

# Board Report

## Public

### Date

Thursday,  
18 February 2021

### Venue

Panuku  
82 Wyndham St





# Board agenda

**Where:** Panuku, 82 Wyndham Street  
**When:** Thursday, 18 February 2021 | 10.00 am – 1.00 pm  
**Board members:** Paul Majurey – Chair  
 John Coop – Director  
 David Kennedy – Director  
 Richard Leggat – Director  
**Liaison councillor:** Cr Efeso Collins

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

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

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

<b>1.</b>	<p><b>Meeting open</b></p> <p>1.1 Procedural Motion to Exclude the Public</p> <p>Put the motion that, pursuant to clause 12.3 of the Panuku Constitution, the public be excluded from the following proceedings of this meeting, so that commercially sensitive issues can be discussed in confidential session.</p> <p>1.2 Apologies</p>
<b>2.</b>	<b>Chief Executive's report</b>
<b>3.</b>	<b>Health and Safety</b>
<b>4.</b>	<p><b>Decision papers</b></p> <p>4.1 Supports; 198 - 222 Dominion Road &amp; 113 -117 Valley Road, Mt Eden - Go to market strategy</p> <p>4.2 Supports; Exclusive negotiations &amp; sale of Airfields Stage 3 - Megalots 5 &amp; 6, Hobsonville Pt</p> <p>4.3 Supports; 65 Haddington Drive, Ormiston - exclusive negotiations &amp; go to market strategy</p> <p>4.4 C40 development additional land disposal recommendation - 331 (part) Great North Road, Henderson</p> <p>4.5 Westhaven Marina Limited director appointments</p> <p>4.6 Ormiston Town Centre and 66 Flat Bush School Road</p>
<b>5.</b>	<p><b>Information papers</b></p> <p>5.1 Wynyard Point External Challenge</p>
<b>6.</b>	<p><b>Governance matters</b></p> <p>6.1 Director interests</p> <p>6.2 Director meeting attendance</p> <p>6.3 Minutes of 11 November 2020 board meeting</p> <p>6.4 Minutes of 16 December 2020 board meeting</p>

# 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.



## Panuku Development Auckland (Panuku)

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. 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. Panuku will continue to redevelop the city waterfront area and manage non-service properties on behalf of the Auckland Council Group. Panuku's subsidiary is Westhaven Marina Limited.

### Our name

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

### Our purpose

The purpose of Panuku Development Auckland (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.

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

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***



There were no apologies received at the time of publishing.



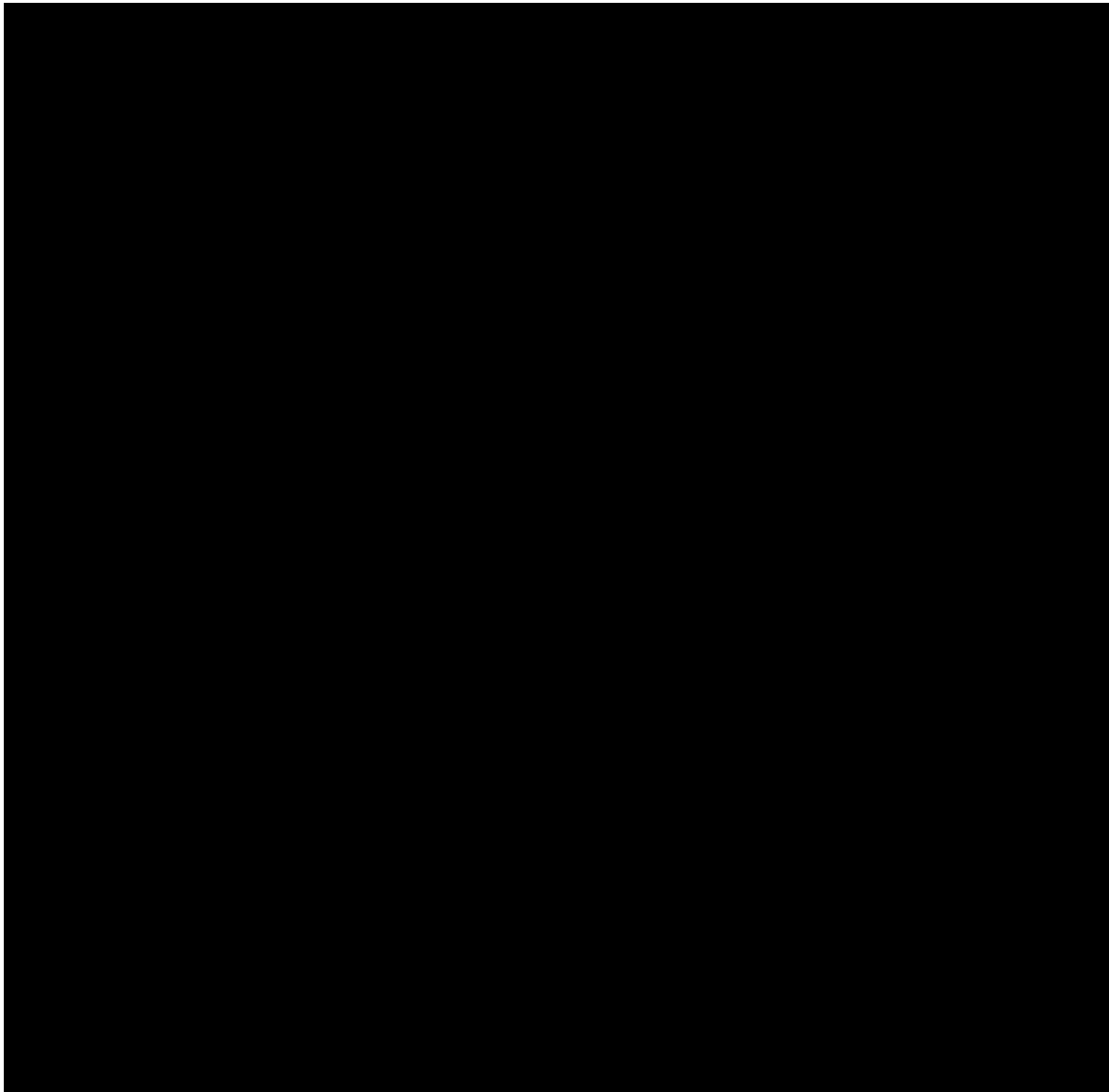
## Information paper: Chief Executive's report

Document author: David Rankin, Chief Executive

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### Whakarāpopototanga matua | Executive summary

1. This report is a public report, however confidential information is redacted. Information that has been redacted is indicated in [blue font](#). Where redacted information exists, a reference to the section of the Local Government Official Information and Meetings Act 1987 (LGOIMA) will be cited in the publicly available version of the report.





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## Matapaki | Discussion

### Long-term Plan (LTP)

3. Mayor Phil Goff released the Mayoral Proposal for the council's 10-year Budget (Long-term Plan) in December 2020. The Recovery Budget, which will shape spending for the next decade in the city, prioritises:
  - Auckland's recovery from the impacts of Covid-19
  - Maintaining and renewing community assets
  - Protecting the environment and responding to climate change.
4. The Recovery Budget responds to the unprecedented \$1 billion loss in revenue caused by Covid-19 by:
  - Locking in savings of at least \$90 million each year for the next three years
  - Selling surplus properties to invest in critical infrastructure
  - Temporarily increasing borrowing for the first three years, thereafter, returning to the current level
  - Retaining the long-term commitment to a 3.5 per cent rates increase. To respond to the Covid-19 crisis, this proposal includes a one-off rates increase of 5 per cent to be introduced for the next financial year only, as an interim measure, before returning to 3.5 per cent the following year.
5. Overall Panuku's capital budget for the first 3 years of the LTP are \$90m, \$90m and \$100m, with a total of \$778 m over 10 years. Panuku proposed \$107m, \$118m and \$116m in the first 3 years of the LTP and a total of \$912 over 10 years.

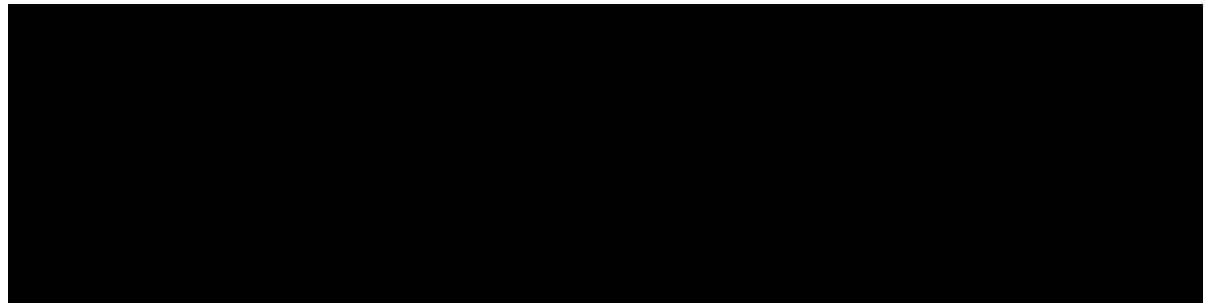
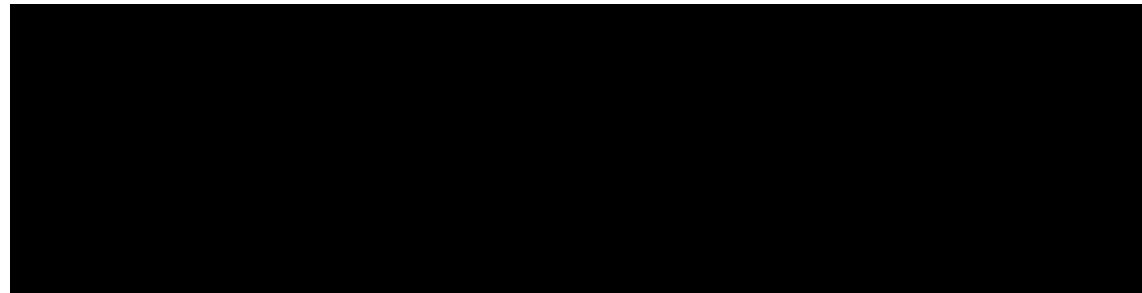
### Statement of Intent (SOI)

6. The 2021-24 SOI is being developed in line with the LTP budgets. The council has approved an extension of the statutory deadline for CCO SOIs by one month due to more time being required to finalise the LTP budgets. The draft SOI will be presented to the Executive Leadership Team (ELT) and Panuku Board for approval in March and will be submitted to the council by 1 April 2021. We have begun preparing the SOI using a new template prepared by the council group. No significant changes in direction or approach are proposed and the focus is on the delivery of agreed programmes. The SOI key dates are:
  - Submission of draft SOI to the council 1 April 2021
  - Shareholder feedback 1 June 2021
  - Submission of final SOI to the council 31 July 2021.

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## Implementation of CCO review recommendations

7. The Group CEs meet fortnightly to drive the implementation of the review recommendations. This group receives a status report and provides direction to key initiatives. It is acknowledged that in some areas implementation will be complex and challenging and will take time. A key measure of success is how well joined up and aligned the council group is becoming.
8. In recent months, great progress has been made on implementing recommendation #46, *Auckland Transport and Panuku jointly communicate to the public about urban development and transport infrastructure matters*. Examples include:
  - Innovating streets projects across a number of Panuku priority locations working with Auckland Transport (AT) to engage with local communities
  - communications from AT about new pavers in Avondale town centre – addressing a long standing issue for the local community and with references Panuku's role in the town centre
  - joint work on the carpark in Takapuna and release of a video which documents the story behind Toka Puia and its many special features, including the local cultural narrative in the design and its multi-use nature due to its many bike parks, electric bike charging facilities, changing rooms and electric car share vehicles
  - the Amey Daldy and Daldy St Linear Park in Wynyard Quarter which was a Panuku project, delivered (i.e. construction managed) by AT. The park opened with a mana whenua blessing – the event was hosted by AT and Panuku's CE spoke on behalf of both organisations.

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11. There has been a strong focus on resetting how CCOs and Local Boards engage (#34). Panuku has been an integral participant in workshops run by Auckland Council. Feedback has been sought from local boards and a new reporting template developed.
  12. Recent engagement between the Chairs and CEs of Panuku and IMSB advances the recommendation that CCOs engage more directly and at a senior level (#39).
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## Recognition

### Mayoral Conservation Awards

14. The Te Ara Awataha / Jessie Tonar Scout Reserve Restoration Project in Unlock Northcote took out the Collaboration Award at the Mayoral Conservation Awards in late November. Nominated by the Kaipatiki Project, the Project won from a field of 38 entries across the 3 award categories. The award was collected by Panuku's Sara Zwart, Principal Regenerative Design Lead, and Janet Cole from the Kaipatiki Project.

### Property Council Awards 2020

15. Two Panuku related projects received awards from the Property Council in November 2020.
- RESENE Green Building Property Excellence Award: 82 Wyndham Street, *Argosy Property No. 1 Limited*
  - Kainga Ora Homes and Communities Multi Unit Residential Property Excellence Award: *Wilsher Village, Panuku Development Auckland, RCP, Ignite Architects.*

## He Pou a Rangi | Climate Change Commission draft report

16. He Pou a Rangi - The Climate Change Commission's role is to provide independent, evidence-based advice to Government to help New Zealand transition to a climate-resilient and low emissions future and meet its target of net zero carbon by 2050.
17. On 1 February it released its draft advice report, which includes advice on the first three emissions budgets and on policy direction for the Government's first emissions reduction plan.
18. The emissions budgets set the maximum amount of greenhouse gases Aotearoa can emit over a five-year period and demonstrate the course for stepping down emissions to ensure the country is on track to meet the Government's 2030 and 2050 targets.
19. The report is relevant to Panuku as sets out how different sectors which are part of our work could look like between now and 2035, including transport, buildings, electricity and waste and the report also discusses the role of local government in delivery. Public consultation on the draft advice is open until 14 March and Council and the CCOs will be providing a joint submission to the report.

## Flexible working

20. In the Corporate Business Plan approved in July 2020, there is under Objective 4: Adjusting to the new environment and ongoing change, an action to prepare a flexible working policy, to take forward the productivity and wellbeing lessons and benefits from lockdown. The board has discussed workplace trends and experiences and highlighted the need to consider the research as well as focussing on the nature and needs of the Panuku business.
21. ELT has approved new flexible working guidelines, available as Attachment A. Panuku staff are encouraged to spend more time in the office, than working from home or other locations – i.e. typically no more than 2 days/week working from home (WFH). WFH days

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may be flexible and do not have to be set and hours in the office are flexible enabling staff to work around peak traffic and other responsibilities.

