

Board Report

September 2024



Board Agenda – September 2024

1.	Chief Executive’s report
2.	Health and Safety report
3.	Decision papers 3.1 Draft Eke Panuku Annual Report – 30 June 2024 3.2 Executive Leadership Team Remuneration 3.3 Te Kopua Programme Business Case Overview 3.4 Pile berth redevelopment Westhaven Marina – stage 2 3.5 56-69 Queens Road, Panmure – Basin View Precinct 3.6 Disposal recommendations for Leys Institute Trust 3.7 516 aka Park 528 Pt Chevalier Road – service property optimisation 3.8 Pt Lot 68 DEEDS 326 Aumoe Ave, St Heliers – service property optimisation 3.9 Te Wero Wynard Crossing Bridge
4.	Information papers 4.1 Quarterly report to Auckland Council – Q4 4.2 Eke Panuku Mana Whenua engagement survey 4.3 Maungawhau programme update 4.4 Management of seismic risk in the Eke Panuku building portfolio
5.	Governance matters 5.1 Out of cycle decisions 5.2 Director interests 5.3 Director meeting attendance 5.4 Minutes meeting held – 28 August 2024 5.5 ARC minutes meeting held – 22 July 2024

Chief Executive Report

Author(s): David Rankin

September 2024

Whakarāpopototanga matua | Executive summary

This is a public report which incorporates a range of material on current and emerging issues. Some information contained in this report should be treated as confidential. In terms of Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to the withholding of information as necessary to:

- *protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of a third party (s7(2)(b)(ii));*
- *enable any local authority holding the information to carry on, without prejudice or disadvantage commercial negotiations (s7(2)(i));*
- *maintain the effective conduct of public affairs through the free and frank expression of opinions by or between or to members or officers or employees of any local authority in the course of their duty (s7(2)(f)(i)); and*
- *maintain legal professional privilege (s7(2)(g)).*

Matapaki | Discussion

Te Ara Tukutuku engagement summary

1. Throughout the month of August 2024, we consulted the public on the draft concept designs for Te Ara Tukutuku. Through this process we reached an estimated 850,000 people via our ad campaign, website, social media and print media. We directly engaged on sites with approximately 3,000 people at our interactive sessions. As part of that engagement we received 712 comments, not including social media comments.
2. Public feedback was highly positive, with 87% of comments expressing support for the draft concept designs and direction of Te Ara Tukutuku. These supporting comments included a mix of general support for the project, support for the open space and natural environment, and support for the recreational activities and/or the regenerative and Mātauranga Māori approach. Ten per cent of comments were not in alignment with the project. These included a mix of people saying there should be more public space or other features (e.g. sports fields, playgrounds or car parking), and people saying the project was too expensive. The remaining 3% of comments were neutral or asked for further information.
3. Some indicative quotes include:
 - “This exceeds all my expectations for this space”
 - “Eke Panuku is doing a great job”
 - “Oh my God! Jumping for joy for this!”
 - “This is the antithesis to a stadium and the right thing to do on this site”

4. As part of the ongoing programme of engagement the draft concept designs were also discussed with Mana Whenua, a wide range of council-whānau staff, the Waitematā Local Board, Mayor and councillors via a site visit, and key stakeholders including City Centre Advisory Panel members. Engagement with these groups was also highly positive and supportive of our proposed concept designs.
5. This feedback will be used to refine and finalise the concept designs. The final concept design will be presented to the Board in October for approval and will go to the Waitematā Local Board for endorsement in November 2024.

Northcote Central – Marketing process update

6. The Board approved the Go to Market Strategy for Northcote Central in July 2023. The EOI process commenced on 3 October 2023 and closed on 13 November 2023.
7. [Redacted]
[Redacted]
[Redacted]
 - i. [Redacted]
 - ii. [Redacted]
 - iii. [Redacted]
8. In December 2023, the Board approved these submitters to proceed to RFDP, subject to clarifying questions and ascertaining parties’ commitment to the RFDP process.
9. The Board approved the RFDP criteria in March 2024 and the RFDP launched in April 2024.
10. [Redacted]
[Redacted]
[Redacted]
11. [Redacted]
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[Redacted]

[Redacted]

17. [Redacted]

18. [Redacted]

Urban regeneration alongside the Eastern Busway

19. The executive is progressing its programme of urban regeneration work in connection with the Eastern Busway. The work is focused on land in walking distance to the new bus stations at Pakūranga, along Tī Rākau Drive, and at Burswood.

20. There are three key workstreams currently underway in connection with the Pakūranga project. Simpson Grierson is supporting the executive in connection with these workstreams.

- i. The first relates to the revocation of the reserve status of the Council-owned parcels of land surrounding Pakūranga Plaza currently utilised for car parking. Eke Panuku commenced the revocation process in October 2023. In August, Council’s Regulatory and Community Safety Committee approved the appointment of Kitt Littlejohn as independent commissioner to consider the submissions received in connection with the revocation notification. A hearing is provisionally proposed in November as part of the revocation process.

- ii. [Redacted]

[Redacted text block]

iii.

[Redacted text block]

- 21. The executive has commenced investigations of options for development of the land along Tī Rākau Drive focussed on the proposed Te Taha Wai and Koata Stations. This is land that was initially acquired for the busway but will not be needed in the long-term for transport purposes. The investigations will culminate in identification of preferred option (to ultimately be detailed in IBC) early next year.
- 22. The project at Burswood is currently being initiated.

Avondale Central

23. [Redacted text block]

24. [Redacted text block]

Wesley Legal proceedings

25. [Redacted text block]

- 26. [Redacted]
- 27. [Redacted]
- 28. [Redacted]
- 29. [Redacted]
- 30. [Redacted]
- 31. [Redacted]

CCO Direction and Oversight Committee

- 32. On Tuesday 10 September Eke Panuku Executive presented the year end results for FY23/24 to the Committee. A presentation was also given on service property optimisation which is a development funding tool to address underperforming service assets that aims to deliver improved community outcomes. This work is undertaken in collaboration with Local Boards and the Council’s Service Investment and Programming Business Unit or Auckland Transport. Roles and responsibilities were highlighted, and case studies presented.
- 33. In the confidential session an update on development and the property market was presented. This included a look at key data and trends and an update on Eke Panuku development projects.
- 34. There was good engagement with the committee and positive feedback on Eke Panuku performance and on the presentations. With the Eke Panuku Chair and all three directors in attendance, councillors took the opportunity to thank Eke Panuku for its mahi across the region noting the high-quality work reflected by the national and regional awards. Discussion

centered on opportunities as well as the implications of the challenging property market for urban regeneration. Eke Panuku will continue balancing the outcomes we are trying to achieve, the levers we have available to us and the market realities, noting where we are in the property cycle.

Alliance Framework and TAG review

35. As a reminder the Executive completed a comprehensive review of TAG early this year and reported this to the Board as an information paper in March 2024. At the same time the Executive has been discussing with Council potential changes to the Alliance Framework. The Alliance Framework is the document that provides clarity of roles and responsibilities between Eke Panuku and regulatory staff.

The Board wanted to see both the TAG review and Alliance Framework together. They are closely linked and have an impact on our approach to our regeneration programmes.

36. It has been slow progress in relation to the Alliance Framework. Recently Council has put an alternative operating model on the table for discussion. This largely relates to TAG and how it operates. In short, it would see a considerable changes to TAG and also a dual panel approach with TAG and AUDP. The Executive is working through what might be the benefits of this approach but at this stage they are not clearly evident.

37. Given the time it has taken, the Executive is seeking to come to an agreement soon and report back to the Board by the end of the year.

Review of CCO Model

38. The Mayoral and Councillor Direction to Council Group for the Annual Plan 2025/26 was released on 16 September. It sets out the advice sought which will inform the mayor's proposal leading to decision making in December 2024 in advance of public consultation on the annual plan early in 2025.

39. The Annual Plan represents year 2 of the Long-term Plan 2024-34 and is an opportunity to focus on specific areas to ensure the council is set up well to deliver the LTP. As already signalled, a key question being asked is "are we organised in the best way to deliver on the activities and investments that will progress Auckland towards our vision?" And "Is the CCO model fit-for-purpose?". The council is interested in ways to deliver services better, faster and cheaper.

40. The direction document confirms that the role and functions of CCOs are not in scope, nor service levels or approved programmes. The council is seeking to test whether some CCO services and functions could be more effectively delivered by Auckland Council, in order to improve:

- public trust and confidence
- strategic alignment
- democratic accountability
- cost effectiveness, including from reduced duplication and ultimately the quality of services provided to Aucklanders, and the capability of the council to deliver on the LTP and our vision for Auckland to be beautiful, thriving and safe.

41. Options that will be tested in relation to Eke Panuku are:

- a. Alternative delivery models to deliver urban regeneration, which may have a greater focus on economic growth and an enhanced role for Local Boards. This should consider delivery by Auckland Council and/or Eke Panuku.
 - b. To reset Eke Panuku as an urban regeneration delivery organisation by:
 - Transferring strategy, policy and planning to Auckland Council
 - Transferring management of non-service property and acquisitions and disposals of property to Auckland Council
 - c. To disestablish Eke Panuku and deliver all functions via Auckland Council
42. An additional option is no structural change for CCOs but identifying ways to improve the accountability and oversight of the CCOs including monitoring board performance.
 43. The document sets out the advice sought across a number of areas, not simply looking at the CCO model and options for Auckland Transport, Eke Panuku and Tataki Auckland Unlimited. This includes the funding of major events, destination marketing and visitor attraction, planning and paying for growth and the hierarchy of plans and strategies. Council is also seeking an update on the group property review.
 44. The timeframes are tight as advice is required to be provided to the budget committee in November. The process includes this direction document, interviews with the Chair and CE of Eke Panuku, and workstreams led by council's Director Group Strategy and Chief Executives Office. An opportunity for CCOs to provide input to the advice is planned but is as yet, unclear. This is a large work programme. Eke Panuku will seek to provide meaningful input to the options being tested. Board engagement will be sought in board meetings or in short workshops that may need to be set up at short notice specifically for this purpose.
 45. An email update was received from Auckland Council on 18 September 2024 and is attached as **Attachment A**.

Group Property Review

46. During August, the council initiated a value for money (Section 17A) review of the group property function. This review is to be undertaken contemporaneously with the CCO review initiative, although is not part of it.
47. The board will recall that there has been periodic debate about the management arrangements for the council property non-service property portfolio. It was originally part of Auckland Council Property Limited and came into Eke Panuku when it was formed in the amalgamation of Auckland Council Property Limited and Waterfront Auckland. The 2020 CCO review process considered this issue. It did not come to a conclusion but recommended a broader business case review of Group property management arrangements.
48. The scope of the review is to look at real estate owned by the council group with a balance sheet of around \$10.7b, including the council's community facilities and property for community use, the non-service property portfolio managed by Eke Panuku, and property currently managed by Auckland Transport, Tataki Auckland Unlimited and Watercare. It includes such factors as roles and resources, management and information systems, governance arrangements, funding and budgets, property management, asset management and facilities management.

49. It will be obvious from the above that the focus is not simply the Eke Panuku non-service portfolio, which at around \$2.8b, including Westhaven Marina, makes up only a portion of the overall total. To be clear, the Westhaven Marina is outside the scope of the review although it is noted that our current year's SOI includes a 17A review of the Westhaven Marina also.
50. The review is being overseen by a Steering Committee convened by Max Hardy the Director of Group Strategy, and includes me, the General Manager of council Parks and Community Facilities as well as a senior manager from Auckland Transport. The Steering Group is supported by a working group of subject matter experts, which include Marian Webb from Eke Panuku.
51. The review work is now underway and I will keep the board informed as it progresses.

Portfolio Reporting Update

52. Work continues on the portfolio reporting improvements with substantial work undertaken to improve the quality of the underlying data. This builds on the initial information report provided to the board in September 2023. It has involved a property-by-property analysis to confirm the categorisation of properties and to update the valuations on a more consistent basis.
53. This new reporting enables a better understanding of the roles and nature of the portfolio and is being embedded into Eke Panuku's regular performance reporting schedule. It will also help inform the Group Property Review now underway, with the categorisation assisting with a better understanding of the responsibilities and expertise required to manage them, and a full picture of the diverse properties and material contributions to financial returns.

Climate change updates

54. This month Eke Panuku received its Toitu certification for our Greenhouse Gas (GHG) emissions over FY24. We have been measuring and reporting on our emissions since FY19 as part of our climate response. Our GHG emissions is a key part of the information we submit to Auckland Council to support the Council group's Climate-Related Disclosure. This year Eke Panuku had a 13% reduction in our total emissions compared to last year. These emissions are largely spend based. The main reason for the reduction is that due to budget restraints, there was less capital expenditure on fewer construction projects this year, as compared to 2022/2023.
55. We are moving towards a consolidated GHG emissions inventory across the Council group. Some initial steps were taken this year to consolidate and streamline data collection. This included changes to data collection for transport, energy and waste associated with our new Head Office at 135 Albert. For transport this involved a new travel survey administered by Auckland Council that Eke Panuku took part in. It revealed a similar commuting pattern to last year with 54% of Eke Panuku staff using public transport, 18% commuting by active modes and 28% driving. Of those driving, 13% used an electric vehicle while 8% shared the ride with others. In January, consistent with all the Council group, we switched electricity providers to climate positive certified energy retailers Ecotricity, who are also 100% Kiwi & 50% Community Owned.
56. In alignment with the Joint Group CE's decision, we have not renewed our membership of CLC. This is a CEO-led leadership group for business action on climate change uniting New Zealand businesses to accelerate the transition towards a zero carbon and climate resilient future. CLC is useful for holding signatories to account and provides a singular voice for business in its

advocacy work to government as well as training and support to members. We work closely with the council group and continue to have access to other groups for knowledge sharing etc. Eke Panuku is an active member of the Property Council and the New Zealand Green Building Council.

Property conference : Wellington : Doing more with Less

- 57. In September Ian Wheeler attended the Property Conference in Wellington organised by the Property Council. The conference was a healthy mix of site tours, networking, presentations and panel discussions over 2 days.
- 58. Delegates included the usual range of participants in the sector from consulting and advisory, property professionals, property funds and managers, developers, technology and systems, construction and banking. It was a good opportunity to see some old faces and meet new ones across the sector. Ian noted that as an agency we are fairly well known across the sector, where this wasn't the case, it was a good opportunity to inform new faces who we are and why we exist. The topics covered were wide ranging and included: international politics, economic outlook, resilience in buildings and organisations, case studies, future of city's with people and sustainability being at the heart of all we do in the sector, improving construction efficiency's, adaptive reuse and new technologies, stress to burnout, diversity and of course AI.

Multi-employer Collective Agreement negotiations (MECA)

- 59. Auckland Council Group comprising of four employer entities; Auckland Council, Tātaki Auckland Unlimited, Watercare Services Limited and Eke Panuku Development Auckland received initiation for a Multi-Employer Collective Agreement (MECA) from PSA in August. It does not include Auckland Transport.

60. [Redacted]

61. [Redacted]

- 62. Claims are expected to be exchanged 27 September, with bargaining scheduled to start in October.

Ngā tāpirihanga | Attachments

Attachment B - Monthly Dashboard



Monthly reporting pack

Period ending 31 August 2024

Executive summary

Programme

- A capex budget of \$98.9m has been agreed with Auckland Council, which has been distributed across our programmes and projects. \$86.6m has been allocated to the regeneration locations, which is in line with the reprioritisation work completed earlier in the year and \$12.3m to the renewals programme. Total spend for August was \$3.5m, year to date \$11.2m which is tracking well to phased budget.
- Regeneration opex is budgeted at \$14.7m. To date, \$14.6m has been distributed across our programmes and projects leaving an unallocated portion of \$0.1m. Spend for August was \$1.0m.
- Sales target for this year is \$76m, made up of \$60m from general assets and \$16m from the regeneration locations. Sales in year total \$0.9m.

Company wide financials

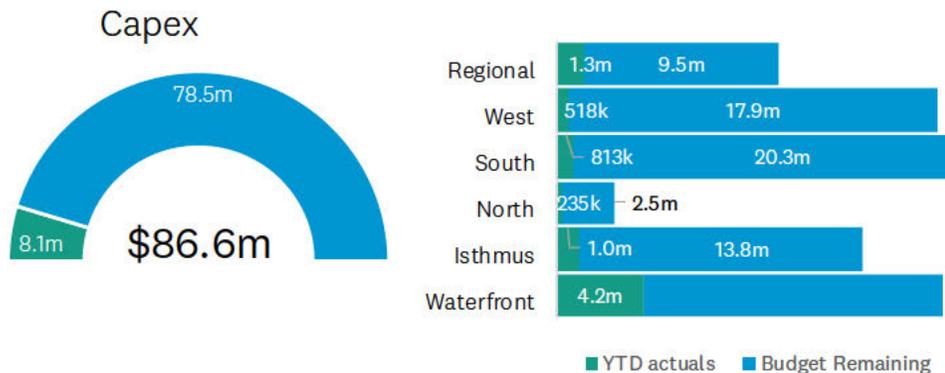
- Expenditure to date is tracking \$1.1m behind phased budget, mainly due to savings in people costs as a result of the 16 vacant positions and timing of contractor invoices for the fit out of Level 21.
- The managed property surplus is (\$0.6m) which is \$1.8m favourable to phased budget.

People and Culture

- Our overall FTE is 229.6. This includes our actual FTE of 212.5, 2 contingent workers in FTE roles and 16.1 vacancies.
- The average occupancy for the month was 59%, from a target of 60%. The decrease is due to cold and flu season. Staff who are unwell but able to work and choosing to stay home as to not infect their colleagues are not able to be recorded in the attendance system.
- Our employee assistance programme Instep saw a reduction in new cases this month, with ongoing cases currently at 11.

Regeneration summary

The programmes include transform & unlock and support regeneration programmes

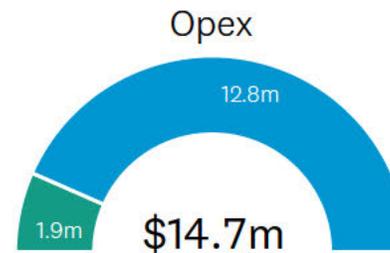


Regeneration capital spend to date is \$8.1m, this is \$0.9m behind phased budget.

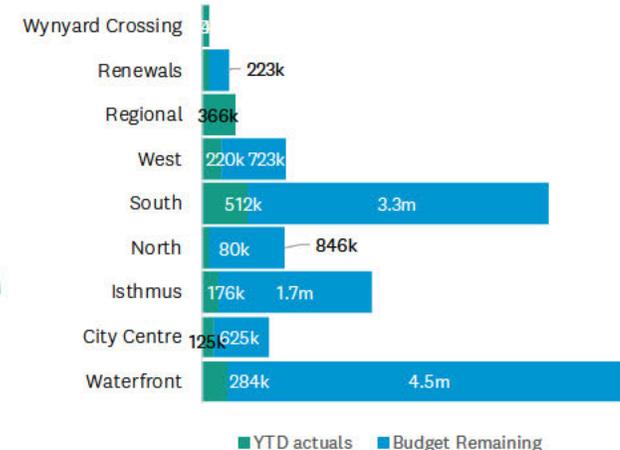
There has been a solid start to the year with the continuation of a number of projects that started construction in the last financial year.

Significant spend to date is made up of the following projects:

- Westhaven Seawall upgrade \$3.4m, which is \$1.5m ahead of phased budget.
- Te Ara Tukutuku \$0.8m, which is slightly behind phased budget by \$0.5m
- Wastewater Treatment Plant Upgrade at Hobsonville \$0.9m which is tracking slightly ahead of phased budget.
- Waiapu Precinct in Onehunga \$0.3m, tracking on budget.

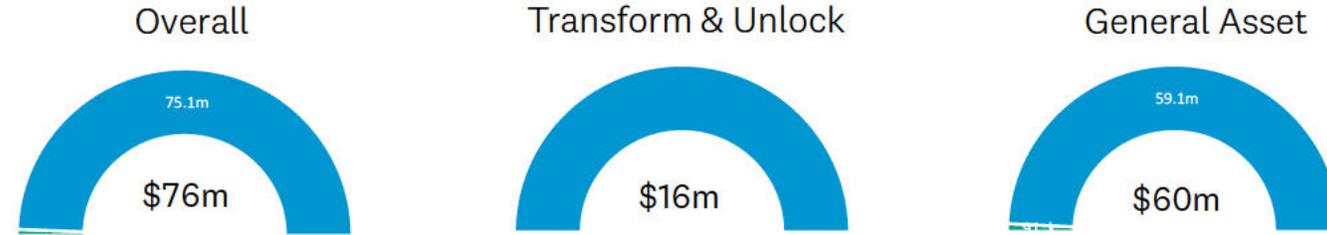


Regeneration opex spend in August was \$1.0m which is in line with expected spend.



Regeneration summary

Sales



There were no unconditional asset sales in August.

There was an additional unconditional asset sale in July that was not reported last month, 1/1 Snell Place, Pakuranga which is part of the Eastern Busway project for \$640k.

Total unconditional asset sales for the year to date are at \$913k.

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

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

Northcote is at amber while we work through design and value issues combined with current market constraints.

Haumaru Housing is at amber

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

Companywide financials

Expenditure



Expenditure year to date is \$6.6m, which is tracking \$1.1m behind phased budget.

People costs are \$0.4m behind budget due to our 16 vacant roles. We also have additional budget for more staff to work on the Central Wharves/Port project that we have yet to define if required this year given staging of work over multi years.

Costs for Level 21 are currently tracking \$0.3m behind phased budget due to slowness of contractor invoicing. This is expected to correct in the next couple of months.

There has been a \$0.2m saving in consultancy costs to date. We will continue to monitor our consultancy costs to establish whether this is a permanent saving or a timing difference.

Revenue



Revenue year to date is \$3.6m, which is \$0.1m ahead of phased budget. Recharges to Council projects were slightly ahead of plan.

Managed Property Surplus

\$22.1m

Managed Properties net surplus year to date is (\$0.6m), which is \$1.8m ahead of phased budget.

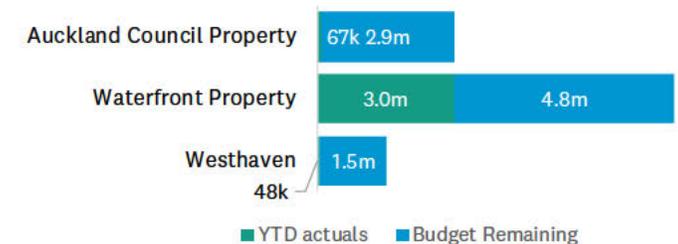
- **Commercial Property Portfolio** at \$0.3m surplus, this is \$2.4m ahead of budget. August is a large expenditure month for the portfolio as the majority of rates costs for the year are received. To date we have received \$5.4m with approximately \$1.0m still outstanding.
- **Business Interests** at \$1.1m surplus is tracking on budget.
- **Marinas** at \$0.5m of surplus are \$0.8m behind budget. Revenue is currently \$0.4m under budget, this is expected to pick up as we move into summer. Expenditure is \$0.3m ahead of budget as the K Pier renewal funded by the Trusts is tracking ahead of plan.
- **Public activities in the Wynyard Quarter** is at (\$1.5m) surplus which is on budget.

Capital Renewals

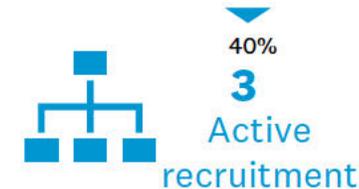
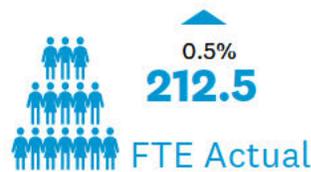


Capital renewals are tracking \$0.2m behind phased budget with \$3.1m of spend to date.

Significant projects that make up this spend are from the Shed 10 structural renewals at \$1.1m and the Wynyard Crossing upgrade at \$1.6m.



People and Culture



Our overall FTE is 229.6, this includes our actual FTE of 212.5, 2 contingent workers in FTE roles and 15.1 vacancies.

Of the 16.1 FTE vacancies:

- 3 positions are being actively recruited via our Auckland Council recruitment team, external agencies or internal EOI process.
- 5 are waiting the employee start date
- 3 positions are being held (Receptionist, Senior Portfolio Specialist, Development Manager)
- 2 are the home roles of a seconded employees (Property Manager & Senior Property Transaction Advisor)
- 1 position is being rescoped (Associate Property Manager)
- 2.1 positions are vacant (Marina Cadet, Casual Marina Dockmaster and Senior Strategic Project Manager).

Our overall Non-FTE is 19.8. This consists of 13.8 contingent workers in non-FTE roles and 6 contingent workers covering leave. These have not been included in the FTE count.

Staff turnover has decreased this month from 12.2% to 12.1%.

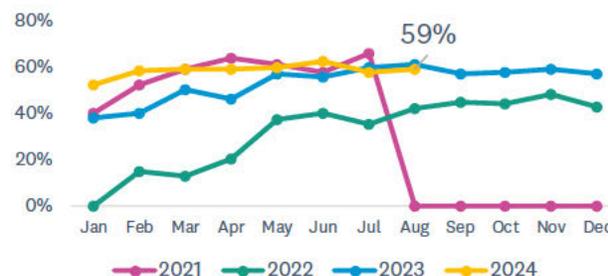
Office occupancy has decreased slightly from 61% in July to 59% in August. This is primarily due to the flu season.

This month, as part of our commitment to developing our People Leaders and supporting growth, we conducted a one-day workshop facilitated by CVL for new people leaders. The purpose of this session was to cover previous E Tū Hautū content.

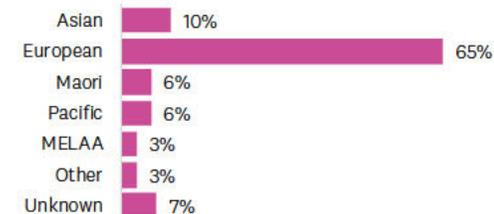
FTE Figures

FTE			Non FTE		
FTE Actual	Contingent in FTE	Vacant roles	Contingent in non-FTE positions	Contingent covering employee leave	Vacant non-FTE positions
212.5	2	16.1	13.8	6	0
230.6			19.8		

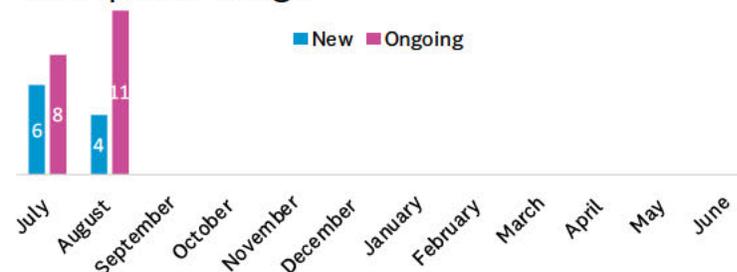
Office occupancy



Ethnicity



Instep EAP usage



Training budget \$324k

\$40.6k

13% spent YTD

Eke Panuku employees can access free confidential counselling support on professional or personal matters through our Employee Assistance Programme, Instep. This month, new cases decreased from 6 in July to 4 in August. Ongoing cases have increased from 8 to 11 this month.





Spatial delivery plans

Activity on our programmes is updated each quarter.
The plans currently show activity from quarter 4 (April to June 2024).

Regeneration programmes

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

Regional programmes

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



NORTHCOTE

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

HLPP BOUNDARY

Community Hub and Cadness Reserve upgrade - The Kaipatiki Local Board approved the concept design of the Northcote community hub and the Puawai Cadness Reserve at its May 2024 meeting. Detailed design and resource consent preparation is now underway.

Northcote town centre streets - extending Ernie Mays Street a key part of the road network - A satisfactory concept design has been produced. This design is being discussed with Auckland Transport and Healthy Waters to gain acceptance of the design before advancing this project.

Northcote Town Centre development - The second stage of the development process, the request for development proposals, commenced in April with the shortlisted parties. This will continue until July/August where proposals will be evaluated by the team and a preferred party selected.

Deconstruction of the first building within the Northcote town centre commenced in May 2024. This is an important step to prepare for the more significant construction of projects and signal change to the community. Completing the necessary works for subdivision, consents and titles is also progressing with redundant instruments on the titles being removed, and a subdivision survey plan was completed in March 2024.

PROJECTS COMPLETED

- 01 TE ARA AWATAHA - SCHOOLS EDGE
- 02 PAPA KI AWATAHA RESERVE UPGRADE
- 03 ACQUISITIONS
- 04 GREENSLADE RESERVE (HEALTHY WATERS)

MEDIUM TERM: FY 2026

- 5 ERNIE MAYS STREET EXTENSION TOWN CENTRE EDGE
- 6 COMMUNITY HUB AND PUĀWAI CADNESS RESERVE UPGRADE
- 7 NORTHCOTE CENTRAL (115 LAKE ROAD INCLUDING TOWN SQUARE)

LONG-TERM PROJECTS: FY 2027+

- 8 123 LAKE ROAD DEVELOPMENT (COUNTDOWN SITE)
- 9 COLLEGE ROAD DEVELOPMENT
- 10 KĀINGA ORA HOUSING DEVELOPMENT



- OPEN SPACE
- INDICATIVE BUILT FORM
- DEVELOPMENT SITE SALES
- CAPEX - PUBLIC REALM/COMMUNITY
- PROJECTS BY OTHERS



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 cyclists

PROJECTS COMPLETED

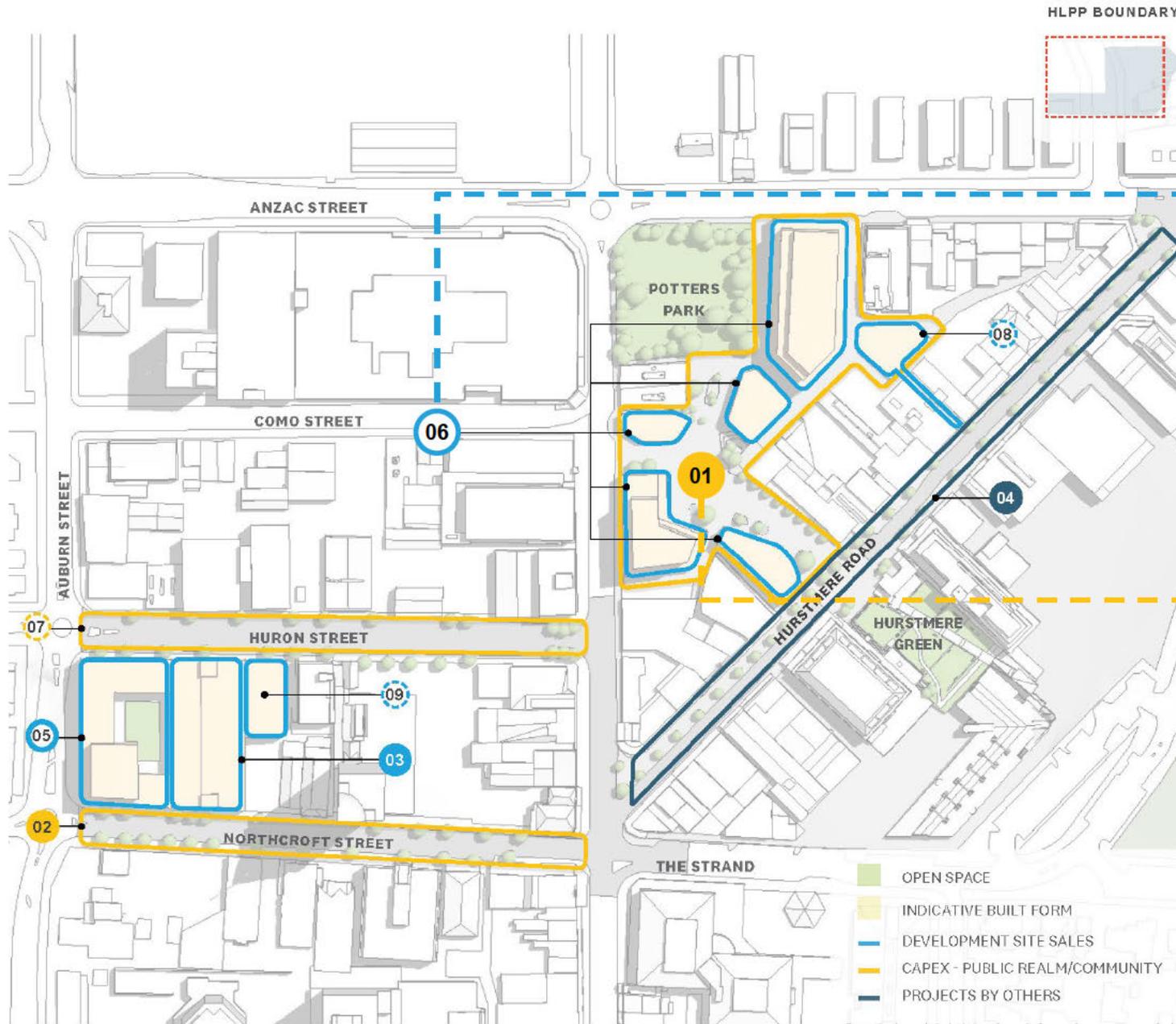
- 01 WAIWHARARIKI ANZAC SQUARE
- 02 NORTHCROFT STREETSCAPE UPGRADE
- 03 TOKA PUIA CAR PARK
- 04 HURTMERE ROAD UPGRADE (AT)

SHORT TERM: FY 2025

- 05 AUBURN STREET DEVELOPMENTS
- 06 ANZAC STREET DEVELOPMENT SITE

LONG-TERM PROJECTS: FY 2027+

- 07 HURON STREETSCAPE UPGRADE
- 08 R78 & 72A HURTMERE ROAD DEVELOPMENT
- 09 14 HURON STREET DEVELOPMENT



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

Northcroft streetscape upgrade -
 A project to improve connections, planting and lighting - Construction works were completed in late June 2024. This was an FY24 capital SOI milestone target.

HENDERSON

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

PROJECTS COMPLETED

- 01 TE ARA PŪHEKE - NEW ROAD
- 02 21 HENDERSON VALLEY ROAD (HAUMARU PROGRAMME)
- 03 23-27 HENDERSON VALLEY ROAD
- 04 FALLS CARPARK, 14 EDMONTON ROAD
- 05 2-6 HENDERSON VALLEY ROAD (CORPORATE PROPERTY)

SHORT TERM: FY 2025

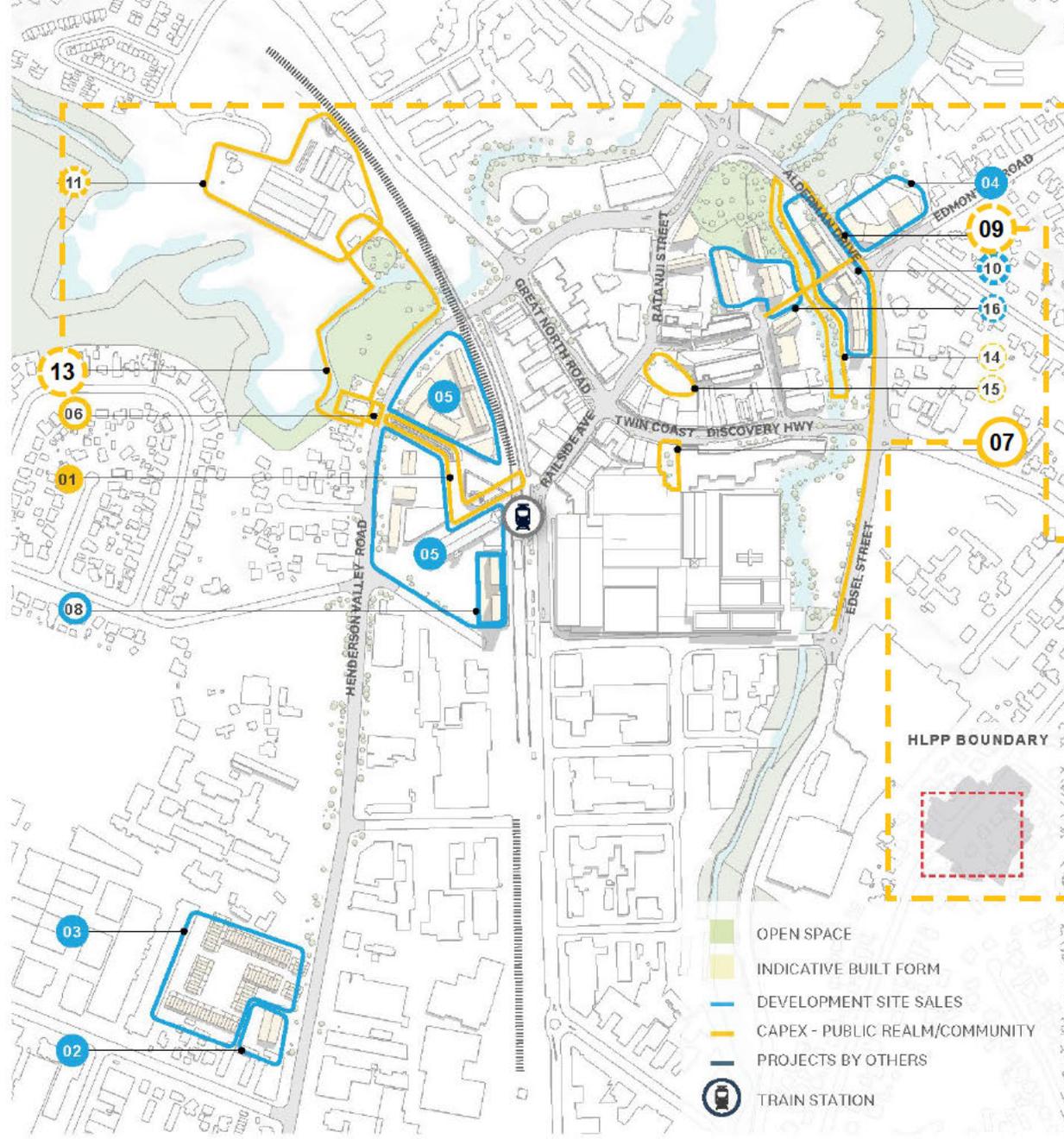
- 06 HENDERSON VALLEY ROAD ENHANCEMENT
- 07 CATHERINE PLAZA UPGRADE
- 08 1C SMYTHE SITE SALE

MEDIUM TERM: FY 2026

- 09 WAI HOROTIU CYCLEWAY AND BRIDGE CONSTRUCTION
- 10 ALDERMAN CARPARK SUBDIVISION AND SITE SALE
- 11 HENDERSON CORBAN ESTATE ACCESS AND ENHANCEMENT WORKS

LONG-TERM PROJECTS: FY 2027+

- 13 OPANUKU LINK - BRIDGE, RESERVE
- 14 HENDERSON TWIN STREAMS ENHANCEMENT
- 15 HEART OF HENDERSON - TOWN SQUARE WORKS
- 16 ORATIA PRECINCT REDEVELOPMENT



Opanuku Link - This project includes a new bridge for walking and cycling, a new playground and a shared cycleway, improving the connectivity between the Corban Estate and the Henderson Train Station and town centre. The project involves several discreet stages. The bridge stage of this project is under review to consider more cost-effective options and the benefits.

Wai Horotiu Henderson Connection, a project which includes a bridge over Oratia Street and elevated connection in Newey's Reserve. There have been delays with the project due to long negotiations and discussion of options with stakeholders including Auckland Transport. Optioneering included land acquisition as well as considering on road vs offroad cycle path.

Catherine Plaza upgrade - A project to support the vitality of the town centre businesses. The resource consent for the public realm works was lodged and accepted for processing in May 2024. This was an FY24 SOI capital milestone target.

AVONDALE

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

PROJECTS COMPLETED

- 01 CRAYFORD STREET WEST
- 02 PUBLIC CAR PARKING FACILITY TO SUPPORT THE AVONDALE LIBRARY & COMMUNITY HUB
- 03 24-26 RACECOURSE PARADE (SET APARTMENTS, OCKHAM RESIDENTIAL)
- 04 TRENT STREET/WHAKAWHITI LOOP (HOUSING FOUNDATION/EKE PANUKU)
- 05 AROHA APARTMENTS (OCKHAM RESIDENTIAL & MARUTŪĀHU IWI)
- 06 1971-1987 GREAT NORTH ROAD - ACQUISITION
- 07 AVONDALE 18 ELM STREET (KĀINGA ORA)
- 08 26 ELM STREET (ANSON HOUSING DEVELOPMENT)
- 09 NEW LYNN TO AVONDALE SHARED PATH (AUCKLAND TRANSPORT)
- 10 WATERVIEW SHARED PATH (AUCKLAND TRANSPORT)

SHORT TERM: FY 2025

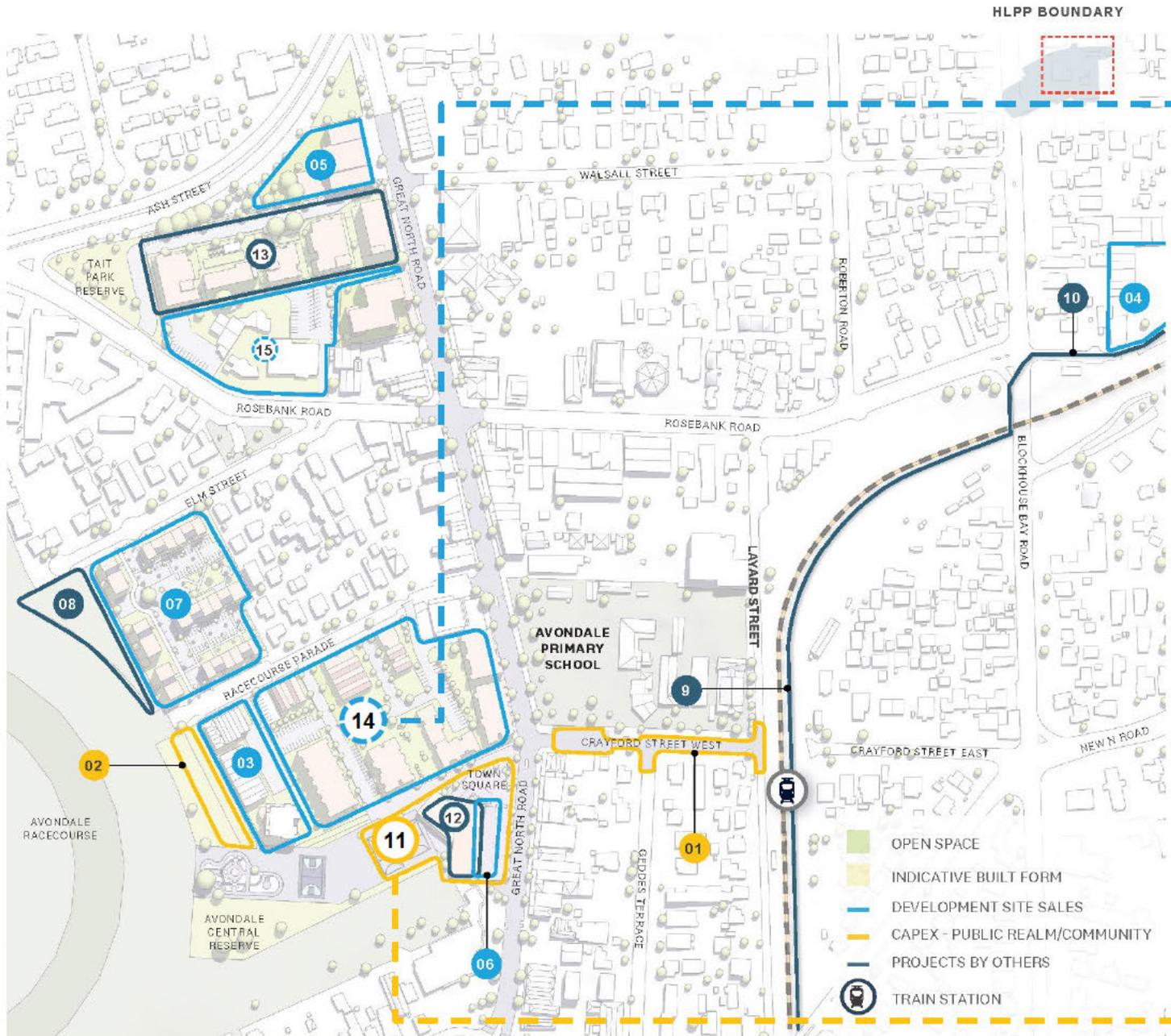
- 11 AVONDALE CIVIC PRECINCT (AVONDALE TOWN SQUARE, CRAYFORD LANE, AND PLAYGROUND)
- 12 TE HONO LIBRARY & COMMUNITY HUB (AUCKLAND COUNCIL)
- 13 HIGHBURY TRIANGLE - HOUSING FOR OLDER PEOPLE (KĀINGA ORA)

MEDIUM TERM: FY 2026

- 14 AVONDALE CENTRAL, 6 & 10 RACECOURSE PARADE

LONG-TERM PROJECTS: FY 2027+

- 15 93-99 ROSEBANK ROAD SITE SALE (CURRENT LIBRARY & COMMUNITY CENTRE)



Avondale Central, 6 & 10 Racecourse Parade – A significant mixed-use residential development on a critical site that has been vacant for many years. The Avondale Central development is delayed whilst we work through Master Plan issues with the development partner. [REDACTED]

Town square and outdoor spaces upgrade – Avondale Civic Precinct open space integrating with the Multi-Purpose Community Facility (MPCF) led by council’s Service Strategy and Integration (Community Facilities) team. The developed design for the Te Hono – Avondale community hub and town square was completed in December 2023 and the resource consent application was lodged shortly after. Works are expected to start in November 2024.

MAUNGAWHAU

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

MEDIUM TERM: FY 2026

- 01 CRL - PUBLIC REALM AND STREETS
- 02 AT - STREETS UPGRADE: KORARI STREET
- 03 AT - STREETS UPGRADE: FLOWER STREET
- 04 AT - STREETS UPGRADE: SHADDOCK STREET (EAST)
- 05 CRL - MAUNGAWHAU STATION AND INFRASTRUCTURE

LONG TERM: FY 2027+

- 06 AC - BASQUE PARK UPGRADE
- A BLOCK A - MAUNGAWHAU CENTRAL
- B BLOCK B - MAUNGAWHAU CENTRAL
- C BLOCK C - MAUNGAWHAU CENTRAL
- D BLOCK D - MAUNGAWHAU CENTRAL
- E BLOCK E - MAUNGAWHAU CENTRAL
- F BLOCK F - MAUNGAWHAU CENTRAL
- G BLOCK G - 98-110 NEW NORTH ROAD, KĀINGA ORA
- H BLOCK H - 1-3 FENTON STREET
- I BLOCK I - WATER STREET AND BOSTON ROAD
- J BLOCK J - 257-259 SYMONDS STREET & 1 NEW NORTH ROAD



Marketing of the development sites cannot commence until we have confirmation of the required protection easements for the rail infrastructure that will affect the development sites.

We are working closely with CRL to understand the protection requirements.

