

# Board Report

## Date

Wednesday,  
25 August 2021

## Venue

Eke Panuku  
Development  
Auckland office, 82  
Wyndham St



# Board agenda

**Where:** Eke Panuku Development Auckland office, 82 Wyndham St

**When:** Wednesday, 25 August 2021 | 9.00 am – 4.00 pm

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

**Liaison councillor:** Cr Efeso Collins

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

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

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

<b>1.</b>	<p><b>Meeting open</b></p> <p>1.1 Procedural motion to exclude the public</p> <p>Put the motion that, pursuant to clause 12.3 of the Panuku Constitution, the public be excluded from the following proceedings of this meeting, so that commercially sensitive issues can be discussed in confidential session.</p> <p>1.2 Apologies</p>
<b>2.</b>	<b>Chief Executive's report</b>
<b>3.</b>	<b>Health and Safety</b>
<b>4.</b>	<p><b>Decision papers</b></p> <p>4.1 Westhaven Piers replacement G, H &amp; J</p> <p>4.2 Downtown Carpark redevelopment</p> <p>4.3 10 Putney Way, Manukau – go to market</p> <p>4.4 40 Anzac Street and 30-34 Hurstmere Road, Takapuna – Development Agreement</p> <p>4.5 16 Fencible Drive and 34 Moore Street, Howick – go to market strategy with Mana Whenua</p> <p>4.6 Audit and Risk Committee Terms of Reference</p>

<b>5.</b>	<b>Information papers</b> 5.1 Corporate Business Plan target results 5.2 Annual Eke Panuku Policy Review 5.3 Waterfront Development Strategy 5.4 Potential Development Partner 5.5 Eke Panuku annual remuneration
<b>6.</b>	<b>Governance matters</b> 6.1 Director interests 6.2 Director meeting attendance 6.3 Minutes of 28 July 2021 board meeting

# Local Government Official Information and Meetings Act 1987.

## 7 Other reasons for withholding official information

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

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

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

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

(i) would disclose a trade secret; or

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

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

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

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

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

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

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

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

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

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

(g) maintain legal professional privilege; or

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

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

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

## **Eke Panuku Development Auckland (Eke Panuku)**

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

### **Our name**

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

### **Our vision**

Shaping spaces for Aucklanders to love

### **Our mission**

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

### **Our purpose**

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

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

### **What we do**

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

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

There were no apologies at the time of publishing.

## Information paper: Chief Executive's report

Document author: David Rankin, Chief Executive

August 2021

### Whakarāpopototanga matua | Executive summary

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

### Matapaki | Discussion

[Redacted]

[Redacted]

[Redacted]

[Redacted]

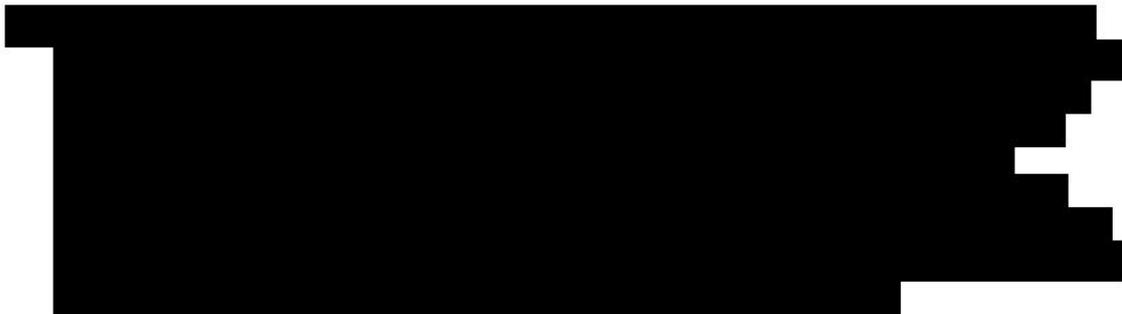
### iSentia quarterly media analysis report

5. Each quarter Eke Panuku receives independent analysis of its media coverage from Isentia, which provided media services to the wider Auckland Council group.
6. The April-June 2021 quarter resulted in our most positive period of news coverage since our monitoring began in early 2020. Significant coverage included our Innovating Streets for People projects in Pukekohe and Henderson. While these projects have been challenging, the media coverage about our trial approach has been generally positive, with strong comments coming through from our spokespeople.

7. As with previous quarters, urban regeneration coverage was most common and more positive than other topics, with strong messaging being reported to convey the benefits of our regeneration work.
8. Property sales and the reserve revocation process as part of the council's asset recycling programme received more negative coverage but was isolated to smaller community publications.
9. Refer to attachment A.

## **Percy Vos launch event**

10. On 12 August 2021, a successful stakeholder event was held at the Percy Vos Boat Shed to recognise the history and importance of the maritime landmark, and to thank those who have been a part of the journey to date. Auckland Mayor Phil Goff, Eke Panuku Chief Executive David Rankin and New Zealand Maritime Museum Director Vincent Lipanovich spoke on the evening. It was attended by Percy Vos's family members, the Percy Vos Charitable Trust, members from the Waitemata Local Board, Councillors, Council whānau and ex Waterfront Auckland board members, as well as many others who were formative in its journey towards restoration. It was a fitting occasion to celebrate the achievement of so many, over many years of perseverance and hard work.
11. With the Vos Shed now restored, the New Zealand Maritime Museum will take over the lease and manage the site from September 2021, with the plan of displaying an interactive showcase of wooden boat building. Eke Panuku has funding for the restoration of the slipway, which will further enhance the functionality of the shed, by providing access to the water space. Eke Panuku and the Maritime Museum will work closely on the design and construction of the slipway over the next 2 years.

## **Te Ara Tukutuku**

13. As highlighted in my last CE report, the Te Ara Tukutuku draft masterplan and supporting work went back to our international challenge panel for review in early August. The challenge panel consisted of Kaare Kronkene, Roger Teale and Sasha Coles, combining architecture, landscape, urban design, and development perspectives as part of the review. This occurred over 2 days, Tuesday 3rd August, and Thursday 5th August. In attendance were the challenge panel, Mana Whenua, Board members, TAG and the project team.
14. The challenge panel was impressed with the amount of work that has been generated since December 2020 noting it had the 'bones of the fantastic'. In particular the introduction of the mana whenua narrative and collaborative

approach that was demonstrated in the revised documentation. There was discussion around needing more clarity of content, and how directive or open we set the scene for future development of public realm and built form. There was also a discussion around the large site directly south of Silo Park, currently used as Jellicoe Carpark, as to whether we have the right built form proposed for that critical site.

- 15. TAG reviewed the same information pack as the challenge panel the week before the challenge workshops. TAG has raised some concerns in regards to its understanding of the current process, including need for clarity of the purpose of various documents and structure within those documents. This is in part due to the nature of the information that was provided at the time, and also not providing the wider context regarding how this information fits together. In addition, there was a recommendation that TAG made earlier in the year that it believes has not yet been adequately resolved. The project team will be presenting to TAG at the end of August to clarify and update the process and ensure TAG recommendations are catered for.
- 16. The challenge panel will provide a short-written report by the end of August that will provide its commentary and recommendations. The executive will provide a full update to the Board on its recommendations in October alongside TAG recommendations.

**Quarter 4 report to Auckland Council 2021**

- 17. The Eke Panuku Quarter four report to the council covers the company's performance for the full financial year and the fourth quarter. Overall, Eke Panuku has met most of its SOI performance targets and made significant progress on its multi-year programmes and business activities despite an uncertain business environment following the impact of Covid-19. The company highlights for the year are contained in the detail copy of the Quarter four report. Refer to attachment B.

**Risk update**

- 18. The Board Risk Workshop held on the 28 July reviewed the top risks, which had been updated by the Executive Leadership Team. The fuller Risk Register is attached.
- 19. Auckland Council is reviewing the insurance portfolio and looking to structure the portfolio more efficiently by taking a higher portion of self-insurance. This includes work on cumulative loss modelling and the most effective way to increase the self-insured portion of the portfolio.
- 20. Refer to attachment C.

**Ngā tāpirihanga | Attachments**



Attachment D – Monthly Dashboard

# Monthly dashboard

Period ending 31 July 2021



## Executive summary

### Programme

#### Capex

The FY22 capex budget is \$91m. A total of \$2.8m was spent in July, with a number of capital projects in delivery phase.

#### Opex

The FY22 opex budget is \$13.1. A total of \$873k was spent in July, which is in line with phased budget.

#### Sales

A general asset sale of the Lincoln Road Reserve for \$0.2m was completed in July. The purchasers have resource consent to build 11 units on the site.

### Company wide financials

- Managed properties net surplus is \$1.3 ahead of phased budget
- Council funding is tracking behind phased budget by \$0.3m.

### People and Culture

- Staff turnover has decreased by 3%
- Current FTE is 198.2, plus 10.1 contingent workers in FTE roles.
- There are currently 20 FTE vacancies.

# Programme financials

## Capex \$91m budget



Spend in June was \$2.8m, a steady start to the year, with a number of projects in the delivery phase, including:

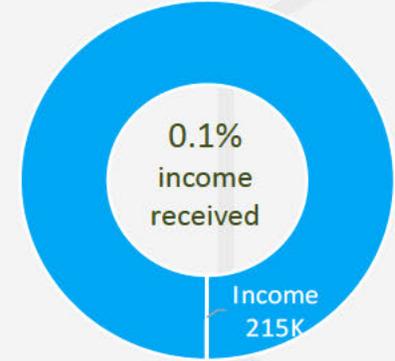
- Renewal works are continuing on the Onehunga Wharf and the refurbishment of 7 Hill Road is entering its second month of construction works.
- In the Wynyard Quarter, stage 2 of the Silo Park extension work is ongoing.
- At Westhaven, the pile berth redevelopment works are also ongoing.

## Opex \$13.1m budget



Opex spend was in line with phased budget for the month.

## Sales income target \$196.8m



In July there was one general asset sale of the Lincoln Road Reserve for \$0.2m. The purchasers have resource consent to build 11 units on the site.

Note: This target differs from the risk adjusted SOI target of \$163m.

## Programme RAG Status



[Redacted RAG status text]

[Redacted RAG status text]

[Redacted RAG status text]

# Company wide financials

Managed properties surplus budget \$28.5m



Managed Properties has started the year well with a net surplus \$1.3m ahead of phased budget, which is predominately evenly split between properties, marinas and business interests.

Budget breakdown:  
\$22.4m – properties managed on behalf of Council & AT.

\$6.1m – Marinas (3 marinas and 2 trusts that operate to break even)

## Council funding \$22.1m



Council funding is tracking behind phased budget YTD by \$0.3m. Funding has drawn down to the value required to achieve a surplus of zero. Less funding has been required to date as expenditure is less than budgeted.

Expenditure was \$0.4m below phased budget due management expenditure timing issues, and a \$0.1m saving in people costs due to the 20 FTE budgeted positions that are currently vacant.

# People and Culture



## FTE Figures

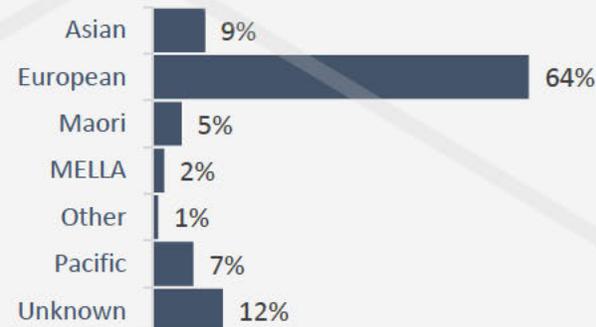
FTE				Non FTE
FTE Actual	Contingent in FTE	Vacant roles	Total	Contingent in non-FTE position
198.2	10.1	20	224.6	11.8

The current actual FTE is 198.2, plus 10.1 contingent workers in FTE roles. There are currently 20 vacant FTE roles. There are also 11.8 Contingent workers in non-FTE positions.

Staff turnover has decreased by 3% to 12.6%. This is slightly above the target figure of 12%. Leave reasons include, employees relocating, career progression opportunities, permanent employment opportunities and higher salary offers.

The overall average occupancy has decreased this month from 61% to 58%. A decrease of 3%. Average occupancy pre-COVID was 79%. Average occupancy is calculated by taking the number of employees in the office in the month divided by available work stations.

## Ethnicity



## Information paper: Health and safety

Document author: Blair McMichael, Health and Safety Manager

August 2021

### Whakarāpopototanga matua | Executive summary

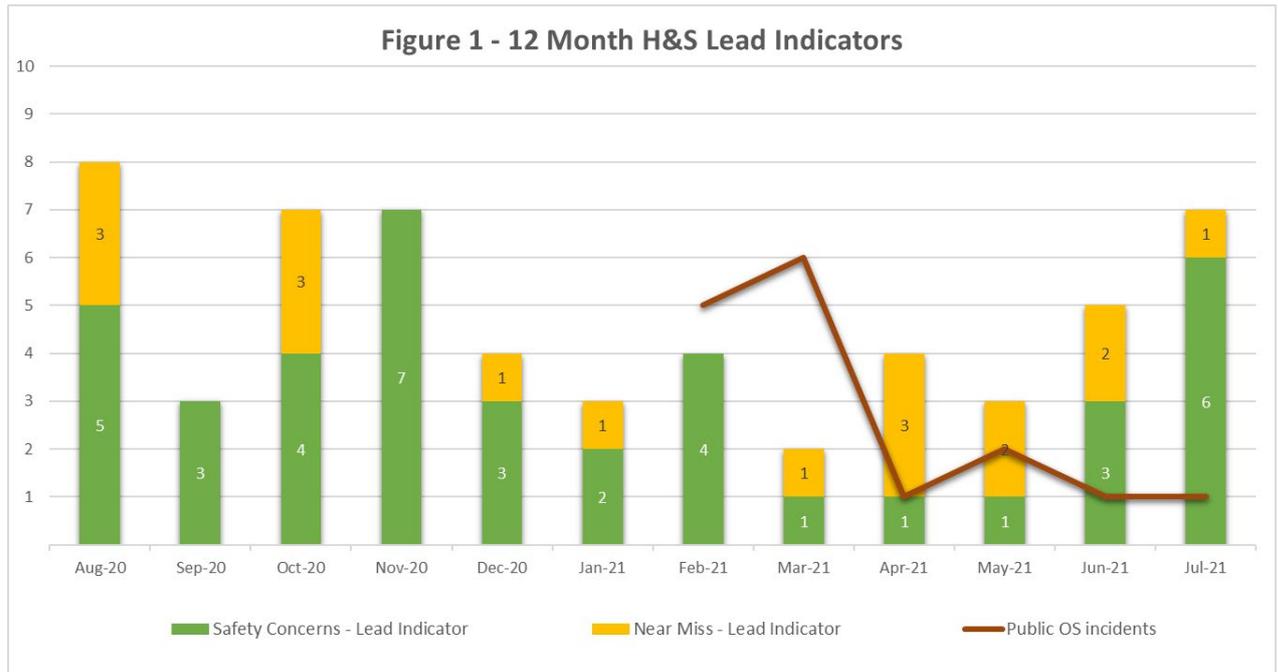
1. Eke Panuku has been included in an Auckland Transport expression of interest submitted to the Ministry of Health for the workplace distribution of Covid-19 vaccinations to staff.
2. Waka Kotahi completed an annual safety case audit of our tram operation confirming our compliance to the Railways Act.
3. Training continued for our placemaking staff and Priority Location Directors on the Safe Management of Contracts and Agreements to ensure greater understanding and consistency in how we safely manage contracts. Thirty-one staff have been trained with approximately ten remaining. Safety in Design training is scheduled for August and September.
4. Water edge treatment improvements including safety in design reviews on Halsey and Queen's wharfs, will be completed over the next few months together with guidance on different water edge conditions and a consistent approach to risk mitigation.
5. Safety concern reporting, proactively reviewing unsafe behaviours or environments, has increased in the month. It indicates strengthening safety behaviours within Eke Panuku.

