

Board Report

Date

Wednesday,
23 August 2023

Time

12.30pm

Venue

Henderson-Massey Local Board Office
Council Chambers, L2 Henderson Civic Building
1 Smythe Road
Henderson
Auckland



Local Government Official Information and Meetings Act 1987.

7 Other reasons for withholding official information

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

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

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

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

(i) would disclose a trade secret; or

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

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

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

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

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

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

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

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

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

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

(g) maintain legal professional privilege; or

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

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

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

Board Agenda

Where: Henderson-Massey Local Board Office, Council Chambers, L2
Henderson Civic, 1 Smythe Road, Henderson

When: Wednesday 23 August 2023 | 12.30pm – 4.00pm

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

Local Government Official Information and Meetings Act 1987 (LGOIMA) statement

Information contained in sections of this agenda should be treated as confidential, as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council. Under Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to withhold information where making available the information:

- *would be likely unreasonably to prejudice the commercial position of a third party s7(2)(b)(ii);*
- *to maintain the effective conduct of public affairs through the free and frank expression of opinions s7(2)(f)(i);*
- *would be likely to prejudice or disadvantage the commercial position of council s7(2)(h); and*
- *would be likely to prejudice or disadvantage negotiations s7(2)(i).*

1.	Public meeting open 1.1 Apologies
2.	Chief Executive's report
3.	Health and Safety report
4.	Te Ara Tukutuku project update
5.	Decision papers 5.1 Papakura Service Property Optimisation 5.2 Internal Auditor appointment 5.3 Grants and Donations Policy Review 5.4 Lease surrender 82 Wyndham Street
6.	Information papers 6.1 End of year update on mana whenua outcomes 6.2 Stakeholder Insights programme 6.3 Thriving Town Centres – Outcomes monitoring baseline report 6.4 Asset Management Strategy – Implementation update
7.	Governance matters 7.1 Out of Cycle Decisions 7.2 Director interests & Director interests projects 7.3 Director meeting attendance 7.4 Minutes meeting held – 26 July 2023

Apologies – At the time of publishing no apologies had been received.

Information paper: Chief Executive's Report

Author: David Rankin, Chief Executive

August 2023

Whakarāpopototanga matua | Executive summary

1. This is a public report with confidential information redacted, indicated in blue font. Where redacted information exists, a reference to the section of the Local Government Official Information and Meetings Act 1987 (LGOIMA) has been cited in the publicly available version of the agenda. It incorporates a range of material on current and emerging issues.

Matapaki | Discussion

Haumaru Housing

2. 
3. 
 - a) 
 - b) 
 - c) 
 - d) 
 - e) 
4. 

Eke Panuku Future Programme

5. We presented three reports to the CCO Direction and Oversight Committee on 10 August, as part of the new approach by the committee of enabling a deeper dialogue with CCOs on key issues. These reports were (and form part of Agenda Pack B):
 - Performance overview FY23 (in confidence)
 - An overview and update on the status of the Eke Panuku urban regeneration programmes.
 - The future urban regeneration programme and funding model, as a report for noting
6. There was positive feedback from the committee members on the good work of Eke Panuku. The committee appreciated the informative reports on the current programme and recent achievements and the scenario presented in relation to the future programme and funding model, previously discussed with the board. There were a variety of questions relating to the status of specific projects (e.g., Bledisloe House sale, the Westhaven marinas strategy and CAB), affordable housing and geographic equity, working with mana whenua and Maatawaka, the impact of the property market, the strategic development fund for acquisitions, potential new partnerships, how new locations would be agreed and phased in. There was strong support for finishing what we have started before taking on more. Councillors were very engaged in the discussion of the future programme and aware this will need to be landed in the long-term plan process.

Board Strategy Day 2023

7. This has been planned for 25 October. The executive reflected on the 2022 strategy day noting that it was very positive in terms of the information sharing (e.g., council group financial context) and building partnerships (NZ Superfund, Tataki, Mana whenua). The agenda was very full and there were a large number of guests. Reflections from the board are welcomed as we make arrangements for the next strategy day. Below are some possible topics:
 - a) ESG – workshop with board on ESG director responsibilities (external supplier). This is a governance requirement and would be useful for board directors on numerous boards.
 - b) Strategic issues facilitated discussion – Discussion of 1-2 strategic issues put forward by each of the board members in response to a question posed in advance, e.g. What is top of mind when you think about Eke Panuku and the next 3-5 years - What do you see as a key challenge or a key opportunity?
 - c) Future urban regeneration programme and funding model – an update and discussion on how this is going in the LTP process. Identification of any further actions that should be taken.
 - d) Market update – wider market update by a market leader
 - e) Diversity Equity and Inclusion Strategy – reflection on survey results and discussion of focus areas in Eke Panuku
 - f) Councillor perspective – Cr Angela Dalton

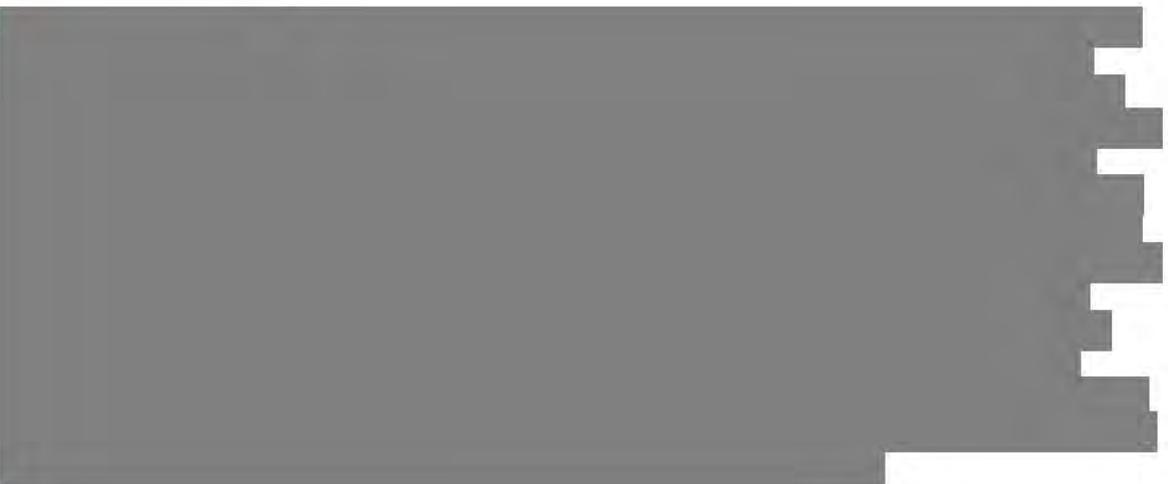
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- g) Port Precinct Future Development Plan – draft framework plan (tbc, dependent on critical path)
- h) Climate change and intergenerational equity – what is our role? Follow-on discussion to the Equal Justice Project.
- i) Implications of the election (14 October) – external commentator.

8. Feedback on logistics, venue, format, and anything else is also welcomed.

Downtown Car Park Redevelopment Update

9. 

10. 

11. 

12. 

Auckland Light Rail

13. 

[Redacted]

14. [Redacted]

CRL – Maungawhau

15. This is a further update to the one I provided in my report at the May 2023 meeting. We have now received approval from the Minister of Finance and Minister of Transport for the delivery of the development sites in the Maungawhau precinct to be managed and concluded by Eke Panuku. This is on the same basis as authorised previously by council. The Eke Panuku Board now has the delegated responsibility from all the City Rail Link (CRL) Project Sponsors to take the development sites in the precinct to market and conclude development agreements within the parameters set by the CRL Sponsors. This is a significant milestone for our work and provides the team clarity to progress with preparation of development sites.

16. The Eke Panuku Kāinga Ora Joint Board Committee is now disbanded. Eke Panuku and Kāinga Ora will continue to work together at the executive level on the projects in this precinct and will meet regularly to provide direction on the work as it progresses.

17. There are 11 development sites within the Maungawhau precinct and one adjacent to the Karanga a Hape Station. Of these:

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

18. [Redacted]

Ormiston Town Centre

19. [Redacted]

[Redacted]

20. [Redacted]

21. [Redacted]
M

22. [Redacted]

23. [Redacted]

24. [Redacted]

25. [Redacted]

26. [Redacted]

a) [Redacted]

b) [Redacted]

c) [Redacted]

d) [Redacted]

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e) [Redacted]

f) [Redacted]

27. [Redacted]

Flat Bush School Road, Ormiston

28. [Redacted]

29. [Redacted]

30. [Redacted]

31. [Redacted]

32. [Redacted]

Waterfront edge safety improvements

33. In April 2021 Eke Panuku initiated a Health & Safety Review of Waterfront Edges. This review looked at all water edges across the waterfront and whether we had the right approach and controls in place. As part of this review a strategic project was set up to investigate swimming locations on the Waterfront and undertake risk workshops with key stakeholders.

34. This update is to highlight several key improvements that are about to get underway regarding swimming activities on the waterfront. A full information report will be brought to the Board in September on the wider project outcomes and initiatives.

35. A decision paper entitled, Karanga Plaza Tidal Steps: Swimming and Jumping Activity, was presented to the Board in October 2022. The Board approved several recommendations based on current information provided and with a view to balancing the risks to further improve the safe swimming and jumping experience at the Karanga steps. It was noted that eliminating this type of activity is not possible and providing a safe place to swim and jump should reduce the likelihood of unsafe swimming and jumping activity.

The paper indicated that the improvements were to be considered through design and risk mitigations and aim to be in place for the summer of 2023/24.

36. The project team have been working through the design phases with a particular focus on Safety In Design (SiD). The SiD process identified risks, the likelihood of the risk occurring, the consequences and any additional controls that could be implemented through design to mitigate the risk. Relevant representatives across the Eke Panuku Business participated in this process. Overall, the risks have been minimized but there is still inherent risk in the activity that will require on-going monitoring. The residual risks and proposed controls are listed in the attached Safety in Design Register. It should be noted that the likelihood of these risks is considered rare or unlikely across the majority of these risks.
37. Based on this design and risk management process the proposed scope of work for the project includes:
 - a) Introducing a bespoke jumping platform to provide an attractive and safe location for jumping and reduce the likelihood of unsafe jumping in other location.
 - b) Upgrading the existing signage with clear written instructions on swimming and jumping rules
 - c) Upgrading balustrade on tidal steps to be non-climbable and reduce the risk of jumping from the tidal steps.
 - d) Upgrading the balustrade on the existing seawall to be non-climbable and reduce the risk of jumping from the seawall and balustrade.
 - e) Introducing a ladder and grab rail on the adjacent pontoon to support less confident swimmers and enable safe exit from the water.
 - f) Introducing a depth indicator and numbering on the tidal steps to indicate tidal variation.
38. The estimate for the work is [REDACTED] and the budget for this work has been accommodated under the Water Edge Response project budget that includes the balustrade and safety improvements across the Waterfront. The works is expected to commence in early September with completion by December 2023.
39. Healthy Waters has continued to test water quality twice monthly at Karanga Plaza. Excessive results of Enterococci are consistent with heavy rainfall events. This data supports the development of a Safeswim model for Summer 2023 which will advise the public when it is not suitable to swim as it does on many beaches across Auckland. The Safeswim model will provide up to the minute information on water quality and swimming conditions at this location via the Safeswim website.
40. Please see attached the table of residual risks, the full Safety in Design register and a set of slides which provide relevant visualisations and some supplementary information (Attachments A - C).

Avondale Central

41. [Redacted]

42. [Redacted]

43. [Redacted]

44. [Redacted]

- 45. [Redacted]
- a) [Redacted]
- b) [Redacted]
- c) [Redacted]

46. [Redacted]

47. [Redacted]

TAG review

48. In February the executive advised the Board that it was about to undertake a review of TAG. The purpose of the review is to ensure that TAG is meeting best practice and that it is managed efficiently. Due to constrained resources this has been delayed several months but is now about to be underway.
49. The executive has developed a concise term of reference for the review which is at Attachment E for the Board's information.
50. The review will start with a survey of people that interact with TAG. This includes internal staff across the group, external design teams, and developers. This is intended to provide useful insights for the review.
51. An information report will be provided to Board on the outcome of the review. It is anticipated that this will occur at the end of the calendar year.
52. While this review is focused on TAG it is noted that TAG is linked into a range of processes within Eke Panuku and Council. This includes our project management framework, for example when and why we take projects to TAG as well as our agreement with Council for using TAG as part of regulatory processes. It is expected that both the survey and review will likely provide input or raise matters for consideration which the Executive will undertake concurrently. In particular it is expected we will get good insight to whether the Alliance Framework is working well or understood by all parties.

Corporate Property optimisation

53. Argosy have provided a draft surrender document for the release of Eke Panuku from the lease on 82 Wyndham Street. [REDACTED]
54. We are currently reviewing the detail of the terms of surrender and will need an out of cycle board decision to accept the finalised terms for the Deed of Surrender.
55. We are progressing discussion with Auckland Council on taking space on levels 21 and 22 of Auckland House in Albert Street. [REDACTED]

Group Shared Services (GSS) project

56. [REDACTED]

57. [Redacted]

GSS Human Resources Work Stream

58. [Redacted]

59. [Redacted]

60. [Redacted]

61. [Redacted]

62. [Redacted]

63. [Redacted]

Media Report Quarter 2 - 2023

64. There was a significant increase in media coverage this quarter up from 81 to 142 mentions of Eke Panuku. With more than half this coverage being considered 'neutral', this meant our Media Impact Score fell half a point on last quarter to 1.6.

65. The focus of this quarter's coverage shifted away from property and building themes from last quarter and more towards neighbourhoods and urban development – which tended to more often be positive.

August 2023

66. The NZ Herald carried the most coverage of our work this quarter, with Bernard Orsman writing the majority of these articles.
67. Most reporting about our 'corporate' business was neutral, mentioning Eke Panuku in passing in discussion of job and budget cuts at Auckland Council and other CCOs.
68. Eke Panuku proactive coverage included April reports on conceptual plans for the future development of the port precinct phased over time with Chief Executive David Rankin cited in the NZ Herald reporting; a feature on the role Eke Panuku plays in shaping future Auckland growth with Gyles Bendall, and reports in late April and May that quoted Kate Cumberpatch about the ability for build-to-rent developments to alleviate the housing crisis. Her comments were complemented by statements from Cllr Darby, who stated these developments allow for a "reimagined Takapuna" and the Property Council's Denise Lee, who discussed the benefits for renters.
69. Seven reports were negative this quarter which impacted our Media Impact Score. The most prominent was a syndicated mid-May article on criticisms from a councillor of Eke Panuku's transparency, and opinion pieces from Gael Baldock and Lisa Prager.
70. We have since addressed the transparency issues directly with the councillor.

Staff Engagement Survey

71. Eke Panuku ran its first employee engagement survey of 2023 launched on 11 July and was open two weeks. 87% of Eke Panuku employees participated in this survey round and provided 1762 comments in total.
72. An engagement score of 8.0 out of 10 was achieved pleasingly. the score has remained the same since the last survey round in October 2022. The Health and Wellbeing score has increased to 8.3 out of 10, this is a 0.2 increase from last round. This places Eke Panuku in the top quartile against the government benchmark for both Engagement and Health & Wellbeing.
73. Given the turbulent year, the result is testament to the positive culture at Eke Panuku and the resilience collectively shared. Across the 14 engagement drivers, all are above benchmark and 12 are in the top quartile. There were minimal changes since our last survey.
74. Our Diversity and Inclusion score has slightly decreased to 7.9 out of 10, which is a 0.3 decline from last round. At the next all staff meeting our Diversity, Equity and Inclusion strategy will be presented which includes the actions we are taking as an organisation and responds to feedback received.
75. Overall, the scores and comments received have been very positive. The Workday consultant remarked the Eke Panuku engagement scorecard was one of the best she had seen, and it was difficult to identify priority areas. The key message was to keep doing what we are doing.

Eke Panuku staff remuneration issues

76. 

- [Redacted]
- 77. [Redacted]
- 78. [Redacted]
- 79. [Redacted]
- 80. [Redacted]

Ngā tāpirihanga | Attachments

- Attachment A – SiD Residue Risks table
- Attachment B – [Redacted]
- Attachment C – Karanga Plaza swimming improvements presentation
- Attachments D1 - 7 [Redacted]
- Attachment E – TAG Terms of Reference
- Attachment F – [Redacted]

ATTACHMENT A

No.	Risk Description	Proposed Controls	Likelihood	Consequence	Severity Rating
1	Fall onto submerged object or shallow water while jumping into water	<ul style="list-style-type: none"> - Water depth min. 3.90m at Low Tide (meets diving pool depth requirements) - Dredging - Depth indicator - Number Tidal Steps - Visual checks - Use grappling hook 	Rare	Major	Moderate
2	Accidental fall onto hard surface while jumping from platform e.g. adjacent pontoons	<ul style="list-style-type: none"> - Limiting approach length to platform - Gate - 3 steps - Waiting seat as an obstacle - Fin balustrade for visibility - Perpendicular edge of platform to encourage straight jumping - Platform in middle of space and narrows to limit number of people - Look before you leap' message 	Rare	Extreme	Moderate
3	Public injured on sharp surface while swimming or leaving water e.g. marine growth	<ul style="list-style-type: none"> - Regular cleaning/water blasting - Grab rail to avoid grabbing other objects - Ladder and grab rail stainless steel - Zinc anodes to minimise corrosion of metal - Sandblasted or aggregate concrete deck - Tidal Steps balustrade stops 3 steps short, reducing length submerged 	Unlikely	Minor	Low
4	Drowning of swimmer after jumping from platform into water below e.g. unable to exit	<ul style="list-style-type: none"> - Tidal Steps as exit - 5 knot limit - Ladder - Grab rail - Gate closed/locked during adverse weather events - Life rings - Whaler detail / drop down to protect swimmer from growth on concrete 	Rare	Extreme	Moderate
5	Swimmer being landed on by another jumper	<ul style="list-style-type: none"> - Look before you leap' message - Finned balustrade for visibility - Platform in middle of space and narrows to limit number of people - Permanent safety signage at entrance to platform with Safe Swim code 	Unlikely	Moderate	Moderate
6	Entrapment of swimmer under tidal steps or in netting	<ul style="list-style-type: none"> - CCTV and passive surveillance - Gate locked at night - Decision not to add netting to tidal steps void as could become more of an entrapment risk - Jumping platform projection and grab rail positioning encourages swimmers away stairs 	Unlikely	Extreme	Moderate
7	Swimmer accidentally consumes/inhales contaminates or hazardous water	<ul style="list-style-type: none"> - Continuing to work with Safe Swim around water monitoring and inclusion on their website - Permanent safety signage at entrance to platform with Safe Swim code 	Unlikely	Moderate	Moderate
8	Slips, trips and falls while jumping or returning to platform	<ul style="list-style-type: none"> - Regular cleaning/water blasting - Slip resistant finishes 	Unlikely	Moderate	Moderate
9	Platform gate wedged open or broken leaving edge accessible to young members of public	<ul style="list-style-type: none"> - Gate to be over engineered and opening limited (i.e. 90 degrees) - Robust closer specified - Regular operational inspection - Finned gate for visibility - Gate locked at night - Gate made from closed panels rather than fins to make it difficult to 'tie back' 	Unlikely	Extreme	Moderate
10	Intoxicated member of public jumping off platform at night	<ul style="list-style-type: none"> - Good lighting - CCTV and passive surveillance - Gate locked at night 	Unlikely	Extreme	Moderate
11	Misuse of platform e.g. riding e-scooter off platform	<ul style="list-style-type: none"> - Gate - 3 steps - Waiting seat as an obstacle - Gate locked at night 	Unlikely	Major	Moderate

ATTACHMENT A

12	Busy platform with multiple users / multiple jumpers	- Platform narrows to limit number of people	Possible	Moderate	Moderate
13	Access to unintended areas of platform, jumping from pontoon and clash with platform jumpers, off target jumping	- Obvious and attractive jump platform - Finned balustrade on steps for visibility - Balustrade design discourages climbing and jumping	Unlikely	Moderate	Moderate
14	Maintainer access under the tidal steps to remove collected rubbish under the steps and caught in netting	- Decision not to add netting to tidal steps void eliminates this risk, however (see #6) residual risk exists where people can access the underside of the stairs			#N/A
15	Maintainer access to remove marine growth from structures in the intertidal zone, netting, and the underside of the platform	- Decision not to add netting to tidal steps - Work completed at low tide - Some completed from water	Unlikely	Moderate	Moderate
16	Accidental fall into water while cleaning / maintaining the jumping platform	- Fixings so end of platform can be closed off/protected during maintenance - Cleaning of underside of platform from tidal steps and pontoon to avoid leaning over	Unlikely	Moderate	Moderate
17	Accidental fall from height while replacing fencing or gate	- Use of robust materials and finishes for longevity	Rare	Moderate	Low

eke panuku

Karanga Plaza Swimming improvements

Update to the CE
14 August 2023

Background



Board recommendations October 2022

That the Eke Panuku Board:

- a. Note the work that has been completed to respond to the Board's request to provide the safest possible swimming and jumping activity at Karanga Plaza.
- b. Agree, based on current information and balancing the risks, that we will continue to allow swimming and jumping this summer at the Karanga steps and that the existing swimming and jumping controls and management measures that were agreed with the Board in March 2022 will remain in place.
- c. Approve, based on current information and balancing the risks, to further improve the safe swimming and jumping experience at the Karanga steps, through the implementation of the following additional mitigations over the next 12 months:
 - i. An upgrade to the existing signage with clear written instructions on swimming and jumping rules.
 - ii. An upgrade to the balustrade on the tidal steps so that jumping can be safely managed.
 - iii. An upgrade to the existing balustrade on the seawall to reduce the ability for people to climb and jump from the seawall.
 - iv. Investigate a barrier to prevent people from swimming underneath the tidal steps.
 - v. Investigate a grab rail on the adjacent pontoon to provide flotation support.
 - vi. Continue to sample the water at six sites, including Karanga steps, to determine the extent of the current water quality risk for swimming and jumping with the council's Safeswim programme.
 - vii. Provide real-time awareness of water quality risk through the Safeswim website and onsite signage in conjunction with council's Safeswim team.
 - viii. Continue to raise awareness of the health of our taonga (Te Waitematā) and the wider responsibilities of council and community to effectively address issues to improve water quality.

Board recommendations October 2022

d. Note that:

- i. The Karanga Plaza tidal steps will continue to be on a regular cleaning programme to reduce the risk of cuts from shellfish above the low-tide water line and users slipping when the tidal steps are wet.
- ii. Security guards will continue to be active over the summer of 2022-23 to help with general behaviour in the area, support compliance with signage and educate the public on potential risks.
- iii. Adjustments will be made to the Wynyard Crossing Bridge balustrade in 2023 to reduce the ability for people to climb and jump into the Viaduct Marina navigation channel. It is treated as a separate project from Karanga Plaza tidal steps due to project value.
- iv. Identified engineering controls to be delivered over the next calendar year must adhere to Eke Panuku Project Management Framework which includes design, consenting, contract procurement and procurement of materials to be completed, and this will take at least 6-12 months.
- v. Auckland Council Legal will review the Harbourmaster's view that an exemption from Navigation Bylaw 2021 is not required because the existence of the current line of roped buoys gives a clear separation between transiting vessels and people in the water.

Current progress

- Healthy Waters continue to test water quality
- Swimming Improvements
 - Detailed design complete
 - QS and Engineer to Contract (EtC) appointed
 - Responses to tender for physical works due 14/08/23
 - Resource Consent being finalised – due next week
 - Building Consent underway
 - Engagement with Tātaki Auckland Unlimited, Park Hyatt and VHHL



Budget estimates

Construction	\$655,000
Design and professional fees	\$195,000
Contingency	\$210,000
TOTAL	\$1,060,000

Construction programme

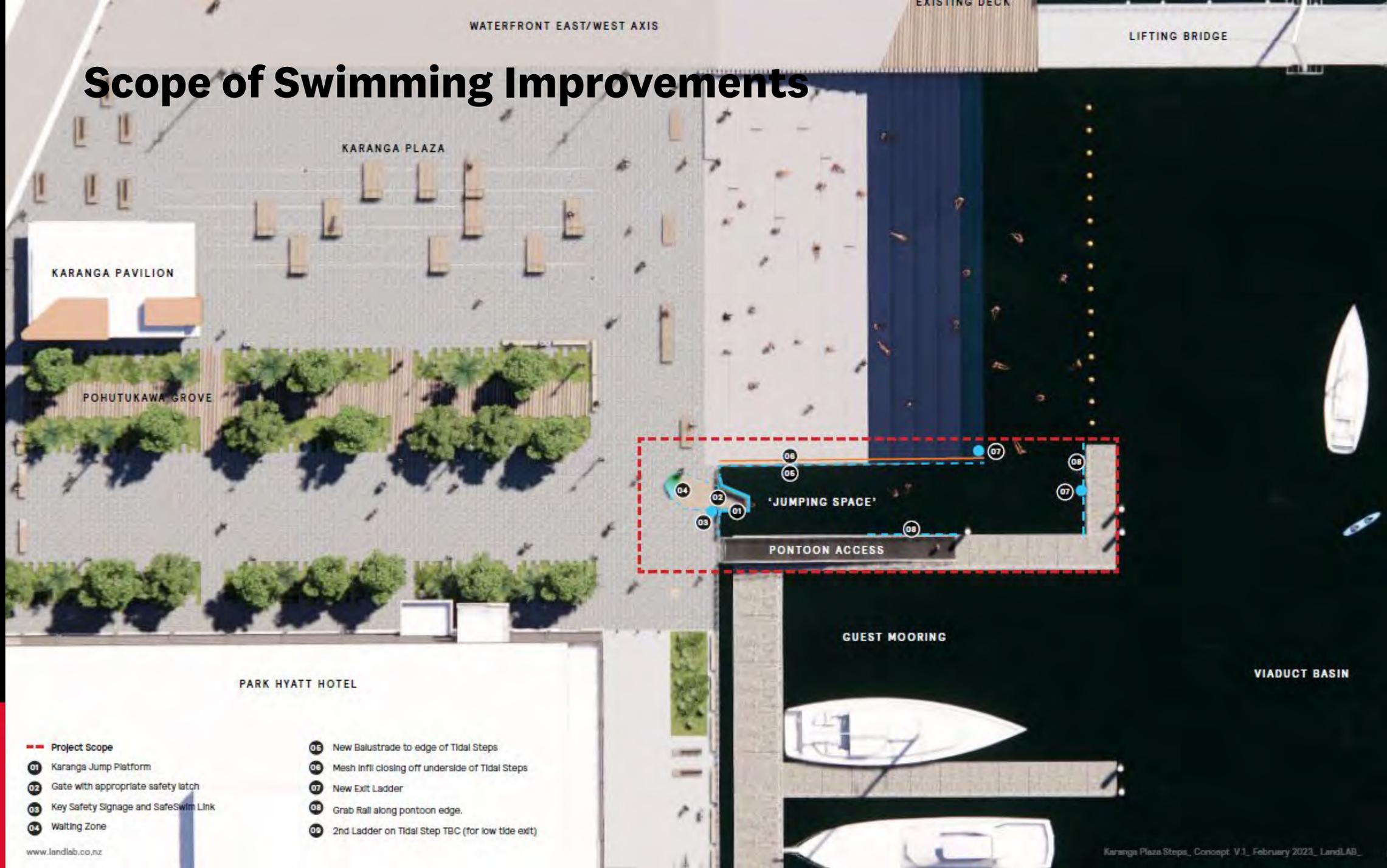
- Assuming consents are granted
- Start construction early September 2023
- Complete construction late November 2023

Water Quality

Date	Karanga Plaza South KRN02					Karanga Plaza North KRN01	Jellicoe East JEL01	Jellicoe West DAL02	Rain (mm) in preceeding:		
	Enterococci	Benzene	Ethylbenzene	Toluene	Xylenes	Enterococci	Enterococci	Enterococci	24 hours	48 hours	72 hours
	MPN/100mL	mg/L	mg/L	mg/L	mg/L	MPN/100mL	MPN/100mL	MPN/100mL			
21/10/2022	20	<0.0001	<0.0001	<0.0001	<0.0002	30	10	51	1.5	1.5	1.5
28/10/2022	10	<0.0001	<0.0001	<0.0001	<0.0002	31	31	10	0	0	0
28/10/2022 (routine SS)	10	n/s	n/s	n/s	n/s	20	n/s	n/s	0	0	0
31/10/2022	30	<0.0001	<0.0001	<0.0001	<0.0002	10	10	20	5	79	80
1/11/2022	30	<0.0001	<0.0001	<0.0001	<0.0002	63	20	20	0	28.5	80
2/11/2022 (routine SS)	10	n/s	n/s	n/s	n/s	10	n/s	n/s	0	0	33.5
8/11/2022	10	<0.0001	<0.0001	<0.0001	<0.0002	20	10	20	2.5	2.5	2.5
10/11/2022	10	<0.0001	<0.0001	<0.0001	<0.0002	10	10	10	0	16	18.5
14/11/2022	10	<0.0001	<0.0001	<0.0001	<0.0002	10	10	10	1	1	1.5
18/11/2022	187	<0.0001	<0.0001	<0.0001	<0.0002	565	201	96	20.5	20.5	20.5
23/11/2022 (routine SS)	52	n/s	n/s	n/s	n/s	41	n/s	n/s	12.5	13.5	22.5
23/11/2022	1722	<0.0001	<0.0001	<0.0001	<0.0002	359	31	75	13	14	21.5
25/11/2022 (last hydrocarbon)	98	<0.0001	<0.0001	<0.0001	<0.0002	10	10	20	5.5	22.5	35.5
28/11/2022 (routine SS)	20	n/s	n/s	n/s	n/s	10	n/s	n/s	9.5	11.5	11.5
29/11/2022	10	n/s	n/s	n/s	n/s	10	10	20	0	9.5	11.5
7/12/2022 (A/L)	10	n/s	n/s	n/s	n/s	20	30	31	15.5	15.5	15.5
9/12/2022	10	n/s	n/s	n/s	n/s	10	n/s	n/s	1.5	1.5	17
12/12/2022	41	n/s	n/s	n/s	n/s	10	n/s	n/s	12.5	34	35.5
13/12/2022	10	n/s	n/s	n/s	n/s	10	20	10	0	11.5	34
30/12/2023	10	n/s	n/s	n/s	n/s	10	10	20	0	0	0.5
10/01/2023	173	n/s	n/s	n/s	n/s	171	695	4884	22	28.5	38.5
26/01/2023	31	n/s	n/s	n/s	n/s	10	10	10	0	0	0
17/02/2023	86	n/s	n/s	n/s	n/s	86	n/s	n/s	0.5	0.5	0.5
20/02/2023	10	n/s	n/s	n/s	n/s	10	n/s	n/s	0	0	0
27/02/2023	10	n/s	n/s	n/s	n/s	10	n/s	n/s	13.5	13.5	64
7/03/2023	10	n/s	n/s	n/s	n/s	10	10	20	0	0	0
9/03/2023	20	n/s	n/s	n/s	n/s	10	n/s	n/s	0	0	0
23/03/2023	10	n/s	n/s	n/s	n/s	10	n/s	n/s	0	0	12
28/04/2023	10	n/s	n/s	n/s	n/s	10	10	10	3	3.5	3.5
9/05/2023	20	n/s	n/s	n/s	n/s	52	n/s	n/s	14.5	20.5	21
23/05/2023 (AC)	10	n/s	n/s	n/s	n/s	41	n/s	n/s	4	11.5	36
23/05/2023 (MEL)	10	n/s	n/s	n/s	n/s	10	n/s	n/s	3.5	11.5	34
6/06/2023	10	n/s	n/s	n/s	n/s	10	n/s	n/s	7.5	8	8
8/06/2023	10	n/s	n/s	n/s	n/s	10	n/s	n/s	0	0	7.5
26/06/2023	31	n/s	n/s	n/s	n/s	31	n/s	n/s	0	4.5	7.5
Guidelines (recreation)	280	0.2	6	14	10	280	280	280			
Guidelines (drinking water)	n/a	0.01	0.3	0.7	0.5	n/a	n/a	n/a			

- Healthy Waters continue to test water quality twice monthly at Karanga Plaza
- Excessive results of Enterococci are consistent with heavy rainfall events
- This data supports the development of a Swim Safe model for Summer 2023

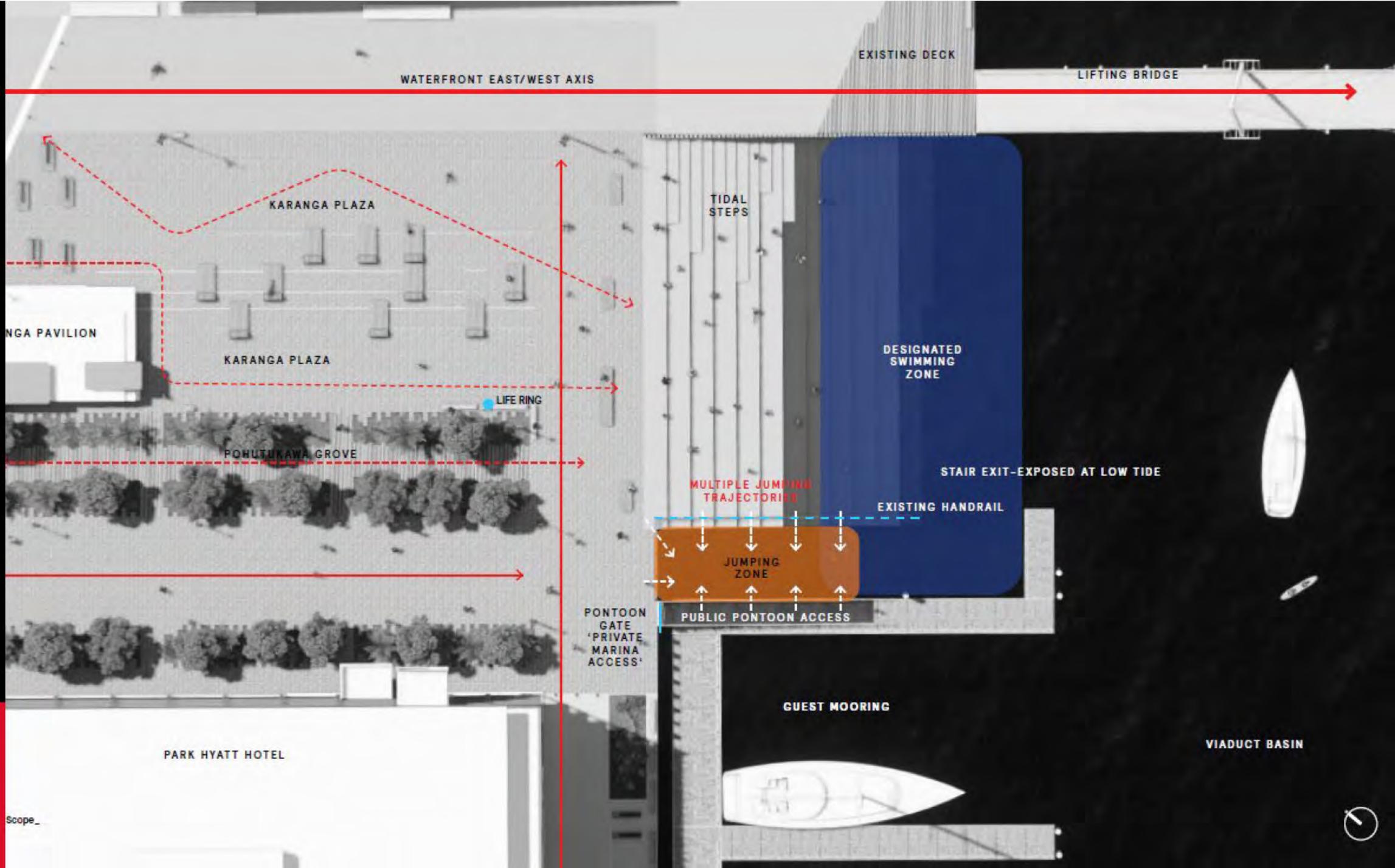
Scope of Swimming Improvements



Project Scope

- 01 Karanga Jump Platform
- 02 Gate with appropriate safety latch
- 03 Key Safety Signage and SafeSwim Link
- 04 Waiting Zone

- 05 New Balustrade to edge of Tidal Steps
- 06 Mesh Infill closing off underside of Tidal Steps
- 07 New Exit Ladder
- 08 Grab Rail along pontoon edge.
- 09 2nd Ladder on Tidal Step TBC (for low tide exit)



Safety in Design

- 27 February 2023 – Concept design
- 11 May 2023 – Detailed Design
- Safety in Design workshops identified 20 risks and mitigation results were:
 - 1 risk eliminated
 - 4 risks from High to Moderate
 - 2 risks from Moderate to Low
 - 6 risks from Possible to Unlikely
 - 3 risks from Likely to Unlikely
 - 2 risks from Possible to Rare
 - 2 risks from Unlikely to Rare

Attendees: Jayson Maud, Paul Brown, Ryan White, Nicola Beauchamp, Nelsha Du Plesis, Sarah Briggs, Bridget Law, Guy Dawson (BECA), Ethan Reid (Landlab)

Existing Health and Safety Risks



001. Swimmers jump from the top of existing balustrade. Easy exit points are limited to the existing Tidal Steps, which is exposed at low tide and has significant marine growth.



002. The water space below is reasonably narrow and requires that any 'jumping infrastructure' should direct swimmers to the centre.



003. Open underside of Tidal Steps presents a potential hazard if swimmers enter beneath (current, low lighting etc)



004. Existing handrail is easily climbable and allows jumping off the edge of the steps.

Health and Safety Considerations

Swimming Area Delineation

The waterspace in this location is managed by Eke Panuku. Swimming in this location is permitted providing a floating delineator separates the swimming from the navigation channel.

Locating the Jump Platform

The structure is designed to be clearly visible and attract swimmers to jump from this location.

Swim Safety Signage

Permanent swim safety signage is mounted at the entrance to the platform. Signage provides a link to the SwimSafe website and encourage swimmers to check water quality.

Accessing the Platform

Access to the platform controlled by a gate to prevent accidental falling from the structure. The gate uses swimming pool standards as a design guideline.

Approach

‘Run-up’ to the platform is limited by the gate, inclusion of three steps in the design, and provision of a ‘waiting seat’ as an obstacle aligned with the platform entrance.

Health and Safety Considerations

Check & Jump

Swimmers are encouraged to check the space below the platform before they jump. The platform edges are a fin balustrade arrangement to provide visual permeability and allow swimmers to perceive the tidal steps to the left, and the pontoon gangway to the right, and orient themselves on approach to the edge.

In the Water

Depths in the viaduct harbour are maintained via regular dredging. A grab rail is provided at the edge of the pontoon as a place for less confident swimmers to hold on if required. **Decision made not to include a barrier to prevent people swimming underneath tidal steps. Was considered it could create more issues than it solved.**

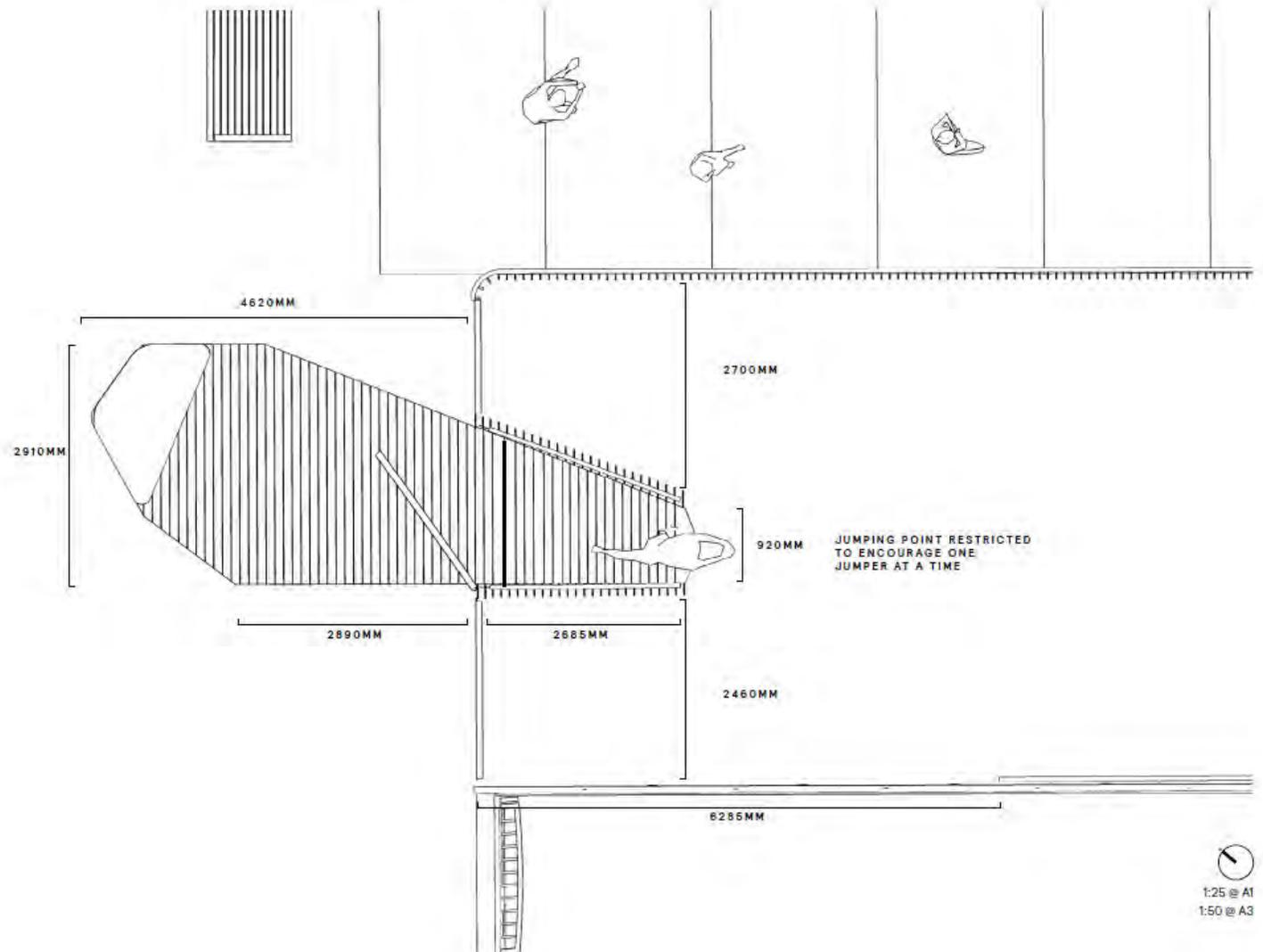
Exiting the Water

Multiple exit points are provided for swimmers:

- Tidal Steps – exiting via the existing concrete steps.
- Pontoon Ladder – stainless steel ladder extending approx. 1.0m below the water's surface.

