

Board Report

Date

Wednesday,
25 May 2022

Venue

Eke Panuku office,
82 Wyndham Street
and online via Teams



Board agenda

Where: In person at the Eke Panuku office, 82 Wyndham St, and online via Teams

When: Wednesday, 25 May 2022 | 10.00 am – 1.00 pm

Board members: Paul Majurey – Chair
David Kennedy – Deputy Chair
John Coop – Director
Kenina Court – Director
Steve Evans – Director
Susan Huria – Director
Jennifer Kerr – 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.	Public meeting open
2.	<p>2.1 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 confidential papers or parts thereof, so that commercially sensitive issues can be discussed.</p> <p>2.2 Apologies</p>
3.	Chief Executive's report
4.	Health and Safety
5.	<p>Decision papers</p> <p>5.1 Pukekohe – Small Site Sales</p> <p>5.2 Waterfront development</p> <p>5.3 Eke Panuku programme – proposed approach</p> <p>5.4 Board Delegated Authority Policy</p> <p>5.5 Viaduct Events Centre Lease (late paper)</p>
6.	<p>Information papers</p> <p>6.1 Management of capital funding allocations</p> <p>6.2 Stakeholder and community insights</p> <p>6.3 Selecting development partners</p>

7. Governance matters

7.1 Director interests

7.2 Director meeting attendance

7.3 Minutes of 29 April 2022 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

Creating amazing places.

Our mission

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

Our purpose

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

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

What we do

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

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

There were no apologies received for the May board meeting.

Information paper: Chief Executive's Report

Document author: David Rankin

May 2022

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

Quarter Three Report to Auckland Council

2. A copy of the Quarter Three report to council is included as Attachment A to this report. It presents information to the shareholder, consistent with past monthly dashboard reports.
3. The report was submitted to council on 29 April 2022. In the report we noted that we are still on track to meet 8 out of 11 SOI performance targets. There are three targets that are unlikely to be achieved because of the slowdown of the property market and project delays. These are the capital project milestones, Transform and Unlock sales, and the Auckland Council asset recycling target. The issue for sales is one of timing of receipt of revenue. A number of sales and developments are expected to be under contract by the end of June with a view to concluding them in FY23.
4. The report also highlights key risks and issues. These include: the continuing impacts of Covid-19; a competitive labour market and the property market being impacted by factors such as building supply chain issues and rising construction costs; rising inflation; tighter lending; and increasing interest rates.

City Rail Link Stations

5. I recently attended an event organised by CRLI to announce the names of the CRL stations. These names are the result of a process CRLI has worked through with mana whenua and are as follows:
 - Waitematā (Britomart)
 - Te Wai Horotiu (Aotea)
 - Karanga a Hape (Karangahape Road)
 - Mangawhau (Mt Eden)
6. CRLI, together with its mana whenua forum representatives, also explained how Maoritanga will be intrinsically woven through the essence of CRL at every stage of development to ensure that the buildings have a distinctly Tāmaki Makaurau identity.

[Redacted]

[Redacted]

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[Redacted]

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[Redacted]



Harbour Bridge Park

17. The below summary of Harbour Bridge Park is a repeat of last month's CE report. This has been provided again to allow a short discussion with the Board that did not occur due to staff absences.
18. Harbour Bridge Park is a council-owned public open space and road (Curran Street) located at the western entrance to Westhaven Marina and beneath the Point Erin area. As a public space, it provides connection to the water and is an active space for fishermen, pedestrians, and cyclists.
19. The upgrade of the Harbour Bridge Park was identified in the Waterfront Plan 2012 and the Westhaven Plan 2013 (2015). This project proposes a public realm upgrade along Curran Street in Westhaven (see Attachment B).
20. The Concept Design proposes a spatial layout that moves the current layout of Curran Street south, away from the water's edge, to maximise the public space and provide safe walking and cycling connections along the water's edge towards the Westhaven Promenade.
21. In 2019 \$8M of long-term funding was allocated. Designers were appointed to redevelop a concept design and consider in more detail a refresh of the public realm based on the 2017 concept design package.
22. The concept design seeks to achieve the following key design moves:
 - a) Curran St will be realigned to the back edge of the land parcel and redesigned to one way traffic with a separated cycleway which acts as a key connection between the north-western and central city cycle network
 - b) Realigning the carriageway will enable a wide promenade on the water's edge for public use and recreation
 - c) Landscaping and topography to reflect the reef (Te Routu o Ureia) and headland landscapes
 - d) Open green space to encourage recreational activity, curved topography to provide shelter and elevated views across the harbour
 - e) Cantilevered piers allow for an extended area for fishing activities, informed through the current high levels of activity
 - f) Seating provision to accommodate a range of users

- g) Swale and landscape planting within carparking area allows for improved stormwater treatment
 - h) Ground levels to be elevated from current levels to mitigate climate change (rising sea levels / storm surges and inundation)
 - i) Carparking provision will be maintained similarly to current levels.
23. A workshop with Waitemata Local Board was held in December 2021 and formal endorsement of the concept design was sought at the business meeting in March 2022. Endorsement was received with positive feedback to the concept design presented. Endorsement of the concept design will be followed up with further stakeholder engagement and public consultation expected to commence in May 2022.
24. Further development of the design package is to continue in partnership with mana whenua with feedback and input from public consultation also to be considered.
25. It is estimated that construction will commence in mid-2023. However, a lot of integration with Watercare is required around project delivery due to the booster pump station construction and the newly proposed North Shore watermain no. 3 project.

Matariki 2022

26. Since 2012, Eke Panuku has celebrated Matariki each year with an event called “Matariki on the Waterfront”. Alongside the growth of council’s wider celebrations, Matariki has rightly become one of the most important events in our calendar.
27. In 2015, Eke Panuku organised its first Matariki celebration within the Transform Manukau programme. Eke Panuku facilitated a light show on the Civic building as a smaller part of a light programme across the city.
28. In 2021, Eke Panuku engaged two mana whenua-appointed Matariki specialists to guide our work and engagement with mana whenua, and is continuing to work with these advisors.
29. In 2022, we will focus on delivering Matariki-based events in the waterfront, Manukau, and Onehunga. A key aspect of our Matariki programme for this year, endorsed by mana whenua, is enabling our rangatahi programme He Pia He Taurira to exercise a lead role in programming activities throughout Matariki.
30. The intent of our work for Matariki will be to create opportunities to focus on whānau, remember connections to tūpuna, land, and build connections between iwi, hapū, and most of all, pay attention to the stars themselves.
31. All Eke Panuku-led activities for Matariki are aligned with the Auckland Council Group programme. Our Matariki specialists are working with Auckland Transport to create a public transport service from several marae to bring people to Manukau and Wynyard Quarter for our events. Auckland Transport is willing to support us and is exploring different options, including buses for kaumātua.

Ngāti Whātua Ōrākei Trust v Attorney-General [2022] NZHC 843 28 April 2022

32. Ngāti Whātua Ōrākei sought a declaration from the High Court that it has ahi kā and mana whenua over land in central Tāmaki Makaurau. Ultimately, the Court ruled that Ngāti Whātua Ōrākei has ahi ka and mana whenua according to its own tikanga and historical tribal narrative and tradition over the area identified in the judgement at para [13]. However, the judgement goes on to say that Marutūāhu Rōpū (other than Ngāti Pāoa), Ngāi Tai ki Tāmaki and Te Ākitai Waiohua do not currently recognise that Ngāti Whātua Ōrākei has ahi ka and mana whenua on the land based on their tikanga and historical narratives and traditions.
33. The Court recognised that the claim from each iwi to hold ahi kā and mana whenua is based on their own narrative and history. As a result it is difficult, if not impossible, for a court to reconcile those historical tribal narratives from so long ago.
34. The Court has said in the end the best way to resolve these matters is through a tikanga based resolution process and has offered to facilitate such a process.
35. The Court invited parties within the next three months to make submissions on whether the Court should make a future declaration that could affect Ngāti Whātua Ōrākei, those parties in opposition to Ngāti Whātua Ōrākei, or the Crown's role to actively protect the ability of iwi and hapū to exercise tikanga, para [79].
36. The permanent design of the open space in Pile Berth Redevelopment of Westhaven Marina is on pause until a decision is reached on which mana whenua groups have a primary role in central Tāmaki Makaurau. It is likely that we cannot start work on this project until the legal process described above is concluded.

Whitford Landfill

37. The landfill activity operating from Whitford Landfill is managed by Waste Disposal Services (WDS), a company formed through a joint-venture between council and Waste Management NZ Ltd (WAM). Eke Panuku manages this agreement on behalf of Auckland Council.
38. The parent company of WAM, Beijing Capital, has recently sold its shares to an Australian investment company known as Tui Bidco Ltd. The transaction is expected to be completed in October 2022. The ownership structure of the parent company will have no impact on services. However, as the transaction results in a change in control of WAM, the joint venture agreement requires written consent from Eke Panuku. The Chief Executive has authority to consent to the transaction as it is a minor change to an existing agreement and has no financial implication. A copy of the letter is attached (Attachment C).



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Group Shared Services

44. At the Board meeting in March we provided an information paper on the Group Shared Services Review. The feasibility work has been completed. The Shared Services Governance Group, comprising Peter Gudsell (AC), Vanessa Ellis (AT), Justine White (AU) and Carl Gosbee (EP), recommended proceeding to the next stage of detailed design for ten of the thirteen service areas. Three service areas were found to have no scope for shared services.

45. Initial feedback from council's CEO and from CCO Executives was that the scale and pace of the detailed design work would negatively impact current service provision. In addition, the budget for the detailed design of \$3m was identified as being outside the current fiscal envelope contemplated by council for the FY22/23 budget. As a consequence, it was agreed at the Group CE meeting that ICT would be the first service area to proceed to detailed design, with subsequent areas to follow. This would be contingent on the agreed approval process and success of the ICT recommendations and identified improvements and savings.

46. Eke Panuku has all ICT services provided by the council ICT team. Current intentions are to seek Board level support for the ICT service review from Auckland Transport and Auckland Unlimited, which do not currently utilise Auckland Council ICT to the same extent as Eke Panuku, and then proceed to detailed design. Eke Panuku's role in the detailed design will be focused on user requirements rather than service provider elements.

Ngā tāpirihanga | Attachments

Attachment A – Quarter Three Report to Auckland Council

Attachment B – Harbour Bridge Park upgrade

Attachment C – Letter re Waste Management Change of Control Consent

Attachment D – Monthly dashboard

Eke Panuku Development Auckland

Quarter 3 Performance Report

For the period ending 31 March 2022

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

Eke Panuku Q3 summary

Highlights, issues & risks for the quarter

A range of projects, activities and events have been progressed this quarter, although momentum has been negatively affected by the impacts of Covid-19. Progress has continued, albeit at a slower pace. The impact on performance is evident in areas such as progression of renewals and public realm works. Our SOI targets that are reliant on these areas have also been impacted, with some looking increasingly unlikely to be reached. A weakened property market will also have an impact on our short to medium term property sale targets with the effect of slowing down the anticipated timing of revenue.

Some of the highlights for the quarter are:

1. **Thriving Town Centres** – a key strategy document providing town centre guidelines for our priority locations has been approved by the Board and endorsed by the Planning Committee. This outlines the regeneration approach, setting out the principles and toolbox for thriving centres.
2. **Plans approved** - The Te Ara Tukutuku Plan which sets out what is next in the Wynyard Quarter was endorsed by the Planning Committee this quarter. The updated masterplan for Papatōetoe which guides our regeneration was endorsed by the Ōtara-Papatōetoe Local Board in March. The **concept design for Harbour Bridge Park** was endorsed in March by the Waitemātā Local Board ahead of wider engagement.
3. **Agreement signed with Willis Bond** to build Takapuna Central, a \$400m mixed-use development over five sites surrounding Waiwharariki Anzac Square. Construction of this new town square commenced in January.
4. **Managed properties and marinas occupancy** continue to be within SOI targets and the overall property portfolio surplus target is on track to meet the annual budget.
5. Several **capital project and development project milestones** were achieved in the quarter. **Avondale Crayford Street West streetscape** improvement works commenced in February and **Hayman Park Playground** construction works began in March 2022. Four major renewals projects are now in the construction phase.
6. A number of **placemaking initiatives were completed** in the quarter to continue community participation and support local business recovery during these challenging times.

Risk and Issues:

Issues around material supply, delays with statutory planning processes and staff illness within our organisation and our partnering organisations has meant that timelines have had to be adjusted to accommodate frequently changing situations. A weakened property market will impact our property sale targets. The competitive labour market makes it hard to retain and hire skilled staff. Our people strategy, business continuity plans, partnering approach with developers and early procurement of material are some of the initiatives we are using to manage the impacts of risks and issues. The Human Rights Tribunal hearing initiated by Ngai Tai Waipareira Housing Ltd is expected to proceed in May, delayed from September, and may attract significant media attention.

Financials (\$m)	YTD actual	YTD budget	Actual vs Budget
Capital delivery	24.3	63.4	↓ 39.1
Strategic Development Fund	0.7	3.9	↓ 3.2
Direct revenue	49.4	48.9	↑ 0.5
Direct expenditure	57.6	62.8	↓ 5.2
Net direct expenditure	8.2	13.9	↑ 5.7

Financial Commentary

Capital Delivery:

Capital delivery is behind budget year to date due to the impact of Covid-19, supply chain issues and other external factors. A conservative Capital expenditure forecast for the full year is \$40m against a budget of \$90m. This could reach up to \$57m should certain acquisitions with a 50% probability, currently progressing, be completed by 30 June. The forecast variance in capital spend is due to Northern Pathway related projects being delayed, the effect of Covid Protection Framework restrictions and Omicron on our staff, contractors and our suppliers. Projects were affected by delayed design, consenting, and tenants and stakeholders' decisions in making property available for physical works. Planned site acquisitions were also affected by Public Works Act requirements and third-party agreements.

Direct revenue:

Revenue is slightly favourable against year-to-date budget and is expected to be similar in Quarter 4 and full year.

Direct expenditure:

Direct expenditure is favourable compared to budget due to slower spend in repair and maintenance, consultants, vacant staff roles not yet filled and external events. Some catch up spend is anticipated in Quarter 4 and the full year forecast is expected to be favourable to budget.

Key performance indicators	Previous	FY 22 Quarter 3		Status	Commentary
	Year	YTD Actual	FY Target		
Capital project milestones approved by the board achieved	82%	31%	Achieve 80 per cent or more of project milestones for significant capital projects	Not On Track	Currently we have 3 milestones at risk and a number of other milestones have forecast completion dates very close to the end of the financial year. Five milestones have been met year to date, 4 of which were met within quarter 3. The target is unlikely to be met.
The asset recycling target agreed with the Auckland Council	New measure	\$15.8m	Achieve asset recycling target agreed with Auckland Council. (FY22 - \$115m)	Not On Track	Eight properties were sold for \$15.8m year to date. This includes one property in Howick sold this quarter. At the end of quarter 3, eight properties had conditional agreements in place circa \$14m, 22 properties are under negotiation circa \$44m and sites worth \$52m are being prepared for sale. For the whole year - unconditional sales forecast is \$32m and conditional sales is forecast to be \$60m. The slowdown of the property market in quarter 3 has had an impact on the sales forecast for the year. Whilst we are forecasting a significantly lower number than target for the financial year, we are reasonably confident that the issue will be more one of timing of receipt of revenue. A number of the material land sales/developments will be under contract with a view to concluding them in FY23. The target for FY22 is unlikely to be met.
Annual property portfolio net operating budget result agreed with the council achieved	Net surplus is \$14.7m ahead of budget (actual surplus of \$41.1m against YTD budget of \$26.4m).	YTD \$19.1m	\$21.9 million	On Track	The year-to-date result end of quarter 3 is \$19.1m, this is \$3.4m ahead of budget. We are on track to meet the target at year end.
The monthly average occupancy rate for tenantable properties	Commercial 93.9% Residential 98.8%	Commercial 93.8% Residential 97.9%	Commercial 85% Residential 95%	On Track	Occupancy rates have been stable and above target for this quarter with commercial at 93.8% and residential at 97.9%.

Strategic focus area – Urban Regeneration Programmes

Key commentary

Urban regeneration:

We continue to make progress on programme milestones to realise multi-year programme objectives despite current challenges we are facing in our operating environment. Progress in the quarter includes the approval of key plans and achieving capital and development project milestones.

The urban regeneration programmes were affected by the impact of Covid-19 on staff, contractors, consultants and suppliers. We continued to operate under controls of the Covid Protection Framework during the quarter, with effects on the efficiency of operations. Reduced staff levels and availability of consultants impacted our ability to complete design and consents.

The capital projects delivery, development and acquisition activities were all affected. For the nine months to 31 March 2022, total capital spend was \$16.5m out of \$54.5m year to date capital budget. Asset sales was \$50.5m out of annual target of \$163m. A weakened property market is impacting our sales.

Highlights

1. **Avondale Town Square** – the new community facility was approved by Auckland Council’s Strategic Procurement Committee in February 2022. The building itself is led by council’s Community Facilities and construction is scheduled to start in late 2023. This is a key milestone for the town centre, enabling the Eke Panuku project involving the upgraded town square and open spaces surrounding the building to be constructed at the same time.
2. **Harbour Bridge Park** – The **concept design** for the park was endorsed in March 2022 by the Waitemata Local Board.
3. **Capital Projects milestones reached in the quarter:** **Avondale Crayford Street West** streetscape improvement works started on 28 February; **Waiwharariki Anzac Square**, Takapuna, construction began in January 2022 and **Hayman Park Playground** construction works began in early March 2022. There are also **four major renewals projects** now in the construction phase: **27 Princes Street** seismic strengthening and refurbishment, **7 Hill Road**, Manurewa, **Z Pier Watermain Renewal**, and **Westhaven G, H and J pier replacement**.
4. **Property developments and sales milestones reached in the quarter:** **Downtown Carpark** - The Request for Development Partner process commenced on 17 March with shortlisted parties and will run until August 2022. **Meadowbank Community Centre Redevelopment** - the Orakei Local Board resolved to support the preferred development partner progressing with a resource consent application for the development of 29-31 St Johns Road, Meadowbank.
5. **Significant highlights for the quarter are contained in the quarter 3 summary** which include design awards, key plan approvals and material developments.

Risk and Issues:

Omicron had a significant impact on our staff, contractors, suppliers and other partners during the quarter.

The Property Market showed signs of slowing down in quarter 3 and will have an impact on planned property sales for the year.

In this quarter we are noticing development viability is being affected and decline in property values.

Market demand has been affected by factors such as tighter lending, rising interest rates, rising inflation, and building supply chain issues. We will continue to monitor changes in our operating environment and manage impacts on our programmes.

Strategic context

Urban regeneration:

Eke Panuku plays a significant role in achieving the Homes and Places and Belonging and Participation outcomes in the Auckland Plan. Eke Panuku leads the redevelopment of town centres, the creation of public spaces for the future, and facilitates housing and commercial development, fundamental elements of comprehensive urban regeneration.

The priority location High Level Project Plans and associated masterplans provide a roadmap for redevelopment.

Key programme	Status	Description	QTR progress and Annual forecast
Strategic and town centre planning programme <i>(Urban Regeneration)</i>	On track	Some projects in the planning phase where the focus is on developing the vision, outcomes and assessing future development opportunities. Where plan changes are required, this is undertaken with the council.	The Thriving Town Centres Guidelines for our priority locations, the Te Ara Tukutuku Plan for Wynyard Quarter, and the updated Papatoetoe Masterplan, key outputs planned for the year were approved in the quarter.
Public good investment programme <i>(Urban Regeneration)</i>	At risk	The public good investment programme includes projects at different stages: design, consenting and construction delivery. These projects contribute to the regeneration of priority locations.	The public good programme is at risk due to delays from issues around constrained material supply, increased costs, delays with statutory planning processes and Covid-19 staff illness within our organisation and our partnering organisations. This has meant that timelines have needed to be adjusted for some projects. Other factors include the delay of three Waterfront projects due to the cancellation of the Northern Pathway project by the government, stakeholder and tenant issues affecting timing of works and consultant availability.
Strategic Acquisitions programme <i>(Urban Regeneration)</i>	At risk	Progress strategic site acquisitions to support urban regeneration.	The strategic acquisition programme in Northcote town centre has been completed although there are some outstanding differences to be resolved with a few property owners on final compensation payments to be made. We have settled an acquisition at 37 Queens Road, Panmure. A key land acquisition to progress the Puhinui Cycleway and Walkway is still in negotiation and may not be finalised this financial year.
Property Development programme <i>(Urban Regeneration – Transform and Unlock sales)</i>	At risk	Progress site sales to support urban regeneration through development agreements to achieve housing and mixed-use development outcomes and provide council with funds for reinvestment.	The aspects of the development and asset recycle programme that we are able to control are on track, such as engaging stakeholders and potential partners, design of outcomes, resolving issues that facilitate the sales or realising the property value and taking the sites to the market. The success of the sales can be influenced by external factors such as length and complexity of negotiations and more importantly level of market demand. In addition to lower property market demand, development viability issues and decline in property values have also been noted.
Asset Recycling programme <i>(Urban Regeneration – all other sales)</i>		Deliver our share of the council's 10-year budget annual asset recycle target. Asset sales proceeds are returned to the council for reinvestment.	

Placemaking programme <i>(Urban Regeneration)</i>	On track	Ongoing placemaking programmes help to build trust, maintain and build the vitality of the centres and support for urban regeneration, and ensure that residents and businesses are part of changes happening in their communities.	We are forecasting that Eke Panuku will be able to complete a number of its programmed events and activations for the year. Some activities will continue to be redesigned in alignment with updated guidance on the Covid-19 Protection Framework settings. Activities successfully completed in the quarter are contained in the individual priority location programme updates for the quarter.
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Strategic focus area – Property Management Services and Programme

<p>Key commentary</p> <p>Property Management Services – We are on track to achieve our performance targets for the full financial year. Our average residential occupancy percentage for the quarter is 98%. Our average commercial occupancy percentage for the quarter is 94%. We are continuing to support our tenants financially through the Covid-19 hardship framework. We also continue to implement health and safety measures to protect our tenants, contractors and staff to enable property management and project work.</p> <p>Marina Management Service – We are on track to achieve our performance targets for the year. Marina average occupancy is 96% for the quarter. Overall revenue is also ahead of budget. Renewal of Piers G, H and J is in delivery with a completion target of September 2022. This project will contribute 112 berths to Westhaven Marina, accommodating increased demand. The Westhaven Team has worked hard to implement sustainable actions in all sectors of the marina operation. To endorse these actions, environmental accreditation is being sought through the Gold Anchor initiative offered by Marina Industries Association.</p> <p>Issues/Risks</p> <ul style="list-style-type: none"> • Continue to manage the impacts of Covid-19 on our staff, tenants, berth-holders, contractors and others. • Monitor and manage financial impacts of Covid-19 on commercial and other tenants • Rent arrears is an area we will continue to monitor, especially arrears relating to Food and Beverage tenants due to ongoing risk of business recovery. • Implementing our people strategy to manage the loss of skilled staff due to the competitive employment market • AC37 event’s move overseas and its impacts on our Silo and Viaduct Marinas future plans. Planning has been progressed to address the impact, especially on the Silo Marina. • We will also monitor the timing of re-opening the border to international vessels as it will have an impact on the Silo and Viaduct Marinas. 	<p>Strategic context</p> <p>Property management services and programme: The delegations from Auckland Council enable Eke Panuku to manage council’s property assets including commercial, residential and marina infrastructure, to optimise return from these assets, or to facilitate redevelopment incorporating a service delivery function.</p>
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Key programme of works	Status	Description	Key deliverables for the QTR
Property and Marina Services	On track	<p>Managing the council's assets/property including commercial, residential and marinas to optimise return from these assets for the council.</p> <p>This includes tenancy and berth marketing and leasing, property maintenance, financial management and customer services.</p>	<p>The property management business continues to successfully operate under the Covid-19 Protection Framework. Staff falling sick to Covid-19 virus during the quarter as Omicron peaked was a significant issue affecting operations. The Property Portfolio and Marina ⁵ businesses successfully applied its business continuity plans to continue service delivery.</p> <p>The Property Portfolio targets in the SOI are on track to be met.</p> <p>Demand for Westhaven and Viaduct Marina berths remains strong but is lower for the Silo Marina (superyachts) due to New Zealand's closed borders.</p>
Capital delivery (Marina)	At risk	Maintaining and renewing marina assets, providing marina services and optimising returns for the council.	<p>The impact of Covid-19 Omicron and shortage of building materials supply has further impacted project progress. Covid-19 lockdowns and the wide spread of the virus resulting in project delays, material supply unavailability and cost escalations are being assessed continually and project delivery programmes updated as these are confirmed. Industry assessments are indicating that cost escalations are likely for projects that have not yet commenced construction.</p>
Property Renewals programme		Maintaining and renewing existing assets, as good custodians of council non-service assets, optimise portfolio return and enable assets for public use.	<p>The Marina capital delivery and Property renewals programme are at risk due to delays.</p> <p>Delays were caused by stakeholder and tenant issues affecting timing of works, material shortages and longer lead time affected projects, delay in consents and design, some relating to consultant availability.</p>

Transforms, Unlocks and Regional

Areas	Status	Financials YTD Actuals/Budget	Key deliverables for QTR
<p>Waterfront</p> <p>(Westhaven and Wynyard Central)</p>	<p>At risk</p>	<p>\$6.0m / \$13.5m</p>	<p>Westhaven:</p> <ul style="list-style-type: none"> • Harbour Bridge Park – The concept design for the park was endorsed in March 2022 by the Waitemata Local Board. Next steps are to complete consultation and engagement with stakeholders, ahead of lodging resource consent later in the year. This is a significant milestone for the project and marks the completion of one of Eke Panuku’s SOI capital project milestones for this year. <p>Wynyard Quarter:</p> <ul style="list-style-type: none"> • Te Ara Tukutuku – Wynyard Point Precinct Plan - a foundation document co-written with mana whenua, which sets the scene for the next phase of design and delivery on Wynyard Point over the next 15 years, was presented to the Planning Committee at a workshop in February and was endorsed by the Eke Panuku Board in February 2022. The endorsement marks the completion of another SOI capital project milestone target. <p>Waterfront project awards</p> <ul style="list-style-type: none"> • Three Waterfront projects have been shortlisted for the New Zealand Institute of Landscape Architecture Awards, Amey Daldy Park, Westhaven Promenade and Silo Park Extension. • Westhaven Promenade also picked up a Gold Pin at the Best Awards in March 2022, along with Amey Daldy Park and Te Nukua both winning a Bronze Pin.
<p>Central</p> <p>(City Centre, Maungawhau & Karangahape)</p>	<p>On track</p>		<p>City Centre</p> <p>The Planning committee decided in late 2021 to appoint Eke Panuku as the lead agency for the city centre. We are now in a transition phase of taking over the lead agency role from 1 July 2022. As part of this transition we have progressed a number of activities which include:</p> <ul style="list-style-type: none"> • City Centre Steering Group – established a group of senior managers from across the council group to lead this transition to Eke Panuku as lead agency. • Iterative recovery plan – working with the council group, stakeholders and partners on a recovery plan to encourage people back into the city centre and make sure their experience is a positive one. • Project team – appointed a project manager and set up a cross council project team to progress a number of workstreams which will inform how we best set up the council group in the city centre with Eke Panuku as lead agency. • Recruitment – progressed key recruitment including the appointment of a Priority Location Director for the city centre. The new director will start in May. • Consultation and engagement – engaging with staff, stakeholders and partners to get their feedback on how we approach things under this lead agency model.

