of life in December 2025 and March 2026 respectively. [REDACTED]
[REDACTED]
[REDACTED] A payroll vendor should be selected in the next few weeks. All entities will be involved in the design of the HRIS.

Annual Remuneration

32. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[Redacted text block]

- 33. [Redacted text block]

Avondale Central – Master Plan

- 34. [Redacted text block]

- 35. [Redacted text block]

- 36. [Redacted text block]

- 37. [Redacted text block]

Accommodation update

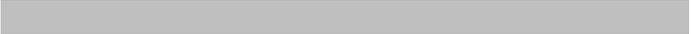
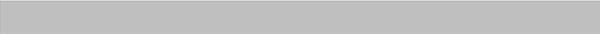
- 38. We have reached an appropriate stage to update the board on our office accommodation. The basis of our relocation was that two floors, being levels 21 and 22 of Auckland House, were available to us providing an area a little smaller than our Wyndham St premises.
- 39. With respect to level 22, we agreed to move into the floor just prior to Christmas and to operate from that one floor as best we could using shared meeting spaces elsewhere in the building. This has been problematic operationally. However, it was always on the basis it was temporary until we could also occupy level 21.
- 40. Prior to moving into level 22, we removed some walls to open up more flexi space for workstations. This was the priority knowing that there would be more meeting room/collaboration space available in due course on level 21. Subsequently, we prioritised an upgrade of the toilets on level 22 which turned out to be in worse condition due to water damage than originally understood. These works, together with cyclical repaint, repairs to the carpet etc and the actual cost of moving came to around \$900K. These costs were all met in the last financial year mostly out of six months saved rental from the Wyndham St move.
- 41. The board also originally approved a budget of \$1.7m for level 21. This was based on us achieving a similar level of functionality to Wyndham St across the two new floors and our assessment at the

time of what we actually required. As time has gone by, we have had ongoing discussions internally and with the council corporate property team around options, costs and our understanding of what we actually now that we are in Auckland House. Design work undertaken and cost assessments have provided a good picture of the cost, post Covid inflation, of undertaking various works. What has become apparent is that the HVAC requirements on level 21 are expensive as upgrades are triggered whenever walls are put in or removed. We have taken into account that at a certain point it would be logical to replace the HVAC system for the floor.

- 42. With a good picture of our actual needs, options and costs, the executive undertook a full review of our original intentions early this month. Our conclusion is that given the cost of what was originally scoped, the council’s overall financial position and an evaluation of benefits gained from various expenditure options, we have decided to significantly reduce the scope of the planned work on level 21. The most pressing need is to be able to access more space which can be used for various forms of meetings, collaborative project work and breakout spaces. We consider this can be sufficiently achieved by taking an approach that does not involve the addition of removal of walls and thus eliminates any HVAC complications and costs.
- 43. We are still in the process of finalising costs for this reduced scope, but it will involve a material reduction in the original budget agreed by the board.

Ngā tāpirihanga | Attachments

There are attachments for this report.

- Attachment A – 
- Attachment B – 
- Attachment C – 
- Attachment D – 
- Attachment E – 
- Attachment F – Board Dashboard

Health and Safety report June 2024

Author(s): Bernardo Vidal, Head of Health, Safety and Wellbeing

July 2024

Whakarāpopototanga matua | Executive summary

1. Six health and safety events were reported into Noggin, Eke Panuku's health and safety reporting system, during June.
 - a. Two events involved a member of the public.
 - i. Three missing timber wheel stops were reported in a public car park.
 - ii. An illegally parked vehicle was slightly scratched by the MOTAT tram.
 - b. One Tenant event was reported.
 - i. Four empty LPG cylinders had been inadequately stored outside of a property and identified during a property safety inspection.
 - c. Three employee events were reported.
 - i. Lower back pain was raised by a Westhaven Marina employee.
 - ii. A gangway glass panel was found loose.
 - iii. A member of the team in the office dropped a laptop on their toe causing bruising and pain.
2. There were no high-risk events, reported in June.
3. Security contractors and Māori Wardens raised 60 security observations during June, which involved members of the public outside Eke Panuku's influence or control.
4. Five contactor health & safety reports were submitted with no incidents stated.

Matapaki | Discussion

Head of Health, Safety and Wellbeing Manager actions

Head of Health, Safety and Wellbeing

5. Bernardo Vidal has now been permanently appointed to Head of Health and Safety.

Health, Safety and Wellbeing focus for the next three to six months

6. Improve HSW reporting including lead KPIs that test the performance of critical risks, such as:
 - a. Property checks undertaken.

The safety inspection pilot mentioned previously is being coordinated between the HSW and the Assets & Delivery team. More details in section 8 (Property Risk Assessment Reporting).
 - b. Capital Works inspections reporting.

To consolidate the first bimonthly safety report, we have initiated meetings with the Capital works project leaders.

7. Psychosocial risk assessment actions.
Together with the supplier Umbrella, People and Culture, and the Health, Safety, and Wellbeing (HSW) team, we have initiated planning and dates for the scheduled activities. More details in section 10 (Psychosocial risk assessment plan).
8. Property risk assessment reporting.
Collaborating with the Facilities and HSW team, we are developing a procedure that encompasses scope definition, roles and responsibilities, a flow diagram illustrating the steps for safety inspections of properties we manage, the findings management, and progress monitoring for closing out issues identified. Additionally, the Facilities team has identified a further three potential properties for consideration as part of property inspection trial. The purpose of inspecting these three properties is to verify that the services offered by the contractor, Property Risk NZ Ltd, align with Eke Panuku's requirements for implementing a safety inspection program.
9. Capital Works inspections reporting.
Much like the Properties team, the HSW team is working closely with the Operations team to create a procedure that encompasses the scope, definition, roles and responsibilities and a flowchart outlining the necessary steps for considering safety aspects in projects managed by the Operations team.
10. Psychosocial risk assessment plan.
We have initiated coordination of dates and activities for the second half of 2024 among the supplier, the People & Culture and HSW team. As part of the initial changes, we will conduct the psychosocial risk survey before commencing workshops with members of each focus group. Additionally, a concise summary of the Psychosocial Risk Assessment project is included at the end of this report. During the board meeting, one of our umbrella professionals will be present to address any questions related to this annex.
11. Transition to the Donesafe incident management platform.
The ongoing migration of information from Noggin to Donesafe, along with the development of structured modules for use in Eke Panuku, is currently underway. The HSW Auckland Council team is actively collaborating on this initiative. Furthermore, there is a recognized requirement for an experienced ICT Project Manager for Donesafe implementation.
12. Get Home Safe APP implementation.
The application (APP) is currently undergoing testing by participants.

Health and safety key performance indicators

13. 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 June	Critical or high risks	Previous month (May)
Safety concerns	0	0	0
Near misses	3	0	4
Near Misses from Contractor reports	0	N/A	0
Lost time injuries	0	0	0
Medical treatment injuries	0	0	0
Other incidents	3	0	0
Total recordable injury frequency rate	0.5	N/A	0.5
Total incidents	3	0	0
Total events	6	0	10

Figure 1 - Health and Safety Key Performance Indicator Table

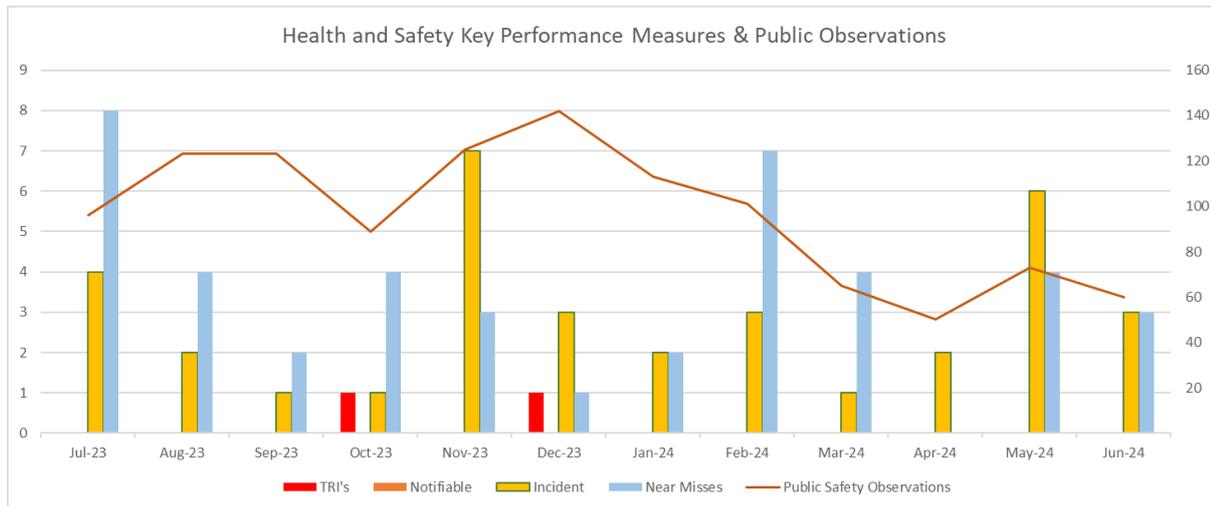


Figure 2 – 12 Month rolling H&S performance measures

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

14. In June, a review was conducted of all events reported to the HSW Noggin platform. During this review, a discrepancy in the classification of a few events were identified, resulting in a minor correction in the observed graph numbers compared to previous graphs. There were no significant alterations in count of serious incidents or the total TRIFR (Total Recordable Injury Frequency Rate).
15. Five contractor reports were submitted in June.
16. There were no high-risk or medium-risk safety event reported, leaving six low-risk events reported in June.

Notable low risk events

17. Incident 1

Date: 06 June 2024

Location: 135 Albert Street, Auckland House CBD

Event: Struck by object - Employee

Description: An employee dropped a laptop on her big toe causing swelling, bruising and pain.

Incident category: Health & Safety

Actual Severity: Low

Potential Severity: Medium

Immediate action taken: The employee sought medical attention, ruling out serious injuries.

Investigation needed: No.

18. Incident 2

Date: 19 June 2024
Event: Back Pain – Employee
Location: 135 Westhaven Drive, Auckland CBD
Description: An employee reported discomfort whilst at their workstation.
Incident category: Health & Safety
Actual Severity: Low
Potential Severity: Low
Immediate action taken: Ergonomic workstation assessment was completed.
Investigation needed? No.

19. Incident 3

Date: 07 June 2024
Event: Wheel Stops Missing in carpark– Public
Location: 249 Launch Road, Hobsonville
Description: Missing wheel stops were reported from a car park area.
Incident category: Health & Safety
Actual Severity: Low
Potential Severity: Medium
Immediate action taken: The area was restricted and the project manager is in the process of restoring the missing wheel stops.
Investigation needed? No.

20. Incident 4

Date: 13 June 2024
Event: Discarded LPG Bottles – Tenant
Location: Westhaven Drive
Description: During a safety inspection trial conducted by Property NZ Ltd at The Sails Building, four empty LPG cylinders were found stored insufficiently securely in an external area.
Incident category: Health & Safety
Actual Severity: Low
Potential Severity: Low
Immediate action taken: Event reported.
Investigation needed? No. The facilities and properties team were informed, the cylinders were removed from the area by the tenant.

Public health, safety and wellbeing events

		Performance June	Previous Month (May)
Public Realm	Security and Māori Warden observations	60	73
	Public injuries	0	0
	Public incidents or observations	0	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 60 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 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.

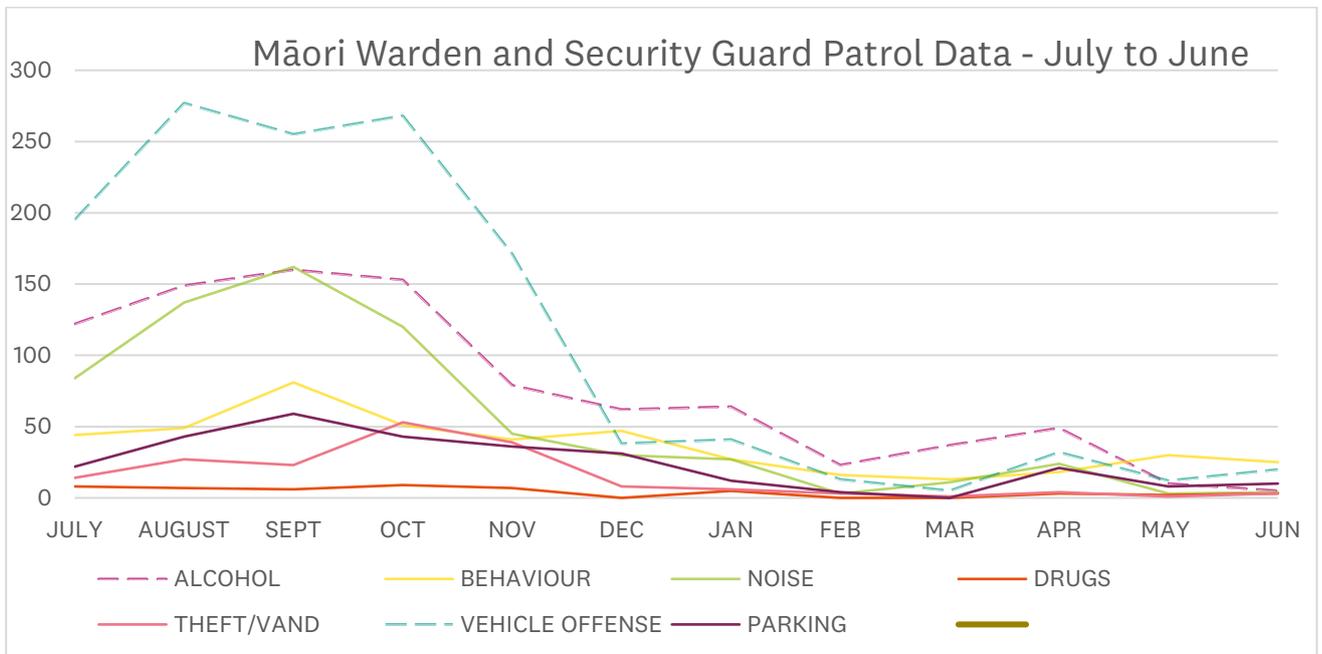


Figure 4 - Combined public observation data by category

- The top three most common observations are highlighted below in Figure 5.

Rank	Issue	No. of observations
1	Vehicle Offences	20
2	Disorderly Behaviour	14
3	Non-Fishing Zone	6

Figure 5 - Top three issues raised through Waterfront Patrols in June 2024

Ngā tāpirihanga | Attachments

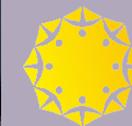
Attachment A – Psychosocial Risk in the Workplace PPT

Mentally Healthy Work

Assessing Psychosocial Risk in the Workplace

Emily Rust

Organisational Psychologist



UMBRELLA

Mentally Healthy Work – HSWA 2015

Our Responsibilities:

- PCBUs have a primary duty of care to make sure the health and safety of their workers and others is not put at risk by the work they do. This includes their mental health and wellbeing.
- PCBUs are required to identify psychosocial hazards and take steps to eliminate or mitigate risks as much as reasonably practicable.
- Employers can create “mentally healthy work” if psychosocial risks are managed effectively.

What causes mental harm?

- There are a number of factors at work that can cause mental harm - these are called 'psychosocial risks'.

Psychosocial risk factors
are things that may
affect workers'
psychological response
to their work and
workplace conditions



UMBRELLA

Psychosocial Risks

- These factors relate to the work, the work environment, and work relationships. These factors can interact with each other and with external or individual factors and can result in psychological harm or wellbeing.
- Acknowledges the interaction between workers and their work environment, but also more broadly the interaction between workers as people and all aspects of their work, and their life outside work

[What are psychosocial risks? - YouTube](#)

The Landscape Is Changing

NZ is catching up

- Bazley Report (2018)
- High Court Australia (2022) - Kozarov v Victoria
- Auckland One Rail (2023)
- Magnum Hire (2024)

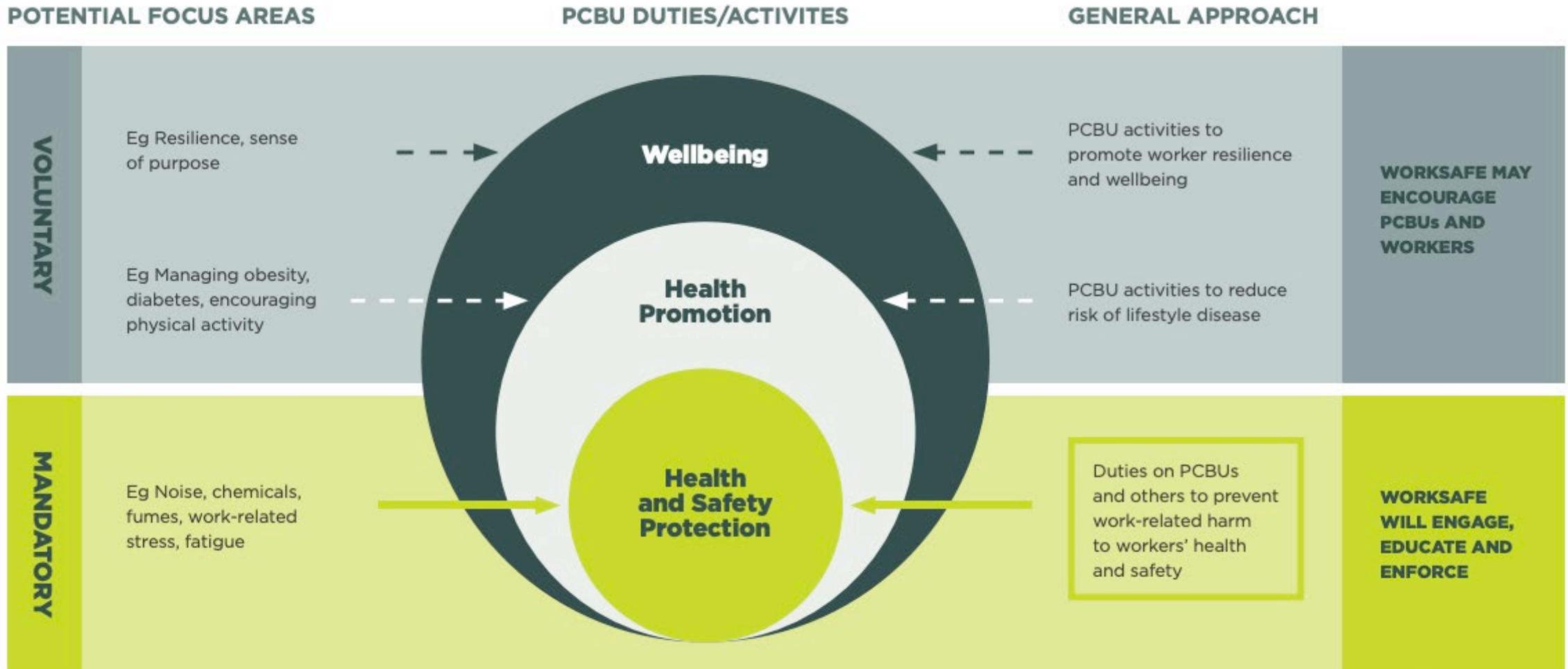
It's good for everyone

- **People** - Fewer preventable deaths, improved quality of life.
- **Business** - ROI of 5:1 (NZIER), increased productivity

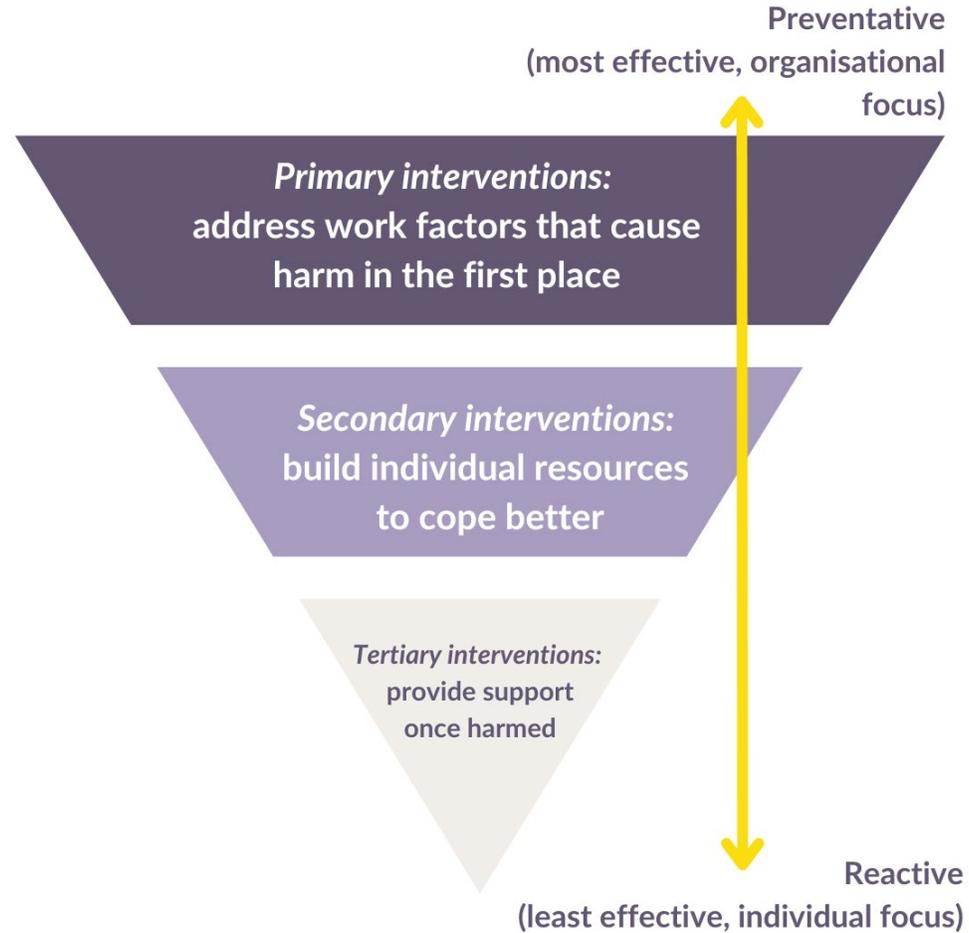
Increasing awareness

- Gallup (2021) - wellbeing ranked #1 by younger generations
- **More awareness** than ever about mental health and wellbeing.
- Younger generations **demanding better work and working conditions.**

WorkSafe's Strategic Plan for Health (2016-2026)



Proactive Prevention of Psychosocial Harm



Government H&S Lead Framework

Umbrella's Approach



WELLBEING ASSESSMENT
(SURVEY)
INTERIM REPORT



POLICIES & PRACTICES
REVIEW



WELLBEING CHAMPIONS
FOCUS GROUP



BROADER WORKFORCE
FOCUS GROUPS
3-5 ACROSS ORG

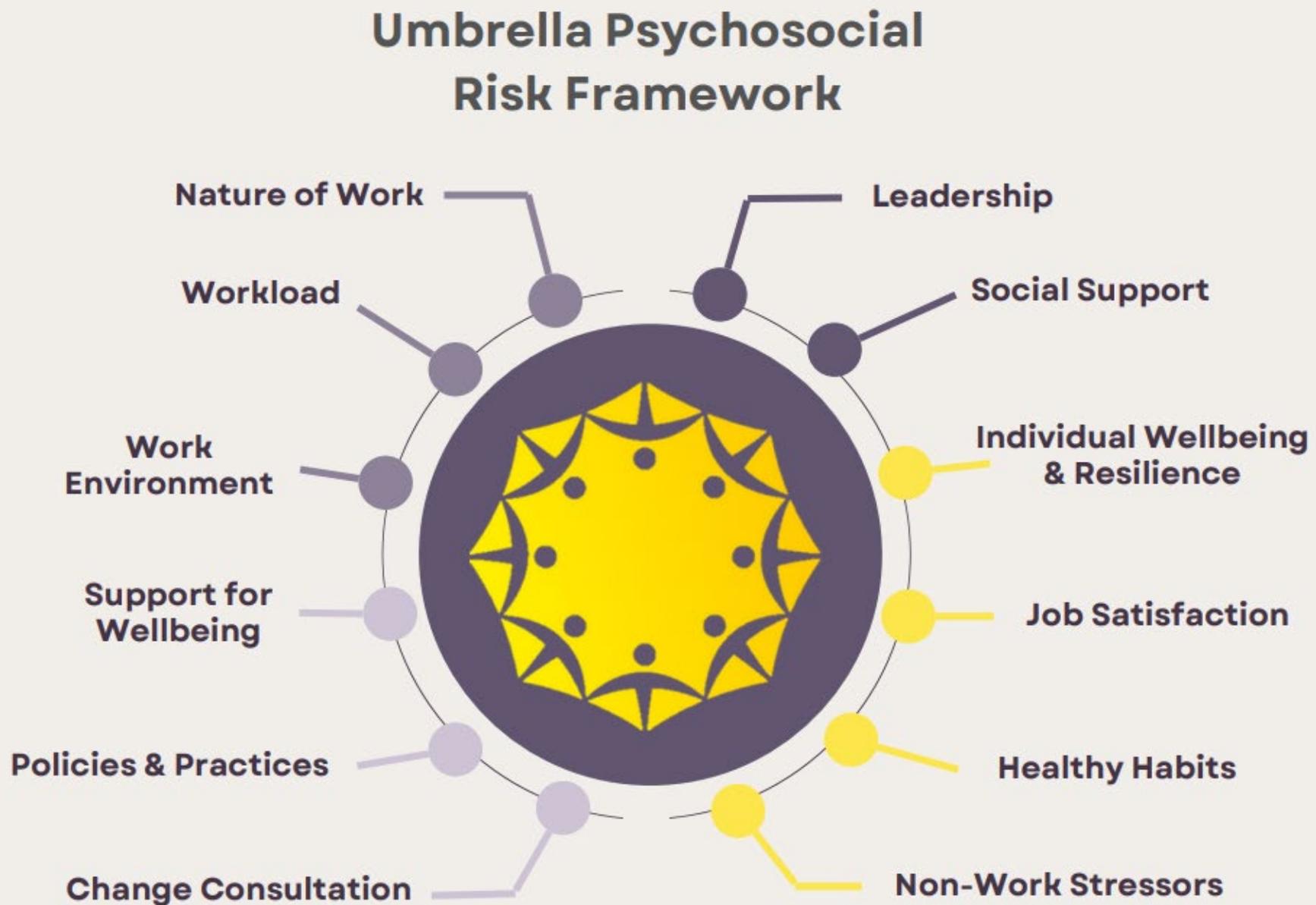


PSYCHO-SOCIAL
ASSESSMENT
FINAL REPORT



CRITICAL RISK ACTION
PLANNING
EP TEAM

The Umbrella Framework



UMBRELLA

Task Factors

Nature of work

- Type of work that is performed (e.g. emotional demands, dangerous tasks)
- How work is organised (e.g. variety in tasks, role scope)
- Aspects of work relating to: role clarity, autonomy and control, and job security

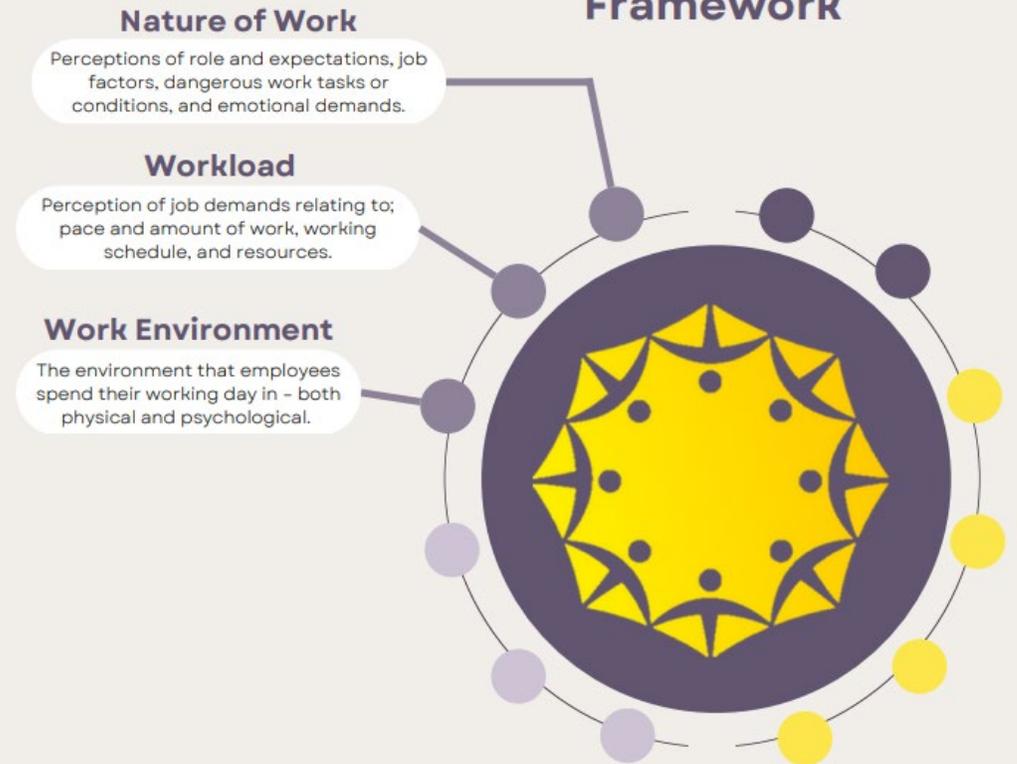
Workload

- Job demands – how much work is required to be completed
- Pace of work and timeframes
- Working hours and schedules (shift work, rostered)
- Availability of personnel resources

Work Environment

- Physical working environment, equipment, and accessibility of equipment
- Work location and flexibility of working

Umbrella Psychosocial Risk Framework



Social Factors

Umbrella Psychosocial Risk Framework



Social Support (Peers and Managers)

- Interpersonal relationships with colleagues
- Provisions of support from managers
- Recognition from team
- Team psychological safety
- Civility and respect (psychological)

Leadership

- Leadership – management competence
- Recognition and reward
- Role modeling and promotion of wellbeing
- Leader care for my wellbeing

Organisational Factors

Support for Wellbeing

- Leadership commitment to and promotion of wellbeing
- Importance placed on living a healthy lifestyle and being psychologically well
- Culture that supports good work-life balance
- Shared vision and positive outlook

Policy and Practices

- Generous policies and practices that promote wellbeing and mental health
- Range of policies that support primary, secondary and tertiary interventions

Change Consultation

- How much organisational change are people experiencing?
- How involved in the change are employees?
- How well is the organisational change managed?

Umbrella Psychosocial Risk Framework



Individual Factors

Umbrella Psychosocial Risk Framework



Individual Wellbeing & Resilience

- Psychological distress and mental health
- Resilience
- Wellbeing

Job Satisfaction

- Perceptions of Work-life balance
- Recognition and reward (Individually felt)
- Career and skill development opportunities
- Commitment to the organisation

Healthy Habits

- Sleep
- Nutrition
- Exercise
- Alcohol intake

Non-Work Stressors

- Money and financial pressures
- Whānau problems
- Additional caring responsibilities
- Parenthood

Eke Panuku Corporate Business Plan 2024-2025

Author(s): Brenna Waghorn, GM Strategy and Planning

July 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 be likely to prejudice or disadvantage the commercial position of council s7(2)(h); and*
- *would be likely to prejudice or disadvantage negotiations s7(2)(i).*

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. approves the FY 2024-2025 Corporate Business Plan and associated budgets and activities.

Whakarāpopototanga matua | Executive summary

1. The Corporate Business Plan (the Plan) sets out Eke Panuku business priorities, budgets, performance measures and targets for the next financial year. The Plan is consistent with the Statement of Intent 2024-2027 and the council's Long-term Plan.
2. The Plan includes initiatives to implement our business goals of:
 - a. Putting people first – fostering positive employee experience, culture and wellbeing.
 - b. Maintaining delivery momentum, with a focus on strategic priorities.
 - c. Building leadership capability and collaboration, internally and with partners.
 - d. Telling our story.
 - e. Ongoing business improvement, adjusting to our challenging environment.
3. The plan has been developed and agreed by ELT through the development of directorate business plans and priorities. There has been consideration of the strategic and operating context, risks, council priorities and direction in the Long-term Plan.
4. We will carry out planned urban regeneration programmes in the priority locations, progressing development projects, public realm improvements and placemaking activities. These are based on the approved programme business cases and priorities within the FY25 budgets. These are summarised for each location and regional programme, in the spatial development plans (provided in part 3 of the Plan). A selection of highlights include:
 - Selecting a development partner for Northcote town centre and for the Edinburgh Superblock in Pukekohe, progressing Avondale Central and the Waiapu Precinct in Onehunga, and in the city centre, the Downtown carpark and the Symphony Centre adjoining the Te Waihorotiu station.
 - Completing Chambers Laneway upgrade, Papatoetoe, streetscape safety improvements in Pukekohe and waterfront projects including Westhaven seawall upgrade, Z Pier building

refurbishment and Shed 10 structural upgrade. Commencing construction of Lagoon Edge Reserve in Panmure and Catherine Plaza in Henderson and enabling works in Waiapu Precinct, Onehunga.