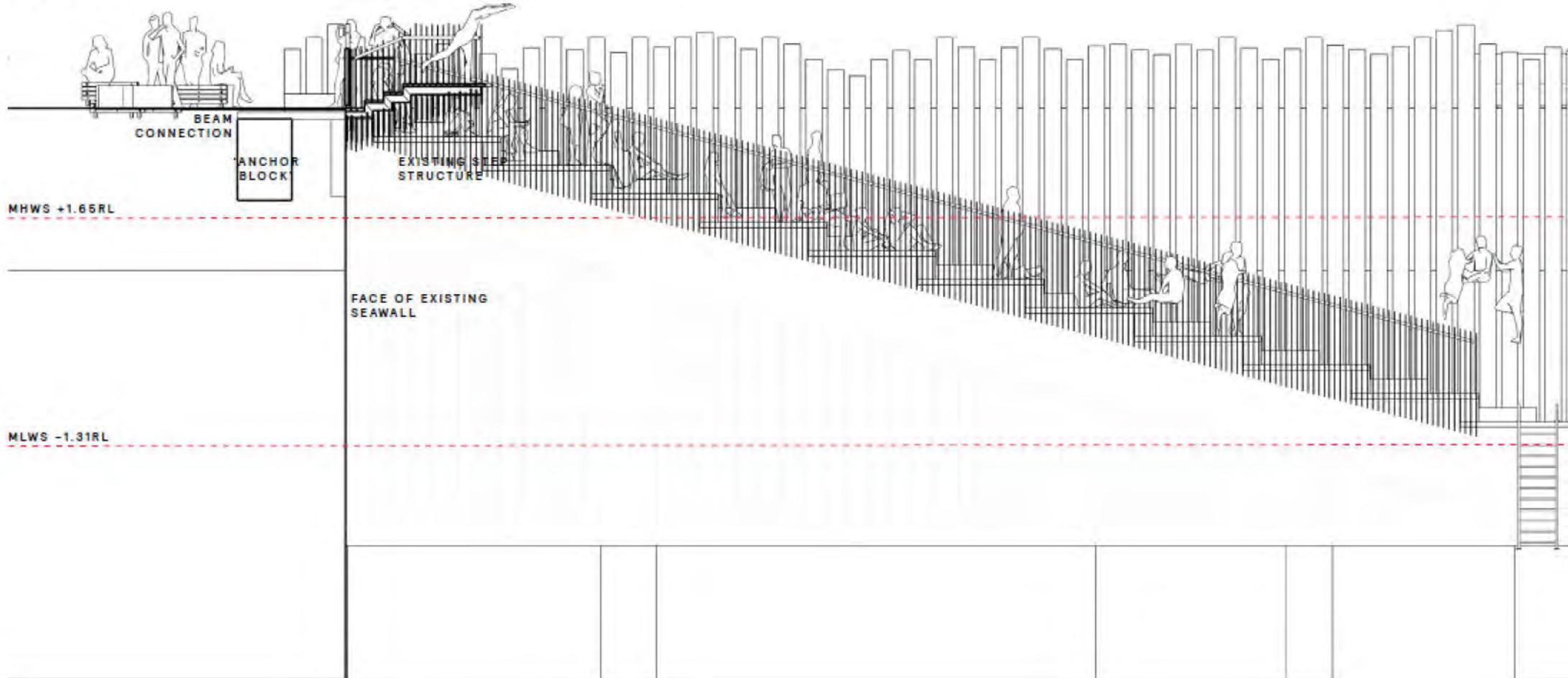
Detailed Design

1. Provide a jump platform for safe swimming and jumping activity at Karanga Plaza
2. Upgrade to the existing signage with clear written instructions on swimming and jumping rules
3. Upgrade balustrade on tidal steps
4. Upgrade balustrade on the existing seawall
5. Grab rail on the adjacent pontoon
6. Ladder on the adjacent pontoon
7. Depth indicator and numbering on tidal steps



EXISTING PLAZA

NEW JUMP PLATFORM



BEAM
CONNECTION

ANCHOR
BLOCK

EXISTING STEP
STRUCTURE

MHWS +1.65RL

FACE OF EXISTING
SEAWALL

MLWS -1.31RL



PONTOON

NEW JUMP
PLATFORM

EXISTING
SEAWALL

NEW EDGE
BARRIER

Technical Advisory Group (TAG) review 2023

Version 1.4

15.08.23

Introduction

This document provides a concise outline of the purpose and scope of the review of The Technical Advisory Group (TAG).

Background

The Technical Advisory Group (TAG) has been supporting urban regeneration from Sea and City, Waterfront Auckland and, more recently, Eke Panuku. It is a key tool and advisory panel to inform, challenge and use as a sounding board for staff, the Executive Team and the Board for all matters related to design. It 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 evolved over the years adapting to new agencies and processes. Largely its core role has remained the same and generally operates in a similar way. TAG's Terms of Reference was updated after Eke Panuku formed to clarify its role. It has been embedded as part of Eke Panuku's project management framework and design review process. It is the agreed panel to conduct design review for Resource Consents that come via Eke Panuku programmes through the Alliance Framework that is agreed with Council.

TAG is a relatively stable panel of senior professionals. This stability is part of its value in having a long running understanding and IP across projects and programmes. In general, there is currently an intentional slow turnover of panel members.

While it has evolved over time and there are regular reviews to adjust the day to day running of TAG, a more substantive review has not been carried out for some time.

This review is intended to allow the executive to take stock, ensure we understand the value of TAG, enhance this where possible, identify efficiencies, and ensure best practice. It will also look at identifying any issues. This will include input from a working group and taking on feedback from a wide range of stakeholders and partners.**Scope**

The purpose of this review is to:

1. Confirm it is operating to maximum effect to help Eke Panuku achieve its quality urban design outcomes with our projects and our developer partners.
2. Identify elements that have most value and impact and to ensure that these elements are strengthen if needed, or conversely removed or diminished.
3. Ensure we are supporting TAG to operate efficiently considering the current financial pressures; understanding where costs occur and if these can be more efficient.
4. Review against best practice – test the operating model and role compared to other review panels, panel membership, governance approaches, and succession planning.
5. The review will cover a range of matters from meeting structure, quality of briefing and content provided to TAG, quality of advice, minutes, behaviours and administrative management that support the TAG process.

Process

1. The review will include a survey of those that interact with TAG. This will include Eke Panuku Staff, Council staff (e.g. TDMO and consent planners), external design teams that have presented to TAG, and development partners.
2. The review will be supported by a working group that will include Eke Panuku (design, project manager, development manager, and planner), Council (Planner, TDMO), and a TAG member. This group will provide insight on what is working and what is not. They will be tasked to ensure we are following best practice. The group will take on board any information that comes through the survey that needs to be considered.
3. Best practice considerations will include reviewing against other review panels and best practice governance approaches (e.g. chairing, tenure, succession planning).
4. The outcome will be reported to ELT for approval and the Eke Panuku Board via an information report. The report will provide key findings and any improvements that will be undertaken.

In addition to the above the review will take into consideration:

1. Survey outcomes which may identify additional scope items.
2. Include audit report recommendations that are relevant to the operations of TAG.
3. Consider how TAG could take on increased workload if required (additional programmes, projects) and how the panel can operate with agility if the needs arise. Increased workload may include maturing programmes releasing more projects, new programmes such as the Eastern Busway and LRT, or City Centre projects if these were to become part of TAG's remit.

Future Eke Panuku urban regeneration programme and funding model

File No.: CP2023/09870

Te take mō te pūrongo

Purpose of the report

1. To commence dialogue with the committee on the future urban regeneration programme and funding model in response to the Statement of Intent and as an input to the 2024-2034 Long-Term Plan.

Whakarāpopototanga matua

Executive summary

2. Auckland Council and the former councils have supported a programme of urban regeneration in specific places over decades. 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. By creating vibrant public spaces, community facilities and recreational area, we foster social interactions, a sense of community and improved health and wellbeing. Our programmes attract investment by others, creating employment opportunities and boosting local businesses. 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.
3. Urban regeneration is about revitalising neighbourhoods with new homes, improved amenity, infrastructure, and services. It involves optimising surplus public land and leveraging transport investment to catalyse housing and commercial growth in and around town centres and transit stops, to support implementation of the Auckland Plan. Urban regeneration is long-term in nature and complex. It requires focussed intervention and a multidisciplinary place-based approach. It is therefore typically undertaken by standalone organisations on behalf of local, state or national governments. This was supported by the CCO review panel in 2020.
4. As set out in our Statement of Intent, Eke Panuku will work with the council to define options for the future medium to long-term urban regeneration programme, including how this is funded. This report is intended to commence this dialogue to ensure that there is sufficient time to give it full consideration. The CCO Direction and Oversight Committee has invited a 'deep dive' on key issues. It is acknowledged that this work will form part of decision-making by the Governing Body in the next 10-year budget process.
5. A separate report to Committee on the same agenda provides an update of the status of the current urban regeneration programmes including achievements and budgets. It highlights the vital place-based and 'lead agency' approach which supports better and more integrated council group responses to local places and communities.
6. The Eke Panuku urban regeneration work has evolved and grown since Eke Panuku was established. Newer work programmes include the Lead Agency role for the City Centre, Unlock Pukekohe, the Eastern Busway Corridor, Maungawhau and Karanga a Hape CRL urban development and the Port Precinct Future Development. In addition, our mandate to acquire sites to support urban regeneration outcomes on catalytic sites beyond our current locations has been confirmed. Auckland light rail presents a significant opportunity for urban regeneration however Council support for, and our role remains uncertain, beyond our current programmes on the proposed rail corridor. We have a full programme which has been pushed out as a result of the recent savings requirement to support the council budget position.

7. Given the council group financial constraints, a 'continuation' scenario of an urban regeneration programme of similar size going forward (\$70m capex¹ and \$26m² opex per annum) is presented in this report for discussion. Under this scenario, modelling suggests we start to have some budget and organisational capacity for new programmes in a few years. The first location likely to be nearing completion is Takapuna, followed by Avondale and Northcote, and subsequently Henderson, Pukekohe and Papatoetoe. Eke Panuku investment in these locations could potentially be complete within the first five years of the Long-term Plan period, subject to budget availability, property market activity, and the availability of partner investment from both the public and private sectors. While we will continue to monitor development agreements and benefits realization in these locations, our presence will be much reduced and we will need to formally end our 'lead agency' role.
8. Looking out, with a reduced 'reinvestment budget' due to the likelihood of fewer assets for disposal in any new locations, LTP debt funding for capex is the only realistic model for urban regeneration, supported by partnerships (such as with NZ Superfund) and contributions from other council budgets for facilities and infrastructure. Future work on targeted rates for the light rail corridor and on development contributions for brownfields, may unlock some new funding or financing opportunities but these are yet to be fully tested and confirmed.
9. Together with the other report, this material is intended to enable councillors to consider the costs and benefits of urban regeneration and its contribution to delivering council priorities in the Long Term Plan.
10. There are many town centres with good public transport that have strong urban regeneration potential, but work will only progress in line with council direction and budget priorities. This report sets out an approach to choosing new locations if agreed by council. This would be under the auspices of the Planning Environment and Parks Committee.
11. Eke Panuku is **1.7%** of the group's overall operational expenditure and **2.9%** of overall capital expenditure.

Ngā tūtohunga Recommendation/s

That the Council Controlled Organisation Direction and Oversight Committee:

- a) uhi ā-taipitopito / note the report
- b) tono / refer to council officers for advice on Eke Panuku involvement in the LTP process to address the future urban regeneration programme and sustainable funding model.

Horopaki Context

12. The independent review of CCOs in July 2020 highlighted the need for Council and Eke Panuku to confirm the medium to long-term future urban regeneration programme and funding model. It also strongly endorsed urban regeneration and a stand-alone agency model. As indicated in the Statement of Intent, Eke Panuku is to engage with council on this as part of the 2024-2034 Long-term Plan.
13. The Long-term Plan process is underway. Eke Panuku has initiated this report to commence dialogue on the future urban regeneration programme and funding model as an input to the LTP process.

¹ Eke Panuku average Capital Expenditure is planned at \$80m, but this includes \$10m for renewals in the property portfolio.

² Eke Panuku opex costs for regeneration are contained in both the Eke Panuku and Managed portfolio budgets

14. This report
- provides a background on how the urban regeneration locations were chosen
 - describes the current funding model
 - sets out funding options and their plausibility
 - presents a ‘continuation’ scenario, based on the current level of funding
 - suggests an approach that could be taken to choosing new locations for the programme, at the appropriate time.
15. A separate report on this agenda, requested by the committee, provides an update on the status of the urban regeneration programmes, the progress, timing, budgets and benefits, and when we expect each programme to be completed.

Tātaritanga me ngā tohutohu Analysis and advice

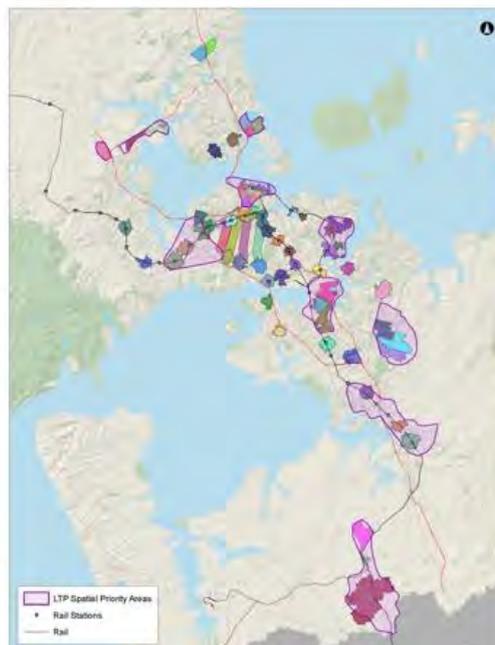
How were the current locations chosen?

16. Eke Panuku is responsible for planning and implementing urban regeneration programmes as one of our two key functions. The locations we work in were determined in 2015/16 with additions since that time approved by the council. The locations were approved by the Planning Committee. Council led a process that involved council, local board and mana whenua engagement and detailed multi-criteria analysis leading to a ranking of locations. Once established Eke Panuku reviewed the LTP assessment and made recommendations to committee based on the categories Transform, Unlock, Support, to reflect the different levels of programme complexity, outcomes and effort. The process and criteria are illustrated below:

Location selection process and criteria, 2015-2018



Involving multi-criteria analysis + Mana Whenua, Local Board and stakeholder engagement



Initial shortlist Stage A analysis

Assessment criteria (right)



17. Our current urban regeneration programmes are detailed below:

City Centre programmes	Transform and Unlock Programmes/ suburban town centres	Regional Programmes
City Centre Waterfront Maungawhau and Karanga a Hape (CRL) Development sites (midtown, downtown) Port Precinct Future Development	Northcote Takapuna Henderson Avondale Panmure Onehunga Papatoetoe Manukau Pukekohe	Eastern Busway Development Opportunities Support programme (strategic sites for redevelopment across city) Haumaru Housing (social housing for older people) Service Property Optimisation (supporting local boards) Corporate Property programme

18. Our approach and tools for urban regeneration are described as four key levers:

- lead agency role – facilitating support for a shared vision and plan for each location, leading an integrated council group response, coordinating stakeholder and community input and driving implementation.
- commercial strategy – using unused and/or underutilised property assets to achieve urban regeneration and strategic outcomes such as housing and commercial development. Site sales, acquisition and amalgamation to unlock opportunities for the market and revenue for reinvestment.
- public realm - investing in public realm improvements to enhance the amenity, connectivity and attractiveness of town centres as places to live, work, visit and do business, building confidence for others to invest.
- placemaking – engaging with communities and stakeholders on the changes taking place, foster relationships, test ideas and strengthen the connection between people and place.

19. The urban regeneration plan for each location is approved by the council. The initiation document, called the High-Level Project Plan, sets out the vision and strategic objectives, preliminary commercial strategy and key moves. Masterplanning and a programme business case, which sets out how we use the four levers, guides our work in each location, and is approved by the Eke Panuku Board.

Our approach - working to an approved plan in each location



High Level Project Plan



Masterplan



Programme business case

Current funding - a mixed model

20. The CCO Review in July 2020 first raised the need to revisit the funding model for Eke Panuku.

-
21. There is a mix of funding models currently embedded in the LTP for Eke Panuku, including the re-investment approach, debt funded regeneration and the Strategic Development Fund.

The re-investment approach

22. The reinvestment approach is the current agreed capex funding mechanism for urban regeneration of town centres. The approach was approved by council as part of the Long-Term Plan 2018-2028 (LTP). It enables Eke Panuku to reinvest the proceeds of the sale of assets within the Transform and Unlock programme (other than waterfronts), to support urban regeneration outcomes within or across the Transform and Unlock locations. Previously all proceeds from property sales went into the Council's consolidated budget and were not reinvested into the locations where the proceeds of sale were raised.
23. In the Haumarū Housing program there is a slightly different type of reinvestment. Here the disposal receipts are recycled within that programme for the multi-year redevelopment of the social rental housing villages, blended with Joint Venture debt or accumulated revenues from the Haumarū Housing properties.
24. On a smaller scale there are a number of property optimisation projects in conjunction with local boards and Community Facilities. This is where properties are sold and the sales receipts are then utilised for a specific purpose for example reinvested into a new community hub, at the direction of the local board.
25. As the CCO review noted, the reinvestment approach is not sustainable nor sufficient in the medium term, as it relies on urban regeneration areas having sufficient council-owned valuable sites for disposal. Alternative funding arrangements need to be considered. The current positive balance of the re-investment approach is \$66m. However, the existing LTP indicates the re-investment approach will move from a surplus position to a deficit position in around FY27, implying debt funding will need to be used for the Transform and Unlock locations for the first time.

Debt funded regeneration

26. Direct debt funding has enabled the redevelopment of the city centre waterfront where the investment requirements are too large and distortionary for the re-investment approach to work alone. Auckland Council funds growth and new community facilities through debt, to ensure inter-generational equity in terms of the users of the facilities paying for them over the life of the facilities. Auckland Council has funded regeneration projects in the Waterfront to demonstrate the commitment to regeneration of the area and to stimulate third party investment. This investment has shown a great return through both the leveraged commercial and residential development within the Wynyard Quarter, and through the increased land values which the staged release of long lease hold property have achieved. The current Long-term Plan already allows for a degree of debt funded regeneration as the long-term financial model clearly shows the reduction in property disposal receipts, whilst maintaining a modest program of regeneration.

Strategic Development Fund

27. The Strategic Development Fund (SDF) was set up much like a revolving credit facility to enable Eke Panuku to acquire land or property for development purposes, particularly to aggregate sites in and near centres. Eke Panuku has the mandate to acquire property for urban renewal using the Public Works Act. The value of the SDF currently sits at \$97m utilised of \$100m. Sales to release proceeds are staged overtime, with some pending. In most cases the acquired property has a holding income.
28. The fund was set up to be recyclable, with acquisitions becoming disposals, which produce receipts which could then be re-used to acquire new sites and so on. During the emergency budget of 2021, the forward-looking plan dislocated the receipts from recycling. The Long-term Plan now contains the receipts for disposal of the SDF acquired sites with no allowance for the receipts to be re-invested.

29. Eke Panuku would like to see this facility re-instated as the ability to acquire key sites is a critical urban regeneration tool, especially as the land holdings decline or are not available. The SDF enables Eke Panuku to:
- Increase the scale and development potential of Council land through purchasing adjacent sites.
 - Purchase strategic sites and/or aggregate landholdings to create development sites thereby essentially unlocking the market.
 - Enhance the development potential and value of sites through value-adding actions such as consenting or the provision of infrastructure
 - Unlock opportunities that would not otherwise happen (or would be highly unlikely) such as aggregating leasehold sites in a town centre to enable redevelopment.
 - Facilitate better development outcomes including improved amenity, connections, access and quality housing intensification etc.
30. Eke Panuku has formed a partnership with the NZ Superfund to support acquisitions and potentially upscale the development and urban regeneration potential. This is focused on larger sites.

Revenue from site sales

31. Eke Panuku acquires and disposes property on behalf of Auckland Council Group. The asset recycling targets are agreed each year with council. The general asset sales contribute to council funding. The sales revenue from the Transform and Unlock locations is reinvested, as indicated above. As set out in the accompanying report, property sales, over the past 4 years, and looking forward over the next two, totalling \$944m, contribute significantly to the council budget. This includes gross sales of \$94m FY23 and \$196m FY24.

Funding options

32. Alternative funding sources are explored below. Options such as development contributions and targeted rates have not been fully tested for brown field urban regeneration although this work is signalled over the next few years. The reinvestment approach is not sustainable beyond FY 27.

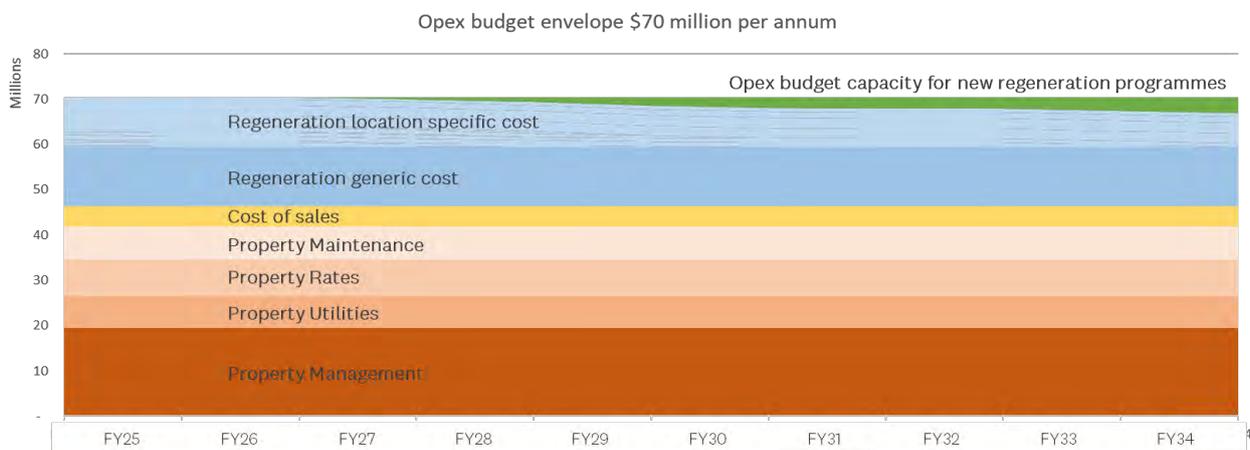
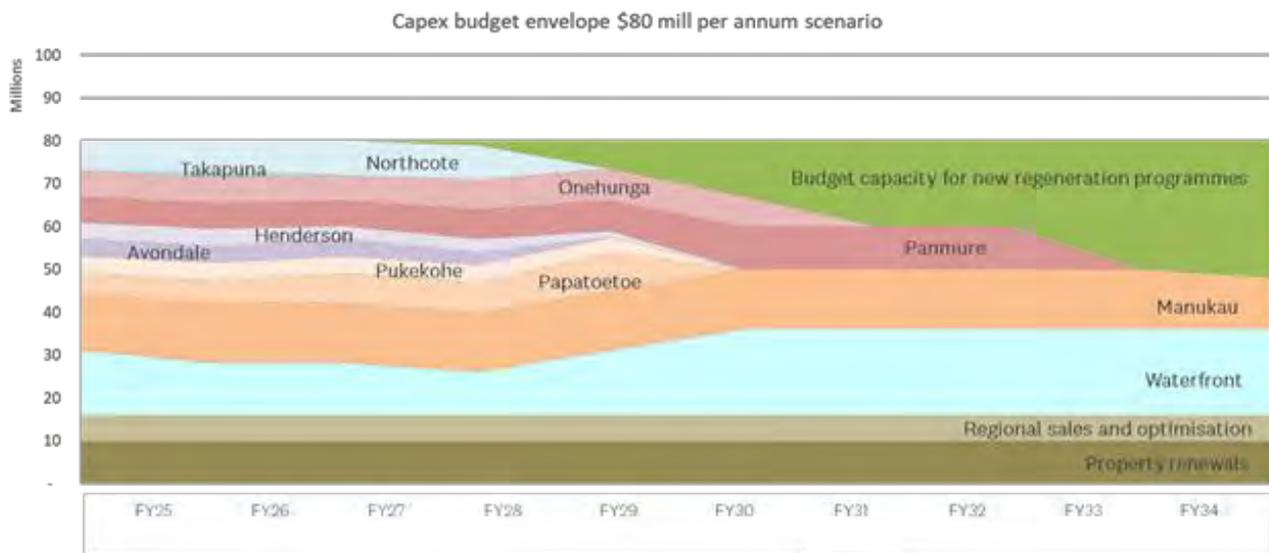
Option	Description	Pros	Cons
Rates and debt	Funding is made available in the LTP for the urban regeneration programme in the same way other council investment priorities and programmes are funded	Simple and comparable to other projects and services. Spreads costs across generations of users.	Council financial constraints
Asset sales and reinvestment	Revenue from sale of properties in priority locations is reinvested into the current urban regeneration programmes for capital investment in public amenity, development and placemaking.	Builds community support for asset sales Maintains a nexus between asset sales and new investment	The sales revenue runs out in FY27 and remaining reinvestment funding is committed to current programmes. New locations will not be supported by reinvestment, as asset sales won't be sufficient.

Option	Description	Pros	Cons
Potential for partnership funding – seeking funding from new partners	Eke Panuku has established a partnership with NZ Superfund to support acquisitions in current locations. Already working with Council Group and Government for shared funding approaches.	Brings in additional funding and supports aligned objectives. Articulating a vision can bring partners on board. Potential opportunities relating to ALR and Kainga Ora programmes.	Uncertain funding stream. Reliant on the priorities of other organisations.
Targeted rates	Targeted rates are paid by communities receiving the benefits of new infrastructure and services. Have been used by council to support specific priority workstreams.	This will be explored further by government for ALR project.	Investigation with the Council Finance team in 2020 found the level of rate required would unlikely be feasible. Lacks equity with communities that have not paid a targeted rate for facilities.
Development contributions		Application to greenfields has been confirmed, e.g. Drury. More work underway by council to explore brownfield growth areas such as Maungawhau.	Practical applications in brownfields yet to be tested. DC's already apply.
Mix of funding levers	Eke Panuku is currently funded via a mix of levers – some rates and debt funding (e.g. for waterfront), a facility for acquisitions (the SDF) and reinvestment.	Realistic approach in a constrained environment, however with a heavier reliance on debt funding. Some certainty can be provided. Enables a flexible approach across locations (potentially).	Complex to articulate, monitor and report on.

Scale of future urban regeneration programme – 'Continue' Scenario - an urban regeneration programme of the same scale

33. In order to assist the LTP process we have set out for the Committee a scenario based on a similar sized programme as the current programme and what this would look like, when locations could be added and the level of funding required.
34. Assumptions for this 'continue' scenario are as follows:
 - An ongoing annual capex budget of \$80m and opex budget of \$26m for urban regeneration, which represents a credible budget going forward and within recent budget reductions. This includes regional programmes, service property optimisation, sales and renewals of the Eke Panuku managed property portfolio of \$10m capex pa.
 - The basis for each location is the council-approved High Level Project Plan and the board-approved programme business case. These provide an estimate of the total programme cost and adjusted delivery timeframe, with annual updates and budgets and investment priorities approved by the Board.
 - Some programme timeframes have been extended beyond those indicated in the relevant programme business case as a pragmatic reflection of actual progress in some locations being less rapid than anticipated.

- The urban regeneration programmes progress at a slower rate due a reduced budget.
35. Modelling of the ‘continue’ scenario is illustrated in the following figures. The capex figure shows when urban regeneration will be completed under the given assumptions. The opex figure shows where capacity would be available for new programmes, given the current assumptions.
 36. Three locations are anticipated to be substantially complete by year 5 (FY29) and five more by year 10 (FY35). Two current programmes continue beyond the Long-term Plan period.
 37. This scenario shows capex budget capacity potentially becoming available in FY28, growing from around \$1m in FY28 to up to \$32m by FY34. This would suggest that 2-3 new programmes, depending on scale and complexity, could be commenced sequentially from 2028, from a capex perspective. From an opex perspective we could phase in earlier planning, engagement and other platform building work.
 38. The first location where Eke Panuku regeneration investment will be completed will be Takapuna, followed by Avondale and Northcote, and subsequently Henderson, Pukekohe and Papatoetoe. These six locations could potentially be complete by the end of the first five years of the Long-term Plan period, subject to budget availability, property market activity, and the provision of essential partner investment from both the public and private sectors. The Onehunga and Panmure programmes are anticipated to be completed in the latter half of the Long-term Plan period, with the Manukau and Waterfront programmes being the longer-term and more complex Transform locations, with activity anticipated beyond the ten year period.



39. Eke Panuku has the urban regeneration skills and multidisciplinary team in place and is making good progress after a period of ‘platform building’. As programmes move towards

completion, the first resources to become available will be in areas such as planning, strategic project management, design, masterplanning and engagement. These are the skill sets required for the early stages of urban regeneration developing the plan and working with local boards, mana whenua, stakeholders and communities. Experience has shown that it typically takes a few years to line up and integrate plans and investment, undertake due diligence, develop masterplans and business cases, before moving into the implementation phase. Given the opex-heavy planning phase, it will be possible to phase in work earlier. Then capex is needed to implement the programme along with the development strategy.

Doing more, or doing less, and other options

40. This report does not consider alternative scenarios in any detail but presents one scenario (status quo/continuation) from which the options of “doing more” or “doing less” can be considered.
41. There is demand for ‘doing more’. Local boards continue to advocate for their town centres to be included in the urban regeneration programme. Many locations on the face of it, have strong urban regeneration potential. However, given the council’s financial situation and wide range of priorities, a larger urban regeneration programme is not anticipated at this time.
42. “Doing less” is an option. In implementing the recent budget savings requirements while continuing the existing programme albeit at a slower pace, we have indicated that further reductions would likely necessitate reducing locations and ending programmes all together. Reducing the scale and speed of the Eke Panuku programme would have the following implications:
 - With projects deferred, there is a loss of momentum, community and stakeholder support and ‘social licence’.
 - Opportunities to leverage existing and planned council investment are not taken; reduced opportunities for the private sector through unlocking council surplus sites
 - Town centres continue to decline and struggle.
 - Less new sustainable and affordable housing is created close to transport and services as envisaged in the Auckland Plan.
 - Reduced revenue and benefits from site sales.
43. For example, a ‘reduce’ scenario based on a capex of \$60m pa, would mean that only four programmes are completed during the 10 years and six continue on. There would be no capacity for new programmes within the LTP period.
44. Another option is expanding some of the current programmes where there is further potential. This has not been assessed. While it may make sense theoretically from an efficiency, knowledge, and partnerships perspective, it may struggle with councillors and Local Boards due to the demand noted in paragraph 44. Some locations, such as Avondale, have significant further opportunity subject to decisions by central government.
45. An option to use our levers differently has been suggested. We have already deployed this approach in meeting the savings target. We have pulled back on both the public realm and placemaking levers with reduced capex and opex. Further reductions would likely necessitate reducing locations and ending programmes all together. The commercial lever is subject more to market conditions.

Proposed process to select new urban regeneration locations

46. Assuming there is funding in the adopted Long-term Plan to maintain a programme of urban regeneration, a process will need to be agreed as to how to select new priority locations. Current budget assumptions mean this is not an urgent decision given that there is limited scope to add work to the programme for a few years based on the current funding levels continuing. It is best undertaken when the budget is clarified. The process will need to be confirmed with the Planning Environment and Parks Committee.

47. To identify and agree the priority locations in 2015/16 there was wide analysis of possible locations, detailed multicriteria analysis, engagement of economic consultants and comprehensive local board, mana whenua and stakeholder engagement. We have learnt that rather than rating and ranking locations, more detailed analysis and due diligence of a smaller list of locations that meet strategic priorities and criteria, would be more useful. The process could look something like this, commencing in 2024/25:
- Local boards and Mana whenua invited to propose locations that meet the agreed principles or criteria
 - Strategic lens - identification of priorities and opportunities in the Future Development Strategy, ALR and other council group priorities and planned infrastructure investments etc.
 - From the above, recommendation of a shortlist to Council for further analysis (2-4 locations).
 - Detailed analysis and comparison of options through council group 'sprints'. This would include how the four levers could be applied in each location, the vision, nature of a commercial strategy and partnerships, key moves.
 - Presentation of an Indicative Business Case to council, comparing the options, leading to a decision on locations to be added at an agreed time.
48. Town centres that have been proposed for urban regeneration over recent years include Manurewa, Papakura, Otara, Mangere, Puhinui, Mt Roskill/Three Kings. Opportunities are likely to be presented as part of the Auckland Light Rail project and other strategic transport projects such as the Harbour Connections project and the Future Development Strategy. Assuming future urban regeneration will be more heavily debt funded, the choice of locations can be focussed more on need rather than the presence of unused or underutilised council property.

Tauākī whakaaweawe āhuarangi

Climate impact statement

49. A stable long-term urban regeneration programme supports the transition to lower carbon and more resilient communities, bringing housing closer to transport and services and optimising investment in passenger transport and active modes. Place-based urban regeneration enables collaborative partnerships and funding to drive projects that future proof the city and communities already facing the impacts of climate change.

Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera

Council group impacts and views

50. Decisions on the future scale of the urban regeneration programme and sustainable funding model has impacts for the council group prioritisation of investment. Council group investments in community facilities, services and infrastructure have increased benefits and a catalysing impact, where they are supporting a wider urban regeneration programme.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe

Local impacts and local board views

51. We have not sought local board views for this report.
52. As outlined in this and the associated report, urban regeneration has significant positive benefits for communities.
53. There is strong local board support for the current programmes and demand from other local boards to add new locations to the programme.

Tauākī whakaaweawe Māori

Māori impact statement

54. Our urban regeneration programmes enable a wide range of cultural and commercial opportunities. Our urban regeneration programmes support Māori through social procurement (engagement of Māori businesses, artists, place makers etc), engagement with Mana Whenua and opportunities for cultural narratives to come alive, environmental enhancement and commercial opportunities.
55. In collaboration with Mana Whenua, Eke Panuku is implementing the agreed Achieving Māori Outcomes Plan which responds to Kia Ora Tāmaki Makaurau.
56. Continuation of an urban regeneration programme will enable the ongoing evolution of partnership with Mana Whenua, focus on Māori Outcomes and if resources are available, enable increased engagement with Maatawaka. The focus on long-term outcomes and a long-term commitment to urban regeneration is better for partnership, central to a Te Ao Māori values.
57. Mana whenua will be consulted early on any future process to modify or add to the urban regeneration programme.

Ngā ritenga ā-pūtea

Financial implications

58. Eke Panuku is **1.7%** of the group's overall operational expenditure and **2.9%** of overall capital expenditure.
59. The current funding model based on the reinvestment approach is not sustainable nor sufficient in the medium term. The existing LTP indicates the reinvestment approach will move from a surplus position to a deficit position in around 2027, implying debt funding will need to be used for the Transform and Unlock locations for the first time.
60. This report sets out a 'continuation' scenario based on ongoing annual capex budget of \$70m and opex budget of \$26m, which represents the average budget over recent years, with some fluctuations. This excludes a capex budget of \$10m pa assumed for renewals.
61. Confirmation of the budget in the Long-term Plan will determine the scale of the programme going forward and the capacity to include new locations.
62. Gross sales of \$94m FY23 and \$196m FY24, are noted in paragraph 31.
63. Eke Panuku is seeking restoration of the revolving credit facility, the Strategic Development Fund.

Ngā raru tūpono me ngā whakamaurutanga

Risks and mitigations

64. Managing demands for new locations to be added to the urban regeneration programme: the process and timing of selecting new locations will be agreed with the shareholder and this will be subject to budget availability.
65. Unnecessary work: a pragmatic process to selecting new locations is proposed and inputs from others including Local Boards will be carefully managed.
66. A reduced programme or no new funding in 2024-34 LTP: further deferral or cancellation of programmes or projects risks a loss of social license, wide community and stakeholder disappointment and reputational impact.

Ngā koringa ā-muri

Next steps

67. To confirm when the future urban regeneration and funding model will be considered within the Long-term Plan process and to prepare any further material as requested by this committee or the Governing Body to assist this dialogue.

Ngā tāpirihanga

Attachments

There are no attachments for this report.

Ngā kaihaina

Signatories

Authors	Brenna Waghorn - Manager Strategic Planning, Panuku Development Auckland
Authorisers	David Rankin - Chief Executive - Eke Panuku Alastair Cameron - Manager - CCO Governance & External Partnerships

Status of the Eke Panuku urban regeneration programmes - update

File No.: CP2023/09717

Te take mō te pūrongo

Purpose of the report

1. To provide the committee with an update of the current urban regeneration programmes.

Whakarāpopototanga matua

Executive summary

2. Urban regeneration is the process of revitalising and improving urban areas to enhance their economic, social, cultural and environmental conditions. Eke Panuku urban regeneration programmes incorporate new sustainable homes, greenspaces and support public and active transport. By creating vibrant public spaces, community facilities and recreational areas, we foster social interactions, a sense of community and improved health and wellbeing. Our programmes attract investment by others, creating employment opportunities and boosting local businesses. 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.
3. The locations in which we work have been agreed by council and the 'initiation plans' called High-Level Project Plans (HLPP) have been approved by the Planning Committee. Further masterplanning and the preparation and review of programme business cases are approved by the Eke Panuku Board.
4. The Eke Panuku urban regeneration work has evolved and grown since Eke Panuku was established. Newer work programmes include the Lead Agency role for the City Centre, Unlock Pukekohe, the Eastern Busway Corridor, Maungawhau and Karanga a Hape CRL urban development and the Port Precinct Future Development. In addition, our mandate to acquire sites to support urban regeneration outcomes on catalytic sites beyond our current locations has been confirmed. We have a full programme which has been pushed out as a result of the recent savings requirement to support the council budget position.
5. This report highlights the non-financial benefits and achievements of the urban regeneration programmes and provides a financial overview. For each programme there is information on when it commenced, key achievements to date, planned activity and an indicative end date.
6. It is not a simple exercise to indicate the 'status' of each programme. All locations have significant complexity, otherwise the revitalization will have occurred without intervention. This means that urban regeneration programmes are long term by nature and need focused and ongoing place-based effort. The speed of delivery is impacted by a number of things set out in this report, including budget availability, prevailing market conditions and council-group dependencies. The early planning for locations, by necessity, lacks detailed analysis of asset condition, development feasibility, demand. Contamination, geotech conditions, ownership issues and other constraints may not be known. This means that some programmes have progressed at a slower pace than others.
7. Experience has shown that it typically takes a few years to agree a shared vision, line up and integrate plans and investment, undertake due diligence, develop masterplans and business cases, before moving into the implementation phase. It takes time to build collaborative partnerships. Progress has been faster once budget was approved in the 2018 LTP, programme business cases developed for each location, and where there is strong local board support.
8. Urban regeneration means planning neighbourhoods and improvement of built environment to strengthen communities and the economy. Through the Eke Panuku urban regeneration

programmes, council plays a leadership role and showcases what good looks like, in order to catalyse investment by others. The current urban regeneration programmes support many of the priorities for the 2024-2034 Long-Term Plan. They:

- Ensure high quality intensification and good neighbourhood outcomes
- Support passenger transport patronage, walking and cycling.
- Provide housing choices
- Test small tactical improvements and trials. Our “do, learn do” approach.
- Increase access to the natural environment, growing and connecting green spaces
- Facilitate projects with multiple benefits (e.g. improving town centre amenity, flood resilience, recreation, urban ngahere and attracting investment)
- Grow partnerships with mana whenua, government agencies, private and third sector and business organisations, landowners, and communities.
- Make the most of council assets by identifying and redeveloping underutilised property, and optimising council service assets
- Support economic development through attracting investment and employment growth
- Engage local communities on local projects and urban change and amplify community-led action
- Unlock revenue for council
- Facilitate low carbon and resilient communities.

Ngā tūtohunga Recommendation/s

That the Council Controlled Organisation Direction and Oversight Committee:

- a) whiwhi / receive the Eke Panuku update report on the urban regeneration programmes.

Horopaki Context

9. This report, requested by the committee, provides an update on the status of the urban regeneration programmes. The report
 - provides a summary of the benefits of urban regeneration and the contribution of urban regeneration to Auckland Plan outcomes
 - sets out the status of each urban regeneration programme, the transform and unlock locations and the regional programmes. The tables include when the programme was approved to commence, key achievements to date, planned initiatives and estimated programme completion;
 - describes some of the key non-financial outcomes of the urban regeneration programmes covering housing, amenity improvements, catalyzed investment, carbon impact and sustainable procurement.
 - provides the key financial information relating to capex and opex spend to date and forecast (in total and by individual programme), the revenue from disposals and the reinvestment status.
 - sets out some conclusions and key lessons.

