

Board Report

Date

Wednesday
24 April 2024

Time

10.00am

Venue

Eke Panuku Development Auckland
Te Wharau o Tāmaki - Auckland House
Level 28, 135 Albert Street
Auckland



Board Agenda

Where: L28.2, Te Wharau o Tāmaki Auckland House, 135 Albert Street, Auckland

When: Wednesday 24 April 2024 | 10.00am – 12.45pm

Board members: Paul Majurey, Chair; David Kennedy, Deputy Chair; John Coop; Steve Evans; Jennifer Kerr

Apologies: Kenina Court

		Time
	Public meeting open	10.00am
1.	Welcome / Acknowledgements 1.1 Apologies	
2.	Chief Executive’s report (open items)	
3.	Health and Safety report	
4.	Decision papers (open items) 4.1 Unlock Panmure & Unlock Northcote – Property disposal recommendations 4.2 Eke Panuku Homestar Requirements	
5.	Information papers 5.1 Quarterly Risk Report	
6.	Governance matters (open items) 6.1 Director interests 6.2 Director meeting attendance 6.3 Minutes meeting held – 27 March 2024	
	Public meeting close and confidential meeting open	
7.	Mana whenua stories: Te Ahiwaru Trust	
8.	Chief Executive’s report (confidential items)	
9.	Governance matters (confidential items) 9.1 Out of Cycle Decisions 9.2 Director interests’ projects 9.3 Board action list 9.4 Board work forward programme 2024 9.5 Minutes meeting held – 27 March 2024	
10.	General business	
	Meeting close	12.45pm

At the time of publishing, apologies have been received from Kenina Court.

Information paper: Chief Executive Report

Author: David Rankin

April 2024

Whakarāpopototanga matua | Executive summary

1. *This is a public report which incorporates a range of material on current and emerging issues. Some information contained in this report should be treated as confidential. In terms of Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to the withholding of information as necessary to:*
 - *protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of a third party (s7(2)(b)(ii))*
 - *enable any local authority holding the information to carry on, without prejudice or disadvantage commercial negotiations (s7(2)(i))*
 - *maintain the effective conduct of public affairs through the free and frank expression of opinions by or between or to members or officers or employees of any local authority in the course of their duty (s7(2)(f)(i))*
 - *maintain legal professional privilege (s7(2)(g)).*

Matapaki | Discussion

Downtown West - Urban Realm and Transport Outcomes

2. The sale of the Downtown Carpark (DTCP) is now confirmed, and the development agreement executed. The Council group is now turning its focus to securing funding for the public good investment in 'Downtown West' as [envisaged](#) in the City Centre Masterplan (CCMP). As per the Governing Body resolution, councillors will be asked to make a decision on funding through the Long-term Plan (LTP) process.
3. The redevelopment of the Downtown Carpark represents a significant opportunity to continue the regeneration of the central waterfront through the delivery of Transformational Move 8 of the CCMP. It will also achieve wider transport network outcomes, including the City Centre Bus Plan (Bus Plan). This precinct is envisioned as a hub for a new human-centric environment, prioritising pedestrian, and public transport outcomes for the city. This aligns with the city centre's transport vision, Access for Everyone (A4E) and the transport emissions reduction plan (TERP). This requires the council group to deliver on integrated movement, access, and place outcomes in partnership with the redevelopment of the carpark site.
4. The removal of the flyover is the first and major step in achieving these outcomes, enabling the reorganization of the streets and the creation of a place for people. This key move enhances connectivity, introduces a sense of openness, expands the usable area

and increases the amount of sunlight into the area. Our heritage buildings in the area will be easier to see and appreciate. The proposed regeneration of Downtown West also forms an important part of the City Centre Bus Plan. Removing the Lower Hobson Street Flyover creates space to optimise transport outcomes and create an area that is an attractive place to live. It also connects the city centre to the rest of the waterfront. The planned improvements to the transport network also include streetscape enhancements to Lower Hobson, Customs and Sturdee Streets. When combined with the high-quality internal laneways through the new mixed-use downtown precinct, this will improve connections to the Viaduct, the Waterfront and across the Downtown area.

