

Board Report

Date

Wednesday,
28 June 2023

Venue

Eke Panuku office,
82 Wyndham Street
and online via Teams



Board agenda

Where: Eke Panuku offices, Ground Floor, 82 Wyndham Street, Auckland

When: Wednesday, 28 June 2023 | 12.00pm – 5.00pm

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

Apologies: Kenina Court – Director

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

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

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

1.	Public meeting open
2.	<p>Confidential meeting open</p> <p>2.1 Procedural motion to exclude the public</p> <p>Put the motion that, pursuant to clause 12.3 of the Eke Panuku Constitution, the public be excluded from confidential papers or parts thereof, so that commercially sensitive issues can be discussed.</p> <p>2.2 Apologies</p>
3.	Chief Executive's Report
4.	Health and Safety
5.	<p>Decision papers</p> <p>5.1 Eke Panuku Future Urban Regeneration Programme</p> <p>5.2 Service property optimisation opportunity in Kohimarama</p> <p>5.3 Waterfront Commercial Opportunity</p> <p>5.4 Achieving Mana Whenua Outcomes Plan</p> <p>5.5 Marriot Road & Chevis Place, Pakuranga Heights - Go to Market Strategy</p> <p>5.6 Eke Panuku public realm environmental guidelines</p> <p>5.7 Site 14, North Wharf, Wynyard Quarter - Expression of Interest</p>
6.	Workshop – City Centre Action Plan approval
7.	Eke Panuku Board Intern Presentation

8.	Governance matters
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	8.1 Director interests
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	8.2 Director meeting attendance
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	8.3 Minutes of 24 May 2023 board meeting
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Local Government Official Information and Meetings Act 1987.

7 Other reasons for withholding official information

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

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

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

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

(i) would disclose a trade secret; or

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

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

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

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

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

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

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

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

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

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

(g) maintain legal professional privilege; or

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

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

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

Information paper: Chief Executive's Report

Document author: David Rankin

June 2023

Whakarāpopototanga matua | Executive summary

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

Matapaki | Discussion

Shareholder comments on the draft Eke Panuku Development Auckland Statement of Intent 2023-2026

2. Received on 25 May 2023, a copy of the letter is included as attachment A to the CE report.
3. Most comments relate to formatting and making the SOI content more succinct and easier to understand. We have been requested to include:
 - More detail on the impact of reducing or delaying our projects as a result of budget cuts.
 - More detailed activity based financial information (opex and capex) in the financial statements to be reported quarterly
 - Reference to our relationship with the Independent Māori Statutory Board and to the IMSB's Māori Plan or Schedule of Issues of Significance
 - reference to the potential to partner with matāwaka entities on development projects and strengthening relationships with matāwaka partners.
 - Reporting on Scope 3 greenhouse gas emission and actions to reduce, consistent with the council group approach. Scope 3 emissions are indirect and include purchased goods and services.
 - the need to refresh urban regeneration programmes, roughly every five yearly to reconfirm the outcomes and to support council's investment decisions and enhancing reporting against programme outcomes, both recommendations of the KPMG review
4. The comments are being addressed and will be reflected in the final SOI that will be approved by the Board on 26 July.

Long-Term Plan

- 5. The council must do a Long-term Plan or 10-year budget every three years, which describes the council's activities and community outcomes it wants to achieve. It includes investment plans and how they will be funded. It needs to adopt an LTP for 2024-2034 in June 2024, with prior public consultation early in 2024. There are a wide range of competing priorities to be worked through, with options analysis to be undertaken during July-October 2023. Elected member sessions are being held in June to set the strategic direction for the LTP. We can expect finance and funding to be central to the LTP including assets recycling and major investments as well as the future of economic development and urban regeneration.

Auckland Light Rail

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

Port Precinct Future Development

- 9. Eke Panuku, alongside Council and CCO colleagues has been working on preparing material to support a Governing Body workshop. Since the Board workshop in May on this subject, staff have engaged with the development sector to get their feedback on the issues and opportunities they see. Staff will also engage with Councillors Darby, Hill (as Chair Planning, Environment & Parks Committee) and Lee (as Ward Councillor) in advance of the workshop. A verbal update on the workshop which is on the same day as the Board meeting will be provided at the Board meeting.

City Centre Advisory Panel update

10. The City Centre Advisory Panel (CCAP) provides a key role in advising the council group on strategic direction and priorities for the city centre. It also provides advice on and promotes buy-in and support for the City Centre Targeted Rate (CCTR).
11. The CCAP is one of a number of advisory panels set up by the Mayor and as such follows the election cycle. The Mayor has signed off the initial membership list. There are some roles still to be filled, which we are working through in conjunction with mayor's office and Tātaki Auckland Unlimited. This includes the recruitment of the Sustainability advisor, Travel and Tourism Sector representative and the Arts, Culture and Events sector representative. Simon Oddie, Priority Location Director for the City Centre, is the lead officer for the CCAP.

[REDACTED]

13. The Democracy and Engagement team at council is currently trying to organise dates for all the panels, including CCAP. There has been a delay to scheduling these meetings due to the focus on the Annual Budget. It is likely that the first meeting will now be held in early July subject to availability of the Chair and panel members.

Own Your Own Home Villages Network

[REDACTED]

Haumaru Housing

[REDACTED]

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

Queens Wharf and Electric Ferry landside infrastructure

[Redacted]

[Redacted]

[Redacted]

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

[Redacted]

[REDACTED]

Avondale Central

[REDACTED]

Leading for Impact workshop

31. As part of our focus on leadership, on 1 June our people leaders and Priority Location Directors came together for a leadership workshop. The objectives of the workshop were to :

- Inspire, reset and connect the leadership group following recent budget and organisational changes
- Create a shared understanding of context, opportunities, strengths and priorities for FY23/24
- Introduce systems leadership capabilities and enable leaders to explore how they can more effectively lead across the Eke Panuku, within the Council Group and with partners in the evolving context
- Explore the external context and essential leadership mindset and capabilities to succeed in an environment of less resources and a difficult property market
- Reflect on previous learnings
- Set individual and collective intentions for success for FY23/24, given the need to finalise business plans and individual objectives

32. The executive leadership team played a visible role in the session which included speaking on achievements, our context and priorities for the year ahead. This was

followed by an open panel for our leaders to ask the executive team any questions they had.

33. The participants rated the workshop well against objectives, rating an 8 out of 10 or higher, with the highest rating 8.6 linked to inspiring, re-setting and connecting the leadership community. The workshop created significant insights for individuals and our leadership group as whole about effective leadership in our complex context. Our bimonthly people leader meetings will continue to reinforce previous learnings and support and grow Eke Panuku leaders in the year ahead.

Corporate Office rationalisation

[REDACTED]

[REDACTED]

Ngā tāpirihanga | Attachments

Attachment A - Ltr from Mayor Brown re Shareholder Comments on Eke Panuku Draft SOI

[REDACTED]

[REDACTED]

Attachment I - Monthly Dashboard – May 2023

25 May 2023

Paul Majurey
Chair
Eke Panuku Development Auckland

By email: paul.majurey@ahmlaw.nz

Tēnā koe Paul,

Shareholder comments on the draft Eke Panuku Development Auckland Statement of Intent 2023-2026

Thank you for providing the draft Statement of Intent 2023 – 2026 (SOI) for Eke Panuku. The CCO Direction and Oversight Committee considered it at its 11 May 2023 meeting. As context for this discussion a copy of the full report can be found here:

https://infocouncil.aucklandcouncil.govt.nz/Open/2023/05/20230511_CDOCC_AGN_11505_WEB.htm

Below are shareholder comments common to all CCOs and following that, the shareholder comments specific to your CCO.

I would like to thank you for the hard work that you and your organisation have put in producing the draft SOI. We acknowledge that the environment the Council group is operating in remains a very challenging one and appreciate your support as we navigate this.

General shareholder comments to all CCOs

Financial and non-financial performance

Final SOIs should reflect the council's final decisions on the 2023/24 annual budget and financial statements should be fully populated consistent with these decisions and agreed with the council's Financial Planning staff. Officers note that the financial information for final SOIs will be finalised through the annual budget process and decisions are being made 8 June 2023.

The draft SOIs do not clearly explain the impacts on CCO activities of the requested cost reductions in the Mayoral proposal. Final SOIs should include a clear view of any impacts on activities from budget reductions.

Some draft SOIs reflected changes to performance measures and/or targets, or targets were missing. Final SOIs should ensure that all performance measure targets are fully populated and that measures and targets reflect those in the long-term plan, with agreed variances being clearly identified.

Council wants to receive more meaningful information about the activities of each CCO. Activity based financial information (opex and capex) should be provided in the financial statements of final SOIs and reported quarterly. Reporting on activities and assets is important to enable oversight of projects and activities.

Independent Māori Statutory Board

Final SOIs should outline the CCOs' relationships with the Independent Māori Statutory Board and refer to the IMSB's Māori Plan or Schedule of Issues of Significance. This was missing across all CCO draft SOIs.

Response to letters of expectation (all CCOs)

CCOs have responded positively to the request for specific projects or areas of work that were set out in the letters of expectation but this is generally at a high level. More specifics should be provided in final SOIs on the projects requested in letters of expectation, including milestones and timeframes.

Transparency and accountability

Council is pleased to see commitments in the SOIs to operating openly and holding meetings in public. But the Lead Councillors are concerned that there is still much of the CCO board's business conducted in confidential meetings and not made available to the public. We believe CCOs should do better and we will be scrutinising your performance in this regard.

Council also acknowledges the importance of facilitating opportunities for direct Governing Body and CCO board engagement and relationship building. We will work with your board over the coming months to establish these.

Specific shareholder comments for Eke Panuku

Response to the letter of expectation (Eke Panuku specific)

The Eke Panuku draft SOI needs to be amended to be more concise, with a clearer explanation of your core functions, activities and deliverables as requested in the letter of expectation. SOIs are public documents and should be easy to understand. The CCO review noted that many people have little understanding of what Eke Panuku do, so it is particularly important for your SOI to be clear. In particular, the section 'nature and scope of activities' needs to be reviewed and reworked. This section should focus on providing an overview of your two core functions – urban regeneration and property and marina management.

You have committed to delivering the pieces of work requested in the letter of expectation:

- delivering priority urban regeneration projects to ensure tangible public benefits and local ownership of the projects – as outlined in 'Part 2 – Statement of performance expectations'. With the reduction in funding, some Eke Panuku projects and programmes have been reduced, slowed or deferred. More information is needed on what the impacts of these reductions will be for the scope, scale and speed of these urban regeneration programmes.
- Plans for port land – the port concept plan and staging programme for the consolidation of port activity is to be completed by December 2023. I note that you have advised us that funding for this work may need to be discussed with council, once scoping is completed.
- Management of non-service properties – delivering an improved commercial return on the portion of the property portfolio that can be leased commercially. You will also support council to develop principles governing its property ownership and to assess the case for consolidating management of non-service properties / group property functions.

- Reducing corporate costs and becoming a smaller, more focused agency – the draft SOI outlines that the organisational size and corporate spend of Eke Panuku will be reduced to meet this direction and to achieve the savings set out in the annual plan consultation document 2023/2024.

Performance measures

Some of the performance measures in the draft SOI need the role of Eke Panuku explained more clearly. For example the role of Eke Panuku in delivering net new dwellings. Changes to targets should also be explained.

There are some recommendations from the KPMG review that will be progressed with you over the next year:

- potentially adding a measure on the quality of partnerships, for example a survey with development partners.
- discontinuing the measure 'commercial / retail gross floor area or net lettable area (sqm)'. This is because these projects are irregular and the quantum of new commercial space is quite small. This is a current LTP measure, therefore, the change will be considered in the next LTP process.
- improving climate and Māori outcome measures (together with other CCOs), with work to be led by the council. In the interim it would be helpful to have an explanation of the nature of the 40 initiatives that support Māori outcomes.

Other comments

The draft SOI covers the contribution that Eke Panuku makes to key council strategies, including the Auckland Plan, Kia Ora Tāmaki Makaurau and Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan. We note that:

- work that contributes to Kia Ora Tāmaki Makaurau is described, but this should also reference the potential to partner with matāwaka entities on development projects and strengthening relationships with matāwaka partners.
- the ongoing commitment of Eke Panuku to the implementation of Te Tāruke-ā-Tāwhiri is noted. Council will continue to work with Eke Panuku to ensure delivery against the outcomes. We note the recent flooding events have shown the importance of climate resilient urban design. We request that the final SOI includes that you will seek to report on scope 3 greenhouse gas emissions and actions to reduce, consistent with your commitments and the Auckland Council group approach.

A review of Eke Panuku urban regeneration work, by KPMG, was completed in March 2023. The SOI should reference this work, specifically how key recommendations will be taken forward, in particular:

- the need to refresh urban regeneration programmes, roughly every five yearly to reconfirm the outcomes and to support council's investment decisions
- enhanced reporting against programme outcomes.

The 'partnerships and relationships' section of the draft SOI should also reflect relationships with mana whenua, matāwaka and the Independent Māori Statutory Board. The NZ Superfund partnership is also not mentioned here (or throughout the draft document). The focus and timing of this relationship should be outlined, given its importance. Likewise local board decision-making and quarterly reporting requirements at a governance level should be covered in the 'about us' section.

Council staff will work closely with your staff to ensure these shareholder comments are clear, and to relay any feedback from the 11 May 2023 committee meeting that relates to performance or operational issues, or issues of detail or wording.

I look forward to receiving the final SOI by 31 July 2023.

Ngā mihi



Wayne Brown
MAYOR OF AUCKLAND

Copy to: *Deputy Mayor, Desley Simpson*
Councillor Wayne Walker, Chair - CCO Direction and Oversight Committee
Councillor Shane Henderson, Deputy Chair - CCO Direction and Oversight Committee
Councillor Chris Darby, Lead Councillor Eke Panuku
Jim Stabback, Chief Executive, Auckland Council
David Rankin, Chief Executive, Eke Panuku
Brenna Waghorn, General Manager - Strategy and Planning, Eke Panuku



Monthly reporting pack

Period ending 31 May 2023

Executive summary

Programme

- Capex revised target of \$60m - spend for the month was \$8.7m and year to date spend is at \$59.1m. The current forecast for year end is \$66m which will exceed the revised target. The anticipated overspend is due to a number of projects in construction phase which cannot be paused. We anticipate the cash impact of this overspend will be fully offset by savings and increase in operating revenue.
- Opex budget of \$15.0m, spend for the month was \$1.0m. Year to date spend is \$10.9m and is tracking behind phased budget by \$2.6m. Forecast spend in year is \$12.3m, a saving of circa \$2.7m.
- Sales target for this year is \$91.7m and our year to date sales total is \$82.9m following the completion of two general asset sales totalling ██████. We are anticipating that the \$70m general asset target will be reached, but it is unlikely that the Transform and Unlock target of \$21.7m will be achieved with sales now expected to be completed in FY24.

Company wide financials

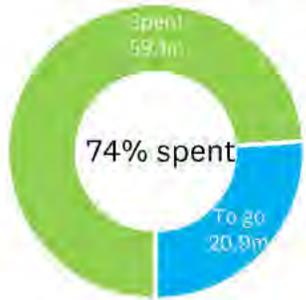
- Overall, we are achieving better than phased budget results to date and this trend will continue for the remainder of the year.
- Managed properties budget of \$29.3m has achieved a net surplus of \$34.9m year to date, which is \$8.7m ahead of the phased budget.
- Expenditure budget of \$41.4m, year to date spend is \$34.1m which is \$3.5m under phased budget.
- Revenue budget of \$17.2m, year to date is \$16.7m which is tracking \$1.0m ahead of budget.

People and Culture

- Structure changes across Eke Panuku have now been finalised. Resulting in a net reduction of 16 positions. Our overall FTE is 223.7, consisting of 202.6 actual FTE, 6.1 contingency workers in FTE roles and 15 vacancies.
- Average office occupancy has increased to 57%, up from 46% last month.

Programmes summary

Capex budget \$80m



Capex spend for the month was \$8.7m. Year to date spend is at \$59.1m. At the end of Q2 we made a reduction in our targeted capital spend for FY24 and FY25. This generates interest savings of \$1.9m which contributes to the overall \$5m savings target. The new FY23 target is \$60m, we will exceed this target as there are a number of commitments which we need to follow through on including projects currently in construction that we cannot pause. Current forecast for year end is now circa \$66m.

[REDACTED]

We are managing the overall capex programme in a way that balances adjusted capital budgets, maintains momentum, meets commitments and is realistic about the ability to complete projects and transactions within rigid financial year envelopes. Early discussions with Council Financial Planning is that any over spend this year may reduce the budget available for next year as it is assumed that it will just be a timing difference.

Sales target \$91.7m



In May there were two sales completed totalling [REDACTED] the general asset sales of 2/97 Mahia Rd in Manurewa for [REDACTED] and 22 Clyde Rd in Otara for [REDACTED].

We are currently \$814k away from achieving the \$70m asset sales target. A number of small sales are expected to be completed before the end of June, which should result in the \$70m asset sales target being met. We had also hoped to complete a significant sale in Hobsonville which would have put the total sales over the combined \$91.7m target. However, at this stage it is looking unlikely to be completed by year end.

The Transform and Unlock sales target of \$21.7m is unlikely to be achieved this year, the Lysaght Building sale is now expected to be completed in early FY24.

The sales target is made up of:

Transform & Unlock	\$21.7m
General asset sales	\$70.0m
Total	\$91.7m

Opex budget \$15m



Regeneration opex spend for the month was \$1.0m. Year to date spend is \$10.9m and is tracking behind phased budget by \$2.6m. Forecast spend in year is \$12.3m, a saving of circa \$2.7m.

As a group, Council has asked us to pull back on spending and this has necessitated a change in our capital spend which has had a flow on effect on both our planned communications spend and the pre-capitalisation work involved with getting a project to business case phase. This type of spend is \$1.4m behind.

Placemaking spend is behind phased budget by \$1.2m. There has been an increase in place making activities in the last 2 months and there are a range of events planned in June 2023. There has also been a timing delay in invoices being received which should be corrected by year end. The expectation is that the majority of this budget will be utilised.

Programme RAG status

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

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

[REDACTED]

[REDACTED]

Panmure is at amber due to a combination of risk and issues within the programme. These include delays with a number of key development and public realm projects. We are also working with Auckland Transport on an integrated transport strategy for the town centre.

Company wide financials

Expenditure budget \$41.4m



	Actual YTD	Budget YTD	Var YTD
People	\$28.8m	\$30.4m	\$1.6m
Other	\$5.4m	\$7.2m	\$1.8m
	<u>\$34.2m</u>	<u>\$37.6m</u>	<u>\$3.4m</u>

Expenditure year to date is \$34.1m which is \$3.5m under phased budget.

People costs are \$1.6m behind budget. This is due to a combination of difficulties in filling vacancies in the first half of the year and working through staff structure changes during the second half of the year. The staff structure changes were in response to the cost pressures that Council is facing and these changes have now been finalised, resulting in a net reduction of 16 positions and includes 11 redundancies. In May, redundancy costs of \$0.5m were expensed with a further \$0.1m expected by the end of the year. Overall a \$1.4m saving in people costs is forecast this year.

Other expenses are \$1.9m less than budget, there has been a \$0.2m saving in insurance costs and \$0.3m of Technical Advisory Group costs have been transferred to capital projects. Internal audit costs are currently tracking \$0.2m less than budget. Overall there is potential for at least \$1.0m of savings in other expenses as expenditure has slowed due to Council's request to pull back on expenditure where possible.

Revenue budget \$17.2m



	Actual YTD	Budget YTD	Var YTD
Recharge Viaduct	\$15.1m	\$14.0m	\$1.1m
Marina South	\$1.0m	\$1.1m	(\$0.1m)
Marina Trust	\$0.6m	\$0.6m	\$0.0m
	<u>\$16.7m</u>	<u>\$15.7m</u>	<u>\$1.0m</u>

Revenue year to date is \$16.7m which is tracking \$1.0m ahead of budget. Recharges for the year are ahead of budget and this trend is expected to continue for the rest of the year.

Managed properties surplus budget \$29.3m



	Actual YTD	Budget YTD	Var YTD
Commercial Prop.	\$23.4m	\$17.4m	\$6.0m
Marinas	\$9.0m	\$7.5m	\$1.5m
Business Int	\$7.1m	\$5.7m	\$1.4m
Public Activities	(\$4.5m)	(\$4.2m)	(\$0.3m)
	<u>\$35.0m</u>	<u>\$26.4m</u>	<u>\$8.6m</u>

Managed Properties has achieved a net surplus of \$34.9m year to date, which is \$8.7m ahead of the phased budget, and \$5.6m ahead of the full year target. We are forecasting an additional net surplus of between \$6m and \$7m at year end.

Commercial Property Portfolio is \$6.0m ahead of budget. Revenue continues to track ahead of budget by \$3.9m. Unbudgeted additional revenue from properties held for longer than anticipated e.g. Bledisloe House, and properties added to the portfolio are the main driver behind the additional revenue. Expenditure is \$2.1m under budget, \$0.6m in savings from rates charges, \$1.0m of savings from the Auckland Transport properties being utilised in roading projects and therefore not requiring maintenance and other expenditure. The remaining variance to date is a timing difference, with the majority relating to repairs and maintenance. We are expecting to utilise this budget by the end of the year.

Business Interests is \$1.4m ahead of budget, mainly due to better than budget performance by Waste Disposal Systems.

Marinas are \$1.5m ahead of budget, revenue is now \$0.6m ahead of budget with occupancy increasing across all marinas. Expenditure is \$1.0m behind budget due to timing of repairs and maintenance expenditure.

Public activities in the Wynyard Quarter is over budget (\$0.3m). Security costs are \$1.0m over budget and to date this overspend has been partially offset by savings in other expenditure areas.

People and Culture



Following two rounds of staff consultation, structure changes across Eke Panuku have now been finalised. The changes resulted in a net reduction of 16 positions, based on the disestablishment of 24 positions and the creation of 8 new positions.

Our overall FTE is now 223.7, down from 239.7 last month. The overall FTE includes our actual FTE of 202.6, 6.1 contingent workers in FTE roles and 15 vacancies. Of these vacancies:

- 7 are being actively recruited via our Auckland Council recruitment team, external agencies or internal EOI process.
- 5 positions are not under active recruitment but are held.
- 3 positions are awaiting the new employee start date.

Our overall non-FTE is 14.2, this consists of 12.4 contingent workers in non-FTE positions, 0.8 contingent workers covering persons on leave and 1 vacant non-FTE positions which is under recruitment. These have not been included in the current FTE count.

Staff turnover has decreased slightly this month from 11.5% to 11.4%.

Hiring managers have started to look more at internal candidates as we want to hold on to strong talent in the current state of affairs. In general, we seem to attract the right candidates for our roles and have had a healthy response across all of them.

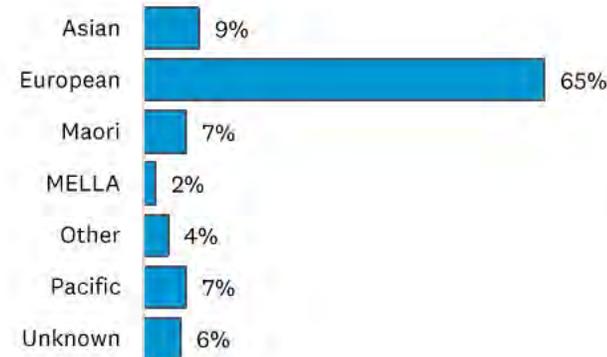
Office occupancy has increased from 46% in April to 57% this month.

Leadership continues to be a focus for our learning & development activities. This includes the continuation of the self leadership habit workshops. We have now completed all four leadership development modules as well as the 1 day 'Leading for Impact' workshop to bring the learnings together.

FTE Figures

FTE			Non FTE		
FTE Actual	Contingent in FTE	Vacant roles	Contingent in non-FTE positions	Contingent covering employee leave	Vacant non-FTE positions
202.6	6.1	15	12.4	0.8	1
223.7			14.2		

Ethnicity



Office occupancy



Training budget \$371k
\$282k
76% spent YTD

Spatial delivery plans

Activity on our programmes is updated each quarter.

The plans currently show activity from **1 January 2023 to 31 March 2023**.

Locations

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

Regional Programmes

- ■■■■■■
15. Service Property Optimisation
 16. Corporate Property
 17. Haumaru Scope
 18. Supports Scope
 19. Regional Renewals
 20. Waterfront Renewals



NORTHCOTE

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

FY 23

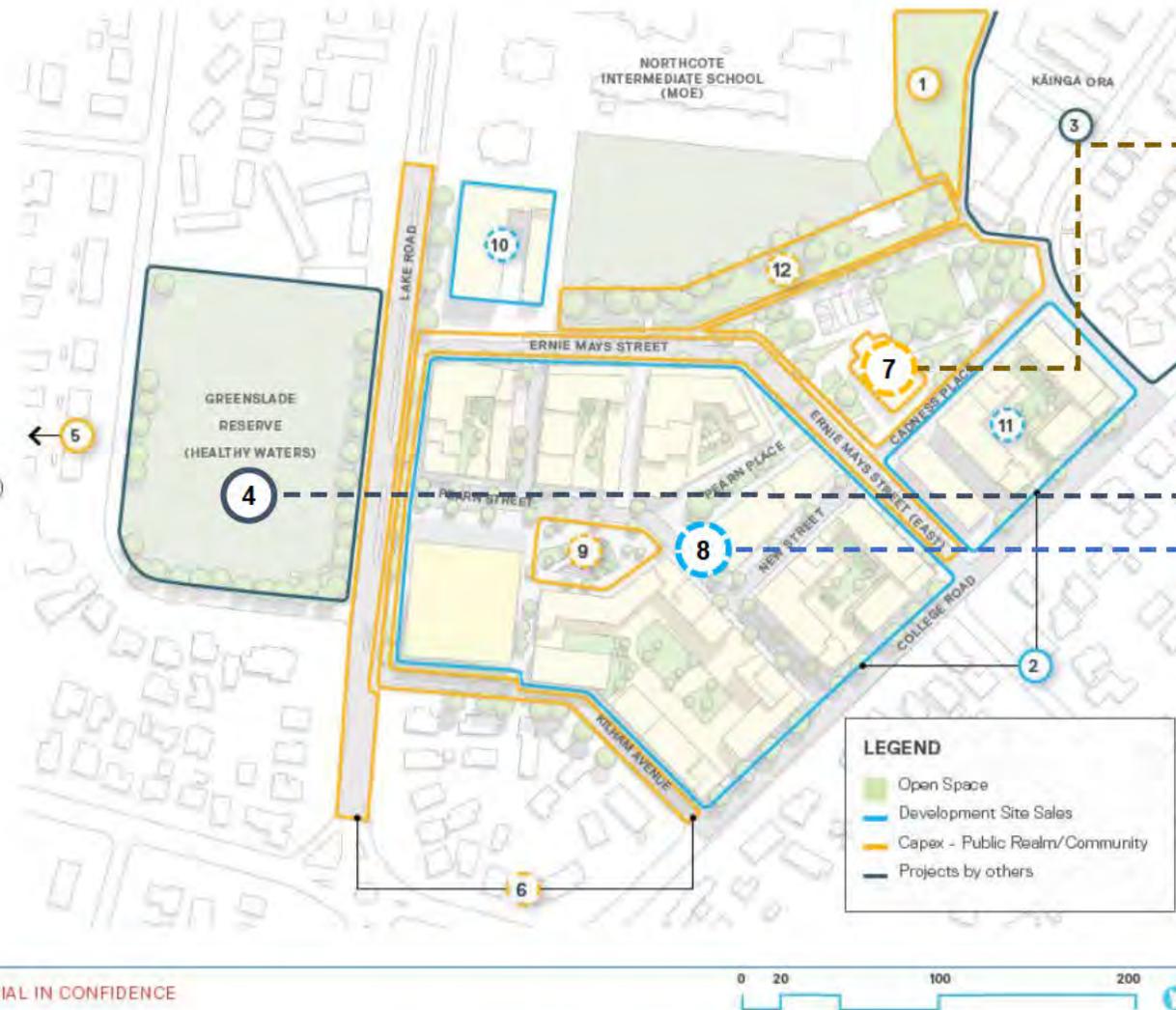
- 1 Te Ara Awataha – schools edge
- 2 Acquisitions
- 3 Kāinga Ora housing development
- 4 Greenslade Reserve (Healthy Waters)
- 5 Jessie Tonar Scout Reserve upgrade

FY24

- 6 Street upgrades or extensions

Long-term projects (FY25+)

- 7 Community Hub and Cadness Reserve upgrade
- 8 Northcote central development (115 Lake Road)
- 9 Town Square
- 10 123 Lake Road development (Countdown site)
- 11 College Road development
- 12 Te Ara Awataha – town centre edge



Northcote Community Hub and Public Realm – Spatial requirements for the community hub will be taken to the Kaipatiki Local Board for their approval in May 2023.

Greenslade Reserve - The newly completed stormwater detention park at the Greenslade Reserve worked very well during the recent severe weather events. At its peak, January's downpour exceeded a one in 100-year event. The detention of 12 million litres of water onto the sports field meant that flooding downstream was predominantly within the street network and damage to property was minimal compared to previous lesser weather events. We continue to progress other stages of the Greenway with our partners in Northcote.

Northcote Central development – Delivering over 700 new homes, an upgraded retail centre and public space.

he go to market strategy and design brief will be presented to the Eke Panuku Board in June 2023 for approval.

TAKAPUNA

Vision: To make the most of Takapuna's lake and seaside setting to create a safe, accessible and vibrant town centre orientated around pedestrians and cyclists

Projects completed

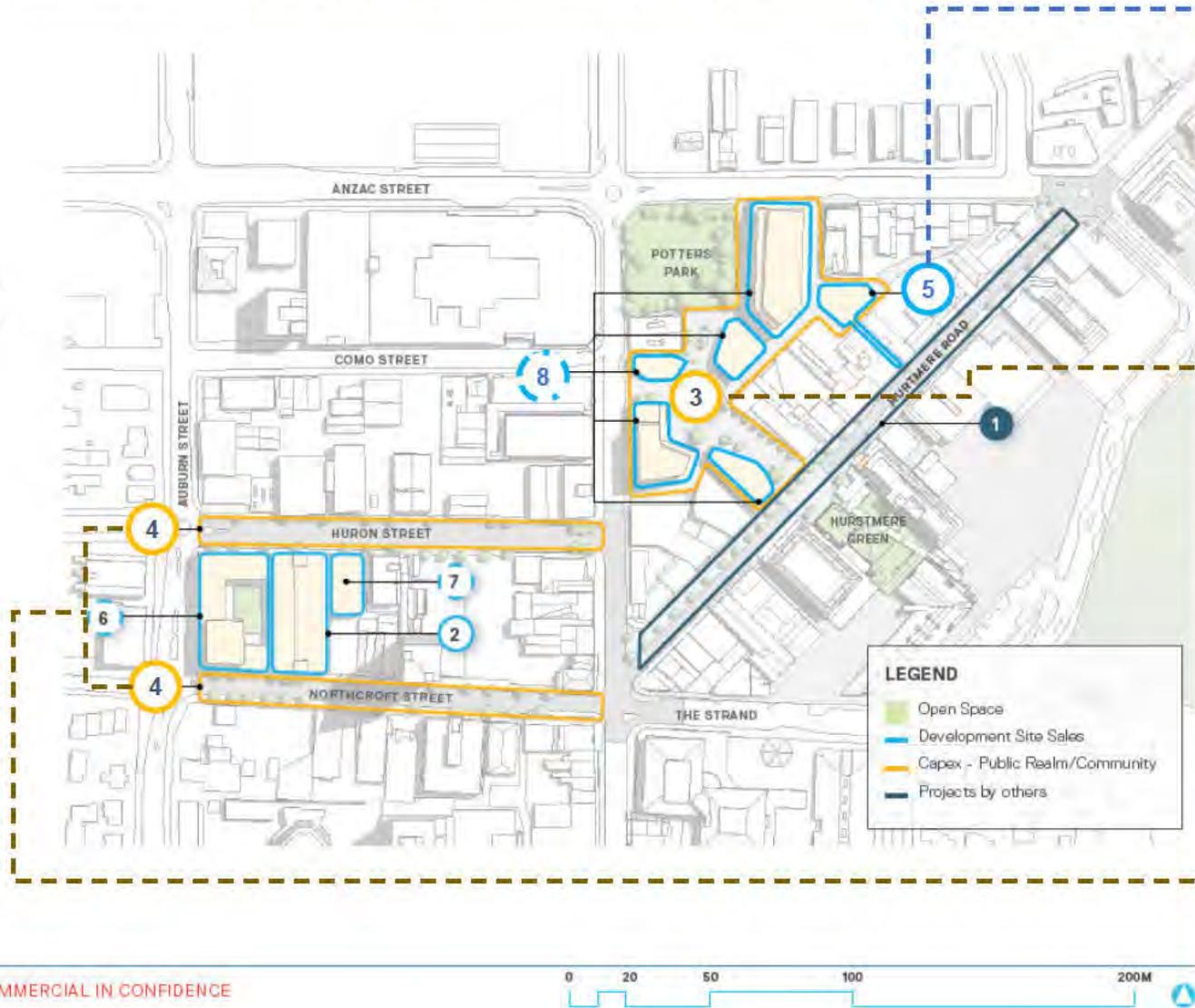
1 Hurstmere Road upgrade (AT)

FY23

- 2 Toka Pua car park
- 3 Waiwharariki Anzac Square
- 4 Huron & Northcroft Streetscape upgrade
- 5 R78 & 72A Hurstmere Road development

FY24

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



R78 and 72A Hurstmere Road site sale for a mixed-use development - The agreement to sell the laneway at 72A Hurstmere Road to the adjacent owner has gone unconditional, with settlement scheduled for May 2023. An easement will be registered on the title to ensure pedestrian access is still maintained. The sale enables the adjoining owner to do a more comprehensive development making the most of the planning provisions. Negotiations will now continue to conclude an agreement for the adjacent land at R78 Hurstmere Road

Waiwharariki Anzac Square (Town Square) - A project to strengthen connections within Takapuna and through to the beach, and create a welcoming space for the community to relax and spend time in, provide a much-needed social, cultural and economic anchor for Takapuna. Construction is progressing well.

Huron & Northcroft streetscape upgrades - A project to improve the walking/cycling connection to Takapuna town centre and enhance the quality of street furniture, planting and lighting. Public consultation undertaken in November 2022 on the Northcroft streetscape upgrade showed that the road was not seen as a very important pedestrian connection, and amenity improvements were not desirable. A workshop was held with the Devonport-Takapuna Local Board on 28 March 2023 to consider the community consultation and seek feedback on design changes to Northcroft Street. The updated design will still provide a safe and accessible pedestrian crossing, provide more lighting to ensure it meets standards and include planting some trees along the road to help with wind effects and to encourage slower traffic speeds. The local board were comfortable with these changes and that the changes addressed the feedback from the community. Final design, engineering plan approval and contractor procurement is underway with construction targeted to commence in June/July 2023.

HENDERSON

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

Projects completed

- 1 Haumarū Housing Henderson (Haumarū)
- 2 Te Ara Pōheke (new road)
- 3 Pak'n Save
- 4 23-27 Henderson Valley Road (Henderson Green)

FY23

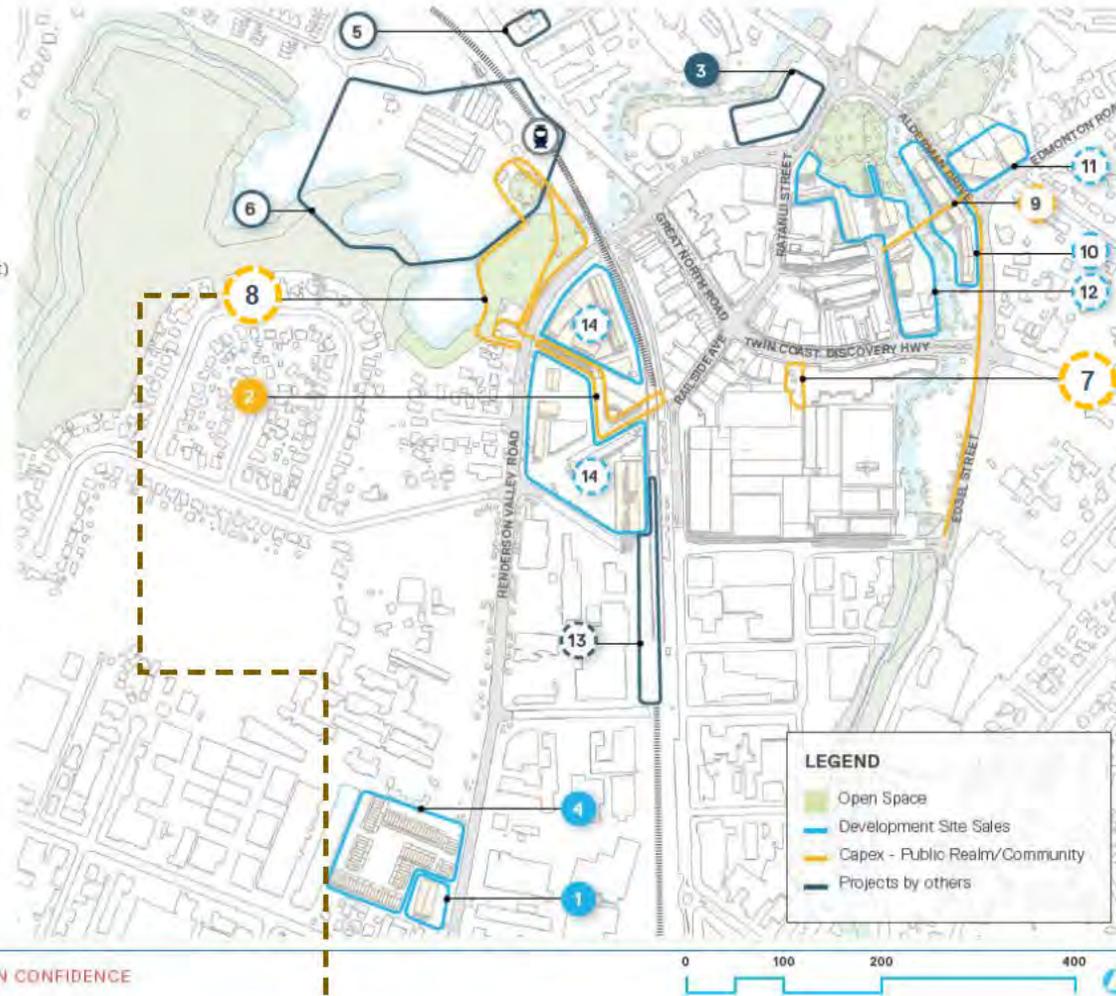
- 5 1 Buscomb Ave. (Plus Pacific Tower residential development)
- 6 Corban Estate Masterplanning (Community Facilities)

FY24

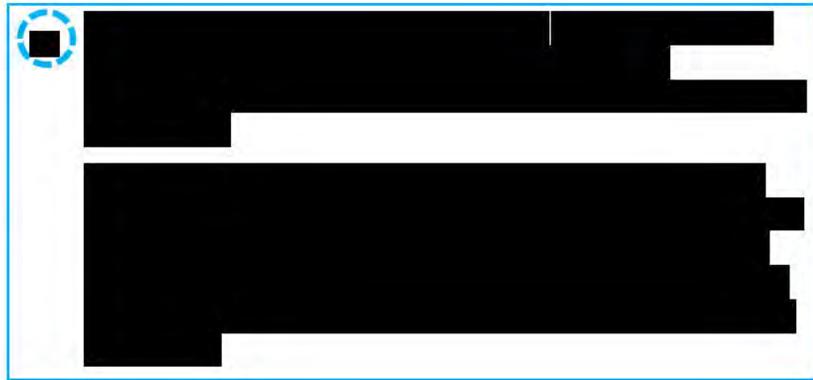
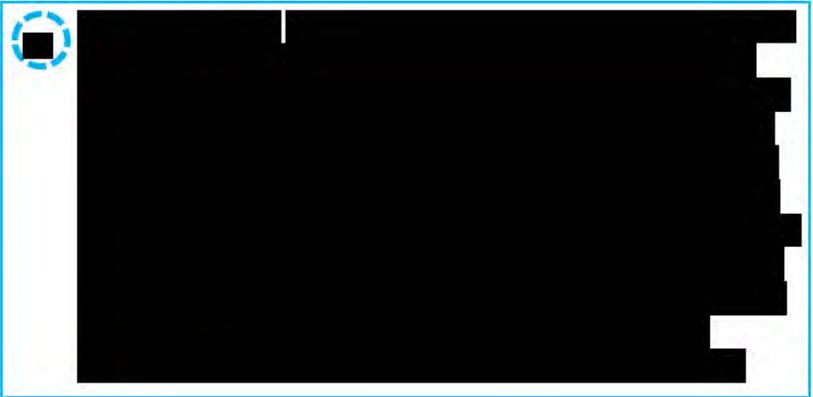
- 7 Catherine Plaza upgrade
- 8 Opanuku Link - Bridge & playground upgrade
- 9 Wai Horotiu (Oratia Link) - Cycleway and bridge
- 10 19 Alderman carpark (C40)

Long-term projects (FY25+)

- 11 Falls Carpark, 14 Edmonton Road (future development)
- 12 Oratia Precinct (Trading Place)
- 13 City Rail Link Platforms (CRL)
- 14 2-6 Henderson Valley Road (future residential development by Laidlaw College)



Catherine Plaza upgrade – A project to support the vitality of the town centre businesses. A very positive concept design workshop was held with the Henderson-Massey Local Board in February 2023. Public consultation seeking feedback on the design is planned for March/April 2023. We aim to seek final concept approval from the Henderson-Massey Local Board in May 2023.



Opanuku Link bridge and playground upgrade This project includes a new bridge for walking and cycling, a new playground and a shared cycleway, improving the connectivity between the Corban Estate and the Henderson Train Station and town centre. Further information requests in relation to the resource consent application are now complete and we are aiming to obtain consent by June 2023.