Isthmus
(Onehunga & Panmure)

At risk

\$1.5m/\$2.3m

Onehunga:

- A recent review of the Onehunga Wharf master plan has highlighted the feasibility challenges of a mixed-use development of the wharf. We are now focusing on a public realm-led development and ways of opening up public access and connectivity between the wharf, town centre and adjacent areas. Planning for the town centre will focus on housing opportunities, leveraging off the proposed investment in light rail, testing of new development precincts and the viability of strategic acquisitions in the area.

Panmure:

- **Transport Precinct** - A joint project with Auckland Transport is being initiated. The aim of the joint project is to achieve a more integrated and co-funded programme of development. This will include further expansion of the station and greater integration of the site with the town centre.
- **Placemaking** - Panmure's first outdoor dining installation took place in February 2022. March 2022 saw the formal opening of the Ngati Paoa supported pop up exhibition. An exhibition to mark the 200-year commemoration of the Mokoia Pa which will run until 25 April 2022. Great support and feedback have been received.

North
(Northcote and Takapuna)

On track

\$3.2m / \$7.0m

Northcote:

- **Town Centre** – A workshop was held with the Kaipātiki Local Board in February 2022 to discuss benefits of the town square being co-located with the new community hub, adjacent to Cadness Reserve. The local board declined this proposal at its business meeting in March 2022, supporting the town square being located at the south end of Pearn Place instead.
- **Placemaking** – Eke Panuku installed a visual display of history around Pearn Place in the Northcote town centre. The display features images from Auckland Libraries Heritage Collections, showing how much Northcote has transformed over the past 77 years.

Takapuna:

- **Waiwharariki Anzac Square (Town Square)** – Construction began in January 2022 and is expected to be completed by mid-2023.
- **Anzac and Hurstmere Rd development site** – Eke Panuku announced its partnership with property development and investment company Willis Bond to create **Takapuna Central**, a mixed-use development over five sites surrounding the upcoming Waiwharariki Anzac Square.
- **Gasometer site: Auburn Street tree and footpath reinstatement** – Work began on reinstating the footpath and planting six trees on the section of Auburn Street between Huron and Northcroft streets in March 2022. Planting of these six trees was one of the consent conditions for the construction of Toka Puia carpark.
- **Northcroft/Huron streets upgrade** – A design team was appointed, and work began on the concept design for the long-term upgrade of these streets.

South
(Manukau, Papatoetoe and
Pukekohe)

At risk

\$1.3m / \$10.2m

Manukau:

- **Hayman Park Playground** - Construction works began in early March 2022.
- **Sports Bowl** – Community engagement can now begin following the Ōtara-Papatoetoe Local Board endorsement of the masterplan in March 2022. The masterplan is led by council's Service Strategy and Integration team to guide future development and use of the park.
- **Placemaking - Auaha ō Manukau** is a trial programme consisting of four new container spaces, located across the Transform Manukau area, designed by local practitioners to provide platforms for the local community to be a part of the regeneration of their area. There are four values represented in the programme: toi (creativity); taiao (environment); takiura (knowledge) and tākarokaro (play).

Papatoetoe:

- **Old Papatoetoe Masterplan** – The updated masterplan was endorsed by the Ōtara-Papatoetoe Local Board on 15 March 2022.

Pukekohe:

- **Roulston Park playground and Skate Park upgrade** – three community activation events were held over the quarter to seek feedback on the concept design of the playground and options proposed for the skate park. A good level community engagement has been achieved with numerous comments received.
- **Placemaking - Outdoor dining area in Edinburgh Street** - In January 2022 we converted four car parks on Edinburgh Street and installed a temporary raised platform and outdoor dining tables to support nearby dining establishments to continue operating in these uncertain times.

The platforms have been a success and we are looking at either extending this to the businesses on the other side of the road, or elsewhere in Pukekohe as demand and interest arises. A carefully implemented communications and engagement strategy, having communications led by the supportive businesses, helped ensure this project's success.

Pump track – The pop-up pump track that was installed at the Hall Streetcar Park in December 2021 to foreshadow potential alternate uses for the site and give local children an entertaining activity to enjoy over the summer period. This was a success over this period, and it was removed at the end of March 2022.

<p>West (Avondale and Henderson)</p>	<p>On track</p>	<p>\$2.3m / \$4.7m</p>	<p>Avondale:</p> <ul style="list-style-type: none"> • Town square – the new library and community facility project was approved by Auckland Council’s Strategic Procurement Committee in February 2022. The building itself is led by council’s Community Facilities and construction is scheduled to start in late 2023. Eke Panuku led the acquisition of the four properties required for the future location of the new community facility development. Eke Panuku are also leading the upgraded town square and open space components of this project surrounding the new facility, with construction scheduled to occur at the same time. There is close co-ordination between these two projects to support the delivery of a new civic heart supporting the intensification of Avondale. This has included Eke Panuku leading public consultation, site acquisition and statutory clearance. • Crayford Street West – Safety and streetscape improvement works started on 28 February 2022 and are expected to be completed by the end of this financial year. • 1817 Great North Road - Construction is progressing well on the Ockham and Marutūāhu, Aroha apartment housing development. Estimated completion date is February 2023, delivering 117 new homes to the area of which 47 are Kiwibuild. • Engagement – Eke Panuku took Kāinga Ora staff on a tour of Avondale in March 2022 to discuss the overall regeneration underway and planned. <p>Henderson:</p> <ul style="list-style-type: none"> • Placemaking – A number of placemaking activities took place at the Falls car park site including the Fantastic Planet exhibit, part of the Auckland Arts Festival, a silent disco and outdoor theatre performances.
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<p>Regional</p> <p>(Haumaru, Support, Corporate Property, AT/Eke Panuku transit orientated development programme, Service Property Optimisation & Regional Programme, Renewals)</p>	<p>At risk</p>	<p>\$2.0m / \$3.5m (Regional)</p> <p>\$7.7m/\$25.1m (Renewals)</p>	<p>Supports:</p> <ul style="list-style-type: none"> • Downtown Carpark - The Request for Development Partner process began on 17 March 2022 with shortlisted parties. This phase will run until August 2022. This will deliver a high-quality mixed-use development in the city centre and provides a significant contribution to the asset recycle target in the SOI. <p>Property Optimisation:</p> <ul style="list-style-type: none"> • Meadowbank Community Centre Redevelopment - In March 2022, the Orakei Local Board resolved to support the preferred development partner progressing with a resource consent application for the development of 29-31 St Johns Road, Meadowbank. <p>Renewals:</p> <ul style="list-style-type: none"> • Onehunga Wharf renewals - Asset renewal work including dredging, administration building upgrades, roading access and capital works on sheds A to E were completed this quarter. Eke Panuku is working to ensure the best outcome for the wharf's strategic future use. • There are four major renewals projects now in the construction phase (27 Princes Street Seismic Strengthening and Refurbishment, 7 Hill Road, Manurewa, Z Pier Watermain Renewal, and Westhaven G, H and J pier replacement) and three smaller projects in the construction phase (Viaduct Tiling, Viaduct Lighting and Viaduct Handrails improvements), with few others in process of design, investigation or procuring construction contractors.
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Other statement of intent focus areas

CCO Review Implementation

- Eke Panuku is supporting the Joint CEs Group and Governance team to finalise implementation of remaining recommendations. A full report has been provided to the CCO Oversight Committee.

Māori Outcomes

- **Engagement** – We carried out a number of engagements during the quarter. These include:
 - Hosting 28 hui with our mana whenua partners since 1 January 2022. A significant focus of our work early this year has been the review of the draft masterplan for Onehunga wharf.
 - We hosted a hīkoi with mana whenua and their technical experts to design a cultural health framework to conduct the review.
 - We conducted a hīkoi with artist Nigel Borell to develop a public art strategy for Manukau.
 - We also hosted our first board-to-board meeting with the Independent Māori Statutory Board (IMSB).
- **Culture and identity** – Mana whenua appointed artist Graham Tipene to join our design team for the future Market Square on Wynyard Quarter. Mana whenua also appointed artists Ted and Maaka (Ngāti Tamaoho), Tessa Harris (Ngā Tai ki Tāmaki), and Janine Williams (Ngāti Whātua ki Kaipara) to join Precinct Properties for stage three of their development in Wynyard Quarter. We also have an EOI for the Aotea Over Station Development currently in the market.
- **Commercial opportunities** – We presented a property in Manukau as a commercial opportunity to mana whenua and we are waiting to receive bids. We have also shortlisted several mana whenua parties to develop a key site in Avondale.
- We are continuing to progress the implementation of the Mana Whenua Outcomes Framework.

Climate change and sustainability

- Homestar and Green star standards continue to be applied for Eke Panuku developments. Standards for public realm projects are currently in development.
- Eke Panuku is working closely with the Auckland Council Urban Ngahere team to support their efforts to increase canopy cover in South Auckland (one of the lowest canopy cover areas in the city). This includes planned planting in Puhinui Domain and proposing an Urban Ngahere Strategy for Hayman Park.
- Implementation of the Northcote Zero Waste Action Plan continues. Community interactions are progressing via the Northcote Zero Waste Hub (sited within an empty Eke Panuku-owned shop) and work continues regarding the construction and deconstruction workstream to ensure planning and collaboration takes place between Eke Panuku and its partners across the Northcote project.
- Eke Panuku is supporting the Kaipātiki project to develop and undertake environmental monitoring and evaluation along Te Ara Awataha in Northcote, enabling them to track environmental improvements resulting from the project including those relating to water quality, pest species and biodiversity.
- Future fit has been launched with staff this quarter as a way to further reinforce our sustainability work programme and facilitate action by staff to understand and reduce their carbon footprints.

Collaboration and Engagement programme

- To mark the start of the construction of Takapuna Waiwharariki Anzac Square project in January, we invited mana whenua to lead a karakia whakawātea (blessing ceremony) with project partners and key stakeholders.
- Construction started on the Crayford Street West upgrade in Avondale, combined with **community engagement** on proposed changes to parking time restrictions. The proposed changes, done in collaboration with Auckland Transport, are aimed at improving parking availability for school drop-offs and pick-ups, as well as residents.
- In Pukekohe, we installed a new parklet on Edinburgh Street, after **substantial engagement** with local hospitality businesses and with the support of the Franklin Local Board. Feedback has been positive so far. We continue to work with local businesses, the business association and the local board to monitor the parklets.
- Also in Pukekohe, we **engaged** the local community on a proposed upgrade to Roulston Park and the nearby Pukekohe Skate Park. A priority for the Franklin Local Board, which developed a concept for the upgrade in 2018, Eke Panuku will deliver the upgrade as part of the Unlock Pukekohe programme.
- In Panmure, we installed two new parklets in Queens Road, after receiving requests from local hospitality businesses and the Panmure Business Association. Feedback has been positive so far, with both parklets getting a lot of use. We continue to work with local businesses and the business association to monitor the parklets.

Eke Panuku Q3 financials

Direct operating performance

(\$ million)	Notes	FY 21	FY 22 Quarter 3 YTD		FY 22	
		Actual	Actual	Budget	Variance	Budget
Net direct expenditure		15.3	(12.9)	(15.9)	3.0	22.1
Direct revenue		16.2	12.2	12.8	(0.6)	15.3
Fees & user charges		0	0	0	0	0
Operating grants and subsidies		-	-	-	-	-
Other direct revenue	A	16.2	12.2	12.8	(0.6)	15.3
Direct expenditure		31.5	25.1	28.7	3.6	37.4
Employee benefits	B	25.7	20.9	22.3	1.4	28.8
Grants, contributions & sponsorship		-	-	-	-	-
Other direct expenditure	C	5.8	4.2	6.4	2.2	8.6
Other key operating lines						
AC operating funding		15.7	13.2	15.9	(2.7)	22.1
AC capital funding		0	0	0	0	0
Vested assets		-	-	-	-	-
Depreciation		0.3	0.2	0	(0.2)	0
Net interest expense		0	0	0	0	0

Financial Commentary

Overall, the operating performance of Eke Panuku is within budget, and we are forecasting to not use \$3.0m of funding in year, detailed income and expenditure variations are below.

We are currently tracking to meet budget.

A: Other direct revenue is unfavourable to budget, most of this revenue is generated through Eke Panuku staff charging time to council projects. There are a number of vacant roles within Eke Panuku which has reduced the amount of recharge revenue generated. Recharge revenue has lifted this quarter and it is forecast that we will achieve or surpass budget.

B: Employee benefits is favourable to budget, there are a number of vacant roles within Eke Panuku and a shortage of talent in the market, we are having to use more expensive contract staff while roles are not filled, however the underspend to date will not catch up this year and a small saving is forecast.

C: Other direct expenditure \$2.2m favourable to budget, this is spread over a number of expense areas and although expenditure is expected to increase in the next quarter, with a number of initiatives being undertaken there is potential for a circa \$1m saving in year.

Auckland Council Portfolio Q3 financials managed on behalf of Auckland Council

Direct operating performance

(\$ million)	Notes	FY 21	FY 22 Quarter 3 YTD		FY 22	
		Actual	Actual	Budget	Variance	Budget
Net direct revenue		15.0	4.7	2.0	2.7	4.3
Direct revenue	A	56.4	37.1	35.7	1.4	43.8
Fees & user charges		0	1.0	1.0	0	1.3
Operating grants and subsidies		-	-	-	-	-
Other direct revenue		56.4	36.1	34.7	1.4	42.5
Direct expenditure	B	41.4	32.5	34.1	1.6	39.5
Employee benefits		1.8	0.1	0	(0.1)	-
Grants, contributions & sponsorship		-	-	-	-	-
Other direct expenditure		39.6	32.4	34.1	1.7	39.5
Other key operating lines						
AC operating funding		-	-	-	-	-
AC capital funding		-	-	-	-	-
Vested assets		-	-	-	-	-
Depreciation		12.9	13.9	14.8	0.9	18.1
Net interest expense		0	(0.1)	(0.4)	(0.3)	(0.5)

Financial Commentary

The financials in the table represent the Auckland Council Portfolio managed by Eke Panuku. These exclude the net direct revenue of \$3.5m that Eke Panuku has generated for properties managed for Auckland Transport which is above budget by \$1.7m. A \$4.7m dividend has been paid to Council's Solid Waste team from the Waste Disposal Services investment, managed by Eke Panuku.

Overall net revenue of \$4.7m year to date is \$2.7m ahead of budget.

The main explanations relate to:

A: Direct revenue is \$1.4m favourable compared to budget, this is a result of increased occupancy at the Marinas and commercial property revenue is favourable \$1.4m to budget, even after \$1.8m in Covid-19 relief has been credited to tenants. Additional rental income has been generated from tenancies at Bledisloe House and carpark and through additions to the portfolio. Also back dated rental payments has been received after the end of successful negotiations of rental increases. There are still requests for Covid-19 relief being worked through.

B: Direct expenditure is \$1.6m favourable to budget, the Covid-19 lockdowns have slowed expenditure especially around maintenance, external events and engagement within our priority locations. We anticipate that expenditure will increase as we are still planning a number of activations that have been tailored to be delivered in the changing Covid-19 environment.

Eke Panuku Q3 performance measures

Key performance indicators	Previous	FY 22 Quarter 3		Status	Commentary
	Year	YTD Actual	FY Target		
<p>Eke Panuku has a total of 12 SOI performance measures, one has no target this year. Of the 11 performance measures for FY22, 3 of the targets are not on track due to project delays and 8 are on track to be achieved this year.</p>					
SOI performance measures					
1. Net new dwellings (housing units)	New measure	305	Annual - 350 net new dwelling units.	On Track	Housing numbers are on track, YTD 87% met with 305 homes delivered across our programmes. 33 new homes were completed this quarter.
2. Commercial / Retail gross floor area (GFA) or net lettable area (square meter)	New measure	Not measured	Annual - 0	-	There are no GFA targets to be met in FY22.
3. Public realm – square meters	New measure	1,580 sqm	Annual - 21,000 sqm	On Track	1,580 sqm has been completed year to date. The most recent works relates to the Waterfront Curran St upgrade totaling 1190 sqm. We forecast that this target can still be met.
4. Capital project milestones approved by the board achieved – LTP performance measure	82%	31%	Achieve 80 per cent or more of project milestones for significant capital projects	Not On Track	Currently we have 3 milestones at risk and a number of other milestones have forecast completion dates very close to the end of the financial year. Five milestones have been met year to date, 4 of which were met within quarter 3. The target is unlikely to be met.

Key performance indicators	Previous Year	FY 22 Quarter 3		Status	Commentary
		YTD Actual	FY Target		
SOI performance measures					
5. Achieve total board approved budgeted Transform and Unlock (T&U) net sales for the financial year through unconditional agreements <i>Note: These site sales also enable housing and wider urban regeneration outcomes.</i>	\$21.1m	\$34.5m	Meet \$48m T&U annual unconditional sales approved by the Board	Not On Track	A site in Onehunga was sold this quarter. We are forecasting sales to be slightly below target at \$46m. The balance of sales planned to be finalised in quarter 4, will be at risk of market changes. The target is unlikely to be met
6. Annual property portfolio net operating budget result agreed with the council achieved <i>- LTP performance measure</i>	Net surplus is \$14.7m ahead of budget (actual surplus of \$41.1m against YTD budget of \$26.4m).	YTD \$19.1m	\$21.9 million	On Track	The year-to-date result end of quarter 3 is \$19.1m, this is \$3.4m ahead of budget. We are on track to meet the target at year end.
7. The monthly average occupancy rate for tenantable properties <i>- LTP performance measure</i>	Commercial 93.9% Residential 98.8%	Commercial 93.8% Residential 97.9%	Commercial 85% Residential 95%	On Track	Occupancy rates have been stable and above target for this quarter with commercial at 93.8% and residential at 97.9%.
8. The percentage of marina customers surveyed who are satisfied with marina facilities and services	94%	Not measured until year end	80%	On Track	The customer satisfaction survey is scheduled to be completed by May 2022.

<p>9. The asset recycling target agreed with the Auckland Council</p>	<p>New measure</p>	<p>\$15.8m</p>	<p>Achieve asset recycling target agreed with Auckland Council. (FY22 - \$115m)</p>	<p>Not On Track</p>	<p>Eight properties were sold for \$15.8m year to date. This includes one property in Howick sold this quarter. At the end of quarter 3, eight properties had conditional agreements in place circa \$14m, 22 properties are under negotiation circa \$44m and sites worth \$52m are being prepared for sale.</p> <p>For the whole year - unconditional sales forecast is \$32m and conditional sales is forecast to be \$60m. The slowdown of the property market in quarter 3 has had an impact on the sales forecast for the year. Whilst we are forecasting a significantly lower number than target for the financial year, we are reasonably confident that the issue will be more one of timing of receipt of revenue. A number of the material land sales/developments will be under contract with a view to concluding them in FY23. The target for FY22 is unlikely to be met.</p>
<p>10. Creating positive outcomes for Māori Deliver 50 ongoing or new initiatives that support Māori Outcomes <i>This activity is supported through the delivery of the Mana Whenua Outcomes Framework.</i></p>	<p>45</p>	<p>36</p>	<p>50 initiatives that support Māori Outcomes</p>	<p>On Track</p>	<p>This is an ongoing activity created by delivering our work programmes and responding to the initiatives in the Mana Whenua Outcomes Framework. Thirty six initiatives have been completed year to date.</p>
<p>11. Enhancing the relationship between Eke Panuku and mana whenua. Increasing the percentage of satisfaction with the support they receive from Eke Panuku.</p>	<p>New survey</p>	<p>Not measured until year end.</p>	<p>Baseline survey</p>	<p>On Track</p>	<p>We are in the process of undertaking this survey. The results will be published at the end of year.</p>
<p>12. Complaints received by Eke Panuku are resolved. <i>Note: This is a new performance measure. The actual result for FY22 as a baseline will help set future targets.</i></p>	<p>New measure</p>	<p>87%</p>	<p>80% of complaints are resolved within 10 working days</p>	<p>On Track</p>	<p>A total of 38 complaints have been received year to date, of these 33 have been resolved within 10 working days.</p>

Harbour Bridge Park

Public realm upgrade



Opportunity

- The upgrade of the Harbour Bridge Park was identified in the Waterfront Plan 2012 and Westhaven Plan 2013 (2015).
- With the introduction of other projects including the Northern Pathway and Watercare booster pump station, Eke Panuku has sought Long Term Plan funding for the upgrade of this park.



Issues and Opportunities

Issues_

- Lack of amenity relative to the significance of the site and waterfront location
- Lack of identity and purpose/program
- Dominated by parked vehicles
- Two way vehicle circulation and parking dominates the space
- Lack of waters edge space (3m footpath) and amenity for occupation
- Conflict between users (walking, cycling, fishing) and recreating due to lack of space
- Existing infrastructure
- Linear nature of space
- Views of harbour and water blocked by parked cars
- Lack of recreational opportunities
- Harbour Bridge space separates Harbour Bridge Park from Westhaven Marina
- Exposed to wind and sun
- Pump Station and associated pipes (constraint)

Opportunities_

- Establish a wider range of recreational opportunities
- Improve and enhance amenity and appeal of the waters edge
- Resolve conflicts between users
- Reduce dominance of vehicles on the space
- Improve environmental comfort (shade and shelter)
- Improve connectivity between Harbour Bridge Park and Westhaven
- Make a new urban space and destination under the Harbour Bridge (Harbour Bridge Plaza)
- Extend recreational activity deeper into the site by relocating the road to the back of the space
- Enhance views of and access to the water
- Establish improved connections to Pt Erin
- Reveal the cultural significance of the Te Routu o Ureia reef

Existing layout



Key_

- NZTA Land
- - NZHPT Waahi Tapu Site (per Unitary Plan)
**assumed to cover full extent of reef for the purposes of this project.*

Existing layout

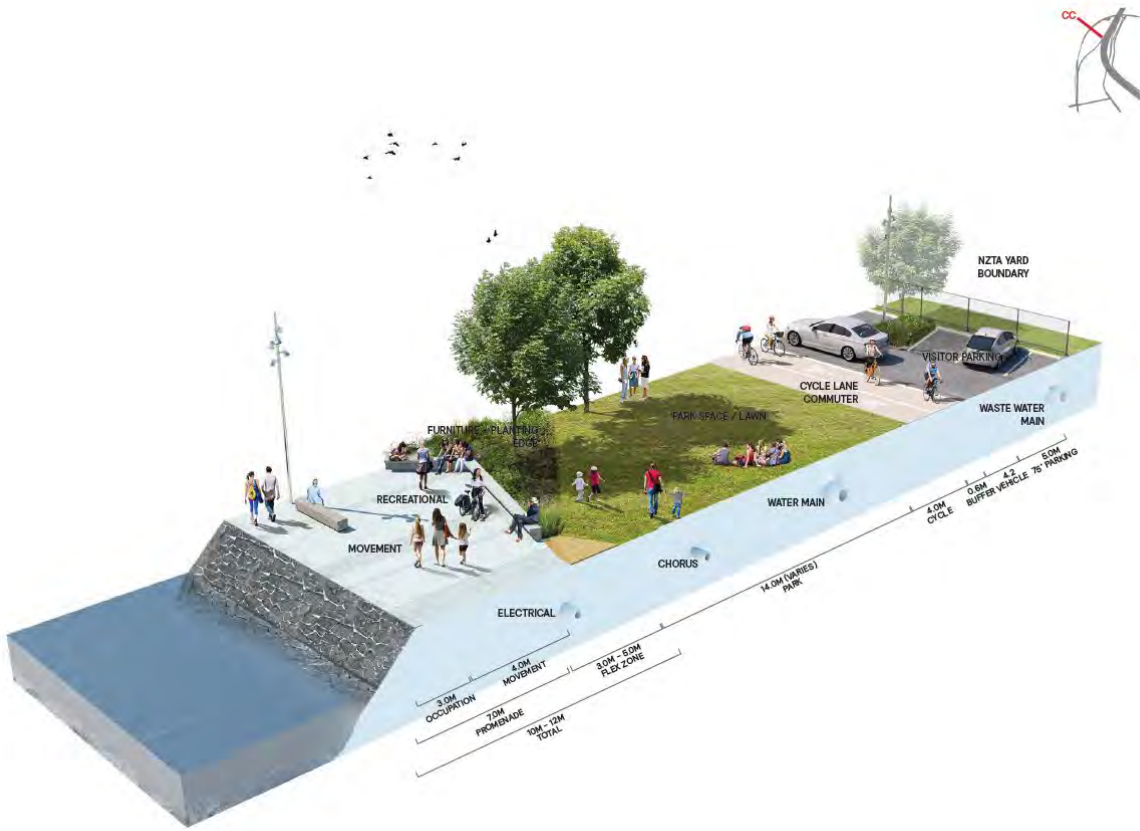


Proposed layout



**Eke Panuku
Development
Auckland**

Cross Sections



Concept design

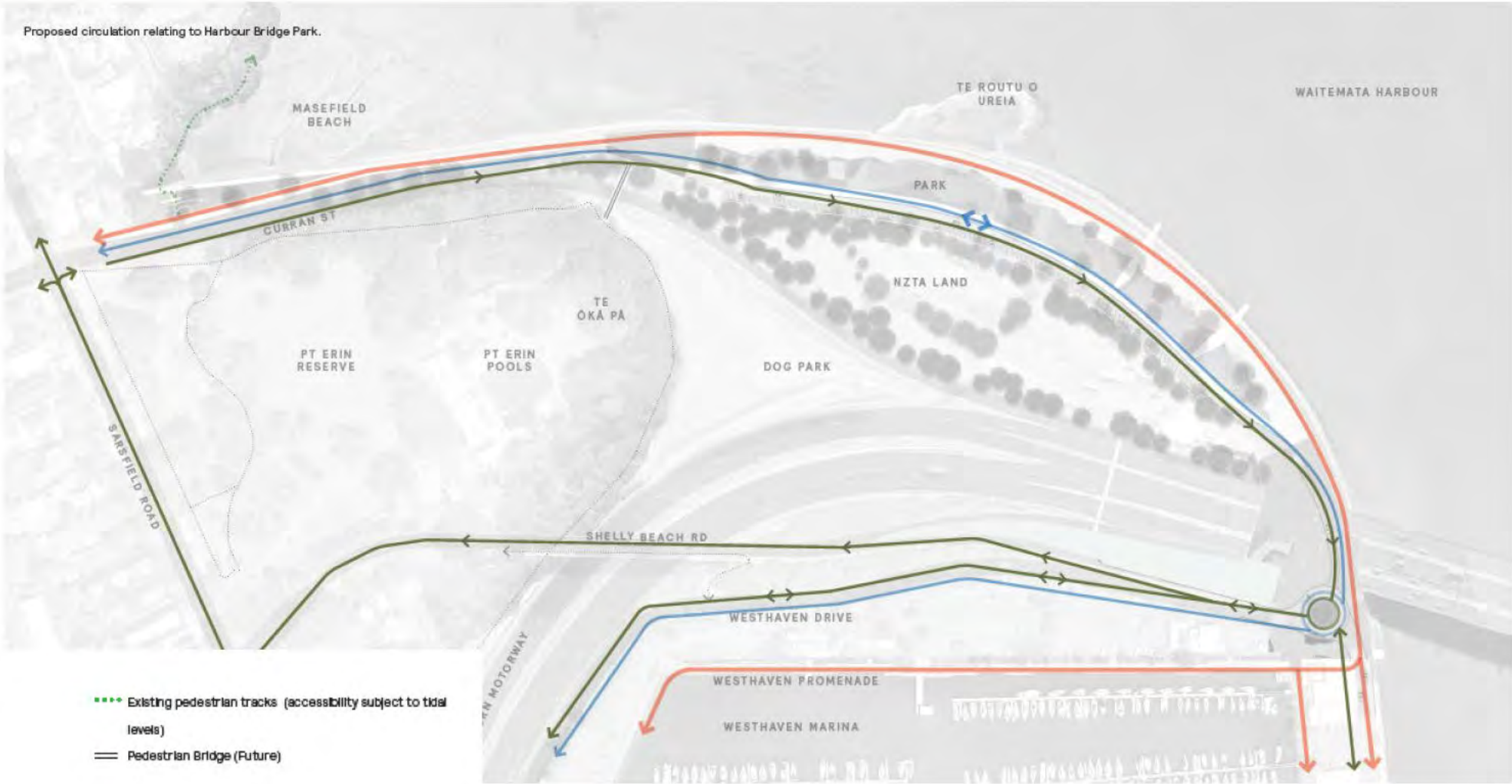
Key_

- 01 Threshold Zone
- 02 Waterfront Park
- 03 Promenade
- 04 Roundabout
- 05 Curran Street
- 06 Headland Park
- 07 Playground
- 08 Underground Pump Station
- 09 Provision for Public Facilities
- 10 Pedestrian Bridge
- 11 Upper Curran Street
- 12 Beach
- 13 Drop Off
- 14 Bus Loading
- 15 Proposed sea wall (phase 1)
- 16 Proposed sea wall (phase 2)