10. A second separate report to the committee responds to the Statement of Intent and begins the discussion of the future programme and funding model for urban regeneration. It also includes a background on how the locations were chosen and the current funding model.
11. Eke Panuku is responsible for planning and implementing urban regeneration programmes as one of our two key functions. The locations we work in were determined in 2015/16 with additions since that time approved by the council. The locations were approved by the Planning Committee. Council led a process that involved council, local board and mana whenua engagement and detailed multi-criteria analysis leading to a ranking of locations. Once established Eke Panuku reviewed the assessment and made recommendations to committee based on the categories Transform, Unlock, Support, to reflect the different levels of programme complexity, outcomes and effort.
12. Our current urban regeneration programmes are detailed below. All programmes have been agreed with council.

Table 1

City Centre programmes	Transform and Unlock Programmes	Regional Programmes
<ul style="list-style-type: none"> • City Centre • Waterfront • Maungawhau and Karanga a Hape (CRL) • Development sites (midtown, downtown) • Port Precinct Future Development 	<ul style="list-style-type: none"> • Northcote • Takapuna • Henderson • Avondale • Panmure • Onehunga • Papatoetoe • Manukau • Pukekohe 	<ul style="list-style-type: none"> • Eastern Busway Development Opportunities • Support programme (strategic sites for redevelopment across city) • Haumaru Housing (social housing) • Service Property Optimisation (supporting local boards) • Corporate property programme

13. Our approach and tools for urban regeneration are described as four key levers:
 - lead agency role – facilitating support for a shared vision and plan for each location, leading an integrated council group response, coordinating stakeholder and community input and driving implementation.
 - commercial strategy – developing unused and/or underutilised property assets to achieve urban regeneration and strategic outcomes such as housing and commercial development. Site sales, acquisition and amalgamation to unlock opportunities for the market, and revenue for reinvestment.
 - public realm - investing in public realm improvements to enhance the amenity, connectivity and attractiveness of town centres as places to live, work, visit and do business, building confidence for others to invest.
 - placemaking – engaging with communities and stakeholders on the changes taking place, foster relationships, test ideas and strengthen the connection between people and place.
14. The urban regeneration plan for each location is approved by the council. The initiation document, called the High-Level Project Plan, sets out the vision and strategic objectives, preliminary commercial strategy and key moves. Masterplanning and a programme business case, which sets out how we use the four levers, guides our work in each location, and is approved by the Eke Panuku Board.

Our approach – working to an approved plan in each location



High Level Project Plan

Masterplan

Programme business case

Tātaritanga me ngā tohutohu Analysis and advice

15. This section focuses first on the non-financial benefits and outcomes. It presents a snapshot in time. Budgets and financial performance are covered in the Financial Overview section.
16. Detailed progress, by location, is presented in the spatial delivery plans, attached. This includes projects completed, projects underway and future projects, as well as the programme lifetime costs and benefits.

Benefits of urban regeneration

17. 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. By creating vibrant public spaces, community facilities and recreational areas, we foster social interactions, a sense of community and improved health and wellbeing. Our programmes attract investment by others, creating employment opportunities and boosting local businesses. 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.
18. By delivering urban regeneration programmes Council, through Eke Panuku is 'leading by example' ensuring development is high quality, optimising infrastructure and investment, partnering with others and ensuring investment delivers multiple benefits. These are priorities for the 2024-2034 Long-Term Plan.
19. The KPMG review of Eke Panuku urban regeneration performance (final report attached to the minutes of the [June meeting for transparency](#)) noted that Eke Panuku plays a critical role and is highly focused on delivering Auckland Plan outcomes and other council plans and strategies.
20. The benefits of urban regeneration are summarised below:

Benefits

- Repurposing centres, supporting investment in public transport and council's growth strategy in a tangible way
- Attracting and leveraging private and public investment in suburban and central locations
- Unlocking opportunities that will not happen by themselves, making use of underutilised assets
- 12,000 new sustainable homes: 1,400 completed, 600 underway
- Over \$420m received from site sales in past 4 years
- New commercial spaces supporting business and employment growth
- Amenity and service improvements – flood management and stream daylighting, town squares, laneways, bridges, street upgrades, walking and cycling connections, open space and playgrounds, character and heritage protection
- Mana whenua realising cultural and commercial opportunities



Urban regeneration programmes contribution to Auckland Plan outcomes

Table 2

Auckland Plan Outcomes	How Eke Panuku contributes
Belonging and Participation	<ul style="list-style-type: none"> • Placemaking ensures local people play a strong collaborative role in the building of their public places. This helps create the kinds of places where people feel a strong relationship and commitment to their communities. • Improving town centres to create a heart for a local community that is vibrant, attractive and accessible to all (via design, planning and project delivery). • Partnering with Community Facilities to deliver accessible, multi-functional community facilities. • Engaging local communities on local projects and urban change (increasing participation and sense of pride).
Homes and Places	<ul style="list-style-type: none"> • Leading urban regeneration and facilitating quality urban development in town centres, to support a compact urban form and more sustainable transport modes. • Implementing the Thriving Town Centres Guidance, endorsed by the council. • Creating quality public spaces that are inclusive, accessible and contribute to urban living and civic life. • Facilitating new, well designed, sustainable homes that meet changing needs and preferences, through selling sites and working with private developers, Kāinga Ora, iwi groups, and community housing providers (CHPs).
Māori Identity and Wellbeing	<ul style="list-style-type: none"> • Enabling commercial opportunities and capacity building for iwi. • Reflecting mana whenua mātauranga and Māori design principles in public realm projects to showcase Māori identity. • Providing placemaking opportunities to celebrate and showcase vibrant Māori culture including working with rangatahi. • Enabling environmental outcomes to restore and enhance the mauri of Tāmaki Makaurau through our projects. • Supporting te reo Māori to flourish.
Transport and	<ul style="list-style-type: none"> • Facilitating low carbon transit-oriented development by bringing people and housing closer to

Auckland Plan Outcomes	How Eke Panuku contributes
Access	transport networks, to leverage the existing investment and provide increased transport choices. <ul style="list-style-type: none"> Partnering with Auckland Transport, Waka Kotahi and others (e.g. CRL, local boards) to improve connectivity and transport choices.
Environment and Cultural Heritage	<ul style="list-style-type: none"> Facilitating energy and water efficient homes, and waste minimisation in developments and events. Partnering with others to restore environments, to facilitate stream and open space enhancements and the objectives of the Urban Ngahere Strategy. Ensuring new development reflects the character and indigenous stories of an area or place, through place-led design.
Opportunity and Prosperity	<ul style="list-style-type: none"> Partnering with Tātaki Auckland Unlimited to integrate economic outcomes and provide opportunities for business and employment growth in the regeneration of town centres. Providing opportunities for Māori and Pasifika businesses and social enterprises through sustainable procurement. Creating commercial and strategic value from the council surplus sites. Providing funding for the LTP through the operating surplus from property portfolio and marinas.

Status of urban regeneration programmes and key achievements

21. The following tables provide a summary of progress for each location and regional programme. This information is necessarily high-level and should be read in conjunction with the spatial delivery plans attached. Transform and Unlock programmes have placemaking programmes that have built community participation, knowledge and support. This is not detailed in this report.
22. Estimated programme completion (last column) is indicative and means that capital projects have been completed and sites have been sold unconditionally. Some activity will be required to monitor benefits and development agreements and a transitional phase is envisaged. Timeframes for programme completion assumes ongoing budget/current LTP. The projects shown in *italics* were, or will be, delivered by others, or in partnership with Eke Panuku. Some important projects delivered by the council group that contribute to urban regeneration are not included in the tables such as the Manukau and Panmure Train Stations and Taumanu Reserve and Ngā Hau Māngere bridge in Onehunga.

Table 3 Urban regeneration programmes summary – transform and unlock locations

Location	Approval of High-Level Project Plan	Key achievements to date	Planned	Indicative programme completion
Northcote	Mar 2016 April 2019 - Benchmark Masterplan	Consolidation of ownership of town centre to enable planned redevelopment of town centre. <i>Greenslade reserve and Te Ara Awataha</i> <i>Transitional uses and community engagement in partnership with Kāinga Ora housing delivery</i>	Staged site sales via development agreements for town centre development Street extension and Cadness Reserve Alternative source of funding via NZ Superfund Community hub – refurbishment	FY28
Takapuna	2016 Jul 2017 Framework Plan	Sale of key sites – Takapuna Central, Auburn Street <i>Waiwharariki Anzac Square</i> <i>Hurstmere Road upgrade</i> Toka Puia carpark	New housing choices and mixed use – staged development Street upgrades	FY25

Location	Approval of High-Level Project Plan	Key achievements to date	Planned	Indicative programme completion
Henderson	May 2017	<p>Wilsher Village Haumaru housing</p> <p>New housing (Henderson Green)</p> <p>Te Ara Pūheke (new road)</p> <p>Sale of corporate building to Laidlaw College</p> <p>Sale of site to Ministry of Justice for a new district court</p> <p>Business case with Crown Acquisitions (Trading Place)</p>	<p>Opanuku link</p> <p>Wai Horotiu Henderson connection</p> <p>Catherine Plaza refurbishment</p> <p>Housing and commercial in Oratia Precinct (Trading Place)</p> <p><i>CRL Platforms</i></p>	FY29
Avondale	Nov 2017	<p>Sale of sites for new housing (Set apartments, Trent St, Aroha)</p> <p>Site acquisition for community hub</p> <p>Crayford Street upgrade to station; public car park</p> <p>Avondale Central acquisition to assist redevelopment</p>	<p>Avondale central residential</p> <p>Acquisition to consolidate sites and enable comprehensive redevelopment.</p> <p><i>Te Hono community centre</i></p> <p>Town square</p>	FY28
Panmure	Mar 2018	<p>Clifton Court upgrade</p> <p>Acquisitions of key sites to enable comprehensive redevelopment.</p>	<p>Site sales via development agreements to enable mixed use and residential development – Basin View, Gateway West and station precincts</p> <p>New street connections</p> <p>Lagoon edge reserve enhancement</p> <p>Basin View and Maungarei connections</p>	FY32
Onehunga	Mar 2017	<p>Laneway upgrade</p> <p>Site sale via a development agreement for Mall expansion to integrate with the main street.</p> <p>Site acquisitions to enable safe connections and access to the Manukau Harbour</p> <p>Transitional uses</p>	<p>Paynes Lane streetscape</p> <p>Development Agreement to enable new supermarket</p> <p>Residential and commercial development with public space – Waiapu and Municipal precincts, Onehunga Wharf</p> <p><i>ALR and East West Link</i></p>	FY30
Papatoetoe	<p>Jul 2017</p> <p>Mar 2022 - Masterplan</p>	<p>Refurbished mall</p> <p>Site sales via developments to enable a new supermarket and new assisted ownership and market housing.</p> <p>Site consolidation to improve a development site</p>	<p>Residential development via development agreement</p> <p>Street upgrade and parking, laneway upgrade</p> <p><i>Community facilities optimisation</i></p>	FY29
Manukau	April 2016, Mar 2017 Framework Plan	<p><i>Putney Way streetscape.</i></p> <p>Site sales and leases attracting significant tenants and revenue</p> <p><i>Te Whakaoranga o Te Puhinui – regeneration charter.</i></p> <p>Recent Puhinui acquisition to enable better connections.</p> <p>Kotuitui Place housing, MIT</p>	<p>Site sales via development agreements for residential and commercial development</p> <p><i>Te Puhinui regeneration</i> Hayman park wetlands</p> <p>Street upgrades</p>	FY34

Location	Approval of High-Level Project Plan	Key achievements to date	Planned	Indicative programme completion
		Barrowcliffe bridge upgrade, Hayman park and playground, Wiri playground and connections. Legal action to release carparks for development. <i>Crown business case.</i>		
Pukekohe	Nov 2019	Non strategic site sales – new medical centre Placemaking, masterplan and trials	Edinburgh superblock and other site sales Market precinct Roulston Park upgrade <i>Safety improvements</i>	FY29
City Centre		<i>City Centre Recovery</i> <i>City Centre Action Plan</i> CAB residential development	Priorities set out in Action Plan Midtown programme Karanga-a-hape station neighbourhood and bus improvements Symphony Centre and Downtown carpark	Ongoing
Waterfront	Waterfront Plan 2012 CCMP 2020	Wynyard Central public realm, commercial and residential development (working with Willis Bond, Precinct Properties, Orams) Sustainable design focus, award winning development. Examples include Tank Park, Amey Daldy Park, Vos Shed, Westhaven Promenade, pile berths. <i>AC36 facilities</i> Management and redevelopment of Westhaven	North wharf development Te Ara Tukutuku (Wynyard Point) – future park and mixed use. Westhaven redevelopment Queens Wharf	Beyond FY34
Maungawhau	May 2020 Joint approach Jul 23 Lead Agency	Joint business case, Infrastructure assessment and precinct plan.	Opportunities for low carbon mixed use precinct <i>Basque Park upgrade</i> <i>CRL Maungawhau Station</i> <i>Infrastructure upgrades</i>	FY36
Port Precinct Future Development	SOI 2023-2026	Preliminary analysis	Framework Plan	TBC

23. The status of the regional programmes is described below. These programmes contribute significant revenue to council as well as achieving urban regeneration and development outcomes in many parts of the city. They each have their own strategic objectives and funding model agreed with the council when the work commenced.

Table 4 – Urban regeneration programmes summary – regional programmes

	Programme approval	Key achievements to date	Planned	Est programme completion*
Eastern Busway Transit Orientated	May 2022 - Planning Com approval of programme and Eke	Partnership with AT and Eastern Busway Alliance Approval of the programme	The sale of residual land and properties.	Circa 2035

	Programme approval	Key achievements to date	Planned	Est programme completion*
Development Programme	Panuku as lead delivery agency. May 2022 - F&P approval of disposal of residual land and self-funding commercial strategy.	business case Offering 2 residual sites to Kāinga Ora.		
Support programme (strategic sites for redevelopment across the city)	October 2020 - EP board approval of the delivery plan for the Supports programme	Sale of sites for revenue and strategic outcomes including housing and commercial. Examples include sites in Whangaparoa, Hobsonville and the city centre (CAB, Bledisloe House), New Lynn, St John's and Howick.	Sale of sites in support category and general asset sales Review of portfolio to feed a future pipeline and contribute to LTP funding. Progressing site sales, e.g. Downtown car park, 198 Dominion Rd, 132 Greenlane East, further sites in Hobsonville and New Lynn	Ongoing
Haumaru Housing (social housing for older people)	August 2016 - Governing Body approval of the HLPP Sept 2020 – EP board approval of business case	Establishment of Haumaru partnership and CHP status Wilshire Village Greenslade – KO / Haumaru partnership	Model review to enable development pipeline and viable partnership. Sale of 81A Godley Rd, Green Bay	TBC
Service Property Optimisation	March 2015 – Governing Body approval of the concept of Service Property optimisation	Sale of key sites such as: <ul style="list-style-type: none"> • 4 Victoria Avenue, Remuera • 19 Jervois Road, Ponsonby • 2 Pompellier Terrance, Ponsonby 	Progressing site sales. For example 6 Clonbern Road, Remuera, sites in Beachlands, Papakura and Ardmore, the Mary Thomas Centre, Takapuna. Development of 29-31 St Johns Rd, Orakei	Ongoing
Corporate Property	May 2018 – Finance and Performance committee approved the Corporate Property Portfolio Strategy	Sale of key sites <ul style="list-style-type: none"> • 36 Graham Street, CBD (\$37.7M) • 50 Centreway, Orewa (\$15.1M) • 82 Manukau Station Road, Pukekohe (\$6.086M) • Kotuku House, Manukau (\$14.2M) • 6 Henderson Valley Road (\$16M). 	Sale of remaining sites: <ul style="list-style-type: none"> • 4-10 Mayoral Drive, CBD • 35 Coles Crescent, Papakura 	Circa 2027
Unlock Ormiston (on hold)		Development of the Ormiston Town Centre and adjoining block with residential	Work with the development partner to determine the timing of the programme next stages	TBC
Own Your Own Home a shared equity home ownership scheme for older people. (on hold)	May 2022 – Finance and Performance Committee (confidential)	Comprehensive stakeholder engagement Taken the sites to the market	Work with council and strategic partners to identify a way forward	TBC

Non-financial outcomes summary

24. The table below highlights some of the portfolio level outcomes relating to the urban regeneration programmes. By setting development outcomes and sustainable design

requirements when selling sites, and by designing and delivering amenity improvements working with the council group, Eke Panuku demonstrates high quality urban intensification.

Table 5

	Key achievements	Planned	Commentary
Sustainable Housing	1400 homes facilitated through development partners, around half in the Transform and Unlock locations and half in the regional programmes.	600 underway. Total of 12,000 forecast.	Includes social, affordable (including Kiwi Build and shared equity) and market homes of different sizes and typologies. Sustainable design - Homestar 6/7.
Amenity and infrastructure improvements	We have delivered over 9ha (93,251m ²) of new or renewed public realm, to 30 June 2023. Use of regenerative design approaches.	Our programmes are projected to deliver another 60ha (633,245m ²) FY24-FY35. Includes greenspaces, squares, walking and cycling connections. Improved amenity, resilience.	Amenity improvements are designed to attract residents, visitors and investors and support local businesses, as well as improving access, connectivity and health and wellbeing.
Catalysed investment by others	More than \$1.5b of private investment catalysed	More than \$2b in pipeline	Based on media reporting of private residential and commercial investment, in the locations after urban regeneration programmes have commenced. Data is indicative and numbers have not been validated.
Sustainable procurement	8.4% direct spend with diverse suppliers, FY23, exceeding target of 7.5%. Two deconstruction projects imminent	Increasing spend with Māori and Pasifika businesses and sustainable enterprises Commitment to deconstruction approaches and reducing waste to landfill.	Targets adopted in late 2021. Indirect spend to be calculated.
Reduced carbon impact	Eke Panuku homes have 14% lower carbon emissions than a typical household, saving 1.2 t CO ₂ /year/ household.	Analysis suggests opportunities to further decrease household emissions and potential for a 45% reduction from the baseline.	Savings are comprised of 11% reduction in travel related emissions and 34% reduction in household energy related emissions. Based on modelling analysis by Arup, 2022.
Town centre outcomes	Thriving Town Centres Guidance endorsed Outcomes Monitoring Report (OMF) Dashboard prepared (baseline report)	Monitoring of broader outcomes and impact – such as population, density, public transport use, vibrancy, spend, perceptions, footfall, etc.	
Quality design and development	40+ awards from a range of orgs for planning, design, collaboration,	Ongoing design leadership working with our partners. Implementation of our	www.ekepanuku.co.nz/about/awards/ TAG is our independent

	Key achievements	Planned	Commentary
	heritage restoration, environmental leadership. Our people and teams have been recognized, as well as the quality of development by our partners.	recently adopted Public Realm Environmental Guidance.	design review panel for major projects. We set out 'essential outcomes' including design requirements for key projects.

Financial overview

25. This section provides financial information relating to the current urban regeneration programmes including capex investment in public realm improvements, infrastructure and development, opex expenditure and revenue from site sales and long leases, by location. The table is split by actuals 2019-2023 and forecasts FY24 to programme completion.
26. When approving the regeneration plans for Transform and Unlock locations, the funding model was designed around the sale and reinvestment of Council owned nonservice properties within the Transform and Unlock locations. This was reflected in the approved FY2019 – 2028 long term plan. The reinvestment funding model excluded City Centre and Regional Programmes.
27. The table below illustrates for each regeneration location the value of capital works invested and spend on strategic acquisitions from FY 2019 to the end of FY 2023. It also highlights any sales or long-term leases of land made. It gives an indication of the expected capital works, acquisitions and sales required to complete the programmes.
28. The reinvestment model was highlighted in the CCO review of 2021 as insufficient to fund the growing Transform and Unlock programmes and requires a review for the 2025 – 2034 long term plan.

Table 6

\$millions	Programme Financials from start of FY19-FY23				Financials to Programme Completion		
	Capital Works Invested	Strategic Acquisitions	Opex	Sales or Long Lease of Land (4)	Capital Works Invested	Strategic Acquisitions	Sales or Long Lease of Land (4)
City Centre Programmes							
Waterfront (1)	158.2	-	11.9	91.3	426.1	-	188.7
Maungawhau & Karanga a Hape	-	-	0.9	-	2.4	-	-
Development Sites (midtown/downtown)	2.5	-	0.1	-	-	-	-
	160.7	-	12.9	91.3	428.5	-	188.7
Transform and Unlock Programmes							
Northcote	5.6	29.6	2.8	-	35.4	-	66.0
Takapuna	51.6	-	3.2	0.2	15.3	-	38.4
Henderson	8.0	7.0	4.2	17.3	14.8	-	14.5
Avondale	12.9	9.8	2.7	44.9	14.6	12.2	-
Panmure	4.4	4.2	5.4	-	64.7	-	74.2
Onehunga	9.3	14.3	6.0	4.6	48.8	-	52.3
Papatoetoe	2.9	1.6	1.9	15.7	35.2	-	20.8
Manukau (2)	19.0	-	10.0	114.8	127.3	-	41.2
Pukekohe	0.9	3.8	3.2	-	23.4	-	29.3
	114.6	70.3	39.4	197.4	379.5	12.2	336.7
Regional Programmes							
Eastern Busway	0.3	-	0.2	-	6.4	-	-
Support Programmes (3)	10.4	3.1	4.5	90.1	11.0	-	133.2
Haumaru Housing	18.8	-	0.7	15.4	-	-	-
Service Property Optimisation	2.0	-	1.3	6.9	5.8	-	2.2
Transport Property Optimisation	-	-	0.6	-	-	-	-
	31.5	3.1	7.2	112.4	23.2	-	135.4

(1) Opex was included as part of Waterfront Auckland until FY20. \$36m of capital works was infrastructure for Americas Cup 36. These include short to medium term improvements which will be removed or sold as part of the regeneration of the area.

(2) \$92.3m of sales in Q4 of FY18 in Manukau have been included in this total as they have been recognised as the first sales of Transform and Unlock reinvestment. Reinvestment in the Transform and Unlock programmes was approved as part of the LTP with year one starting in FY19.

(3) Ormiston and Hobsonville were initially classed as unlock locations and their sales were included in reinvestment sales. They have now been scaled down and are included in the supports programme.

(4) In the Transform and Unlock locations the revenue from the sales and long leases is used for reinvestment in the urban regeneration programmes or the repayment of the Strategic Development Fund.

29. Eke Panuku acquires and disposes property on behalf of Auckland Council Group. The asset recycling targets are agreed each year with council. The general asset sales, from sites outside of the transform and unlock locations, contribute to council funding. The sales revenue from the Transform and Unlock locations is reinvested, as indicated above. Property sales, over the past 4 years, and looking forward over the next two, totalling \$944m, contribute significantly to the council budget. This includes gross sales of \$94m FY23 and \$196m FY24.

Conclusions and key lessons

30. This report sets out the positive progress, significant achievements, and tangible changes being made across the locations that we work in, and contribution to Auckland Plan and other council strategies.
31. The cost of this investment detailed in the Financial Overview section is relatively small in council group budget terms but leverages significant benefits. Eke Panuku is **1.7%** of the group's overall operational expenditure and **2.9%** of overall capital expenditure.
32. The KPMG review of performance in three locations noted that urban regeneration programmes are long-term by nature (10-25 years) and will evolve overtime as Council and community priorities and needs change. The review recommended that the priority locations programmes should be reviewed on a periodic basis (five-yearly) to reconfirm desired outcomes, link proposed projects to expected benefits and outcomes and identify investment needs. Eke Panuku has committed to a rolling review in the Statement of Intent and anticipates commencing with Manukau in FY24.
33. To make the required capital and operational savings requested by council we have had to make adjustments to our programmes and prioritise investment. Consideration was given to contractual and compliance requirements, aligning with partners and opportunities to leverage our investment. We have ensured that we continue to maintain a level of activity across all the current locations and that we continue to plan and build a pipeline of projects for the future. The reduced capex funding for investment in new public space and amenity has deferred approximately 20 projects. We will continue to advance major development sites to achieve revenue for council and development outcomes. These will progress to the market, subject to the prevailing market conditions. The reduction in operational budget means that the level of local placemaking, communication and engagement is reduced. However we will endeavor to ensure relationships are maintained, information shared and role of local boards supported.
34. The current status of the urban regeneration programmes is set out in Tables 3 and 4 and incorporates the reduced budgets and deferrals. The tables indicate the programme commencement date, the key achievements of the urban regeneration programmes to date and planned work, along with an indicative end date for each programme. It has been necessary to adjust programmes as we go along. Projects are prioritized annually in order to work within the available budget and respond to the market in terms of site development. The KPMG report indicated that the delivery of the Avondale and Manukau urban regeneration programmes are generally on track against the indicative timeframes of the Programme Business Cases. It noted that Northcote is delayed, due to challenges in acquiring multiple freehold and leasehold property interests. Other lessons are highlighted which impact on the momentum of the urban regeneration programmes.
35. Some lessons:

- Platform building – experience has shown that it typically takes a few years to agree a shared vision, line up and integrate plans and investment, undertake due diligence, develop masterplans and business cases, before moving into the implementation phase, where there is visible change on the ground. It takes time to build collaborative partnerships. Progress has been faster once budget was approved in the 2018 LTP, programme business cases developed for each location, and where there is strong local board support.
- Community input – A mix of engagement tools are required to hear from the wider community and to ensure that community aspirations for change are not held back by a minority of interests.
- Dependencies and priorities – CCO review in 2020 highlighted the need for CCOs to be more aligned in planning and delivery. The KPMG review noted there are critical dependencies with other council group projects and approvals. Support for the implementation of the approved urban regeneration programmes is not always forthcoming and priorities are misaligned. The regulatory environment is also a dependency.
- Market cycles and development outcomes – Readyng sites for the market can involve a range of steps. Having a pipeline of sites is important and ability to respond to the market. We need to make tradeoffs around value, timing and strategic outcomes such as development nature and quality and the role of the site in the overall masterplan. High rise development remains challenging in many suburban locations due to the risks, construction costs and demand despite the planning enablement. Lower-rise medium density typologies are viable and appropriate in many centres to meet strategic objectives.
- Balancing aspiration and reality – The early planning for locations, by necessity, lacks detailed analysis of asset condition, development feasibility, demand. Contamination, geotech conditions, ownership issues and other constraints may not be known. This has led to some aspirations that will not be realized as they are unlikely ever to be feasible or affordable. An example is the vision for a major mixed use development of Onehunga Wharf.
- Complexity – all locations have significant complexity, otherwise the revitalization will have occurred without intervention. This means that urban regeneration programmes are long term by nature and need focused and ongoing place-based effort by a multi-disciplinary team. KPMG highlighted the work required to align outcomes and resources, engage with many parties, unlock various statutory constraints. This ‘Lead Agency’ role has now been included as one of our four levers but may need further recognition within the group.

Tauākī whakaaweawe āhuarangi

Climate impact statement

36. Urban regeneration is a useful tool to ensure integrated planning for lower carbon and more resilient communities. Independent research has shown that Eke Panuku enables Aucklanders to live a ‘low carbon lifestyle’. This is due to the low carbon development and building design features, and through the low carbon travel benefits due to the households location within a high-density town centre.
37. Carbon emissions from the operational use and associated household travel activities of a typical Eke Panuku household are lower when compared to a typical Auckland household by approximately 14%, saving 1.2 t CO₂/year/household. This was comprised of approximately an 11% reduction in travel related emissions and 34% reduction in household energy related emissions. The report considered opportunities to further decrease household emissions and showed potential for a 45% reduction from the baseline.
38. The Eke Panuku Board has recently endorsed the Public Realm Environmental Guidance, prepared in close collaboration with the council group. The guidance sets out standards and

strategies we will apply in our public realm projects and new collaborative pilot work with council. By enhancing green spaces, planting trees and using water-sensitive design approaches that 'make space for water', such as in Northcote, Wynyard Quarter and planned in other locations, we are reducing the risks of flooding and increasing resilience.

Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera **Council group impacts and views**

39. Eke Panuku works closely with Community Facilities, Healthy Waters, Tātaki Auckland Unlimited and Auckland Transport. Our work touches most parts of Auckland Council including Regulatory, Finance, Plans and Places, Development Programme Office etc.
40. We have not sought council group views for this update on our programme.
41. Table 2: Urban regeneration programmes Transform and Unlock locations highlights the projects that have been, or will be, delivered in partnership with other parts of council or other agencies. Investment in infrastructure and community services is required to support intensification and is a key dependency for some of the urban regeneration programmes.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe **Local impacts and local board views**

42. Urban regeneration improves town centres and urban areas to enhance their economic, social, cultural and environmental conditions. Revitalized areas attract new activity, services and investment, supporting local community wellbeing.
43. Because of these benefits, there is strong demand from local boards for inclusion of their town centres in the urban regeneration programme.
44. While local board views have not specifically been sought for this report, we interact regularly with the local boards in the areas we are working. Our stakeholder surveys indicate that the Local Boards are well informed and see value in the work we do. Our Priority Location Directors and engagement staff meet regularly with them and we acknowledge their decision making role and knowledge of community interests and priorities.
45. Out of necessity we do not service other local boards to the same degree. We do engage with local boards where there are properties to investigate and dispose. We also work with local boards to provide advice on service property optimization opportunities.
46. Key challenges we face with local boards include a perceived slow pace of our work, disruption caused by works underway and where the outcome of an optimization assessment shows it to lack feasibility and affordability.

Tauākī whakaaweawe Māori **Māori impact statement**

47. Strong and positive relationship with Mana Whenua, through regular engagement. Mana whenua have significant input to the urban regeneration programmes. Tangible achievements include:
 - Te Whakaoranga o Te Puhinui – regeneration charter and partnership
 - Te Ara Awataha, Northcote – integration of mana whenua art and local story telling through project design, installations and signage
 - Te Ara Tukutuku Plan for Wynyard Quarter – new level of partnership and collaboration
 - Development opportunities - site sales to iwi partners in Avondale, Manukau, Papatoetoe
 - Māori design, art, placemaking are evident in our projects expressing local history and cultural narratives. Examples include Barrowcliffe Bridge, Te Nukuao (Shade Structure in Tank Park), Clifton Court, Hayman Park, Waiwharariki Anzac Square, projects in

Westhaven Marina and He pia He Tauira (a group of Rangatahi who support placemaking activities).

48. Our Achieving Māori Outcomes Plan sets out our commitment to advance Māori outcomes.

Ngā ritenga ā-pūtea Financial implications

49. Eke Panuku is 1.7% of the group's overall operational expenditure and 2.9% of overall capital expenditure.
50. The current funding model based on the reinvestment approach is not sustainable nor sufficient in the medium term.
51. Confirmation of the budget in the Long-term Plan will determine the scale of the programme going forward and the capacity to include new locations.

Ngā raru tūpono me ngā whakamaurutanga Risks and mitigations

52. Risks and mitigations relating to the delivery of the urban regeneration programmes include:
53. Development partners and sale revenue – We continue to monitor the market, ready sites for sale and manage our relationships with our development partners. We remain confident that sites sold at the right time will achieve significant revenue for council and contribute to urban regeneration outcomes.
54. Dependencies – some of the urban regeneration programmes are dependent on other council projects and investment, such as Te Hono, the Avondale Community Centre and the release by Auckland Transport of car parking sites that have been planned for development. Public realm improvements require asset owner support and approval. We seek early engagement and alignment with our council partners.
55. Funding availability to complete programmes – further deferral or cancellation of programmes or projects will risk wide community and stakeholder disappointment, social licence and reputation. This will be subject to the LTP process.

Ngā koringa ā-muri Next steps

56. Delivery of the urban regeneration programmes, milestones and performance measures as set out in the Statement of Intent 2023-26. Quarterly reporting on progress.
57. Input to the LTP process on the future urban regeneration programme and funding model.
58. Put in place a rolling update to the Planning Environment and Parks Committee to reconfirm outcomes and priorities for each of the transform and unlock locations. The first will likely be Transform Manukau, later this year.
59. Annual visit of the Governing Body to Eke Panuku on 6 October 2023.

Ngā tāpirihanga Attachments

No.	Title	Page
A	Spatial Delivery Plans - Urban Regeneration Programmes	

Ngā kaihaina Signatories

Authors	Brenna Waghorn - Manager Strategic Planning, Panuku Development Auckland
Authorisers	David Rankin - Chief Executive - Eke Panuku Alastair Cameron - Manager - CCO Governance & External Partnerships

Information paper: ELT Health and Safety report July 2023

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

August 2023

Whakarāpopototanga matua | Executive summary

1. A total of 11 workplace health and safety events were reported into Noggin, Eke Panuku's health and safety reporting system, during July. The events involved employees, contractors or members of the public where Eke Panuku has influence and control.
2. The 11 workplace events reported into Noggin included six contractor events on construction sites, which included one minor injury, four near misses and one safety concern. Events this month also included two additional safety concerns, one minor injury to a member of the public, a vehicle near miss and damage to property.
3. There were no high-risk events reported, one medium-risk event and ten low-risk events reported in July.
4. The medium-risk event occurred when a member of the public pulled out of a Westhaven car park, causing an Eke Panuku driven golf cart to swerve out of the way. No one was injured.
5. Following organisational changes affecting the bridge operators issues were raised around the working conditions of the bridge control hut. A risk assessment was carried out following the highlighted concerns which confirmed fire, electrical safety, psychological hazards on site. The asset and facilities team are working through recommendations following the assessment, prioritising the highest risk areas.
6. Two events involving members of the public, outside the influence and control of Eke Panuku were also reported during July. Security contractors and Māori Wardens also raised 95 safety observations during July, all of which involved members of the public outside Eke Panuku's influence or control.

Matapaki | Discussion

Head of Health, Safety and Wellbeing Manager actions

7. Wynyard Bridge control hut risk assessment

A risk assessment was conducted following issues raised by a bridge operator around the working conditions in the bridge control hut. The hut is a small wooden, one roomed, building that contains the controls for the bridge, CCTV/monitoring and storage equipment for the surrounding area. The building's purpose has changed over time and equipment has been added to the hut which includes a server, monitors, a charging unit and domestic electrical equipment such as a toaster, refrigerator, kettle and microwave.

The bridge operator is required to provide 24/7 access to the inner viaduct via the bridge and so it is difficult for the operator to take breaks away from the hut.



The risk assessment identified a number of hazards, including electrical, fire, mental health, welfare and security risks.:

The operator's hut is no longer a suitable location for the long or medium-term operation of the bridge and a more permanent solution of either replacing the hut or relocating the operation should be explored. A number of immediate controls are being addressed to mitigate the risk until a permanent solution has been agreed and implemented. These include removing high risk electrical equipment and combustible materials, formalising break cover and introducing duress alarms.

8. Wellbeing – Psychosocial Risk Assessment

During August, a psychosocial risk assessment will take place to look at work related psychological hazards at Eke Panuku. The risk assessment will aim to identify and target organisational psychological hazards to ensure that Eke Panuku's Wellbeing plan and controls are aligned to the specific hazards and risks identified. The management of psychosocial risks is an area that is increasing in focus by the regulator, following a greater attention in other countries across the world and the introduction of the Psychological Health and Safety Standard, ISO45003. The assessment will consider the engagement survey results, absenteeism and In-step data. The assessment will look at organisation stressors, such as fatigue, workload, role clarity, work demand, emotional demand, time pressures and job autonomy.

The HSW plan will be updated following the assessment to include controls for the most significant risks and tracked through Opal.

To supplement the assessment, there will be a fatigue workshop webinar during September.

Health and safety key performance indicators

9. 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 July	Critical or high risks	Previous month (June)
Lead	Safety concerns	3	0	1
	Near misses	5	0	3
LAG	Lost time injuries	0	0	0
	Medical treatment injuries	0	0	0
	Other incidents	3	0	8
	Total recordable injury frequency rate	0	N/A	0
Total incidents		3	0	8
Total events		11	0	12

Figure 1 - Health and Safety Key Performance Indicator Table

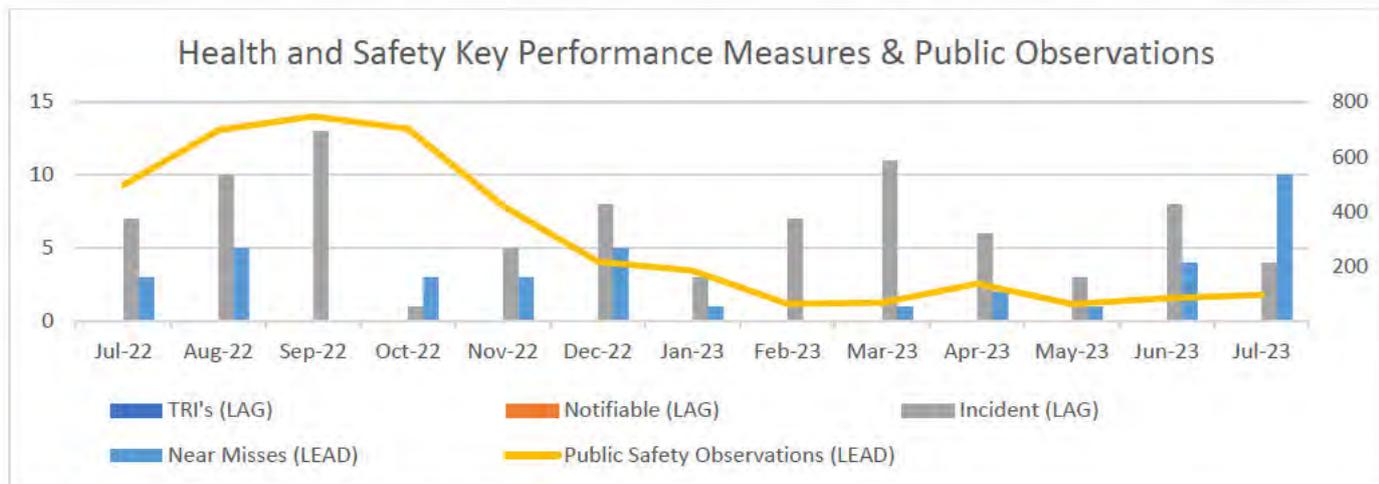


Figure 2 - 12 Month rolling H&S performance measures
 TRI - Total Recordable Injuries includes lost time injuries and medical treatment injuries. Notifiable refers to incidents and injuries reportable to the health and safety regulator.

10. Workplace incident themes and trends

There were 11 safety events reported in July. Three of the events were safety concerns, which included the identification of lead paint on Bascule Bridge, rough sleepers accessing a vacant residential property and a potentially unsafe storage yard on Hamer Street. One safety event occurred to a member of the public, when they tripped over a tyre stop. Seven events occurred on a construction site and one event involved a near miss between an Eke Panuku golf cart and a car driven by a member of the public.

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

Medium-risk event

- 28 July | Westhaven Drive – Vehicle near miss
 A member of the public pulled out of the car park in their car, causing a golf cart, occupied by two Eke Panuku members of staff, to swerve out of the way. The incident occurred due to the driving behaviour of a member of the public and was outside the control of Eke Panuku Staff. The environment or road design was not a contributing factor. No one was injured as a result of the incident.

Notable low-risk events

- 11 July | Bascule Bridge project – Lead paint identified
Paint samples taken from Bascule Bridge were identified as containing lead. The paint was sampled during maintenance. Work paused on a project that was underway to address issues with the deck whilst the methodology of the work was revised to include the removal of the paint.
- 26 July | Anzac Street project, Takapuna – Temporary fencing toppled
Temporary fencing fell overnight on the Anzac Street project due to strong winds. The fence sections had scrim signage on them. This has been addressed with the contractor and the contractor has been reminded to remove all scrim signage from the fence panels.
- 27 July | Hamer Street, Westhaven – Potential safety issues in storage yard
A storage yard on Hamer Street, containing shed 11, needs a safety review. The yard is used by multiple parties and the yard has no exclusion zones, warning signs or defined safety protocols to safely coordinate the multiple users. The HSW team are working with the Asset and Delivery team to carry out a risk assessment on site. The risk rating for this issue will be reviewed post risk assessment.
- 27 July | 220 Quay Street – Pontoon dislodged with rising tide
A pontoon, used by contractors on the Bascule Bridge project, drifted away, causing damage to the pontoon. The ties to the pontoon dislodge with the rising and lowering tides. The incident is still under investigation.

Low-risk events

- Westhaven – A member of the public tripped over a tyre stop in the car park on E pier in Westhaven. The trip resulted in minor injuries to the knees and face.
- Rough sleepers gained entry to a vacant, derelict property on George Street in Papatoetoe. Additional boards to the rear of the property have been added.
- Anzac Street, Takapuna – A sub-contractor failed to inform the main contractor before commencing work on site and failed to wear correct PPE.
- Anzac Street, Takapuna – A sub-contractor injured their knee during warm up exercises.
- Anzac Street, Takapuna – A member of the public moved a temporary fence panel to take a short cut. A contractor redirected the person to the exit.
- Devon Lane, Pukekohe – A member of the public accessed a site, causing vandalism. The contractor is reviewing nighttime security.

11. Public health, safety and wellbeing events

Public Realm	Measure	Performance July	Previous Month (June)
	Security and Māori Warden observations	95	83
	Public injuries	1	1
	Public incidents or observations	1	0

Figure 3 - Public realm incident and observation table
Data provided for information purposes and are not key performance indicators as Eke Panuku has very little influence or control over the outcome of these events.