### Matapaki | Discussion

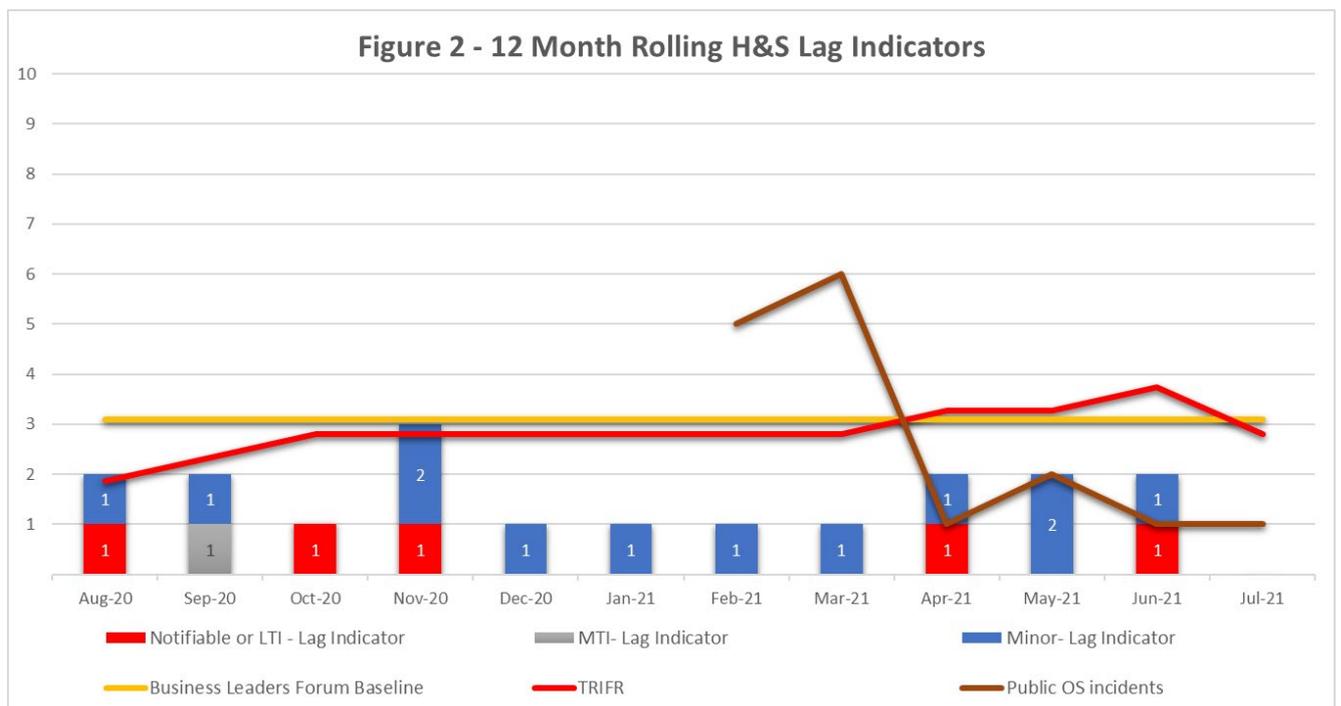
#### Health and safety key performance indicators

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

7.



8. Health and safety key performance indicators (KPIs) representing lag indices, including TRIFR and an Industry Benchmark are outlined below - see Figure 2.



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

Figure 2 represents the Eke Panuku Total Recordable Incident Frequency Rate (TRIFR). Our result for July (3.0) is tracking below the NZ Business Leaders Health and Safety Forum benchmark TRIFR of 3.1 with an increase in safety concern reporting.

9. A description of the July events (both lead and lag) are listed below, together with the corrective actions.

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

10. Safety Concern (Fig.1). Onehunga wharf personnel observed a vehicle arrive at the wharf travelling beneath a suspended steel container. Further investigation established that the driver was a visitor to one of the site tenancies. The vehicle was stopped by security and the safety concern escalated with the tenant. The driver returned the following week and all parties complied with site safety requirements, including PPE.
11. Safety Concern (Fig.1). Bracing at the base of the I beam of Shed C; Onehunga wharf was assessed by a structural engineer and is extensively corroded. Temporary bracing has been implemented with a permanent fix pending approval from project lead.
12. Safety Concern (Fig.1). Two standards, used for scaffolding at 7 Hill Rd renovation works, rolled from the top of the building to be wrapped, falling to ground. The contractor has been instructed to ensure all standards are secured.
13. Safety Concern (Fig.1). While prepping for the removal of windows at the 7 Hill Rd site, the contractor cut through existing electrical cables with a reciprocating saw. All power had previously been electrically isolated under the safety plan however the subcontractor had not confirmed this prior to starting work.
14. Safety Concern (Fig.1). Our asbestos consultant identified friable asbestos in a commercial tenancy at 1095 Dominion Rd, Mt Roskill. The asbestos has been encapsulated and stickered with the asbestos management plan updated to reflect these changes.
15. Safety Concern (Fig.1). A photographer engaged by Eke Panuku on the Innovative Streets project in Henderson was approached by an agitated member of the public. Eke Panuku staff were present and politely moved the individual along without further incident. Staff are required to travel in pairs for these projects.
16. Near Miss (Fig.1). An electrical spark was noticed by the subcontractor to Ventia, engaged to remediate Shed C on Onehunga wharf. After further investigations it was identified that the contractor had failed to electrically isolate the mains. Eke Panuku has requested an improvement plan from the contractor to avoid any future recurrence.

The increase in safety concern reports within the Onehunga Port area reflects the recent step change in the number of renewal and repair works being undertaken across the site, and an improved focus on proactively reviewing unsafe behaviours or environments.

## **Public Spaces Managed by Eke Panuku**

A member of the Public requiring first aid (shown in Fig 1 & 2). An E-scooter rider fell off with minor abrasions while traversing from a concrete footpath to wet timber boardwalk, along the Westhaven promenade. The rider was assisted by staff receiving first aid. The area is included in an existing maintenance program to regularly waterblast and treat the surface.

## **Waters' Edge Protection**

17. As part of a risk assessment programme for the waters' edge, the Eke Panuku health & safety project sponsors group has agreed to complete the following actions over the next 8 weeks:

- Develop a "Waterfront Edges Guideline" document for waterfront edges, that pulls together, develops, and documents our approach to managing water-edge risks.
- Review the existing edges in the Priority Waterfront locations, initially Halsey Wharf, North Wharf, Hobson, and Wynyard South. The review will focus on the different wharf edge conditions and review the current controls and compliance, uses/access to the edge, and associated hazards. This review will give insight into the creation of the Waterfront Edge Guideline document and help with the decision/requirements for opening the wharfs to the public.
- Develop a high-level decision-making framework for the waterfront edges; and
- Complete a series of Safety In Design workshops to review the edges of Hobson, Queen's and Halsey Wharves.

## **Eke Panuku's health and safety training and development**

18. We continue to extend the training of staff in the Eke Panuku Safe Management of Contracts and Agreements (SMCA) training. Our placemaking team, which oversees the delivery of events, and our Priority Location Directors and capital delivery managers have recently completed this training. Since training began in May thirty-one staff have been trained with approximately ten remaining.

19. We also have completed the preparation of the Eke Panuku draft safety in design training programme which will be delivered by the Eke Panuku health and safety manager and principal contract management specialist (for Auckland Council) from 30 August. This work, including training on the SMCA, is consistent with corrective actions to be completed following the Eke Panuku health and safety internal audit.

20. Our staff from people & culture and the H & S Manager attended the St John's Mental Health first aid training, which was previously attended by our Westhaven marina's team. The intention of attending was to assess the suitability of the training for incorporation within Eke Panuku. A decision on rolling-out the training to the wider business will be confirmed in September.

## **External health and safety reviews**

21. We were audited by Waka Kotahi, under the Railways Act, as a requirement to maintain the 'safety case' for tram operations. To operate Eke Panuku provide tram access and contract to MOTAT for the operating of the trams and maintenance of the track. This is an annual audit. The draft report and findings are now pending.

22. Our six-monthly health and safety monitoring of quarries and landfills is scheduled from September. The previous reviews were completed in April and tracked in the health and safety system Noggin. These reviews are timed to align with crushing and blasting

activities. They recognise that certain landfills, such as East Tamaki and Whitford, will be subject to site rehabilitation by the operators during this calendar year.

## **Eke Panuku health and wellbeing**

23. In accordance with this years' health and safety plan we are looking to advance our incident reporting system Noggin. Resourcing for Noggin is under review and is part of a wider continual improvement programme in health and safety taking us into the next Eke Panuku three-year strategic plan. Once we have resourced Noggin, we will seek to reconfigure reporting and the in-built incident notification escalation process to include both functional and matrix reporting. Scoping for all health and safety improvements is likely to be drafted in September.
24. During the month the Ministry of Health sought expressions of interest from employers and potential vaccination providers to identify demand for the delivery of the Pfizer vaccination to larger businesses. Auckland Transport (AT) has submitted an EOI which includes Eke Panuku. We will update the board once MOH respond.
25. Following the Auckland Council review into staff hauora (wellbeing) they have developed a programme of initiatives. These include training staff to understand a range of strategies for responding to difficult situations and challenging behaviours.
26. Eke Panuku are working with Council to understand what will be relevant us and considering feedback captured by our People & Culture team from the recent engagement survey. One initial focus for Auckland Council, which aligns with our safety risks, is the managing of antisocial and aggressive conduct and the launch of a campaign titled "no excuse for abuse". This work aims to clarify behaviours that won't be tolerated.
27. Our People & Culture team will be initiating a wellbeing group with representatives from across Eke Panuku to develop and test any ideas around wellbeing. This group will help us plan for Mental Health Awareness Week in September.

## **Eke Panuku Governance**

28. Lawyer Grant Nicolson will be workshopping health and safety governance with the board on 25 August (board meeting).

## **Ngā tāpirihanga | Attachments**

Nil

#### 4.1 Westhaven Piers replacement G, H & J

This paper has been redacted under the following LGOIMA reasoning:

- *would be likely to prejudice or disadvantage the commercial position of council s7(2)(h);*

# Decision paper: Downtown carpark redevelopment - go to market strategy

Author: Allan Young, GM Development

August 2021

## Ngā tūtohunga | Recommendations

That the Eke Panuku Board...

1. Approve the following go to market strategy for the Expression of Interest (EOI) phase of the Downtown carpark redevelopment:

[Redacted]

[Redacted]

[Redacted]

2. Notes that the Executive will seek a decision from the Board in November 2021 on the EOI outcome and the Request for Development Proposal (RfDP) strategy, including:

- a. EOI responses, evaluation results and the preferred parties to proceed to RfDP.
- b. Preferred bus facility option, feasibility, and traffic network implication.
- c. Essential and desired outcomes to implement the strategic outcomes.

[Redacted]

[Redacted]

[Redacted]

## Whakarāpopototanga matua | Executive summary

3. The Executive has completed market testing for the Downtown carpark.

[Redacted]

[REDACTED]

9. Analysis on the approved option will be completed and all materials will be reported to the Board in November 2021 or earlier for approval, prior to the RfDP in December 2021. A similar process will be followed by AT.

## Horopaki | Context

10. In December 2020 the Finance and Performance Committee delegated authority to the Eke Panuku Board to lead the market approach for the Downtown Carpark redevelopment, in consultation with the AT Board and deliver on the agreed strategic outcomes for the Downtown Carpark site (Site).
11. After approval of the strategic outcomes in June 2021, Eke Panuku commenced a three-stage market process with market testing being completed in July 2021.
12. This decision paper follows from the information paper submitted to the Board in July 2021 on the market process. Previous Board/Council engagement and decisions can be found in Attachment 2.
13. The purpose of this paper is to:
  - a. Summarise market testing feedback and findings.
  - b. Seek a decision from the Board for the go to market strategy for the EOI.
  - c. Discuss the next steps for the RfDP strategy.
14. Market testing sought to test the Site's potential, uses, timelines, development outcomes, constraints and the level of specification required for each stage. The Executive specifically sought market feedback on the transport outcomes being the potential bus facility options, the multimodal transport hub, and public short stay carparking.

[REDACTED]

[REDACTED]

- a. The site is regarded as one of the best development opportunities in Auckland and has a good potential for a mixed-use outcome, including residential uses.
- b. A bus facility could be accommodated on-street or on the upper floor, but not in the basement. The parties indicated significant value implications for an onsite option.
- c. The parties requested that Eke Panuku and AT select one bus facility option prior to RfDP due to high bid costs with multiple options. The parties also requested that the Eke Panuku and AT Executive provide a reference design and specifications for all transport outcomes.
- d. Responses showed a strong preference for removal of the flyover, regardless of bus facility option to create Lower Hobson Street frontage and connectivity to the Viaduct. The parties indicated potential positive land value effects for the Site.

[REDACTED]

19. The Eke Panuku, Council and AT Executives are undertaking a feasibility study on the transport outcomes. This work is expected to be complete in September. This includes:
- a. Selecting the preferred bus facility option prior to RfDP.
  - b. Preparing a reference design and clear specification for the bus facility.
  - c. Preparing a clear specification for the flexible transport hub.

[REDACTED]

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

[REDACTED]

[Redacted text block]

**Kua whakaarohia nga whiringa | Options considered**

[Redacted text block]

[Redacted text block]

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

[Redacted text block]

30. We note the financial implications of each option which needs to be explored in further detail:

[Redacted text block]

[REDACTED]

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

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
35. We note that there is a risk that specific transport requirements may change and that the implications on the public transport and traffic network from redevelopment or removal of the flyover is significant. This is mitigated by the comprehensive transport study being undertaken by the Eke Panuku, Council and AT Executives.

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

36. The redevelopment opportunity was discussed in the Eke Panuku Governance hui on 8 March 2021 with an update on the strategic outcomes for the Site, and 28 June 2021 with an invitation to all 19 iwi to participate in the market testing process.

- [REDACTED]
38. The Executive is refining the strategic outcomes into essential outcomes. This includes developing the Te Aranga design principles and future engagement to explore the potential for cultural expression, and commercial and social procurement opportunities.

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

39. Key stakeholders, including the Waitemātā Local Board, Heart of the City and ACCAB have been consulted on the strategic outcomes prior to approval by the Planning Committee. We note that further engagement will be required after the Board's decision on the go to market strategy.

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

40. The Executive is refining the strategic outcomes into essential outcomes, which will be ready for the Board to approve in November 2021 or earlier, prior to RfDP. These include details on the minimum 5 Green Star commercial rating, 8 Homestar residential rating, best practice construction, demolition waste management and procurement practices.

## Ngā koringa ā-muri | Next steps



## Ngā tāpirihanga | Attachments

Attachment A - Strategic outcomes for the Downtown carpark redevelopment



## Ngā kaihaina | Signatories

Allan Young, GM Development

Marian Webb, GM Assets & Delivery

David Rankin, Chief Executive

## **Attachment 1 - Strategic outcomes for the Downtown Carpark redevelopment**

**Auckland Council Planning Committee – 3 December 2020  
PLA/2020/120**

### **Use Outcomes**

- i) a high-quality mixed-use development with active uses fronting public streets and laneways. The mix of uses should support a rich ecosystem of daytime and night-time economy
- ii) if residential use is included, the opportunity for a mix of typologies

### **Urban Form and Quality Design Outcomes**

- iii) the development should be of an outstanding architectural quality that contributes positively to Auckland's harbour edge cityscape and makes good use of its strategic downtown location
- iv) building height and bulk should be in accordance with the Auckland Unitary Plan to achieve a human scale podium edge to the street, with a slender tower (or towers) that contribute positively to the skyline
- v) active street frontages are achieved along Customs Street West and Lower Hobson Street, and along any laneways within the development
- vi) Te Aranga design principles are incorporated
- vii) universal design best practice is achieved at all stages of design
- viii) crime prevention through environmental design (CPTED) best practice is achieved

### **Movement and Access Outcomes**

- ix) high quality public laneways should be incorporated through the development block to provide a safe 24/7 pedestrian connection in the east-west direction between the Viaduct and Britomart, and north-south direction between Custom Street West and Quay Street. These public spaces could connect with existing developments/Federal Street and should be designed to contribute to the existing laneway network within the city centre
- x) servicing and loading areas should be located away from Custom Street West and Lower Hobson Street
- xi) building setback at the ground level is encouraged to enhance Custom Street West and Lower Hobson Street as a multi-modal street environment

### **Environmental and Social Responsibility Outcomes**

- xii) commercial and retail development should achieve a minimum five Green Star rating certification
- xiii) residential development should achieve a minimum eight Home Star rating certification
- xiv) best practice construction and demolition waste management is achieved
- xv) the council's sustainable procurement objectives are achieved throughout the design and development process, including supplier diversity, use of local suppliers, employment for targeted communities, and waste and carbon reduction.

### **Māori Outcomes**

- xvi) early engagement with mana whenua is required to explore the potential for the incorporation and expression of mana whenua identity and values.

xvii) other opportunities may include (but are not limited to) procurement, employment, training and commercial involvement.

**Auckland Council Planning Committee – 3 June 2021**  
**PLA/2021/52**

**Transport outcomes**

i) provision of a bus facility (including short term bus layover, charging facilities for e-buses, active bus stops and passenger amenities), either as part of the site redevelopment and/or by removing the Lower Hobson Street flyover and replacing the space underneath it with an accessible onstreet bus facility;

ii) provision for a flexible, accessible multimodal transport hub that supports public access to micro mobility, including end of journey facilities, mobility parking, and a micro freight distribution hub;

iii) with no specification on the number of short stay car parks but responses to include details of the car parking required to meet the objectives of the development and any additional public short stay car parking they propose to provide.

#### 4.3 10 Putney Way – go to market

This paper has been redacted under the following LGOIMA reasoning:

- *would be likely to prejudice or disadvantage the commercial position of council s7(2)(h); and*
- *would be likely to prejudice or disadvantage negotiations s7(2)(i)*

#### 4.4 40 Anzac Street and 30-34 Hurstmere Road, Takapuna – Development Agreement

This paper has been redacted under the following LGOIMA reasoning:

- *would be likely unreasonably to prejudice the commercial position of a third party s7(2)(b)(ii);*
- *would be likely to prejudice or disadvantage the commercial position of council s7(2)(h); and*
- *would be likely to prejudice or disadvantage negotiations s7(2)(i).*

# Decision paper: 16 Fencible Drive and 34 Moore Street, Howick - go to market strategy with Mana Whenua

Author: Carwyn Walker, Development Manager

August 2021

## Ngā tūtohunga | Recommendations

That the Eke Panuku Board...