5. The proposed recommendation from staff to the governing body will be seeking approval for the delivery of key transport and streetscape outcomes in Downtown West. This includes removal of the flyover and associated street, network and bus facility upgrades to Lower Hobson St, Customs St West and Sturdee St. Funding for this package of works is included within the draft LTP. Given the council group's constrained funding environment, it will be recommended that new funding for further urban realm enhancements to the Sturdee Street public space can be deferred to a later time. Should funding for the substantive works be removed from the LTP, the opportunity to align disruption timings is lost. Council risks resulting changes to the detailed design of the carpark site's redevelopment including the potential of reorienting inwards and including a reduction in capacity for residents.
6. The decision-making steps and timeline is summarised below:
 - 3 April 2024 – Governing Body workshop (complete) – Councillors briefed on the proposed recommendation and supporting materials.
 - 9 April 2024 – Waitematā Local Board workshop (complete) – Local Board members briefed on the same proposal that was workshopped with the Governing Body.
 - 10 April 2024 - City Centre Advisory Panel workshop (complete) – Workshop help with advisory panel working group (sub-committee of wider panel). Draft advice developed by the working group and circulated to the wider panel for endorsement at the 29 April meeting.
 - 16 April 2024 - Waitematā Local Board business meeting – seeking endorsement of the delivery of the recommended package of works.
 - 29 April 2024 - City Centre Advisory Panel business meeting – seeking endorsement of the recommended package of works.
 - 2 May 2024 - Governing Body meeting - approval of the recommended package of works and the required funding.

Port Precinct Framework Plan update

7. The Port Precinct Framework Plan was submitted to the Mayor's Office in December 2023 as part of our SOI requirement. We have now received confirmation that the Framework Plan material will need to be presented to a Governing Body workshop on the 30th of April, followed by a Governing Body meeting on the 16th of May.
8. Other items that will be presented on the 30th of April will relate to the items associated with the Port. This includes the Op-Co, Prop-Co model, feedback from the Long-Term Plan consultation and the expected arrangements for release of Captain Cook and

Marsden Wharf from their current operations. Eke Panuku has been asked to focus on the Central Wharves component of our work. A decision paper is currently being prepared with a recommendation for a budget to be allocated to Eke Panuku as lead agency to enable a masterplan process for the central wharves. This is expected to take up to 4 years. The Board Chair, CE and senior staff will attend the workshop and meeting.

Wynyard Crossing Bridge

9. Since our last update to the Board in March the executive has appointed RCP to project manage the work on the bridge. This is to ensure fully focused project management by an experienced project manager. In addition, we continue to offer direct engagement with key stakeholders, including:
 - Wynyard Quarter Transport Management Association briefings
 - Heart of the City direct engagement
 - One-to-one meetings with effected businesses to respond to concerns and partner in marketing initiatives
 - Drop-in sessions for Wynyard Quarter residents
 - Regular email updates for all key stakeholders
 - Monthly email newsletter
 - Responding to direct requests from stakeholders who wish to meet
10. We are collaborating with the Council Whanau through:
 - Weekly meetings with TAU on the bridge maintenance programme
 - Partnering with AT and Auckland Council to communicate through their channels
11. We have a major media campaign underway to encourage people to continue going to Wynyard Quarter but plan their journey ahead through signage around the waterfront, digital street furniture, pavement street decals, digital screens on board ferries, digital advertising space inside Wilson Parking Buildings and digital screens inside downtown office buildings. We will be strongly promoting the existing, excellent service from City Link bus. This goes from the bottom of Queen Street to Wynyard Quarter every 7 minutes.
12. To encourage cruise ship visitors to visit Wynyard Quarter, we have partnered with AT, Ports of Auckland, and TAU to run a promotion whereby cruise ship guests will receive a flyer upon their arrival which gives them a free return bus ticket on the City Link Bus to Wynyard Quarter.
13. A major marketing campaign is currently being developed to attract continued patronage to the Wynyard Quarter during the maintenance works. This will be launched by the end of April and is being run with the assistance of Federation agency.

- 14. A transport alternative for major events is being investigated, with the first trial potentially being put in place for the Auckland Art Fair next week. This could include deploying some ferries to bring people across the water.

Civic Administration Building

- 15. At the request of three Councillors, the Chief Executive and GM Development presented to a Governing Body workshop on 12 April a comprehensive summary of the sales process and the development agreement entered into with Civic Lane Ltd.

Waterfront activity pilot update

- 16. 

Avondale Central

- 17. 

- 18. 

- 19. 