- NZTA Land
- - NZHPT Waahi Tapu Site (per Unitary Plan)
**assumed to cover full extent of reef for the purposes of this project.*



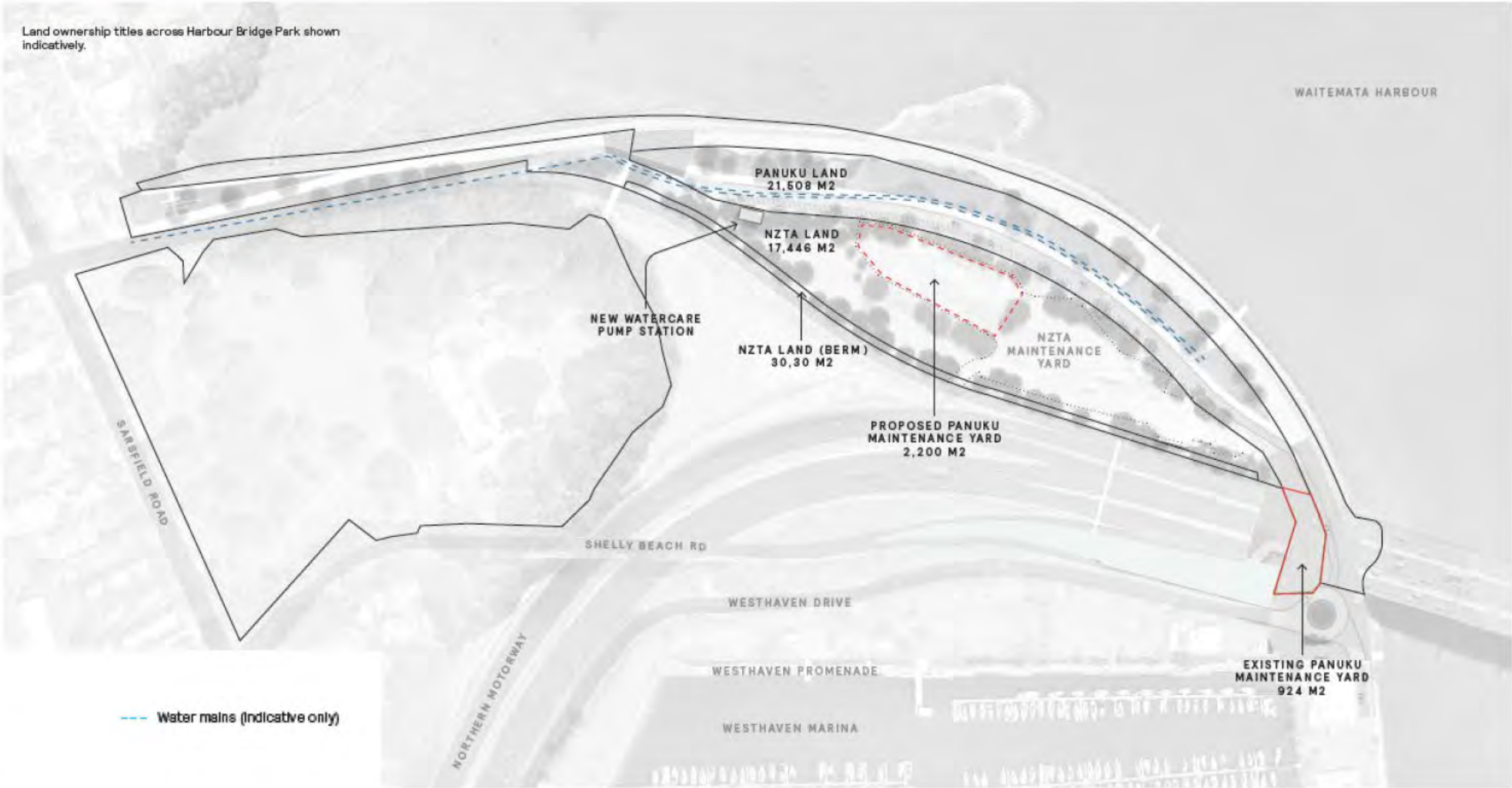
Proposed site circulation



- Key_**
- Pedestrians and non-confident cyclists
 - Cycle (confident cyclists)
 - ↔ Vehicles (30kph <2500vpd)
 - Vehicles (One Way)
 - ⋯ Existing pedestrian tracks

- ⋯ Existing pedestrian tracks (accessibility subject to tidal levels)
- = Pedestrian Bridge (Future)

Land ownership



Auckland Council
Waste Disposal Services Joint Venture
Attention: David Rankin
Private Bag 92300
Victoria Street West
AUCKLAND 1142

By email: david.rankin@panuku.co.nz
marian.webb@panuku.co.nz

10 May 2022

Dear David

Request for consent to change of control of Waste Management NZ Limited ("WMNZ")

As you may be aware, on 31 March 2022, BCG NZ Investment Holding Limited agreed to sell all its shares in Beijing Capital Group NZ Investment Holding Limited ("**Transaction**"). Beijing Capital Group NZ Investment Holding Limited ("**Target**") is the parent company of WMNZ.

The purchaser of the Target is Tui Bidco Limited ("**Purchaser**"), an entity established by Igneo Infrastructure Partners (the direct infrastructure business of First Sentier Investors), on behalf of its unlisted infrastructure funds in order to undertake the Transaction.

Igneo Infrastructure Partners has a track record of more than 20 years investing in infrastructure investments in New Zealand, Australia, the United States and Europe. This global experience includes interests in waste assets, whereby Igneo Infrastructure Partners has acquired interests in waste to energy and landfill businesses, and New Zealand, through its ownership of gas transmission, storage and distribution (First Gas) and fibre (Tuatahi First Fibre) networks. As an asset management team, Igneo Infrastructure Partners will be sharing the lessons and insights learned from this collective experience with a view to contribute to the performance of the WMNZ business; importantly as it seeks to realise its shared aspirations with the management team. This includes initiatives which support the transition to a circular economy, including the further roll out of electrical vehicles and development of recovery capabilities in the future. Further details about Igneo Infrastructure Partners and First Sentier Investors are set out in the Schedule to this letter or can be sourced from <https://www.igneoip.com/>.

The Transaction is expected to complete in the second half of 2022. Both before and after completion, Igneo Infrastructure Partners and WMNZ expect our business with you to continue as normal, with our full levels of service continuing to be provided, and all arrangements remaining in place.

However, as the Transaction results in a change in control of WMNZ in accordance with clause 17 of the Waste Disposal Services Joint Venture Agreement between Waste Management NZ Limited and Auckland Council dated 1 December 1993 (as amended by supplementary agreements dated 1 December 1993 and 10 December 1996), WMNZ requests that you provide your written consent to the acquisition of the Target by the Purchaser, and any resulting change in control or ownership of WMNZ.

We would be grateful if you could confirm your consent by arranging for the enclosed copy of this letter to be signed and returned to us (a scanned and emailed response is sufficient in this regard).

Please contact us if you have any queries regarding the above. Otherwise, we look forward to receiving the signed copy of this letter at your earliest convenience.

Yours faithfully,



Evan Maehl
Managing Director

Waste Management NZ Ltd
318 East Tāmaki Road, East Tāmaki, Auckland 2013

Private Bag 14919, Panmure, Auckland 1741

M: +64 27 702 5103 T: +64 9 574 0806 Extn: 9911 E: emaehl@wastemanagement.co.nz

www.wastemanagement.co.nz

Auckland Council confirms that in accordance with the Agreements it consents to the Transaction and any resulting change in control or ownership of WMNZ.

Signed

Name

Schedule - Further details about Igneo Infrastructure Partners

Igneo Infrastructure Partners is the direct infrastructure business of First Sentier Investors.

First Sentier Investors (previously known as Colonial First State Global Asset Management) is a global fund manager with a client base that extends across Asia, Australia, Europe and North America. First Sentier Investors had A\$251.0 billion of funds under management as at 31 December 2021, invested across equities, fixed income, infrastructure and multi-asset solutions. First Sentier Investors, previously owned by Commonwealth Bank of Australia, is owned by MUFG, one of the world's largest financial groups. Headquartered in Tokyo and with over 360 years of history, MUFG has a global network with around 3,000 locations in more than 50 countries. The MUFG group of companies offers services including commercial banking, trust banking, securities, credit cards, consumer finance, asset management and leasing. The MUFG group of companies aims to "be the world's most trusted financial group" through close collaboration among their operating companies, by flexibly responding to all of the financial needs of their customers, and fostering shared and sustainable growth. MUFG's shares trade on the Tokyo, Nagoya and New York stock exchanges. For more information, visit <https://www.mufg.jp/english>.

Igneo Infrastructure Partners has a track record of more than 20 years investing in infrastructure assets on behalf of over 100 institutional investors. Igneo Infrastructure Partners has experience in managing almost 50 infrastructure investments in Europe, Australia and Asia since September 1994 with a current portfolio that includes investments in New Zealand, Australia, the United States and throughout Europe.

Igneo Infrastructure Partners has a focussed strategy of investing into infrastructure assets such as gas, water and electricity networks, oil, gas and chemical storage facilities, airports, ports, rail, toll roads, transport services, renewables and fixed telecommunications network infrastructure assets in OECD countries. Igneo Infrastructure Partners also has strong global experience in the waste sector through its current investments in: Integrated Waste Services (Australia), enfinium (UK), MVV Energie (Germany/UK/Czech Republic) and Rialto Bioenergy Facility (US).

Igneo Infrastructure Partners has a particularly strong track record investing in New Zealand. Its two largest current New Zealand investments are:

- *First Gas Limited*: The operator of a large gas distribution network and the entire transmission network in New Zealand (which includes associated investments in *Rock Gas*, a significant LPG retailer and distributor, and *Flex Gas*, the operator of the Ahuroa gas storage facility); and;
- *Tuatahi First Fibre Limited (previously known as Ultrafast Fibre Limited)*: Tuatahi First Fibre Limited is responsible for building, maintaining and operating a fibre network in the Waikato, Taranaki, Bay of Plenty and Manawatu-Whanganui regions.

Through these investments, Igneo Infrastructure Partners understands the necessary requirements for operating successful large scale infrastructure businesses in New Zealand, including servicing a broad customer base and building strong relationships with suppliers, regulators and other key stakeholders.

Igneo Infrastructure Partners will draw on its infrastructure investment and operating experience across multiple geographies, including its extensive experience investing in New Zealand and specific expertise in the waste management sector, for the benefit of operating WMNZ. Igneo Infrastructure Partners is an active and responsible investment manager. A strong focus on environmental, social and corporate governance is integral to its acquisition and operation of WMNZ. Igneo Infrastructure Partners' long term investment horizon means it will consider the longer term impacts of issues such as environmental change in operating WMNZ.

Monthly dashboard

Period ending 30 April 2022



Executive summary Programme

Capex

\$91m budget spend year to date is \$27.1m. Current spend forecast for FY22 is now \$40m. Spend has been impacted by lockdowns, supply chain disruptions and resourcing constraints.

Opex

\$13.1 budget spend year to date is \$10.9m, we are tracking positively and expecting to utilise the full budget this year.

Sales

There were 20 unconditional sales in April 2022 [REDACTED]. Year to date sales income is \$59.8m from a target of \$163m, we are forecasting that \$78.66m will be unconditional by year end and a further \$110m under contract that will continue to be worked on in FY23.

Company wide financials

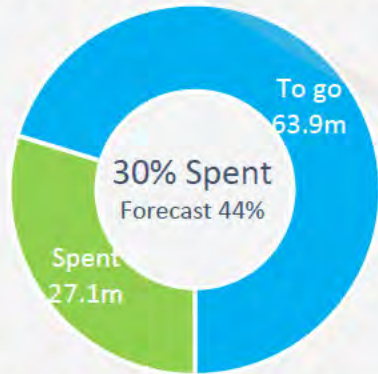
- Managed properties have achieved \$28.5m FY22 target and is \$8.6m ahead of phased budget.
- General expenditure is tracking behind budget, some savings in year have been realised to date in insurance and internal audit and expenditure is expected to continue to track behind budget in year.

People and Culture

- Staff turnover has increased from 19.5% to 19.9%
- Current FTE is 193.3 plus 15.1 contingent workers in FTE roles
- There are currently 24 vacant FTE positions, of which 19 are in active recruitment.

Programme financials

Capex \$91m budget



Capex spend for the year is at \$27.1m. In order to meet the \$40m forecast, \$12.9m will need to be spent within the next two months.

Delivery activity is ongoing, with projects under construction or contracted to start including: Waiwharariki Anzac Square and Gasometer car park planting completion in Takapuna; Te Ara Awataha Greenway in Northcote; Clifton Court streetscape works in Panmure; Piers G,H,J replacement works in the Waterfront; Manukau's Hayman Park playground; Avondale's Crayford Street upgrade; and the continuation of ongoing renewals projects.

We have agreed on a \$0.9m payment as part the Public Works Act (PWA) process in Northcote with settlement expected in May 2022.

Opex \$13.1m budget



Opex spend to date has been steady, averaging \$1.0m per month. A number of activations are planned for later this year, the most significant being around Matariki.

Project teams are currently forecasting that there may be additional requirements for funding needed this year. These are being reviewed monthly by the Programme Steering Group.

Sales income target \$163m



In April, 20 properties in Whangaparoa went unconditional [REDACTED]

Programme RAG Status

Regional

- AT / Panuku Transit Orientated Development Programme
- Corporate Property Disposal Programme
- Haumaruru Housing Portfolio
- Property Optimisation
- Renewals
- Supports programme
- Unlock Ormiston Town Centre

Central

- Maungawhau & Karangahape

South

- Pukekohe Programme
- Transform Manukau
- Unlock Papatoetoe

Isthmus

- Transform Onehunga
- Unlock Panmure

Waterfront

- Waterfront - AC36
- Waterfront programme

North

- Unlock Northcote
- Unlock Takapuna

West

- Unlock Avondale
- Unlock Henderson

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

AT/Panuku Transit Orientated Development Programme is at red due to the projects adjacent to the rail corridor needing to be deferred until a decision is made by KiwiRail on the timing of its main line upgrade.

Isthmus is amber due to a number of issues affecting the programme. South, Waterfront and Renewals programmes are at amber due to significant capital underspend.

Company wide financials

Managed properties surplus budget \$28.5m



Budget breakdown:
 \$22.4m – properties managed on behalf of Council & AT.
 \$6.1m – Marinas (3 marinas and 2 trusts that operate to break even)

Managed Properties annual target has been achieved, with a current net surplus of \$8.6m ahead of phased budget. The surplus is forecast to achieve \$8.1m better than budget at year end.

- Commercial Property Portfolio is \$4m ahead of budget, revenue is up \$2.7m, even with the \$1.8m of processed Covid hardships claims. Expenditure is tracking behind budget by \$1.3m, with the majority of underspend being in repairs and maintenance.
- Business Interests are \$2.2m ahead of budget as Waste Disposal Services are well ahead of budget with additional throughput.
- Public maintenance in the Wynyard Quarter is \$0.4m ahead of budget. Repairs and maintenance on Wynyard Crossing Bridge have not been required, and any significant projects are now treated as a capital renewal.
- Marinas are \$2.0m ahead of budget, due to \$1m in revenue from increased occupancy at the Viaduct marina, and from boat movements and sundry income at Westhaven. Costs are down \$1.0m, repairs and maintenance are \$0.6m behind budget. The delayed competition of the pile berth redevelopment project has reduced annual charges at Westhaven by \$0.3m.

Council funding \$22.1m



Expenditure is \$2.9m behind phased budget. People costs are \$0.6m behind budget, primarily due to continued market pressure on salaries making recruitment to roles and retention of staff challenging. It is expected that \$0.3m of the saving to date will be held until year end.

Other expenses are \$2.3m behind phased budget. \$1.4m of the saving to date is expected to be retained for the full year. Savings include \$0.3m in insurance costs and a savings of \$0.1m is expected relating to delays with two audits programmes due to Covid. Planned initiatives work has been done internally and external consultants have not been required.

People and Culture



FTE Figures

FTE			Non FTE
FTE Actual	Contingent in FTE	Vacant roles	Contingent in non-FTE position
193.3	15.1	24	13

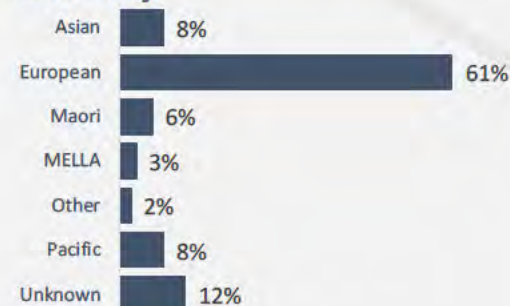
Our current actual FTE is 193.3 plus 15.1 contingent workers in FTE roles. We currently have 24 vacant FTE roles. Of these, 19 are under active recruitment. There are also 13 Contingent Workers in non-FTE positions.

Staff turnover has increased this month from 19.5% to 19.9%. Recruitment can impact turnover percentage where we are unable to backfill positions as people leave the organisation. Leave reasons include career progression and higher salary offers.

It is expected to be a difficult recruitment market for the next 18 months. We are looking at different ways to fill roles such as supporting internal talent into senior positions, and then backfilling more entry level roles.

Teams continue to analyse their engagement results and develop action plans to address priorities in their areas. Overall, the key priority for the organisation is Reward. P&C is looking at an action plan to address this.

Ethnicity



Training spend
\$143.9k
 35% of total budget

Programme updates

The programme updates provided as part of the quarter 3 dashboard follow

NORTHCOTE

Masterplan: Spatial delivery plan

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



Town Square - A workshop was held with the Kaipātiki Local Board in February 2022 to discuss the benefits of the town square being co-located with the new community hub, adjacent to Cadness Reserve. The local board declined this proposal at its business meeting in March 2022, supporting the town square being located at the south end of Pearn Place instead.

TAKAPUNA

Masterplan: Spatial delivery plan

HLPB BOUNDARY

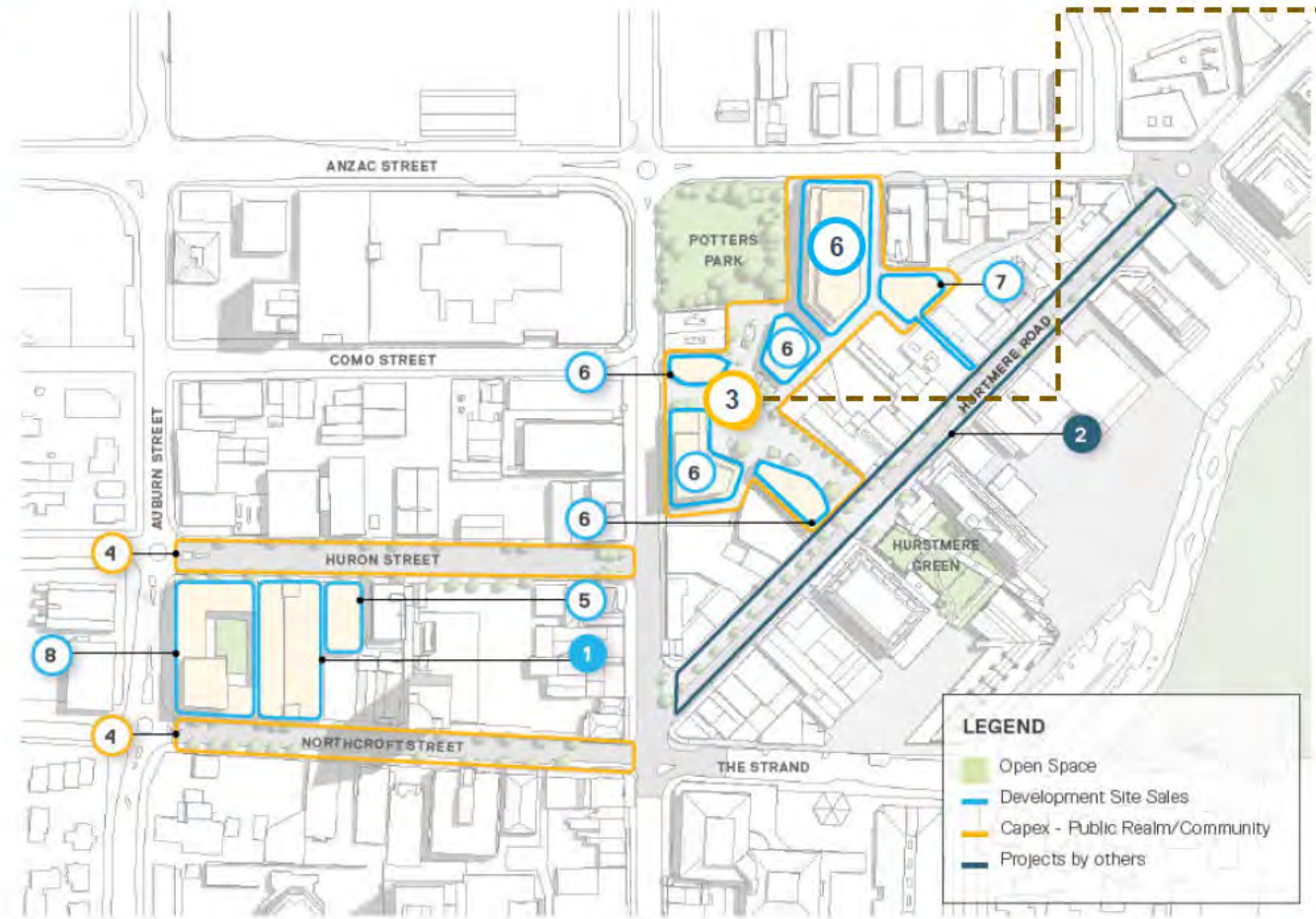


Projects completed & underway

- 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 Huron Street development site
- 6 Anzac Street development sites
- 7 R78 & 72A Hurstmere Road development sites
- 8 Auburn Street developments



Waiwharariki Anzac Square (Town Square) - Construction began in January 2022 and is expected to be completed by mid-2023. A significant milestone for the project and also marked the completion of one of Eke Panuku's SOI capital project milestones for this year.

ONEHUNGA

Masterplan: Spatial delivery plan



Work is continuing on the refreshed masterplan which focuses on the town centre precincts, leveraging off the investment in light rail, testing of new development precincts and the viability of strategic acquisitions in the area.

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 DressSmart Precinct
- 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 Precinct – negotiations continue with the supermarket development partner. These negotiations will run along side the public realm and residential site sales components of the precinct plan. Work is nearing completion on the public realm concept design process.

Onehunga Wharf Master Plan & plan change - Good progress is being made with a focus on a public realm led development and ways of opening up public access. A mana whenua Hikoi was also conducted in March 2022.

The new masterplan design is being assessed and the requirements for the plan change will be confirmed as part of the process.

PANMURE

Masterplan: Spatial delivery plan



Projects completed & underway

- 1 Clifton Court
- 2 486-492 Ellerslie Panmure Highway
- 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



LEGEND

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

Transport Precinct - A joint project and governance structure with Auckland Transport is being initiated. The aim of the governance structure is to achieve a more integrated and co-funded programme of development.

This will include further expansion of the station and greater integration of the site with the town centre.

Clifton Court - Construction on the streetscape upgrade is at risk due to a backlog in Council's statutory approvals area. Works were expected to start in April 2022, but have been delayed until May 2022.

Placemaking - Panmure's first outdoor dining installation took place in February 2022.

March 2022 saw the formal opening of the Ngati Paoa supported pop up exhibition to mark the 200-year commemoration of the Mokoia Pa. The exhibition, which runs until 25 April 2022, has received great support and feedback.