Two public incidents were reported into Noggin, Eke Panuku’s reporting system, in July. A member of the public lost control of an e-scooter whilst scratching his head, resulting in grazing to his face and a member of the public was observed acting suspiciously around Westhaven.

During July, 95 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.

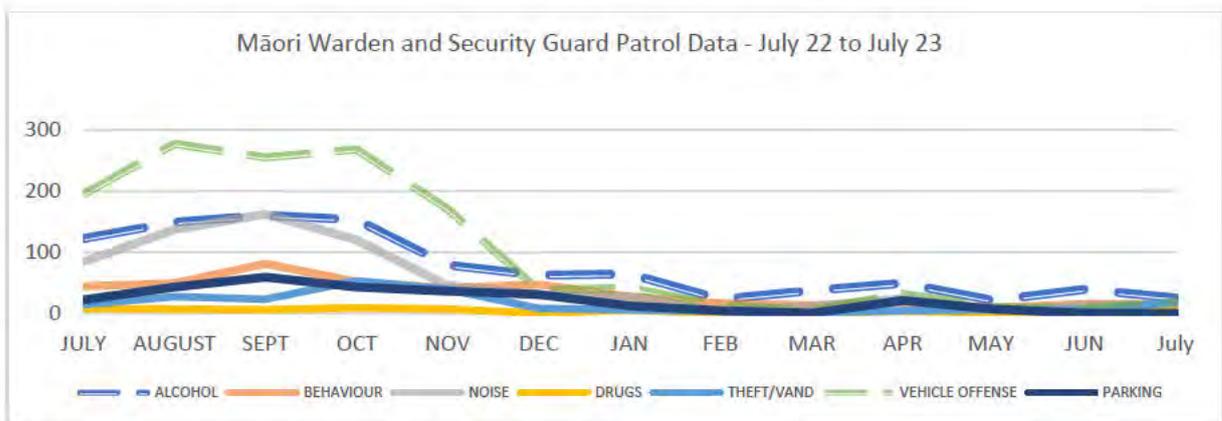


Figure 4 - Combined public observation data by category

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

Rank	Issue	No. of observations
1	Alcohol	25
2	Vehicle	18
3	Damage/theft/ vandalism	18

Figure 5 - Top three issues raised through Waterfront Patrols in May 2023

Ngā tāpirihanga | Attachments

No attachments

Information paper: Te Ara Tukutuku

Author: Fiona Knox (Priority Location Director - City Centre Major Projects) Julie Crabb (Project Manager), Bridget Law (Landscape Architect)

August 2023

Whakarāpopototanga matua | Executive summary

1. The purpose of this paper is to provide the Board with an update on the progress of Te Ara Tukutuku Plan.
2. Te Ara Tukutuku is the name gifted to the project by mana whenua. Te Ara Tukukuku is a metaphor for the binding of the land and the sea and provides an elegant link between the domains of Tangaroa (the ocean) and Papatūānuku (Mother Earth).
3. Te Ara Tukutuku is laying the foundation for the next 10 hectares of development on Wynyard Point. This includes 5ha for a park, access to Wynyard Wharf, new laneways and streets and enabling works for future mixed-use development sites. This paper and attachment share the key design ideas and approach emerging from the Vision and Framework phase.
4. The journey to design and to open up the next stage of Wynyard Quarter began three years ago, with technical work led by Eke Panuku in conjunction with Auckland Council whanau, the Waitemata Local Board and key stakeholders. Much of our work has focused on building relationships and our understanding of people, place and projects needed to support for the next stage of regeneration. In particular:
 - a. Mana Whenua representatives and the Technical Advisory Panel (TAG) had several joint workshops to build relationships and develop a way of working together.
 - b. We invited an international design panel to review our document and approaches.
 - c. We invited a consortium of local design experts to test a design vision to inform the brief and Expression of Interest process that selected the design consortium.
 - d. Undertook a rigorous and innovative tendering process to select the design consortium.
 - e. We have held several sessions and have arranged a hikoi with the Waitemata Local Board.
5. We have also had workshops with the Eke Panuku Board, particularly focused around the feedback from the design panel. The Te Ara Tukutuku technical work was used to inform the Board and subsequent submission to Auckland Council regarding the National Policy Statement - Urban Development and the outcomes required for Wynyard Quarter.
6. In October 2021, the Eke Panuku Mana Whenua Governance Forum endorsed the Te Ara Tukutuku Plan and in February 2022 the plan was endorsed by the Eke Panuku Board. In February 2022 we presented to a Planning Committee workshop.

August 2023

7. Toi Waihanga, the design consortium, was appointed in August 2022 to deliver the public realm design. The consortium includes Landlab, landscape architecture, Warren and Mahoney, architecture, Mott MacDonald, regenerative design, Stellar Projects, engagement and consultation, Fresh Concept, place and activation, BECA, engineering and SCAPE, a New York based landscape architecture firm.
8. With the appointment of Toi Waihanga, the discovery and interpretation phase took place over September to December 2022. To support the Discovery and Interpretation phase and document, Ngā Iwi Mana Whenua o Tāmaki Makaurau produced Te Ara Tukutuku Take Mauri Take Hono, a tool developed by mana whenua to assess the baseline current state of Mauri across the Te Ara Tukutuku Project and monitor the success over time.
9. Over February to July 2023, we have been working on the Vision and Framework documentation. This work is near complete and will be the basis of more detailed engagement over August-October 2023. Importantly this work has established a project approach of 'Heal, Form, Cultivate' to regenerate and enhance the mauri of the site. Healing first, is the philosophy of ensuring that the contamination on the site is contained.
10. The attachment to this paper provides a background to where the design vision is emerging and importantly how this work can be staged in a way that responds to the Heal, Form, Cultivate approach over time. The attachment also outlines the approach to the different zones of the park spaces that respond to the existing site condition and are designed to provide a variety of spatial character, microclimates, and diversity of experiences.
11. Work is underway this month to investigate staging alongside consenting and what this will mean for the Long-Term Plan proposal for Eke Panuku.

Matapaki | Discussion

12. Te Ara Tukutuku endorsed in February 2022 by the Eke Panuku Board, was created in partnership with mana whenua and through close consultation with key stakeholders, including the Waitemātā Local Board and our Auckland Council whānau. The plan draws from the City Centre Masterplan 2020 and sits alongside the Waterfront Plan in setting the scene for Wynyard Point over the coming years. Te Ara Tukutuku is one of the key project deliverables identified in the City Centre Action plan.
13. The key kaupapa (principles) guiding the transformation of Te Ara Tukutuku are:
 - Te Wakatupu I Ō Tātou Hapori - Growing Our Communities
 - Ā Tātou Whakarite Mō Ngā Wāhi Tū Wātea - Enhancing Our Public Open Space Journey
 - Te Wheako I Te Taha Moana - Celebrating A Waterfront Experience
 - Te Manaakitanga - Building On Our Hosting Legacy.
14. Eke Panuku, Mana Whenua and Toi Waihanga have participated in weekly co-design hui that have involved discussion, learning and listening. In December 2022 Toi Waihanga completed the Discovery and Interpretation document. This formed the reverse brief for the public realm design and introduces the Regenerative Approach to Te Ara Tukutuku,

this is an emergent design process that is open, creative, iterative and inclusive method of building community through open space design.

15. To support the Discovery and Interpretation document, Ngā Iwi Mana Whenua o Tāmaki Makaurau produced Te Ara Tukutuku Take Mauri Take Hono, a tool developed to assess the baseline current state of Mauri across the Te Ara Tukutuku Project and monitor success over time.
16. Over February to July the team has been working on the Vision and Framework phase. The documentation will be completed in August. This process has involved the spatial framework for our approach, through delving deeper into the key issues identified in the plan, the draft vision and likely staging.

The Vision and Framework Approach

17. The emerging vision for Te Ara Tukutuku is to create a living landscape on the edge of Te Waitematā, providing an area to reconnect and rebind the relationship between Tangaroa and Papatūanuku, and connecting people back to the water.
18. The Vision and Framework Phase of Te Ara Tukutuku translates the reverse brief into a spatial framework that can deliver the vision over time. Importantly this work focuses in on staging around the philosophy of 'Heal, Form, Cultivate' as important stages to enhance the mauri of our whenua and moana. These principles are summarised below:
 - To heal the site is to transition from an industrial past and reinstating a living, interconnected system that improves the health of the whenua (land), wai (water) and tangata (people). This includes soil remediation, sea wall and coastal works to contain the contamination, capping to capture and filter the stormwater and regenerating a marine and terrestrial ecology. This work can start on site next year.
 - To form the site is to establish topography and microclimates that can support ecological health and human well-being. The intention is to re-use and re-shape as much existing material on the site as possible to form a headland and stormwater system. The design will adopt an adaptive approach to sea level rise where some of the park may experience inundation periodically during weather events however critical park and culturally significant assets will be future proofed for the next 100 years.
 - To cultivate the site will include creating new experiences, expand nature-based and cultural practises that enhance the identity through a thriving, living and working environment. This will start now as enduring partnerships are established through the design process and will grow over time as networks and relationships are strengthened over generations.
19. The spatial framework identifies eight zones within the park that respond to the existing site conditions and are designed to provide a variety of spatial character, microclimates, and diversity of experiences that is unique in the world and distinctly Tāmaki Makaurau. The preliminary ideas for the zones include:
 - Re-establishing headland topography that reaches north and connects to Te Waitematā
 - A more organic and naturalised western edge with constructed intertidal rock-pools,

August 2023

- A structured eastern wharf edge that supports access to the water space for waka and swimming
- A central civic space with buildings to support community and cultural activities,
- A linear park connecting to Wynyard and celebrating the point of arrival to Te Ara Tukutuku.

20. We have tested these principles and the spatial framework approach with TAG, Waitemata Local Board, City Centre Residents Groups, Wynyard Quarter Residents and Businesses. This philosophy and our process and approach has been well received to date. We will seek feedback from the Auckland City Centre Advisory Panel in the next phase.

Engagement and Activation

21. The Vision and Framework document and visualisations will provide a tool for public consultation. We will be testing some of the emerging ideas and the feedback will inform the concept development stage. Public consultation will take place between August and October 2023, in the form of public events, website update, activations on-site and site hoardings.
22. Targeted conversations with existing Wynyard Point tenants will be required to ensure that they understand the proposed construction staging and how we will work with them as the project progresses, particularly in advance of capital works.
23. Since 2021 the team has also been specifically activating Wynyard Base spaces, testing, and trialling how people could use the future open space to inform the design. Monitoring has indicated movement patterns, dwell times and types of activities. Future activation on-site includes education opportunities based on the site remediation, marine trials and a plant nursery that are proposed to support the healing of the landscape.
24. The Heal, Form and Cultivate approach means the site will evolve over time. Establishing an early presence on site through place activation, education, marine ecology trials and an on-site nursery which will be where the plants for the site will be established and climatized.
25. The mixed-method collaboration and engagement process will reach across the technical and education eco-systems, drawing on Mātauranga practice, and western research and practises to Heal, Form and Cultivate Te Ara Tukutuku. We will establish partnerships with universities and organisation which are leading the industry in ecology restoration and regeneration. Using the landscape as a classroom, we can all learn about the past and what is required for future resilience.

Next Steps, Design Development, Project Delivery and Funding

26. The Te Ara Tukutuku Plan cost estimates indicated \$300 million would be required for the future regeneration of Wynyard Point over 10-15 years. This figure includes the phased delivery of:
- Healing the site, enabling works for the park and development sites
 - Sea walls and improved infrastructure to support future mixed-used development.

- Delivery of a quality public open space, including some declamation of Wynyard Wharf

27. Funding has been provided for through the 2021 Long-Term Plan. From FY24 until 2030 we have a forecasted spend of \$105.5M. The remaining required is unfunded from 2031.

FY24	FY25	FY26	FY27	FY28	FY29	FY30	Total in this LTP term	Total required post 2031
1.3M	3.5M	14.3M	16.2M	14M	25M	30M	\$105M	\$195M

28. The budget allocated from FY24-27 is sufficient for us to progress our strategy. We are in the process of refining costs to input into the pending LTP process bid for the balance needed.

29. Eke Panuku has been deliberate in our approach to prioritise the public realm first and we have indicated this through the previous Long-Term Plan (LTP) and through our Eke Panuku capital prioritisation process. Updated costs and staging plans are being developed based on the Vision and Framework document that will be used in the Eke Panuku bid to confirm funding required from the next round of the LTP.

30. After the feedback stage the Concept Design will commence late in 2023. The proposed methodology will break down the open space zones into workstreams to enable staging of completed public open space.

31. Early works that are focused on contamination and remediation can start onsite late 2024, in the earthworks season, with site remediation and demolition. The stages will be planned over multiple years to suit budgets. A road-stopping process has been initiated with Auckland Transport to close the northern end of Hamer Street to restrict access and enable early works on the public space to begin.

Ngā tāpirihanga | Attachments

Attachment A: Te Ara Tukutuku Vision + Framework

eke panuku

Eke Panuku Board Te Ara Tukutuku: Vision + Framework

August 2023



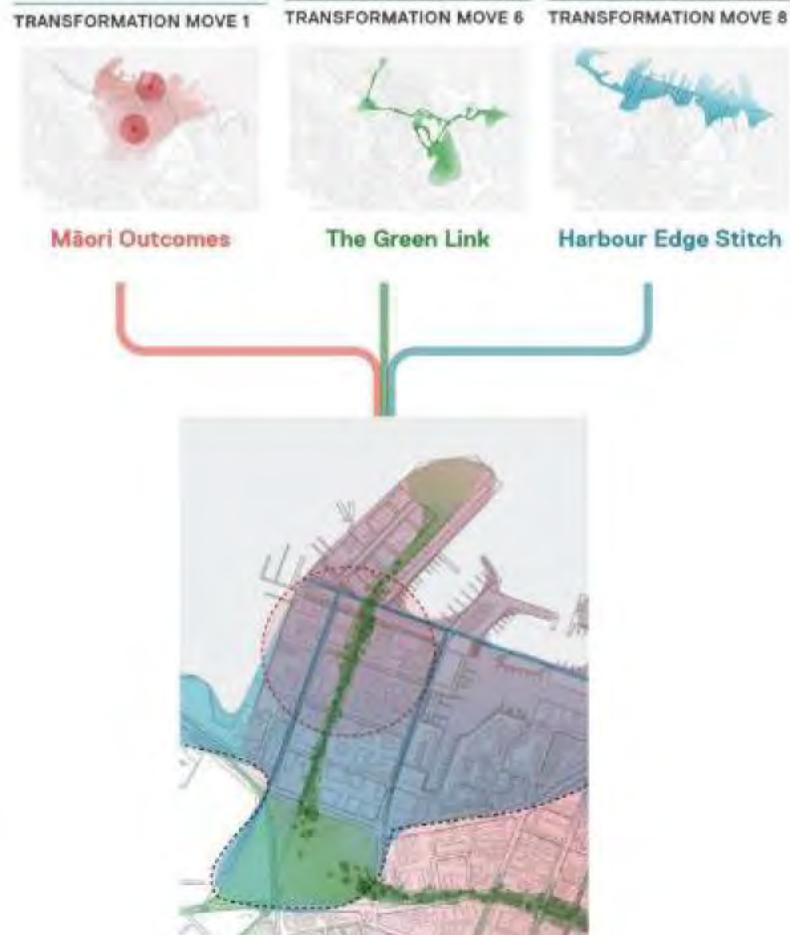
Purpose of this presentation pack

1. Recap on our process to date: Why and how
2. Share the draft Vision + Framework Design Direction
3. Next steps

Our Process



Planning documents: CCMP and Waterfront Plan



Precinct Planning – an iterative process



Process Summary: Development of Te Ara Tukutuku Plan

Mana Whenua Partnership

Technical work & Engagement (Oct 2019- Oct 2021)

Targeted key stakeholder engagement

Waterfront and Wynyard Quarter technical studies

International Design Challenge Panel

Reviewing and responding to Eke Panuku Corporate Policy

Reviewing & responding to legislative changes

Informed

Development of Te Ara Tukutuku Plan (March 2020-Dec 2021)



Informed

Eke Panuku Board,
Political,
Stakeholder,
engagement

Public updates

Informing

Response to NPS UD and RMA plan changes required

Individual LTP Funded Projects over 2022-2032

Toi Waihangā Appointed

Next steps

February 2022+
(Timing - project specific)

Ongoing Engagement

Monitoring & Review

Key issues

Blue-green waterfront



Ki Tātahi

- Climate change resilience
- Water quality

Smart working waterfront



Tuāhōanga ahu mahi

- Flexible, inclusive, safe public spaces
- Access to water

Public waterfront



Tauranga tāngata

- Flexible commercial and event spaces
- Protect existing marine industry

Connected waterfront



Hononga tāngata

- Multimodal transport infrastructure
- Peak hour capacity

Liveable waterfront



Kia tau te mauri mō te ira tangata ki te ao tūroa

- Housing diversity
- Visible and enduring mana whenua presence

Kaupapa Themes

Four key themes will guide the transformation of **Te Ara Tukutuku** and the future use of Hobson Wharf.

They enrich our vision of creating a space where urbanness and openness come together.



Toi Waihanga Appointed as the design consortium



- LandLAB
- Warren and Mahoney
- Mott MacDonald (supported by DONE)
- Stellar Projects
- BECA
- Fresh Concept
- New York-based landscape architecture firm SCAPE

Request for Proposal **REP**

Te Ara Tukutuku
Wynyard Point
public realm
lead design
consortium

**Eke Panuku,
Eke Tangaroa!**

Acknowledging the unseen energies of the land and sea.

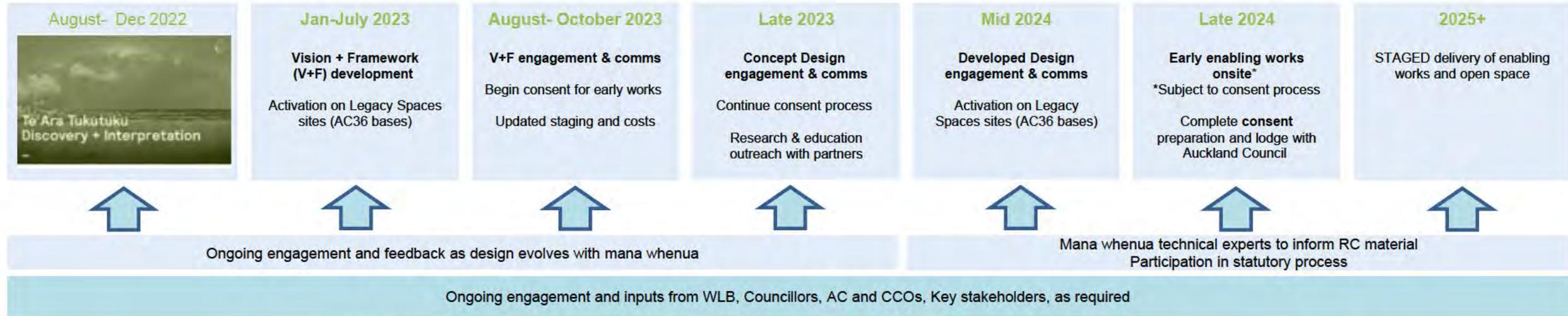
Our Design & Delivery Process



Waterfront Park Design + Delivery

Take Mauri Take Hono

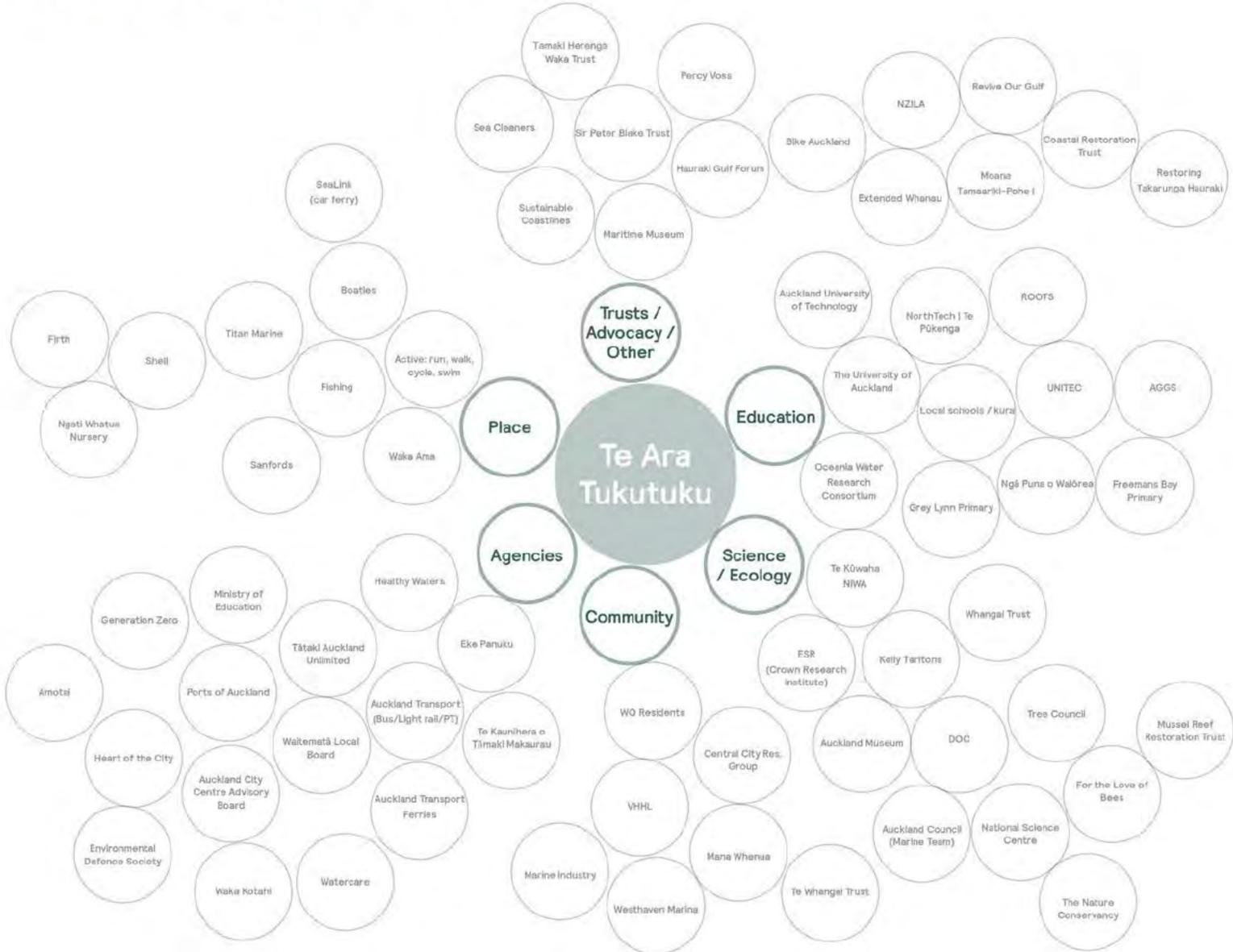
Key Activities



Our collective journey: culturally-led, place-sourced and regenerative lens

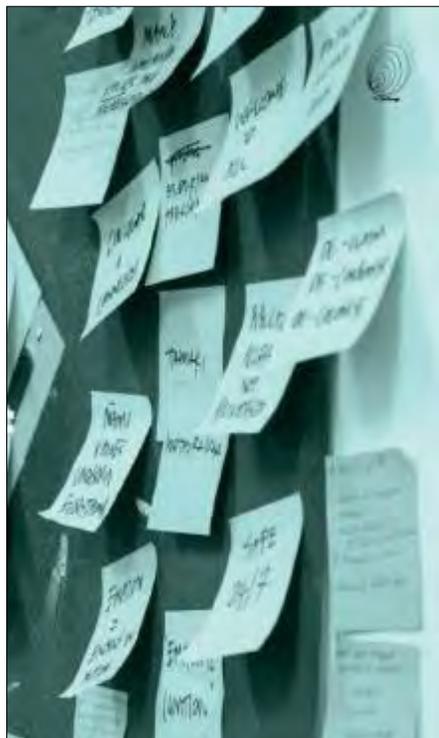


Community Ecosystem



Vision + Framework: Co-design and engagement mahi to date

- *Regenerative design with Mana Whenua (continues)*
- *Engagement with technical specialists and key stakeholders (continues)*
- *Relationships with education and science sectors (preparing)*
- *Outreach to the public on the proposed vision (soon)*
- *Activation on site (in prep).*



Vision & Framework phase began with furthering the cultural and historical contexts through continued co-design and more detailed consideration of technical site challenges with subject matter experts, to set foundations for healing

- Weekly design hui
- Mana Whenua forums
- 4 x TAG Reviews
- **1 x Waitematā Local Board Inform Session**
- 1 x SME Updates
- 1 x Auckland Council & CCO Inform Session
- 1 x City Centre Residents Group Inform Session
- 1 x Wynyard Quarter TMA Inform Session
- **1 x Waitematā Local Board Hikoī**
- 2 x Auckland Council & CCO Workshops
- 1 x panel event
- ...and many sticky notes!

Workstreams: Testing, Trials and Engaging



Draft Vision + Framework

The project name Te Ara Tukutuku has been gifted by Ngā Iwi Mana Whenua o Tāmaki Makaurau.

(source: 2021 Te Ara Tukutuku Plan)

Te Ara Tukutuku is a name used for waka ramps. These were used mainly in places where the ground was rocky or highly elevated.

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

Furthermore, awa (streams) such as Tunamau acted as corridors and canoe ramps to Tangaroa and, as such, become an extension of the name, Te Ara Tukutuku.

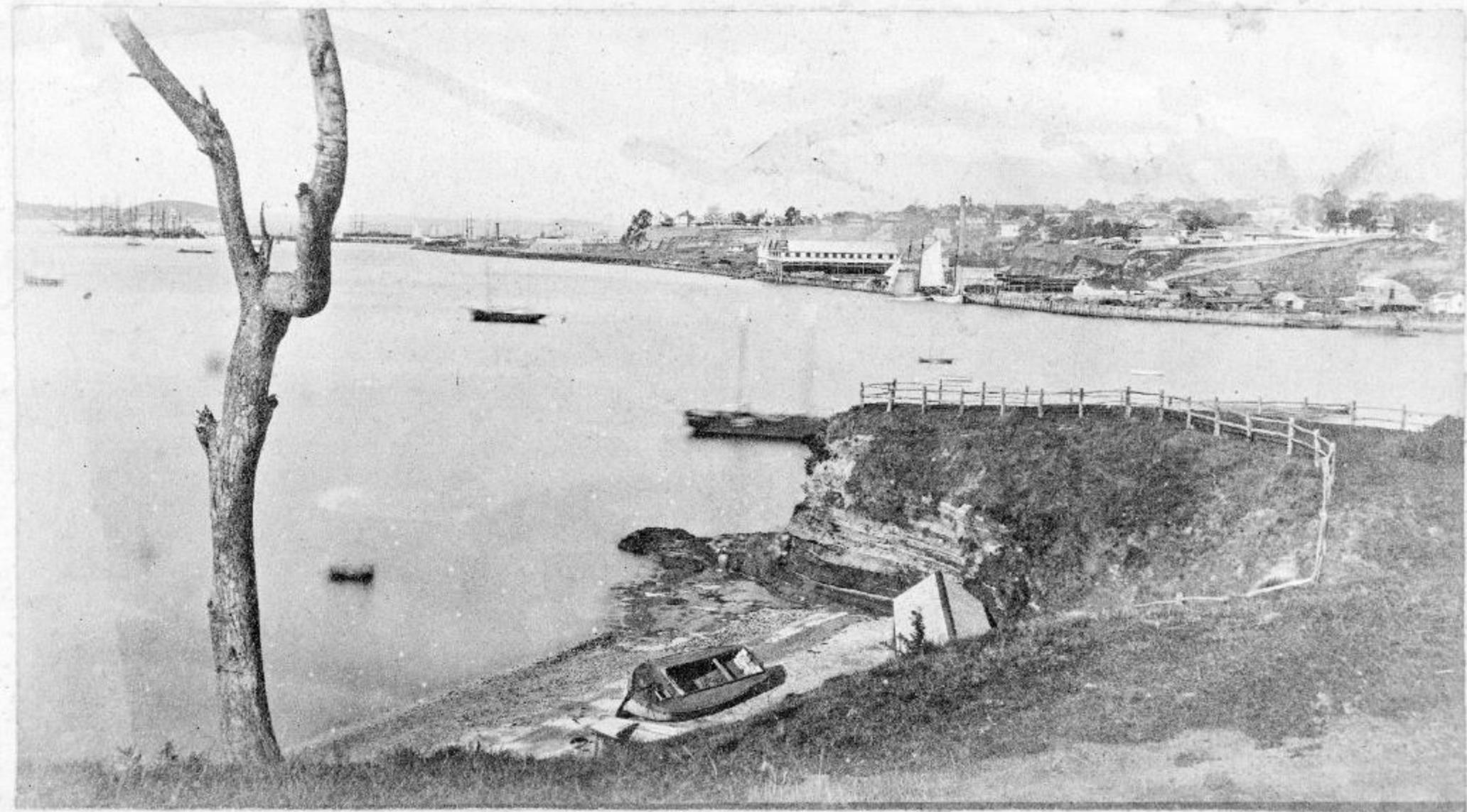
This entire precinct was utilised as a large scale fish processing plant. Waka (canoes) were continuously dragged in and out of the water after fishing at Mangōnui, Te Ōnewa and Mahurangi.

The fish and sharks were scaled, gutted, and processed for winter at Te Kōranga, not far from Te Tō.

Original Shoreline



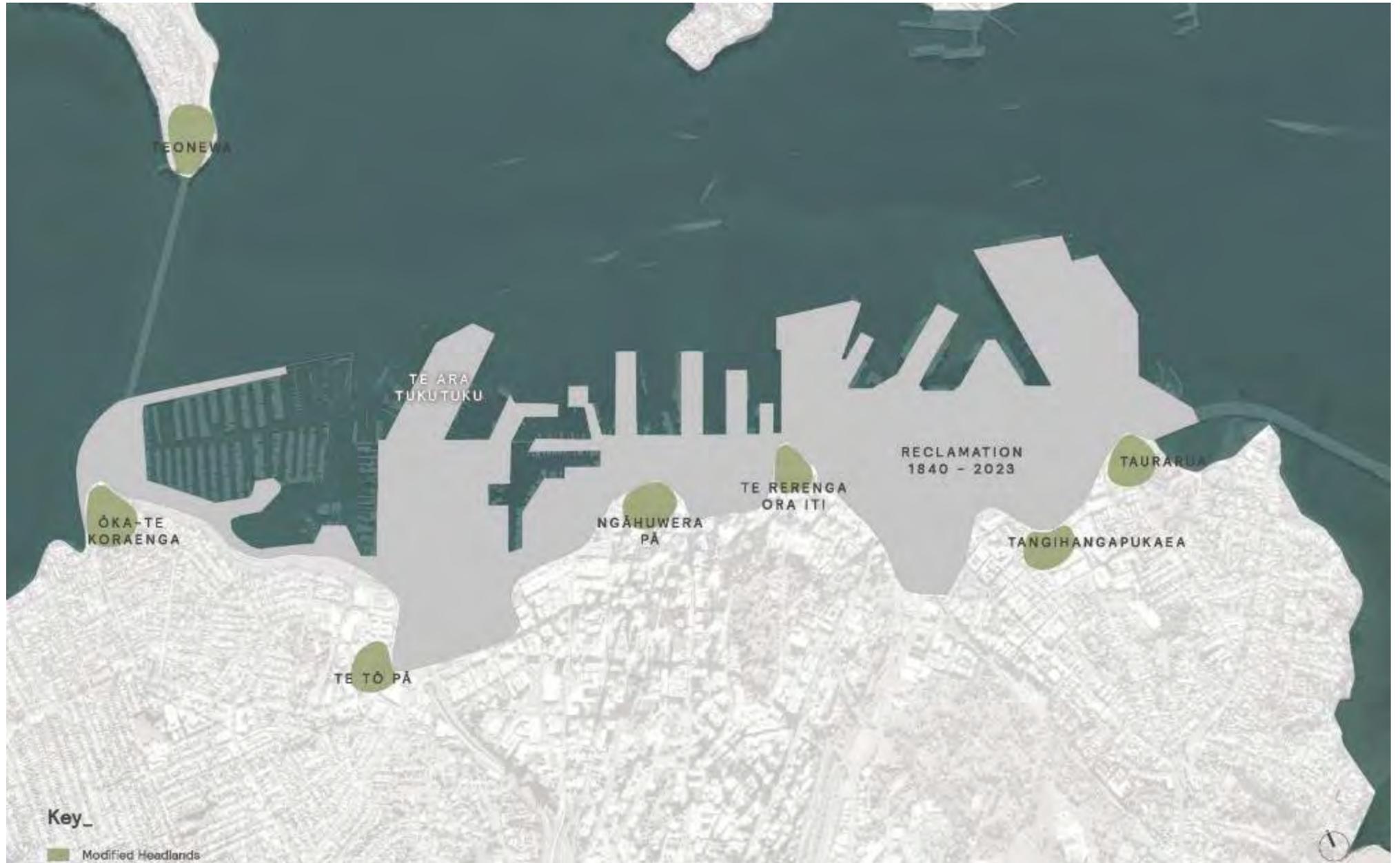
1878 Freemans Bay



1878

View from Acheron Point, 1878, looking east toward Freeman's Bay. SPECIAL COLLECTIONS, AUCKLAND CITY LIBRARIES, 4.1374.

Reclamation and contamination



1920s Reclamation

of dredged harbour sediment and landfill material.



Current Opportunity



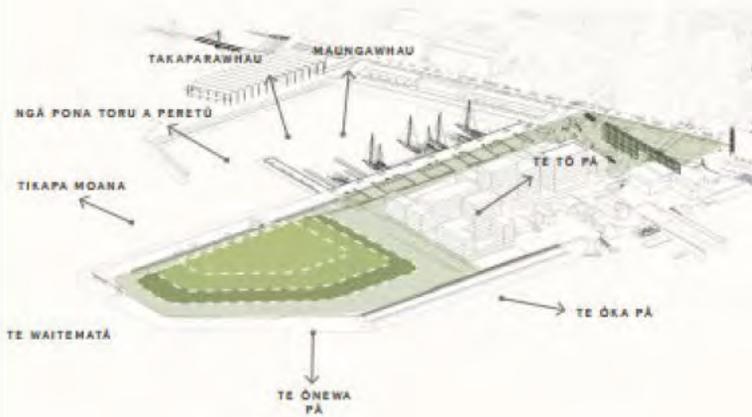
Current: Harbour, lost headlands and public places



Key Drivers: Narratives

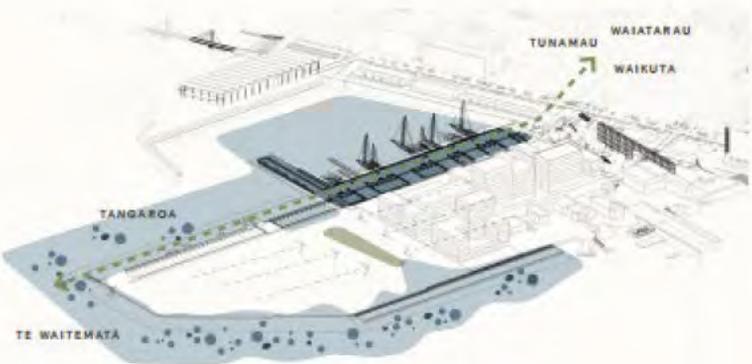
Te Ara Rangi (The Air Space)

Mai te rangi ki te whenua, mai te whenua ki te rangi, the flow between all spaces.



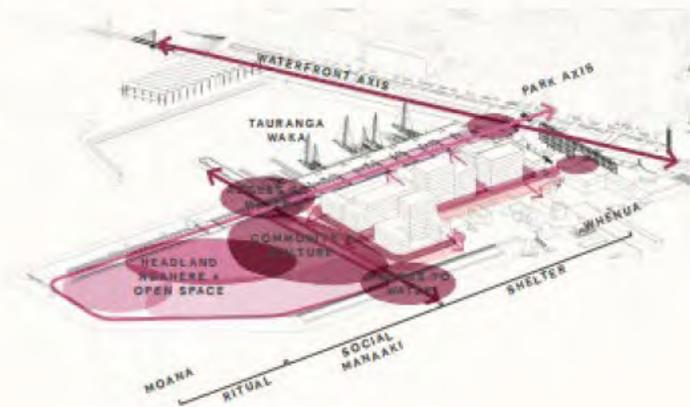
Aho Whenua (Land)

Unravel past industrial practices, heal a contaminated site, and symbolically re-establish a headland.



Aho Wai (Water)

Capture and filter stormwater run-off, restore habitat to the shoreline and monitor the contribution to the restoration of Te Waitematā.

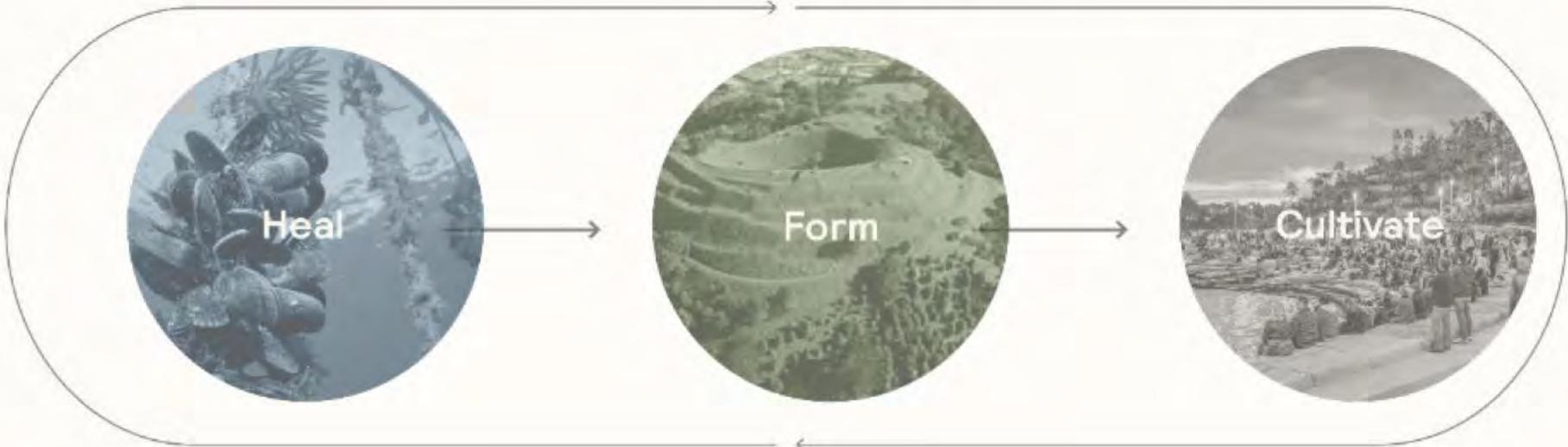


Aho Tāngata (People)

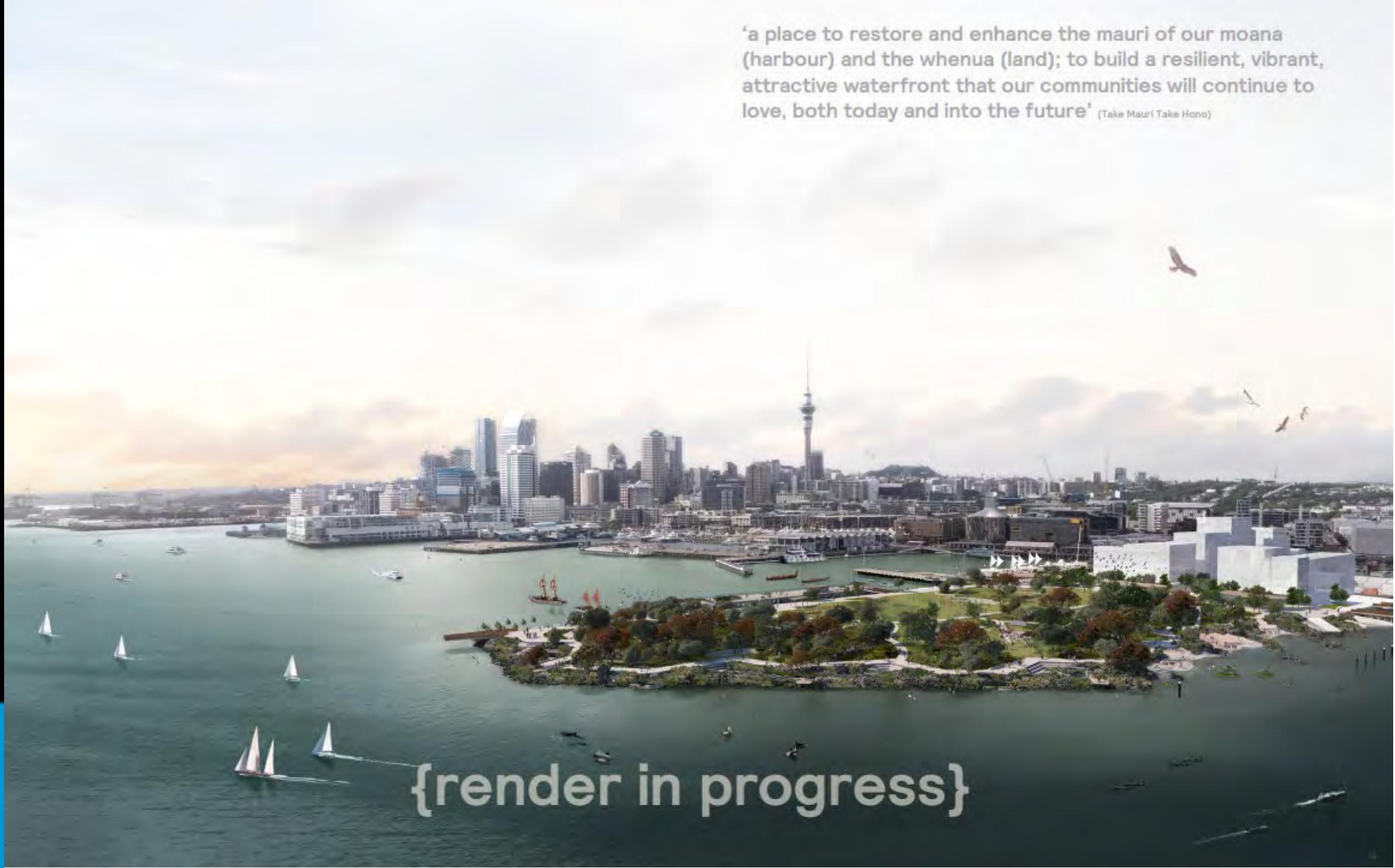
Only then can we bring Te Ara Tukutuku into mauri ora, through holistic wellbeing for place, culture and community.

