

Board Report

Date

Wednesday,
23 March 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, 23 March 2022 | 10.00 am – 4.00 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.	<p>Meeting open</p> <p>1.1 Procedural motion to exclude the public</p> <p>Put the motion that, pursuant to clause 12.3 of the Panuku Constitution, the public be excluded from the following proceedings of this meeting, so that commercially sensitive issues can be discussed in confidential session.</p> <p>1.2 Apologies</p>
2.	<p>Information paper</p> <p>2.1 Auckland Transport and Eke Panuku work programme</p>
3.	<p>Chief Executive's report</p>
4.	<p>Health and Safety</p> <p>4.1 Health and safety update</p> <p>4.2 Safe management of contracts reporting: Event management health and safety</p>
5.	<p>Decision papers</p> <p>5.1 Draft Statement of Intent to council</p> <p>5.2 Westhaven Marina Limited director appointment</p> <p>5.3 Karanga Plaza Tidal Steps – Swimming Activity</p>
6.	<p>Workshop</p> <p>6.1 Eke Panuku people initiatives</p>

7.	Information papers 7.1 Selecting Development Partners 7.2 Group shared services
8.	Governance matters 8.1 Director interests 8.2 Director meeting attendance 8.3 Minutes of 23 February 2022 board meeting
9.	General business
10.	Workshop 10.1 Health and Safety Governance

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 March board meeting.

Information paper: Auckland Transport and Eke Panuku work programme


Document author: Joanna Glasswell, Head of Corporate Affairs

March 2022


Whakarāpopototanga matua | Executive summary

1. Auckland Transport and Eke Panuku are working closely together to realise urban regeneration outcomes in areas well serviced by public transport.
2. The two organisations have worked throughout 2021 on joint projects, as well as establishing a joint Partnership Steering Group to align future work programmes that deliver shared outcomes.
3. A significant focus of the past 12 months has been on improving the relationship between both organisations. Both organisations are now benefitting from stronger, more collaborative engagement between colleagues and more opportunities to bring each organisations' skills together.

Matapaki | Discussion

4. In August 2020 the CCO Review highlighted opportunities for improved collaboration between council controlled organisations.
5. Following the review, in early 2021 the AT and Eke Panuku chief executives set out their expectations for the two organisations to work together on transport-oriented development opportunities.
6. Since then, a number of projects have been initiated or progressed. These will enable more homes and public realm outcomes, well supported by transport. These include:
 - Britomart Transit Oriented Development opportunity
 - Downtown Car Park redevelopment opportunity
 - 
 - Park and ride integrated development programme
 - Pompallier Terrace redevelopment opportunity
 - Wynyard Quarter bus facility.

7. 

- 
8. AT is also supporting Eke Panuku as it transitions into a lead agency role for the city centre. AT is actively involved in the joint steering group and supporting the recruitment process for a new Priority Location Director.
 9. Other projects already underway are governed at a project or programme level by joint steering groups with representation from both agencies, as well as joint project teams to deliver joined up outcomes that meet both organisation's needs.
 10. Projects that are in the scoping stage will have their governance and ways of working determined through a collaborative approach, to meet the individual requirements of the project.
 11. In addition, a joint Partnership Steering Group has been established following a sprint process with AT and Eke Panuku staff.
 12. The sprint process, facilitated by AT's Customer Experience Design team, looked at the challenges and opportunities where the two organisations work together, and one of the areas we hope to improve is a clear governance pathway for decision-making at a senior level, which will help projects progress.
 13. The joint PSG will:
 - Ensure all joint programmes, projects and initiatives are delivering customer-centric outcomes that are aligned to AT and Eke Panuku strategic objectives
 - Maintain optimal health, performance and communication across all joint programmes and projects. This includes proactively addressing systemic challenges and opportunities across the portfolio
 - Foster and grow collaborative ways of working between our two organisations
 - Improve visibility and sharing of our respective planning horizons
 - Organise our limited resources around mutually agreed priorities
 - Provide a forum to escalate issues for resolution.
 14. The PSG is co-chaired by AT's EGM Service Delivery and the Eke Panuku Chief Operating Officer and its terms of reference will be agreed at its March 2022 meeting.
 15. AT and Eke Panuku staff have co-authored a behaviours charter which will be embedded in the way we work together on joint projects, and the respective executive leaders are meeting on a six-monthly basis to understand each organisations priorities.
 16. To support this ongoing work, we are currently planning to recruit a Strategic Relationship Manager, who will report to both executive leadership teams for a fixed term period. The Strategic Relationship Manager will support the joint PSG and its forward work programme, look at further opportunities for collaboration and build connections between the two organisations.

Ngā tāpirihanga | Attachments

Attachment A - Auckland Transport and Eke Panuku joint projects

Eke Panuku/AT Joint Projects

March 2022



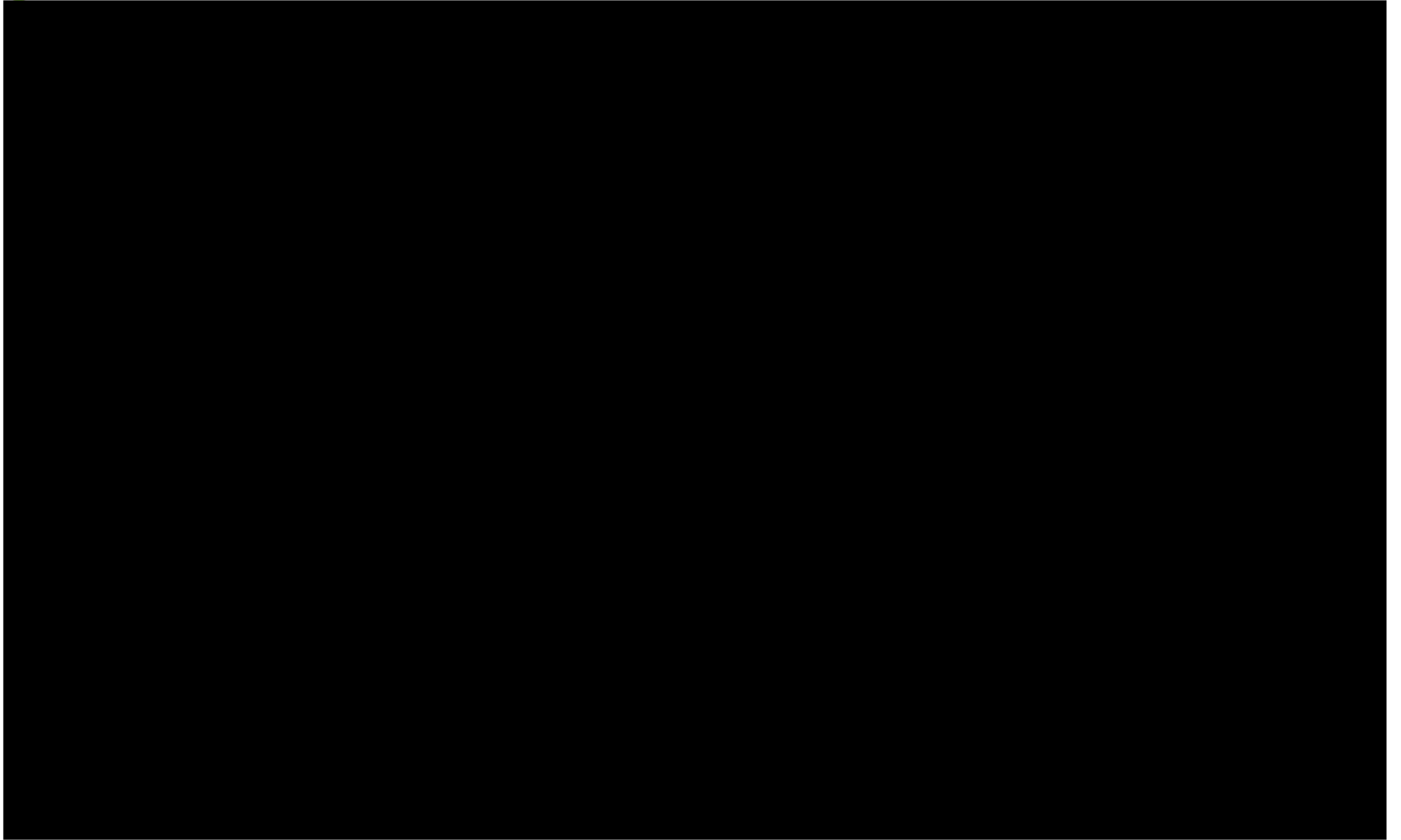
Auckland
Transport

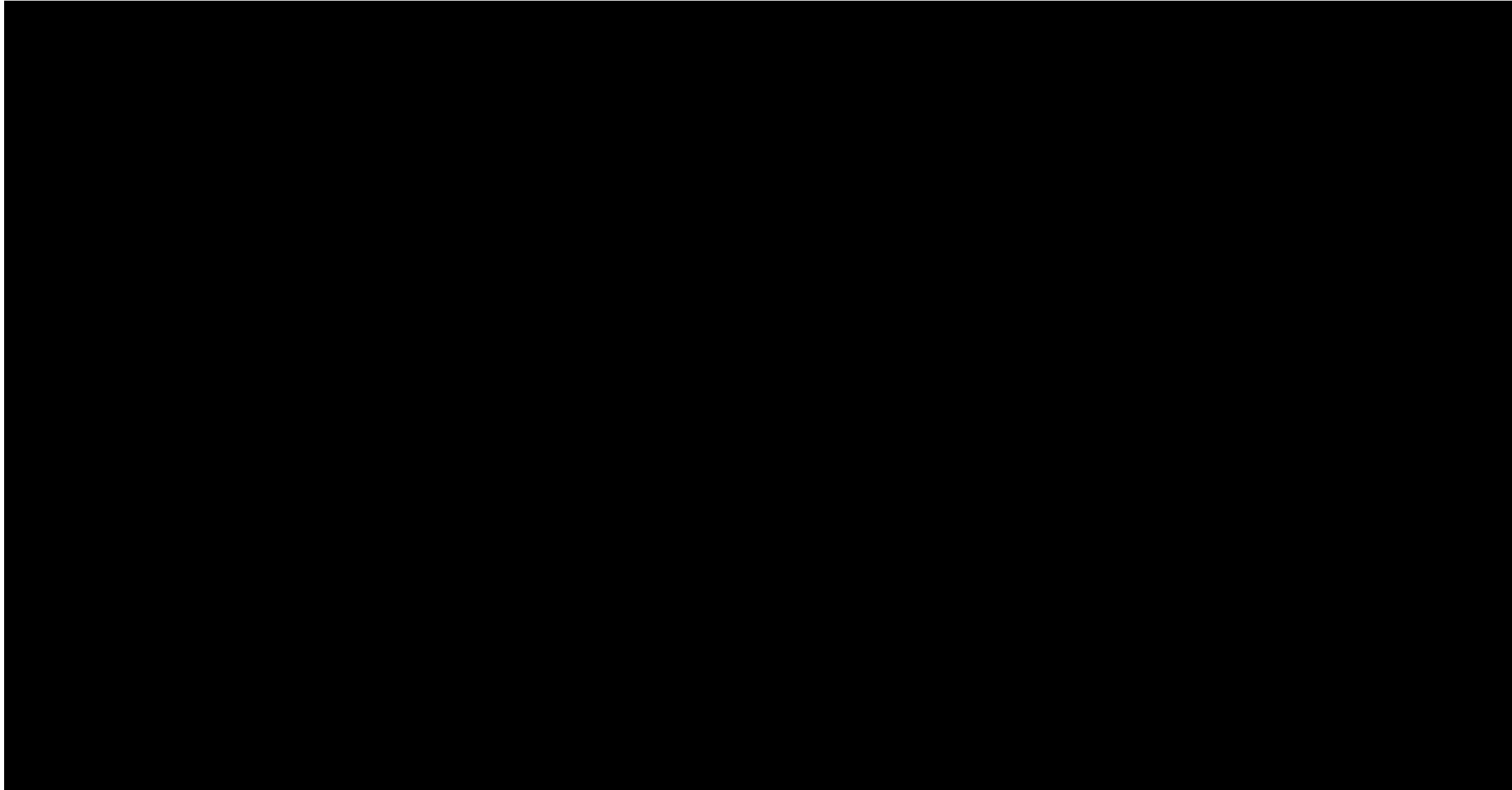
Eke Panuku
Development
Auckland



Downtown Carpark



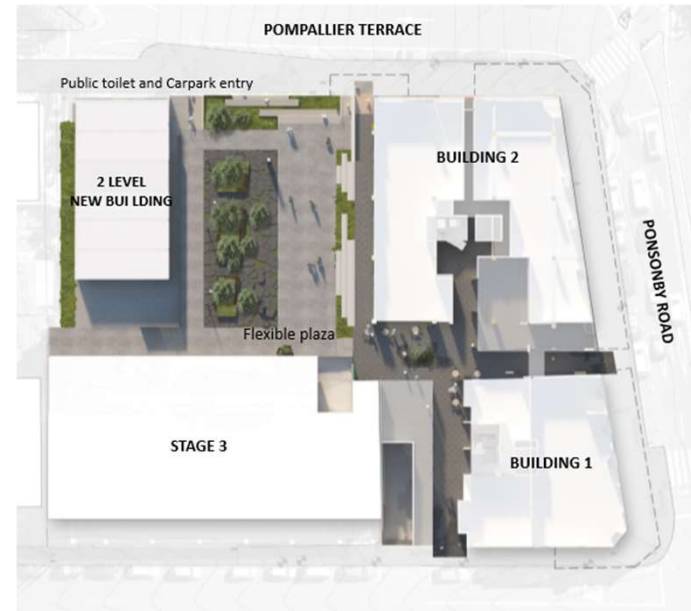




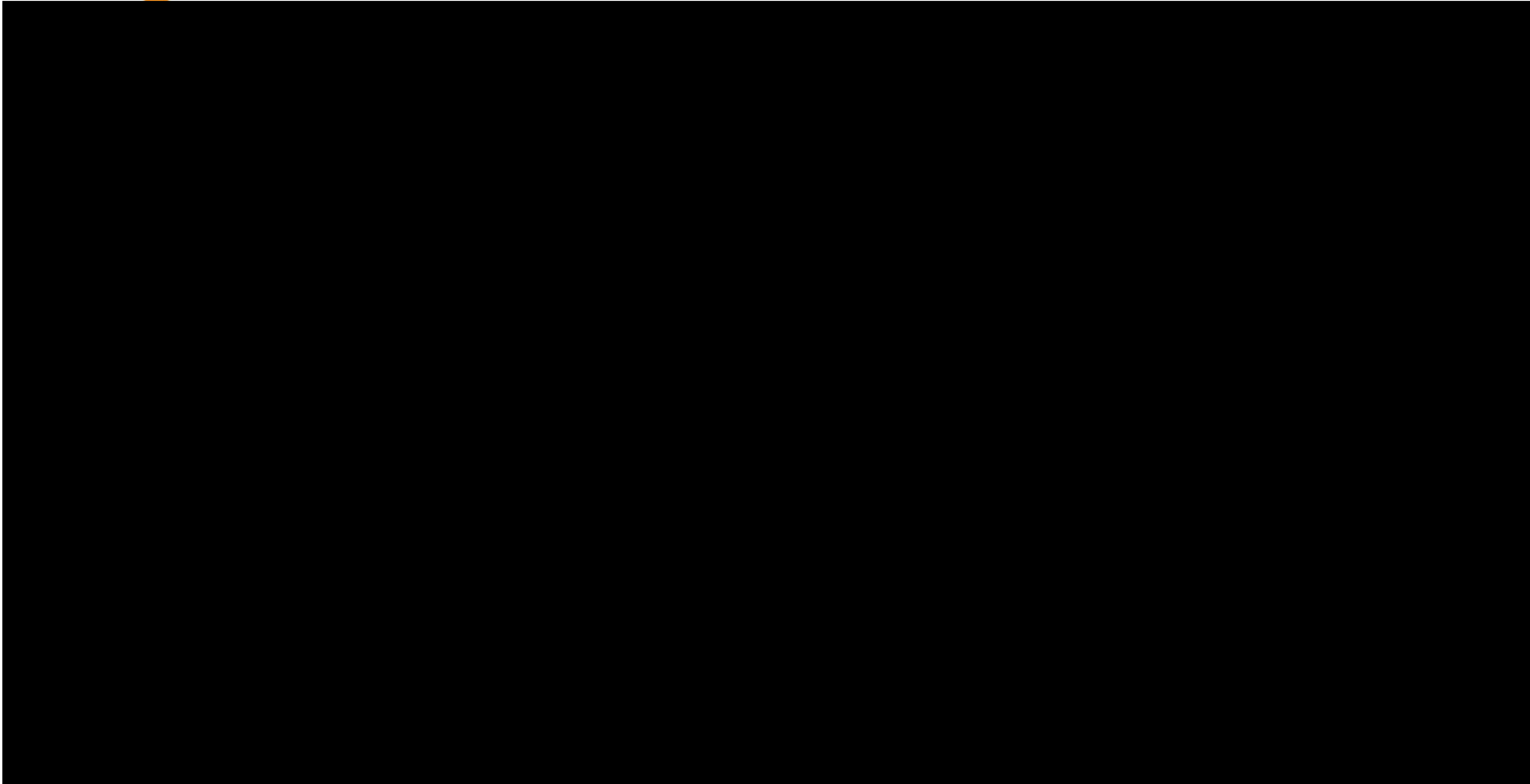
2 Pompallier Terrace



Aerial showing 2 Pompallier Terrace and developers adjoining property



Indicative aerial design supplied by the developer



Ngā mihi



Auckland
Transport

Eke Panuku
Development
Auckland

Information paper: Chief Executive's Report

Document author: David Rankin

March 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.


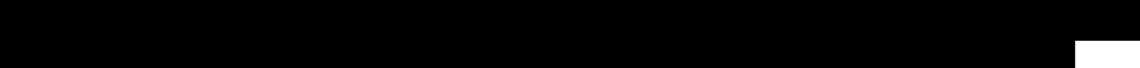
Matapaki | Discussion

Precinct properties ownership update

2. 
3. 

Commercial Issue – Waterfront

4. 



5. 

[REDACTED]

6. [REDACTED]

Wellington Regional Leadership Committee

- 7. We were invited by the Programme Director for the Wellington Regional Leadership Committee (WRLC) to speak to the committee of mayors and councillors from across the local authorities, about Eke Panuku and our role in urban regeneration. The WRLC is looking at options for an urban development entity – how the ten councils and other partners to the WRLC could work better together on housing/urban development.
- 8. David Rankin, Brenna Waghorn and Kristen Webster provided an overview of our organisation and our work, as well as our sustainability and climate change aspirations. We spoke alongside Urban Plus which is a Council-Controlled Trading Organisation wholly owned by Hutt City Council. Its mission is efficient, effective producer and deliverer of housing options within various points along the housing continuum for Te Awa Kairangi / Hutt City.

Light Rail

9. We continue to work with the Auckland Light Rail Unit and Auckland Council to clarify our role in this project.

10. [REDACTED]

11. [REDACTED]

Henderson Green

12. Construction is continuing on 116 new homes on this site at 23-27 Henderson Valley Road which is part of our Unlock Henderson area. The development includes 38 terraced houses and 78 three-storey apartments. Eke Panuku sold this council property to a developer (Brilliant Stone Limited) in 2020 to enable much needed housing development in Henderson. The site is the balance of the land that was not required for the Wilshire Village Housing for Older People project (40 x 1-bedroom units) completed in 2019.
13. A development agreement was entered into with required outcomes which included a minimum of 75 new residential units and achieving Homestar 6. The developer has progressed the development under the banner of "Henderson Green" and has met or exceeded required outcomes. There are no social housing or Kiwibuild units in the development. Sale prices for the terraces ranged from \$599k for the smallest two-bedroom home to \$800k for the largest three-bedroom home. The developer plans to hold the apartments and rent them out. No figures have been set yet for rents until the project is completed.
14. Physical construction works are due for completion by the end of March 2022. However, the developer has experienced delays with council inspection and paperwork processes - some houses have been waiting 4-5 months for code of compliance certificates to be issued. Further delays are expected obtaining s224c certificates and this has a follow-on effect to the processing of titles. This appears to be a common theme on development projects with the ongoing impacts of Covid and the high volume of consents council processing teams are currently dealing with.
15. This development will significantly increase the residential population of the Henderson Town centre and is evidence of improved commercial viability in Henderson.

Projected Housing Supply

16. Eke Panuku has a material role and mandate to address the Auckland housing challenge through the quantum and quality of urban redevelopment and intensification of town centres and brown fields. It does this through leveraging off council-owned land and working with external partners.
17. Eke Panuku facilitates development through the controlled sale of land, or by removing constraints and barriers that the private sector might otherwise struggle to overcome. Additionally, Eke Panuku releases under-utilised land from council's balance sheet directly to the market through the asset sales programme on which housing outcomes are achieved.
18. To quantify and report on Eke Panuku's activity, and to ensure consistency and accuracy in the data being conveyed, a set of criteria and robust reporting tool were developed in 2015.
19. All reported dwelling figures are "net" i.e. total new dwellings less existing dwellings, irrespective of whether they are removed/demolished. Consequently, the criteria for including a project within the reported housing figures are as follows:
 - a) Projects within council's control or influence, either directly or indirectly are included.

- b) Land sold by council subject to binding obligations (typically in the form of a development agreement) to construct housing, or consented land owned or sold by council, are included.
 - c) Residential within a mixed-use project, typically comprising a mix of commercial, retail and residential outcomes are included.
 - d) Non-permanent accommodation, e.g. hotels, is excluded.
 - e) Refurbished stock is excluded unless additional dwellings are created.
 - f) Student accommodation is included if the dwelling unit would otherwise be used as residential accommodation, i.e. there is no restriction on the occupation being education-related. Dwellings that are in effect bedrooms requiring shared communal facilities, such as kitchen, bathroom etc are excluded.
 - g) Housing delivered within a joint venture, whereby Eke Panuku has partnered in an arrangement with a third party(s) is included.
 - h) The Haumarū housing portfolio is included on the broad assumption that on average across the portfolio new stock created will replace existing on a ratio of 2:1, resulting in one net new unit created for each existing. Over time, as conceptual plans progress and development projections are sharpened through more detailed design, the projected dwelling numbers across this project will be refined.
20. These criteria are used to set out housing supply forecast across a continuum, e.g. completed, underway or forecast future dwellings being delivered within Eke Panuku work programmes.
21. The total net new dwellings being reported across the programme includes the Transform and Unlock locations as well as the regional development programmes and property asset recycling programmes of work.
22. Projected net new housing numbers currently total 12,026 units. This figure represents an increase of 1,115 net new dwellings since last reported in September 2021. The main reason for this upward movement is an increase in yield across a number of significant sites in the portfolio. [REDACTED]
23. [REDACTED]
24. [REDACTED]

25. To date approximately 1,500 dwellings are completed with a further c.580 underway. An overview is set out in Figure 1 below:

Figure 1: Projected net new dwellings:

<u>Project Type by Status</u>	Complete	Underway	Forecast	Total		
Transform	494	70	2,501	3,065		
Unlock	241	117	3,362	3,720		
Regional	748	391	4,102	5,241		
New Dwellings*	1,483	578	9,965	12,026		
	12.3%	4.8%	82.9%			
<u>Project Type by End Date</u>	Complete	Year 1-4	Year 5-8	Year 9-15	Yr 15 +	Total
Transform	494	409	588	1,574		3,065
Unlock	241	995	1,745	739		3,720
Regional Development	748	1,270	859	1,065	1,299	5,241
New Dwellings*	1,483	2,674	3,192	3,378	1,299	12,026
	12.3%	22.2%	26.5%	28.1%	10.8%	
<u>Transform Project Detail</u>	Complete	Year 1-4	Year 5-8	Year 9-15	Yr 15 +	Total
Wynyard Quarter	314	150	136	650		1,250
Onehunga		24	162	764		950
Manukau	180	235	290	160		865
New Dwellings*	494	409	588	1,574		3,065
<u>Unlock Project Detail</u>	Complete	Year 1-4	Year 5-8	Year 9-15	Yr 15 +	Total
Avondale	233	683	232			1,148
Northcote			700	25		725
Panmure		52	276	220		548
Henderson		22	120	378		520
Takapuna		128	300	56		484
Papatoetoe	8	110	50	60		228
Pukekohe			67			67
New Dwellings*	241	995	1,745	739	-	3,720
<u>Regional Development</u>	Complete	Year 1-4	Year 5-8	Year 9-15	Yr 15 +	Total
Haumaru AKLD Limited	40	229			1299	1,528
Hobsonville	158	287	160	250		855
Ormiston/Flatbush	131	248	57	295		731
TODs		60	196	315		611
Morrin/ Merton		81	254			335
Disposal - Optimisation	165	83	21	65		334
New Lynn	134	80	110			324
CBD/CRL		110	61	140		311
Stanmore Bay	120					120
Mt Eden		92				92
New Dwellings*	748	1,270	859	1,065	1,299	5,241

Northern Pathway – Ferry Connection

26. [Redacted]

27. [Redacted]

28. [Redacted]

America’s Cup Related Issue

29. [Redacted]

30. [Redacted]

31. [Redacted]

32.

Quarter 2 report to Auckland Council

33. The Quarter 2 report to Auckland Council was submitted to council on 28 February 2022. In the report we noted that we are on track to meet 9 out of 11 SOI performance targets. Two targets are at risk because of project delays - these are the capital project milestones and public realm targets.
34. We have also highlighted key risks and issues that will affect the business going forward. These include continuing impacts of Covid-19, a competitive labour market and the property market being impacted by factors such as building material shortages and rising costs, rising inflation, tighter lending and increases in interest rates.
35. We will update our forecasts as part of the Quarter 3 review process. A copy of the Quarter 2 report is included as an attachment to this report.

CMT Update

36. As the Omicron wave continues to spread and infections grow in our communities, we are seeing more and more of our staff affected, either through testing positive or becoming a household contact. We are expecting this to accelerate for a while. We have focused our resources on the critical areas of our business around marina operations and emergency responsive property management.
37. Our critical staff now have access to Rapid Antigen Tests (RATs) and are routinely checking themselves every 3 days – critical staff who have a household contact are testing themselves daily before coming into work. Our segregation of the shifts within the marina teams has worked well, although we have had to supplement one shift with security workers and management as a couple of the team tested positive last week. The reduction in isolation times means we are shortly going to be back to full force, albeit until the next team member tests positive.
38. We are continuing to ask staff to inform us if they test positive or if they are a household contact and are recording the impact this is having. This includes continuing to provide a track and trace for staff who test positive, but who may have been in the office 48 hours before the test.
39. We have communicated with our staff the need to put their physical and mental health and that of their whanau first. We are also reminding them we are doing our best through a pandemic and that we are not working in a 'business as normal' setting. The ELT is particularly aware that some priorities may have to slip as our workforce is impacted. It is approaching this time with a flexible and responsive approach. We will keep the Board informed of any key project delays or re-prioritisations.

40. The CMT is also considering the way out of this pandemic and the transition to living with Covid as just another flu virus. In particular it is readdressing the Covid guidance and control framework which served us well in the initial stages of Covid.

Budget update

41. Following the Board approval of the draft budget last month, we submitted our numbers to council. The budget process over the next few months is a dynamic balancing model which will require some rebalancing of expectations across council and the CCOs. A verbal update of changing pressures will be provided at the meeting.

Reimagining Tāmaki Makaurau

42. Reimagining Tāmaki Makaurau is a report prepared by Koi Tu, the Centre for Informed Futures, and was commissioned by Auckland Unlimited. The research group was led by Sir Peter Gluckman.
43. As a 'provocation' the report sets out a range of scenarios for the future of Tāmaki Makaurau. Acknowledging existing plans and strategies, it explores a number of interconnected strategies to harness Auckland's assets and potential, to assist Auckland to create a bold vision and form a holistic and strategic path ahead. Interwoven in all the scenarios is appreciation of te ao Māori and recognition of Te Tiriti o Waitangi. The scenarios each take a different focus, such as social cohesion, creativity and culture, economy and innovation, sustainability, precincts, wider regional assets, city as a national park, for example.
44. The work has involved considerable stakeholder engagement and the ideas have been presented to councillors, the CCO Oversight Committee including CCO Chairs and the Council Group CEs. The Eke Panuku Chair and CE have co-signed the foreword with the other Chairs and CEs to show that the idea of a debate on Auckland's long-term future has support right across the Auckland Council Group. The foreword does not endorse its contents. The report will be shared with the Board when it is available, and we will provide information on how it will be taken forward. We consider this work to be timely in response to the need to articulate a clearer vision for the city and because there is a need to recognise the many and varied changes that have occurred over the past two years across Auckland as a result of the Covid-19 pandemic.

Ngā tāpirihanga | Attachments

Attachment A – Quarter 2 report to Auckland Council

Attachment B – Monthly dashboard

Eke Panuku Development Auckland

Quarter 2 Performance Report

For the period ending 31 December 2021

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 Q2 summary

Highlights, issues & risks for the quarter

Eke Panuku has made **good progress** despite the challenges of Covid-19 in Quarter 2. While the pace of delivery was affected, a number of projects, activities and events have been progressed this quarter. We are on track to meet 9 out of 11 SOI performance targets. Two targets are at risk because of project delays.

The safety and wellbeing of our tenants, berth-holders, communities, contractors and staff is paramount while we continue our recovery in the next 2 quarters. We have put in place, and continue to improve, Covid-19 management control measures as we recover our business activities.

Some of the highlights for the quarter are:

1. Managed properties and marinas continue to have high occupancy.
2. **Site Sales and development agreement progress** – Over \$33m income was received for property sales activities. Five conditional offers on sites across the region were signed this quarter.
3. **The S Pier at Westhaven Marina** was completed with 48 berths that opened in November and is now fully leased and occupied.
4. **Maungawhau and Karangahape Precinct Development Programme** – The programme business case was provided to the CRL Project Sponsors in November 2021, following its approval by the Joint Board Committee. This is a key milestone for the programme, a step towards realising the urban regeneration and housing outcomes for the location.
5. **Climate and Sustainability** – Consistent with council policy, sustainable procurement targets were approved by the Eke Panuku Board in November 2021 and are currently being trialled through a number of capital projects and development agreements.
6. **Placemaking** – Container activations have started with a bike fix-it programme near Manukau's Hayman Park and the pump track is operational in Pukekohe.
7. In the **Waterfront**, multiple community sports courts have been installed at the former AC36 bases contributing to place activation for the area.

Risk and Issues:

Continuing to manage the impacts of Covid-19 and other factors in our changing operating environment. These include competitive labour market, changing property market demand, building material shortages, rising inflation, tighter lending and rising interest rates.

Financials (\$m)	YTD actual	YTD budget	Actual vs Budget
Capital delivery	15.7	43.5	↓ 27.8
Strategic Development Fund	0.2	3.9	↓ 3.7
Direct revenue	33.8	33.1	↑ 0.7
Direct expenditure	40.1	44.8	↓ 4.7
Net direct expenditure	6.3	11.7	↑ 5.4

Financial Commentary

Capital Delivery:

Capital delivery is behind budget year to date due to the impact of Covid-19 and other factors.

Forecast capital expenditure for the full year is **\$50m** against a budget of \$90m. This is due to Northern Pathway related projects being delayed, the effect of Covid-19, delayed design and consenting, Public Works Act requirements for acquisitions, and tenant and stakeholder decisions.

Direct revenue:

Revenue variance is favourable to budget. It is still forecast that year end budget will be met.

Direct expenditure:

Direct expenditure is favourable compared to budget due to slower spend in repair and maintenance, consultants and external events. A number of vacant roles also contributed to the budget variance.

Key performance indicators	Previous	FY 22 Quarter 2		Status	Commentary
	Year	YTD Actual	FY Target		
Capital project milestones approved by the board achieved	82%	6%	Achieve 80 per cent or more of project milestones for significant capital projects	At Risk	There are two milestones in the renewals programme at risk, Shed 10 and 27 Princes St. The majority of the remaining fourteen milestones are on track to be met.
The asset recycling target agreed with the Auckland Council	New measure	\$14.5m	Achieve asset recycling target agreed with Auckland Council. (FY22 - \$115m)	On Track	Sales year to date of \$14.5m with 7 properties sold. There are 6 sites with conditional agreements circa \$24m, and a further 4 sites under negotiation totalling around \$44m.
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 \$21.2m	\$21.9 million	On Track	The year-to-date result is \$21.2m, this is \$6.7m ahead of budget.
The monthly average occupancy rate for tenantable properties	Commercial 93.9% Residential 98.8%	Commercial 93.8% Residential 97.9%	Commercial 85% Residential 95%	Achieved	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:

The urban regeneration programmes have been delayed due to the impact of Covid-19 and other factors. The capital projects delivery, development, acquisitions, and place making activities were all affected. We were able to re-establish project sites and resume capital works and asset renewals toward the end of the quarter with additional health and safety measures to protect staff and contractors. These measures impact the efficiency of operations. This is coupled with the impact of loss of staff and availability of consultants to complete design and consents.

