

Board Report

Public

Date

Wednesday,
28 July 2021

Venue

Eke Panuku
Development
Auckland office, 82
Wyndham St



Board agenda

Where: Eke Panuku Development Auckland office, 82 Wyndham St

When: Wednesday, 28 July 2021 | 10.00 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).*

1.	<p>Meeting open</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>
2.	Chief Executive's report
3.	Health and Safety
4.	<p>Decision papers</p> <p>4.1 Unlock Panmure Programme Business Case FY22-24</p> <p>4.2 Kotuku House – go to market</p> <p>4.3 Eke Panuku Proposed Statement of Intent asset sales target FY21/22 and FY22/23</p>
5.	<p>Information papers</p> <p>5.1 Quarter 4 Reporting</p> <p>5.2 Eke Panuku Board Strategy Day outline</p> <p>5.3 Downtown Carpark redevelopment</p>

6. Governance matters

6.1 Director interests

6.2 Director meeting attendance

6.3 Minutes of 23 June 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.



Opening

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

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

Apologies have been received from Directors John Coop and Steven Evans.

Information paper: Chief Executive's report

Document author: David Rankin, Chief Executive

July 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

Eastern busway

2. Several urban regeneration opportunities have been identified along the section of Eastern Busway project running from Pakuranga to Botany. 



6 Clonbern Road site development

3. 6 Clonbern Road is a Council owned car park. Adjoining the property to its south-west is 8-10 Clonbern Road owned by Foodstuffs and occupied by a New World supermarket and further at-grade car parking. See Figure 1.
4. Council has approved the disposal of 6 Clonbern Road subject to the provision of a minimum of 200 public car parking spaces within any future development.



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



Figure 1: 6 Clonbern Road, Remuera

Orams Waterfront Marine Development - competition of stage 1

11. On the 24th of July, Eke Panuku staff were invited to an event to acknowledge the completion of Stage One of the Orams Development. The development site on

Beaumont Street, known as Site 18, was amalgamated with the neighbouring Orams property to create a new marine haul out and refit facility.

12. This stage is a milestone moment for both parties and a result 10 years' worth of work. Construction work included seawall strengthening, contamination remediation, creation of a hardstand and an onsite wastewater treatment plant. A major feature of this marine facility is a new 820 tonne travel lift, which will be able to haul out ferries and superyachts, as well as domestic vessels and commercial boats. The 820-tonne travel lift is capable of servicing up to 80% of the world's superyacht fleet. Together with our development partner, Eke Panuku is proud to help create additional infrastructure to capitalise further on growth in the marine sector, to enable Auckland, and New Zealand, to take a leading role in the competitive international marine industry. Stage Two will include refit workshops and a future stage will include a commercial building and residential tower.

Wynyard Design Challenge

13. As requested by the Board in August 2020 we have undertaken an external challenge process for the Wynyard Point draft Masterplan to challenge and critique our work, to generate ideas and to ensure we are delivering on the waterfront vision. The external challenge process with a panel of international experts was completed in December 2020 with a series of observations and actions from group discussions reported by the panel.
14. We have taken the opportunity in the first half of 2021 to reflect on the Panel's feedback and to review and develop our thinking with mana whenua. In partnership with mana whenua, we have co-designed the Te Ara Tukutuku final draft masterplan to ensure mana whenua aspirations are reflected.
15. We are about to return to the External Challenge Panel in August for a final review to test our approach and will then return to the Board in October to endorse the Te Ara Tukutuku final draft Masterplan. It will then go to the Planning Committee to approve for public consultation early 2022. Board members are again more than welcome to observe the sessions if interested over the two days, in full or in part. The sessions are scheduled for the 3rd and 5th of August. If Board members are interested in attending any sessions, please let Talia Hodgson or Gyles Bendall know, and we will arrange for the invites to be sent to you.
16. The team will provide a full briefing to the Board on the outcome of the sessions and our responses in October.

Kia kotahi te iwi, kia haumi te waka, Wynyard Quarter celebration

1. Since 2012 the waterfront has celebrated the "Wynyard Quarter Birthday" on the first weekend of August. On Saturday August 7th will be a moment to honour 10 years of our place and acknowledge all that have been a part of this journey - past, present and together looking ahead to the future.
2. The event, primarily inspired by the opening day of the Jellicoe Precinct in 2011, has been a family friendly day, focussed on celebrating the different aspects of the new waterfront as well as the communities that have helped build it. The event has become a firm fixture of our annual programme, with audience numbers averaging around 8000 people. Previous activities have included: Morning karakia to welcome the day, Fitness on the Waterfront, Beach Plastic Art installations, Classic Yachts

Open Day, Daldy Street Garden Workshops, Creative Play, arts and crafts workshops, cultural performances and Silo Cinema.

3. An opportunity to reconsider the event was raised by our mana whenua partners some time ago. They questioned celebrating the birthday of reclaimed land, as well as some clear points about Governor Wynyard and his relationship with Māori. We are therefore using the 10th anniversary as an opportunity to reimagine the event. Designed by our rangatahi placemaking apprenticeship programme – He Pia He Taurira – the event has been renamed and repurposed. This year the event is to called HAUMI: Kia kotahi te iwi, kia haumi te waka (One people, one waka, one journey). It's new name is a clear signal of how we want to work going forward, as well as an embodiment of our placemaking values for Eke Panuku.

4. **EVENT:** HAUMI: Kia kotahi te iwi, kia haumi te waka

One people, one waka, one journey

Wynyard Quarter celebration

Bought to you by He Pia He Taurira & Eke Panuku

DATE: Saturday 7th of August

TIME: 8.00am – 5pm

LOCATION: Wynyard Quarter

Innovating Streets For people

5. All the Eke Panuku Innovating Streets for People projects are now in place.
6. In Takapuna we are trialling changes to Huron and Northcote Streets. Now that the project has been installed local businesses and residents are engaging with the trial, which will help us with planning for the future streetscape upgrade. Takapuna was deliberately implemented in a phased manner to be responsive to early feedback and adjust level of intervention depending on responses. We will continue to iterate the project based on feedback.
7. In Manukau stage one is complete which has included trialling changes to the central area of Osterley Way as a shared space. This will inform future street upgrades and also links into the recently completed upgrades Eke Panuku undertook on Barrowcliffe Place and Bridge. We will leave it in place for three weeks to monitor its performance before making a decision on implementing stage two which will see further trials on the southern portion of Osterley Way. Ahead of any formal evaluation, anecdotal feedback so far is that the trial is positive and people like the vibrancy in the space.
8. In Henderson we have trialled improving walking and cycling connections which also included roadway artwork on intersections. Implementation has been completed and we are currently undertaking two adaptations to the project as a result of some safety concerns and local feedback. Data on the rest of the trial is due shortly and further decisions will be made alongside Auckland Transport and the Henderson-Massey Local Board by the end of the month.

1. In Pukekohe King St has been fully reinstated to two-way operation. Some of the new painted footpath areas have been retained in order to re-trial outdoor dining areas in summer if businesses are supportive. The market trials in Roulston Street and the town square have now been completed and the market has reverted back to Massey Street carpark. Devon Lane has undergone some minor iterations in response to feedback received and data is being collected on the effectiveness of the design changes. Decisions on the next steps for the Devon Lane element will be made with the working group and Auckland Transport in late July/early August.
2. A request to convert some other parking spaces to outdoor dining has come through from some businesses on Edinburgh Street that were outside the original trial area. The team is investigating the feasibility of trialling parklets there.

He Waka Kōtuia - Te Tiriti o Waitangi Audit 2021

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Northern Pathway

16. Waka Kotahi is continuing investigations into establishing a walking and cycling connection across the Waitematā Harbour as part of The Northern Pathway. The programme is split into three connected sections for delivery:
 - Westhaven to Akoranga, which includes Te Ara Pae Moana (harbour bridge component) and the land component from the bridge to Akoranga
 - Akoranga to Constellation Drive
 - Constellation Drive to Albany is under construction as part of the Northern Corridor Improvements project
17. Once complete, the Northern Pathway will provide a fully separated pathway between Westhaven and Albany with local entry and exit points. The first section, Westhaven to Akoranga, has been allocated \$785 million (including contingencies) of the New Zealand Upgrade Programme. The preferred option over the Waitemata is for a separate structure for walking and cycling alongside the Auckland Harbour Bridge.
18. Eke Panuku is working with Waka Kotahi on the Westhaven to Akoranga section in regards to the Te Ara Pae Moana (harbour bridge component) options as these further develop. This includes understanding how the bridge will land into Westhaven Marina area, near the Westhaven Marina office. Secondly, we need to understand how it will connect into wider areas under Eke Panuku management such as Harbour Bridge Park and Westhaven Drive and how these areas may need to evolve to cater for increased people movements. The soonest construction could begin is mid-2022 and is expected to take four to five years to complete.
19. In addition, the Waka Kotahi Board has asked its management team to analyse short term options for walking and cycling over the Waitematā while the Northern Pathway is completed. It is expected, if safe and feasible options are identified, that Waka Kotahi will engage with Eke Panuku and others on this parallel piece of work.
20. Refer to Attachment A.

Westhaven Promenade stage 2 Civil Contractor Awards

21. The Westhaven Promenade Stage 2 project was awarded the best project award at the recent Civil Contractor NZ (CCNZ) awards in the category for Construction Companies with revenue over \$20M.
22. HEB Construction were proud recipients of the award showing the clear benefits of a collaborative project team who worked to create a great asset for Aucklanders.
23. The project has also been entered into the Property Council Industry Awards and the Best Design awards which will be announced on 20 August 2021 and 8 October 2021 respectively.

Matariki 2021

24. Matariki has been a central part of our placemaking programming for the waterfront since 2012. This year our activities have been housed within the wider Auckland

Council Matariki Festival. Our activities are known as “Matariki on the Waterfront”. The event this year is informed by the host iwi for 2021, Ngāti Whātua Ōrakei.

25. Our partnership with mana whenua is vital to all of our placemaking work. We have been working for several years with the kaitiaki on how best to make sure our programming is supportive of their aspirations and respectful of our partnership with them. Matariki on the Waterfront included installations by prominent Māori artists, music, food and workshops over the weekend of the 3rd and 4th of July. We recorded 21,240 and 6,760 bridge movements over Saturday and Sunday respectively. This is well over double the counts that were recorded over weekends before and after the event. This provides an indicator of the number of people coming into the for the event. In addition, people would have come in from other directions and other modes.
26. With the new public holiday for Matariki in 2022 we will increase our efforts to ensure people understand the significance and meaning of this special time of year. In addition to the Waterfront, we will build programmes into other priority locations, with a primary focus on our Transform locations. We have initiated early work to be ready for next year by engaging two “Matariki Event Specialists” chosen via an EOI process with mana whenua. These two specialists are now working alongside our placemaking team to learn our processes.

National Policy Statement: Urban Development

1. The National Policy Statement: Urban Development (NPS-UD) was released in August 2020 and sets out the objectives and policies for planning for well-functioning urban environments. NPS-UD classifies Auckland as a Tier 1 urban environment and requires the Auckland Unitary Plan to further enable increased building heights and density of urban form in the following specified areas unless restricted by a ‘qualifying matter’.
 - a) City centre zone – as much development capacity as possible,
 - b) Metropolitan centre zones – building heights and density to reflect demand for housing and business but in all cases building heights of at least six storeys,
 - c) Building heights of at least six storeys within at least a walkable catchment of the edge of city and metropolitan centre zones and existing and planned Rapid Transit Network stops, and
 - d) In all other locations in the urban environment, building heights and density to commensurate with the greater of accessibility or relative demand.
2. For Auckland, the ‘qualifying matters’ proposed to be considered appropriate include (but not limited to) ecological areas, volcanic viewshafts, significant natural hazards, open space, infrastructure of national significance (gas and oil pipelines) and special character.
3. The Planning Committee at its 1 July 2021 meeting endorsed its policy approach for implementing the NPS UD to guide further work for public engagement on changes to the Auckland Unitary Plan. This includes identifying:

- a 15-minute walkable catchment around the city centre (around 1200 metre) and a 10-minute walkable catchment around the 10 metropolitan centres (around 800 metres).
 - a 10-minute walkable catchment around existing and planned rapid transit stops (around 800 metres).
 - the 'qualifying matters' for Auckland that may modify (or reduce) the NPS-UD directives for building heights of at least 6-storeys on the basis it is supported by robust evidence.
 - areas of special character within the walkable catchments of high, medium and low quality. Council is required to carry out further assessments to understand impact of this qualifying matter on intensification and develop methodology to enable buildings of at least 6-storeys in some parts (medium and low quality) of the special character areas.
 - historic heritage within the special character areas and progressing a plan change to protect these.
 - new policies on reducing greenhouse gas emissions.
 - criteria when responding to private developments that take into account scale, location, proximity to public transport and the availability and funding of infrastructure.
4. **Next Steps**
The planning committee will be briefed on the recommended approach to Council's engagement on the proposed plan changes at its August 2021 meeting. The NPS UD requires council to publicly notify these plan changes by August 2022.
5. **Impact on Eke Panuku's work**
The NPS UD is considered an enabling piece of policy that further strengthens Eke Panuku's mandate for urban regeneration. Most of our Transform and Unlock priority locations or Auckland Transport support sites fall within the specified areas or are within the walkable catchments from Rapid Transit Network stops.
6. The key 'qualifying matters' that will restrict delivery of intensification on Eke Panuku's sites includes the volcanic viewshafts overlay and special character areas around metropolitan centres and Rapid Transit Network stops.
7. Eke Panuku is providing input into the process and will keep the Board updated on any key decisions made by Auckland Council and impact on our sites.

Council group approach to auditing and monitoring of risk, activity, and progress regarding climate change

8. The Council group reports on climate change risk via the Auckland Council Annual Report. The reporting is done utilising the recommendations of the Task Force on Climate Related Financial Disclosures (TCFD) and covers the elements of governance, strategy, risk management, metrics and targets. The 2020/2021 report is currently in production. Refer to Attachment B for the climate change risk section of the council's 2019/2020 annual report.

9. Auditing of the carbon emissions of the Council group is undertaken individually across the Council and CCOs and carried out by Toitu Envirocare. Eke Panuku has measured and reported on our corporate emissions since 2018/2019 and progress is measured annually. We have a target to reduce our emissions by 35% by 2030. Our emissions for 2019/20 were 9% lower than our base year of 2018/19. We are currently preparing our emissions inventory for 2020/21 with audited results expected to be available late August.
10. Council has adopted Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan, which sets out the priority action areas for Auckland to reduce emissions and adapt to the impacts of climate change. Progress against the actions outlined within the plan will be reported on annually by Council. Additionally, a series of indicators have been identified which will be used to measure success against Council's climate goals. Trends in these indicators will be reported on by Council at various intervals.
11. An identified priority for Eke Panuku in relation to our climate response is ensuring that climate considerations are factored into the front end of decision-making. Recently, new fields within Sentient, the programme used for project management tracking and reporting, have been added which will support decision-makers to consider the climate implications of their decisions. The following will need to be considered in project planning: How does the project contribute towards reducing greenhouse gas emissions? (Mitigation) and; How will climate change impacts affect the project and what control measures have been put in place to mitigate risk and increase resilience? (Adaptation). Training is currently being provided to project managers to assist in considering these issues.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Notification of change of audit plan / timing

20. We have been advised the annual audit of our financial statements and performance measures, and therefore completion of our Annual Report, is being postponed by Audit New Zealand with approval of the Auditor General.
21. Parliament has passed a bill to extend the reporting deadline by two months from 30 September 2021 to 30 November 2021. This is due to a shortage of auditors across New Zealand and Australia. Audit New Zealand has advised that they now expect to complete our annual audit late September / early October, rather than the usual July / August timeframe. They are in the process of resequencing their audits and will come back to us with confirmed dates in the next couple of weeks.
22. The audit of Auckland Council is being prioritised and will be going ahead in the usual timeframes. As the financial statements of Eke Panuku (along with Auckland Unlimited) are not considered significant to the Council group there is no impact on our reporting deadlines to Auckland Council.

Risk update

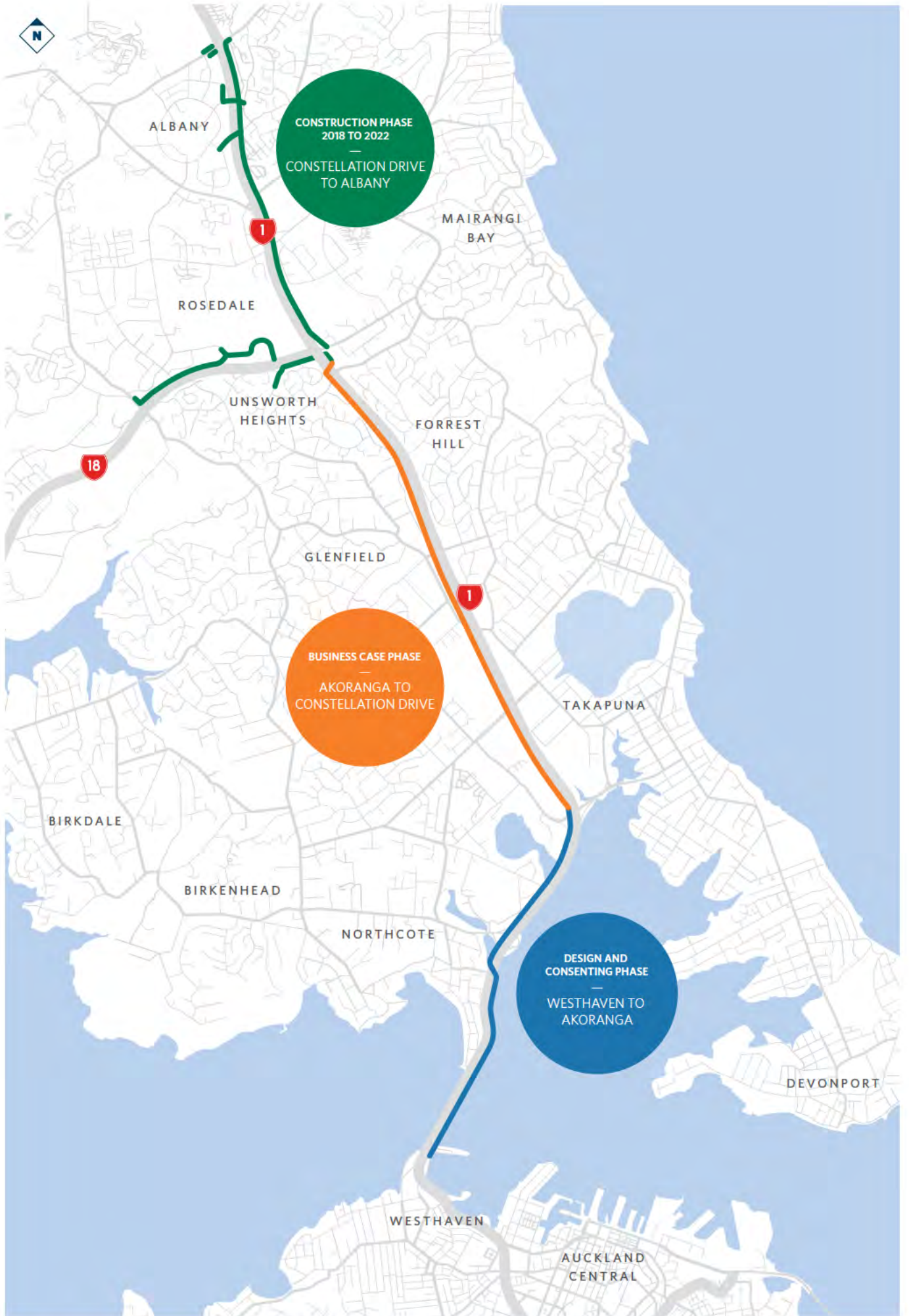
23. A review of the current Top Risk Register by the ELT will prepare for a Board Risk Workshop on July 28, 2021. Broadleaf Capital International NZ Ltd will facilitate the workshop and will take the Board through the risk appetite and current risk.
24. Renewed emphasis is being placed on the efficacy of risk mitigations, ensuring risk owners manage processes and controls. The current top risks include:
 - Not having a structured and systematic review process applied consistently for Safety in Design
 - Safety around public waterfront areas
 - Eke Panuku not aligning projects with the priority outcomes of other parts of Council
 - Adverse effects on staff wellbeing
 - Not achieving programme delivery on time, to cost, and quality.

Ngā tāpirihanga | Attachments

Attachment A – Northern pathways sections map

Attachment B – Auckland Council's 2019/2020 Annual Report





Te Rīpoata ā-Tau 2019/2020
Tirohanga whānui me ngā
whakahaere ratonga

Auckland Council

Annual Report 2019/2020



Volume
4

Pokanga 4: Tūponotanga mō te rerekētanga
o te āhuarangi

Volume 4: Climate change risk

Mihi

Noho mai rā Tāmaki Makaurau,
moana waipiata,
maunga kākārīki.
Mai i ngā wai kaukau o ngā tūpuna,
ki ngā puke kawē i ngā reo o te tini,
i puta ai te kī mōu.
Tū ana he maunga,
takoto ana he raorao,
heke ana he awaawa.
Ko ō wahapū te ataahua,
ō tāhuna te mahora,
te taiao e whītiki nei i a koe he taonga tuku iho.
Tiakina kia meinga tonu ai koe
ko 'te tāone taioreore nui o te ao,
manakohia e te iwi pūmanawa'.
Tāmaki Mākaurau tirohia te pae tawhiti
he whakairinga tūmanako
mō ngā uri whakaheke ō āpōpō,
te toka herenga mō te hunga ka takahi ake
mā ō tomokanga,
te piriti e whakawhiti ai
tō iwi ki ngā huarahi o te ora.
Tāmaki Mākaurau e toro whakamua,
hīkina te mānuka.
Tērā te rangi me te whenua te tūtaki.
Maranga me te rā, he mahi māu me tīmata,
ka nunumi ana ki te pō,
whakatārewahia ō moemoeā ki ngā whetū.
Ko te oranga mutunga mōu
kei tua i te taumata moana.
Tūwherahia ō ringa, kūmea mai ki tō uma.
Tāmaki Makaurau
he tāone ūmanga kurupounamu koe;
tukua tō rongō kia rere i te ao.

Tāmaki Makaurau
who bestrides shimmering seas,
and verdant mountains.
From the bathing waters of our forebears,
and hills that echo with voices
that acclaim.
Your mountains stand lofty,
your valleys spread from them
and your streams run freely.
Your harbours are majestic,
your beaches widespread,
the environment that surrounds you is a legacy.
Take care of it so that you will always be known
as 'the world-class city
where talent wants to be'.
Tāmaki Makaurau looking to the future,
repository of our hopes
for generations to come,
anchor stone for those who venture
through your gateway,
and the bridge that connects
your citizens to life.
Tāmaki Makaurau moving on,
accepting all challenges.
Where even heaven and earth might meet.
Rise with the sun as there is work to be done
and when evening comes,
allow your dreams to glide among the stars.
Perpetual health and growth
is beyond the horizon of cresting waves.
Open your arms and pull them to your embrace.
Tāmaki Makaurau, you are a city
where valued business and enterprise thrives;
let your good name traverse the world.

Rārangi kōrero

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Viaduct Harbour.

Nau mai ki ngā kōrero mō mātou

Welcome to our story

Auckland is a fantastic city – diverse, vibrant, and naturally beautiful. Serving this city is a group of dedicated staff across the Auckland Council Group, meeting your needs by delivering essential and equitable services and investing in the future of our city.

This report tells the story of how the council and its subsidiaries are tackling climate change for the benefit of the entire Auckland region.

This report covers the group, which includes the council, its subsidiaries (including council controlled organisations and Ports of Auckland Limited) associates, and joint ventures. It covers the period from 1 July 2019 to 30 June 2020.

Finding your way around the volumes:

Volume 1	Volume 1: Overview and service performance	
An overview of the group covering financial and non-financial performance of the group.		
Volume 2	Volume 2: Local board reports	
A collection of individual annual reports for each of the 21 local boards, reporting financial and non-financial performance.		21 volumes
Volume 3	Volume 3: Financial statements	
The financial statements of the Auckland Council Group and Auckland Council for the year ended 30 June 2020.		
Volume 4	Volume 4: Climate change risk	
A summary of the group's climate-related financial risks and opportunities.		

“Toitū te Marae o Tane, Toitū
te Marae o Tangaroa, Toitū te Iwi”

Protect and strengthen the realms of the Land and Sea,
and they will protect and strengthen the People.

Aerial view of Point England Reserve.

Tūponotanga mō te rerekētanga o te āhuarangi

Climate change risk

Climate change is one of the most significant issues we face today. Over the last decade, Auckland has felt the impacts of heavy rain events, storm surges and coastal inundation and droughts. These impacts are expected to increase in frequency and severity.

In June 2019, the Auckland Council Group declared a climate emergency, committing the group to take the necessary action to manage and mitigate climate-related risks, while taking advantage of the opportunities created by climate change.

By declaring a climate emergency, the group has committed to continue to:

- robustly and visibly incorporate climate change considerations into work programmes and decisions
- provide strong local government leadership in the face of climate change, including working with local and central government partners to ensure a collaborative response
- advocate strongly for greater central government leadership and action on climate change
- increase the visibility of our climate change work
- lead by example in monitoring and reducing the council's greenhouse gas (GHG) emissions
- include climate change impact statements on all council committee reports.

The Auckland Council Group is committed to reducing our regional GHG emissions by 50 per cent by 2030 and achieve net zero emissions by 2050 while preparing for the impacts of climate change. The group has a number of commitments that guide our response to climate change:

- committed to climate action as a member of C40 cities

- delivering clean and healthy air through the C40 green and healthy streets declaration
- zero waste by 2040 as part of the C40 zero waste declaration
- endorsed the C40 Global Green New Deal
- a member of the climate leaders coalition, committed to voluntarily measure and report our GHG emissions, and work with suppliers to reduce their emissions
- committed to disclosing our climate-related financial risks under the Task Force on Climate-related Financial Disclosures (TCFD) framework.

In its 2019 Interim Report the Auckland Council Group made its inaugural climate risk disclosure using the TCFD framework. We recognise that climate change is one of the most important issues we face as a group and that inaction could severely impact the crucial services we provide to Aucklanders.

The boards of each subsidiary of the group, including Watercare Services Limited, Ports of Auckland Limited, Auckland Transport, Panuku Development Auckland Limited, Auckland Tourism, Events and Economic Development Limited and Regional Facilities Auckland, have individually responded to climate change risk, and each entity is at different stages of risk assessment and strategy development. We outline examples of their responses separately.

The group's response to climate change is detailed in the following pages.

Kāwanatanga Governance

The Auckland Council Group is governed by the elected Governing Body, elected local boards and respective boards of each subsidiary.

The primary responsibility for governance of city-wide climate change related matters has been delegated by the Governing Body of Auckland Council to two committees:

1. the Environment and Climate Change Committee; and
2. the Audit and Risk Committee.



Roles and responsibilities of committees governing climate change:

The Environment and Climate Change Committee

This is a committee of the whole comprising the mayor and all councillors, and a representative of the Independent Māori Statutory Board. It meets every two months to deal with strategy and policy decision-making around environmental and climate change activities. This includes mitigating climate change, implementing climate policies and plans, and oversight of Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan.

The Audit and Risk Committee

This committee comprises three independent members alongside the mayor and three councillors. It meets six times annually to assist and advise the Governing Body on governance, risk management and internal control matters. It reviews the council's risk register quarterly.

The Chief Sustainability Office

The Chief Sustainability Office (CSO) has a leading role in assessing and addressing climate change risks related to both the organisation as well as the Auckland region. The CSO has oversight across the implementation of Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan and works with departments across the Auckland Council Group to implement a council-wide framework for action in climate resilience and mitigation.

Local boards

Local boards set the strategic direction for each local board area and are responsible for local initiatives that address climate change.

Governance across the group's subsidiaries

Governance of climate change risk and mitigation within each of the Group's subsidiaries is overseen by the Auckland Council Group governance structure, as well as the individual boards and management teams.



Climate change risks are captured within Auckland Transport's Organisation Risk Management Framework which is overseen by the Finance Capital and Risk Committee (FCRC), a board sub-committee. The FCRC meets at least five times per year. Progress in meeting GHG emission reduction targets is monitored annually by the board.

Climate change risk is the responsibility of the Executive General Manager - Planning & Infrastructure, a member of the Executive Leadership Team (ELT). The Organisation Risk Management Framework is the responsibility of Executive General Manager - Risk, also an ELT member. An ELT Monthly Risk Management Forum reviews key risks monthly, and new and emerging risks annually.



Climate change and sustainability related risks are the responsibility of the Watercare board.

The board has oversight of climate risk through the organisation's Enterprise Risk Register. It had oversight and approval of the Watercare Climate Change Strategy 2019. The Committee for Climate Action sub-committee has been established for close management of climate change risk.



Climate change and sustainability related risks are the responsibility of the Ports of Auckland Limited's (POAL) board. POAL joined the Climate Leaders Coalition in July 2018 and has publicly committed to playing its part in New Zealand's urgent transition to a low-emissions economy.

Climate change leadership and coordination functions have been assigned to the General Manager (GM) of Sustainability. The GM is responsible for the management and delivery of the POAL Sustainability Strategy (which encompasses climate change) and the overall management of climate risk.

Over the coming year, POAL will focus on creating more clarity on roles and responsibilities related to climate change within the organisation and ensuring adequate training is provided.



The Panuku board oversees climate change risk and is due to approve the Panuku Climate Change Strategy 2020 and associated priority actions.

Climate change is captured in the extended risk register. The Audit and Risk Committee is made up of board members and meet quarterly to review the register.

The board has requested regular updates on the Panuku climate change work programme and this will be provided through the Chief Executive's report.

Panuku has GHG reduction targets for organisational emissions. Annual monitoring and progress against these targets will be reported to the board.

Climate Impact Statements are a mandatory component for all Panuku board reports, and a process is planned to incorporate consideration of climate impacts into project business cases.



The governance of climate risk is stated in Auckland Tourism, Events and Economic Development's (ATEED) 2019/2020 Statement of Intent. Over the next three years, ATEED will work within a framework of Auckland Council priorities, outcomes in the Auckland Plan 2050, and challenges key actions in Te Tāruke-ā-Tāwhiri; Auckland Climate Plan. The board delegates power to the ATEED Leadership Team to ensure efficient decision-making. A Climate Innovation and Sustainability team has been established to develop a climate change and sustainability framework for ATEED, with oversight of all ATEED programmes and activities to ensure alignment with the city's key climate targets.