MANUKAU Masterplan: Spatial delivery plan

HLPP BOUNDARY



Projects completed & underway

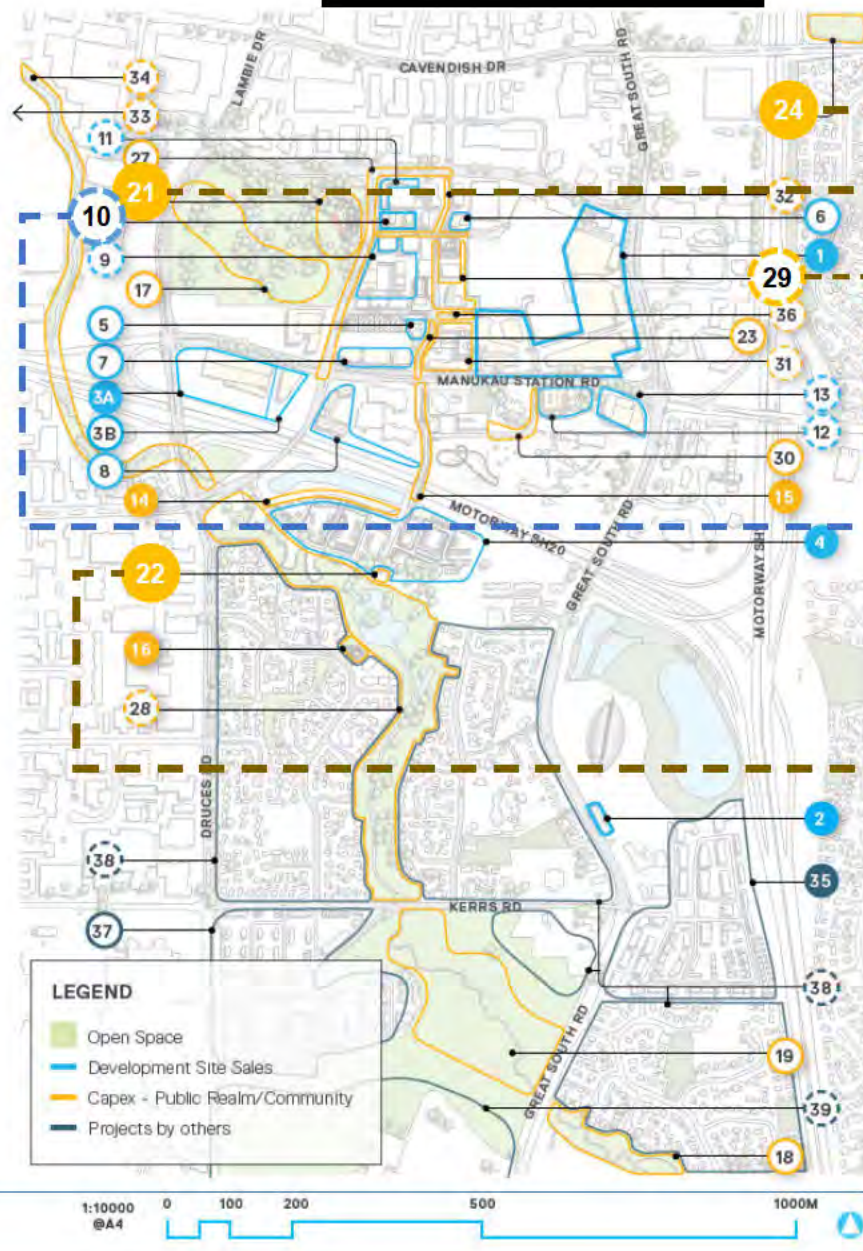
- 1 Westfield Mall Carpark Site Sale
- 2 Vodafone Events Centre Carpark (partial sale)
- 3A 52-54 Manukau Station Rd (MIT) Site Sale
- 4 20 Barrowcliffe Place Site Sale
- 14 Barrowcliffe Pond Shared Path
- 15 Barrowcliffe Bridge Works
- 16 Puhinui Wiri playground Works
- 20 Walking and Cycling Network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



Manukau Sports Bowl Investment - Community engagement will now begin in April 2022, following the Ōtara-Papatoetoe Local Board endorsement in March 2022.

Hayman Park playground works – Construction works began in early March 2022. An important milestone for the project, which also marked the completion of one of our capital SOI targets for this year.

Manukau Square and Davies Avenue - The High Court case for the Restrictive Covenants and parking matters on Manukau Square and Davies Avenue sites was completed in February 2022. It is now subject to appeal on the Davies Avenue carpark matters only. The "no shopping covenants" are not subject to this appeal and are extinguished.

Wiri walking and cycling bridge replacement – Works to improve connections to the reserve and improve access, safety were expected to start in March 2022, but due to Covid-19 delays they are now expected to start in early April 2022. This project supports the Barrowcliffe housing development and strengthens connections to the open space and suburbs to the south.

Placemaking - Auaha ō Manukau – A trial programme consisting of four containers, located across the Manukau area has begun. The local community, through the South Placemaking Team will manage what activities are held and how the spaces will be utilised.

There are four values represented in the programme: toi (creativity); taiao (environment); takiura (knowledge) and tākarokaro (play). Each container represents one of these values.

The containers are currently undergoing a make-over using designs from mana whenua artist, Amiria Puia-Taylor. This work is also being opened up to the community who are being encouraged to get involved.

OLD PAPATOETOE

Masterplan: Spatial delivery plan

HLPB BOUNDARY



Papatoetoe Masterplan – The updated masterplan was endorsed by the Ōtara-Papatoetoe Local Board on 15 March 2022.

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)



PUKEKOHE

Masterplan: Spatial delivery plan

HLPP BOUNDARY

Projects completed & underway

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

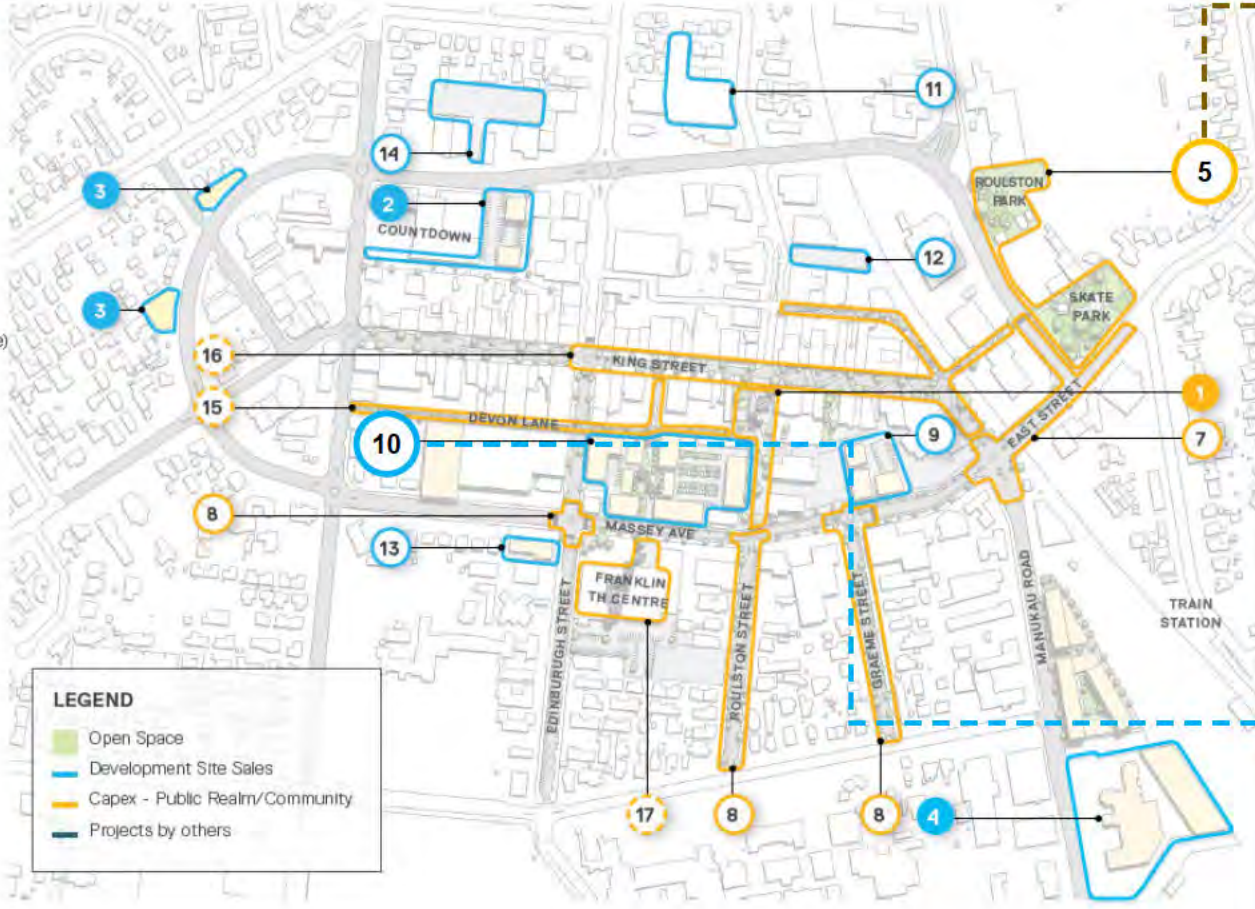
Short-term projects (FY22-24)

- 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

- 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)



Roulston Park playground and Skate park upgrade – Three community activation events were held over the quarter to seek feedback on the concept design of the playground and options proposed for the skate park. A good level community engagement has been achieved with numerous comments received.



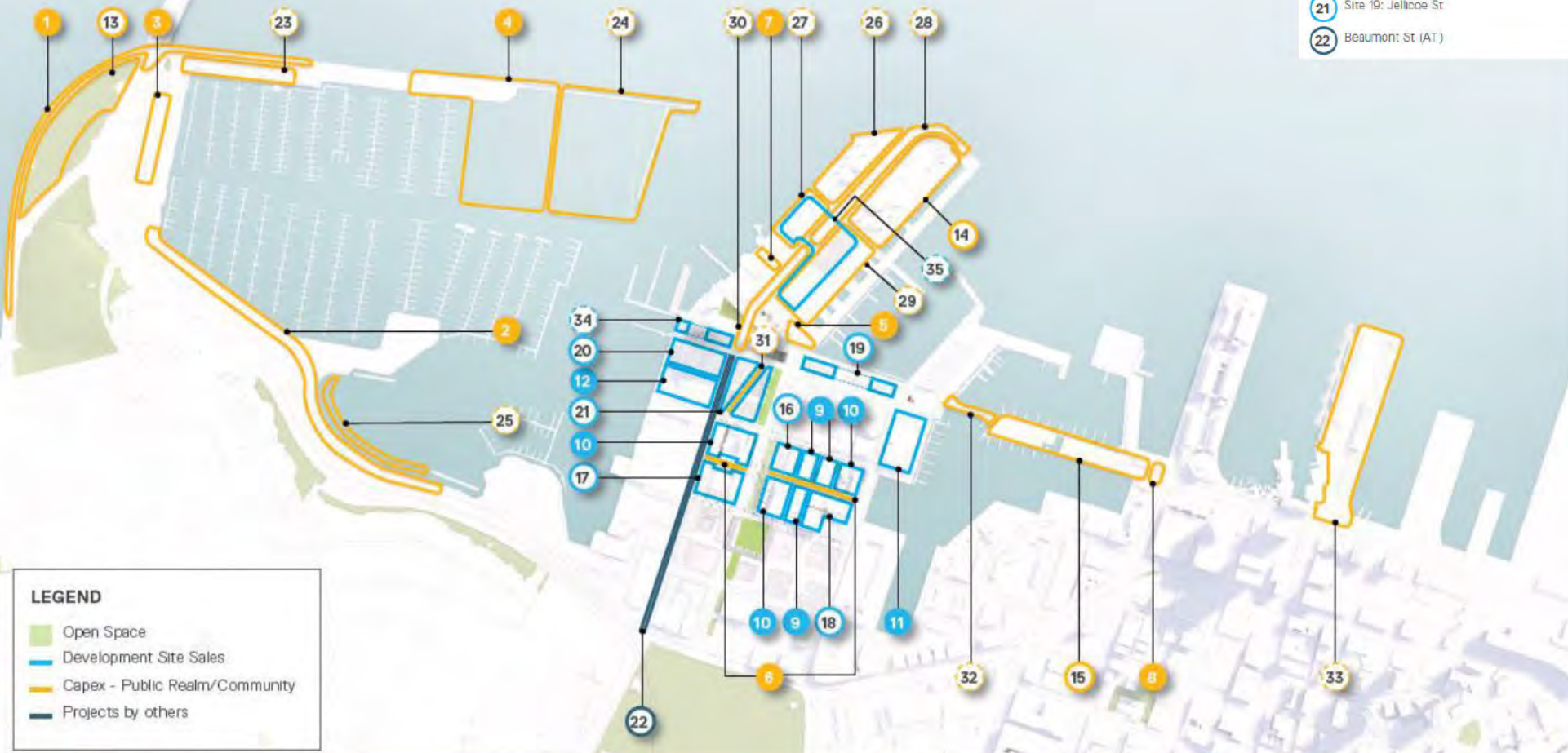
Placemaking

Outdoor dining area in Edinburgh Street - In January 2022 we took over four car parks on Edinburgh Street and installed a temporary raised platform and outdoor dining tables to support nearby dining establishments continue operating in these uncertain times.

The platforms have been a success and we are looking at either extending this to the businesses on the other side of the road, or elsewhere in Pukekohe as demand and interest arises. A carefully implemented communications and engagement strategy, having comms led by the supportive businesses, helped ensure this project's success.

Pump track - The pop-up pump track went into the Hall Street car park in December 2021 to foreshadow potential alternate uses for the site and give local kids an entertaining activity to enjoy over the Summer period. It was removed at the end of March 2022.

WATERFRONT Spatial delivery plan



LEGEND

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

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: Sfo 6
- 35 Wynyard Point redevelopment sites

Westhaven

Harbour Bridge Park – The concept design for the park was endorsed in March 2022 by the Waitemata Local Board. Next steps are to complete consultation and engagement with stakeholders, ahead of lodging resource consent later in the year. A significant milestone for the project, it also marks the completion of one of Eke Panuku's SOI capital project milestones for this year.

Waterfront project awards - Three Waterfront projects have been shortlisted for the New Zealand Institute of Landscape Architecture Awards - Westhaven Promenade, Amey Daldy Park, and Silo Park Extension. Westhaven Promenade also picked up a Gold Pin at the Best Awards in March 2022, along with Amey Daldy Park and Te Nukua both winning a Bronze Pin.

Wynyard Quarter

Te Ara Tukutuku - Wynyard Point Precinct Plan - A foundation document co-written with mana whenua, that sets the scene for the next phase of design and delivery on Wynyard Point over the next 15 years was presented to the Planning Committee at a workshop in February 2022 and then endorsed by the Eke Panuku Board at its February 2022 meeting. The appointment of a lead design team is currently in progress, with a shortlist expected in May 2022.

FIA World Rally Championship – Auckland's waterfront has been chosen to host one of this year's largest sporting events, the 2022 FIA World Rally Championship. The announcement was made at an event held at the Karanga Plaza in March 2022. Providing a much-needed boost to the Auckland economy and to businesses located within the Wynyard Quarter.

The rally village and team bases will be located on Wynyard Point, Wynyard Wharf and Halsey Wharf from 29 September 2022 until 2 October 2022. A fan zone in Silo Park and an event visitor information site at Karanga Plaza and Kiosk will be in place for the duration of the event.



AVONDALE

Masterplan: Spatial delivery plan

HLPP BOUNDARY



Projects completed & underway

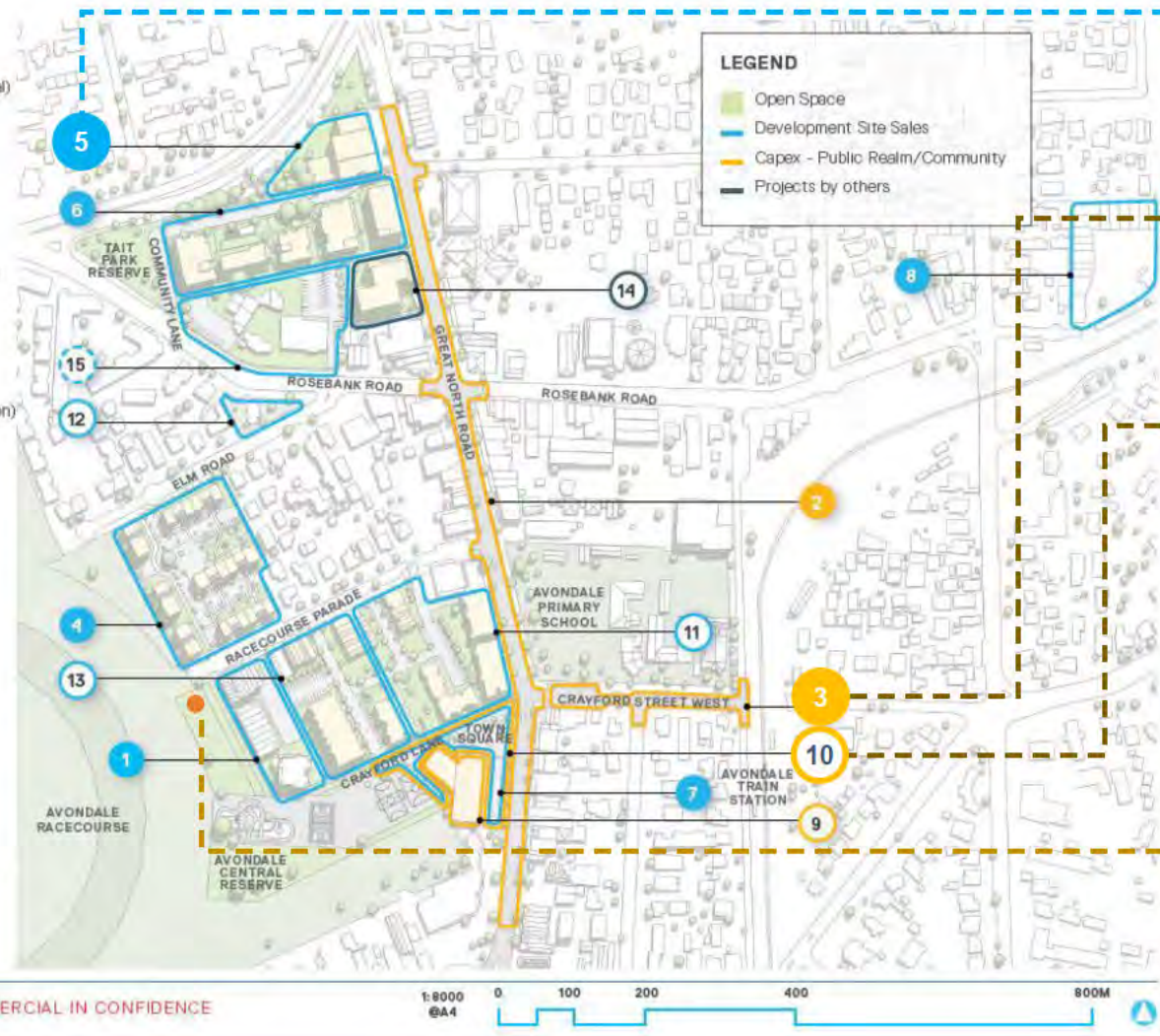
- 1 26 Racecourse Parade (The Set Buildings, Ockham Residential)
- 2 Great North Road Enhancements (AT)
- 3 Upgraded Crayford Street (Panuku)
- 4 18 Elm Street – sold (Kāinga Ora)
- 5 1817 Great North Road – sold (MHUD/Ockham Residential)
- 6 3-5 Community Lane (Highbury Triangle, Kāinga Ora)
- 7 Acquisition 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)
- 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)



LEGEND

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

1817 Great North Road - Construction is progressing well on the Ockham and Marutūāhu Aroha building. Estimated completion date is February 2023, delivering 117 new homes to the area.

Crayford Street – Streetscape improvement works started on 28 February 2022 and are expected to be completed by the end of this financial year.

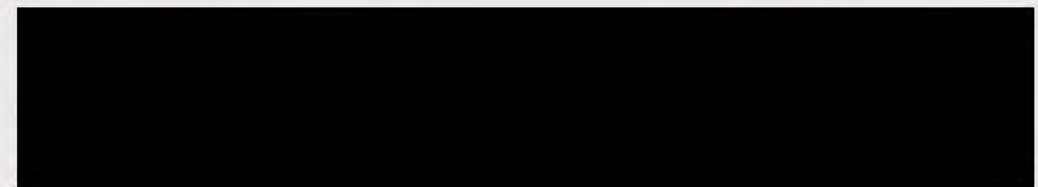
Town square –The new community facility project was approved by Auckland Council’s Strategic Procurement Committee in February 2022. The need for approval was not anticipated initially and has lead to delays with progressing the project. Construction is scheduled to start in late 2023.

28 Racecourse Parade – We have lodged a revised Engineering Plan Approval to build 30 at grade carparks on 28 Racecourse Parade which adjoins the reserve. Works will start prior the resource consent expiring in May 2022.

A basic render is currently being prepared to help illustrate how the space will look, and to assist in discussions with adjoining landowners. These carparks are designed to primarily service the new facility and will be gated when not required at night.



Engagement – Eke Panuku took Kāinga Ora staff on a tour of Avondale during March 2022.



HENDERSON

Masterplan: Spatial delivery plan

HLPP BOUNDARY



Projects completed & underway

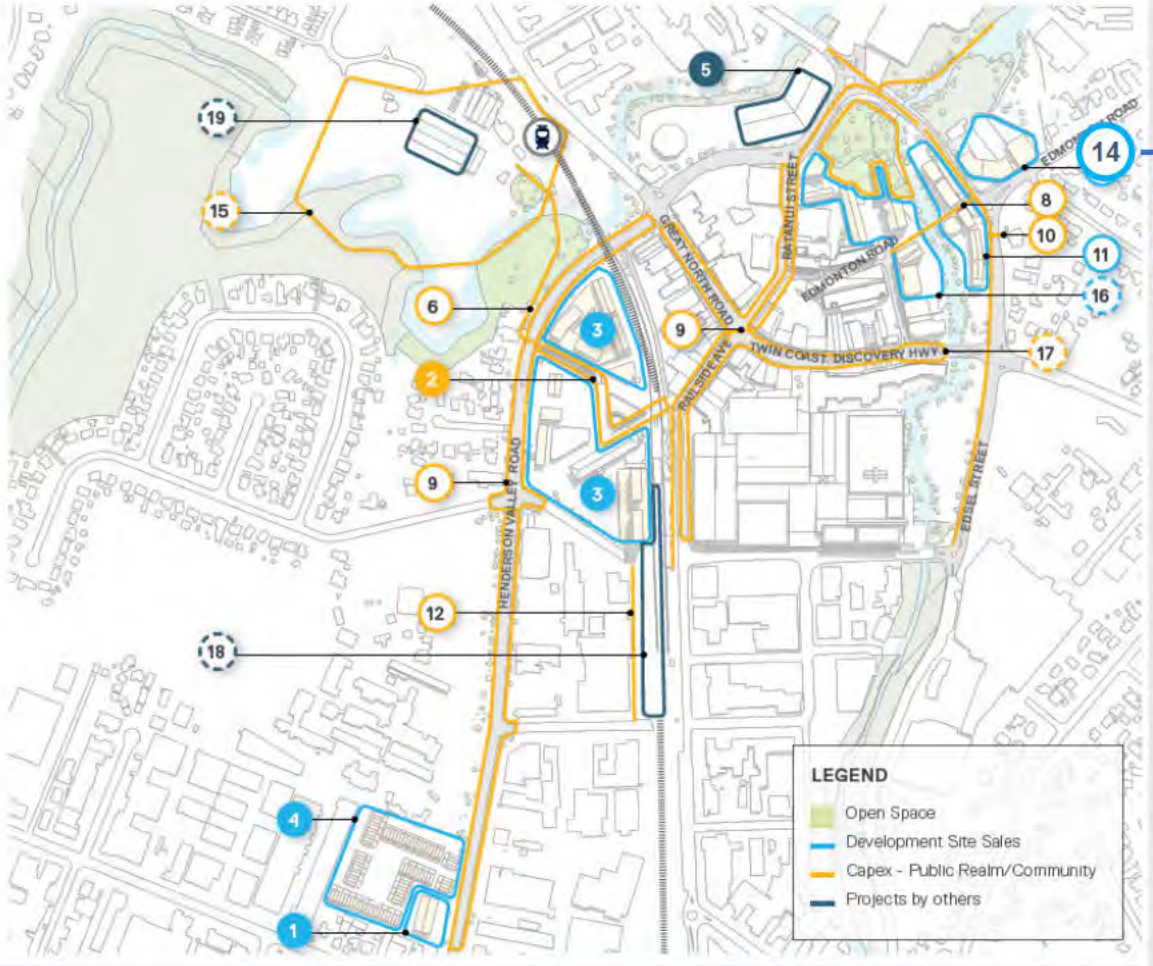
- 1 Haumaru Housing Henderson (Haumaru)
- 2-6 Henderson Valley New Road
- 3 2-6 Henderson Valley Road (subdivision & sale)
- 4 23-27 Henderson Valley Road (Haumaru)
- 5 Pak'n Save upgrade

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



Placemaking - A number of excellent placemaking activities have been undertaken on the Falls Carpark site this quarter including the Fantastic Planet exhibit which was part of the Auckland Arts festival and a silent disco.

REGIONAL PROGRAMME - AT / Panuku Transit Orientated Development Programme scope

Spatial delivery plan

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 Graton Gully (SH16 off ramp)
- 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 4-10 Mayoral Drive, Auckland City
- 4 35 Graham Street, Auckland City
- 5 Kotuku House, 4 Osterley Way, Manukau
- 6 82 Manukau Station Road, Pukekohe
- 7 35 Coles Crescent, Papakura



LEGEND
 Development Site Sales

Kotuku House - 4 Osterley Way, Manukau - The open tender process closed on 18 March 2022. The [redacted] bids received on the property are currently under consideration.

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

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 81A Godley Road, Green Bay
40 new units
- 3 27-31 Greenslade Crescent, 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



LEGEND

○ Development Site Sales

27-31 Greenslade Crescent, Northcote (Greenslade Village, Housing for Older People) – Kāinga Ora has submitted a resource consent application for 52 new one-bedroom units. Eke Panuku as well as Kāinga Ora is currently in the process of responding to Council’s s92 request for further information. Approval of the resource consent application is expected in April/May 2022.

81A Godley Road, Green Bay (a vacant site) – Draft consent conditions have been received from Council for the resource consent application for 42 new one-bedroom units. Eke Panuku has proposed some minor changes to the draft conditions in relation to the hours of work and noise. Approval of the resource consent application is expected to be given in April 2022.

