

# Board Report

**Date**

Wednesday  
27 March 2024

**Time**

10.00am

**Venue**

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



# Board Agenda

**Where:** L28.2, Te Wharau o Tāmaki Auckland House, 135 Albert Street, Auckland

**When:** Wednesday 27 March 2024 | 10.00am – 1.00pm

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

		Time
	<b>Public meeting open</b>	10.00am
<b>1.</b>	<b>Welcome / Acknowledgements</b> 1.1 Apologies	
<b>2.</b>	<b>Chief Executive’s report (open items)</b>	
<b>3.</b>	<b>Health and Safety report</b>	
<b>4.</b>	<b>Decision papers (open items)</b> 4.1 Audit New Zealand – Engagement letter 4.2 Draft Statement of Intent 2024 – 2027	
<b>5.</b>	<b>Information papers</b> 5.1 Technical Advisory Group – Review 5.2 Q2 Report to Auckland Council	
<b>6.</b>	<b>Governance matters (open items)</b> 6.1 Director interests 6.2 Director meeting attendance 6.3 Minutes meeting held – 28 February 2024	
	<b>Public meeting close and confidential meeting open</b>	
<b>7.</b>	<b>Chief Executive’s report (confidential items)</b>	
<b>8.</b>	<b>Decision papers (confidential items)</b> 8.1 Waterfront commercial opportunity 8.2 Northcote Central – Request for Development Proposal 8.3 Marriott Rd & Chevis Place, Pakuranga Heights - Sale	
<b>9.</b>	<b>Information papers (confidential items)</b> 9.1 Waterfront activity pilot	

<b>10.</b>	<b>Governance matters (confidential items)</b> 10.1 Out of Cycle Decisions 10.2 Director interests' projects 10.3 Board action list 10.4 Board work forward programme 2024 10.5 Minutes meeting held – 28 February 2024 10.6 Audit & Risk Committee Minutes meeting held – 23 November 2023	
<b>11.</b>	<b>General business</b>	
<b>Meeting close</b>		<b>1.00pm</b>

At the time of publishing, no apologies had been received.

# Information paper: Chief Executive Report

Author: David Rankin

March 2024

## Whakarāpopototanga matua | Executive summary

1. 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))
  - maintain legal professional privilege (s7(2)(g)).

## Matapaki | Discussion

### Plan Change 78 Hearing

2. A hearing of Plan Change 78 (Intensification) for the City Centre Zone and its precincts commenced on 20th February and finished on 7th March.
3. The Eke Panuku team of internal and external experts presented evidence to the Independent Hearings Panel (IHP) supporting our request to create additional development capacity on specific sites within the Wynyard Precinct. The evidence focused on further intensification on Wynyard Point and on Site 19, East 1 and West 2 within Wynyard Central (see maps showing sites below).
4. The Eke Panuku request included the rezoning and realignment of development sites and open space to enable the implementation of Te Ara Tukutuku on Wynyard Point. In addition, the evidence focused on amendments to the planning standards:
  - to ensure we achieve the building heights and form as anticipated by the Te Ara Tukutuku masterplan;
  - to manage reverse sensitivity issues as the proposed development area will be in close proximity to marine industry; and

- to remove existing hazardous risks restrictions on activities given the industries have now exited the area.

## Wynyard Point



Existing development sites and open space and existing height of 27m



Realignment of development area and open space and building heights (15m-39m) sought under PC78

## Wynyard Central



### Heights sought in Wynyard Central:

- Site 19 from 52m to 62m
- East 1 from 31m to 41m
- West 2 from 25m to 31m

5. On Wynyard Point, Council's evidence:
  - supports the rezoning and realignment of development sites and open space;
  - supports the height limits up to 31m on Wynyard Point and associated built form standards;
  - does not support the request for 39m building height along Hamer Street; and
  - does not support changes to noise and hazardous risk provisions as it considers these matters are outside the scope of the plan change.
- On Wynyard Central Sites, Council's evidence:
  - supports additional height on Site 19 from 52m to 62m;
  - does not support proposed standards to enable buildings/structures over a diagonal lane on site 19 which is currently subject to an open space designation; and
  - does not support the request for additional heights for East 1 and West 2.
6. If the IHP's decision rejects the additional heights sought for East 1 and West 2, additional heights for future development would need to be considered under a resource consent process.
7. Eke Panuku experts also opposed excessive intensification requested by Viaduct Harbour Holdings Limited, Sanford and Orams by way of requesting new building heights between 52m and 110m and the deletion of the floor area ratio controls that manage the precinct's built form. Eke Panuku evidence supported the retention of the distinctive character of the precinct and contended that inappropriate intensification would have the adverse impacts on amenity values, and shading/dominance effects on public open space.
8. The IHP has not indicated when the decision on this hearing topic will be released. An update on the decision timeframe will be provided once the information is available.

## **Northcote Community Hub refurbishment and Puāwai Cadness Reserve upgrade**

9. Northcote represents a major urban renewal opportunity for Auckland and residents have a long-held desire to see the town centre revitalised. Eke Panuku developed the Northcote Town Centre Benchmark Masterplan in 2019. The development of a multi-purpose community hub is identified as one of the ten criteria for success in the town centre masterplan. Below is a short update of this project which is advancing through the early design phases and will soon see the preliminary design considered for approval by the local board.
10. In 2020/2021 a community needs assessment was undertaken by an independent research contractor. The purpose was to understand the current and future community service provision needs of the Northcote community.
11. In October 2021, the location of the hub was approved to be adjacent to Puāwai Cadness Reserve. The creation of the hub will involve the refurbishment of, and extension to, the existing library building and annex.

12. Over 2022 and 2023 a design brief working group collaborated to determine the design requirements of the hub and surrounding reserve. This working group included all Kaipātiki Local Board members, relevant staff from council and Eke Panuku, and representatives of the current service providers in council's Northcote facilities. In October 2023, the local board approved the design requirements for the community hub. The requirements took time to be agreed by parties as the community needs assessment had not identified all current service providers as being priorities for the new community hub. There was a tension between the local board which had strong preferences to retain all current providers and needing to remain at approximately 1,500sqm to manage budget limitations.
13. Our design team, led by Architectus, has collaborated and engaged well with all parties to get to a concept design and is currently finalising the preliminary design. As a local community asset, the local board will approve the preliminary design when complete. An updated cost estimate will be completed in April to ensure the estimate is within budget before approval from the local board is sought. Auckland Council, mana whenua and TAG have reviewed and support the concept and preliminary design.

Figure 1: Preliminary design of community hub and Puāwai Cadness Reserve (Attachment A)

14. Following design approval from the local board, we will progress towards consent and final designs. Construction is currently forecast to commence late 2025.
15. We are working with lessees/service providers and the library team to ensure there will be continuous community service provision for Northcote residents during construction. We acquired a hall on the corner of Ernie Mays Street and College Road for longer term development outcomes. It will perform a shorter-term role to provide temporary accommodation for displaced service providers, with the library service being the priority. We are working with all service providers to determine the fit out needs to make this temporary accommodation work.

## **Wynyard Point Shell Remediation**

16. Investments NZ Limited (Shell) is the party to a Deed of Amendment and Reinstatement on the Western Reclamation. The document dated 25 June 2010 requires Shell to remediate the land at Wynyard Point to a specified remediation standard for the purpose of decontamination.
17. To enable Shell to perform its obligations under the Remediation agreement, the parties entered into a licence to occupy dated 12 October 2022 which granted Shell exclusive possession of the Land until 31 December 2023. The Remediation agreement sets out a process by which the remediation was to be completed, from provision and approval of a programme of works, to final sign off and Shell's release from the Remediation Agreement. As part of the remediation process, the parties were required to jointly appoint an Independent Environmental Consultant (IEC). The IEC is required to:
  - a. Approve the Remediation Programme;
  - b. Sign off on the draft site validation report provided by Shell when Shell considers that it has completed its remediation of the Land; and

- c. Provide a final sign off following consultation with each relevant authority that Shell has completed remediation of the Land in accordance with requirements of all consents relating to Shell's remediation works.
18. In accordance with their responsibilities, a remediation programme was proposed by Shell and submitted to Eke Panuku. Shell employed ERM as its onsite contractor which has been working on a remediation validation report. The objective of this report was "to detail the extent of the remediation and validation work undertaken on-site in accordance with the Remediation Programme to render the site suitable for the future intended Open Space / Parkland use, and to fulfil the requirements of the Deed". The results of the remediation programme and monitoring have been provided to the Eke Panuku consultants (Beca). There has been a period of review between Beca and ERM. We are awaiting a recommendation from Beca to inform any action required before sign-off by the IEC. We expect to progress this over the next month.

## Wynyard Crossing bridge

19. The Assets and Delivery General Manager will provide a status update to the board at the meeting.

## City Centre 'Heartbeat'

20. As part of our lead agency role for the city centre, we intend assessing what data points are measured and tracked to monitor its health and intend to assemble these into a publicly available city centre 'heartbeat'. This will feed into the broader thriving town centres monitoring approach that was introduced last year for our urban regeneration locations.
21. The Heartbeat is likely to include measures around footfall, spend, commercial leasing, crime, air quality and mode share, as well as longer term measures such as GDP and residential population. It will draw from data gathered and reported from many of our key partners including the council group, particularly Tātaki Auckland Unlimited, and specialists such as Heart of the City and others.
22. As an early snapshot of this new report, it is pleasing to see [Heart of the City](#) reporting marked signs of vitality back in the city centre: footfall up 32% on 2022 while spend is up 13%. While the trend is up, spend is not yet back to 2019, pre-Covid, levels particularly when adjusted for inflation.
23. [Infometrics](#) released two key metrics last month as part of its Auckland City Centre Overview. This revealed that city centre GDP grew by 9.2% in the year to March 2023, reaching \$30.4 billion. That growth rate was well ahead of New Zealand as a whole, which increased by 2.8 per cent in the same period. The city centre accounted for 8.0% of national GDP in 2023.
24. Residential population numbers have also begun to increase after a period of decline during the pandemic. Increasing the resident population is a key priority of the City Centre Action Plan and the City Centre Advisory Panel.
25. A quick tally of major private sector investment announced or underway in the city centre at the end of 2023 indicated more than \$5billion investment across nine developments.
26. In line with this, commercial leasing continues to be positive, with more businesses locating here (overall business numbers grew by +1% to 15,201).

- 27. Police data tells us crime levels are above pre-pandemic levels, primarily driven by retail theft, but they continue to trend down from the peak seen in late 2022 - early 2023. Issues related to aggressive anti-social behaviour and noise continue to impact the experience of people in the city centre, particularly our residents. As a new measure we intend to begin tracking what is driving perceptions of safety in the city centre so that we can ensure investment can be most effective.
- 28. We will continue to keep the board up to date with the evolution of Heartbeat and what the data and trends are telling us.

### **Engagement with the CCO Direction and Oversight Committee**

- 29. On a cyclical basis the CCOs attend the committee meeting, provide an update on performance, and discuss with the committee any relevant business issues. Eke Panuku presented to the committee on 12 March. The Chair and Deputy Chair joined the CE and members of the executive team at the meeting with board member Kenina Court attending on-line. The slides have previously been circulated to the Board. The focus of discussion was the nature of the non-service property portfolio managed for council by Eke Panuku. Marian Webb outlined that 39% of properties are non-revenue earning, and an additional 42% have some form of market restriction on what they can earn. The key message being that only 19% of the portfolio, with a value of \$500m, provides a full market return.

### **Own Your Own Portfolio**

- 30. [Redacted]
- 31. [Redacted]
- 32. [Redacted]

### **Avondale Central**

- 33. [Redacted]
- 34. [Redacted]

35.

## Mana whenua engagement

36. Relationships between the 19 iwi mana whenua that Auckland Council engages with are complex.
37. To date, Eke Panuku has focused on developing strong relationships with iwi, both on an individual and group basis. Over time, we have experienced deeper and more valuable relationships. Feedback is that iwi reps feel the same. Recently, however, long-standing issues between iwi have begun to impact their engagement with us, particularly in the city centre and on the waterfront.
38. Eke Panuku follows the Auckland Council guidance for how we are to engage with the 19 mana whenua in Tāmaki Makaurau. For example, Eke Panuku acknowledges the importance of karakia to invoke spiritual guidance and protection at the start or conclusion of construction projects. In recognition of iwi's relationship with the whenua, we engage with all iwi to deliver the karakia and expect that the iwi will work together to decide, and then advise us of their decisions on how tikanga is deployed. We do not play a role in deciding tikanga.
39. Recently, due to external inter-iwi issues, some mana whenua iwi have become critical of this method citing that it "creates spaces for conflict and violence". This relates to a karakia held prior to construction of the Westhaven seawall that instigated a stand-off between iwi groups. As a result, Ngāti Whātua Ōrākei refuses to engage with Eke Panuku until its approach to engagement is resolved.
40. Eke Panuku will continue to engage with mana whenua iwi on the basis of the Auckland Council guidelines and will continue to monitor the situation with karakia in particular. If the leadership of these events cannot be resolved by iwi between them, we will not be able to host them until they find a way forward.
41. We understand the issues surrounding the disagreements between iwi with regards to this part of Tāmaki. We are working to fulfil our role as the urban regeneration agency of the Auckland Council as best we can while respecting different points of view.

## Employee Engagement Survey

42. An employee engagement survey was run from 13 February to 26 February. 88% of Eke Panuku employees completed the survey, providing 1696 comments. The overall engagement score is at 7.8 out of 10, slightly lower than the 8.0 score from the last round in July 2023 but still placing Eke Panuku in the top 25% of the government industry benchmark. Overall, the survey indicated a positive culture where employees enjoy contributing to Auckland, utilising their strengths, and collaborating with colleagues. At an organisation level the most significant area for improvement was the office environment. While most feedback about the new office was positive, issues such as kitchen equipment availability and expanding meeting room options on level 21 is being addressed. It is expected once level 21 is open employees will be more satisfied. Remuneration continues to be an area of improvement with some greater transparency and understanding of the remuneration framework requested. Guidance on how pay is determined at Eke Panuku will be provided.

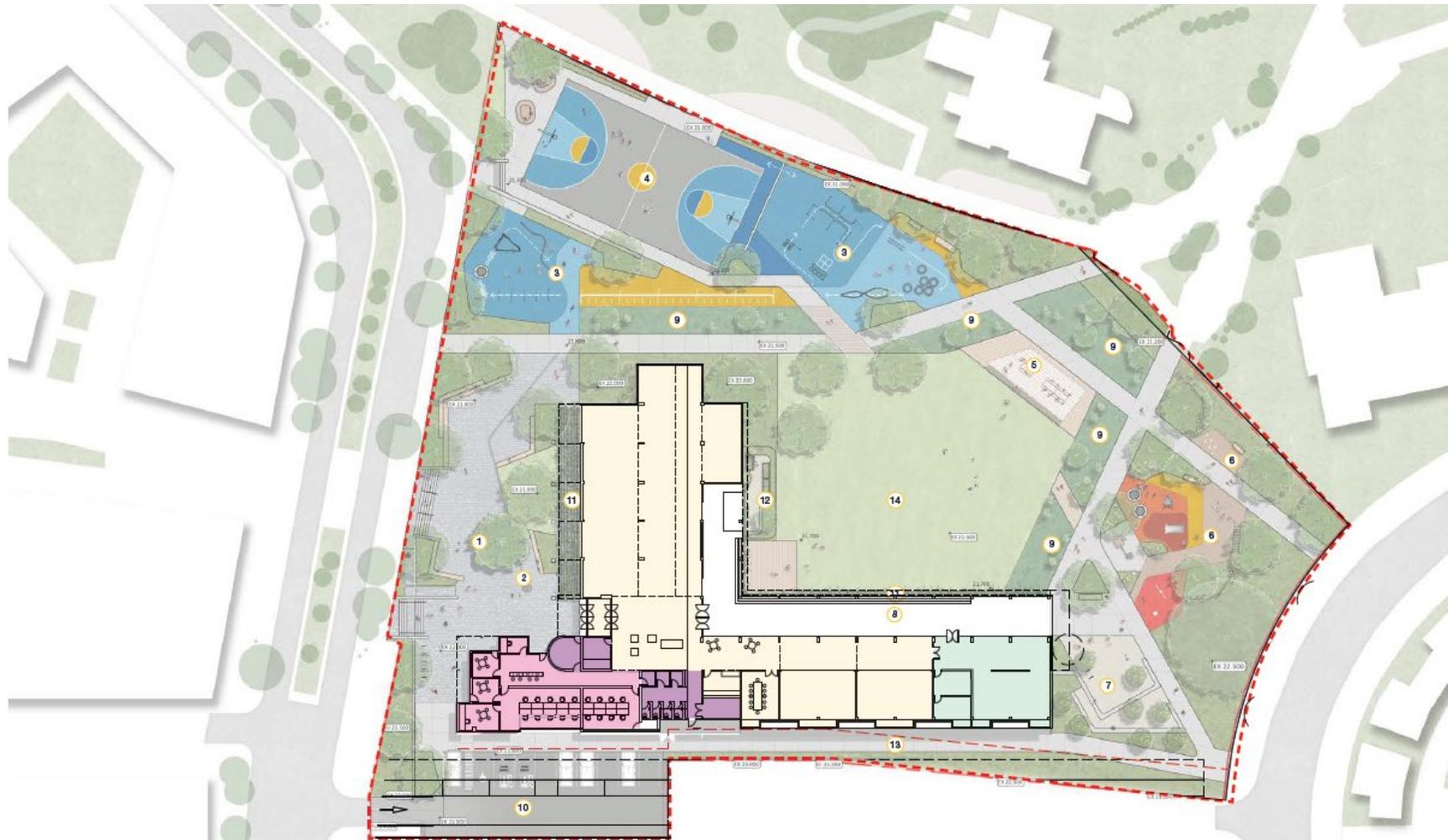
March 2024

43. Diversity and inclusion efforts have generally been positively received, though some passionate individuals concerned about the possibility of positive discrimination affected scores in this area. The overall score for diversity and inclusion remained the same from last round at 7.9, 0.3 below the benchmark. An increase in the sense of belonging score was pleasing to see.
44. Health and wellbeing scores are strong, however there has been a decrease overall from 8.3 in July to 8.0 in the round. Eke Panuku is still 0.4 above the benchmark in this area. The downgrade of end of trip facilities at Auckland House from Wyndham Street and challenges taking sick leave due to workload pressures affected scores in this area. Workload pressures and prioritisation support will be discussed with people leaders to ensure adequate employee support. Health and wellbeing feedback will be collated with outputs from psychosocial risk assessment and actions included in the health, safety and wellbeing plan.
45. Feedback showed the matrix operating model is generally seen as effective. Renewed working sessions on our operating model will be used to further enhance clarity and collaboration and consider how we can more effectively build new starter understanding of the model. GMs and people leaders are working on specific actions in their directorates and teams to respond to more localised feedback.

## **Ngā tāpirihanga | Attachments**

Attachment A - Preliminary design of community hub and Puāwai Cadness Reserve

Attachment B - Board Dashboard February 2024



Scale @ A3:  
1:500



- |                            |                    |                             |                              |                   |
|----------------------------|--------------------|-----------------------------|------------------------------|-------------------|
| 1 Library Plaza            | 4 Basketball court | 7 Orchard garden            | 10 Carparking                | 13 Service access |
| 2 Water feature / fountain | 5 Shelter/BBQ Area | 8 Deck                      | 11 Climbing plants           | 14 Lawn           |
| 3 Senior Play area         | 6 Junior Play area | 9 WSUD Garden beds / Swales | 12 Indicative Library Garden |                   |



# Monthly reporting pack

Period ending 29 February 2024

## Executive summary

### Programme

- A capex budget of \$76.7 has been agreed with Auckland Council. This has been distributed across our programmes and projects in line with the reprioritisation work completed earlier in the year. It is split \$68.7m for regeneration and \$8m for renewals. Year to date spend is tracking well to budget with \$38.3m spent to date against a budget of \$43.6m. Council Finance has given provisional approval to defer the \$6.5m budget for the wastewater treatment plant in Hobsonville to FY25. This will reduce our capital spend target in year to \$71.2m. It will also increase the budget available for next year by \$6.5m.
- Regeneration opex is budgeted at \$12.5m. To date, \$11.7m has been distributed across our programmes and projects leaving an unallocated portion of \$0.8m. Opex spend in year has been a bit slow and is currently tracking \$1.6m behind phased budget. Spend is expected to increase in the coming months and utilise the budget.
- Sales target for this year is \$155m, made up of \$115m from general asset sales and \$40m from the Transform & Unlock programmes. To date \$26.2m in sales has been achieved.

### Company wide financials

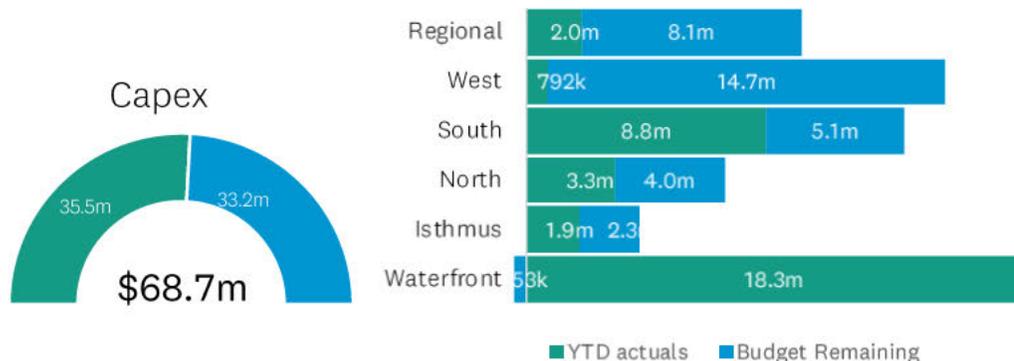
- Expenditure to date is tracking \$3.9m behind phased budget, savings in people costs is largely due to vacant roles and general consultants spend not being utilised.
- The managed property surplus is tracking well and is \$6.4m ahead of phased budget.

### People and Culture

- Our overall FTE is 223.5. This includes our actual FTE of 203.5, 4 contingent workers in FTE roles and 16 vacancies.
- Of the 16 vacant roles, 7 are being actively recruited, 1 position is held, 1 position rescoped and 7 positions are vacant.
- Staff turnover has increased slightly this month from 12.1% to 12.5%.
- The average occupancy for the month was 59% from a target of 60%.

# Regeneration summary

The programmes include transform & unlock and support regeneration programmes



In January and February, capital spend was \$3.9m. Year to date spend is \$35.5m and is starting to track a bit behind the phased budget of \$40.1m.

Within the Regional programme a project to construct a new wastewater treatment plant in Hobsonville has been delayed due to the initial contract price for construction being too high. The project has gone out for tender a for second time. Due to the significant value of this project Council Finance has given us its provisional approval to defer \$6.5m of spend to next financial year.

The deferral has a twofold effect, it reduces our capital spend this year dropping the target by \$6.5m to \$62.2m for regeneration and increases the budget available next year.

All programmes except for the Waterfront are forecasting underspends for the year. Spend and forecasts are monitored each month, and as projects have been delayed due to consenting and other issues, we have pushed go on some of the projects that we had highlighted at the start of the year could be accelerated. This has resulted in the Waterfront programme now forecast to be ahead of baseline budget.

West – there is a \$12.32m acquisition in Avondale forecast for March which will utilise most of the remaining budget.

Regeneration opex is budgeted at \$12.5m, to date \$11.7m has been distributed across our programmes. Programme Leads can apply through the Project Steering Group to utilise the remaining unallocated portion of \$0.8m if required. We are not currently forecasting that the unallocated portion of spend will be required in year.

Year to date spend is \$6.6m, tracking \$1.6m behind phased budget. Some of the areas where spend is running behind phased budget are:

- Communication and stakeholder relations is \$0.8m behind budget. The team is working through the next 4 months of work with programme and other functional leads to see where the budget is best utilised to support place making activities, developments and capital projects.
- City Centre \$0.6m behind budget. The team has a number of projects that have started or are due to start that will utilise part of this budget. The forecast for the next 6 months is currently being worked through to establish if there are any permanent savings from the current underspend.
- The remaining underspend is spread over a number of programme areas and across different types of expenditure. As the year progresses, it is expected that more of the budget will be utilised.

# Regeneration summary

## Sales



In January there was one unconditional general asset sale of Lot 5B, Launch Road Hobsonville for [REDACTED] there were no sales in February. We are forecasting to exceed the general asset sales by year end by circa \$32m once the sale of the Downtown carpark goes unconditional later in the year.

There were no transform and unlock sales in January or February. Due to changes in the market, some sales that are currently conditional are now not going to be unconditional until next year. It is unlikely that the Transform and Unlock target will be met this year.

## Programme RAG status

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

- Corporate Property Disposal Programme
- Unlock Northcote
- Haumaru Housing Portfolio
- City Centre
- Unlock Ormiston Town Centre
- Maungawhau
- Property Optimisation
- Unlock Panmure
- Unlock Avondale
- Regional Renewals
- Unlock Papatoetoe
- Unlock Henderson
- Supports programme
- Unlock Pukekohe
- Transform Manukau
- Unlock Takapuna
- Transform Onehunga
- Waterfront programme

Avondale is at amber due to design issues that are being worked through with our development partner for the Avondale central site.

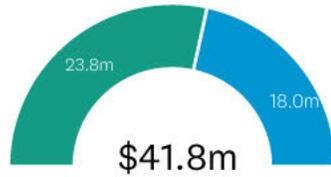
Haumaru Housing is at amber [REDACTED]

Henderson is at amber due to certain challenges including the impacts from the storm events of last year and the property market. This has resulted in a programme refresh late last year which has largely been agreed and we are working through putting this in place. This includes understanding and working with Laidlaw College and Tataki Auckland Ltd on their plans and reviewing some key projects such as the central plaza and key linkages like the Opanuku bridge.

Maungawhau is at amber due to the risks to the programme schedule. These risks arise from continued delays in obtaining key due diligence information which is required to progress any of the development sites, and in progressing the transfer of land to Auckland Council to enable the public work delivery of urban renewal.

# Companywide financials

## Expenditure

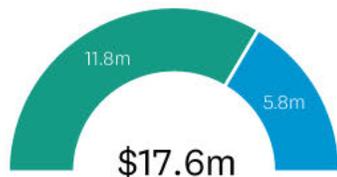


Expenditure year to date is \$23.8m, which is \$3.9m behind phased budget. Savings are made up of:

- People costs of \$2.0m – the saving to date is made up of \$0.2m in training costs, \$0.3m in timing of annual leave expense and \$0.5m of people savings due to recruitment delays. We currently have 16 vacant roles.
- In addition, there was a budget contingency built into people costs which is \$1.0m to date. It is expected that this will be required to be utilised in part elsewhere in this year's expenditure.
- Other management costs of \$1.9m are timing differences to budget in communication and marketing costs of \$0.3m and audit costs of \$0.1m. These are expected to correct in year. The \$150k budget set aside for a new time sheeting system at the marinas is now expected to be utilised next year as a software solution has not yet been found. Office costs budgeted for the 2<sup>nd</sup> half of the year are being used to contribute to the relocation and preparation of floors 21 and 22 of Auckland House, floor 21 will be in construction later this month.

At year end we are forecasting an overall expenditure saving of \$1.3m.

## Revenue



Revenue year to date is \$11.8m which is slightly ahead of phased budget by \$0.1m. Recharges are tracking just ahead of budget to date and are expected to continue this trend for the rest of the year.

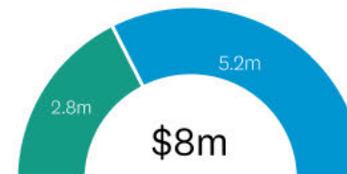
## Managed Property Surplus



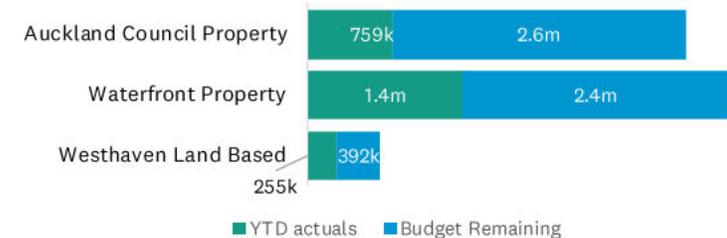
Managed Properties net surplus year to date is \$24.3m, which is \$6.4m ahead of phased budget.

- Commercial Property Portfolio** is \$6.1m ahead of budget. Revenue is ahead of budget \$3.5m with \$1.1m from unbudgeted rent due to properties held for longer than expected or added to the portfolio – mainly Lysaght Building and the shops in Avondale. \$0.8m from back dated rent increases from [redacted]. Parking revenue is \$0.2m ahead of budget. Expenditure recoveries are \$1.3m ahead of budget. Expenditure is \$2.6m less than phased budget as \$1.4m was phased for a roof replacement of an Auckland Transport property (AT) at 49 Station Rd. AT has given approval for this to come out of its capital budget and not the opex budget, this will be a saving in year. There is a \$0.2m saving in gas costs and the remaining \$1.0m is a timing difference and should correct in year.
- Business Interests** are ahead of budget \$0.3m with a \$5.5m surplus.
- Marinas** are \$1.0m ahead of budget. Revenue to date is a little ahead of budget by \$0.2m. Expenses are tracking \$0.8m behind phased budget which is mainly in repairs and maintenance. This is a timing difference that will correct in year.
- Public activities in the Wynyard Quarter** is \$1.0m unfavourable to budget due to a higher than anticipated level of maintenance costs of \$0.7m to date. We are looking into our liability to pay for prior year costs of \$0.5m received from Ventia. Security costs are also tracking ahead of budget \$0.3m

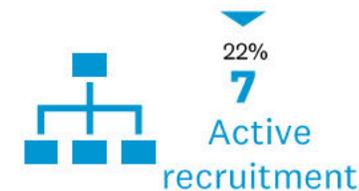
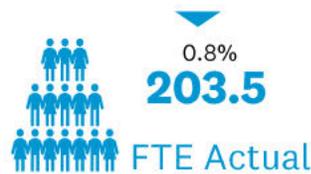
## Capital Renewals



Capital renewals are tracking 0.8m behind budget. Spend year to date is \$2.8m.



# People and Culture



Our overall FTE is 223.5, this includes our actual FTE of 203.5, 4 contingent workers in FTE roles and 16 vacancies.

Of the 16 vacancies:

- 7 are being actively recruited via our Auckland Council recruitment team, external agencies or internal EOI process.
- 1 position is being held
- 1 position is being rescoped
- 7 positions are vacant

Our overall non-FTE is 16.6. Consisting of 12 contingent workers in non-FTE roles and 4.6 contingent workers covering leave. These have not been included in the current FTE count.

Staff turnover has increased slightly from 12.1% in January to 12.5% in February.

Office occupancy has increased from 52% in January to 59% in February.

In response to the Te Ara Ki Tua Survey in May, we considered how we can support our kaimahi through formal and informal Māori Cultural learning opportunities. We launched the Te Ao Māori for Professionals programme to support our staff to build cultural awareness, confidence and capability through online learning. We have a group of 55 staff going through the initial pilot and feedback has been positive.

We have continued to embed leadership learnings through our bi-monthly Hautū sessions. Our February Hautū session covered a new Self-Leadership Habit - Unconscious Bias.

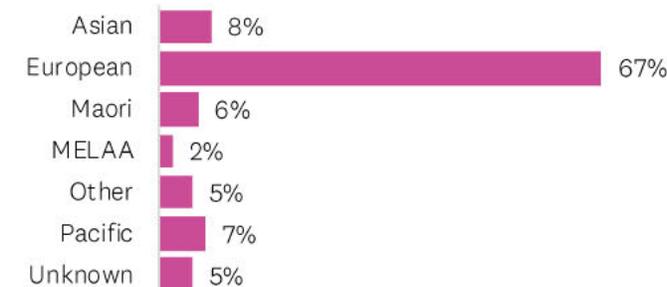
## FTE Figures

FTE			Non FTE		
FTE Actual	Contingent in FTE	Vacant roles	Contingent in non-FTE positions	Contingent covering employee leave	Vacant non-FTE positions
203.5	4	17	12	4.6	0
224.5			16.6		

## Office occupancy



## Ethnicity



Training budget \$371k  
**\$63k**  
17% spent YTD



5  
4  
4  
3  
3  
2  
2  
1  
1

# Spatial delivery plans

Activity on our programmes is updated each quarter.

The plans currently show activity from quarter 2 (1 October to 31 December 2023).

## Locations

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

## Regional Programmes

14. Eastern Busway TODs
15. Service Property Optimisation
16. Corporate Property
17. Haumaru Scope
18. Supports Scope
19. Regional Renewals
20. Waterfront Renewals



# NORTHCOTE

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

## Projects completed

- 1 Te Ara Awataha - schools edge
- 2 Acquisitions
- 3 Greenslade Reserve (Healthy Waters)

## FY 24

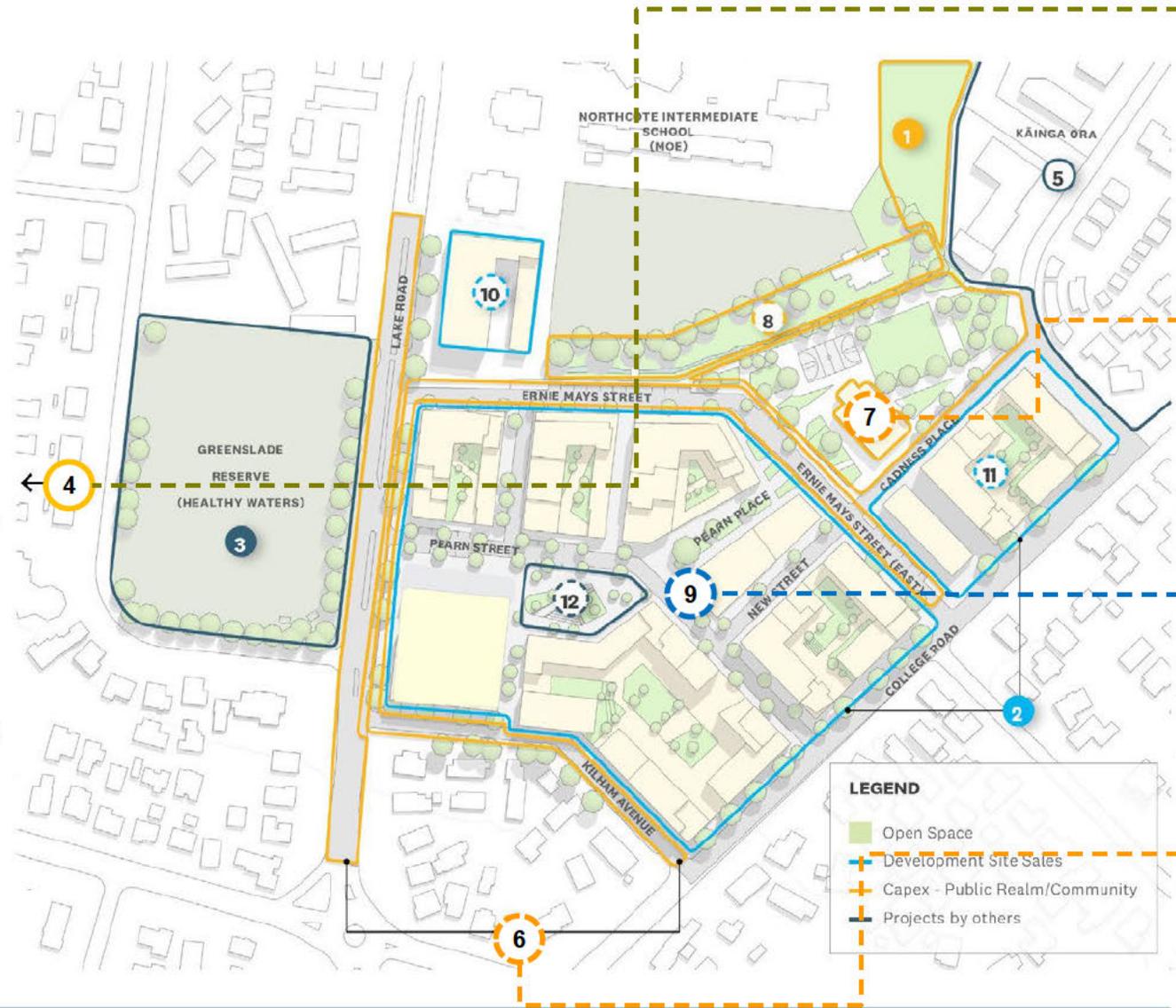
- 4 Jessie Tonar Scout Reserve upgrade
- 5 Kāinga Ora housing development

## FY25

- 6 Street upgrades or extensions
- 7 Community Hub and Cadness Reserve upgrade
- 8 Te Ara Awataha - town centre edge
- 9 115 Lake Road - Town Centre Development

## Long-term projects (FY26+)

- 10 123 Lake Road development (Countdown site)
- 11 College Road development
- 12 Town Square



**Jesse Tonar Scout Reserve** - Construction is progressing well and on track to be completed by the end of FY24. The Te Ara Awataha project won the Environmental Sustainability Project Award at the Water New Zealand Excellence Awards held in October 2023. Delivering substantial environmental, social, community, health, wellbeing, and infrastructure benefits. This recognition is fantastic news for everyone involved on this collaborative community project.

**Community Hub and Cadness Reserve upgrade** - The Kaipātiki Local Board approval of the concept design will be sought before the end of FY24. This is later than initially anticipated due to the need for additional consultation to be undertaken with the Kaipātiki Local Board and other stakeholders to agree on a final option to meet the needs of all parties involved.

