

## Board agenda

<b>Where:</b>	<b>Eke Panuku, ground floor – 82 Wyndham St</b>
<b>When:</b>	<b>Wednesday, 23 June 2021   8.30am – 4.00pm</b>
<b>Board members:</b>	Paul Majurey – Chair John Coop – Director David Kennedy – Director Richard Leggat – Director Susan Huria – Director Kenina Court – Director Jennifer Kerr – Director Steve Evans - Director
<b>Executive:</b>	David Rankin – Chief Executive Officer Gyles Bendall – GM Design & Place Alaina Cockerton – Head of People & Culture Angelika Cutler – GM Community & Stakeholder Relations Carl Gosbee – Chief Financial Officer Brenna Waghorn – GM Strategy & Planning Marian Webb – GM Assets & Delivery Ian Wheeler – Chief Operating Officer Allan Young – GM Development Talia Hodgson – Senior Governance Advisor

		<b>Mins #</b>	<b>Timing</b>
<b>Welcome new board members</b>			<b>8.30am</b>
<b>Pre-briefing: Rangatira hui (Board and Executive only)</b>			<b>9.00am</b>
<b>Rangatira hui</b>			<b>9.30am</b>
<b>Morning Tea with Rangatira</b>			<b>10.45am</b>
<b>Board only   Board and Chief Executive only time</b>			<b>11.00am</b>
<b>1.</b>	<b>Public meeting open</b>	<b>5</b>	<b>12.00pm</b>
	1.1 Apologies		
	1.2 Deputation from Equal Justice Project (EJP) regarding Statement of Intent		
<b>2.</b>	<b>Chief Executive's report</b>	<b>6</b>	<b>12.10pm</b>
<b>3.</b>	<b>Health and safety</b>	<b>13</b>	<b>12.30pm</b>
<b>4.</b>	<b>Decision papers</b>		<b>12.35pm</b>
	4.1 Statement of Intent 2022-2024	<b>19</b>	
	4.2 Submission of financial reporting information to Auckland Council year ending 30 June 2021	<b>57</b>	
	4.3 Eke Panuku Board Committee structure	<b>59</b>	
<b>Lunch</b>			<b>1.00pm</b>

<b>5.</b>	<b>Confidential meeting open</b> 5.1 Procedural Motion to Exclude the Public  Put the motion that, pursuant to clause 12.3 of the Panuku Constitution, the public be excluded from the following proceedings of this meeting, so that commercially sensitive issues can be discussed in confidential session.	<b>62</b>	<b>2.00pm</b>
<b>6.</b>	<b>Chief Executive's report</b>	<b>63</b>	<b>2.00pm</b>
<b>7.</b>	<b>Decision papers</b> 7.1 Corporate Business Plan 2021-2022 7.2 3 Mountwell Crescent – go to market 7.3 Avondale Central – go to market	<b>64</b> <b>68</b> <b>73</b>	<b>2.25pm</b>
<b>8.</b>	<b>Information papers</b> 8.1 Health and Safety 8.2 Waterfront H&S 8.3 Risk management update 8.4 Update on engagement with mana whenua June 2021	<b>80</b> <b>81</b> <b>86</b> <b>88</b>	<b>2.55pm</b>
<b>9.</b>	<b>Governance matters</b> 9.1 Director interests 9.2 Director meeting attendance 9.3 Minutes of 26 May 2021 board meeting 9.4 Board action list 9.5 Board forward work programme	<b>94</b> <b>98</b> <b>99</b> <b>107</b> <b>108</b>	<b>3.20pm</b>
<b>10.</b>	<b>General business</b>	<b>111</b>	<b>3.30pm</b>
	<b>Meeting close</b>	<b>112</b>	<b>3.40pm</b>

## Eke Panuku Development Auckland (Eke Panuku)

Eke Panuku partners with the development sector, iwi and central government to facilitate redevelopment of selected areas across Auckland to promote quality-built environments and residential and commercial growth. Eke Panuku will actively review the council group property portfolio for sites that are surplus to service requirements, require renewal or are underutilised and make land available for redevelopment. Eke Panuku will continue to redevelop the city waterfront area and manage non-service properties on behalf of the Auckland Council Group. Eke Panuku's subsidiary is Westhaven Marina Limited.

### Our name

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

### Our vision

Shaping spaces for Aucklanders to love

### Our mission

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

### Our purpose

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

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

### What we do

Eke Panuku Development Auckland helps to redevelop parts of our city, we're working to improve the quality of urban living across Auckland.

To do this it's important to understand the communities in which we work. We manage around \$2 billion of land and buildings that Auckland Council owns, which we continuously review to find smart ways to generate income for the region, grow the portfolio or release land or properties that can be better used by others.



## Opening

Whakataka te hau ki te uru  
Whakataka te hau ki te tonga  
Kia mākinakina ki uta  
Kia mātaratara ki tai  
E hī ake ana te atakura He tio  
He huka  
He hau hū  
Tīhei mauri ora!

*Cease o winds from the west  
Cease o winds from the south  
Bring calm breezes over the land  
Bring calm breezes over the sea  
And let the red-tipped dawn come  
With a touch of frost  
A sharpened air  
And promise of a glorious day*

Apologies have been received from Director Kenina Court.

# Information paper: Chief Executive's report

Document author: David Rankin, Chief Executive

June 2021

## 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.
2. Of note since the last board meeting, has been the council planning committee decisions which fully cleared the downtown carpark site for redevelopment. There is a paragraph later in the report on this topic, with a future report to come. Clearly a market process for a comprehensive redevelopment outcome for this site is a significant piece of work. However, it fits well with the Eke Panuku mission to promote urban regeneration in the region.
3. This site is particularly significant in the context of downtown and the interface with the waterfront. It is a fantastic opportunity to repurpose the current use of the site to support the emerging future city centre.
4. We've also seen the finalisation by the council of the long-term plan process, setting our financial envelope for the next 3 years, plus along with that of the rest of the council group. Linked with it, and subject to decisions to be made this month by the board, a substantial body of work has been completed incorporating our statement of intent and our corporate business plan for the coming year.
5. The agenda also progresses our regeneration programme with go to market approvals for two sites, with the one in Avondale in particular being a flagship site for one of our unlock locations.

## Matapaki | Discussion

### Town Centre Guidelines

6. The scope and process for the development of the town centre guidelines was endorsed by the board in March. Engagement is progressing well on this with meetings with the council internal teams, Local Boards in the priority locations and an initial meeting with Mana Whenua. Workshops are planned with Kainga Ora and Auckland Transport and presentations to other groups such as Business Improvement Districts (BIDs)/Business Associations and to a Developers Forum. Preliminary work to develop principles for thriving town centres is being presented and feedback to date has been both generous and positive. The work with Auckland Transport is of particular importance as it will enable our two organisations to be more aligned and have a shared understanding of integrated

land use and transport, connectivity, transit-oriented development (TOD), parking management and accessibility outcomes and principles in town centres, and of issues and priorities. A consultant will be appointed by Mana Whenua to coordinate their input and engagement. A board workshop will be arranged in September/October to provide input to the guidelines and a workshop with the Planning Committee to seek their endorsement. The approval of the guidelines by the board in November is the target.

## **Downtown Carpark redevelopment**

7. All strategic outcomes for the Downtown Carpark redevelopment have now been approved by Council's Planning Committee. The transport outcomes were approved on 3 June 2021 and the urban regeneration outcomes were approved earlier in December 2020. The urban regeneration outcomes related to land use, urban form and quality design, movement and access, environmental and social responsibility, and Māori outcomes. The transport outcomes are as follows:
8. Bus facility: provision of a bus facility, including short term bus layover, charging facilities for e-buses, active bus stops and passenger amenities, either as part of the site redevelopment and/or by removing the Lower Hobson Street flyover and replacing the space underneath it with an accessible on-street bus facility;
9. Multimodal transport hub: provision for a flexible, accessible multimodal transport hub that supports public access to micro mobility, including end of journey facilities, mobility parking, and a micro freight distribution hub;
10. Public short stay carparking: no specification on the number of short stay public car parks but responses to include details of the car parking required to meet the objectives of the development and any additional public short stay car parking the developer proposes to provide.
11. In December 2020, the Finance Committee approved the sale of the site for a redevelopment in line with agreed outcomes.
12. Eke Panuku is now preparing for a three stage competitive market process with the ultimate aim of securing a development partner to deliver a redevelopment incorporating the strategic outcomes. The market process consists of:
  - i. market testing;
  - ii. expressions of interest; and
  - iii. request for detailed proposals.
13. The purpose of the market testing phase is to assess interest in the development opportunity and to seek feedback on the strategic transport outcomes. Market testing is programmed to commence in late June.
14. The Executive will provide further details on the project in an information paper in July 2021. This paper will outline in more detail the market process, timelines, role and composition of the group steering committee, and the decision making which has been delegated to the Eke Panuku board as the lead agency, working jointly with the Auckland Transport board.

## Maungawhau and Karangahape development precincts

15. The programme team and governance structure is working well, with quarterly Joint Board Committee meetings and monthly joint executive meetings. The next committee meeting is 6 July.

16. Key updates:

- The programme business case is being prepared and will be presented for approval at the Joint Board Committee's September meeting.
- The foundation outcomes for the programme have being approved by the committee.
- The infrastructure requirements are being determined by the council group, via the Development Programme Office.
- Development options are being evaluated by the team. This includes the planning and consenting options and analyses any trade-offs required to enable the outcomes to be achieved.

## Haumaru development Program

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

## Transport Briefings and Waka Kotahi

21. There has been significant recent engagement with Auckland Transport including:

- A presentation to ELT from Auckland Transport and Waka Kotahi on the Rapid Transit Plan and Auckland Light Rail project
- A presentation to Eke Panuku staff on the Regional Land Transport Plan (RLTP), the ten-year plan for Auckland's transport
- A presentation by Ian Wheeler and Brenna Waghorn to Auckland Transport ELT, providing an overview of our strategic framework, urban regeneration programmes and property function.

22. We have met with Tommy Parker (Head of the Establishment Unit) and Leigh Auton (Chair of the Establishment Unit) to discuss involvement in the Auckland Light Rail Project, the first phase being development of an indicative business case. This is to enable decisions to be made on mode and route and providing cost estimates (which are mode and route dependent) and funding and financing. This phase also includes partnering with Maori to identify opportunities, engaging with stakeholders and communities, and determining the best form for the delivery entity. Our involvement in this phase will likely be limited to design and feasibility input and sharing our work on Onehunga and engagement, as well as peer review/external challenge. This is to be firmed up, noting that the more detailed work will occur after the government decision on the IBC.

23. Auckland Transport and Eke Panuku Executive Leadership Teams will be meeting soon to agree the next steps arising from the joint sprint exercise. The focus of collaboration will be around place-based engagement and communication, alignment of programmes, project governance and relationships.

## Own Your Own Property Portfolio scheme

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]





## Eke Panuku social media policy

### 36. Customer Responsiveness

This month Eke Panuku will launch internal guidance to all staff outlining expectations for providing consistent customer service. The Eke Panuku Customer Responsiveness Guidelines were identified as an important tool for us to help manage our corporate reputation and in addition, the CCO Review recommended that: “CCOs report regularly on the nature of the complaints they receive and how long they take to resolve them.” In creating the Guidelines, Eke Panuku incorporated both customer service expectations of staff, and a new complaints process which enables us to capture, measure and report on complaints we receive.

37. In comparison to other CCOs Eke Panuku does not receive a high number of customer complaints. Customer complaints will be reported to the Board and the CCO Oversight Committee.

### 38. Social Media

As Eke Panuku increases the momentum of our delivery programme we are also increasing the quantity and quality of our storytelling online via social media.

39. For the most part, our social media posts attract positive comment and support, however we also welcome criticism, and our policy is to leave all comments in place, even when they are negative. In some cases, we apply the Auckland Council’s social media guide which enables us to remove comments when they include: disrespectful, rude, or abusive language; direct personal attacks or disclosure of private information or details of elected members or staff, other individuals; objectionable material; misleading information; inflammatory comments and unsolicited advertising, marketing, or spam.

40. The Eke Panuku process for enacting this policy is:

- a. Our social media is monitored regularly by Eke Panuku Community and Stakeholder Relations staff.
- b. When a non-compliant post is spotted by a staff member the Channels and Content team is alerted.
- c. The Head of Channels and Content makes the assessment and decision to delete or hide posts that are obviously in contravention.
- d. If a post is borderline the Head of Channels and Content will seek guidance from the GM Community and Stakeholder Relations
- e. If the comment is about a staff or Board member, we will alert that person and seek their input and act by deleting\*, hiding or in some rare cases leaving the post live.

*\*we are unable to delete Twitter posts and we are cautious with our use of this channel for this reason.*

41. There has been widespread global discussion about the use of social media over the past few years as it gains increasing popularity. As part of the cross-Council communications and engagement forum, Eke Panuku holds ongoing conversations with colleagues to ensure best practise is being followed. Despite the risks with social media these are vital channels for Eke Panuku to tell our story. We have significant expertise within the team to manage these channels and we encourage Board members to interact with us online or seek the advice of the team if you have any questions or concerns.

## Legislative Compliance

42. Eke Panuku operates a legislative compliance framework, similar to that of Auckland Council. Key statutes have been identified across the various business activities as being important to demonstrate compliance. Senior management has provided assurance that to the best of their knowledge Eke Panuku fully complied with all areas of applicable legislation for the financial year ended 30 June 2021.

## 2022 meeting dates

43. For some considerable time now, the board has tried to consistently use the fourth Wednesday of the month for its meetings, unless there has been some circumstance which virtually forced a change. For obvious reasons this has been seen as the best approach as it enables directors and the executive to plan other commitments well ahead of time. This means that the meeting pattern will continue into 2022, meaning that the Eke Panuku board meetings will continue to be held on the fourth Wednesday of each month.

44. **Scheduled dates for 2022:**  
23 February  
23 March  
27 April  
25 May  
22 June  
27 July  
24 August  
28 September  
26 October  
23 November  
Placeholder: 8 December (for urgent items)

## Monthly performance reporting

45. The Eke Panuku May dashboard is attached for information. Refer to attachment A.

## Ngā tāpirihanga | Attachments

Attachment A - May dashboard

# Monthly dashboard

Period ending 31 May 2021



## Executive summary

### Programme

#### Capex

- 65% spent, forecasting between 85-90%
- \$18.3m to be accrued for Avondale purchases and Northcote PWA process

#### Opex

- 72% spent, forecasting between 90-95%
- underspend primarily due to planned project work being delayed and placemaking events being delayed, scaled down or cancelled.

### Company wide financials

Annual budgeted surplus of 148% has been achieved. Current forecast is to achieve 154%.

### People and Culture

- 1.4% increase in Actual FTE, up from 198.1 to 200.8
- Staff turnover is 12.7%, an increase of 0.3%

# Programme financials

## Capex \$100.2m budget



- Spend in May was \$5.0m, with \$35.1m of spend remaining.
- Forecast spend is \$95.8m, 96% of budget. While there is potential to reach the 96% of budget spend, this is optimistic given how late into the financial year it is. A 85-90% of budget spend is a more realistic forecast.
- There are potential year end accruals for Avondale purchases totalling \$14.3m and Northcote PWA costs of circa \$4m.
- Major projects with further spend expected this year are \$2.0m for the Onehunga Wharf renewal, \$1.1m for Barrowcliffe bridge and \$0.6m in Eastern Viaduct.

## Opex \$13.1m budget



We are on track to spend around \$12.0m this year. The underspend in budget, as with last month is primarily due to:

- Commercial Place function was restructured out, none of the circa \$1.0 budget has been spent.
- Large scale placemaking events were cancelled or scaled down due to COVID-19 level change uncertainty
- AC36 - Waterfront placemaking moved to the last quarter.
- Communications and engagement planned support work not happening for delayed projects (e.g. go to market Northcote, Takapuna Town Square, plan change consultation in Onehunga and Waterfront.)

The four innovating streets projects spend to date is \$0.8m. These projects received \$2.4m of funding from Waka Kotahi (taking our original \$13.1m budget to \$15.5m) and we anticipate spending the majority of funds this year.

## Sales income target \$88.4m



The unlock Papatoetoe programme site sate at 3 St Georges Road, Papatoetoe went unconditional in May 21, [REDACTED]

Year to date, 14 properties have been sold [REDACTED] The largest of the sales being Lots 4 & 5 Flatbush School Road [REDACTED] A number of pre-paid leases in the Waterfront have also been paid.

# Programme RAG Status

### Regional

- AT / Panuku Transit Orientated Development Programme
- Haumaru Housing Portfolio
- Property Optimisation
- Corporate Property Disposal Programme
- Supports programme
- Unlock Ormiston Town Centre

### Central

- Unlock Central

### Isthmus

- Transform Onehunga
- Unlock Panmure

### North

- Unlock Northcote
- Unlock Takapuna

### South

- Pukekohe Programme
- Transform Manukau
- Unlock Papatoetoe

### Waterfront

- Waterfront - AC36
- Waterfront programme

### West

- Unlock Avondale
- Unlock Henderson

Currently awaiting a response from Todd Property on how it wants to proceed.

Risk of FY21 SOI site sale not being completed in this FY.

Risk of negative public response to loss of carparking and mini-golf facility to make way for new supermarket. AT's regional car park review and the road stopping process. Some laneways projects on hold due to ownership issues and to better align with the Waiapu and Municipal precinct works.

# Company wide financials

## Managed properties surplus budget \$26.4m



Annual budgeted surplus of 148% has been reached. Current forecast is to achieve 154% by:

- Managed properties surplus of \$39m is \$15.9m overall ahead of budget (\$31m from property and \$8m from marinas).
- COVID-19 impact on emergency budget saw a revenue reduction of \$5m, \$4.7m of this was phased to date, with spend to date only at \$0.5m.

Remaining \$7.9m surplus is due to:

- \$4.7m unbudgeted revenue received to date for properties held for longer than expected or back-dated rents.
- Additional recoveries from tenants \$1.3m.
- \$0.7m received relating to a rent back payment received as part of sale negotiations.

Expenditure YTD is running \$1.0m behind budget, most of this is due to repairs and maintenance. Over half of the underspend is due to only one property from the 18 added to the portfolio being brought up to rent standard. An extension of the Healthy Homes legislation timelines has resulted in our programme costs being spread over an additional year, making our FY21 costs lower than budgeted.

- Marinas surplus of \$8.0m, \$3.0m ahead of the YTD budget is a direct result of the reduced expenditure required for the AC36 marina in the Wynyard Basin.

- Council funding is tracking behind phased budget YTD. Funding has drawn down to the value required to achieve a surplus of zero. Less funding has been required to date as expenditure is less than budgeted.
- We have responded to the emergency budget and made the required staff reductions. People costs are \$2.3m under budget YTD and most of this saving is expected to be held for the year.
- A further \$2.5m of underspend, spread across all expenditure categories, \$1.8m of this is expected to be held until year end.
- Revenue is below budget by \$4.7m. Recharge revenue is down \$3.0m as a direct result of the reduction in staff.
- Berthage revenue for the Viaduct Marina South is \$1.6m below budget, as the budgeted uplift in berthage rates and occupancy for AC36 was not realised.

Budget breakdown:  
 \$20.6m – properties managed on behalf of Council & AT.  
 \$5.8m – Marinas (3 marinas and 2 trusts that operate to break even)

## Council funding \$15.5m



# People and Culture



## FTE Figures

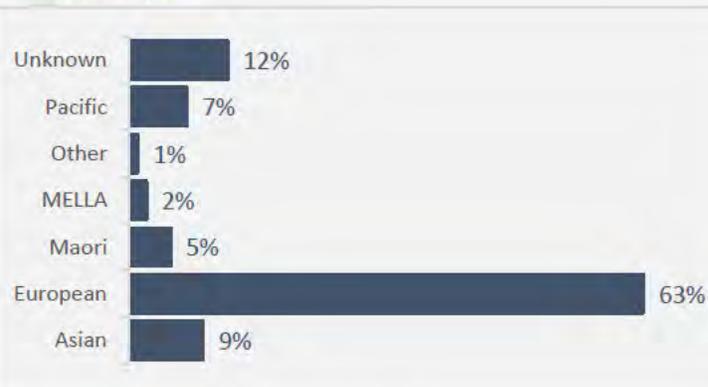
FTE				Non FTE
FTE Actual	Contingent in FTE	Vacant roles	Total	Contingent in non-FTE position
200.8	9	14.3	224.1	12

Actual FTE figures have increased to 200.8 – this can be attributed to a number of vacant roles being filled permanently. FTE held for emerging priorities has increased to 5.9. This is the result of a number of vacant and disestablished roles closing and moving to 'held' positions.

Staff turnover has increased by 0.3% to 12.7%. This is slightly above the target figure of 12%. Leaver reasons include retirement and relocating to another city.

The overall average occupancy for May has risen to 64% - an increase of 5% since June. Average occupancy pre-COVID was 79%. Average occupancy for the month is calculated by taking the number of employees in the office in the month divided by available work stations.

## Ethnicity



## Information paper: Health and safety

Document author: Blair McMichael, Health and Safety Manager

June 2021

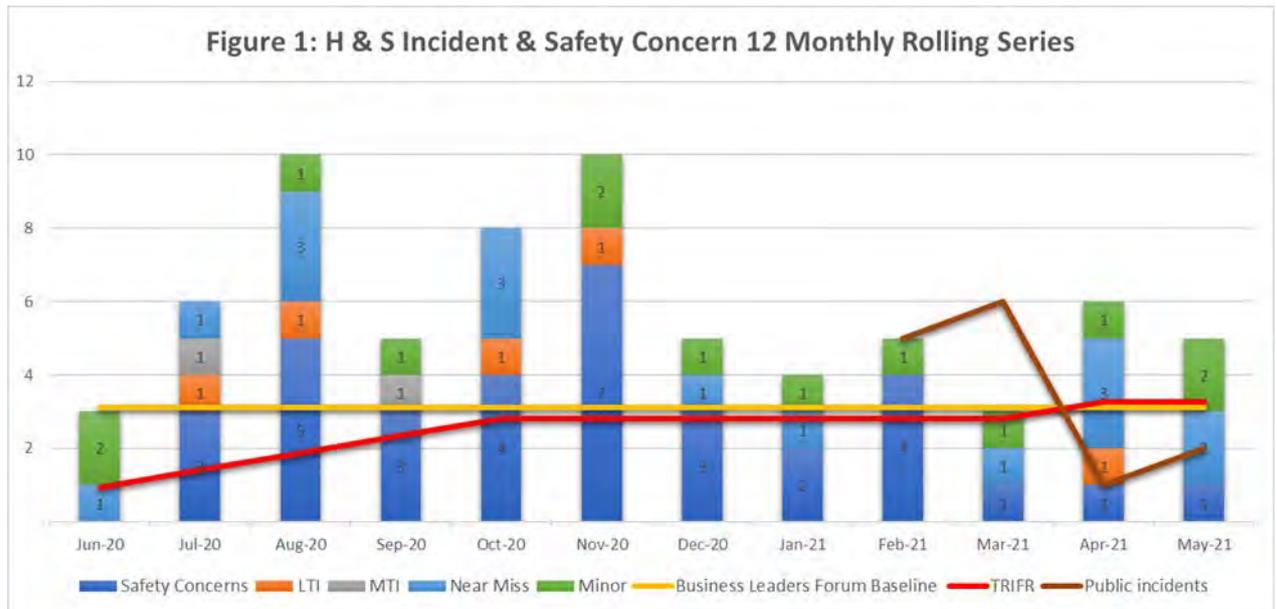
### Whakarāpopototanga matua | Executive summary

1. Incident frequency rate figures representing Eke Panuku's health and safety incidents, based on hours worked, are just above our benchmark frequency rate from the NZ Business Leaders Health and Safety Forum benchmark. We continue to investigate incidents and safety concerns to ensure we improve both workplace and public safety.
2. This month the Eke Panuku executive reviewed critical risks and its approach to working safely within the Westhaven, Silo and Viaduct marina operations. These reviews identified strong employee safety behaviours, and corrective actions to improve manual handling, contractor auditing frequency and risk register updates.
3. The Eke Panuku executive continues the review of its approach to waterfront edge protection. The board is provided with an update on improvements to Onehunga wharf, and a separate summary of progress to date is provided to the board as an information paper from a cross-functional team.
4. The corrective actions from the health and safety internal audit completed by external auditors EY form part of the Eke Panuku business planning for 2021/22. This will include strategic planning with the board.
5. The Eke Panuku executive is tracking staff health and wellbeing, through the pending staff engagement survey, our influenza vaccinations, and reports on our employee assistance programme, following the change to provider 'Instep'.

### Matapaki | Discussion

#### Health and safety key performance indicators

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



Key: TRIFR - Total Recordable Incident Frequency Rate; MTI - Medical Treatment Injury; LTI - Lost Time Injury.

Figure 1 represents the Eke Panuku Total Recordable Incident Frequency Rate (TRIFR). Our result for May (3.3) is above the NZ Business Leaders Health and Safety Forum benchmark TRIFR of 3.1

7. A description of each event is listed below together with the corrective actions.

### Workplaces where Eke Panuku has either influence or control

8. First Aid - During the Westhaven marina office fitout the air conditioning ducting contractor lacerated his wrist against an exposed metal edge of a piece of ducting. No specific improvement actions have been identified via the contractor.
9. Near Miss - An electrical contractor working on the new Westhaven marina office fitout partially stepped from a steel beam within the roof cavity forcing a soffit board onto the footpath below. The contractor has since revised its safe work methodology.
10. Near Miss – Our berth-holder, Fuller's ferry, experienced an electric flash when attempting to plug into a shore power plinth within the Westhaven marina. The marina's investigation found that the Fuller's vessel power lead was not connected correctly into the marina socket allowing earth leakage. The power plinth is fitted with an RCD (Residual Current Device), this detects earth leakage and operated as intended. These are tested annually. Our marina management have consulted with Fuller's health and safety on how they should correctly connect to the power supply.
11. Safety Concern - The contractor undertaking remedial work on Onehunga wharf, highlighted structural/safety issues with the door hinges on Shed D, due to corrosion. This work has been included in an existing work programme to refurbish several buildings.
12. First Aid - The tram operator's (MOTAT) employee tripped and fell into a rain garden while manually correcting the overhead tram trolley head (called a frog) which guides the tram and was attached to the wrong overhead wire. No first aid was required. A new

spring loaded 'frog' has been implemented to automatically redirect the tram trolley head without the need for manual intervention.

13. Environmental Response - A maintenance contractor undertaking repairs next to the Lysaght building, Wynyard Quarter, had removed their environmental controls which allowed concrete off-cuts to fall into the adjacent raingarden. The off cuts were removed and our staff instructed the contractor to maintain their original controls.

## **Spaces Eke Panuku manages within the public realm**

14. Public - A scooter rider slipped as they crossed the Te Wero island 'barcode' design. The paint work is intended to be non-slip and was completed at the end of 2020. Remedial works are taking place as the painting works have begun to peel. This work includes revisiting effectiveness of the non-slip surfacing.
15. Public - A cyclist slipped on a wet section of the Eastern Viaduct brick pavers without any reported injury. With contributing factors such as the environmental conditions we have not been able to identify any immediate improvements.

In June, the executive will be following up with our people leaders to close-out all outstanding incidents and safety concerns should they remain open beyond three weeks.

## **Health and safety critical risk**

16. The annual safety reviews of our Westhaven, Viaduct and Silo Marinas were completed in May. The marina critical risks remain as follows; UV radiation/working outside, working in isolation, flammable substance release (during spill response, with ignition source present) vessel/pier interface (crushed between), working over water, heavy lifting activities (crane operations), and diving activities. Each risk has its own risk mitigations with bunkering (refuelling of vessels), crane operations and diving operations completed under a permit system.
17. Strains and sprains are the predominant injury type. The marina is advancing manual handling training over the next two months, together with a 'fitness for work' approach to be applied to ensure our dockmasters are physically fit.
18. Other improvements since the last review include the planned delivery of a person-overboard alarm/notification system and attendance by marina staff at the ICAM incident investigation course, first aid and mental health first aid, health and safety representative, and spill response training.
19. From the two marina operations five corrective actions are being progressed. These include increasing the number of contractor audits, the planned manual handling training, an update of the two risk registers, and an update of marina's safety guidance, with completion dates for all set for August.

## **Onehunga Wharf – Health and Safety update**



[REDACTED]

## **Eke Panuku's health and safety internal audit update**

24. The corrective actions raised by auditor's EY in February continue to be addressed. Of it's recommendations we have advanced the number and frequency of our 'safe management of contracts and agreements' framework training to ensure a consistent approach, including Site Safe training. We undertook a preliminary review of Auckland Council's Safety in Design training, to ensure this aligns to our standards and guidance, which (pending some amendments) it will. This work is coordinated through our P & C team who have begun the transfer of health and safety training into the training tool Tupu.
25. Additionally, the quarterly health and safety critical risk review with our Health and Safety Committee has been completed. We have updated our annual KPI reporting to be included in the board quarterly reporting in July. We are planning on developing and rolling out leadership training in health and safety, and advancing our incident reporting system, Noggin, to support contract management safety, within the new financial year (2021/22).

## **Eke Panuku health and wellbeing**

26. The executive has completed its in-house influenza vaccination programme. 107 staff were vaccinated with an additional 4 staff given a voucher, having been absent during the onsite vaccinations. We estimate that 50% of our staff are vaccinated against the existing prevalent influenza strains.
27. A question was raised at the May board meeting relating to how we manage and report on staff mental health and wellbeing. We will seek feedback from staff through our annual employee engagement survey on their health and wellbeing. This information will help us better understand and gauge staff's mental health and determine what wellbeing initiatives we put in place for the new financial year. In the meantime, our June E Tū, Hautū leadership program module is focused on empathetic leadership, leadership resilience, and time management, which contribute to staff wellbeing. This session gives leaders strategies to look after themselves and others. We have also promoted resilience workshops to all staff and have recently run the St John mental health first aid workshops for our marina staff. Following this successful workshop, we are looking at offering this to the rest of the organisation. We are working with our new employee assistance programme provider, Instep, to gain regular reporting on the use of their service. Once we have this, we will update the board through quarterly updates.
28. We are conscious of a rise in aggressive or confrontational situations with the public during engagement forums. We are reviewing our guidance, standard approach, support, and training to support our contractors and staff. This work is taking place in June, involvement our stakeholder engagement team, People and Culture, and Health and Safety teams.

- 
30. Our CE and COO have requested regular site health and safety walkovers by our ELT and began these in May to include projects in Manukau and Onehunga, raising some minor corrective actions, which have since been followed up with each contractor. In

June 2021

October last year, some members of the Board attended project updates including health and safety, around the Westhaven Marina. Six monthly site visits will be scheduled for the board.

## **Ngā tāpirihanga | Attachments**

Nil

# Decision paper: Approve the Eke Panuku Statement of Intent (SOI) 2021-24

Author: Kingsha Changwai, Planning and Reporting Manager

June 2021

## Ngā tūtohunga | Recommendations

1. That the Board approve the final Eke Panuku Development Auckland Statement of Intent 2021-24 (SOI).
2. That the Board provide delegation to the Chair and Chief Executive to approve any final changes to the SOI before it is submitted to the Council on 30 July 2021.

## Whakarāpopototanga matua | Executive summary

3. The Board approved Eke Panuku draft SOI 2021-24 which was submitted to the shareholder at the end of March 2021.
4. The shareholder provided its feedback on the draft SOI on 31 May 2021. A copy of the shareholder feedback letter to Eke Panuku is attached as appendix two of this report.
5. The changes recommended by the shareholder have been addressed in the final Eke Panuku SOI, approved by the ELT. The final SOI is provided as appendix 1 of this report.

## Horopaki | Context

6. The Statement of Intent (SOI) is the accountability agreement between Eke Panuku and the council. The SOI publicly states the activities and intentions of Eke Panuku for the next three years and the council objectives they contribute to.
7. The SOI also includes performance measures and targets as the basis of organisational accountability.
8. Eke Panuku is required by the Local Government Amendment Act 2019, schedule 4 to submit its draft SOI to the shareholder by the end of June each year. Due to the LTP, the shareholder has extended the period for CCOs to submit their 2021-24 SOIs to the end July 2021.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
24 March 2021	Eke Panuku Development Auckland draft Statement of Intent 2021-24	Draft SOI 2021-24 was approved and submitted to the council end March 2021.

## Matapaki | Discussion

9. The changes recommended by the shareholder to the SOI, and the resulting changes are shown as grey font in the final SOI attached. A summary of the recommendations and related changes are as follows:

- **That the draft SOI financial information align with the LTP 2021-31.**

We have aligned the 3-year financial information in the SOI 2021-24 to the LTP 2021-31 financial information. This includes any changes to the financial information post LTP consultation.

- **That the draft SOI performance measures be aligned with the LTP performance measures and annual targets be included for these performance measures. Also a complaint handling performance measure be included in the final SOI.**

We have aligned the LTP and SOI performance measures. We have included one-year targets for the LTP performance measures in the SOI. We have also included a new complaints' handling performance measure in the SOI.

- **That enhancements be made to the strategic section in part 1 of the SOI, to provide greater detail around the context and drivers of the work of Eke Panuku, both the external factors for Auckland and the financial and operational context of the Auckland Council.**

We have included this information under the new headings "operating context" and "the council financial and operating environment" in part 1 of the SOI. These sections cover challenges to the council group such managing growth and the infrastructure investment required, impacts of Covid-19 and constraints on council funding.

We have also enhanced the content of our contribution to the Auckland Plan and provided links back to our delivery programmes.

- **That enhancements be made to part 2 of the SOI, Statement of performance expectations. This includes enhancements to the FY22 programme section by adding deliverables and links to the Auckland Plan and other frameworks.**

We have enhanced the various programmes under Part 2.1 of the SOI and provided deliverables as recommended by the council. The table of activity and deliverables shown in Part 2.1 has been added providing a lot more detail than the draft SOI and better illustrating the large number of projects at different stages, supporting urban regeneration.

- **Improvements or additional information on performance measures which include:**

**Performance targets for performance measures 8 and 9.**

We have provided a target for Transform and Unlock sales of \$48m (performance measure 8)

Our share of the asset recycle target relating to performance measure 9 is being discussed with the council and will be included in the final SOI once agreed.

**Provide more details to performance measures 4 (capital project milestones) and performance measure 10 (Maori initiatives).**

We have enhanced the information on capital project milestones by including the scope of the projects.

For the Maori initiatives, we have provided examples of these in the Mana Whenua outcomes programme section 2.1 of the SOI.

- **Include climate change or environmental performance measures.**

While we have not included climate change or environmental performance measures, due to the challenges of meaningful reporting on long-term outcomes on a quarterly and annual basis, we have provided more information on the Corporate Responsibility programme in section 2.1 of the SOI and the focus of activity for FY22. As part of our internal outcomes monitoring for the priority locations, we will monitor progress towards low carbon living, such as sustainable transport and building, stream enhancement and vegetation cover. We are also looking at ways to articulate carbon footprint of neighbourhoods.

## **Hīraunga | Implications**

10. This section outlines all relevant implications for Eke Panuku.

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

11. The Eke Panuku 3-year LTP budgets have been included in the SOI. No other financial implications.

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

12. The risks associated with the delivery of Eke Panuku activities is captured in the Corporate Risk Register which is reported to the Board. The SOI highlights risks and dependencies such as the property market, construction sector capacity, competition for skilled labour, construction costs, government policy changes, the number of dependencies in complex urban regeneration due to the large number of stakeholders, asset owners, partners, all of which can impact the delivery of our programmes.

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

13. The SOI supports the Eke Panuku Maori Outcomes Framework via programme actions and SOI performance measures.

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

14. Programme and performance measures in the SOI support stakeholder activities.

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

15. The SOI confirms the resources for the 2021-24 period.

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

16. Eke Panuku's climate objectives are supported by the Corporate Responsibility programme actions in the SOI.

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

17. The final Eke Panuku SOI 2021-24 will be submitted to the council 30 July 2021

## **Ngā tāpirihanga | Attachments**

Attachment A - Eke Panuku Statement of Intent 2021-24

Attachment B - Shareholder comments on SOI 2021-2024

## **Ngā kaihaina | Signatories**

Brenna Waghorn, GM Strategy & Planning

David Rankin, Chief Executive

# Eke Panuku Development Auckland

Statement of Intent  
2021-24



## Me Mihi

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

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



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## Message from the Chair and Chief Executive

As Tāmaki Makaurau recovers from the COVID-19 pandemic and brings more attention to the climate emergency, the need for well designed, sustainable neighbourhoods with public transport access is more important than ever.

Eke Panuku Development Auckland, with constrained resources continues to shape spaces for Aucklanders to love and help create low-carbon, resilient communities.

We are now delivering on the momentum we have built in the past few years, with construction projects continuing across the region, new homes being built by our development partners to create neighbourhoods that both current and future residents will enjoy.

Our Statement of Intent sets out our focus areas for the next three years to support Auckland Council's growth and climate change strategies. We will continue site subdivision and works to prepare sites for sale and redevelopment, masterplanning and preparation for plan changes, as well as delivering public realm projects to improve local amenity.

Partnership continues to be a priority for our organisation. Mana whenua are significant partners for Eke Panuku and our shared outcomes framework intends to achieve improvements for Māori wellbeing across Tāmaki Makaurau.

Following the Auckland Council Controlled Organisation (CCO) review in 2020, there are lots of opportunities to work even closer with the rest of the Auckland Council whānau and local boards and we are actively working to address the review's recommendations.

Partnering with the private, public and third sectors is critical for us, as we do not typically undertake developments ourselves. Our work with Kāinga Ora Homes and Communities, community housing providers and private developers is crucial for delivering new homes in our neighbourhoods, and this will continue in 2021 and beyond.

In addition to our priority locations, Eke Panuku also provides property management services to Auckland Council. Supporting our tenants through a challenging time is a priority for Eke Panuku, while also providing returns to the council as it recovers from the impacts of COVID-19. We will continue to support Auckland Council through well-managed property sales and providing it with property expertise.

Eke Panuku is looking forward to delivering great place-led outcomes for communities in the coming three years on behalf of Auckland Council.

Paul Majurey – Chair

David Rankin – Chief Executive

# Part 1 – Strategic overview

## 1.1 Role and mandate

In accordance with the Local Government Act 2002, this annual Statement of Intent (SOI) publicly states the activities and intentions of Eke Panuku Development Auckland (Eke Panuku) for the next three years, and the objectives to which those activities will contribute.

This SOI should be read together with other CCO documents. These include:

- the CCO Accountability Policy that sets out accountability requirements for the council CCOs
- Eke Panuku constitution.

This SOI was adopted by the Eke Panuku Board in June 2021.

Eke Panuku Development Auckland is the urban regeneration agency for Auckland Council. It has a dual purpose to:

1. redevelop urban areas through its priority location programme
2. manage the council's non-service property and provide property-related services to the council group.

Eke Panuku seeks to achieve an overall balance of commercial and public interest outcomes in carrying out its functions. Eke Panuku's activities help support sustainable and well-functioning urban environments and thriving, resilient communities. It has an important role to contribute to the outcomes of the Auckland Plan 2050 and implement the plan's strategic direction.

The work Eke Panuku undertakes also has an important role to address Auckland's growth challenges and build a low-carbon, climate resilient city for the future.

The delegations from Auckland Council enable Eke Panuku to:

1. Regeneration and development of council's agreed urban locations by making the most of Auckland Council owned land and working with the council, other council-controlled organisations, the crown, and infrastructure providers to facilitate urban regeneration.
2. Selling Auckland Council's surplus property, and where appropriate, reviewing council's service property for optimisation and redevelopment opportunities.
3. Managing council's assets/property including commercial, residential and marina infrastructure, or redevelopment incorporating a service delivery function.
4. Undertaking other property-related services such as strategic property advice, place making, acquisitions and disposals.

## 1.2 Operating context

Auckland is the fifth largest city in Australasia. It is growing rapidly and expected to reach 2.3 million by 2050 (in just 30 years).

Auckland Council has determined through the Auckland Plan, that a quality compact urban form is the most effective way to provide infrastructure and services now and in the future. It has ambitious plans to accommodate two thirds of future growth within the existing urban area and to achieve net zero emissions by 2050.

The facilitation of brownfield redevelopment is the most significant factor in the achievement of quality compact urban form. Vibrant, low carbon town centres on mass transit, with great walking and cycling access and offering housing choices and a variety of amenities and services is at the heart of the Auckland Plan.