- a. Approve:
  - i. the sale of 16 Fencible Drive, Howick and 34 Moore Street, Howick through a contestable site sale process, limited to Mana Whenua parties under section 4.2 of Eke Panuku's Selecting Development Partners Policy; and if unsuccessful proceed to an open market sale process.
  
- b. Delegate:
  - i. authority to the Chief Executive to select a preferred party, complete the negotiations and execute the required documentation to divest the land based on the same key terms previously approved by the Board as follows:

Previous Board		
Date and meeting	Document	Decision / Outcome
May 2021 Eke Panuku Board Meeting	Go-to-market strategy 16 Fencible Drive, Howick (Open Market)	Approved
April 2021 Eke Panuku Board Meeting	Go-to-market strategy 34 Moore Street, Howick (Open Market)	Approved

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[Redacted signature line]

## Whakarāpopototanga matua | Executive summary

1. A go-to-market strategy to take 16 Fencible Drive to the open market was approved by the Eke Panuku Board in May 2021 and a go-to-market strategy to take 34 Moore Street

to the open market was approved by the Eke Panuku Board in April 2021. This includes all our essential design and other outcomes.

[REDACTED]

3. A key economic outcome of the Mana Whenua Outcomes Framework is to enable commercial development opportunities for Mana Whenua. The Eke Panuku Māori responsiveness approach to this is to provide Mana Whenua with advance notice of sales and consider exclusive negotiations on property development opportunities.
4. The executive is seeking Board approval to sell the properties through a contestable site sale process which is limited to Mana Whenua parties.
5. The key terms remain the same as those previously approved by the Board. All key terms remain unchanged including Essential Outcomes and Design Guidelines and the Price which is supported by independent valuation.

■ [REDACTED]

■ [REDACTED]

[REDACTED]

7. If the properties are not sold through this sale process they will be taken to the open market.

## Horopaki | Context

[REDACTED]

■ [REDACTED] [REDACTED]

■ [REDACTED] [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
May 2021 Eke Panuku Board Meeting	Go-to-market strategy 16 Fencible Drive, Howick	Approved
April 2021 Eke Panuku Board Meeting	Go-to-market strategy 34 Moore Street, Howick	Approved
October 2020 Eke Panuku Board Meeting	Emergency budget site sales	go-to-market strategy will be prepared with design and strategic outcomes.
July 2020 Finance and Performance Committee	Sale of 16 Fencible Drive & 34 Moore Street, Howick	Approved

## Matapaki | Discussion

11. Eke Panuku's Selecting Development Partners Policy includes processes to facilitate private sector, Iwi, Crown and third sector agreements to develop land. Section 4.2 outlines the circumstances in which dealing exclusively with one or a limited number of development party/s directly or through a closed-tender process is permitted.
12. Exclusive negotiations are permitted if the party is Mana Whenua, iwi or another Māori organisation and the project will support delivery of Panuku's strategic commitment to achieve better outcomes for and with Māori.
13. The proposed Mana Whenua exclusive process will support achieving our objective of capacity building of our Mana Whenua partners by enabling a commercial development opportunity.
14. If an open market sale process is needed this will involve engaging real estate agency services in line with Council procurement policy.

## Hīraunga | Implications

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

### Ngā ritenga ā-pūtea | Financial implications

16. There may be purchasers willing to pay a higher price for the properties who will not be identified through an exclusive sales process.

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

17. Exclusive negotiations will reduce exposure to potential buyers from the open market who may be willing to pay a higher price. However, the process will support achieving our objective of capacity building of our Mana Whenua partners by enabling a commercial development opportunity.

18. If exclusive negotiations are not concluded with Mana Whenua the properties will be taken to the open market.

### Tauākī whakaaweawe Māori | Māori impact

19. Exclusive negotiations with Mana Whenua will support the capacity building of Mana Whenua.

20. Mana Whenua have a better opportunity to secure a commercial development opportunity within a limited contestable process than through an open market process.

21. Mana Whenua will have an opportunity within the contractual framework of the Development Agreement to partner with Eke Panuku to deliver the Essential Outcomes and Design Requirements. This provides an opportunity for Mana Whenua to increase capability and capacity for future commercial opportunities.

### Ngā whakaaweawe rauemi | Resourcing impacts

22. The project will be resourced by a Development Manager, Urban Designer, and a representative from the Stakeholder Engagement team and the Maori Outcomes team.

### Ngā koringa ā-muri | Next steps

23. The steps and timeframes to implement the decision are as follows:

Mana Whenua limited contestable sale process	May / August 2021
Eke Panuku Board approval	August 2021
Development agreement executed with Mana Whenua	September 2021
Open market process if not sold to Mana Whenua	September 2021
Development agreement executed	October 2021
Settlement by:	June 2022

August 2021

## **Ngā kaihaina | Signatories**

Marian Webb, GM Assets & Delivery

Allan Young, GM Development

David Rankin, Chief Executive

# Decision paper: Audit and Risk Committee Terms of Reference

Author: Michele Harpham, Finance Manager

August 2021

## Ngā tūtohunga | Recommendations

That the Eke Panuku Board adopt the revised Terms of Reference for the Audit and Risk Committee, and delegate to the committee the responsibilities, duties and powers set out in the Terms of Reference.

## Whakarāpopototanga matua | Executive summary

1. In June 2021, the Panuku Board appointed a new Chair and new members of the Audit and Risk Committee. The Committee met recently and reviewed the Terms of Reference. A track changed version showing the revisions is included as Attachment A for approval by the Board.

## Horopaki | Context

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
Panuku Board 20 August 2019	Committee Terms of Reference	The Panuku Board adopted the revised Terms of Reference for the Audit and Risk, People and Culture, and Priority Location Committees, noting one small amendment to the Priority Location Committee, and delegated to those committees the responsibilities, duties and powers set out in the Terms of Reference.
A&R Committee 16 August 2021  Draft minutes	Committee Governance Matters	The Committee endorsed the revised Terms of Reference, subject to a minor modification, for presentation to the Board for approval.

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

2. Once the Terms of Reference are agreed, the committee will be bound by them effective immediately.

## **Ngā tāpirihanga | Attachments**

Attachment A – Audit and Risk Committee Terms of Reference

## **Ngā kaihaina | Signatories**

Carl Gosbee, Chief Financial Officer

David Rankin, Chief Executive

## Audit and Risk Committee

### Terms of Reference

Updated 30 July 2019

#### Constitution

The Board of Directors of Eke Panuku Development Auckland (the Board) have resolved to establish a committee of the Board of Directors to be known as the Audit and Risk (A&R) Committee (the Committee) with the following objectives, membership and responsibilities.

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#### Objectives

To assist the board to fulfil its' governance functions, the objectives of the Committee are:

- a. Oversee the cCompany's risk, control and compliance frameworks
- b. Oversee the performance of the cCompany's external auditor
- c. Oversee the performance of the cCompany's Risk and Assurance function
- d. Review the cCompany's financial reporting and financial disclosures

#### Membership

The Board shall annually confirm the membership of the Committee, which shall consist of a minimum of ~~four~~three members (including ~~–~~the Board Chair ~~is~~ an ex-officio member). The Board shall appoint a Chair from members of the Committee. ~~The Board, and the~~ Chair of the Board cannot be appointed the Chair of the Committee.

#### Meetings

An annual work programme will be agreed by the Committee. ~~It is intended that t~~The A&R cCommittee ~~will~~shall meet at least ~~three~~four times a year ~~with~~ ~~–~~further meetings of the ~~CA&R~~ committee ~~shall be held as necessary and will be~~ scheduled at the discretion of the A&R-Committee Chair, or if requested by any Board Director.

The ~~CA&R~~ committee shall have in attendance representatives from management, and others, as required by the committee to provide appropriate information, advice or explanation. Minutes of each meeting will be produced and, following approval by the Committee, be signed by the Chair. The Chair shall ~~update and~~ report any recommendations to the Board ~~and update the Board on the activities of the committee.~~

A quorum will consist of ~~any~~ two Committee members.

## Responsibilities

- a. Liaison with internal and external auditors
- b. Review of the appointment and performance of the external auditor and their fees
- c. Review of the annual audit plan with the external auditors
- d. Review of the ~~annual year-end~~ financial statements and the associated disclosures, presentation and material judgements made by management, along with any adjusted and unadjusted errors reported by external audit, and recommend their approval by the Board
- e. Review of the ~~entirety of the~~ annual report to ensure it is consistent with the financial statements and the Committee's understanding of the operation of the business for the year
- f. Review of the ~~interim and final external audit~~ findings from the audit of the financial statements
- ~~g. Review of the appointment and performance of the internal auditor~~
- g-h. Set the internal audit programme and recommend to the Board for approval
- h-i. Review of the internal audit findings and recommendations
- ~~i. Review of the activities and structure of the Company's Risk and Assurance function~~
- j. Review of the independence of the internal auditors including by meeting with the internal auditors without management present at least annually
- k. Ensuring that recommendations highlighted in external and internal audit reports are actioned by management
- l. Monitoring of the risk management framework, including the controls for prevention and detection of fraud and the internal controls instituted to reduce risk
- m. Review of the risk register and supporting risk analysis
- n. Review of the ~~r~~Risk and Assurance work plan
- o. Review of ~~r~~Risk and Assurance progress reports
- p. Assessment of the performance of financial management
- ~~q. Review of interim financial information~~
- ~~r. Prior clearance of public releases of financial results direct to the media~~
- s-g. Review of the accounting policies used by the ~~c~~Company
- t-r. Review ~~of the exercise of the~~ delegated authority policiesies of the ~~c~~Company
- u-s. Oversight of the ~~company's compliance with statutory responsibilities relating to financial and other requirements including the~~ legislative compliance framework
- v-t. Review Panuku approved transactions with related parties and assessment of their propriety
- w-u. Review of supporting documentation for insurance renewals

~~x.v.~~ Supervision of special investigations when requested by the Board

~~y.w.~~ Additional matters as may be delegated from time to time by the Board.

### **Authorities**

The Committee will make recommendations to the Board on all matters requiring a decision.

The Terms of Reference will be reviewed ~~every two years~~ annually.

The Committee may obtain any information it needs from any employee and/or external party (subject to their legal obligation to protect information), discuss any matters with the external auditor, or other external parties (subject to confidentiality considerations) and/or obtain external legal or other professional advice, as considered necessary to meet its responsibilities, at Eke Panuku's expense.

# Information paper: 2020/21 Corporate Business Plan results against targets

Document author: Kingsha Changwai, Planning and Reporting Manager

August 2021

## Whakarāpopototanga matua | Executive summary

1. The purpose of this report is to provide the Board a summary of the 2020/21 Corporate Business Plan performance results.

## Matapaki | Discussion

2. The SOI and Corporate Business Plan (CBP) for the 2021 year were approved by the Board in July 2020 around the time of the council emergency budget was approved. The emergency budget took into account uncertainties relating to council revenue and financing due to the impact of Covid19.
3. The Corporate Business Plan includes SOI performance targets and budgets agreed with the shareholder at the beginning of the year. There are 75 performance targets and initiatives contained in the CBP, 19 of these relate to the SOI and 56 relate to other CBP targets.
4. The table below notes that the company has achieved 84% of its performance targets and initiatives in the CBP.

### Summary of CBP target and results

Category	Total targets	% of total	SOI	Other CBP
<b>Completed or Green</b>	63	84%	16	47
<b>Partially Completed or Amber</b>	3	4%	0	3
<b>Not Completed or Red</b>	3	4%	2	1
Deferred/ Not measured	6	8%	1	5
<b>Total</b>	<b>75</b>	<b>100%</b>	<b>19</b>	<b>56</b>

## Highlights for the year

Eke Panuku has made significant progress on its multi-year programmes and business activities despite an uncertain business environment following the impact of Covid-19.

Some key capital projects achievements and milestones include:

- Avondale Central – unconditional agreement on the purchase of 10 Racecourse Parade, consolidating a central strategic site in Avondale, and approval of the go-to-market strategy for the combined site.
- Completion of the Barrowcliffe bridge and shared path that reconnects the Wiri community with the Manukau town centre.
- Completion of the Puhinui Wiri Playground in June 2021 at a new location in Manukau.
- Completion of the Toka Puia car park in Takapuna, featuring bike parks, electric bike charging facilities, changing rooms and provision for electric car share vehicles.
- Completion of four Waterfront projects, Westhaven Promenade Stage 2, the Westhaven Marine Village, the Percy Vos Shed and the land reclamation stage of the pile berth redevelopment that contribute to commercial and wider strategic outcomes for the Waterfront. Amey Daldy Park, delivered in partnership with Auckland Transport opened in December 2020 and has become a much-loved public space in Wynyard Central for residents, workers and visitors.
- Purchase of the last four Northcote properties using the Public Works Act process bringing the town centre under council ownership and enabling the next step of the town centre's regeneration.

**Developments** – a number of development agreements were progressed that achieve regional objectives and town centre regeneration objectives. Some of the significant transactions include:

- The sale of part of the council's remaining land holding in **Hobsonville** to the Crown for educational purposes, supporting the wider development of Hobsonville Point.
- The sale of two large sites at **Flat Bush** for **\$21m** to enable over **160 new homes**.
- Reaching a **\$40m** agreement with Malaysian Resources Corporation Berhad on behalf of the council to construct a mixed-use building over the **Āotea Station** upon completion of the City Rail Link, supporting the regeneration of mid-town.
- The sale of a former council office at 82 Manukau Rd, **Pukekohe** to be developed into a healthcare facility.
- The sale of a site at **Avondale** to the Ministry of Housing and Urban Development that will enable **117 new homes**, including 47 Kiwibuild homes. This was via a partnership between Ockham Residential and Marutūāhu and is in construction.
- Reaching an agreement [REDACTED] on a mixed-use development for a site on Osterley Way in **Manukau**, providing a minimum of **115 new homes** and up to **610m<sup>2</sup> of commercial/retail space**.
- Achieving a long term lease and management agreement for a site on Greenslade Crescent, Northcote that will see the construction of **52 new, one-bedroom** units as part of the **Haumarū development programme**.
- Completion of **1,700m<sup>2</sup> of commercial/retail space** and **90 apartments** by Willis Bond as part of the **Wynyard Quarter developments**.

**America's Cup event (AC36)** – in partnership with the Wynyard Edge Alliance, we relocated key tenants to enable construction of AC36 infrastructure, built new superyacht berths and created a new public space, the extension of Silo Park. As a part of the council group and although compromised by Covid-19, we contributed to a successful America's Cup event that was hosted across Eke Panuku waterfront public spaces, where over 187,000 patrons came through the race village.

**Regeneration enabling activities** – as part of our multi-year programme we have completed a number of activities that will shape the quantum and quality of future urban regeneration. These include:

- the completion of the Puhinui Regeneration Strategy that will ensure an integrated approach to the restoration of the stream in Manukau;
- collaborating with the council to complete a community needs assessment for the Northcote town centre to determine the location and design for a new community facility hub.
- progressing the Onehunga Wharf masterplan and the Te Ara Tukutuku - Wynyard Point masterplan to be put out for public consultation later in FY22.
- responding to climate change by adopting the 5 Green-star standard for commercial or mixed-use developments.

#### **SOI performance targets and budgets**

5. This report should be read in conjunction with the Quarter four report to the council that summarises the company's performance against its SOI targets and budgets.
6. Overall we have performed well against our **SOI performance targets and budgets**. The results are included in our Quarter 4 report to the council - attached to the **CE Board report for the month of August**.
7. The key points are:
  - We achieved 16 of our 19 SOI performance targets for the year. The material or significant results include achieving a Property Portfolio net surplus of \$41.1m against target of \$26.4m, achieving general asset sales of \$107m against a three-year target of \$72m and meeting 82% of capital project milestones.
  - The two SOI performance targets not achieved were the Transform and Unlock asset sales of \$21.1m against the target of \$39m. This was due to a late potential development partner withdrawal from part of the Hobsonville site sale. The Waterfront visitation survey result was 69% against a target of 73%. Waterfront visitation was mainly affected by the impacts of Covid19 and projects at the Waterfront during the year.
  - One target deferred or not measured was the piloting of a tool to measure Green House Gas (GHG) impact of new mixed use and residential development. This was due to the delay in the Avondale multi-use community facility project impacted by Covid19. We are still planning to use the tool when the project reaches detailed design stage.
  - The SOI results have yet to be audited by Audit NZ. The audit is planned for the second quarter due to shortage of audit resources.

8. A summary of our performance against the SOI and programme highlights for the year is included in the Quarter four report summary, included as **attachment 1** of this report.