For the six months to 31 December 2021, total capital spend was \$9.9m out of \$28.5m year to date capital budget. Asset sales was \$45m out of annual target of \$163m.

Highlights

1. **Pile Berth Redevelopment** – At Westhaven Marina, a temporary parking area was installed in December on top of the new reclamation to help manage berth holder parking demands over the busy summer period.
2. **Takapuna town square** – The construction contract was awarded in November 2021 with works starting in early January 2022. The name Waiwharariki Anzac Square has been chosen for the square.
3. **Northcote community hub** – A decision has been reached on the new community hub which will be located at the existing library site. In October 2021 the Kaipātiki Local Board approved the renovation and extension of this site.
4. **Activation of the former AC36 bases** at the waterfront has continued with the installation of two full sized basketball courts and a multi court.
5. **Property developments and sales** achieved during the quarter include Launch Rd Hobsonville, Totara Ave New Lynn, and Wiremu Street Balmoral. A number of property sales in our Transform and Unlock programmes and our asset recycle programme have progressed to the marketing stage or have reached conditional sales and are going through negotiation.
6. We have completed a number of **activations and events** during the quarter, and we have adjusted our future programmes to align with the requirements of the Covid-19 Protection Framework.
7. **Onehunga’s Municipal Precinct Masterplan** work commenced in December 2021.
8. **Projects that are under construction or contracted** to start in the next quarter, include: Takapuna Town Square and Gasometer car park planting, 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 new car park; and the continuation of ongoing renewals projects.

Risk and Issues

We will continue to monitor our operating environment changes and trends and manage impacts on our programmes. Risk and issues include impacts of Covid-19, changing market demand, tighter lending, rising interest rates, building supply shortages, rising inflation, competitive employment market and other.

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 Te Ara Tukutuku Plan (informing Wynyard Point plan change) was endorsed by Mana Whenua Iwi in December 2021. There has been wide engagement on the Thriving Town Centre Guidelines which are in development. We have been conducting a review of the way in which we engage with and partner with development partners. Other planning and guidance are on track.
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. Factors that affected some of the material or significant capital projects include the delay of three Waterfront projects valued at \$11m due to the cancellation of the Northern Pathway project by the government, 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.
Strategic Acquisitions programme <i>(Urban Regeneration)</i>	At risk	Progress strategic site acquisitions to support urban regeneration.	The strategic acquisition programme is at risk due to delays. Planned acquisitions in Manukau, Pukekohe and Northcote of circa \$10m are at risk as they rely on third party agreements which may not get transacted this financial year.
Property Development programme <i>(Urban Regeneration - Transform and Unlock sales)</i>	On track	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 impact on the sale or realising the property value and taking the sites to the market.
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.	The success of the sales can be influenced by external factors such as length and complexity of negotiations and market demand. Market demand can be affected by lending restrictions, rising interest rates, construction material availability and inflation. Some of these factors were evident in the end of the second quarter.
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 activity will be scaled down or redesigned in accordance with the Covid-19 Protection Framework red traffic light settings. Successful activities have included Te Puna Markets in Henderson and Songlines music exhibition in Takapuna; Manukau town centre container concept testing, summer programme on the waterfront and Panmure town centre streetscape and surrounds. We are continuing with Parklets to support outdoor dining, Roadway wayfinding, signage, He Pia He Tauira rangatahi apprentice programme and telling stories.

Strategic focus area – Property Management Services and Programme

Key commentary

Property management services and programme:

Both Property Management and Marina Management have been able to operate under lockdown and more controlled Covid-19 requirements.

Property Management Services – We are on track to achieve our performance targets for the full financial year. The residential market is still strong given high demand in Auckland for residential properties. 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 have established and implemented health and safety measures to protect our tenants, contractors and staff to enable property management and project work such as delayed property inspections and repairs to commence.

Marina Management Service – We are on track to achieve our performance targets for the year. Marina use average occupancy is 97.8% for the quarter. Overall revenue is also ahead of budget, reflecting a steady start to the year. Newly constructed berths are starting to be occupied. Marina operations continue safely under the Covid-19 Protection Framework requirements.

Issues/Risks

We will continue to monitor our operating environment changes and trends, and manage impacts on our service delivery and programmes.

Issues and risks include the:

- impacts of Covid-19 on the health and wellbeing of our staff, tenants, berth-holders, contractors and others
- financial viability of commercial and other tenants as the prolonged impact of Covid-19 continues to impact their business recovery
- Loss of skilled staff due to the competitive employment market and we are unable to backfill positions as people leave.
- AC37 decision in March 2022 and its impacts on our Silo and Viaduct Marinas future plans. 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.

Strategic context

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.

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 has successfully operated under the Covid-19 Protection Framework with an emphasis on urgent and critical activities.</p> <p>Moving forward the focus will be on recovery of property inspections, planned repairs and maintenance, renewals and other works that are behind schedule.</p> <p>The Marinas are on track with its financial targets. Demand for Westhaven and Viaduct Marina berths remains strong, but is lower for the Silo Marina (superyachts) due to NZ's closed borders. The Marina business, similar to property management has been able to adapt and operate under the Covid-19 Protection Framework. Staff safety and wellbeing have been well managed. The decision on AC37 in March 2022 will impact future plans for the Silo and Viaduct Marinas. The opening of the border in July 2022 will also have an impact on Silo and Viaduct operations.</p>
Capital delivery (Marina)	At risk	Maintaining and renewing marina assets, providing marina services and optimising returns for the council.	<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>
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.	

Transforms, Unlocks and Regional

Areas	Status	Financials YTD Actuals/Budget	Key deliverables for QTR
Waterfront (Westhaven and Wynyard Central)	On track	\$3.6m / \$9.5m	<p>Westhaven:</p> <ul style="list-style-type: none"> • Harbour Bridge Park – The concept design was supported by the Waitematā Local Board at a workshop in December. Mana whenua have provided input and support and are looking to engage further. There are two key interface projects, the Watercare Booster Pump and the Northern Pathway. With the cancellation of the Northern Pathway, some assumptions around design and delivery of harbour bridge park will need to be reconsidered. • Pile Berth Redevelopment – is progressing well. A temporary parking area was installed in December 2021 on top of the new reclamation to help manage berth holder parking demands over the busy summer period. The design of the permanent car park has started. Construction is due to start by April 2022. The design and construction of the public space component is delayed by the primacy hearing. <p>Wynyard Quarter:</p> <ul style="list-style-type: none"> • Te Ara Tukutuku – Wynyard Point Precinct Plan - The plan was endorsed by mana whenua in December 2021 and a design vision to support the plan was also completed • The Plan Change for the regeneration of Wynyard Point is on track for notification mid-2022. A workshop with the Planning Committee to update them on our work and next steps is planned for February 2022. • Activation of the former AC36 bases has continued with the installation of two full sized basketball courts and a multi court. A wheels activation is also planned. These form part of the do-learn-do strategy at play, with testing and canvassing the community on the uses of these spaces will help influence the future public realm spaces, particularly as part of the Te Ara Tukutuku work. • Dockline Tram – A decision to terminate the loop tram service around the Wynyard Quarter was made by the Planning Committee in November. This followed consultation with stakeholders including the Waitematā Local Board, Wynyard Quarter Transport Management Association, Bike Auckland and tram advocate groups. The assets will be transferred to MOTAT. <p>Commercial development:</p> <ul style="list-style-type: none"> • Precinct Properties Stage 36A and 6B – construction commenced on 23 December 2021. A karakia and cultural induction was led by Nick Hawke of Ngāti Whātua Ōrākei on 13 December 2021. Extensive consultation with Auckland Unlimited as the adjacent tenant has also been undertaken.

<p>Central (Maungawhau and Karangahape)</p>			<ul style="list-style-type: none"> • A Programme Business Case was provided to the CRL Project Sponsors at the end of November 2021 following the Joint Board Committee’s approval. A significant milestone for the programme which was also an FY22 SOI target. • The business case will be updated by mid-2022 with further information on the infrastructure requirements for the precinct, the planning changes resulting from the implementation of National Policy Statement on Urban Development and decisions on Light Rail.
<p>Isthmus (Onehunga & Panmure)</p>		<p>\$0.9m/\$0.9m</p>	<p>Onehunga:</p> <ul style="list-style-type: none"> • Work is underway to prepare an updated programme business case and refreshed masterplan with a focus on the town centre precincts and leveraging off the investment in light rail following the recent confirmation of the route in early 2022. • Municipal Precinct – Masterplan work was initiated in December 2021, providing continuity of programme delivery following the development of the Waiapu Precinct. • Onehunga Wharf – Redevelopment of the wharf is a long-term objective of the Transform Onehunga programme. The draft masterplan includes a mixed-use development and new urban and naturalised public realm alongside the working wharf. Ongoing assessment work has confirmed the constraints and associated costs of the mixed-use component and the wharf renewals. The Eke Panuku Board will discuss options in February and there will be engagement with the Planning Committee in due course. Work will continue to prioritise the realisation of public realm, public access and ecological restoration opportunities on the site. Opportunities to realise new housing will be refocused on the town centre blocks leveraging the planned investment in light rail and developer confidence in the location.

			<p>Panmure:</p> <ul style="list-style-type: none"> • The Panmure masterplan was reviewed by the Technical Advisory Group (TAG) in November 2021. The positive and constructive feedback will be incorporated into future thinking and scheme design. • 3 Mountwell Crescent – We are on track to reach agreement early in the new year with a development partner for a mixed-use development near the Panmure station in Mountwell Crescent. • Clifton Court – The design and consenting work has been substantially advanced for the first streetscape upgrade project, with physical works expected to commence early in the new year subject to final consents being obtained.
<p>North (Northcote and Takapuna)</p>	<p>On track</p>	<p>\$1.7m / \$3.8m</p>	<p>Northcote:</p> <ul style="list-style-type: none"> • Northcote’s new community hub will be developed on the existing library site. Following a review of site options this was approved by the Kaipātiki Local Board in October 2021. The existing library building will be renovated and extended to the north-west, providing greater integration with the adjacent Cadness Reserve. • The Jessie Tonar Scout Reserve concept design was approved by the Kaipātiki Local Board in December 2021. Part of the Te Ara Awataha, the concept design enhances and provides better connections to the stream, together with establishing pathways through the bush reserve. <p>Takapuna:</p> <ul style="list-style-type: none"> • Waiwharariki Anzac Square – The construction contract was awarded in November 2021, with work due to start in January 2022. Waiwharariki was the name gifted by mana whenua for the new town square. This was approved by the Devonport-Takapuna Local Board in December 2021, who also added “Anzac”. • A development agreement for the site surrounding the Waiwharariki Anzac Square was signed in December 2021. A developed design will now progress with the first development block.

South

(Manukau, Papatoetoe and Pukekohe)

On track

\$0.9m / \$8.2m

Manukau:

- **Hayman Park playground** – Design and consenting work for the next phase has been advanced with procurement underway to enable construction to start in early in 2022.
- **Manukau Square and Davies Avenue** – The High Court case for the Restrictive Covenants and parking matters at these sites starts on 8 February 2021.
- **Wiri walking and cycling bridge replacement** – Design and procurement has advanced, and we are now preparing to start delivery early in the new year. This project supports the Barrowcliffe housing development and strengthens connections to the open space and suburbs to the south.

Papatoetoe:

- A review of the **masterplan** is underway following public engagement in the second half of 2021. The master plan will proceed through approval phase in the first half of 2022 to align with FY23 planning and budgeting time frames.
- **Site Sales – 91 Cambridge Terrace and 3 St George Street (St George’s Lanes)** – Development partners are in place for these sites with agreements progressing as planned. 91 Cambridge Terrace is planned for 26 affordable homes by the New Zealand Housing Foundation. The St George's Lanes site will begin earthworks as soon as consents are granted, which is expected by the end of February 2022.

Pukekohe:

- The Pukekohe programme continues to be focused on preparing and engaging on the masterplan refresh which was triggered by the various street, lane and market trials undertaken during 2021. The Franklin Local Board are supportive of the changes being proposed and engagement with council group and partners is underway.
- **Placemaking** – The pump track is operational, the mural is complete, the Edinburgh Street parklet was also completed and the PR campaign launch is imminent.

<p>West (Avondale and Henderson)</p>	<p>On track</p>	<p>\$1.4m / \$4.2m</p>	<p>Avondale:</p> <ul style="list-style-type: none"> • Avondale Regeneration – Within the town centre, 250 new homes have been completed and over 350 homes are under construction. An additional 300 homes are consented and 650 homes in the pipeline. Capital delivery to support this development is also proceeding. • Following a robust assessment process a preferred development partner has been identified for a central strategic site in Avondale. A decision paper will be considered by the Board in February 2022 to enable a development agreement to support this significant mixed-use development. • Crayford Street Upgrade – Final consents have now been approved and works are scheduled to start in February 2022. This project will strengthen the connection between central Avondale and the train station. <p>Henderson:</p> <ul style="list-style-type: none"> • Opanuku Link – An updated concept plan has been prepared and presented to the Whau Local Board, Corban Estate Arts Trust and mana whenua. The developed design is now underway. A lead contractor has also been appointed and we are aiming to lodge resource consent in April 2022.
<p>Regional (Haumaru, Support, Corporate Property, AT/Eke Panuku transit orientated development programme, Service Property Optimisation & Regional Programme)</p>	<p>On track</p>	<p>\$1.5m / \$2.1m</p>	<p>Haumaru:</p> <ul style="list-style-type: none"> • 81A Godley Road, Green Bay (a vacant site) – A resource consent application for 42 new one-bedroom apartments was lodged with Auckland Council and is expected to be granted in February 2022. <p>Supports:</p> <ul style="list-style-type: none"> • Downtown Car Park – The Expression of Interest process to secure a development partner for this site is now complete. Parties have been invited to participate in the Request for Development Proposal (RfDP) process which will be undertaken in the next quarter. • Bledisloe House – 24 Wellesley Street – Negotiations are well advanced with the selected development partner. Commercial terms will be agreed in the next quarter. • 132 Greenlane East, Greenlane – A conditional offer and development agreement was made on this site in December 2021. • 198 Dominion Road, Mount Eden – A conditional offer and development agreement was agreed in December 2021. • 16 Fencible, Howick – A conditional offer was agreed in December 2021. The terms of the development agreement are progressing to ensure the delivery of the agreed outcomes. • 34 Moore Street, Howick – A conditional offer was agreed in December 2021, with final terms currently being negotiated.

Corporate Property:

- **Kotuku House – 4 Osterley Way, Manukau** – This site is being progressed to the market, following the Eke Panuku Board approval of the go to market strategy.

Property Optimisation:

- **2 Pompellier Terrance, Ponsonby** – At its 9 December 2021 meeting, the Finance and Performance Committee approved the disposal of the site for redevelopment purposes.

Renewals:

- Industry assessments are indicating that cost escalations are likely for projects that have not yet commenced construction, and it is expected that there will be some materials supply delays. We are reviewing programme delivery timeframes.
- There are five major renewals projects now in the construction phase being 27 Princes Street which is a seismic strengthening and refurbishment project. 7 Hill Road Manurewa, Onehunga wharf Renewals, Z Pier Watermain renewal, and Westhaven G, H and J pier replacement.

Auckland Transport/Eke Panuku Transit Orientated Development Programme:

- **Orakei train station park and ride** - A business case which considers the development of this site inclusive of transport service requirements is being developed. This is due for completion in April 2022.

Other statement of intent focus areas

CCO Review Implementation

- Good progress has been achieved in addressing CCO Review recommendations. Regular updates are provided to the CCO Oversight Committee.
- Eke Panuku is participating in a number of workstreams such as the review of strategic gaps (rec 20), the shared services review (rec 61, 62) and enhanced engagement with local boards through joint local board plans (rec 34). The new local board engagement plans are highlighting areas where collaboration between CCOs and the council can take place. The concept of a lead agency for place-based work (rec 45) has been supported by the Joint CEs Group.
- Eke Panuku is supporting the Joint CEs Group and Governance team to finalise implementation of remaining recommendations.

Māori Outcomes

- **Engagement** – Eke Panuku continues to invite mana whenua to engage with us on our projects and we maintain a weekly engagement calendar. Since 20 September 2021, we've had 45 meetings with our mana whenua partners about work in our neighbourhoods. A major project continues to be the development of Te Ara Tukutuku.
- **Commercial opportunities** – Eke Panuku has presented several exclusive opportunities to mana whenua. The most significant commercial opportunity is at Racecourse Parade in Avondale Central. We have also engaged with mana whenua developers at Downtown carpark and megalots in Hobsonville. The Eke Panuku board are considering how we present commercial opportunities to mana whenua in the future.
- **Design/ culture and identity** – Eke Panuku has created several EOIs to appoint mana whenua nominated artists to collaborate on design outcomes. We have appointed artists on the design of Waiapu Precinct (Onehunga) and Sealink Ferry Terminal (Wynyard Quarter). We have also facilitated EOI processes to get advisors on our placemaking strategy, activating transitional spaces in Wynyard Quarter, and Matariki events.
- **Audit programme** – The IMSB completed their He Waka Kōtua –Te Tiriti o Waitangi Audit 2021. There are no specific recommendations that will affect the work of Eke Panuku. Eke Panuku is still working with other CCOs to respond to the recommendations in the CCO review.
- **Sustainable procurement** – Eke Panuku has recently adopted sustainable procurement targets in relation to supplier diversity that will begin to impact our procurement decisions.

Climate change and sustainability

- In November, the Eke Panuku board adopted an initial set of sustainable procurement targets which included waste minimisation requirements that will help deliver on Council's objective to achieve zero waste by 2040. The board adopted a requirement for all projects to use soft-strip and deconstruction methodologies and that all Eke Panuku led events apply zero waste principles.
- Homestar and Green star standards continue to be applied for Eke Panuku developments. Standards for public realm projects are currently in development.
- Work is ongoing to support decision-makers to consider the climate implications of their decisions (mitigation and adaptation) including sustainability reporting with further training provided for project leaders to assist them in considering these issues and completing the reports.

Collaboration and Engagement programme

- We worked with Auckland's Museum of Transport and Technology (MOTAT) to relocate the Dockline Tram from Wynyard Quarter to MOTAT's facility later in 2022.
- In Northcote, our work alongside mana whenua and the Kaipātiki Project at Jessie Tonar Scout Reserve saw the project being awarded the Kūmara Award 2021 for 'Saving the World One Place at a Time'. We are also continuing our work with Kāinga Ora on the Haumarū housing project at 27-31 Greenslade Crescent.
- In Takapuna, we made changes to our Innovating Streets for People trial on Huron and Northcroft Streets following community feedback. We also worked with local artist and student Emma Jane Ormsby (Ngāti Maniapoto, Ngāti Porou), with support from mana whenua, on a mural on Auburn Street. The mural was designed in collaboration with local students, helping deepen their connection to the place and helping highlight local perspectives.
- In Henderson, we collaborated closely with Auckland Transport in their installation of speed cushions to improve safety for all road users through the town centre.
- In Wynyard Quarter, our collaboration with Māori artists continues to bear fruit, with the installation of a mahi toi (art) piece titled 'Papatūānuku - Mother Earth' on Tiramarama Way.

Eke Panuku Q2 financials

Direct operating performance

(\$ million)	Notes	FY 21	FY 22 Quarter 2 YTD			FY 22
		Actual	Actual	Budget	Variance	Budget
Net direct expenditure		15.3	(8.9)	(10.5)	1.6	22.1
Direct revenue		16.2	8.3	8.7	(0.4)	15.3
Fees & user charges		0	0	0	0	0
Operating grants and subsidies		-	-	-	-	-
Other direct revenue	A	16.2	8.3	8.7	(0.4)	15.3
Direct expenditure		31.5	17.2	19.2	2.0	37.4
Employee benefits	B	25.7	14.2	15.0	0.8	28.8
Grants, contributions & sponsorship		-	-	-	-	-
Other direct expenditure	C	5.8	3.0	4.2	1.2	8.6
Other key operating lines						
AC operating funding		15.7	9.1	10.5	(1.4)	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, with detailed income and expenditure variations below.

Eke Panuku is budgeted to generate a net zero surplus. 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, it is forecast that we will achieve 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, the underspend to date will not catch up this year and a saving is forecast.

C: Other direct expenditure \$1.2m favourable to budget, this is spread over a number of expense areas and although expenditure is expected to increase in the next 6 months, with a number of initiatives being undertaken there is potential for a saving in year.

Auckland Council Portfolio Q2 financials managed on behalf of Auckland Council

Direct operating performance

(\$ million)	Notes	FY 21	FY 22 Quarter 2 YTD			FY 22
		Actual	Actual	Budget	Variance	Budget
Net direct revenue		15.0	2.6	(1.2)	3.8	4.3
Direct revenue	A	56.4	25.5	24.4	1.1	43.8
Fees & user charges		0	0.5	0.7	(0.2)	1.3
Operating grants and subsidies		-	-	-	-	-
Other direct revenue		56.4	25.0	23.7	1.3	42.5
Direct expenditure	B	41.4	22.9	25.6	2.7	39.5
Employee benefits		1.8				
Grants, contributions & sponsorship		-	-	-	-	-
Other direct expenditure		39.6	22.9	25.6	2.7	39.5
Other key operating lines						
AC operating funding		-	-	-	-	-
AC capital funding		-	-	-	-	-
Vested assets		-	-	-	-	-
Depreciation		12.9	9.2	9.9	0.7	18.1
Net interest expense		0	(0.1)	(0.2)	(0.1)	(0.5)

Financial Commentary

The numbers in the table represent the Auckland Council Portfolio managed by Eke Panuku. These exclude the net direct revenue of \$2.1m that Eke Panuku has generated for properties managed for Auckland Transport which is above budget by \$1.0m.

A \$3.6m dividend has been paid to Council's Solid Waste team from the Waste Disposal Services investment, managed by Eke Panuku.

Overall net revenue of \$2.6m year to date is \$3.8m ahead of budget.

The main explanations relate to:

A: Direct revenue is \$1.1m favourable compared to budget, this is a result of increased occupancy at the Marinas and commercial property revenue is favourable \$1.0m to budget, even after \$1.3m 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 \$2.7m 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 Q2 performance measures

Key performance indicators	Previous	FY 22 Quarter 2		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 12 performance measures for FY22 , 2 of the targets are at risk due to project delays and 9 are on track to be achieved this year.</p>					
SOI performance measures					
1. Net new dwellings (housing units)	New measure	272	Annual - 350 net new dwelling units.	On Track	Housing numbers are on track, YTD 78% met with 272 new homes delivered across our programmes.
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	390 sqm	Annual - 21,000 sqm	At Risk	<p>The public realm completed to date relates to the Eastern Viaduct Street intersection. No new works have been completed this quarter.</p> <p>This measure is dependent on a large public realm project being completed in the Waterfront, which is expected to be completed later this year.</p>
4. Capital project milestones approved by the board achieved – LTP performance measure	82%	6%	Achieve 80 per cent or more of project milestones for significant capital projects	At Risk	There are two milestones in the renewals programme at risk, Shed 10 and 27 Princes St. The majority of the remaining fourteen milestones are on track to be met.

Key performance indicators	Previous Year	FY 22 Quarter 2		Status	Commentary
		YTD Actual	FY Target		
SOI performance measures					
<p>5. Achieve total board approved budgeted Transform and Unlock (T&U) net sales for the financial year through unconditional agreements</p> <p><i>Note: These site sales also enable housing and wider urban regeneration outcomes.</i></p>	\$21.1m	\$30.7m	Meet \$48m T&U annual unconditional sales approved by the Board	On Track	<p>YTD there has been two long lease payments in the Wynyard Quarter totalling \$30.7m.</p> <p>The balance of sales planned to be finalised in quarter 3 and 4, will be at risk of market changes.</p>
<p>6. Annual property portfolio net operating budget result agreed with the council achieved</p> <p>– LTP performance measure</p>	Net surplus is \$14.7m ahead of budget (actual surplus of \$41.1m against YTD budget of \$26.4m).	YTD \$21.2m	\$21.9 million	On Track	The year-to-date result is \$21.2m, this is \$6.7m ahead of budget.
<p>7. The monthly average occupancy rate for tenantable properties</p> <p>– LTP performance measure</p>	<p>Commercial 93.9%</p> <p>Residential 98.8%</p>	<p>Commercial 93.8%</p> <p>Residential 97.9%</p>	<p>Commercial 85%</p> <p>Residential 95%</p>	Achieved	Above target for this quarter with commercial at 93.8% and residential at 97.9%.
<p>8. The percentage of marina customers surveyed who are satisfied with marina facilities and services</p>	94%	Not measured until year end	80%	On Track	This is an annual measure. Survey to be completed at end of year.
<p>9. The asset recycling target agreed with the Auckland Council</p>	New measure	\$14.5m	Achieve asset recycling target agreed with Auckland Council. (FY22 - \$115m)	On Track	Sales year to date of \$14.5m with 7 properties sold. There are 6 sites with conditional agreements circa \$24m, and a further 4 sites under negotiation totalling around \$44m

<p>10. Creating positive outcomes for Māori</p> <p>Deliver 50 ongoing or new initiatives that support Māori Outcomes</p> <p><i>This activity is supported through the delivery of the Mana Whenua Outcomes Framework.</i></p>	45	25	50 initiatives that support Māori Outcomes	On Track	This is an ongoing activity created by delivering our work programmes and responding to the initiatives in the Mana Whenua Outcomes Framework. Twenty-five initiatives have been completed year to date.
<p>11. Enhancing the relationship between Eke Panuku and mana whenua.</p> <p>Increasing the percentage of satisfaction with the support they receive from Eke Panuku.</p>	New survey	Not measured until year end.	Baseline survey	On Track	This is an annual measure. We are in the process of drafting the new end of year survey.
<p>12. Complaints received by Eke Panuku are resolved.</p> <p><i>Note: This is a new performance measure. The actual result for FY22 as a baseline will help set future targets.</i></p>	New measure	94%	80% of complaints are resolved within 10 working days	Achieved	A total of 34 complaints have been received YTD, of these 32 have been resolved within 10 working days.

Monthly dashboard

Period ending 28 February 2022



Executive summary

Programme

Capex

\$91m budget spend year to date is \$20.2m, which is \$37.7m behind phased budget. Current spend forecast for FY22 is now \$50m. Spend has been impacted by lockdowns, supply chain disruptions and resourcing constraints.

Opex

\$13.1 budget spend year to date is \$7.6m, we are tracking positively and expecting to utilise the full budget this year.

Sales

There were two unconditional sales in February 2022 totalling \$5.3m, taking the YTD sales income to \$50.5m.

Company wide financials

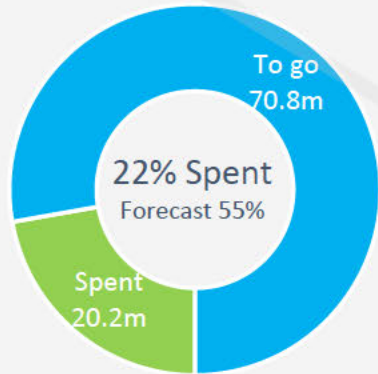
- Managed properties net surplus is \$6.9m ahead of phased budget
- Council funding - expenditure year to date is currently \$3.3m behind phased budget. This is due to savings in people costs and some business initiatives with planned expenditure which have yet to start.

People and Culture

- Staff turnover has increased from 16.8% to 19.4%
- Current FTE is 189.2, plus 10 contingent workers in FTE roles
- There are currently 30 vacant FTE positions largely due to the recent changes in the Property and City Centre areas.

Programme financials

Capex \$91m budget



Capex spend for the year is at \$20.2m, which is \$37.7m behind phased budget. The current forecast for spend this year is \$50m.

As noted in last months CE Report, capital delivery has been impacted by lockdowns and delivery has also been slowed due to supply and resourcing constraints, shortage in design consultants and extended consenting timeframes.

February spend was \$2.5m. Over the coming months, expenditure is expected to increase by circa \$21m from the delivery of the following projects:

- Takapuna's Town Square and Gasometer car park planting completion
- Northcote's Awataha Greenway contracted payment to Kāinga Ora
- Panmure's Clifton Court streetscape works
- Waterfront's piers G,H,J replacement works
- Manukau's Hayman Park playground
- Avondale's Crayford Street upgrade and new car park
- Renewals – the continuation of ongoing projects.

The planned acquisitions in Manukau, Pukekohe and Northcote of circa \$10m are currently at risk. These rely on 3rd party agreements which may not get transacted within this financial year.

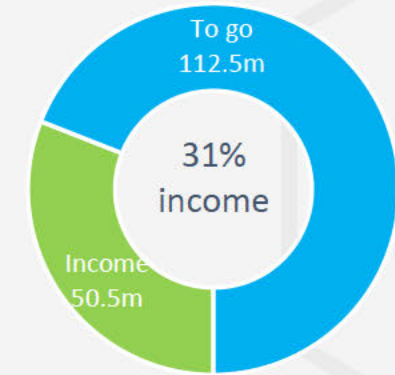
Opex \$13.1m budget



Opex spend for the year is at \$7.6m. February spend was \$1.0m, which is inline with past months. This is expected to increase in the coming months with planned placemaking activity getting underway. The majority will be small- scale events, with the most notable being the Matariki celebration taking place in June/July 2022.

Project teams are forecasting that there may be additional requirements within this financial year. The Project Steering Group will be reviewing this on a monthly basis.

Sales income target \$163m



In February there were two unconditional sales. 1 & 3 Paynes Lane, Onehunga [REDACTED] and 16 Fencible Drive, Howick [REDACTED]

Programme RAG Status



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

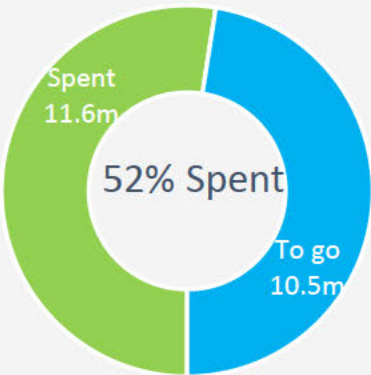
Managed Properties net surplus is \$6.9m ahead of phased budget:

- Commercial Property Portfolio is \$3.5m ahead of budget, revenue is up \$1.9m, even with the \$1.6m of processed Covid hardship claims. Expenditure is tracking behind budget by \$1.2m. The majority of the year to date underspend is in repairs and maintenance.
- Business Interests are \$1.3m ahead of budget as Waste Disposal Services is well ahead of budget with additional throughput.
- Public maintenance in the Wynyard Quarter is \$0.4m ahead of budget, due to additional funding received for AC36 assets maintenance which have not required any maintenance.
- Marinas are \$1.6m ahead of budget. Increased occupancy at the Viaduct Marina has resulted in an additional \$0.9m in revenue. Costs are down by \$0.8m, due to the delayed completion of the Pile Berth project annual charges are down \$0.3m. There has also been a slowing in repairs and maintenance expenditure \$0.5m.

Expenditure year to date is currently \$3.3m behind phased budget. People costs are \$1.4m behind budget. Continued market pressure on salary expectations in property management and development roles has resulted in vacancies remaining unfilled. This has contributed at least \$0.5m of the saving to date, which will be held until year end.

Other expenses are currently tracking \$1.9m behind phased budget. This is due to a timing difference as some business initiatives with planned expenditure have yet to start. The current forecast is that \$0.5m in savings will be held until year end.

Council funding \$22.1m



People and Culture



FTE Figures

FTE Actual	FTE		Non FTE
	Contingent in FTE	Vacant roles	Contingent in non-FTE position
189.2	10.1	30	13

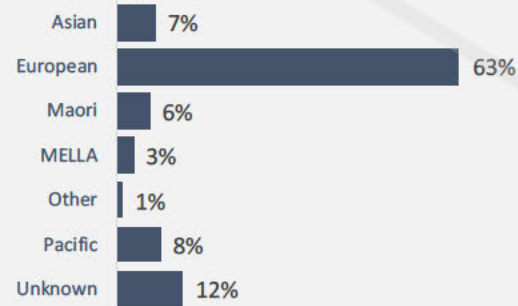
Our current FTE is 189.2 plus 10.1 contingent workers in FTE roles. We have 30 vacant FTE roles - this is due to a number of new positions being created as part of our recent Property and City Centre changes. There are also 13 Contingent Workers in non-FTE positions.

Staff turnover has increased this month from 16.8% to 19.4%. Recruitment can impact turnover percentage where we are unable to backfill positions as people leave the organisation. Leave reasons include employees locating to new cities, career progression, higher salary offers and to study.

External candidates are taking note of how organisations are looking after their staff. They are more intentional with their job search and are 'interviewing' organisations as much as they are being interviewed.

Our mid-year review process was completed this month. The review is an opportunity for us to check on how our people are performing and also to find out what development they need to reach their goals. P&C will look to collate development data for L&D planning purposes shortly.