CITY CENTRE PROGRAMME

PROJECTS COMPLETED

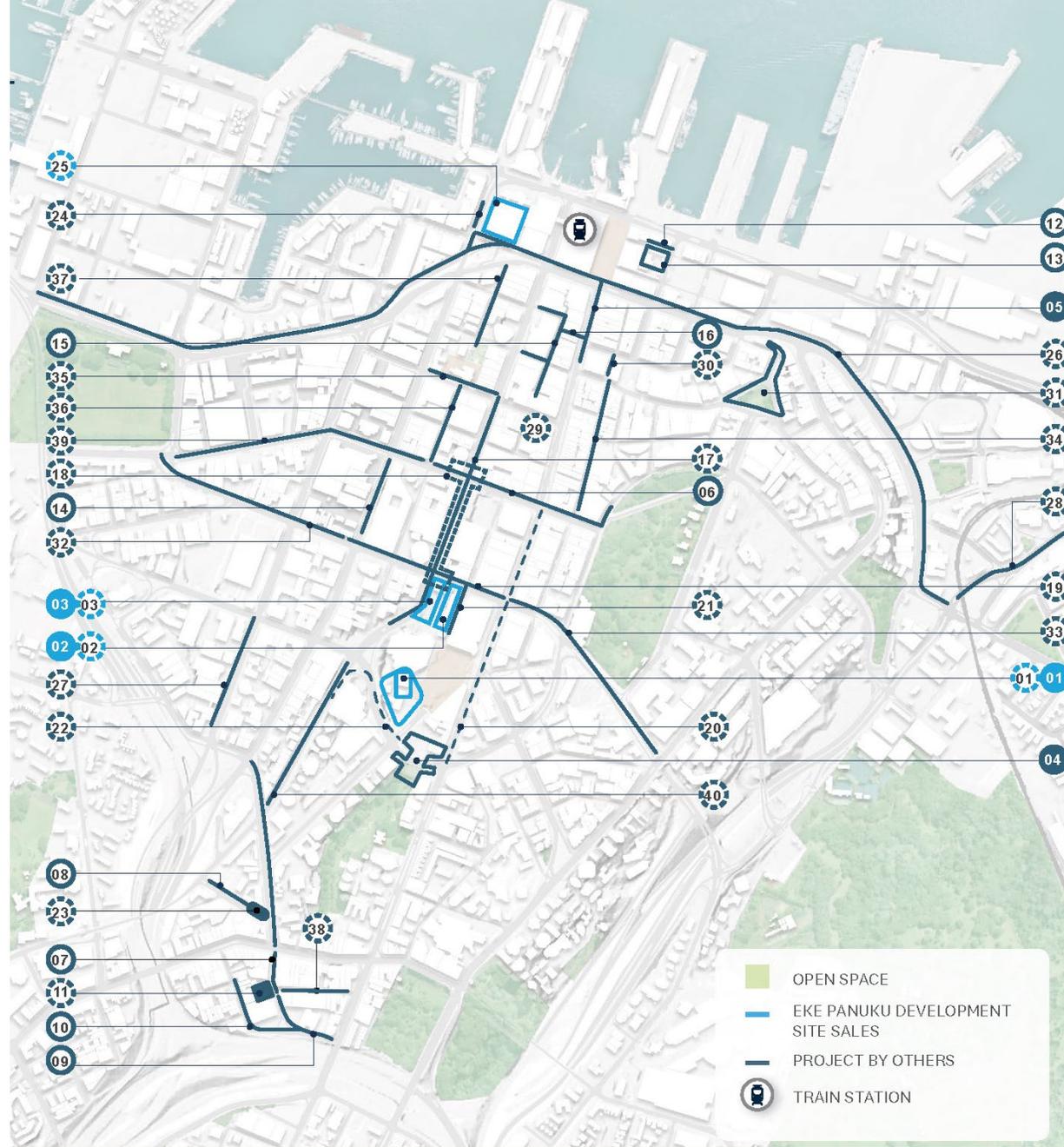
- 01 CIVIC ADMINISTRATION BUILDING DEVELOPMENT AGREEMENT (SUPPORTS PROGRAMME)
- 02 BLEDISLOE HOUSE REDEVELOPMENT DEVELOPMENT AGREEMENT (SUPPORTS PROGRAMME)
- 03 CRL OSD: SYMPHONY CENTRE - DEVELOPMENT AGREEMENT (CORPORATE PROPERTY PROGRAMME)
- 04 MYERS PARK UNDERPASS
- 05 LOWER QUEEN ST UPGRADE

SHORT TERM: FY 2025

- 06 TE HA NOA VICTORIA STREET LINEAR PARK
- 07 UPPER MERCURY LANE
- 08 PITT STREET
- 09 CANADA STREET
- 10 EAST STREET
- 12 TYLER STREET UPGRADE
- 13 TE WAITEMATA STATION PLAZA
- 14 HOBSON STREET NZIC
- 15 MILLS LANE & SWANSON STREET UPGRADES
- 16 EXCHANGE LANE UPGRADE
- 17 ALBERT STREET UPGRADE

MEDIUM TERM: FY 2026+

- 01 CIVIC ADMINISTRATION BUILDING REDEVELOPMENT (SUPPORTS PROGRAMME)
- 02 BLEDISLOE HOUSE REDEVELOPMENT (SUPPORTS PROGRAMME)
- 03 CRL OSD: SYMPHONY CENTRE REDEVELOPMENT (CORPORATE PROPERTY PROGRAMME)
- 11 KARANGA-A-HAPE CRL STATION
- 18 TE WAIHOROTIU CRL STATION
- 19 WELLESLEY STREET BUS IMPROVEMENT STAGE 1
- 20 BLEDISLOE LANE UPGRADE
- 21 WATERCARE QUEEN ST DIVERSION
- 22 WATERCARE MAYORAL DRIVE DIVERSION
- 23 BERESFORD SQUARE REINSTATEMENT
- 24 DOWNTOWN WEST STREETSCAPE UPGRADE
- 25 DOWNTOWN CARPARK REDEVELOPMENT (SUPPORTS PROGRAMME)
- 26 DOWNTOWN BUS IMPROVEMENTS (FANSHAWE ST, CUSTOM ST & BEACH RD)
- 27 NELSON STREET SLIP LANE
- 28 THE STRAND - T2 FREIGHT LANE
- 29 CITY CENTRE WAYFINDING PROGRAMME (CITY WIDE)
- 30 JEAN BATTAN PLACE PUBLIC ART
- 31 EMILY PLACE UPGRADE
- 32 WELLESLEY STREET BUS IMPROVEMENTS STAGE2
- 33 WELLESLEY STREET BUS IMPROVEMENTS STAGE3
- 34 HIGH STREET UPGRADE
- 35 WYNDHAM STREET UPGRADE
- 36 FEDERAL & KINGSTON ST UPGRADE
- 37 FEDERAL ST NORTHERN PRECINCT
- 38 CROSS STREET UPGRADE
- 39 TE HĀ NOA: STAGE 2



The City Centre Action Plan has been approved by the Eke Panuku Board and Endorsed by the Planning, Environment and Parks Committee. The support of the existing city centre programmes continues.

The midtown programme providing transport and public realm improvements continues to achieve key delivery milestones, and while there are delays occurring in some areas where there is an interface with Watercare works, the programme is still on track to complete ahead of CRL becoming operational.

The streetscapes and urban realm improvements associated with the Karanga-a-hape station are on track for completion ahead of the CRL becoming operational.

Port Precinct Future Development – Following on from last year's Port Precinct Framework Plan, the approved LTP 24-34 includes progressing a masterplan for stage 1 being the central wharves (Queens, Captains Cook, Marsden, Hobson Wharf extension). The swimming facility pilot considered in the framework plan, will move to Karanga steps, adjacent to the Viaduct Events Centre.

The City Centre team continues to lead and coordinate a cross agency team focussed on better place management. The newly appointed City Centre Place Management Lead has been building strong relationships with key stakeholders and partners and focusing on issue resolution (for example safety, cleaning, maintenance, reinstatement, public nuisance and disorder).

WATERFRONT

Westhaven Seawall Upgrade – Resource consent was granted in October 2023 and construction works began in March 2024.

A Te Ara Tukutuku development - The concept design is underway, consultation planned for early in FY25. The business case for Stage 1 has been approved. Final concept design will be endorsed by the Eke Panuku Board in November 2024. Detailed design approval will then follow.

North Wharf – The request for a development partner process has been successfully completed and was well received by the market. A detailed development agreement to achieve the site sale via a long-term lease is well progressed with the preferred development partner, [REDACTED]

Waters edge response – Works on improving the health and safety of our waterfront edge spaces began in April 2023. Works included in the original project scope began in April 2023 are now complete. This was an FY24 SOI capital milestone target. The Karanga tidal steps jumping platform was added to the project scope in 2024 and are expected to be completed in FY25.

101 Pakenham St (Lysaght Building) – The site went to market in late 2022 and no successful agreement was reached with interested parties at the time. The property will be listed for sale again in July with tenders closing in August.

Sea Link site sale – An unconditional development agreement was signed between Sealink and Eke Panuku in 2022 for an 80-year prepaid lease for the ferry terminal site at 56 Hamer Street, together with a waterspace licence over the adjacent waterspace. Construction works began in April 2023 and have now been completed. A blessing was held on the site in June 2024.

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: FY 2024

- 01 RELOCATION OF AC36 MARINE INFRASTRUCTURE
- 02 MARKET SQUARE REDEVELOPMENT
- 03 PILE BERTH REDEVELOPMENT PROJECT
- 04 WYNYARD QUARTER LEGACY SPACE ACTIVATION WORKS - AC36 BASES

- OPEN SPACE
- DEVELOPMENT SITE SALES
- CAPEX - PUBLIC REALM/COMMUNITY

SHORT TERM: FY 2025

- 05 WYNYARD CENTRAL PUBLIC ART
- 06 WATER EDGE RESPONSE WORKS (QUEENS WHARF, TIDAL STEPS JUMP PLATFORM, SWIMMING FACILITIES)
- 07 TE ARA TUKUTUKU (DESIGN CONCEPT PLAN COMPLETED/ ENABLING WORK STARTS)
- 08 WESTHAVEN SEAWALL UPGRADE (AHB)
- 09 101 PAKENHAM STREET WEST (LYSAGHT BUILDING)
- 10 PRECINCT STAGE 3 - SITE 6A & 6B
- 11 CENTRAL WHARVES MASTER PLAN INITIATED

MEDIUM TERM: FY 2026

- 12 AC-AG PIER DEVELOPMENT
- 13 NORTH WHARF DEVELOPMENT - SITE 14
- 14 WILLIS BOND 'WEST 2' RESIDENTIAL
- 7 TE ARA TUKUTUKU CONTINUED
- 11 CENTRAL WHARVES MASTER PLAN CONT'D

LONG TERM: FY 2027+

- 15 HARBOUR BRIDGE PARK
- 16 ST MARY'S BAY BEACH
- 17 SITE 1 VOS SHED SLIPWAY
- 18 WESTHAVEN NORTH TRANSFORMATION
- 19 SILO DEVELOPMENT SITE - SITE 12
- 20 SITE 18 - ORAMS STAGE 1 & 2
- 21 SITE 19 JELlicoe STREET MIXED USE
- 22 WILLIS BOND 'EAST 2' RESIDENTIAL

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

- 01 LANEWAY 7
- 02 38 NEILSON STREET ACQUISITION
- 03 ONEHUNGA PORT ACQUISITION
- 04 DRESS SMART PAYNES LANE SITE SALE
- 05 ONEHUNGA MALL CLUB (LAMONT & CO)
- 06 NGĀ HAU MĀNGERE BRIDGE (WAKA KOTAHI NZTA)

SHORT TERM: FY 2025

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

MEDIUM TERM: FY 2026

- 14 PAYNES LANE STREETScape UPGRADE

LONG-TERM PROJECTS (FY 2027+)

- 15 TOWN CENTRE TO WHARF CONNECTION
- 16 TE PUMANAWA PRECINCT PUBLIC REALM
- 17 ONEHUNGA WHARF TO TAUMANU WALKING & CYCLING
- 18 WHARF DEVELOPMENT
- 19 WAIAPU PRECINCT DEVELOPMENT SITE SALE
- 20 TE PUMANAWA CHURCH STREET UPGRADE
- 21 9-21 WALLER STREET DEVELOPMENT
- 22 38 NEILSON STREET DEVELOPMENT
- 23 TRAIN STATION PRECINCT
- 24 1 PAYNES LANE DEVELOPMENT
- 25 EAST WEST LINK (WAKA KOTAHI NZTA)



Onehunga Mall site acquisitions – Settlement occurred in June 2024 for the purchase of 208 Onehunga Mall. [REDACTED]

Paynes Lane streetscape upgrade – A project to create a pedestrian friendly thoroughfare which ties the new Dress Smart precinct into the Onehunga Mall mainstreet. The resource consent was lodged in May 2024 and granted a month later. This project enables a key east-west pedestrian friendly corridor in Onehunga. The lodgement of consent was an FY24 SOI capital milestone target.

Waiapu Precinct supermarket – New supermarket development. [REDACTED]

Waiapu Precinct – The consent approval to subdivide the precinct and approve the enabling works was received in December 2023. In April, the Maungakiekie-Tamaki Local Board approved the concept design for the Waiapu precinct public space. This follows the successful public consultation process earlier in the year.

A clean up along the coastal edge of Onehunga Wharf, facilitated by Sustainable Coastlines, took place in June 2024. The event was well attended with a number of the Eke Panuku team and community members were present to help clean up the coastline.

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

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

SHORT TERM: FY 2025

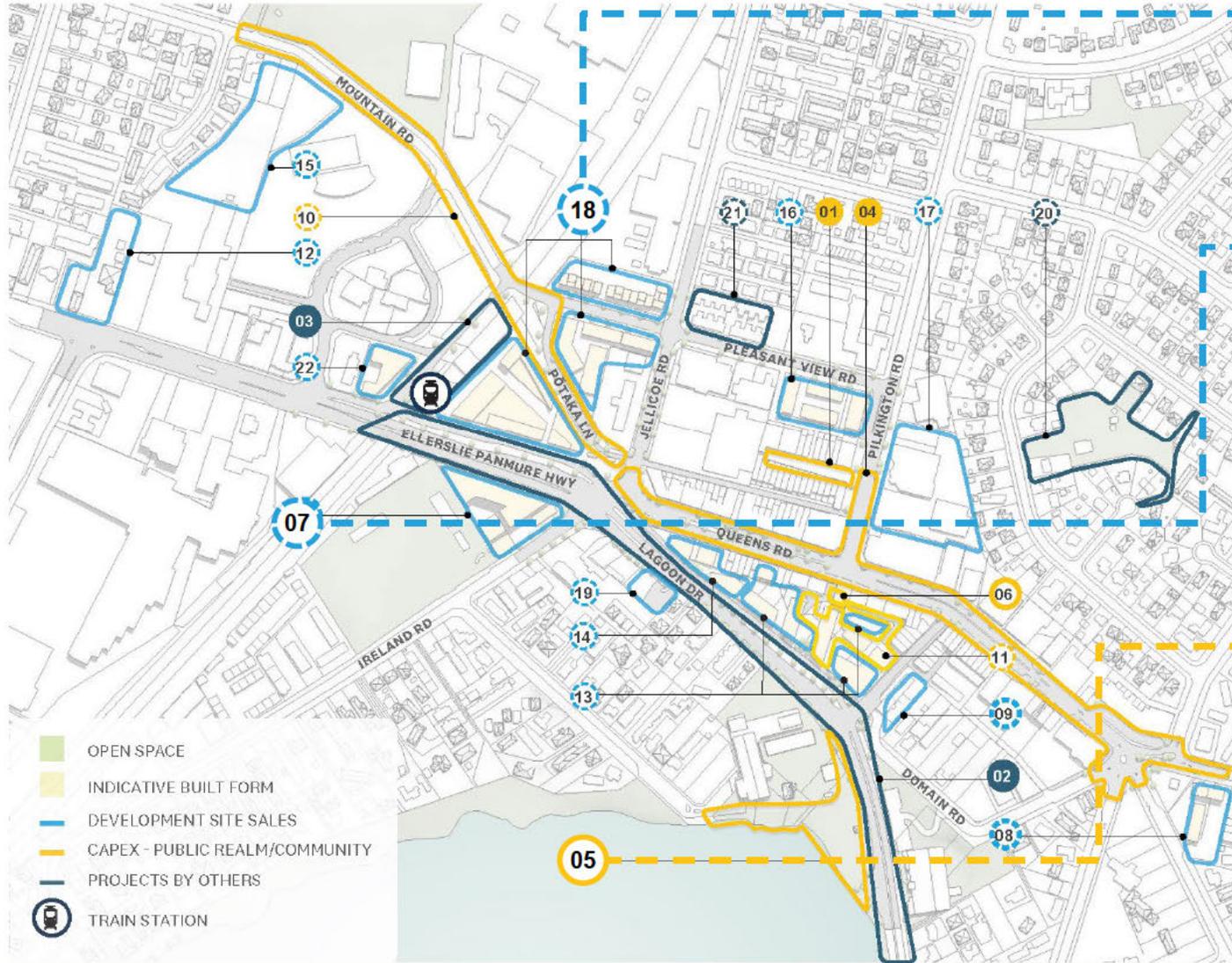
- 05 LAGOON EDGE RESERVE UPGRADE
- 06 PANMURE TOWN SQUARE

MEDIUM TERM: FY 2026

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

LONG-TERM PROJECTS: FY 2027+

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



HLPP BOUNDARY



Station Precinct – The indicative business case was approved in May 2024. The approved option is to upgrade Potaka Lane, from the station to the town centre. It also confirms development options for the council-owned sites either side of Potaka Lane.

535 Ellerslie Panmure Highway mixed-use development site – A conditional development agreement was reached in March 2024 with a party following a market process. In June 2024, the party confirmed that it could not satisfy the conditions of the agreement. We will contact the other parties from the market process to determine if there is still interest in developing this site.

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. Resource consent was lodged in March 2024, and we are working through S92 requests for further information with council. Detailed design is underway. The lodgement of the resource consent was an FY24 capital milestone SOI target.

A refresh of seating, bins and planting along Queens Road was completed and a raised pedestrian crossing was installed on Pilkington Road to improve safety from the library to Clifton Court.

MANUKAU

Vision Thriving heart and soul for the south.

PROJECTS COMPLETED

- 01 WESTFIELD MALL CARPARK SITE SALE
- 02 DUE DROP EVENTS CENTRE CARPARK (PARTIAL SALE)
- 03 52-54 MANUKAU STATION ROAD (MIT) SITE SALE (STAGE 1 & 2)
- 04 20 BARROWCLIFFE PLACE SITE SALE
- 05 BARROWCLIFFE POND SHARED PATH
- 06 BARROWCLIFFE BRIDGE WORKS
- 07 PUHINUI WIRI PLAYGROUND WORKS
- 08 PUTNEY WAY STAGE 1
- 09 WIRI BRIDGE CAPITAL WORKS
- 10 HAYMAN PARK PLAYGROUND WORKS

SHORT TERM: FY 2025

- 11 PUHINUI STAGE 1 - RATAVINE RESERVE WORKS

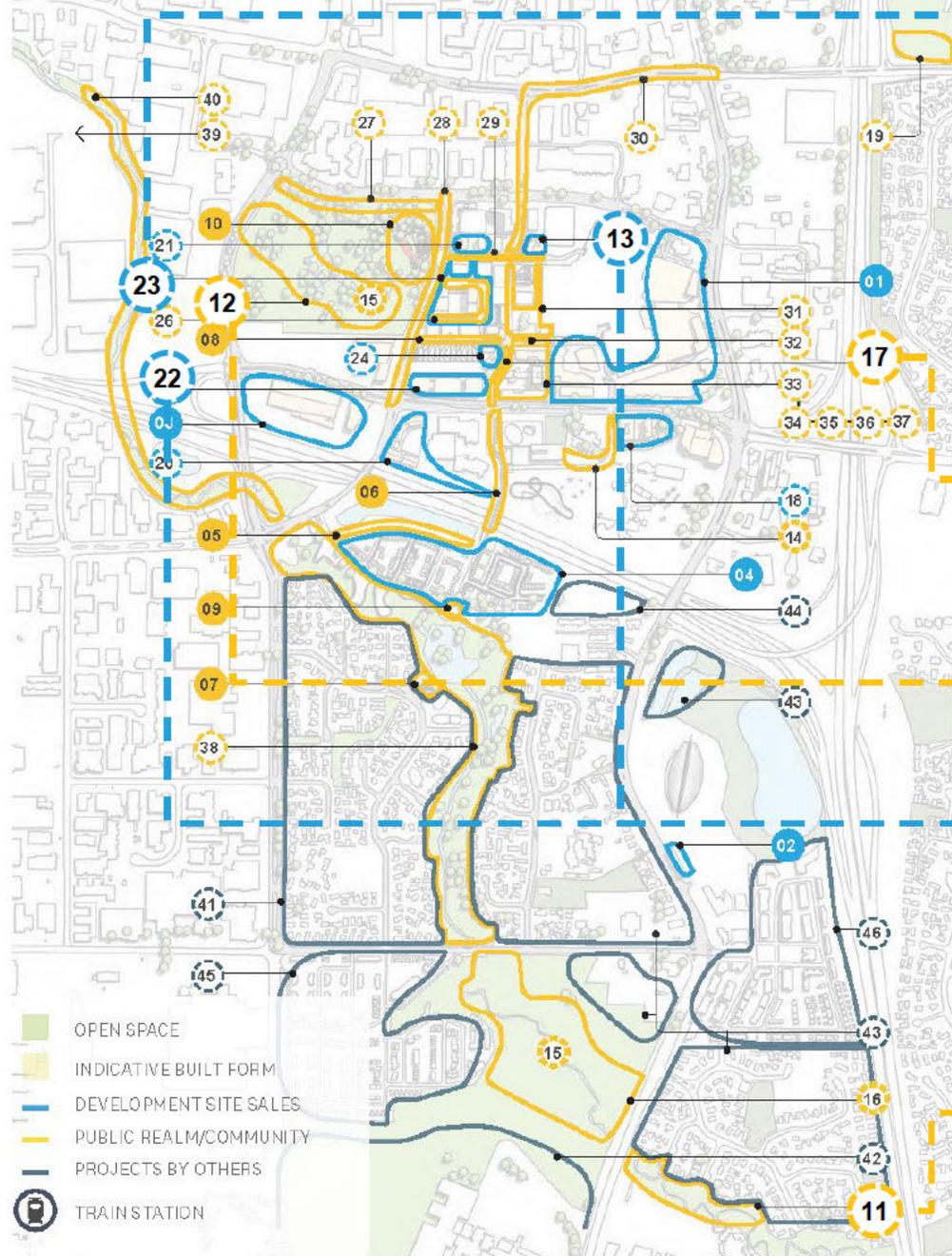
MEDIUM TERM: FY 2026

- 12 HAYMAN PARK WETLAND WORKS CONTRIBUTION
- 13 10 PUTNEY WAY SITE SALE
- 14 KARINA WILLIAMS WAY EXTENSION WORKS
- 15 MANUKAU PUBLIC ART CONTRIBUTION (ACROSS THE PROGRAMME)
- 16 PUHINUI STAGE 2 - CMDHB WALKWAY WORKS
- 17 OSTERLEY WAY AT CIVIC - STREETSCAPE

LONG TERM PROJECTS: FY 2027+

- 18 12 MANUKAU STATION ROAD CARPARK SITE SALE
- 19 MANUKAU SPORTS BOWL
- 20 5D MANUKAU STATION ROAD SITE SALE
- 21 8 DAVIES AVENUE SITE SALE

- 22 33 MANUKAU STATION ROAD SITE SALE
- 23 14 DAVIES AVE SITE SALE
- 24 9 OSTERLEY WAY SITE SALE
- 25 PARKING MANAGEMENT SOLUTIONS (ACROSS THE PROGRAMME)
- 26 14 DAVIES AVE ACCESS LANE
- 27 RONWOOD AVENUE STREETSCAPE
- 28 A2B STREETSCAPE CONTRIBUTION
- 29 AMERSHAM WAY STREETSCAPE
- 30 CAVENDISH DR & SHARKEY ST AUT LINK STREETSCAPE
- 31 MANUKAU SQUARE WORKS
- 32 PUTNEY WAY STAGE 2 STREETSCAPE
- 33 CIVIC BUILDING COURTYARD WORKS
- 34 CIVIC BUILDING SOUTH LAND DEVELOPMENT
- 35 COMMUNITY FACILITY INVESTMENT
- 36 MANUKAU STEPS WORKS
- 37 MANUKAU SERVICE CENTRE CONTRIBUTION
- 38 PUHINUI STAGE 3 - WIRI RESERVE WORKS
- 39 PUHINUI STAGE 4 - MANUKAU INDUSTRIAL AREA WORKS
- 40 PUHINUI STAGE 5 - PUHINUI PARK WORKS (PLUNKET AVE)
- 41 KĀINGA ORA INVESTIGATIONS
- 42 MANUKAU HEALTH PARK DEVELOPMENT
- 43 HEALTHY WATERS UPGRADES
- 44 NGATI TAMAHO DEVELOPMENT
- 45 WIRIHANA RESIDENTIAL DEVELOPMENT
- 46 PACIFIC GARDENS RESIDENTIAL DEVELOPMENT



14 Davies Avenue – A project to enable residential and commercial development. The AT site release conditions are being actioned and the Ōtara-Papatoetoe Local Board report to agree transport outcomes is being prepared. The high court appeal in relation to carparking at the site is expected to be settled shortly.

Osterley Way civic streetscape works includes streetscape upgrade with landscaping, new surfacing, lighting, wayfinding and separated cycleway. The Detailed Business Case has commenced and aiming for approval in July 2024. Finalisation of design package and resource consent application will follow.

Hayman Park wetland works – Resource consent was lodged and accepted for processing in April 2024. This was an FY24 SOI capital milestone target.

10 Putney Way & 33 Manukau Station Road – Preparation of new go to market strategies will be undertaken in the first half of FY25

Puhinui Regeneration Strategy initiatives – The acquisition of land required for the enabling of the walkway and cycleway was completed earlier in the year. We are now progressing to the consent lodgement stage for the walkway and cycleway design. Eke Panuku is working with Healthy Waters to naturalise the Puhinui stream and improve the amenity in Raataa Vine. A detailed business case for the Puhinui Stage 1 of the project has been circulated for review and endorsement from the relevant parties including Healthy Waters and Auckland Council.

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

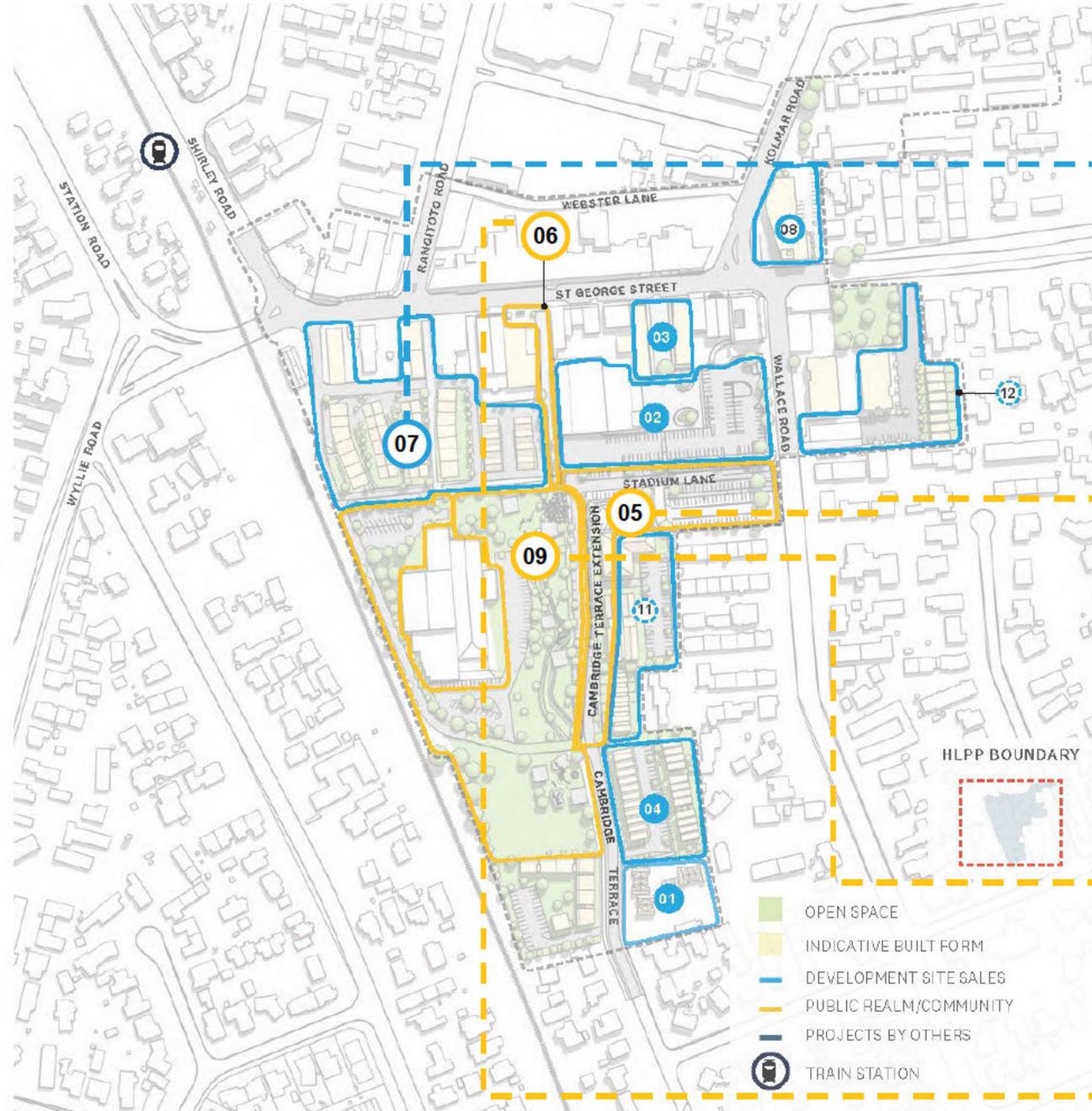
- 01 89 CAMBRIDGE TERRACE
- 02 SUPERMARKET AND CARPARK
- 03 PAPATOETOE MALL
- 04 91 CAMBRIDGE TERRACE - THE DEPOT

SHORT TERM: FY 2025

- 05 CAMBRIDGE TERRACE EXTENSION & CARPARK
- 06 CHAMBERS LANEWAY UPGRADE
- 07 3 ST GEORGE STREET - ST GEORGE'S LANES
- 08 98 ST GEORGE STREET AND 15 KOLMAR ROAD SITE SALE AND INTERSECTION
- 09 PAPATOETOE STADIUM RESERVE WORKS

LONG-TERM PROJECTS: FY 2027+

- 10 COMMUNITY HUB & ARTS DEVELOPMENT (LOCATION PENDING)
- 11 27 ST GEORGE STREET (NETBALL AND GARDENS) SITE SALE
- 12 PAPATOETOE LIBRARY PRECINCT OPTIMISATION



3 St George Street (St George's Lane)
 – Known as Piko Toe Toe, this project will enable the development of 120 new homes on two sites on St George Street, near the town centre. Stage 1, comprising of 80 homes, commenced in October 2023 and civil works are almost complete. The balance of the homes will be built as part of stage 2 are expected to be completed in 2027.

Cambridge Terrace extension and carpark – A project which includes upgraded streetscape, laneways and shared path / cycleway. The resource consent application is currently being processed. Reserve revocation details is being progressed in parallel. Detailed design and Engineering Plan Approval are underway. The lodgement of resource consent for this project was an FY24 SOI capital milestone target.

The Stadium Reserve upgrade project to create a new accessible playground and additional parks infrastructure to encourage visitation from a wide range of age groups. Developed design is complete and resource consent was lodged in June 2024. Construction is expected to begin in early Q3 of FY25. The lodgement of consent was an FY24 SOI capital milestone target.

Chambers Laneway – Tender for physical works is currently open. Construction is expected to start in September 24 and completed before the end of FY25.

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

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

SHORT TERM: FY 2025

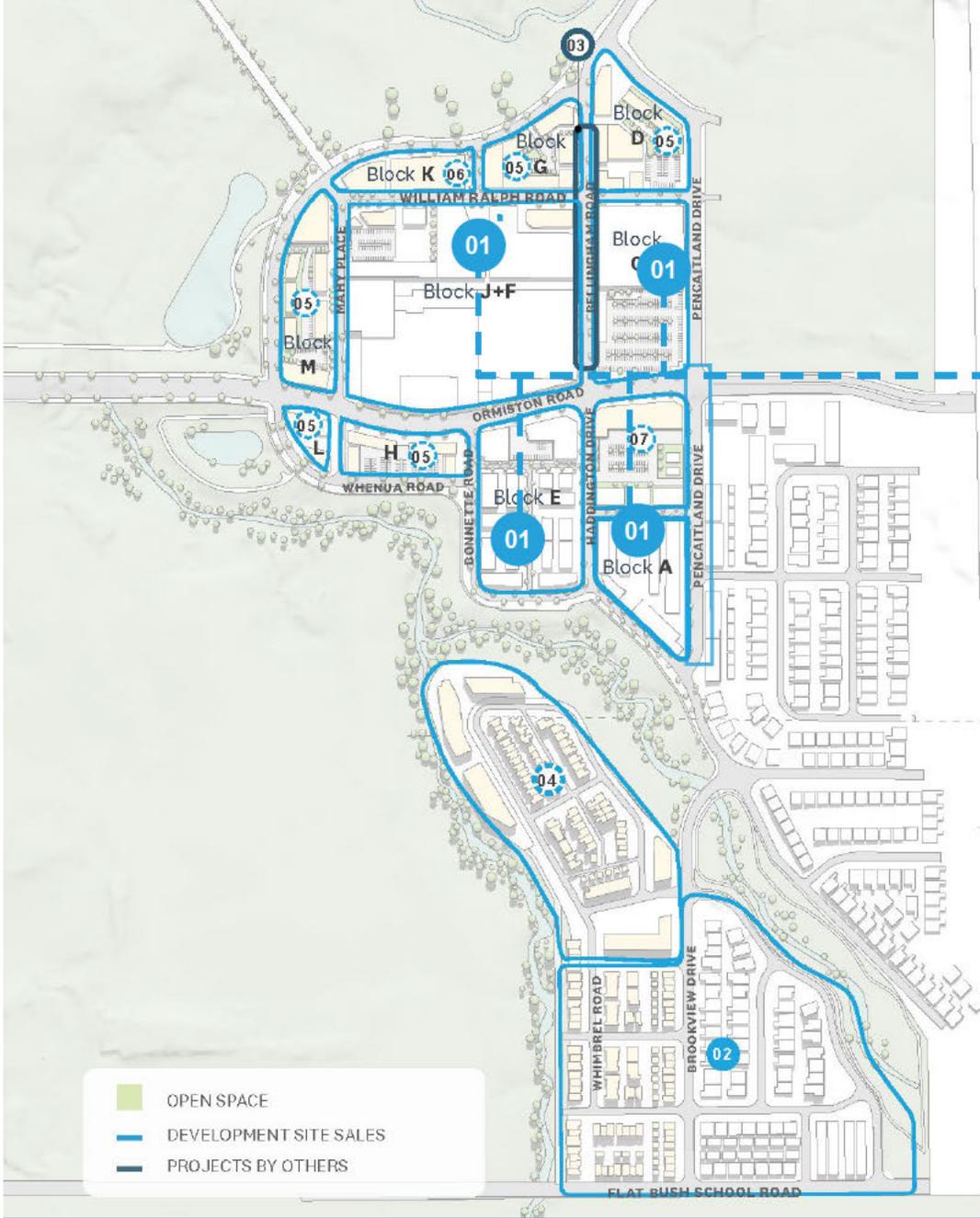
- 03 BELLINGHAM ROAD WORKS (AUCKLAND TRANSPORT)

MEDIUM TERM: FY 2026

- 04 56 BROOKVIEW RD REDEVELOPMENT

LONG-TERM PROJECTS (FY 2027+)

- 05 ORMISTON TOWN CENTRE - BLOCKS D, G, M, L, H
- 06 BLOCK K - ON HOLD
- 07 65 HADDINGTON DRIVE SITE SALE (SUPPORTS PROGRAMME)



Ormiston town centre - [redacted]
 [redacted]
 [redacted]
 [redacted] The development partner is working to identify a commercially viable scheme, [redacted]
 [redacted] All parties concerned are working toward a formal opening of the Bellingham Road extension.

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

- 01 SMALL T PROJECTS (ACROSS ENTIRE PROGRAMME)
- 02 SITE SALES WITHOUT DEVELOPMENT OUTCOMES
- 03 82 MANUKAU ROAD
- 04 AT UPGRADES
- 05 INTERSECTION CAPITAL WORKS 1 (MASSEY & MANUKAU RD)

SHORT TERM: FY 2025

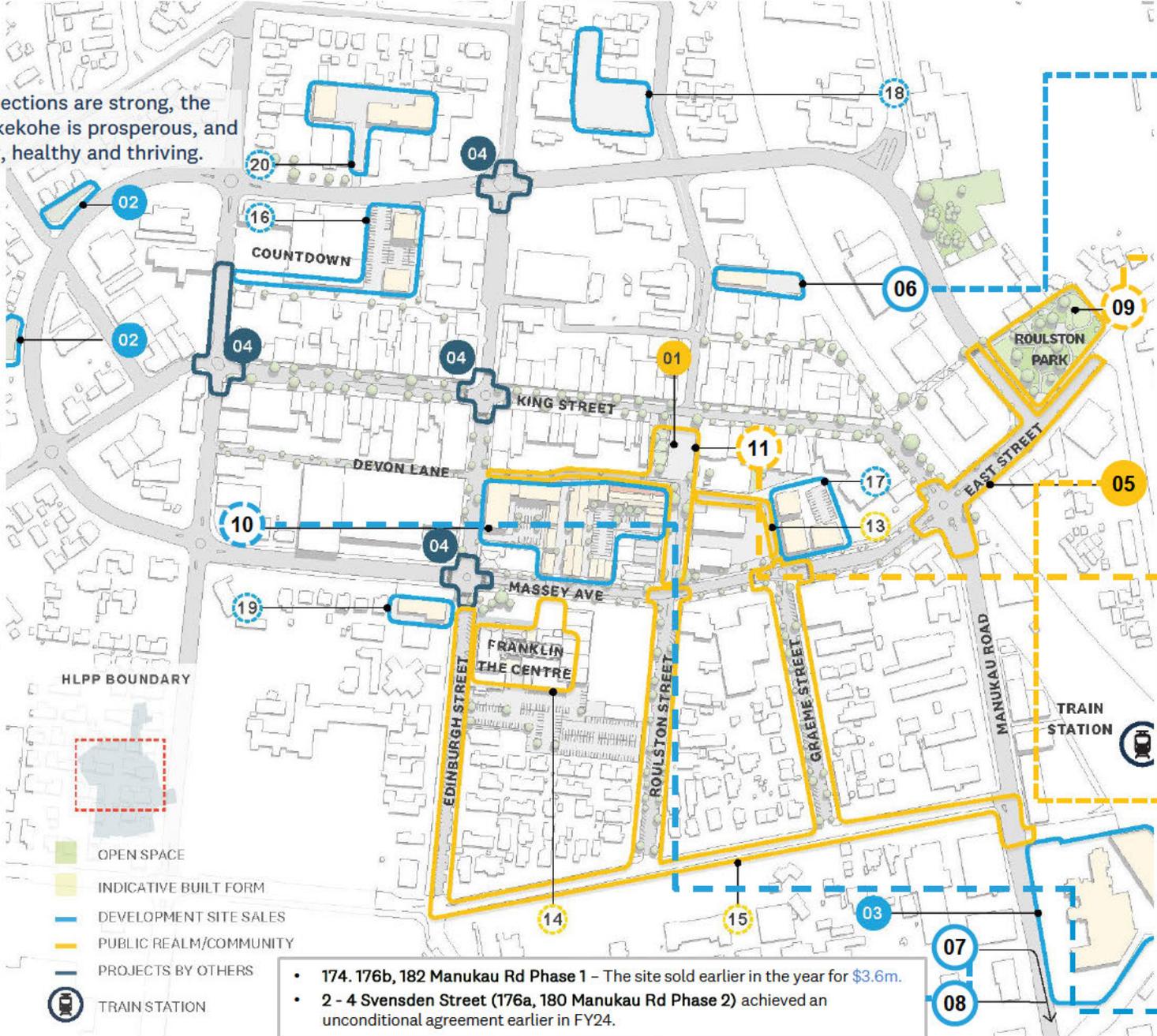
- 06 9 HALL STREET SITE SALE
- 07 174 - 182 MANUKAU ROAD
- 08 2, 4 SVENDSEN ROAD
- 09 ROULSTON PARK UPGRADE

MEDIUM TERM: FY 2026

- 10 EDINBURGH STREET SUPERBLOCK
- 11 MARKET PRECINCT: DEVON LANE, ROULSTON STREET, AND TOWN SQUARE ENHANCEMENTS

LONG-TERM PROJECTS: FY 2027+

- 12 PARKING MANAGEMENT SOLUTIONS (ACROSS ENTIRE PROGRAMME)
- 13 ROULSTON LANE UPGRADE
- 14 CIVIC HUB ENHANCEMENTS
- 15 TRAIN STATION TO CENTRE CONNECTIONS
- 16 4 TOBIN STREET
- 17 7 MASSEY AVENUE
- 18 24 HALL STREET
- 19 22 EDINBURGH STREET
- 20 9 TOBIN STREET



9 Hall Street - A potential development partner is currently investigating an easement issue which will determine whether it remains interested in purchasing the site.

Roulston Park Upgrade - a new all-age-friendly play opportunity in the park and pedestrian crossing on Stadium Drive. Detailed design is complete. The consent application lodged in November 2023 is still with Auckland Council for processing and Landowner Approval is required before consent can be issued. The procurement process has commenced and preferred candidates shortlisted. The lodgement of consent was an FY24 SOI capital milestone target.

Market Precinct - A flagship development which will attract and catalyse new life in and around the town square and add vibrancy to the centre. The Market Precinct Concept Plan was endorsed by the Franklin Local Board in November 2023. A recent Indicative Business Case has reset the milestones for developed design and consent approval which are now targeted for FY25.

Double traffic light upgrade at East, King, Manukau and Massey roads - This project is co-funded with Auckland Transport and is a dependency for the Roulston Park upgrade. Works on the site began in March 2024 and are expected to be completed in July 2024.

Edinburgh superblock - A large central development site. The go to market campaign closed in late March 2024 and a reasonable level of interest was received. [REDACTED] has been selected as the preferred development partner. [REDACTED]

- 174, 176b, 182 Manukau Rd Phase 1 - The site sold earlier in the year for \$3.6m.
- 2 - 4 Svendsen Street (176a, 180 Manukau Rd Phase 2) achieved an unconditional agreement earlier in FY24.

EASTERN BUSWAY TODs PROGRAMME

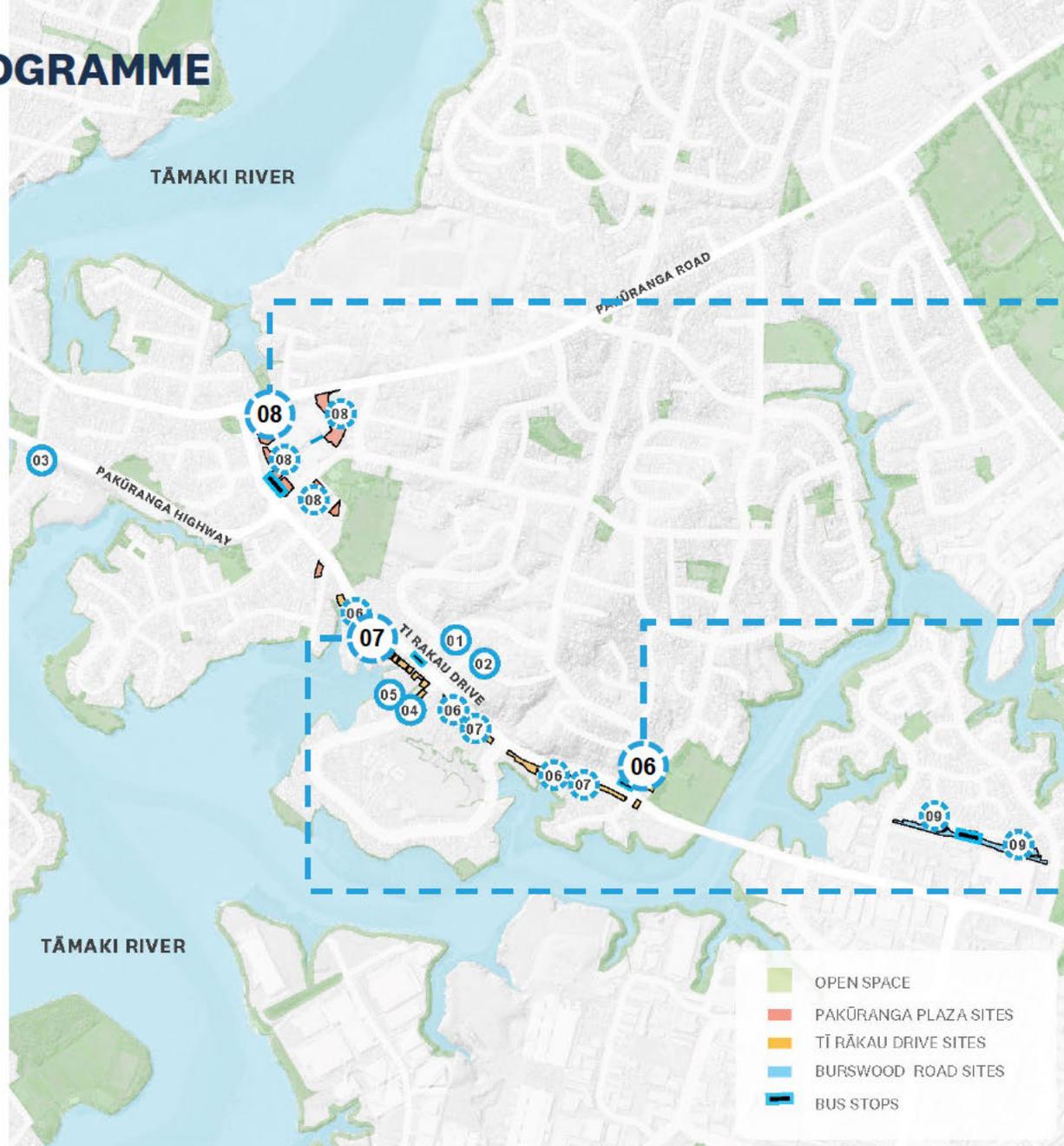
Vision To revitalise neighbourhoods within the Eastern Busway corridor and to create healthy, sustainable and vibrant communities.

SHORT TERM: FY 2025

- 01 9 MARRIOTT ROAD, PAKŪRANGA - SITE SALE
- 02 9 CHEVIS PLACE, PAKŪRANGA - SITE SALE
- 03 21 MILLEN AVENUE, PAKŪRANGA - SITE SALE
- 04 1/1 SNELL PLACE, PAKŪRANGA - SITE SALE
- 05 2/1 SNELL PLACE, PAKŪRANGA - SITE SALE

MEDIUM TERM: FY 2026

- 06 TĪ RĀKAU DRIVE
- 07 TĪ RĀKAU DRIVE VEHICLE CROSSING
- 08 PAKŪRANGA PLAZA
- 09 BURSWOOD ROAD



Pakūranga Plaza – Eke Panuku is continuing to advance the strategy for Pakūranga Plaza, including active involvement with the primary Plaza landowner [REDACTED]. The revocation of the reserve status of Council’s land at 2R Ti Rākau Drive to enable the land to be divested and developed as part of the programme of urban regeneration is also being progressed. [REDACTED]

Ti Rākau Drive, Pakuranga urban regeneration – Design and development feasibility investigations are ongoing to look into opportunities on Ti Rākau Drive land parcels, as well as exploring potential acquisition opportunities.

Ti Rākau Drive, Pakuranga (vehicle crossing) – Eke Panuku is working closely with Auckland Transport on a scheme for 17 vehicle crossings along Ti Rākau Drive which will be constructed in tandem with the Eastern Busway.

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.