AVONDALE

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

Projects completed

- 1 24-26 Racecourse Parade (Set Apartments, Ockham Residential)
- 2 Trent Street/Whakawhiti Loop (Housing Foundation/Eke Paruku)
- 3 Waterview shared path (Auckland Transport)

FY23

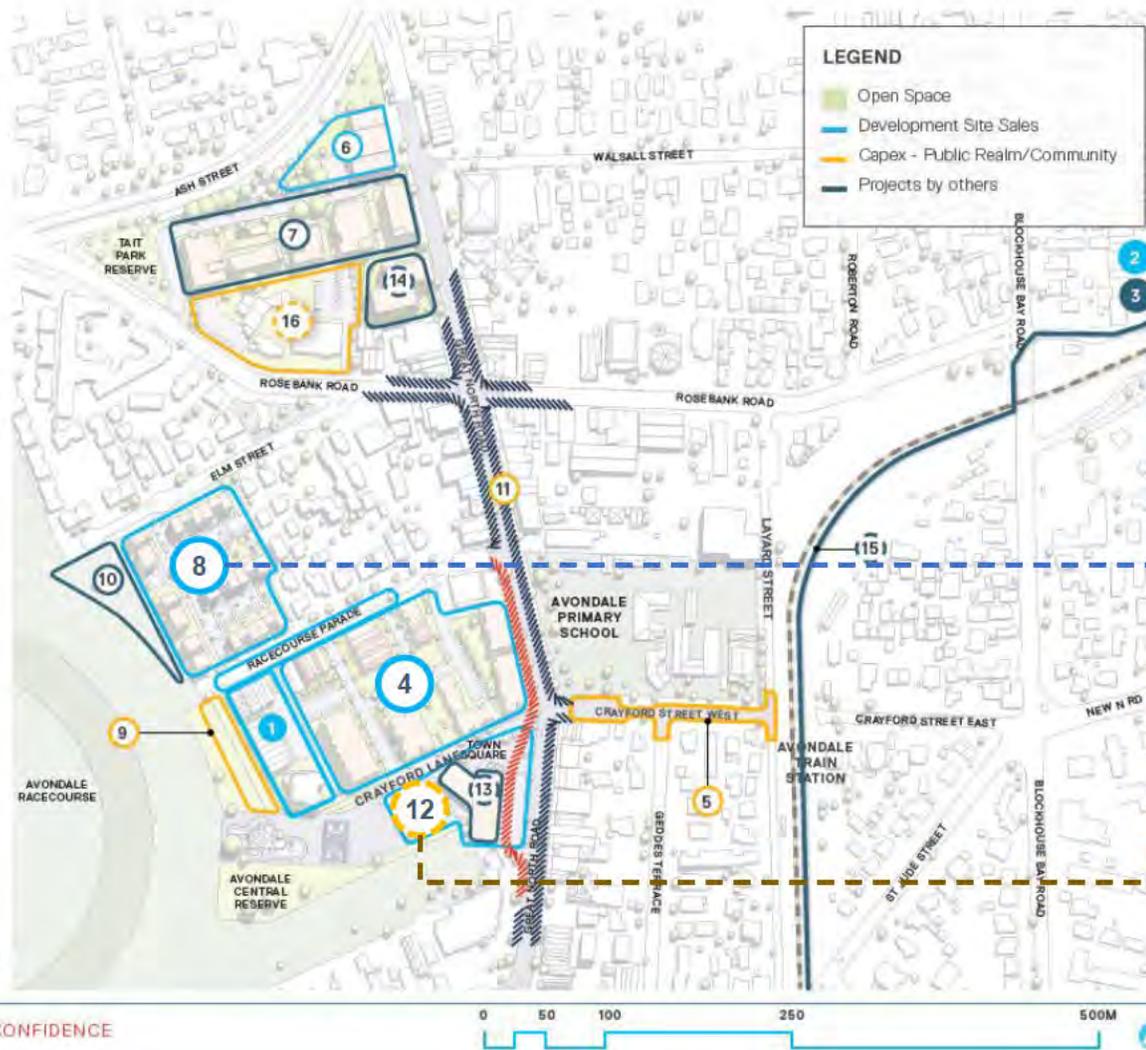
- 4 Avondale Central, 6 & 10 Racecourse Parade (development monitoring)
- 5 Crayford Street West
- 6 Aroha Apartments (Ockham Residential & Marutāhu Iwi)
- 7 Highbury Triangle - housing for older people (Kāinga Ora)
- 8 18 Elm Street (Kāinga Ora)
- 9 Public car parking facility to support the Avondale Library & Community Hub
- 10 26 Elm Street (Anson housing development)
- 11 Great North Road Paving Project
- Auckland Transport
- Eke Paruku

FY24

- 12 Town Square & outdoor spaces upgrade
- 13 Avondale Library & Community Hub (Auckland Council)
- 14 1843 Great North Road (Nordic Apartments)
- 15 New Lynn to Avondale shared path (Auckland Transport)

Long-term projects (FY25+)

- 16 93-99 Rosebank Road (Current Library & Community Centre)



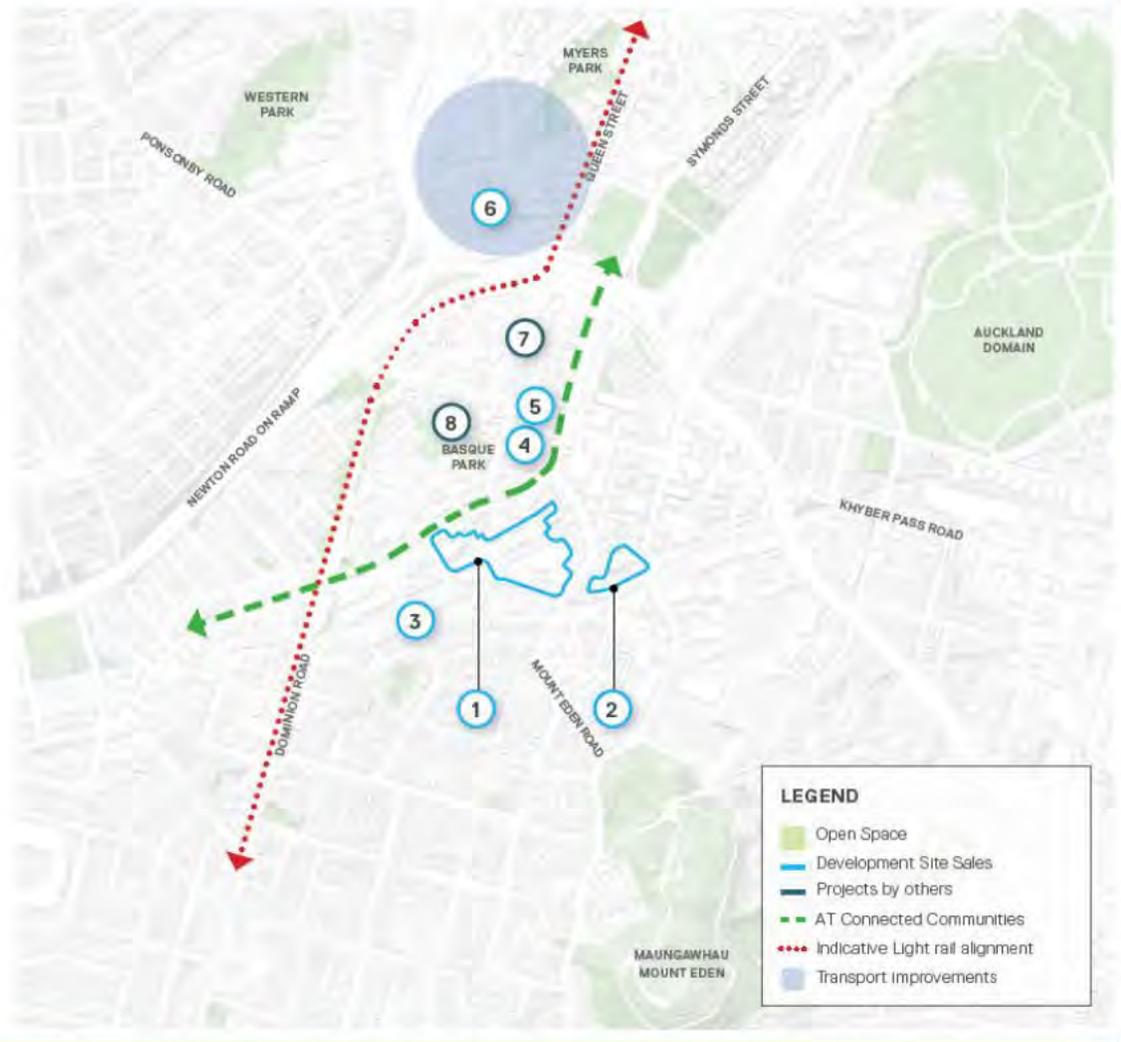
Town square and playground upgrade – Avondale Civic Precinct open space integrating with the Multi-Purpose Community Facility (MPCF) led by council’s Service Strategy and Integration (Community Facilities) team. The community facility, which is being funded by council, has been impacted by significant cost escalation. We are working with council on options to enable this project to proceed. However in current financial context this project will likely be delayed which will result in the town square being delayed as they need to be designed and delivered as an integrated project.

MAUNGAWHAU and KARANGA A HAPE

Vision: For each precinct to become one of the best-quality, high density urban villages in the country, which is highly accessible to all parts of the Auckland region.
It will be highly sought after, contemporary, sustainable, resident-led, mixed-use urban village.

Long-term projects (FY25+)

- 1 Development sites
- 2 Development sites
- 3 Development sites
- 4 Development sites
- 5 Development sites
- 6 Development sites
- 7 70 Upper Queen Street (Kāinga Ora)
- 8 Basque Park upgrade (Auckland Council)



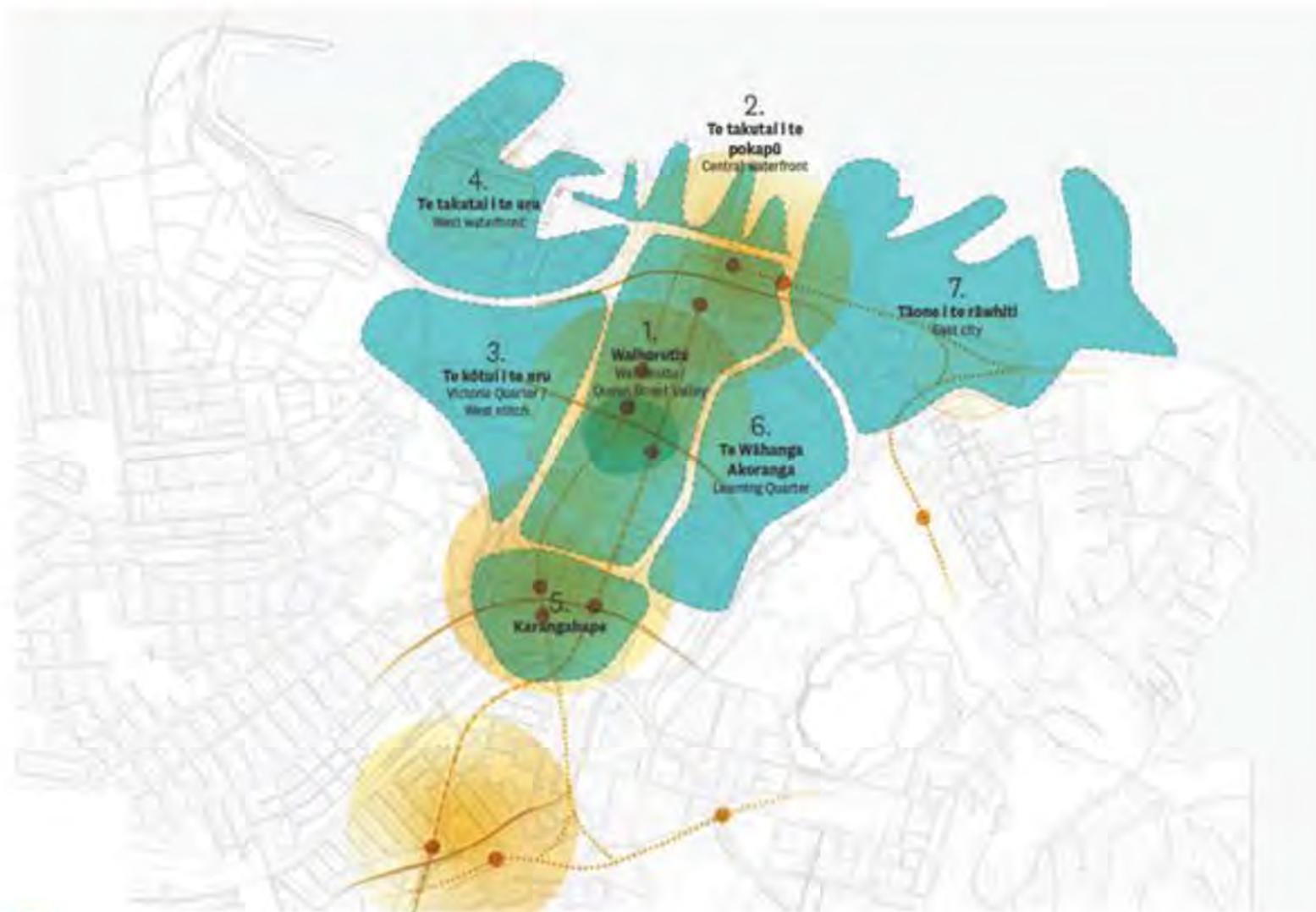
Approval for the Maungawhau and Karanga a Hape programme business case and mandate for Eke Panuku to lead this programme will be sought from the Governing Body at its April 2023 meeting. Approvals from the Crown Sponsors, being the Minister of Finance and the Minister of Transport, will also be sought in April 2023.

Three of the development sites within the Maungawhau precinct are subject to a right of first refusal. These are managed by the Whenua Haumi Roroa o Tāmaki Makaurau Limited Partnership. Contact has been made to introduce the development opportunities that have a right of first refusal on the sites. A hui was held in March 2023 to discuss the opportunity and understand interest and process by Whenua Haumi.

The development of the site around the CRL stations is a joint project with Kāinga Ora



City Centre



Implementation of lead agency role is on track with the agreed establishment programme.

Development of the **City Centre implementation plan (Action Plan)** is on track for endorsement by City Centre Steering Group in June 2023 and approval by the Eke Panuku Board in July 2023. Key achievements include:

- First draft of the strategic case completed
- Development of draft “integrated work programmes” which will focus council group investment on key areas of priority in the city centre.
- Engagement underway with internal teams on Action Plan drivers and programme priorities.
- Consolidation of existing projects and programmes from across the council group into single city centre portfolio.
- Development of draft cross-agency prioritisation framework for the city centre portfolio

Engagement on the Action Plan with key partners, stakeholders and community groups started in March 2023 and will continue through April 2023 - this will help inform the action plan prior to seeking endorsement and approval.

Key programmes **supporting the integration of CRL** into the city centre, including Karangahape streetscape and the Midtown programme, led by Auckland Transport and Auckland Council respectively, are on track with key milestones achieved. Key milestones include:

- Procurement for Te Ha Noa (Victoria Street Linear Park) approved by Governing Body
- Preferred design for Karangahape streetscape approved to proceed to consultation in April 2023.

Vision: A world-class destination that excites the senses and celebrates our sea-loving Pacific culture and maritime history. It supports commercially successful and innovative businesses and is a place for all people, an area rich in character and activities that link people to the city and the sea.

Projects completed

- 1 Northern Pathway enabling works
- 2 Westhaven promenade
- 3 Marine Village
- 4 Silo Park Extension - Phase 2
- 5 Tiramarama Way - Stage 2
- 6 Vos boat shed refurbishment
- 7 Eastern Viaduct Quay St Intersection
- 8 Precinct Commercial
- 9 Willis Bond residential
- 10 Park Hyatt Hotel
- 11 Site 18: Orams Marine

FY23

- 12 Pile Berth Redevelopment and AC Pier
- 13 Site 6: 124 Halsey Street Precinct
- 14 Beaumont Street Upgrade (AT)
- 15 Westhaven ablutions replacement
- 16 Z Pier Boat share
- 17 Activation of Legacy Spaces
- 18 Market Square Public Realm upgrade
- 19 Wynyard Central Public Art
- 20 Water Edge Response Works (Queens Wharf, Halsey Wharf, Hobson Wharf, Wynyard Wharf)
- 21 Relocation of AC36 marine infrastructure
- 22 101 Pakenham Street (Lysaght building)

FY24

- 23 West 2: Residential Willis Bond
- 24 Harbour Bridge Park public realm upgrade
- 25 Wynyard Point open space (North East)
- 26 Eastern Viaduct Te Wero Island - East West connection
- 27 Pile berth redevelopment (continued)
- 28 St Mary's Bay beach
- 29 Marina Operations building replacement
- 30 Westhaven Seawall upgrade
- 31 Vos shed slipway
- 32 Site 14: North Wharf Mixed Use

Long-term projects (FY25+)

- 33 Westhaven North transformation
- 34 Wynyard Point open space
- 35 Queens Wharf redevelopment
- 36 Site 19: Jellicoe Street Mixed Use
- 37 East 1: 28 Madden St
- 38 Site 18: residential
- 39 Site 12: Silo 6
- 40 Wynyard Point redevelopment sites
- 41 Wynyard Crossing replacement bridge

LEGEND

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

The Wynyard Point design consortium (Toi Waihangā) - Appointed in October 2021, this consortium will, with Eke Panuku and mana whenua lead on design for public realm and integration of future development sites in the Te Ara Tukutuku Plan.

The Reverse Brief is now complete, and informs the programme, deliverables, and outputs for the project. The first round of engagement took place on 14 March 2023 with the Waitemātā Local Board. A joint presentation was given to the board by Eke Panuku, Toi Waihangā and Mana Whenua representatives. The presentation was very well received. Further updates are planned to present our work and future programme to other key stakeholders in March-June 2023.

Wynyard Quarter Base Events - From February 2023 onwards several events are planned to pack in and take place utilising the ex-America's Cup base spaces. These events include Indulge Food Wine and Design Festival (2 - 5 March), Auckland Boat Show (23 - 26 March) which has sold out and is expected to attract 18,000 people over the duration of the event, and Her Festival (13 - 23 April). Eke Panuku is supporting Tātaki Auckland Unlimited and the event organisers to utilise this space for their events, so they run successfully for both the event organisers and stakeholders.

North Wharf - Eke Panuku began marketing the high-profile North Wharf site in Wynyard Quarter on the open market from 24 March 2023, with the intention of selling the site (125-year prepaid ground lease) to a development partner. CBRE has been engaged to manage the go to market process and current tenants have been informed. This process is expected to take approximately six months.

Pile Berth Redevelopment stage two - Work commenced in late February 2023. This stage involves extending the Westhaven Promenade boardwalk along the southern side of the reclamation, installing new utility services and construction of a new car park and landscaping. Works are expected to take approximately 10 months to complete.

ONEHUNGA

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

Projects completed

- 1 Laneway 7
- 2 38 Nelson Street acquisition
- 3 Onehunga Port acquisition
- 4 Fabric development

FY23

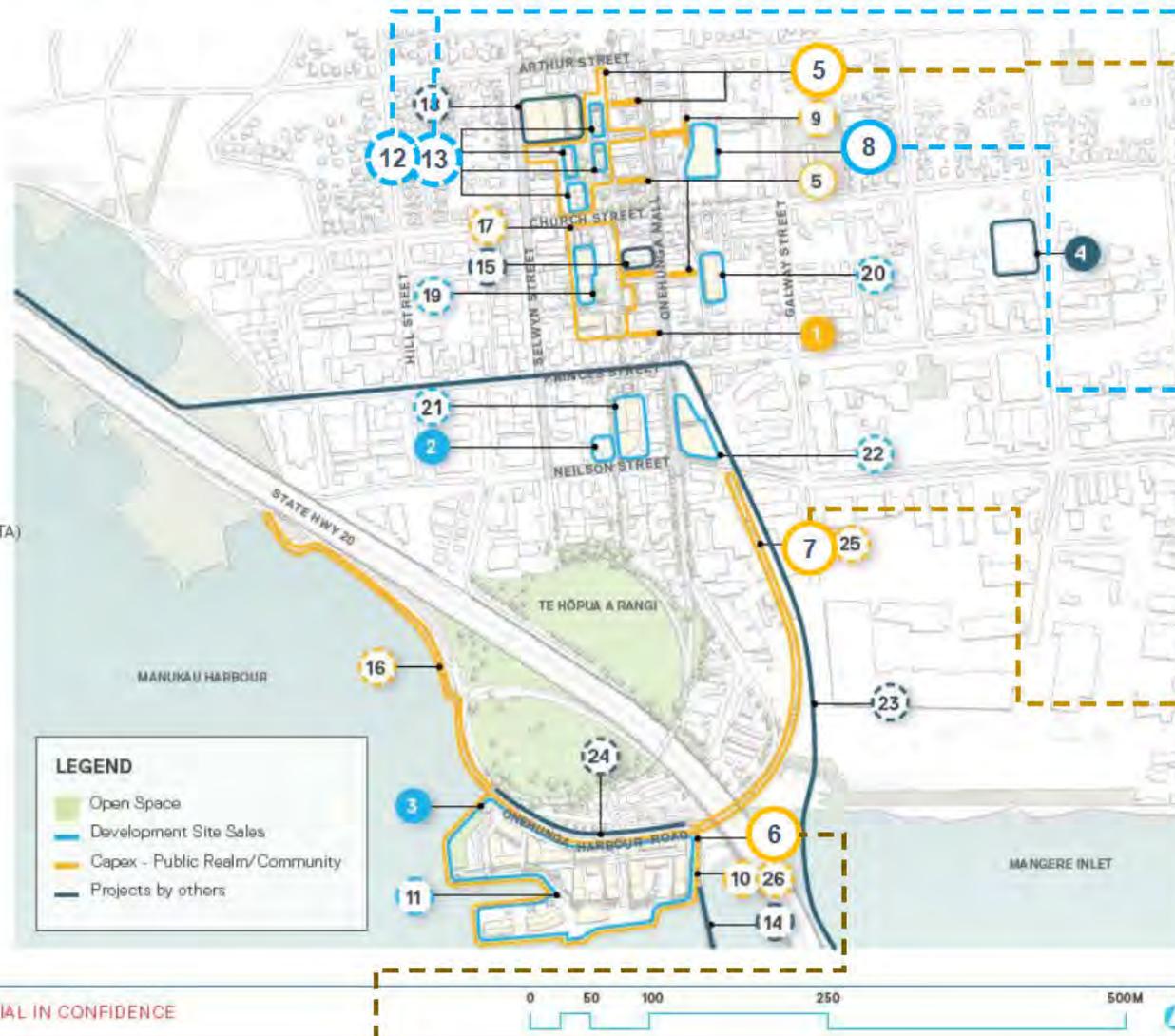
- 5 Waiapu Lane Public Realm
- 6 Onehunga Wharf Plan Change
- 7 Town Centre to Wharf Link Stage 1
- 8 DressSmart Precinct

FY24

- 9 Laneway 8
- 10 Onehunga Wharf Public Realm Stage 1
- 11 Onehunga Wharf Building Upgrades
- 12 Waiapu Precinct Commercial Site Sale
- 13 Waiapu Precinct Residential Site Sale
- 14 Old Mangere Bridge Replacement (Waka Kotahi NZTA)
- 15 Onehunga Mall Club (Lamont & Co.)

Long-term projects (FY25+)

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



Waiapu Precinct - Encompassing public realm works, commercial and residential development sites. All requests for information in relation to the subdivision consent application have now been met. We expect a decision on the application to be made by council soon.

Supermarket development agreement - The details of the sale and purchase agreement that will form the basis of the conditional agreement are largely agreed.

Dress Smart Precinct - In February 2023, Eke Panuku confirmed that the revised Lendlease scheme for the Dress Smart extension met the previously approved proposal. Dress Smart is seeking a resource consent amendment for the changes and is keen to progress to the building consent stage.

Town Centre to Wharf Link Stage 1- A shared walking and cycling connection between the Onehunga Train Station to the eastern edge of Onehunga Wharf, joining up with the old Māngere Bridge. This will improve access and provide health and safety benefits. The indicative business case (IBC) for the new connection between the town centre and the wharf was approved in February 2023. The preferred route is in developed design and co-ordination with Auckland Light Rail (ALR) and Auckland Transport teams is underway. Agreement with and clarification of their plans appears favourable for the scheme to progress on the preferred route.

Upgrade of the public space on Paynes Lane - A public realm improvement project has been initiated for Paynes Lane. The project will create a pedestrian friendly thoroughfare which ties the new Dress Smart precinct into the Onehunga Mall mainstreet. Concept design work was initiated in December 2022 and initial stakeholder engagement is planned for May / June 2023. Physical works will be undertaken after the external works for the Dress Smart extension are complete. Timelines are yet to be confirmed, but likely to be late FY25 or early FY26.

PANMURE

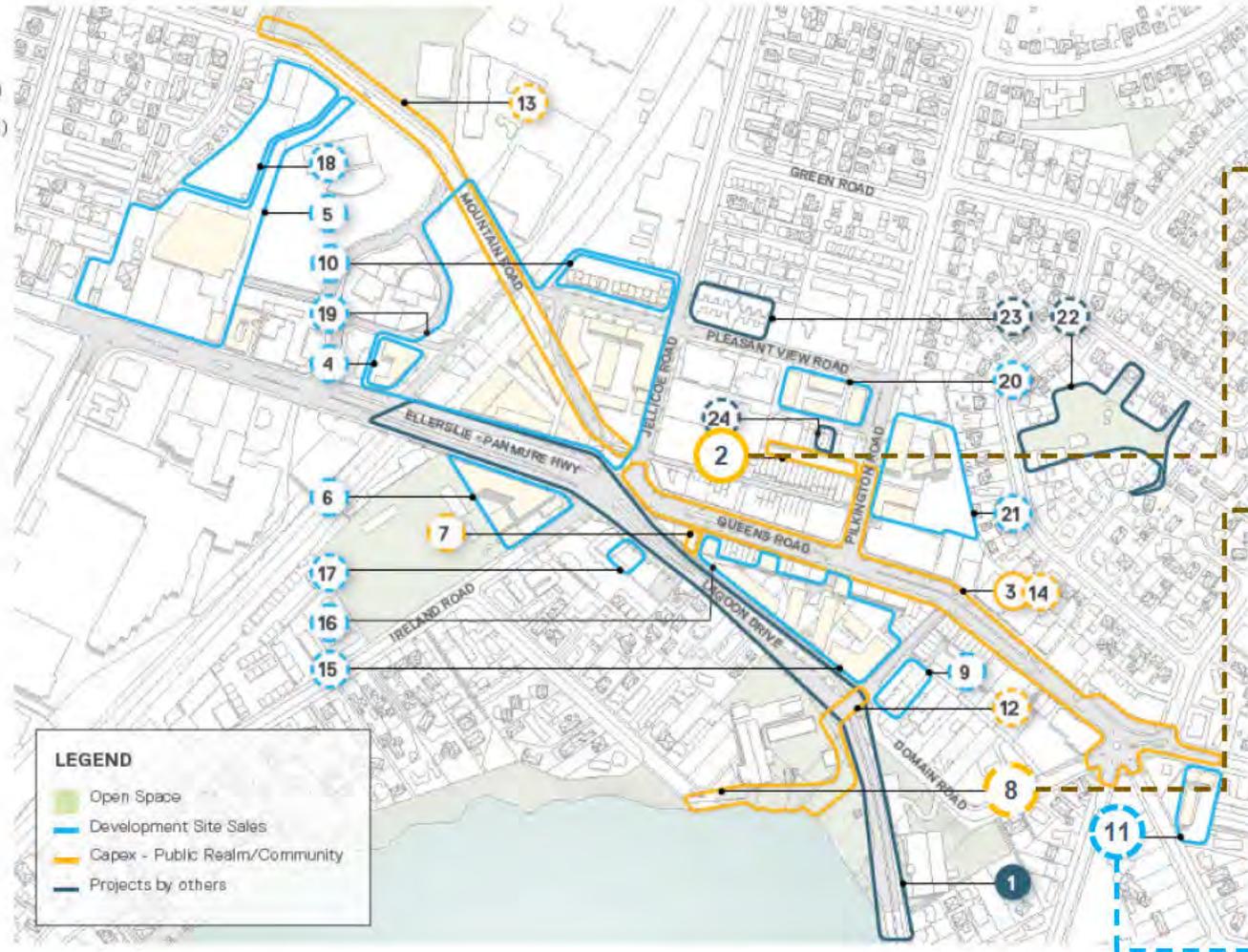
Vision: To create a vibrant centre that is a great place to live, visit, and do business; building on Panmure's distinct landscape, transport connectivity, family friendly community, and lifestyle amenities.

Projects completed & underway

- 1 AMETI- Eastern Busway - AT
- FY23**
- 2 Streetscape Improvements Stage 1 (Clifton Court)
- 3 Streetscape Improvements Stage 2 (Queens Road)
- FY24**
- 4 3 Mountwell Crescent Site Sale
- 5 486-492 Ellerslie Panmure Highway Site Sale
- 6 535 Ellerslie Panmure Highway Site Sale
- 7 13-27 Queens Road - Gateway Activation
- 8 Lagoon Edge Reserve Upgrade
- 9 23 Domain Road Site Sale
- 10 9 Jellicoe Road Site Sale

Long-term projects (FY25+)

- 11 3 Kings Road Site Sale
- 12 Basin View Pedestrian & Cycle Connection
- 13 Maungarei to Town Centre Connection
- 14 Streetscape Improvements Stage 3
- 15 Basin View Precinct Staged Site Sales
- 16 13-27 Gateway West Site Sale
- 17 11-13 Lagoon Drive, Panmure Site Sale
- 18 59 & 59a Mountain Road Site Sale
- 19 Station Precinct Staged Site Sales
- 20 28-30 Pilkington Road Site Sale
- 21 7-13 Pilkington Road Site Sale
- 22 Maunaina Upgrade (TRC)
- 23 Pleasant View Road Development (TRC)
- 24 Development (Chinese Settler Trust)



Clifton Court public realm & streetscape upgrade - Construction works are well underway for this new public realm and play space development in the town centre. Early delays and persistent poor weather have impacted works progress, however we are expecting to complete works by June 2023.

Lagoon Edge Reserve upgrade - A project to create an urban waterfront park adjacent to the existing lagoon pools as an anchor destination at one end of the proposed pedestrian and cycle link between the maunga and the basin. The indicative business case (IBC) was approved in November 2022 and the project is now progressing through design development and the detailed business case stage.

3 Kings Road site sale - This site was approved to go to market by the Eke Panuku Board in February 2023. Whilst the downturn in the market has impacted developer confidence in the short-term, the site is expected to reach agreement over the next two years.



MANUKAU

Vision: Thriving heart and soul for the south

Projects completed

- 0 Westfield Mall Carpark Site Sale
- 1 Vodafone Events Centre Carpark (partial sale)
- 2 20 Barrowcliffe Place Site Sale
- 3 Barrowcliffe Pond Shared Path
- 4 Barrowcliffe Bridge Works
- 5 Puhinui Wiri playground Works
- 6 Putney Way Stage 1

FY23

- 7 52-54 Manukau Station Rd (MIT) Site Sale
- 8 Wiriwhana Residential Development
- 9 Leases and Covenants Progressed
- 10 Hayman Park Playground Works
- 11 Wiri Bridge Capital Works

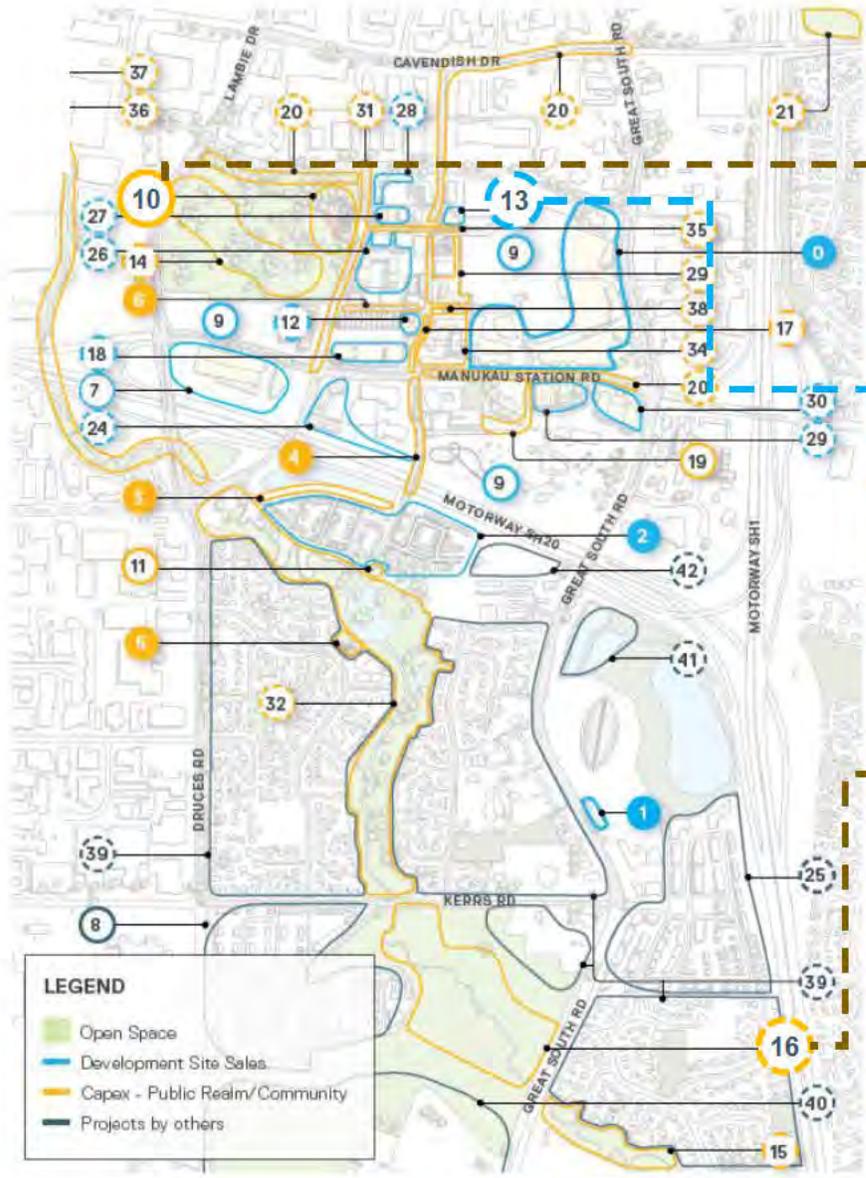
FY24

- 12 10 Putney Way Site Sale
- 13 9 Osterley Way Site Sale
- 14 Hayman Park Wetland Works Contribution
- 15 Puhinui Stage 1 - Ratawina Reserve Works
- 16 Puhinui Stage 2 - CMDHB Walkway Works
- 17 Osterley Way at Civic Streetscape Works
- 18 33 Manukau Station Road Site Sale

Long-term projects (FY25+)

- 19 Karina Williams Way Extension Works

- 20 Walking and Cycling Network Works
- 21 Manukau Sports Bowl Investigation
- 22 Manukau Public Art contribution (across the programme)
- 23 Parking Management Solutions (across the programme)
- 24 50 Wiri Station Road Site Sale
- 25 Pacific Gardens Residential Development
- 26 14 Davies Avenue Site Sale
- 27 8 Davies Avenue Site Sale
- 28 2 Davies Avenue Site Sale
- 29 12 Manukau Station Road carpark Site Sale
- 30 2 Clist Crescent carpark Site Sale
- 31 A2B Streetscape Contribution
- 32 Puhinui Stage 3 - Wiri Reserve Works
- 33 Manukau Square Works
- 34 Manukau Civic & Putney Way Contribution
- 35 Osterley + Amersham Way Works
- 36 Puhinui Stage 4- Manukau Industrial Area Works
- 37 Puhinui Stage 5 - Puhinui Park Works (Plunket Ave)
- 38 Putney Way Stage 2
- 39 Kāinga Ora Investigations
- 40 Manukau Health Park development
- 41 Healthy Waters Upgrades
- 42 Ngati Tamaho development



Hayman Park playground works - A destination playground located 300m from the Manukau town centre and shopping precinct. Progress on the playground has been impacted by the recent weather events and a manufacturing problem with the main tower beams. There have been time delays and there is a risk works may not be completed by the end of the financial year.

9 Osterley way - the conditional agreement with [redacted] being extended to allow for it to address current market value challenges.

Airport to Botany - the project designation (NoR) has been lodged with Auckland Council. We are working with AT and will prepare a submission to the Airport to Botany Designation.

Puhinui walkway and cycleway - As part of the Puhinui regeneration strategy the planned walkway and cycleway along the stream corridor allows for an active transport connection from central Manukau to the Botanic Gardens. The acquisition of the land from [redacted] enable this project is progressing well with an expected settlement mid 2023.

Manukau is on the Move - A campaign to build interest and encourage investment in Manukau was launched in February 2023. The aim of the campaign is to increase awareness and interest amongst developers in Manukau as a place for investment in the current market.

OLD PAPATOETOE

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

Projects completed

- 1 89 Cambridge Tee
- 2 Supermarket and carpark
- 3 Papatoetoe Mall

FY23

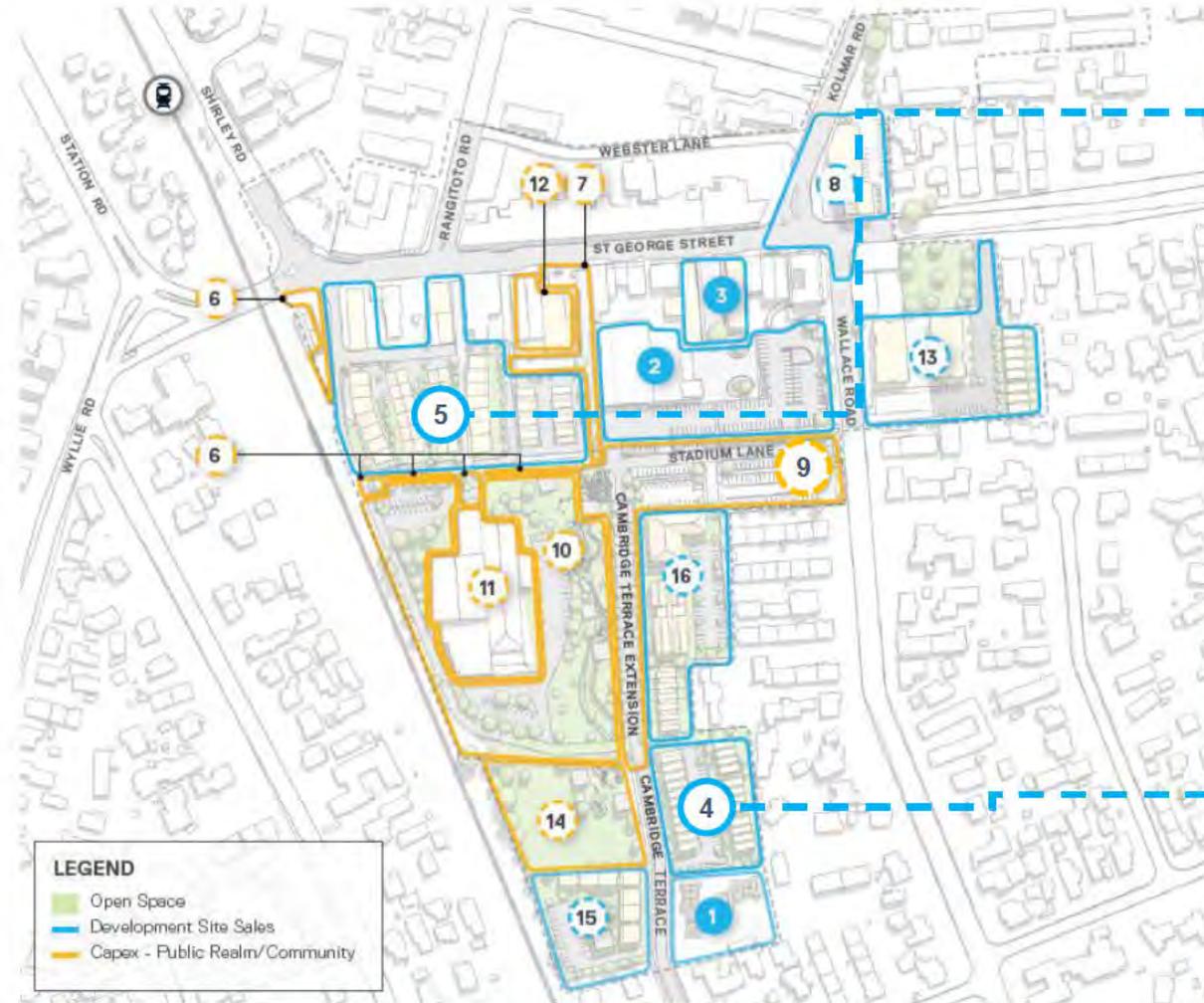
- 4 91 Cambridge Tee - The Depot
- 5 3 St George St - St George's Lanes

FY24

- 6 St George's Lanes Integration Works
- 7 Chambers Laneway
- 8 98 St George St and 15 Kolmar Rd Site Sale + Intersection

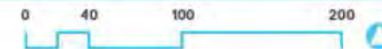
Long-term projects (FY25+)

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



3 St George Street (St George's Lane) – Known as Pikotoetoe, this project will enable the development of 120 new homes on two sites on St George Street, near the town centre. Following some delays, construction mobilisation is expected to start very soon.

91 Cambridge Terrace site sale – This ex- Papatoetoe Borough Council property was used as a works depot and available for community use, generating little or no revenue. The 4,000m² site is zoned for town house and apartment development. Planning and design of this area will catalyse and enable the St George Street redevelopment opportunities. In June 2021, we sold the property to New Zealand Housing Foundation to build 29 new affordable homes. The project is in earthworks phase and will deliver 29 new homes over the next 2 years.