Process

Regenerate & Enhance the Mauri



'a place to restore and enhance the mauri of our moana (harbour) and the whenua (land); to build a resilient, vibrant, attractive waterfront that our communities will continue to love, both today and into the future' (Take Mauri Take Hono)



{render in progress}

Evolves Over Time



Heal: The Remediation Process



001 Contain & remediate the contamination

Aerate the ground + apply a capping

002 Manage the stormwater

Fix the seawalls and separate/treat the surface water.

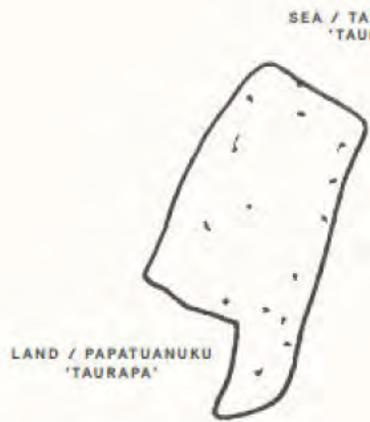
003 Regenerate ecology

Establish ecologies through marine trials and nursery



Key Moves

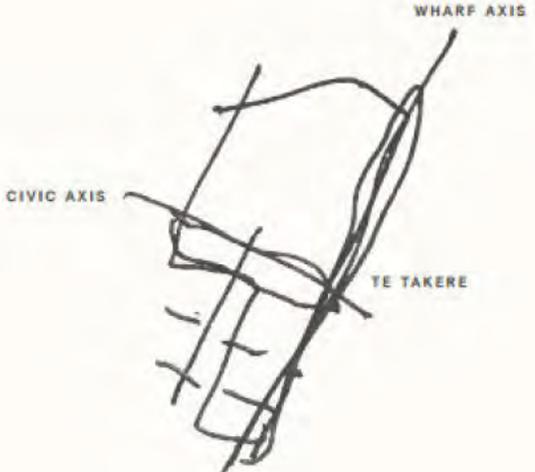
Spatial moves that inform the organisation of Headland open spaces



001 Headland



002 Coastal Edge



003 Urban Stitch



004 Program + Activate / Zones

Spatial Framework

Open Space Zones

- 01 The Heart
- 02 Headland Ngahere
- 03 Harbour Hub (South)
- 04 Marine Restoration (North)
- 05 Headland Walk
- 06 The Coves
- 07 The Linear Park
- 08 Streets and Lanes



Vision Plan_

DRAFT IN PROGRESS

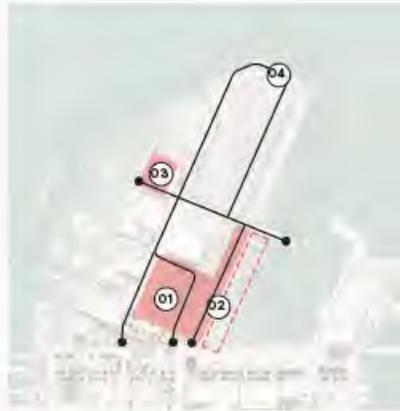


2021 Te Ara Tukutuku cost and staging

	TRANSITIONAL USE: 2021-2023	STAGE 1: 2023-2027	STAGE 2: 2026-2030	STAGE 3: 2029-2031	STAGE 4: 2032 +
TO ACHIEVE					
Te Ara Tukutuku REQUIRES	\$2.7M <ul style="list-style-type: none"> - Site services, plug and play infrastructure for active uses, activities and events - Planting, seating and fencing - Flexible open space for public activation - Codesign with mana whenua and he pia he tauria 	\$30M <ul style="list-style-type: none"> - Site services infrastructure and facilities for events - Stormwater management system to cap contamination, collect and treat run off - Land contours and seawall modification for climate resilience 	\$45M <ul style="list-style-type: none"> - Seawall modification to improve water quality, access to and from the water and climate resilience - Habitat enrichment to support the reintroduction of native species and the relocation of protected red-bill gull and white-fronted tern colonies 	\$90M <ul style="list-style-type: none"> - Seawall replacement and contamination remediation - Infrastructure upgrades to enable private development - Harmer Street upgrade to support multi-modal transport 	\$135M <ul style="list-style-type: none"> - Wynyard Wharf replacement to strengthen park edge and incorporate climate resilience - Publicly accessible wharf space and pavilions to support marine events - Site services infrastructure upgrades for resilience, events and to support private development
		PARK SIZE 2.1ha	PARK SIZE 3ha	PARK SIZE 4.5ha	PARK SIZE 5ha



2023 Indicative staging:



Transitional Use - 2023-2024

The Transitional Use areas will expand to Wynyard Wharf & switch to Te Ara Tukutuku related programming of testing, trailing, and education. A hikoi loop & project nursery is established.



Stage 1 (Late 2024-2025)

Enabling Works including capping of contamination and capture and treatment of stormwater run-off. Initiate Marine Trials & complete Wynyard Wharf connecting to the headland.



Stage 2 (2026-2027)

Formation Works including remediation, Wynyard Wharf north editing for material re-use & bulk earthworks to form the new resilient coastline and headland topography.



Stage 3 (2028-2029)

Deliver the coves, coastal walk, and tidal stairs to complete the edges and the Linear Park to complete public space connection to the headland.



Stage 4 (2030-2031)

Deliver the headland park, plaza, and Wynyard Wharf north to complete the headland public realm and marine restoration works.



Stage 5 (2032+)

Upgrade Hamer Street to support access and private development sites and deliver open space built form elements (Wharewaka + Community Building, Entry Pavilion).

- 01 Activation on AC36 bases
- 02 Activation on Wynyard Wharf
- 03 Nursery
- 04 Hikoi Loop
- 05 Site Testing & Monitoring

- 01 Demolition
- 02 Surface Capping
- 03 Mudcrete Perimeter Barrier
- 04 Marine Trials
- 05 Deliver Wynyard Wharf (south)

- 01 Site Remediation
- 02 Earthworks - Bulk fill + Topsoil
- 03 Edit Wharf for Re-use
- 04 Form Edges (North+West)

- 01 Western Edge (Coves)
- 02 Northern Edge (Coastal Walk)
- 03 Tidal Stairs
- 04 Deliver Linear Park

- 01 Headland Open Space
- 02 Plaza & Community Hub
- 03 Wynyard Wharf North

- 01 Upgrade Hamer Street
- 02 Park Buildings (Wharewaka, Community, Entry Pavilions)
- 03 Development Sites & Laneways

Next Steps



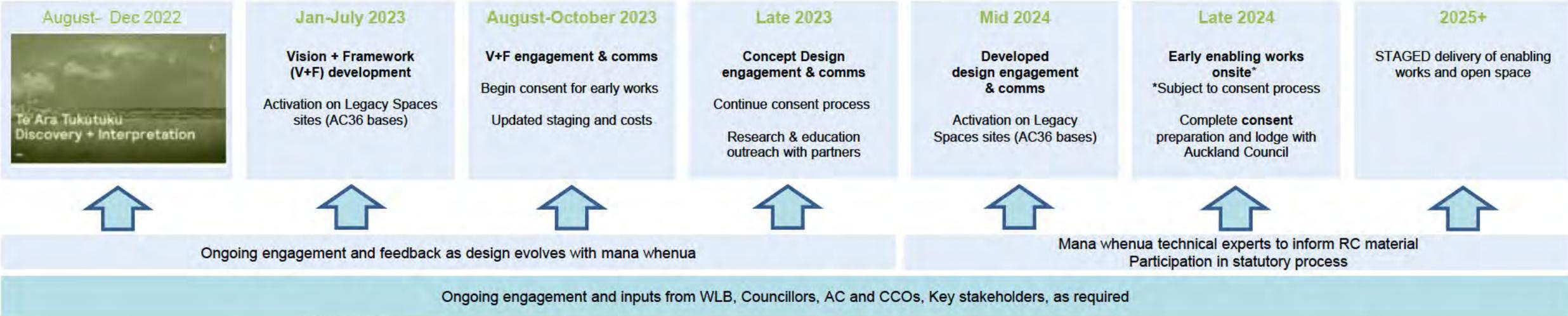
Our Design & Delivery Process



Waterfront Park Design + Delivery

Take Mauri Take Hono

Key Activities



What's Next:

- Vision + Framework evolution and stakeholder feedback
- Updates on process, staging and LTP funding
- Future Workshops over 2023 and 2024

eke panuku

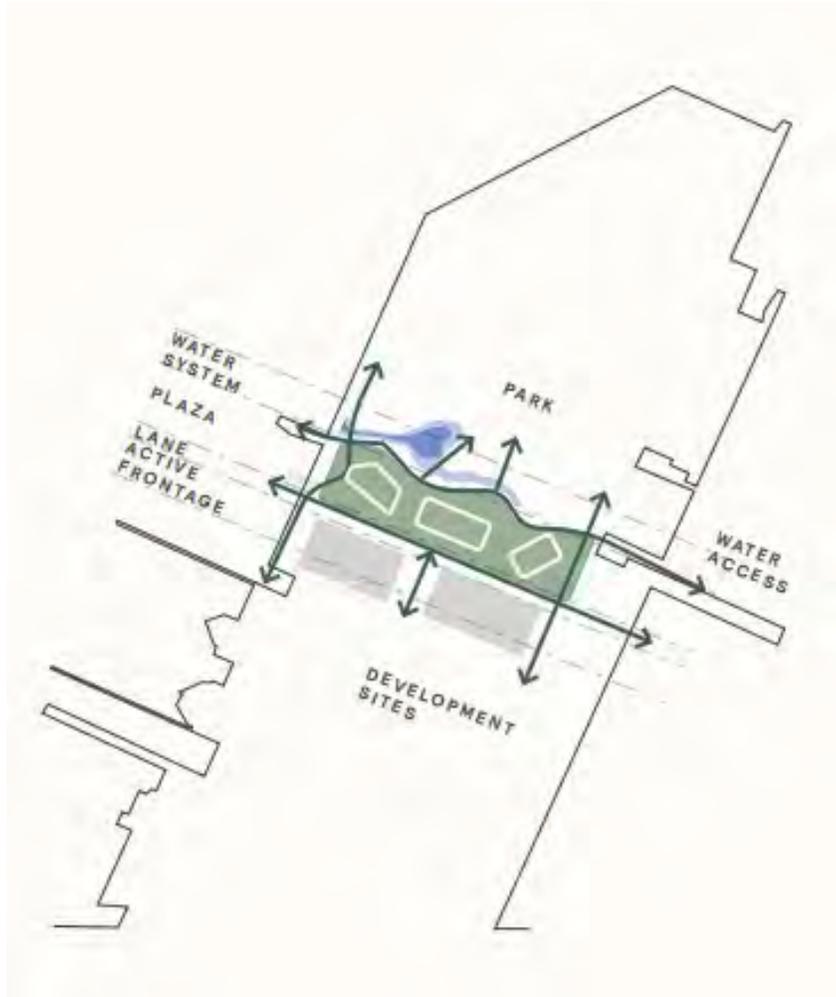
Ngā mihi



Appendix

Open Space Zones

01 The Heart:



- Provide layered and active space between buildings and open space
- Create active and public north facing frontages that support multi-functional destination
- Community building on west and Whare Waka on east provide shade, shelter and flexible spaces
- Multi-directional approach from land (south) and sea (north)
- Establish east-west link between tidal stairs and foreshore (west)
- Flexible and adaptive design that can emerge over time through staged delivery
- Integrated energy and water systems for sustainable and environmentally friendly space

02 Headland Ngahere:

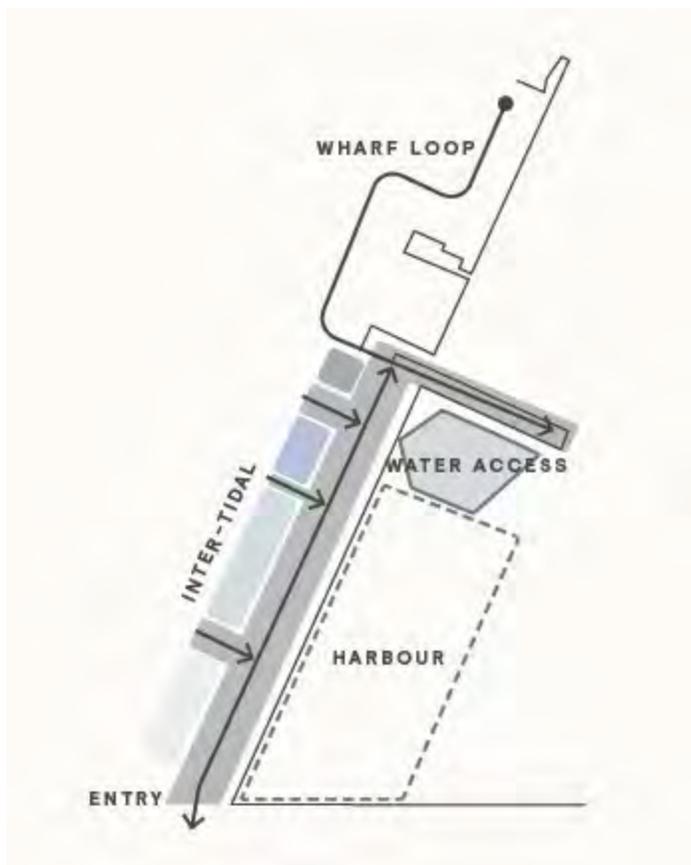


- Open air connections to navigation, stars and the wider realms of both Tangaroa and Papatūānuku
- Creates a series of framed vantage points of visual connection to significant landmarks and waterways
- Ecologically rich with diverse micro-climates enabled by topographical variation
- Living/natural systems are integrated and visible
- Connected to and arrived at via the central 'heart'. Supporting Waharoa structure
- Provides a strong sense of place and respite within an urban and harbour context
- Informed by mauri enhancing tikanga and framed by a complex topography, supporting a range of accessible experiences

{visualisation in progress}

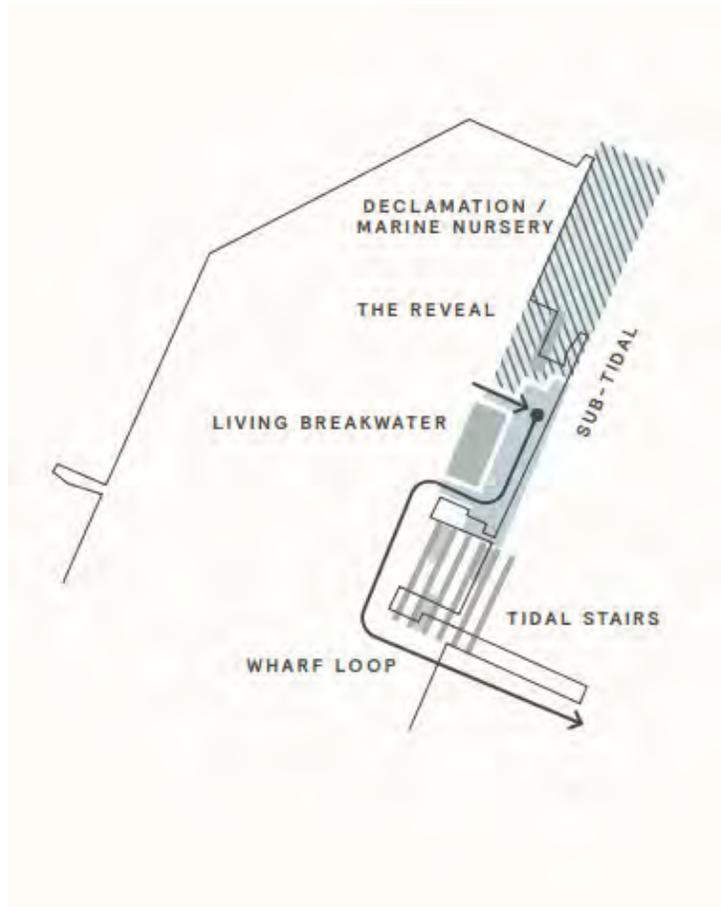


03 Harbour Hub (South):



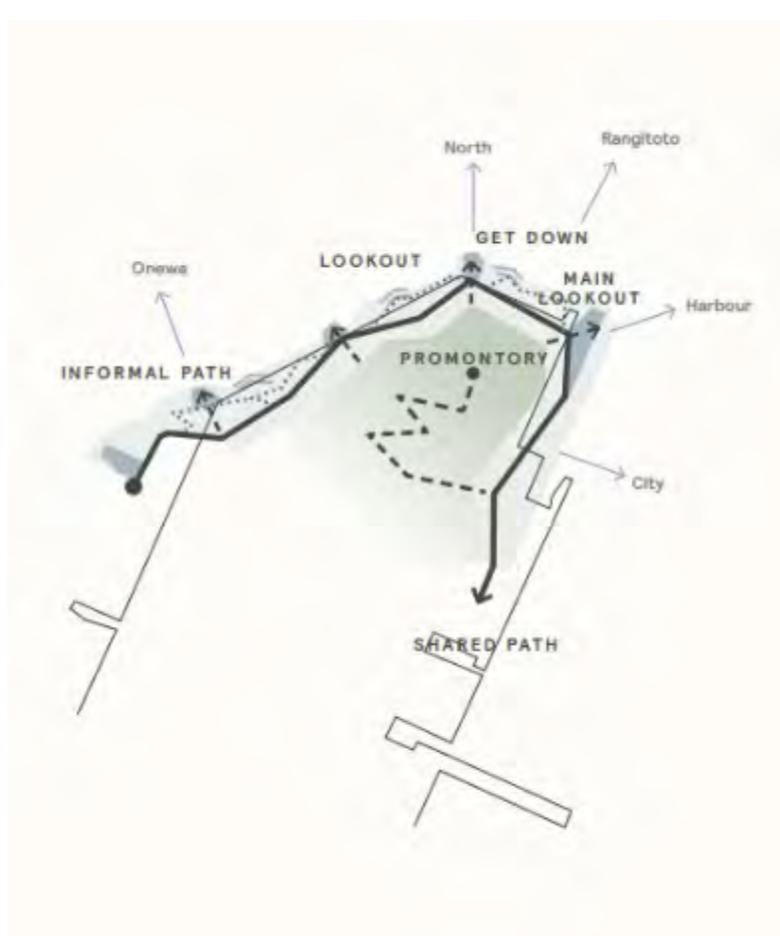
- Supports and hosts existing and new harbour activities in Te Ara Tukutuku including waka events
- Active and busy, with a widely accessible and safe program of water-based activities and events
- A Wharf Walk from arrival experience at the south and a destination at the north
- A sequence of Tangaroa focused experiences from south-north

04 Marine Restoration (North):



- Refocuses the prominence on the headland and (land) at the northern end of the site
- Provides engagement with a range of coastal edge ecologies and marine life
- Supports marine ecology research, restoration and educational opportunities
- Completes a wharf experience with "terminus" / outlook point (north)
- Incorporates Tidal Stairs which provides physical access / connection between land and sea

05 Headland Walk:

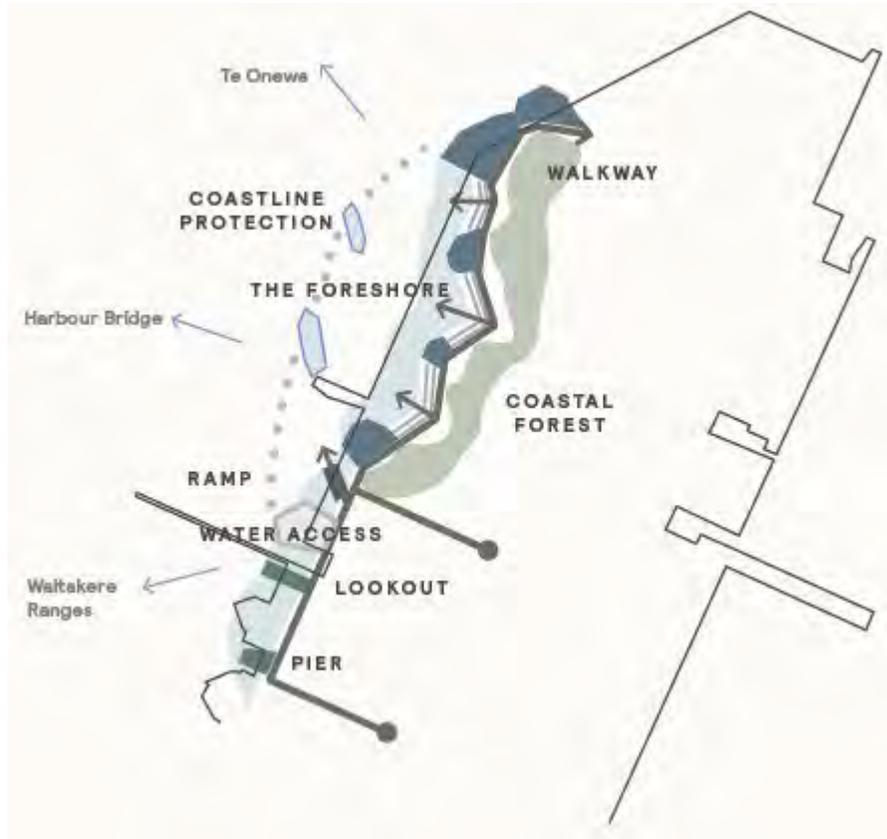


- 'Fast' and 'slow' movement corridors
- An exposed edge of rock scrambles, sloping faces and small overlooks
- Get downs allow passersby to get a little closer to the water and the informal paths allow for some impromptu exploration with nature play elements
- Incorporates a harbour lookout as a destination and focal point. Incorporate a Kāperu Whētu (star compass)
- A resilient edge interface between Te Waitematā (Tangaroa) and Headland (Whenua)

05 Headland Walk

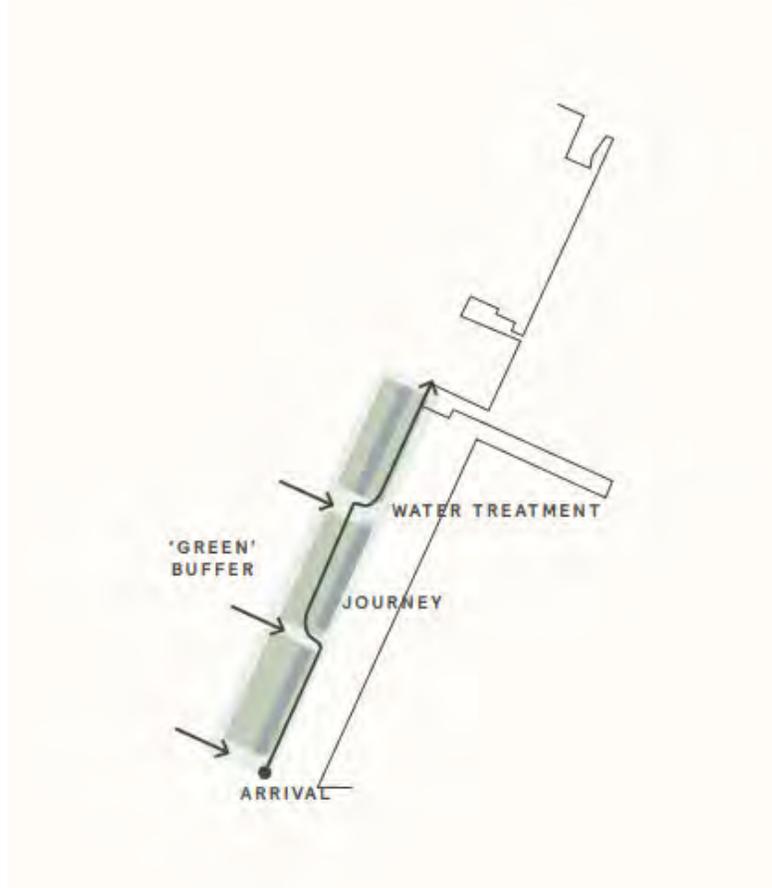


06 The Coves:



- A naturalistic coastal edge with episodic experiences and variety that reflects natural inner harbour landscapes found around Tāmaki Makaurau
- A series of scalable coves running the length of the western edge including increased habitat and biodiversity for flora and fauna to establish
- A smaller tidal ramp on western side allows people to access the water. Stepped terraces allow people to sit, gather, relax and connect to water
- Oriented towards the western/afternoon sun as a place of reflection and contemplation
- Once water quality is healthy it allows opportunity for swimming and other water-based ecologies and habitats
- Ecological and authentic

07 Linear Park:



- Establishes the main pedestrian arrival point and entry into Te Ara Tukutuku – sense of arrival
- Opportunity for a journey/sequence of activities that introduce Te Ara Tukutuku cultural and environmental kaupapa
- A connecting green space linking people and the environment with the Headland. Draws the Headland environment down into this place
- Green & immersive 'garden' planting and trees. Contrast to the open wharf and buffers the residential / commercial developments
- Includes linear water treatment devices, reinforcing the 'Park Axis' referencing original streams

08 Streets and Lanes:



- Lively and attractive, fine-grain laneway network providing site access and promoting walkability, interaction, exploration and engagement
- Development sites weave together with ground-floor tenancies in synergy with Te Ara Tukutuku
- Vehicle access for those that **need** to be there – north of Jellicoe Street, support for headland access and marine industry
- Streets and laneways provide integrated systems approach:
 - incorporating planting
 - raingardens
 - water treatment
 - building run-off
 - energy re-use a service provision

5.1 Papakura Service Property Optimisation

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:

- *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)).*

Decision paper: Audit and Risk Committee Recommendations

Author: Michele Harpham, Finance Manager

August 2023

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. Approve the appointment of EY as internal auditor for three-year term.
- b. Approve the letters of proposal and engagement from Audit New Zealand for the years ending 30 June 2023, 2024 and 2025 for signature by the Chair.

Whakarāpopototanga matua | Executive summary

1. The tenure of our incumbent internal auditors (EY) expired on 30 June 2024. A procurement process was undertaken to select an internal auditor to deliver services.

Deloitte, PwC and EY were approved for tenders with PwC and EY selected to go through to the next stage. They presented and discussed their approach to internal audit with the Audit and Risk Committee on 31 July.

The Audit and Risk Committee approved recommendation of EY as the preferred candidate to deliver internal audit services. It has directed the Executive to enter into a contract for a three-year term.

2. The Auditor-General is the statutory auditor of Eke Panuku and is responsible for the audits of all public entities. The Auditor-General can choose to personally sign an audit report but generally appoints auditors to act on their behalf for CCO audits.

Audit engagements are for three-year terms and the current term has now expired. The Auditor-General wishes to reappoint Karen MacKenzie from Audit NZ for the financial year ending 30 June 2023, 2024 and 2025. Karen has been the auditor for Eke Panuku since 2019.

Audit New Zealand has presented a proposal letter (Attachment A) and an engagement letter (Attachment B). The Audit and Risk Committee recommend that the letters be signed by the Board Chair.

Horopaki | Context

Internal Audit

3. Eke Panuku appointed internal auditors, EY in 2016. The contract was for three years with an option for Eke Panuku to extend the contract by another three years. Due to the Covid-19 impact on delivery of internal audit reviews, the Eke Panuku board approved an extension of the contract by a further year for 2022/23.
4. It is generally thought to be best practice to re-tender professional services contracts every 6 or so years to test both the service delivery and price position of the service provider in the market.
5. The initial submissions of Deloitte, PwC and EY were exceptionally high quality, as would be expected from leading international professional service companies. The formal scoring mechanisms in the procurement process produced a very close field from the original submissions.
6. The submission from Deloitte scored lower than PwC and EY, and the two highest ranked submitters were invited to attend the Audit and Risk Committee to present their approach and discuss key concerns, risks and issues with the Committee.
7. PwC, led by Lara Hillier, presented by video conference, and EY, led by Joanne Ogg, presented in person. They both brought along key members of their teams representing different risk and focus areas.
8. Both PwC and EY were engaging and thorough in their presentations. They proved good knowledge of Eke Panuku and presented solid approaches to internal audit and relationship building.
9. The Audit and Risk Committee decided that on the knowledge of regeneration agencies, and in particular Christchurch and our own regeneration work, EY were slightly ahead.
10. The recommendation from the Audit and Risk Committee was to engage EY for a term of 3 years, and to go back to the market after this term.

External Audit

11. The letter of proposal from Audit New Zealand (Attachment A) sets out the proposed fees for each of the three years. At its meeting in April 2023, the Audit and Risk Committee questioned the volume of the fees. It asked Audit New Zealand to revisit the fee proposal with the expectation that the fee for 2023 would remain at the same level as for 2022.
12. Audit New Zealand responded that approximately 32% of the total fee can be attributed to public sector audit requirements, which have been increasing every year. This includes all tasks relating to performance reporting and legislative compliance as well as specific audit procedures in relation to sensitive expenditure.
13. After reviewing the fee, Audit New Zealand remain of the view that the budgeted hours and proposed fee are reasonable in the context of the services provided and the quality of audit work expected by key stakeholders including the Auditor-General. The total audit fee for 2023 will be \$137,504, which includes a sector charge from the OAG of \$12k. The total audit fee represents a 5.1% increase from 2022, with further increases of 7.7% and 7.6% for 2024 and 2025.

14. The letter of engagement (Attachment B) is a standard format setting out the respective responsibilities of Eke Panuku and Audit New Zealand.
15. The Audit and Risk Committee have approved the recommendation that the letters be signed by the Board Chair.

Ngā koringa ā-muri | Next steps

16. The Executive will work with EY to come up with an internal audit programme to present to the next Audit and Risk Committee, before being approved by the board.

Ngā tāpirihanga | Attachments

Attachment A Proposal letter from Audit New Zealand

Attachment B Engagement letter from Audit New Zealand

Ngā kaihaina | Signatories

Carl Gosbee, Chief Financial Officer

David Rankin, Chief Executive

31 March 2023

Level 14, Shortland & Fort
88 Shortland Street, Auckland 1010
PO Box 1165, Auckland 1140

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

Ref: EN/CCO/01-0106; A861
Copy: Manager, Auditor Appointments
Office of the Auditor-General
PO Box 3928
Wellington, 6140

Tēnā koe Paul

Proposal to conduct the audit of Eke Panuku Development Auckland Limited on behalf of the Auditor-General for the 2023, 2024, and 2025 financial years

1 Introduction

As required by the Office of the Auditor-General (OAG), I set out below information relating to the audit of Eke Panuku Development Auckland Limited (Eke Panuku) for the three financial years ending 30 June 2023, 2024, and 2025.

The purpose of this proposal is to provide information on:

- the statutory basis for the audit and how audit fees are set;
- the entities covered by this proposal;
- key members of the audit team;
- the hours we plan to spend on the audit and reasons for any change in hours;
- our proposed fees for the audit for the financial years ending 30 June 2023, 2024, and 2025 and reasons for any change;
- assumptions relating to the proposed audit fees, including what we expect of Eke Panuku;
- what the OAG Audit Standards and Quality Support charge provides;
- certifications required by the Auditor-General; and
- our commitment to conduct the audit in accordance with the Auditor-General's Auditing Standards.

2 Statutory basis for the audit and how audit fees are set

The audit of Eke Panuku is carried out under section 15 of the Public Audit Act 2001, which states that “the Auditor-General must from time to time audit the financial statements, accounts, and other information that a public entity is required to have audited”.

Fees for audits of public entities are set by the Auditor-General under section 42 of the Public Audit Act 2001. However, your Board and I can reach agreement first and recommend those fees for approval. The Auditor-General, with assistance from the OAG, will set audit fees directly only if we fail to reach agreement.

The Public Audit Act 2001 requires the Auditor-General to make sure that audit fees are “reasonable”, for the auditors and for each of the entities audited. Parliament has indicated that it expects the cost of annual audits under the Act (which include an OAG Audit Standards and Quality Support fee) to be funded by public entities.

Audit fees for most public entities have not kept pace with the real costs of the audit for a range of reasons, including the effect of new accounting and auditing standards and the changing scale and complexity of many public entities’ activities.

A general concern about low fees impacting on auditors’ ability to maintain consistent audit quality has also been raised by regulatory bodies here in New Zealand and overseas. Low fees are unsustainable and need to be rectified.

The Auditor-General has agreed to allow fee increases to a level that reflects the real cost of the audit. Fees will take account of the nature and extent of the audit requirements for each entity.

The proposed audit hours reflect the time required to complete a high-quality public sector audit efficiently, using charge-out rates that will ensure audit firms have the capacity they need to complete the audits. The size of increases will vary depending on the reasonableness of the current fee paid by each entity and any changes that have occurred since the last fees were agreed. The global and local auditor shortage is also having a continuing impact and has resulted in significant salary inflation. The current economic uncertainty and general inflation have also contributed to charge out rates increasing significantly.

The OAG will be monitoring the outcome of the negotiations to ensure that fees are reasonable.

Organisations can take actions to ensure the efficiency of their audit. This includes being well prepared for audit, having tidy systems and controls, and ensuring that relevant people are available to assist the auditors as they carry out their audit work.

I welcome further discussion with you on opportunities for reducing the time and costs of your audit.

Our proposed audit fees are set out in this letter and include an estimate of the reasonable cost of disbursements (including travel and accommodation where necessary).

3 Entities covered by this proposal

This proposal covers the audit of Eke Panuku only.

4 Key members of the audit team

Appointed Auditor Karen MacKenzie

Audit Manager Shirley Yan

5 Estimated audit hours

We estimate that the following hours will be required to carry out a quality public sector audit efficiently (compared to budgeted and actual data from the previous financial year):

Audit team member	2022 budget	2022 actual	2023 budget	2024 budget	2025 budget
Appointed Auditor	65	92	68	68	68
Audit Manager	96	105	105	105	105
Other CA qualified staff	246	33	32	32	32
Non-CA qualified staff	233	353	440	440	440
Other specialists:					
• Sector specialist support	7	7	4	4	4
• Information systems audit	4	2	4	4	4
• Tax	4	0	2	2	2
Total audit hours	655	589	655	655	655

5.1 Reasons for changes in audit hours

Previously, the budgeted hours excluded any audit work required to audit revaluations of property, plant and equipment in the year that the revaluations occurred. We invoiced this separately in the 2021 year (\$9,520).

We have been advised that management intends to undertake annual revaluations of the marina assets, starting from 2023. We therefore propose to include the annual revaluation in our audit hours and fee. Having had a look at our audit approach and team mix, it is our view that we can complete the audit work on the revaluation without needing to increase

the total audit hours. We have however made some changes to the team mix - please refer to the table above.

6 Proposed audit fees

Our proposed fees for the next three audits (compared to budgeted and actual data from the previous financial year) are:

Structure of audit fees	2022 budget fees	2022 actual fees charged	2023 budget fees	2024 budget fees	2025 budget fees
	\$	\$	\$	\$	\$
Net audit fee (excluding OAG Audit Standards and Quality Support charge and disbursements)	120,777	120,777	125,583	135,594	146,298
OAG Audit Standards and Quality Support charge	10,048	10,048	11,921	12,457	13,018
Total audit fee (excluding disbursements)	130,825	130,825	137,504	148,051	159,316
Estimated disbursements	0	0	0	0	0
Total billable audit fees and charges	130,825	130,825	137,504	148,051	159,316
GST	19,624	19,624	20,626	22,208	23,898
Total (including GST)	150,449	150,449	158,130	170,259	183,214

The audit fees allow for the audit team to carry out specific tasks identified in the OAG Sector Brief and for the OAG Audit Standards and Quality Support charge.

We have also estimated the reasonable cost of disbursements (including travel and accommodation where necessary). Disbursement costs are indicative only and will be charged on an actual and reasonable basis.

We may also need to engage external experts to assist with certain specialist areas of valuation or estimation (such as revaluations of property, plant and equipment). These costs will be included as a disbursement. While these are the usual audit areas where we would use experts there may be other complex estimates where additional expertise maybe necessary. If this is the case, we will discuss this with management.

Disbursement costs are indicative only and will be charged on an actual and reasonable basis.

6.1 Reasons for changes in audit fees

In section 5.1 we have explained the factors that have resulted in changes in audit hours. The cost impacts of those changes are shown in the table below.

Reasons for increased or decreased audit fees compared to previous period <i>budgeted</i> fees	2023 \$	2024 \$	2025 \$
Annual revaluation of marina assets	9,344	0	0
Predicted charge out rate movements (and changes in team mix for 2023)	(4,538)	10,011	10,704
Total increase/(decrease) in net audit fees	4,806	10,011	10,704

7 Assumptions relating to our audit fee

The Board, with the assistance of management, is responsible for the production of the financial statements of Eke Panuku and anything else that must be audited. Our proposed audit fees are based on the following assumptions:

- management will provide to us, in accordance with the agreed timetable, the complete information required by us to conduct the audit;
- management and staff will provide us with an appropriate level of assistance;
- the annual report of Eke Panuku (including the financial statements and statement of service performance) will be subject to appropriate levels of quality review by you before being submitted to us for audit;
- the financial statements will include all relevant disclosures;
- we will review up to two sets of draft annual reports, one printer's proof copy of the annual report, and one copy of the electronic version of the annual report (for publication on Eke Panuku's website);
- there are no significant changes to the structure and/or scale of operations of the entities covered by this proposal (other than as already advised to us);
- there are no significant changes to mandatory accounting standards or the financial reporting framework that require additional work (other than as specified in sections 5.1 and 6.1 above);
- there are no significant changes to mandatory auditing standards that require additional work (other than as specified in sections 5.1 and 6.1 above); and
- there are no significant changes to the agreed audit arrangements (set out in the audit plan) that change the scope of, timing of, or disbursements related to, this audit.

If the scope changes and/or the amount of work we do increases, we will discuss this with you and potentially seek additional fees from you. The OAG will be monitoring these recoveries to ensure that they are reasonable.

8 What the OAG Audit Standards and Quality Support charge provides

Parliament has indicated that it expects the cost of annual audits under the Public Audit Act (including an OAG Audit Standards and Quality Support charge) to be funded by public entities.

The OAG Audit Standards and Quality Support charge partially funds a range of work that supports auditors and entities, including:

- development and maintenance of auditing standards;
- technical support for auditors on specific accounting and auditing issues;
- ongoing auditor training on specific public sector issues;
- preparation of sector briefs to ensure a consistent approach to annual audits;
- development and maintenance of strategic audit plans; and
- carrying out quality assurance reviews of all auditors, and their audits and staff on a regular (generally, three-year) cycle.

Appointed Auditors are required to return the OAG Audit Standards and Quality Support charge portion of the audit fee, to the OAG.

9 Certifications required by the Auditor-General

We certify that:

- the undertakings, methodology, and quality control procedures that we have declared to the OAG continue to apply;
- our professional indemnity insurance policy covers this engagement; and
- the audit will be conducted in accordance with the terms and conditions of engagement set out in the audit engagement agreement and schedules.

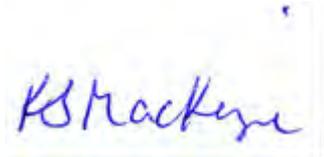
10 Conclusion

As the Appointed Auditor, I am committed to providing you and the Auditor-General with the highest level of professional service. I intend to work with you, the OAG, and the Auditor-General in a partnership environment to resolve any issues that may arise.

If you require any further information, please do not hesitate to contact me.

Please counter-sign this letter (below) to confirm that you, and the Board of Eke Panuku, agree with its contents. This letter will then form the basis for a recommendation to the Auditor-General on the audit fee that should be set. The schedules of audit hours and fees will also be incorporated into my audit engagement agreement with the Auditor-General to carry out the audit of your organisation as the agent of the Auditor-General.

Nāku noa, nā



Karen MacKenzie
Appointed Auditor
Audit New Zealand

I accept the audit fees for the audit of the three financial years as stated above.