Ethnicity



Training spend
\$116k
 28% of total budget

Programme updates

The programme updates provided as part of the quarter 2 dashboard follow

Please note that the spatial plan information was updated at the end of the December quarter.
A more comprehensive review will be provided at the end of the March quarter.

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



Community Facility option – Northcote’s new community hub will be developed on the existing library site. Following a review of site options which were approved by the Kaipātiki Local Board in October 2021. The existing library building will be renovated and extended to the north-west, providing greater integration with the adjacent Cadness Reserve.

Jessie Tonar Scout Reserve (Te Ara Awataha) – Concept design was approved by the Kaipātiki Local Board in December 2021. Part of the Te Ara Awataha, the concept design enhances and provides better connections to the stream, together with establishing pathways through the bush reserve.

Town Square - Preparations are underway to lodge the subdivision consent for the town square. This will create the development super blocks, define the main road(s) through the centre and support taking this development opportunity to the market in 2022.

TAKAPUNA

Masterplan: Spatial delivery plan

HLPP BOUNDARY

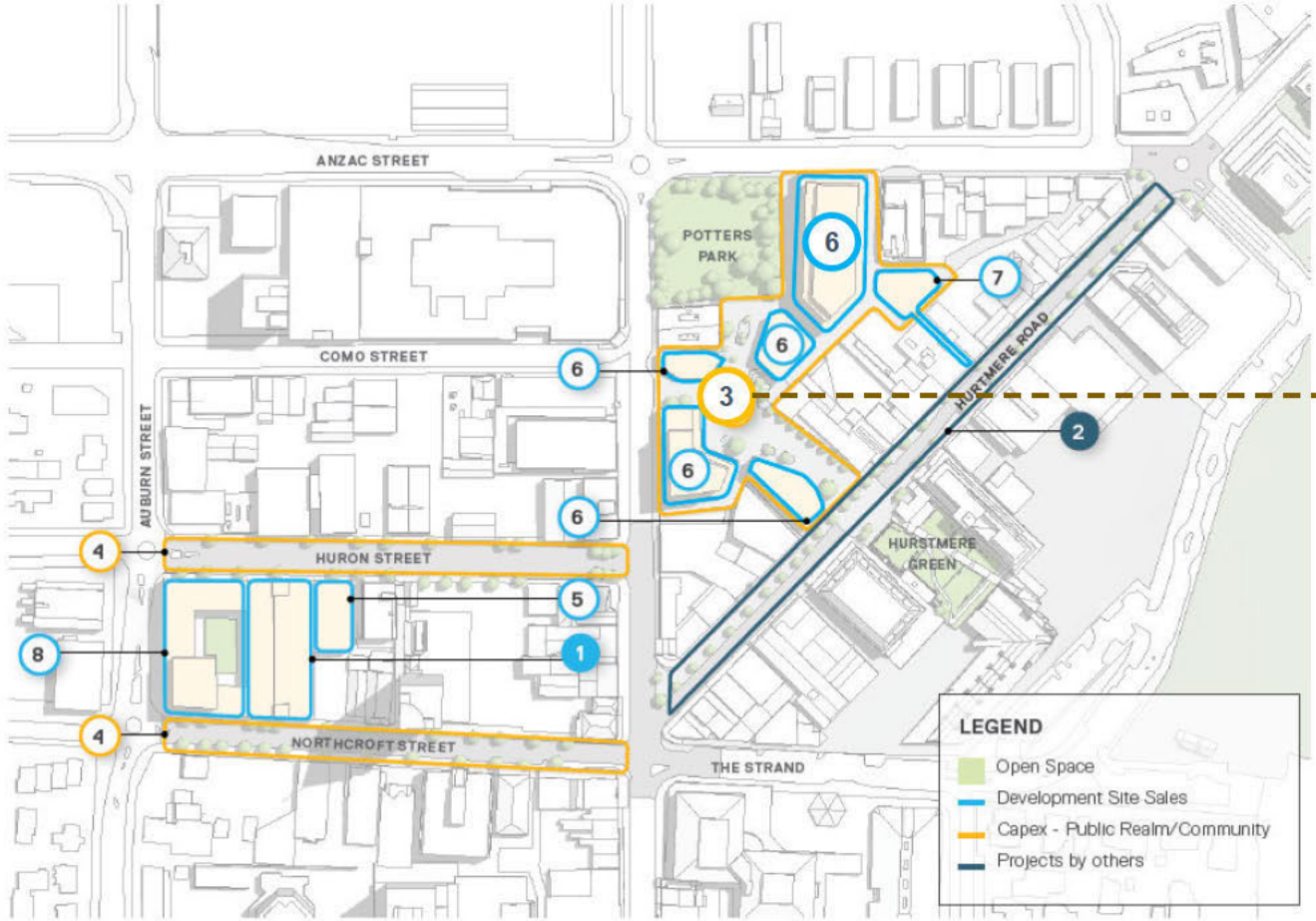


Projects completed & underway

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

Short-term projects (FY22-24)

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



Town Square – construction will begin in early January 2022, following the construction contract being awarded in November 21. A site blessing was held on 20 January 2022 and work is expected to be completed by mid-2023.

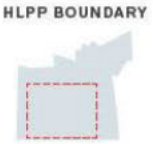
Waiwharariki was the name gifted by mana whenua for the new town square. This was approved by the Devonport-Takapuna Local Board in December 2021, who also added Anzac, so it will be known as Waiwharariki Anzac Square.

In the mid-1800s, Waiwharariki was the name used for the settlement at the Shoal Bay headland within Takapuna. The name acknowledges the significant coastal flax wharariki that was commonly found throughout the coastal rocks and waters endemic to that area. The wharariki plant was favoured and frequently used by Māori weavers to make tools including kete and sleeping mats.

The name also respects a specific settlement that was established for Ngāti Pāoa. In 1849, following the death of Ngāti Pāoa chieftainess Rīria Takarangī, Governor Grey gifted Māori leader Patuone a life interest in 110 acres at Waiwharariki (Takapuna beach).

ONEHUNGA

Masterplan: Spatial delivery plan



Projects completed & underway

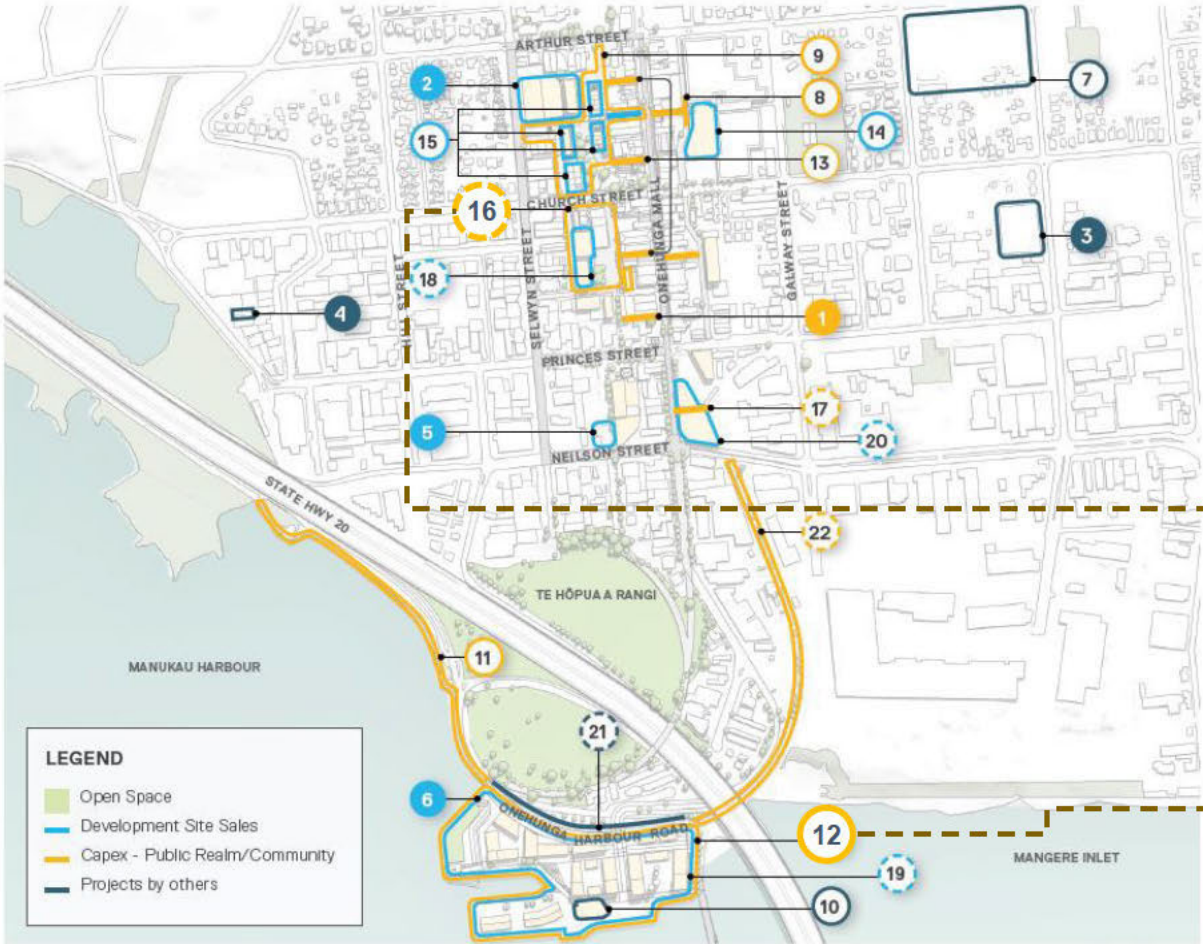
- 1 Onehunga Laneway 7
- 3 Fabric development
- 4 Beachcroft Residences development
- 5 38 Nelson Street acquisition
- 6 Onehunga Port acquisition

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

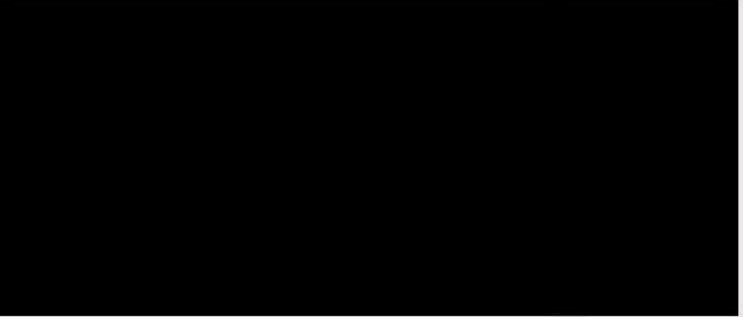


LEGEND

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



Work is also underway to prepare an updated programme business case and refreshed masterplan with a focus on the town centre precincts and leveraging off the investment in light rail following the recent confirmation of the route alignment.



Municipal Precinct - Masterplan work was initiated in December 2021, providing continuity of programme delivery following the development of the Waiapu Precinct.

Onehunga Wharf master plan & plan change - Preparatory work on the Onehunga Wharf has confirmed the feasibility constraints and order of cost for the mixed-use development. An information update will be provided to the board in February 2022.

PANMURE

Masterplan: Spatial delivery plan



Projects completed & underway

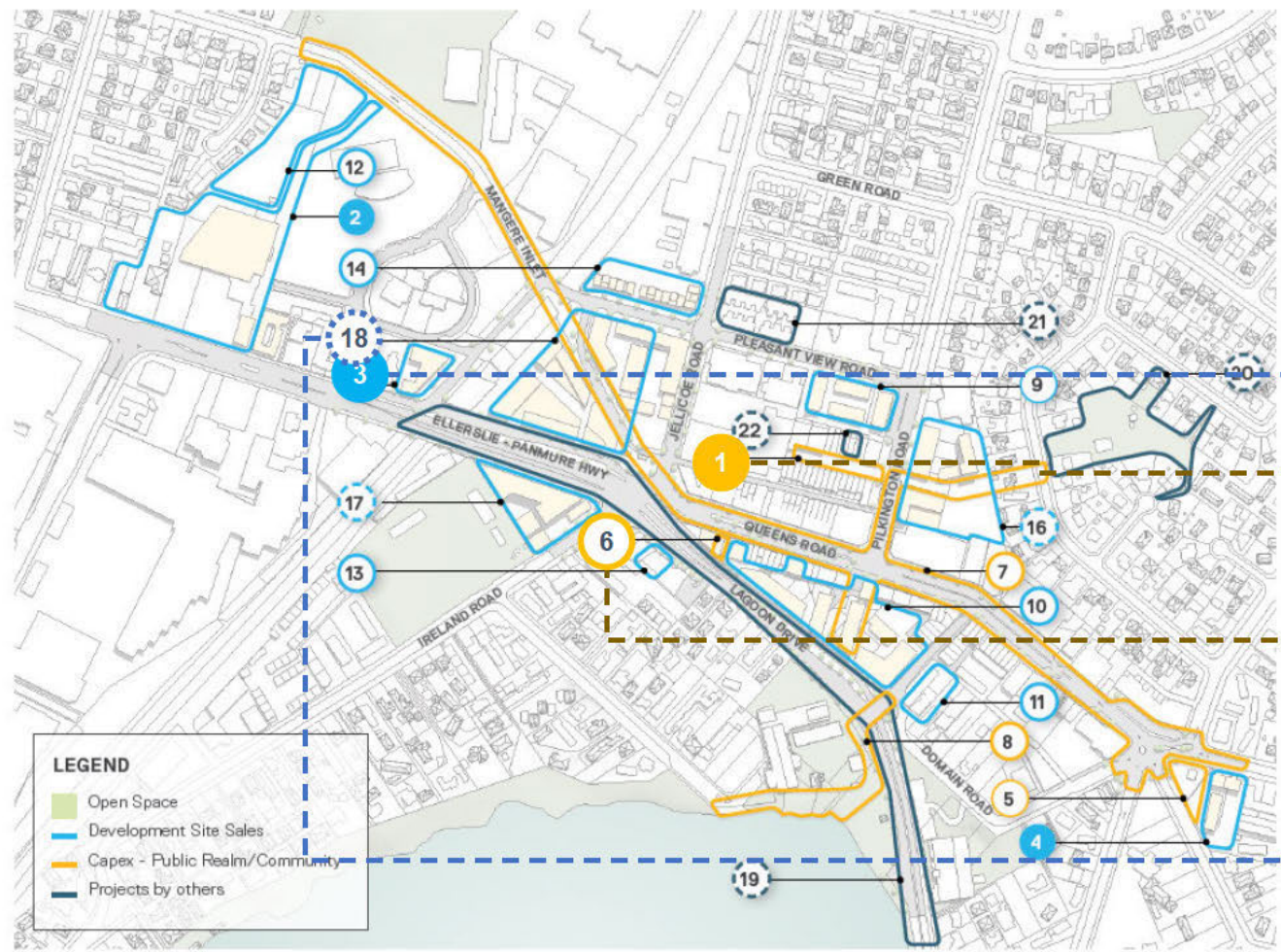
- 1 Clifton Court
- 3 3 Mountwell Crescent
- 4 3 Kings Road

Short-term projects (FY22-24)

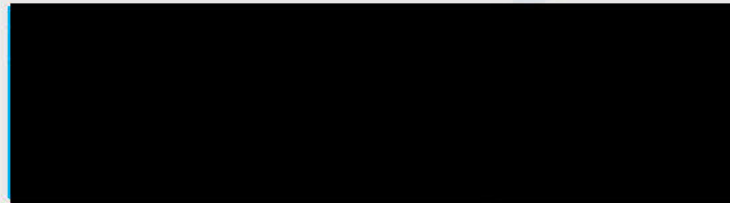
- 5 1 Kings Road
- 6 13-27 Queens Road -Gateway
- 7 Streetscapes
- 8 Basin View - Ped & Cycling Connection
- 9 28-30 Pilkington Road
- 10 Basin view Precinct
- 11 23 Domain Road, Panmure
- 12 59 & 59a Mountain Road, Mount Wellington
- 13 11-13 Lagoon Drive, Panmure
- 14 7-9 Jellicoe Road, Mount Wellington

Long-term projects (FY25+)

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



Panmure master plan – The masterplan was reviewed by TAG in November 2021. Positive and constructive feedback was given which will be incorporated into future thinking and scheme design.



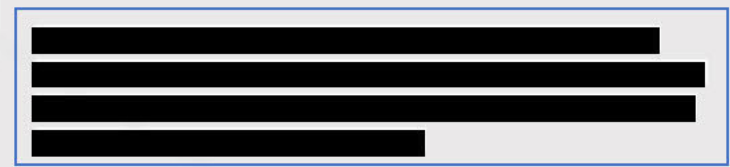
3 Mountwell Crescent – We are on track to reach agreement early in the new year with a development partner for a mixed use development near the Panmure station in Mountwell Crescent.

Clifton Court – The design and consenting work has been advanced for the first streetscape upgrade, with works expected to commence early in the new year.

13-17 Queens Way – A review of the reference design for the Gateway West site at 13-17 Queens Road, where a new food and beverage offering is planned was undertaken by TAG, which received good feedback.

Transport Precinct - Planning works for the Transport Precinct are kicking off this month. A joint project and governance structure with Auckland Transport is being initiated to achieve a more integrated and co-funded programme of development for the precinct, including further expansion of the station and greater integration of the site with the town centre.

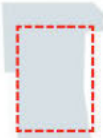
Placemaking initiatives are supporting the reopening of the town centre following the period of lockdown with a series of low-risk installations and activations.



MANUKAU

Masterplan: Spatial delivery plan

HLPP BOUNDARY



Projects completed & underway

- 1 Westfield Mall Carpark Site Sale
- 2 Vodafone Events Centre Carpark (partial sale)

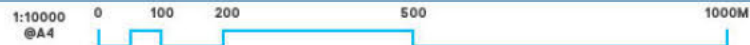
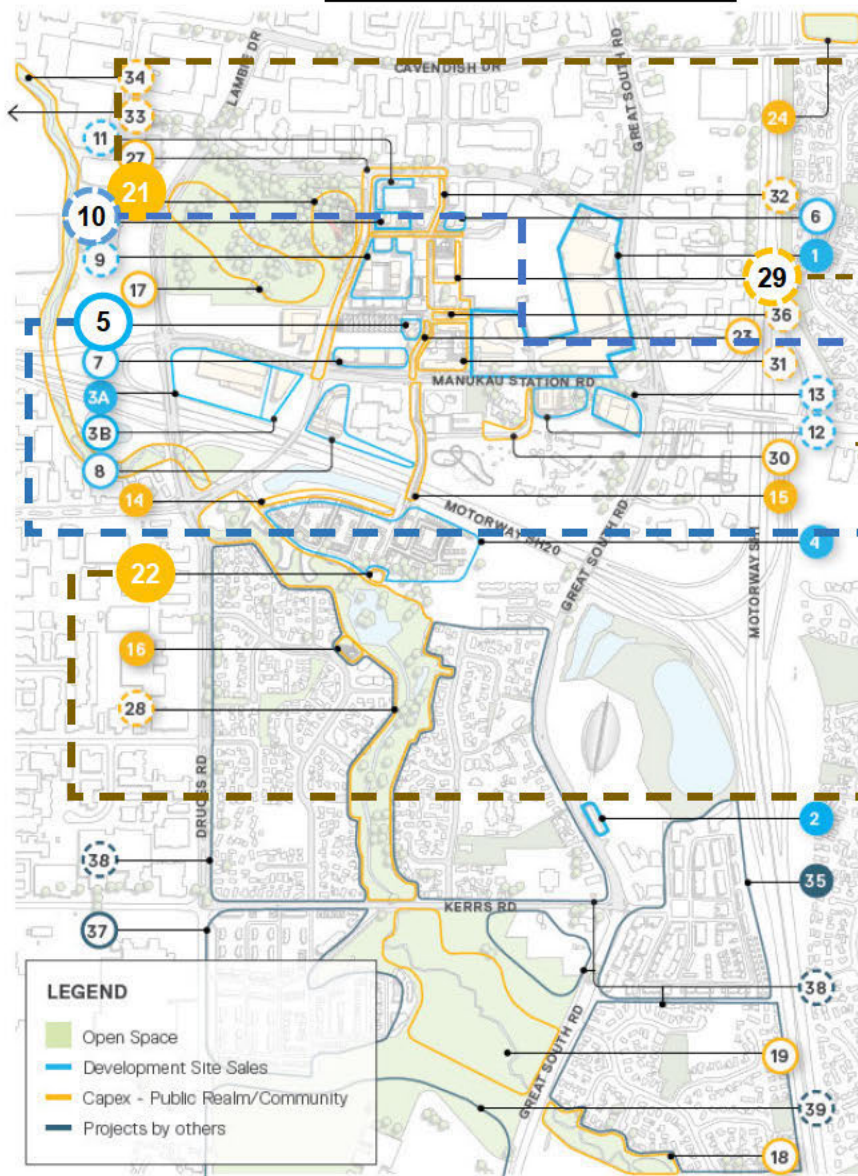
- 4 20 Barrowcliffre Place Site Sale
- 14 Barrowcliffre Pond Shared Path
- 15 Barrowcliffre Bridge Works
- 16 Puhinui Wiri playground Works
- 20 Walking and Cycling Network Works (across the programme)
- 21 Hayman Park Playground Works
- 22 Wiri Bridge Capital Works
- 24 Manukau Sports Bowl Investment
- 35 Pacific Gardens Residential 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

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 Kāinga Ora Investigations
- 39 Manukau Health Park development



Hayman Park playground works – design and consenting work has been advanced with procurement underway to enable construction to start in first quarter of 2022.

Placemaking -The container activations have started with a bike fix-it programme near Hayman Park.

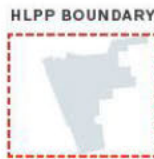
Manukau Square and Davies Avenue - The high court case for the restrictive covenants and parking matters on these sites starts on 8 February 2021.

10 Putney Way site sale – Negotiations have ended as the developer no longer seeks to continue

Wiri walking and cycling bridge replacement – Design and procurement is advanced and we are now preparing to start physical delivery early in the new year. This project supports the Barrowcliffre housing development and strengthens connections to the open space and suburbs to the south.

OLD PAPATOETOE

Masterplan: Spatial delivery plan



Papatoetoe Masterplan – A review of the masterplan is underway following the public engagement phase in the second half of 2021. The master plan will proceed through approval phase in the first half of 2022 to align with FY23 planning and budgeting time frames.

Projects completed & underway

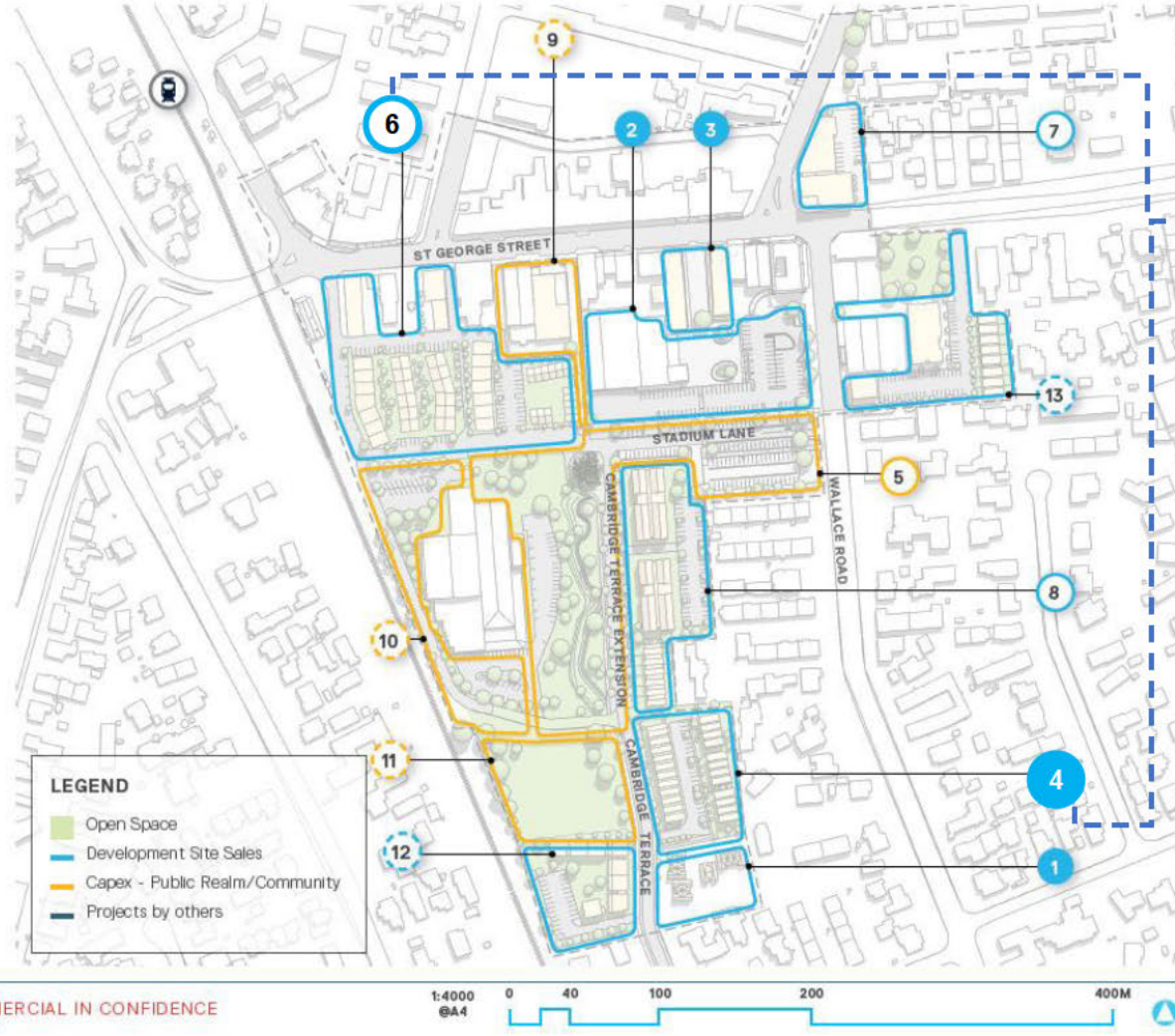
- 1 89 Cambridge Toe
- 2 Supermarket and carpark
- 3 Papatoetoe Mall
- 4 91 Cambridge Toe - The Depot

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+)

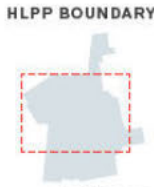
- 9 Papatoetoe Community Hub
- 10 Stadium Reserve Works - Phase 2
- 11 Proposed Open Space
- 12 86 Cambridge Toe (Bowling green-partial sale)
- 13 107 and 109 St George St (Library optimisation)



Site sales – 91 Cambridge Terrace and 3 St George Street (St George's Lanes) – Development partners are in place for these sites with agreements progressing as planned. Earthworks at the St George's Lanes site will begin once consents are granted, which is expected to be by the end of February 2022.

PUKEKOHE

Masterplan: Spatial delivery plan



Projects completed & underway

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

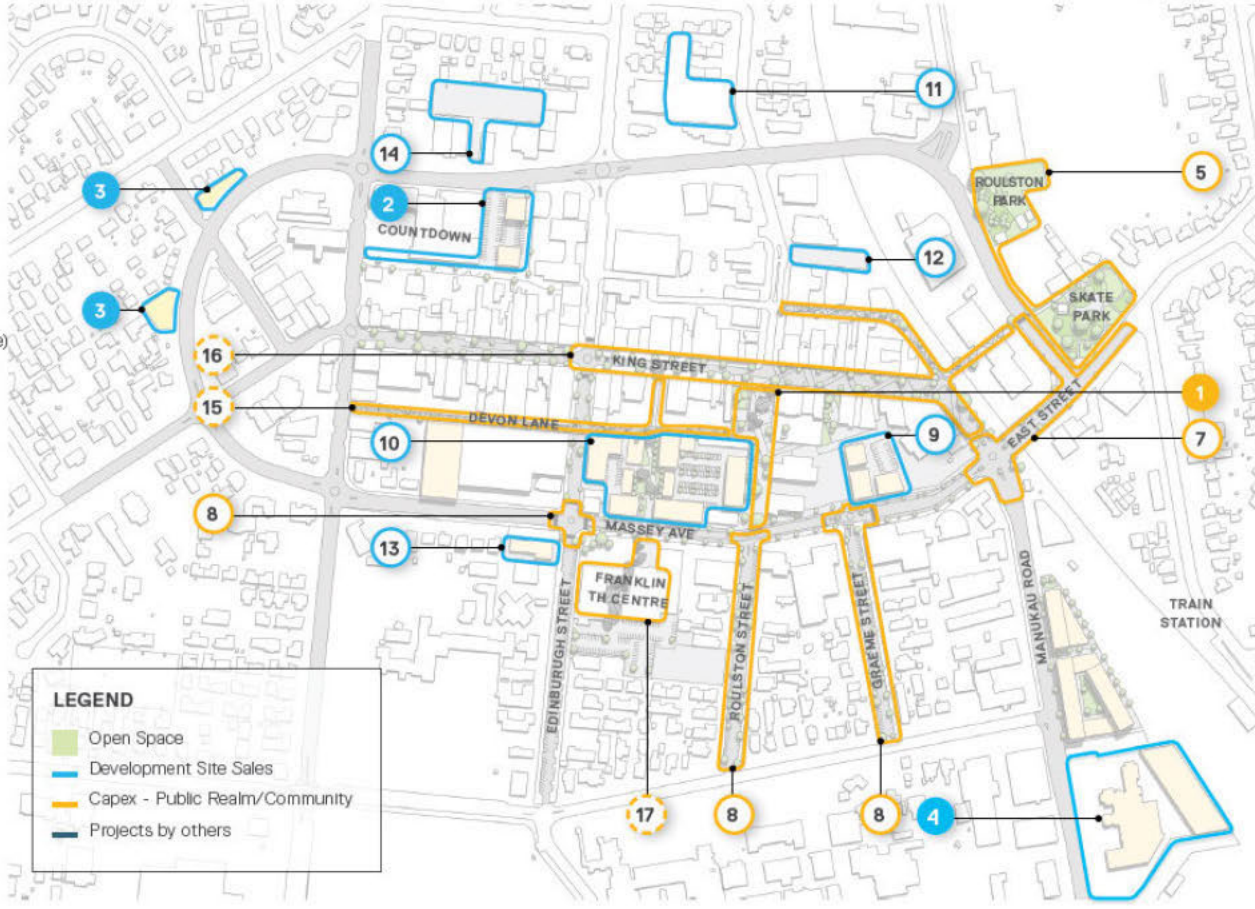
Short-term projects (FY22-24)

- 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)



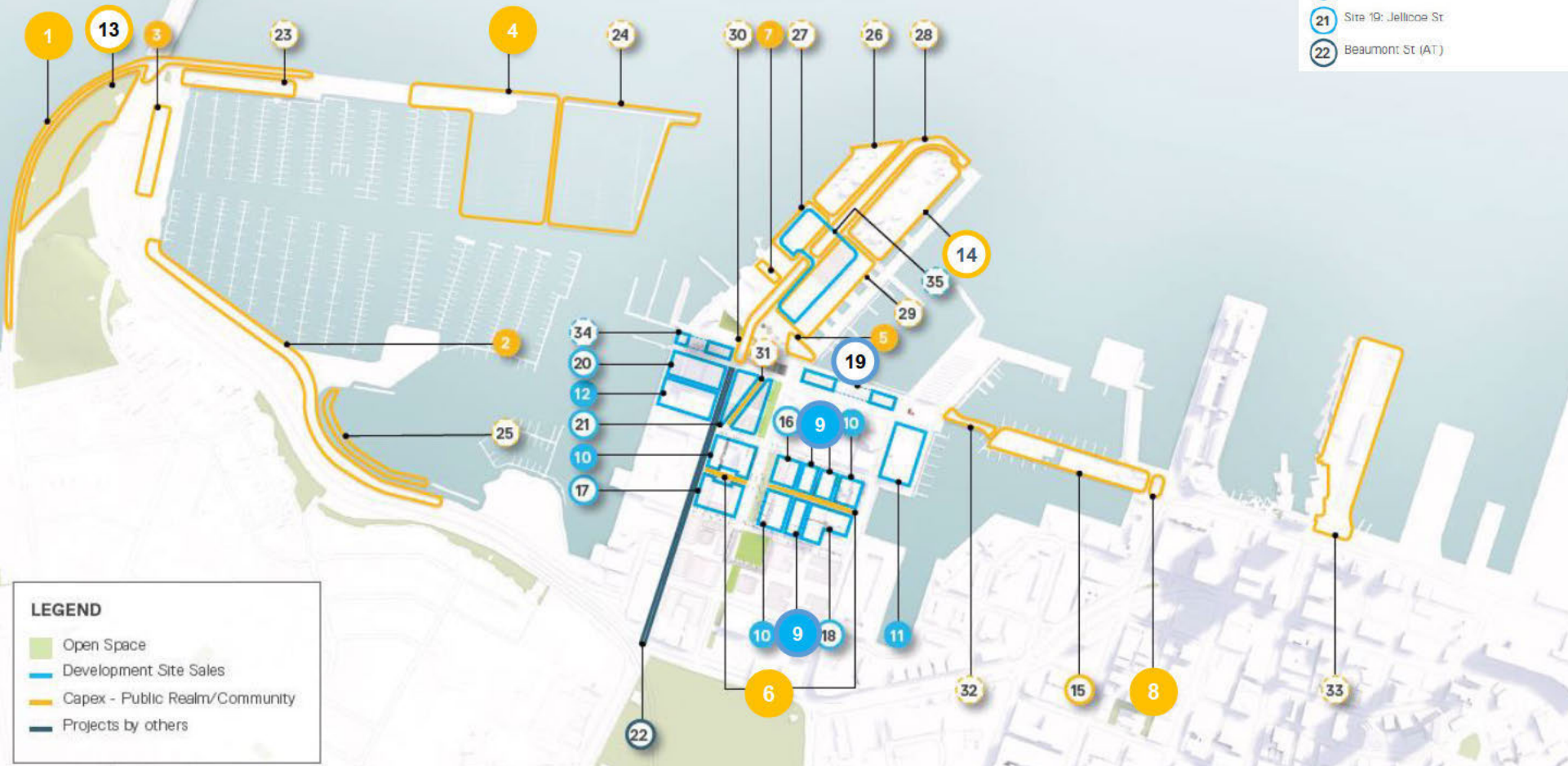
LEGEND

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

The Pukekohe programme continues to be focused on preparing and engaging on the masterplan refresh which was triggered by the various street, lane and market trials undertaken during 2021. The local board is supportive of the changes being proposed and engagement with CCOs and partners is underway with the objective of updating the programme to meet the FY23 planning and budgeting timeframes.