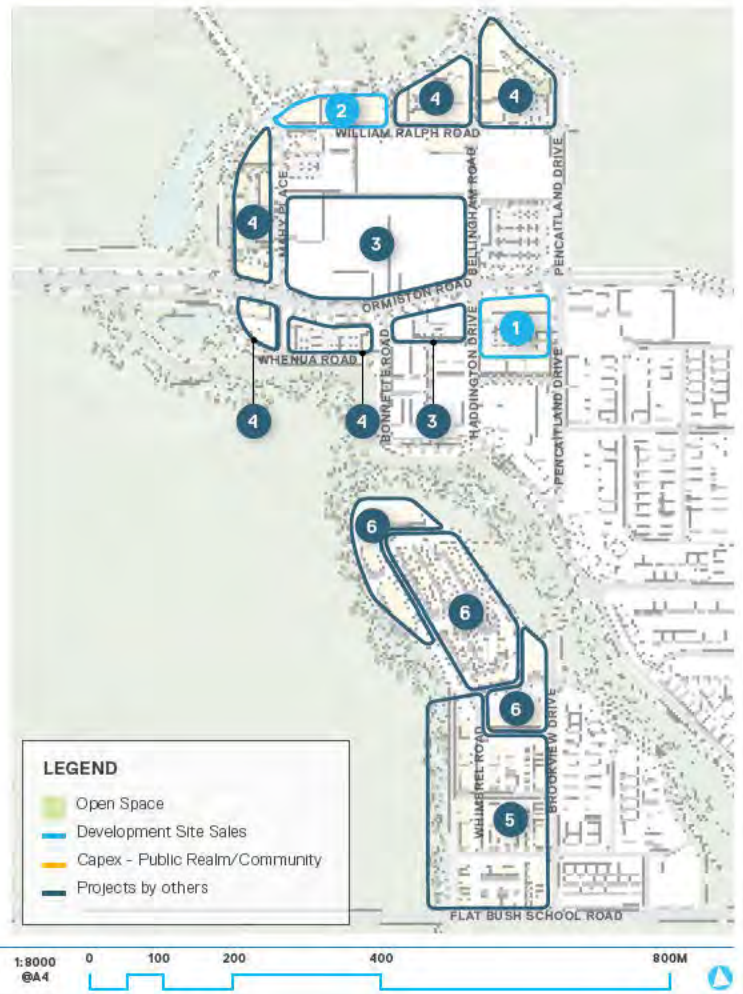


ORMISTON

Masterplan: Spatial delivery plan

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)



[REDACTED]

[REDACTED]

REGIONAL PROGRAMME - Service Property Optimisation

Spatial delivery plan

Projects completed & underway

- 1 29-31 St Johns Road, Meadowbank
- 2 6 Clonbern Road, Remuera
- 3 10 – 16 High St, Otahuhu
- 4 39R Pohutukawa Road, Beachlands
- 5 17W Hawke Crescent, Beachlands
- 6 111R Wyllie Road, Papatoetoe
- 7 19 Jervois Road, Herne Bay
- 8 2 Pompellier Terrance, Ponsonby

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.



LEGEND

○ Development Site Sales

6 Clonbern Road is an at-grade car park in Remuera. Foodstuffs own the adjoining New World site and has a long-standing interest in acquiring 6 Clonbern Road, amalgamating both sites, and developing both properties together. The executive and Foodstuffs are working together to progress delivery of a development scheme across the combined properties.

[REDACTED]

Meadowbank Community Centre Redevelopment - At its meeting of 17 March 2022, the Ōrākei Local Board resolved to support the preferred development partner progressing with a resource consent application for the development. The proposal consists of a community centre on the ground floor with apartments overhead at 29-31 St Johns Road, Meadowbank.

3 Gibbons Avenue, Takapuna - The due diligence required to inform the recommendations to the Takapuna-Devonport Local Board workshop on 3 May 2022 is currently being worked through. The executive is in discussion with the preferred development partner, Willis Bond, regarding the option of incorporating the community facility in the future town square development.

REGIONAL PROGRAMME - Supports Scope

Spatial delivery plan

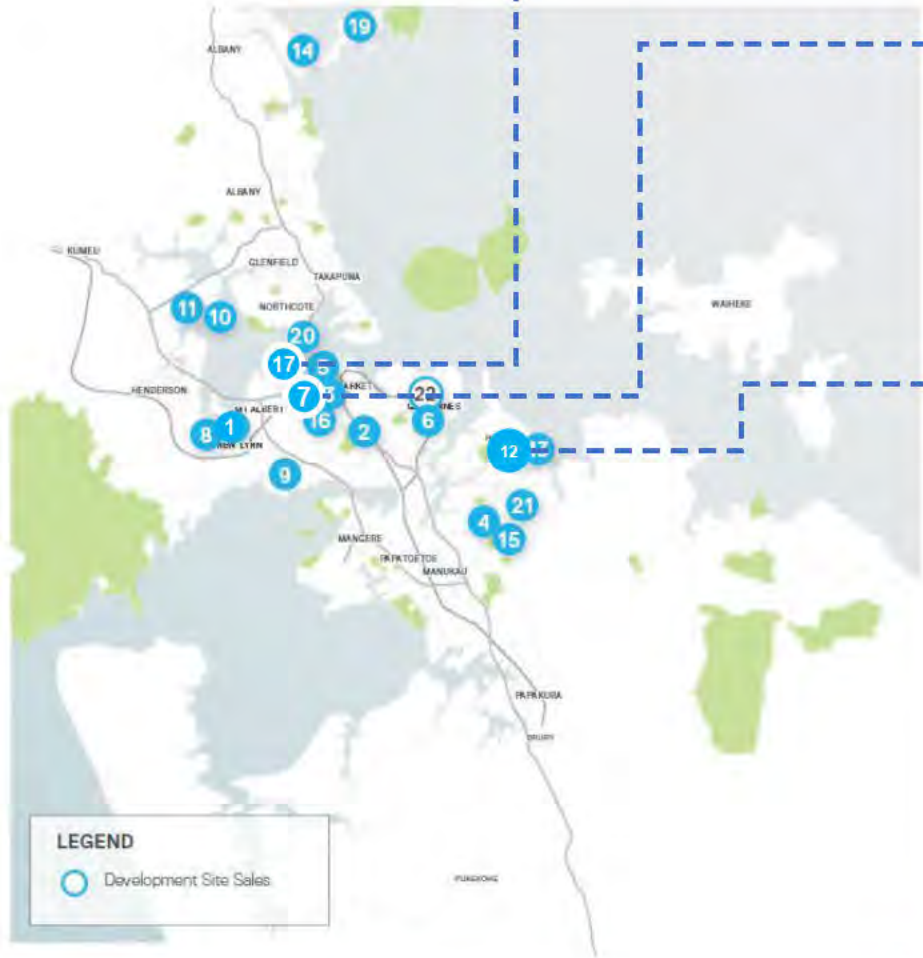
Projects completed & underway

- 1 10-22 Totara Avenue, Sites C&D, New Lynn
- 2 132 Greenlane East, Greenlane
- 3 Civic Administration Building development agreement
- 4 Lots 4&5, Flat Bush School Road, Flat Bush

- 7 198 Dominion Road, Mount Eden
- 8 10 Ambrico Place, New Lynn
- 9 83B Godley Road, Green Bay
- 10 Hobsonville Airfields Stage 2 - Avanda
- 11 Hobsonville Airfields stage 3 - mega lots 5&6
- 12 16 Fencible Drive, Howick
- 13 34 Moore Street, Howick
- 14 498 Whangaparoa Road, Stanmore Road
- 15 65 Hadington Drive, Flat Bush
- 17 Downtown carpark, city centre
- 18 Own Your Own Home - region wide
- 19 20 Link Cres, Whangaparoa
- 20 Britomart Development Deed
- 21 Lot 3, 187 Flat Bush School Road, Flat Bush

Short-term projects (FY22-24)

- 22 78 Merton Road, St. John's

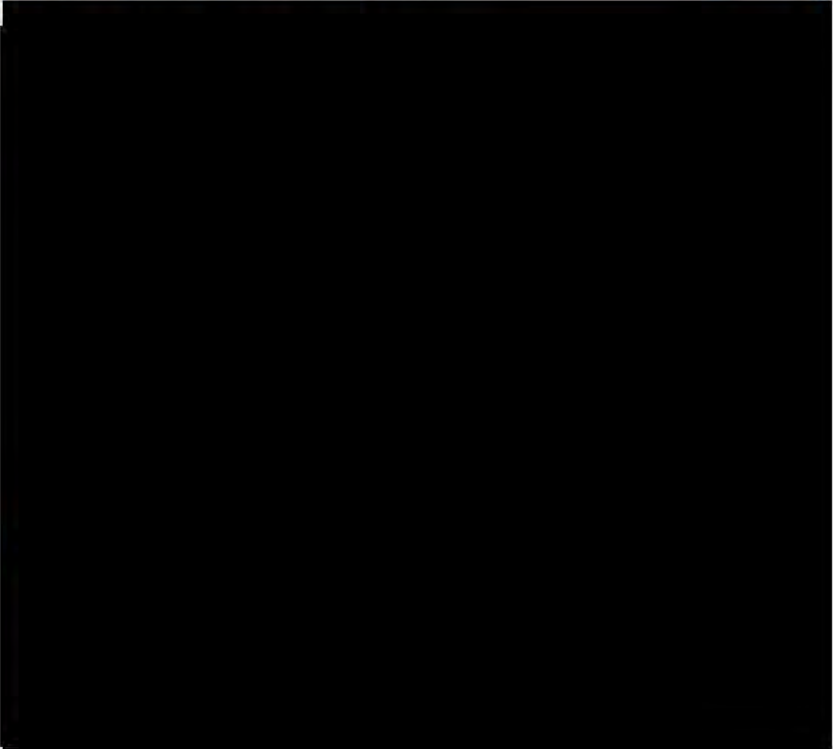


Downtown car park – The Request for Development Proposal process commenced on 17 March 2022. The process will run for 16 weeks until July 2022.

198 Dominion Road, Mt Eden – The preferred development partner, [redacted] has advised that it does not wish to pursue with its proposed development. Rising construction costs and interest rates have made the development opportunity unviable.

Airfields Stage 2, Lots 5B, 6A, 6B, Hobsonville - The open market tender process closed on 11 March 2022. The executive is currently considering the bids received.

16 Fencible Drive, Howick – Following an open market tender exercise, a preferred party has been selected and an agreement for development has been reached.



65 Hadington Drive, Flat Bush – The site was taken to the open market with tenders closing on 24 March 2022. The executive is currently reviewing the offers received, which are reflective of the change in the market.

Regional Property Renewal Projects

Spatial delivery plan



27 Princes Street seismic & refurbishment – Council inspections have been successfully signed off. Heritage features and fireplaces secured and protected. Significant Covid-19 related delays and material supply issues is likely to push out the completion date beyond June 2022.

Onehunga Wharf renewals – The asset renewal and replacement works were completed this quarter. Works included dredging, administration building upgrades, roading access and capital works on sheds A to E. Investigation is ongoing to determine the best outcome for the future of the wharf.

7 Hill Road, Manurewa – Cladding, roofing, and other external works have now largely been completed, with window installation expected shortly. Design options are being worked through for the shell and core model for delivering heating, ventilation and air conditioning works internally. Works are expected to be completed by 30 April 2022.

Westhaven G, H and J pier replacement – A contract was awarded in January 2022. Expected project completion towards last quarter of 2022.

Z Pier watermain renewal – Pipe laying and ducting works on Z-pier are now complete. Works have now commenced on stage 2, connecting Z pier to the new watermain which is expected to be completed by 30 June 2022.

Projects underway

- 1 21 Princes St - Seismic & refurbishment
- 2 27 Princes St - Seismic & refurbishment
- 3 7 Hill Road, Manurewa
- 4 Onehunga Wharf renewals
- 5 Queen St - Seismic upgrades
- 6 Auckland Council renewals - small scale capital upgrades (regional wide)



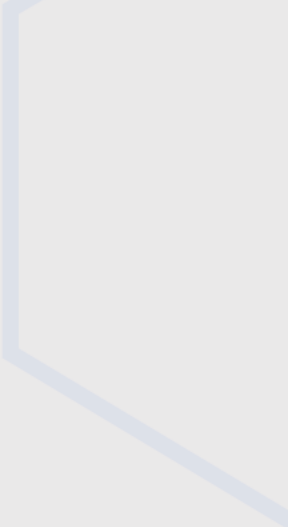
Eke Panuku manages and maintains non-service assets for Auckland Council.



[Redacted]

[Redacted]

[Redacted]



Information paper: Health and Safety update May 2022

Document authors: Paul Brown, Head of Health and Safety, Tony Bellamy, Health & Safety Consultant and Carl Gosbee, Chief Financial Officer

May 2022

Whakarāpopototanga matua | Executive summary

1. Engagement has been initiated with the Eke Panuku project management team to assess and resolve knowledge gaps around the Safe Management of Contracts and Agreements (SMCA).
2. Further investigation of the new council ICT Health and Safety Platform has been undertaken. Initial thoughts are this will better serve Eke Panuku with links to the SAP payroll system for automation of TRIFR information.
3. A review of Eke Panuku's Lone Working policy is underway following the company's most recent Risk and Hazard Assessment.
4. A review of Eke Panuku security contracts is also underway.

Matapaki | Discussion

Interim Health and Safety Manager actions

5. Initial contact and meetings have started with the Eke Panuku project management team to investigate what additional support it requires to assist it in the usage of the safe management of contracts and agreements "SMCA" framework. We have agreed to assess the Auckland Council project management tools that are available, but which we are currently not using. Specifically we are looking for support in setting out the range of tasks or processes project managers need to be competent in when applying the SMCA "Doing" element of their roles, given a close alignment of processes already in place. In taking this path we are looking to increase our teams' competencies around the "contract managing" aspect of their roles within the SMCA, as their roles shift to monitor others in the "doing".
6. We have met with Auckland Council H&S team to assess the potential fit of the "Donesafe" IS health and safety platform within Eke Panuku. The next phase will be to map this against the specific needs of Eke Panuku stakeholder users of the system. This mapping will need to also consider what administration support is needed, related competency requirements, what limitations the council may have applied in meeting its own needs from the Donesafe system and not necessarily meeting other CCO potential user requirements.
7. Work is underway on the development of an Eke Panuku-wide security service review. Internal workshops have commenced which largely incorporate the Assets and Delivery Directorate. Once complete, a management steering group within Eke Panuku will be established to ensure that any findings and recommendations enable the development of

a wider business security strategy and plan. The steering group consists of a range of staff from across the Assets and Delivery Directorate including marina and property managers.

8. The review of the lone working policy is well underway. This review is being led by the Assets and Facilities Directorate. To date a working group with representation from across the company has been established. In addition to the policy review, the team is developing an overarching guideline document which will enable a consistent approach to implementing the policy. Areas of the business with more specific lone working requirements such as the marina teams have existing processes in place which will be reviewed independently.

Health and safety key performance indicators

9. Health and safety key performance indicators (KPIs) representing lead (Figure 1) and lag (Figure 2) indices, including TRIFR and an Industry Benchmark are outlined below.

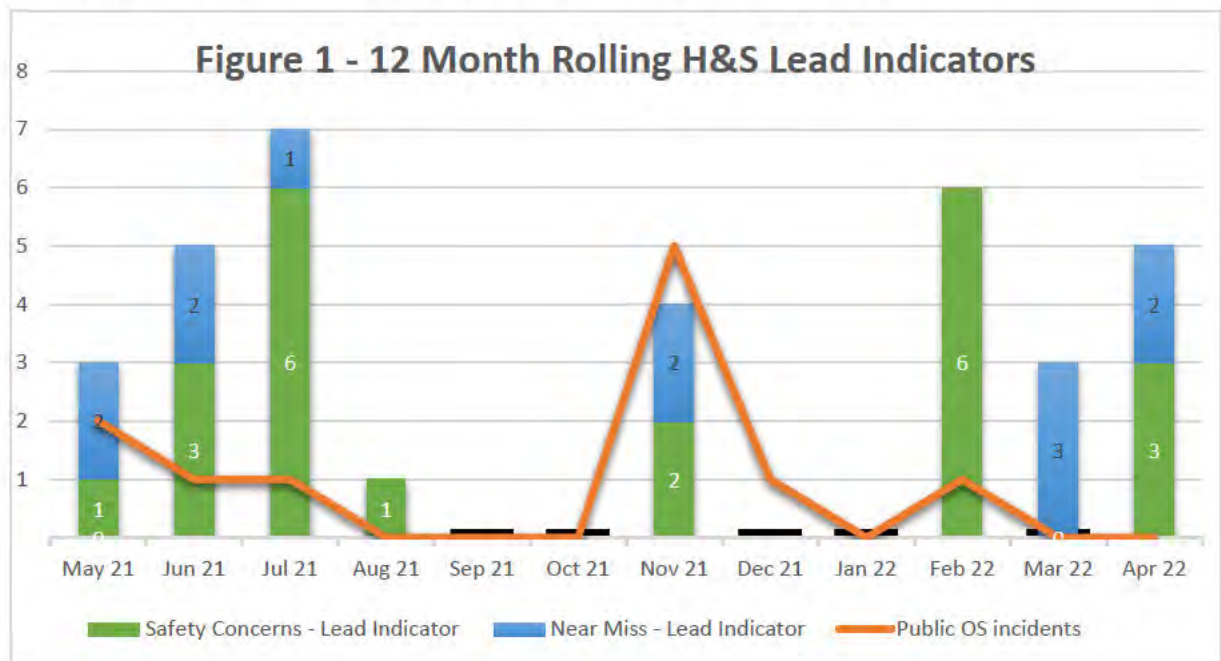


Figure 1: 12 month rolling health and safety lead indicators

10. Figure 1 shows a recent downward trend of public events reported. However, it is reasonable to surmise that this is partly seasonal in nature, given historical spikes in the summer months. It also reflects the restricted access that Covid-19 has brought, which will likely start reversing with the ongoing lifting of restrictions and future seasonal changes.

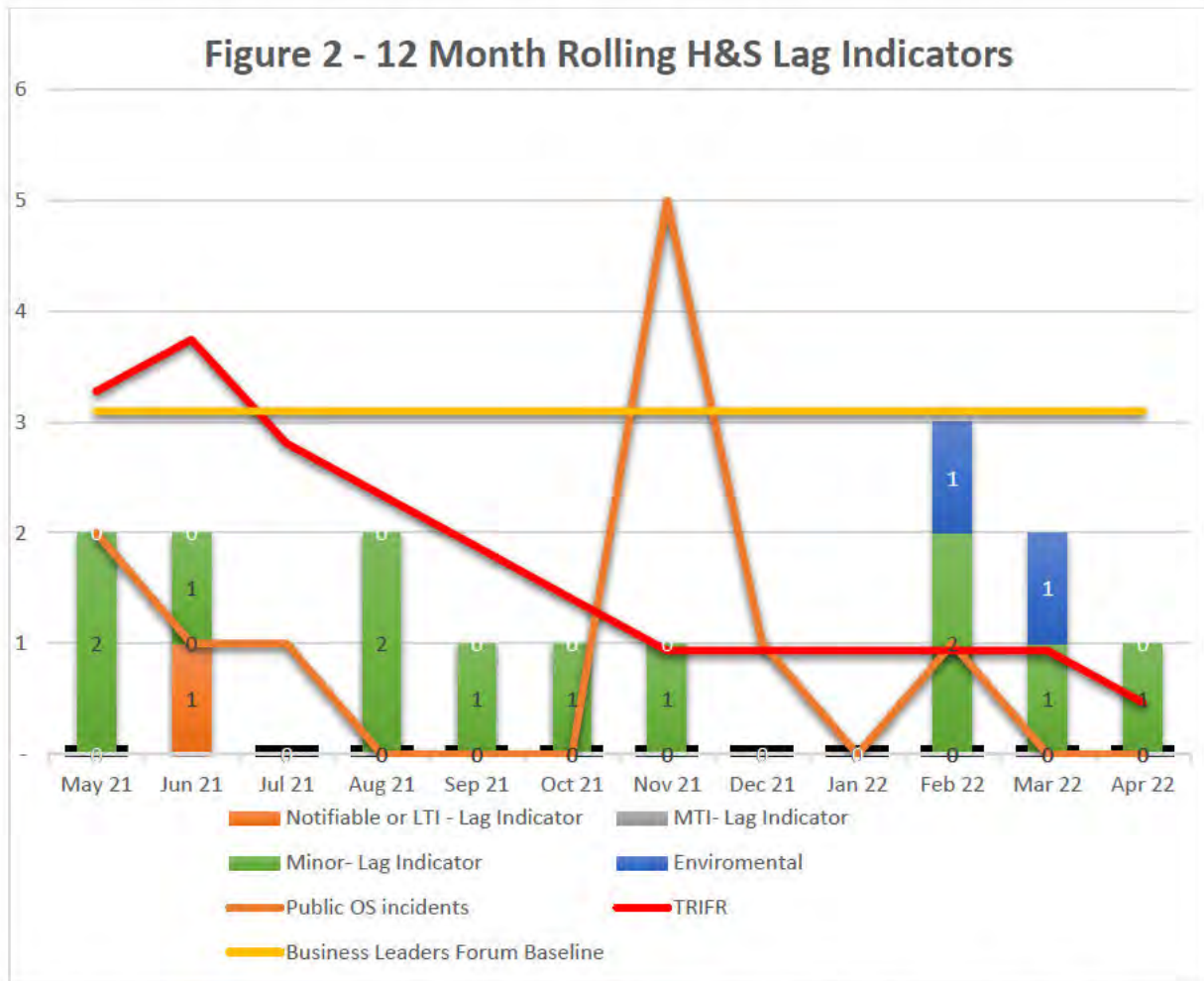


Figure 2: 12 Month Rolling H&S Lag Indicators. TRIFR - Total Recordable Incident Frequency Rate; MTI - Medical Treatment Injury; Notifiable Event or LTI - Lost Time Injury.

11. Analysis of April's safety concerns raised data

Following the drop in safety concerns in March, it was pleasing to note a raised level for the April period. The standout theme for April was the management of building-related safety risks for both occupied spaces by Eke Panuku staff as well as leased buildings.

Health and Safety Concerns in chronological order

12. Unsafe Glass Pier Gates Westhaven Marina, 10 April 2022

A concern was raised around the safety of glass pier gates and the potential for harm or break-in, given the condition of some specific doors. The following actions have been agreed to remediate and mitigate the risk. The Westhaven Marina Manager is accountable for its completion:

- Contractors were notified to replace the door trims and straighten glass.
- A lesson learned item will be created for future reference as a design fault. Two components being not fit for purpose and design fault in door size are two fundamental issues noted.

13. Water ingress-related risks at 49 Station Road, Papatoetoe, 13 April 2022

This is a leased warehousing facility. The Assets and Facilities Manager will ensure all remedial actions are completed.

- The incident was notified following a complaint received from the tenant who reported water ingress within two locations of the office space after a rain event occurred. It entered most likely from the super six asbestos roofing onto a free-standing office space on the ground floor. A second water ingress location was detected as a result of an overloaded rain gutter box located on a lean-to office roof adjoining the main free-standing office. A follow-up site safety inspection was undertaken by the interim Eke Panuku Health and Safety Manager and the Assets and Facilities Manager which identified the following:
 - a. Water ingress was causing damage to wall linings, electrical outlets, carpet and furniture, creating potential electrical risk and mould growth.
 - b. Continued water ingress was occurring even after temporary repairs were carried out by Ventia.
 - c. Minor mould growth on walls was noted.
 - d. Exposed ceiling cavities with electrical cables and fittings hanging at head height in the egress exit.
 - e. Asbestos roofing cladding presented risk from any required roof access to remediate water ingress.

A project manager has been assigned to explore the options of repairing or replacing the guttering and the roof.

- A works order has been approved to undertake the following:

Asbestos risk

- f. Given that no asbestos fibres had been recorded from air sampling for the weeks prior to testing, the potential asbestos exposure is considered very low. Continuance of air monitoring is an acceptable control going forward on its own, unless there is a need to make repairs to the asbestos roofing in the future, potentially disturbing the asbestos matrix.
- g. There is currently a high risk associated with any required access to the roof with potential falls. Asbestos roofing is known for breaking under foot allowing potential falls. To this extent any person's access to the roof will require consent from the Property Manager with an approved access plan being completed.

Electrical risk

- h. Water tracking down electrical lines and into light fittings:
 - i. Organise an electrical safety review where there has been water ingress into electrical lines and fittings and implement any recommendations made.

14. Safety concerns raised on multiple risks at 137 Westhaven Drive (old Westhaven Marina office), 19 April 2022

An issue was raised with the Interim Eke Panuku Health & Safety Manager by the Head of Marinas of concerns post a previous flooding event. A site safety review by the Interim Health & Safety Manager and the Head of Marinas was undertaken and the results shared with the Manager of Corporate Support. The review identified the following remedial actions:

- Risks noted requiring remediation immediately:
 - a. Power cords on ground causing both electrical and tripping risks to be removed, see image 1
 - b. Overloading of electrical outlets by using residential 10 amp rated multi boxes. These are to be replaced with residual current device rated multi boxes or appliances are to go a single electrical outlet, see images 2 and 3
 - c. Blocked fire egress (2nd floor stairwell) with photocopier creating possible fall risks on stairs. The photocopier is to be safely relocated, see image 4
 - d. Unsafe fire egress with dry rot in external landing area on the 2nd floor deck egress and decking showing signs of initial dry rot and weakness, see image 5, both areas need repair asap
 - e. Lack of venting in workshop container which requires vents to be cut either end of container to allow cross flow air ventilation.

- Risks that will need to be resolved in the mid-term (2-3 months):
 - f. There are several small rooms that would need a heat pump or heat source for winter etc. A review of the heating and ventilation was recommended if ongoing occupation continues.

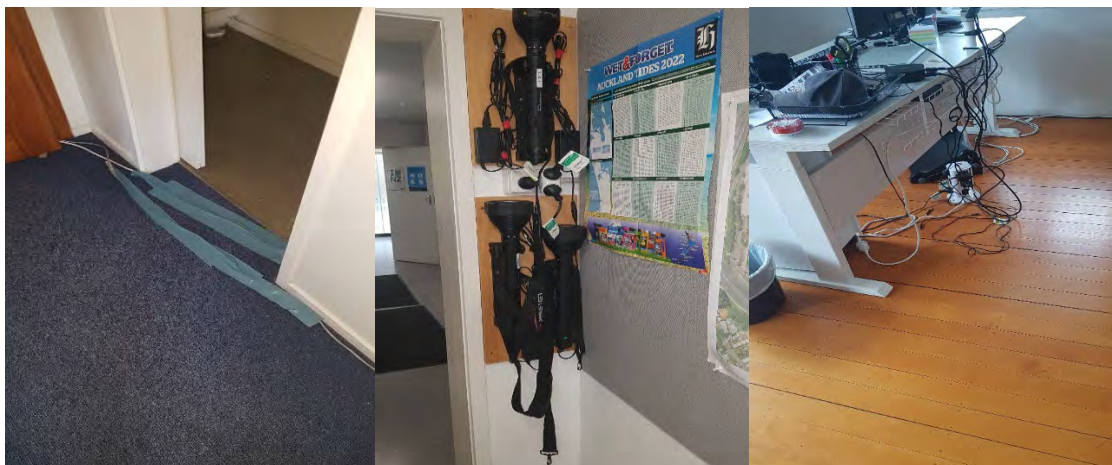


Image: 1, 2 and 3; Electrical safety risks 137 Westhaven Rd



Image 4: Blocked fire egress



Image 5: 2nd floor fire egress platform dry rot

15. A business case is currently being developed which will consider the long term accommodation for the marina and dock master team currently working out of this building. The Marina Team is currently progressing the short term decanting of the teams to a temporary facility.
16. Description of all work-related incidents (first aid and near misses) are listed below, together with the respective corrective and preventative actions.

17. Incident themes and trends of events noted:

Security breaches at Westhaven continue, with two incidents occurring in the April period. The Westhaven Team Lead along with the Operations Manager have been forming a security strategy and plan for the site. The plan will include input from Westhaven Dockmaster workshops and other Eke Panuku waterfront location team inputs. This will ensure consistency in approach along with reaching out to the Auckland Council security team or other expert security systems advice to tap into any available support or knowledge.