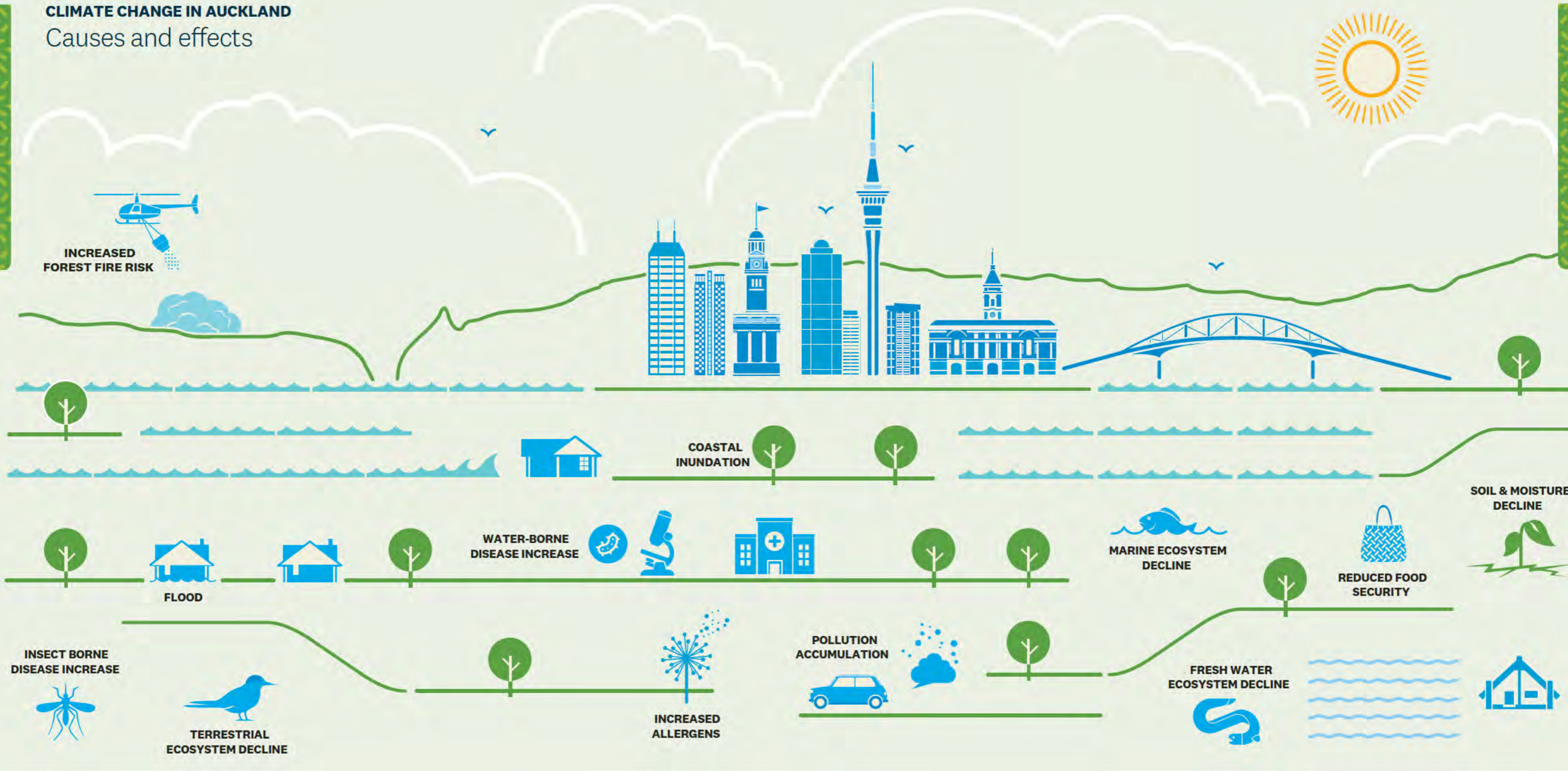
In June 2019, the Regional Facilities Auckland (RFA) board endorsed an organisation-wide Environmental Sustainability Policy. The remit for sustainability strategy development and implementation sits within RFA's strategy division, with decision-making at the executive level, and where appropriate, with the RFA board.

Rautaki Strategy








The Auckland region is exposed to a range of climate-related risks. As the local authority charged with promoting the social, economic, environmental, and cultural wellbeing of communities in the region, these risks form the core of Auckland Council Group's climate-related risk exposure.

CLIMATE CHANGE IN AUCKLAND

Causes and effects



CLIMATE CHANGE IN AUCKLAND Causes

- 
 TEMPERATURE INCREASE
- 
 OCEAN ACIDIFICATION
- 
 ABSOLUTE HUMIDITY INCREASE
- 
 STORM INTENSITY INCREASE
- 
 DECREASED RAINFALL DAYS
- 
 SEA LEVEL RISE
- 
 VARIABLE WIND SPEED

Auckland Council Group's activities are guided by several key documents which together encompass the group's strategy for addressing climate change risk. They are the Auckland Plan 2050 (including its three-yearly progress reports) Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan and the 10-year budget.

Auckland Plan 2050

- Key challenge 1: Population growth and its implications
- Key challenge 2: Sharing prosperity with all Aucklanders
- Key challenge 3: Reducing environmental degradation issues effecting our environment:
- urban development
 - the effects of climate change



Auckland Plan 2050 Three Yearly Progress Report

- Air quality is monitored for particulate matter and gaseous pollutants
- GHG emissions have decreased from 7 tonnes per person in 2012 to 6.5 tonnes per person in 2015
- Long-term downward trend in NO2



Te Taruke-a-Tawhiri: Auckland's Climate Plan

- Transport assets are exposed to impact of climate change
- Poor urban development can worsen climate change
- Effects of climate change on businesses require innovative transitions
- Broader social impacts could affect productivity



10-year Budget

- Climate Change Investment Package
- Reduce Auckland's GHG emissions
 - Prepare for climate change impacts



Areas of focus

- Embedding climate thinking into planning and decision-making
- Raising awareness and driving behaviour change
- Ensuring a compact urban form
- Ensuring infrastructure is climate resilient
- Moving towards a regenerative economy
- Addressing low carbon transport needs
- Reducing corporate emissions

The Auckland Plan 2050

The Auckland Plan 2050 acts as our development strategy. It sets the direction for how Auckland will grow and change over the next 30 years by helping to guide critical investment in planning and infrastructure.

It identifies climate change as one of two key issues that could have the biggest effect on Auckland's environment. However, climate change also presents opportunities for Auckland.

The Auckland Plan 2050 provides a central point of alignment to the council's implementation and regulatory plans, funding programmes, policy development and internal operations and investments, including that of its council-controlled organisations.

The Auckland Plan three yearly progress report 2020

This progress report identified opportunities for greater progress in responding to climate change through transport, and in building the resilience of our environment, species, cultural heritage and infrastructure.

Common themes emerged across all the Auckland Plan 2050 outcome areas - one of these was transitioning to a zero-carbon economy, reflected in sustainable housing, transport emissions, future skills and consideration of urban development impacts on the environment. The report also noted that:

- major transport assets are exposed to the effects of climate change, so resilience planning and investment are also required
- poor urban development can further worsen climate change impacts (i.e. through increasing flooding risk, creating urban heat islands, embedding energy inefficiencies)
- the effects of climate change on businesses will require innovative transitions. Many of Auckland's core industries like manufacturing and retail will be affected by changes in consumer behaviour, and disruption to supply of products and services
- broader social impacts, like the effect of rising temperatures on health could affect workforce productivity.

Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan

Auckland Council has plans and strategies to support the delivery of the Auckland Plan 2050, including Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan, our regional response to climate change.

The plan sets the path to rapidly reduce GHG emissions, keeping us within 1.5°C of warming while ensuring Auckland is prepared for the effects of climate change. It identifies eight priority areas for action on climate change that deliver broad environmental, economic, social and health benefits for all Aucklanders. The plan details how the Auckland region can mitigate climate risks while leveraging from the opportunities presented by climate change.

As facilitator of the plan, the group will play multiple roles in its delivery. However, implementation will need the efforts of multiple parties, including central government, mana whenua, communities, business, individuals and rangatahi.

The priorities focus on the areas where we can have the greatest impact:

- natural environment
- built environment
- transport
- economy
- communities and coast
- food
- Te puāwaitanga o te Tātai (Intergenerational whakapapa relationships of taiao (nature), whenua (land) and tangata (people) are flourishing)
- energy.

The group uses a number of tools to fund and finance its contribution towards delivering the Auckland Plan 2050 outcomes and Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan. One such tool is our 10-year Budget (our long-term plan).

The group's 10-year Budget 2018-2028 delivers investment into the key challenges Auckland faces. It considers population growth and its implications, sharing prosperity with all Aucklanders, and reducing environmental degradation.

10-year Budget

In June 2019, the Environment and Climate Change committee agreed to the development of detailed and costed actions for the council as its contribution to climate action, for consideration by the appropriate Committee as input to the 10-year Budget.

Accordingly, the 10-year Budget 2021-2031 will consider an investment package that details the council's contribution to climate action.

The scope of this work includes actions that either directly or indirectly reduce Auckland's GHG emissions and prepare us for the impacts of climate change. Over the last 12 months, staff from across the group have identified a set of initiatives that the council already does, or could do, in order to deliver on the priorities set out in Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan. Many of these new initiatives will be progressed within existing budgets over the next two years, and those that require

additional funding will be considered as part of the 10-year Budget 2021-2031. Key areas of focus for council's response include:

- embedding climate thinking into council planning and decision-making
- raising awareness and driving behaviour change
- ensuring a compact urban form
- ensuring infrastructure is climate resilient
- moving towards a more resilient and regenerative economy
- addressing low carbon transport needs
- reducing group corporate emissions.

Each programme of work will go through an impact assessment to ensure future and wider impacts such as social, economic, environmental, and Te Ao Māori are considered as part of the investment decision.

These strategy documents address the climate related risks and opportunities for Auckland and the Group which are summarised in the table below.

Key climate-related risks	Key climate-related opportunities
<ul style="list-style-type: none"> • Our natural and human made systems won't work as well as a result of changing climate conditions or extreme weather events. • Impacts of climate change could significantly undermine Auckland's exposed infrastructure, habitats and sites of cultural heritage and affect ecosystems. • Direct impacts on economic productivity, and reduced or changed market demand for some goods and services could result in significant risks to our competitiveness if we are left behind. • Unequal distribution of impacts, with those such as the elderly, the very young, those living in poverty or with chronic health issues more likely to be negatively affected. • Water quality and quantity issues will escalate as climate change impacts increase. 	<ul style="list-style-type: none"> • Innovation and savings through the transition to a low carbon economy. • Increasing green infrastructure across Auckland will support the reduction of GHG emissions, improve water management, reduce flood risk and deliver spaces that people want to visit and connect to. • Significant cost savings from embedding long-term climate change considerations into planning decisions. • Significant cost-savings by reducing the need for major retrofitting or land-use changes as impacts become more frequent and severe. • Transforming forestry, agriculture and natural carbon assets present key opportunities to enhance Auckland's resilience to climate change and reduce our GHG emissions.

Subsidiaries' climate change strategies

The table below outlines each key CCO's strategy for identifying climate-related risks and their effects, and opportunities for their businesses, strategy and financial planning.

	<p>Auckland Transport has determined, but not yet implemented, a process to identify and assess climate change risks and opportunities to its assets and operations. This process includes understanding costs to improve the resilience of existing assets, and evaluating the financial impact on future capital expenditure. Some specific risks have already been identified for critical road assets including, sea level rise, coastal erosion, landslips, flooding and rainfall, and storm surges.</p>
	<p>Watercare's climate related vulnerabilities have been described in the Watercare Climate Change Strategy which was launched in 2019. The strategy sets out the future direction to operate a low-carbon company that is resilient to climate change impacts and has assessed climate vulnerabilities under different climate scenarios with a focus on moderate and extreme emissions scenarios. The strategy covers specific actions that Watercare will take immediately and establishes a pathway of monitoring and understanding between now and 2025 so that we can adapt to the changing climate based on evolving data and projections. Additionally, utilisation of the 'Dynamic Adaptive Planning Pathways' approach is being used in the early planning stages to understand multiple different options that can be taken without being locked into any one. The strategy also enacts Watercare's Climate Change Policy which communicates to staff and suppliers what is expected of them to contribute to our climate objectives each year. All board papers are considered using the six capitals of integrated reporting <IR> to make decisions. This includes natural capital and the impacts of climate change.</p>
	<p>POAL is completing its Organisation Readiness Assessment against the Taskforce on Climate-related Financial disclosures (TCFD) framework. This assessment has identified opportunities to strengthen POAL's climate response and informed development of a map with specific actions for governance, strategy, risk management, targets and metrics, and disclosure over the next three years.</p> <p>POAL has already done a high-level analysis of its climate-related risks and opportunities and will now conduct a more detailed scenario-based risk and opportunities analysis to inform business decisions. This will include analysis and delineation of material risks and opportunities into short, medium or long-term relevance, and analysis specific to POAL's integrated supply chain and geographies.</p>
	<p>In June 2020, Panuku Development Auckland (Panuku) approved a draft Climate Change Strategy and work programme to address climate mitigation and adaptation across its activities. This includes a risk register assessing the effects of climate change on finances, physical assets and reputation.</p> <p>Panuku will work to develop greater understanding of costs to improve the resilience of existing assets and to evaluate the financial impact on future new capital expenditure.</p>
	<p>ATEED is working on gaining a better understanding of climate change risks with a Climate Change Risk Assessment on its priority sectors of construction, food and beverage, visitor economy, and screen and creative. The assessment will identify risks from transitioning to a low carbon economy and the physical effects of climate change.</p> <p>ATEED's goal is a work programme covering the next three years that will align with Auckland Council priorities and the outcomes outlined in the Auckland Plan 2050, and the development and delivery of Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan. This plan proposes a more inclusive economy for Auckland, focusing on building a regenerative and resilient economy. COVID-19 has exposed some of the same vulnerabilities and the fragility of our economy, making this even more urgent.</p>

Regional Facilities Auckland (RFA) helps attract over 3.5 million visitors a year to a range of events, performances and exhibitions. It has both a duty to reflect the expectations of the community and an opportunity to influence its audiences and commercial partners. RFA's climate change responses are designed to:

- deliver on community expectations of corporate responsibility
- demonstrate leadership to the wider community
- influence the supply chain through sustainable procurement processes
- ensure its venues and operations are working towards a zero-emissions future.

RFA's sustainability strategy has an operational focus on:

- measuring, reducing and mitigating carbon emissions
- reducing energy use through improvements to energy management
- reducing waste to landfill
- reducing reliance on high-emitting means of transport
- procuring goods and services from more sustainable sources.

Its infrastructure programme aims to improve the emissions footprint of existing buildings through building services upgrades and energy source switching, and ensure all new buildings meet 5-star green building ratings as a minimum.

RFA's education and conservation programming aims to educate and inspire behavioural change, and help conserve species in the wild.

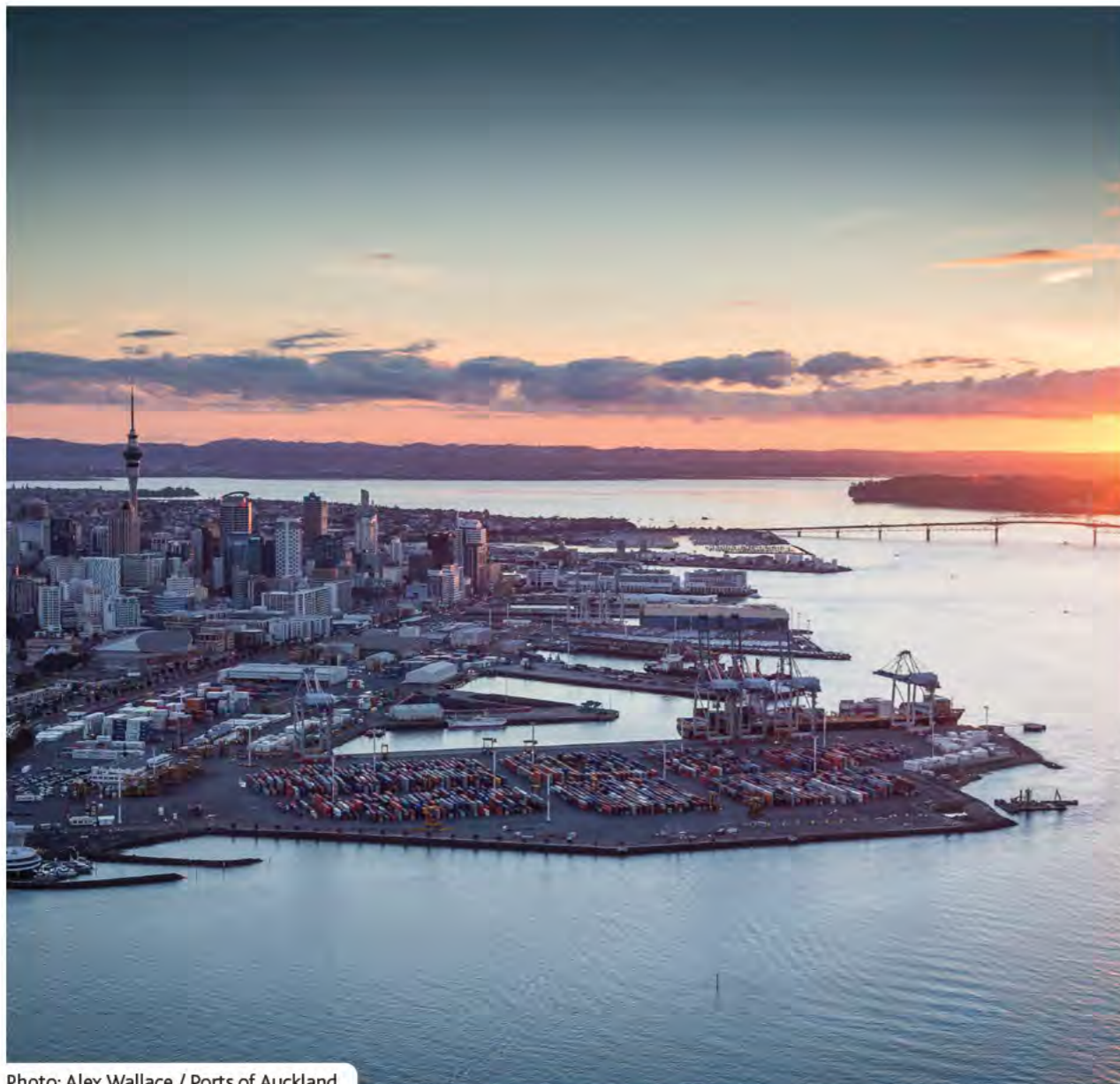


Photo: Alex Wallace / Ports of Auckland.

Te whakahaere o ngā raru tūpono Risk management

The Auckland Plan 2050, the 10-year Budget and strategic asset management plans direct the group to embed climate change risk management within its operations. Procurement processes also include sustainability considerations, as do all committee reports.



The Enterprise Lead Team (the team) maintains a risk register that is formally reviewed quarterly in conjunction with the Risk Team. The review identifies new risks, prioritises and clarifies existing risks and mitigations, and considers the effect of one risk on another e.g. climate change risk on business continuity risk. The register is then validated with the Audit and Risk Committee.

The team members and the CSO work across departments to ensure risks are appropriately addressed, and provide information on controls that mitigate climate risk and help identify any gaps.

A risk register review in the 2018/2019 financial year assessed climate change risk for Auckland Council as

inherently high. It examined how Auckland Council is mitigating and adapting to climate change risks to meet the Auckland Plan 2050's environment and cultural heritage outcomes, and to assure the Audit and Risk Committee that climate risk is being effectively managed, controls have been identified and the risk rating assigned is appropriate.

This review included council strategies, plans, policies, and national level climate interventions such as the Zero Carbon Act and the Emissions Trading Scheme. The mitigation and adaptation plans and strategies identified as key controls in addressing climate change follow on the next page.

Department/business unit	Mitigation or adaptation?	Key actions and controls	Status
Chief Sustainability Office (part of the Chief Planning Office)	Mitigation & adaptation	Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan (ACP)	✓ Adopted
Chief Planning Office	Mitigation & adaptation	Auckland Plan 2050 Auckland Unitary Plan Regional policy statements	✓ Implemented
		Infrastructure strategy	🔄 In development
Community Services	Adaptation	Strategic Asset Management Plans (SAMP) Measuring Asset Performance (MAP)	🔄 In development
Community Facilities	Adaptation	Landslide remediation fund	🔄 In development
		Spatial dimension community asset risk profiling (flooding)	🔄 In development
	Mitigation & adaptation	Waste minimisation and recycling Energy and water efficiency plans	✓ Implemented
Auckland Emergency Management	Adaptation	Natural Hazards Risk Management Action Plan	🔄 In development
		Civil Defence and Emergency Management Plan	✓ Implemented
Regulatory Services	Mitigation & adaptation	Hazard information in Land Information Memorandum (LIM)	✓ Implemented
Infrastructure & Environmental Services	Adaptation	Natural Hazards Research Plan	🔄 In development
		Coastal Management Framework 2017 New Zealand Coastal Policy Statement 2010	✓ Implemented
		Coastal Compartment Management Plans	🔄 In development
		Water Strategy (50-100-year outlook)	🔄 In development
		Resilient Communities, Catchments and Coastlines, RC3 project	🔄 In development
		Healthy Waters Floodplain Assessments	✓ Implemented
		Regional Pest Management Plan	✓ Implemented
	Mitigation	Live Lightly and community climate action programmes	✓ Implemented
		Waste Management & Minimisation Plan	✓ Implemented

Climate considerations are also being integrated into Auckland Council's business case and procurement processes to ensure climate-related impacts and implications are identified in the early stages of project scoping and project delivery. This work is due for completion at the end of 2020.

Subsidiaries' climate-related risk assessment processes

The following table outlines each significant subsidiary's process for identifying and assessing climate related risks and their processes for managing those risks. It also outlines how their processes for identifying, assessing and managing climate-related risks are integrated into their organisations' overall risk management.



Auckland Transport's process for identifying and assessing risks is based on the 2014 Intergovernmental Panel on Climate Change methodology which identifies risks from region-wide effects and then assesses the exposure, vulnerability, and consequences of the risks. Risks will be assigned ratings, from extreme to insignificant. Integration of climate change risks into organisational processes will be developed once risks are understood. Climate change risks will influence the capital programme for both improving existing asset resilience and mitigating risks in new infrastructure. Climate change risks will be integrated into organisational risk management processes through Auckland Transport's Organisational Risk Management Framework.



A company-wide assessment of climate vulnerabilities was done as part of the climate change strategy. Watercare's Enterprise Risk Register identifies risks to service delivery from climate change. Risks are managed in conjunction with the risk management framework and the climate change strategy. Individual climate risk assessments are considered during infrastructure planning.



POAL recognises the importance of, and has robust systems for, managing material financial risks. While their Key Risk Register states that climate change is a critical risk, the full complexity of climate-related risks to the organisation is yet to be understood. The Readiness Assessment road map includes a work programme to develop the coordinated processes that will enable it to reliably identify and analyse climate change and sustainability-related risks, and ensure that over time, the collective risk management system is viewed through a climate lens.



Panuku identifies and assesses climate-related risks in line with its risk management framework which has been developed in accordance with "ISO 31000:2018 Risk Management Guidelines". Risks are identified and assessed as to the likelihood and level of consequence with mitigations specified. These are, in turn, integrated into organisational risk management processes.

Risks will become more detailed as Panuku becomes more aware of the effects of climate change on its assets. While the impacts of climate change are already becoming evident, Panuku will focus on the most effective controls (including cost) to mitigate potential losses as new risk areas are identified.

Where risks have been identified, controls are identified and integrated into organisational processes. Climate change risks will influence Panuku's capital works for both improving existing asset resilience and mitigating risks in new infrastructure.



While ATEED doesn't currently identify, assess, and manage climate-related risks separately, some environmental and climate risks and impacts are collected and managed through its Environmental Management System. This system is verified by Toitū's Enviromark and is awaiting Diamond certification, a step up from last year's Gold. The Climate Change Risk Assessment for Auckland's economy priority sectors of construction, food and beverage, visitor economy, and screen and creative will be delivered after balance date and will identify climate-related risks that will influence ATEED's work.



RFA's Risk, Safety and Assurance team manage risk across the organisation, reporting to the board's Risk Committee at each meeting. Enterprise risks, which include climate change risk, are identified and assessed annually by the Lead Team and the board in workshops facilitated by external consultants.



“Whatungarongaro
te tangata toitū te whenua”

As man disappears from sight, the land remains.

Pukekaroa Hill
with Auckland city
in the background.

Ngā aronga me ngā tatauranga Targets and metrics

The Auckland Council Group has committed the region to a target of 50 per cent reduction in GHG emissions by 2030.

This target sets the region on the path required for rapid emissions reduction in order to meet our long-term target of net zero emissions by 2050.

The group is identifying how it can reduce operational emissions in line with this target. Initiatives across the group include energy efficiency, increase in renewables on group properties, fleet optimisation, and gas boiler conversion to electric alternatives. While significant work is already underway, we will need to accelerate these programmes to meet this target. These programmes will be considered as part of the 10-year Budget 2021-2031.

The preparation of the 10-year Budget 2021-2031 will assist in ensuring consistency of organisational targets set by all group entities, and define the pathways and contributions to achieving the 50 per cent target by 2030.

The council has been compiling an inventory of GHG emissions associated with its operations since 2012. Measurement of these emissions has been independently assured by Toitū Envirocare since 2017, the base year against which future years are compared. This is being done in accordance with “ISO 14064-1:2006 Specification with guidance at the organisation level for quantification and reporting of greenhouse gas emissions and removals”.

The group’s GHG emission sources have been classified into the following categories:

- Scope 1 – Includes direct emissions from sources owned or controlled by the group
- Scope 2 – Includes indirect emissions from the generation of purchased electricity, heat or steam consumed by the group

Scope 3 emissions include all indirect emissions that occur in the group’s value chain, that are not otherwise included in Scope 2.

Scope 3 emissions data has not been included in this disclosure, as we do not currently have sufficient visibility of the emissions associated with our supply chain. The group views understanding our scope 3 emissions and the associated risks as a priority. We will continue to expand on and improve the quality of our data to ensure the group and our stakeholders have a comprehensive oversight of our scope 3 emissions.

Emissions are stated in tCO₂e (metric tonnes of carbon dioxide equivalent).

The group has its GHG emissions audited by Toitū Envirocare. Audits are conducted in accordance with the Programme Verification Guidelines including ISO 14064-3:2006. They include a verification of emissions back to source data and a checking of calculations and assumptions.

Auckland Council

Emissions associated with council buildings such as pools, libraries and service centres make up the largest portion of the council’s Scope 1 and 2 emissions. Overall, our 2019/2020 emissions have reduced by 17 per cent from 2018/2019. Emissions from electricity, the combustion of natural gas used to heat and cool our buildings, and transport used by council staff, decreased in 2019/2020 by 21 per cent. This was largely due to the majority of council buildings being closed or operating at a reduced capacity over the months of April and May as a result of the COVID-19 lockdown.

Agricultural emissions make up the second most significant source of Scope 1 emissions. Agricultural and other land use emissions reduced by 5 per cent from 2018/2019 due to a reduction in fertiliser use on our sports fields and in our farming operations. Our scope 1 waste, derived from the council-owned Claris landfill, has also reduced by 34 per cent from 2018/2019.

Emissions from the combustion of natural gas used to heat and cool our buildings increased in 2018/2019 by 1%. This is believed to reflect changes in the utilisation of our assets e.g. more patrons using our community facilities.

Auckland Council’s GHG Scope 1 and 2 emission sources which have been audited by Toitū Envirocare are as follows:

Indicator	2016/2017 (Base Year)	2018/2019	2019/2020
Scope 1	17,332	20,270	16,516
Scope 2	6,957	5,167	4,499
Total Scopes 1 and 2	24,289	25,437	21,015

Indicator	2016/2017 (Base Year)	2018/2019	2019/2020
Scope 1			
Agriculture	4,970	6,231	5,931
Energy	7,781	7,867	5,474
Fugitive emissions & other gases	106	753	313
Transport	3,844	4,585	4,249
Waste	631	834	549
Total	17,332	20,270	16,516
Scope 2			
Electricity	6,957	5,167	4,499
Total	6,957	5,167	4,499
Total Scopes 1 and 2	24,289	25,437	21,015

Auckland Transport

Auckland Transport has determined, but not yet implemented, a process to identify and assess climate change risks and opportunities to its assets and operations. This process includes understanding costs to improve the resilience of existing assets

and to evaluate the financial impact on future new capital expenditure spending. Some specific risks have already been identified for critical road assets, including sea level rise, coastal erosion, landslips, flooding and rainfall events, and storm surges.

Auckland Transport’s unaudited GHG Scope 1 and 2 emission sources are as follows:

Indicator	2019/2020
Scope 1	713
Scope 2	11,459
Total Scopes 1 and 2	12,172

Watercare Services

Watercare has three mitigation targets; a 40 per cent reduction in infrastructure carbon by 2025; a 45 per cent reduction in operational emissions by 2030; and net zero carbon emissions by 2050.

Watercare’s GHG Scope 1 and 2 emissions sources exclude those of its subsidiary, Lutra Limited. They have been audited by Toitū Envirocare and are as follows:

Indicator	2019/2020
Scope 1	13,266*
Scope 2	15,210
Total Scopes 1 and 2	28,476

Ports of Auckland

Ports of Auckland aims to become a zero emissions port by 2040. It has an emissions reduction plan underway, with its strategy for reducing emissions being to first improve energy efficiency and then to implement further renewable energy and zero emission technologies, such as delivering zero-emission technologies for the container handling equipment and harbour fleet vessels.

Ports of Auckland’s GHG Scope 1 and 2 emission sources which have been audited by Toitū Envirocare are as follows:

Indicator	2019/2020
Scope 1	12,058
Scope 2	1,041
Total Scopes 1 and 2	13,099

Panuku Development Auckland

Panuku has a target to reduce absolute Scope 1, 2 and 3 emissions by 35 per cent by 2030. This includes separately reducing Scope 1 and 2 emissions by 41 per cent during the same period.

Panuku’s unaudited GHG Scope 1 and 2 emission sources are as follows:

Indicator	2019/2020
Scope 1	49
Scope 2	105
Total Scopes 1 and 2	154

*The emissions audit has not verified 2,682 of the above emissions. These emissions come from land rehabilitation, such as the regeneration of Puketutu Island using boisolds, and could not be verified due to the lack of verifiable source data. This matter will be resolved in future years.

Regional Facilities Auckland

RFA measures and independently audits operational carbon emissions on an annual basis. A 50% reduction target has been set for 2030, from baseline 2018-19 emissions (3,397tCO₂e). Specific targets

have been set for energy-related emissions and waste reduction, and projects have been identified to enable transition away from fossil fuel use at RFA venues.

Regional Facilities Auckland's unaudited GHG Scope 1 and 2 emission sources are as follows:

Indicator	2019/2020
Scope 1	999
Scope 2	1,512
Total Scopes 1 and 2	2,511

Auckland Tourism, Events & Economic Development

ATEED is committed to transitioning to a low carbon organisation, aligning with Auckland Council's priority to decrease its emissions by 50 per cent by 2030 and achieve net zero emission by 2050. Another significant risk and impact is the management of waste produced at delivered events. ATEED has a

target of 70 per cent waste diversion from landfill to managed waste produced at delivered events. In 2019/2020, 76 per cent of the waste at the Diwali Festival and 75 per cent from the Tamaki Herenga Waka Festival were diverted from landfill.

ATEED's GHG Scope 1 and 2 emission sources which have been audited by Toitū Envirocare are as follows:

Indicator	2019/2020
Scope 1	16
Scope 2	39
Total Scopes 1 and 2	55



Auckland city from Devonport.