SHORT TERM: FY 2025

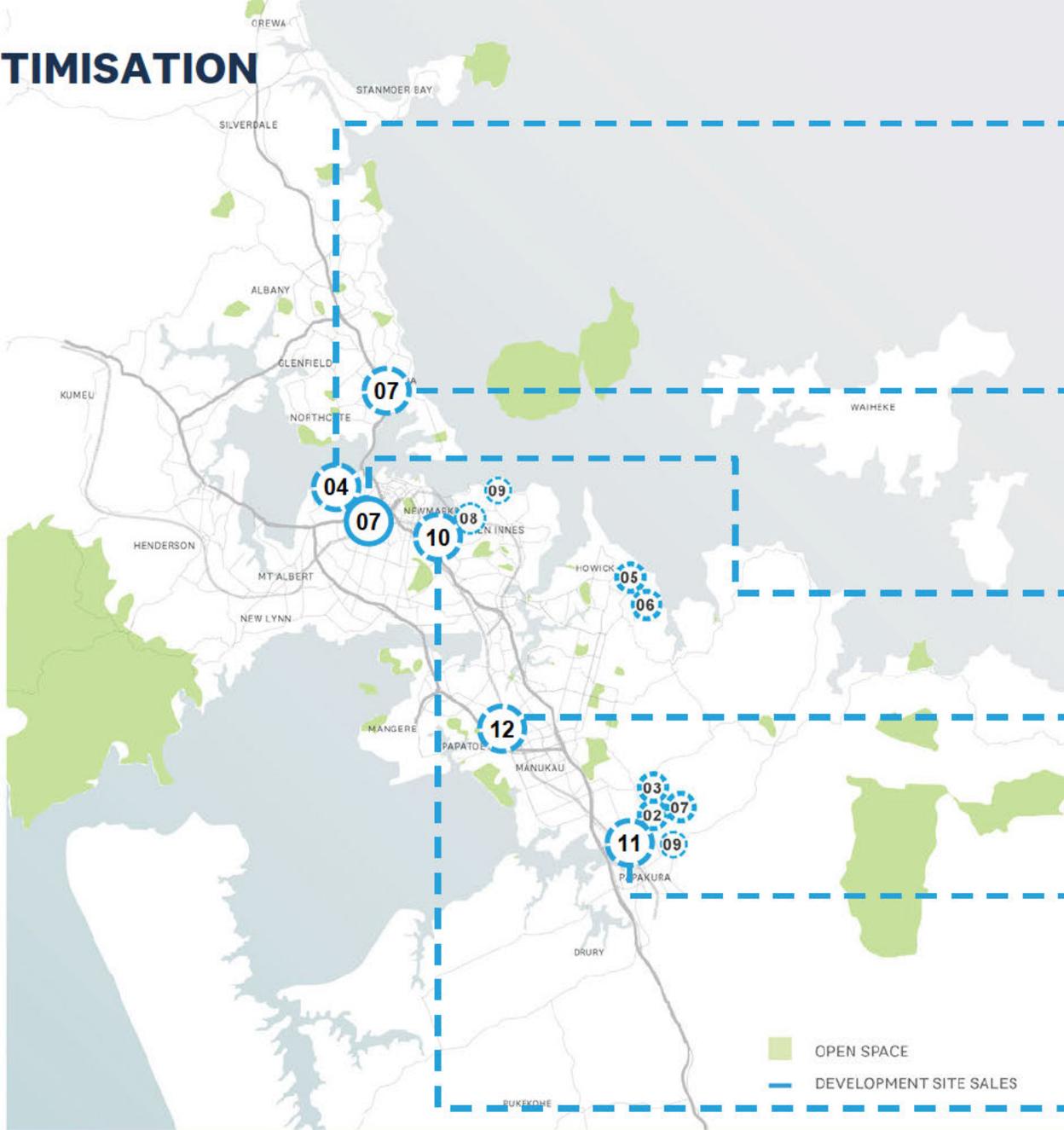
- 01 2 POMPALLIER TERRACE, PONSONBY

MEDIUM TERM: FY 2026

- 02 ARDMORE HALL, 177 BURNSIDE ROAD, ARDMORE
- 03 BELL FIELD, 587R PAKAPURA, CLEVEDON ROAD, ARDMORE
- 04 19 JERVOIS ROAD, HERNE BAY
- 05 BEACHLANDS, 17W HAWKE CRESCENT - SITE SALE
- 06 BEACHLANDS, 39R POHUTUKAWA RD - SITE SALE
- 07 3 GIBBONS ROAD, TAKAPUNA

LONG-TERM PROJECTS (FY 2027+)

- 08 ORAKEI OPTIMISATION
- 09 RED HILL, PAKAPURA
- 10 6 CLONBERN ROAD, REMUERA
- 11 8-10 AVERILL STREET, PAKAPURA
- 12 WYLIE PARK, OLD PAKATOETOE



19 Jervois Road, Herne Bay – The development partner has requested a [REDACTED] variation to the sale and purchase agreement [REDACTED]

3 Gibbons Avenue, Takapuna – In May 2024, the Devonport-Takapuna Local Bboard resolved to progress the sale of the Mary Thomas Centre to upgrade a facility on the existing library site. [REDACTED]

2 Pompallier Terrace, Ponsonby – Construction is on course to commence early in FY25. The Waitemata Local Board and the public will be notified of the car parks temporary closure.

Wyllie Park – [REDACTED]

8-10 Averill Street, Papakura – In May 2024, the Papakura Local Board deferred its decision on approving the sale until late 2024. This will allow additional time to consider the wider service offering at Access Point, the home of the Sir Edmund Hillary Library and the Papakura Museum.

6 Clonbern Road, Remuera – [REDACTED] Eke Panuku and Auckland Transport will discuss the result of Metlifecare and Foodstuffs parking investigations and reconfirm the viability of continuing to work to a shared parking space.

CORPORATE PROPERTY

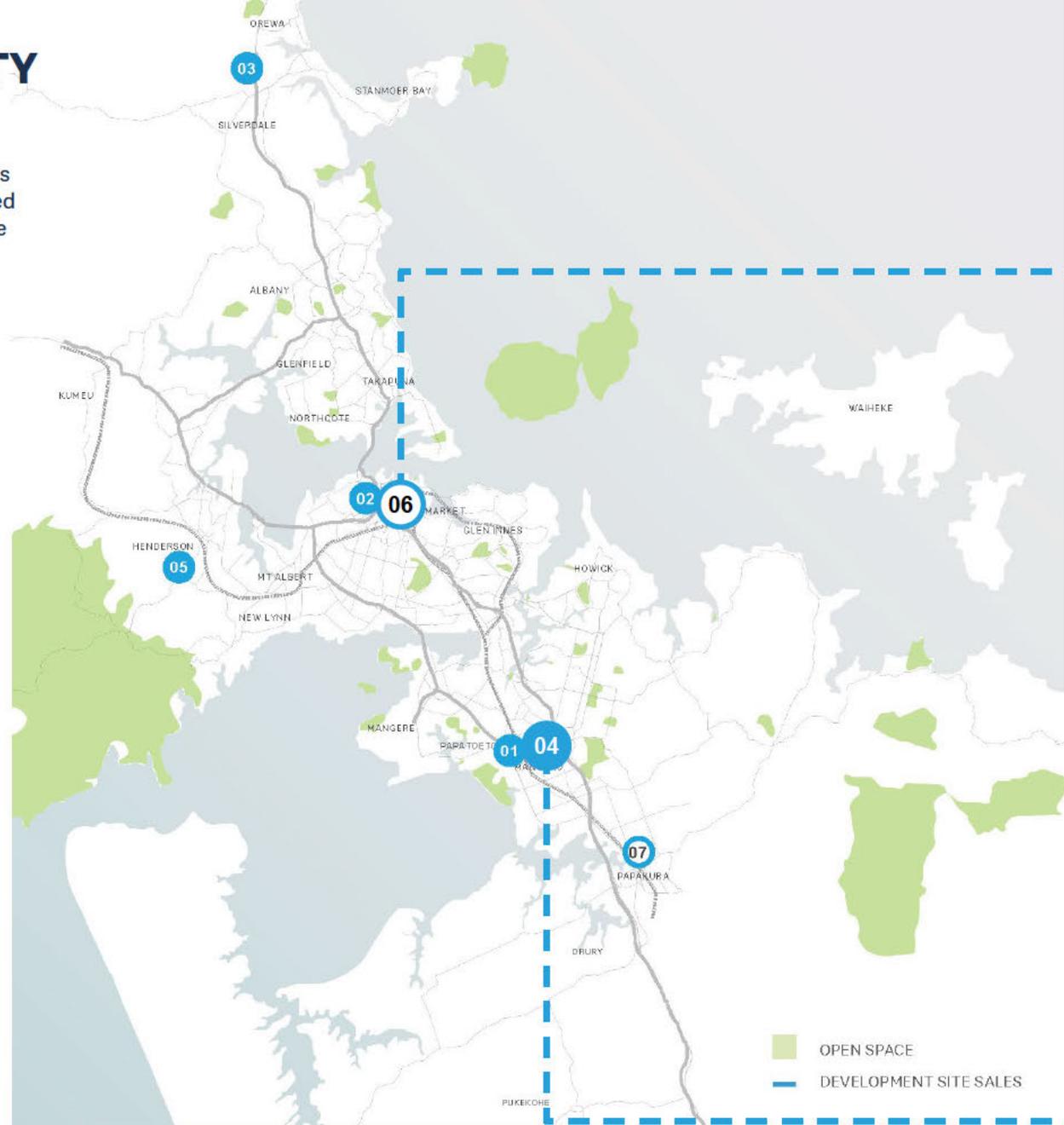
Vision A self-funding programme of works which utilises the capital receipts from the divestment of seven surplus properties that are no longer required to service. Corporate Property office network and reinvest the sale proceeds to deliver a more efficient hub and spoke Corporate accommodation model.

PROJECTS COMPLETED

- 01 KOTUKU HOUSE, 4 OSTERLEY WAY, MANUKAU
- 02 35 GRAHAM STREET, CBD
- 03 50 CENTREWAY, OREWA
- 04 82 MANUKAU STATION ROAD, MANUKAU
- 05 6 HENDERSON VALLEY ROAD, HENDERSON

SHORT TERM: FY 2025

- 06 SYMPHONY HOUSE, 4 -10 MAYORAL DRIVE, AUCKLAND CITY
- 07 35 COLES CRESCENT, PAPAURA



Symphony Centre, 4-10 Mayoral Drive – Titles are expected to be issued in late 2024. The base easement terms have been agreed with Auckland Transport and will be forwarded to the developer following formal agreement with CRLL. The forecourt design and its practical implementation have been approved by CRLL. A new public work project to provide integration to Aotea Square is under consideration. [REDACTED]

[REDACTED] Eke Panuku continue to work with CRLL on the sharing of cost, with the City Centre team considering the implication of the footpath widening from Mayoral Drive.

Bledisloe House - 24 Wellesley Street, Auckland City – The Vector easement and contract is on track to be completed by mid-2024. The relocation of the transformer, which will provide independent supply for the Aotea Square and carpark has been delayed [REDACTED] due to streetscape upgrade work delays. All parties have agreed that Council's contribution to the transformer works will be capped at \$120K. Works to remove all of the sunshades from the Bledisloe building and repaint the frames are expected to start in mid-July 2024. These works will require consent, approval from council's Heritage Team and entities who use the laneway. The works also require an additional deposit of \$1.5m to be paid or an entering into tripartite agreement.

82 Manukau Road, Pukekohe – Auckland Transport will use the Public Works Act to acquire part of the public footpath fronting Manukau Road [REDACTED] Eke Panuku is now monitoring development outcomes.



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

PROJECTS COMPLETED

- 01 21 HENDERSON VALLEY ROAD, HENDERSON

MEDIUM TERM: FY 2026

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



27- 31 Greenslade Crescent in Northcote has now gone unconditional and Kāinga Ora has started construction of its 52-unit development.

SUPPORTS SCOPE

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

PROJECTS COMPLETED

- 01 CIVIC ADMINISTRATION BUILDING, AUCKLAND CITY CENTRE
- 02 34 MOORE STREET, HOWICK
- 03 16 FENCIBLE DRIVE, HOWICK
- 04 84A MORRIN ROAD, ST. JOHN'S
- 05 HOBSONVILLE AIRFIELDS STAGE 3 - LOT 5B
- 06 83B GODLEY ROAD, GREEN BAY
- 07 20 LINK CRESCENT, WHANGAPAROA

SHORT TERM: FY 2025

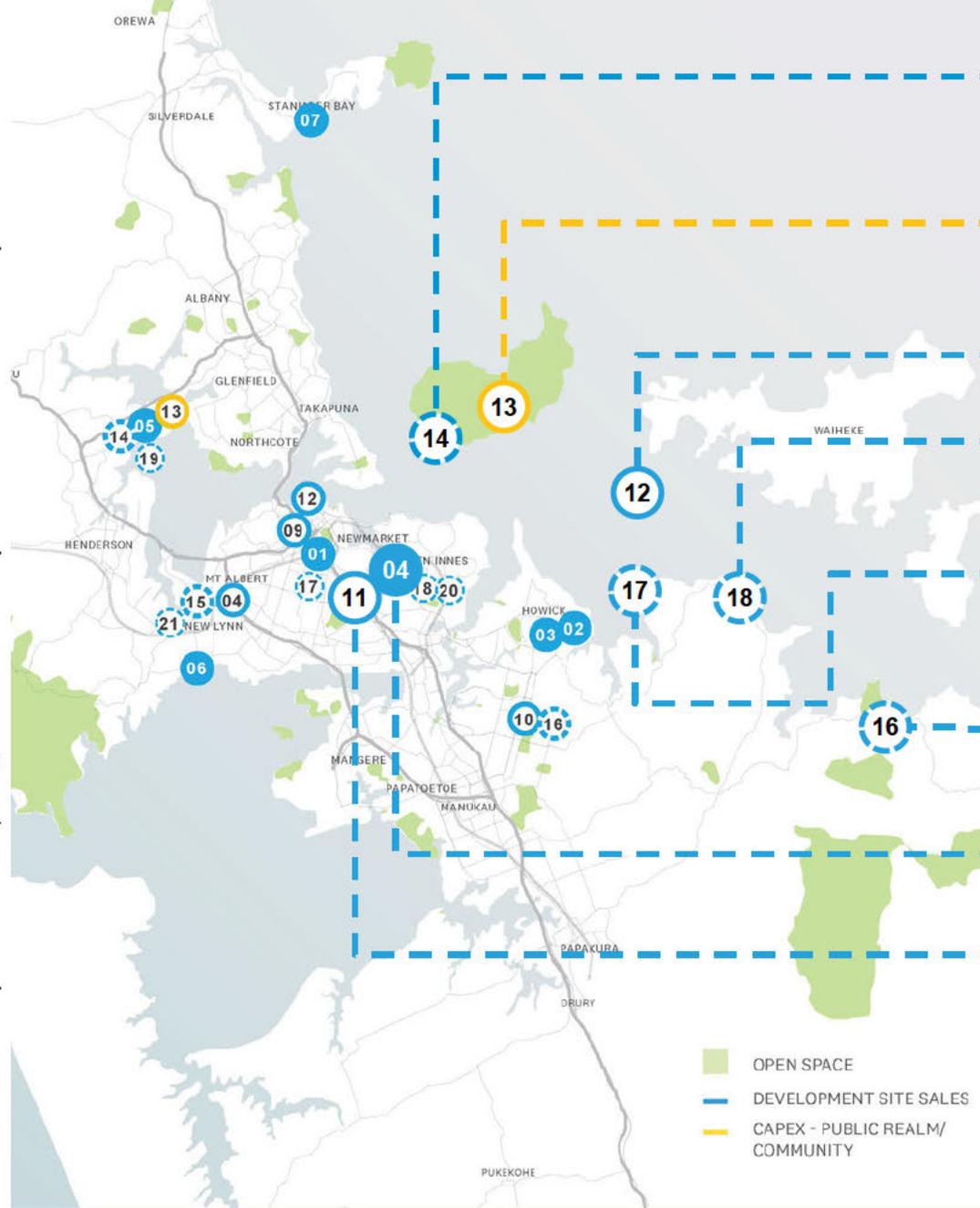
- 08 18 TOTARA AVE, NEW LYNN
- 09 BLEDISLOE HOUSE, AUCKLAND CITY CENTRE
- 10 187 FLAT BUSH SCHOOL ROAD, FLAT BUSH
- 11 132 GREENLANE EAST, GREENLANE
- 12 DOWNTOWN CARPARK REDEVELOPMENT, CITY CENTRE
- 13 PUMP STATION 6, LAUNCH ROAD, HOBSONVILLE

MEDIUM TERM: FY 2026

- 14 HOBSONVILLE AIRFIELDS STAGE 3 - 6A & 6B
- 15 41 MCCRAE WAY, NEW LYNN
- 16 65 HADDINGTON DRIVE, FLAT BUSH

LONG-TERM PROJECTS (FY 2027+)

- 17 198 DOMINION ROAD, MOUNT EDEN
- 18 84-100 MORRIN ROAD, ST. JOHN'S
- 19 HOBSONVILLE AIRFIELDS STAGE 2 - AVANDA
- 20 78 MERTON ROAD, ST. JOHN'S
- 21 4 MELVIEW PLACE, NEW LYNN



Airfields Stage 3, Lots 5B, 6A & 6B Hobsonville – Following a tender exercise, Eke Panuku is working with a preferred development partner [redacted] on reaching a conditional agreement.

Pump station 6, Launch Road, Hobsonville (a new wastewater pump station to accommodate future residential and commercial development) – The contract for an upgrade of the wastewater system servicing the airfields catchment area has been awarded to CB Civil and on-site works have now commenced.

Downtown car park – The sale of the property to Precinct Properties is expected to settle in April 2025.

84 – 100 Morrin Road, St. John's – Land remediation works are on track to be completed by October 2024

198 Dominion Road, Mt. Eden – (council owned property) – The sale of the site [redacted] went conditional in December 2023. Following an open tender exercise, a contractor has been appointed to deconstruct two properties on Valley Road. Works are set to commence in August 2024.

65 Haddington, Ormiston – In May 2024, the Eke Panuku Board approved the go to market strategy for the site [redacted]

84a Morrin Road, St John's – Eke Panuku has agreed to the developer's request for a 6-month extension to the settlement date.

132 Greenlane, Greenlane – Construction of a minimum 20 new homes. [redacted]

Own your own home (OYOH) portfolio – Eke Panuku is developing an alternative strategy to be presented to Elected members in the next quarter.

10 Ambrico Place, New Lynn – A 1,366m2 parcel of vacant land which has resource consent for up to 10 homes. An unconditional offer [redacted] was received and accepted. [redacted]

REGIONAL RENEWALS PROGRAMME

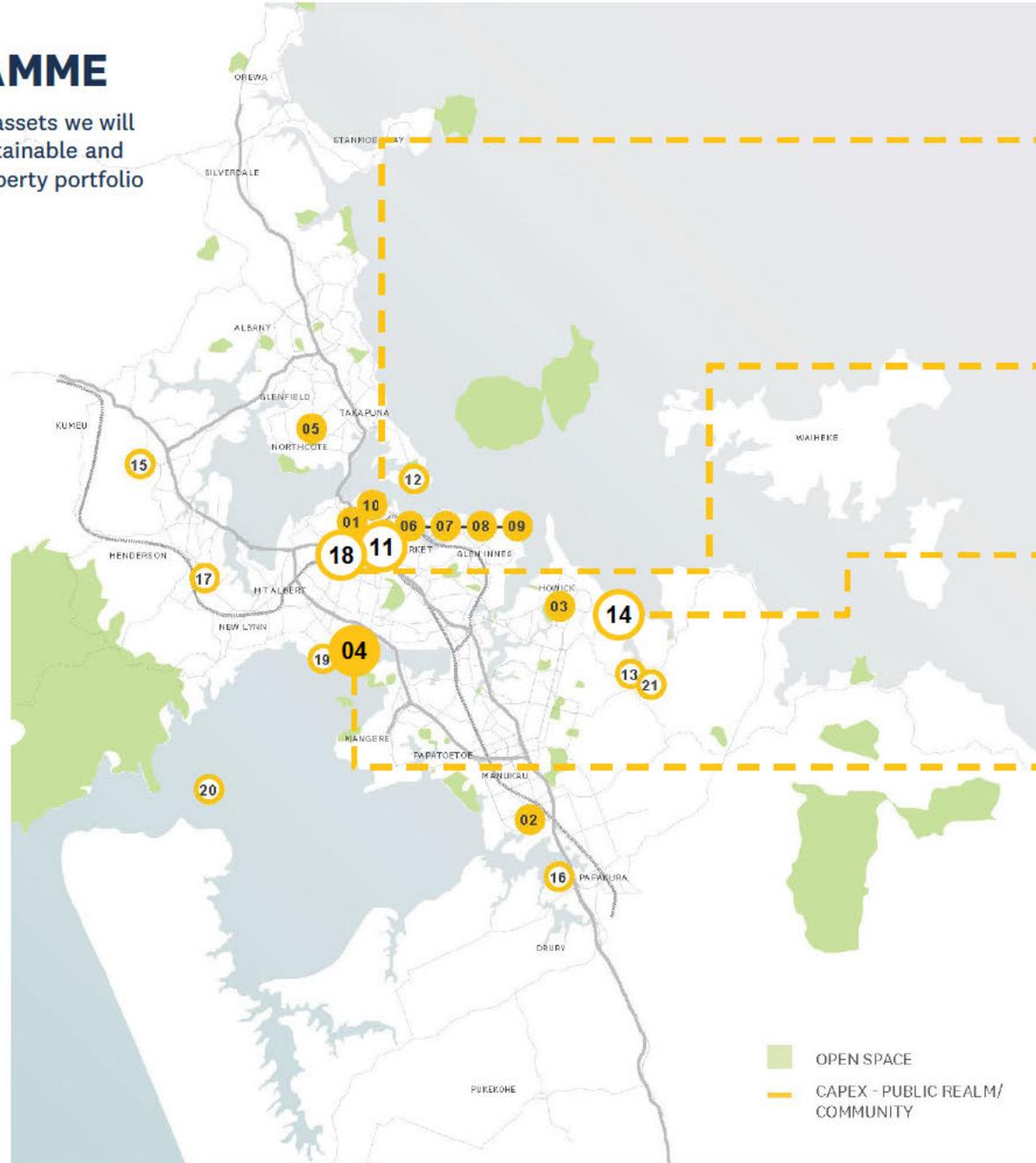
Vision Through proactive stewardship of council non-service assets we will maintain existing levels of service to create a safe, sustainable and fit for intended purpose portfolio and optimise the property portfolio return to enable assets for public and commercial use.

PROJECTS COMPLETED

- 01 3 PRATT STREET, FREEMANS BAY - IMPROVED DRAINAGE, STORMWATER AND MITIGATE H&S ISSUES
- 02 7 HILL ROAD, MANUREWA - RE-ROOFING, RE-CLAD AND FRAMING, INSULATION & GUTTERING
- 03 73R SELWYN ROAD (SHAMROCK COTTAGE) - SEISMIC STRENGTHENING, ROOF REPLACEMENT & TOILET UPGRADE
- 04 ONEHUNGA WHARF RENEWALS - ROADING, SHEDS, ADMIN BUILDING AND DREDGING WORKS, UTILITIES AND LADDERS
- 05 32-44, 43-47 PEARN PLACE & 47 PEARN CRESCENT, NORTHCOTE - ROOF UPGRADES AND INTERNAL REFURBISHMENTS
- 06 23 PRINCES STREET - INTERIOR WORKS / WINDOW REFURBS
- 07 27 PRINCES STREET - SEISMIC STRENGTHENING AND REFURBISHMENT
- 08 29 PRINCES ST UPGRADE OF THREE UNREINFORCED BRICK MASONRY CHIMNEYS
- 09 31 PRINCES ST - STRUCTURAL UPGRADE TO INTERNAL WALLS
- 10 101 PAKENHAM STREET (LYSAGHT BUILDING) - INSTALL WASTEWATER DRAINAGE

SHORT TERM: FY 2025

- 11 21 PRINCES STREET, CBD - REFURBISHMENT
- 12 27 LAKE ROAD, DEVONPORT - SITE DECONSTRUCTION
- 13 41 WHITFORD - MARAETAI ROAD, WHITFORD - ROOF REPLACEMENT
- 14 47R SHELLEY BEACH PARADE, COCKLE BAY - RENEWALS WORKS
- 15 92 TRIG ROAD, WHENUAPAI - GUTTER REPLACEMENT
- 16 179 PARK ESTATE, HINGAIA - SEPTIC TANK REPLACEMENT
- 17 202-208 WEST COAST RD, GLEN EDEN - ROOF REPLACEMENT, SHOP REFURB.
- 18 313-321 QUEEN STREET, AUCKLAND CBD - FIRE ESCAPE STAIRS UPGRADE
- 19 ONEHUNGA RENEWALS
- SHED D - REFURB, ROOF REPLACEMENT
- SHED E - DOOR AND FACADE
- 20 WAIRŌPA CHANNEL - REPLACE CHANNEL MARKERS AND BUOYS
- 21 WHITFORD QUARRY, WHITFORD - SHED DEMOLITION AND MOVE A TRANSFORMER



21 Princes Street, CBD – Refurbishment and reinstatement works were commenced in June 2024. This was an FY24 SOI capital milestone target.

313 Queen Street Canopy refurbishment - Final works, including the instatement of heritage signage are close to being completed.

47R Shelly Beach Parade refurbishment- The majority of works are now complete.

CCTV systems rationalisation and upgrade – Cameras at Onehunga wharf are now fully operational. The analogue cameras in Westhaven were completed in June 2024.

49 Station Road, Papatoetoe, Roof Replacement and Office Fit out – Deconstruction of buildings A & B has been completed and the access road reinstated. Replacement of the roofing is on track to be completed later in July 2024.



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 portfolio and optimise the property portfolio return to enable assets for public and commercial use.

Westhaven Marina - Fire alarm system upgrades. Works were completed in June 2024. This was an FY24 SOI capital milestone target.

Z Pier building at 31 Westhaven Drive - Construction works have now been completed.

Westhaven Piers - Y Pier walers - Works have been initiated to remove and replace timber walers

Piers K & L - Construction has started on Pier K, with L Pier works forecast to commence in mid - 2025.

Queens Wharf electric box upgrades - Works were completed in June 2024

Shed 10 - Delivery of the project will be phased, with the first two stages on track for completion by the 5 July 24 to align with Tātaki Auckland Unlimited Limited and the cruise ship season.

Bascule bridge, Te Wero (deck renewals and H&S works) - Works on the bridge were completed in April 2024. This was an FY24 SOI capital milestone target.

Bascule bridge - upper structure. A contractor has been procured to remove the coating on the upper structure steelwork, apply a protective membrane, and replace corroded steel work.

Wynyard crossing bridge - Work is progressing at pace on the maintenance programme. The necessary consents are also progressing. Work on the temporary connection is underway and detailed design and consent requirements being processed.

PROJECTS COMPLETED

- 01 VIADUCT PRECINCT RENEWALS:**
 - VIADUCT TILING UPGRADE - PHASE 1
 - VIADUCT - ANGLED HANDRAILS UPGRADES
 - LIGHTING UPGRADE WORKS
 - EV BARCODE RENEWAL
 - BASCULE BRIDGE H&S WORKS
 - BASCULE BRIDGE, REPLACEMENT OF TRAFFIC BOLLARDS
 - LIGHTING UPGRADE WORKS
 - TILING UPGRADE
 - CCTV SYSTEMS RATIONALISATION AND UPGRADE - WYNYARD QUARTER, VIADUCT WYNYARD WHARF NORTH TOILET REFURBS AND DEMO WORKS

- 03 WYNYARD CROSSING EV BARCODE RENEWALS**
- 04 SILO PARK RENEWALS:**
 - SILO 6 EMERGENCY WORKS
 - CCTV SYSTEMS RATIONALISATION AND UPGRADE - SILO
- 05 WESTHAVEN MARINA RENEWALS:**
 - BUOYS CAFE, ROOF AND GUTTERING REPLACEMENT
 - FIRE ALARM SYSTEM UPGRADES
 - T PIER ABLUTION BLOCK RENEWAL
 - Z PIER WATERMAIN RENEWAL
 - CCTV SYSTEMS RATIONALISATION AND UPGRADE - WESTHAVEN MARINAS

SHORT TERM: FY 2025

- 06 WESTHAVEN MAINTENANCE YARD - RELOCATION**
- 07 137 WESTHAVEN DRIVE WORKS DEPOT - CONSTRUCTION**
- 08 Z PIER - BUILDING REFURBISHMENT**
- 09 KARANGA KIOSK BUILDING RENEWAL - VIADUCT MARINA**
- 10 BASCULE BRIDGE, VIADUCT MARINA - UPPER STRUCTURE RENEWAL**
- 11 WYNYARD CROSSING BRIDGE ASSET RENEWAL - VIADUCT MARINA**
- 12 WYNYARD CROSSING OPERATIONS & OPERATORS - VIADUCT MARINA**
- 13 SILO 6 ACCESSIBIITY - SILO PARK**
- 14 ELECTRICAL BOXES RENEWAL - QUEENS WHARF**
- 15 SHED 10 STRUCTURAL UPGRADES - QUEENS WHARF**

- OPEN SPACE
- CAPEX - PUBLIC REALM/ COMMUNITY

Health and Safety report August 2024

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

September 2024

Whakarāpopototanga matua | Executive summary

1. In August, eight events were recorded in the Eke Panuku Noggin health and safety reporting system. Of these, six were classified as near misses with low level severity. The remaining two events were minor injuries, both classified with low level severity.
2. Security contractors and Māori Wardens raised 35 security observations in August, involving members of the public outside Eke Panuku influence or control.
3. Two HS contractor reports were submitted, and 3 incidents reported.

Matapaki | Discussion

Notable events

4. Incident 1

Date: 2 August 2024

Location: Wynyard Crossing

Event: Vessel passing through a closed channel while the crane was positioned to lift a bridge section.

Description: During works to remove the western lifting leaf from the bridge the channel was supposed to be closed to all marine traffic. The Eke Panuku bridge operator misinterpreted the instructions resulting in a vessel being cleared to enter the channel. The vessel passing through to the workspace did not result in any injuries to contractor personnel, members of the public, vessel crew, or Eke Panuku staff. Nor did it cause any property damage. However, due to the high potential severity, the contractor responsible for removing the bridge section has investigated the near miss and shared with us their findings. An internal investigation was also initiated.

Incident category: Near Miss

Actual Severity: Low

Potential Severity: High

Immediate action taken: The contractor clarified operating instructions with the bridge operator whilst the bridge removal operations was underway.

Investigation needed: Yes

5. Incident 2

Date: 14 Aug 2024

Event: Electrical conduit damaged during removal of a concrete floor section.

Location: Karanga Plaza

Description: An electrical conduit/boxing was broken by previous work breaking / removing an existing slab. This was identified when manual rubble removal tasks exposed it. This conduit / boxing was not on as-builts diagrams or survey.

Incident category: Near Miss

Actual Severity: Low

Potential Severity: High

Immediate action taken: The site supervisor stopped all work and an electrician investigated showing a high voltage power cable was exposed. Contractor notified Vector who investigated and reported that the cable had not been damaged.

Investigation needed? Yes.

6. Incident 3

Date: 20 Aug 2024

Event: Site Fence blown over

Location: 16 Kilham Ave, Northcote - deconstruction site

Description: Due to high winds a fence was blown over site fencing at 16 Kilham Ave.

Incident category: Near Miss

Actual Severity: Low

Potential Severity: Medium

Immediate action taken: Fence was replaced in the following week with a permanent fence. Work to identify the most wind-resistant fencing to minimize the frequency of incidents is currently underway with JFC and project delivery team.

Investigation needed? Yes.

7. Incident 4

Date reported: 04 August 2024

Incident Occurred Date: 15 Mar 2024

Event: Elbow Injury

Location: Westhaven Marina

Description: A dockmaster, while helping move a wooden mast was injured, as the mast slipped off the cart and the cart collided with her right elbow, causing a bruise.

Incident category: First Aid

Actual Severity: Low

Potential Severity: Medium

Immediate action taken: Elbow was iced and elevated, the team member visited the doctor afterwards.

Investigation needed? No.

Health, Safety and Wellbeing main actions

8. Improve HSW reporting including lead KPIs that test the performance of critical risks, such as:
 - a. Property inspections undertaken. Details in paragraph 9.
 - b. Capital Works inspections reporting. Details in paragraph 10.
9. Property risk assessment reporting

The provider has completed three pilot Health and Safety inspections of properties selected by the Property Management team, the reports are being reviewed by the legal advisor to validate the scope and coverage.
10. Capital Works Inspections (CWI) reporting

The first report was submitted for review in the first week of September. This report proposes various KPIs aligned with Lead and Lag indicators as well as an update on HSW initiatives, presents case studies, and summarizes HSW reports submitted by contractors.
11. Wellbeing risk assessment plan

The wellbeing survey, which was active for two weeks, concluded on 4 September. Out of 243 participants, 186 responded, achieving a reach of 76.5% and surpassing the 75% goal. The provider is currently preparing the summarised report and aims to share a draft with us by the third week of September.
12. Transition to the DoneSafe incident management platform

The transition from Noggin to Donesafe is currently in the planning phase. So far, there have been four general meetings involving Auckland Council, the CCOs and the DoneSafe team, as well as four meetings between the Donesafe project manager assigned to Eke Panuku and our HSW team.
13. Get Home Safe application trial

After validating the Get Home Safe application¹ with a specific group of property team members who volunteered for this analysis, it was deemed not to meet our needs. Instead of evaluating the feasibility of this tool's implementation, we are pivoting the initiative to now assess the Lone Worker risks as a whole and identify potential solutions for each worker profile. Consequently, this initiative will now be called the Lone Worker Risk Assessment.

¹ The GetHomeSafe app is a personal safety and welfare monitoring tool designed to help individuals and teams stay safe.

14. Health and safety key performance indicators

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 August	Critical or high risks	Previous month (July)
Safety concerns	0	0	4
Near misses	6	0	5
Near Misses from Contractor reports	0	N/A	0
Lost time injuries	0	0	0
Medical treatment injuries	0	0	0
Other incidents	2	0	3
Total recordable injury frequency rate	0	N/A	0
Total incidents	8	0	9
Total events	8	0	13

Figure 1 – Health and Safety Key Performance Indicator Table

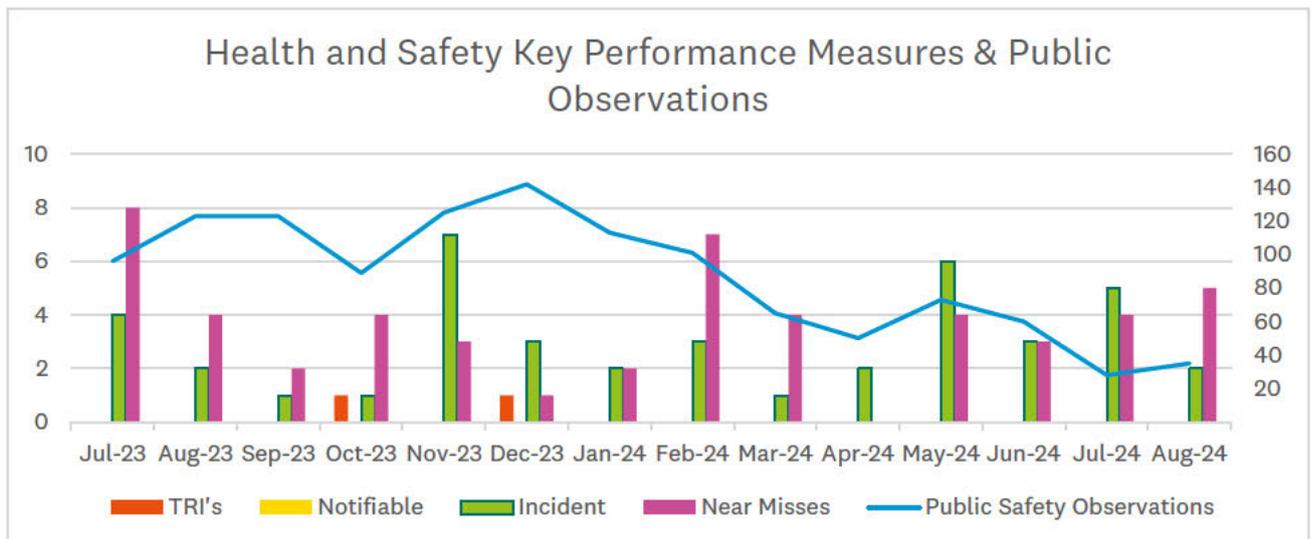


Figure 2 – 12 Month rolling H&S performance measures

TRI – Total Recordable Injuries includes lost time injuries and medical treatment injuries for employees only.

Notifiable refers to incidents and injuries reportable to the health and safety regulator.

Workplace incident themes and trends

15. The trend in reporting incidents and accidents by employees remains within expected numbers, with a slight reduction in accidents compared to the previous month. It is important to highlight the effort made by the Wynyard crossing refurbishment contractors, who after discussing an event internally, decided to investigate the near miss reported by our team, and shared their findings with Eke Panuku.

Public health, safety and wellbeing events

		Performance August	Previous Month (July)
Public Realm	Security and Māori Warden observations	35	28
	Public injuries	0	0
	Public incidents or observations	0	0

Figure 3 - Public realm incident and observation table

Data provided for information purposes and are not key performance indicators as Eke Panuku has very little influence or control over the outcome of these events.

- There were 35 observations raised by security guards and Māori Wardens this month. All the observations occurred in the public realm and were outside the direct influence or control of Eke Panuku. All issues were also reported through to other agents, responsible for dealing with the identified issues, such as New Zealand Police and emergency services, Auckland Transport and parking enforcement.
- The security guards patrol the waterfront seven days a week. The Māori Wardens patrol the waterfront on Friday and Saturday nights.

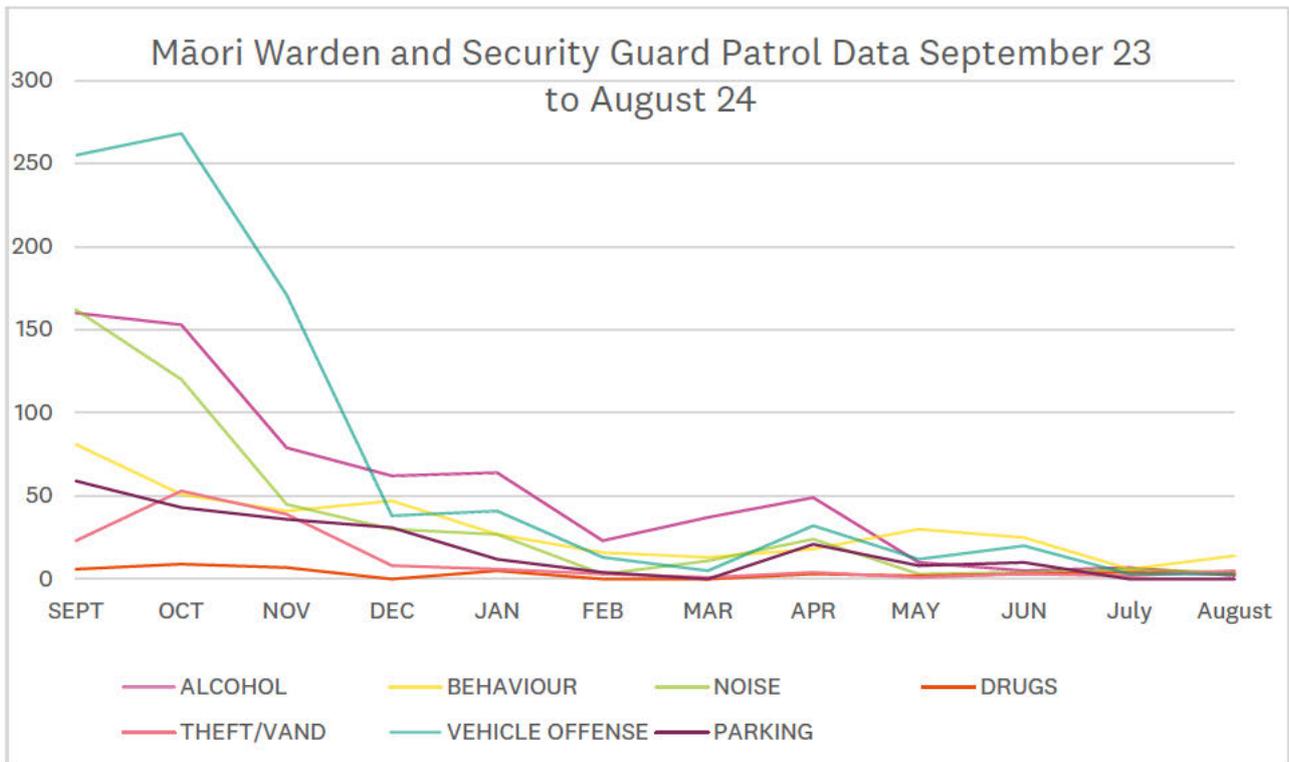


Figure 4 - Combined public observation data by category

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

Rank	Issue	No. of observations
1	Disorderly Behaviour	14
2	Theft/Vandalism	5
3	Noise	4

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

19. All Noggin Events, including those commented on above.
 - a. One event involved members of the public.
 - i. Several people were involved in a brawl at Z Pier car park.
 - b. Five events involved contractors.
 - i. A fence failed during high wind at Northcote deconstruction site and Wynyard bridge remediation project.
 - ii. A sub-contractor driver slipped from their truck at Wynyard Wharf.
 - iii. Electrical conduit was damaged during rubble removal at the tidal steps.
 - iv. Vessel passing through a closed channel while the crane was positioned to lift a bridge section.
 - c. One event involved an employee.
 - i. An employee at Westhaven Marina had an impact injury whilst moving a mast.
 - d. One event involved a tenant.
 - i. A mid-size non-motorized vehicle used by one of the tenants is stored inappropriately and is being used unsafely by members of the public, especially children.

Ngā tāpirihanga | Attachments

No attachments.

ELT and CE Remuneration

This paper has been redacted as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council. In terms of Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to withhold information where making available the information where:

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

Henderson / Te Kopua Programme Business Case Overview

Author(s): Richard Davison, Priority Location Director West Auckland

September 2024

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

1. approve the reviewed Programme Business Case Overview for the Henderson priority location programme.
2. approve the expected benefits to be realised for the Henderson programme being:
 - (a) Site sales of \$34.0 million
 - (b) 210 dwellings
 - (c) 10,000sqm of commercial space
 - (d) 20,000sqm of new or improved public realm.
3. approve the programme life cost of \$76.3 million for Henderson, including opex, capex and acquisition costs.

Whakarāpopototanga matua | Executive summary

- 2) This paper seeks formal approval of the reviewed Programme Business Case Overview for the Henderson priority location programme.
- 3) The programme commenced in 2017 and the projected end date of this programme is 2033.
- 4) The vision for Henderson to become “an Urban Eco Centre, enhancing the mauri of the twin streams Wai o Panuku and Wai Horotiu.” This vision is part of seeking a strong working relationship with Te Kawerau ā Maki and other mana whenua partners who are essential to unlocking Henderson’s potential.
- 5) The goals of the Henderson programme, as set out in the High Level Project Plan, are:
 - a) Goal One: Achieve high-quality, medium-density residential and commercial development on council-controlled land.
 - b) Goal Two: Enable new local walking and cycling links to better connect development sites to amenities and services.
 - c) Goal Three: Incorporate public and creative arts as a point of difference to enhance the quality of development outcomes.
 - d) Goal Four: Within the project boundary and over time, transform Henderson Valley Road into a high-quality, urban mixed-use residential corridor.
- 6) There are three precincts within the Henderson programme: The Opanuku Precinct (around the Opanuku Stream), the Oratia Precinct (around the Oratia or Wai Horotiu Stream) and the Main Street Precinct (located around the main shopping street of Great North Road). Several projects are underway or planned in these precincts which will deliver the goals and contribute towards the vision.

- 7) The total anticipated investment in the programme is \$76.3 million. Spend to date on the programme has been \$21.4 million and includes \$7.4 million for the acquisition of 7 Trading Place.
- 8) The gross site sales revenue of the programme is \$34million. The resulting net financial benefits of this programme after Strategic Development Funds are repaid are projected to be \$18.3 million, with \$17.3 million already received to date.
- 9) The cost benefit ratio for Henderson is 1.08:1, with a net economic benefit of \$16 million. This Total Value Analysis cost benefit ratio does not fully capture the environmental, cultural or economic benefits of the urban regeneration programme including the catalytic impact of the investment, as some benefits are unable to be monetised. Non-monetised benefits of the Henderson Programme Include:
 - a) Catalyst effect: improved public amenity may prompt private developments within the vicinity of the project area.
 - b) Increased resilience to climate change and flooding events.
 - c) Improving cultural health - life carrying capacity (mauri) of the surrounding streams and ecological systems.
 - d) Enhanced amenities and connections that increase town centre main street footfall.
 - e) Residents reduced health risk and carbon emissions through increased public transport use.
 - f) Laidlaw College Building refit and upgrade of their new offices 9,000sqm - enabled by the Eke Panuku site sale.
- 10) Net sales and housing benefits previously forecast for the programme have been adjusted from 511 to 210 due to:
 - a) A change in definition from forecasting a housing measure based on what is possible under 'highest and best use of a site under the unitary plan' to instead a measure that focuses on the 'minimum number of homes expected to be required' through the essential outcomes and development agreement process. This reflects the development economics of apartment buildings.
 - b) Auckland Council decisions around the Auckland Film Studios redevelopment. This is now excluded from the programme and instead is led by Tātaki Auckland Unlimited economic development work.
 - c) Focus on the proposed Justice Precinct which has a commercial benefit instead of residential outcomes,
 - d) a number of development sites adjacent to the twin streams which were affected by the January 2023 flooding and associated slips resulting in reduced development outcomes on these sites.
- 11) Many of the changes reflected in the updated Programme Business Case Overview (PBCO) were approved by the board during a programme refocus in August and October 2023. This PBCO update includes a number of cumulative project level changes and approvals that have resulted in updated benefits and financial outcomes summarised on page 14 of the PBCO.
- 12) The programme is now focussed on better connecting Corban Estate, the West City Mall and the Proposed Justice Precinct to a new urban renewal project located in the heart of Henderson. It is currently separated from these anchors by two streams, the rail corridor and several arterial roads.

- 13) The programme is supported by investment in Henderson by other partners in the Auckland Council Group including City Rail Link Ltd, Auckland Transport improvements to Public Transport Services and Tātaki Auckland Unlimited who are leading the Te Puna Creative Innovation Quarter (The development of a Henderson based centre of excellence for creative industries in Tāmaki Makaurau Auckland – a hub for screen, video games, creative tech, music, arts and performing arts).

Horopaki | Context

The below table sets out previous relevant decisions.

Previous Board / Auckland Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
29 March 2017	Eke Panuku Board	Approved Henderson High Level Project Plan
2 May 2017	Auckland Planning Committee	Approved Henderson High Level Project Plan
23 May 2017	Finance & Performance Committee	Approved sale of sites in the Henderson High Level Project Plan boundary area
18 March 2020	Eke Panuku Board	Approved Onehunga Programme Business Case 2020
10 October 2023	Eke Panuku Board	Decision Paper: Board approved the refocussed programme

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

- 14) The preferred regeneration approach for Henderson is summarised on page 8 of the Programme Business Case Overview 2024 (Attachment A) as “the refocussed Henderson regeneration approach looks to regenerate the town centre through a mixture of flagship residential projects and investment in high quality public realm, supported by place-making activity”. It is a financial, social, environmental and cultural balance between responding to the problem statements of the investment logic map around eroded eco-city identity, poor perceptions of crime and safety and spatial urban layout challenges.
- 15) This ‘refocussed Henderson regeneration approach’ option has been considered against the previous long list of 11 programme options set out in the 2020 Unlock Henderson Programme Business Case. The options ranged from doing nothing, holding on to assets, the creation of a development panel, a commercial led programme, a value-add approach and a reduced programme.
- 16) The delivery of all projects and how they are realising the benefits for Henderson have been considered in this Programme Business Case Overview review (attachment A).