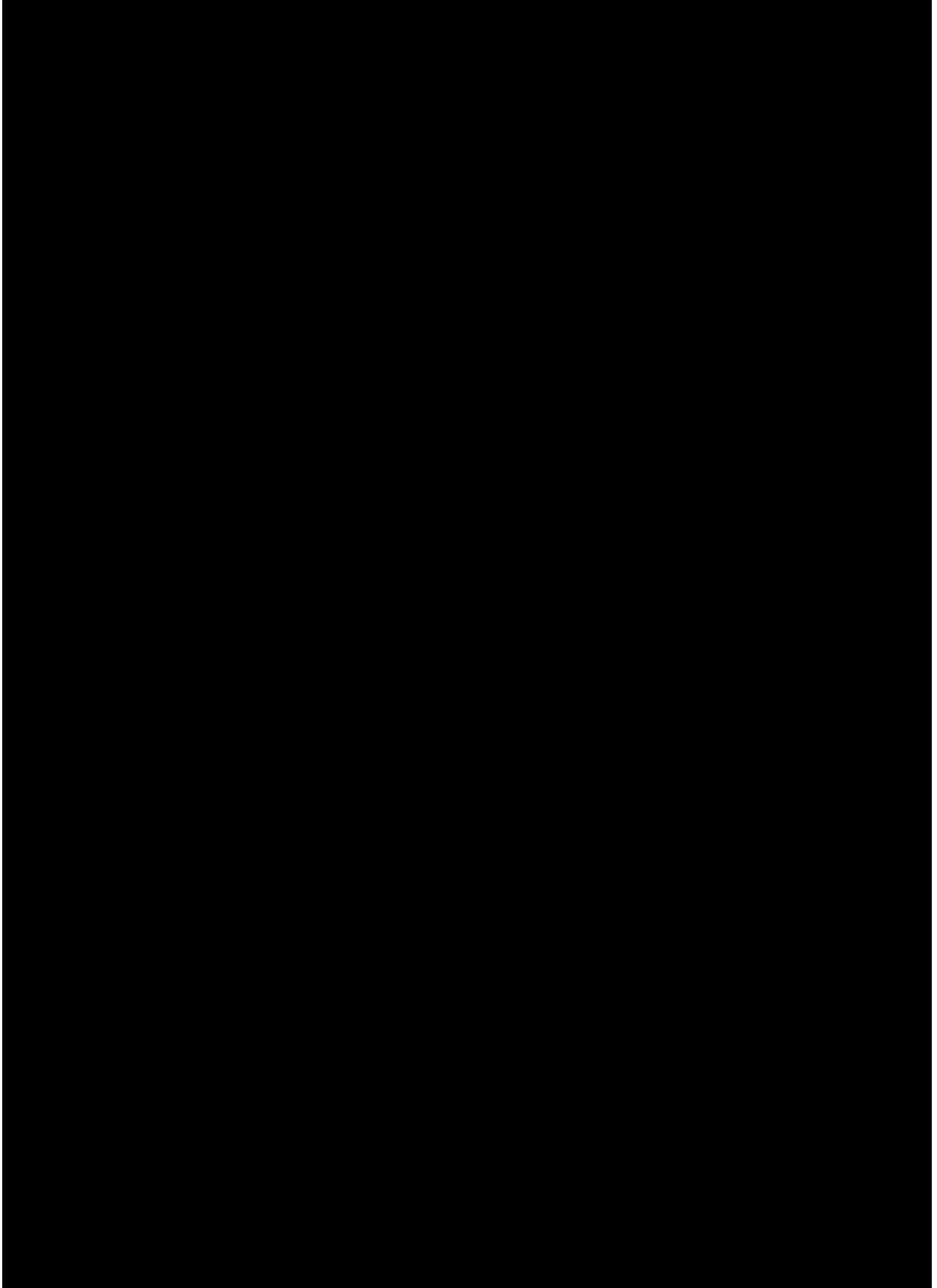
22. A hybrid way of working with time in the office and working remotely from home, has become the norm, since the Covid-19 lockdowns in 2020 around the world. It is clear that the workforce will not be returning to business as usual. In preparing the guidelines we have reviewed literature on the future of work and workplace trends and engaged with staff through the Te Pa Harakeke working group, the Place Game and Panuku travel survey. Consideration has been given to the importance of building our culture, team cohesion, and collaborative behaviours. We have also sought to balance individual and business needs and preferences.
23. While enabling hybrid working, the guidelines also indicate that there are certain occasions where attendance will be strongly encouraged or required, such as CE Updates and stakeholder or multi-disciplinary workshops. In response to a lower level of office attendance and slow transition back to the office, we understand Auckland Council has chosen to be more prescriptive and may be requiring staff to be in the office 3 days per week including a team day. Our guidelines are broadly aligned. We will monitor our attendance and the overall impact of this flexible working approach on productivity and culture and review the approach in 12 months, or earlier if required.
24. Adapting our "Place Game" typically used to engage with communities in the priority locations, staff have been engaged in identifying cost-effective changes to the office space at Wyndham Street, that would better support new ways of working and encourage staff to spend more time in the office. The vast majority of the feedback, aside from suggestions of more colour/reflection of our role as a regeneration agency, was the need to build more collaborative and integrated working areas. The first initiatives have been rolled out including a new informal gathering space on Level 1 and more colour on pillars throughout the office. Progress on implementing new technology to support hybrid meetings has been slow due to internal council processes, but it is hoped that new technology will be approved, piloted and implemented this quarter.

## **LGOIMA summary half year**

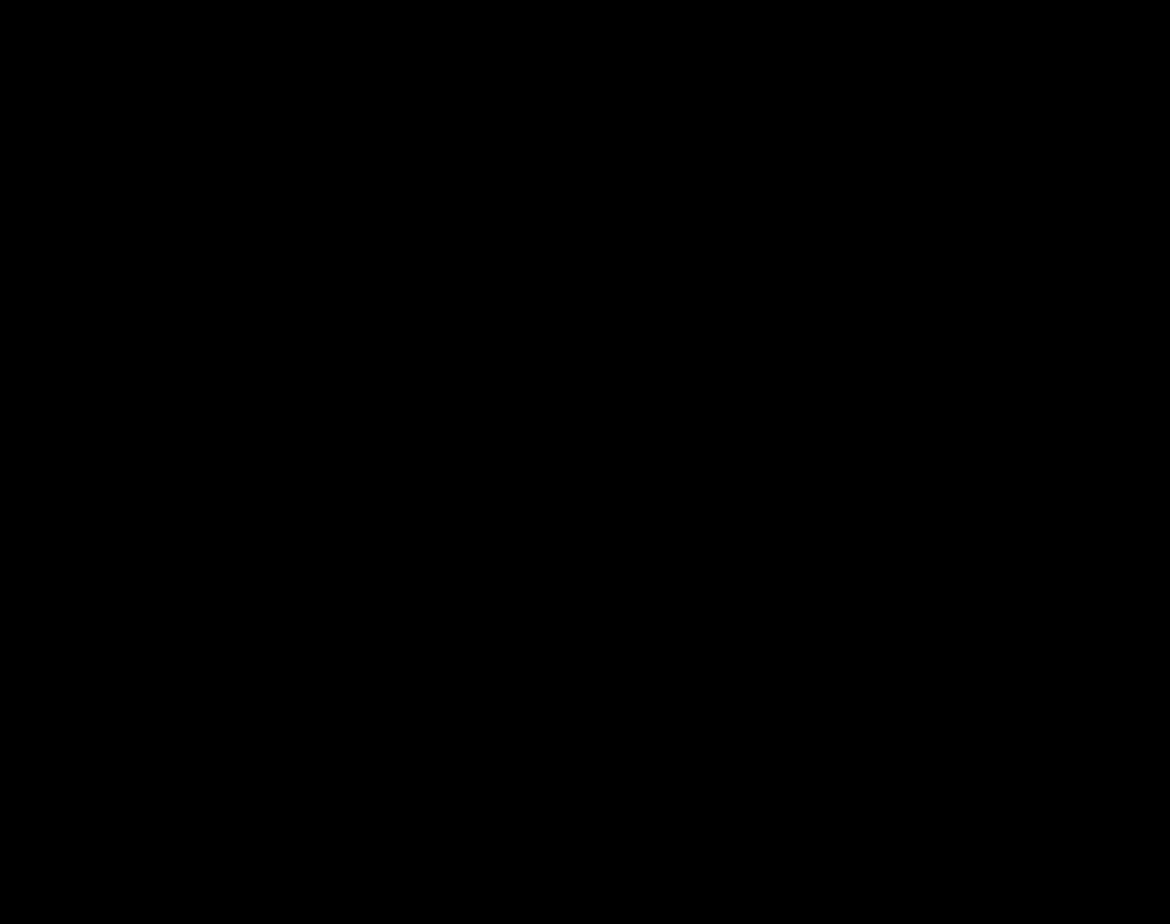
25. Panuku is required to provide information to the public who request it under the Local Government Official Information Act (LGOIMA). Requests for information are managed centrally by Auckland Council with a significant amount of Panuku staff time going into fulfilling the requests. A 6-month summary is provided to the board this month as an overview of all LGOIMA requests received for the time period July-December 2020, Attachment B.
26. In summary, Panuku was involved in a total of 41 requests during this period. This is down from 48 in the same 6 months in 2019. Generally, we tend to receive more LGOIMA requests towards the end of the calendar year, the period between Jan-Jun is usually less busy. Overall, fewer requests were received in 2020 compared to the previous calendar year, presumably because of the impact of Covid-19.
27. Media and action groups such as NZ Taxpayers' Union, Auckland Ratepayers Alliance, Democracy Action are significant requestors, however more than half of our LGOIMA requests come from (individual) members of the public. Most of the requests for information we have been involved in this period relate to the AC36, followed closely by requests relating to asset sales (including properties in the rationalisation phase). AC36 related requests came, almost without exception, from the media, requesting correspondence or documents held by council/Panuku.



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### **Risk Management**

42. The Top Risk Register has been reviewed and reflects the current views of the ELT and the Health and Safety Manager. It is included as Attachment C.
43. The residential property market remains strong although still uncertain going into 2021.
44. The Risk Management Strategy has been approved by the ELT. The Risk Manager is collaborating with People and Culture to develop an e-training programme.
45. In light of the UK and South African variants of the Covid-19 virus the NZ Government have introduced pre-departure testing for travellers leaving UK and USA to NZ. This is to strengthen border control. The implications for Panuku should there be a greater infection rate could be a return to higher alert levels. Information update to staff will be made in the new year.

### **Quarterly reporting**

46. Comprehensive reporting on performance in the second quarter of 2020/2021 has been included this month. Refer Attachment D. Management have made improvements to the reports this quarter. The integrated report replaces six individual reports we previously presented:
  - Finance
  - Priority Location programme

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- Property Portfolio
- Marinas
- Grants and Donations
- People & Culture.

47. The new approach focusses on providing key metrics and more visuals to represent key data. We are keen to receive feedback from directors on this new approach which will inform further changes the board can expect to see in the coming months.

48. Performance year to end of quarter two, in summary:

- The managed property portfolio surplus is \$10.3m ahead of YTD budget mainly due to properties held longer in the portfolio than planned. The Marinas surplus is \$2.3m, slightly ahead of YTD budget which includes netting off AC36 missed revenue due to Covid19 and associated expenditure not incurred.
- A quarter review and reforecast of the capital programme is completed and will be reported in February. Current capital spend is 80% of YTD budget, a material variance relates to the timing of Waterfront contamination payments delayed by pre-leasing impact on construction schedules.
- Total unconditional sales completed by Panuku in the year to date is \$18m, comprising of 5 sales. Four of these are part of general assets and one corporate property [REDACTED]

49. The quarterly report to Auckland Council will be provided to the board in March.

50. The Priority Location programme dashboard included as Attachment E. This dashboard will be further refined in the coming months.

## Ngā tāpirihanga | Attachments

A Guide to support flexible working

B Panuku LGOIMA requests summary July – December 2020

C Top Risks Register

D Quarter two report

E Priority Location programme dashboard – January 2021

## Information paper: Health and safety report

Document author: Blair McMichael, Health and Safety Manager

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### Whakarāpopototanga matua | Executive summary

1. The incident and safety concerns for the past three months, November to January 2021 show positive trends of a maturing safety culture. The good engagement by staff is reflected through higher safety concern notifications, however we now need to improve the timeliness of reviews by our people leaders. The details covering this period are summarised in Attachment A.
2. Panuku are planning on running our contract management framework training again to cover new starters and existing staff managing projects.
3. Critical risk activity reviews are up to date with no issues. The internal audit into health and safety by EY is being finalised and is due in February. Annual plan KPIs are outlined in Appendix B.
4. Project safety reviews and a health and a safety deep dive are planned for directors from April, following the appointment of the new board directors.
5. Preparation for tram operations continues. The safety case for tram operations is in the consultation stage with the regulator, NZTA, and the tram operator has been appointed - MOTAT.

### 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. Due to leave commitments and reporting timing this report has been prepared mid-month and covers almost three months, being the first chance to report since the November board meeting. The report covers the period from 1/11/20 to 20/01/21.
7. Figure 1 shows a gradual increase in active reporting by staff following the introduction of the incident reporting system, NoggIn, from June 2020. The graph also indicates a reduction in injury severity over time. The majority of reported 'events' are safety concerns (including risk identification and control) which would suggest staff are engaged in identifying and remediating health and safety risks before an actual incident occurs. These are positive signs of good safety engagement.
8. Both Figure 1 and Attachment B show Panuku's TRIFR (Total Recordable Incident Frequency Rate) 5.6 tracking above the NZ Business Leaders Health and Safety Forum

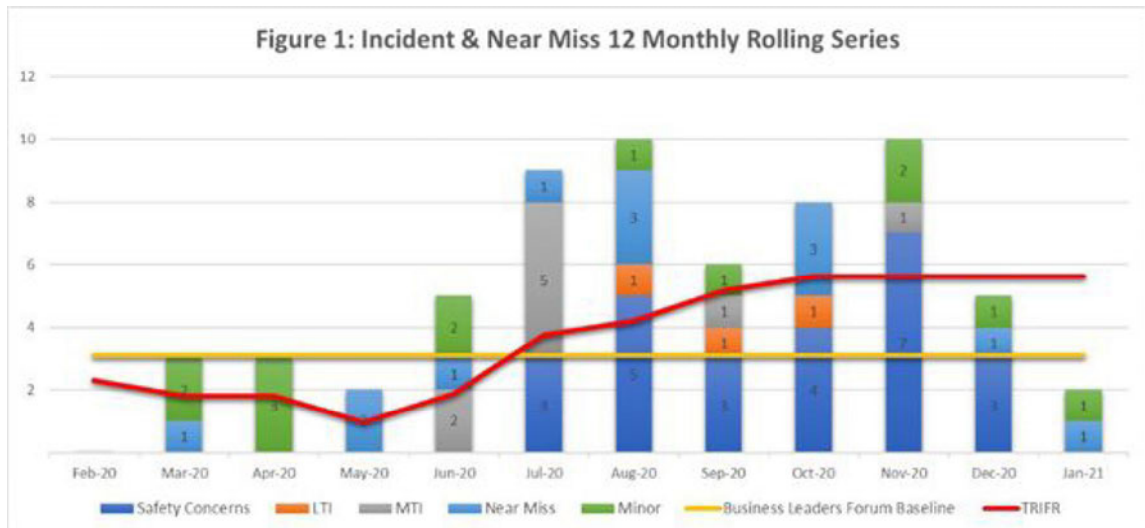


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benchmark of 3.1. We are reviewing our TRIFR data which includes our staff and contractors and will be separating the two data sets in the future.

9. A breakdown of all reported incidents, near misses and safety concerns during this time are summarised in Attachment A.



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

10. Figure 1 represents the Panuku Total Recordable Incident Frequency Rate (TRIFR). Our result for November, December and January (5.6) sits above the NZ Business Leaders Health and Safety Forum benchmark TRIFR of 3.1.

### Panuku health and safety annual plan monitoring targets

11. The Panuku health and safety annual plan 2020/21 included a number of new performance criteria (both lead and lag indicators). This report, in Attachment B, provides the first opportunity to demonstrate the performance to date for each KPI. The results to date indicate that a number of incidents reported remain open pending manager/people leader reviews, these are being checked with the relevant staff. Training for the 'Contract Management Framework', including the H&S sections, will be offered again following the staff changes late last year.
12. Critical Risk Activity audits for our quarries and landfills were completed as per plan in November with no significant actions. Follow-up audits are scheduled for February and March with results to be provided through our Assets and Facilities team's reporting. The team will be scheduling a health and safety review of operations on Onehunga wharf having completed an earlier internal risk assessment in 2019. This will be completed during February.
13. As part of our approach in tracking staff accountabilities and ownership for health and safety a majority of staff with health and safety within their role have a tracked objective. This is formalised through our Te Waka system. Staff performance (against the related H&S objective) will be reviewed by each people leader as part of scheduled mid-year performance appraisals.
14. An internal audit commenced in December. EY is reviewing our progress on health and safety maturity with a focus on our approach to contract and risk management. Their draft

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report will be reviewed by our executive in February with a final report tabled with the Panuku Audit and Risk Committee.

15. Members from our board attended a safety review of our physical works projects in October, specifically across the Westhaven waterspace including promenade stage 2, marina village, and pile berthing projects. It included an overview of safety operations by our CE, COO, and respective project managers.