Papakupu kupu Glossary of terms

Adaptation	Actions taken to help communities and ecosystems cope with changing climate condition (United Nations Framework Convention on Climate Change), or, Adjustment in natural or human systems in response to actual or expected climatic stimuli or their effects, which moderates harm or exploits beneficial opportunities (IPCC).
C40 cities	C40 cities is a network of over 90- cities around the world committed to addressing climate change. C40 supports cities to collaborate effectively, share knowledge and drive meaningful, measurable and sustainable action on climate change.
Climate resilience	The ability of a system and its component parts to anticipate, absorb, accommodate, or recover from the effects of a hazardous event in timely and efficient manner. This includes ensuring the preservation, restoration, or improvement of its essential basic structures and functions.
Climate risks	The exposure to climate related danger, harm or loss.
Coastal inundation	Coastal inundation is when sea water rises high enough that it floods infrastructure and buildings or endangers peoples' safety.
Emissions	The production and discharge of something e.g. the production and discharge of greenhouse gases into the atmosphere.
Emissions footprint	The total greenhouse gas emissions caused by an individual, event, organisation, service, or product, expressed as carbon dioxide equivalent.
Environmental degradation	The deterioration of the environment through depletion of resources such as air, water and soil; the destruction of ecosystems; habitat destruction; the extinction of wildlife; and pollution.
Flood risk	Storms were in the past generally modelled as 2, 5 and 100-year events to give an idea of the magnitude of each. These are now called 50 per cent, 20 per cent and 1 per cent respectively. They refer to the likelihood of the storm happening in any one year.
Greenhouse gas emissions (GHG)	Gases emitted to the atmosphere which contribute to the greenhouse gas effect where more than the normal amount of atmospheric heat is retained in the atmosphere. These emissions include water vapour, carbon dioxide, nitrous oxide, methane, ozone, halocarbons and other chlorine and bromine-containing substances.
Low carbon economy	An economy based on low-carbon power sources that therefore has a minimal output of greenhouse gas emissions into the atmosphere, specifically carbon dioxide.
Marine ecosystems	Living organisms and non-living structures in the ocean environment, and their complex relationships to each other.
Mitigation	The action of reducing the severity, harm and seriousness of climate change through emissions reduction.
Natural carbon assets	Natural features, e.g. wetlands and shrublands, that actively remove carbon dioxide from the atmosphere through photosynthesis, a process called carbon sequestration.
Net zero	Net-zero emissions describes a situation whereby the amount of greenhouse gases emitted into the atmosphere is equal to the amount sequestered or offset (e.g. by forestry).
Ocean acidification	The absorption of carbon dioxide by seawater ultimately reducing its pH.
Resilience	The ability of a system, community or society exposed to hazards to resist, absorb, accommodate, adapt to, transform and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions through risk management.
Retrofitting	Adding components or accessories to something that did not have it when first made.
Risk register	A risk register is a tool for documenting risks, and associated actions to manage each risk.
Supply chains	The sequence of processes involved in the production and distribution of a commodity.
Zero carbon	Not releasing carbon dioxide into the atmosphere or removing the same amount of carbon dioxide from the atmosphere as produced e.g. by an activity, building or organisation.
Zero waste	Zero waste is a set of principles focused on waste prevention that encourages the redesign of resource life cycles so that all products are reused. The goal is for no waste to be sent to landfills, incinerators or the ocean.

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Information paper: Health and safety

Document author: Blair McMichael, Health and Safety Manager

July 2021

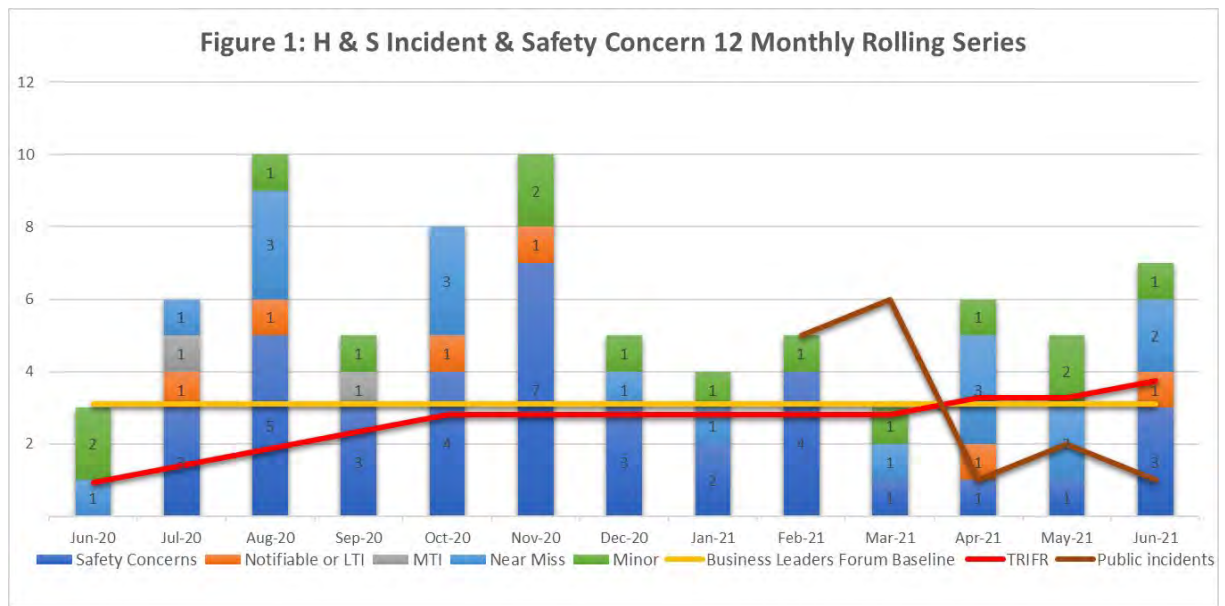
Whakarāpopototanga matua | Executive summary

1. Eke Panuku notified WorkSafe of a suspected asbestos exposure when a subcontractor was seen to be removing tiles containing asbestos contravening the asbestos management plan. All works were suspended. Air sampling and monitoring were results below the acceptable workplace exposure standard.
2. The Eke Panuku health and safety representatives reviewed the business health and safety critical risks. The risks, mitigations, and methods which the business monitors each risk mitigation have been reviewed by the executive team and are attached (see Appendix A; Eke Panuku Health and safety critical risk register).
3. A health and safety governance workshop is schedule with the board to inform our thinking in drafting the Eke Panuku strategic plan for 2021-24.
4. We completed an external safety review of our tram operator's (MOTAT) safety risks and mitigations, which were assessed as fit for purpose and compliant.
5. Recommendations from the health and safety internal audit completed by EY continue to be implemented, with further training to staff on the Safe Management of Contracts and Agreements, the quarterly health, and safety critical risk review, and reporting on the annual plan health and safety KPIs (Figure 2).

Matapaki | Discussion

Health and safety key performance indicators

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



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

Figure 1 represents the Eke Panuku Total Recordable Incident Frequency Rate (TRIFR). Our result for June (3.7) is above the NZ Business Leaders Health and Safety Forum benchmark TRIFR of 3.1

7. A description of the June events are listed below, together with the corrective actions.

Workplaces where Eke Panuku has either influence or control

8. Notifiable Event - WorkSafe was notified when a carpeting subcontractor began to remove tiles from the Onehunga Wharf Administration office, which are understood to have an asbestos backing. Eke Panuku had engaged maintenance contractor Ventia to undertake the refurbishment works on the building and all works had been subject to an approved asbestos management and removal plan. Eke Panuku had engaged Auckland Council's Community Facilities (CF) asbestos specialist who provided sampling of all asbestos within the building, developed the asbestos management and removal plan, and provided a certified asbestos removalist for all removal work. The main contractor was inducted to the site, provided with all health and safety risk and control information pertaining to the site asbestos type, locations and controls, and exterior warning and safety signage and sign-in was present. As the CF specialist was monitoring the works, they identified the contractor's carpet layer had begun to remove a section of tiles along the hall which were to remain encapsulated with carpet to go over top. Work was immediately stopped, and all workers (2) removed from site with the area secured. WorkSafe was notified and a contractor investigation is pending. Asbestos cleaning has been completed and sampling results are significantly below New Zealand WES (Workplace Exposure Standards). All contaminated material has been segregated for removal to contaminated landfill. On receipt of an asbestos clearance certificate WorkSafe removed their cessation notice three days later and works resumed.
9. First Aid - An Eke Panuku staff member running up the office stairs tripped and bruised their hand. The staff member was provided with first aid and advised by their manager to consider safe access and egress for the stairs i.e., walking.

10. Near Miss - An electrical subcontractor wiring up a lighting timer in Manukau square on behalf of Eke Panuku identified exposed wires within the 'Melrose' power box. The box has been locked out with the energy isolated and Auckland Council Community Facilities, which manage the open public space, is repairing the box.
11. Near Miss - A member of the public slipped on wet timber boards along Westhaven Z Pier. This area is included under the Westhaven marina maintenance schedule and is to be treated and water blasted regularly.
12. Safety Concern - A structural engineer engaged by Eke Panuku identified insecure bracing within Shed B on Onehunga wharf. The insecure materials have been removed and these structural improvements are included in an existing work programme to refurbish several buildings along the wharf.
13. Safety Concern - The tram operator's (MOTAT) have had to remove two vehicles obstructing the tram rail on two separate occasions halting the tram and forcing following vehicles into oncoming traffic as they circumvent the tram. MOTAT are working with AT to proactively manage traffic blockages.
14. Safety Concern - Eke Panuku's road sealing contractor working on Onehunga Wharf, located what was initially considered to be a gas main unmarked underground service. On further investigation the service was found to be abandoned and works were able to resume.

Health and safety critical risk review

15. Eke Panuku completed its quarterly health and safety critical risk review with the health and safety representatives from each directorate in June. We have identified our top five critical risks as:
 - Structural failures
 - water edges
 - physical works delivered by contractors
 - quarry and landfill operations delivered by contractors, and
 - worker health.
16. The health and safety critical risk register has been workshopped through our executive team, with acknowledged ownership for each risk with the respective ELT members. Each risk is assessed against the Auckland Council enterprise risk assessment tool and included as Appendix A - Eke Panuku Health and Safety Critical Risk Register July 2021.

Viaduct balustrade upgrades

17. Eke Panuku continue to upgrade balustrades around the water's edge in the Viaduct. Modifications to date include replacing 450m of balustrades - 200m along Waitemata plaza, 250m along Te Wero Island with a remaining 200m (on Te Wero island) to be completed by the end of July.
18. We forecast we will have completed 1.1km of balustrade changes by December. We are also finalising detailed design for handrail lighting to support the visibility of the balustrades.

Eke Panuku's health and safety internal audit update

19. We continue to work through the EY audit recommendations. Of these, recommendations, further training was rolled-out to our capital delivery, assets & facilities, and placemaking teams to raise the level of awareness and improve consistency in our approach to health and safety contract and contractor management, referenced as the Safe Management of Contracts and Agreements (SMCA). The SMCA guides staff through the 'strength of connection' (i.e., whether this is a direct contract, development agreement, licence to occupy etc) with each supplier agreement, and the health and safety risk associated with each service. In July we plan to brief our new board directors on Eke Panuku Health and Safety systems, policies, and processes, including the SMCA, as part of their induction to Eke Panuku.
20. We are working with Auckland Council to deliver Safety in Design training within Eke Panuku, starting in August.

External health and safety reviews

21. Under the Railways Act, Eke Panuku provide tram access and contract the operating of the trams and maintenance of the track to MOTAT. The trams began to operate from February this year to align with AC36.
22. We have completed an annual health and safety review of the 'Dock line' tram operations. MOTAT has demonstrated it is licenced to operate and maintain the trams safely using competent, experienced staff. MOTAT operate under a dock line specific health and safety risk assessment completing safety reviews and providing incident reporting through to Eke Panuku using our reporting tool Noggin. The tram operation presents a unique and dynamic set of risks specific to the environment and the Wynyard Quarter public space. Findings from the external review identified a tree obstructing visibility of pedestrians (to the tram operator) which is now scheduled for trimming; MOTAT following up on 'grinding' maintenance required to the track to reduce noise; and additional risks managed by MOTAT but absent from their onsite risk register, to be added.
23. To operate the tram, both Eke Panuku and MOTAT need to maintain the safety case for the tram use under the Railways Act. This is administrated by Waka Kotahi (NZTA). The first safety case audit is planned in July.

Eke Panuku health and wellbeing

24. As a follow on from the board reporting last month, we are reviewing how to improve staff hauora (wellbeing) support. Part of this focus is around managing employee exposure to anti-social and aggressive conduct involving the public and reminding staff that there is a process in place to support them prior to any public engagement.
25. Our health and safety representatives met during the month to review our incidents, training, safety improvements, audits, and health and safety critical risk. The representatives agreed that the incident reporting system Noggin should be extended to capture contractor auditing. In 2020 our Assets & Facilities team trialled Noggin for

maintenance and renewals auditing. Noggin will be used this year by our capital delivery team replacing the need to manually upload safety plans and auditing into the project tool Sentient. During the year Noggin will be configured to capture all health and safety contract, corrective action tracking and incident frequency rates reporting.

Eke Panuku Governance and Key Performance Indicators (YTD)

26. A health and safety governance workshop is scheduled for the August board meeting. Prior to the workshop a questionnaire will be sent out to the board members to help focus the workshop on areas where we can gain the best value from the time available and assist us in developing the Eke Panuku Strategic Plan for 2021-24. A cover letter will accompany this request for information.

27. Eke Panuku track and report health and safety key performance indicators from the annual plan. The table below (Figure 2) provides a summary of each indicator and outcomes to date.

Figure 2. Health and Safety Annual Plan 2020/21 - KPIs

Goal	Source	Measure	Target	YTD
Monitoring our performance group health and safety KPIs – Lead Indicators				
New starters are trained against the H&S reporting tool and H&S onboarding	TUPU	Number of staff trained vs no. appointed	Compliant 100%	Current
To report on H&S project indicators	Sentient	Monthly reporting of: Audits and incidents reported against each physical works project	Compliant 100%	Captured in Sentient to be tracked in Noggin later in FY22
All 'Capital Works Delivery Managers' to have completed Construct Safe competency assessment: Tier 1	TUPU	Number of Capital Works Project Managers trained as a percentage	Compliant 100%	The Construct Safe competency was reviewed by management and considered inappropriate for the Eke Panuku team. Safety training has focused on the Site Safe consultant passport. 100% of all Eke Panuku project staff have achieved this competency.

Goal	Source	Measure	Target	YTD
All 'Capital Works Project Capital Works Project Delivery Managers' to have completed the Contract Management Framework training	TUPU	Number of Capital Works Project Managers trained as a percentage of total PM's available	Compliant 100%	Significant training has been completed over the past three months in line with the EY internal health and safety audit recommendations
Capture near-miss and safety concern reporting	Noggin	Near misses and safety concerns reported within 48 hrs of occurrence	100%	100% Note: Some events are still to be reviewed and closed by the respective People Leader in Noggin.
Quarterly Audit Critical Risk Activities – Landfills, Quarries and Forestry ops	Noggin	All Critical Risk Activities audited quarterly; results completed in Noggin	100%	100% Last review completed in April. Next due August 2021
Complete an EY audit in FY21 with recommendations used to enhance the H&S Plan 2021/22	EY	External audit completed in FY21	Completed	EY recommendations in progress including the consistent application of our Safety Management of Contracts and Agreements, and Safety in Design training, with all recommendations incorporated in FY 22 business plan.
Monitoring our performance group health and safety KPIs – Lag Indicators				
Eliminate the potential for fatalities and permanent disabilities	Noggin	Notifiable Events	0	1 X
		Lost Time Injures	<1.2	0 ✓
		Total Recordable Incident Frequency Rate (TRIFR)	<3.1	3.7 X
Assign H&S objectives for those staff who	Te Waka	All objectives entered at beginning of FY21 – measured and monitored 6	100% of reviews completed half yearly	Completed

Goal	Source	Measure	Target	YTD
have specific H&S responsibilities		monthly and annually by respective people leader	100% of reviews completed annually	H & S Objectives assigned to affected staff.

Panuku Board and CE/COO H&S engagement onsite (construction) - Lead indicators				
Eke Panuku board undertake six monthly H&S walkovers across the Panuku project delivery schedule	Board	Board visits completed in accordance with schedule	100%	The last health and safety project site reviews were completed in October 2020. Following the appointment of our four new directors, site visits are to resume around October.
Eke Panuku CE and COO undertake six monthly H&S walkovers across the Panuku project delivery schedule	ELT	Visits completed in accordance with schedule	100%	Completed Visit in May pf priority locations Manukau and Onehunga
Board questionnaire to identify opportunities to improve safety planning	Board	Due diligence questionnaire completed by our board with results used to support strategic planning	Completed	Delayed to August following the appointment of four board members

Ngā tāpirihanga | Attachments



Decision paper: Unlock Panmure PBC

Author: Richard Taylor, Priority Location Director - Isthmus

July 2021

Ngā tūtohunga | Recommendations

That the Eke Panuku Board...

a. Approve:

[REDACTED]

[REDACTED]

b. Approve the following related projects and initiatives for the next twelve months:

i. Site disposals, subject to Eke Panuku Board approval of proposed Development Agreement outcomes sought:

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

ii. Public realm investment:

- Queens Road streetscape refresh - Renewals based enhancement of streetscape to improve the pedestrian amenity.
- Maungarei pedestrian and cycle connection - Linking the town centre and Maunga.
- Basin view precinct pedestrian and cycle connection through to the basin edge incorporating enhanced park amenity in the reserve area adjacent the skatepark.

iii. Capital developments:

[Redacted]

iv. Placemaking, engagement and partnering:

[Redacted]

d. Notes the Unlock Panmure Programme is subject to the following:

- Eke Panuku Board review of the programme in 12 months.
- Eke Panuku Board decisions on proposed transactional terms for individual property transactions, as per delegations.

[Redacted]

Whakarāpopototanga matua | Executive summary

[Redacted]

[Redacted]

3. The Unlock Panmure programme is at an early stage of delivery having undertaken substantial planning and engagement work to define the programme, initiate projects and undertake key strategic acquisitions. The first construction works get underway in Feb 22 and the first development agreement is targeted for conditional agreement in Dec 21.

4. The preferred option for Unlock Panmure is described as 'Residential-led development with criteria that show significant business leadership and modest value add in public realm and community facility'. The initial focus will be on developing the image and appeal of the location as a desirable residential location prior to the release of high potential sites.

[Redacted]



7. The programme will focus on growing our relationship with mana whenua and will engage further with the community through the establishment of a stakeholder involvement group. Regular stakeholder forums are to be initiated including alignment of communications and activities with key stakeholders such as TRC, the Local Board and the Panmure Business Association.

Horopaki | Context

8. On 6th March 2018 Auckland Council's Planning Committee approved the Eke Panuku High-Level Project Plan (HLPP) for the Unlock Panmure programme.
9. Since the approval of the HLPP Eke Panuku has undertaken substantial planning and engagement work to define the programme, initiate projects and undertake key strategic acquisitions. Construction work on the first public realm improvement project is set to get underway early in 2022 and the first residential development agreement is targeted for conditional agreement at the end of this calendar year. Site sales and development activity in the programme is targeted to ramp up over the next three to four years. Placemaking and community engagement work will also ramp up in support of the development programme.
10. A number of associated infrastructure projects impact the Unlock Panmure programme including the Eastern Busway (formerly AMETI), the Tāmaki Regeneration Company (TRC) redevelopment of the neighbourhoods of Glenn Innes and Tāmaki, and the City Rail Link that will reduce travel times to Auckland CBD to 18 mins on a high frequency rail network. The Eastern Busway works have created significant disruption for Panmure and contributed to depressed investor confidence in the centre. Construction will be complete later this year presenting an opportunity to restore confidence. The TRC programme is well advanced and is delivering substantial higher intensity residential developments. Panmure can be a key service and retail centre for these new communities. The City Rail Link project is expected to complete in 2024 enhancing still further Panmure's role as a key transport node.
11. The current Panmure programme business case (PBC) represents an evolution of planning, feasibility assessment and synthesis by Eke Panuku subject matter experts and draws on feedback from Council and external stakeholders. The business case puts forward a compelling case for change in the role performed by Panmure within Auckland's urban frame and identifies a preferred option to achieve this change.

¹ The timing of the streetscape upgrades to Queens Road and Clifton Court is subject to confirmation. Works will be timed to create maximum impact and build momentum in the wider regeneration programme.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
6th March 2018	High-Level Project Plan	Auckland Council Planning Committee Approval of HLPP
26th May 2021	Draft Programme Business Case Workshop	Eke Panuku Board Feedback and Endorsement of preferred option

Matapaki | Discussion

12. The business case recognises significant value and potential in the Unlock Panmure programme area in line with the vision expressed in the HLPP to:

"Create a vibrant centre that is a great place to live, visit and do business. This will be done by building on Panmure's distinct landscape, good infrastructure, transport connectivity, community facilities and local amenities."
13. Impediments that prevent Panmure from realising its potential include a lack of housing and choice, a disconnected town centre, a scattered and illegible heart and a town centre in decline. Higher intensity development is also constrained by height limits associated with volcanic view shafts through to Maungarei (Mt Wellington). Surface car park sites earmarked for development are yet to be released by Auckland Transport which is a constraint on the immediate development of certain sites.
14. The PBC preferred option for the development of Panmure is described as 'Residential-led development with criteria that show significant business leadership and modest value add in public realm and community facility'.
15. The preferred option takes a staged approach to the delivery of approximately 20 projects over three precincts defined by the masterplan as: the town centre precinct, the transport precinct and the Basin View precinct. This staging is described as:
 - a. Short-term: Town Centre Precinct Focus, Market Testing and Catalyst Project Delivery. A series of interventions to address the image, appearance, activity levels and amenity of the town centre. In parallel works undertaken to test the market appetite for quality compact residential development and disposal of unconstrained and peripheral properties.
 - b. Medium-term: Transport Precinct Focus and larger scale Residential Development. Once the identity and marketability of the location have been addressed and sites released by Auckland Transport for development larger scale high-quality, higher intensity residential developments can be progressed in the Transport precinct and town centre precinct thereby adding significantly to the vitality of the area.
 - c. Long-term: Basin View Precinct Focus and Community and Residential Development. The release of car park land for development by AT and confirmation of the location and form of the integrated community hub and town square will enable further masterplanning of the Basin View precinct to be progressed leading to longer-term residential and commercial developments. The new community

facilities will also support social, cultural and economic outcomes for the new communities of Panmure.

[REDACTED]

Hīraunga | Implications

Ngā ritenga ā-pūtea | Financial implications

[REDACTED]

20. The programme financial forecasts include the following key financial assumptions:

- Contractual arrangements proposed at the time of this PBC are successfully executed or assigned.

² The timing of the streetscape upgrades to Queens Road and Clifton Court is subject to confirmation. Works will be timed to create maximum impact and build momentum in the wider regeneration programme.

- Eke Panuku led development generates sufficient confidence for private sector development in Panmure as forecast.

█ [REDACTED]

- Sufficient capex and opex budget are available to the programme each year to enable delivery as forecast.
- Opex funding is available from the Eke Panuku budget.
- Capex and opex costs to date are not included in the above cashflow.
- Funding for bulk infrastructure upgrade requirements are met by Council entities.

█ [REDACTED]

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

21. Key risks to the programme are:

█ [REDACTED]

█ [REDACTED]

█ [REDACTED]

█ [REDACTED]

█ [REDACTED]

█ [REDACTED]

22. A register is in place to monitor all programme related risks and mitigations. Risks are formally reviewed once a month. Monitoring and management of risk is a continuous process.

Tauākī whakaaweawe Māori | Māori impact

23. The programme will focus on growing our relationship with mana whenua to explore potential capital delivery and site sale opportunities. These could cover areas such as

cultural narrative and design, commercial options, procurement and contracting, tikanga, and governance.

24. Opportunities to honour local pūrākau (or story of place) to bring forward the essence of Panmure and its peoples will be sought in all programme projects. Specific initiatives to address social aspects of Maori wellbeing will be also be prioritised.
25. Eke Panuku intends to continue to work with Ngati Paoa and mana whenua katoa throughout the delivery of this project. This will include working with mana whenua and appointing Māori subject matter experts that have been supporting and advising, allowing a Mātauranga Māori view to be embedded in all Unlock Panmure projects.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

26. The programme business case recognises a wide range of key stakeholders. A series of regular meeting forums will be used to address formal stakeholder engagement. Commitment has been obtained from key stakeholders such as the Local Board, TRC and the Panmure Business Association to regular monthly meetings and the co-ordination of communications and initiatives.
27. The Eke Panuku Board met with the Maungakiekie-Tāmaki Local Board at the May 2021 Eke Panuku Board meeting. The Local Board confirmed their desire to see investment in community and recreation facilities, cycleways and regeneration of Panmure as a whole.
28. Eke Panuku will be establishing a community stakeholder involvement group to socialise Unlock Panmure projects and to build channels into the community which we can tap into for feedback as well as build support and awareness of plans.

Ngā whakaaweawe rauemi | Resourcing impacts

29. The programme anticipates 6.75 FTE of internal resource over the next 12 months, comprising development and project managers, and expertise from Eke Panuku's centres of excellence.
30. This is supplemented by leveraging and making good use of our partners resourcing capacity on projects to help ensure credible progress towards delivery continues.

Tauākī whakaaweawe āhuarangi | Climate change impacts

31. Coastal Panmure is deemed a climate vulnerability hotspot due to a high impact level rating coupled with low adaptive capacity of the local population. Factors such as the socio-economic context, low levels of existing tree cover, and water sensitive design principles will be important to create adaptive, resilient and regenerative communities.
32. As part of the response to low socio-economic related adaptive capacity the programme will explore the opportunity to position Panmure as a sustainable live-work community. Neighbourhood amenities and partnership arrangements to support such a community will form part of the programme planning and feasibility work.
33. Success criteria for the programme will include metrics from Te Tāruke-ā-Tāwhiri (the Auckland Climate Plan) to measure quality of life and wellbeing for current and future communities along with low carbon and regenerative approaches to place development.

Ngā koringa ā-muri | Next steps

34. The programme will continue to refine the masterplan and spatial delivery plan to respond to change and align further with partners. The programme will progress the initiation of new pipeline projects, progress design phases and work towards staged delivery of public good projects and facilitation of site sales for strategic development outcomes.

Ngā tāpirihanga | Attachments

[Redacted]

[Redacted]

[Redacted]

Ngā kaihaina | Signatories

Ian Wheeler, Chief Operating Officer

David Rankin, Chief Executive

Decision paper: Go to Market strategy - Kotuku House, 4 Osterley Way, Manukau

Author: Grant Massey, Development Manager

July 2021

Ngā tūtohunga | Recommendations

That the Eke Panuku Board

- a. Approve the sale for 4 Osterley Way, Manukau being
 - i. Kotuku House office building, Part Lot 47, DP 69242 containing 910 sqm
 - ii. the land in front of Kotuku House, Section 2 SO plan 554647 containing 650 sqm
 - iii. approximately 40 sqm of land on Lot 25 DP 69242


- c. Delegates 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:

- d. If the area in front of Kotuku House is developed, the following is required
 - 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.
 - A minimum 5m height built-form edge.
 - Demonstrate strong architectural expression that supports the civic nature of Manukau Plaza and the expression of Māori culture and identity.
 - Demonstrate how the Manukau Framework Plan, specifically 'key move two: Creating a vibrant heart', can be implemented through the proposed design.
 - 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.

- e. Notes 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.


Whakarāpopototanga matua | Executive summary

1. 4 Osterley Way, Manukau is one of the seven surplus Auckland Council Corporate Property sites.
2. Council approved the sale of Kotuku House in 2018 as part of the Corporate Property Accommodation programme. The property's sale is to align with its disposal strategy which seeks a timely disposal to fund its consolidation programme.
3. The forecourt was approved for sale by council on 20 May 2021. The forecourt sale is required to give the site legal access and road frontage.
4. The building is currently occupied by Auckland Council and has its southern service centre on the ground floor. The building has been well maintained with material investment into its services over the last 5 years, and office floors to enable open plan occupation. The council will remain in the building for the next two years.

- 
6. The essential outcomes for the sale are included in Attachment A and have been developed from the Transform Manukau HLPP and Framework Plan by Eke Panuku Executive and reviewed by TAG.

7. Proposals will be assessed against the following criteria:

- financial capability
- alignment with the Manukau High Level Project Plan objectives
- acceptance of Eke Panuku's Key Terms including Essential Outcomes

- 
8. The Eke Panuku Chief Executive will decide if a development agreement will be entered into with any preferred mana whenua development partner or whether a full market process should be initiated after considering the proposals against the criteria set out in paragraph 7.

Horopaki | Context

9. The Corporate Property strategy seeks to consolidate the council office requirements into three hubs selling surplus council buildings to fund the programme. Kotuku House is included in the properties to be disposed of. Council will leaseback the building for two years to house its staff while it builds an extension to the Manukau Civic building.

10. The property is located in a prime position in the centre of Manukau and is surrounded by substantial mid-rise buildings. Kotuku House sits back from the street with a large forecourt that is part of the Manukau Civic Square. The forecourt is being separated from the square by the vesting of Osterley Way. The severance parcel will be annexed to Kotuku House to provide it with legal access and road frontage.
11. The council upgraded the above ground floors of Kotuku House in 2017 to an open plan layout and invested in new plant in the mid 2000's. Due to the economic life remaining in these improvements it is likely the highest and best use will be continued use as an office building.
12. The forecourt, however, creates an opportunity for the building to be extended when it is vacated in two years' time. Earlier development is precluded as the ground floor houses councils southern service centre and development would be considered too disruptive to its business.
13. The essential outcomes have been developed to ensure any future development including the forecourt is captured by the following controls. These are summarised as follows
 - a. If the area in front of Kotuku House is developed, the following is required
 - b. 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.
 - c. A minimum 5m height built-form edge.
 - d. Must demonstrate strong architectural expression that supports the civic nature of Manukau Plaza and the expression of Māori culture and identity.
 - e. Demonstrate how the Manukau Framework Plan, specifically 'key move two: Creating a vibrant heart', can be implemented through the proposed design.
 - f. The developer is to engage with mana whenua to determine how Maori culture, identity, and or employment opportunities can be incorporated in any redevelopment or extension of the building.
14. The viability of alternate use e.g., a hotel, residential accommodation will be determined by the market.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

16. Previous council and board decisions are included in Appendix B.

Nga whiringa me te taatai | Options and analysis

17. We are recommending option i below which is to sell the building, with a 2-year leaseback and controls on the future development. This option aligns with the councils Corporate Property team's direction to achieve a timely disposal with an option to leaseback the building for the service centre and accommodation whilst the extension to the Manukau Civic building is completed. This option also achieves Transform Manukau's outcomes in a future redevelopment.

Kua whakaarohia nga whiringa | Options considered

18. The options considered were

- i. Defer the sale until the property is vacated - this would not align with the Corporate Property strategy of timely disposal to fund its programme.
- ii. Sell with no outcomes - this would potentially maximise value but does not align with Transform Manukau's outcomes.
- iii. Sell with a pre agreed development outcome on entire property - this would impact on time to sell, negate the value of the lease, and introduce risk to the sale process. This would not align with Corporate Property strategy outcome to fund its consolidation program.
- iv. Sell with controls on any future redevelopment to ensure alignment with Transform Manukau's outcomes on the new development.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

19. The project is resourced by a Property Specialist responsible for the statutory clearance matters, a Designer, a Development Manager, and an engagement advisor.

[REDACTED]

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

[REDACTED]

[REDACTED]

[REDACTED]

Tauākī whakaaweawe Māori | Māori impacts

[REDACTED]

24. Given the time that has elapsed since the first notification we will provide notification to all 19 local iwi that this commercial opportunity is coming to the market.
25. Eke Panuku's Policy for the Selection of Development Partners covers processes to facilitate private sector, iwi, Crown and third sector agreements to develop land. The policy is attached as Appendix C. Section 4.2 reads, "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 are: (e) The party is mana whenua, iwi or another Māori organisations and the project will support delivery of Panuku's strategic commitment to achieve better outcomes for and with Māori."