Placemaking –The pump track is operational, the mural is complete, the Edinburgh St parklet is also complete and the PR campaign launch is imminent.

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
- [REDACTED]
- 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 Silo 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 Hemer St South
- 31 Wynyard Plaza
- 32 Wynyard crossing replacement bridge
- 33 Queens wharf redevelopment
- 34 Site 12: Silo 6
- 35 Wynyard Point: redevelopment sites

Wynyard Quarter

1 Interface Projects: Northern Pathway - A workshop was held with a range of stakeholders in late October 2021 to traverse a new long list of options for creating the final connection from North Shore to the city, now that the Northern Pathway project is on hold. The workshop options focused on use of bus and ferry networks. Discussion also included connections into the Wynyard Quarter.

6 Tiramarama Way (stage 2) – The completion of the laneway which opens out to Beaumont Street has been delayed until late April 2022. This is due to the Willis Bond's stage two of the 30 Madden apartment building being delayed due to Covid-19.

9 Commercial development: Precinct Properties Stage 36A and 6B - Prepaid lease and construction commenced on 23 December 2021. A karakia and cultural induction was led by Nick Hawke of Ngāti Whātua Ōrākei on 13 December 2021. Extensive consultation with Auckland Unlimited as the adjacent tenant has also been undertaken.

Former AC 36 bases - Activation of the former bases has continued with the installation of two full sized basketball courts and a multi court. A wheels activation is also planned. These form part of the do-learn-do strategy at play, with testing and canvassing the community on the uses of these spaces will help influence the public realm spaces, particularly as part of the Te Ara Tukutuku work.

Dockline Tram – A decision to terminate the loop tram service around the Wynyard Quarter was made at a meeting with the Auckland Council Planning Committee on 4 November 2021. This followed consultation with stakeholders including the Waitematā Local Board, Wynyard Quarter Transport Management Association, Bike Auckland and tram advocate groups. The assets will be transferred to MOTAT.

Te Ara Tukutuku - Wynyard Point Precinct Plan - The plan was endorsed by mana whenua in December 2021. A design vision to support the plan was completed in December 2021.

The **Wynyard Point plan change** is on track for notification mid-2022. A workshop with the Planning Committee to update them on our work and next steps is planned for February 2022.

Westhaven

4 Pile Berth Redevelopment is progressing well. A temporary parking area was installed in December 2021 on top of the new reclamation to help manage berth holder parking demands over the busy summer period.

Car park design work (excluding the public open space) has begun, and construction is due to start by April 2022. There has been no update on the primacy hearing it is likely that we will need to push out forecasting associated with the design and construction of the permanent public space.

13 Harbour Bridge Park – A concept design package submitted to the Waitematā Local Board workshop on 7 December 2021 received general support. Formal endorsement of design will be sought at the March 2022 local board business meeting.

Mana whenua have been supportive of the project and design progression to date, however they have recently asked for time to consider their formal feedback in relation to the project.

Key interface projects include the Watercare Booster Pump and the Northern Pathway. Both projects are influencing factors in the design, consultation and programme for delivery. With the announcement of the Northern Pathway crossing over the harbour being shelved, some assumptions around design and delivery have had to be reconsidered by Eke Panuku and Watercare.

Redevelopment of Pier J and S - S-pier has now achieved practical completion and we are awaiting the final sign-off.

Viaduct

8 Eastern Viaduct Quay St Intersection Works -The construction close-out and asset handover, delayed by the Covid-19 lockdown, have now started and are expected to be completed in February 2022.

AVONDALE

Masterplan: Spatial delivery plan

HLPP BOUNDARY

Projects completed & underway

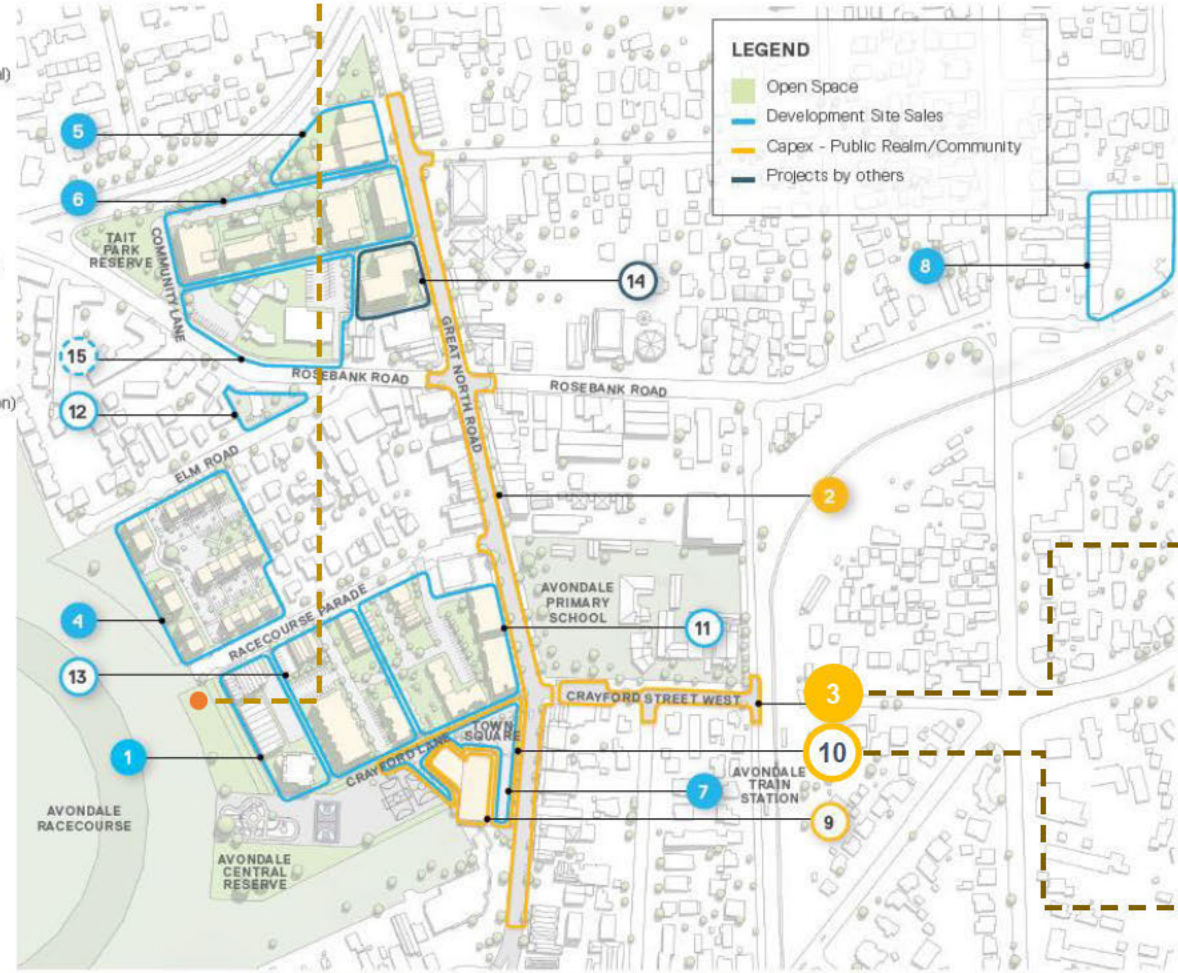
- 1 26 Racecourse Parade (The Set Buildings, Ockham Residential)
- 2 Great North Road Enhancements (AT)
- 3 Upgraded Crayford Street (Panuku)
- 4 18 Elm Street – sold (Kāinga Ora)
- 5 1817 Great North Road – sold (MHUD/Ockham Residential)
- 6 3-5 Community Lane (Highbury Triangle, Kāinga Ora)
- 7 Acquisition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

Short-term projects (FY22-24)

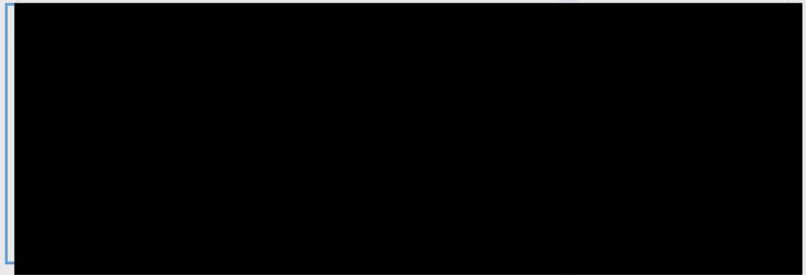
- 9 Multi Purpose Community Facility (Community Facilities)
- 10 Town Square & Playground (Panuku)
- 12 Corner Rosebank Road & Elm Street (Kāinga Ora)
- 13 10 Racecourse Parade (option to acquire)
- 14 1843 Great North Road (Ted Manson Foundation)

Long-term projects (FY25+)

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



28 Racecourse Parade – An additional 34 at grade carparking spaces are being made available for the new community facility. The increase in carparking follows community feedback that the original 16 carpark spaces proposed would not be sufficient to meet demand. The new carpark site would also service the adjacent reserve, sports fields and Sunday markets.



Crayford Street – Engineering Plan Approval has now been received and works are scheduled to start in February 2022. This project will strengthen the connection between central Avondale and the train station. The project is on track to be completed in the current financial year.

Town square – The Whau Local Board in October 2021 passed a resolution to begin the revocation process of part of the Avondale Central reserve. This will enable the construction of the new facility and associated parking to be undertaken.

Our timeline to deliver this project is closely linked to the Community Facilities library and community hub project. It is noted that there has been some delay to the new facility due to this project now needing to be approved by Council's Strategic Procurement Committee, which is scheduled for 1 February 2022.

HENDERSON

Masterplan: Spatial delivery plan

HLPP BOUNDARY



Projects completed & underway

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

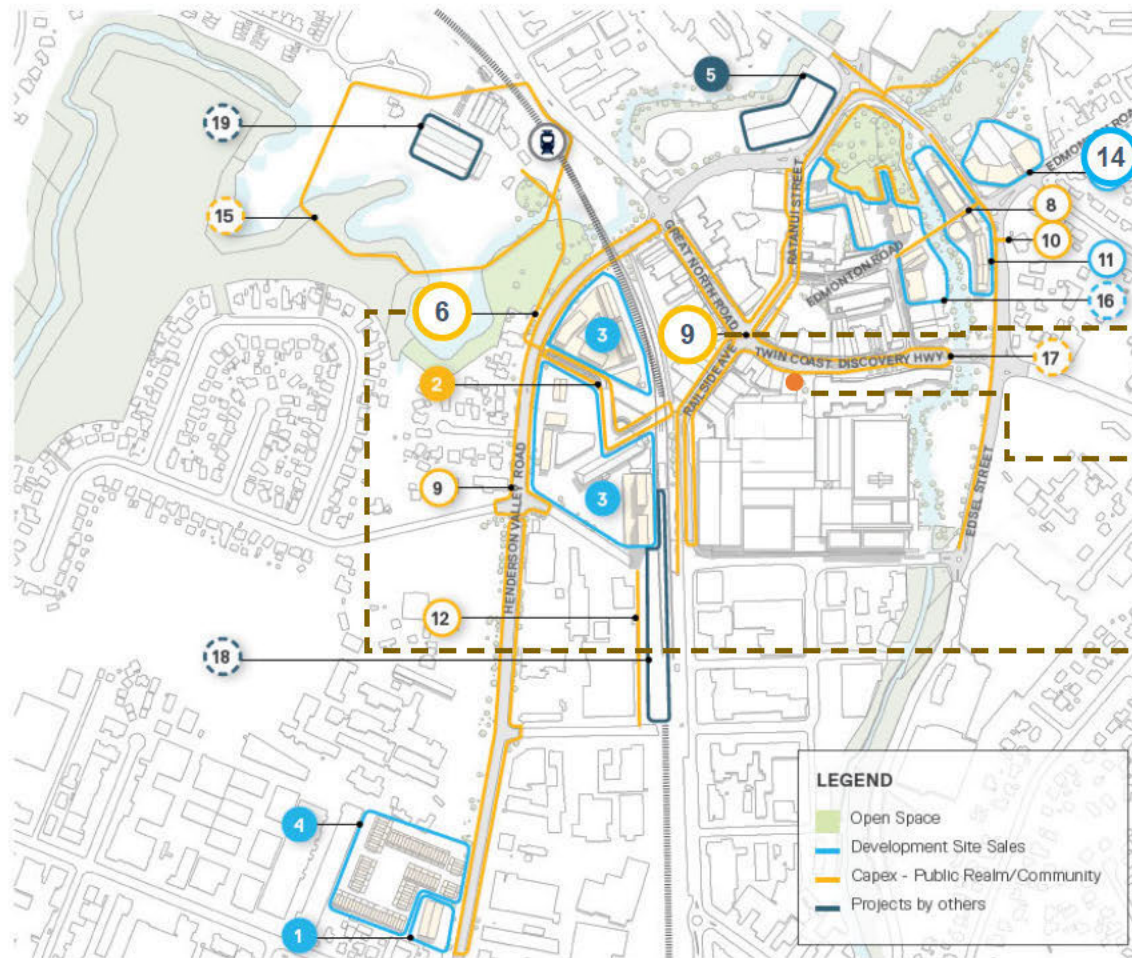
Short-term projects (FY22-24)

- 6 Opanuku Link - Bridge, Reserve
- 7 Henderson Valley Road Stage 1
- 8 Oratia Link-Cycleway and bridge
- 9 Ratanui Link- Cycleway
- 10 14-20 Edmonton Rd Safety Improvements

- 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



Falls car park (14-20 Edmonton Rd) – Artificial turf has been installed to replace the pump track. This is working well and improves the feel of the space. The market on the Falls carpark opened for click and collect activities in October 2021.

Innovating Streets for People (ISFP) – All works associated with agreed items to be removed have been completed.

Catherine Plaza – Early discussions on this project have been initiated with WestCity, who is a key stakeholder. We are also working with them to try and get better engagement from the Business Association, which has been very challenging to date.

Opanuku Link – Bridge Reserve – A lead contractor has now been appointed and we are aiming to lodge resource consent in April 2022. An updated concept plan has been prepared and presented to the Whau Local Board, Corban Estate Arts Trust and mana whenua. The developed design is now underway.

REGIONAL PROGRAMME - AT / Panuku Transit Orientated Development Programme scope

Spatial delivery plan

Tranche 1 - Initiated FY20-25

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

Tranche 2 - Initiated FY23-30*

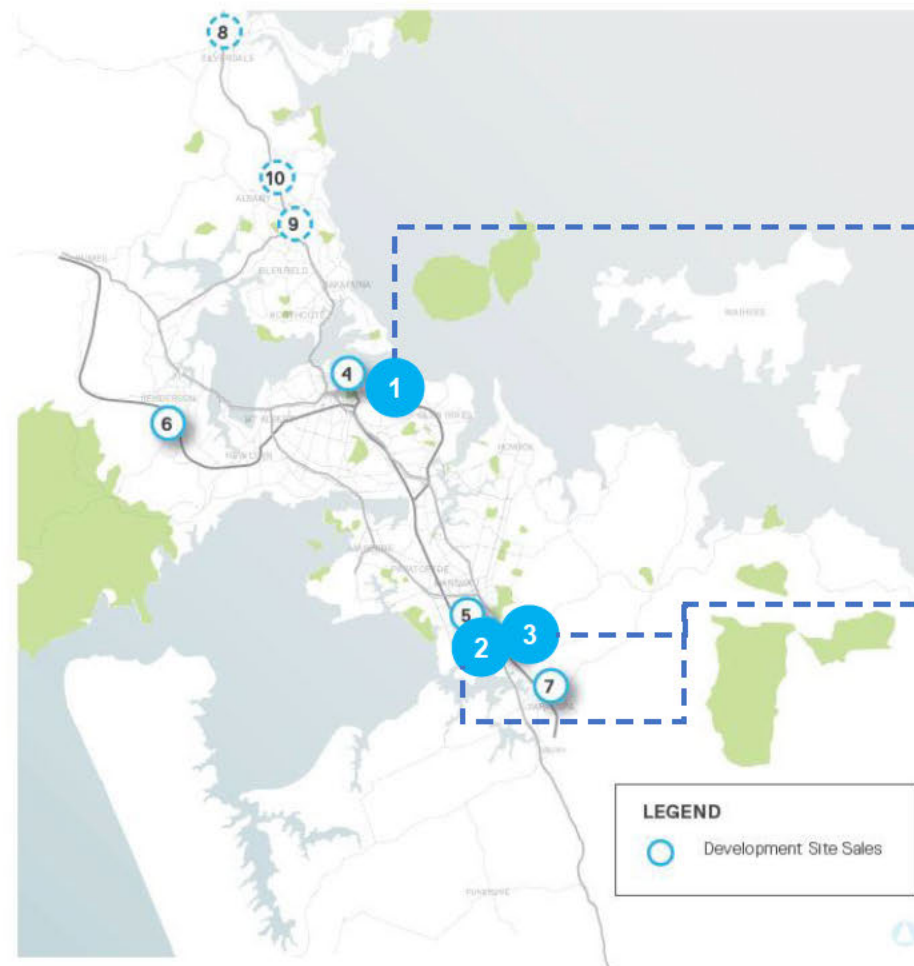
- 4 Graton Gully (SH16 off ramp)
- 5 Homai train station park and ride
- 6 Sturges Road train station park and ride
- 7 Papakura train station park and ride

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.



Ōrākei train station park & ride - An indicative business case is currently being developed. This is due for completion in April 2022.

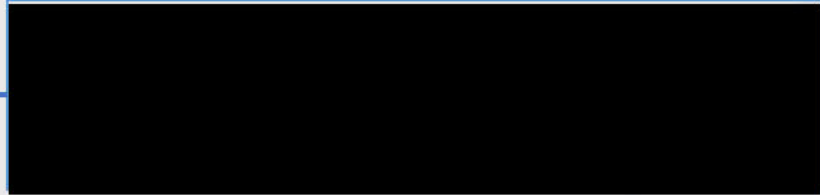
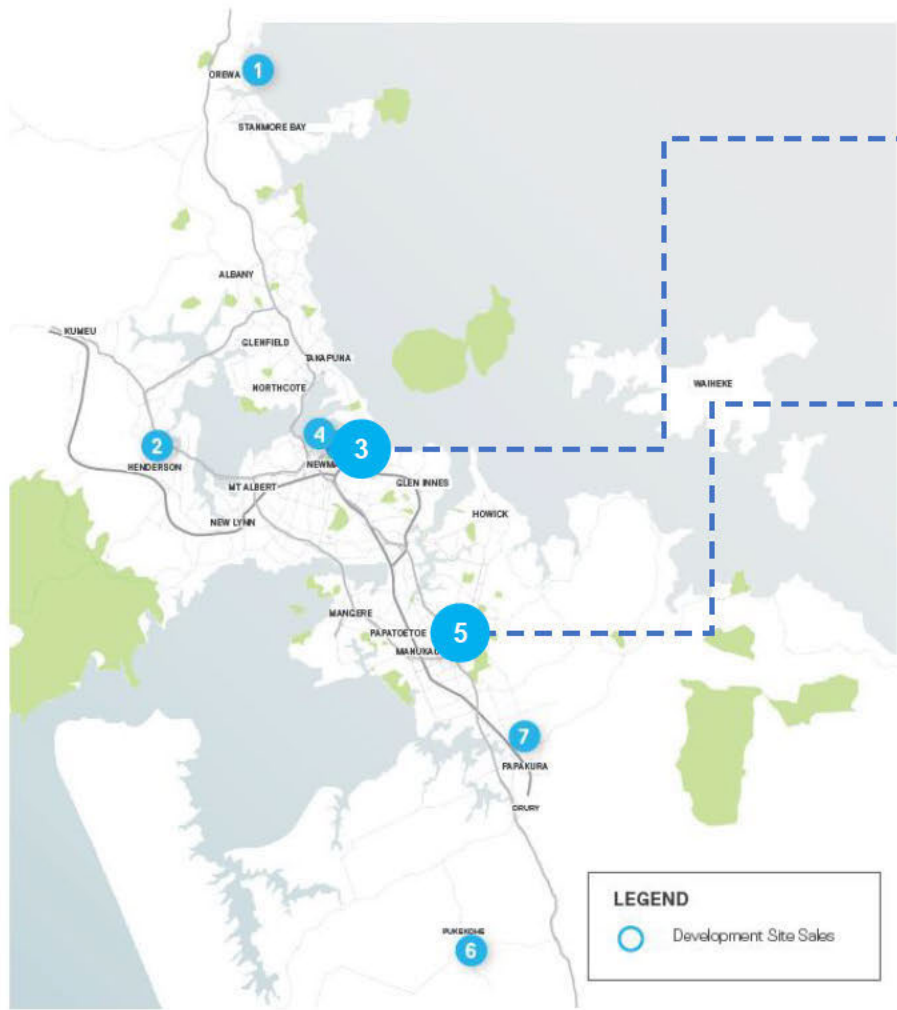
Manurewa train station park & rides (8 Selwyn Road and 33 Station Road, Manurewa) - Preliminary work has begun on identifying the transport requirements on both sites. A Comprehensive investigation into any detailed constraints to sale/development has also commenced.

REGIONAL PROGRAMME - Corporate Property

Spatial delivery plan

Projects completed & underway

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



Kotuku House - 4 Osterley Way, Manukau – This site is being progressed to the market.

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.

LEGEND

 Development Site Sales

- 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 - Haumaruru 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.

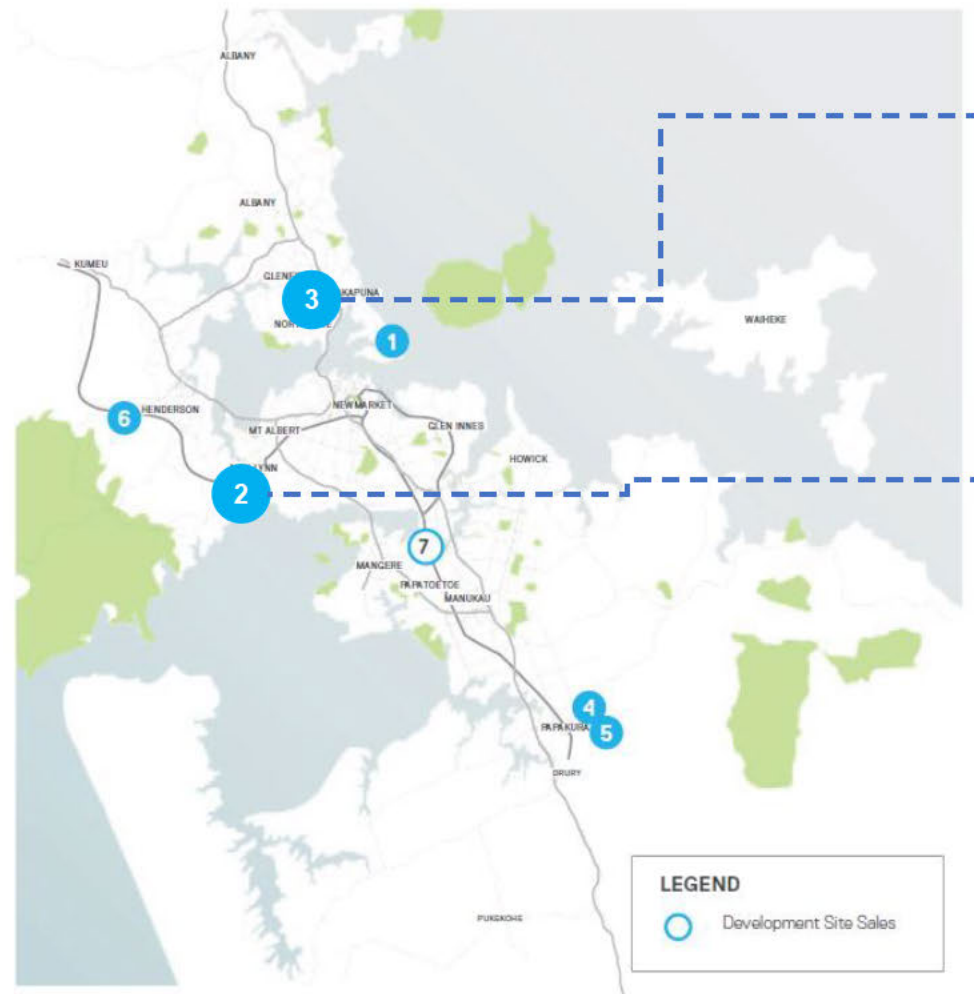
Projects completed & underway

- 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

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



27-31 Greenslade Crescent, Northcote (Greenslade Village, Housing for Older People) – The lease and management agreements have been signed by Eke Panuku, Haumaruru Housing and Kāinga Ora respectively, for the development of 40 net new dwellings. Kāinga Ora has now lodged a resource consent application for this development.

81A Godley Road, Green Bay (a vacant site) – A resource consent application for 42 new one-bedroom apartments was lodged with Auckland Council in July 2021 and is expected to be granted in February 2022. The team will progress the potential development of this site with Kāinga Ora and Haumaruru Housing

LEGEND

○ Development Site Sales

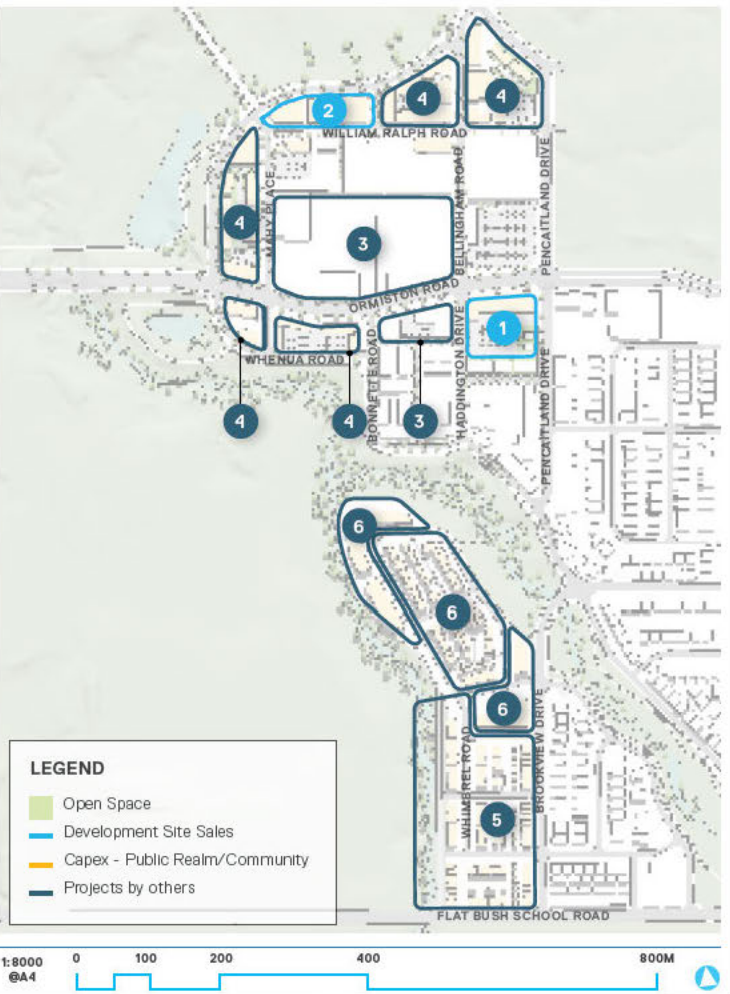


ORMISTON

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)



Work is due to commence on the development of options for place activation and the interim use of the council-owned site nominated for the future library site in Ormiston/Flatbush

[Redacted text]

[Redacted text]

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REGIONAL PROGRAMME - Service Property Optimisation

Spatial delivery plan

Projects completed & underway

- 1 29-31 St Johns Road, Meadowbank
- 2 6 Clonbern Road, Remuera
- 6 111R Wyllie Road, Papatoetoe
- 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.



2 Pompellier Terrance, Ponsonby - At its 9 December meeting, the Finance and Performance Committee approved the disposal of the site for redevelopment purposes.



REGIONAL PROGRAMME - Supports Scope

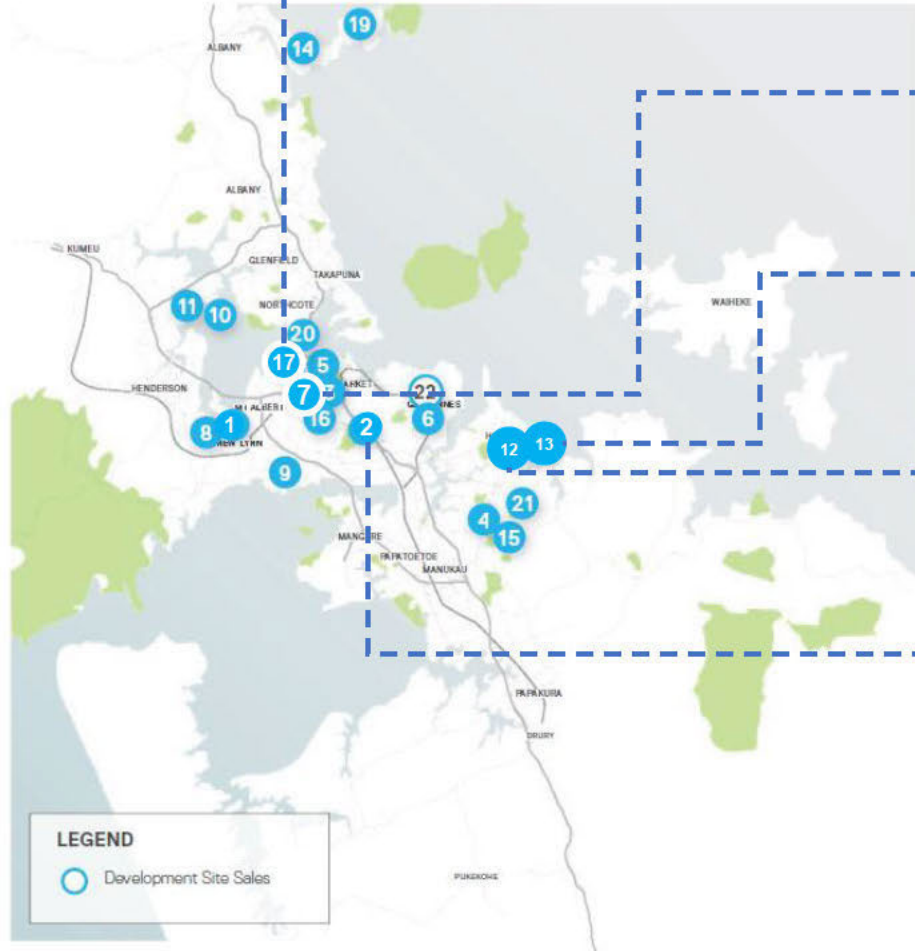
Spatial delivery plan

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
- 5 Central Post Office Station Plaza Over Site Development
- 6 84-100 Morrin Road, St. John's
- 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 Expression of interest process to secure a development partner for this site has been completed. Parties have now been invited to participate in the Request for Development Proposal (RfDP) process which will be undertaken in the next quarter .

198 Dominion Road, Mt Eden – A conditional offer and development agreement was agreed in December 2021.

34 Moore Street, Howick – A conditional offer was agreed in December 2021, with final terms currently being negotiated.

16 Fencible Drive, Howick – A conditional offer was agreed in December 2021. The terms of the development agreement are progressing to ensure the delivery of the agreed outcomes.