With the approval of the council Eke Panuku has advanced urban regeneration programmes in 12 locations, mostly town centres with existing or planned mass transport. After significant engagement with communities, local boards, stakeholder, mana whenua, plans are in place and delivery is underway.

Auckland's population continues to grow rapidly putting pressure on housing supply and affordability, as well as increasing the demand for infrastructure investment to support growth.

Urgent climate action is required to reduce emissions as well as building resilience to the already changing climate. Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan, sets out a plan for the region to reduce greenhouse gas emissions by 50 per cent by 2030, reach net zero emissions by 2050 and create a pathway to prepare for the impacts of climate change.

While NZ's economy has weathered the Covid 19 pandemic and lock downs better than expected, impacts across industries, sectors and Auckland's communities has varied considerably. In Auckland the spatial distribution of activity has been changing with the new flexible working arrangements that have continued after lockdowns and the important role of local centres has become increasingly evident as the CBD activity has not yet returned to past levels, nor public transport ridership.

With the trend of increasing building consent approvals and buoyant development sector the housing shortfall deficit is expected to improve but will remain in the medium term. People skills, material availability and other factors will impact housing shortfall results. We have yet to see the impact of government policy and measures on property investors, and the flow on impact on investment in new properties and impact on house prices generally.

## Response to Council's Strategic Objectives

### 1.3 Council financial and operating environment

The Auckland Council group is facing both rising investment demand and reduced investment capacity. A number of key factors are affecting the council group and its objectives. These include population growth, transport demand and congestion, diverse population and changing needs, aging infrastructure and assets, climate change commitments and the uneven impact on covid-19 on business sectors and communities across Auckland.

The Auckland Council 10-year Budget 2021-2031 is a recovery budget. It seeks to balance the need to make progress for the city and to help stimulate economic recovery with the city's

financial capacity and what ratepayers can afford and will accept. A targeted approach to investing in infrastructure to address housing and growth issues has been adopted by Council. Council is committed to unlocking and delivering joint spatial priority areas with the Crown.

As a result of the 10-year Budget, Eke Panuku has received a more limited capital investment budget for the first 3 years. Eke Panuku will contribute significantly to council group's asset recycle target and participate in efficiency reviews by the council group. In response to the wider operating environment, we will also:

- monitor property market and construction sector changes and continue to strengthen our relationships with our development partners including private sector, community housing providers, Kāinga Ora and Iwi.
- focus on enhancing our delivery capability to facilitate new sustainable housing and residential choices, and amenity improvements and renewals
- apply our people strategy to ensure we retain and attract the critical staff that are key to our delivery.
- increase collaboration with our council whanau and other development partners to increase alignment of planning and funding
- engage with the shareholder on our medium-term programme and funding, including for projects in the early stages
- implement our Eke Panuku-Mana whenua Outcomes Framework and our climate action plan.

## 1.4 Contribution to the Auckland Plan and council strategies

Urban regeneration creates resilient neighbourhoods where people can easily walk, cycle and use public transport is an important tool in responding to the climate emergency, reducing carbon emissions. The Auckland Plan Development Strategy identifies where it envisages that most of the growth and development will occur within the existing urban area over the next 30 years. Our urban regeneration activity is focused in key areas identified in the Auckland Plan Development Strategy as priorities for the short and medium term. A number of these locations are spatial focus areas for joint work between the council and crown.

Our programmes and masterplans seek to increase the supply of new, sustainable homes, community services, public realm, retail offerings and offices into town centres located close to the city's rapid transport network.

We work collaboratively with our partners including the Auckland Council group, mana whenua, the Crown, the private sector and community housing providers, to achieve successful town centres and places for Aucklanders to love.

Our work to manage the council's non-service properties and its property transactions also helps the council to achieve its strategic objectives and outcomes.

Auckland Plan Outcomes	Degree of contribution	How Eke Panuku contributes	Programme
 <p data-bbox="204 456 363 517">Belonging and participation</p>	<p data-bbox="411 300 528 331"><b>Primary</b></p>	<ul data-bbox="624 315 1225 1106" style="list-style-type: none"> <li>• Create safe opportunities for people to meet, connect, participate in, and enjoy community and civic life.</li> <li>• Implement inclusive place-making, one of three levers that ensures the people of a place 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.</li> <li>• Improve the function of town centres to create a heart for a local community that is vibrant, attractive and accessible to all</li> <li>• Facilitate increasing residential choices for Aucklanders across the housing continuum.</li> <li>• Partner with Community Facilities to deliver accessible, multi-functional community facilities for the future</li> <li>• Engage local communities on local projects and urban change</li> </ul>	<p data-bbox="1249 331 1430 398">Place making programme</p> <p data-bbox="1249 465 1406 562">Public good investment programme</p> <p data-bbox="1249 667 1426 797">Strategic and town centre planning programmes</p> <p data-bbox="1249 936 1418 1032">Stakeholder engagement programme</p>
 <p data-bbox="220 1339 347 1400">Homes and Places</p>	<p data-bbox="411 1162 528 1193"><b>Primary</b></p>	<ul data-bbox="624 1178 1225 2013" style="list-style-type: none"> <li>• Provide sufficient public places and spaces that are inclusive, accessible and contribute to urban living</li> <li>• Accelerate the construction of homes that meet Aucklanders' changing needs and preferences</li> <li>• Develop a quality compact urban form to accommodate Auckland's growth</li> <li>• Lead urban regeneration and development in Manukau, Onehunga, the Waterfront and Wynyard Quarter, Northcote, Avondale, Takapuna, Henderson, Papatoetoe, Ormiston, Panmure, Pukekohe, Maungawhau and Karangahape development precincts (CRL stations)</li> <li>• Support redevelopment of the Haumaru portfolio</li> <li>• Facilitate new quality designed, sustainable homes that meet changing needs and preferences, working with Kāinga Ora, iwi groups, community housing providers (CHPs) and private partners</li> </ul>	<p data-bbox="1249 1193 1406 1290">Public good investment programme</p> <p data-bbox="1249 1328 1426 1458">Strategic and town centre planning programme</p> <p data-bbox="1249 1496 1426 1664">Property development and asset recycle programmes</p> <p data-bbox="1249 1765 1406 1861">Public good investment programme</p>

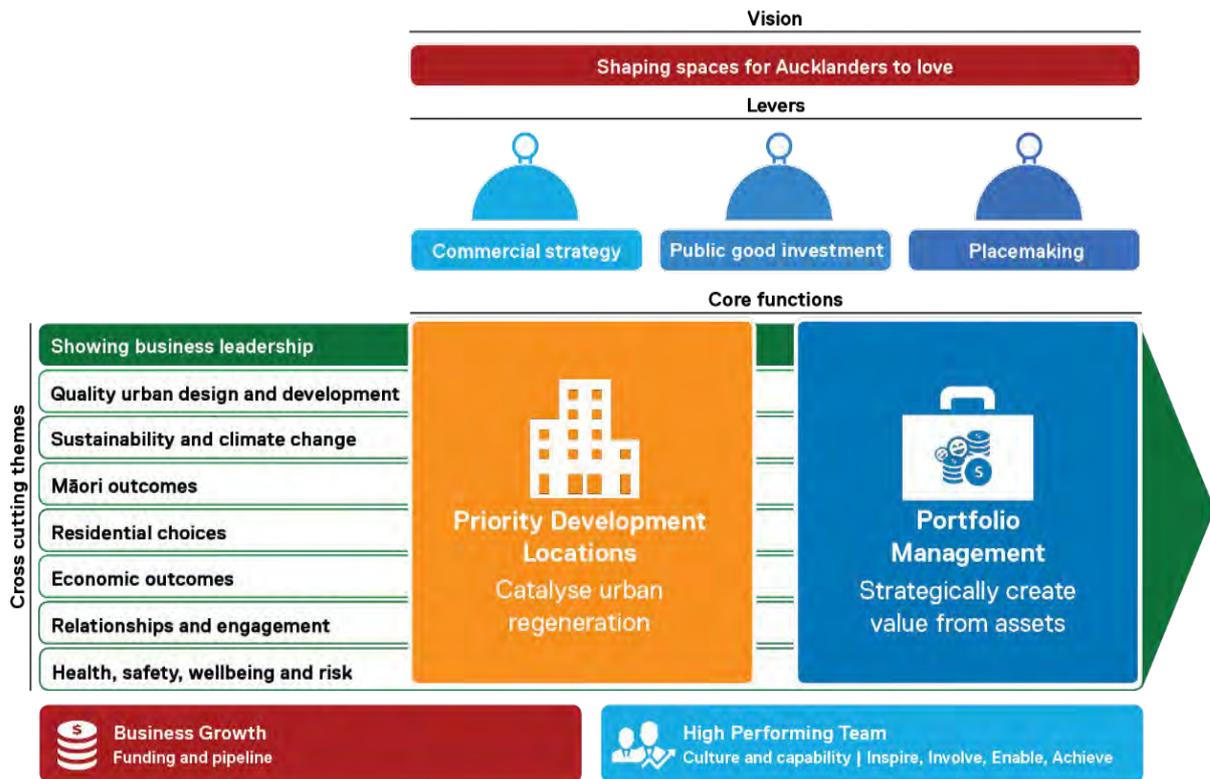
 <p><b>Maori identity and wellbeing</b></p>	<p><b>Primary / Secondary</b></p>	<ul style="list-style-type: none"> <li>• Showcase Auckland's Māori identity and vibrant Māori culture</li> <li>• Support te reo Māori to flourish</li> <li>• Create environmental outcomes to restore and enhance the mauri of Tāmaki Makaurau</li> <li>• Enable commercial opportunities and capacity building for iwi to grow intergenerational wealth</li> <li>• Reflect mana whenua mātauranga and Māori design principles in public realm projects to showcase Māori identity</li> <li>• Provide placemaking opportunities to celebrate and showcase vibrant Māori culture including working with rangatahi and supporting te reo Māori to flourish.</li> </ul>	<p>Mana Whenua - Eke Panuku Outcomes Framework</p> <p>Place-making programme</p>
 <p><b>Transport and access</b></p>	<p><b>Secondary</b></p>	<ul style="list-style-type: none"> <li>• Partner with Auckland Transport and Waka Kotahi (NZTA) to facilitate transport infrastructure and service improvements in priority locations and improved connectivity as part of integrated planning to make walking, cycling, and public transport the preferred choices for more Aucklanders</li> <li>• Lead redevelopment opportunities arising from completed and proposed transport projects</li> <li>• Facilitate low carbon transit-oriented development by bringing housing and people closer to transport networks, to leverage the existing investment and provide increased transport choices</li> <li>• Support Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan.</li> </ul>	<p>Strategic and town centre planning programme</p> <p>Public good investment programme</p> <p>Property development and asset recycle programme</p> <p>Corporate responsibility programme</p>
 <p><b>Environment and cultural heritage</b></p>	<p><b>Primary</b></p>	<ul style="list-style-type: none"> <li>• Facilitate quality urban development in town centres, to support a quality, compact urban form and more sustainable transport modes</li> <li>• Facilitate energy and water efficient homes</li> <li>• Partner with others to restore environments as Auckland grows, to facilitate stream and open space enhancements and the objectives of the Urban Ngahere Strategy</li> </ul>	<p>Corporate responsibility programme</p> <p>Place-making programme</p> <p>Public good investment programme</p>

		<ul style="list-style-type: none"> <li>• Place-led design to ensure that new development best reflects the character and indigenous stories of an area or place</li> <li>• Use green infrastructure to deliver greater resilience, long-term cost savings and quality environmental outcomes.</li> </ul>	Property management services
 <b>Opportunity and prosperity</b>	<b>Secondary</b>	<ul style="list-style-type: none"> <li>• Advance Māori employment and support Māori business and iwi organisations to be significant drivers of Auckland's economy</li> <li>• Partner with Auckland Unlimited and the Southern Initiative (TSI) to integrate economic outcomes in the regeneration of town centres</li> <li>• Support and use sustainable procurement to provide local training and employment, lifting communities' skills and opportunities</li> <li>• Create commercial and strategic value from surplus sites and the council property portfolio</li> </ul>	<p>Mana whenua outcomes framework</p> <p>Strategic and town centre planning programme</p> <p>Corporate responsibility programme</p> <p>Property development and asset recycle programmes</p>

## Nature and scope of activities – ‘what we do’

Our vision is shaping spaces for Aucklanders to love.

Eke Panuku Development Auckland (Eke Panuku) delivers urban regeneration across the city. Eke Panuku also manages and maintains approximately \$2.4 billion of the council’s non-service properties and provides property disposal and acquisition services. These two core functions are illustrated in the strategic framework diagram below.



The priority development locations agreed with Auckland Council, where Eke Panuku is leading urban regeneration are shown on the Map 1. We also lead a number of regional programmes such as the redevelopment of the Haumaru Housing Ltd portfolio of housing for the elderly, Transport Oriented Developments (TODs) with Auckland Transport, and service property optimisation with Customer and Community Services and local boards. These programmes also support urban regeneration outcomes.

Eke Panuku has three key levers to deliver our agreed functions:

- commercial lever: developing council surplus-property to enable growth, achieve urban regeneration outcomes, unlock opportunities for others and provide revenue
- public good investment lever: improving the amenity of places to attract new residents, visitors, businesses, investors and developers
- place-making lever: involving communities in the urban regeneration of their neighbourhoods

The portfolio management role includes the management of more than 1,500 commercial and residential properties that are not used to deliver services to the community. Eke Panuku provides

a shared service to the council whanau. Some properties are held for infrastructure projects (e.g. Mill Road, Penlink), others are within Eke Panuku priority development locations and will be developed to support urban regeneration (e.g. Northcote town centre, Onehunga wharf). Others are held for heritage protection and other purposes. The role includes tenancy management, maintenance and a significant renewals programme and the management of some council business interests and the city centre marinas.

The cross-cutting themes shown in green in the Strategic Framework are key areas where Eke Panuku is seeking to provide leadership in order to support the implementation of Auckland Council strategies and plans, including the Auckland Plan, the Economic Development Action Plan and Te Tāruke-ā-Tāwhiri. We have a strong focus on relationships and engagement including collaboration within the council whanau.



### 1.5 Over the next 3 years

Over the next three years, Eke Panuku will continue to regenerate our neighbourhoods in Takapuna, Northcote, Henderson, Avondale, Panmure, Onehunga, Papatoetoe, Manukau, Pukekohe, Ormiston, Hobsonville, Maungawhau and Karangahape development precincts and the Waterfront, as well as seeking regeneration outcomes on single sites across the region.

We will increase the vibrancy, safety and success of these centres by facilitating projects that will deliver new homes, purchasing strategic sites, public realm upgrades and activations to create walkable, well connected neighbourhoods. We will measure success through:

- Increased dwelling numbers and, where relevant, increases in commercial or retail space
- Delivery of new or renewed public open space
- Achieving targets for sale of sites for redevelopment and associated outcomes

Across the region we will continue to work with Haumaru Housing to enable the delivery of more affordable homes for older people through optimising its property portfolio. We will recognise success through an increase in the number of available units included in net new dwellings

We will continue to work with Auckland Transport on transport-oriented development opportunities and with local boards on optimisation opportunities and continue to optimise the return to Auckland Council through its disposal programme. We measure success through:

- the number of properties identified for optimisation
- achieving agreed asset sales targets.

We will continue to operate the non-service property portfolio, including the waterfront marinas, and we will undertake urgent renewals of critical assets, particularly on our waterfronts. We measure success through:

- the managed non-service property portfolio and marina budget results
- occupancy targets for the residential and commercial property portfolio
- marina satisfaction surveys.

Through all our activities we will deliver on our business excellence goals, measuring success through:

- Māori initiatives implemented, and satisfaction surveys
- Implementing Eke Panuku climate change initiatives to support council's climate change strategy.

Eke Panuku will assess its strategic performance via three year and annual performance measures and targets contained in part two of this SOI.

## Climate change

The work of Eke Panuku in delivering well designed, intensive mixed-use developments, integrating land use and transport, and incorporating sustainable building approaches is a critical contribution to reducing emissions and the transition to a low carbon resilient city.

Eke Panuku has developed a Climate Change Strategy which responds to the direction set by Te Tāruke-ā-Tāwhiri – Auckland's Climate Plan as well as Council and CCO targets for greenhouse gas emissions, water use and waste. Our Strategy outlines our vision, objectives, principles and priority actions in delivering climate action.

We have a number of focus areas which address our corporate emissions as well as the outcomes delivered in our urban regeneration areas. These include:

- Setting and implementing sustainable performance standards for buildings and public realm developments;
- Accelerating sustainable procurement activity through improvements to systems and processes and capacity building with staff;
- Measuring and reducing our corporate emissions, including initiatives around staff travel, waste and energy use;
- Embedding improvements to project planning processes and staff capability to ensure climate mitigation and adaptation are incorporated early into decision making; and
- Delivering tactical urbanism and infrastructure projects that will enable and facilitate mode shift to walking and cycling in Eke Panuku neighbourhoods.

## Economic development action plan

Eke Panuku will support implementation of the Economic Development Action Plan, Local Tamaki Makaurau focus area, through developing and implementing town centre guidelines for the Eke Panuku locations and facilitating urban regeneration of town centres. Strong, thriving and resilient local economies will provide the foundations to ensure that Auckland's sub-regional economies and regional economy become more resilient, enabling greater economic prosperity.

## Risks, challenges and opportunities

There are many external factors that can impact on the delivery of Eke Panuku programmes and achievement of performance targets. Eke Panuku will discuss issues, risks, challenges and opportunities as part of quarterly reporting to the shareholder.

- Property market and construction sector uncertainty - There continues to be uncertainty ahead in the property market, including the impact of government policies and the wider global impacts of the covid pandemic, on future investment and housing development and the impact of ongoing construction cost escalations from labour and material supplies shortages.
- Specialist skills – As a result of the strong development market reflected by the record levels of building consent approvals, the government's infrastructure and development programmes and the closed borders, there is competition in the market for specialist skills such as urban regeneration, planning and design, development, project management and construction.
- Dependencies – our programme delivery is impacted by both development partner and council group dependencies, often out of our control. Examples include the timing of development staging by a private partner linked to pre-sales and the preparation of a community needs assessment or release of a council property for development.
- Optimisation of council service properties – This programme seeks to release value from underperforming service assets in order to fund local services while supporting urban regeneration. Projects must proceed on a cost neutral basis and any net proceeds are reinvested locally to advance approved projects. Experience has shown that these are multi-stakeholder, complex, redevelopment programmes that require strong local board and Customer and Community Services support to progress in a timely fashion.
- Capital investment programme to repair, replace and maintain council assets – while the Eke Panuku renewals programme increases three-fold next year, the LTP does not provide funding beyond the renewal of critical assets in the portfolio.
- Underutilised assets of the council group – Throughout the city there are underutilised and unsuitable property and sites that can be used more intensively through redevelopment and more intensive use or released for sale for reinvestment in other community assets. Within council there needs to be a stronger and more consistent focus on, and commitment to, identifying underutilised and unsuitable property.

## About us – statement of the board's approach to governance

Auckland Council works in partnership with its CCOs and the agreed approach to governance is outlined within the CCO Accountability Policy and Statement of Expectations.

Eke Panuku has supported the preparation and presentation of new joint CCO-Local Board engagement plans for 2021-22. For Eke Panuku this has included senior management participation and agreement on the level of engagement on programmes, projects and properties. We will continue to prepare a 6-monthly report to each local board.

Eke Panuku engages with and reports to the council CCO Oversight Committee on the work programme set out in the Statement of Intent, performance, issues, opportunities and risks through the quarterly reporting. Eke Panuku will host the CCO Oversight Committee for a strategic discussion and visit in November.

Eke Panuku also engages with and reports to the Finance and Performance Committee and Planning Committee for direction on urban regeneration and development outcomes and planning and for decisions on assets recycling.

## 1.6 Board meetings

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

Meeting purpose	Date	Form of Public Notification
Consider shareholder comments on draft SOI	June 2021	Advertisement in NZ Herald at least two weeks prior to meeting and on Eke Panuku website five working days prior.
Consider performance against SOI targets	October 2021	

Eke Panuku will hold as much of its monthly board meetings in the open as possible. A public-excluded session will be held at each meeting to discuss confidential matters.

Agendas and board papers (with confidential information redacted) will continue to be posted on the Eke Panuku website (Panuku.co.nz) prior to each meeting.

Members of the public are invited, via the Eke Panuku website, to present to the board on issues relevant to Eke Panuku. Board meetings are also held at various locations in Auckland to enable the Eke Panuku Board to meet with local boards.

## Part 2 – Statement of performance expectation

### 2.1 What we will deliver - annual work programme 2021/22

Eke Panuku urban regeneration and property management programmes aims to deliver on Eke Panuku targets and commitments in the LTP 2021-31 and also build its future pipeline of work. The following tables describes our key programmes and deliverables for the 2021-22 financial year.

Urban regeneration involves a wide range of activity including strategic and master planning, the consideration of development outcomes, options and trade-offs, feasibility work, placemaking and design, engagement and communications, marketing of sites, negotiating and monitoring development agreements, as well as designing and delivering physical projects. While Performance Measure 4 (next section) sets out a capex milestones delivery target, this table highlights the deliverables for 2021-22 across the range of urban regeneration activity and locations.

#### Urban Regeneration Programme

##### 1.1 Strategic and Town centre planning programme

While the planning is well advanced for the majority of locations, some projects are still in the planning phase where the focus is developing the vision, outcomes and assessing future development opportunities. Where plan changes are required, this is undertaken with the council.

1. City Rail Link (CRL) – complete work on the precinct development plan which informs future mixed-use development around the CRL stations in Maungawhau (Mount Eden) and Karangahape Road. We will support engagement with key stakeholders including council group, local board, mana whenua, and community groups. We will also work with partners to develop joint business cases (IBC) to seek approval and funding to progress urban regeneration.
2. Manukau Civic Building – we will initiate the project and work with Auckland Council on the southern accommodation hub.
3. Onehunga Wharf planning – we will advance the plan change and master plan to enable future mixed-use development on the wharf that connects the community back to the water and continues to support a working waterfront.
4. Panmure and Onehunga master plans – we will develop master plans and continue stakeholder and community engagement.
5. Rapid Transit Network Planning – we will contribute to the work of the council, Auckland Transport and the crown on the Auckland rapid transit network planning, with a focus on potential Transport Oriented Developments (TODs) along the planned networks.
6. Regional programmes – continue working with Auckland Transport, Selwyn Foundation (Haumaru portfolio), Customer and Community Services and local boards to identify property optimisation opportunities.
7. Town Centre Guidelines – complete guidelines for Eke Panuku neighbourhoods, setting out the principles and tool box for thriving centres.
8. Wynyard Point Master plan – we will develop the transitional strategy for Wynyard Point and submit the master plan to planning committee for endorsement prior to public consultation. We will also complete the lodgement of the plan change of Wynyard Point and Hobson wharf with the council.

## 1.2 Public good Investment programme

Public good investment programme includes projects at different stages: design and consenting and construction delivery. Key projects deliverables are:

### Projects at design and consenting stages include:

1. Avondale Civic Precinct (Avondale Town Square, Crayford Lane and playground) – developed design approved by cross-council project control group. The project is working closely with Community Facilities to support the design of the precinct open space that integrates with the new multi-purpose community facility.
2. Haumarū housing, 81A Godley Road, Green Bay – obtain resource consent and work with Haumarū to optimise the housing for older persons portfolio.
3. Manukau Wiri bridge capital works – complete design as part of the Puhinui stream corridor.
4. Northcote Town Centre – complete design of new capital works for street enhancements.
5. Panmure, Clifton Court – complete design and consenting of the public realm upgrade to create a safe and attractive laneway that can be used for local community gatherings and catalyse adjoining private landholdings to be redeveloped for housing and business.
6. Wynyard Quarter Headland Park – continue design work while capital delivery is planned for the outer years of the LTP budget.
7. Wynyard Quarter East West connection – investigate and design public space upgrade of the East West connection, including a significant element of asset renewal work.

### Projects at capital delivery stage include:

1. Avondale Crayford St West – complete construction of streetscape improvements.
2. Henderson, Oratia Link Cycleway & bridge and Opanuku Link bridge – concept design endorsed by Local Board and construction start subject to Auckland Transport approval.
3. Manukau, Hayman Park – commence phase 2 construction of the regional destination playground.
4. Northcote, Te Ara Awataha Stage 1 greenway – complete construction of the greenway along the school's boundary, working with Kāinga Ora.
5. Takapuna Town Square, Anzac Street / Hurstmere Road – commence construction of the town square, subject to a council decision on further public engagement.

6. Wynyard Quarter transitional use – complete interim activations after America’s Cup, such as relocation of marine infrastructure, installation of guard rails and any other temporary changes subject to the AC37 event.
7. Wynyard Quarter, Tiramarama Way (Stage 2) – complete streetscape construction enabling full connection between Halsey and Beaumont streets.
8. Wynyard Quarter, Silo Park Extension Phase 2 – complete park construction, finishing the award-winning space created for AC36.

### 1.3 Property Development programme

Progress site sales to support urban regeneration through development agreements to achieve housing and mixed-use development and provide council with funds for reinvestment.

1. Avondale, strategic central site – progress sale of the Avondale Central site on 1909-1949 Great North Road.
2. City Centre, Downtown car park – continue to work with council and Auckland Transport to progress the site to development agreement stage.
3. City Centre, Bledisloe House – progress site sale to development agreement as part of the council corporate property programme.
4. Mount Wellington, 3 Mountwell Crescent – go to market for site sale to enable residential development.
5. Northcote Town Centre regeneration – progress “go to market” process to sell site and work with developer/s to agree implementation of town centre and amenity outcomes. Timing will be dependent on market response.
6. Onehunga Waiapu Lane Precinct – sale of site [REDACTED]
7. Panmure Commercial Precinct – progress the sale of 486-492 Ellerslie-Panmure Highway (and part of 59 Mountain road) for mixed-use development.
8. Hobsonville the Airfields – progress site sales for residential development and to the Ministry of Education for future school.

### 1.4 Strategic Acquisitions programme

Progress strategic site acquisitions to support urban regeneration.

1. Manukau Puhinui walkway stage 2 – complete design and stakeholder engagement and acquire land from Counties Manukau District Health Board to enable building of walkway and cycleway.
2. Northcote acquisitions – complete acquisition of final ground leases to enable Northcote town centre regeneration.
3. Strategic acquisitions – continue to explore opportunities in other priority locations for strategic acquisitions and aggregation of sites to optimise developments and urban regeneration outcomes.

## 1.5 Collaboration and Engagement programme

Working with Council Customer and Community Services (Community Facilities), Auckland Transport, local boards, mana whenua and other stakeholders to progress projects and developments.

1. Council Group – Continued engagement with the council group to implement actions from CCO review and to improve cross council collaboration including enhancing strategic alignment, relationships, project governance, place-based joined up communications and engagement with Auckland Transport, and articulating the Lead Agency Role in our town centres.
2. Council service property optimisation – working with Community Facilities and Auckland Transport to optimise service property in Meadowbank, Clonbern Road car park and Orakei park and ride.
3. Development partners – continue to engage with private sector, community housing providers and Iwi development partners, through a regular forum to discuss urban regeneration programme outcomes and opportunities.
4. Government initiatives – Eke Panuku will work with partners and explore new opportunities as new government investments and initiatives are announced.
5. Haumaru housing, 27-31 Greenslade Crescent, Northcote – continue working with Kāinga Ora on the building development at Greenslade Crescent and Haumaru on the future pipeline of housing for older persons.
6. Manukau, Barrowcliffe place – continue to work with our development partners to deliver new housing at Kōtuitui Place linking to Manukau city centre via newly built Barrowcliffe bridge and shared pathway.
7. Northcote Community Facility – working with Customer and Community Services to explore options and reach a final decision for refurbishment or renewal of the community facility.
8. Panmure Community Hub – explore options with Customer and Community Services, the local community, local board, and mana whenua to reach a final decision on the new multi-purpose community facility and civic space.
9. Stakeholder Insights – continue to seek regular feedback from key stakeholders (e.g. council whanau, mana whenua, development sector, local communities) and address issues and opportunities, and implement the Eke Panuku Customer responsiveness approach.

## 1.6 Place Making programme

Our place making programme ensures that interim place activations help to maintain and build the vitality of the centres and support for urban regeneration, and that residents and businesses are informed of and engaged in changes happening in their communities. Some of the activations planned include:

1. Place-making – Continue to deliver a placemaking programme in all the priority locations to support community change. Specific examples are listed below.
2. Manukau Puhinui stream corridor – activations to support regeneration of the stream and surrounding areas.
3. Manukau civic square and pavilion – implement temporary works to test concepts ahead of future development in the area.

4. Ormiston, Block K (library site) – undertake placemaking activations to better support future residential development in Ormiston town centre.
5. Panmure, town centre – activation of Queens Road streetscape to create an attractive gateway into the town centre main street and local retail destination.
6. Waterfront place-making programme – major events planned include Matariki 2022, Auckland Anniversary weekend and summer at Silo Park.

## 1.7 Corporate Responsibility programme

This programme includes implementation of Eke Panuku Climate Change Strategy adopted in 2021 which responds to the direction set by Te Tāruke-ā-Tāwhiri – Auckland’s Climate Plan.

1. Building standards – Continue rollout of Homestar 6 standard in residential development and Green star 5 standard for non-residential developments. Adopt standards for public realm developments.
2. Capital Investment – we will take opportunities to invest in appropriate sustainability improvements in the portfolio e.g. efficient lighting (R&M), solar panels at marina office and increased waste reduction initiatives.
3. Decision making – enhance climate change decision making frameworks to support earlier consideration of climate mitigation and adaptation opportunities and impacts with further guidance and support provided to staff.
4. Operational – implement corporate emissions reductions and compliance, including Toitu carbon reduce certification, TCFD (climate -related financial risk), council reporting, initiatives around staff travel, waste and energy use and implement FutureFit.
5. Resilience – Complete climate resilience reports for all priority locations on risks, impacts, vulnerabilities and responses.
6. Sustainable procurement – Continue work programme to embed sustainable procurement as business as usual, including changes to processes and templates. Build internal capacity via training and support, and participation in procurement working groups.

## 1.8 Māori Outcomes

Implement year 2 of the Eke Panuku Mana Whenua Outcomes Framework. This Framework aligns with and complements Kia Ora Tāmaki Makaurau. Priority actions will be agreed with Mana Whenua.

1. Audit programme – Eke Panuku will assist Council to respond to the Te Tiriti o Waitangi Audit programme led by the Independent Māori Statutory Board.
2. Engagement – Continue to regularly engage with mana whenua on projects including the town centre guidelines and master planning for locations and sites.
3. Māori culture and identity – Continue to identify projects that can be used to celebrate Māori culture and identity, including design, art, naming and other opportunities. We will develop a database of mana whenua artists and streamlining our processes to engage mana whenua on design.

4. Commercial opportunities – continue to engage with Mana whenua on commercial property opportunities.
5. Sustainable procurement – developing processes to increase supplier diversity and support Maori and mana whenua suppliers, and exploring opportunities relating to arts, design, professional services and local businesses.

## Property Management Services and Programme

### 1.9 Property and Marina service delivery

Managing council assets/property including commercial, residential and marinas to optimise return from these assets for the council. This includes tenancy and berth marketing and leasing, property maintenance, financial management and customer services. The performance measures for the main programmes are contained in the performance measures section of the SOI.

#### 1.10 Capital delivery programme

Maintaining and renewing marina assets, providing marina services and optimising returns for the council.

1. Westhaven Marina pile berth redevelopment – complete design of land site works and construction of pontoons A&B. We are also proposing upgrades to existing pontoons around the marina.
2. Westhaven seawall upgrade – commence construction subject to approved scope and design. This is part of our Waterfront programme.
3. Westhaven Marina maintenance operations facility replacement – investigate options and complete business case.

#### 1.11 Property Renewals programme

Maintaining and renewing existing assets, as good custodians of council non-service assets, optimise portfolio return and enable assets for public use. Some of the significant renewals in the programme include:

1. City centre, 27 Princes Street – complete seismic strengthening and refurbishment of the heritage asset.
2. Manurewa, 7 Hill Road – complete the refurbishment of the commercial property due to health & safety issues.
3. Onehunga Wharf Renewals – complete renewal works. This covers renewals of the sheds used by tenants, dredging to maintain use of the wharf and renewing the roads as part of delivering contract obligations while awaiting future redevelopment.
4. Waterfront, Shed 10 structural repairs – commence repairs of Shed 10 on Queens wharf. The shed is a heritage asset needing structural work to make it safe for tenants.

5. Westhaven Pier Redevelopment (G, H) – complete redevelopment and maintenance of Westhaven piers to better meet the needs of berth holders and improve our marina assets.
6. Waterfront, North Wharf West Upgrade – complete investigation and design stage. North wharf west is a critical part of the walkway/promenade which begins at North wharf and extends all the way across to Silo Marina.
7. Waterfront, Bascule Bridge Health & Safety works – commence construction. This is to maintain safety of the existing bridge for public use.

## 1.12 Asset Recycling programme

1. Asset recycling target – Deliver our share of the Council LTP annual asset recycle target. Asset sales proceeds are returned to council for reinvestment. These are sales of properties not in our priority locations. Examples include - 198 Dominion Road Mt Eden, taking the site to the market for sale and associated development of residential apartments. Similarly, 16 Fencible Drive & 34 Moore Street Howick, progressing the sale of these two sites.

## Performance measures and targets

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

The performance measures and targets are as follows:

Service Level Statement	Measure	Actual 2019/20	Annual Plan 2020/21	SOI Targets			
				2021/ 2022	2022/ 2023	2023/ 2024	
<b>Priority location – programmes and projects</b>							
Develop and activate town centres	1	Net new dwellings (housing units) – LTP performance measure	New measure	New measure	Annual - 350 net new dwelling units.  <i>Note: Progress on 3-year total</i>	Annual - 200 net new dwelling units  <i>Note: Progress on 3-year total</i>	Annual - 350 net new dwelling units or balance of the 3-year target.  <i>Note: 3-year cumulative total = 900</i>
	2	Commercial / Retail gross floor area (GFA) or net lettable area (square meter) – LTP performance measure	New measure	New measure	Annual – 0  <i>Note: Progress on 3-year total</i>	Annual - 1,000 sqm  <i>Note: Progress on 3-year total</i>	Annual - 29,000sqm or balance of the 3-year target  <i>Note: 3-year cumulative total = 30,000 sqm</i>

Service Level Statement	Measure		Actual 2019/20	Annual Plan 2020/21	SOI Targets		
					2021/ 2022	2022/ 2023	2023/ 2024
	3	Public realm – square meters	New measure	New measure	Annual - 21,000 sqm  <i>Note: Progress on 3-year total</i>	Annual - 7,000 sqm  <i>Note: Progress on 3-year total</i>	Annual - 57,000 sqm  <i>Note: 3-year cumulative total = 85,000 sqm</i>
	4	Capital project milestones approved by the board achieved  – <b>LTP performance measure</b>	New measure	Achieve 80 per cent or more of project milestones for significant capital projects  (Refer to the draft list in appendix 2 of the report).	Achieve 80 per cent or more of project milestones for significant capital projects	Achieve 80 per cent or more of project milestones for significant capital projects	Achieve 80 per cent or more of project milestones for significant capital projects
	5	Achieve total board approved budgeted Transform and Unlock (T&U) net sales for the financial year through unconditional agreements  <i>Note: These site sales also enable housing and wider urban regeneration outcomes.</i>	New measure	Meet \$39m T&U annual unconditional sales approved by the Board.	Meet \$48m T&U annual unconditional sales approved by the Board	Meet T&U annual disposal target approved by the board	Meet T&U annual disposal target approved by the board

Service Level Statement	Measure	Actual 2019/20	Annual Plan 2020/21	SOI Targets			
				2021/ 2022	2022/ 2023	2023/ 2024	
<b>Portfolio Management</b>							
Manage and maintain council's properties, assets, and services to optimise financial returns	6	Annual property portfolio net operating budget result agreed with the council achieved <b>– LTP performance measure</b>	Actual surplus of \$38.9 million against budget of \$30.7 million.	Net result achieves budget for 2020/21	\$21.9 million	\$17.8 million	\$16.2 million
	7	The monthly average occupancy rate for tenatable properties <b>– LTP performance measure</b>	96.9%	Commercial 85%  Residential 95%	Commercial 85%  Residential 95%	Commercial 85%  Residential 95%	Commercial 85%  Residential 95%
	8	The percentage of marina customers surveyed who are satisfied with marina facilities and services	89%	88%	80%	85%	85%

Service Level Statement	Measure	Actual 2019/20	Annual Plan 2020/21	SOI Targets		
				2021/ 2022	2022/ 2023	2023/ 2024
	9  The <b>asset recycling</b> target agreed with the Auckland Council	New performance measure	New performance measure	Achieve asset recycling target agreed with Auckland Council	Achieve asset recycling target agreed with Auckland Council	Achieve asset recycling target agreed with Auckland Council
<b>Business Leadership</b>						
	10 <b>Creating positive outcomes for Māori</b> Deliver 50 ongoing or new initiatives that support Māori Outcomes  <i>This activity is supported through the delivery of the Mana Whenua Outcomes Framework.</i>	64	40	50 initiatives that support Māori Outcomes	50 initiatives that support Māori Outcomes	50 initiatives that support Māori Outcomes
	11 <b>Enhancing the relationship between Eke Panuku and mana whenua.</b> Increasing the percentage of <b>satisfaction with the support</b> they receive from Eke Panuku.	New survey	New survey	Baseline survey	5 per cent increase on previous year	5 per cent increase on previous year

Service Level Statement	Measure	Actual 2019/20	Annual Plan 2020/21	SOI Targets		
				2021/ 2022	2022/ 2023	2023/ 2024
	<p>12 <b>Customer complaint –</b> Complaints (as defined by the Auckland Council) received by Eke Panuku are reported to the CCO Oversight Committee via the Eke Panuku quarterly report, with a focus on complaint resolution.</p> <p><i>This approach to be agreed with council team prior to adoption.</i></p>	New performance measure	New performance measure	Four reports	Four reports	Four reports

## Financial statements

Eke Panuku will demonstrate value for money across all expenditure in delivering its programmes. This includes greater transparency on operating expenditure and a strong focus on managing sensitive expenditure lines. Eke Panuku will inform the council on any significant challenges that arise and will work closely with the council on these issues.

Eke Panuku is cognisant of the economic recovery impacts on the council and the community and of the need to be prudent with the use of council resources. This means undertaking efficient processes, developing and accessing realistic options, balancing strategic and commercial outcomes, smart procurement processes, managing costs, and undertaking a regular review of priorities. There will be times when Eke Panuku needs to be open to innovation to test different ways to achieve outcomes which may carry greater risk.

### The 2021-24 budgets are consistent with the LTP 2021-31

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

Operating budgets - \$m	2019/20 Actual	2020/21 Emergency Budget*	2021/22 LTP	2022/23 LTP	2023/24 LTP
<b>Net direct expenditure/ (income)</b>	20.9	15.4	22.1	22.7	23.3
<b>Direct revenue</b>	15.2	21.0	15.4	15.7	16.0
Fees & user charges	0.0	0.0	0.0	0.0	0.0
Operating grants and subsidies (external)	0.0	0.0	0.0	0.0	0.0
Other direct revenue	15.2	21.0	15.3	15.7	16.0
<b>Direct expenditure</b>	36.2	36.3	37.4	38.4	39.4
Employee benefits	29.2	28.1	28.8	29.6	30.3
Grants, contributions & sponsorship	0.0	0.0	0.0	0.0	0.0
Other direct expenditure	7.0	8.2	8.6	8.8	9.1
<b>Other key operating lines</b>					
AC operating funding	(21.5)	(15.5)	(22.1)	(22.7)	(23.3)
Vested assets					
Non-direct revenue					
Non-direct expenditure					
Depreciation and amortisation	0.1	0.3	0.0	0.0	0.0
Net finance expense					
Tax expense					

\* The Emergency Budget represents year three of the 2018-2028 LTP, adjusted for approved changes

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

## 2.2 Property managed on behalf of Auckland Council

This section outlines the budgets for Auckland Council activities which are managed by Eke Panuku, as contained in the council's LTP for the next three years.