**Northcote Town Centre development** - The marketing of Northcote Central site closed mid-November 2023, with a number of expressions of interest received. A shortlist of [redacted] was approved by the Eke Panuku Board at the December meeting. These parties will be invited through to the next stage of the selection process.

**Street upgrades or extensions** - Further work is needed on the concept design as the initial design has been found to have major impacts on the surrounding streets and local businesses. The Final business case, developed design and resource consents are now expected to be completed in FY25. This deliverable will be delayed.

# 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

## Projects completed

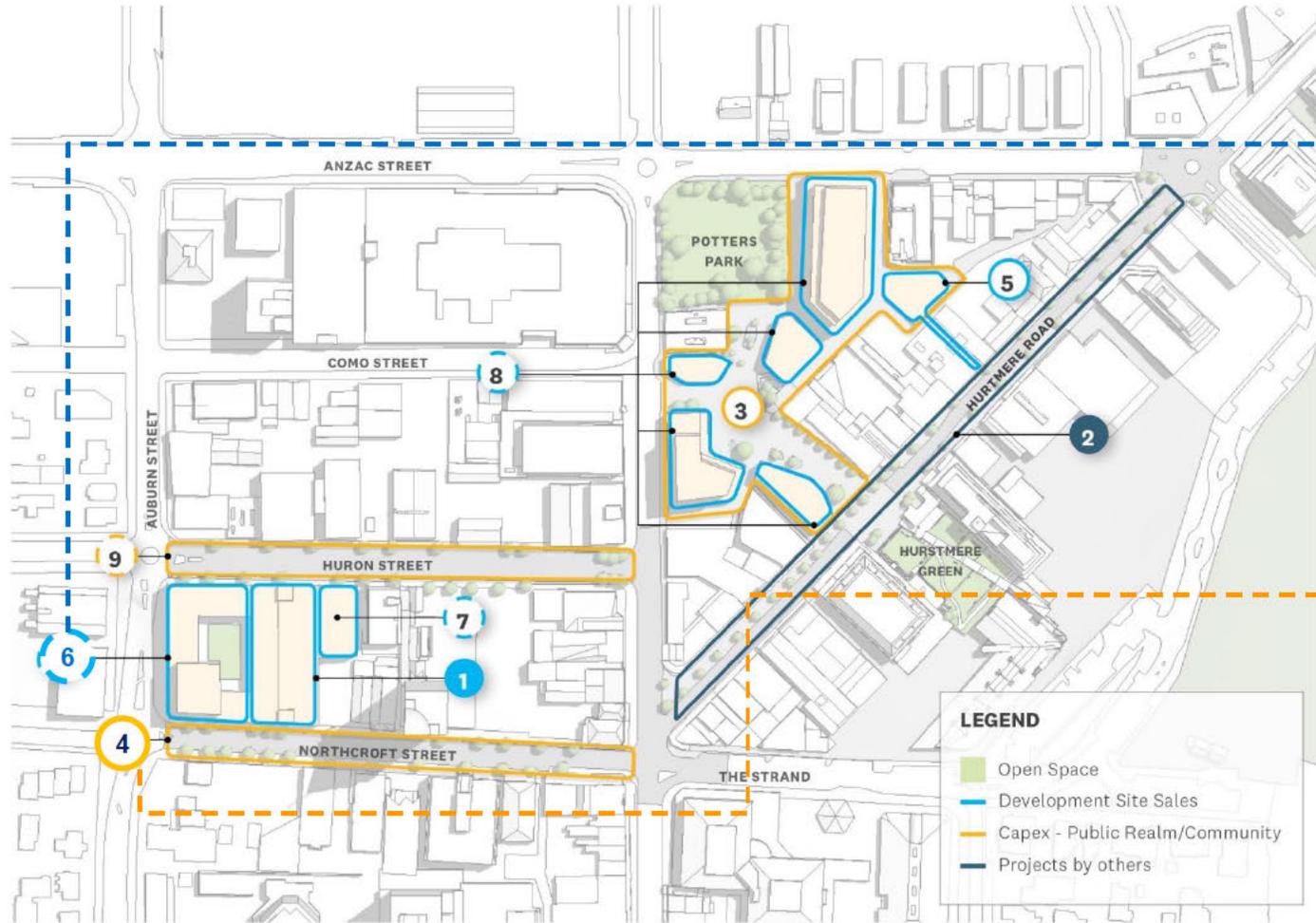
- 1 Toka Puia car park
- 2 Hurstmere Road upgrade (AT)

## FY24

- 3 Waiwharariki Anzac Square
- 4 Northcroft Streetscape upgrade
- 5 R78 & 72A Hurstmere Road development

## FY25+

- 6 Auburn Street developments
- 7 14 Huron Street development
- 8 Anzac Street development site
- 9 Huron Streetscape upgrade



**Auburn Street developments** - A project to deliver high-density, high-rise residential and commercial outcomes.

**Northcroft streetscape upgrade** - We are planning to formally lodge engineering plan approval late January 2024, start construction early April 2024 and attain practical completion late June 2024.

The Huron Street works have been delayed until early 2026 to coincide with a wider network upgrade Healthy Waters will be completing in the area.

# HENDERSON

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

## Projects completed

- 1 Te Ara Pūheke (new road)
- 2 Haumaru Housing Henderson (Haumaru)
- 3 23-27 Henderson Valley Road (Henderson Green)
- 4 Falls Carpark, 14 Edmonton Road (future development)
- 5 2-6 Henderson Valley Road (future residential development by Laidlaw College)

## FY24

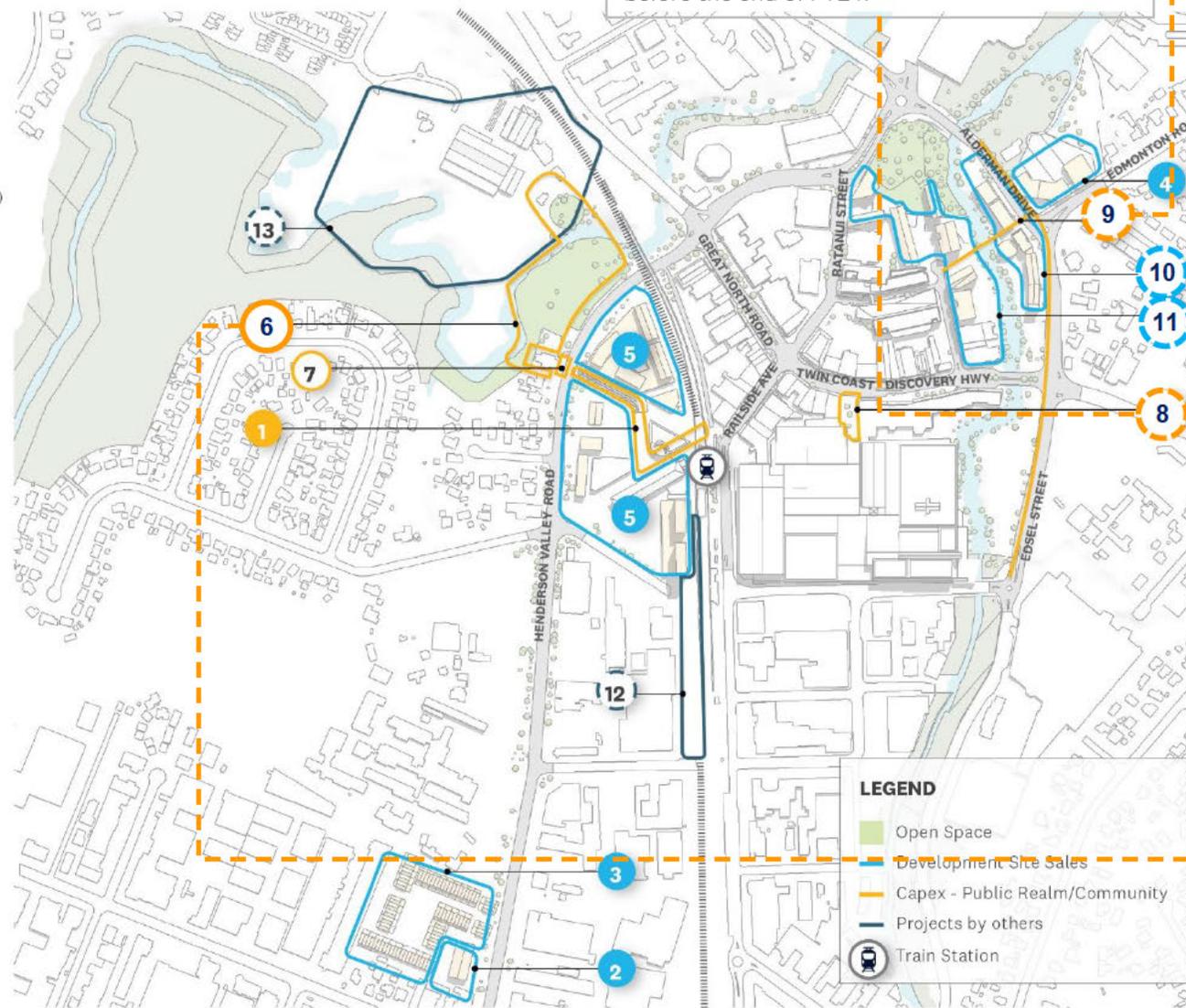
- 6 Opanuku Link
- 7 Henderson Valley Road enhancement

## FY25

- 8 Catherine Plaza upgrade
- 9 Wai Horotiu (Oratia Link) - Cycleway and bridge
- 10 19 Alderman Drive carpark (C40)
- 11 Oratia Precinct (Trading Place)
- 12 City Rail Link Platforms (CRL)

## Long-term projects (FY26+)

- 13 Corban Estate Masterplanning (Community Facilities)



**Catherine Plaza upgrade** - A project to support the vitality of the town centre businesses. External designers have been engaged to undertake developed and detailed design. Resource consent is expected to be lodged before the end of FY24.

**Wai Horotui Henderson Connection**, a project which includes a bridge over Oratia Street and elevated connection in Newey's Reserve - A workshop was held with mana whenua in November 2023. Developed design is on track to be completed in Q4 of this year with resource consent lodgement to follow.

**19 Alderman Drive carpark (C40)** - A residential development site. A resource consent change request under section 127 to remove unachievable consent conditions of the original decision was **lodged in October 2023**. The final completion certificate was received on 20 November 2023 for drainage works on the site.

**Oratia Precinct Redevelopment** - Sale of 14 Edmonton Road - [REDACTED]

**Opanuku Link** - This project includes a new bridge for walking and cycling, a new playground and a shared cycleway, improving the connectivity between the Corban Estate and the Henderson Train Station and town centre. This project has been delayed due to storm water related issues and delays with the resource consent processing. Resource consent has now been granted by Auckland Council, however a value engineering exercise to review scope and reduce costs is currently being undertaken. The Detailed Business Case which includes the Henderson Valley Road enhancement was originally expected to be approved in October but will now to be put forward for approval in February/March 2023.

# AVONDALE

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

## Projects completed

- 1 Crayford Street West
- 2 Public car parking facility to support the Avondale Library & Community Hub
- 3 24-26 Racecourse Parade (Set Apartments, Ockham Residential)
- 4 Trent Street/Whakawhiti Loop (Housing Foundation/Eke Panuku)
- 5 Aroha Apartments (Ockham Residential & Marutūāhu Iwi)
- 6 Waterview shared path (Auckland Transport)

## FY24

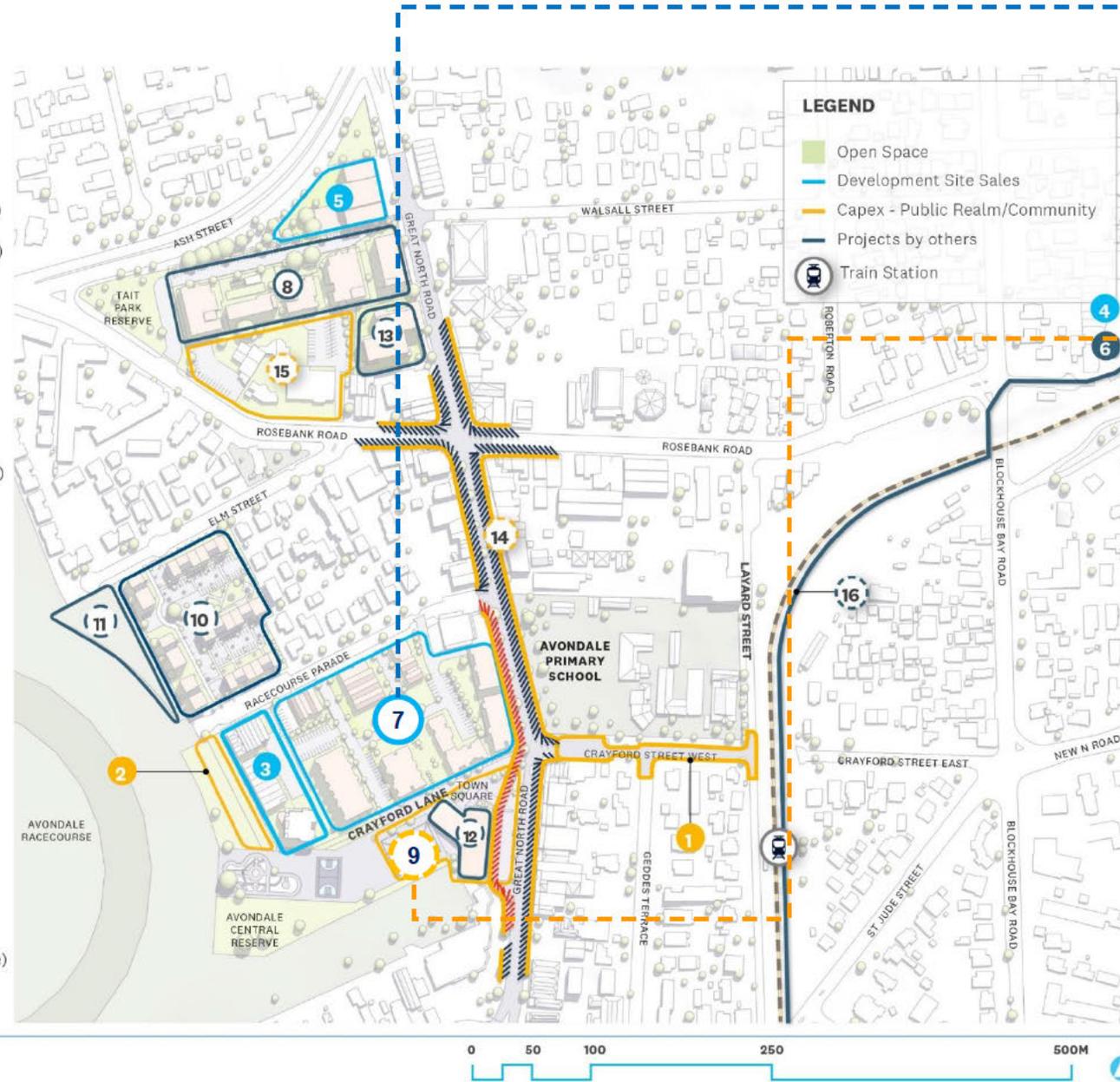
- 7 Avondale Central, 6 & 10 Racecourse Parade
- 8 Highbury Triangle - housing for older people (Kāinga Ora)

## FY25

- 9 Town Square & outdoor spaces upgrade
- 10 18 Elm Street (Kāinga Ora)
- 11 26 Elm Street (Anson housing development)
- 12 Avondale Library & Community Hub (Auckland Council)
- 13 1843 Great North Road (Nordic Apartments)

## Long-term projects (FY26+)

- 14 Great North Road Paving Project
  -  Auckland Transport
  -  Eke Panuku
- 15 93-99 Rosebank Road (Current Library & Community Centre)
- 16 New Lynn to Avondale shared path (Auckland Transport)



**Avondale Central, 6 & 10 Racecourse Parade** – A significant mixed-use residential development on a critical site that has been vacant for many years.

**Town square and outdoor spaces upgrade** – Avondale Civic Precinct open space integrating with the Multi-Purpose Community Facility (MPCF) led by council’s Service Strategy and Integration (Community Facilities) team. The developed design for the Eke Panuku town square and outdoor spaces was completed in December 2023 and the resource consent application was lodged shortly after. We are working with Ockham’s designer to ensure cohesion on the boundary levels and landscaping of the Northern boundary.

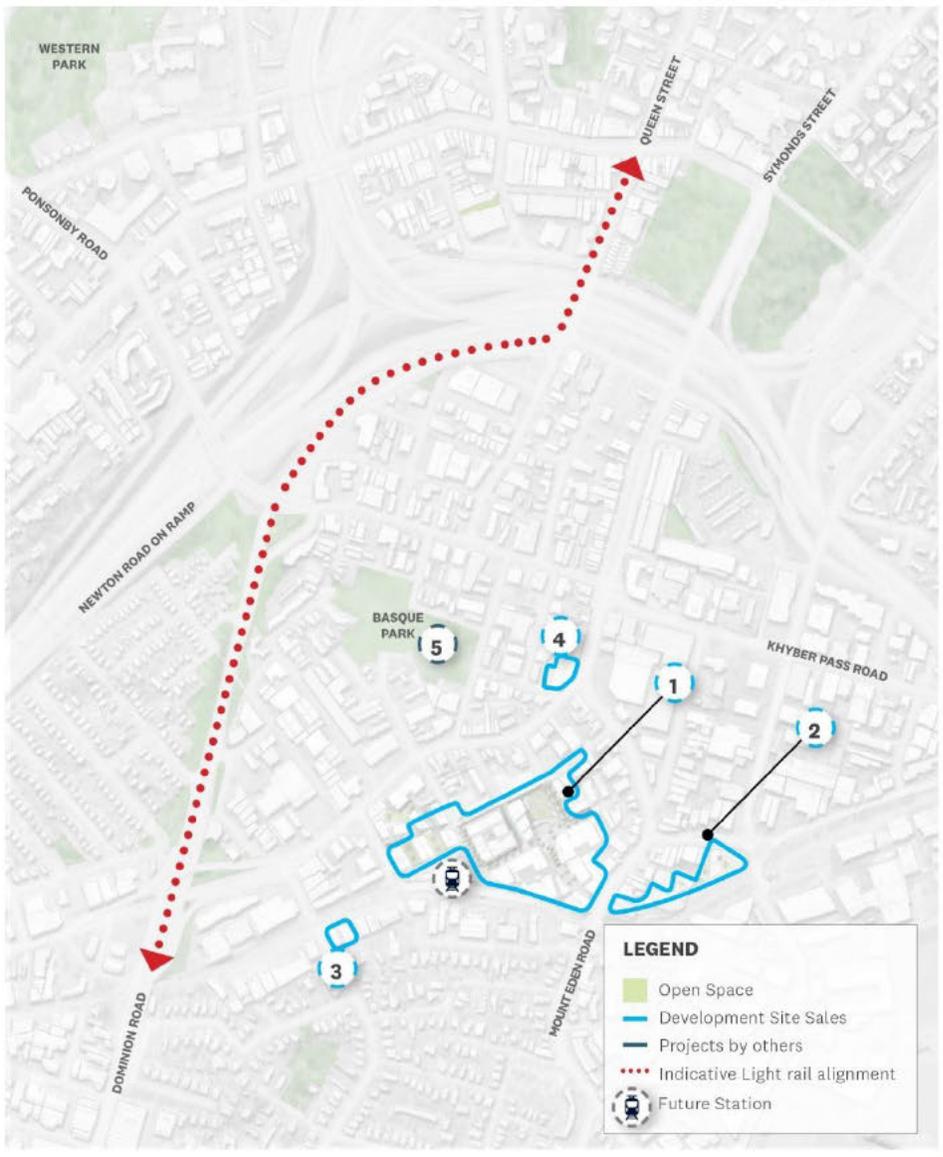


# MAUNGAWHAU

**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.

## Long-term projects (FY25+)

- 1 Maungawhau Station development sites
- 2 14-22 Boston Road development site
- 3 1-3 Fenton Street development site
- 4 New North Road development site
- 5 Basque Park upgrade (Auckland Council)



# CITY CENTRE PROGRAMME

## Projects completed

- 1 Civic Administration Building Redevelopment
  - 2 Bledisloe House Redevelopment
- ### FY24
- 3 CRL Over Station Development: Symphony Centre
  - 4 Downtown Carpark Redevelopment
  - 5 Myers Park Underpass
  - 6 Te Waihorotiu CRL Station
  - 7 Te Ha Noa - Victoria Street Linear Park
  - 8 Albert Street Upgrade
  - 9 Hobson Street NZICC
  - 10 Upper Mercury Lane
  - 11 Pitt St, Canada St, East St, Cross St, Beresford Sq and Mercury Ln multi-modal improvements
  - 12 Karanga-a-hape Station
  - 13 Lower Queen Street Upgrade
  - 14 Wellesley Street Bus Improvements Stage 1
  - 15 Nelson Street Slip Lane

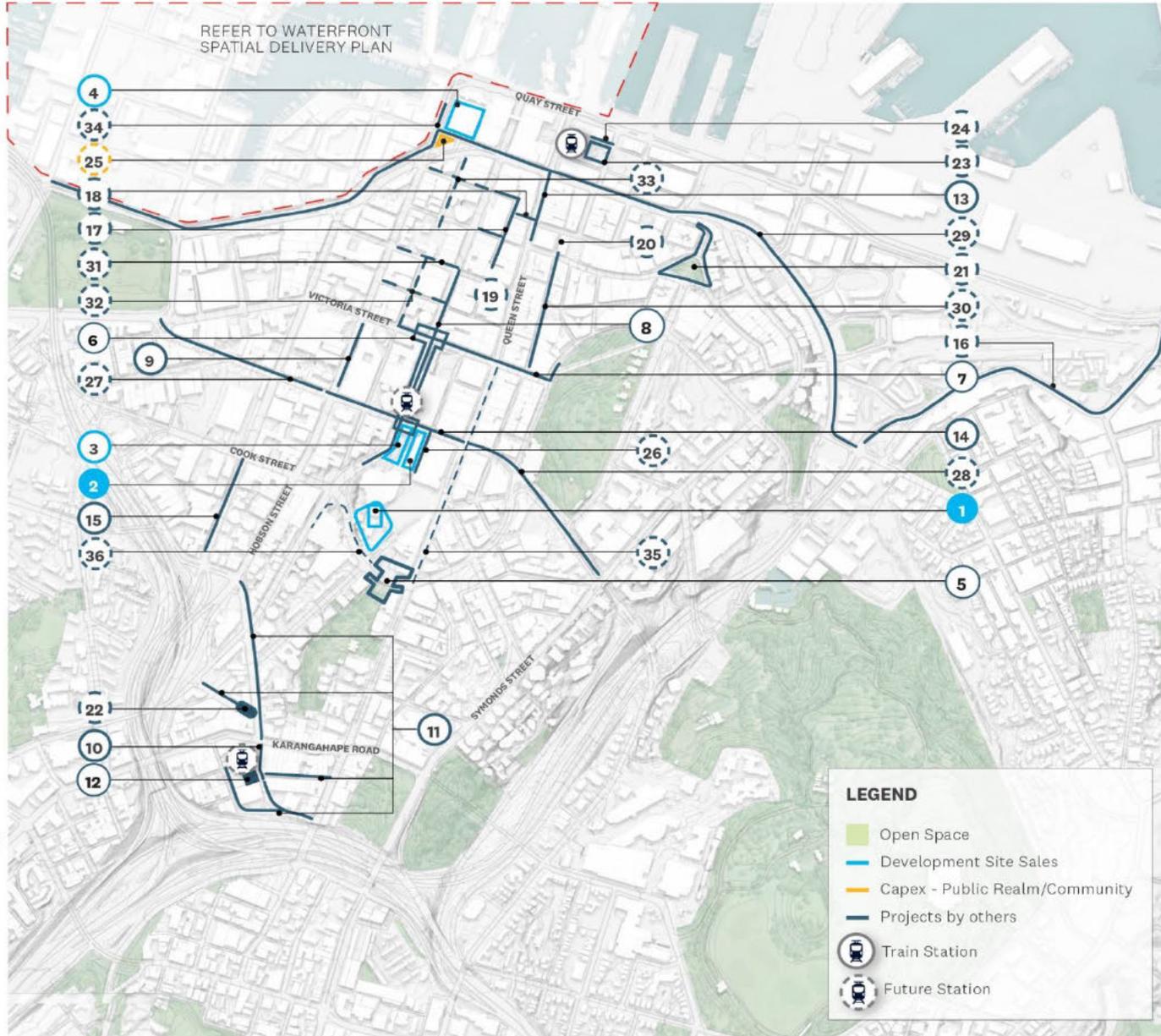
## FY25

- 16 The Strand - T2 Freight Lane Investigation
- 17 Mills Lane & Swanson Streets Upgrade
- 18 Exchange Lane Upgrade
- 19 City Centre Wayfinding Programme (City wide)
- 20 Jean Batten Place Public Art
- 21 Emily Place Upgrade
- 22 Beresford Square Reinstatement
- 23 Station Plaza
- 24 Tyler Street Upgrade

## Long-term projects (FY26+)

- 25 Sturdee Street Park
- 26 Bledisloe Lane Upgrade
- 27 Wellesley Street Bus Improvements Stage 2
- 28 Wellesley Street Bus Improvements Stage 3
- 29 Fanshawe St, Custom St and Beach Rd Bus Improvment
- 30 High Street Upgrade
- 31 Wyndham Street Upgrade\*
- 32 Federal & Kingston Streets Upgrade\*
- 33 Federal Street Northern Precinct\*
- 34 Hobson Street Flyover removal
- 35 Watercare Queen Street Diversion
- 36 Watercare Mayoral Drive Diversion

(\* - timing subject to adjacent development)



The City Centre Action Plan (Action Plan), which is the implementation pathway for the City Centre Masterplan, has now completed its extensive governance runway. Action Plan programmes and Programme Leads have been established to ensure that there is a focus on implementation.

City centre priorities agreed through the development of the action plan are now informing the LTP & RLTP processes. Analysis is underway to determine whether the current funding profile responds to the city centre priorities and whether the desired outcomes for the next 1-10 years are achievable.

Key programmes including enhancing the experience of people in the city centre and supporting the urban regeneration benefits of CRL are progressing well. The Karanga-a-Hape station neighbourhood and bus improvements programme, which has faced delays, has recently had funding confirmed, enabling the programme to progress to consultation and the next phases of design. Despite delays, the programme is still showing that delivery ahead of CRL opening is achievable.

City centre health metrics continue to show positive trends. Key highlights from 2023 Infometrics data include:

- City Centre economy (GDP) increased 9.2%, more than double the rate of rest of Auckland
- City Centre employment grew by nearly 11,000 (7.3%), triple the rate of the rest of Auckland
- Residential population increased again (by over 2,000) after declining in 2022 and 2021

# 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.



**29** A Te Ara Tukutuku development - The Vision and the supporting framework document was endorsed by the Eke Panuku Board and approved by the Waitemata Local Board in December 2023. These documents incorporated feedback received from the public soft launch of the vision and framework. The next stage of design development will occur over February to June, including further stakeholder and political engagement.

**17** North Wharf - The Request for Proposal (RFP) for North Wharf closed in November 2023. A preferred development partner has been selected which was approved by the board late December 2023. The negotiation period is now underway.

**12** 101 Pakenham St (Lysaght Building) - No successful agreements were reached when the site went to market in late 2022. A relaunch of the sales process will be considered early 2024.

**5** Waters edge response works - Works on improving the health and safety of our waterfront edge spaces began in April 2023 and are now 80% complete. Works include upgrade/installation of balustrades, lighting, signage and identification of mode priority in shared spaces across our wharf areas.

**9** Westhaven Seawall Upgrade - Resource consent was granted in October 2023. A contractor has been selected to undertake the works which are expected to start on site in April 2024.

**10** Pile berth development - Stage two of the project commenced in late February 2023 to extend the Westhaven Promenade boardwalk along the southern side of the reclamation, install new utility services, and construct a new car park and landscaping. Works were completed in December 2023 and the area was opened to the public with a dawn Karakia by Ngāti Whātua Ōrākei. This was an FY24 SOI capital works milestone target and provides 2,000 sqm of public realm space.

**8** Market Square public realm enabling works were completed in November 2023 and provide 950 sqm of public realm improvements to the area.

Port Precinct Future Development project - The Framework Plan and associated board paper was endorsed by the Eke Panuku Board in November 2023. The Framework Plan and supporting paper was submitted to the Mayor's Office and Auckland Council CEO in December

# ONEHUNGA

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

## Projects completed & underway

- 1 Laneway 7
- 2 38 Neilson Street acquisition
- 3 Onehunga Port acquisition
- 4 DressSmart 3 Paynes Ln Site Sale
- 5 Onehunga Mall Club (Lamont & Co.)
- 6 Fabric development (Lamont & Co)
- 7 Ngā Hau Māngere Bridge (Waka Kotahi NZTA)

## FY24

- 8 Waiapu Lane Precinct Public Realm
- 9 Town Centre to Wharf Link Stage 1

## FY25

- 10 Paynes Lane Streetscape Upgrade (Laneway 8)
- 11 Te Pumanawa Precinct Public Realm
- 12 Onehunga Wharf Building Upgrades
- 13 Waiapu Precinct Commercial Site Sale
- 14 Waiapu Precinct Residential Site Sale
- 15 Waiapu Precinct Supermarket
- 16 Te Pumanawa Church Street upgrade

## Long-term projects (FY26+)

- 16 Onehunga Wharf Public Realm
- 17 Onehunga Wharf to Taumanu Walking & Cycling
- 18 Town Centre to Wharf Link Stage 2
- 19 Te Pumanawa Precinct Development
- 20 9-21 Waller Street Development
- 21 38 Neilson Street Development
- 22 Train Station Precinct
- 23 Auckland Light Rail (Waka Kotahi / AT)
- 24 East West Link (Waka Kotahi NZTA)



Waiapu Precinct supermarket – [REDACTED]

Onehunga Mall site acquisitions – Negotiations continue with the [REDACTED] property owners [REDACTED]. Each owner is assessing the implications of the project for their respective properties. [REDACTED]

[REDACTED] like Panuku has also initiated contact with the owners of [REDACTED] which is another property required for urban renewal in the Waiapu precinct. [REDACTED]

Paynes Lane streetscape upgrade – A project to create a pedestrian friendly thoroughfare which ties the new Dress Smart precinct into the Onehunga Mall mainstreet. The concept design is now complete with development design well underway. Certificate of Compliance was lodged with Auckland Council in late December 2023 and is currently being assessed. We are on track to achieve our SOI target of obtaining consent for the works.

Waiapu Precinct – The Maungakiekie-Tamaki Local Board approved the concept design of the public space to go to public consultation at its November 2023 meeting. Consultation seeking feedback on the public space commenced in February. Resource consent for the subdivision and enabling works was approved in December 2023. [REDACTED]

# 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.

## Projects completed & underway

- 1 Streetscape Improvements Stage 1 (Clifton Court)
- 2 AMETI- Eastern Busway - AT
- 3 Panmure Station Upgrade

## FY24

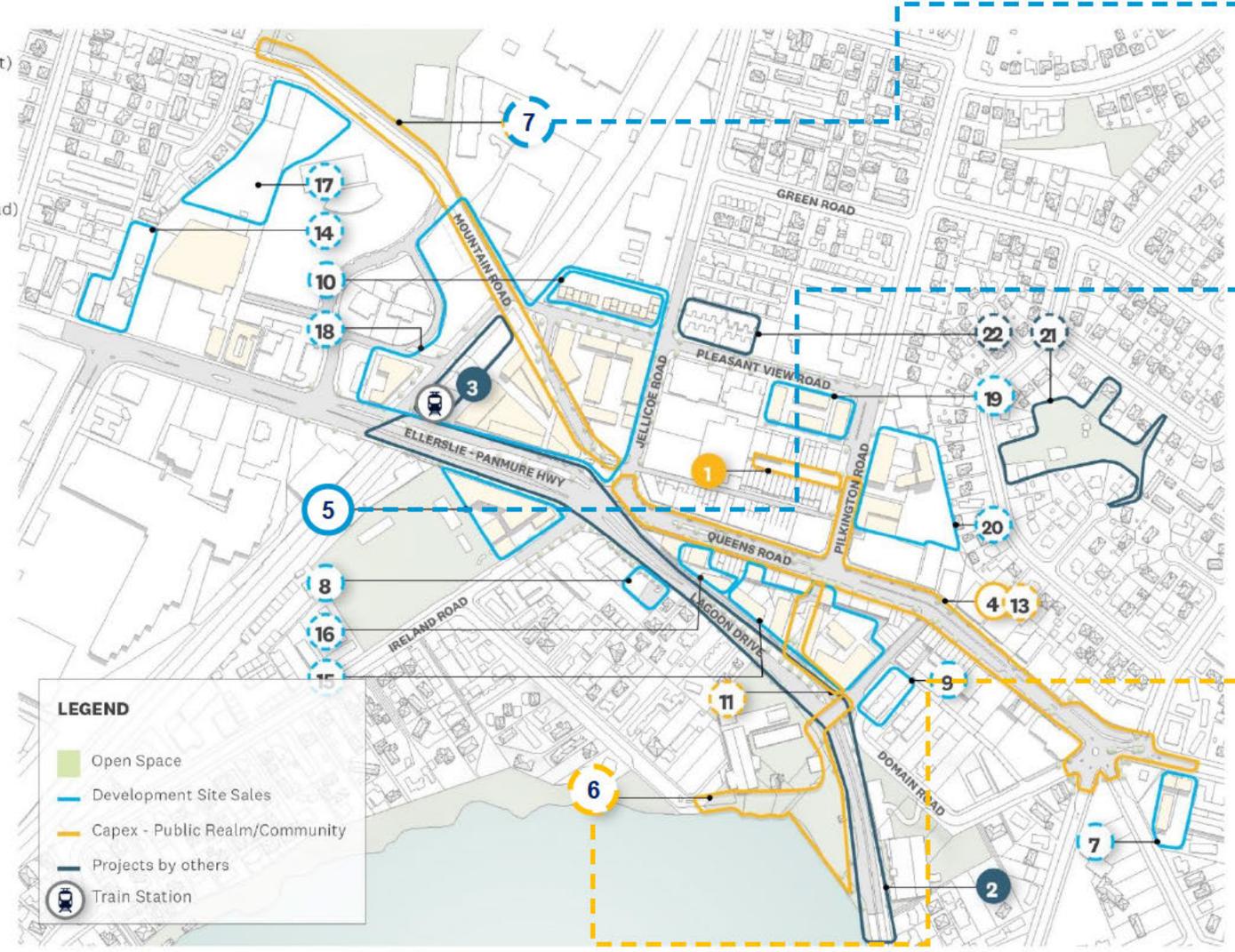
- 4 Streetscape Improvements Stage 2 (Queens Road)
- 5 535 Ellerslie Panmure Highway Site Sale

## FY25

- 6 Lagoon Edge Reserve Upgrade
- 7 3 Kings Road Site Sale
- 8 11-13 Lagoon Drive, Panmure Site Sale
- 9 10 Basin View Lane Site Sale
- 10 9 Jellicoe Road Site Sale

## Long-term projects (FY26+)

- 11 Basin View Pedestrian & Cycle Connection
- 12 Maungarei to Town Centre Connection
- 13 Streetscape improvements Stage 3
- 14 486-492 Ellerslie Panmure Highway Site Sale
- 15 Basin View Precinct Staged Site Sales
- 16 Gateway West 13-27 Queens Rd Site Sale
- 17 59 & 59a Mountain Road Site Sale
- 18 Station Precinct Staged Site Sales
- 19 28-30 Pilkington Road Site Sale
- 20 7-13 Pilkington Road Redevelopment Feasibility
- 21 Mauinaina Upgrade (TRC)
- 22 Pleasant View Road Development (TRC)



**3 Kings Road development site** - A conditional agreement was entered into [redacted] or the [redacted] development of 3 Kings Road. [redacted] have delivered similar projects and have a good track record. An ombudsman complaint about the sale of this site has been lodged.

**535 Ellerslie Panmure Highway mixed-use development site** - A conditional development agreement is currently with the preferred purchaser for execution. This follows the conclusion of the tender process in July 2023, with the preferred purchaser wanting [redacted]. At this stage we are still comfortable that negotiations will be satisfactorily concluded, and an agreement will be reached.

**Lagoon Edge Reserve upgrade** - A project to create an urban waterfront park adjacent to the existing lagoon pools as an anchor destination at one end of the proposed pedestrian and cycle link between the maunga and the basin. Developed design and consenting application is underway and on track for lodgement by the end of 2023. The completion of the skate park upgrade was celebrated with a skate jam community event held on the 11 November 2023. The works have not only improved safety for skaters and allow for better use of the area but responded to a real community need to have somewhere local to go for active hobbies.