### **Tram operations and safety case**

16. During November and December Panuku worked with NZTA, as the rail and tram regulator, to finalise the tram operations safety case. This work has been in consultation with the new operator MOTAT, which will be responsible for day to day operation and maintenance. This work will be finalised shortly.

## **Ngā tāpirihanga | Attachments**

Attachment A Reported incidents, near misses, safety concerns and safety initiatives

Attachment B Health and Safety Monitoring and Performance

## **Decision paper: Supports; 198 - 222 Dominion Road & 113 -117 Valley Road, Mt Eden - Go to market strategy**

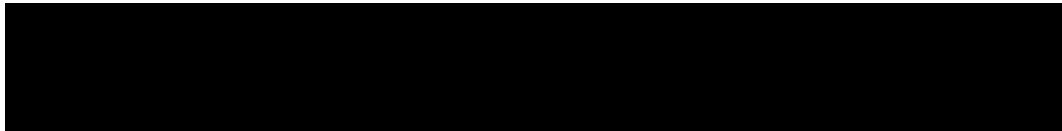
Author: James Steele, Assistant Development Manager and Gavin Peebles, Head of Development

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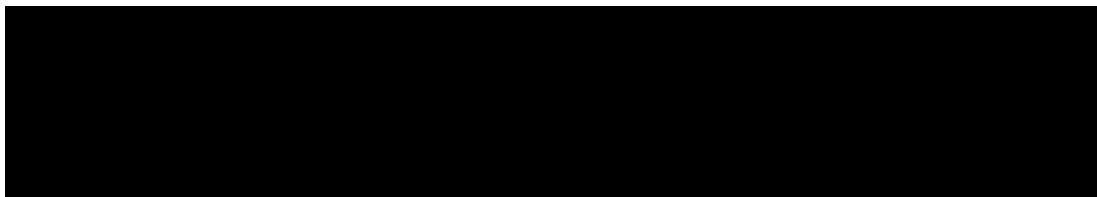
### **Ngā tūtohunga | Recommendations**

That the Panuku Board...

a. Approve:



b. Delegate:



- A minimum of 85 apartments and ~900m<sup>2</sup> of retail gross floor area
- Sustainable design with a minimum Homestar 6 rating
- A high quality, fine grained, active frontage delivered along Dominion Road and part of Valley Road.
- Vehicle access from Valley Road with crossings minimised.
- High quality architecture – with a range of heights (3+ stories) and building forms.
- Resource consent designs have been thoroughly reviewed by the Urban Design Panel and Environment Court however detailed drawings must be presented to Panuku for review prior to building consent. If designs depart significantly from the approved resource consent drawings, in addition to an internal review they may be required to be presented to Panuku's Technical Advisory Group (TAG).

### **Whakarāpopototanga matua | Executive summary**

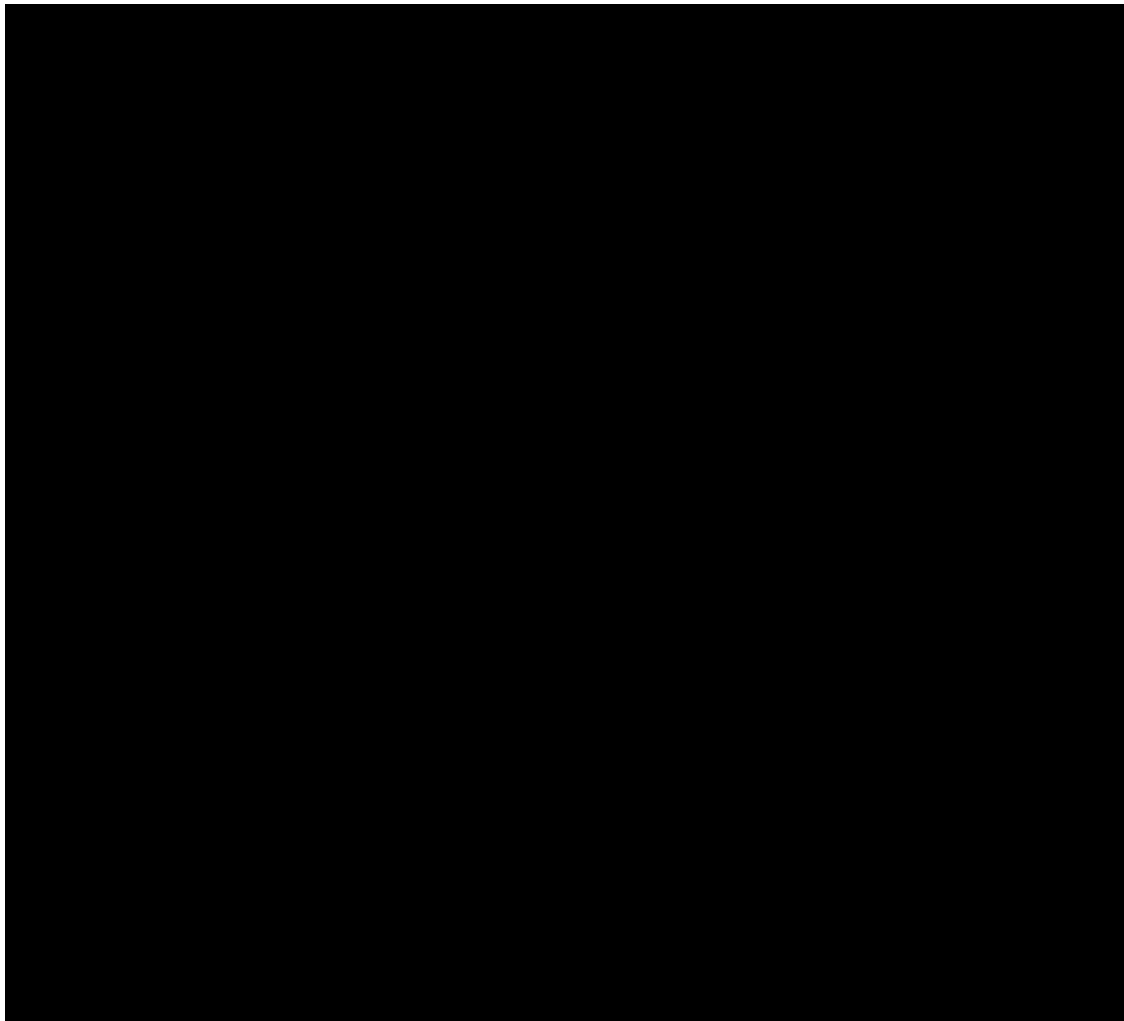
1. A resource consent has been granted by the Environment Court which allows for construction of four new buildings of between 3 and 5 levels comprising 92 residential

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4.1

units, 9 retail units (908m<sup>2</sup>) with frontages to Dominion and Valley Roads and an integrated basement with 104 carparks and 98 bike parks.

2. The essential outcomes and design guidelines, included in the Attachment A, use the resource consent design as a point of reference for any proposed scheme changes. The design guidelines and resource consent clearly articulate Panuku expectations for the site. As a support project the site has been prepared for sale with the intent of optimising price and urban design outcomes.
3. In alignment with Panuku guidance on housing mix, the resource consent allows for a range of apartment sizes from 1 bedroom to 3 bedrooms which will provide a diversity of housing choice in alignment with Panuku guidelines.
4. It is expected that parties will develop the site in general accordance with the resource consent however it is important to maintain flexibility in our outcomes to maximise the sale price. Therefore, it is not considered relevant to include a minimum number of apartments on the site based solely on the current design. It is likely that the number of units will remain at approximately 92 however market demands (given the length of time the consent has been in process), and basement parking costs will likely drive any alterations to typology made by the developer. A minimum requirement of 85 apartments will allow some flexibility while maintaining a range of typologies.



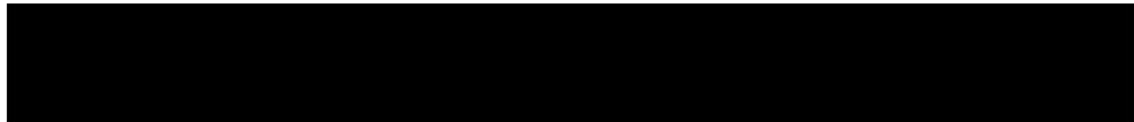


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## Horopaki | Context

11. The site area of approximately 5,251m<sup>2</sup> comprises multiple titles acquired by council and Panuku over several years to create a contiguous parcel with wide frontages to Dominion Rd and Valley Rd with a small frontage to Carrick Place.

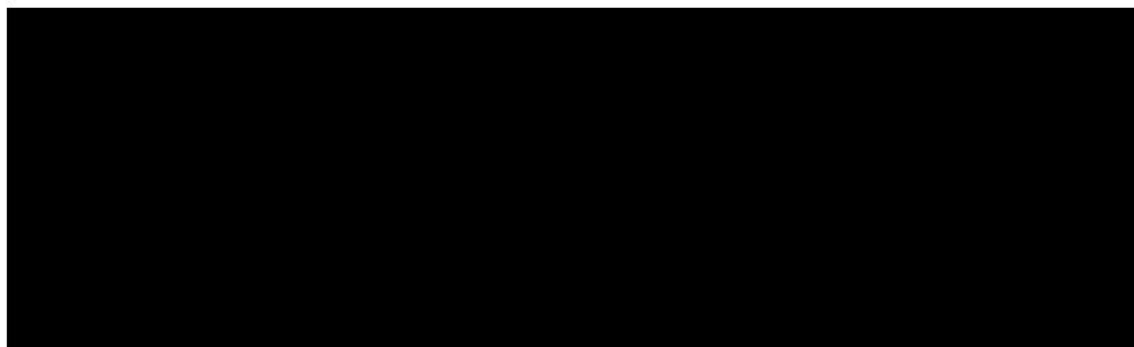


13. The resource consent has been in process since 2017 and the design has undergone several changes through the consenting process. The design has been reviewed and approved by Panuku design team and Auckland Council Urban designers. The design has also been reviewed by the Auckland Urban Design Panel on four occasions.
14. The consent application was recently approved by the environment court after two interim decisions which were subject to the resolution of construction noise and vibration issues with effected parties.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
February 2015	Acquisition of 198 Dominion Rd	Approved

## Matapaki | Discussion

15. The sale of the site supports the reinvestment of funds into other council projects while stimulating local growth and regeneration of an underutilised site. The project will contribute towards Panuku's cross cutting themes as follows:
- a. Quality Urban Design and Development – Enhanced retail frontages in-line with the existing character of the area
  - b. Sustainability and Climate Change -through the adoption of Homestar 6 as a minimum requirement
  - c. Economic Outcomes - An increased permanent residential population located in the centre to support local businesses
  - d. Māori outcomes - initial engagement with Mana Whenua.



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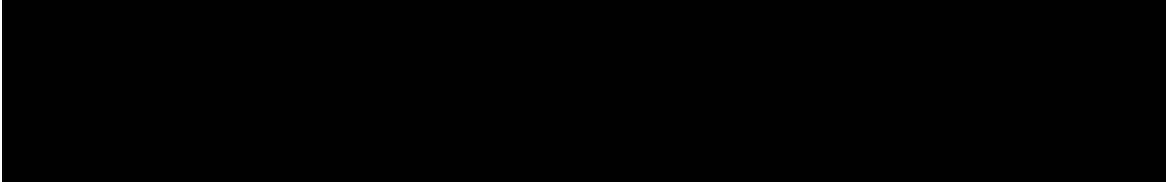


## **Hīraunga | Implications**

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



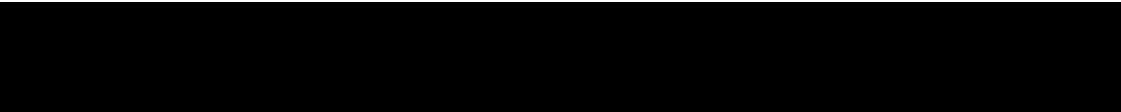
### **Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations**

- 
22. Design risks are mitigated against through the inclusion of an approved resource consent and appropriate design guidelines for any proposed changes to this consent.
  23. The soft market for retail space is consistent with broader trend for declining retail on high streets. It is likely to be exacerbated by the distinct consumer shift to online retail because of Covid-19 consumer restrictions.
  24. Although consent has been granted there is still an element of objection to the development proceeding by adjoining owners who participated in the Resource Consent process. Ongoing communication with these parties and other adjoining owners will be necessary and enforced under the conditions of consent.

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

25. Mana Whenua were consulted on the site during the rationalisation process and again now that the property set to be sold.

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

26. The Albert Eden Local Board have been consulted on the project.
  27. Discussions with Auckland Transport have resulted in a need to review retail frontages and an allowance for footpath widening.
- 

February 2021

4.1

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

29. The project will be resourced by a Development Manager and an Urban Designer through the sales process to ensure benefits realisation.

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

30. Panuku's climate objectives are supported by the requirement for the developer to adopt Homestar, with a minimum of 6-star rating required.

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

31. The steps and timeframes proposed to progress the decision are as follows:

- February 2021 obtain board approval
- May 2021 Initial sale process concluded
- June 2021 execution of sales and purchase agreement.

### **Ngā tāpirihanga | Attachments**

Attachment A Essential Outcomes and Design Guidelines



### **Ngā kaihaina | Signatories**

Allan Young, GM Development

David Rankin, Chief Executive (acting)

## Decision paper: Supports; Exclusive negotiations & sale of Airfields Stage 3 - Megalots 5 & 6, Hobsonville Pt

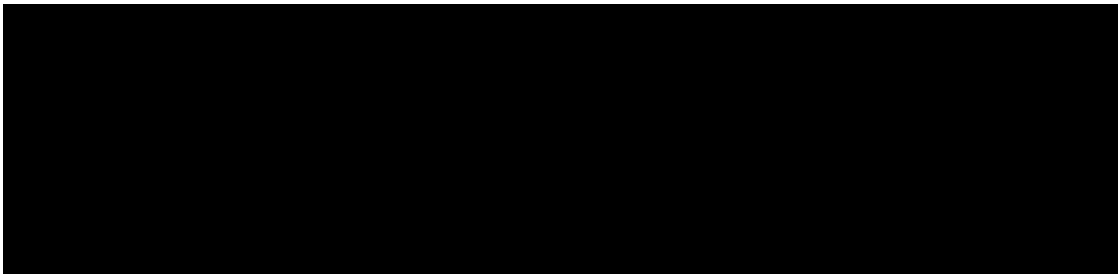
Author: James Steele, Assistant Development Manager

February 2021

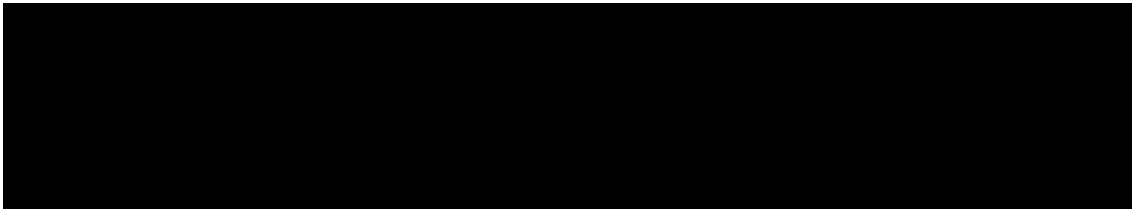
### Ngā tūtohunga | Recommendations

That the Panuku Board...

a. Approve:



b. Delegate:



- Mixed Use development combining commercial, retail, community and residential responding to market demands with a strong employment focus
- Active edge to Launch Road at the ground floor
- Wasp Hangar is to be retained as a “character building” and be repurposed while considering the wider development.
- The mix of activities must be “outward facing” to the community, well designed, sustainable, connected, and complimentary to the neighbouring residential and commercial areas, and wider vision.
- Design must be progressed through the Hobsonville Point Design Review Panel.
- Innovative and sustainable design.