### **Other CBP performance targets and initiatives**

9. Other CBP targets and initiatives that **support** the delivery of external targets. This includes enhancement to planning and budgeting, climate change initiatives and Maori outcome plan actions, enhancement of engagement and communication and other guidance, systems, and process improvements.
10. We achieved 47 out of 56 other CBP performance targets and initiatives. Some of the targets and initiatives completed during the year include:
  - **Financial planning and management:** The council approved Eke Panuku's LTP budget proposal. The LTP Budget submission was provided to Council on time to effectively advocate for Eke Panuku priorities and respond to Council's emergency budget priorities. Assets management plans that supported the LTP budget proposal were completed and Eke Panuku managed the Covid 19 hardship relief fund better than planned.
  - **Development initiatives** – a number of Go-to-Market strategies were approved by the Eke Panuku Board that guide our approach to development of particular sites.
  - **Climate change initiatives** - Climate change strategy actions have been progressed. These include approval of performance standards for commercial buildings, public realm standards being piloted, technical input provided into master planning and business cases on climate risks, vulnerabilities and responses for our locations and staff training to increase engagement on corporate responsibility. We have also completed the development and adoption of the Sustainable Procurement Process.
  - **Māori Outcomes** - Year one of the actions in the mana whenua outcomes framework have all been credibly started with **51% of actions completed** as agreed with mana whenua. The target was 80% of the 50 actions to have been started and 10% completed. The roll over and changes to any Year 1 actions and priorities for Year 2 have been agreed with Mana Whenua. The team has also supported Eke Panuku to over-deliver on our SOI commitment to achieve 40 significant initiatives with approximately **45 initiatives completed**.
  - **Engagement** - This year saw a significant change in the way that Eke Panuku engages with key stakeholders. Key staff, such as the Priority Location Directors (PLDs), now lead engagement with key stakeholders. This addresses past feedback seeking engagement with senior people with decision-making abilities. The new CCO-Local Board Engagement Plans and local community engagement about key issues such as Innovating Streets for People have been led by ELT and PLDs. This has resulted in significant efficiencies and quality of our engagement. Actions from the 2020 stakeholder insights have been started including a more regular engagement forum with developers.
  - **Communications** - Storytelling has been a key focus, in line with the CE's objectives. This has been realised through storytelling training via Eke Panuku Community of Practice and Hautu leadership workshops, as well as media training for key spokespeople. Sustained effort was applied to governance and

shareholder reporting including quarterly reports, mayoral updates and the SOI. Our media impact score, monitored by iSentia, continues to increase, with the fourth quarter receiving our highest score to date, a positive score of 1.9. This has been increasing since monitoring and analysis first began in January 2020. Media training and proactive media relations has supported this result.

- **People related initiatives:** Several people related initiatives were completed during the year. The Leadership development programme E Tū Hautū was delivered to all people leaders, and positive feedback was received from attendees. The new staff engagement survey was launched and completed, with participation of 89%. **Eke Panuku achieved an overall engagement score of 7.3.** A project lead capability framework has been developed and implemented and a learning needs analysis was completed resulting in a training calendar being developed. Eke Panuku's flexible and agile workplace guide was completed and was introduced to the business to guide staff working arrangements, especially working from home.
- A full list of other CBP results is included as **attachment 2** to this report.

Three of the other CBP performance targets and initiatives were partially achieved. These were:

- **Capital budget \$100m** – Eke Panuku spent and committed \$93.4m (93%) of its capital budget at the end of the financial year. Total capital spend was \$78.2m (78%), resulting in a variance of \$21.8m. Of this variance \$15.2m was committed to property acquisition that was not recognised due to accounting rules. The commitment is made up of \$12.3m for an unconditional sale and purchase agreement for a key property in Avondale and a commitment of \$2.9 for 2 properties purchased at Northcote under the PWA process. The commitments could not be recognised under accounting treatment. Change in advice from the Council finance team has led to these transactions being recorded when the title has been received and not when the liability / sale and purchase agreement is complete. The budget has been deferred to ensure 2021/22 performance is not unduly restricted by this accounting change. The residual total capital expenditure variance excluding capital commitments is \$6.6m. This is largely due to timing of contamination payments to Waterfront development partners delayed by slower pre-leasing in the property market and delay in the PWA process in Northcote.
- The other targets include EY review actions that will be incorporated into Opal tracking in the new financial year and the Marina arrears that were above target at year end but were subsequently cleared in July 2021.

We did not achieve the target on programme milestones for the year for the Transform and Unlock Locations and regional programmes. We achieved 54% of the 172 key programme milestones planned. Some of the key points relating to this target are:

- We took a more **aspirational** approach to setting CBP project milestones compared to a more **conservative** approach in setting the SOI milestones. This is reflected in the 82% achievement of the SOI milestones. We are undergoing a review of planning and scheduling of projects to continue to enhance the quality of project milestones.

- In order to achieve the outcomes in the programme, we setup and monitor a **range** of milestones over the year. We also monitor against the **baseline** milestones set at the start of the year.
- The overall 172 programme milestones, 54% were met this year, an improvement on last year's 29% of milestones met.
- We spent and committed 93% of our capital expenditure this year and spent 78% of our capex budget. We were agile and brought projects forward when we saw milestones would not be met.
- We met our sales target and associated go to market milestones, except for the Hobsonville sale which was partially met.
- Some of the reasons for not meeting overall milestones include:
  - The dependencies were more complicated than foreseen resulting in milestones changing.
  - Planning was too optimistic from staff. This is being addressed by review of project scheduling
  - Some projects are late but are well advanced and will be delivered soon. There were key personnel changes in the Panmure and Onehunga programmes that went through a reset.
  -

## Ngā tāpirihanga | Attachments

Attachment A – Summary of Quarter four report to the council

Attachment B – Other Corporate Business Plan targets and results

# Eke Panuku Development Auckland

## Quarter 4 Performance Report Summary

**For the period ending 30 June 2021**

This report outlines the key performance of Panuku which includes regeneration of urban locations and management of Auckland Council's property assets

## Highlights for the year

**Eke Panuku has made significant progress on its multi-year programmes and business activities despite an uncertain business environment following the impact of Covid-19.**

**SOI Targets** – We have achieved 16 of our 17 measured SOI performance targets for the year. Two of the material/significant targets achieved are **Property Portfolio net surplus** of \$41.1m against target of \$26.4m and **general asset sales** of \$107m against a three-year target of \$72m.

**Capital projects** – In line with our total capital spend for the year, some of the significant multi-year projects highlights include:

- Avondale Central – we have reached an unconditional agreement on the purchase of 10 Racecourse Parade. This consolidates a central strategic site in Avondale. The go-to-market strategy for the combined site was approved by the Eke Panuku Board in June 2021. Given the size, 1.6 ha and prominence of the site, this represents a very significant milestone and progress to further enable the regeneration of Avondale.
- The completion of the Barrowcliffe bridge and shared path that reconnects the Wiri community with the Manukau town centre.
- The completion of the Puhinui Wiri Playground in June 2021 at a new location in Manukau.
- Completing the Toka Puia car park in Takapuna, featuring bike parks, electric bike charging facilities, changing rooms and provision for electric car share vehicles. This supports the regeneration of Takapuna and delivery of the new town square.
- The completion of four Waterfront projects, Westhaven Promenade Stage 2, the Westhaven Marine Village, the Percy Vos Shed and the land reclamation stage of the pile berth redevelopment that contribute to commercial and wider strategic outcomes for the Waterfront. Amey Daldy Park, delivered in partnership with Auckland Transport opened in December 2020 and has become a much loved public space in Wynyard Central for residents, workers and visitors.
- The purchase of the last four Northcote properties using the Public Works Act process. Now the town centre is under council ownership and will enable the next step of the town centre's regeneration.

**Developments** – a number of development agreements were progressed that achieve regional and town centre regeneration objectives. Some of the significant transactions include:

- The sale of part of the council's remaining land holding in **Hobsonville** to the Crown for educational purposes, supporting the wider development of Hobsonville Point.
- The sale of two large sites at **Flat Bush** for \$21m to enable over **160 new homes**.
- Reaching a **\$40m** agreement with Malaysian Resources Corporation Berhad on behalf of the council to construct a mixed-use building over the **Āotea Station** upon completion of the City Rail Link, supporting the regeneration of mid-town.

Financials (\$million)	Actual	Budget	Actual vs Budget
Capital delivery	71.2	86.5	↓ 15.3
Strategic Development Fund (Revolving credit facility)	7.0	13.5	↓ 6.5
<b>Total Capex</b>	<b>78.2</b>	<b>100</b>	<b>21.8</b>
Direct revenue*	72.6	68.6	↑ 4.0
Direct expenditure*	72.9	81.4	↑ 8.5
Net direct expenditure	(0.3)	(12.8)	↑ 12.5

## Financial Commentary

- The sale of a former council office at 82 Manukau Rd, **Pukekohe** to be developed into a healthcare facility.
- The sale of a site at **Avondale** to the Ministry of Housing and Urban Development that will enable **117 new homes**, including 47 Kiwibuild homes. This was via a partnership between Ockham Residential and Marutūāhu and is in construction.
- Reaching an agreement on a mixed-use development for a site on Osterley Way in **Manukau**, providing a minimum of **115 new homes** and up to **610m<sup>2</sup> of commercial/retail space**.
- Achieving a long term lease and management agreement for a site on Greenslade Crescent, Northcote that will see the construction of **52 new, one-bedroom** units as part of the **Haumarū development programme**.
- Two buildings on Beaumont Street and Daldy Street were completed by Willis Bond as part of the **Wynyard Quarter developments**. These provide a mix of over **1,700m<sup>2</sup> of commercial/retail space** and **90 apartments**.

**America's Cup event (AC36)** – in partnership with the Wynyard Edge Alliance, we relocated key tenants to enable construction of AC36 infrastructure, built new superyacht berths and created a new public space, the extension of Silo Park. As a part of the council group, even though badly compromised by Covid-19, we contributed to a successful America's Cup event that was hosted across Eke Panuku waterfront public spaces, where over 187,000 patrons came through the race village.

**Regeneration enabling activities** – as part of our multi-year programme we have completed a number of activities that will shape the quantum and quality of future urban regeneration. These include:

- the completion of the Puhinui Regeneration Strategy that will ensure an integrated approach to the restoration of the stream in Manukau;
- collaborating with the council to complete a community needs assessment for the Northcote town centre to determine the location and design for a new community facilities hub;
- progressing the Onehunga Wharf masterplan and the Te Ara Tukutuku - Wynyard Point masterplan to be put out for public consultation later in FY22;
- responding to climate change by adopting the 5 Green-star standard for commercial or mixed-use developments.

#### **Capital delivery:**

Eke Panuku spent and committed \$93.4m (93%) of its capital budget at the end of the financial year. Total capital spend was \$78.2m (78%), resulting in a variance of \$21.8m.

Of this variance, \$15.2m was committed to property acquisitions that was not recognised. The commitment is made up of \$12.3m for an unconditional sale and purchase agreement for a key property in Avondale and a commitment of \$2.9 for 2 properties purchased at Northcote under the PWA process. The commitments could not be recognised under accounting treatment.

A change in accounting advice led to these transactions being recorded when the title is received and not when the liability / sale and purchase agreement is complete. The budget has been deferred to ensure 2021/22 performance is not unduly restricted by this accounting change.

The residual total capital expenditure variance excluding capital commitments is \$6.6m. This is largely due to timing of contamination payments to Waterfront development partners delayed by slower pre-leasing in the property market and delay in the PWA process in Northcote.

#### **Direct revenue:**

Direct revenue for the year is \$4.0m favourable compared to budget. Most of the variance relates to COVID-19 related assumptions for reduced income, which have not fully materialised.

**Direct expenditure:** Direct expenditure is \$8.5m favourable compared to budget, \$2.4m due to staff cost savings and delayed recruitment, an additional \$2.4m of savings in Eke Panuku corporate costs in year due to careful control of discretionary expenditure in reaction to the emergency budget. \$4.0m decrease in marina expenditure due to the COVID-19 impact on the America's Cup regatta.

*\*Direct revenue and expenditure are made up of Eke Panuku and managed council property portfolio*

We will continue to monitor and manage issues and risks that impact our delivery. The significant issues and risks are:

- Property market and construction sector uncertainty - There continues to be uncertainty ahead in the property market, including the impact of government policies and the wider global impacts of the covid pandemic, on future investment and housing development and the impact of ongoing construction cost escalations from labour and material supplies shortages.
- Specialist skills – As a result of the strong development market reflected by the record levels of building consent approvals, the government’s infrastructure and development programmes and the closed borders, there is competition in the market for specialist skills such as urban regeneration, planning and design, development, project management and construction.
- We will continue to manage the impact of any COVID-19 lockdowns using our business continuity plans
- Effective stakeholder and partnerships are managed through clear communication, receiving feedback and addressing issues/ feedback.
- Our long-term programme and funding model will be addressed ahead of the next Long-term Plan process.

## Eke Panuku – SOI performance measures

Key performance indicators	Previous	FY 21 Quarter 4		Status	Commentary
	Year	Actual	Target		
Out of the 19 performance targets, we have achieved 16, not measures one target (deferred) and 2 targets were not met. The target not measures was due to a delay in project for piloting the Green House Gas measurement tool. <b>Note:</b> these results will be Audited after August 2021.					
1. Achieve total board approved budgeted Transform and Unlock net sales for the financial year through unconditional agreements.	New performance measure	\$21.1m	Meet \$39m Transform and Unlock annual unconditional sales approved by the Eke Panuku Board.	Target not met	The sales are from 3 properties. Affected by one significant sale that did not proceed due to the party withdrawing from negotiations at a late stage.
2. Capital project milestones approved by the board achieved.	New performance measure	82%	Achieve 80 per cent or more of project milestones for significant capital projects (as set out in SOI).	Met Target	14 out of 17 project milestones has been achieved
3. Climate change mitigation and adaptation considered across Eke Panuku projects. The use of Green House Gas measurement tools will help Eke Panuku measure and reduce the impact of its developments.	New performance measure	Not applicable	Pilot the use of a tool to measure the GHG impact of new mixed use and residential development.	Target not measured	The Avondale multiuse facility was delayed due to the impact of Covid19. The tool that measures the GHG impact of new mixed use and residential development will be used in the new year when the project reaches design stage.

<p>4. Climate change mitigation and adaptation considered across Eke Panuku projects. This will ensure development and investment by Eke Panuku and partners is increasingly low carbon and resilient.</p>	<p>New performance measure</p>	<p>Climate planning outputs completed.</p>	<p>All masterplans completed and approved by the board in the year contains a section that considers future climate impacts, risks, vulnerabilities and responses.</p>	<p>Met target</p>	<p>The climate section considers future climate impacts, risks, vulnerabilities and responses. Despite the masterplans that were planned to be devolved and approved by the Board with climate chapter being deferred due to the impact of the LTP process, significant climate change planning was completed during the year.</p> <p>Projected climate impacts and the risks, vulnerabilities and responses for Eke Panuku were assessed for Eke Panuku neighbourhoods.</p> <p>Memos were formulated with advice for project</p>
<p>5. Percentage of attendees surveyed satisfied with key Transform and Unlock place programmes and activities.</p>	<p>82% (At City Waterfront)</p>	<p>94%</p>	<p>Maintain or improve</p>	<p>Met Target</p>	
<p>6. The percentage of visitors surveyed satisfied with their experience of the public spaces on the city centre waterfront (LTP).</p>	<p>92%</p>	<p>86%</p>	<p>80%</p>	<p>Met Target</p>	<p>Several major events were not held this year due to Covid19. This has impact on visitors to the city centre waterfront and their experience of public spaces.</p>
<p>7. Percentage of Aucklanders surveyed who have visited the city centre waterfront in the past year (LTP).</p>	<p>65%</p>	<p>69%</p>	<p>73%</p>	<p>Target not met</p>	<p>The target is not met by only 4% margin, but the result is better than last year. There were less visitors to the waterfront due to Covid19 lockdowns and the impact of physical works around the area during the year The America's Cup event had a one-off effect in attracting visitors during the period of the event.</p>
<p>8. The percentage of marina customers surveyed who are satisfied with marina facilities and services (LTP).</p>	<p>89%</p>	<p>94%</p>	<p>88%</p>	<p>Met Target</p>	<p>Results are better than target and last year. This can be attributed to the America's Cup event held this year near the marina which had a positive influence.</p>
<p>9. The number of significant Māori initiatives implemented per annum (LTP).</p>	<p>64</p>	<p>45</p>	<p>40</p>	<p>Met Target</p>	<p>There is a variance to last year due to reduced target because of Covid19 impact. Reduced target to 40 from 54 due to Covid19 impact on activities and budgets.</p>
<p>10. % Mana whenua groups satisfied with quality of engagement</p>	<p>26%</p>	<p>33%</p>	<p>Improve</p>	<p>Met Target</p>	<p>In 2021, Eke Panuku changed the survey methodology to better reflect the breadth of our relationship with mana whenua. The previous survey question was narrow in scope and did not cover all aspects of our engagement. The survey questions used cover several indicators that contribute towards maintaining a rich partnership with mana whenua.</p>