- 20. [Redacted]
- 21. [Redacted]
- 22. [Redacted]
 - a. [Redacted]
 - b. [Redacted]
- 23. [Redacted]

Auckland Council elected representatives survey

- 24. Auckland Council routinely surveys elected members' satisfaction with staff support and advice. The survey provides an opportunity for elected members to share some qualitative insights. All elected members, including local board members, councillors, and the mayor, are given the opportunity to respond.
- 25. A total of 105 elected members completed the 2023 survey, this was the first survey for this electoral term.
- 26. The results showed that most Governing Body members were satisfied with the way Eke Panuku engages with them, in particular the quality of advice we provide. Local board members' satisfaction with our engagement has fallen along with their perceived ability to influence our projects and decisions. It should be noted that Eke Panuku engagement with Local Boards is significantly influenced by whether there is a priority location in a specific local board's area. Given our resourcing levels, we have developed an effective engagement approach with local boards, particularly with local boards with a priority location.
- 27. The results of this survey provide the council with an overall picture of satisfaction and help us identify areas of focus to better meet elected members' needs. Eke Panuku is proactively working with the council to understand the feedback so we can make changes to our engagement, within our resourcing limitations, to address elected members' concerns and to respond to the opportunities. I will update the board further once we have completed our work.

April 2024

Talent Review and Succession Planning

28. In March ELT conducted its usual annual talent review session. This involved discussing performance, potential, and development opportunities focused on our tier three employees to support succession planning and our ongoing leadership development programme. An overview of our talent process and succession plan will be provided to the Board in May.

Ngā tāpirihanga | Attachments

Attachment A - Board Dashboard Q3



Quarterly reporting pack

Period ending 31 March 2024

Executive summary

Highlights for the quarter

- Northcote's Jessie Tonar Scout Reserve upgrade was completed in March 2024, and a blessing marked to opening of the space to the public. The upgrade has transformed what was scrubby grass and overrun bush into a delightfully green, lush, and interesting space for the rapidly growing Northcote community to use and enjoy.
- A conditional development agreement was reached for the mixed-use development site at 535 Ellerslie Panmure Highway in Panmure.
- Works have begun on a number of our capital projects including Pukekohe's double traffic light upgrade and the Westhaven seawall upgrade.
- The Waterfront has been a hub of activity over the quarter including a Valentines dog adoption day held in collaboration with Auckland Council Animal Services, a family friendly summer jam basketball event and the Moana festival Manu competition.

SOI targets – We continue to make good progress across our targets. We have exceeded our 60 new homes target, year to date our development partners have built 79 new homes across the region. The public realm 7,000 sqm target that was exceeded last quarter continues to increase with 350 sqm of public realm works completed in Northcote this quarter.

Corporate business plan - A total of 40 initiatives to identify Eke Panuku priorities, enabling work and CE objectives were set for FY24. Year to date, 5 have been completed, 32 are on track and 3 are at risk.

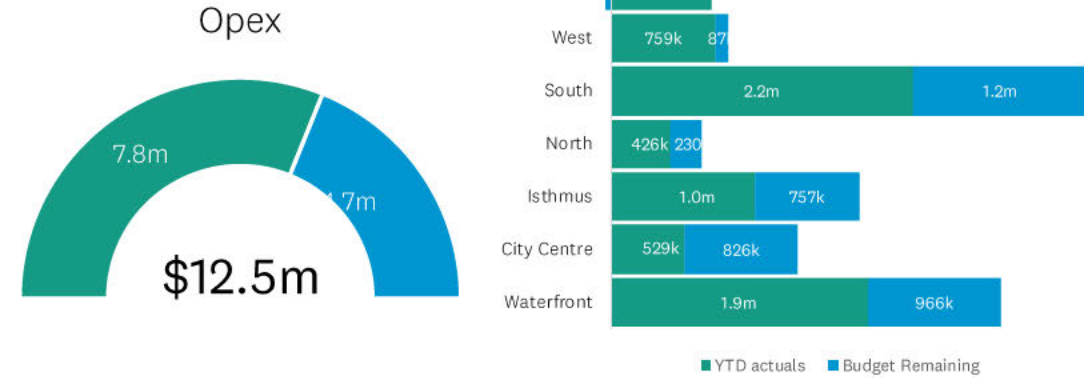
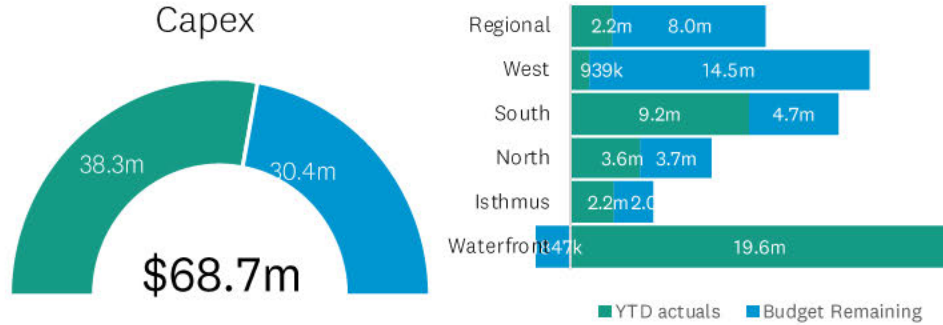
Site sales and development agreement progress – Sales target for this year is \$155m, made up of \$100m from the Regional programme, \$40m from the Transform & Unlock programmes and \$15m from general asset sales. This quarter, there has been one general asset sale totalling \$16.2m. Our sales total to the end of March was \$26.3m. We also have conditional agreements in place for sites at Dominion and Valley Roads in Mt Eden, 3 Kings Road in Panmure and the Downtown carpark site.