- Commencing the central wharves masterplan and City Centre Integrated Safety Action Plan
 - Implementing the Achieving Māori Outcomes Plan, year 2.
5. Other significant activities and material financial targets in our plan include:
- Capital budget of \$86.6m for new capital works in our locations.
 - Unconditional site sales and long-term leases in the Transform and Unlock locations with projected revenue of \$16m and that will contribute to our dwelling and other regeneration outcomes. \$60m of general asset sales.
6. Property management targets and activities include:
- Returning a net surplus of \$22.1 m to the council from the property portfolio we manage.
 - Delivery of critical renewals of around \$12.3m, maintaining public assets and properties, including the successful completion of the maintenance programme for the Te Wero Wynyard Crossing Bridge and its return to service.
 - Raising the profile of the income producing properties and delivering an improved commercial return on the portion of the portfolio that can be leased commercially.
7. We may undertake strategic acquisitions within the Priority Locations, where new opportunities are presented to the market, and the acquisition will give effect to the strategic outcomes of a programme and can be accommodated within existing budgets.

Horopaki | Context

8. The Corporate Business Plan has a wider scope than the performance activities and targets agreed with the shareholder and described in our Statement of Intent (SOI). Information in the SOI is risk-adjusted and presented to meet council and audit requirements.
9. The budgets, activities, milestones, performance targets and benefits presented in this plan are more comprehensive and ambitious. Part 1 of the Plan contains objectives and strategic priorities. Parts 2 and 3 of the Plan contain more detailed information on business areas, projects and programmes.

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

10. The Corporate Business Plan is included as Attachment A to this report, for approval by the Board.
11. Approval will confirm budget allocation, performance measures and targets, as well as approval to dispose of sites in the Transactional Approvals on page 28, including sale of some of those sites via direct negotiation.
12. Approval of the plan also confirms the areas of new work and business improvement we will be focusing on to deliver our goals.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

13. Pages 23 to 31 of the Plan detail the company-wide financials, as well as the sales targets, which result in a financial return to council.
14. Income targets from site sales are risk adjusted to reflect the current market and fact that the sales programme is dependent on finding suitable development partners.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

15. Although the council Long-term Plan 2024-2034 has been agreed, the council's financial situation remains challenging, in particular the cost of maintaining assets and funding growth.
16. Within the Council Group ongoing change is anticipated with the potential of further savings and deferrals, restructures, increased shared services and a review of group property functions.
17. Wider government changes in policy direction and priorities will impact building, housing and property sectors, planning, regulation, infrastructure and local government. It may take time some before there is clear direction on city-shaping infrastructure projects with local and central government agreement.
18. The property sector has slowed markedly and there is little consensus as to when the economy will lift out of recession. Conditions remain difficult leading to deferred projects and payments.
19. We will monitor these risks and impacts on Eke Panuku with key risks noted in the corporate risk register. The corporate risk register is reported separately to the Board and progress against agreed mitigations is also regularly reported.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

20. The proposed programme and funding continue to deliver against commitments to stakeholders in both the property and regeneration parts of the business.
21. The plan includes initiatives to ensure successful relationships are in place with key partners and stakeholders to maintain programme momentum. Improving local board reporting is a specific focus.

Tauākī whakaaweawe Māori | Māori outcomes impact

22. Eke Panuku will continue to show business leadership through how it partners with mana whenua and delivers more widely to Māori.
23. Our focus will be delivering year 2 of the Achieving Māori Outcomes Plan with a focus on social procurement opportunities, internal cultural capability and building our relationships with Houkura – the Independent Māori Statutory Board and mātaawaka.
24. Eke Panuku continues to work to deliver against the SOI target of 40 initiatives which support Māori outcomes.

Tauākī whakaaweawe āhuarangi | Climate change impact

25. Our urban regeneration delivers low carbon and resilient communities, supporting active and public transport modes and sustainable building and public spaces, reducing vehicles use and emissions.
26. The focus for FY25 is enhancing our climate change risk disclosure and reporting and commencing carbon assessment of key capital projects. We will continue to implement sustainable building and public realm standards and regenerative practice.

Ngā koringa ā-muri | Next steps

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

Ngā tāpirihanga | Attachments

Attachment A – Eke Panuku Corporate Business Plan FY 2024-25

Ngā kaihaina | Signatories

Brenna Waghorn, GM Strategy & Planning

David Rankin, Chief Executive

eke panuku

**Corporate
Business Plan**

2024-25

Board, 24 July 2024



Kia Manawaroa Tātou

Together we can rise to the challenge

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

*We walked into the unknown, my wellbeing relying on your
wellbeing. Together we beat the odds.*

Contents

Part 1:

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

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

Part 3 : Spatial delivery plans for regeneration and renewals

Part 1:

1. Executive Summary

- The Corporate Business Plan (the Plan) sets out Eke Panuku business priorities, budgets, performance measures and targets for the next financial year. It should be read alongside the Statement of Intent.
- Eke Panuku will be working in a challenging environment with multiple factors that may affect the achievement of its objectives reflected in its operating context and business planning assumptions for FY25.
- The plan includes initiatives to implement our business goals of
 - Putting people first: fostering positive employee experience, culture and wellbeing
 - Maintaining delivery momentum, with a focus on strategic priorities
 - Building leadership capability and collaboration, internally and with partners
 - Telling our story
 - Ongoing business improvement, adjusting to our challenging environment.
- We will advance urban regeneration programmes in the priority locations, progressing development projects, public realm improvements and placemaking activities. Projects are based on the approved programme business cases and are summarised for each location and regional programme, in the spatial delivery plans (Part 3). Highlights include:
 - Key developments that will be advanced include selecting a development partner for Northcote town centre and for the Edinburgh Superblock in Pukekohe, progressing Avondale Central and the Waiapu Precinct in Onehunga, and in the city centre, the Downtown carpark and the Symphony Centre adjoining the Te Wai Horotiu station.
 - Completion of Chambers Laneway upgrade, Papatoetoe, streetscape safety improvements in Pukekohe and waterfront projects including Wynyard Crossing renewal, Westhaven seawall upgrade, Z Pier building refurbishment and Shed 10 structural upgrade. Commencing construction of Lagoon Edge Reserve in Panmure and Catherine Plaza in Henderson and enabling works in Waiapu Precinct, Onehunga.
 - Central wharves masterplan and City Centre Integrated Safety Action Plan
- We will manage the portfolio and marinas to achieve agreed targets and improve commercial returns, undertake critical renewals and continue developing our asset management planning.

1. Executive Summary (cont.)

- Other significant activities and material financial targets in our plan include:
 - Capital budget of **\$86.6m** for new capital works in our locations.
 - Sale of sites in the Transform and Unlock locations with projected revenue of **\$16m** that will contribute to our dwelling and regeneration outcomes (\$15m waterfront leases, \$31.2m other locations).
 - Returning a net surplus of **\$22.1m** to the council from the diverse property portfolio we manage and delivery of critical renewals of around **\$12.3m**, maintaining public assets and properties.
 - Sale of sites worth about **\$60m** to meet our share of the council's asset recycling target. This will contribute to funding council programmes or reduction of council debt.
- The plan also contains key strategic and business improvement projects and initiatives:
 - Urban regeneration programme – progressing current locations and selection of new locations
 - Property function - improved commercial returns, agreement on group property functions and increased reporting on the portfolio
 - People Priorities – with a focus on employee experience and wellbeing, leadership and culture to support retention, development and engagement, implementation of the diversity and inclusion strategy.
 - SOI Performance Targets – a continued focus on achieving these targets and milestones within the wider work programme
 - Implementing our Achieving Māori Outcomes Plan, Health Safety and Wellbeing, risk and climate change initiatives.

2. Scope of the Corporate Business Plan

This corporate business plan (plan) sets out the programme of work and business priorities, the budget and the performance measures for the 2024-25 year. These are grouped under the two main business areas which are urban regeneration and property and marina management. The Corporate Business Plan does not include all organisational outputs and BAU. These activities are captured in directorate plans, urban regeneration and regional and renewal programmes, with progress reported to the Executive Leadership Team.

The plan has been developed in line with funding available to the company from the first year of Auckland Council's 10-year budget, the Long-term plan 2024-2034(LTP), as Eke Panuku's funding is part of the group funding determined by rates increase, borrowing, asset sales, non-rates revenue and other sources of funding for the council group. This plan covers activities in the next 12 months but also targets future opportunities and activities that can contribute to the company's future funding and objectives. In addition to regeneration and property management plans and targets, the plans also includes business improvements areas and work towards strategic outcomes.

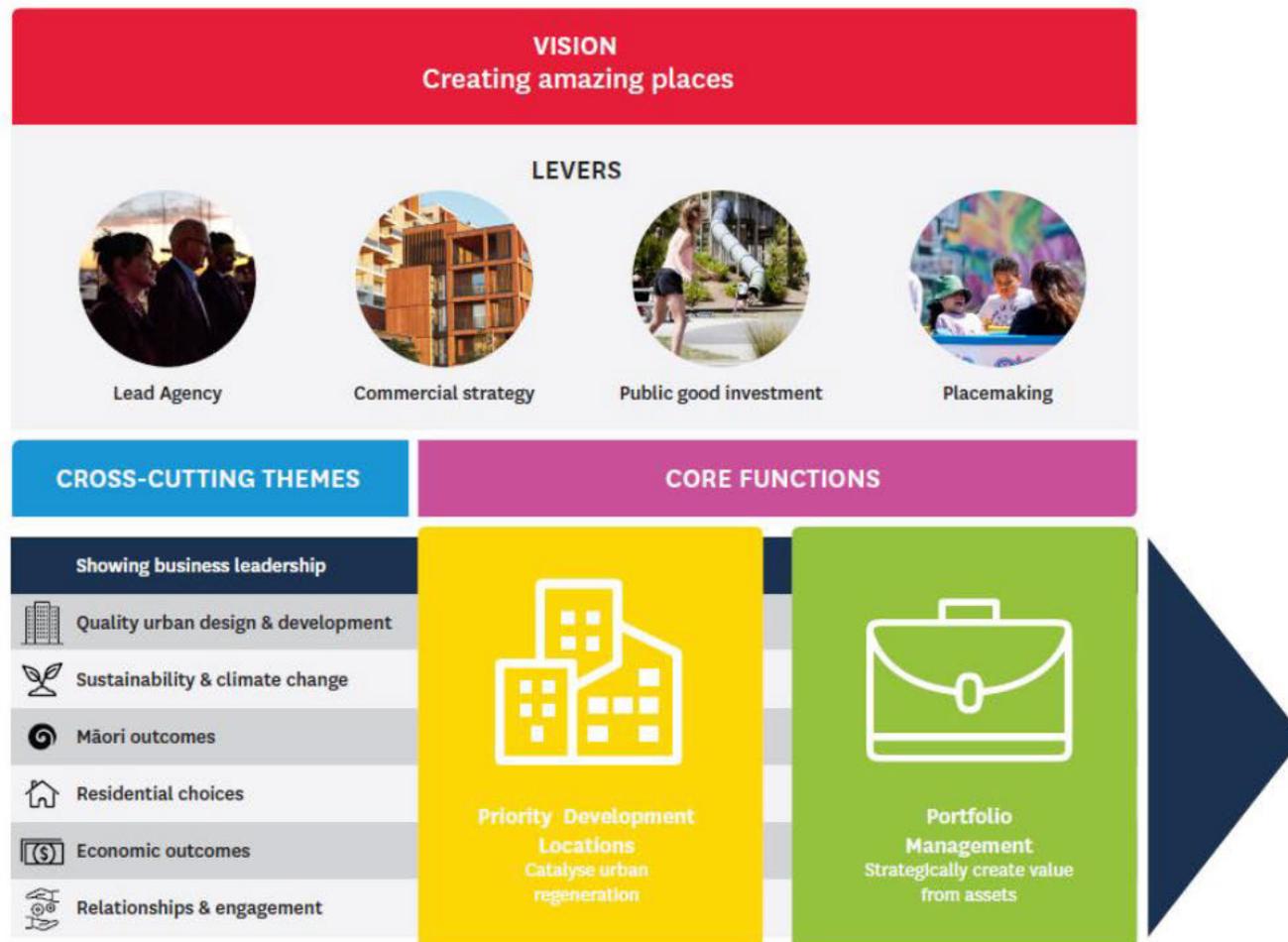
Note: The Corporate Business Plan has a wider scope than the performance activities and targets agreed with the shareholder and described in the Council's Long-term Plan and our Statement of Intent (SOI). The budgets, activities, milestones, performance targets and benefits presented in this plan are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

3. Strategic Framework

Eke Panuku has two core functions:

- Our urban regeneration programmes across Tāmaki Makaurau / Auckland, with a focus on town centres and locations agreed with Auckland Council
- Our property portfolio, where we manage \$2.6 billion of council’s non-service properties and provide property-related services to the council group.

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



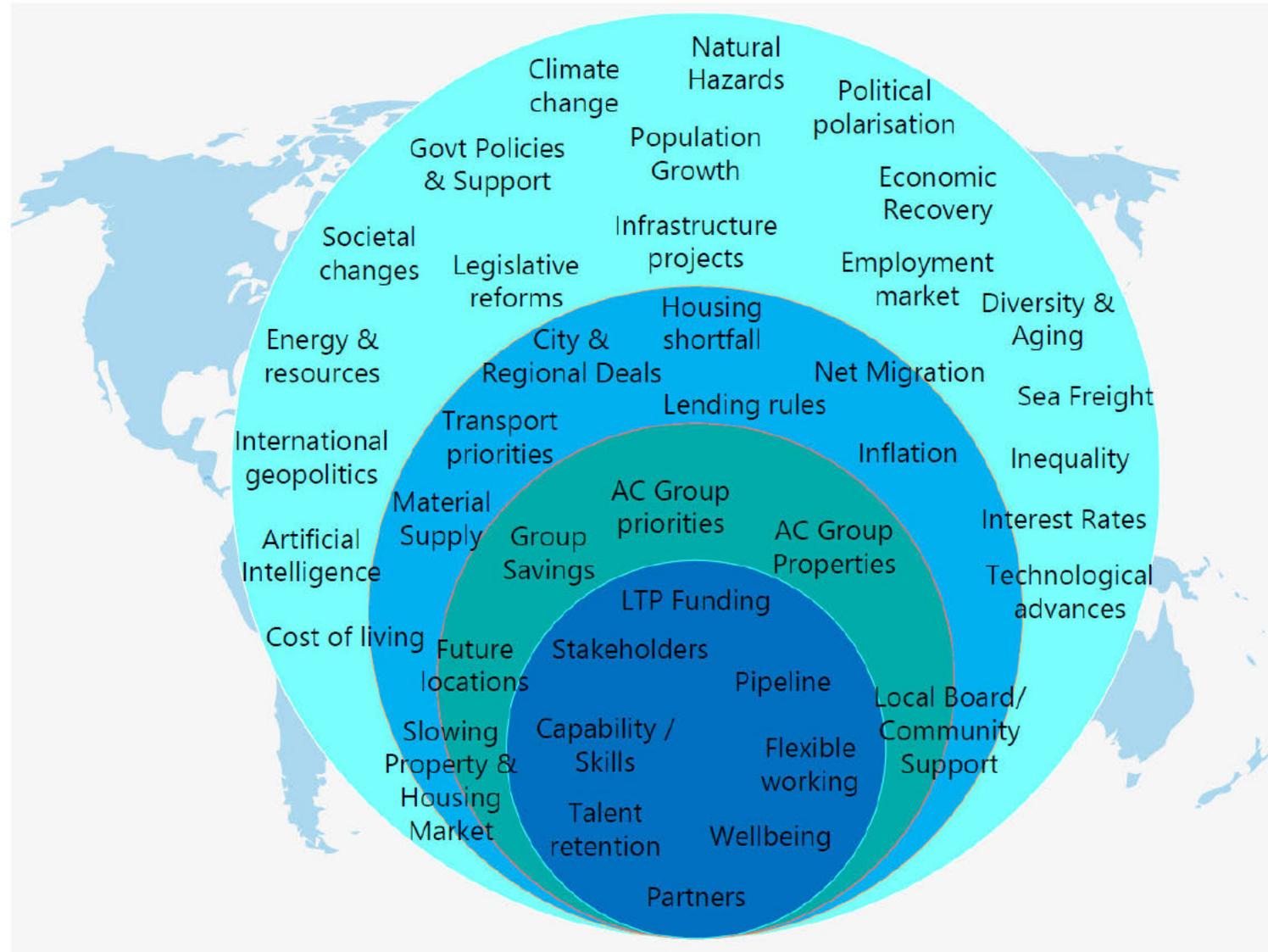
4. Strategic context and intent



5. Operating environment

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

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



Context

Current situation or environment, market conditions, industry trends, regulatory environment, other factors might impact the business

- It has been a challenging few years on multiple fronts. Global and local economic, public health and environmental challenges such as the recession and cost of living crisis, the Covid-19 pandemic, the Auckland drought, floods and cyclone and a slowing property market.
- Auckland Council has adopted a long-term plan 2024-34. Financial and political challenges continue for the council group in particular the cost of maintaining assets and funding growth.
- There is uncertainty relating to the coalition government priorities and investment in city-shaping infrastructure projects in Auckland as well as policy and regulatory reform. The impact of the pull back on spending and deferral of government projects is expected to lead to some easing of the labour market, increasing unemployment and a reduction of work across the professional services relating to development is beginning to show.
- The property sector has slowed markedly and there is little consensus as to when the economy will lift out of recession. Construction costs and supply issues appear to have stabilised.
- Significant change across the council group already underway or signalled including a review of group property functions, changes to local board decision making, council organisational structure, implementation of shared services. Our relationships with council group colleagues, stakeholders and communities indicate that this is a challenging time for many.
- Auckland experienced five extreme weather events since January 2023, which caused flooding and land instability throughout the region with a devastating and lasting impact on many communities and individuals. The need for greater resilience in the face of climate change has come to the fore. Increased focus on “Making Space for Water”

Outlook

Expected future conditions or prospects for the business, forecasting market trends, growth opportunities, potential challenges and things that could affect performance

- Coalition government changes in policy direction and priorities will impact building, housing and property sectors, planning, regulation, infrastructure and local government. It may take time some before there is clear direction on city-shaping infrastructure projects with local and central government agreement.
- Within the Council Group ongoing change is anticipated and this will include the potential of further savings and deferrals, restructures, shared services, changes in personnel and leadership. These changes will affect our relationships and momentum.
- The demanding political environment will mean mixed support for building a sustainable asset recycling pipeline, requirements for increased reporting, and unplanned workstreams that we are required to participate in.
- As reform of the planning environment moves forward council will lead new plan changes with elements of both upzoning for housing and down zoning for natural hazards the impact of which on our work is unclear
- Property portfolio – The financial viability of some businesses remains uncertain meaning recovery of debt and security of future income streams can be affected.
- Weak property market and lower demand particularly first home buyers and investors. This will impact our short to medium term property sale targets with the effect of slowing down the anticipated timing of unconditional sales. Supply chain issues, cost of borrowing and tighter lending affects demand and development viability, although as a consequence of rising immigration, residential rentals are forecast to increase. This will increase the viability of some marginal residential schemes.
- Rapid reduction in news media and current affairs journalism will require new approaches to communicate with our communities and stakeholders.
- With ongoing impacts on our people from inflation and cost increases, council group financial challenges, workload, ongoing change, we will need to continue to focus on wellbeing.

5. Business planning assumptions

Underlying beliefs or expectations, assumptions around key variables

- **Economy:** remains subdued and slowly pulls out of recession, increased unemployment and softer labour market. interest rates will stabilise. Property and housing market will pick up at some point with high to moderate levels of net migration.
- **Council-wide savings and deferrals:** We will continue to be part of the council group efficiency reviews to deliver cost savings and to deliver revenue through asset recycling.
- **Urban regeneration:** We will continue the urban regeneration programme, maintain capital delivery levels and lead process on new locations to be phased in.
- **Climate change:** public and stakeholder pressure increases for action in carbon mitigation and climate adaptability. Reporting requirements increase in relation to asset vulnerability and financial risk. Government and Council responses and priorities become clearer.
- **Development Partners -** We will continue to build and maintain our relationships with our development partners, helping us realise strategic and commercial value from our sites. Conditions remain difficult leading to deferred projects and payments. Our development partners will explore the use of the fast-track approvals process.
- **Central government-led infrastructure projects and priorities.** Infrastructure projects across Auckland will be deferred, rescope or cancelled. Fast-track legislation will enable some projects to move ahead quickly. Implications for Eke Panuku will be subject to council position and resourcing.

6. Our Business Plan objectives

1. Putting people first: Fostering positive employee experience, culture and wellbeing
2. Maintaining delivery momentum, with a focus on strategic priorities
3. Building leadership capability and collaboration, internally and with partners
4. Telling our story
5. Ongoing business improvement, adjusting to our changing environment

Priorities and focus areas

Objective 1: Putting People First

Strategic Priority: Putting people first: A thriving culture where everyone feels valued, supported and empowered to contribute their best.

Collaboration: Work well together to achieve our goals

- Make improvements to Eke Panuku onboarding, integrating DiSC
- Clarify and develop material to better communicate our roles, operating model and how our different skills work together to achieve our vision.

Capability: Empower our people for the future

- Deliver and embed new performance and development planning system, framework and expectations
- Build expertise and skillsets through investing in training and development opportunities. This includes leadership development, project leadership capability and responding to our cultural competency survey: Te ara ki Tua
- Increase staff understanding of our remuneration framework

Culture: Foster a supportive work culture where individuals feel safe, valued and engaged.

- Deliver Diversity, Equity & Inclusion strategy actions including commitments under the MAHI strategy and AMO plan.
- Conduct psychosocial risk assessment, update Wellbeing Strategy and actions.
- Actively engage with our people, seeking input, ideas and feedback on matters that affect their work and wellbeing. Ensure the employee voice is heard and acted upon to improve our employee experience.

Objective 1: Putting People First cont.

Capacity: Have the right people in the right place at the right time with the right skills

- Review recruitment process to identify where we can strengthen our employer brand and EVP messaging.
- Continued focus on business continuity for key roles, career path identification, talent development and succession planning

Physical environment

- Complete move to Level 21 to improve our physical environment supporting our culture and way of working

Health, Safety & Wellbeing

- Improve HSW reporting including lead indicators that test the critical risk areas
- Psychosocial risk assessment, action planning and update wellbeing strategy
- Improve reporting and set KPIs - property risk check reporting and capital works inspections reporting
- Transition to new Health and Safety system from Noggin to Donesafe.
- Implement Donesafe training across the business.

Objective 2: Maintaining delivery momentum

Statement of intent

- Maintain focus on delivering SOI commitments, targets, capital milestones and performance measures

Urban Regeneration priorities

- Urban regeneration future programme – implement an agreed fit-for-purpose process to select new locations
- Central wharves masterplan – commence an agreed work programme
- Commence a rolling update on the current urban regeneration programmes with the Planning Environment and Parks Committee
- Deliver year two of the Achieving Māori Outcomes Plan including internal cultural capability programme, sustainable procurement supporting Iwi and Māori businesses and engagement with Haukura (IMSB).
- Continue to build City Centre leadership and deliver actions set out in the agreed action plan including an integrated safety plan.
- Complete and implement the review of TAG and the Alliancing Framework supporting efficient and quality design outcomes
- Provide input to strategic transport and other projects as agreed with Auckland Council, once priorities are determined
- Provide advice on the implications of central government policy and regulatory reform, and subsequent council processes and plan changes for Eke Panuku.
- Acquisitions – take advantage of acquisitions opportunity and wider mandate in current market, supported by process improvements to simplify non-PWA acquisitions

Objective 2: Maintaining delivery momentum cont.

Urban regeneration cont.

- Reflecting the property market slow down, engage on a tailored approach to setting essential outcomes when taking properties to the market
- Build pipeline of service property optimisation opportunities and the disposals pipeline, to contribute to urban regeneration and asset recycling targets
- Explore commercial and TOD opportunities for Pakauranga Plaza and Ti Rakau Drive.



Objective 2: Maintaining delivery momentum cont.

Portfolio Management

Our role is to drive strategic and optimal value from council group property assets in order to provide revenue for council and deliver on other outcomes. We optimise the returns from the property portfolio and maintain the properties to be fit-for-purpose in alignment with council group's wider objectives. This can mean anything from leasing out at market rates to reducing expected returns to ensure public access, meet short term requirements or reflect current asset conditions. We provide tenancy management, assets and facility management, property maintenance and renewals, and marina management.

- Deliver an improved commercial return on the portion of the portfolio that can be leased commercially.
- Completion of the agreed program of renewals including the successful completion of the maintenance programme for the Te Wero Wynyard Crossing Bridge and its return to service.
- Obtain the necessary approvals for the berth structure model and future management of the Westhaven marina berths beyond the 2026 and 2029 berth entitlement unit reversions to Council.
- Continue to improve the transparency of our reporting to the Shareholder and Board on the portfolio including raising the profile of the income producing properties.
- Implement and report on initiatives to enhance asset management planning
- If requested by council, we will contribute to work led by council on group property ownership and management reviews including:
 - Establishing principles for asset ownership and a framework to support decision-making.
 - Cooperate with a review of the group property model to remove unnecessary duplication.
 - A Section S17A review of the ongoing management of marinas.
 - Establishment of a taskforce on service property optimisation.

Objective 3:

Building leadership capability and collaboration

- **Leadership** - deliver refreshed programme for people leaders
- **Social license** – continue to build the trust of stakeholders and communities and social license to operate across our locations and in our core work.
- **Collaboration** – continue to build matrix working model (business improvement)
- **External environment** – maintain awareness of the changing council group and central government environment and property market, sharing information, managing risk and being open to opportunities.

Māori Outcomes: Deliver Year 2 of the Achieving Mana Whenua Outcomes Plan:

- Deliver on our agreed sustainable/ social procurement targets (Māori) – this includes using 3rd party procurement specialists to connect us with appropriate mātaawaka suppliers.
- Deliver the Internal Cultural Capability Uplift Programme. This includes supporting the growth of our internal Māori leaders
- Grow stronger relationships with Houkura to align outcomes within our work programme with issues that are significant to Māori in Tāmaki Makaurau.

Objective 4: Telling our story

Strategic priority: Ensure successful relationships are in place with key partners and stakeholders to maintain programme momentum

- Cross-council partnerships - Ongoing change across the council group will require us to remain agile and rebuild working relationships to support ongoing collaboration and alignment.
- Deploy our communications strategy focusing on the provision of essential public information and demonstrating tangible public benefits of our work, our property role and attraction of private investment to catalyse urban regeneration, and less on local events.
- Implement media strategy and corporate communications strategy targeting key partners, stakeholders and professional audiences using new approaches to respond to the changing media environment
- Implement initiatives to improve local board reporting and ensure quality advice to elected members

Objective 5: Ongoing business improvement

Business model and processes

- Quality of business cases – ensure strategic alignment, efficient use of resources and projects are value for money and achievable
- Continue to build matrix collaboration
- Project leads – simplified competency framework and learning resources.
- Implement Resources TAB in Sentient to support improved resource management
- Refresh PMF to be fit-for-purpose

Climate Change

- Enhancing climate change risk disclosure and reporting, decision making and processes;
- Commencing carbon assessment of key capital projects once tool agreed;
- Increasing supplier diversity working with mana whenua iwi
- Continuing to implement sustainable building and public realm standards and regenerative practice.

Risk

- Enhance/amend the Risk Management Framework to incorporate climate risk assessment.
- Critical assets risk assessment and control tracking with Assets & Delivery.
- Risk workshops and risk updates for key capital projects, property portfolio and Marinas , including embedding climate considerations and manage natural hazards
- Risk management training to build capability across the business.
- Initiatives to meet climate risk reporting and disclosure requirements.

Part 2:

Detailed Business Plan

– programmes, budgets, performance measures

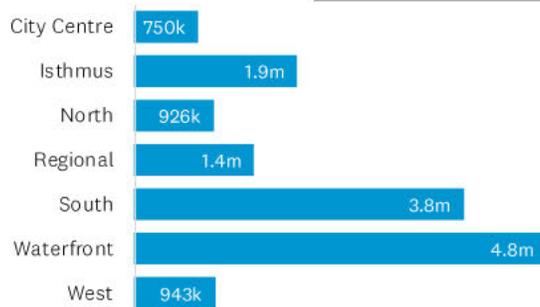
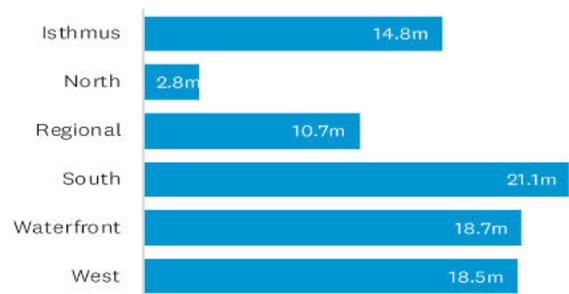
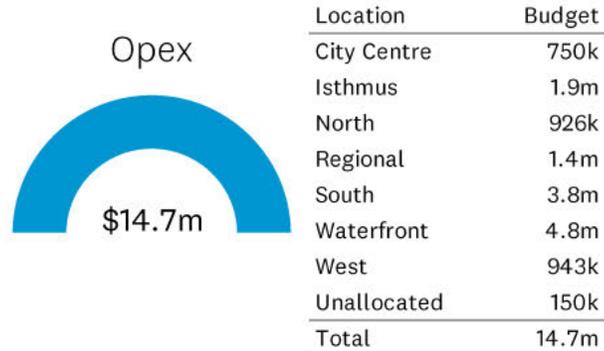
Cash inflows and outflows

	Budget
Capital Inflows	
Selling Council's surplus property	60.0m
Selling or long leasing property to reinvest in our urban regeneration locations	16.0m
Third party capital contributions	3.8m
	79.8m
Capital Outflows	
Investing in council group assets to support regeneration and asset renewals	98.9m
Operational Inflows	
Revenue from property interests for Council group	59.5m
Operational Outflows	
Managing council group properties	19.5m
Utilities and leases for council group owned assets we manage	7.0m
Rates on council group owned assets	7.7m
Maintenance of council properties	12.3m
Consultation, negotiation and sales processes to sell council property	4.3m
Leading regeneration of town centres, city centre and waterfront.	23.8m
	74.6m

The table above displays the consolidated financial cash flows for all of Eke Panuku operations including corporate, regeneration and asset management within both Auckland Council and Auckland Transport. The consolidated position excludes inter company transactions and the operational inflows and outflows don't directly correlate with the financial tables on the next 5 pages.

Regeneration summary

The programmes include transform and unlock and support regeneration programmes



Sites previously approved for sale by the board, and those specified in the transactional approval table on page 28, if sold in FY25 will be counted towards the sales target.

The FY25 sales target aligns with the Statement of Intent targets reported to Auckland Council.

Eke Panuku Ltd corporate finances



Eke Panuku Ltd has budgets for staff, office accommodation and corporate operations. The budgets for regeneration and asset management on the previous pages are included with Auckland Council and Auckland Transport entities.

Assets managed for Auckland Council

Net Surplus



Overall net surplus generated from the assets managed for Auckland Council made up of the following activities:

- Auckland Council Properties
- Auckland Transport Properties
- Business Interest
- Marina Operations
- Waterfront Public Space

Capital Renewals



Location	Budget
Westhaven Land Based	1.5m
Waterfront Property	7.8m
Auckland Council Property	3.0m
Total	12.3m



Net revenue / (expense) by activity

Direct revenue includes property rental and berthage income. Direct expenditure includes repairs and maintenance, rates and utilities, occupancy costs, consultant and staff costs recharged by Eke Panuku to Auckland Council for marina activities.

Auckland Council Properties



The property portfolio team manages commercial and residential property on behalf of Auckland Council and Auckland Transport.

Auckland Transport Properties



Marina Operations



Covers the operation of Westhaven, Viaduct and Silo Marinas and the Westhaven Trusts.

Waterfront public space assets



Covers maintenance in the Wynyard Quarter, the Wynyard Crossing bridge operation and Tram operation.

Business interests



Covers forestry, landfill (WDS) and quarries.

SOI performance measures (Draft)

Eke Panuku has an agreed set of performance measures and targets which form the basis of accountability for delivering on the Auckland Council's strategic direction and priorities. These are reported to the shareholder on a quarterly basis in accordance with the CCO Accountability Policy.