ORMISTON

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

Projects completed

- 1 Subject to disposal
- 2 Site for library/community centre

FY23

- 3 Bellingham Road works (Auckland Transport)

Eke Panuku is seeking legal advice on termination of Development Agreement for both Ormiston town centre and 66 Flat Bush. Following receipt of that additional advice we will determine the future programme scope, timeframe and resource requirements.



PUKEKOHE

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

Projects completed

- 1** 82 Manukau Road
- FY23**
- 2** Small T projects (across entire programme)
- 3** Roulston Skate & Park Enhancements
- FY24**
- 4** Small Site Sales w/o Development Outcomes
- 5** Safe Walkable Streets Phase 1 + 2
- 6** 4 Tobin Street
- 7** 172, 176a, 180 Manukau Road Stage 2
- Long-term projects (FY25+)**
- 8** Market Street Capital Works
- 9** Community and Market Hall Capital Works
- 10** Devon Lane Upgrade Capital Works
- 11** Roulston Lane Upgrade
- 12** Civic Hub Enhancements
- 13** Hall Lane - Stadium Drive Footbridge
- 14** 7 Massey Avenue
- 15** Edinburgh Street Superblock + Acquisition
- 16** 24 Hall Street
- 17** 9 Hall Street
- 18** 22 Edinburgh Street
- 19** 9 Tobin Street
- 20** Kāinga Ora Development
- 21** AT Intersection Improvements
- 22** Parking Management Solutions (across entire programme)

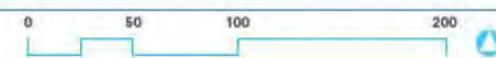


Masterplan for Pukekohe Town Centre - Following community engagement in August 2022, the masterplan was endorsed by the Franklin Local Board on 28 February 2023 and will be the guiding plan for the Unlock Pukekohe programme.

Roulston Park playground upgrade - Following the concept design approval by the Franklin Local Board earlier in the year, the project has now moved to the developed design phase.

The market precinct - A project to strengthen attraction to the town square as a central meeting place for food and beverage, and community activities - A concept plan has recently undergone a successful review by TAG.

Acquisition of properties - All acquisitions required to enable consolidation and better development outcomes of the flagship Edinburgh Superblock are now complete, following the settlement of 19 Massey Avenue in February 2023.



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

SERVICE PROPERTY OPTIMISATION

Vision: Service Property Optimisation will facilitate, enhance and speed up housing and town centre development activities, to release latent property values, and to achieve improved community outcomes. Where service property is optimised, the sale proceeds are locally reinvested to advance eligible projects or activities on a cost-neutral basis.

FY23

- 1 6 Clonbern Road, Remuera
- 2 39R Pohutukawa Road, Beachlands
- 3 17W Hawke Crescent, Beachlands
- 4 19 Jervois Road, Herne Bay
- 5 3 Gibbons Road, Takapuna
- 6 Red Hill, Papakura

Long-term projects (FY25+)

- 7 29-31 St Johns Road, Meadowbank
- 8 111R Wyllie Road, Papatoetoe
- 9 2 Pompallier Terrace, Ponsonby
- 10 22 Tahapa Crescent, Meadowbank
- 11 13 Maich Road, Manurewa
- 12 18 – 20 Huia Road, Point Chevalier
- 13 238R Great South Road, Manurewa

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



4 19 Jervois Road, Ponsonby – Settlement of the sale of the site to Landcorp Limited [redacted] on track to be reached by 30 June 2023, following approval of design documentation.

5 3 Gibbons Avenue, Takapuna - A decision on the preferred option for a new community facility will be sought from the Devonport / Takapuna Local Board in May 2023.

7 29-31 St Johns Road, Orakei – Resource Consent was granted on 8 February 2023 for the approved design of the redevelopment of the Meadowbank Community Centre. [redacted]

9 2 Pompallier Terrace, Ponsonby – An unconditional agreement with the adjoining landowner is on track to be realised by the end of April 2023. The mixed-use development of the site will see a publicly accessible plaza sitting above a new basement facility that incorporates both a public car park and public facilities.



CORPORATE PROPERTY

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

Projects completed

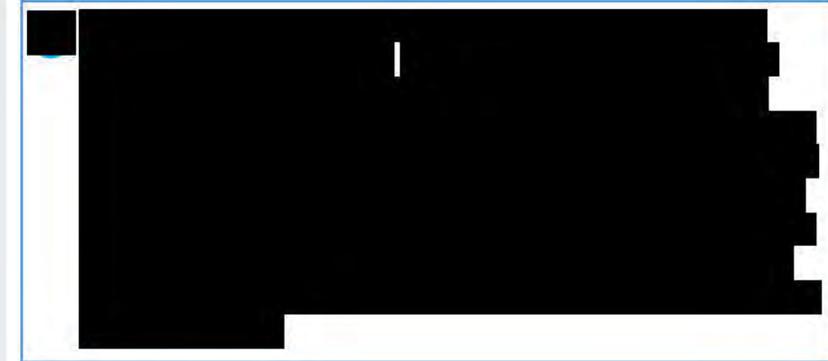
- 1 50 Centreway, Orewa - sold June 20
- 2 6 Henderson Valley Road, Henderson - sold December 20
- 3 35 Graham Street, Auckland City - sold September 19
- 4 82 Manukau Station Road, Pukekohe - sold February 21

FY23

- 5 4-10 Mayoral Drive, Auckland City

Long-term projects (FY25+)

- 6 35 Coles Crescent, Papakura
- 7 Kotuku House, 4 Osterley Way, Manukau



7 4 Osterley Way, Kotuku House, Manukau - The property has settled. The land in front of the building is scheduled to settle 30 June 2023.



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



HAUMARU SCOPE

Vision: To grow the portfolio consistent with projected social housing demand and rebalance the portfolio to areas of greatest demand. It is also to see older people in affordable homes within communities that are safe, age friendly and caring.

Intensify / Redevelop

- 1 81a Godley Road, Green Bay
- 2 1r Crawford, Mangere Bridge
- 3 22 -24 Marne Road, Papakura
- 4 7 Coronation Road, Mangere Bridge
- 5 18 Inverell Avenue, Wiri
- 6 25 Kolmer Road, Papatoetoe
- 7 100 West Coast Road, Glen Eden

Develop

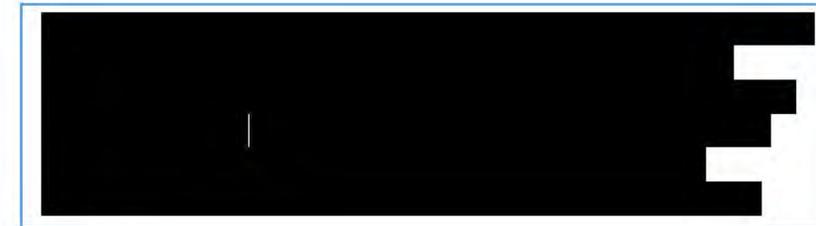
- 8 31 Greenslade Crescent, Northcote

Repurpose

- 9 33 Vauxhall Road, Devonport
- 10 14 Marne Road, Papakura
- 11 36 Taharoto Road, Takapuna
- 12 72 Dominion Street, Takapuna
- 13 33a Alma Road, Milford

Complete the 5-year review of Haumarū arrangements, including the development pipeline and delivery model.

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



SUPPORTS SCOPE

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

FY23

- 1 Civic Administration Building
- 2 187 Flat Bush School Road, Flat Bush
- 3 Central Post Office Station Plaza Over Site Development
- 4 84-100 Morrin Road, St. John's
- 5 34 Moore Street, Howick
- 6 65 Hadington Drive, Flat Bush
- 7 36 Coles Crescent, Papakura
- 8 26-32 O'Shannessey Street, Papakura
- 9 Pump station 6, Launch Road, Hobsonville
- 10 Bledisloe House
- 11 Hobsonville Airfields stage 3 - lots 5b, 6a, 6b & 6c

FY24

- 12 10 Ambrico Place, New Lynn
- 13 16 Fencible Drive, Howick
- 14 84a Morrin Road, St. John's
- 15 132 Greenlane East, Greenlane

Long-term projects (FY25+)

- 16 Hobsonville Airfields Stage 2 - Avanda
- 17 41 McCrae Way, New Lynn (site D)
- 18 Downtown carpark, city centre
- 19 78 Merton Road, St. John's
- 20 198 Dominion Road, Mount Eden



LEGEND

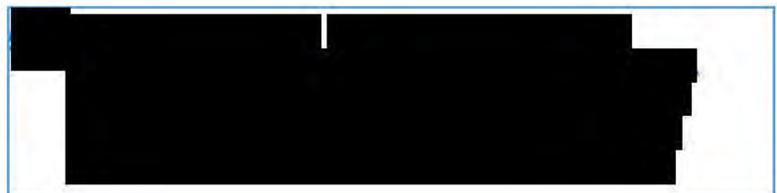
● Development Site Sales



84A Morrin Road, St. John's -The property will be advertised for sale on the open market during late March / April 2023. Bayley's real estate has been selected as the agency to take the site to the open market via a deadline private treaty closing 2 May 2023.



Own Your Own Home (OYOH), A shared equity home ownership scheme for older people consisting of approximately 150 units across Auckland -



REGIONAL RENEWALS PROGRAMME

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

Projects completed

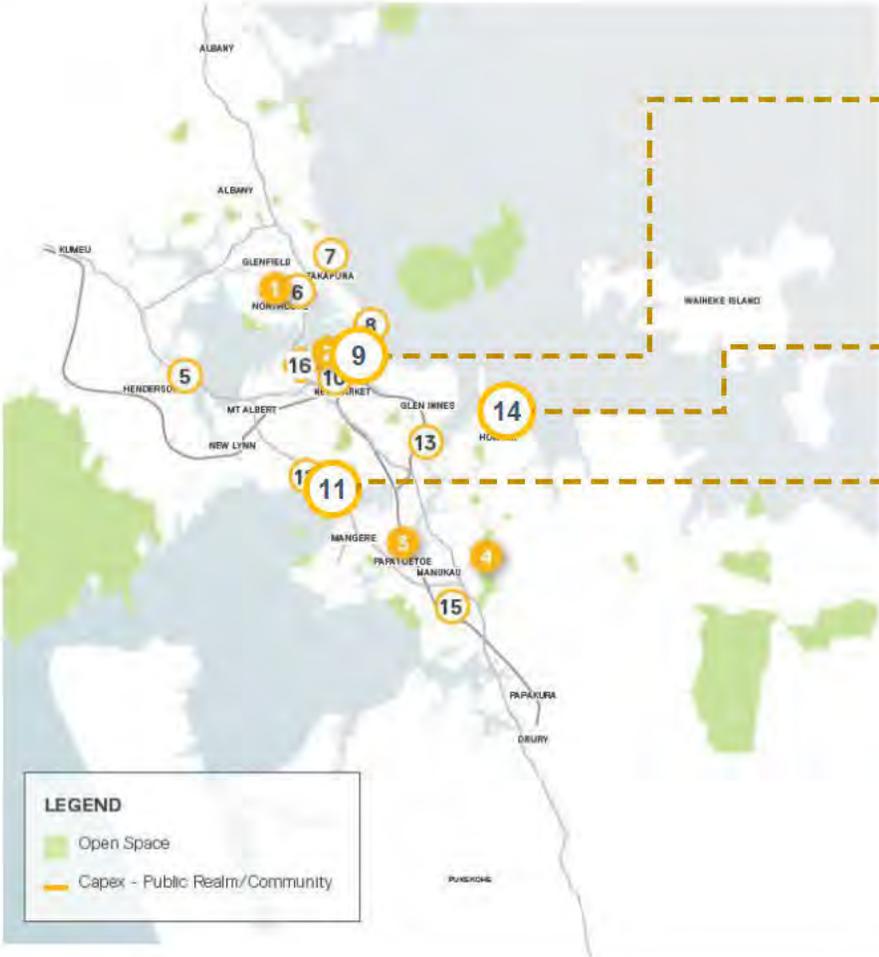
- 1 Northcote Renewals
- 2 **City Centre renewals 1:**
 - 321 Queen Street - Canopy & HVAC upgrades
 - Install roof anchors 23-29 Princes St
- 3 10 Lansdown Ave Papatoetoe
- 4 Beauford House - Totara Park, Manukau

FY23

- 5 60 Glenmall Place, Glen Eden - Remedial works
- 6 **Northcote Renewals:**
 - Northcote Town Centre – Roof Renewals
 - 1/38 College Road, Northcote - Refurbishment Works
- 7 **Takapuna Renewals:**
 - 30 Hurstmere Road, Takapuna - Roof Replacement
 - Takapuna Holiday Park
- 8 3 Victoria Rd, Devonport - Seismic upgrades
- 9 **City Centre renewals 2:**
 - Queen Street seismic upgrades
 - 27 Princes Street Seismic Strengthening and Refurbishment
 - 21 Princes Street, Auckland City - Roof Replacement
 - 23 Princes Street – Interior Paint Works / Window Refurbs
- 10 Wintergarden Pavilion - Café
- 11 **Onehunga Renewals:**
 - Onehunga Wharf Renewals
 - Onehunga Wharf – Replace Access Ladders and Utilities Upgrades
 - Onehunga Wharf Renewals - Next Steps (post-IBC)
- 12 CCTV Rationalization and Upgrade - Onehunga
- 13 31 Cleary Road, Panmure - Roof Replacement
- 14 73R Selwyn Road, Howick (Shamrock Cottage) Renewals
- 15 **Manurewa Renewals:**
 - 7 Hill Road, Manurewa - External Refurbs
 - 7 Hill Road, Manurewa - HVAC / Internal fit-out

FY24

- 16 21 Princes Street, Auckland City - Seismic Strengthening & Refurbishment



27 Princes Street, Auckland City – refurbishment and seismic strengthening of the property. Practical completion has been delayed due to a minor variation request. However, we are still on schedule to complete the works by 30 June 2023.

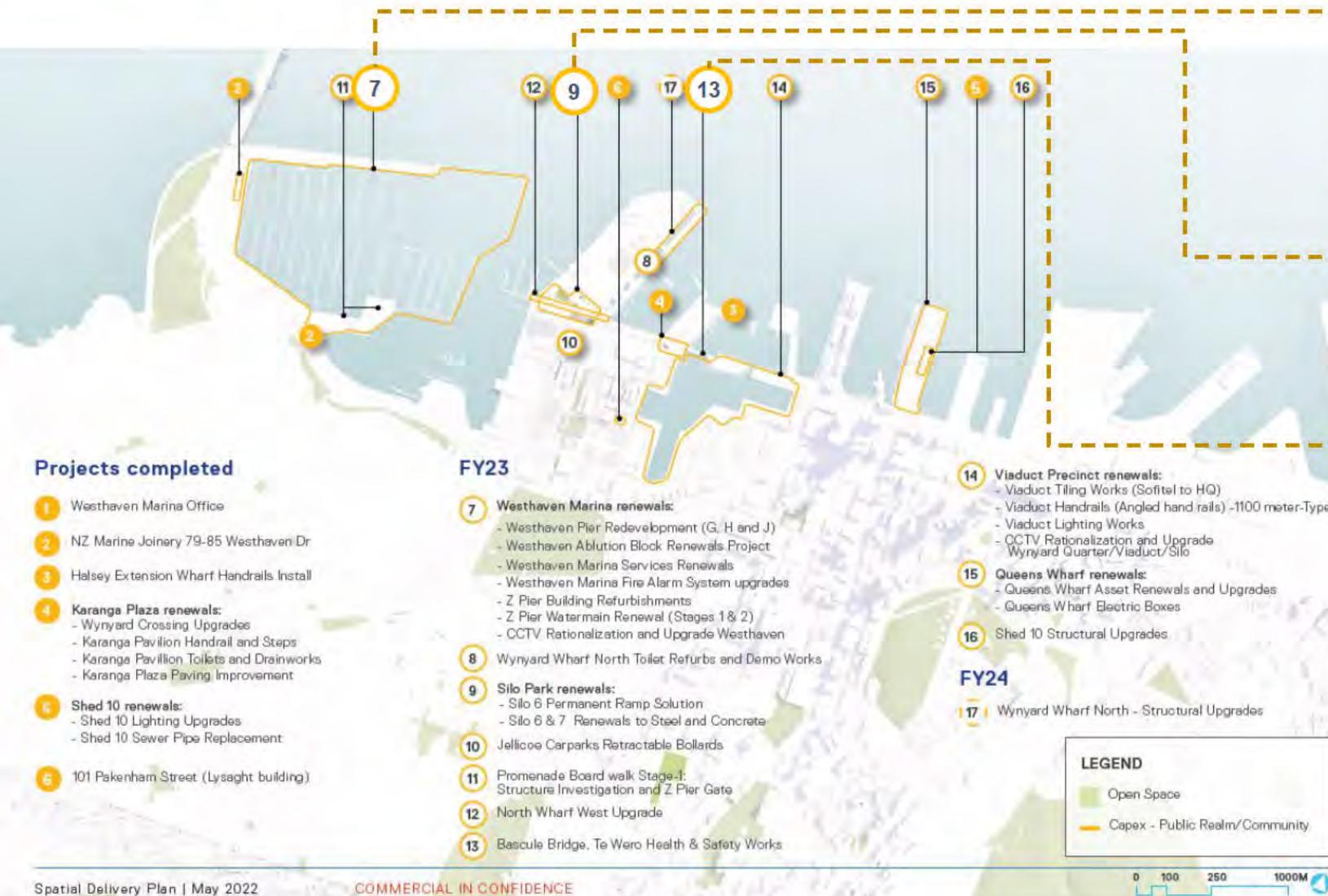
73r Selwyn Road, Howick (Shamrock Cottage) - Asbestos has now been removed from the building.

Onehunga Wharf – Shed C & D priority works - Construction is expected to commence in April 2023.



WATERFRONT RENEWALS PROGRAMME

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



Westhaven Marina

Fire Alarm System upgrades: Construction commencement is planned for April 2023.

CCTV Systems Rationalization and Upgrade - A number of plate recognition (NPR) cameras have been installed in Wynyard Quarter.

Silo-6 and 7 renewals - Silo 6 sustained some damage from the recent weather events. Emergency repair works started on 14 March 2023 and will take approximately one month to complete. Planned refurbishment works will start once the emergency works are complete. All works are expected to be completed by the end of August 2023.

Bascule bridge, Te Wero (deck renewals and H&S works) - Communication and engagement is currently taking place and works are expected to start in May 2023.

Projects completed

- 1 Westhaven Marina Office
- 2 NZ Marine Joinery 79-85 Westhaven Dr
- 3 Halsey Extension Wharf Handrails Install
- 4 **Karanga Plaza renewals:**
 - Wynyard Crossing Upgrades
 - Karanga Pavilion Handrail and Steps
 - Karanga Pavilion Toilets and Drainworks
 - Karanga Plaza Paving Improvement
- 5 **Shed 10 renewals:**
 - Shed 10 Lighting Upgrades
 - Shed 10 Sewer Pipe Replacement
- 6 101 Pakenham Street (Lysaght building)

FY23

- 7 **Westhaven Marina renewals:**
 - Westhaven Pier Redevelopment (G, H and J)
 - Westhaven Ablution Block Renewals Project
 - Westhaven Marina Services Renewals
 - Westhaven Marina Fire Alarm System upgrades
 - Z Pier Building Refurbishments
 - Z Pier Watermain Renewal (Stages 1 & 2)
 - CCTV Rationalization and Upgrade Westhaven
- 8 Wynyard Wharf North Toilet Refurbs and Demo Works
- 9 **Silo Park renewals:**
 - Silo 6 Permanent Ramp Solution
 - Silo 6 & 7 Renewals to Steel and Concrete
- 10 Jellicoe Carparks Retractable Bollards
- 11 Promenade Board walk Stage-I: Structure Investigation and Z Pier Gate
- 12 North Wharf West Upgrade
- 13 Bascule Bridge, Te Wero Health & Safety Works

FY24

- 14 **Viaduct Precinct renewals:**
 - Viaduct Tiling Works (Softel to HQ)
 - Viaduct Handrails (Angled hand rails) -1100 meter-Type-1
 - Viaduct Lighting Works
 - CCTV Rationalization and Upgrade Wynyard Quarter/Viaduct/Silo
- 15 **Queens Wharf renewals:**
 - Queens Wharf Asset Renewals and Upgrades
 - Queens Wharf Electric Boxes
- 16 Shed 10 Structural Upgrades
- 17 Wynyard Wharf North - Structural Upgrades

LEGEND

- Open Space
- Capex - Public Realm/Community

Information paper: ELT Health and Safety report May 2023

Document author: Paul Brown, Head of Health, Safety and Wellbeing

June 2023

Whakarāpopototanga matua | Executive summary

1. A total of four workplace health and safety events were reported into Noggin, Eke Panuku's health and safety reporting system, during May. The events involved employees or contractors where Eke Panuku has influence and control.
2. The four workplace events reported into Noggin included one contractor event, one minor injury involving a berth holder, one injury to a child during an activation and one incident involving a damaged window to a fleet vehicle.
3. There were no high-risk events reported, one medium risk event and three low risk events reported in May.
4. The medium-risk event occurred when Eke Panuku staff were driving back from Pukekohe. A stone hit their driver's side window as a vehicle overtook them. No injuries occurred.
5. Four events involving members of the public, outside the influence and control of Eke Panuku were also reported during May. Security contractors and Māori Wardens also raised 58 safety observations during May, all of which involved members of the public outside Eke Panuku's influence or control.

Matapaki | Discussion

Head of Health, Safety and Wellbeing Manager actions

6. Noggin and risk training

Following the completion of phase one development of Noggin, training will be delivered by the Health, Safety and Wellbeing team across Eke Panuku. The training will include incident reporting, how to register lone working through Noggin and what fields are required from a reporting point of view. The training also includes a summary of how to conduct a risk assessment. The training will start in June.

Health and safety key performance indicators

7. Health and safety key performance indicators (KPIs), featuring both Lead and Lag measures, are represented in table (Figure 1) and chart (Figure 2) format.

	Measure	Performance May	Critical or High Risks	Previous Month (Feb)
Lead	Safety Concerns	1	1	1
	Near Misses	0	0	0
LAG	Lost Time Injuries	0	0	0
	Medical Treatment Injuries	0	0	0
	Other Incidents	3	11	11
	Total Recordable Injury Frequency Rate	0	N/A	0.5
	Total Incidents	3	0	11
	Total events	4	0	12

Figure 1: Health and Safety Key Performance Indicator Table

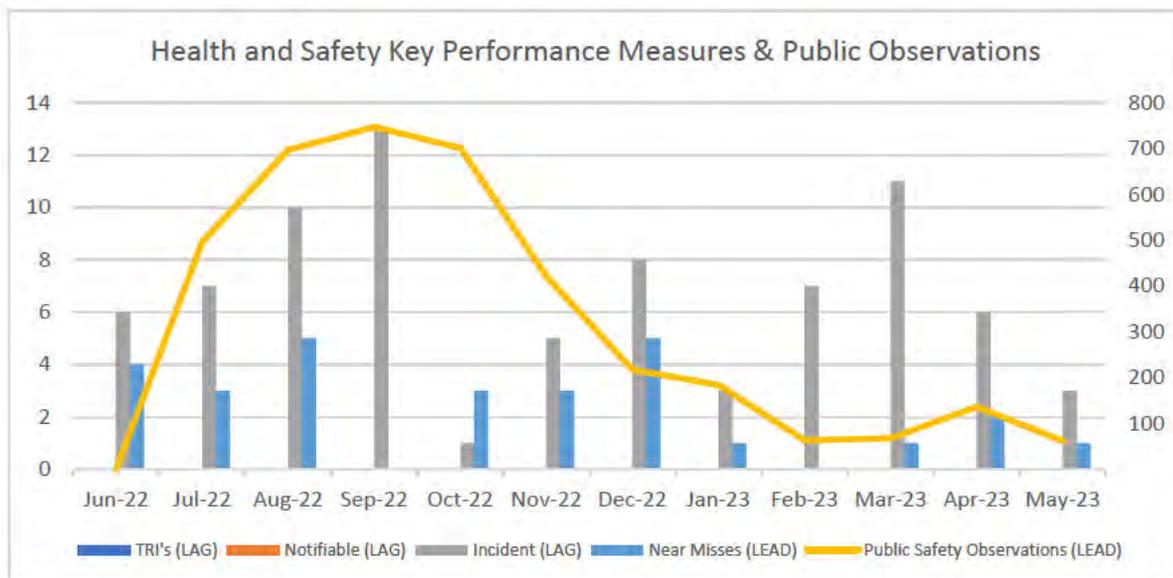


Figure 2: 12 Month rolling H&S performance measures. TRI - Total Recordable Injuries includes lost time injuries and medical treatment injuries. Notifiable refers to incidents and injuries reportable to the health and safety regulator

8. Workplace incident themes and trends

There were four workplace safety events reported in May. One of the four events occurred on a construction site. These included one medium risk incident and three low risk events.

There were no high-risk safety events and one medium risk event reported during March. All events reported during April were low risk.

- Medium Risk event – Eke Panuku fleet vehicle driver’s side window smashed.
 - East Street, Pukekohe, 23 May

A stone hit a fleet vehicle window as a van was overtaking, shattering the driver’s side front window. The Eke Panuku employees were driving to Wyndham Street offices from Pukekohe. The incident occurred on Pukekohe East Street. The employees pulled over immediately. There were no injuries.

- Low Risk Events

- A berth holder lost grip of her own trolley on Z pier gangway, resulting in the trolley rolling over her foot, resulting in swelling. The berth holder applied an ice pack to the injury.
- After being told to stop, several times, a child tripped over a raised corner of a game whilst running around an area set up as an event in the train station foyer at 4 Osterley Way, Manukau. The child cut her forehead, requiring stitches.
- Students were throwing plastic bottles from their building onto the Clifton court site in Panmure. Contractors addressed with the Town Centre Manager who sent security over.

9. Public health, safety and wellbeing events

	Measure	Performance March	Previous Month (Feb)
Public Realm	Māori Warden Observations	12	28
	Security Observations	46	133
	Public Injuries	2	0
	Public Incidents or observations	1	3

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

Four public incidents were reported into Noggin, Eke Panuku’s reporting system, in May. These included intoxicated people fleeing a damaged car on Westhaven Drive, an intoxicated person falling over several times in Westhaven, a cyclist falling from their bike and an observation of a dangerous crossing on Halsey Street.

During May, 58 observations were raised by security guards and Māori Wardens. All the observations occurred in the public realm and were outside the direct influence or

control of Eke Panuku. All issues were also reported through to other agents, responsible for dealing with the identified issues, such as NZ Police and emergency services, Auckland Transport and parking enforcement.

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

The top three most common observations are highlighted below:

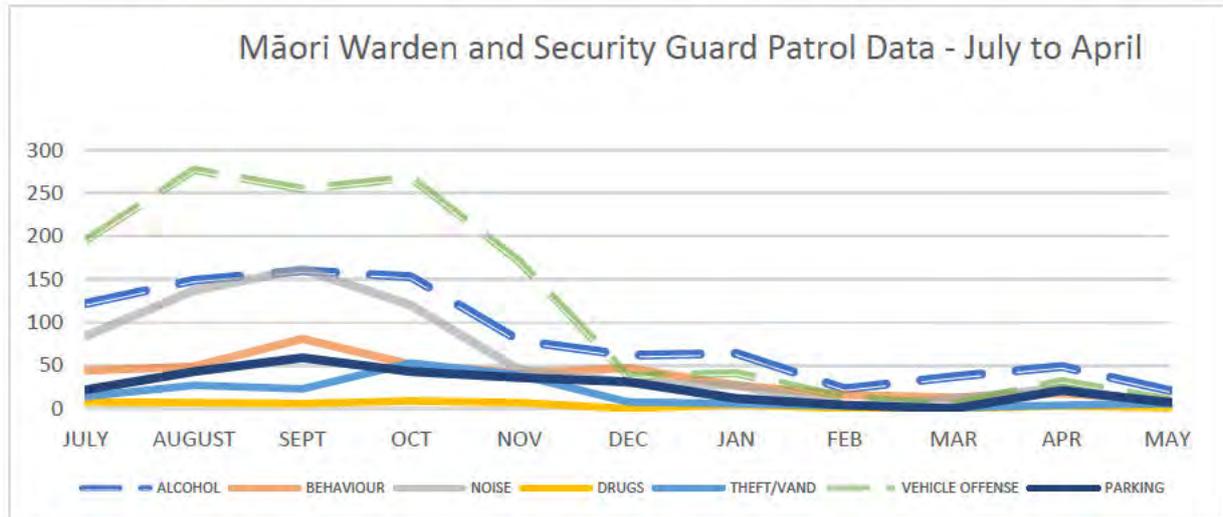


Figure 4: Combined public observation data by category.

Waterfront Patrol May – top three issues raised		
Rank	Issue	No. of observations
1	Alcohol	21
2	Vehicle	10
3	Behaviour	9

Figure 5: Top three issues raised through Waterfront Patrols

Ngā tāpirihanga | Attachments

No attachments

Decision paper: Eke Panuku Future Urban Regeneration Programme

Author: Brenna Waghorn, GM Strategy and Planning

June 2023

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. endorse the proposed approach set out in this report for engagement with the CCO Direction and Oversight Committee on the future urban regeneration programme.

Whakarāpopototanga matua | Executive summary

1. A report to the CCO Direction and Oversight Committee has been invited in August on the Eke Panuku future urban regeneration programme and funding model. This follows the council-led reviews of Eke Panuku urban regeneration performance and performance measures that were presented to the committee.
2. The Board received a report in May 2022 setting out a proposed process of engagement and review of the programme. A pragmatic approach tied to funding availability was supported. As a result of the uncertainty around the council budget situation and local government elections late last year, this will be the first opportunity to discuss our programme.
3. Auckland Council and the former councils have supported a programme of urban regeneration in specific places over decades. Urban regeneration involves optimising surplus public land and leveraging transport investment to catalyse housing and commercial growth in and around town centres and transit stops, to support implementation of the Auckland Plan. It is about revitalising neighbourhoods with new homes, improved amenity, infrastructure, and services. Urban regeneration is long-term in nature and complex. It requires focussed intervention and a multidisciplinary place-based approach and is therefore typically undertaken by standalone organisations on behalf of local, state or national governments.
4. The report to the Committee (with associated presentation and/or workshop, tbc) will set out:
 - A background to how the current priority locations were chosen, and to the funding model which gradually evolved after our creation and which has involved a mix of reinvestment and council Long-term Plan (10-year budget) funding;
 - An update on the status of the programmes, the progress, timing, budgets and benefits, and when we expect the first programmes/locations to be completed;

- Presentation of a 'continuation' scenario for an urban regeneration programme of the same scale as the current programme including when any new locations could be added and the funding that would be required.
 - A proposed process for selecting new locations later in 2024, contingent on there being some funding available in the approved Long-term Plan. This process would include local board and Mana Whenua engagement, detailed analysis of a shortlist of locations and presentation of a business case setting out the options for council approval.
5. This approach will enable the council to consider urban regeneration as part of the decisions on the 10-year budget and have a clear idea of what "doing more", "the same" or "less" would look like, and the implications.
 6. The Eke Panuku urban regeneration work has evolved and grown since Eke Panuku was established. New work programmes include the Lead Agency role for the City Centre, Unlock Pukekohe, the Eastern Busway Corridor, Maungawhau and Karanga a Hape CRL urban development and the Port Precinct Future Development. In addition, our mandate to acquire sites to support urban regeneration outcomes beyond our current locations has been confirmed. Council support for, and our role in urban regeneration associated with Auckland Light Rail remains uncertain, beyond our current programmes on the proposed rail corridor. We have a full programme which has been pushed out as a result of the recent savings requirement to support council budget position.
 7. Based on a scenario of an urban regeneration programme of similar size going forward (\$70m capex¹ and \$26m² opex per annum) modelling suggests we start to have some budget and organisational capacity for new programmes in a few years. The first locations likely to be nearing completion being Takapuna and Avondale. While we will continue to monitor development agreements and benefits realisation, our presence will be much reduced and we will need to formally end our 'lead agency' role in those locations.
 8. The scenario in this report will continue to be refined for the Committee but it enables the Board to discuss the proposed approach. We will draft the report to the committee following input from the board and provide a further update to the Board in July, if required.

Horopaki | Context

9. Eke Panuku is responsible for planning and implementing urban regeneration programmes as one of our two key functions. The locations we work in were determined in 2015/16 with additions since that time approved by the council. The locations were recommended to the Planning Committee for approval. Council led a process that involved council, local board and mana whenua engagement and detailed multi-criteria analysis leading to a ranking of locations. Once established Eke Panuku reviewed the assessment and made recommendations to committee based on the categories

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

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

Transform, Unlock, Support, to reflect the different levels of programme complexity, outcomes and effort. The process and criteria are illustrated below:

Location selection process and criteria, 2015-2018



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



Initial shortlist Stage A analysis

Assessment criteria (right)

-  Scale and Impact
-  Proximity to Public Transport
-  Key Land Holdings
-  Commercial Viability
-  Leveraging off Previous Investment
-  Partnership Opportunities

10. Our current urban regeneration programmes are detailed below:

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

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

- lead agency role – facilitating support for a shared vision and plan for each location, leading an integrated council group response, coordinating stakeholder and community input and driving implementation.
 - commercial strategy – using poor performing and underutilised property assets to achieve urban regeneration and strategic outcomes such as housing and commercial development; site sales, acquisition and amalgamation to unlock opportunities for the market.
 - public realm - investing in public realm improvements to enhance the amenity, connectivity and attractiveness of town centres as places to live, work, visit and do business, building confidence for others to invest.
 - placemaking – engaging with communities and stakeholders on the changes taking place, foster relationships, test ideas and strengthen the connection between people and place.
12. The urban regeneration plan for each location (High Level Project Plan) is approved by the council. Masterplanning and a programme business case, which sets out how we use the four levers, guides our work in each location.

Our approach – working to an approved plan in each location



High Level Project Plan

Masterplan

Programme business case

13. The CCO review in 2019/20 highlighted the need for Council and Eke Panuku to confirm the medium to long-term future urban regeneration programme and funding model. It also strongly endorsed urban regeneration and a stand-alone agency model. The LoE has invited Eke Panuku to engage with council on this as part of the Long-term Plan.
14. The Long-term Plan process is underway, specifically the infrastructure strategy and asset management planning, the budget options and the setting of strategic priorities. Councillors will workshop strategic priorities and options through the second half of 2023 and will publicly consult on key directions and options in early 2024.
15. In May 2022 we identified some options for selecting new locations for our programme. The board supported a streamlined and pragmatic approach that would ensure the right amount of effort given the unknowns. We consider this still to be the right approach going forward.
16. Since that time and as part of the “future programme” workstream, council has commissioned and completed a review of Eke Panuku urban regeneration performance and the review of performance measures. These reports by KPMG were well received by the committee. The reports highlighted the progress that has been made in Manukau, Northcote and Avondale, and the complexity and long-term nature of urban regeneration. It also emphasised the important role as ‘lead agency’ articulating a shared vision and

leading the necessary collaboration across a number of stakeholders and partners. Clear progress in programme implementation was illustrated as well as alignment to council direction and priorities.

17. As the next step, Council has now requested a report on the status of the urban regeneration programmes, to include an outline of progress, timing and budgets for each of the priority location areas and regional programmes. This has been requested for the 10 August committee meeting. It will be information that will feed into the 10-year budget process. We are proposing that we provide this information and take it a step further. This will include describing an urban regeneration programme of the same or similar size to the current programme as one scenario for consideration in the LTP, and how it could be funded. From this, councillors will be able to deduce what “doing more” or “doing less” urban regeneration would look like, and the implications.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
Eke Panuku Board March 2022	Decision report	<p>That the Eke Panuku Board:</p> <ul style="list-style-type: none"> a. Endorse the selection and assessment criteria for the Eke Panuku future programme as follows: potential for greatest urban regeneration benefit, transit-oriented development opportunity, development unlikely to happen without intervention in market, equity, quality developable land available and/or funding for acquisitions. b. Endorse a targeted approach to analysing future options for the Eke Panuku future programme and associated funding model to inform the next long-term plan. c. Endorse a recommendation to the Auckland Council Planning Committee that a targeted approach (option 2) to develop the future programme is the Eke Panuku preferred option. <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>

Nga whiringa me te taatai | Options and analysis

Status of urban regeneration programmes

18. The Committee has asked for information on the status of Eke Panuku current urban regeneration programme. Information will be provided to the Committee on each of the locations showing programme life benefits (such as revenue, housing, public realm improved) and the capex and opex cost to date and forecast. This information will also be provided for the regional programmes.
19. The Board is familiar with this material and will receive updated spatial delivery plans as part of the Corporate Business Plan in July.

Funding urban regeneration

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

Stable funding

If the council wants a redevelopment agency, it needs to fund it. If a more stable source of funding is not identified in the next long-term plan, then it is not clear how its investment programme will be funded in the medium term (beyond five years).

21. There is a mix of funding models currently embedded in the LTP for Eke Panuku, including the re-investment approach, debt funded regeneration and the Strategic Development Fund. Whilst these three different models are utilised to a greater or lesser extent there is also a degree of overlap where two or more models have been blended over time to enable projects to progress.

The Re-investment approach

22. The reinvestment approach is the current agreed funding mechanism for urban regeneration of town centres. In the face of limited budget allocation for the approved Eke Panuku work programme, a new approach was approved by council as part of the Long-Term Plan 2018-2028 (LTP). It enables Eke Panuku to reinvest the proceeds of the sale of assets within the Transform and Unlock programme, to support urban regeneration outcomes within or across the Transform and Unlock locations. Previously all proceeds from property sales went into the Council's consolidated budget and were not reinvested into the locations where the proceeds of sale were raised.
23. In the Haumarū Housing program there is a slightly different type of reinvestment. Here the disposal receipts are recycled within that programme for the multi-year redevelopment of the social rental housing villages, blended with Joint Venture debt or accumulated revenues from the Haumarū Housing properties. On a smaller scale there are a number of property optimisation projects in conjunction with local boards and Community Facilities where properties are sold and the sales receipts are then utilised for a specific purpose for example reinvested into a new community hub.

Debt funded regeneration

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

Strategic Development Fund

25. The Strategic Development Fund (SDF) was set up as a revolving funding model for use like a revolving credit loan. It enables purchases of small-medium plots of land, property or sites. These, through the agglomeration affect, add to the strategic outcomes, design and use outcomes or value of existing council owned sites within the transform and unlock locations. The value of the SDF currently sits at \$97m utilised of \$100m. The fund was set up to be recyclable, with acquisitions becoming disposals, which produce receipts which could then be re-used to acquire new sites and so on. During the emergency budget of 2021, the forward-looking plan dislocated the receipts from recycling. The LTP now contains the receipts for disposal of the SDF acquired sites, but no allowance for the receipts to be re-invested. Eke Panuku would like to see this facility re-instated.

Revenue from site sales

26. Eke Panuku acquires and disposes of property on behalf of Auckland Council, with the regeneration program currently funded by the Transform and Unlock sales, as indicated above. The table below shows the scale of property sales, over the past 4 years, and looking forward over the next two, totalling \$944m, which contributes significantly to the council budget.

Unconditional Sales	Net Sales				Gross Sales		
	FY18	FY19	FY20	FY21	FY22*	FY23 Forecast	FY24 Forecast
Transform and Unlock	93.0	18.2	20.4	21.1	30.8	7.5	31.2
General Asset Sales	139.3	44.4	9.9	43.0	35.1	19.3	150.0
Corporate Property		61.0	30.0	5.9		58.0	
Haumaruru			6.3	9.1			
Optimisation			3.7			3.2	
SDF		1.0	17.2				
Long Leases (waterfront and Property)				29.6	35.0	6.2	15.0
Total Unconditional Sales Contribution	232.3	124.6	87.4	108.6	100.9	94.2	196.2

* From FY22 there has been a change in reporting methodology and we now report gross sales numbers.

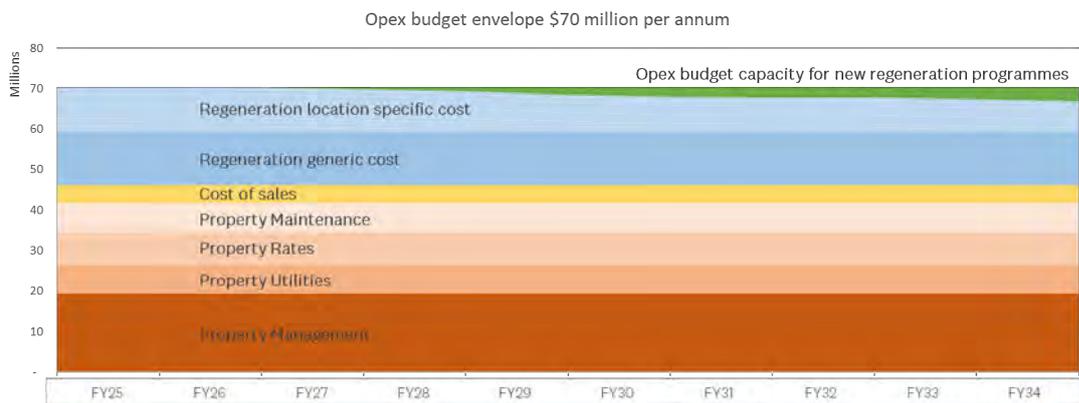
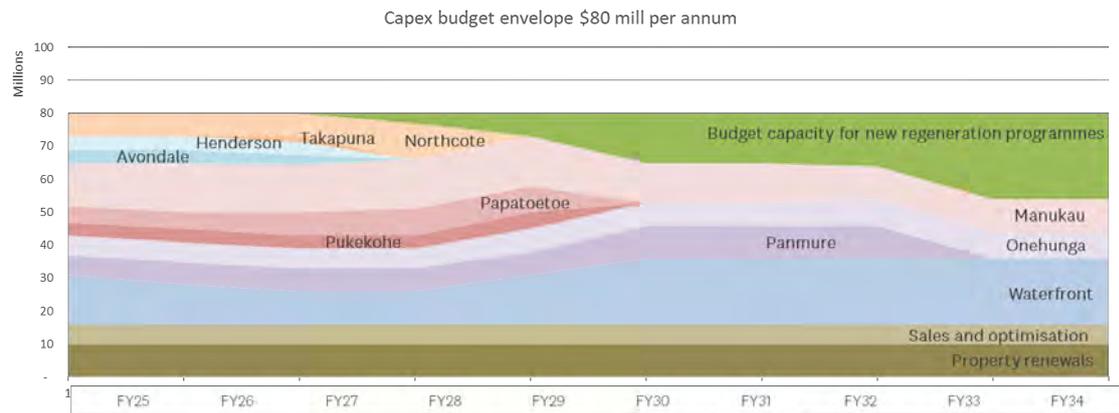
Reason for Change

27. As the CCO review noted, the reinvestment approach is not sustainable nor sufficient in the medium term, as it relies on urban regeneration areas having sufficient valuable sites

to sell, and alternative funding approaches need to be made. The current positive balance of the re-investment approach is \$66m. However, the existing LTP indicates the re-investment approach will move from a surplus position to a deficit position in around FY27, implying debt funding will need to be used for the Transform and Unlock locations for the first time.