11. Written evidence that opportunities have been identified and assessed, to be progressed or not (Housing and urban redevelopment combined).	128	133	At least 100 opportunities identified and assessed.	Met Target	
12. The net surplus on the property portfolio achieves the annual budget agreed with the council.	Net surplus is \$8.2 million ahead of budget (actual surplus of \$38.9 million against budget of \$30.7 million).	Net surplus is \$14.7m ahead of budget (actual surplus of \$41.1 million against YTD budget of \$26.4 million).	Net result achieves budget for 2020/21.	Met Target	
13. The monthly average occupancy rate for tenable properties.	96.9%	<ul style="list-style-type: none"> <li>Commercial 93.9%</li> <li>Residential 98.8%</li> </ul>	<ul style="list-style-type: none"> <li>Commercial 85%</li> <li>Residential 95%</li> </ul>	Met Target	
14. The return on investment on like-for-like properties managed for Auckland Transport and Auckland Council (LTP).	2.37%	2.34%	Greater than or equal to 1.75%	Met Target	
15. The return on equity on commercial assets and services (LTP).	8.78%	9.3%	8.25%	Met Target	The increase is mainly due to an increase in capital value of Waterfront Investment Property.
16. List of properties recommended for disposal submitted to the council The disposal target for the next financial period will be agreed with the council in the current financial period.	\$20 million	\$88.7 million	A list of recommended properties with a total cumulative gross value of \$45 million for two years (2019/20 and 2020/21), will be submitted to the council seeking approval for disposal by the end of June 2021	Met Target	
17. Achieve total forecast net sales for the financial year through unconditional agreements. Annual actual asset sales may fluctuate between years. (LTP).	Net sales of \$9.9 million for the financial year. \$54.34 million achieved to date of the 3-year target.	Net sales of \$52.7 million for the financial year. \$107 million achieved to date of the 3-year target	Achieve the \$24m of asset sales approved by the Eke Panuku Board in addition to the past agreed LTP target and achieve the balance of the three-year LTP asset sales target set at \$72m.	Met Target	

18. Total value of general asset sales, on average are within independent valuation threshold.	New performance measure	93%	The total value of properties disposed during year on average is above 90% agreed independent valuations.	Met Target	20 General Property Disposal sales in total
19. Acquisitions are delivered within the timeline agreed with Auckland Council.	91%	100%	80% satisfaction against agreed service performance measure	Met Target	Four acquisitions have been completed to date on behalf of Auckland Council and has met agreed timeline

**Note: A detail copy of the Quarter 4 Report is included in the August 2021 CE Report to the Board.**

Corporate Business Plan Targets					
Performance measure description	Performance Target		Status	End of year position 1. <i>Completion/ meet target</i> 2. <i>Partially meet target</i> 3. <i>Not meet target</i> 4. <i>Delay/suspend/ Carry forward</i>	
<b>Assets and Delivery</b>					
1	Total asset sales - Emergency budget	<p>&gt;Quarterly reports to the ELT on asset sales against E-Budget target.</p> <p>&gt;Relevant GM / GMs - deliver on the balance of asset sales and prepaid leases (net of T&amp;U and General asset sales already agreed in the SOI)</p>	Corporate B/Plan	Green	<p><b>Carry forward /on-going</b> Original target \$100m which was a <b>2 year commitment</b>. Achieved <b>\$35m</b> in FY21 including asset sales and prepayments of leases. <b>\$65m</b> to be progressed in FY22.</p> <p>Emergency budget changes were set in July 2020 after the SOI was agreed. We modified the asset sales targets and are working through a 2-year target as not all properties approved for in the Emergency budget were ready for sale, some constraints have to be managed/ removed.</p> <p>The sale of the Hobsonville Megalot 5 and 6 was agreed to be brought forward to FY20/21 in order to realise both development outcomes and proceeds of sale to contribute towards <b>Auckland Council's Emergency Budget</b>.</p> 
2	Property portfolio tenancy financial hardship management and reporting to ELT;	Quarterly Report to ELT including estimate Hardship relief granted to date, arrears and estimate of doubtful debts	Corporate B/Plan	Completed	<p><b>Completed</b> We have been reporting hardship, arrears in the ELT dashboard throughout the year.</p> <p><b>Covid-19 Rent Relief</b> Commercial – YTD \$1962k (Q4 \$90k ) rent relief provided Residential – No rent relief was provided during FY21</p> <p>Hardship Register - 256 customers are recorded in the hardship register relating to all lockdown phases (Commercial only)</p> <p>The operational impact of COVID-19 was largely unknown however the relief provided to tenants was within the COVID-19 financial provision included in the FY21 budget.</p>
3	Arrears - Residential properties and Commercial properties	<p>Meet arrears targets set.</p> <p>COVID-19 adjusted targets are: Commercial – 10% Residential – 5%</p>	Corporate B/Plan	Completed	<p><b>Met Target</b> Arrears Commercial ( 7.1%) - After sharp increase in mid-2020 to 10.8%. Arrears have been relatively stable in last 5 months. Residential (1.3%) - Currently lower than pre-Covid arrears.</p> <p>Several key debts are being managed by AC legal team to bring to resolution.</p>
4	Arrears - Marinas	Meet arrears targets set	Corporate B/Plan	Amber	<p><b>Partially met target</b> Westhaven was under the <b>targeted 10%</b> arrears and the combined total of 15% results in a partially met target. <b>This relates to the period post AC36.</b> <b>The arrears balance in relation to the target was <u>cleared in July</u></b></p>
5	Comprehensive Asset Management Plans are completed for property portfolio and the Marinas, supporting the Panuku capital bids for the new LTP	Asset Management Plans planned are completed before the R&M and Renewal budgets are prepared within the LTP timeline (estimate end Sept 2020)	Corporate B/Plan	Completed	AMPs completed
6	Property Portfolio repairs and maintenance	Significant percentage of planned repairs and maintenance programme completed >80% R&M budget spent.	Corporate B/Plan	Completed	<p><b>Met Target</b> R&amp;M spend in the Property Portfolio for the year was \$3.68m, the annual budget was \$3.96m so the <b>percentage completed was 93%</b>.</p>
7	Property Portfolio Renewals	Significant/material renewal project milestones met and >80% renewal budget spent.	Corporate B/Plan	Completed	<p><b>Met Target</b> <b>Renewal achieved \$12.3m against budget of \$9.7m.</b> During the year PSG approved that the renewals team could bring forward necessary work on Onehunga Wharf.</p>

8	Property system data cleansing and data migration and alignment (SPM/Noggin and SAP)	Data cleansing completed 30 June 2021	Corporate B/Plan	Green	<b>Carry Forward / close to completion</b> Good progress is being made with this and the scope has been extended to include the Real Estate module and wash up data in SAP. The final data validation is continuing into July and <b>due to be completed later in the month.</b>
9	Property Portfolio H&S risk profile is completed, and work programme is developed to address risks.	ELT Presentation <u>Sept 2020 and two monthly</u> reporting against planned actions to ELT after that.	Corporate B/Plan	Green	<b>Carry Forward</b> We consider this as being met as substance of the work has been completed. The property portfolio has been categorised based on the risk profile set out in the respective AMP (Queens Wharf, Waterfront including Onehunga Port, Managed Portfolio and Marinas). The applied risk profile is relative to legislative compliance including H&S (Workers, contractors and public safety), Levels of Service, Environment, Reputation and failure of an asset consequences.
10	Marina revenue	Marina achieves budget revenues, include managing risk from superyacht berths.	Corporate B/Plan	Completed	<b>Met Target</b> Marinas surplus of \$7.9m, \$2.1m ahead of the full year budget. The loss of revenue overall at the Viaduct and Wynyard Basin Marinas due to minimal super yachts from overseas being able to enter NZ water space due to COVID was more than offset by reduced expenditure across all marinas but significantly in the Wynyard Basin super yacht marina.
11	Super yacht berths	Superyacht berths ready for occupation Oct 2020	Corporate B/Plan	Completed	<b>Completed</b> - Berths are ready
12	Marina team meets its AC36 obligations and contributions to the event.	Silo/Viaduct berthing – operational plan implemented Aug 2020	Corporate B/Plan	Completed	<b>AC36 Event successfully completed.</b>
13	Marina team successfully moves to its new accommodation at the new Marine Centre	Planned date 31 Jan 2021 (subject to project delivery)	Corporate B/Plan	Completed	<b>Completed</b> The Customer Service and Administration functions of the Marina business have successfully moved into the new office and all management systems are available in the new location
14	Marina NG system Implementation Westhaven	NG System Go live Oct 2020	Corporate B/Plan	Completed	<b>Completed NG system.</b>
15	Business Improvement: Implement re-designed operational processes for property on-boarding and off-boarding	Property on-boarding and off-boarding processes fully utilised by Property Management teams Feb 2020.	Corporate B/Plan	Green	<b>Met target</b> The process has been developed, implemented, tested and a lessons learned review has given rise to necessary process improvements requiring further collaboration with the A&D team.  Further process improvements will be added to the FY22 business improvement initiatives.

## Eke Panuku Operations

16	Overall business performance	2. Delivery of \$100m worth of capex. • Capex achieved	Financial	Amber	<b>Partially met target</b> Eke Panuku had \$93.4m (93%) of capital spend committed at the end of the financial year. Actual total capital spend was \$78.2m (78%), resulting in a variance of \$21.8m (against \$100m budget).  <b>Main reasons for the under spend were:</b> • We had forecast a full year spend on circa \$90-\$95m as we had received accounting advice from Council Finance that the unconditional and irrevocable contract to purchase a key site in Avondale would be recognised as part of FY21 capital spend. Under review this has not been possible at year end and thus the accounting shows <b>\$78.2m spend with \$93.4m committed</b> expenditure. The \$15.2m budget difference will be deferred.  The remaining \$6.6m variance is largely due to timing of contamination payments to Waterfront development partners delayed by slower pre-leasing in the property market and delay in the PWA process in Northcote
17	Overall business performance	1. Deliver a list of key identified and signed off programme milestones relating to the urban regeneration programme. • Agreed programme milestones achieved	Corporate B/Plan	Red	<b>Partially met target</b>  <b>The overall 172 programme milestones, 54% were met this year, an improvement on last year's 29% of milestones met.</b>  <ul style="list-style-type: none"> <li>We spent and committed 93% of our capital expenditure this year and spent 78% of our capex budget. We were agile and brought projects forward when we saw milestones would not be met.</li> <li>We met our sales target and associated go to market milestones, except for the Hobsonville sale which was partially met.</li> </ul> <b>Key reasons for not reaching targets:</b> <ul style="list-style-type: none"> <li>The dependencies were more complicated than foreseen resulting in milestones changing.</li> </ul>

					<ul style="list-style-type: none"> <li>• Planning was too optimistic from staff. This is being addressed by review of project scheduling</li> <li>• Some projects are late but are well advanced and will be delivered soon. There were key personnel changes in the Panmure and Onehunga programmes that went through a reset.</li> </ul>
18	Monthly reporting to board of programme status and milestones (based on Sentient reporting for all programmes) – (To the PSG and Board)	A monthly Board programme status and projects milestones report is included in monthly Board reports. The reports will be signed off by the PSG before being included in the Board agenda. Some exceptions - such as when there is no Board meeting	Corporate B/Plan	Completed	Monthly reporting of the programme is now in place and a business-as-usual process. Monthly reports are by PLDs and go to the board from Ian when there is a board meeting.
19	Programme quarterly review	The Programmes are reviewed and adjusted quarterly, to optimise expenditure and to work to council approved budget – PSG/ PGG (NB: ELT noted not to use word Portfolio as it causes confusion with Property Portfolio)	Corporate B/Plan	Completed	Completed Programmes are reviewed each quarter. Last was in Q3.
20	CRL Development Opportunities	CRL Development Opportunities - “Uptown” Programme mandate confirmed, governance, partnership and work programme established, and masterplan commenced. Panuku is targeting Planning Committee approval Sept 2020.	Corporate B/Plan	Completed	Completed. Established Uptown Programme: Planning Committee approval completed on 1 Oct 2020 providing mandate to establish the project as a new ‘Unlock’ location. The work on the Precinct development plan has started in partnership with Kainga Ora.
21	Priority Location Service delivery (Raranga model implementation)	Implement year end survey on functional service delivery	Corporate B/Plan	Not Measured	Suspended/ Deferred This survey is not required. A new survey and methodology next quarter will address Raranga model in FY22

## Development

22	Evidence of progress in line with the direction signalled in the partnerships paper.	Examples could include joint work with Kāinga Ora, a partnership approach with the SuperFund of some kind in one or more locations (or not), alliance/risk sharing approach to development on large complex sites, significant market pre-engagement on outcomes before sites taken to market	Corporate B/Plan	Green	Carry Forward /BAU  All go to market strategies have been approved by PSG and the Panuku Board.
23	Ensure successful relationships are in place at a senior level with key stakeholders.	<ul style="list-style-type: none"> <li>• Crown: Development agreements with Kāinga Ora.</li> <li>• Other: Feedback from relevant development partners and other stakeholders.</li> </ul>	Corporate B/Plan	Completed	Completed Relationships remain stable with our current development partners and the wide-ranging stakeholders we are engaged with.
24	Go to Market Strategy	90% of “go to market strategy approved” confirmed by PSG. Also approved by the Board if it is a significant/ material sale. Significant - can include significant public/ political interest.	Corporate B/Plan	Completed	Completed 100% of go to market strategies have been approved by PSG and Panuku board.

## Design and Place

25	Ensure successful relationships are in place at a senior level with key stakeholders.	<ul style="list-style-type: none"> <li>• Crown: Agreed masterplans with Kāinga Ora.</li> </ul>	CE Objectives	Green	Carry Forward/ BAU Panuku has a good working relationship with Kāinga Ora in developing masterplans and sharing of information in relevant locations. For Avondale - Kāinga Ora are reviewing and considering their further input. A strong relation exists related to the Community Lane project and ongoing opportunities related to Avondale Central. Hobsonville - Kāinga Ora have agreed the masterplan (verbally) Manukau - Kāinga Ora are still considering the programme for the Wiri Precinct. We have worked closely on the Puhinui project.
26	Complete and implement the review of the consenting and design alliancing agreement with the council, and complete and deploy organisationally a clear design process guideline.	Revised alliancing agreement operationalised	CE Objectives	Completed	Completed The Alliance framework is now completed and signed by all parties. Road show completed updating teams on new processes related to the Alliance Framework.
27	Design Guidelines for town centres	ELT approves design guidelines by June 2021.	Corporate B/Plan	Green	Carry Forward (On-going with new date)  The programme has been extended for Board presentation Nov 22. Engagement is underway and has included Auckland Council officers Mana Whenua, Local Board Chairs (Priority Locations only) and Auckland Transport. The project team continue to develop the Thriving Town Centres document.

28	Deliver Masterplan programme	key masterplans targeted for delivery and dates (Refer to original list in the Design Team plan)	Corporate B/Plan	Not measured	<b>Carry Forward / via Sentient</b> The Waterfront and Onehunga Wharf masterplans were deferred to the FY22 due to the LTP process. This was communicated to the Mayor and Councillors in December 2020.
29	Panuku Tactical Urbanism Approach	ELT approves approach by June 2021.	Corporate B/Plan	Completed	<b>Completed</b> Document was presented to ELT at the end of June and was well received. We will continue to improve/iterate the approach as learnings are confirmed from the ISFP projects. 
30	He Pia He Tauria - Rangatahi Apprenticeship Placemaking Pilot	Pilots complete by June 2021	Corporate B/Plan	Completed	<b>Completed pilot</b> Whilst the activity of the current cohort will extend to August (with the delivery of the Haumi event) our process and practice this year has gone well. With strong support and guidance from mana whenua, an incredible group of young people, and the addition of administrative support, we now have a process which can be taken forward into BAU and widened out across our other placemaking areas.
31	Placemaking Strategy	Draft Placemaking strategy approved by ELT - December 2020. (Revised date June 2021).	Corporate B/Plan	Not Measured	<b>Carry forward</b> The process has been <b>delayed substantially due to the availability of key contributors</b> , specifically in the mana whenua space. Whilst we have a draft set of content it is lacking meaningful mana whenua input - we have had permission from mana whenua to work internally with Joshua Koko, and this work is underway. The aim is <b>December 2021</b> for a completed draft document.
32	Place making	Provide targets - key place making events for 2020/21 with specific dates.	Corporate B/Plan	Completed	<b>Completed</b> Plans (held in the A3s) for this next 6 months, as well as for the 2021/22 year are now all but finalised with PLDs.