Full name:	<u>Paul Majurey</u>	Position:	<u>Chairperson</u>
Authorised signature:	<u></u>	Date:	<u></u>
Entity name:	<u>Eke Panuku Development Auckland Limited</u>		

Actions to take when agreement has been reached:

- 1 Make a copy of this signed proposal and keep it for your file.
- 2 Send the original to:
Karen MacKenzie
Audit New Zealand
PO Box 1165
Auckland, 1140

31 March 2023

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, Karen MacKenzie, 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 2023 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



Karen MacKenzie
Appointed Auditor
On behalf of the Auditor-General

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
Responsibilities for the financial statements and performance information	
<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"> • present fairly, in all material respects: <ul style="list-style-type: none"> ○ the financial position; and ○ the 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. <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"> • the appropriateness of accounting policies used and whether they have been consistently applied; • the reasonableness of the significant accounting estimates and judgements made by those charged with governance; • the appropriateness of the content and measures in any performance information; • the adequacy of the disclosures in the financial statements and performance information; and • the overall presentation of the financial statements and performance information. <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"> • the adoption of the going concern basis of accounting is appropriate; • all material transactions have been recorded and are reflected in the financial statements and performance information;

Responsibilities of the Board	Responsibility of the Appointed Auditor
	<ul style="list-style-type: none"> • all instances of non-compliance or suspected non-compliance with laws and regulations have been disclosed to us; and • uncorrected misstatements noted during the audit are immaterial to the financial statements and performance information. <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"> • correctly record and explain the transactions of Eke Panuku; • enable you to monitor the resources, activities, and entities under your control; • enable Eke Panuku’s financial position to be determined with reasonable accuracy at any time; • 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 • are in keeping with the requirements of the Commissioner of Inland Revenue. 	<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
Responsibilities for accounting and internal control systems	
<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>
Responsibilities for preventing and detecting fraud and error	
<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"> • obtain an understanding of internal control and assess its ability for preventing and detecting material fraud and error; and • report to you any significant weaknesses in internal control that come to our notice. <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"> • the relevance of the law or regulation to the audit; • our assessment of the risk of non-compliance; and • the impact of non-compliance for the addressee of the audit report. <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
Responsibilities to establish and maintain appropriate standards of conduct and personal integrity	
<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>
Responsibilities for conflicts of interest and related parties	
<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
Responsibilities for publishing the audited financial statements on a website	
<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: Grants and Donations Policy Review

Author: Maxine Waugh, Manager Business Systems and Processes

August 2023

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. Approves the updated Grants and Donations Policy

Whakarāpopototanga matua | Executive summary

1. The purpose of this paper is to present the Grants and Donations Policy the three-yearly review of to the Board for approval.
2. The policy sets the framework for Eke Panuku Development Auckland (Eke Panuku) in providing grants and donations to external organisations.
3. The policy was initiated in September 2013. The last review was in March 2020.

Horopaki | Context

4. Eke Panuku provides grants and donations to a range of activities and organisations as deemed appropriate, in support of the outcomes of the Auckland Plan, Eke Panuku Strategic Framework, and urban regeneration high-level programme plans.
5. These aim to achieve a balance of commercial, strategic and public outcomes, whilst encouraging economic development through urban regeneration and managing council's non-service property portfolio.
6. Most of the existing grants and donations are legacy arrangements particularly with the regeneration of the waterfront. It was noted in the Grants and Donations Review Board paper in May 2023 that with the Council Group's financial pressures and the related need to prioritise use of resources to our core objectives, Eke Panuku does not actively seek new grants and donations.

Previous Board / Council engagement and decisions

Date and meeting	Document	Decision / Outcome
24 May 2023 Board meeting	Grants and donations review	Recommendations to support reviews and negotiations to reduce grants and donations was approved.

		Approved the Grants and Donation Plan for 2023/2024 (FY24)
18 March 2020 Board meeting	Grants and donations policy review	Approved the revised Grants and Donations Policy

Nga whiringa me te taatai | Options and analysis

7. The policy review is in line with the three-yearly requirement per the policy document.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

8. There are no identified risks pertaining to this policy.

Tauākī whakaaweawe Māori | Māori impacts

9. N/A

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

10. All stakeholder considerations and potential reputational risks are carefully assessed in negotiations regarding grants and donations.

Ngā koringa ā-muri | Next steps

11. The revised policy will be effective upon Board approval.

Ngā tāpirihanga | Attachments

Attachment A – Draft revised Grants and Donations Policy (marked-up)

Ngā kaihaina | Signatories

Carl Gosbee, Chief Financial Officer

David Rankin, Chief Executive

GRANTS AND DONATIONS POLICY

1 Policy purpose and objectives

- 1.1 The purpose of this policy is to set the framework for [Eke Panuku Development Auckland \(Eke Panuku\)](#) in providing grants and donations to external organisations. Development Auckland Limited Constitution, dated 31 August 2015, states that [Eke Panuku](#) will contribute to the implementation of the Auckland Plan. Whilst encouraging economic development through urban redevelopment, and managing council's non-service property portfolio, [Eke Panuku](#) ~~is aims~~ to achieve an [overall appropriate](#) balance of commercial, strategic and public good outcomes [in line with our Statement of Intent](#).
- 1.2 The policy objectives are:
- to ensure that any grant or donation provided supports the outcomes of the [Auckland Plan](#), ~~Eke Panuku Corporate Strategy~~[Strategic Framework Levers](#), ~~Waterfront Plan~~ and ~~Auckland Plan~~[urban regeneration high-level programme plans](#); by doing so contributes to easy accessibility of public open space and facilities, and/or strengthens and broadens our relationship with key stakeholders and the community;
 - to ensure that there is increased transparency and consistency in terms of who receives grants or donations, clear identification of the financial and non-financial costs and benefits; and
 - to ensure regular reporting.
- 1.3 Provide clarity to related provisions of the Board Delegated Authority Policy and Standard (Board to CE).
- 1.4 Ensure that grants and donations are delivered in accordance with relevant provisions of the Local Government Act 2002 and Local Government Official Information and Meetings Act 1987, and policies and guidelines provided in the Council group 'Our Charter' and [Eke Panuku](#), related to expectations of conduct and finance procedures.
- 1.5 Make our requirements clear to the community and help [applicable](#) grant and donation seekers present their proposals to [Eke Panuku](#) clearly.

2 Scope

- 2.1 Covers grants and donations to external organisations in the form of financial and/or in-kind provision, with or without the use of assets and/or services managed by [Eke Panuku](#).
- 2.2 Covers the following types of outgoing support:
- Grants, financial or in-kind
 - Donations, financial or in-kind
- 2.3 [Excludes commercial leases as assessed by the Property Portfolio team that are subject to the Property Rent Setting Policy and approved within the appropriate delegated authority.](#)
- ~~2.3.2.4 Excludes community grants made directly through Auckland Council Community Facilities Excludes sponsorships through the purchase of rights or benefits, including naming rights, delivered through an association with the external organisation's name, products, services, or activities. Panuku will not enter into this type of agreement as the sponsor.~~
- 2.4.2.5 Excludes gifts given to individuals and organisations in recognition of service, achievement, established and recognised custom, and for corporate hospitality or entertainment purposes. These are covered by the gifting [policy and](#) guidelines in Our Charter.

3 Principles

- 3.1 [Eke](#) Panuku is not a funding body. However, from time to time, [Eke](#) Panuku provides grants and donations to support a ~~diverse~~ range of activities and organisations, which contribute to the delivery of the strategic objectives of the ~~executive~~ [Executive Leadership Team](#) (ELT) and the Board.
- 3.2 Grants and donations need to cater to a broader base of the community but should be confined to activities occurring within the [Eke](#) Panuku area of influence and/or to organisations that contribute to [Eke](#) Panuku's delivery of public good.
- 3.3 Providing grants and donations implies that [Eke](#) Panuku endorses the organisation's specific activity, ~~particularly on the waterfront~~. It does not imply that [Eke](#) Panuku endorses the organisation's other products or services, not subject of the support.
- 3.4 [Eke](#) Panuku will ensure probity, achieve value for money, maintain accountability, and implement effective risk management when providing grants and donations.
- 3.5 The approval, processing, and giving of grants and donations will need to comply with customary practice, protocols or traditions (e.g. tikanga Māori for koha), financial reporting standards, and any other applicable legislative requirements placed on statutory entities.
- 3.6 Only authorised officers of [Eke](#) Panuku may undertake grants and donations arrangements and they must comply with the provisions of this Policy.
- 3.7 [Eke](#) Panuku may review and exit an arrangement at any time if it is deemed appropriate to do so, noting that legacy arrangements for grants and donations may be difficult to exit.

4 Definitions

- 4.1 **Donation** is a tax-deductible financial or in-kind support given for a worthy cause or customary activity (e.g. koha) of a worthy organisation, where [Eke](#) Panuku does not expect ~~an invoice, acknowledgement as a donor, and~~ a reciprocal advantage.
- 4.2 **Grant** is given to assist with the services or projects of a worthy organisation, where [Eke](#) Panuku expects ~~an invoice,~~ acknowledgement as a sponsor, and a reciprocal advantage. ~~This~~ [A grant](#) may be in the form of:
 - a) **Financial support** i.e. a monetary contribution.
 - b) **In-kind support** i.e. assistance where [Eke](#) Panuku provides the use of its managed-assets and/or services. ~~This includes only those things~~ for which [Eke](#) Panuku would ~~normally~~ have charged a fee, ~~if these did not form part of the grant.~~
- 4.3 **Koha** is ~~an unconditional tax exempt~~ [cash and/or a](#) gift given to Māori at a tangi (funeral), pōwhiri, whakatau, hui (meetings/events) or other important Māori cultural events and obligations, and on marae, where the receiving individual, party or group is not obliged to provide services in exchange. ~~A payment made relating to an activity off marae is not a koha.~~
- 4.4 **Revenue forgone** is the price of an in-kind support calculated as the difference between the market value of the rental or service and what was actually charged.

5 Appropriate association

- 5.1 [Eke](#) Panuku may consider providing grants and donations to organisations that:
 - a) Are legal entities, individuals operating under an incorporated society or registered charitable trust, and
 - b) Have corporate values that align with those of [Eke](#) Panuku and do not compromise ~~the~~ [our agency's organisation's](#) reputation, public image, or probity, and
 - c) Do not pose a significant risk to [Eke](#) Panuku or its staff perceived to have a current or future conflict of interest.
- 5.2 [Eke](#) Panuku reserves the right to refuse a request for grant or donation from any party and terminate an existing agreement should the association cease to be appropriate.

6 Appropriate activity

- 6.1 Eke Panuku will consider providing grants for activities that:
- a) Contribute to the advancement of Eke Panuku's strategic framework cross cutting themes priorities and the vision and goals of the Corporate Strategy, Waterfront Plan and Auckland Plan, or deliver on specific public good objectives, and/or
 - b) Have measurable beneficial outcomes commensurate with the level of investment, and/or
 - c) Enhance public awareness of the contribution being made by Panuku to the creative, events, and entertainment sectors associated with activating a site e.g. as part of a transform location programme, and/or
 - d) Are able to communicate key messages to target audiences, engage or build relationships with key stakeholders and our tenants, and ideally lead an ongoing two-way partnership between Panuku and the stakeholders, and/or
 - e) Have demonstrated community support for the urban regeneration programme or project.
- 6.2 Eke Panuku will consider giving donations for activities and events that:
- a) Have no perceived or actual influence on decision making, integrity, and impartiality; and
 - b) Are undertaken in accordance with established and recognised custom; and
 - c) Promote Eke Panuku's civic and social responsibility.

7 Budget approval, management and reporting

- 7.1 An annual review of all grants and donations will occur and budget/plan prepared and presented to the Board for approval.
- 7.2 Grants and donations will be managed and reported by the General Manager of the business unit in accordance with the approved plan and this policy.
- 7.3 Allocation of grants and donations for priority locations in Out of cycle grants and donations, i.e. in addition to the board-approved annual plan, is limited to \$5,000 per item for 'cash' donations; and \$5,000 per item value for grants 'in kind'; and must can be approved by the Chief Executive up to \$5,000 per item.¹ Items greater than \$5,000 are to be approved by the Board.
- ~~7.4 Grants or donations provided as part of a reputation management strategy or to achieve communications objectives will be managed by the General Manager Corporate Affairs, regardless of type.~~
- ~~7.57.4~~ Grants and donations will be recorded in a Grants and Donations Rregister with information on the type of support given, name of the organisation, market value of the support, revenue forgone, and direct cost to Eke Panuku.
- ~~7.67.5~~ Grants and donations actual against Plan will be reported half-yearly to the Audit and Risk Committee and the Board, on a quarterly basis.

¹ Refer Delegated Authority Policy and Standard (Board to CE)

8 Written Agreement

- 8.1 All grants, financial or in-kind, entered into under this policy ~~will~~are to be formally documented. The level of documentation will vary depending on the value of the agreement and will include, at a minimum:
- The description and timing of the activity
 - The amount of the grant or donation
 - How the grant will meet the requirements of an appropriate activity described in Section 6

9 Responsibilities

- 9.1 The Chief Executive is the overall manager in providing grants and donations to external organisations and will be provided with reports to monitor the delivery of the benefits, leverage the contracted benefits, and evaluate the success of the grant or donation based on the identified objectives.
- 9.2 The Chief Financial Officer is responsible for the implementation and review of this Policy, for reporting to the Audit and Risk Committee and Board and is custodian of the Grants and Donations Register.
- 9.3 All Eke Panuku staff and those acting on behalf of Eke Panuku must adhere to this Policy.

10 Approval and review of this Policy

This policy is reviewed every three years, or earlier if requested by the Board.

Business Owner	Chief Financial Officer		
Policy date	25 September 2013		
Last reviewed	25 May 2016 <u>18 March 2020</u>		
Frequency of review	Three-yearly		
Date of this review	March July 2020 <u>2023</u>	Approved by <u>Eke</u> Panuku Development Auckland Board	XX <u>August 2023</u>

Decision paper: Lease Surrender 82 Wyndham Street

Author: Carl Gosbee, CFO

August 2023

Some information contained in this report should be treated as confidential, as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council. In terms of Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to withhold information where making available the information:

- *would affect the commercial interest of a third party (s7(2)(b)(ii); and*
- *would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)).*

Ngā tūtohunga | Recommendations

That the Eke Panuku Board approve the Lease surrender in principle and delegate the CEO to enact the lease surrender agreement subject to negotiating a suitable accommodation agreement for Eke Panuku to relocate to within 135 Albert Street, and authority to enter into that new accommodation agreement with Auckland Council.

Whakarāpopototanga matua | Executive summary

1. The Auckland Council Group identified it held excess office accommodation back in October 2022, and an agreed optimisation program was initiated.
2. Eke Panuku agreed to test the market for interest in its current corporate office accommodation on Wyndham Street, alongside many other Council Group office locations.
3. Last month the board approved progressing negotiations on a move to 135 Albert Street.
4. We have now received a proposed lease surrender agreement.
5. The CEO requires delegated authority to exit our existing lease once the new occupation agreement on for Albert Street is completed, and authority to enter into the new agreement once finalised.

Horopaki | Context

6. Eke Panuku occupies around 2,500 sqm of corporate office accommodation at Wyndham St. which has been specifically structured and designed around the operating needs and working culture of Eke Panuku.
7. Eke Panuku currently has a range of workspaces available for collaboration, group work and planning and design work with oversize maps and plan etc. Eke Panuku also has

access to 19 mixed sized meeting rooms within Wyndham Street through which the consultation and engagement focus of our work is delivered.

8. Eke Panuku has been offered floors 21 and 22 at Albert Street, which would provide around 2,400 sqm.
9. The lease surrender agreement [REDACTED] is recommended for approval by the Executive. [REDACTED]
10. [REDACTED]
11. Our draft plans for the floors in Albert Street focus workstations on one floor and meeting rooms and collaboration spaces on the other. This requires some fitout changes to both floors but will ensure our operating needs and working culture can be accommodated.
12. The costs for the fitout are being analysed as the designs are still in draft. Eke Panuku is looking to recycle the hard fitout components, partitions and doors etc as far as possible. We will utilise existing furniture and soft fit out where possible, reflecting our sustainability focus. It is anticipated that the costs for the fitout will be covered by the lease savings over the remaining 6 months of the year.
13. Eke Panuku has engaged the relocation project managers 'Expedite' to help project manage the move and fitout process on our behalf. This organisation is relatively new 4-5 years, but the key players previously helped our last relocation from Westhaven drive.
14. Tātaki is relocating into floors 23 and 24 of Albert Street.
15. In consultation with Tātaki and ourselves work is progressing on occupation agreements with Auckland Council. These agreements are designed to reflect our autonomous nature within the council owned and controlled building. The draft principles of occupation which will drive the terms of the occupation agreement are attached for information [REDACTED]
16. We are also working through some critical path issues around the timing of floors in Albert Street becoming available, and our timeframes for fitout works and moving.

Nga whiringa me te taatai | Options and analysis

17. [REDACTED]

Ngā koringa ā-muri | Next steps

18. Negotiations will continue on the occupation agreement for 135 Albert Street and when the CEO is content with progress the lease surrender agreement can be signed for Wyndham Street, and the occupation agreement can be signed for Albert Street

August 2023

Ngā tāpirihanga | Attachments



Ngā kaihaina | Signatories

Carl Gosbee, Chief Financial Officer

David Rankin, Chief Executive

Information paper: End of year update on mana whenua outcomes

Document Author: Jordan Taiaroa, Acting Head of Māori Outcomes

August 2023

Whakarāpopototanga matua | Executive summary

1. The purpose of this information paper is to update the Eke Panuku board on our work with mana whenua over the past year.
2. Eke Panuku achieved one of its Statement of Intent requirements which was to deliver 50 initiatives that provided Māori Outcomes, delivering 51 initiatives overall.
3. The second Statement of Intent objective to improve satisfaction of our engagement with mana whenua. This is monitored via a survey which is pending completion. Mana whenua have requested more time to go over the preliminary results before they finalise their feedback. The preliminary results are promising and show a 6% improvement in mana whenua satisfaction with Eke Panuku engagement.
4. Eke Panuku still enjoys close relationships with our mana whenua partners and maintains a regular and positive engagement schedule. Eke Panuku has hosted 108 meetings with mana whenua since September 2022.
5. Eke Panuku completed seven out of seven year three actions in the Mana Whenua Outcomes Framework this year and this now marks the full completion of this three-year programme of work. Eke Panuku has now committed to delivering the Achieving Mana Whenua Outcomes Plan over the next three years.
6. The Iwi Investment Grant which was launched in the past year continues with the goal of enabling mana whenua to participate in Eke Panuku procurement and commercial opportunities. The fund has been allocated to two iwi to deliver their initiatives.

Matapaki | Discussion

Statement of Intent commitments

7. Eke Panuku's Statement of Intent (SOI) for financial year 2022/2023 required us to achieve two outcomes:
 - a. Create 50 initiatives that support Māori outcomes
 - b. Improve mana whenua satisfaction by 5% from baseline.
8. Eke Panuku delivered 51 initiatives this year that provide outcomes for Māori.

9. The engagement survey results are currently preliminary and indicated an improved overall satisfaction score of 56%. This is a 6% improvement from the baseline.
10. The Māori Outcomes team will provide the results of the survey back to the Board verbally at the August Board meeting as results will be finalised following a meeting with mana whenua on Monday 21 August.

Creating 50 initiatives that support Māori Outcomes

11. In the last financial year, Eke Panuku achieved 51 initiatives that support Māori outcomes. This is in line with the total number of initiatives last financial year.
12. The initiatives achieved are derived from actions that we have delivered in our regeneration programme and through our work implementing the Mana Whenua Outcomes Framework.
13. Included are 23 culture and identity initiatives delivered in the last year. Eke Panuku hosted seven blessings to ensure mana whenua were given the ability to enact their role as kaitiaki. We also ran six expressions of interest processes seeking mana whenua appointed artists to integrate mana whenua design into developments and projects.
14. Also included are 10 economic initiatives delivered in the last year. Eke Panuku created eight commercial opportunities for iwi that included both development and disposal sites. The Selecting Development Partners policy ensures that disposal sites are offered to iwi in a limited contestable process before going to the open market. It also ensures all commercial developments are taken to the open market with a 15% weighting for Māori Outcomes.
15. Finally, 14 governance initiatives were delivered in the last year. This includes developing the Achieving Mana Whenua Outcomes plan and the City Centre Action Plan with mana whenua.

Recent engagement with mana whenua

16. Eke Panuku continues to maintain regular and positive engagement with mana whenua representatives at both the governance and kaitiaki level. Eke Panuku has hosted 108 collective meetings with mana whenua in our weekly forum.
17. Our conversations are focused on three programmes:
 - a. Placemaking, with 12 meetings
 - b. Transform Wynyard, with 19 meetings
 - c. Eke Panuku-wide work, with 21 meetings.
18. Placemaking was a significant area of engagement between Eke Panuku and mana whenua over the past year. Two key areas of focus were how we support iwi outside of the City Centre to deliver Matariki initiatives and establishing placemaking guidelines through a Māori lens. Through collaborating with iwi, we now have guidance in both areas and will begin to apply that guidance to our work in placemaking moving forward.
19. The mana whenua rangatahi placemaking programme, He Pia He Taurira, was taken to iwi to understand their aspirations for how we deliver the programme this year. An expression of interest for recruitment was sent to iwi however lack of interest or capacity

from rangatahi has meant the programme will be put on hold for financial year 2023/2024.

20. Te Ara Tukutuku continues to be implemented by the Toi Waihanga consortium in the Wynyard Quarter. In December 2022, the reverse brief that scopes the project was completed. Toi Waihanga returned to the mana whenua forum in January to discuss the project's next steps and vision framework phase. Significant engagement through weekly workshops were scheduled in the Monday forum to present updates to iwi that were not involved in Toi Waihanga.
21. Although not specifically noted as a component of our Mana Whenua Outcomes Plan, a key success over the past year was engagement on our new Selecting Commercial Development Partners Policy. While this policy now provides for greater clarity across all potential development partners, it instituted a new approach to selecting and weighting mana whenua and Māori groups and organisations in our decision making. This has created much greater clarity and transparency for potential mana whenua development partners.
22. Eke Panuku's enterprise objectives, including actions from the Mana Whenua Outcomes Framework, and developing a new Māori Outcomes Plan, were key focus points in our engagement with mana whenua this year. We collaborated with mana whenua on all our objectives to ensure our work was aligned with mana whenua aspirations and as partners, felt included in our processes.
23. A full summary of our work with mana whenua between September 2022-July 2023 is available at **Attachment A**.

Mana Whenua Outcomes Framework

24. Eke Panuku completed seven out of seven actions in the financial year 2022/2023. A full report is included in **Attachment B**.
25. The Mana Whenua Outcomes Framework was one of the key mechanisms that Eke Panuku uses to grow our organisational capability to meet our te Tiriti o Waitangi obligations.
26. Eke Panuku met with iwi to present the final wrap-up of the framework in July 2023 and iwi reps supported the deliverables that were achieved this year.
27. Eke Panuku has now completed the final year of the Mana Whenua Outcomes Framework and is now delivering the Achieving Mana Whenua Outcomes Framework.

Iwi Investment Grant

28. Eke Panuku established the non-contestable fund to enable mana whenua to compete in Eke Panuku procurement and commercial opportunities. The \$100,000 fund is split into 19 parts to allow each iwi access to an equal portion of the fund, totalling \$5300.
29. Six iwi groups applied for the fund however only two iwi groups were successful in accessing the grant. A full report of the fund is included in **Attachment C**.
30. This is the first time in the grant's history that an application to the grant was successful.

August 2023

Ngā tāpirihanga | Attachments

Attachment A - Recent engagement with mana whenua August 2023

Attachment B - Year three results of the Mana Whenua Outcomes Framework August 2023

Attachment C - Iwi Investment Grant update August 2023

Attachment A - Recent engagement with mana whenua August 2023

The purpose of this report is to describe the number of engagement activities with mana whenua between 5 September 2022 and 7 July 2023. This report does not record individual or informal meetings with mana whenua.

Programme	Number of hui	Status of the project
Avondale/Henderson	1	Direct engagement with Te Kawerau ā Maki means no west related projects are brought to the regular forum engagement
Avondale/Henderson Programme Update FY 22/23	1	Eke Panuku presented the Avondale/Henderson programme to mana whenua.
City Centre	2	
City Centre Programme and Action Plan	2	Eke Panuku have met with mana whenua twice to discuss the City Centre action plan. It has been sent out to mana whenua via email in draft form for any feedback.
Eke Panuku	21	
Kantar Public Annual Engagement Survey	1	Kantar Public conducted the annual mana whenua engagement survey in July 2023. We have booked two sessions for Kantar to share the results with mana whenua first then with Eke Panuku.
Cultural Induction	3	Eke Panuku partnered with a mana whenua working group to develop a cultural induction piece for our organisation to adopt and use in our capability building programme.
Developers Guidelines on Partnering with iwi	2	Eke Panuku met with mana whenua to confirm the Developers guidelines, outlined as an action in the Mana Whenua Outcomes Framework.
Iwi Investment Fund	2	Eke Panuku met with mana whenua to discuss applying to the iwi investment grant.
Urbanism NZ Conference	2	Eke Panuku met with mana whenua to discuss the Urbanism conference.
Engaging mana whenua mandated artists	2	Eke Panuku facilitated to hui including a workshop with mana whenua and mana whenua nominated artists (Janine Williams and Tessa Harris) to discuss the current process and their aspirations for engagement with artists in the future. These discussions helped form a set of guidelines that were confirmed by mana whenua.
Achieving Mana Whenua Outcomes Plan	2	Eke Panuku met with mana whenua to confirm and feedback to the actions created to respond to the Statement of Intent (SOI) received from the Mayor.
Public Realm Standards	3	Eke Panuku discussed our intention to develop standards to govern our work in the public realm. Mana whenua asked us to bring this project back to them after we've done some background research.
Mana Whenua Outcomes Framework	1	Eke Panuku shared the completed deliverables from the MWOF with mana whenua, who shared positive feedback about the completed actions.
Sustainable Procurement Objectives	3	Eke Panuku met with mana whenua three times to discuss and develop the Public Realm Environmental Guidelines. Eke Panuku presented the draft guidelines to mana whenua before getting approval to adopt these by the board in June.

Programme	Number of hui	Status of the project
Database of Technical Experts	2	Eke Panuku met with mana whenua for guidance to develop a database of trusted subject matter experts. We used the feedback to complete a list of over 70 technical experts that mana whenua trust and endorse.
Mana Whenua Governance Forum	9	
CE update	3	The Eke Panuku CE met with mana whenua to provide enterprise-wide updates and discuss their thoughts and concerns.
Board to Board	2	The Eke Panuku Board met with mana whenua to build positive relationship and discuss issues in the sector.
Eke Panuku Reprioritisation Update	1	Eke Panuku CE met with mana whenua to discuss the organisations reprioritisation of budget and scope following the Mayor's budget letter.
Property opportunities	3	The Property team met with mana whenua to discuss the current properties within our Property Portfolio.
Manukau	5	Note that Te Whakaoranga o te Puhinui has its own engagement stream
Manukau Public Art strategy	2	Eke Panuku have workshopped with both the mana whenua forum and the Te Waiohuria iwi roopu to further the Manukau Public Art strategy.
Manukau Programme Update FY 22/23	1	Eke Panuku presented the Manukau programme to mana whenua.
Manukau Civic Centre	1	Eke Panuku and Council met with mana whenua to discuss and provide an opportunity to input into the redevelopment of the Manukau Civic Centre and the Western Annex.
Cavendish Drive	1	Eke Panuku engaged with iwi to discuss best approach to the development of a bicycle way on Cavendish Drive
Northcote	7	
Northcote/ Central Programme Update FY22/23	1	Eke Panuku presented the Northcote programme to mana whenua.
Te Ara Awataha Karakia Whakawātea	2	Eke Panuku facilitated a mana whenua-led dawn blessing ceremony to celebrate the end of construction works for Greenslade Reserve, Schools' Edge and Cadness Loop Reserve, all part of Northcote's new greenway, Te Ara Awataha. Ngāi Tai ki Tamaki led the karakia with support from Ngāti Maru.
Northcote Community Hub and Cadness Reserve Upgrade	3	Eke Panuku and Architectus met with mana whenua to discuss the upgrade of both the community hub and Cadness reserve. Mana whenua had a caucus to discuss the proposed concept options for the community hub. The project team are meeting with the mana whenua subgroup to realise how the Take Mauri Take Hono tool can be implemented into the project.
Northcote Streetscape Upgrade	1	Eke Panuku met with mana whenua to discuss the proposed streetscapes upgrade.
Onehunga	6	
Onehunga/ Panmure programme FY22/23	1	Eke Panuku presented the Onehunga/Panmure programme to mana whenua.
Waiapu Precinct	1	Eke Panuku and the it's design team met with mana whenua to provide detailed designs of the proposed public realm fronting the Onehunga Countdown

Programme	Number of hui	Status of the project
Paynes Lane	1	Eke Panuku met with mana whenua to discuss our future aspirations of Paynes Lane and the connection between Dressmart and the Waiapu precinct.
Interim Walk and Cycle Track	1	Eke Panuku presented to mana whenua their intent to develop an interim cycle path near the Onehunga wharf.
Countdown Concept Design	1	Eke Panuku presented the proposed concept design of the new Onehunga Countdown
Walking and cycling connection to the wharf	1	Eke Panuku met with mana whenua to discuss potential options for walking and cycling routes from the municipal precinct to the Onehunga Wharf.
Ports	1	
Introducing the Ports to mana whenua	1	Eke Panuku met with mana whenua to present an opportunity to be a part of the port study.
Panmure	9	
Station Precinct	3	Eke Panuku presented their intent to deliver a transit-oriented development in the Panmure town centre.
Ellerslie - Panmure Highway	1	Eke Panuku presented to mana whenua their intent to purchase the land where the Moye's car dealer is located at the base of Maungarei. This project has been deferred until sometime this year.
Maungarei Connection	2	Eke Panuku presented their intent to deliver a roadway that connects the entrance of Maungarei to Pōtaka Lane.
Cultural Narrative	1	Eke Panuku engaged with mana whenua to understand what the appropriate cultural narrative is for Panmure. This would help develop the high level project plan
Lagoon Edge Reserve	2	Eke Panuku engaged with mana whenua to discuss the intent to redevelop the lagoon edge reserve next to the Panmure basin.
Papatoetoe	7	
Papatoetoe 2023 Programme Update	1	Eke Panuku presented the Papatoetoe programme to mana whenua.
Cambridge Terrace Extension	2	Eke Panuku met with mana whenua to discuss the proposed concept design of the Cambridge Terrace Extension.
Chambers Laneway	1	Eke Panuku met with Mana Whenua to introduce the Chambers Laneway project that connects St George Lane to the Allan Brewster Centre
On-Site Hikoī	1	Eke Panuku and Mana Whenua did a site hikoī of the Papatoetoe project areas. This includes Chambers Laneway, Stadium Reserve Precinct and Cambridge Terrace Extension.
Stadium Reserve Precinct	2	Eke Panuku has met with mana whenua to seek input from mana whenua on the Stadium Reserve that covers the Allan Brewster Centre down to the bowling club.
Placemaking	12	
Matariki	4	Eke Panuku met with mana whenua to discuss the development of a Matariki strategy that enables Eke Panuku to support iwi in delivering their Matariki aspirations
Placemaking Approach	3	Eke Panuku presented the final Taurikura framework to mana whenua. This framework provides a Māori lens to placemaking.
Placemaking update	3	Eke Panuku's Placemaking team provide monthly updates on placemaking activity across Eke Panuku programmes
He Pia He Taurira	2	Eke Panuku met with mana whenua to provide an update on the He Pia He Taurira programme and to discuss the process of recruiting rangatahi.

Programme	Number of hui	Status of the project
Pukekohe	3	
Pukekohe Programme Update FY22/23	1	Eke Panuku presented the Pukekohe programme to mana whenua.
Roulston Park	1	Eke Panuku met with iwi to discuss the developed design for the new Roulston Park playground.
On-site Pukekohe Hikoi	1	Eke Panuku met with mana whenua for a site walk of the Market precinct within Pukekohe centre.
Regional	1	
Regional Programme Update FY22/23	1	Eke Panuku presented the Regional programme to mana whenua
Takapuna	3	
14 Huron Street (Gasometer)	2	Eke Panuku presented to mana whenua to input the new McConnel's build to rent development in Takapuna. The design team are looking for a mandated mana whenua artist to join the design team.
Waiwharariki ANZAC Town Square Phase 1	1	Eke Panuku invited mana whenua to lead a post-construction karakia whakawātea. Ward Councillors, local board members, and Eke Panuku board members were present.
Waterfront	19	
Waterfront Programme Update FY22/23	1	Eke Panuku presented the Waterfront programme to mana whenua.
Red Bull Cliff Diving	1	The Event Works team met with mana whenua to discuss the Red Bull Cliff Diving event happening in August 2023. This project was deferred to Ngāti Whātua Ōrākei.
Transitional Uses Update	1	Eke Panuku and Fresh Concept met with mana whenua to discuss the intent to provide placemaking activations at Hobson Wharf and the bases.
Harbour Bridge Park EOI Review	1	Eke Panuku presented the Expression of Interest to procure an artist to get their input on the document.
Precinct Properties (stage three)	1	Precinct Properties and its design team met with mana whenua to discuss the proposed cultural design for the stage three site in Wynyard Quarter.
Sealink	1	Sealink presented the final detailed design of the Sealink ferry terminal on Hamer Street. Discussions to hold a blessing were discussed with iwi.
North Wharf	1	Eke Panuku provided an update to mana whenua on the upcoming commercial sale of North Wharf.
Te Ara Tukutuku	12	Eke Panuku has engaged extensively with mana whenua on the development of Te Ara Tukutuku. Mana whenua were involved in the selection of the consortium appointed to design Headland point: Toi Waihanga. A subcommittee a currently supporting Toi Waihanga to develop the reverse brief.
Grand Total	108	

Attachment B - Year three results of the Mana Whenua Outcomes Framework – August 2023

Document author: Jordan Taiaroa, Acting Head of Māori Outcomes

August 2023

Whakarāpopototanga matua | Executive summary

1. The purpose of this information paper is to provide the board an update on the year three results of the Mana Whenua Outcomes Framework.
2. Eke Panuku completed 7 out of 7 actions in the financial year 2023/2024.
3. Eke Panuku has now completed the third and final year of the Mana Whenua Outcomes Framework and intends to replace it with the recently approved Achieving Mana Whenua Outcomes Framework.

Matapaki | Discussion

Background and strategic alignment

4. In 2019, Eke Panuku was the first organisation in the Auckland Council Group to adopt an outcomes framework called the Mana Whenua Outcomes Framework. This was a three-year document responding to the aspirations of mana whenua.
5. In 2021, Auckland Council adopted a Māori Outcomes performance measurement framework called Kia Ora Tāmaki Makaurau. To support this framework, Auckland Council as a Statement of Intent requirement expects Council-Controlled Organisations (CCOs) to adopt Achieving Māori Outcomes plans or in Eke Panuku's case an Achieving Mana Whenua Outcomes plan (AMWO).
6. The third year of the Mana Whenua Outcomes Framework is now complete, and we will begin delivery of the AMWO, approved by the Eke Panuku Board in June 2023.
7. The Mana Whenua Outcomes Framework has been an effective tool to deliver positive outcomes for Māori within Eke Panuku because it allocates actions to staff across the business. This prevents the Māori Outcomes team from having to deliver all the Māori-focused work and helps build the capability of our staff to deliver Māori outcomes.
8. Throughout the implementation of the Mana Whenua Outcomes Framework, we've had regular review meetings with Extended Leadership Team and mana whenua to confirm if the actions are still correct based on our priorities. This is essential because it's difficult for us to predict our work programme three years in advance. We intend to continue this flexible practice throughout the development and implementation of the AMWO.
9. The Māori Outcomes Team have presented a review of the year three actions to mana whenua and presented all deliverables from the actions that Eke Panuku and mana whenua have partnered on together. One mana whenua representative responded that

the deliverables were some of the best outputs from the framework to date, noting they were tangible and clear.

10. The implementation of the Mana Whenua Outcomes Framework has been a key mechanism to respond to the aspirations of mana whenua and grow the organisational capability of Eke Panuku to support our te Tiriti o Waitangi obligations.
11. Eke Panuku intends to continue responding to these aspirations through the delivery of the AMWO over the next 3 years.

A summary of the year three actions in the Mana Whenua Outcomes Framework

12. Eke Panuku agreed to complete 7 year three actions in the Mana Whenua Outcomes Framework and are now completed as of June 2023. The tables below outline progress against, and a review of the year three actions in the Mana Whenua Outcomes Framework.

Pou	Complete
1. Culture and Identity	5
2. Natural Environment	1
3. Economic	1
Total	7

A review of the year three actions in the Mana Whenua Outcomes Framework

Pou	Actions	RAG	Comments
2. Culture and Identity	2.1.3.2 Mana whenua assist in developing and delivering a basic tikanga induction, covering pōwhiri / tangihanga protocols to all Eke Panuku operations and governance staff.	G	Eke Panuku partnered with an iwi working group to develop a mana whenua cultural induction. This work is now complete and is proposed to be included in our capability-building programme. This will be a key deliverable for Eke Panuku to deliver in the AMWO plan.
2. Culture and Identity	Eke Panuku will engage deliver the Te Ara ki Tua competency survey to establish a baseline as a culturally capable organisation.	G	Eke Panuku delivered the Te Ara ki Tua Competency survey in May for 2 weeks and had a great uptake internal staff. Key insights showed that comparatively we were above baseline against other organisations that have completed the survey. Analysis of the results have been undertaken and initiatives to deliver to build our capability have been highlighted.

Pou	Actions	RAG	Comments
3. Natural Environment	3.1.4.6 Develop and adopt sustainable design and construction standards for Eke Panuku public realm projects by April 2022, in partnership with the design team.	G	The Corporate Responsibility team have attended the mana whenua forum three times in the last year to discuss and finalise the Public Realm Environmental Guidelines. Mana whenua were presented the final draft content and were given the opportunity to feedback into the final draft on 2 occasions. The guidelines document was approved by the board in June 2023.
2. Culture and Identity	2.1.2.1 Hold a workshop to co-design a process for engaging mana whenua and Māori designers, architects and artists on relevant Eke Panuku projects, based on principles agreed in 1.1.1.2, and implement agreed actions (including but not limited to guidance notes, policy, new templates)	G	In May Mana Whenua mandated artists, kaitiaki representatives and Eke Panuku staff were part of a Wānanga to understand how we should engage with artists. Feedback from that wānanga was consolidated into a set of guidelines that are now complete and were presented to Mana Whenua for final feedback in July 2023.
2. Culture and Identity	2.1.6.1 Work with mana whenua to further develop and endorse Placemaking guidelines and principles working documents to reflect mana whenua values in the Eke Panuku-led design and delivery of public spaces	G	The placemaking team worked with an iwi mandated SME to develop a placemaking strategy known as Taurikura. This has been taken back to iwi for feedback and was supported by iwi to be adopted as our placemaking approach from a mana whenua perspective.
2. Culture and Identity	2.1.1.2 Mana whenua and Eke Panuku develop and promote guidelines and processes for developers to celebrate mana whenua identity and culture in Tamaki Makaurau	G	Eke Panuku met with Mana whenua for input to create a set of guidelines to support developers in working in partnership with iwi. The selecting Development partners policy has been leveraged as a tool to promote a partnership approach with iwi in commercial developments. The guidance is now finalised and will be included in documents presented to developers such as Expression of Interests and Request For Proposal.
4. Economic	4.1.3.2 Develop a broader database of Māori expertise and skills (including designers, architects, engineers, planners, and other technical specialists)	G	Eke Panuku engaged with mana whenua for guidance to develop a list of trusted subject matter experts. We have taken the feedback and finalised a list of mana whenua mandated consultants to use in our work.

Next steps

13. Eke Panuku will continue to engage with mana whenua on the delivery of Achieving Mana Whenua Outcomes Plan.

Attachment C - Iwi Investment Grant Update FY 22/23

Document Author: Jordan Taiaroa, Acting Head of Māori Outcomes

August 2023

Some information contained in this report should be treated as confidential and as such has been redacted under the following LGOMIA sections:

- *s7(2)(f) - The withholding of the information is necessary 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, or any persons to whom section 2(5) applies, in the course of their duty*

Whakarāpopototanga matua | Executive summary

1. The Eke Panuku Board established the Iwi Investment Grant to support mana whenua in accessing procurement and commercial opportunities in partnership with Eke Panuku.
2. Uptake of the grant was low in the first six months of FY 2022/2023, with no applications received until January 2023
3. Eke Panuku engaged with iwi mana whenua at a forum and individual level to promote the grant and support iwi to apply.
4. One joint application between [REDACTED] was approved and is the first successful application to the grant. Four other applications were turned down as they did not align with the criteria of the grant.
5. Several of the unsuccessful mana whenua provided feedback that the application form should require the proposed initiatives to be aligned with Eke Panuku activities. In response, we have updated the application form to reflect this change.

Matapaki | Discussion

Background to the survey

6. In September 2022, the Eke Panuku board agreed with mana whenua to establish an annual \$100,000 grant, called the Iwi Investment Grant, to support mana whenua in accessing commercial opportunities in partnership with Eke Panuku.
7. The objective of the grant is to:
 - a. Reduce barriers that prevent mana whenua from accessing commercial opportunities
 - b. Support mana whenua to access commercial opportunities in partnership with Eke Panuku
 - c. Build the capability of mana whenua to tender for procurement opportunities with Eke Panuku
 - d. Adopt a transparent and equitable approach to spending money.

8. The non-contestable grant allocates \$5,300 to each of the 19 Auckland Council-recognised iwi of Tāmaki Makaurau.
9. To access the funding allocation, Iwi must complete the application form and outline an initiative that is aligned with the grant criteria and Eke Panuku’s work programme they intend to invest the money into.

Engagement with Iwi

10. The Māori Outcomes Team met with iwi to promote the grant and discuss the application process, as the initial uptake of the grant was slow, with no applications made between July 2022-January 2023.
11. A Table for engagement has been provided below:

When	Who
January 16 2023	Eke Panuku Mana Whenua Forum
January 20 2023	Direct engagement with [REDACTED]
February 14 2023	Direct engagement with [REDACTED]
February 20 2023	Eke Panuku Mana Whenua Forum
June 12 2023	Direct engagement with [REDACTED]
June 13 2023	Direct engagement with [REDACTED]
June 20 2023	[REDACTED]

12. Feedback was provided around the desirability of applying to the fund. Some Iwi said the amount allocated to iwi was too low to do much with and is a factor in low participation in applying for the grant.