132 Greenlane East, Greenlane – A conditional offer and development agreement was made on this site in December 2021.



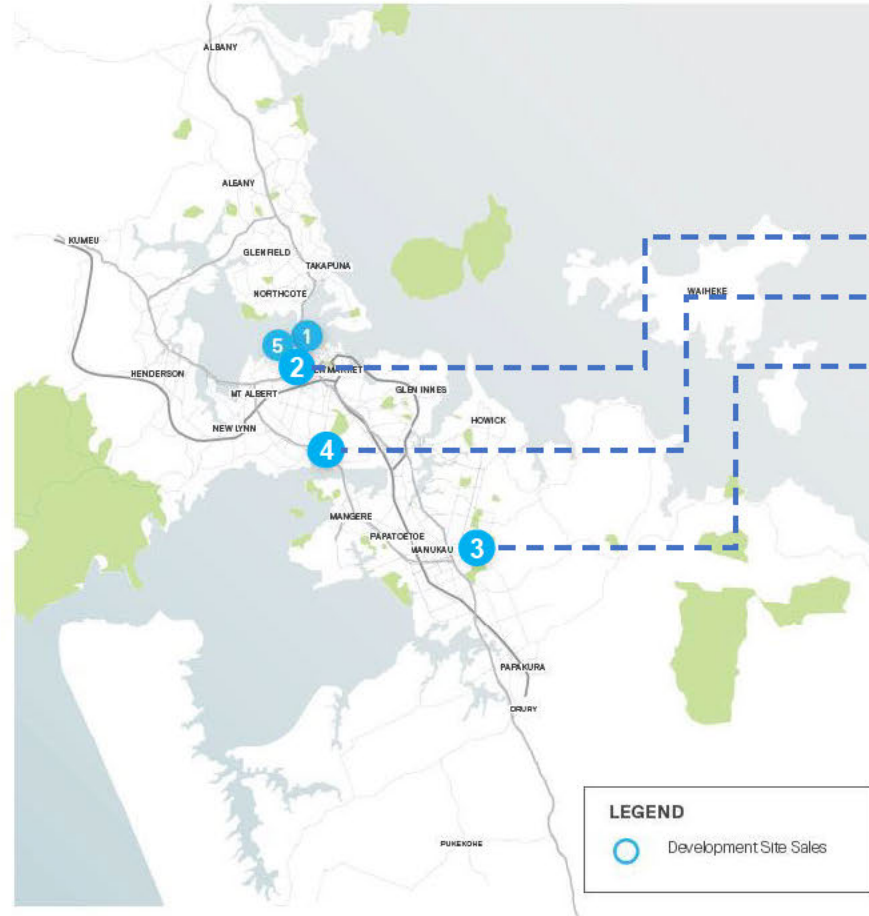
Regional Property Renewal Projects

Spatial delivery plan

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.



The Covid-19 lockdown impacts on project timings, material supply and cost escalations are being assessed 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, and it is expected that there will be some materials supply delays.

There are five major renewals projects now in the construction phase being:

- 27 Princes St – seismic strengthening and refurbishment
- Onehunga Wharf renewals
- 7 Hill Rd, Manurewa - refurbishment

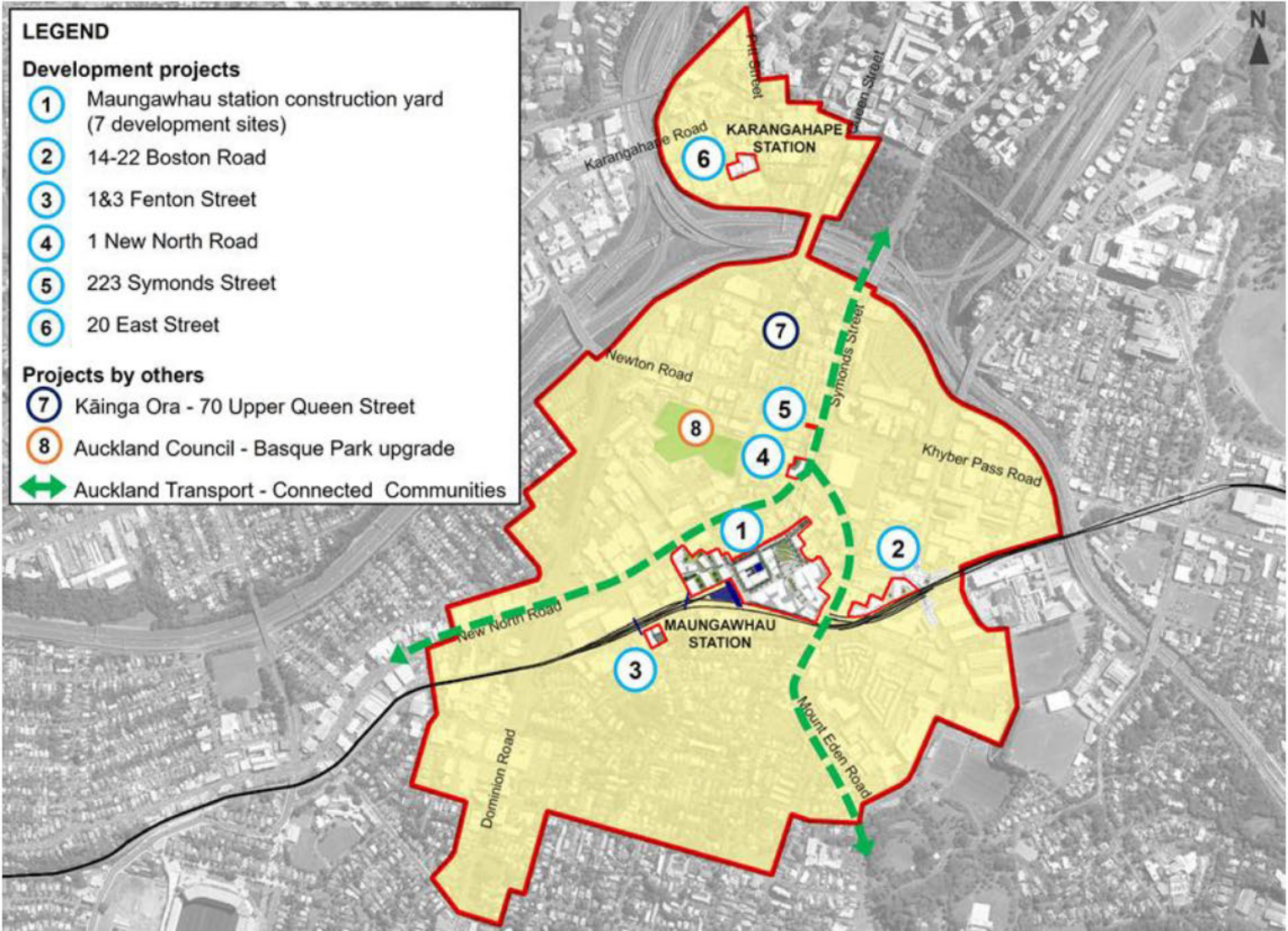
Waterfront:

- Z Pier watermain renewal.
- G,H & J replacement at Westhaven

There are four smaller projects also in the construction phase, with another in the process of procuring the construction contractor.



Maungawhau and Karangahape Precinct Development Programme



Following the November 2021 Joint Board Committee's approval, the Programme Business Case was provided to the CRL Project Sponsors at the end of November 2021. A significant milestone for the programme which was also an FY22 SOI target.

The business case will be updated by mid-2022 with further information on the infrastructure requirements for the precinct, the planning changes resulting from the National Policy Statement on Urban Development and decisions on Light Rail.

Information paper: Health and safety

Document author: Blair McMichael, Health and Safety Manager

March 2022

Whakarāpopototanga matua | Executive summary

1. We received a high number of safety concern notifications from staff during February. Each has been investigated and mitigations implemented to proactively improve the safety of our staff, contractors, and the public.
2. We completed two critical activity reviews - Whitford Landfill, Whitford and Blackwell's Quarry on Great Barrier Island. Both reviews considered the adequacy of the two site operators' safety management and environmental systems. Each review indicated continued strong and consistent health and safety practices.
3. We are progressing a review of waterfront edge protection with a focus on the management of swimming and water bombing at the tidal steps.
4. We secured 1000 Rapid Antigen Tests (RAT) and completed training for our critical workers in February, as part of our Covid-19 protection framework response. Further RATs are to be supplied via Auckland Council in March.
5. Our health and safety representatives reviewed the Eke Panuku health and safety critical risks as part of our quarterly programme. The register of critical risks, controls, and monitoring approved by ELT is provided in Appendix A.
6. At the Eke Panuku Board meeting on 23 March, Health and Safety lawyer Grant Nicholson will facilitate a health and safety governance workshop. This work is intended to support the directors in their understanding of the legislation and their respective responsibilities.

Matapaki | Discussion

Health and safety key performance indicators

7. 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.

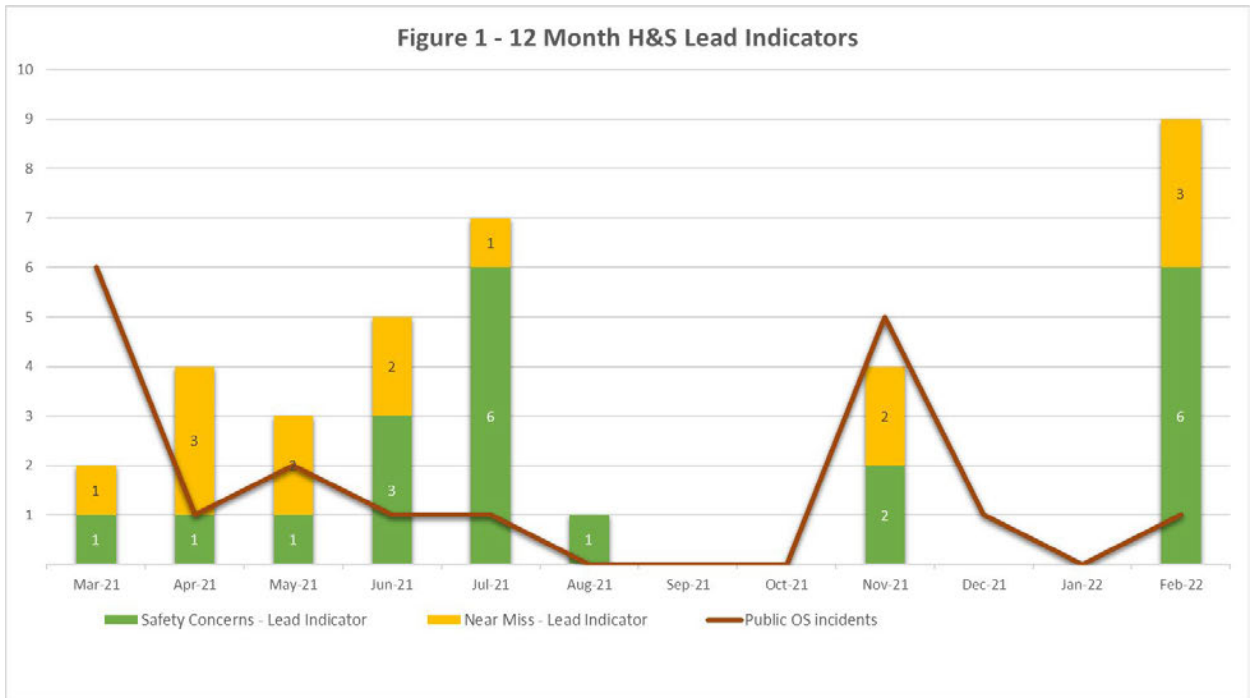
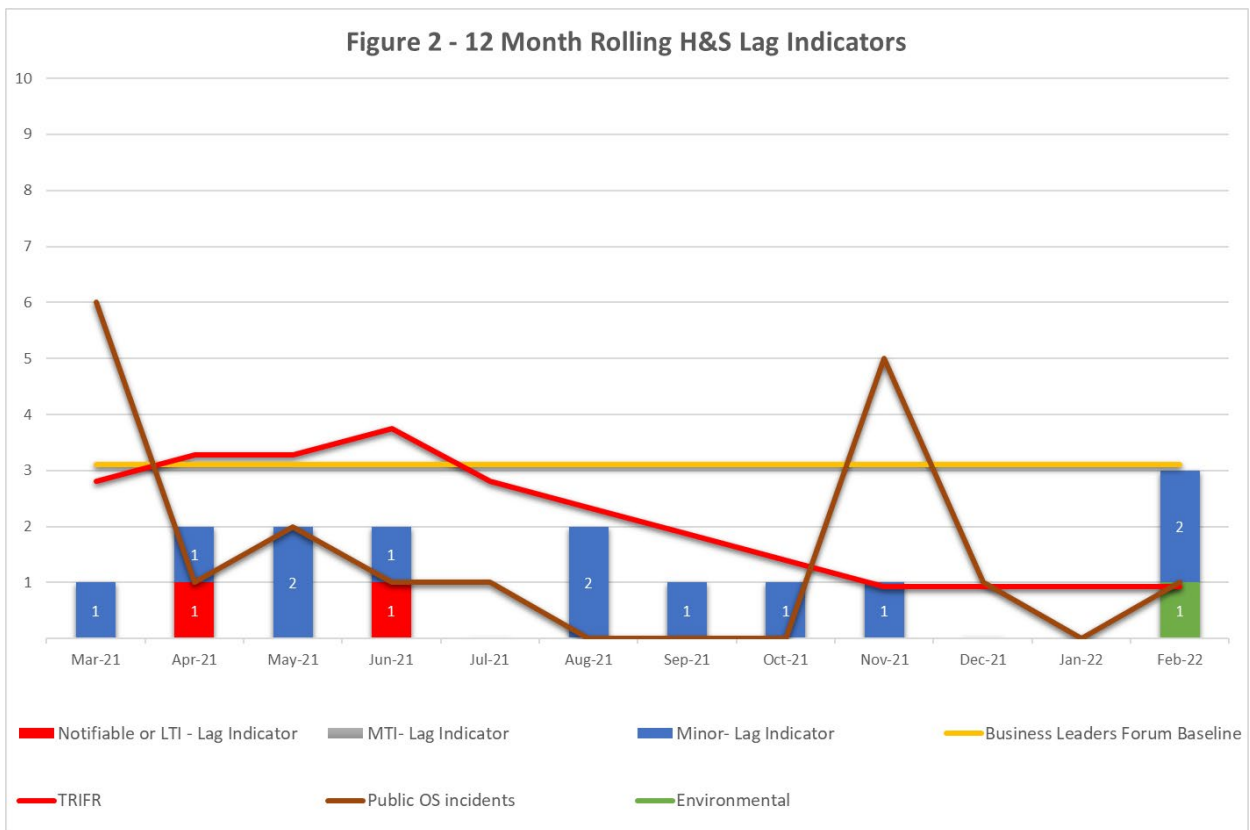


Figure 1 reflects proactive reporting by staff capturing 'safety concerns' and a significant public incident. All safety concerns have been investigated and corrective actions applied. These are outlined in the summary narrative below.



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

Figure 2 represents the Eke Panuku Total Recordable Incident Frequency Rate (TRIFR). Description of all work-related incidents (first aid and near misses) are listed below, together with the respective corrective actions.

Eke Panuku recorded several non-work-related incidents and safety concerns. Each is listed below:

- Safety concern - Our Contractors safety fencing around the Anzac carpark construction project, Takapuna, blew out due to strong winds. Their safety plan was reviewed, and the fence was reinstated with concrete footings and tie downs.
- Safety Concern - during a storm on the weekend of 13 Feb, a construction fence was blown over surrounding the Waitemata plaza tiling project in the Viaduct. Viaduct security contacted Eke Panuku, the safety plan was reviewed, and the contractor secured the fence.
- Safety concern - An Eke Panuku contractor who is completing the balustrade top rail changes in the viaduct basin, failed to use sufficient safety / temporary fencing (i.e., cones were used). Work was stopped and the safe work methodology changed to reflect adequate safety fencing.
- First aid - a hot metal chip flew from a concrete cutting machine, landing on a contractor's clothed arm while working on the Anzac carpark, Takapuna project. The contractor has investigated and advised that the machine was fitted with guards, and full PPE was worn at the time of the incident.
- Near miss - one of the Westhaven Dockmasters observed via CCTV an individual, who appeared intoxicated and unsteady on his feet, exit a vessel in G pier. This person staggered to the edge of the pier 'finger' on the southern side of the vessel and fell into the water. The dockmaster assisted the person out of the water. Immediately after the incident a second Dockmaster on duty went to the boat to check on the person and talk to the vessel skipper. An Incident Causation Analysis Methodology (ICAM) investigation was completed by the marina management. A reminder will be placed into the next Westhaven newsletter reminding boat owners of host responsibility. The vessel owner was contacted and given a warning in writing of breach of terms and conditions (party on boat/noise). CCTV, emergency life rings and comms were reviewed and considered adequate without change.
- Near miss - during excavation works on Anzac St carpark, Takapuna, a contractor's excavator operator bumped the quick hitch switch with their elbow releasing the bucket fitting raised approximately 500mm above the ground. This excavator's operations were in an isolated area removed from all contracting personnel and the dedicated 'spotter' was outside the excavator boom slewing area (i.e., the arc of the boom). The contractor's investigation identified that the safety pin was absent. As part of their ICAM the excavator cab layout was reviewed, and the quick hitch switch relocated on the operator's console to avoid accidental contact with a safety cover placed over the switch. The safety pin was replaced, and the Safe work methodology updated to reflect these changes.
- Environmental - while completing work within Silo Park, Wynyard Quarter, a contractor's excavator bucket struck a tree branch in their blind spot. The contractor's site spotter relocated to be more visible to the excavator operator.

- Safety concerns - an Eke Panuku staff member raised concerns around the perishing of life ring grab ropes along North Wharf, Wynyard Quarter, which may be replicated on other wharfs. The Assets & Facilities team will be replacing the ropes and considering implementing a preventative maintenance schedule to annually review all life rings.
- Safety concern - a contractor raised a safety concern to our staff after observing the site access chain locking the gate to the Morrin Rd development site, Panmure, had been cut, leaving the site accessible to the public. The site had been locked as it was considered a multi-hazard site. On further investigation, Fletcher Living advised that their staff had cut the chain off to gain access to the site stating Eke Panuku had changed the lock. The site has since been secured.
- Safety concern - Viaduct Harbour Holdings escalated a pedestrian safety concern around the lack of maintenance with failed lighting around the viaduct over a long period. This work is being undertaken by a new maintenance contractor.
- Near miss - a contractor's excavator nudged a lamp pole catching the feeder cable on the Alderman Drive worksite, Henderson. The pole, which was rusted at the base, fell inward to the vacant worksite. Vector was advised and the pole, which was corroded, was replaced. The contractor investigated and considered their 'spotter' had been distracted, failing to re-direct the excavator operator.
- First Aid - a contractor completing a hand sanding task as part of the Anzac St carpark project, Takapuna, caught their finger on an exposed screw with a resulting minor laceration. The contractor advises gloves have been implemented.
- Public incident - while turning into a carpark along Westhaven Drive, facing the Waitemata harbour, a car appeared to have suddenly accelerated, rather than brake. In doing so the car drove over the raised curb, pedestrian walkway and through the metal tubbing fence at the top of the seawall. The vehicle settled on the surface of the water against the seawall and members of the public retrieved the two occupants who were taken by ambulance for observation. Our marina's team is completing an ICAM to consider whether additional safety controls would have avoided a similar event. Westhaven staff responded promptly supporting emergency services personnel and traffic management.

Waterfront Edge Protection

8. Eke Panuku is reviewing both swimming and water bombing activities at the Tidal Steps. The Board will receive a decision report for consideration.

Eke Panuku Safe Management of Contracts and Agreements (SMCA) Framework

9. We completed updates to the SMCA in February. These updates represent minor clarifications in the SMCA and affirm that the SMCA remains current with the legislation, being the Health and Safety at Work Act (2015). The review has allowed the business to include additional information around which roles have responsibility or accountability for aspects of the SMCA. We will be providing wider communications to all staff as we publish the update to the Eke Panuku Information Hub and Project Management site, Kete. This will be supported by ongoing training and quarterly assurance on capital delivery and renewal projects in 'delivery' phase. The updated SMCA will be provided to our Audit & Risk Committee as part of the internal audit follow up.

10. The board pack includes an information paper from our Placemaking team which provides a working example of how we safely manage contracts and agreements for placemaking events.

Eke Panuku health and wellbeing

11. Eke Panuku procured 1000 Rapid Antigen Tests and completed training amongst our critical workers in February. A schedule of RAT testing is now taking place across our critical workers prior to commencing work within pre-defined shift groups/bubbles (Marina staff). The initial 1000 tests were procured in advance of an agreement with Auckland Council as we awaited the availability of its RATs. We continue to maintain safe access to our offices for staff who may choose to work from these locations.
12. During February, ELT, Hautū and the new Wellbeing Champions group provided feedback on the draft Wellbeing Strategy. We are intending that the wellbeing strategy will be completed for ELT approval in March.

Quarterly Health and Safety Critical Risks, Eke Panuku H & S Committee and Governance Review

13. The quarterly Critical Risk Activities reviews, across quarries and landfills have resumed, as these had been delayed due to earlier Covid-19 lockdown.
14. The first review for 2022 was completed on 15 February at the Blackwell's Quarry on Great Barrier Island. Blackwell's Quarry is on land leased to Auckland Council from the Blackwell family, and then sub-leased on to Fulton Hogan (FH) the quarry operator, which pays Auckland Council royalties on the rock sold.
15. During the review, Eke Panuku's auditor noted that the Quality Management Plan, including the Erosion and Sediment Control Plan, the Health and Safety Plan and Site Hazard//Risk Register are to be updated later in February 2022. There were no actual changes to these documents required, just the review date change on the cover page and updating personnel changes. The contractor's critical risks remained the same:
 - operating plant (including extraction from upper benches)
 - persons working on the ground (pedestrian/plant interface) risk of being crushed or struck by a vehicle/plant.
 - public on -site.
 - blasting; and
 - crushing.
16. Controlled blasting and crushing takes place annually and were last completed in August 2021. Eke Panuku's schedule of audits, and the contractor's health and safety inspection programme, have been disrupted due to Covid-19, particularly as this island has been closed at times. The next HESQ Audit by Fulton Hogan H&S – Auckland Region was scheduled for 26 February 2022. Corrective actions from the last visit are all complete. There is one action on the Eke Panuku property portfolio team to send the latest audit report to the operator.

17. A critical risk activity review was completed on the Whitford Landfill. The Whitford Landfill is managed by Waste Disposal Services a joint venture between Auckland Council and Waste Management Ltd. Eke Panuku represents the interests of Auckland Council. The landfill critical risks include

- collisions (plant, vehicle, people and/or object interaction)
- exposure to hazardous substances
- exposure to uncontrolled energy
- falls from heights
- fire/explosion
- loss of control (mobile plant)
- overcome by fumes or gases (landfill gas generation, flare site)
- drowning
- electricity/arc flash; and
- drug or alcohol impairment.

18. The auditor noted that there were many odour complaints around Christmas, stating that at that time of year there is more fish in our diets, therefore more odorous waste. Also, there was older waste coming from Waiheke Island. More people who live near the landfill are spending time at home. There are odour cannons with suppressants in use and two more have been ordered. No serious HSE issues identified in this visit. The consents (environmental) are routinely audited by Auckland Council which receives monitoring data. All monitoring data goes through a peer review process. The site received a score of 1, the highest score possible, from Auckland Council for the last audit.

19. There are no actions from this review on Waste Disposal Services. The site operates with an advanced health, safety, environmental and quality management system.

20. The Eke Panuku health and safety representatives met during February to review our health and safety critical risks. Following that review the critical risk register has been approved by our executive. The Eke Panuku critical risk register is attached in Appendix A.

21. The health and safety governance workshop will take place on 23 March, facilitated by Health and Safety lawyer Grant Nicolson. As noted previously, the workshop will be seeking feedback from directors as we look to make the next 'step change' in our safety culture and the level of safety maturity and ownership exhibited by our staff. This information will, in turn, help to inform our Health and Safety Strategic Plan 2022-25.

Ngā tāpirihanga | Attachments



Information paper: Event Management Health and Safety

Document author: Frith Walker, Head of Placemaking

March 2022

Whakarāpopototanga matua | Executive summary

1. The purpose of this paper is to respond to the Board's request to have operational examples of the various Health and Safety Processes that Eke Panuku utilises. This paper outlines how the Eke Panuku Placemaking team manages events, with a specific focus on health & safety processes.
2. Each event that Eke Panuku is involved in is managed via a standard operating procedure. In most instances there is a permitting process facilitated by Auckland Council, or Auckland Unlimited on behalf of Auckland Council, in the case of major events. This permitting process has a strong focus on the health & safety plan for each event.
3. By way of a high level summary, the process for Health and Safety for events falls into four stages:
 - a. Pre assessment of event (as per documentation), and the creation of a health and safety plan
 - b. Assessment of event during pack in, the period where the event is being physically set up on the site, against the health and safety plan, case by case.
 - c. Monitoring of event while it is live, again, case by case and including responding as required.
 - d. Incident reporting using Noggin system as part of post event reporting process
4. The Eke Panuku Placemaking team work to the Safe Management of Contract and Agreements framework (SMCA). The set of elements within the SMCA and assurance templates utilised have been adapted specifically for the safe and effective staging of events i.e. event specific health and safety risks and monitoring templates.

Matapaki | Discussion

5. The range of events that we are involved in differs greatly across the portfolio. Within a typical Unlock location we stage around 12 events per calendar year. Within a Transform location this figure sits at around 24 events per year. The exception is the Waterfront which, (in a non-Covid year, sees around 1200 event days per annum. The high number of events is reflective of multiple organisations carrying out activity in multiple event spaces across the Waterfront on any given day, particularly over the summer months.
6. The most common risk that we manage is the behaviour of the public. This includes attention to factors such as equipment layout, alcohol licensing and venue messaging.

The second biggest factor to consider is weather from risk of sunburn to risks associated with inclement weather.

7. The most common incidents we have experienced are minor cuts/abrasions, and lost children. The most serious incidents faced at events have been due to the underlying health problems of event attendees e.g. heart attack. All incidents are logged in the Eke Panuku health and safety tool Noggin and prompt an assessment process. This provides learnings, not only to the location team in question, but also to the Placemaking team as a whole.
8. With regards high level controls, and within our our process under the SMCA, Eke Panuku events fall into four categories as follows:
 - a. Doing: Appointment of contractor to deliver event. This is where a Person Conducting a Business or Undertaking (PCBU) has been directly engaged to undertake specialised physical work, or the provision of services on our behalf. They are identified and selected based upon their subject matter expertise, experience and knowledge. These are events where Eke Panuku has no capability or capacity i.e. we need to hire in external expertise to deliver the event.
 - b. Managing: Appointment of contractor to manage another organisation in delivering an event. This is where a PCBU is delivering work for Eke Panuku and is being compensated for the safe management of this work. They usually have a stronger presence in the workplace and therefore greater ability to influence and control activities and health and safety performance. They may also be directly responsible for the identification, selection and engagement of contract work that is essentially a consultancy support managing the events contractor. This category is very rarely used.
 - c. Participating: Working alongside other organisations to deliver event. This is where a PCBU is undertaking work within the same event space as us, or in a space that we have some direct control over. This is usually clearly defined through a Memorandum of Understanding which enables roles, responsibilities and expectations to be clearly understood between the different PCBU's and their respective overlapping risks. This category is very rarely used.
 - d. Providing: Where a third party books one of our public spaces to deliver event. PCBU's are given access/occupancy to our asset for the purposes of undertaking work. We do not control their event or their event space, rather their occupancy is conditional on Eke Panuku site specific controls and guidelines. In these instances it is incumbent on Eke Panuku Placemaking to inform the events organiser of any known health and safety risks. This category is most common on the city centre waterfront where we may provide a license to occupy.
9. In terms of guiding process on the ground our events fall into the below categories, which are then managed via a permitting process by the entities as outlined below:
 - a. For events produced and staged by Eke Panuku on land controlled by Eke Panuku the permitting process is managed by the Eke Panuku placemaking team, including the creation and/or review of health and safety plans.
 - b. For events staged by others within the Wynyard Quarter or on Queens Wharf, as these areas are controlled by Eke Panuku, the permitting process is managed by the Eke Panuku Placemaking team. It includes key health and safety risks including the review of any health and safety plans. The exception to this is Major

Events which are facilitated and permitted by Auckland Unlimited on behalf of Auckland Council.

- c. For events produced and staged by Eke Panuku, or an events operator on our behalf but staged on land controlled by Auckland Council, the permitting process is managed by the Auckland Council Events team. This includes the creation and/or review of health and safety plans.
10. Documentation as part of our pre-assessment process includes detailed overview of requirements and activity undertaken. The level of documentation is often based on the scale and nature of each event, aligning to the SMCA including:
 - a. Event details: outline, programme run sheet and site plans
 - b. Contact information and communication protocol and processes
 - c. Hazard identification, assesment and risk mitigation based on site specific, event specific and activity specific details
 - d. Contractor information including provision of hazard information, required paperwork and onsite briefings or toolbox talk.
 - e. Emergency information including first aid, fire, local medical services and any specific requirments to be aware of
 - f. Specific policies related to event eg. covid-19, lost children, food safety, media, working by water, crowd disturbance, alcohol and illegal substances, aggressive or disruptive behaviour, weather reporting, natural disaster, threat activity or item of interest
 - g. Accident/incident reporting process including notifiable events
11. Where health and safety documentation is not developed by Eke Panuku it is reviewed by the placemaking team and recomendations are made and updated as required. This includes hosting or curating externally run events. Additional review and monitoring may be undertaken based on associated risk.
12. Assessment of events during pack in and monitoring while underway are based on a case by case basis. This is based on the scale, undertaking and nature and health and safety risk associated with each event. Where issues or concerns arise around management of health and safety for an event these are addressed at the time and on site. Post event reporting takes place following each event to address any issues.
13. The standard operating procedure for events also includes pre-event briefings. This process may also include an opening and closing karakia for safety alongside, additional cultural measures.
14. As part of ensuring alignment with the SMCA, the Placemaking team undertook a review of health and safety processes in 2021. We now stage discussion and review of event health and safety processes quarterly as part of regular team planning sessions. This includes updates on documentation, process and administration and includes filing and storage of documentation. As well as, this the team undertakes continual learning on a case by case basis, as and when examples and learning opportunities arise. Given the live nature of our work we recognise the need for ongoing learning so maintain health and safety process improvement as a consistent goal within team and personal development plans.

Decision paper: Eke Panuku draft SOI 2022-25

Author: Kingsha Changwai, Planning and Reporting Manager

March 2022

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. approve the draft Statement of Intent 2022-25 for submission to Auckland Council, subject to changes identified by the Board being made.

Whakarāpopototanga matua | Executive summary

1. The draft Statement of Intent (SOI) addresses all the key points raised in the Letter of Expectation (LOE) from council. This includes CCO general expectations, a continuation of our work with the council group and the expectations specific to Eke Panuku.
2. The CE and Chair Foreword to the SOI summarises the current environment and priorities of the company in the new financial year. It acknowledges that our reach has expanded with our lead agency role in the city centre.
3. New content includes the table on page 7 of the SOI intended to better demonstrate the alignment of our strategic outcomes, activities and programmes and performance measures.
4. The 3-year programme in part 2 of the SOI reflects significant and material items in our programmes. This includes town centre and strategic planning, public good investment, development, strategic acquisitions, and place making programmes.
5. The performance measures have not changed; however they are better defined. The final performance targets will be approved by the Board in July when the final SOI is approved. Consideration has been given to recent audit recommendations.
6. The draft SOI and LOE are included as Attachments A and B of this report.

Horopaki | Context

Matapaki | Discussion

Letter of expectation - general CCO expectations

7. The letter of expectation from the Mayor, on behalf of the CCO Oversight Committee, sets out the council's priorities and expectations to inform the development of the Eke Panuku draft Statement of Intent (SOI) for 2022-2025. It sets out common expectations across all council-controlled organisations (CCOs), and expectations specific to Eke Panuku. Extension to the statutory deadlines for the SOI process are also noted. A copy of the LOE is included as Attachment B of this report.
8. The draft SOI addresses the key points raised in the council Letter of Expectation. Many relate to a continuation of work within the council group. The significant items include:
 - a. The review of programmes and budgets as part of the 2022/23 annual plan process due to the impacts of Covid-19 and other external factors. Also participating in efficiency reviews by the council group.
 - b. Our commitment to and continuation of our work on climate change and Māori outcomes.
 - c. Working with the council group on planning for growth and targeted infrastructure investment. This includes contribution to the Auckland Future Development Strategy and infrastructure prioritisation.
 - d. Contributing to the council group work on policy reforms and strategic reviews where we can add value.