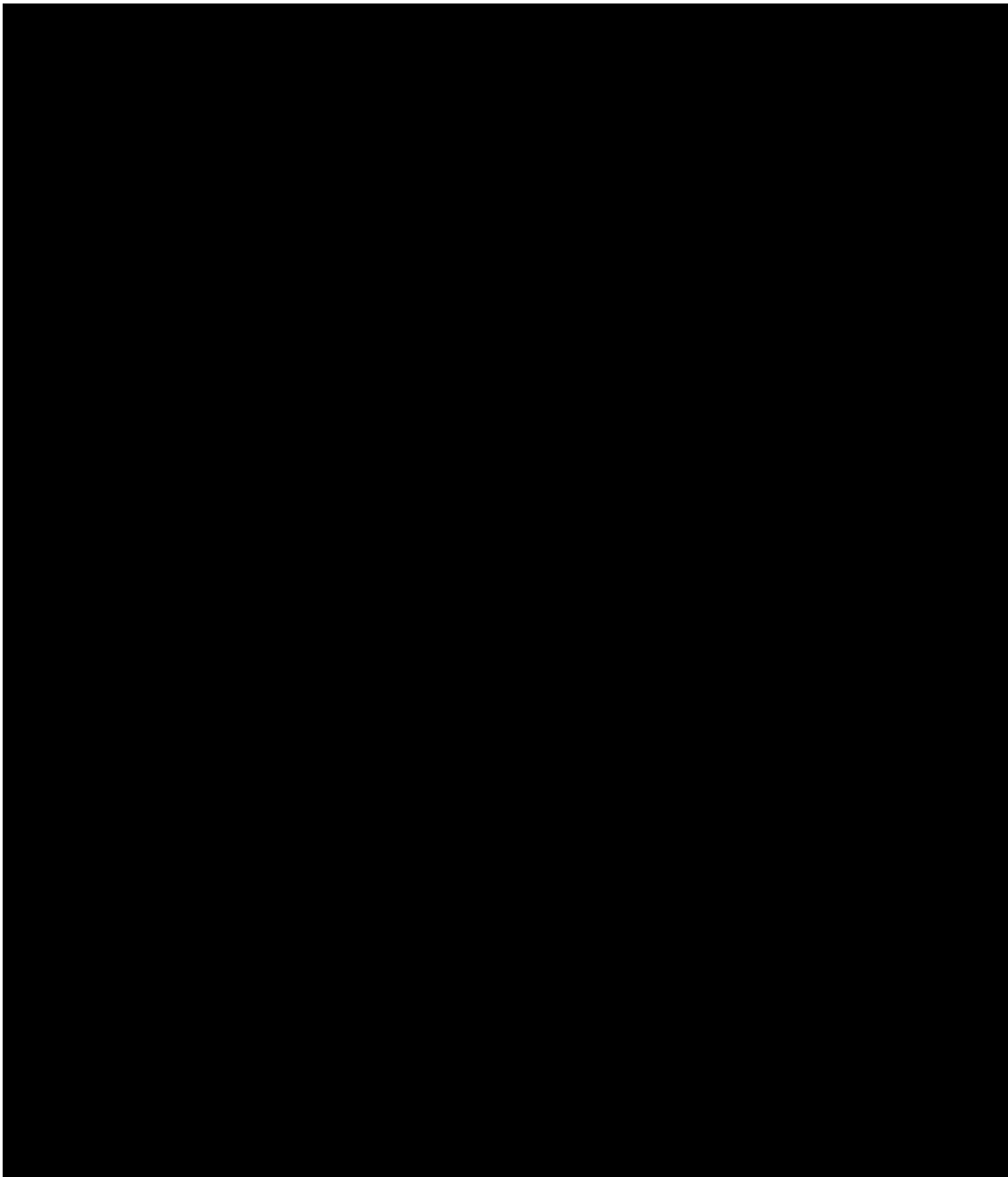


February 2021

4.2

## Whakarāpopototanga matua | Executive summary

1. As part of the emergency budget, in June 2020 the Panuku Board approved a period of exclusive negotiations with Kāinga Ora to 31 December 2020 for the sale of the remaining 6Ha of Panuku managed land at Hobsonville Point.
2. The purpose of the sale is to realise revenue for Auckland Council while achieving the same set of outcomes already agreed with Kāinga Ora under a development agreement signed between HLC and Panuku in 2016. This agreement envisaged a mixed-use development on the 6Ha of land with an emphasis on employment.

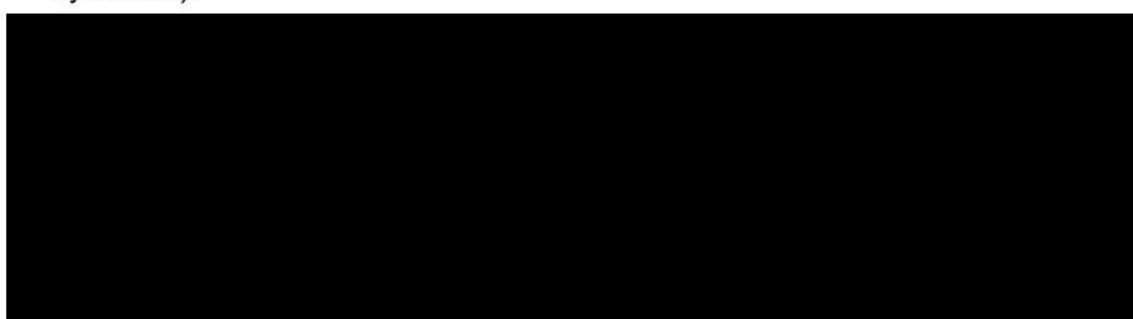


February 2021

4.2

## Horopaki | Context

11. In July 2016, Panuku and the Hobsonville Land Company (now Kāinga Ora) entered into a development agreement which amalgamated several legacy agreements relating to the Unlock Hobsonville 20ha programme (The Airfields Precinct), while also incorporating the 14/6 masterplan (14ha residential and 6ha mixed use).
12. The 14ha residential component was sold by Panuku to developers AV Jennings (101 homes completed) and Avanda (510 homes planned and under development monitoring by Panuku).

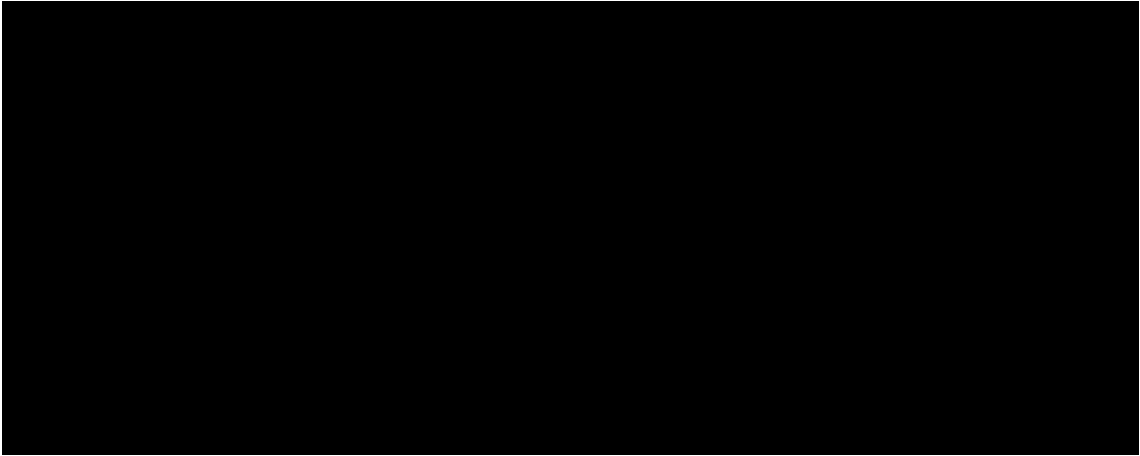


Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
June 2020 - Panuku Board	Decision Paper: Unlock Hobsonville	
20 May 2020 - Panuku Board	Out-of-cycle decision paper	The Panuku Board noted options under the revised FY21 budget for enhanced disposal of the Hobsonville land whilst protecting the agreed development outcomes.
12 July 2016 - Panuku Board	Decision paper	Approval to enter into Development Agreement with HLC.
12 April 2016	Finance and Performance Committee	Approval to dispose of the Hobsonville land
12 November 2015	Auckland Development Committee	It was agreed that the 14/6 Masterplan be adopted.

February 2021

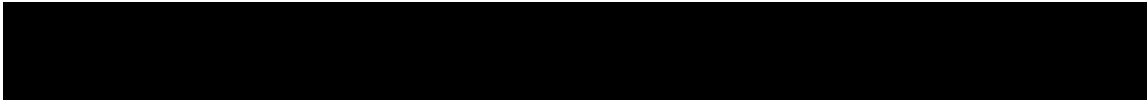
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## Matapaki | Discussion

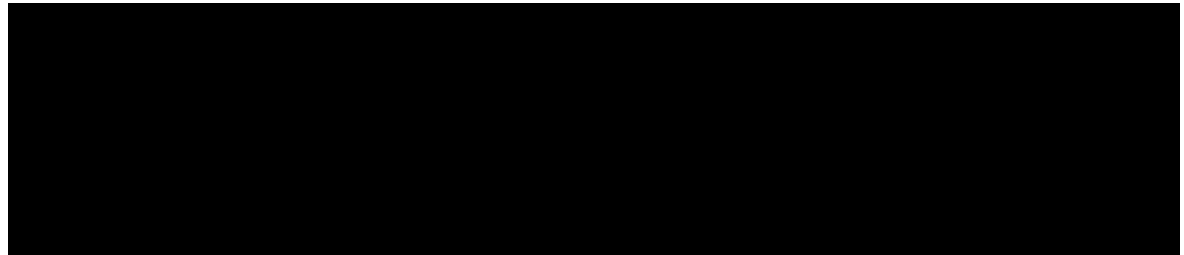


## Hīraunga | Implications

### Ngā ritenga ā-pūtea | Financial implications



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

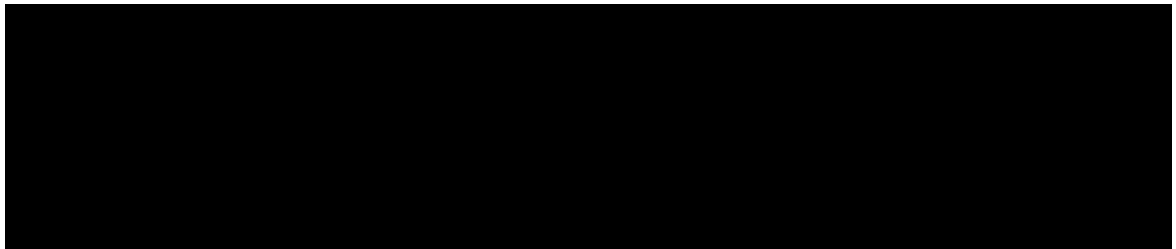


### Tauākī whakaaweawe Māori | Māori impact

20. Panuku attended a hui with mana whenua as part of a budget de-brief. The discussion included the proposed change in direction for the Hobsonville land.

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

21. Auckland Council's Finance team presented a paper to the Finance and Performance Committee in respect of the emergency budget consultation documentation in June 2020.



February 2021

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

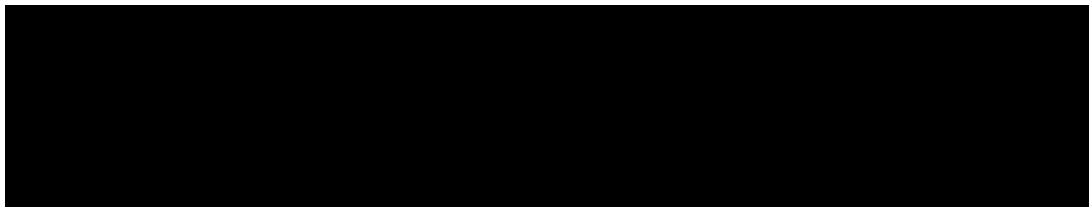
24. The Unlock Hobsonville programme was closed and remaining properties/projects transferred to the Supports programme pending disposal of the remaining sites. There is sufficient funding and resource available in the programme to complete negotiations.

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

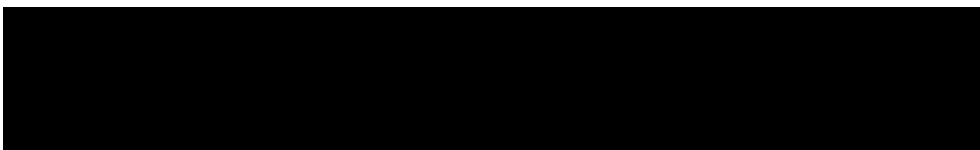
25. Kāinga Ora has always had a strong focus on sustainability and climate change impacts in developing Hobsonville Point. They therefore have added incentive to carry these outcomes and objectives across to the future development of these properties.

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

26. The steps and timeframes proposed to progress the decision are as follows:



### **Ngā tāpirihanga | Attachments**



### **Ngā kaihaina | Signatories**

Allan Young, GM Development

David Rankin, Chief Executive (acting)

## **Decision paper: Supports; 65 Haddington Drive, Ormiston - exclusive negotiations & go to market strategy**

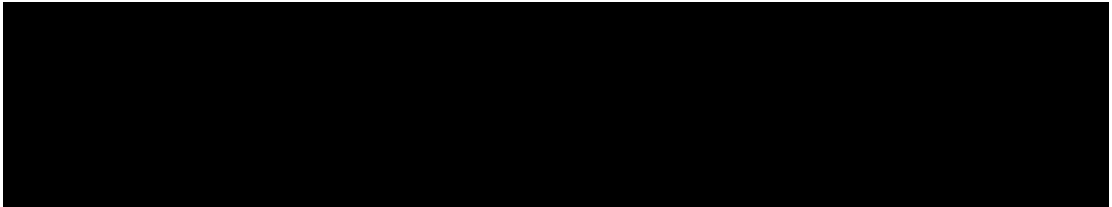
Author: Carwyn Walker, Development Manager

February 2021

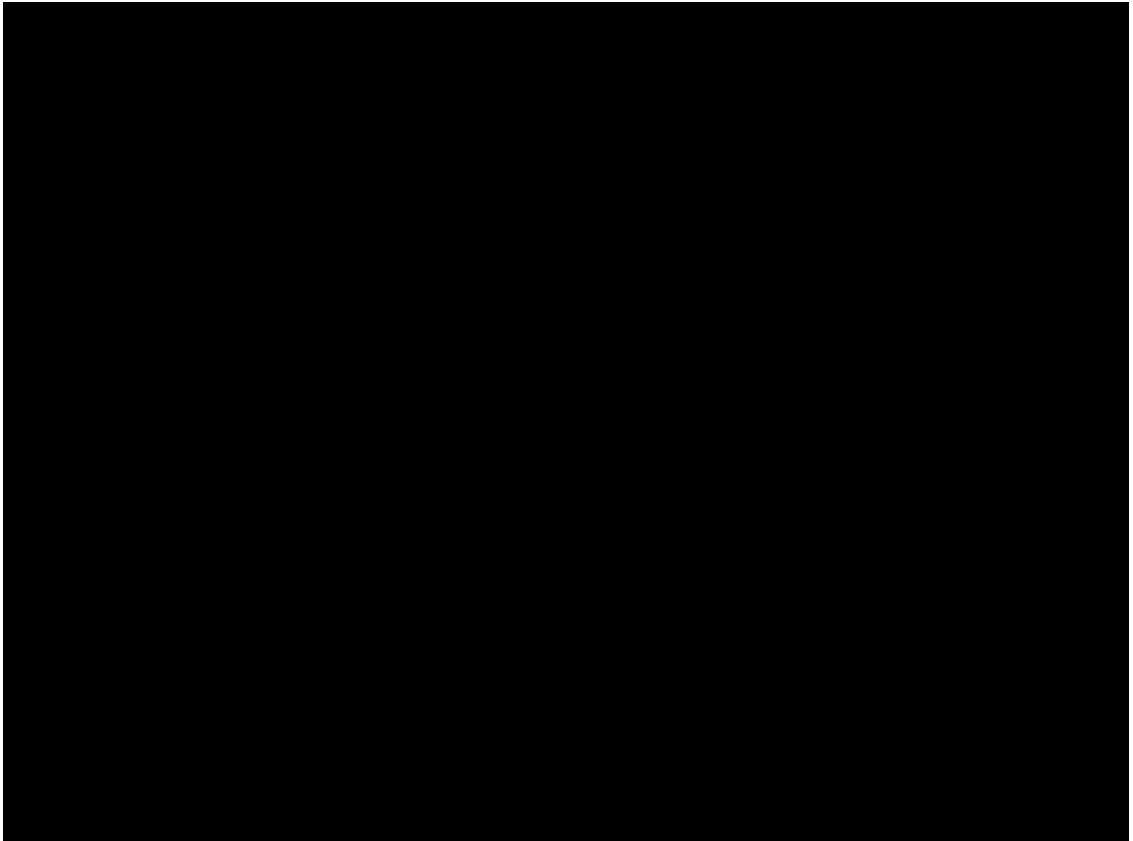
### **Ngā tūtohunga | Recommendations**

That the Panuku Board...

a. Approve:



b. Delegate:



February 2021

4.3

## Whakarāpopototanga matua | Executive summary

1. 65 Haddington Drive is a 7220m<sup>2</sup> vacant site that was approved for disposal by the Finance and Performance Committee at its 17 September 2020 meeting.
2. The Panuku Board on 21 October 2020 noted that an individual go-to-market strategy will be prepared for 65 Haddington Drive for board approval and that strategy will outline the design and other strategic outcomes being sought.
3. The Auckland Unitary Plan zoning is: Business - Town Centre. The site is not subject to offer back obligations to the former owner in accordance with section 40 of the Public Works Act 1981. The property is in a prime central location in the Ormiston Town Centre.
4. Todd Property Group was selected as the preferred development partner for the Ormiston Town Centre and has a development agreement in place with Panuku. In 2016 Auckland Council and Todd Property prepared a master plan for the Ormiston Town Centre and this document has been used to guide development over the past 4 years.