## Strategy and Planning

33	5. Delivery of identified commitments in the agreed climate change strategy deliverables for 20/21.	Implementation of agreed year one Climate Change Strategy actions.	Corporate B/Plan	Completed	<b>Completed</b> The majority of <b>actions have been progressed over the year.</b>  <ul style="list-style-type: none"> <li>Setting sustainability standards for all Panuku facilitated residential, commercial and public realm projects. <i>(Performance standard for commercial building approved by Board, the standards for public realm projects are being piloted on Avondale project)</i></li> <li>Piloting the use of Life Cycle Analysis to measure and better understand the carbon impact of Panuku developments and to drive improved outcomes. <i>(Pilot project identified, training undertaken, but application will occur during detailed design stage)</i></li> <li>Undertaking an assessment of future climate impacts, risks and vulnerabilities for all masterplans. <i>(Input to master planning has been completed e.g. memos, workshops).</i></li> <li>Accelerating sustainable procurement activity. <i>(Sustainable procurement objectives adopted, University of Panuku session delivered, targeted training and support provided to project managers for tenders, contracts and development agreements, draft targets prepared).</i></li> <li>Developing a work programme to address climate impact across our asset management function. <i>(Priority actions identified for FY21/22)</i></li> <li>Developing a process to undertake climate compatibility assessments at the business case stage for all new developments and infrastructure to identify to what degree a proposal supports or conflicts with our climate goals over its lifecycle. <i>(New fields included in sentient regarding climate impacts (mitigation and adaptation). Guide prepared to assist project leads to complete fields, training delivered to key staff, training to all PMs to be delivered this FY (August) )</i></li> <li>Continuing to build sustainability awareness and action into Panuku culture and increase staff engagement and sustainability literacy <i>(Nga toa manaaki engagement has increased, as well as engagement with programmes e.g. bike challenge and plastic free July, CE update session delivered on waste, induction content updated, presentations to new staff on corporate responsibility).</i></li> <li>Working with Auckland Transport to explore mixed use development options on underutilised transport sites. <i>(TOD Regional Programme)</i></li> </ul>
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34	15. Ensure coherent response to CCO review decisions made by the council.	Agreed CCO review responsibilities delivered	Corporate B/Plan	Green	Carry Forward Good progress being made across the programme with a large number of CCO Review recommendations implemented across the group. Meeting all expectations of the CCO Implementation Steering Group and Joint CEs Group.
35	Sustainable Procurement Process Development	ELT approves process by June 2021.	Corporate B/Plan	Completed	Completed Paper and approach approved by ELT Sept 2020.
36	Plan Changes - Onehunga and Waterfront	Currently indication 3rd and 4th quarter of 2020. Notification of Plan change in 2nd quarter of 2021.	Corporate B/Plan	Not measured	Carry forward to new year (via Sentient) It will be pushed out to next financial year due to an agreement with the planning committee that public consultation was not appropriate at the same time as the LTP budget.
37	Indicative Business Cases - Lead strategic project IBCs programme, Panmure Community Precinct, Basin View Precinct overbridge 13-27 Queens Rd.	>Unlock Uptown (CRL development programme) - Planning Committee approval of project mandate and foundation outcomes <b>Nov 2020</b> >Wynyard Quarter Point Refresh – Strategic Planning phase - Complete WQ refresh masterplan for Board and Planning Committee approval <b>June 2021</b> >Onehunga Wharf Planning- IBC complete for PSG & Board approval to progress to Plan Change submission <b>November 2020</b> >Manukau walking & cycling network IBC agreement reached with AT to progress joint business case and achieve concept design options milestone by June 2021. >Panmure 13-27 Queens Rd - IBC complete for PSG approval <b>May 2021</b>	Corporate B/Plan	Green	<b>Completed and some carry forward (via Sentient) (As per Work programme agreed at PSG)</b>  <b>FY21 Corporate Business Plan year end summary:</b> 1. <b>Priority Location PBC completed</b> and approved by Panuku Board including Pukekohe, Papatoetoe, Takapuna, Avondale, Haumaru, Optimisation, Supports, AT Assets, and Manukau. 2. <b>Unlock Uptown Planning Committee approval completed</b> on 1 Oct 2020. 3. <b>Onehunga Wharf IBC completed</b> and approved by PSG in Sept 2020. The project team received endorsement from PSG in May 2021 to progress to the next phase of developing a transitional plan. 4. <b>Wynyard Quarter Draft Masterplan approved by the Board</b> in Oct 2020 and External Challenge complete. Agreed to postpone Planning Committee workshop.  5. Manukau walking & cycling network IBC - Agreement reached with AT to fund and progress joint business case. Consultant team appointed in Feb 2021 to progress concept design, options analysis and stakeholder engagement to achieve IBC by June 2022. IBC milestone amended to align with AT delivery programme.  6. Panmure Community Hub functional brief confirmed with Auckland Council Community Services and draft concept design options in progress. Shortlist options is scheduled to be presented back to the local board late 2021.  7. <b>13-27 Queens Rd IBC complete for PSG approval</b> by May 2021 - Scope change approved by PLD to expand options to be assessed and IBC milestone postponed to Dec 2021 to better align with Panmure masterplan work. The project team is exploring options to advance the project as a go to market development site.  8. Panmure Programme Business Case is being further refined by PLD and the project team is working to present the updated PBC to PSG and Panuku Board in July 2021.  9. <b>Avondale Central IBC approved by PSG</b> in June 2021 to confirm option to purchase 10 Racecourse Parade and enable the combined development block to be marketed as a mixed-use opportunity.

## Community & Stakeholder

38	Deliver Panuku Mana Whenua Outcomes Framework – year one.	<ul style="list-style-type: none"> <li>Of the year one actions across Panuku, 80% of the 50 actions will have been started and progressed (approx. 40 individual actions)</li> <li>Of the 50 actions, 10% will have been completed (approx. 5 actions)</li> <li>Of the 50 actions, 10% will be under discussion with mana whenua, pending commencement</li> </ul>	Corporate B/Plan	Completed	<b>Met Target</b> Work has started on all 50 actions. <b>Completed 51% of the year one actions</b> in the mana whenua outcomes framework. All 50 year one actions were discussed with mana whenua on 22 February, and completed actions were confirmed at a hui on 28 June.
39	Ensure successful relationships are in place at a senior level with key stakeholders.	<ul style="list-style-type: none"> <li>Council group: Panuku stakeholder insights survey shows enhanced relationship within the council group.</li> <li>Mana whenua: Panuku mana whenua survey shows improved results.</li> </ul>	Corporate B/Plan	TBC	<b>Carry forward/ TBC (August)</b> <ul style="list-style-type: none"> <li>Annual Stakeholder Insights survey - Colmar Brunton has completed the stakeholder interviews and on 22 July the report is being prepared for delivery by August.</li> </ul> <hr/> <ul style="list-style-type: none"> <li><b>Mana Whenua satisfaction survey (Refer to SOI measure No.10 for details)</b></li> </ul>
40	Telling a benefits-led story to key stakeholders including the shareholder and local boards that clearly connects our activities with our purpose and targets.	a. Each quarterly presentation to the shareholder is vetted by C&SR and contains key messages.	Corporate B/Plan	Completed	Completed The Corporate Affairs team continues to support benefits-led storytelling with the shareholder. Throughout June, support included both local board six-monthly reports with strong urban regeneration messaging, new CCO-local board engagement plan meetings, support for the Downtown Car Park transport outcomes at Planning Committee and meeting with the councillor support team.

41	Telling a benefits-led story to key stakeholders including the shareholder and local boards that clearly connects our activities with our purpose and targets.	b. A storytelling training programme is rolled out to key staff who communicate regularly with key stakeholder by June 2021.	Corporate B/Plan	Completed	<p><b>Completed</b></p> <p>Benefits-led storytelling continues to be embedded across our communications and stakeholder relations work.</p> <ul style="list-style-type: none"> <li>• Media training has been rolled out to all key spokespeople.</li> <li>• Storytelling training via the Hautu programme was supported by the CSR directorate.</li> <li>• Key corporate documents and reports are reviewed for key message inclusion by the Corporate Affairs team.</li> <li>• Community of Practice storytelling training.</li> <li>• Reporting to the CCO Oversight Committee on joined up communications messaging across CCOs and Council.</li> </ul>
42	Panuku provides public information and receives public feedback via local channels		Corporate B/Plan	Completed	<p><b>Completed/ BAU</b></p> <p>Newsworthy milestones were supported with public announcements via mainstream media (journalists) and via our own channels. Significant social media commentary was received regarding the Innovating Streets for People programme which influenced the progress of the programme. Proactive media communications have resulted in a steadily increasing positive media score this year.</p> <p>Ongoing reporting to key stakeholders such as local boards and business associations has reduced our level of risk by ensuring projects have a good level of political support and external championship.</p>
43	Panuku reputation is understood, and our brand strength helps us grow the relationships we need to achieve goals		Corporate B/Plan	Completed	<p><b>Completed/ BAU</b></p> <p>Eke Panuku gained an understanding of its reputation with key stakeholders via the annual insights research conducted last year. A number of actions were undertaken to address feedback including amending our engagement strategy to build relationships with decision makers at Eke Panuku and key stakeholders. Feedback also showed a high degree of trust in the Chief Executive. This enabled us to leverage relationships to support our programmes in particular in Pukekohe, Henderson and Takapuna (Innovating Streets for People and the town square implementation process respectively).</p> <p>Ongoing analysis of our media and social media coverage has also enabled us to receive feedback on our brand strength and amend our programmes to maintain momentum.</p> <p>The implementation of new internal Customer Responsiveness Guidelines this year will help us grow relationships and develop brand strength.</p>
44	Panuku makes public announcements tied to key programme milestones in each neighbourhood.	50% of key programme milestones are supported by a public announcement.	Corporate B/Plan	Completed	<p><b>Completed / BAU</b></p> <p>A significant programme of public announcements via media and social media has been tied to key programme milestones. This has resulted in an increase in positive media coverage (evidenced via our positive media analysis score) and growth in our social media follows and 'likes'.</p>
45	Stakeholder insights	Panuku's reputation is understood through an annual insights programme which is completed and reported to the Board by June 2021. Insights are used within the organisation to identify and implement improvements. Recommendations are reported to the Panuku Board by September 2020.	Corporate B/Plan	Completed	<p><b>Completed / BAU</b></p> <p>The Stakeholder Insights Report from the previous year was reported in this FY and actions were undertaken as a result of feedback. <b>Stakeholder insights research has been completed</b> for this financial year and will be reported in August due to delays in the procurement process for a research agency, which took several months and longer than expected.</p>
<b>Corporate Services</b>					
46	Achieve budget, or formally change with board to reflect material Covid driven changes.	Financial reporting (achieve budget)	Corporate B/Plan	Completed	<p><b>Completed</b></p> <p>The Panuku Corporate Good budget has been met. Expenses were \$4.8m under budget, the majority of savings in people costs and external consultants. Additional funding of less than 2% has currently been drawn down but this was to allow a buffer for any potential audit changes as may not be required.</p>
47	Flexible working guidelines - Te Pā Harakeke.	Agree Panuku guidelines which articulate our approach to balancing in the office and remote working and associated organisation culture.	Corporate B/Plan	Completed	<p><b>Completed. Board approved on 18 Feb</b></p> <p>Eke Panuku Flexible and Agile Workplace - Guide to support flexible working has been completed and presented to Board in February, and afterwards introduced to the business.</p>

48	Achieve material commitments in the 20/21 Panuku health and safety plan.	Implementation of H&S plan actions	Corporate B/Plan	Green	<p><b>Completed and some carry forward</b></p> <ol style="list-style-type: none"> <li>1. An independent health and safety review - completed.</li> <li>2. Quarterly critical risk activity monitoring of our quarries, landfills, and forestry operations - completed and ongoing</li> <li>3. Review H &amp; S resourcing to achieve annual H &amp; S deliverables endorsed by our executive and board - awaiting ELT approval</li> <li>4. Improve health and safety KPI reporting, to include lead and lag indicators, reported monthly to our executive and board. Drive ownership of KPIs by the relevant Panuku GM - Completed and part of quarterly updates</li> <li>5. Deliver the systems improvements for our health and safety incident reporting system, Noggin, including online contract H &amp; S management (for Assets and Facilities), training, and notifications to our management - minor changes. Resourcing required.</li> <li>6. Ensure H &amp; S objectives for all Panuku staff with specific H &amp; S accountabilities and responsibilities, driving ownership, leadership and ensuring consistency in safety delivery - completed. People leaders to monitor progress and advise of training needs.</li> <li>7. Review Panuku H &amp; S critical risks and controls, through our health and safety representatives (Committee), executive and board to ensure amended controls are practicable - Register reviewed quarterly. Copy and review to go to ELT late June.</li> <li>8. Instigate an assurance review of the Panuku H &amp; S Contract Management Framework and Safety in Design processes, focusing on compliance - Completed in EY internal audit with actions to be included in 2021/22 planning cycle.</li> <li>9. Completing the governance workshop with our executive and board to provide the opportunity for preliminary planning of the three-year strategic plan which will be developed for FY22 - deferred by previous Company Secretary pending the appointment of four new board members. Potentially to be included around September for 2021/22 H &amp; S planning.</li> </ol>
49	Effectively advocate for Panuku priorities in the 20/21 LTP process based on timely, accurate and engaging information and personal contact.	LTP funding objectives achieved	Corporate B/Plan	Completed	<p><b>Completed</b></p> <p>The LTP Budget submission was provided to Council on the 30th of October on its due date. All requests for further information have been completed as per Council's timelines.</p>
50	Business improvements - process, systems and guidance. Improvements are identified, are in place and used. Some improvements are identified via the Audit and Risk Committee internal audit programme that's covers key processes and systems such as decisions gateways, PfMO documentation, Property Portfolio and Marina management, Procurement, H&S and risk reporting and other. Others are driven by standards, legislation/regulations and good practice.	<p>Business improvement actions for 2020/21 approved by the ELT (Nov 2020)</p> <p>Two monthly reporting to the ELT on progress against planned business improvement actions</p> <p>(NB: GMs and their teams are responsible for completing planned actions)</p>	Corporate B/Plan	Amber	<p><b>Carry Forward</b></p> <p>EY review actions will be part of the new business plan and incorporated into Opal for tracking in the new financial year.</p>
51	Risk Management	<ol style="list-style-type: none"> <li>1. Risk management strategy and plan approved by ELT Oct 2020.</li> <li>2. Plan completed end June 2021.</li> </ol>	Corporate B/Plan	Completed	<p><b>Completed</b></p> <p>The Risk Management Strategy was approved by the ELT in October 2020.</p> <p>The Risk Management Strategy has generally been completed with aspects that will continue as part of the process such as Opal3 updates and ongoing risk awareness for Sentient users, this is being through the PMO.</p>
52	Business Improvement: Streamline business and financial planning and reporting, assurance and compliance	G-PARC Review is completed, and action plan is implemented within the ELT approved timeline.	Corporate B/Plan	Green	<p><b>Completed and some carry forward</b></p> <p>G-PARC review was completed prior to Christmas with findings and recommendations reported back to that steering team and ELT early December, as planned. Recommendations were accepted for streamlining business and financial planning, reporting and compliance.</p> <p>Business excellence workstreams were established in January/February as a team approach to deliver on recommendations. By the end of June, work is well advanced in the areas of business and financial planning, reporting and procurement. A much more coordinated approach to planning has been undertaken across the business, with ELT agreeing cross cutting themes and improvement initiatives to be included in next financial year.</p>

## People and Culture

53	<p><b>Build a high-performance organisation and leader effectiveness, including:</b></p> <ul style="list-style-type: none"> <li>• Plan, agree and execute stage 2 of E Tū Hautū.</li> </ul>	<ul style="list-style-type: none"> <li>• Employee engagement survey results.</li> <li>• Panuku Leadership 360-degree feedback survey results.</li> <li>• Feedback from selected direct reports to CE.</li> </ul>	Corporate B/Plan	Green	<p><b>Carry Forward – progress stage 2 of E Tū Hautū.</b></p> <p>Engagement survey launched and completed. Participation of 89%, currently developing action plans. Manager support score was 8.5 which is 0.4 above benchmark and in the top quartile.</p> <p>E Tū Hautū delivered with very positive feedback, currently finalising a plan to further support embedding of learnings and extend reach of the programme.</p> <p><b>Building high performance organisation and leader effectiveness carries over to next year.</b></p>
54	<p><b>Evidence appropriate sizing of our organisation, and allocation of resources.</b></p> <p><b>People and Culture – Planning workforce, skills and capacity (e.g. G-PARC, CCO Review and Portfolio)</b></p>	<p>Regular reporting to the board</p> <p>Review resources and manage change processes – GPARC, CCO review etc in line with signed off project plans.</p> <p>Develop regular reporting on FTE and budget to provide assurance to ELT</p> <p>Right resources are in the right place</p>	Corporate B/Plan	Completed	<p><b>Completed</b></p> <p>ELT reviewed resource levels across the business and discussed needs for 2021/2022.</p> <p>Monthly reporting to ELT on FTE has been established</p> <p>GPARC completed.</p>
55	<p><b>People and Culture – Building capability in line with operating model (E.g. programme and project capability by Martha, also as per work with Bernie re to Raranga and ICE)</b></p>	<p>Capability building annual work plan in response to any other changes approved by the ELT and implemented.</p>	Corporate B/Plan	Completed	<p><b>Completed/ BAU</b></p> <p>A project lead capability framework was developed, and project leaders have been assessed against it. This is being used to develop training plans. Priority Location Director capability framework has also been developed and is being implemented</p>

## Company Secretary

56	<p><b>Develop relationship with Panuku Board.</b></p>	<ul style="list-style-type: none"> <li>• Board confidence in management increased, based on board feedback and evidence of meeting compliance obligations.</li> <li>• Quality and timely information provided to support decision making.</li> </ul>	Corporate B/Plan	Green	<p><b>On-going</b></p> <p>Significant effort continues to enhance quality of information provided to the board.</p> <p>Particular focus on ensuring the business is responding to the new direction regarding board agenda structure and report length. This includes recent changes to consolidate and streamline Board quarterly reporting.</p> <p>On-going efforts to ensure information is provided in a timely way.</p>
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# Information paper: Annual Eke Panuku Policy review

Document author: Maxine Waugh, Manager Business Systems and Processes

August 2021

## Whakarāpopototanga matua | Executive summary

1. The purpose of this paper is to provide the Board with the annual review of policies, including Auckland Council's 'Our Charter', council-group policies and Eke Panuku-specific governance and operational policies.
2. Our Charter contains principle-based behavioural policies and guidelines available to the council family. These were refreshed in consultation with CCOs including Eke Panuku in 2020.
3. In parallel, and under the umbrella of Our Charter, are the five council-group financial policies; procurement, insurance, treasury, sensitive expenditure, and business cases.
4. In addition to Council policies, Eke Panuku has its own specific governance and operational policies. These policies are reviewed regularly to ensure they remain valid and aligned to Our Charter.