Henderson programme to date

- 17) Since its inception in 2017, we have delivered a range of projects within the Henderson programme. Projects delivered to date include construction of the new Wilsher Village, the Henderson Green

residential development, construction of a new street- Te ara Puheke, acquisitions in Trading Place, site sales for redevelopment of two large sites at 2-4 Henderson Valley Road to Laidlaw College and 14 Edmonton Road to the Ministry of Justice, and progressing design and consents of the Catherine Plaza. Opanuku Link and, the Wai Horotiu Henderson Pathway public realm projects.

18) Benefits realised to date include 156 homes. This includes homes delivered by the Haumaru Housing Programme and the Henderson Green Residential Development.

Henderson Today

19) Henderson Town centre continues to be a strategically important development node for West Auckland as set out in the Auckland Plan, the Unitary Plan (Metropolitan Centre Zoning) and the Auckland Council Future Development Strategy.

20) The City Rail link project is nearing completion. It will provide significant transport and access improvements including increased frequency and a reduction in journey times between Henderson and the City Centre from over an hour to just 34 minutes in a few years time.

Henderson programme delivery summarised by precinct

21) Henderson is split into three precincts as shown below:



22) Delivery in the **Opanuku Precinct** is continuing with the current construction of a new signalled pedestrian crossing across Henderson Valley Road connecting the previously completed street 'Te Ara Pūheke' across to the Opanuku Reserve. This next step in the Opanuku Link will eventually connect the Laidlaw College redevelopment with the Corban Estate Arts Centre and Te Puna Creative Innovation Quarter. However a previously proposed bridge and reserve upgrade is being re-assessed for delivery later in the programme. The Laidlaw College redevelopment has completed seismic remediation of the existing buildings and it is currently preparing a masterplan of its proposed redevelopment for Eke Panuku to review in the coming year.

23) Delivery in the **Main Street Precinct** is continuing with construction commencing in early 2025 of an enhancement of Catherine Plaza. This project will provide a much needed injection of positivity and quality public realm into the heart of the main street. Planning and business case preparation is well underway for the Heart of Henderson town square and capital works which is due later in FY2025 to set the foundations for a significant urban renewal project later in the programme.

24) Delivery in the **Oratia Precinct** is continuing to progress with the business case planning and consenting approvals for the Wai Horotiu Henderson Cycleway and bridge expected this year. This project will connect a number of development sites including the Falls Carpark, the Alderman Carpark and 7-10 Trading Place. This will deliver a mix of residential, commercial and government service development as market conditions improve.

Summary of programme changes

25) Urban regeneration is a balance between securing an agreed long-term vision for a neighbourhood with local and key stakeholders, and remaining flexible in how this vision is delivered. The approach must be aware of and respond to changes in context and the environment. Market pressures, socio-economic changes and climate change are the kinds of contextual impacts that influence the timing and how we deliver on the original vision.

26) In each of the programmes we reassess these impacts every three years and recalibrate our approach accordingly, in response to the changing context and lessons learnt in Henderson we have re-focused our regeneration response on better connecting Corban Estate, the West City Mall and the Proposed Justice Precinct to a new urban renewal project located in the heart of Henderson.

27) Consideration of the wider context has meant that our approach to how we deliver the regeneration programme in Henderson has changed. These contextual changes include:

- a) Climate change and flooding. The significant impacts of flooding in 2023/24 has led us to refocus on stream edge sites which are no longer viable development sites, and restoration work of the stream banks to ensure future flooding resilience.
- b) Market context. Development economics for four plus level apartments have meant that it is more difficult to achieve the density we had originally envisaged for Henderson. Development partners are also delaying programmes. This has meant that our housing numbers have decreased, and some property sales have been deferred until after the City Rail Link connectivity benefits for Henderson can be realised.
- c) Auckland Transport funding and prioritisation has changed in the past three years this has meant that instead of relying on transport projects to catalyse our regeneration, we are taking more of a lead agency approach to bring effect to things that are within our control.
- d) Post-covid socio-economic changes and how local neighbourhoods are used. There is a greater emphasis on the need for social infrastructure and local civic space in the town centre. This has brought forward investment in Catherine Plaza and an investigation into strengthening the Civic Heart of Henderson in the Main Street precinct. A range of intersection upgrades and cycleway projects have been removed from the programme.

28) A summary of the reasons for changes between the 2017 High Level Project Plan, the 2020 Programme Business Case and the 2024 Programme Business Case Overview are attached to this document (attachment B).

Ngā ritenga ā-pūtea | Financial and resourcing impacts

29) The key financial and resourcing impacts are:

- a) The programme will run over the period 2017 to 2033. The net financial cost of this programme is forecast to be \$42.5 million. This figure is the total costs of \$76.3M, being total acquisitions, capital investment and operational expenditure, minus total site sales of \$34.0M, comprised of non-SDF site sales of \$18.3M and forecast SDF site sales of \$15.7M.

- b) The programme costs have increased since the initial High Level Project Plan 2017. The main reasons for this increase are the additional acquisition costs being included, construction cost escalation and more comprehensive reporting of operating costs across the programme life.
- c) Resources for this programme are sufficiently allocated for FY25. The programme makes the following financial assumptions:
 - i) That the property market will support sales of property in a timeframe that supports reinvestment, and that sufficient capital funds through reinvestment remain available.
 - ii) That the Strategic Development Fund remains available for strategic acquisitions.
 - iii) That there is sufficient operational expenditure available to support ongoing change initiatives in the location.
 - iv) Partner funding from Auckland Council, Tātaki Auckland Unlimited and Auckland Transport is available to support community service and public transport initiatives.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

30) The key risks to the refocused Henderson programme are:

- a) Cost – construction cost escalation is high.
- b) Development market interest in development sites is low.
- c) Partnership – engagement with Te Kawerau ā Maki and other mana whenua partners is essential to unlocking Henderson’s potential. Ongoing working relationships are being progressed to explore opportunities to partner.
- d) Milestone delivery – all projects face challenges that impact delivery and milestone timeframes. This is actively managed through the risk register and monitoring of projects.
- e) Reputation and stakeholder expectations – this will be mitigated by regularly engaging with stakeholders to understand priorities and communicate constraints.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

31) The refocused programme will have an overall positive impact on stakeholders:

- a) The Henderson-Massey Local Board and Western ward councillors are supportive of the refocused programme for Unlock Henderson and encouraging for work to progress faster. They attended a site visit and refocus discussion in August 2023.
- b) The Central Park Henderson Business Association (the local council BID) is supportive of investment and projects to enable the Henderson town centre to thrive. It is noted that it is a stakeholder which would benefit from additional relationship building.
- c) Opanuku Precinct: We have strong support from key stakeholders including Laidlaw College, Corban Estate Arts Centre and Henderson Kindergarten as well as the council whanau.
- d) Oratia Precinct: There is a possibility that there may be some public push back on the location of the Justice Precinct, as it sits on a site that is one of the main entrances to the town centre. We will be working with the Ministry of Justice (MoJ) to co-ordinate a communications and engagement approach on the announcement of this site sale and development, as well as how engagement with adjacent stakeholders will be managed including the Korean Church and residents. The connectivity improvement project will create some disruption and minor to medium impacts to the wider community, the local primary school and West City as

construction will involve sections of the roading corridor. This will be managed through a staging process.

- e) Main Street Precinct: It is anticipated it will be well received by wider and key stakeholders. In March/April 2023, the public were consulted on the Catherine Plaza concept design. The overall feedback was positive with a key theme by the community wanting the space improved in the hope to address some of the social problems and antisocial behaviour occurring within the plaza.

Tauākī whakaaweawe Māori | Māori outcomes impact

- 32) We encourage and promote Māori outcomes by integrating the Henderson Te Kopua Cultural Narrative throughout project work. Project work also includes the incorporation of cultural narrative and design, commercial opportunities, procurement and contracting, tikanga, and governance.
- 33) We will continue to work and explore partnership opportunities with Te Kawerau a Maki as well as the wider mana whenua forum as we progress the programme.

Tauākī whakaaweawe āhuarangi | Climate change impact

- 34) Climate change is predicted to increase flood risk, increase temperatures and increase the frequency and severity of drought conditions in Henderson. As a result, green infrastructure, increased tree cover and water-sensitive design principles will be critical for climate adaptation and resilience and will be utilised in Unlock Henderson projects to support a healthier environment, promote ecological and biodiversity values, and minimise flood risk.
- 35) Additionally, all Eke Panuku development partners are required to deliver housing that has a minimum 7 Homestar rating for apartment developments and 6 Homestar rating for all other types of residential developments. Commercial developments need to obtain a 5 Greenstar rating or utilise the Eke Panuku Commercial Building Standards.
- 36) In Henderson, the two streams have been hard hit by flooding impacts with many places of erosion subsidence and vegetation destruction. The January 2023 floods significantly impacted our Alderman Carpark site and work is being done to assess the impact and adjust plans for flood resilience. Ngā koringa ā-muri | Next steps

Ngā tāpirihanga | Attachments

Attachment A – Henderson Programme Business Case Overview 2024

Attachment B – Programme change summary

Ngā kaihaina | Signatories

Ian Wheeler, Chief Operating Officer

David Rankin, Chief Executive

Henderson Te Kōpua

**Programme Business Case
Overview PBCO 2024**

September 2024 |



Contents

Contents	2
Purpose.....	2
What we have achieved so far.....	3
Cultural Narrative Summary	4
Context	5
High Level Project Plan (HLPP)	6
Problem Definition.....	7
Preferred Regeneration Approach Summary	8
The Commercial Plan.....	9
The Financial Plan	10
The Benefits Plan	11
Spatial Delivery Plan for Henderson	12
Delivery Programme	13
Key Programme Changes	14

Reviewed and signed by:

Richard Davison
Priority Location Director - West Auckland



Date: 2024-09-16

Purpose

The purpose of this Programme Business Case Overview is to provide an up-to-date summary of the agreed urban regeneration programme for Henderson. This document illustrates the vision, goals and key moves of the Henderson High Level Project Plan 2017 and the achievements to date. It outlines the direction and outcomes for the future, the key projects, timelines, investment and benefits, and captures programme changes that respond to the changing context and environment over recent years.

We reassess our programmes every three years in response to the changing context, and recalibrate our approach accordingly.

Some key changes that have affected all locations include:

- 1. Economic pressures** mean it is more difficult to achieve development than we had originally planned. Development programmes are being delayed, our housing numbers and property sales have decreased and construction cost increases are significant.
- 2. Post-covid socio-economic changes** and how local neighbourhoods are used.
- 3. Auckland Council and Auckland Transport changing budgets and priorities.** We are taking more of a lead agency approach to bring effect to things that are within our control.
- 4. Climate change and flooding** the significant impacts of flooding in 2023/24.
- 5. Changing priorities** of significant government-led infrastructure projects.

References

Eke Panuku, Unlock Henderson High Level Project Plan 2017

Eke Panuku, Unlock Henderson Programme Business Case 2020

Eke Panuku, Approved Project Business cases and Change Requests - various

What we have achieved so far...

Eke Panuku has been working towards the regeneration of Henderson since 2017. Starting with detailed planning and establishing buy-in from key stakeholders the focus of the programme has been to advance key strategic projects in order to set a foundation for the rest of the programme.



The Kitchen Project



Wilsher Village -40 homes



Ecomatters bike hub



**“Ngā Rongo O Te Mauri”
sound project art installation**



‘Henderson Green’- 116 homes



Trading Place acquisition



Te ara Puheke - new street



Laidlaw College sale & subdivision



**Te Kawerau ā maki - Te Henga
Agreement**



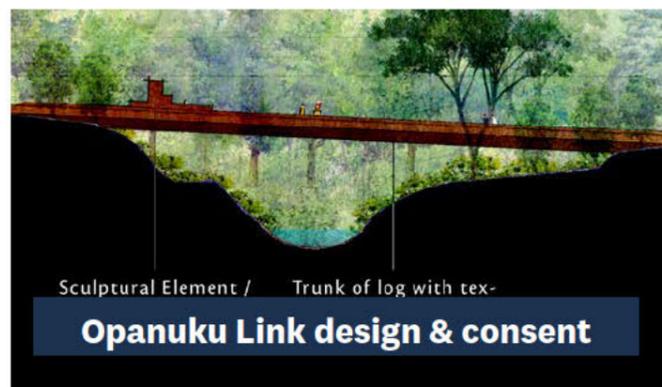
Henderson Valley Road crossing



Wai Horotiu concept approval



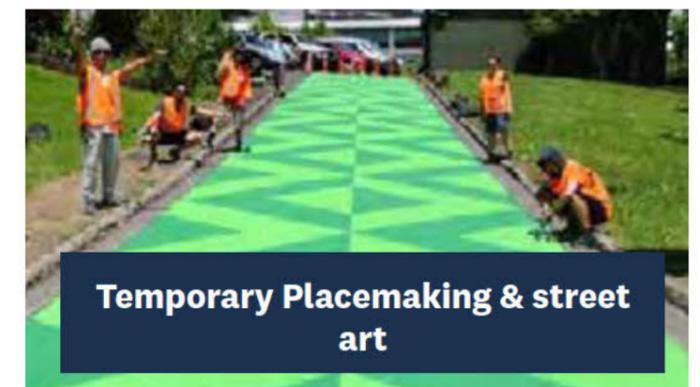
Catherine Plaza



Sculptural Element / Trunk of log with tex-
Opanuku Link design & consent



Falls Carpark site sale



**Temporary Placemaking & street
art**

Cultural Narrative Summary

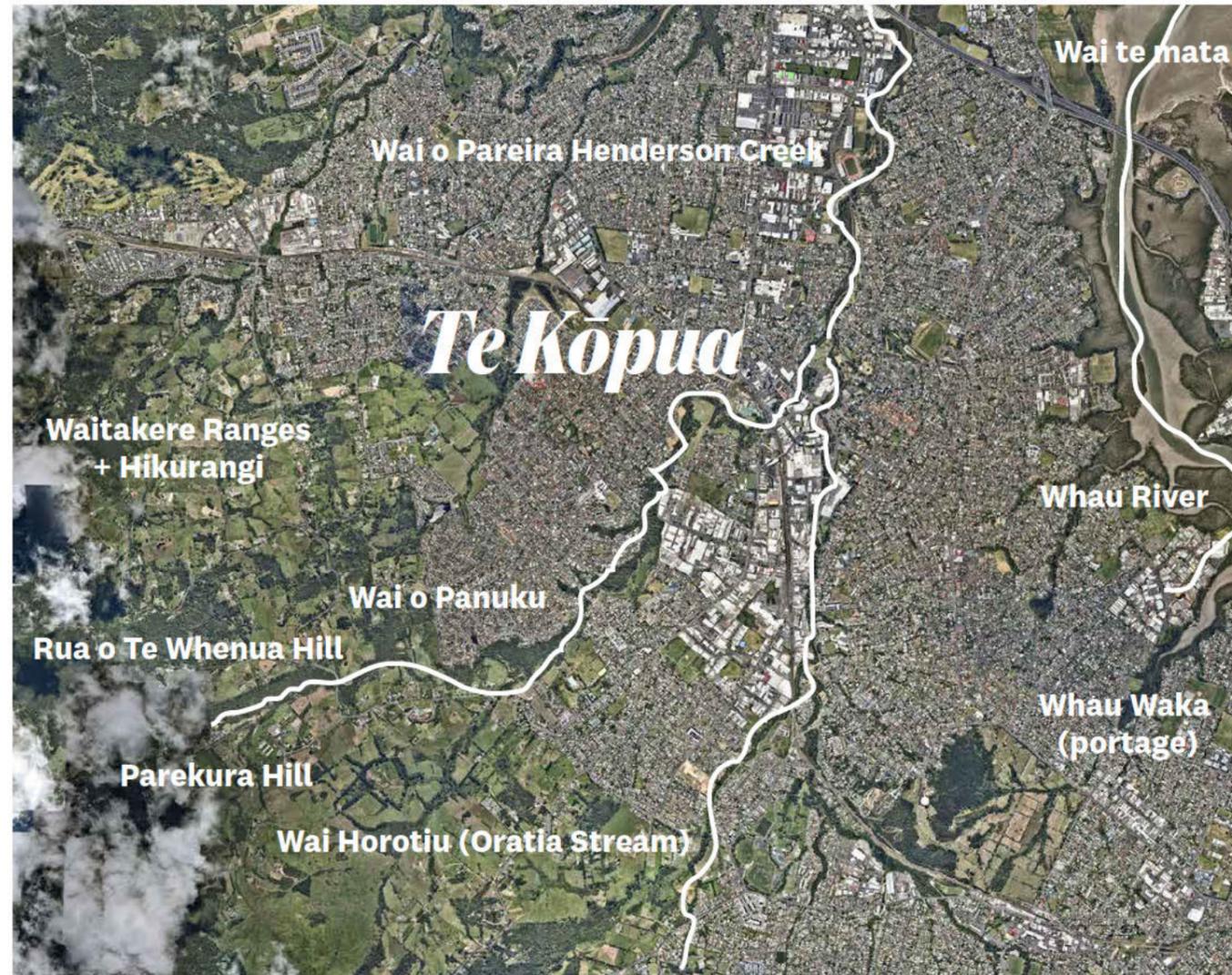
The mauri (spiritual life essence) forever flows from the sacred hills of Parekura and Rua o Te Whenua through the Twin Streams of Wai o Panuku and Wai Horotiu to meet and form Wai o Pareira.

Wai o Panuku/Opanuku Stream and Wai Horotiu/Oratia Stream are treasured ecological and recreational assets. These two waterways unite beside the West Wave Pool and Leisure Centre, within the centre of Henderson. The names of the streams link mana whenua ancestry with their origins in the sacred slopes and hills of Rua o Te Whenua and Parekura.

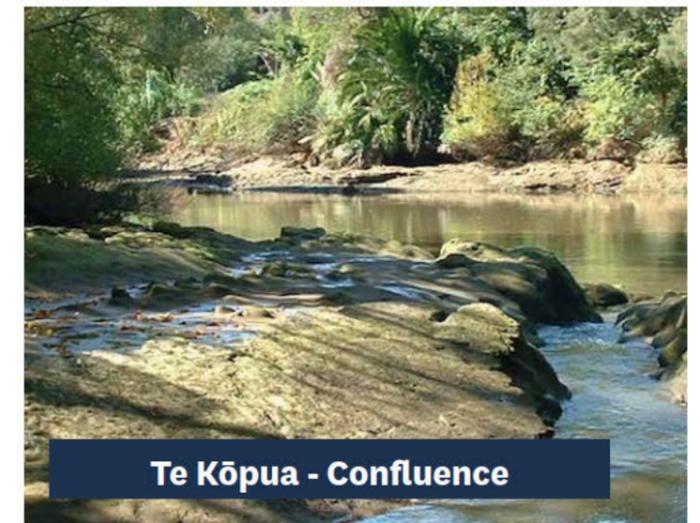
The Twin Streams and their catchments define central Henderson.

They flow from their physical, ancestral and spiritual sources in Hikurangi/ the Waitākere Ranges. Converging at Cranwell Park, they form Te Wai o Pareira/ Henderson Creek or the river of Pareira, and flow to the upper Waitematā Harbour. Mana whenua identify strongly with the streams and the catchments they serve. Pareira was the niece of ancestor and voyager Toi Te Huatahi.

This pūrākau is a summary only of key landscape features common to mana whenua iwi with a connection through this area- Primarily Te Kawerau ā Maki. For more detailed stories of the place engagement with individual mana whenua representatives is critical.



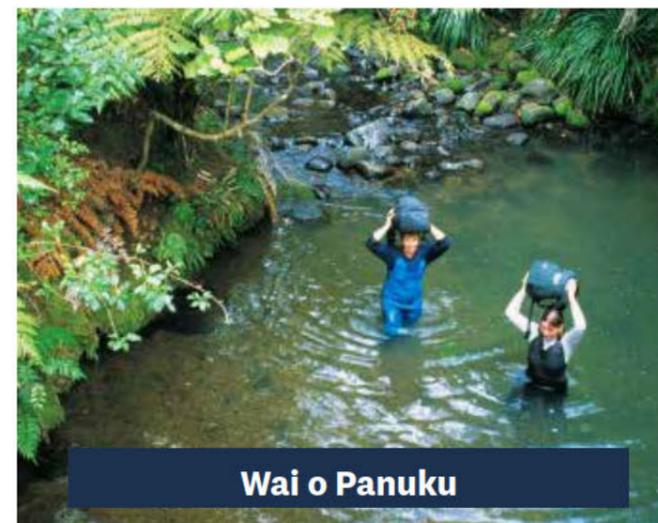
Wai o Pareira Henderson Creek



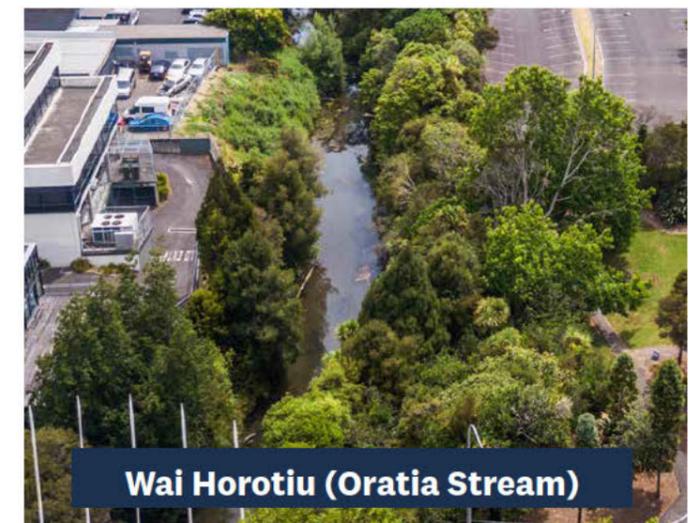
Te Kōpua - Confluence



Waitakere Ranges



Wai o Panuku



Wai Horotiu (Oratia Stream)

Context Location area

Henderson is a traditional town centre which benefits from a strong creative community, a range of quality community infrastructure, beautiful parks and open spaces and is in many ways defined by the two streams Wai Horotiu (Oratia Stream) and the Wai o Panuku (Opanuku Stream).

Once considered “the hub and historic heart of the West”, Henderson has experienced a gradual decline of the town centre in response to flows of private sector investment to other surrounding locations such as Lincoln Road, Northwest and Te Atatu Pensinsula. The opportunity is to reverse this decline and to create a future for Henderson as a far more vibrant and attractive place. The focus is to

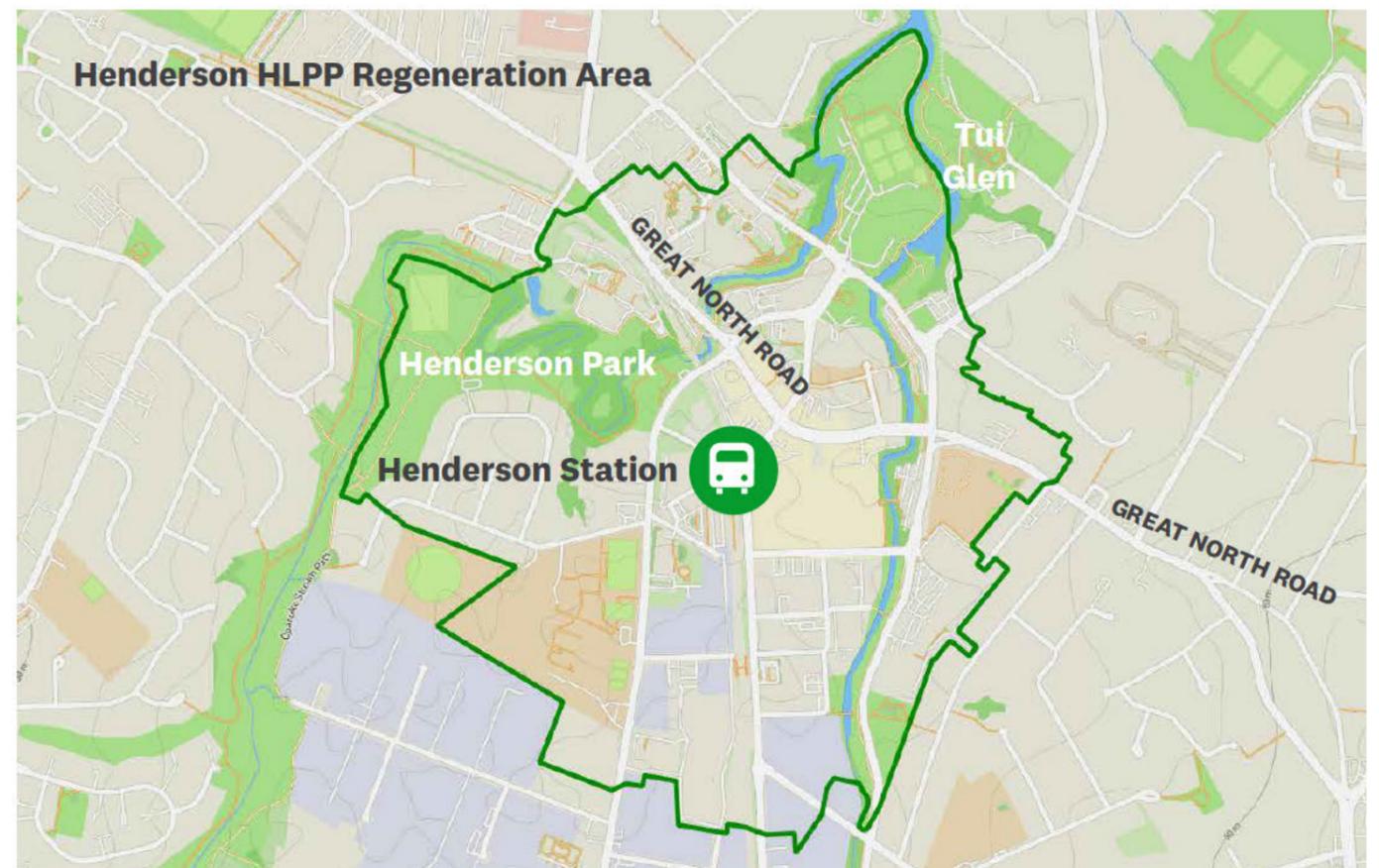
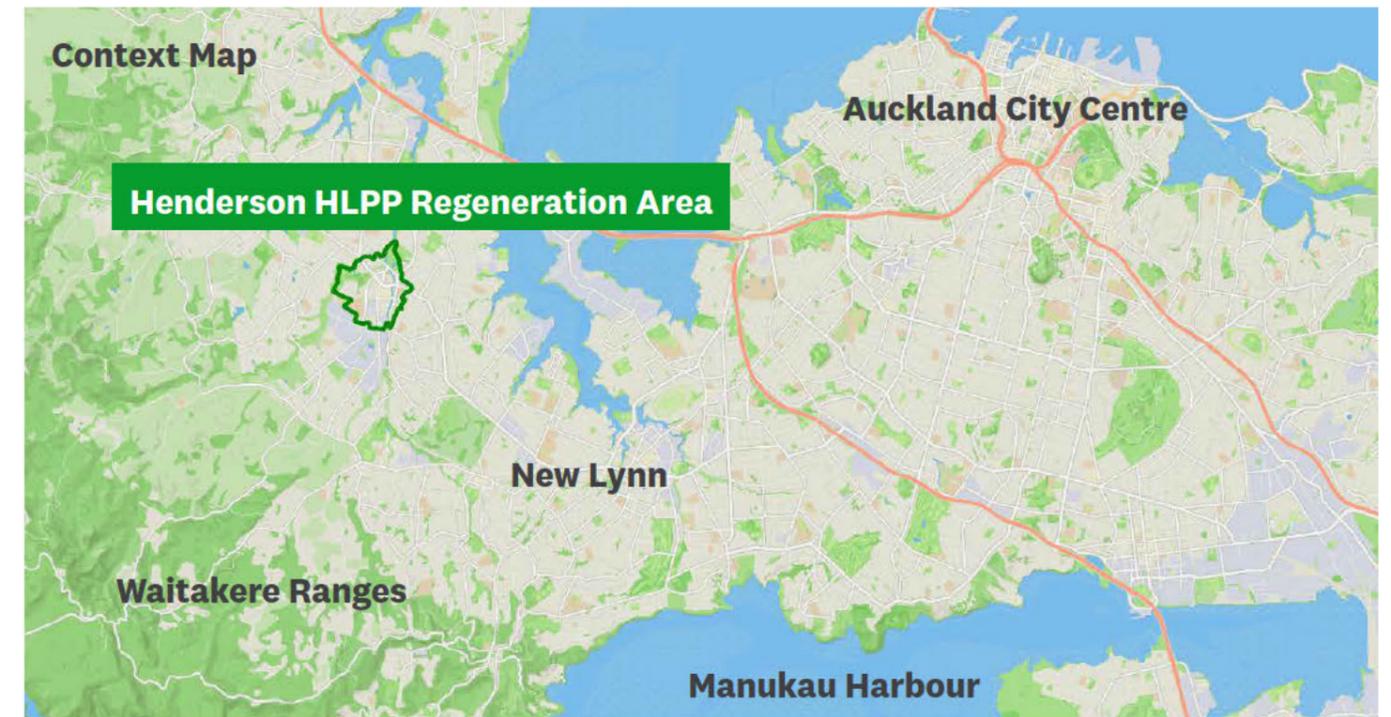
- leverage the opportunity of the CRL
- improve the quality of the urban and existing natural environment and
- to facilitate a mix of housing and developments

that will enable a diverse and vibrant community in Henderson to thrive. In addition to the enabled developments, success for the programme will be measured in terms of enhancing the quality of life and wellbeing for the current and future population and improving the environmental values and ecological attributes of the twin streams.

Why Henderson?

Henderson was chosen as an Eke Panuku Regeneration location due to a number of key attributes:

-  + Scale & Impact
-  + Key Land Holdings
-  + Commercially viable & market attractive
-  + Partnership Opportunities
-  + Leverage off previous investment
-  + Proximity to Public Transport



Henderson High Level Project Plan (HLPP)

This vision supported by four Goals and six key moves was approved in May 2017 by Resolution of Auckland Council Planning Committee. The committee endorsing the 2017 Henderson High Level Project Plan (HLPP), Eke Panuku as the lead delivery agency for Henderson, and the disposal of Council owned properties for the project.

The Henderson regeneration programme is lead in partnership with other Auckland Council agencies such as Auckland Transport and Tātaki Auckland Unlimited

Vision

“Henderson becomes, **an Urban Eco Centre,** enhancing the mauri of the twin streams Wai o Panuku and Wai Horotiu.”

Goals



Goal One: Achieve high-quality, medium-density residential and commercial development on council-controlled land.



Goal Two: Enable new local walking and cycling links to better connect development sites to amenities and services.



Goal Three: Incorporate public and creative arts as a point of difference to enhance the quality of development outcomes.



Goal Four: Within the project boundary and over time, transform Henderson Valley Road into a high-quality, urban mixed-use residential corridor.

Key Moves



KEY MOVE 1:
Enliven **Henderson's Main street**
- in partnership with Auckland Transport & the Henderson Massey Local Board



KEY MOVE 2: Catalyse **high-quality living opportunities** on council land
-in partnership with Haumaru & other development partners



KEY MOVE 3:
Create a vibrant **mixed-use precinct** at Trading Place
-in partnership with key development partners



KEY MOVE 4: Re-connect with Corban Estate
- in partnership with the Corban Estate Arts Trust & the Henderson Massey Local Board



KEY MOVE 5: Enhance **safety and legibility**
- in partnership with all Auckland Council Group partners



KEY MOVE 6: Enhance **community and economic opportunities.**
- in partnership with Tātaki Auckland Unlimited

Problem Definition Challenges & response

Problem Definition

The Investment Logic Map (ILM) for Henderson summarised the key problems facing Henderson as:

- 1. Economic decline** in the town centre is reducing the desirability of Henderson as a place of choice to live, visit and invest.
- 2. Social and spatial connectivity** The two streams, road arterials and rail line that runs through the centre create severance and results in a confusing urban layout. Social safety issues include crime, personal safety issues and a lack of strong identity in the centre.
- 3. Climate and flooding impacts-** has resulted in slips along stream sites in 2023



Severance from busy arterial roads with few crossing points



Lack of housing choice and supply within walking distance of main street



Safety & legibility issues from streams and rail lines with few crossing points



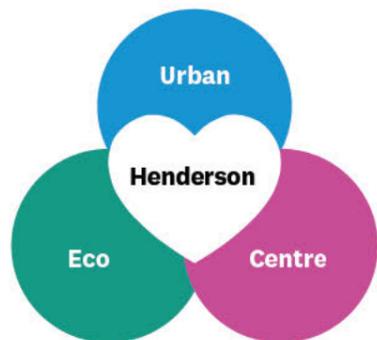
Retail and commercial activities requiring investment - no clear civic heart



Response

In response to the changing context and lessons learnt in Henderson we have refocused our regeneration response to a new goal - reconnecting the three activity anchors by the crossing streams and creating a new heart.

This will be progressed in a way that addresses the key issues identified in the ILM.



New mixed use development precincts to support key anchors and activity



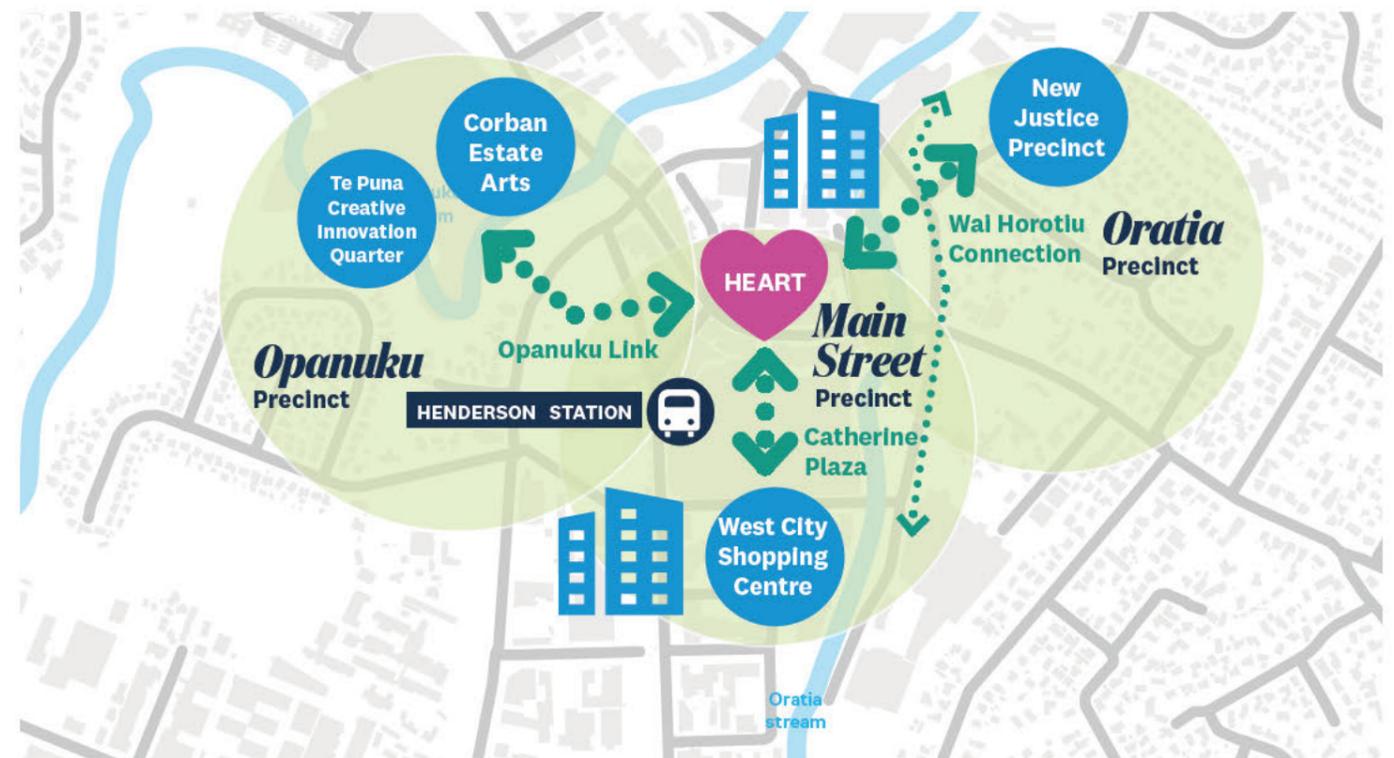
New public realm connections and climate resilient stream enhancements



Investigate a new civic heart - town square and community focus

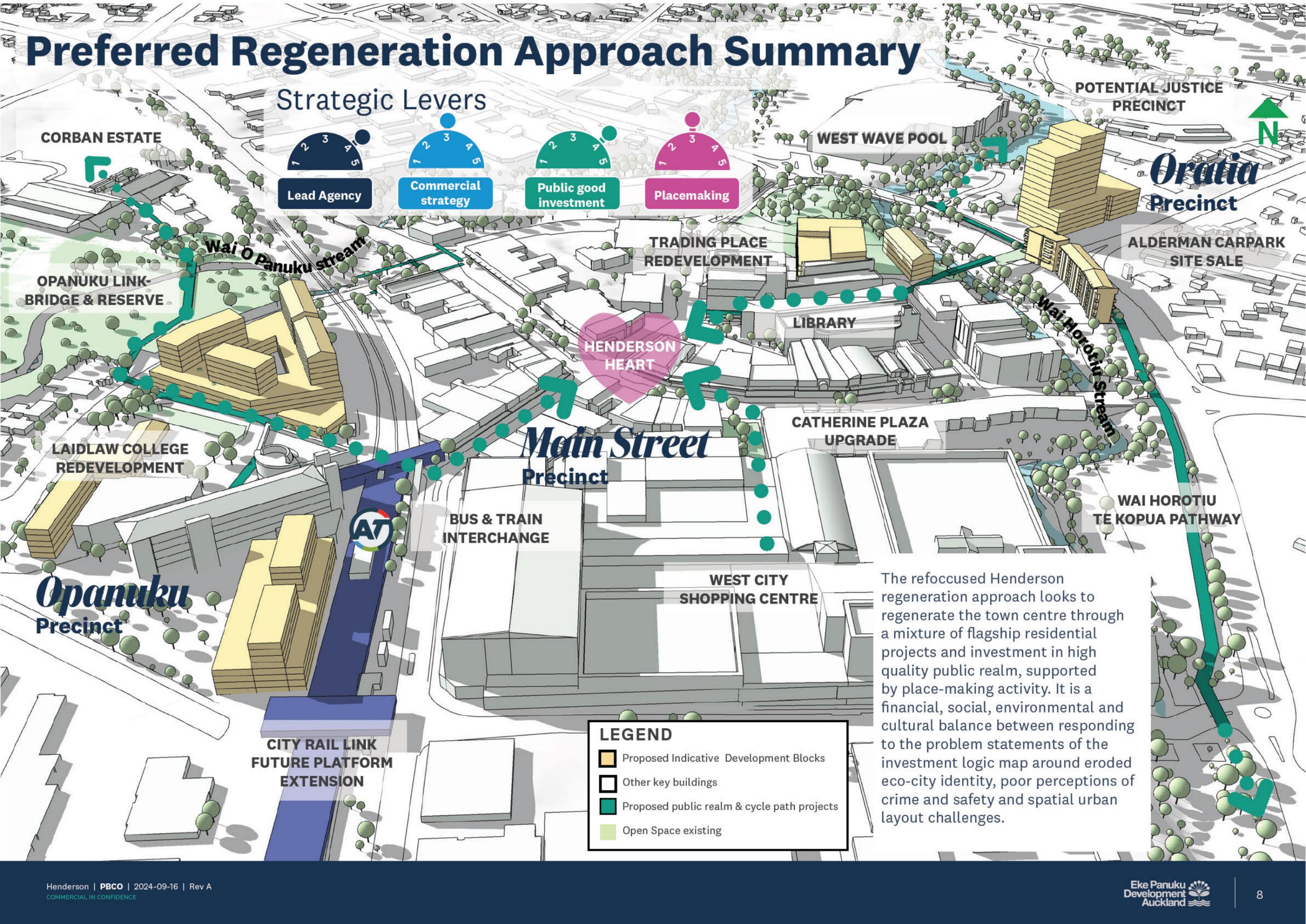
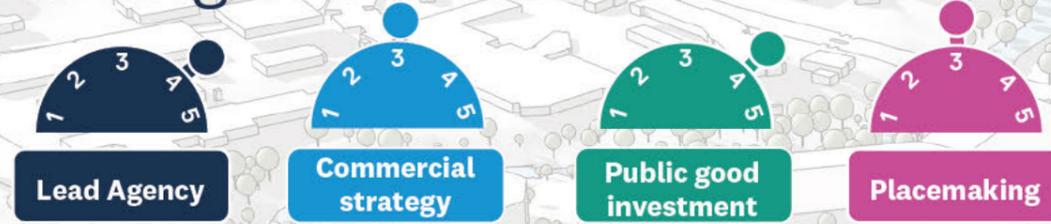


Leverage the increased train access provided by the City Rail Link improvements



Preferred Regeneration Approach Summary

Strategic Levers



CORBAN ESTATE

WEST WAVE POOL

POTENTIAL JUSTICE PRECINCT

Oratia
Precinct

ALDERMAN CARPARK
SITE SALE

OPANUKU LINK-
BRIDGE & RESERVE

TRADING PLACE
REDEVELOPMENT

LIBRARY

HENDERSON
HEART

Main Street
Precinct

CATHERINE PLAZA
UPGRADE

LIDLAW COLLEGE
REDEVELOPMENT

BUS & TRAIN
INTERCHANGE

WEST CITY
SHOPPING CENTRE

Opanuku
Precinct

CITY RAIL LINK
FUTURE PLATFORM
EXTENSION

WAI HOROTIU
TE KOPUA PATHWAY

LEGEND

- Proposed Indicative Development Blocks
- Other key buildings
- Proposed public realm & cycle path projects
- Open Space existing

The refocused Henderson regeneration approach looks to regenerate the town centre through a mixture of flagship residential projects and investment in high quality public realm, supported by place-making activity. It is a financial, social, environmental and cultural balance between responding to the problem statements of the investment logic map around eroded eco-city identity, poor perceptions of crime and safety and spatial urban layout challenges.

The Commercial Plan

Market Conditions (as at August 2024)

Commercial

The Henderson office market which represents 3 percent of Auckland’s total suburban office stock has been stagnant in terms of new supply in recent years but that is not unusual amongst Auckland’s suburban office precincts.

Henderson Town Centres vacancy has trended above Auckland’s suburban average and is higher than the Lincoln Road/ Central Park Drive area. Since 2017, Henderson Town Centre office vacancy has been consistently more than 10 percent and is currently at 13.2 percent, nearly double of the broader Henderson suburban office vacancy which is 7 percent.

Retail

It is notable that while the major facilities of the Lincoln Road retail area are fully occupied, West City shopping centre has one of the higher vacancies amongst medium to larger scale shopping centres in Auckland. This is not just a Henderson problem but points to the difficulties of mid-sized shopping centres in private (as opposed to institutional) ownership that are suffering from both trading competition from expanding mega centres overlapping their catchments as well as lack of resources, scale, and synergy for the owner to leverage tenant relationships.

Residential

The residential market in Henderson is expected to continue to evolve. Construction cost inflation has reduced the value gap between new apartments and existing housing, consequently developers have turned more toward the cheaper and easier to build low-rise walk-up typology to mitigate the risks and costs associated with taller apartment buildings.

There are no Premium or Grade A quality apartment buildings in Henderson and no conversions. All recent residential projects have been purpose built to Secondary (B and C grade).

11 out of 17 of the proposed or completed projects are three storeys.

The known future pipeline is small. One social housing project is under construction with expected completion in May 2024. Beyond this there is an imminent project called Sero Tower, acting as Stage 2 to Plus Pacific Tower, although timing for this project is uncertain. In addition, the first stage of Laidlaw’s College’s master planned development at 2-6 Henderson Valley Road, is scheduled to start within four years.

Commercial Plan Response

The key activities are acquiring sites for amalgamation, enabling infrastructure and planning changes for private redevelopment - as well as public realm improvements to support the thriving town centre.

These integrated development sites include the Oratia Precinct - which includes a mixed-use development at Trading Place.



Flagship Development

10,000 sqm

Recent sale of 14 Edmonton Rd to Ministry of Justice will significantly increase the number of commercial and professional jobs in Henderson.

The Financial Plan

Total programme financials for the life of the programme (2017-2033) reflecting the spend to date stated as at 31 March 2024.

Site Sales



Sales revenue expected to be achieved over the life of the programme. This figure includes the resale of sites acquired using the Strategic Development Fund.

Acquisitions



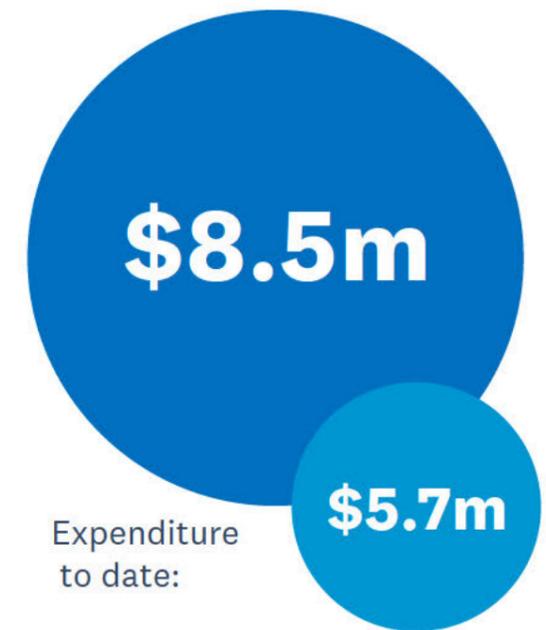
Funds used to acquire property for future development and sale, public realm and/or infrastructure.

Capital investment



Funds used over the life of the programme to upgrade, and/or build longterm assets; such as property, infrastructure or public realm. This figure excludes acquisitions.

Operational expenditure



Funds used to support the preparation and roll out of the programme; such as placemaking, planning, investigations, communications and engagement.

The Benefits Plan What success looks like?

The total value assessment (TVA) quantifies the estimated economic benefits beyond the financial case and enables human and environmental resources to be put to best use for societies collective benefit.

A BCR (Benefit Cost Ratio) over 1.0 suggests a programme is economically successful. The BCR for this programme is 1.08:1

Key benefits include:

- Accelerated housing for Auckland, Eke Panuku 'unlocks' brownfield development sites before they would otherwise be developed.
- New job opportunities for construction and expansion of labour force.
- Energy efficient homes, reduced vehicle use, and construction waste minimisation initiatives.