Scenario - an urban regeneration programme of the same scale

28. In order to assist the LTP process we are proposing to set out for the Committee a scenario based on a similar sized programme as the current programme and what this would look like, when locations could be added and the level of funding required.
29. Assumptions for this 'continue' scenario are as follows:
 - An ongoing annual capex budget of \$80m and opex budget of \$26m, which represents the average budget over recent years, with some fluctuations. This includes regional programmes, service property optimisation, sales and renewals of \$16m capex pa.
 - The basis for each location is the council-approved High Level Project Plan and the relevant programme business case. These provide an estimate of the total programme cost and anticipated delivery timeframe, with annual updates and investment priorities approved by the Board.
 - Some programme timeframes have been extended beyond those indicated in the relevant programme business case as a pragmatic reflection of actual progress in some locations being less rapid than anticipated.
30. Under this 'continue' scenario, illustrated below, the urban regeneration programmes progress largely as currently anticipated. Three locations are completed by year 5 (FY29) and three more by year 10 (FY35). Three programmes continue beyond the LTP.
31. This scenario shows capex budget capacity in 2028, growing from around \$3m to \$26m pa. This would suggest that 2-3 new programmes, depending on scale and complexity, could be commenced sequentially from 2028, from a capex perspective. From an opex perspective we could phase in earlier planning, engagement and other platform building work.
32. The first programmes to complete will be Takapuna, Avondale and Northcote. The programmes that will not be completed within the LTP are Manukau, Onehunga and the waterfront.



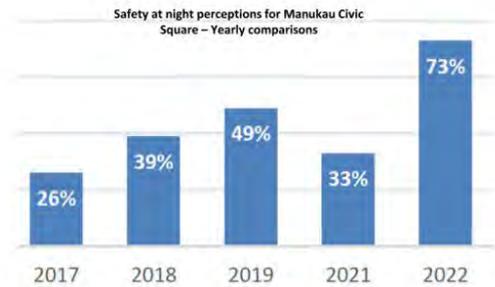
33. Eke Panuku has the urban regeneration skills and multidisciplinary team in place and is making good progress after a period of ‘platform building’. As programmes move towards completion the first resources to become available will be in areas such as planning, strategic project management, design, masterplanning and engagement. These are the skill sets required to develop new urban regeneration programmes working with local boards, mana whenua, stakeholders and communities. Experience has shown that it typically takes a few years to line up and integrate plans and investment, undertake due diligence, develop masterplans and business cases, before moving into the implementation phase. Given the opex-heavy planning phase, it will be possible to phase in work earlier. Then capex is needed to implement the programme along with the development strategy.

Benefits and outcomes

34. The KPMG review noted that Eke Panuku plays a critical role and is highly focused on delivering Auckland Plan outcomes and other council plans and strategies. The benefits of urban regeneration are shown below:

Benefits

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



35. Eke Panuku is monitoring long term change in town centres to articulate the urban regeneration outcomes and benefits in each location. Project and programme benefits are tracked and rolled up into organisational performance measures. There are multiple indirect benefits of urban regeneration which are easy to see or feel but much harder to measure. More people able to live a healthy lower carbon lifestyle with increased resilience, such as appropriate infrastructure, access to local services and community connection to place, is critical for the future of Tamaki Makaurau.

Proposed process to select new urban regeneration locations

36. Assuming there is funding in the adopted 10-year budget to maintain a programme of urban regeneration, a process will need to be agreed as to how to select new priority locations. This is not an urgent decision given that there is limited scope to add work to the programme for a few years based on the current funding levels continuing. It is best undertaken when the budget is clarified.

37. To identify and agree the priority locations in 2015/16 there was wide analysis of possible locations, detailed multicriteria analysis, engagement of economic consultants and comprehensive local board, mana whenua and stakeholder engagement. We have learnt that rather than rating and ranking locations, more detailed analysis and due diligence of a smaller list of locations that meet strategic priorities and criteria, would be more useful. The process could look something like this, commencing in 2024/25:

- Local board and Mana whenua invited to propose locations that meet the agreed principles or criteria
- Strategic lens - identification of priorities and opportunities in the Future Development Strategy, ALR and other council group priorities and planned infrastructure investments etc.

- From the above, presentation of a shortlist to Council for further analysis (2-4 locations).
- Detailed analysis and comparison of options through council group 'sprints'. This would include how the four levers could be applied in each location, the vision, nature of a commercial strategy and partnerships, key moves.
- Presentation of an Indicative Business Case to council, comparing the options, leading to a decision on locations to be added at the agreed time.

38. In the meantime, we are undertaking some preliminary analysis of a short list of locations from a commercial strategy perspective. Council will have a number of 'lenses' with which to view future urban regeneration priorities. Experience shows that there needs to be a credible commercial strategy, acknowledging that urban regeneration is about intervening where the market is not able to unlock opportunities. Building on lessons to date, we are looking to identify places where there is potential to support a commercial strategy. Critically, it is likely that any future locations selection will not be able to be strongly based on council land ownership as in the past. As part of this work, we are considering council's Future Development Strategy. It sets out a spatial response to growth – confirming spatial priorities for growth and investment. Eke Panuku is already active in a number of these places. We are also considering opportunities associated with emerging Auckland Light Rail corridor and station locations. The results of this analysis will be an input to the future selection process, when a process is agreed.

Kua whakaarohia nga whiringa | Options considered

39. This report does not consider alternative scenarios in any detail but presents one scenario (status quo/continuation) from which the options of "doing more" or "doing less" can be considered.
40. There is demand for 'doing more'. As noted in May 2022, local boards continue to advocate for their town centres to be included in the urban regeneration programme. Many locations on the face of it, have strong urban regeneration potential. However, given the council's financial situation and wide range of priorities, a larger urban regeneration programme is not anticipated at this time.
41. "Doing less" is an option. In implementing the recent budget savings requirements while continuing the existing programme albeit at a slower pace, we have indicated that further reductions would likely necessitate reducing locations and ending programmes all together. Reducing the scale and speed of the Eke Panuku programme would have the following implications:
- With projects deferred, there is a loss of momentum, community and stakeholder support and 'social licence'
 - Opportunities to leverage existing and planned council investment are not taken; reduced opportunities for the private sector through unlocking council surplus sites
 - Town centres continue to decline and struggle.
 - Less new sustainable and affordable housing is created close to transport and services as envisaged in the Auckland Plan.
 - Reduced revenue and benefits from site sales.

42. For example, a 'reduce' scenario based on a capex of \$60m pa, would mean that only four programmes are completed during the 10 years and six continue on. There would be no capacity for new programmes within the LTP period.
43. Another option is expanding some of the current programmes where there is further potential. This has not been assessed. While it may make sense theoretically from an efficiency, knowledge, and partnerships perspective, it may struggle with councillors and Local Boards due to the demand noted in para 40. Some locations, such as Avondale, have significant further opportunity subject to decisions by central government.
44. An option to use our levers differently has been suggested. We have already deployed this approach in meeting the savings target. We have pulled back on both the public realm and placemaking levers with reduced capex and opex. Further reductions would likely necessitate reducing locations and ending programmes all together. The commercial lever is subject more to market conditions.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

45. This report sets out the status of the urban regeneration programmes under a 'continuation' scenario based on ongoing annual capex budget of \$80m and opex budget of \$26m, which represents the average budget over recent years, with some fluctuations.
46. Confirmation of the budget in the Long-term Plan will determine the scale of the programme going forward and the capacity to include new locations.
47. Gross sales of \$94m FY23 and \$196m FY24, are noted in paragraph 26.
48. Eke Panuku controlled 2023/24 budgets across the Council family, including Auckland Transport controlled assets, but using the net of intercompany recharges, shows Eke Panuku will be selling considerable assets for the Council group (\$196m). Including portfolio operational revenue (\$68,700) this provided a net positive contribution to the overall cashflow position (117,424m).
49. The work to contribute to the LTP process and to undertake analysis of future locations is included in current budgets.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

50. Managing demands for new locations to be added to the urban regeneration programme: the process and timing of selecting new locations will be agreed with the shareholder and this will be subject to budget availability.
51. Unnecessary work: a pragmatic process is proposed and inputs from others including Local Boards will be carefully managed.
52. A reduced programme or no new funding in LTP: further deferral or cancellation of programmes or projects risking wide community and stakeholder disappointment and reputational impact. We will actively participate in the LTP process to articulate the benefits of urban regeneration.

Tauākī whakaaweawe Māori | Māori impacts

53. Our urban regeneration programmes enable a wide range of cultural and commercial opportunities. Our urban regeneration programmes support Māori through social procurement (engagement of Māori businesses, artists, place makers etc), engagement

with Mana Whenua and opportunities for cultural narratives to come alive, environmental enhancement, commercial opportunities for mana whenua.

54. Eke Panuku has developed an Achieving Māori Outcomes Plan which responds to Kia Ora Tāmaki Makaurau, the Auckland Council Group performance measurement framework for Māori Outcomes. This builds on the delivery of the Mana Whenua Outcomes Framework co-developed in 2019.
55. Continuation of an urban regeneration programme will enable the ongoing evolution of partnership with Mana Whenua, focus on Māori Outcomes and if resources are available, enable engagement with Maatawaka. The focus on long-term outcomes and a long-term commitment to urban regeneration is better for partnership, central to a Te Ao Māori values. Mana whenua will be consulted early on any future process to modify or add to the urban regeneration programme.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

56. Our key stakeholders in our urban regeneration locations are: local boards, ward councillors, mana whenua, local communities, development partners (private and public), Auckland Transport, Council Facilities, Tataki Auckland Unlimited.
57. Reduced funding for urban regeneration will mean reduced outcomes and benefits, slower delivery, reputation impacts for Eke Panuku and Council, possible loss of 'social licence' with the community and of private sector willingness to partner. A reduction in support for the sale of council surplus assets is also anticipated.
58. Maintaining a programme of similar size including adding new locations during the LTP period will partially meet the demand for unlocking urban regeneration to support Auckland Plan implementation. Maintain stakeholder support and community buy-in. Meet commitments and expectations.

Tauākī whakaaweawe āhuarangi | Environment and Climate change impacts

59. Our urban regeneration work supports lower carbon and more resilient communities, bringing housing closer to transport and services and optimising investment in passenger transport and active modes. Collaborative partnerships and funding are critical to drive projects that future proof the city and communities already facing the impacts of climate change. This is supported by stable long-term urban regeneration programmes. A reduced programme will reduce benefits and ability to support optimise AT investment, landuse change etc.

Ngā koringa ā-muri | Next steps

60. Report to Committee in August.
61. Continue to contribute to and participate in the Long-term plan process.
62. Provide an update to the board following the engagement with council.

Ngā tāpirihanga | Attachments

Ngā kaihaina | Signatories

Brenna Waghorn, GM Strategy & Planning

Ian Wheeler, Chief Operating Officer

David Rankin, Chief Executive

5.2 Service property optimisation opportunity in Kohimarama

This paper has been redacted under the following LGOIMA reasoning:

- *the withholding of the information is necessary to enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations) s7(2)(i); and*
- *the public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.s48(1)(a)*

5.3 Waterfront Commercial Opportunity

This paper has been redacted under the following LGOIMA reasoning:

- *the withholding of the information is necessary to enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations) s7(2)(i); and*
- *the public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.s48(1)(a)*

Decision paper: Adopting the Achieving Mana Whenua Outcomes Plan

Authors: Angelika Cutler, GM Community & Stakeholder Relations; Daniel Haines, Head of Māori Outcomes; and Jordan Taiaroa, Principal Advisor Māori Outcomes,

June 2023

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. Adopt the Achieving Mana Whenua Outcomes Plan.

Whakarāpopototanga matua | Executive summary

1. In 2020, the Auckland Council developed the Māori Outcomes framework, Kia Ora Tāmaki Makaurau and directed the Auckland Council Group to develop Achieving Māori Outcomes plans. The intent of the plans was to outline how they will respond to delivering the outcomes within the framework.
2. Eke Panuku developed a bespoke Mana Whenua Outcomes Framework and delivered actions outlined in this framework between 2020 and 2023.
3. Following the delivery of the Mana Whenua Outcomes Framework, Auckland Council directed Eke Panuku to align the delivery of Māori outcomes to the Auckland Council Groups' Achieving Māori Outcomes approach.
4. Eke Panuku identified three potential options to support the delivery of Māori Outcomes and identified a preferred option that meets the needs and aspirations of Eke Panuku mana whenua and Auckland Council.
5. The Eke Panuku Māori Outcomes team developed an Achieving Mana Whenua Outcomes Plan, including input from Eke Panuku's Executive Leadership Team and mana whenua.
6. The proposed actions in the Achieving Mana Whenua Outcomes Plan can be delivered within existing operational budgets and is expected not to cost additional money.
7. The Achieving Mana Whenua Outcomes Plan highlights Eke Panuku's strong relationship with Ngā Iwi Mana Whenua o Tāmaki Makaurau and outlines Eke Panuku's intent to deliver outcomes for Māori.

Horopaki | Context

8. The Auckland Council Group is obligated under the Local Government Act 2009 to deliver good outcomes for Māori in Tāmaki Makaurau.
9. In 2020, Auckland Council developed the Māori outcomes framework, Kia Ora Tāmaki Makaurau (KOTM). This provided the Group with 10 mana outcome areas to focus on when delivering projects and programmes.
10. In 2021, the Auckland Council Chief Executive established a performance objective that calls on the Group to develop Achieving Māori Outcomes Plans to ensure KOTM is embedded in their work.
11. In 2021, the Independent Māori Statutory Board (IMSB) commissioned an audit of Auckland Council Groups' responsiveness to te Tiriti o Waitangi. Through the audit, Auckland Council Group was given further advice on how it could strengthen the delivery, reporting and monitoring of Māori outcomes.
12. In response to the objective and IMSB advice, Council Controlled Organisations (CCO) and the council directorates are now developing bespoke Achieving Māori Outcomes plans (AMO), to outline how Māori outcomes will be delivered.

Nga whiringa me te taatai | Options and analysis

Development of the AMWO plan

13. The five pou derived from KOTM that the AMWO will prioritise are:
 - a. Kia ora te ahurea
 - b. Kia ora te umanga
 - c. Kia ora te hononga
 - d. Kia ora te taiao
 - e. Kia hāngai te kaunihera
14. The five pou were prioritised as they are key outcome areas within our programmes that we can deliver strongly on.
15. In February 2023, the Eke Panuku Māori Outcomes team began to iteratively develop a plan including engagement with ELT and mana whenua. It incorporated their feedback into the final document.
16. Key feedback from ELT is that Eke Panuku needed to be realistic about what can be delivered. ELT also acknowledged that the plan must respond to the financial reality of the Auckland Council Group.
17. The Māori Outcomes team met individually with ELT members to understand what they thought was realistic and what actions seemed unachievable. This helped focus the plan and understand where the responsibilities of actions lie.

18. During the development of the AMWO plan, some mana whenua were concerned Eke Panuku would give equal standing to their feedback alongside mataawaka, because they believe they hold authority here in Tāmaki Makaurau.
19. In response, Eke Panuku said we would prioritise a mana whenua partnership approach and rename the document to the Achieving Mana Whenua Outcomes plan because our mana whenua relationships are critical to delivering our work programmes.
20. A finalised draft of the AMWO has been developed and includes an action plan containing 38 actions aligned with the five priority pou. This will support the delivery of mana whenua outcomes and help build our internal capability.

Kua whakaarohia nga whiringa | Options considered

21. The Auckland Council has directed Eke Panuku to develop an Achieving Māori Outcomes plan aligned with the Auckland Council Group Māori outcomes performance measurement framework – Kia Ora Tāmaki Makaurau.
22. Auckland Council provided templates and guidance to assist Eke Panuku to develop our Achieving Mana Whenua Outcomes plan. We have also aligned our AMWO plan with guidance from Auckland Council, the Independent Māori Statutory Board (IMSB), and other relevant strategic documents.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

23. Eke Panuku has considered the constrained financial environment when proposing actions within the AMWO plan. We consider the majority of the proposed actions can be implemented within existing budget allocations.
24. Several of the actions will require a one-off cost to deliver. But when required, for example engaging a third-party survey company, ELT has already budgeted for the cost within the financial year 2023/2024.
25. We do not anticipate implementing the AMWO plan will require any new employees.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

26. If Auckland Council requires Eke Panuku to deliver the AMWO plan within our Statement of Intent, and we do not deliver the actions, then Eke Panuku will have to report a failed result. This has the potential to impact our relationship with our shareholder.
27. The AMWO plan is our commitment to our mana whenua partners and not delivering on our commitments to them could negatively impact our relationship.
28. The risks associated with the AMWO are considered in more detail in Appendix A.

Tauākī whakaaweawe Māori | Māori impacts

29. Eke Panuku has engaged with mana whenua extensively in the development of this AMWO plan. This document intends to respond directly to their aspirations and is a key mechanism to operationalise our te Tiriti o Waitangi obligations.

Tauākī whakaaweawe āhuarangi | Environment and Climate change impacts

30. Kaitiakitanga is one of the pou in the AMWO plan and the actions intend to create positive outcomes for te taiao. The eight kaitiakitanga actions intend to support mana whenua to exercise kaitiakitanga in Tāmaki Makaurau.

Ngā koringa ā-muri | Next steps

31. If adopted by the Eke Panuku Board the AMWO plan will go live from 1 July 2023.

Ngā tāpirihanga | Attachments

Attachment A – Achieving Mana Whenua Outcomes Framework

Ngā kaihaina | Signatories

Angelika Cutler, GM Community & Stakeholder Relations

David Rankin, Chief Executive

Achieving

Mana Whenua *Outcomes* Plan

2023-2026

*Mahere mō te Whakaputa Hua ki
ngā Mana Whenua
2023-2026*

eke

panuku



He mihi

Nau mai taku iti. Piki mai e taku rahi.
Nāku koe i tiki atu i te pae-o-te-rangi.
Ka tōia mai, ka kūmea mai
kia eke tangaroa, eke panuku.

Panuku, panuku, kia haumi e, kia hui e kia
ara mai he tāiki ngāpara.
Ka whakairihia e te rangi hei hua tipua, ka
poua ā-whenua hei tupuranga hōu.

Māna e huaki te mana tangata
e hora ai aku mahi.
Kia hua ko te pai,
kia piki ko te ora,
he tohu kaitiaki o taku tuakiri tuku iho.

Nōku te whiwhi, nōku te hūmārire.
Ka tūhono a Rangi, ka tūhono ki a Papa,
taku taura here whanaungatanga;
he mea nō tua whakarere mai.
E kore e memeha; tū te ao, tū te pō,
mauri tau, mauri ora.

Welcome one. Welcome all.
You, from beyond the horizon I have taken. I draw you
nigh, i draw you hither
To raise expectations and to fulfil potential.

Upward, onward until all is met and done
and that which rises will endure still.
From high it heralds divine aspirations, grounded in
visions of new beginnings.

It empowers in essence our very being and
pervades all that we have achieved.
Let good be rife
and may good health be assured,
as guardianship defines a legacy given.

As destiny beckon, peace is mine.
The sky itself seems to greet the earth,
epitomising all I hold and revere;
a token from that distant past.
It abides as day and night without fail,
with a gentle heart and a lively spirit.

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01

**FROM THE CHIEF
EXECUTIVE AND HEAD
OF MĀORI OUTCOMES**
**Nā te Tumu Whakarae me
te Tumuaki o Ngā Hua ki
te Māori**



Eke Panuku is committed to upholding the principles of te Tiriti o Waitangi and the mana motuhake of mana whenua. This Achieving Mana Whenua Outcomes (AMWO) plan is a key document that describes how we give meaning to our te Tiriti-based obligations.

On behalf of Auckland Council, Eke Panuku is responsible for creating amazing places and building thriving town centres. Our mana whenua partners have told us our work is important to them – because our projects affect water, land, and sites of cultural significance. To honour our relationship with mana whenua, it's essential that we respond to their aspirations and deliver our programme in partnership.

Eke Panuku has considerable resources to plan, design, and build the future of Tāmaki Makaurau. We must ensure, when making decisions about the future of our city, that mana whenua views are front and centre.

We are dedicated to building meaningful relationships with our mana whenua partners. We hope, if we deliver this plan together, we can grow and deepen our existing partnership. We are proud of the work we do together. We hope that our ongoing work will make a real difference in the everyday lives of mana whenua, our team, and the people of Tāmaki Makaurau.

Over the past three years, Eke Panuku has responded to the aspirations of mana whenua by delivering the Mana Whenua Outcomes Framework. The framework, which is now complete, created positive outcomes for mana whenua within five pou: governance, te taiao, culture & identity, wellbeing, and economic. As a result, we've seen increased mana whenua decision-making at the strategic level and within our neighbourhoods.

The AMWO plan will, over the next three years, give us the ability to measure the impact of our work with mana whenua. Each Eke Panuku executive team member is responsible for delivering measurable and time-sensitive actions within the AMWO plan. Together, this AMWO plan will help build our collective capability as an organisation to support positive outcomes for mana whenua.

Eke Panuku has been impacted by the recent financial challenges following the outbreak of COVID-19, the bad climate events, and a slowdown in the property market. But regardless of the fiscal environment, Eke Panuku must continue to recognise and honour our relationship with mana whenua. We hope this plan supports our work together to flourish.

Nā māua noa, nā

David Rankin, Chief Executive

Daniel Haines, Head of Māori Outcomes

02

INTRODUCTION

Te whakataki



Who are we

Ko wai rā mātou?

We are the Auckland Council-controlled organisation (CCO) that delivers urban regeneration in Tāmaki Makaurau / Auckland.

What is the Achieving Mana Whenua Outcomes Plan?

He aha te Mahere mō te Whakaputa Hua ki ngā Mana Whenua?

Eke Panuku has a vision to create amazing places. But we can only respond to a space when we're working in partnership with the mana whenua who exercise authority over this land. We acknowledge the 19 iwi and hapū who are the kaitiaki of Tāmaki Makaurau. This Achieving Mana Whenua Outcomes (AMWO) plan intends to support mana whenua aspirations to be prosperous and see themselves in the built and natural environments of this whenua.

This AMWO plan is aligned with the Auckland Council Group Māori outcomes performance measurement framework called Kia Ora Tāmaki Makaurau. We hope this three-year AMWO plan will build the collective capability of Eke Panuku to effectively support the aspirations of mana whenua.

The AMWO plan comes into effect on 1 July 2023 and lasts until 30 June 2026. David Rankin, Chief Executive of Eke Panuku, is the sponsor for this document, although the Māori Outcomes team will be responsible for the oversight and delivery of the plan. However, all employees at Eke Panuku have an important role to support Māori outcomes.

The benefit of the AMWO plan is that each directorate within Eke Panuku will know how their work contributes to our organisational-wide commitment to achieving positive outcomes for Māori. The AMWO plan will also give Eke Panuku a tangible way to monitor our progress over time.

Eke Panuku has a te Tiriti-based relationship with Māori. We have an important role to recognise and respect the Crown's responsibility to take appropriate account of te Tiriti o Waitangi and to maintain and improve opportunities for Māori.

How did we develop our Achieving Mana Whenua Outcomes Plan?

I pēhea tā mātou whakarite i te Mahere mō te Whakaputa Hua ki ngā Mana Whenua?

From 2019-2022, Eke Panuku implemented the Mana Whenua Outcomes Framework. The outcomes framework contained 72 actions over three years and responded to a request from Eke Panuku to work on activities that directly benefited mana whenua and Māori communities. Since the adoption of the outcome's framework, the Auckland Council Group has adopted the Kia Ora Tāmaki Makaurau performance measurement framework for Māori Outcomes, and Eke Panuku has updated our work to align with the aspirations of the group.

To start this AMWO plan, we borrowed good practice from the Auckland Council Group, the Independent Māori Statutory Board (IMSB), and then we collaborated with our mana whenua partners and internal stakeholders to write a document that captured our collective aspirations.

The combined feedback is organised into short, medium, and long-term actions designed to support Eke Panuku to become a culturally literate organisation.

How do we work with mana whenua?

I pēhea tā mātou i te mahi me ngā mana whenua

Eke Panuku recognises mana whenua have a strong historical association with Tāmaki Makaurau. Mana whenua have occupied this whenua over many generations, and they seek to maintain their relationship with the land and sea.

Eke Panuku often collaborates with mana whenua on the following issues:

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

Eke Panuku partners with mana whenua individually and collectively to ensure that our work responds to their aspirations. Typically, Eke Panuku will host a weekly forum and invite mana whenua to engage with us on the work within our programme.

Our day could look like, for example, back-to-back hui about a new skatepark in Pukekohe, the restoration of a wetland in Puhinui, masterplanning the wharf in Onehunga, discussing the essential outcomes of a development site in Avondale, or the design of a park on the waterfront. Mana whenua can attend the numerous hui depending on their interest.

Through the AMWO plan, we aim to:

- Guide our Eke Panuku programmes and projects to respond to the aspirations of mana whenua as ahi kā and kaitiaki of Tāmaki.
- Build a positive relationship with our mana whenua partners.
- We build on the success of the Mana Whenua Outcomes Framework and look for areas of improvement.

What's our commitment to mana whenua?

Tā mātou kī taurangi ki ngā mana whenua

In Tāmaki Makaurau, the Auckland Council Group recognises 19 iwi and hapū whakapapa to this whenua. We believe, to deliver outcomes for Māori, we need to partner with the iwi and hapū that have authority over the whenua. Mana whenua possess valuable mātauranga of the whenua, acquired from centuries of occupation as kaitiaki.

Eke Panuku is committed to meaningfully engaging with the iwi and hapū within Tāmaki Makaurau on its programmes. This could be at the master planning level or concept level of a project. We are open to working with iwi, how they wish to be a part of our mahi and recognise that iwi involvement in an authentic way, underpins our programme delivery.

Our mana whenua partners have asked us to engage with them exclusively before consulting with other Māori residing in Tāmaki Makaurau. Mana whenua believe, if we can achieve outcomes that support their aspirations, it'll benefit all Māori.

03

PURPOSE Te aronga

Eke Panuku wants to build amazing spaces for the people of Tāmaki Makaurau.

We believe vibrant town centres are the heart of thriving communities. We specialise in building town centres for people to love, so their whare, tari, toa, and kai, are all co-located close to reliable public transport. One of our priorities is to increase the number of high-quality kāinga in Tāmaki Makaurau.



04

ACHIEVEMENTS

Ngā whakatutukitanga



Over the past three years, Eke Panuku has worked with mana whenua to implement the Mana Whenua Outcome Framework. The outcomes framework focussed on growing staff capability, creating processes to better serve Māori communities, establishing strategic partnerships with mana whenua, building a city that reflects Māori culture and identity, and growing intergenerational Māori wealth.

Some of our key achievements include:

- Adopting the full name Eke Panuku Development Auckland for our organisation, after previously using the name Panuku Development Auckland, to recognise the importance of our relationship with mana whenua.
- Hosting regular meetings between mana whenua rangatira and the Eke Panuku board.
- Supporting mana whenua to apply Take Mauri Take Hono, a cultural health indicator, on our projects to achieve stronger cultural outcomes.
- Updating our Selecting Development Partners Policy to give mana whenua the opportunity to buy our disposal properties directly from us before we sell them on the market.
- Updating our Selecting Development Partners Policy to establish a 15% evaluation criteria in the weighting to support Māori outcomes on our development sites.
- Selling several significant commercial development sites to mana whenua. For example, Kōtuitui in Manukau to Te Ākitai Waiohū; Pikotoetoe in Papatoetoe to Te Ākitai Waiohū, Avondale Central in Avondale to Marutūahu; and 100 Morrin Road in Stonefields to Ngāti Maru. We also have several properties under negotiation including the Downtown carpark to Ngāti Whātua Ōrākei.
- Standing up the Iwi Investment Grant to support mana whenua to access commercial opportunities.
- Involving mana whenua in the selection process to appoint a new member of Technical Advisory Group (TAG), a group which reviews the masterplanning and design work within the commercial and design projects of Eke Panuku.
- Worked closely with mana whenua-nominated artists on public and private-led projects across Tāmaki Makaurau.
- Developed and delivered mana whenua-led cultural inductions for Eke Panuku staff and our partners.



Eke Panuku also works in partnership with mana whenua on a variety of activities. For example, we:

- Host regular meetings between iwi leaders and our board.
- Invite mana whenua to input into the programmes and projects that determine the work in each of our neighbourhoods.
- Work with mana whenua to identify suitable commercial development opportunities.
- Invite mana whenua to share their cultural narratives with us so we can acknowledge them within the built environment.
- Engage with mana whenua and independent advisors when writing masterplans.
- Appoint mana whenua-nominated artists to design and build public spaces that reflect Māori identity.
- Invite mana whenua to give Māori names to projects, strategic documents, and physical spaces.
- Engage with mana whenua on how to achieve high-quality environmental outcomes.
- Facilitate relationships between mana whenua and private sector development companies.
- Invite mana whenua to input into key enterprise-wide policies.

Eke Panuku will continue to build on the success of partnerships, work, and engagement practices for the benefit of Māori.



05

AIM

Te whāinga whānui



Although we have worked hard to develop a strong partnership with mana whenua, we know that we're still on a journey to be a te Tiriti-based organisation.

Our aim is to develop in the following focus areas:

- Applying te Tiriti principles into our work.
- Involving our mana whenua partners in decision making within our organisation.
- Realising meaningful governance, cultural, economic, wellbeing, and te taiao outcomes for mana whenua.
- Building our confidence and cultural capability within our teams to establish effective engagement protocols and practices with mana whenua, Māori organisations, and Māori businesses.
- Building a robust approach for reporting Māori outcomes.

Our aim is to build on the foundation created by the Mana Whenua Outcomes Framework to create more meaningful outcomes for Māori.

We hope the delivery of this AMWO plan will contribute to the social, cultural, environmental, economic, cultural, and spiritual wellbeing of Māori communities.

06

STRATEGIC COMMITMENTS

Ngā kī taurangi whāi rautaki



Legal assessment

Te aromatawai ā-ture

Eke Panuku has several Treaty, statutory, and policy commitments to Māori as a Council-Controlled Organisation (CCO).¹ This document is intended to drive changes in the culture, thinking, and practices of Eke Panuku.

The Mayoral Letter of Expectation

Te Reta ā-Kawatau a te Kahika

As a CCO, the mayor issues a letter of expectations to direct the business activities of Eke Panuku, as a corporate governance tool. In the Mayoral Letter of Expectation 2022/2023, Eke Panuku is required to:

- Implement, deliver, and report against the council Māori outcomes performance measurement framework – Kia Ora Tāmaki Makaurau.
- Deliver, monitor, and report against the Mana Whenua Outcomes Framework.
- Implement the Māori employment strategy – MAHI. The vision for MAHI is Te Kaunihera o Tāmaki Makaurau grows and develops talent and thriving Māori workforce, and builds its organisational capability to deliver Māori Outcomes.

Thriving Town Centres Guidelines

Ngā Aratohu mō ngā Pokapū ā-Tāone e Momoho ana

In 2022, Eke Panuku adopted the Eke Panuku Thriving Town Centre Guidelines, a document intended to guide how we undertake town centre regeneration.

The vision for the document is: Tāmaki Makaurau is a city of strong neighbourhoods with town centres that capture hearts and energise lives, unlocking potential and possibilities, where people can thrive.

Three foundations underpin our vision:

- Mana whenua outcomes.
- Regenerative practice shifting beyond sustainable thinking.
- Equity and communities of greatest need.

The document identifies mana whenua as a key partner in our regeneration strategy. This work signals that we will look to increase our engagement with mana whenua to achieve our urban regeneration programme.

¹A summary of the legal obligations of Eke Panuku is available at **Appendix A**.



The Māori-Crown Relations Capability Framework for the public service Te Anga ā-Āheinga mō Te Arawhiti e pā ana ki ngā ratonga tūmatanui

Te Arawhiti (the Office of Māori Crown Relations) has developed the Māori-Crown Relations Capability Framework to advise the public sector on how they can uphold their obligations under te Tiriti.

The Māori-Crown Relations Capability Framework is helpful precedent for Eke Panuku, the document identifies three capability levels across six competency areas, with six key focus areas:

- Understanding racial equity and institutional racism
- New Zealand history and the Treaty of Waitangi
- Worldview knowledge
- Tikanga/kawa
- Te reo Māori
- Engagement with Māori.

The Māori-Crown Relations Capability Framework recommends steps that Eke Panuku can adopt to become an organisation capable of meeting its te Tiriti o Waitangi obligations.

07

APPROACH Te huarahi



Kia Ora Tāmaki Makaurau

This AMWO plan is guided by Kia Ora Tāmaki Makaurau and the aspirations of mana whenua.

Kia Ora Tāmaki Makaurau (KOTM) has identified ten strategic priorities aligned with 2018-2028 Long-Term Plan that are intended to support positive outcomes for Māori. These strategic priorities, collectively known as mana outcomes, are a comprehensive attempt at coordinating an Auckland Council Group response to achieving positive outcomes for Māori.

Of the ten mana outcomes, although Eke Panuku isn't a lead for any of them across the Auckland Council Group, we have a support role for five of them:

1. **Kia ora te Hononga** – Mana whenua and Māori are active partners, decision-makers and participants alongside Auckland Council Group.
2. **Kia Hāngai te Kaunihera** – The council group achieves outcomes and benefits for and with Māori.
3. **Kia ora te Ahurea** – Tāmaki Makaurau is rich with Māori identity and culture.
4. **Kia ora te Umanga** – Intergenerational wealth is created through a thriving Māori economy.
5. **Kia ora te Talao** – Mana whenua exercise kaitiakitanga of te taiao in Tāmaki Makaurau.

Eke Panuku has used the mana whenua outcomes to describe our commitment to Achieving Mana Whenua Outcomes.

Actions 2023-2026

Ngā mahi 2023-2026

Priority – Mana Outcome	Other strategic alignment	Key Deliverables (actions/tasks)	Measures of success	Timeframes	Existing / New	Governance/ Kaitiaki
Kia Hāngai te Kaunihera - An Empowered Organisation The council group achieves outcomes and benefits for ngā iwi mana whenua o Tāmaki Makaurau me Māori.	D&I Strategy (6)	1. Eke Panuku ensure that 60% of staff participate in at least: mana whenua-led cultural induction, introduction to te ao Māori, or te Tiriti o Waitangi training.	1.1. Eke Panuku runs an internal campaign to support employees to access training and development to build their confidence and capability to engage with Māori communities.	2024/2025, Q1	New	Kaitiaki
Kia Hāngai te Kaunihera - An Empowered Organisation The council group achieves outcomes and benefits for ngā iwi mana whenua o Tāmaki Makaurau me Māori.	IMSB, Issues of Significance	2. All information and decision reports going to the Eke Panuku board and executive consider Māori outcomes.	2.1. The decision and information board reports consider Māori outcomes. 2.2. The decision and information ELT reports consider Māori outcomes.	2023/2024, Q1	New	Governance
Kia Hāngai te Kaunihera - An Empowered Organisation The council group achieves outcomes and benefits for ngā iwi mana whenua o Tāmaki Makaurau me Māori.	IMSB, Issues of Significance	3. Eke Panuku update internal project management (Sentient) reporting to consider how they are achieving Māori outcomes.	3.1. Eke Panuku project managers are required to report against how they're considering Māori outcomes in their reporting.	2024/2025, Q1	New	Kaitiaki
Kia Hāngai te Kaunihera - An Empowered Organisation The council group achieves outcomes and benefits for ngā iwi mana whenua o Tāmaki Makaurau me Māori.	IMSB, Issues of Significance	4. Eke Panuku support mana whenua-led aspirations to appoint Māori onto Auckland Council Group governance roles.	4.1. Eke Panuku provide mana whenua information about when the Auckland Council Performance and Appointments Committee intend to appoint new board members and interns.	2023/2024, Q3	New	Governance

Priority – Mana Outcome	Other strategic alignment	Key Deliverables (actions/tasks)	Measures of success	Timeframes	Existing / New	Governance/ Kaitiaki
Kia Hāngai te Kaunihera - An Empowered Organisation The council group achieves outcomes and benefits for ngā iwi mana whenua o Tāmaki Makaurau me Māori.	MAHI Employment Strategy D&I Strategy (8)	5. Eke Panuku embed cultural responsiveness into recruitment and selection processes for new candidates including address cultural bias in recruitment.	5.1. Eke Panuku deliver unconscious bias training to people leaders.	2024/2025, Q2	New	Kaitiaki
Kia Hāngai te Kaunihera - An Empowered Organisation The council group achieves outcomes and benefits for ngā iwi mana whenua o Tāmaki Makaurau me Māori.	MAHI Employment Strategy	6. Implement a targeted development programme for potential Māori employees.	6.1. Support potential Māori leaders to participate in development opportunities (e.g., leadership mentoring, aspiring leaders programmes).	2024/2025, Q3	Existing	Kaitiaki
Kia Hāngai te Kaunihera - An Empowered Organisation The council group achieves outcomes and benefits for ngā iwi mana whenua o Tāmaki Makaurau me Māori.	MAHI Employment Strategy	7. Eke Panuku collaborate with mana whenua to explore inter-organisation internship or secondment opportunities.	7.1. Eke Panuku will invite mana whenua to express their interest in participating in an internship or secondment opportunity. 7.2. If there is interest, Eke Panuku will successfully facilitate an internship or secondment opportunity.	2024/2025, Q1	New	Kaitiaki
Kia Hāngai te Kaunihera - An Empowered Organisation The council group achieves outcomes and benefits for ngā iwi mana whenua o Tāmaki Makaurau me Māori.	MAHI Employment Strategy	8. Eke Panuku will implement in the Auckland Council Group MAHI Strategy and Implementation Plan FY 2023/2024.	8.1. Eke Panuku will work with the Auckland Council Group to deliver the actions int the MAHI strategy.	2023/2024, Q1	Existing	Kaitiaki

Priority – Mana Outcome	Other strategic alignment	Key Deliverables (actions/tasks)	Measures of success	Timeframes	Existing / New	Governance/ Kaitiaki
Kia Hāngai te Kaunihera - An Empowered Organisation The council group achieves outcomes and benefits for ngā iwi mana whenua o Tāmaki Makaurau me Māori.	D&I Strategy (28)	9. Eke Panuku refresh the office space frequently used by our mana whenua partners to reflect Māori culture and identity.	9.1. Eke Panuku will engage with Māori employees and mana whenua to consider updating the Onehunga room to reflect Māori identity. For example, installing kōwhaiwhai or other signs of Māori identity.	2023/2024, Q4	New	Kaitiaki
Kia Hāngai te Kaunihera - An Empowered Organisation The council group achieves outcomes and benefits for ngā iwi mana whenua o Tāmaki Makaurau me Māori.	D&I Strategy (3)	10. Support the Māori staff network, Te Whetū Rehua, to access the benefits within the Auckland Council Group.	10.1. Eke Panuku will support Māori staff to attend events that build connections with other Māori staff across the Auckland Council Group	Ongoing	Existing	Kaitiaki
Kia Hāngai te Kaunihera - An Empowered Organisation The council group achieves outcomes and benefits for ngā iwi mana whenua o Tāmaki Makaurau me Māori.	D&I Strategy (12)	11. Support targeted mentorship and career coaching opportunities for Māori staff.	11.1. Eke Panuku will provide Māori staff with the opportunity to access career coaching opportunities.	2023/2024, Q1	New	Kaitiaki
Kia Hāngai te Kaunihera - An Empowered Organisation The council group achieves outcomes and benefits for ngā iwi mana whenua o Tāmaki Makaurau me Māori.		12. Eke Panuku develop the capability of report writers so they can confidently consider how their work can uphold te Tiriti o Waitangi.	12.1. Eke Panuku will offer training to employees that regularly report to the board to ensure they have the capability to consider how their work can uphold te Tiriti o Waitangi.	2023/2024, Q3	New	Kaitiaki