[REDACTED]

27. After considering the EOI responders experience, capability, financial capacity, nominated project team and joint venture partner (if applicable) , the decision on which parties may progress to the next stage will be at the discretion of the Chief Executive.

[REDACTED]

29. After consideration of the proposals from mana whenua the Chief Executive shall decide if the property should continue to an open market tender.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

30. Eke Panuku has led the development/ disposal process on behalf of the council's Corporate Property team with respect to all seven surplus sites, The council's Corporate Property team has agreed that the sale of Kotuku House will include outcomes that align with the Transform Manukau programme. A timely sale is required to aid the funding of the extension to the Civic Building and the remainder of its programme.

31. Eke Panuku has engaged with the Otara Papatoetoe Local Board about the sale of both the building and the forecourt. The Local Board is supportive of Kotuku House's repositioning to increase business, accommodation, or education in Manukau.
32. The Transform Manukau team and the councils Corporate Property team have been involved in the process and to shape the outcomes we are seeking. Representatives from this team will be on the evaluation panel.

Takako whakaaweawe āhuarangi | Environment and climate change impacts

33. The uncertainty as to when the building may be repurposed and to what use makes specifying sustainability outcomes difficult. In this case no sustainability outcomes will be sought. This decision is taken having regard to the wider context where the corporate accommodation programme is seeking to achieve Councils wider sustainability outcomes.

Ngā koringa ā-muri | Next steps

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

Ngā tāpirihanga | Attachments

40. Attachment A - Essential Outcomes and Design Brief
41. Attachment B - Prior council decisions
42. Attachment C - Policy for the Selection of Development Partners

Ngā kaihaina | Signatories

Marian Webb, GM Assets & Delivery

Allan Young, GM Development

David Rankin, Chief Executive

4 Osterley Way, Manukau

Essential Design Outcomes

July, 2021

Rev F



Contents

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

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Introduction

The site at 4 Osterley Way is owned by Auckland Council and has been declared surplus to councils corporate accommodation requirements. It has agreed that through the sale of this property, the outcomes will align with the broader Transform Manukau outcomes.

Manukau is an Eke Panuku 'Transform' priority location, with the aim of creating a thriving city centre, connected to healthy and sustainable neighbourhoods. Manukau is located at the centre of the growing South Auckland region only eight kilometres from the Auckland International Airport and well linked to the Auckland CBD by rail and bus. It has a civic and academic centre, a retail focus and several Auckland-wide attractions.

Auckland Council's Corporate Property team has developed a Corporate Property Portfolio Strategy which seeks to deliver a more efficient and operationally effective corporate property network. They identified that 4 Osterley Way is surplus to council's corporate accommodation requirements and is no longer required for the corporate property network.

4 Osterley Way (currently known Kōtuku House) is a key site located on the western edge of Manukau Plaza. The site is in the heart of the Manukau Central only 100m to the new bus interchange and 250m to Manukau Train Station and Manukau Institute of Technology (MIT). The site is adjacent to the Civic Precinct and it will be one of the defining sites in the transformed Manukau Central.

Kōtuku House is a five storey office building with a net lettable area of approximately 3970m² with a 910m² building footprint. There is a secondary entrance from 14 Davies Avenue that allows for even more direct access to the bus interchange, Putney Way, Hayman Park and the future Airport to Botany rapid transit.

Incorporated in this sale is a portion of Manukau Plaza which will enable a legal street frontage to any new purchaser. There is an expectation that a structure will be provided closer to the street edge to enhance street activation along Osterley Way and reflect the diverse and vibrant culture of the area.



Site viewed from Manukau Plaza



Aerial view of the site from the west

Transform Manukau Framework Plan

The Manukau Framework Plan (2017) sets out a shared vision and describes how Council will achieve the regeneration of the Transform Manukau area over the next years to 2040.

The vision for Manukau is:

Manukau is the thriving heart and soul for the south.

“Manukau Central is the gateway to affordable and sustainable urban living; a meeting place and a hub for learning, leisure, cultural experiences; surrounded by healthy neighbourhoods.”

Five key moves have been identified as a way of catalysing, accelerating and amplifying change.

The key moves are:

Key move one: Realising the potential of the Puhinui Stream – enhancing the Puhinui Stream corridor and creating a source of community pride, activity, movement and interaction.

Key move two: Creating a vibrant heart – redeveloping multiple sites throughout Manukau Central, overhauling the public realm, and creating places to live, work, play and celebrate.

Key move three: Developing the Wiri healthy neighbourhood – working in partnership to create healthy homes and neighbourhoods in the Wiri neighbourhood centred on the Puhinui Stream.

Key move four: Harnessing learning and innovation opportunities – supporting Manukau as a hub for end to end learning and business innovation, and enabling the community to drive social and economic prosperity.

Key move five: Enhancing community connectivity – further developing the public transport network, and spreading a safe cycling and walking network, to improve community connections, near and far.

The full document can be found at:

<https://www.panuku.co.nz/manukau>.

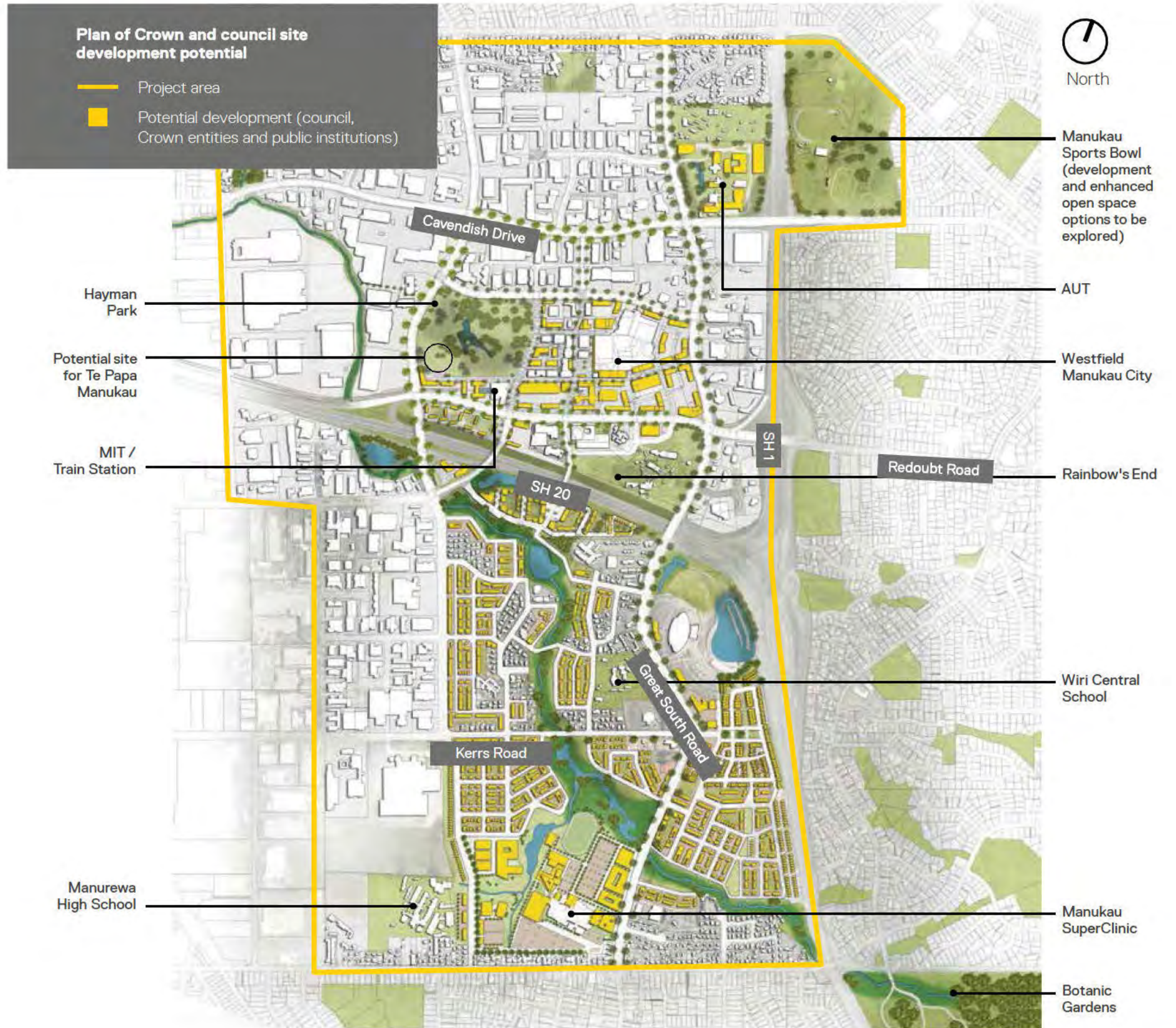


Image: framework plan map with a site boundary additional imagery of the location i.e community facilities, landmarks

Manukau Plaza

With its partners, Eke Panuku will create an inviting, high quality public realm in Manukau Central that helps to energise public life and strengthen the area's reputation as the meeting place for the south.

Manukau Plaza

Manukau Plaza will be upgraded in time. A critical part of this will be addressing the plaza's edges, in terms of the way surrounding buildings respond to and enliven the square. Until the edges are addressed, the square is unlikely to fulfil its long desired role as a lively central civic space, as evidenced through previous upgrades.

The potential extension and public realm upgrades around the Civic Building and a new structure in front of the existing Kōtuku House (as part of this sale agreement) will provide new energy on the western and southern sides of the square (e.g. cafes and restaurants). Westfield Manukau City is also looking at opening its activity along the eastern edge to further activate the plaza.



Aerial view of Manukau Plaza from Putney and Osterley Way intersection

Manukau Spatial Delivery Plan

The Spatial Delivery Plan illustrates projects within the Transform Manukau priority location programme

Eke Panuku continues to make a strong contribution and influence on development and investment opportunities in Manukau City Centre. Eke Panuku have, with partners already laid the groundwork with the community. Several projects are already underway, including property sales to achieve attractive development outcomes, public realm upgrades and community building, plus coordination initiatives that focus on building local job skills and employment opportunities.

This Spatial Delivery Plan was prepared to inform the Transform Manukau programme for the next financial years. It is reviewed each year. Kōtuku House sale is not part of that programme, as it lies with Auckland Council's Corporate Property Team, however it is seen as part of the story for achieving a great outcome for Manukau.

Projects completed & underway

- 1 Westfield Mall Carpark Site Sale
- 3 52-54 Manukau Station Rd (MIT) Site Sale
- 16 Barrowcliffe Bridge Works
- 20 Walking and Cycling Network Works (across the programme)
- 21 Hayman Park Playground Works
- 24 Manukau Sports Bowl Investment

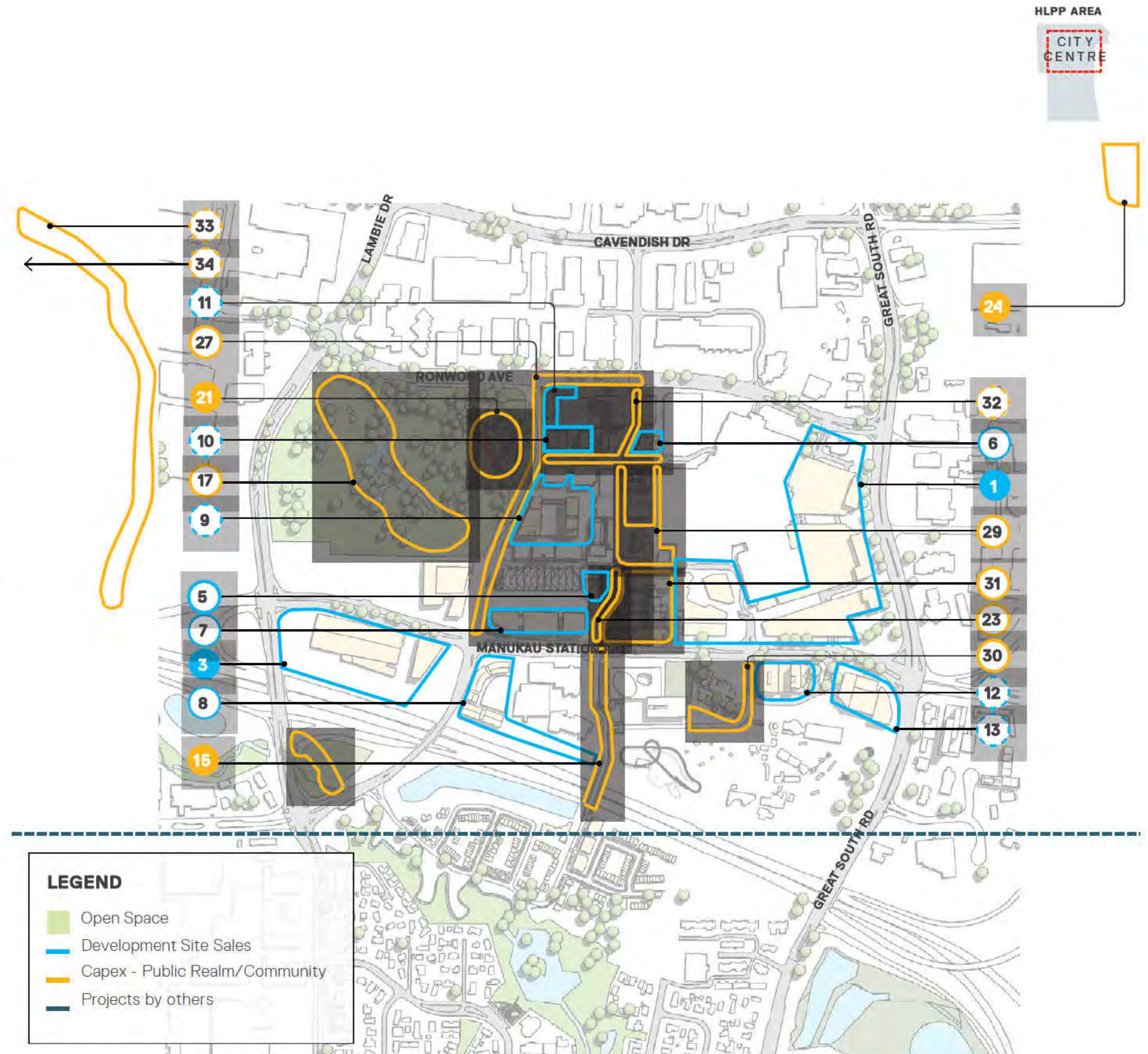
Short-term projects (FY22-24)

- 5 10 Putney Way Site Sale
- 6 9 Osterley Way Site Sale
- 7 Lot 1 of 31-33 Manukau Station Road Site Sale
- 8 50 Wiri Station Road Site Sale
- 17 Hayman Park Wetland Works and Contribution
- 23 Osterley Way at Civic Streetscape Works
- 25 Manukau Public Art contribution
- 26 Parking Management Solutions (overall programme area)
- 27 A2B Streetscape Contribution
- 30 Karina Williams Way Extension Works

Long-term projects (FY25+)

- 9 14 Davies Avenue Site Sale

- 10 8 Davies Avenue Site Sale
- 11 2 Davies Avenue Site Sale
- 12 12 Manukau Station Road carpark Site Sale
- 13 2 Clist Crescent carpark Site Sale
- 29 Manukau Square Works
- 31 Manukau Civic & Putney Way Contribution
- 32 Osterley + Amersham Way Works
- 33 Puhinui Stage 4 - Manukau Industrial Area Works
- 34 Puhinui Stage 5 - Puhinui Park Works (Plunket Ave)



The Site

The site is located on the western edge of Manukau Plaza in the centre of Manukau Central and facing one of the main pedestrian activity streets.

Site area: 1,560 sqm (including forecourt and existing building)

Unitary Plan Zoning: Business - Metropolitan Centre Zone - High-density residential, commercial/office and visitor accommodation activities.

Permitted max height: 72.5m - Subject to Aircraft Noise Notification Area

Parking: The AUP sets maximum rather than minimum car parking requirements.

Precinct: Manukau

Opportunities:

- Existing five storey office building which can be refurbished for multiple uses.
- Central location, adjoining Manukau Plaza in the heart of centre with key frontage along Osterlay Way.
- Manukau Plaza will be upgraded over time to create an inviting, high quality public realm in Manukau Central that helps to energise public life and strengthen the area's reputation as the meeting place for the south.
- Located on the main street / main pedestrian activity area.
- Ideally located for public transport - 100m to the new Manukau Bus Interchange and only 250m to the Manukau Train Station.
- To develop direct relationships with mana whenua that contribute to and improve design outcomes and potential commercial partnerships.

Constraints:

- Sunlight admission controls to Manukau Plaza
- The site is highly visible which will require a strong architectural response that takes into consideration design principles based in te ao Māori



LEGEND

- Site boundary
- Existing building
- Forecourt

1:500 @A3 0 5 10 25 50M

Essential Outcomes

The following Essential Outcomes must be achieved in the proposal. These outcomes should be read in conjunction with the Design Guidance and Design Review sections over page.

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

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

Essential Outcomes:

1. **Implementing the Plan:** Proposal must demonstrate the strategy that explains how the Manukau Framework Plan, specifically 'key move two: Creating a vibrant heart', can be implemented through the proposed design.
2. **Osterley Way frontage:** Ground floor active uses are required facing Osterley Way to activate the western edge of the Manukau Plaza. No setback is to be provided to Osterley Way. A canopy or alternative form of weather protection (eg. Colonnade) is to be provided.
3. **Pedestrian connectivity:** A through-site pedestrian link from Manukau Plaza to 14 Davies Avenue is desirable not essential; however, it is essential to include design material that demonstrates and evaluates the opportunity for this connection in the proposal. The need and feasibility of the link can be determined during the design review process.
4. **Parking and access:** No on-site car-parking is to be provided. Any vehicle access or loading must occur off 14 Davies Avenue.
5. **Density:** The proposal must enhance activation along Osterley Way and provide a minimum 5m height built-form edge. A taller building will be considered upon its merits. Careful consideration of interfaces with existing neighbouring buildings must be demonstrated.
6. **Sustainability:** A document that outlines the sustainability improvements and measures that will be undertaken for any new development must be provided.
7. **Design Quality:** Proposal must demonstrate strong architectural expression that supports the civic nature of Manukau Plaza and the expression of Māori culture and identity. A suitability qualified or experienced design professional must be engaged to undertake the design. The level of quality of the proposed design will be reviewed and confirmed by Eke Panuku Design team and at the independent design panel Technical Advisory Group.



LEGEND

- | | | | |
|---|--|---|---|
|  | Site boundary |  | Active edge to plaza |
|  | Existing footprint of Kōtuku House |  | Consider through-site link from Manukau Plaza to 14 Davies Avenue (location is indicative only) |
|  | Indicative building footprint for extension to existing building |  | Considered interface with existing neighbouring buildings |

Design Guidelines

This Design Guidelines section further explains some ways to achieve the preceding Essential Outcomes.

Contextually Responsive

- Development should consider the challenges and opportunities of the site - and is specifically designed to fit the context.
- The design proposal should include a context analysis and design response, drawing on the work that has been undertaken in the Transform Manukau Framework Plan. Key to this will be demonstrating how the development delivers on the relevant key moves.
- 'Sense of place' is very important, and a considerable challenge in the current built environment. The development should consider how the design adds to creating a consistent sense of place for the Manukau Central area. This could include recent building developments and landscape upgrades in the immediate area, alongside the application of Māori design principles in consultation with mana whenua. We encourage early engagement with Mana Whenua to understand their values, principles and aspirations to help shape the built environment, and create distinctive outcomes that will improve the relevance to overall assessment criteria.

Active street edges

- The design should recognise the importance and prominence of the site and its relationship to the plaza. The development helps to deliver the aspiration of the plaza as the main civic space for Manukau Central.
- The building should be designed to overlook and address the plaza.
- The entire Osterley Way frontage should be active or occupied with Ground floor active uses (e.g. restaurant/cafe, retail, lobby space).
- Canopies should relate well in height and extent to the existing canopies along the street if provided.
- The design of any new building should carefully consider the boundary interfaces with the properties at 2 and 6 Osterley Way. The existing building at 6 Osterley Way has floor to ceiling glazing along the northern boundary edge of Kotuku House. The existing building at 2 Osterley Way has its main entrance set back approximately 12m into their site along the southern boundary edge of Kotuku House. An appropriate setback or boundary treatment should be considered to avoid any continuous blank walls or leftover spaces that could potentially lead to safety and CPTED concerns.
- The design should consider CPTED principles.

Mix of Uses

- Options could include a lower scaler pavilion facing the plaza or a taller development associated with the existing building. A range of uses could be provided.

Access and connectivity

- The design of the ground floor should consider the future aspirations for Manukau Plaza and the desire to enliven the space.
- The primary pedestrian entrance to the development should be off Osterley Way facing the plaza.
- A high-quality through-site link could be incorporated into a development. This should be a separately defined, continuous and clearly identifiable public walkway that will enhance the pedestrian amenity of the centre. It should have a minimum unobstructed width of 3.5m. Consideration needs to be given to whether this link is desirable and achievable in the development.
- The proposal should demonstrate best practice universal design in the building to allow access for all people of all ages and abilities.

Built form

- There should be a strong architectural expression on the Osterley Way facade with differentiation in material/ architectural treatment from the existing building.

Environmental response

- As a benchmark Eke Panuku target Homestar 6 and Greenstar 5 for new development. These criteria could inform the design of any major redevelopment.
- Demonstrate the potential for environmental sustainable design (ESD) principles in the built form with a particular emphasis on low embodied material use, water conservation and waste management, including passive approaches such as efficient spatial planning and natural cross ventilation.

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

Design Review

Collaboration with Eke Panuku

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

TAG review

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

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

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

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

Final design should receive the support of TAG.

Precedents

The following precedents are examples of different mix-use residential, commercial and retail designs, each illustrating a different facade treatment that provide sufficient interest in the urban scale, and responds to the character of Manukau.



10 Madden Street, Wynyard Quarter, Auckland

Example of lower scaler F&B pavilion building facing the street with a taller office building behind.



Tē Ara A Tāwhaki, Wellington

Example of a design response using cultural narratives expressed in the built form.



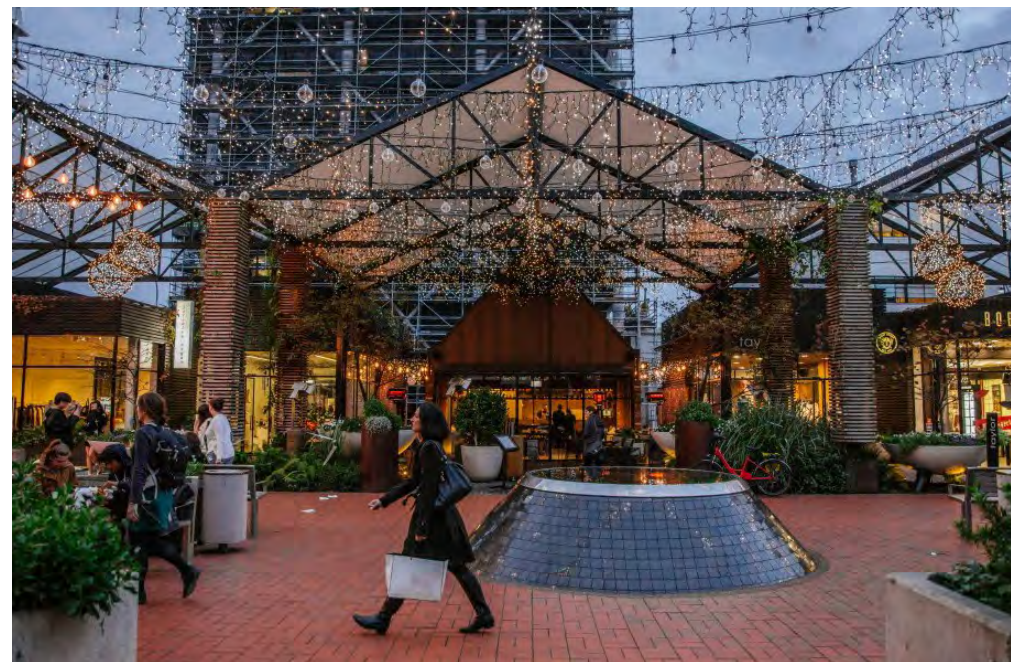
Goodside, Smales Farm, Auckland

Example of lower scaler F&B pavilion building facing the street with a taller office building behind.



Justice Precinct, Christchurch

Example of a design response using cultural narratives expressed in the built form.



Britomart Pavillion, Auckland

Example of lower scale F&B buildings.



NZI Building, Auckland

Example of an glazed atrium building to the street frontage with ground floor active uses.

Kotuku House Board Paper

Appendix B

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
F&P Meeting May 2018	Resolution Number FIN 2018/72	Approval to sell Kotuku House
F&P Meeting May 2021	Resolution Number FIN 2021/38	Approval to sell the land in front of the building of approximately 650 sqm being Section 2 SO plan 554647
F&P Meeting May 2016	Resolution Number FIN 2016/13	Approval to sell Lot 25 DP 69242

Policy for the Selection of Development Partners

1 Policy purpose and objectives

- 1.1 The purpose of this policy is to set the framework for Panuku Development Auckland engagement with the development community for the delivery of Panuku property development projects.
- 1.2 Panuku mandate and objectives include to facilitate vibrant development, accommodate growth and to facilitate private sector, third sector, iwi and government investment and collaboration into the sustainable redevelopment of brownfield urban locations.
- 1.3 It is important to have in place agreed processes to choose development partners in a transparent manner and in order to enhance development sector interest and participation in Panuku sites.
- 1.4 To be successful the procurement framework needs to achieve a wide range of objectives:
 - a) To be sufficiently contestable and transparent to meet the probity and audit requirements associated with a publicly owned organisation.
 - b) To enable an openness to new players including Iwi, new ideas and innovative solutions.
 - c) To enable engagement with the development industry and investors in a practical, timely, cost effective manner in order to optimise opportunities.
 - d) To be sufficiently flexible to cope with the differing requirements of the full range of projects, from small to large, simple to complex and from single to multi-staged.
 - e) To achieve value for money by selecting the most appropriate procurement method for the risk and value of the procurement and thereby maintain credibility and goodwill amongst the development community recognising the extensive effort and cost involved for parties to submit comprehensive proposals, and the negative implications if such efforts only ever has a modest chance of success (due to large number of participants and/or slow decision making).
 - f) To recognise the broad range of skills, resources and specialisations of parties within the development community. This means that some development projects may only be suited to a very small number of parties in which case it may be impractical to canvass the broader market to locate a supplier/provider.
 - g) To support, facilitate and encourage new development and where appropriate encourage consortiums to form by facilitating responses for both separate and packaged development proposals.
 - h) To successfully manage direct approaches and unsolicited bids which may be
 - from neighbours for integrated developments where it would be inappropriate to involve other development partners.
 - from developers and investors who have a development proposal that includes Panuku land but contains the developer's intellectual property over which confidentiality is required.
 - from mana whenua, iwi and other Māori organisations, to achieve Māori commercial and housing outcomes.

- i) To enable effective strategic partnerships with the Crown and other partners involving land swaps or sales to achieve shared objectives including development at pace and scale.

2 Scope

- 2.1 This policy covers processes to facilitate private sector, Iwi, Crown and third sector agreements to develop land.
- 2.2 It also applies to unsolicited bids for sites that are received from time to time, and specific projects initiated by Panuku.

3 Background

- 3.1 This policy builds on the ACPL 2013 policy subsequently extended and adopted by Panuku in May 2016.
- 3.2 Panuku is working in locations with different market characteristics. The sites that are taken to the market for sale by development agreement vary in scale, value, complexity and strategic importance. They may be single sites or part of a cluster of sites in locations that are market ready and attractive, or where there is limited market demand.
- 3.3 Our largest town centre projects carry a high degree of delivery uncertainty and complexity¹. To enable urban redevelopment of such centres, council might be required to significantly write down the investment or book value of its interests, transfer its land holdings to a developer at nil price or make a capital contribution to the developer in order to make the project financially viable.
- 3.4 It will be critical that Panuku has the flexibility to identify and work with partners that have the capacity for large-scale project funding, risk appetite, balance sheet capability, experience and track record. There are likely to be only a limited number of such players in NZ. There is an opportunity to select delivery partners early in the planning process to ensure the interests of both council and the developer are aligned throughout the process (e.g. New Lynn, Britomart).
- 3.5 The Council and the Crown share objectives to increase the pace, scale and quality of housing development and increase housing choices. The Crown owns land in many of the priority development locations. Land sales and swaps between the parties can unlock development opportunities by creating larger development sites, supporting staged development programmes including relocation of tenants and better development outcomes. Exclusive negotiation with the Crown as a strategic partner is judicious and logical. It needs to be undertaken on the basis of market valuations for sites, protecting value for the ratepayer and taxpayer.
- 3.6 There are several procurement options for selecting development parties with different levels of contestability.
- 3.7 Public advertising seeking a Request for EOIs, followed by RFPs, from shortlisted parties provides the greatest public contestability and accountability. It is the typical procurement process for many sites that Panuku takes to the market. It can involve significant time and cost for all parties and can be viewed as a difficult way to secure projects, leading to lower interest especially in buoyant markets.

¹ Such as determining what is a commercially viable / desirable masterplan and extent of public realm creation; cost duration over multiple phases carrying across the property cycle; consenting risk; cost of private property acquired, including compulsorily acquisition and use of PWA powers; infrastructure enablement / readiness.

- 3.8 A panel of pre-qualified suppliers is typically used where there is a pipeline of similar projects. A publicly open and contestable process is undertaken to choose panel members. Any one or more panel members could then be approached to undertake specific projects or to provide a proposal in competition with other panel members. This has the benefit of a single EOI process to compile the panel which results in less effort and cost expended by all parties. Inclusion in the panel can however raise unrealistic expectations of parties for securing projects. A proposal to establish a panel in the future would need to be considered by the Panuku Board.
- 3.9 Direct approaches to, or from, one or more parties who are known to have the necessary attributes to successfully deliver the required project outcome or have some unique offer or have a strategic partnership with Council can be simple, cost-effective and user friendly for both parties. They are also appropriate in a number of circumstances and can significantly speed up the sale and development process. Transparency, accountability and integrity can be maintained through other mechanisms where there is limited public contestability.
- 3.10 A mix of approaches may be suitable. For example, where there are only a few qualified suppliers with the capacity and capability to deliver the project and the project is complex and long term, it is more useful to give greater weight to the relationship or strategic dimensions of the contract and to develop other systems to manage the dimensions usually managed by competitive market mechanisms. An approach that involves the following steps will be suitable in this context:
- Market sounding
 - Expression of Interest (EOI)
 - Establishment of a panel of “preferred suppliers”
 - Competitive commercial dialogue²
 - Request for Development Proposal.
- 3.11 A competitive dialogue stage within procurement would allow Panuku to informally, yet thoroughly, discuss each aspect of procurement with bidders before finalising the requirements and before inviting bidders to submit to RFP. A well-managed competitive dialogue process should result in better quality RFPs, expedite contract negotiations, build working relationships and add flush out potential problems prior to selection of preferred bidders.