Operating budgets - \$m	2019/20 Actual	2020/21 Emergency Budget*	2021/22 LTP	2022/23 LTP	2023/24 LTP
<b>Net direct expenditure/ (income)</b>	<b>(14.7)</b>	<b>(1.9)</b>	<b>(4.3)</b>	<b>(3.0)</b>	<b>(1.1)</b>
<b>Direct revenue</b>	<b>53.6</b>	<b>44.4</b>	<b>43.8</b>	<b>42.4</b>	<b>40.2</b>
Fees & user charges	0.0	1.3	1.3	1.7	1.7
Operating grants and subsidies (external)	0.0	0.0	0.0	0.0	0.0
Other direct revenue	53.6	43.1	42.5	40.7	38.5
<b>Direct expenditure</b>	<b>38.9</b>	<b>42.5</b>	<b>39.6</b>	<b>39.4</b>	<b>39.1</b>
Employee benefits	1.3	2.7	0.0	0.0	0.0
Grants, contributions & sponsorship	0.0	0.0	0.0	0.0	0.0
Other direct expenditure	37.6	39.8	39.5	39.4	39.1
<b>Other key operating lines</b>					
AC operating funding					
Vested assets					
Non-direct revenue					
Non-direct expenditure					
Depreciation and amortisation	12.9	11.8	18.1	20.7	23.1
Net finance expense	(0.7)	(0.4)	(0.5)	(0.4)	(0.2)
Tax expense					

\* The Emergency Budget represents year three of the 2018-2028 LTP, adjusted for approved changes

Operating budgets by activity - \$m	2019/20 Actual	2020/21 Emergency Budget*	2021/22 LTP	2022/23 LTP	2023/24 LTP
<b>Net direct expenditure/ (income)</b>	<b>(14.7)</b>	<b>(1.9)</b>	<b>(4.3)</b>	<b>(3.0)</b>	<b>(1.1)</b>
Commercial Property (includes Business Interests)	(21.8)	(12.5)	(14.8)	(12.8)	(11.4)
Marinas	(6.5)	(5.7)	(6.1)	(6.5)	(6.7)
Public	2.7	3.8	4.1	3.8	3.9
Development/Regeneration	10.9	12.5	12.5	12.5	13.1

Capital expenditure budgets - \$m	2019/20 Actual	2020/21 Emergency Budget*	2021/22 LTP	2022/23 LTP	2023/24 LTP
<b>Capital expenditure</b>	<b>128.0</b>	<b>100.0</b>	<b>90.8</b>	<b>89.2</b>	<b>98.0</b>
- to meet additional demand	106.6	77.7	61.2	70.9	73.9
- to improve the level of service	16.0	12.3	6.5	3.0	8.6
- to replace existing assets	5.4	10.0	23.1	15.3	15.5
<b>Capital funding sources</b>	<b>(128.0)</b>	<b>(100.0)</b>	<b>(90.8)</b>	<b>(89.2)</b>	<b>(98.0)</b>
Source 1					
Source 2					
AC capital funding	(107.0)	(61.0)	(54.9)	(71.6)	(62.7)
Asset sales for Reinvestment	(21.0)	(39.0)	(36.0)	(17.6)	(35.3)

The Commercial Property portfolio includes non-service properties owned by the council throughout the Auckland region and Westhaven, Silo and Viaduct marinas.

Other direct revenue includes rental and berthage income. Other direct expenditure includes repairs and maintenance, rates and utilities plus staff costs recharged by Eke Panuku to the council for marina activities. Business interests include activities such as quarries and forests.

### 2.3 Other financial information

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

<b>Current value of assets</b>	The projected value of Eke Panuku total assets as at 30 June 2021 is \$8.8 million
<b>Shareholder equity ratio</b>	The projected shareholder equity ratio for Eke Panuku as at 30 June 2021 is 71%
<b>Accounting policies</b>	Eke Panuku Development Auckland's accounting policies are consistent with those of the Auckland Council group policies
<b>Financial reporting</b>	Eke Panuku Development Auckland's financial reporting will be in accordance with requirements of the CCO Accountability Policy and Statement of Expectations

<b>LTP general asset sales (\$ million)</b>	2019/20 Actual	\$9.9m
	2020/21 Annual Plan	The property disposal target (net value of unconditional sales) is \$24m
	2021/22 LTP	Value or percentage of the asset recycling target agreed with the council
	2022/23 LTP	Value or percentage of the asset recycling target agreed with the council

This list of capital project milestones relates to performance measure 4 of the SOI.

Note: This performance measure includes physical projects and enabling works, such as the master planning which will lead to future capex projects. Other critical urban regeneration activity and milestones such as the marketing and sale of strategic sites by development agreement, placemaking and engagement activity is set out in full in section 2.1 of the SOI. This includes projects at varying stages for the development lifecycle, with a range of dependencies.

### Avondale

- 1 Crayford St West streetscape improvements – construction completed

*The project is to strengthen connections from Crayford street and Great North Road to the train station, including potential pedestrian access improvements to the train station. The improvements are intended to encompass some localised changes to kerb lines, upgrading of intersections and pedestrian crossings, new trees and street furniture.*

*Works will also align with Vector works to underground powerlines; gaining alignment of construction programmes has resulted in delays to commencing construction but works are due to be completed in FY22.*

- 2 Civic Precinct (Avondale Town Square and playground) – developed design approved by cross-council project control group

*The project is working closely with Community Facilities, leading the design for a new Avondale Civic Precinct open space that integrates with the Multi-Purpose Community Facility (MPCF). The works will include the resurfacing and potential re-contouring of the existing area, landscaping, built elements (street furniture, art installations, play equipment), kerbside changes, street and lighting upgrades.*

*The scope excludes the design of the MPCF whose design and construction will be led by Community Facilities. The Eke Panuku project is being timed to align with the MPCF so is dependent on those timelines.*

### Haumaru

- 3 81A Godley Road, Green Bay - resource consent issued

*Eke Panuku is working with Haumaru housing to deliver 40 new homes for older people on the existing site at Godley Road. Eke Panuku will seek resource consent for the new homes.*

*Construction will be dependent on future funding agreements.*

### Henderson

- 4 Oratia Link Cycleway and Bridge - concept design endorsed by Local Board

*The Oratia Cycleway and Bridge provides the missing link within the Oratia Stream cycleway in Henderson, improving the north south and east-west connectivity, and supporting the wider Auckland Transport (AT) cycle network through Henderson.*

*The project team works closely with AT, which will be the future asset owner, and progressing the project is dependent on AT approval of the design,*

### Manukau

- 5 Hayman Park phase 2 playground works - construction commenced

*The development of Hayman Park has been planned for many years by the Otara-Papatoetoe Local Board. The new playground is being constructed in phases, with the intention of completing a destination playground for Manukau.*

*Phase One was successfully delivered by Community Facilities and has been well used since its opening in June 2019.*

*Eke Panuku is leading the delivery of Phase Two, which includes a large play tower, flying fox and rope play and well as flow bowl and pump track.*

## Northcote

- 6 Te Ara Awataha stage 1 (school's edge) - construction completed

*Te Ara Awataha project is a partnership between Kainga Ora, Eke Panuku and Healthy Waters, with further assistance from the wider council family. The project upgrades an existing stormwater system around the perimeter of the Northcote shopping centre and adjacent housing developments. It has been a place-led initiative, integrating both cultural elements and Mana Whenua art as well as working to improve access to, and use of, the stream corridor.*

*Stage 1 completes construction of the portion of the reserve associated with the Northcote Intermediate,*

## Panmure

- 7 Panmure Basin Precinct Masterplan – endorsed by Local Board

## Renewals

- 8 27 Princes Street seismic strengthening and refurbishment - construction completed

*This project is a significant seismic upgrade along with refurbishment to bring the building up to code and provide warm and dry buildings for occupants and users.*

- 9 7 Hill Road, Manurewa - construction completed

*This is a significant upgrade to remedy the leaks and mould issues and to bring the building up to current code.*

- 10 Shed 10 structural repairs - construction commenced

*Upgrades to Shed 10 will provide longer term structural integrity and support for the built asset and ensure that the asset remains structurally sound.*

## Takapuna

- 11 Anzac Street / Hurstmere Road Town Square - construction commenced

*Eke Panuku is delivering approximately 3,000sqm of Civic Space, located across 38 Hurstmere Road and over 40 Anzac Street, opening up to open up on Lake Road.*

*Commencement of construction is dependent on gaining consent.*

## Waterfront

- 12 Tiramarama Way (Stage 2) - construction completed

*Construction of second stage of east-west pedestrian lane between Halsey and Beaumont Streets is due for completion in FY22. This stage will provide an east-west connection between Daldy and Beaumont Streets.*

- 13 Silo Park Extension Phase 2 - construction completed

*Eke Panuku has completed the Bulk Storage Tank (BST) removal project allowing Silo Park extension to be constructed. The Western Edge Alliance completed Phase 1 before the commencement of the America's Cup (AC36) racing. Phase 2 will be completed in time to celebrate the 10-year Anniversary of Wynyard Quarter.*

- 14 Wynyard Point Masterplan - (final draft discussion document) submitted to planning committee for endorsement prior to public consultation.

The Masterplan for Wynyard Point supports future capital expenditure and site development by supporting a plan change and refining future development stages.

## **Maungawhau and Karangahape**

- 15 Maungawhau (Mt Eden) and Karangahape development precincts - Precinct Development Plan completed for council approval.



31 May 2021

Paul Majurey  
Chair  
Eke Panuku Development Auckland

***By email***

Tēnā koe Paul

**Shareholder comments on the draft Eke Panuku Development Auckland Statement of Intent 2021-2024**

Thank you for providing the draft Statement of Intent 2021 – 2024 (SOI) for Eke Panuku to Auckland Council. The CCO Oversight Committee considered it at its 18 May 2021 meeting, which your staff attended to be part of the discussion. As context for this discussion, a copy of the full report can be found here:

[https://infocouncil.aucklandcouncil.govt.nz/Open/2021/05/CCO\\_20210518\\_AGN\\_10104\\_AT\\_WEB.htm](https://infocouncil.aucklandcouncil.govt.nz/Open/2021/05/CCO_20210518_AGN_10104_AT_WEB.htm)

Thank you for the hard work that you and your organisation have put into producing the draft SOI. I acknowledge that the environment in which the Council group is operating in 2021 is a very challenging one for all of us, both from a financial point of view and also the various difficulties it presents for our organisations.

***General shareholder comments***

In completing the final SOI, Eke Panuku should ensure that the financial information is agreed with Financial Planning staff and includes the following:

- 2019/2020 actual results
- 2020/2021 Long-term Plan budget
- 2021/2022, 2022/2023 and 2023/24 Long-term Plan budgets
- a breakdown by activity as in the Long-term Plan
- agreed non-strategic asset sales targets.

In addition, performance measures should align with the 10-year Budget 2021-2031. CCOs should ensure that in the final documents:

- LTP measures are clearly identified
- Measures and targets are worded exactly as in the 10-year Budget 2021-2031.
- 2019/2020 actual performance is included alongside 2020/2021 and the next three years' targets.
- A complaint handling measure should be included in the final SOI (as recommended in the CCO review).

The Council group is currently considering a draft Economic Development Action Plan. I ask that Eke Panuku ensures the actions from the final Economic Development Action Plan which are assigned to Eke Panuku for delivery (where not already captured in the draft SOI), are included.

We expect you to continue to work with council to complete the CCO review implementation.

### ***Specific shareholder comments***

The draft SOI 2021-24 provides a high-level description of key areas of work for Eke Panuku, however it is difficult to identify a clear narrative across the document. There is no clear link between the outcomes council is seeking, the annual work programme, performance measurement and budgets. In a number of areas more detail is needed to provide clarity around what will be delivered and how performance can be measured.

#### **Part one - Strategic overview**

This section needs to provide greater detail around the context and drivers of the work of Eke Panuku, both the external factors for Auckland and the financial and operational context of the Auckland Council group. It would be useful to reference the need for further conversations to agree the Eke Panuku medium term work programme, following decision-making and adoption of the 10-year Budget 2021-2031.

The description of how Eke Panuku contributes to Auckland Plan outcomes should be consistent between the SOI and the 10-year Budget 2021-2031.

The diagram showing the vision, levers and core functions for Eke Panuku is useful, however it is not referenced in the text. The key headings in the diagram (or others) could be used to structure this section and possibly create links to the rest of the document. This would help the reader make connections from the strategic overview to the work programme and performance measures.

#### **Part two – Statement of performance expectations**

The work programme section is light on specific deliverables in comparison to previous SOIs and the other CCO work programmes. It would be useful to have a table or similar to set out the specific deliverables to be achieved in the next 12 months. Additional information should include:

- references to key areas where work programmes are delivering on the Auckland Plan, Development Strategy, draft Economic Development Action Plan and Kia Ora Tāmaki Makaurau, the council group's Māori Outcomes Performance Measurement Framework 2021.
- the priority actions from the Mana Whenua Outcomes Framework that will be delivered in 2021/2022. This section should also note that this Framework aligns with and complements Kia Ora Tāmaki Makaurau. There could also be a separate deliverable that Eke Panuku will assist Council to respond to the Te Tiriti o Waitangi Audit programme led by the Independent Māori Statutory Board.
- more detail on the capex projects in Appendix 2, including how the projects relate to the activities and work programme of Eke Panuku. This should include the different stages of delivery for key capex projects, possibly using a phasing diagram.

The 'Working with Partners and Stakeholders' section notes that Eke Panuku will work with partners as new government investments and initiatives are announced. We note that there is an expectation that there will be further conversations with the Council in areas where significant resource is required from Eke Panuku.

Performance measures in the draft SOI have been revised, with three new measures proposed, seven measures remaining the same and 10 measures deleted. Council considers that further work is needed on these performance measures, specifically:

- the first three performance measures are new and should provide useful information for measuring progress, however there are only three-year targets identified. Without annual targets it will be difficult to assess annual and quarterly performance. Annual targets could be set which will measure progress, with a note indicating the longer-term nature of the projects/targets. Consider whether occupancy in key locations could be assessed in a performance measure.
- two performance measures have no agreed targets (measures 8 and 9). The final SOI should provide these targets or detail when they will be agreed.
- two measures are around delivery of specific projects, but with little detail provided on these projects (measures 4 and 10). Without detail on the scale and scope of the projects it is difficult to assess progress.
- there are no performance measures around climate change or environmental performance.

I look forward to receiving the final SOI by 31 July 2021.

Ngā mihi



Phil Goff  
**MAYOR OF AUCKLAND**

Copy to: Deputy Mayor Bill Cashmore  
Councillor Efeso Collins, Eke Panuku Liaison  
Councillor Desley Simpson, Chair, Finance and Performance Committee  
Councillor Chris Darby, Chair, Planning Committee,  
Councillor Alf Filipaina, Chair, Parks, Arts, Community and Events Committee  
Councillor Richard Hills, Chair, Environment and Climate Change Committee  
Jim Stabback, Chief Executive, Auckland Council  
David Rankin, Chief Executive, Eke Panuku  
Brenna Waghorn, General Manager, Strategy and Planning

# **Decision paper: Submission of financial reporting information to Auckland Council year ending 30 June 2021**

Author: Michele Harpham, Finance Manager

June 2021

## **Ngā tūtohunga | Recommendations**

That the Eke Panuku Board delegate to the Chief Executive and Chief Financial Officer the authority to approve the 30 June 2021 financial reporting pack and representation letter for Auckland Council.

## **Whakarāpopototanga matua | Executive summary**

1. Eke Panuku is required to submit a reporting pack to Auckland Council by 29 July 2021 to provide council with the financial information for the year ended 30 June 2021, for use in their consolidated financial statements. A representation letter is also required in mid-August.
2. As the financial statements for Eke Panuku are not significant to the Council group, audit sign-off is not required for the reporting pack. The Executive recommend that the approval of the reporting pack and representation letter can be done by the Chief Executive and Chief Financial Officer.
3. The financial statements will be included in the Eke Panuku Annual Report which will be approved by the Audit and Risk Committee for recommendation to the Board, along with the representation letter to Audit New Zealand.

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

4. The Annual Report for Eke Panuku will be provided to the Audit and Risk Committee for approval in mid-August, with final adoption at the August board meeting.

## **Ngā tāpirihanga | Attachments**

Nil.

## **Ngā kaihaina | Signatories**

Carl Gosbee, Chief Financial Officer

June 2021

David Rankin, Chief Executive

# Decision paper: Eke Panuku Board Committee structure

Author: David Rankin, Chief Executive

June 2021

## Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. approve the disestablishment of the People and Culture Committee and the Priority Location Committee
- b. appoint a Chair and three members to the Audit and Risk Committee
- c. confirm Paul Majurey, ex-officio as Eke Panuku Chair, as the fifth member of the Audit and Risk Committee
- d. thank Mark Darrow for his contribution to the Audit and Risk Committee

## Whakarāpopototanga matua | Executive summary

1. The appointment of four new directors to the Eke Panuku Board in June 2021 increases the total number to eight directors. With these appointments, it is appropriate to consider the existing board committee structure and allocation of directors.
2. Panuku currently has three committees: Audit and Risk, People and Culture, and Priority Location. Committee workflows have been coming to the Board since the reduction in number of directors.

### People and Culture Committee

3. The People and Culture Committee was formed (as the Remuneration Committee) at the same time as Eke Panuku in 2015. Its terms of reference included ensuring a people strategy was put in place, to set and review Chief Executive performance and remuneration and to review performance ratings and remuneration recommendations for the Executive Leadership Team.
4. It is proposed to disestablish the People and Culture Committee as the items covered in the term of reference, where they need governance oversight, are of interest to the whole board. In addition, the nature of the workstreams in the People and Culture area have become more routine across the business and no longer require the same level of board input required for a separate committee. The Chief Executive and Head of People & Culture will continue to provide information to the board and seek feedback on significant items of work. The Chief Executive will also continue to work closely with the Board Chair on people issues.

## **Priority Location Committee**

5. The Priority Location Committee was formed (as the Transformation Committee) in November 2017. It existed to provide advice, early direction and workshop key strategic issues to guide management decisions in relation to programmes and projects in the priority location areas.
6. It is proposed to disestablish the Priority Location Committee as the items covered in the terms of reference, where they need governance oversight, are of interest to the whole board. With the evolution of the annual planning cycle and the improvements in programme business cases, project executive governance (overseen at management level by the Programme Steering Group) no longer requires the same level of board input required by a separate committee. The Executive will continue to involve the board in the development of plans for priority locations through workshops.

## **Audit and Risk Committee**

7. The Audit and Risk Committee was formed at the same time as Eke Panuku in 2015. The terms of reference were last reviewed in late 2019 by the previous Chair. The items included such as oversight of internal controls, delegations, financial reporting and audit (both internal and external) remain relevant today and do not get the same level of board commitment as other topics. The Executive considers that the Committee should be maintained.
8. The committee is currently chaired by Richard Leggat. As his board term is set to end in November 2021, it is appropriate for the Board to appoint a new chair now.
9. The current terms of reference for the committee require it to have at least three members, including the Board Chair as ex-officio. The quorum consists of at least two members. The executive consider it desirable to have a mix of old and new directors on the committee and to include sufficient numbers to provide a margin if directors cannot attend a particular meeting. The executive recommend that the Committee consist of five members, including a chair and the Board Chair as ex-officio. This gives us two additional members.
10. With the departure of Mike Pohio from the Board in early 2020 it was identified that Eke Panuku had no directors with specific finance and accounting qualifications or experience. Mark Darrow, who works as an independent director and is a Chartered Accountant, was appointed as an advisor to the committee to support with his finance and accounting perspective. With Kenina Court now able to provide that viewpoint, it is considered an appropriate time to bring Mark's involvement to an end. Mark proved important in assisting the committee to understand its scope and obligations under the terms of reference. The committee and the board would like to thank him for his time and contribution.

## **Horopaki | Context**

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

11. There will be a reduction in directors' fees due to the decrease in the number of committees, as Committee Chairs receive an additional 15% over the base directors fee.

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

12. There are no risks associated with the proposed changes to the committees.

### **Tauākī whakaaweawe Māori | Māori impacts**

13. There are no direct impacts on Māori arising from the proposed changes to the committees.

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

14. There are no direct impacts on stakeholders arising from the proposed changes to the committees.

### **Tauākī whakaaweawe āhuarangi | Environment and climate change impacts**

15. There are no environmental or climate change impacts arising from the proposed changes to the committees.

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

16. The Audit and Risk Committee will review the terms of reference and recommend approval to the Eke Panuku Board.

### **Ngā kaihaina | Signatories**

Carl Gosbee, Chief Financial Officer

David Rankin, Chief Executive

# Decision paper: Corporate Business Plan FY2021-22

Author: Brenna Waghorn, GM Strategy & Planning

June 2021

## Ngā tūtohunga | Recommendations

That the Eke Panuku Board approves the 2021-2022 Corporate Business Plan and associated budgets and activities.



## Whakarāpopototanga matua | Executive summary

1. The Corporate Business Plan (the Plan) sets out Eke Panuku business priorities, budgets, performance measures and targets for the next financial year. It should be read alongside the Statement of Intent, also before the board for approval.
2. The plan includes initiatives to implement our business goals of
  - Increasing delivery momentum
  - Building leadership capability and collaboration, internally and with partners
  - Telling our story
  - Ongoing business improvement, adjusting to our changing environment.
3. We will advance urban regeneration programmes in the priority locations, progressing development projects, public realm improvements and placemaking activities. These are based on the approved programme business cases and are summarised for each location and regional programme, in the spatial development plans (provided in part 2 of the Plan). A selection of highlights include:
  - Construction of amenity and streetscape improvements in Avondale, Manukau, Waterfront, Takapuna

- Completing masterplans, public engagement and advancing plan changes for Wynyard Point, Maungawhau/Karangahape and Onehunga
  - Marketing of strategic sites in Avondale, Northcote, Onehunga and City Centre progressing to development agreements
  - Publication of Town Centre Guidelines for our locations
  - Ongoing implementation of Eke Panuku climate change strategy and mana whenua outcomes frameworks.
4. Other significant activities and material financial targets in our plan include:
- [REDACTED]
  - [REDACTED]
5. Property management targets and activities include:
- Returning a net surplus of \$21.9m to the council from the property portfolio we manage
  - [REDACTED]
  - management of tenants facing uncertain economic times and ensuring performance targets are met for occupation and arrears.
6. Sale of sites to meet our share of the council's asset recycling target, which has yet to be agreed with the council, but will be higher than recent years. This will contribute to funding council programmes or reduction of council debt.
7. We may undertake strategic acquisitions within the Priority Locations, where new opportunities are presented to the market, and the acquisition will give effect to the strategic outcomes of a programme and can be accommodated within existing budgets.
8. The plan also contains business improvement initiatives that include
- Development of a pipeline and 'reserve bench' of projects to support delivery momentum and ensure we are optimising available funding
  - Enhanced partnership with Auckland Transport including programme alignment and governance and place-based engagement and communication
  - A focus on supporting staff well-being including mental health.

## Horopaki | Context

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

10. The intent is to continue to iterate both planning and reporting documents to improve transparency and to reduce duplication of effort. As a result, there will no longer be a separate plan presented to the board on the 'Transactional Strategy', Grants and Donations or a separate Health and Safety Plan, as they are now incorporated in the Corporate Business Plan. Also, the format of the part 2 and 3 of the Plan has been updated, to align with revised performance reporting.

## **Nga whiringa me te taatai | Options and analysis**

11. The Corporate Business Plan is included as Attachment 1 to this report, for approval by the board.
12. Approval will confirm budget allocation, including grants and donations, and performance measures and targets, as well as approval to dispose of sites in the Transactional Approvals on page 25, including sale of some of those sites via direct negotiation.
13. Approval of the plan also confirms the areas of new work and business improvement we will be focusing on to deliver our goals.

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

14. Pages 17 and 18 of the Plan detail the Company wide financials, as well as the sales targets, which result in a financial return to Council.
15. Income targets from site sales are risk adjusted for the SOI, to reflect the fact that the sales programme is dependent on finding suitable development partners. Internal targets, reported to the board, are more ambitious and are an un-adjusted aggregate total from each of our programmes.
16. Resourcing to deliver on the plan has been considered and Eke Panuku will continue to work largely within its current approved headcount. Although some increase is likely over the year to support the approved and funded programme. We will supplement staff with consultant and contractor resource as required. Securing the right expertise remains a risk for delivery of the plan.

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

17. The corporate risk register will be workshopped with the board in the coming months, to confirm risk ratings and mitigations.
18. Progress against agreed mitigations will be regularly reported to the board.

## **Tauākī whakaaweawe Māori | Māori impacts**

19. Eke Panuku will continue to show business leadership through how it partners with mana whenua and delivers more widely to Māori.
20. The ELT is currently refining the priorities for year 2 of the mana whenua outcomes framework. These will be agreed with mana whenua in July.
21. Eke Panuku continues to work to deliver against the SOI target of 50 initiatives which support Māori outcomes.

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

22. The proposed programme and funding continue to deliver against commitments to stakeholders in both the property and regeneration parts of the business.
23. As one of the Eke Panuku focus areas for FY22, work will continue across the Council group to improve stakeholder engagement.

## **Tauākī whakaaweawe āhuarangi | Environment and climate change impacts**

24. Eke Panuku's regeneration programmes remain an important tool in addressing climate change, through creation of resilient town centres and TODs that reduce vehicle use and emissions.
25. Eke Panuku will also continue to show business leadership through progressing sustainable procurement initiatives and enhancing consideration of climate impacts through decision making in all parts of the programme.

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

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

## **Ngā tāpirihanga | Attachments**

Attachment A - Corporate Business Plan



## **Ngā kaihaina | Signatories**

Brenna Waghorn, GM Strategy & Planning

David Rankin, Chief Executive

# Eke Panuku Corporate Business Plan 2021/22

# Contents

## Part 1

1. Executive summary
2. Scope of the corporate business plan
3. Operating Environment
4. Business plan assumptions
5. Strategic model
6. Business Plan objectives
7. Focus areas – new work and business improvement

## Part 2

Detailed business plan, budgets, programmes

## Part 3

Spatial delivery plans for urban regeneration

## **Kia Manawaroa Tātou Together we can rise to the challenge**

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

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

# 1.0 Executive Summary

- The Corporate Business Plan (the Plan) sets out Eke Panuku business priorities, budgets, performance measures and targets for the next financial year. It should be read alongside the Statement of Intent.
- The plan includes initiatives to implement our business goals of
  - Increasing delivery momentum
  - Building leadership capability and collaboration, internally and with partners
  - Telling our story
  - Ongoing business improvement, adjusting to our changing environment.
- We will advance urban regeneration programmes in the priority locations, progressing development projects, public realm improvements and placemaking activities. These are based on the approved programme business cases and are summarised for each location and regional programme, in the spatial development plans (Part 3). A selection of highlights include:
  - Construction of amenity and streetscape improvements in Avondale, Manukau, Waterfront, Takapuna
  - Completing masterplans, public engagement and advancing plan changes for Wynyard Point, Maungawhau/Karangahape and Onehunga
  - Marketing of strategic sites in Avondale, Northcote, Onehunga and City Centre progressing to development agreements
  - Publication of Town Centre Guidelines for our locations
  - Ongoing implementation of Eke Panuku climate change strategy and mana whenua outcomes frameworks.

# 1.0 Executive Summary

- Other significant activities and material financial targets in our plan include:
  - Capital budget [REDACTED] for new capital works in our locations
  - Sale of sites in the Transform and Unlock locations with projected revenue [REDACTED] that will contribute to our dwelling and other regeneration outcomes.
  - Returning a net surplus of \$21.9m to the council from the diverse property portfolio we manage and delivery of critical renewals of [REDACTED] maintaining public assets and properties.
  - Sale of sites to meet our share of the council's asset recycling target, will be higher than recent years and will contribute to funding council programmes or reduction of council debt.
- The plan also contains business improvement initiatives that include
  - Development of a pipeline and reserve bench of projects to support delivery momentum and ensure we are optimising available funding
  - Enhanced partnership with Auckland Transport including programme alignment and governance and place-based engagement and communication (covered above)
  - A focus on supporting staff well-being including mental health.

## 2.0 Scope of the Corporate Business Plan

This corporate business plan (plan) sets out the programme of work and business priorities, the budget and the performance measures for the 2021-22 year. These are grouped under the two main business areas which are urban regeneration and property management. The Corporate Business Plan does not include all organisational outputs and BAU. These activities are captured in directorate plans with progress reported to the Executive Leadership Team.

The plan has been developed in line with funding available to the company from Auckland Council's 10-year budget, the Long-term plan 2021-2031 (LTP), as Eke Panuku's funding is part of the group funding determined by rates increase, borrowing, asset sales, non-rates revenue and other sources of funding for the council group.

This plan covers activities in the next 12 months but also targets futures opportunities and activities that can contribute to company's future funding and objectives. In addition to regeneration and property management plans and targets, the plans also includes business improvements areas and work towards strategic outcomes.

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

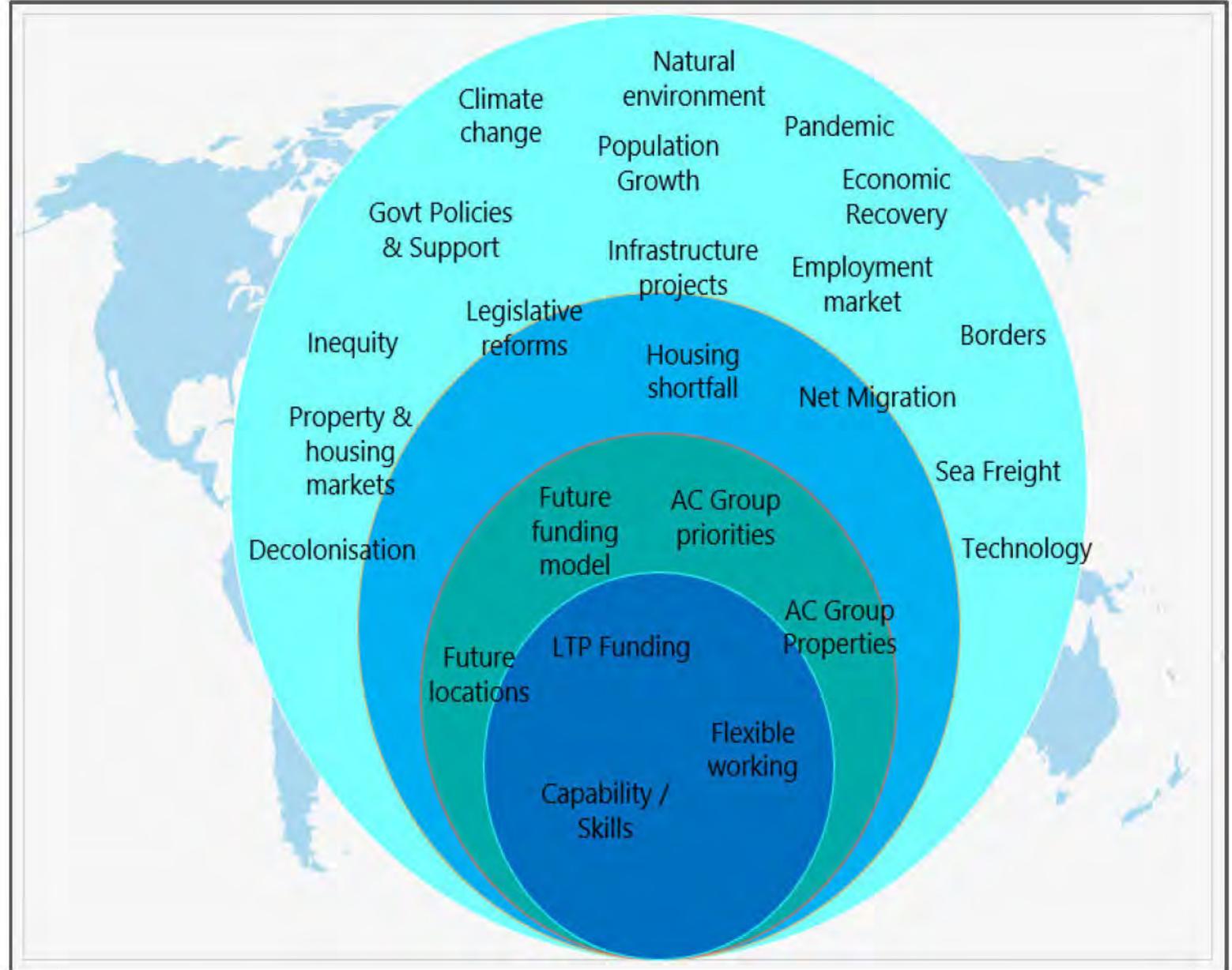
# Part 1:

## Strategic Context and Intent

### 3.0 Operating Environment

Looking out three years, it is important that we remain agile to respond to external factors. We are working in a changing environment and can expect ongoing impacts from the global public health and economic emergency, as well as from more local factors, such as the property market and the elections, and shareholder expectations for ongoing savings and revenue. Ongoing impacts are difficult to see and we will need to adjust accordingly, with the council group.

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



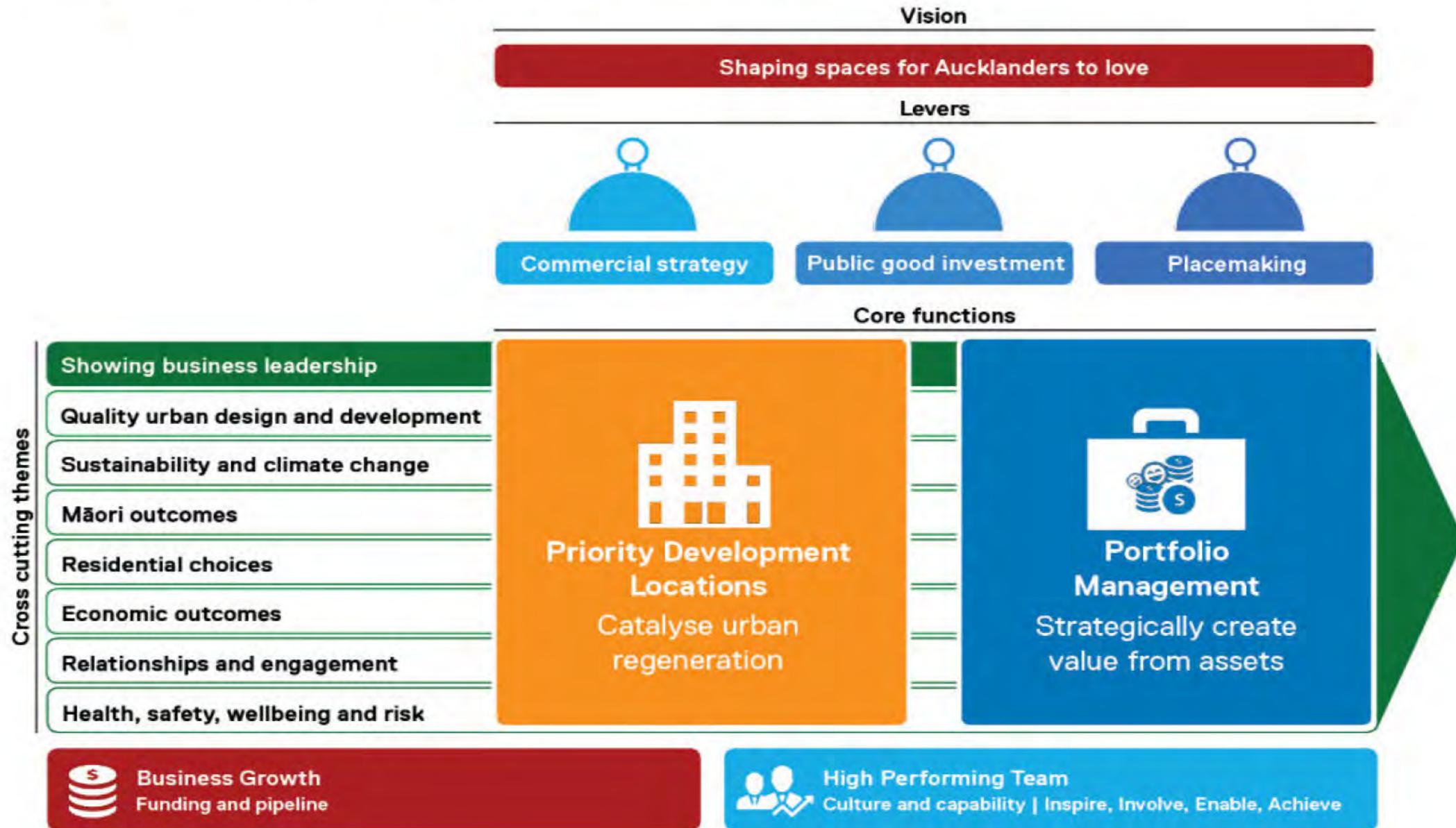
## 3.0 Operating context

- Eke Panuku operates in continuously changing environment that impacts its regeneration and property management activities.
- Eke Panuku will take advantage of opportunities and manage threats arising from external factors that can affect its business.
- Challenges and uncertainty as a result of the COVID-19 pandemic continue. While New Zealand has done better than expected, recovery is still uncertain as vaccination programmes are rolled out and as the situation overseas continues to worsen in some areas. Covid-19 has had consequential impact on the NZ economy, property market and the council's budget and services.
- Central government policy and legislative changes relating to housing and resource management, and in other areas, may influence our approach to regeneration and also provide us with opportunities.
- Council funding, policies and guidance shape the extent of Eke Panuku's delivery programmes, including areas of focus such as council's continued commitment to climate change and Maori responsiveness as part of its plans. The council's ability to respond to the above challenges is limited. Revenue has been impacted by Covid19, council has committed to significant projects such as the CRL and council's ability to borrow is constrained by the increased cost of borrowing if it exceeds its debt policy threshold and declining revenue impacts its ability to guarantee future debt.
- Council has given Eke Panuku certainty with funding over the next three years through LTP funding. The shareholder is expecting further discussion of our medium term programme and a sustainable funding model prior to the next LTP.
- Eke Panuku's focus in FY22 is to deliver on its projects and operating targets, build a robust pipeline of projects and complete business improvement initiatives.

# 4.0 Our Business Plan Assumptions

- **Central government significant policy and legislative** changes (RMA, NPS Urban Development, Local Government, Water reform, Future of the Port) as well as infrastructure projects like Light Rail will have major implications for Auckland, as yet unknown. In the short-term responding to policy reform or opportunities in crown projects will be a big focus for CCOs and council.
- **Covid 19: Economic recovery remain uncertain** as Covid 19 continues to get worse in some countries and others are getting better due to the pace of their vaccination programmes. We assume borders will still be restricted and travel bubbles emerge slowly. **Property revenue** – we will remain concerned with business failure risk, causing rent loss and potential difficulty finding new tenants as the shape of economic recovery is not yet clear
- **CCO review recommendations** implementation will continue which may impact our property role, the future urban regeneration programme and the funding model. These critical areas will be considered in the next couple of years and will be confirmed by the next LTP.
- **Property market** – will continue to be favourable due to demand continuing to exceed supply. The latest measures affecting property investors such as LVR, non-deductibility of interest, extension of the bright line test may have an impact of slowing down the property market. House prices may flatten but will not decline as investors take a wait and see approach. Ongoing government focus on housing including new investment for **Maori housing outcomes** as the government seeks to lessen the impact of housing shortage.
- **Development Partners** - Increase in demand impacts on availability of development partners. We will continue to build and maintain our relationships with our range of development partners, helping us realise development for our sites. Our development partners include Kainga Ora, private sector and third sector partners.
- **Construction materials and supplies** - high likelihood of shortage in construction cost materials and supplies due to freight issues and overseas supply issues. We may experience cost increase due to supply shortage and construction sector capacity issues.
- **Specialist skills** – As a result of the strong development market reflected by the record levels of building consent approvals, the government's infrastructure and development programmes and the closed borders, there is competition in the market for specialist skills such as urban regeneration, planning and design, development, project management and construction. Specialised skills continue to be in demand in the market creating some challenges around staff attraction and retention.
- **Assets approved for sale by the council** – assets approved by the council for sale or for development outcomes help us meet our share of council's asset recycle target or wider regeneration outcomes.