Applications to the Grant from Iwi

13. Of the 19 iwi, the following six iwi made an application:

[REDACTED]

14. [REDACTED] iwi trust’s joint application, which supports the development of a [REDACTED] was approved. This is the first successful application to the grant.
15. The remaining four applications were rejected as there was a lack of information provided in the application or there was no alignment with Eke Panuku’s work programme.

Feedback from Applicants on the Grant process

16. Mana whenua voiced their concerns about the application process. A strong theme that came through was related to the disconnect between what is stated in the Terms of Reference and the Application Criteria documents.
17. The Terms of Reference document outlines that the initiatives iwi are applying for funding, must relate to Eke Panuku’s work programme however, the Application Criteria does not acknowledge the Pass/ Fail nature of this requirement.

18. Some iwi feel if there was more clarity about this, their applications would have looked different, and the initiatives proposed would have been more aligned with our expectations. Unfortunately, due to the closing date of the grant, iwi were unable to submit another application in time.
19. The Māori Outcomes team have rectified this feedback by reviewing the current suite of supporting documents to ensure that there is alignment between documents and that iwi are clear of their expectations in the application process.

Next steps

20. Eke Panuku will update the mana whenua forum on the FY 2022/2023 uptake of the grant and promote the FY 2023/2024 period to increase early participation.
21. Eke Panuku will review and update the supporting documentation of the grant to provide clarity with iwi and alignment between the documents.

Information paper: Stakeholder Insights programme

Document author: Angelika Cutler, GM Community and Stakeholder Relations

August 2023

Whakarāpopototanga matua | Executive summary

1. Eke Panuku undertakes annual research to better understand our relationships with key stakeholders.
2. Kantar New Zealand conducted 26 qualitative interviews with some key stakeholders in May and June this year.
3. Over the past three years of this research, Eke Panuku has experienced a significant improvement in sentiment and knowledge amongst stakeholders.
4. Notably this year, stakeholders are very keen to see Eke Panuku succeed despite a number of perceived challenges stakeholders could knowledgeably articulate about our work environment and context.
5. Unlike previous years, there were no surprises or significant issues.
6. Stakeholders note that their relationships with Eke Panuku have improved significantly over the past years despite our challenging operating environment. This includes a perceived lack of Council support and funding, resulting in staff being overstretched.
7. They mention Eke Panuku is a visionary organisation with highly skilled people that produces quality results for neighbourhoods in Auckland.
8. Due to a lack of funding, some stakeholders question our ability to engage as deeply with local communities as we have in the past, and whether more focus through prioritisation is required.
9. Unlike previous years, our assets disposal role did not arise as a negative theme in this research. Instead, there was some encouragement to tell the positive financial story of this work.

Matapaki | Discussion

10. Eke Panuku is always looking to grow and improve the way we work with our partners and stakeholders, and the communities we serve.
11. Eke Panuku has undertaken a small sample of qualitative research each year for the past three years to gain an understanding of the strength of our relationships and our reputation.
12. The purpose of this information paper is to provide the board with a summary of feedback received through recent interviews with our key stakeholders.

13. Mana whenua insights results are reported on separately, by the Māori Outcomes team.

Stakeholder Insights

14. Kantar New Zealand (Kantar) conducted 26 interviews with our key stakeholders during May and June 2023. Stakeholders who participated included Councillors and Local Board Chairs, the Mayor's Office, CCO colleagues, development partners, and stakeholders we work with in our Transform and Unlock locations such as business associations.

15. Kantar's interviews were qualitative in nature with each interview taking between 30 minutes to one hour. The aim of the research was to get an in-depth understanding of our reputation and relationships - i.e., what our stakeholders think of us, what we can improve on, and what the ideal relationship with Eke Panuku looks like.

16. Overall, stakeholders believe the relationships Eke Panuku has with them have improved over the last few years. Eke Panuku continues to be seen as an organisation with good leadership and skilled employees.

17. Notably this year, stakeholders were able to knowledgeably articulate a range of challenges they perceive are impacting Eke Panuku.

18. The sentiment was empathetic rather than critical. Many stakeholders see Eke Panuku as an organisation under pressure and voiced concern about this impacting staff wellbeing and our ability to deliver.

19. Stakeholders perceive a decrease in funding will exacerbate already challenging conditions and question our ability to finish projects on time. Specifically, stakeholders observe recent staff reductions and express worry about the resulting burden on the remaining workforce.

20. Some stakeholders observed that Eke Panuku lacks the necessary political support and awareness, causing it to be undervalued within the broader council family and not able to do its job as effectively.

21. Over the last few years, we have seen a significant shift in feedback on Eke Panuku leadership. Where stakeholders frequently mention a lack of leadership in past surveys, more recent results show leadership as one of our strong points.

22. Feedback received through the interviews is summarised below in several key themes based on Kantar's research:

<p>Stretched resources and a broad remit</p>	<p>Stakeholders are aware that Eke Panuku has faced significant budget reductions and are sympathetic of the challenges this creates within the organization. Stakeholders talk about people and resources being stretched thin, and there is concern of how this will impact projects already underway.</p> <p>Many stakeholders believe that Eke Panuku has borne the brunt of recent budget cuts. This raises some concerns about the pace and quality of future development in Tāmaki Makaurau. Most believe that this will slow development of the region.</p>
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	<p>Stakeholders talk about staff at Eke Panuku seeming to be too stretched across multiple projects, potentially impacting their ability to connect with communities in a meaningful way.</p> <p>Stakeholders feel that they are experiencing the repercussions of this. Many speak highly of Eke Panuku staff, but believe the staff don't have enough time to be as effective as they could be in their roles. Some talk about a perceived disconnect from key staff members.</p> <p>Many developers, who feel they have built a trusting relationship with Eke Panuku do not see the lack of engagement as an issue, particularly if Eke Panuku gives them authority to make important decisions.</p>
<p>A perceived lack of Council support</p>	<p>Stakeholders perceive that Eke Panuku lacks the necessary political support and awareness, causing it to be undervalued within the broader council family and not able to do its job as effectively.</p> <p>This can lead to slower responses to requests from Eke Panuku from other CCOs.</p> <p>Nonetheless, most stakeholders recognise the crucial role of Eke Panuku in urban regeneration and placemaking, believing that Auckland would be worse off without the organisation.</p> <p>It is considered that the Eke Panuku team demonstrates exceptional knowledge and talent and deserves support.</p>
<p>Visionary not localised</p>	<p>Eke Panuku has established a reputation for its visionary approach to development. Designs are often aspirational and award-winning.</p> <p>Eke Panuku is perceived to prioritise the interests of the people. This commitment to quality often stands in contrast to certain private developers who prioritise profit maximization compromising the overall experience and community benefits.</p> <p>There are stakeholders who feel that if prime sites are managed by Eke Panuku then a high-quality will result, such as Wynyard Quarter, will be achieved.</p> <p>There are concerns however that Eke Panuku, as a centralised organisation with a huge workload, may become somewhat detached from the communities it serves.</p> <p>This possible detachment raises concerns that it could be reflected in the resulting development: that it is visionary and beautiful but not necessarily reflective of the people who inhabit the space. Local stakeholders believe that more input from local people is needed.</p>
<p>A variety of housing options</p>	<p>Local area stakeholders talk about the need to create affordable housing for lower income families who live in the area. They are concerned that new housing developments will push people out of the area due to unaffordability.</p>

	<p>Local stakeholders also suggest creating free spaces for local organisations within business districts – some suggestions including art galleries and spaces for other non-profit community groups.</p>
<p>A relatively unknown brand</p>	<p>There is a concern about the limited understanding of Eke Panuku's role. Some question if Eke Panuku could do more to connect more directly with residents and some believe that this is why, in part, Eke Panuku faces difficulties in gaining public support for its development initiatives.</p> <p>There is a sense that Eke Panuku is predominately reactive and only talks about itself when it needs to, and that more could be done to talk to the public about the positive work it is doing.</p> <p>Some stakeholders believe that if both the council and the public were informed about the significant revenue generated by Eke Panuku and the importance of its work, the organisation could potentially gain more support and influence.</p>
<p>Some priorities need redefining</p>	<p>Stakeholders believe strongly that Eke Panuku provides a skilled and professional urban regeneration and placemaking resource for the city.</p> <p>It is seen to be tasked with a broad range of responsibilities and formidable challenges.</p> <p>They believe that the impact of budget cuts will exacerbate already challenging conditions, which may restrict Eke Panuku's ability to finish projects on time.</p> <p>Most stakeholders believe this warrants a need to rethink, refocus, and reprioritise strategies, in line with current budget realities.</p>
<p>Governance Framework Review – Anticipated surge in workload</p>	<p>Some Local Board members and Central Council staff express concerns regarding Eke Panuku's readiness for the increased workload anticipated from the Governance Framework Review.</p> <p>With Local Boards being granted decision-making authority over local assets, there is a perceived potential lack of expertise within other parts of Council including Local Boards, particularly in optimisation strategies such as reinvesting in underperforming assets to create better facilities for local communities.</p> <p>Consequently, there will be an expectation for Eke Panuku to provide the necessary expertise, but the organisation currently lacks the resources to fulfil this role.</p> <p>There are some indications that Local Boards could be required to pay for this or at least a model could be developed whereby Eke Panuku can take a percentage of proceeds generated from asset sales.</p>

August 2023

Next steps

23. These results are being shared across the organisation for each department to address areas where the feedback needs to be addressed.

Ngā tāpirihanga | Attachments

No attachments

Information paper: Thriving Town Centres - Outcomes Monitoring Baseline Report

Authors: Brenna Waghorn, GM Strategy and Planning; Naomi Craymer, Principal Strategic Advisor

August 2023

Whakarāpopototanga matua | Executive summary

1. Monitoring at Eke Panuku occurs at three main levels:
 - Outcomes - looks at changes to town centres over time
 - Benefits - focuses on realising benefits identified in programme business cases
 - Business - drives business performance and accountability through Long-term Plan and Statement of Intent measures.
2. This item (Attachment 1) outlines an approach to town centre outcomes monitoring. This is aligned with Auckland Plan outcomes and Thriving Town Centres guidance principles. The purpose of the Thriving Town Centres outcomes monitoring baseline report is to:
 - Track change in our town centres
 - Collate information to help communicate trends in our town centres
3. This information is being brought together for the first time across our town centre locations. It is intended to support urban regeneration programmes that attract further interest and investment in our locations.
4. The report covers the timeframe since Eke Panuku was established in late 2015. It includes ten town centre locations across Tāmaki Makaurau Auckland. These are locations that have more advanced urban regeneration programmes. The report takes a dashboard reporting approach, consistent with quarterly board reporting and best-practice within the council group and elsewhere e.g. Australia.
5. As a baseline report, the focus has been on measures that have co-ordinated data sets and sources available. This reflects the nature and scale of Eke Panuku activity as well as the resource and funding available to complete this work. Future iterations of the report will be able to build on the baseline measures and information provided, and provide a basis for comparison.
6. The report establishes a baseline for future assessment and tracking change in town centres. This will be reviewed to ensure the measures remain relevant and able to be reported on, consistent with Eke Panuku wider performance monitoring approach. It is intended to be updated on a 3-yearly basis or when data is available.

August 2023

Matapaki | Discussion

Ngā tāpirihanga | Attachments

Attachment A - Thriving Town Centres - Eke Panuku Outcomes Monitoring Baseline Report

TRACKING OUR SUCCESS TOWARDS

Thriving Town Centres

Eke Panuku Outcomes Monitoring Report
Baseline Report
June 2023

eke

panuku





What's *inside*

01

OVERVIEW

02

OUTCOMES AND
MEASURES



03

REGIONAL
CONTEXT

04

SUMMARY

05

DASHBOARDS

- North Northcote
- Takapuna
- Central Waterfront
- West Avondale
- Henderson
- Isthmus Onehunga
- Panmure
- South Manukau
- Papatōetoe
- Pukekohe

06

DATA SOURCES





Eke Panuku Development Auckland is the urban regeneration agency for Auckland Council. We lead urban regeneration programmes in selected town centres across Tāmaki Makaurau Auckland and we manage a significant property portfolio.

Tracking change in our town centres

The focus of this report is to:

- Track change in our town centres
- Collate information to help communicate trends in our town centres

We hope that by bringing this information together across our town centre locations, for the first time in this baseline report, this will help to attract further interest and investment in our locations to support urban regeneration.

Monitoring and evaluation are important so that we know whether the approaches and levers we are using in each location are working effectively or if changes to our

approach are needed. We regularly assess and update our approach within each priority location to reflect any changes in the market and regulatory environment that may impact the phasing and feasibility of initiatives. This baseline outcomes monitoring report forms part of Eke Panuku's overall performance monitoring which also includes our benefits realisation framework and business performance monitoring through Statement of Intent targets.

This report establishes a baseline for future assessment and tracking change in town centres. It supports implementation of the Auckland Plan 2050 by monitoring changes in town centres over time, closely aligned with Auckland Plan outcomes. It will also help inform any future refresh of Eke Panuku urban regeneration programmes.

Our vision is creating amazing places

As Auckland Council's agency responsible for urban regeneration in identified brownfield locations, Eke Panuku has a significant role to help implement the

Auckland Plan. This monitoring report is aligned with and contributes to the six outcomes set out in the Auckland Plan. 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.

Scope - locations

This report covers the following ten Eke Panuku town centre locations which have more advanced programmes since our establishment in 2015:

- North - Northcote, Takapuna
- Central - Waterfront
- West - Avondale, Henderson
- Isthmus - Onehunga, Panmure
- South - Manukau, Papatoetoe, Pukekohe

It covers the timeframe 2016 to 2022 (30 June 2022 financial year end).

Eke Panuku was established at the end of 2015. Urban regeneration programmes were prepared and endorsed by council through high-level project plans over 2016-2018 to support implementation. Further analysis and design detail has been undertaken through masterplanning and programme business cases. These form the platform for investment and project delivery in Eke Panuku town centre locations.

Implementation of the city centre masterplan and how this will be monitored will be covered in the City Centre Action Plan, aligned with the thriving town centre monitoring approach. Beyond the town centres captured in this report, Eke Panuku also works in locations around Maungawhau CRL station, along the Eastern Busway and with local boards to optimise their community facilities. This activity also supports Auckland Plan outcomes including housing choices, good design and density integrated with transport investments.

Methodology

This report provides a mix of qualitative narrative and quantitative data measures to provide information under each of the outcomes.

A standard set of measures have been identified to apply across programme locations. The main data sources for monitoring against these measures are:

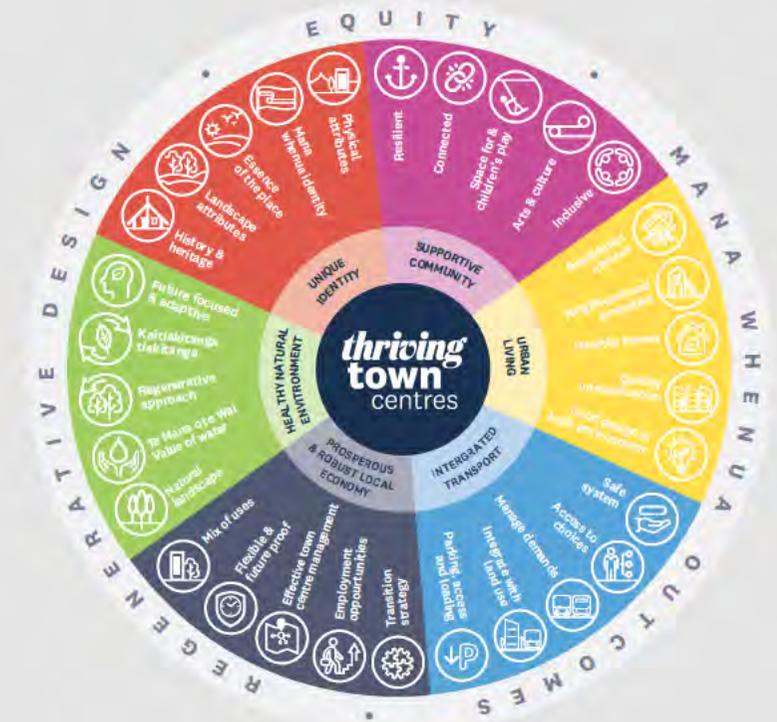
- Census data – to measure wider demographic, population and spatial trends.
- Consumer and market research – Eke Panuku has commissioned specialist agency Kantar to provide market and stakeholder insights to provide a credible, independent data source.

- Eke Panuku reporting – under our benefits realisation framework and benefits library which tracks measures directly attributable to Eke Panuku activity. There is also our business reporting used to track agreed statement of intent (SOI) measures.
- Marketview data – an independent specialist data source that tracks eftpos payment spending data within specified locations.

Thriving town centres

At Eke Panuku we are passionate about creating thriving town centres where people, communities and businesses can flourish. Through collaboration and engagement, our thriving town centres guidance identifies six principles which are the strategic outcomes that support successful town centres. These provide the framework for our outcomes monitoring work:

- Urban living
- Integrated transport
- Healthy natural environment
- Prosperous and robust local economy
- Supportive community
- Unique identity



02

OUTCOMES AND MEASURES

The measures set out in this monitoring report contribute to more than one Auckland Plan and Thriving Town Centres strategic outcome, reflecting the integrated nature of the work we do in urban centres.

Auckland Plan Outcomes	 Homes and Places	 Transport and Access	 Environmental and Cultural Heritage	 Opportunity and Prosperity	 Māori Identity and Wellbeing	 Belonging and Participation
Thriving Town Centre Outcomes	 Urban living – residential choices and quality urban development	 Integrated transport	 Healthy natural environment	 Prosperous and robust local economy	 Unique Identity	 Supportive community
What this outcome means	<p>More people living in and around the town centre – with more housing choices including social, affordable, market sustainable homes. The town centre accommodates future growth and offers a range of urban living options, supporting individual, whanau and community wellbeing.</p> <p>Population and dwelling numbers Consent numbers Eke Panuku facilitated sustainable homes</p>	<p>By living closer to a town centre more people have a range of transport choices to access their daily needs. Children are able to walk, cycle or scooter safely to school. There is less need to drive helping to reduce climate emissions and supporting a low carbon future.</p> <p>Accessibility PT usage – boardings at the major bus or rail station Walking and cycling new connections</p>	<p>Transition to a low carbon, greener city with less pollution, less waste and more efficient use of energy. Green spaces and streams are enhanced, improving amenity and resilience, whilst also reducing flood risk.</p> <p>Public realm projects delivered Projects delivered (list) Greenstar and Homestar developments facilitated by Eke Panuku</p>	<p>More people working and visiting a town centre, with more job opportunities adding to its vibrancy, safety and viability. Increased number of entrepreneurs and businesses choosing to locate in the town centre, greater levels of investment.</p> <p>Employment numbers Catchment spend data Eke Panuku facilitated GFA</p>	<p>Place led design reflects the town centre character including mana whenua history and narratives of a place.</p> <p>Partnership with mana whenua and Māori outcomes.</p> <p>The diverse community is celebrated and included through placemaking.</p> <p>Number of initiatives that support Māori outcomes e.g. Māori design, Te Reo naming</p>	<p>Local communities engage with local projects and urban change to increase participation and sense of belonging. People feel a strong relationship and commitment to their local place. Through placemaking we gain input and grow ownership and engagement to support the urban regeneration objectives.</p> <p>Market research programme support (elements) Market research satisfaction (town centre elements) Placemaking initiatives</p>

03

REGIONAL CONTEXT



There have been several trends experienced at the regional level since Eke Panuku was formed in late 2015. These include changes in Auckland's population, employment, economy and housing. The impacts of COVID-19 during 2020-2023 have been significant and have been felt unevenly across Auckland resulting in differences at the local level. Some locations have recovered faster than others from these economic and social shifts.

Population

- Auckland's total population in 2013 was 1,493,200 versus 1,704,100 in 2021 growing 14.1% over the period. In 2022, Auckland's total population was 1,695,200 down 0.5%.
- Since 1996 annual population growth in Auckland reached a high of 3.3%pa in 2003 and a low of -0.6% per annum in 2021.

¹Infometrics website

²Infometrics website

³Marketview data

⁴Auckland Council consent data, Infometrics website

⁵Auckland Council consent data, REINZ data, infometrics website

Employment

- An average of 784,434 people living in Auckland were employed in the year to June 2022, up from 684,781 in June 2016. An increase of 99,653 jobs. Employment for residents living in Auckland was up 3.1% for the year to June 2022, compared with 2.4% in June 2016.
- The annual average unemployment rate in Auckland was 3.3% in the year to June 2022, down from 3.5% in the previous 12 months, and 5.4% in June 2016. Over ten years the average unemployment rate in Auckland reached a peak of 6.2% in March 2014².

Economy

- GDP in Auckland was provisionally up 1.0% for the year to June 2022, compared with a year earlier. Compared with 5.1% for the year to June 2016. Annual GDP growth in Auckland peaked at 5.4% in the year to December 2021.
- Growth in consumer spending fell from 4.0% per annum in 2016 to -3.7% in 2022, caused by

the delayed effects of COVID-19 and the slowing economy³.

- The value of consents in Auckland increased by 7.7% over the year to March 2023, compared to a year earlier. Construction made the largest contribution to employment growth in Auckland between 2021 and 2022 with the industry adding 6,072 jobs⁴.

Housing

- A total of 21,609 new residential building consents were issued in Auckland in the year to June 2022, versus 9,464 in the year to June 2016, a 124% increase. The 10-year average residential consents for per Quarter is 3,063. The year to March 2023 saw a 5.4% fall in residential consents issued.
- Expenditure on housing is a major component of household spending. The median house value in Auckland was \$1,156,000 in June 2022, higher than the national median (including Auckland) of \$850,000.

04

SUMMARY



The dashboards follow the principles of the Thriving Town Centre guidance, consistent with the location order set out in the Statement of Intent.

Urban living

The population has increased in all locations, 2013-2021. The greatest increases are in Manukau (38%), Pukekohe (21%), Papatoetoe (18%) and Panmure (17%). The smallest increase was in the waterfront, due to the low base (1%).

A large number of new homes have been consented across the region. In all locations the majority (well over 50%) of new homes consented are attached housing typologies, such as apartments, terraces or town houses. The exception is Pukekohe 39%. However, satisfaction with the affordability and supply of housing is generally low, ranging from 12% at the waterfront to 23% in Manukau and 25% in Pukekohe. After the waterfront satisfaction is lowest in the North Shore, Northcote 16% and Takapuna 14%.

All Eke Panuku facilitated homes are warm, dry and efficient homes meeting Homestar 6 or 7 sustainable building standards.

Median house prices across our locations have increased 2016-2021, then decreased, consistent with the wider region.

Prosperous and robust local economy

Employment growth has varied considerably across our locations 2013-2021, with the highest growth in employees being in Northcote (46%), Papatoetoe (33%), Pukekohe (23%), Avondale (21%) and Manukau (20%). The number of employees has decreased in Henderson, down 3%, and has declined significantly in Panmure, down 20%.

Economic activity in terms of catchment spend 2016-2022 has trended upwards in Manukau, Papatoetoe (33%), Avondale and Henderson. It has remained fairly constant in Pukekohe and Panmure and declined in Northcote, down 46%, and Takapuna. Some locations have bounded back to exceed pre-COVID levels.

Integrated transport

Public transport usage is also consistent with the wider region, peaking in 2019 then falling due to COVID-19 pandemic. Satisfaction with access to and the quality of public transport is highest at the waterfront (58%), Manukau (56%) and Panmure (61%). However, Panmure station will be closed until January 2024 for Stage 2 of the Rail Network Rebuild. For all other locations satisfaction is less than 50%.

The ease of walking and cycling also varies with the highest level of satisfaction at the waterfront, followed by Takapuna and Pukekohe. Lowest satisfaction levels in Avondale, Henderson and Papatoetoe.

Supportive community

Satisfaction with quality-of-life ranges from 28% to 74%. A high level of satisfaction is reported in Pukekohe and Takapuna, followed by Onehunga, Manukau and the waterfront. A low level of satisfaction with quality-of-life is reported in Panmure, Northcote and Papatoetoe.



Similarly, satisfaction with a sense of community also varies, 25% to 64%. A high level is reported in Pukekohe, Onehunga and Manukau with the lowest levels in Northcote and Henderson.

Unique identity and healthy natural environment

Support for Eke Panuku urban regeneration programmes is strong. An average of 59% of respondents support Eke Panuku programmes and this ranges from 49% to 66% across the locations.

Public realm improvements have been made across most of the programmes to support opportunities to attract additional investment as well as human-scale interaction and exchange. A broad range of initiatives with mana whenua partners, including environmental restoration at Te Ara Awataha, Northcote and Te Puhinui, Manukau, design, te reo, artwork and sustainable procurement have been implemented in town centres.

Measured by local board area, tree canopy cover varies from good levels in Kaipatiki and Franklin, medium levels in Henderson-Massey and Whau, and lowest levels in

Mangere, Otara-Papatoetoe, Maungakiekie-Tamaki, the City Centre and Pukekohe town centre.

Next steps

This report establishes a baseline for future assessment and tracking change in Eke Panuku priority development locations. A practical, lower-cost approach has been taken to create this first report by utilising existing data sets. This represents data that is already being co-ordinated and reported on within council's Research Investigations Monitoring & Evaluation Unit (RIMU) and Eke Panuku business units (strategy and planning, programme management office, community and stakeholder relations).

This report is intended to be updated on a 3-yearly basis or when data is available. Measures that are based on census data or information will be monitored every five years following the census. This baseline report will be reviewed to ensure the measures remain relevant and able to be reported on, consistent with Eke Panuku's wider performance monitoring approach.



05

DASHBOARDS

North

Northcote

Takapuna

Central

Waterfront

West

Avondale

Henderson

Isthmus

Onehunga

Panmure

South

Manukau

Papatoetoe

Pukekohe



Northcote Thriving Town Centres Dashboard



Thriving Town Centre	Vibrancy of Town Centre 21% satisfaction from visitors and residents, 2021.	Sense of safety No data for Northcote. 85% Kaipātiki residents feel safe in their city centre during the day, declining to 45% after dark, 2022	Population Residential population has increased by 6% from 18830 residents in 2013 to 19940 residents in 2021.
	Supportive community 29% Northcote residents satisfied, 2021.	Sense of community 25% Northcote residents satisfied, 2021. 47% Auckland residents agree to feeling a sense of community in their neighbourhood, 2022 Northcote placemaking is centred around Te Ara Awataha greenway and the Northcote Town Centre. It includes the Zero Waste hub.	Support for urban regeneration programme 59% support, 2021. 67% support for town centre regeneration, top rated project.
Urban living	New sustainable homes Since 2016 there have been 1430 dwelling units consented. Eke Panuku delivery of new sustainable homes scheduled for later years.	Affordability Median house sale price in Northcote in 2016 was \$1,008,800 increasing to \$1,308,000 in 2021 and decreasing slightly to \$1,300,000 so far in 2022. Auckland wide median house sale price 2016 was \$819,000 increasing to \$1,181,194 in 2021 16% residents and visitors are satisfied with the affordability and supply of housing, 2021.	Density Shift towards a higher proportion of attached style of homes. 93% of dwellings consented were attached typology – apartments, townhouses, flats or terraces, 2021.
Integrated transport	Accessibility Increase in residential population within 500m of Rapid Transit Network (RTN) and any changes to RTN that extend catchment. Eke Panuku will look to measure accessibility in the next version of this report.	Public transport use 240,932 suburb bus boardings, 2022. Down from a peak of 607,149 in 2019, an impact of the COVID-19 pandemic. 39% residents and visitors satisfied with access to and quality of public transport, 2021.	Walking and cycling 39% residents and visitors satisfied ease of walking and cycling, 2021. 4656 weekday pedestrian movements, 7596 pedestrian movements Saturday, Greenway Link, 2018
Prosperous and robust local economy	Employment opportunities Number of employees has increased by 46% from 4865 employees in 2013 to 7100 in 2021.	Commercial floorspace Eke Panuku has not facilitated any new retail and commercial gross floor area (GFA). Delivery scheduled for later years.	Economic activity Catchment spend has declined over 2016 to 2022 period, the # of retail transactions has also trended downwards impacted by COVID-19 with transaction value remaining fairly static.
Unique Identity and healthy natural environment	Quality of public realm Eke Panuku has facilitated 3478m2 public realm improvements since 2019 (Te Ara Awataha Stage 1). 31% residents and visitors satisfied quality of public space.	Canopy cover – tree planting Kaipatiki Local Board area has good levels of canopy cover in Tāmaki Makaurau at 30.3%. Eke Panuku will begin measuring its contribution to and protection of canopy cover as a new benefit measure in 2023.	Māori Initiatives 11 initiatives FY 2018/19-2021/22 including design, te reo naming, placemaking, environmental restoration, engagement.

Thriving Town Centre	Vibrancy of Town Centre 41% satisfaction from visitors and residents, 2021	Sense of safety No data for Takapuna. 88% Devonport-Takapuna residents feel safe in their city centre during the day, declining to 41% after dark, 2022	Population ↑ Residential population has increased by 12% from 8150 residents in 2013 to 9140 residents in 2021.
	Supportive community	Quality of life 63% Takapuna residents satisfied, 2021.	Sense of community 43% Takapuna residents satisfied, 2021. 47% Auckland residents agree to feeling a sense of community in their neighbourhood, 2022
Urban living	↑ New sustainable homes Since 2016 there have been 724 dwelling units consented. Eke Panuku delivery of new sustainable homes in Takapuna scheduled for later years.	Affordability Median house sale price in Northcote in 2016 was \$1,008,800 increasing to \$1,308,000 in 2021 and decreasing slightly to \$1,300,000 so far in 2022. Auckland wide median house sale price 2016 was \$819,000 increasing to \$1,181,194 in 2021 14% residents and visitors are satisfied with the affordability and supply of housing, 2021.	Density A mix of typologies with some shift towards a higher proportion of attached style of homes. 87% of dwellings consented were attached typology – apartments, townhouses, flats or terraces, 2021, however this was reversed in 2022 with a higher % of standalone homes consented.
Integrated transport	Accessibility Increase in residential population within 500m of Rapid Transit Network (RTN) and any changes to RTN that extend catchment. Eke Panuku will look to measure accessibility in the next version of this report.	↓ Public transport use 533,992 suburb bus boardings, 2022. Down from a peak of 1,271,030 in 2019, an impact of the COVID-19 pandemic. 49% residents and visitors satisfied with access to and quality of public transport, 2021.	Walking and cycling 54% residents and visitors satisfied ease of walking and cycling, 2021. Increase in safe connections.
Prosperous and robust local economy	↑ Employment opportunities Number of employees has increased by 17% from 18120 employees in 2013 to 21260 in 2021.	Commercial floorspace Eke Panuku has not facilitated any new retail and commercial gross floor area (GFA). Delivery scheduled for later years and will be captured in the benefits library for future reporting.	↓ Economic activity Catchment spend in the Takapuna catchment over 2016 – 2022 period have declined significantly since 2019, the # of retail transactions have also trended downwards impacted by COVID-19 and other economic conditions. Transaction values have remained fairly static.
Unique Identity and healthy natural environment	Quality of public realm Eke Panuku delivery of public realm improvements is under construction, Waiwharariki Anzac Square, and will be captured in future reporting. 50% residents and visitors satisfied quality of public space.	Canopy cover – tree planting Kaipatiki Local Board area has good levels of canopy cover in Tāmaki Makaurau at 30.3%. Eke Panuku will begin measuring its contribution to and protection of canopy cover as a new benefit measure in 2023.	Māori Initiatives Ongoing mana whenua input on various projects in the delivery and planning stage.

Thriving Town Centre	Vibrancy of Town Centre 66% satisfaction from residents and visitors.	Sense of safety 70% satisfaction with personal safety at Westhaven Marina. No data for Waterfront location. 72% of Waitematā residents feel safe in their city centre during the day, declining to 31% after dark, 2022	Population  The residential population of Wynyard-Viaduct has increased by approx. 1% since 2013 from 1,008 residents in 2013 to an estimated population of 1,190 in 2022.
Supportive community	Quality of life 53% satisfaction with the quality of life.	Sense of community 40% satisfaction with a sense of community 47% Auckland residents agree to feeling a sense of community in their neighbourhood, 2022 Wynyard Quarter place programme connects people to place through stories, creativity and cultural expression. He Pia He Tauira and Matariki programmes allow for meaningful mana whenua partnerships. Opportunities for self-led place activations that encourages community growth and discovery. We also support active place management in the quarter including event and film facilitation.	Support for urban regeneration programme 66% support of Waterfront development 58% satisfaction with Eke Panuku in the location.
Urban living	New sustainable homes Since 2015 there have been 385 dwelling units consented at the Waterfront.  Eke Panuku has facilitated 314 sustainable dwelling units since 2016.	Affordability The median house sale price of the Waterfront was \$500,000 in 2019 increasing to \$545,000 in 2021 and decreasing to \$440,000 in 2022. Auckland-wide median house sale price in 2016 was \$819,000 increasing to \$1,181,194 in 2021. Generally, waterfront properties track well above the Auckland median, whereas city centre properties track well below. 12% satisfaction with affordability and supply of housing.	Density Transform Waterfront is primarily to facilitate more high-density residential choices. 100% of the dwellings consented were apartment typologies.
Integrated transport	Accessibility Increase in residential population within 500m of Rapid Transit Network (RTN) and any changes to RTN that extend catchment. Eke Panuku will look to measure the accessibility in the next version of this report.	Public transport use  695,700 suburb bus boardings, 2022. Down from a peak of 1,653,284 in 2019, an impact of the COVID-19 pandemic and the shift to working from home. ¹ 58% satisfaction with access to/quality of public transport.	Walking and cycling  Eke Panuku has facilitated the increase of 1600m of cycleway/ shared user path and has made 7614 m2 of streetscape & laneway improvements. 74% satisfaction with walking and cycling from residents and visitors.
Prosperous and robust local economy	Employment opportunities  Jobs at Wynyard-Viaduct have increased by 4.28% since 2016 from 110,600 jobs to 115,550 jobs in 2021. 38% satisfaction with access to job opportunities.	Commercial floorspace  Eke Panuku has facilitated 11,465m2 of retail and commercial gross floor area (GFA) since 2016.	Economic activity  Catchment spend in Wynyard Quarter has declined significantly as a result of Covid-19 together with a decline in the # and value of transactions. Catchment spend did bounce back in 2021 before declining in 2022. \$62.91m Eke Panuku facilitated property sales receipts in waterfront from 2015.
Unique Identity and healthy natural environment	 Quality of public realm Eke Panuku has facilitated the delivery of 54,199m2 public realm upgrades/ improvements/ renewals as part of Transform Waterfront. 71% satisfaction with the quality of public space.	Canopy cover – tree planting Auckland City Central area has 10.1% tree canopy cover. Westhaven area has 21.7% tree canopy cover. Eke Panuku will begin measuring its contribution to and protection of canopy cover as a new benefit measure in 2023.	Māori Initiatives h Eke Panuku in the location There are 30 significant Māori initiatives reported between 2020-2022 as part of the Transform Waterfront programme. This has included design, art, te reo naming, supplier employment, placemaking, commercial opportunities, and engagement.

¹Wynyard Quarter not defined as a suburb in the system so using bus stops of Wynyard Quarter, Wynard Quarter, Madden Street, Daldy Street/Gaunt Street, Daldy Street, Fanshawe Street and Fanshawe Street/Victoria Park

CITY CENTRE

Eke Panuku is the lead agency for urban regeneration in the city centre. Monitoring of the city centre masterplan is undertaken separately. City Centre monitoring will be communicated through the City Centre Action Plan, aligned with our Thriving Town Centre dashboard monitoring approach.

Avondale Thriving Town Centres Dashboard



Thriving Town Centre	Vibrancy of Town Centre 22% satisfaction from visitors and residents, 2021.	Sense of safety No data for Avondale. 80% Whau residents feel safe in their city centre during the day, declining to 32% after dark, 2022	Population  Residential population has increased by 13% from 11000 residents in 2013 to 12470 residents in 2021.
Supportive community	Quality of life 33% Avondale residents satisfied, 2021.	Sense of community 35% Avondale residents satisfied, 2021. 47% Auckland residents agree to feeling a sense of community in their neighbourhood, 2022 Our collaboration with Crescendo, Bike Avondale, Unitec and Avondale Collaboration group are examples of our trust and relationship-based approach.	Support for urban regeneration programme 63% support, 2021. 69% support for town square, top rated project.
Urban living	New sustainable homes  Since 2016 there have been 870 dwelling units consented. Eke Panuku has facilitated 201 new sustainable homes in Avondale since 2019.	Affordability Median house sale price in Avondale in 2016 was \$737,094 increasing to \$1,117,000 in 2021 and decreasing to \$1,115,000 so far in 2022 Auckland wide median house sale price 2016 was \$819,000 increasing to \$1,181,194 in 2021 21% residents and visitors are satisfied with the affordability and supply of housing, 2021.	Density Shift towards a higher proportion of attached style of homes. 98% of dwellings consented were attached typology – apartments, townhouses, flats or terraces, 2021.
Integrated transport	Accessibility Increase in residential population within 500m of Rapid Transit Network (RTN) and any changes to RTN that extend catchment. Eke Panuku will look to measure accessibility in the next version of this report.	Public transport use 485,153 train and bus boardings, 2022. Down from a peak of over 1,124,686 in 2019, an impact of the COVID-19 pandemic. 45% residents and visitors satisfied with access to and quality of public transport, 2021.	Walking and cycling 35% residents and visitors satisfied ease of walking and cycling, 2021. Increase in safe connections - Eke Panuku projects include Crayford Street upgrade.
Prosperous and robust local economy	Employment opportunities  Number of employees has increased by 21% from 1530 employees in 2013 to 1850 in 2021. Peak of 1920 in 2017.	Commercial floorspace Eke Panuku has not facilitated any new retail and commercial gross floor area (GFA). Analysis indicates an oversupply of current GFA in the town centre ² .	Economic activity  Catchment spend in Avondale has trended upwards over 2016 to 2022 period, in terms of value; # of retail transactions has remained fairly consistent with a small dip over 2020 impacted by Covid-19. \$47.85m Eke Panuku facilitated property sales in Avondale since 2015.
Unique Identity and healthy natural environment	Quality of public realm  Eke Panuku has facilitated 5260m sq public realm improvements since 2019. 26% residents and visitors satisfied quality of public space.	Canopy cover - tree planting Whau Local Board area has medium to low levels of canopy cover in Tāmaki Makaurau at 17%. Eke Panuku will begin measuring its contribution to and protection of canopy cover as a new benefit measure in 2023.	Māori Initiatives Key initiatives include design input, Crayford Street upgrade, community centre, commercial opportunity

² Property Economics (2019) Avondale Town Centre Economic Assessment

<p>Thriving Town Centre</p>	<p>Vibrancy of Town Centre</p> <p>26% satisfaction from visitors and residents, 2021.</p>	<p>Sense of safety</p> <p>No data for Henderson.</p> <p>84% Henderson-Massey residents feel safe in their city centre during the day, declining to 36% after dark, 2022</p>	<p>Population</p> <p>↑ Residential population has increased by 12% from 14300 residents in 2013 to 16260 in 2021.</p>
<p>Supportive community</p>	<p>Quality of life</p> <p>37% Henderson residents satisfied, 2021.</p>	<p>Sense of community</p> <p>28% Henderson residents satisfied, 2021.</p> <p>47% Auckland residents agree to feeling a sense of community in their neighbourhood, 2022.</p> <p>Our placemaking activation includes the Falls car park with the Te Puna Market, collaboration with The Bike Hub, Kakano Rangatahi, Kakano Youth Art Collective, Te Puna Market Collective.</p>	<p>Support for urban regeneration programme</p> <p>60% support, 2021.</p> <p>72% support for Te Puna market, top rated project.</p>
<p>Urban living</p>	<p>New sustainable homes</p> <p>Since 2016 there have been 1227 dwelling units consented.</p> <p>↑ Eke Panuku has facilitated 30 new sustainable homes in Henderson since 2019.</p>	<p>Affordability</p> <p>Median house sale price in Manukau in 2016 was \$690,000 increasing to \$940,000 in 2021 and increasing to \$985,000 so far in 2022.</p> <p>Auckland wide median house sale price 2016 was \$819,000 increasing to \$1,181,194 in 2021.</p> <p>21% residents and visitors are satisfied with the affordability and supply of housing, 2021.</p>	<p>Density</p> <p>Shift towards a higher proportion of attached style of homes. 92% of dwellings consented were attached typology – apartments, townhouses, flats or terraces, 2021.</p>
<p>Integrated transport</p>	<p>Accessibility</p> <p>Increase in residential population within 500m of Rapid Transit Network (RTN) and any changes to RTN that extend catchment. Eke Panuku will look to measure accessibility in the next version of this report.</p>	<p>Public transport use</p> <p>↓ 1,278,889 train and bus boardings, 2022. Down from a peak of over 2.6 million, 2019, an impact of the COVID-19 pandemic.</p> <p>47% residents and visitors satisfied with access to and quality of public transport, 2021.</p>	<p>Walking and cycling</p> <p>35% residents and visitors satisfied ease of walking and cycling, 2021.</p> <p>Increase in safe connections - Eke Panuku projects include Opanuku Link and Wai Horotiu (Oratia Link) upgrade.</p>
<p>Prosperous and robust local economy</p>	<p>Employment opportunities</p> <p>↑ Number of employees has increased by 3% from 9440 employees in 2013 to 9150 in 2021.</p>	<p>Commercial floorspace</p> <p>Eke Panuku has not facilitated any new retail and commercial gross floor area (GFA). Delivery scheduled for later years.</p>	<p>Economic activity</p> <p>↑ Catchment spend has trended upwards in Henderson from 2016 to 2022, dipping slightly in 2020 before recovering to pre-Covid-19 levels in 2022. The # of transactions has declined, although the value has bounced back in 2022 to exceed pre Covid-19 levels.</p> <p>\$10.8m Eke Panuku facilitated property sales in Henderson since 2015.</p>
<p>Unique Identity and healthy natural environment</p>	<p>Quality of public realm</p> <p>↑ Eke Panuku has facilitated 220m sq public realm improvements since 2019.</p> <p>33% residents and visitors satisfied quality of public space.</p>	<p>Canopy cover - tree planting</p> <p>Henderson-Massey Board area has medium levels of canopy cover in Tāmaki Makaurau at 15%.</p> <p>Eke Panuku will begin measuring its contribution to and protection of canopy cover as a new benefit measure in 2023.</p>	<p>Māori initiatives</p> <p>Ongoing mana whenua input on various projects in the delivery and planning stage.</p>

Onehunga Thriving Town Centres Dashboard



Thriving Town Centre	Vibrancy of Town Centre 37% satisfaction from visitors and residents, 2021.	Sense of safety No data from Onehunga. 76% Maungakiekie-Tāmaki residents feel safe in their city centre during the day, declining to 34% after dark, 2022	Population ↑ Residential population has increased by 9% from 18,010 residents in 2013 to 19,580 in 2021.
	Supportive community 52% Onehunga residents satisfied.	Sense of community 50% Onehunga residents satisfied, 2021. 47% Auckland residents agree to feeling a sense of community in their neighbourhood, 2022. The establishment of The 312 Hub and continuing support through mentorship and development is an example of our trust and relationship-based approach e.g. community activations, people weaver mural installation.	Support for urban regeneration programme 60% support, 2021. 68% support for Onehunga Wharf, top rated project.
Urban living	↑ New sustainable homes Since 2016 there have been 1,344 dwelling units consented. Eke Panuku has not facilitated any new sustainable homes in Onehunga since 2019.	Affordability Median house sale price in Onehunga in 2016 was \$868,000 increasing to \$1,200,000 in 2021 and decreasing to \$1,110,000 so far in 2022. Auckland wide median house sale price 2016 was \$819,000 increasing to \$1,181,194 in 2021. 21% residents and visitors are satisfied with the affordability and supply of housing, 2021.	Density Shift towards a higher proportion of attached style of homes. 95% of dwellings consented were attached typology – apartments, townhouses, flats or terraces, 2021.
Integrated transport	Accessibility Increase in residential population within 500m of Rapid Transit Network (RTN) and any changes to RTN that extend catchment. Eke Panuku will look to measure accessibility in the next version of this report.	↓ Public transport use 807,621 train and bus boardings, 2022. Down from a peak of over 1.7 million, 2019, an impact of the COVID-19 pandemic. 50% residents and visitors satisfied with access to and quality of public transport, 2021.	Walking and cycling 45% residents and visitors satisfied ease of walking and cycling, 2021 3774 weekday pedestrian movements, 4614 pedestrian movements Saturday, Onehunga Mall, 2017 Increase in safe connections - Eke Panuku projects include laneway connections.
Prosperous and robust local economy	↑ Employment opportunities Number of employees has increased by 11% from 10,700 employees in 2013 to 11,910 in 2021.	Commercial floorspace Eke Panuku has not facilitated any new retail and commercial gross floor area (GFA) since 2019.	Economic activity Catchment spend in Onehunga was increasing from 2016 before declining in 2020 due to the impacts of Covid-19. The # of transactions has followed a similar pattern, whilst the value of transactions has remained constant throughout 2016-2021 before increasing in 2022.
Unique Identity and healthy natural environment	Quality of public realm Eke Panuku has not facilitated any new public realm improvements since 2019. 33% residents and visitors satisfied quality of public space.	Canopy cover – tree planting Maungakiekie-Tāmaki Local Board area has some of the lowest levels of canopy cover in Tāmaki Makaurau at 12%. Eke Panuku will begin measuring its contribution to and protection of canopy cover as a new benefit measure in 2023.	Māori initiatives Key initiatives Take Mauri, Take Hone Onehunga Wharf and Ngā Atua Hou Lit Up / People Weaver Mural event to celebrate Matariki.