	Key performance indicator		Target
Urban regeneration programmes and projects	1	Net new dwellings (housing units) – LTP performance measure	157
	2	Public realm – square metres	7,000 sqm
	3	Capital project milestones approved by the board achieved – LTP performance measure	80%
	4	Achieve board approved Transform and Unlock (T&U) sales for the financial year through unconditional agreements	\$16m
	5	The asset recycling target agreed with the Auckland Council	\$60m
Property Portfolio and Marina Management	6	Annual property portfolio net operating budget result agreed with the council achieved – LTP performance measure	\$18.0m
	7	The monthly average occupancy rate for tenantable properties – LTP performance measure	Commercial 90% Residential 95%
	8	The percentage of marina customers surveyed who are satisfied with marina facilities and services	88%
Sector leadership	9	Climate change mitigation - Significant capital project decisions consider and reduce carbon impacts.	methodology adopted, tested and applied
	10	Creating positive outcomes for Māori - Deliver a number of ongoing or new initiatives that support Māori Outcomes	40
	11	Enhancing the relationship between Eke Panuku and mana whenua. Increasing the percentage of satisfaction with the support they receive from Eke Panuku	Maintain or improve on previous year
	12	The percentage of complaints received by Eke Panuku are resolved within 10 working days	80%

FY25 Transactional approvals

The properties in tables 1 are to be sold as part of Eke Panuku’s contribution to the asset recycling target and are not part of the urban regeneration programmes. The sales for these sites will be transacted in accordance with the Board Delegated Authority Policy.



Any of the sites listed in table 1 that are sold in FY25, will contribute to Auckland Council’s asset recycling target.

Any sites that are to be sold as part of the asset recycling target during the year which are not included here; or which have not been approved in prior year business plans, will be brought to the Board for approval.

Table 1

Board approval for exclusive negotiation and sale	
Hobsonville	84 (Part) Hobsonville Road
Glen Eden	33B (part) Brandon Road
Forest Hill	2 Forest Hill Road
Parnell	Titoki Street
Whitford	54 Whitford Park Road
Newmarket	Nuffield Lane (service lane)
Clarkes Beach	18-22 Keven Road
Papatoetoe	12R Birdwood Avenue
Papatoetoe	5Z Butler Avenue

Note: A go to market strategy will not be required for any of these sites.

FY25 Programme milestones

15 Capital milestones

Location and Programme		Project		Deliverable milestone	Indicative development results	Indicative project cost	
						FY25	Life
Isthmus	Onehunga	1.	Waiapu Precinct public realm and enabling works	Commence construction	10,325 sqm of upgraded public space	\$5.0m	\$27.5m
	Panmure	2.	Lagoon Edge Reserve upgrade	Commence construction	4,800 sqm of new and upgraded public space	\$6.4m	\$9.3m
North	Northcote	3.	Northcote Community Hub and Puāwai / Cadness Reserve upgrade	Lodge resource consent	1,500 sqm of new and refurbished community hub space 6,800 sqm of upgraded open space	\$1.1m	\$24.7m
		4.	Ernie Mays Street streetscape	Lodge resource consent	2,800sqm streetscape	\$0.7m	\$12.0m
Renewals		5.	Bascule Bridge upper structure	Complete construction	Maintain structural integrity of the heritage asset	\$1.0m	\$1.1m
		6.	Shed 10 structural upgrade - Waterfront	Complete construction	Upgrade structure to building code standard	\$1.8m	\$4.5m
		7.	Westhaven maintenance yard relocation	Complete construction	New marina maintenance yard	\$0.5m	\$0.5m
South	Manukau	8.	Hayman Park wetlands	Resource consent granted	15,600 sqm of upgraded open space	\$1.0m	\$7.1m
		9.	Puhinui Regeneration – Te Aka Raataa Stage 1 Raataa Vine	Procurement initiated, with external parties invited. Project documents completed and published, inviting external parties to close the tender	13,300 sqm upgraded open space	\$0.9m	\$4.6m
	Papatoetoe	10.	Cambridge Terrace extension and car park	Commence construction	780 sqm streetscape and 950 sqm shared path/cycleway	\$6.0m	\$8.8m
		11.	Chambers Laneway	Complete construction	1,180 sqm public space and laneway	\$2.7m	\$3.0m
	Pukekohe	12.	Roulston Park upgrade of public amenities	Commence construction	4,600 sqm public space	\$2.3m	\$2.7m
13.		Market precinct: Devon Lane, Roulston St & town square enhancements	Lodge resource consent	3,500 sqm of upgraded streetscape 500 sqm of upgraded public space	\$0.5m	\$9.9m	
Waterfront		14.	Westhaven Seawall Upgrade	Complete construction	1,500 sqm of upgraded public space	\$5m	\$8.8m
West	Henderson	15.	Catherine Plaza	Commence construction	900 sqm public space	\$1.4m	\$2.6m

FY25 Programme milestones

3 Site sales – go to market decision

An individual go to market strategy will be prepared for board approval in FY25 for each of the properties listed below. The strategy will outline the design and other strategic outcomes being sought for each property.

Location	Programme	Site
Isthmus	Onehunga	Waiapu Precinct – development sites, Onehunga
Regional	Supports	35 Coles Crescent, Papakura
West	Avondale	93-99 Rosebank Road, Avondale

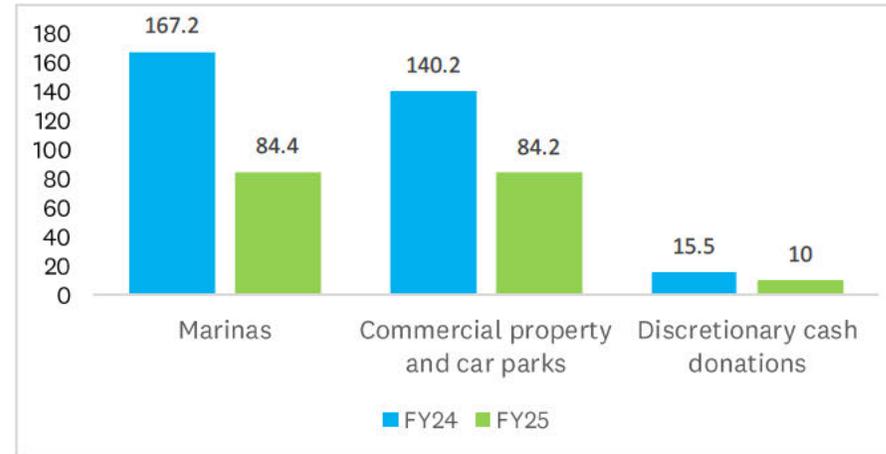
Grants & donations

From time to time and as a result of some legacy arrangements, Eke Panuku provides grants and donations to support activities and organisations which advance outcomes of the Auckland Plan and our urban regeneration plans.

These are either as a cash donation or in-kind where Eke Panuku provides the use of its managed-assets and or services for less than the usual fee charged.

The FY25 plan for grants and donations totals \$178.6k, compared with \$322.9k the previous year, a reduction of \$144.3k. Grants and donations generally are reducing largely as a result of historical arrangements coming to an end or are no longer required, as is the case with some cash donations. Property concessions and marina grants have decreased as a result of more appropriate commercial arrangements being put in place.

FY25 funding (\$k)



Sustainable procurement

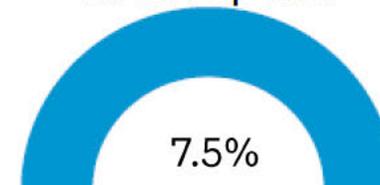
Eke Panuku targets 7.5% of our influenceable spend towards supplier diversity (working with Māori and Pasifika businesses and social enterprises). This target applies to opportunities across all Eke Panuku directorates.

Where an indirect outcome (subcontracting) is appropriate, Eke Panuku aims for 15% of subcontracted spend to be directed to supplier diversity aims.

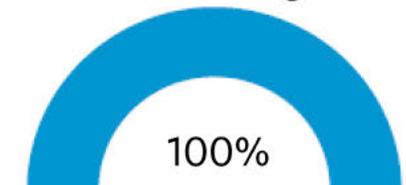
Eke Panuku utilises deconstruction practices in place of destructive demolition, both for our own projects and through development agreements. Our target is for all projects to use these practices.

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

Supplier diversity – direct spend



Utilisation of deconstruction methodologies



Part 3:

Spatial Delivery Plans for urban regeneration

SPATIAL DELIVERY PLAN

MANUKAU

Vision

Thriving heart and soul for the south.

PROGRAMME SUMMARY

	Actuals to date	FY25	FY26 & FY27	Prog. life
LTP Capex	28.4m	5.1m	35.7m	179.2m
LTP Opex	13.6m	2.25m	4.5m	19.7m
Sales gross	114.8m	-	27.6m	162.0m
New homes	334	-	169	952
Public realm (Sqm)	16,119	-	21,403	323,992
GFA (Sqm)	1,941	-	2,000	113,458

GFA Gross floor area
LTP Long Term Plan
SOI Statement of Intent
Sqm Square metres

Programme life and outer year values stated are estimated values.

FY25 CAPITAL SOI TARGET

Plan no.	SOI target
11	Puhinui Regeneration – Te Aka Raataa Stage 1 Raataa Vine – Procurement initiated, with external parties invited. Project documents completed and published, inviting external parties to close the tender
12	Hayman Park Wetlands – resource consent granted

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

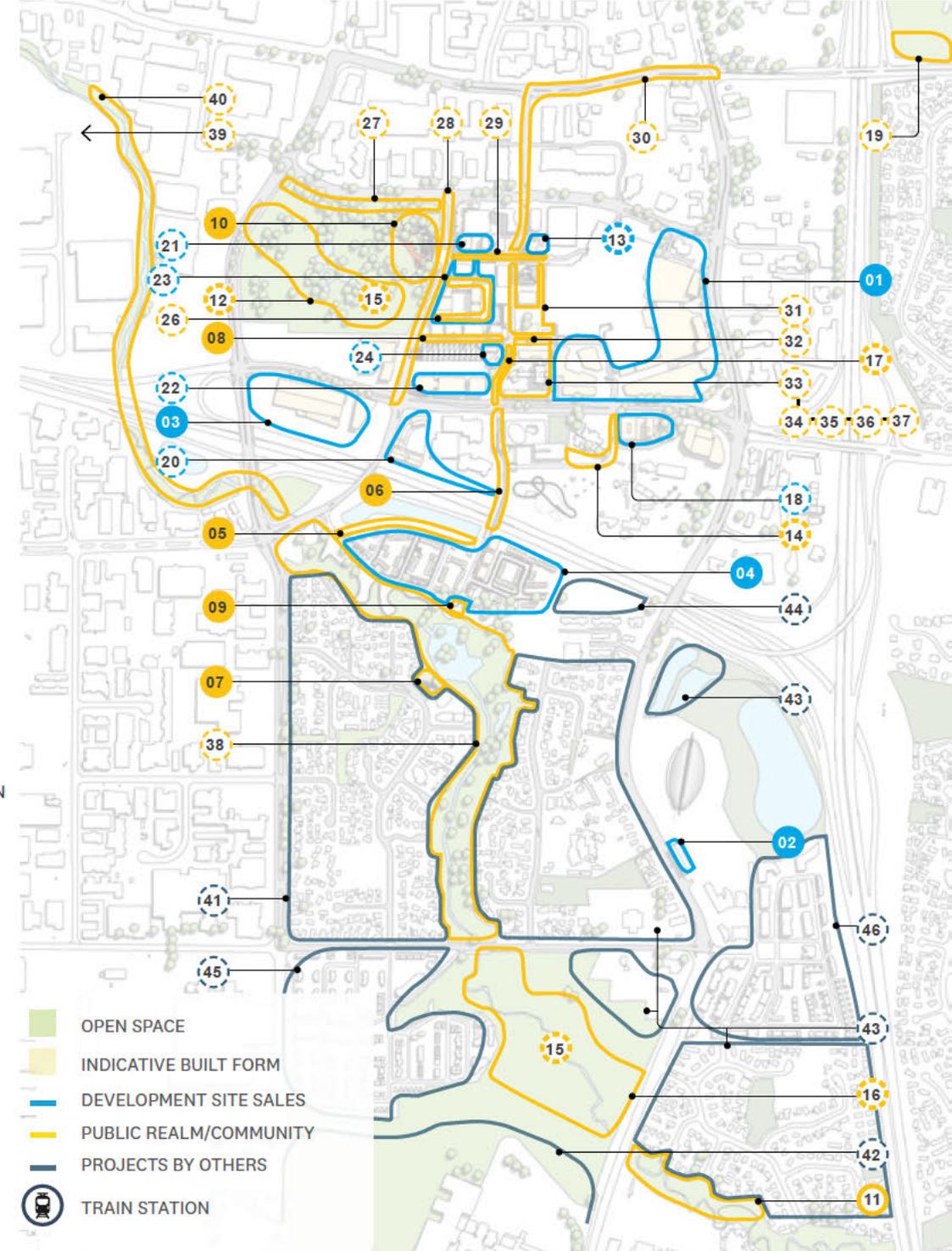
MEDIUM TERM: FY 2026

- 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 - CMDHB 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



SPATIAL DELIVERY PLAN

PUKEKOHE

Vision

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

PROGRAMME SUMMARY

	Actuals to date	FY25	FY26 & FY27	Prog. life
LTP Capex	7.1m	4.2m	10.5m	29.0m
LTP Opex	4.5m	1.1m	2.2m	5.9m
Sales gross	600k	4.2m	26.3m	34.0m
New homes	-	-	35	57
Public realm (Sqm)	1,493	7,924	-	15,515
GFA (Sqm)	-	-	24,455	18,755

GFA	Gross floor area	Programme life and outer year values stated are estimated values.
LTP	Long Term Plan	
SOI	Statement of Intent	
Sqm	Square metres	

FY25 CAPITAL SOI TARGET

Plan no.	SOI target
9	Roulston Park upgrade of public amenities - complete construction
11	Market precinct: Devon Lane, Roulston St, and town square enhancements - Lodge resource consent

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

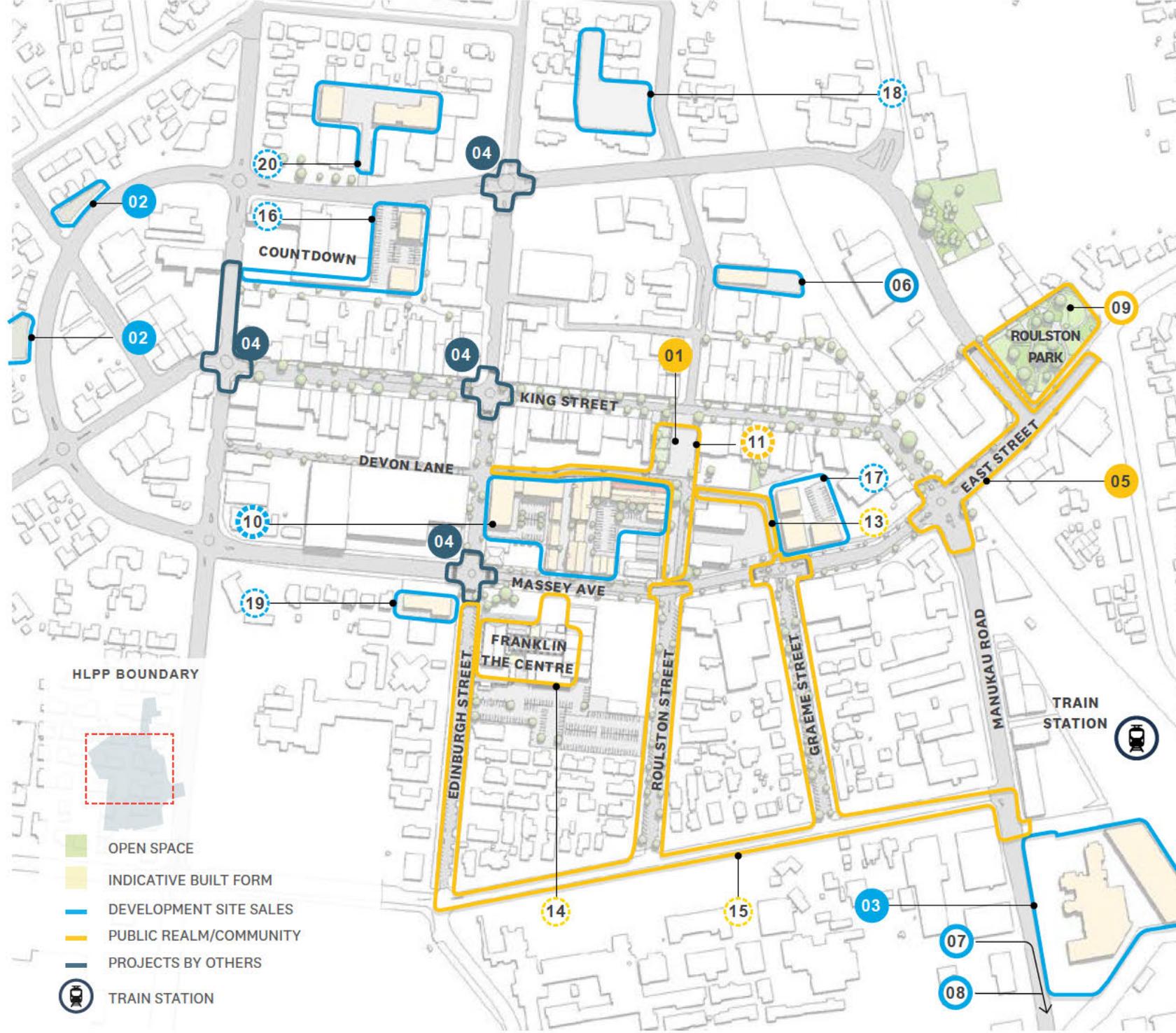
- 06 9 HALL STREET SITE SALE
- 07 174 - 182 MANUKAU ROAD
- 08 2, 4 SVENDSEN ROAD
- 09 ROULSTON PARK UPGRADE

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



SPATIAL DELIVERY PLAN 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.

PROGRAMME SUMMARY

	Actuals to date	FY25	FY26 & FY27	Prog. life
LTP Capex	10.4m	11.8m	11.8m	49.8m
LTP Opex	2.5m	479k	958k	3.2m
Sales gross	16.2m	3.5m	6.5m	31.9m
New homes	8	80	76	299
Public realm (Sqm)	800	1,988	5,840	19,993
GFA (Sqm)	-	-	750	750

GFA	Gross floor area	Programme life and outer year values stated are estimated values.
LTP	Long Term Plan	
SOI	Statement of Intent	
Sqm	Square metres	

FY25 CAPITAL SOI TARGET

Plan no.	SOI target
5	Cambridge Terrace extension and car park - commence construction
6	Chambers Laneway - complete construction

PROJECTS COMPLETED

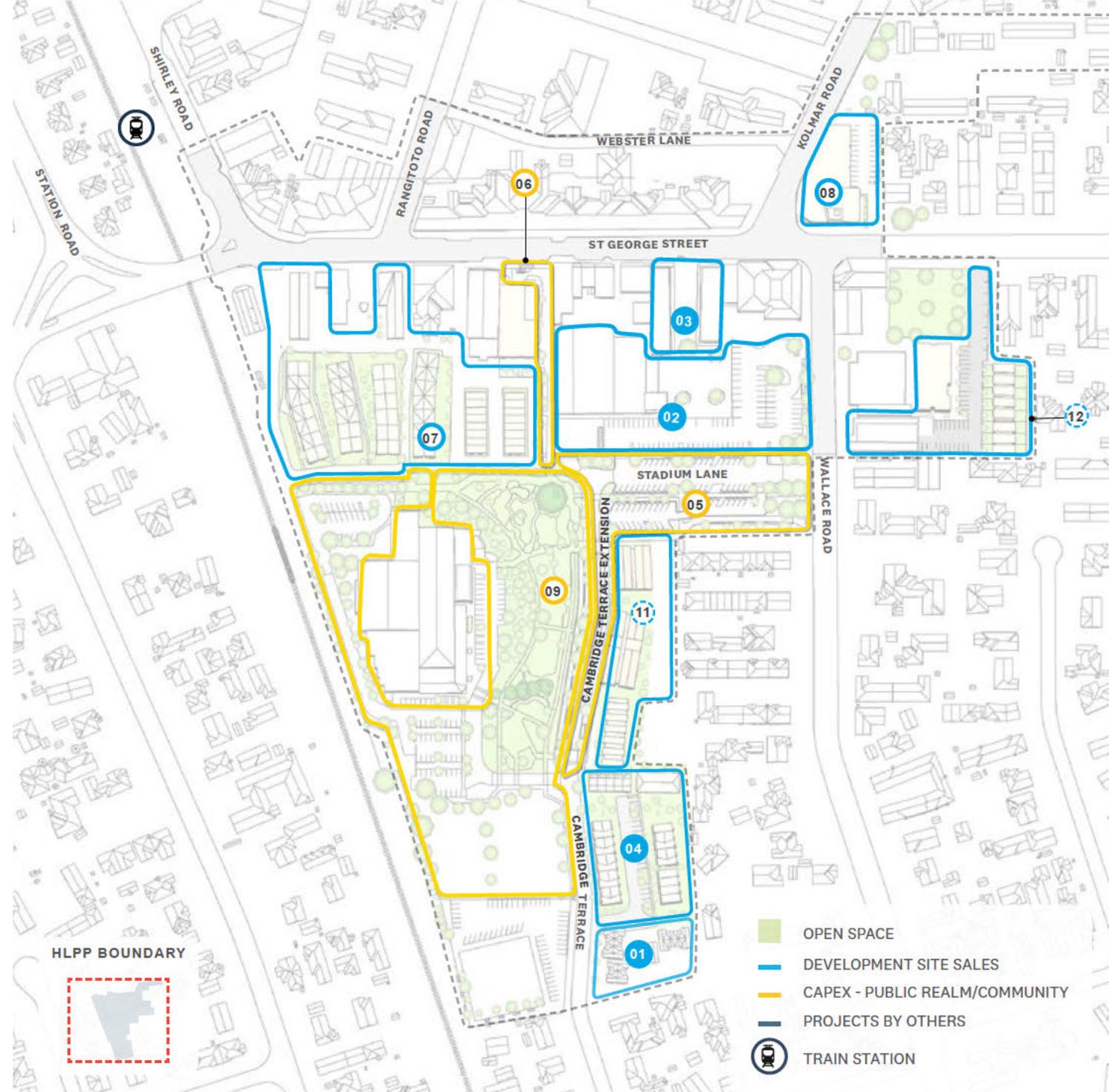
- 01 89 CAMBRIDGE TERRACE
- 02 SUPERMARKET AND CARPARK
- 03 PAPATOETOE MALL
- 04 91 CAMBRIDGE TERRACE - THE DEPOT

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



Vision

To create a strong vibrant centre in which a growing community want to live, work and play.

PROGRAMME SUMMARY

	Actuals to date	FY25	FY26 & FY27	Prog. life
LTP Capex	24.1m	15.0m	14.8m	56.8m
LTP Opex	4.2m	383k	766k	5.0m
Sales gross	47.8m	-	-	47.8m
New homes	310	-	366	1,117
Public realm (sqm)	5,672	-	2,125	8,417
GFA (sqm)	-	-	-	500

GFA Gross floor area
LTP Long Term Plan
SOI Statement of Intent
Sqm Square metres

Programme life and outer year values stated are estimated values.

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 & MARUTŪĀHU 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

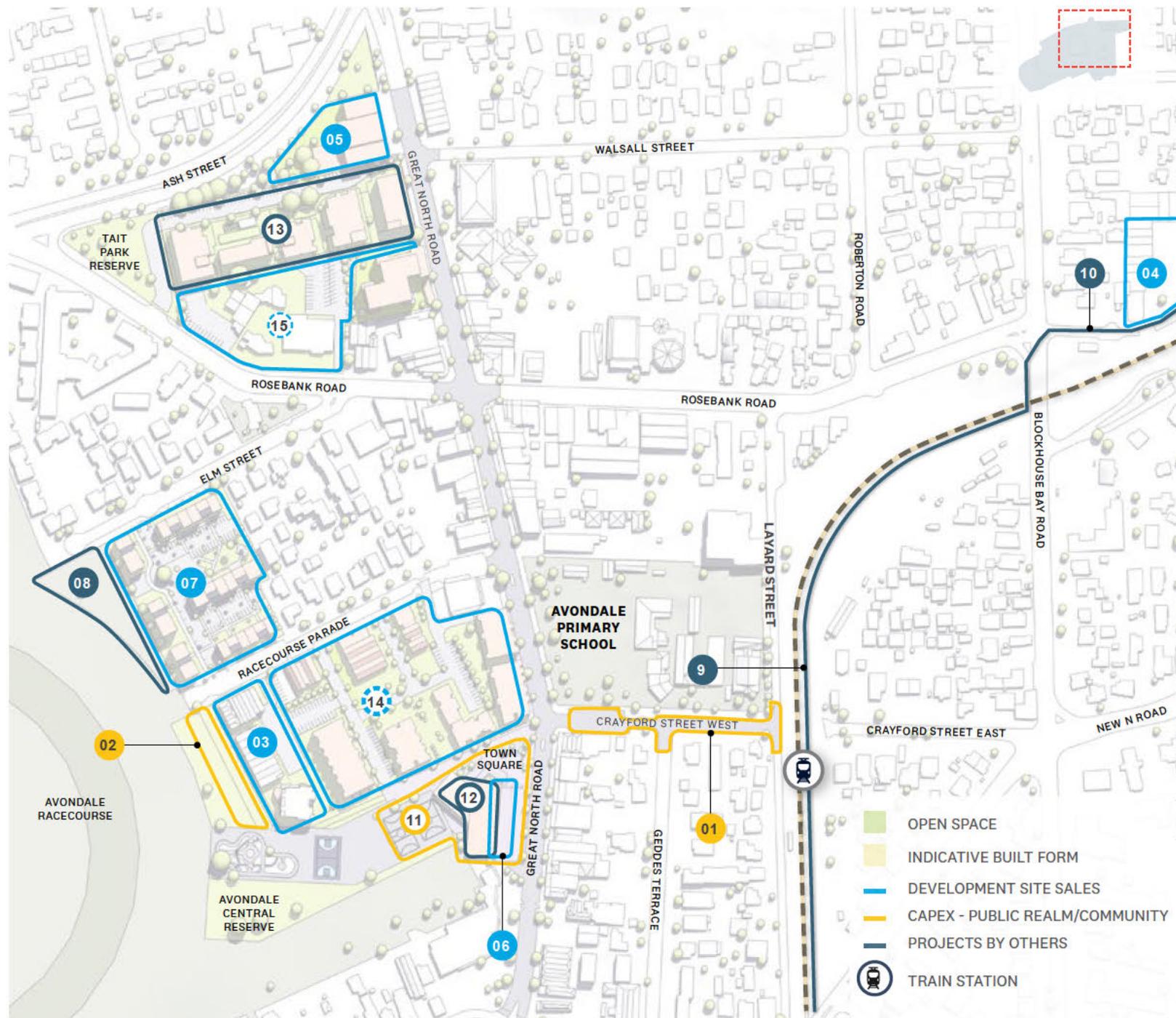
- 11 AVONDALE CIVIC PRECINCT (AVONDALE TOWN SQUARE, CRAYFORD LANE, AND PLAYGROUND)
- 12 TE HONO LIBRARY & COMMUNITY HUB (AUCKLAND COUNCIL)
- 13 Highbury Triangle - Housing for Older People (Kāinga Ora)

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)



SPATIAL DELIVERY PLAN

HENDERSON

Vision

An Urban Eco Centre enhancing the mauri of the twin streams Wai o Panuku and Wai Horotiu.

PROGRAMME SUMMARY

	Actuals to date	FY25	FY26 & FY27	Prog. life
LTP Capex	16.1m	3.4m	27.6m	59.9m
LTP Opex	7.6m	560k	1.1m	8.8m
Sales gross	17.3m	-	2.4m	25.4m
New homes	116	-	50	516
Public realm (Sqm)	220	50	953	21,580
GFA (Sqm)	-	-	-	10,391

GFA Gross floor area
LTP Long Term Plan
SOI Statement of Intent
Sqm Square metres

Programme life and outer year values stated are estimated values.

FY25 CAPITAL SOI TARGET

Plan no.	SOI target
7	Catherine Plaza - commence construction

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

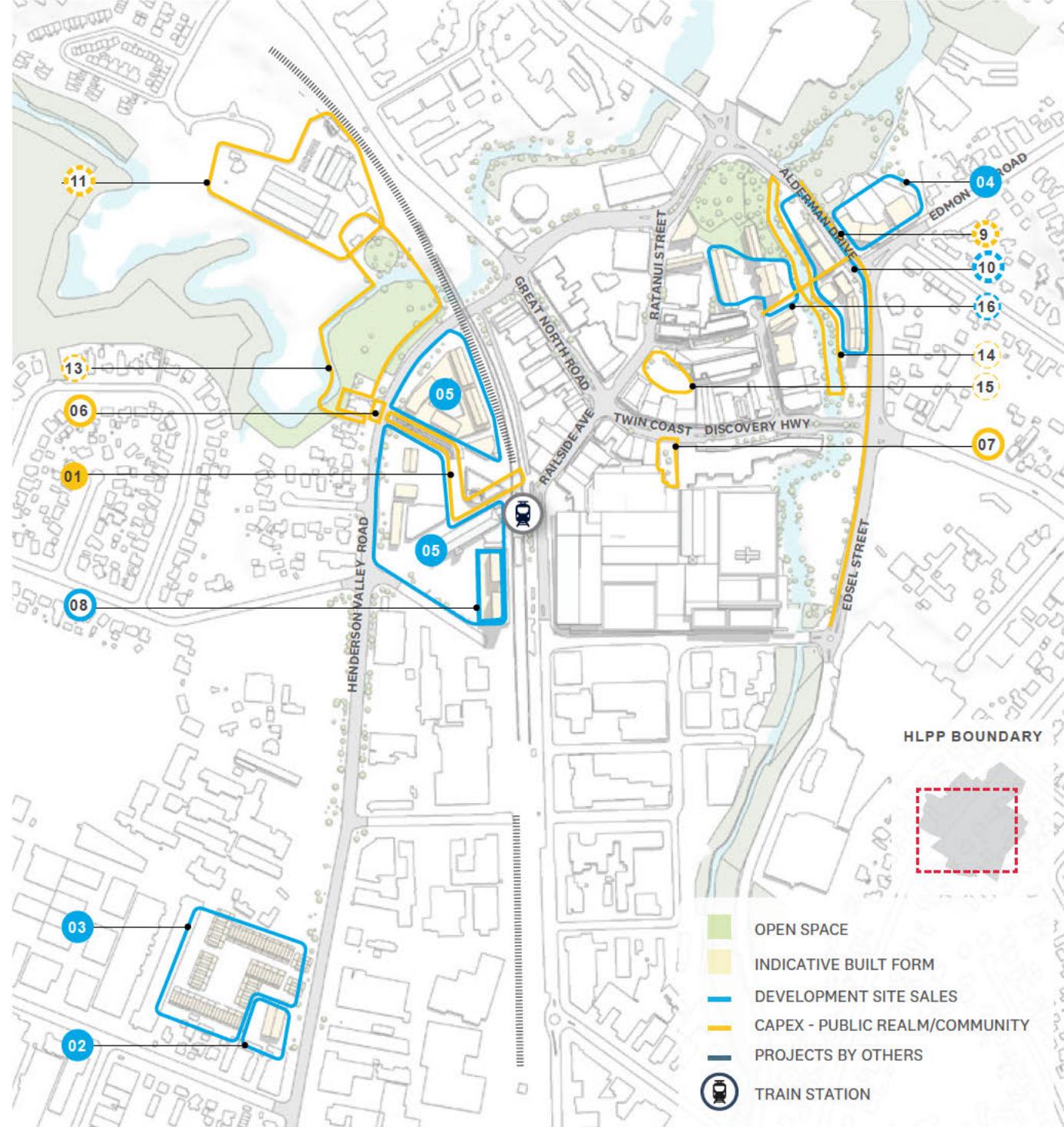
- 06 HENDERSON VALLEY ROAD ENHANCEMENT
- 07 CATHERINE PLAZA UPGRADE
- 08 1C SMYTHE SITE SALE

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



SPATIAL DELIVERY PLAN

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 and cyclists

PROGRAMME SUMMARY

	Actuals to date	FY25	FY26 & FY27	Prog. life
LTP Capex	53.9m	257k	112k	56.6m
LTP Opex	3.7m	218k	400k	4.0m
Sales gross	180k	22.6m	8.5m	38.2m
New homes	-	-	113	550
Public realm (Sqm)	1,119	-	5,000	12,044
GFA (Sqm)	-	-	-	12,200

GFA Gross floor area
 LTP Long Term Plan
 SOI Statement of Intent
 Sqm Square metres

Programme life and outer year values stated are estimated values.