# 5.0 Strategic framework



## 6. Our Business Plan Objectives

1. Increasing delivery momentum
2. Building leadership capability and collaboration, internally and with partners
3. Telling our story
4. Ongoing business improvement, adjusting to our changing environment

## 7.0 Focus areas – new work and business improvement

In addition to delivering the agreed urban regeneration and property management activities, programmes and targets, these are the areas of new work and business improvement we will be focusing on to deliver our goals.

### Strategy and relationships

- Completion and communication of Town Centre Guidelines, as the basis of urban regeneration advocacy
- Legislative Reform – engagement in council-led processes responding to government reforms that relate to brownfield urban regeneration, such as NPS Urban Development, Resource Management and GPS Housing and Urban Development
- Continued engagement with council group to implement actions from CCO review & to improve cross council collaboration including
- Auckland Transport – enhancing strategic alignment, relationships, project governance, place-based joined up communications and engagement
- Community Facilities – re-establishing key relationships with the new Auckland Council Customers and Community Services division, improving processes associated with asset owner approval, and agreeing funding approaches to asset maintenance
- Articulating Lead Agency Role in our town centres
- Implementing our Eke Panuku Customer Responsiveness approach
- Commencing planning on future marina business structure
- Completing the stakeholder insight surveys and developing an action plan to address any issues raised



# Business improvement priorities

## Developing a robust three year pipeline and reserve bench of projects

- Improving the quality of the current pipeline through advanced planning work including risks and dependencies assessment and scheduling, across all project types from strategic acquisitions and disposals, to the capital delivery programme
- Identifying a reserve bench through Identifying new opportunities in Eke Panuku-controlled areas and projects through renewals planning and identifying strategic acquisitions
- Advancing planning work for year 2-3 projects from the current project pipeline, including early design, consultation and consenting
- Upskilling on legislative requirements associated with Urban Renewals such as building capability in applying PWA which will contribute to our pipeline of projects.

## Software & systems

- Creation of a new Development and Disposals database to better track assets for potential disposal
- Implementing council-group digital asset management and storage system for images and collateral

## Procurement & supplier relationships

- Ongoing process improvements to speed up procurement including prioritising urgent capital procurement that support creation of the pipeline and delivery, identifying sustainable procurement opportunities, including mana whenua partnerships, and improving supplier arrangements through development of supplier panels, such as for design

**Programme management business improvements** with a focus on forecasting and managing resources, prioritisation and assurance.

## Risk

- Update the Eke Panuku corporate and project risk frameworks and risk reporting tools to improve risk escalation, reporting and clarifying accountabilities



## Maori outcomes

**Implementation of Year 2 actions in the Mana Whenua Outcomes framework** - priorities to be agreed with Mana Whenua in July 2021

**Continue to enhance relationship with Mana Whenua including**

- Inviting Mana Whenua to board meetings to share Mana Whenua narratives
- Continue staff training in cultural competency
- Undertake an Iwi engagement survey and develop actions to address any issues raised

**Continue to deliver initiatives that support Maori outcomes** - SOI target of 50 initiatives

## Sustainability and climate action

- Sustainable procurement implementation – tools, frameworks, examples
- Enhancing climate change decision making frameworks – to support early consideration and implementation of standards and responses
- Completion of climate resilience reports for all locations on risks, impacts, vulnerabilities, responses, and engagement with project teams
- Future Fit tool implementation for personal carbon footprinting and action – staff engagement
- Investment in sustainability initiatives in portfolio management e.g. efficient lighting (R&M), solar panels at marina office and increased waste reduction initiatives



# Eke Panuku People

## Staff attraction and retention initiatives including;

- Refresh of the Eke Panuku employment brand
- Embed the new employee feedback and engagement approach, including developing organisational and directorate action plans to address any improvement areas

## Capability building

- Leadership development – programmed initiatives to embed the learnings from the 2021 E Tū, Hautū programme.
- Complete the Project Lead and Priority Location Director capability framework assessments and develop a tailored training plan for targeted improvement including leadership

# Health, safety and wellbeing

## Improve our H&S training in the following areas, following the Health and Safety (H&S) internal audit:

- Safely managing contracts and contractors (formally CMF)
- Leadership and staff management requirements for Health and Safety
- Safety in design

## System

Improve our H&S system by extending the use of the existing Noggin software to not just record instances, but also to manage project based H&S records on critical risk reviews, process and communications with contractors and suppliers; the initiative includes system changes, training, and reporting improvements.

In addition to BAU, H&S programme of reviews (Quarries and Landfills etc) and H&S reporting.

## Wellbeing

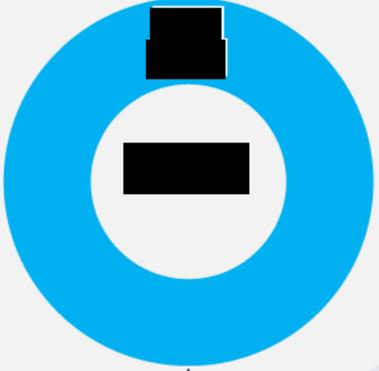
- Using staff engagement survey feedback deliver initiatives to drive a greater focus on wellbeing including resilience and mental health. Refresh of the policy and support around staying safe when dealing with public and customers.

# Part 2 : (section redacted) Detailed Business Plan

Budgets, programmes, performance measures and milestones, disposals

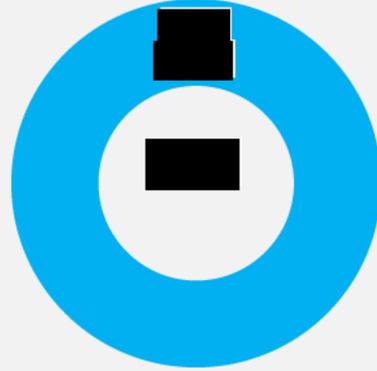
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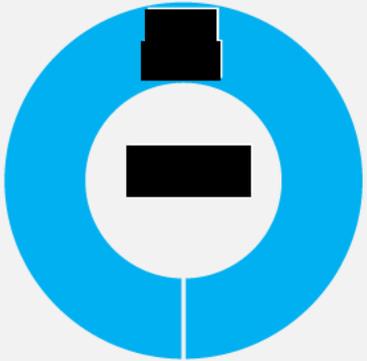
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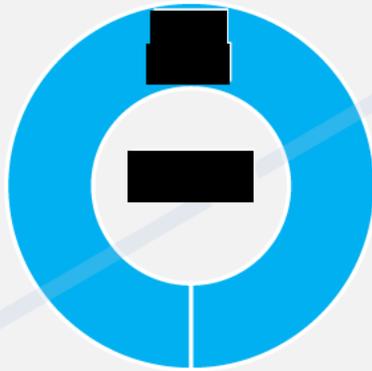
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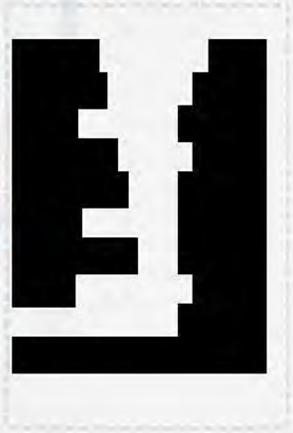
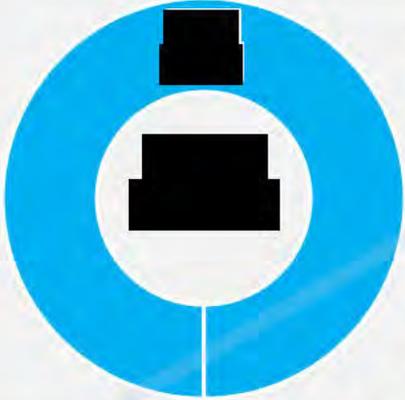


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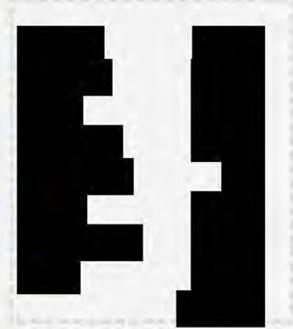
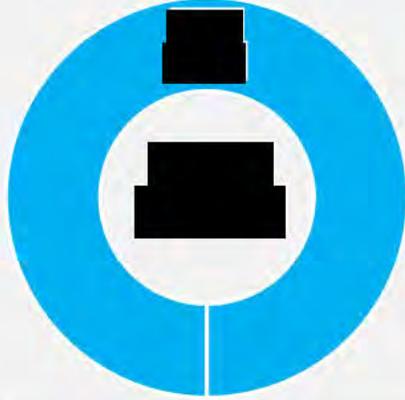
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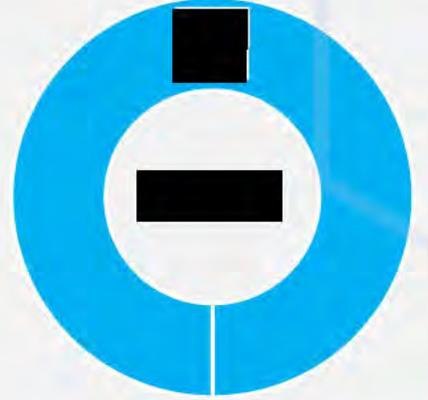
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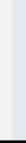
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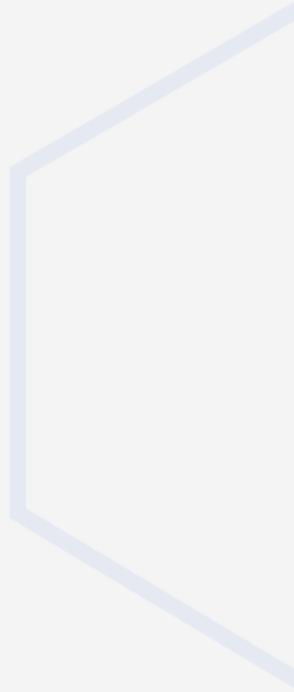
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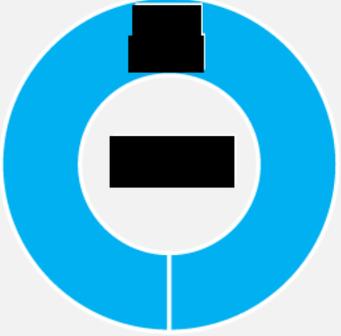
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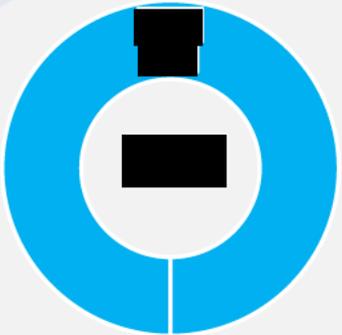
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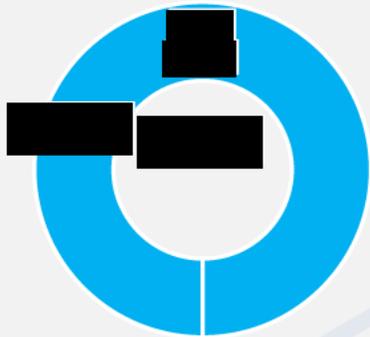
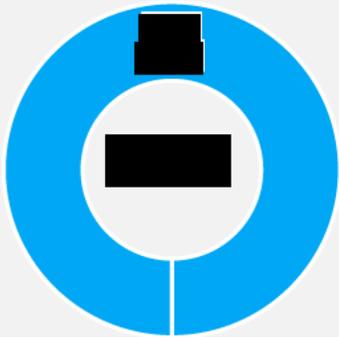


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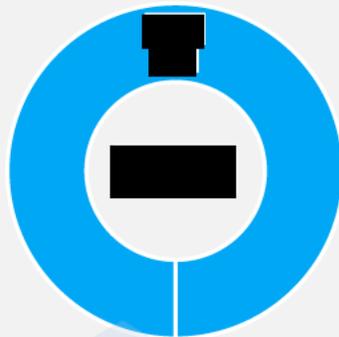
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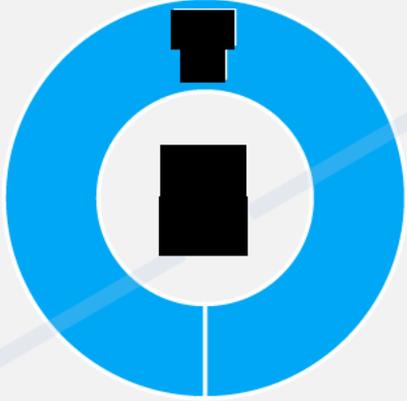
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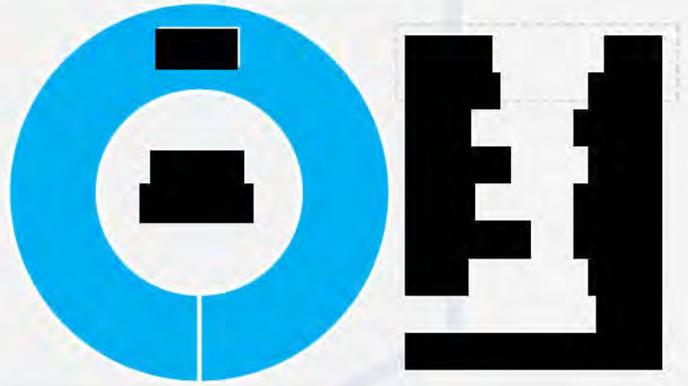
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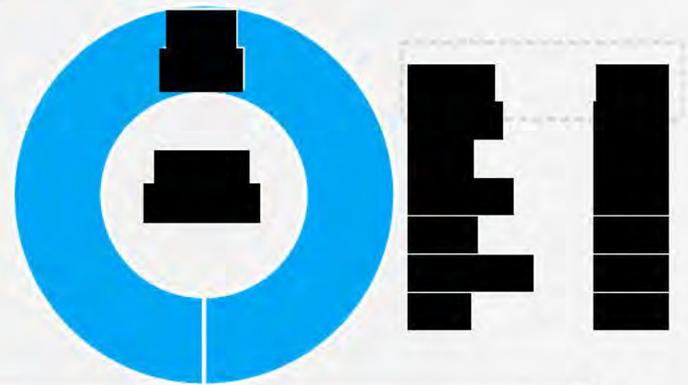
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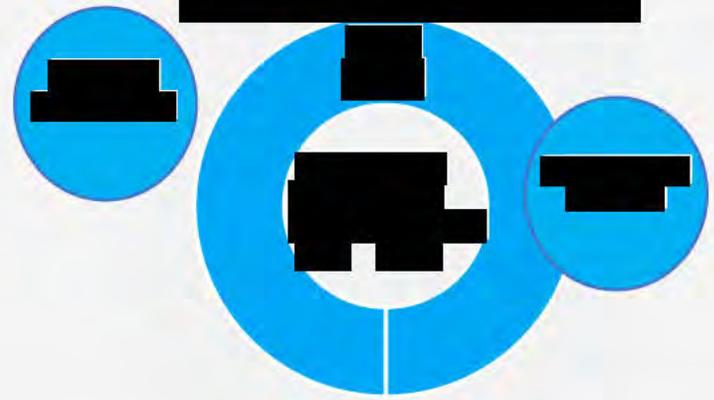
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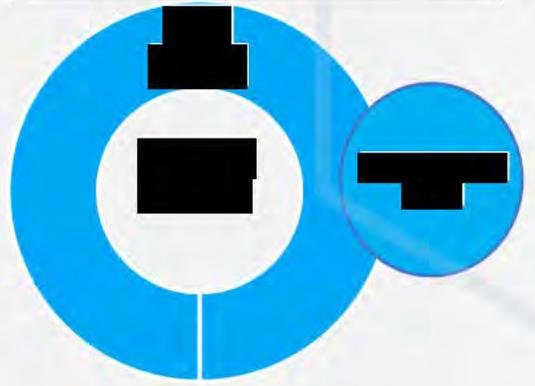
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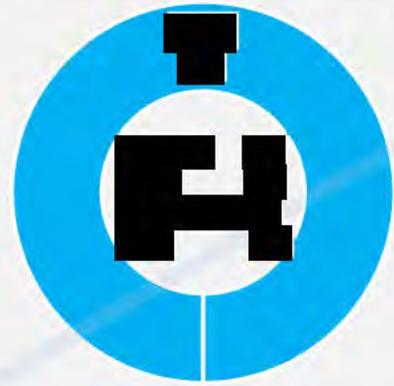
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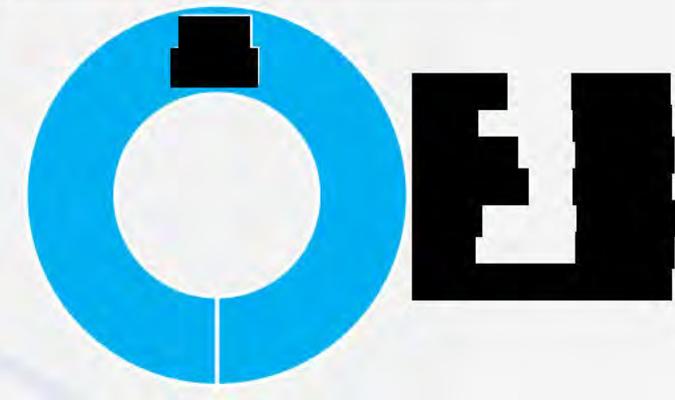
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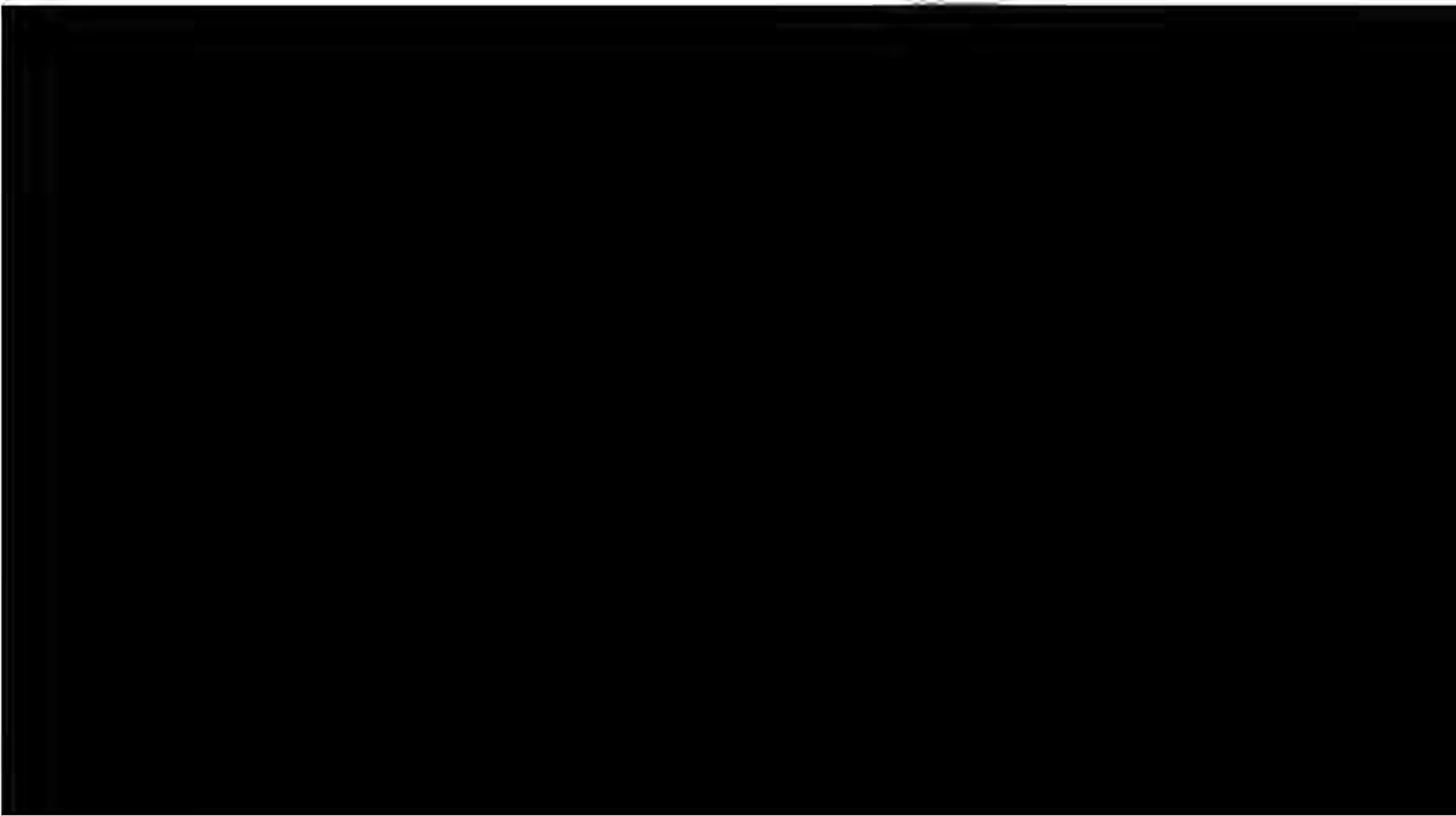
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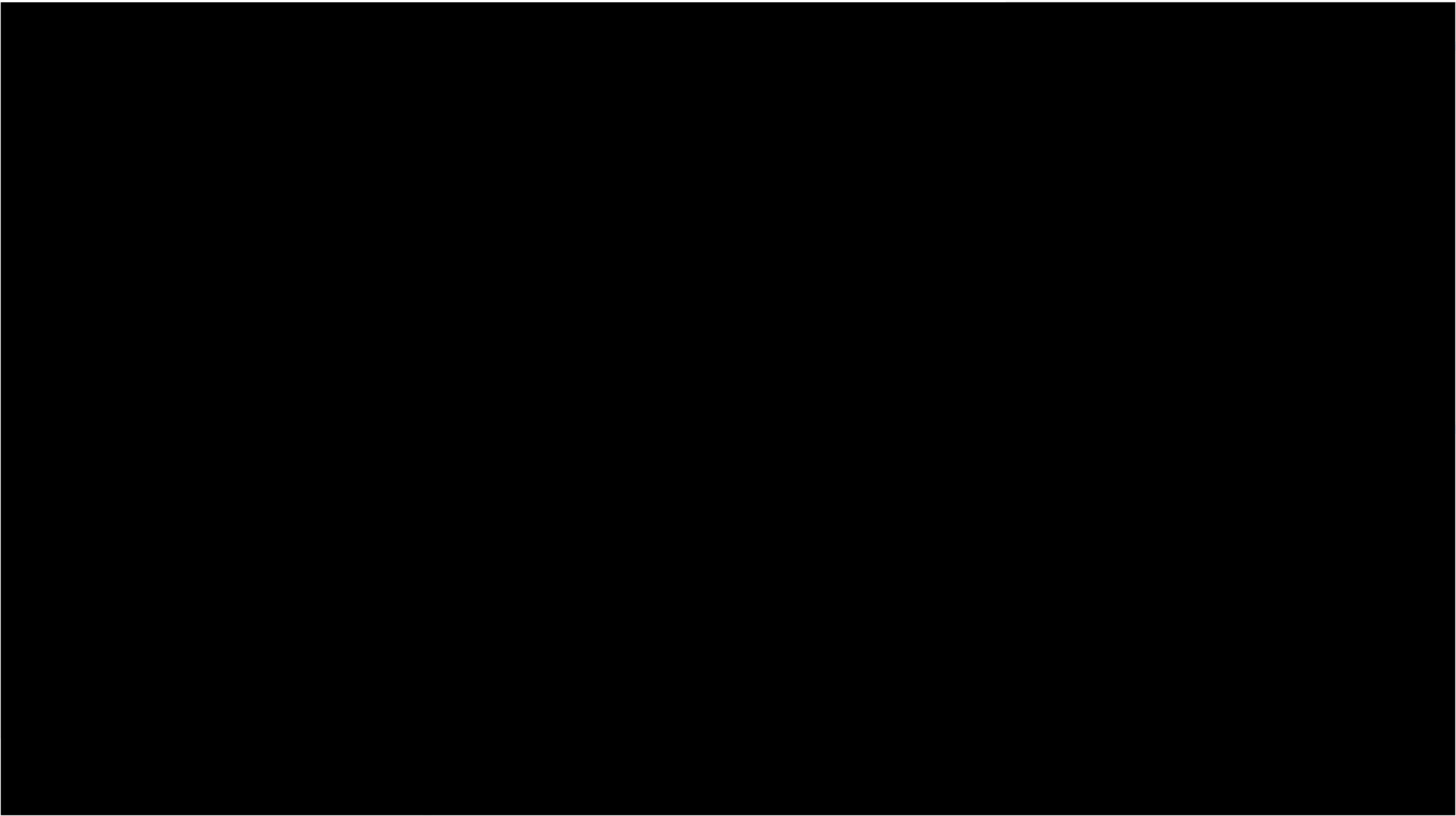
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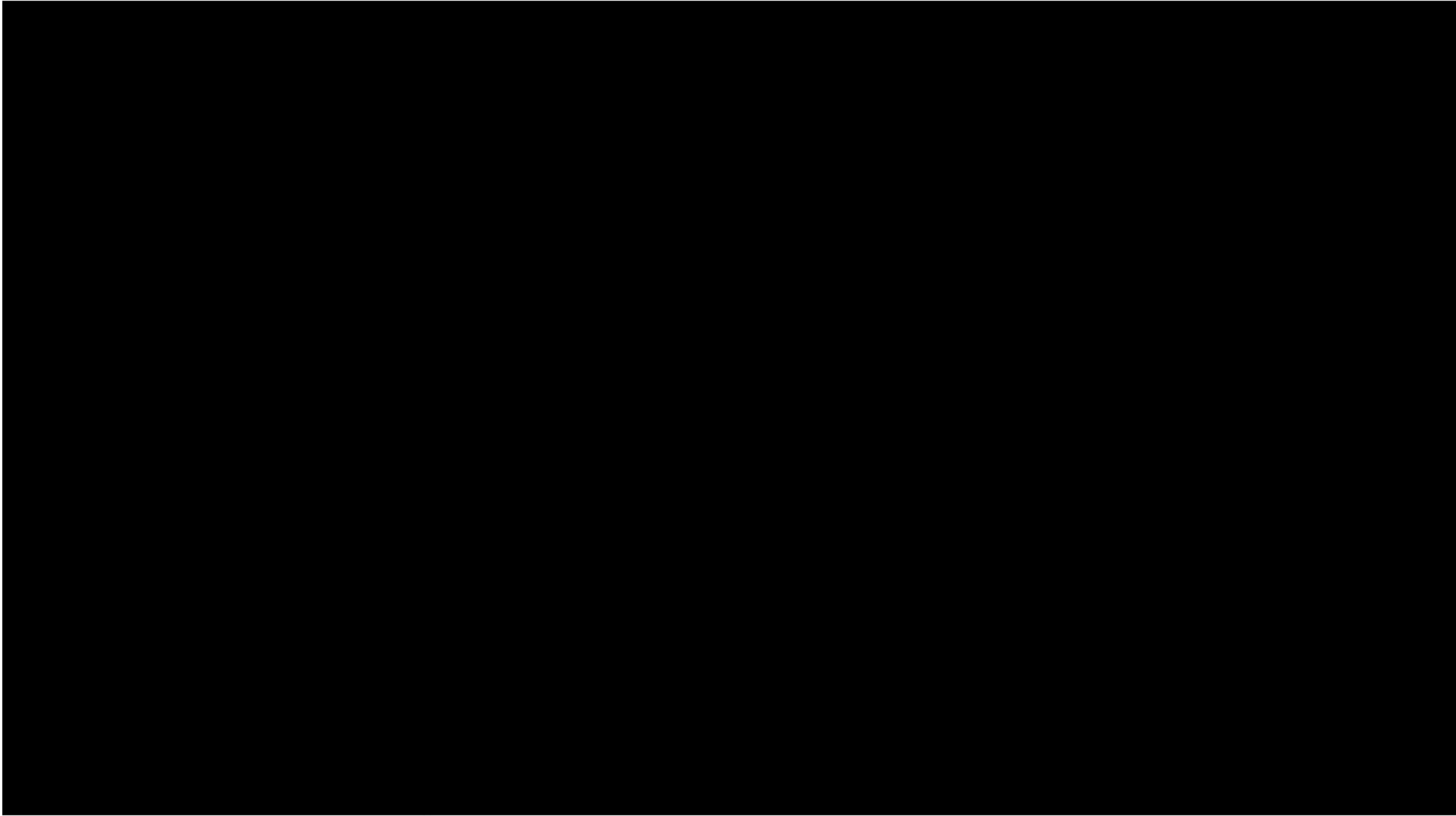
# Spatial Delivery Plans for Urban Regeneration