Reported incidents for the month of April in chronological order

18. Curran Street, Westhaven

Alcohol ban breach 2 April 2022

Ten members of the public were advised of the liquor ban by Westhaven staff and then by security staff who ignored the request to desist. Police were then called in who broke the group up and moved them on.

Follow-up on noted actions with Westhaven Marina Manager and Operations Manager Assets and Facilities - Westhaven as follows:

Corrective actions

- Police support employed
- Security requirements have been reviewed
- Security contingent increased to two security personnel Sunday through to Wednesday nights and three Thursday through Saturday
- Monitoring on Curran Street will be done with a minimum of two security staff
- The North Side carpark is closed

Preventative actions

- Undertake with a security risk specialist a situational analysis to define:

Weaknesses in security standard operating protocols

Undertake a security review of Westhaven Marina through a scenario-based site security risk assessment to identify:

- Any potential gaps in operating procedures
- Staff competency gaps
- Monitoring standards gaps
- Physical controls gaps
- Technology control gaps

19. 141 Westhaven Drive Assault 9 April – Medium risk

A group of three females drove through the cordoned off area, stopping outside the public toilets of the Ponsonby Cruising Club. The security officer approached the group and advised them that they could not be in this location. One of the group then demanded the officer open the closed toilet block. Upon being advised this was not possible, the female proceeded to push the officer at which point she and the rest of the group drove away. No injuries were sustained.

The agreed corrective and preventative actions and the responsible manager are replicated from the previous Curran Street alcohol breach incident reported last month. Image 6 below shows the assault location.



Image 6: Westhaven Marina assault location

20. Waiwharariki Anzac Square, Takapuna

Redundant parking low voltage cable Strike 21 April – Low risk

A service line strike occurred while the contractor was excavating for a storm filter. The service plan had identified a service line at 1.4m below the ground level and potholing was commenced by hand digging, with a CAT Scan locator wand used to detect cables (as per safe digging protocols). The potholing and scanning continued down to 1.5m without finding the expected cables. An excavator was then used, in conjunction with a spotter, to remove small amounts of material and continued intermittent checking for cables with the CAT Scan device. At 1.9m, 4 ducted cables were found, with one duct

being struck by the excavator bucket. The CAT Scan had not picked up any wire or live line traces. The lines found were later identified as redundant low voltage parking cable lines. Usually services are located between 600 and 1200mm deep, so a line at 1900mm was very unusual. Safe digging past 1500mm is further complicated because trenching below this level requires full shoring, benching or battering of the excavation face, (as per excavation code of practice) which was not practical given the physical constraints of the site.

Corrective actions

- Incident logged and a joint Eke Panuku debrief occurred, and investigation undertaken.

Preventative actions

- All protocols were applied from March's service strike investigations findings. An escalated request has been made for ongoing monitoring activity by the project managers and contractors to be improved going forward for this site, given the difficulties to date in accurately identifying the locations of services prior to digging.

Decision paper: Pukekohe - Small Site Sales

Author: Tom Belgrave, Development Manager

May 2022

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

[REDACTED]

■ [REDACTED]

■ [REDACTED]

■ [REDACTED]

■ [REDACTED]

■ [REDACTED]

■ [REDACTED]

■ [REDACTED]

[REDACTED]

■ [REDACTED]

■ [REDACTED]

- c. Delegate authority to the Chief Executive to select preferred parties, execute the required documentation to sell each property, and approve the final commercial terms including a price at a minimum of 10 percent below independent valuation advice.

Whakarāpopototanga matua | Executive summary

1. Pukekohe small site sales consist of nine properties within the wider Unlock Pukekohe regeneration area, all of which are of minimal strategic and/or commercial value.
2. The properties are constrained by a combination of location, size and shape. As a result, the application of any essential outcomes would likely significantly reduce the chance of a successful sale and/or the commercial value.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Horopaki | Context

9. The Unlock Pukekohe HLPP seeks to unlock the potential of the Pukekohe Town Centre.
10. The Unlock Pukekohe HLPP identifies 9 non-strategic sites in and surrounding the project area for divestment without non-financial essential outcomes. The sale of these properties will allow funds to be redirected and resources to be focused on key projects, principles and moves.

[REDACTED]

[REDACTED]

13. Finally, all other properties will go through a contestable sales process on the open market.

[REDACTED]

[REDACTED]

[REDACTED]

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
4 June 2019 Planning Committee	Unlock Pukekohe High Level Project Plan	Approved- Planning Committee approval of the plan Resolution number PLA/2019/49
18 June 2019 Finance & Performance Committee	Unlock Pukekohe High Level Project Plan	Approved- Finance & Performance Committee approval of the plan. Resolution number FIN/2019/61

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

15. Other options considered:

- a. Leave the sites as they are and do not sell. This option does not optimise the sites, leaving them vacant and tying up valuable funds and resources.
- b. Sell all sites with essential outcomes. Given the many constraints on a number of the sites, the requirement for essential outcomes to be met would not be feasible. It is likely essential outcomes would result in most sites being unmarketable and erode any commercial value.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

[REDACTED]

17. Given the number of properties and range of go-to-market dates, independent valuation advice will be sought for each property immediately prior to the point of sale to support the negotiation and agreed sale price.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

18. There is real risk that one or more of the properties within the Pukekohe - Small Site Sales Project will not result in a successful sale. This will be mitigated by a targeted go-to-market approach for each property with a focus on the parties most likely to acquire.
19. There is risk of a perceived loss of open space. This will be mitigated through active communication with relevant stakeholders through the masterplan engagement process and with direct communications to neighbours as required and agreed with Franklin Local Board.

Tauākī whakaaweawe Māori | Māori impacts

[REDACTED]

[REDACTED]

[REDACTED]

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

23. The Franklin Local Board has been regularly briefed on the approach to these sites and the opportunity to account for and reinvest the net proceeds of the site sales into the Unlock Pukekohe Project Area.
24. The Franklin Local Board was presented with the proposed go-to-market strategy for each property on 10 May 2022.

Ngā koringa ā-muri | Next steps

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Ngā kaihaina | Signatories

- Allan Young, GM Development
- Ian Wheeler, Chief Operating Officer
- David Rankin, Chief Executive

5.2 Waterfront Development

This paper has been redacted under the following LGOIMA reasoning:

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

Decision paper: Eke Panuku future programme - proposed approach

Author: Naomi Craymer, Principal Strategic Advisor

May 2022

Ngā tūtohunga | Recommendations

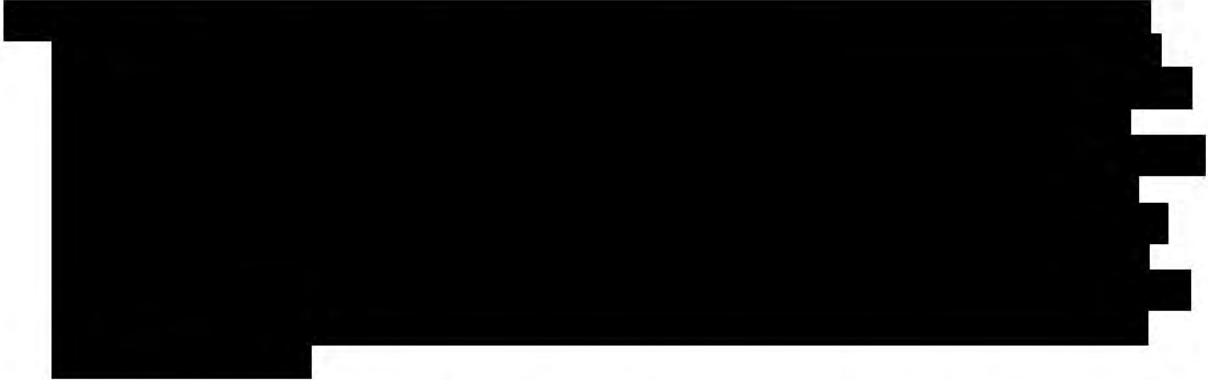
That the Eke Panuku Board:

- a. Endorse the selection and assessment criteria for the Eke Panuku future programme as follows: potential for greatest urban regeneration benefit, transit-oriented development opportunity, development unlikely to happen without intervention in market, equity, quality developable land available and/or funding for acquisitions.
- b. Endorse a targeted approach to analysing future options for the Eke Panuku future programme and associated funding model to inform the next long-term plan.
- c. Endorse a recommendation to the Auckland Council Planning Committee that a targeted approach (option 2) to develop the future programme is the Eke Panuku preferred option.

Whakarāpopototanga matua | Executive summary

1. This project will examine and propose options for the future Eke Panuku urban regeneration programme alongside funding model options. It is intended to inform the next long-term plan process that will commence in 2023 and finish by 30 June 2024.

2. Three process options have been considered - status quo (option 1), targeted approach (option 2) and extensive approach (option 3). Given the operating context and significant resource and budget constraints affecting the council group, it is recommended that option 2 be progressed. This option is considered to best meet the objectives and requirements for the project and provides better value for money compared with the other two options.



4. This work is linked with identifying sustainable funding model options for Eke Panuku. Any new location programmes or expansion of existing programmes will require additional funding. How we propose to fund urban regeneration for any new locations will be set out as recommendations to the Planning Committee when the results of this analysis are reported back to inform the LTP process.



6. It is recommended that option 2 be presented to the planning committee as the Eke Panuku preferred option. The timing of this will be discussed with the Board in light of the council financial situation and serious budget issues.

Horopaki | Context

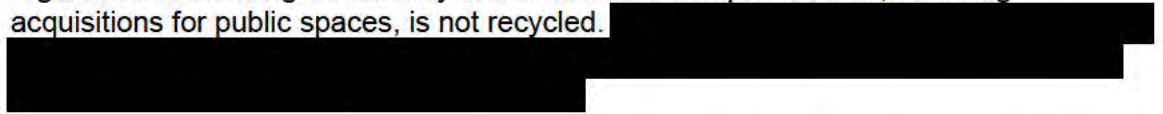
7. The future programme and associated funding model for Eke Panuku arose from the independent CCO review recommendations in 2020. That review recommended investigating a sustainable funding model for Eke Panuku to better support its urban regeneration mandate. In 2020, in part due to Covid-19 and the emergency budget, it was agreed with council to postpone this work until the next long-term plan process.
8. Covid-19 continues to have an adverse impact on the council group's financial situation. Significant annual plan and long-term plan budget pressures remain, particularly for the next few years. Our current funding level is sufficient for the existing programme and is related to anticipated sales revenue which is reinvested into urban regeneration.
9. In addition, the council group is stretched with limited availability of people and resources to support new work programmes. The significant reform agenda from central government impacts different parts of the council group, including Eke Panuku. This

includes the NPS Urban Development, three waters reform, local government, and resource management legislative changes. These, together with the Auckland Light Rail initiative and other projects, means that staff availability to work on new initiatives is highly constrained.

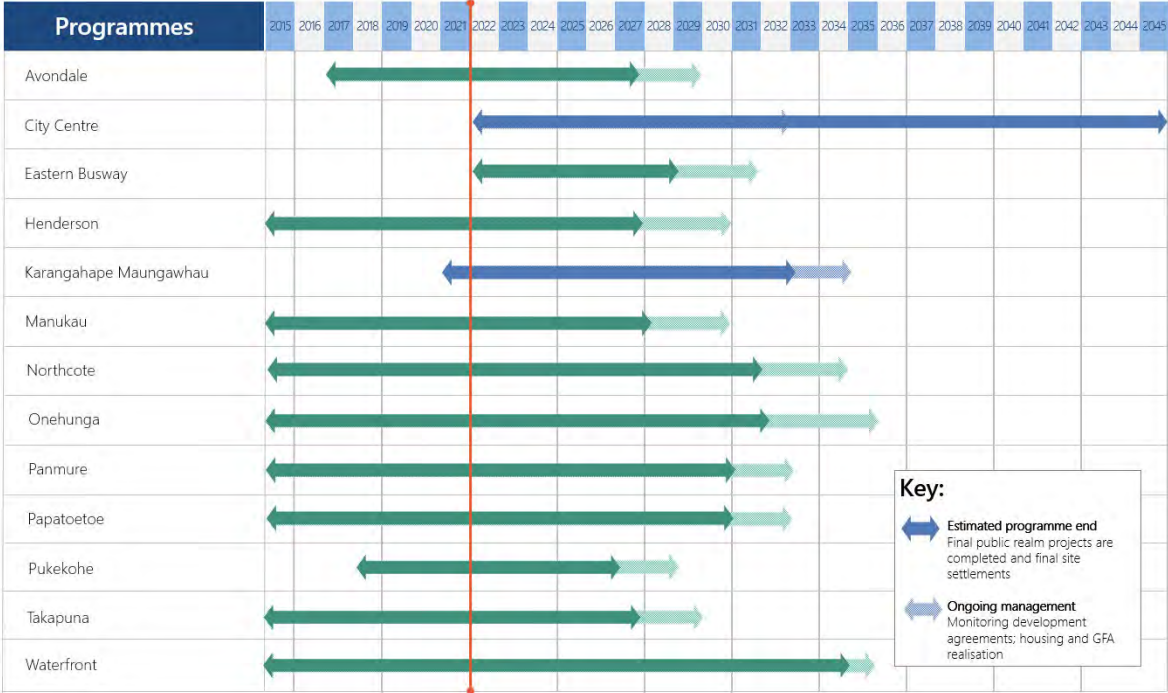
10. Eke Panuku currently leads work programmes in twelve urban regeneration locations. Three of these locations have been added to the programme over the last five years - Pukekohe (2018), Karangahape and Maungawhau (2019) and City Centre (2021).
11. In addition, Eke Panuku leads a comprehensive regional programme of work that covers transit-oriented developments, support locations and Haumaru housing. The Eastern busway was added to this programme in 2021.



13. To advance such locations, funding for land acquisition and assembly would be required. Funding for acquisitions is currently available through the Strategic Development Fund (SDF), which is fully committed. Funding for acquisitions is largely recycled when the sites are sold. There may be arguments for expansion of the SDF to support urban regeneration. Funding for amenity and infrastructure improvements, including acquisitions for public spaces, is not recycled.



14. We are currently analysing the typical budget, both capex and opex, required to deliver each of our current programmes. Experience indicates that the 'platform building' including planning, engagement, mana whenua input, master-planning and site due diligence and clearance, takes longer than first anticipated, as does the delivery of projects that have significant council group and other dependencies. We will be in a better position this round as any proposed new locations will be presented to the Planning Committee and LTP process with a forecast budget for amenity improvements and placemaking.
15. Given resource capacity constraints, it is anticipated that substantive work commencing on any new location/s would need to be staged to reflect the completion of activity in an existing location/s.
16. In general, Eke Panuku urban regeneration programmes finish when site sales (unconditional) and public realm initiatives are completed. However, there will be some ongoing monitoring of development agreements and activity in locations to ensure programme benefits such as new housing and new commercial space are realised. Over time the level of effort and activity across our levers will be significantly scaled back and the associated opex will taper off. A transition period will occur as Eke Panuku exits out of a location. The timeframes for completion of the current programmes at a high-level is illustrated below (N.B. a more refined diagram illustrating the transition period is in development). Over the next five years the delivery of current programmes in several locations will be coming towards an end.



17. It is within this broader operating context that options have been considered.

Nga whiringa me te taatai | Options and analysis

18. The purpose of this project is to explore and propose options for the Eke Panuku future urban regeneration programme and identify associated funding model options to inform the LTP process.

19. The criteria for assessing and selecting locations is based on 2015 and 2018 criteria used to analyse locations and approved by Auckland Council. More recent council strategic priorities - equity and climate change, have been incorporated. The refined and recommended criteria are as follows:

- greatest urban regeneration benefit - new homes facilitated, new commercial space, public transport usage, catalytic impact, leverage existing and planned investment
- transit oriented development opportunity - supports growth, climate and infrastructure strategic direction
- regeneration and development unlikely to happen without intervention in market - through land assembly, partnership opportunities, amenity improvements
- equity - supports communities most in need
- quality developable land available and/or funding for acquisitions.

Kua whakaarohia nga whiringa | Options considered

20. Three options are presented to develop recommendations on the future urban regeneration programme:

- Option 1 - status quo - continue and potentially deepen activity within existing programmes, undertake a process to confirm a medium to longer term programme at a later date.
- Option 2 - targeted approach to examine an agreed list of locations that meet the selection criteria at a strategic level and are worthy of further investigation.
- Option 3 - extensive location analysis process, including a long listing and shortlisting of locations and wide engagement, similar to the process undertaken in 2015.

21. The premise of Option 2 is that with limited resources across the council group, it is prudent to identify and agree a shortlist now that evidently meets the criteria for further analysis. Rather than undertaking a longer, more comprehensive approach which will identify more suitable locations but for which there is unlikely to be sufficient LTP funding in the future.

High-level assessment of options			
Project requirements	Option 1 - status quo	Option 2 - targeted	Option 3 - extensive
Strategic fit	Current programme already aligned	Provides opportunity to align with future development strategy and emerging opportunities from central govt and private sector.	Provides opportunity to align with future development strategy and more emerging opportunities from central govt and private sector.
LTP response and input	No as this option does not respond to CCO review and restricts ability to prepare for LTP	Will give Eke Panuku options to progress further as programmes near completion.	Will give options but is unlikely to be completed in time to meet LTP timeframes
Stakeholder engagement – build support	No as limited opportunity to discuss any new opportunities	Will provide opportunity for tailored and targeted discussion on new opportunities	Will give a wider opportunity for discussion and engagement
Value for money – and affordability	Yes - as this option maintains a focus on current programme	Balances value for money by targeting resource and effort and avoids wasted work,	No - this option has high costs associated with it, and these costs are unlikely to deliver additional benefits above option 2

Achievability - capability and capacity	Yes - internal resource available to progress this option	Yes - internal resource available to progress this option	No - do not have internal resources or budget available to progress this option in FY22/23; council group ability to input not confirmed
Manage risk – political, community, reputation	No - this option provides no opportunity to consider any new locations or emerging opportunities and this may lead to dissatisfaction with the process and organisation.	Yes - the targeted approach of this option enables the organisation to respond appropriately and manage expectations	No - this option raises high expectations that are unlikely to be fulfilled – may create disappointment and dissatisfaction with the process and organisation.

22. Based on the above high-level review option 2 is considered to best meet Eke Panuku objectives within the current operating context and constraints.

Proposed locations for analysis

23. As part of recommending a targeted approach, consideration has been given to which locations should be analysed for their potential.

24. Based on our broad knowledge about the city, such as zoning and planning objectives, development activity, council land ownership, government's large-scale housing programme, existing and planned transport networks, and our experience in what makes urban regeneration successful, it is possible to identify 'obvious' locations with potential for urban regeneration.

25. Internal workshops and preliminary conversations with Auckland Council Growth & Spatial Strategy, Community Facilities, Auckland Transport, and Kāinga Ora have been held to inform our thinking.

26. We have sought to identify locations the meet the selection criteria at a strategic level - they are locations for future growth and are aligned with the council's strategic direction, they are TOD opportunities which will leverage existing or planned investment. From an equity perspective, with council's direction to support communities most in need, we have considered opportunities in the south and west of the region.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

28. Further analysis is required to assess land holdings and development potential, infrastructure readiness, partner opportunity, scale and potential impact within each location. If agreed by council, this more detailed analysis will commence and include due diligence from Eke Panuku property and development teams, for completion around mid-2023.

[REDACTED]

[REDACTED]

[REDACTED]

Ngā ritenga ā-pūtea | Financial and resourcing impacts

32. Any new location programmes will require additional funding. This work will provide an important input to the next long-term plan process, due to commence in 2023. This work is closely linked with the Eke Panuku funding model which includes LTP funding, reinvestment, strategic development fund (SDF) as well as new partnership opportunities.
33. The intention is that this work will be progressed internally within Eke Panuku teams with defined external inputs to support the process if required.
34. This analysis will lead to proposals for additions to the Eke Panuku urban regeneration programme. Recommendations will be made to the Planning Committee as to how the programmes could be staged and funded.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

35. Risks include the ability to access resources across the council group in a timely way for involvement in this project given the constrained operating environment. The local government elections will also impact the programme by reducing the ability for political engagement during 2022 at both committee and local board level. Funding availability for urban regeneration in the long-term plan is uncertain. The proposed approach seeks to manage these risks and uncertainties.

Tauākī whakaaweawe Māori | Māori impacts

36. Engagement with the Eke Panuku mana whenua forum is intended as part of this process. New locations will provide further opportunities to promote Māori outcomes identified in Kia Ora Tāmaki Makaurau and Eke Panuku Mana Whenua Outcomes Framework.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

37. Early engagement will take place across the council group (Auckland Council including local board services, Auckland Transport, Watercare Services) and with our crown partners, Kāinga Ora. There will be engagement with the relevant local boards on the locations being explored in 2023. A process of engagement with all local boards, which occurred in 2016 and 2018 programme reviews, is not currently planned. It is anticipated that wider local board and community engagement would occur as part of the consultation on the next long-term plan in early 2024.

Tauākī whakaaweawe āhuarangi | Environment and climate change impacts

38. Opportunities for transit-oriented development is new selection criteria as this will support the council's strategies for climate action, growth and infrastructure. This is intended to ensure that climate impacts are considered when considering new locations for urban regeneration activity, and support low-carbon lifestyles and communities.

Ngā koringa ā-muri | Next steps

39. The next steps for this work are:

- Seek approval from the Planning Committee on the proposed targeted approach, selection criteria and locations for initial analysis
- Complete project plan and timeline based on preferred approach
- Commence analysis to support preferred approach, undertake due diligence on new opportunities over 2022/23
- Report back to the board in early 2023.

Ngā kaihaina | Signatories

Brenna Waghorn, GM Strategy & Planning

David Rankin, Chief Executive

Decision paper: Board Delegated Authority Policy

Author: Michele Harpham, Finance Manager

May 2022

Ngā tūtohunga | Recommendations

That the Eke Panuku Board approve the revised Board Delegated Authority Policy.

Whakarāpopototanga matua | Executive summary

1. The Board Delegated Authority Policy is due for its annual review. The Executive Leadership Team have reviewed the policy in conjunction with any issues that have arisen recently and propose some minor changes. The proposed changes are marked up on Attachment A. This includes changing the review frequency from annually to biennially.
2. The Audit and Risk Committee reviewed the proposed adjustments and asked the Executive to consider generally whether any increases were required to financial limits in the current economic environment. The Executive advised that they had been reviewed and considered that the limits in the policy were appropriate. The Committee suggested that the delegation to the Chief Executive for debtor write-offs could be increased from the previous limit of \$25k. Subsequent to the Committee meeting the Chief Executive and Chief Financial Officer have adjusted the policy to propose that the limit should be raised to \$100,000 (GST exclusive per debtor), with any write-offs greater than \$50,000 (GST exclusive per debtor) to be reported to the Board.

Horopaki | Context

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
24 March 2021 board meeting	Delegated Authority Policy	Following the conclusion of discussions, the Panuku Board approved the revised Board Delegated Authority Policy.

Ngā koringa ā-muri | Next steps

3. The revised policy will be communicated to Eke Panuku Staff.

Ngā tāpirihanga | Attachments

Attachment A – 202205xx Board Delegated Authority Policy

Ngā kaihaina | Signatories

Carl Gosbee, Chief Financial Officer

David Rankin, Chief Executive

Delegated Authority Policy

1. Policy purpose

- 1.1. The purpose of this policy is to outline the delegations from the Board of Directors of Panuku Development Auckland Limited (Panuku) to the Chief Executive of Panuku.
- 1.2. For this policy, delegated authority (DA) is both financial and non-financial delegations from the Board of Directors of Panuku to the Chief Executive of Panuku.
- 1.3. Delegations are a key element in effective governance and management of Panuku and provide formal authority to the Chief Executive of Panuku to act on behalf of Panuku.
- 1.4. Ultimate authority for the conduct of the business rests with the Board of Directors. The Board delegates authority, within prescribed parameters, to the Chief Executive to enable effective and efficient management of Panuku.

2. Application of this policy

- 2.1. The Board delegations to the Chief Executive apply to the Chief Executive of Panuku, and any person that has been delegated to act as the “Acting Chief Executive” by the Chief Executive or the Board.
- 2.2. This policy applies to all staff employed/engaged by Panuku. This includes fulltime or part-time permanent and fixed-term employees, casual employees, contractors and temporary contingent workers.
- 2.3. Delegation instruments exist whereby the Auckland Council Chief Executive delegates his powers and duties under the Public Works Act (PWA) and Local Government Act (LGA) to Panuku, in order to acquire and dispose of property on behalf of Auckland Council and/or Auckland Transport, or while acting within its urban renewal mandate. These delegations (and the conditions therein) underpin and empower the parts of this policy relating to acquisition and disposal activity.

3. Objectives

- 3.1. The objectives of this policy are to ensure that:
 - The delegations to the Chief Executive are appropriate to enable the Chief Executive to run the business in an efficient and effective manner
 - Governance approvals and decisions are made at the appropriate level
 - Decisions are approved by the appropriate person, considering all risks
 - The Chief Executive has the flexibility to grant appropriate DA to staff as needed
 - There is effective control, transparency and accountability
 - Individuals have clarity about their responsibility for complying with the terms of their DA.

4. Policy

- 4.1. The delegations and notification requirements from the Board of Directors of Panuku are set out in the Delegated Authority Standard (“standard”), attached to this policy.
- 4.2. The Chief Executive can delegate authority where indicated in the standard to the Executive Leadership Team (ELT) and can approve sub-delegation to those who need to make decisions and commitments, as required, according to the business rules.
- 4.3. DA must be tied to positions.
- 4.4. Delegation decisions should be within delegators’ span of accountability, and in accordance with all other applicable policies of Panuku and Auckland Council.
- 4.5. No employee has authority to make commitments or decisions on behalf of Panuku unless authority is explicitly delegated.
- 4.6. Delegates are responsible for understanding and accountable for adhering to their DA limits.
- 4.7. Breaches of this policy will be reported to the Panuku Board. Any infringement or non-compliance with this policy, or other Panuku and Auckland Council, policy may be regarded as serious misconduct and may result in disciplinary action.

5. Policy review and approvals

- 5.1. This policy will be reviewed at least annually and approved by the Board of Directors of Panuku.

6. Attachments

- 6.1. Delegated Authority Standard.