# MANUKAU

**Vision:** Thriving heart and soul for the south

## Projects completed

- 1 Westfield Mall Carpark Site Sale
- 2 Vodafone Events Centre Carpark (partial sale)
- 3 52-54 Manukau Station Road (MIT) Site Sale
- 4 20 Barrowcliffe Place Site Sale
- 5 Barrowcliffe Pond Shared Path
- 6 Barrowcliffe Bridge Works
- 7 Puhinui Wiri playground Works
- 8 Putney Way Stage 1
- 9 Wiri Bridge Capital Works

## FY24

- 10 Leases and Covenants Progressed
- 11 Hayman Park Playground Works
- 12 Parking Management Solutions (across the programme)

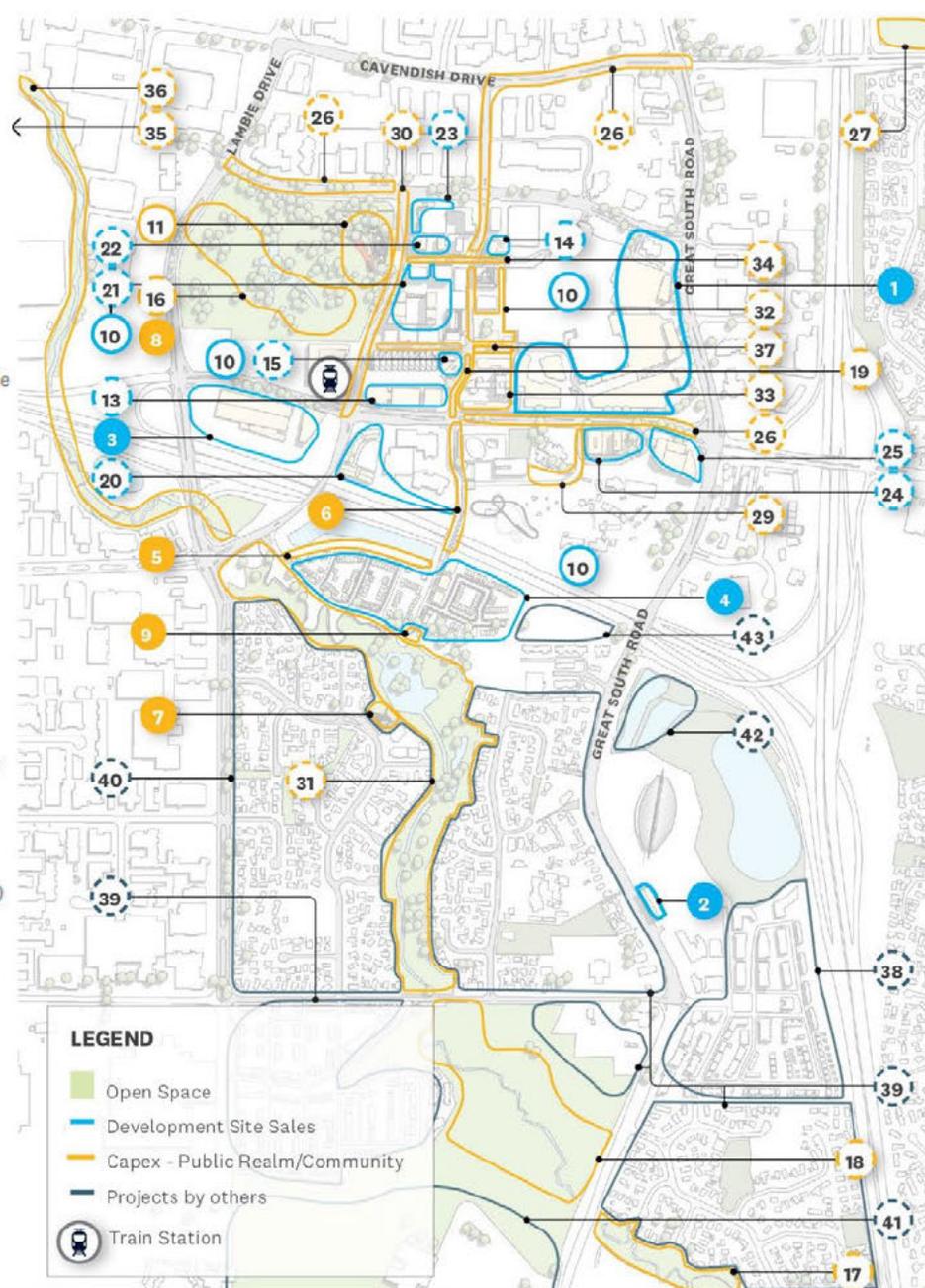
## FY25

- 13 33 Manukau Station Road Site Sale
- 14 9 Osterley Way Site Sale
- 15 10 Putney Way Site Sale
- 16 Hayman Park Wetland Works Contribution
- 17 Puhinui Stage 1 - Ratavine Reserve Works
- 18 Puhinui Stage 2 - CMDHB Walkway Works
- 19 Osterley Way at Civic Streetscape Works

## Long-term projects (FY26+)

- 20 50 Wiri Station Road Site Sale

- 21 14 Davies Avenue Site Sale
- 22 8 Davies Avenue Site Sale
- 23 2 Davies Avenue Site Sale
- 24 12 Manukau Station Road carpark Site Sale
- 25 2 Clist Crescent carpark Site Sale
- 26 Walking and Cycling Network Works
- 27 Manukau Sports Bowl Investigation
- 28 Manukau Public Art contribution (across the programme)
- 29 Karina Williams Way Extension Works
- 30 A2B Streetscape Contribution
- 31 Puhinui Stage 3 - Wiri Reserve Works
- 32 Manukau Square Works
- 33 Manukau Civic & Putney Way Contribution
- 34 Osterley + Amersham Way Works
- 35 Puhinui Stage 4 - Manukau Industrial Area Works
- 36 Puhinui Stage 5 - Puhinui Park Works (Plunket Ave)
- 37 Putney Way Stage 2
- 38 Pacific Gardens Residential Development
- 39 Wirihana Residential Development
- 40 Kainga Ora Investigations
- 41 Manukau Health Park development
- 42 Healthy Waters Upgrades
- 43 Ngati Tamaho development



### LEGEND

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

**21 14 Davies Avenue** – A project to enable residential and commercial development. Indicative Business Case has been approved. We are securing a resource to progress the planning and delivery phase. We are still in negotiations with the appellants following the High Court ruling in Council’s favour. We are yet to get Auckland Transport approval to release the site.

**16 Hayman Park wetland works** – Lodgement of the resource consent has been delayed due to the discovery of an inland wetland and high groundwater levels which both impact the proposed area of earthworks. In light of this, a review and amendment of the design is currently underway. Consent is now expected to be lodged towards the end of Q3.

**13 33 Manukau Station Road** – The GPG is progressing the Business case to bring together crown agencies under one agreement to lease, fund and secure the ability to deliver one integrated building for multiple crown users.

**19 Osterley Way civic streetscape works** Include streetscape upgrade with landscaping, new surfacing, lighting, wayfinding and separated cycleway . Developed design is underway and estimated to be completed at the end of Q3. Resource consent is targeted for the last quarter of FY24.

**15 10 Putney Way** – A Heads of Agreement is currently being negotiated with Ngati Te Ata and their commercial partner.

**26 Cavendish Drive & Sharkey Street AUT Link** – Identification of potential bus lane clashes and a review of landscaping items to ensure the project delivers the best outcomes for the walking and cycling connection is currently underway. The preferred concept design is expected to be sent to Auckland Transport in March/April this year.

**18 Puhinui Regeneration Strategy initiatives** –All initiatives are underway and being progressed with Mana Whenua. The acquisition of 7.6ha of land at the super clinic in Manukau/Wiri to enable the future walkway and cycleway has completed and is settled. The concept design for the first two stages of the walkway and cycleway have been approved by the Manurewa Local Board. We are now progressing with the Developed Design phase.

# OLD PAPATOETOE

**Vision:** Assisting New Zealanders into sustainable housing choices. A popular place to live, to shop, for people to meet and enjoy themselves, and to provide the services and facilities the community needs.

### Projects completed

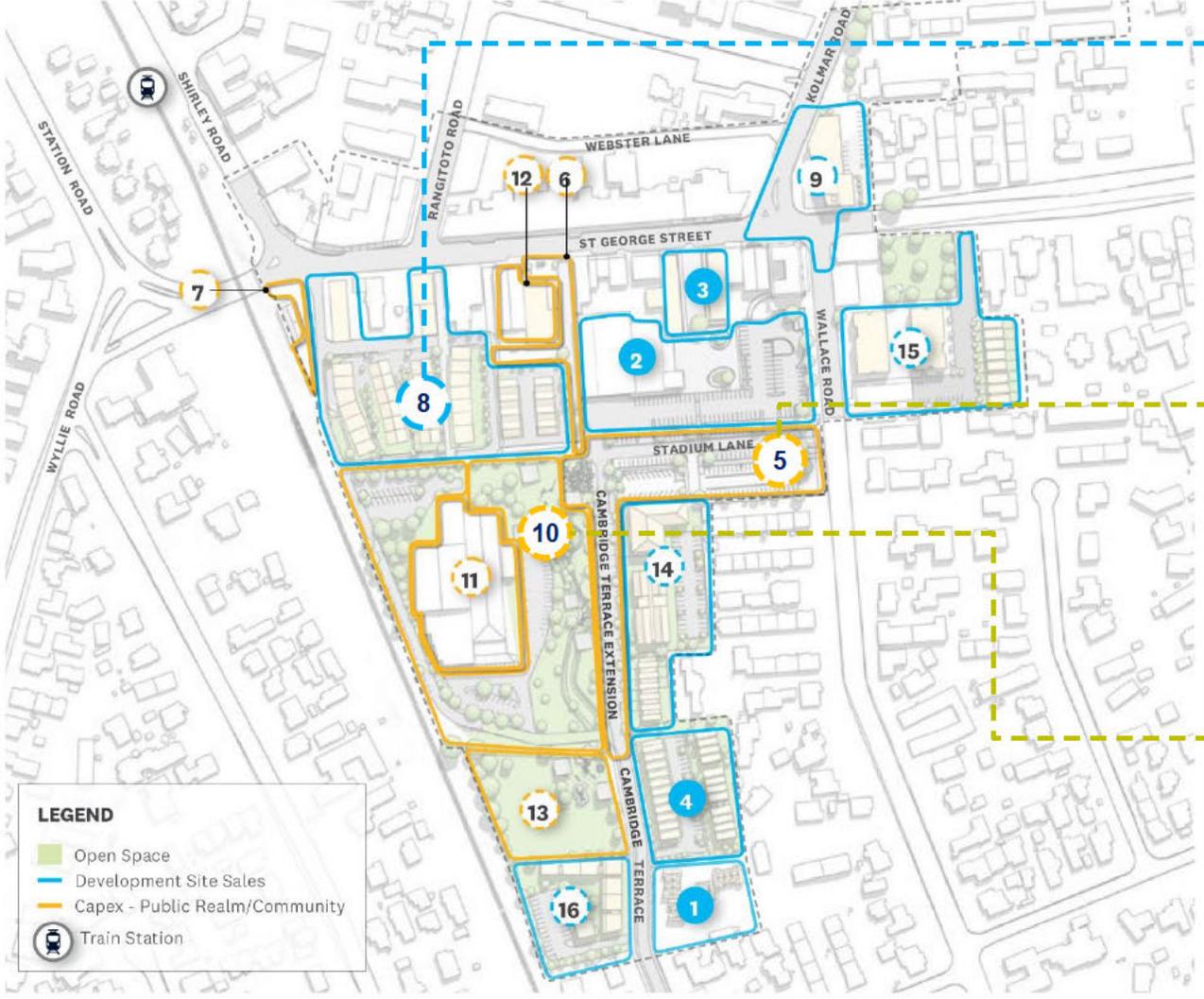
- 1 89 Cambridge Tce
- 2 Supermarket and carpark
- 3 Papatoetoe Mall
- 4 91 Cambridge Tce - The Depot

### FY25

- 5 Cambridge Terrace Extension+carpark
- 6 Chambers Laneway
- 7 St George's Lanes Integration Works
- 8 3 St George Street - St George's Lanes
- 9 98 St George Street and 15 Kolmar Road Site Sale + Intersection

### Long-term projects (FY26+)

- 10 Papatoetoe Stadium Reserve Works
- 11 Community Hub - Allan Brewster Leisure Centre
- 12 Town Hall & Chambers Works
- 13 86 Cambridge Terrace Optimisation
- 14 27 St George Street (netball and gardens)
- 15 Papatoetoe Library Precinct Optimisation
- 16 86 Cambridge Terrace Optimisation (site sale)



**3 St George Street (St George's Lane)** – Known as Pikotoetoe, this project will enable the development of 120 new homes on two sites on St George Street, near the town centre. Construction works of the 120 new homes is progressing.

**Cambridge Terrace extension and carpark** – A project which includes upgraded streetscape, laneways and shared path / cycleway. The resource consent was lodged and accepted for processing by Auckland Council in October 2023. This FY24 SOI capital milestone target has been met.

The **Stadium Reserve upgrade** project to create a new accessible playground and additional parks infrastructure to encourage visitation from a wide range of age groups. Developed Design is nearing completion and on track to be finalised by the end of Q3. Resource consent is on track to be lodged before the end of the FY

# ORMISTON

**Vision:** For the various sites to provide residential development and obtain best value for Council assets. Where possible, the sites should relate to the individual local board plans for each locality.

## Projects completed

- 1 Ormiston Town Centre (Blocks F and J)
- 2 Lot 1, 66 Flatbush School Road

## FY24

- 3 Bellingham Road works (Auckland Transport)



# PUKEKOHE

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

## Projects completed

- 1 Small T projects (across entire programme)
- 2 Site Sales w/o Development Outcomes
- 3 82 Manukau Road

## FY24

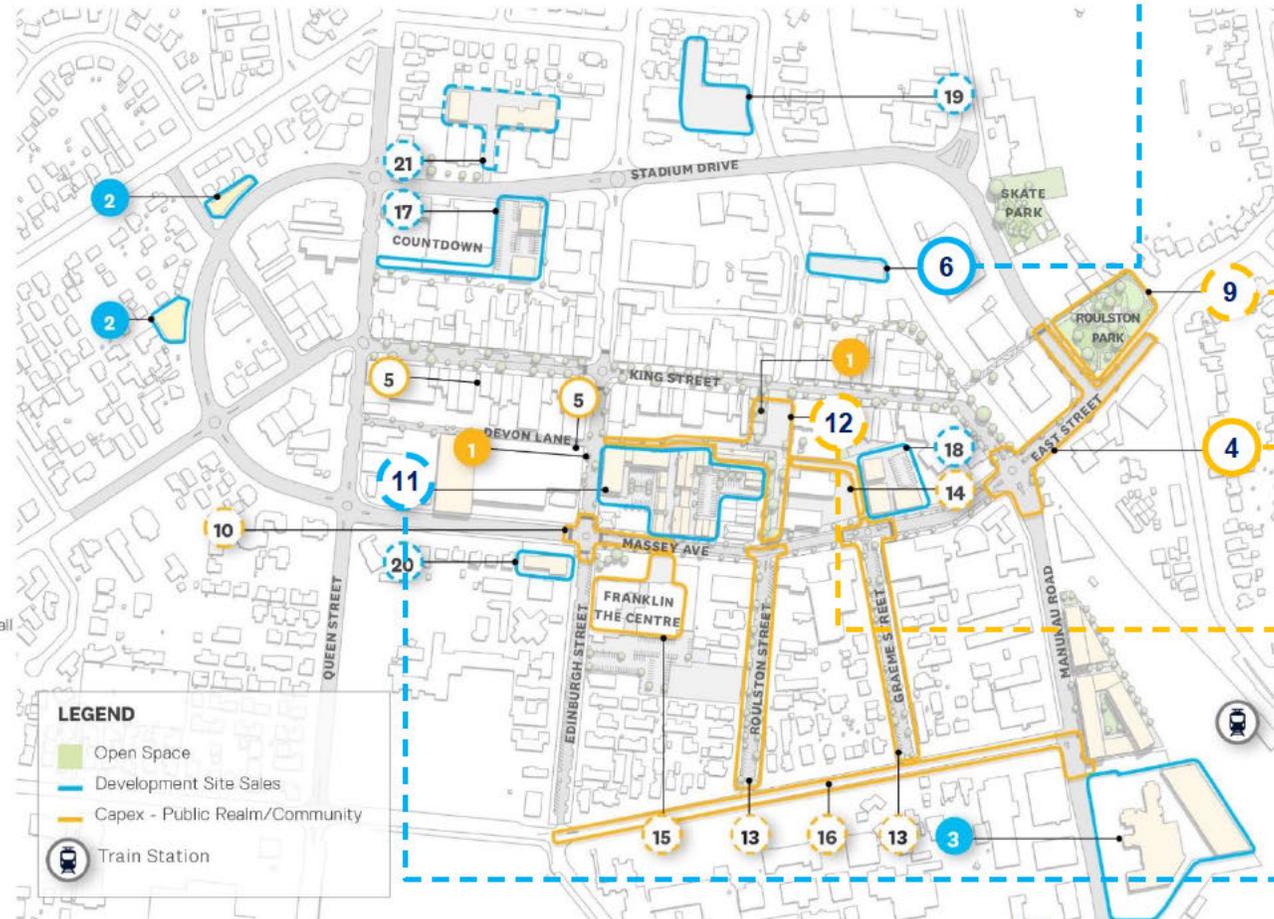
- 4 Intersection Capital Works 1
- 5 Small T projects (across entire programme)
- 6 9 Hall Street
- 7 174, 176b, 182 Manukau Rd
- 8 176a, 180 Manukau Rd

## FY25

- 9 Roulston Park Upgrades
- 10 Intersection Capital Works 2
- 11 Edinburgh Street Superblock

## Long-term projects (FY26+)

- 12 Market Precinct: Devon Lane, Roulston Street, Market Hall (1 Roulston Street) and Town Square Enhancements
- 13 Parking Management Solutions (across entire programme)
- 14 Roulston Lane Upgrade
- 15 Civic Hub Enhancements
- 16 Train Station to Centre Connections
- 17 4 Tobin Street
- 18 7 Massey Avenue
- 19 24 Hall Street
- 20 22 Edinburgh Street
- 21 9 Tobin Street



**9 Hall St site sale** – The tender process for the site is now closed and no offers were received. We are **continuing to work with the agent off market to explore offers and options.**

**Roulston Park Upgrade** – a new all-age-friendly play opportunity in the park and pedestrian crossing on Stadium Drive. The resource consent application was lodged and accepted for processing by Auckland Council in November 2023. We are continuing to work with two mana whenua nominated artists on the mahi toi opportunities

**Double traffic light upgrade at East, King, Manukau and Massey roads** –The business case for this project was approved last quarter. This project is co-funded with Auckland Transport and is a dependency for the Roulston Park upgrade. The co-funding agreement with Auckland Transport has now been signed.

**Market Precinct** – A flagship development which will attract and catalyse new life in and around the town square and add vibrancy to the centre. The Indicative Business Case was approved in November 2023 and the Market Precinct Concept Plan was endorsed by the Franklin Local Board in November 2023. Developed design is now expected to be completed in October 2024 due to the need for a more robust cost estimate and a proposed scope change for the project

**Edinburgh superblock** – A large central development site. An agent has been procured and a marketing campaign asking for expressions of interest is expected to be launched in late February 2024.

**2 – 4 Svendsen Rd site sale (176a & 180 Manukau Rd)** – The go to market strategy for the site was approved by the Eke Panuku Board in October 2023.

**174-184 Manukau Rd site sale** – This site will now be taken to the open market in February 2024. This date has been adjusted from November 2023 following advice from the agent marketing the site.



# EASTERN BUSWAY TODs 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.

## FY 24 Site Sales

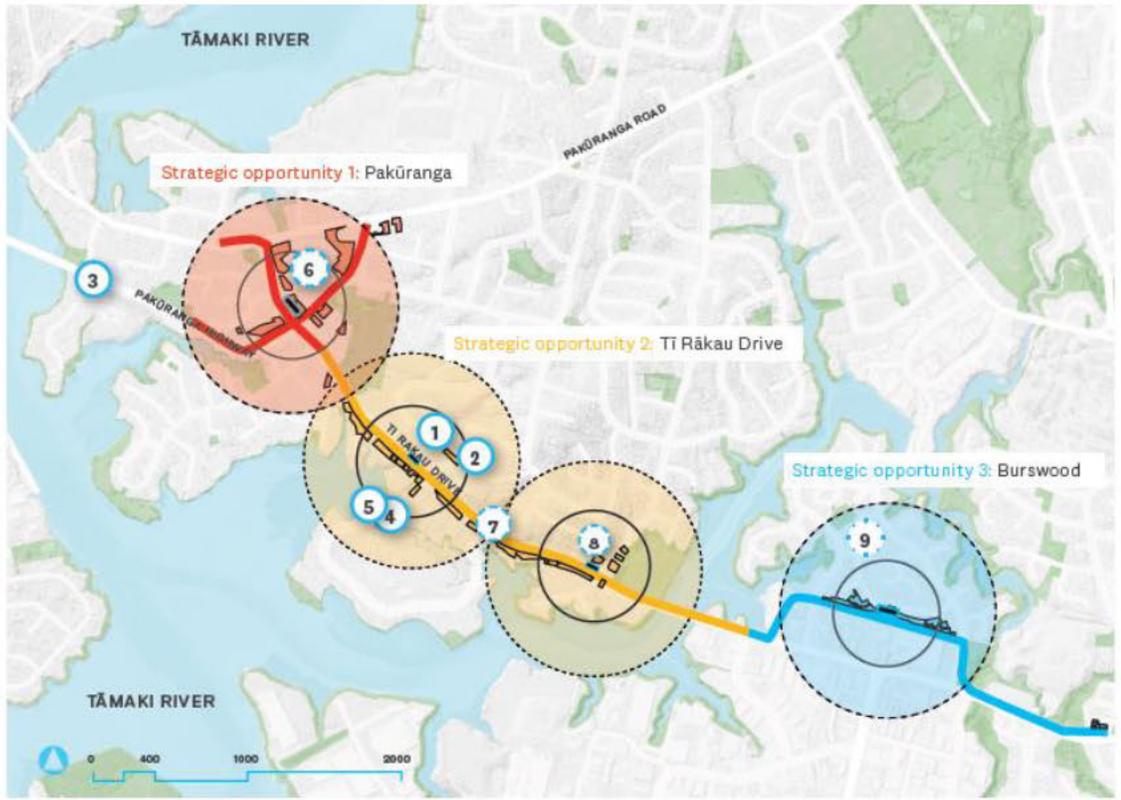
- 1 9 Marriott Road, Pakūranga
- 2 9 Chevis Place, Pakūranga
- 3 21 Millen Avenue, Pakūranga
- 4 1/1 Snell Place, Pakūranga
- 5 2/1 Snell Place, Pakūranga

## FY 26

- 6 Pakūranga Plaza
- 7 Tī Rākau Drive (Edgewater Drive)
- 8 Tī Rākau Drive (Gossamer Drive)

## FY 27+

- 9 Burswood Drive



The public notification period for the revocation of the utility reserve at the Pakuranga Plaza closed on 21 November 2023.

1 2 Mana whenua did not express an interest in acquiring either of these sites. The sites were offered to the open market by way of a deadline private treaty which closed on 23 November 2023.

# 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.

## Projects completed

- 1 19 Jervois Road, Herne Bay

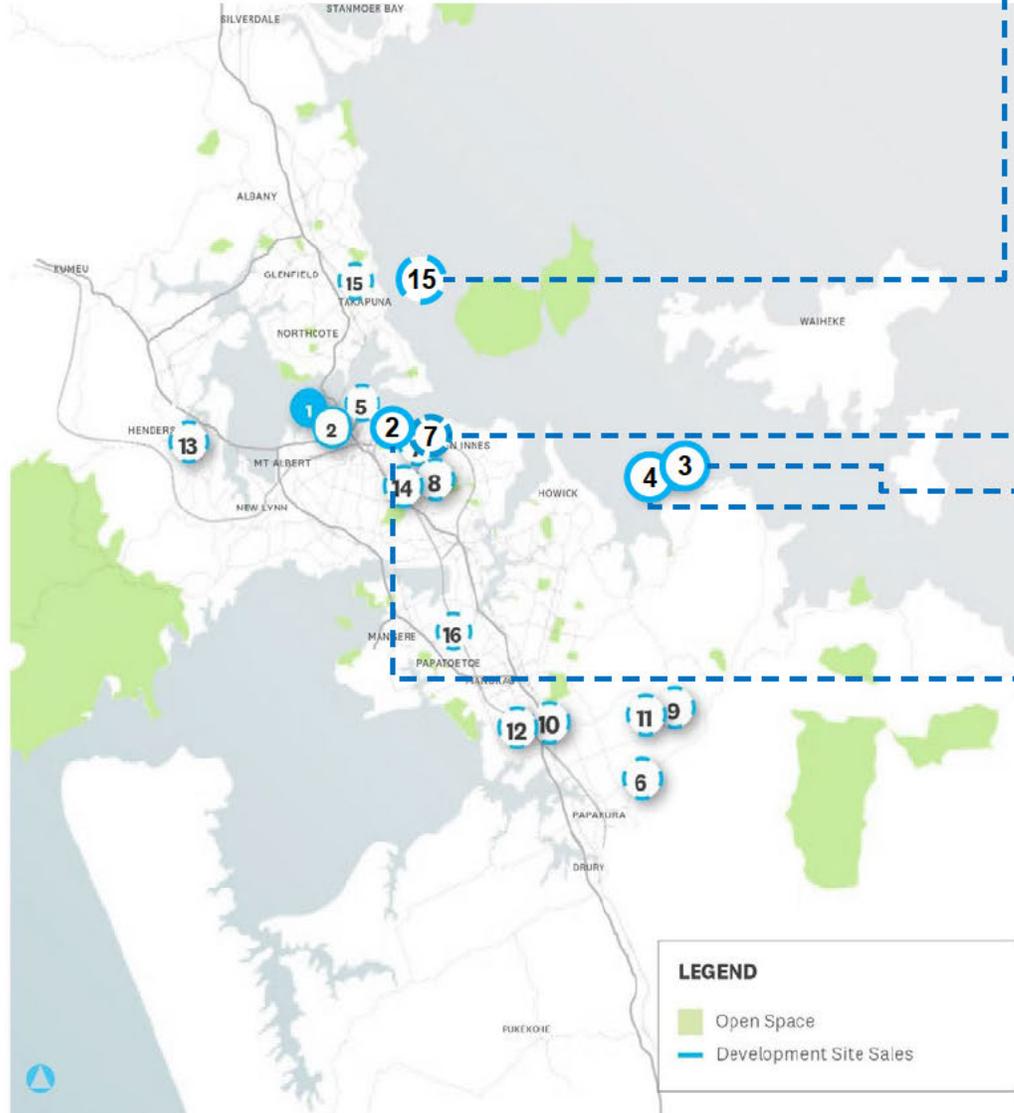
## FY24

- 2 2 Pompallier Terrace, Ponsonby
- 3 39R Pohutukawa Road, Beachlands
- 4 17W Hawke Crescent, Beachlands

## FY25+

- 5 Orakei Service Optimisation (confidential)
- 6 Red Hill, Papakura
- 7 6 Clonbern Road, Remuera
- 8 22 Tahapa Crescent, Meadowbank
- 9 587R Papakura, Clevedon Road, Ardmore
- 10 238R Great South Road, Manurewa
- 11 177 Burnside Road, Ardmore
- 12 Tadmore House, 1/190 Great South Road, Manurewa
- 13 39-41 Glenmall Place, Glen Eden
- 14 29-31 St Johns Road, Meadowbank
- 15 3 Gibbons Road, Takapuna
- 16 Papatoetoe Service Optimisation (confidential)

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



**LEGEND**

- Open Space
- Development Site Sales

**3 Gibbons Avenue, Takapuna** -The Devonport-Takapuna Local Board requested Eke Panuku facilitate investigations into the feasibility of installing a third floor at the Takapuna library. The consultants' findings informed a local board workshop in December 2023. A formal decision will be sought from the local board in March 2023 to determine whether both the Mary Thomas Centre and the Takapuna library will be taken to the market, or just the Mary Thomas Centre.

**6 Clonbern Road, Remuera** - [Redacted] Negotiations with prospective development partners are continuing.

**39R Pohutukawa Road & 17 Hawke Crescent, Beachlands** - The reserve revocation has now been completed [Redacted]

**2 Pompallier Terrace, Ponsonby** - Construction is forecast to start in April 2024. This has been pushed out from December 2023 due to delays with obtaining building consent. Once the construction start date is confirmed, the Waitemata Local Board and the public will be notified of the car park closure.

[Redacted] A joint Eke Panuku and Service Investment and Programming (SIP) workshop was held with the Papakura Local Board in October 2023. SIP was asked to provide additional information on the future provision of art services which was provided at the December 2023 workshop.

[Redacted]

# CORPORATE PROPERTY

**Vision:** A self-funding programme of works which utilises the capital receipts from the divestment of seven surplus properties that are no longer required to service Corporate Property office network and reinvest the sale proceeds to deliver a more efficient hub and spoke Corporate accommodation model.

## Projects completed

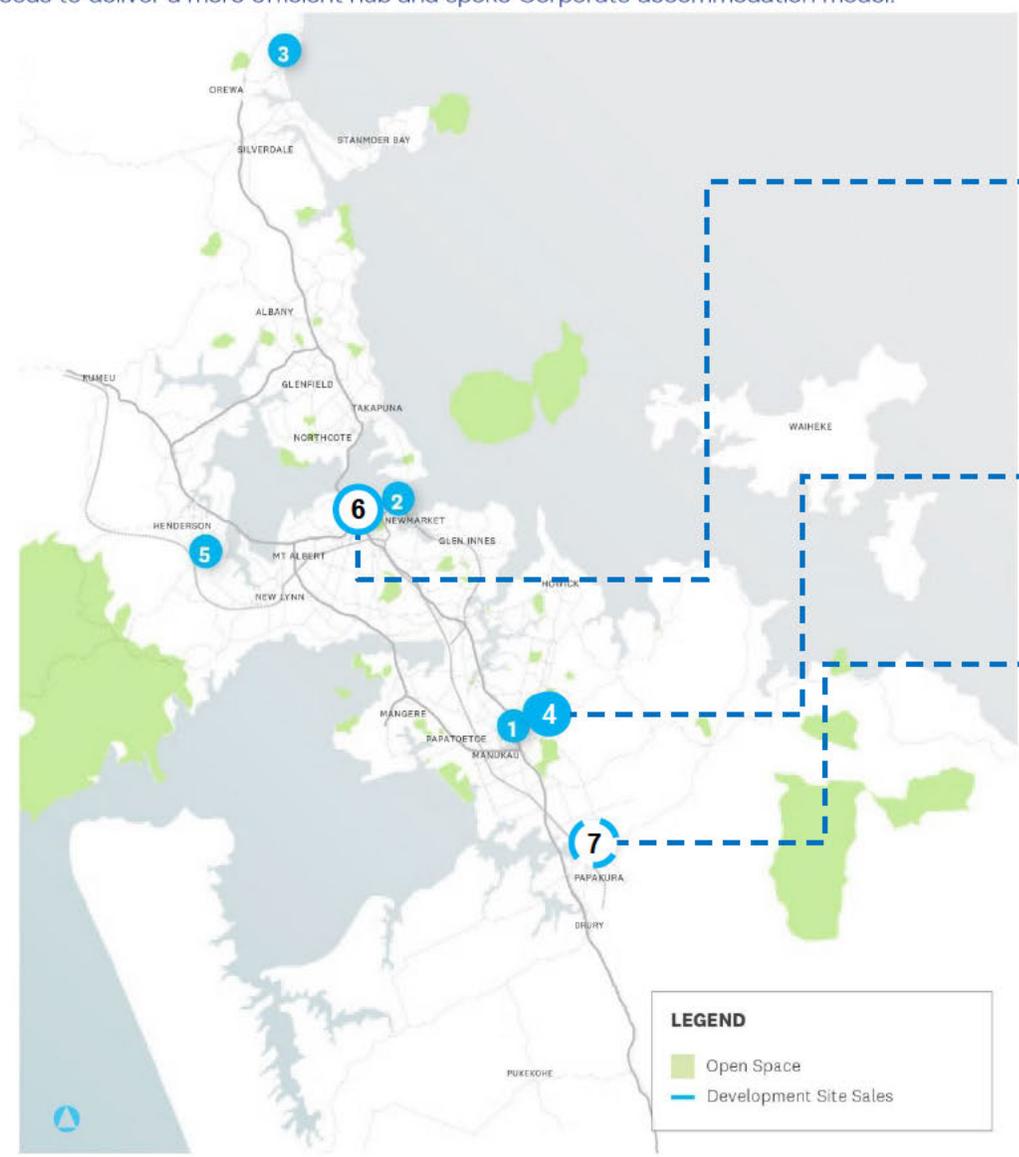
- 1 Kotuku House, 4 Osterley Way, Manukau - sold July 22
- 2 35 Graham Street, CBD
- 3 50 Centreway, Orewa
- 4 82 Manukau Station Road, Manukau
- 5 6 Henderson Valley Road, Henderson

## FY24

- 6 Symphony House, 4 - 10 Mayoral Drive, Auckland City

## FY25+

- 7 35 Coles Crescent, Papakura



**Symphony Centre, 4-10 Mayoral Drive** – The developer has lodged its resource consent application, with formal sign off by Auckland Transport regarding the bus layout being the last item to resolve. Forecourt design and practical implementation have been agreed with CRL. Vertical integration, continuity of operation and design risks are being worked through, with agreement having been reached that CRL will fund the preliminary design. The base easement terms have been agreed with Auckland Transport.

**82 Manukau Road, Pukekohe** – [REDACTED]

**35 Coles Crescent** - The site will be taken to the market when market conditions improve, this is anticipated to be FY25 at the earliest.

**Bledisloe House - 24 Wellesley Street, Auckland City** - Resource consent for the development was granted in November 2023. We are awaiting formal approval of the easements proposed to protect the walkways. Vector negotiations and cost responsibility discussions continue. Consideration will need to be given to contributing to the Transformer relocation to ensure we have an outcome that does not require digging up Wellesley Street post completion of CRL when it is a major bus transport hub.

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

# 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.

## Projects Completed

- 1 21 Henderson Valley Road, Henderson
- 2 16 Handley Road, Narrow Neck
- 3 27-31 Greenslade Crescent, Northcote

## FY 24

- 4 81a Godley Road, Green Bay

## FY 25+

- 5 1R Crawford Avenue, Mangere Bridge
- 6 22 -24 Marne Road, Papakura
- 7 7 Coronation Road, Mangere Bridge
- 8 18 Inverell Avenue, Wiri
- 9 25 Kolmar Road, Papatoetoe
- 10 100 West Coast Road, Glen Eden
- 11 140 Lake Road, Northcote
- 12 33 Vauxhall Road, Devonport
- 13 14 Marne Road, Papakura
- 14 36 Taharoto Road, Takapuna
- 15 72 Dominion Street, Takapuna
- 16 33a Alma Road, Milford

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



# SUPPORTS SCOPE

**Vision:** To provide residential development and obtain best value for Council assets.

## Projects completed

- 1 Civic Administration Building, Auckland City Centre
- 2 34 Moore Street, Howick
- 3 16 Fencible Drive, Howick
- 4 18 Totara Ave, New Lynn
- 5 84a Morrin Road, St.John's
- 6 Bledisloe House, Auckland City Centre

## FY24

- 7 Pump station 6, Launch Road, Hobsonville
- 8 187 Flat Bush School Road, Flat Bush
- 9 132 Greenlane East, Greenlane
- 10 Hobsonville Airfields stage 3 - lots 5b
- 11 Downtown Carpark, Auckland City Centre

## FY25+

- 12 198 Dominion Road, Mount Eden
- 13 Hobsonville Airfields stage 3 - 6a & 6b
- 14 10 Ambrico Place, New Lynn
- 15 84-100 Morrin Road, St. John's
- 16 41 McCrae Way, New Lynn
- 17 Hobsonville Airfields Stage 2 - Avanda
- 18 65 Haddington Drive, Flat Bush
- 19 78 Merton Road, St. John's
- 20 26-32 O'Shannessey Street, Papakura

Support, 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.

### Airfields Stage 3, Lots 5B, 6A & 6B Hobsonville –The sale of Lot 5B

Development of the site will deliver 58 new homes. Lots 6A & 6B will be taken to the market when the prevailing market conditions improve.

**Pump station 6, Launch Road, Hobsonville** (a new wastewater pump station to accommodate future residential and commercial development) –

**Downtown car park** – A conditional agreement for the sale and development of the site was reached in November 2023.

**132 Greenlane, Greenlane** – A variation of the sale and development agreement to remove the requirement for Council to uplift the parking designation has been executed. The sale to Ngati Maru Limited and Ockham Residential Limited went unconditional in October 2023. Development of this site will see a minimum of 20 new homes being built.