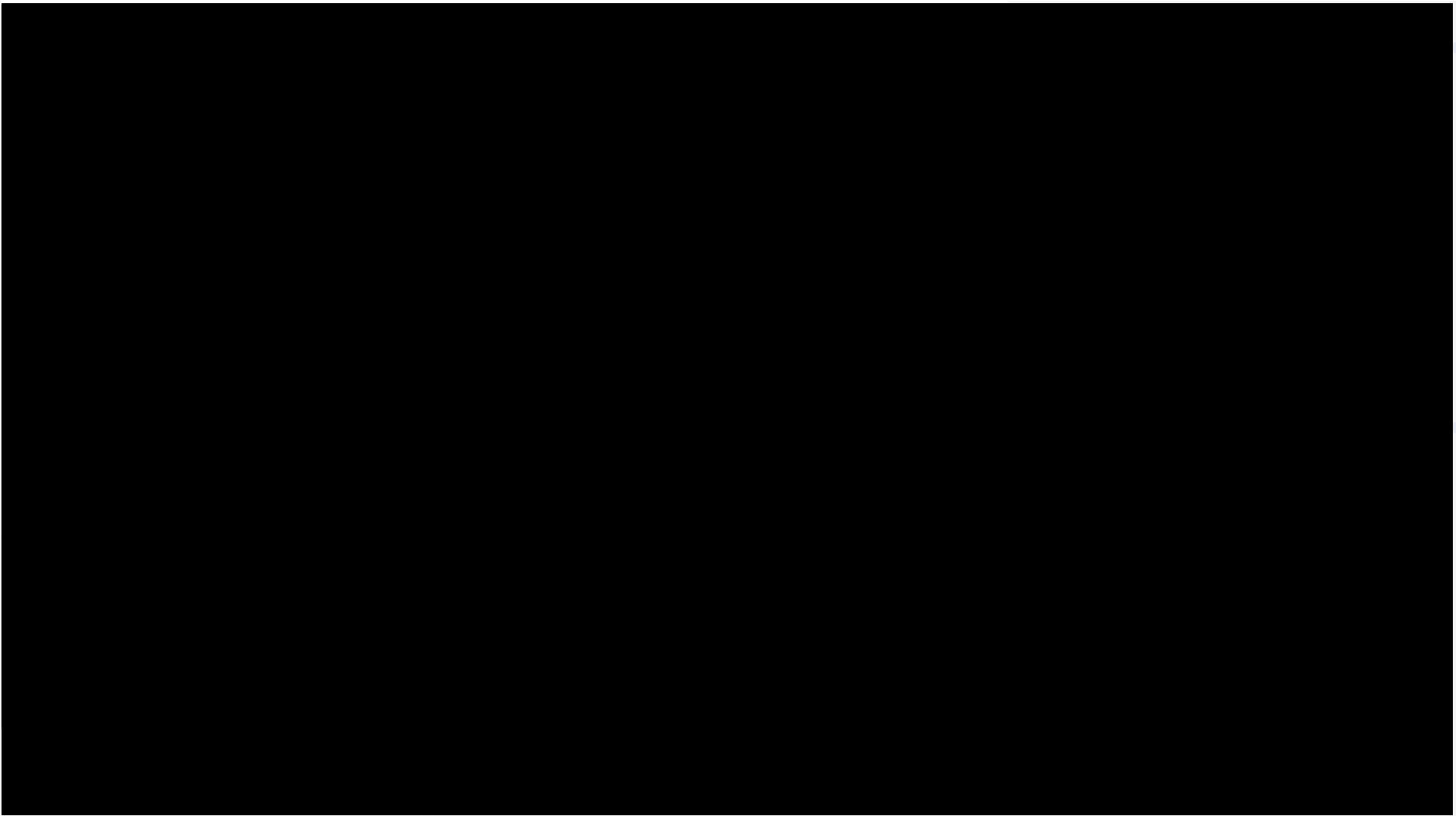




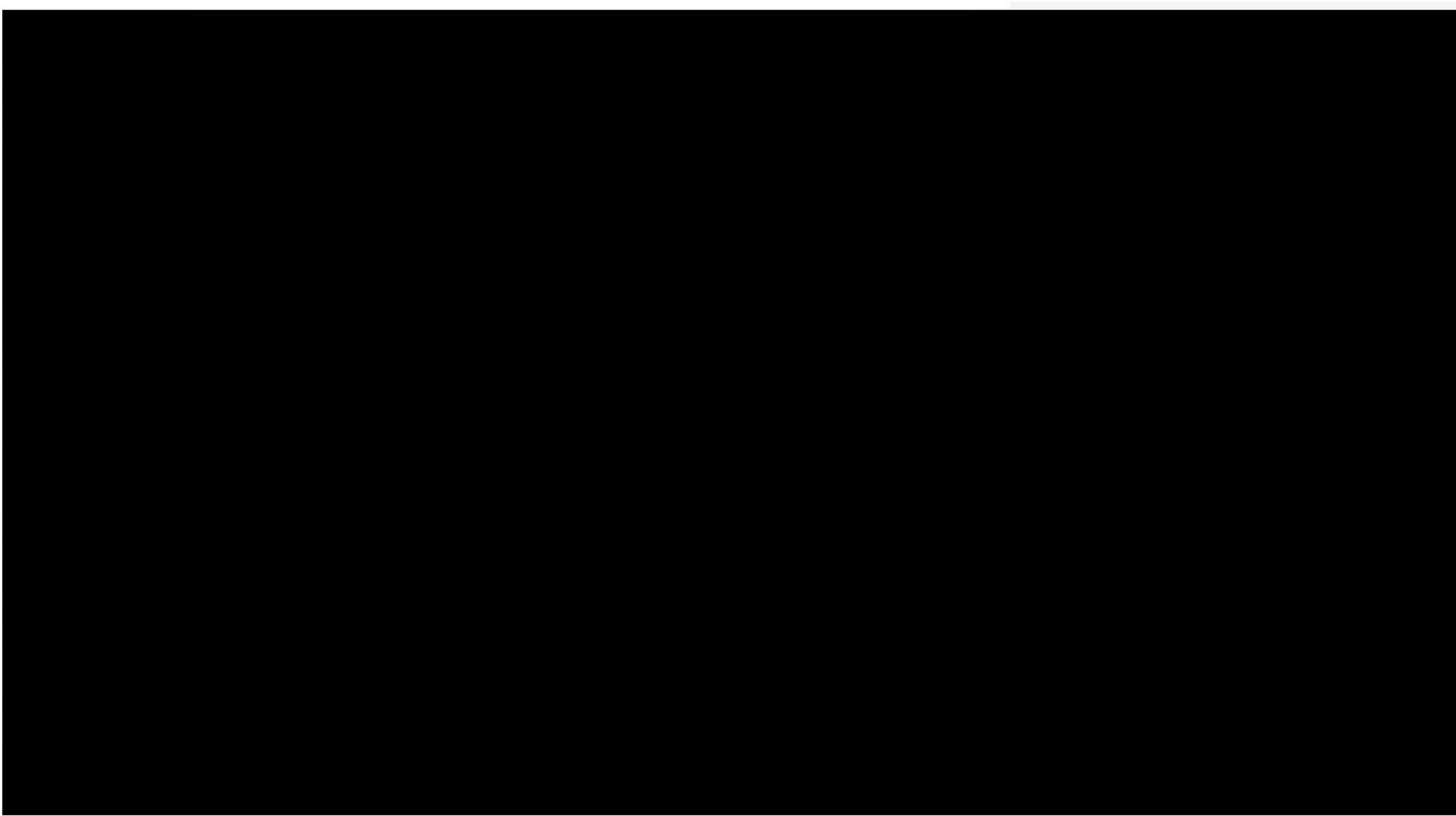




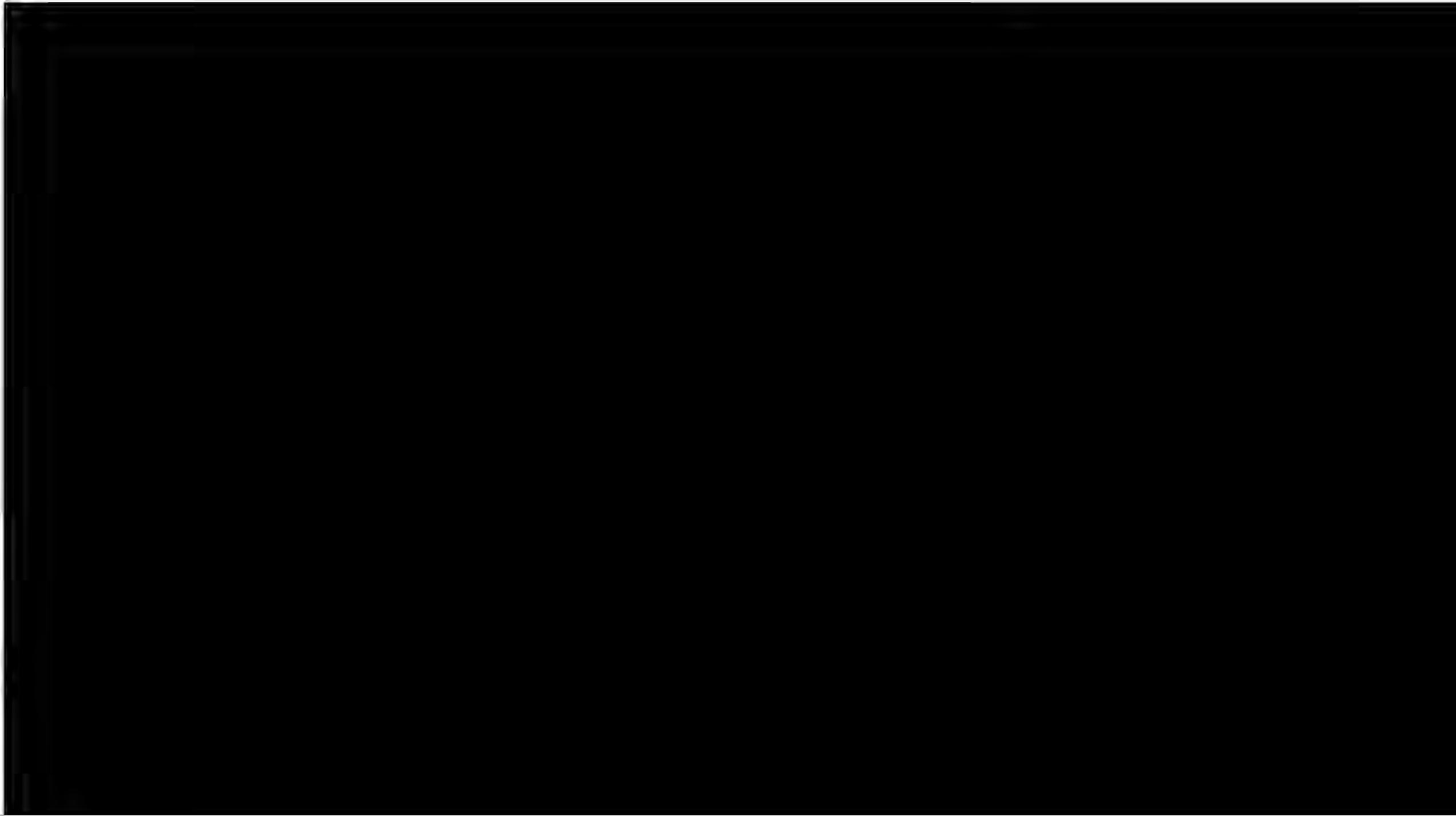


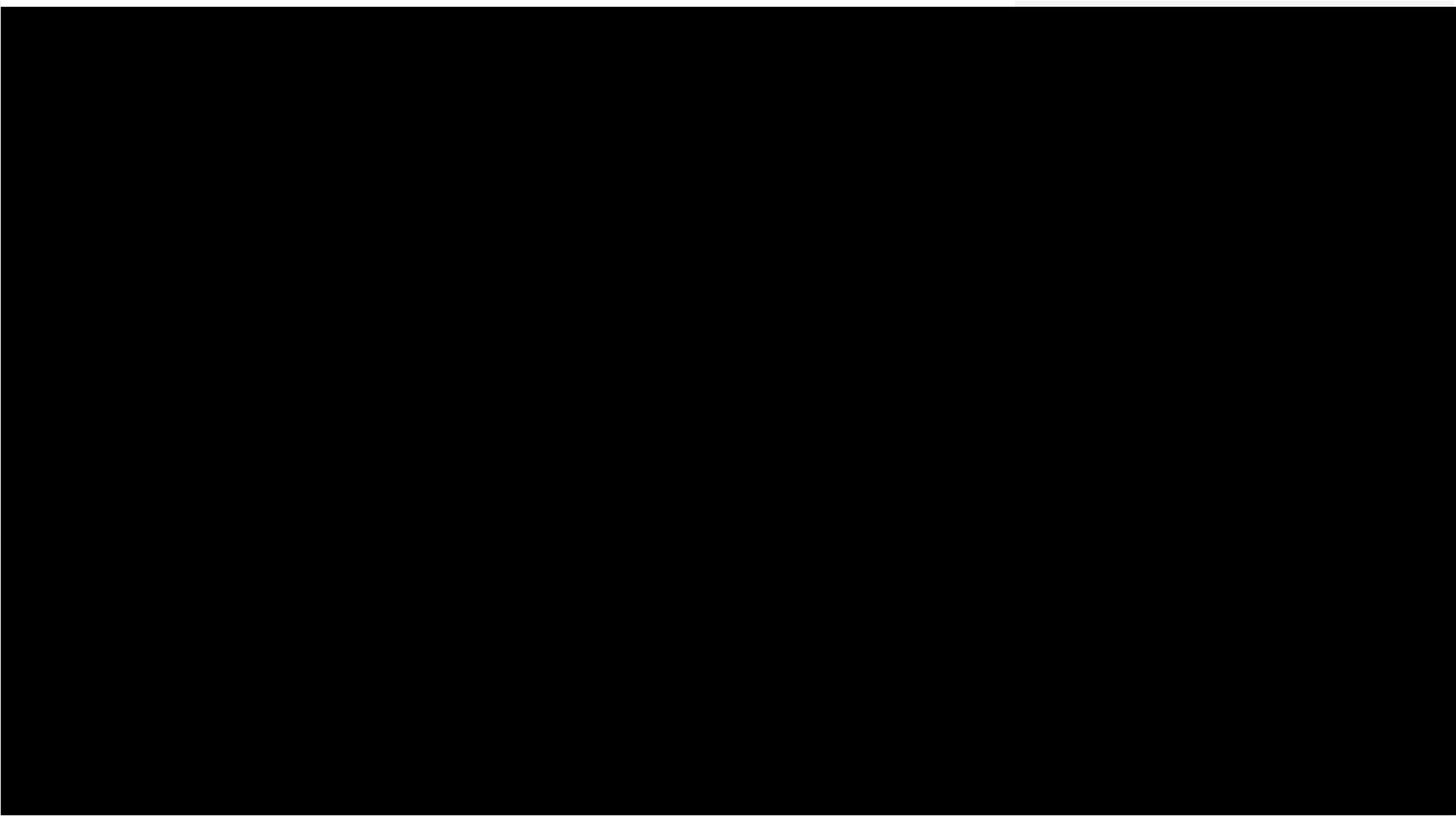


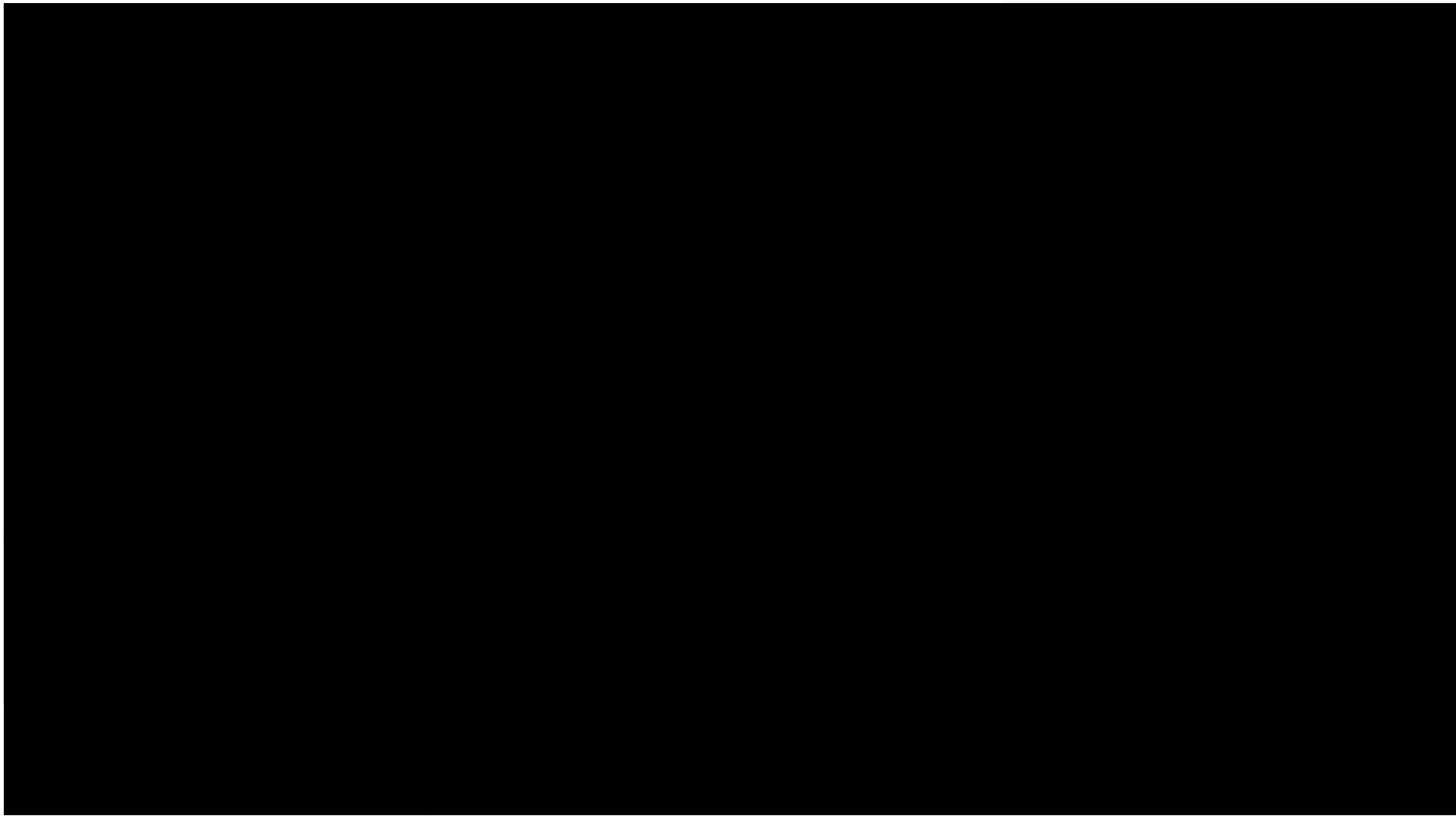


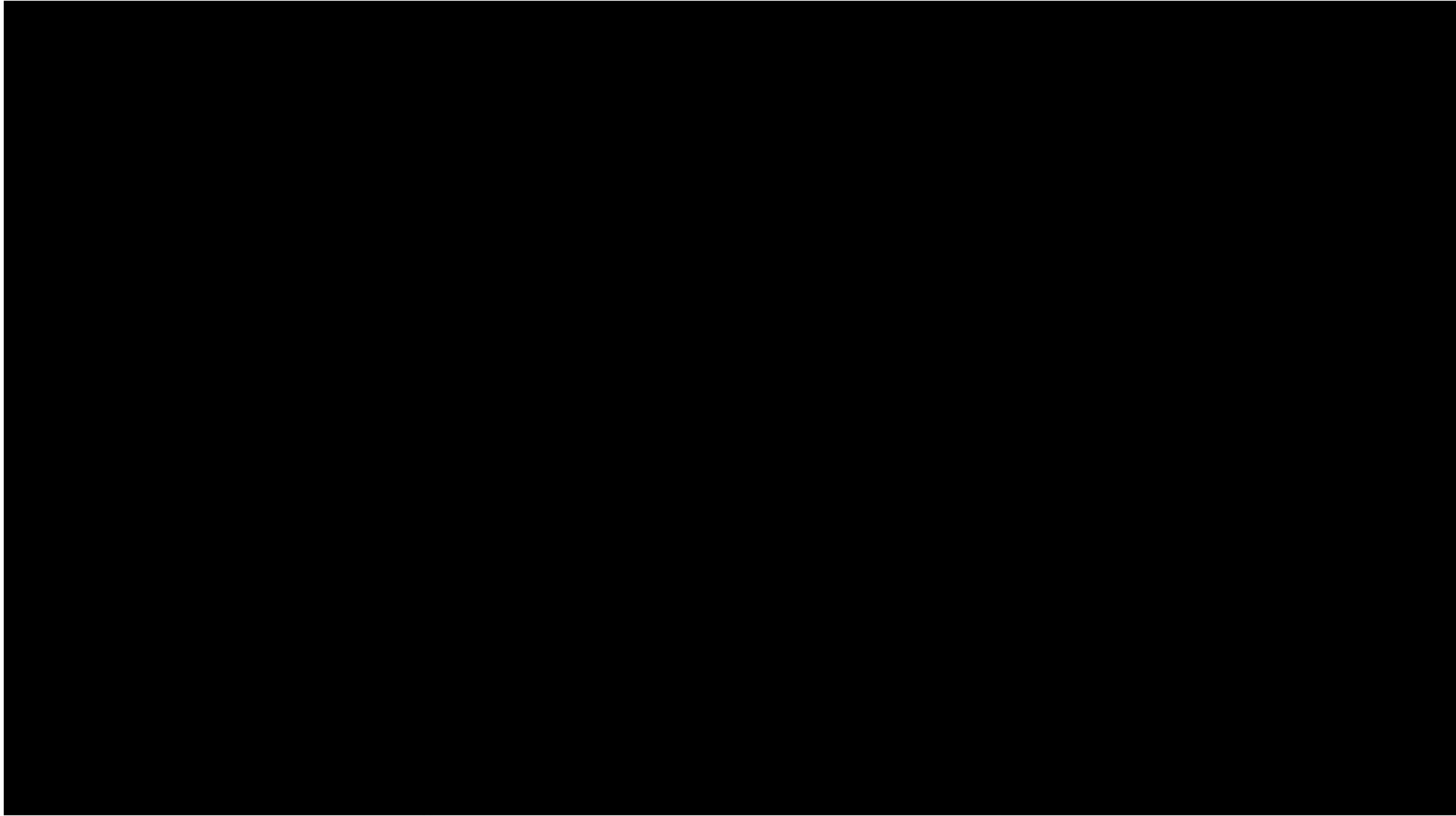


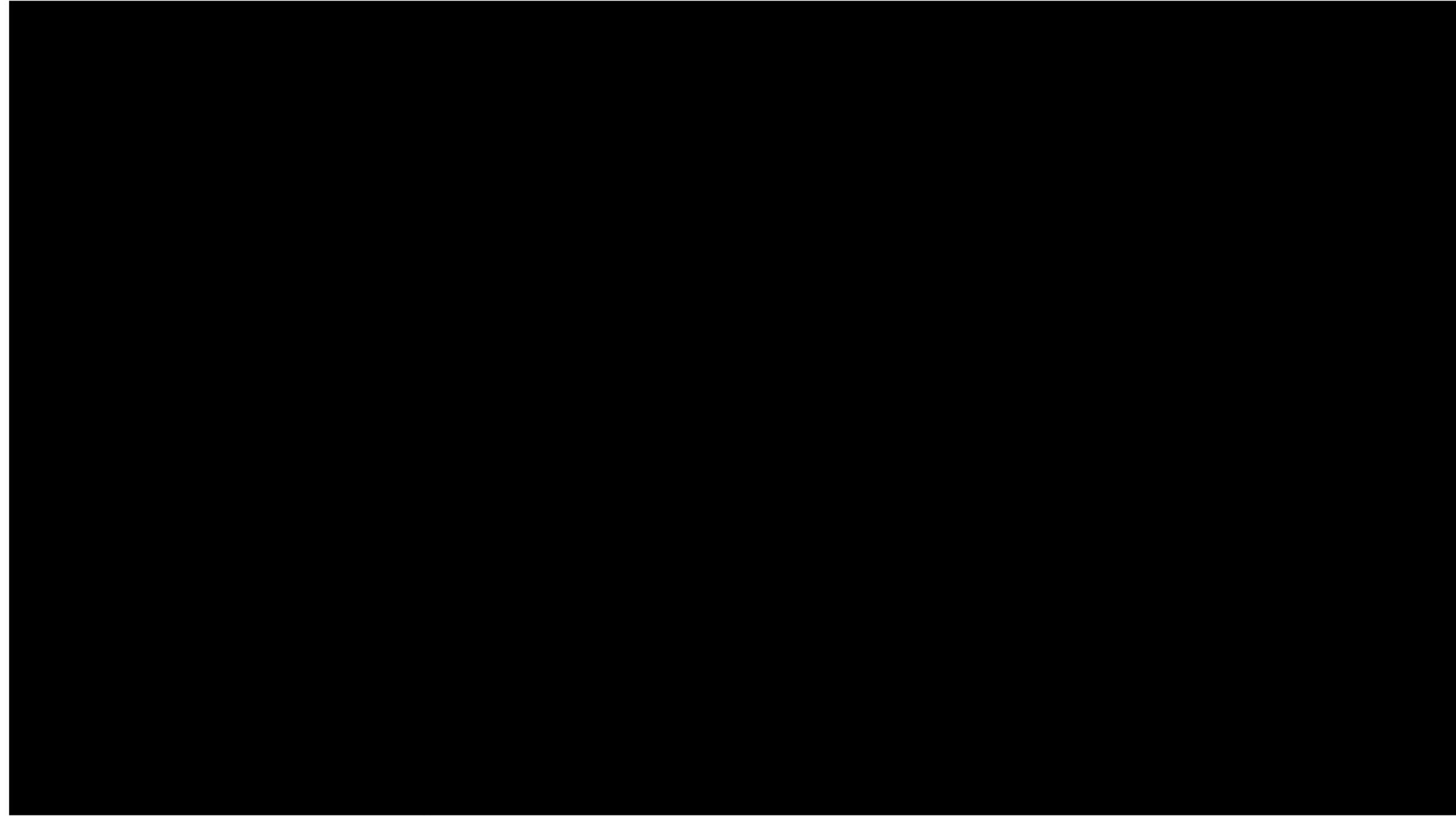




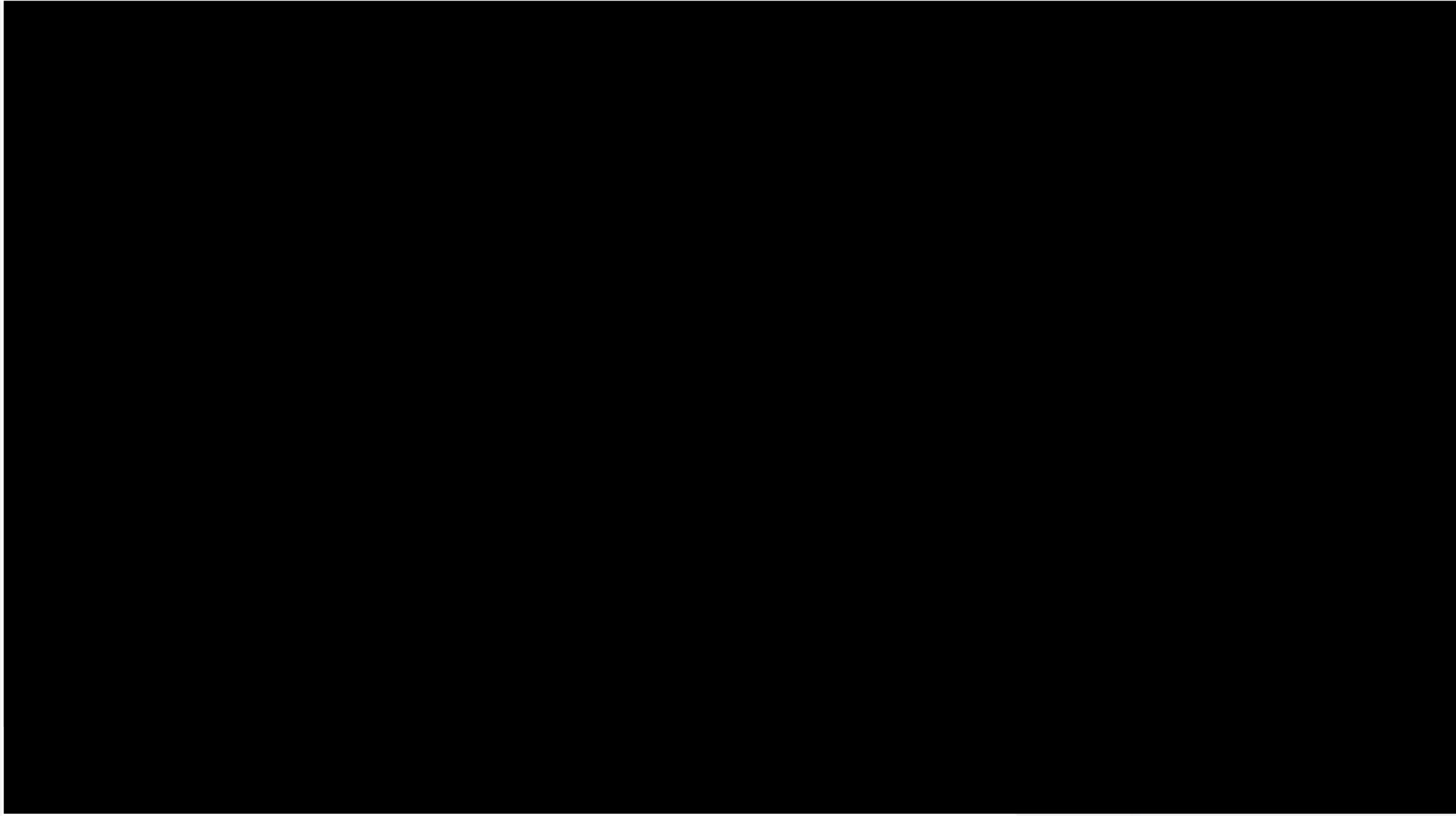












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# Decision paper: Go To Market 3 Mountwell Crescent, Mount Wellington

Author: Christine McLennan

May 2021

## Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

1. Approve the sale of the property through a contestable site sale process, limited to mana whenua parties under section 4.2 of Panuku's Selecting Development Partners Policy; and if unsuccessful proceed to an open market sale process;
2. Delegate authority to the Chief Executive to select a preferred party and execute the required documentation to sell the site at no less than [REDACTED] and in alignment with the essential outcomes summarised below and as supported by the design guidelines attached;
  - housing choice –minimum of forty-five dwellings
  - minimum 100m<sup>2</sup> of commercial/retail
  - Homestar 6 minimum
  - high quality urban form
  - Maori outcomes – through procurement

## Whakarāpopototanga matua | Executive summary

3. Eke Panuku is leading the renewal of the Panmure town centre from a declining retail centre to a mixed-use transport orientated town centre. The redevelopment of 3 Mountwell Street, with its prominent location on the western side of the new Panmure Station is an important first step in realising Eke Panuku's urban renewal outcomes set out in the Unlock Panmure High Level Project Plan.
4. Eke Panuku is proposing a residential led development for the site. Build to rent has been identified as a preferred outcome and will be a weighted tender assessment criteria.
5. Proposals will be assessed based on the following criteria which is further detailed in paragraph 11:
  - capability
  - alignment with the Panmure High Level Project Plan objectives

- acceptance of Eke Panuku's Key Terms including Essential Outcomes

- commitment to a build to rent model

## Horopaki | Context

6. The redevelopment of 3 Mountwell Street, a 1,972m<sup>2</sup> site located on the western side of the new Panmure Station, has been identified as an early release development site in the Panmure Programme Business Case. The site is on a highly visible site opposite the new train station. The redevelopment of the site as a high-quality apartment building with ancillary retail and commercial at grade will signal the new vision of Panmure as a mixed use transport orientated development.

8. The re-positioning of the project as a build to rent project has been arrived at after considering the following objectives and outcomes:
  - significant recent interest from developers and investors in delivering a build to rent development in Panmure due to its strong transport links and potential for capital appreciation.
  - increased population density - build to rent product typically achieves high floor space efficiency and reduced car parks
  - demonstrate business leadership -by actively supporting an emerging innovative housing model
  - strong market demand for housing in particular quality rental product
9. The proposed tender assessment criteria for 3 Mountwell Crescent are as follows:
  - i. Capability/Financial capacity
    - Assessed as either acceptable or non-acceptable
    - If acceptable then submission is then assessed on

ii. Price and contract terms 40%

Price 30%

Program 5%

Purchaser requested amendments to the contract -assessed on value, risk and other relevant impacts 5%

iii. Non-price criteria 60%

Housing Choice –minimum of 45 dwellings and committed build to rent outcome 20%

Quality Urban Design 20%

Compliance with all other essential outcomes 20%

10. For the purposes of the tender assessment build to rent is defined as a residential development, with ownership and property management under a single entity for at least ten years.

<b>Previous Board / Council engagement and decisions</b>		
Date and meeting	Document	Decision / Outcome
June 2020	Panmure Programme Business Case	3 Mountwell identified as an early go to market site.
2019	3 Mountwell Street go to market	3 Mountwell approved for sale

## **Nga whiringa me te taatai | Options and analysis**

12. The levels of market uncertainty at the beginnings of COVID, have given way to a strong market confidence in the residential sector. The sale of 3 Mountwell is well placed to capture the current strong levels of interest within the market for residential sites.

13. Additionally, the reduced cost of money and the relative low risk profile of build to rent has potentially strengthened the appeal of build to rent as an investment class.

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

14. There is sufficient capacity within Eke Panuku to resource the project.

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

17. It is expected that there will be good levels of interest in the site. However, the capacity of mana whenua parties within the build to rent sector is largely untested, which creates a higher risk profile for site sale. To mitigate this risk a build to rent outcome has been identified as a preferred outcome but not an essential outcome. If this site doesn't end up proceeding down build to rent there will be other future opportunities in Panmure to include build to rent.
18. Panmure is a centre in the early stages of urban renewal. The larger strategic moves such as the community centre and the redevelopment of the main transport orientated development to the East of the new Panmure station, require significant private sector investment. In response the go to market strategy for Panmure is focussed on releasing a pipeline of smaller sites.
19. It is anticipated that the current buoyant residential market will offset these concerns. Additionally, Eke Panuku has re-cast the development outcomes to allow a 3-storey walk up with standard floor to floor heights, to support development viability.

## **Tauākī whakaaweawe Māori | Māori impacts**

20. Eke Panuku is proposing to deal exclusively with the mana whenua parties that have responded to the advance notice of sale. This will support the capacity building of mana whenua parties and improved participation in actively creating homes and communities in Auckland.

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

21. The Priority Location Director will continue to update the local board on the redevelopment of the site. There are no other significant stakeholders for this site.

## **Tauākī whakaaweawe āhuarangi | Environment and climate change impacts**

22. The adoption of Homestar 6 as an essential outcome, supports the reduction of climate change impacts.

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

23. The steps and timeframes proposed to progress the decision are as follows:
  - June 2021 obtain board approval;
  - July 2021 limited contestable mana whenua tender process commenced;

June 2021

- September 2021 limited contestable mana whenua process concluded;
- November 2021 execution of sales and purchase agreement with preferred mana whenua party or alternatively re-tender the site to the open market if mana whenua tender process fails to identify a suitable purchaser.

## **Ngā tāpirihanga | Attachments**

Attachment A - Site Context

Attachment B - The Site

Attachment C - Essential Design Outcomes

## **Ngā kaihaina | Signatories**

Allan Young, GM Development

Ian Wheeler, Chief Operating Officer

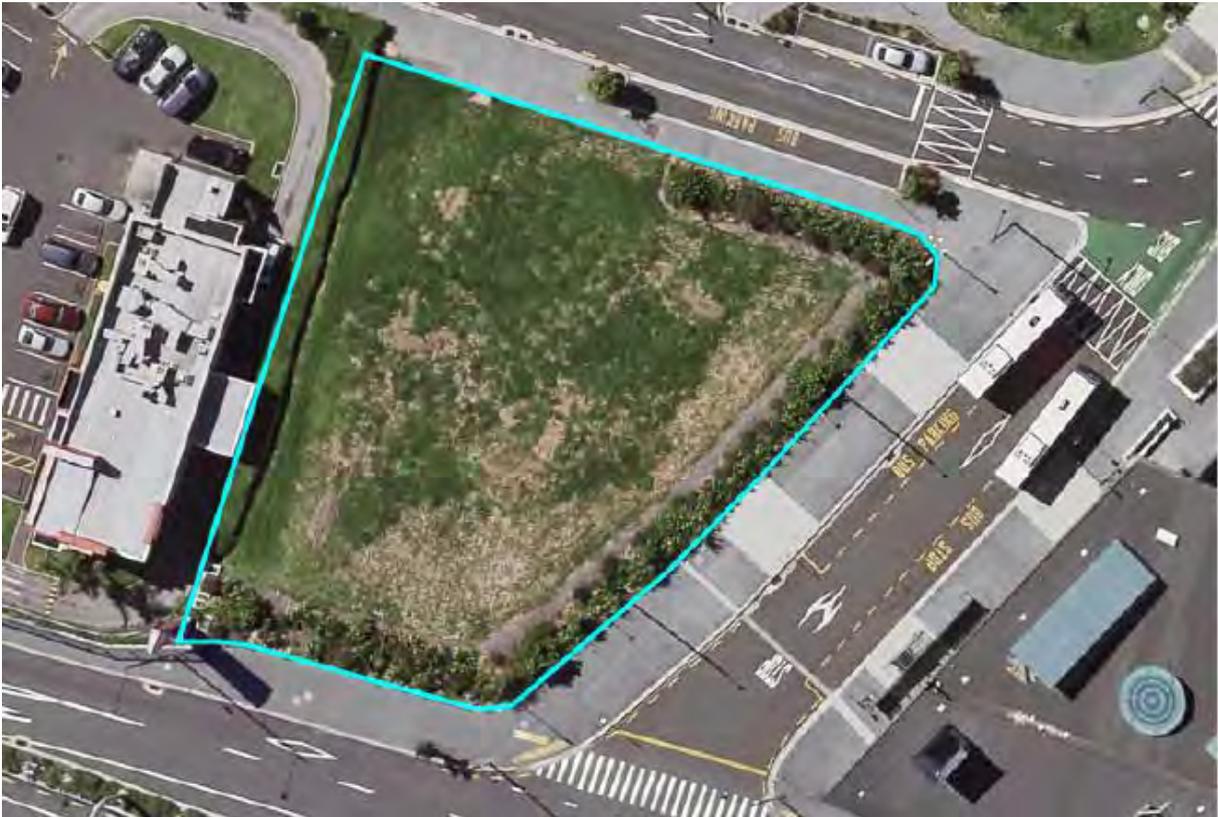
David Rankin, Chief Executive

Attachment 1:

Site Context



Attachment 2: The Site



June 2021

Attachment 3: Essential Design Outcomes

# 3 Mountwell Cres Panmure

Essential Design Outcomes  
and Design Guidelines

May 2021

Rev C



# Contents

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This document has been prepared to help shape design responses and to identify the essential outcomes that will form part of Eke Panuku's Development Agreement with the selected development partner.

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# Introduction

The site at 3 Mountwell Crescent, Panmure is located at the intersection of Ellerslie- Panmure Hwy and Quinlan Street.

It is a corner site immediately adjacent to the Panmure Train Station and the bus interchange, recently developed as part of the AT's AMETI project.

Eke Panuku is leading the renewal of the Panmure town centre from a declining retail centre to a mixed use transport orientated town centre.

The redevelopment of 3 Mountwell Street, is an important first step in realising Eke Panuku's residential urban renewal outcomes set out in the Unlock Panmure High Level Project Plan.

This document informs what Eke Panuku envisages for the site as part of the Unlock programme, and focuses on the minimum requirements - the Essential Design Outcomes. This document also includes Design Guidance which complement the Essential Outcomes, and explain the Design Review process.



Bird's eye view to the site from south-east

# Unlock Panmure High Level Project Plan

The Unlock Panmure High Level Project Plan (HLPP) sets out the vision and the key moves for the town centre. It explains at high level how Eke Panuku plans to regenerate the area over the next 15-20 years with investment, site sales and working with community.

Eke Panuku's Vision for Panmure is to: "Create a vibrant town centre that is a great place to live, visit, and do business. We will build on Panmure's unique landscape, transport connectivity, family-friendly community, and recreational offerings."

- The key moves for Panmure are to:
1. Develop a high-quality urban neighbourhood
  2. Reconnect the centre to its community
  3. Enliven the heart of the mainstreet
  4. Foster mainstreet vitality and business growth.

Panmure town centre represents a major regeneration and intensification opportunity for Auckland. The town centre occupies a strategic location with well developed infrastructure, services and facilities. The Panmure town centre area includes a number of council or Crown owned landholdings, which are mostly development ready, such as the site at 3 Mountwell Crescent. The site sits within the Transport Hub identified in Move 4.

For more information on the HLPP please go to: [www.panuku.co.nz/panmure](http://www.panuku.co.nz/panmure)

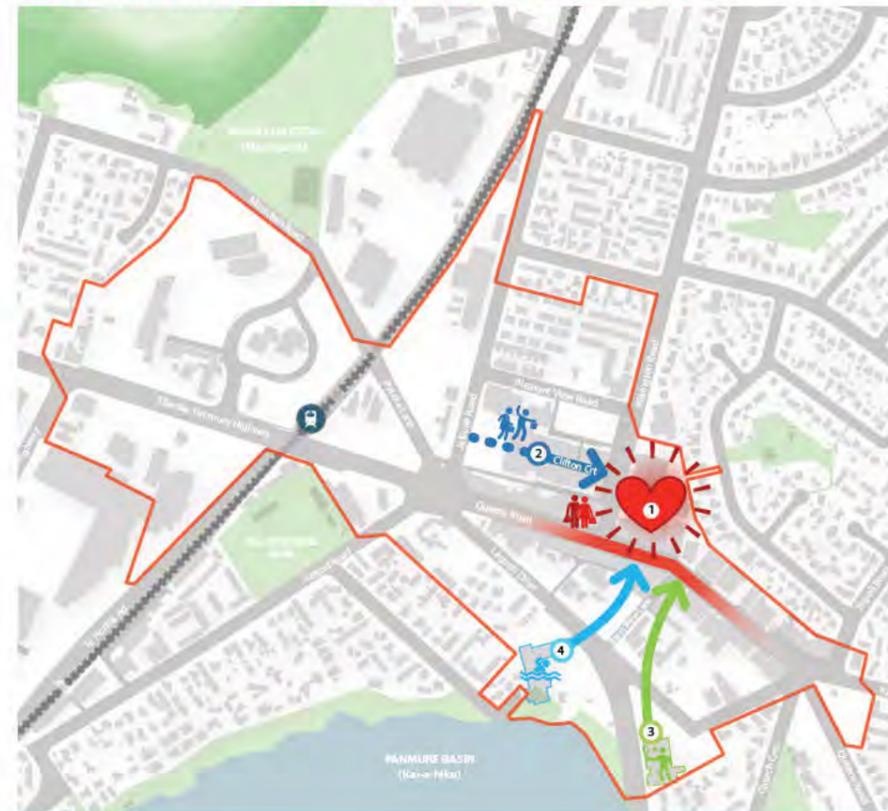
## Move 1: Develop a high quality urban neighbourhood.



## Move 2: Reconnect the centre to its community.



## Move 3: Enliven the heart of the mainstreet.



## Move 4: Foster mainstreet vitality and business growth.



# The Site

The site sits to the north of Ellerslie-Panmure Highway and directly opposite the Train Station. Panmure Train Station is an important transport asset supporting redevelopment as it provides convenient access to the city's train network and key areas of employment. The Highway and the Train Station are part of the Auckland Manukau Eastern Transport Initiative (AMETI), which also includes a bus interchange along the Ellerslie-Panmure Highway directly to the south of the Train Station.

Site Area: 1,972sqm

Zoning: Business – Town Centre Zone

Permitted uses: Commercial, leisure, residential, tourist, cultural, educational, community and civic services.

Historic use: Dulux Paint manufacturing plant, re-remediation and excavation of the contaminated land already occurred

Geotechnical advice: Shallow foundations are recommended due to the earthworks undertaken on the site. (See geotechnical Report - by Babbage Consultants - July 1998).

Building height: Unitary Plan allows for up to 18m height; however it is constrained by Volcanic Viewshaft Overlay which limits the building height to approx. 13.5-14.5m.

Carparking: No minimum and no maximum car parking spaces required. Visitor (short-stay) minimum bicycle parking rate: 1 space plus 1 space per 20 rooms/beds. Secure (long-stay) minimum bicycle parking rate: 1 per 10 FTE employees.

The Auckland Unitary Plan specifies a General Commercial frontage control applies to the southern side of the site only. This effectively restricts new vehicle crossings on the southern edge.



Existing site aerial and survey information

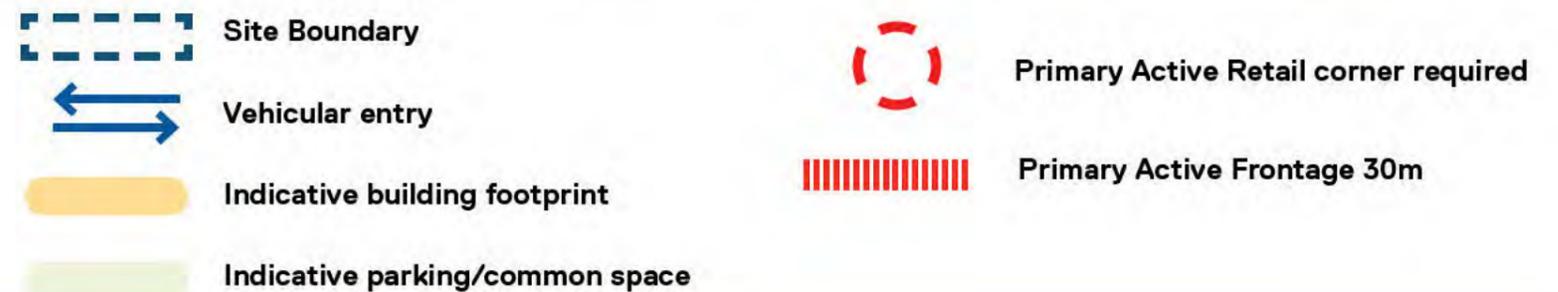
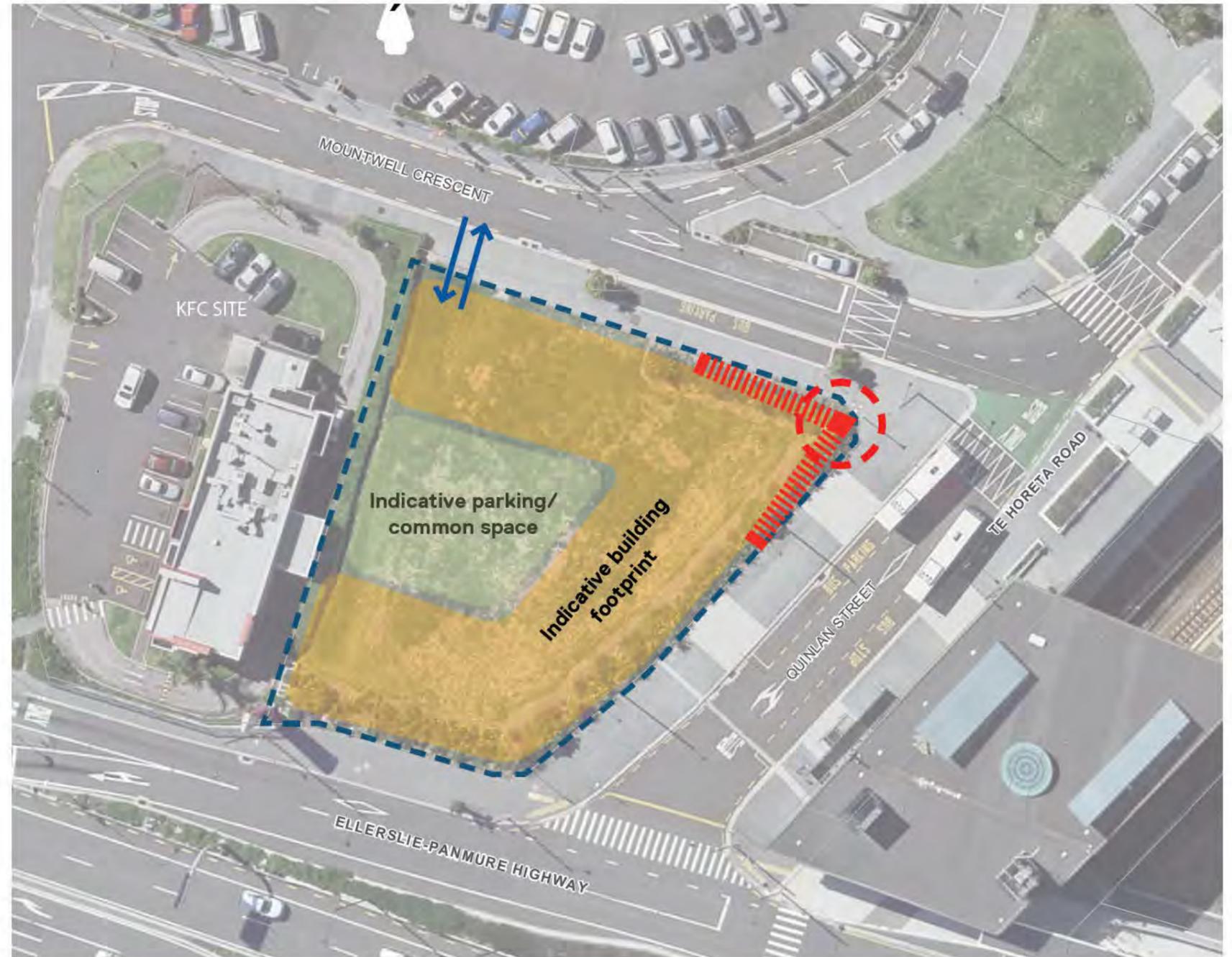
# Essential Design Outcomes

The following outcomes must be achieved in the proposal. These essential outcomes should be read in conjunction with the Design Guidance and Design Review sections overpage.

Other outcomes that relate to management or other specific aspects of a site may be required and provided within the Development Agreement.

## Essential Outcomes:

- 1. Land Use:** Site must be used for a Mixed Use Development (Predominantly Residential or Commercial Accommodation activity) with a max of 100m<sup>2</sup> retail located on the top north east corner.
- 2. Active Edges:** Primary active edge should be provided on the ground level on the north-eastern corner with minimum 30m frontage. Blank walls must be limited.
- 3. Design Quality:** The development must demonstrate high quality public realm and architectural design with a minimum of 3 levels in height. The designs must show consideration of building form, scale and proportions and variety of materials, facade articulation, and colour appropriate for the context. Level of quality of proposed design will be reviewed and confirmed by Eke Panuku Design team and at the independent design panel Technical Advisory Group.
- 4. Density:** The development must achieve a minimum of 45 dwellings - to support higher population density.
- 5. Vehicular entry:** Vehicular access into the site must be off Mountwell Crescent with minimal number of vehicle crossings.
- 6. Car Parking:** Car parking must not be visible from the street and should be minimised due to proximity of Public Transport Connections.
- 7. Sustainability:** Any proposed residential living must achieve a Homestar 6 rating (certified by NZGBC).



# Design Guidance

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This Design Guidance section further explains and illustrates some ways to achieve the preceding Essential Design Outcomes, and contributes additional guidance which would enhance and enrich a proposal.

These outcomes and guidelines do not encompass detailed aspects that are otherwise covered through planning consent requirements.

## Contextually Responsive

- Development should respond to the challenges and opportunities of the site - and be forward thinking in defining the future vision of Panmure as a mixed use transport oriented development.
- Future development on the neighbouring sites, whether planned or potential should be taken into consideration.
- The design proposal should include a context analysis and design response, and refer to the work that has been undertaken in the Panmure High Level Project Plan.