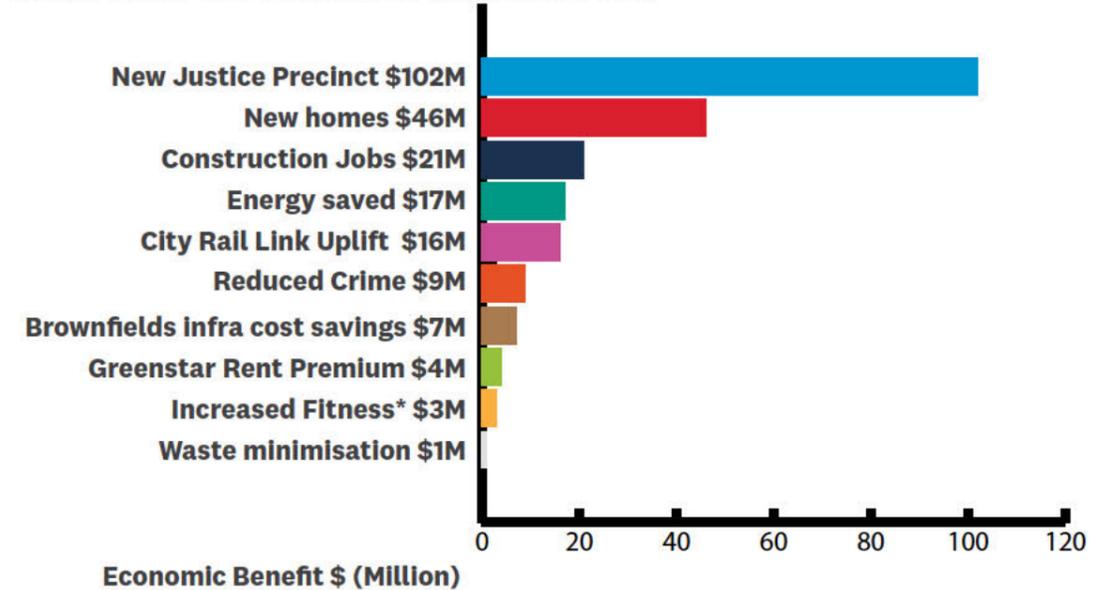
Non-monetised benefits include:

- Catalyst effect: improved public amenity may prompt private developments within the vicinity of the project area.
- Increased resilience to climate change and flooding events.
- Improving cultural health - life carrying capacity (mauri) of the surrounding streams and ecological systems.
- Enhanced amenities and connections that increase town centre main street footfall.
- Residents reduced health risk and carbon emissions through increased public transport use.
- Laidlaw College Building refit and upgrade of their new offices 9,000sqm

The Henderson PBC economic analysis details \$208m of economic cost, \$224m of benefits, and net benefit of \$16m.

The BCR (Benefit To Cost Ratio) is 1.08:1

Total value assessment TVA Henderson



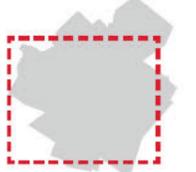
1.08:1
BENEFIT COST RATIO
HENDERSON

* This estimated new homes figure is a conservative minimum number of homes expected from the programme based on approved business cases and the minimum required from essential outcomes as represented in development agreements. It does not represent the highest and best use enabled under the Unitary Plan, however a development partner may deliver more than the minimum homes required.



¹ Including Haumaru Housing

Spatial Delivery Plan for Henderson



PROJECTS COMPLETED

- 01 TE ARA PŪHEKE (NEW ROAD)
- 02 HAUMARU HOUSING HENDERSON (HAUMARU)
- 03 23-27 HENDERSON VALLEY ROAD (HENDERSON GREEN)
- 04 FALLS CARPARK, 14 EDMONTON ROAD (FUTURE DEVELOPMENT)
- 05 2-6 HENDERSON VALLEY ROAD (FUTURE RESIDENTIAL DEVELOPMENT BY LAIDLAW COLLEGE)

SHORT TERM: FY 2025

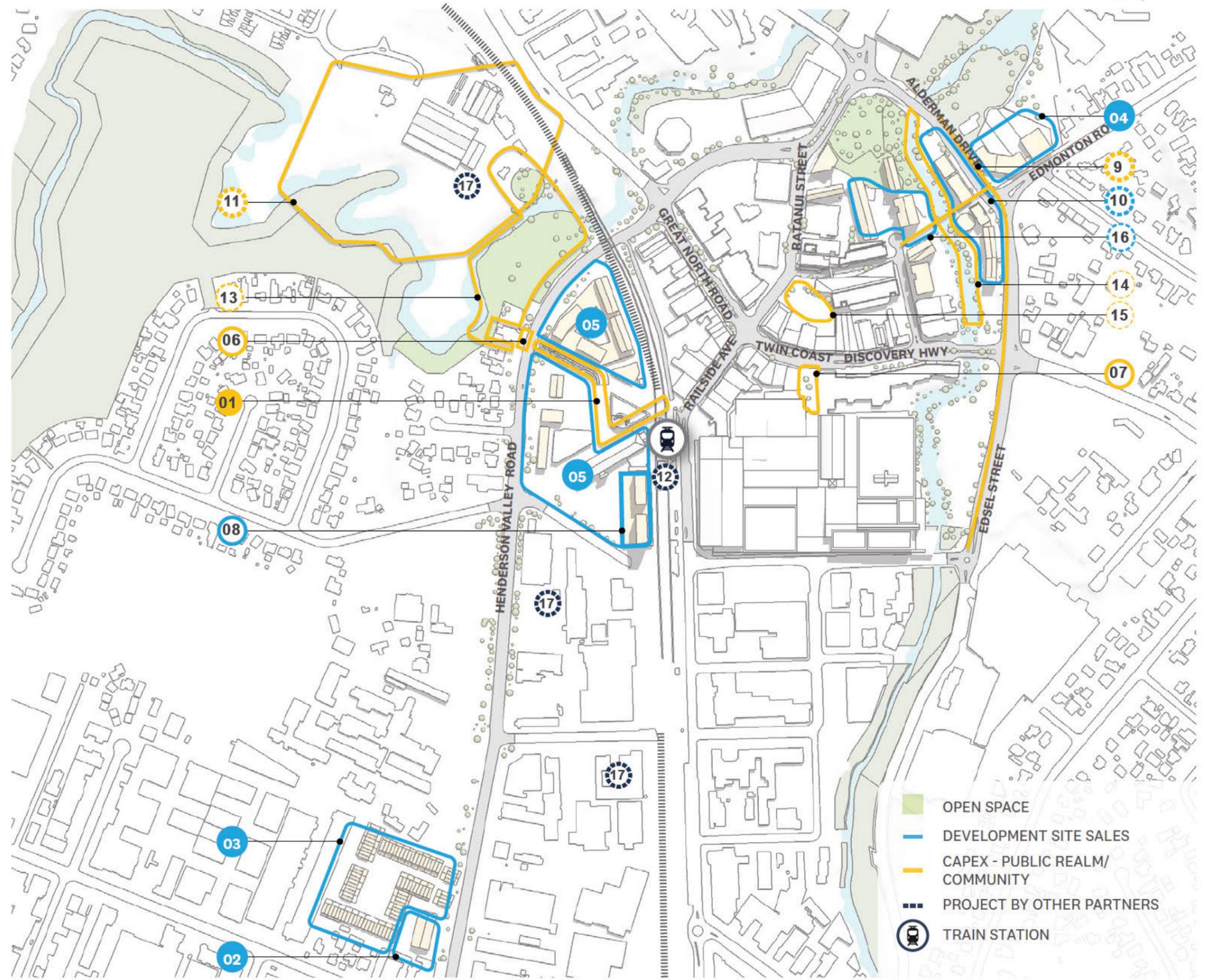
- 06 HENDERSON VALLEY ROAD CROSSING
- 07 CATHERINE PLAZA UPGRADE
- 08 1C SMYTHE SITE SALE

MEDIUM TERM: FY 2026

- 09 WAI HOROTIU CYCLEWAY AND BRIDGE CONSTRUCTION
- 10 ALDERMAN CARPARK SUBDIVISION AND SITE SALE
- 11 HENDERSON CORBAN ESTATE ACCESS AND ENHANCEMENT WORKS
- 12 HENDERSON STATION WORKS (CRL)

LONG-TERM PROJECTS (FY 2027+)

- 13 OPANUKU LINK - BRIDGE, RESERVE
- 14 HENDERSON TWIN STREAMS ENHANCEMENT
- 15 HENDERSON HEART
- 16 ORATIA PRECINCT REDEVELOPMENT
- 17 TE PUNA CREATIVE INNOVATION QUARTER (TAU)



Delivery Programme

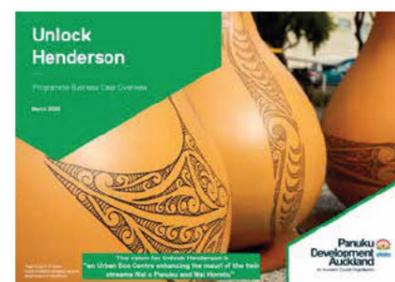
Throughout the life of the programme we will be undertaking masterplanning, placemaking, engagement and communications in Henderson.

Project Name	Delivered to date	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	FY2034
Capital Projects											
Te Ara Pūheke (new road)	DELIVERED										
Henderson Valley Road Crossing	PLAN	CONSTRUCTION									
Opanuku Link		PLAN		CONSTRUCTION							
Catherine Plaza	PLAN	CONSTRUCTION									
Small T Henderson		CONSTRUCTION									
Wai Horotiu (Oratia Link) - Cycleway and bridge		PLAN		CONSTRUCTION							
Henderson Twin Streams Enhancement		PLAN		CONSTRUCTION							
Heart of Henderson town square capital works and site sale			PLAN				CONSTRUCTION				
Henderson Corban Estate and Tui Glen capex Enhancements	PLAN	CONSTRUCTION									
Capital Investment Total											
Site Sales/Development Sites											
Haumaru Housing Henderson (Haumaru)	COMPLETE										
23-27 Henderson Valley Road (Henderson Green)	COMPLETE										
Falls Carpark, 14 Edmonton Road (future development)	COMPLETE			CONSTRUCTION							
2-6 Henderson Valley Road (future residential development by Laidlaw College)	COMPLETE					CONSTRUCTION					
19 Alderman Drive carpark (C40)			CONSTRUCTION								
Oratia Precinct (Trading Place)						CONSTRUCTION					
1C Smythe Site sale						CONSTRUCTION					
Net Sales											

Delivery Risks: The programme outlined above is indicative only and subject to a number of risks and dependencies including construction delivery risks, funding risks, resourcing and property market dynamics.

Summary of Henderson Programme Changes

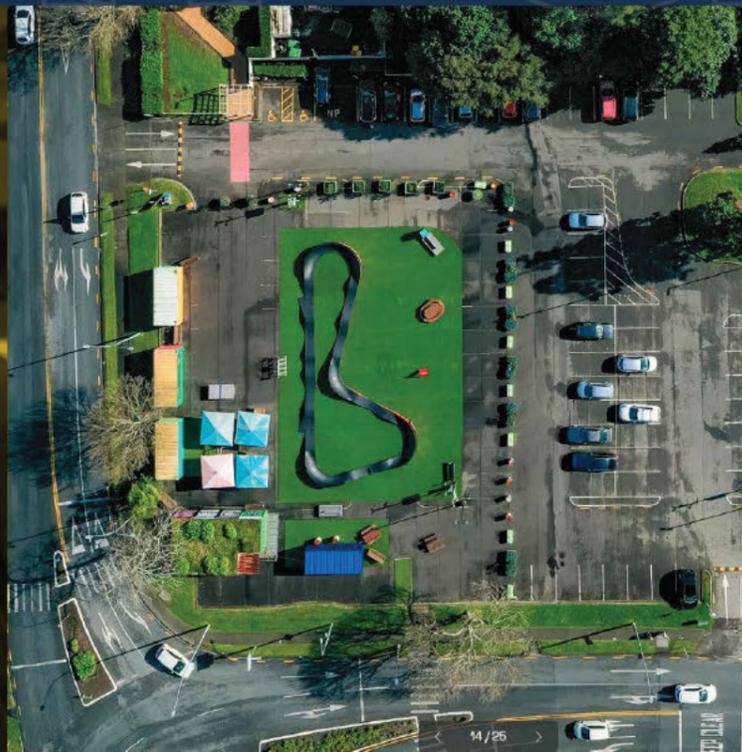
Note on definitions: Not all figures are directly comparable as working definitions of key benefits such as sales, housing (highest and best use vs minimum required) and acquisitions(SDF vs Capital Acquisitions) have evolved over time.



	2017 High Level Project Plan	2020 Programme Business Case	2024 Programme Business Case Overview
Site sales	\$25.7M	\$19.4M	\$34.0M
Dwellings	478	510	210
Commercial GFA	1,400 sqm		10,000 sqm
Public realm GFA	1,680 sqm	34,000 sqm	20,000 sqm
TVA		1.08:1	1.08:1
Cost - Capex		\$42M	\$40.9M
Cost - Opex		\$7M	\$8.5M
Cost- Acquisitions		\$7M	\$26.9M
End date	2023	2028	2033
Key reasons for changes:	<ul style="list-style-type: none"> + Dwelling figures included full redevelopment of Auckland Film Studios + Focus on Henderson Valley Road as a mixed-use residential corridor + Public Realm signaled a strong focus on streetscape and cycleway projects but did not include this in the public realm total. 	<ul style="list-style-type: none"> + Auckland Film Studios decision to remain as a film studio rather than development site, dwellings and acquisitions reduced. + Trading Place development Precinct/Crown Housing Partnership added potential dwellings and acquisitions. 	<ul style="list-style-type: none"> + Programme refocussed after 2023 floods and 2022 Innovating Streets -new focus on creating civic heart including new town square and strategic acquisition for development. + Trading Place and C40 development reduced housing expectations due to slips from flooding.

Vision: Henderson becomes, an **Urban Eco Centre**, enhancing the mauri of the twin streams Wai o Panuku and Wai Horotiu.

ngā mihi



Henderson Programme Changes – High Level Project Plan to Programme Business Case overview 2024

	High Level Project Plan 2017	Programme Business Case 2020	Programme Business Case Overview 2024
Strategic case			
Programme goals	<p>4 goals:</p> <ul style="list-style-type: none"> - <i>Goal One: Achieve high-quality, medium-density residential and commercial development on council-controlled land.</i> - <i>Goal Two: Enable new local walking and cycling links to better connect development sites to amenities and services.</i> - <i>Goal Three: Incorporate public and creative arts as a point of difference to enhance the quality of development outcomes.</i> - <i>Goal Four: Within the project boundary and over time, transform Henderson Valley Road into a high-quality, urban mixed-use residential corridor.</i> 	No change	No change
Key moves	<p>6 strategic moves:</p> <ul style="list-style-type: none"> - <i>KEY MOVE 1: Enliven Henderson's Main street</i> - <i>KEY MOVE 2: Catalyse high-quality living opportunities on council land</i> - <i>KEY MOVE 3: Create a vibrant mixed-use precinct at Trading Place</i> - <i>KEY MOVE 4: Re-connect with Corban Estate</i> - <i>KEY MOVE 5: Enhance safety and legibility</i> - <i>KEY MOVE 6: Enhance community and economic opportunities.</i> 	No change	No change
	High Level Project Plan 2017	Programme Business Case 2020	Programme Business Case Overview 2024
Economic case – Key Benefits			

New homes	478 <i>Based on highest and best use, includes Auckland Film Studios</i>	510 <i>Includes 320 homes as part of a Crown Partnership Redevelopment at Trading Place</i>	210 <i>Based on minimum development requirements in essential outcomes not highest and best use enabled under the Unitary Plan (that would be 810). Excludes Haumaru, Crown/Kaingara involvement at Trading Place.</i>
Commercial	1,400 m2 <i>Based on a mixed use commercial outcomes on Alderman Drive Carpark development site</i>	<i>No commercial GFA mentioned in the Programme Business Case</i>	10,000 m2 <i>Based on Waitakere District Courthouse Proposal provided by the Ministry of Justice following the site sale of the Falls Carpark- 14 Alderman Drive</i>
Public realm	1,680 m2 <i>Based on the upgrade of Opanuku Reserve only</i>	34,000 m2 <i>Based on 3 new full cycleway and walkway connections and an upgraded streetscape along Great North Road</i>	20,000 m2 <i>Includes 10,000sqm of more focussed connection and bridge projects on each stream and 8,000 sqm of reserve and open space upgrades and 2,000 for a town square.</i>
Financial return (sales receipts)	\$25.7 million <i>Includes Auckland Film Studios and did not account for land vested to Auckland Council and Auckland Transport as part of subdivision</i>	\$19.4 million <i>Excluded Auckland Film Studios site sales and includes a reduction in area from subdivision on Henderson Valley Road and Alderman Drive sites</i>	\$18.3 million <i>Reflects \$17.3 million of actual site sales receipts from 14 Edmonton Road and 2-6 Henderson Valley Road. Notes Alderman Drive site sale at risk due to flooding and slips.</i>
Total Value Analysis (benefits to cost ratio)	<i>No TVA was produced for the 2017 HLPP however the 2018 PBC indicated a TVA of 1.35:1</i>	1.08:1 <i>This 2020 model produces a different value for the following reasons: The new model includes adjusted benefit methodologies on the advice of Auckland Council's Chief Economist's Unit. Housing numbers have reduced from 2019 forecasts; and Whole-of-life maintenance costs are included per new best practise.</i>	1.08:1 <i>Value increase due to jobs and vitality created with the Proposed Justice precinct. However value decrease due to an assumed reduction in housing numbers. Overall result is the same as 2020 PBC.</i>
	High Level Project Plan 2017	Programme Business Case 2020	Programme Business Case Overview 2024

Financial case			
Acquisition costs	\$21.2 million (2018 PBC) included urban renewal surrounding the Auckland Film Studios site	\$7 million Excluded Auckland Film Studios including Trading Place Acquisition only	\$26.9 million Increase includes acquisition required for Trading Place, Ratanui Street, Henderson Heart(New Town Square and Development Site) and Wai Horotiu Pathway Stage 3
Capital expenditure	\$31.4 million (2018 PBC)	\$42 million	\$40.9 million
Operating expenditure	\$2.02 million (2018 PBC)	\$7 million	\$8.5 million
Programme income	<i>Refer benefits above</i>	<i>Refer benefits above</i>	<i>Refer benefits above</i>
Management case			
Programme completion	2023 Assuming development sites completed within 2-5 years	2026 Extended timing due to longer time required for masterplanning, development, consenting and changes	2033 Additional time required due to programme refocus and market conditions.
Summary of programme focus	Focus was on stream connectivity, streets and cycleways, Film Studio redevelopment and flagship 'eco-centre' residential development.	Focus was on housing partnership with crown partners on Trading Place and Innovating Streets and other Cycleway projects.	Focus is on key connections from precincts and activity anchors to more focussed urban renewal in the Heart of Henderson.

Westhaven Marina – Pile Berth Redevelopment Stage 2

This paper has been redacted as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council. In terms of Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to withhold information where making available the information where:

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

59-69 Queens Rd, Panmure - Basin View Precinct

This paper has been redacted as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council. In terms of Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to withhold information where making available the information where:

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

Property disposal recommendations: Leys Institute Trust

Author(s): Carl May, Team Leader Portfolio Review

September 2024

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. approve the recommendation to the Governing Body to dispose of two properties that are assets of the Leys Institute Trust:
 - 10 Fremlin Place, Avondale
 - 24 St Marys Road, Ponsonby
- b. note that Council will use the sales proceeds to fund the seismic remediation and heritage restoration of the current Leys Institute building.
- c. delegate the final terms and conditions of sale and the execution of an unconditional agreement to the Eke Panuku Chief Executive.

Whakarāpopototanga matua | Executive summary

1. 10 Fremlin Place, Avondale and 24 St Marys Road, Ponsonby are owned by Auckland Council and are assets of the Leys Institute Trust (the Trust). Eke Panuku manages the properties on behalf of Auckland Council and the Trust.
2. The Leys Institute's heritage buildings in Ponsonby require significant restoration and seismic upgrades following the closure of the Leys Institute in December 2019 due to safety risks.
3. The sale proceeds of 10 Fremlin Place and 24 St Marys Road are proposed to support the restoration of the Leys Institute in Ponsonby.
4. Memoranda regarding the proposed sale of both properties were circulated across the council group including all council-controlled organisations (CCOs). No issues were raised regarding the proposed disposals.
5. 10 Fremlin Place and 24 St Marys Road are located within the Whau and the Waitemata Local Board areas. Both boards are supportive of the proposed disposals.
6. Eke Panuku and council's Service Investment and Programming team intend to recommend the disposal of 10 Fremlin Place and 24 St Marys Road to Auckland Council's Governing Body in October 2024.

Horopaki | Context

7. The Leys Trust was established by will and gift from members of the Leys whānau. The trust comprises of property willed and gifted to council firstly for the establishment of the Leys Institute (20 St Marys Road, St Marys Bay) and library itself and secondly investment property to provide an income to tautoko (support) the running and maintenance of the Leys Institute.

8. 10 Fremlin Place was acquired in 1999 by council on behalf of the Trust, as a replacement property for other underperforming Trust assets. The property was purchased using the proceeds from the sale of Trust property at 97-101 Ponsonby Road, Freeman’s Bay in 1997. 10 Fremlin Place was acquired for the purpose of generating rental income to support the purposes of the Leys Institute.
9. 24 St Marys Road was acquired from the New Zealand Royal Foundation for the Blind in 1973. The purchase was funded from the Leys Institute Trust Fund. 24 St Marys Road was acquired for the purpose of generating rental income to support the running of the Leys Institute.
10. As both properties were purchased using assets from the Trust, any disposal of all or part of the properties must be in accordance with the requirements of S140 and S141 Local Government Act 2002. The use of any proceeds of sale from the properties must be consistent with the purpose of the endowment; therefore, they must be used for the support of the Leys Institute.

Property information – 10 Fremlin Place, Avondale

11. The property is a light industrial unit on a 1147m² parcel of land, legally described as Lot 10 DP 70343 and contained in Record of Title NA27A/466.
12. The property is currently managed by Eke Panuku on behalf of the council and the Trust. It is subject to a commercial lease which expired in July 2024. The tenancy is now periodic.
13. The Auckland Unitary Plan (AUP) zoning is Business - Town Centre. The council 2023/24 rating valuation is \$2,375,000.
14. The property was not acquired under the Public Works Act 1981 and accordingly is not likely to be subject to offer back obligations under S40 of the Act.

Property information – 24 St Marys Road, Ponsonby

15. The property is a residential building on a 304m² section, legally described as Lot 15 of Allotment 13 Section 8 Suburbs of Auckland and contained in Record of Title NA50/276.
16. The property is currently managed by Eke Panuku on behalf of the council and the Trust. It has been subject to residential leases since acquisition and has not been used to deliver or support a council service, use or public work purpose.
17. The Auckland Unitary Plan (AUP) zoning is Residential – Single House. The current CV is \$3,100,000.
18. The property was not acquired under the Public Works Act 1981 and accordingly is not likely to be subject to offer back obligations under S40 of the Act.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
Whau Local Board business meeting 13 December 2023	Proposed sale of 10 Fremlin Place, Avondale	Endorsed (WH/2023/199)
Waitematā Local Board business meeting 20 August 2024	Proposed sale of 24 St Marys Road, Ponsonby	Endorsed (WTM/2024/132)

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

19. The Leys Library and Gymnasium (The Leys Institute) buildings at 20 Saint Marys Road, Ponsonby are scheduled in the Auckland Unitary Plan as Category A and listed as Historic Place Category 1 by Heritage New Zealand. The original Leys Institute trust deed outlines that the facility must be maintained for its original purpose, as a library, in perpetuity.
20. The Leys Institute buildings have been assessed as being five percent of New Building Standard and are considered earthquake prone. Due to the risk, the Leys Institute has been closed since December 2019.
21. The restoration of Leys Institute is a priority for the Waitematā Local Board. In September 2020 the board endorsed the key findings from an indicative business case, including that there is a requirement to operate the Leys Institute as a library in perpetuity, to protect the building given its heritage status, and to undertake works to seismically strengthen the building.
22. To achieve this, the Waitematā Local Board also resolved to endorse the development of a detailed business case for the restoration, modernisation, and seismic remediation of the Leys Institute that would include the use of service property optimisation and ring-fenced council funding.
23. The proposed disposal of 10 Fremlin Place and 24 St Marys Road provide an opportunity to support the seismic remediation and heritage restoration of the Leys Institute buildings.
24. Legal advice provided by Simpson Grierson in 2020 stated that 10 Fremlin Place and 24 St Marys Road may be sold, and the sales proceeds utilised to fund the seismic remediation and heritage restoration of the current Leys Institute building.
25. The disposal of the subject properties is not deemed significant under Auckland Council's Significance and Engagement Policy.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

26. As the subject properties were purchased using assets from the Leys Institute Trust, they are subject to the requirements of S140 and S141 Local Government Act 2002. The proceeds of sale must be used for the support and extension of the Leys Institute.
27. Legal advice provided by Simpson Grierson in 2020 stated that 10 Fremlin Place and 24 St Marys Road may be sold and the sales proceeds utilised to fund the seismic remediation and/or heritage restoration of the current Leys Institute buildings.
28. Resource will be required from the Strategic Property Optimisation team and the Property Transaction team to progress the proposed disposal of both properties. This can be accommodated within current workloads.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

29. No risks associated with the recommendation contained in this report have been identified.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

30. Eke Panuku consulted council departments and CCOs regarding the proposed sale of both properties. No issues were raised regarding the proposed disposals.

31. The Whau Local Board endorsed the proposed disposal of 10 Fremlin Place, Avondale at its business meeting on 13 December 2023 (resolution WH/2023/199). The Waitemata Local Board endorsed the proposed disposal of 24 St Marys Road, Ponsonby at its business meeting on 20 August 2024 (resolution WTM/2024/132).

Tauākī whakaaweawe Māori | Māori outcomes impact

32. 19 mana whenua iwi authorities were consulted regarding any issues of cultural significance associated with 10 Fremlin Place and 24 St Marys Road. No issues of cultural significance were received in response.

33. In the event these properties are approved for divestment, all iwi entities will be advised of the decision.

Tauākī whakaaweawe āhuarangi | Climate change impact

34. The subject properties are not located in flood prone areas and are not coastal properties likely to be impacted in the future by rising sea levels.

35. The proposed divestment of these properties for the seismic strengthening and heritage restoration of the Leys Institute may lead to redevelopment of the properties. It is acknowledged that any form of construction and development can increase carbon emissions.

36. Emissions associated with any potential redevelopment can be reduced through development standards agreed through a future development agreement, application of Eke Panuku's Homestar 6 policy and requirements to reduce carbon emissions in commercial developments.

Ngā koringa ā-muri | Next steps

37. Subject to board endorsement, Eke Panuku will seek approval from council's Governing Body for the proposed divestment of the subject properties.

38. The terms and conditions of sale for the proposed disposals will be approved under appropriate financial delegation.

Ngā tāpirihanga | Attachments

Attachment A – Property details: 10 Fremlin Place & 24 St Marys Road

Ngā kaihaina | Signatories

Marian Webb, GM Assets & Delivery

David Rankin, Chief Executive

Attachment A: 10 Fremlin Place, Avondale and 24 St Marys Road, Ponsonby



Location map

10 Fremlin Place, Avondale

Certificate of Title	NA27A/466
Legal Description	Lot 10 DP 70343
Lot Size (m ²)	1,147 m ²
Auckland Unitary Plan	Business – Town Centre
Capital Value (CV)	\$2,375,000



24 St Marys Road, Ponsonby

Certificate of Title	NA50/276
Legal Description	as Lot 15 of Allotment 13 Section 8 Suburbs of Auckland
Lot Size (m ²)	304 m ²
Auckland Unitary Plan	Residential – Single House
Capital Value (CV)	\$3,100,000



516 aka Part 528 Pt Chevalier Rd Service Property Optimisation

Author(s): Moira Faumui

August 2024

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

- *prejudice or disadvantage commercial activities (s7(h)) and future negotiations (s7(i))*

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. support the sale of 516 aka Part 528 Pt Chevalier Rd, Pt Chevalier (Lot 3 DP 106585) by way of service property optimisation.

Whakarāpopototanga matua | Executive summary

1. 516 aka Part 528 Pt Chevalier Road, Pt Chevalier is part of Coyle Park, which is a public reserve that is subject to the Reserves Act 1977.
2. The subject land measures approximately 335m². It is a narrow, unformed, zig-zag access walkway which leads to a very steep area of Coyle Park and is only 50 metres from the main park entrance.
3. The subject land is not required to meet the council's provision for open space as there are no plans to develop a walkway access due to the topography of the land, potential cost and CPTED issues. The subject land is only three metres wide and leads into a very steep area of the park which is difficult to navigate.
4. The proposed disposal is supported by Auckland Council. The Albert-Eden Local Board support the proposal as it will enable the proceeds of sale to be ringfenced into another eligible local board project.
5. The reserve status will need to be revoked to enable the proposed disposal. The property is currently zoned Open Space – Informal Recreation Zone and will require a plan change.

Horopaki | Context

6. Service Property Optimisation seeks to maximise efficiencies from council's service assets while maintaining levels of service and releasing some or all the service property for sale or development. A key element of service property optimisation is that the sale proceeds are locally reinvested to advance approved projects and activities.
7. Lot 3 DP 106585 Pt Chevalier Road, Pt Chevalier is part of a property originally acquired by Auckland City Council on 15 October 1973 for a pleasure ground. The original lot was subdivided in 1991 and Lot 3, the subject land, was vested as recreation reserve subject to the Reserves Act 1977.

Previous Board / Council engagement and decisions

Date and meeting	Document	Decision / Outcome
March 2015 Finance & Performance Committee meeting	FIN/2015/16	The service property optimisation framework was approved

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

8. The subject land is classified as local service property, with the Albert-Eden Local Board responsible for maintenance and costs.
9. The subject land adjoins four privately owned properties. Two adjoining owners are encroaching on the subject property and there are historical records of adjoining owners enquiring with council or Eke Panuku about purchasing the subject land.
10. In February 2018, council's Community and Social Policy staff assessed the subject land and recommended disposal as the 'accessway is within 50m to the main entrance to Coyle Park and the beach providing adequate access for the community.'
11. Retaining the subject land in public ownership was considered. However, it is an unformed walkway with no public benefit, is encroached by the adjoining owners and does not provide any recreational provision.
12. The land meets the criteria for service property optimisation as it was intended to be part of the open space network. Given that the land has subsequently been encroached on by private parties, is not accessible to the public and has no future use requirement, there is greater value in selling the land and redirecting the funds to another priority within the local board area.
13. The Albert-Eden Local Board has informally advised that it supports the proposed disposal as the land has been encroached upon by all the adjoining owners and incorporated into their properties. This will enable the proceeds of sale to be reinvested into another local board opportunity.
14. Public consultation and approval from the Minister of Conservation is required to revoke the reserve status of the land.
15. Due to the size and shape of the property, it can only be sold to an adjoining owner/s. The land will not go to market until completion of the required statutory and regulatory processes.
16. If the service property optimisation proposal is not approved or an agreement cannot be reached, then the preferred option is to hold the land in the current state.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

17. 
18. The Albert-Eden Local Board has indicated it would like the proceeds of sale ringfenced towards the new Pt Chevalier library and community centre. This will be formalised at an Albert-Eden Local Board business meeting.
19. Independent valuation advice will be obtained prior to negotiations commencing with adjoining owners.

20. Staff from the Strategic Property Optimisation, Planning and Property Transactions teams will be required to complete the required statutory and go to market process for this land. This can be accommodated within current resourcing.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

21. The following table outlines the main risks and mitigations associated with the recommendations in this report.

Risk	Mitigation
Market fluctuations could negatively affect property values at the time the transaction is concluded.	Conclude and execute a sale and purchase agreement based on independent property valuations.
Submissions opposing the sale through the public consultation process as part of the Reserves Act 1977.	Include the benefits/outcomes to be achieved within the public notification material such as the ability to ringfence funds for another local project that will benefit the community.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

22. Staff from relevant council business units have contributed to the assessment of this opportunity including council’s Land Advisory Services team, Community and Social Policy team and Eke Panuku.

23. At a workshop with the local board in May 2024, staff set out the statutory processes required to enable the proposed disposal of the land and discussed the proposed outcomes sought through the sale of the land. The local board verbally advised support for the opportunity and the next steps required to enable the sale. Following board endorsement, Eke Panuku will seek approval from the local board.

Tauākī whakaaweawe Māori | Māori outcomes impact

24. The land is partly subject to a mana whenua AUP management overlay.

25. On 11 February 2022, mana whenua were informed of the intention to dispose of the land for the purpose of service property optimisation. No feedback was received.

26. Mana whenua will be engaged as part of the reserve revocation process.

Tauākī whakaaweawe āhuarangi | Climate change impact

27. It is anticipated that should the land be developed by the adjoining owner/s, there could be a potential short-term increase in emissions due to the emissions associated with development and construction.

28. The land is not located in a flood prone area or subject to other environmental instabilities.

Ngā koringa ā-muri | Next steps

29. The steps to implement the recommendation are as follows:

- a. obtain resolution for the disposal of the land from the Albert-Eden Local Board and confirmation of the allocation of the proceeds of sale.
- b. commence reserve revocation process and plan change; and
- c. subject to satisfactory completion of the above, enter negotiations with adjoining owners with final commercial terms and conditions to be executed under the appropriate delegation.

Ngā tāpirihanga | Attachments

Attachment A - images

Ngā kaihaina | Signatories

Marian Webb, GM Assets & Delivery

David Rankin, Chief Executive

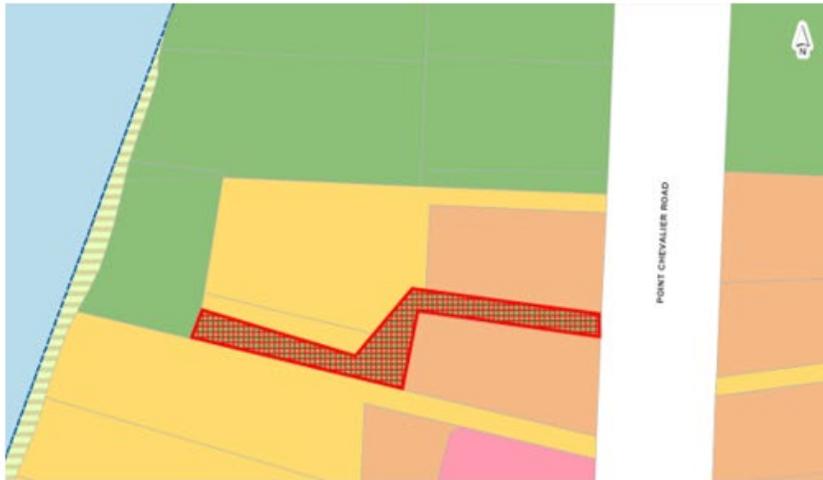
528 Point Chevalier Road



Aerial view



Google Streetview. Parcel boundary in red



Zoning: Open Space - Conservation



Oblique aerial view from west

Pt Lot 68 DEEDS 326 Aumoe Avenue Service Property Optimisation

Author(s): Moira Faumui

August 2024

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

- *prejudice or disadvantage commercial activities (s7(h)) and future negotiations (s7(i))*

Ngā tūhonga | Recommendations

That the Eke Panuku Board:

- a. support the sale of Pt Lot 68 DEEDS 326 Aumoe Avenue, St Heliers by way of service property optimisation.

Whakarāpopototanga matua | Executive summary

1. Pt Lot 68 DEEDS 326 Aumoe Avenue is a public reserve that is subject to the Reserves Act 1977.
2. It is an unformed accessway that cannot be connected between Aumoe Avenue and Tamaki Drive due to the contours of the land.
3. Its reserve status will need to be revoked to enable the proposed disposal.
4. The property is not required to meet the council's provision for open space as there are no targets for connection-linkage reserves. A connection cannot be feasibly made with this land given the topography of the property and the proposed disposal is supported by Auckland Council.
5. The Orakei Local Board supports the proposal as it will enable the proceeds of sale to be ringfenced into another open space opportunity.
6. The property is currently zoned Residential – Mixed Housing Suburban Zone and does not require a plan change.

Horopaki | Context

7. Service Property Optimisation seeks to maximise efficiencies from council's service assets while maintaining levels of service and releasing some or all the service property for sale or development. A key element of service property optimisation is that the sale proceeds are locally reinvested to advance approved projects and activities.
8. In 1926, 364m² of land was originally vested as a 'public reserve' in His Majesty the King on deposit of the Deeds Plan 326 by virtue of Section 16 of the Land Act 1924.
9. In 1928 the property was transferred to the Tamaki Road District by Conveyance and a new title NA593/187 (limited as to parcels and title) was issued in the name of the Auckland City Council (ACC) in 1936.

Previous Board / Council engagement and decisions

Date and meeting	Document	Decision / Outcome
March 2015 Finance & Performance Committee meeting	FIN/2015/16	The service property optimisation framework was approved

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

10. The subject property is classified as local service property, with the Orakei Local Board responsible for maintenance and costs.
11. The property adjoins five privately owned properties with two of the properties owned by one party. Council's Land Advisory Services team were made aware that adjoining owners are encroaching on the property in 2020. The adjoining owners have enquired with Eke Panuku about purchasing the property.
12. In February 2021, Community and Social Policy staff assessed the property and recommended disposal as 'the site provides no practicable open space outcomes as it is covered by the properties of neighbouring sites. The site contains no known significant management layers as identified in the Auckland Unitary Plan. The site makes no contribution to the wider open space network in the locality.'
13. Retaining the property in public ownership was considered. However, it is an unformed walkway with no public benefit, is encroached by the adjoining owners and does not provide any recreational provision.
14. The property meets the criteria for service property optimisation as it was intended to be part of the open space network. Given that the land has subsequently been encroached on by private parties, is not accessible to the public and has no future use requirement, there is greater value in selling the property and redirecting the funds to another priority within the local board area.
15. The Orakei Local Board has informally advised that it supports the proposed disposal as the property has been encroached upon by all the adjoining owners and incorporated into their properties. This will enable the proceeds of sale to be reinvested into another open space acquisition opportunity.
16. Public consultation and approval from the Minister of Conservation is required to revoke the reserve status of the property.
17. Due to the size and shape of the property, it can only be sold to an adjoining owner/s. The property will not go to market until completion of the required statutory processes.
18. If the service property optimisation proposal is not approved or an agreement cannot be reached, then the preferred option is to hold the property in the current state.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

19. [REDACTED]

20. The Orakei Local Board will provide an eligible project for the allocation of the proceeds of sale before the property is sold.
21. Independent valuation advice will be obtained to support the Go to Market strategy prior to sale.
22. Staff from the Strategic Property Optimisation and Property Transactions teams will be required to complete the required statutory and go to market process for this property. This can be accommodated within current resourcing.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

23. The following table outlines the main risks and mitigations associated with the recommendations in this report.

Risk	Mitigation
Market fluctuations could negatively affect property values at the time the transaction is concluded.	Conclude and execute a sale and purchase agreement based on independent property valuations.
Submissions opposing the sale through the public consultation process as part of the Reserves Act 1977.	Include the benefits/outcomes to be achieved within the public notification material such as the ability to ringfence funds for another local project that will benefit the community.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

24. Staff from relevant council business units have contributed to the assessment of this opportunity including council’s Land Advisory Services team, Community and Social Policy team and Eke Panuku.
25. At a workshop with the local board in May 2024, staff set out the statutory processes required to enable the proposed disposal of the property and discussed the proposed outcomes sought through the sale of the property. The local board verbally advised support for the opportunity and the next steps required to enable the sale. Following board endorsement, Eke Panuku will seek approval from the local board.

Tauākī whakaaweawe Māori | Māori outcomes impact

26. On the 11 February 2022, Mana Whenua were informed of the intention to dispose of the property for the purpose of service property optimisation. No feedback was received.
27. Mana Whenua will be engaged as part of the reserve revocation process.

Tauākī whakaaweawe āhuarangi | Climate change impact

28. It is anticipated that should the property be developed on by the adjoining owner/s, there could be a potential short-term increase in emissions due to the emissions associated with development and construction.
29. While an overland flow path runs through a very small part of the property, it is not located in a flood prone area or subject to other environmental instabilities.

Ngā koringa ā-muri | Next steps

30. The steps to implement the recommendation are as follows:

- a. obtain resolution for the disposal of the property from the Orakei Local Board and the allocation of the proceeds of sale.
- b. commence reserve revocation process; and
- c. subject to satisfactory completion of the above, Go to Market strategy will be presented to the Eke Panuku Board for approval, with final commercial terms and conditions to be executed under the appropriate delegation.

Ngā tāpirihanga | Attachments

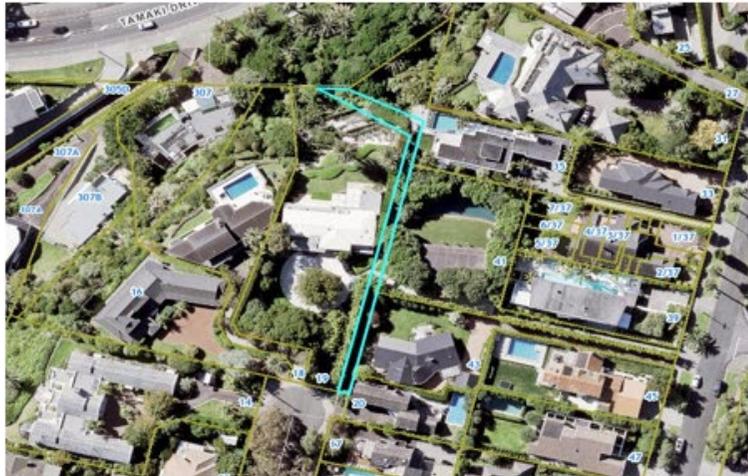
Attachment A – images

Ngā kaihaina | Signatories

Marian Webb, GM Assets & Delivery

David Rankin, Chief Executive

Aumoe Avenue, St Heliers



Aerial view



Google Streetview. Parcel boundary in red



Zoning: Residential - Mixed Housing Suburban



Oblique aerial view from north

Te Wero Wynyard Crossing Bridge

This paper has been redacted as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council. In terms of Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to withhold information where making available the information where:

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

Eke Panuku Quarter Four Report to Auckland Council

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

September 2024

Whakarāpopototanga matua | Executive summary

1. The council quarter four (QTR4) report is provided for Board information. The QTR4 report summarises the results and achievements of the company for the quarter and year ending 30 June 2024.
2. The QTR4 report content is consistent with information contained in the Board QTR4 Dashboard in July.
3. A copy of the QTR4 report is included as **Attachment A** of this report.

Matapaki | Discussion

4. The QTR4 report was submitted to the council on 30 August 2024. The performance of the company for FY24 was covered by a presentation to the CCO Direction and Oversight Committee in September 2024.
5. The following highlights for QTR4 and performance annual performance results are contained in the QTR4 report:
 - a. **Highlights for QTR4:** Takapuna's Northcroft streetscape upgrade was completed; good progress has been made on the extensive refit work on the Wynyard Crossing Bridge. The Port Precinct Framework Plan was presented to the Governing Body in May resulting in an approval to work on a masterplan for the central wharves.
 - b. **Performance against SOI targets:** We met 10 of our 11 SOI performance targets for the year. Significant targets met include:
 - Asset recycling sales with \$158.9m sales against a target of \$115m. A material unconditional sale in QTR4 was the Downtown Carpark site.
 - All SOI capital project milestones (15 milestones) were completed.
 - 135 new homes completed against a target of 60.
 - Public realm target completed was 20,065sqm against a target of 7,000sqm.
 - Achieved surplus income from the property portfolio of \$27m against a target of \$17.3m.
6. The year end results are currently being audited and we do not expect any changes based on the latest audit feedback.

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

7. N/A.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

8. N/A.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

9. Key risks such as delivery of development outcomes affected by the challenging property market and the issue of the Wynyard Crossing Bridge technical faults and refit work are covered on page 4 of the QTR4 report.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

10. N/A.

Tauākī whakaaweawe Māori | Māori outcomes impact

11. Information on Māori outcomes, commercial opportunities, engagement, and culture and identity are covered on page 7 of the QTR4 report.

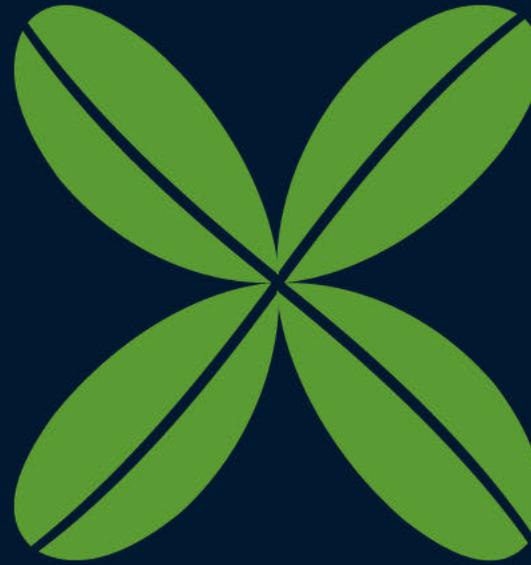
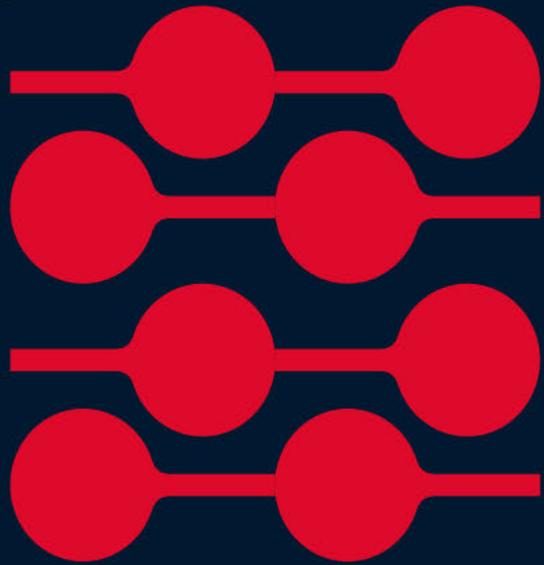
Tauākī whakaaweawe āhuarangi | Climate change impact

12. Information on climate change and sustainability such as capital projects, deconstruction projects, sustainability standards, climate related disclosure and supplier diversity targets are covered on page 6 of the QTR4 report.

Ngā tāpirihanga | Attachments

Attachment A – Eke Panuku Quarter 4 report to Auckland Council.

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Attachment A

Quarterly Performance Report

Eke Panuku Development Auckland

2023/2024 Quarter 4

For the 12 months ended 30 June 2024



Q4 – At a glance

Executive Summary

This year has been challenging with a slower property market affecting some of our sales and developments. Despite this, we have delivered and progressed projects across the urban regeneration programmes, achieved a strong financial performance across the business and **achieved 10 of our 11 measured SOI targets** (unaudited). A number of these targets have been exceeded including our general asset sales, new homes and public realm completed, and income received from properties. We have achieved **\$161.4m in asset sales** this year exceeding the overall combined asset sales targets (Asset Recycle and T&U) by \$6.4m, including the significant sale of the Downtown Carpark site. Our development partners built **135 new homes**, against the 60 dwellings target. We have completed 9 public realm and amenity upgrade projects totalling **20,065 sqm**. Our property management and the marina businesses combined to deliver a **surplus of \$37.7m, \$7.2m ahead of budget** and Westhaven Marina achieved **customer satisfaction of 93%**.