Priority – Mana Outcome	Other strategic alignment	Key Deliverables (actions/tasks)	Measures of success	Timeframes	Existing / New	Governance/ Kaitiaki
Kia ora te Ahurea - Mana Whenua Identity and Culture Tāmaki Makaurau is rich with mana whenua identity and culture.		13. Eke Panuku will collaborate with mana whenua to protect and enhance wāhi tapu when designing new public spaces.	13.1. Eke Panuku will collaborate with mana whenua through the design process when working on public realm sites. For example, Harbour Bridge Park.	Ongoing	Existing	Kaitiaki
Kia ora te Ahurea - Mana Whenua Identity and Culture Tāmaki Makaurau is rich with mana whenua identity and culture.	IMSB, Issues of Significance	14. Eke Panuku invite mana whenua to express values and identity in identified projects.	14.1. Eke Panuku will collaborate with mana whenua through the design process when working on relevant public realm sites.	Ongoing	Existing	Kaitiaki
Kia ora te Ahurea - Mana Whenua Identity and Culture Tāmaki Makaurau is rich with mana whenua identity and culture.	IMSB, Issues of Significance	15. Eke Panuku will implement the Te Reo Action Plan 2020-2023 to normalise te reo Māori.	15.1. All relevant new permanent public-facing signage is bilingual. Public-facing digital assets that represent Eke Panuku are bilingual. 15.2. Significant documents have dual headings 15.3. Eke Panuku will celebrate te Wiki o te Reo Māori.	Ongoing	Existing	Kaitiaki
Kia ora te Hononga - Effective Mana Whenua Participation Mana whenua are active partners, decision-makers and participants alongside Auckland Council Group.	IMSB, Issues of Significance	16. Eke Panuku invite mana whenua to input into relevant enterprise-wide policies. All relevant policies will also consider Māori outcomes.	16.1. Eke Panuku invites mana whenua to input into relevant enterprise-wide policies. For example, the Thriving Town Centre Guidelines.	Ongoing	Existing	Governance
Kia ora te Hononga - Effective Mana Whenua Participation Mana whenua are active partners, decision-makers and participants alongside Auckland Council Group.	IMSB, Issues of Significance	17. Acknowledging that Eke Panuku has a primary relationship with mana whenua, where appropriate, it will target its engagement communications to a wider Māori population.	17.1. Eke Panuku will adopted a tailored communication approach with Māori channels and media to ensure Māori residents can participate in our campaigns.	Ongoing	Existing	Kaitiaki

Priority – Mana Outcome	Other strategic alignment	Key Deliverables (actions/tasks)	Measures of success	Timeframes	Existing / New	Governance/ Kaitiaki
Kia ora te Hononga - Effective Mana Whenua Participation Mana whenua are active partners, decision-makers and participants alongside Auckland Council Group.	IMSB, Issues of Significance	18. Eke Panuku will engage with mana whenua when developing programmes in our priority locations, masterplanning, plan changes, precinct plans.	18.1. Each year, Eke Panuku will invite mana whenua to input into the programmes within our neighbourhoods (to shift under lan). 18.2. Eke Panuku will engage with mana whenua if we're considering any significant changes to our programmes (to shift under lan). 18.3. Eke Panuku will engage with mana whenua when developing masterplans and precinct plans within our neighbourhoods. For example, Onehunga Municipal Precinct (to shift under lan). 18.4. Eke Panuku will engage with mana whenua on any work that will require a plan change. For example, Wynyard headland (to shift under Brenna).	Ongoing	Existing	Governance
Kia ora te Hononga - Effective Mana Whenua Participation Mana whenua are active partners, decision-makers and participants alongside Auckland Council Group.		19. Where appropriate, Eke Panuku engage directly with mana whenua who are interested in partnering with our projects. Instead of inviting all mana whenua groups to our projects.	19.1. Eke Panuku will continue to engage with mana whenua collectively and individually. 19.2. Eke Panuku will adopt a more bespoke and direct engagement approach with our mana whenua partners to ensure they are only getting relevant information.	Ongoing	Existing	Kaitiaki
Kia ora te Hononga - Effective Mana Whenua Participation Mana whenua are active partners, decision-makers and participants alongside Auckland Council Group.		20. The Eke Panuku Placemaking team engage with Matariki and He Pia He Taura specialists to ensure their work responds to the aspirations of mana whenua.	20.1. Eke Panuku has engaged mana whenua-nominated Matariki and He Pia He Taura specialists.	Ongoing	Existing	Kaitiaki
Kia ora te Hononga - Effective Mana Whenua Participation Mana whenua are active partners, decision-makers and participants alongside Auckland Council Group.	Mana Whenua Outcomes Framework	21. The Eke Panuku Placemaking team partner with mana whenua to ensure each of our neighbourhoods respond to their tikanga.	21.1. Eke Panuku offers to meet with mana whenua in their rohe to ensure that our Placemaking activities respond to the aspirations of mana whenua.	Ongoing	Existing	Kaitiaki

Priority – Mana Outcome	Other strategic alignment	Key Deliverables (actions/tasks)	Measures of success	Timeframes	Existing / New	Governance/ Kaitiaki
Kia ora te Hononga - Effective Mana Whenua Participation Mana whenua are active partners, decision-makers and participants alongside Auckland Council Group.	Mana Whenua Outcomes Framework	22. Eke Panuku will host biannual hui between the board mana whenua rangatira.	22.1. Eke Panuku hosts two meetings a year with mana whenua Rangatira and the board. 22.2. The mana whenua representatives in attendance can make comments with the most significant leaders of Eke Panuku.	Ongoing, Q1 and Q3	Existing	Governance
Kia ora te Hononga - Effective Mana Whenua Participation Mana whenua are active partners, decision-makers and participants alongside Auckland Council Group.	Statement of Intent	23. Eke Panuku will appoint an independent survey company to discuss with mana whenua governors and operational staff the quality of our relationship.	23.1. 8.1.1. Mana whenua are invited to speak with an independent person about their relationship with Eke Panuku. 23.2. Eke Panuku presents the feedback back to mana whenua and commits to actions to enhance the relationship. 23.3. Over the last 12-months, mana whenua believe their relationship with Eke Panuku has improved.	2023/2024, Q4	Existing	Governance
Kia ora te Hononga - Effective Māori Participation Mana whenua are active partners, decision-makers and participants alongside Auckland Council Group.		24. Eke Panuku will review our project and commercial work with mana whenua every six months.	24.1. 40.1.1. Every six months, Eke Panuku will: (a) reflect on our project work together and identify good practice. (b) provide mana whenua an update on how many iwi have purchased properties. (c) provide mana whenua an update on how many procurement opportunities are awarded to iwi.	Ongoing	New	Kaitiaki
Kia ora te Hononga - Effective Māori Participation Mana whenua are active partners, decision-makers and participants alongside Auckland Council Group.		25. Eke Panuku will promote our work with mana whenua by promoting individual names of mana whenua.	25.1. When Eke Panuku promotes stories about our mana whenua partners we'll acknowledge individual iwi. 25.2. When mana whenua exercise their right to name spaces we'll acknowledge the iwi who has gifted the name.	Ongoing	New	Kaitiaki
Kia ora te Taiao - Kaitiakitanga Mana whenua exercise kaitiakitanga of te taiao in Tāmaki Makaurau.		26. Eke Panuku continue to support the Te Waiohua iwi to lead the implementation of Te Whakaoranga i te Puhinui.	26.1. Te Waiohua provide Eke Panuku feedback they are satisfied with the support they receive from Eke Panuku by the independent satisfaction survey.	Ongoing	Existing	Kaitiaki

Priority – Mana Outcome	Other strategic alignment	Key Deliverables (actions/tasks)	Measures of success	Timeframes	Existing / New	Governance/ Kaitiaki
Kia ora te Taiao - Kaitiakitanga Mana whenua exercise kaitiakitanga of te taiao in Tāmaki Makaurau.		27. Eke Panuku will adopt a minimum of Homestar 6 and Greenstar 5 standards on our commercial and residential developments.	27.1. All future development sites deliver at least Homestar 6 or Greenstar 5. 27.2. Where appropriate, Eke Panuku achieve higher build standards.	Ongoing	Existing	Kaitiaki
Kia ora te Taiao - Kaitiakitanga Mana whenua exercise kaitiakitanga of te taiao in Tāmaki Makaurau.		28. Eke Panuku collaborate with mana whenua to ensure that public realm projects achieve create high-quality stormwater, rainwater, and design outcomes.	28.1. Eke Panuku will implement the Public Realm Standards in partnership with mana whenua.	2023/2024, Q1	Existing	Kaitiaki
Kia ora te Taiao - Kaitiakitanga Mana whenua exercise kaitiakitanga of te taiao in Tāmaki Makaurau.		29. Eke Panuku engage with mana whenua on appropriate Eke Panuku-led projects to enhance the cultural values of mana whenua.	29.1. At the request of mana whenua, Eke Panuku will commission Cultural Values Assessments (CVAs) from mana whenua. 29.2. Eke Panuku will collaborate with mana whenua throughout the design and delivery of our projects to ensure we're responding to mana whenua aspirations. 29.3. Mana whenua believe our projects are appropriately responding to, and enhancing, their cultural values.	Ongoing	Existing	Kaitiaki
Kia ora te Taiao - Kaitiakitanga Mana whenua exercise kaitiakitanga of te taiao in Tāmaki Makaurau.		30. Eke Panuku support mana whenua to use Take Mauri Take Hono throughout the planning, design, and delivery of our projects	30.1. Mana whenua can apply Take Mauri Take Hono on agreed Eke Panuku projects.	Ongoing	Existing	Kaitiaki

Priority – Mana Outcome	Other strategic alignment	Key Deliverables (actions/tasks)	Measures of success	Timeframes	Existing / New	Governance/ Kaitiaki
Kia ora te Taiao - Kaitiakitanga Mana whenua exercise kaitiakitanga of te taiao in Tāmaki Makaurau.	IMSB, Issues of Significance	31. Eke Panuku engage mana whenua technical experts to provide them advice on projects that have the ability to be affected by the undesirable affects of climate change.	31.1. When appropriate, Eke Panuku will appoint mana whenua-nominated technical experts onto our projects to provide mana whenua with the advice needed to make high-quality decision. For example, when discussing the impact on the coastal marine area. 31.2. Mana whenua believe they are getting the support they need to form fully informed decisions. 31.3. mana whenua-nominated technical experts understand their rights and responsibilities as technical experts.	Ongoing	Existing	Kaitiaki
Kia ora te Taiao - Kaitiakitanga Mana whenua exercise kaitiakitanga of te taiao in Tāmaki Makaurau.		32. Eke Panuku, before we apply for a resource consent, will engage with mana whenua to ensure they're views are incorporated into the project.	32.1. Mana whenua are engaged before resource consents are lodged. If required, Eke Panuku will engaged external consultants to provide mana whenua technical advice.	Ongoing	Existing	Kaitiaki
Kia ora te Taiao - Kaitiakitanga Mana whenua exercise kaitiakitanga of te taiao in Tāmaki Makaurau.	IMSB, Issues of Significance	33. When applying for resources consents that are governed by the Marine and Coastal Area (Takutai Moana) Act 2011, Eke Panuku will engage with groups that have registered a customary interest in the coastal marine area.	33.1. Claimants who are waiting to have their customary interest in the coastal marine area have the opportunity to input into Eke Panuku resource consents. 33.2. Eke Panuku engages with MCAA applicants in good faith and responds to their requests for information.	Ongoing	Existing	Kaitiaki
Kia ora te Umanga - Māori Business, Tourism and Employment Intergenerational wealth is created through a thriving Māori economy.		34. Eke Panuku to work internally with project managers to identify future opportunities to engage with mana whenua businesses.	34.1. Eke Panuku increase the percentage of total expenditure on Māori businesses.	2023/2024, Q4	New	Kaitiaki
Kia ora te Umanga - Māori Business, Tourism and Employment Intergenerational wealth is created through a thriving Māori economy.		35. Engage with iwi to further develop our list of Maori businesses and explore their aspirations for working with Eke Panuku.	35.1. Eke Panuku increase the range and number of Maori businesses involved in delivery of products and services.	2023/2024, Q4	New	Kaitiaki

Priority – Mana Outcome	Other strategic alignment	Key Deliverables (actions/tasks)	Measures of success	Timeframes	Existing / New	Governance/ Kaitiaki
Kia ora te Umanga - Māori Business, Tourism and Employment Intergenerational wealth is created through a thriving Māori economy.		36. If there is mana whenua interest, Eke Panuku make an application to the Māori Outcomes Fund to pilot a mana whenua consortium to bid on development projects.	36.1. If there is mana whenua interest, Eke Panuku will make an application to the Māori Outcomes Fund to provide strategic advice to mana whenua to build their capability to access commercial property opportunities.	2023/2024, Q1	New	Governance
Kia ora te Umanga - Māori Business, Tourism and Employment Intergenerational wealth is created through a thriving Māori economy.		37. When requested, Eke Panuku introduce private development partners to mana whenua.	37.1. Eke Panuku will invite mana whenua to events within the development sector. For example, commercial development forums. 37.2. Eke Panuku will introduce mana whenua to development partners within our networks when requested.	Ongoing	Existing	Kaitiaki
Kia ora te Umanga - Māori Business, Tourism and Employment Intergenerational wealth is created through a thriving Māori economy.		38. Eke Panuku provide mana whenua with information about our commercial property portfolio with the goal to identify potential properties for mana whenua to develop.	38.1. Eke Panuku will share our upcoming commercial development pipeline to mana whenua every six-months.	Ongoing	Existing	Kaitiaki

09

RISK ASSESSMENT Te Aromatawai Tūraru



Description	Risk category	Impact	Likelihood	Mitigation
That the actions in the AMWO plan are misaligned with the Auckland Council Group approach.	Strategic	Minor	Unlikely	<ul style="list-style-type: none"> Eke Panuku to engage with the Auckland Council Group when preparing the AMWO plan.
That Eke Panuku cannot afford to deliver the actions in the AMWO plan.	Financial	Major	Possible	<ul style="list-style-type: none"> Before the Eke Panuku approves the AMWO plan, the executive will confirm necessary budget is allocated to the actions within the plan.
That elected members, iwi partners, or stakeholders respond negatively to the delivery of the AMWO plan.	Political	Major	Unlikely	<ul style="list-style-type: none"> Eke Panuku align the AMWO plan with Kia Ora Tāmaki Makaurau. Eke Panuku invite mana whenua to input into the AMWO plan before its approved and exercise a willingness to update the plan if required.
That our partners, stakeholders, or residents within our neighbourhoods oppose the actions within the AMWO plan.	Reputational	Minor	Possible	<ul style="list-style-type: none"> Eke Panuku adopt an AMWO plan that's aligned with our statutory and policy obligations. Eke Panuku tells stories about our work that contextualises why we partner with mana whenua. Eke Panuku builds the capability of our staff so they can confidently talk about our obligations to Māori.
That actions in the AMWO plan could have a negative effect on the natural environment.	Environmental	Minor	Rare	<ul style="list-style-type: none"> The actions within the Kia Ora te Taiao intend to achieve high-quality environmental outcomes. None of the actions in the AMWO plan have the potential to result in worse-off environmental outcomes.
That Eke Panuku does not deliver all the AMWO plan actions before 30 June 2026.	Operational	Moderate	Unlikely	<ul style="list-style-type: none"> Each six months, Eke Panuku will report progress to the board and discuss progress with mana whenua. Employees responsible for delivering actions will be accountable for their performance within the Eke Panuku goal setting framework Te Waka.
That a high demand for specialist Māori skills results a talent shortage that makes it difficult to attract and retain the required staff to deliver the AMWO plan.	People	Major	Possible	<ul style="list-style-type: none"> Eke Panuku can provide the Māori Outcomes team with enough resources and support to enable the team to deliver the actions in the AMWO plan. The actions in Kia Hāngai te Kaunihera will build a more supportive environment for Māori staff to develop and succeed.
That actions in the AMWO plan do not meet our statutory obligations to engage with Māori communities.	Regulatory and Legal Compliance	Major	Unlikely	<ul style="list-style-type: none"> Eke Panuku has reviewed our legal obligations to Māori in Appendix A. Eke Panuku is satisfied that the AMWO plan responds to our statutory obligations.

10

ABOUT EKE PANUKU He kōrero mō Eke Panuku



In 2015, Auckland Council formed Eke Panuku by merging Auckland Council Property Limited (ACPL) and Waterfront Auckland. The new organisation invited mana whenua to gift them a new name, and Tame Te Rangī on behalf of mana whenua, put forward the name Eke Panuku. Mana whenua took the name from the whakataukī (proverb) “kia eke panuku, kia eke Tangaroa”.

Eke Panuku, on behalf of Auckland Council, works with partners and stakeholders such as mana whenua, government, not-for-profit, and private sector organisations to achieve our purpose.

We think holistically about our neighbourhoods, and we use the sale of land to achieve outcomes that are unavailable to the private sector. We collaborate with our partners and stakeholders to build new high-quality residential and commercial properties that respond to our values. For example, all our new developments must meet high-quality externally benchmarked environmental standards.

If we sell council-owned property, we reinvest the money into redeveloping valuable public amenities for the people of Tāmaki Makaurau. Otherwise, we return the money to the council who spends it on delivering local services to our communities.

We also manage around \$2.4 billion of council-owned land and buildings.

II

MONITORING, REPORTING AND REVIEWING THE PLAN

Te Aroturuki, te Pūrongo,
me te Arotake i te mahere



This AMWO plan will be effective from 1 July 2023 to 30 June 2026.

Every six months, Eke Panuku will meet with mana whenua to discuss the AMWO plan. These meetings will be an opportunity to review progress. The overarching purpose of the AMWO plan is to grow the capability of Eke Panuku to take appropriate account of te Tiriti o Waitangi and improve opportunities for Māori. It is, therefore, critical that our mana whenua partners believe the actions in the AMWO plan create tangible benefits for Māori.

If mana whenua believe that some actions within the AMWO plan should be added, removed, or edited, Eke Panuku intends to support these changes, provided any new actions are aligned with our strategic objectives. Eke Panuku considers the AMWO plan is a living document.

If some actions cannot be delivered for any reason Eke Panuku will discuss the changes with mana whenua.

Eke Panuku will provide the board with a comprehensive progress update at the end of each financial year. Eke Panuku may also provide regular progress updates to Auckland Council.

In February 2026, after 2.5 years, Eke Panuku will review and refresh the AMWO Plan. We will undertake this exercise by:

- Engaging with mana whenua to understand their aspirations.
- Engaging with internal stakeholders to Eke Panuku.
- Reviewing key strategic documents within the Auckland Council Group and the wider local government sector.

12

GLOSSARY AND COMMON ABBREVIATIONS

Te papakupu whāiti me ngā whakapoto whānui



Abbreviations

Ngā whakapoto

Abbreviation	Meaning
ACPL	Auckland Council Property Limited
AMWO	Achieving Mana Whenua Outcomes
CCO	Council-controlled organisation
COVID-19	Novel coronavirus, formally known as 2019-nCoV, SARS-CoV-2 virus
CVA	Cultural Values Assessment
D&I	Diversity and Inclusion
IMSB	Independent Māori Statutory Board
KOTM	Kia Ora Tāmaki Makaurau
MACAA	Marine and Coastal Area (Takutai Moana) Act 2011
MAHI	Measures Achieving High Impact
TAG	Technical Advisory Group

Glossary of Māori words

Te papakupu whāiti mō ngā kupu Māori

Te reo Māori is a rich language. Most words have multiple meanings, depending on the context in which they are used. We have given definitions for the words that reflect the way we intend them to be used in this report. Unless another reference is given, these definitions are based on those in Te Aka the online Māori dictionary, as this resource is widely accepted.

Te reo Māori	English
Ahi kā	Continuous occupation, the right to hold influence over the land
Ahurea	Culture
Eke Panuku	Eke Panuku Development Auckland, a council-controlled organisation responsible for urban regeneration
Hāngai	Apposite, relevant, appropriate
He Pia He Taura	A programme designed to build the capability of young people to lead events and placemaking activities
Hononga	Union, connection, relationship, bond
Iwi and hapū	extended kinship group, tribe, nation, people
Kai	Food, meal, drink
Kaimahi	Workers, employees
Kāinga	Home, house, settlement, dwelling, residence
Kaitiaki	trustee, minder, guard, custodian, guardian, caregiver, keeper, steward, clan, tribe, subtribe In the context of the draft actions, kaitiaki also means operational kaimahi
Kaitiakitanga	guardianship, stewardship, trusteeship, trustee
Kaunihera	Council
Kawa	marae protocol - customs of the marae and whareniui, particularly those related to formal activities such as pōhiri, speeches and mihimihi.
Kia ora	Be well, good luck, best wishes
Kia Ora Tāmaki Makaurau	Auckland Council Group Māori outcomes performance measurement framework
Kōwhaiwhai	Painted scroll ornamentation - commonly used on meeting house rafters.
Mataawaka	Māori who don't have a connection to an iwi in the area they reside.
Mahi	Work, activity, operation
Mana whenua	Individually, or collectively, the name for one of the 19 iwi and hapū in Tāmaki Makaurau
Māori	indigenous person of Aotearoa/New Zealand

Te reo Māori	English
Matariki	Matariki is the name of the Pleiades star cluster and the celebration of its first rising in late June or early July. This marks the beginning of the new year in the Māori lunar calendar. Aotearoa also recognises Matariki with a public holiday.
Mātauranga	knowledge, wisdom, understanding, skill
Nā māua noa	Yours sincerely (two signatories)
Rangatahi	A youth, a young person, to be young
Rangatira	To be of high rank, become of high rank, ennobled, rich, well off, noble, esteemed, revered.
Rohe	Boundary, district, region, territory
Take Mauri Take Hono	A mana whenua-owned cultural health indicator that assess the cultural wellbeing of a project
Tāmaki Makaurau	Auckland
Tari	Office, department
Te Arawhiti	The Office of Māori Crown Relations
Te reo Māori	The Māori language
Te taiao	Environment, nature, earth, world, country
Te Tiriti o Waitangi	The Treaty of Waitangi
Te Waiohū	A collective of three iwi: Te Ākitai Waiohū, Ngāti Tamaoho, and Ngāti Te Ata Waiohū
Te Whakaoranga i te Puhinui	The restoration of the Puhinui
Te Wiki o te Reo Māori	Māori Language Week
Tikanga	Correct procedure, custom, habit, lore, method, manner, rule, way, code, meaning, plan, practice, convention, protocol
Tiriti	Treaty
Toa	Shop, store
Umanga	Business, occupation, career, profession
Wāhi tapu	Sacred place, sacred site - a place subject to long-term ritual restrictions on access or use
Whare	House, building, residence, dwelling

APPENDIX A: SUMMARY OF OUR LEGAL OBLIGATIONS

Te Āpitianga A: Te whakarāpopototanga o ō mātou herenga ā-ture

Introduction

Our Achieving Mana Whenua Outcomes (AMWO) plan is how Eke Panuku intends to respond to our commitments within Kia Ora Tāmaki Makaurau – the Auckland Council Group Māori Outcomes Performance Measurement Framework (the Framework). The Framework is driven in part by the principles of te Tiriti o Waitangi/Treaty of Waitangi and Auckland Council’s statutory obligations relating to Māori and te Tiriti.

This document is not a comprehensive list of every statutory provision concerning Māori or Te Tiriti o Waitangi/ Treaty of Waitangi with which we must comply. It is a summary of the legal obligations which we have decided are most relevant to our Māori Outcomes Plan. When making a particular decision or undertaking a specific process, we will refer to the actual statutory provision, rather than the summary contained here.

Local Government Act 2002	What are we currently doing?	What will we do?
<p>Legislation</p> <p>Under this Act, we promote Māori participation in our decision-making processes by:²</p> <ol style="list-style-type: none"> 1. Enabling Māori to contribute to decision-making (and report on these activities in the annual report).³ 2. Enhancing Māori capacity to contribute to decision-making (and set out intended steps in the Long-term Plan).⁴ 3. Giving Māori information to promote their contribution to decision-making.⁵ 4. Ensuring that we have processes for consulting with Māori.⁶ 5. Consulting with Māori if they may be affected by or have an interest in a decision.⁷ 	<ul style="list-style-type: none"> • We host a meeting with mana whenua rangatira and our board twice a year. • We host a weekly meeting with mana whenua representatives to input into our programmes and projects. • We meet with mana whenua one-on-one if requested. • We invite mana whenua to supply Cultural Values Assessments (CVA) if required to better understand their cultural values. • We have memorandums of understanding with several mana whenua representatives, and we’ve offered to enter into relationship agreements with others if requested. • We give mana whenua a limited contestable process on our disposal properties. 	<ul style="list-style-type: none"> • We will work directly with mana whenua in each of our locations to tailor our Placemaking approach to their tikanga. • We will provide mana whenua with a three-month calendar of upcoming projects to assist mana whenua to effectively manage their resources. • We will invite mana whenua to lead a cultural induction for Eke Panuku employees. • We will require Eke Panuku employees to attend foundation courses to lift their capability to engage with Māori. • We will appoint mana whenua-nominated technical experts to support our Placemaking activities including He Pia He Tauria (a rangatahi programme), our Matariki programme, and our Placemaking Approach.

²Local Government Act 2002, section 4.

³Local Government Act 2002, section 81(1)(a) and Schedule 10, clause 8.

⁴Local Government Act 2002, section 81(1)(b) and Schedule 10, clause 35.

⁵Local Government Act 2002, section 81(1)(c).

⁶Local Government Act 2002, section 82(2).

⁷Local Government Act 2002, section 82(1).

Local Government Act 2002	What are we currently doing?	What will we do?
<p>6. If making a significant decision about land or water, taking into account the relationship of Māori and their culture and traditions with their ancestral land, water, sites, wāhi tapu, valued flora and fauna, and other taonga.⁸</p> <p>As a good employer our personnel policy must⁹ recognise:</p> <ul style="list-style-type: none"> • Māori aims, aspirations and employment needs. • The importance of greater involvement of Māori in local government employment. 	<ul style="list-style-type: none"> • We give mana whenua an advantage when bidding on our commercial development sites up to 15% • We will appoint mana whenua-nominated technical experts to have high-quality conversations about Eke Panuku plan changes, masterplans, and resource consents. • We have adopted Māori outcomes job descriptors into all our position descriptions • We have established a Māori staff network Te Whetū Rehua. 	<ul style="list-style-type: none"> • We will give effect to the MAHI Māori employment strategy • We will establish a network of Māori outcomes champions within the business.
<p>Council's funding and financial policies must support the principles set out in the Preamble to the Te Ture Whenua Māori Act 1993.¹⁰</p>	<ul style="list-style-type: none"> • Eke Panuku supports the retention and acquisition of land in Māori ownership by dealing exclusively with mana whenua on land disposals, and by treating iwi differently on development sites. • Eke Panuku administers a fund to support mana whenua to develop land within our property portfolio. 	<ul style="list-style-type: none"> • As per the Selecting Development Partners Policy, Eke Panuku grants mana whenua an exclusive economic opportunity to buy disposal sites from us before we release them to the market. • Eke Panuku has created a 15% weighting in our essential outcomes when selling development sites to facilitate relationships between aspiring mana whenua developers and private commercial property developers.

⁸Local Government Act 2002, section 77(1)(c).

⁹Local Government Act 2002, Schedule 7, clause 36.

¹⁰Local Government Act 2002, section 102(3A). The policies subject to this requirement are the revenue and financing policy, development contributions policy, Māori freehold land rates remission and postponement policy, and general rates remission and postponement policy.

Local Government (Auckland Council) Act 2009	What are we currently doing?	What will we do?
<p>Legislation</p> <p>We may need to work with the Independent Māori Statutory Board (IMSB) by:¹¹</p> <ul style="list-style-type: none"> providing the IMSB with information. consulting with, and taking the advice of, the IMSB on matters affecting mana whenua and mataawaka of Tāmaki Makaurau, including how to reflect their input in strategies, policies and plans. working with the IMSB to seek the input of <u>mana whenua</u> and <u>mataawaka</u> of Tamaki Makaurau.¹² 	<p>Eke Panuku has regular governance and operational meetings with the IMSB and seeks their input into key policy documents.</p>	<ul style="list-style-type: none"> Eke Panuku intends to maintain and improve our relationship with the IMSB.

Resource Management Act 1991	What are we currently doing?	What will we do?
<p>Legislation</p> <p>Persons exercising functions and powers under the RMA (generally the regulatory team, where the council is acting as a Resource Consent Authority) must, in managing the use, development, and protection of natural and physical resources:</p> <ol style="list-style-type: none"> recognise and provide for the following as matters of national importance: <ul style="list-style-type: none"> the relationship of Māori and their culture and traditions with their ancestral lands, water, sites, wāhi tapu and other taonga;¹³ the protection of customary rights.¹⁴ have particular regard to <u>kaitiakitanga</u>.¹⁵ <p>These statutory obligations do not directly apply to Council acting as an applicant for resource consents.</p> <p>However, when acting as an applicant, it is appropriate for Council to nevertheless take these matters into account when preparing its application.</p>	<ul style="list-style-type: none"> Eke Panuku notifies mana whenua by email about all our resource consents. Eke Panuku engages with mana whenua before lodging a resource consent to ensure that any potential impact created by the consent is mitigated up-front. For complex resource consents, Eke Panuku provides mana whenua third-party advice before a resource consent is lodged. For example, the resource consent to enable the infrastructure works for the America’s Cup and the redevelopment of Westhaven marina. Eke Panuku engages with mana whenua on the development of the management plans required to build under the consent. 	<ul style="list-style-type: none"> Eke Panuku intends to continue to work proactively with mana whenua on resource consent issues. Eke Panuku is often privileged to have mana whenua representatives present during decisions throughout the lifetime of a resource consent. We believe it’s more valuable to have a mana whenua representative engaged throughout a project instead of undertaking one-off upfront engagement before a resource consent is lodged.

¹¹Local Government (Auckland Council) Act 2009, section 88.

¹²The Council’s duties under section 88 do not relieve it of any duties it has under any other enactment to consult Maori.

¹³Resource Management Act 1991, s 6(e).

¹⁴Resource Management Act 1991, section 6(g).

¹⁵Resource Management Act 1991, section 7(a).

Local Government Official Information and Meetings Act 1987	What are we currently doing?	What will we do?
<p>Legislation</p> <p>Exceptions to LGOIMA:</p> <p>Good reasons for us to withhold information under this Act are:</p> <ul style="list-style-type: none"> • avoiding serious offence to tikanga Māori. • avoiding the disclosure of a wāhi tapu site.¹⁶ <p>However, this is only in particular circumstances under the RMA, e.g., an application for a resource consent, a water conservation order, or a heritage order.¹⁷</p> <p>We must also weigh withholding information against serving the public interest and other considerations.¹⁸</p>	<p>Eke Panuku operates a high-trust engagement model with our mana whenua partners. We often share privileged information with them in advance of public notification to ensure we can consider their input at the right time.</p>	<ul style="list-style-type: none"> • We'll continue to adopt a high-trust engagement model with our iwi partners.
Marine and Coastal Area (Takutai Moana) Act 2011	What are we currently doing?	What will we do?
<p>Legislation</p> <p>The relevant purpose of this Act is to:</p> <ul style="list-style-type: none"> • recognise mana tuku iho. • provide for customary interests of iwi, hapū and whānau in the marine and coastal area.¹⁹ <p>Several applications for customary interests are currently in the High Court or seeking direct negotiation with the Crown. No rights or titles have been granted yet.</p> <p>Currently, one requirement applies to Auckland Council. Those seeking resource consent for developments in the common marine and coastal area must notify and seek the views of customary marine title applicants for the area in question (e.g. a boat ramp).</p>	<ul style="list-style-type: none"> • Eke Panuku writes to groups that have applied for customary title within the coastal marine area when we intend to lodge for resource consents. • Resource consents for activities within the coastal marine area are inherently complicated. Eke Panuku will continue to work with mana whenua before, during, and after undertaking areas in this spiritually and culturally significant space. 	<ul style="list-style-type: none"> • Eke Panuku will continue to engage with groups that have an interest in the coastal marine area.

¹⁶ Local Government Official Information Act 1987, section 7.

¹⁷ Local Government Official Information Act 1987, section 7(2)(ba).

¹⁸ Local Government Official Information Act 1987, section 7(1).

¹⁹ Marine and Coastal Area (Takutai Moana) Act 2014, section 62.

Ngā Mana Whenua o Tāmaki Makaurau Collective Redress Act 2014	What are we currently doing?	What will we do?
<p>Legislation</p> <p>When iwi and hapū apply mana whenua and kaitiakitanga over the maunga we must acknowledge the Tūpuna Maunga Authority as the administering body by law.²⁰</p> <p>Some of the key obligations on Council under this Act are:</p> <ul style="list-style-type: none"> • Council is responsible for routine management of the maunga and administered lands (which it must do under the direction of the TMA and in accordance with the current annual operational plan, and other specified matters) (s 61). • Council is responsible for costs in relation to the maunga and administered lands (in the manner specified in s 62). • Council must hold the funding and revenue for the maunga and administered lands (s 63). 	<ul style="list-style-type: none"> • When appropriate, Eke Panuku engages with the Tūpuna Maunga Authority (TMA) on issues that could of cultural significance. For example, Te Tauoma/Purchas Hill in Stonefields, or Maungarei in Panmure. • Eke Panuku acknowledges the cultural, spiritual, cultural, and historical importance of the Tūpuna Maunga in Tāmaki Makaurau. We respond to their viewshafts when considering future development options. For example, the connection between Maungakiekie/One Tree Hill and Te Pane o Mataaoho/Te Ara Pueru/ Māngere Mountain has shaped the future bulk and massing on the wharf. 	<ul style="list-style-type: none"> • Eke Panuku will continue to recognise the significance of the Tūpuna Maunga in Tāmaki Makaurau.

Treaty of Waitangi Settlements	What are we currently doing?	What will we do?
<p>Legislation</p> <p>Statutory acknowledgements are set out in iwi settlement legislation.²¹</p> <p>Council as Resource Consent Authority must have regard to the statutory acknowledgement when determining whether the relevant trustees are “affected persons” in relation to a consent application.</p> <p>Council as Resource Consent Authority must also forward summaries or copies of notices of consent applications, unless mana whenua choose to waive this right.</p>	<ul style="list-style-type: none"> • When requested by the Crown, Eke Panuku has considered offering site sales to our mana whenua partners as part of their Treaty settlement redress. • When statutory acknowledgements exist, we engage directly with the relevant iwi. For example, Te Ākitai Waiohua have a statutory acknowledgement at Te Hopua ā Rangī/Gloucester Park. • We acknowledge the iwi authorities recognised by the Crown within Tāmaki Makaurau. • Eke Panuku acknowledges some mana whenua haven’t yet received their Treaty settlement redress from the Crown. This means, mana whenua groups in Tāmaki Makaurau don’t have the same access to resources. To mitigate this, Eke Panuku recognises mana whenua for their time when we’re collaborating. 	<ul style="list-style-type: none"> • Eke Panuku will continue to partner with mana whenua as they settle their Treaty settlements with the Crown.

²⁰Ngā Mana Whenua o Tāmaki Makaurau Collective Redress Act 2014, section 109.

²¹Similar provisions are found in all settlement legislation. This is a summary of those sections.

Public Works Act 1981	What are we currently doing?	What will we do?
<p>Legislation</p> <p>We must comply with:</p> <ul style="list-style-type: none"> • Section 23 on the ‘notice of intention to take land’ in respect of Māori land. • Section 41 for disposal of former Māori land (either Māori freehold land or General land owned by Māori) when no longer required. 	<ul style="list-style-type: none"> • Eke Panuku acknowledges the Crown’s historical use of the Public Works Act has resulted in land loss for Māori. Although Eke Panuku has the power to use the Public Works Act, it’s highly unlikely that we’d ever exercise that power on land significant to Māori. • Eke Panuku is responsible for selling land owned by the Auckland Council. Often, this requires us to investigate historical uses of the Public Works Act and offering the land back to previous landowners. When this happens, Eke Panuku informs mana whenua of the process under a no surprises policy. 	<ul style="list-style-type: none"> • Eke Panuku will continue to seek guidance from Auckland Council Legal Services to ensure we are meeting our commitments and legal obligations.

Reserves Act 1977	What are we currently doing?	What will we do?
<p>Legislation</p> <p>Under this Act, decision-makers must give effect to the principles of te Tiriti. Treaty obligations are overarching and not something to consider later. They require active protection of Māori interests.</p> <p>The Supreme Court²² has recently stated that this requires more than mere consultation with mana whenua, as a procedure. With applications for activities, achieving substantive outcomes for iwi or hapū may mean declining other applications.</p> <p>One approach is to enable iwi or hapū to reconnect to their ancestral lands by taking up opportunities on reserve land/the conservation estate.</p> <p>The key te Tiriti principles to apply are:</p> <ul style="list-style-type: none"> • Partnership – acting reasonably towards each other, and in good faith. • Informed decision-making – being well-informed of mana whenua interests and views, e.g., by early consultation. • Active protection – protecting Māori interests retained under te Tiriti/the Treaty. This includes the promise to protect rangatiratanga and taonga. 	<ul style="list-style-type: none"> • Eke Panuku often manages land on behalf of Auckland Council that is classified as a reserve. When the council determines that the land is no longer needed, or could be used differently, Eke Panuku often engages with mana whenua on behalf of Auckland Council and the Minister of Conservation. • Eke Panuku isn’t a decision-maker about revoking or changing the reserve status of land. When applicable, we capture concerns from mana whenua and faithfully represent them to the relevant decision makers. • Occasionally, our mana whenua partners signal a commercial interest in land classified as a reserve. If that land becomes available for purchase in the future, then Eke Panuku will notify the interested mana whenua party about the sale process. 	<ul style="list-style-type: none"> • Eke Panuku will continue to discharge our obligations under the Reserve Act 1977.

²⁰Ngāi Tai ki Tāmaki Tribal Trust v Minister of Conservation [2018] NZSC 122



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5.5 Marriot Road & Chevis Place, Pakuranga Heights, go-to-market strategy This paper has been redacted under the following LGOIMA reasoning:

- *the withholding of the information is necessary to enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)7(2)(i); and*
- *the public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.s48(1)(a)*

Decision paper: Eke Panuku public realm environmental guidelines

Author: Kristen Webster, Head of Corporate Responsibility

June 2023

Ngā tūtohunga | Recommendations

That the Board:

- a. Approve the public realm environmental guidelines for implementation.

Whakarāpopototanga matua | Executive summary

1. Eke Panuku has developed bespoke guidelines for our public realm projects that consider six environmental pou (themes). They will complement our use of green rating tools for residential and commercial developments.
2. Development of the guidelines has been led by the Corporate Responsibility team, in collaboration with members of the Design and Place directorate. Stakeholder engagement has been undertaken with key teams across Auckland Council and Auckland Transport and there has been several hui with mana whenua to seek their input.
3. The guidelines will be a companion document to the Eke Panuku Thriving Town Centres document. They are an implementation tool to deliver on the environmental principles of Thriving Town Centres.
4. The guidelines set out how the following pou should be considered and addressed in public realm projects: Waste, Carbon, Transport, Water Sensitive Urban Design, Urban Ngahere and Biodiversity, Heat Resilience. They also set out processes for considering Water Sensitive Urban Design, Urban Ngahere and Biodiversity, Heat Resilience at the masterplanning level. Partnership work with Auckland Council and Auckland Transport on neighbourhood-based approaches to Transport, Urban Ngahere and Biodiversity and Water Sensitive Urban Design is also included.
5. The guidelines are intended to be applicable to all public realm typologies. The most common Eke Panuku projects are streetscapes, parks and play spaces, town squares and cycleways.
6. The primary audience for the guidelines is internal staff for use during masterplanning work and for informing design briefs. However, the guidelines will be publicly available for use by our development partners or other entities.

Horopaki | Context

7. Eke Panuku has made a commitment to respond to the climate emergency and take prompt, meaningful action to address climate change and address environmental issues facing Tāmaki Makaurau. We also work to respond to Auckland Council group strategic aims.
8. A key part of our response is to set sustainability standards for ourselves and development partners, to reduce carbon emissions, waste, and increase resource efficiency and environmental quality for all Eke Panuku facilitated projects.
9. Eke Panuku wants to ensure public realm projects and masterplans consider and address environmental matters and climate change. The public realm guidelines are to be used by design teams both internally and externally to guide consideration of key environmental matters. They will be used at both programme and project level as some matters are best dealt with at the programme level via masterplans and some are project specific.
10. Examples of matters to be dealt with at both programme and project level are Urban Ngahere and Biodiversity and Water Sensitive Urban Design. For Urban Ngahere and Biodiversity this will involve mapping tree coverage at the neighbourhood scale, identifying any deficits and then developing project-specific design responses. For Water Sensitive Urban Design, we are working with Healthy Waters to undertake joint catchment-based planning and alignment of work programmes.
11. At this stage social and cultural considerations are not addressed within these guidelines. Social and cultural principles, criteria and considerations are set out in the Thriving Town Centres Guidance and the Auckland Council sustainable outcomes toolkit also provides useful guidance.
12. It is proposed that certain aspects of the guidelines are mandatory. All Eke Panuku public realm projects will need to have a
 - waste management plan
 - site tree inventory if trees are present
 - stormwater assessment, if the project will involve a significant reduction in permeable area or there are existing water flow issues to be resolved, and
 - carbon assessment.
13. Across the other themes, the guidelines set out potential opportunities to be explored. The approach taken will vary depending on project type, project objectives and site-specific considerations. The guidelines are a toolkit of interventions, and it will be up to the relevant project lead to consider applicability based on the objectives of the project.

Nga whiringa me te taatai | Options and analysis

14. Use of off-the-shelf rating tools were considered but there were no options that were fit-for-purpose for the nature and scale of Eke Panuku projects. Guidance for our public realm work that is aligned to the Thriving Town Centres guidance was considered most suitable.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

15. The guidelines will be implemented as part of existing work and resource. When projects are briefed, the use of the guidelines will provide a more standardised and streamlined approach and not involve additional work.
16. Approval of the guidelines will not automatically result in a commitment to delivery of projects that cost more. Projects will still need to be delivered within existing budgets.
17. In terms of new work, the implementation of the guidelines will require the measurement of the carbon impact of projects at the optioneering phase, to identify lower carbon choices in terms of materials and design. Several carbon assessment tools are currently being piloted which have varying costs associated. Depending on the results of this testing there may need to be a business case developed to assess the cost/benefit of tools prior a decision being made. There will also be staff or consultant time involved in use of tools to assess carbon impact, however this is considered to be a necessary step in our approach to more informed decision-making. Over time carbon assessment should become part of our Business as Usual.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

18. There are no significant risks associated with approval of the guidelines.

Tauākī whakaaweawe Māori | Māori impacts

19. Discussions have been had with the Eke Panuku mana whenua forum throughout the development of the guidelines and staff have attended four hui. Feedback has been provided by mana whenua on the draft guidelines and incorporated into the final document.
20. As a preliminary exercise, Mana whenua requested us to collate the principles and themes considered and incorporated in previous masterplanning and projects relating to their desired outcomes for public realm projects. Collation of previous mana whenua input allows us to build on previous experience and knowledge and we have a good understanding of mana whenua aspirations around te taiao.
21. Some mana whenua raised concerns around the maintenance of public realm assets, which we acknowledge, but largely do not control. We noted our advocacy role with asset owners to ensure appropriate maintenance budgets. In the hui some mana whenua have articulated aspirations beyond what can be achieved for all projects. This drive for ongoing innovation is noted and part of the implementation of the guidelines is the piloting of a number of approaches. We will look to test materials and methodologies as part of a process of continual improvement.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

22. Use of the guidelines will help Eke Panuku to deliver on stakeholder goals and provide clarity on our aspirations for key partners. A significant proportion of Eke Panuku projects are handed over to Community Facilities or Auckland Transport, and therefore the projects must also meet their standards and specifications. Discussions have been had with key teams and SMEs within Auckland Council and Auckland Transport to ensure alignment. Ongoing dialogue with asset owners will be required to resolve any tensions around management and maintenance of spaces. These issues have been discussed but will need Eke Panuku advocacy on an ongoing basis to highlight the need for appropriate operational budgets from Community Facilities and Auckland Transport. Through developing the

guidelines, some new processes have been agreed to with stakeholders which will result in a closer working relationship which will be mutually beneficial.