## Matapaki | Discussion

### Our Charter

5. Our Charter sets out the expectations for conduct that we, as Council family employees, all have to meet, regardless of role, location or seniority. The charter represents a wide range of principles and guidelines, and are grouped into six key themes:
  - We honour te Tiriti o Waitangi - recognising and respecting the council group's commitments to the Treaty of Waitangi, which includes achieving better outcomes for Māori to lift Māori economic, social and cultural wellbeing
  - We make this a great place to work - agreed behaviours and values in our interaction with others, promoting a productive and enjoyable workplace, with respect and care
  - We look after our money and assets - includes best value for money when making spending choices, sensitive expenditure, gifting, conflicts of interest, risk management
  - We look after the people we serve - transparent decision making, understanding Aucklanders' needs, striving for outstanding customer service, being inclusive
  - We look after our information - confidentiality, accurate records, secure information and systems

- We look after our safety and wellbeing - meeting health and safety requirements, safe work practices, physical and mental wellbeing.

All staff are encouraged to 'speak up' about any concerns, or questions, or to seek advice about something that isn't in keeping with Our Charter. Speak up options and support are promoted on the intranet (Council Kotahi and Eke Panuku Infohub).

6. Refer attachment A for an overview of Our Charter including lists of guides covered in each policy area.

## **Eke Panuku policies**

7. Eke Panuku governance and operational policies sit under the umbrella of, and in addition to, Our Charter, and are developed specific to Eke Panuku operations.
8. The full list of current policies and guides are referenced in the Eke Panuku policy register per attachment B.
9. Changes to the register since the previous policy update to the Board on 23 September 2020 are:
  - the removal of the Housing Mix guidance. Our approach to facilitating housing choices will be included in the new Town Centre Guidelines which are currently under development;
  - the Incident and Emergency Management Internal Communication Procedure dated March 2020 has been added to the register;
  - the new Flexible and Agile Working guide, approved by ELT in December 2020;
  - addition of the Learning and Development Policy approved by ELT in March 2021;
  - replacement of the original 2015 Governance Policies with the new Eke Panuku Board Charter, approved by the Board in April 2021.

## **Ngā tāpirihanga | Attachments**

Attachment A - Auckland Council's 'Our Charter'

Attachment B - Eke Panuku register of policies and guides

# Attachment A

## OUR CHARTER

### WE HONOUR TE TIRITI O WAITANGI

Here at the council we're committed to honouring te Tiriti O Waitangi / the Treaty of Waitangi, and to improving our Māori outcomes. From engaging with mana whenua to including basic te reo in our communications, [find out more about how we honour our commitment](#).

Includes: Te Tiriti o Waitangi and our commitments to Māori guide, Understanding Māori responsiveness guide, Meaningful engagement guide, Māori language guide, Giving koha guide

### WE MAKE THIS A GREAT PLACE TO WORK

From flexible working to inclusivity for all, [find out more about how we are making the council group a great place to work](#).

Includes: Annual leave guide, Drug and Alcohol guide, Flexible working guide, Inclusive Auckland framework, Keeping children safe guide, Overtime and time off in lieu (TOIL) guide, Performance improvement plans guide, Recruitment guide, Respect at work guide, Structural change guide, Violence outside work guide, Volunteers guide

### WE LOOK AFTER OUR MONEY & ASSETS

There are a number of ways we ensure we get the best value for our ratepayers and residents; from leveraging our size to restricting travel. [Find out more about how we manage our money and assets](#).

Includes: Cash handling, Receipting and catering guide, Conflict of interest guide, Gift guide, Giving koha guide, Risk guide, Travel guide, Vehicle use guide

### WE LOOK AFTER THE PEOPLE WE SERVE

From including our customers in our decision-making processes to catering to the individual needs of diverse Aucklanders, [see all the ways we're ensuring the people we serve are at the core of everything we do](#).

Includes: Process for managing customer interaction guide, Serving Aucklanders guide, Significance and Engagement policy

### WE LOOK AFTER OUR INFORMATION

We're entrusted with sensitive and private information, and we respect and protect this at all times. From being a responsible social media user to only accessing systems needed to do our job, we all have a role to play in [keeping our information secure](#).

Includes: Acceptable use of council information systems guide, Information and records management guide, Local Government Official Information and Meeting Act (LGOIMA) guide, Media relations guide, Social media guide, Passwords guide, Using personally owned devices guide

### WE LOOK AFTER OUR SAFETY & WELLBEING

The health, safety and wellbeing of our people and all Aucklanders is at the heart of everything we do. From regular training sessions to reporting hazards, [find out more about how we're ensuring we're all mentally and physically fit to do our jobs](#).

Includes: Drugs and alcohol guide, Health and safety framework, Health and safety corporate standards, Incidents guide, Preventing digital harm guide, Take 5 guide, Zero tolerance of workplace violence guide

## IT'S SAFE TO SPEAK UP SEE SAY DO SOMETHING

## Attachment B

### Eke Panuku register of policies and guides

Updated 10 August 2021

Ref	Policy name	Original issue date	Frequency of renewal	Last review date	Approved by	Next review date	ELT member responsible	Comments
A1	Asset Management Policy	7 Aug 2018	3-yearly		Chief Executive	Aug 2021	GM Assets & Delivery	Review underway
A2	Asbestos Management Policy	22 Aug 2018	3-yearly		Chief Executive	Aug 2021	GM Assets & Delivery	Review underway
B1	Board Delegated Authority Policy	1 Sept 2015	Annual	24 Mar 2021	Panuku Board	Mar 2022	Chief Financial Officer	Board delegated authority to the CE
B2	Delegated Authority Standard	18 Mar 2020	Annual	30 Mar 2021	ELT	Mar 2022	Chief Financial Officer	CE delegations to the business
B3	Board Charter	28 Apr 2021	Annual		Panuku Board	Apr 2022	Chief Financial Officer	Replaces previous Governance Policies 2015
D1	Chief Executive Delegated Financial Authority (DFA)	1 Sept 2015	Annual	30 Apr 2021	Chief Executive	Apr 2022	Chief Financial Officer	Updated regularly by Finance Manager with staff changes.  To be read in conjunction with Board Delegated Authority Policy and Standard.
E1	Earthquake-Prone Buildings Management and Occupation Guideline	29 Nov 2019			Panuku Board		GM Assets & Delivery	Review underway
F1	Flexible and agile working guide	7 Dec 2020	Annual		ELT	Dec 2021	Chief Financial Officer	

Ref	Policy name	Original issue date	Frequency of renewal	Last review date	Approved by	Next review date	ELT member responsible	Comments
G2	Grants and donations Policy	25 Sep 2013	3-yearly	18 Mar 2020	Panuku Board	Mar 2023	Chief Financial Officer	Quarterly reporting to Board
I1	Incident and Emergency Management Internal Communication Procedure	4 Mar 2020			GM P&C GM Community & Stakeholder Relations	Jun 2020	GM Community & Stakeholder Relations	Review underway
L1	Learning & Development Policy	9 Mar 2021	Annual		ELT	Mar 2022	Head of People & Culture	
M1	Mobile Phone Policy	25 Jan 2016	3-yearly	1 Dec 2017	Chief Executive	Dec 2020	Chief Financial Officer	Review underway
M2	Media Policy and Protocols	4 Feb 2016	3-yearly	1 July 2018 26 May 2020 (refresh)	ELT <i>To be approved by the Board in future (A&amp;R minutes 9/4/19)</i>	July 2021	GM Community & Stakeholder Relations	Review underway
M3	Marina Rent Setting Policy	24 Jul 2017	3-yearly	31 Aug 2020	Chief Executive	Aug 2023	GM Assets & Delivery	
P1	Property Rent Setting Policy	26 Nov 2014	3-yearly	6 Aug 2021	Chief Executive	Aug 2024	GM Assets & Delivery	
S1	Selection of Development Partners Policy	12 Mar 2013	3-yearly	13 Sep 2018	Panuku Board	Sep 2021	GM Development	
W1	Working animals guide	19 Nov 2019	3-yearly		ELT & CE	Nov 2022	Chief Financial Officer	

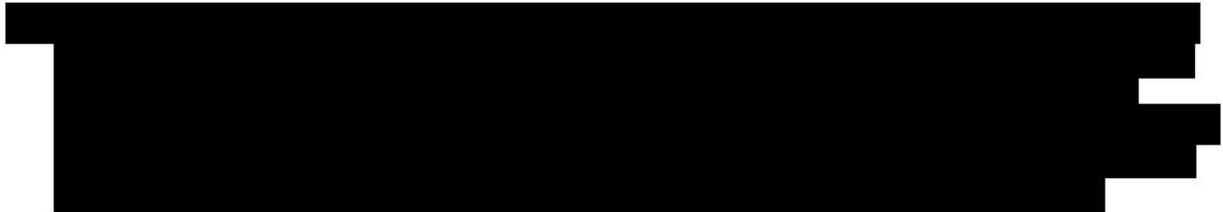
# Information paper: Wynyard Quarter development strategy

Document author: Fiona Knox, Priority Location Director

August 2021

## Whakarāpopototanga matua | Executive summary

1. The purpose of this paper is to summarise the information provided in the July Board Workshop on the Wynyard Quarter Development Strategy. This material provided a summary of the development issues in Wynyard Quarter, lessons learnt and the proposed development pipeline over 2022-2026. This paper also sets the framework for the August 2021 Board Workshop specific to the follow up issues of future built form, height and infrastructure considerations as we head into the next stages of development over the next 10-15 years.
2. With the completion of a number of developments and the need to inform the strategy for the upcoming development sites, the Executive has prepared a lessons learnt study on the development projects in Wynyard Central. Learnings and feedback from this study have been workshopped internally, and presented to the Board in the June workshop. This information will be useful to consider for our future development pipeline.
3. Work is now progressing on our committed and non-committed development sites. Committed sites include those under development agreements, with Orams, Willis Bond and Precinct. The Executive will submit a decision paper on the design proposal and land value from Willis Bond for the tram shed site (West 2) site in September 2021. Non-committed sites are focused on North Wharf (Site 14), Jellicoe Street Carpark (Site 19) and the Silo 6 site (Site 12). Work is underway on the go to market strategy and these sites and opportunities will be presented to the Board starting from early 2022.
4. The focus of the August workshop is on the built-form and heights across Wynyard Quarter. The discussion is in response to the implementation of the National Policy Statement: Urban Development and the need for clarity on our approach to building heights in our conversations with development partners and adjacent landowners.

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6. We will continue our work with Council's Plans and Places team on the implementation of National Policy Statement: Urban Development (NPS:UD) for all Priority Locations. As current infrastructure is designed to take into consideration the Unitary Plan development scenarios, the Executive will undertake an infrastructure and traffic assessment to identify the maximum GFA that can be serviced by the roading network and by the wastewater and stormwater systems.

## Matapaki | Discussion

### Purpose

7. The purpose of this paper is to:
  - a. update the Board on the redevelopment of Wynyard Quarter;
  - b. present the proposed development pipeline; and
  - c. outline the key issues affecting future stages in Wynyard Quarter, including height, infrastructure constraints and regulatory framework.
8. This information paper is intended to establish context for future decision papers regarding the go-to-market strategy for individual sites. The direction set out in this paper, and the Board's feedback from the July 2021 workshop and the upcoming August workshop will drive future executive decisions.

### Background/Lessons learnt

9. With several successful completions in Wynyard Central and the next stages of Wynyard Point progressing, the Executive engaged CBRE to undertake a review of the Wynyard Central development projects. This was to determine what has been successful and what has been problematic.
10. The Executive intends to use this study to optimise future stages of the Wynyard Quarter regeneration. The lessons learnt study involved a desktop review of Waterfront Auckland and Eke Panuku documentation, interviews with our development partners, consultants and internal staff.

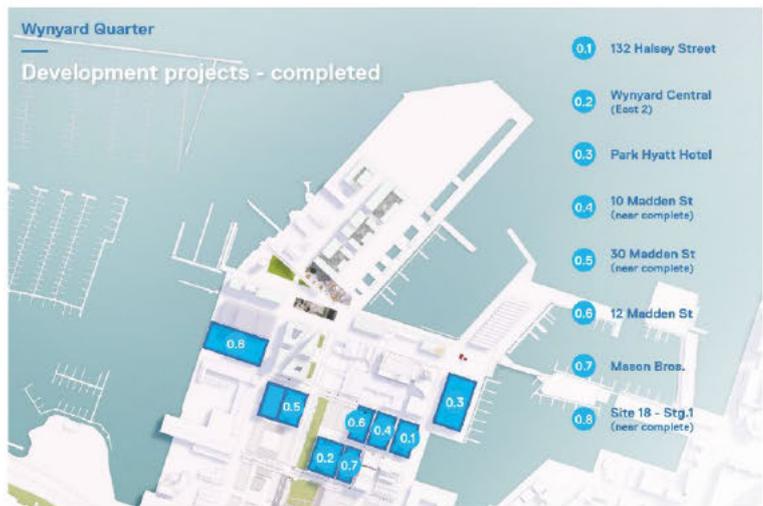


Image 1: Completed developments

[Redacted]

**Development strategy and timing - committed sites**

13. Under existing Development Agreements (DA), Willis Bond and Precinct have options to submit a land value offer and design proposal for the remaining Wynyard Central sites. Orams has a 125 year prepaid leasehold interest in the Stage 2, Site 18 land. It has also developed a residential scheme for this stage. These future stages are depicted and described in Attachment 1.



Image 2: Committed sites

**Development strategy and timeframes**

14. All Waterfront sites are strategic assets under the Council's Significance and Engagement Policy. Long-term leases over strategic assets are considered major transactions which require public consultation and Governing Body approval. This happened as part of Council's long-term plan process.

15. Short to medium term development sites not subject to existing DA or a plan change include Site 14, Site 19 and Site 12 (Attachment 2). Market testing, essential outcomes,

go-to-market strategy and a business case will be prepared or undertaken for each site. These deliverables will progress through the Project Management Office framework and be submitted to the Board for decision:

- North Wharf, Site 14 - commercial/retail use. Potential for approximately 7,000m<sup>2</sup> total commercial GFA. Go-to-market strategy due to Board for decision in February 2022 to enable a developer to be selected prior to existing retail leases expiring in 2023.
- Jellicoe Street carpark, Site 19 - mixed use with focus on residential. [REDACTED]  
[REDACTED] Go-to-market strategy due to Board for decision late 2022, in anticipation of go-to-market in 2023.
- Silo 6, Site 12 - residential. Development opportunity which celebrates the unique marine industrial character and is integrated with Silo Park. There is a potential for this site to be packaged with Site 19 due to challenges in dimension and scale. Go-to-market strategy due to Board for decision in late 2022, in anticipation of go-to-market in 2023.

16. Sites where we intend to transact exclusively with either the existing licensee or adjacent landowner include:

- 44-56 Hamer Street - Eke Panuku Board approved 12 months of exclusive negotiation with the current licensee Sealink for a long-term lease to enable construction of new headquarters in November 2020. The Executive has been working with Sealink on design, mana whenua engagement and the commercial negotiations. A decision paper on the offer and essential requirements is due to the Board in November 2021.

[REDACTED]

[REDACTED]

### **Wynyard Point Planning and Plan Change**

18. The Executive is currently underway developing an updated strategy for Wynyard Point. The masterplan process, called Te Ara Tukutuku has gone through a number of stages over the last 18 months including:

- a. due diligence with a full range of external experts to inform key issues and constraints of Wynyard Point

- b. staging analysis to inform the Long Term Plan bid
  - c. engagement with key stakeholders, community groups and CCO's on the next 10-15 years of development in Wynyard
  - d. engagement with Mana Whenua including workshops with the technical advisory panel (TAG)
  - e. review and input from the external challenge panel
19. To enable the next stage of development, a plan change is required. The work has identified the location of the public open space and the two key development blocks. Wynyard Point Blocks A and B will be available for development post-2028 once the AC36 resource consent expires, or earlier if that is a deliberate decision made. The focus and funding for the first stage of development will be the five hectares of public open space.
20. The Te Ara Tukutuku masterplan will be presented to the Board in October 2021 and the final plan change for a decision to notify in April 2022.

**Building Height**

21. There are a number of changes across Auckland that will be brought about through the Governments National Policy Statement: Urban Development. Within the Wynyard Precinct Eke Panuku needs to be clear on our position on the NPS:UD and the requests relating to increased hieght that are being raised by our developers. The NPS:UD directs Council to provide as much development capacity as possible in the City Centre and heights of at least 6 levels in Metropolitan zone/Rapid Transport Network Stops. An exception is provided if development is restricted by 'qualifying matter', for instance a viewshaft or a natural hazard.
22. Development in Wynyard Quarter is subject to the planning provisions of the Wynyard Precinct and the City Centre Zone of the Auckland Unitary Plan. The precinct provides for low to medium rise built form with marker buildings of 52m along the east-west axis on Jellicoe Street and Daldy Street Linear Park. Limits are set on gross floor area (GFA) for commercial uses to manage parking and am/pm peak traffic on to Fanshawe Street. We note that development during the early phases of Wynyard Quarter was broadly consistent with the Unitary Plan provisions, but with a general trend towards modulated design solutions that play with the allocation of GFA to accommodate height in specific value generating locations.