<p>Thriving Town Centre</p>	<p>Vibrancy of Town Centre</p> <p>21% satisfaction from visitors and residents, 2021.</p>	<p>Sense of safety</p> <p>80% of respondents to the 2022 public life survey felt safe in the Panmure town centre.</p> <p>76% Maungakiekie-Tāmaki residents feel safe in their city centre during the day, declining to 34% after dark, 2022</p>	<p>Population</p> <p> Residential population has increased by 17% from 7,212 residents in 2013 to 8,790 in 2021.</p>
<p>Supportive community</p>	<p>Quality of life</p> <p>28% Panmure residents satisfied.</p>	<p>Sense of community</p> <p>36% Panmure residents satisfied with the sense of community, 2021.</p> <p>47% Auckland residents agree to feeling a sense of community in their neighbourhood, 2022.</p> <p>Placemaking provides strong links throughout the Panmure Town Centre – both in the physical and social environment to spark interest and support activity e.g. outdoor dining, Making it Panmure (food photography), Twin Cultivation art & activation.</p>	<p>Support for urban regeneration programme</p> <p>59% support for the Unlock Panmure Programme, 2021.</p> <p>71% support for Upgraded Community facilities, top rated project.</p>
<p>Urban living</p>	<p>New sustainable homes</p> <p>Since 2016 there have been 646 dwelling units consented. Eke Panuku has not facilitated any new sustainable homes in Panmure since 2019.</p>	<p>Affordability</p> <p>Median house sale price in Panmure in 2016 was \$832,000 increasing to \$1,051,000 in 2021 and decreasing to \$862,500 in 2022.</p> <p>Auckland wide median house sale price 2016 was \$819,000 increasing to \$1,181,194 in 2021.</p> <p>18% residents and visitors are satisfied with the affordability and supply of housing, 2021.</p>	<p>Density</p> <p>Shift towards a higher proportion of attached style of homes. 99% of dwellings consented were attached typology – apartments, townhouses, flats or terraces, 2021.</p>
<p>Integrated transport</p>	<p>Accessibility</p> <p>Increase in residential population within 500m of Rapid Transit Network (RTN) and any changes to RTN that extend catchment. Eke Panuku will look to measure accessibility in the next version of this report.</p>	<p>Public transport use</p> <p> 1.3 million train and bus boardings, 2022. Down from a peak of over 3.1 million, 2019, an impact of the COVID-19 pandemic.</p> <p>61% residents and visitors satisfied with access to and quality of public transport, 2021.</p>	<p>Walking and cycling</p> <p>39% residents and visitors satisfied with the ease of walking and cycling, 2021</p> <p>1740 weekday pedestrian movements, 1458 pedestrian movements Saturday, Queens Road, 2022</p> <p>Increase in safe connections planned through Clifton Court Public Realm upgrade, Basin Edge improvements, and the streetscape refresh.</p>
<p>Prosperous and robust local economy</p>	<p>Employment opportunities</p> <p> Number of employees has decreased by 20% from 2,440 employees in 2013 to 1,940 in 2021.</p>	<p>Commercial floorspace</p> <p>Eke Panuku has not facilitated any new retail and commercial gross floor area (GFA) since 2019.</p>	<p>Economic activity</p> <p>Catchment spend in Panmure has remained fairly constant, with a slight decline in 2020 due to the impacts of Covid-19 before recovering in 2021. The # of transactions has followed a similar pattern, whilst the value of transactions was declining over time prior increasing in 2022.</p>
<p>Unique Identity and healthy natural environment</p>	<p>Quality of public realm</p> <p>Eke Panuku has facilitated one public realm improvements to Clifton Court since 2019.</p> <p>23% residents and visitors satisfied quality of public space.</p>	<p>Canopy cover – tree planting</p> <p>Maungakiekie-Tāmaki Local Board area has some of the lowest levels of canopy cover in Tāmaki Makaurau at 12%.</p> <p>Eke Panuku will begin measuring its contribution to and protection of canopy cover as a new benefit measure in 2023.</p>	<p>Māori initiatives</p> <p>Ongoing mana whenua input on various projects in the delivery and planning stage.</p>

Manukau Thriving Town Centres Dashboard



Thriving Town Centre	Vibrancy of Town Centre 46% satisfaction from visitors and residents, 2021.	Sense of safety 73% agree Manukau civic spaces are safe at night, 2022, up from 26% in 2017. 72% of Manurewa residents feel safe in their city centre during the day, declining to 29% after dark, 2022	Population ↑ Residential population has increased by 38% from 4600 residents in 2013 to 6360 in 2021.
Supportive community	Quality of life 52% Manukau residents satisfied.	Sense of community 49% Manukau residents satisfied, 2021. 47% Auckland residents agree to feeling a sense of community in their neighbourhood, 2022. Placemaking in Manukau includes the Manutahi community network model. A focus has been Te Whakaoranga o te Puhinui - the Puhinui regeneration strategy with activations and placemaking activities. We have supported the Matariki festival and work hard to ensure public spaces are loved and well used through activation and local trials.	Support for urban regeneration programme 61% support, 2021. 73% support for Puhinui Stream, top rated project .
Urban living	↑ New sustainable homes Since 2016 there have been 796 dwelling units consented. Eke Panuku has facilitated 266 new sustainable homes in Manukau since 2019.	Affordability Median house sale price in Manukau in 2016 was \$545,000 increasing to \$725,000 in 2021 and decreasing to \$689,500 in 2022. Auckland-wide median house sale price in 2016 was \$819,000 increasing to \$1,181,194 in 2021. 23% residents and visitors are satisfied with the affordability and supply of housing, 2021.	Density Shift towards a higher proportion of attached style of homes. 93% of dwellings consented were attached typology – apartments, townhouses, flats or terraces, 2021.
Integrated transport	Accessibility Increase in residential population within 500m of Rapid Transit Network (RTN) and any changes to RTN that extend catchment. Eke Panuku will look to measure the accessibility in the next version of this report.	↓ Public transport use 952,200 train and bus boardings, 2022. Down from a peak of over 2 million, 2019, an impact of the COVID-19 pandemic. 56% residents and visitors satisfied with access to and quality of public transport, 2021.	Walking and cycling 42% residents and visitors satisfied ease of walking and cycling, 2021 7788 weekday pedestrian movements, 7896 pedestrian movements Saturday, Amersham Way, 2017. Increase in safe connections - Eke Panuku projects include Wiri cycling connection and Barrowcliffe Bridge upgrade.
Prosperous and robust local economy	↑ Employment opportunities Number of employees has increased by 20% from 16060 employees in 2013 to 19220 in 2021.	↑ Commercial floorspace Eke Panuku has facilitated 9141m2 of retail and commercial gross floor area (GFA) since 2019.	↑ Economic activity Catchment spend in Manukau has trended upwards over 2016 to 2022 period, in terms of value, but # transactions has declined, impacted by Covid-19. \$113.92m Eke Panuku facilitated property sales in Manukau since 2015.
Unique Identity and healthy natural environment	↑ Quality of public realm Eke Panuku has facilitated 11854m2 of public realm improvements since 2019 45% residents and visitors satisfied quality of public space. 63% Aucklanders agree a sense of pride in local area, 2020.	Canopy cover – tree planting Manurewa and Otara-Papatoetoe local board areas have some of the lowest levels of canopy cover in Tāmaki Makaurau at 13% and 10% respectively. Eke Panuku will begin measuring its contribution to and protection of canopy cover as a new benefit measure in 2023.	Māori Initiatives h Eke Panuku in the location 31 initiatives FY 2018/19-2021/22 including design, art, te reo naming, supplier employment, placemaking, commercial opportunities, engagement.

<p>Thriving Town Centre</p>	<p>Vibrancy of Town Centre 27% satisfaction from visitors and residents, 2021.</p>	<p>Sense of safety No data for Old Papatoetoe. 76% of Otara-Papatoetoe residents feel safe in their city centre during the day, declining to 34% after dark, 2022</p>	<p>Population ↑ Residential population has increased by 18% from 14190 residents in 2013 to 17210 residents in 2021.</p>
<p>Supportive community</p>	<p>Quality of life 32% Old Papatoetoe residents satisfied, 2021.</p>	<p>Sense of community 33% Old Papatoetoe residents satisfied, 2021. 47% Auckland residents agree to feeling a sense of community in their neighbourhood, 2022 Placemaking activations include supporting the Old Papatoetoe Food Hub and Pacific Fashion Fusion Show since 2020/2021.</p>	<p>Support for urban regeneration programme 56% support, 2021 35% support for Masterplan</p>
<p>Urban living</p>	<p>New sustainable homes ↑ Since 2016 there have been 847 dwelling units consented. Eke Panuku has facilitated 8 new sustainable homes in Papatoetoe since 2019. More new sustainable homes are in the development pipeline.</p>	<p>Affordability Median house sale price in Old Papatoetoe in 2016 was \$650,000 increasing to \$850,000 in 2021 and decreasing to \$840,000 so far in 2022. Auckland wide median house sale price 2016 was \$819,000 increasing to \$1,181,194 in 2021 19% residents and visitors are satisfied with the affordability and supply of housing, 2021.</p>	<p>Density Shift towards a higher proportion of attached style of homes. 79% of dwellings consented were attached typology – apartments, townhouses, flats or terraces, 2021.</p>
<p>Integrated transport</p>	<p>Accessibility Increase in residential population within 500m of Rapid Transit Network (RTN) and any changes to RTN that extend catchment. Eke Panuku will look to measure accessibility in the next version of this report.</p>	<p>Public transport use 683,115 train and bus boardings, 2022. Down from a peak of over 1.89 million, 2019, an impact of the COVID-19 pandemic. ↓ 49% residents and visitors satisfied with access to and quality of public transport, 2021.</p>	<p>Walking and cycling 35% residents and visitors satisfied ease of walking and cycling, 2021. Increase in safe connections - Eke Panuku projects include Cambridge Terrace Extension, Chambers Laneway and Stadium Reserve upgrade.</p>
<p>Prosperous and robust local economy</p>	<p>Employment opportunities ↑ Number of employees has increased by 33% from 2700 employees in 2013 to 3590 in 2021.</p>	<p>Commercial floorspace Eke Panuku has facilitated new retail and commercial gross floor area (GFA) in the Papatoetoe Mall redevelopment before GFA data collected.</p>	<p>Economic activity ↑ Catchment spend has trended upwards over the 2016 to 2022 period, in terms of value, # of transactions and spend catalysed by the opening of the new supermarket in 2020. \$16.22m Eke Panuku facilitated property sales in Papatoetoe since 2014.</p>
<p>Unique Identity and healthy natural environment</p>	<p>Quality of public realm ↑ Eke Panuku has facilitated 800m2 public realm improvements since 2019. Papatoetoe mall redeveloped before data collected. 33% residents and visitors satisfied quality of public space.</p>	<p>Canopy cover – tree planting Otara-Papatoetoe Board area has low levels of canopy cover in Tāmaki Makaurau at 10%. Tree planting by Eke Panuku along the proposed Cambridge Extension, Stadium Reserve and in the car park by New World is planned. Eke Panuku will begin measuring its contribution to and protection of canopy cover as a new benefit measure in 2023.</p>	<p>Māori Initiatives Ongoing mana whenua input on various projects in the delivery and planning stage. Commercial development partnership with iwi confirmed.</p>

<p>Thriving Town Centre</p>	<p>Vibrancy of Town Centre</p> <p>55% satisfaction from visitors and residents, 2021 55% satisfaction from visitors and residents, 2021.</p>	<p>Sense of safety</p> <p>No data from Pukekohe. 80% Auckland residents feel safe in their city centre during the day, declining to 37% after dark, 2022.</p>	<p>Population</p> <p> Residential population has increased by 21% from 19,070 residents in 2013 to 23,060 in 2021.</p>
<p>Supportive community</p>	<p>Quality of life</p> <p>74% Pukekohe residents satisfied.</p>	<p>Sense of community</p> <p>Six Eke Panuku placemaking activations and events in Pukekohe over 2020-2021 64% Pukekohe residents satisfied, 2021. 47% Auckland residents agree to feeling a sense of community in their neighbourhood, 2022.</p>	<p>Support for urban regeneration programme</p> <p>49% support, 2021. 31% support for Innovating Street (ISFP).</p>
<p>Urban living</p>	<p>New sustainable homes</p> <p>Since 2016 there have been 1,305 dwelling units consented. Eke Panuku has not facilitated any new sustainable homes in Pukekohe.</p>	<p>Affordability</p> <p>Median house sale price in Pukekohe a in 2016 was \$601,000 increasing to \$882,000 in 2021 and decreasing to \$940,000 so far in 2022. Auckland wide median house sale price 2016 was \$819,000 increasing to \$1,181,194 in 2021 25% residents and visitors are satisfied with the affordability and supply of housing, 2021.</p>	<p>Density</p> <p>The attached housing typology has gradually increased its popularity in Pukekohe. In 2021, 39% of dwellings consented were attached typology – apartments, townhouses, flats or terraces.</p>
<p>Integrated transport</p>	<p>Accessibility</p> <p>Increase in residential population within 500m of Rapid Transit Network (RTN) and any changes to RTN that extend catchment. Eke Panuku will look to measure accessibility in the next version of this report.</p>	<p>Public transport use</p> <p>140,135 train and bus boardings, 2022. Down from a peak of over 0.4 million, 2019, an impact of the COVID-19 pandemic.  33% residents and visitors satisfied with access to and quality of public transport, 2021.</p>	<p>Walking and cycling</p> <p>53% residents and visitors satisfied ease of walking and cycling, 2021 Increase in safe connections - Eke Panuku projects include laneway connections.</p>
<p>Prosperous and robust local economy</p>	<p>Employment opportunities</p> <p> Number of employees has increased by 23% from 7,220 employees in 2013 to 8,900 in 2021.</p>	<p>Commercial floorspace</p> <p> Eke Panuku has facilitated 2,400m2 commercial (i.e., a medical centre) gross floor area (GFA) in Pukekohe in 2020.</p>	<p>Economic activity</p> <p> Catchment spend has remained fairly even in Pukekohe over the 2016 to 2022 with a slight decline in 2020 impacted by Covid-19. The # transactions has increased over the time period, with the value of transactions in exceeding pre Covid-19 levels in 2022.</p>
<p>Unique Identity and healthy natural environment</p>	<p>Quality of public realm</p> <p> Eke Panuku has facilitated a number of public realm improvement trials (i.e., Devon Lane West, ISFP, Parklets) since 2019. The planning of Pukekohe Market precinct project, a town centre public realm improvement and upgrade up to 6,000m2 is currently underway. 59% residents and visitors satisfied quality of public space.</p>	<p>Canopy cover – tree planting</p> <p>Franklin Local Board, a rural board and area, has a range between low 10% and good 30% canopy coverage. The Pukekohe town centre area is rated bare as it has 10% or less canopy coverage. Eke Panuku will begin measuring its contribution to and protection of canopy cover as a new benefit measure in 2023.</p>	<p>Māori initiatives</p> <p>Ongoing mana whenua input on various projects in the delivery and planning stage.</p>

06

DATA SOURCE TABLE - THRIVING TOWN CENTRES DASHBOARD



The table below indicates the metric and source data for each of the measures captured in this baseline report.

Thriving Town Centre	<p>Vibrancy of Town Centre</p> <p>Kantar community and stakeholder insights survey, 2021.</p>	<p>Sense of safety</p> <p>Eke Panuku placemaking surveys.</p> <p>Quality of Life Survey 2022 uses representative sample sizes of the Auckland population based on age, gender, ethnic group and ward area. Results are reported on by local board geographic area.</p>	<p>Population</p> <p>Census data, Stats NZ Population Estimate.</p>
Supportive community	<p>Quality of life</p> <p>Kantar community and stakeholder insights survey, 2021.</p> <p>Quality of Life Survey: Auckland Report, Nielson IQ, 2022.</p>	<p>Sense of community</p> <p>Kantar community and stakeholder insights survey, 2021.</p> <p>Quality of Life Survey: Auckland Report, Nielson IQ, 2022</p>	<p>Support for urban regeneration programme</p> <p>Kantar community and stakeholder insights survey, 2021.</p>
Urban living	<p>New sustainable homes</p> <p>Building consent data, Auckland Council.</p> <p>Eke Panuku benefits library - a catalogue of eligible benefits associated with Eke Panuku projects and programmes, which is used to identify and evaluate benefits.</p>	<p>Affordability</p> <p>Auckland Council District Valuation Roll database.</p> <p>Kantar community and stakeholder insights survey, 2021.</p>	<p>Density</p> <p>Building consent data, Auckland Council.</p>
Integrated transport	<p>Accessibility</p> <p>Future monitoring report to confirm.</p>	<p>Public transport use</p> <p>Auckland Transport boardings data.</p> <p>Kantar community and stakeholder insights survey, 2021.</p>	<p>Walking and cycling</p> <p>Kantar community and stakeholder insights survey, 2021.</p> <p>Eke Panuku reporting.</p>
Prosperous and robust local economy	<p>Employment opportunities</p> <p>Stats NZ Employee Count Business Demographics.</p>	<p>Commercial floorspace</p> <p>Eke Panuku benefits library.</p>	<p>Economic activity</p> <p>Marketview data.</p> <p>Eke Panuku benefits library.</p>
Unique Identity and healthy natural environment	<p>Quality of public realm</p> <p>Eke Panuku benefits library.</p> <p>Kantar community and stakeholder insights survey, 2021.</p> <p>Quality of Life Survey: Auckland Report, Nielson IQ, 2022.</p>	<p>Canopy cover - tree planting</p> <p>Auckland's Urban Ngahere (Forest) Strategy, 2019 (LIDAR data 2013).</p> <p>Future report - Eke Panuku reporting.</p>	<p>Māori initiatives</p> <p>Statement of Intent, Significant Māori initiatives reporting, Eke Panuku.</p>



ekepanuku.co.nz

**Eke Panuku
Development
Auckland**



Information paper: Asset Management in the Property Portfolio update

Author: Letitia Edwards, Head of Strategic Property Optimisation and Ruth Jost, Head of Property Portfolio

August 2023

Whakarāpopototanga matua | Executive summary

1. Eke Panuku's Asset Management Strategy is a forward-looking document that identifies the status of the asset management planning within Eke Panuku, and strategic outcomes to be achieved if the Asset Management Plans are to achieve the required levels of service at optimal cost.
2. The Asset Management Strategy was reported to the board in November 2021. The Executive has subsequently determined what work needs to be undertaken and when based on the indicative redevelopment timeframe lifecycle, with a strong focus on risk management and ensuring required levels of service are met at optimal cost.
3. Our Asset Management Strategy sets out the Asset Management Framework for 2020-2030. Its purpose is to ensure that our portfolio management services are delivered in accordance with best practice asset management principles for the benefit of our current and future tenants, customers and wider stakeholders. Eke Panuku has a robust asset management system in place for managing portfolio assets. This includes an overarching organisational plan and objectives, an outcomes framework, a strategic asset management plan and asset management policy and robust cloud-based asset information system.
4. The international standard for asset management ISO 5500 series has been used as a guide of “what to do” to manage our managed portfolio while the International Infrastructure Management Manual (IIMM) is used as a “how to guide”. The council group is working towards alignment to this standard for all its infrastructure assets.
5. The council group Asset Management Policy establishes Auckland Council's expectations and commitment to asset management practice and defines the key principles and approach to asset management practice. We are working with council on the development of a council group wide plan for assets and infrastructure. This will be provided to the board once it has been developed.
6. While the council group plan for assets and infrastructure is being developed, we will continue to work to the principles of our existing Asset Management Strategy. Our three priorities to date have focussed on active leadership, robust decision making and strategic alignment. Meeting the three additional principles set out in the council group Asset Management Policy will be the focus going forward. These principles are integration, measuring effectiveness and continual improvement and focusing on sustainable service delivery. Work undertaken to date in accordance with our Asset Management Strategy and work planned for the future is set out in the discussion section of this report.

Matapaki | Discussion

7. Eke Panuku manages a large, diverse portfolio of property and other assets on behalf of the council and Auckland Transport. The majority of the portfolio has been acquired to support identified projects and outcomes that are planned for the future. In addition, there are a small number of sites which Auckland Council in particular plan to hold long term. For these sites, Eke Panuku provides specialist leasing services. A separate report will be provided to the Board next month on the composition of the portfolio.
8. The rationale for the acquisition and holding of property assets varies over time. The potential future uses leads to a very diverse portfolio of variable size, nature and quality. In addition, the hold times relating to the various future uses are often not clear or change.
9. Where possible, these assets are made available for occupation through leases and licences in order to offset holding costs. There are also non-leasable, structural, and public realm assets which are managed and maintained as an integral part of the property portfolio. The role of Eke Panuku is to achieve as much revenue from the portfolio as is possible to offset holding costs and manage the portfolio in a way that mitigates risk. This ensures that the users and public are kept safe, the potential for asset failure is reduced, and the cost of maintaining the assets is optimised with a view to the future use.
10. Asset Management at Eke Panuku is aligned with Auckland Council’s strategic plans. It is an important part of the Auckland Council’s planning framework, as illustrated below:



11. Work is underway with council on the development of a council group wide plan for assets and infrastructure. We will continue to work to the principles of our existing Asset Management Strategy while the council group plan for assets and infrastructure is under development.

Work completed as part of the Asset Management Strategy

12. A Renewal and Maintenance Project Schedule has been developed based on available asset data including but not limited to seismic assessments, known asset failures and health and safety compliance recommendations, including asbestos contamination remediation and removal.

August 2023

13. Asset inspections have been undertaken in accordance with legislative, government and council standards to remediate assets that were non-compliant or non-conforming.
14. Maintenance of assets in accordance with Building Warrant of Fitness and resource consent conditions has been undertaken.
15. Health and safety inspections of all known building assets have been undertaken by Facilities Managers or Project Managers in advance of maintenance or project work proceeding. Quality inspections have been undertaken for a minimum of 50% of remedial works completed.
16. Asset Management Plans have been digitised which enables portfolio based digital asset management dashboard reporting in close to real time. They will be referred to as DAMPs moving forward.
17. A review of the Asset Management team structure has been undertaken to derive greater benefit of existing tools, systems and human resources. The Facilities Manager and Asset Manager roles and activities have also been reviewed to ensure that they are appropriately undertaken, adequately resourced and completed at the correct level.
18. Full Health, Safety and Business Risk Assessments have been undertaken for all Waterfront assets and the recommended mitigations have been put in place.

Work currently underway as part of the Asset Management Strategy

19. Data mining and due diligence is being undertaken to find historical reports, schedules, assessments, relevant compliance data and information related to all Eke Panuku managed land, building, structures and infrastructure. This is to enable the creation of individual or grouped (where appropriate) asset document registers.
20. A review of our asset management maturity utilising an asset management maturity assessment model is being carried out. Identification of key asset management improvement programmes is also underway, including but not limited to standardisation of data information across ICT systems (SAP and SPM). This will enable component structure and asset datasets to be standardised.
21. The Asset Management Strategy has been developed to align current practice with future state requirements in order to establish levels of Facilities Management, Operational and Asset Management services.
22. All asset management roles and activities are being reviewed to ensure that all are being undertaken, adequately resourced and completed at the right level.
23. Condition assessments of the Managed Portfolio are being completed to refresh DAMPs assessments which will populate the SPM Asset Management Tool with up-to-date condition data. The scheduled maintenance programme for all managed assets is being implemented with a revised Annual Facilities Maintenance Plan.

Work to be completed as part of the Asset Management Strategy

24. The next phase of implementation of the Asset Management Strategy will involve the following work.
25. Electrical inspections will be undertaken for all commercial and residential buildings and fire, health and safety risk assessments will be undertaken for the commercial portfolio.

August 2023

26. A cohesive asset management framework will be developed for all managed assets. An asset validation process will also be set up to support the asset renewal delivery programme.
27. An asset investment plan will be prepared for council's Long Term Plan 2024-34 (LTP), with DAMPs being utilised to drive the budget setting process. A three year asset management improvement plan will also be developed to align with council's LTP.
28. A benefits framework for asset management planning will be developed. Facilities Management best practice will also be reviewed to ensure that services are integrated with strategic asset management.
29. An audit schedule will be created for all assets and an independent audit will be undertaken to assess our alignment to ISO55000.
30. We will go live with Auckland Council's Central Reporting Asset Management tool (CRAM).
31. We are working towards adopting all of the council's Asset Management Policy.
32. In the longer term, we plan to develop a formal Strategic Asset Management Plan to cover all major asset classes. We also plan to develop a risk-based asset data framework.
33. We intend to embed the Asset Management decision making framework to ensure good practice integrated planning and development management standards for all asset classes. In addition, we will undertake performance and condition assessments for horizontal, vertical and environmental assets using the risk-based asset data framework. We will consider setting up quality management systems for assets and facilities management.
34. We will review and update the audit schedule and advance strategic asset management and information management practices. We also intend to improve financial forecasting and management to optimise option development and decision making.
35. Our long-term objectives are to actively understand and manage risk, develop mature data that is transferrable into information to support decision making and to commit to continuous improvement.

Ngā tāpirihanga | Attachments

No attachments

**Out of cycle
decision:
Representation
letter to
Auckland
Council for 30
June 2023**

The Eke Panuku Board made an out-of-cycle decision between the July and August board meetings. The resolution is recorded here for completeness.

The Eke Panuku Board approved a decision to:

- i. authorise the Chair and CEO to sign the representation letter to Auckland Council for year end 30 June 2023 consolidated financial statements.

Director interests at 15 August 2023

Member	Interest	Company / Entity	Conflicts pre-identified?
Paul F. MAJUREY	Chair	Eke Panuku Development Auckland Limited	
	Member	Auckland Light Rail Mana Whenua Sponsors Group	
	Director	Atkins Holm Majurey Limited	
	Director	Hāpai Commercial General Partner Limited	
	Chair	Hāpai Housing General Partner Limited	
	Chair	Hauraki Collective (12 iwi collective)	
	Tangata Whenua Representative	Hauraki Gulf Forum	
	Director	Homai General Partner Limited	
	Chair	Impact Enterprise Partnership GP Limited	
	Director	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	
Chair	Whenuapai Housing GP Limited		
Director	Whenua Haumi Roroa o Tamaki Makaurau General Partner Limited		

Member	Interest	Company / Entity	Conflicts pre-identified?
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David I. KENNEDY	Director	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	
	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 Ltd	
	Director	Westhaven Marina Ltd	

John COOP	Director	Eke Panuku Development Auckland Limited	
	Trustee	JE and CS Coop Family Trust	
	Managing Director and Principal	Warren and Mahoney	Possible

Jennifer KERR	Director	Eke Panuku Development Auckland Limited	
	Committee member	Audit and Risk – Police	
	Deputy Chair	Callaghan Innovation	
	Trustee	J.R. Kerr Portfolio of Shares and Bonds managed by Craig Investment Ltd	
	Trustee	J.R. Kerr Portfolio of Shares and Bonds managed by Forsyth Barr	
	Settlor, Trustee, Beneficiary	J.R. Kerr Trust	
	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	

Member	Interest	Company / Entity	Conflicts pre-identified?
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Steven EVANS	Director	Eke Panuku Development Auckland Limited	
	Member	Construction Industry Accord Residential Sector Reference Group	
	Chief Executive	Fletcher Building LTD	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

Susan HURIA	Director	Eke Panuku Development Auckland Limited	
	Director	Accessible Properties NZ Ltd	
	Chair	Leaderbrand Holdings and associated entities	
	Director	Ospri and associated entities	
	Director/Shareholder	Rawa Hohepa	
	Director	Royal College of General Practitioners	
	Director/Shareholder	Susan Huria Associates (2003) Limited	

Kenina COURT	Director	Eke Panuku Development Auckland Limited	
	Shareholder	Arrakis Limited	
	Director	Banking Ombudsman Scheme Limited	
	Director	BDE Bonus Limited	
	Director	Business in the Community (2013) Limited	
	Director	Business Mentors New Zealand Limited	
	Director	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	

Member	Interest	Company / Entity	Conflicts pre-identified?
Kenina COURT (cont'd)	Director	IBS.	
	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	Market Kitchen 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		

Changes made to Directors' interests register since July 2023 Board meeting:

Additions:

Director	Conflict/interest added	Date notified
Jennifer Kerr	Trustee of Te Manawaroa Trust (a Ngati Tama iwi trust)	15 August 2023

Amendments:

Director	Conflict/interest amended	Date notified

Deletions:

Director	Conflict/interest deleted	Date notified

Minutes of the meeting of directors of Eke Panuku Development Auckland Limited, held in partly confidential session, in person at 82 Wyndham Street, Auckland and online via Teams, on Wednesday 26 July 2023 commencing at 10.00am

<p>Attending</p>	<p>Board: Paul Majurey – Chair, David Kennedy, John Coop, Steve Evans, Susan Huria, Jennifer Kerr</p> <p>Executive: Ian Wheeler – Acting Chief Executive, Chief Operating Officer Gyles Bendall – GM Design & Place, Alaina Cockerton – Head of People & Culture, Angelika Cutler – GM Community & Stakeholder Relations, Carl Gosbee – Chief Financial Officer, Marian Webb – GM Assets & Delivery, Allan Young – GM Development Brenna Waghorn – GM Strategy & Planning</p> <p>In Attendance: Alice Newcomb – Governance Manager Councillor Chris Darby, Auckland Council Rachel Wilson – Principal Advisor, Auckland Council Sally Blyth (Minute Taker)</p>
<p>Opening remarks</p>	<p>The Chair welcomed everyone to the Board meeting, including Councillor Darby, Eke Panuku’s lead councillor.</p>
<p>1. Meeting Opening</p>	<p>The Board meeting opened with a karakia at 10.00am.</p>
<p>1.1 Public deputation</p>	<p>Becca Greenslade and Lynna Deng, The Equal Justice Project Advocacy students, gave a presentation on the Eke Panuku Statement of Intent 2023-26. Grant Hewison, University of Auckland, and Kristen Webster joined the meeting for this item.</p>
<p>1.2 Statement of Intent 2023 - 26</p>	<p>Brenna Waghorn, GM Strategy & Planning, introduced the report. Kingsha Changwai, Manager Corporate Risk & Reporting, joined the meeting for this item.</p> <p>Subject to the Executive amending the Transform and Unlock sales target number to \$40m and the asset recycling target number to \$115m, on page 28 of the document, , the Eke Panuku Board resolved to:</p> <ol style="list-style-type: none"> a. approve the final Statement of Intent 2023-26 for submission to Auckland Council, subject to changes identified by the Board being made. b. provide delegation to the Chair and Chief Executive to approve any final non-material changes to the Statement of Intent before it is submitted to council.
<p>2.1 Procedural motion to exclude the public</p>	<p>Pursuant to clause 12.3 of the Eke Panuku Constitution, the public be excluded from confidential papers or parts thereof, so that commercially sensitive issues can be discussed.</p>
<p>2.2 Apologies</p>	<p>Kenina Court</p>
<p>3.0 Chief Executive’s report</p>	<p>Ian Wheeler, Acting Chief Executive & Chief Operating Officer, spoke to the report.</p> <p>The Eke Panuku board discussed the draft Chief Executive Objectives 2023-24. The Board delegated authority to the Chair to finalise the objectives with the Chief Executive.</p>

	<p>Paul Majurey left the meeting given his disclosed conflict and David Kennedy acted as Chair for this item. An update on Avondale Central and the issues with the development partner was provided. The Acting Chief Executive & Chief Operating Officer noted:</p> <ul style="list-style-type: none"> ■ [REDACTED] <p>Following the conclusion of discussion, the Eke Panuku Board received the CE Report.</p>
<p>4.0 Health and safety update</p>	<p>Carl Gosbee, Chief Financial Officer, introduced the report. Paul Brown joined the meeting for this item.</p> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<p>5.0 Information papers</p>	
<p>5.1 Quarterly Risk Report.</p>	<p>Carl Gosbee, Chief Financial Officer, introduced the report. Kingsha Changwai, Manager Corporate Risk & Reporting joined the meeting for this item.</p> <p>The Board noted that RMA replacement and transition is being monitored. There is a transition period of five years.</p> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<p>5.2 Annual Remuneration Review 2023 Approach</p>	<p>Alaina Cockerton, Head of People & Culture introduced the report.</p> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>

6.0 Decision papers	
6.1 Eke Panuku Statement of Intent 2023-26	Covered under item 1.2.
6.2 Eke Panuku Corporate Business Plan 2023 - 2024	<p>Brenna Waghorn, GM Strategy and Planning introduced the report.</p> <p>Following the conclusion of discussions, the Eke Panuku Board resolved to:</p> <ul style="list-style-type: none"> a. approve the FY 2023-2024 Corporate Business Plan and associated budgets and activities
6.3 Corporate Office Optimisation	<p>Carl Gosbee, Chief Financial Officer, introduced the report.</p> <p>Following the conclusion of discussions, the Eke Panuku Board resolved to:</p> <ul style="list-style-type: none"> a. approve the relocation of Eke Panuku Corporate Office accommodation to Albert Street Levels 20 and 21
6.4 Auckland City Centre Action Plan	<p>Ian Wheeler, Chief Operating Officer introduced the report. Simon Oddie, Naomi Craymer and Daniel Chapman joined the meeting for this item.</p> <p>Following the conclusion of discussions, the Eke Panuku Board resolved to:</p> <ul style="list-style-type: none"> a. approve the “Auckland City Centre Action Plan 2023-2034” as outlined as Attachment A of meeting papers. b. recommend its endorsement to the Parks, Environment and Planning Committee c. recommend its endorsement to the Auckland Transport Board d. recommend its endorsement to the Tātaki Auckland Unlimited Board e. delegate approval of any final editorial amendments to the Chair and Chief Executive
6.5 Whitford Landfill Joint Venture – Potential Commercial Opportunity	<p>Marian Webb, GM Assets & Delivery introduced the report. Gary Jackson joined the meeting for this item.</p> <p>Following the conclusion of discussions, the Eke Panuku Board resolved to approve recommendation to Auckland Council’s Governing Body that it:</p> <ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED]
6.6 Northcote Central (115 Lake Rd, Northcote) – Go to Market Strategy	<p>Allan Young, GM Development, introduced the report. Michael Jefferies and Kate Cumberpatch joined the meeting for this item.</p> <p>Following the conclusion of discussions, the Eke Panuku Board resolved to:</p>

	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
<p>6.7 Dominion/Valley Road Development Site, Mt Eden - Change of Essential Outcomes and Design Guidance</p>	<p>Allan Young, GM Development, introduced the report.</p> <p>Following the conclusion of discussions, the Eke Panuku Board resolved to:</p> <ul style="list-style-type: none"> a. approve an amendment to Eke Panuku Essential Outcomes and Design Guidance for 198 - 222 Dominion Road & 113 -117 Valley Road, Mt Eden development site as follows: <ul style="list-style-type: none"> i. remove the minimum density specification of 85 residential units and ~900sqm of ground floor retail. Replace this with a requirement to 'maximise the redevelopment and revitalisation opportunity of the site to create a mixed-use development, including residential'. ii. Mana Whenua outcomes that align with current Eke Panuku policy. iii. updated environmental sustainability outcomes to align with current Eke Panuku policy.
<p>6.8 84 - 100 Morrin Rd, St Johns - Development Outcomes</p>	<p>Allan Young, GM Development, introduced the report. Paul Majurey and Steve Evans left the meeting for this item given their declared conflict.</p> <p>Following the conclusion of discussions, the Eke Panuku Board approved an amendment to Eke Panuku Essential Outcomes and Design Guidelines, for the 84 - 100 Morrin Road development site as follows:</p> <ul style="list-style-type: none"> a. remove the requirement for the site to be developed for residential housing comprising not less than 250 dwellings of varying typologies, and b. replace this with a requirement to 'maximise the residential redevelopment opportunity whilst creating a quality development' <p>Rachel Wilson left the meeting at the conclusion of this item.</p>
<p>8.0 Governance matters</p>	

8.1 Out of Cycle Decisions	The Eke Panuku Board noted there were not out of cycle decisions made between the June and July 2023 board meetings.
8.2 Directors interests and Conflicts of Interest	The Eke Panuku Board reviewed and received the Register of Directors' Interests. The Board noted members investments in managed funds will not usually create a conflict of interest for a member, where those funds are broadly diversified, and the member has no control over investment decisions; and are to be excluded from the Conflicts of Interest Register.
8.3 Director meeting attendance	The Eke Panuku Board noted the Directors' meeting attendance.
8.4 Minutes of previous meeting held 28 June 2023	The Eke Panuku Board reviewed and confirmed the Minutes of the Board Meeting 28 June 2023, with confidential information included, as a true and accurate record of the meeting.
8.5 Board action list	The Eke Panuku Board noted the Board action list.
8.6 Board forward work programme	The Eke Panuku Board noted the Board forward work programme.
9.0 General Business	The Eke Panuku board discussed and noted as follows: <ul style="list-style-type: none"> • In response to a query about engaging with mataawaka as mentioned in the Statement of Intent, the Executive indicated that Eke Panuku will look to increase engagement where possible as requested by Auckland Council, but the focus will continue to be engagement with Mana Whenua. • The Chair requested a reference to intergenerational equity to be included in the Corporate Business Plan. • The Chair thanked Councillor Chris Darby for attending and commended his work and support for our urban regeneration, city centre action plan and port work.
Close of Board meeting	The meeting closed with a karakia at 12:28pm.

Confirmed as a true and accurate record:

_____ **Chair**

_____ **Date**