## Pedestrian access and street activation

- Universal Design principles should be applied to shared spaces to allow access for people of all ages and abilities.
- The design should take into account CPTED principles for safety.
- In addition to primary active frontage, secondary active frontage should be considered for the rest of the street frontages. This could include pedestrian entries, lobby areas with windows, any commercial or services use at ground with windows facing the street, any residential living spaces with windows facing the street.

## Parking

- Car parking on the site should be limited to a minimum, given the proximity to the train station and bus interchange.
- Bicycle Parking should be in alignment with Green Star standard 17.4 - Secure bicycle parking for occupants should be provided at 1 bicycle park for every 1 unit and secure bicycle parking should be provided for 5% of dwellings.
- 

- Consideration should be given to car share schemes as alternatives to traditional private car parking.
  - Loading or parking entries should be minimised and screened.
- Electric Vehicles charging stations should be provided if car park is

## Solar access

- The design should minimise any south facing and single aspect units.
- To optimise the direct sunlight to habitable rooms and balconies a number of the following design features are used:
  - dual aspect apartments
  - shallow apartment layouts
  - two storey and mezzanine level apartments
  - bay windows

## Environmental response

- Eke Panuku Corporate Responsibility Team can assist in the streamlining of achieving a Homestar 6 rating through the use of the Eke Panuku Homestar checklist.
- It is encouraged to seek Green Star rating or equivalent for the other uses, and/or demonstrate how sustainable approach in those uses is being met.
- Consider the environmental sustainable design (ESD) principles including potential for low embodied material use, water conservation and waste management, including construction waste.
- Consider passive approaches such as appropriate orientation, efficient spatial planning and natural cross ventilation.

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Note 1: Eke Panuku uses the Auckland Design Manual as a reference document to guide design quality.  
<http://www.aucklanddesignmanual.co.nz/>

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# Design Review

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## COLLABORATION WITH EKE PANUKU

1. Eke Panuku seek to work collaboratively with development partners. We suggest a collaborative process around design and development to enable a productive and open dialogue on site outcomes from inception through to resource consent stage.

### 2. Standard Review Points

The deliverables for each stage within the development is to be submitted for review for compliance at the NZCIC identified design stages below:

Concept Design

Preliminary Design

Developed Design (Resource Consent)

Detailed Design

Between the submission stages, progress on the evolution of the deliverables will be monitored at Monthly PCG Meetings throughout the design & construction phase.

## TAG REVIEW

3. The Technical Advisory Group (TAG) is Eke Panuku's independent design review panel made up of industry professionals working within the disciplines of Architecture, Urban Design and Landscape Architecture.

TAG is involved at each stage of Eke Panuku's regeneration programme from vision setting, masterplanning to detailed site design reviews.

Eke Panuku has an agreement with Council to use TAG review as part of the consenting process, at pre lodgement stage, instead of the Council's Auckland Urban Design Panel (AUDP).

Final design should receive the support of TAG.

# Precedents

The following precedents are examples of different building designs, each illustrating a different facade treatment that provide sufficient interest in the urban scale, and ensure quality.



Aspirational imagery



# Decision paper: Unlock Avondale - Sale of Avondale Central (6 and 10 Racecourse Parade, Avondale)

Author: John Carter, Priority Location Director - West

June 2021

## Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- 1) Approves the sale of Avondale Central (6 and 10 Racecourse Parade) subject to the following essential terms:
  - a. an exclusive period to market the sale and development of the property directly with mana whenua of up to four months, comprising of one month to confirm interest and demonstrate capability, and if this threshold is met, three months to prepare a request for development proposal
  - b. a masterplan prepared demonstrating delivery of "Avondale Central 6 and 10 Racecourse Parade, Avondale Essential Design Outcomes and Design Guide" (Attachment B)
  - c. a minimum of 200 homes developed across 6 and 10 Racecourse Parade incorporating a mix of height and typology
  - d. the expression of Māori culture and identity in the design to be confirmed through an engagement process with mana whenua
  - e. development to be completed within six years of the Sale and Development Agreement being unconditional
  - f. the residential component of the development must be designed, built, and certified at a minimum Homestar 6 Rating
  - g. inclusion of a five meter wide publicly accessible pedestrian and cycleway easement along the boundary of 6 Racecourse Parade.
  - h. design review through the Eke Panuku Technical Advisory Panel (TAG) prior to the lodgement of the resource consent application for land use or subdivision
  - i. delegate authority to the Chief Executive to sign contracts or agreements for the sale of 6 and 10 Racecourse Parade in accordance with Independent Valuation Advice and the essential terms

## Whakarāpopototanga matua | Executive summary

1. Eke Panuku has acquired two strategic development sites in Avondale 6 Racecourse Parade (7447m<sup>2</sup>) which was purchased in 2017 and the adjoining 10 Racecourse Parade (8424m<sup>2</sup>) was purchased this month to enable a high-quality comprehensive redevelopment within the town centre.
2. This is a significant opportunity to catalyse development and support the regeneration of Avondale. The sites are high profile, are located right in the centre of Avondale and due to the low level of development and relatively delapidated current state they detract from the quality of the town centre.
3. Our intention is to sell the properties to a development partner which will take commercial responsibility for completing a residential led development across the 1.6ha site.
4. The preferred approach to the sale of the site is to undertake an exclusive negotiation with mana whenua followed by a full market process if required.
5. Quality of the development will be enabled through a requirement for development partners to prepare a masterplan demonstrating delivery of the Essential Design Outcomes and Design Guide (Attachment B).
6. Key outcomes to be secured through this process include: a well-designed innovative residential led development; a range of building heights; a sheltered active frontage to Great North Road; an appropriate interface with the adjoining reserve, town square and community hub; minimal at grade carparking and a high-quality landscape setting including the retention of specific mature trees.

## Horopaki | Context



9. Eke Panuku has recently exercised the option to acquire 10 Racecourse Parade from Kāinga Ora. The existing 42 dwellings have limited life expectancy and the site requires redevelopment.
10. This creates a large council owned development parcel in the centre of Avondale. The comprehensive re-development of both 6 and 10 Racecourse Parade is a significant opportunity to catalyse development and strongly contribute to the regeneration of Avondale. The sites are high profile, are located right in the centre of Avondale and due to their current state detract from the quality of the town centre.

11. These sites (highlighted in red below) are part of a programme of residential development in the town centre which has been supported through land acquisition, development agreements and positive relationships with our key partners including Kāinga Ora. Overall, we are expecting at least 1000 new homes to be constructed within our Unlock Avondale High Level Project Plan (HLPP) area. This is exclusive of any future racecourse development. 750 of these will be directly enabled by Eke Panuku or central government.

**Projects completed & underway**

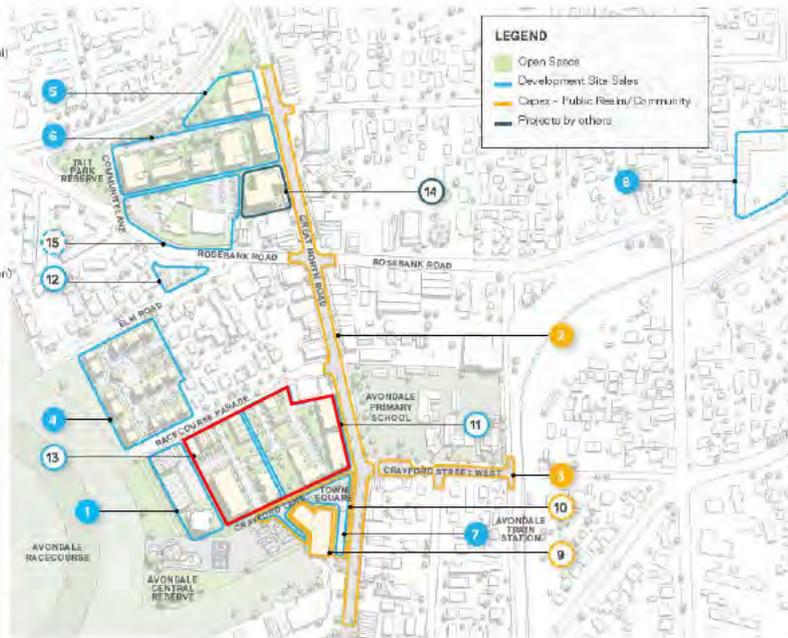
- 1 23 Racecourse Parade (The Set Buildings, Ockham Residential)
- 2 Great North Road Enhancements (AT)
- 3 Upgraded Crayford Street (Panuku)
- 4 18 Elm Street - sold (Kāinga Ora)
- 5 187 Great North Road - sold (MHUD/Ockham Residential)
- 6 3-5 Community Lane (Highbury Triangle, Kāinga Ora)
- 7 Acquisition of 1971 - 1987 Great North Road
- 8 Site sale - Triant st whakawhiri kōwhiri (NZ Housing Foundation)

**Short-term projects (FY22-24)**

- 9 Multi Purpose Community Facility (Community Facilities)
- 10 Town Square & Playground (Panuku)
- 11 Avondale Central Site (Panuku)
- 12 Corner Rosebank Road & Elm Street (Kāinga Ora)
- 13 10 Racecourse Parade (option to acquire)
- 14 1845 Great North Road (Tied Manson Foundation)

**Long-term projects (FY25+)**

- 15 95 - 99 Rosebank Road (Current Library & Community Centre, Panuku)



12. In preparation for a market the Eke Panuku "Avondale Central 6 and 10 Racecourse Parade, Avondale Essential Design Outcomes and Design Guide" has been prepared

13. Nine specific Essential Design Outcomes have been identified. These relate to the overall form of development, an active edge along Great North Road, the grain and scale, landscape setting, provision of a through site link, vehicle servicing, car parking, edge treatment and public private interfaces.

14. A reference design has been prepared by Isthmus Group and Athfield Architects to illustrate how these requirements could be delivered. A number of options were considered as part of the reference design process which included review by the Eke Panuku Technical Advisory Panel. The finalised reference design is illustrated below.





15. The intention of the reference design is to demonstrate how the essential design outcomes could be achieved on the site providing clarity for both Panuku and potential development partners. Potential development partners will need to respond to the reference design as part of the masterplan process.
16. Previous Board and Council Committee decision relevant to the consideration of this issue are included as an Attachment A.

## **Nga whiringa me te taatai | Options and analysis**

### **Kua whakaarohia nga whiringa | Options considered**

17. The key decision on options was how to organise the site for sale through either seeking a master developer or creating super lots. Super lots could be used to break up the site up into more manageable parcels which could then be introduced to the market. This approach will require infrastructure investment and public roading within the site. This would result in significant upfront cost, restricted flexibility for development partners and potentially reduced yield. In addition, there is program risk in obtaining the Resource Consent and then completing the civil and required subdivision works. There is also risk that we get the configuration wrong. A master developer approach was therefore identified as the preferred option as it is considered to perform the best from a strategic, risk and financial perspective. It will also allow for the integrated redevelopment of the full 1.6ha site.
18. Following a master developer decision, we then looked at go to market options. Direct negotiation with mana whenua followed by a full market process if required was identified as the preferred option from a strategic, risk and financial perspective. This will allow for the integrated redevelopment of the site and provides a commercial opportunity to mana whenua.

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

[REDACTED]

- 20. Appropriate funds and resources are available through the Unlock Avondale programme to support the progression of the sale.

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

- 21. Key risks are a market correction associated with a loss of confidence, low migration, or an increase in mortgage rates; market ability to secure debt to finance development on feasible terms and conditions; and the market appetite for a development of this scale on our essential terms.

### Tauākī whakaaweawe Māori | Māori impacts

- 22. It is recommended that mana whenua parties be given an opportunity to participate in a limited constable process prior to a full market process.
- 23. Eke Panuku intends to confirm this opportunity with mana whenua following approval of the board paper. If mana whenua parties are interested and capable of undertaking the development, Eke Panuku will then undertake a three-month process to allow mana whenua to put forward a Request for Development Proposal. If no mana whenua are interested or if proposals do not sufficiently demonstrate the capability and experience to plan and develop this site and achieve the required outcomes we will release the site to the market.

[REDACTED]	[REDACTED]

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

24. Mana whenua cultural outcomes will also be supported through the negotiation of the development agreement as a required outcome will necessitate the development to incorporate Māori design outcomes as confirmed through an engagement process with mana whenua. This may also include facilitating mana whenua development partnerships.

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

25. The Whau Local Board has been briefed on the approach to enabling quality development on these sites.

**Tauākī whakaaweawe āhuarangi | Environment and climate change impacts**

26. We will seek to enable positive environmental outcomes through the development of the sites. This includes deconstruction of the existing structures on 10 Racecourse Parade and requiring Homestar 6 as an essential outcome.

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

27. The steps and timeframes proposed to progress the decision are:

- June 2021 Eke Panuku Board ratify the Go to Market Strategy
- July 2021 mana whenua presented with opportunity and invited to confirm their expression of interest (EOI) in the development.
- August 2021 Mana whenua that have met the required threshold will be provided evaluation criteria and access to vendor Due Diligence information. Mana whenua will be invited to submit a Request for Development Proposal (RFDP)
- November 2021 Request for Development Proposals due
- December 2021 assessment and identification of a preferred mana whenua party and decision on whether to enter into an agreement.
- March 2022 Release to full market if a Sale and Development Agreement is not signed with mana whenua (Note if mana whenua process does not proceed to RFDP we will proceed to full market in September 2021).

## **Ngā tāpirihanga | Attachments**

Attachment A - previous board decisions

Attachment B - The Avondale Central 6 and 10 Racecourse Parade, Avondale Essential Design Outcomes and Design Guide

## **Ngā kaihaina | Signatories**

Allan Young, GM Development

Ian Wheeler, Chief Operating Officer

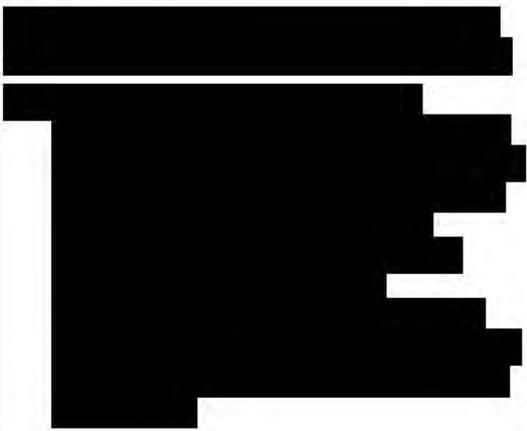
David Rankin, Chief Executive

## Attachment A: Previous Panuku Board and Auckland Council engagement and decisions

<b>Auckland Council</b>		
<p>HLPP Approval – Planning Committee</p>	<p>That the Planning Committee:</p> <ul style="list-style-type: none"> <li>a) endorse the Unlock Avondale High Level Project Plan as shown in Attachment A of the agenda report.</li> <li>b) endorse Panuku as Auckland Council’s lead delivery agency for Avondale.</li> <li>c) endorse Panuku to dispose the Auckland Council owned property listed below should this site be no longer required for community facilities: <ul style="list-style-type: none"> <li>i) 93-99 Rosebank Road, Avondale (Lot 1 DP 68893 - CT NA25A/557 and Pt Lot 26 DP 177, Pt Lot 26 Allotment 7 Parish of Titirangi, Pt Lot 1 DP 8900 – CT NA133/52, NA133/53, NA218/152 (All Part-Cancelled))</li> <li>ii) subject to the satisfactory conclusion of the required statutory processes and agreement that final terms and conditions be approved under the appropriate delegations.</li> </ul> </li> <li>d) authorise Panuku to initiate the process of revoking the reserve status of the Tait Park (103-109 Rosebank Road Pt Lot 1 &amp; Lot 2 DP 21092 NA475/232, NA46A/901) and the road stopping of Community Lane to enable better development outcomes, subject to statutory processes.</li> <li>e) note that the Finance and Performance Committee will need to approve the disposal of the property in c) above and as referenced in the High Level Project Plan.</li> </ul>	<p>7 November 2017</p>
<p>HLPP Approval – Finance and Performance Committee</p>	<p>That the Finance and Performance Committee:</p> <ul style="list-style-type: none"> <li>a) approve, subject to the satisfactory conclusion of any required statutory processes, the disposal of the following property, with the objective of contributing to the outcomes of the Avondale High Level Project Plan of urban regeneration, renewal and housing: <ul style="list-style-type: none"> <li>i. 93-99 Rosebank Road, Avondale being Lot 1 DP 68893, part Lot 26 DP 177, part Lot 26 Allotment 7 Parish of Titirangi and part Lot 1 DP 8900 contained in computer freehold registers NA25A/557, NA133/52 (part-cancelled), NA133/53 (part-cancelled) and NA218/152 (part-cancelled), subject to this site no longer being required by Community Facilities; and</li> </ul> </li> </ul>	<p>21 November 2017</p>

	b) agree that final terms and conditions be approved under the appropriate delegations.	
<b>Panuku Development Auckland</b>		
24-26 Racecourse Parade Sale- Decision Paper	Approved	July 2014
18 Elm Street Acquisition – Decision Paper	<p>It was RESOLVED THAT the Board, subject to a short Business Case being circulated to and agreed by the Board:</p> <ol style="list-style-type: none"> <li>1) Receives this report</li> <li>2) Approves the proposal to purchase 18 Elm Street, Avondale</li> <li>3) Delegate authority to the Chief Executive to conclude the negotiations with Academy For The International Community NZ Limited and subsequently execute the Sale and Purchase Agreement for the purchase of 18 Elm Street, Avondale at a price of \$13,450,000 plus GST, if any, subject only to the satisfactory outcome of the due diligence investigations.</li> </ol>	30 March 2016
HLPP Approval	<p>John Carter, Senior Project Planning Leader, provided a presentation on the regeneration potential of Avondale as outlined in the draft High Level Project Plan. Mike Bush, Manager Development presented the mixed-use development strategy for Avondale.</p> <p>The Board requested amendments to the High Level Project plan to strengthen the strategic approach to the holistic outcomes and objectives for Avondale. The Board also requested additional information regarding the mix of housing typologies proposed and for this to incorporate the wider context of housing types built by other developers in the area including Housing NZ and HLC.</p> <p>Executive are to present an updated version of the Avondale HLPP at the October 2017 Board meeting. The Board deferred endorsing the Avondale HLPP prior to it being submitted to the Planning Committee until they have approved that updated version. It was RESOLVED that the Board:</p> <ol style="list-style-type: none"> <li>1. Approve the strategic acquisition of privately owned properties identified within the HLPP where this is required to support urban regeneration subject to funding and appropriate delegations.</li> </ol>	27 September 2017

	<p>2. Approve that Panuku seek governing body approval;</p> <p>a) to dispose of the Auckland Council properties listed below with the objective of achieving urban regeneration, renewal and housing:</p> <ul style="list-style-type: none"> <li>• 18 Elm Street, Avondale (Lot 1 DP 105444 - CT NA58A/866)</li> <li>• 93-99 Rosebank Road, Avondale (Lot 1 DP 68893 - CT NA25A/557 and Pt Lot 26 DP 177, Pt Lot 26 Allotment 7 Parish of Titirangi, Pt Lot 1 DP 8900 – CT NA133/52, NA133/53, NA218/152 (All Part-Cancelled))</li> </ul> <p>subject to the satisfactory conclusion of the required statutory processes and agreement that final terms and conditions be approved under the appropriate delegations.</p> <p>b) to negotiate if required, subject to appropriate compensation, the lifting of Council’s car parking encumbrance attached to the title of the property at 4-8 Racecourse Parade (Lot 2 DP186527 NA116D/480) and 1909-1949 Great North Road (Lot 1 DP186527 NA116D/479), Avondale, to enable its future development.</p> <p>c) to revoke the reserve status of the Tait Park (103-109 Rosebank Road Pt Lot 1 &amp; Lot 2 DP 21092 NA475/232, NA46A/901) and the road stopping of Community Lane and the sale or exchange of these sites to Housing New Zealand Corporation to enable better development outcomes on the site at 1825 -1833 Great North Road and 6-35 Community Lane which they own, subject to a reserve of a similar overall size being provided centrally on this site.</p> <p>d) to pursue a designation of the Avondale Racecourse by</p>	
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	<p>Auckland Council for the purposes of open space, housing and urban renewal, subject to an approved Business Case. This is to ensure that the future development potential and ongoing provision of open space is protected, noting that this will enable the current use to continue until the Avondale Jockey Club agrees to cease racing on the site.</p> <p>3. Approve an operating expenditure budget of \$470,000, consisting of \$220,000 for stakeholder engagement and communications efforts, investigation of development sites and early place making and activation, \$100,000 to prepare a Business Case (inclusive of staff time) for the designation of the Avondale Racecourse by Auckland Council and if supported by the business case \$150,000 (inclusive of staff time) for the preparation and lodgement of a Notice of Requirement for the designation.</p>	
Programme Business Case 2018	Approved	25 July 2018
Acquisition of properties for new multi-purpose facility – Decision Paper		28 November 2018
Avondale Business Case Summary 2019	Approved	16 September 2019
18 Elm Street Sale	<p>John Carter, Senior Project Planning Leader, and Hamish McCulloch, Development Manager, joined the meeting and introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> <li>The agreement was based around a property-swap with reduced obligations imposed on both parties.</li> </ul> <p>Following the conclusion of the discussions, the Panuku Board:</p>	29 November 2019

	<p>1. Delegated authority to the Chief Executive (acting) to sign contracts or agreements to give effect to the two transactions, being:</p> <ul style="list-style-type: none"> <li>a) pursue direct negotiation with the Crown in relation to the 18 Elm Street site in accordance with the Panuku policy for the selection of development partners; and</li> <li>b) the sale of 18 Elm Street to Kāinga Ora at valuation; and</li> <li>c) the acquisition of 10 Racecourse Parade from Kāinga Ora at valuation and by way of an option agreement.</li> </ul> <p>Noted the proposed 30:30:40 social/affordable/market housing mix for the wider Avondale High Level Project Plan area.</p>	
1817 Great North Road Sale	<p>John Carter, Priority Location Director – West, introduced the report. The Panuku Board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• Supported the quality of the development and challenged management on what processes could be introduced to ensure appropriate design outcomes which would enhance the transformation of this area and the community within it.</li> <li>• The benefits of a broader masterplan, working with other developers in the area to ensure a more cohesive outcome for the transformation of the area.</li> <li>• The thresholds for independent design review by Panuku’s Technical Advisory Group and / or the Auckland Urban Design Panel.</li> </ul> <p>Following the conclusion of the discussions, and subject to ensuring the design of the Development is reviewed by either the Panuku Technical Advisory Group or the Auckland Urban Design Panel, the Panuku Board</p> <p>a) Approved:</p> <ul style="list-style-type: none"> <li>i. the Sale and Purchase and Development Agreement for the sale of the vacant land at 1817 Great North Road, Avondale to the Crown for a sale price of \$4m (plus GST).</li> </ul>	20 February 2020

	<ul style="list-style-type: none"> <li>ii. the delegation to the Chief Executive (acting) to execute the Sale and Purchase and Development Agreement.</li> <li>iii. the direct dealing/ transaction with the Crown for this site.</li> </ul> <p>b) Endorsed the development agreement outcomes as listed below;</p> <ul style="list-style-type: none"> <li>i. A minimum of 30 residential dwellings will be constructed, of which a minimum of 30% must be Kiwibuild dwellings;</li> <li>ii. The Development must be completed within four years of settlement;</li> <li>iii. Dwellings will be a minimum of three stories;</li> <li>iv. The dwellings will be constructed to a standard capable of achieving a 6 star Homestar design (utilising the Panuku Homestar custom checklist and providing as-built accreditation);</li> <li>v. The Development will not include any public/social housing to maintain the overall balance in the centre, agreed with Kāinga Ora;</li> <li>vi. The design must recognise the importance of the site as a gateway into Avondale. The design and architecture should be good quality;</li> <li>vii. The impact of parking on the street/public realm should be minimised;</li> <li>viii. The Development should address and overlook Great North Road with open space to the North;</li> <li>ix. Fencing and landscaping along Ash Street should balance providing privacy/security for the Property with a positive edge to Ash Street; and</li> </ul> <p>There must be a positive use of the green space on the western side of the site.</p>	
<p>Unlock Avondale Programme Business Case</p>	<p><a href="#">Following the conclusion of the discussions, the Panuku Board :</a></p> <ul style="list-style-type: none"> <li>a. Approved the Programme Business Case for the Unlock Avondale priority location programme including the ongoing investment in the programme, noting that this is subject to Auckland Council Long Term Plan and confirmation of ongoing funding through reinvestment.</li> </ul>	<p>October 2022</p>



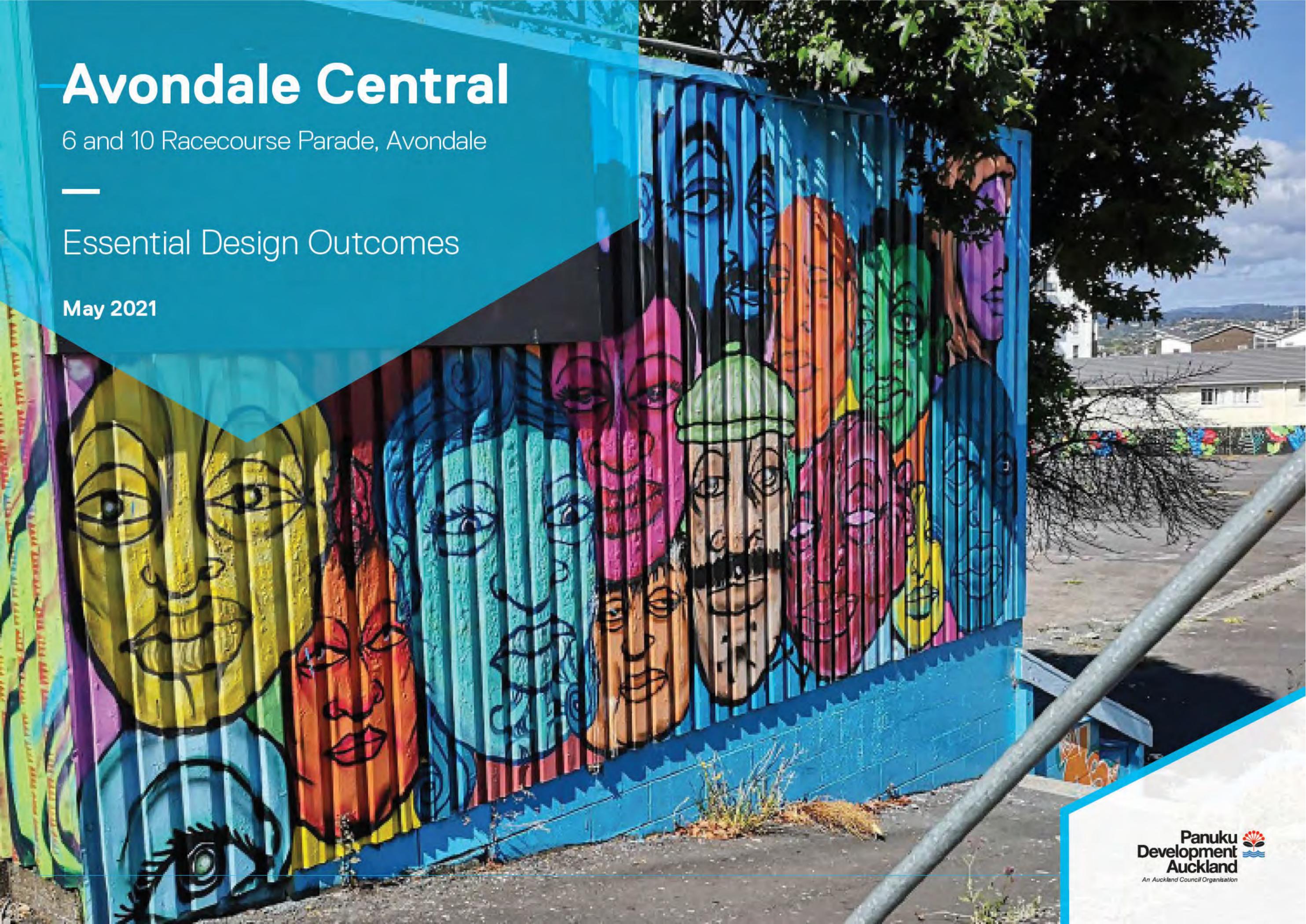
	<ul style="list-style-type: none"><li>• Auckland Council Long-term Plan funding decisions for the FY22-24 period</li><li>• Panuku Board decisions on proposed Development agreement terms for individual property transactions, as per delegations.</li></ul>	
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# Avondale Central

6 and 10 Racecourse Parade, Avondale

Essential Design Outcomes

May 2021



# Introduction

This document has been prepared to help shape design responses and to identify the essential design outcomes, guidelines and design review process that will form part of Eke Panuku's Development Agreement with the selected development partner.

Avondale is a centrally located suburb, excellently located for public transport and close to a wide range of amenities.

The Avondale High Level Project Plan was approved in 2017, giving Panuku the mandate to be the lead Council agency guiding urban regeneration in the area. We have worked with our partners, including Kāinga Ora, Council, Auckland Transport to bring about real positive transformation in the neighbourhood. This includes:

- the development of Set Apartments overlooking the racecourse,
- a new multipurpose community facility and expanded town square,
- mixed tenure redevelopment on Kāinga Ora sites -18 Elm Street and Highbury Triangle;
- 'Aroha' apartments by Ockham on 1817 Great North Road.

Avondale is already changing, and the Avondale Central site presents a very significant development and regeneration opportunity.

## The Opportunity

Panuku is seeking the enable the comprehensive redevelopment of 6 Racecourse Parade (site A) and 10 Racecourse Parade (site B)

The combined sites are a very important core town centre development with significant Council investment in the town square and multi purpose community facility right next door.



Aerial view towards the site from the north

# Avondale Central

Panuku want to engage a development partner to help us realise the full potential of the amazing sites at 6 and 10 Racecourse Parade. They are centrally located in the heart of Avondale, on a high frequency bus route, less than 200m from the train station, adjacent to Avondale's largest reserve, and next to the site of the new multi-purpose community facility and town square.

## Site A: 6 Racecourse Parade

Site size: 7,447m<sup>2</sup>

### Key Unitary Plan Controls:

Business Town Centre Avondale Sub-Precinct A

Maximum Height: 32.5m

Frontage: General Commercial and Key Retail  
Frontage controls to Great North Road.

Constraints: Level change from Great North Road onto the site.

Unitary Plan controls on maximum shop size.

Easement on site preventing development of a supermarket.

Transformer on northern corner of the site.

## Site B: 10 Racecourse Parade

Site Size: 8,424m<sup>2</sup>

Current use: 42 terrace houses managed by Kāinga Ora

### Key Unitary Plan Controls:

Business Town Centre Avondale Sub-Precinct B

Maximum Height: 32.5m

**Site A plus Site B = 1.6ha**



## Site for the new Multi-Purpose Community Facility and Town Square

The area will become the site of the new multi-purpose community facility and town square, with the projects being run jointly between Council and Eke Panuku. The design process for both projects is well progressed and community consultation has commenced.

# Avondale Central - Essential Design Outcomes

The following are the main outcomes Eke Panuku wants to achieve with redevelopment of the sites. These will form the basis to the masterplan which will be presented to Eke Panuku for review.

These outcomes should be read in conjunction with the Design Guidance and Design Review sections over the page, and the Avondale Central reference Design.

These outcomes and guidelines do not encompass detailed aspects that are otherwise covered through planning consent requirements.

Other outcomes that relate to management or other specific aspects of a site may be required and provided within the Development Agreement.

- 1. An innovative residential-led development** with a mix of residential typologies, supporting housing choice. A minimum of 200 units across both sites meeting or exceeding Homestar 6 rating.
- 2. A sheltered active edge along Great North Road** with a mix of uses (commercial &/or retail and food & beverage) at ground level extending around to the town square interface. Any ground floor residential uses occupying no more than 1/3 the length.
- 3. Mix of grain and scale that reflects Avondale character**  
Building height and massing concentrated at Great North Road, Racecourse Parade and adjacent development edges, complemented by 4-storey maximum height to the town square, reserve and through site public lane. Block orientation informed by topography, solar orientation, and generous outlook.
- 4. High quality landscape setting.** Including centrally located communal green spaces of generous scale; a tree-lined public lane, vehicle and pedestrian circulation routes; retention of existing trees along Great North Road (4no Pohutukawa and 1no Queensland Box) and the pair of mature Camphor Laurel at the boundary with 1907 Great North Road. All complemented by generous new tree, shrub, and ground cover plantings.
- 5. Provision of a through-site public lane connecting Racecourse Parade with the Reserve.** A minimum 5m wide (including tree and planting zones) active-modes shared pedestrian and cycle link along the boundary of the 6 Racecourse Parade, with vehicle circulation for the adjacent site co-located at the 10 Racecourse Parade boundary. No vehicle crossing the lane.
- 6. Vehicle circulation – minimise entries / exits to Racecourse Parade.** Street like quality to vehicle circulation internally on site. Vehicles subservient to landscape. Minimise at grade parking.
- 7. Considered approach to car parking.** Located within apartment buildings over 3 storeys high, located centrally for 'walk-ups' and located adjacent to individual terrace units. Avoiding negative impact on landscape setting, with no visible parking structures to public edges and minimising at-grade car parking.
- 8. All public edges / interfaces specifically addressed.**  
Orientation of blocks to landscape spaces to create high-quality edges and delivering a public facing address for every building:
  - **Great North Road:** A busy street interface, with future bus and cycle lanes proposed. Set building footprint back to accommodate existing and new trees and landscape interface, with potential to vary setback. Raised stoop condition of max height of 0.9m, with sheltered edge to provide for pedestrian amenity. Multi core typology preferred to assist in contribute to active edges.
  - **Racecourse Parade:** A local street interface, anticipated to become a key access route into a future Avondale Racecourse redevelopment. Orient buildings to address the street, and set back to accommodate landscaped interface, with permeable fencing where required. Locate entrances at street edge for activation and ease of access.
  - **Through-site public lane:** A new pedestrian and cycle connection between Racecourse Parade and Reserve, along the internal boundary. Provide a mix of terrace house and apartment typologies addressing the lane with multiple entrances for activation and overlooking.
  - **Town Square:** A civic public space interface. Extend food and beverage uses from Great North Road. Set back the building (at a 90deg return from Great North Road or similar) and average distance of 5.5m, giving space between the public community building and residential uses, and minimising shading impacts.
  - **Avondale Central Reserve:** A tree-lined public reserve interface. Orient buildings to the reserve boundary, set back to avoid impacts on existing trees within the reserve. Utilise 'walk-up' or terrace typologies to limit height at this interface, minimising shading impacts and encourage access to and from the reserve.
- 9. Clearly defined public – private interfaces and legible street addresses to all units.** Considered transition and legibility between public open spaces – the street edges, square and reserve edges, and through-site link to the communal/shared open spaces - the vehicle and pedestrian circulation spaces, to the private open spaces - the front or rear yards.

# Design Guidelines

The following set of best practice urban design Principles, Criteria and site specific Outcomes have been developed to guide the Avondale Central Reference Design, and future development proposals. For more detail, refer to the Reference Design.

Principle.	Criteria.	Intended Outcomes.	Principle.	Criteria.	Intended Outcomes.	
<b>Character.</b>	Responsive to context	<ul style="list-style-type: none"> <li>— Responds to local urban, landscape and cultural context.</li> <li>— Responds to view from station along Crayford St to the reserve.</li> <li>— Responds to wider views out to the Waitakere ranges.</li> <li>— Positively utilises site contour.</li> </ul>		Responds to local climate, aspect & outlook	<ul style="list-style-type: none"> <li>— A sheltered edge along Great North Road.</li> <li>— Layout achieving optimal balance of solar access to individual residences and shared open spaces.</li> <li>— Limited overlooking between residences.</li> <li>— Indirect outlook / relationship of residences facing MPCFB.</li> <li>— Shading impacts on the future Town Square limited to the equivalent to a 4 storey building at the boundary for Site 1: Great North Road.</li> <li>— Shading impacts on Avondale Central Reserve limited to the equivalent to a 3-storey building at the boundary for Site 2: Racecourse Parade.</li> </ul>	
	High quality landscape setting	<ul style="list-style-type: none"> <li>— Works with established green amenity, retaining existing trees.</li> <li>— Provides generous new tree, shrub and groundcover plantings.</li> <li>— Provides high-quality hard landscaped paths, plaza and lanes.</li> </ul>		Provision of car parking & storage	<ul style="list-style-type: none"> <li>— Varied car parking yield across individual buildings.</li> <li>— Contained car parking for apartment; contained or group car parking for walk-up; and single car parking for terrace typologies.</li> <li>— Storage incorporated within basement car parking for individual use - 4m<sup>2</sup> / unit minimum.</li> </ul>	
	High quality & active frontages	<ul style="list-style-type: none"> <li>— Resolves public and private interfaces.</li> <li>— High-quality, fine-grained, active frontages to adjacent streets, town square and reserve and the new public lane.</li> <li>— Multi-core circulation to support activation at ground level at street, square and reserve interfaces.</li> <li>— Treatment / relocation of transformer to minimise impact on quality, amenity and activity along Great North Road.</li> <li>— Direct access to groundfloor units from the streets and reserve.</li> </ul>		<b>Diversity.</b>	Mix of uses	<ul style="list-style-type: none"> <li>— Delivers a vibrant mix of uses along Great North Road.</li> <li>— Enables adaptation of ground floor commercial or residential to retail.</li> <li>— Considers long term adaptation of ground floor Racecourse Parade from residential to mix of uses.</li> </ul>
	Variety & modulation of building forms	<ul style="list-style-type: none"> <li>— Delivers variety in building height, scale and proportion.</li> <li>— Concentrates height to Great North Road and west boundaries, with 3-storey minimum elsewhere.</li> <li>— Well articulated building elevations.</li> </ul>			Mix of residential typologies	<ul style="list-style-type: none"> <li>— A variety of residential building typologies: apartments (with a preference for multi-core), walk-up's, and terraces.</li> <li>— Individual buildings of complementary architectural language – materials and facade treatments.</li> <li>— A range of home typologies across the site and within buildings.</li> <li>— No borrowed light bedrooms.</li> </ul>
<b>Connectivity.</b>	A legible circulation network	<ul style="list-style-type: none"> <li>— Delivers a through-site active modes public lane between Racecourse Parade and the MPCFB and reserve.</li> <li>— Legible, conflict-free circulation for vehicles and active modes to and throughout the site.</li> <li>— Minimised vehicle circulation, accessed from Racecourse Parade.</li> <li>— Rubbish collection and servicing enabled within the sites.</li> </ul>	<b>Viability.</b>	Supports transformation	<ul style="list-style-type: none"> <li>— Typology mix leads market, avoiding delivery of a narrow range of home typologies.</li> <li>— Delivers a range of home typologies across the site and buildings.</li> <li>— Enables staged delivery.</li> </ul>	
	A public address for every building	<ul style="list-style-type: none"> <li>— A public address to the adjacent streets, town square and reserve or new public lane for every building.</li> <li>— Clearly articulated 'front' and 'back' for each building.</li> <li>— Legible and easily accessible building entries for residents and visitors.</li> </ul>		Optimises quality & yield.	<ul style="list-style-type: none"> <li>— Delivers viable footprints / areas for retail, commercial and food &amp; beverage in current and anticipated future contexts.</li> <li>— Delivers optimal floor plates for circulation, residential floor areas, while enabling diversity of typologies.</li> <li>— Provides a minimum of 200 units.</li> <li>— Provide an average of 0.7 ratio car parking for each site, without relying on the surrounding street network.</li> </ul>	
	Promotes active & shared modes	<ul style="list-style-type: none"> <li>— Active modes of movement are prioritised.</li> <li>— Well connected to public transport options via internal circulation and points of access.</li> <li>— Generous provision of cycle, moped and e-scooter access and parking.</li> <li>— Enables future consideration of shared vehicle schemes.</li> </ul>				
<b>Amenity.</b>	Generous outdoor open spaces	<ul style="list-style-type: none"> <li>— Clearly defined public, shared &amp; private open spaces.</li> <li>— A well-scaled shared green open space for each site, able to accommodate large canopy trees, planting, lawn and paved areas.</li> <li>— No visible car parking structures, basement car parking adjacent to shared open spaces sleeved with residential uses.</li> </ul>				

Note 1: Panuku uses the Auckland Design Manual as a reference document to guide design quality.  
<http://www.aucklanddesignmanual.co.nz/>

# Design Review

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## Collaboration with Eke Panuku

1. Eke Panuku seek to work collaboratively with development partners and mana whenua. We suggest a collaborative process around design and development to enable a productive and open dialogue on site outcomes from inception through to resource consent stage.
2. A complete design package should be given to Eke Panuku Design Team prior to lodging Resource and Building Consents for review and feedback.