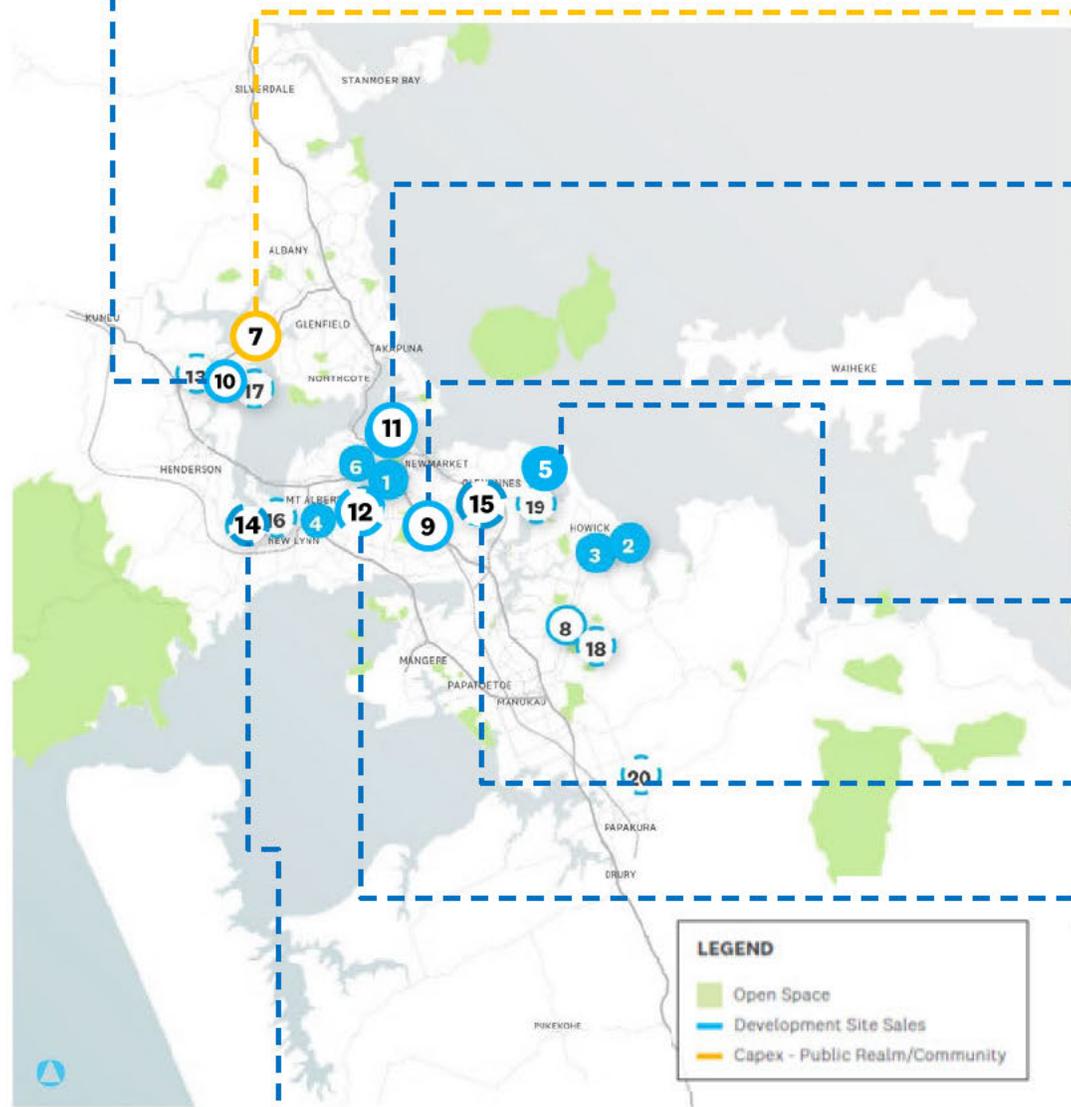
**84a Morrin Road, St John's** – Following the sale of the site in June 2023 to the Oakland Group for resource consent application has been submitted by the Oakland Group for 54 new homes to be built on the site.

**84 – 100 Morrin Road, St. John's** – Agreement has been reached with Council Parks and Community Facilities Team on the remediation works to the reserve part of the property, including the protected remains of Te Touma (Purchas Hill).

**198 Dominion Road, Mt. Eden** – (council owned property) – Following an open market tender exercise, as been selected as the preferred development partner and a conditional offer was signed in December 2023.

**Own your own home (OYOH) portfolio** – Negotiations are continuing with the Own Your Own Home portfolio preferred development partner

**10 Ambrico Place, New Lynn** – In December 2023 the Eke Panuku board approved the sale containing 1,366 sqm of vacant land, by way of an open market sale process. The site has resource consent for up to 10 homes.



**LEGEND**

- Open Space
- Development Site Sales
- Capex - Public Realm/Community

# REGIONAL RENEWALS PROGRAMME

**Vision:** Through proactive stewardship of council non-service assets we will maintain existing levels of service to create a safe, sustainable and fit for intended purpose portfolio and optimise the property portfolio return to enable assets for public and commercial use.

## Projects completed

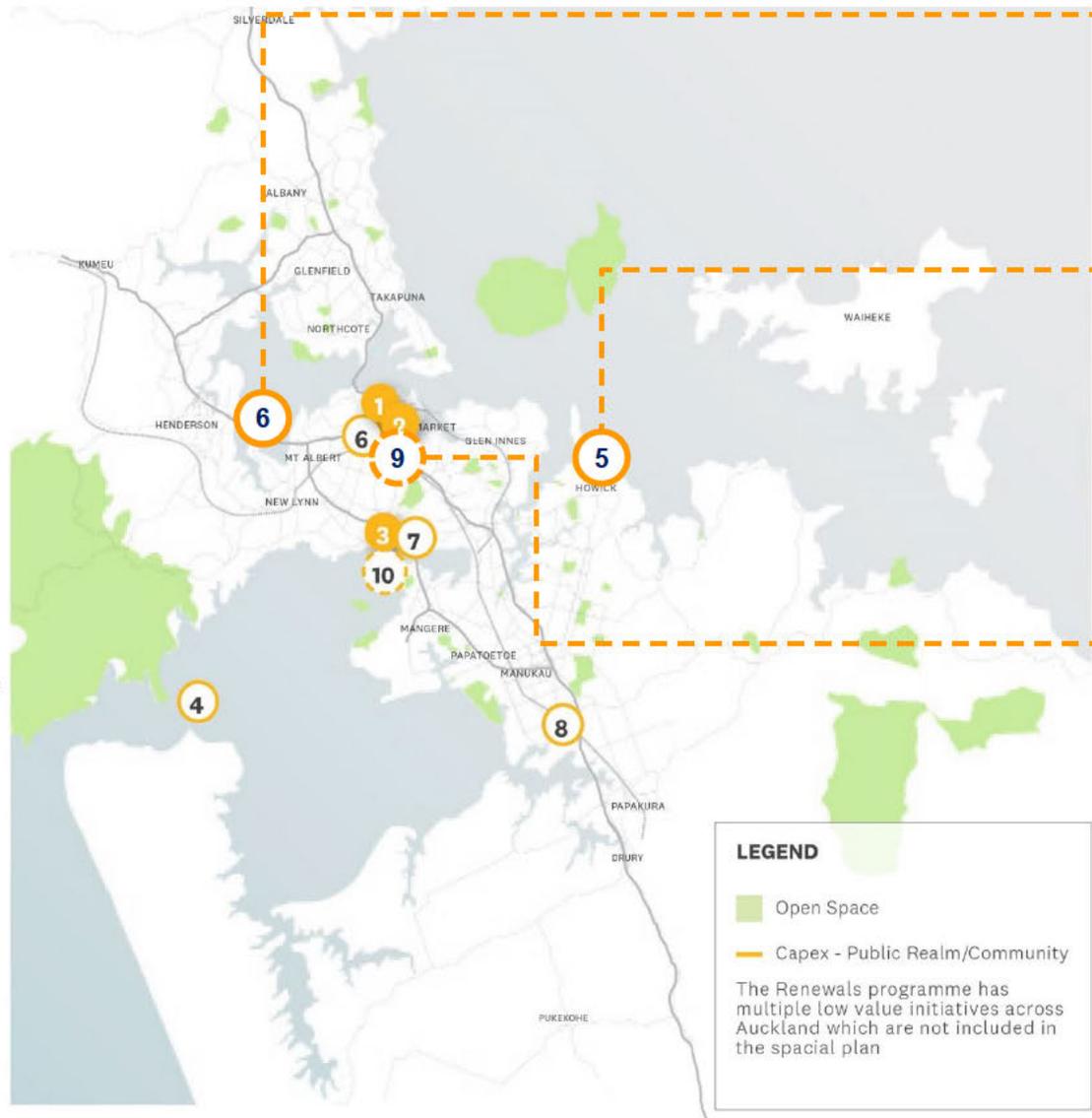
- 1 21 Princes Street, Auckland City - Roof Replacement
- 2 Wintergarden Pavilion - Café - Phase 1: Roof, window and minor H&S upgrades
- 3 Onehunga Wharf Renewals - Roading, Sheds, Admin Building and Dredging Works

## FY24

- 4 Manukau Harbour / Wairopu Channel - Beacon / Channel Marker / Buoy
- 5 73R Selwyn Road, Howick (Shamrock Cottage) - Seismic Strengthening Asbestos Roof & Toilet Upgrades
- 6 City Centre Renewals:
  - 21 Princes Street, Auckland City - External refurbishments and internal fit-out
  - 27 Princes Street Seismic Strengthening and Refurbishment
  - 313 Queen St - Canopy refurbishment
- 7 Onehunga Renewals:
  - Onehunga Wharf - Replace Access Ladders and Utilities Upgrades
  - CCTV Systems Rationalization and Upgrade - Onehunga Port
  - Onehunga Wharf - Shed C & D Priority Works
- 8 - 7 Hill Road, Manurewa - Cladding and roof replacement, minor internal works

## Long-term projects (FY26+)

- 9 313, 315-317, 319, 321 Queen Street - Seismic Upgrades
- 10 Onehunga Renewals 2:
  - Onehunga Wharf Renewals - Buildings, Toilets, Kiosks and other assets
  - Onehunga Wharf Renewals - Structure



**21 Princes Street, CBD** – The aim of the project is to maintain the historical aspects and condition of the building whilst creating a leasable asset. Progress continues with the scope of work being recently finalised. The project is programmed to meet the construction commencement SOI target.

**73R Selwyn Road (Shamrock Cottage)** - All works have now been completed, the CCC issued, and the site handed over to the tenant.

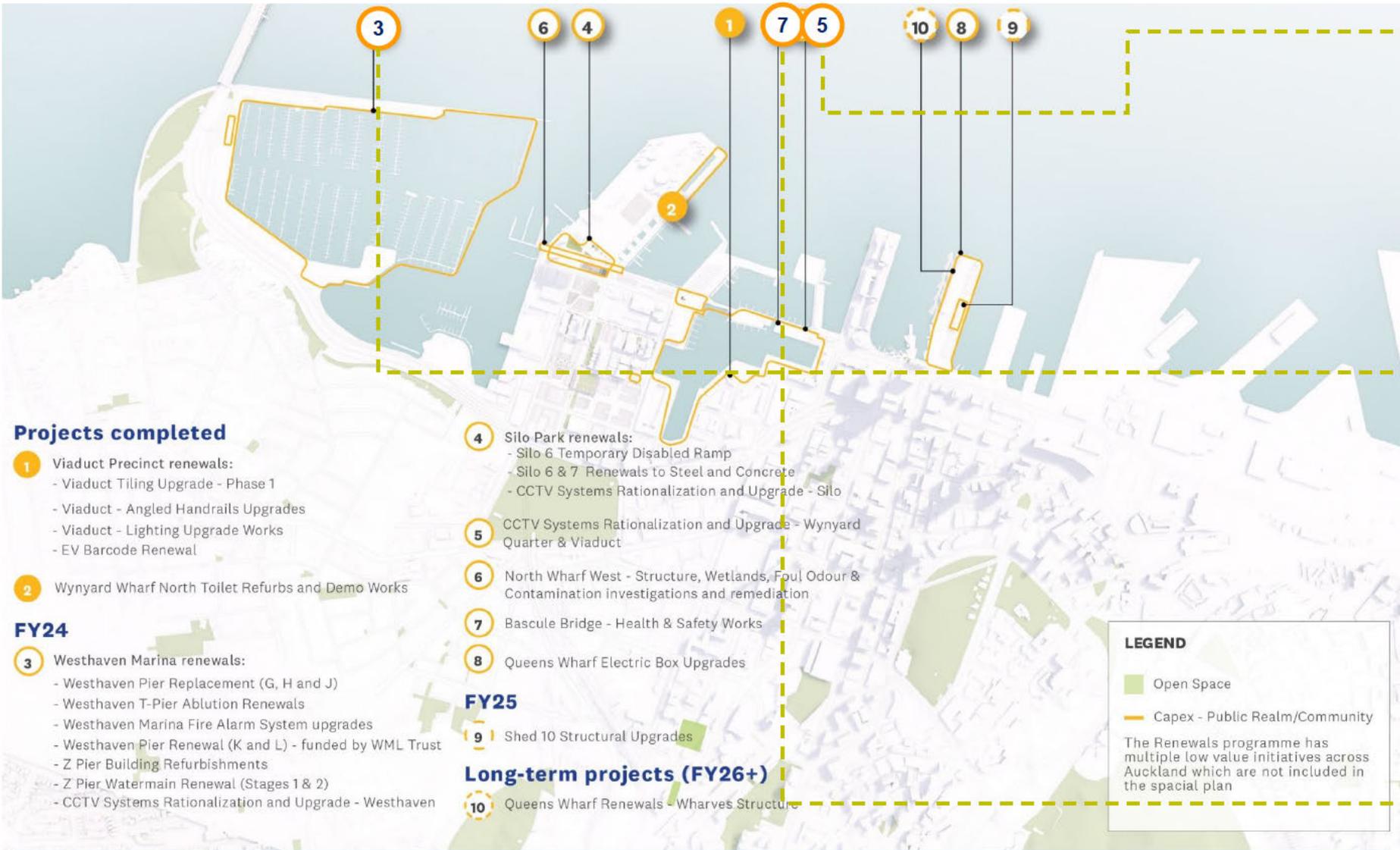
**313,315,317, 319 & 321 Queen Street, Auckland City** – A site valuation has been received. [REDACTED]

**313 Queen Street Canopy refurbishment** – Having received approval of the revised design from Heritage, works are set to recommence, with a forecast completion date of March 2023.



# WATERFRONT RENEWALS PROGRAMME

**Vision:** Through proactive stewardship of council non-service assets we will maintain existing levels of service to create a safe, sustainable and fit for intended purpose portfolio and optimise the property portfolio return to enable assets for public and commercial use.



**4** Silo Park Renewals - The design of a replacement ramp that fits in with the industrial character and appearance of the silo is currently being worked on. Works are forecast to be completed by May 2023.

CCTV systems rationalisation and upgrade - Milestone software system was successfully reinstated at the end of October at the Wynyard Quarter/Viaduct.

**Westhaven Marina - Fire alarm system upgrades**  
Building consent was granted in October 2023 and works on site re-commenced in December 2023. The project has progressed slower than anticipated but is still programmed to meet the construction completion SOI target.

**137 Westhaven Drive (Westhaven Marina Office)** - Temporary remedial works have been completed and the Marina's team are back in the building. A new project has been initiated to provide a fit for purpose facility.

**Z Pier building at 31 Westhaven Drive** - Auckland Council has granted building consent and the procurement exercise for the main contractor is underway.

**Westhaven Piers G, H & J** - Remaining works include the removal of the old gates and reinstatement of the abutment are on track to be completed by February 2024.

**Bascule bridge, Te Wero (deck renewals and H&S works)** - Construction began in late May 2023 and is progressing well. The bridge was reopened for public use in mid-November 2023, and the temporary bridges were removed. Late delivery of replacement timber and an error with the heritage handrail manufacture has caused some delays. These items are on track to be completed by February 2024.

## Projects completed

- 1** Viaduct Precinct renewals:
  - Viaduct Tiling Upgrade - Phase 1
  - Viaduct - Angled Handrails Upgrades
  - Viaduct - Lighting Upgrade Works
  - EV Barcode Renewal
- 2** Wynyard Wharf North Toilet Refurbs and Demo Works

- 4** Silo Park renewals:
  - Silo 6 Temporary Disabled Ramp
  - Silo 6 & 7 Renewals to Steel and Concrete
  - CCTV Systems Rationalization and Upgrade - Silo
- 5** CCTV Systems Rationalization and Upgrade - Wynyard Quarter & Viaduct
- 6** North Wharf West - Structure, Wetlands, Foul Odour & Contamination investigations and remediation
- 7** Bascule Bridge - Health & Safety Works
- 8** Queens Wharf Electric Box Upgrades

## FY24

- 3** Westhaven Marina renewals:
  - Westhaven Pier Replacement (G, H and J)
  - Westhaven T-Pier Ablution Renewals
  - Westhaven Marina Fire Alarm System upgrades
  - Westhaven Pier Renewal (K and L) - funded by WML Trust
  - Z Pier Building Refurbishments
  - Z Pier Watermain Renewal (Stages 1 & 2)
  - CCTV Systems Rationalization and Upgrade - Westhaven

## FY25

- 9** Shed 10 Structural Upgrades

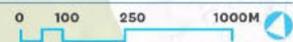
## Long-term projects (FY26+)

- 10** Queens Wharf Renewals - Wharves Structure

**LEGEND**

- Open Space
- Capex - Public Realm/Community

The Renewals programme has multiple low value initiatives across Auckland which are not included in the spatial plan



# Information paper: Health, Safety and Wellbeing - February 2024

Author: Paul Brown, Head of Health, Safety and Wellbeing

March 2024

*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 withhold information to:*

- *protect the privacy of natural persons, including that of deceased natural persons (s7(2)(a))*

## Whakarāpopototanga matua | Executive summary

1. The Health, Safety and Wellbeing (HS&W) reporting will be evolving over the next few months, with more of a focus on areas which form lead indicators for Eke Panuku HS&W and a clearer linkage to material risks as suggested by the board.
2. There were a total of seven workplace health and safety events reported into Noggin, Eke Panuku's health and safety reporting system, during February. The events involved employees, contractors, tenants, or members of the public where Eke Panuku has influence and control.
3. The seven workplace events reported into Noggin included an incident where contractors accessed an electrical switchboard room without approval, an observation of a contractor parked unsafely in a public area, a vessel damaged a fibre cable with an anchor in the Viaduct basin and the identification of unauthorised work carried out on Eke Panuku properties. Additionally a tenanted property sustained damage during a ram raid.
4. There were no high-risk events, one medium-risk and six low-risk events reported in February. The ram raid incident was rated low due to the lack of influence and control Eke Panuku have over the incident.
5. A medium-risk incident occurred when a vessel damaged a fibre cable when it was dragged by the anchor upon moving through the water under the Wynyard crossing bridge. This resulted in the loss of fibre connection for the Eke Panuku CCTV network.
6. During February, contractor monitoring and contractor reporting were reviewed to provide an overview of contractor H&S performance. Contractor H&S monitoring occurred on one site and reports from contractors identified three observations, all of which were low risk and actioned within the month. No critical risk issues or notifiable events were reported on the two sites reviewed during February.
7. One event involved a member of the public crashing their car in Westhaven. This was outside the influence and control of Eke Panuku and was reported into Noggin during February. Security contractors and Māori Wardens raised 100 safety observations

during February, which involved members of the public outside Eke Panuku's influence or control.

## Matapaki | Discussion

### Head of Health, Safety and Wellbeing Manager actions

#### 8. Forward looking reporting

Following a request from the board in February, Eke Panuku will be looking at redesigning the ELT and Board Health, Safety and Wellbeing reports, to be more forward focussed, particularly around Eke Panuku Critical Risks. Over the next couple of months, our team will be looking at reporting across Eke Panuku and a number of organisations, including across the Auckland Council group, in order to develop reports that provides the board reassurance that our Health, Safety and Wellbeing system is focused appropriately.

During this period, we will be gathering data across the business to track progress against key health, safety and wellbeing programmes for inclusion in the monthly report which will include –

- Critical Risk Property checks such as asbestos, structural (seismic), electrical and fire
- HS&W training across Eke Panuku
- Contractor monitoring

Following the psychosocial risk workshops and the development of the psychosocial risk assessment, the implementation of the critical controls will be monitored through inclusion in the board and ELT monthly reports.

#### 9. Tram Audit

On 19<sup>th</sup> February, Waka Kotahi carried out its annual audit of the tram operation. Both Eke Panuku, as asset manager of the tram infrastructure and MOTAT, the tram operator, were jointly present for the audit.

The audit focussed on Governance Leadership, Operational Management, Risk Management and Safety Assurance.

Whilst Waka Kotahi is still assessing some documentation presented after the initial audit, there have been no non-conformance issues identified to date.

#### 10. [Redacted]

[Redacted]

[Redacted]



## Health and safety key performance indicators

11. 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 February	Critical or high risks	Previous month (December)
	Safety concerns	4	0	0
	Near misses	1	0	1
	Near Misses from Contractor reports	3	N/A	0
	Lost time injuries	0	0	0
	Medical treatment injuries	0	0	0
	Other incidents	2	0	2
	Total recordable injury frequency rate	0.5	N/A	0.5
	<b>Total incidents</b>	<b>0</b>	<b>0</b>	<b>2</b>
	<b>Total events</b>	<b>10</b>	<b>0</b>	<b>3</b>

Figure 1 – Health and Safety Key Performance Indicator Table

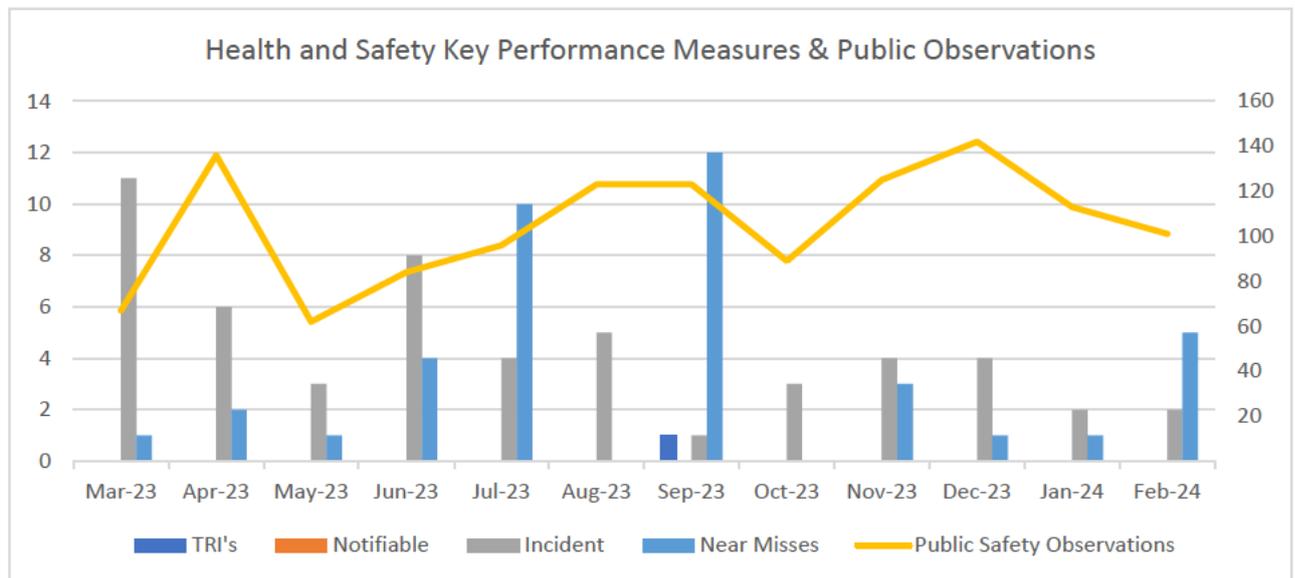


Figure 2 – 12 Month rolling H&S performance measures  
 TRI – Total Recordable Injuries includes lost time injuries and medical treatment injuries. Notifiable refers to incidents and injuries reportable to the health and safety regulator.

## 12. Workplace incident themes and trends

There were seven safety events reported into Eke Panuku’s Health, Safety and Wellbeing system, Noggin, in February. Four incidents involved contractors, one incident involved a tenant, one incident involved a VVHL birth holder and one near miss was raised by Eke Panuku employees.

In addition to the seven incidents reported into Noggin, contractors reported three minor near misses and observations. The three events raised were all actioned within the months and were too minor to report into Noggin.

There were no high-risk events reported, one medium-risk safety event and six low-risk event reported in February.

#### Medium-risk events

09 February - Viaduct Harbour

One of Viaduct Harbour holding Limited berth holders dragged a navigation marker with its anchor into the marina and also damaged a fibre cable. The fibre cable provides an important data link between eastern and western viaduct switchers impacting Wynyard crossing bridge, CCTV and access control systems. A temporary solution was implemented.

#### Notable low risk events

16 February - Silo 6

The lift was decommissioned in Silo 6 without consultation with the Asset and Facilities team. This rendered the building non-compliant as the BWOFF is conditional on a functioning lift for disability access. The Asset and Facilities team is working through solutions.

14 February – Waterfront Viaduct

Base C (old Team USA Base) on the waterfront where a large electronic auto gate had been installed by request on Eke Panuku project delivery team and was connected to power supply which supplies the CCTV network. This connection was installed without the Eke Panuku Assets and Facilities Team's knowledge. The Asset and Facilities team is investigating potential impacts on the CCTV systems.

05 February - 3-5 Pearn Crescent, Northcote (Eke Panuku Tenant)

This above address was ram raided. It was found that ram had caused major damage to the site for the third time. This time the door was damaged, also impacting the support structure for the front of the shop front that supports the roof and canopy was bent. The support became non load bearing causing the H beam to sag. Acrow props have been installed.

05 February – Auckland Council Building - Eke Panuku Office

An employee has reported that one style of the chairs provided in the office are potentially unsafe. We have discussed the issue with Auckland Council, the issue is not yet resolved and various personnel have verified that there is a further problem. More dialogue is occurring with AC Corporate Services.

#### Other low-risk events

- A contractor was observed parked in an authorised area with vehicle and tools unattended.

- Contractors accessed a switchboard without appropriate authorisation.

### 13. Public health, safety and wellbeing events

		Performance February	Previous Month (January)
Public Realm	Security and Māori Warden observations	100	112
	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.

During February, there was one incident reported in Noggin that involved a member of the public. The incident occurred when a vehicle mounted a roundabout on Westhaven Drive, crashed into a bollard, resulting in the vehicle overturning. The driver was extracted from their vehicle by the fire services and taken to hospital.

Additionally, 100 observations were raised by security guards and Māori Wardens. 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 NZ Police and emergency services, Auckland Transport and parking enforcement.

The security guards patrolled the waterfront seven days per week. The Māori wardens patrolled the waterfronts on Friday and Saturday nights.

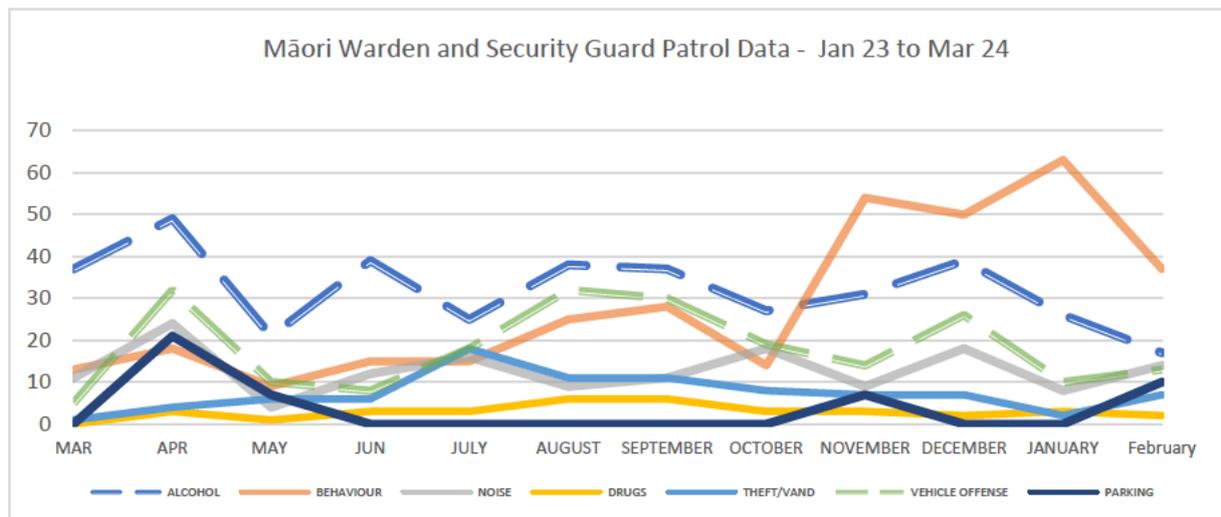


Figure 4 - Combined public observation data by category

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

Rank	Issue	No. of observations
1	Behaviour	37
2	Alcohol	17
3	Noise	14

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

## Ngā tāpirihanga | Attachments



## **Waterfront Commercial Opportunity**

This report in its entirety has been treated as confidential. 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:

- s7(2)(i) - The withholding of the information is necessary to enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); and
- 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)).

## **Northcote Central - Request for Development Proposal**

This report in its entirety has been treated as confidential. In terms of Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to withhold information to:

- 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)).

**Marriot Rd & Chevis Place, Pakuranga Heights - Go to Market Strategy**

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: Audit Engagement Letter

Author: Michele Harpham, Finance Manager

March 2024

## Ngā tūtohunga | Recommendations

That the Eke Panuku Board approve the audit engagement letter for the years ending 30 June 2024 and 2025.

## Whakarāpopototanga matua | Executive summary

1. The Auditor-General is the auditor of Eke Panuku under legislation. The Auditor-General can choose to personally sign an audit report but generally appoints auditors to act on its behalf for CCO audits.
2. Audit engagements are for three-year terms. Karen MacKenzie from Audit NZ was appointed as the auditor for Eke Panuku for the financial years ending 30 June 2023, 2024 and 2025. Karen has been the auditor for Eke Panuku since 2019.
3. In late 2023, Audit NZ sought approval from the Auditor-General to change the auditor for Eke Panuku. This was requested by Audit NZ to rebalance the portfolios of its Audit Directors to ensure efficient use of resources.
4. The Auditor-General has appointed David Walker of Audit NZ to take over the audit of Eke Panuku for the remaining term of this appointment round, being the financial years ending 30 June 2024 and 2025.
5. David Walker was the auditor for Waterfront Auckland and Auckland Council Property Limited when they amalgamated in 2015 to become Eke Panuku. He continued to audit Eke Panuku until Karen MacKenzie took over in 2019.
6. Audit NZ has issued a new engagement letter to be signed by Eke Panuku. It is included as Attachment A. It is the same as the letter from 2023 which appointed Karen MacKenzie, apart from the change of name and applicable financial year end dates. The engagement letter is a standard format which sets out the terms, nature and limitation of the annual audit, and the respective responsibilities of the auditor and the Board.
7. The Audit and Risk Committee reviewed the new engagement letter at its meeting on 26 February 2024 and recommends approval of the letter to the Board.

## Horopaki | Context

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
26 February 2024 Audit and Risk Committee	Audit Engagement Letter	Following the conclusion of discussions, the committee recommended approval of the audit engagement letter for the years ending 30 June 2024 and 2025 to the Eke Panuku Board.
23 August 2023 Board	Audit and Risk Committee Recommendations	Following the conclusion of discussions, the Eke Panuku board resolved to approve that the Chair signs the Audit NZ engagement letter to reappoint Karen MacKenzie as auditor for the financial year ending 30 June 2023, 2024 and 2025.

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

8. There are no financial and resourcing impacts of this decision.

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

9. The main risk of this decision is any potential impact on the annual audit with David Walker getting up to speed on Eke Panuku and how it operates. This is mitigated because David has audited Eke Panuku previously, and the Audit Manager remains the same as the past few years.

### Tauākī whakaaweawe Māori | Māori impacts

10. There are no Māori impacts of this decision.

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

11. There are no stakeholder impacts of this decision. The auditor for Auckland Council does not require the auditor for Eke Panuku to provide a report to it on the annual audit, due to the small size of Eke Panuku in relation to the Auckland Council group.

### Tauākī whakaaweawe āhuarangi | Environment and Climate change impacts

12. There are no environment and climate change impacts of this decision.

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

13. The audit engagement letter will be signed by the Chair.

## **Ngā tāpirihanga | Attachments**

Attachment A – Audit Engagement Letter

## **Ngā kaihaina | Signatories**

Carl Gosbee, Chief Financial Officer

David Rankin, Chief Executive

25 January 2024

Paul Majurey  
Chairperson  
Eke Panuku Development Auckland Limited  
PO Box 90343  
Auckland 1142

Tēnā koe Paul

## Audit Engagement Letter

This audit engagement letter is sent to you on behalf of the Auditor-General who is the auditor of all “public entities”, including Eke Panuku Development Auckland Limited (Eke Panuku), under section 14 of the Public Audit Act 2001 (the Act). The Auditor-General has appointed me, David Walker using the staff and resources of Audit New Zealand, under sections 32 and 33 of the Act, to carry out the annual audits of Eke Panuku’s financial statements and performance information. We will be carrying out these annual audits on the Auditor-General’s behalf, for the years ending 30 June 2024 to 30 June 2025.

This letter outlines:

- the terms of the audit engagement and the nature, and limitations, of the annual audit; and
- the respective responsibilities of the Board and me, as the Appointed Auditor, for the financial statements and performance information.

The objectives of the annual audit are:

- to provide an independent opinion on Eke Panuku’s financial statements and performance information; and
- to report on other matters that come to our attention as part of the annual audit (typically those matters will relate to issues of financial management and accountability).

We will carry out the audit in accordance with the Auditor-General’s Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board (collectively the Auditing Standards). The Auditing Standards require that we comply with ethical requirements, and plan and perform the annual audit to obtain reasonable assurance about whether Eke Panuku’s financial statements and performance information are free from material misstatement. The

Auditing Standards also require that we remain alert to issues of concern to the Auditor-General. Such issues tend to relate to matters of financial management and accountability.

### **Your responsibilities**

Our audit will be carried out on the basis that the Board acknowledges that it has responsibility for:

- preparing the financial statements and performance information in accordance with any applicable legal requirements and financial reporting standards;
- having such internal control as determined necessary to enable the preparation of financial statements and performance information that are free from material misstatement, whether due to fraud or error; and
- providing us with:
  - access to all information relevant to preparing the financial statements and performance information such as records, documentation, and other information;
  - all other information, in addition to the financial statements and performance information, to be included in the annual report;
  - additional information that we may request from Eke Panuku for the purpose of the audit;
  - unrestricted access to Board members and employees that we consider necessary; and
  - written confirmation concerning representations made to us in connection with the audit.

The Board's responsibilities extend to all resources, activities, and entities under its control. We expect that the Board will ensure:

- the resources, activities, and entities under its control have been operating effectively and efficiently;
- it has complied with its statutory obligations including laws, regulations, and contractual requirements;
- it has carried out its decisions and actions with due regard to minimising waste;
- it has met Parliament's and the public's expectations of appropriate standards of behaviour in the public sector in that it has carried out its decisions and actions with due regard to probity; and
- its decisions and actions have been taken with due regard to financial prudence.

We expect the Board, and/or the individuals within Eke Panuku with delegated authority, to immediately inform us of any suspected fraud, where there is a reasonable basis that suspected fraud has occurred - regardless of the amount involved. Suspected fraud also includes instances of bribery and/or corruption.

The Board has certain responsibilities relating to the preparation of the financial statements and performance information and in respect of financial management and accountability matters. These specific responsibilities are set out in Appendix 1. Appendix 2 contains some additional responsibilities relating to the health and safety of audit staff. We expect members of the Board to be familiar with those responsibilities and, where necessary, have obtained advice about them.

The Board should have documented policies and procedures to support its responsibilities. It should also regularly monitor performance against its objectives.

## **Our responsibilities**

### ***Carrying out the audit***

We are responsible for forming an independent opinion on whether the financial statements of Eke Panuku:

- present fairly, in all material respects:
  - its financial position; and
  - its financial performance and cash flows for the financial year; and
- comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards.

We are also responsible for forming an independent opinion on whether the performance information of Eke Panuku presents fairly, in all material respects, Eke Panuku's actual performance compared against the performance targets and other measures by which performance is judged in relation to Eke Panuku's objectives.

An audit involves obtaining evidence about the amounts and disclosures in the financial statements and performance information. How we obtain this information depends on our judgement, including our assessment of the risks of material misstatement of the financial statements and performance information, whether due to fraud or error. An audit also includes evaluating the appropriateness of accounting policies and the reasonableness of accounting estimates, as well as evaluating the overall presentation of the financial statements and performance information.

We do not examine every transaction, nor do we guarantee complete accuracy of the financial statements and performance information. Because of the inherent limitations of an audit, together with the inherent limitations of internal control, there is an unavoidable risk that some material misstatements may not be detected, even though the audit is properly planned and performed in accordance with the Auditing Standards.

During the audit, we obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Eke Panuku's internal controls. However, we will communicate to you in writing about any significant deficiencies in internal control relevant to the audit of the financial statements and performance information that we identify during the audit.

During the audit, the audit team will:

- be alert for issues of effectiveness and efficiency - in particular, how the Board and Eke Panuku have carried out their activities;
- consider laws and regulations relevant to the audit;
- be alert for issues of waste - in particular, whether the Board obtained and applied the resources of Eke Panuku in an economical manner, and whether any resources are being wasted;
- be alert for issues of a lack of probity - in particular, whether the Board and Eke Panuku have met Parliament's and the public's expectations of appropriate standards of behaviour in the public sector; and
- be alert for issues of a lack of financial prudence.

### ***Our independence***

It is essential that the audit team and Audit New Zealand remain both economically and attitudinally independent of Eke Panuku, including being independent of management personnel and members of the Board. This involves being, and appearing to be, free of any interest that might be regarded, whatever its actual effect, as being incompatible with the objectivity of the audit team and the Audit New Zealand.

To protect our independence, specific limitations are placed on us in accepting engagements with the Board other than the annual audit. We may accept certain types of other engagements, subject to the requirements of the Auditing Standards. Any other engagements must be the subject of a separate written arrangement between the Board and me or Audit New Zealand.

### ***Reporting***

We will issue an independent audit report that will be attached to the financial statements and performance information. This report contains our opinion on the fair presentation of the financial statements and performance information and whether they comply with the applicable reporting requirements. The audit report may also include comment on other financial management and accountability matters that we consider may be of interest to the addressee of the audit report.

We will also issue a report to the Board. This report communicates any matters that come to our attention during the audit that, in our opinion, are relevant to the Board. Typically, those matters will relate to issues of financial management and accountability. We may also provide other reports to Eke Panuku from time to time. We will inform the Board of any other reports we have issued.

Please note that the Auditor-General may publicly report matters that are identified in the annual audit, in keeping with section 21 of the Public Audit Act 2001.

**Next steps**

Please acknowledge receipt of this letter and the terms of the audit engagement by signing the letter in the space provided and returning a copy to me. The terms will remain effective until a new audit engagement letter is issued.