PROJECTS COMPLETED

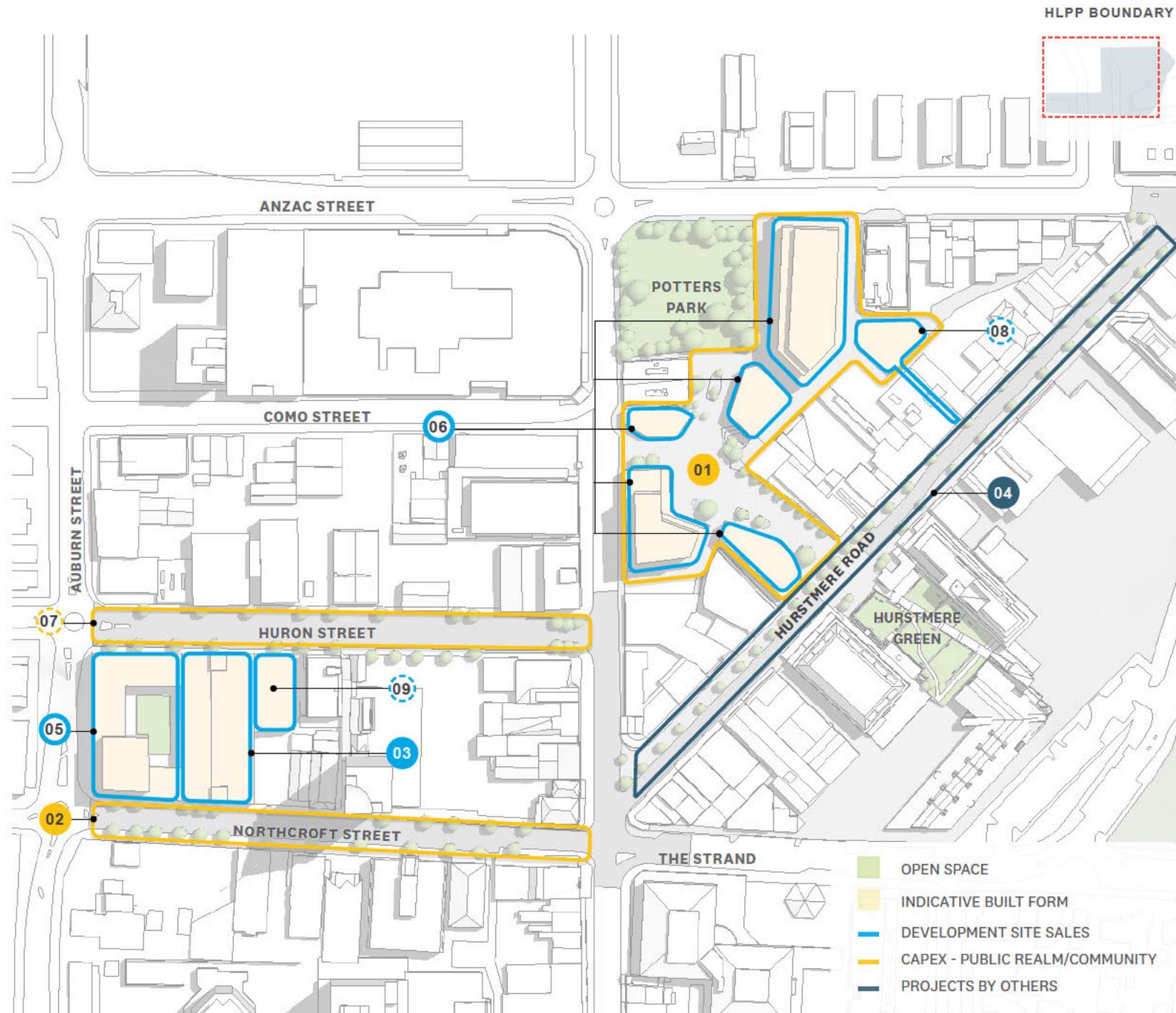
- 01 WAIWHARARIKI ANZAC SQUARE
- 02 NORTHCROFT STREETScape UPGRADE
- 03 TOKA PUIA CAR PARK
- 04 HURSTMERE ROAD UPGRADE (AT)

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



SPATIAL DELIVERY PLAN

NORTHCOTE

Vision

A growing community with a lively and welcoming heart where business thrives, and everyone's needs are met.

PROGRAMME SUMMARY

	Actuals to date	FY25	FY26 & FY27	Prog. life
LTP Capex	51.8m	2.5m	28.7m	93.6m
LTP Opex	6.0m	708k	1.4m	6.7m
Sales gross	-	-	10.0m	70.0m
New homes	-	-	-	620
Public realm (sqm)	10,140	-	-	21,509

GFA Gross floor area
 LTP Long Term Plan
 SOI Statement of Intent
 Sqm Square metres

Programme life and outer year values stated are estimated values.

FY25 CAPITAL SOI TARGET

Plan no.	SOI target
5	Ernie Mays Street streetscape – lodge resource consent
6	Northcote Community Hub and Puāwai / Cadness Reserve upgrade – lodge resource consent

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



PANMURE

Vision

To create a vibrant centre that is a great place to live, visit, and do business; building on Panmure’s distinct landscape, transport connectivity, family friendly community, and lifestyle amenities.

PROGRAMME SUMMARY

	Actuals to date	FY25	FY26 & FY27	Prog. life
LTP Capex	10.1m	5.8m	18.7m	77.3m
LTP Opex	4.3m	635k	1.3m	5.3m
Sales gross	-	-	11.8m	54.3m
New homes	-	-	25	883
Public realm (Sqkm)	1,290	-	5,977	22,896
GFA (Sqkm)	-	-	-	20,928

GFA Gross floor area
LTP Long Term Plan
SOI Statement of Intent
Sqkm Square metres

Programme life and outer year values stated are estimated values.

FY25 CAPITAL SOI TARGET

Plan no.	SOI target
5	Lagoon Edge Reserve upgrade - Commence construction

PROJECTS COMPLETED

- 01 CLIFTON COURT
- 02 AMETI - EASTERN BUSWAY (AT)
- 03 PANMURE STATION UPGRADE
- 04 STREETScape REFRESH

SHORT TERM: FY 2025

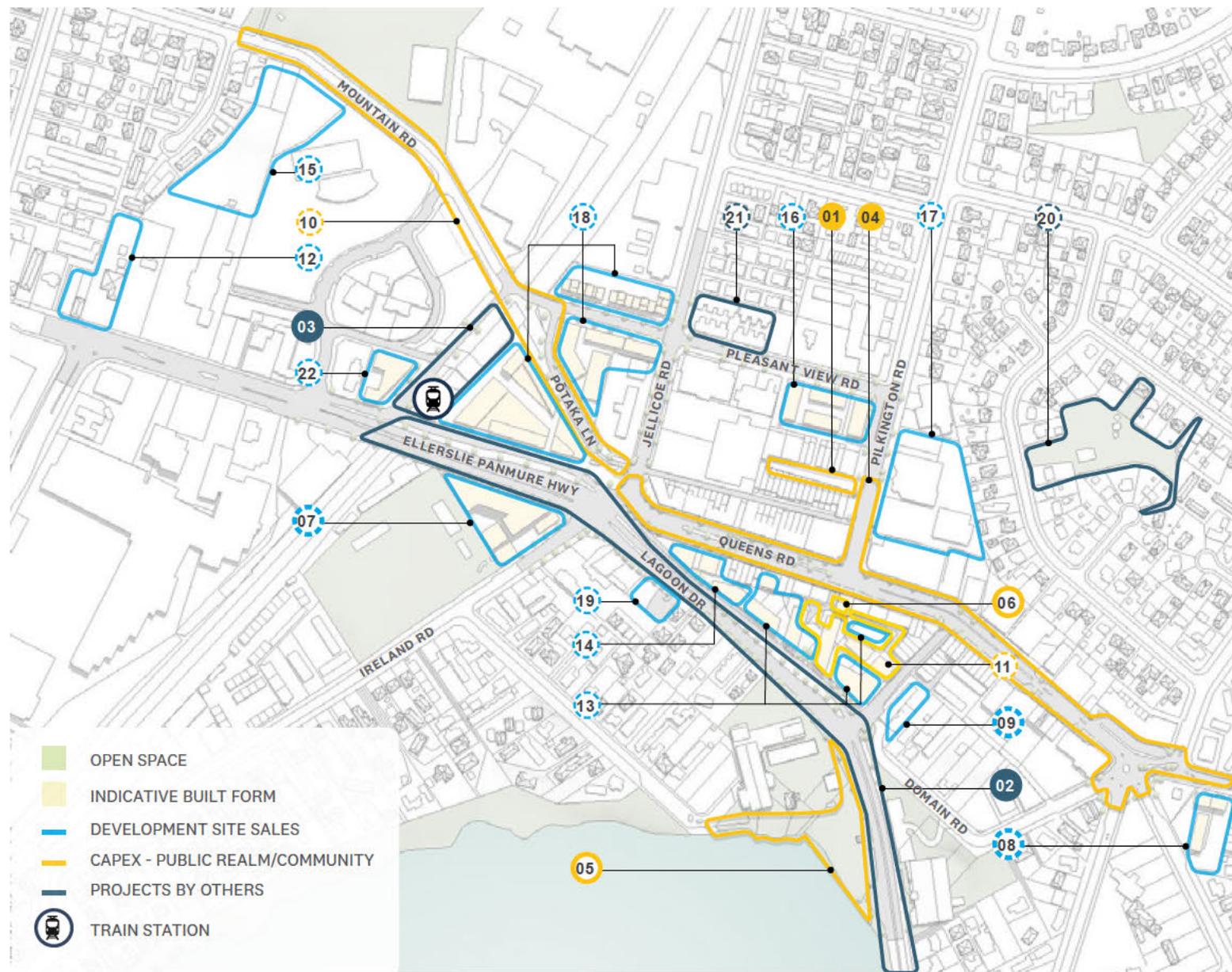
- 05 LAGOON EDGE RESERVE UPGRADE
- 06 PANMURE TOWN SQUARE

MEDIUM TERM: FY 2026

- 07 535 ELLERSLIE PANMURE HIGHWAY SITE SALE
- 08 3 KINGS ROAD SITE SALE
- 09 10 BASIN VIEW LANE SITE SALE

LONG-TERM PROJECTS: FY 2027+

- 10 MAUNGAREI CONNECTION
- 11 BASIN VIEW PRECINCT PUBLIC REALM
- 12 486 - 492 ELLERSLIE PANMURE HIGHWAY SITE SALE
- 13 BASIN VIEW STAGED SITE SALES
- 14 GATEWAY WEST 13-27 QUEENS ROAD SITE SALE
- 15 59 & 59A MOUNTAIN ROAD SITE SALE
- 16 28 - 30 PILKINGTON ROAD SITE SALE
- 17 7 - 13 PILKINGTON ROAD REDEVELOPMENT
- 18 STATION PRECINCT SITE SALES
- 19 11 - 13 LAGOON DRIVE SITE SALE
- 20 MAUINAINA RESERVE UPGRADE (TRC)
- 21 PLEASANT VIEW ROAD DEVELOPMENT (TRC)
- 22 3 MOUNTWELL CRESCENT SITE SALE



SPATIAL DELIVERY PLAN

ONEHUNGA

Vision

To create a flourishing Onehunga that is well connected to its past, its communities and the environment, including the Manukau Harbour.

PROGRAMME SUMMARY

	Actuals to date	FY25	FY26 & FY27	Prog. life
LTP Capex	27.1m	8.0m	34.4m	94.2m
LTP Opex	7.9m	1.1m	2.0m	9.3m
Sales gross	4.7m	-	1.5m	61.5m
New homes	-	12	-	925
Public realm (Sqm)	419	-	6,705	41,541
GFA (Sqm)	-	-	4,000	62,440

GFA Gross floor area
LTP Long Term Plan
SOI Statement of Intent
Sqm Square metres

Programme life and outer year values stated are estimated values.

FY25 CAPITAL SOI TARGET

Plan no.	SOI target
7	Waiapu Precinct public realm and enabling works - Commence construction

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 KOTAHI NZTA)

SHORT TERM: FY 2025

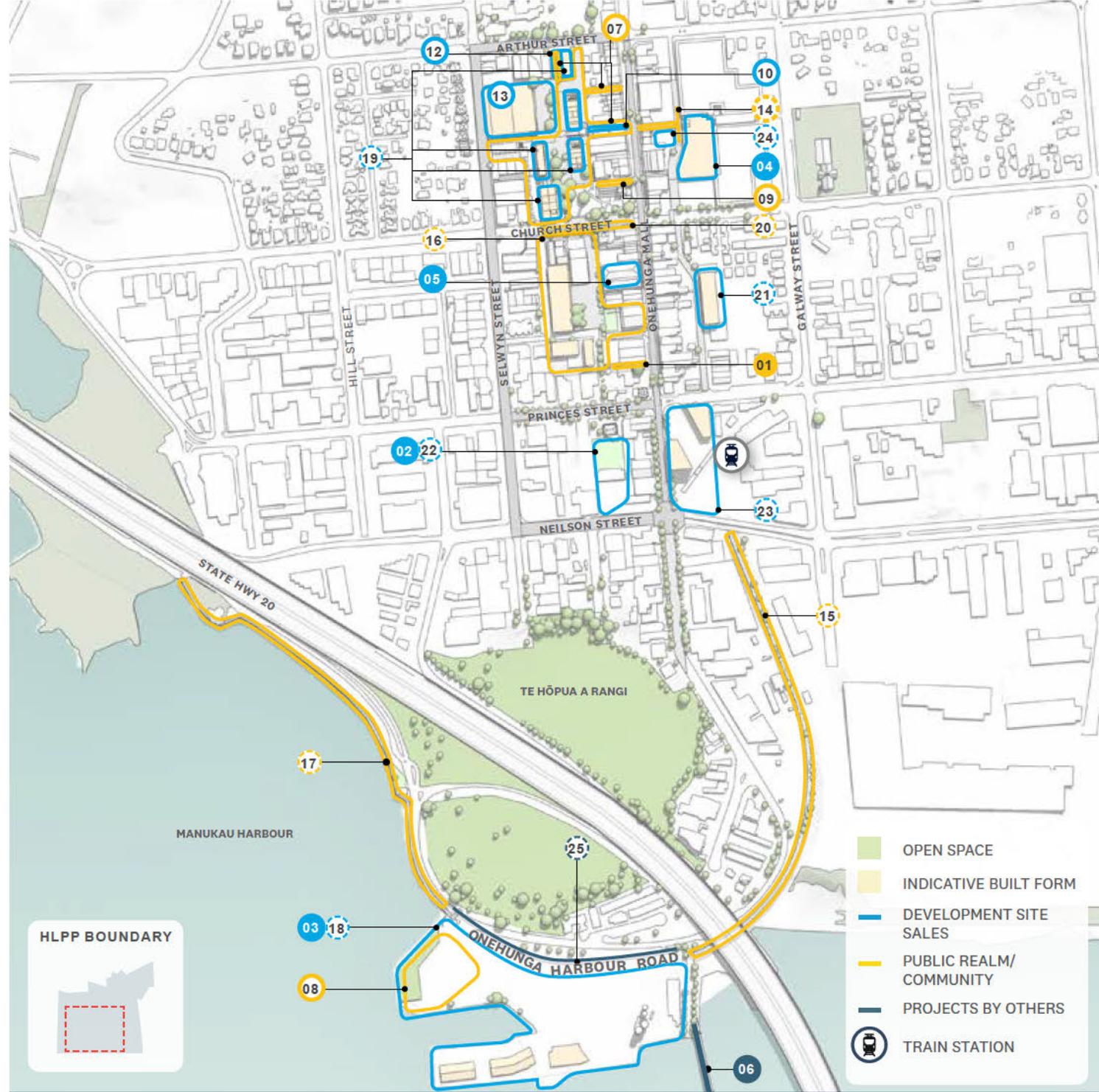
- 07 WAIAPU LANE PRECINCT PUBLIC REALM
- 08 ONEHUNGA WHARF PUBLIC REALM
- 09 ST PETER CHURCH LANEWAY ACQUISITION
- 10 208, 210 ONEHUNGA MALL ACQUISITION
- 12 123 ARTHUR STREET ACQUISITION
- 13 WAIAPU PRECINCT SUPERMARKET

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 KOTAHI NZTA)



SPATIAL DELIVERY PLAN

WATERFRONT

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.

PROGRAMME SUMMARY

	Actuals to date	FY25	FY26 & FY27	Prog. life
LTP Capex	168.8m	18.7m	25.5m	462.5m
LTP Opex	18.3m	4.8m	6.3m	42.2m
Sales gross	102.3m	13.8m	31.3m	224.1m
New homes	314	-	-	1,187
Public realm (sqm)	60,059	2,250	-	170,139
GFA (sqm)	11,317	23,000	-	69,076

GFA	Gross floor area	Programme life and outer year values stated are estimated values.
LTP	Long Term Plan	
SOI	Statement of Intent	
Sqm	Square metres	

FY25 CAPITAL SOI TARGET

Plan no.	SOI target
8	Westhaven seawall upgrade – complete construction



SPATIAL DELIVERY PLAN

CITY CENTRE

Vision

Ensure the heart of the city remains a vibrant, bountiful place for everyone.

PROGRAMME SUMMARY

	Actuals to date	FY25	FY26& FY27	Prog. life
LTP Capex*	-	-	-	-
LTP Opex	1.0m	750k	3.0m	4.4m

* Capital works projects are being delivered by our partner agencies utilising their own capital budgets.

GFA Gross floor area
LTP Long Term Plan
SOI Statement of Intent
Sqm Square metres
 Programme life and outer year values stated are estimated values.

PROJECTS COMPLETED

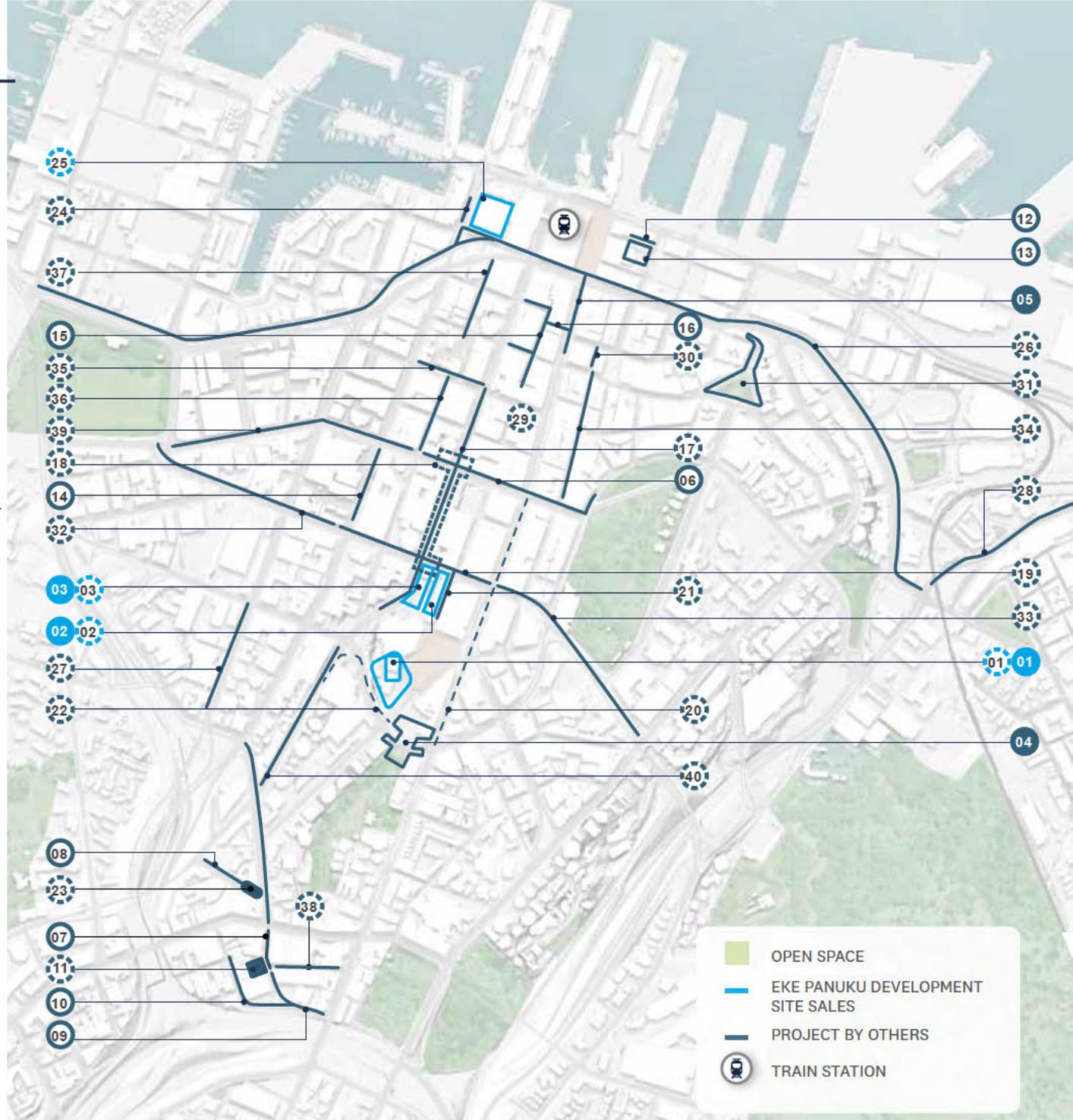
- 01 CIVIC ADMINISTRATION BUILDING DEVELOPMENT AGREEMENT (SUPPORTS PROGRAMME)
- 02 BLEDISLOE HOUSE REDEVELOPMENT DEVELOPMENT AGREEMENT (SUPPORTS PROGRAMME)
- 03 CRL OSD: SYMPHONY CENTRE - DEVELOPMENT AGREEMENT (CORPORATE PROPERTY PROGRAMME)
- 04 MYERS PARK UNDERPASS
- 05 LOWER QUEEN ST UPGRADE

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 WAITEMATA 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 STAGE2
- 33 WELLESLEY STREET BUS IMPROVEMENTS STAGE3
- 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
- 40 VINCENT STREET UPGRADE



SPATIAL DELIVERY PLAN

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.

PROGRAMME SUMMARY

	Actuals to date	FY25	FY26 & FY27	Prog. life
LTP Capex	98k	1.0m	950k	2.9m
LTP Opex	978k	170k	400k	1.2m
Sales gross	-	-	-	133.0m
New homes	-	-	-	710
Public realm (Sqm)	-	-	-	-
GFA (Sqm)	-	-	-	25,000

GFA Gross floor area
LTP Long Term Plan
SOI Statement of Intent
Sqm Square metres

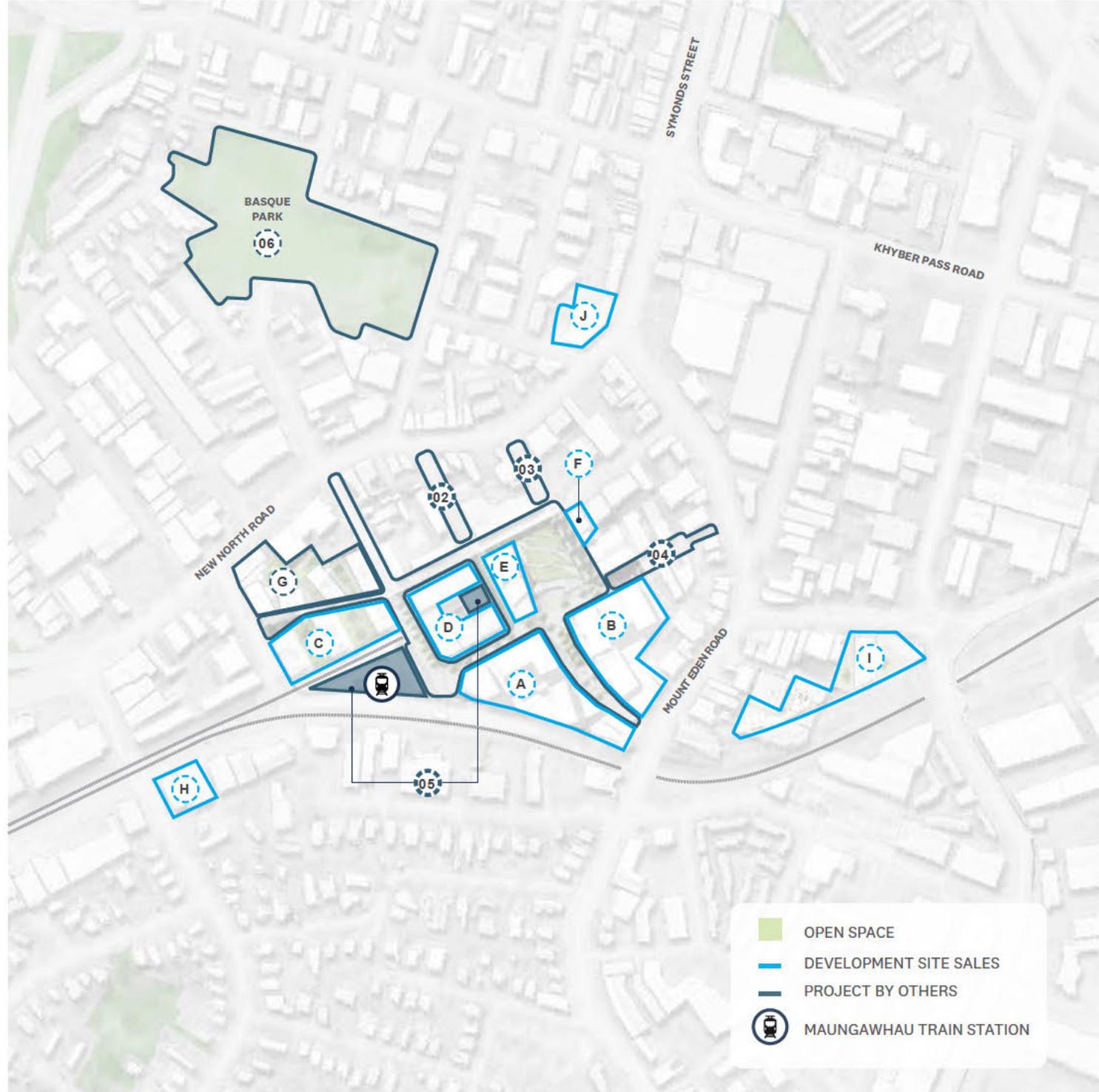
Programme life and outer year values stated are estimated values.

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



SPATIAL DELIVERY PLAN

SUPPORTS SCOPE

Vision

Support Programme is about making the most of what we've got. Intensification is a key driver in the Auckland Plan. We support housing demands by enabling development of council-owned land.

PROGRAMME SUMMARY

	Actuals to date	FY25	FY26 & FY27	Prog. life
LTP Capex	37.8m	8.6m	384k	47.9m
LTP Opex	3.6m	254k	507k	4.3m
Sales gross	209.0m	70.0m	24.0m	348.0m
New homes	440	163	773	1,911
Public realm (SqM)	4,427	-	1,500	13,927
GFA (SqM)	-	-	-	88,950

GFA Gross floor area
LTP Long Term Plan
SOI Statement of Intent
Sqm Square metres

Programme life and outer year values stated are estimated values.

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

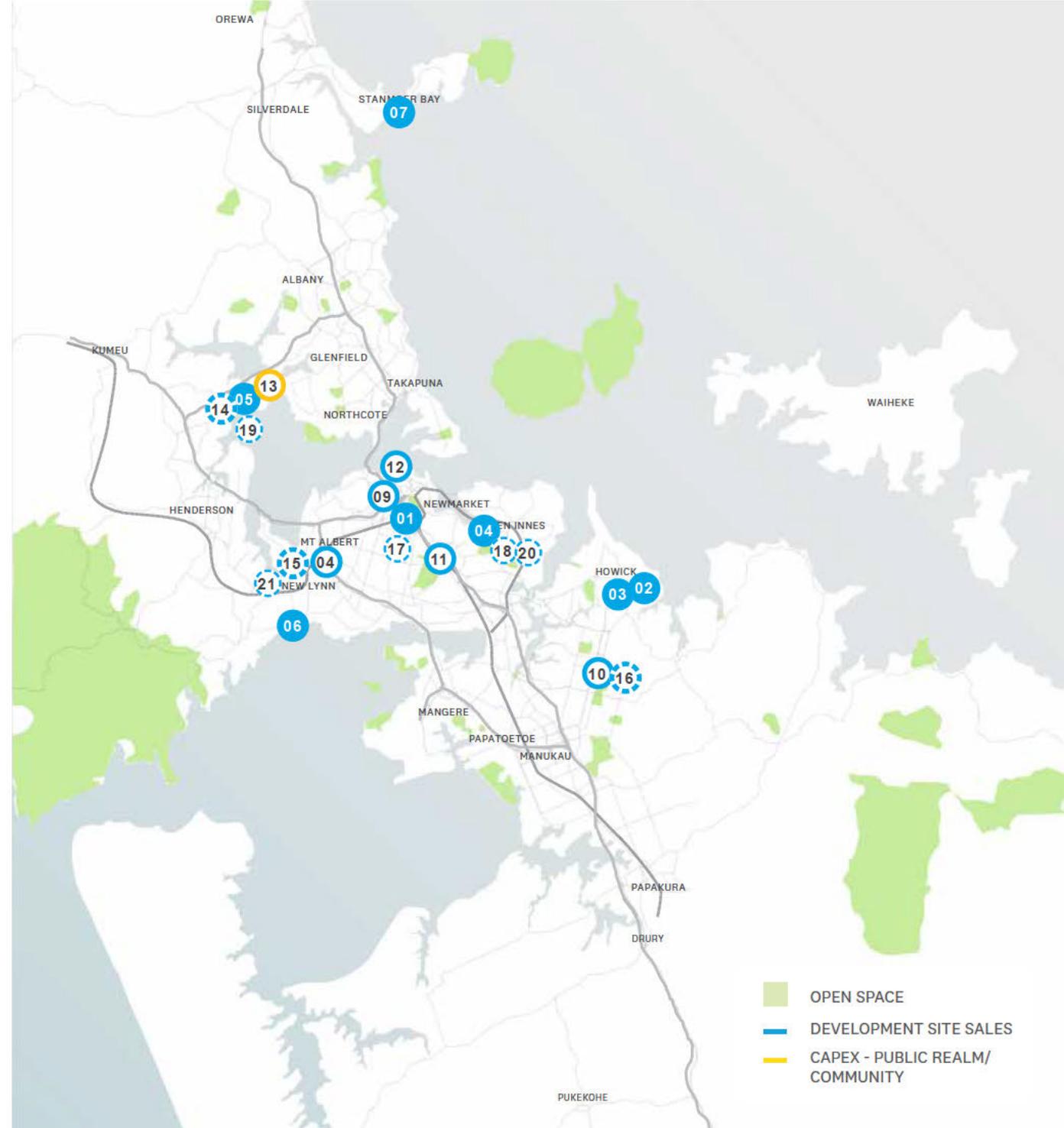
- 08 18 TOTARA AVE, NEW LYNN
- 09 BLEDISLOE HOUSE, AUCKLAND CITY CENTRE
- 10 187 FLAT BUSH SCHOOL ROAD, FLAT BUSH
- 11 132 GREENLANE EAST, GREENLANE
- 12 DOWNTOWN CARPARK REDEVELOPMENT, CITY CENTRE
- 13 PUMP STATION 6, LAUNCH ROAD, HOBSONVILLE

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



OWN YOUR OWN HOME

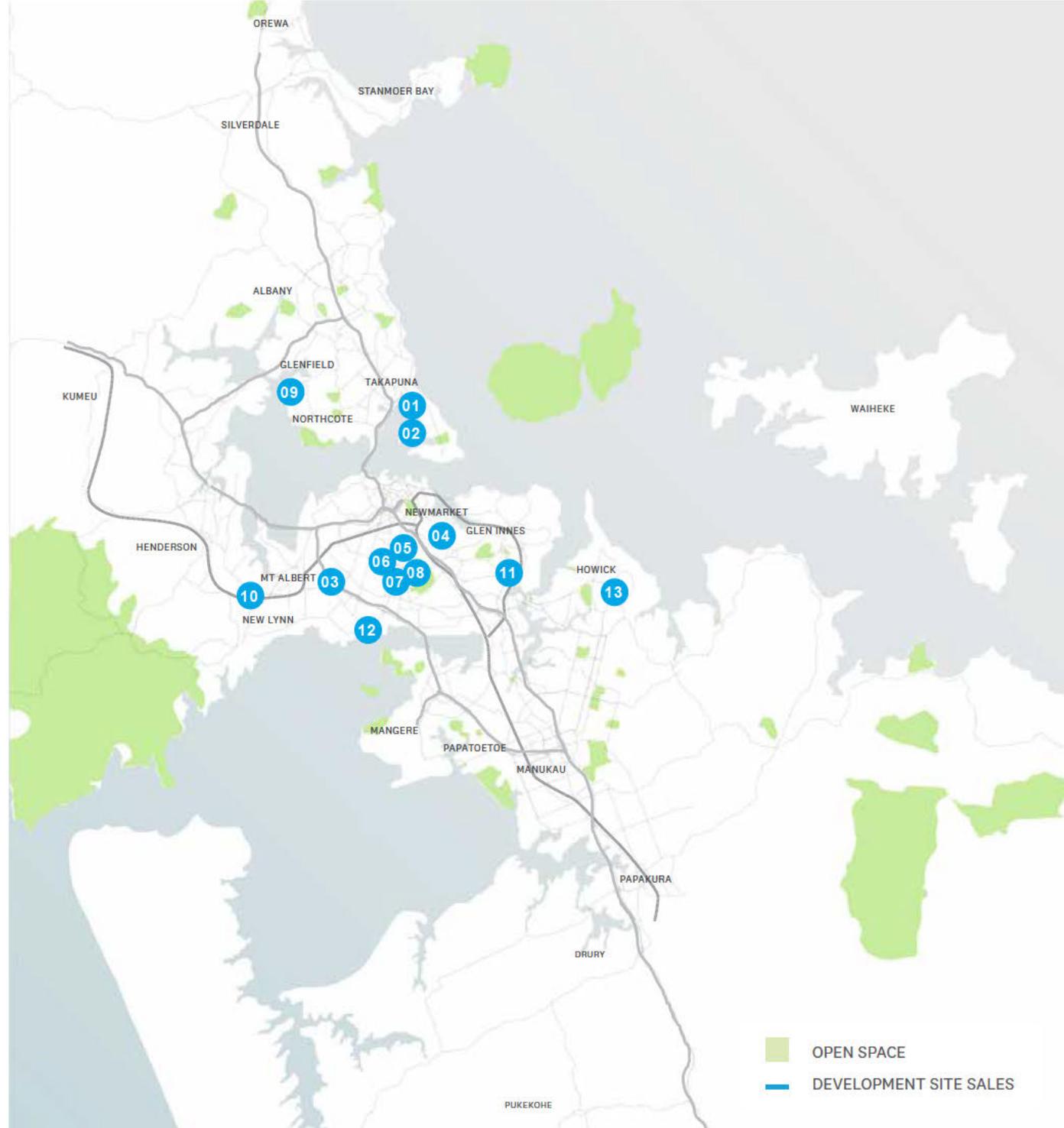
PORTFOLIO SUMMARY

The Own Your Own Home portfolio summary is included in the Supports Programme summary on the previous page.