Letter of expectation - Eke Panuku specific expectations

9. The significant expectations or issues relating to Eke Panuku and our responses in the SOI are summarised below:
 - a. **Council and Eke Panuku will begin working together on the medium-long term urban regeneration programme in 2022. This work will include how urban regeneration will be funded in the future. This is a CCO review recommendation (recommendation 8), and the work will feed into decision-making on the 10-year Budget 2024-2034.**
 - b. The work on the future urban regeneration programme was discussed with the Board in December. It is noted in the draft SOI. It will commence formally in mid-2022.
 - c. **Ongoing work to improve the understanding of the overall role of Eke Panuku, purpose and work programme. This includes providing a clear overview of the three-year work programme in the SOI, which links outcomes, activities, and performance measures.**
 - d. Our response in the SOI includes creating a new table providing an overview of our strategic framework, creating a better link between our outcomes, our

programmes and business activities and performance measures. This is included in page 7 of the SOI. Alignment to the Auckland Plan is also summarised.

- e. **Continuing to manage the council's non-service property and providing property-related services to the council group. Council is intending to develop a group property strategy or 'property ownership framework' (CCO review recommendation 14).**
- f. The draft SOI notes that we will contribute to any council-led property ownership framework, where relevant. The scope of this work is unclear. Council is yet to provide clarity around timeframes.

Three-year programme

- 10. The 3-year programme in part 2 of the SOI reflects significant and material items in our programmes. This includes town centre and strategic planning, public good investment, development, strategic acquisitions, and place making programmes, across our locations. The new "lead agency" role for the city centre is noted. We are in discussion with the CCO Governance Team on the preferred way to present this information (by sub-region or by programme) and the appropriate level of detail in the SOI.

SOI performance measures

- 11. There are no material changes to the 12 performance measures in the draft SOI.
- 12. For the six performance measures in the Council's Long-Term Plan, their targets are already set i.e. year 2 targets. These include Dwelling numbers, Public Realm square meters, Commercial floor area, Property Portfolio net operating budget, property occupancy percentage and Asset recycle targets.
- 13. Enhancing the relationship between Eke Panuku and Mana whenua will be measured through a survey and will focus on Mana Whenua satisfaction with support from Eke Panuku, rather than 'engagement'. The target is 5% improvement on the baseline result to be set in the 2021-22 financial year. The customer response targets have been set by council and will be carried forward. The marina survey will continue to track customer service.
- 14. Other performance measures that will need board approval in July 2022, after going through quality review, include the Transform and Unlock sales target and Capital project milestones.
- 15. We have reviewed the Performance Measures definitions and have taken into account recommendations and improvements from last year's audit.

Hīraunga | Implications

- 16. This section outlines all relevant implications for Eke Panuku.

Ngā ritenga ā-pūtea | Financial implications

- 17. The draft SOI includes the draft budget.

Tauākī whakaaweawe Māori | Māori impact

18. The draft SOI sets out our contribution to Māori outcomes through implementation of year 2 of the Eke Panuku Mana Whenua Outcomes Framework.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

19. The programme of work set out in the draft SOI contributes to achieving objectives in the Auckland Plan and Development Strategy and the regeneration of town centres.
20. Stakeholders are not typically engaged in the development of our SOI, but more directly in the development of the programmes of work.
21. The Equal Justice Project has indicated an intention to present to the board on climate matters prior to the approval of the final SOI. EJP students have made presentations to Eke Panuku in the past as part of the EJP's climate action advocacy work.

Ngā whakaaweawe rauemi | Resourcing impacts

22. Resources are covered through 2022-23 Annual Plan funding.

Tauākī whakaaweawe āhuarangi | Climate change impacts

23. The programme of work set out in the draft SOI contributes to achieving objectives in the Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan.

Ngā koringa ā-muri | Next steps

24. Key dates for finalising the SOI are:
 - a. Board approves draft SOI – March 2022
 - b. Submit Draft SOI to council by – 1 April 2022
 - c. Council provides SOI feedback by – June 2021
 - d. Board approves final SOI – July 2021
 - e. Board approved SOI submitted to council – 30 July 2021
 - f. Board approved SOI published on website.

Ngā tāpirihanga | Attachments

Attachment A - Draft SOI 2022-25

Attachment B - Letter of Expectation

March 2022

Ngā kaihaina | Signatories

Brenna Waghorn, GM Strategy & Planning


David Rankin, Chief Executive

Eke Panuku Development Auckland

Statement of Intent
2022-25

Attachment A



A large group of people, mostly of Asian descent, are seated at round tables with black tablecloths in an outdoor setting at night. They are eating and talking. The tables are arranged on a grassy area. In the background, there are large trees with colorful string lights hanging from them. Further back, there are city buildings and streetlights, indicating an urban environment. The overall atmosphere is social and festive.

Me Mihi

E ngā mana whenua, e ngā iwi e noho hāumarū ana ki raro i ngā maunga whakahiī o Tāmaki Makaurau, tēnā koutou katoa. Mo te oranga o ngā iwi katoa, me kaha tātou ki te mahi tahi hei tūtuki i ngā wawata o tēnei wāhi whānui.

To the people of the land and those residing under the sacred Tūpuna Maunga of Auckland, greetings to you all. Let us all work together to fulfil our dreams so that we may all prosper in this beautiful city.

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1.0 Message from the Chair and Chief Executive He Kupu nā te Kaihautū me te Tumu Whakarae

Over the past three years, Eke Panuku has worked successfully with a wide range of partners to realise many changes across Auckland. We thank them for their contribution.

The world we work in is changing fast and in the next three years, we are seeing our reach expand significantly. We are seeing Aucklanders change how they live and work in our neighbourhoods.

The need for well designed, walkable and sustainable neighbourhoods is in sharper focus as people are more mindful of their daily movements to and from work, school, socialising and other activities. Our focus is on creating amazing places where people can make the most of local economic and social opportunities.

With international borders slowly opening, we expect that many people arriving or returning to New Zealand will choose to make Auckland home. This will have an impact on growth and will confirm the approach that Auckland Council is taking to focus on the development of brownfields sites that are close to transport connections and other infrastructure.

Developing greater quantities, and therefore the choice, of healthy and affordable homes continues to be a focus for us over the next three years, as we bring a significant number of sites to the market.

Our Statement of Intent sets out our focus areas to support Auckland Council's growth and climate change strategies. This includes leading the regeneration of the city centre in partnership with the council group, which was added to our programme at the end of 2021. The new light rail route is proposed to pass through four Eke Panuku locations: the waterfront, city centre, Maungawhau and Onehunga providing greater opportunity for regeneration and new homes as a result. We will work with the council and government on this opportunity.

Our work with mana whenua is something that we are proud of and a relationship that will continue to have our complete focus. Eke Panuku, is working to ensure that mana whenua are able to participate in property development and increasingly in other aspects of our work. Eke Panuku is looking to improve the way it procures goods and services to provide more opportunities for Māori businesses in our work. Through these and other measures, Eke Panuku strives to achieve improvements for Māori wellbeing across Tāmaki Makaurau.

The tight labour market and availability of key skills, tighter lending, increasing interest rates, rising inflation and other factors will all continue to affect the development and construction sector in which we are working.

We expect that ongoing fluctuations in the global and local development supply chains will continue to challenge us, the likely impact being that development of new homes and public spaces will take longer. Despite this, we are committed to setting a high bar for the development community to participate in our urban regeneration plans. We will seek partners and investment to deliver well designed and sustainable communities.

In addition to our priority locations, we will continue to manage one of Auckland's most significant property portfolios. Our role is to ensure the city's property assets are well maintained, and where appropriate, the value is leveraged to provide additional financial returns to the council. Within our property portfolio, the management, operation and development of some of Auckland's iconic marinas – Westhaven, Silo and Viaduct is just one example of the diversity of our portfolio which alongside commercial and residential properties includes quarries, forests and public spaces.

Paul Majurey – Chair

David Rankin – Chief Executive

2.0 Strategic overview

Te tirohanga whānui ā-rautaki

2.1 Role and mandate

Te Tūranga me te mana whakahaere

In accordance with the Local Government Act 2002, this annual Statement of Intent (SOI) publicly states the activities and intentions of Eke Panuku Development Auckland (Eke Panuku) for the next three years, and the objectives to which those activities will contribute.

This SOI should be read together with other CCO documents. These include:

- Eke Panuku constitution
- the CCO Accountability Policy that sets out accountability requirements for the council CCOs
- the CCO Statement of Expectation, that provides CCOs guidance on how they should undertake their business

This SOI was adopted by the Eke Panuku Board in ().

Eke Panuku Development Auckland is the urban regeneration agency for Auckland Council. It has a dual purpose to:

1. redevelop urban areas through its priority location programmes and other council group programmes.
2. manage the council's non-service property and provide property-related services to the council group.

Eke Panuku seeks to achieve an overall balance of commercial and public interest outcomes in carrying out its functions.

Eke Panuku's activities help support sustainable and well-functioning urban environments and thriving, resilient communities.

The delegations from Auckland Council enable Eke Panuku to:

1. Regenerate and develop council's agreed urban locations by making the most of Auckland Council owned land and working with the council, other council-controlled organisations, development partners (including the private sector, crown and third sector) and infrastructure providers to facilitate urban regeneration.
2. Sell Auckland Council's surplus property, and where appropriate, review council's service property for optimisation and redevelopment opportunities.
3. Manage council's assets/property including commercial, residential and marina infrastructure, or redevelop property incorporating a service delivery function.
4. Undertake other property-related services such as strategic property advice, placemaking, acquisitions and disposals.

2.2 Operating context

Te Horopaki mahi

Auckland is the fifth largest city in Australasia. It is growing rapidly and expected to reach 2.3 million by 2050. This growth is putting pressure on housing supply and affordability, as well as increasing the demand for infrastructure investment to support growth.

Auckland Council has determined through the Auckland Plan, that a quality compact urban form is the most effective way to provide infrastructure and services now and in the future. It has ambitious plans to accommodate two thirds of future growth within the existing urban area and to achieve net zero emissions by 2050.

The facilitation of brownfield redevelopment is the most significant factor in the achievement of quality compact urban form. Vibrant, low carbon town centres on mass transit, with great walking and cycling access and offering housing choices and a variety of amenities is at the heart of the Auckland Plan.

With the approval of the council, Eke Panuku has advanced urban regeneration programmes in 13 locations, mostly town centres with existing or planned frequent public transport. After significant engagement with mana whenua communities, local boards, and our partners, plans are in place and delivery is underway.

Urgent climate action is required to reduce emissions as well as building resilience to the already changing climate. Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan, sets out a plan for the region to reduce greenhouse gas emissions by 50 per cent by 2030, reach net zero emissions by 2050 and create a pathway to prepare for the impacts of climate change.

While New Zealand's economy continues to weather the impacts of the Covid-19 pandemic better than expected, impacts across industries, sectors and Auckland's communities continue and vary considerably. Impacts on the city centre, the hospitality industry, education, and tourism are being keenly felt.

In Auckland, the spatial distribution of activity has been changing and working from home continues to be a choice for many workers. While the role of local centres has become increasingly evident, with some experiencing increased activity, city centre activity has not returned to past levels which presents a range of challenges.

With increasing building consent approvals and buoyant and changing development sector, the housing shortfall deficit is expected to improve but will remain in the medium term. People skills, building material availability, tighter lending, increasing interest rates, rising inflation and other factors will continue to affect the construction sector and housing shortfall results.

3.0 Response to Council's Strategic Objectives

Te Urupare ki ngā Whāinga Rautaki a te Kaunihera

3.1 Council financial and operating environment

Te taiao ā-pūtea, ā-whakahaere hoki o te Kaunihera

The Auckland Council whānau is facing both rising investment demand and reduced investment capacity. Several key factors are affecting the group and its objectives. These include population growth, transport demand and congestion, our diverse population and changing needs, aging infrastructure and assets, climate change commitments and the uneven impact on COVID-19 on business sectors and communities across the region.

Much has changed since the LTP was developed, including the planned activities and programmes associated with 10-year budgets. Due to impacts of Covid-19 and other factors such as supply chain issues and cost escalations, in line with the council group annual plan guidance, we have carried out a review of our activities and programmes and have made the relevant adjustments through the 2022-23 Council Annual Plan process. We will work with council to implement any permanent cost reductions in the form of efficiency savings and service reductions from 2023/24 onwards based on the council set target and criteria.



In response to the wider operating environment, we will:





- Manage the impact of Covid-19 on the business, including recovery of business activities and programmes affected by Covid-19.
- Apply our people strategy to manage the impact of the competitive labour market and to support the retention and attraction of skilled staff which is key to our delivery performance.
- Monitor and manage the impact of changes in the property market and construction sector to our business such as housing demand, building material availability, rising inflation/costs, and tighter lending requirements. We will also continue to continue to work closely and strengthen our relationships with our development partners including private sector, community housing providers, Kāinga Ora and Mana Whenua iwi.
- Contribute to government legislative changes and strategic policy reforms that impact our activity, including the implementation of the National Policy Statement on Urban Development (NPS-UD), through working with the council group.
- We will also incorporate any additional climate actions as proposed by, and funded by council, to reduce emissions and support adaptation.

3.2 Contribution to the Auckland Plan and council strategies

Te āpitihanga ki te Mahere a Tāmaki Makaurau me ngā rautaki a te kaunihera

This table sets out how our work contributes to the implementation of the outcomes of the Auckland Plan:

Auckland Plan Outcomes	Our outcomes	How Eke Panuku contributes
 <p>Belonging and participation</p>	Supportive community	<ul style="list-style-type: none"> • Implement inclusive place-making, that ensures local people play a strong collaborative role in the building of their public places. This helps create the kinds of places where people feel a strong relationship and commitment to their communities. • Improve the function of town centres to create a heart for a local community that is vibrant, attractive and accessible to all (via design, planning and project delivery) • Partner with Community Facilities to deliver accessible, multi-functional community facilities for the future • Engage local communities on local projects and urban change (increasing participation and sense of pride)
 <p>Homes and Places</p>	Urban living – residential choices & High quality urban development	<ul style="list-style-type: none"> • Lead urban regeneration and development programmes, planning for and facilitating thriving town centres • Create quality public spaces that are inclusive, accessible and contribute to urban living and civic life • Facilitate new, well designed, sustainable homes that meet changing needs and preferences, working with Kāinga Ora, iwi groups, community housing providers (CHPs) and private partners

 <p>Maori identity and wellbeing</p>	<p>Partnership with mana whenua and Māori outcomes</p>	<ul style="list-style-type: none"> • Enable commercial opportunities and capacity building for iwi to grow intergenerational wealth • Reflect mana whenua mātauranga and Māori design principles in public realm projects to showcase Māori identity • Provide placemaking opportunities to celebrate and showcase vibrant Māori culture including working with rangatahi and supporting te reo Māori to flourish. • Create environmental outcomes to restore and enhance the mauri of Tāmaki Makaurau • Support te reo Māori to flourish
 <p>Transport and access</p>	<p>Integrated Transport</p>	<ul style="list-style-type: none"> • Facilitate low carbon transit-oriented development by bringing people and housing closer to transport networks, to leverage the existing investment and provide increased transport choices • Partner with Auckland Transport, Waka Kotahi (NZTA) and others (e.g. CRL, local boards) to improve connectivity and help make walking, cycling, and public transport the preferred choices for more Aucklanders.
 <p>Environment and cultural heritage</p>	<p>Healthy Natural Environment and Unique identity</p>	<ul style="list-style-type: none"> • Facilitate quality urban development in town centres, to support a quality, compact urban form and more sustainable transport modes • Facilitate energy and water efficient homes, and waste minimisation in development and events • Partner with others to restore environments as Auckland grows, to facilitate stream and open space enhancements and the objectives of the Urban Ngahere Strategy • Ensure new development reflects the character and indigenous stories of an area or place, through place-led design
 <p>Opportunity and prosperity</p>	<p>Prosperous & robust local economy & Revenue for councils LTP</p>	<ul style="list-style-type: none"> • Partner with Auckland Unlimited and others to integrate economic outcomes and to provide opportunities in the regeneration of town centres • Provide opportunities for Māori and Pacifica businesses and social enterprises through sustainable procurement • Create commercial and strategic value from surplus sites • Provide funding for the LTP through the operating surplus from the property portfolio and marinas

4.0 Nature and scope of activities – ‘what we do’

Te āhua me te whānui o ngā mahi – ‘tā mātou e mahi nei’

Our vision is creating amazing spaces.

Eke Panuku Development Auckland (Eke Panuku) delivers urban regeneration across the city. Eke Panuku also manages and maintains approximately \$2.4 billion of the council’s non-service properties and provides property disposal and acquisition services.

Overview of our Strategic Framework

This table outlines the nature and scope of Eke Panuku activities and how our activities, programmes and performance measures align to our strategic outcomes and vision.

Our vision and purpose		
<p>Creating amazing places</p> <p>Urban regeneration agency for Tāmaki Makaurau Auckland, with a dual purpose to:</p> <ol style="list-style-type: none"> 1) redevelop urban areas through regeneration programmes 2) manage the diverse (non-service) property portfolio and provide property services to the council group 		
Our operational context		
<p>Factors affecting our operating environment</p> <p>The ongoing impact of Covid-19 and other external factors, such as competitive labour market, supply chain issues, tighter lending, rising inflation, property market uncertainties and strategic policy reforms, on current and future programmes and business activities.</p> <p>Supporting the implementation of the Auckland Plan, Te Tāruke-ā-Tāwhiri: Auckland’s Climate Plan, meeting council’s greenhouse gas emissions targets and contributing to Māori outcomes.</p>		
Strategic outcomes		
Catalyse urban redevelopment to achieve thriving town centres and places	Create strategic value from property assets	Provide sector leadership in sustainable urban regeneration (support our core functions)
<p>Thriving town centres¹ are places that enable growth and enhance:</p> <ul style="list-style-type: none"> • High quality urban development • Unique identity • Supportive community • Integrated transport • Healthy natural environment • Urban living – residential choices • Prosperous & robust local economy 	<p>Driving strategic and commercial value from council property assets:</p> <ul style="list-style-type: none"> • Revenue for Council’s LTP • Deliver Services to tenants, berth holders and other Specialist property services 	<ul style="list-style-type: none"> • Climate and sustainability action • Partnership with mana whenua and Māori outcomes • Placemaking and activation • Effective partnerships and relationships • Quality design • A highly collaborative business culture with a focus on leadership, innovation, learning and development • Looking after our health, safety and wellbeing

¹ Thriving Town Centres: Guidance for urban regeneration in Tamaki Makaurau Auckland, was prepared by Eke Panuku in early 2022.

How our Programmes and business activities aligned to our outcomes

Leading urban regeneration through commercial strategy, public good investment and placemaking (our three levers), in the following agreed locations:

- North – Northcote, Takapuna
- Central – City centre and waterfront, Karangahape and Maungawhau
- West – Avondale, Henderson
- Isthmus – Onehunga, Panmure
- South – Manukau, Papatoetoe, Pukekohe, Ormiston
- Regional - identify development opportunities via service property optimisation such as transport sites and support individual developments.

- Tenancy management
- Marina management
- Property maintenance and renewals
- Other property shared services such as property acquisitions

- Implementing Climate action response
- Implementing the Māori Outcomes Framework
- Partnerships and relationships - Development partner and pipeline
- Engagement and communications
- People strategy
- Future programme and sustainable funding model
- Continuous business improvement
- Performance monitoring

How our performance measures link to our outcomes and activities

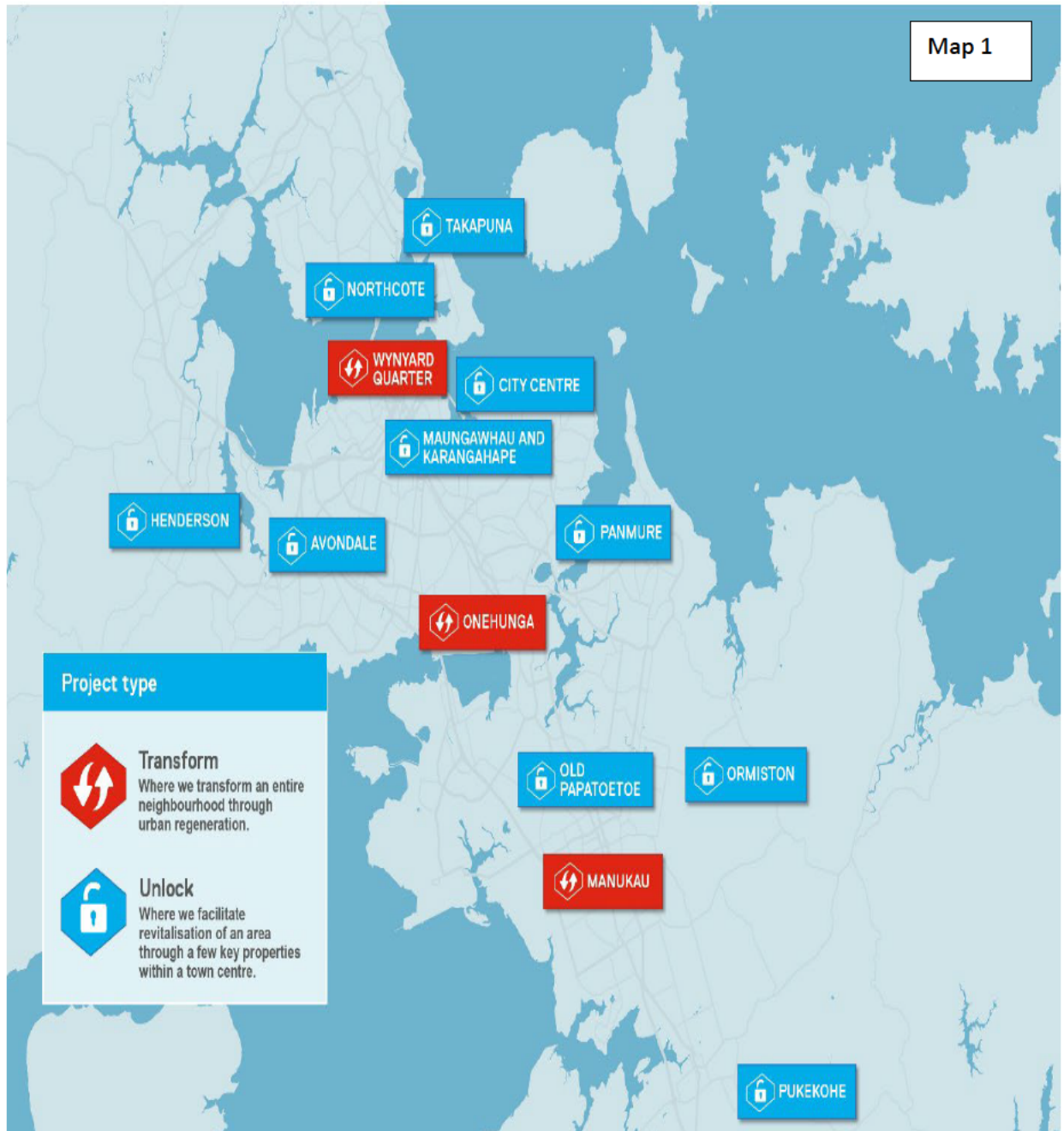
- Capital project milestones (public good)
- Public realm improvements (sqm)
- New housing (Dwelling numbers)
- Gross Floor Area (GFA) commercial/retail (Business investment in TCs)
- Priority development location asset sales target (\$)
- Revenue from asset recycling target agreed with the council/regional development sales
- Town centre outcomes monitoring

- Property occupancy a
- Property Net Surplus
- Capital project milestones (renewals)
- Marina service satisfaction

- Number of Māori initiatives delivered
- Māori satisfaction on level of support received
- Complaints resolved on time

Urban Regeneration

The map below illustrates the locations where Eke Panuku is leading urban regeneration, as agreed with Auckland Council. Other development portfolios include Haumaru Housing Ltd portfolio of housing for the elderly, Transport Oriented Developments (TODs) with Auckland Transport, and service property optimisation with Customer and Community Services and local boards.



The regeneration programme has evolved since 2015 with new locations being added. For example, Eke Panuku in 2021 became the lead agency for the City Centre, working with the council group. The programmes are at different stages. Some programmes are closer to being completed such as Takapuna, and Avondale, while others are in earlier planning phase such as Karangahape Manugawhau. The timing of the programmes relates to the scale and complexity of development opportunities including land-ownership, nature of dependencies, as well as market attractiveness and feasibility. We will provide the CCO Oversight committee with updates on the programmes through the quarterly reporting process.

Property Portfolio and Marina Management

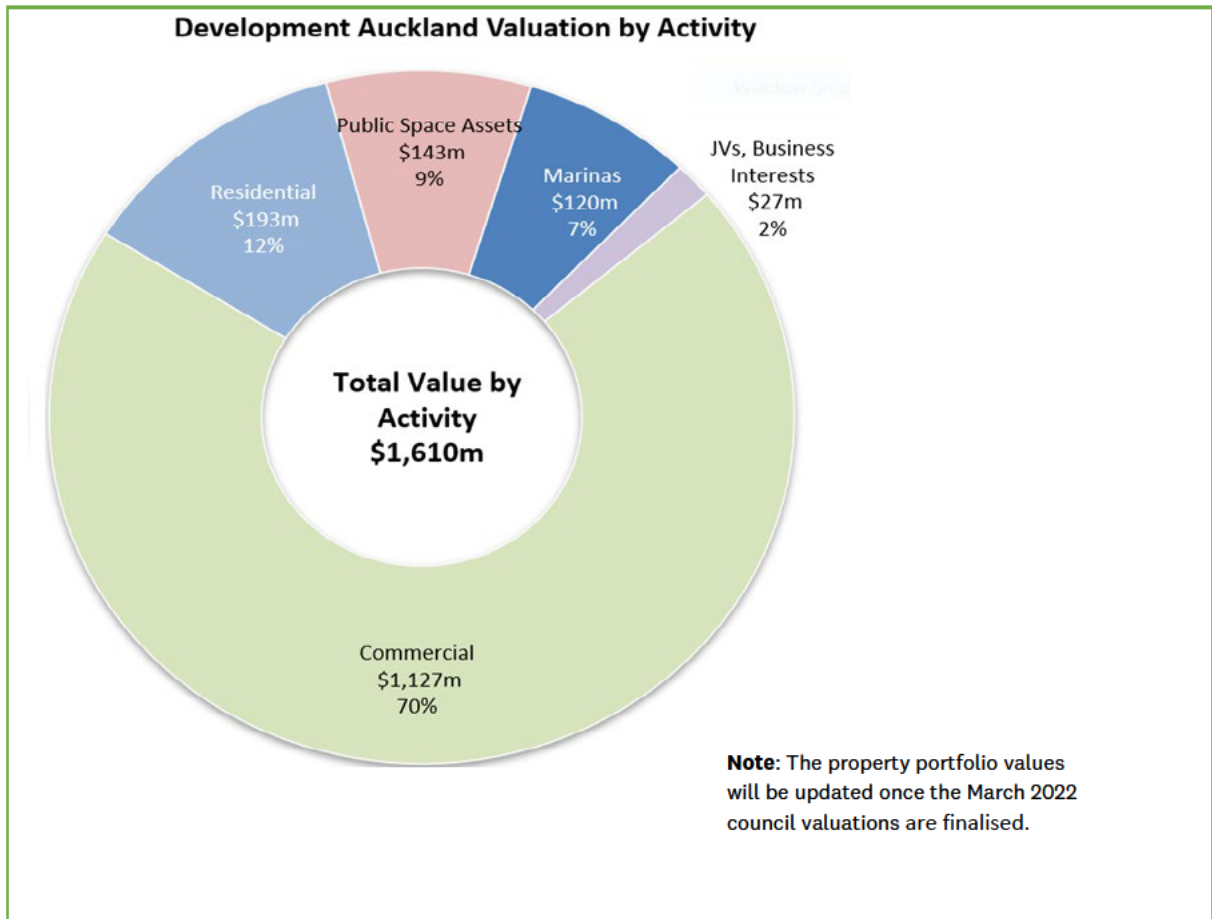
Our **portfolio management** role includes the management of more than 2000 properties that are not used to deliver services to the community.

We optimise the returns from the property portfolio and maintain the properties to be fit for purpose in alignment with council group's wider objectives.

Some properties are held for infrastructure projects such as Penlink, others are within Eke Panuku priority development locations and will be developed to support urban regeneration such as those in the Northcote town centre and Onehunga wharf. Others are held for heritage protection and other purposes. As a result we work closely with the council whanau that include Auckland Transport, Customer and Community Services, Healthy Waters, Corporate Accommodation and other.

The properties are located across the Auckland region and are diverse in nature. The types of properties include industrial sites, retail, office, residential, landfills, quarries, marinas and other. The main services we provide are tenancy management, property maintenance and renewals. We also provide the council group other property related services such a property acquisitions and property review and clearance.

The following diagram provides an overview of the property portfolio:



Our **marinas** provide world-class facilities with a range of boating options including fishing charters and tourist boats. The Westhaven Marina is the largest marina in the southern hemisphere with over 1,800 boats including fishing charters and 'learn to sail' programs for all levels. The Westhaven marina is a well-known event space for all Aucklanders and offers larger tourist and party boats. Silo Marina welcomes Superyachts to stop over and support not only our marine industry but also benefit other businesses. Our goal is to optimise the returns from the Marinas, provide quality infrastructure and continue to improve marina customer experience. Our operational activities include leasing of berths,

mooring of vessels, repair and renewal of assets and carrying out new developments. This includes floating structures, wharves, and dredging. We also co-host national and international marine events and work with other marine stakeholders.

Sector leadership

We pride ourselves on the quality of our design and place making, climate action response, Māori Outcomes Framework, as well as our partnerships and relationships. These are critical to delivering sustainable urban regeneration and property and marina management services.

Delivering best practice urban regeneration outcomes and processes, as set out in our recently endorsed Thriving Town Centres – Guidance for urban regeneration in Tamaki Makaurau Auckland, is our commitment.

The actions and initiatives will give effect to Auckland Council strategies and plans, including the Auckland Plan, the Economic Development Action Plan, Te Tāruke-ā-Tāwhiri and Māori Outcomes Plans. We have a strong focus on relationships and engagement including collaboration within the council whanau.

Climate change

Te huringa o te āhuarangi

Our work in delivering well designed, intensive mixed-use developments, integrating land use and transport, and incorporating sustainable building approaches is a critical contribution to reducing emissions and the transition to a low carbon resilient city.

Eke Panuku has a Climate Change Strategy which responds to the direction set by Te Tāruke-ā-Tāwhiri – Auckland’s Climate Plan as well as Council and CCO targets for greenhouse gas emissions, water use and waste.

Economic development action plan

Te mahere mahi mō te whanaketanga ā-ōhanga

We support implementation of the Economic Development Action Plan, Local Tamaki Makaurau focus area, through implementing town centre guidelines for the Eke Panuku locations and facilitating urban regeneration of town centres.

Strong, thriving and resilient local economies will provide the foundations to ensure that Auckland’s sub-regional economies and regional economy become more resilient, enabling greater economic prosperity.

Māori Outcomes

Ngā Hua ki te Māori

We will complete the actions in our three-year Mana Whenua Outcomes Framework before adopting a new Achieving Māori Outcomes (AMO) plan aligned with Kia Ora Tāmaki Makaurau. We will also continue to build our collective capacity to respond to our te Tiriti o Waitangi obligations.

4.1 Over the next 3 years

Ngā tau e toru e tū mai nei

Over the next three years, Eke Panuku will continue to **regenerate** 12 neighbourhoods and the City Centre.

We will increase the vibrancy, safety and success of these centres by facilitating projects that will deliver new homes, purchasing strategic sites, public realm upgrades and activations to create walkable, well-connected neighbourhoods.

We will measure success through:

- Increased dwelling numbers and, where relevant, increases in commercial or retail space
- Delivery of new or renewed public open space
- Achieving targets for sale of sites for redevelopment and associated outcomes

Across the region we will continue to work with **Haumarū Housing** to enable the delivery of more affordable homes for older people through optimising its property portfolio. We will recognise success through an increase in the number of available units included in net new dwellings.

We will continue to work with **Auckland Transport** on transport-oriented development opportunities and with local boards on optimisation opportunities and continue to optimise the return to Auckland Council through its disposal programme. We measure success through:

- the number of properties identified for optimisation
- achieving agreed asset sales targets.

We will continue to operate the **non-service property portfolio, including the waterfront marinas**, and we will undertake urgent renewals of critical assets, particularly on our waterfronts.

We will work where relevant with the council to develop a group property strategy or framework, a recommendation in the CCO review report. This will include working on the strategic direction for the non-service property portfolio.

We measure success through:

- the managed non-service property portfolio and marina budget results
- occupancy targets for the residential and commercial property portfolio
- marina satisfaction surveys.