Property portfolio & marina – Net surplus year to date is \$28.5m, which is \$7.5m ahead of phased budget.

Office Occupancy was on average 59% over the quarter against a target of 60%.

Regeneration summary

The programmes include transform & unlock and support regeneration programmes



Year to date capital spend is \$38.3m, \$17.5m behind budget.

- Papa ki Awataha Jessie Tonar Scout Reserve was completed and reopened to the public in March 2024.
- Construction work has started on the Westhaven seawall upgrade and the intersection light upgrade in Pukekohe.

In the phased budget in March, we had planned for a \$12.3m purchase of 10 Racecourse Parade from Kāinga Ora in Avondale.

As reported last month, within the Regional programme a project to construct a new wastewater treatment plant in Hobsonville has been delayed due to the initial contract price for construction being too high. The project went out for tender a for second time. Due to the significant value of this project Council Finance has given us its provisional approval to defer \$6.5m of spend to next financial year.

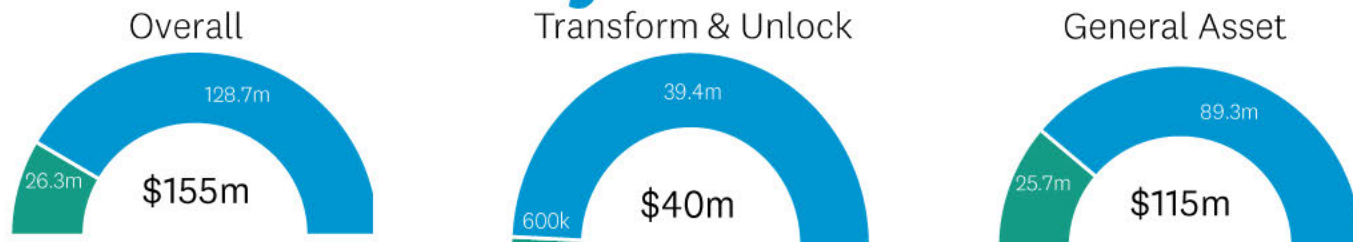
The deferral has a twofold effect. It reduces our capital spend this year, dropping the target by \$6.5m to \$62.2m for regeneration and increases the budget available for next year.

Regeneration opex is budgeted at \$12.5m, to date \$11.7m has been distributed across our programmes. Programme Leads can apply through the Project Steering Group to utilise the remaining unallocated portion of \$0.8m if required. We are not currently forecasting that the unallocated portion of spend will be required this year.

Year to date spend is \$7.8m, tracking \$1.5m behind phased budget. Some of the areas where spend is running behind phased budget are:

- Communication and stakeholder relations is \$0.8m behind budget. The team is working with programme and functional leads to see where the budget is best utilised to support place making activities, developments and capital projects. There is potential for an underspend in this area.
- City Centre \$0.5m behind budget. The team has a number of projects that have started or are due to start that will utilise part of this budget. The programme is forecasting to be \$0.2m saving to budget.
- The remaining underspend is spread over a number of programme areas and across different types of expenditure. As the year progresses, it is expected that more of the budget will be utilised.

Sales summary



General Asset sales: This quarter, there has been 1 sale Lot 5B Launch Road, Hobsonville for [REDACTED]. Total sales in year is \$25.7m. We are forecasting to exceed the general asset sales by circa \$32m once the sale of the Downtown carpark goes unconditional later in the year. We also have conditional agreements in place for sites at Dominion and Valley Roads in Mt Eden, and 3 Kings Road in Panmure.

Transform and unlock sales: There have been no sales this quarter. Due to changes in the market, some sales that are currently conditional are now unlikely to go unconditional until next year. It is unlikely that the Transform and Unlock target will be met this year.