If you have any questions about the audit generally, or have any concerns about the quality of the audit, you should contact me as soon as possible. If after contacting me you still have concerns, you should contact the Manager, Auditor Appointments at the Office of the Auditor-General on (04) 917 1500.

If you require any further information or wish to discuss the terms of the audit engagement further before replying, please do not hesitate to contact me.

Nāku noa, nā



David Walker  
Appointed Auditor  
On behalf of the Auditor-General

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I acknowledge the terms of this engagement and that I have the required authority on behalf of the Board.

Full name: Paul Majurey Position: Chairperson  
Authorised signature: \_\_\_\_\_ Date: \_\_\_\_\_  
Entity name: Eke Panuku Development Auckland Limited

# Appendix 1: Respective specific responsibilities of the Board and the Appointed Auditor

Responsibilities of the Board	Responsibility of the Appointed Auditor
<b>Responsibilities for the financial statements and performance information</b>	
<p>You are required by legislation to prepare financial statements and performance information in accordance with legal requirements and financial reporting standards.</p> <p>You must also ensure that any accompanying information in the annual report is consistent with that reported in the audited financial statements and performance information.</p> <p>You are required by legislation to prepare the financial statements and performance information and provide that information to us before the statutory reporting deadline. It is normal practice for you to set your own timetable to comply with statutory reporting deadlines. To meet the reporting deadlines, we are dependent on receiving the financial statements and performance information ready for audit and in enough time to enable the audit to be completed. "Ready for audit" means that the financial statements and performance information have been prepared in accordance with legal requirements and financial reporting standards, and are supported by proper accounting records and complete evidential documentation.</p>	<p>We are responsible for carrying out an annual audit, on behalf of the Auditor-General. We are responsible for forming an independent opinion on whether the financial statements:</p> <ul style="list-style-type: none"> <li>• present fairly, in all material respects:               <ul style="list-style-type: none"> <li>○ the financial position; and</li> <li>○ the financial performance and cash flows for the financial year; and</li> </ul> </li> <li>• comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards.</li> </ul> <p>We are also responsible for forming an independent opinion on whether the performance information of Eke Panuku presents fairly, in all material respects, the company's actual performance as compared with the performance targets and other measures by which performance is judged in relation to the company's objectives.</p> <p>We will also read the other information accompanying the financial statements and performance information and consider whether there are material inconsistencies with the audited financial statements and performance information.</p>

Responsibilities of the Board	Responsibility of the Appointed Auditor
	<p>Materiality is one of the main factors affecting our judgement on the areas to be tested and on the timing, nature, and extent of the tests and procedures performed during the audit. In planning and performing the annual audit, we aim to obtain reasonable assurance that the financial statements and performance information do not have material misstatements caused by either fraud or error. Material misstatements are differences or omissions of amounts and disclosures that, in our judgement, are likely to influence the audit report addressee’s overall understanding of the financial statements and performance information.</p> <p>If we find material misstatements that are not corrected, they will be referred to in the audit opinion. The Auditor-General’s preference is for you to correct any material misstatements and avoid the need for them to be referred to in the audit opinion.</p> <p>An audit also involves evaluating:</p> <ul style="list-style-type: none"> <li>• the appropriateness of accounting policies used and whether they have been consistently applied;</li> <li>• the reasonableness of the significant accounting estimates and judgements made by those charged with governance;</li> <li>• the appropriateness of the content and measures in any performance information;</li> <li>• the adequacy of the disclosures in the financial statements and performance information; and</li> <li>• the overall presentation of the financial statements and performance information.</li> </ul> <p>We will ask you for written confirmation of representations made about the financial statements and performance information. In particular, we will seek confirmation that:</p> <ul style="list-style-type: none"> <li>• the adoption of the going concern basis of accounting is appropriate;</li> <li>• all material transactions have been recorded and are reflected in the financial statements and performance information;</li> </ul>

Responsibilities of the Board	Responsibility of the Appointed Auditor
	<ul style="list-style-type: none"> <li>• all instances of non-compliance or suspected non-compliance with laws and regulations have been disclosed to us; and</li> <li>• uncorrected misstatements noted during the audit are immaterial to the financial statements and performance information.</li> </ul> <p>Any representation made does not in any way reduce our responsibility to perform appropriate audit procedures and enquiries.</p> <p>We will ensure that the annual audit is completed by the reporting deadline or, if that is not practicable because of the non-receipt or condition of the financial statements and performance information, or for some other reason beyond our control, as soon as possible after that.</p> <p>The work papers that we produce in carrying out the audit are the property of the Auditor-General. Work papers are confidential to the Auditor-General and subject to the disclosure provisions in section 30 of the Public Audit Act 2001.</p>
Responsibilities for the accounting records	
<p>You are responsible for maintaining accounting and other records that:</p> <ul style="list-style-type: none"> <li>• correctly record and explain the transactions of Eke Panuku;</li> <li>• enable you to monitor the resources, activities, and entities under your control;</li> <li>• enable Eke Panuku’s financial position to be determined with reasonable accuracy at any time;</li> <li>• enable you to prepare financial statements and performance information that comply with legislation (and that allow the financial statements and performance information to be readily and properly audited); and</li> <li>• are in keeping with the requirements of the Commissioner of Inland Revenue.</li> </ul>	<p>We will perform sufficient tests to obtain reasonable assurance as to whether the underlying records are reliable and adequate as a basis for preparing the financial statements and performance information.</p> <p>If, in our opinion, the records are not reliable or accurate enough to enable the preparation of the financial statements and performance information and the necessary evidence cannot be obtained by other means, we will need to consider the effect on the audit opinion.</p>

Responsibilities of the Board	Responsibility of the Appointed Auditor
<b>Responsibilities for accounting and internal control systems</b>	
<p>You are responsible for establishing and maintaining accounting and internal control systems (appropriate to the size of Eke Panuku), supported by written policies and procedures, designed to provide reasonable assurance as to the integrity and reliability of financial and performance information reporting.</p>	<p>The annual audit is not designed to identify all significant weaknesses in your accounting and internal control systems. We will review the accounting and internal control systems only to the extent required to express an opinion on the financial statements and performance information.</p> <p>We will report to you separately, on any significant weaknesses in the accounting and internal control systems that come to our notice and that we consider may be relevant to you. Any such report will provide constructive recommendations to assist you to address those weaknesses.</p>
<b>Responsibilities for preventing and detecting fraud and error</b>	
<p>The responsibility for the prevention and detection of fraud and error rests with you, through the implementation and continued operation of adequate internal control systems (appropriate to the size of Eke Panuku) supported by written policies and procedures.</p> <p>We expect you to formally address the matter of fraud, and formulate an appropriate policy on how to minimise it and (if it occurs) how it will be dealt with. Fraud also includes bribery and corruption.</p> <p>We expect you to consider reporting all instances of actual, suspected, or alleged fraud to the appropriate law enforcement agency, which will decide whether proceedings for a criminal offence should be instituted. We expect you to immediately inform us of any suspected fraud where you, and/or any individuals within Eke Panuku with delegated authority have a reasonable basis that suspected fraud has occurred - regardless of the amount involved.</p>	<p>We design our audit to obtain reasonable, but not absolute, assurance of detecting fraud or error that would have a material effect on the financial statements and performance information. We will review the accounting and internal control systems only to the extent required for them to express an opinion on the financial statements and performance information, but we will:</p> <ul style="list-style-type: none"> <li>• obtain an understanding of internal control and assess its ability for preventing and detecting material fraud and error; and</li> <li>• report to you any significant weaknesses in internal control that come to our notice.</li> </ul> <p>We are required to immediately advise the Office of the Auditor-General of all instances of actual, suspected, or alleged fraud.</p> <p>As part of the audit, you will be asked for written confirmation that you have disclosed all known instances of actual, suspected, or alleged fraud to us.</p>

Responsibilities of the Board	Responsibility of the Appointed Auditor
	<p>If we become aware of the possible existence of fraud, whether through applying audit procedures, advice from you, or management, or by any other means, we will communicate this to you with the expectation that you will consider whether it is appropriate to report the fraud to the appropriate law enforcement agency. In the event that you do not report the fraud to the appropriate law enforcement agency, the Auditor-General will consider doing so, if it is appropriate for the purposes of protecting the interests of the public.</p>
Responsibilities for compliance with laws and regulations	
<p>You are responsible for ensuring that Eke Panuku has systems, policies, and procedures (appropriate to the size of Eke Panuku) to ensure that all applicable legislative, regulatory, and contractual requirements that apply to the activities and functions of Eke Panuku are complied with. Such systems, policies, and procedures should be documented.</p>	<p>We will obtain an understanding of the systems, policies, and procedures put in place for the purpose of ensuring compliance with those legislative and regulatory requirements that are relevant to the audit. Our consideration of specific laws and regulations will depend on a number of factors, including:</p> <ul style="list-style-type: none"> <li>• the relevance of the law or regulation to the audit;</li> <li>• our assessment of the risk of non-compliance; and</li> <li>• the impact of non-compliance for the addressee of the audit report.</li> </ul> <p>The way in which we will report instances of non-compliance that come to our attention will depend on considerations of materiality or significance. We will report to you and to the Auditor-General all material and significant instances of non-compliance.</p> <p>We will also report to you any significant weaknesses that we observe in internal control systems, policies, and procedures for monitoring compliance with laws and regulations.</p>

Responsibilities of the Board	Responsibility of the Appointed Auditor
<b>Responsibilities to establish and maintain appropriate standards of conduct and personal integrity</b>	
<p>You should at all times take all practicable steps to ensure that your members and employees maintain high standards of conduct and personal integrity. You should document your expected standards of conduct and personal integrity in a “Code of Conduct” and, where applicable, support the “Code of Conduct” with policies and procedures.</p> <p>The expected standards of conduct and personal integrity should be determined by reference to accepted “Codes of Conduct” that apply to the public sector.</p>	<p>We will have regard to whether you maintain high standards of conduct and personal integrity – particularly in matters relating to financial management and accountability. Specifically, we will be alert for significant instances where members and employees of Eke Panuku may not have acted in accordance with the standards of conduct and personal integrity expected of them.</p> <p>The way in which we will report instances that come to our attention will depend on significance. We will report to you and to the Auditor-General all significant departures from expected standards of conduct and personal integrity that come to our attention during the audit.</p> <p>The Auditor-General, on receiving a report from us, may, at his discretion and with consideration of its significance, decide to conduct a performance audit of, or an inquiry into, the matters raised. The performance audit or inquiry will be subject to specific terms of reference, in consultation with you. Alternatively, the Auditor-General may decide to publicly report the matter without carrying out a performance audit or inquiry.</p>
<b>Responsibilities for conflicts of interest and related parties</b>	
<p>You should have policies and procedures to ensure that your members and employees carry out their duties free from bias.</p> <p>You should maintain a full and complete record of related parties and their interests. It is your responsibility to record and disclose related-party transactions in the financial statements and performance information in accordance with generally accepted accounting practice.</p>	<p>To help determine whether your members and employees have carried out their duties free from bias, we will review information provided by you that identifies related parties, and will be alert for other material related-party transactions. Depending on the circumstances, we may enquire whether you have complied with any statutory requirements for conflicts of interest and whether these transactions have been properly recorded and disclosed in the financial statements and performance information.</p>

Responsibilities of the Board	Responsibility of the Appointed Auditor
<b>Responsibilities for publishing the audited financial statements on a website</b>	
<p>You are responsible for the electronic presentation of the financial statements and performance information on the public entity’s website. This includes ensuring that there are enough security and controls over information on the website to maintain the integrity of the data presented.</p> <p>If the audit report is reproduced in any medium, you should present the complete financial statements, including notes, accounting policies, and any other accountability statements.</p>	<p>Examining the controls over the electronic presentation of audited financial statements and performance information, and the associated audit report, on your website is beyond the scope of the annual audit.</p>

## **Appendix 2: Health and safety of audit staff**

The Auditor-General and Audit New Zealand take seriously their responsibility to provide a safe working environment for audit staff. Under the Health and Safety at Work Act 2015 we need to make arrangements with you to keep our audit staff safe while they are working at your premises. We expect you to provide a safe work environment for our audit staff. This includes providing adequate lighting and ventilation, suitable desks and chairs, and safety equipment, where required. We also expect you to provide them with all information or training necessary to protect them from any risks they may be exposed to at your premises. This includes advising them of emergency evacuation procedures and how to report any health and safety issues.

# Decision paper: Draft Statement of Intent 2024-27

Author: Kingsha Changwai, Manager Corporate Risk and Reporting Manager

March 2024

## Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. approve the draft Statement of Intent 2024-27 for submission to Auckland Council, subject to changes identified by the Board being made.
- b. that the board chair and chief executive be delegated authority to finalise any changes to the Statement of Intent 2024-27 text after the meeting.

## Whakarāpopototanga matua | Executive summary

1. The draft Statement of Intent (SOI) addresses expectations contained in the Mayor's Letter of Expectation (LOE).
2. The Board to note key changes to the SOI and two outstanding issues that are being addressed.
3. The draft SOI is included as Attachments A of this report.

## Horopaki | Context

### Matapaki | Discussion

1. The SOI has been updated and includes responses to general and specific expectations in the council Letter of Expectations (LOE).
2. The SOI aligns with the draft LTP budgets, programmes, and performance measures for Eke Panuku.
3. We point out the following areas in the SOI for the Board's attention:

#### SOI Part 1 - Strategic overview

4. The LOE responses is summarised on page 6 of the SOI and a full version of the LOE is now published on our website.
5. The text in Part 1 of the SOI has been reduced, making this section of the SOI more succinct.

6. The Property Portfolio profile on page 14 outlines information on revenue generating properties (market or restricted) and non-revenue generating properties. This provides the council a more accurate picture that a proportion of the properties we manage are not revenue generating and have restrictions on our ability to maximise rent. These properties still require maintenance and management. This builds on our recent presentation to the CCO Direction and Oversight Committee.

### **SOI Part 2 - Statement of performance expectation**

7. The programmes and projects under part 2 of the SOI, Statement of Performance Expectation have been updated to reflect project review and reprioritisation carried out as part of the LTP process.
8. The performance measures in the Statement of Service Performance have been reviewed, updated and align with our submission to the LTP. LTP performance measures and targets in the SOI have not changed. They include net new dwellings, percentage of capital project milestones achieved, property portfolio net annual operating budget surplus and monthly average occupancy for tenantable properties.
9. Asset sale targets set for 30 June 2025 in the SOI include Transform & Unlock sales of \$45m and Asset Recycling sales of \$45m. The Asset Recycling sales target contributes to the \$300m ten-year target set for the council group in the draft LTP. These targets have to be approved by the Board annually before sharing with the council.
10. The number of Māori initiatives has been reduced from 40 to 10 in FY25 to focus on significant initiatives only. This responds to the recommendation in the review of Eke Panuku's performance measures by council carried out by KPMG. KPMG recommended that Eke Panuku focus on a smaller number of initiatives. Significant initiatives include commercial opportunities presented to Māori and subsequent development partnerships, major placemaking events such as Matariki and opportunities in terms of design, art and business.
11. The Mana Whenua satisfaction survey target has changed from 5% increase on previous year to maintain or improve (equal to or greater than 5%) on previous year. Given the small sample size, the range of issues we engage on and our limited resources, it is difficult to continually increase satisfaction yearly.

### **Outstanding matters**

The following information will be added to the final version of the SOI that will be sent to the Council:

- The budgets and financial information in part 2 of the SOI, including note disclosures are being aligned with LTP budgets.
- Information on our engagement and relationship with Maatawaka groups being developed as a result of discussions with the CCO Strategic and Oversight Committee 12 March 2024. This will be added to the final SOI.

## **Hīraunga | Implications**

## **Ngā ritenga ā-pūtea | Financial implications**

12. The draft SOI includes the draft FY25 budget.

## **Tauākī whakaaweawe Māori | Māori impact**

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

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

15. The programme of work set out in the draft SOI contributes to achieving objectives in the Auckland Plan, Development Strategy, and the regeneration of town centres. A communications strategy is being deployed with key stakeholders.
16. Stakeholders are not typically engaged in the development of our SOI, but more directly in the development of the programmes of work.

## **Ngā whakaaweawe rauemi | Resourcing impacts**

17. Resources are covered through 2024-25 Annual Plan funding.

## **Tauākī whakaaweawe āhuarangi | Climate change impacts**

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

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

19. Key dates for finalising the SOI are:
  - a. Board approves draft SOI – 27 March 2024
  - b. Submit Draft SOI to council – 31 March 2024
  - c. Council provides SOI feedback - 1 May 2024
  - d. Board approves final SOI – 24 July 2024
  - e. Board approved SOI submitted to council – 30 July 2024

## **Ngā tāpirihanga | Attachments**

Attachment A - Draft SOI 2024-27

## **Ngā kaihaina | Signatories**

Brenna Waghorn, GM Strategy & Planning

David Rankin, Chief Executive



panuku

# *Statement* of Intent

2024-27

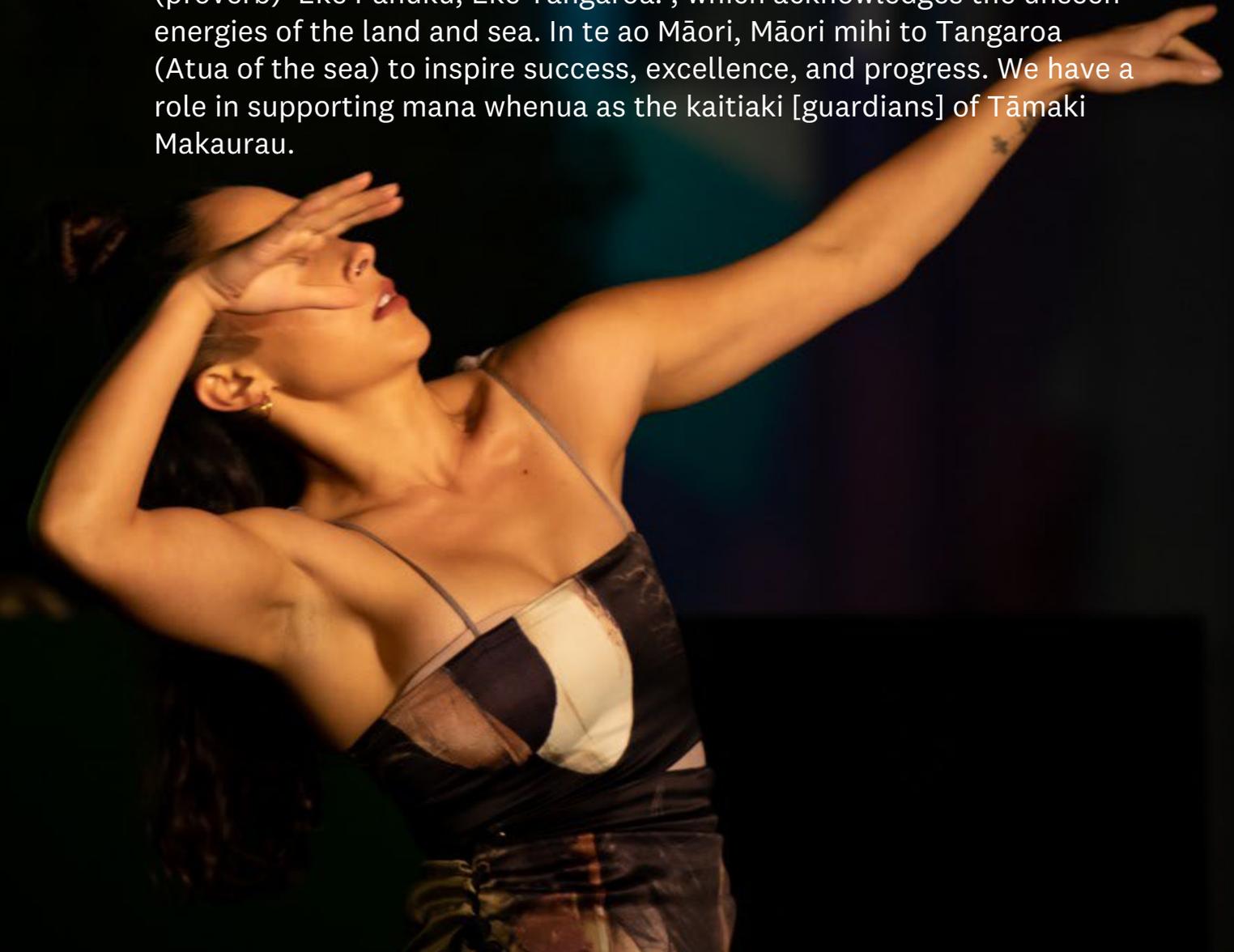
## Me Mihi

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 ō 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 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, include stage one of a mixed-use development in Takapuna, 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.

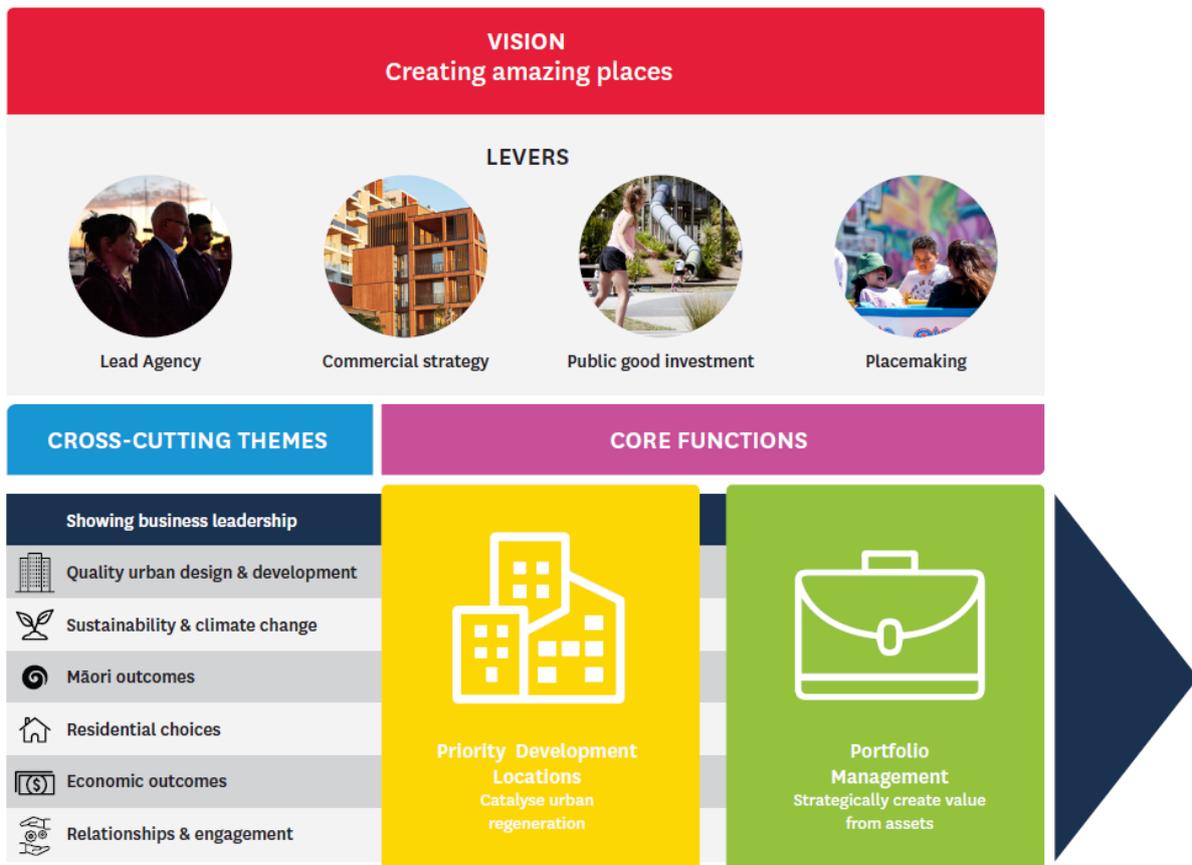
This Statement of Intent (SOI) was adopted by the Eke Panuku Board in July 2024.

#### 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](http://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, 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 (draft) SOI is aligned with the (draft) 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.
- The restoration of the \$100m Strategic Development Fund will enable more comprehensive regeneration of run-down parts of Auckland. Eke Panuku will work with council on the future urban regeneration programme, should funding be 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.
- 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 continue 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 next stage of the port precinct development work, including master planning of the central wharves, in line with Governing Body direction. This includes looking at low-cost initiatives to activate the central wharves and 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
  - Review of the group property model to remove unnecessary duplication.
  - A Section S17A review of the ongoing management of marinas.
  - The taskforce on service property optimisation.

## 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 Auckland, 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"> <li>• Placemaking ensures local people play a strong collaborative role in the building of their public places and have a strong relationship and commitment to their communities.</li> <li>• Improving town centres to be vibrant, attractive, and accessible to all (via design, planning and project delivery).</li> <li>• Partnering with Community Facilities to deliver accessible, multi-functional community facilities for the future.</li> <li>• Engaging local communities on local projects and urban change increasing participation and sense of pride.</li> </ul>
 Homes and Places	Urban living – residential choices & high-quality urban development	<ul style="list-style-type: none"> <li>• Leading urban regeneration and facilitating quality urban development in town centres, to support a compact urban form and more sustainable transport.</li> <li>• Implementing the Thriving Town Centres Guidance, endorsed by council.</li> <li>• Creating quality public spaces that are inclusive, accessible and contribute to urban living and civic life.</li> <li>• 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).</li> </ul>
	Partnership with mana whenua and	<ul style="list-style-type: none"> <li>• Enabling commercial opportunities and capacity building for iwi.</li> <li>• Reflecting mana whenua mātauranga and Māori design principles in public realm projects to showcase Māori identity.</li> </ul>

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

## Māori Outcomes

Eke Panuku will implement the **Achieving Mana Whenua Outcomes (AMWO) plan**, developed with mana whenua. 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.

Through our projects and where appropriate, Eke Panuku engages with Māori developers, suppliers, businesses, and communities.

Eke Panuku recognises the role of the Independent Māori Statutory Board (IMSB) to assist Auckland Council to promote the cultural economic, environmental, and social outcomes significant to mana whenua and mataawaka. Eke Panuku engages with the IMSB both at the board and management levels. Eke Panuku values IMSB input on significant decisions within our work programmes. The Achieving Mana Whenua Outcomes (AMWO) plan is strategically aligned against the IMSB Issues of Significance. As we deliver our three-year programme to achieve positive outcomes for Māori, we will also be assisting the IMSB to realise their aspirations.

### **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 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 and to undertake climate disclosure reporting
- undertaking carbon assessment of capital projects to understand and reduce embodied emissions.

## 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
<b>City Centre Masterplan</b>	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.
<b>Economic Development Action Plan</b>	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.
<b>Waste Management and Minimisation Plan 2018</b>	Working towards zero waste events, reducing construction and demolition waste, and supporting sustainable procurement.
<b>Auckland’s Urban Ngahere (Forest) Strategy 2019</b>	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.
<b>Auckland Water Strategy 2022-2050</b>	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.
<b>Future Development Strategy and Infrastructure Strategy</b>	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.
<b>Thriving Communities Strategy</b>	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 prepared 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 involving 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 the of the 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.

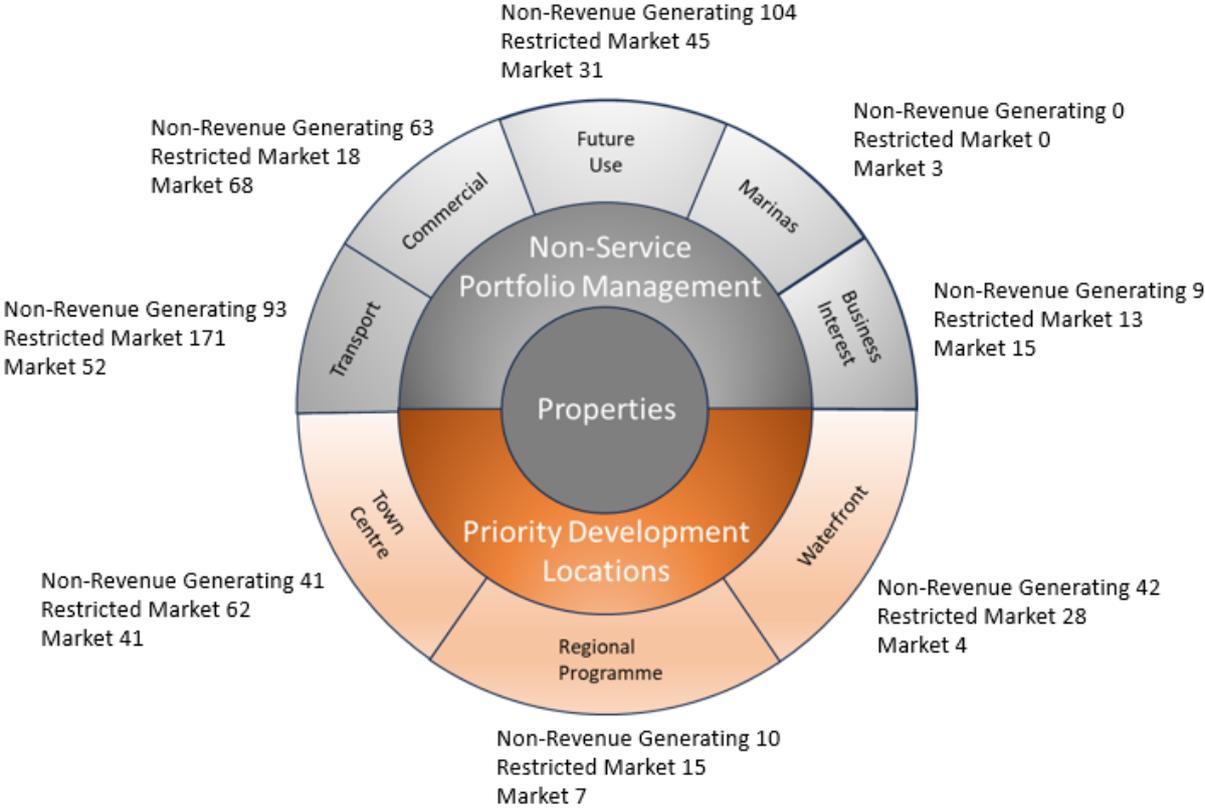
## Property and Marina Management

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 main category of properties includes commercial, retail, and residential properties, some types of properties in these categories include hospitality, homes, landfills, quarries, and forestry. The objectives for sites vary, some sites 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 are not revenue producing properties as they serve different purposes or are otherwise restricted in use but still require maintenance or management. 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 Property Development Locations. It 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. 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. 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 big 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, 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.*

## 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 seven 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 Draft 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.

Our programme will be updated in line with the LTP 2024-34 approved budgets in June 2024 and we will carry out engagement and communication with Local Board and Stakeholders on the final list of projects.

### 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.

<b>NORTH</b>		
<b>NORTHCOTE</b>		
Staged redevelopment of town centre delivering shops, eateries, new homes, and an extended community hub and improved roading connections.		
Link: <a href="https://www.ekepanuku.co.nz/neighbourhoods/northcote/">https://www.ekepanuku.co.nz/neighbourhoods/northcote/</a>		
<b>2024/2025 project delivery</b>		<b>Indicative programme benefits</b>
<b>Northcote town centre development</b> – creating new homes, upgrading retail offering and public space.	Progress the process to select a preferred developer.	Approx. 570 new homes and 10,000sqm commercial.
<b>Northcote town centre streets</b> – extending Ernie Mays Street, a key part of the road network.	Final business case, developed design and resource consent lodged.	2800 sqm streetscape.
<b>Northcote community hub and Puāwai / Cadness Reserve upgrade</b> – 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.	Refurbished building and 1500sqm of new community hub space, plus 5,000sqm public space.
<b>2025-2027 project delivery (following 2 years)</b>		
<ul style="list-style-type: none"> <li>Northcote Central – agree development agreement and progress development sites with selected development partner/s.</li> <li>Northcote community hub – commence construction.</li> <li>Northcote town centre streets – commence construction of Ernie Mays Street.</li> </ul>		
<b>TAKAPUNA</b>		
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: <a href="https://www.ekepanuku.co.nz/neighbourhoods/takapuna/">https://www.ekepanuku.co.nz/neighbourhoods/takapuna/</a>		
<b>2024/2025 project delivery</b>		<b>Indicative programme benefits</b>
<b>Auburn Street development site</b> – high-rise build-to-rent residential and commercial outcomes.	Progress site sale to unconditional stage.	Approx. 300 new homes 1,500 sqm commercial.
<b>Anzac Street development site</b> – 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.
<b>2025-2027 project delivery (following 2 years)</b>		
<ul style="list-style-type: none"> <li>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.</li> <li>Auburn Street development site – progress development with developer.</li> </ul>		

## 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
<p><b>Continue to foster city centre development Partnerships:</b> In partnership with the private sector, continue to facilitate and deliver on current development opportunities including:</p> <ul style="list-style-type: none"> <li>• Downtown Carpark redevelopment</li> <li>• Symphony Centre</li> <li>• Bledisloe House</li> </ul>	<ul style="list-style-type: none"> <li>• Downtown Carpark – Achieve an unconditional sale to deliver a high-quality, sustainable, and mixed-use development that contributes positively to Auckland’s cityscape.</li> <li>• Symphony Centre progress development agreement to unconditional stage.</li> <li>• Bledisloe House progress development agreement.</li> </ul>	<p>Downtown: 80,000 sqm commercial / retail GFA. Approx. 200 new homes.</p>
<p><b>City Centre Action Plan:</b> Update action plan in response to Long-term Plan decisions and continue to work across the group to provide an integrated view of key investment decisions to support the FY26 annual plan.</p>	<p>Aligned funding decision to inform the 2025-2026 Annual Plan.</p>	<p>Aligned investment programme and best for city centre decisions.</p>
<p><b>Planning for the future:</b> Work across the council group and key partners to define our future regeneration plans, bringing together transport planning, public realm, and development opportunities with the requirements of each place.</p>	<p>Precinct regeneration plans for:</p> <ul style="list-style-type: none"> <li>• Queen Street Waihorotiu Valley</li> <li>• Te Toangaroa / East City</li> <li>• Victoria Quarter</li> <li>• Central Waterfront</li> </ul>	<p>Clear regeneration programmes for our city centre precincts that will input into the 2028-2038 Long-term Plan process.</p>
<p><b>Improving the experience of the city centre:</b></p> <ul style="list-style-type: none"> <li>• Working across the council group, the Crown, social services, and community groups to continue to lift central city safety and safety perceptions.</li> <li>• Utilising the findings from the Te Komititanga Place Pilot, we will implement a place management plan for the central waterfront focused on ensuring this area is both vibrant and well-functioning, with a focus on getting the basics right.</li> </ul>	<ul style="list-style-type: none"> <li>• An integrated city centre safety action plan, setting out a clear governance structure and clarifying roles, responsibilities, and resources.</li> <li>• Prepare and resource a place management plan for the central waterfront which focuses on “getting the basics right” and creating a vibrant and attractive destination.</li> </ul>	<p>Enhanced experience for people who live, work, learn and visit the city centre.</p>
<p><b>Maximise benefits of CRL:</b> 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.</p>	<ul style="list-style-type: none"> <li>• Progress Karanga-a-Hape Station Neighbourhood</li> <li>• Progress Midtown Programme.</li> </ul>	
<p><b>Supporting residential growth in the city centre:</b></p>	<ul style="list-style-type: none"> <li>• Prepare a work programme focussing on supporting existing residents in the immediate future.</li> <li>• Prepare a plan to support residential growth in the medium to longer term through prioritised use of supply and demand levers.</li> </ul>	<p>Maintaining and growing the city centre population</p>
<p><b>2025-2027 project delivery (following 2 years)</b></p> <ul style="list-style-type: none"> <li>• 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 Wai Horotiu station.</li> <li>• 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.</li> </ul>		

## 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/>

### 2024/2025 project delivery

- Commence statutory process with Whenua Haumi Limited Partnership for three mixed-use development sites adjacent to new Maungawhau Station subject to rights of first refusal.

### 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, we will lead on design with mana whenua on the public open space guided by the 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
<b>Precinct Stage 3 development</b> – This includes three commercial buildings with a 5 Greenstar rating, basement carparks, public open space, and public laneway.	Construction Completion by 31 March 2026 This is built by our development partner.	22,000 sqm commercial.
<b>North Wharf development site</b> – mixed-use development on the waterfront.	Achieve a conditional long term lease agreement.	6,600 sqm commercial.
<b>Te Ara Tukutuku (Wynyard Point) planning and design</b> – 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 September 2024.	50,000 sqm public realm, infrastructure upgrades.
<b>Westhaven Seawall Upgrade</b> – providing protection from wave overtopping during storm events and prevention of damage to property.	Complete construction Feb 2025.	1,500 sqm of seawall and public space.
<b>Water Edge Response Works</b> – 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)

- Progress Te Ara Tukutuku project design phase and early works
- Deliver public art project at Daldy Street
- Progress North Wharf site. Continue to monitor development outcomes delivered by other development partners at the Wynyard Quarter
- Complete Westhaven Seawall Upgrade and other funded capital projects.
- Progress Westhaven AC to AG Pier upgrade.

## 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
<b>Avondale Central development</b> – 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 400 sqm public space.
<b>Te Hono - Avondale community hub and town square</b> – integrating the town square with the Auckland Council-led Avondale community hub.	Complete developed design for the town square.	5,300 sqm of new civic space by 2027.

#### 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
<b>Wai Horotiu Henderson connection (formerly Oratia Link cycleway)</b> – 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.	Stage one is approximately 2,600m <sup>2</sup> .
<b>Catherine Plaza</b> – to enhance connections, activation, outdoor dining space, landscaping.	Commence construction.	900 sqm public space.