9. The design guidelines and master plan clearly articulate Panuku expectations for the site. This includes considering the existing site context, the quality, function, and design considerations of the retail and residential areas. It will also consider how buildings should interface with the street, quality landscaping, and environmental sustainability including a Homestar 6 or above rating.
10. The site will support the development of the main street retail area while providing an increased residential population to support local businesses.

## Horopaki | Context

12. The site is a 7220m<sup>2</sup> vacant site and forms part of the new Ormiston Town Centre. It is located at the intersection of Ormiston Road, Haddington Drive and Pencaitland Drive, opposite the soon to be opened shopping centre.

Supports; 65 Haddington Drive, Ormiston - exclusive negotiations & go to market strategy

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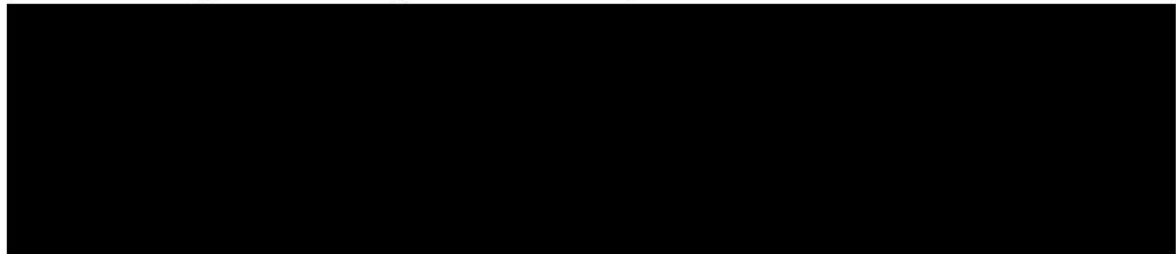
4.3

13. Originally acquired by the former Manukau City Council in 1994 for the planned Ormiston and Flat Bush Town Centre development, the title was transferred from Auckland Council to Todd Property Ormiston Town Centre Limited to facilitate the Town Centre Development.



15. As such, council no longer requires 65 Haddington Drive for the purpose for which it was originally acquired, and the site has been approved for disposal as part of the emergency budget. As an identified strategically located asset council has asked Panuku to set development outcomes before disposing of the site.

16. The surrounding area is being developed with a good standard of housing ranging from standard single houses through to medium rise apartment blocks.



18. As the Reserve Bank has intervened in the economy in response to the risks posed by the Covid-19 pandemic, interest rates have hit all-time lows. The response has been a rapid increase in the value of most investment asset classes and property has, by and large, been no exception. The value of both industrial and residential property particularly in established areas has remained in strong demand.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
September 2020 Finance and Performance Committee	Emergency budget sale of 65 Haddington Drive, Ormiston	Approved

### Matapaki | Discussion

19. The sale of the site will enable both retail and residential opportunities for the Ormiston Town Centre while in turn generating income for Auckland Council from the proceeds of the sale.
20. The project will contribute towards Panuku’s cross cutting themes as follows:

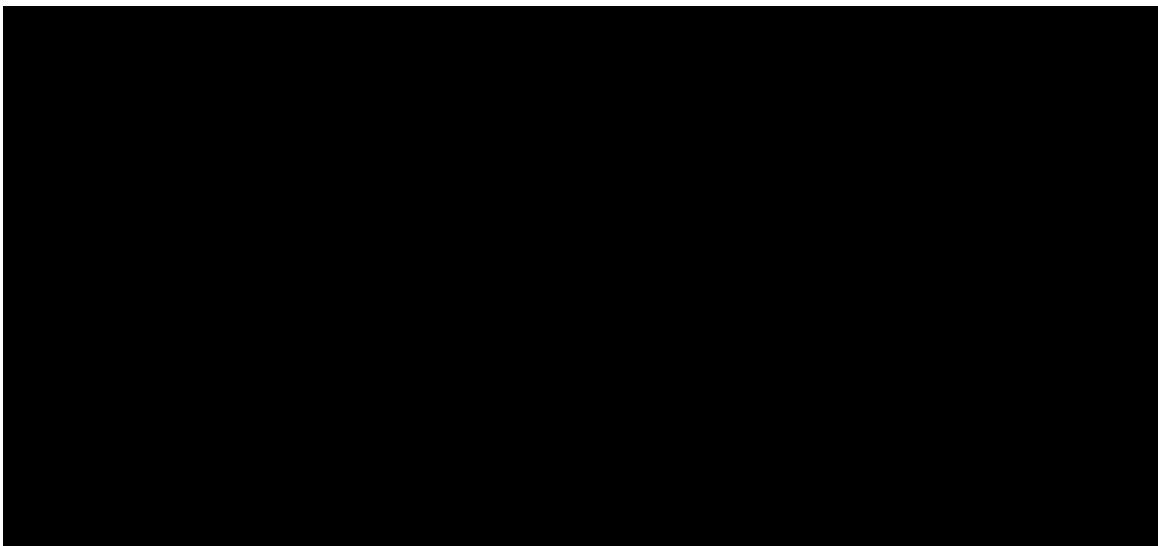
Supports; 65 Haddington Drive, Ormiston - exclusive negotiations & go to market strategy



February 2021

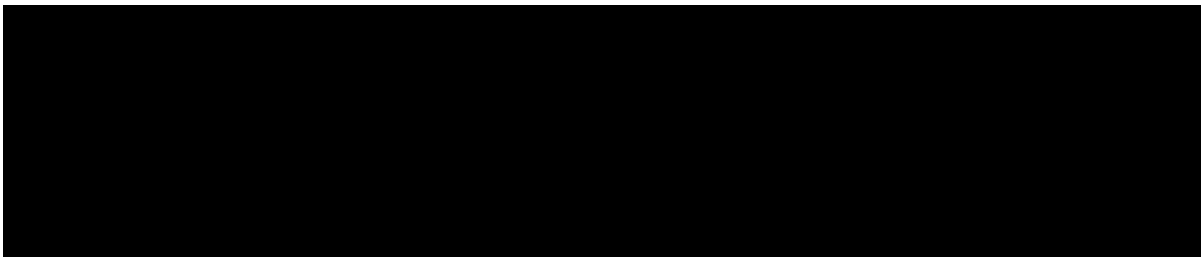
4.3

- Quality Urban Design and Development – Panuku will seek development outcomes which activate the site at ground level (facing Ormiston Road) because of its zoning where offices, retail, and commercial uses are encouraged. A mixture of townhouses and apartments that enhance the surrounding area and consistently add to the overall town centre masterplan will be sought above ground level
- Sustainability and Climate Change - through the adoption of Homestar 6 as a minimum requirement
- Māori outcomes - initial engagement with Mana Whenua
- Residential Choices - a minimum of 40 residential units will be expected for density outcomes on the site
- Economic Outcomes - proceeds of the site sale will contribute to council's Emergency Budget. An increased permanent residential population located in the town centre to support local businesses.

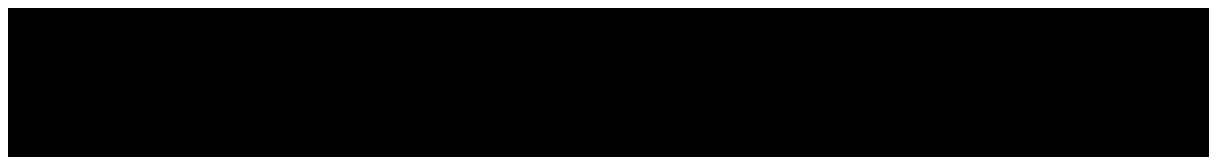


## **Hīraunga | Implications**

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



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



February 2021

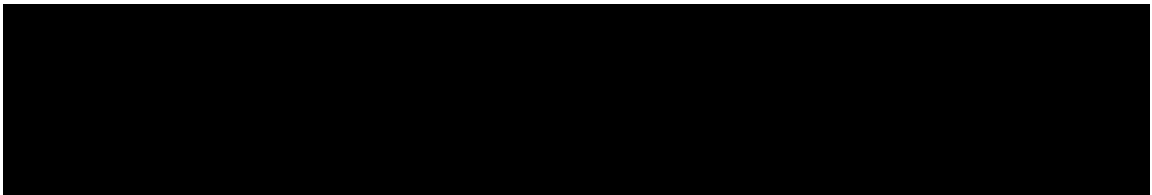
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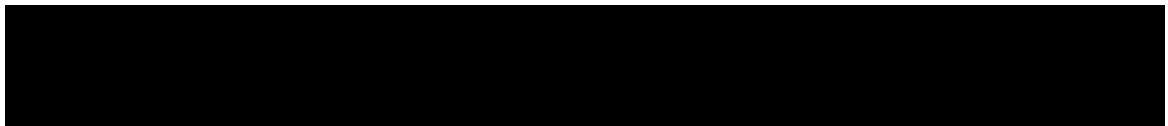
### **Tauākī whakaaweawe Māori | Māori impact**

33. Mana Whenua were consulted on the site during the rationalisation process. No cultural interest was noted.

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



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

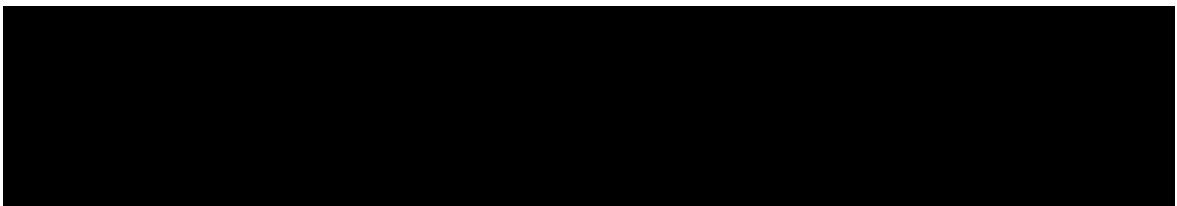


### **Tauākī whakaaweawe āhuarangi | Climate change impacts**

37. Panuku's climate objectives are supported by the requirement for the developer to adopt Homestar, with a minimum of 6-star rating required.

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

38. The steps and timeframes proposed to progress the decision are as follows:



Supports; 65 Haddington Drive, Ormiston - exclusive negotiations & go to market strategy

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4.3



## **Ngā tāpirihanga | Attachments**

Attachment A Essential Outcomes & Design Guidelines

## **Ngā kaihaina | Signatories**

Allan Young, GM Development

David Rankin, Chief Executive (acting)

## **Decision paper: C40 development additional land disposal recommendation - 331 (part) Great North Road, Henderson**

Author: Anthony Lewis, Senior Advisor Portfolio Review

February 2021

### **Ngā tūtohunga | Recommendations**

That the Panuku Board approves:

- a. the recommendation to the Finance and Performance Committee that approximately 267m<sup>2</sup> (subject to survey) of 331 Great North Road, Henderson is surplus to council requirements and should be divested for urban renewal purposes as part of Panuku's Unlock Henderson Programme.

### **Whakarāpopototanga matua | Executive summary**

1. 331 Great North Road, Henderson is a 1,902m<sup>2</sup> site. The site is primarily utilised as esplanade reserve and a parcel comprising approximately 267m<sup>2</sup> formed as part of the adjacent Alderman Drive car park. Images of the site are included as Figure 1 and 2 in attachment A.
2. The adjacent Alderman Drive car park at 4-10 Edmonton Road has been approved for sale as part of Unlock Henderson and is intended to be redeveloped for urban renewal purposes. The Alderman Drive car park is located at the heart of the Oratia (Eco) precinct and is central to the 'Urban Eco Centre' vision for Henderson. The development has been nominated by the Mayor as Auckland's entry into the C40 Reinventing Cities competition, a global initiative inviting innovative low carbon design.
3. Through negotiations with the C40 developer an opportunity to develop the 267m<sup>2</sup> parcel of 331 Great North Road into the C40 development has been identified. This will enhance the innovative low carbon design C40 project. It will also allow additional public realm projects to be progressed and provided as part of Unlock Henderson as sales proceeds from the 267m<sup>2</sup> parcel will be utilised for projects with public good outcomes for Unlock Henderson.
4. Consultation with council and its CCOs, iwi authorities and the Henderson-Massey Local Board about the proposed disposal of the subject parcel has now taken place. Feedback received from the council group is supportive of the proposed disposal.
5. Subject to Finance and Performance Committee approval, completion of the reserve revocation process and a plan change, Panuku will enter exclusive negotiations with the C40 developer.

February 2021

4.4

## Horopaki | Context

6. Unlock Henderson will catalyse and reinvigorate wider private development potential in central Henderson through proposed developments on specific council landholdings within the Unlock Henderson boundary. The development strategy for Unlock Henderson includes greater density with potentially four to six level apartments in two centrally sites currently formed as car parks, including the Alderman Drive car park at 4-10 Edmonton Road.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
29 March 2017 Panuku Board	Unlock Henderson – High Level Project Plan	The board endorsed the HLPP and approved the Executive seeking approval from Auckland Council to dispose of the subject properties.
2 May 2017 Planning Committee	Panuku Unlock Henderson - High Level Project Plan	The committee adopted the Unlock Henderson High Level Project Plan.
23 May 2017 Finance and Performance Committee	Unlock Henderson	The committee approved the disposal of the subject properties to contribute to the outcomes of the Henderson HLPP.
8 December 2020 Henderson-Massey Local Board	Disposal recommendations report - 331 (part) Great North Road, Henderson	The local board endorsed the recommendation to revoke the reserve status and dispose of the parcel for urban renewal purposes.

## Matapaki | Discussion

7. 331 Great North Road is a local purpose (esplanade) reserve subject to the Reserves Act 1977. Accordingly, the reserve status for the 267m<sup>2</sup> parcel will need to be revoked under section 24 of the Reserves Act 1977 before any proposed disposal is completed.
8. A plan change seeking to change the Auckland Unitary Plan zoning for the 267m<sup>2</sup> parcel from Open Space - Conservation to Business - Metropolitan Centre will be undertaken concurrently as the reserve revocation to align the zoning with the surrounding area.
9. 331 Great North Road is not subject to offer back obligations to the former owner in accordance with section 40 of the Public Works Act 1981.