Business Owner	Executive Officer / Company Secretary	
Original policy date	1 September 2015	
Last review	18 March 2020 <u>24 March 2021</u>	
Frequency of review	Annually <u>Biennially</u>	
Date of this review and approved by	Board of Directors of Panuku	Date: 25 May 2022 <u>25 May 2024</u>

Attachment 1 Delegated Authority Standard

Area	Detail	Authorities and Approvals reserved by the Panuku Board of Directors	Authorities and Approvals delegated to the Panuku Chief Executive (CE)	Is CE further delegation possible?	Notes
Strategy, planning and governance	Strategy, planning, including long term plan, business plan and Statement of Intent (SOI)	<ul style="list-style-type: none"> Long term plan and annual plan budget submissions to Auckland Council Statement of Intent (SOI) Panuku Business Strategy Annual Business Plan (including transaction strategy, marinas business plan, property business plan and programme delivery plan) Annual Report Financial statements and annual report 	<ul style="list-style-type: none"> Directorate business plans Quarterly reporting to council 	Yes	<ul style="list-style-type: none"> Forecasting changes to be notified to board quarterly The quarterly report to council must be provided to the board
Capital (capex) expenditure		Approval for any item above delegation to CE	Budgeted: \$15,000,000 for total transaction value/contract life	Yes	Does not include acquisitions or disposals. Refer to Land and Property
Operating (opex) expenditure		Approval for any item above delegation to CE	Budgeted: \$5,000,000 for total transaction value/contract life	Yes	
Grants and donations	Grants and donations	Approval of plan for the year	Allocation of grants and donations for priority locations in board approved plan is limited to \$5,000 per item for 'cash' donations; and \$5,000 per item value for grants 'in-kind'	No	<ul style="list-style-type: none"> Refer grants and donations policy Details to be reported quarterly to the Board Approving of Koha is covered under "Our Charter"
Sensitive expenditure	Domestic travel, meals, accommodation entertainment and other expenses claim approval	<ul style="list-style-type: none"> Directors and CE by Chair Chair by Deputy Chair All within approved board budget 	Direct reports to the CE, within a board approved budget	Yes	
	International travel and related expenses	Authority for director or staff to undertake international travel before travel commences	Approval of cost of staff travel, within board approved budget	No	All international travel is to be reported to Auckland Council CE
	Credit Cards (including P-Cards)	Issuance of credit card to CE or direct reports to CE	Power to authorise or cancel any credit cards issued to staff	No	CFO to set credit card limits
Gifts	Gifts given by Panuku	Approval for any item above delegation to CE	Power to authorise the giving of gifts to outside organisations or individuals up to \$1,000	No	Register of Gifts given and received to be maintained and reported annually to board
Legal	Litigation and settlement of legal disputes	Litigation costing more than \$500,000 and settlements not in the approved budget and business plan	<ul style="list-style-type: none"> Litigation costing up to \$500,000 Settlements or disputes in the annual budget and business plan 	No	<ul style="list-style-type: none"> Litigation must be reported to the board All new legal instruction must be via Auckland Council legal services

Area	Detail	Authorities and Approvals reserved by the Panuku Board of Directors	Authorities and Approvals delegated to the Panuku Chief Executive (CE)	Is CE further delegation possible?	Notes
Land and property	Disposal of land or property on behalf of Auckland Council including AT assets, Corporate Property and Optimisation	<ul style="list-style-type: none"> • Approval of the site sales plan for the year, as part of the Annual Business Plan • Approval of transactional terms, or proposed transactional terms (go-to-market strategy), where the proposal is a site sale with development outcomes • Approval of the sale of a single property where no development outcomes are sought, for a value greater than \$5,000,000 	Approval of the sale of a single property where no development outcomes are sought, for a value up to and including \$5,000,000, assuming the transaction meets the parameters of the signed rationalisation report	Yes	<ul style="list-style-type: none"> • All sales must be <u>approved for sale</u> -authorised by a council resolution and an AC signed Rationalisation Report/<u>Land Status Report</u>. All sales must be reported to the board • Properties in this category, where no development outcomes are sought, are sold primarily to off-set council debt and any additional development outcomes which may result in a sale under market value will require additional approval from Auckland Council • Properties where Panuku identifies a development opportunity, which require additional time and resource to sell, will be treated as a project and governed by the Project Management Framework requirements
	Acquisition of land or property for the purposes of urban renewal	<p>Approval of the transaction strategy, as part of the Annual Business Plan</p> <p>Approve/Endorse the acquisition, and approve the strategic objectives, and the funds associated with the purchase for a purchase of a single property for a value greater than \$15,000,000</p>	<ul style="list-style-type: none"> • Approval of a purchase of a single property for a value up to and including \$15,000,000, where the property is in a Priority Location and in a board approved programme business case / business case or transaction strategy • Approval of a purchase of a single property, not included in the Board approved transaction strategy, on the open market for a value up to and including \$10,000,000, where the property is in a Priority Location • Approval to make a conditional offer, subject to Board approval, on a single property, not included in the Board approved transaction strategy, on the open market for a value above \$10,000,000 and up to \$15,000,000, where the property is in a Priority Location 	Yes	<ul style="list-style-type: none"> • In all cases, the person exercising their delegated authority under this section must ensure that sufficient funding is available in a board approved budget The transaction strategy will include all properties to be bought or sold in a financial year, across all locations/programmes • All acquisitions must be reported to the board • All acquisitions must comply with the Project Management Framework • All acquisitions must be supported with a <u>PSG approved</u> business case • Any SDF acquisition greater than \$20,000,000 or those that will not be on sold within 6 years must be approved by Auckland Council

Area	Detail	Authorities and Approvals reserved by the Panuku Board of Directors	Authorities and Approvals delegated to the Panuku Chief Executive (CE)	Is CE further delegation possible?	Notes
	Disposal of land or property for the purposes of urban renewal	Approval of the transaction strategy, as part of the Annual Business Plan Approval of transactional terms, or proposed transactional terms (go-to-market strategy), where the proposal is a site sale with development outcomes	None	No	The transaction strategy will include all properties to be bought or sold in a financial year, across all locations/programmes <ul style="list-style-type: none"> The Board can delegate approval to the CE to finalise specific transactions in accordance with the proposed transactional terms previously agreed by the board. All land or property where development outcomes are being sought, must comply with the Project Management Framework, and must be supported with a PSGboard approved business case
Revenue	Property portfolio	Approval for any item above delegation to CE	New, varied or renewed leases, deeds or licences, up to and including \$1,000,000 per annum	Yes	Refer property rent setting policy
	Marina operations	Approval for any item above delegation to CE	New, varied or renewed leases, deeds or licences, up to and including \$1,000,000 per annum	Yes	Refer to marina rent setting policy
	Other revenue	Revenue streams not in the annual budget and business plan	Approval of any revenue streams within the annual budget and business plan	Yes	
Debt write offs	Provision for debtor write-offs and debtor write-downs Debt write-offs	Approval for any item above delegation to CE	Debts write offs up to \$100,000 25,000 (GST exclusive per debtor)	Yes	Debt write-offs greater than \$50,000 (GST exclusive per debtor) must be reported promptly to the board
Programme and Project approvals	HLPPs and Programme Business Cases	All HLPPs and Programme Business Cases	None	No	<ul style="list-style-type: none"> Once a Programme Business Case is approved, CE has delegated authority to approve, or to delegate approval, of individual project cases, subject to financial thresholds for opex, capex and acquisitions & disposals Programme business cases to be pre-approved by ELT before referral to the board Changes to approved programmes may require board approval, subject to the Panuku change framework

Area	Detail	Authorities and Approvals reserved by the Panuku Board of Directors	Authorities and Approvals delegated to the Panuku Chief Executive (CE)	Is CE further delegation possible?	Notes
	Project business cases	Project based decisions where referred by the CE	<ul style="list-style-type: none"> Approval of transactions, or proposed transactions, where board approval is not required and within financial limits Determining issues of significance or sensitivity 	Yes	<ul style="list-style-type: none"> Business case decisions (recommending transactional terms, or proposed transactional terms (go-to-market strategy), and approach) to be pre-approved by Programme Steering Group (PSG) before referral to the CE / board Circumstances which might cause the CE to refer a project business case to the board could include transactional terms, or proposed transactional terms (go-to-market strategy), where: <ul style="list-style-type: none"> A value exchange is proposed a payment will be more than 10% over current market valuation a disposal will be more than 10% under current market valuation a commitment will not make the required ROI on commercial capital the proposal is to enter into an exclusive agreement with a development partner the proposal represents a significant risk to Panuku, including reputational risk The proposal is a site sale in a Priority Location Will involve the use of the Public Works Act (PWA) for urban renewal
Legal interests in land	Legal interests in land as part of leasing arrangements and/or development programmes	Significant agreements above CE delegation	Determining issues of significance	Yes	
RMA planning matters	Plan changes, designations and resource consent applications, planning submissions and appeals to third party applications	Submissions in opposition to Auckland Council or other CCOs	<ul style="list-style-type: none"> Prepare, lodge and progress plan changes, designations and resource consent applications Prepare and lodge appeals to third party plan changes or resource consents 	Yes	
Business Interests, Investments, Divestments, Limited Partnerships, Joint Ventures	Third party business interest agreements	Approval of third-party agreements valued above \$1,000,000	<ul style="list-style-type: none"> Approval of third-party agreements up to and including \$1,000,000 Variation of a board approved amount by 5% 	Yes	

Area	Detail	Authorities and Approvals reserved by the Panuku Board of Directors	Authorities and Approvals delegated to the Panuku Chief Executive (CE)	Is CE further delegation possible?	Notes
	Third party business interest agreements where Panuku is taking a developer role	All investments or divestments in a business combination such as subsidiary, JV or associate	None	No	
	Payments to external parties for purchases or restructure of assets of businesses	All investments or divestments in a business combination such as subsidiary, JV or associate	None	No	
Capital (capex) divestment	Capex divestment (sale of fixed asset)	Disposal of a fixed asset with a value greater than \$100,000	Disposal of a fixed asset with a value up to \$100,000	Yes	
Insurance	Insurance policy execution of any group-wide insurance policies	Cancellation of a group wide insurance policy	No	No	
	Settlement of claims	All settlement payments by Panuku over \$100,000	Settlement payments by Panuku up to and including \$100,000	No	
Legal agreements, contractual commitments	Any legal agreement or contractual commitments not covered elsewhere	Significant contracts between other CCOs, council or government	<ul style="list-style-type: none"> Any contractual or legal agreements not covered elsewhere Determining issues of significance 	No	Note that opex/capex limits apply to contractual commitments
People and Culture	Appointments, terminations, employee remuneration, learning and development	<ul style="list-style-type: none"> Approval of new positions of direct reports to the CE Approvals for dismissals and medical resignations of direct reports to the CE Salary changes for the CE and direct reports to the CE 	<ul style="list-style-type: none"> Approval of new positions, except direct reports Appointment of direct reports to the CE Approval of salaries outside of salary bands Annual salary changes, allowances and out of cycle salary reviews Major organisational changes, including disestablishment & redundancy Approval of any final warnings, disciplinary dismissals, medical resignations 	Yes	<ul style="list-style-type: none"> Appointment of direct reports to the CE must be in consultation with the board/P&C committee Major organisational changes must be in consultation with the board/P&C committee
Media and Communication	Mayoral and issues management protocols	<ul style="list-style-type: none"> First right of refusal for alerting the Mayor to issues of significance or sensitivity 	<ul style="list-style-type: none"> Determining issues of significance or sensitivity Appointing media spokesperson(s) Delivery of appropriate communications management activities in the best interests of the organisation 	Yes	<ul style="list-style-type: none"> The board must be notified where there are reputational risks for the organisation All media coverage, including media releases, is provided to the board The Chair has a spokesperson role on certain issues including those relating to the CE and executive, also any business of the board or committees

Area	Detail	Authorities and Approvals reserved by the Panuku Board of Directors	Authorities and Approvals delegated to the Panuku Chief Executive (CE)	Is CE further delegation possible?	Notes
Policies and standards	Policies, standards, guidelines and management systems	<ul style="list-style-type: none"> • Major policies determining Panuku direction and strategy, including strategic policies relating to Priority Location programmes • Adoption of Auckland Council group policies 	<ul style="list-style-type: none"> • Changes to council group policies • Operational policies, integrated business frameworks and Panuku procedures and management systems 	Yes	

Information paper: Management of capital funding allocations

Document author: Ian Wheeler, COO

May 2022

Whakarāpopototanga matua | Executive summary

1. This paper outlines the funding that is made available to Eke Panuku via the Auckland Council Long Term Plan and Annual Plan, how this funding is allocated to programmes and projects; the role the Board plays in funding allocation, and how funding is prioritised when it becomes scarce.
2. The current three-year funding proposal is attached. The Board will receive further information about projects and their costs and benefits for FY22/23 as part of the Business Plan, to be approved in June.

Matapaki | Discussion

Key Planning Documents: High Level Project Plans and Programme Business Cases

3. Each Priority Location is identified in a High-Level Project Plan (HLPP), which is approved by the relevant Auckland Council committee. This plan sets a high-level strategic direction for the defined area, signals the properties that are proposed to be sold and seeks committee approval to sell, and outlines proposed investment in the location. The HLPP is a one-off document unless the boundaries of the location need to change, in which case this is referred back to the relevant committee.
4. After further technical work, including master planning, a Programme Business Case (PBC) is prepared for the location. The PBC details the best way for the vision outlined in the HLPP to be achieved and sets out the benefits of investing in the programme, and the costs of all the planned initiatives. This includes intended capex funded projects.
5. The PBC is agreed by the Eke Panuku Board and forms the basis for the investment decisions made in a location as well as the budget submissions to Auckland Council. Any programme, given its long-term nature, is subject to change over time and so changes to the PBC will be made. If the changes are significant in nature, then they are referred to the Board for consideration. If they are to do with changes in project phasing, then they are dealt with via annual update through the annual planning and budget allocation process.
6. Where Eke Panuku is managing the delivery of activities outside of a priority location such as asset renewals and the optimisation and redevelopment of council's service properties, we utilise approved Assets Management Plans and strategic plans such as

Community Facility Network Plans. The Eke Panuku programme management structure is used to manage the ongoing planning and delivery of these activities. In these instances, a Programme Delivery Plan is approved by the Board including any capital investment requirements. Funding for these programmes of activity competes with other activities at Eke Panuku requiring capital so are managed through the same annual planning and budget control processes.

Funding source and cycle

7. Eke Panuku receives its funding via council's Long Term Plan (LTP) which is set every three years and has a 10 year planning horizon. Each year, as part of the Annual Plan (AP) process, the budget is reconfirmed or amended depending on council budgetary pressures.
8. In creating its submission for the LTP and AP, Eke Panuku starts from the bottom up, capturing all proposed projects from approved and proposed programmes. These proposals are reviewed internally, and the totals risk adjusted. This creates a budget which is approved by the Board before submission to council.
9. Following submission, whether via the LTP or AP process, the Eke Panuku budget is included as part of the council budget for the purposes of consultation and decision making. At LTP and AP levels, budgets are aggregated so do not relate to individual projects. This allows Eke Panuku the flexibility to allocate funds to projects which are ready to be advanced. This helps to manage dependencies across programmes and allows funding to be re-allocated when a project is delayed.
10. Once the AP is agreed, Eke Panuku allocates funding to programmes based on an agreed project list, which is a detailed spatial plan for each location or regional programme. These spatial plans form a significant part of the annual business plan, which is presented to the Board for approval in June of each year.

Prioritisation framework

11. As funding is limited, Eke Panuku has developed a prioritisation framework which is used to inform decisions about the projects that will be funded. A copy is attached.
12. The framework was developed at the start of the pandemic and, to date, has not had to be used comprehensively. However, heading into the next LTP cycle it is probable that Eke Panuku will be subject to further funding constraints as more projects are progressed to construction phases, and less funding is available to the council group. The framework will need to be deployed if this is the case.
13. In general, the framework favours funding that is utilised to directly advance sites to the market for third party development, as the supply of new homes is where there is most community benefit.

Project based financial controls

14. Programme funding is further controlled through a requirement to comply with the Eke Panuku project management framework for all capital expenditure. The requirement to follow the framework is built into the delegations for the business.
15. The application of the framework allows the allocation of funding to be controlled through a centralised management function so that not only are proposals tested, but if funding is constrained, projects can be placed on hold before contractual commitments are made.

16. This central management group also interrogates programmes quarterly to determine how they are tracking and, if necessary, can use the prioritisation framework to reallocate funding each quarter.
17. There tends to be a number of unknowns or dependencies over the portfolio in any given year, such as contractual commitments to remediate contaminated sites which are not triggered until a development partner has sufficiently progressed their proposals, or land acquisitions which are subject to the public works act process. Eke Panuku therefore prefers to over allocate capital to programmes each year. For example, for the coming financial year the capital funding in the AP submission was \$80M, and the programmes are seeking circa \$105M.
18. The controls applied via the quarterly review process, and the application of the project management framework, allow this allocation to be made, while giving management and the Board certainty that expenditure can be controlled to within funding limits. This includes where the AP funding allocation is lower than the submission.

3-year project list

19. The project list for the next three years is appended to this report.
20. The FY22/23 projects will form the basis of the annual business plan, to be submitted for approval in June.
21. FY23/24 are projects expected to be underway in the final year of this LTP 3-year period. At this stage the total budget requirements are significantly greater than the budget likely to be made available through the AP process. However, prior to AP submission the projects will be reviewed and refined. This results in a rephasing of costs. If necessary, the management team will prioritise projects to so that activity can continue and Eke Panuku can continue to operate within its agreed budget envelope.

Ngā tāpirihanga | Attachments



Attachment B - Prioritisation framework

Panuku Development Auckland Prioritisation Framework

July 2020 v01

This framework is subject to group financial controls and the Auckland Council Financial Group. The following signatures indicate approval and acceptance of this document. This document should be read in conjunction with the full suite of published PfMO framework documents, including Panuku's Portfolio Programme [Sentient Business Rules](#).

Signatory	Authority
David Rankin	Chief Executive Officer
Carl Gosbee	Chief Financial Officer
Ian Wheeler	Chief Operating Officer



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Authorised by Panuku Priority Location Committee 31/07/2020

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1 Purpose and Scope

- 1.1 The Prioritisation Framework has been developed to assist Panuku Development Auckland (Panuku) to achieve organisational goals across our portfolio by applying a methodical and structured approach when choosing projects to fund.
- 1.2 As there is always more demand than can be met through available funding, investment decisions need to be made in a systematic way against balanced decision criterion. The prioritisation process enables consistent and transparent decision making, aligned with the strategic vision, objectives and values of Panuku.
- 1.3 The framework applies to all significant capital investment decisions in the Panuku portfolio. The framework provides assurance that Panuku has implemented the appropriate systems to ensure effective, efficient and responsible governance management of public resources.
- 1.4 Under the framework the primary accountability for compliance rests with the CEO. Panuku Portfolio Management Office (PfMO) has an assurance, support and co-ordinating role and the Portfolio Governance Group has a Panuku-wide assurance function.
- 1.5 Please become familiar with the Prioritisation Framework and its requirements. It is important that the Programme Steering Group, PfMO, Priority Location Directors and Finance work together to ensure that Panuku effectively prioritises its funds in the way that best meets organisational goals.

2 Overarching context

- 2.1 Panuku has a broad and active role in property development to deliver quality urban regeneration in accordance with Auckland Plan 2050 outcomes and development strategy.
- 2.2 Panuku aims to create walkable urban neighbourhoods, resilient and socially connected communities, and successful, thriving town centres that offer a rich mix of living, working, shopping, learning and play activities.
- 2.3 Our ability to create urban change is through strong collaboration and partnerships and our ability to leverage (buy and sell) property assets on behalf of council.
- 2.4 We prioritise our investments and activities to balance strategic and commercial outcomes aligned with shareholder direction.
- 2.5 We partner with others to deliver urban regeneration – the private sector, crown and wider council group.

3 Risk based investment approach

3.1 Across our portfolio of projects, we seek to ensure that there is a balance of risk and benefit.

3.2 Our programmes aim to deliver positive change to our existing town centres, supporting the Auckland Plan to deliver intensification in brown fields locations, a strong network of neighbourhoods and support for climate action through integrated land use and public transport developments.

3.3 The major outcomes of our programmes of work is the increase in supply of housing. New homes result in significant town centre and wider societal benefit, which we identify through our total value analysis work. All our programmes seek to support our development partners to supply housing faster, at higher density, and to better design standards than the market would provide on its own. We also need to maintain a level of financial return to the shareholder, so that we can continue to invest where others are not.

3.4 The risks we face in delivery are associated with the level of investment we make, and the likelihood of a market response as a result of this level of investment. Where we move along the value chain, undertaking works such as plan changes, acquiring sites for future sale, or putting in site-based infrastructure to provide for greater market appeal or to better control quality, we risk that the market will not respond. We might not return the expected level of funding to the shareholder, the sale may not happen in the timeframe we expected, and quality and density may be more difficult to achieve.

3.5 We optimise our investments by categorising our project activities, to ensure that we are balancing risk with benefit. The table below outlines our four categories.

Benefit ↑	<p>Site sales with high quality outcomes via development agreement</p> <p>This is where we aim to have the majority of our activity, noting that our programmes have been established because it is not always easy to achieve</p>	<p>Works to optimise strategic outcomes via sales</p> <p>These can include:</p> <ul style="list-style-type: none"> - Strategic acquisitions for site amalgamation - Plan changes and resource consents - Site based infrastructure to subdivide or superlot
	<p>Site sales with limited outcomes This is our disposals work and is not included in any of our priority locations but is an important aspect of the Panuku work programme and service offering to council. We use our property expertise to return funds to council</p>	<p>Centre based works</p> <p>This spend is more discretionary and does not obviously result in measurable benefit so is classed as higher risk. However, in many of our centres it is critical to encourage investment by others. It includes:</p> <ul style="list-style-type: none"> - Master planning & works to facilitate investment by others - New or upgraded community infrastructure - Placemaking activity
	→ Risk	

4 Optimising the Programme

- 4.1 Every quarter Panuku reviews and optimises its investments, to ensure that risk and benefit remain balanced and that the business is resourced to deliver on its commitments. This review is undertaken to coincide with the quarterly programme review cycle and updates to Auckland Council.
- 4.2 Our starting point for optimising our investments is to ensure that the following guiding principles have been applied to all proposed projects and initiatives:
 - 4.2.1 We move down the value chain, and take on more risk, where the market is weak, or where the site is of strategic importance in a centre and we cannot control outcomes through a development agreement alone
 - 4.2.2 We only buy in locations where we have a clear path to re-sell the property and recover our investment through realisation of benefits
 - 4.2.3 Our investment outside of the sites we are selling is generally small in nature, and we use our spend to better connect our town centres, partner with others, or to support local community development. We seek to invigorate an area and create confidence as opposed to taking on the role of other council agencies.
- 4.3 Where we have investments that do not meet these broad parameters, their merit will be considered by the Portfolio Governance Group to ensure that they align with strategy and maintain a balanced portfolio

5 Investment Principles

5.1 **Principle 1:** When progressing sites to market we put in infrastructure to **sell a site** where the market is weak or where the site is of strategic importance in a centre:

- a. We de-risk sales where the market needs support/encouragement to act; where the market is weakest, we do the most work to de-risk
- b. We structure our property deals with market demand in mind – where the market is weak, we anticipate less return and focus our programmes on controlling outcomes on high profile sites and where the market is strong, we seek more from development agreements
- c. We manage design outcomes through the structure of our sales process – where the market response is likely to be weak we front-foot site development by putting in infrastructure in order to control outcomes and where it is strong we guide the private sector via our development agreements, which include clear development outcomes and stringent design review and control.

5.2 **Principle 2:** We prefer to **acquire** sites where we have a clear opportunity to resell them and we acquire in order to:

- a. Create marriage value, intensification and more market-ready development blocks
- b. Create blocks with better design outcomes – e.g. through lot configuration, creation of links via mega-lots and subdivision activity
- c. Right-size town centres – e.g. through buying commercial property to rezone and redevelop where town centres have become too big

5.3 **Principle 3:** Where we are undertaking **centre-based works**, and are investing for purposes other than to sell a site or to de-risk a sale, we prefer to invest to support others:

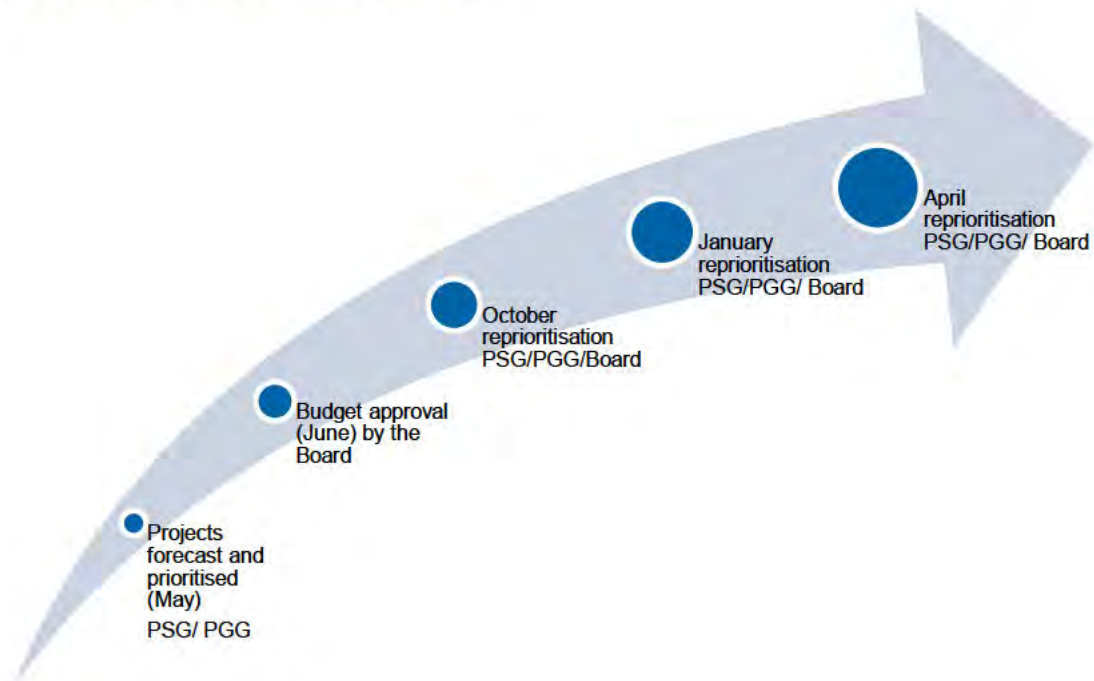
- a. We partner with crown or others in the council group to make our investment go further. We use what we have to encourage others to invest, to maximise outcomes.
- b. We invest in small scale, local opportunities and use local people for this work. We do not have a lot of capital and hold no consequential operational expenditure, so we look for small enabling projects and rely on council partners to make larger investments.
- c. We undertake gap-filler activities where there is limited council activity.

5.4 **Principle 4:** We maintain some activity in **all locations** and phase our activities so that we always have a variety of sites available to the market and continue to invest in building a pipeline of projects.

5.5 **Principle 5:** We target our marketing, engagement and placemaking activities, to support our capital programmes:

- a. The activity we deploy will be in support of key milestones and the overall programme's objectives.
- b. We will deploy activity in order to protect our investment to date.
- c. We will continue to recognise and showcase the waterfront as our most advanced and exemplar neighbourhood.
- d. We will ensure that neighbourhoods retain vibrancy, with a view to supporting resilience and promoting future investment.
- e. Our approach will be responsibly aligned to the tone of what the city is experiencing, both financially and socially.