Tauākī whakaaweawe āhuarangi | Environment and Climate change impacts

23. Adoption and implementation of the guidelines will ensure Eke Panuku public realm projects enhance the environment and demonstrate lower carbon impact and increased climate resilience.

Ngā koringa ā-muri | Next steps

24. Once approved the guidelines will be shared with relevant teams and promoted through forums such as the Community of Practice and University of Eke Panuku. There will be ongoing engagement with council whanau and stakeholders to implement the guidelines including planning work with Community Facilities and Healthy Waters, and pilots with Auckland Transport.

Ngā tāpirihanga | Attachments

Attachment A – Eke Panuku public realm guidelines

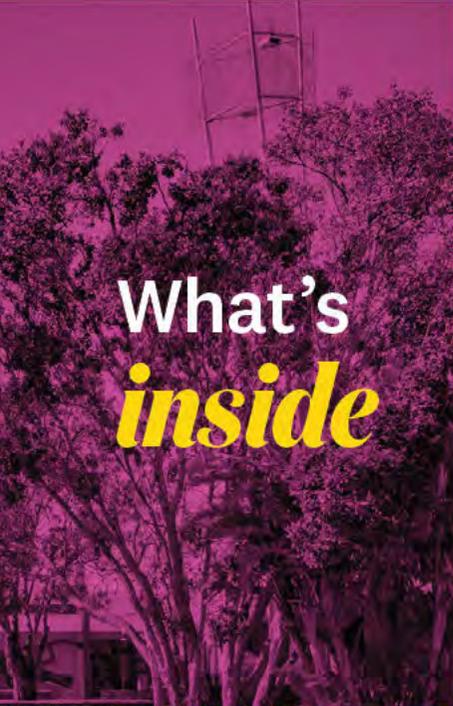
Ngā kaihaina | Signatories

Brenna Waghorn, GM Strategy & Planning

David Rankin, Chief Executive



Public Realm Environmental GUIDELINES



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ENVIRONMENTAL POU

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2. Water sensitive urban design
3. Heat resilience
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01

Introduction

Eke Panuku has made a commitment to respond to the climate emergency and take prompt, meaningful action to address climate change and environmental issues facing Tāmaki Makaurau. We also work to respond to Auckland Council group strategic environmental aims.

A key part of our response is to set sustainability standards for ourselves and development partners, to reduce carbon emissions, waste, and increase resource efficiency and environmental quality for all Eke Panuku facilitated projects.

Eke Panuku utilises rating tools from the New Zealand Green Building Council (NZGBC) for residential and commercial developments and has developed some bespoke guidelines for our public realm developments which are set out in this document.



02

Purpose



Public realm investment is one the Eke Panuku levers and we identify opportunities for public realm improvements through our masterplanning. Eke Panuku wants to ensure public realm projects and masterplans consider and address environmental matters and climate change. We recognise the intrinsic link between the health of te taiao and the health and wellbeing of our communities.

This document is to be used by design teams both internally and externally to guide consideration of key environmental matters. It will be used at both programme and project level as some issues are best dealt with at the programme level via our masterplanning processes and some are project-specific.

The guidelines are a companion document to the Eke Panuku Thriving Town Centres document and are an implementation tool to deliver on the environmental principles of Thriving Town Centres. The guidelines set out what we will consider and our aspirations for our projects. Often our public realm projects are small in scale and with limited budgets. Therefore, we don't set out to achieve all our aspirations on every project. Our council whanau partners will also be contributing to this mahi and the guidelines outline a number of joint initiatives.

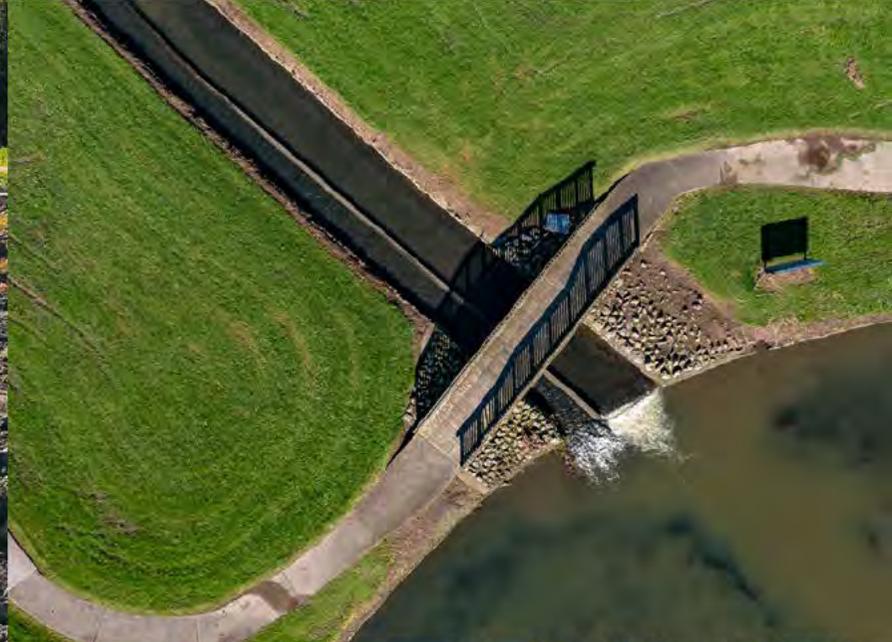
03

Scope

Six environmental pou have been identified and the guidelines set out how these pou can be considered and addressed in the public realm: Urban Ngahere and Biodiversity, Water Sensitive Urban Design, Heat Resilience, Transport, Waste, and Carbon. The guidelines recognise the interconnectedness of the pou with each other and the many synergies between them.

Climate change mitigation is addressed under the pou of Transport, Waste and Carbon, and climate adaptation is addressed under the pou of Urban Ngahere and Biodiversity, Water Sensitive Urban Design and Heat Resilience.





The scope of the guidelines includes all public realm asset types. The most common are streetscapes, parks and play spaces, town squares and cycleways.

Social and cultural considerations are not addressed within these guidelines. We have existing goals and targets in relation to sustainable procurement and we utilise the guidance within the Auckland Council Sustainable Outcomes Toolkit.

Certain aspects of the guidelines will be mandatory for either all projects or all projects of a certain type; others are potential opportunities to be explored. The approach taken will vary depending on project type, project objectives and site-specific considerations.

ekepanuku.co.nz

These guidelines do not directly apply to projects on Eke Panuku development sites. However, we will encourage our development partners to consider the guidelines for any public realm aspects within their developments.

Any information gathered through our neighbourhood-wide masterplanning will be shared with Priority Location Directors and project leads for consideration in future projects or site sales. There is an advocacy role we can take in promoting consideration of te taiao with our development partners or wider community stakeholders.



04

How to use this document

This document sets out six environmental pou that are important to Eke Panuku and relate to the environmental principles within Thriving Town Centres. Under each pou, strategies and opportunities are outlined, as well as KPIs or targets where relevant. A subset of pou have been identified which should be considered at the neighbourhood scale. These are Water Sensitive Urban Design, Urban Ngahere and Biodiversity, Heat Resilience and Transport. For these pou, Eke Panuku is working with partners including Auckland Transport and Healthy Waters, to ensure

effective catchment and network-based planning. Healthy Waters is Auckland Council's department responsible for the management, planning and development of storm water systems and its effects on the environment.

Under each pou, several different strategies are set out for consideration with a range of approaches that could be taken. Not all strategies will be applicable to every project. Appropriate opportunities to be utilised will depend on the individual project and its location. Project leads will need to consider their wider project aims when looking at applicability of pou and strategies. In some instances, there may be trade-offs. While many of the pou are self-supporting and interrelated, we will not be able to address all matters on every project.

This document will be referenced at the design brief stage to inform project environmental goals and to ensure appropriate skillsets are included within the design team. Design leads will use this document as a resource to identify opportunities for their projects and specify these in the brief. Under each pou any mandatory requirements are outlined as well as any other relevant considerations to be noted, such as compliance with other council or stakeholder requirements.





Part of our approach to public realm projects is to identify group innovation initiatives. These are pilot projects to test new or different materials or methodologies agreed between Eke Panuku and our future asset owners, Parks and Community Facilities and Auckland Transport.

In implementing these guidelines, we will continue our existing engagement processes with mana whenua to ensure that matauranga māori is reflected.

MANDATORY REQUIREMENTS FOR PROJECTS

Tree assessment

If there are trees on site, a public realm project must either refer to a neighbourhood-scale tree inventory

or undertake a site-specific assessment. The intention is to note tree specimens present and their health and use this to inform planting or tree protection and maintenance recommendations.

Stormwater assessment

A stormwater assessment must be undertaken to assess stormwater quality and quantity issues if the project will involve a significant reduction in permeable area or where there are existing water flow issues to be resolved. This assessment can be done either in discussion with Healthy Waters or through use of consultant input from a stormwater engineer.

Waste management plan

Development and implementation of a waste management plan and measurement of diversion is required for all capital works projects above \$300,000. All smaller scale projects are required to consider how waste can be minimised.

Carbon assessment

Assessment of the carbon impact of a project will be required. This will be supported by the identification of suitable tools and training.

05

Environmental pou



1. Urban ngahere and biodiversity

INTRODUCTION

Auckland's urban ngahere is the realm of Te Waonui o Tāne (the forest domain of Tāne Mahuta) and consists of a green network including all trees and vegetation – both native and introduced. Our urban ngahere is diverse. It includes trees and vegetation in road corridors, parks and open spaces, natural stormwater assets, community gardens, living walls, green roofs and trees and vegetation in the gardens of private properties.

Protection and enhancement of urban ngahere and the biodiversity within has social, environmental, economic, and cultural benefits. Recognising and promoting the

role of ecosystems will help with adapting to climate change e.g., through carbon storage, reducing erosion, reducing the heat island effect and the effects of stormwater runoff.

Te Rautaki Ngahere ā-Tāone o Tāmaki Makaurau: Auckland's Urban Ngahere (Forest) Strategy includes three objectives of knowing, growing, and protecting, with 18 supporting high-level actions. A key goal of the strategy is that all local board areas achieve a minimum 30% canopy cover.

Eke Panuku is well placed to deliver on Auckland's urban ngahere objectives. We will take action to know, grow, and protect urban ngahere across our neighbourhoods and to focus on improving the uneven extent of canopy coverage, to ensure that benefits are widely shared.

Knowing

Understanding the status of urban ngahere and tree canopy coverage across our neighbourhoods. Mapping canopy coverage across our public realm, streetscapes, and development sites to understand deficits and to plan for future planting. Understanding tree size, health, and condition to guide decision making. Identifying a balance of locations and appropriate species that will result in growth and resilience to a changing climate.

Growing

Expanding urban ngahere across our neighbourhoods, ensuring a diverse mix of species, climate resilience and enhancement of biodiversity outcomes. Contributing to local board and stakeholder planting plans and opportunities. Addressing any significant uneven coverage of canopy cover within our town centres.



Protecting

Protecting existing trees and maintaining canopy coverage in our neighbourhoods. Requiring strong mitigations for mature tree loss, understanding that it can take decades to see equivalent benefits through new planting.

OBJECTIVE

Eke Panuku contributes to increasing canopy cover within its neighbourhoods.

STRATEGIES

- Contribute towards delivery of local board urban ngahere plans and objectives of the Auckland Urban Ngahere Strategy.
- Contribute to increasing road corridor and carparking canopy coverage.
- Improve biodiversity in Eke Panuku neighbourhoods.
- Protect mature trees and green spaces in Eke Panuku neighbourhoods.
- Deliver in conjunction with water sensitive urban design and heat resilience objectives.

OPPORTUNITIES

Contribute towards delivery of local board urban ngahere plans and objectives of the Auckland Urban Ngahere Strategy.

- Measure tree canopy coverage of Eke Panuku neighbourhoods. Identify deficits of coverage and plan for opportunities for planting.
- Develop neighbourhood and project inventories of existing trees, noting species and tree health.

- Understand and contribute to local opportunities and priorities for planting (local board urban ngahere plans).
- Target a greater degree of tree planting and canopy coverage in Eke Panuku neighbourhoods subject to greater levels of heat stress.

Contribute to increasing road corridor and carparking canopy coverage.

- Contribute towards Auckland Transport Hikina Te Wero goals of greening the road network. Explore potential for 40% canopy coverage for streetscape projects to support Auckland Transport Green Infrastructure Network proposed targets.
- Screen carparking from the public realm with quality landscaping and substantial tree canopy coverage.

Improve biodiversity in Eke Panuku neighbourhoods.

- Support restoration and connection of ecosystems, for example creating steppingstones between areas of high ecological value.
- Ensure the contribution of marginal sites to ecosystem services are recognised, valued, and increased.
- Consider the enhancement of ecosystem service functions in restoration activity.
- Encourage building integrated vegetation including surface greening on urban facades such as walls.
- Utilise a range of species to increase urban ngahere resilience to disease and a changing climate, with a preference for the use of trees endemic to the area and whakapapa sourcing.

Protect mature trees and green spaces in Eke Panuku neighbourhoods.

- Identify mature trees with significant canopy coverage on Eke Panuku public realm project sites for protection.
- Require strong justification for mature tree removal (e.g., public safety) and significant planting mitigations to compensate for mature tree loss.

Deliver in conjunction with water sensitive urban design and heat resilience objectives.

- Consider tree and planting placement for rainfall interception and water treatment.

- Consider tree placement for shade and massing to create cool islands/areas of respite.
- Create green spaces within existing spaces e.g., streetscapes and public squares.

MANDATORY REQUIREMENT

If trees are onsite a public realm project must either refer to a neighbourhood-scale tree inventory or undertake a site-specific assessment to note tree specimens present and their health and use this to inform planting or tree protection and maintenance recommendations.

KPIs

No projected net loss of tree canopy cover.
Tree canopy cover projection is increasing.

GUIDANCE FOR PROJECTS

[Auckland Transport Bioretention Planting Guide](#)

LINKS TO MORE INFORMATION

[Auckland's Urban Ngahere \(Forest\) Strategy](#)

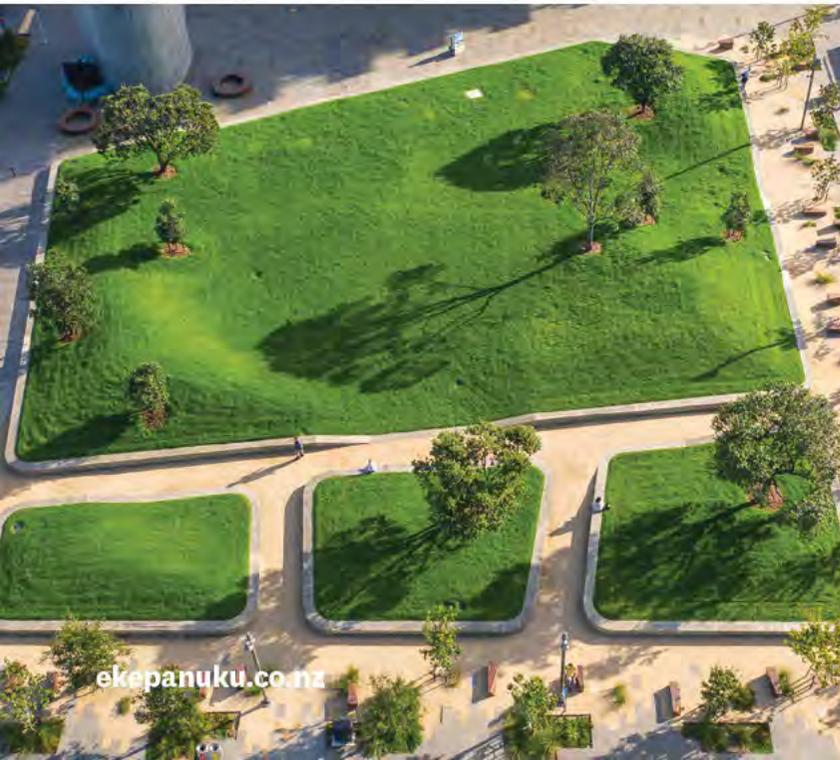
[Auckland Transport Green Infrastructure Network Framework](#)

[Henderson-Massey Urban Ngahere Action Plan](#)

[Kaipātiki Urban Ngahere Action Plan](#)

[Ōtara-Papatoetoe Urban Ngahere Action Plan](#)

[Waitematā Urban Ngahere Action Plan](#)





2. Water sensitive urban design

INTRODUCTION

Water Sensitive Urban Design is an approach which addresses development of urban land in a way that recognises the water cycle and seeks to minimise the impacts that arise from changes to catchment hydrology from urbanisation. Water sensitive urban design seeks to protect and enhance natural freshwater systems, sustainably manage water resources, and mimic natural processes to achieve enhanced outcomes for ecosystems and our communities.

In a brownfield context, water sensitive urban design can be about maintaining or reintroducing ecosystem

services into a site or neighbourhood. Climate change and associated increased rainfall events, will make planning for and accommodating water flows in our neighbourhoods increasingly important. We will need to have an awareness of the wider catchment to ensure that we do not exacerbate any existing issues and are exploring the potential of our projects to alleviate any wider catchment issues.

Making space for water and allowing natural systems to function in our urban areas is a priority.

OBJECTIVE

Eke Panuku masterplanning and work programme is informed by a jointly planned catchment-based approach with Healthy Waters. All public realm projects take a holistic approach to Water Sensitive Urban Design.

STRATEGIES

- Protect and enhance the values and functions of natural ecosystems.
- Address stormwater effects as close to source as possible.
- Mimic natural systems and processes for stormwater management.
- Promote inter-disciplinary planning and design to deliver broader outcomes for communities.

OPPORTUNITIES

Protect and enhance the values and functions of natural ecosystems.

- Cluster land development on the most appropriate parts of sites.
- Protect site soil resources from modification.
- Maintain or increase the perviousness of the project site. Limit disturbance of vegetated areas.
- Address pollutants in the land e.g. by remediation of contaminated soils.

Address stormwater effects as close to source as possible.

- Explore options for on-site and near-site treatment. Establish treatment trains throughout and between Eke Panuku sites.

Mimic natural systems and processes for stormwater management.

- Reduce stormwater volume, peak flow, and pollutant loads.
- Create and enhance wetlands, daylight and rehabilitate water courses.
- Utilise swales, raingardens and mass tree planting.
- Include buildings in mix of water treatment options with green roofs and living walls e.g., toilets and play structures.

Promote inter-disciplinary planning and design to deliver broader outcomes for communities.

- Aim for broader benefits by targeting environmental, social, and cultural strategies/principles.
- Consider opportunities to weave planning with urban ngahere and ecology, and heat resilience pou.
- Explore possibilities to retain rainwater and stormwater for reuse on-site e.g., for grey water use and to displace irrigation.
- Create places that provide for public amenity and play, which provide detention during periods of heavy rainfall.

MANDATORY REQUIREMENTS

All projects must consider stormwater quality and quantity issues. A stormwater assessment must be undertaken to assess stormwater quality and quantity issues if the project will involve a significant reduction in permeable area or where there are existing water flow issues to be resolved. The assessment can be done either in discussion with Healthy Waters or through use of consultant input from a stormwater engineer.

Eke Panuku will manage stormwater discharges in accordance with the Auckland Council Network Discharge Consent.



EKE PANUKU - HEALTHY WATERS JOINT PLANNING

Eke Panuku will work with Healthy Waters to understand natural processes, issues, and opportunities across Eke Panuku neighbourhoods. Based on this information, Eke Panuku interventions and contributions to address catchment water quantity and quality issues will be defined.

- Engage Healthy Waters Waterways Planning team for integration workshop and joint planning.
- Eke Panuku to outline public realm and development planning in catchments, and neighbourhood environmental context (urban heat, urban ngahere).

- Healthy Waters to explore water flows, quantity, and quality issues for neighbourhood catchments.
- Agree drivers and principles to guide decision making for specific neighbourhoods and catchments.
- Joint development of an options report at the catchment scale, exploring overlap between Healthy Waters and Eke Panuku work programmes.
- Assess interventions against agreed drivers and prioritise.
- Inform and update Healthy Waters future work programme, Eke Panuku Masterplanning.

KPIs

To be confirmed following further work with Healthy Waters.

GUIDANCE FOR PROJECTS

- [GD04 Water Sensitive Design for Stormwater](#)
- [Auckland Transport Bioretention Design Guide](#)
- [Auckland Transport Swale Design Guide](#)





3. Heat resilience

INTRODUCTION

Climate change will subject Tāmaki Makaurau to hotter temperatures and more extreme weather events including droughts and heat waves. In coming years, heat waves are likely to be more frequent, more severe, and longer lasting. Cities can be subject to the urban heat island effect which occurs when natural land cover is replaced with dense concentrations of paving, buildings and other surfaces that absorb and retain heat. Urban heat islands contribute to higher daytime temperatures, reduced nighttime cooling, and higher air-pollution levels. These contribute to heat-related deaths and illnesses such as general discomfort, respiratory difficulties, heat cramps, heat exhaustion, and heat stroke.

The urban heat island effect will exacerbate the effects of hotter temperatures in our urban areas. Several Eke Panuku neighbourhoods are identified as climate vulnerability hotspots. These are areas of Auckland that are particularly vulnerable to climate change impacts due to factors such as the socio-economic context and low levels of existing tree cover. Therefore, a critical component of our response to climate change needs to be taking actions that reduce the urban heat island effect. Design decisions in our public realm and masterplanning work are central to this.

OBJECTIVE

Utilise public realm projects to improve heat resilience, by providing shelter and cool spaces in Eke Panuku neighbourhoods.

STRATEGIES

- A design process for the public realm aimed at increasing community resilience or adaptive capacity to local climate impacts.
- Provide shade and shelter in the public realm in town centres to deal with rain and heat, including both open spaces and on footpaths or other pedestrian areas.
- Utilise strategies to reduce the effect of the urban heat island on Eke Panuku project sites.
- Explore opportunities to reduce the effect of the urban heat island beyond the site area.

OPPORTUNITIES

A design process for the public realm aimed at increasing community resilience to local climate impacts.

- Create cool islands, public areas of respite from high temperatures.
- Look for opportunities to create cool spaces in formal and informal public spaces e.g., public squares and streetscapes.
- Address urban heating at scale with multiple interventions across a neighbourhood.

Provide shade and shelter in the public realm in town centres to deal with rain and heat, including both open spaces and on footpaths or other pedestrian areas.

- Create cool routes with minimal interruption of shade between housing and public and private amenities.
- Consider co-location of public transport stops with existing mature trees or under building canopies.
- Provide a variety of shelter in play areas for children.
- Utilise planting and trees to provide shade for cycleways and shared paths.

Utilise strategies to reduce the effect of the urban heat island on Eke Panuku project sites.

- Consider material type and colour to minimise heat gain.
- Reduce use of constructed impervious surfaces e.g., roads, sidewalks and car parks.

- Consider cooling effects of vegetation and tree canopy cover before removal.
- Increase tree canopy coverage as primary mitigation.
- Use trees that will provide significant shade within 10 years of planting.
- Shade hardscaping with tall or overhanging vegetation.
- Shade hardscaping with permanent structures e.g., walls, vegetated trellises, public art.
- Design and utilise treatments of unshaded hardscaping elements to reduce solar gain.
- Incorporate vegetation, including green roofs.
- Include water bodies and/or watercourses. Delivering with water sensitive urban design goals.

Explore opportunities to reduce the effect of the urban heat island beyond the site area.

- Maximise tree canopy coverage across a larger area to reduce urban temperatures (>40% site tree canopy coverage).
- Maximise shading of hardscaping adjacent to buildings (e.g., car parks).
- Connect with adjacent areas of tree canopy coverage.



KPIs

Percentage of site area utilising strategies to reduce the urban heat island effect.

GUIDANCE FOR PROJECTS

Table 1. Heat vulnerability of Eke Panuku neighbourhoods. Vulnerability identified via Auckland Council and NIWA data.

Areas	Priority location heat vulnerability
North	Northcote – moderate to high Takapuna – low to moderate
Isthmus	Onehunga – moderate to high Panmure – moderate to high
West	Avondale – moderate to high Henderson – moderate to high Hobsonville – relatively low
South	Manukau – high Old Papatoetoe – moderate to high Pukekohe – moderate

There are several methodologies for measuring the impact of materials or the effectiveness of design strategies on reducing the urban heat island effect. These will be tested on a pilot basis to assess their utility, practicality, and whether they should be adopted for Eke Panuku projects. Examples include formula for measuring the effect of interventions to reduce the urban heat island, included within the American-based Sustainable Sites Initiative SITES V2 rating tool; and measurement of a material's Solar Reflective Index (SRI), included within the Australian Green Star Design & As-Built rating tool.





4. Transport

INTRODUCTION

Emissions from transport account for around 44% of Auckland's carbon emissions and roughly 80% of these are from light passenger and commercial vehicles. Research shows that many of our short trips are undertaken by private vehicles and the number of people per vehicle has decreased over time. A large proportion of these trips could be made by walking or cycling, but in many cases, there are barriers to be addressed. Transport emissions not only contribute to carbon emissions, they negatively impact the amenity of our neighbourhoods with noise and air quality impacts and lost productivity arising from congestion.

Reducing transport emissions is a priority for the Auckland Council group as we need significant transport emissions reductions to meet our carbon reduction targets. Eke Panuku can help encourage and facilitate reduced transport emissions through our urban regeneration work. We can make it safer and more attractive for people to use active modes to and within our neighbourhoods. With a mix of land uses and services, integrated with transport infrastructure, we can reduce the need to travel and facilitate the use of public transport and cycling for commuting or longer trips.

An important part of this work is our collaboration with Auckland Transport to develop and implement transport plans that rebalance the transport network to support the shift towards more sustainable modes. A key part

of this approach will be reallocation of space that is currently available for parking.

OBJECTIVE

Utilise public realm projects to connect development sites, public facilities, open and green spaces by active travel and facilitate safe, local journeys in Eke Panuku neighbourhoods.

STRATEGIES

- Provide additional or improved connections within sites and neighbourhoods to support fine grain activity.
- Ensure it is safe and pleasant to move around on foot or by bike.

- Provide appropriate cycle infrastructure.
- Address transport noise effects.
- Consider air quality in streetscapes and adjacent areas, addressing pollutants from vehicles.

OPPORTUNITIES

Provide additional or improved connections within sites and neighbourhoods to support fine grain activity.

- Create and design for access between housing, public realm and community or commercial uses.
- Explore options to utilise public realm as thoroughfares and designate access through development sites when undertaking masterplanning.
- Design for desire lines, facilitate the shortest journeys by active modes and public transport.

Ensure it is safe and pleasant to move around on foot or by bike.

- Provide alternative 'quiet' cycle and pedestrian routes away from main roads.
- Provide dedicated, protected cycle lanes along key routes.
- Provide visual amenity and protection from wind, sun, and rain.
- Provide wayfinding and signage and improved lighting within 1km of stations/interchanges/along cycle paths.
- Consider co-location of public transport stops with existing mature trees or under building canopies.

- Address urban ngahere and biodiversity goals with the aim of providing shelter to active and public transport users.
- Consider pedestrianising existing routes and spaces to improve accessibility.
- Make footpaths more walkable through widening, adding connections (paths, bridges) adding missing legs to intersections and removing obstacles.

Provide appropriate cycle infrastructure.

- Provide active modes parking that is secure, visible, sheltered, and convenient.
- Locate cycle parking close to public amenities and retail.
- Ensure cycle parking is well lit and visibility is maximised.

Address transport noise effects

- Look for opportunities to screen busy streetscapes with vegetation.
- Consider speed calming measures or provision of shared spaces to reduce vehicle movements near areas of high amenity and footfall.

Consider air quality in streetscapes and adjacent areas, addressing pollutants from vehicles.

- Utilise roadside planting and vegetative barriers e.g., hedges, located close to emission sources. Or use of trees and other vegetation that has a positive effect on air quality where emissions are an issue.



- Route active travel modes away from busy streetscapes.
- Traffic restrictions in areas of high exposure to poor air quality.

EKE PANUKU - AUCKLAND TRANSPORT JOINT PLANNING

Work with Auckland Transport is ongoing to agree Centre Integrated Transport Land-use Plans (CTILPs) for Eke Panuku neighbourhoods. CTILPs outline the strategic transport guidance for a priority location and set out how the urban regeneration programme fits within, and contributes to, Auckland Transport strategy and regional and national transport strategies. The CTILP articulates

the transport outcomes and desired end state for a priority location. CTILPs will consider the supply and demand for parking and ensure that appropriate provision is made for different transport modes.

KPIs

To be confirmed following further work with Auckland Transport.

GUIDANCE FOR PROJECTS

Streetscape works to have regard to recommendations of any local CTILP and the Auckland Transport Design Manual.

Auckland Transport Green Infrastructure Network Framework

Links to more information

Transport Design Manual

Hikina te Wero





5. Waste

INTRODUCTION

Construction and demolition waste is Auckland's largest single waste stream comprising around 40% of the total weight going to landfill. Much of this waste is easily avoidable and Eke Panuku has an opportunity to demonstrate leadership in reducing this waste stream. Waste minimisation and materials reuse have a number of co-benefits. Manufacturing materials contributes to carbon emissions, pollution, and resource depletion. Therefore any strategies that result in use of less materials, or reuse of existing materials, has wider environmental and economic benefits.

Auckland Council has a waste management and minimisation plan which sets a goal of zero waste to landfill by 2040. Eke Panuku has made a commitment to the use of deconstruction principles to help minimise construction and demolition waste.

OBJECTIVE

All public realm projects take a considered approach to waste minimisation across the whole project life cycle.

STRATEGIES

- Maintain on-site structures and hardscaping, vegetation, and soils.
- Reuse existing hardscaping, aggregates, vegetation, and soils.

- Design out waste from projects.
- Design new assets for flexibility and deconstruction at stages of renewal and end-of-life.
- Take a deconstruction approach to assets that need to be removed.
- Consider opportunities for materials reuse across other Eke Panuku and Council whanau projects within the neighbourhood.
- Embed commitments to waste management and minimisation within all contract specifications.

OPPORTUNITIES

Maintain on-site structures and hardscaping, vegetation, and soils.

- Identify and inventory structures, including ones that are subgrade that can be refurbished and reused on site.
- Clean, repair, and refinish existing structures and hardscaping.
- Design site layout to use existing topography, minimising cut and fill.

Reuse existing hardscaping, aggregates, vegetation, and soils.

- Create an inventory of on-site hardscaping, vegetation, and soils that can be reused.
- Any on-site plant matter that cannot be reused should be sent to an appropriate facility for composting.
- Use of clean fill is not advised and should be a last resort, measures should be taken to find an alternative destination for any unwanted hardscaping and soil.
- Consider remediation of lightly contaminated soils in-situ e.g., bioremediation.
- Identify materials that can be reused in structures and landscaping on-site or shared with other projects.

Design out waste from projects.

- A 'Design: Waste Minimisation Plan' is submitted by the design consultant at each design phase (concept, preliminary and detailed design) to show progression of waste minimisation considerations and recommended approach.
- Design in a resource recovery area into the site design plan for sorting and separation of major materials groups for reuse and recycling.
- Design for simplicity. Fewer materials results in less wastage and fewer opportunities for rework. Less maintenance required.
- Utilise standard designs and design elements e.g., street furniture. Dimension to standard sizes of materials, reducing waste from unusable off-cuts.
- Utilise materials with recycled content. Consider durability, reuse, and recycling options.
- If utilising early contractor involvement, make waste minimisation through design an explicit project goal.

Design new assets for flexibility and deconstruction at stages of renewal and end-of-life.

- Minimise the use of materials that do not have end-of-life solutions e.g., plastics and composite materials.
- Design spaces that can be adapted for other uses over time.
- Utilise fixings (screws, rather than nails) and materials (pavers, rather than concrete) that allow for disassembly.



- Focus on the easy accessibility and removal of elements that need regular maintenance or renewal.
- Limit materials that cannot be deconstructed to key uses, e.g., concrete for bridge supports.
- Take a deconstruction approach to assets that need to be removed.
- Create an inventory of the fixtures, fittings, and materials in a build or structure, noting their condition and potential to be re-used.
- Plan to rehome specific materials with appropriate organisations for reuse, including businesses, community groups, and charities.
- Remove fixtures and fittings first in a soft-strip exercise. Extract salvageable materials from the structure so that the value of those materials is preserved for reuse.

Consider opportunities for materials reuse across other Eke Panuku and Council whanau projects and within the neighbourhood.

- Procurement planning for physical works and deconstruction. Identify materials in advance that could be shared between projects.

Embed commitments to waste management and minimisation within all contract specifications.

- Reference the waste section of the Auckland Council Group Sustainable Outcomes Toolkit.

KPIs

Measurement of waste diversion from landfill – minimum 70% landfill diversion per project, which represents good practice.

MANDATORY REQUIREMENTS

Waste management plan and measurement of diversion is required for all capital works projects above \$300,000 but waste minimisation opportunities should be considered for all projects.

GUIDANCE FOR PROJECTS

- Each project to consider opportunities for waste minimisation; this may look different for each project.
- Projects need to follow a process to consider opportunities and define how they are addressing waste (refer process map).

Links to more information

[Auckland Council Building Out Waste guide](#)

[Auckland Council Construction Site Specific Waste Management Plan Template](#)

[Auckland Council Construction Site Specific Waste Management Plan Example](#)

[Designing for Waste Minimisation - BRANZ](#)

[Auckland Council Group Sustainable Outcomes Toolkit](#)



6. Carbon

INTRODUCTION

An important part of our climate response is to consider all opportunities to mitigate climate change through our projects, addressing both operational and embodied carbon emissions.

Every act of urban renewal produces carbon emissions. Central to minimising emissions is making better use of the assets we already have through refurbishment and adaptive reuse. Minimising waste, by minimising disturbance and maximising materials reuse, results in fewer emissions from the production and finishing of new materials. From an embodied carbon perspective, the most sustainable asset is the one that is already built. Eke Panuku investment decisions must consider

carbon emissions that will be created through urban renewal, and the need for new assets to be long lived to make the most of their associated carbon cost.

The use of carbon modelling tools will be central to the optioneering stage of our projects, to test the impact of different design decisions on carbon. A certain quantity of emissions is unavoidable, but we can be intentional in our designs, construction methodologies, and can look for innovative solutions to minimise our emissions.

OBJECTIVE

Operational and embodied carbon reduction is a key consideration in all public realm projects.

STRATEGIES

- New assets designed for carbon neutrality in operation*.

- Embodied carbon to be assessed in early phases of project design (concept, preliminary design) to influence design geometry and selection.
- Projects in developed and detailed design to design out embodied carbon.

OPPORTUNITIES

New assets designed for carbon neutrality in operation.

- Designing for appropriate assets to be off grid, that is no connection to power utilities. Consider applications for solar lighting and small assets e.g., public toilets.
- Utilise renewable energy for larger assets to achieve net-neutral greenhouse gas emissions over a 12-month period. This means that no more energy is used in a year than is produced by on or off-site renewable energy and is based on the Auckland Council Sustainable Asset Standard.
- Asset renewals to target emissions reductions e.g., targeting energy efficiency.

Embodied carbon to be assessed in early phases of project design (concept, preliminary design) to influence design geometry and selection.

- Assess long list of options to determine embodied carbon of materials and construction methodologies.
- Look for opportunities to deliver designs within existing physical boundaries e.g., install cycleways without moving curb lines.
- Make use of in-situ materials e.g., reusing and refurbishing existing structures or pavements, integrating materials available on-site into designs (features, elements of play).
- Include embodied carbon within assessment criteria to proceed to next stages of design.

Projects in developed and detailed design to design out embodied carbon.

- De-materialise, aim for simpler designs. Consider cost of materials as a proxy for embodied carbon.
- Reduce the use of highly finished materials. A higher degree of finish with more steps in manufacturing generally results in a higher embodied carbon product.
- Assess materials for lower embodied carbon alternatives e.g., timber as substitution.
- Assess whether partial materials substitutions can be made e.g., partial substitutions for cement in concrete.
- Assess materials specifications for appropriateness. Consider whether materials have been over specified e.g., consider use of concrete, specified strengths of concrete.
- Assess materials for distances travelled.
- Look to minimise site disturbance, excavation etc. Movement of earth, removal of in-situ materials results in higher embodied carbon through use of machinery so as to displace diesel, petrol use on-site.
- Plan for site electrical connections to displace or minimise generator use so as to displace diesel, petrol use on-site.

*Eke Panuku and Parks & Community Facility Assets. For assets to be vested with Auckland Transport, this design strategy needs to be agreed in advance.



MANDATORY REQUIREMENTS

Assessment of the carbon impact of a project will be required ultimately. At this stage different tools are being tested to understand which will be the most suitable option. Eke Panuku sustainable procurement tools will be utilised to identify and procure designers and constructors who can measure and reduce carbon in design and construction.

GUIDANCE FOR PROJECTS

Project leads should liaise with the Corporate Responsibility team around project carbon assessments. While assessment of all projects will be required eventually, at this stage indicative assessments will be undertaken on typical project types and materials. This will help build a knowledge base around the carbon impacts of different design approaches. We can identify assets which will have high life-cycle carbon impacts and prioritise these for intervention.

Once a standard methodology has been adopted, implementation will be supported by training of Eke Panuku staff.

Links to more Information

[Project Emissions Estimation Tool \(PEET\)](#)





5.7 Site 14, North Wharf, Wynyard Quarter - Expression of Interest

This paper has been redacted under the following LGOIMA reasoning:

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

Memorandum

SUBJECT	Our Thriving City Centre Action Plan - delivering the masterplan
DATE	28 June 2023
TO	Eke Panuku Board CC: Executive Leadership Team
FROM	Naomi Craymer, Principal Strategic Advisor, City Centre Simon Oddie, Priority Location Director, City Centre

Purpose

The purpose of the 28 June workshop is to seek feedback on the City Centre Action Plan priorities in advance of the plan coming to the board for approval on 26 July.

The workshop will cover an overview of the city centre action plan process and the priorities. A more detailed presentation containing the workshop slides has been provided as supplementary background information.

Background

A working group made up of representatives from each of the four agencies, under the leadership of Eke Panuku, has collaborated to produce an action plan for the council group's work in the city centre.

It is a key deliverable of both Eke Panuku as lead agency and the council whanau as an integrated team. It has been informed by wide-spread stakeholder engagement.

It outlines how we will give effect to the City Centre Masterplan over the next ten years, through city centre-wide and place-based programmes.

Finally, it builds on the combined capability of our organisations, and charts a pathway for us to implement ongoing transformation of the city centre in a place-led, best-for-city-centre way.

The purpose of the action plan is to:

1. Integrate our work for the city centre by working as one team, harnessing the skills and expertise across the group and presenting a clear picture to decision makers.
2. Prioritise our investment by working to one plan and making the most of constrained funding while preparing for the future.

3. Inspire others to contribute to the CCMP outcomes by advocating for the city centre, listening and speaking positively and as one on the most important issues, and championing the work of others in the city centre.

Discussion

The action plan will come to the board for approval on 26 July 2023.

This plan was a key deliverable for Eke Panuku as part of the late-2021 decision of the then Planning Committee to appoint Eke Panuku as lead agency for the delivery of the City Centre Masterplan 2020.

The content in the plan has been shaped by our cross-council working group, the City Centre Leadership Team and a wide range of internal and external stakeholders, including almost all members of the City Centre Advisory Panel.

Minor amendments are currently being addressed by the working group, and the document will continue to be refined over the coming weeks based on feedback from workshops including this one.

The action plan is organised within city-wide regeneration programmes, which reflect our strategic drivers, and place-based programmes focused on physical infrastructure. These integrated programmes are outcomes and action focused and will integrate the work of the various teams and agencies across the council group and align with our external partners.