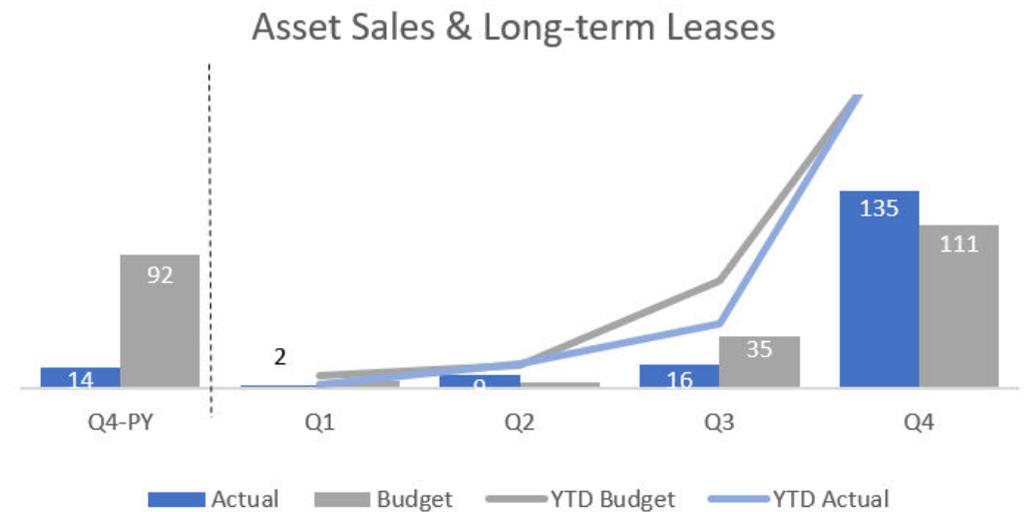
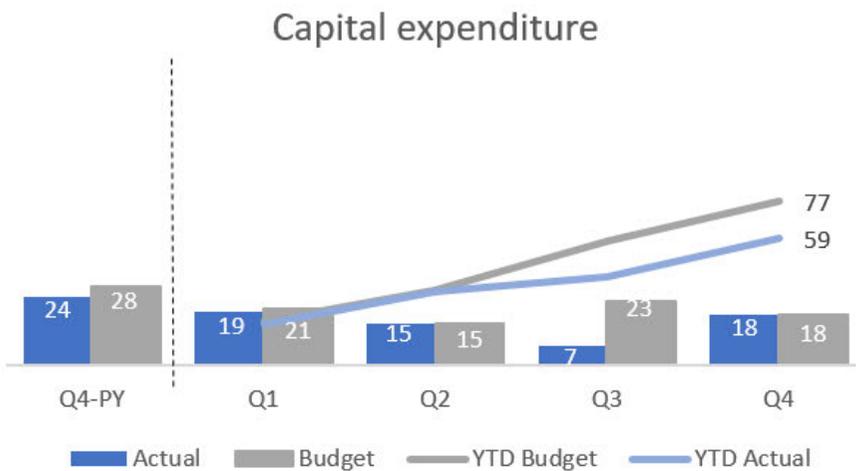
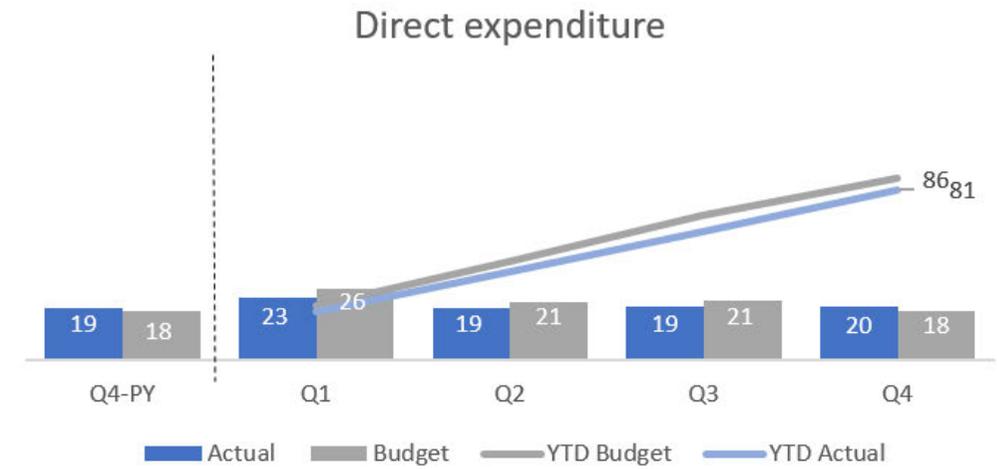
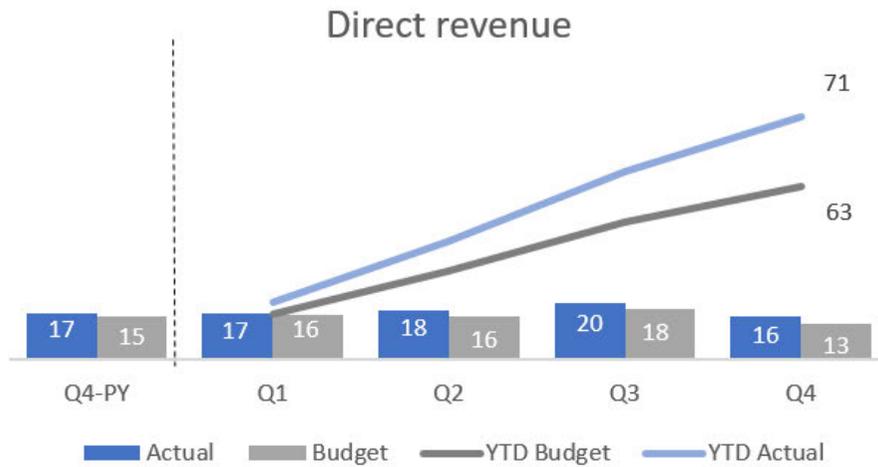
Good progress has continued in our capital projects this quarter with works being completed on the streetscape upgrade in Takapuna's Northcroft Street and the extensive refit work on the Wynyard Crossing Bridge in the Waterfront. The Port Precinct Framework Plan was presented to the Governing Body that resulted in the approval to work on a masterplan for the central wharves. Statutory planning milestones have also been reached for a number of projects including lodgement of consents for Hayman Park wetlands in Manukau; Paynes Lane streetscape enhancements in Onehunga, Catherine Plaza in Henderson and the Stadium Reserve works in Papatoetoe. This year the Hayman Park Playground in Manukau won awards in the Auckland Planning and Urban Design and Play Spaces categories. The Northcote Regeneration Masterplan was also awarded excellence in Master Planning and Urban Design strategy.

Financial Performance

In addition to overall comments on the favourable property and marina surplus variance above. Revenue was ahead of budget \$7.7m due to a number of properties being held for longer than anticipated and positive result of lease reviews. Expenditure was \$5.3m favourable to budget. Rates and people cost of around \$3.1m make up most of the variance, other expenditure made up \$2.2m of the under spend. Capital expenditure is below budget by \$18m, mainly affected by two significant projects. This was signalled well in advance in the previous quarter and agreed with council finance. The Hobsonville pump station project procurement took longer, in order to achieve \$6m of cost reduction for the new wastewater pump station. The second project relates to purchase of a site that was delayed to better align with development timing, when the site is needed, resulting in significant interest cost saving. Both projects are deferred to FY25.

Note: for more details on financials, refer to the graphs on page 2 and financials section on pages 16 - 22

\$m





Highlights – quarter and year

- **SOI performance targets met:** Ten of the eleven measured SOI targets for FY24 were met at year end. The target not met was the Transform and Unlock (T&U) sales target of \$40m, actual sales was \$2.5m. However, combining the T&U and Asset Recycle targets for FY24 (asset recycle target \$115m vs actual \$158.9m), the overall combined asset sales target was exceeded by \$6.4m (combined target of \$155m vs combined actual sales of \$161.4).

Note: More information on the SOI performance measures and targets are included in the summary of performance measures page 5 and detail performance measures table pages 14 to 16 of this report.

- **Redevelopment of the Downtown Carpark site** – The sale of the site to Precinct Properties has been confirmed and is expected to settle in April 2025. This has contributed to achieving our SOI sales target. Precinct properties will partner with Ngāti Whātua Ōrākei to redevelop the site into new offices, residential, hospitality and urban spaces for the public, consistent with the City Centre Masterplan.
- **Northcote Town centre** – The buildings on the corner of Kilham Ave and College Rd in Northcote commence deconstruction to make way for the redevelopment of the town centre. This is a milestone for Northcote. We are deconstructing, rather than demolishing, to significantly reduce material sent to landfill. Construction material will be reused and recycled for local or Pacific Island community projects.
- **Westhaven Seawall** - The existing seawall was prone to overtopping during high tides and storm events. The seawall improvements will protect the community, property assets and roading infrastructure. Construction started in March 2024 and continued during the quarter. This project will increase resilience to sea level rise and reduce coastal flooding impacts.
- **The Edinburgh Superblock, Pukekohe** - The mixed-use development site in central Pukekohe has been put on the market. Development proposals from the shortlisted parties were requested at the end of April 2024 and a preferred development partner has been selected.
- **Te Ara Tukutuku (Wynyard Point)** design work is underway to give effect to the vision for the ten hectares of development sites, open space, laneways, stormwater, utilities, landscaping, lighting, and seawall raising was approved by the Waitemata Local Board in December 2023. This collaborative project in partnership with mana whenua will guide the evolution of the Wynyard Point from its industrial past to a resilient, vibrant, and attractive waterfront space. Public engagement on the plan will be undertaken in August 2024.
- **Port Precinct Future Development** – The Port Precinct Framework Plan was completed in December 2023 and presented to the Governing Body in May 2024 as part of the LTP process. This resulted in the approval to work on a masterplan for the central wharves (Queens, Captains Cook, Marsden, Hobson Wharf extension), which will involve working with the council group and engaging with key stakeholders, interest groups and mana whenua. The agreed plan and investment priorities will enable ferries, cruise ship and public access outcomes.
- **Award success in Manukau and Northcote - Hayman Park Playground** in Manukau has received multiple awards. This includes winning an Auckland Planning and Urban Design Award for the stunning Playtower and Kiosk from Te Kāhui Whaihanga New Zealand Institute of Architects, as well as Excellence in the Play Spaces category in the 2024 Resene New Zealand Institute of Landscape Architects (NZILA) Awards. **Northcote Regeneration Masterplan** was awarded Excellence in the Master Planning and Urban Design strategy category at the same NZILA awards.

- **Flood recovery work on behalf of council** - good progress were made during the year on the acquisitions to support Council Storm Recovery programme. As of 30 June 2024, 488 properties were included in the programme. Of the total, 131 properties were purchased and handed over to the council Recovery Office and 176 properties had sale and purchase agreements in place waiting to settle. Both categories make up 61% of the properties. A further 20% have completed valuations but are going through valuation and dispute resolution.



Issues/Risks

- **Delivery of development outcomes** is affected by challenging property market conditions. This affects the delivery of current and future SOI asset sale targets and regeneration outcomes including construction of new dwelling units. It is taking longer to attract partners with capacity to achieve viable projects in current conditions. We continue to monitor arrangements with existing development partners and carry out due diligence as part of development partner selection process. Where appropriate, we extend settlement and terms to reflect slower market conditions for the developer to achieve presales, funding and resource consent.
- **Wynyard Crossing Bridge** - Following a series of technical faults, the Wynyard Crossing Bridge has begun a programme of extensive refit work so it can return to reliable operations as soon as possible and address potential safety risks. Repair work on the bridge continues at pace. The works are expected to be completed in time for next summer (late 2024). The planned preventative maintenance programme includes a full overhaul of mechanical parts, sandblasting and anti-rust coating, as well as thorough trials and assessments to prevent future technical faults. During this period, Eke Panuku has continued to run an extensive public information campaign designed to inform Aucklanders and visitors on alternative access options (walking routes, public transport options and parking for those driving) and provided the use of the **Red Boat ferry service** that started in April and expanded from 1 August, seven days a week with extended hours. Simultaneously, 'Eat, play, stay', a collaborative winter destination campaign with local businesses, has utilised radio, digital and social media to help stimulate patronage.

Key Performance Measures

Of the 12 SOI performance measures, we achieved 10 of our 11 measured SOI targets (unaudited).

Overall, 9 performance measures were achieved. 1 measure was substantially achieved (mana whenua satisfaction survey by 1% difference), 1 measure was not achieved (Transform and Unlock location sales) and 1 was not measured this year (commercial GFA).

Transform and Unlock location sales has not been achieved due to a slow property market that has affected key sales such as a development project in Takapuna and the North Wharf development site at the Waterfront, currently going through the sale process and are now rescheduled to reach unconditional stage in FY25. As noted above, combined actual asset sales exceeded combined asset sale targets by \$6.4m for the year.

(Final results are subject to Audit)

Strategic performance priorities	Achieved	Not Achieved	Not reported this quarter	Total
Urban regeneration	4	1	1	6
Property and marina management	3			3
Sector leadership	3			3
TOTAL	10	1	1	12

Note: for details on performance measures, please refer to the Performance measures section – Pages 14 - 16

Strategic alignment and key policies

Climate change and sustainability

In addition to the Te Whakaoranga o te Puhinui stream regeneration project, the zero waste project in Northcote, Te Ara Awataha greenway restoration, and public realm environmental guidelines, projects and initiatives advanced in the quarter included:

- **Capital projects** - We have tested tools for assessing embodied carbon of designs for capital projects. This will enable consideration of the carbon impact of projects at the optioneering and later stages of design. Eke Panuku has been exploring the sharing of cut, fill and other materials between projects to avoid sending materials to cleanfill. This includes the reuse of recycled concrete.
- **Planning and delivery of deconstruction projects** - We have conducted salvage surveys of buildings to be removed in Pukekohe, Northcote, and two projects in Avondale. In Q4 we commenced the deconstruction of the first building in Northcote, on the corner of Kilham Avenue and College Road. Utilising a deconstruction approach ensures materials of value are identified and can be salvaged for reuse. A significant amount of materials have been identified as salvageable. Much of the timber framing will be sent to the local Awataha marae where it will be used for education programmes on wood denailing and reuse techniques. Other salvaged materials will be provided to 'Localized', who run some community recycling centres (CRCs) in Auckland and these materials will be available to be purchased at a low cost by Aucklanders at the Wairau CRC. Two deconstructions were planned for Eke Panuku sites in Old Papatoetoe and Avondale respectively, utilising suppliers from the Auckland Council Group deconstruction panel.
- **Sustainability standards** - Eke Panuku increased its minimum standard for apartment developments from Homestar 6 to Homestar 7. This new standard includes additional requirements around preventing overheating which is a growing concern given our changing climate, and a key consideration for occupant comfort in medium and high-density dwellings. Eke Panuku and Auckland Council sustainability goals have been integrated into the design of the Northcote Community Hub and the project is targeting a 6 Green Star rating.
- **Climate related disclosure** - We have worked with the Auckland Council group to participate in the climate related disclosure work programme. This includes emissions reporting which we undertake via Toitu and analysis of climate risks and opportunities. As a CCO, we have been working closely with the Council family to provide evidence of how climate considerations are currently embedded throughout our governance, strategy and management structures, as well as throughout our key metrics and targets. Our team has also been working across the business and with the Council family to further embed climate considerations throughout what we do, including the business case processes and our risk management framework. The final disclosure will be published by the end of October 2024.
- **Supplier diversity targets** - Eke Panuku exceeded its overall supplier diversity target reaching 8.33% against a target of 7.5% of direct spend. We have engaged in active planning to identify opportunities for diverse suppliers as main contractors and to deliver substantial components of projects being delivered in our southern locations. Eke Panuku reviewed its sustainable procurement practice via Amotai's Tere Ki Tai buyer maturity matrix and will be implementing an action plan over the coming year.

- **Onehunga Food Scraps Trial** - This is an eco-friendly local process of transporting, storing, and composting food scraps from 3 local businesses on Onehunga Mall, Onehunga. Tamaki WRAP have led the process and compost the food scraps, Triple Teez picks up and drops off the food scraps from the businesses to the compost hub, and The Roots sourced the buckets and created the bike trailer attachment that holds the food scraps. During the 7-week trial 1,600L of food scraps were composted and diverted from landfill.

Māori outcomes

- **Māori outcomes** – Eke Panuku adopted the three-year road map ‘Achieving Mana Whenua Outcomes’ framework which supports Auckland Council’s Kia Ora Tāmaki Makaurau framework. Six deliverables were achieved at end of this year. These include collaborating with mana whenua to ensure public realm projects achieve high-quality stormwater, rainwater, and design outcomes; Supporting mentorship and career coaching opportunities for Māori employees; Board and executive reports consider Māori outcomes; Supporting mana whenua-led aspirations to appoint Māori onto Auckland Council Group governance roles and appointing a survey company to discuss with mana whenua on the quality of our relationship.
- **Commercial opportunities (Kia ora te Umanga)** – Eke Panuku had an overall spend of \$3.45m on Māori businesses. This was spread across 51 Māori businesses, this included an increase of \$300k spent on Māori businesses in construction.
- **Engagement (Kia ora te Hononga)** – Eke Panuku’s Chief Executive met with iwi rangatira four times in the year to provide key organisational updates and to answer any questions iwi had. Eke Panuku’s Board of Directors met with Mana Whenua rangatira in the annual Rangatira ki te Rangatira hui to discuss iwi priorities. This is a platform for iwi to meet with Eke Panuku’s top leaders. Eke Panuku provided eight opportunities throughout the year for iwi to meet one to one directly with the Board of Directors. One iwi took the opportunity and met with the Board in April. Results of year end SOI Engagement survey results shows 60% of mana whenua are satisfied with the support they received from Eke Panuku, an increase on the previous year result.
- **Culture and identity (Kia ora Te Ahurea)** – In May 2024, Eke Panuku met with iwi to understand their preference to deconstruction and site blessings in our enabling works programme in the Northcote town centre. This will inform how we schedule and hold karakia in the development.
- **Building a Capable Organisation (Kia Hāngai te Kaunihera)** – Mana Whenua Cultural Induction developed by mana whenua representatives, and delivered to all staff. Eke Panuku enrolled interested staff in the Education Perfect Te Ao Māori Learning Programme. It has been running now for nine months.
- **Environment (Kia ora te Taiao)** – Eke Panuku continues to deliver the regeneration of the Puhinui stream in partnership with the Waiohua iwi alliance. Eke Panuku engaged with iwi mana whenua on the regeneration of the Onehunga Wharf public realm. Eke Panuku has committed to engaging with iwi through the design process to ensure their aspirations are acknowledged. Eke Panuku has now delivered seven workshops with multiple iwi mana whenua.

Statement of performance expectations

Urban Regeneration

Other highlights

- Takapuna’s Northcroft streetscape works to create a safer and more attractive environment to support the growth of Takapuna were completed in June 2024.
- In the Waterfront, works to upgrade the Westhaven Marina fire alarm system were completed this quarter as well as the health and safety works on the Bascule bridge and the Wynyard Crossing Bridge refit. The second stage of works on the Bascule bridge’s upper structure will continue to progress next quarter.
- Construction also began on the refurbishment works on the heritage building at 21 Princes Street in the city.
- The Kaipatiki Local Board approved the concept design of the Northcote community hub and the Puawai Cadness Reserve at its May 2024 meeting. Detailed design and resource consent preparation is now underway.
- The transformation of Onehunga’s Waiapu Precinct with amenity and mixed-use development sites and Paynes Lane takes another step forward following the approval of the concept design by the Maungakiekie-Tāmaki Local Board in April.
- Waters edge response works on improving the health and safety of our waterfront edge spaces began in April and the works included in the original scope were completed at the end of June.
- Statutory processes have also been progressed for a number of projects. These include the lodgement of resource consents for the Stadium reserve capital works in Papatōetoe to create a playground and additional carparking, Henderson’s Catherine Plaza upgrade works and Onehunga’s Paynes Lane streetscape enhancements to create a pedestrian friendly thoroughfare which ties the new Dress Smart precinct into the Onehunga Mall Mainstreet.

Issues and Risks

- A challenging property market has affected the sale of several development sites and buildings. This includes the Lysaght building at the Waterfront, 65 Haddington Drive Ormiston, 9 Hall Street Pukekohe, 9 and 10 Putney Way, 33 Manukau Station Road and 9 Osterley Way in Manukau. The negotiations on the Own Your Own Home portfolio have not concluded successfully with the preferred development partner. Eke Panuku is developing an alternative strategy for the Own Your Own Home portfolio which will be presented to elected members in the next quarter.
- The Avondale Central development is delayed while we work through Master Plan issues with the development partner.

More details on issues and risks are contained in the programmes section Pages 9 - 13.

Programmes

- Eke Panuku has made significant progress throughout the year against the programme milestones and deliverables detailed in the SOI, which are presented to illustrate the **multiyear and multistage nature of urban regeneration**. Some projects have taken longer, and milestones have been deferred largely relating to the property market and council group or external partner dependencies. We have also had to review some projects due to cost escalation and to ensure value for money before proceeding.

Key Programme	Status	Progress towards key project deliverables set out in the SOI (pages 20-27)
Northcote	On track	<p>Four of the five project deliverables have been met and one was progressed but not fully achieved this year.</p> <p>The concept design deliverable for the Northcote community hub and for the Cadness Reserve upgrade have been achieved with both being approved by the Kaipātiki Local Board in May 2024. Detailed design for these projects is now underway.</p> <p>The Northcote Central town centre development deliverable to take the site to market and to complete subdivision works, consents and titles has been achieved with development proposals currently being reviewed. Work on the titles is complete, and a subdivision survey plan was completed in March 2024.</p> <p>The Jesse Tonar Scout reserve upgrade deliverable has also been achieved with works being completed last quarter.</p> <p>The remaining project deliverables for the town centre streets project for completion of final business case, developed design and gain resource consent is underway but was not fully achieved this year. We expect to complete the developed design, detailed business case and lodge consent in Q2 or Q3 of FY25.</p>
Takapuna	On track	<p>Two of the three project deliverables have been achieved, with the completion of the Waiwharariki Anzac Square earlier this year and the more recent completion of works in Northcroft Street in June 2024.</p> <p>One project deliverable relating to the unconditional sale of the Auburn Street site for high-rise residential and commercial development was not achieved, primarily due to the market downturn and the unconditional agreement has been deferred to next year.</p>
City Centre	Completed	<p>All six deliverables have been met. The City Centre Action Plan has been approved by the Eke Panuku Board and endorsed by the Planning, Environment and Parks Committee. The support of the existing city centre programmes continues.</p> <p>The midtown programme providing transport and public realm improvements continues to achieve key delivery milestones, and while there are delays occurring in some areas where there is an interface with Watercare works, the programme is still on track to be completed ahead of CRL becoming operational.</p> <p>The streetscapes and urban realm improvements associated with the Karanga-a-hape station are on track for completion ahead of the CRL becoming operational.</p>

Key Programme	Status	Progress towards key project deliverables set out in the SOI (pages 20-27)
		<p>Port Precinct Future Development – Following on from last year's Port Precinct Framework Plan, the approved LTP 24-34 includes progressing a masterplan for stage 1 being the central wharves (Queens, Captains Cook, Marsden, Hobson Wharf extension). The swimming facility pilot considered in the framework plan, will move to Karanga steps, adjacent to the Viaduct Events Centre.</p> <p>The City Centre team continues to lead and coordinate a cross-agency team focused on place management. The newly appointed City Centre Place Management Lead has been building strong relationships with key stakeholders and partners and focusing on issue resolution (for example safety, cleaning, maintenance, reinstatement, public nuisance and disorder). A dedicated Senior Placemaker has also been recruited to the Downtown area in response to one of the recommendations.</p>
Waterfront	On track	<p>Four of seven project deliverables have been met. Three deliverables have been progressed but were not fully achieved this year.</p> <p>The deliverable to progress resource consent and design for delivery of the Westhaven seawall are both complete, and construction started in March 2024. Also at Westhaven, the staged construction of the pile berth redevelopment project was completed in December 2023 and is open for public use. Enabling marina extension and pier access and providing 2,000 sqm of public realm including a promenade space and carparking to be enjoyed by the public.</p> <p>The project deliverable of design treatment and completion of the water edge response works was achieved in late June 2024. This ensures the spaces are accessible and safe for public and marine users.</p> <p>We worked with Precinct Properties throughout the year to remediate the stage 3 development site as part of the development agreement. The overall project construction is expected to be completed in March 2025.</p> <p>The project deliverable to take the North Wharf development site to market and achieve a conditional long-term lease agreement has been partially met. The site was taken to market and the request for a development partner has been completed and well received by the market. We are in a confidential commercial process with the preferred development partner and are well progressed with a detailed development agreement to achieve the site sale via a long-term lease.</p> <p>Due to limited market interest and acceptable returns, we were not able to progress and secure a long-term lease for the Lysaght building and the project deliverable was not achieved this year. It will be listed for sale later in the year.</p> <p>The project deliverable for approval of the developed design for the Te Ara Tukutuku (Wynyard Point) site, inclusive of design for the public realm and supporting development sites was not able to be achieved this year. However, the draft Vision and supporting Framework Document for Te Ara Tukutuku was consulted on over October 2023, and feedback from this consultation was fed into a final Vision for the project. The Vision was approved by the Eke Panuku Board in November and endorsed by the Waitemata Local Board in December 2023. The project is currently progressing through Concept Design with public engagement planned for August 2024. Following feedback, the Final Concept Design should be endorsed by the Eke Panuku Board in November 2024 and approved by Waitemata Local Board in December 2024. Developed and detailed design approval will then follow.</p>

Key Programme	Status	Progress towards key project deliverables set out in the SOI (pages 20-27)
Avondale	On track	<p>One project deliverable has been met, one has been progressed and the remaining deliverable was not achieved this year.</p> <p>The developed design project deliverable for the Te Hono – Avondale community hub and town square was completed in December 2023 and resource consent was lodged shortly after. Works are expected to start in November 2024.</p> <p>Progress been made on the Avondale Central development; however, a masterplan is yet to be finalised.</p> <p>The completion of 10 Racecourse Parade acquisition was affected by external dependency but within overall programme.</p>
Henderson	Delayed	<p>One project deliverable has been achieved this year. The remaining two project deliverables were not met.</p> <p>Lodgement of resource consent application for the Catherine Plaza public realm works was achieved.</p> <p>The Opanuku Link project deliverable of completing the design and commencing construction was not achieved this year. The project is being delivered in several discreet stages. The new bridge stage to improve connectivity between Corban Estate and the Henderson train station is under review to consider if a connection is feasible.</p> <p>The Wai Horotiu Henderson connection (Oratia link cycleway and bridge connection) deliverable to complete detailed design and a detailed business case has not been achieved this year. These are now expected to be complete by FY26. The delay has been due to reconsideration of the design for the West City portion of the route to save on construction costs and minimise disruption to this very busy transport corridor. This work was required to be undertaken to inform the detailed business case for approval prior to lodging resource consent and proceeding to detailed design.</p>
Onehunga	On track	<p>Three project deliverables have been achieved and good progress has been made on the remaining deliverable.</p> <p>The resource consent application project deliverable for the Paynes Lane streetscape enhancement works was lodged in May 2024 and was recently granted. The works will enable a key east-west pedestrian friendly corridor.</p> <p>The Waiapu precinct mixed-use residential, commercial developments and new public space project is progressing well. The consent approval to subdivide the precinct and approve the enabling works was received in December 2023. Engineering Plan approvals are currently being prepared. In April 2024, the Maungakiekie-Tamaki Local Board approved the concept design for the Waiapu precinct public space. This follows a successful public consultation process held earlier in the year.</p> <p>Progress on the new supermarket development part of the Waiapu Precinct development has continued and a conditional development agreement was executed in June 2024.</p> <p>The Onehunga Mall site acquisitions have progressed but will not be fully achieved this year. One property settled in June 2024. An objection to one of the property acquisitions of the remaining two properties has been submitted to the Environment Court and we are awaiting the mediation process to begin.</p>

Key Programme	Status	Progress towards key project deliverables set out in the SOI (pages 20-27)
Panmure	Delayed	Neither of the two deliverables were fully achieved this year. The conditional agreement for the site at 535 Ellerslie Panmure Highway for a mixed-use development has been terminated as the party has withdrawn its interest given market conditions. Consent for the Lagoon Edge Reserve enhancement project was lodged in March 2024, but a decision has yet to be received. We are currently working through additional information requests with council and progressing with the detailed design for this project.
Maungawhau	Delayed	Marketing of the development sites cannot commence until we have confirmation of the required protection easements for the rail infrastructure that will affect the development sites. We are working closely with CRLI to understand the protection requirements.
Manukau	Delayed	<p>Three project deliverables have been met/progressed and three were not fully achieved this year.</p> <p>The project deliverable to lodge resource consent for the Hayman Park wetland works was achieved in April 2024.</p> <p>The Puhinui regeneration strategy initiatives deliverable to progress land acquisitions and design of a new walkway and cycleway has also been achieved this year. The land acquisition, needed to enable the new walkway and cycleway has been completed and we are now progressing to the consent lodgement stage for the walkway and cycleway design.</p> <p>The subdivision, consenting and release of land from Auckland Transport of 14 Davies Avenue for a residential and commercial development has progressed and developed design is underway. The Auckland Transport site release conditions have also been progressed with a report to agree transport outcomes is being submitted to the Ōtara-Papatoetoe Local Board. Subdivision and laneway design consultants have been procured.</p> <p>Osterley Way Civic Streetscape Works deliverable of commencing with detailed design and lodgement of resource consent was not achieved this year. The business case will be approved in early FY25, and finalisation of design and consenting will follow.</p> <p>The deliverable to progress sales at 9 and 10 Putney Way and 33 Manukau Station Road have not advanced as much as we had planned, primarily due to property market conditions. 10 Putney Way and 33 Manukau Station Road will have new go to market strategies prepared in FY25. The sale of 9 Osterley Way to Kāinga Ora will not be completed this year. In light of the new government direction for Kāinga Ora, the impact on this development is currently being worked through.</p>
Papatoetoe	Completed	<p>All three project deliverables have been met. The detailed design for the Cambridge Terrace Extension and carpark was completed in May 2024 and resource consent approved in June 2024. Procurement is underway.</p> <p>Developed design on the Stadium Reserve capital works is complete and resource consent was lodged in June 2024. Developed design is also complete and resource consent granted for the Chambers Laneway works. Construction is expected to start in September 24 and completed before the end of FY25.</p> <p>Works are also progressing on the 120 new homes at the St George Street residential development known as Piko Toi Toi. Stage 1, comprising of 80 homes, commenced in October 2023 and civil works are almost complete. The balance of the homes will be built as part of stage 2 are expected to be completed in 2027.</p>

Key Programme	Status	Progress towards key project deliverables set out in the SOI (pages 20-27)
Pukekohe	Delayed	<p>Two project deliverables have been achieved and three have progressed but did not fully achieve the deliverable targets set this year.</p> <p>A go to market strategy has been completed for the Edinburgh Superblock central mixed-use development site and a preferred development partner has been identified. The development partner is now in the due diligence period and preparation of concept design is currently underway</p> <p>The double traffic light upgrade at East, King, Manukau and Massey roads, a co-funded project with Auckland Transport is progressing well. Works began in March 2024 and are expected to be completed in August 2024.</p> <p>The deliverable to complete the sale of 9 Hall Street has progressed but an unconditional agreement was not able to be reached. The developer is currently investigating an easement issue which will determine whether it remains interested in the property.</p> <p>An unconditional agreement was achieved earlier in the year for the site at 2 - 4 Svensden Street (176a, 180 Manukau Rd Phase 2 Site Sale). The site at 174, 176b, 182 Manukau Rd has a conditional offer, but is not expected to complete until FY25.</p> <p>The Roulston Park upgrade project deliverable to complete design, obtain resource consent and contractor tender underway has progressed this year, but will not be fully achieved. The detailed design is nearing completion and a decision on the resource consent application, submitted to Council in November 2023, will be made once Landowner approval is received. The procurement process has commenced and preferred candidates have been shortlisted.</p> <p>The deliverable to complete the developed design and lodge consent for stage 1 of the Market Precinct development is now scheduled to happen in FY25.</p>
Regional programmes	On track	<p>Two of the project deliverables were achieved/progressed and one was not achieved this year.</p> <p>The sale of 198 Dominion Road has been progressed with the site achieving a conditional offer in December 2023. Eke Panuku is continuing to provide assistance to the developer with regards to the resource consent application and satisfying the processes under the development agreement.</p> <p>The sale of the Own Your Own Home portfolio has also progressed this year and Eke Panuku is developing an alternative strategy for the Own Your Own Home portfolio which will be presented to elected members in the next quarter.</p> <p>The project deliverable to take 65 Haddington Drive, Ormiston to market to find a development partner was not achieved this year. The essential outcomes have been revised and the go to market strategy has been approved by the Eke Panuku Board. The property will be taken to the market in FY25, subject to prevailing market conditions.</p>

Note: for maps of the locations, please refer to Appendix – Urban Regeneration Spatial Delivery Plans – Pages 23 - 28

Property and marina management

Highlights

- The Property Portfolio and Marinas have achieved great financial results this year with net operating surplus of \$37.7m, which is \$7.2m ahead of budget.
- Westhaven Marina is trialling a new inflatable electric boat (called Evie) for in-marina patrolling and security activities for sustainability, quiet and emission free operations. The onboard battery pack sustains it for nine hours at the marina's speed limit of five knots and can be fully recharged in six hours.

Issues and Risks

- **Wynyard Crossing Bridge** - Following a series of technical faults, the Wynyard Crossing Bridge has begun a programme of extensive refit work so it can return to reliable operations as soon as possible and address potential safety risks. Repair work on the bridge continues at pace. The works are expected to be completed in time for next summer (late 2024).

Key Programme	Status	Progress towards key deliverables
Renewals	On track	<p>Three of the four deliverables were achieved, and one deliverable was progressed but not completed.</p> <p>Health and safety renewal works on the Bascule bridge in the Waterfront and the Westhaven Marina fire alarm system upgrades were both completed in FY24. Works on the refurbishment of 21 Princes Street began in June 2024.</p> <p>The renewal of the Manukau Harbour / Wairopa Channel navigation markers was not completed this year. Works were delayed due to the need for a high-level cost estimate and scope needing to be prepared prior to construction works commencing. This has now been completed and works are expected to begin in late 2024 /early 2025.</p>

Performance measures

Performance measure (unaudited results)	Previous year result	Target	Q4 Actual	Status	Commentary
Urban regeneration programmes and projects					
Net new dwellings (housing units) – LTP performance measure	364	60	135	Achieved	Target exceeded. Dwellings completed in our locations this year include 15 in Papatoetoe, 12 in Manukau and 108 in the regional Supports programme across Auckland.

Performance measure (unaudited results)	Previous year result	Target	Q4 Actual	Status	Commentary
Commercial / retail gross floor area (GFA) or net lettable area (square metres) – LTP performance measure	Not measured	Nil	Not measured	N/A	The economic environment has changed significantly since the LTP was adopted, retail and office space demand are lower than we projected. We will be discontinuing this measure in the next SOI and LTP because these projects are irregular, and the quantum of new commercial space is quite small.
Public realm – square metres	14,952 sqm	7,000 sqm	20,065 sqm	Achieved	Target exceeded. Significant public realm areas completed include Takapuna's Waiwhakariki Anzac Square, Huron and Northcroft Streetscape, Jessie Tonar Reserve in Northcote, stage 1 of Market Square, Waters Edge and Pile Berth at Waterfront, Town Centre refresh at Panmure, Hayman Park half basketball court, and Devon Lane upgrade in Pukekohe.
Capital project milestones approved by the board achieved – LTP performance measure	67%	80%	100%	Achieved	We have completed all 15 capital project milestone targets set for FY24. Key milestones achieved include: <ul style="list-style-type: none"> - <i>Project construction completed</i>, for example, Waterfront's Pile Berth Redevelopment, Northcote's Jessie Tonar Scout Reserve upgrade and Takapuna's Waiwhakariki Anzac Square. - <i>Construction commenced</i>, for example, 21 Princes Street, Auckland City heritage building refurbishment. - <i>Lodgement of resource consent</i>, for example, Catherine Plaza Henderson and Hayman Park Manukau wetlands.
Achieve board approved budgeted Transform and Unlock (T&U) sales for the financial year through unconditional agreements	\$13.7m	\$40m	\$2.5m	Not Achieved	Sales were completed in the T&U location of Pukekohe. The T&U sales target was not achieved this year due to impact of the slow property market.
The asset recycling target agreed with Auckland Council	\$87.7m	\$115m	\$158.9m	Achieved	Target exceeded. Significant asset recycling sales completed include the Downtown Carpark in Auckland City and a site at the Airfields, Hobsonville.
Property portfolio and marina management					
Annual property portfolio net operating budget result agreed with the council achieved – LTP performance measure	\$25.4m	\$17.3m	\$27m	Achieved	Target exceeded. Net operating budget result is \$ 9.7m ahead of target. This was a result of some projects being delayed, meaning properties can be leased longer.

Performance measure (unaudited results)	Previous year result	Target	Q4 Actual	Status	Commentary
Monthly average occupancy rate for tenable properties - LTP performance measure	Commercial 94.0% Residential 97.1%	Commercial 90% Residential 95%	Commercial 97.1% Residential 98.2%	Achieved	Both Commercial and Residential occupancy rates remain high and ahead of target.
Percentage of marina customers surveyed who are satisfied with marina facilities and services	90%	88%	93%	Achieved	A high level of customer satisfaction was achieved.
Sector leadership					
Creating positive outcomes for Māori Deliver ongoing or new initiatives that support Māori Outcomes	51	40	59	Achieved	59 initiatives were delivered to support Māori outcomes. Examples of initiatives carried out include Panmure Station Precinct hui, Matariki FY23 report, Te Komititanga Place Pilot and Waiwharariki Community Event.
Enhancing the relationship between Eke Panuku and mana whenua Increasing the percentage of satisfaction with the support they receive from Eke Panuku	56%	5% increase on previous year (Target 61%)	60%	Substantially Achieved	The percentage of satisfaction was better than last year and slightly under target by 1%.
Percentage of complaints received by Eke Panuku resolved within 10 working days	100%	80%	85%	Achieved	A total of 39 complaints were received, 33 of which have been resolved within 10 working days.

Financials – Eke Panuku Cash Flows

\$ million	Full Year Actual	Full Year Budget	Variance	
Capital Inflows				
Selling Council's surplus property	158.9	115.0	43.9	Target met and exceeded, 10 sales transacted in Q4.
Selling or long leasing property to reinvest in our urban regeneration locations	2.5	40.0	(37.5)	This target was not met. Change in market conditions has meant that some conditional agreements currently in place will not go

				unconditional until next year. However, overall the unconditional sales across both headings is above budget.
Third party capital contributions	0.1	3.8	(3.7)	Minimal revenue received in year as the capital project works that this related to needed to be re-tendered. Capital project expenditure and the expected third-party contributions were deferred to FY25.
Capital Outflows				
Investing in council group assets to support regeneration and asset renewals	59.1	76.7	17.6	\$6.5m of spend on a new wastewater treatment plant in Hobsonville has been deferred until next year as project had to be taken to tender twice to get an affordable construction contract. \$12.3m purchase of property in Avondale has been deferred to next year. A revised capital target of \$57.9m after these deferrals was exceeded in June, due to a property purchase in Onehunga of \$1.6m and projects in construction costs being slightly ahead in June.
Operational Inflows				
Revenue from property interests for Council group	76.4	68.7	7.7	Increase in revenue received to date from a small number of properties that have been held for longer than expected and increased revenue from rent increases.
Operational Outflows				
Managing council group properties	21.3	21.4	0.1	
Utilities and leases for council group owned assets we manage	6.7	6.3	(0.4)	Additional cost of electricity in Marina operations as a result of the new Council negotiated electricity supply contract that went into effect in January.
Rates on council group owned assets	7.3	7.9	0.6	Rates charges were less than budgeted.
Maintenance of council properties	11.7	13.0	1.3	\$1.4m was set aside in the AT portfolio for a new roof on one property, after the budget was set AT decided to fund through their capital budget and not through opex.
Consultation, negotiation, and sales processes to sell council property	2.5	3.5	1.0	
Leading regeneration of town centres, city centre and waterfront.	20.7	22.5	1.8	Savings in year due to staff vacancies and not all of regeneration operational budget being needed in year.

Financials – Eke Panuku company

Overall, the operating performance of Eke Panuku was favourable to budget, and the drawdown of funding from Council for Eke Panuku was \$5.9m less than budgeted.

A: Employee benefits were favourable to budget by \$2.5m, there was an average of 17 vacant positions for the majority of the year. Savings was made in salary expense and there was a saving in training and annual leave expense.

B: Other direct expenditure is \$2.1m favourable to budget as there were underspends in office accommodation, professional fees, consultant's costs and communication costs. We have deferred \$850k of expense from this area to complete office accommodation works to level 21 of Te Wharau a Tako, Auckland House.

Direct operating performance				
\$ million	Notes	FY 24 Full Year		
		Actual	Budget	Variance
Net direct expenditure		(18.5)	(24.2)	5.6
Direct revenue		18.5	17.6	0.9
Fees and user charges		-	-	-
Operating grants and subsidies		-	-	-
Other direct revenue		18.5	17.6	0.9
Direct expenditure		37.0	41.8	4.7
Employee benefits	A	30.8	33.3	2.5
Grants, contributions and sponsorship		0.0	0.1	0.1
Cost of goods and services		-	-	-
Repairs and maintenance		0.2	0.2	(0.0)
Outsourced works and services		0.0	-	(0.0)
Other direct expenditure	B	6.0	8.1	2.1
		-	-	-
Other key operating lines		-	-	-
Operating grants and subsidies intercompany		18.6	24.5	(5.9)
Depreciation and amortisation		0.4	0.3	0.0

Managed activities for Auckland Council

The financial data in this table represents the Auckland Council portfolio managed by Eke Panuku. These numbers exclude the net direct revenue that Eke Panuku has generated for properties managed for Auckland Transport \$3.0m which was \$2.5m favourable to budget. In addition, a \$7.6m, dividend has been paid to Council's Solid Waste team from the Waste Disposal Services investment, managed by Eke Panuku.

A: Direct revenue, was \$6.6m favourable to budget.

- \$3.9m was in relation to additional rental income from managed properties. There was a one-off back payment for a rental increase on three tenancies totalling \$1.1m. A number of properties were budgeted to be vacant for a portion or for the whole of the year either through sale or tenancy turnover, in total an additional \$2.8m of rental income was received from these properties (a small number of properties made up \$1.9m of this additional rental, a property in the Wynyard Quarter was expected to be sold in FY23 and a small group of shops in Avondale expected to have been demolished and new tenancies at Auckland House and the Town Hall).

- the recovery of opex from tenants is \$1.7m ahead of budget due to a catch up of under recovery of utilities in FY23 and our rates recovery now are more aligned with actual rates costs.

- additional small increases in revenue totalling \$1.0m received at the Jellicoe St car park, Marina revenue and recovery from contributions towards the costs of maintenance of public spaces in the Wynyard Quarter - from development partners, make up the difference.

Direct operating performance

\$ million	Notes	FY 24 Full Year		
		Actual	Budget	Variance
Net direct expenditure		8.4	1.1	7.3
		-	-	-
Direct revenue		52.1	45.3	6.8
Fees and user charges		2.1	1.9	0.2
Operating grants and subsidies		-	-	-
Other direct revenue	A	50.0	43.4	6.6
		-	-	-
Direct expenditure		43.6	44.2	0.6
Employee benefits		0.1	0.1	-
Grants, contributions and sponsorship		-	-	-
Cost of goods and services		-	-	-
Repairs and maintenance		10.8	12.1	1.4
Outsourced works and services		0.4	0.1	(0.3)
Other direct expenditure		32.4	31.9	(0.5)
		-	-	-
Other key operating lines		-	-	-
Depreciation and amortisation		23.1	23.0	(0.2)

Financial breakdown by key activities

Operating expenditure

Urban regeneration

	Notes	Previous year Actual	Actual	2023/24 YTD Budget	Variance
Transform and Unlock Locations					
Net direct expenditure		12.3	11.0	11.8	0.8

Capital expenditure

			2023/24 YTD		
	Notes		Actual	Budget	Variance
Property renewals		10.0	6.2	8.0	1.8
Transform and Unlock Locations					
<i>Isthmus</i>		3.7	5.6	4.2	1.4
<i>North</i>		14.2	5.5	7.3	(1.8)
<i>South</i>		10.8	10.5	13.9	3.4
<i>West</i>	1	2.6	2.1	15.5	13.4
<i>Waterfront</i>		22.8	25.4	17.8	(7.6)
Regional	2	4.9	3.8	10.1	6.3
Total		69.0	59.1	76.8	17.7

Asset sales and long-term leases

	Notes	2023/24 YTD		
		Actual	Budget	Variance
General Asset sales for the group		158.9	115.0	43.9
Reinvestment - Transform and Unlock		2.5	20.0	(17.5)
Total		161.4	135.0	26.4
Waterfront long leases		0	20.0	(20.0)

Property and marina management

	Notes	Previous year	2023/24 YTD		
		Actual	Actual	Budget	Variance
Auckland Council Properties					
Direct revenue		34.9	38.0	33.0	5.0
Direct expenditure		12.8	14.1	16.3	2.2
Net direct expenditure		22.1	23.9	16.7	7.2
Waterfront Public Space					
Direct revenue		0.6	0.6	0.3	0.3
Direct expenditure		4.5	7.1	5.0	(2.1)
Net direct expenditure		3.9	(6.5)	(4.7)	(1.8)
Marina Operations					
Direct revenue		13.6	16.4	16.1	0.3
Direct expenditure		5.1	6.8	6.5	(0.3)
Net direct expenditure		8.5	9.6	9.6	0.0

	Notes	Previous year Actual	Actual	2023/24 YTD Budget	Variance
Marina Trusts					
Direct revenue		5.7	7.1	6.9	0.2
Direct expenditure		5.5	6.6	6.9	0.3
Net direct expenditure		0.2	0.5	0	0.5
Auckland Transport Properties					
Direct revenue		8.0	6.9	6.4	0.5
Direct expenditure	3	3.0	3.9	5.8	1.9
Net direct expenditure		5.0	3.0	0.6	2.4
Business Interests					
Direct revenue (includes share of JV Profit)		8.1	7.4	8.6	(1.3)
Direct expenditure		0.6	0.6	0.6	0.1
Net direct expenditure		7.5	6.8	8.0	(1.2)

Activity based financials commentary:

1. \$12.2m was deferred to FY25 for a property purchase in Avondale.
2. \$6.5m was deferred to FY25 for a wastewater treatment plant in Hobsonville.
3. Auckland Transport expenditure included \$1.4m for a substantial renewal on a property, subsequent to the budget being set, this project was recategorized as a capital spend within Auckland Transport's budget. Project will be delivered by Eke Panuku and costs transferred to Auckland Transport, and it will not be shown as an operational cost.

Appendix – Urban Regeneration Spatial Delivery Plans

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

We will present **five location programmes per quarter** reporting cycle. These are for the quarter ending June 2024.

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

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

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

CORPORATE PROPERTY

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

Projects completed

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

FY24

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

FY25+

- 7 35 Coles Crescent, Papakura



Symphony Centre, 4-10 Mayoral Drive – Titles are expected to be issued in late 2024. The base easement terms have been agreed with Auckland Transport and will be forwarded to the developer following formal agreement with CRL. The forecourt design and its practical implementation have been approved by CRL. A new public work project to provide integration to Aotea Square is under consideration. Eke Panuku continue to work with CRL on the sharing of cost, with the City Centre team considering the implication of the footpath widening from Mayoral Drive.

Bledisloe House - 24 Wellesley Street, Auckland City – The Vector easement and contract is on track to be completed by mid-2024. The relocation of the transformer, which will provide independent supply for the Aotea Square and carpark has been delayed due to streetscape upgrade work delays. All parties have agreed that Council's contribution to the transformer works will be capped at \$120K. Works to remove all of the sunshades from the Bledisloe building and repaint the frames are expected to start in mid-July 2024. These works will require consent, approval from council's Heritage Team and entities who use the laneway. The works also require an additional deposit of \$1.5m to be paid or an entering into tripartite agreement.

82 Manukau Road, Pukekohe – Auckland Transport will use the Public Works Act to acquire part of the public footpath fronting Manukau Road. Eke Panuku is now monitoring development outcomes.