6 Optimisation Process



6.1 The table below details our three-stage approach to optimising the portfolio.

Stage	Priority Action	Key project features
Stage 1: Identify and categorise essential spend	Category 1: Projects in flight/significant expenditure/contractually committed	<ul style="list-style-type: none"> a. Capital projects already in delivery, and where the substantive contract has been let and works are underway on site b. Required to meet an existing development agreement, and confirming on value engineering options exist c. Projects where we have a PWA commitment, noting that as long as we have not served s23 then we can technically let the deal expire but this is not preferred where we have committed significant funds already
	Category 2: Project contingency allowance for any capital works	
	Category 3: Projects containing H&S/compliance/urgent asset maintenance	<ul style="list-style-type: none"> a. Renewals b. Urgently required to occur in FY and cannot be deferred
Stage 2 Categorise	Category 4: Projects that support getting a site to market with minimal capital expenditure - i.e. low risk site sales	

<p>'discretionary' spend</p> <p>All projects not identified in the above process</p>	<p>Category 5: Projects that supports selling a site (high risk)</p>	<ul style="list-style-type: none"> a. Required spent to de-risk and market the site - due diligence or site decontamination, demolition b. Required infrastructure which we can't pass to a developer, noting that Panuku prefers development partners to complete infrastructure for site development c. Required infrastructure to make site more saleable to a variety of market participates, noting that both large block size may result in Panuku needing to act as 'master developer' and to take on development risk d. Required infrastructure to make a site more development feasible, for example relocating existing activities to improve block size e. Required infrastructure to better control development outcomes such as completing roads to ensure block layout is confirmed
	<p>Category 6: Directly supports other crown or council investment in new or significantly improved community infrastructure</p>	<ul style="list-style-type: none"> a. Financially supports crown or council project/allows it to be fast tracked such as co-funding b. Is closely aligned with other council investment
	<p>Category 7: we are investing because none of the above apply and we need activity and investment in the location such as an upgrade an existing council asset where it has not been prioritised by others</p>	
<p>Stage 3: Review and rank discretionary spend</p>	<ul style="list-style-type: none"> 1. Assess discretionary spend against principles <ul style="list-style-type: none"> a. Look for a balance between category 4-7, favouring category 4 and 5 b. Base initial prioritisation on priority location project rankings 2. Review overall portfolio to confirm, and adjust rankings as necessary: <ul style="list-style-type: none"> a. Achievable - we have the resource to deliver b. Affordable - it aligns with funding envelope c. Commercially attractive - provides a balance of sites to the market, and prioritises projects where we partner with others d. Maintains a spread of activity over all locations e. Maintains an appropriate risk profile for the portfolio through project numbers and expenditure 	



Information paper: Stakeholder and Community Insights

Document author: Sven Mol, Manager Strategic Insights and Evidence

May 2022

Whakarāpopototanga matua | Executive summary

1. Kantar Insights New Zealand (Kantar), on behalf of Eke Panuku, carried out community insights research between September and November 2021. Kantar surveyed frequent visitors and residents to 11 Eke Panuku priority locations with a focus on:
 - a. awareness and support for Eke Panuku and our projects
 - b. what people like about their town centres and what they would like to see changed
 - c. what channels people use to find out about local developments
 - d. preferred ways of providing feedback to Eke Panuku.
2. The research found that awareness, both of Eke Panuku as an organisation and most of our projects, is rather low. Residents are generally more aware of Eke Panuku projects than frequent visitors to our locations. Both residents and frequent visitors have told us that they would like to see and hear more of Eke Panuku and our projects, within our priority locations.
3. Most of our projects enjoy a majority of support amongst both residents and frequent visitors to our locations. Participants were shown images and descriptions of our projects and, although awareness of some of our projects is low, residents and frequent visitors do tend to support the projects, when they are explained. It is reassuring to see these results, obtained from representative samples of the communities we work in.
4. The perception of Eke Panuku is generally positive amongst elected members, but more so amongst elected members who have priority regeneration locations within their local area. These Local Boards receive higher engagement levels as engagement levels are based on the amount of work we are doing in an area, and the available resources to undertake the engagement.
5. With both the stakeholder insights research (June - July 2021) and the community insights research complete, Eke Panuku is now focused on addressing the insights. The insights gathered enable the organisation to make data-driven decisions at an organisational, programme and project level. For example, based on feedback around our (lack of) diversity, Eke Panuku is now working on a diversity strategy.
6. Eke Panuku project teams have already started using insights around awareness channels and preferred ways of providing feedback within our locations.

Matapaki | Discussion

7. Eke Panuku is charged with creating amazing places. To do this, it is important to understand the communities in which we work, and what our communities think of their town centres and our efforts to make these better.
8. In October 2021 we updated the Board on the results of the annual stakeholder insights research. At that time, Kantar was in market with a separate community insights survey which, unlike the stakeholder insights, sought to find out what the communities we work for think about us as an organisation and our work in our priority locations. This paper provides an overview of the survey results and our response to the findings from both the stakeholder and community insights research.
9. The findings enable Eke Panuku to make data-driven decisions on both the organisational and project level, based on representative stakeholder and community feedback.

Community insights

10. This is the first time community insights research of this scale was carried out across our 11 key priority locations. The survey took place between September - November 2021, and 2,556 Aucklanders took part. Eke Panuku neighbourhoods included in the research are Takapuna, Northcote, Henderson, Avondale, Wynyard Quarter/the Waterfront, Karangahape and Maungawhau, Panmure, Onehunga, Papatoetoe, Manukau and Pukekohe.
11. The survey targeted both frequent visitors and residents of our neighbourhoods, and we received an average of 496 responses per location. The margin of error for the total research is 1.9% which means that we can have high confidence that the results are representative.
12. Besides testing awareness and support for our projects within our neighbourhoods, the survey also tested awareness and support for Eke Panuku as an organisation. 23% of respondents indicated that they had heard of Eke Panuku, which aligns with the latest Citizens Insights Monitor (CIM)¹ by Kantar (20% awareness for Q1 2022).
13. Among participants who indicated they had heard about Eke Panuku, understanding of what we do varies. Participants indicated they understand that Eke Panuku is charged with delivering public space (59% agree), upgrading town centres to benefit the community (58%) and that Eke Panuku helps to deliver public facilities (57%). Aucklanders are generally less aware that Eke Panuku helps generate more revenue for council or that we facilitate more housing (both at 44%).
14. Awareness of Eke Panuku being in charge of projects within our priority locations is generally low. Generally, Aucklanders become more aware as projects are further down the track. 68% of participants that have heard of us know we are the agency that delivers projects on the Waterfront/Wynyard Quarter. Awareness is also relatively high in

¹ Note: the CIM is representative of the total Auckland population, not just frequent visitors and residents of Eke Panuku priority locations

Takapuna (58%) but generally low in Avondale (39%), Onehunga (38%), Papatoetoe (38%) or Karangahape and Maungawhau (18%).

15. We see similar trends in terms of satisfaction with our performance within our priority locations. People living in, or frequently visiting, the Waterfront/Wynyard Quarter are generally more satisfied with our performance in that location. On the other hand, visitors and residents of Papatoetoe, Pukekohe or Onehunga are less satisfied with our performance in those locations.
16. Satisfaction and support were also tested on an individual project level. On the Waterfront, residents and visitors are more aware of projects such as AC36 bases (76% aware), Westhaven Promenade (68%) or Silo Park extension (62%), but less aware of projects such as Haumi (the WQ Birthday event, 26%) or the Percy Vos Shed (22%).
17. Almost without exception, residents are more aware of our projects than visitors. Support for our projects is generally higher amongst residents. Still, there are some clear examples where this is not the case, such as our Innovating Streets for People projects in Henderson and Pukekohe, where visitors are a lot more supportive than residents.
18. Within our neighbourhoods, we tested satisfaction with several town centre attributes. Results vary by location and provide great insight into how communities view their town centres. For example, visitors and residents of Manukau are very satisfied with the local availability of shops and services (70%) while this is a lot lower in Avondale or Panmure (both at 38%). Satisfaction with the ease of walking and cycling rated very high on the Waterfront (73%) but a lot lower in Henderson (34%). Satisfaction with quality of life is relatively high in Pukekohe (59%) but lower in Panmure or Northcote (both 27%). Other attributes measured include access to public transport, the ability to get around by car, availability of public facilities, quality of public space, vibrancy, car parking options, sense of community, access to job opportunities, and affordability and supply of housing.
19. In addition, we asked residents and visitors to our neighbourhoods whether they agreed or disagreed with a number of statements regarding the delivery of projects and their impact. In most of our locations, participants indicated that they agree that once Eke Panuku has delivered its projects, the town centre will be a better place to live and visit. Participants also agreed they understand there will be disruptions while these projects are being completed. Almost without exception, satisfaction with understanding project timelines and confidence in being kept informed on project progress rank lowest.
20. Insights can be gained from some of the data which will assist Eke Panuku prioritise activity and expenditure according to themes and issues it wishes to address. Some key insights from the research are included in the table below.

Visitors	9,483 participants (including screenouts ²) indicated which of our priority locations they frequently interacted with. We expected the Waterfront to attract a lot of visitors (35% of respondents), but also other priority locations attract high numbers of visitors, including Takapuna (31%), Manukau (29%) and Karangahape/Maungawhau (27%).
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² To ensure a representative survey, quotas were set by gender, age, ethnicity and residency/frequency of interaction with our locations.

Awareness and raising our profile	As mentioned, awareness of Eke Panuku and projects in some of our locations is relatively low. The good news is that our communities are keen to find out more. Many survey participants indicate that they would like to hear more and feel there is a need for increased communications around our projects.
Support	It is reassuring to see that support for most of our projects is high throughout our priority locations. Support for our projects is sometimes underestimated internally, as negative voices tend to be more vocal than voices of support. It is good to see they do not always represent the majority view when testing community sentiment in a representative sample.
Preference for online feedback methods	<p>Getting information to, and feedback from, our communities is essential. As part of the research, we asked where residents and visitors obtain their local (project) information, which channels they prefer to use, and how they would prefer to provide (project-specific) feedback to Eke Panuku.</p> <p>News sources tend to be more local for residents (e.g. regional newspapers such as the Western Leader or community Facebook groups). In contrast, visitors tend to use more generic news sources to find out about our neighbourhoods.</p> <p>Both visitors and residents indicated that they prefer to give feedback to Eke Panuku through online channels. In all 11 locations, online surveys or feedback forms (short or full) and email are the preferred feedback methods.</p>

Response to the insights

- 21. Regularly gathering stakeholder and community insights is a great way of tracking progress against our objectives. Besides using insights to track progress, we use insights to understand what changes we need to make on an organisational, programme and project level.
- 22. Below is an overview of specific insights that were a trend in the data set or provide us with specific information to improve how we work. These insights are pulled from both the stakeholder and the community insights research, included is how Eke Panuku intends to respond to these insights.

Insight	Proposed response
Need for increased awareness	<p>We asked visitors and residents to our neighbourhoods what Eke Panuku could do better. The top three themes that came through were consultation, the need for more promotion of our projects and ourselves, and communication.</p> <p>We see this as a clear mandate from the public to dial-up our communications, especially in locations where projects are live or completed, to ensure the public knows about what is being delivered.</p>

<p>Preferred way of providing feedback</p>	<p>We have received a clear indication of how the public wants to provide feedback to us. Some project teams have already incorporated this feedback, using online surveys to gather community feedback on new projects.</p>
<p>Awareness channels</p>	<p>Project teams now know what comms channels both visitors and residents use when they want to find out about what is happening in their neighbourhoods. We can target these channels to better inform our communities of our projects better.</p>
<p>Support</p>	<p>The community insights research has shown a good amount of support for our projects in most of our locations. This indicates that we are on the right track and should generally feel more optimistic about the work we do, creating better spaces for Aucklanders.</p> <p>It is important that Eke Panuku staff understand the results. We are rolling out a program to ensure staff have access to the results, and use them where applicable.</p>
<p>Euro centric / Eke Panuku as a person</p>	<p>Eke Panuku is seen, by some stakeholders, as a Euro-centric organisation. We asked stakeholders to describe Eke Panuku as a person, and a number of our stakeholders described us as 'middle-aged', male, and Pakeha.</p> <p>Eke Panuku is currently working on a Diversity Strategy to increase our diversity.</p> <p>In addition to increasing our diversity at a workforce level, more can be done to improve the perception of Eke Panuku as a diverse organisation, including through our website and other channels. This could include more public recognition of our people. Promoting Eke Panuku as a diverse organisation would support attracting more diverse talent too.</p>
<p>High staff turnover</p>	<p>Our key stakeholders have the perception that Eke Panuku has high staff turnover. This is not unique to Eke Panuku, but we do need to ensure that stakeholders and handover plans are well managed.</p> <p>Sometimes staff turnover cannot be prevented, but we need to ensure that this does not impact on our stakeholders or our projects.</p>
<p>Confusion around our Māori name</p>	<p>In some location reports, confusion around our Māori name - Eke Panuku - has come up. Some members of the public indicate that the name does not explain what the organisation does.</p> <p>Eke Panuku needs to respond to the confusion by ensuring Eke Panuku staff learn the story behind our name, and tell it. We should also incorporate our name, the story behind it, and the importance of Māori outcomes more in our external communications.</p>
<p>Understanding our communities</p>	<p>The community insights research has given us a lot of data on our communities and what is important to them. We now</p>

	<p>understand better what communities would like to keep and improve within their town centres.</p> <p>Eke Panuku should use the location specific data to inform decisions at both programme and project level.</p> <p>One location where this has improved our approach already is in Pukekohe where the insights gained have helped us form a campaign that focuses on local voices telling our local story.</p>
<p>Priority Locations and Local Boards</p>	<p>The stakeholder insights research, and council's 2021 elected members survey identify a clear difference in engagement satisfaction levels with Eke Panuku between two groups of Local Boards.</p> <p>Local Boards that have an Eke Panuku priority location within their local board area tend to be a lot more satisfied with our engagement, than those that do not have a priority location.</p> <p>Eke Panuku engages more frequently with Local Boards that include a priority location, but is required to engage with all 21 Local Boards.</p> <p>Through council, all CCOs now provide regular updates to all 21 Local Boards through combined CCO-Local Board Engagement Plans, which are regularly updated. The regular Local Board workshops are attended by senior Eke Panuku staff and should improve engagement satisfaction from Local Boards overall.</p> <p>The degree to which we engage with Local Boards is prioritised according to the amount of work we are doing in the area, and available resources. Local Boards with priority location engagement are likely to remain more supportive of our projects and the way we work together.</p>
<p>Placemaking</p>	<p>Our stakeholders have given us strong positive feedback for our placemaking function, and commentary around how it can, or perhaps should, be better integrated into the wider regeneration processes at Eke Panuku.</p> <p>Our Placemaking Strategy articulates how this can happen and achieving better integration will be a focus for the future.</p>
<p>Visitors</p>	<p>As indicated in this report, some of our priority locations receive a large number of visitors. In terms of community feedback, most of our focus to date has been on current residents of the town centres we work in. There is an argument to be made that visitors have an (economic) impact on our town centres and should be taken into account when planning our programmes, including (place making) events and activities.</p> <p>Visitors of today could be our town centres' residents of the future. Many visitors to our locations have indicated that they believe that once Eke Panuku has completed its projects in a location, the location will be a better place to live.</p>

Next steps

23. Kantar is currently delivering the 2022 stakeholder insights research and the 2022 mana whenua insights research. We expect both pieces of research to be completed before the end of the financial year and the results will be used to track progress and to respond to (SOI) performance measures.
24. We are currently scoping a work programme to better understand our newest priority location - the City Centre. Different data sets and insights already exist across the council family. The data will need to be analysed to provide insights that can be used for our communications, marketing and engagement activities and strategies. Once an analysis of current data has been completed, we can assess whether there are any gaps, and make a call whether we need to undertake additional research for this location.

5.2 Selecting Development Partners

This paper has been redacted under the following LGOIMA reasoning under section 7(2)(f)(i):

- (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;

Director interests at 2 May 2022

Member	Interest	Company / Entity	Conflicts pre-identified?
Paul F. MAJUREY	Chair	Panuku Development Auckland Limited	
	Director	Arcus Property Limited	
	Director	Atkins Holm Majurey Limited	
	Director	Hāpai Commercial General Partner Limited	
	Chair	Hāpai Housing General Partner Limited	
	Chair	Hauraki Collective (12 iwi collective)	
	Tangata Whenua Representative	Hauraki Gulf Forum	
	Director	Homai General Partner Limited	
	Chair	Impact Enterprise Partnership GP Limited	
	Director	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)		
Director	Westhaven Marina Limited		
Chair	Whenuapai Housing GP Limited		

David I. KENNEDY	Director	Panuku Development Auckland Limited	
	Chair	Beachlands South GP Ltd	
	Member	Business Reference Group Te Arotake Future for Local Government	
	Director	Cathedral Property Limited	
	Director	Grantley Holdings Limited	
	Chair	Kaha Ake GP Ltd	
	Director	Naylor Love	
	Trustee	New Zealand Housing Foundation	Possible
	Chief Executive	Te Kaha Project Delivery Ltd	
	Director	Westhaven Marina Ltd	

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

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

Steven EVANS	Director	Panuku Development Auckland Limited	
	Chief Executive	Fletcher Building LTD	Yes
	Director	Homai General Partner Limited	
	Member	MBIE Building Advisory Panel	Yes
	Director	Okahukura GP Limited	
	Member	Steering Group Construction Industry Accord	
	Board Member	Urban Development Institute of New Zealand	Yes

Susan HURIA	Director	Panuku Development Auckland Limited	
	Director	Accessible Properties NZ Ltd	
	Trustee	Construction Health & Safety NZ (CHASNZ)	
	Chair	Leaderbrand Holdings and associated entities	
	Governance facilitator	Ngāti Tamaoho	
	Director	OsPRI and associated entities	
	Director/Shareholder	Rawa Hohepa	
	Director	Royal College of General Practitioners	
	Business Reference Group member	Te Arotake Future for Local Government	
	Facilitator	Waiohau Tāmaki Makaurau Alliance	

Kenina COURT	Director	Panuku Development Auckland Limited	
	Director	Banking Ombudsman Scheme Limited	
	Director	BDE Bonus Limited	
	Director	Business in the Community (2013) Limited	
	Director	Business Mentors New Zealand Limited	
	Director	CP Resettlement Trustees Limited	
	Director	Eight Peaks Holdings Limited	
	Director	Fale Developments Limited	
	Director	Fortitudine Trustees Limited	
	Director	Holly Corp Trustees Limited	
	Director	Huma Holdings Limited	
	Director	It's Happened Trustees Limited	
	Director	KW Westgate Limited	

Director	Lovelock Trustees Limited
Director	Lujato Trustees Limited
Director	M&G Trustees Limited
Director	Market Kitchen Limited
Director	Nathan Whanau Trustees Limited
Director	New Gipsy Limited
Director	NTA Holdings Limited
Director	Oceania Career Academy Limited
Director	Pasifika Enterprises Limited
Director	Pathfinder Management Partner Limited
Director	Pathfinder Trustees Limited
Director	Pathsol Limited
Director	PGFT Trustees Limited
Director	Platinum Securities Limited
Director	PSL Freedom Limited
Director	Rice Family Trustees Limited
Director	Silvereye Investments Limited
Director	Stak Trustees Limited
Director	Stornoway Developments Limited
Director	TOH Limited
Director	Twinlion Trustees Limited
Director	Up Skill Teams Limited

Director meeting attendance register – 2021 / 2022

	2021						2022					TOTAL
	28 Jul	25 Aug	22 Sep	27 Oct	24 Nov	15 Dec	23 Feb	23 Mar	29 Apr	May	June	
P.F. Majurey	✓	✓	✓	✓	✓	✓	✓	✓	✓			
J. Coop	x	✓	✓	✓	✓	✓	✓	✓	✓			
D.I. Kennedy	✓	✓	✓	x	✓	✓	✓	✓	✓			
R.I. Leggat	✓	✓	✓	✓								
J. Kerr	✓	✓	✓	✓	✓	x	✓	✓	✓			
K. Court	✓	✓	✓	✓	✓	✓	✓	✓	✓			
S. Huria	✓	✓	✓	✓	✓	x	✓	✓	✓			
S. Evans	x	✓	✓	✓	✓	✓	✓	✓	✓			

LOA – Leave of absence

Minutes of the meeting of directors of Eke Panuku Development Auckland Limited, held in partly **confidential** session, in person at 82 Wyndham Street, Auckland and online via Teams, on Friday 29 April 2022 commencing at 10.00am.

<p>Attending</p>		<p>Board: Paul Majurey – Chair, David Kennedy – Deputy Chair, John Coop, Kenina Court, Steven Evans, Susan Huria, Jennifer Kerr</p> <p>Executive: David Rankin – Chief Executive, Alaina Cockerton – Head of People & Culture, Angelika Cutler – GM Community & Stakeholder Relations, Carl Gosbee – Chief Financial Officer, Brenna Waghorn – GM Strategy & Planning, Frith Walker – Acting GM, Design & Place, Marian Webb – GM Assets & Delivery, Ian Wheeler – Chief Operating Officer, Allan Young – GM Development, Kathy Crewther – Governance Manager</p>
<p>Board and Chief Executive-only time</p>		<p>There was no Board-only time.</p>
<p>Opening remarks</p>		<p>The formal meeting opened with a karakia at 10.00am.</p>
<p>1.1 Procedural motion to exclude the public</p>	<p>1 04/22</p>	<p>Pursuant to clause 12.3 of the Panuku Constitution, the public be excluded from confidential papers or parts thereof, so that commercially sensitive issues can be discussed.</p>
<p>1.2 Apologies</p>	<p>2 04/22</p>	<p>Apologies for early departure were received from John Coop due to another commitment at 11am.</p>
<p>2. Chief Executive's report</p>	<p>3 04/22</p>	<p>Rachel Wilson, Principal Advisor, CCO Governance and External Partnerships, Auckland Council, joined the meeting via Teams.</p> <p>David Rankin, Chief Executive, introduced the report. The Board discussed the following matters:</p> <ul style="list-style-type: none"> • City Centre Recovery Plan noting this initiative is progressing with a focus on conversations with stakeholders including Heart of the City, the Local Board, ACCAB, tertiary sector, Councillors, and large private sector entities. There are also ongoing conversations with key government agencies. • Following last month's board meeting, the GM Assets & Delivery met with City Guard to ensure full clarity of its role helping manage swimming and jumping at Karanga Plaza. The plan specifically includes city centre safety and security issues. • Harbour Bridge Park as a high-profile waterfront development area noting design approach. Suggested we consider wider landholding aspects regarding roading and depth/width of proposed water's edge park. Agreed we discuss further in May when relevant PLD, Fiona Knox, can attend. • World Rally Championship as a high-profile event with some challenges to be addressed. • Management of health and safety issues with scooters, siren cars, security and individuals at waterfront. The team was thanked for dealing with these issues, and the challenges faced by the team were noted. • Update and discussion regarding the human rights review tribunal proceedings which start 9 May. • Recommended removal of requirement for staff to be vaccinated against COVID-19, noting strong encouragement instead. Discussion regarding staff safety, office attendance,

		<p>appropriateness of requesting vaccination status and associated privacy issues.</p> <p>Following the conclusion of discussions, the Eke Panuku Board received the report included as Attachment D. It:</p> <p>a. endorsed the Executive Leadership Team recommendation, following staff consultation, to remove the requirement that all Eke Panuku employees, volunteers, contractors, contingent workers and visitors to our offices be fully vaccinated against COVID-19 and instead move to a position where vaccination is strongly encouraged.</p>
3.1 Health and safety update	4 04/22	<p>Carl Gosbee, Chief Financial Officer, introduced the report. Tony Bellamy, Health & Safety Manager, joined the meeting for this item. The Board discussed the following matters:</p> <ul style="list-style-type: none"> • Full risk assessment review underway looking at gaps, trends, also training and monitoring, noting a flexible approach with both short and long term views. • Improvement opportunities, noting strong processes in place but more leveraging to be done. • Processes and protocols regarding work done by Chorus. <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
3.2 Development management of health and safety responsibilities	5 04/22	<p>Allan Young, GM Development, introduced the report. The Eke Panuku Board received the report.</p>
4.1 Falls Carpark – 14 Edmonton Road, Henderson	6 04/22	<p>John Carter, Priority Location Director, introduced the report. The Eke Panuku Board:</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>c. Approved that any sale will be subject to the following outcomes being achieved:</p> <ul style="list-style-type: none"> • A high quality environmentally responsive building that achieves a minimum of a New Zealand Green Building Council 5 Greenstar rating. • Development to express Māori cultural identity through engagement with mana whenua. • Development to be designed to respect its location as a gateway to Henderson, the heritage of the Falls Hotel, the two protected Kauri trees and create a positive edge to both roads. • Demonstrate high quality architectural and landscape design. Buildings must include a variety of heights, good

		b. Amended the timeframe for review from annually to three-yearly.
5.1 Housing market overview	9 04/22	Allan Young, GM Development, introduced the report. The Eke Panuku Board received the report.
5.2 Alternative commercial opportunities	10 04/22	Marian Webb, GM Assets and Delivery, introduced the report. Mark Norton, Senior Portfolio Specialist, joined the meeting for this item. The Board discussed the following matters: <ul style="list-style-type: none"> • [REDACTED] ■ [REDACTED] The Eke Panuku Board received the report.
5.3 Strategic acquisition opportunity	11 04/22	Allan Young, GM Development, introduced the report. Ruth Stokes, Project Manager, and Michael Jefferies, Development Manager, joined the meeting for this item. The Board discussed the following matters: <ul style="list-style-type: none"> • [REDACTED] ■ [REDACTED] The Eke Panuku Board received the report.
6.1 Director interests	12 04/22	The Eke Panuku Board reviewed and received the Registers of Directors' Interests.
6.2 Director meeting attendance	13 04/22	The Eke Panuku Board noted the Directors' meeting attendance.
6.3 Minutes of the 23 March 2022 board meeting	14 04/22	The Eke Panuku Board reviewed and confirmed the Minutes of the Board Meeting 23 March 2022, with confidential information included, as a true and accurate record of the meeting.
Out of cycle decision: Supports programme; 472 Whangaparāoa Rd to 4 Brightside Rd - Site Sale	15 04/22	Steve Evans was not included in this decision due to a declared conflict of interest. The Eke Panuku Board made an out-of-cycle decision between the March and April board meetings. The resolution is recorded here for completeness. Noted conflict by Board Member Evans meant he received no material relevant to the item. The Eke Panuku Board approved a decision to: <ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED]
6.4 Board action list	16 04/22	The Eke Panuku Board noted the Board action list.

6.5 Board forward work programme	17 04/22	The Eke Panuku Board noted the Board forward work programme.
7. General Business	18 04/22	There were no matters of general business.
Close of Board meeting		The meeting closed with a karakia at 11:50am.

Read and confirmed

_____ Chair

_____ Date

Draft