## TAG review

3. The Technical Advisory Group (TAG) is an independent design review panel made up of industry professionals working within the disciplines of Architecture, Urban Design and Landscape Architecture.

TAG is involved at each stage of Eke Panuku's regeneration programme from vision setting, masterplanning to detailed site design reviews.

We will involve TAG at critical points of design development and as needed.

Eke Panuku has an agreement with Council to use TAG review as part of the consenting process, at pre lodgement stage, instead of the Council's Auckland Urban Design Panel (AUDP).

Final design should receive the support of TAG.



# Information paper: Waterfront Health and Safety Update

Document author: Fiona Knox, Priority Location Director, Ruth Jost, Head of Property Portfolio (acting)

June 2021

## Whakarāpopototanga matua | Executive summary

1. Eke Panuku has been reviewing its Health and Safety processes. The Executive Leadership Team (ELT) has recognised through this review that our base processes are both bedding in and maturing. The focus now needs to move to the proactive and iterative nature of risk management, drawing on new experiences, knowledge, and analysis at each stage of our processes.
2. Having a safe, public, connected and working waterfront has been the mainstay of the regeneration story since the Wynyard Quarter and Queens Wharf opened in 2011. The management of health and safety and risk on the waterfront through its transformation has been a focus of staff over many years. As the area continues to transition from an industrial space and we attract more people to the waterfront it is our responsibility to continually review and test our approach. We need to ensure that we proactively monitor and review the environment as it changes and whether our response is fit for purpose.

4. Following on from the Chief Executive's update to the Board in May 2021, this paper provides more detailed information outlining the workplan and progress on the matters related to waterfront health and safety - in particular the approach to wateredge treatment.

5. Eke Panuku staff have:

- i. undertaken a public safety review across the Eke Panuku managed waterfront in late December 2020. This involved an assessment of risks relating to falls from height into the harbour. The recommendations from this review were to address five critical risks to the public. These were: water edge protection (fall from height), shared space, raingardens, tram tracks and trips. The agreed priority was to address fall from height and water edge protection

- iii. completed in April, a review of procedures for the Safety in Design (SiD) process. Wider consultation has taken place on the SiD with representatives from our capital delivery, property portfolio, and design teams. Generally, it was agreed that the SiD

process was good. Ongoing training and more consistent application was identified as the key improvement area

- iv. completed in April, a review of procedures for the safe management of contracts (SMC) and completed training in May, with members of the capital delivery team. Further training is to be scheduled for priority location directors, assets and facilities, and design and placemaking teams

[REDACTED]

[REDACTED]

[REDACTED]

- viii. mapped the different types of activities that are occurring and edge treatments that have been employed since 2011
- ix. reviewed balustrade responses and presented to the Technical Advisory Group (TAG) on the standard response typologies and standard balustrades that should be used across the waterfront

[REDACTED]

6. These issues are complex and involve a variety of teams and individuals over a full project lifecycle from scoping, designing, project management, asset maintenance and renewal phases. Therefore, a cross organisational approach to addressing matters is required. A Project Steering Group (PSG) has been established. In addition to the PSG, a Waterfront Edges working group has also been established. The working group has full representation across each of the Eke Panuku directorates.

## Matapaki | Discussion

7. For the purposes of this paper the Health and Safety and risk items fall in to two key categories:
  - review of Eke Panuku H&S Processes - including the recent review and confirmation of our procedures for the safe management of contracts, Safety in Design (SiD) and our training of staff
  - waterfront specific responses - including specific progress on prioritised responses and the continuous improvements required. This work specifically focuses in on how we work across the organisation, how we consider, design, implement and monitor

safety controls on water edges given changing environments, regulations and behaviours

Progress on each category is outlined below.

## **Review of Eke Panuku Health and Safety Processes**

8. As previously reported to the Board, an internal audit review began in December 2020. The Executive Leadership team reviewed the findings in February 2021 and emphasised that there was a need for regular compliance reviews, consultation and training around our safe management of contracts framework (SMC).
9. Since February, the Health and Safety Manager has reviewed procedures for the safe management of contracts and the Safety in Design (SiD) process. Wider consultation has taken place on SiD with representatives from the capital delivery, property portfolio, and design teams. The consensus is that the:
  - SiD guidance for new projects and contracts is appropriate
  - A 'change in use' process does need to be added to the SiD process - i.e., once an asset is in place and either the use, function or behaviours change a review process is needed
  - further work is required on raising awareness and training in SiD to support consistent application and use. We will be reviewing the Council's SiD training and may consider external expertise to support a training package and its delivery.
10. Training has been completed with the capital delivery team on the safe management of contracts guidance recently and further training is to be scheduled for the remaining team; priority location directors, assets and facilities, and design and placemaking. This work is supported by our People and Culture team.

## **Waterfront Specific Responses**

11. Having a safe, public, connected and working waterfront has been the mainstay of the regeneration story since the Wynyard Quarter and Queens Wharf opened in 2011. As the area continues to transition from an industrial space and as we attract more people to the waterfront it is our responsibility to review and test previous assumptions. We need to ensure that we are proactively monitoring and reviewing the environment as it changes and whether our response is fit for purpose.
12. There is over 13km of waterfront edge under Eke Panuku management. Therefore, prioritisation of risk and response has been the focus of the first part of this review.
13. These issues are complex and involves a variety of teams and individuals over a full project lifecycle from scoping, designing, project management, asset maintenance and renewal phases. Therefore, a cross organisational approach to addressing matters is required. A Project Steering Group (PSG) has been established. The membership includes the Chief Operating Officer, GM of Design and place, GM of Assets and delivery, Waterfront Priority Location Director, Head of Design, and Head of Property and Assets.
14. In addition to the PSG, a Waterfront Edges working group has also been established. The working group has full representation across each of the Eke Panuku directorates. The focus of the PSG has been to:

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

**Priority project - Viaduct Harbour balustrade adjustments**

[REDACTED]

16. Following the return of the management of the area from the America's Cup Event provider, in April 2021, work has commenced on Te Wero Island and will continue through to the Eastern Viaduct. All work is scheduled to be complete by January 2022.

**Priority project - Park Hyatt promenade/Urunga Plaza**

[REDACTED]

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

**Priority project - Lessons learnt from Westhaven Promenade and Queens Wharf**

[REDACTED]

**Standardising the suite of balustrades for the waterfront**

19. Over an extensive period of time and for a range of differing reasons, the balustrades or edge treatments used across the waterfront have varied. The current state has been recorded and presented to TAG.

20. We have been working towards developing a standard approach to wateredge treatments. This has included a review and recommendation to TAG on the standard response typologies and standard balustrades that should be used.

[REDACTED]



### **Evolution of the decision framework**

22. The Waterfront Edges working group is building on the work already completed to date and noted above. The working group and staff will continue to consolidate a framework for decision making as it relates to the waterfront which also focuses on fostering effective collaboration between our cross functional teams.
23. This group is being facilitated by independent consultants and is working through a number of strategic and operational tasks including:
  - updating and documenting assumptions: this includes an updated understanding of the range of Eke Panuku Board and ELT responsibilities and legislative requirements including health and safety at work, the building code, Unitary Plan requirements and various resource consents for waterfront locations
  - collecting and storing data: this includes incident reporting, a review previous reports and processes, including the SiD approaches undertaken with specific projects
  - checking precedents and processes within Council Whanau: this includes establishing whether there are good practice and precedents that being employed through our Auckland whanau, particularly Auckland Transport. We have also contacted Wellington Council and its supporting experts.
24. This framework will put in place an agreed process for decision making, including important gateways where decisions are made and reported - ranging from the:
  - design for and introduction of new assets
  - maintenance of current assets
  - monitoring of changing environments and the retrospective review of existing assets.

### **Ngā tāpirihanga | Attachments**

Nil.

### **Ngā kaihaina | Signatories**

Ian Wheeler, Chief Operating Officer

Marian Webb, GM Assets & Delivery

David Rankin, Chief Executive

# Information paper: Risk Management Update - Board

Document author: David Middleton, Risk Manager

June 2021

## Whakarāpopototanga matua | Executive summary

1. Attached is the Top Risk Register. The ELT has reviewed the risk register, and risk and mitigations updated to reflect the current risks facing Eke Panuku.
2. The Risk Manager is updating The Crisis and Business Continuity Plan as part of the half yearly process.
3. A revision of the Risk Management Strategy includes further risk objectives for the new financial year. These include improving risk reporting through 'Opal3', risk maturity of programmes and projects and more emphasis on the efficacy of risk mitigations.
4. Cyber security - Panuku have reconsidered the likelihood of cyber attacks, and coincidentally Auckland Council will be renewing the Cyber Security cover with an indemnity limit of \$10M and a deductible of \$1M.

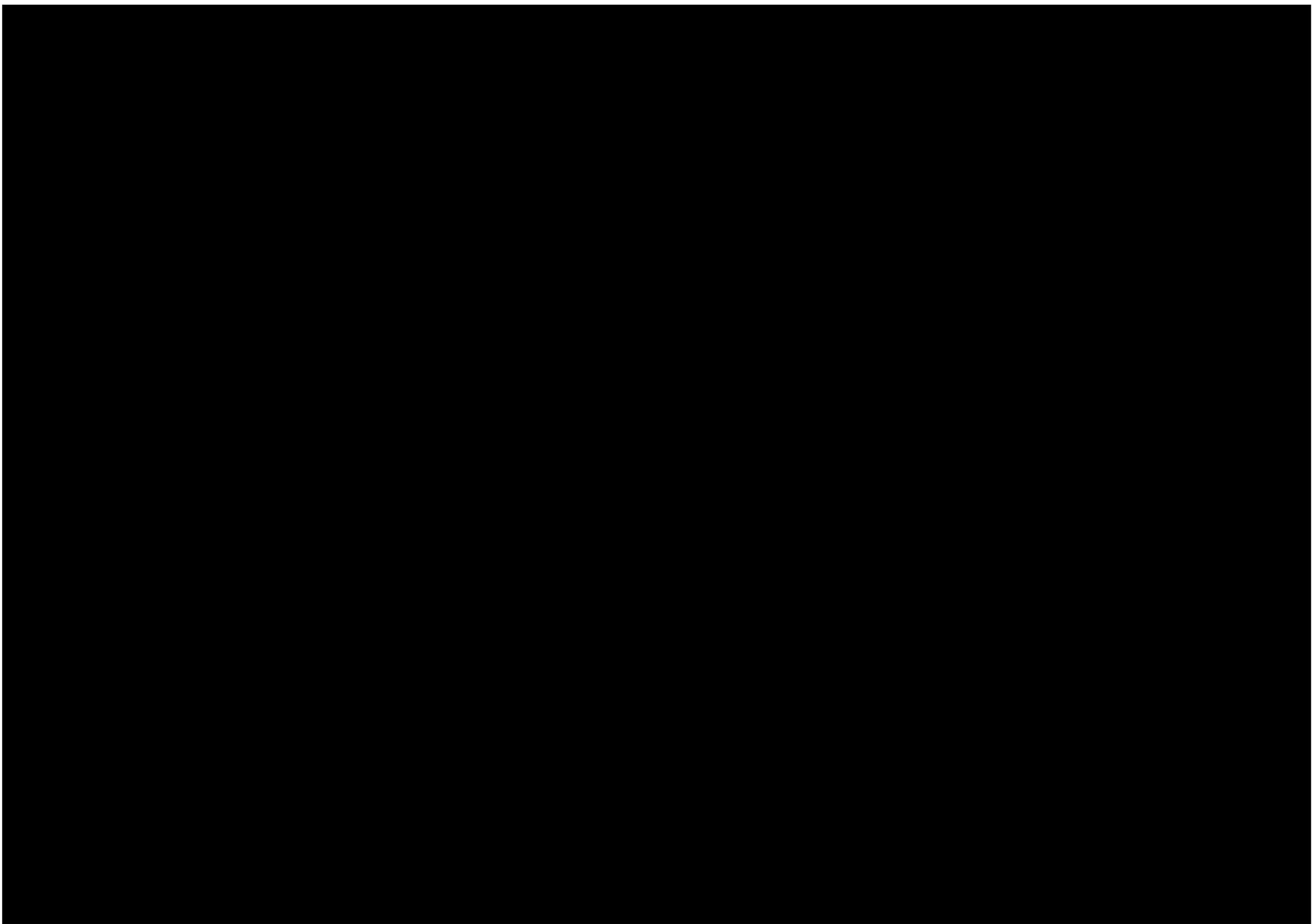
## Matapaki | Discussion

5. A review by the ELT of the risks is complete and attached is the latest copy of the risk register. This has seen positional movement of several the risks in the light of current economy, especially in relation to the property market. Studies are in progress looking at the public safety at water's edge around the Wynyard Quarter.
6. A half yearly review of the Crisis and Business Continuity Plan is in progress to cater for staff changes and improved capabilities for remote working and connectivity. All General Managers have reviewed their specific functions and the 'maximum tolerable periods of disputation'. This considers the criticality of the functions within directorates and gives an indication as to response and recovery priorities. Once reviewed by the ELT, the Risk Manger will circulate to all people leaders for discussion with their respective teams.
7. The Risk Management Strategy 2021 - 2022 will focus on three main objectives; the tying in of key strategic and operational risks to the Key Performance Indicators using Opal3; maturing the reporting of risks for programmes and projects in Sentient software; and more emphasis of reporting on the efficacy of risk mitigations contained in the Top Risks register. This is to refine the mitigations to ensure time-efficiency and cost-benefit of the mitigations.
8. Panuku have been aware of an increase in phishing emails directed at senior staff, and the organisation as a whole. Linking this to the frequency of publicised cyber-attacks impacting around the world we have increased the likelihood rating of a cyber-attack on Panuku / Council systems. This has raised the issue into the top 10 risks.

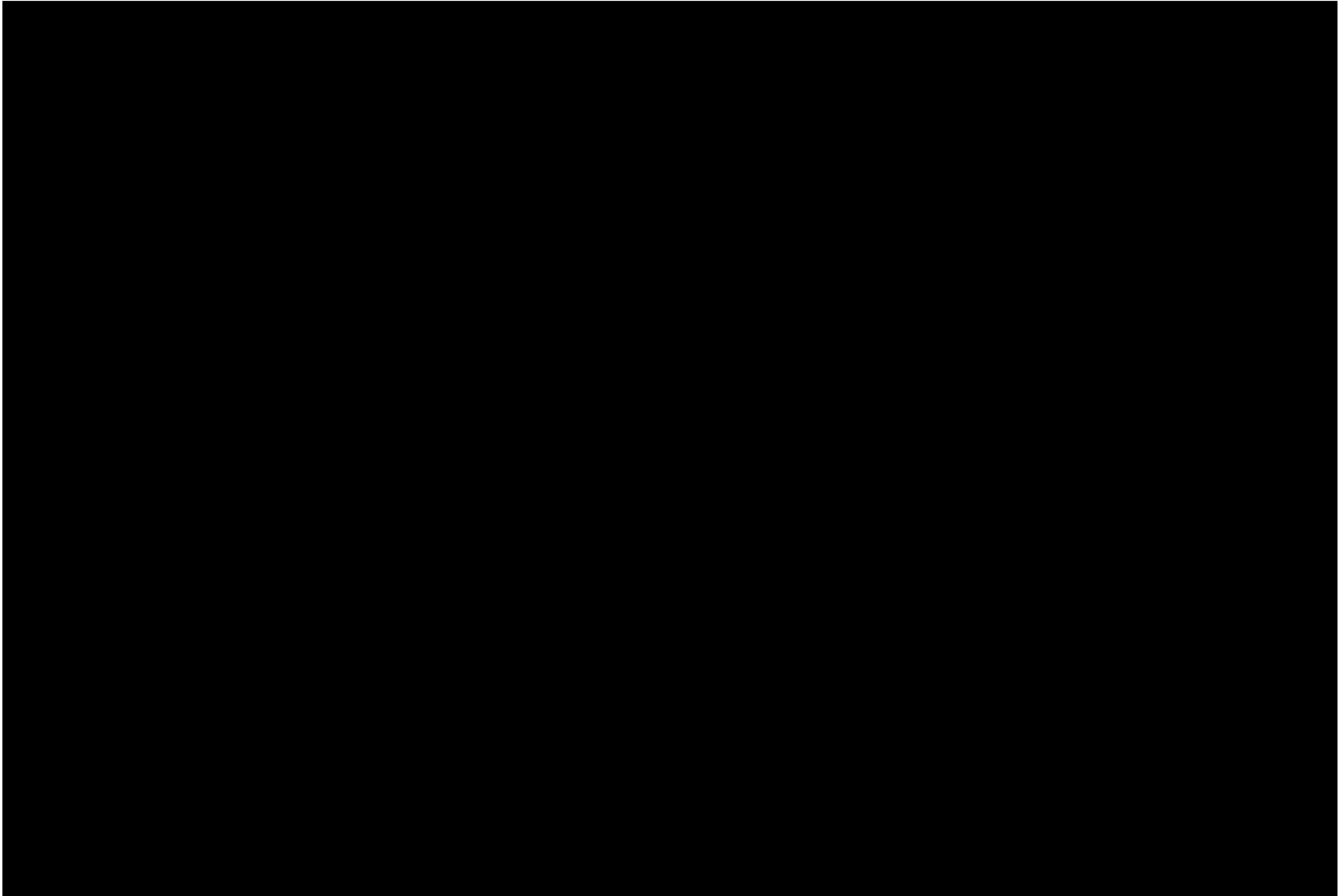
9. A meeting held on the 4 June 2021 discussed cyber security and the current indemnity limit of the cyber insurance policy to cover an external hacking of the Council system. Eke Panuku is reliant on Auckland Council systems, and any variation of cover by Auckland Council will direct affect Eke Panuku's cover. The current indemnity of \$10M will remain for the coming financial year. During the year there will be a study to review cover against mitigations to establish the benefit of the cover. The Auckland Transport, and WaterCare IT systems are discrete from each other, lessening the Auckland family exposure of an externally motivated attack.

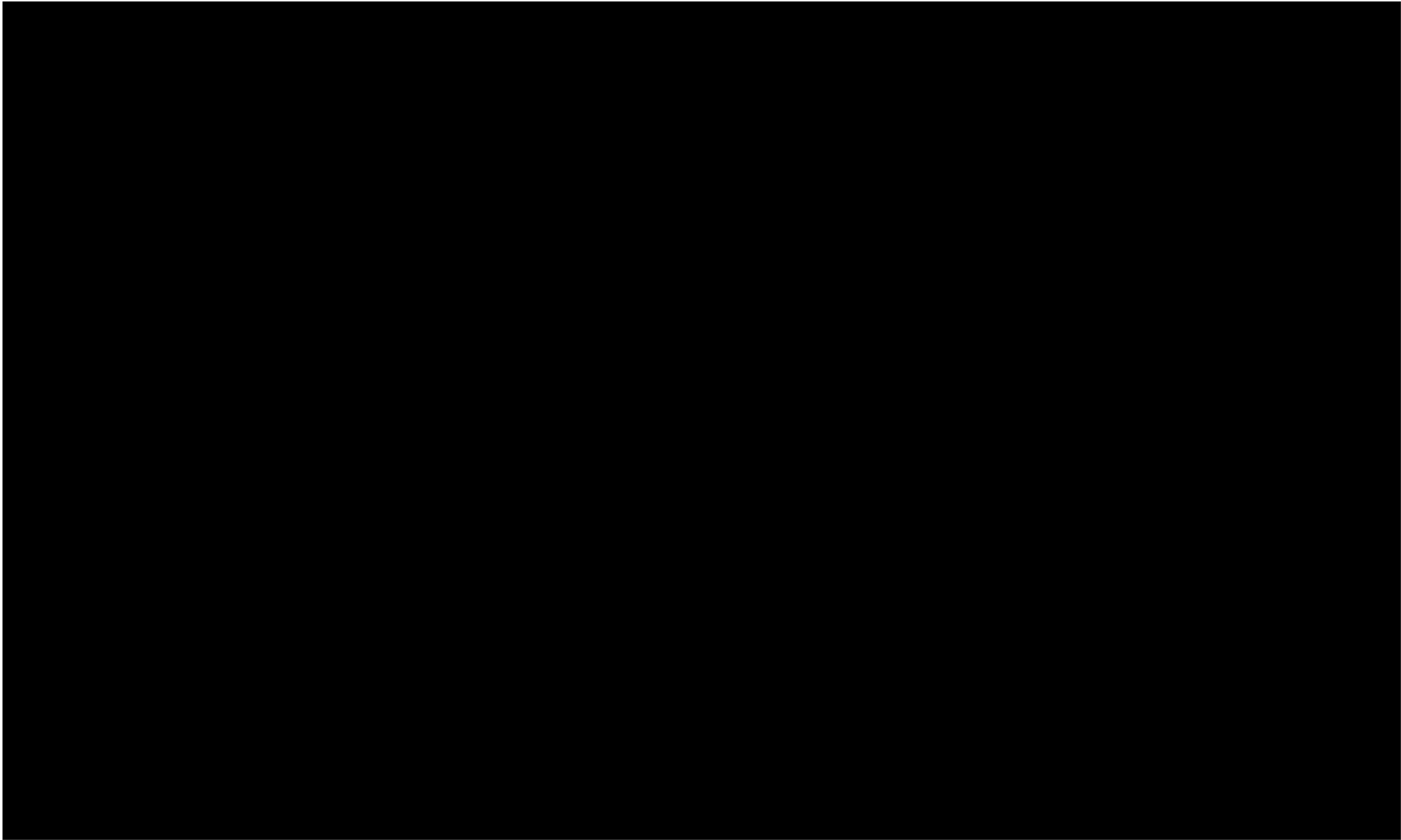
## **Ngā tāpirihanga | Attachments**

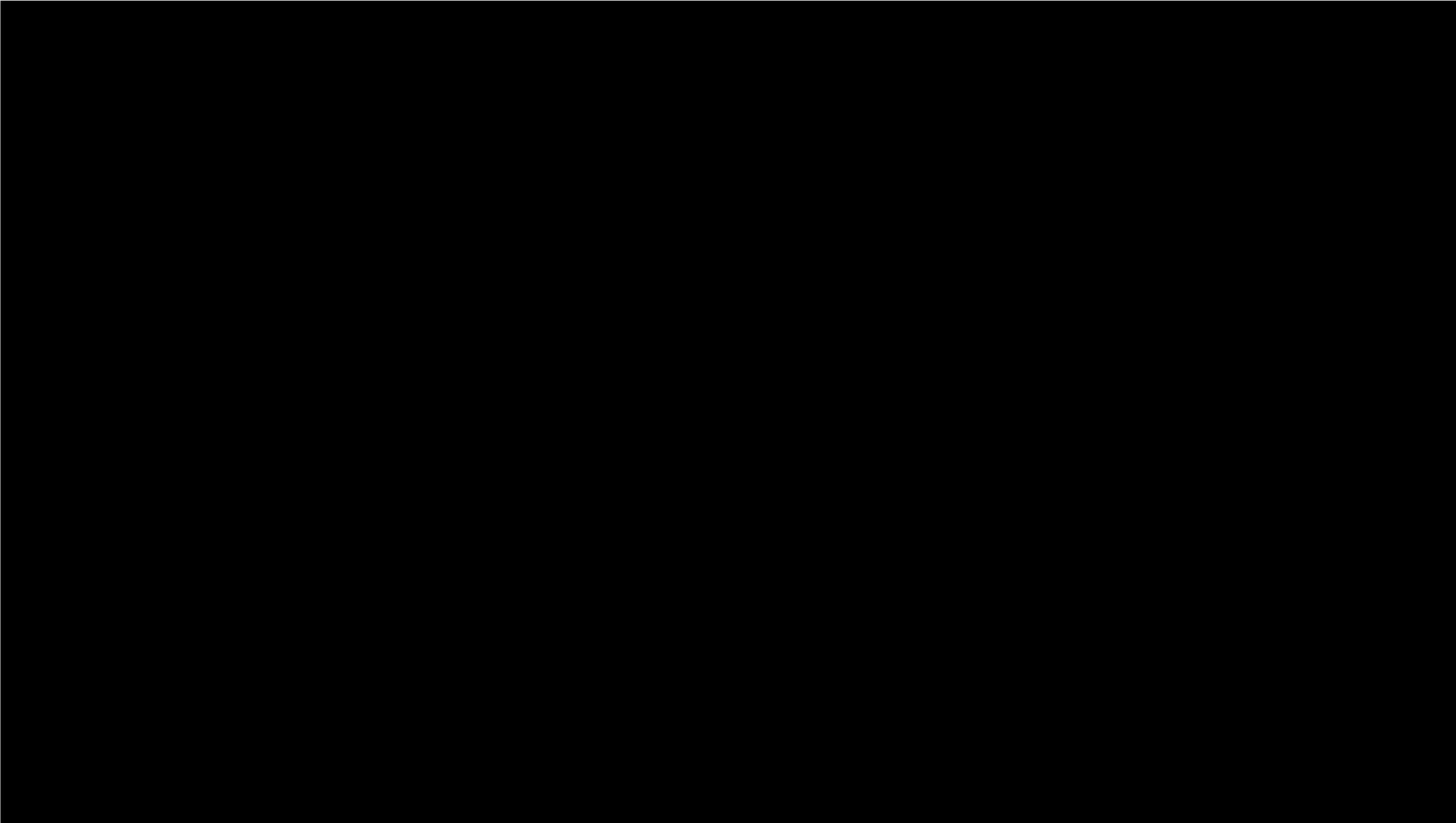


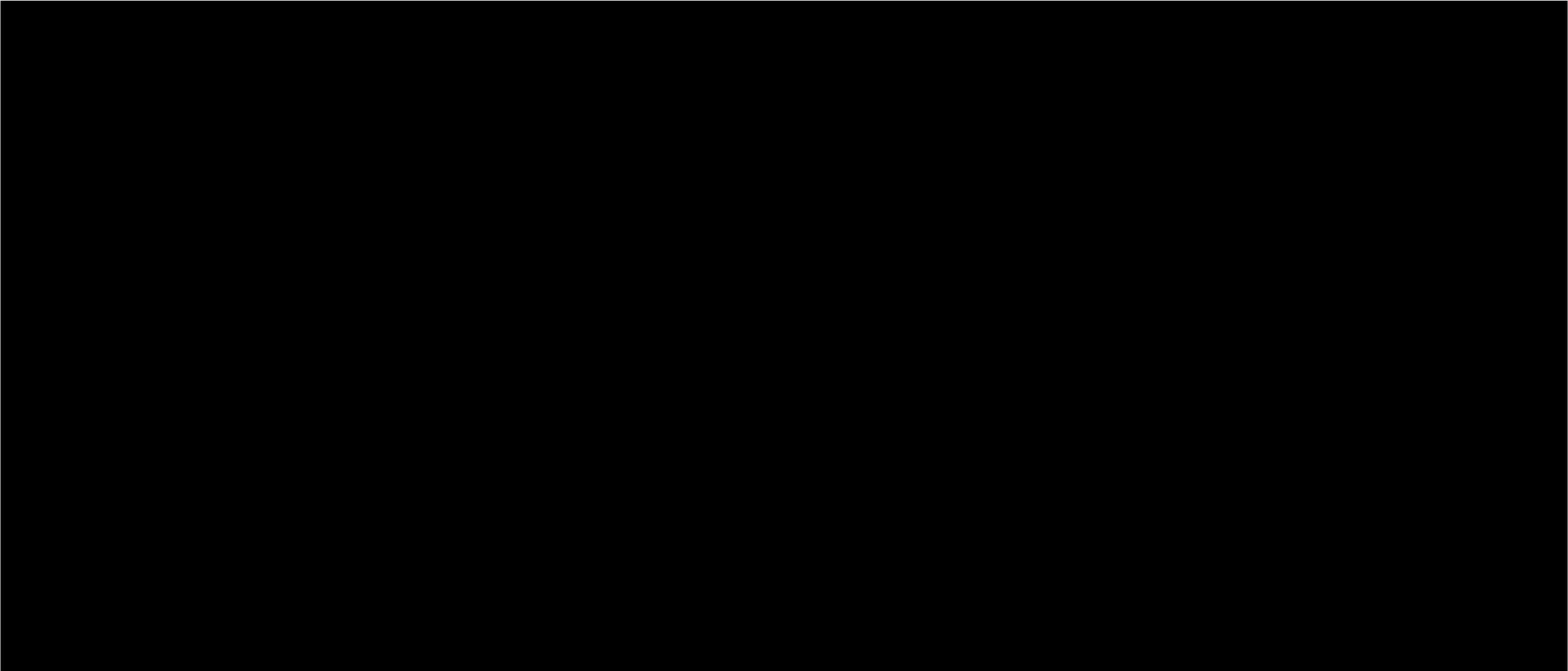






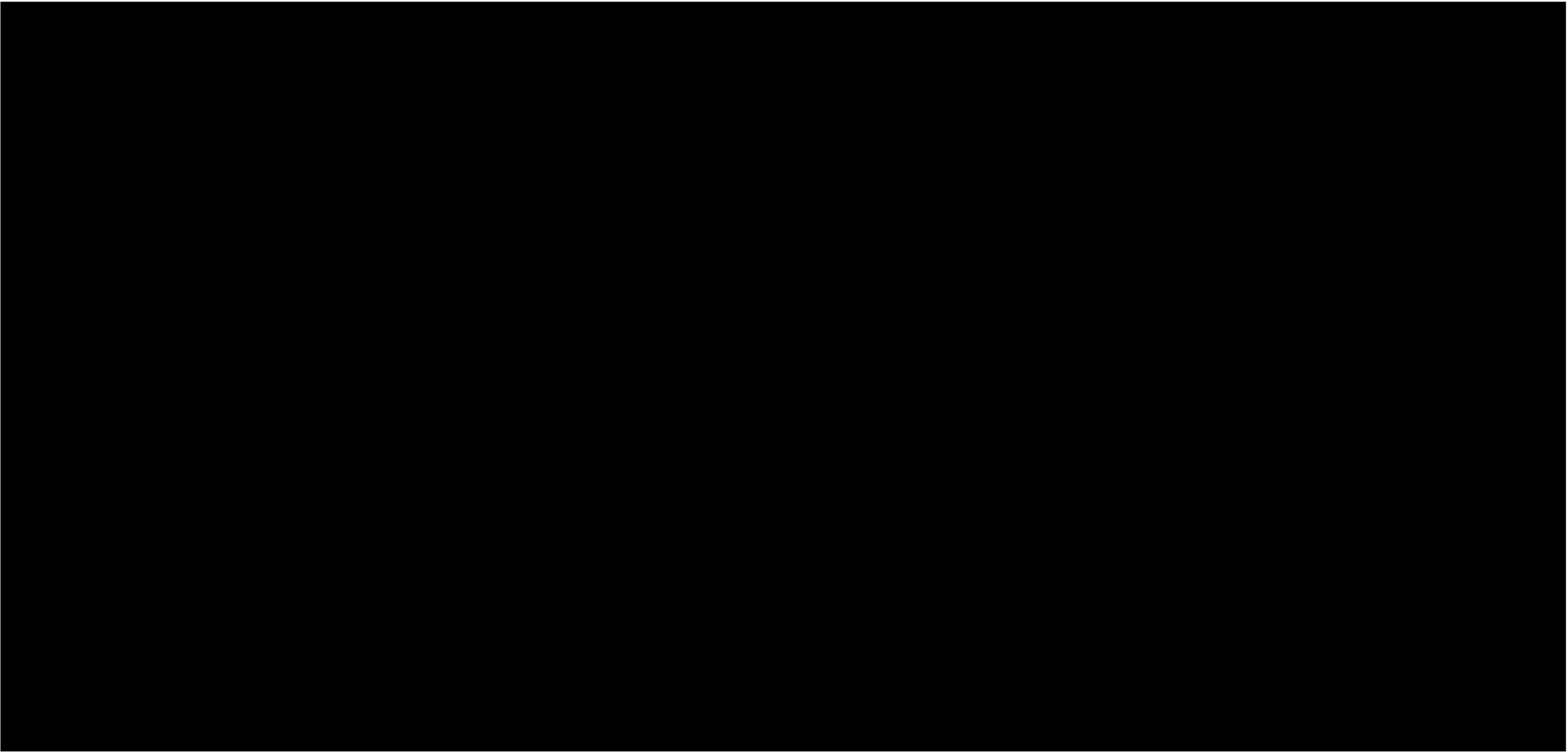


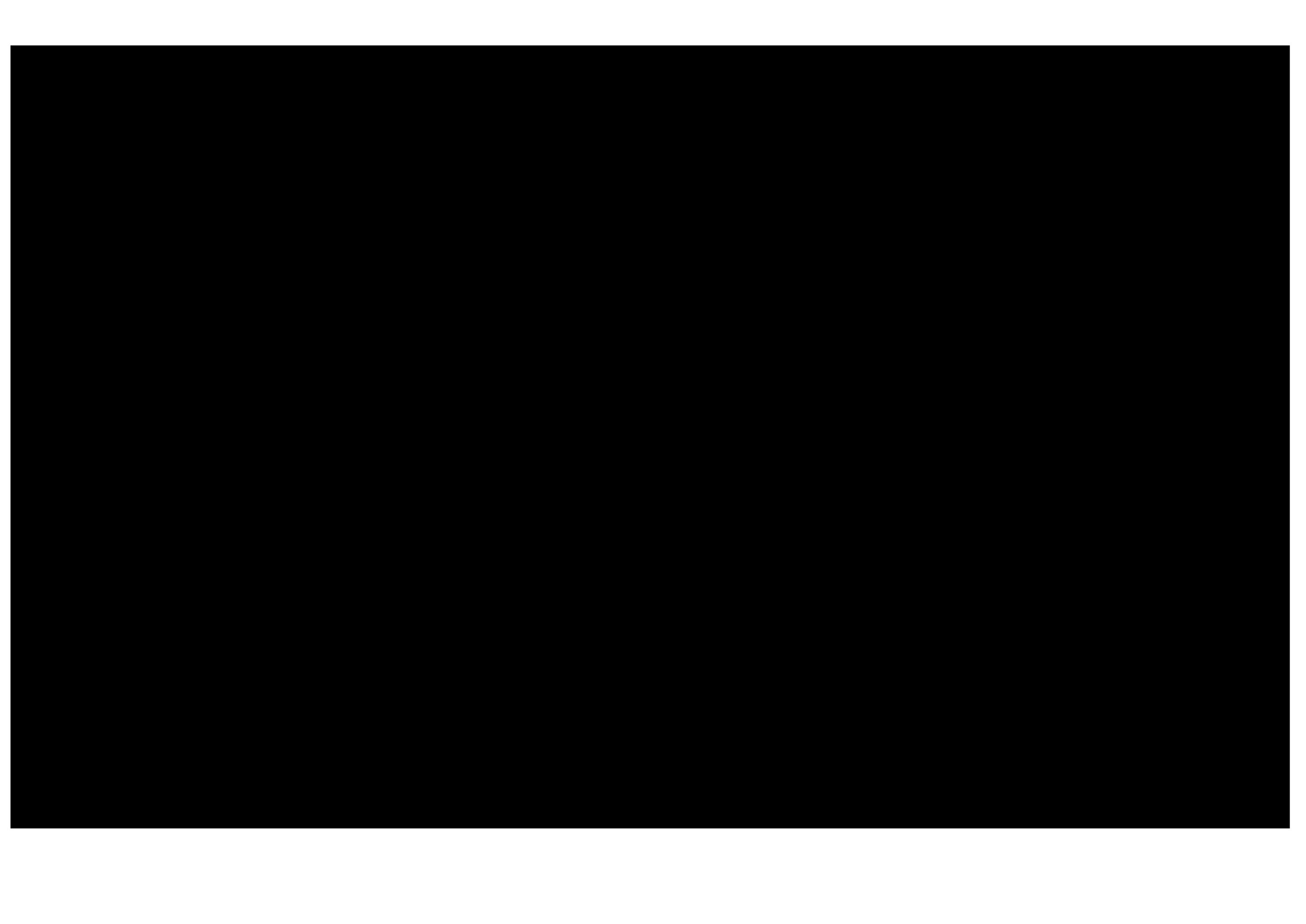


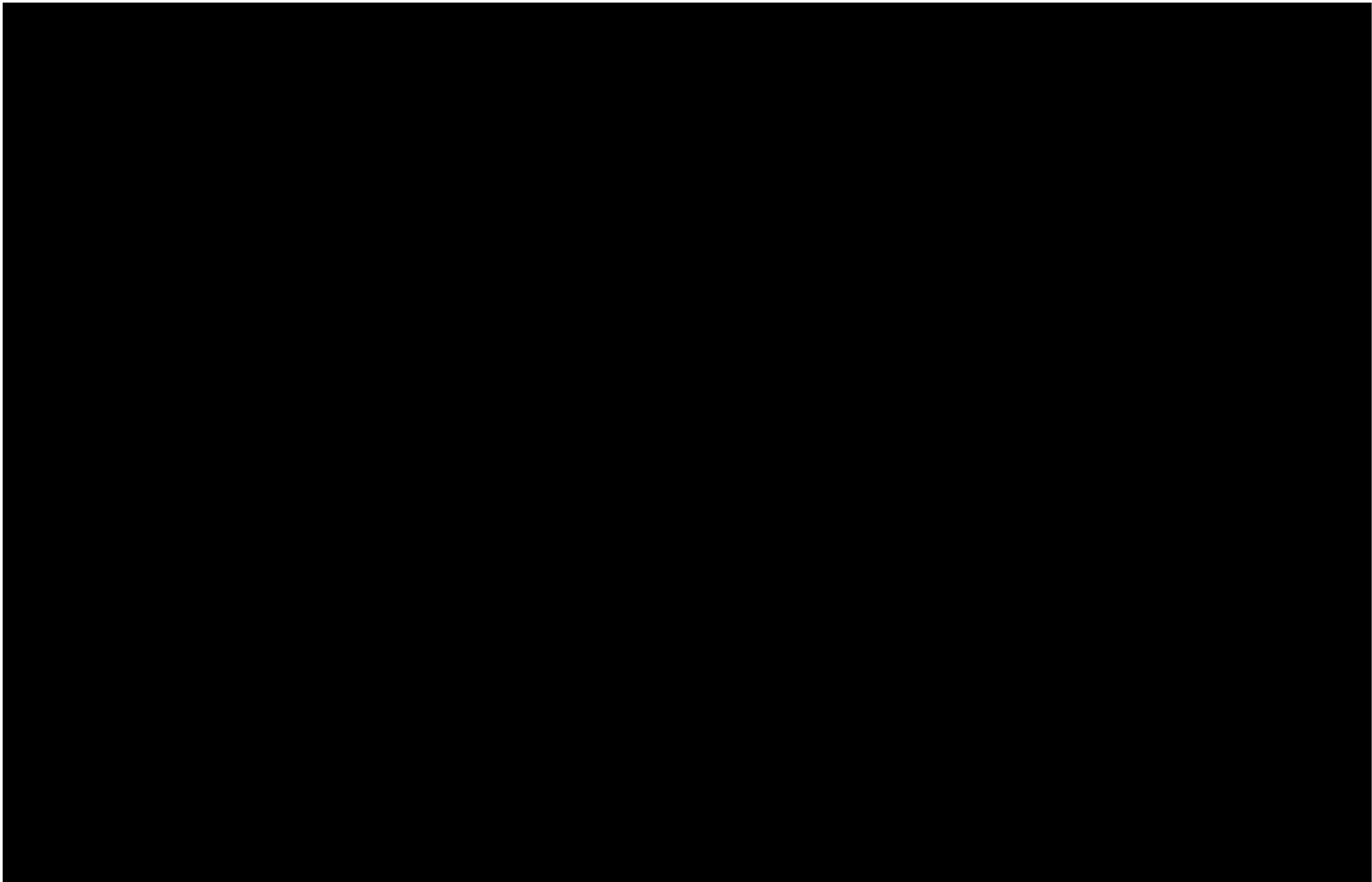




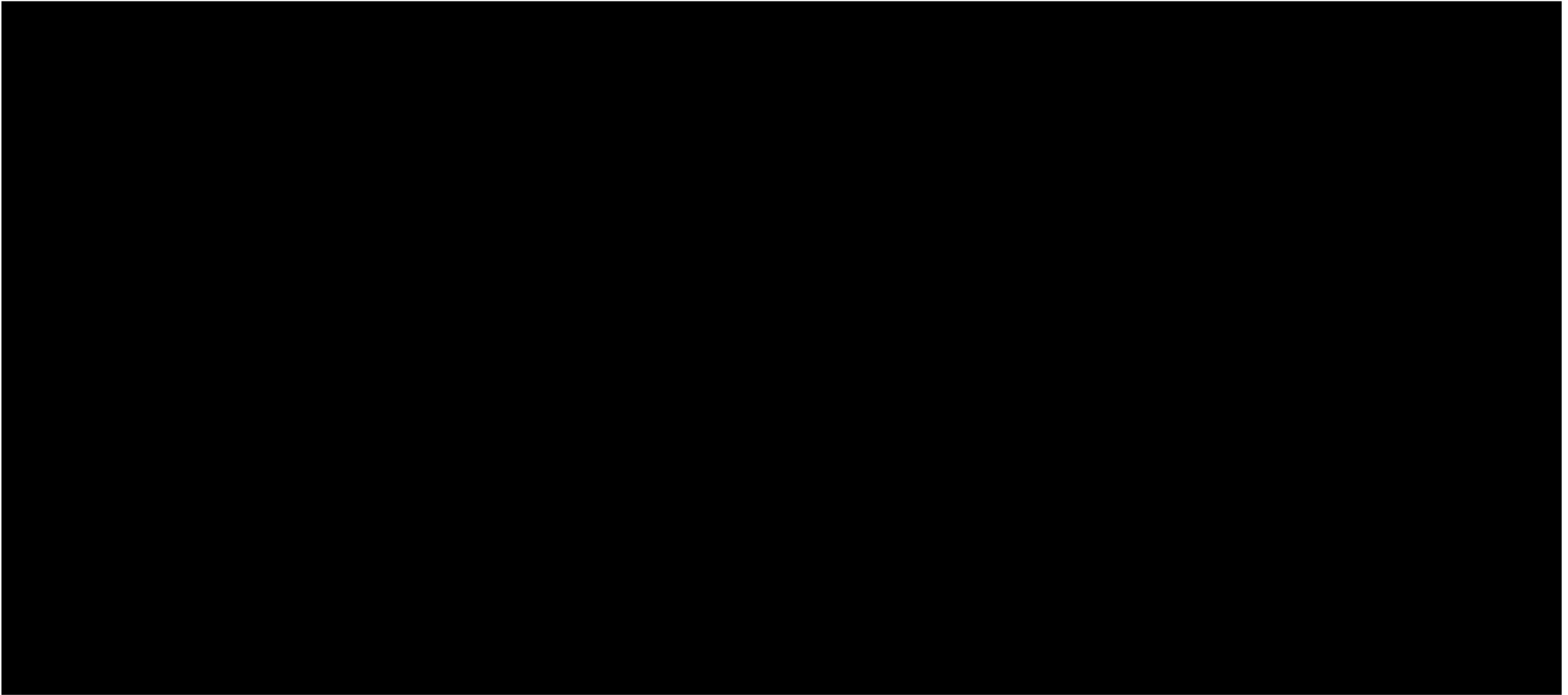


















# Information paper: Update on engagement with mana whenua June 2021

Document author: Angelika Cutler, GM Community & Stakeholder Relations

June 2021

## Whakarāpopototanga matua | Executive summary

1. This paper provides the board with an update about our engagement work with mana whenua between November 2020 - June 2021.
2. This paper coincides with the six-monthly rangatira ki te rangatira hui between the board and iwi leaders.
3. Eke Panuku is on target to meet its performance targets in the Mana Whenua Outcomes Framework, the Auckland Council statement of intent, and the recommendations in the council-controlled organisation review. Eke Panuku will present the results to the board when this work is complete.
4. Eke Panuku has continued to maintain regular and productive engagement with its mana whenua partners. Since lockdown restrictions were lifted, most of the engagement continues face-to-face, but mana whenua representatives regularly access video calling facilities.
5. Eke Panuku is continuing to share commercial development opportunities with mana whenua. Mana whenua have expressed a commercial interest in five properties last year, and one of them has gone unconditional.
6. Eke Panuku is developing a commercial strategy to provide clarity to mana whenua and Eke Panuku about when limited constable commercial opportunities will be provided to mana whenua.