The programmes consider actions across three timeframes, with greater clarity on the immediate and short-term actions:

- Immediate (next 12 months)
- Short term (1-3 years)
- Medium term (4-10 years)

The actions are based around a series of integrated programmes with the following high-level priorities recommended for the city centre:

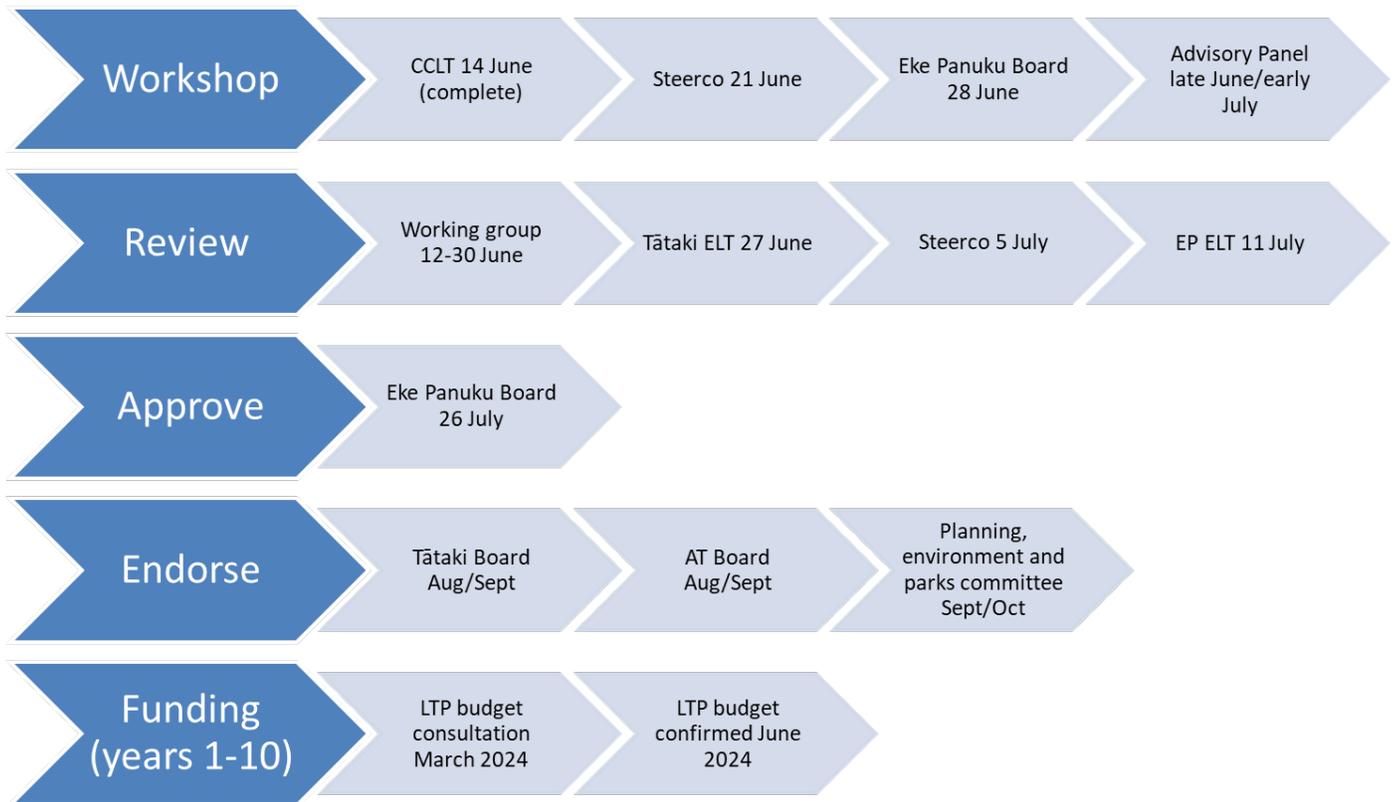
1. **Experience and attraction:** the experience people have in the city centre plays an enormous role in their decision to return; either to live, work, visit or invest. One of the most important priorities in the action plan is to increase the council group's awareness of and focus on the people experience in the city centre right now, understanding that a thriving city centre cannot be maintained based only on a promise of a future state.

This includes responding to core needs such as the ease of doing business or getting around. Some of this is outside of the council's direct control so this priority includes ensuring support continues for the work underway with partners to address key safety and operational issues. This focus on experience will be underpinned by a focus on activation. Acknowledging the current funding constraints, this means a combination of small-scale, high impact initiatives and larger events to build the appeal of the city centre and working with all possible partners to make funding work as hard as possible.

2. **Integrating CRL:** Given the very constrained funding environment and the significant investment to date in the City Rail Link, the focus for the next 3-4 years must be to ensure the city centre is prepared to realise the enormous benefits of the new stations and rail connectivity. This includes supporting the Midtown programme in particular, as well as the Karanga-a-hape station surrounds. It also requires an immediate focus on city centre-wide transport network implications such as supporting business servicing and loading needs, as well as continuing to invest in the bus network improvements to drive patronage.
3. **Major city-shaping initiatives:** While CRL is the project that is currently reshaping our city centre, we need to ensure that during this time the council group does not take its eye off the major city-shaping projects either planned or in scoping phases. The redevelopment of the Downtown Carpark will have a major regenerative impact on the whole downtown precinct as it ramps up for delivery towards the end of the next four years, and is a key focus for the group. Potential future city shaping projects such as light rail, the future of the port, and an additional harbour crossing need to be planned for to ensure the full benefits of these opportunities are realised. Our approach here is to strengthen our ability and resource to work with partners who can contribute to achieving CCMP outcomes.
4. **Supporting residential growth in the city centre:** The benefits of a larger residential population in the city centre are well understood and is a key driver for a lot of our work. This means our focus in the immediate and short term will be on supporting the existing residential population as well as investigating levers to grow the residential population to ensure that we have a clear plan for how we will use these levers in the medium to longer term to support growth in the residential population.
5. **Climate resilience:** We need to ensure that we are doing what we can to build the city centre's resilience to climate-related weather events. Our focus will be on investigating options for how future projects in the city centre will respond to the mitigation and adaptation requirements of climate change, with an emphasis on reducing emissions, increasing tree cover and enhancing flood resilience.
6. **Working in partnership:** We can't achieve our vision of a thriving city centre solely through the work we do as a council group. We will only be successful if we partner with others. A key priority for Eke Panuku is to ensure the group builds its strength in meaningful, effective partnerships, particularly with mana whenua, developers and the universities. A starting point for this is to share our experience and knowledge in this area, particularly in the waterfront. Partnership overall must be a priority in the short term if we are to continue to make progress with reduced resources across the group.

Timeline and next steps

We will be seeking approval of the action plan at the 28 July meeting. While this is an Eke Panuku deliverable, successful implementation will be dependent on the group's support. Below is a summary of the extended approval and endorsement pathway for this plan.



Attachments

1. Board workshop presentation – June 28 2023

**Nau mai haere mai
ki te pokapū tāone**

**Our Thriving City Centre
Action Plan**
Delivering the masterplan

Eke Panuku Board
28 June 2023

Eke Panuku
Development
Auckland

Auckland
Council
Te Kāwhiri o Tāmaki Makaurau

Auckland
Transport

Tātaki
Auckland
Unlimited

Purpose of this workshop

- Provide the Board with an **overview of the city centre action plan priorities.**
- Seek **feedback on two questions:**
 1. Do our priorities cover the areas you believe are critical to focus on? Are there any areas that are missing or requiring greater focus or clarification.
 2. Have we sharpened our focus enough given our resource challenge?



Recap

- Eke Panuku - lead agency role for implementation of City Centre Masterplan (CCMP)
- Matrix leadership team formed, supported by a joint Steerco.
- Key deliverable - development of an integrated implementation plan (Action Plan)



A collaborative effort: internal and external

- Led by Naomi Craymer (EP)
- Core working group:
 - Daniel Chapman (EP)
 - Liz Nicholls (AC)
 - Nicole Miller (AC)
 - John Lavery (TAU)
 - John Norman (TAU)
 - Andrew Mein (AT)
 - Graeme Gunthorp (AT)
- Underpinned by conversations with more than 30 stakeholders



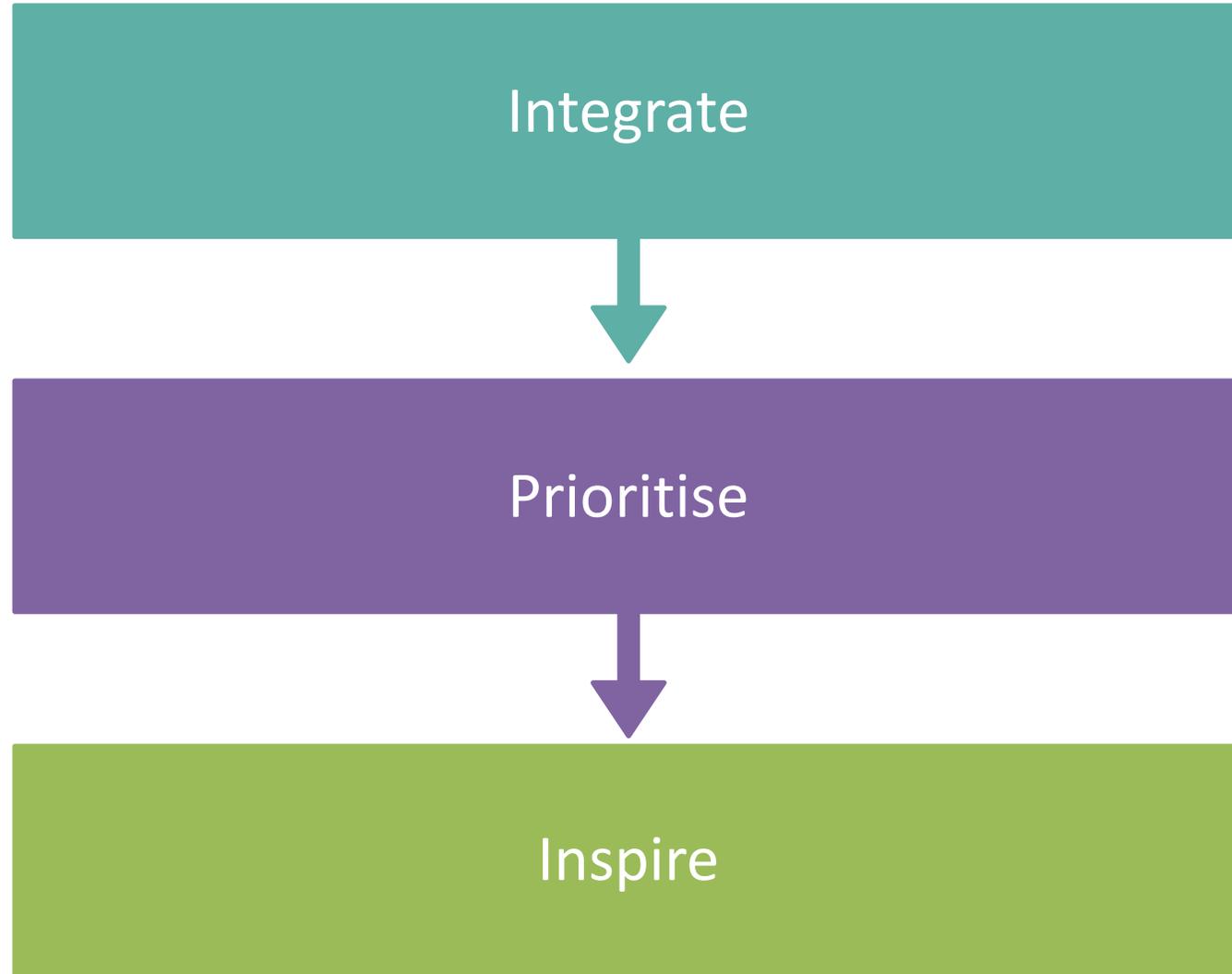
Setting the vision - city centre masterplan



CCMP outcomes & transformational moves



Role of the action plan





Thriving City Centre - our mission

“Our mission is to create a thriving and vibrant city centre that is uniquely Tamaki Makaurau, which reflects the diversity, creativity, and vision of the community and is inspired by its rich cultural heritage.

We will do this by igniting a **transformative place-led approach to regeneration** that is guided by the **needs and aspirations of our community, partners, and stakeholders.**

Together we will build a city centre that is a source of pride – a place desired by many.”

City centre matrix team

Thriving City Centre

Our strategic drivers – guiding our decisions on what is important over the next decade:

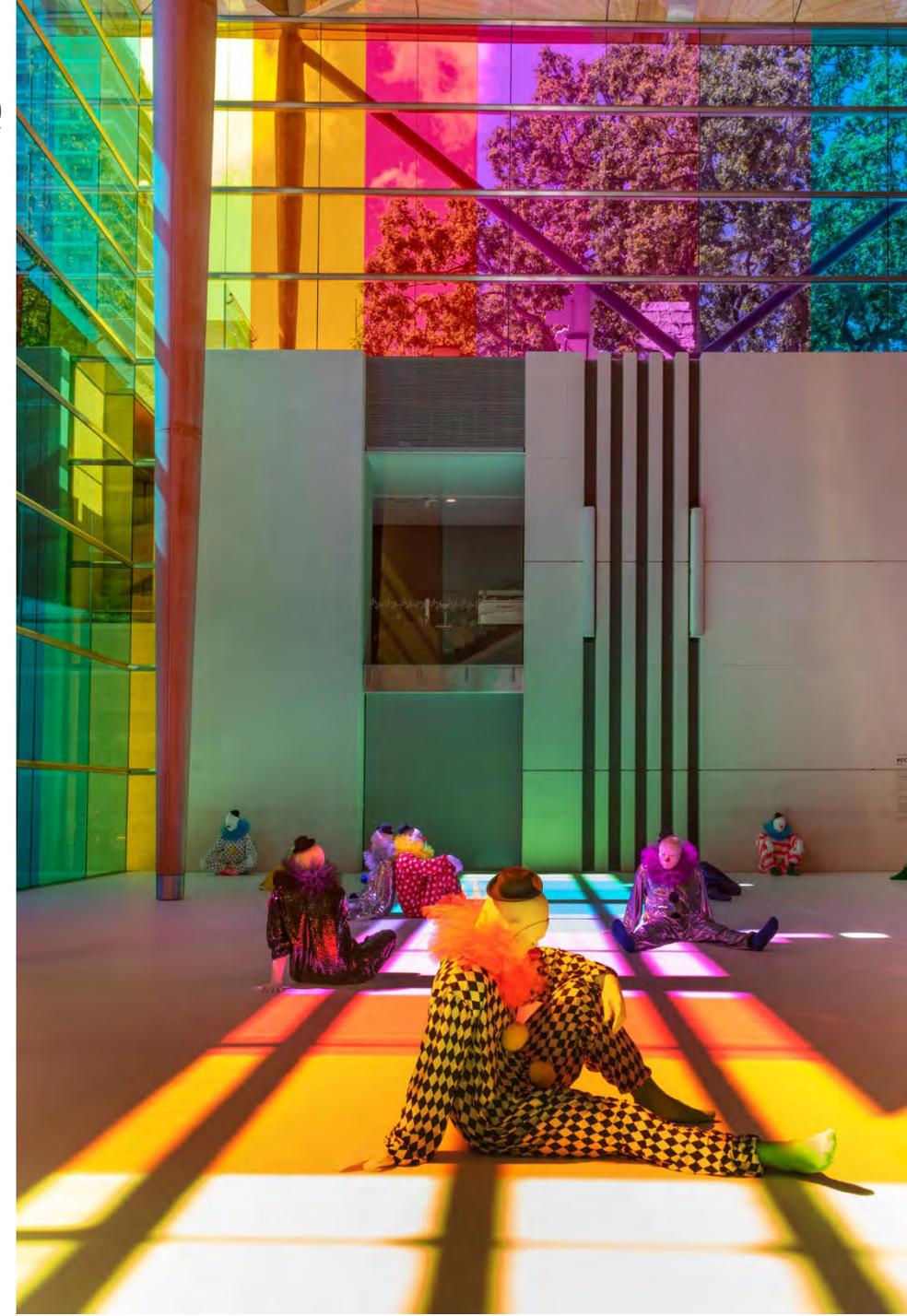
- 1. A city centre of experiences**
- 2. A city centre that leads the way on climate action**
- 3. A city centre that celebrates our unique identity**
- 4. A city centre that supports a growing community**



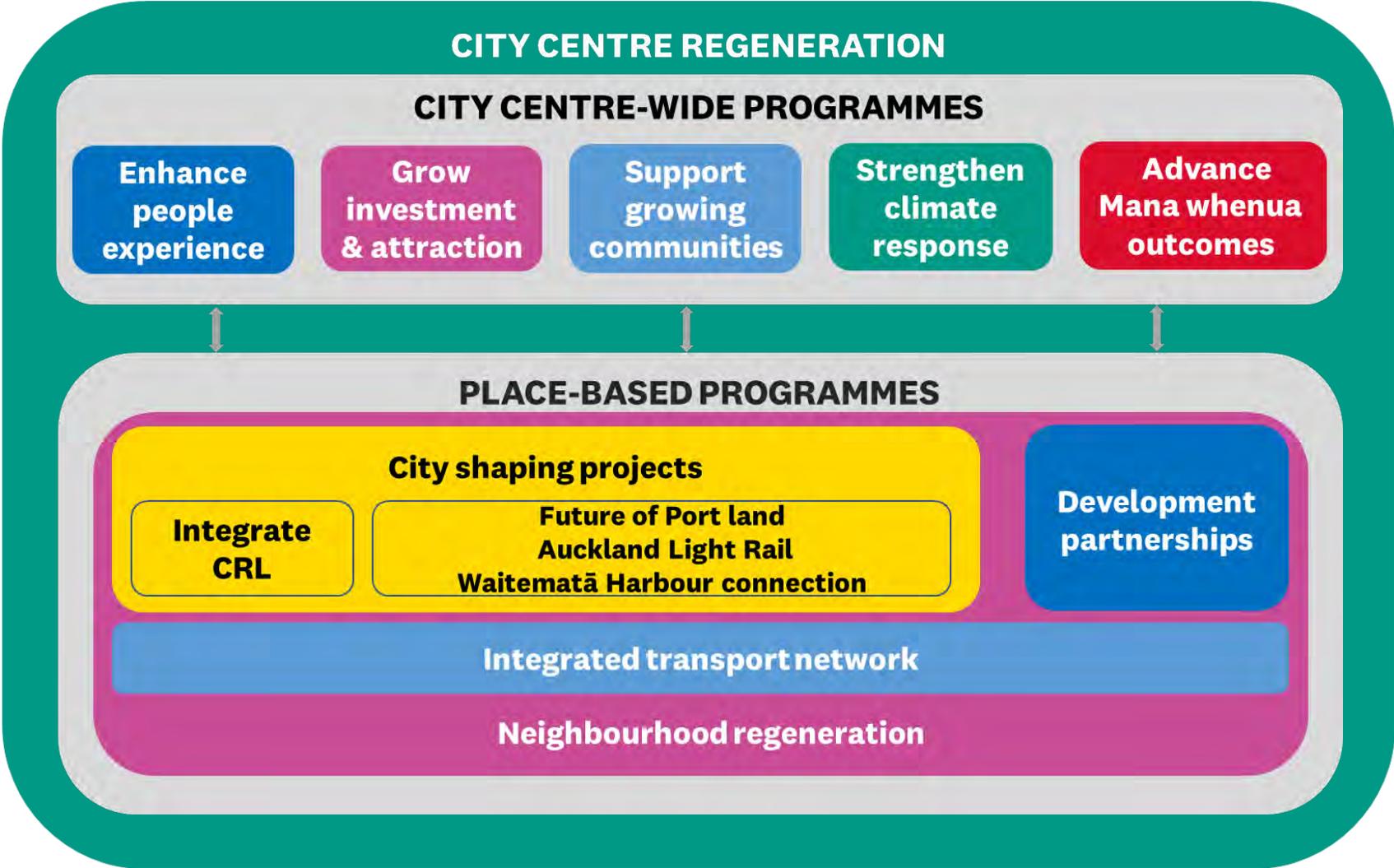
Not just an infrastructure plan

To respond to the complexity of the city centre and the group's work, the action plan must encompass three dimensions:

- **City centre-wide (non spatial)**
- **Place-based (spatial)**
- **Timeframes**



Bringing it together: integrated work programmes



Priorities - next 4 years

Maintain momentum and get the basics right

- Experience and attraction.
- Integrate CRL and transport network.
- Major city-shaping initiatives eg Downtown Carpark.
- Supporting residential growth in the city centre.
- Climate resilience.

Partnerships & collaboration

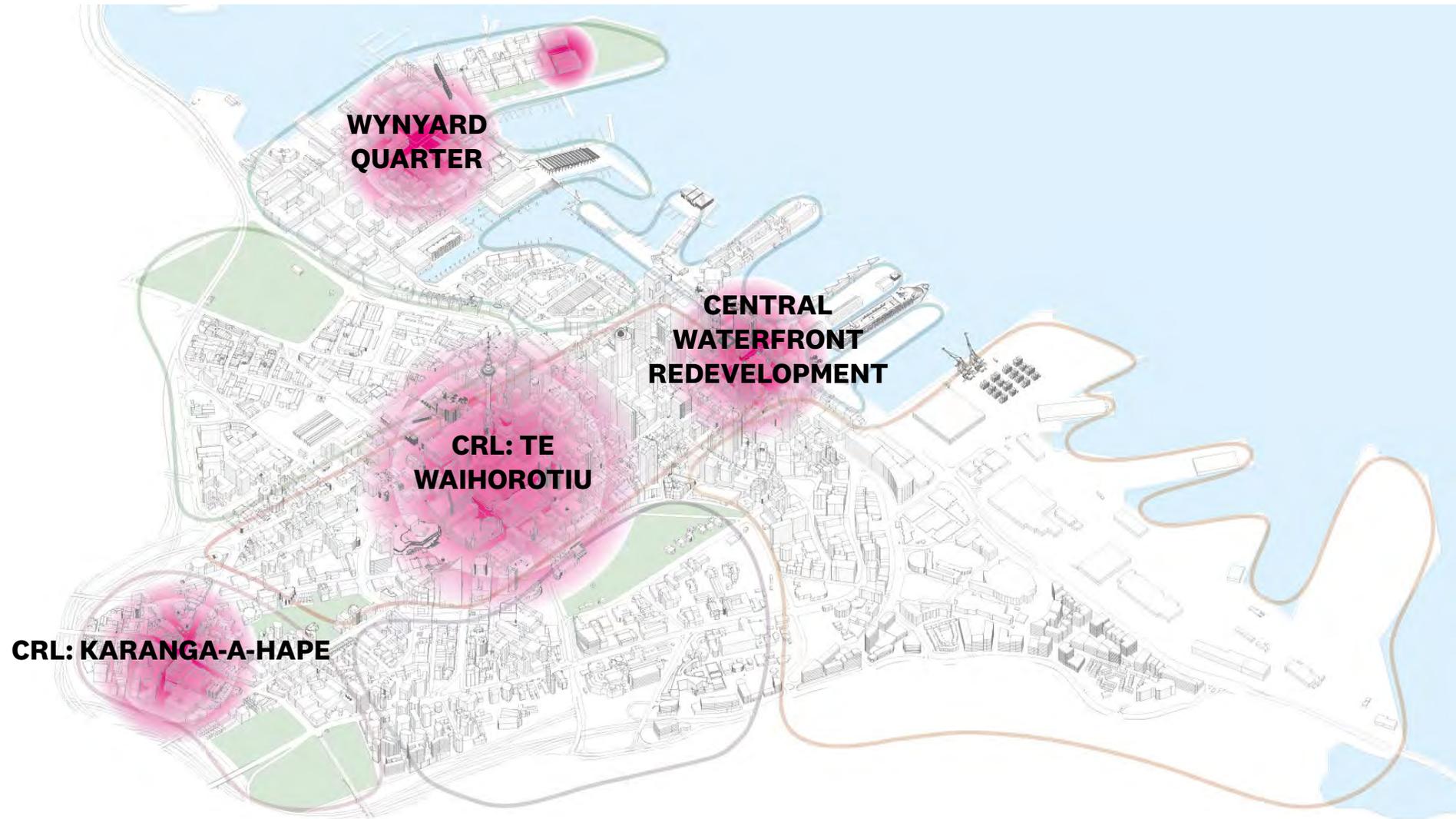
- Strength through meaningful, effective partnerships with mana whenua, developers and the universities.

Set ourselves up for future success

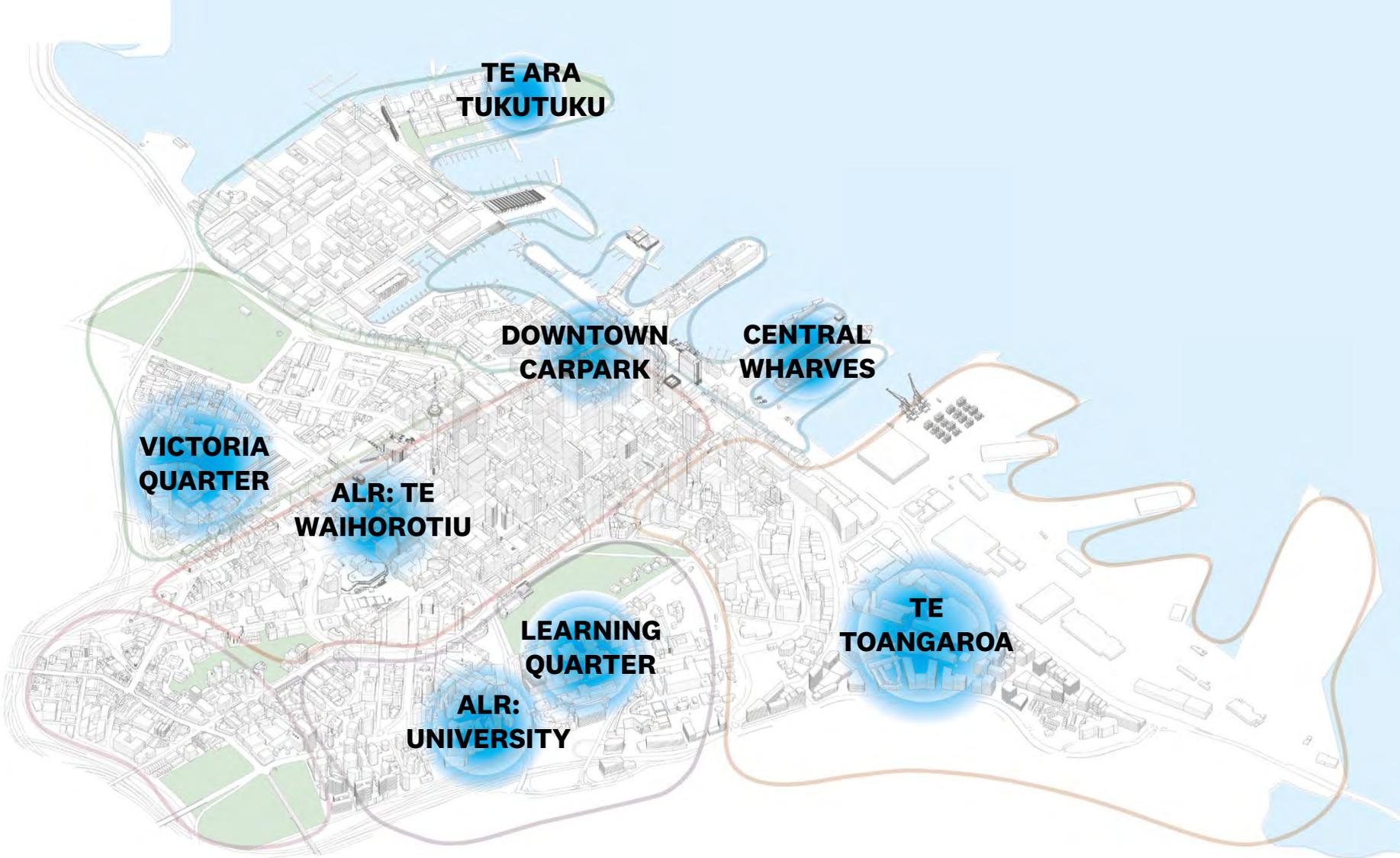
- Prepare the platform for the longer term and thriving city centre – work still needs to be done



Spatial drivers - The next four years



Spatial drivers - Planning for the future

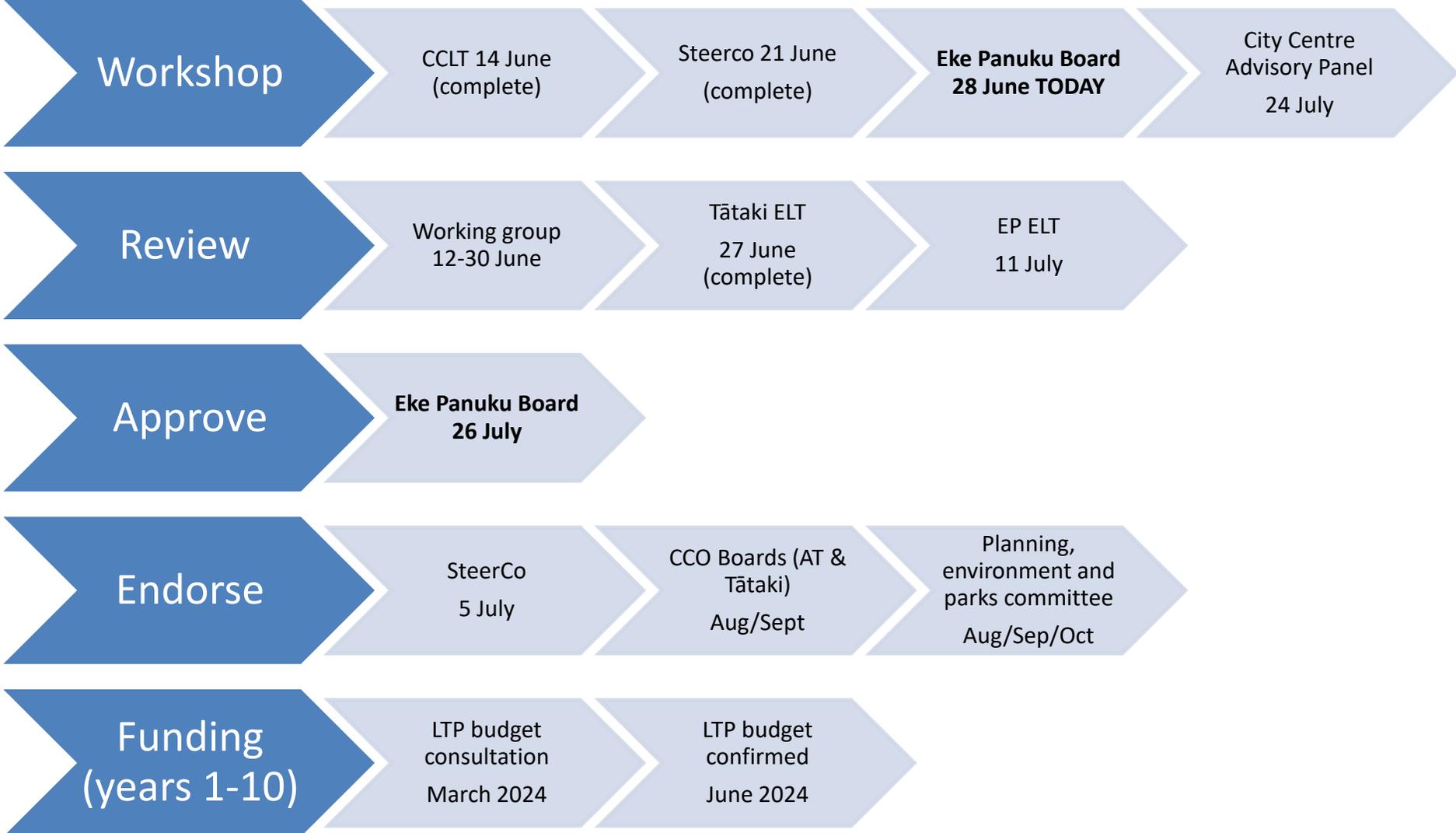


How plan will be used

- Support our people.
- Clarity.
- Integration.
- Inform prioritisation; SOIs, LTP and RLTP.
- ‘Programme business case’, place-based plans.
- Inform future engagement.
- Joined up narrative: storytelling and promotion.
- Coherence and confidence for working with partners.

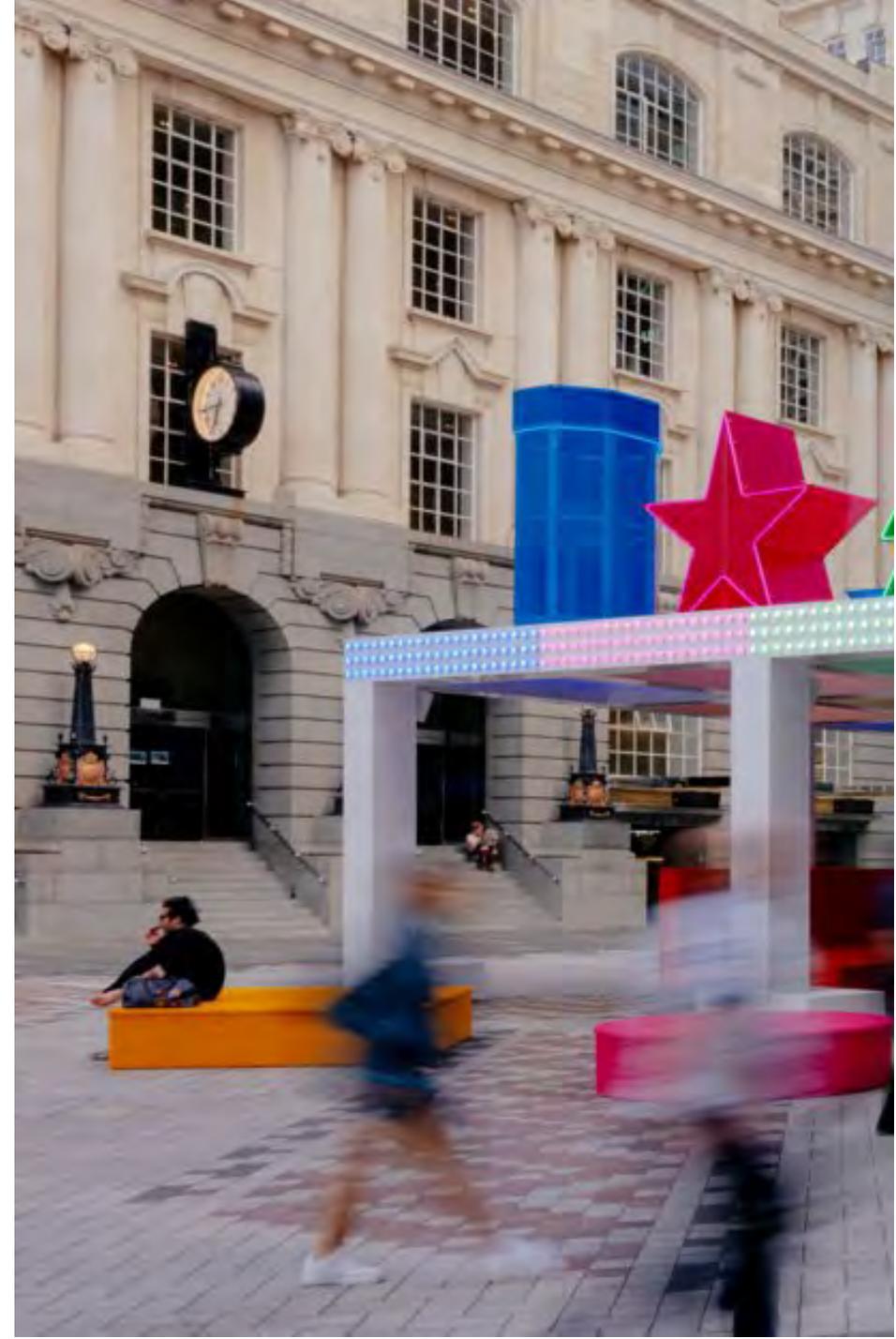


Approval process – key milestones



Questions

- Do our priorities cover the areas you believe are critical to focus on?
- Have we sharpened our focus enough given our resource challenge?



Priorities - next 4 years

Maintain momentum and get the basics right

- Experience and attraction.
- Integrate CRL and transport network.
- Major city-shaping initiatives eg Downtown Carpark.
- Supporting residential growth in the city centre.
- Climate resilience.

Partnerships & collaboration

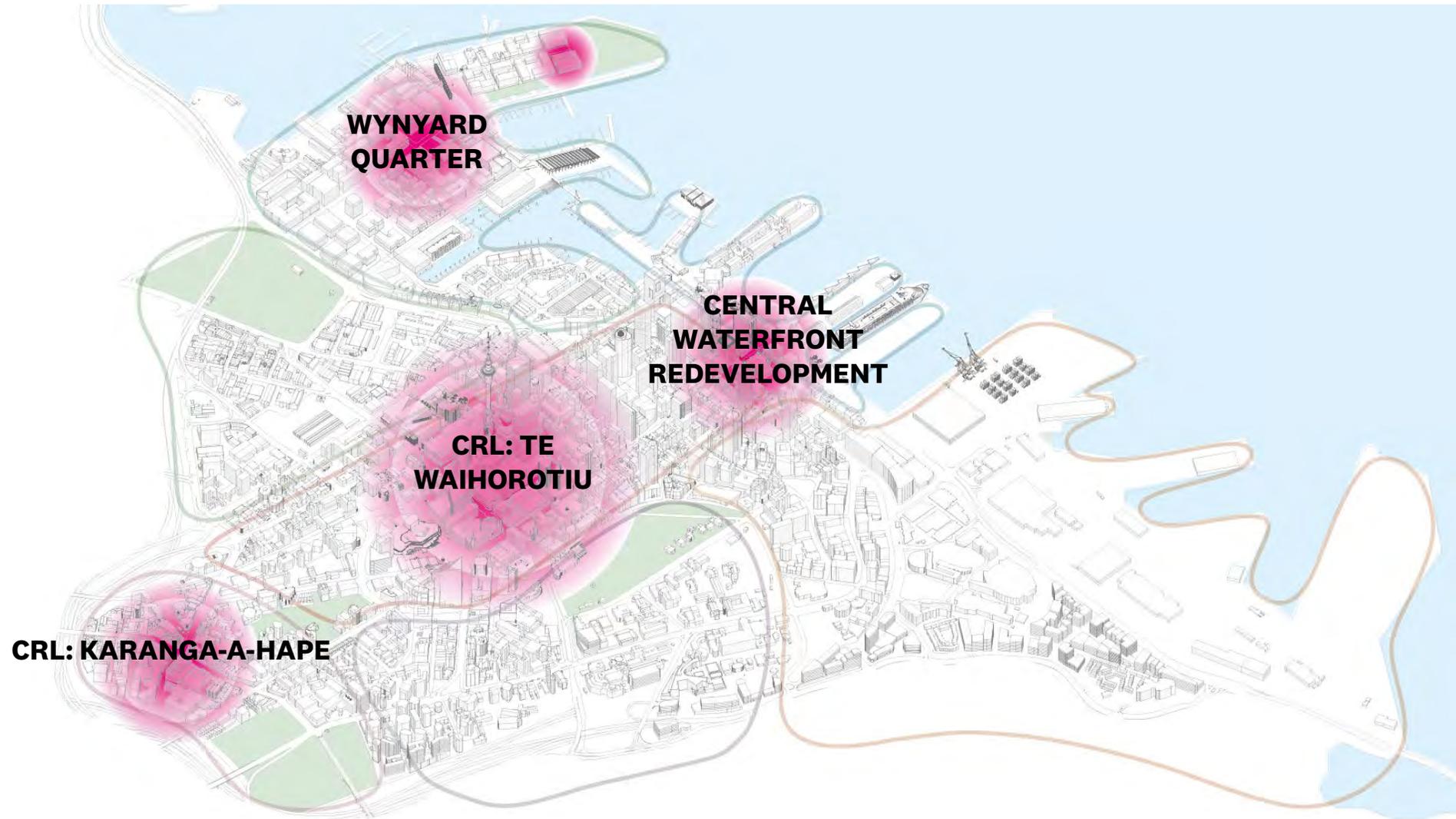
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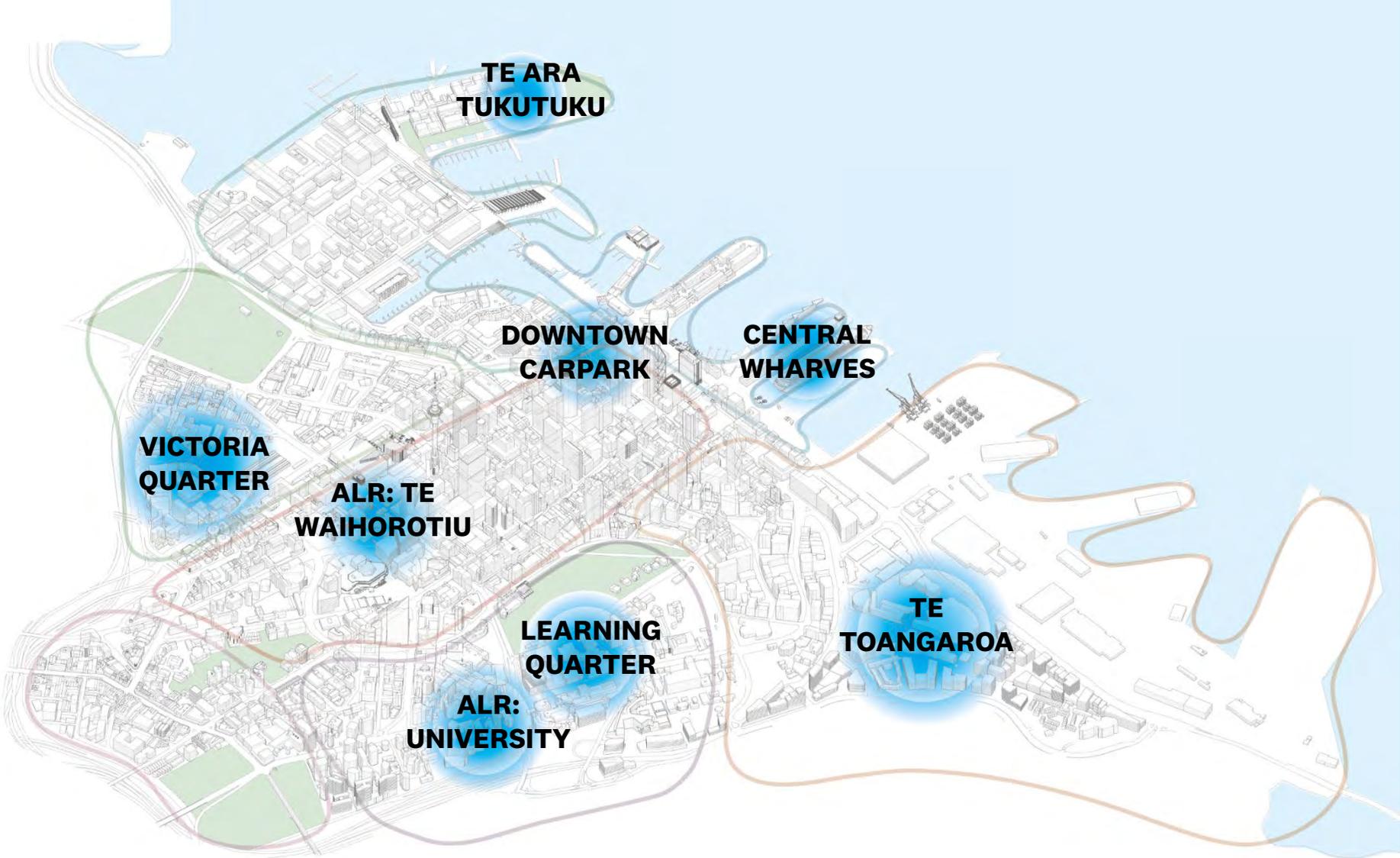
- Prepare the platform for the longer term and thriving city centre – work still needs to be done



Spatial drivers - The next four years



Spatial drivers - Planning for the future



City Centre Advisory Panel

- Inform and advise what is important for city centre
 - First meeting 24 July
 - Revised terms of reference - more strategic
 - Social licence for CCTR
- Representation include new reps:
 - Arts, culture and events
 - Tourism and travel
 - Climate change
 - Social sector



Ngā mihi

Eke Panuku
Development
Auckland

Auckland
Council
Te Kaunhera o Tāmaki Makaurau



Auckland
Transport

Tātaki
Auckland
Unlimited

Background information

City Centre Action Plan

Scene Setting

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Group city centre leadership and delivery



City Centre Action Plan

Role of the action plan

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The action plan's role is to

- bridge the gap between high level CCMP and individual projects and services,
- build on what has gone before, makes best use of resources and seize opportunities to progress our priority actions by better aligning activities and proactively working with partners,
- be place-led: aims to reflect the people, character and needs of the city centre,
- build a holistic narrative to champion the city centre and the council group's work here,
- combine a higher-level external facing summary supported by more detailed internal version including a prioritisation spreadsheet,
- be a living document focused on implementation. It will be refreshed each year to inform annual business planning and prioritisation; this will be supported by ongoing proactive listening, engagement and collaboration with our partners.