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

HAUMARU SCOPE

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

Projects Completed

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

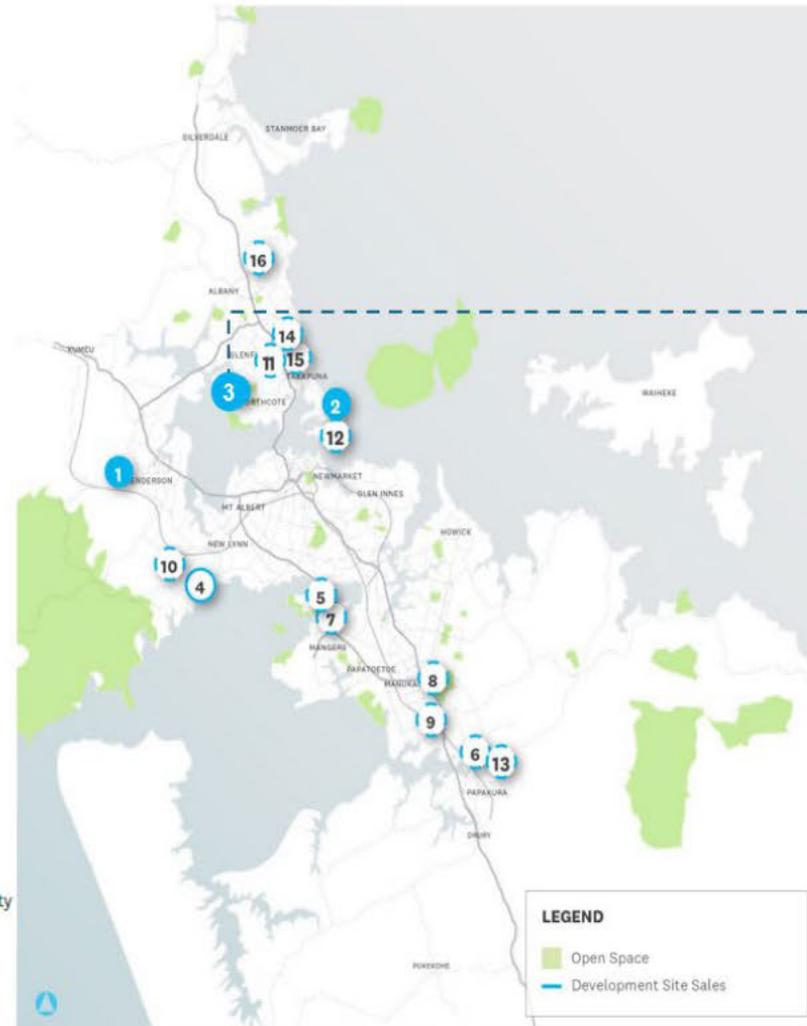
FY 24

- 4 81a Godley Road, Green Bay

FY 25+

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

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



27- 31 Greenslade Crescent in Northcote has now gone unconditional and Kāinga Ora has started construction of its 52-unit development.

SUPPORTS SCOPE

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

Projects completed

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

FY24

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

FY25+

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

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



Airfields Stage 3, Lots 5B, 6A & 6B Hobsonville – Following a tender exercise, Eke Panuku is working with a preferred development partner on reaching a conditional agreement.

Pump station 6, Launch Road, Hobsonville (a new wastewater pump station to accommodate future residential and commercial development) – The contract for an upgrade of the wastewater system servicing the airfields catchment area has been awarded to CB Civil and on-site works have now commenced.

Downtown car park – The sale of the property to Precinct Properties was completed on 24th June 2024.

132 Greenlane, Greenlane – Construction of a minimum 20 new homes.

84a Morrin Road, St John's – Eke Panuku has agreed to the developer's request for a 6-month extension to the settlement date.

84 – 100 Morrin Road, St. John's – Land remediation works are on track to be completed by October 2024

65 Haddington, Ormiston – In May 2024, the Eke Panuku Board approved the go to market strategy for the site.

198 Dominion Road, Mt. Eden – (council owned property) – The sale of the site went conditional in December 2023. Following an open tender exercise, a contractor has been appointed to deconstruct two properties on Valley Road. Works are set to commence in August 2024.

Own your own home (OYOH) portfolio – Eke Panuku is developing an alternative strategy to be presented to Elected members in the next quarter.

10 Ambrico Place, New Lynn – A 1,366m2 parcel of vacant land which has resource consent for up to 10 homes. An unconditional offer was received and accepted.

REGIONAL RENEWALS PROGRAMME

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

Projects completed

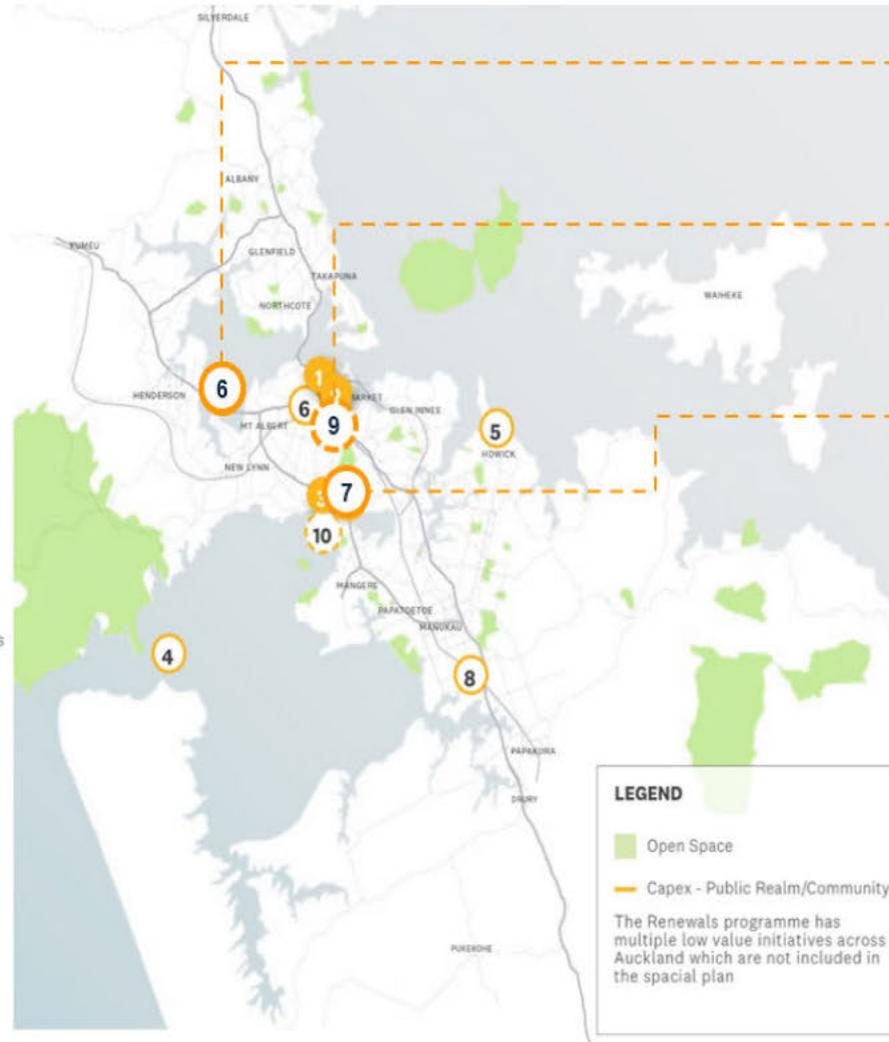
- 1 21 Princes Street, Auckland City - Roof Replacement
- 2 Wintergarden Pavilion - Café - Phase 1: Roof, window and minor H&S upgrades
- 3 Onehunga Wharf Renewals - Rooding, Sheds, Admin Building and Dredging Works

FY24

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

Long-term projects (FY26+)

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



21 Princes Street, CBD - Refurbishment and reinstatement works were commenced in June 2024. This was an FY24 capital SOI milestone target.

313 Queen Street Canopy refurbishment - Final works, including the instatement of heritage signage are close to being completed.

CCTV systems rationalisation and upgrade - Cameras at Onehunga wharf are now fully operational. The analogue cameras in Westhaven were completed in June 2024.

47R Shelly Beach Parade refurbishment- The majority of works are now complete.

49 Station Road, Papatoetoe, Roof Replacement and Office Fit out - Deconstruction of buildings A & B has been completed and the access road re-instated. Replacement of the roofing is on track to be completed later in July 2024.

LEGEND

Open Space

Capex - Public Realm/Community

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

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.



Projects completed

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

FY24

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

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

FY25

- 9** Shed 10 Structural Upgrades

Long-term projects (FY26+)

- 10** Queens Wharf Renewals - Wharves Structure

LEGEND

- Open Space
- Capex - Public Realm/Community

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

Queens Wharf electric box upgrades – Works were completed in June 2024

Bascule bridge, Te Wero (deck renewals and H&S works) – Works on the bridge were completed in April 2024. This was an FY24 capital milestone target.

Bascule bridge – upper structure. A contractor has been procured to remove the coating on the upper structure steelwork, apply a protective membrane, and replace corroded steel work.

Westhaven Marina - Fire alarm system upgrades. Works were completed in June 2024. This was an FY24 capital milestone target.

Z Pier building at 31 Westhaven Drive – Construction works have now been completed.

Wynyard crossing bridge – Work is progressing at pace on the maintenance programme. The necessary consents are also progressing.

Westhaven Piers – Y Pier walers – Works have been initiated to remove and replace timber walers.

Piers K & L – Construction has started on Pier K, with L Pier works forecast to commence in mid - 2025.

9 Shed 10 – Delivery of the project will be phased, with the first two stages on track for completion by the 5 July 24 to align with Tātaki Auckland Unlimited Limited and the cruise ship season.

Statement of Intent - Eke Panuku Mana Whenua Engagement Survey

Author(s): Jordan Taiaroa, Head of Māori Outcomes

September 2024

Whakarāpopototanga matua | Executive summary

1. Eke Panuku's is committed to strengthening relationships we hold with mana whenua. We monitor the health of our relationships with iwi through an annual mana whenua engagement survey. In June 2024 Eke Panuku re-appointed independent survey company Verian (previously Kantar Public) to interview mana whenua to understand their perspective on our relationship.
2. 11 mana whenua representatives participated in the survey. Four were governors of their iwi and seven were kaitiaki or at the project working group level.
3. Like previous years, mana whenua satisfaction in our work continues to grow with a final rating of 60% of participants satisfied in our engagement, a 4% increase from baseline. The upward trend reflects that we continue to make improvements in our engagement with mana whenua.
4. 30% of participants were dissatisfied with the engagement, driven by reservations around the collective engagement model. Of the two remaining participants, one abstained from taking part in rating our engagement and one voted neutral.
5. In line with previous years' findings, the Māori Outcomes Team plays a significant role in driving positive perceptions. With approachable kaimahi that operate in a tikanga-aligned manner, the team is seen by most mana whenua to be their advocates within Eke Panuku.
6. Several recurring themes and improvement areas from previous surveys were identified. Themes included:
 - a. mana whenua acknowledgements that Eke Panuku is committed to effective engagement, this is strongly driven by the Māori Outcomes Team
 - b. more opportunities to build meaningful relationships with governors
 - c. misalignment of our remit with iwi aspirationsImprovement areas included:
 - d. usefulness of communications
 - e. Māori Outcomes Team resourcing.
7. A key focus and improvement area is to explore alternative engagement models to the collective approach as it can be seen as inappropriate. This continues to be raised by iwi directly with Eke Panuku and we will develop a response to support this.
8. The survey suggested five recommendations in relation to the themes and improvement areas, to support growing our relationships with iwi. Eke Panuku will respond to the recommendations with an action plan to further improve iwi satisfaction with our relationship.

Matapaki | Discussion

Background to the survey

9. Eke Panuku recognises the importance of our partnership with mana whenua and seeks to create a Tāmaki Makaurau that reflects our shared aspirations. Eke Panuku also has a role to assist the Crown to honour their obligations in response to te Tiriti o Waitangi.
10. The Statement of Intent 2023-2024 requires Eke Panuku to run a qualitative survey with mana whenua that shows a 5% improvement in satisfaction from the baseline of 56% set in the 2022-2023 survey.
11. Delivering this research provides an opportunity for mana whenua to feedback their impressions on the quality and effectiveness of the partnership and gives Eke Panuku guidance on how we can improve our engagement.
12. In early 2024 Eke Panuku reappointed Verian (previously Kantar Public) to undertake the engagement survey. On behalf of Eke Panuku, Verian interviewed 11 mana whenua representatives by phone and online.
13. Eke Panuku approached this year's survey differently by differentiating commentary made by governance and operational level mana whenua representatives.

Survey Results feedback

Eke Panuku results

14. A satisfaction rating of 60% was achieved in the survey, a 4% improvement on last financial years results, just short of this year's target of a 5% improvement. More than half of the mana whenua representatives who responded to the survey said they were satisfied with the engagement and support they received from Eke Panuku. We received one neutral response and three detractors.
15. Mana whenua feel iwi engagement is a central component of Eke Panuku's strategy and processes. There is a sense that engagement with Eke Panuku is not merely transactional and feels reciprocal.
16. Mana whenua remain confident Eke Panuku makes a consistent effort to engage meaningfully at both the operational and governance levels, especially in comparison to other CCOs.
17. Although mana whenua acknowledge Eke Panuku's engagement approach is strong, mana whenua do not feel that it is appropriate to be treated as a collective. Rather, tailored engagement is valued to recognise iwi priorities, ensure meaningful Tiriti partnership, and demonstrate a commitment to achieving mana whenua outcomes.

Māori Outcomes Team results

18. A satisfaction rating of 70% was achieved with most of the respondents saying they were satisfied with their relationship with the Māori Outcomes Team. Although there was a decrease of 8% satisfaction from FY 22/23, the same number of representatives were satisfied with the support we provide. We also received three neutral responses and did not receive any detractors.
19. Mana whenua remain confident in the support provided by the Māori Outcomes Team and feel the Māori Outcomes Team facilitates a positive engagement relationship between mana whenua and Eke Panuku as a whole. There's a strong sense that the team effectively advocates for the needs of mana whenua across Eke Panuku.

20. Lower ratings tend to be driven by ongoing frustrations around the team’s low resourcing and high staff turnover.

Emerging themes from the survey

21. Four themes explored in the survey are recurring themes that have emerged through previous mana whenua engagement surveys.
22. The survey identified the following recurring themes.

Survey theme	Theme	Feedback from survey based on the interviews with mana whenua	Direct quotes from mana whenua
Overall, participating mana whenua feel Eke Panuku is committed to effective mana whenua engagement and stands out in comparison to other CCOs.	Recurring	In line with the 2023 findings, mana whenua remain confident Eke Panuku makes a consistent effort to engage meaningfully at both the operational and governance levels, especially in comparison to other CCOs.	<i>“I think [iwi engagement] is an inherent part of the way they operate, it’s a fundamental consideration in their M.O. They’re not going out of their way to be champions [of iwi engagement], the forum space is just inherent to the model which has been a natural evolution of the engagement space.”</i>
Mana whenua see tension between Eke Panuku’s core purpose and their iwi aspirations	Recurring	Mana whenua are acutely aware of inherent tensions between Eke Panuku’s organisational purpose, and iwi aspirations. Many mana whenua recognise that Eke Panuku’s purpose as an urban development agency and asset holder is at odds with mana whenua aspirations and goals. They also believe a lack of mana whenua input into procurement negatively impacts project outcomes and mana whenua confidence in their relationship with Eke Panuku.	<i>“The model still remains very much a business model, very commercial, and so it’s about managing resources... we are resourced as mana whenua and it feels that we are managed as such a resource. As much as they are trying, there’s still a challenge that Eke Panuku is a money making engine.”</i> <i>“They have pre-approved suppliers and consultants... so we’re working with the same people every day who bring their own suppliers and ways of doing things, so it limits any opportunity for everyone. It’s about keeping things tight, but at the expense of innovation to create space and opportunity for procurement.”</i>
There’s consensus that the Māori Outcomes Team continues to drive the positive relationship between Eke Panuku and mana whenua	Recurring	The relationship between mana whenua and the Māori Outcomes Team continues to be defined by trust and openness. The team consistently demonstrates that they are an asset to Eke Panuku, and influential in encouraging genuine engagement across the business.	<i>“Through Jordan and the team, they’re really open about getting us involved early, but also ensuring that the project managers and the teams understand that, you know, don’t go far [in the project] because if you go far enough and come back after you’ve started [the project], then there are going to be some repercussions to that too. So they’re getting better at doing that and listening and asking us what sorts of things matter in those spaces.”</i>
There is an opportunity for more meaningful	Recurring	Meaningful rangatira ki te rangatira relationships between iwi governance	<i>“I think there’s a real need for [the governance level] to understand what the needs are of our people and try to be</i>

Survey theme	Theme	Feedback from survey based on the interviews with mana whenua	Direct quotes from mana whenua
relationship-building at the governance level		representatives and Eke Panuku senior leadership, as well as between Eke Panuku board members and iwi trustees, are crucial for stronger mana whenua outcomes overall.	<i>objective... how can you [be purposeful] if you don't know our needs and aspirations within the context? ...sit down and have a conversation with us, don't turn up with a bunch of rules."</i>

Table 1. Themes identified by the annual mana whenua engagement survey.

Improvement Areas

23. Mana whenua also identified four improvement areas that could build mana whenua satisfaction in our support.

Improvement theme	Theme	Feedback from Verian based on the interviews with mana whenua	Direct quotes from mana whenua
Explore alternative engagement models to the current collectivised model.	New	The current engagement model is seen as limited. This is a nuanced topic which requires significant discussion with mana whenua to determine what would work best for each individual iwi. Iwi are focused on finding an engagement model that upholds their mana motuhake and tino rangatiratanga.	<i>"Where my thinking is going is that it might be a better approach to contract each iwi entity for a baseline amount each year. That comes with enforceable performance obligations to provide engagement when Eke Panuku needs engagement on these matters, and to have that [amount] generous enough... then you may get more selective engagement on kaupapa in areas where there's a specific interest."</i>
Collective engagement practices are seen to be inappropriate or ineffective in some situations, but are valued in others.	Recurring	Tailored engagement to suit iwi needs and aspirations would be valued more by iwi. In less specific situations where kaupapa affect many mana whenua iwi, there is recognition of the value of collective engagement. Mana whenua wish to see greater devolution of our urban development kaupapa to create meaningful engagement.	<i>"The collective approach / the forum itself needs a bit of a revamp as far as I'm concerned. A bit more of a robust approach in terms of who they engage with and why. They have what's developed out of the Tāmaki Collective Settlement and these collective settlements... [Council] put them all into one big pot and then developed the process over time with anywhere from 13 to 19 [iwi] being invited to these hui."</i>
There is a spectrum of views on the usefulness of communications from Eke Panuku	Recurring	The majority of mana whenua are satisfied with the information and communications from the Māori Outcomes Team. As in 2022 and 2023, communications are overall clear, consistent, and highly useful. However, for a	<i>"It is a challenge to communicate with a given group [of Eke Panuku staff] because it's very business model orientated – 90% of our comms is through e-mail. And as you know as a Māori, we find it hard to do emails. There's a need for them to recognise and lean into our preferred comms choice which is give me your phone number. Our best work and our</i>

Improvement theme	Theme	Feedback from Verian based on the interviews with mana whenua	Direct quotes from mana whenua
		minority of mana whenua, the quantity or tone of email communications can be frustrating.	<i>best deals are over a phone call and then we come back to a hui to support whatever we need to do in that space.”</i>
There continues to be frustration with the Māori Outcomes limited resource, although mana whenua recognise this is unlikely to change	Recurring	In line with previous years’ findings, mana whenua feel current resourcing is at odds with a truly meaningful partnership between mana whenua and Eke Panuku as a whole, despite acknowledgement that the team supports mana whenua to the best of their ability.	<i>“The two they have are doing the best they can, but you can only do so much with two people. They could do better if they felt supported with more resources, and if they were given more scope in their job description – to be able to understand the business model of Eke Panuku better as at times I’m having to fill them in [about business processes].”</i>

Table 2. Improvement themes identified by mana whenua through the annual engagement survey.

Recommendations

24. The survey identified several recommendations that could be used to improve our relationship. Verian has summarised the feedback from mana whenua in several recommendations below.

Short-term recommendations				Mid-to-long-term recommendations	
Perceived issue	Strengthen calendar coordination and hui management processes	Explore greater devolution of powers for localised / specific kaupapa	Relationships between senior leadership and mana whenua	Support and uplift the Māori Outcomes Team	Consider alternative mana whenua engagement models
Proposed solution from mana whenua	<ul style="list-style-type: none"> Provide hui agenda invites 3 to 5 days prior to hui Ensure minutes are reflected accurately Provide a forward engagement programme to iwi 	<ul style="list-style-type: none"> Consider mana whenua involvement in procurement processes Consider mana whenua as contractors 	<ul style="list-style-type: none"> Maintain regular engagements between senior leadership. Provide greater 1 to 1 iwi engagement with the board 	<ul style="list-style-type: none"> Build the team, increase the headcount Provide opportunities for kaimahi to gain greater exposure to the wider business. 	<ul style="list-style-type: none"> Consider annual capacity contracts and or relationship agreements

Table 3. The recommendations from mana whenua following the survey.

Responding to the results

25. The results of the survey have been shared with mana whenua. The Māori Outcomes Team will return to mana whenua to present how we will respond to the recommendations and seek their input into our proposed approach.

26. It is likely that Eke Panuku can respond to the short-term recommendations by improving our processes in our work and exploring alternative procurement opportunities with the capital delivery team.
27. If mana whenua want to influence the long-term direction of our business, it is likely this discussion will need to occur with the Eke Panuku leadership team and/or the Board.

Next steps

28. The Māori Outcomes Team will meet with the executive leadership team to discuss how the organisation responds to the survey results.
29. Eke Panuku will develop an action plan to be delivered over the next 12 months that responds to the recommendations.

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

30. No Options to Consider as this is an information update to the Board.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

31. No Financial and Resourcing Impacts to consider currently however may need to be explored following the adoption of an action plan that responds to the survey.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

32. No current risks to consider.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

33. No current stakeholder impacts to consider.

Tauākī whakaaweawe Māori | Māori outcomes impact

34. Effective engagement with Māori is a key objective of Eke Panuku as outlined in our Statement of Intent.
35. This paper outlines the health of the relationship we hold with iwi according to the iwi participants.

Tauākī whakaaweawe āhuarangi | Climate change impact

36. No climate impacts to consider.

Ngā tāpirihanga | Attachments

Attachment A – Eke Panuku Mana Whenua Engagement Survey FY 23/24

Eke Panuku Mana Whenua Engagement Report 2024

Qualitative Report prepared by Verian

July 2024



Introducing Verian

Verian is the new name for Kantar Public (formerly Colmar Brunton).

Following our divestment from our former parent company, we are now an independent research and evaluation agency, providing evidence and advisory services to government and the public realm, across Aotearoa New Zealand and around the world.

Please get in touch if you have questions or would like to know more.

www.veriangroup.com/nz



Powering decisions
that shape the world.

Contents

1. Background
2. Summary and recommendations
3. Deep dive – what is working and where are the tensions?

1. Background



Ngā mihi maioha

Verian would like to thank all mana whenua representatives who participated in this research.

We acknowledge many iwi mana whenua are time poor and in high demand across many CCOs. We are therefore especially grateful for the opportunity to kōrero and hear their whakaaro.

Your thoughts, feelings, and ideas shared are all greatly appreciated. They are considered a valuable koha to this kaupapa.



Powering decisions
that shape the world.

Research Background



Eke Panuku recognises the importance of its partnership with mana whenua and seeks to create an Aotearoa that reflects our shared aspirations.



As such, it is critical that Eke Panuku understands the health of its relationships with mana whenua, and explores the strengths, weaknesses, gaps, and opportunities for improved engagement.



This annual research provides an opportunity for mana whenua to feedback their impressions on the quality and effectiveness of the partnership.



The outcomes of this research will be used to inform pathways for Eke Panuku to strengthen and grow their relationship with mana whenua.

Research Approach

Verian reached out to 21 iwi mana whenua representatives. Of those 21 representatives, **11 mana whenua representatives** agreed to take part in this kaupapa.

This report is reflective of participants' views only, and does not encapsulate the views of all 19 iwi and hapū who hold mana whenua status across the Tāmaki Makaurau rohe.

- Qualitative interviews were conducted either online via Teams or kanohi ki te kanohi between June – July 2024.
- Topics discussed were in line with the 2022 and 2023 Eke Panuku Mana Whenua Engagement Survey to get a sense of how things had changed or stayed the same since 2022.

We conducted kōrero with 11 mana whenua representatives:

	Mahi focus area	Number of iwi reps
1	Operational	7
	Governance	4
2	Total	11

Throughout the report, we refer to mana whenua as a collective for anonymity reasons, however, we acknowledge that all iwi mana whenua retain their own individual tino rangatiratanga, and mana motuhake.

2. Summary and recommendations



In summary



Compared to previous years, we saw greater polarisation in mana whenua satisfaction with the engagement and support provided by Eke Panuku. The majority of mana whenua (60%) are satisfied with Eke Panuku, although a minority of mana whenua are dissatisfied (30%).*



In line with previous years' findings, the Māori Outcomes team plays a significant role in driving positive perceptions. With approachable kaimahi that operate in a tikanga-aligned manner, the team is seen by most mana whenua to be their advocates within Eke Panuku.



Many mana whenua still consider Eke Panuku is committed to effective mana whenua engagement and stands out in comparison to other Council-controlled Organisations (CCOs). Unfortunately this is not experienced equally across iwi.



Lower satisfaction with engagement and support tends to be driven by Eke Panuku's failure to understand and respond to individual iwi needs and aspirations. Engagement at the collective mana whenua level is seen as inappropriate for various situations, and fails to fully recognise the individual mana motuhake and tino rangatiratanga of each mana whenua iwi.

This year, satisfaction with Eke Panuku is slightly higher compared to 2023

This year we observed greater polarisation in the level of satisfaction with support from Eke Panuku. The majority of mana whenua are confident Eke Panuku makes a consistent effort to meaningfully engage at the operational and governance levels. However, a minority of mana whenua are dissatisfied with support – with lower ratings driven by reservations around the collective engagement model.

Due to small sample size, it is not possible to assess the statistical significance of the change in satisfaction ratings.

Overall satisfaction with the support mana whenua receive from Eke Panuku ...

	2022 % rating:	2023 % rating:	2024 % rating:
Top 2 Box (4 or 5 out of 5)	50%	56%	60%
Neutral (3 out of 5)	20%	33%	10%
Bottom 2 Box (1 or 2 out of 5)	30%	11%	30%

No mana whenua representatives rated Eke Panuku above a 4/5; One mana whenua representative abstained from answering.

A 5 OUT OF 5 WOULD LOOK LIKE...

- Proactive and meaningful partnership with mana whenua iwi on an individual level
- Alignment between individual iwi mana whenua aspirations and priorities, and Eke Panuku
- An engagement model that does not homogenise iwi with balance between both collective and individual engagement.

2

"I won't hesitate. I'll give it a 2 [out of 5] and I'm being kind. If it wasn't for [three specific staff members] I would give them a 1 [out of 5]."

"I'll give it a 2...but there are certain individuals in the organisation that do some good work."

[Iwi representative, operations]

3

"I'll say a three. They just need to be real about understanding the needs of mana whenua, because it's a mana whenua table but mana whenua have no input into the agenda or anything like that."

[Iwi representative, governance]

4

"[Mana whenua] have to work on the relationship too. It's from both sides. I know that David is trying very hard to do what he's said as CEO and my understanding is that they're doing the best they can to deliver on what they've said to us."

[Iwi representative, operations]

5

"I think if you had a five out of five, the only direction is down. And so as long as the respect and the acknowledgement continues to grow, you know, hopefully we'll never get to a five out of five because there's always room for improvement."

[Iwi representative, operations]

With just 11 mana whenua respondents, this rating score is indicative only and should not be taken out of the context of this report. Responses were given across the scale, and reasons varied greatly depending on individual experiences and relationships, as outlined above.

Q: Overall how satisfied are you with the support mana whenua receive from Eke Panuku, where 1=Very Dissatisfied and 5=Very Satisfied?

This year, satisfaction with the Māori Outcomes team is slightly lower compared to 2023

Mana whenua remain confident in the support provided by the Māori Outcomes team, and see the rōpū as their advocates within the wider organisation. Lower ratings tend to be driven by ongoing frustrations around the team's low resourcing and high staff turnover.

Due to small sample size, it is not possible to assess the statistical significance of the change in satisfaction ratings.

Overall satisfaction with the support mana whenua receive from the Māori Outcomes team ...

	2023 % rating:	2024 % rating:
Top 2 Box (4 or 5 out of 5)	78%	70%
Neutral (3 out of 5)	22%	30%
Bottom 2 Box (1 or 2 out of 5)	0%	0%

No mana whenua representatives rated the Māori Outcomes team below a 3/5 or above a 4/5; One mana whenua representative abstained from answering.

3

"Three is the middle of the road – I think it's more around [them needing] understanding about how mana whenua are different in regards to their needs and requirements, and where they're at in the Treaty settlement journey"

[Iwi representative, governance]

4

"You've got what basically is a new team over the last year, it grows. I would say rather than, saying [I'm] completely satisfied, it's like every relationship, it changes and grows hopefully, and this one has changed and grown. So yeah, I'm certainly satisfied probably a 4 [out of 5]."

[Iwi representative, operations]

5

"A 5/5 looks like the Māori Outcomes staff being able to understand the project management space and understand how they prioritise things, understand how the procurement model works. Ultimately the success of that Māori Outcomes team is when heading into a hui with consultants and mana whenua, they will already understand the trigger points that will set mana whenua off - oftentimes the trigger points happen while they're there and then they have to figure it out."

[Iwi representative, operations]

A 5 OUT OF 5 WOULD LOOK LIKE...

- Continued investment in individual relationships with mana whenua iwi.
- Greater project management clarity and understanding of procurement issues.

With just 11 mana whenua respondents, this rating score is indicative only and should not be taken out of the context of this report. Responses were given across the scale, and reasons varied greatly depending on individual experiences and relationships, as outlined above.

Q: Overall how satisfied are you with the support mana whenua receive from Eke Panuku, where 1=Very Dissatisfied and 5=Very Satisfied?

Recommendations

Below, we outline short, mid, and long-term opportunities for improved engagement and support with mana whenua. These recommendations are based on the feedback provided by mana whenua. Some recommendations from previous years still apply.

Short to mid term

Strengthen calendar coordination and hui management processes

Consistently provide hui agenda / invites 3-5 days prior to allow mana whenua to effectively prioritise their time.

Ensure hui minutes are sufficiently detailed, accurately reflect mana whenua kōrero, are shared for review in a timely manner and are stored in an easy to access location to enable greater visibility of kōrero and actions.

Provide mana whenua with a 'big picture', longer term calendar of projects and likely mana whenua input needs to enable effective planning of time to provide input on important decisions.

Ensures mana whenua can effectively prioritise and plan time to enable meaningful engagement and promotes greater visibility and alignment on key issues.

Continue to build the relationship between senior leadership and mana whenua*

Ensure regular CEO updates, quarterly governance hui, and one on one governance hui with iwi to signal Eke Panuku is serious about a meaningful and authentic partnership.

Greater mana whenua involvement at the governance level creates stronger outcomes for all.

**Recommendation carried over from 2023*

Explore greater devolution of powers for localised / specific kaupapa

On the operational level, ensure mana whenua input into procurement processes where appropriate. Consider mana whenua contractors where appropriate to ensure integrity of hītori for placemaking.

Ensures higher quality project outcomes, smoother ways of working, and mana whenua confidence in project teams.

Mid to long term

Consider alternative mana whenua engagement models

Consider alternatives such as annual capacity contracts and / or relationship agreements with individual iwi, determine shared outcomes and align values to both iwi and Eke Panuku priorities.

Ensures selective, meaningful mana whenua engagement, and alignment of mana whenua and Eke Panuku values for improved outcomes overall.

Support and uplift the Māori Outcomes team.*

Build the team, increase the headcount, and provide opportunities for kaimahi to gain greater exposure to the wider business.

Signals to mana whenua that Eke Panuku is serious about future engagement, and allows for succession planning should one person leave.

**Recommendation carried over from 2022 & 2023*

3. Deep Dive

What is working and where are the tensions



Overall, mana whenua feel Eke Panuku is committed to effective mana whenua engagement and stands out in comparison to other CCOs.

Overall, mana whenua feel iwi engagement is a central component of Eke Panuku's strategy and processes. In line with the 2023 findings, mana whenua remain confident Eke Panuku makes a consistent effort to engage meaningfully at both the operational and governance levels, especially in comparison to other CCOs.

- Eke Panuku is the only CCO to schedule engagement with mana whenua on a weekly basis, providing a sense that iwi engagement is highly valued at the organisational level. Mana whenua representatives note Eke Panuku is privileged to have weekly hui with mana whenua.
- There is a sense that engagement with Eke Panuku is not merely transactional, and feels reciprocal.

Mana whenua define their relationship with Eke Panuku as:

- Open and transparent, with confidence in Eke Panuku's commitment to genuine engagement.
- Largely respectful, with a sense that mana whenua engagement is highly valued by Eke Panuku.
- Engagements defined by trust and transparency.

Mana whenua who have positive relationships with Eke Panuku tend to engage more broadly and are more satisfied with the support provided. Whereas, those less satisfied with Eke Panuku overall tend to find ways to engage on their own terms by working more closely with Eke Panuku on fewer (more relevant) kaupapa.

"One of the things that I'm really impressed with is with David as a CEO, because you know he understands about that relationship around the leaders talking to the leaders and he's always been available to come and talk at the governance level - whether or not our chairs come to that is a different ball game because there are other things..."

[Iwi representative, operations]

"I think [iwi engagement] is an inherent part of the way they operate, it's a fundamental consideration in their M.O. They're not going out of their way to be champions [of iwi engagement], the forum space is just inherent to the model which has been a natural evolution of the engagement space."

[Iwi representative, operations]

Some feel there can be a tension between Eke Panuku's core purpose and the aspirations of iwi mana whenua.

Mana whenua are acutely aware of inherent tensions between Eke Panuku's organisational purpose, and iwi aspirations.

- For some, expectations of engagement are shaped by this reality as truly meaningful engagement is seen as unattainable within the commercial context.
- Eke Panuku is not seen as going out of their way to meaningfully engage with mana whenua, although this is highly project specific.
- For some, engagement feels as if it's on Eke Panuku's (and their contractors') terms for commercial purposes rather than to action positive mana whenua outcomes in the urban development space.
- Timing provided for mana whenua to review and provide feedback on plans for Eke Panuku contractors can feel rushed due to the commercial context.

Many mana whenua recognise that Eke Panuku's purpose as an urban development agency and asset holder is at odds with mana whenua aspirations and goals. This negatively impacts the degree to which partnership can be genuine and beneficial for both partners.

- There is a sense for many that greater effort is needed to identify common aspirations and goals between Eke Panuku and individual mana whenua to allow targeted projects that deliver benefits to both partners.
- Current procurement processes often fail to enable mana whenua involvement. A lack of mana whenua input into procurement negatively impacts project outcomes and mana whenua confidence in their relationship with Eke Panuku.

"The model still remains very much a business model, very commercial, and so it's about managing resources... we are resourced as mana whenua and it feels that we are managed as such a resource. As much as they are trying, there's still a challenge that Eke Panuku is a money making engine."

[Iwi representative, operations]

"They have pre-approved suppliers and consultants... so we're working with the same people every day who bring their own suppliers and ways of doing things, so it limits any opportunity for everyone. It's about keeping things tight, but at the expense of innovation to create space and opportunity for procurement."

[Iwi representative, operations]

There's consensus that the Māori Outcomes team continues to drive the positive relationship between Eke Panuku and mana whenua.

In line with 2022 and 2023 findings, mana whenua feel the Māori Outcomes team facilitates a positive engagement relationship between mana whenua and Eke Panuku as a whole. There's a strong sense that the team effectively advocates for the needs of mana whenua across Eke Panuku.

The relationship between mana whenua and the Māori Outcomes team continues to be defined by trust and openness. The team consistently demonstrates that they are an asset to Eke Panuku, and influential in encouraging genuine engagement across the business.

- Kaimahi respect and uphold tikanga throughout their interactions with mana whenua collectively and individually. The use of karakia, whakawhanaungatanga, and kai go a long way to ensure mana whenua feel comfortable and supported while engaging with Eke Panuku.
- Kaimahi are approachable, and swiftly respond to queries from mana whenua. Mana whenua appreciate the open channel of communication with the team, both via email and phone.
- Kaimahi are focused on developing positive one-on-one relationships with mana whenua iwi, and are committed to understanding individual iwi goals and aspirations.
- Kaimahi ensure project leads / teams understand how to meaningfully engage with mana whenua, especially regarding early mana whenua involvement to ensure positive project outcomes overall.

"Through Jordan and the team, they're really open about getting us involved early, but also ensuring that the project managers and the teams understand that, you know, don't go far [in the project] because if you go far enough and come back after you've started [the project], then there are going to be some repercussions to that too. So they're getting better at doing that and listening and asking us what sorts of things matter in those spaces."

[Iwi representative, operations]

"The thing that is most important to all of us is the tikanga. So when we get together, there's a tikanga around how to start, what needs to happen and all that... [the Māori Outcomes Team] really support the idea of whakawhanaungatanga [in the forum], because there is nothing better than knowing who's in the room or who's online... they continually ensure that when people come into the room, there's a protocol, a tikanga."

[Iwi representative, operations]

"They're a very skilled set of individuals. They have very good policy approach and framework as a Treaty partner, very knowledgeable in tikanga, they seem to have a good grasp on the political issues within the Tāmaki Makaurau area."

[Iwi representative, operations]

"Despite them being at arms length, they have always been exemplary in responding quickly. They're really good people."

[Iwi representative, governance]

There continues to be frustration with the Māori Outcomes limited resource, although mana whenua recognise this is unlikely to change.

Although the Māori Outcomes team resourcing remains a concern, many recognise the broader challenges in this space and remain confident that the Māori Outcomes team has a positive impact on mana whenua outcomes. In line with previous years' findings, mana whenua feel current resourcing is at odds with a truly meaningful partnership between mana whenua and Eke Panuku as a whole, despite acknowledgement that the team supports mana whenua to the best of their ability.

Concern over the team's high kaimahi turnover negatively impacts consistent and meaningful relationships with Eke Panuku.

- Kaimahi changes place additional pressure on time-poor mana whenua representatives to build a new relationship with new staff. There's unease about needing to 'start again' if Māori Outcomes kaimahi change, with particular concern around the consistency of support.
- New kaimahi can take a while to fully understand the unique environment and background within which mana whenua operate. This can affect effective capture of discussions in hui minutes due to misunderstandings of kōrero from mana whenua.
- There's concern for the wellbeing of Māori Outcomes kaimahi due to the size of their workload supporting 19 mana whenua iwi.
- However, mana whenua representatives tend to be pragmatic in their approach to Māori Outcomes team resourcing issues – recognising organisational challenges outside of the team's control.

"The two they have are doing the best they can, but you can only do so much with two people. They could do better if they felt supported with more resources, and if they were given more scope in their job description – to be able to understand the business model of Eke Panuku better as at times I'm having to fill them in [about business processes]."

[Iwi representative, operations]

"They've always been under resourced and have had a bit of a turnover lately of staff. I can't say I've seen any Māori in the Māori Outcomes seeing progress outside of the Māori Outcomes team and to a higher position, and my question is why is that? What are staff leaving? And for us, it's the continuity and consistency of the relationships that's key."

[Iwi representative, operation]

There is a spectrum of views on the usefulness of communications from Eke Panuku.

The majority of mana whenua are satisfied with the information and communications from the Māori Outcomes team. As in 2022 and 2023, communications are overall clear, consistent, and highly useful.

- Emails are succinct and clear.
- Hui invites, agenda items, and relevant supporting documents are sent ahead of time.
- Recent staff changes have resulted in 'tidier' correspondence.
- Kaupapa context and information from Māori Outcomes team correspondence are heavily relied upon and ensures mana whenua are prepared to contribute in hui.

However, for a minority of mana whenua, the quantity or tone of email communications can be frustrating.

- The quantity of emails and hui invites can feel like a 'deluge' at the end of the week (ahead of Monday hui).
- It can be difficult to digest / share information or content if it's included in the main email body, with a preference for more email attachments that can be easily saved / printed / shared.
- Communications feel like mana whenua are one of many stakeholders, rather than a key partner, although this is highly staff and project specific.
- The predominant use of email fails to understand and respect the value Māori place on kōrero either over the phone, or kanohi ki te kanohi.
- New hybrid meeting formats require a personalised approach for iwi to feel connected and engaged regardless of joining hui online or kanohi ki te kanohi.
- Hui minutes are not consistently detailed or shared for review in a timely manner.

"They've got a new person, and there's now tidier emails and sorts of communications. Jorja has been on the team for about a month, and she's obviously got some really good skills in that area. So, the right information is coming out and if we've got any queries or questions... It's really good comms, a little bit better than it was before."

[Iwi representative, operations]

"It is a challenge to communicate with a given group [of Eke Panuku staff] because it's very business model orientated – 90% of our comms is through e-mail. And as you know as a Māori, we find it hard to do emails. There's a need for them to recognise and lean into our preferred comms choice which is give me your phone number. Our best work and our best deals are over a phone call and then we come back to a hui to support whatever we need to do in that space."

[Iwi representative, operations]

Collective engagement practices are seen to be inappropriate or ineffective in some situations, but are valued in others.

In many situations, mana whenua do not feel that it is appropriate to be treated as a collective. Rather, tailored engagement would be valued to recognise iwi priorities, ensure meaningful Tiriti partnership, and demonstrate a commitment to achieving mana whenua outcomes.

- When kaupapa are specific and localised, engagement at the collective mana whenua level can be perceived by some as a breach of tikanga and as if individual iwi rangatiratanga is being trampled. For some, there is concern about open meeting policies when Eke Panuku projects or opportunities are highly localised.
- Collective engagement fails to signal a strong commitment to a meaningful Te Tiriti partnership on the individual iwi level. There's a perception that collectivisation allows Eke Panuku to *manage* iwi on their own terms.
- Some desire greater devolution of project responsibilities on a localised basis. Mana whenua representatives appreciate when Eke Panuku allows space for these arrangements, as they are key to ensuring the highest level of project outcomes, and ensuring the relevant people are at the table with Eke Panuku. The integrity of whakaaro behind placemaking projects is top of mind for many.
- For iwi who do not have a relationship with Eke Panuku, collectivised engagement is a key barrier to relationship building and engagement in the future.

In less specific situations where kaupapa affect many mana whenua iwi, there is recognition of the value of collective engagement.

- In these situations, the collective forum promotes relationship transparency between mana whenua and Eke Panuku and provides opportunities for greater impact – such as in environmental and sustainability kaupapa.
- Iwi mana whenua who have not yet settled with the Crown especially value the collective engagement alongside individual partnership.

“The collective approach / the forum itself needs a bit of a revamp as far as I'm concerned. A bit more of a robust approach in terms of who they engage with and why. They have what's developed out of the Tāmaki Collective Settlement and these collective settlements... [Council] put them all into one big pot and then developed the process over time with anywhere from 13 to 19 [iwi] being invited to these hui.”

[Iwi representative, operations]

“I still think it's actually very useful for all the kaitiaki to know what all the different projects are that are going on across Tāmaki Makaurau, and for people to be able to see the papers relating to them. I wouldn't want to lose that operations view – you could generate anxiety that people might be missing out on information. There's a transparency that's really important to maintain. But, let's build engagement from a more purposeful level.”

[Iwi representative, governance]

Mana whenua want to kōrero with Eke Panuku about alternatives to the current collectivised engagement model.

The current engagement model is seen as limited. Some mana whenua identified opportunities to refine the engagement model, address these limitations, and create a stronger relationship foundation.

- This would involve reviewing the current collective engagement processes, considering greater devolution of project powers on a localised basis, and considering annual capacity contracts and / or relationship agreements with iwi for targeted mahi and selective engagement.
- This is an important and nuanced topic which requires significant discussion with mana whenua to determine what would work best for each individual iwi. Iwi are focused on finding an engagement model that upholds their mana motuhake and tino rangatiratanga.
- Many mana whenua want to see these kōrero prioritised, not put in the 'too hard basket.'

For some, compensating iwi representatives for their time on an hourly rate is seen to create pressure for mana whenua representatives to attend Eke Panuku hui which may not always be relevant to them.

- Annual capacity contracts or relationship agreements would allow both partners to determine outcomes and milestones that align to iwi aspirations, taking into account individual iwi circumstances. Iwi representatives would focus energy and time on kaupapa directly aligned to iwi goals where they overlap with Eke Panuku's needs. On the operations level, this would provide space for kaitiaki to prioritise their time for thoughtful and thorough engagement where most needed.
- Greater devolution of urban development kaupapa on a localised basis would also allow space for kaitiaki to prioritise their time for thoughtful and thorough engagement where most needed. This would alleviate pressure to attend collective hui where not all agenda items are relevant.

"One thing that we're doing with Auckland Council anyway is an example, we've been able to negotiate capacity contracts... those are one-on-one with the organisation and the iwi. You've got milestones to meet, but they are shared and align with our shared outcomes. It makes sense that those things are aligned to shared outcomes, because it's a waste of time doing things with Eke Panuku if that's not our priority."

[Iwi representative, governance]

"I think it's still valid to have [engagement hui], as well as something that's a bit more formal in the sense that you're going to realise shared outcomes – like a capacity contract or memorandum of cooperation... something that's a lot more tangible."

[Iwi representative, governance]

"Where my thinking is going is that it might be a better approach to contract each iwi entity for a baseline amount each year. That comes with enforceable performance obligations to provide engagement when Eke Panuku needs engagement on these matters, and to have that [amount] generous enough... then you may get more selective engagement on kaupapa in areas where there's a specific interest."

[Iwi representative, governance]

"We go to events to manaaki and be present across our rohe and keep the fires burning. All of that goes out the window when we go into a meeting with Panuku – we're treated exactly the same as [other iwi]."

[Ngarimu Blair, Ngāti Whātua Ōrākei, governance]

There is an opportunity for more meaningful relationship-building at the governance level.

Meaningful rangatira ki te rangatira relationships between iwi governance representatives and Eke Panuku senior leadership, as well as between Eke Panuku board members and iwi trustees, are crucial for stronger mana whenua outcomes overall.

While elements of current governance relationships are valued by mana whenua, governance representatives experience various pain-points.

- Governance representatives want quarterly hui agenda to be more relevant to rangatira – kaupapa of high strategic importance in order to best make use of their time.
- Ideally, hui would have equal representation of mana whenua to avoid politically driven kōrero.
- Greater investment in one-on-one relationships on the governance level is necessary before seeking iwi partnerships. Sharing iwi aspirations and priorities with senior leadership is fundamental to ensure a meaningful partnership with mana whenua working in both the governance and operational spaces. However, there were suggestions to offer a variety of engagement opportunities beyond one-on-one meetings to account for different preferences and needs of iwi trustees.
- Some governance representatives are open to relationship agreements with Eke Panuku, noting these are important to ensure Eke Panuku understands individual iwi goals and aspirations in a formalised way.

"In regards to governance, I think there's no meaningful relationship in regards to a relationship agreement or capacity contract... So I don't see the governance table as being meaningful. I think it just needs to have some lead and direction around it – what's the purpose?"

[Iwi representative, governance]

"I think there's a real need for [the governance level] to understand what the needs are of our people and try to be objective... how can you [be purposeful] if you don't know our needs and aspirations within the context? ...sit down and have a conversation with us, don't turn up with a bunch of rules."

[Iwi representative, governance]

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Powering decisions
that shape the world.