Eke Panuku has been tasked to sell Council’s interests in the Own Your Own Home portfolio. Own Your Own Home (OYOH) is a housing scheme for older people which consists of 150 residential units over 14 village locations. Council is currently selling its interest in 124 units which are located in 12 of the OYOH villages, 52 are owned by Auckland Council and a further 72 are subject to a right of first refusal to purchase in favour of Auckland Council, at 80% of market value.

OWN YOUR OWN HOME VILLAGES

- 01 24 BARDIA STREET, BELMONT
- 02 157 BAYSWATER AVENUE, BAYSWATER
- 03 16 BURCH STREET, MT ALBERT
- 04 9 CARRICK PLACE, MT EDEN
- 05 1 COYLE STREET, SANDRINGHAM
- 06 3 COYLE STREET, SANDRINGHAM
- 07 5 & 7 COYLE STREET, SANDRINGHAM
- 08 19 COYLE STREET, SANDRINGHAM
- 09 2 JOHN BRACKEN WAY, BEACH HAVEN
- 10 14-16 NEW WINDSOR, AVONDALE
- 11 19 TRIPOLI ROAD, PANMURE
- 12 113 TRAFALGAR STREET, ONEHUNGA
- 13 690 PAKURANGA ROAD, HOWICK



SPATIAL DELIVERY PLAN

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.

A Corporate Property Portfolio Strategy has been developed by Eke Panuku and Auckland Council's Corporate Property team. Its strategy was approved by Finance and Performance Committee in May 2018 and will contribute to a more efficient and operationally effective Corporate Property network.

PROGRAMME SUMMARY

	Actuals to date	FY25	FY26 & FY27	Prog. life
LTP Capex	3.4m	-	-	4.3m
LTP Opex	-	-	-	63k
Sales gross	95.2m	42.9m	-	122.1m
New homes	-	-	-	60
Public realm (Sqm)	-	-	-	470
GFA (Sqm)	-	-	-	66,000

GFA Gross floor area
LTP Long Term Plan
SOI Statement of Intent
Sqm Square metres

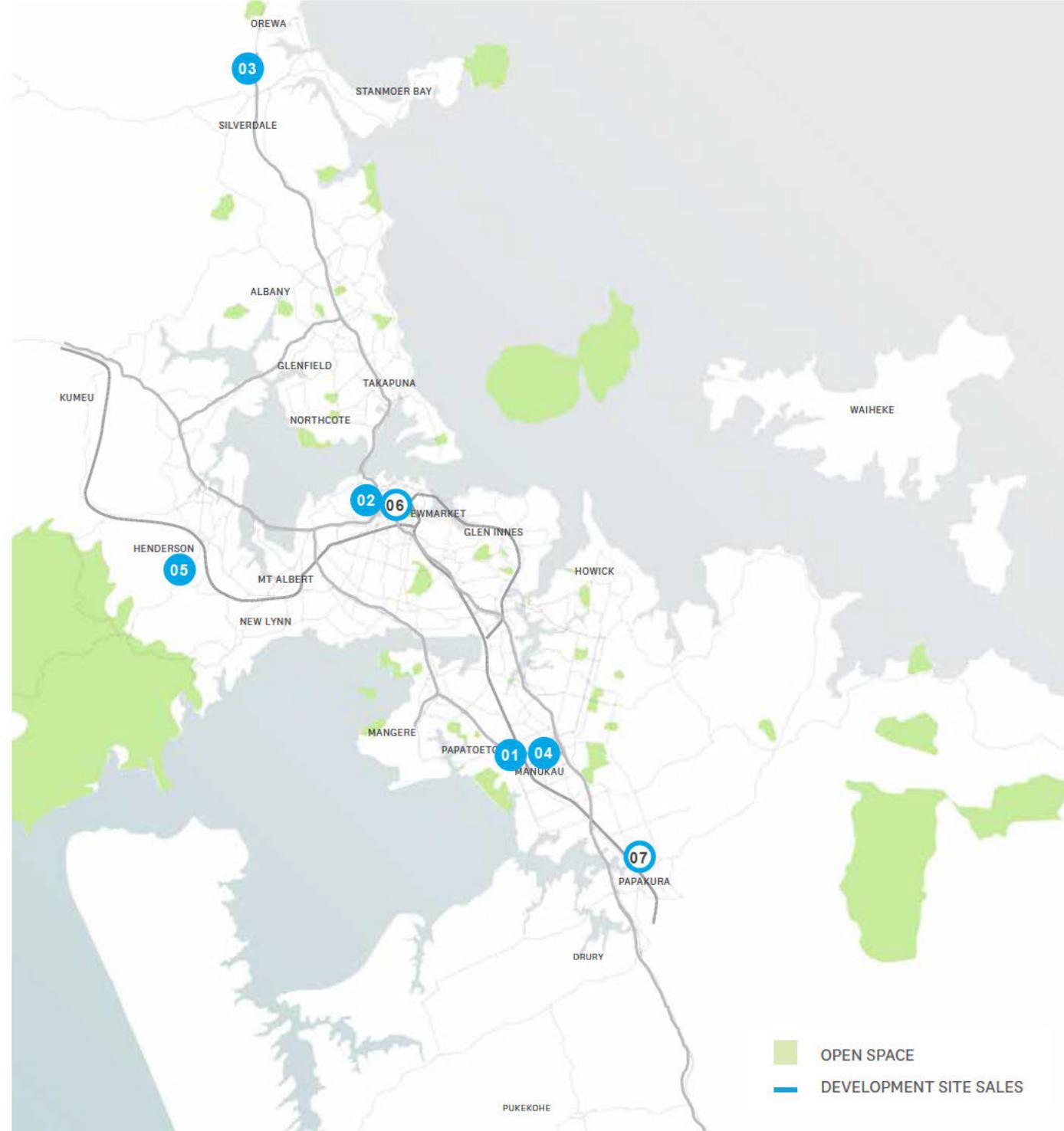
Programme life and outer year values stated are estimated values.

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, PAPAURA



SPATIAL DELIVERY PLAN

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.

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

PROGRAMME SUMMARY

	Actuals to date	FY25	FY26 & FY27	Prog. life
LTP Capex	2.2m	534k	2.8m	7.4m
LTP Opex	1.2m	107k	461k	1.3m
Sales gross	-	-	-	-
New homes	-	-	-	29
Public realm (Sqm)	-	-	-	1,000
GFA (Sqm)	-	-	-	1,000

GFA Gross floor area
LTP Long Term Plan
SOI Statement of Intent
Sqm Square metres

Programme life and outer year values stated are estimated values.

SHORT TERM: FY 2025

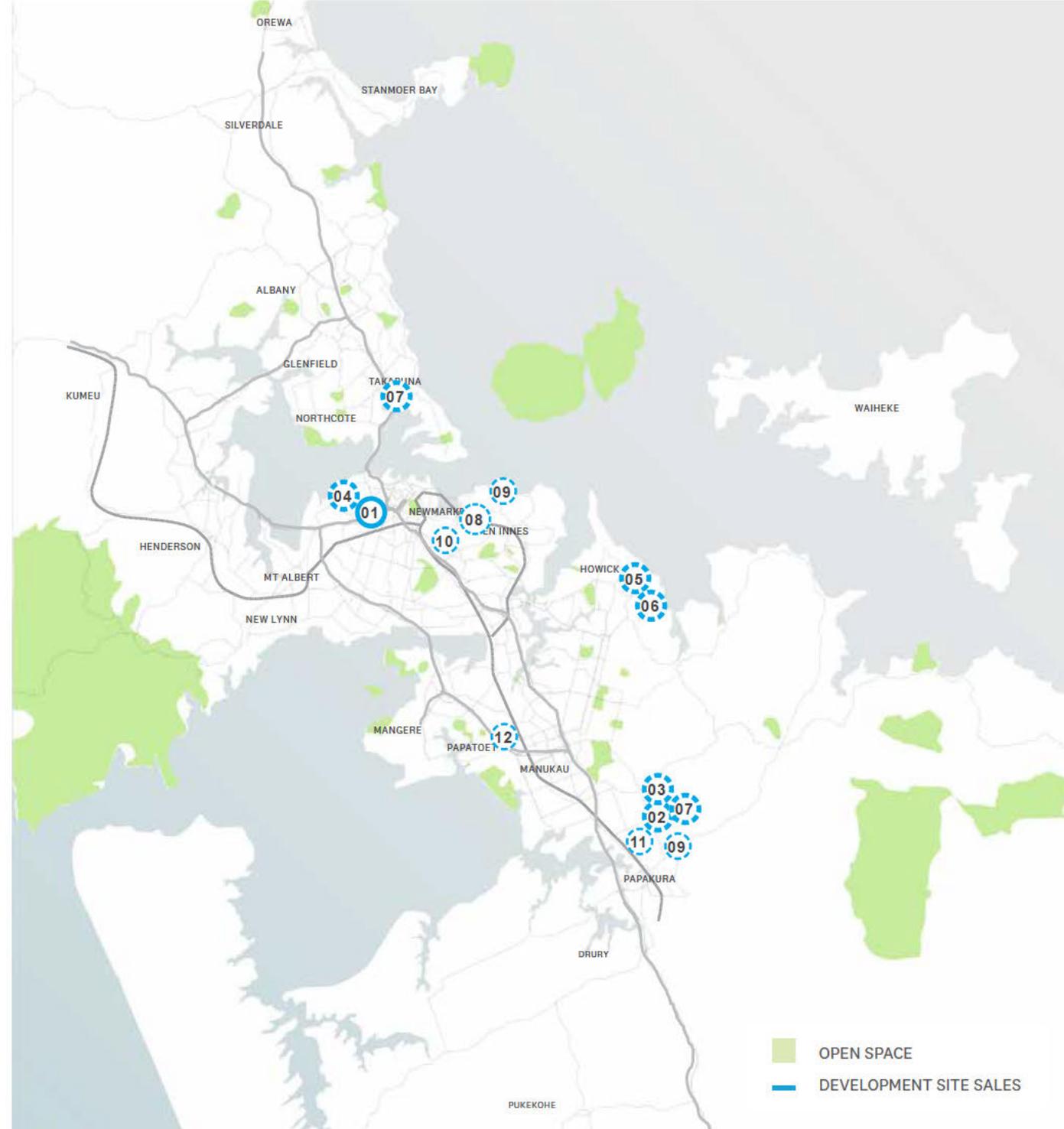
- 01 2 POMPALLIER TERRACE, PONSONBY

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



SPATIAL DELIVERY PLAN

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 in affordable homes within communities that are safe, age friendly and caring.

Haumaru Housing - facilitating social housing and the longterm redevelopment of the network of homes for older people, raising the quality and increasing the number of properties in the portfolio.

PROGRAMME SUMMARY

	Actuals to date	FY25	FY26 & FY27	Prog. life
LTP Capex	21.0m	139k	-	21.2m
LTP Opex	1.1m	18k	138k	1.1m
Sales gross	16.0m	-	-	16.0m
New homes	30	-	44	194
Public realm (Sqm)	-	-	-	-

GFA Gross floor area
LTP Long Term Plan
SOI Statement of Intent
Sqm Square metres

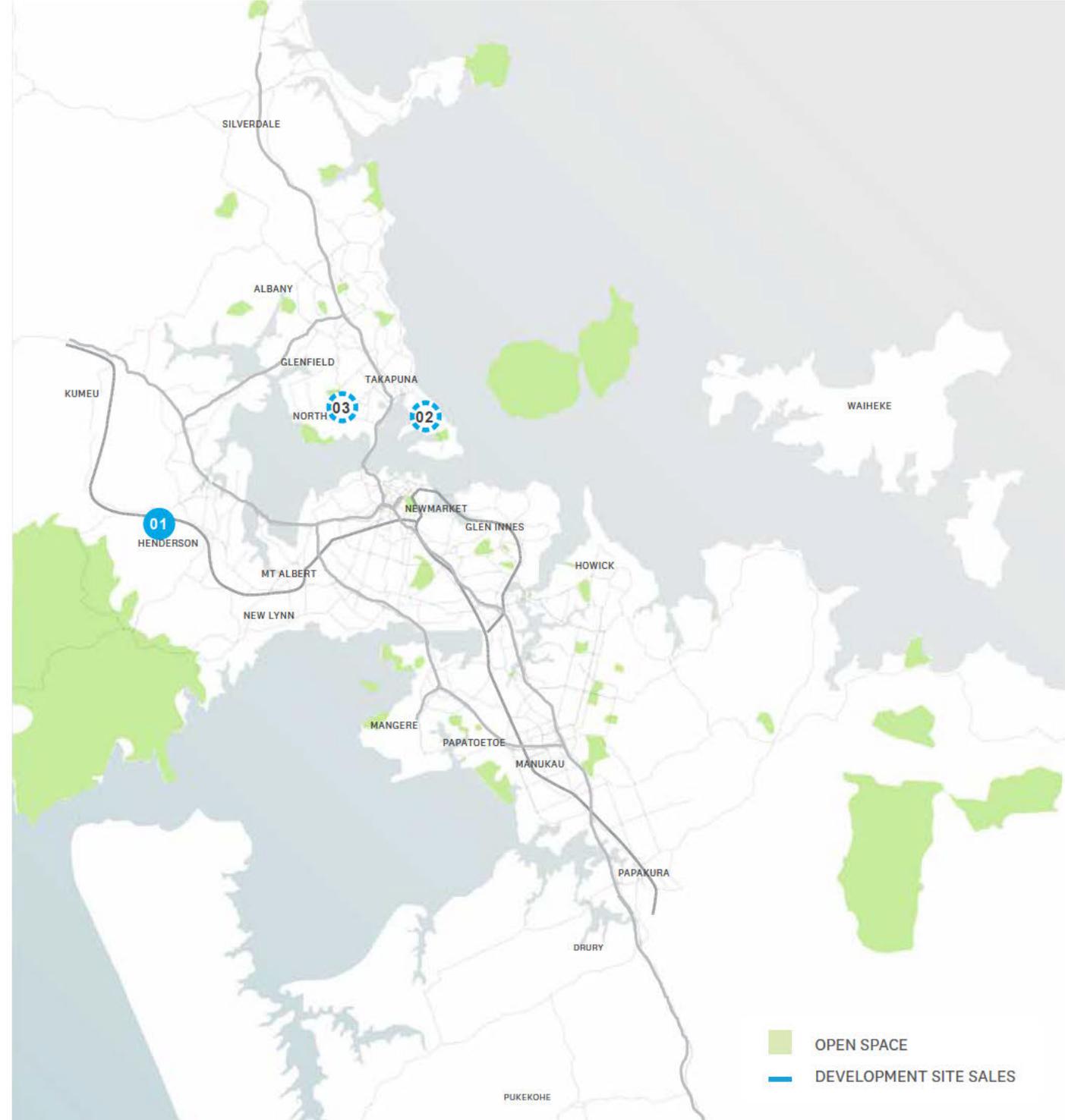
Programme life and outer year values stated are estimated values.

PROJECTS COMPLETED

- 01 21 HENDERSON VALLEY ROAD, HENDERSON

MEDIUM TERM: FY 2026

- 02 16 HANDLEY ROAD, NARROW NECK
- 03 27-31 GREENSLADE CRESCENT, NORTHCOTE



OPEN SPACE
 DEVELOPMENT SITE SALES



SPATIAL DELIVERY PLAN

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.

PROGRAMME SUMMARY

	Actuals to date	FY25	FY26 & FY27	Prog. life
LTP Capex	1.0m	28k	20k	1.1m
LTP Opex	825k	185k	369k	1.0m
Sales gross	25.5m	-	719k	42.4m
New homes	260	-	-	592
Public realm (Sqm)	-	-	-	3,000
GFA (Sqm)	3,000			3,000

GFA Gross floor area
LTP Long Term Plan
SOI Statement of Intent
Sqm Square metres

Programme life and outer year values stated are estimated values.

PROJECTS COMPLETED

- 01 ORMISTON TOWN CENTRE - BLOCKS F AND J, C, E, A
- 02 LOT 1, 66 FLATBUSH SCHOOL ROAD

SHORT TERM: FY 2025

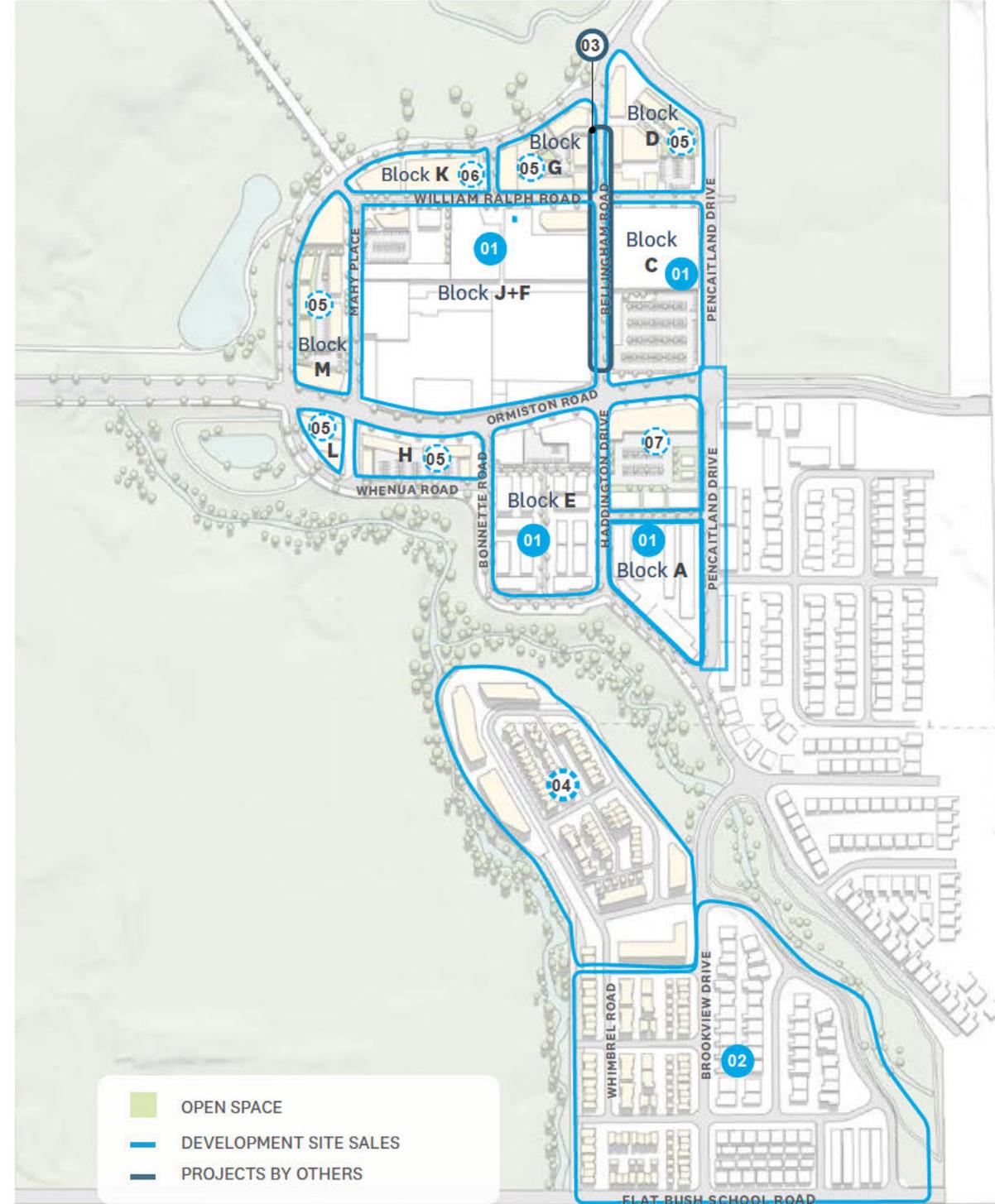
- 03 BELLINGHAM ROAD WORKS (AUCKLAND TRANSPORT)

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)



SPATIAL DELIVERY PLAN

EASTERN BUSWAY T.O.D. PROGRAMME

Vision

To revitalise neighbourhoods within the Eastern Busway corridor and to create healthy, sustainable and vibrant communities.

There are three key strategic areas for TOD and regeneration within the Eastern Busway corridor:

Strategic Opportunity 1: Pakūranga

Strategic Opportunity 2: Tī Rākau Drive

Strategic Opportunity 3: Burswood

Eke Panuku is working with Auckland Transport and the Eastern Busway Alliance to align and integrate high-quality regenerative Transit-Oriented Developments with the Eastern Busway. Eke Panuku to leverage and divest for development Council-owned property within the Busway corridor, and land acquired for the Busway and associated transport infrastructure that becomes residual on its completion. Future development to be focussed on key strategic locations within walkable catchment of proposed bus stations at Pakūranga, along Tī Rākau Drive and Burswood. The busway is a major catalyst for sustainable urban growth and integrated development will enable more people to live and work close to transport options.

PROGRAMME SUMMARY

	Actuals to date	FY25	FY26 & FY27	Prog. life
LTP Capex	398k	1.3m	925k	4.5m
LTP Opex	236k	291k	369k	1.5m
Sales gross	-	2.0m	-	-
New homes	-	-	-	-
Public realm (Sq _m)	-	-	-	-

GFA Gross floor area
LTP Long Term Plan
SOI Statement of Intent
Sq_m Square metres

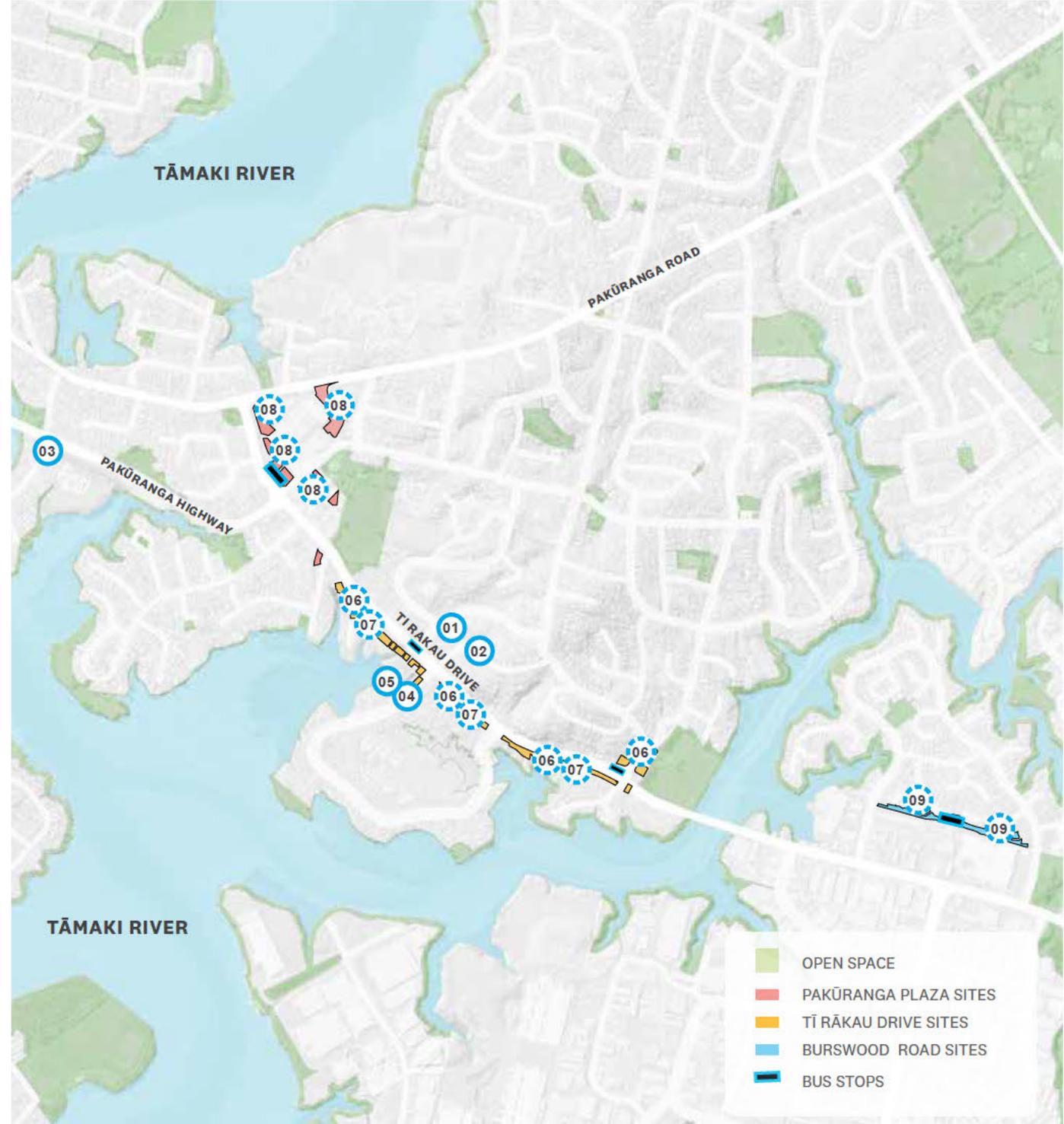
Programme life and outer year values stated are estimated values.

SHORT TERM: FY 2025

- 01 9 MARRIOTT 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



SPATIAL DELIVERY PLAN

REGIONAL RENEWALS PROGRAMME

PROGRAMME SUMMARY

	Actuals to date	FY25	FY26 & FY27	Prog. life
LTP Capex	43.5m	12.3m	20.0m	103.5m
LTP Opex	715k	298k	300k	4.1m
GFA (sqm)	-	4,879	-	6,154

The above summary also includes the Waterfront Renewals Programme on the following page.

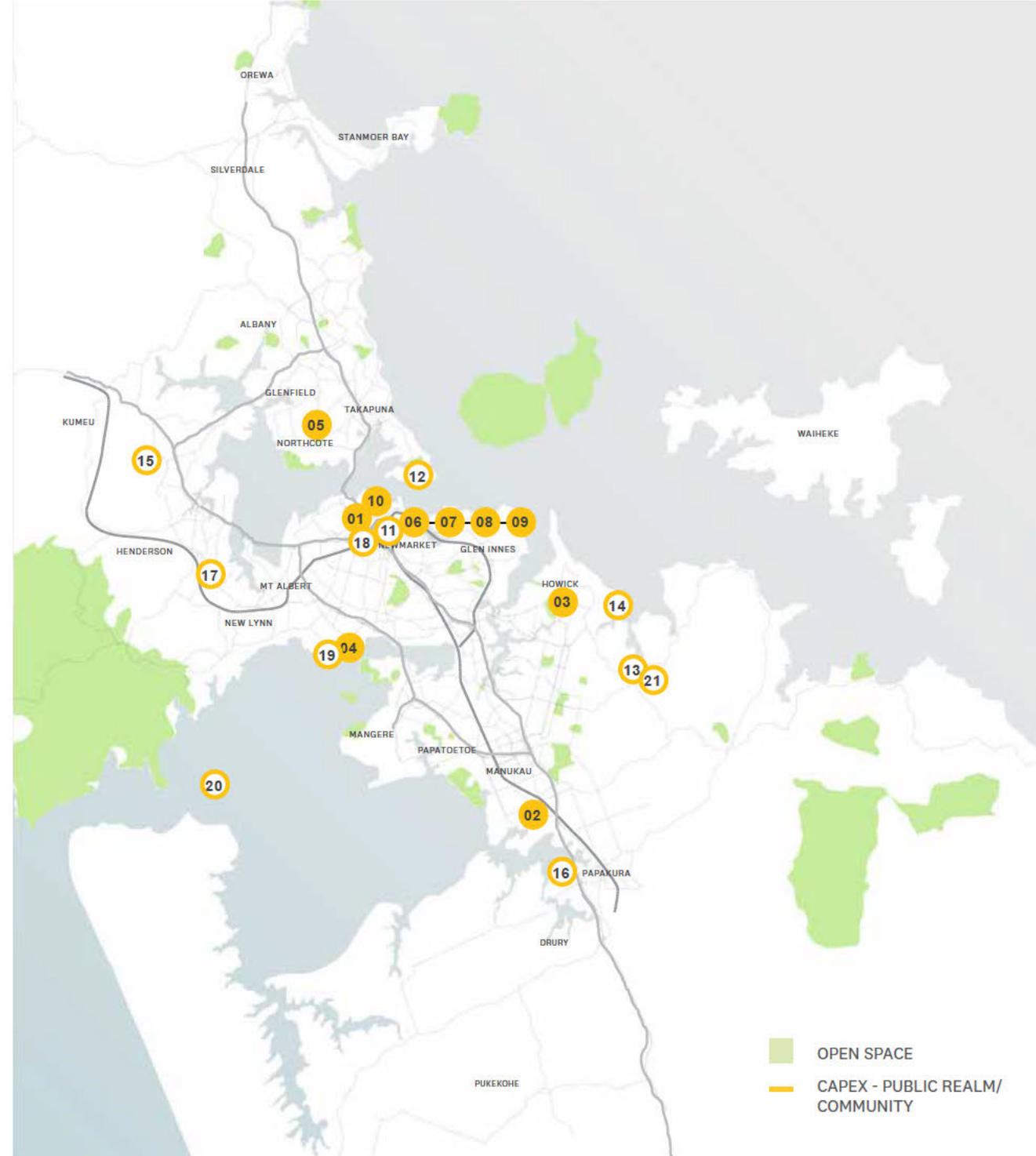
GFA	Gross floor area	Programme life and outer year values stated are estimated values.
LTP	Long Term Plan	
SOI	Statement of Intent	
Sqm	Square metres	

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, NORTHCOTE - 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-MARAETAU 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



SPATIAL DELIVERY PLAN

RENEWALS ON THE WATERFRONT

PROGRAMME SUMMARY

The Waterfront Renewals Programme summary is included in the Regional Renewals Programme table on the previous page.

FY25 CAPITAL SOI TARGET

Plan no.	SOI target
6	Westhaven maintenance yard relocation - complete construction
10	Bascule Bridge upper structure - complete construction
15	Shed 10 structural upgrade - complete construction



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

Waterfront Commercial Opportunity

This paper has been redacted 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 where:

- 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)).

84-100 Morrin Rd, St Johns - Development Outcomes

This paper has been redacted 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 where:

- 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)).

Decision paper

Te Wero Wynyard Crossing Bridge update

Author(s): Marian Webb, GM Assets and Delivery

July 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));*
- *would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)); and*
- *maintain the effective conduct of public affairs through (i) the free and frank expression of opinions by or between or to members or officers or employees of any local authority in the course of their duty.*

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. Notes the current status of the works underway to complete the renewal on the mechanical and structure elements of the Te Wero Wynyard Crossing Bridge, and that it is tracking to program and budget of \$7.7m plus opex of \$320k.

- b. Notes the work undertaken to progress the temporary pontoon connection.

- c. 

- d. 

- e. 

- f. 

- g. 