[Redacted text block containing several lines of blacked-out content]

**Eke Panuku Executive view on height**

[Redacted text block]

- [Redacted list item]

[Redacted text block]

- [Redacted list item]

[Redacted text block]

- [Redacted list item]

- [Redacted list item]

**Proposed Plan Change for Wynyard Point**

[Redacted text block]

- [Redacted list item]

[Redacted text block]

[REDACTED]

**Eke Panuku Executive view on proposed heights for committed sites**

[REDACTED]

[REDACTED]

[REDACTED]

**Eke Panuku Executive view on proposed heights from adjacent development**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Next steps**

34. Transaction workstreams for sites 12, 14 and 19 has been set up with vendor due diligence and feasibility testing underway. Once this is complete, the Executive will carry out market soundings to test proposed outcomes, market appetite, future uses, timelines, risks, and constraints. A business case and go-to-market strategy for each site will be prepared, approved by the Executive and then submitted to the Board for decision.
35. Draft plan change provisions for the Blocks A and B development sites on Wynyard Point will be submitted to the Eke Panuku Board for a decision early 2022.

[REDACTED]

[Redacted text block]

[Redacted text block]

[Redacted text block]

**Ngā tāpirihanga | Attachments**

[Redacted text block]

#### 5.4 Potential Development Partner

This paper has been redacted under the following LGOIMA reasoning:

- *would be likely unreasonably to prejudice the commercial position of a third party s7(2)(b)(ii);*
- *would be likely to prejudice or disadvantage the commercial position of council s7(2)(h); and*
- *would be likely to prejudice or disadvantage negotiations s7(2)(i).*

## 5.5 Eke Panuku Annual Remuneration

This paper has been redacted under the following LGOIMA reasoning:

- *would be likely to prejudice or disadvantage negotiations s7(2)(i).*

## Director interests at 16 August 2021

Member	Interest	Company / Entity	Conflicts pre-identified?
<b>Paul F. MAJUREY</b>	Chair	Panuku Development Auckland Limited	
	Director	Arcus Property Limited	
	Director	Atkins Holm Majurey Limited	
	Chair	Hāpai Housing General Partner Limited	
	Director	Hāpai Commercial General Partner Limited	
	Chair	Hauraki Collective (12 iwi collective)	
	Tangata Whenua Representative	Hauraki Gulf Forum	
	Director	Homai General Partner Limited	
	Chair	Impact Enterprise Partnership GP Limited	
	Director	Koau Property General Partner Limited	
	Chair	Marutūāhu Collective (5 iwi collective)	Possible
	Chair	Marutūāhu Rōpū General Partner Limited	
	Director	MO5 Properties Limited	
	Director	MRLP Group Limited	
	Chair	Ngāti Maru Limited	Possible
	Director	Pare Hauraki Asset Holdings Limited	
	Chair	Puhinui Park GP Limited	
	Co-Chair	Sea Change Tai Timu Tai Pari Ministerial Advisory Committee	
	Chair	Te Pūia Tāpapa GP Limited	
	Director	Tikapa Moana Enterprises Limited	
Chair	Tūpuna Taonga o Tāmaki Makaurau Trust Limited (Tūpuna Maunga Authority)		
Chair	Whenuapai Housing GP Limited		
Director	Westhaven Marina Limited		

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

<b>David I. KENNEDY</b>	Director	Panuku Development Auckland Limited	
	Director	Cathedral Property Limited	
	Director	Grantley Holdings Limited	
	Director	Naylor Love	
	Trustee	New Zealand Housing Foundation	Possible
	Chair	Beachlands South GP Ltd	
	Chair	Advisory Board, Stonewood Group	
	Member	Business Reference Group Te Arotake Future for Local Government	
	Member	Advisory board, Mayo Calder Ltd	

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

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

Committee member	Audit and Risk – Police
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**Kenina  
COURT**

Director	Panuku Development Auckland Limited
Director	KW Westgate Limited
Director	GCML Trustees Limited
Director	PGFT Trustees Limited
Director	French Trustees Limited
Director	Eight Peaks Holdings Limited
Director	Blue Penguin Trustees Limited
Director	Lovelock Trustees Limited
Director	Pasifika Enterprises Limited
Director	Platinum Securities Limited
Director	Stornoway Developments Limited
Director	Huma Holdings Limited
Director	It's Happened Trustees Limited
Director	Rice Family Trustees Limited
Director	Pathfinder Trustees Limited
Director	Pathsol Limited
Director	PSL Freedom Limited
Director	TOH Limited
Director	Twinlion Trustees Limited
Director	Up Skill Teams Limited
Director	NTA Holdings Limited
Director	Holly Corp Trustees Limited
Director	Market Kitchen Limited
Director	Nathan Whanau Trustees Limited
Director	Fale Developments Limited
Director	CP Resettlement Trustees Limited
Director	Banking Ombudsman Scheme Limited
Director	M&G Trustees Limited
Director	New Gipsy Limited
Director	Levinge Trustees Limited
Director	Pathfinder Management Partner Limited
Director	BDE Bonus Limited
Director	Silvereye Investments Limited
Director	Lujato Trustees Limited
Director	Fortitudine Trustees Limited
Director	Oceania Career Academy Limited

<b>Steven EVANS</b>	Director	Panuku Development Auckland Limited	
	Chief Executive	Fletcher Building LTD	Yes
	Member	MBIE Building Advisory Panel	Yes
	Member	Steering Group Construction Industry Accord	
	Board Member	Urban Development Institute of New Zealand	Yes

<b>Susan HURIA</b>	Director	Panuku Development Auckland Limited	
	Trustee	Construction Health & Safety NZ (CHASNZ)	
	Director	Connexis	
	Chair	Gisborne Covered Production	
	Chair	Leaderbrand Holdings and associated entities	
	Director	Ospri and associated entities	
	Director/Shareholder	Rawa Hohepa	
	Director	Royal College of General Practitioners	
	Business Reference Group member	Te Arotake Future for Local Government	

## Director meeting attendance register – 2021 / 2022

	2021						2022					TOTAL
	28 Jul	Aug	Sep	Oct	Nov	Dec	Feb	Mar	Apr	May	Jun	
P.F. Majurey	✓											
J. Coop	x											
D.I. Kennedy	✓											
R.I. Leggat	✓											
J. Kerr	✓											
K. Court	✓											
S. Huria	✓											
S. Evans	x											

LOA – Leave of absence

Minutes of the meeting of directors of Eke Panuku Development Auckland Limited, held in **confidential** session, at Eke Panuku Office, 82 Wyndham Street, on Wednesday 28 July 2021 commencing at 11.20am.

<p><b>Attending</b></p>		<p><b>Board:</b> Paul Majurey – Chair, Richard Leggat, David Kennedy, Susan Huria, Jennifer Kerr, Kenina Court (by phone)</p> <p><b>Executive:</b> David Rankin – Chief Executive, Gyles Bendall – GM Design &amp; Place, Alaina Cockerton – Head of People &amp; Culture, Brenna Waghorn – GM Strategy &amp; Planning, Angelika Cutler – GM Community &amp; Stakeholder Relations, Carl Gosbee – Chief Financial Officer, Marian Webb – GM Assets &amp; Delivery, Ian Wheeler – Chief Operating Officer, Allan Young – GM Development, Talia Hodgson – Senior Governance Advisor</p>
<p><b>Opening remarks</b></p>	<p>3 07/21</p>	<p>The meeting opened with a Karakia. The Chair welcomed board members and executive to the meeting.</p>
<p><b>1.1 Apologies</b></p>	<p>2 07/21</p>	<p>John coop – Director, and Steve Evans - Director</p>
<p><b>2. Chief Executive's report</b></p>	<p>4 07/21</p>	<p>David Rankin, Chief Executive, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• the Eastern busway land acquisitions programme and associated meetings with Auckland Transport;</li> <li>• the City Centre Program and ongoing planning and resource considerations for the council group;</li> <li>• Victoria Street linear park as a major project;</li> <li>• the successful Orams development stage 1 completion;</li> <li>• ongoing positive conversations with supermarkets in areas set for development including community carparking in Remuera;</li> <li>• an update on the Human Rights Tribunal proceedings;</li> <li>• the Te Tiriti o Waitangi audit – a good result across the group with responses to the draft report being collated;</li> <li>• the Innovating Streets for People programme update and reflections.</li> </ul> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<p><b>3. Health and safety</b></p>	<p>5 07/21</p>	<p>Blair McMichael, Health &amp; Safety Manager, joined the meeting and introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• the critical risk register;</li> <li>• induction with new Board members around health and safety (completed with two new members);</li> <li>• YTD results and “red” items;</li> <li>• the significant level of contractors and sub-contractors which is being monitored;</li> <li>• use of Site Safe as a framework to monitor project management;</li> <li>• the usefulness of other measures as well as TRFR;</li> <li>• contractors meeting a minimum threshold of performance health and safety before being engaged.</li> </ul> <p>Blair will follow up with new Board members to complete the health and safety induction process for all.</p> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>

<p><b>4.1 Unlock Panmure Programme Business Case FY22-24</b></p>	<p>7 07/21</p>	<p>Richard Taylor, Priority Location Director, joined the meeting for this item. The board discussed the following matters:</p> <ul style="list-style-type: none"> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>• timeframes and alignment for Tamaki regeneration;</li> <li>• proposed narrative for Panmure as a character neighbourhood with appeal and good transport options;</li> <li>• planned retention of the character of the area;</li> <li>• retail monitoring in the area and support from the local business association.</li> </ul> <p>ACTIONS:</p> <p>Para 1 of Exec Summary – amend from \$3.1 to read \$3.1 m.</p> <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <p>a. Approved:</p> <ul style="list-style-type: none"> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> </ul> <p>b. Approved the following related projects and initiatives for the next twelve months which are all within the funding envelope approved at a i and ii:</p> <ul style="list-style-type: none"> <li>i. Site disposals, subject to Eke Panuku Board approval of proposed Development Agreement outcomes sought: <ul style="list-style-type: none"> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> </ul> </li> <li>ii. Public realm investment: <ul style="list-style-type: none"> <li>▪ Queens Road streetscape refresh - Renewals based enhancement of streetscape to improve the pedestrian amenity.</li> <li>▪ Maungarei pedestrian and cycle connection - Linking the town centre and Maunga.</li> </ul> </li> </ul>
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		<ul style="list-style-type: none"> <li>▪ Basin view precinct pedestrian and cycle connection through to the basin edge incorporating enhanced park amenity in the reserve area adjacent the skatepark.</li> </ul> <p>iii. Capital developments:</p> <ul style="list-style-type: none"> <li>▪ [REDACTED]</li> </ul> <p>iv. Placemaking, engagement and partnering:</p> <ul style="list-style-type: none"> <li>▪ [REDACTED]</li> </ul> <p>c. Noted the previously approved site disposal, subject to Eke Panuku Board approval of proposed Development Agreement outcomes, for 3 Mountwell Crescent.</p> <p>d. Noted the Unlock Panmure Programme is subject to the following:</p> <ul style="list-style-type: none"> <li>• Eke Panuku Board review of the programme in 12 months.</li> <li>• Eke Panuku Board decisions on proposed transactional terms for individual property transactions, as per delegations.</li> </ul> <p>e. Noted the Programme Business Case Overview (PBCO) which is included as attachment A.</p> <p>f. Noted the Programme Summary which is included as attachment B.</p> <p>g. Noted the Programme Business Case (PBC) which is included as attachment C.</p>
<p><b>4.2 Kotuku House – go to market</b></p>	<p>8 07/21</p>	<p>Richard Davison, Priority Location Director, joined the meeting for this item. The board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• alignment with Transform Manukau, with proceeds of the sale to be reinvested in the adjacent Manukau civic hub;</li> <li>• risk management of the project;</li> <li>• assessment and valuation;</li> <li>• potential development options and expectations;</li> <li>• mana whenua’s potential interest in the site</li> </ul> <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <p>a. Approved the sale for 4 Osterley Way, Manukau being:</p> <ul style="list-style-type: none"> <li>i. Kotuku House office building, Part Lot 47, DP 69242 containing 910 sqm</li> <li>ii. the land in front of Kotuku House, Section 2 SO plan 554647 containing 650 sqm</li> <li>iii. approximately 40 sqm of land on Lot 25 DP 69242</li> </ul> <p>[REDACTED]</p> <p>c. Delegated authority to the Chief Executive to select a preferred party and execute the required documentation to sell the property based on the following key terms:</p>

		<p>d. Agreed that if the area in front of Kotuku House is developed, the following is required:</p> <ul style="list-style-type: none"> <li>• ground floor active uses facing Osterley Way, with no setback to be provided. A canopy or alternative form of weather protection such as a colonnade is to be provided.</li> <li>• A minimum 5m height built-form edge.</li> <li>• Demonstrate strong architectural expression that supports the civic nature of Manukau Plaza and the expression of Māori culture and identity.</li> <li>• Demonstrate how the Manukau Framework Plan, specifically 'key move two: Creating a vibrant heart', can be implemented through the proposed design.</li> <li>• Engagement by developer with mana whenua to determine how Maori culture, identity, and or employment opportunities can be incorporated in any redevelopment or extension of the building.</li> </ul> <p>e. Noted that the proceeds of sale of Kotuku House office building will be reinvested into the Council Corporate Accommodation network to fund the implementation of the approved council corporate property strategy.</p>
<p><b>4.3 Eke Panuku Proposed Statement of Intent asset sales target FY21/22 and FY22/23</b></p>	<p>9 07/21</p>	<p>Marian Webb, GM Assets &amp; Delivery, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• a typo re date was noted;</li> <li>• clarification that net unconditional figure is sale price minus Eke Panuku's costs of the sale, excluding office overheads;</li> </ul> <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <ol style="list-style-type: none"> <li>a. Noted \$108.6m was cumulatively achieved in sale values by Eke Panuku in FY20/21</li> <li>b. Noted \$107m achieved against the net unconditional asset sales FY18-21 SOI target and Emergency Budget commitment</li> <li>c. Approved Eke Panuku's proposed net unconditional asset sales SOI target for FY21/22 of \$155m comprising: <ol style="list-style-type: none"> <li>i. \$70m identified in Auckland Council's Long-Term Plan</li> <li>ii. \$85m being the balance of the \$100m Emergency Budget asset recycling contribution and the net unconditional sale of Aotea Over Station development carried forward from FY20/21</li> </ol> </li> <li>d. Approved Eke Panuku's proposed indicative net unconditional asset sales SOI target for FY22/23 of \$165m</li> </ol>
<p><b>5.1 Quarter 4 Reporting</b></p>	<p>12 07/21</p>	<p>David Rankin, Chief Executive, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• improvement in reporting over recent months was acknowledged, including dashboard metrics, with some further refining in progress;</li> <li>• a full year report will be available at the August meeting with a summary of all quarters combined;</li> <li>• a request for the People and Culture dashboard to show average point in range in the bands, and split out gender by leaders/staff;</li> <li>• getting information and messages out to local boards via Facebook etc.</li> </ul>

		Following the conclusion of discussions, the Eke Panuku Board received the report.
<b>5.2 Eke Panuku Board Strategy Day outline</b>		<p>Brenna Waghorn, GM Strategy &amp; Planning, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• Strategy Day is scheduled for 22<sup>nd</sup> September 2021, with a reserve day pending progress on the HR tribunal matter;</li> <li>• feedback from the Board is welcome as preparations are made;</li> <li>• aspiration for town centres (including impact of work from home post COVID) will be included as a session topic;</li> </ul> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<b>5.3 Downtown Carpark Redevelopment</b>	13 07/21	<p>Allan Young, GM Development, introduced the report. Richard Leggat left the meeting for this item. The board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• proposed removal of the Hobson Street;</li> <li>• the importance of suitable placement of a bus facility;</li> <li>• interest from potential developers;</li> <li>• market testing which generated overall positive feedback, with differing viewpoints and clear opportunities;</li> </ul> <p>More information will be presented to the August Board meeting.</p> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<b>9.1 Director interests</b>	18 07/21	The Eke Panuku Board reviewed and received the Register of Director's Interests.
<b>9.2 Director meeting attendance</b>	19 07/21	The Eke Panuku Board noted the directors' meeting attendance.
<b>9.3 Minutes of 26 May 2021 board meeting</b>	20 07/21	The Eke Panuku Board reviewed and confirmed the Minutes of the Board Meeting 23 June 2021, with confidential information included, as a true and accurate record of the meeting.
<b>9.4 Board action list</b>	21 07/21	The Eke Panuku Board noted the board action list.
<b>9.5 Board forward work programme</b>	22 06/21	The Eke Panuku Board noted the board forward work programme.
<b>10. General business</b>	23 06/21	There was no General Business.
<b>Close of board meeting</b>	24 06/21	The meeting closed at 1:00 pm.

Read and confirmed

\_\_\_\_\_ Chair

\_\_\_\_\_ Date

Draft