Through all our **sector leadership activities** we will deliver on our business excellence goals, measuring success through:

Climate change

Te huringa o te āhuarangi

Climate change focus areas which address our corporate emissions as well as the outcomes delivered in our urban regeneration areas include:

- Setting and implementing sustainable performance standards for residential, commercial and mixed-use buildings and public realm developments.
- Accelerating sustainable procurement activity through improvements to systems and processes, capacity building with staff and engagement with development partners.
- Delivering tactical urbanism and infrastructure projects that will enable and facilitate mode shift to walking and cycling in Eke Panuku neighbourhoods.
- Measuring and reducing our corporate emissions, including initiatives around staff travel, waste and energy use.
- Working with council to support the production of a climate-related disclosure under the Taskforce on Climate-related Financial Disclosures (TCFD) framework.

Māori Outcomes

Ngā Hua ki te Māori

We will continue to implement our three-year Mana Whenua Outcomes Framework and before fully aligning our Māori Outcomes work with mana outcomes in Kia Ora Tāmaki Makaurau. In the interim, we regularly meet with our mana whenua partners to monitor and adjust the actions in the outcomes framework to ensure that we are aligned with their expectations.

We support collaboration across the Auckland Council Group to ensure that we are working with our colleagues to achieve positive outcomes for Māori. We are an active member of the Māori Outcomes Steering Group that allocates funding for Māori Outcomes from the Long-Term Plan. We have utilised some of this funding within our Te Whakaoranga i te Puhinui work.

We will continue to implement a robust engagement programme with our mana whenua partners, where we invite them to provide us feedback on how we can respond to their aspirations. Within our neighbourhoods, we often build public spaces and collaborate with the private sector to create commercial developments. These activities create significant opportunities for Māori to see themselves reflected within the landscape. We also undertake this work in a manner that restores te taiao.

We recently adopted sustainable procurement targets to increase the number of Māori businesses we conduct business with, contributing to support our shared goal to build prosperity for mana whenua.

We have several examples where we have successfully partnered with a mana whenua group to undertake a commercial development. We will continue to make our property portfolio accessible to mana whenua and hope to continue to work with them on strategic sites.

Finally, we are developing a capability building programme to increase the collective capability of our workers to meaningfully engage with the Māori communities we serve. Our performance measures include the number of Māori initiatives implemented and Mana Whenua support satisfaction survey.

Eke Panuku will assess its strategic performance via performance measures and targets contained in part two of this SOI.

Other areas of focus include:

- **Council group planning:** We will continue to work closely with other development partners and the Council group to increase alignment of planning and funding. This will cover growth and targeted infrastructure investment in alignment with the 2021-31 LTP. A key output of the council group planning is the Auckland Future Development Strategy, additions to the Infrastructure Strategy and other, including identification of group strategic priorities.
- **Eke Panuku medium – long term programme:** The original Eke Panuku priority locations were agreed in 2015, with work in some of these locations due to be completed in the next couple of years. We will start work with the council on our medium-long term urban regeneration programme. This work will include how urban regeneration will be funded in the future will feed into decision-making on the 10-year Budget 2024-2034.
- **Greater focus on equity and communities** – Eke Panuku through its programmes and activities contributes to addressing barriers to participation, addressing equity and affordability. Our key opportunities to leverage wider outcomes are through:
 - social procurement, supporting supplier diversity including social enterprises, Māori and Pacifica businesses, and waste minimisation
 - placemaking, ensuring we reach a diversity of communities in our neighbourhoods
 - ensuring residential choices enable access to employment and services, working with wide range of partners
 - other partnership opportunities e.g. working more with Auckland Council Group including TSI and Auckland Unlimited, and with Kāinga Ora.
 - ensuring town centres are designed to be inclusive and accessible.

Risks, challenges and opportunities

Ngā tūraru, ngā wero me ngā huarahi wātea

There are many external factors that impact on the delivery of Eke Panuku programmes and achievement of performance targets. Eke Panuku will highlight issues, risks, challenges, and opportunities in our quarterly reporting to the shareholder.

- Property market and construction sector uncertainty - There continues to be uncertainly ahead in the property market and construction sector due to various external factors. These include the impact of government policies and rules, continuing impact of covid-19 pandemic, changing property market demand, construction material supply shortages, increasing construction material costs, tighter lending requirements and rising interest rates.
- Specialist skills - As a result of the strong development market reflected by the record levels of building consent approvals, the government's infrastructure and development programmes and the closed borders, there is competition in the market for specialist skills in urban regeneration, planning and design, development, project management and construction.
- Dependencies - our programme delivery is impacted by both development partner, existing tenant, and council group dependencies, often out of our control. Examples include the timing of development staging by a private partner linked to market pre-sales, the preparation of a community needs assessment, and release and vacating of a council property for development.
- Optimisation of council service properties - This programme seeks to release value from underperforming service assets 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. Experience has shown that these are multi-stakeholder, complex, redevelopment programmes that require strong local board and Customer and Community Services support to progress in a timely fashion.
- Capital investment programme to repair, replace and maintain council assets - while the Eke Panuku renewals programme increases next year, the LTP does not provide funding beyond the renewal of critical assets in the portfolio.
- Underutilised assets of the council group - Throughout the city there are underutilised and unsuitable property and sites that can be used more intensively through redevelopment and more intensive use or released for sale for reinvestment in other community assets. Within council there needs to be a stronger and more consistent focus on, and commitment to, identifying underutilised and unsuitable property.
- Auckland Light Rail and other transport investment will provide major opportunities for urban regeneration if the land use planning is well integrated early with the transport planning. Working with the council group and key stakeholders, including Auckland Light Rail, Auckland Transport, Waka Kotahi, Kāinga Ora, we will assess these opportunities as part of our future programme.

5.0 About us – statement of the board's approach to governance

Ngā kōrero mō mātou – he tauākī mō te huarahi ka whāia e te poari mō te mana hautū

Auckland Council works in partnership with its CCOs and the agreed approach to governance is outlined within the CCO Accountability Policy and Statement of Expectations.

Eke Panuku has supported the preparation and presentation of new joint CCO-Local Board engagement plans. For Eke Panuku this has included senior management participation and agreement on the level of engagement on programmes, projects and properties. We will continue to prepare a 6-monthly report to each local board.

Eke Panuku engages with and reports to the council CCO Oversight Committee on the work programme set out in the Statement of Intent, performance, issues, opportunities and risks through the quarterly reporting.

Eke Panuku also engages with and reports to the Finance and Performance Committee and Planning Committee for direction on urban regeneration and development outcomes and planning and for decisions on assets recycling.

Some of the key decisions include:

- Finance and Performance Committee approving assets recommended for sale including strategic assets
- Planning Committee approving new locations for urban regeneration and the high-level plans for locations,
- the council approving Eke Panuku’s asset recycle target, capital programme budget and operating budget as part of the LTP process.
- Local Board approving Public Realm concept designs, where this is a local board delegation. Local boards also approve optimisation projects.
- Mana Whenua provides input to and endorses design public realm designs.

The Eke Panuku Board approves all projects and site sales through application of a project management framework that is directly linked to board delegations; including programme business cases, development outcomes and “go to market” strategies.

5.1 Board meetings

Ngā hui a te poari

Eke Panuku is required to **hold two public meetings** a year under the Local Government, Auckland Council Act 2009.

Meeting purpose	Date	Form of Public Notification
Consider shareholder comments on draft SOI	July 2022	Advertisement in NZ Herald at least two weeks prior to meeting and on Eke Panuku website five working days prior.
Consider performance against SOI targets	October 2023	

Eke Panuku will hold as much of its monthly board meetings in the open as possible. A public-excluded session will be held at each meeting to discuss confidential matters.

Agendas and board papers (with confidential information redacted) will continue to be posted on the Eke Panuku website (Panuku.co.nz) prior to each meeting.

Members of the public are invited, via the Eke Panuku website, to present to the board on issues relevant to Eke Panuku. Board meetings are also held at various locations in Auckland to enable the Eke Panuku Board to meet with local boards.

6.0 Statement of performance expectation

He tauākī mō ngā whāinga e pā ana ki te whakatutuki i ngā mahi

6.1 What we will deliver – three-year programmes 2022-25

Tā mātou e whakatutuki ai – Ngā tau e toru e tū mai nei

Eke Panuku urban regeneration programmes aims to deliver on our targets and commitments in the 10-year Budget 2021-31 and also build our future pipeline of work. The following tables describes our three-year programmes and deliverables for the 2023-25 financial years.

Urban regeneration involves a wide range of activity including strategic and master planning, the consideration of development outcomes, options and trade-offs, feasibility work, placemaking and design, engagement and communications, marketing of sites, negotiating and monitoring development agreements, as well as designing and delivering physical projects.

A) Urban Regeneration Programme Te Hōtaka Whakarauora I ngā Wāhi o te Tāone	
Strategic and town centre planning programme Te hōtaka whakarite mō te Rautaki me te puku o te Tāone	Strategic & Town Centre planning – While the planning is well advanced for the majority of locations, some projects are still 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.
Public good investment programme Te hōtaka haumi hei painga mō te marea	The public good investment programme includes projects at different stages: design and consenting and construction delivery.
Property Development programme Te hōtaka mō te Whakawhanake Rawa Wāhi	Progress site sales to support urban regeneration through development agreements to achieve housing and mixed-use development and provide council with funds for reinvestment.
Strategic Acquisitions programme Te hōtaka mō te Rautaki Hoko Rawa	Progress strategic site acquisitions to support urban regeneration.
Corporate Responsibility programme Te hōtaka mō te Haepapa ā-Rangatōpū	Our placemaking programme ensures that interim place activations help to maintain and build the vitality of the centres and support for urban regeneration, and that residents and businesses are informed of and engaged in changes happening in their communities.
Asset Recycling programme Te hōtaka mō te Tukuruā I ngā Rawa	Asset recycling target – Deliver our share of the council’s 10-year Budget’s annual asset recycle target. Asset sales proceeds are returned to the council for reinvestment.

Property and Marina services Te tuku ratonga mō te Rawa Wāhi me te Herenga Waka		Managing the council's assets/property including commercial, residential and marinas to optimise return from these assets for the council. This includes tenancy and berth marketing and leasing, property maintenance, financial management and customer services. The performance measures for the main programmes are contained in the performance measures section of the SOI.	
Property Renewals programme Te hōtaka mō te Whakahou Rawa Wāhi		Maintaining and renewing existing assets, as good custodians of council non-service assets, optimise portfolio return and enable assets for public use	
		2022/23 - FY23	2023-25 (2 years)
North - Northcote, Takapuna	Strategic & Town Centre planning	Northcote Community Facility - Hub concept design approved by Local Board.	Northcote Community Facility - progress implementation in relation to community facilities and public space.
	Public good Investment	Takapuna - Waiwharariki Anzac Square, Anzac Street / Hurstmere Road is completed. Northcote reserve works, Te Ara Awataha stage 1, are completed.	Takapuna, Huron and Northcroft Streetscapes upgrades are complete with improved pedestrian journey from the new car park into the centre of Takapuna. Northcote Community Facility – obtain consents and design.
	Development	The Northcote town centre is in the market for a development partner.	Northcote - Progress mixed use development with partners at Northcote Town Centre. Takapuna - The staged sale and development of the site at Anzac Street and Hurstmere road is progressed. Sale of the site located at 14 Huron street, Takapuna, is completed.
	Strategic acquisitions	The final ground leases are settled for the Northcote shopping centre, paving the way for the comprehensive redevelopment.	
	Place making	A programme that supports community change, and the above activities.	

Central - City centre, Karangahape & Maungawhau	Strategic & Town Centre planning	The business case for Karangahape & Maungawhau is updated to include the infrastructure requirements for the precinct, the planning changes resulting from the National Policy Statement on Urban Development and directions on Light Rail. A joint programme business case for delivery of the aspirations of the city centre masterplan will be developed by a cross council team.	The development approach and staging are agreed.
	Development	Civic Administration building (CAB) residents moving in.	Progress sale of CPO Station Plaza to enable development close to the rail station and optimise the benefits of increasing urban density close to a transport hub. Finalise the sale of Downtown car park, allowing a development partner to enhance the quality and experience of a key part of Auckland's waterfront.
	Place making	As part of the joint programme for the city centre, a comprehensive programme of activity that supports visitor attraction, business activity and city centre recovery.	
West - Avondale, Henderson	Strategic & Town Centre planning	Work with partners and stakeholders in particular Kainga Ora on the wider strategy and Master Plan for the wider Avondale area.	Oratia Precinct (Trading Place) development block is masterplanned and readied for sale and redevelopment
	Public good Investment	Avondale-Crayford Street west completed, strengthening the link between town centre and train station Henderson - Opanuku Link Bridge, Reserve - Construction commenced	Avondale A new pedestrian/cycling link connecting Elm Street and Racecourse Parade is completed in Avondale as part of a development agreement A new access lane is open in Avondale Civic Precinct. It functions as both a road and an overflow space for the town square. A new paved plaza and upgraded playground are completed associate with the new Community Centre, delivered by Auckland Council Henderson A number of initiatives in Henderson, improving cycling and walking access, are completed: • Upgrades to Opanuku reserve are completed. A new pedestrian and cycle bridge is completed, improving connections between Henderson Valley Road and Corban Estate. The upgrade

			<p>improves connectivity from Corban estate and the upgraded Opanuku Reserve to development sites while also enhancing the cultural narrative around Opanuku Stream, Henderson.</p> <ul style="list-style-type: none"> • Oratia Link Cycleway and Bridge are completed and provides safe new connection over Oratia Stream. • Upgraded streetscape associated with the rail corridor upgrades at Ratanui St is completed.
	Development	<p>Avondale - The staged delivery of a development on the Avondale Central site on 1909-1949 Great North Road is progressed.</p> <p>Henderson - The sale of 14-20 Edmonton Road in Henderson is progressed and 78 dwellings are completed on Henderson Valley Road, on residual land surrounding the Haumaru development site.</p>	<p>Avondale - 26 dwellings are built on 18 Elm Street.</p> <p>Henderson - The sale of the site at Alderman Drive, Henderson as a C40 site progresses.</p> <p>50 new dwellings are delivered by development partners at 2-6 Henderson Valley Road.</p>
	Place making	A programme that supports community change, and the above activities.	
Isthmus – Onehunga, Panmure	Strategic & Town Centre planning	<p>The precinct plan for a new Community Hub in Panmure is progressed.</p> <p>A masterplan for redevelopment of the Municipal Precinct in Onehunga is progressed.</p> <p>Progress the Master plan of the Onehunga Wharf – Public Realm.</p> <p>Panmure – complete Basin view master plan.</p>	

	Public good Investment	<p>Panmure, Lagoon Edge Reserve Enhancement – Construction commenced.</p> <p>Maungarei connection Panmure – Construction commenced.</p> <p>Panmure town centre streetscapes refresh is complete, making the town centre more attractive to visitors.</p>	<p>In Onehunga:</p> <ul style="list-style-type: none"> • Public space on Waller Street, Onehunga is upgraded which supports the development of the three sites that Panuku control in this location. • Onehunga Wharf walking and cycling link to Taumanu is progressed. This shared walking – cycling path is along the edge of the Manukau to the western edge of Onehunga Wharf joining up with the new “old Mangere Bridge”. • Improved connection between Town Centre and Wharf assists in changing the access for both areas and assists in tangible health and safety benefit for people accessing the area. <p>In Panmure:</p> <ul style="list-style-type: none"> • Public area on Kings Road is completed with upgraded open space, new play equipment and bike parking installed. It enables a welcoming and inviting space for the community to retreat and relax. • High amenity footpath (incorporating sections of cycleway as part of the future Tamaki Loop) between Queens Road junctions with Jellicoe Road through to Mountain road is completed and now enables pedestrian connection to the Maunga from the town centre. • High amenity connection from Lagoon Drive pedestrian crossing to Lagoon Edge Reserve is completed.
	Development	<p>A development agreement is finalised for sale of land associated with the Dress Smart Precinct.</p> <p>Development agreements are entered into for the development of Pilkington Road, Mt Wellington and Lagoon Drive, Panmure.</p>	<p>The sale of 38 Neilson Street Onehunga is completed, and new homes are delivered by a development partner.</p> <p>45 new apartments on 3 Mountwell Cres and 7 units on Mountain Road, Panmure are completed.</p> <p>Development agreements are progressed on 3 Kings Road and residual land associated with redevelopment of the Community Hub, Panmure.</p> <p>Sale of the Gateway West site (13-27 Queens Road and 16 Lagoon drive) is completed.</p>
	Strategic acquisitions	<p>Acquisition of 210 (or 208) Onehunga Mall Road is completed, improving connections between Onehunga Mall and the Waiapu precinct.</p>	

	Place making	A programme that supports community change, and the above activities	
South - Manukau, Papatoetoe, Pukekohe	Strategic & Town Centre planning	<p>A masterplan for the optimisation and redevelopment of land at the Manukau sports bowl is progressed.</p> <p>Progress implementation of the Puhinui Regeneration Strategy.</p>	
	Public good Investment	<p>Manukau, Hayman Park Playground is completed, creating a destination playground for Manukau.</p> <p>Manukau Wiri Bridge Works completed providing an obvious connection to the Puhinui reserve from the new Barrowcliffe development site, improving access, safety and observation into the reserve.</p>	<p>Extension and upgrading of Karina Williams Way and Clist Crescent completed. It provides opportunities to increase on-street parking supply and greater connectivity and fine grained options for walking and cycling.</p> <p>Putney Way at Civic Stage 2 streetscape works completed.</p> <p>Hayman Park wetland work completed, working with Healthy Waters to create an upgraded.</p> <p>Puhinui Stage 2: CMDHB new walkway completed. This walkway and cycleway are along the stream corridor through the DHB land allows for an active transport connection from central Manukau to the Botanic Gardens.</p> <p>Roulston park and Skatepark upgrade is completed in Pukekohe.</p>
	Development	<p>Development agreements are entered into for the redevelopment of 10 Putney Way and 9 Osterley Way in Manukau.</p> <p>A further 100 houses built in 20 Barrowcliffe Place, Manukau.</p>	<p>Progress sale for 50 Wiri Station Road, 31-33 Manukau Station Road and 14 Davies Avenue.</p> <p>Sale of 98 St George Street and 27 St George Street in Papatoetoe is completed.</p> <p>New Commercial space is now available in Pukekohe at 4 Tobin Street and 172, 176a, 180 Manukau Rd.</p> <p>Progress sale for 5 sites for redevelopment in Pukekohe.</p> <p>More than 200 houses are built in Manukau (9 Osterley way and 10 Putney way).</p> <p>New Commercial space is now available in Papatoetoe on 3 St George Street and 98 St George Street as part of a new development.</p> <p>More than 100 homes are built on 3 St George Street, 98 St George Street and 91 Cambridge terrace in Papatoetoe.</p>

			Almost 3000m2 of public realm completed on 3 St George Street and Stadium reserve in Papatoetoe.
	Strategic acquisitions	<p>Progress acquisitions to support the Puhinui Regeneration Strategy.</p> <p>Acquisition of 3 properties in Pukekohe which will enable a holistic integrated development.</p> <p>Acquiring land on Karina Williams Way for a future connection between roads and an existing walkway.</p>	
	Place making	A programme that supports community change, and the above activities.	
Other urban regeneration programmes – Support sites, TOD partnership with Auckland Transport, Haumaru Housing, Optimisation Ormiston	Development	<p>Bledisloe House, Kotuku and Down Town Car Park sales progressed.</p> <p>Progress, 27-31 Greenslade Crescent, Northcote as part of the Haumaru programme.</p> <p>Progress 81A Godley Road, Green Bay development as part of the Haumaru programme.</p> <p>13 homes are constructed on 83B Godley Road, Green Bay under a development agreement.</p> <p>Sale of Totara ave site in New Lynn and 132 Greenlane East is progressed.</p>	<p>Other sales that make up the 3 year asset recycle targets progressed.</p>
			<p>More than 650 homes are built in different areas of supports programme (Howick, Ormiston, Hobsonville, New Lynn).</p> <p>The sale of 78 Merton Rd, St Johns is progressed.</p> <p>Homes and commercial space are built at Orakei site (AT).</p> <p>Homes are built at Lambie court, Mangere, Greenslade Cres, Northcote, and St George Place, Papatoetoe as part of the Haumaru programme.</p> <p>Progress sale for Blocks H&L and M, G&D sites in Ormiston.</p>
	Place making	Placemaking activity is underway on the future library site in Ormiston, providing activity until such time as the library is funded.	
Property Portfolio and Marina Renewals	Renewals works	<p>Westhaven Piers G, H and J upgrade is completed.</p> <p>Remediation works on North Wharf West, and the stormwater treatment devices on North Wharf are completed.</p> <p>Structural repairs on Shed 10 is completed.</p>	<p>An ongoing programme of repairs and upgrades, supporting the continuing use long-term non-service assets, as well as upgrades to assets associated with regeneration programmes.</p>

Waterfront Programme	Strategic & Town Centre planning	A design consortium is engaged for Wynyard Point to lead on design for public realm and the required integration of future development sites in the Te Ara Tukutuku Plan. Progress the plan change for Wynyard Point.	Progress the strategy and plans for Queens Wharf.
	Public good Investment	Stage 1 of an upgrade of the seawall near the harbour bridge is completed, reducing potential for inundation of the road.	A new public laneway is completed as part of a site development lead by Precinct Properties. Improvement to Auckland Harbour Bridge Park is completed. East West connection public space is upgraded with new street furniture, new paving, shared space with consideration to pedestrian, cyclist and vehicle movement routes and flexible space that can be used for small and major events. Market Square redevelopment in the Viaduct is completed, providing improved quality and access of waterfront public open space.
	Development	AC Pier and ZP boat share pier in Westhaven are completed.	Delivery of 43,000 m2 of new commercial space (2 level carpark) by Precinct properties as part of the development agreement. 150 dwellings are built by Willis Bond at 193 Pakenham Street West.
	Place making	A programme that supports community change, and the above activities.	

7.0 Performance measures and targets

Ngā ine me ngā pae whāinga

Eke Panuku has an agreed set of performance measures and targets which form the basis of accountability for delivering on the council's strategic direction and priorities. These are reported to the shareholder on a quarterly basis in accordance with the CCO Accountability Policy.

The performance measures and targets are as follows:

Service Level Statement	Measure	Actual 2020/21	Annual Plan	SOI Targets			
			2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	
Priority location – programmes and projects							
Develop and activate town centres	1	Net new dwellings (housing units) – LTP performance measure	New measure	Annual - 350 net new dwelling units.	Annual - 200 net new dwelling units	Annual - 350 net new dwelling units or balance of the 3-year target.	Annual - 951 net new dwelling units
	2	Commercial / Retail gross floor area (GFA) or net lettable area (square meter) – LTP performance measure	New measure	Annual – 0	Annual - 1,000 sqm	Annual - 29,000sqm or balance of the 3-year target	Annual - 6,411sqm
	3	Public realm – square meters	New measure	Annual - 21,000 sqm	Annual - 7,000 sqm	Annual - 57,000 sqm	Annual - 19,148sqm

Service Level Statement	Measure		Actual 2020/21	Annual Plan	SOI Targets		
				2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025
	4	Capital project milestones approved by the board achieved – LTP performance measure	Achieved Actual 82% of the capital project milestones was achieved (14 out of 17 project milestones met)	Achieve 80 per cent or more of project milestones for significant capital projects	Achieve 80 per cent or more of project milestones for significant capital projects	Achieve 80 per cent or more of project milestones for significant capital projects	Achieve 80 per cent or more of project milestones for significant capital projects.
	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>	Not Achieved Actual sales \$21.1m	Meet \$48m T&U annual unconditional sales approved by the Board	Meet T&U annual disposal target approved by the board	Meet T&U annual disposal target approved by the board	Meet T&U annual disposal target approved by the board
Portfolio Management							

Service Level Statement	Measure		Actual 2020/21	Annual Plan	SOI Targets		
				2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025
Manage and maintain council's properties, assets, and services to optimise financial returns	6	Annual property portfolio net operating budget result agreed with the council achieved – LTP performance measure	Achieved Net surplus is \$14.7m ahead of target (actual surplus of \$41.1 million against target of \$26.4 million)	\$21.9 million	\$19.4 million	\$16.3 million	\$17 million
	7	The monthly average occupancy rate for tenantable properties – LTP performance measure	Achieved Actual • Commercial 93.9% • Residential 98.8%.	Commercial 85% Residential 95%	Commercial 85% Residential 95%	Commercial 85% Residential 95%	Commercial 85% Residential 95%
	8	The percentage of marina customers surveyed who are satisfied with marina facilities and services	Achieved Actual 89%	80%	85%	85%	85%
	9	The asset recycling target agreed with the Auckland Council	New performance measure	\$115m	\$165m	\$30m	Achieve asset recycle target agreed with Auckland Council
Business Leadership							

Service Level Statement	Measure		Actual 2020/21	Annual Plan	SOI Targets		
				2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025
	10	<p>Creating positive outcomes for Māori</p> <p>Deliver 50 ongoing or new initiatives that support Māori Outcomes</p> <p><i>This activity is supported through the delivery of the Mana Whenua Outcomes Framework.</i></p>	<p>Achieved</p> <p>Actual 45</p> <p>The target was 40 due to COVID-19 impact on activities and budgets</p>	50 initiatives that support Māori Outcomes	50 initiatives that support Māori Outcomes	50 initiatives that support Māori Outcomes	50 initiatives that support Māori Outcomes
	11	<p>Enhancing the relationship between Eke Panuku and mana whenua.</p> <p>Increasing the percentage of satisfaction with the support they receive from Eke Panuku.</p>	New performance measure	Baseline survey	5 per cent increase on previous year	5 per cent increase on previous year	5 per cent increase on previous year
	12	<p>Complaints received by Eke Panuku are resolved.</p> <p><i>Note: This means we will provide information or respond to the complainant or resolve the complaint within 10 working days.</i></p>	New performance measure	80% of complaints are resolved within 10 working days	80% of complaints are resolved within 10 working days	80% of complaints are resolved within 10 working days	80% of complaints are resolved within 10 working days

8.0 Financial statements

Ngā tauākī ā-pūtea

Eke Panuku will demonstrate value for money across all expenditure in delivering its programmes. This includes greater transparency on operating expenditure and a strong focus on managing sensitive expenditure lines. Eke Panuku will inform the council on any significant challenges that arise and will work closely with the council on these issues.

Eke Panuku is cognisant of the economic recovery impacts on the council and the community and of the need to be prudent with the use of council resources. This means undertaking efficient processes, developing and accessing realistic options, balancing strategic and commercial outcomes, smart procurement processes, managing costs, and undertaking a regular review of priorities. There will be times when Eke Panuku needs to be open to innovation to test different ways to achieve outcomes which may carry greater risk.

The 2022-25 budgets are consistent with the LTP 2021-31

This section outlines the budgets for Eke Panuku as contained in the council Long-term Plan for the next three years. This excludes the activities that Eke Panuku manages on behalf of the council, which are outlined separately in the next section.

Operating budgets - \$m	2020/21 Actual	2021/22 Budget	2022/23 LTP	2023/24 LTP	2024/25 LTP
Net direct expenditure/ (income)	15.3	22.1	25.2	25.9	26.8
Direct revenue	16.2	15.4	16.2	16.5	16.9
Fees & user charges	0.0	0.0	0.0	0.0	0.0
Operating grants and subsidies (external)	0.0	0.0	0.0	0.0	0.0
Other direct revenue	16.2	15.3	16.2	16.5	16.9
Direct expenditure	31.5	37.4	41.4	42.5	43.7
Employee benefits	25.7	28.8	32.6	33.4	34.4
Grants, contributions & sponsorship	0.0	0.0	0.0	0.0	0.0
Other direct expenditure	5.8	8.6	8.8	9.1	9.2
Other key operating lines					
AC operating funding	(15.7)	(22.1)	(25.2)	(25.9)	(26.8)
Vested assets					
Non-direct revenue					
Non-direct expenditure					
Depreciation and amortisation	0.3	0.0	0.0	0.0	0.0
Net finance expense					
Tax expense					

* The Budget represents the 2021-2031 LTP, adjusted for approved changes.

Other revenue comprises recharges to the council for consultancy costs related to acquisition as well as staff time recharged to the council for marina activities and priority location operating expenditure projects. Other expenses include director's fees, audit fees, consultancy, corporate communication, office and administration costs.

8.1 Property managed on behalf of Auckland Council

He rawa wāhi e whakahaerehia ana mā Te Kaunihera o Tāmaki Makaurau

This section outlines the budgets for Auckland Council activities which are managed by Eke Panuku, as contained in the council's LTP for the next three years.

Operating budgets - \$m	2020/21 Actual	2021/22 Budget	2022/23 LTP	2023/24 LTP	2024/25 LTP
Net direct expenditure/ (income)	(15.0)	(4.3)	(0.7)	(2.7)	(3.5)
Direct revenue	56.4	43.8	44.1	42.2	43.0
Fees & user charges	1.3	1.4	1.7	1.7	1.7
Operating grants and subsidies (external)	0.0	0.0	1.0	2.0	3.0
Other direct revenue	55.2	42.5	41.4	38.5	38.4
Direct expenditure	41.4	39.5	43.4	39.4	39.5
Employee benefits	1.8	0.0	0.0	0.0	0.0
Grants, contributions & sponsorship	0.0	0.0	0.0	0.0	0.0
Other direct expenditure	39.6	39.5	43.3	39.4	39.5
Other key operating lines					
AC operating funding					
Vested assets					
Non-direct revenue					
Non-direct expenditure					
Depreciation and amortisation	17.8	19.8	21.7	23.6	26.1
Net finance expense	(0.9)	(0.5)	(0.0)	(0.0)	(0.0)
Tax expense					

* The Budget represents the 2021-2031 LTP, adjusted for approved changes.

Operating budgets by activity - \$m	2020/21 Actual	2021/22 Budget	2022/23 LTP	2023/24 LTP	2024/25 LTP
Net direct expenditure/ (income)	(15.0)	(4.3)	(0.7)	(2.8)	(3.5)
Commercial Property (includes BI)	(20.2)	(14.8)	(11.3)	(11.1)	(11.8)
Marinas	(7.9)	(6.1)	(8.3)	(8.7)	(8.8)
Public	3.0	4.1	4.5	3.9	4.0
Development/Regeneration	10.1	12.5	14.4	13.1	13.0

Capital expenditure budgets - \$m	2020/21 Actual	2021/22 Budget	2022/23 LTP	2023/24 LTP	2024/25 LTP
Capital expenditure	78.2	90.8	80.0	113.2	82.8
- to meet additional demand	18.1	61.2	16.9	24.6	17.5
- to improve the level of service	38.2	6.5	56.2	81.6	58.3
- to replace existing assets	21.9	23.1	6.9	7.0	7.0
Capital funding sources	(78.2)	(90.8)	(80.0)	(113.2)	(82.8)
Source 1					
Source 2					
AC capital funding	(57.1)	(54.9)	(80.0)	(113.2)	(82.8)
Asset sales for Reinvestment	(21.1)	(36.0)			

The Commercial Property portfolio includes non-service properties owned by the council throughout the Auckland region and Westhaven, Silo and Viaduct marinas.

Other direct revenue includes rental and berthage income. Other direct expenditure includes repairs and maintenance, rates and utilities plus staff costs recharged by Eke Panuku to the council for marina activities. Business interests include activities such as quarries and forests.

8.2 Other financial information

Ētahi atu pārongo ā-pūtea

The "other financial information" around shareholder equity is unchanged from previous years.

Current value of assets	The projected value of Eke Panuku total assets as at 30 June 2022 is \$17 million	
Shareholder equity ratio	The projected shareholder equity ratio for Eke Panuku as at 30 June 2022 is 68%	
Accounting policies	Eke Panuku Development Auckland's accounting policies are consistent with those of the Auckland Council group policies	
Financial reporting	Eke Panuku Development Auckland's financial reporting will be in accordance with requirements of the CCO Accountability Policy and Statement of Expectations	
LTP general asset sales (\$ million)	2020/21 Actual	\$52.7m
	2021/22 LTP	\$115m asset recycling target agreed with the council
	2022/23 LTP	\$165m asset recycling target agreed with the council
	2023/24 LTP	\$30m asset recycling target agreed with the council

Ngā Pae i Taea mō ngā Kaupapa ā-Haupū Rawa

This list of capital project milestones relates to performance measure 4 of the SOI.

Note: The Final project milestone performance measures will be approved by the Eke Panuku Board in June/July 2022 subject to 2021/22 third and fourth quarter programme reviews.

Other critical urban regeneration activity such as the marketing and sale of strategic sites by development agreement, placemaking and engagement activity is set out in full in section 6.0 of the SOI.

Haumarū

1. 27-31 Greenslade Crescent, Northcote – Construction completed
Eke Panuku is working together with Kāinga Ora and Haumarū Housing in the construction of 51, 1-bedroom units for older people. Resource consent has been sought by Kāinga Ora with construction expected to commence soon after.