- h. 

Previous Board / Council engagement and decisions

Date and meeting	Document	Decision / Outcome
		<p>[Redacted content]</p>

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

Wynyard Crossing Bridge Structural and Coatings

- 7. HEB Construction will employ a Jack-Up Barge to the Viaduct Basin on Monday 29th July to begin the removal of the bridge spans stripping, repairs, and re-coating.
- 8. At present, HEB Construction has established its team on Wynyard Wharf and Viaduct Basin to begin temporary works and establish its construction compounds to prepare for the relocation of the bridge spans.
- 9. Divers have inspected the condition of the bridge’s underwater structure to identify any repairs that are needed. No material issues have been identified, however, further precautionary investigations into the thickness of the steel piles to determine rust is underway.

Wynyard Crossing Bridge mechanical repairs

- 10. Most of the work on the mechanical aspect of the programme is happening off-site at the moment.
[Redacted content]
- 11. We expect a further programme refinement and update by end of July including timeframe for return to service and any necessary confirmation on price.
- 12. Both the resource and building consent applications have been lodged with Auckland Council and are being processed. The team is working on the latest RFI from the processing building consent officer.

Temporary Mitigations

Temporary crossing solution

13. The team together with external technical experts has progressed the temporary solutions as requested by the Board in June. In line with the Board direction, the team has progressed the detailed design, further investigated the cost profile and the necessary consents.

14. [Redacted]

15. [Redacted]

16. [Redacted]

17. [Redacted]

18. [Redacted]

19. [Redacted]

Consents

20. A number of meetings have taken place with the Auckland Councils Building control team. A variety of issues including user safety and operator training have been raised by the officers. A detailed application pack is being compiled for submission this week.

21. We understand that resource consent is required for this temporary structure because it will be situated in the Coastal Marina Area for more than 40 days.

22. Pre-application discussions with both our consultants and Auckland Council are now nearing conclusion. The necessity of a resource consent is now under review by the council's planning team and are contingent upon the finalisation of the pile sizing for the structure and its installation methodology. We anticipate that these aspects will be resolved shortly which will enable the team to submit a consent if necessary.

Timeline

23. The programme has been further developed and refined in conjunction with design consultants and contractors. Timeline continues to be dependent on detailed design and the turnaround timelines

by council to approve consents. A refined programme outlined below runs through a period of detailed design, peer review, resource and building consent approval and finally on-site works.

Weeks	1	2	3	4	5	6	7	8	9	10
Detailed Design	■									
Peer Review		■	■							
Building Consent				■	■	■				
Resource Consent	■	■	■	■						
Offsite Fabrication / Procurement	■	■	■	■	■	■	■	■	■	
Installation / Commissioning / Testing							■	■	■	■

24. [Redacted]

Small Red Boat Ferry Service

25. The Red Boat service has been successfully trialled over several weekends, providing an alternative option for people to transit between Viaduct East and Wynyard Quarter.

26. The trial was operating during daylight hours 1000 -1700. The ferries are fully accessible, but no bikes or scooters are permitted onboard. The ferries depart on average every 15 minutes and the trip across Viaduct Harbour takes around 3 minutes.

27. Following a successful implementation of the weekend service, Executive is now initiating a second trial aimed at assessing the viability and demand for operating the service during the week incorporating early morning and late evening services. This trial will target commuters and events in Wynyard Quarter expanding on previous efforts to test new timeframes. These will take place on:

- Tuesday, 16 July: 6:00am – 10:00pm
- Tuesday, 23 July to Friday, 26 July: 6:00am – 10:00pm

28. The changes required to support these extended hours are minimal, including increased signage, lighting covering the access ramps, shelter for people queuing, and a night shift security team to monitor and manage any intoxication or poor behaviour in the area. The security team will have a direct radio link to the ferry service for advanced notice of any problems.

29. [Redacted]

30. [Redacted]

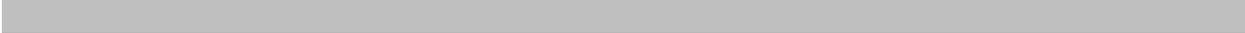
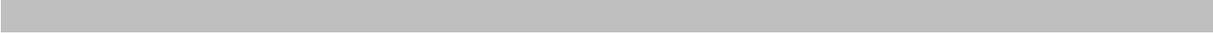
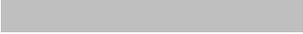
Ngā ritenga ā-pūtea | Financial and resourcing impacts

Wynyard Crossing Bridge

Budget costs

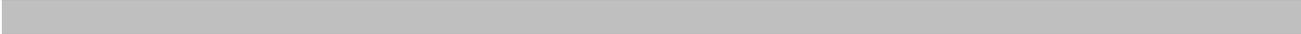
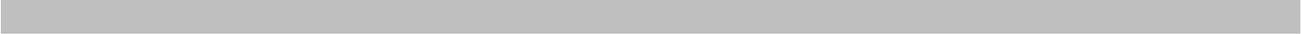
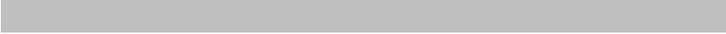
- 31. The total capex to complete the repairs on the bridge is in the order of \$7.7m for the mechanical and structural coatings scope of works. This is what the Board already approved. The opex costs to primarily support project mitigations are estimated to be \$320k at this stage which was previously advised.
- 32. With respect to the capital costs, it was originally envisaged that repairs would be in the order of \$2.5m. However, this related solely to the mechanical aspects of the works including the purchase of new parts and the refurbishment of existing parts. The inclusion of the structure coating works to the scope of the project, and the decision to adopt the crane out method to meet all the desired outcome has resulted in cost increases from the original anticipated figure. It will however mean a comprehensive renewal of all the required elements of the bridge.

Temporary crossing solution

- 33. 




- 34. 



35. [Redacted]

36. [Redacted]

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

37. Residual risk: There is a continued risk that the renewal works on the Te Wero Wynyard Crossing bridge will not be completed within the expected timeframe due to factors outside of our control such as adverse weather conditions or the delivery of necessary parts.
38. Reputational risk: If there is an overrun with respect to getting the bridge back into service, this will have an impact on local businesses, stakeholders and organised events such as Sail GP which is expected to draw a large number of people to the area for the event.
39. The mitigations to address these risks include:
- installation of a temporary pontoon structure or the expansion of the small red ferry boat service
 - where possible temperature-controlled environment for all works impacted by weather
 - programme time buffer when considering machinery that is sensitive to weather conditions such as JUB's and cranes
 - early procurement of elements required
 - good comms with local stakeholders. Management of construction team with regular programme updates on progress
40. Detailed risk registers are attached to this report.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

41. The executive is engaging directly with a variety of partners and stakeholders on the project, including elected members, relevant parts of the council group, berth holders, local businesses, parties with overlapping PCBU obligations and the general public. We are engaging through a variety of methods, including face to face meetings, existing forums for example the Wynyard Quarter Transport Management Association, over email, and digital channels like our website, social media, signage and a monthly project newsletter.
42. Separate to updates we provide on the ongoing maintenance work, we also communicate regularly on related topics, like the continuation of the weekend ferry service and trial of weekday services, as well as our ongoing work investigating alternative options like the proposed temporary pontoon connection. For the ferry service, we are using the feedback provided by passengers during the trial in May 2024 to help improve the service and our promotion of the service.
43. The bridge's closure continues to have an impact on the Wynyard Quarter community, most notably local businesses, both large and small, as well as professional and recreational visitors to the area.

44. The impact has been mitigated to a degree through the Red Boat Ferry Service as well as our ongoing attentive and considered stakeholder communications and engagement mentioned above, proactive media management, precinct marketing and initiatives like the promotion of local businesses and events. The promotion of existing alternative transport options for accessing the precinct in the bridge's absence has also helped spur an uptake in ridership. For example, services like the City Link bus route have seen an increase in weekday ridership of around 1,000 people (from 2,500 to 3,500) and rental e-scooter services like Lime and Beam have seen an increase in ridership between downtown Auckland and Wynyard Quarter. This is based on heat map data.

45. [Redacted]

Tauākī whakaaweawe Māori | Māori outcomes impact

46. A verbal update will be provided to the Eke Panuku Mana Whenua Forum, in line with our no surprises approach. Should the temporary pontoon go ahead, we will engage through normal consenting processes and updates to the Eke Panuku Mana Whenua forum in line with the Mana Whenua engagement required through Marine and Coastal Area (Takutai Moana) Act 2011.

Tauākī whakaaweawe āhuarangi | Climate change impact

47. Sustainability and climate change adaption objectives and requirements will be embedded into renewal of the permanent Te Wero Wynyard Crossing bridge where possible.

Ngā koringa ā-muri | Next steps

Temporary solutions

48. [Redacted]

Small Red Boat Serry Service

49. The trial will be completed over the last two weeks of July.

Ngā tāpirihanga | Attachments

Attachment A - [Redacted]

Attachment B - [Redacted]

Attachment C - [Redacted]

Ngā kaihaina | Signatories

David Rankin, Chief Executive

Te Ara Tukutuku Concept Design, engagement process and enabling works

Author(s): Fiona Knox, Priority Location Director – City Centre Major Projects

July 2024

Whakarāpopototanga matua | Executive summary

1. The purpose of this paper is to provide an update on this significant project, in particular on the Te Ara Tukutuku Concept Design, the engagement process and enabling works.
2. Te Ara Tukutuku is laying the foundation for the next stage of development on Wynyard Point. This includes five hectares of resilient, climate adaptive public spaces and laneways, that will support approximately 70,000m² gross floor area of marine, commercial and residential development.
3. The Eke Panuku Board approved the project Vision in December 2023. Over this year, Eke Panuku, our Mana Whenua partners, technical specialists, and the Toi Waihanga team have codesigned the draft Concept Design packages.
4. The concept design was presented to TAG in May and further discussed in July and August.
5. We have shared the draft Concept Designs with a range of internal audiences across the council whānau (approximately 80 staff in total). Feedback has been extremely positive around our process and the emerging design. There has been a significant amount of material shared and offers to follow up in detail with subject matter experts in subsequent sessions. Good networks have been established and we will grow these connections as the project evolves.
6. More specifically:
 - a. There was a lot of interest in the outreach and collaboration opportunities and a huge potential to link into Council networks and programmes, such as the school's programmes.
 - b. There was discussion around future community facilities, such as whare waka and community spaces within the plaza area, and the need for these to be managed from a policy and programme perspective.
 - c. We have had detailed sessions with Tātaki Auckland Unlimited on the major events aspirations and operational requirements.
 - d. We have had feedback from Auckland Transport on the public transport network connections and interdependencies with construction timing and bus layover needs.
7. Over August there will be public consultation and engagement to seek feedback on the design and a campaign is planned around awareness and programming on site. Feedback from the Concept Design engagement will be reported through the Eke Panuku Board in October.
8. We will be seeking formal endorsement of the Concept Plan from the Eke Panuku Board in November and endorsement by the Waitemātā Local Board in December.
9. The Detailed Business Case was approved in June. The scope of the business case is for a staged approach, starting with Tāmata te Mauri – the first stage of Heal. \$29m of investment for the next three years was approved to cover base costs for the sites and readiness for development. This is provided for in the LTP recently approved by the council. A consent package for early works on site

will be lodged in July. Assuming consent is granted, we will start our first stage of capital works in February 2025 – a significant milestone for this legacy project.

Matapaki | Discussion

10. In October 2021 the Eke Panuku Board approved Te Ara Tukutuku Plan – a Precinct Plan which developed in further detail the aspiration for the development of Wynyard Point.
11. In December 2023, the Eke Panuku Board approved the Vision and Framework Plan, and these same plans were endorsed by the Waitemātā Local Board. These documents set the design vision, cultural narratives, spatial arrangement, and programming for the open space. This work also updated the staging approach to construction and the associated capital costs to be fed into the LTP process.
12. Since then, we have continued codesigning under a regenerative design approach, reflecting on the feedback themes received. Over July we have been testing our concept plan thinking with Auckland Council whānau and in August will be ready to release and further test our Concept Plan work with key stakeholders and the public.
13. In addition, we have been developing up the early works consent package which will be lodged in July. Assuming consent is granted, this will mean we will start our first stage of capital works in February 2025. A significant milestone for this legacy project.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
October 2021 Eke Panuku Board	Te Ara Tukutuku Plan Decision Paper	Precinct plan endorsed.
August 2023 Eke Panuku Board	Vision and Framework Information Paper	Received the vision and framework draft and endorsed continued work on the design vision and more detailed engagement on the Vision and Framework documentation
December 2023 Eke Panuku Board	Te Ara Tukutuku Vision and Framework Decision Paper	Project Vision and Framework approved.
December 2023 Waitemātā Local Board	Te Ara Tukutuku Vision and Framework	Project Vision and Framework endorsed.

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

14. The Concept Design development process began in late 2023, coinciding with the approval of the Vision.
15. The narrative for organising the spatial framework uses the metaphor of a hoe, the paddle used for waka, reinforcing the connection and binding of tangata and moana to waka. The space is organised and described as a series of connected and overlapping landscape zones. The parts of the hoe

inform the naming meaning, and identity of the open space zones. Draft Concept Design packages have been developed for each zone. These have been provided in Attachment A.

16. Te Ara Tukutuku will deliver more than a park. It will be a space for everyone. Because of this, the concept designs include some unique features to provide opportunities such as: nature immersion, marine interaction, cultural connections and immersion in Te Ao Māori, coastal activities, scenic lookouts and community events.
17. Over June and July, we have shared these draft Concept Design packages with a wide range of staff from across the council whānau through a series of interactive hui and targeted follow up meetings.
18. These have included workshops with Tātaki Auckland Unlimited, Auckland Transport, Watercare and teams across Auckland Council. Feedback from these has been positive and encouraging, with constructive questions and suggestions that are being worked through by the team. This feedback will be used to update the Concept Designs where relevant, ahead of the public engagement phase in August.
19. Concept Design engagement to date has also included workshops with the Waitemātā Local Board, along with information updates to the Waitemātā and Gulf Ward Councillor.
20. On 31 May the high-level themes of the Concept Design and the activation strategy was presented to TAG, with specifics inclusive of the contamination issues and response and the streets and lanes network. A further detailed workshop was held on the 12 July and a hikoi with the project team proposed for August/September.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

21. The anticipated overall budget for the open space and the mixed-use development is \$320m. From FY25 until 2034 we have a budget of \$119m confirmed through the recent Long Term Plan process. Budget for the unfunded part of the project will need to be secured as part of future rounds of the LTP process.
22. In the current LTP we had made assumptions that the site sales would be approximately \$48.9m. Based on the detailed business case completed in June 2024, this figure and assumptions were tested. A revised figure of approximately \$150m of sales revenue has been calculated for residential and commercial sites. This figure will be fed into future Long Term Plan rounds.
23. The timing and pace of the project is linked to budget availability. The project spend within this envelope be reviewed within the Eke Panuku Budget process and may be adjusted each year in response to changes in our overall capex envelope from council and/or changes in Eke Panuku's regeneration programme spend.
24. The Detailed Business Case was approved by the PSG in June 2024. Investment for the next three years was approved to cover base costs for the sites and readiness for development.
25. Over the next three years the project will deliver:
 - Final concept, developed design and detailed design for the whole site.
 - Consenting and approvals.
 - Enabling works on site, including earthworks to manage stormwater, stabilise the site and manage contamination, including:
 - i. capping the Shell site (excludes Hamer Street), stormwater run-off management and treatment
 - ii. removal of obsolete services on the Shell site

- iii. creating a perimeter bund along the western edge to prevent leaching into the harbour.
 - Establishment of a Te Ara Tukutuku project hub to provide a place for ongoing engagement, education and relationship building. This will include an eco-sourced plant nursery.
 - On site marine trials on a section of the coves on the western edge to support future construction techniques.
 - Establishment of a construction laydown area to service the project long-term.
26. Within the first three years the project will also start to deliver on a construction trial along a section of the western edge comprising the declamation of the existing seawall, and the formation of a section of coastal coves.
27. The trial will inform the construction of this feature along the remaining western coastal edge, as well as progress further elements of the site's healing in future stages.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

28. The following risks and mitigations are being considered by the project team:

Risk	Mitigation
Access to funding may impede progress over the long term.	Continually reviewing costs against funding available at key milestones and understanding project stages that can be slowed down or sped up.
The site is contaminated and needs to be managed appropriately.	Shell has a legal obligation to remediate the petrochemicals they are responsible for before they are released of their obligations. The process and methodology for healing the site beyond the Shell remediation is being investigated and will occur before public activation.
Unable to maintain a positive relationship with mana whenua through the co-design process.	Understanding capacity of mana whenua and prioritising programme based on their availability. Nurturing relationships to ensure everyone's expectations are aligned.
Stakeholder expectations are very high for this project and process.	Regular engagement so stakeholders are aware of the approach, process and outcomes being proposed, and expectations are managed realistically.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

29. Over August we will undertake an extensive stakeholder and community engagement phase, to seek feedback on the draft Concept Designs. This will include the following audiences and tactics:
- Workshops with key city centre stakeholders, including the Wynyard Quarter Neighbours Forum and the Wynyard Quarter Transport Management association (WQTMA), City Centre Advisory Panel Members.
 - An in-person roadshow and open days with the project team attending feedback sessions on site using the base spaces, in Te Komititanga, Britomart, Freyberg Square and the Auckland Central Library.

- A continuation of the interactive taiao-based educational events and activations to encourage the people of Tāmaki Makaurau to be involved in the restoration mahi and become part of the healing journey.
- An Auckland Conversations event, featuring the internationally acclaimed landscape architect Kate Orff, a member of the Toi Waihanga consortium. This will be held at the Viaduct Events Centre and focus on regenerative approaches to landscape and urban design.
- Information and a feedback form on Auckland Council's AK Have Your Say website.
- A communications, media and social media campaign to promote the engagement.

Tauākī whakaaweawe Māori | Māori outcomes impact

30. Our process is creating an evolved way of working on the waterfront and particularly with our Mana Whenua partners. Since August 2022 we have been co-designing alongside Mana Whenua. Weekly hui with Eke Panuku, Mana Whenua, Mana Whenua technical specialists and Toi Waihanga brings together mātauranga and western techniques.
31. Mana Whenua, in exercising their role as kaitiaki, see Te Ara Tukutuku Project as an opportunity to create positive and better-than-expected outcomes. To support the project, Iwi Mana Whenua o Tāmaki Makaurau produced Mauri Tukutuku (previously named Take Mauri Take Hono), a tool developed to assess the baseline current state of Mauri across Te Ara Tukutuku Project and monitor the success over time.
32. Te Ao Māori recognises the intrinsic relationship between the people and the environment, which is informed by whakapapa and tikanga. Te Ara Tukutuku is the enhancement of mauri through the restoration of land, water and people.

Tauākī whakaaweawe āhuarangi | Climate change impact

33. A Site Remediation strategy has been prepared to inform the requirements for healing the site. The Enabling works planned for early 2025 will start the remediation journey to address sea level rise, sea wall strengthening, contamination, stormwater treatment, and wharf refurbishment.
34. Site investigations have been conducted over the last 12 months to inform the methodology for the Heal process and support the resource consents for enabling works.
35. The Enabling works, as detailed above (paragraph 24) are programmed to start on site from February 2025.

Ngā tāpirihanga | Attachments

Attachment A – Concept Design Material for Engagement

eke
panuku

Te Ara Tukutuku

Concept Design Summary

Concept Design Update
July 2024

KUPU WHAKATAKI

Introduction

eke
pōanuku

An aerial photograph of a coastal development. The central focus is a large, lush green park area with a winding path and a prominent circular lawn. To the left, there is a dense residential or commercial area with many small buildings. To the right, there are larger, modern-looking buildings and a parking lot. The background shows a dark blue body of water with some boats. The overall scene is captured from a high angle, providing a comprehensive view of the site's layout and its integration with the surrounding environment.

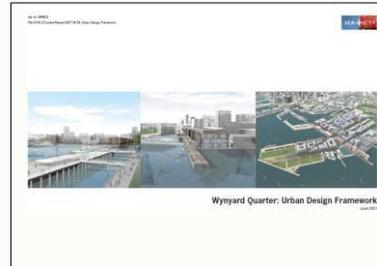
This Pack...

1. An update on Te Ara Tukutuku project progress
2. Introduce Draft Concept Design Pack
3. Confirm next steps

TE HAERENGA_The Wynyard Quarter Journey



Auckland Waterfront
Vision 2040, 2005



Wynyard Quarter Urban
Design framework 2007



Wynyard Quarter Plan
Change Decision 2008

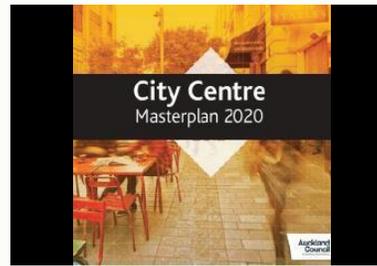
Completed to date



Wynyard Quarter
Masterplan 2009



The Waterfront Plan 2012



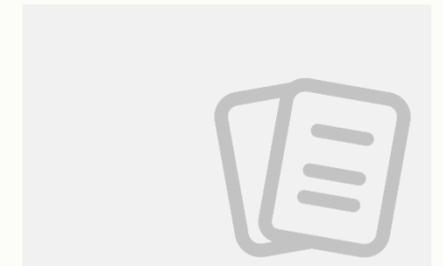
City Centre Masterplan
2020 Refresh (included
Waterfront Plan)



Te Ara Tukutuku
Precinct Plan 2021

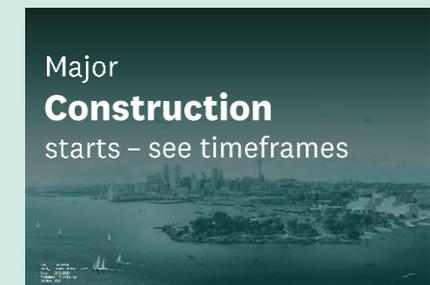


Te Ara Tukutuku Vision and
Framework Plan 2023



Input into National Policy
Statement Urban
development 2023-24

Next Steps



MAHIA TE MAHI_Our Design & Delivery Process



Waterfront Open Space Design + Delivery

Mauri Tukutuku

Key Activities

<p>August - Dec 2022</p> <p>Te Ara Tukutuku Discovery + Interpretation</p>	<p>Jan - July 2023</p> <p>Te Ara Tukutuku Vision Document</p>	<p>August - Nov 2023</p> <p>Te Ara Tukutuku Vision Summary of Public Feedback</p>	<p>Nov 2023 - July 2024</p> <p>Concept Design Development</p> <p>Continue consent process - enabling works</p> <p>Research & education outreach with partners.</p>	<p>May-Nov 2024</p> <p>Concept Design Engagement</p> <p>Activation continues Legacy Spaces sites (AC36 bases)</p>	<p>Early 2025</p> <p>Early enabling works onsite*</p> <p>*Subject to consent process Developed Design</p> <p>Complete consent preparation and lodge with Auckland Council</p>	<p>2025+</p> <p>STAGED delivery of enabling works and open space</p>
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Ongoing engagement and feedback as design evolves with Mana Whenua

Mana Whenua technical experts to inform RC material
Participation in statutory process

Ongoing engagement and inputs from WLB, Councillors, AC and CCO's, Key stakeholders, as required

Ongoing public engagement & feedback as design evolves + onsite learning & education activities



City Centre Context



Project Overview

Wynyard Point is an area which is set to become one of the most important regeneration projects in the city over the next 10-20 years.

A 5ha public open space - the first new urban Tāmaki Makaurau park in 100 years. A quality and sustainable mixed used development that complements the major public space.

Partnered & co-designed with Mana Whenua.

Guided by Mauri Tukutuku (a bespoke cultural health framework).

Regenerating past actions to return to a healthy place that is uniquely Tāmaki Makaurau, Tāmaki Herenga Waka, Tāmaki Herenga Tāngata.

TE ARA TUKUTUKU

TE HAU KAPUA - Devonport



Vision & Approach

eke
poanuku



An aerial photograph of the Tāmaki Makaurau region in Auckland, New Zealand. The image shows a complex network of green, forested landmasses and islands, with a white outline tracing the original shoreline. Numerous blue lines represent a dense network of rivers and streams flowing across the land. The surrounding water is a deep, dark blue. The overall scene depicts a rich, natural landscape.

TĀMAKI MAKĀURAU
Original Shoreline & Landscape of
Abundance



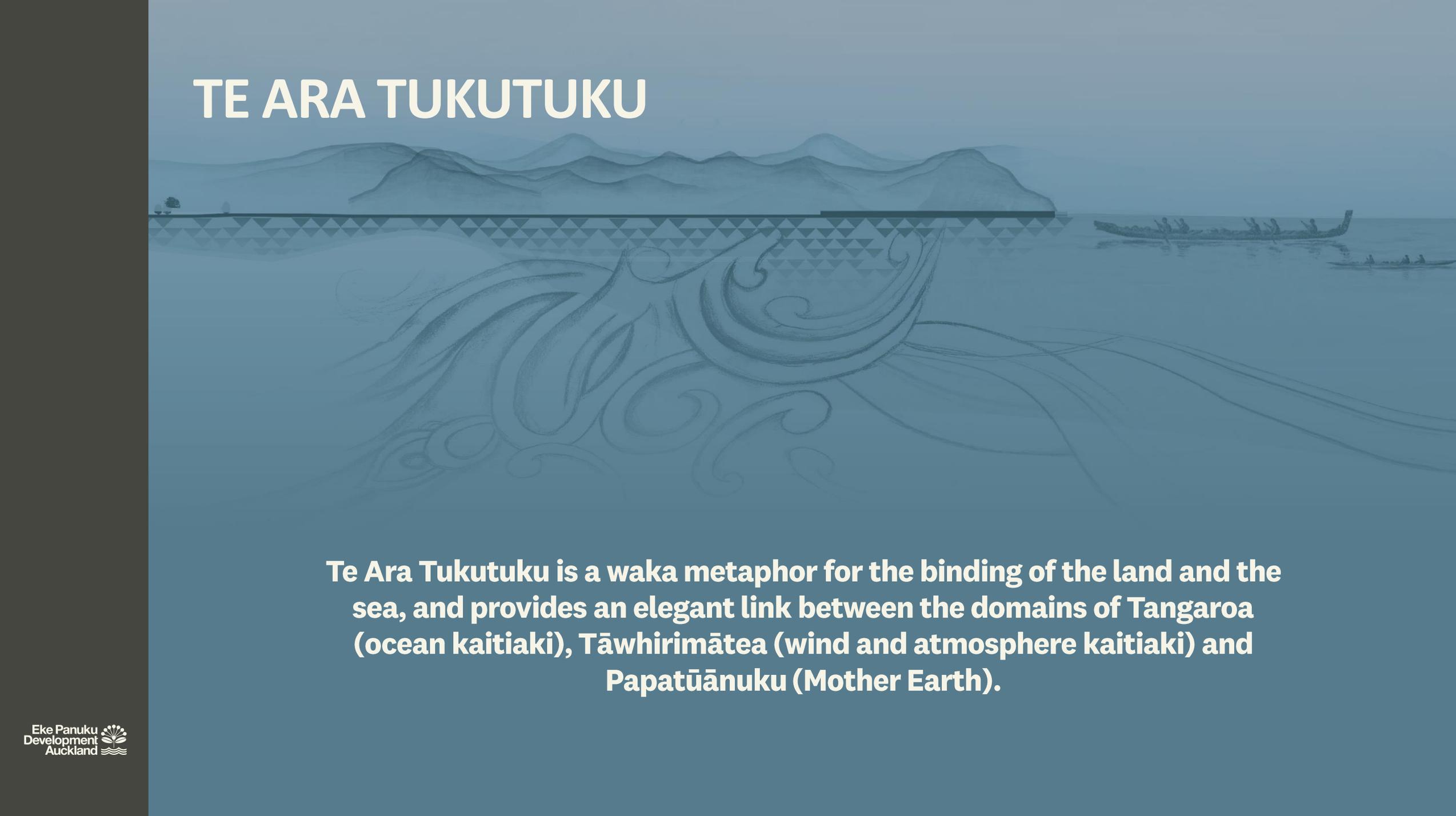
TĀMAKI HERENGA WAKA
Reclamation, Contamination & Lost
Headlands



TĀMAKI HERENGA TANGATA

Raising a New Headland

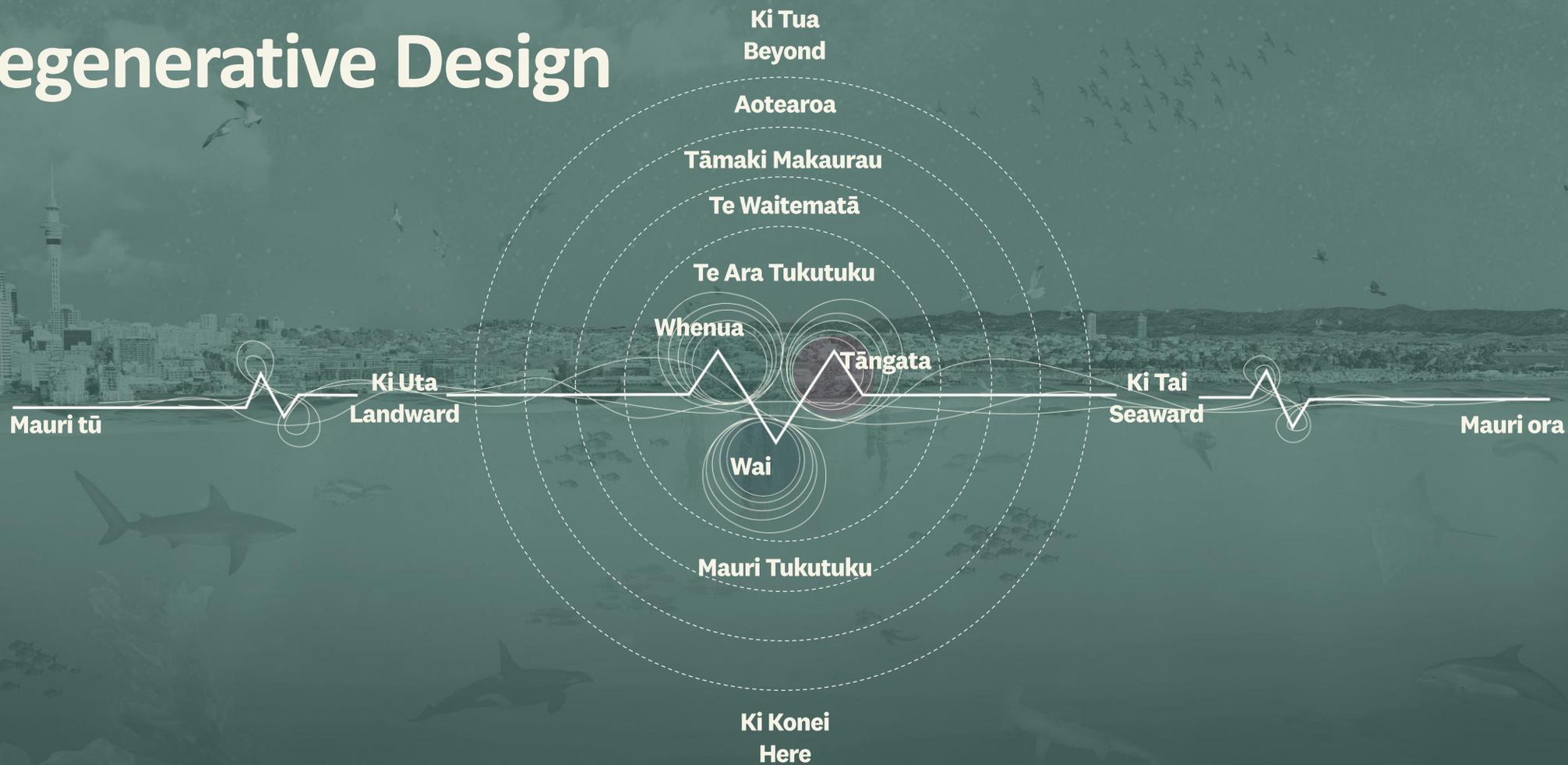
TE ARA TUKUTUKU



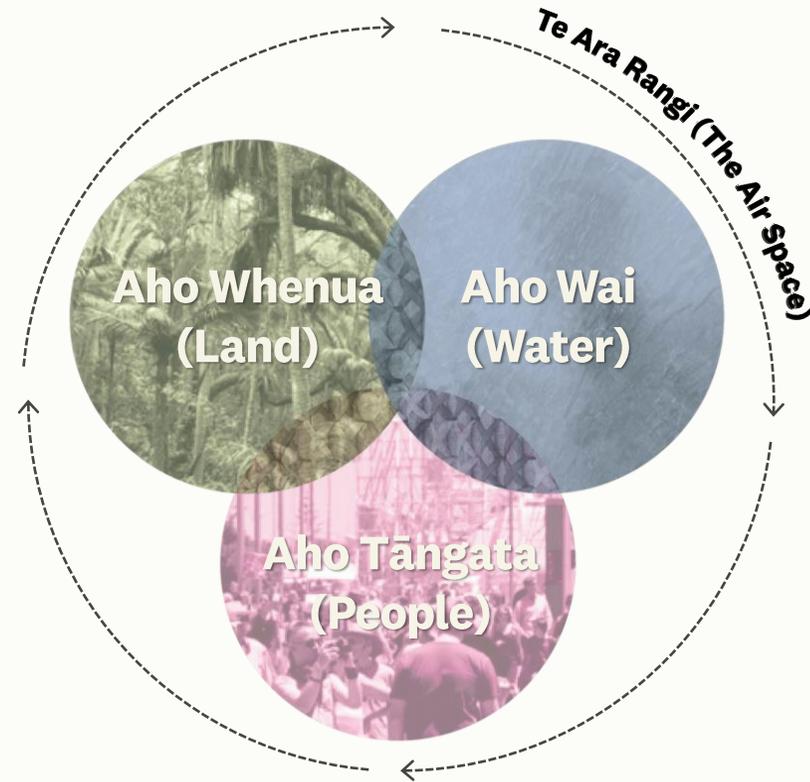
Te Ara Tukutuku is a waka metaphor for the binding of the land and the sea, and provides an elegant link between the domains of Tangaroa (ocean kaitiaki), Tāwhirimātea (wind and atmosphere kaitiaki) and Papatūānuku (Mother Earth).