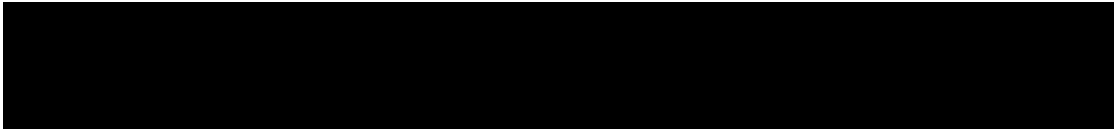
February 2021

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## Hīraunga | Implications

10. The subject 267m<sup>2</sup> parcel is poorly configured and underperforming in its current form. The proposed sale will enable it to be included in the C40 project. Possible outcomes include providing improved access to the C40 development and a landscaped interface with the adjacent reserve. This will achieve urban renewal outcomes and Panuku's objective of strategically creating value from assets.

## Ngā ritenga ā-pūtea | Financial implications



*[Text redacted pursuant to s7(2)(h) of the Local Government Official Information and Meetings Act 1987 as releasing it would be likely to prejudice or disadvantage the commercial position of council]*

12. As the subject 267m<sup>2</sup> parcel is within the Unlock Henderson boundaries, should it be approved for disposal, the sales proceeds will contribute towards projects with public good outcomes for Unlock Henderson.

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

13. The subject parcel is separated from the rest of the reserve by a change in elevation and a wooden retaining wall (see Figure 3 in attachment A). It has been identified that the retaining wall has a limited lifespan. Retaining the 267m<sup>2</sup> parcel in council ownership will result in any risk associated with the retaining wall and ongoing operational costs remaining with council.
14. The proposed disposal of the 267m<sup>2</sup> parcel will remove this risk to council. Mitigation of the risks associated with the wooden retaining wall are included in the scope of the Oratia cycleway/walkway link and could include a landscaped interface between the C40 development and the remainder of the reserve. An artist's impression of a possible landscaped outcome is included as Figure 4 in attachment A.

## Tauākī whakaaweawe Māori | Māori impact

15. Panuku engaged with 19 mana whenua iwi authorities on the proposed disposal of the 267m<sup>2</sup> parcel of 331 Great North Road. This engagement sought to understand if there were any issues of cultural significance with the proposed disposal. Information regarding the size and configuration of the parcel, and its proposed inclusion in the adjacent C40 development was provided as part of the engagement undertaken.
16. No site-specific feedback was received regarding the parcel. If the subject parcel is approved for disposal, all mana whenua entities will be advised that council intends to dispose of the parcel to the adjacent C40 developer.

## Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

17. Council's Parks, Sports and Recreation department confirmed the subject 267m<sup>2</sup> parcel has limited recreation value due to its location and configuration as car parking and

February 2021

4.4

support a disposal. Panuku consulted all relevant council departments and CCOs on the proposed disposal. No substantive feedback was received in response.

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

18. Resource from the Strategic Asset Optimisation team is required to progress the reserve revocation and plan change, which will be funded from Unlock Henderson programme budgets. Resource to progress the sale of the 267m<sup>2</sup> parcel will be funded as part of the wider negotiations for the sale of the adjacent Alderman Drive car park.

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

19. The proposed sale of this parcel will lead to land use changes. It is acknowledged that any form of construction and development can increase carbon emissions. The proposal to utilise the parcel as part of the medium density zero carbon C40 development will have a minimal increase on emissions associated with development and construction given the innovative low carbon design associated with the development.

20. Key features of the design include high density development (68 residential units); a low ratio of car parks to units; on-site photovoltaic energy systems; low carbon construction materials; and on-site stormwater management.

21. In addition, we are recommending a 12-metre esplanade strip be retained for the length of the adjacent former Alderman Drive car park site to minimise any potential risks from stream erosion.

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

22. Subject to Panuku Board approval, the Executive will recommend the reserve and disposal of the subject parcel to the Finance and Performance Committee.

23. The developer of the adjacent C40 development is seeking to purchase the parcel should it be approved for sale. Subject to obtaining the necessary approvals, completion of the reserve revocation process and a plan change, Panuku will enter negotiations with the C40 developer. The terms and conditions of the disposal would be approved under appropriate financial delegation.

### **Ngā tāpirihanga | Attachments**

Attachment A Images

### **Ngā kaihaina | Signatories**

Marian Webb, GM Assets & Delivery

David Rankin, Chief Executive (acting)



## **Decision paper: Westhaven Marina Limited director appointments**

Author: Jenni Carden, Executive Officer/Company Secretary

February 2021

### **Ngā tūtohunga | Recommendations**

That the Panuku Board:

- a. approves the reappointment of Stephen Mills as the independent Chair of Westhaven Marina Limited for a period of twelve months, expiring 31 January 2022.
- b. approves the reappointment of Richard Leggat as a Director of Westhaven Marina Limited until the end of his term as a Panuku director, expiring 31 October 2021.
- c. approves the appointment of Paul Majurey as a Director of Westhaven Marina Limited until the end of his term as Panuku Chair, expiring 31 October 2023.

### **Whakarāpopototanga matua | Executive summary**

1. Westhaven Marina Limited (WML) is the Corporate Trustee of the Westhaven (Existing Marina) Trust and the Westhaven (Marina Extension) Trust. WML has three directors, being Stephen Mills QC (independent Director and Chair), Richard Leggat and Adrienne Young-Cooper.
2. Stephen Mills QC was appointed to the board of WML on 27 August 2014 and his term expired on 31 August 2020. It is proposed to extend his term for an additional year to provide continuity and enable a suitable replacement independent director to be sought.
3. Richard Leggat was appointed to the board of WML on 1 July 2015. Richard is the representative of the board of Panuku Development Auckland Limited and as his term on the Panuku Board has been extended to 31 October 2021, it is proposed that his term on the WML Board is extended to the same date.
4. Adrienne Young-Cooper's term on the Panuku Board expired on 31 December 2020. She has indicated she will not continue as a director of WML. It is proposed that Paul Majurey is appointed to replace Adrienne. Paul has indicated his availability and willingness to act.

February 2021

4.5

## Horopaki | Context

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
16 March 2019	Decision Paper: Director appointment Westhaven Marina Limited	<p>The Panuku Board:</p> <ul style="list-style-type: none"> <li>approved the appointment of Adrienne Young-Cooper as a Director of Westhaven Marina Limited from 1 April 2019 until 31 October 2021.</li> <li>approved Stephen Mills QC being reappointed as a Director of Westhaven Marina Limited until 31 August 2020.</li> </ul>

## Hīraunga | Implications

### Ngā ritenga ā-pūtea | Financial implications

- There is minimal financial implication relating to these appointments as only Stephen Mills receives a fee for his role. There is no additional remuneration for Richard Leggat and Paul Majurey for being on the WML Board.

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

- There is minimal risk related to these appointments.

### Ngā koringa ā-muri | Next steps

- It is intended that following board approval, Paul will commence as a director of WML with immediate effect.
- Panuku executive will commence the director appointment process in the third quarter of 2021 to source appropriately qualified independent director/s to replace Stephen Mills and Richard Leggat.

### Ngā kaihaina | Signatories

Jenni Carden, Executive Officer/Company Secretary

Marian Webb, GM Assets & Delivery

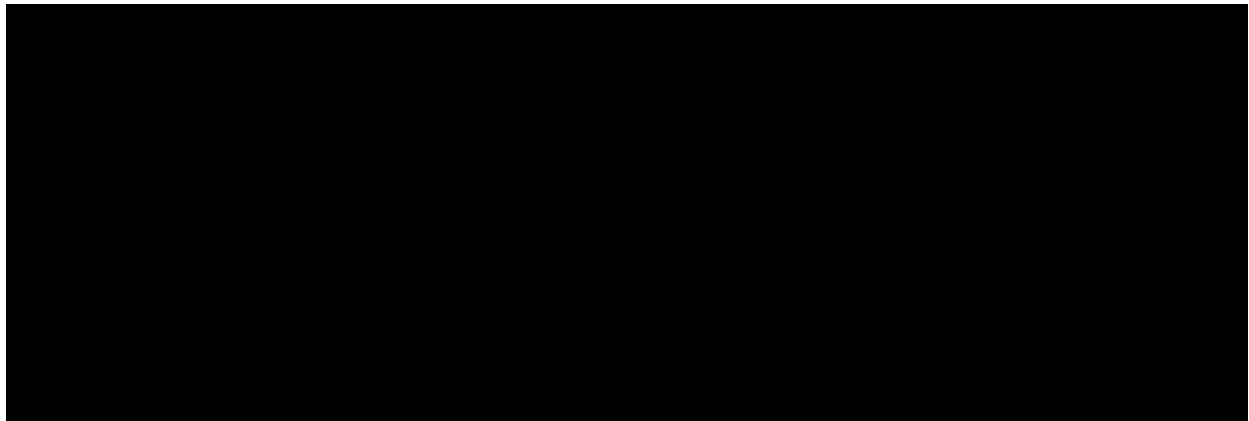
David Rankin, Chief Executive (acting)

# **Decision paper: Ormiston Town Centre and 66 Flat Bush School Road**

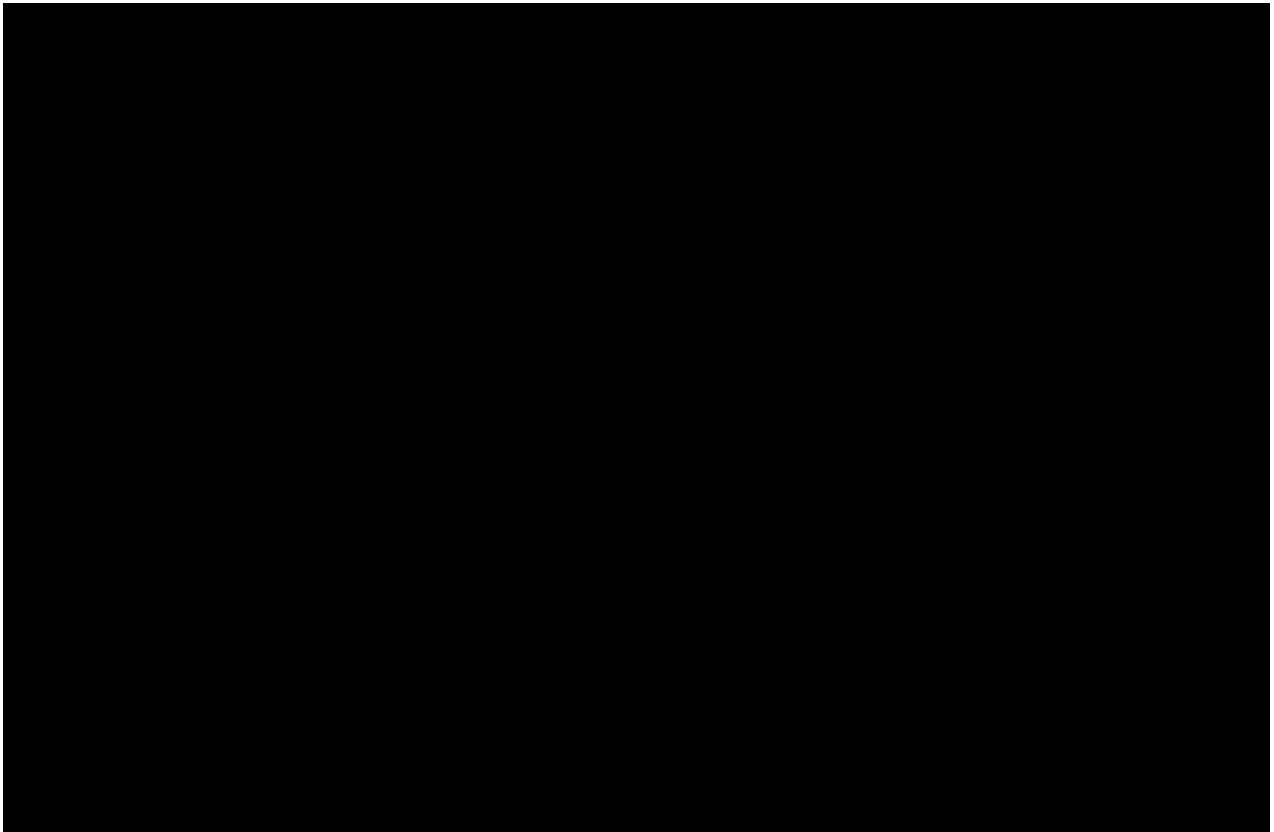
Author: Nicky Pennington, Development Manager