4 Policy approach

- 4.1 Panuku will typically undertake a contestable process to procure a development partner in compliance with the Auckland Council Procurement Policy. This is most appropriate where the commercial and strategic objectives are clear and there is a large number of potential suppliers.
- 4.2 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 are:
- a) Where the development agreement is with the owner of the adjacent land.
 - b) In cases where a developer/entrepreneur approaches Panuku with a development proposal with a clear element of intellectual property and innovation associated with the development idea (an exemplar or demonstration opportunity) and where the party is clearly well ahead of any other prospects.
 - c) There are a number of direct approaches / unsolicited bids for a type of development or for a specific site which is consistent with the outcomes being sought, and there is an opportunity to capture real and present opportunities in the market
 - d) The party is a strategic partner, such as the Crown (including agencies such as Land for Housing, KiwiBuild, HLC, HNZC, NZTA), working closely with Panuku to achieve shared objectives in the strategic location
 - e) The party is mana whenua, iwi or another Māori organisations and the project will support delivery of Panuku’s strategic commitment to achieve better outcomes for and with Māori

- f) There is a high degree of delivery uncertainty and complexity and the party/s have been identified through an informal market sounding exercise and have demonstrated the specific attributes for the project and where there are limited partners with the required capability
- g) The party is a Community Housing Provider who will deliver retained affordable housing products that support Panuku housing objectives, to facilitate residential choices and a range of typologies and price points.
- h) Where the specific proposal meets or ideally exceeds Auckland Plan and/or Panuku strategic objectives in a manner that other proposals would not.

4.3 There are expectations of any non-contestable process, as detailed below

- The proposal will be considered against the current plans and desired outcomes for the site including approach to development realization, intended staging, and the likely outcomes of a competitive market process.
- a valuation can be agreed, and in most cases, there is a high level of certainty of outcomes and there are no significant down sides or risks
- quality of interested party (capacity, experience, reputation, track record)
- shareholder, local board and development sector considerations can be managed
- other Panuku policies and processes have been met (e.g. Mana Whenua engagement).

5 Associated policies

5.1 The following policies and guidelines are also relevant to the process of selecting development partners:

- Auckland Council Unsolicited Proposal Guidelines
- Auckland Council Group Procurement Policy
- Auckland Council **Our Charter**
 - Spending money guide
 - Procurement process guidelines
 - Conflicts of interest guide
 - Identifying and managing risk
 - Guidelines for misconduct and disciplinary action
- Board Delegated Authority
- Health and Safety Policy.

² Competitive Dialogue is a technical term for a tender process to allow more flexibility when dealing with complex or unusual procurements. It is used in Central Government and allows agencies to thoroughly discuss each aspect of the procurement with suppliers before specifying the requirements and before inviting the suppliers to submit their full and final tenders or proposals.

6 Responsibilities and approvals

- 6.1 The Director Development is responsible for the implementation and of this Policy, reporting to the Board on procurement processes. The Chief Operating Officer is responsible for monitoring and review of the policy.
- 6.2 All Panuku staff selecting development partners and negotiating agreements with developers must adhere to this Policy. Ensuring probity of action is everyone's responsibility when conducting procurement activities.
- 6.3 Under this policy exclusive negotiations with the Crown within the delegations of the Chief Executive, do not need Board approval. In all other cases Board approval will be sought for exclusive negotiations with one or a small number of party/s either through a clearance report, project business case or approval to sell.
- 6.4 This policy will be publicly available once approved.

7 Approval and review of this Policy

Business Owner	Director Development		
Policy date	13 September 2018		
Frequency of review	Three yearly		
First review	25/05/16	Approved by Panuku Development Auckland Board	May 2016
Second review	July 2018	Approved by Chair R. Aitken on behalf of Panuku Development Auckland Board	13 September 2018

Decision paper: Eke Panuku Proposed Statement of Intent asset sales target FY21/22 and FY22/23

Author: Marian Webb, General Manager Assets and Delivery

July 2021

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. notes \$108.6m was cumulatively achieved in sale values by Eke Panuku in FY20/21
- b. notes \$107m achieved against the net unconditional asset sales FY18-21 SOI target and Emergency Budget commitment
- c. approves Eke Panuku's proposed net unconditional asset sales SOI target for FY21/22 of \$155m comprising:
 - i. \$70m identified in Auckland Council's Long-Term Plan
 - 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
- d. approves Eke Panuku's proposed indicative net unconditional asset sales SOI target for FY22/23 of \$165m

Whakarāpopototanga matua | Executive summary

1. This report provides suggested Statement of Intent (SOI) asset sales targets for FY20/21 and FY21/22 which align with Auckland Council's expectations set out in its Long Term Plan 2021-31.
2. Eke Panuku has achieved sales of \$108.6m in FY20/21. These sales have occurred in the Transform and Unlock priority locations, Regional Programmes (including Haumaru and Auckland Council's Corporate Property disposals). \$52.7m of the sales achieved in FY20/21 contribute to the net unconditional asset sales SOI target and the Emergency Budget contribution.
3. For FY18/21 Eke Panuku had an annual net unconditional asset sales SOI target of \$24m; cumulatively comprising \$72m. At the beginning of last financial year, Eke Panuku further agreed with Auckland Council to contribute \$100m to the asset recycling target set in the Emergency Budget in addition to the FY201/21 net unconditional asset sales SOI target. It was anticipated that the \$100m Emergency Budget contribution would take two financial years to be fully achieved.

4. Eke Panuku proposes to cumulatively achieve \$155m sales in FY21/22. The proposed net unconditional asset sales SOI commitments for FY21/22 is \$115m, comprising \$70m identified in Auckland Council's Long Term Plan and the \$85m balance of the Emergency Budget assistance carried forward from FY20/21.
5. In addition, at its July 2020 meeting, the Eke Panuku Board approved a Transform and Unlock target of \$48m for FY21/22. The balance of the sales to realised in FY21/22 will be in the Regional Programme.
6. Eke Panuku's indicative net unconditional asset sales SOI commitments for FY22/23 is \$165m. This will to be confirmed with the Board as part of the FY22/23 SOI.

Horopaki | Context

7. Eke Panuku Emergency Budget asset recycling commitments are included in Auckland Council's Emergency Budget 2020-21.
8. Eke Panuku proposed net unconditional asset sales SOI commitments for FY21/22 and FY22/23 are set out against Auckland Council's Long Term Plan 2021-2031.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
April 2018 Panuku Board meeting	Disposals Programme Report	Approval of 'net unconditional sales' SOI target
July 2020 Panuku Board meeting	Statement of Intent 2020-2023, Business Plan, Budget, and Funding Allocation for 2020/2021	Approval of the updated Statement of Intent (SOI) 2020-2023

Nga whiringa me te taatai | Options and analysis

9. Eke Panuku had a cumulative three-year net unconditional asset sales SOI target of \$72m for FY18/21.
10. Auckland Council's Emergency Budget, which was adopted in July 2020, included \$224 million proceeds to be realised from asset recycling in FY20/21. Eke Panuku worked with Auckland Council's Finance team on the asset recycling target and agreed to progress \$100m in FY20/21 and FY21/22.
11. \$35m net unconditional asset sales were achieved over and above the FY18/21 net unconditional asset sales SOI target of \$72m. This will be allocated to the Emergency Budget assistance target. The balance of the \$100m is incorporated into the proposed net unconditional asset sales SOI target for FY21/22.



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

16. Eke Panuku had a FY20/21 target of \$39m sales in Transform and Unlock locations. \$21.1m was achieved in FY20/21.

[REDACTED]

[REDACTED]

19. Eke Panuku's proposed SOI commitments for FY21/22 are as follows:

Total disposals	\$163m
Net unconditional asset sales	\$115m
Transform and Unlock	\$48m

[REDACTED]

21. At its June 2020 board meeting, the Eke Panuku Board approved a Transform and Unlock target of \$48m for FY21/22.

22. Eke Panuku's indicative SOI commitments for FY22/23 are as follows and will be confirmed as part of FY22/23 business planning cycle:

Net unconditional asset sales	\$165m
Transform and Unlock Target:	Yet to be agreed with Eke Panuku Board - estimated at \$36m.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Ngā ritenga ā-pūtea | Financial and resourcing impacts

29. Resources from the Asset and Delivery and Development directorates will be required to progress the work outlined in this report and will be funded from the proceeds of sale of properties.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

30. Several of the properties approved for sale in principle by the Finance and Performance Committee are subject to the completion of required statutory processes. These statutory processes include undertaking the reserve revocation process set out in the Reserves Act 1977 and consultation under s138 Local Government Act 2002. Further decision making following completion of required public consultation is required by Auckland Council's Parks, Arts, Community and Events Committee.

31. There is a risk that some of the properties may not be approved to progress further due to community and stakeholder issues. Additional properties are in the pipeline which may be able to be brought forward should this occur.

Tauākī whakaaweawe Māori | Māori impacts

32. Robust, established mana whenua engagement processes occur on a property specific basis for every property considered and approved for sale. We also have well established processes in place to enable commercial opportunities to be explored.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

33. Robust, established stakeholder engagement processes occur on a property specific basis for every property considered for sale.

Tauākī whakaaweawe āhuarangi | Environment and climate change impacts

34. Every property considered for sale is thoroughly assessed on a site-specific basis to understand environmental and climate change issues. Appropriate steps and mitigations are put in place as required.

Ngā koringa ā-muri | Next steps

35. The programme of work set out in this report will be implemented by the Executive.

Ngā kaihaina | Signatories

Marian Webb, GM Assets & Delivery

David Rankin, Chief Executive

Quarterly reporting pack

Period ending 30 June 2021



Executive summary

Development agreement progress

- **Takapuna** - conditional development agreement reached for 72A Hurstmere Road.
- **Papatoetoe** - development agreements reached for:
 - 3 St George Street (St George's Lanes) for a mixed-use development with Papatoetoe Whare Tupu Limited.
 - 91 Cambridge Terrace for residential units with the New Zealand Housing Foundation.

Physical projects completed / key milestones met

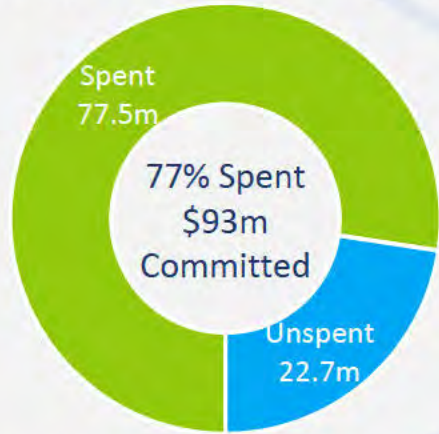
- **Manukau** – works have been completed for:
 - The new Puhinui Wiri playground.
 - Barrowcliffe bridge and shared pond pathway works which will further enhance the pedestrian and cycle connections to the town centre for the Barrowcliffe community.
- **Waterfront**, the pile berth redevelopment reclamation work is now complete and pier installation work has begun.
- **Takapuna** – Town square subdivision and earthworks consents have been lodged with Auckland Council.
- **Avondale** – Town square concept has been approved by the Whau Local Board.

Placemaking

- **Panmure** – Panmure Panoramas, A new photographic exhibit showcasing the last 100 years were installed this quarter.
- **Henderson** – a very successful freshwater frenzy event was held at the Falls cark to promote urban stream quality.

Programme financials and RAG status

Capex \$100.2m budget



Spend for the quarter was \$20.8m, with full year spend totalling \$77.5m (\$22.7m less than budget), and a committed spend of \$93m.

Main reasons for the under spend were:

- 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 10 Racecourse Parade signed in June would be recognised as part of FY21 capital spend. Under review this has not been possible at year end and thus the accounting shows \$77.5m spend with \$93m committed expenditure. The \$15m budget difference will be deferred.
- Waterfront \$7m contamination payments reduced due to development delays by our 3rd party development partners.
- Avondale \$1.4m for Crayford St West upgrade, works delayed due to delays with Vector's planned work at the site.
- Contingency of \$6m not required

Opex \$13.1m budget



Full year opex spend was \$13.1m

The total opex spend by locations was \$10.5m, \$2.6m below what was budgeted for the priority locations. This was due to:

- In response to the emergency budget the Commercial Place function restructured out, with none of the circa \$1.0m budget spent.
- Communications and engagement planned support work was not required for delayed projects (e.g. go to market Northcote, Takapuna Town Square, plan change consultation in Onehunga and the Waterfront).

During the year we were awarded four Innovating Streets for People projects (ISFP) by Waka Kotahi. To date \$2.6m has been spent on these projects which utilised the remaining opex budget. \$2.1m of funding has been claimed from Waka Kotahi to date.

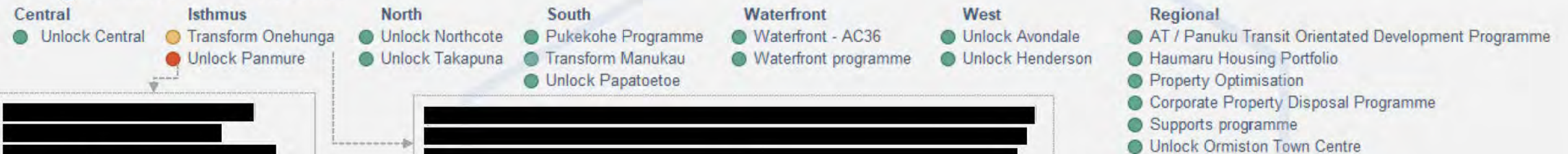
Sales income target \$88.4m

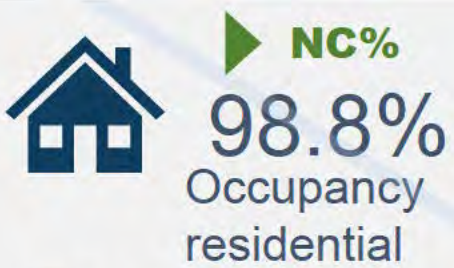


- Nine properties were sold or long leased in this quarter, totalling \$24.6m in net sales receipts.
- Net unconditional sales and pre paid leases for the year totalled \$108.6m (this includes \$5.9m of net sales made on behalf of Corporate Property).
- Cumulatively, we have achieved \$107m against the \$72m, 3 year LTP sales target.

Note: asset sales includes programmes as well as disposals on behalf of council

Programme RAG Status





Property portfolio

- A very favourable performance by Eke Panuku on behalf of council for the managed properties portfolio, with a net surplus for the year totalling \$33.2m, \$12.6m ahead of the full year budget.
- Revenue was \$12m more than budget, as part of the Emergency Budget we reduced our revenue expectations by \$5m to allow for potential tenant hardship relief. At the time the budget was set the magnitude of the COVID-19 effect on tenants was based on a number of assumptions. Favourably in year the impact on revenue was only a \$0.6m reduction. There was a further \$7.6m of unbudgeted revenue received, due to the continued lease of The Strand in Takapuna and its related sub tenancies, new additions to the portfolio of properties in Northcote and Avondale, completed negotiations on back dated rent reviews and prior year rates expenditure recoveries
- Expenditure in the year was \$0.5m less than the budget. Additional rates costs for Auckland Council properties were offset by savings made in the repairs and maintenance of some Auckland Transport properties, as there were no significant properties added to the portfolio and 60 properties were removed.
- Renewals capital spend for the year was \$12.3m, which is \$2.6m ahead of budget. This is due to projects such as the Onehunga Wharf work on roading and buildings being brought forward, following the realisation earlier in the year that there was going to be an underspend in the renewals budget.

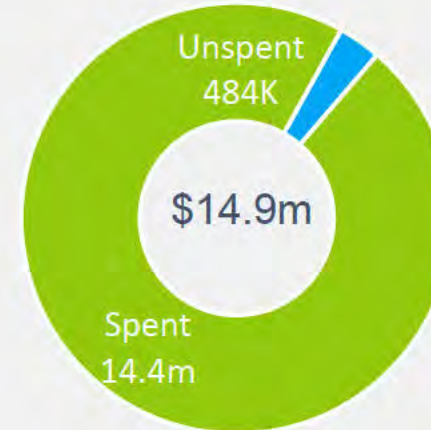
Portfolio highlights

The quarter saw 36 rental review increases across a number of properties including Kelly Tarltons' above ground site; the Holcim NZ site in Onehunga and the mini-golf site at 61-65 Selwyn Rd, Onehunga. We also had COVID-19 related rental deferral relief payments made ahead of their deadline.

Revenue - net surplus forecast vs budget (\$m)



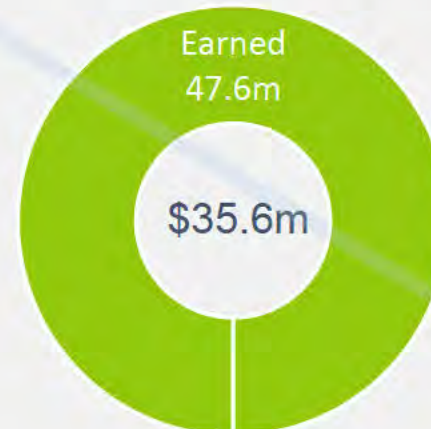
Expenditure budget



Renewals capex budget



Revenue budget





Marinas

A favourable result for the Marina team, with net surplus for the year totalling \$7.9m, \$2.1m ahead of the budget.

As expected, revenue in the year was negatively impacted by \$1.9m due to COVID-19 restrictions placed on super yachts entering New Zealand. However, due to a significant saving in expenditure \$4.0m, the year end surplus ahead of budget was still achieved.

The \$4.0m saving in expenditure was largely due to:

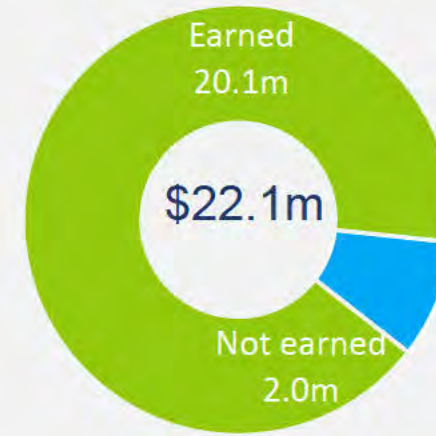
- Reduction in the staff numbers needed to run the new Marina in the Wynyard Basin
- Profit share with Team New Zealand being significantly reduced (a flow on from the reduction in expected revenue)
- Reduced Harbour Master payment for the event

Capital spend at Westhaven on the pile berth redevelopment and J and S piers was \$1.3m behind budget, this was due to the Westhaven Marinas Trusts contributing \$1.6m towards dredging.

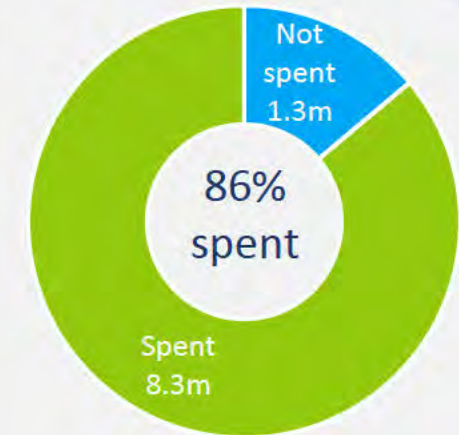
Highlights from the Marinas this quarter:

- Westhaven Customer Satisfaction Survey – 548 customers responded to our 2021 survey with 94% reporting positive customer satisfaction, scoring the marina 4 or higher out of a 1-7 point scale
- In May 2021, Westhaven Marina was awarded 1st runner-up in the 'International Marina of the Year Awards' by the Marina Industries Association of Australia. Westhaven was judged against other marinas across the Middle East, Asia Pacific and the West Coast of the USA
- Westhaven Marina has relocated the customer service and administration functions into purpose-designed office space within the new 'Westhaven Marine Village'
- Full-year average occupancy of marina berths remains high with Westhaven at 96.4%, Silo 73.8% and Viaduct at 69.5%

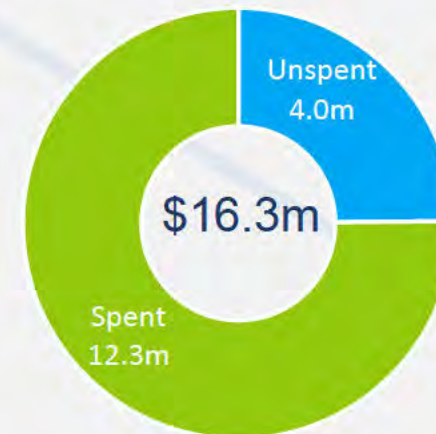
Revenue budget



Capex budget \$9.6m



Expenditure budget

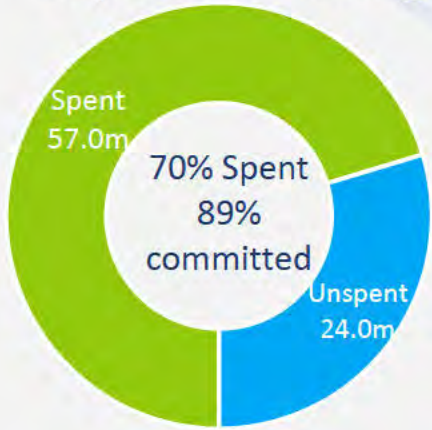


Revenue - net surplus forecast vs budget \$m



Regeneration

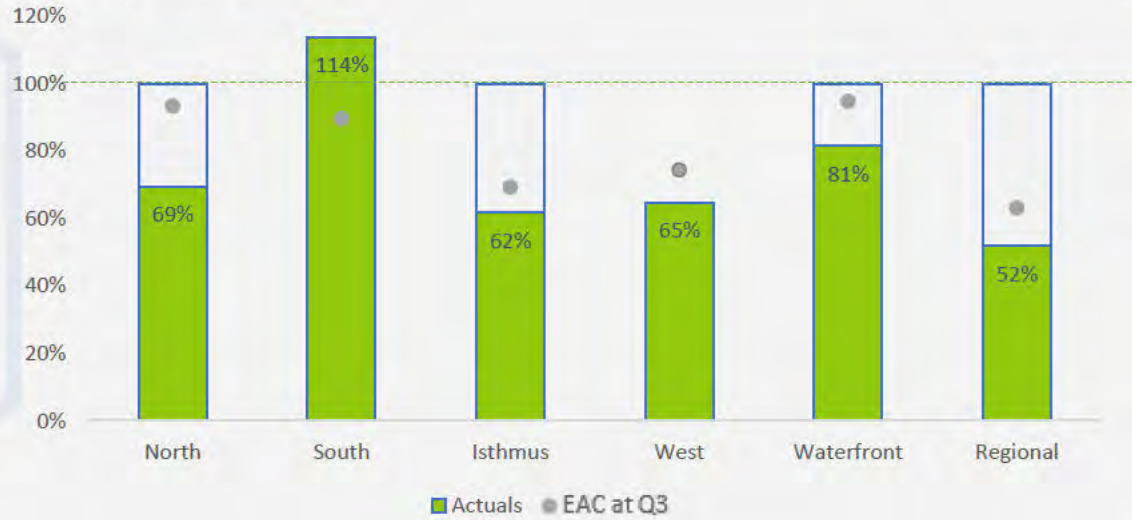
Capex \$81m budget



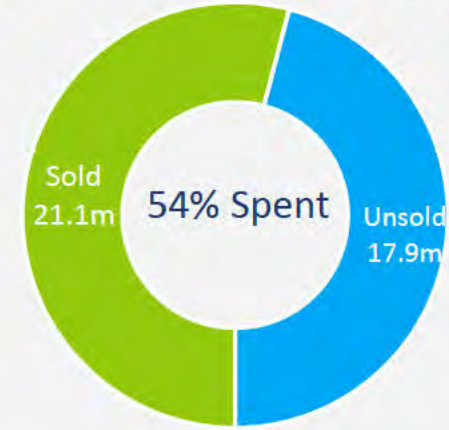
Excludes contingency

The \$15m committed on property acquisitions, which are under contract, has not been recognised in the \$57m spend due to changes in accounting advice from council.

CX Budget vs Actuals



Site sales transform and unlock target \$39m



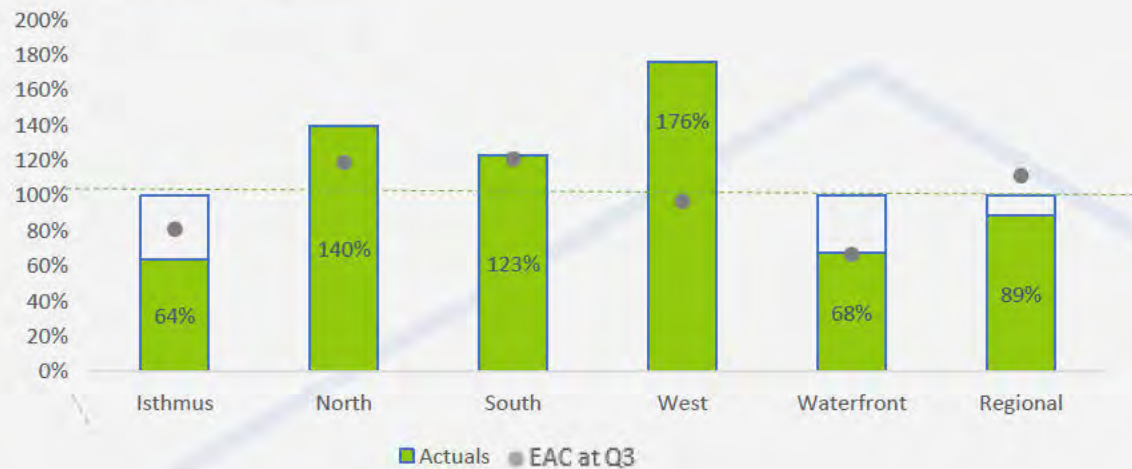
Three properties went unconditional in this quarter, totaling \$21m.1 net. [REDACTED]

[REDACTED] The unsold portion above represents Hobsonville Megalot lot 6 which is expected to be sold later in the year.

Opex \$13.1m budget



OX Budget vs Actuals



Site sales – other income



Sales are made up of Waterfront long-term lease payments, the Haumaru Handley Ave sale and Greenslade long-term Lease. It also includes Corporate Property and general asset disposals.



People and Culture

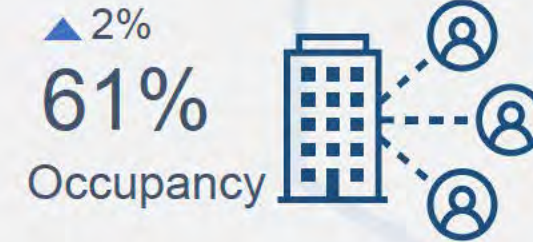
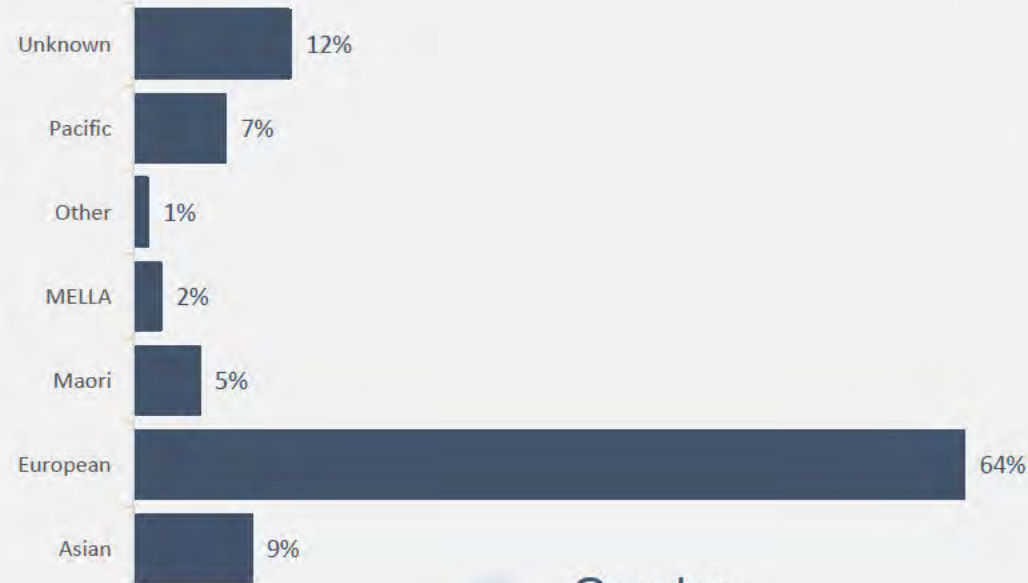
Actual FTE figures have reduced from 202.7FTE to 200.2FTE this quarter. There are also 17.3 vacant FTE roles, 10 contingent workers in FTE roles and 12 contingent workers in non-FTE roles.

Staff turnover has increased by 2.1% to 12.9% this quarter. Leave reasons include retirement, employees relocating, career progression opportunities, permanent employment opportunities and higher salary offers.

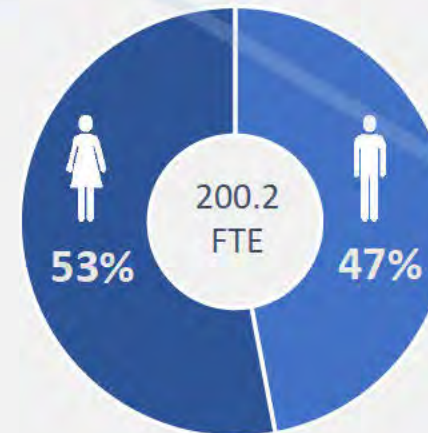
The overall average office occupancy has increased by 2% this quarter - from 59% to 61%, which is in-line with our guidelines. Average occupancy pre-COVID was 79%. Average occupancy for the month is calculated by taking the number of employees in the office in the month divided by available work stations.

Sick leave has increased to 3.0%, an increase of 0.54% but remains below the cross council figure of 3.4%.

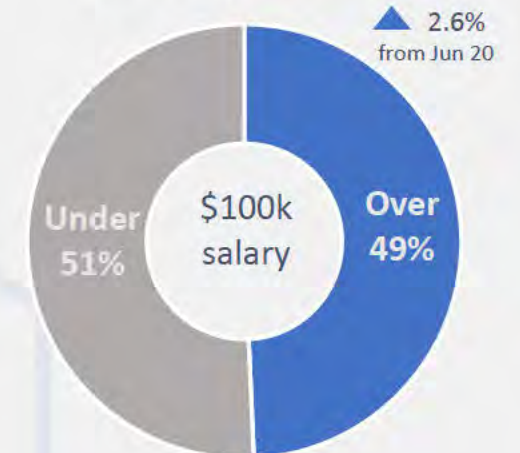
Ethnicity



Gender



Employee salaries

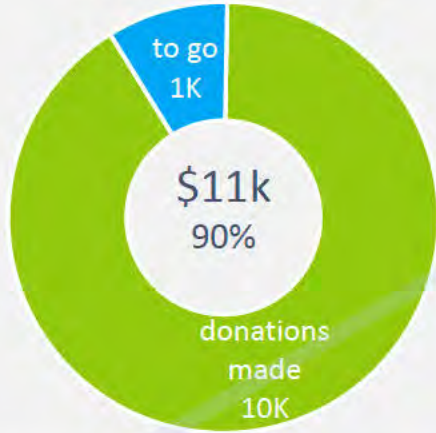


FTE				Non FTE
FTE Actual	Contingent in FTE	Vacant roles	Total	Contingent in non-FTE position
200.2	10	17.3	227.5	12

Grants and donations

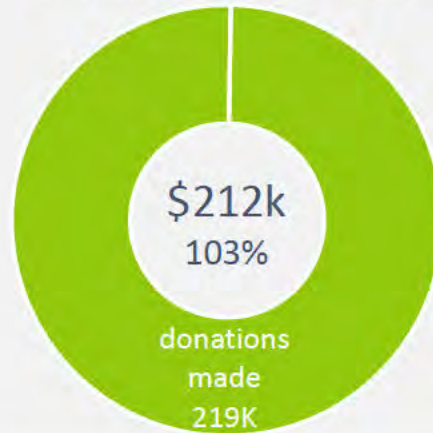
Panuku provides grants and donations to support a diverse range of activities and organisations, which contribute to the delivery of the strategic objectives of the executive leadership team (ELT) and the Board. These are either as a cash donation, i.e. a monetary contribution in support of an organisation or activity; or in-kind support where Panuku provides the use of its managed-assets and/or services for less than the usual fee charged

Cash donations



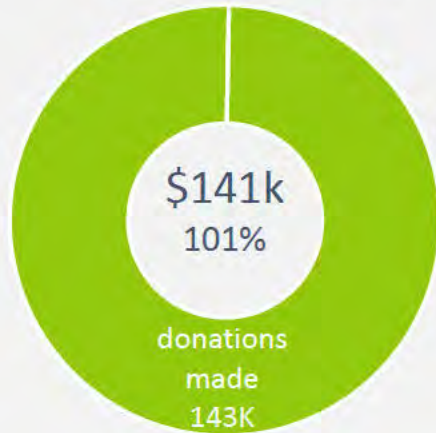
Cash donations includes \$5k support to the Property Council New Zealand from the previous year, offset by \$5.5k support for Auckland University graduation event which do not go ahead.