**2025-2027 project delivery (following 2 years)**

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



**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
<b>Waiapu precinct</b> – mixed-use residential, commercial developments and new public space including a playground and connections across the town centre.	Commence construction of enabling works.	Estimated 10,500sqm public space, 9,000sqm commercial and Approx. 120 new homes.
<b>Waiapu Lane and Selwyn Street development sites</b> – new supermarket development.	Progress the sale.	Supermarket of approximately 4,000 sqm.
<b>Waiapu Precinct site acquisitions</b> – properties are in a strategic location adjacent to land that the council owns.	Conditional sale and purchase development agreement achieved.	Acquisition of sites to enable two urban renewal development sites and better connections in the town centre.
<b>Paynes Lane streetscape enhancement</b> – enabling a key east-west pedestrian friendly corridor.	Commence construction.	1800 sqm public space.
<b>Onehunga wharf public space</b> – create public space to be used by the community in the medium term.	Final business case approved.	

**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.

**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/>

<b>2024/2025 project delivery</b>		<b>Indicative programme benefits</b>
<b>Ellerslie-Panmure Highway development site</b> – to enable a residential or commercial development.	Unconditional development agreement reached.	3000sqm commercial.
<b>Basin View Lane development site</b> – to enable a residential or commercial development.	Conditional development agreement reached.	Approx. 10 new homes or 600sqm commercial.
<b>Lagoon Drive development site</b> – to enable a residential or commercial development.	Conditional development agreement reached.	Approx. 10 new homes or 1000sqm commercial.
<b>Kings Road development site</b> – to deliver new homes.	Unconditional development agreement reached and consenting progressed.	Approx. 36 new homes.
<b>Lagoon Edge Reserve Enhancement</b> – creating an urban waterfront park adjacent to the existing Lagoon Pools.	Commence construction.	4,500 sqm 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 300sqm commercial.



**Lagoon Drive connection**

**Maungarei Connection**

## 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 <b>development sites</b> in Manukau subject to market conditions.	Progress necessary statutory/legal processes and approvals.	Commercial, mixed-use, and residential developments.
<b>Puhinui Regeneration- Te Aka Raataa Stage 1 Raataa Vine</b> - 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).
<b>Puhinui Regeneration- Te Aka Raataa Stage 2 Te Whatu Ora site</b> - construction of new walkway, shared path, stormwater and green infrastructure along stream corridor connecting central Wiri to the Botanic Gardens and Manukau City Centre to support development.	Resource consent lodged.	13,000 sqm upgraded open space amenity after 3 years (FY27).
<b>Osterley Way Civic Streetscape Works</b> – A 120m streetscape upgrade including two intersections with landscaping, new surfacing, lighting, wayfinding and separated cycleway.	<ul style="list-style-type: none"> <li>Obtain Resource Consent</li> <li>Obtain asset owner approval</li> <li>Completion of tender documents.</li> </ul>	2,200 sqm streetscape.
<b>Hayman Park wetlands</b> – capital works to improve water quality treatment and extended detention for stream protection. A new shared pathway and open space amenity.	Resource consent granted.	Planting 7,000 sqm by 2027. Pathway/boardwalks 4,000 sqm by 2027.

#### 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.



Hayman Park



Puhinui Regeneration – Te Aka Raataa

<b>PAPATOETOE</b>		
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: <a href="https://www.ekepanuku.co.nz/neighbourhoods/old-papatoetoe/">https://www.ekepanuku.co.nz/neighbourhoods/old-papatoetoe/</a>		
<b>2024/2025 project delivery</b>		<b>Indicative programme benefits</b>
<b>St George Street residential development (PikoToetoe)</b> – new homes built over the next 18 months.	Continue to support and facilitate construction progress and staged completion of units.	Approx. 82 new homes (first stage well underway).
<b>Cambridge Terrace extension and car park</b> – includes upgraded streetscape, laneways, and shared path / cycleway.	Construction commenced.	780 sqm streetscape 950 sqm shared path /cycleway.
<b>Stadium Reserve Capital Works</b> – 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 public space.
<b>Chambers Laneway Capital Works</b> – provides a high quality upgraded accessway to new developments and open space amenities.	Practical completion achieved.	1180 sqm of laneway.
<b>2025-2027 project delivery (following 2 years)</b>		
<ul style="list-style-type: none"> <li>Complete the Cambridge Terrace extension and carpark, Stadium Reserve Capital Works and Chambers Laneway enabling and catalysing further private redevelopment to occur.</li> </ul>		
<b>PUKEKOHE</b>		
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: <a href="https://www.ekepanuku.co.nz/neighbourhoods/pukekohe/">https://www.ekepanuku.co.nz/neighbourhoods/pukekohe/</a>		
<b>2024/2025 project delivery</b>		<b>Indicative programme benefits</b>
<b>Edinburgh superblock</b> – Flagship town centre development site for redevelopment.	Conditional Agreement achieved.	20,000 sqm GFA.
<b>Roulston Park Upgrade</b> – an upgrade all-age-friendly playground in the park.	Construction commenced.	4600 sqm public space.
<b>Double traffic light upgrade</b> – at East, King, Manukau, and Massey roads.	Construction completed.	6,000 sqm of streetscape.
<b>Market Precinct Capital Works</b> – an upgraded Roulston St, Devon Lane and enhancements to the town square to support markets and events.	Resource Consent lodged.	3,500 sqm streetscape upgrade. 500 sqm public realm upgrade (part of the town square).
<b>2025-2027 project delivery (following 2 years)</b>		
<ul style="list-style-type: none"> <li>Roulston Park upgrade construction completed.</li> <li>Market Precinct stage one construction completed.</li> <li>Edinburgh superblock development partner secured.</li> <li>Site sales programme continues.</li> </ul>		
<b>URBAN REGENERATION</b>		
<b>REGIONAL PROGRAMMES</b>		
<b>Over the next three years:</b>		
<ul style="list-style-type: none"> <li>Continue work on the <b>Eastern Busway Urban Regeneration programme</b> in neighbourhoods along the route of the Busway in Pakuranga.</li> <li>Continue to progress the sale of various single sites that make up the <b>‘support’ development category and the general asset portfolio</b> approved for sale and development by the council.</li> </ul>		

- 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
<b>Wasp Hangar and YDL development sites, Launch Road, Hobsonville</b> - we will approach an agent with a view to taking both lots to the open market mid-year.	Progress sale.	Retention of Wasp Hangar for commercial, retail, or residential. Approx. dwellings density at 40 to 150 per hectare.
<b>Dominion and Valley Roads, Mount Eden site</b> – this is a mixed-use development of sustainable dwellings and commercial space.	Progress sale.	Approx. 146 new homes 600 sqm commercial.
<b>Haddington Drive, Ormiston</b> – a residential development site.	Go to market to find a development partner.	Approx. 30 new homes.
<b>Own Your Own Home portfolio</b> – 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 includes commercial, residential, and waterfront public assets. We optimise return to the council and service to the public. The focus is **on asset management planning, new projects, asset renewals and planned maintenance**, that includes maintaining levels of service for property management and marina and accommodate for marina growth.

2024/2025 project delivery		Indicative programme benefits
<b>Manukau Harbour/Wairopa Channel Works</b> – renewal of channel navigational markers to meet NZ Maritime and international standards, Onehunga Wharf.	Complete construction.	Beacon, Channel Marker, and Buoy
<b>Shed E, Onehunga</b> – 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.	Construction.	Upgrade asset to maximise rental revenue.
<b>Z Pier building at 31 Westhaven Drive</b> - 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)**

- Progress Westhaven AC to AG Pier upgrade.
- We will also continue to implement our leasing strategies to gain more revenue for the Council and maintain condition of assets and properties with our asset renewals 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's significant and material performance measures relates 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
<b>Urban regeneration programmes and projects</b>						
1	Net new dwellings (housing units) <sup>1</sup> – LTP performance measure	Achieved 364	60	157	179	360
2	Public realm – square meters <sup>2</sup>	Achieved 14,952 sqm	7,000 sqm	7000 sqm	7000 sqm	7000 sqm
3	The percentage of significant capital project milestones approved by the board achieved – LTP performance measure <sup>3</sup>	Not Achieved 67%	80%	80%	80%	80%
4	Achieve board approved Transform and Unlock (T&U) sales for the financial year through unconditional agreements <sup>4</sup>	Not Achieved \$13.7m	\$40m	Target approved by Board \$45m	Target to be approved by Board annually	Target to be approved by Board annually
5	The asset recycling target agreed with the Auckland Council <sup>5</sup>	Achieved \$87.7m	\$115m	Target agreed annually with Auckland Council \$45m	Target agreed annually with Auckland Council	Target agreed annually with Auckland Council
<b>Property Portfolio and Marina Management</b>						
6	Annual property portfolio net operating budget result agreed with the council achieved <sup>6</sup> – LTP performance measure	Achieved \$25.4m	\$19.4m	\$18m	\$16m	\$17m
7	The monthly average occupancy rate for tenatable properties <sup>7</sup> – 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 <sup>8</sup>	Achieved 90%	88%	88%	88%	88%
<b>Sector Leadership</b>						
9	Creating positive outcomes for Māori Deliver a number of ongoing or new significant initiatives that support Māori Outcomes <sup>9</sup>	Achieved 51	40	10	10	10

Key Performance Indicator		Actual 22/23	Annual Plan	Targets		
			23/24	24/25	25/26	26/27
10	Enhancing the relationship between Eke Panuku and mana whenua. Increasing the percentage of satisfaction with the support they receive from Eke Panuku <sup>10</sup>	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
11	The percentage of complaints received by Eke Panuku are resolved within 10 working days.	Achieved 100%	80%	80%	80%	80%

<sup>1</sup> 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.

<sup>2</sup> 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.

<sup>3</sup> 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.

<sup>4</sup> 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.

<sup>5</sup> 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.

<sup>6</sup> 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.

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

<sup>8</sup> The marina satisfaction survey is carried out by independent service provider.

<sup>9</sup> 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 partner on significant development, or a large event such as Matariki. This is a recommendation on the review of Eke Panuku performance measures by the council.

<sup>10</sup> The Mana Whenua satisfaction survey is carried out by independent service provider.

## FY24 – 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
Isthmus	Onehunga	1. Waiapu Precinct public realm and enabling works	Commence construction	10,500 sqm public space
	Panmure	2. Lagoon Edge Reserve upgrade	Commence construction	4,500 sqm public space
North	Northcote	3. Northcote Community Hub and Puāwai / Cadness Reserve upgrade	Lodge resource consent	Refurbish/build 1,500sqm of community hub and 5,000sqm public space
		4. Ernie Mays Street streetscape	Lodge resource consent	2,800sqm streetscape
Renewals		5. Z Pier building refurbishment - Westhaven	Complete construction	Upgrade asset to maximise rental revenue
		6. Shed 10 structural upgrade - Waterfront	Complete construction	Upgrade structure to building code standard
		7. Westhaven maintenance yard relocation	Complete construction	New marina maintenance yard
South	Manukau	8. Hayman Park wetlands	Resource consent granted	4000 sqm pathway/boardwalks
		9. Puhinui Regeneration – Te Aka Raataa Stage 1 Raataa Vine	Lodge resource consent	13,300 sqm upgraded open space amenity
	Papatoetoe	10. Cambridge Terrace extension and car park	Commence construction	780 sqm streetscape 950 sqm shared path/cycleway
		11. Chambers Laneway	Complete construction	1180 sqm public space and laneway
	Pukekohe	12. Roulston Park upgrade of public amenities	Commence construction	4600 sqm public space
13. Double traffic light upgrade at East, King, Manukau and Massey roads		Complete construction	6000 sqm streetscape	
Waterfront		14. Westhaven Seawall Upgrade	Complete construction	1,500 sqm of seawall and public space.
West	Henderson	15. Catherine Plaza	Commence construction	900 sqm public space

## 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
<b>Capital inflows</b>			
Selling Council's surplus property	45.0	to be agreed	to be agreed
Selling or long leasing property to reinvest in urban regeneration locations	45.0	to be agreed	to be agreed
Third part capital contributions	3.8	-	-
<b>Capital Outflows</b>			
Investing in council group assets to support regeneration and asset renewals	86.6	86.0	82.3
<b>Operational Inflows</b>			
Revenue from property interests for Council group assets	63.4	58.9	60.9
<b>Operational Outflows</b>			
Managing council group properties	23.6	23.8	21.8
Utilities and leases for council group owned assets we manage	6.6	5.9	3.9
Rates on council group owned assets	7.8	7.0	6.4
Maintenance of council group owned assets we manage	12.6	10.8	12.3
Consultation, negotiation and sales processes to sell council property	4.3	4.4	4.5
Leading regeneration of town centres, city centre and waterfront	24.4	24.4	24.7

## 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
<b>Net direct expenditure/ (income)</b>	<b>19.5</b>	<b>24.2</b>	<b>24.9</b>	<b>25.5</b>	<b>26.7</b>
<b>Direct revenue</b>	<b>18.30</b>	<b>17.60</b>	<b>18.00</b>	<b>18.40</b>	<b>18.30</b>
Other direct revenue	18.3	17.6	18.0	18.4	18.3
<b>Direct expenditure</b>	<b>37.8</b>	<b>41.8</b>	<b>42.90</b>	<b>43.90</b>	<b>45.00</b>
Employee benefits	31.1	33.3	34.7	35.6	36.5
Grants, contributions and sponsorship	-	0.1	0.1	0.1	0.1
Other direct expenditure	6.7	8.4	8.1	8.2	8.4
<b>Other key operating lines</b>					
Depreciation and amortisation	-	-	0.3	0.3	0.3
AC operating funding	(19.5)	(24.2)	(25.2)	(25.8)	(27.0)

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
<b>Net direct expenditure/ (income)</b>	<b>(7.3)</b>	<b>(1.1)</b>	<b>(1.0)</b>	<b>(0.3)</b>	<b>(5.1)</b>
<b>Direct revenue</b>	<b>49.5</b>	<b>45.3</b>	<b>46.4</b>	<b>42.2</b>	<b>46.3</b>
Fees & user charges	1.8	1.9	1.7	0.8	0.8
Other direct revenue	47.7	43.4	44.7	41.4	45.5
<b>Direct expenditure</b>	<b>42.2</b>	<b>44.2</b>	<b>45.4</b>	<b>41.9</b>	<b>41.2</b>
Employee benefits	0.1	-	-	-	-
Other direct expenditure	42.1	44.2	45.4	41.9	41.2
<b>Other key operating lines</b>					
Non-direct revenue	-	(3.8)	3.8	-	-
Depreciation and amortisation	22.0	23.0	23.7	25.8	27.4
Net finance expense	-	(0.1)	(0.3)	-	-

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 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
<b>Direct Revenue</b>	<b>57.7</b>	<b>54.1</b>	<b>56.1</b>
Auckland Council Properties	32.7	28.9	28.1
Business Interests	0.3	0.4	0.4
Waterfront Public Space	0.5	0.6	0.6
Marina Operations	17.0	17.4	23.1
Marina Trusts	7.2	6.8	3.9
<b>Direct Expenditure</b>	<b>36.4</b>	<b>33.0</b>	<b>30.0</b>
Auckland Council Properties	15.2	13.1	11.3
Business Interests	0.8	0.6	0.6
Waterfront Public Space	6.1	5.5	5.6
Marina Operations	6.9	7.0	8.6
Marina Trusts	7.4	6.8	3.9
<b>Net Direct Expenditure/(Income)</b>	<b>21.3</b>	<b>21.1</b>	<b>26.1</b>
Auckland Council Properties (1)	17.5	15.8	16.8
Business Interests (2)	(0.5)	(0.2)	(0.2)
Waterfront Public Space (3)	(5.6)	(4.9)	(5.0)
Marina Operations (4)	10.1	10.4	14.5
Marina Trusts (5)	(0.2)	-	-

1. Eke Panuku manages Council property assets which are not used to provide a Council service. This includes commercial, residential properties, 3rd 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 is not shown as direct revenue, due to accounting treatment of dividend payments.
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
<b>Direct Revenue</b>	<b>4.3</b>	<b>3.5</b>	<b>3.4</b>
Auckland Transport Properties	4.3	3.5	3.4
<b>Direct Expenditure</b>	<b>3.4</b>	<b>2.7</b>	<b>2.3</b>
Auckland Transport Properties	3.4	2.7	2.3
<b>Net Direct Expenditure</b>	<b>0.9</b>	<b>0.8</b>	<b>1.1</b>
Auckland Transport Properties	0.9	0.8	1.1

### Property Management - Capital Budgets

(\$million)	2024/25 LTP	2025/26 LTP	2026/27 LTP
Property 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	45.0	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
<b>Direct Revenue</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>
Urban Regeneration	0.1	0.1	0.1
<b>Direct Expenditure</b>	<b>13.1</b>	<b>13.0</b>	<b>13.0</b>
Urban Regeneration	13.1	13.0	13.0
<b>Net Direct Expenditure</b>	<b>13.0</b>	<b>12.9</b>	<b>12.9</b>
Urban Regeneration	13.0	12.9	12.9

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	2.8	11.0	12.4
South	24.6	22.8	15.9
West	8.1	15.2	12.9
Waterfront	16.3	6.8	8.3
<b>Transform and Unlock Locations</b>	<b>68.1</b>	<b>70.0</b>	<b>70.4</b>
Regional (1)	10.0	2.3	2.2
Strategic development fund	-	6.0	2.3
<b>Total</b>	<b>78.1</b>	<b>78.3</b>	<b>74.9</b>

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)	45.0	to be agreed	to be agreed
Waterfront long leases (2)	-	to be agreed	to be agreed
Strategic development fund (3)	-	to be agreed	to be agreed
<b>Total</b>	<b>45.0</b>	<b>to be agreed</b>	<b>to be agreed</b>

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.

<b>Current value of assets</b>	The projected value of Eke Panuku total assets as at 30 June 2024 is \$17.2m
<b>Shareholder equity ratio</b>	The projected shareholder equity ratio for Eke Panuku as at 30 June 2024 is 66%
<b>Accounting policies</b>	Eke Panuku Development Auckland's accounting policies are consistent with those of the Auckland Council group policies. The accounting policies are set out later in this section.
<b>Financial reporting</b>	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 in June 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 30 June 2023 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
<b>Revenue</b>			
Revenue	43.2	44.2	45.3
<b>Total Revenue</b>	<b>43.2</b>	<b>44.2</b>	<b>45.3</b>
<b>Expenditure</b>			
Personnel costs	34.7	35.6	36.5
Depreciation	0.3	0.3	0.3
Other operating expenses	8.2	8.3	8.5
<b>Total Expenditure</b>	<b>43.2</b>	<b>44.2</b>	<b>45.3</b>
<b>Surplus/(deficit) before income tax</b>	-	-	-
Income tax expense / (benefit)	(0.1)	(0.1)	(0.1)
<b>Surplus/(deficit) after income tax</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>
<b>Other comprehensive revenue and expense</b>			
Gains / (losses) on revaluation of property, plant and equipment	-	-	-
Tax on revaluation (gains) / losses	-	-	-
<b>Total other comprehensive revenue and expense</b>	-	-	-
<b>Total comprehensive revenue and expense</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>
<u>Surplus is attributable to:</u>			
Auckland Council	0.1	0.1	0.1
<u>Total comprehensive revenue and expense is attributable to:</u>			
Auckland Council	0.1	0.1	0.1

### Forecast statement of changes in equity

(\$million)	2024/25 LTP	2025/26 LTP	2026/27 LTP
Equity at the beginning of the year	11.3	11.4	11.5
<b>Total comprehensive revenue and expense</b>			
Surplus / (deficit) for the year	0.1	0.1	0.1
Other comprehensive revenue and expense	-	-	-
<b>Total comprehensive revenue and expense</b>	0.1	0.1	0.1
<b>Equity at the end of the year</b>	<b>11.4</b>	<b>11.5</b>	<b>11.6</b>

### Forecast statement of financial position

(\$million)	2024/25 LTP	2025/26 LTP	2026/27 LTP
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	-	-	-
Debtors and other receivables	8.4	9.2	9.8
<b>Total current assets</b>	<b>8.4</b>	<b>9.2</b>	<b>9.8</b>
<b>Non current assets</b>			
Property, plant and equipment	8.8	8.5	8.2
<b>Total non current assets</b>	<b>8.8</b>	<b>8.5</b>	<b>8.2</b>
<b>Total assets</b>	<b>17.2</b>	<b>17.7</b>	<b>18.0</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Creditors and other payables	1.2	1.3	1.3
Employee entitlements	2.5	2.7	2.8
Provisions	0.1	0.1	0.1
<b>Total current liabilities</b>	<b>3.8</b>	<b>4.1</b>	<b>4.2</b>
<b>Non current liabilities</b>			
Deferred tax liabilities	2.0	2.1	2.2
<b>Total non current liabilities</b>	<b>2.0</b>	<b>2.1</b>	<b>2.2</b>
<b>Total liabilities</b>	<b>5.8</b>	<b>6.2</b>	<b>6.4</b>
<b>Net assets</b>	<b>11.4</b>	<b>11.5</b>	<b>11.6</b>
<b>EQUITY</b>			
Contributed equity	1.8	1.8	1.8
Accumulated funds	2.1	2.2	2.3
Asset revaluation reserve	7.5	7.5	7.5
<b>Total equity</b>	<b>11.4</b>	<b>11.5</b>	<b>11.6</b>

## Forecast statement of cash flows

(\$million)	2024/25 LTP	2025/26 LTP	2026/27 LTP
<b>Cash flows from operating activities</b>			
Receipts from customers (inclusive of GST)	18.0	18.4	18.3
Operating expenditure funding from Auckland Council	23.1	25.8	26.9
Payments to suppliers and employees (inclusive of GST)	(42.9)	(43.6)	(44.9)
<b>Net cash from operating activities</b>	<b>(1.8)</b>	<b>0.6</b>	<b>0.3</b>
<b>Cash flows from financing activities</b>			
Advances from Auckland Council (net movement)	1.8	(0.6)	(0.3)
<b>Net cash from financing activities</b>	<b>1.8</b>	<b>(0.6)</b>	<b>(0.3)</b>
Net increase / (decrease) in cash and cash equivalents	-	-	-
Cash and cash equivalents at the beginning of the year	-	-	-
<b>Cash and cash equivalents at the end of the year</b>	<b>-</b>	<b>-</b>	<b>-</b>

## 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.

<b>Asset class</b>	<b>Estimated useful life</b>
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	1.3	1.3
Service income from Auckland Council group	16.8	17.1	17.0
Funding from Auckland Council	25.2	25.8	27.0
<b>Total Revenue</b>	<b>43.2</b>	<b>44.2</b>	<b>45.3</b>

### 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	1.9	1.9	2.0
Grants, contributions & sponsorship	0.1	0.1	0.1
Professional services	2.5	2.5	2.6
Repairs and maintenance	0.2	0.2	0.2
Utilities and occupancy	0.3	0.3	0.3
Other operating expenses	2.6	2.7	2.7
<b>Total operating expenses</b>	<b>8.2</b>	<b>8.3</b>	<b>8.5</b>

# Information paper: Technical Advisory Group Review

Author: Gyles Bendal, GM Design and Place

March 2024

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 withhold information to:

- 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))

## Whakarāpopototanga matua | Executive summary

1. TAG, the Technical Advisory Group, is a key tool and advisory panel to inform, challenge and use as a sounding board for Eke Panuku for all matters related to design.
2. In 2023 Eke Panuku began a routine review of the Technical Advisory Group (TAG) to ensure that it is meeting best practice and is effective in its role.
3. For this review a survey was undertaken and a TAG Review Working Group was established to provide recommendations of any changes to TAG.
4. The working group provided 8 recommendations, broad in range. It included updating TAG's Terms of Reference (ToR), considering 2-3 new members for succession, adjustment to the appointment of the chair specific to projects type, and providing guidance for TAG's recommendations to ensure consistency across the chairs. In addition to these, alternative approaches to TAG design reviews to be extended, such as an 'express' TAG review for small less complex projects.
5. In addition to the TAG review, Eke Panuku and Auckland Council are currently discussing the Alliance Framework. The Alliance Framework is the agreement that outlines roles, responsibilities, and process related to regulatory processes undertaken by Council in urban regeneration locations/major sites being lead by Eke Panuku. The outcome of the discussions on the Alliance Framework will come as a separate report in the future.

## Matapaki | Discussion

6. A survey was undertaken to inform the TAG review. It was the first survey carried out as a questionnaire to a range of participants in the TAG process since it was established. In all 203 people were invited to participate from those involved in the process over the last 5 years. This included Eke Panuku staff, Developers and their consultant teams and Auckland Council officers. 102 responses were received. The survey results were mostly positive regarding the value that TAG provides to the projects, whilst outlining some areas for improvement. The Executive Summary of the survey report is Attachment B.

7. A TAG Review Working Group was established consisting of Eke Panuku staff from Design, Strategy and Planning, a Priority Locations Director, and with a TAG member. Council was invited to be part of the working group but declined. Those in the group added their own experience and perspectives, workshopped the survey results, and researched best practice for design panels. The group then provided recommendations of where improvements can be made.
8. TAG has been operating on a sound basis for many years and has affected significant improvement to programmes and projects that it has been involved in. There are no fundamental changes that were recommended for TAG. Improvements that have been recommended are a range of modest improvements to match best practice, provide greater transparency, and help improve operational elements of TAG. The brief summary of recommendations are listed below.
  - a. Terms of Reference (ToR) - general update of ToR that were last updated in 2018 and to capture review recommendations set out below
  - b. TAG's role - improved clarification of TAGs role for the Council group in the ToR
  - c. TAG members selection criteria - to be included as part of the ToR
  - d. Succession planning and new members - addition of 2-3 panel members to draw from
  - e. Tenure and panel's review - set formal TAG reviews for every three years
  - f. Chairing TAG - introducing additional chairs to enable better chairing of multiple sessions and improve speed of recommendations
  - g. Preparing TAG recommendations - provide greater template guidance for recommendations provided by TAG and target timeframes for circulation
  - h. Alternative pathways to design reviews - introduce different approach options for panel review to take into account levels of project complexity and streamline smaller, less complex developments
9. The recommendations were submitted to the Executive in March for approval. The recommendations paper is included as Attachment A.
10. Next steps will be implementing the recommendations which is now underway.
11. Alongside the TAG review, Eke Panuku and Council are also discussing the Alliance Framework that exists between us related to Plan Changes, Consenting and Urban Design. There are a number of areas where improvements have been identified. Most of these are operational improvements to ensure robust process are captured.
12. At the same time Council has also asked to test wider options for design panel reviews. These alternative options could have a greater impact to how Eke Panuku operates. For example this could include how we use TAG or using more than one panel during the review process.
13. While the Alliance Framework is separate to the TAG review there are some elements that relate to TAG and naturally interrelate. There was a range of commentary within the TAG survey that related more to the Alliance Framework than TAG. We are seeking to address all issues through these concurrent reviews. We are addressing appropriate matters related to TAG through our improvements.

March 2024

14. We will continue our discussion with Council on the Alliance Framework on where improvements are needed for the Alliance Framework. The Executive will provide an update to the Board as this progresses.

## **Ngā tāpirihanga | Attachments**

Attachment A - Draft TAG Review Working Group Recommendations



## TAG Review Working Group

### RECOMMENDATIONS

5 March 2024

#### **Purpose**

Eke Panuku is undertaking a review of TAG to ensure that it is meeting best practice and is effective in its role. This is inclusive of how the panel operates and how Eke Panuku supports the administration and operational aspects for the panel.

The purpose of this document is to provide advice and recommendations to the Eke Panuku ELT with regards to any changes to improve the function and process of TAG.

This document summarises the work undertaken by the TAG Review Working Group (working group) set up to assist Eke Panuku to identify improvements. The document outlines the role and values of TAG, provides insight of the review process including highlights from the TAG survey that was undertaken and explains various group positions with regards to some of the concern and ideas.

Eke Panuku initiated a review of the Technical Advisory Group (TAG) by way of a survey in 2023.

#### **Why TAG review?**

TAG is an independent design review panel that is used to inform, challenge, and use as a sounding board by Eke Panuku. It gives the Eke Panuku Board additional assurance that the projects Eke Panuku delivers are meeting design excellence to fulfil our role as a regeneration agency for Tāmaki Makaurau. Strong design leadership is a critical component of urban regeneration. TAG is part of a robust design review process to enable us to lift our game and enhance stakeholder and partner confidence in our approach. TAG has been formed by selecting specific industry leaders to support and provide design recommendations on projects for a successful urban regeneration programme.

The TAG panel was created to help shape the waterfront of Tamaki Makaurau as a panel for Sea + City, then continued this role for Waterfront Auckland (WA) and, when WA amalgamated with Auckland Council Property Limited it continued as TAG for Eke Panuku projects.

Since 2010 and within the Waterfront location, TAG panel has been used to review all waterfront projects, playing a crucial role within the statutory resource consent process. For other locations added in 2015 with the amalgamation, TAG panel was used as an internal review panel, with the expectation that a separate design panel would be commissioned as part of the regulatory review.

With Eke Panuku partnering with multiple developers outside of the Waterfront Priority location, the above process was identified as a key roadblock to efficient and timely delivery of projects. Feedback by development partners on design review by different panels, differing advice, additional resourcing, cost, time and overall inefficiency of process were the major factors.

The Alliance Framework provides clarity of the respective roles between Council and Eke Panuku and ensure that activities related to regulatory processes are captured and agreed, inclusive of plan changes, consenting, and design review process that support these.

The need for a more efficient process to carry out design review was identified as part of the Alliancing Framework between Council and Eke Panuku that was updated. The update included nominating TAG as the independent design panel to provide recommendations to council's urban design experts as part of the resource consents. This process change responded directly to the feedback, and enabled Council group to achieve design excellence while expediting the site sale and resource consent process.

This meant that developers are now engaging with Council regulatory team and Eke Panuku as part of the pre-app design review required as part of the resource consent process. Using TAG panel to assist with the design assessment as required under the Unitary Plan and under the Essential Outcomes, the process is able to give certainty to the council group that design excellence is achieved while integrity of the Unitary Plan is maintained.

Working collaboratively with Council regulatory teams Eke Panuku staff lead the independent design review of projects by preparing cover letters and briefing notes.

TAG has evolved over time and while there have been changes to the 'day to day' running of TAG, a more substantive review has not been carried out for some time. About half of the members of the panel are still the original TAG members from Sea + City and Waterfront Auckland, with three new members added in the last 3-5 years.

Noting the role in which the TAG provides advice to Eke Panuku teams and regulatory advice on significant urban regeneration projects and as part of resource consents, it is extremely important the process is efficient and robust.

## **TAG review working group**

Eke Panuku undertook a 'TAG review' to understand any potential process issues, ensure we understood the value of TAG input, improve the process where possible, identify inefficiencies, and ensure best practice is being pursued. The review included a TAG survey and work provided through the Working Group. The TAG review Working group was established to workshop the issues and provide recommendations to the Executive Leadership Team.

The Working Group had access to the TAG review survey report, undertaken by Bison & Wolf, access to Terms of Reference (ToR) and other relevant documents. The group consisted of persons that had direct experience with attending TAG and could explain, assist, or debate the issues raised in the survey and make recommendations.

### **- Invited Members:**

Members of this group have been selected based on their knowledge of the TAG and to provide insights from a range of different angles. Members are:

- Maria Walker – Team Leader Masterplanning and Urban Design (involved in TAG sessions from Eke Panuku side since 2017) acting as the Chair of the Group
- Duncan Ecob – Head of Design (TAG attended as a consultant prior to joining Eke Panuku and assisting in TAG preparation at Eke Panuku since 2019)

- Vrinda Moghe – Head of Planning and Resource Consents
- Gavin Peebles – Head of Development (providing feedback gathered from his team and the development partners)
- Fiona Knox - Priority Location Director – City Centre Major Projects – involved with TAG since Waterfront Auckland
- Rachel de Lambert – Landscape Architect at Boffa Miskell, TAG and AUDP (Auckland Urban Design Panel) member & chair (Rachel is also Co-convenor for the AUDP along with Andrew Lamb), has assisted with the review and / or establishment of panels for other NZ Councils

Council staff were invited to join the Working Group, however declined participation.

#### - **Purpose of the Working group**

The main purpose is to provide advice and recommendations to Eke Panuku ELT based on:

1. Information that comes through the survey on how TAG operates.
2. Insights on what is working and what is not.
3. Best practice for Urban Design panels based on research.

#### - **Methodology for review**

The issues raised in the TAG survey and shown as different to TAG from our panel research were discussed and key items for improvement were identified for further discussion at workshops. The group met 3 times to workshop the issues and potential changes.

## **TAG Survey Report**

The survey was undertaken by Bison & Wolf on behalf of Eke Panuku. 203 invites were sent out and had 105 responses (38 Eke Panuku staff, 17 Auckland Council staff, 41 development partners and their consultants, 6 TAG members) plus 9 follow up telephone conversations.

Over 70% of respondents agree TAG is independent, has suitable expertise and provides clear advice.

Over 60% agrees that it provides transparent process, timely reviews and operates efficiently.

60% of those who responded to the research felt positively about their experience with the Technical Advisory Group (TAG).

Negative themes included: TAG's delays, cost, accountability, unclear role, not relevant, conflict with council processes.

## **TAG Review Working Group Recommendations**

The key issues raised through the survey and nominated as most relevant to address in the Working Group are listed below. These topics were discussed in detail to improve TAG's function and form the basis of our recommendation.

1. Terms of Reference
2. TAG's role
3. TAG Members Selection Criteria
4. Succession Planning and new members
5. Tenure and panel's review
6. Chairing the TAG
7. Preparing TAG Recommendations
8. Alternative pathways to design reviews.

While the issues have been identified as separate items, the group's overall recommendation is that the Terms of Reference is the best place to capture almost all of the actions.

Some issues raised in the survey were not referring to TAG itself, but rather to Eke Panuku and Council design review process (under the Alliancing Framework). These will be captured and worked on separately to this review.

The following are the group's main discussion points and recommendations:

### **1. TAG's Terms of Reference**

TAG's ToR was last updated in 2018. It is acknowledged that it was time that it should be updated.

The survey highlighted the gaps within ToR for TAG to provide statutory advice. Specifically, questions in respect of the extent to which TAG takes into consideration the statutory planning context of proposals were raised.

The working group is of the view that like the AUDP, TAG's main role is to ensure high quality design outcomes. Members need to be informed as to the regulatory planning context of any proposal, including, through being adequately briefed in respect of the relevant Auckland Unitary Plan (AUP) planning provisions. However, the role of design review is not one of a planning compliance check.

It is recommended that the inclusion of the AUDP statement into the TAG ToR will clarify and affirm the way in which TAG should be cognisant of the relevant planning provisions.

#### **Recommendation 1:**

- Update the ToR for TAG with more process description, roles and expectations and specifically include a statement similar to the AUDP ToR statement such as: *'The review*

*undertaken by the panel is not limited to the scope of the District Plan, but is intended to encourage best practice approaches to development, specific to a site's context, that support the overarching objectives of the Auckland Plan.'* However, updating the District Plan to the Auckland Unitary Plan.

## **2. TAG's role**

The survey highlighted a lack of understanding for the role that TAG plays for the council group.

The working group is of the view that TAG's role needs to be articulated clearly to outline the dual function that sits with the group – Independent design advice as part of masterplanning and project review and also as independent advice and recommendations as part of a statutory process – only for projects within Eke Panuku priority locations and on support sites.

The working group is of the view that clarity of role within the ToR will assist TAG members by providing a robust process framework to provide recommendations.

### **Recommendation 2:**

- Update ToR to include a section on TAG function, role and responsibility.

## **3. TAG members selection criteria**

The survey raised questions in respect of TAG members selection criteria. Ideas such as whether TAG should be exclusively selected from the Council pool of design experts (used for AUDP) were suggested.

The working group view is that, for Eke Panuku to deliver on its mandate as a regeneration agency for Priority Locations, it needs specific panel experience for their design review panel to deliver design excellence. Members should not be limited to current pool of Auckland Council Panel but be specifically selected from the highly experienced panellists and design experts across NZ and Tāmaki Makaurau to ensure highest standard.

The criteria should include:

- o Demonstrated experience in working as part of a design review Panel (with previous and/or current membership at AUDP as a preference).
- o Industry expert -Highly regarded expert reputation and demonstrated experience in the subject of urban design, architecture or landscape architecture, and cultural design response.
- o Demonstrated experience at Environment Court as expert witness in the area of their expertise is also preferred.

### **Recommendation 3:**

- Update ToR to include a section on membership criteria and level of expertise required.

#### 4. Succession Planning and New Members

The survey highlighted the issue of perception with respect to the TAG membership not changing over the last few years.

The working group is of the view that while the statement is true, new members have slowly been added over the last few years to ensure the pool of panel members has grown.

However, broadening and increasing TAG membership will assist with succession and provide greater opportunities to select panel members for specific types of projects.

New panel members should be well regarded in the urban design field. A specific member who specialises in transport, mana whenua, sustainability, planning or accessibility are not recommended as the core role of TAG is to provide expert design review, and these experts can be called for specific sessions if needed.

##### Recommendation 4:

- Seek **2-3 new members** who have the appropriate experience in architecture, landscape architecture or urban design to join the TAG panel to ensure succession and knowledge to be shared and passed on to the new members.

Identify and add experts from specific fields as required for the project or as requested by council regulatory to assist the panel. Develop a separate list of experts to be called in to assist TAG.

#### 5. Tenure and panel's reviews

The survey highlighted the advantage of having a consistent panel over the years with consistency of knowledge, feedback and quality of design.