TOI WHAKARITO

Regenerative Design



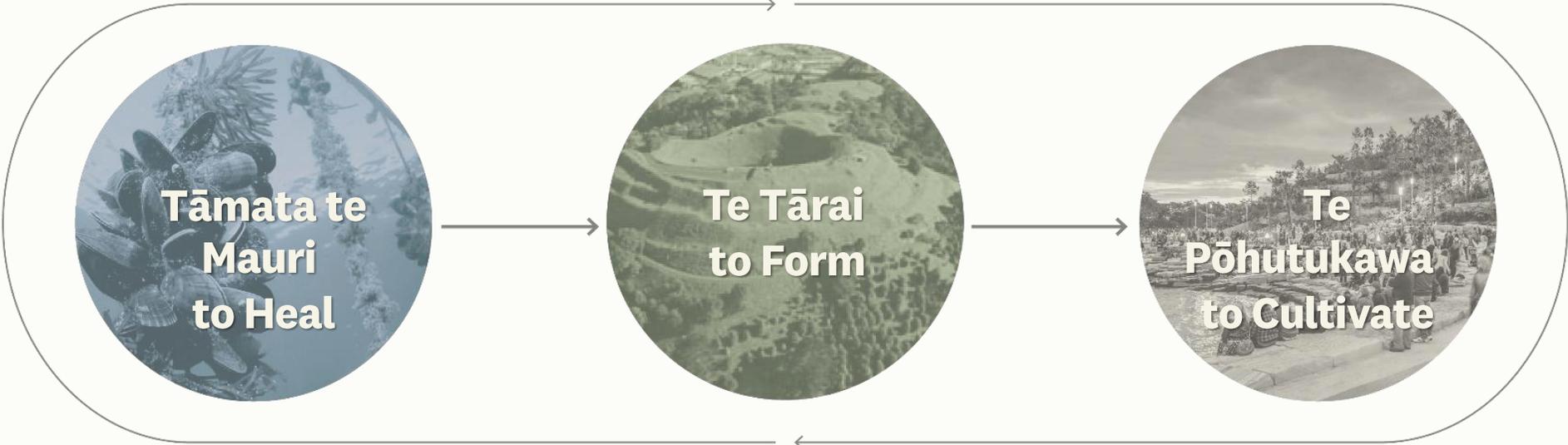
WHENUA + WAI + TĀNGATA



Te Ara Tukutuku is the restoration of land and water, connecting people and the interaction and flow between these, to uplift mauri.

Process

Regeneration and Enhancement of Mauri



INĀIANEI_NOW (over next 2-3 years)

Tāmata te Mauri - Heal & transition from the industrial past.



ĀKUANEI_Soon (5 years+/-)

Te Tārai - Forming of the site through initial establishment, remediation and coastal resiliency works.



MEAKE_Eventually (10+ years)

Te Pōhutukawa - Cultivate coastal ecologies, activities and experiences.



INĀIANEI_Existing Site



The vision for Te Ara Tukutuku is to create a living green open space nestled upon Te Waitematā, a space to reconnect and rebind the relationship between Tangaroa (the ocean) and Papatūānuku (Mother Earth), connecting people back to the water.

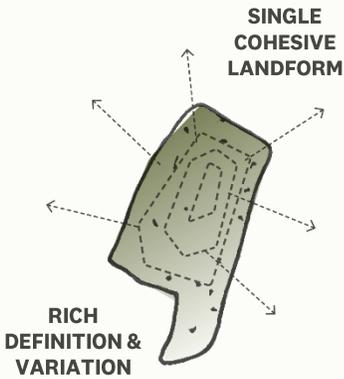


Concept Design

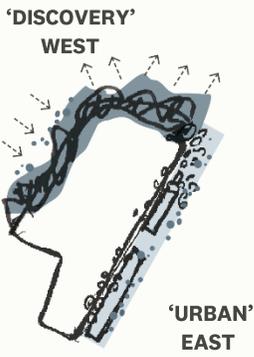
eke
pohanuku



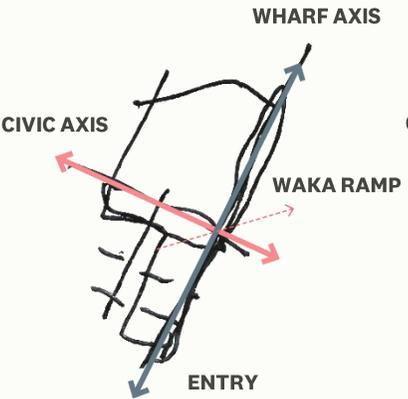
Key Moves



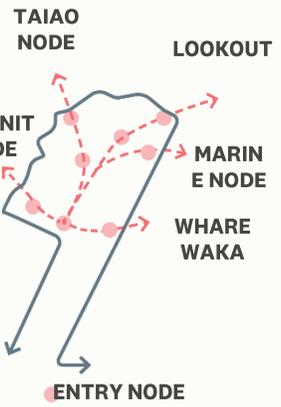
Headland Elevation



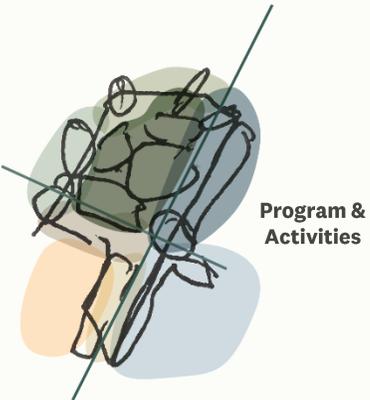
Discovery Edge + Urban Edge



Active Spine

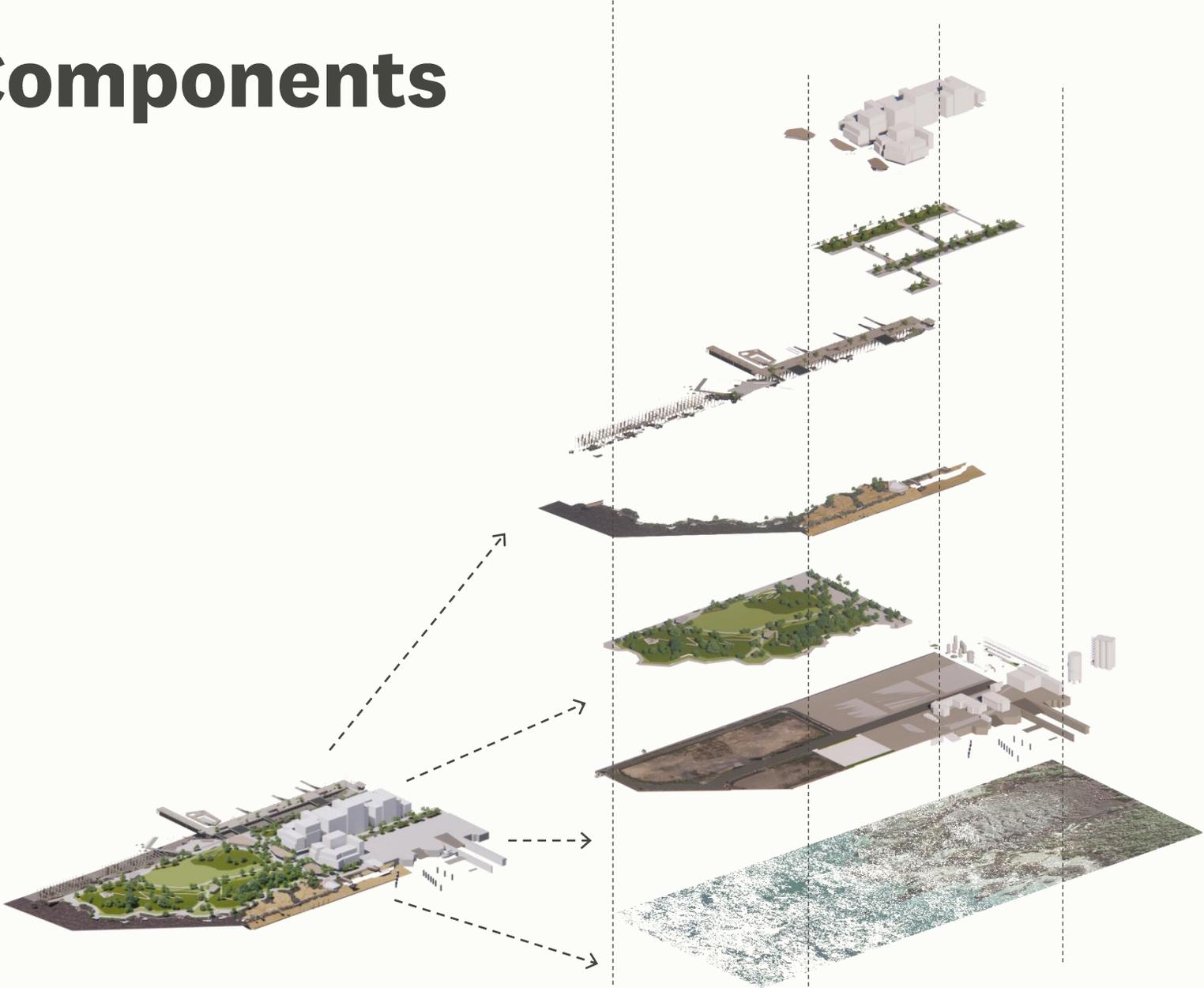


Coastal Loop + Park Threads



Program + Activity

Project Components



KI TE HOE

Taking up the hoe! The narrative for organising the spatial framework uses the metaphor of a hoe, the paddle used for waka, reinforcing the connection and binding of tangata and moana to waka.



Open Space Zones

The open space is organised and described as a series of connected and overlapping landscape 'zones'. The parts of the hoe inform the naming meaning, and identity of the open space zones.

001 Te Kakau / Linear Open Space

002 Te Whāroaroa / Streets & Lanes

003 Te Tinana / Plaza

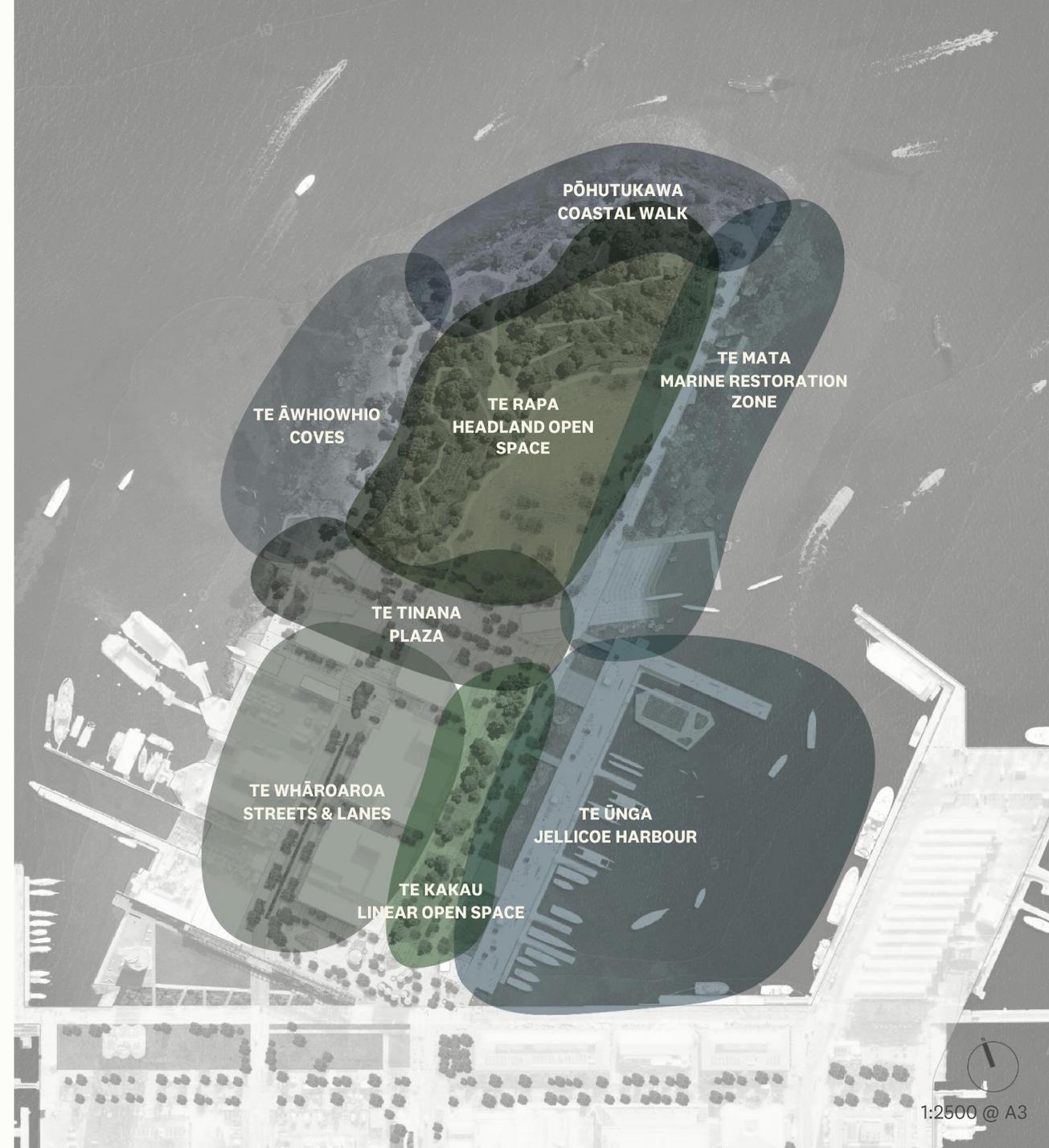
004 Te Rapa / Headland Open Space

005 Te Ūnga / Jellicoe Harbour

006 Te Mata / Marine Restoration Zone

007 Pōhutukawa / Coastal Walk

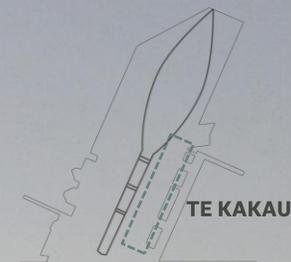
008 Te Āwhiowhio / Coves



Concept Plan



Te Kakau – Linear Open Space



Te Kakau Zone Plan



TE WHAROARO
STREETS & LANES

DEVELOPMENT
SITE

DEVELOPMENT
SITE

DEVELOPMENT
SITE

TE TINANA
PLAZA

TE RAPA
HEADLAND OPEN
SPACE

TANK PARK

ENTRY

Key

TE ŪNGA
JELICOE HARBOUR

NORTH WHARF

Te Whāroaro Streets & Lanes

The Lanes

Pedestrian oriented laneways - active and urban open space interface.
Support vehicle and service access and integrated green Infrastructure.

The Street

Hamer Street - key headland access and servicing. A secondary arrival opportunity.
Includes integrated green infrastructure.

Open Space Frontage

Sheltered open space frontage with east facing ground floor hosting, and occupation opportunities.

Fronted by a flexible pedestrian laneway with a setback and filtered harbour relationship.



Te Whāroaro Zone Plan



Te Tinana - The Plaza



Te Tinana Zone Plan



SEASONAL LAWN

COASTAL NGAHERE

TE RAPA
HEADLAND OPEN
SPACE

TIDAL STAIRS
WAKA RAMP

FRESHWATER
SYSTEM

WHARE WAKA

BREAKWATER

TIDAL POOL

COMMUNITY
FACILITY

URBAN/OPEN
SPACE
CANOPY

ACTIVATION /
EVENT SPACE

VEHICLE ACCESS
TO WHARE WAKA

LOOKOUT

LAZA SWALE

SERVICE ACCESS

WESTERN PLAZA

SERVICE ACCESS

TE ŪNGA
JELlicOE HARBOUR

DEVELOPMENT
SITES

DEVELOPMENT
SITES

TE KAKAU
LINEAR OPEN SPACE

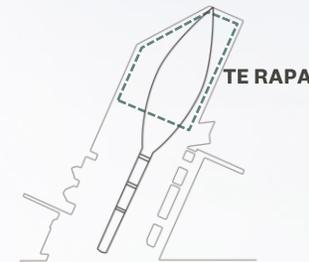
WYNYARD
WHARF

LANEWAY

TE WHAROAROA
STREETS & LANES



Te Rapa - Headland Open Space



Te Koinga - 'The Tip'



Elevated Headland



Headland Open Space



Te Rapa Zone Plan



PŌHUTUKAWA
COASTAL WALK

TE KOINGA
THE TIP

THE PROMONTORY

COASTAL NGAHERE

TE ĀWHIOWHIO
COVES

TAIAO HUB

MARINE HUB

SEASONAL LAWN

TE MATA
MARINE RESTORATION
ZONE

COASTAL NGAHERE

FRESHWATER
SYSTEM

THE MOUND

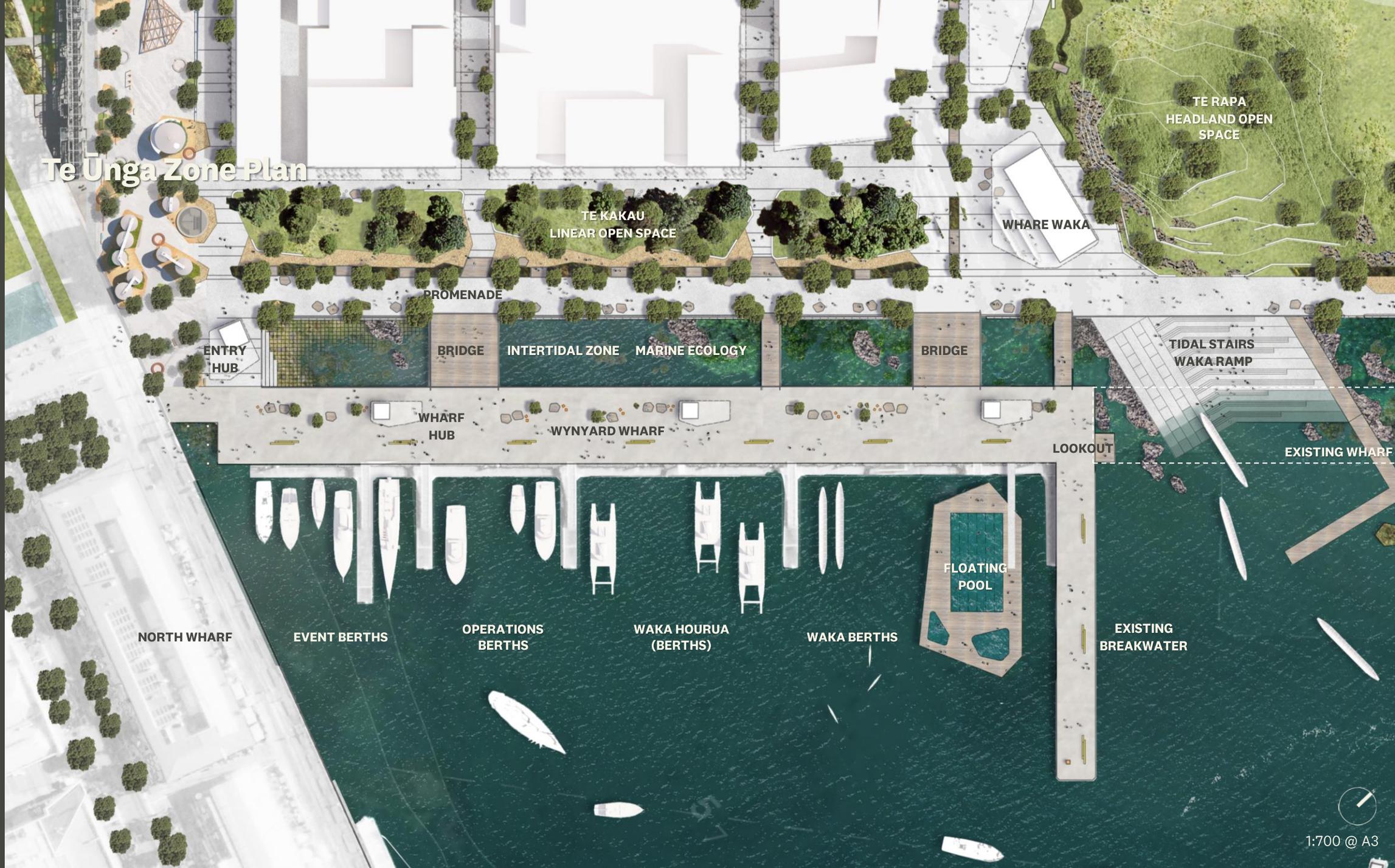
TIDAL STAIR
WAKĀ RAMP

TE TINANA
PLAZA

Te Ūnga Jellicoe Harbour



Te Ūnga Zone Plan



TE RAPA
HEADLAND OPEN
SPACE

TE KAKAU
LINEAR OPEN SPACE

WHARE WAKA

PROMENADE

ENTRY
HUB

BRIDGE

INTERTIDAL ZONE
MARINE ECOLOGY

BRIDGE

TIDAL STAIRS
WAKA RAMP

WHARF
HUB

WYNYARD WHARF

LOOKOUT

EXISTING WHARF

NORTH WHARF

EVENT BERTHS

OPERATIONS
BERTHS

WAKA HOURUA
(BERTHS)

WAKA BERTHS

FLOATING
POOL

EXISTING
BREAKWATER

Te Mata - Marine Restoration Zone



- Marine restoration zone is established – northern section
- Remaining wharf structures incorporate ecological restoration interventions such as mussel ropes, artificial reefs, marine nurseries, ecological islands, kelp and seaweed forests and mussel reefs.
- New lookouts, platforms and stairs enable close interaction with the regenerating marine environment.



Te Awapoti - Waka Ramp



Te Mata Zone Plan



WHARE WAKA

TE RAPA
HEADLAND OPEN
SPACE

PŌHUTUKAWA
COASTAL WALK

MARINE
HUB

PROMENADE

TE KOINGA
'TIP'

TIDAL STAIRS
WAKA RAMP

MARINE
RESTORATION

OPERATIONS

MUSSEL ROPES

EXISTING WHARF REMOVED

FLOATING
BREAKWATER



Pōhutukawa - Coastal Walk

A resilient coastal edge encouraging exploration through a diverse seashore habitat. It loops out into Te Waitematā with views toward Upper Harbour, Waitākere Ranges, North Shore and out to the Hauraki Gulf.



Pōhutukawa Zone Plan



Te Āwhiowhio - Coves

An immersive waterfront experience, providing opportunities for exploration, discovery and engagement with the coastal environment.

TE
ĀWHIOWHIO



Te Āwhiowhio Zone Plan



PŌHUTUKAWA
COASTAL WALK

COASTAL NGAHERE

COASTAL PATH

COASTAL NGAHERE

TE RAPA
HEADLAND OPEN
SPACE

SUBTIDAL ZONE
LOWER
INTERTIDAL
ZONE
UPPER INTERTIDAL
ZONE
SUPRATIDAL ZONE

SEALINK PILES

MID TIDE (MSL)

TODAL POOL

EPHEMERAL
STREAM
OUTFLOW

BRIDGE
STREAM CROSSING

TE TINANA
PLAZA

Unique Features

Unique and/or exciting features emerging from Te Ara Tukutuku...



Concept Plan



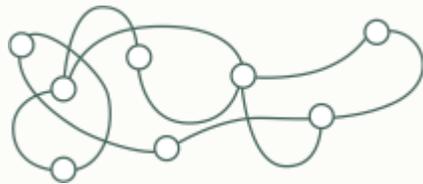
Place Led Learning & Activations

eke
pohanuku



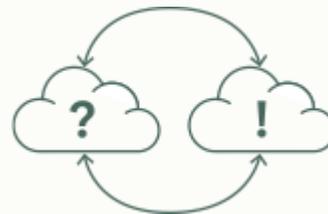
A Platform for the Regeneration and Enhancement of Mauri

The positioning of Te Ara Tukutuku is that it is more than a park. It is a space where we are actively connected to Papatūānuku, Tangaroa and each other. In this role it can become an advocate for the wellbeing of the city.



Networking Impact

Beyond a park... A node in the Tāmaki Makaurau ecosystem of purpose-driven organisations.



Sharing Knowledge

Beyond a park... A place that connects the city to mātauranga Māori and regenerative practice.



Leveraging Place

Beyond a park... A place where the best of Tāmaki Makaurau is made accessible.

Arrive / Engage / Connect

Deepening modes through which Te Ara Tukutuku is experienced



Arrive

Access to Nature /
Deep Place Identity /
A Threshold for the City /



Engage

Active Participation /
Experience Development /
Supporting Wellbeing /



Connect

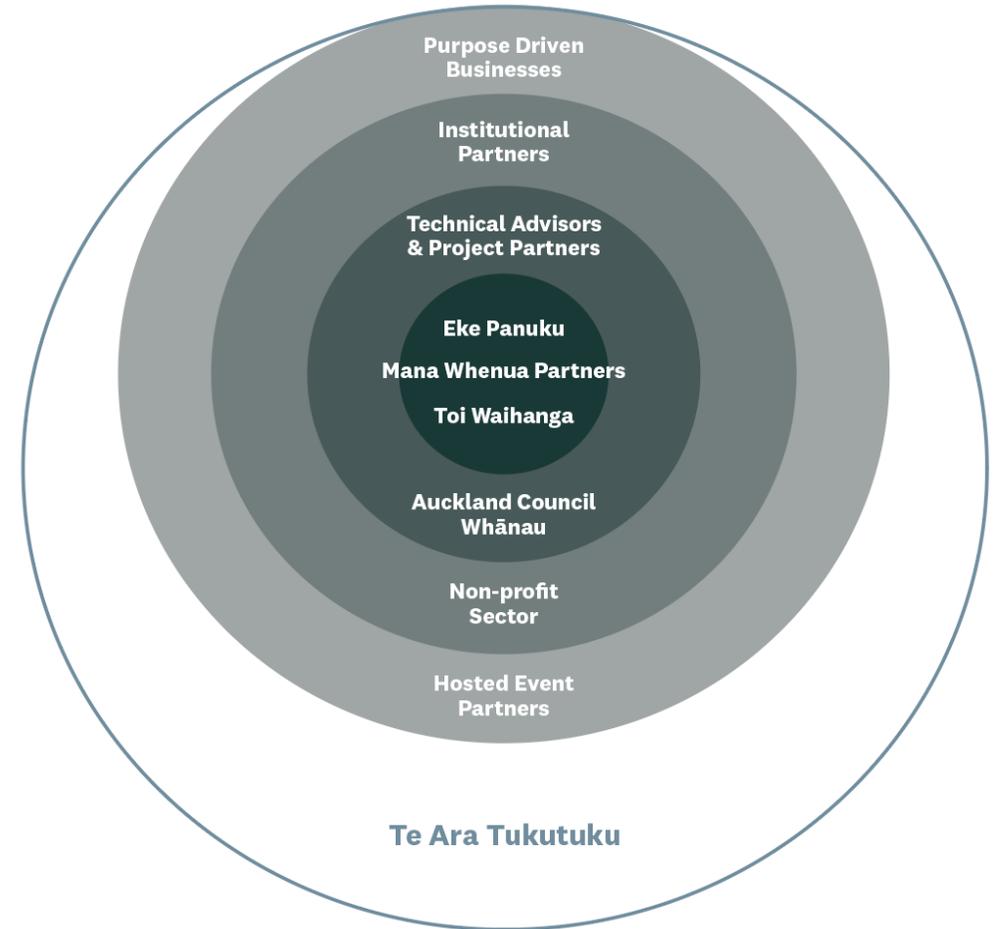
Public Ownership /
Networking Know-how /
City Promotion /

A Common Ground for Good Ideas

Leveraging good work and organisations that align with the kaupapa

Giving a public output for Project Teams

Supporting the Tāmaki Makaurau story and brand



Binding Whenua & Tāngata

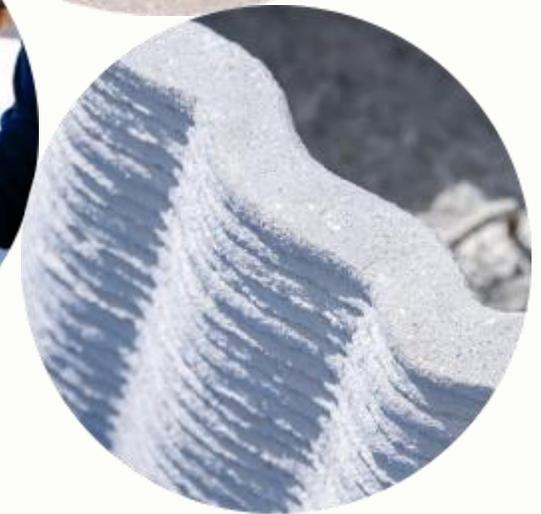
Seed Sourcing + Sorting Workshops
Pōhutukawa Forest + Tree Care Workshops
With Uru Whakaaro / Charmaine Bailie



INĀIANEI_Now: Local Flora Educational Workshops & Community Building
ĀKUANEI_Soon: Onsite Nursery Community & Remediation Work
MEAKE_Eventually: Ngahere & Te Uru Tukutuku

Binding Wai & Tāngata

Marine Education Days: University of Auckland / Goat Island Marine Discovery Centre
Te Ara Tukutuku Reef Unit Prototypes: Jarrod Walker / Tataki & Toi Waihanga



INĀIANEI_Now: Marine Health Educational Workshops & Reef Prototypes
ĀKUANEI_Soon: Onsite Marine Health Platform & Engaged Community
MEAKE_Eventually: TE MATA Marine Restoration Zone

Approach To Remediation

eke
pōanuku

Approach to Contamination Objectives

A new approach to contamination management developed with council, mana whenua, & technical specialists.