## External context

### Engagement work with mana whenua

7. Eke Panuku has continued to engage with mana whenua in weekly governance workshop and project working project working group (PWG) meetings. Between November 2020 and June 2021, Eke Panuku invited all 19 iwi and hapū in Tāmaki Makaurau to attend 88 meetings. Eke Panuku also participated in informal working groups or individual meetings with mana whenua.
8. A description of the hui is available in Appendix A.

## **Eke Panuku Mana Whenua Commercial Strategy**

9. Eke Panuku is making continuous improvements to the development and disposal opportunities we present to mana whenua. A deliberate focus on presenting tangible commercial opportunities to mana whenua has resulted in a significant uptake in interest.
10. Eke Panuku must now manage the increased development interest from mana whenua. Mana whenua have requested Eke Panuku present all development sites as a limited contestable process. However, Eke Panuku needs to balance this aspiration with other strategic partners such as NZ Housing Foundation, Kāinga Ora, and when its appropriate to seek wider market interest.
11. To provide clarity, Eke Panuku is developing a Mana Whenua Commercial Strategy that will eventuate in a paper to the board. The strategy will assist Eke Panuku to decide if a site should be presented to mana whenua as a limited contestable opportunity. Mana whenua do not have a Right of First Refusal (RFR) on local government land.
12. Eke Panuku has created a table describing the commercial capability of mana whenua in Appendix B.

## **Auckland Council statement of intent requirements**

13. Eke Panuku must respond to two statement of intent (SOI) requirements from Auckland Council as the shareholder. Eke Panuku must:
  - a. Improve mana whenua satisfaction
  - b. Deliver 40 initiatives that support Māori outcomes.
14. Eke Panuku has engaged a supplier to undertake an independent review of mana whenua satisfaction. The results of the annual review are due in July 2021.
15. As of June 2021, Eke Panuku has delivered 59 Māori initiatives in the financial year 2020/2020. These Māori initiatives are created when Eke Panuku delivers actions in the Mana Whenua Outcomes Framework or creates another action through our business activities. Some examples include selling properties to mana whenua, expressing Māori identity in the public realm, creating naming opportunities, facilitating cultural induction, involving mana whenua in the design of strategies. At the year-end, Eke Panuku will review the Māori outcomes and report the results to the council.

## **Recommendations from the council-controlled organisation (CCO) review**

16. In July 2020, an independent panel conducted a Review of Auckland Council's council-controlled organisations. The independent panel recommended:
  - [35] The council, working with the Independent Māori Statutory Board, the Mana Whenua Kaitiaki Forum and CCOs, clarifies for CCOs what each of these three entities' respective roles are at the governance level, and how CCOs should engage with each entity.
  - [36] The council urgently completes the Māori Outcomes Framework, which should include guidance on how CCOs engage with mataawaka, and afterwards CCOs update and align their Māori responsiveness plans accordingly.

- [37] CCOs use a template for their Māori responsiveness plans and collaborate with one another and seek input from Māori entities during the drafting process.
  - [38] CCOs continue to work with the Independent Māori Statutory Board to monitor and report more effectively on Māori responsiveness plans.
  - [39] CCOs engage directly and at a more senior level with the Independent Māori Statutory Board and the Mana Whenua Kaitiaki Forum to work on joint initiatives that benefit Māori.
  - [40] Ngā Mātārae, the Mana Whenua Kaitiaki Forum and CCOs arrange a hui to establish a more coordinated and meaningful way of working together to reduce the number of meetings Māori entities are expected to attend and contribute to.
17. Since the CCO review was completed, Auckland Council has completed Kia Ora Tāmaki Makaurau, a framework to measure the performance of Māori outcomes across the Auckland Council Group. Eke Panuku adopted our Mana Whenua Outcomes Framework before the Auckland Council Group finalised Kia Ora Tāmaki Makaurau. However, our work has been retrospectively aligned with the pou within their framework.
18. The council is considering engaging someone to lead responses to the Auckland Council Group's recommendations. Eke Panuku will collaborate with the council where appropriate to respond to the recommendations.

### **Two mana whenua have reached Treaty settlement milestones**

19. The Crown and mana whenua have achieved two significant milestones in the last nine-month period ending 31 March 2021. On 23 December 2020, Te Ākitai Waiohūa initialled their Deed of Settlement. On 20 March 2021, Ngāti Paoa signed their Deed of Settlement. If both mana whenua entities accept their settlement, then it is likely that legislation will be enabled in the next 18-months. Afterwards, both groups will receive their financial and cultural redress, increasing their resources to collaborate with Eke Panuku.

### **Progress on the Westhaven pile berth redevelopment project**

20. Eke Panuku holds the resource consent to undertake the Westhaven pile berth redevelopment project (pile berth). The s116 application for commencement of reclamation works under the consent was progressed on the basis it would not prejudice an appeal from mana whenua parties on matters of primacy within the Waitemātā.
21. On 26 February 2021, Ngāti Whātua Ōrākei wrote to Eke Panuku stating that Eke Panuku's desire to continue working with all mana whenua parties to develop a design for the public open space would affect its position on the appeal. Therefore, Ngāti Whātua Ōrākei requested that Eke Panuku not start the procurement process of design consultants to deliver the car park and public open space.
22. On the project, Eke Panuku has completed the dredging and reclamation activities. Installation of pontoons and associated piles is currently underway. The dredge material was used to create mudcrete for the reclamation. Eke Panuku is now monitoring settling of the reclamation and may need to wait up to a year before the permanent works (car park and landscaping) can occur.

23. In response to the request from Ngāti Whātua Ōrākei, Eke Panuku agreed not to progress the procurement of a design team until the appeal has been fully resolved. Eke Panuku has been waiting for the Environment Court to set a date for the hearing.
24. Concurrent to the Westhaven pile berth redevelopment project, the Crown has been involved in a ten-week High Court hearing with mana whenua about the Treaty settlement process ending in April 2021. The High Court has heard evidence from mana whenua about their connection to Tāmaki Makaurau and in particular, to the Waitemata harbour.
25. The decision from the High Court hearing could resolve the concerns raised by Ngāti Whātua Ōrākei and will set a precedent for the Environment Court in determining the appeal on this project.
26. Considering this, as of 9 June 2021 all parties to the pile berth appeal have indicated that Eke Panuku could undertake a staged approach to development of the carpark and public space. Stage 1 would include the design and construction of permanent carpark space and temporary public open space. Stage 2 would commence after the decision of the Environment Court on the appeal and would include the final design and construction of the public space incorporating the cultural expression.
27. Details of the agreement are still being negotiated and once agreed upon, a s116 application would be filed with the Environment Court to enable the Stage1 works while the appeal remains unresolved.
28. In the event an agreement is not reached between the parties, Eke Panuku would formally engage with mana whenua through the Pile Mooring Kaitiaki Engagement Forum to undertake construction of a temporary car parking space.

## **Internal context**

### **Eke Panuku name change**

29. Following the April board meeting, Eke Panuku informed mana whenua name Eke Panuku has been reinstated. Eke Panuku said the decision acknowledges the importance of the relationship with mana whenua and the taonga of te reo Māori. The news has been warmly received from mana whenua.

### **Mana Whenua Outcomes Framework**

30. The Mana Whenua Outcomes Framework was developed in partnership with mana whenua and contains Eke Panuku's commitments made to mana whenua over three years. Operative from July 2020, the Mana Whenua Outcome Framework identifies staff responsible for delivering governance, culture and identity, economic, wellbeing, and te taiao [environmental] outcomes.
31. Eke Panuku undertook a six-month review of the Mana Whenua Outcomes Framework in March 2021. Eke Panuku has adopted a target of eighty per cent of the actions started by the end of the financial year. Despite personnel changes and COVID-19 restrictions, Eke Panuku is on track to deliver most of the actions by the end of the financial year 2020/2021.
32. After 30 June 2021, Eke Panuku will review the year one Mana Whenua Outcomes Framework with mana whenua and then report progress to the Eke Panuku board.

- 33. Eke Panuku will also confirm or amend the year two actions with agreement from mana whenua for the coming year.

**Agreement to high-level principles**

- 34. Mana whenua have requested, by Mana Whenua Outcomes Framework, that Eke Panuku sign-up to high-level principles to govern our relationships.
- 35. Mana whenua said the conversation about the high-level principles must be initiated at a rangatira ki te rangatira hui. The high-level principles are an agenda item for the next Rangatira hui on 23 June 2021.
- 36. Eke Panuku has drafted a relationship agreement for mana whenua to review before the next Rangatira hui. The draft relationship agreement with the high-level principles is available at Appendix D. However, this document hasn't been approved by mana whenua and is subject to change.

**Terms of reference**

- 37. Eke Panuku is updating the terms of reference that governs the operational relationship between Eke Panuku and mana whenua. First adopted in 2015, the current terms of reference have not changed to reflect our current engagement practice with mana whenua.
- 38. In March 2021, Eke Panuku made an out-of-cycle adjustment to the engagement fees to align with the Auckland Council Group, and the text of the relationship document needs to be approved by mana whenua.

**Commercial activities**

**Development sites**

- 39. As per the Selection of Development Partners Policy, Eke Panuku has been presenting commercial opportunities to mana whenua to determine their interest. When the board has approved a limited contestable process Eke Panuku is working directly with mana whenua parties.

[Redacted content]

41. The development team is also preparing to determine the interest of mana whenua in the following development sites:

[REDACTED]

[REDACTED]

[REDACTED]

### **Iwi Development Fund**

42. Eke Panuku has made an annual \$100,000 financial commitment to support mana whenua to access commercial development opportunities. The purpose of the Iwi Development Fund is to enable mana whenua to build their capability as development partners.
43. However, mana whenua have not historically agreed on how the fund should be dispersed, which has prevented the uptake of the grant. Eke Panuku is procuring a consultant to develop guidelines to enable mana whenua to access the Iwi Development Fund.

### **Creating procurement opportunities**

44. Eke Panuku has met with mana whenua to discuss how Eke Panuku can consider Māori suppliers when buying supplies and services. Mana whenua said they aspire to be preferred suppliers in the system when Eke Panuku is making purchasing decisions. Eke Panuku intends to undertake a current state assessment and identify the challenges.

## **Ngā tāpirihanga | Attachments**

Attachment A - Mana whenua engagement summary for November 2020 - June 2021

Attachment B - The commercial capability of mana whenua - June 2021

Attachment C - Mana whenua engagement risk register - June 2021

Attachment D - Draft Relationship agreement between Eke Panuku and mana whenua

## Appendix A: Mana whenua engagement summary – June 2021

The following is a summary of the engagement between Eke Panuku and mana whenua between November 2020 and June 2021.

Project	Number of Hui	Status	
<b>Avondale</b>	<b>1</b>		
Town square	1	Complete	An update that Auckland Council is leading engagement with mana whenua on the community facility. Engagement on the design has concluded.
<b>Eke Panuku</b>	<b>12</b>		
Corporate Responsibility	1	Complete	A discussion about Homestar standards. Eke Panuku has adopted standards following the hui.
Employment in the Māori Outcomes team	1	Complete	An invitation to participate in the recruitment for the Senior Māori Outcomes Advisor. The Senior Advisor was recruited with two mana whenua reps on the selection panel.
Establishing a role on TAG	2	Ongoing	A discussion of the position description for the new role on the Technical Advisory Group
General business	1	Complete	A housekeeping discussion between mana whenua in caucus about their relationship with Eke panuku.
Mana Whenua Outcomes Framework	1	Complete	A six-month review of the Mana Whenua Outcomes Framework
People and Culture	1	Ongoing	A discussion about employment opportunities, the Eke Panuku Māori staff network, and the capability building programme at Eke Panuku
Prioritisation framework update	1	Complete	A discussion about how Eke Panuku rationalised its budget in response to COVID-19 restrictions.
Regional programme update	1	Complete	A discussion about the regional work Eke Panuku is leading
Social procurement	1	Complete	A discussion about the social procurement pilot Eke Panuku is undertaking.
Take Mauri Take Hono	1	Ongoing	A discussion about the use and intellectual property of the Take Mauri Take Hono tool
Town centre guidelines	1	Ongoing	A discussion about how mana whenua want to participate in the town centre guidelines
<b>Henderson</b>	<b>2</b>		
Oratia Link Cycleway	1	Ongoing	A discussion about how to involve mana whenua in the proposed Oratia Link
Street name	1	Complete	A discussion about the name Te Kawerau ā Maki put forward for a new road – Te Awa Pūheke. The name was adopted by the local board.
<b>Isthmus</b>	<b>1</b>		
Isthmus Programme update	1	Complete	A discussion with the Priority Location Director about the proposed works for Isthmus
<b>Mana Whenua Governance Forum</b>	<b>6</b>		
ELT relationships	1	Complete	A discussion about ELT making themselves available to mana whenua based on their expertise. For example, mana whenua can contact Angelika to access communication expertise.

		Ongoing	A discussion about how Eke Panuku can enable mana whenua to access development opportunities
Iwi investment fund	1	Ongoing	A discussion about progress on the Mana
Mana Whenua			Whenua Outcomes Framework
Outcomes Framework	1	Complete	A discussion about the housing options provided
Our housing			by Eke Panuku.
approach	1	Ongoing	A discussion about the upcoming development
Property			opportunities
opportunities	2		
<b>Manukau</b>	<b>11</b>		
		Complete	A whakawātea before construction of the
Barrowcliffe Bridge	1	Ongoing	Barrowcliffe bridge. Mana whenua have provided
			significant input into the design of the bridge.
		Ongoing	A discussion about the restoration of the wetland
Hayman Park	3	Ongoing	in Hayman Park. Mana whenua have refined
Kōtuitui			options and have taken up commercial
development	1	Complete	opportunities.
		Ongoing	A whakawātea to celebrate the opening of stage
			one of the Kōtuitui development.
Public Art strategy		Ongoing	A discussion about writing a public art strategy
discussion	1	Ongoing	and stand-alone public artwork. Mana whenua will
			input into the selection of the consultant to write
Te Whakaoratanga i			the strategy
te Puhinui	5	Ongoing	A discussion with Te Waiohuria chairs about
			creating a Crown and Auckland Council Group
			strategy to restore the Puhinui river
<b>Northcote</b>	<b>1</b>		
Pare Kore - Zero		Ongoing	A discussion with mana whenua and Kaipātiki
waste	1	Ongoing	Project about restoring the Northcote greenway
<b>Onehunga</b>	<b>4</b>		
		Ongoing	A discussion with mana whenua about reviewing
Onehunga wharf	2	Ongoing	the work on the draft masterplan. Mana whenua
			are nominating their technical experts to
		Ongoing	undertake a review
		Ongoing	A discussion with mana whenua about working
Taumanu Link	1	Ongoing	with their experts to develop options about
			creating a link between Onehunga wharf and
		Ongoing	Hillsborough.
		Ongoing	A discussion with mana whenua about how to
Waiapu Precinct	1	Ongoing	develop the concept plan for Waiapu Precinct.
			Mana whenua approved the masterplan and will
			now undertake a site visit to understand the
			whenua.
<b>Ormiston</b>	<b>2</b>		
Opening of the town		Complete	Eke Panuku attended the opening of the town
centre	1	Ongoing	centre with mana whenua and Todd Property
			group
Placemaking		Ongoing	A discussion with mana whenua about how to
development	1	Ongoing	temporarily activate Ormiston until the town
			square is developed
<b>Panmure</b>	<b>1</b>		
		Complete	Eke Panuku offered mana whenua a \$10,000 art
Panorama Art EOI	1	Ongoing	opportunity to create a public artwork in Panmure.
			Unfortunately, mana whenua did not put forward
			any artists.
<b>Placemaking</b>	<b>8</b>		
He Pia He Taurira	4	Ongoing	Updates to mana whenua about the rangatahi
			programme He Pia He Taurira. In particular, the

			recent delivery of the event Hikoi ki ngā Whetū. The programme is also planning to deliver the Wynyard Quarter celebration Kia Kotahi te Iwi, Kia Haumi te Waka.
Matariki programming	2	Ongoing	A discussion about the appointment of two mana whenua Matariki specialists and how they will reflect the views of mana whenua in upcoming events
Placemaking update	2	Ongoing	A three-month look ahead in the Placemaking calendar
<b>Pukekohe</b>	<b>4</b>		
		Ongoing	A discussion with the chairs of Te Waiohū about the upcoming cultural and commercial opportunities and input into the masterplan. Eke Panuku is commissioning CVAs and appointing a report writer to create a Te Waiohū vision for Pukekohe
Kia Puawai a Pukekohe	4		
<b>Regional</b>	<b>3</b>		
		Ongoing	A discussion with the developers of the Aotea Over Station. LandLab and designTRIBE are working on a brief to appoint a mana whenua-nominated technical expert.
Aotea Over Station Development	3		
<b>Takapuna</b>	<b>5</b>		
		Ongoing	Discussion with the local board to discuss a mana whenua name for the Takapuna town square. At present, two iwi have put forward a name.
Takapuna Square	2		
		Ongoing	Work with mana whenua-nominated artist Vern Rosieur to design the Takapuna town square
Town square	3		
<b>Uptown</b>	<b>4</b>		
		Ongoing	Work with the Waitemata and Albert-Eden local boards about the foundation outcomes for the future development around the Karangahape and Maungawhau train stations.
Karangahape and Maungawhau	4		
<b>Wynyard</b>	<b>22</b>		
		Complete	A presentation from Precinct and mana whenua-nominated artist Jeanine Williams about the design of 10 Madden. Eke Panuku also facilitated a whakawātea to open the space.
10 Madden Street	3		
		Ongoing	A discussion about suspending the America's Cup Kaitiaki Engagement Plan Forum (ACKEP) until the next America's Cup. Currently considering lessons learnt.
America's Cup Kaitiaki Engagement Plan Forum	5		
		Complete	A whakawātea to open the Auckland Transport-led Amey Daldy Park in Wynyard Quarter. Eke Panuku has installed bilingual signage at the site.
Amey Daldy Park	1		
		Ongoing	A discussion about getting mana whenua input into the design of Harbour Bridge Park
Harbour Bridge Park	1		
Westhaven promenade	1	Complete	A whakawātea to open the new promenade and Sea Village
Pile Mooring Redevelopment	1		
		Ongoing	A discussion about the design of the future permanent public realm. This project has been paused following a dispute of the resource consent conditions
Kaitiaki Engagement Plan	1		
		Ongoing	A discussion about the design of the permanent Sealink office. Mana whenua will appoint an artist to work on the mural and façade.
Sealink	1		

Te Ara Tukutuku masterplan	8	Ongoing	A discussion with mana whenua-nominated technical experts TOA to input into the draft masterplan for Wynyard Point – Te Ara Tukutuku.
<b>Grand Total</b>	<b>88</b>		

## Appendix B: The commercial capability of mana whenua – June 2021

Iwi	Deeds of Treaty Settlement	Settlement Date	Website	Annual Reports	Financial Statement	Organisational structure	Settlement	Asset base	Investment strategy
Ngāti Whātua Ōrākei	<a href="#">Settlement Summary</a>	19 November 2012	<a href="#">Ngāti Whātua Website</a>	<a href="#">Annual Report 2020</a>	In Annual Report (pg.32-33)	The Trust operates a strategic level with Whai Rawa and Whai Maia as its subsidiaries. WRL is a property development and investment company, managing the commercial assets of Ngāti Whātua Ōrākei. WML has a charitable structure with a focus on cultural development	\$18M	\$1.337 B	Assets almost entirely property investments based in the Auckland region. Quay Par, (29 ground leases including Spark Arena, Countdown, apartment blocks and others). Purchased 28 ha of North Shore land from the Crown. Property development and construction progress at Hillary site, Laurel street and Roberts Ave. Has 49% stake joint venture with Fletchers Residential Ltd at Moire rd.
Ngāti Whātua o Kaipara	<a href="#">Settlement Deed</a>	6 June 2013	<a href="#">Nga Maunga Whakahii o Kaipara Website</a>	<a href="#">Annual Report 2020</a>	In Annual Report (pg.37-68)	A Trust with two operating entities underneath, a commercial company and a charitable trust	\$22.1M	n/a	Whenua Hoko Holdings Ltd manages and develops the property assets. Commercial investment in Hobsonville Point. Whenua Hoko continues to work with development partners to identify opportunities. Ngā Maunga Whakahii o Kaipara Te Ngahere o Woodhill Ltd (Ngahere), which manages and develops our forest assets, and Te Rau Maunga which undertakes a joint venture forestry partnership with Matariki Ltd, a non-affiliated entity
Te Kawerau ā Maki	<a href="#">Settlement Deed</a>	9 September 2015	<a href="#">Te Kawerau a Maki Website</a>	n/a	n/a	n/a	\$6.5M	n/a	no update information
Ngāti Manuhiri	<a href="#">Settlement Deed</a>	19 November 2012	<a href="#">Ngāti Manuhiri Website</a>	n/a	n/a	n/a	\$9M	n/a	Ngāti Manuhiri Settlement Trust and Darby Partners Ltd have a commercial project in Te Arai South which is currently under construction.
Ngāti Rehua-Ngātiwai ki Aotea	<a href="#">Settlement Summary</a>	19 December 2016	<a href="https://ngatirehua.com/">https://ngatirehua.com/</a>	n/a	n/a	n/a	\$5.1M	n/a	n/a
Tāmaki Collective	<a href="#">Settlement Deed</a>	24 July 2014	The Ngā Mana Whenua o Tāmaki Makaurau Collective Redress Act 2014 legislated the transfer of ownership of the 14 Tūpuna Maunga to Ngā Mana Whenua o Tāmaki Makaurau (also known as the Tāmaki Collective). The maunga are to be held in trust for the common benefit of the iwi/hapū of Ngā Mana Whenua o Tāmaki Makaurau and the other people of Auckland.						
Ngāti Tamaoho	<a href="#">Settlement Deed</a>	5 July 2018		<a href="#">Annual Report 2020</a>	n/a	n/a	\$10.3M	n/a	n/a
Ngāti Koheriki	Claim not settled	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Ngāti Te Ata Waiohua	Claim not settled	n/a	n/a	<a href="#">no information</a>	n/a	n/a	n/a	n/a	n/a
Te Ākitai Waiohua	<a href="#">Settlement Deed</a>	23 December 2020	<a href="#">Te Ākitai Waiohua Website</a>	<a href="#">Annual Report 2020</a>	<a href="#">Financial Statements 2020</a>	Three entities, but their relationship to each other is unclear	\$9.7	n/a	n/a
Te Rūnanga o Ngāti Whātua (and the Kaipara	<a href="#">Agreement in Principle</a>	18 August 2017	<a href="#">Ngāti Whātua Rūnanga Website</a>	<a href="#">Annual Report 2020</a>	n/a	Umbrella board with seven subsidiaries	n/a	\$23M	This year our Commercial Board agreed to hire a manager to support the Manahautū and Board to manage our Ngāti Whātua commercial interests. The main business of the Commercial Board is in fisheries



## Appendix C: Mana whenua engagement risk register – June 2021

The following is a table notes mana whenua engagement risks between November 2020 and June 2021

Note the following key on risks:

- High risks could occur and will create high reputational risk to the business
- Medium risks are unlikely to occur but could create a moderate reputational risk
- Low risks are unlikely to occur

Topic	Description	Risk level	Next steps
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Upcoming naming

[Redacted]

CONFIDENTIAL

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

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Name

## Director interests at 01 June 2021

Member	Interest	Company / Entity	Conflicts pre-identified?
<b>Paul F. MAJUREY</b>	Chair	Panuku Development Auckland Limited	
	Director	Arcus Property Limited	
	Director	Atkins Holm Majurey Limited	
	Chair	Hāpai Housing General Partner Limited	
	Director	Hāpai Commercial 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	Koau Property General Partner 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	
	Co-Chair	Sea Change Tai Timu Tai Pari Ministerial Advisory Committee	
	Chair	Te Pūia Tāpapa GP Limited	
	Director	Tikapa Moana Enterprises Limited	
Chair	Tūpuna Taonga o Tāmaki Makaurau Trust Limited (Tūpuna Maunga Authority)		
Chair	Whenuapai Housing GP Limited		
Director	Westhaven Marina Limited		

<b>John COOP</b>	Director	Panuku Development Auckland Limited	
	Managing Director and Principal	Warren and Mahoney	Possible

<b>David I. KENNEDY</b>	Director	Panuku Development Auckland Limited	
	Director	Cathedral Property Limited	
	Director	Grantley Holdings Limited	
	Director	Naylor Love	
	Trustee	New Zealand Housing Foundation	Possible

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

<b>Jennifer KERR</b>	Board member	New Zealand Rugby	
	Board member	NZTE	
	Board member	Callaghan Innovation	
	Board member	Waipa Networks Ltd	
	Settlor, Trustee, Beneficiary	J.R. Kerr Trust	
	Masters Student	University of Waikato	
	Trustee	J.R. Kerr Portfolio of Shoes and Bonds managed by Forsyth Barr	
	Trustee	J.R. Kerr Portfolio of Shoes and Bonds managed by Craig Investment Ltd	
	Member	Port Nicholson Trust	
	Board member	New Zealand Rugby	
	Board member	NZTE	

<b>Steven EVANS</b>	Chief Executive	Fletcher Building LTD	Yes
	Member	MBIE Building Advisory Panel	Yes
	Member	Steering Group Construction Industry Accord	No
	Board Member	Urban Development Institute of New Zealand	Yes

<b>Susan HURIA</b>	Trustee	Construction Health & Safety NZ (CHASNZ)	No
	Director	Connexis	No
	Chair	Gisborne Covered Production	No
	Chair	Leaderbrand Holdings and associated entities	No
	Director	Osprey and associated entities	No
	Director/Shareholder	Rawa Hohepa	No
	Director	Royal College of General Practitioners	No

<b>Kenina COURT</b>	Director	KW Westgate Limited	No
	Director	GCML Trustees Limited	No
	Director	PGFT Trustees Limited	No
	Director	French Trustees Limited	No
	Director	Eight Peaks Holdings Limited	No
	Director	Blue Penguin Trustees Limited	No
	Director	Lovelock Trustees Limited	No
	Director	Pasifika Enterprises Limited	No
	Director	Platinum Securities Limited	No
	Director	Stornoway Developments Limited	No
	Director	Huma Holdings Limited	No
	Director	It's Happened Trustees Limited	No
	Director	Rice Family Trustees Limited	No
	Director	Pathfinder Trustees Limited	No
	Director	Pathsol Limited	No
	Director	PSL Freedom Limited	No
	Director	TOH Limited	No
	Director	Twinlion Trustees Limited	No
	Director	Up Skill Teams Limited	No
	Director	NTA Holdings Limited	No
	Director	Holly Corp Trustees Limited	No
	Director	Market Kitchen Limited	No
	Director	Nathan Whanau Trustees Limited	No
	Director	Fale Developments Limited	No
Director	CP Resettlement Trustees Limited	No	

Director	Banking Ombudsman Scheme Limited	No
Director	M&G Trustees Limited	No
Director	New Gipsy Limited	No
Director	Levinge Trustees Limited	No
Director	Pathfinder Management Partner Limited	No
Director	BDE Bonus Limited	No
Director	Silvereye Investments Limited	No
Director	Lujato Trustees Limited	No
Director	Fortitudine Trustees Limited	No
Director	Oceania Career Academy Limited	No

## Director meeting attendance register – 2020 / 2021

	2020						2021					TOTAL
	28 Jul	21 Aug	23 Sep	21 Oct	18 Nov	16 Dec	18 Feb	24 Mar	28 Apr	26 May	Jun	
P.F. Majurey	x	✓	✓	✓	x	✓	✓	X	✓	✓		
J. Coop	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
D.I. Kennedy	✓	✓	✓	✓	✓	✓	✓	✓	✓	X		
R.I. Leggat	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
A.F. Young-Cooper	✓	✓	✓	✓	✓							
V. Carroll	✓	✓	LOA	LOA								
J. Kerr												
K. Court												
S. Huria												
S. Evans												

LOA – Leave of absence

## Board action list at 26 May 2021

Date requested	Minute reference	Action	ELT member responsible	Date required	Comments
18/11/20	15 11/20	<b>Mana whenua</b>	Angelika Cutler	June 2021	<p>Management to include updated information on individual iwi capacity and capability for developments.</p> <p>In progress. Will be addressed in next update to be provided to the June meeting.</p>
28/04/21	4 04/21	<b>Health and Safety critical risks</b>	Marian Webb	<del>May 2021</del> June 2021	<p>Management to report on critical risks associated with Onehunga Wharf</p> <p>Action pushed back to June meeting.</p>
28/04/21	5.04/21	<b>Waterfront Health and Safety</b>	Marian Webb	May 2021 June 2021	<p>Management to provide an update to the May meeting on issues related to waterfront safety. Full report to be provided to the June meeting.</p> <p>In progress. Update provided at May meeting with the full report still to come in June.</p>
26/05/21		<b>Climate Change</b>	Brenna Waghorn	June 2021?	Management to report back on the council group approach to the monitoring and auditing of activity and progress regarding climate change.
26/05/20		<b>Mental Health and Wellbeing</b>	Carl Gosbee	June 2021	Blair McMichael to include a mental health and wellbeing update in the monthly health and safety report.

## Board work programme 2021

	Jan	18 Feb	24 Mar	28 Apr	26 May	23 Jun	28 Jul	25 Aug	SEP	22 Sep	27 Oct	16 Nov	24 Nov	15 Dec	
<b>Board meeting location</b>		Panuku office	Panuku office	Vos Shed	Panmure	Panuku office	Panuku office	Panuku office	Off-site	Panuku office	Panuku office	Governing Body	Panuku office	Panuku office	
<b>Stakeholder engagement</b>				IMSB	Maungakiekie-Tāmaki	Rangatira				Haumaru Board			Rangatira		
<b>Priority location PBC</b>			• Manukau		• Panmure	• Northcote					• Uptown • Onehunga refresh?				
<b>Annual reporting</b>	No meeting		<ul style="list-style-type: none"> <li>Draft SOI to council</li> <li>Draft Annual Plan (budget) to council</li> <li>SOI targets for 2021-2022 to be recommended to council (draft)</li> </ul>	<ul style="list-style-type: none"> <li>Audit New Zealand proposal</li> <li>Internal audit plan for FY22</li> </ul>	•	<ul style="list-style-type: none"> <li>SOI 2021-2024</li> <li>Annual Business Plan 2021-2022</li> <li>Programme Business Cases – Portfolio decision</li> <li>Annual Plan (budget) 2021-2022</li> <li>Corporate KPI Objectives 2021-2022 (setting)</li> </ul>		<ul style="list-style-type: none"> <li>Annual report 2020-2021 (confidential)</li> <li>Corporate KPI Objectives 2020-2021 (achievement)</li> </ul>	Strategy day (FY22)		<ul style="list-style-type: none"> <li>Annual report 2020-2021 (public)</li> </ul>				
<b>Performance reporting</b>		• Q2 reporting	<ul style="list-style-type: none"> <li>Property market update</li> <li>Transaction strategy update</li> </ul>	<ul style="list-style-type: none"> <li>Q3 reporting (inc CCO review implementation update)</li> </ul>	• Performance dashboard	<ul style="list-style-type: none"> <li>MW outcomes (6 mthly / Rangatira briefing)</li> <li>Transaction strategy update</li> </ul>		<ul style="list-style-type: none"> <li>People &amp; Culture (6 mthly)</li> <li>Q4 reporting (inc CCO review implementation update)</li> </ul>		• Transaction strategy update	<ul style="list-style-type: none"> <li>Q1 reporting</li> <li>Property market update</li> </ul>	•	<ul style="list-style-type: none"> <li>MW outcomes (6 mthly / Rangatira briefing)</li> </ul>		
<b>Compliance reporting</b>			<ul style="list-style-type: none"> <li>Board delegations to CE</li> <li>Quarterly report to council (Q2)</li> </ul>	<ul style="list-style-type: none"> <li>Board committee membership</li> <li>Board committee TOR</li> </ul>	•	<ul style="list-style-type: none"> <li>Legislative compliance</li> <li>Board committee membership</li> </ul>		• Policy update		• Quarterly report to council (Q4)	• Board review follow up				
<b>Strategic session</b>					•	•	• Risk workshop	• Health & safety workshop							

	Jan	18 Feb	24 Mar	28 Apr	26 May	23 Jun	28 Jul	25 Aug	SEP	22 Sep	27 Oct	16 Nov	24 Nov	15 Dec
Decision reports		<ul style="list-style-type: none"> <li>Go-to-market: Hobsonville Mega Lot 5 Mega Lot 6 (design guidelines)</li> <li>Go-to-market: Ormiston 65 Haddington Dr (Block B2)</li> <li>Go-to-market: Supports 198 Dominion Rd</li> <li>Disposals recommendation/ Unlock Henderson C40 site: 331 Great North Rd</li> </ul>	<ul style="list-style-type: none"> <li>Go-to-market: Supports C&amp;D Totara Ave New Lynn (Design input)</li> </ul>	<ul style="list-style-type: none"> <li>Go-to-market: Supports Moore St Howick</li> <li>WQ reference designs and alliance framework scope</li> <li>Auckland Council group remuneration policy</li> <li>Go-to-market: Manukau 10 Putney Way</li> </ul>	<ul style="list-style-type: none"> <li>Transform Onehunga additional property disposal - 24 Upper Municipal Place, Onehunga</li> <li>Commercial Building Standards (Performance standards for future commercial development)</li> <li>Go-to-market: 16 Fencible Drive Howick</li> <li>Go-to-market: 27 - 31 Greenslade Crescent Northcote</li> <li>Internal Audit Plan FY21</li> <li>External Audit 30 June 2021</li> <li>Pile Berth Licensing</li> <li>Meadowbank community centre (Paul Majurey interest)</li> <li>Transform Manukau Manurewa Netball court support</li> </ul>	<ul style="list-style-type: none"> <li>Go-to-market: Avondale Central</li> <li>Go-to-market: Panmure 3 Mountwell Cres</li> </ul>	<ul style="list-style-type: none"> <li>Onehunga Wharf masterplan discussion document</li> <li>Edinburgh Superblock Acquisitions, Pukekohe</li> <li>Westhaven Pier Replacement (J, G &amp; H)</li> <li>Panmure PBC</li> </ul>	<ul style="list-style-type: none"> <li>Go-to-market: Northcote TC</li> <li>Kotuku House</li> <li>Hobsonville Lot 6</li> </ul>			<ul style="list-style-type: none"> <li>Wynyard Point final draft masterplan</li> <li>Go-to-market: Onehunga Waiapu</li> </ul>			
H&S site visits		•	•	•	•	•	•	•		•	•	•	•	•
Site familiarisation		•	•	•	•	•	•	•		•	•	•	•	•

## Workshops

	Jan	February	March	April	May	June	July	August	September	October	November
Priority location PBC		← Manukau	•	•	• Panmure	• Northcote	•	•	• Uptown	•	•
Other matters	No meeting	← Onehunga Wharf	•	• NZ Super Fund	• Waterfront legacy (post AC36)	• Kainga Ora Greys Ave development • Town Centre guidelines	• Transit oriented developments	• Northcote walkaround	•	• Manukau walkaround	



There are no items of general business at the time of publishing.

## Closing

Unuhia, unuhia

Unuhia mai te urutapu nui

Kia wātea, kia māmā,

te ngākau te tinana, te  
hinengaro

i te ara takatū

Koia rā e Rongo

e whakairia ake ki runga

Kia tina! Haumi e!

Hui e! Tāiki e!

*Draw on, draw on*

*Draw on the supreme  
sacredness*

*To clear and to set free*

*the heart, the body and the inner  
essence*

*In preparation for our pathways*

*Let peace and humility*

*be raised above all*

*Manifest this! Realise this!*

*Bind together! Affirm!*