The review working group is of the view that a regular opportunity for a review is important in the process, however, deliberately maintaining the consistency of TAG members is important to ensure that projects deliver the wider programme, which can take many years. Consistency is a key advantage of TAG with incremental change and progression. Therefore, the working group is of the view that a full panel refresh would disrupt the continuity of approach and advice. One of the recommendations above is to expand the membership to implement a succession plan for TAG would also assist in bringing in new perspective from new members.

##### Recommendation 5:

- To ensure that TAG performs its role effectively and is fit for purpose, it is recommended that a review of TAG is undertaken every three years, with a TAG survey carried out if the next working group deems it necessary to do so. This should be captured also in the TAG ToR as part of the regular process.

#### 6. Chairing the TAG sessions

The survey highlights the role of the Chair, while working effectively, it can be improved by providing more timely and more succinct recommendations back to applicants and Eke Panuku.

We also acknowledge that with the number of panel sessions and projects for review is sometimes challenging with a single chair, broadening the pool of chairs can assist with timely recommendations delivery and assist with succession.

**Recommendation 6:**

- Identify TAG members who can Chair the sessions with minimum of 3 chairs.
- Current Chair to provide mentoring' and provide for planned succession, as needed.
- Nominate a Chair per project and ensure that different Chairs are managing sessions when multiple projects are being reviewed on the same day. This will ensure that recommendations can be developed in a timely manner.

**7. Preparing TAG recommendations**

The survey highlights the delay in receiving recommendations and the impact on progressing projects. The survey also notes that some recommendations are not as clear to understand or can be interpreted differently by parties.

The working group acknowledges this issue and noted that this is primarily due to one Chair for all projects. The working group highlighted the importance of some length to the recommendations to include description, rather than just direction. The working group think some adjustments can be made to improve on that.

**Recommendation 7:**

- Provide a template for recommendation to ensure shorter and clearer recommendations be prepared by the Chairs. Acknowledge that descriptive nature of some of the recommendations is important, but they should follow a general template and have more focus on recommendation and direction, rather than documenting the conversation on the day. This will also provide consistency with multiple Chairs.
- A debrief session is set up to ensure specific Council and Eke Panuku staff queries are addressed in the recommendations.
- Timeframes for recommendations to be set out by Eke Panuku for the group and to be observed by the chair and Eke Panuku staff. Generally, to receive recommendations as final within a week following the session.
- The above to be included in the ToR as necessary.

**8. Alternative pathways to design reviews**

The Working Group agreed with the survey which highlighted that the cost of TAG review for smaller projects is sometimes too high. It is also not always clear if smaller and less complex projects need TAG review at all. However, even if the projects are small and not complex, it is still essential that it present best design outcomes for the neighbourhood. Although Eke Panuku has design review capacity inhouse, it would be useful to have an option of a small and cost-effective review by TAG or a member of TAG. Therefore, the group suggests considering some alternative, shorter and more cost-efficient review methods.

During the groups' Design Review Panel Research, we found Islington Design Review Panel (UK) which included different types of review depending on project complexity. This is a good example of how TAG services could be described and divided depending on the project type and complexity.

**Recommendation 8:**

- Investigate other pathways of reviews that are more suitable for the Eke Panuku range of projects, through typical full TAG reviews, follow up reviews, smaller TAG presence at sessions, workshops or written review by individual members of TAG.
- Provide an information sheet explaining typologies of reviews.

**Final remarks**

The Working group thanks Eke Panuku for the opportunity to review the process that TAG undertakes for design review. The survey results showed some items of concern, and opportunities for improvement, but overall, the response has been positive and the value that TAG provides to the projects is noted and appreciated.

The working group don't propose substantial changes, but rather fine-tuning and efficiency refinement to continue the well-established benefits of TAG.

### **Waterfront activity pilot**

This report in its entirety has been treated as confidential, In terms of Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to withhold information to:

- 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))

# Information paper: Eke Panuku Quarter Two Report to Auckland Council

Document author: Kingsha Changwai, Manager Corporate Risk and Reporting

March 2024

## Whakarāpopototanga matua | Executive summary

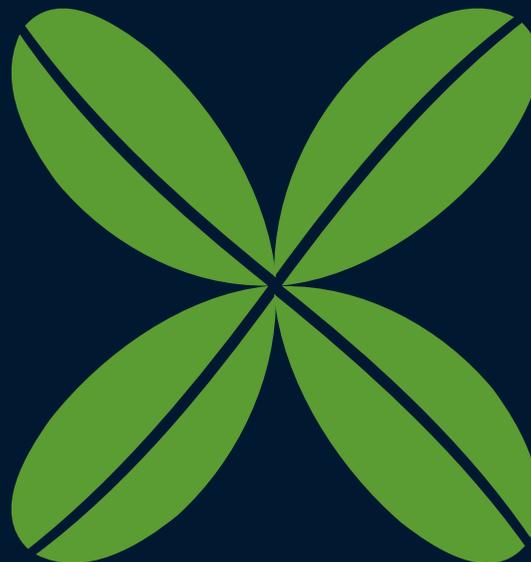
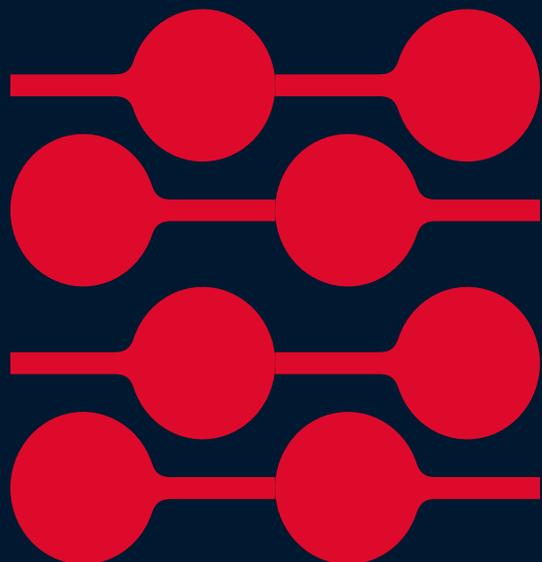
1. The council quarter two (Q2) report summarises the results and achievements of the company for the quarter ending December 2023. It includes project highlights for the quarter and results against our SOI performance targets.
2. The Q2 report content is consistent with information contained in the Board Dashboards and the Eke Panuku presentation to the CCO Direction and Oversight Committee on 13 March 2024.

## Matapaki | Discussion

3. The Q2 report to the council is provided for Board information. The report was submitted to the council on 23 February 2024. The following highlights and performance results were noted in the report:
  - Highlights include reaching conditional development agreements for the Downtown carpark, development sites on Dominion and Valley Roads and Kings Road Panmure to build apartments and a residential site in Hobsonville. Unconditional sales have been completed for two properties at Takapuna for \$5.2m.
  - Projects completed in Q2 include the Pile Berth redevelopment with 89 new berths at Westhaven Marina, new car park, headland, and waterfront promenade. We also renewed a skatepark in Panmure and completed balustrades along the water's edge to improve health and safety in the Wynyard Quarter. Overall, we are making good progress against our capital programme reflected in our capex spend actual and forecast.
  - Good progress has been made on a number of SOI targets. This includes achieving the public realm works target by completion of over 8,000 sqm of public realm, and completion of 32 of the 40 initiatives to support Māori outcomes.
  - We also maintained high occupancy rates across the residential and commercial properties and the net surplus from the Property Portfolio and Marina is ahead of YTD budget.

## Ngā tāpirihanga | Attachments

Attachment A - Eke Panuku Quarter 2 report to Auckland Council



# Quarterly Performance Report

# Eke Panuku Development Auckland

2023/2024 Quarter 2

For the 6 months ended 31 December 2023



# Q2 – At a glance

## Executive Summary

It has been a strong quarter. We have successfully progressed a number of projects that contribute to our SOI targets and development outcomes. Significant development activities include reaching conditional development agreements for the **Downtown car park** in the city centre, a mixed-use site on **Dominion and Valley Roads**, a site on Kings Road Panmure to build apartments and a residential development site in **Hobsonville**. Unconditional sales have also been completed for two properties at Takapuna for \$5.2m. Total property sales to date are \$10.1m and we forecast reaching our sales target at year end. A development partner has been selected for North Wharf in Wynyard Quarter after the market process. **Northcote Central** redevelopment is moving to the next stage of selecting a development partner following the expressions of interest process.

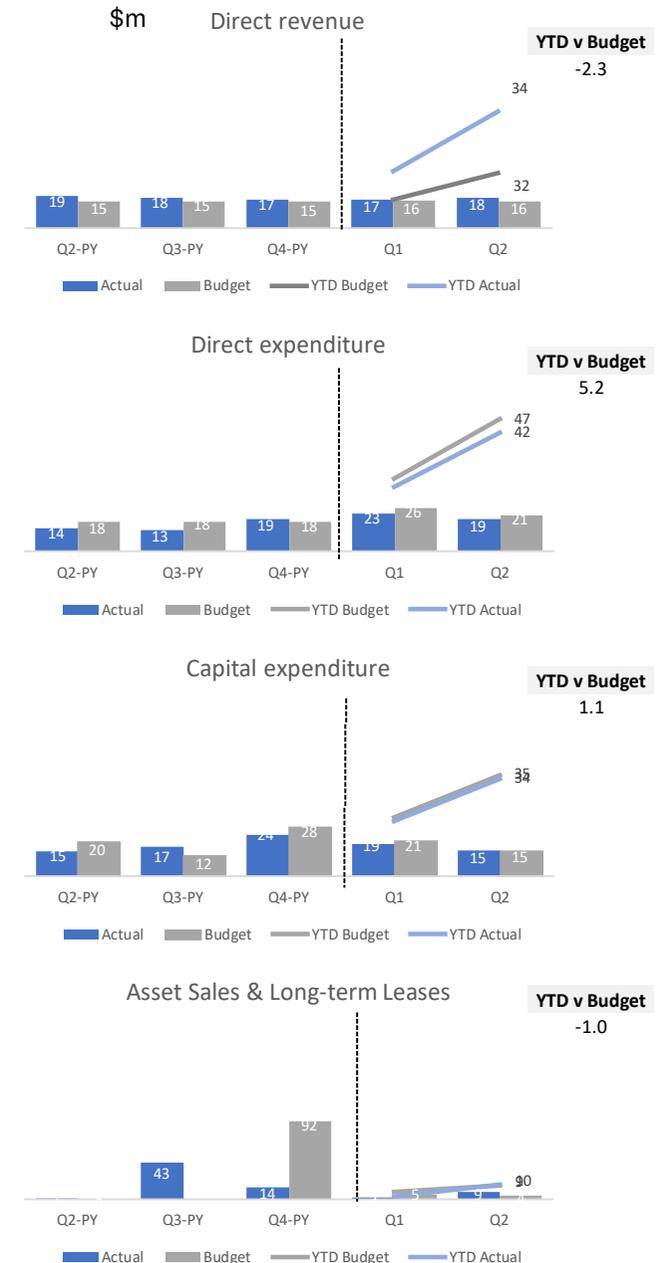
Three projects were completed in the quarter: The Pile Berth redevelopment of 89 new floating berths at Westhaven Marina along with a new car park, headland and waterfront promenade. Renewal of a skatepark in Panmure to benefit the local community. Completion of balustrades along the water’s edge to improve health and safety in the Wynyard Quarter, as part of a waterfront-wide project.

Progress on SOI targets this quarter include completion of over 8,000 sqm of public realm works and completion of 32 of the 40 initiatives to support Māori outcomes. We maintain high occupancy rates across the residential and commercial properties and delivered a net surplus that is \$5.2m ahead of the \$10m Property Portfolio budget surplus to date.

## Financial Performance

Direct revenue is favorable to budget as a small number of properties expected to be sold or vacant remained tenanted. Direct expenditure is tracking behind phased budget. Rates and people cost make up \$2m of this, due in part to the time taken to fill some positions. Capital projects spend is on track and is expected to be on budget.

*Note: for more details on financials, please refer to Financials section – Pages 11 - 16*



## Highlights

- **Downtown car park** – a conditional agreement was reached with Precinct Properties to redevelop the Downtown car park for **\$122m**. Precinct will partner with Ngāti Whātua Ōrākei to redevelop the site into new offices, residential, hospitality and urban spaces for the public.
- **Dominion and Valley Roads, Mt Eden** – a conditional agreement has been secured to sell a prominent Dominion Rd site for new apartments and retail.
- **Waterfront Pile Berth Redevelopment** – a commercial project to upgrade Westhaven marina with 89 new floating berths and 2,000 sqm of new public space was opened to the public in December 2023. This includes new headland open space, carpark, and waterfront promenade.
- The **former Takapuna Library** at The Strand Takapuna was sold for \$3.2m.
- The **City Centre Action Plan** which guides the council group’s investment and programme of activity received endorsement from the Planning, Environment and Parks Committee in November.
- **Northcote Central** – Several expressions of interest were received in November for the large-scale redevelopment project. The shortlisted parties have been invited to participate in the next stage of the process to select a development partner. The redevelopment will include new dwellings, shops, eateries, offices, laneways, and a new town square.
- **Waterfront** – Completed the renewal of 950 sqm of public realm space at Market Square in the Viaduct including new pavement, street furniture, trees, gardens, and lighting. Completed construction of balustrades in the Wynyard Quarter to increase health and safety along the water’s edge.
- **North Wharf, Wynyard Quarter** – Selected a preferred development partner for the 3,700 sqm prime waterfront site that is currently tenanted by hospitality providers. Negotiations are currently taking place to achieve a development agreement.
- **Avondale** – Completed the developed design and lodgement of resource consent for construction of the town square and outdoor areas next to the Avondale Central residential development site and Te Hono, the planned Avondale community hub.
- **Panmure** – A conditional development agreement has been entered into for the site at 3 Kings Rd Panmure with a plan for 36 apartments.
- **Auckland’s storm-damaged properties** – Eke Panuku is assisting the Auckland Recovery Office in the buyouts. A process and resource were setup rapidly to respond to the urgent matter and now we are working together cooperatively, 90 acquisitions have been instructed, that is briefings for parties carrying out the acquisitions.

## Issues/Risks

- Level of change across the council group impacts Eke Panuku future service delivery and programme momentum – We will work collaboratively with council on reviews contained in the Letter of Expectation (LOE) including shared services, property review and section 17A review of the Marinas.
- Longer time to attract partners with capacity to meet Eke Panuku outcomes – Property market demand and supply is affected by economic factors such as higher inflation and cost of debt and tighter lending requirements. This is affecting the delivery of our asset sale targets, regeneration outcomes and new dwelling units.
- Failure of development partners given market conditions – We continue to monitor arrangements with existing development partners and carry out due diligence as part of development partner selection process.
- Failure of infrastructure/ public assets such as bridges, wharves and seawalls – due to asset age, wear and tear, the impact of weather events and use extending beyond design life. We continue to manage this through the review of asset conditions, asset management plans, funded maintenance and renewals programme.

## Key Performance Measures

Of the 12 SOI performance measures, 8 performance measures are on track to be met by year end based on year-to-date results, 1 measure is not on track, 2 are measured at the end of the year (surveys) and 1 is not measured (GFA).

We have exceeded the public realm sqm measure achieving 8,176 sqm out of a target of 7,000 sqm. This includes completion of the Westhaven marina Pile Berth Redevelopment project (2,000 sqm) in December 2023, Manukau Hayman Park Playground (basketball court 1,809 sqm) and Waiwharariki Anzac Square in Takapuna (2,084 sqm). We have not met the complaints resolution target due to the complexity of issues.

Strategic performance priorities	On track/ met	Not on track/ Not met	Not reported this quarter	Total
Urban regeneration	5		1	6
Property and marina management	2		1	3
Sector leadership	1	1	1	3
<b>TOTAL</b>	<b>8</b>	<b>1</b>	<b>3</b>	<b>12</b>

*Note: for details on performance measures, please refer to the Performance measures section – Pages 9 - 10*

# Strategic alignment and key policies

## Climate change and sustainability

- **Planning for several deconstruction projects.** We have conducted salvage surveys of buildings to be removed in Northcote and a deconstruction partner has been selected. A deconstruction approach ensures materials of value are identified and can be salvaged for reuse. Eke Panuku has also been involved with Council in developing a panel of approved deconstruction contractors.
- **Zero Waste Northcote programme continues to grow impact and outreach.** Implementation of the action plan is now supported and funded by a range of partners, under the leadership of Eke Panuku and Kaipātiki Project. A PhD research project on a behavioural change project will see several food businesses in properties Eke Panuku manages take part in a Food Scrap Diversion Trial. The project will promote sustainable behaviour within the community and contribute to academic knowledge.
- **Te Ara Awataha** restoration days continue monthly as part of growing local ownership and involvement in looking after the greenway. This includes stream monitoring, pest identification and removal.
- **Te Whakaoranga o te Puhinui (Puhinui Regeneration Programme)** continues to support an empowered communities approach to growing local ownership and involvement in looking after the Puhinui Awa. This includes stream monitoring, pest identification and removal, restoration works and supporting environmental education in local schools. This approach was recently featured in the Helen Clark Foundation Report: A Shared Future – Working with communities to adapt to a changing climate.
- **Zero Waste events** on the Waterfront, part of our clean events initiative ensuring waste separation systems and use of recyclable materials. We advocate for events to deliver on sustainability and climate outcomes; a recent example was the Ocean Globe race.

## Māori outcomes

- **Commercial opportunities** – Eke Panuku presented the Northcote Town centre development opportunity in Q2, with a weighting for Māori outcomes in the evaluation criteria. All developers who responded to the expressions of interest process showcased the work they have delivered where they have partnered and collaborated with mana whenua.
- In December, the Eke Panuku Board confirmed the North Wharf development proposal submitted by a developer and mana whenua partnership was successful.
- **Engagement** – Eke Panuku has met with iwi in the kaitiaki forum to discuss the Terms of Reference for the Eke Panuku Mana Whenua Kaitiaki Forum. This document outlines processes and principles that underpin the forum’s purpose.
- The proposed public art for Madden and Daldy streets within the Wynyard Quarter precinct was presented by Graham Tipene, Ngāti Whātua Ōrākei artist, and endorsed by Mana Whenua.
- Eke Panuku developed an action plan to respond to some of the concerns raised by iwi in the annual independent survey by Kantar Public. This was endorsed by the mana whenua kaitiaki forum and the Eke Panuku ELT.
- Eke Panuku CE met with Rangatira to provide key organisational updates to ensure we remain transparent with iwi. Our Executives meet with iwi quarterly at the executive to Rangatira forum.

- **Culture and identity** – A mana whenua working group has been formed to work with the design team to ensure the Take Mauri Take Hono – Te Ara Awataha tool is weaved through the design of the Northcote community centre.
- Eke Panuku initiated an expression of interest process seeking a mana whenua mandated artist to inform and advise on key projects within the Panmure programme. The purpose of this advisor is to develop an expression of mana whenua values and cultural identity within the public realm design of the Panmure Lagoon Edge Reserve and Maungarei Connection projects.

# Statement of performance expectations

## Urban Regeneration

### Other Highlights

- **Northcote** – The Te Ara Awataha project won the Environmental Sustainability Project Award at the Water New Zealand Excellence Awards held in October. Delivering substantial environmental, social, community, health, wellbeing, and infrastructure benefits.
- **Panmure** – The skatepark renewal, part of the Lagoon Edge Reserve enhancement project, was completed and celebrated with a community event held in November. The works have not only improved safety for skaters and allow for better use of the area but responded to a real community need to have somewhere local to go for active hobbies.
- **Manukau (Barrowcliffe site)** – 12 new homes have been completed by our development partner the Puhinui Park Limited Partnership (New Zealand Housing Foundation) consisting of social housing for the Māori Trustees. Along with housing built by the Kōtuitui Limited Partnership (Te Ākitai Waiohū and Avant Group), a total of 233 new homes have been built to date, out of an expected 291 new homes overall for the site.
- A total of 45 new homes have been completed by our development partners at 187 **Flat Bush School Road** this financial year.
- **Regional** – A conditional sales agreement have been reached for a Hobsonville residential development site which expects to deliver 58 new homes.

### Issues and Risks

- A slow property market has affected several property sales. For example, 65 Haddington Drive Ormiston, 9 Hall Street Pukekohe, the proposed high-rise build to rent project on the gasometer site on Auburn St in Takapuna and Waiapu Precinct supermarket site in Onehunga where negotiations have stalled.
- Progress on the Avondale Central development has been delayed while Master Plan issues are being worked through with our development partner.
- In Manukau, the resource consent for Hayman Park Wetlands has been delayed due to issues found in relation to the proposed earthworks site. A review and amendment of the design is currently underway.

## Programmes

Key Programme	Status	Progress towards key deliverables set out in the SOI (pages 20-27)
Northcote	On track	4 of the deliverables are on track and 1 is at risk. The Cadness reserve upgrade, Jesse Tonar Scout Reserve construction, community hub concept design approval and the town centre mixed-use development site at 115 Lake Rd are all on track. The town centre streets deliverable is at risk due to possible redesign work to address potential issues between the street design level and existing roads.
Takapuna	At risk	1 deliverable has been achieved, with the completion of the Waiwharariki Anzac Square and 2 deliverables are progressing but are at risk of not completing on time. Construction works for Northcroft street are expected to start in April 2024 and we are aiming to complete the works by the end of FY24. The Huron Street works have been delayed until early 2026 due to the works needing to coincide with a wider network upgrade by Healthy Waters. The Gasometer site Auburn Street build to rent high-rise residential and commercial development is now not expected to go unconditional until late 2024 due to a softening property market.
City Centre	On track	All 6 deliverables are on track. The Karanga-a-Hape station neighbourhood and bus improvements which was reported as being at risk last quarter is still approximately 3-4 months behind, however we are still on track to deliver on key CRL opening milestones. The City Centre Action Plan which guides the council group's investment and programme of activity was approved by the Eke Panuku Board last quarter and has now been approved by the Auckland Transport and Tātaki Auckland Unlimited executive. The plan was endorsed by Waitemata Local Board in October 2023 and by the Planning, Environment and Parks Committee November 2023.  The Draft Framework Plan for the Port Precinct Future Development has been approved by the Eke Panuku Board and submitted to council. We are awaiting further direction from the governing body.
Waterfront	On track	2 deliverables have been met, 4 are on track and 1 target is at risk. The North Wharf commercial/retail development site sale is progressing with negotiations currently taking place with a preferred development partner to achieve a conditional long term lease agreement.  2 of the 3 public realm works deliverables have been met. The resource consent and design for staged delivery of the Westhaven seawall are now complete. Works on the seawall are expected to begin in April 2024. Good progress has been made on the Water Edge response works to improve the health and safety of our waterfront areas, works are now 80% complete. Works in the Wynyard Quarter are now complete and the space is open to the public.  Te Ara Tukutuku (Wynyard Point) vision for the five hectares of open space, laneways, stormwater, utilities, landscaping, lighting, and seawall raising was approved by the Waitemata Local Board in December 2023 and design work is now underway. This collaborative project in partnership with mana whenua will guide the evolution of the Wynyard Point from its industrial past to a resilient, vibrant, and attractive waterfront space.  The deliverable at risk is the long-term lease of the Lysaght building which was taken to market in late 2022 and an agreement with the interested party was unable to be reached. The site will be considered for a sale relaunch in early 2024.
Avondale	On track	1 deliverable has been met, 1 is on track and 1 is at risk. The developed design for the town square and outdoor spaces was completed in December 2023 and resource consent was lodged shortly after. The Avondale Central development is delayed while we work through Master Plan issues with the development partner.
Henderson	On track	2 of the deliverables are on track and 1 target is at risk. The Te Horotiu (Oratia link cycleway and bridge connection) developed design is on track to be completed in Q4 of this year with resource consent lodgment to follow. Catherine Plaza public realm works are on track with consent expected to be lodged before the end of FY24.

Key Programme	Status	Progress towards key deliverables set out in the SOI (pages 20-27)
		The Opanuku Link to improve connectivity between Corban Estate and the Henderson train station and town centre is at risk due to delays with consenting and weather-related issues. Consent has now been obtained. A value engineering exercise to review scope and reduce costs is currently being undertaken for finalisation of the detailed business case.
Onehunga	On track	<p>2 of the deliverables are on track and 2 are at risk. The Waiapu Precinct residential, commercial, and public space project is progressing with the Maungakiekie-Tamaki Local Board approval to take the public space concept design to public consultation. The Paynes Lane streetscape enhancement remains on track. Certificate of Compliance for the works was lodged with Auckland Council in late December 2023, a decision is expected in March 2024.</p> <p>The 2 deliverables relating to the sale and acquisitions are at risk due to protracted negotiations with the supermarket operator for the Waiapu Precinct and slowed negotiations for the Onehunga Mall site acquisitions due to Public Works Act (PWA) process.</p>
Panmure	On track	Both deliverables are on track. The Lagoon Edge Reserve enhancement project to expand and enhance the park space at the Panmure Domain is on track for consent lodgment by the end of financial year. The skatepark renewal aspect of this project is now complete and a community event was held in November 2023. The works have not only improved safety for skaters and allow for better use of the area but responded to a real community need to have somewhere local to go for active hobbies. The mixed-use development site at 535 Ellerslie Panmure Highway is progressing, a conditional agreement is currently with the preferred purchaser for review and signing.
Maungawhau	At risk	Regarding the marketing of the development sites surrounding the Maungawhau Station. Delays continue with obtaining property information which are impacting the timing of the due diligence process.
Manukau	On track	<p>5 of the deliverables are on track, and 1 is at risk. Streetscape works in Osterley Way are on track for consent lodgment in June 2024. We are progressing the preferred concept option for Cavendish Drive and Sharkey Street AUT Link, and the preferred concept design is expected to be sent to Auckland Transport in March/April this year. The link is part of Manukau's walking and cycling network works.</p> <p>We are also working with potential development partners for sites at 9 and 10 Putney Way and 33 Manukau Station Road to progress sales.</p> <p>Hayman Park Wetlands – Lodgment of resource consent has been delayed due to issues found in relation to the proposed earthworks site. A review and amendment of the design is currently underway to address these issues. Lodgment of consent is now expected in Q3 of FY24.</p>
Papatoetoe	On track	All 3 deliverables are on track. The resource consent application for the Cambridge Terrace Extension and carpark was lodged and accepted for processing in October 2023. Developed design is nearing completion for the Stadium Reserve capital works and Chambers Laneway upgrades and is on track to be finalised by the end of Q3. Resource consent for the works is on track to be lodged before the end of the financial year. Works are progressing on the 120 new homes at the St George Street residential development.
Pukekohe	On track	<p>3 deliverables are on track, and 2 are at risk. The resource consent application for the Roulston Park upgrade was lodged and accepted for processing by Auckland Council in November 2023 and detailed design is currently underway.</p> <p>The Edinburgh Superblock Central mixed-use development site is progressing with a marketing campaign expected to be launched in February 2024. 174-184 Manukau Road development site will be taken to the open market in February 2024. The double traffic light upgrade at East, King, Manukau, and Massey Roads is progressing with the business case being approved and the co-funding agreement is with Auckland Transport for signing.</p> <p>The site sale of 9 Hall Street, Pukekohe is at risk due to a lack of market interest in the site.</p>

Key Programme	Status	Progress towards key deliverables set out in the SOI (pages 20-27)
		The Market Precinct design and stage one consenting commencement is at risk. The concept plan was endorsed by the Franklin Local Board in November 2023; however the developed design is not expected to be completed until October 2024 due to the need for a more robust cost estimate and a proposed scope change for the project.
Regional programmes	On track	2 of the deliverables are on track and 1 is at risk. Negotiations are continuing with the Own Your Own Home portfolio preferred development partner; this deliverable is at risk due to an extension of time being agreed to meet the conditions. A preferred development partner for the mixed-use site at 198 Dominion Rd, Mt Eden has been secured. 65 Haddington Drive, Ormiston will be taken back to the market early 2024.

*Note: for maps of the locations, please refer to Appendix – Urban Regeneration Spatial Delivery Plans – Pages 17 - 22*

## Property and marina management

### Highlights

- The property portfolio has made good progress year to date with net surplus currently tracking \$5.2m ahead of budget.
- Waterfront’s Pile Berth Redevelopment was completed in December 2023. This commercial project began in 2019 to upgrade the marina and create additional boat mooring options at the busy Westhaven Marina as well as creating green space for public use, increased access to the waterfront and new carparking. A total of 89 new floating berths have been constructed and over 2,000 sqm of public realm works have been delivered.

### Issues and Risks

- The **Wynyard Crossing Bridge** has temporarily broken down severing a key walking route between Wynyard Quarter and the rest of the city’s downtown area. The bridge span has been kept up to allow boats to access the Viaduct Marina, which was a requirement of the bridge’s resource consent if a fault occurred. Work to repair the bridge is progressing.
- With market conditions impacting some customers and tenants, we will continue with debt monitoring and follow-ups.

### Programme

Key Programme	Status	Progress towards key deliverables
Renewals	On track	2 deliverables are on track and 2 are at risk. The Westhaven Marina fire alarm system upgrades have progressed slower than anticipated. Building consent was approved in October 2023 and works recommenced in December.  A high-level cost estimate and scope of works has now been completed for the Manukau Harbour / Wairopa Channel works, which is currently under review.  The construction works on the Bascule bridge, Waterfront are on track and renewals at 21 Princes Street, Auckland City are delayed due to project requirements that still need to be defined.

## Performance measures

Performance measure	Previous year result	Target	Q2 Actual	Status	Commentary
<b>Urban regeneration programmes and projects</b>					
Net new dwellings (housing units) – LTP performance measure	364	60	58	On track	58 dwellings completed YTD. 46 in the Supports programme (83B Godley and Flat Bush School Road, Ormiston), and 12 dwellings in Kōtuitui Place Manukau (Barrowcliffe).
Commercial / retail gross floor area (GFA) or net lettable area (square metres) – LTP performance measure	-	Nil	-	N/A	Not measured as per SOI. The timing of construction projects meant there were no projects planned for the year.
Public realm – square metres	14,952 sqm	7,000 sqm	8,176 sqm	On track	The completion of 2,000 sqm of works in the Westhaven marina Pile Berth Redevelopment project in December 2023 takes our year-to-date total to 8,176 sqm. <b>We have exceeded our target.</b> Other completed public realm includes 1,809 sqm for Hayman Park Playground (half basketball court) in Manukau, and 1,333 sqm for Devon Lane upgrade in Pukekohe, Waiwharariki Anzac Square 2,084 sqm and the Waterfront’s Market Square works 950 sqm.
Capital project milestones approved by the board achieved – LTP performance measure	67%	80%	33%	On track	Year to date we have achieved 5 milestone targets. There are currently 2 milestones at risk.
Achieve board approved budgeted Transform and Unlock (T&U) sales for the financial year through unconditional agreements	\$13.7m	\$40m	\$0.6m	On track	\$600k of sales have been achieved YTD. One unconditional sale in Pukekohe was completed in September. A number of sales are forecast to be completed in Q4 FY24.
The asset recycling target agreed with Auckland Council	\$86.4m	\$115m	\$9.5m	On track	\$9.5m in unconditional sales have been achieved YTD. Unconditional offers were received for 2 properties, The Strand in Takapuna and 4 Blomfield Spa totaling \$5.2m. The Downtown carpark development agreement (\$122m) is forecast to go unconditional by end of June.

<b>Property portfolio and marina management</b>					
Annual property portfolio net operating budget result agreed with the council achieved – LTP performance measure	\$25.4m	\$17.3m	\$10.1m	On track	The net operating surplus for the property portfolio at the end of December is \$10.1m, this is \$5.2m ahead of budget.
Monthly average occupancy rate for tenatable properties - LTP performance measure	Commercial 94.0% Residential 97.1%	Commercial 90% Residential 95%	Commercial 95.8% Residential 96.6%	On track	Occupancy rates continue their stable trend. Both results are ahead of targets.
Percentage of marina customers surveyed who are satisfied with marina facilities and services	90%	88%	-	Reported end of year	The Marina customers survey will be measured at the end of year.
<b>Sector leadership</b>					
<b>Creating positive outcomes for Māori</b> Deliver ongoing or new initiatives that support Māori Outcomes	51	40	32	On track	32 initiatives were delivered YTD to support Māori outcomes. Examples of initiatives carried out include Panmure Station Precinct hui, Matariki FY23 report, Te Komititanga Place Pilot and Waiwharariki Community Event.
<b>Enhancing the relationship between Eke Panuku and mana whenua</b> Increasing the percentage of satisfaction with the support they receive from Eke Panuku	56%	5% increase on previous year	-	Reported end of year	This survey will be completed at the end of the financial year.
Percentage of complaints received by Eke Panuku resolved within 10 working days	100%	80%	62%	At Risk	We received 8 complaints YTD. 5 complaints met target and 3 were not met. No complaints were registered in December.

## Financials – Eke Panuku company

Overall, the operating performance of Eke Panuku is favourable to budget, and the drawdown of funding from Council for Eke Panuku is \$2.5m less than budgeted.

A: Other direct revenue is unfavourable but not material, income from staff recharges for work on regeneration projects is behind phased budget, this is a temporary timing issue.

B: Employee benefits is favourable to budget \$1.4m, not all roles received the budgeted average pay increase last year or this year. There are 13 vacant positions and a timing difference in training and annual leave expense.

C: Other direct expenditure \$1.2m favourable to budget as there are timing differences to phased budget in consultant costs and communication costs.

<b>Direct operating performance</b>					
\$ million	Notes	FY24 Quarter 2 YTD			FY24
		Actual	Annual plan	Variance	Annual plan
<b>Net direct expenditure</b>		<b>(9.4)</b>	<b>(11.9)</b>	<b>2.5</b>	<b>24.2</b>
<b>Direct revenue</b>		<b>8.9</b>	<b>9.0</b>	<b>(0.1)</b>	<b>17.6</b>
Fees and user charges				-	
Operating grants and subsidies				-	
Other direct revenue	A	8.9	9.0	(0.1)	17.6
<b>Direct expenditure</b>		<b>18.2</b>	<b>20.9</b>	<b>2.6</b>	<b>41.8</b>
Employee benefits	B	15.2	16.6	1.4	33.3
Grants, contributions and sponsorship		0.0	0.1	0.1	0.1
Other direct expenditure	C	3.0	4.2	1.2	8.4
<b>Other key operating lines</b>					
Operating grants and subsidies intercompany		9.5	12.0	(2.5)	24.5
Depreciation and amortisation		0.2	0.2	(0.0)	0.3

## Managed activities for Auckland Council

The financials in the table represent the Auckland Council portfolio managed by Eke Panuku. These exclude the net direct revenue that Eke Panuku has generated for properties managed for Auckland Transport \$0.6m which is \$1.7m favourable to budget. In addition, a \$4.2m on budget dividend has been paid to Council's Solid Waste team from the Waste Disposal Services investment, managed by Eke Panuku.

A: Direct revenue is \$2.4m favourable to budget, a property in the Wynyard Quarter was expected to be sold in FY23 and a small group of shops in Avondale expected to have been demolished have provided \$0.6m unbudgeted revenue to date. The balance of the variance is mainly made up of a one-off back payment for a rental increase on two tenancies, and the recovery of opex from tenants being ahead of budget due to a catch up of under recovery in FY23. Rates recovery are more aligned with actual rates costs. Additional small timing differences in car parking revenue and recovery of contribution towards costs of maintenance in the public spaces in the Wynyard Quarter from development partners in the area make up the balance.

B: Direct expenditure is \$2.5m favourable to budget, this is a timing issue which will correct by year end. Regeneration spend is tracking \$1.5m behind phased budget and Marinas \$0.6m, property portfolio and business interests make up the remaining balance.

<b>Direct operating performance</b>					
\$ million	Notes	FY 24 Quarter 2 YTD			FY24
		Actual	Annual plan	Variance	Annual plan
<b>Net direct expenditure</b>		<b>1.9</b>	<b>(2.9)</b>	<b>4.9</b>	<b>1.1</b>
<b>Direct revenue</b>		<b>25.4</b>	<b>23.1</b>	<b>2.4</b>	<b>45.3</b>
Fees and user charges		1.0	0.9	0.1	1.9
Operating grants and subsidies				-	-
Other direct revenue	A	24.4	22.1	2.3	43.4
<b>Direct expenditure</b>		<b>23.5</b>	<b>26.0</b>	<b>2.5</b>	<b>44.2</b>
Employee benefits		0.0	0.0	0.0	-
Grants, contributions and sponsorship				-	-
Other direct expenditure	B	23.5	26.0	2.5	44.2
<b>Other key operating lines</b>					
Finance revenue				-	0.1
Depreciation and amortisation		11.4	11.5	0.1	23.0

## Financial breakdown by key activities

### Eke Panuku Cash Flows

	YTD Actual	YTD Budget	YTD Variance	Full year budget	
<b>Capital Inflows</b>					
Selling Council's surplus property	9.5	4.2	5.3	115.0	Still on track to meet this target, majority of sales were budgeted in quarter 4.
Selling or long leasing property to reinvest in our urban regeneration locations	0.6	4.9	(4.3)	40.0	Still on track to meet this target, majority of sales budgeted for quarter 3 and 4.
Third party capital contributions	-	2.7	(2.7)	3.8	No revenue received to date as the capital project that it relates to, is still in the procurement process. Construction is still expected to start this financial year, but revenue is only expected to be \$1.5m this year with the remainder in FY25.
<b>Capital Outflows</b>					
Investing in council group assets to support regeneration and asset renewals	34.1	35.2	(1.1)	76.7	Capital spend to date on track and expected to be on budget.
<b>Operational Inflows</b>					
Revenue from property interests for Council group	38.3	35.5	2.8	68.7	Small increase in revenue received to date from a small number of properties that have been held for longer than expected and increased revenue from rent increases.
<b>Operational Outflows</b>					
Managing council group properties	8.8	11.0	2.2	21.4	Savings in year due to staff vacancies.
Utilities and leases for council group owned assets we manage	4.1	4.3	0.2	6.3	
Rates on council group owned assets	7.3	7.9	0.6	7.9	Savings to date should continue to be held in year.
Maintenance of council properties	5.5	7.2	1.7	13.0	
Consultation, negotiation, and sales processes to sell council property	1.5	1.5	-	3.5	
Leading regeneration of town centres, city centre and waterfront.	8.8	11.5	2.7	22.5	Savings in year due to staff vacancies and timing of external spend on consultants, communications, and engagement.