Property concessions



Commercial property actual results are slightly higher than planned, this estimated forgone revenue having been impacted by renewed valuations. There are no additional recipients of in-kind grants.

Marina donations



The Marinas actual results includes support to Kai Ika fish filleting services, a not-for-profit organisation providing repurposed fish frames to the community, not included in the initial plan. The forgone revenue falls within the \$5k Chief Executive delegated authority for approval, as specified in the Board Delegations Policy

NORTHCOTE Masterplan: Spatial delivery plan

Total programme life cost \$87.7m

HLPP BOUNDARY

Projects completed & underway

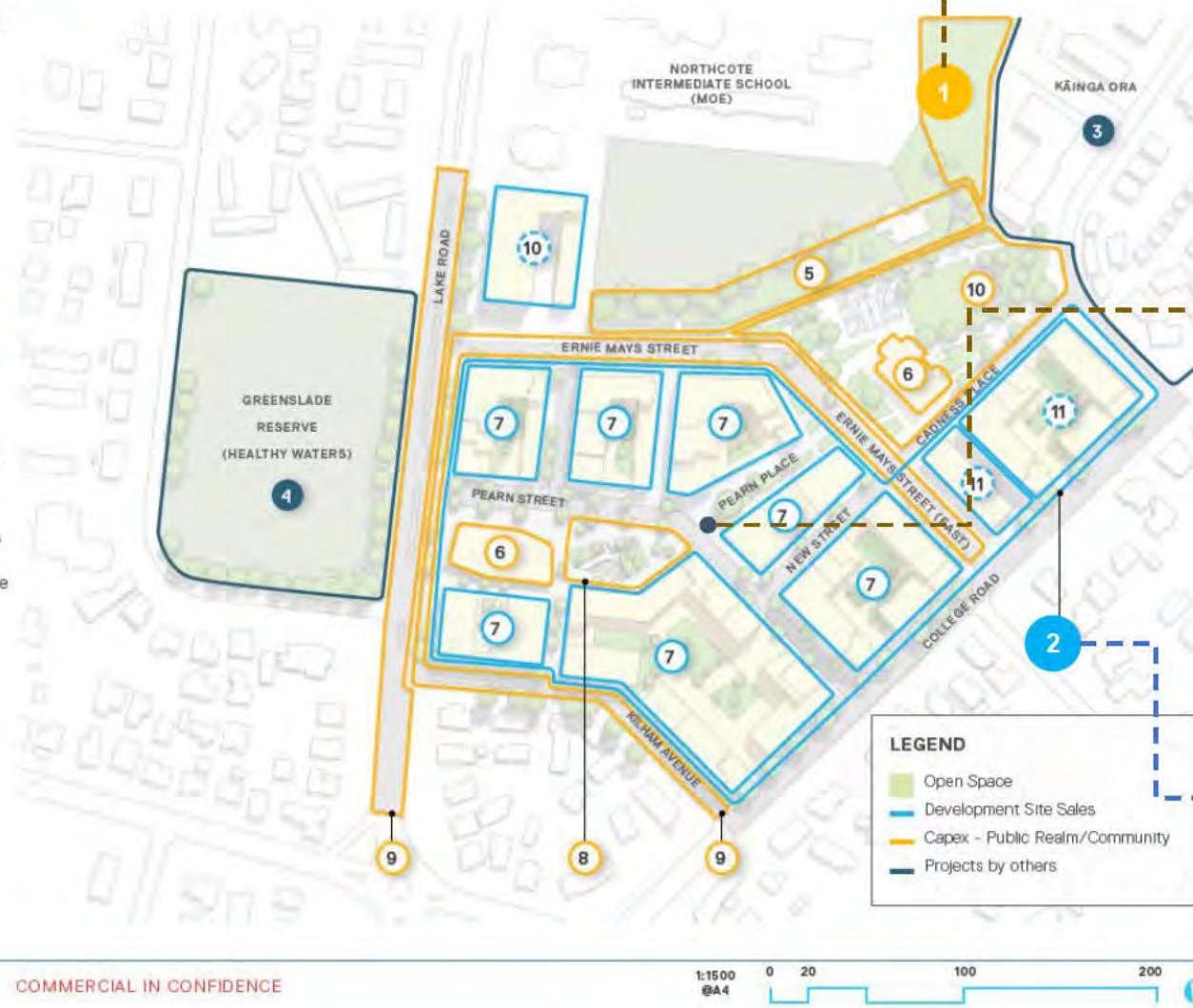
- 1 Te Ara Awataha – school edge
- 2 Acquisitions
- 3 Kāinga Ora housing development
- 4 Greenslade Reserve (Healthy Waters)

Short-term projects (FY22-24)

- 5 Te Ara Awataha – town centre edge
- 6 Community Facility option
- 7 Development - Stage 1 (115 Lake Road)
- 8 Town Square
- 9 New capital work for street enhancements
- 10 Te Ara Awataha – Cadness Reserve upgrade

Long-term projects (FY25+)

- 11 Development Stage 2

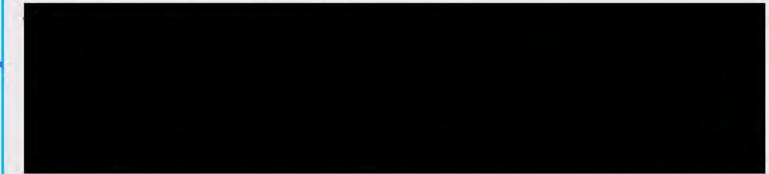


Te Ara Awataha – Northcote’s new greenway, a 1.5km network of existing and new reserves connecting the town centre, schools and homes. Construction works are progressing well with the first section of the main civil works now complete. Completion of the work is expected in mid-2022.

Para Kore Zero Waste hub opened – a vacant space opposite the library is being trialled as a Zero Waste hub. It provides locals with a place to enjoy fun workshops and to help learn how to cut down on waste. This initiative supports the Para Kore project for a zero waste Northcote community.

Property acquisitions which are needed to enable the comprehensive urban renewal of Northcote:

- Auckland Council now owns all but four buildings in the Northcote Town Centre and Panuku is managing 86 new tenants. The last four buildings have completed the Public Works Act compulsory acquisition process with no objections received from the current owners.



- The two remaining residential properties on College Road have also been acquired.
- The completion of this acquisition programme will achieve consolidation of the town centre in council ownership and enable its regeneration.

TAKAPUNA

Masterplan: Spatial delivery plan

Total programme life cost \$63.6m

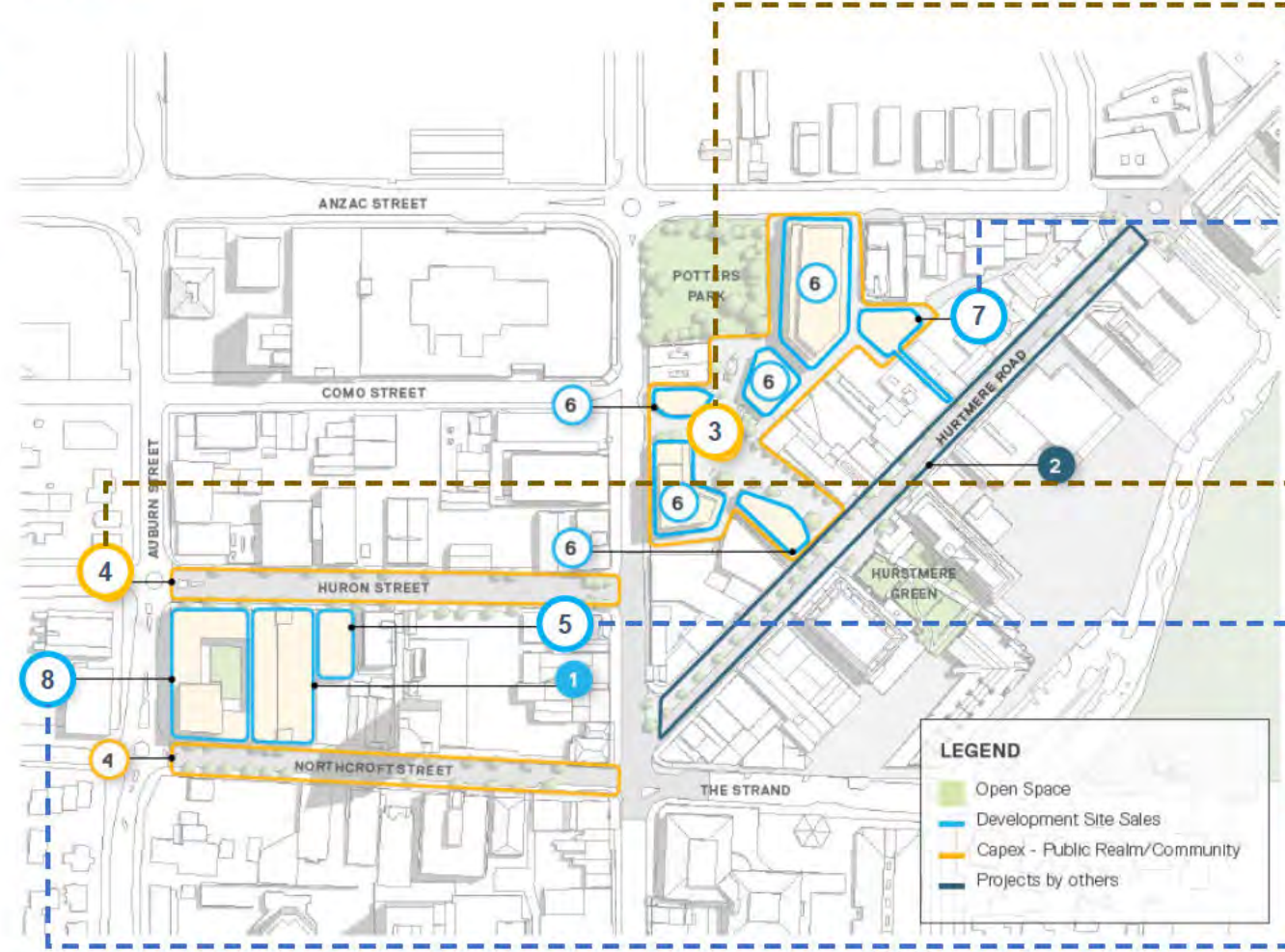
HLPB BOUNDARY

Projects completed & underway

- 1 Toka Pua car park
- 2 Hurstmere Road upgrade (AT)

Short-term projects (FY22-24)

- 3 Town Square
- 4 Huron & Northcroft Streetscape upgrade
- 5 14 HuronStreet development site
- 6 Anzac Street development sites
- 7 R78 & 72A Hurstmere Road development sites
- 8 Auburn Street developments

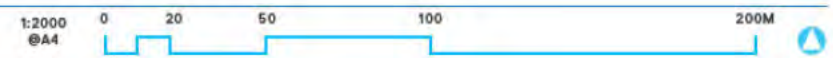


Town Square - The subdivision and earthworks consent for the town square has been lodged with Auckland Council. Once this is obtained building consent applications will be submitted. Procurement of a contractor for the town square is underway.

72A Hurstmere Road - A conditional development agreement has been reached for the freehold laneway property through 64 Hurstmere Road. A mixed-use commercial and residential development is planned for the site.

Innovating Streets for People (ISFP), Huron and Northcroft streets - A project to trial making it faster and easier to transition our streets to safer and more liveable spaces (in conjunction with Auckland Transport and funded by Waka Kotahi) commenced implementation in June 2021. We are assessing community feedback which will inform adjustments to the trial and guide any permanent changes.

14 Huron and Auburn Street Development Sites - sites to be developed for mixed-use commercial and residential. A Heads of Agreements have been signed with development partners to enable due diligence to be completed. This will enable the finalisation of development agreements for these sites.



ONEHUNGA

Masterplan: Spatial delivery plan

Total programme life cost \$117.3m



Projects completed & underway

- 1 Onehunga Laneway 7
- 2 Waiapu Lane Precinct Stage 1 (development)
- 3 Fabric development
- 4 Beachcroft Residences development
- 5 38 Nelson Street acquisition
- 6 Onehunga Port acquisition

Short-term projects (FY22-24)

- 7 Oranga, Kāinga Ora
- 8 DressSmart Precinct (Inc Laneway 8)
- 9 Waiapu Lane Precinct (public realm)
- 10 Onehunga Wharf Building Upgrades
- 11 Onehunga Wharf to Taumanu Walking & Cycling
- 12 Onehunga Wharf Masterplan & Plan Change
- 13 Onehunga Laneways
- 14 [REDACTED]
- 15 Waiapu Precinct Stage 2 (development)

Long-term projects (FY25+)

- 16 Municipal Precinct (public realm)
- 17 Onehunga Laneway 9 (Station)
- 18 Municipal Precinct (development)
- 19 Onehunga Wharf Infrastructure & Development
- 20 Train Station Precinct
- 21 East West Link (Waka Kotahi NZTA)
- 22 Town Centre to Wharf Link



Waiapu Lane Precinct – Negotiations continue for the supermarket development in the Waiapu Precinct along with further readying the precinct for development including road stopping and resolution of reserve space and tree issues.



Municipal Precinct – Works are being brought forward with a brief for the Optimisation of Community Facilities being sought and an indicative business case to be prepared to explore the synergy between this block and the Waiapu Precinct.

Onehunga Wharf Master plan – The masterplan is being readied for public consultation which will take place later this year.

Renewals work and dredging are in progress on the wharf to address deferred maintenance and secure the operational status of the facility for the near term.

PANMURE

Masterplan: Spatial delivery plan

Total programme life cost \$63.2m



Projects completed & underway

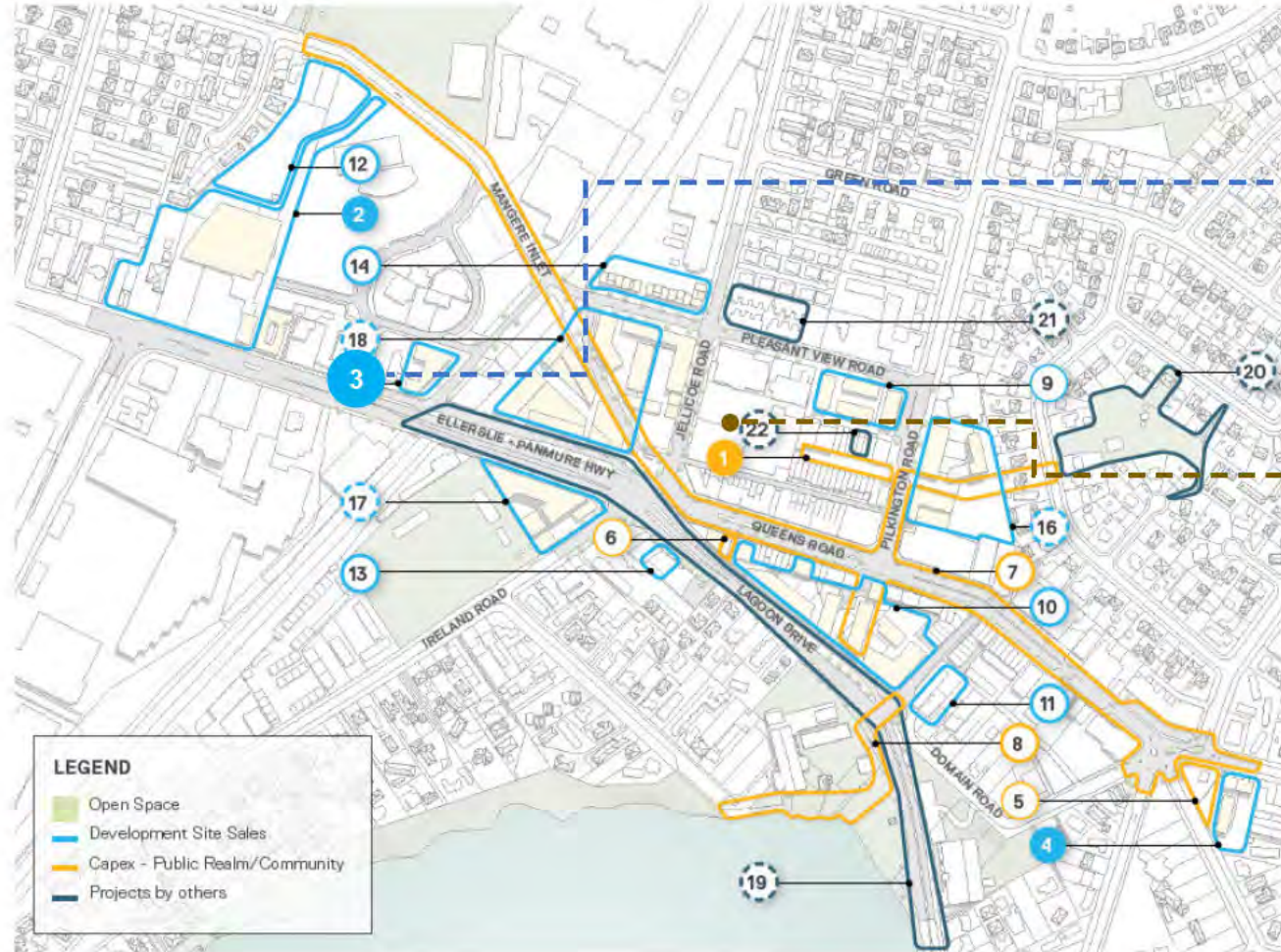
- 1 Clifton Court
- 2 486-492 Ellerslie Panmure Highway
- 3 3 Mountwell Crescent
- 4 3 Kings Road

Short-term projects (FY22-24)

- 5 1 Kings Road
- 6 13-27 Queens Road -Gateway
- 7 Streetscapes
- 8 Basin View - Ped & Cycling Connection
- 9 28-30 Pilkington Road
- 10 Basin view Precinct
- 11 23 Domain Road, Panmure
- 12 59 & 59a Mountain Road, Mount Wellington
- 13 11-13 Lagoon Drive, Panmure
- 14 7-9 Jellicoe Road, Mount Wellington

Long-term projects (FY25+)

- 16 7-13 Pilkington Road (Community Facilities)
- 17 535 Ellerslie - Panmure Highway
- 18 Transport Precinct
- 19 AMETI- Eastern Busway - AT
- 20 Maunaina Upgrade - TRC
- 21 Development - TRC
- 22 Development - Chinese Settler Trust



3 Mountwell Crescent site sale - In June 2021, the Eke Panuku Board approved the go to market strategy for the 3 Mountwell Crescent site (adjacent to the train station) which will achieve mixed use development including residential and commercial outcomes.

Place making - This quarter saw the installation of the Panmure Panoramas, a new photographic exhibit showcasing the last 100 years. It has received good feedback and created good engagement with groups in the town centre leading to a sponsored garden and tidy of the planters and central medians in the town.

MANUKAU Masterplan: Spatial delivery plan

HLPP BOUNDARY



Total programme life cost \$152.9m

Projects completed & underway

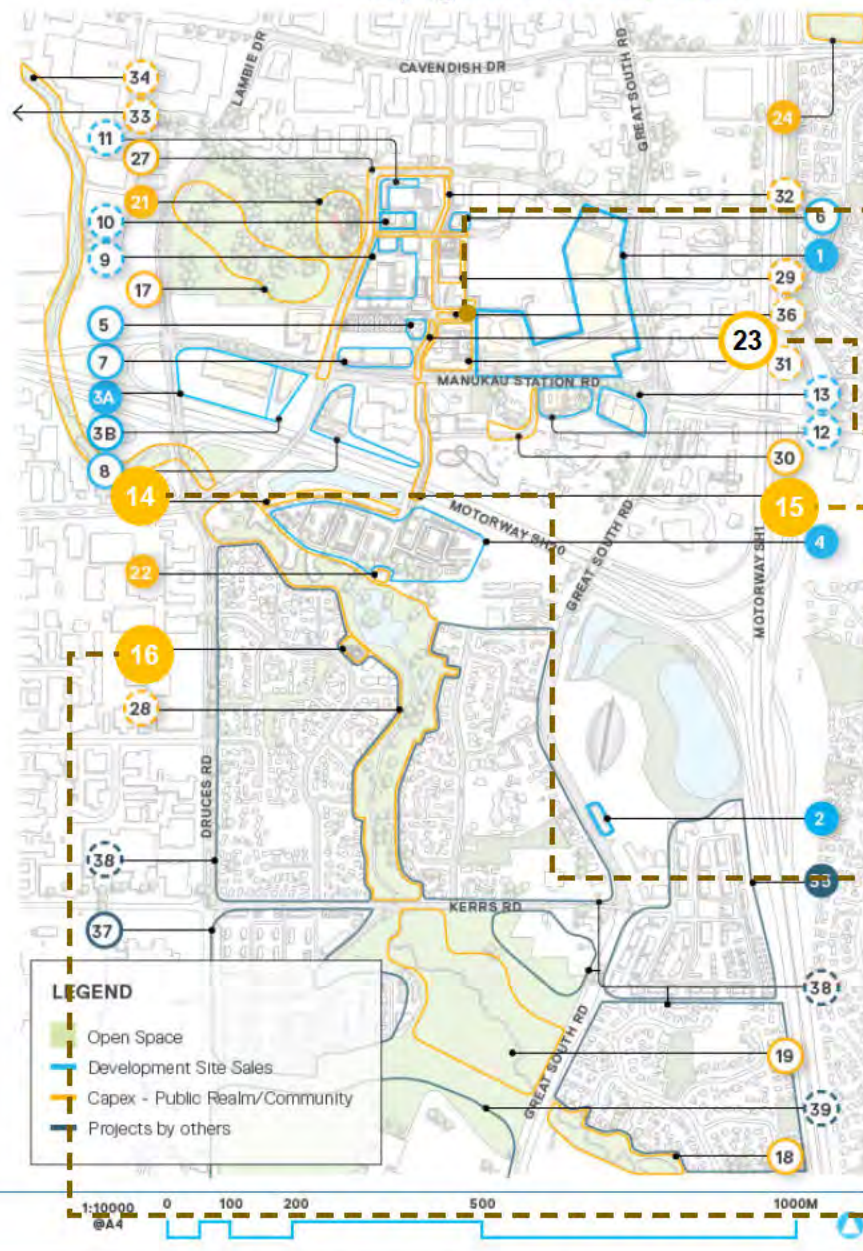
- 1 Westfield Mall Carpark Site Sale
- 2 Vodafone Events Centre Carpark (partial sale)
- 3A 52-54 Manukau Station Rd (MIT) Site Sale
- 4 20 Barrowcliffe Place Site Sale
- 14 Barrowcliffe Pond Shared Path
- 15 Barrowcliffe Bridge Works
- 16 Puhinui Wiri playground Works
- 20 Walking and Cycling Network Works (across the programme)
- 21 Hayman Park Playground Works
- 22 Win Bridge Capital Works
- 24 Manukau Sports Bowl Investment
- 35 Pacific Gardens Residential Development

Long-term projects (FY25+)

- 9 14 Davies Avenue Site Sale
- 10 8 Davies Avenue Site Sale
- 11 2 Davies Avenue Site Sale
- 12 12 Manukau Station Road carpark Site Sale
- 13 2 Clist Crescent carpark Site Sale
- 28 Puhinui Stage 3 - Wiri Reserve Works
- 29 Manukau Square Works
- 31 Manukau Civic & Putney Way Contribution
- 32 Osterley + Amersham Way Works
- 33 Puhinui Stage 4 - Manukau Industrial Area Works
- 34 Puhinui Stage 5 - Puhinui Park Works (Plunket Ave)
- 36 Putney Way Stage 2
- 38 Kainga Ora Investigations
- 39 Manukau Health Park development

Short-term projects (FY22-24)

- 3B 54 Manukau Station Rd - Site Sale Stage 2
- 5 10 Putney Way Site Sale
- 6 9 Osterley Way Site Sale
- 7 Lot 1 or 31-33 Manukau Station Road Site Sale
- 8 50 Wiri Station Road Site Sale
- 17 Hayman Park Wetland Works and Contribution
- 18 Puhinui Stage 1 - Ratavine Reserve Works
- 19 Puhinui Stage 2 - CMDHB Walkway Works
- 23 Osterley Way at Civic Streetscape Works
- 25 Manukau Public Art contribution (across the programme)
- 26 Parking Management Solutions (across the programme)
- 27 A2B Streetscape Contribution
- 30 Karina Williams Way Extension Works
- 37 Wirihana Residential Development



LEGEND

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

The Puhinui regeneration strategy was completed in June 2021. The strategy will ensure an integrated approach across all stakeholders for the restoration of the 10km of stream.

Manukau town centre - lighting improvements and wifi connectivity enabled by Eke Panku is now live in the centre.

The Manukau Innovative Streets for People (ISFP) - A project to trial making it faster and easier to transition our streets to safer and more liveable spaces (in conjunction with Auckland Transport and funded by Waka Kotahi) was implemented during this quarter. We will assess community feedback which will inform adjustments to the trial and guide any permanent changes.

Barrowcliffe bridge works were completed in June 2021, providing the community with an enhanced pedestrian and cycle connection between the new homes in Barrowcliffe and the town centre.

Barrowcliffe pond shared path – The Barrowcliffe pond shared pathway linking the enhanced Barrowcliffe bridge to the local neighbourhood was completed in June 2021.

Puhinui Wiri Playground – The new playground was completed in June 2021. Its new location, off Trevor Hosken Drive, means it's safer for children as they are further away from the water's edge and it's easier to access from the road, with parking close by. The location also ties in well with the Puhinui Stream regeneration work.

OLD PAPATOETOE

Masterplan: Spatial delivery plan

Total programme life cost \$27.5m

HLPP BOUNDARY



Projects completed & underway

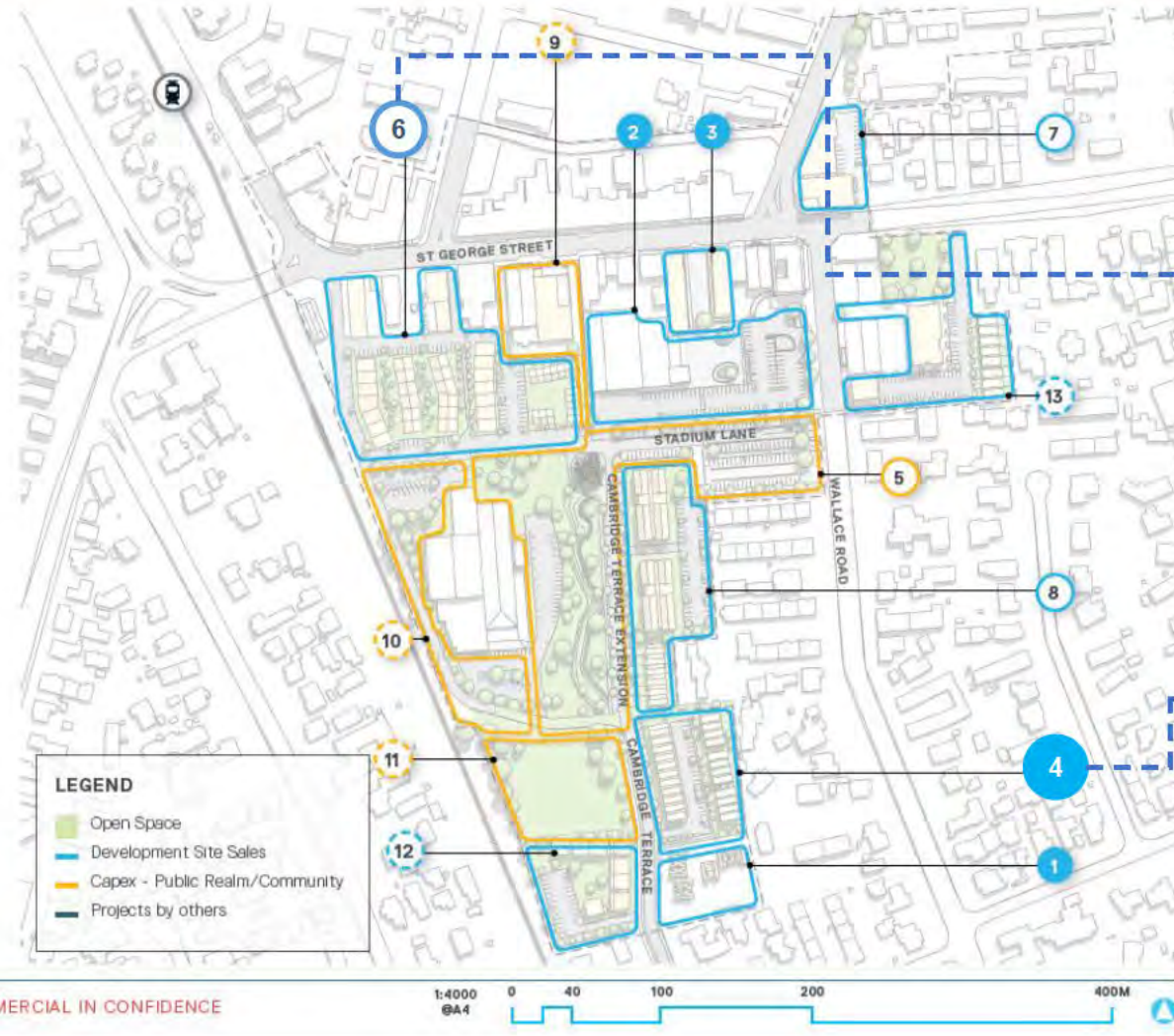
- 1 89 Cambridge Toe
- 2 Supermarket and carpark
- 3 Papatoetoe Mall
- 4 91 Cambridge Toe - The Depot

Short-term projects (FY22-24)

- 5 Stadium Reserve upgrade and access work - Phase 1
- 6 3 St George St (St George's Lanes)
- 7 98 St George St (Kolmar site)
- 8 27 St George St (netball and gardens)

Long-term projects (FY25+)

- 9 Papatoetoe Community Hub
- 10 Stadium Reserve Works - Phase 2
- 11 Proposed Open Space
- 12 86 Cambridge Toe (Bowling green-partial sale)
- 13 107 and 109 St George St (Library optimisation)



3 St George Street Site Sale (St George's Lanes) – an agreement with development partner [REDACTED] for a mixed-use development including sustainable housing and a commercial/retail space was reached in June 2021.

91 Cambridge Terrace (the Depot) - an agreement with development partner New Zealand Housing Foundation to build residential units was reached in June 2021.