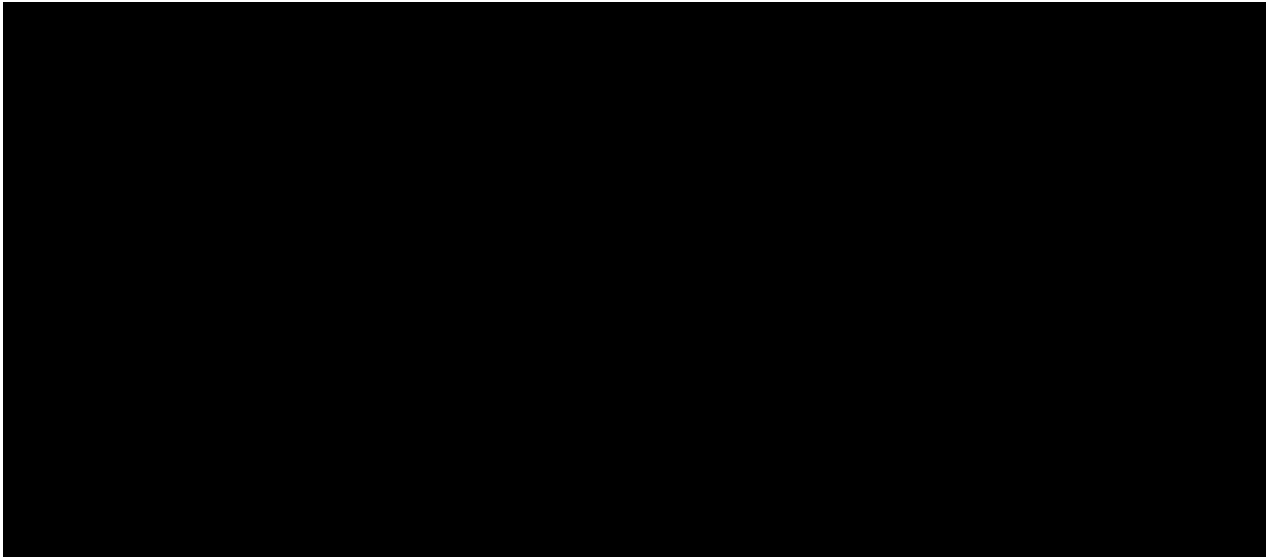
February 2021

## **Ngā tūtohunga | Recommendations**

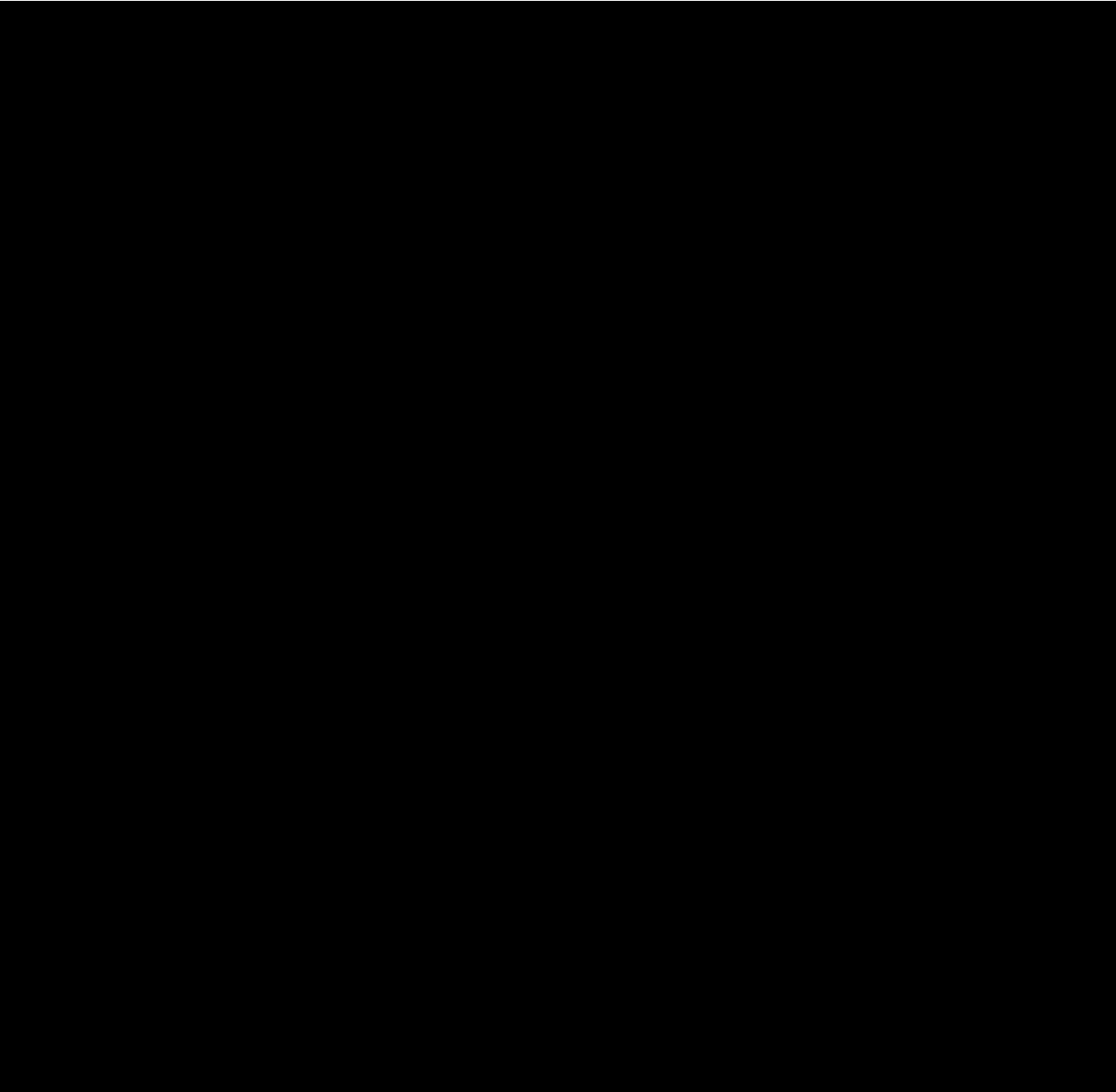


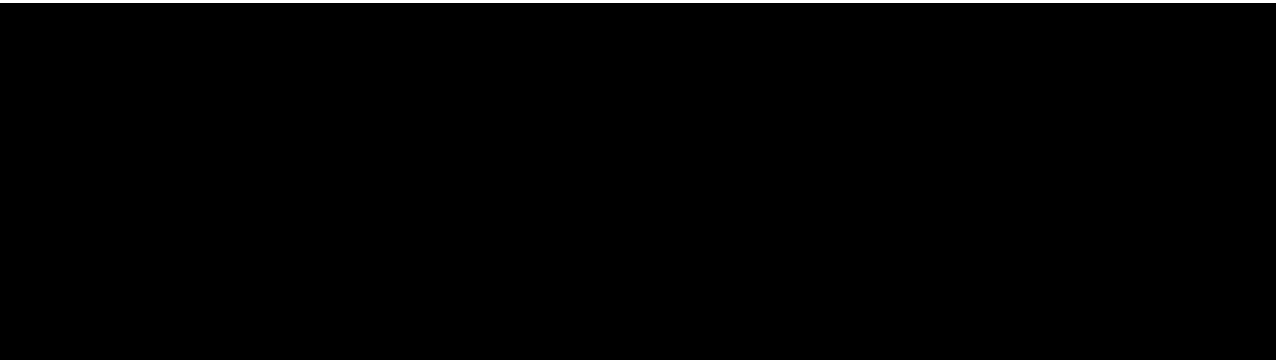
## **Whakarāpopototanga matua | Executive summary**



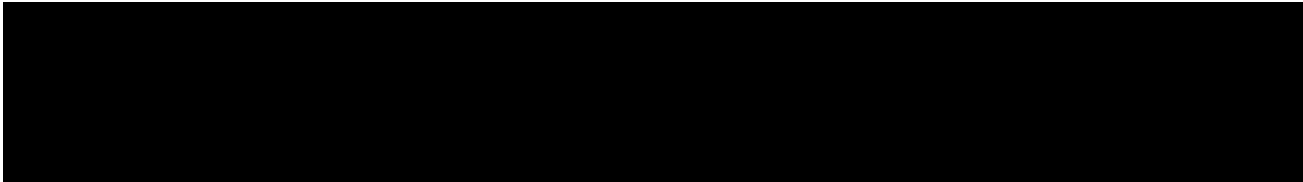


**Horopaki | Context**





## **Matapaki | Discussion**



## **Hīraunga | Implications**



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



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



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



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



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

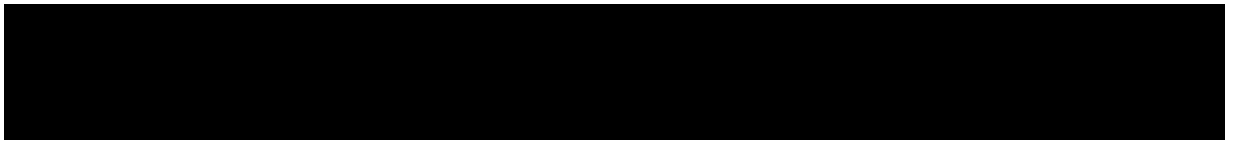


### **Tauākī whakaaweawe āhuarangi | Climate change impacts**



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





## **Ngā kaihaina | Signatories**

Allan Young, GM Development

Marian Webb, GM Assets & Delivery

David Rankin, Chief Executive

## Information paper: Wynyard Point External Challenge

Document author: Tracey Ryan, Senior Strategic Project Manager

February 2021

### Whakarāpopototanga matua | Executive summary

1. As requested by the Panuku 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.
2. 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.
3. The External Challenge Panel supported the general arrangement of built form and open space and in confirming the fundamental moves challenged the waterfront team to be bolder and more ambitious.
4. The waterfront team have developed an action plan in response to feedback from the External Challenge Panel and recommendations from the Panuku Technical Advisory Group to inform the Wynyard Point final draft Masterplan.
5. We will return to the External Challenge Panel in August 2021 for a final review to test our approach and will then return to the Panuku Board in October 2021 to endorse the Wynyard Point final draft Masterplan for the Planning Committee to approve for public consultation.

### Matapaki | Discussion

6. We have undertaken an external challenge process in December 2020 for the Wynyard Point draft Masterplan. This process involved a panel of international experts (Thomas Woltz, Nelson Byrd Woltz; Kaare Krokene, Snohetta; Sasha Coles, Aspect Studios; Roger Teale, Lautaret) to query and challenge the draft Masterplan through a series of online workshops. The workshop sessions included representation from Panuku Board, Panuku Mana Whenua Governance Forum, Panuku Technical Advisory Group and Panuku Executive Leadership Team.

7. The purpose of these workshops was:

To subject the draft Masterplan and the thinking that informs it to a searching critique

To identify where changes (if any) to the draft Masterplan are called for

To identify approaches, concepts and /or exemplars that warrant consideration in progressing the master-planning exercise; and

To identify non-design based matter that warrant consideration in moving the project forward (e.g. development/procurement strategies, agreements, etc).



February 2021

8. The External Challenge Panel have prepared a short report which is attached to this report as Attachment A. The report consisted of six key observations and actions from group discussions, these are summarised as:
  - a. Be ambitious
  - b. What is the draw?
  - c. Mixed use
  - d. Mixed scale
  - e. Sea to land
  - f. Be for all.
9. We have prepared an action plan in response to the External Challenge Panel observations and actions and further recommendations from Panuku Technical Advisory Group (TAG) in January 2021. The action plan is attached as Attachment B.
10. In addition to the Panel's report, the challenge sessions and subsequent conversations have generated further ideas and energy around the critical challenges for our next stage of development including climate change and sustainability, housing provision and mixed community, design ideas and interim use activations, development partnership approach and diversity.

5.1

## Next Steps

11. Following correspondence with the council, it was agreed that given the significant public and political focus in the first 3 or 4 months of 2021 on the Long Term Plan (LTP) we would delay the consultation process on the waterfront until after the LTP had been approved mid 2021. We are therefore taking 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, our Technical Advisory Group, key parts of the Council whanau and our external key stakeholders. We will also engage again with the External Challenge Panel for further testing over 2021.
12. We will initiate the discussion on a final draft masterplan with councillors after the LTP process is finished mid 2021. This will be a precursor to a public consultation process early in 2022 and ultimately in mid 2022, the formal notification of a plan change.
13. This time frame is overall consistent with what was communicated at the end of last year to the board and council. The time line will allow for a comprehensive process to support the master plan development and ensure meaningful consultation with stake holders and the wider public. Funding provision to support the master plan, including significant deferred renewal works, has been allowed for in our LTP bid and has been phased to align with this time line and overall LTP parameters.

## Ngā tāpirihanga | Attachments

Attachment A Wynyard Point Project External Challenge Report December 2020

Attachment B Wynyard Point External Challenge Action Plan February 2020

## Director interests at 16 December 2020

Member	Interest	Company / Entity	Conflicts pre-identified?
<b>John COOP</b>	Director	Panuku Development Auckland Limited	
	Managing Director and Principal	Warren and Mahoney	Possible
<b>David I. KENNEDY</b>	Director	Panuku Development Auckland Limited	
	Director	Cathedral Property Limited	
	Director	Grantley Holdings Limited	
<b>Richard I. LEGGAT</b>	Director	Panuku Development Auckland Limited	
	Executive Chair	Kiwis for kiwi	
	Director	Hamilton Waikato Tourism	
	Director	Mortleg Ltd	
	Director	Snowsports NZ	
	Director	Trophy Metropolitan Ltd	
	Director	Warren and Mahoney	
	Director	Winter Games New Zealand	
	Panel Member	NZ Markets Disciplinary Tribunal	
	Member	Union Cycliste Internationale Ethics Commission	
	Director	Westhaven Marina Limited	
<b>Paul F. MAJUREY</b>	Chair	Panuku Development Auckland Limited	
	Director	Iwi Commercial Property Limited	
	Chair	Tāmaki Makaurau Community Housing Limited	
	Chair	Puhinui Park Limited	
	Chair	Whenuapai Housing Limited	
	Director	Arcus Property Limited	
	Chair	Marutūāhu Rōpū Limited	
	Chair	Ngāti Maru Limited	Possible
	Chair	Marutūāhu Collective (5 iwi collective)	Possible
	Chair	Hauraki Collective (12 iwi collective)	
	Chair	Te Pūia Tāpapa	
	Chair	Impact Enterprise Fund	
	Chair	Tūpuna Maunga Authority	
	Co-Chair	Sea Change Tai Timu Tai Pari Ministerial Advisory Committee	

6.1

Mana Whenua Representative	Hauraki Gulf Forum
Director	Pare Hauraki Kaimoana
Trustee	Hauraki Fishing Group
Director	Tikapa Moana Enterprises Limited
Director	Pouarua Farms
Trustee	Crown Forestry Rental Trust
Director	Atkins Holm Majurey Limited

6.1

## 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	Apr	May	Jun	
P.F. Majurey	x	✓	✓	✓	x	✓						
J. Coop	✓	✓	✓	✓	✓	✓						
D.I. Kennedy	✓	✓	✓	✓	✓	✓						
R.I. Leggat	✓	✓	✓	✓	✓	✓						
A.F. Young-Cooper	✓	✓	✓	✓	✓							
V. Carroll	✓	✓	LOA	LOA								

LOA – Leave of absence

6.2

MINUTES OF THE MEETING OF DIRECTORS OF PANUKU DEVELOPMENT AUCKLAND LIMITED, HELD IN **CONFIDENTIAL** SESSION, AT PANUKU, 82 WYNDHAM STREET, AUCKLAND ON WEDNESDAY 18 NOVEMBER 2020 COMMENCING AT 9.00 AM.

<b>ATTENDING</b>		<p><b>Board:</b> Adrienne Young-Cooper (Chair), John Coop, David Kennedy, Richard Leggat.</p> <p><b>ouncillor liaison:</b> Cr Efeso Collins.</p> <p><b>Executive:</b> David Rankin – Chief Executive, Monica Ayers – GM People &amp; Culture, Gyles Bendall – GM Design &amp; Place, Jenni Carden – Executive Officer/Company Secretary, Angelika Cutler – GM Community &amp; Stakeholder Relations, Carl Gosbee – Chief Financial Officer, Brenna Waghorn – GM Strategy &amp; Planning, Marian Webb – GM Assets &amp; Delivery, Ian Wheeler – Chief Operating Officer, Allan Young – GM Development.</p>
<b>PROCEDURAL MOTION TO EXCLUDE THE PUBLIC</b>	1 11/20	Pursuant to clause 12.3 of the Panuku Constitution, the public be excluded from the following proceedings of this meeting, so that commercially sensitive issues can be discussed in confidential session.
<b>OPENING REMARKS</b>	2 11/20	<p>The Chair welcomed board members and executive to the meeting.</p> <p>The Chair noted Victoria Carroll had resigned from the Panuku Board, effective 31 October 2020.</p> <p>The board discussed the need to continue to build relationships with iwi through regular engagement with mana whenua and ensure clarity of Panuku's remit.</p>
<b>1.1 APOLOGIES</b>	3 11/20	Apologies were received from Deputy Chair Paul M. Ajurey.
<b>CONFIDENTIAL GOVERNANCE MATTER</b>		
<b>1.2 DIRECTORS' INTERESTS</b>	4 11/20	<p>The Panuku Board reviewed and received the Register of Director's Interests and the identified interests for specific projects, noting the following:</p> <p>David Kennedy's removal of interests relating to Ngai Tahu entities;</p> <p>██</p>
<b>CONFIDENTIAL GOVERNANCE MATTER</b>		
<b>1.3 DIRECTORS' MEETING ATTENDANCE</b>	5 11/20	The Panuku Board noted the directors' meeting attendance.
<b>CONFIDENTIAL GOVERNANCE MATTER</b>		
<b>1.4 MINUTES OF 21 OCTOBER 2020 BOARD MEETING</b>	6 11/20	The Panuku Board reviewed and confirmed the minutes of the Board meeting 21 October 2020, with confidential information included, as a true and accurate record of the meeting.