## Operating expenditure

### Urban regeneration

	Notes	Previous year Actual	Actual	2023/24 YTD Budget	Variance	Full year Budget
Transform and Unlock Locations						
<b>Net direct expenditure</b>		<b>12.3</b>	<b>4.9</b>	<b>6.4</b>	<b>1.5</b>	<b>11.8</b>

## Capital expenditure

			2023/24 YTD			Full year
	Notes		Actual	Budget	Variance	Budget
<b>Property renewals</b>		10.0	2.5	2.6	0.1	8.0
<b>Transform and Unlock Locations</b>						
<i>Isthmus</i>		3.7	1.5	1.5	0	4.2
<i>North</i>		14.2	2.6	3.7	1.1	7.3
<i>South</i>		10.8	8.3	7.5	(0.8)	13.9
<i>West</i>		2.6	0.6	0.4	(0.2)	15.5
<i>Waterfront</i>		22.8	16.5	14.4	(2.1)	17.8
<b>Regional</b>		4.9	2.1	5.1	3.0	10.1
<b>Total</b>		<b>69.0</b>	<b>34.1</b>	<b>35.2</b>	<b>1.1</b>	<b>76.8</b>

## Asset sales and long-term leases

	Notes	2023/24 YTD			Full year
		Actual	Budget	Variance	Budget
General Asset sales for the group		9.5	4.2	5.3	115.0
Reinvestment - Transform and Unlock		0.6	4.9	(4.3)	20.0
<b>Total</b>		<b>10.1</b>	<b>9.1</b>	<b>1.0</b>	<b>135.0</b>
<b>Waterfront long leases</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>20.0</b>

## Property and marina management

	Notes	Previous year	2023/24 YTD			Full year
		Actual	Actual	Budget	Variance	Budget
<b>Auckland Council Properties</b>						
Direct revenue		34.9	18.9	16.6	2.3	33.0
Direct expenditure		12.8	9.4	10.7	1.3	16.3
<b>Net direct expenditure</b>		<b>22.1</b>	<b>9.5</b>	<b>5.9</b>	<b>3.6</b>	<b>16.7</b>
<b>Waterfront Public Space</b>						
Direct revenue		0.6	0.4	0.2	0.2	0.3
Direct expenditure		4.5	3.5	2.4	(1.0)	5.0
<b>Net direct expenditure</b>		<b>3.9</b>	<b>(3.1)</b>	<b>(2.2)</b>	<b>(0.8)</b>	<b>(4.7)</b>
<b>Marina Operations</b>						
Direct revenue		13.6	8.0	8.1	(0.1)	16.1

	Notes	Previous year	2023/24 YTD			Full year
		Actual	Actual	Budget	Variance	Budget
Direct expenditure		5.1	3.0	3.1	0.2	6.5
<b>Net direct expenditure</b>		<b>8.5</b>	<b>5.0</b>	<b>5.0</b>	<b>0.0</b>	<b>9.6</b>
<b>Marina Trusts</b>						
Direct revenue		5.7	3.6	3.5	0.1	6.8
Direct expenditure		5.5	3.0	3.5	0.5	6.9
<b>Net direct expenditure</b>		<b>0.2</b>	<b>0.6</b>	<b>0.0</b>	<b>0.5</b>	<b>(0.1)</b>
<b>Auckland Transport Properties</b>						
Direct revenue		8.0	3.4	3.2	0.2	6.4
Direct expenditure	1	3.0	2.7	4.3	1.6	5.8
<b>Net direct expenditure</b>		<b>5.0</b>	<b>0.7</b>	<b>(1.1)</b>	<b>1.8</b>	<b>0.6</b>
<b>Business Interests</b>						
<b>Direct revenue (includes share of JV Profit)</b>		8.1	4.5	4.3	0.1	<b>8.6</b>
<b>Direct expenditure</b>		0.6	0.3	0.4	0.2	<b>0.7</b>
<b>Net direct expenditure</b>		<b>7.5</b>	<b>4.2</b>	<b>3.9</b>	<b>0.3</b>	<b>7.9</b>

### Activity based financials commentary:

1. Auckland Transport expenditure included \$1.4m for a substantial renewal on a property, subsequent to the budget being set, this project was recategorized as a capital spend within Auckland Transport's budget. Project will be delivered by Eke Panuku and costs transferred to Auckland Transport, and it will not be shown as an operational cost.

# Appendix – Urban Regeneration Spatial Delivery Plans

These plans provide a summary of projects within each programme and provide updates on specific projects.

We will present **five location programmes per quarter** reporting cycle. These are for the quarter ending December 2023.

The link below is to the Eke Panuku board reports public information webpage which contains the full set of spatial delivery plans:

<https://www.ekepanuku.co.nz/about/public-information/>

Locations	Reporting Cycle	Regional Programmes	Reporting Cycle
1. Northcote	Q1		
2. Takapuna	Q1		
3. Henderson	Q1		
4. Avondale	Q1		
5. Maungawhau	Q1		
<b>6. City Centre</b>	<b>Q2</b>		
<b>7. Waterfront</b>	<b>Q2</b>		
<b>8. Onehunga</b>	<b>Q2</b>		
<b>9. Panmure</b>	<b>Q2</b>		
<b>10. Manukau</b>	<b>Q2</b>		
11. Old Papatoetoe	Q3		
12. Ormiston	Q3		
13. Pukekohe	Q3		
		14. Eastern Busway TODs	Q3
		15. Service Property Optimisation	Q3
		16. Corporate Property	Q4
		17. Haumaru Scope	Q4
		18. Supports Scope	Q4
		19. Regional Renewals	Q4
		20. Waterfront Renewals	Q4

# CITY CENTRE PROGRAMME

## Projects completed

- 1 Civic Administration Building Redevelopment
  - 2 Bledisloe House Redevelopment
- ### FY24
- 3 CRL Over Station Development: Symphony Centre
  - 4 Downtown Carpark Redevelopment
  - 5 Myers Park Underpass
  - 6 Te Waihorotiu CRL Station
  - 7 Te Ha Noa - Victoria Street Linear Park
  - 8 Albert Street Upgrade
  - 9 Hobson Street NZICC
  - 10 Upper Mercury Lane
  - 11 Pitt St, Canada St, East St, Cross St, Beresford Sq and Mercury Ln multi-modal improvements
  - 12 Karanga-a-hape Station
  - 13 Lower Queen Street Upgrade
  - 14 Wellesley Street Bus Improvements Stage 1
  - 15 Nelson Street Slip Lane

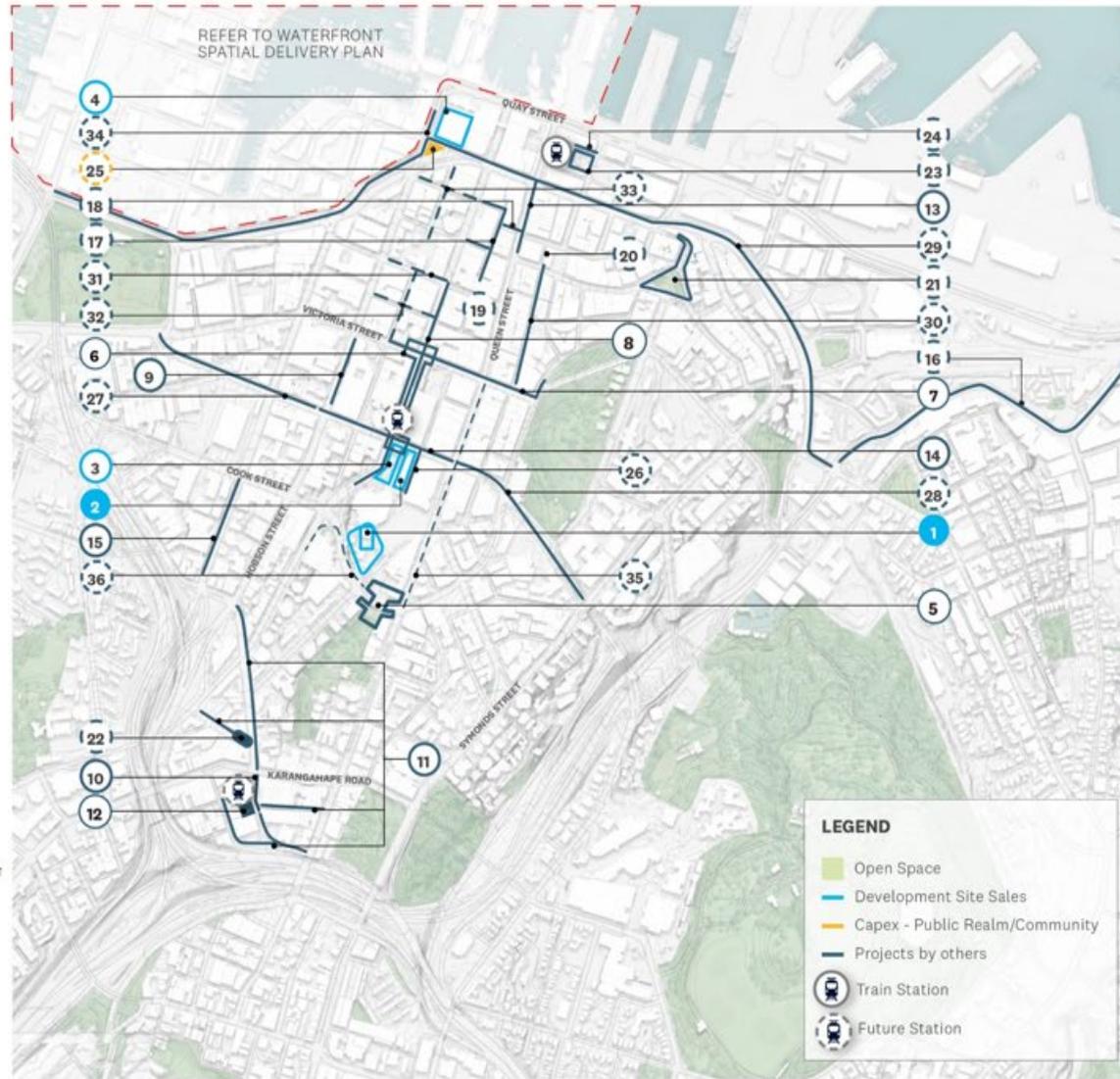
### FY25

- 16 The Strand - T2 Freight Lane Investigation
- 17 Mills Lane & Swanson Streets Upgrade
- 18 Exchange Lane Upgrade
- 19 City Centre Wayfinding Programme (City wide)
- 20 Jean Batten Place Public Art
- 21 Emily Place Upgrade
- 22 Beresford Square Reinstatement
- 23 Station Plaza
- 24 Tyler Street Upgrade

### Long-term projects (FY26+)

- 25 Sturdee Street Park
- 26 Bledisloe Lane Upgrade
- 27 Wellesley Street Bus Improvements Stage 2
- 28 Wellesley Street Bus Improvements Stage 3
- 29 Fanshawe St, Custom St and Beach Rd Bus Improvements
- 30 High Street Upgrade
- 31 Wyndham Street Upgrade\*
- 32 Federal & Kingston Streets Upgrade\*
- 33 Federal Street Northern Precinct\*
- 34 Hobson Street Flyover removal
- 35 Watercare Queen Street Diversion
- 36 Watercare Mayoral Drive Diversion

(\* ) - timing subject to adjacent development



The City Centre Action Plan (Action Plan), which is the implementation pathway for the City Centre Masterplan, has now completed its extensive governance runway. Action Plan programmes and Programme Leads have been established to ensure that there is a focus on implementation.

City centre priorities agreed through the development of the action plan are now informing the LTP & RLTP processes. Analysis is underway to determine whether the current funding profile responds to the city centre priorities and whether the desired outcomes for the next 1-10 years are achievable.

Key programmes including enhancing the experience of people in the city centre and supporting the urban regeneration benefits of CRL are progressing well. The Karanga-a-Hape station neighbourhood and bus improvements programme, which has faced delays, has recently had funding confirmed, enabling the programme to progress to consultation and the next phases of design. Despite delays, the programme is still showing that delivery ahead of CRL opening is achievable.

City centre health metrics continue to show positive trends. Key highlights from 2023 Infometrics data include:

- City Centre economy (GDP) increased 9.2%, more than double the rate of rest of Auckland
- City Centre employment grew by nearly 11,000 (7.3%), triple the rate of the rest of Auckland
- Residential population increased again (by over 2,000) after declining in 2022 and 2021

# 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.



**Port Precinct Future Development project** - The Framework Plan and associated board paper was endorsed by the Eke Panuku Board in November 2023. The Framework Plan and supporting paper was submitted to the Mayor's Office and Auckland Council CEO in December

**29** Te Ara Tukutuku - The Vision and the supporting framework document was endorsed by the Eke Panuku Board and approved by the Waitemata Local Board in December 2023. Following a public soft launch of the Vision and Framework material, feedback was reported to the Eke Panuku and Waitemata Local Boards in December 2023. The next stage of design development will occur over February to June, including further stakeholder and political engagement.

**17** North Wharf - The Request for Proposal (RFP) for North Wharf closed in November 2023. A preferred development partner has been selected which was approved by the board late December 2023. The negotiation period is now underway.

**12** 101 Pakenham St (Lysaght Building) - No successful agreements were reached when the site went to market in late 2022. A relaunch of the sales process will be considered early 2024.

**5** Waters edge response works - Works on improving the health and safety of our waterfront edge spaces began in April 2023 and are now 80% complete. Works include upgrade/installation of balustrades, lighting, signage and identification of mode priority in shared spaces across our wharf areas.

**9** Westhaven Seawall Upgrade - Resource consent was granted in October 2023. A contractor has been selected to undertake the works which are expected to start on site in April 2024.

**10** Pile berth development - Stage two of the project commenced in late February 2023 to extend the Westhaven Promenade boardwalk along the southern side of the reclamation, install new utility services, and construct a new car park and landscaping. Works were completed in December 2023 and the area was opened to the public with a dawn Karakia by Ngāti Whātua Ōrākei. This was an FY24 SOI capital works milestone target and provides 2,000 sqm of public realm space.

**8** Market Square public realm enabling works were completed in November 2023 and provide 950 sqm of public realm improvements to the area.

# ONEHUNGA

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

## Projects completed & underway

- 1 Laneway 7
- 2 38 Neilson Street acquisition
- 3 Onehunga Port acquisition
- 4 DressSmart 3 Paynes Ln Site Sale
- 5 Onehunga Mall Club (Lamont & Co.)
- 6 Fabric development (Lamont & Co)
- 7 Ngā Hau Māngere Bridge (Waka Kotahi NZTA)

## FY24

- 8 Waiapu Lane Precinct Public Realm
- 9 Town Centre to Wharf Link Stage 1

## FY25

- 10 Paynes Lane Streetscape Upgrade (Laneway 8)
- 11 Te Pumanawa Precinct Public Realm
- 12 Onehunga Wharf Building Upgrades
- 13 Waiapu Precinct Commercial Site Sale
- 14 Waiapu Precinct Residential Site Sale
- 15 Waiapu Precinct Supermarket
- 16 Te Pumanawa Church Street upgrade

## Long-term projects (FY26+)

- 16 Onehunga Wharf Public Realm
- 17 Onehunga Wharf to Taumanu Walking & Cycling
- 18 Town Centre to Wharf Link Stage 2
- 19 Te Pumanawa Precinct Development
- 20 9-21 Waller Street Development
- 21 38 Neilson Street Development
- 22 Train Station Precinct
- 23 Auckland Light Rail (Waka Kotahi / AT)
- 24 East West Link (Waka Kotahi NZTA)



Waiapu Precinct supermarket – Negotiations are on-going with the supermarket operator.

Onehunga Mall site acquisitions – Negotiations are continuing with affected property owners.

Paynes Lane streetscape upgrade – A project to create a pedestrian friendly thoroughfare which ties the new Dress Smart precinct into the Onehunga Mall mainstreet. The concept design is now complete with development design well underway. Certificate of Compliance was lodged with Auckland Council in late December 2023 and is currently being assessed. We are on track to achieve our SOI target of obtaining consent for the works.

Waiapu Precinct – The Maungakiekie-Tamaki Local Board approved the concept design of the public space to go to public consultation at its November 2023 meeting. Consultation seeking feedback on the public space commences in February. Resource consent for the subdivision and enabling works was approved in December 2023.

# 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.

## Projects completed & underway

- 1 Streetscape Improvements Stage 1 (Clifton Court)
- 2 AMETI- Eastern Busway - AT
- 3 Panmure Station Upgrade

## FY24

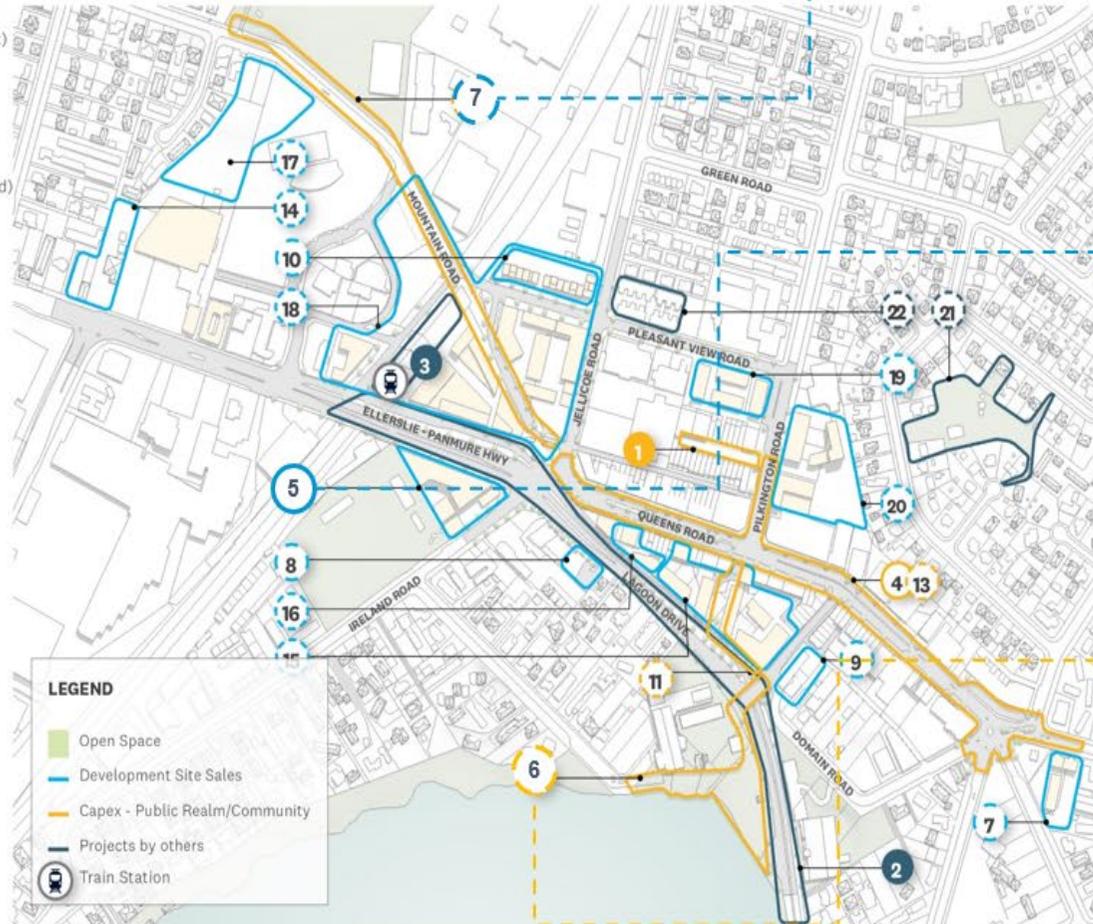
- 4 Streetscape Improvements Stage 2 (Queens Road)
- 5 535 Ellerslie Panmure Highway Site Sale

## FY25

- 6 Lagoon Edge Reserve Upgrade
- 7 3 Kings Road Site Sale
- 8 11-13 Lagoon Drive, Panmure Site Sale
- 9 10 Basin View Lane Site Sale
- 10 9 Jellicoe Road Site Sale

## Long-term projects (FY26+)

- 11 Basin View Pedestrian & Cycle Connection
- 12 Maungarei to Town Centre Connection
- 13 Streetscape Improvements Stage 3
- 14 486-492 Ellerslie Panmure Highway Site Sale
- 15 Basin View Precinct Staged Site Sales
- 16 Gateway West 13-27 Queens Rd Site Sale
- 17 59 & 59a Mountain Road Site Sale
- 18 Station Precinct Staged Site Sales
- 19 28-30 Pilkington Road Site Sale
- 20 7-13 Pilkington Road Redevelopment Feasibility
- 21 Mauinaina Upgrade (TRC)
- 22 Pleasant View Road Development (TRC)



**3 Kings Road development site** - A conditional agreement has been entered into. An ombudsman complaint about the sale of this site has been lodged.

**535 Ellerslie Panmure Highway mixed-use development site** - A conditional development agreement is currently with the preferred purchaser for execution. This follows the conclusion of the tender process in July 2023. At this stage we are still comfortable that negotiations will be satisfactorily concluded, and an agreement will be reached.

**Lagoon Edge Reserve upgrade** - A project to create an urban waterfront park adjacent to the existing lagoon pools as an anchor destination at one end of the proposed pedestrian and cycle link between the maunga and the basin. Developed design and consenting application is underway and on track for lodgement by the end of 2023. The completion of the skate park upgrade was celebrated with a skate jam community event held on the 11 November 2023. The works have not only improved safety for skaters and allow for better use of the area but responded to a real community need to have somewhere local to go for active hobbies.

# MANUKAU

**Vision:** Thriving heart and soul for the south

## Projects completed

- 1 Westfield Mall Carpark Site Sale
- 2 Vodafone Events Centre Carpark (partial sale)
- 3 52-54 Manukau Station Road (MIT) Site Sale
- 4 20 Barrowcliffe Place Site Sale
- 5 Barrowcliffe Pond Shared Path
- 6 Barrowcliffe Bridge Works
- 7 Puhinui Wiri playground Works
- 8 Putney Way Stage 1
- 9 Wiri Bridge Capital Works

## FY24

- 10 Leases and Covenants Progressed
- 11 Hayman Park Playground Works
- 12 Parking Management Solutions (across the programme)

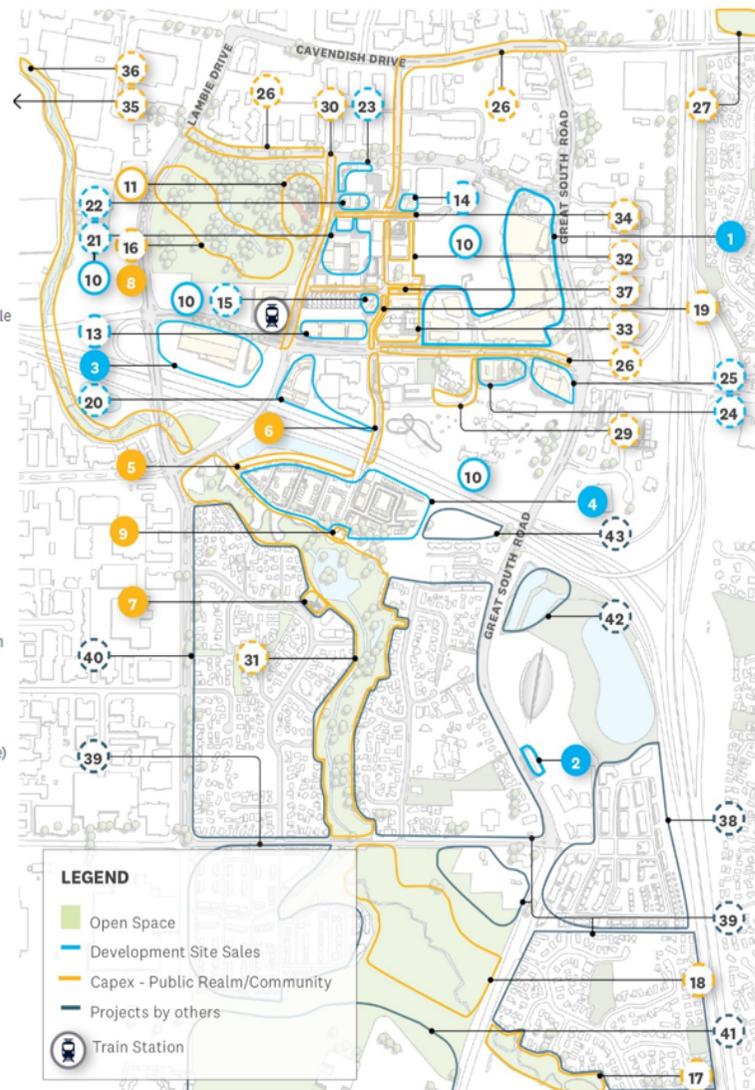
## FY25

- 13 33 Manukau Station Road Site Sale
- 14 9 Osterley Way Site Sale
- 15 10 Putney Way Site Sale
- 16 Hayman Park Wetland Works Contribution
- 17 Puhinui Stage 1 - Ratavine Reserve Works
- 18 Puhinui Stage 2 - CMDHB Walkway Works
- 19 Osterley Way at Civic Streetscape Works

## Long-term projects (FY26+)

- 20 50 Wiri Station Road Site Sale

- 21 14 Davies Avenue Site Sale
- 22 8 Davies Avenue Site Sale
- 23 2 Davies Avenue Site Sale
- 24 12 Manukau Station Road carpark Site Sale
- 25 2 Clist Crescent carpark Site Sale
- 26 Walking and Cycling Network Works
- 27 Manukau Sports Bowl Investigation
- 28 Manukau Public Art contribution (across the programme)
- 29 Karina Williams Way Extension Works
- 30 A2B Streetscape Contribution
- 31 Puhinui Stage 3 - Wiri Reserve Works
- 32 Manukau Square Works
- 33 Manukau Civic & Putney Way Contribution
- 34 Osterley + Amersham Way Works
- 35 Puhinui Stage 4 - Manukau Industrial Area Works
- 36 Puhinui Stage 5 - Puhinui Park Works (Plunket Ave)
- 37 Putney Way Stage 2
- 38 Pacific Gardens Residential Development
- 39 Wirihana Residential Development
- 40 Kainga Ora Investigations
- 41 Manukau Health Park development
- 42 Healthy Waters Upgrades
- 43 Ngati Tamaha development



**21** 14 Davies Avenue – A project to enable residential and commercial development. We are still in negotiations with the appellants following the High Court ruling in Council’s favour. We are yet to get Auckland Transport approval to release the site.

**16** Hayman Park wetland works – Lodgement of the resource consent has been delayed due to the discovery of an inland wetland and high groundwater levels which both impact the proposed area of earthworks. In light of this, a review and amendment of the design is currently underway. Consent is now expected to be lodged towards the end of Q3.

**13** 33 Manukau Station Road – The GPG is progressing the Business case to bring together crown agencies under one agreement to lease, fund and secure the ability to deliver one integrated building for multiple crown users.

**19** Osterley Way civic streetscape works Include streetscape upgrade with landscaping, new surfacing, lighting, wayfinding and separated cycleway . Developed design is underway and estimated to be completed at the end of Q3. Resource consent is targeted for the last quarter of FY24.

**15** 10 Putney Way – A Heads of Agreement is currently being negotiated with Ngati Te Ata and their commercial partner.

**26** Cavendish Drive & Sharkey Street AUT Link – Identification of potential bus lane clashes and a review of landscaping items to ensure the project delivers the best outcomes for the walking and cycling connection is currently underway. The preferred concept design is expected to be sent to Auckland Transport in March/April this year.

**18** Puhinui Regeneration Strategy initiatives –All initiatives are underway and being progressed with Mana Whenua. The acquisition of 7.6ha of land at the super clinic in Manukau/Wiri to enable the future walkway and cycleway has completed and is settled. The concept design for the first two stages of the walkway and cycleway have been approved by the Manurewa Local Board. We are now progressing with the Developed Design phase.

## Director interests at 20 March 2024

Member	Interest	Company / Entity	Conflicts pre-identified?
<b>Paul Majurey</b>	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		

<b>Member</b>	<b>Interest</b>	<b>Company / Entity</b>	<b>Conflicts pre-identified?</b>
<b>David Kennedy</b>	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	
<b>John Coop</b>	Director	Eke Panuku Development Auckland Limited	
	Trustee	JE and CS Coop Family Trust	
	Managing Director and Principal	Warren and Mahoney	Yes
<b>Kenina Court</b>	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	CP Resettlement Trustees Limited	
	Director	Eight Peaks Holdings Limited	
	Director	Fale Developments Limited	
	Director	Fortitudine Trustees Limited	
	Director	Greer Family Trustees Limited	
	Director	Holly Corp Trustees Limited	
	Director	Huma Holdings Limited	
	Director	IBS	

<b>Member</b>	<b>Interest</b>	<b>Company / Entity</b>	<b>Conflicts pre-identified?</b>
<b>Kenina Court</b> continued	Shareholder	IBS Corporation Limited	
	Director	It's Happened Trustees Limited	
	Director	KW Westgate Limited	
	Director	Lovelock Trustees Limited	
	Director	Lujato Trustees Limited	
	Director	M&G Trustees Limited	
	Director	Nathan Whanau Trustees Limited	
	Director	New Gipsy Limited	
	Director	NTA Holdings Limited	
	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		
<b>Steven Evans</b>	Director	Eke Panuku Development Auckland Limited	
	Member	Construction Industry Accord Residential Sector Reference Group	
	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	
	Board Member	Urban Development Institute of New Zealand	Yes

<b>Member</b>	<b>Interest</b>	<b>Company / Entity</b>	<b>Conflicts pre-identified?</b>
<b>Jennifer Kerr</b>	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	
	Board member	Waipa Networks Ltd	
	Chair	WorkSafe New Zealand	

**Changes made to Directors' interests register since February 2024 Board meeting:**

**Additions:**

Director	Conflict/interest <b>added</b>	Date notified

**Amendments:**

Director	Conflict/interest <b>amended</b>	Date notified
Jennifer Kerr	Chair, Callahan Innovation	26 February 2024

**Deletions:**

Director	Conflict/interest <b>deleted</b>	Date notified
	N/A	



**Minutes of the meeting of directors of Eke Panuku Development Auckland Limited, held in partly confidential session, in person at 135 Albert Street, Auckland and online via Teams, on Wednesday 28 February 2024**

<p><b>Attending</b></p>	<p><b>Board:</b> Paul Majurey (Chair), David Kennedy (Deputy Chair), Kenina Court, Steve Evans, Jennifer Kerr</p> <p><b>Executive:</b> David Rankin, Chief Executive; Gyles Bendall, GM Design &amp; Place; Alaina Cutfield, Head of People &amp; Culture; Angelika Cutler, GM Community &amp; Stakeholder Relations; Carl Gosbee, Chief Financial Officer; Brenna Waghorn, GM Strategy &amp; Planning; Marian Webb, GM Assets &amp; Delivery; Ian Wheeler, Chief Operating Officer; Allan Young, GM Development</p> <p><b>In Attendance:</b> Councillor Angela Dalton; Rachel Wilson, Principal Advisor, Auckland Council; Alice Newcomb, Governance Manager; Rosemary Geard, Governance Advisor (minutes)</p>
<p><b>1.0 Meeting opening</b></p>	<p>The meeting opened with a karakia.</p> <p>The chair welcomed everyone to the meeting.</p> <p>The chair acknowledged the passing of Fa'anānā Efeso Collins, reflecting on our strong relationship with the former Eke Panuku Lead Councillor, and that his loss is keenly felt across the motu.</p>
<p><b>1.1 Apologies</b></p>	<p>Apologies were received from John Coop.</p>
<p><b>1.0 Public deputation</b></p>	<p>Kate Cumberpatch, Priority Location Director, joined the meeting for this item.</p> <p>Patrick O'Meara, President, Panmure Historical Society, joined the meeting to discuss the sale of 3 Kings Road, Panmure.</p> <p><b>ACTION:</b> Chair to respond to Patrick O'Meara.</p>
<p><b>2.0 Chief Executive's Report (open)</b></p>	<p>David Rankin, Chief Executive, spoke to the open items of the report and answered questions on various issues.</p> <p>The Eke Panuku Board received the open report.</p>
<p><b>3.0 Health and Safety</b></p>	<p>Carl Gosbee, CFO, introduced the item.</p> <p>The Eke Panuku Board discussed and received the report.</p>

<b>4.0 Information papers</b>	
<b>4.1 Property market overview - Dec 2023</b>	Allan Young, GM Development, introduced the item. Following the conclusion of discussions, the Eke Panuku Board received the report.
<b>4.2 Draft LTP budget submissions</b>	Carl Gosbee, CFO, introduced the item. Following the conclusion of discussions, the Eke Panuku Board received the report.
<b>4.3 Quarterly Risk Report</b>	Carl Gosbee, CFO, introduced the item. Following the conclusion of discussions, the Eke Panuku Board received the report.
<b>6.2 Director's interests and Director's project interest reports (open)</b>	The Eke Panuku Board reviewed and received the reports.
<b>6.3 Director meeting attendance</b>	The Eke Panuku Board noted the Directors' meeting attendance.
<b>6.4 Minutes of previous meeting held 13 December 2023 (open)</b>	The Eke Panuku Board reviewed and confirmed the open minutes of the Board Meeting 13 December 2023, with confidential information included, as a true and accurate record of the meeting.
<b>5.0 Decision papers (open)</b>	
<b>5.3 Audit and Risk Committee - Composition of the Committee</b>	Carl Gosbee, CFO, introduce the report. Following the conclusion of discussions, the Eke Panuku Board resolved to: a) confirm, that following the resignation of Susan Huria, effective 31 December 2023, the composition of Audit and Risk Committee remains as four members. b) confirm the composition of the Audit and Risk Committee will be reviewed following the end of the Board Chair's current term on 31 August 2024.
	Mr O'Meara left the meeting.
<b>1.2 Procedural motion to exclude the public</b>	Pursuant to clause 12.3 of the Development Auckland Limited Constitution, the public be excluded from confidential papers or parts thereof, so that commercially sensitive issues can be discussed.

<p><b>2.0 Chief Executive's Report (closed)</b></p>	<p>David Rankin, Chief Executive, spoke to the closed items of the report. Items of note included:</p> <ul style="list-style-type: none"> <li>• <b>Future waterfront development</b> Fiona Knox, Priority Location Director - Major Projects, joined the meeting for this item.</li> <li>• <b>Ormiston update</b> Steve Evans left the meeting for this topic due to a disclosed conflict of interest. Allan Young, GM Development, spoke to the report.</li> </ul> <p><b>Avondale Central</b> Paul Majurey left the meeting for this topic due to a disclosed conflict of interest, and David Kennedy took the Chair. An update of Avondale Central was provided.</p> <p>[REDACTED]</p> <p>The Eke Panuku Board received the report.</p>
<p><b>5.1 Service Property Optimisation - Kohimarama</b></p>	<p>Letitia Edwards, Head of Strategic Property Optimisation, and Carl May, Strategic Property Specialist, joined the meeting for this item. Marian Webb, GM Assets &amp; Delivery introduced the report. Following the conclusion of discussions, the Eke Panuku Board resolved to:</p> <p>a) [REDACTED]</p> <p>i. [REDACTED]</p> <p>ii. [REDACTED]</p> <p>b) [REDACTED]</p> <p>c) [REDACTED]</p>
<p><b>5.2 Westhaven Marina Limited - Director appointments</b></p>	<p>As the quorum required to ratify individual appointments was not present, following the meeting Alice Newcomb, Governance Manager will distribute an out-of-cycle decision paper by email.</p>
<p><b>6.0 Governance matters (closed)</b></p>	

<p><b>6.1 Out-of-cycle decision: Site 14, North Wharf, Wynyard Quarter – Request For Development Proposals</b></p>	<p>The Eke Panuku Board made an out-of-cycle decision between the December 2023 and February 2024 board meetings.</p> <p>John Coop and Paul Majurey were not included in this decision due to a declared conflict of interest.</p> <p>On 20 December 2023 the Eke Panuku Board resolved, by circular resolution, to:</p> <p>a) [REDACTED]</p> <p>b) [REDACTED]</p>
<p><b>6.2 Director’s interests and Director’s project interest reports (closed)</b></p>	<p>The Eke Panuku Board reviewed and received the reports.</p>
<p><b>6.4 Minutes of previous meeting held 13 December 2023 (closed)</b></p>	<p>The Eke Panuku Board reviewed and confirmed the closed minutes of the Board Meeting 13 December 2023, with confidential information included, as a true and accurate record of the meeting.</p>
<p><b>6.5 Board action list</b></p>	<p>The Eke Panuku Board received the board action list.</p>
<p><b>6.6 Board forward work programme</b></p>	<p>The Eke Panuku Board received the board forward work programme.</p>
<p><b>7.0 General Business</b></p>	<p>There were no items of general business.</p>
<p><b>Meeting close</b></p>	<p>The meeting closed with a karakia at 11. 51am.</p>

Confirmed as a true and accurate record:

----- **Chair** ----- **Date**

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