Maungawhau programme update

Author(s): Kate Cumberpatch, Priority Location Director

September 2024

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

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

Whakarāpopototanga matua | Executive summary

1. In July 2023 the City Rail Link Sponsors approved the Maungawhau and Karanga a Hape Precinct Development Plan. The approvals included:
 - the foundation outcomes which set out the desired outcomes to be delivered from this programme
 - delegations to the Eke Panuku Board for decision-making to negotiate and conclude development agreements within set parameters
 - [REDACTED]
 - agreement for Eke Panuku to manage the right of first refusal process with Whenua Haumi Roroa o Tāmaki Makaurau Limited Partnership for the three development sites that have this obligation
 - agreement to discuss the opportunity for Kāinga Ora to consider 100 state homes within the available development sites
 - a two-stage land sale process to select a preferred development partner(s). First stage evaluation will focus on the capability, track record, capacity and vision of the developers. Second stage evaluation will consider the detailed development proposals on their design and delivery response, including how the foundation outcomes will be achieved (50%) and the price and commercial offer (50%).
2. We have previously undertaken market soundings, informal conversations with interested development partners and engaged with Whenua Haumi Roroa o Tāmaki Makaurau Limited Partnership. The next step is full marketing to seek development proposals from parties.
3. Development sites cannot be taken to the market to seek private sector interest until:
 - We have rail infrastructure protection requirements confirmed by City Rail Link Limited, including any constraints or other implications on title.
 - Sites are transferred to Auckland Council.
4. City Rail Link Limited has recently provided a list of all statutory and compliance work it needs to complete on each development site. We have scheduled weekly workshops over October 2024 to

understand requirements and timing to complete this list of work. The purpose of these workshops is to understand where in timeline of statutory and compliance work to be undertaken by City Rail Link Limited, we will have enough information to commence marketing the sites. We expect to have clarity on this by the end of 2024.

5. [REDACTED]
6. City Rail Link Sponsors officials are aiming to agree on the final land transfer arrangements with City Rail Link Limited by March 2025.
7. City Rail Link Limited needs to transfer sites for the purposes of another public work otherwise it will need to satisfy the obligations of the Public Works Act for any disposal, such as Section 40 offer backs. The public work will be urban renewal.
8. [REDACTED]
9. Any sites not transferred to Auckland Council will be disposed by City Rail Link Limited.
10. A laneway, with underground services, has been constructed by the Link Alliance through the centre of site C. Development will be challenging or unachievable unless the laneway is relocated. If this site is transferred to Auckland Council for Eke Panuku to manage, then funding will need to be allocated to relocate the laneway. Ideally the laneway would be relocated to the boundary of site C and site G (owned by Kāinga Ora) and a splay onto Ngahuru Street constructed. This relocation would enable an accessible route into the Maungawhau Station from New North Road.
11. [REDACTED]

Matapaki | Discussion

Background

12. The Maungawhau programme is focused on the land owned by CRL Limited (CRL) surrounding the Maungawhau and Karanga a Hape stations.
13. In 2020 CRL requested Auckland Council lead the development of the sites surrounding the stations. Auckland Council endorsed the programme be established as a new priority location with Eke Panuku to be lead delivery agency, and for Eke Panuku to prepare a Precinct Development Plan.
14. A programme business case and supporting Precinct Development Plan for the Maungawhau and Karanga a Hape Precinct was approved by the Eke Panuku and Kāinga Ora Joint Board Committee and sent to the CRL Sponsors' officials in November 2021.
15. The Precinct Development Plan, with foundation outcomes, was approved by the City Rail Link Sponsors in July 2023. The City Rail Link Sponsors are the Auckland Council Governing Body, the Minister of Finance and the Minister of Transport.
16. The approved development approach option, as set out in the Programme Business Case, delivers development within the Unitary Plan rules, which sees development being within the volcanic

through the processes and constraints for each development site and report these to Eke Panuku.

- Eke Panuku needs to understand the infrastructure constraints for the precinct.
- A detailed business case and a go to market strategy, including essential outcomes for each site, will need to be approved by the Eke Panuku Board.
- City Rail Link Sponsors to agree and transfer sites from City Rail Link Limited to Eke Panuku to manage for the delivery of urban renewal.

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

Urban renewal through the Public Works Act

20. The City Rail Link Sponsors are working with City Rail Link Limited on the agreement to transfer the sites to Auckland Council.

21. City Rail Link Limited requires the sites be transferred for the purposes of another public work otherwise it will need to meet usual disposal obligations, including offering properties back to former owners under the Public Works Act.

22. Eke Panuku is the agency tasked by Auckland Council with delivering the public work of urban renewal across Auckland. The definition of urban renewal is wide ranging, but at its core is the strategic residential, commercial and public good development of areas or buildings that Auckland Council considers should be improved.

23. Eke Panuku and City Rail Link Limited have undertaken a range of work to underpin and inform the urban renewal outcomes to be achieved. The overall iterative approach undertaken and its acceptability to deliver development that will come within the scope of the public work of urban renewal, has been subject to legal review by Simpson Grierson.

24. [Redacted]

25. [Redacted]

26. [Redacted]

27. [Redacted]

28. [Redacted]

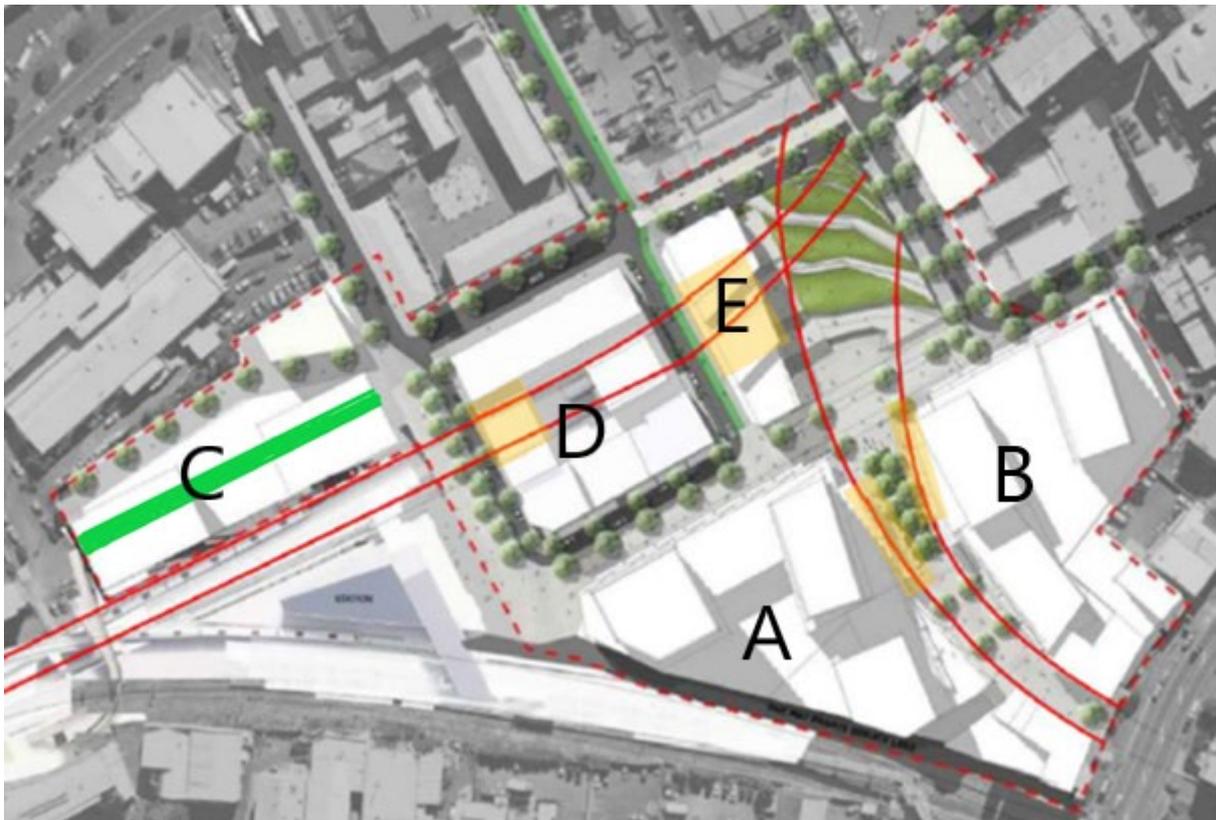
29. Any sites not held by Auckland Council and managed by Eke Panuku for urban renewal purposes, will be sold by City Rail Link Limited. The sales proceeds Eke Panuku will need to deliver will need to be adjusted to match what sites it is responsible for from the overall minimum number set.

Development of sites F, H, I and J

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

Development progress and constraints of sites required to deliver urban renewal

- 34. We have completed the essential design outcomes for each of the sites.
- 35. The figure below shows the masterplan with the centreline of the rail tunnels overlain in red. The locations where the building height is limited to three storeys due to the load capacity of the cut and cover tunnels beneath is shaded in orange. The green line through the middle of site C is where City Rail Link Limited has constructed a pedestrian laneway.



36. The laneway in site C has been indicated as temporary and it has been constructed above underground services. For site C to be developed, this laneway would need to be moved to the northern boundary of the site. This will require additional costs to relocate the services as well as create the new laneway. Ideally this laneway would be partly incorporated into site G, owned by Kāinga Ora, and have a splay on the Ngahuru Street end. This splay would create an accessible route to the station from New North Road. An accessible route to the Maungawhau Station from New North Road is currently not provided.
37. Kāinga Ora has requested we determine our interest in acquiring site G as it is looking to withdraw from urban development. This site was acquired by Kāinga Ora to enhance the outcomes of this programme. The site creates a great frontage to the precinct from New North Road. Acquisition of this would also enable the laneway built across site C to be relocated and create an accessible route to the Maungawhau Station from New North Road.
38. [REDACTED]
39. City Rail Link Limited has confirmed that water and wastewater upgrades are required to service the full development potential of the site. We have engaged Aurecon to investigate the requirements and report on what additional infrastructure is required to enable development. We expect this report in October. This is not what was previously advised by Auckland Council Development Programme Office's extensive analysis and by advice previously from City Rail Link Limited. Once we understand the extent of the capacity issues, we will work with City Rail Link Limited and the council agencies to determine how any capacity requirements can be met.
40. City Rail Link Limited has a number of actions still to complete before the properties are 'surplus' to its transport requirements. These actions include completing construction, assessing and legalising protection requirements for the rail infrastructure, and stopping and vesting areas of road. Completion of this work by site will be staggered between mid-2025 and early-2026 for all sites. The exception being the two sites at Fenton Street and New North Road which will become 'surplus' for City Rail Link Limited at the end of 2024.
41. A full detailed list of the actions required and time frames to complete this are attached to this report. This attachment was a supporting document provided to the City Rail Link Sponsors on 9 September 2024.
42. City Rail Link Limited has requested weekly workshops through the month of October to discuss the detail of this overview and inform us, site by site, what work is required until the sites will be ready to market for development. These workshops will also enable us to determine timing for when sites will be ready to commence marketing processes.

Urban realm delivery

43. City Rail Link Limited is delivering all streets and the park, as shown in the masterplan. This was approved by City Rail Link Sponsors in February 2023 and additional funding provided to City Rail Link Limited to design and construct these urban realm areas of the masterplan.
44. City Rail Link Limited undertook an engagement process in August on the design of the pedestrian street between Shaddock Street and Mt Eden Road. A lot of feedback was received seeking improvements to the design.
45. City Rail Link Limited has redesigned the road to include street furniture and trees. We support the new design of the pedestrian street.

Transition planning and ‘day-one’ status

- 46. We have been facilitating the creation of a transition plan and ‘day-one’ plan for when the Maungawhau Station opens with Auckland Transport and City Rail Link Limited.
- 47. This planning includes what state the development sites should be handed over from Link Alliance once construction finishes, receiving information from City Rail Link Limited on what power or services will be available for any transitional uses, and what activities or uses could be delivered on all or some of the vacant development sites between station opening and development construction commencing.
- 48. This needs to take into account City Rail Link Limited’s contract with Link Alliance and minimising consequential opex or capex which may fall to Eke Panuku or Auckland Transport following Link Alliance and City Rail Link Limited completing their work.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

- 49. Resourcing time and impact is high for this programme due to the information gathering and uncertainty from the different agencies working on the City Rail Link.
- 50. The programme has forecast a programme capex investment of \$2.4 million to manage the development sites, including legal, marketing, due diligence and internal staff costs, and \$500,000 to contribute to Auckland Transport to underground power lines on surrounding streets and improve the street environment, making the precinct more attractive.
- 51. If site C is transferred to Auckland Council for management by Eke Panuku, there will be additional capex investment required to relocate the pedestrian laneway that City Rail Link Limited has constructed through the middle of the site.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

- 52. [Redacted]

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

- 53. [Redacted]
- 54. [Redacted]

Tauākī whakaaweawe Māori | Māori outcomes impact

Rights of First Refusal under the Ngā Mana Whenua o Tāmaki Collective Redress Act

55. The former 21 Ruru Street train station site was subject to a Right of First Refusal under the Ngā Mana Whenua o Tāmaki Collective Redress Act 2014. With subdivision into intended development parcels, parts of the former 21 Ruru Street become part of development sites A, C and D and are subject to rights of first refusal.
56. We have engaged with Whenua Haumi Roroa o Tāmaki Makaurau Limited Partnership, which is the entity managing rights of first refusal under the Collective Redress Act. Further engagement will occur once we have an understanding from City Rail Link Limited on when the due diligence information will be provided to a level sufficient for Whenua Haumi Roroa o Tāmaki Makaurau Limited Partnership to confirm interest in developing the sites.

Tauākī whakaaweawe āhuarangi | Climate change impact

57. Not applicable for this report.

Ngā tāpirihanga | Attachments



Management of Seismic Risk in the Eke Panuku Building Portfolio

Author(s): John O'Brien

September 2024

Whakarāpopototanga matua | Executive summary

1. In line with its review cycle for seismic risk assessments across its portfolio, Eke Panuku has recently completed a comprehensive portfolio-wide engineering review to ensure that all buildings deemed at risk of failure in an earthquake event are identified.
2. This process has identified a more extensive list of sites deemed to be earthquake prone under the Building Act 2004 (Special provisions for earthquake-prone buildings), the Building (Specified Systems, Change the Use and Earthquake-prone Buildings) Regulations 2005.
3. The extended list of earthquake-prone buildings has been impacted by the more recent acquisitions of buildings at the Northcote shopping centre and elsewhere and is not reflection on the quality of previous data.
4. In 2019 the Board approved guidelines for the management of earthquake risks in the building portfolio managed by Eke Panuku. As part of the recent work, the Guideline document was “tidied up” to ensure clarity for staff implementing the required processes. However, no substantive changes have been made to the document.
5. Auckland Council is still developing its policy and guidelines for Earthquake-Prone Building Management and Occupation. As well, we are aware that the government has signalled its intention to extend the time frame for seismic mitigation works, and also to more broadly review the requirements under the Act. It was decided to put a hold on a review of the Guidelines until these works are completed. The revised Guidelines will be provided for Board review in due course.
6. The classification of a building as “Earthquake-Prone” (less than 34%NBS) does not preclude the leasing of the building to a third party. The Guidelines outline how Eke Panuku Property Managers engage with prospective and current lessees to ensure that they are well informed on the levels of risk associated with the building occupation and ensure that acceptable risk mitigation strategies are in place to reduce risk to an acceptable level.
7. The Auckland region is classified as a Low-Risk Earthquake Zone. This means that under the Building Act 2004 Auckland building owners have up to 35 years in which to complete the required seismic risk remediation of a building that has been identified as Earthquake Prone.
8. However, Eke Panuku seeks to improve stakeholder and customer confidence in the safety of the buildings through a more proactive management approach. The current Guidelines provide for the staged management of seismic risk through a scoring system based on building %NBS and Importance Levels, building “hold periods”, and project complexity and cost parameters. To this end, this Guidelines set a clear pathway for legislative compliance, as well as providing a more tangible margin of safety by reducing the timeframe for seismic strengthening projects through risk-prioritised investment within our overall funding envelope.
9. The recent engineering review has identified 59 sites that are deemed earthquake-prone. 24 of the earthquake-prone buildings are at the Northcote Shopping Centre. 34 of the 59 earthquake-prone buildings are planned to be disposed of, or redeveloped, in the short term (less than 5 years).

10. In addition to the earthquake-prone buildings, the current data reveals that Eke Panuku manages another 60 buildings which under engineering standards are regarded as “at risk” sites. These buildings have a current %NBS of between 34 and 67. 24 of these buildings are at the lower end of the range (under 40%NBS).
11. A significant proportion of the Eke Panuku earthquake-prone buildings are planned for disposal or redevelopment within the next 5-10 years. It is likely then that much of the project work in this period to address seismic risks in these buildings will comprise targeted interventions to reduce the risk to occupants and the public, rather than more comprehensive building strengthening works.
12. 8 of the earthquake-prone and “at risk” buildings identified for longer term hold have “heritage” status under the Heritage New Zealand Pouhere Taonga Act 2014. It is likely that these building will be given some priority for strengthening works.
13. It should be noted that seismic risk information is based an Initial Seismic Assessment (ISA) process that has been adopted by New Zealand engineers. More detailed engineering assessments are required before any strengthening works are planned, designed and initiated. However, the ISA process is effective in assisting building owners and managers to understand the levels of seismic risk in their portfolios, and in their planning to reduce that risk within the legislative timeframe.
14. All earthquake prone and “at risk” buildings are used for a variety of commercial purposes. None of the buildings impacted by this assessment is used for residential purposes. Eke Panuku manages around 220 commercial buildings on behalf of the owners, Auckland Council and Auckland Transport.

Matapaki | Discussion

15.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
November 2019	Earthquake-Prone Buildings Panuku: Management and Occupation Guideline	The Guidelines were endorsed
February 2020	Information paper: Strengthening of Earthquake Prone Buildings	Received
October 2021	Managing Asbestos and Seismic Risk in the Property Portfolio	Received

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

16. The attached data details the 59 buildings in the Eke Panuku portfolio that are currently assessed as being earthquake-prone (less than 34%NBS) as defined in the Building Act 2004 (Special provisions for earthquake-prone buildings).

17. The Act allows these buildings to continue to be occupied. The Guidelines endorsed by the Board in 2019 provide a strategy to manage the risk of occupying these buildings at an acceptable level until that risk can be mitigated through structural strengthening, or the site is redeveloped or disposed of.
18. The Guidelines also provide a structure for staging structural strengthening projects to mitigate the highest risks first, to achieve acceptable mitigation of the risk associated with an earthquake event.
19. Individual mitigation projects are assessed over time to ensure that the works are appropriately effective in reducing risk, given the nature of the construction of each building, the cost and extent of mitigation work required, and the likely building “hold time”, to reduce risk to an acceptable level.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

20. Funding to address the mitigation of earthquake risk over time has been included into The Eke Panuku Long Term Plan request to Council.
21. Individual project funding will be approved on a case-by-case basis, in accordance with asset life cycle analysis, to address required mitigation works.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

22. The major risks addressed in the guidelines relate to those buildings that may sustain damage in a seismic event, and at worst may collapse and injure either occupants or passers-by.
23. The guidelines provide a structured approach for assessing the risk of these occurrences, and for a programme of work to address building strengthening works over time to reduce the portfolio risks of this nature.
24. A less significant risk is that in a seismic event, some part of the building (a chimney, a canopy, a corbel etc) may fall and create injury. More immediate work is taking place to review all earthquake-prone sites, and to undertake work to reduce the possibility of these impacts occurring.
25. The guidelines ensure that occupants are properly informed to the level of risk for the building that they occupy as part of the leasing process, or subsequently. Agreed mitigation is in place to regularly address known risks in these buildings to minimise overall risk to the extent possible.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

26. Key Stakeholders are Auckland Council and Auckland Transport. These stakeholders seek maximum financial returns from the leasing of these sites to defray holding costs.
27. Eke Panuku Executive Lead Team, that is responsible to ensure that Health and Safety and Risk Management strategies are in place and are followed.
28. Eke Panuku Property Managers who are delegated to manage the leasing of buildings, Facility Managers who manage the everyday safety and maintenance of buildings and Asset Manager who undertake building condition surveys and construct financial plans to mitigate the risk of building failure, and to upgrade and renew buildings over time.
29. Lease-holders in the buildings, based on a model of open communication as to the building risks, and a shared approach to risk mitigation.

Tauākī whakaaweawe Māori | Māori outcomes impact

30. The matters addressed in this report do not have any particular benefits to or adverse effects on Maori.

Tauākī whakaaweawe āhuarangi | Climate change impact

31. Waste mitigation and minimisation strategies will be employed in all project works associated with the implementation of the guidelines.

Ngā tāpirihanga | Attachments

Attachment A – Data showing current Earthquake prone and “at risk” buildings.

Building ID number	Address	Building Use	Current %NBS	Development/Disposal Timeframe	Special features
10292-B001	319 Queen Street	Restaurant and Bar	5	Long	Heritage
24850-B153	Dominion Road, 452-454	Retail - Vacant	5	Short	
24850-B154	Dominion Road, 458	Retail - Vacant	5	Short	
24850-B155	Dominion Road, 456	Retail - Vacant	5	Short	
10461-B001	317 Queen Street, Auckland	Retail food	15	Long	Heritage
20009-B001	Dominion Road, 135, Mount Eden	Social / community Support	15	Short	
24844-B160	34 Potaka Rd (Building C)	Industrial - Automotive	15	Short	
24858-B003	Pearn Place, 43-47	Food retail	15	Medium	
33742-B002	157-159 Westhaven Drive	Youth Marine Training centre	15	Short	
33761-B001	19-23A Queens Road, Panmure	Retail (multiple)	15	Short	
10892-B010	Beaufords in Totara Park	Kiosk, Event venue	20	Long	Heritage
24844-B161	30 Potaka Rd (Building A)	Industrial - Automotive	20	Short	
24844-B162	32 Potaka Rd (Building B)	Industrial - Automotive	20	Short	
33880-B001	1977 Great North Road	Food market	20	Short	
34741-B001	1 Roulston Street, Pukekohe	Youth Education venue	20	Short	
33431-B004	55 Onehunga Harbour Road, Onehunga (D)	Industrial/Storage	20	Medium	
23680-B001	New North Road, 915-927	Retail / Office / food	24	Short	
10248-B001	400 St Johns Road	Industrial office and warehousing	25	Short	
24857-B151	13 Crown Lynn Place, New Lynn	Industrial - warehousing	25	Short	
24858-B155	51 Pearn Crescent	Retail food	25	Short	
34942-B001	19 Massey Avenue, Pukekohe	Motor cycle retail	25	Short	
24859-B152	244 Orakei Road	Venue	30	Medium	
10162-B001	Dominion Road, 218-220	Office building	30	Short	
10162-B003	Dominion Road, 216	Office building	30	Short	
10162-B006	Dominion Road, 214	Office building	30	Short	
10162-B007	Dominion Road, 222	Retail / Office	30	Short	
10191-B005	7 Waitai Road, Waiheke Is, Building 3	Industrial	30	Short	
23682-B001	Pakenham Street CBD Old Toilet block	Vacant	30	Long	Heritage
24844-B008	Queens Road, 71-79	Retail	30	Short	
24844-B171	22 Lagoon Drive - Building 2	Vacant	30	Short	
24858-B002	Pearn Place, 1-11	Retail	30	Medium	

24858-B006	49 Pearn Crescent	Food retail	30	Medium	
24858-B010	Pearn Crescent, 23-25	Retail	30	Short	
24858-B011	Pearn Place, 27-35	Retail	30	Medium	
24858-B012	Pearn Place, 21	Retail	30	Medium	
24858-B013	Pearn Crescent, 7-9	Retail	30	Short	
24858-B014	Pearn Crescent, 11-13	Retail	30	Short	
24858-B015	Pearn Place, 23-25	Retail	30	Medium	
24858-B016	Pearn Crescent, 27	Retail	30	Short	
24858-B017	6-10 Kilham Avenue, Northcote	Mixed food and retail	30	Medium	
24858-B018	Pearn Crescent, 33	Retail	30	Medium	
24858-B019	Pearn Place, 17	Retail	30	Medium	
24858-B020	Pearn Crescent, 15	Retail	30	Short	
24858-B023	Pearn Crescent, 29	Retail	30	Short	
24858-B024	16-18 College Road, Northcote	Lab Tests, offices	30	Short	
24858-B025	Kilham Avenue, 16-26	Retail food / some vacant sites	30	Short	
24858-B028	2 Kilham Avenue, Northcote	Restaurant	30	Medium	
24858-B029	Pearn Place, 13	Retail	30	Medium	
24858-B030	Pearn Place, 15	Retail	30	Medium	
24858-B032	1-29 Pearn Crescent, Northcote	Mixed food and retail	30	Short	
24858-B151	Pearn Place, 50-52	Retail	30	Medium	
24858-B152	Pearn Place, 16-30	Retail	30	Medium	
24858-B153	Pearn Place, 32-44	Retail	30	Medium	
24863-B152	Great South Rd, 225 - aka 227 Gt Sth Rd	Commercial office / retail	30	Short	
33414-B001	202-208 West Coast Road, Glen Eden	Commercial office / retail	30	Medium	
33761-B002	3 Korma Lane	Funeral venue	30	Short	
33431-B005	55 Onehunga Harbour Road, Onehunga (ADMIN)	Office building	30	Medium	
33431-B008	55 Onehunga Harbour Road, Onehunga (Utility)	Industrial/Storage	30	Medium	
33431-B003	55 Onehunga Harbour Road, Onehunga (Shed C)	Industrial/Storage	30	Medium	
10412-B001	106 Cook Street	Warehouse / retail hardware	34	Short	
10457-B001	21 Princes Street	Childcare Centre	34	Long	Heritage
10553-B001	2 Queen Street	Information Centre	34	Long	
10580-B001	49 Station Road Papatoetoe Warehouse	Warehousing	34	Long	
12907-B001	685 Sandringham Road Extension	Retail Food / Restaurant	34	Short	
24815-B151	Morrin Road, 66 - Unit D & E	Motor vehicle repair	34	Short	
24844-B006	37 Queens Road	Retail - vacant	34	Short	
24844-B007	Queens Road, 25	Private education service	34	Short	
24844-B155	Queens Road, 27	Vacant retail	34	Short	
24844-B160	Potaka Lane, 30-34 - Building A, B, C	Manufacturing/ motor vehicle repair	34	Short	
24850-B151	Dominion Road, 655	Health centre	34	Short	
24858-B022	Pearn Place, 37-41	Retail/ Beauty/Health/Office	34	Medium	
24858-B154	47 Pearn Crescent	Retail - food	34	Medium	
24860-B151	East Tamaki Road, 283 - Tyre Shop	Automotive repairs	34	Short	
24863-B151	Great South Road, 227	Workspace hub	34	Short	
33402-B001	Hurstmere Road, 34	Retail/Office	34	Short	
33743-B001	131-137 Westhaven Drive	Marina staff and maintenance facility	34	Short	
34010-B002	Trading Place, 9	Vehicle repairs/Pet grooming	34	Short	

34010-B003	Trading Place, 9- 9L	Manufacturing/Child Daycare	34	Short	
10308-B021	The Wintergarden Pavillion	Restaurant and event venue	35	Long	Heritage
10845-B001	47 Shelly Beach Parade	Windross Restaurant	35	Long	Heritage
33742-B004	Westhaven Starting Tower	Yachting facility	35	Long	
33743-B003	Westhaven J Pier Toilets	Public Toilet	35	Long	
34430-B001	30 Hurstmere Road	Restaurant	35	Short	
33431-B001	55 Onehunga Harbour Road, Onehunga (A)	Industrial/Storage	40	Medium	
33431-B002	55 Onehunga Harbour Road, Onehunga (B)	Industrial/Storage	40	Medium	
33431-B006	55 Onehunga Harbour Road, Onehunga (Trans)	Industrial/Storage	40	Medium	
24859-B151	229-231 Orakei Road	Event Centre	40	Medium	
10827-B001	98 St George Street (Old PO Building)	Clothing retail	40	Short	
24844-B171	22 Lagoon Drive - Building 1	Vacant?	40	Short	
24830-B001	1 Paynes Lane, Onehunga	Warehousing	40	Short	
10274-B002	3 Pratt Street	Childcare centre	45	Medium	
24846-B167	Ti Rakau Drive, 207	Counselling centre	45	Short	
24860-B152	2 Ormiston Rd, Flatbush	Industrial - Automotive	45	Short	
33742-B003	Westhaven C Pier Toilets	Public Toilet	45	Long	
33744-B003	Westhaven Q Pier Toilets	Public Toilet	45	Long	
24844-B153	Ellerslie-Panmure H/way, 535	Office/Automotive repairs	48	Short	
33880-B002	1975 Great North Road	Music studio / Church Venue	50	Short	
10341-B001	3 Ponsonby Road	Commercial	50	Short	
11025-B101	27 Lake Road, Devonport	Industrial offices and warehousing	50	Long	
24848-B153	106 Great South Road	Industrial - Automotive	50	Short	
24858-B021	College Road, 30	Clothing retail	50	Short	
33744-B002	103-113 Westhaven Drive	Sails Restaurant / Marine retail	50	Long	
33880-B003	1979 Great North Road	Second hand retail	50	Short	
33880-B004	1971 - 1973 Great North Road	Retail	50	Short	
10191-B005	Waitai Road, 7 - Building 02 - Works Civ	Industrial	55	Short	
10191-B006	7 Waitai Road, Waiheke Is, Building 4	Industrial	55	Short	
10191-B007	7 Waitai Rd, Waiheke Is, Build 4 - Works Civil	Industrial	55	Short	
24848-B151	157 Great South Road, Back Building	Vacant?	55	Short	
10170-B001	2 Sturdee St, Auckland Central	Industrial storage	55	Long	
10354-B003	Rose Garden Restaurant	Restaurant and event venue	60	Long	Heritage
24848-B151	157 Great South Road, Front Building	Retail automotive tyres	60	Short	
24848-B154	56 Hokonui Road	Cartage company	60	Short	
24863-B153	Sutton Crescent, 29 - Shops 01-02	Retail/Wholesale meats	60	Short	
24863-B154	Great South Road, 245 - Shop 01	Men's grooming	60	Short	
24863-B155	Great South Road, 229	Fashion retail	60	Short	
33745-B001	31 Westhaven Drive	Café and marine retail	60	Long	
34010-B001	Trading Place, 7	Retail/Educational/Office/Church	60	Short	
11025-B104	Lake Rd, 27 - Beside Clay St	Industrial	63	Long	
24844-B006	Queens Road, 13-17	Office	63	Short	

Out of Cycle Decisions – At the time of publication, no out-of-cycle decisions were made between the August and September meetings.

Director interests at 18 September 2024

Member	Interest	Company / Entity	Conflicts pre-identified?
David Kennedy	Chair	Eke Panuku Development Auckland Limited	
	Chair	Beachlands South GP Ltd (JV between NZ Super Fund and Russell Property Group)	
	Member	Business Reference Group Te Arotake Future for Local Government	
	Director	Cathedral Property Limited	
	Chair	Civix Limited	
	Director	Grantley Holdings Limited	
	Chair	Kaha Ake GP Ltd (JV between NZ Super Fund and Classic Developments)	
	Director	Naylor Love	
	Trustee	New Zealand Housing Foundation	Possible
	Chief Executive	Te Kaha Project Delivery Limited	
	Director	Westhaven Marina Limited	
John Coop	Director	Eke Panuku Development Auckland Limited	
	Trustee	JE and CS Coop Family Trust	
	Managing Director and Principal	Warren and Mahoney	Yes
Kenina Court	Director	Eke Panuku Development Auckland Limited	
	Shareholder	Arrakis Limited	
	Director	Banking Ombudsman Scheme Limited	
	Director	BDE Bonus Limited	
	Director	Business in the Community (2013) Limited	
	Director	BMNZ Limited	
	Director	Dua Fellows Limited	
	Director	Dua Fellows Holdings Limited	
	Director	Eight Peaks Holdings Limited	
	Director	Everege Orbis Holdings Limited	
	Director	Fale Developments Limited	
	Director	Fortitudine Trustees Limited	

Member	Interest	Company / Entity	Conflicts pre-Identified?
Kenina Court cont	Director	Huma Holdings Limited	
	Director	IBS	
	Director	KW Westgate Limited	
	Director	Lovelock Trustees Limited	
	Director	Lujato Trustees Limited	
	Director	M&G Trustees Limited	
	Director	Nathan Whanau Trustees 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	XYZ Limited		
Steven Evans	Director	Eke Panuku Development Auckland Limited	
	Member	Construction Industry Accord Residential Sector Reference Group	
	Director	Kaipatiki FRL Limited Partnership	
	Chief Executive	Fletcher Building Limited	Yes
	Director	Homai General Partner Limited	
	Director	Okahukura GP Limited	
	Member	Steering Group Construction Industry Accord	
	Director	Tauoma FRL Limited Partnership	
	Director	Te Tau Waka Limited Partnership	
	Deputy Chair	Urban Development Institute of New Zealand	Yes

Director interests: Changes since August 2024 Board meeting:

Additions:

Director	Conflict/interest	Date notified
Kenina Court	Director - Dua Fellows Limited	16 September 2024
	Director – Dua Fellows Holdings Limited	16 September 2024

Deletions:

Director	Conflict/interest	Date notified	
Paul Majurey	Chair	Eke Panuku Development Auckland Limited	01 September 2024
	Member	Auckland Light Rail Mana Whenua Sponsors Group	01 September 2024
	Director	Hāpai Commercial General Partner Limited	01 September 2024
	Chair	Hāpai Housing General Partner Limited	01 September 2024
	Chair	Hauraki Collective (12 iwi collective)	01 September 2024
	Tangata Whenua Representative	Hauraki Gulf Forum	01 September 2024
	Director	Holm Majurey Limited	01 September 2024
	Director	Homai General Partner Limited	01 September 2024
	Chair	Impact Enterprise Partnership GP Limited	01 September 2024
	Director	Manawa GP Limited	01 September 2024
	Chair	Marutūāhu Collective (5 iwi collective)	01 September 2024
	Chair	Marutūāhu Rōpū General Partner Limited	01 September 2024
	Director	MO5 Properties Limited	01 September 2024
	Director	MRLP Group Limited	01 September 2024
	Chair	Ngāti Maru Limited	01 September 2024
	Director	Pare Hauraki Asset Holdings Limited	01 September 2024
	Chair	Puhinui Park GP Limited	01 September 2024
	Chair	Te Pūia Tāpapa GP Limited	01 September 2024
Chair	Tūpuna Taonga o Tāmaki Makaurau Trust Limited (Tūpuna Maunga Authority)	01 September 2024	

	Director	Westhaven Marina Limited	01 September 2024
	Director	Whenua Haumi Roroa o Tamaki Makaurau General Partner Limited	01 September 2024
	Chair	Whenuapai Housing GP Limited	01 September 2024
Jennifer Kerr	Director	Eke Panuku Development Auckland Limited	01 September 2024
	Committee member	Audit and Risk – Police	01 September 2024
	Chair	Callaghan Innovation	01 September 2024
	Trustee	J.R. Kerr Portfolio of Shares and Bonds managed by Craig Investment Ltd	01 September 2024
	Trustee	J.R. Kerr Portfolio of Shares and Bonds managed by Forsyth Barr	01 September 2024
	Settlor, Trustee, Beneficiary	J.R. Kerr Trust	01 September 2024
	Chair	NZTE	01 September 2024
	Member	Port Nicholson Trust	01 September 2024
	Trustee	Te Manawaroa Trust	01 September 2024
	Member, Advisory Board	University of Waikato Management School	01 September 2024
	Director	Waipa Networks Limited	01 September 2024
	Director	Waipa Networks Growth Limited	01 September 2024
	Chair	WorkSafe New Zealand	01 September 2024
Kenina Court	Director	It Happens Trustees Limited	16 September 2024
	Director	New Gipsy Limited	16 September 2024

Amendments:

Director	Conflict/interest	Date notified
David Kennedy	Chair – Eke Panuku Development Auckland Limited	01 September 2024
	Chair – Civix Limited	18 September 2024
Kenina Court	Greer Family Trustees Limited changed its name to XYZ Limited	16 September 2024

Meeting Attendance Register – 2024

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

* Term ended as at 31 August 2024

** Resigned as at 31 August 2024

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

<p>Attending</p>	<p>Board: Paul Majurey (Chair), David Kennedy (Deputy Chair), John Coop, Kenina Court, Steve Evans, Jennifer Kerr</p> <p>Executive: David Rankin, Chief Executive; Ian Wheeler, Chief Operating Officer; Gyles Bendall, GM Design & Place; Jo Brothers, Acting GM Community & Stakeholder Relations; Alaina Cutfield, Head of People & Culture; Carl Gosbee, Chief Financial Officer; Marian Webb, GM Assets & Delivery; Allan Young, GM Development</p> <p>In Attendance: Councillor Angela Dalton, Alex Croft, Senior Advisor, Auckland Council; Lisa Franklin, Media Manager; Alice Newcomb, Governance Manager; Rosemary Geard, Governance Advisor (minutes)</p>
<p>1.0 Meeting opening</p>	<p>The meeting opened at 10.06am with a karakia. The chair welcomed everyone to the meeting.</p>
<p>1.1 Apologies</p>	<p>There were no apologies received.</p>
<p>Procedural motion to exclude the public</p>	<p>Pursuant to clause 12.3 of the Eke Panuku Development Auckland Ltd Constitution, the public be excluded from confidential papers or parts thereof, so that commercially sensitive issues can be discussed.</p>
<p>2.0 Chief Executive's Report</p>	<p>David Rankin, Chief Executive, spoke to the report.</p> <ul style="list-style-type: none"> <p>Brookview Development block – Ormiston</p> <p>Steve Evans left the meeting for this topic due to a declared conflict of interest.</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>CCO Reform</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>The Eke Panuku Board received the report. Alex Croft left the meeting.</p>
<p>3.0 Mana Whenua stories: Te Ākitai Waiohau</p>	<p>Karen Wilson, Te Ākitai Waiohau; Jordan Taiaroa, Head of Māori Outcomes; Rangi Kalman, Principal Māori Outcomes Advisor; and Jorja Jamieson, Māori Outcomes Coordinator, joined the meeting for this item.</p>
<p>4.0 Board only session</p>	<p>David Rankin, Chief Executive, joined the meeting for this item.</p> <ul style="list-style-type: none"> <p>2023-24 Chief Executive Objectives - Outcomes</p> <p>The board discussed the 2023/24 outcomes as set out in the report.</p>

	<ul style="list-style-type: none"> • 2024-25 Chief Executives Objectives <p>The board authorised the Chair to sign off on the draft 2024/25 CE objectives with one addition.</p>
5.0 Health & Safety Report	<p>Bernardo Vidal, Head of Health, Safety and Wellbeing, joined the meeting for this item.</p> <p>ACTION: The board is to receive the investigation report into the Hamer Street Electrical hazard – Contractor event.</p> <p>ACTION: Marian Webb to report back on the frequency of Marina inspection of Piers and infrastructure equipment.</p> <p>The Eke Panuku Board discussed and received the Health and Safety report July 2024.</p>
6.0 Decision papers	
6.1 Waterfront swimming facility pilot	<p>Garth Dawson, Auckland Council Principal Pools & Leisure Specialist; and Tim Crow, Resolve Group, joined the meeting online for this item.</p> <p>Ian Wheeler, Chief Operating Officer, introduced the item.</p> <p>Following the conclusion of discussion, the Eke Panuku Board resolved to:</p> <ol style="list-style-type: none"> a. approve the recommended operating model which is an agreement between Eke Panuku and Auckland Council such that: <ol style="list-style-type: none"> i. Eke Panuku has accountability for physical maintenance and repairs ii. Auckland Council Pools and Leisure has accountability for operational management including the provision of lifeguards during the peak season. b. note the legal advice about the nature and extent of Eke Panuku’s health and safety obligations as the operator of swimming facilities. c. note the risks and mitigations outlined in the risk register.
6.2 Board Delegated Authority Policy	<p>Carl Gosbee, Chief Financial Officer, introduced the item.</p> <p>Following the conclusion of discussion, the Eke Panuku Board resolved to:</p> <ol style="list-style-type: none"> a. approve the revised Board Delegated Authority Policy.
6.3 Audit and Risk Committee – Terms of Reference	<p>Carl Gosbee, Chief Financial Officer, introduced the item.</p> <p>Following the conclusion of discussion, the Eke Panuku Board resolved to:</p> <ol style="list-style-type: none"> a. approve the revised Audit and Risk Committee Terms of Reference.
6.4 Audit and Risk Committee – Appointment and Composition	<p>Carl Gosbee, Chief Financial Officer, introduced the item.</p> <p>Following the conclusion of discussion, the Eke Panuku Board resolved to:</p> <ol style="list-style-type: none"> a. note that the terms of Paul Majurey and Jennifer Kerr will conclude on 31 August 2024. b. approve the appointment of Steve Evans to the Audit and Risk Committee, effective 01 September 2024. c. approve the appointment of John Coop to the Audit and Risk Committee, effective 01 September 2024.

	<p>d. note David Kennedy becomes an ex-officio member of the Audit and Risk Committee, effective 01 September 2024.</p> <p>e. note the composition of the Audit and Risk Committee will be reassessed when new board members are appointed by Auckland Councils Appointments & Remuneration Committee.</p>
6.5 Westhaven Marina Ltd – Director appointment	<p>Marian Webb, GM Assets & Delivery, introduced the item.</p> <p>Following the conclusion of discussion, the Eke Panuku Board resolved to:</p> <p>a. note Paul Majurey’s term ends on 31 August 2024.</p> <p>b. approve the continuation of the two existing Westhaven Marina Limited (WML) directors until new Eke Panuku Board directors have been appointed by Auckland Council.</p> <p>c. note the composition of the Westhaven Marina Limited board is two directors.</p>
7.0 Information papers	
7.1 Eke Panuku Annual Māori Outcomes Report	<p>Jordan Taiaroa, Head of Māori Outcomes; Rangi Kalman, Principal Māori Outcomes Advisor; and Jorja Jamieson, Māori Outcomes Coordinator, joined the meeting for this item.</p> <p>Jordan Taiaroa spoke to the report.</p> <p>The Eke Panuku Board received the Eke Panuku Annual Māori Outcomes report.</p>
7.2 Te Wero Wynyard Crossing Bridge	<p>Marian Webb, General Manager Assets and Delivery, introduced the item.</p> <p>The Eke Panuku Board received the Te Wero Wynyard Crossing Bridge report.</p>
8.0 Governance matters	
8.1 Out-of-cycle decisions	<p>There were no out of cycle decisions between the July and August meetings.</p>
8.2 Director’s Interests and Director’s project interest reports	<p>The Eke Panuku Board reviewed and received the Register of Director’s Interests reports.</p>
8.3 Director meeting attendance	<p>The Eke Panuku Board noted the Directors’ meeting attendance.</p>
8.4 ARC minutes meeting held 26 February 2024	<p>The Eke Panuku board noted the Audit and Risk Committee minutes from the 26 February 2024 meeting.</p>
8.5 Minutes of previous meeting held 24 July 2024	<p>The Eke Panuku Board reviewed and confirmed the minutes of the Board Meeting 24 July 2024, with confidential information included, as a true and accurate record of the meeting.</p>

8.6 Board action list	The Eke Panuku Board received the board action list.
8.7 Board forward work programme	The Eke Panuku Board received the board forward work programme.
8.8 Avondale Central	Paul Majurey left the meeting for this topic due to a declared conflict of interest, and David Kennedy took the chair. <div style="background-color: black; height: 15px; width: 100%; margin-top: 5px;"></div> <div style="background-color: black; height: 15px; width: 100%; margin-top: 5px;"></div> <div style="background-color: black; height: 15px; width: 100%; margin-top: 5px;"></div> <div style="background-color: black; height: 15px; width: 100%; margin-top: 5px;"></div>
9.0 General Business	There were no items of general business.
Meeting close	The meeting closed at 12.44pm.
Director farewell	Following the conclusion of the meeting, Eke Panuku staff bid farewell to Board Chair Paul Majurey and Director Jennifer Kerr, as their terms end on 31 August 2024.

Confirmed as a true and accurate record:

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

Minutes of the meeting of the Audit and Risk Committee of Eke Panuku Development Auckland Limited, held in person at Te Wharau o Tāmaki Auckland House, 135 Albert Street, Auckland, on Monday 22 July 2024

Attending	<p>Committee Members: Kenina Court (Chair), David Kennedy</p> <p>Executive: Carl Gosbee, Chief Financial Officer; Michele Harpham, Finance Manager; Kingsha Changwai, Manager Corporate Risk and Reporting; Alice Newcomb, Governance Manager; Rosemary Geard, Governance Advisor (minutes)</p> <p>Attendee: David Walker, Audit New Zealand; Shirley Yan, Audit New Zealand</p>
1. Welcome / Acknowledgements	<p>The meeting opened at 10.00am.</p> <p>The chair welcomed all to the meeting.</p>
1.1 Apologies	<p>Apologies were received from Jennifer Kerr & Paul Majurey (ex officio).</p>
2. Directors' interests and conflicts	<p>No new conflicts of interest were reported.</p> <p>The committee received the report.</p>
3. Minutes of previous meeting held on 26 February 2024	<p>The minutes of the meeting held 26 February 2024 were approved.</p>
4. Matters arising Action list	<p>Two items are in progress.</p> <p>The committee received the report.</p>
Decision papers	
5.1 Year end 30 June 2024 Reporting to Council	<p>Michele Harpham, Finance Manager, introduced the item.</p> <p>It was noted that the annual valuation for Viaduct Marina South was pending. While not material to the council report, if the valuation were received prior to Friday 26 July an adjustment may be required.</p> <p>Following the conclusion of discussions, the committee resolved to:</p> <ol style="list-style-type: none"> a. approve the submission of the 30 June 2024 Financial Reporting Pack to Auckland Council containing the financial statements as per the draft financial statements; and b. approve the representation letter to Auckland Council for signing by the Committee Chair and Chief Executive (CE), subject to the receipt of a matching representation letter from the CE and Chief Financial Officer.
5.2 Board Delegated Authority Policy	<p>Alice Newcomb, Governance Manager, introduced the item.</p> <p>As amendments to the policy are still being progressed through the business, the committee requested the matter be circulated for an out-of-cycle resolution prior to the August 2024 board meeting</p>
5.3 Audit and Risk Committee - Terms of Reference update	<p>Alice Newcomb, Governance Manager, introduced the item.</p> <p>Following the conclusion of discussions, the committee resolved to:</p> <ol style="list-style-type: none"> a. endorse the revised Audit and Risk Committee Terms of Reference (ToR) to the Eke Panuku Board of Directors for approval

	b. delegate final approval of these ToR to the Chair of the Committee and Chief Financial Officer (CFO).
Information papers	
6.1 Marina Management Internal Audit recommendations tracker	Michele Harpham, Finance Manager, spoke to the report. Following the conclusion of discussions, the committee received the report.
6.2 Risk update and FY25 Insurance renewal	Kingsha Changwai, Manager Corporate Reporting and Risk, introduced the report. ACTION: The Executive to initiate a risk assessment on Eke Panuku owned mechanical assets for the annual repairs and maintenance budget. Following the conclusion of discussions, the committee received the report.
6.3 Fraud risk review	Carl Gosbee, Chief Financial Officer, spoke to the report. Following the conclusion of discussions, the committee received the report.
7. Forward Work Programme (FWP)	It was noted that the composition of the committee will be discussed at the August 2024 board meeting. The next meeting is scheduled for 10am-noon on Monday 16 September 2024. The committee received the report.
8. General business	There were no items of general business.
Meeting close	The meeting closed at 10.53am.

Confirmed as a true and accurate record:



Chair

17 September 2024

Date