PUKEKOHE

Masterplan: Spatial delivery plan

Total programme life cost \$30.7m



Projects completed & underway

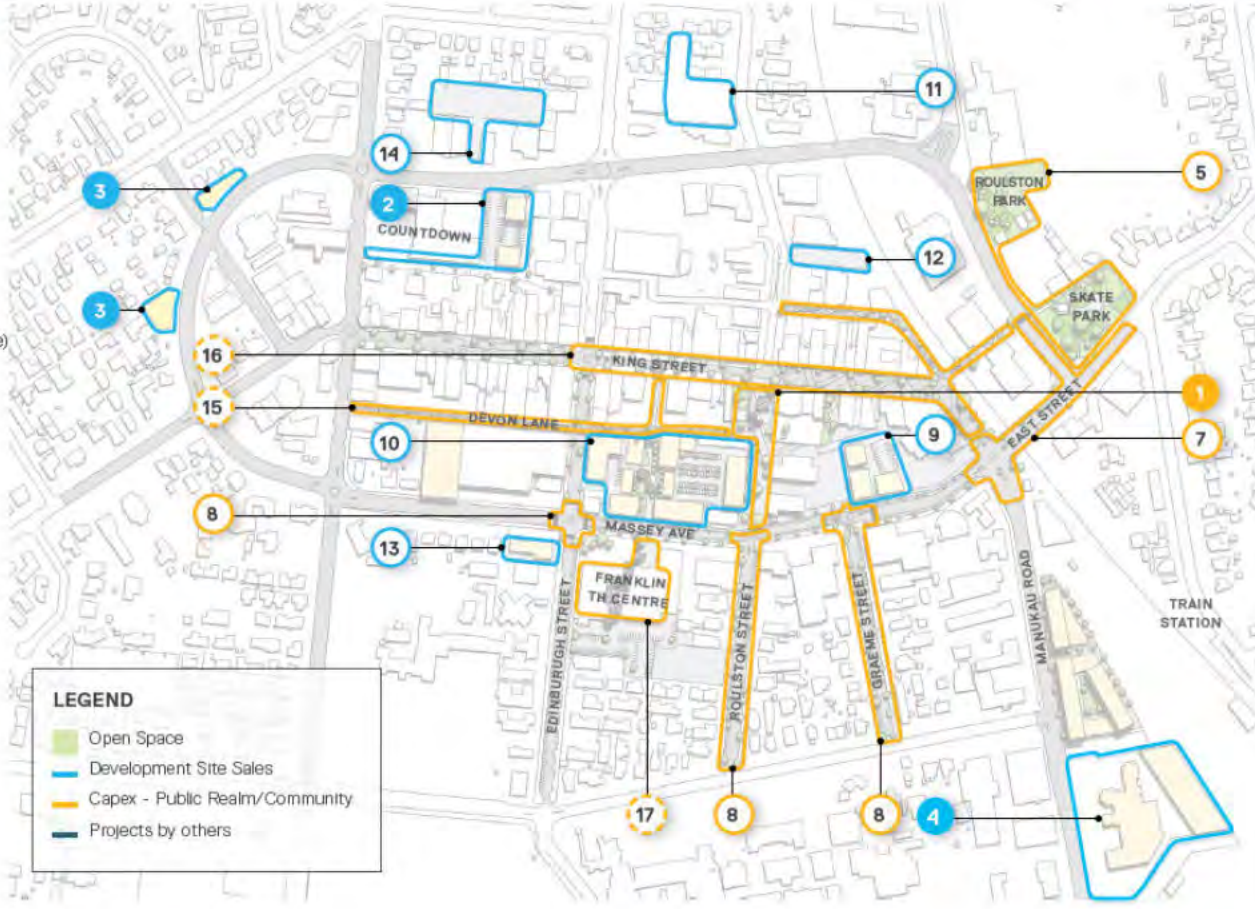
- 1 Eat Street Phase 1
- 2 4 Tobin Street
- 3 Site Sales w/o Development Outcomes
- 4 82 Manukau Road

Short-term projects (FY22-24)

- 5 Skate & Roulston Park Enhancements
- 6 Parking Management Solutions (across entire programme)
- 7 Safe Walkable Street Phase 1
- 8 Safe Walkable Street Phase 2
- 9 7 Massey Avenue
- 10 Edinburgh Street Superblock
- 11 24 Hall Street
- 12 9 Hall Street
- 13 22 Edinburgh Street
- 14 9 Tobin Street

Long-term projects (FY25+)

- 15 Laneway Upgrades
- 16 Eat Street Phase 2
- 17 Civic Hub Enhancements
- 18 Urban Tree Programme (across entire programme)



LEGEND

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

The Innovative Streets for People (ISFP) – A project to trial making it faster and easier to transition our streets to safer and more liveable spaces (in conjunction with Auckland Transport and funded by Waka Kotahi) was implemented during this quarter. Following feedback and concerns received from the community, the installations have been kept at the Devon Lane site and removed from the King Street site.

WATERFRONT Spatial delivery plan

Total programme life cost \$630.6m

Short-term projects (FY22-24)

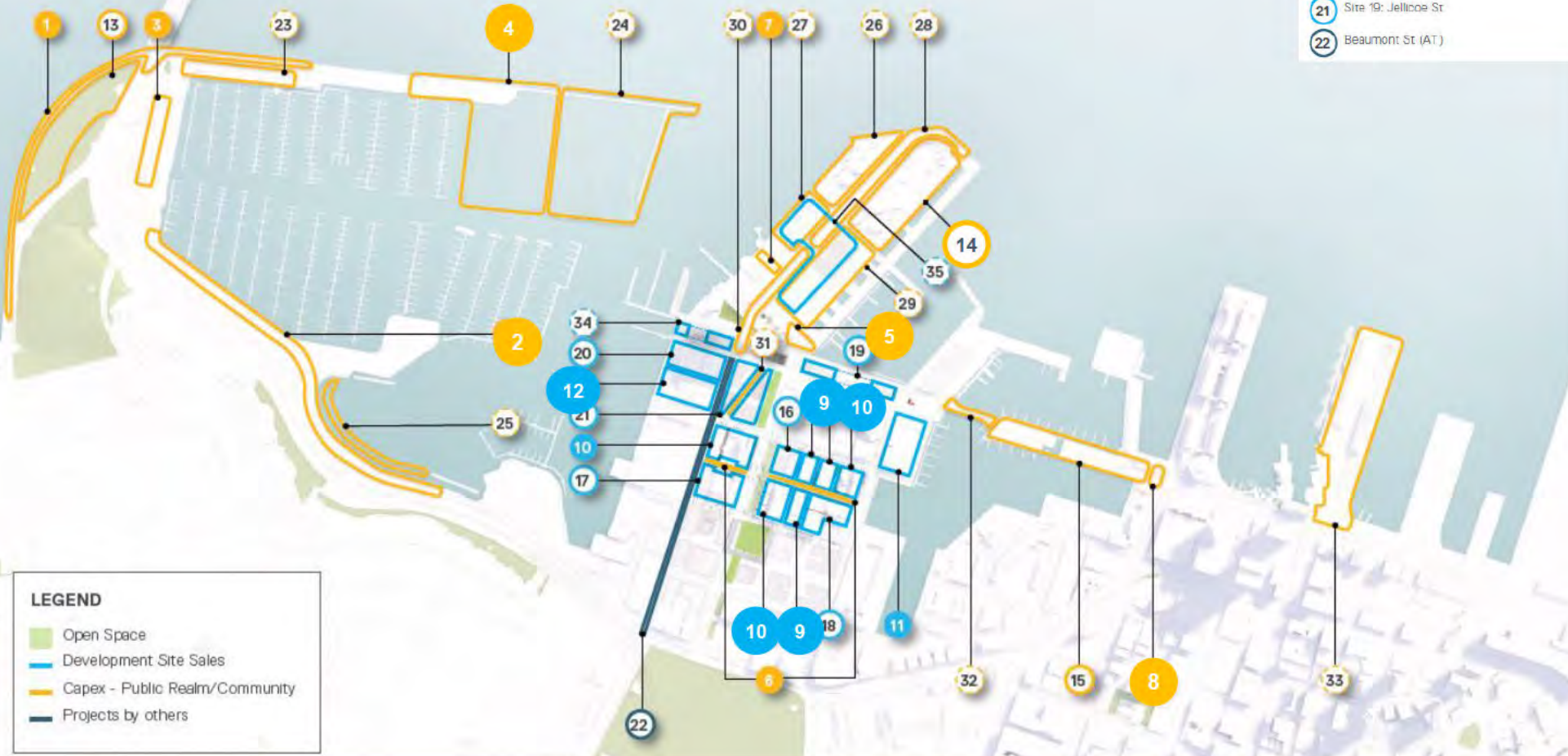
- 13 Auckland Harbour Bridge Park redevelopment
- 14 Wynyard Point open space (north east)
- 15 Eastern Viaduct Te Wero Island - East West connection
- 16 East 1: 28 Madden St
- 17 West 2: 143 Beaumont St
- 18 Site 6: 124 Halsey St
- 19 Site 14: North Wharf
- 20 Site 18: residential
- 21 Site 19: Jellicoe St
- 22 Beaumont St. (AT)

Projects completed & underway

- 1 Northern Pathway enabling works
- 2 Westhaven promenade - Stg 2
- 3 Marine Village
- 4 Pile berth redevelopment Stg 1
- 5 Sfo park extension Phase 2
- 6 Tiramarama Way Stg 1 & 2
- 7 Vos boat shed refurbishment
- 8 Eastern Viaduct Quay St Intersection
- 9 Precinct Commercial developments
- 10 Willis Bond residential developments
- 11 Park Hyatt Hotel
- 12 Site 18: Crams marine

Long-term projects (FY25+)

- 23 Westhaven North transformation
- 24 Pile berth redevelopment Stg 2
- 25 St Mary's Bay beach
- 26 Wynyard Point open space (north west)
- 27 Wynyard Point open space (west)
- 28 Wynyard Point open space (north)
- 29 Wynyard Point open space (east & south east)
- 30 Hamer St South
- 31 Wynyard Plaza
- 32 Wynyard crossing replacement bridge
- 33 Queens wharf redevelopment
- 34 Site 12: Silo 6
- 35 Wynyard Point: redevelopment sites



LEGEND

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

Wynyard Quarter

Wynyard Quarter 10th Anniversary – Wynyard Quarter is working towards its 10 years of development milestone, and work is underway to publicly celebrate. On 7 August, a community event called 'Haumi' will take place which is being organised by Eke Panuku and the Rangitahi Programme. The event and wider 10 year milestone will be promoted across a range of channels and media. As part of the event offering on the day, space will be used on Wynyard Wharf (ex-America's Cup bases). This will be the first time the space will be opened to the public since construction started for AC36

4 Pile Berth Redevelopment – reclamation construction is now complete and the AA Pier is being installed. There has been some flexibility from mana whenua in relation to the design and construction of the car park and public space. Through discussions mana whenua have opened the possibility of completing the construction of the car park space, and temporary construction of the public space, provided we allow for future cultural "markers" and elements to be included once the primacy appeal has been resolved. This represents good progress and means that Eke Panuku can continue to progress this major capital project.

9 Precinct Properties - 10 Madden – Ngāti Whātua Ōrākei led a dawn whakawātea on the morning of 20 May 2021 to signify the completion of 10 Madden, N. Cole Building and Freda Barnes Plaza. A group of approximately 60 gathered to mark this impressive accomplishment. Tenants are expected to move in to 10 Madden in July 21.

14

The Te Ara Tukutuku Wynyard Point final draft masterplan is on track for the September Eke Panuku board meeting and November council planning committee workshop and meeting. A first draft has been reviewed by the Mana Whenua Governance Forum in June with minor text and image updates incorporated. The document will next be circulated for feedback from the Council Whānau, technical advisory group, mana whenua and external challenge review panel.

12

Orams Marine - completion of it's marine facility on Site 18. Orams Marine began building at Site 18 on Beaumont Street in 2019, to create an international refit and maintenance yard for visiting superyachts. A new 820 tonne travel lift was built and installed early 2021, along with an 85-tonne travel lift and existing 600 tonne slipway. June 2021 sees the completion of stage 1 of this project.

5

Silo Park extension– development work on phase two began at the end of May. The new public space will include street furniture, tank greening, LED lighting, viewing windows into the tanks, and interactive play elements such as a swing set and waterplay. Works are expected to be complete before the end of this year.

AC36

AC36 - Of the 77 berths available in the event village marina – around 73 were fully booked over the event period February to March 2021. While most bookings were locally based, around a third were visitor vessels that have met all New Zealand exemption and quarantine requirements.

Preparation for AC37 - Recent negotiations have determined that Auckland is unlikely to be the home of the next America's Cup event. We are unlikely to know final outcome until Sept-November 2021.

Westhaven

2

At the Civil Contractor NZ (CCNZ) HYNDS Construction Awards on 19 June, the **Westhaven Promenade** – Stage two project won the award for 'Category E - Best Project'.

Viaduct

8

The Eastern Viaduct Quay Street works began in April 2021 and are expected to be completed in July 2021. This will complete the works to the same standard as Quay Street and will address the stormwater overflow issues at the entrance to this part of the waterfront.

AVONDALE

Masterplan: Spatial delivery plan

Total programme life cost \$62.3m



Projects completed & underway

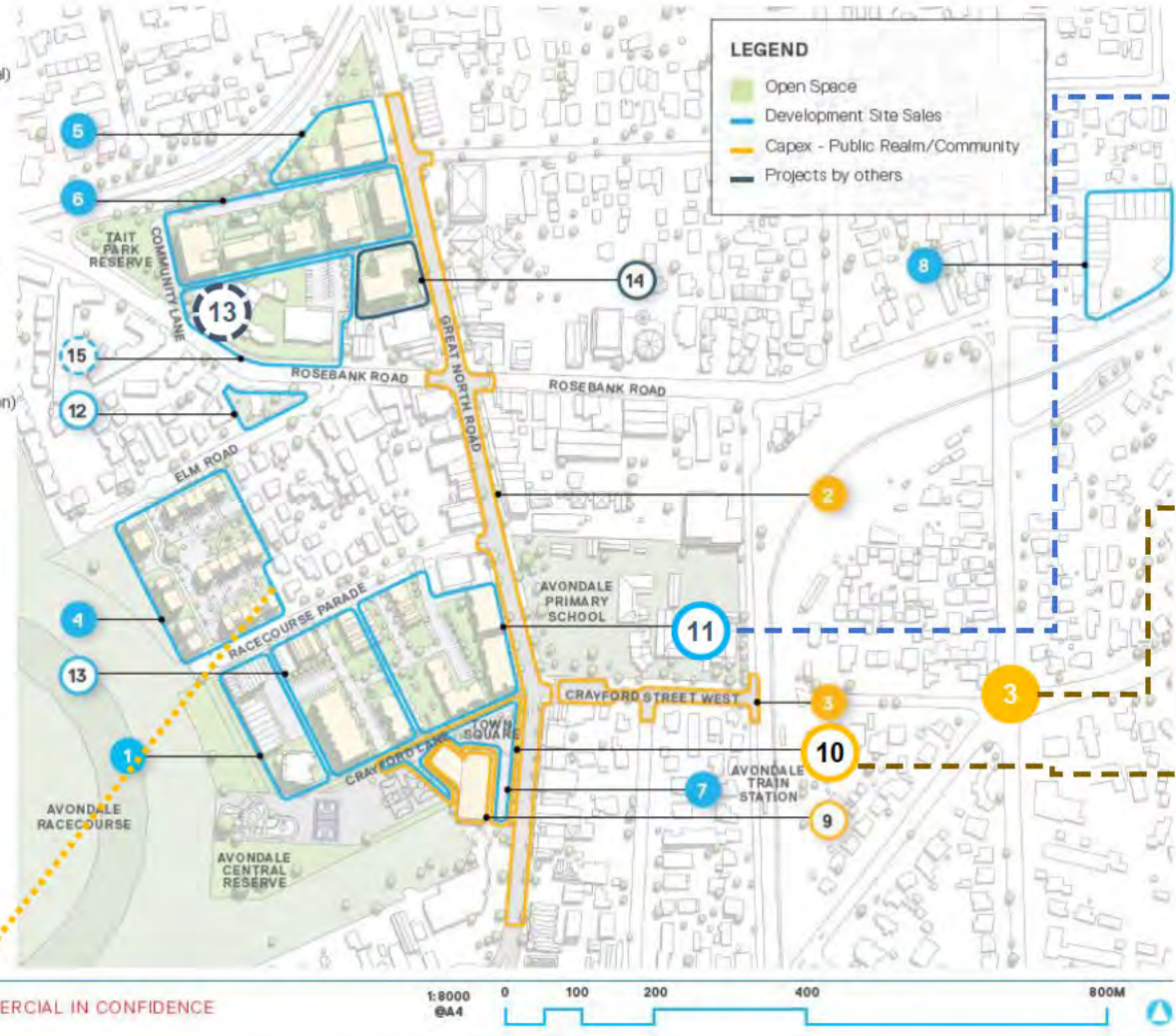
- 1 26 Racecourse Parade (The Set Buildings, Ockham Residential)
- 2 Great North Road Enhancements (AT)
- 3 Upgraded Crayford Street (Panuku)
- 4 18 Elm Street – sold (Kāinga Ora)
- 5 1817 Great North Road – sold (MHUD/Ockham Residential)
- 6 3-5 Community Lane (Highbury Triangle, Kāinga Ora)
- 7 Acquisition of 1971 - 1987 Great North Road
- 8 Site sale - Trent st whakawhiti loop (NZ Housing Foundation)

Short-term projects (FY22-24)

- 9 Multi Purpose Community Facility (Community Facilities)
- 10 Town Square & Playground (Panuku)
- 11 Avondale Central Site (Panuku)
- 12 Corner Rosebank Road & Elm Street (Kāinga Ora)
- 13 10 Racecourse Parade (option to acquire)
- 14 1843 Great North Road (Ted Manson Foundation)

Long-term projects (FY25+)

- 15 93 – 99 Rosebank Road (current Library & Community Centre, Panuku)



Avondale Central – We have now gone unconditional on the option to acquire 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 and prominence of the site this represents a very significant milestone and progress to further enable the regeneration of Avondale.

Placemaking - We are working with a number of artists on a programme of repainting on a monthly basis a pavilion built by Unitec students constructed on the Avondale central site, curation of poster art and management of events. These efforts are helping to build community interest, connection and support for our programme in Avondale, and have been well received by the community.

Crayford Street West – we have now reached agreement with Vector and Chorus to enable this streetscape improvement project, including increased lighting, improved pedestrian safety measures and enhanced visual amenity to commence. This will strengthen the connection between the town centre and the train station.

Town Square Project – The town square and associated library and community hub concept was approved by the Whau Local Board on the 23 June 2021. The design team can now progress with developed design. Community feedback was generally positive.



HENDERSON

Masterplan: Spatial delivery plan

Total programme life cost \$45.8m

HLPP BOUNDARY



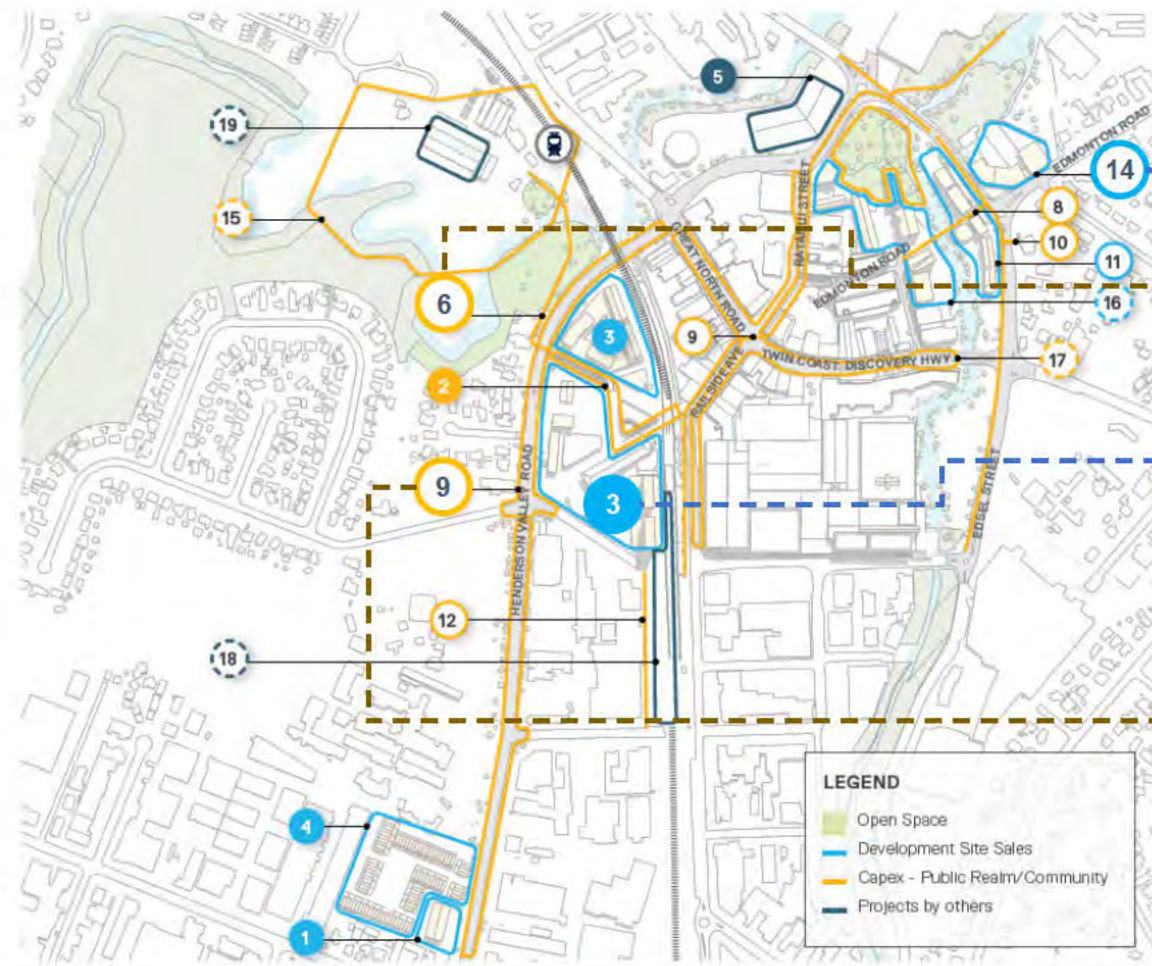
Falls car park – Artificial turf has been installed in the falls carpark to replace the pump track which has been moved from the site. This is working well and improves the feel of the space and supports the Te Puna market which is continuing to operate successfully.

Placemaking – a very successful fresh water frenzy event was held April with key partners on the Falls carpark promoting urban stream quality.

Opanuku Link – A change to the construction material from concrete to wood has been agreed with Council's Community Facilities team with support from key partners. This provides improved environmental and constructability benefits.

2-6 Henderson Valley Road (sale to Laidlaw College site) – Final settlement has now been completed

Innovating Streets for People (ISFP) – A project to trial making it faster and easier to transition our streets to safer and more liveable spaces (in conjunction with Auckland Transport and funded by Waka Kotahi) was completed in June. Community feedback, including serious concerns with the impact on local business and traffic movement, is being worked through. The pop-up cycleway on the alderman carpark links in well with the ISFP installation.



Projects completed & underway

- 1 Haumarū Housing Henderson (Haumarū)
- 2 2-6 Henderson Valley New Road
- 3 2-6 Henderson Valley Road (subdivision & sale)
- 4 23-27 Henderson Valley Road (Haumarū)
- 5 Pak'n Save upgrade

Short-term projects (FY22-24)

- 6 Opanuku Link - Bridge, Reserve
- 7 Henderson Valley Road Stage 1
- 8 Oratia Link-Cycleway and bridge
- 9 Ratanui Link- Cycleway
- 10 14-20 Edmonton Rd Safety Improvements
- 11 C40 Alderman carpark
- 12 Smythe to Hickory Link
- 13 Twin Streams Enhancement (across entire programme)
- 14 Falls Carpark (14-20 Edmonton Rd)

Long-term projects (FY25+)

- 15 Corban Estate Masterplanning (Community Facilities)
- 16 Oratia Precinct (Trading Place)
- 17 Henderson Main St Enhancements
- 18 City Rail Link Platforms (CRL)
- 19 Te Pou Theatre

REGIONAL PROGRAMME - AT / Panuku Transit Orientated Development Programme scope

Spatial delivery plan

Total programme life cost \$5m

Tranche 1 - Initiated FY20-25

- 1 Ōrakei Train Station park & ride
- 2 33 Station Road, Manurewa
- 3 8 Selwyn Road, Manurewa train station park and ride

Tranche 2 - Initiated FY23-30*

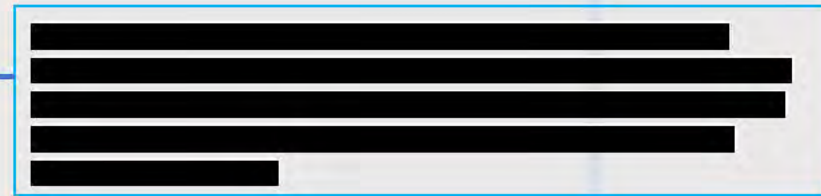
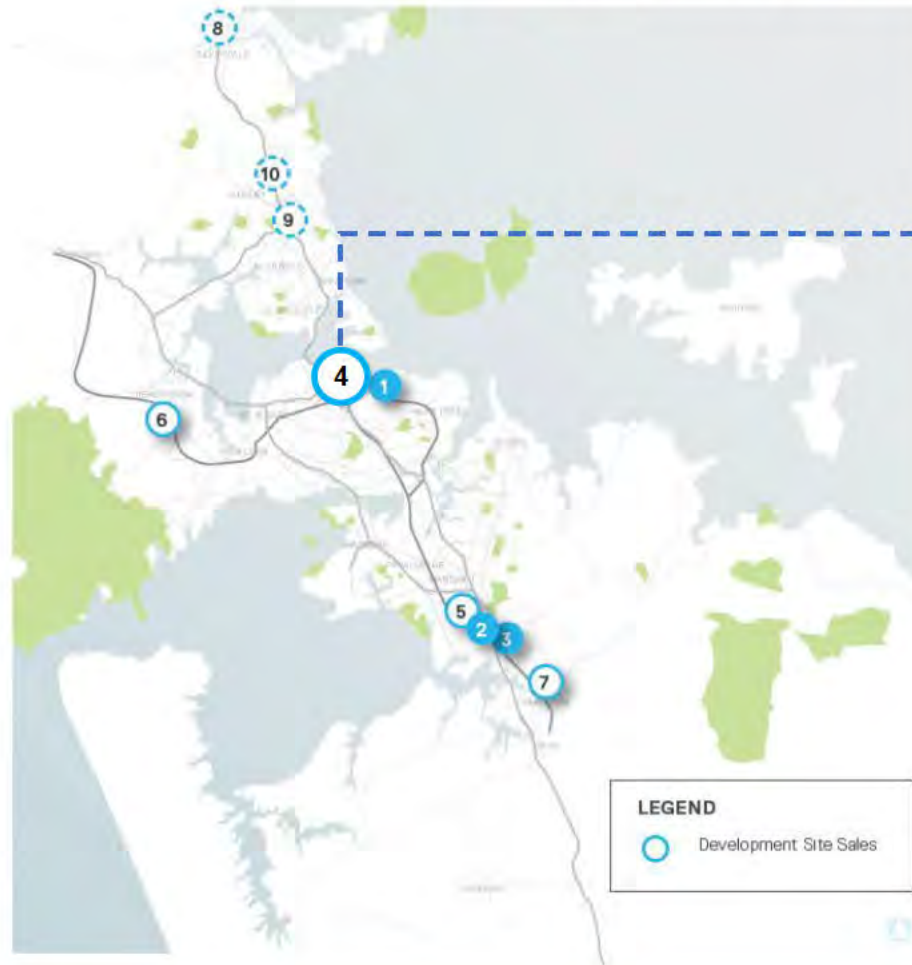
- 4 [REDACTED]
- 5 Homai train station park and ride
- 6 Sturges Road train station park and ride
- 7 Papakura train station park and ride

Tranche 3 - Initiated FY25+

- 8 Silverdale bus station park and ride
- 9 Constellation bus station park and ride
- 10 Albany bus station park and ride

AT Park and Ride Redevelopment is a joint venture between AT and Panuku aimed at providing an appropriate strategy to accommodate transport service requirements at designated council owned park and ride sites while simultaneously exploring mixed use development options with positive urban regeneration and urban design outcomes.

* The dates shown indicate the planned project initiation of the each site.

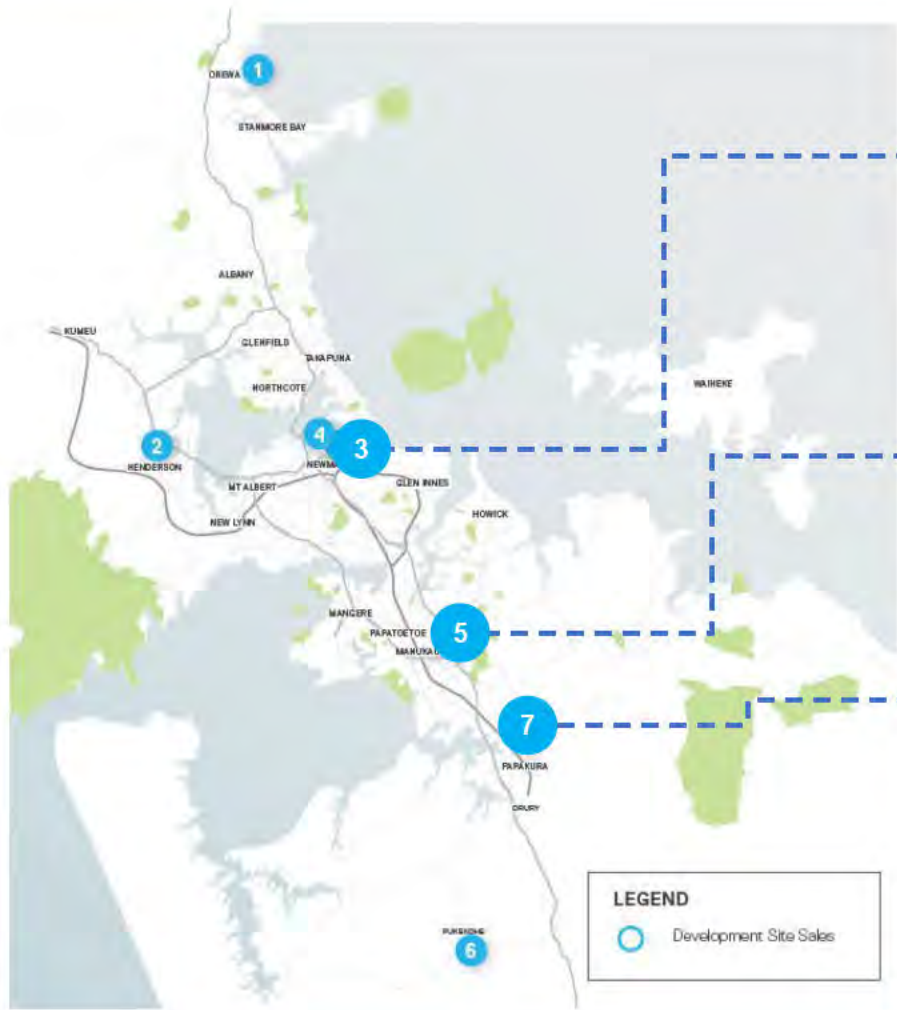


REGIONAL PROGRAMME - Corporate Property

Spatial delivery plan

Projects completed & underway

- 1 50 Centreway, Orewa
- 2 6 Henderson Valley Road, Henderson
- 3 [REDACTED]
- 4 35 Graham Street, Auckland City
- 5 Kotuku House, 4 Osterley Way, Manukau
- 6 82 Manukau Station Road, Pukekohe
- 7 [REDACTED]



[REDACTED]

Kotuku House, Manukau Road – The go to market strategy and business case will be submitted for approval at the July board meeting. [REDACTED]

[REDACTED] – Both the Essential Outcomes and Design Brief and project business case were approved on 21 June 2021. The draft Survey Office (SO) plan was lodged with LINZ on 28 June 2021. [REDACTED]

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

- The following properties have been sold:
- 1 50 Centreway, Orewa – sold June 2020
 - 2 6 Henderson Valley Road, Henderson – sold Dec 2020
 - 4 35 Graham Street, Auckland City – sold September 2019
 - 6 82 Manukau Station Road, Pukekohe – sold February 2021

REGIONAL PROGRAMME - Haumaru Scope

Spatial delivery plan

Total programme life cost \$27.7m

Going forward this programme will be managed and delivered in tranches.