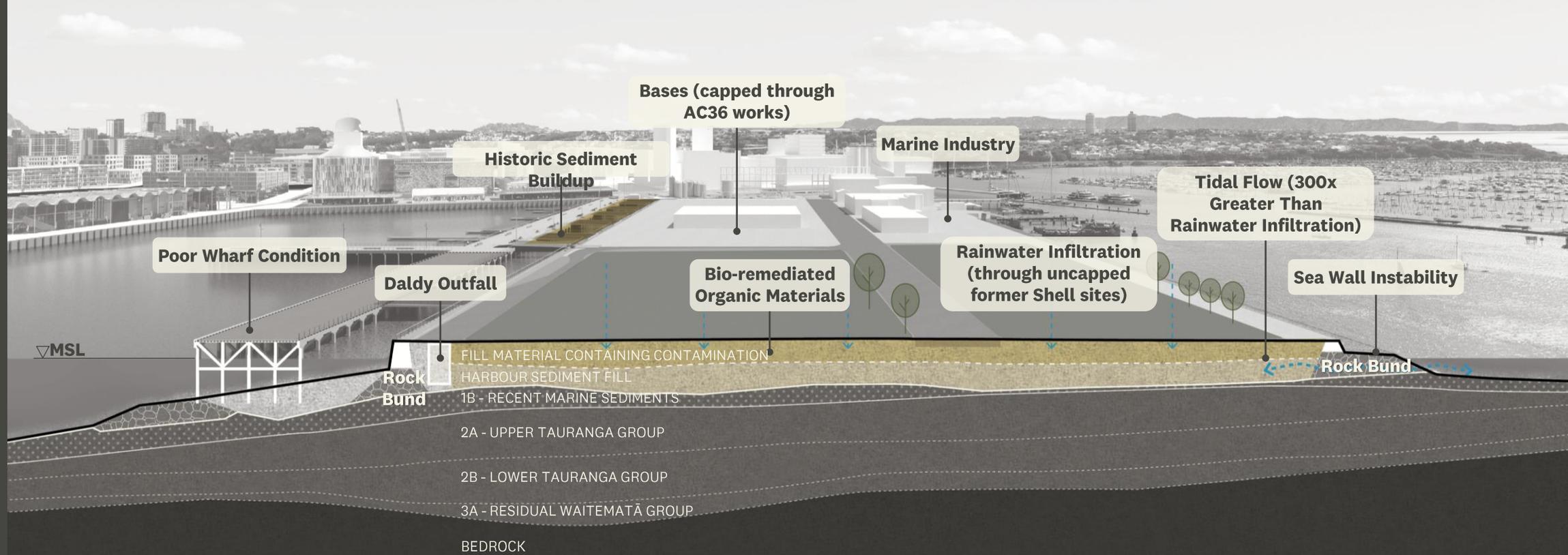
**No contaminated fill to be transported off site
(as this doesn't resolve the issue and only transfers it somewhere else).**

**To manage and alleviate the impact of contamination to a very high standard
(beyond minimum regulatory standards).**

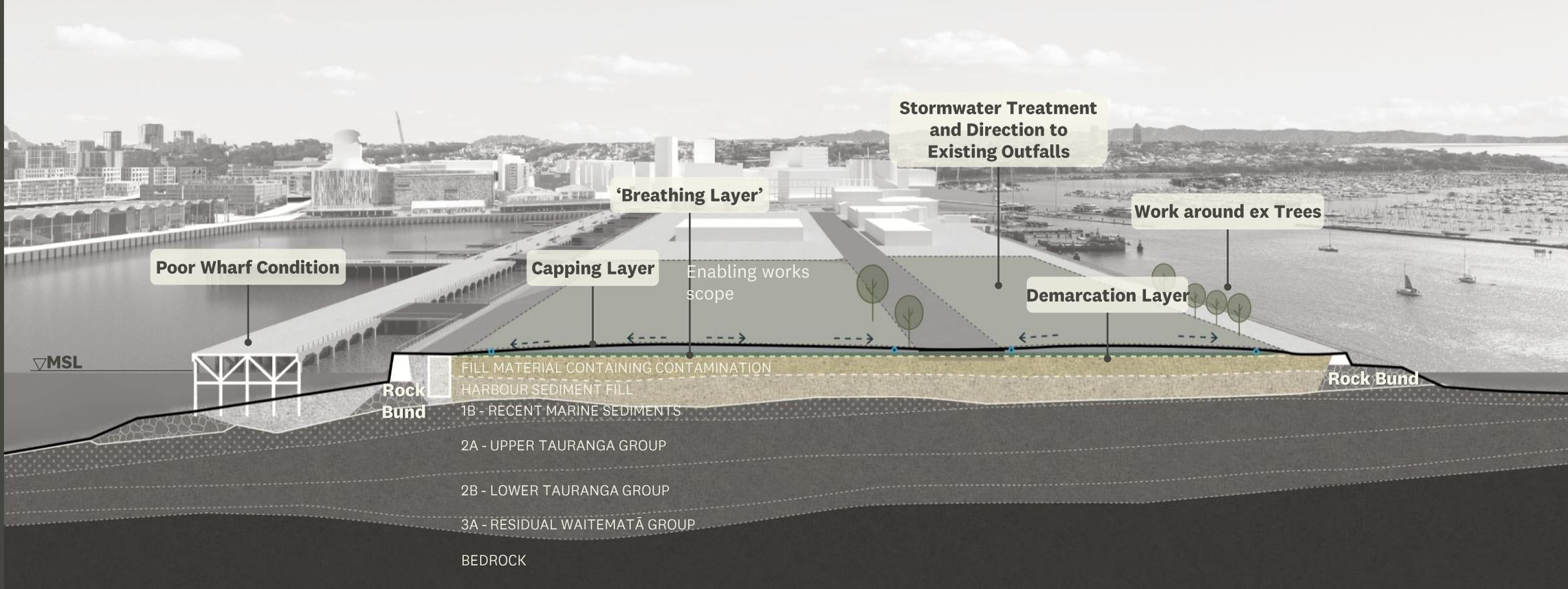
**Reduce ex-filtration of any residual contaminants into the harbour (through the
sea walls).**

Continue to reduce any adverse effects over time.

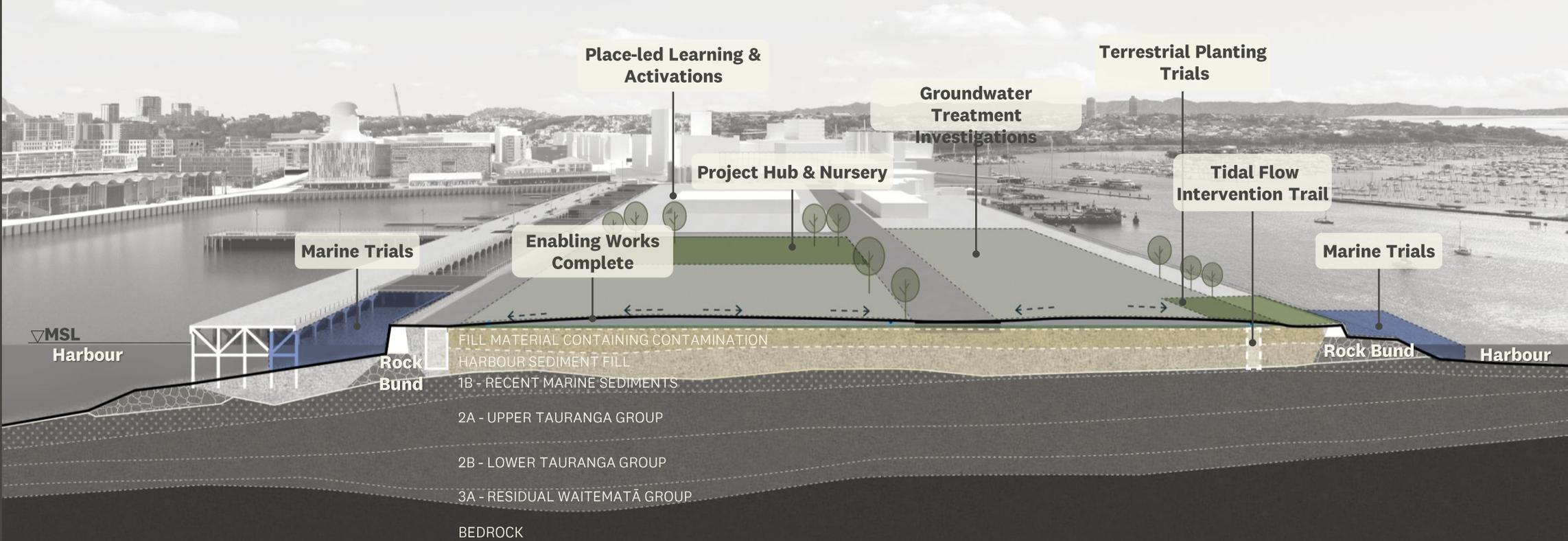
Site Investigations



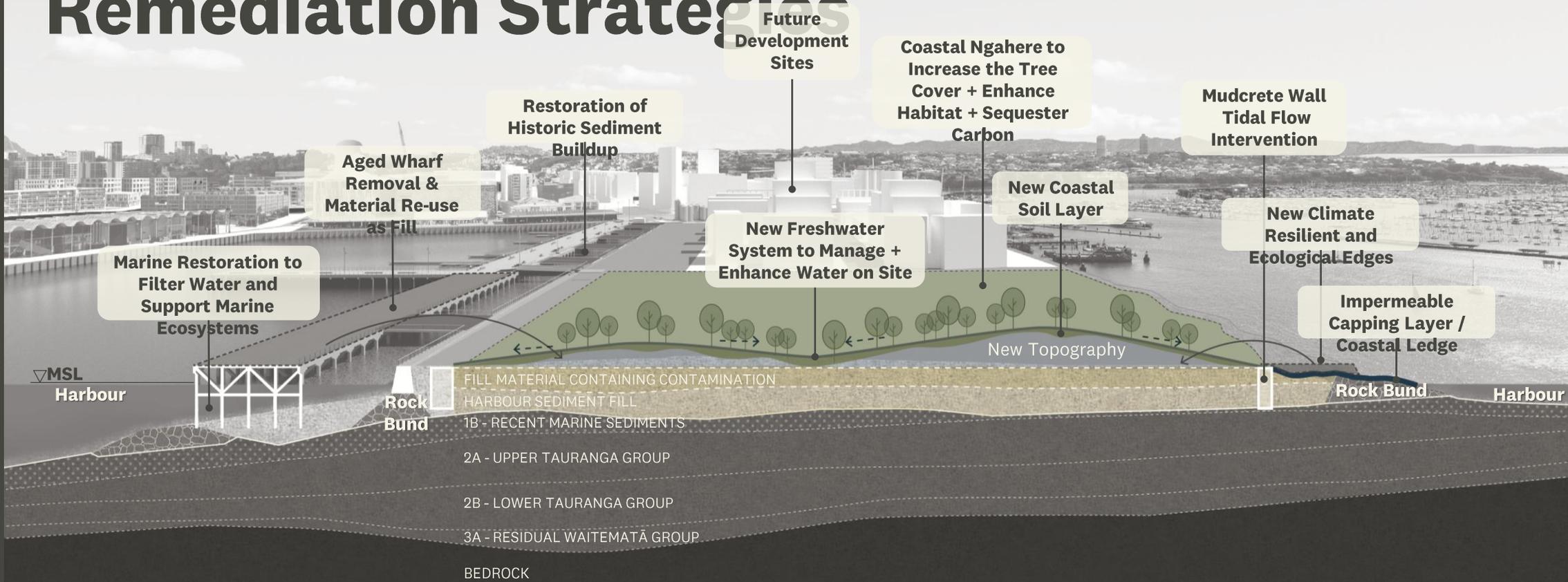
Enabling Works



Testing, Trialling & Monitoring



Long-term Landscape & Time Based Remediation Strategies



Enabling Works

- Managing stormwater and stabilising the site to provide platform for early works
- Secondary consideration to form the initial stage of main Te Ara Tukutuku Design
- Resource consent ready to lodge in July 2024
- Targeting start onsite early 2025



Enabling Works

- Key**
- Scope of Works
 - Baseline Earthworks: Area for Passive Ventilation, Separation Layer, and Engineered Fill Layer
 - Runoff (New Stormwater Management)
 - New Stormwater Pipes & Gross Pollutant Traps



Next Steps

eke
poanuku



Seeking Feedback

We're sharing the concept designs throughout August via:

- 14 events and pop-ups
- Static displays in Te Komititanga, Freyberg Square, Central Library
- Social media, website, media articles

Feedback will be gathered from people at events and pop-ups and via AK Have Your Say.

Te Ara Tukutuku webpages on the Eke Panuku website are being expanded and reframed to provide a full picture of the project, including:

- information on regenerative practices and mātauranga.
- opportunities to learn and engage with the project journey over time.

From August, these pages will become the primary digital place to engage with the project.

ekepanuku.co.nz/tearatuktuku

We're encouraging people to consider four key questions:

- What aspects are you most excited about?
- How do the concept designs reflect the vision for a thriving foreshore and reconnecting land and sea?
- What are you interested in learning more about?
- How might you get involved to help lift the mauri of this area?



Where people will find us



Open days and lunchtime talk at our project hub



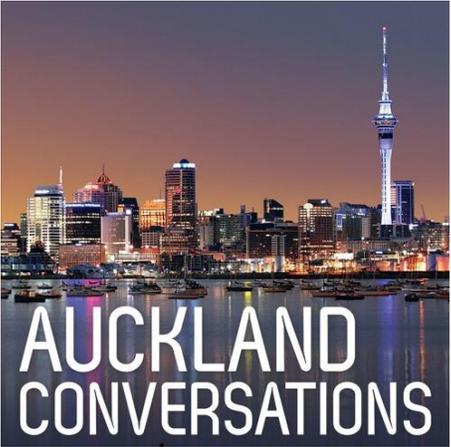
Britomart Saturday Market



SCALA lunchtime seminar



Pop-ups at Te Komititanga, Freyberg Square, Central Library



Auckland Conversations



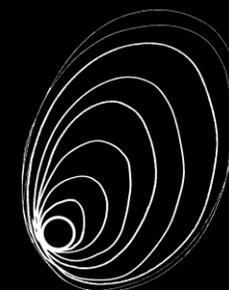
Aboard the Ted Ashby



Te Ara Tukutuku Consortium



**Eke Panuku Mana
Whenua Partners**



Toi Waihanga

LandLAB
SCAPE
Mott MacDonald
DONE
Stellar Projects
Warren & Mahoney
BECA
Fresh Concept
Caleb Clarke
Charmaine Bailie
Jarrod Walker

eke panuku

Quarterly risk report

Author(s): Kingsha Changwai, Manager Corporate Risk and Reporting

July 2024

Whakarāpopototanga matua | Executive summary

1. The Corporate Risk Register has been updated after the ELT risk workshop on 25 June 2024. The Eke Panuku Audit and Risk Committee will receive the Risk update report at its meeting on 22 July.
2. The Corporate Risk Register is presented to the Board for information (Attachment A).

Matapaki | Discussion

Corporate risk register changes:

3. Changes to the corporate risk register are marked with red text in the risk register included as attachment A to this report.
4. There were no new risks identified during the quarter.
5. One risk description was modified. The risk previously worded “Failure of Infrastructure assets” has been reworded to “Failure or prolonged unavailability of infrastructure assets” such as bridges, wharves and seawalls. This is to reflect the fact that, in some cases, we make a deliberate decision to renew an asset resulting in an asset not being available for public use during the period of the renewal.
6. The risk on lack of long-term funding for infrastructure asset replacements or major renewals has been combined with the risk “Failure or prolonged unavailability of infrastructure assets” as the lack of funding is a cause to the main risk theme.
7. Changes to risk ratings: One risk increased in rating, two risks reduced in rating and one risk has been removed. These were:
 - a. The risk of “Failure or prolonged unavailability of infrastructure assets” remain high, with probability increasing 1 level. This is due to unconfirmed funding for infrastructure asset renewals/ replacements beyond the 10-year LTP period (LTP 2024-34 period). Significant work progressing to update asset condition information, AMPs and long-term costs for the next LTP cycle, covering the 30-year Infrastructure Strategy period by the Council. In the short to medium term, work is being progressed on key infrastructure asset renewals such as joint work for Queens Wharf with AT, to renew components of the wharf structure as part of supporting the Electric Ferry infrastructure in the next year.
The Wynyard Crossing bridge is treated as an issue as it is 100% certain. This is being addressed by the renewal and temporary crossing projects which are reported separately.
 - b. The risk on pressure of unbudgeted work has changed from high to moderate. Eke Panuku has more clarity on work relating to the Central wharves master plan. In FY25 we will initiate the master-planning process for the central wharves, working with the council group and engaging with key stakeholders, interest groups and mana whenua. The plan will guide investment priorities to enable ferries, cruise ship operations and public access. Other work led by the

council on Plan change 78 that also impacts Eke Panuku has been given a one-year extension by the government, providing more time to the council family. Plan Change 78 enables more development in the city centre and at least six-storey buildings within walkable catchments from the edge of the City Centre, Metropolitan Centres and Rapid Transit Stops. It enables development in and around neighbourhood, local and town centres.

- c. The risk on our inability to attract and retain staff has reduced from moderate to low. The worsening economic conditions has resulted in increased redundancies across sectors, increasing unemployment, and resulting in an increase in candidates applying to job advertisements. This also has an indirect impact on probability of staff leaving due to less opportunities.
 - d. The risk on lack of credible LTP funding for Urban Regeneration programme has been removed from the risk register. The governing body has considered public feedback on the LTP. The Eke Panuku budgets and Strategic Development Fund (SDF) proposal have not changed and have been approved as part of the final LTP in June 2024.
8. Significant changes in risk mitigations:
- Risk on failure or prolonged unavailability of infrastructure assets: Work is progressing on Queens Wharf renewal planning as part of the joint work with AT on supporting Ferry Electrification infrastructure. The scope covers renewing key components of the wharf structure. Risk workshops were also carried out on other renewals projects that are progressing and assurance work is also progressing on the asset maintenance programme.
 - Risk that Eke Panuku does not adequately prepare for and manage the risks of climate change on its business. We have made significant progress on TCFD disclosures for the end of FY24. We are in the process of completing the draft disclosures with the council group and completing key tasks such as changes to the Board's charter, ARC terms of reference and compiling the evidence that supports the end of year disclosures, including our Carbon output for the year. We have also completed a qualitative risk assessment of the top council group climate risks relevant to Eke Panuku.

Council Audit Risk Committee (ARC) Presentation:

9. The ARC Chair, CFO, GM Assets and Delivery and Risk Manager presented to the Council ARC on 14 May. The focus of the presentation to the new committee members was on:
 - Information about Eke Panuku company's governance, purpose, key objectives, activities and budgets.
 - A deep dive into our two top risks, mitigations and controls. These were 'failure or prolonged unavailability of infrastructure assets' with a focus on the Wynyard Crossing bridge, and 'delivery of development outcomes being affected by the slow property market and economic factors'.
10. Overall, positive feedback was received from the new chair of the Council ARC following the meeting.

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

11. N/A.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

12. N/A.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

13. Corporate risks are included in the risk register.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

14. N/A.

Tauākī whakaaweawe Māori | Māori outcomes impact

15. Risk management is a process that contributes to managing uncertainties to objectives and goals including Māori outcomes.

Tauākī whakaaweawe āhuarangi | Climate change impact

16. 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



Review	Corporate Risk Register
Date	July 2024
Compiled by	Kingsha Changwai

Attachment A

Ref ID #	Risk Description and Cause	Impact	Risk Category	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. Developers are seeking longer conditional periods to obtain resource consent and acceptable level of presale. 	<ul style="list-style-type: none"> 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. Lower SOI and LTP asset sales targets for the council group. 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. 	Delivery of Commitments	<ul style="list-style-type: none"> Extended settlement and terms to reflect slower market conditions for developer to achieve presales, funding and resource consent. Active engagement with potential and current development partners Ongoing feedback and relationship building - selection of development partners, annual research to understand partners' perceptions of Eke Panuku to address any issues Regular updating and review of divestment strategy - carefully chosen to suit market Monitoring and reviewing market conditions in respect of partnership opportunities with developers for mutually beneficial outcomes - anticipated 12-18 months rebalancing of the market Policy and process for selecting development partners including due diligence 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 extending 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. Performance bond for delay in delivery, and the development partner still has to complete the development. 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	→	

Ref ID #	Risk Description and Cause	Impact	Risk Category	Current Assessment (Controlled)				Residual Rating				Risk Owner	Risk change (OTR)
				Existing Mitigations				Likelihood	Consequence	Risk Score	Risk rating		
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"> • Service disruption. • Levels of services decrease as assets age. • Outage of critical assets impact services and Eke Panuku reputation due to wider user and stakeholder impacts • Serious injury • Poor reputation • Legal consequences • Financial, increase cost of maintenance 	Assets	<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. 	4	4	16		Marian Webb	↑			
3	<p>Level of change or amount of change in the council group impacts Eke Panuku's future service delivery and programme momentum.</p> <p>Effectiveness of future delivery models - the work on shared services and property case does not achieve intended outcomes and efficiencies if rushed and not properly communicated to teams consistently and accurately. Factors that can have an impact include trade off between time, savings, cost and effectiveness of solutions. There could be conflicting views. This leaves an adverse impact on related staff, teams and effectiveness of future service delivery. (Shared services and Property case are led by Council).</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>	<ul style="list-style-type: none"> • Ineffective service model and future work, post change to make improvements • Loss of productivity • Inefficiencies/wastage • Staff morale and wellbeing • Time required to re-establish agreements or approaches and build relationships cause delays to projects and programmes 	Business Process	<p>Effectiveness of future delivery models:</p> <ul style="list-style-type: none"> • ELT and Board updates and awareness of options, including Board approval of future models (<i>Shared services review and Group property model review are still progressing</i>). <p>Workstream communications of issues:</p> <ul style="list-style-type: none"> • Clarity on decision points • Cases for change are reviewed at CE Forum and CFO Group Forum ensuring change proposal deliver outcomes and ensuring communication and change management. • Group Service Programme Lead • Staff timely communication and formal change management process. • Staged change implementation • Staff wellbeing mitigations. <p>Changes to other CCOs and council departments:</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. 	3	4	12		Carl and Marian (Change support mitigation - Alaina)	→			

Ref ID #	Risk Description and Cause	Impact	Risk Category	Current Assessment (Controlled)				Risk Owner	Risk change (OTR)	
				Existing Mitigations						Likelihood
4	<p>Low number of projects in the future pipeline ready for delivery impact 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><i>Council has included a group target of \$300m assets sales target in the draft LTP which Eke Panuku will contribute to.</i></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"> Quantum of projects affect the momentum of the programmes. Future performance targets may not be met. Underutilisation of existing resources. 	Delivery of Commitments	<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/ Ian	→
5	<p>Pressure of unbudgeted new work</p> <p>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.</p> <p>Anticipated new work to be included in the Corporate Business Plan and increases in scope due to external influences.</p>	<ul style="list-style-type: none"> 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 Stakeholder pressures do not reduce even though budgets are reduced Work delays and rephasing. 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. 	Delivery of Commitments	<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. LTP work with the council on future regeneration programme and funding model. 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. (Light rail project cancellation with new focus on Rapid Transport such as West and North busway. East and West link project may come back as a priority). 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	↓
6	<p>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.</p> <p>Dependencies include council decisions and information we rely on. Contractor capacity to deliver and performance.</p>	<ul style="list-style-type: none"> 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. 	Delivery of Commitments	<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. 	3	3	9		Allan Young	→

Ref ID #	Risk Description and Cause	Impact	Risk Category	Current Assessment (Controlled)				Risk Owner	Risk change (OTR)
				Existing Mitigations					
7	<p>Staff wellbeing</p> <p>Increasing pressure on staff wellbeing due to stretched resources, change proposals, health issues and personal circumstances resulting from higher cost of living (e.g. mortgage interest rates) and storm events, scrutiny by public on staff e.g. public meetings and effects on sickness e.g. potential spread of Bird flu virus.</p>	<ul style="list-style-type: none"> Individual stress caused by higher cost of living Staff burn out Personal impacts of financial stress on mental and 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. 	Operational Capability	<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. 	3	3	9	Carl Gosbee	→
8	<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. Also delays to projects in the programmes due to health issues.</p>	<ul style="list-style-type: none"> 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. 	Delivery of Commitments	<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). Issues like the Three water change (or change cancellation) affecting Healthy Waters and Watercare needs monitoring- Improved governance reporting 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. PfMO frameworks and process improvements. 	3	3	9	Ian Wheeler	→
9	<p>Cyber attack on computer systems</p> <p>Cyber attack on council's servers from external agencies, increase in phishing emails and texts especially at senior management level.</p>	<ul style="list-style-type: none"> Restriction of access to information on servers Loss of data Inconvenience and downtime Cost of recovery Temporary loss of productivity Breach of proprietary information. 	Information Management	<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	→
Sustainability / Climate Change									

Ref ID #	Risk Description and Cause	Impact	Risk Category	Current Assessment (Controlled)				Risk Owner	Risk change (OTR)	
				Existing Mitigations						Likelihood
10	<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 by 30 June 2024. 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"> 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. 	Environment (Natural and Built)	<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 <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	→
11	<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"> Damage to property and land 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 	Environment (Natural and Built)	<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	Risk Category	Current Assessment (Controlled)				Residual Rating				Risk Owner	Risk change (QTR)
				Existing Mitigations				Likelihood	Consequence	Risk Score	Risk rating		
12	<p>The ability to attract and retain talent</p> <p>The competitive labour market for certain skills makes it challenging to attract and retain key talent.</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"> Disruption to programme delivery 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. 	Skills and Knowledge	<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 	2	3	6		Alaina Cutfield	↓			



Out of Cycle Decisions – at the time of publishing there were no out of cycle decisions between the June and July meetings.

Director interests at 9 July 2024

Member	Interest	Company / Entity	Conflicts pre-identified?
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)	Possible
	Chair	Marutūāhu Rōpū General Partner Limited	
	Director	MO5 Properties Limited	
	Director	MRLP Group Limited	
	Chair	Ngāti Maru Limited	Possible
	Director	Pare Hauraki Asset Holdings Limited	
	Chair	Puhinui Park GP Limited	
	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		

Member	Interest	Company / Entity	Conflicts pre-identified?
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	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	Business in the Community (2013) Limited	
	Director	Business Mentors New Zealand Limited	
	Director	Eight Peaks Holdings Limited	
	Director	Everege Orbis Holdings Limited	
	Director	Fale Developments Limited	
	Director	Fortitudine Trustees Limited	
	Director	Greer Family Trustees Limited	
	Director	Huma Holdings Limited	
	Director	IBS	
	Director	It's Happened Trustees Limited	

Member	Interest	Company / Entity	Conflicts pre-identified?
Kenina Court continued	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	
	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	
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 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

Member	Interest	Company / Entity	Conflicts pre-identified?
Jennifer Kerr	Director	Eke Panuku Development Auckland Limited	
	Committee member	Audit and Risk – 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	
	Director	Waipa Networks Limited	
	Director	Waipa Networks Growth Limited	
	Chair	WorkSafe New Zealand	

Director interests: Changes since June 2024 Board meeting:

Additions:

Director	Conflict/interest added	Date notified
	N/A	

Amendments:

Director	Conflict/interest amended	Date notified
	N/A	

Deletions:

Director	Conflict/interest amended	Date notified
	N/A	

Meeting Attendance Register – 2024

	2024										
	28 Feb	27 Mar	24 Apr	22 May	26 Jun	24 Jul	28 Aug	25 Sep	23 Oct	27 Nov	11 Dec
P. Majurey	✓	✓	✓	✓	✓						
D. Kennedy	✓	✓	✓	✓	✓						
J. Coop	x	✓	✓	✓	x						
K. Court	✓	✓	x	✓	✓						
S. Evans	✓	✓	✓	✓	✓						
J. Kerr	✓	✓	✓	✓	✓						

Minutes of the meeting of directors of Eke Panuku Development Auckland Limited, held in partly confidential session, in person at the Onehunga Community Centre, 83 Church Street, Onehunga, Auckland and online via Microsoft Teams, on Wednesday 26 June 2024

Attending	<p>Board: Paul Majurey (Chair), David Kennedy (Deputy Chair & Acting Chair), Kenina Court, Steve Evans, Jennifer Kerr</p> <p>Executive: Ian Wheeler, Acting Chief Executive & Chief Operating Officer; Gyles Bendall, GM Design & Place; Alaina Cutfield, Head of People & Culture; Carl Gosbee, Chief Financial Officer; Brenna Waghorn, GM Strategy & Planning; Marian Webb, GM Assets & Delivery</p> <p>In Attendance: Rachel Wilson, Principal Advisor, Auckland Council; Alice Newcomb, Governance Manager; Rosemary Geard, Governance Advisor (minutes)</p>
1.0 Meeting opening	<p>The meeting opened at 12.30pm with a karakia.</p> <p>Due to whanau reasons the chair attended online, and the deputy chair assumed the role of acting chair.</p> <p>The acting chair welcomed everyone to the meeting.</p> <p>It was noted that prior to the meeting the board met with the Maungakiekie-Tāmaki Local Board and toured the Onehunga precinct.</p>
1.1 Apologies	<p>Apologies were received from John Coop, and Councillor Angela Dalton.</p>
2.0 Public deputation – Equal Justice Project	<p>Kristen Webster, Head of Corporate Responsibility, and Tom Heyward, University of Auckland, joined the meeting for this item.</p> <p>Equal Justice Project advocacy students Alannah & Ayesha gave a presentation on the Eke Panuku Statement of Intent 2024-2027.</p>
5.2 Service Property Optimisation – Ardmore	<p>Members of the public, Kim Ainsworth & Ruth Dangen joined the meeting for this item.</p> <p>Letitia Edwards, Head of Strategic Property Optimisation, and Moira Faumui, Strategic Property Specialist, joined the meeting for this item and spoke to the report.</p> <p>Following the conclusion of discussions, the Eke Panuku Board resolved to:</p> <ol style="list-style-type: none"> a. note that the Franklin Local Board approved the disposal of 177 Burnside Road (Ardmore Hall) Pt Allot 53 Parish of Papakura and 587R Papakura-Clevedon Road (Bell Field) Lot 1 DP 76303 utilising the service property optimisation framework in September 2022. b. support the sale of 177 Burnside Road (Ardmore Hall) Pt Allot 53 Parish of Papakura and 587R Papakura-Clevedon Road (Bell Field) Lot 1 DP 76303 by way of service property optimisation and note that a Go to Market Strategy decision paper will be presented to the Eke Panuku Board for approval.

	It was noted the executive will continue communication with the Ministry of Education to ascertain if it has any potential requirements for the properties.
Procedural motion to exclude the public	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.
3.0 Chief Executive's Report	<p>Ian Wheeler, Acting Chief Executive, spoke to the report.</p> <ul style="list-style-type: none"> • SailGP [REDACTED] • Wynyard Crossing Bridge [REDACTED] • Office accommodation update [REDACTED] • 21 Princes Street - Renewal project of earthquake prone building Action item: Executive to confirm the seismic assessment report for 21 Princes Street states the “building does not have any critical structural weaknesses”. <p>It was noted that the Downtown Carpark agreement went unconditional on Monday 24 June 2024.</p> <p>The Eke Panuku Board received the report.</p> <p>Rachel Wilson left the meeting.</p>
4.0 Health and Safety	<p>Bernardo Vidal, Acting Head of Health, Safety and Wellbeing, joined the meeting for this item.</p> <p>The Eke Panuku Board discussed and received the Health and Safety report May 2024.</p>
5.0 Decision papers	
5.1 98 St George Street & 15 Kolmar Road, Papatoetoe - Go to market strategy	<p>Richard Davison, Priority Location Director and Tom Belgrave, Development Manager, joined the meeting for this item.</p> <p>Ian Wheeler, Acting Chief Executive, introduced the item.</p> <p>It was noted that section 31 of the paper should read “achieve a minimum five green star rating”.</p>

	<p>Following the conclusion of discussions, the Eke Panuku Board resolved to:</p> <ol style="list-style-type: none"> a. approve the sale of 98 St George St and 15 Kolmar Road, Papatoetoe through a contestable process to achieve urban renewal as a public work (Public Works Act 1981). b. delegate authority to the Chief Executive to execute the required documentation to sell the properties based on the following key terms. <ol style="list-style-type: none"> i. Price at or above the current market valuation based on independent valuation advice. ii. In accordance with the essential outcomes for the development being in general alignment with the following: <ul style="list-style-type: none"> • Appropriate use, scale, and density, • High quality design, • High quality street edges, • Minimised car parking impact, and • Environmentally sustainable. iii. Māori outcomes to be achieved as part of section 6.2 of the Eke Panuku Selecting Development Partners Policy will form 15% of the criteria for assessing developer proposals.
<p>5.3 Urban Regeneration Future Programme</p>	<p>Brenna Waghorn, GM Strategy & Planning, spoke to the item.</p> <p>Following the conclusion of discussions, the Eke Panuku Board resolved to:</p> <ol style="list-style-type: none"> a. approve the proposed process outlined in this report for the selection of future locations to be recommended to the Planning Environment and Parks Committee, [REDACTED] b. [REDACTED]
<p>5.4 123-127 Arthur Street, Onehunga - Waipapua Precinct North-South Axis Enabling Works</p>	<p>Kate Cumberpatch, Priority Location Director and Carwyn Walker, Head of Property Transactions, joined the meeting for this item.</p> <p>Ian Wheeler, Acting Chief Executive, introduced the item.</p> <p>Following the conclusion of discussions, the Eke Panuku Board resolved to:</p> <ol style="list-style-type: none"> a. [REDACTED]

	<p>b. [Redacted]</p> <p>c. [Redacted]</p>
<p>5.5 Lower Gerrard Beeson Place, Onehunga - Waiapu Precinct East-West Axis Enabling Works</p>	<p>Kate Cumberpatch, Priority Location Director and Carwyn Walker, Head of Property Transactions, joined the meeting for this item.</p> <p>Ian Wheeler, Acting Chief Executive, introduced the item.</p> <p>Following the conclusion of discussions, the Eke Panuku Board resolved to:</p> <p>a. [Redacted]</p> <p>b. [Redacted]</p> <p>c. [Redacted]</p>
<p>6.0 Governance matters</p>	
<p>6.1 Out-of-cycle decisions</p>	<p>The Eke Panuku Board ratified out-of-cycle decisions made on 21 June 2024 regarding the Te Wero Wynyard Crossing Bridge - Temporary Pontoon Connection to:</p> <p>a. [Redacted]</p> <p>b. [Redacted]</p> <p>c. [Redacted]</p> <p>d. [Redacted]</p> <p>e. [Redacted]</p>

At the time of publishing there were no items of general business.