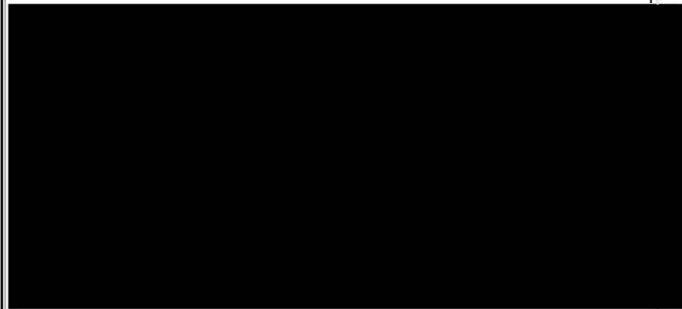
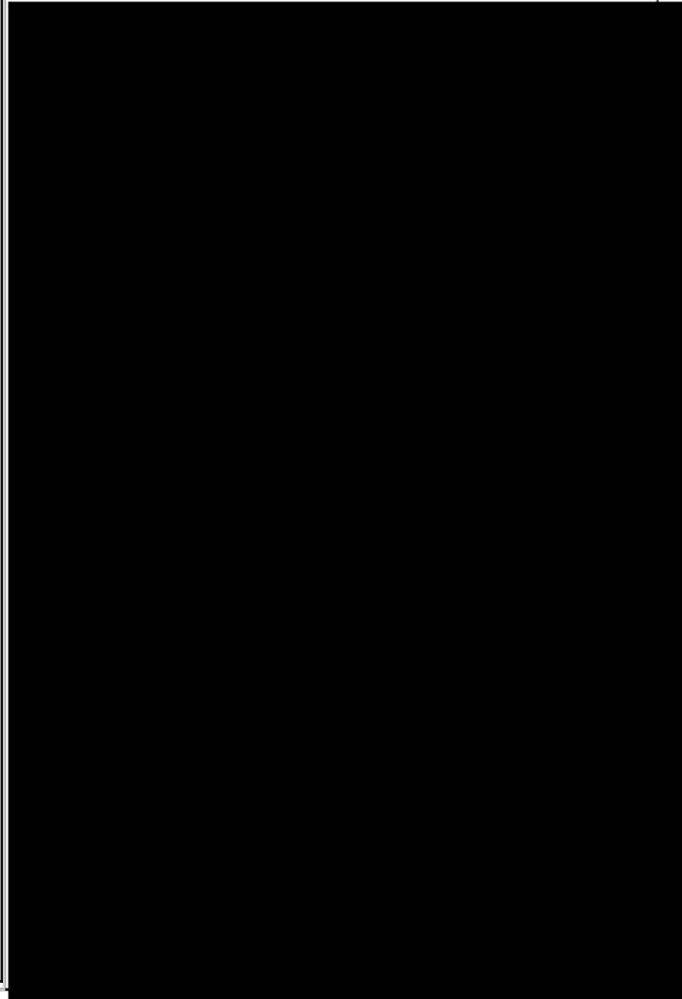
<p><b>CONFIDENTIAL GOVERNANCE MATTER</b></p>		
<p><b>1.5 BOARD ACTION LIST</b></p> <p><b>CONFIDENTIAL GOVERNANCE MATTER</b></p>	<p>7 11/20</p>	<p>The Panuku Board noted the board action list [REDACTED]</p>
<p><b>1.6 BOARD FORWARD WORK PROGRAMME</b></p> <p><b>CONFIDENTIAL GOVERNANCE MATTER</b></p>	<p>8 11/20</p>	<p>The Panuku Board noted the board forward work programme.</p>
<p><b>1.7 PRIORITY LOCATION COMMITTEE MEETINGS VERBAL UPDATE: 30 OCTOBER, 6, 13 and 20 NOVEMBER 2020</b></p> <p><b>CONFIDENTIAL GOVERNANCE MATTER</b></p>	<p>9 11/20</p>	<p>David Kennedy, Chair Priority Location Committee, provided a summary of the meetings held on 30 October, 13 and 20 November 2020. [REDACTED]</p> <p>The Panuku Board received the verbal update.</p>
<p><b>1.7 PEOPLE &amp; CULTURE COMMITTEE MEETING VERBAL UPDATE: 5 NOVEMBER 2020</b></p> <p><b>CONFIDENTIAL GOVERNANCE MATTER</b></p>	<p>10 11/20</p>	<p>David Rankin on behalf of Paul Majurey, Chair People &amp; Culture Committee, provided a summary of the meeting held on 5 November 2020: [REDACTED]</p> <p>The Panuku Board received the verbal update.</p>
<p><b>1.7 AUDIT &amp; RISK COMMITTEE MEETING VERBAL UPDATE: 17 NOVEMBER 2020</b></p> <p><b>CONFIDENTIAL GOVERNANCE MATTER</b></p>	<p>11 11/20</p>	<p>Richard Leggat, Chair Audit &amp; Risk Committee, provided a summary of the meeting held on 17 November 2020: [REDACTED]</p> <p>The Panuku Board received the verbal update.</p>

<p><b>2. HEALTH AND SAFETY REPORT</b></p>	<p>12 11/20</p>	<p>Carl Gosbee introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> <li>Increase in reporting of safety concerns which allowed mitigations to be put in place;</li> <li>Panuku’s Annual Health and Safety plan;</li> <li>Directors’ site visits to Westhaven which raised no health and safety concerns or issues for further investigation;</li> <li>Presentation from the Wynyard Edge Alliance at a recent Priority Location Committee which had shown exceptional health and safety performance.</li> </ul> <p>Following the conclusion of discussions, the Panuku Board received the report.</p>
<p><b>3. CONFIDENTIAL CHIEF EXECUTIVE’S REPORT</b></p>	<p>13 11/20</p>	<p>Cr Collins joined the meeting.</p> <p>David Rankin, Chief Executive (acting), introduced the report. The board discussed the following matters:</p> <div style="background-color: black; height: 300px; width: 100%;"></div> <p>Following the conclusion of discussions, the Panuku Board received the report.</p> <p>Cr Collins and David Kennedy left the meeting.</p>
<p><b>4.1 LONG TERM PLAN FY22-31</b></p>	<p>14 11/20</p>	<p>Carl Gosbee, Chief Financial Officer, introduced the report. The board discussed the following matters:</p> <div style="background-color: black; height: 30px; width: 100%;"></div>

<p><b>CONFIDENTIAL STRATEGIC REPORT</b></p>		<div style="background-color: black; width: 100%; height: 150px; margin-bottom: 10px;"></div> <p>Following the conclusion of discussions, the Panuku Board:</p> <ol style="list-style-type: none"> <li>1. Approved the Long Term Plan FY22-31 budget bid and performance measures to Auckland council,</li> </ol> <div style="background-color: black; width: 100%; height: 100px; margin-top: 10px;"></div>
<p><b>4.2 UPDATE ON ENGAGEMENT WORK WITH MANA WHENUA</b></p> <p><b>CONFIDENTIAL STRATEGIC REPORT</b></p>	<p>15 11/20</p>	<p>Angelika Cutler, GM Community &amp; Stakeholder Relations, introduced the report. The board discussed the following matters:</p> <div style="background-color: black; width: 100%; height: 100px; margin-top: 10px;"></div> <p>Following the conclusion of discussions, the Panuku Board received the report.</p>
<p><b>4.3 PANUKU CLIMATE CHANGE STRATEGY</b></p> <p><b>CONFIDENTIAL STRATEGIC REPORT</b></p>	<p>16 11/20</p>	<p>Kristen Webster, Head of Corporate Responsibility, joined the meeting. Brenna Waghorn, GM Strategy &amp; Planning, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> <li>• Panuku's opportunity to support the shareholder's climate change targets through enabling lower carbon communities;</li> </ul>



		<p>[REDACTED]</p> <p>Following the conclusion of discussions, the Panuku Board approved the Panuku Climate Change Strategy for publication.</p>
<p><b>5.1 30 JUNE 2020 ANNUAL REPORT</b></p> <p><b>CONFIDENTIAL BUSINESS REPORT</b></p>	<p>17 11/20</p>	<p>Carl Gosbee, Chief Financial Officer, introduced the report. The board discussed the following matter:</p> <p>S:</p> <p>Noted the report had been reviewed in detail by Audit &amp; Risk Committee and recommended board approval;</p> <p>The Chair and Chair of the Audit &amp; Risk Committee were authorised to sign the Annual Report subject to receipt of updated letters of representation from Management.</p> <p>Following the conclusion of the discussions, the Panuku Board received the Annual Report.</p>
<p><b>5.2 31 DECEMBER 2020 RESULTS REPORTING TO AUCKLAND COUNCIL</b></p> <p><b>CONFIDENTIAL BUSINESS REPORT</b></p>	<p>18 11/20</p>	<p>Carl Gosbee, Chief Financial Officer, introduced the report [REDACTED]</p> <p>[REDACTED]</p> <p>Following the conclusion of the discussions, the Panuku Board delegated approval of the 31 December 2020 reporting pack and representation letter to Auckland Council to the Chief Executive Officer (acting) and the Chief Financial Officer.</p>
<p><b>5.3 WHITFORD QUARRY</b></p> <p><b>CONFIDENTIAL BUSINESS REPORT</b></p>	<p>19 11/20</p>	<p>Marian Webb, GM Assets &amp; Delivery, introduced the report. The board discussed the following matter</p> <p>[REDACTED]</p>

		
<p><b>6.1 PORTFOLIO FUNDING REVIEW: – QUARTER ONE JULY - SEP 2020</b></p> <p><b>CONFIDENTIAL URBAN REGENERATION REPORT</b></p>	<p>20 11/20</p>	<p>Following the conclusion of the discussions, the Panuku Board received the report.</p> <p>Ian Wheeler, Chief Operating Officer, introduced the report. The board discussed the following matter</p>  <p>Following the conclusion of the discussions, the Panuku Board :</p> 

<p><b>6.2 PANUKU / AUCKLAND TRANSPORT TRANSIT ORIENTATED DEVELOPMENT PROGRAMME</b></p> <p><b>CONFIDENTIAL URBAN REGENERATION REPORT</b></p>	<p>21 11/20</p>	<p>Marian Webb, GM Assets &amp; Delivery, introduced the report. The board discussed the following matter</p> <p>[REDACTED]</p> <p>Following the conclusion of the discussions, the Panuku Board:</p> <ul style="list-style-type: none"> <li>a. Approved the Programme Business Case for the Panuku / Auckland Transport Transit Orientated Development Programme.</li> <li>b. Approved the following related projects and initiatives for the next twelve months:</li> </ul> <p>[REDACTED]</p>

		<p>[REDACTED]</p> <p>c. Noted that the Panuku / Auckland Transport Transit Orientated Development Programme is subject to the following:</p> <p>[REDACTED]</p> <p>d. Noted that capital receipts generated by this 20+ year programme of work programme will be reinvested back into regional transport priorities in accordance with the extension of the Optimisation of Service Property approach to AT managed assets, which the Finance and Performance Committee approved March 2018.</p>
<p><b>6.3 AOTEA CENTRAL OVER STATION DEVELOPMENT REVISED PROPOSAL</b></p> <p><b>CONFIDENTIAL URBAN REGENERATION REPORT</b></p>	<p>22 11/20</p>	<p>John Coop and Richard Leggat left the meeting due to conflicts of interest.</p> <p>[REDACTED] joined the meeting. Allan Young, GM Development, introduced the report. The board discussed the following matters:</p> <p>[REDACTED]</p>

		John Coop and Richard Leggat rejoined the meeting.
<p><b>6.4 TRANSFORM WATERFRONT 44-56 HAMER STREET</b></p> <p><b>CONFIDENTIAL URBAN REGENERATION REPORT</b></p>	23 11/20	<p>The board noted the Chair had resigned from her directorship of, and interest in, Sealink Limited in December 2019 and had had no prior involvement in this proposal.</p> <p>Allan Young, GM Development, introduced the report. The board discussed the following matters:</p> <div style="background-color: black; height: 350px; width: 100%;"></div>
<p><b>6.5 19 JERVOIS ROAD, HERNE BAY</b></p> <p><b>CONFIDENTIAL URBAN REGENERATION REPORT</b></p>	24 11/20	<p>Marian Webb, GM Assets &amp; Delivery, introduced the report. The board discussed the following matter</p> <div style="background-color: black; height: 200px; width: 100%;"></div>

<b>7. GENERAL BUSINESS</b>	25 11/20	Directors and Management acknowledged and thanked the Chair for her contribution and leadership over the previous two years.
<b>CLOSE OF BOARD MEETING</b>	26 11/20	The meeting closed at 2.12 pm.

**READ AND CONFIRMED**

\_\_\_\_\_ **Chair**

\_\_\_\_\_ **Date**

MINUTES OF THE MEETING OF DIRECTORS OF PANUKU DEVELOPMENT AUCKLAND LIMITED,  
HELD IN **CONFIDENTIAL** SESSION, VIA ZOOM AND AT PANUKU, 82 WYNDHAM STREET, AUCKLAND  
ON WEDNESDAY 16 DECEMBER 2020 COMMENCING AT 10.00 AM.

<b>ATTENDING</b>		<p><b>Board:</b> Paul Majurey (Chair), John Coop, David Kennedy, Richard Leggat.</p> <p><b>Executive:</b> David Rankin – Chief Executive, Gyles Bendall – GM Design &amp; Place, Jenni Carden – Executive Officer/Company Secretary, Alaina Cockerton – Head of People &amp; Culture, Angelika Cutler – GM Community &amp; Stakeholder Relations, Carl Gosbee – Chief Financial Officer, Brenna Waghorn – GM Strategy and Planning, Marian Webb – GM Assets &amp; Delivery, Ian Wheeler – Chief Operating Officer, Allan Young – GM Development.</p>
<b>PROCEDURAL MOTION TO EXCLUDE THE PUBLIC</b>	1 12/20	Pursuant to clause 12.3 of the Panuku Constitution, the public be excluded from the following proceedings of this meeting, so that commercially sensitive issues can be discussed in confidential session.
<b>OPENING REMARKS</b>	2 12/20	<p>The Chair welcomed board members and executive to the meeting.</p> <p>The Chair noted Adrienne Young-Cooper has resigned from the Panuku Board, effective 31 December 2020.</p>
<b>1. TRANSFORM ONEHUNGA - WAIAPU PRECINCT DRAFT MASTERPLAN</b>	3 12/20	<p>[REDACTED] joined the meeting. Ian Wheeler, Chief Operating Officer, introduced the report. The board discussed the following matters:</p> <p>[REDACTED]</p> <p>Following the conclusion of the discussions, the Panuku Board approved the revised Waiapu precinct draft masterplan.</p>
<b>2. ORMISTON TOWN CENTRE AND 66 FLAT BUSH SCHOOL ROAD</b>	4 12/20	<p>[REDACTED]. Allan Young, GM Development, introduced the report. The board discussed the following matters:</p> <p>[REDACTED]</p>

<b>3. AUCKLAND DOCKLINE TRAM</b>	5 12/20	<p>Marian Webb, GM Assets &amp; Delivery, introduced the report. The board discussed the following matters:</p> <p>Good outcome from the process and works undertaken to date;</p> <p>Communications will be undertaken in January 2021.</p> <p>Following the conclusion of the discussions, the Panuku Board:</p> <ul style="list-style-type: none"> <li>a. approved M OTAT as operator of the Auckland Dockline Tram.</li> <li>b. approved the model of tram operations set out in the Service Agreement between Panuku and M OTAT, with the tram running on Sundays, long weekends, and public holidays, except during AC36 and other major events being held in the Wynyard Quarter.</li> <li>c. noted that investigation on alternative locations for the tram shed post-development of West 2 in 2023, and review of tram operations in line with the 2018 Auckland Council Governing Body resolution, will be reported back to the Panuku Board in August 2021.</li> </ul>
<b>4. GENERAL BUSINESS</b>	6 12/20	<p><b>America's Cup 36 (AC36)</b></p> <p>Ian Wheeler, Chief Operating Officer, spoke the two memos that were circulated via email regarding AC36.</p> <p><b>Wynyard Quarter masterplan challenge</b></p> <p>Gyles Bendall, GM Design &amp; Place, provided a verbal update on the challenge process and advised a report will be provided to the February meeting.</p>
<b>CLOSE OF BOARD MEETING</b>	7 12/20	The meeting closed at 11.15 am.

READ AND CONFIRMED

\_\_\_\_\_ Chair

\_\_\_\_\_ Date



## Closing

Unuhia, unuhia  
Unuhia mai te urutapu nui  
Kia wātea, kia māmā,  
te ngākau te tinana, te  
hinengaro  
i te ara takatū  
Koia rā e Rongo  
e whakairia ake ki runga  
Kia tina! Haumi e!  
Hui e! Tāiki e!

*Draw on, draw on  
Draw on the supreme  
sacredness  
To clear and to set free  
the heart, the body and the inner  
essence  
In preparation for our pathways  
Let peace and humility  
be raised above all  
Manifest this! Realise this!  
Bind together! Affirm!*