The second tranche consists of Greenslade Court and Godley Road.

These will be followed by 14 and 22 Marne Road.

Projects completed & underway

- 1 16-18 Handley Avenue, Narrow Neck
- 2 [REDACTED]
- 3 24-32 Greenslade Court, Northcote
40 new units
- 4 14 Marne Road, Papakura
- 5 22 Marne Road, Papakura
- 6 33 Henderson Valley Road

Short-term projects (FY22-24)

- 7 7 Coronation Road, Mangere
80 new units

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



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



ORMISTON

Masterplan: Spatial delivery plan

Total programme life cost \$3.8m

Projects completed & underway

- 1 Subject to disposal
- 2 Library/ Community Centre
- 3 Development (Todd Property)
- 4 Development (NZPL)
- 5 66 Flat Bush School Road - Stage 1 (Todd Property)
- 6 66 Flat Bush School Road - Stage 2 & 3 (Todd Property)



The executive is continuing to progress negotiations with Todd Property on it's proposals to fulfil their obligations under the development agreement.



REGIONAL PROGRAMME - Service Property Optimisation

Spatial delivery plan

Projects completed & underway

- 1 [REDACTED]
- 2 [REDACTED]
- 3 [REDACTED]
- 4 39R Pohutukawa Road, Beachlands
- 5 17W Hawke Crescent, Beachlands
- 6 111R Wyllie Road, Papatoetoe
- 7 19 Jervois Road, Herne Bay
- 8 [REDACTED]

Short-term projects (FY22-24)

- 9 22 Tahapa Crescent, Meadowbank

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



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



REGIONAL PROGRAMME - Supports Scope

Spatial delivery plan

Total programme life cost \$25.8m

Projects completed & underway

- 1 [REDACTED]
- 2 132 Greenlane East, Greenlane
- 3 Civic Administration Building development agreement
- 4 Lots 4&5 Flat Bush School Road, Flat Bush
- 5 Central Post Office Station Plaza Over Site Development
- 6 84-100 Morrin Road, St. John's
- 7 [REDACTED]
- 8 10 Ambrico Place, New Lynn
- 9 83B Godley Road, Green Bay
- 10 Hobstville Airfields Stage 2 - Avanda
- 11 [REDACTED]
- 12 [REDACTED]
- 13 [REDACTED]
- 14 498 Whangaparoa Road, Stanmore Road
- 15 65 Hadington Drive, Flat Bush
- 16 Bledisloe House, city centre
- 17 [REDACTED]
- 18 Own Your Own Home - region wide
- 19 20 Link Cres, Whangaparoa
- 20 Britomart Development Deed
- 21 Lot 3 Flat Bush Road

Short-term projects (FY22-24)

- 22 78 Merton Road, St. John's



1 [REDACTED]

7 [REDACTED]

11 [REDACTED]

12 [REDACTED]

13 [REDACTED]

17 [REDACTED]



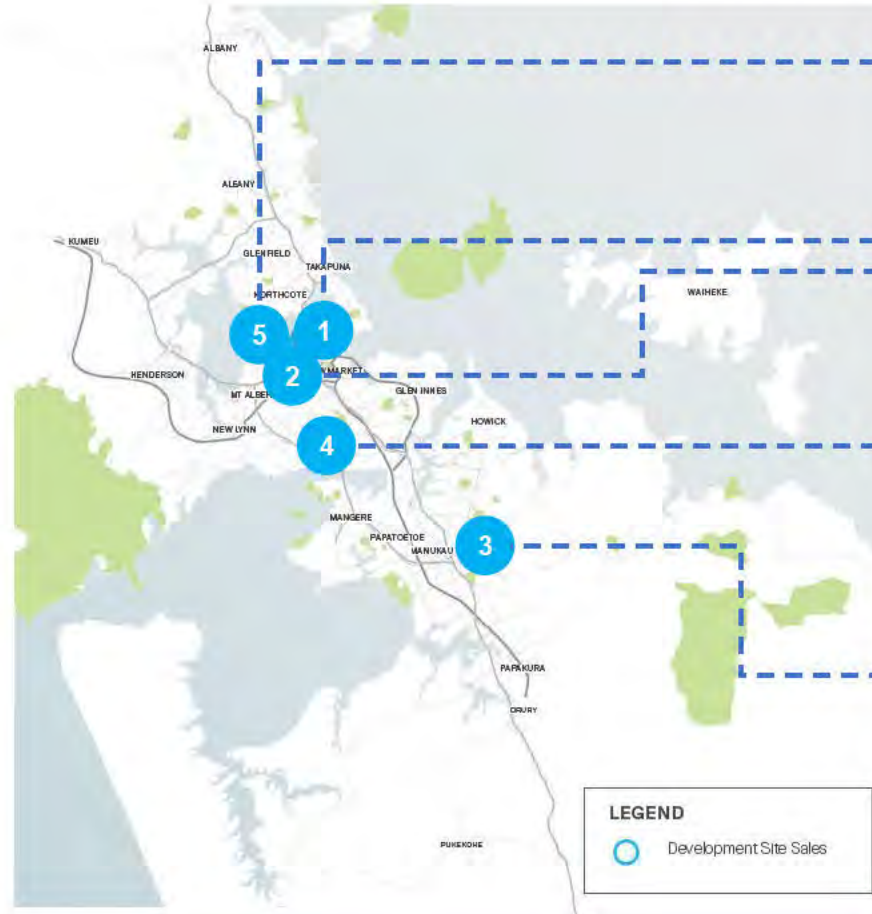
Regional Property Renewal Projects

Spatial delivery plan

Total programme life cost \$141.6m

Projects underway

- 1 [REDACTED]
- 2 27 Princes St - Seismic & refurbishment
- 3 [REDACTED]
- 4 [REDACTED]
- 5 [REDACTED]
- 6 Auckland Council renewals - small scale capital upgrades (regional wide)



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Eke Panuku manages and maintains non-service assets for Auckland Council.



Information paper: Board Strategy Day Outline

Document author: Brenna Waghorn, GM Strategy and Planning

July 2021

Whakarāpopototanga matua | Executive summary

1. The annual board strategy day is scheduled for Wednesday 22 September 2021, with a reserve date of Friday 8 October. This report sets out a draft agenda, for discussion and feedback.
2. The purpose of the strategy day is consider and provide strategic direction on key matters facing Eke Panuku over the medium term, to support delivery of the work programme, and build relationships within the board and with the executive.

Matapaki | Discussion

3. The topics proposed for discussion at the strategy day are listed below:
 - Strategic conversation – Mayor, Phil Goff and Auckland Council Chief Executive, Jim Stabback - Expectations of Eke Panuku
 - Strategic partners – who do we work with, when and why? This will include discussion of criteria for allocating site opportunities, essential outcomes, development categories, risk appetite, selecting development partners policy, Mana Whenua commitments and process, etc
 - Organisational capability and capacity - risks and opportunities for talent attraction and retention in the challenging labour market
 - Town Centre Guidelines – our central strategy document to be approved by Board in November. This will include discussion and feedback on principles for thriving town centres and implementation tool box
 - Future programme and funding model – preliminary discussion about the forthcoming process to engage with the shareholder on our future locations and funding, likely to commence in 2022/23 prior to the next LTP .

Information paper: Downtown Carpark redevelopment - market process

Document author: Allan Young, General Manager Development

July 2021

Whakarāpopototanga matua | Executive summary

1. The purpose of this information paper is to update the Board on the progress of the Downtown Carpark redevelopment and to discuss the next steps for the market process.
2. In December 2020, Auckland Council's 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 Auckland Transport (AT) Board, and deliver on the agreed development outcomes for the site.
3. With the approval of the strategic outcomes for the Downtown Carpark redevelopment in June 2021, Eke Panuku has appointed PwC Advisory Services to assist us to manage the sale and commenced a three stage market process. Eke Panuku is currently progressing market testing and will complete this by the end of July.
4. Market testing aims to test the thinking around the site's potential, future uses, timelines, risks, constraints, existing occupancy interests, how the agreed strategic outcomes can be achieved, and the level of specification required for respondents to achieve the transport outcomes.
5. Eke Panuku is also seeking market feedback on the potential bus facility options, multimodal transport hub, and any public short stay carparking. In relation to the bus facility, participants will be asked to comment on their preference and any perceived benefits, risks or financial impacts posed by the on-site redevelopment options and the on-street option where the Lower Hobson Street flyover is removed. Evaluation of the market testing and preparations for the next phase will take place in August 2021.
6. Subsequent "on market" phases include expressions of interest (EOI) and request for development proposal (RfDP) phases. The EOI phase is programmed to commence in September 2021. Evaluation of the EOI responses and preparation for the RfDP is programmed for November 2021. The RfDP process is expected to take place between December 2021 to March 2022.
7. At the completion of each phase, there will be decisions for the Board to make. A summary of upcoming board decision points is below:
 - Decision on go-to market - 25 August 2021 board meeting.
 - Decision on shortlisted parties to progress to RfDP stage - 24 November 2021 board meeting.
 - Decision on development partner and terms - May board meeting.

8. The Downtown Carpark redevelopment is being led by Eke Panuku, but is a joint project with Auckland Council and AT. A steering group and project team has been established with representation across a range of functions. The outputs of these workstreams will form part of the materials for the EOI/RfDP. Details of these will be submitted to the Board in accordance with the milestones outlined above.
9. Due to the joint nature of this project, information reporting will also be submitted to the AT Board in parallel with Eke Panuku Board submissions.

Matapaki | Discussion

10. The purpose of this information paper is to provide an update on the Downtown Carpark redevelopment, set out the intended market process and future board decision points.
11. Auckland Council's Finance and Performance Committee on 15 December 2020 resolved that the:
 - Eke Panuku Board lead a market approach to select a development partner to deliver on the agreed development outcomes for the Downtown Carpark site in consultation with the AT Board.
 - Future disposal and development of the Downtown Carpark site, RT NA15A/424 be subject to:
 - i. a development agreement that materially achieves the development outcomes,
 - ii. completion of any statutory processes, and
 - iii. approval of the terms and conditions by the Eke Panuku Board in consultation with the AT Board.
12. The Planning Committee approved the strategic outcomes for the site, with the urban regeneration outcomes being approved on 3 December 2020 and the transport outcomes on 3 June 2021.
13. The urban regeneration outcomes were in the following categories of land use, urban form and quality design, movement and access, environmental and social responsibility, and Māori outcomes. The transport outcomes are as follows:
 - Bus facility: provision of a bus facility, including short term bus layover, charging facilities for e-buses, active bus stops and passenger amenities, either as part of the site redevelopment and/or by removing the Lower Hobson Street flyover and replacing the space underneath it with an accessible on-street bus facility.
 - Multimodal transport hub: provision for a flexible, accessible multimodal transport hub that supports public access to micro mobility, including end of journey facilities, mobility parking, and a micro freight distribution hub.
 - Public short stay carparking: no specification on the number of short stay public car parks but responses to include details of the car parking required to meet the objectives of the development and any additional public short stay car parking the developer proposes to provide.

14. With the strategic outcomes being approved, Eke Panuku has commenced a three stage market process with the aim of securing a development partner to deliver a redevelopment incorporating these outcomes. The market process is summarised in the indicative programme timeline attached and is described below with target timeframes. Target timeframes may be subject to change based on market testing feedback or progress on preceding phases.
15. Market testing, 1 July - 31 July 2021: early engagement with a range of industry specialists to:
 - Test the thinking around the site's potential, future uses, timelines, risks, constraints, existing occupancy interests, how the strategic outcomes can be achieved and what level of specification is required from Eke Panuku for respondents to achieve the transport outcomes.
 - Seek market feedback on the potential bus facility options, multimodal transport hub, and any public short stay carparking. In relation to the bus facility, participants will be asked to comment on their preference and any perceived benefits, risks or financial impacts posed by the on-site redevelopment options and the on-street option where the Lower Hobson Street flyover is removed.
 - As an on-site option does not preclude removal of the flyover, participants will also be asked to comment on the removal of the flyover and the prospect of a fully integrated harbour edge stitch. This feedback will be used to frame the subsequent "on market" stages.
16. Expression of interest (EOI), 13 September - 22 October 2021: stage at which respondents formally express their interest in the development opportunity and demonstrate evidence of their capability, track record, and vision for the site.
17. Request for development proposal (RfDP), mid December - end of March 2022: detailed proposals will be sought from the shortlisted respondents but is likely to include:
 - A design response which outlines the respondent's development concept and master plan for the site and how this responds to the site context, CCMP, Council's strategic objectives and essential requirements for the site.
 - A commercial offer including price, key terms, transaction structure and conditions precedent.
 - A programme and delivery strategy or methodology.
18. The process has been programmed in a way that provides for evaluation, preparation and board reporting. The Executive will bring the following decisions to the Eke Panuku Board:
 - Decision on the go-to market strategy - 25 August 2021
 - Decision on shortlisted parties to progress to RfDP - 24 November 2021.
 - Decision on development partner and terms - May TBC
19. The process is being led by Eke Panuku but managed through a joint Auckland Council, Eke Panuku and AT Steering Group chaired by the Eke Panuku CE. The Steering Group

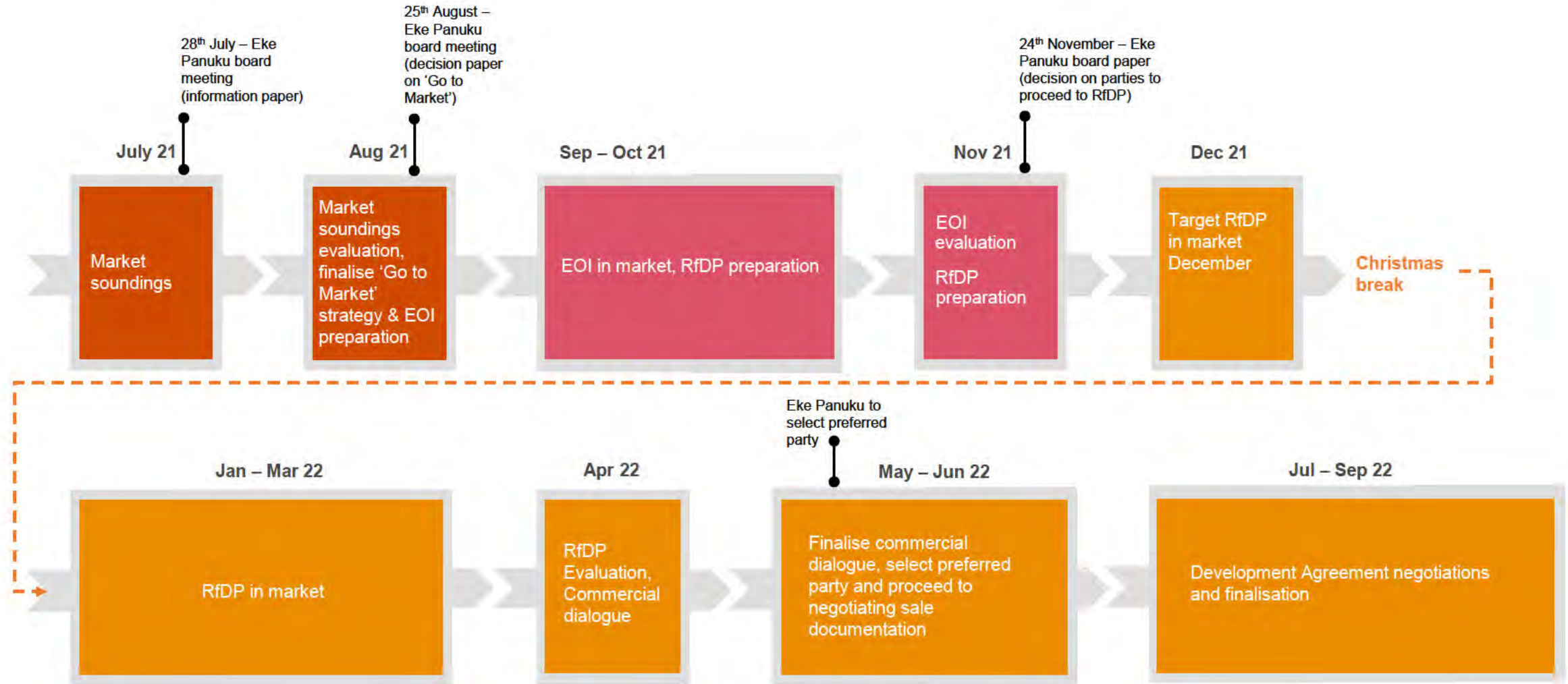
is responsible for strategic decision making and oversight of the project workstreams. Membership is from a range of functions across the organisations.

20. Individual workstreams are being progressed by project teams with members across Eke Panuku, AT and Council. Subject matter experts across design, planning, commercials, communications, Māori outcomes, sustainability, legal, property and leasing and transport were involved in preparing the June Planning Committee and market testing workstreams.
21. A similar team has been set up to advise and assist with the workstreams required to prepare for the EOI/RfDP phases. With the level of detail required increasing for "on-market" phases, the project teams have expanded in size and now feature subject matter experts who have the ability to determine specifications to which the market can respond.
22. Outputs from these workstreams will form part of the materials for the EOI/RfDP phases. The relevant details will be submitted to the Eke Panuku Board to assist with decision making in accordance with the milestones outlined above.
23. We note that due to the joint nature of this project, information reporting will also be submitted to the AT Board in parallel to submissions to the Eke Panuku Board.

Ngā tāpirihanga | Attachments

Indicative programme timeline

Downtown Car Park Site - Indicative programme timeline



Director interests at 01 June 2021

Member	Interest	Company / Entity	Conflicts pre-identified?
Paul F. MAJUREY	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		

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

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

Richard I. LEGGAT	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	

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

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

Susan HURIA	Trustee	Construction Health & Safety NZ (CHASNZ)	No
	Director	Connexis	No
	Chair	Gisborne Covered Production	No
	Chair	Leaderbrand Holdings and associated entities	No
	Director	Osprey and associated entities	No
	Director/Shareholder	Rawa Hohepa	No
	Director	Royal College of General Practitioners	No
	Business Reference Group member	Te Arotake Future for Local Government	No

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

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

Director meeting attendance register – 2020 / 2021

	2020						2021					TOTAL
	28 Jul	21 Aug	23 Sep	21 Oct	18 Nov	16 Dec	18 Feb	24 Mar	28 Apr	26 May	23 Jun	
P.F. Majurey	x	✓	✓	✓	x	✓	✓	X	✓	✓	✓	8
J. Coop	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	11
D.I. Kennedy	✓	✓	✓	✓	✓	✓	✓	✓	✓	X	✓	10
R.I. Leggat	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	11
A.F. Young-Cooper	✓	✓	✓	✓	✓							5
V. Carroll	✓	✓	LOA	LOA								2
J. Kerr											✓	1
K. Court											X	0
S. Huria											✓	1
S. Evans											✓	1

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 23 June 2021 commencing at 11.30am.

Attending		<p>Board: Paul Majurey – Chair, John Coop, Richard Leggat, David Kennedy, Susan Huria, Steve Evans, Jennifer Kerr</p> <p>Executive: David Rankin – Chief Executive, Gyles Bendall – GM Design & Place, Alaina Cockerton – Head of People & Culture, Angelika Cutler – GM Community & Stakeholder Relations, Carl Gosbee – Chief Financial Officer, Marian Webb – GM Assets & Delivery, Ian Wheeler – Chief Operating Officer, Allan Young – GM Development, Talia Hodgson – Senior Governance Advisor</p>
Opening remarks	3 06/21	<p>The meeting opened with a Karakia.</p> <p>The Chair welcomed board members and executive to the meeting.</p>
1.1 Apologies	2 06/21	Kenina Court - Director, Brenna Waghorn – GM Strategy & Planning
Deputation		<p>The Deputation was welcomed for this item. Lindsey Dawson offered apologies from David Allen. She gave a presentation on behalf of the Hobsonville Point Residents Association expressing the group’s desire for refurbishment of the Wasp Hangar as a landmark vintage facility for the community, and the group’s support for the development of Wasp Square.</p> <p>The Chair thanked Lindsey for the presentation and advised the messages delivered would be considered.</p>
2. Chief Executive’s report	4 06/21	<p>David Rankin, Chief Executive, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • the downtown carpark redevelopment; █ [REDACTED]; • Finalisation to Council of Long-Term plan; █ [REDACTED]; • NZ Super Fund and Eke Panuku progressing discussions following the board workshop, with a focus on Northcote, but thinking about broader possibilities; • collaboration with AT in relation to transport investment and urban design capability with agreement to schedule a hui with the AT Board on an annual basis; █ [REDACTED]; • recent developments on the Human Rights Tribunal proceedings re Papatoetoe site and associated sensitivities, risks, and legal advice. Noted that potential settlement option is to be formally floated with other parties. <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
3. Health and safety	5 06/21	<p>Blair McMichael, Health & Safety Manager, joined the meeting and introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • one-on-one sessions with H&S Manager for new directors; • staff wellbeing as a focus and work in progress, especially in regard to public engagement;

		<ul style="list-style-type: none"> • public use of the waterfront as a major health and safety focus, given rise of falls; • review of safety in design processes, training and compliance as priority matters; • improvements in understanding health and safety relationships with contractors, developers, and associated responsibilities; • induction and training protocols for staff; • critical risks and preventative and mitigative controls to be provided in monthly health and safety board report; • Westhaven – review of electrical safety aspects, maintenance and equipment; • the Fullers incident and follow up actions; • holistic workshop with the Board on health and safety planned for August. <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
4.1 Statement of Intent 2022-2024	7 06/21	<p>Kingsha Changwai, Planning and Reporting Manager, joined the meeting for this item. The board discussed the following matters:</p> <ul style="list-style-type: none"> • tangible measures to monitor and understand progress being made around the Eke Panuku climate change response; • the importance of measuring per capita carbon footprints in communities being created; • well-designed density and transport as key issues; • high focus on climate change and sustainability to be incorporated into the next SOI. <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <ol style="list-style-type: none"> 1. Approved the final Eke Panuku Development Auckland Statement of Intent 2021-24 (SOI). 2. Provided delegation to the Chair and Chief Executive to approve any final changes to the SOI before it is submitted to the Council on 30 July 2021.
4.2 Submission of financial reporting information to Auckland Council year ending 30 June 2021	8 06/21	<p>Carl Gosbee, Chief Financial Officer, introduced the report and noted the tight timeframes.</p> <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <ol style="list-style-type: none"> 1. Delegated to the Chief Executive and Chief Financial Officer the authority to approve the 30 June 2021 financial reporting pack and representation letter for Auckland Council.
4.3 Board committee membership	9 06/21	<p>Carl Gosbee, Chief Financial Officer, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • most matters require full board discussions and decisions; • Audit and Risk committee membership - Kenina Court is Chair, the Eke Panuku Chair is ex officio, plus three members • The three members proposed and agreed for the Audit and Risk committee are David Kennedy, Jennifer Kerr and Susan Huria; • Priority Location Committee – important to maintain engagement about urban regeneration and design with ongoing site visits by the full Board being of value; • ongoing workshops for the full Board to replace formal committee structure on regeneration program; • Health and safety issues to be overseen by the full Board.

		<p>Following the conclusion of discussions, the Eke Panuku Board:</p> <ol style="list-style-type: none"> 1. Approved the disestablishment of the People and Culture Committee and the Priority Location Committee 2. Appointed Kenina Court as Chair, and David Kennedy, Jennifer Kerr and Susan Huria as members of the Audit and Risk Committee 3. Confirmed Paul Majurey, ex-officio as Eke Panuku Chair, as the fifth member of the Audit and Risk Committee 4. Thanked Mark Darrow for his contribution to the Audit and Risk Committee
5.1 Procedural motion to exclude the public	1 06/21	Pursuant to clause 12.3 of the Eke Panuku Constitution, the public be excluded from the following proceedings of this meeting, so that commercially sensitive issues can be discussed in confidential session.
7.1 Corporate Business Plan 2021-2022	6 06/21	<p>David Rankin, Chief Executive, introduced the plan. The board discussed the following matters:</p> <ul style="list-style-type: none"> • this is a working document for the Board and Executive team, setting direction and priorities for ten years; • suggestion to use the phrase “growing co-governance” instead of the word “decolonisation”; • valuation protocols when disposing of land on non-contestable, or limited contestable, processes; • the grants and donation plan, with a suggestion to change the name of this item; • the value of having mana whenua share their narratives and stories with the Board to ensure optimum working relationships; <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <ol style="list-style-type: none"> 1. Approved the 2021-2022 Corporate Business Plan and associated budgets and activities. <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
7.2 3 Mountwell Cres – go to market	10 06/21	<p>Allan Young, GM Development, introduced the report. Richard Taylor joined the meeting for this item. The board discussed the following matters:</p> <ul style="list-style-type: none"> • build-to-rent rationale and opportunities;

		<ul style="list-style-type: none"> • potential challenges around the relatively small scale of the site, acknowledging it is a key site for initiating Panmure regeneration; • build-to-rent as a preferred outcome for the site rather than an essential one; • the importance of the internal quality of the development as well as urban design criteria; • the transparent selection process to determine the most appropriate developer and who it might partner with; • the feedback process for unsuccessful parties; • options if the market doesn't enable a quality product for the site that meets criteria. <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <ol style="list-style-type: none"> 1. Approved the sale of the property through a contestable site sale process, limited to mana whenua parties under section 4.2 of Panuku's Selecting Development Partners Policy; and if unsuccessful proceed to an open market sale process; 2. Delegated authority to the Chief Executive to select a preferred party and execute the required documentation to sell the site at no less than [REDACTED] and in alignment with the essential outcomes summarised below and as supported by the design guidelines attached; <ul style="list-style-type: none"> • housing choice –minimum of forty-five dwellings • minimum 100m2 of commercial/retail • Homestar 6 minimum • high quality urban form • Maori outcomes – through procurement
<p>7.3 Avondale Central – go to market</p>	<p>11 06/21</p>	<p>Ian Wheeler, Chief Operating Officer, introduced the report. John Carter joined the meeting for this item. The board discussed the following matter:</p> <ul style="list-style-type: none"> • the scale, size and importance of the development; • valuation and commerciality of the site; • capability of prospective developers (potentially mana whenua); • appropriate guiding policy for the development, with amendment as necessary; • Health and safety plans and obligations of potential commercial partners as part of submission to provide transparency and assurance; <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <ol style="list-style-type: none"> 1. Approved the sale of Avondale Central (6 and 10 Racecourse Parade) subject to the following essential terms: <ol style="list-style-type: none"> a. an exclusive period to market the sale and development of the property directly with mana whenua of up to four months, comprising of one month to confirm interest and demonstrate capability, and if this threshold is met, three months to prepare a request for development proposal, and if unsuccessful proceed to an open market sale process

		<ul style="list-style-type: none"> b. a masterplan prepared demonstrating delivery of "Avondale Central 6 and 10 Racecourse Parade, Avondale Essential Design Outcomes and Design Guide" (Attachment B) c. a minimum of 200 homes developed across 6 and 10 Racecourse Parade incorporating a mix of height and typology d. the expression of Māori culture and identity in the design to be confirmed through an engagement process with mana whenua e. development to be completed within six years of the Sale and Development Agreement being unconditional f. the residential component of the development must be designed, built, and certified at a minimum Homestar 6 Rating g. inclusion of a five meter wide publicly accessible pedestrian and cycleway easement along the boundary of 6 Racecourse Parade. h. design review through the Eke Panuku Technical Advisory Panel (TAG) prior to the lodgement of the resource consent application for land use or subdivision i. proposed transaction to be reported back to board at appropriate stage for approval
8.2 Waterfront H&S	12 05/21	<p>Gyles Bendall, GM Design & Place, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • checks around safety, design, maintenance and changing environments; • general review of health and safety processes; • complexities in relation to tenure holdings and some waterfront locations being both a work site and public space; • the need for clear classification of edge conditions and the desire to avoid excessive installation of balustrades; • the importance of identifying risks that haven't yet presented an incident, as well as focussing on incidents that have happened; • tracking of high potential near misses; • behaviours within public spaces around the waterfront. <p>Following the conclusion of the discussions, the Eke Panuku Board received the report.</p>
8.3 Risk management update		<p>Carl Gosbee – Chief Financial Officer, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • increased focus on cyber risk; • risk workshop with the Eke Panuku Board set for July; • [REDACTED]; • engagement survey being carried out at present to understand the key drivers (the last survey was undertaken in 2019); • acknowledgement of and celebration for staff being low-key due to budget constraints, with a desire to offer more if possible.

		Following the conclusion of discussions, the Eke Panuku Board received the report.
8.4 Update on engagement with mana whenua June 2021	13 05/21	<p>Angelika Cutler, GM Community & Stakeholder Relations, introduced the report. Daniel Haines joined the meeting for this item. The board discussed the following matter:</p> <ul style="list-style-type: none"> • the Rangatira hui held earlier in the morning which had generated a great turnout and constructive discussion; • commercial strategy and SOI requirements and measures (40 significant Maori initiatives); • annual survey re SOI satisfaction from mana whenua with responses to be brought to the Board. <p>Angelica will compile an overview of the morning's hui and actions arising to inform the Board.</p> <p>The Chair thanked Angelica and the team for an excellent hui.</p> <p>Following the conclusion of the discussions, the Eke Panuku Board received the report.</p>
9.1 Director interests	18 06/21	The Eke Panuku Board reviewed and received the Register of Director's Interests.
9.2 Director meeting attendance	19 06/21	The Eke Panuku Board noted the directors' meeting attendance.
9.3 Minutes of 26 May 2021 board meeting	20 05/21	The Eke Panuku Board reviewed and confirmed the Minutes of the Board Meeting 26 May 2021, with confidential information included, as a true and accurate record of the meeting.
9.4 Board action list	21 06/21	The Eke Panuku Board noted the board action list.
9.5 Board forward work programme	22 06/21	The Eke Panuku Board noted the board forward work programme.
10. General business	23 06/21	There was no General Business.
Close of board meeting	24 06/21	The meeting closed at 2:58pm.

Read and confirmed

_____ Chair

_____ Date

Board action list at 23 June 2021

Date requested	Minute reference	Action	ELT member responsible	Date required	Comments
26/05/21		Climate Change	Brenna Waghorn	June 2021?	Management to report back on the council group approach to the monitoring and auditing of activity and progress regarding climate change.

Board work programme 2021

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

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

Workshops

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

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