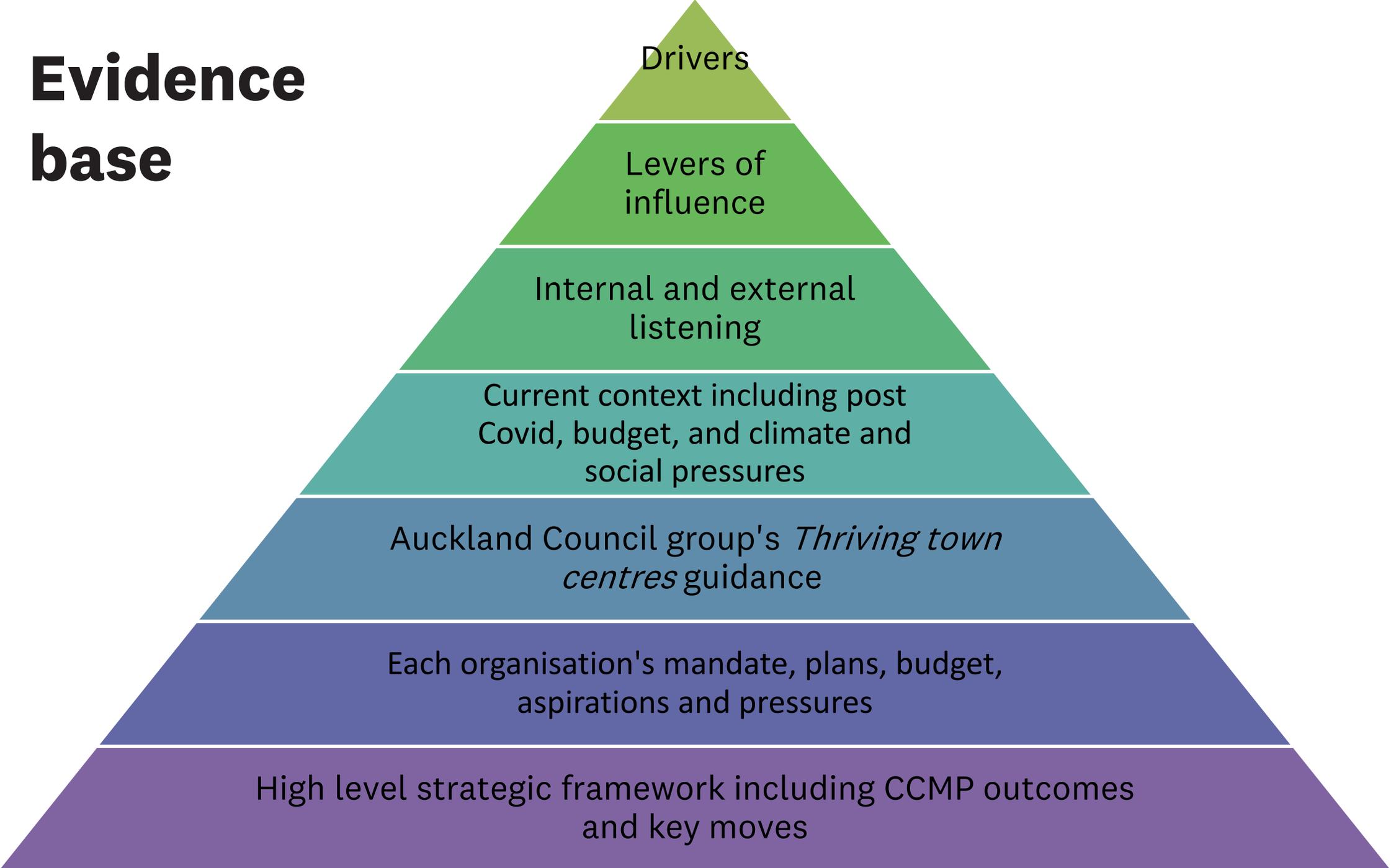


City Centre Action Plan

Shaping the action plan

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Evidence base



Levers of influence



Balancing act

- Council group is made up of different organisations that have formal, separate mandates with devolved accountabilities, legislative requirements and Statements of Intent.
- We do however have strong shared political and planning governance and controls.
- The plan attempts to acknowledge this complex, functional structure while looking through a 'best for city' centre lens.
- We acknowledge that understanding and integrating priorities will be need to be a continuous process.



Changing context

- Covid-19 and lockdowns
- Visitor numbers, footfall and vacancies
- Economic, social and environmental pressures
- City-shaping CRL opening date delayed and disruption frustration
- Cost escalations and major group budget cuts
- Cost of living pressures
- Geo-political unrest

These issues are, almost without exception, common to cities around the world right now.



Changing context

This needs to be considered in parallel with:

- Visitor, spend, footfall and leasing all trending upwards.
- Buzz is back in the city, especially in Downtown/waterfront and Karanga-a-Hape.
- FIFA about to kick off.
- Support maintained for role of city centre through political change.
- Cannot overstate positive impact City Rail Link will have on how the city centre operates.



Collaboration and engagement

To understand context and priorities we met with 30 plus organisations including mana whenua, businesses, community and government, as well as most of the City Centre Advisory Panel members (the panel meet for the first time in July).

To drive effective change the plan needed group buy-in so there was a big focus on developing it collaboratively with the core cross-agency working group and review team, plus 100+ internal people.

This engagement and collaboration added time but was an investment in success.

The Action Plan Working Group met regularly throughout the development of the Action Plan, providing expertise, input, feedback and advice. They were also the key drafting and review team, supported by the City Centre matrix leadership team.

- Naomi Craymer – Principal Strategic Advisor (Eke Panuku)
- Daniel Chapman – City Centre Design Integration Lead (Eke Panuku)
- Liz Nicholls – Manager Investment Programmes, City Centre Programmes (Auckland Council)
- Nicole Miller – Team Leader Urban Design Strategy & Project Urban Design (Auckland Council)
- John Lavery – Head of Economic Transformation (Tātaki Auckland Unlimited)
- John Norman – Head of Economic Places (Tātaki Auckland Unlimited)
- Graeme Gunthorp – Programme Director, City Centre Transport Integration (Auckland Transport)
- Andrew Mein – Manager of Strategic Projects -Central Access (Auckland Transport)

- City Centre Action Plan

Balancing Priorities

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How we set our priorities

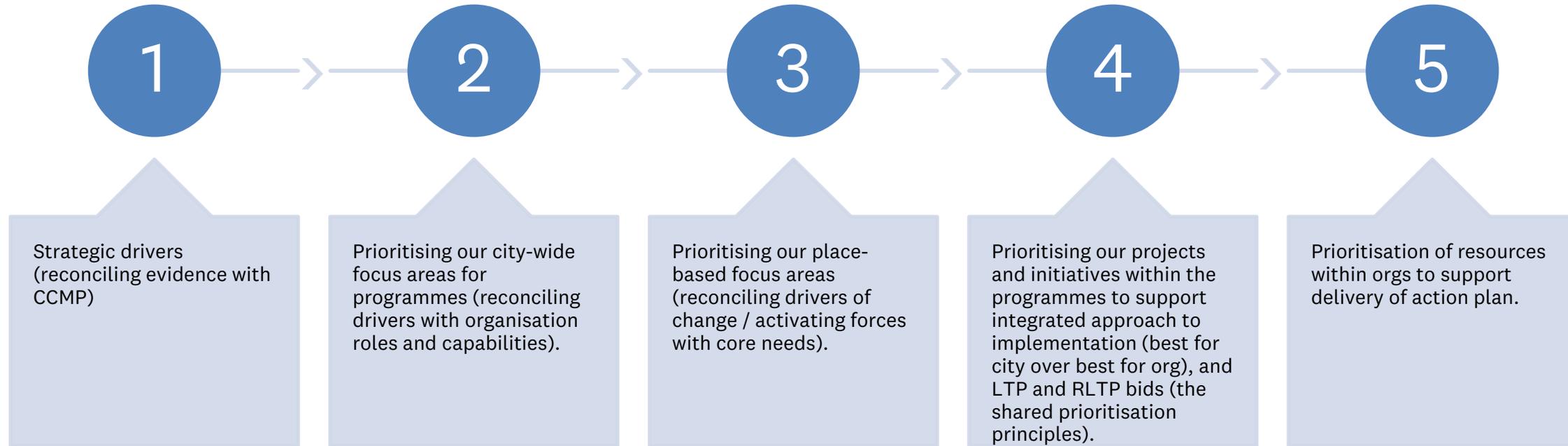
In this first year much of the council's work is committed and underway. Our focus is on working together to deliver and to present a joined-up narrative to Aucklanders, partners and our stakeholders about our work in the city.

With a highly constrained budget, we will work hard to ensure the city centre is ready to realise the benefits of CRL, continuing momentum of attracting people back to the city and finding solutions to the safety and disruption issues that are consistently raised with us.

We have developed a set of guiding principles to help us prioritise the work we will do in the short to medium term. This will be used to inform the city centre priorities for the next long-term plan, which is the council group's ten-year budget.- In general, these principles seek to deliver the greatest impact across multiple outcomes from our limited funds. We will continue to look for opportunities to deliver value for Aucklanders through partnership funding and unlocking potential within the city centre.

We recognise that developing a plan is the first step in turning a vision into reality, and effective implementation is the second crucial step. No single agency can do all of this – everyone has a role to play in the success of the city centre.

Prioritisation framework



With this new, integrated plan and a unified city centre team, we are committing to:

- working together for the city centre to prioritise those things that will have the greatest impact
- make the best use of all resources available to us, including working with partners who can help us make progress
- listening and responding to the different needs of the city centre, be clear about what we will do and when and be transparent if plans need to change.

Prioritisation principles

When considering project priorities, these five principles help us make the recommendations that make the most of the available resources.

Principle 1: Choose initiatives that contribute most strongly to all the CCMP outcomes.

Principle 2: Choose initiatives that help the city centre respond to economic, climate and sustainability changes, support residential neighbourhoods and make the most of the city's urban redevelopment potential.

Principle 3: Consider when the project can get underway and when its impact on the city centre will be felt, ensuring any economic, social and environmental benefits outweigh development costs.

Principle 4: Seek opportunities to build off existing or planned investment so the overall impact is greater, and partner with developers and the community where possible to achieve this.

Principle 5: Seek opportunities to combine overall council budgets and resources to maximise the quality of the outcomes.



City Centre Action Plan

Our Integrated Plan

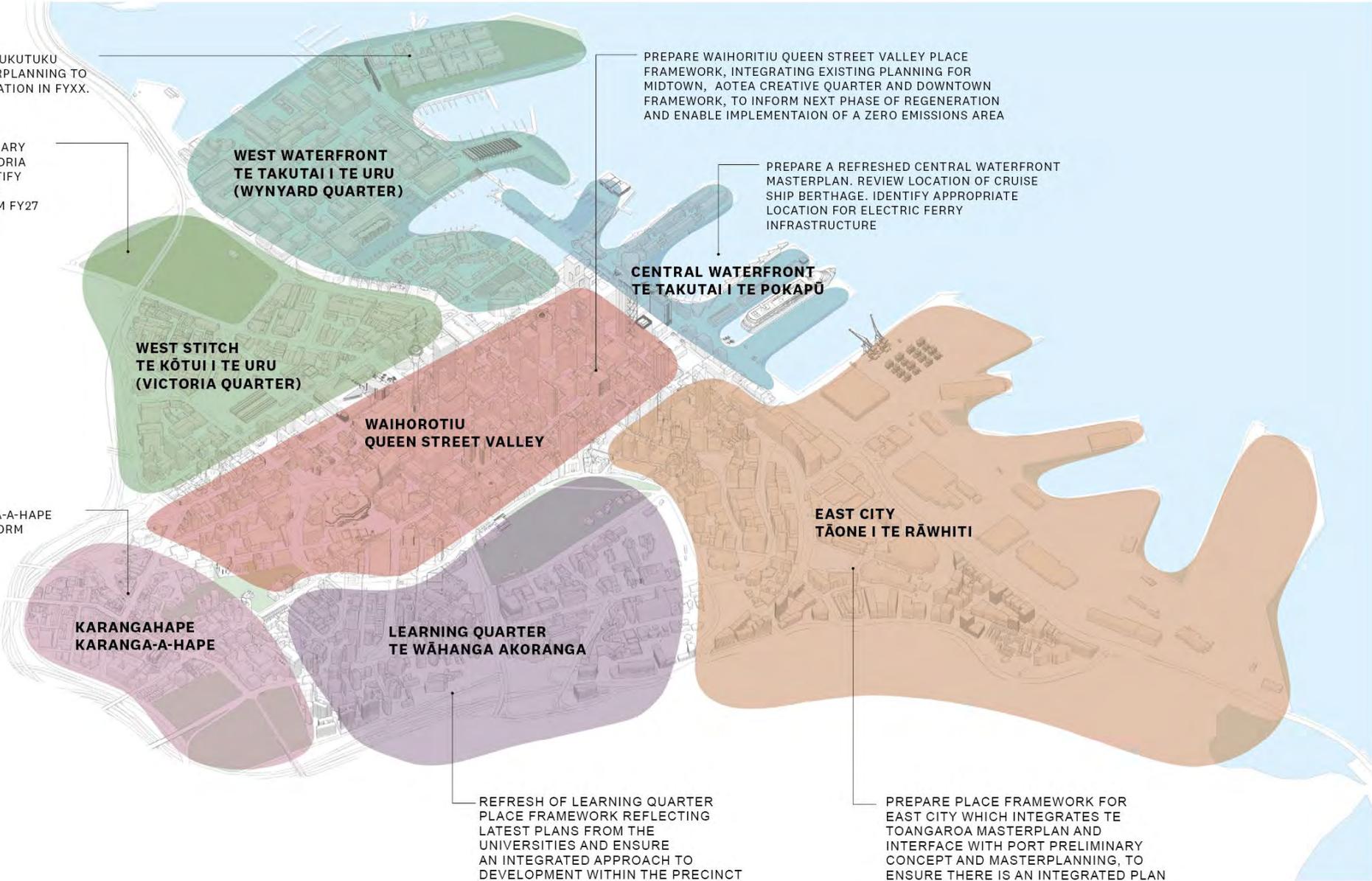
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Spatial: neighbourhood frameworks

COMPLETE TE ARA TUKUTUKU DESIGN AND MASTERPLANNING TO ENABLE IMPLEMENTATION IN FYXX.

COMPLETE PRELIMINARY PLANNING FOR VICTORIA QUARTER AND IDENTIFY INTERVENTIONS FOR IMPLEMENTION FROM FY27

COMPLETE KARANGA-A-HAPE FRAMEWORK TO INFORM IMPLEMENTATION.



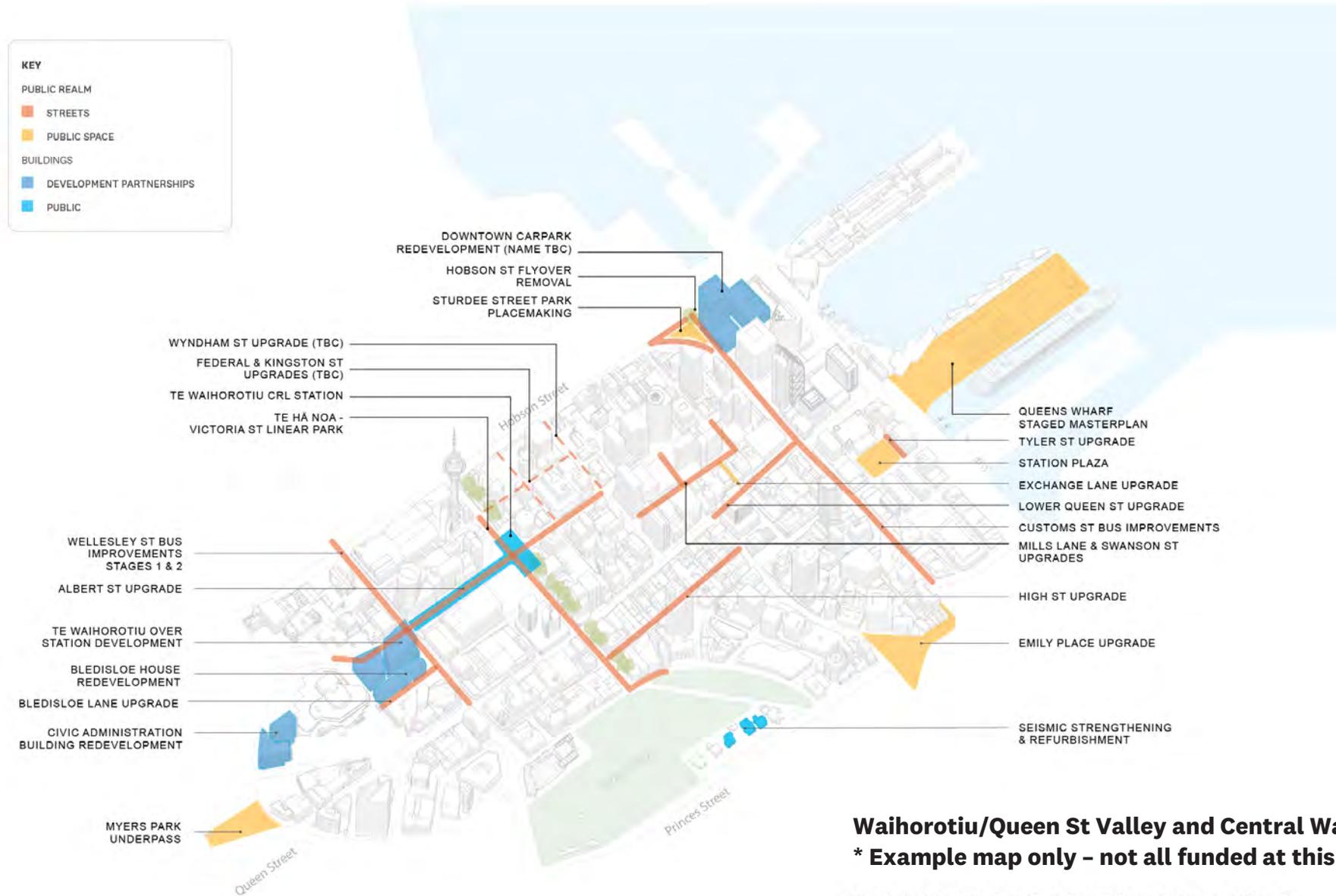
PREPARE WAIHOROTIU QUEEN STREET VALLEY PLACE FRAMEWORK, INTEGRATING EXISTING PLANNING FOR MDTOWN, AOTEA CREATIVE QUARTER AND DOWNTOWN FRAMEWORK, TO INFORM NEXT PHASE OF REGENERATION AND ENABLE IMPLEMENTATION OF A ZERO EMISSIONS AREA

PREPARE A REFRESHED CENTRAL WATERFRONT MASTERPLAN. REVIEW LOCATION OF CRUISE SHIP BERTHAGE. IDENTIFY APPROPRIATE LOCATION FOR ELECTRIC FERRY INFRASTRUCTURE

REFRESH OF LEARNING QUARTER PLACE FRAMEWORK REFLECTING LATEST PLANS FROM THE UNIVERSITIES AND ENSURE AN INTEGRATED APPROACH TO DEVELOPMENT WITHIN THE PRECINCT

PREPARE PLACE FRAMEWORK FOR EAST CITY WHICH INTEGRATES TE TOANGAROA MASTERPLAN AND INTERFACE WITH PORT PRELIMINARY CONCEPT AND MASTERPLANNING, TO ENSURE THERE IS AN INTEGRATED PLAN

Spatial: neighbourhood implementation maps eg



Waihorotiu/Queen St Valley and Central Waterfront
 * Example map only - not all funded at this stage

PLANNED PROJECTS 2024 -2027

Spatial: place-based programmes

- ***Integrate CRL:*** Ensure the city centre is prepared to maximise the benefits of the City Rail Link
- ***City-shaping projects:*** Champion the needs of the city centre within major infrastructure projects including port future development, light rail, harbour crossing.
- ***Development partnerships:*** Foster current and new, including Downtown Carpark, Symphony Centre, Wynyard Quarter.
- ***Integrated transport network:*** Advance 'Access for Everyone' through an integrated approach to network management, enhancing access and effective and efficient use of our limited kerbside space
- ***Neighbourhood regeneration:*** Strengthen regeneration approach within and between areas of the city centre by prioritising neighbourhood regeneration frameworks similar to Wynyard Quarter, starting with Waihorotiu/Queen Street Valley.

Non-spatial: city-wide programmes

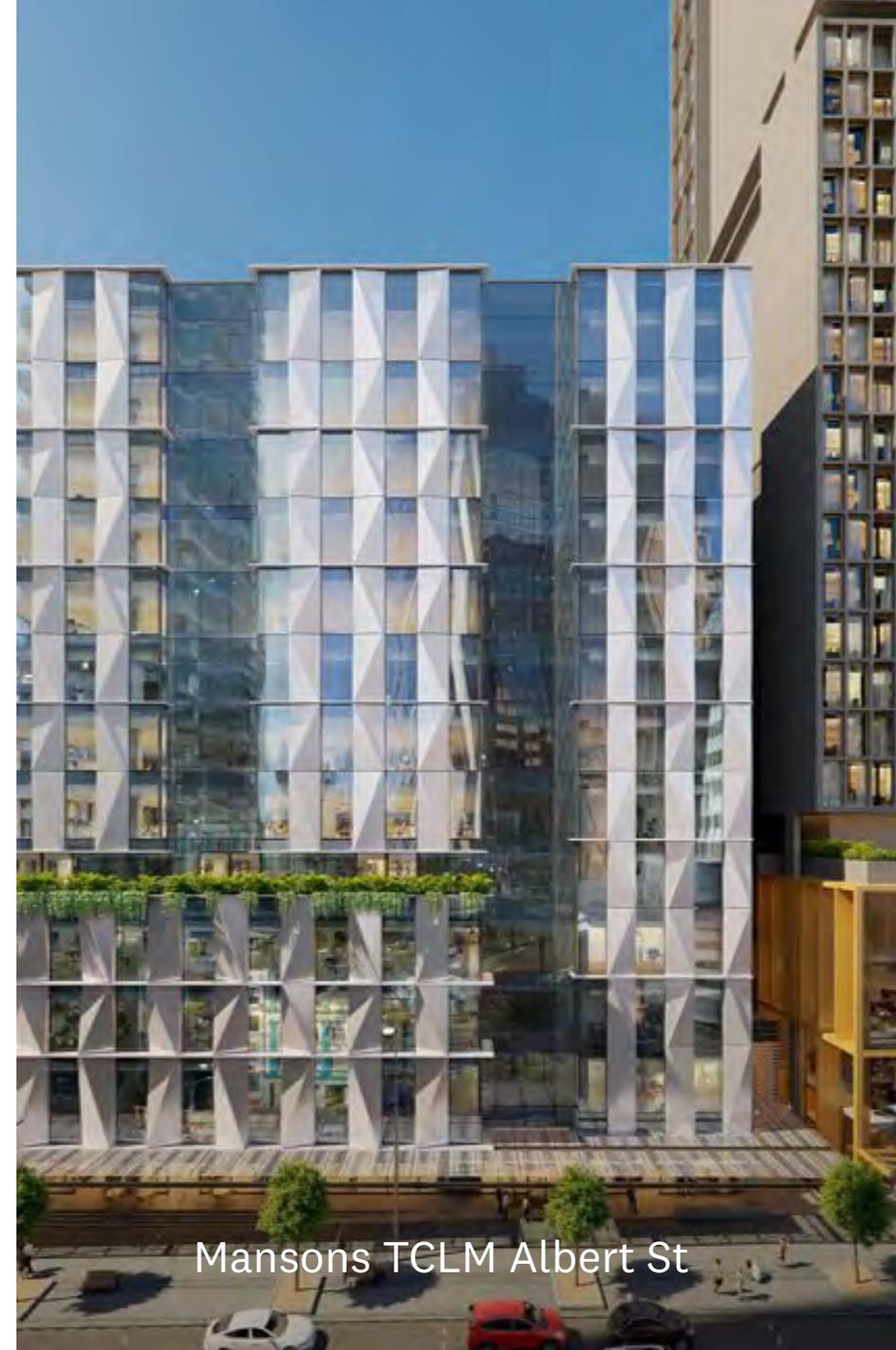
- ***Enhance people's experience:*** Build understanding of the experience people have in the city centre and how that is impacting their desire to work, visit, learn and live here.
- ***Support growing community:*** With an initial focus on supporting residential growth.
- ***Strengthen climate response:*** This includes resilience and mitigation measures such as flood response.
- ***Grow investment and attraction:*** Includes focus on destination marketing, events and industry programmes.
- ***Advance mana whenua outcomes:*** How we work in partnership and build a meaningful, high-trust relationship with mana whenua, while delivering on mana whenua outcomes through our work and partnerships

Integrate, prioritise, and... inspire

The third crucial role of the action plan is to inspire others to contribute to the city centre masterplan outcomes. The action plan's integrated approach supports the group to:

- advocate for and champion the city centre and the work of others
- listen and speak positively and as one on the most important issues,
- drive a clear narrative through integrated work programmes and prioritisation.
- integrate our governance and engagement so our partners are supported with joined up thinking.

The group is aligned on the need to work more closely together to align messaging and resources to improve how we tell our story.



Mansons TCLM Albert St

City Centre Action Plan

Supporting Implementation

eke
panuku

Supporting the group

Action plan programmes are primarily an aggregation of existing activity and will be led by existing resources allowing for current budget pressures. Role is to identify and advance priority outcomes and lead integration of existing work.

Many have logical leads in place, for example Integrated Transport Network and will be supported by matrix team.

May require some refocusing of existing resources as outlined in the original lead agency, matrix decision.

Continuing to build on what has been established to date, workstreams covering the core functions below are responsible for integrating what exists in support of the city centre and making it coherent and functional across the group:

- design and placemaking,
- communications, marketing and engagement,
- governance and strategic partnerships
- strategy and investment
- portfolio management (action plan programme monitoring and reporting)



Summary

The action plan is a key deliverable of both Eke Panuku as lead agency and the council whanau as an integrated team. It has been developed through collaboration and supported by wide-spread stakeholder engagement.

It outlines how we will give effect to the CCMP over the next ten years, through city-centre-wide and place-based programmes.

It builds on the combined capability of our organisations, and charts a pathway for us to implement ongoing transformation of the city centre in a place-led, best-for-city-centre way. We are excited about the potential this will unlock for us all.



Ngā mihi





Eke Panuku – Internship

Pulotu Selio Solomon

June 28 2023

Smart Minds

- Forward thinkers
- Solution Focused
- Bright ideas
- Aspirational for the city – “we are designing a city that we are leaving for our children's, children”



“

e fofo e le alamea, le alamea

the solutions lie within



Summary



The vision for the city is solid

Great leadership – well supported

Getting the work done

Impressed how through adversity – the work continued

Delivering for our stakeholders

Managing both internal and external relationships well and particularly the political landscape

Vibrant communities

Building strong, vibrant communities for today and tomorrow

Leaders

You are the top leaders in your industry across the board



Renewal



Thank you

Thanks to your commitment and strong work ethic, the city is in safe hands .
It has been a privilege to see the inner workings of Eke Panuku

Soifua ma ia manuia

Director interests at 20 June 2023

Member	Interest	Company / Entity	Conflicts pre-identified?
Paul F. MAJUREY	Chair	Eke Panuku Development Auckland Limited	
	Member	Auckland Light Rail Mana Whenua Sponsors Group	
	Director	Atkins Holm Majurey Limited	
	Director	Hāpai Commercial General Partner Limited	
	Chair	Hāpai Housing General Partner Limited	
	Chair	Hauraki Collective (12 iwi collective)	
	Tangata Whenua Representative	Hauraki Gulf Forum	
	Director	Homai General Partner Limited	
	Chair	Impact Enterprise Partnership GP Limited	
	Director	Manawa GP Limited	
	Chair	Marutūāhu Collective (5 iwi collective)	Possible
	Chair	Marutūāhu Rōpū General Partner Limited	
	Director	MO5 Properties Limited	
	Director	MRLP Group Limited	
	Chair	Ngāti Maru Limited	Possible
	Director	Pare Hauraki Asset Holdings Limited	
	Chair	Puhinui Park GP Limited	
	Chair	Te Pūia Tāpapa GP Limited	
	Chair	Tūpuna Taonga o Tāmaki Makaurau Trust Limited (Tūpuna Maunga Authority)	
	Director	Westhaven Marina Limited	
Chair	Whenuapai Housing GP Limited		
Director	Whenua Haumi Roroa o Tamaki Makaurau General Partner Limited		

Member	Interest	Company / Entity	Conflicts pre-identified?
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David I. KENNEDY	Director	Eke Panuku Development Auckland Limited	
	Chair	Beachlands South GP Ltd (JV between NZ Super Fund and Russell Property Group)	
	Member	Business Reference Group Te Arotake Future for Local Government	
	Director	Cathedral Property Limited	
	Director	Grantley Holdings Limited	
	Chair	Kaha Ake GP Ltd (JV between NZ Super Fund and Classic Developments)	
	Director	Naylor Love	
	Trustee	New Zealand Housing Foundation	Possible
	Chief Executive	Te Kaha Project Delivery Ltd	
	Director	Westhaven Marina Ltd	

John COOP	Director	Eke Panuku Development Auckland Limited	
	Managing Director and Principal	Warren and Mahoney	Possible

Jennifer KERR	Director	Eke Panuku Development Auckland Limited	
	Committee member	Audit and Risk – Police	
	Deputy Chair	Callaghan Innovation	
	Trustee	J.R. Kerr Portfolio of Shares and Bonds managed by Craig Investment Ltd	
	Trustee	J.R. Kerr Portfolio of Shares and Bonds managed by Forsyth Barr	
	Settlor, Trustee, Beneficiary	J.R. Kerr Trust	
	Chair	NZTE	
	Member	Port Nicholson Trust	
	Member, Advisory Board	University of Waikato Management School	
	Board member	Waipa Networks Ltd	
	Chair	WorkSafe New Zealand	

Member	Interest	Company / Entity	Conflicts pre-identified?
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Steven EVANS	Director	Eke Panuku Development Auckland Limited	
	Member	Construction Industry Accord Residential Sector Reference Group	
	Chief Executive	Fletcher Building LTD	Yes
	Director	Homai General Partner Limited	
	Director	Okahukura GP Limited	
	Member	Steering Group Construction Industry Accord	
	Director	Tauoma FRL Limited Partnership	
	Board Member	Urban Development Institute of New Zealand	Yes

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

Kenina COURT	Director	Eke Panuku Development Auckland Limited	
	Shareholder	Arrakis Limited	
	Director	Banking Ombudsman Scheme Limited	
	Director	BDE Bonus Limited	
	Director	Business in the Community (2013) Limited	
	Director	Business Mentors New Zealand Limited	
	Director	CP Resettlement Trustees Limited	
	Director	Eight Peaks Holdings Limited	
	Director	Fale Developments Limited	
	Director	Fortitudine Trustees Limited	
	Director	Greer Family Trustees Limited	
	Director	Holly Corp Trustees Limited	
	Director	Huma Holdings Limited	

Member	Interest	Company / Entity	Conflicts pre-identified?
Kenina COURT (cont'd)	Director	IBS.	
	Shareholder	IBS Corporation Limited	
	Director	It's Happened Trustees Limited	
	Director	KW Westgate Limited	
	Director	Lovelock Trustees Limited	
	Director	Lujato Trustees Limited	
	Director	M&G Trustees Limited	
	Director	Market Kitchen Limited	
	Director	Nathan Whanau Trustees Limited	
	Director	New Gipsy Limited	
	Director	NTA Holdings Limited	
	Director	Oceania Career Academy Limited	
	Director	Pathfinder Management Partner Limited	
	Director	Pathfinder Trustees Limited	
	Director	Pathsol Limited	
	Director	PGFT Trustees Limited	
	Director	Platinum Securities Limited	
	Director	PSL Freedom Limited	
	Director	Rice Family Trustees Limited	
	Director	Silvereye Investments Limited	
	Director	Slice Limited	
	Director	Stak Trustees Limited	
	Director	Twinlion Trustees Limited	
Director	Up Skill Teams Limited		

Director Meeting Attendance Register – 2022 / 2023

	2022					
	27 Jul	24 Aug	28 Sep	26 Oct	23 Nov	16 Dec
P. Majurey	✓	C A N C E L L E D	✓	✓	×	✓
D. Kennedy	✓		×	✓	✓	✓
J. Coop	✓		✓	✓	✓	×
K. Court	✓		✓	✓	✓	×
S. Evans	×		✓	×	✓	✓
S. Huria	✓		✓	✓	✓	✓
J. Kerr	✓		✓	✓	✓	✓

	2023									
	22 Feb	22 Mar	26 Apr	24 May	28 Jun	26 Jul	27 Sept	25 Oct	22 Nov	13 Dec
P. Majurey	✓	✓	✓	✓						
D. Kennedy	✓	✓	✓	✓						
J. Coop	✓	✓	✓	✓						
K. Court	✓	✓	✓	✓						
S. Evans	✓	✓	✓	✓						
S. Huria	✓	✓	✓	✓						
J. Kerr	✓	✓	✓	✓						
S. Solomon	×	×	✓	✓						

Minutes of the meeting of directors of Eke Panuku Development Auckland Limited, held in partly **confidential** session, in person at 82 Wyndham Street, Auckland and online via Teams, on Wednesday 24 May 2023 commencing at 10.00am.

<p>Attending</p>	<p>Board: Paul Majurey – Chair, David Kennedy – Deputy Chair, John Coop (via Teams), Kenina Court, Steve Evans, Susan Huria, Jennifer Kerr</p> <p>Executive: Ian Wheeler – Acting Chief Executive & Chief Operating Officer, Gyles Bendall – GM Design & Place, Alaina Cockerton – Head of People & Culture, Angelika Cutler – GM Community & Stakeholder Relations, Carl Gosbee – Chief Financial Officer, Marian Webb – GM Assets & Delivery, Allan Young – GM Development, Brenna Waghorn – GM Strategy</p> <p>In Attendance: Selio Solomon (Board Intern), Alice Newcomb – Governance Manager, Sally Blyth (Minute Taker)</p>
<p>Opening remarks</p>	<p>The Chair welcomed everyone to the Board meeting, The Chair welcomed Alice Newcomb, Governance Manager to Eke Panuku.</p>
<p>1.0 Meeting Opening</p>	<p>The Board meeting opened with a karakia at 10:00am.</p>
<p>1.1 Public deputation</p>	<p>Laura Kvigstad (journalist) joined the meeting via Teams for Hauraki Express Ltd bike ferry proposal.</p>
<p>2.0. Hauraki Express Ltd - Bike ferry proposal followed by Q&A</p>	<p>The meeting was joined by George Bourke, Stuart Thomas and Peter Bourke of Hauraki Express Ltd who delivered a presentation about their bike ferry proposal. The Board thanked the team for their presentation.</p> <p>The public members left the meeting</p>
<p>3.1 Procedural motion to exclude the public</p>	<p>Pursuant to clause 12.3 of the Eke Panuku Constitution, the public be excluded from confidential papers or parts thereof, so that commercially sensitive issues can be discussed.</p>
<p>3.2 Apologies</p>	
<p>4.0 Chief Executive's report</p>	<p>Ian Wheeler, Acting Chief Executive & Chief Operating Officer spoke to the report. During Board discussion, Paul Majurey left the meeting during the discussion on Avondale Central, and Steve Evans left the meeting during the discussion on Ormiston and 66 Flat Bush.</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>

	<p>[REDACTED]</p>
<p>6.3 Takapuna Service Property Optimisation</p>	<p>Marian Webb, GM Assets & Delivery, introduced the report. Following the conclusion of discussions, the Eke Panuku Board:</p> <p>[REDACTED]</p>
<p>6.4 Downtown Carpark Redevelopment</p>	<p>John Coop left the meeting for this item. Allan Young, GM Development, introduced the report. Following the conclusion of discussions, the Eke Panuku Board:</p> <p>[REDACTED]</p>
<p>6.5 Pukekohe – 174 – 182 Manukau Rd – Go to Market Strategy</p>	<p>The paper was taken as read and noted. The Eke Panuku Board:</p>

	<p>a. Approved the sale of 174-182 Manukau Road, contained in records of titles 599297, 599299, 918842 through an open market process to achieve urban renewal as a public work under the Public Works Act 1981 (PWA).</p> <p>b. Delegated authority to the Chief Executive to execute the required documentation to sell the property based on the following key terms:</p> <p>[REDACTED]</p> <p>ii. the development of the property being in general alignment with the Essential Outcomes and Design Guidance,</p> <p>iii. in line with Eke Panuku Policy, a 5 Greenstar rating for any commercial building over 1000 sqm.</p>
7.0 Information papers	<p>7.1 Own Your Own Home David Kennedy left the meeting for this item. The Board discussed the update and proposed next steps.</p> <p>7.2 Quarterly Risk Report The Board discussed/noted:</p> <ul style="list-style-type: none"> • The Risk Register and mitigations, noting the register focuses on key risks in relation to key projects to be delivered, the format has limitations, and more story-telling ability is required. • A staff engagement survey will be undertaken soon, noting a top risk is with staff and potential risks associated with staff anxiety, stress, illness etc. <p>7.3 Housing Market overview - Q1 2023 The Board noted a general overview put forward.</p> <p>7.4 Onehunga Wharf update The Board noted the update and supported the approach.</p>
8.0 Waitematā local board briefing	The meeting was joined by Carlos Rahman who provided a briefing on this item. John Coop left the meeting for this item.
9.0 Waitematā local board visit	<p>The meeting was joined by Fiona Knox and Simon Oddie and Waitematā Local Board members: Genevieve Sage (Chair), Greg Moyle (Deputy Chair), Richard Northey, Alexandra Bonham, Sarah Trotman, and Allan Matson.</p> <p>The Chair welcomed guests and a round of introductions was undertaken.</p> <p>Local board members put forward questions and comments on various topics, with responses from Eke Panuku personnel.</p> <p>Local board members left the meeting at conclusion of this item and joined Eke Panuku board and staff for lunch.</p> <p>Selio Soloman left the meeting.</p>
10.0 Port Precinct Future Development	<p>Fiona Knox, Nick McKay, Daniel Haines, Kristen Webster, Jamie Faull, Caisey Marter, Michael Jefferies, Vrinda Moghe and John Smith joined the meeting for this workshop item via Teams and in person.</p> <p>John Coop re-joined the meeting.</p> <p>[REDACTED]</p>
11.0 Governance matters	

11.1 Out of Cycle Decisions	The Eke Panuku Board ratified out-of-cycle decisions made between the April and May board meetings. <ul style="list-style-type: none"> • Optimisation Opportunity Remuera (Approved 28.4.23) • Waiapu Precinct, Onehunga Go to Market Strategy (Approved 28.4.23) • Pukekohe, 9 Hall Street: Go to Market Strategy (Approved 28.4.23) • Eastern Busway (Approved 4.4.23) • Draft annual budget (Approved 11.5.23)
11.2 Director interests	The Eke Panuku Board reviewed and received the Register of Directors' Interests.
11.3 Director meeting attendance	The Eke Panuku Board noted the Directors' meeting attendance.
11.4 Minutes of the 22 March 2023 Board meeting	The Eke Panuku Board reviewed and confirmed the Minutes of the Board Meeting 22 March 2023, with confidential information included, as a true and accurate record of the meeting.
11.5 Board action list	The Eke Panuku Board noted the Board action list.
11.6 Board forward work programme	The Eke Panuku Board noted the Board forward work programme.
12. General Business	There were no items of general business.
Close of Board meeting	The meeting closed with a karakia at 2:58pm.

Confirmed as a true and accurate record:

_____ Chair

_____ Date