Henderson

2. Opanuku Link - Bridge, Reserve – Construction commenced
The works associated with this project include a new pedestrian/cyclist bridge, a new playground and a shared cycleway. Improving the pedestrian and cyclist connectivity between the Corban Estate and the Henderson Rail Station and will deliver enhanced public amenity to accompany increased density proposed within the Henderson area.

Manukau

3. Wiri Bridge Capital Works – Construction completed
A project to provide residents with an improved connection between the town centre, to the Wiri Reserve and their homes. Works include a pedestrian/cycle bridge, a new safer footpath and landscaping.
4. Hayman Park playground works – Construction completed
The development of Hayman Park has been planned for many years by the Otara-Papatoetoe Local Board. The new playground is being constructed in phases, with the intention of completing a destination playground for Manukau.
Phase One was successfully delivered by Community Facilities and has been well used since its opening in June 2019.
Eke Panuku is leading the delivery of Phase Two, with construction commencing in FY22. Works include a large play tower, flying fox and rope play and well as flow bowl and pump track.

Northcote

5. Northcote Community Facility – Hub and concept design approved by the Kaipātiki Local Board.
This project is working in partnership with Auckland Council's Service Strategy & Integration Team to deliver improved community facilities to Northcote. In October 2021 the local board gave approval for a new community hub to be located on the existing library site. Plans for the site include renovation and extension to the north-west, providing greater integration with the adjacent Cadness Reserve
6. Te Ara Awataha Stage 2 – Jesse Tonar Reserve upgrade, construction commenced
A project in partnership with a number of council family groups to enhance the existing Jesse Tonar Reserve by providing better connections to the stream, together with establishing pathways through the bush reserve.

Panmure

7. Lagoon Edge Reserve Enhancement – Construction commenced
A project to create an urban waterfront park adjacent to the existing Lagoon Pools. Providing a larger enhanced publicly accessible park space at the Panmure Domain which also reflects the historic significance of the site. Improved amenities will include upgrades of existing toilets, skatepark and fitness equipment.
8. Maungarei connection Panmure – Construction commenced
A project to provide an improved pedestrian connection to the Maunga from the town centre. Works include footpaths and cycling facilities, wayfinding and cultural interpretation for the Maunga.

Takapuna

9. Waiwharariki Anzac Square - Anzac Street / Hurstmere Road – Construction completed

Eke Panuku is delivering approximately 3,000sqm of Civic Space at Waiwharariki Anzac Square, located across 38 Hurstmere Road and over 40 Anzac Street, opening up to Lake Road.
Commencement of construction began in January 2022.
10. Huron and Northcroft Streetscapes – Construction commenced
A project to improve the walking and cycling connectivity to the Takapuna town centre. Enhancements include street furniture, plantings and a review of street lighting.

Waterfront

11. Wynyard Point - Open Space North East – Engage designers for future park
A project to enhance the existing infrastructure of Wynyard Point and develop the land to activate public spaces on the waterfront areas and facilitate private development of waterfront sites
12. AC Pier – Practical completion
A project to construct a 51 serviced-marina finger berths at Westhaven Marina. The additional finger will better meet market needs and improve Eke Panuku's commercial outcomes.
13. ZP Boat Share – Practical completion
A project to maximise potential use of the pontoon berth space by re-configuring the Z pier piled area into fingered berths to enable it to be used for a boat share scheme.



16 December 2021

Paul Majurey
Chair
Panuku Development Auckland

By email: paul.majurey@ahjmlaw.com

Tēnā koe Paul

Letter of Expectation for 2022/23

This letter of expectation sets out the council's priorities and expectations to inform the development of the Eke Panuku draft Statement of Intent (SOI) for 2022-2025.

It sets out common expectations across all council-controlled organisations (CCOs), and expectations specific to Eke Panuku.

This builds from the workshop held on 10 November 2021 with the CCO Oversight Committee and CCO Board Chairs and Chief Executives, to discuss the strategic priorities for inclusion in the letters of expectation. The content of this letter was approved by the CCO Oversight Committee on 14 December 2021, with delegation to myself and the Deputy Mayor to finalise and issue the 2022/23 letters of expectation.

Before addressing the expectations, I note that due to the uncertainty of the financial context the Committee also approved extensions of the statutory deadlines for the SOI process, as is allowed in the Local Government Act 2002, Schedule 8, section 4. This means the due dates for the process are:

- date of submission of the draft SOIs is 1 April 2022
- date when the boards must have considered shareholder feedback is 1 June 2022
- date for final submission of SOIs is 31 July 2022.

Please liaise with CCO Governance staff about ensuring these dates can be met. Council will likely consider its shareholder feedback on draft SOIs at the CCO Oversight Committee meeting of 26 April 2022.

Part I. Common expectations for all CCOs

Current state

The impacts of COVID-19 are ongoing on the council group and the community. Restrictions, labour market issues impacting the whole group and supply chain issues are resulting in delays and cost escalations for a number of work programmes and capital projects.

Decisions in the LTP anticipated the risk of further outbreak and provided for the impact to a certain extent but additional pressures are building up. We need to adjust our expectations accordingly on the delivery of existing programme and on new initiatives that we would clearly like to take.

Long after COVID-19 ceases to be a major threat to us, there will be the ongoing crisis caused by climate change. We cannot afford to put off any longer the action needed to avoid a climate disaster.

In addition, there are a range of reforms, strategic reviews and changes underway, such as the National Policy Statement on Urban Development (NPS-UD), and reforms of the Resource Management Act and three waters. These are also contributing to uncertainty and heavy workloads across the council group.

Given the high level of uncertainty ahead from COVID-19, it is important that we think carefully about how we might want to respond to short-term issues and long-term challenges strategically.

We look forward to continuing to work together with you on these key issues and identifying potential options available to the council group.

Mayor's proposal for the 2022/23 annual budget¹

As Mayor I have proposed items for consultation as part of the annual budget 2022/23 which at a high level include:

- a) a base budget package proposal based on the second year of the 10-year Budget 2021-2031, taking into account the impact of the COVID-19 Delta outbreak and current economic conditions
- b) a package of further climate actions in addition to the base budget proposal to reduce emissions and support adaptation.

It is expected that the draft 2022-2025 SOIs will be consistent with the relevant aspects of the Mayoral proposal for the 2022/23 annual budget.

Under the Mayoral proposal, CCOs are also expected to work with council's Chief Executive to implement \$15m of permanent cost reductions in the form of efficiency savings and service reductions across the group in 2023/24, growing to \$30m per annum from 2024/25 onwards. It is proposed council will consult on a set of draft expenditure prioritisation criteria in the 2022/23 annual budget. The criteria will be applied to implement the cost reductions sought.

Working together to progress the agreed areas of focus for growth and development

With limited resources, the Long-term Plan programme focuses on agreed areas of focus for growth and development (North West, CRL stations, Auckland Housing Programme/Tamaki and Drury).

We expect that as a Council group there is a continued commitment to working together to efficiently plan for and prioritise growth and intensification. The monthly GM Housing Group is seen as a key mechanism for coordinating this activity and council's Chief of Strategy is to be consulted with for any development proposal which may not align with council's adopted plans and strategies.

The government's programme to accelerate the supply of housing will require the council group to work together in a coordinated and united way (including implementing the NPS-UD and submitting on new associated legislation).

¹ <https://ourauckland.aucklandcouncil.govt.nz/media/trclridg/annual-budget-2022-2023-mayoral-proposal-december-2021-final.pdf>

To support this work, CCO contribution is expected in:

- developing the Auckland Future Development Strategy and additions to the Infrastructure Strategy
- reviewing of any plans and strategies is undertaken in an open and transparent manner
- sharing information in a timely manner across the council group to ensure monitoring, analysis and reporting is consistent
- participation in the further development of organisational strategic priorities (i.e., investment prioritisation) to assess and allocate funding and project creation and implementation.

Climate change and climate related disclosures

As highlighted in Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan, our climate is changing. Our emissions continue to rise, and we are seeing more extreme events regionally and around the world. We need to act now – and we must act fast. For Auckland our core goals are:

- to reduce our greenhouse gas emissions by 50 per cent by 2030 and achieve net zero emissions by 2050
- to adapt to the impacts of climate change by ensuring we plan for the changes we face under our current emissions pathway.

The Auckland Council group will be required to prepare a climate-related disclosure under the Financial Sector (Climate-related Disclosures and Other Matters) Amendment Bill from FY23. The disclosure will need to be compliant with the climate disclosure reporting standards that will be aligned to the Taskforce on Climate-related Financial Disclosures (TCFD) framework.

In order for the group to achieve future compliance with the climate disclosure reporting standards, CCOs are expected to work with council to implement the underlying processes that will support the recommended disclosures of the TCFD framework. In addition, collaboration is required on the following enabling projects:

1. Complete a group climate change risk assessment using scenario analysis
2. Identify and implement a process for managing climate risks across the group
3. Complete a climate-risk governance assessment.

Māori outcomes

CCOs should continue to deliver:

- Māori outcomes
 - Kia Ora Tāmaki Makaurau – a Māori outcomes performance measurement framework: implementation/delivery/reporting/monitoring/evaluation across the council group
 - Māori outcomes portfolio - understanding BAU initiatives across the council group which predominantly contribute towards advancing Māori outcomes
- Achieving Māori Outcomes plans (previously named Māori Responsiveness Plans)
 - Delivery, monitoring, reporting
- Māori engagement

- Developing an engagement approach for the council group
- Māori employment and development
 - Implementation of the Māori employment strategy – MAHI. The strategy is currently being revised.

Other group matters

There is an overall greater focus on **equity and communities in most need** and considering them in all decisions. This is driven by the direction set in the Auckland Plan 2050 and Infrastructure Strategy. This means thinking about who is experiencing barriers to participation and how we address that, whose voices are not being heard or represented; and how the services, programmes and facilities we provide reflect the diversity of Aucklanders we are here to serve.

Council and CCOs shall work in partnership on strategy development, planning and decisions that impact on the council's level of risk and/or level of investment (and affordability). This includes jointly agreeing principles, methodology, shared procurement of services and/or working groups, open and transparent data, and sharing internal work in confidence. The CCO Chief Executive group should have oversight of any joint strategy work.

Statement of Expectation

The CCO review also recommended the development of a Statement of Expectation. Unlike the letters of expectation, this is a tool provided for in legislation, and focusses on council's enduring expectations (e.g. no surprises principle and operating as a group) that have previously been included in letters of expectation. The Statement of Expectation is more focused on how CCOs undertake their operations, rather than work programmes. This letter should be read alongside the Statement of Expectation².

Part II. Specific expectations for Eke Panuku

The specific expectations that Eke Panuku should reflect in your SOI are discussed below.

1. Council and Eke Panuku will begin working together on the medium-long term urban regeneration programme in 2022, which should be highlighted in the 2022-2025 SOI. The original Eke Panuku priority locations were agreed in 2015, with work in some of these locations due to be completed in the next couple of years. This work will include how urban regeneration will be funded in the future. This is a CCO review recommendation (recommendation 8), and the work will feed into decision-making on the 10-year Budget 2024-2034.
2. Further priorities to be reflected in the 2022-2025 SOI are:
 - ongoing work to improve the understanding of the overall role of Eke Panuku, purpose and work programme. This will include:
 - Providing a clear overview of the three-year work programme in the SOI, which links outcomes, activities and performance measures. This should include providing clarity on phases of work for each priority location (link to CCO review recommendation 9)
 - Continuing work to improve engagement between Eke Panuku and elected members.

² http://infocouncil.aucklandcouncil.govt.nz/Open/2021/06/CCO_20210622_AGN_10103_AT.PDF

- Working with council on guidance on how public and commercial interests are balanced (CCO review recommendation 42).
- Amending the Eke Panuku constitution to make clear its twin purpose of redeveloping urban areas and managing the council's non-service property (CCO review recommendation 10).
- continuing to deliver on agreed urban regeneration priority location areas, including town centre planning and improvements, property development and placemaking. The city centre has now been added to the waterfront priority location and Eke Panuku has been endorsed as the lead agency for the implementation of the City Centre Masterplan 2020 (agreed at the Planning Committee meeting on 30 November 2021). Eke Panuku will lead a team from across the council group and will build on work delivered over the last decade.
- an increased focus on any infrastructure implications of Eke Panuku work in priority location areas. This is in the context of infrastructure funding and financing constraints for the council group.
- continuing to manage the council's non-service property and providing property-related services to the council group. Council is intending to develop a group property strategy or 'property ownership framework' (CCO review recommendation 14). This will include working with Eke Panuku on the strategic direction for non-service property. Council will provide clarity around timeframes for this work by March 2022.
- the partnership with Haumaru Housing to increase the (net) number of affordable homes for older people in their portfolio.
- working with Auckland Transport on transport-oriented development opportunities and with local boards on property optimisation and placemaking.

Council looks forward to receiving a draft of the Eke Panuku Statement of Intent by 1 April 2022.

Staff are available to expand or explain aspects of this letter if required. Please contact Edward Siddle, Acting Manager CCO Governance and External Partnerships (edward.siddle@aucklandcouncil.govt.nz) to discuss.

Ngā mihi



Phil Goff

MAYOR OF AUCKLAND

cc: Deputy Mayor Bill Cashmore, Chair CCO Oversight Committee
David Rankin, Chief Executive, Eke Panuku
Edward Siddle, Acting Manager CCO Governance and External Partnerships

5.2 Westhaven Marina Limited director appointment

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;

5.3 Karanga Plaza Tidal Steps – Swimming Activity

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;

7.1 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;

Information paper: Group Shared Services Review

Document author: Carl Gosbee, CFO

March 2022

Whakarāpopototanga matua | Executive summary

1. This paper updates the board on the work of the Group Shared Services Review (GSSR) in preparation for a gateway decision to proceed with working toward shared services in selected service areas, to be presented to the board in May.
2. The GSSR was an outcome from the CCO review, reported to the board back in March 2020. Work has been underway by a cross entity group to review thirteen service areas to identify potential opportunities that group shared service functionality could offer.
3. Eke Panuku is already a significant user of council shared services and will potentially have the lowest recommended level of change amongst the CCOs. There could be changes in the way that the shared services are delivered, as the working group is not assuming that council would be the shared services provider, as is currently the case.

Matapaki | Discussion

4. The CCO Review Panel completed its review and presented its findings to Auckland Council's Governing Body, local board chairs and IMSB members on Tuesday 11 August 2020.
5. The recommendations referencing shared services were:
 - 61. The council and CCOs work together to draw up group policies on shared services.
 - 62. Shared services have formal supplier/purchaser agreements, with agreed service levels.
6. Work has progressed on the GSSR and a number of service areas have been progressed for detailed review and consideration. The service areas under consideration were:
 - ICT
 - Finance
 - HR
 - Legal
 - Other Corporate Services

- Rates valuations and data management
- Corporate Property
- Communications
- Procurement
- HS&W
- Corporate Strategy
- EPMO
- Risk & Assurance

7. The baseline assessment completed to date has included:

- a. developing standardised service catalogue and sub-service definitions,
- b. collating data such as staff numbers, volumetrics and costs (for staff, systems, outsourced and other),
- c. self-assessment maturity surveys completed by service owners for each entity,
- d. customer surveys completed for feedback on current service levels; and
- e. interviews with service owners to validate the information gathered and identify opportunities and considerations for future state service delivery.

8. Using the information collected as part of the baseline assessment, the target future state service delivery model is currently being designed and tested for each sub-service. This will include a high level change impact assessment to identify whether the change to the proposed model generates sufficient benefits to make the change worthwhile.

9. Recommendations will be presented to the governance group on 14 April 2022 on the case to proceed for shared services. Engagement will then take place with leadership teams and CEs before being presented to boards in May. Transition strategies and detailed design will take place after endorsement from the CCO boards and Council.



Ngā tāpirihanga | Attachments



Director interests at 7 March 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	

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	
	Board member	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	
	Board member	New Zealand Rugby	
	Board member	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	
	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	

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	


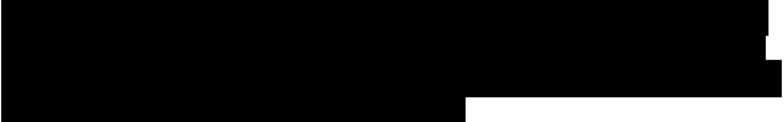
Director	M&G Trustees Limited
Director	Market Kitchen Limited
Director	Nathan Whanau Trustees Limited
Director	New Gipsy Limited
Director	NTA Holdings Limited
Director	Oceania Career Academy Limited
Director	Pasifika Enterprises Limited
Director	Pathfinder Management Partner Limited
Director	Pathfinder 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	Mar	Apr	May		Jun
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 **confidential** session, in person at 82 Wyndham Street, Auckland and online via Teams, on Wednesday 23 February 2022 commencing at 10.00am.

Attending		<p>Board: Paul Majurey – Chair, David Kennedy – Deputy Chair, John Coop, Susan Huria, Jennifer Kerr, Kenina Court, Steven Evans</p> <p>Executive: David Rankin – Chief Executive, Gyles Bendall – GM Design & Place, Alaina Cockerton – Head of People & Culture, Brenna Waghorn – GM Strategy & Planning, Angelika Cutler – GM Community & Stakeholder Relations, Carl Gosbee – Chief Financial Officer, Marian Webb – GM Assets & Delivery, Ian Wheeler – Chief Operating Officer, Allan Young – GM Development, Kathy Crewther – Governance Manager</p> <p>In Attendance: Selio Solomon (Board Intern)</p>
Board and Chief Executive-only time		The Chief Executive discussed various items with the Board informally.
Opening remarks		The formal meeting opened with a karakia at 10:39am.
1.1 Procedural motion to exclude the public	1 02/22	Pursuant to clause 12.3 of the Panuku Constitution, the public be excluded from the following proceedings of this meeting, so that commercially sensitive issues can be discussed in confidential session.
1.2 Apologies	2 02/22	There were no apologies for this meeting.
2. Chief Executive's report	3 02/22	<p>Sarah Johnstone-Smith joined the meeting via Teams on behalf of Councillor Efeso Collins.</p> <p>David Rankin, Chief Executive, introduced the report. The Board discussed the following matters:</p> <ul style="list-style-type: none"> •  • Light Rail – an interesting dimension of this project, of relevance to Eke Panuku's position as a regenerator of brownfields location, is the government's proposed value capture levy to secure a meaningful contribution to the cost of the light rail network. We will monitor this issue as it develops. •  • The Chief Operating Officer spoke briefly on the challenges being faced with the Eke Panuku 2021/22 Capex programme and the revised forecast of \$50m for the year versus a budget of \$90m. Various learnings from this will be reflected in the work for the coming year's programme, although noted that most of the issues are, one way or the other, linked to Covid-19. • In respect to Covid-19 there was comment on the desirability of an eventual return to the office by Eke Panuku staff on a substantial basis for the reasons previously articulated. <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>

<p>3. Health and safety</p>	<p>4 02/22</p>	<p>Blair McMichael, Health & Safety Manager, joined the meeting and introduced the report. The Board discussed the following matters:</p> <ul style="list-style-type: none"> • The assurance issues arising from the review undertaken of compliance with the Safe Management of Contracts and Agreements Framework in the delivery of the capex programme. The Chief Operating Officer provided the Board with further detail. • As of the meeting date, there was only a single confirmed case of Covid-19 amongst Eke Panuku staff which management is aware of. This is being managed to protocol. The position will obviously change soon. • Supplies of the rapid antigen test kits have been ordered and are expected to be delivered in March. They will be available on a prioritised basis. • The update on the coroner's enquiry into the death from falling at the Viaduct, and the fact that the inquest will proceed without further Eke Panuku/council participation or involvement following the provision of extensive information by Eke Panuku to the coroner. <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<p>4.1 Alternative Commercial Opportunities</p>	<p>5 02/22</p>	<p>Marian Webb, GM Assets & Delivery, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • [REDACTED] <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <ol style="list-style-type: none"> a. [REDACTED]
<p>4.2 Wynyard Point Te Ara Tukutuku</p>	<p>6 02/22</p>	<p>John Coop left the meeting for this item due to a declared conflict.</p> <p>Ian Wheeler, Chief Operating Officer, introduced the report. Fiona Knox, Priority Location Director, Vrinda Moghe, Head of Planning & Consents, and Tracey Ryan, Senior Strategic Project Manager joined the meeting for this item. The Board discussed the following matters:</p> <ul style="list-style-type: none"> • Te Ara Tukutuku Plan is the culmination of a large piece of work. The team was congratulated on its quality and noted the approach can be used for other pieces of work, e.g. working with mana whenua. • Noted we are in the process of appointing an appropriately skilled Māori to the TAG to bring a Māori cultural dimension to its work. • Noted height of units addressed as per previous Board decision.

		<ul style="list-style-type: none"> Clarification was sought on public good funding. Noted that much of the cost falls after the current LTP, i.e. post-2031. <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <ol style="list-style-type: none"> Endorsed the Te Ara Tukutuku Plan - Wynyard Point Precinct Plan.
4.3 Thriving town centres - guidance for the urban regeneration of Eke Panuku town centres	7 02/22	<p>Gyles Bendall, GM Design & Place, introduced the report. Naomi Craymer, Principal Policy Advisor & Planner, and Duncan Ecob, Head of Design, joined the meeting for this item. The Board discussed the following matters:</p> <ul style="list-style-type: none"> The document is a significant milestone; approval is required so the plan can go to Planning Committee in March for endorsement. A huge amount of engagement was undertaken to produce the report. The draft document was taken to TAG which was supportive and made editorial suggestions. The two versions in Board Pack demonstrate the look and feel of the draft published document using the new branding. <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <ol style="list-style-type: none"> Approved "Thriving town centres - guidance for the urban regeneration of Eke Panuku town centres" (Attachment 1) for publication as a strategy and guidance document for Eke Panuku. Recommended its endorsement to the Planning Committee at its meeting on 31 March 2022. Delegated approval of any final editorial amendments to the Chair and Chief Executive.
4.4 2023 Budget Refresh	8 02/22	<p>Carl Gosbee, Chief Financial Officer, introduced the report. The Board discussed the following matters:</p> <ul style="list-style-type: none"> There is a lack of certainty regarding the 2022/23 budget until council approves the final Annual Plan in May. The key movement in the draft is an increase of staff costs, other costs are within net budget. Noted that council may well require further adjustments as the process progresses. The current year's underspend on capex will be phased over later years, as appropriate. The Executive is aware of the traditional optimism bias that has been embedded in our business planning process, but which has been steadily improving. Large acquisitions and projects are anticipated over the next year or two. The ten-year budget is regularly adjusted through budget, LTP and budget refresh processes. The impact of capex budget changes in the 2022/23 and future years was discussed, and concern noted around the impact on Eke Panuku's ability to deliver its agreed outcomes in locations. The Chief Executive agreed that a report will be prepared for the Board on the three-year capex programme we are seeking to have funded, how we manage its prioritisation and how we manage its reconciliation to our eventual capex envelope. Noted that draft numbers need to be presented by council shortly after the Board meeting, hence the need for this paper. <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <ol style="list-style-type: none"> Approved the draft annual budget for the financial year 2022/2023 for submission to council by 25 February. Delegated to the Eke Panuku Executive approval to make phasing changes for the remaining years in the Long-Term

		Plan as required to balance the 25 February numbers across the ten years, as required.
4.5 101 Pakenham Street West, Wynyard Quarter – Go to Market Strategy	9 02/22	<p>John Coop did not participate in discussion for this item.</p> <p>Allan Young, GM Development, introduced the report. James Woods, Development Manager, joined the meeting for this item. The board discussed the following matters:</p> <ul style="list-style-type: none"> The building does not have a five-star rating for various complicated reasons. There is some ongoing work by the architects involved to retrospectively seek a rating. This will be clear in the sale process. A version control issue with the board report will be rectified for the record and the public Board Reports for February have been updated accordingly. <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <p>a. [REDACTED]</p> <p>b. [REDACTED]</p>
4.6 Downtown Car Park Request for Development Proposal	10 02/22	<p>John Coop left the meeting for this item due to a declared conflict.</p> <p>Allan Young, GM Development, introduced the report. James Woods, Development Manager, joined the meeting for this item. The Board discussed the following matters:</p> <ul style="list-style-type: none"> [REDACTED] <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <p>a. [REDACTED]</p> <p>[REDACTED]</p>

		<p>[REDACTED]</p> <p>[REDACTED]</p>
<p>4.7 Avondale Central</p>	<p>11 02/22</p>	<p>Paul Majurey left the meeting for this item due to a declared conflict of interest, and David Kennedy took the role as Chair.</p> <p>Ian Wheeler, Chief Operating Officer, introduced the report. John Carter, Priority Location Director, joined the meeting for this item. The board discussed the following matters:</p> <ul style="list-style-type: none"> • The accumulation over time by Eke Panuku of what is now a significant flagship development site through use of the strategic development fund and the relationship with Kāinga Ora. • That the Board had previously approved the essential outcomes being sought on the site. • The Acting Chair sought confirmation that the evaluation panel had been able to undertake its evaluation work without any external direction, influence or control and that it had formed its own view of the relative benefits of the three proposals. This was confirmed by the priority location director. The Acting Chair also sought confirmation that the Chief Executive had accepted the recommendations of the Evaluation Panel without alteration, and that to the best of his knowledge no inappropriate behaviour, pressure or influence had been applied to any Eke Panuku staff member in the process. The Chief Executive confirmed this. • Board Members sought clarification on some aspects of the Evaluation Panel's evaluation. The fundamental importance to the site's redevelopment of maximum density consistent with excellent urban design, and an active frontage to Great North Road was noted, as was the preferred proposal's strength on these aspects. • Board Members also asked questions regarding design and the need to ensure careful work with the developer as the design is finalised, given the size and height of the proposed development is of a scale and density not currently seen in Avondale. The TAG's important involvement in the process was also noted. • Noted that Ngāti Whātua Ōrākei had sought, and received, feedback on the reason for its proposal not being selected as the best by the Evaluation Panel. Noted that going forward best practice would suggest the feedback sessions of this nature should come after a Board decision and not prior. The Chief Executive agreed with this position. • There was discussion around other price and non-price aspects of the development and evaluation. John Carter, the Priority Location Director, clarified various matters. <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <ol style="list-style-type: none"> a. [REDACTED] b. [REDACTED]

		<p>c. [REDACTED]</p> <p>d. Delegated authority to the Chief Executive to execute the sale and purchase documentation once negotiations including finalising the masterplan design have been completed.</p>
		Steve Evans left the meeting at 12.45pm.
<p>4.8 Te Wharau o Horotiu Bledisloe House, 24 Wellesley Street, Auckland</p>	12 02/22	<p>Allan Young, GM Development, introduced the report which is a late item added to the agenda following the online publication of the Board papers. The board discussed the following matters:</p> <ul style="list-style-type: none"> • A decision was made in October 2021 with delegations to the Chief Executive, including the minimum value to be achieved. This amount needs to be reduced slightly. <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <p>a. [REDACTED]</p>
<p>5.1 Annual Report 30 June 2021</p>	13 02/22	<p>Carl Gosbee, Chief Financial Officer, introduced the report. The board discussed the following matters:</p> <p>No members of public joined the public in session. The Eke Panuku Board received the report.</p>
<p>6.1 City Centre programme update</p>	14 02/22	<p>Ian Wheeler, Chief Operating Officer, introduced the report and summarised it as follows:</p> <ul style="list-style-type: none"> • A wide approach is being taken before narrowing the focus. • Key structures are being put into place to help the council group to work together effectively. • Recruitment is underway for a Priority Location Director, a lead role designer, and senior communications person to deal with engagement and marketing. • The team is meeting with stakeholders; there is a lot of support for the city centre master plan. There are concerns over the city centre trends due to Covid-19. • Key elements of an overall plan will be developed by the second part of the year, which will include recovery from Covid impacts. <p>The board discussed the following matters:</p> <ul style="list-style-type: none"> • Homelessness and transition housing issues and impacts. • There is little real definition or understanding yet of the concept of “Access for everyone”. Auckland Transport is developing this and sharing it with us. The aim is to stop through-traffic and allocate more street space to pedestrians, but this is just a concept that requires a lot of work over time. • The extent of the role of Eke Panuku, and how or what it can do in terms of implementing the design, was queried. It has a role in the implementation of the City Plan which means that Eke Panuku can significantly influence design over time. • There is a pressing need to attract people back to the City Centre. • The Board recognises this is an evolving programme. • COO envisages that, at the end of the calendar year, there should be cross-group governance in place, and a fairly large, dedicated city centre team with a direct or indirect reporting line to Eke Panuku in place. The team will be co-located at Eke Panuku

		<p>offices. There will also be an overall plan in place to guide group activity with a focus on recovery. Messaging and timeline to be clarified.</p> <ul style="list-style-type: none"> • The Board expects to see a more coherent story about city centre developments in due course. <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<p>6.2 Water edges health and safety update</p>	<p>15 02/22</p>	<p>Gyles Bendall, GM Design & Place, introduced the report. As part of this he noted that the Executive Team would appreciate input from the Board on a current matter which has become pressing – how we deal with current swimming and, in particular, bombing activities at the waterfront over the rest of this summer period.</p> <p>It was noted that over the next few months, work will be undertaken to complete a full risk assessment of where these activities can take place, if at all, and if so, work through the design and management of these spaces to maximise the health and safety of those participating. In the meantime, for the balance of the summer, we have the practical problem of swimming and bombing being undertaken around Karanga / Ūrunga Plaza and ELT will be making some interim decisions on our approach prior to a full risk assessment.</p> <p>Gyles noted that in the view of ELT it would appear to be the safest part of the waterfront for such activities, certainly safer than other structures being used previously, such as the Wynyard Bridge Crossing. He also noted that the area is supervised by security staff engaged by Eke Panuku. He noted that there had been no recorded incidents of injuries, although it is entirely possible there had been some over the years. The ELT was wrestling with the dilemma of the degree to which attempts to ban the behaviour outright triggers a real risk of the behaviour dispersing to less suitable and unsupervised parts of the waterfront. Decisions will need to take into account the overall balance of risk in this situation. Noted there are important, other broader public policy issues around right of access to the waterfront for all.</p> <p>Board members then contributed several perspectives, drawing out the following:</p> <ul style="list-style-type: none"> • The complex balance between the desirability, and strategic objective, of maximising public enjoyment of the waterfront, including an ability for people to swim in some parts and addressing health and safety concerns. • Acknowledging that where we do permit swimming/bombing we have a duty of care with health and safety responsibilities to the public. • There is an inability to physically change anything with the current setting for the balance of the summer through lack of time. Although appropriate changes to the structures, or indeed location of swimming/bombing, can be executed for future summer seasons. • Need for a recorded risk assessment to be undertaken, and discussion of potential legal advice. • Noted that there is a difference between swimming and bombing, with swimming presenting relatively less risk from a health and safety perspective than bombing. Also noted that there is strong user demand for bombing by younger people. <p>The Board then moved on to discuss the information report, noting the progress that had been made and the balance of the intended work.</p> <p>Following conclusion of discussions, the Eke Panuku Board received the report.</p>

6.3 Onehunga Wharf Development proposal update	16 02/22	<p>Ian Wheeler, Chief Operating Officer, introduced the report. Richard Taylor, Priority Location Director, joined the meeting for this item. The Board discussed the following matters:</p> <ul style="list-style-type: none"> • The team has received extensive information on the challenges of wharf development and are looking at ways of creating an alternative achievable proposal to what was intended. • Dialogue has not yet started with council or stakeholders and the process will have to be managed carefully. • This a fantastic opportunity to communicate the positive story about the development of an additional public amenity and access to a waterfront. <p>Following the conclusion of discussion, the Eke Panuku Board received the report.</p>
6.4 Board Strategy Day Overview and Next Steps	17 02/22	<p>Brenna Waghorn, GM Assets & Delivery, introduced the report.</p> <p>Following the conclusion of discussion, the Eke Panuku Board received the report.</p>
6.5 Risk Report	18 02/22	<p>Carl Gosbee, Chief Financial Officer, introduced the report.</p> <p>The Board recommended that Risk 3 be amended to include the risk of bombing and swimming in inner harbour more specifically.</p> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
7.1 Director interests	19 02/22	<p>The Eke Panuku Board reviewed and received the Register of Directors' Interests.</p>
7.2 Director meeting attendance	20 02/22	<p>The Eke Panuku Board noted the directors' meeting attendance.</p>
7.3 Minutes of the 15 December 2021 board meeting	21 02/22	<p>The Eke Panuku Board reviewed and confirmed the Minutes of the Board Meeting 15 December 2021, with confidential information included, as a true and accurate record of the meeting.</p>
7.4 Board action list	22 02/22	<p>The Eke Panuku Board noted the board action list.</p>
7.5 Board forward work programme	23 02/22	<p>The Eke Panuku Board noted the board forward work programme.</p> <p>Auditor Risk Plans need to be set for the year.</p>
8. General Business	24 02/22	<p>There were no items of general business.</p>
Close of Board meeting		<p>The meeting closed with a karakia at 2.13pm</p>

Read and confirmed

_____ Chair

_____ Date

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