Regeneration sites approved for Sale

Status	Location	Programme	Project Name	Est. Sale value
Preparing for sale	Regional	Supports	Ormiston, 65 Haddington Drive - Site Sale 10-22 Totara Avenue, Site D, New Lynn	
		Transform & Unlock	Panmure	486-592 Ellerslie Panmure Highway 11 Lagoon Drive 10 Basin View Lane
	Waterfront	101 Pakenham Street West (Lysaght Building)		
Preparing for sale Total				
In negotiation	Regional	Supports	Own Your Own Home for Older People	
	Transform & Unlock	Manukau	10 Putney Way	
		Waterfront	North Wharf Development - Site 14	
Northcote	115 Lake Road			
In negotiation Total				
Conditional agreement	Regional	Corporate Property	4-10 Mayoral Drive, Aotea Station Development	
		Supports	198 Dominion Road, Mt Eden Downtown carpark, City Centre	
		Eastern Busway TODs	9 Marriot Road & 9 Chevis Place, Pakuranga	
	Transform & Unlock	Manukau	9 Osterley Way	
Panmure		535 Ellerslie Panmure Highway 3 Kings Road		
Takapuna	Anzac Street / Hurstmere Road 14 Huron Street (Gasometer)			
Conditional agreement Total				
On hold	Transform & Unlock	Panmure	3 Mountwell Crescent	
Waterfront		Willis Bond 'West 2' Residential Apartments		
On hold Total				
Unconditional agreement	Regional	Supports	132 Greenlane East Airfields Stage 3 - Megalot 5 & 6 (Lot 5b unconditional)	
Unconditional agreement Total				
On the Market	Regional	Supports	4 Melview Place, New Lynn	
	Transform & Unlock	Pukekohe	174 - 182 Manukau Road Edinburgh Superblock	
On the Market Total				
Grand Total				

Disposal sites approved for sale

Status	Area	Site name	Est. sale value
Preparing for sale	Central	7 Waitai Rd, Waiheke 3 Ponsonby Rd, Freemans Bay	
	North	Albatross Road, Red Beach	
	South	153 Bombay Rd, Bombay 90 Smales Rd, East Tamaki 90A Smales Rd, East Tamaki Rear 18-22 Keven Rd, Clarks Beach 72 Wood Street, Papakura 12R Birdwood Ave, Papatoetoe 54 Whitford Park Road, Whitford	
		West	131 Clark Rd, Hobsonville
Preparing for sale Total			
Conditional agreement	North	East Coast Rd, Redvale	
	South	145 Keri Vista Rise, Papakura	
Conditional agreement Total			
Settled	North	4 Blomfield Spa, Takapuna 2 The Strand, Takapuna	
	South	143 Keri Vista Rise, Papakura 20 (part) Uxbridge Rd, Howick	
Settled Total			
In Negotiation	Central	1 Levene Place, Mt Wellington Part of Nuffield Lane, Newmarket Titoki Street, Parnell 17 Erson Ave, Royal Oak	
	West	84 (part) Hobsonville Rd, Hobsonville 33 (part) Brandon Ave, Glen Eden	
In Negotiation Total			
On the Market	Central	2 Levene Place, Mt Wellington	
	South	66R Hallberry Ave, Mangere 24 Saleyard Road, Whitford	
On the Market Total			
Grand Total			

Cash inflows and outflows

The table below displays the consolidated financial cash flows for all of Eke Panuku operations including corporate, regeneration and asset management within both Auckland Council and Auckland Transport. The consolidated position excludes inter company transactions and the operational inflows and outflows don't directly correlate with the financial tables on the next 3 pages.

	Full Year Budget	Q3 Actuals	Q3 Budget	Variance	
Capital Inflows					
Selling Council's surplus property	115.0m	25.7m	4.2m	21.5m	Still on track to meet this target, majority of sales were budgeted in quarter 4.
Selling or long leasing property to reinvest in our urban regeneration locations	40.0m	600k	39.8m	-39.2m	This target will not be met change in market conditions has mean that some conditional agreements currently in place will not go unconditional until next year.
Third party capital contributions	3.8m	100k	3.8m	-3.7m	This is expected from Kāinga Ora contribution towards a new wastewater pumping station in Hobsonville, there was a delayed start to the project as it went out for tender a second time, capital contributions now forecast at \$0.5m. The remainder will get deferred until FY25.
	158.8m	26.4m	47.8m	-21.4m	
Capital Outflows					
Investing in council group assets to support regeneration and asset renewals	76.7m	41.2m	60.1m	18.9m	\$6.5m of spend on a new wastewater treatment plant in Hobsonville has been deferred until next year as project had to be taken to tender twice to get an affordable construction contract. \$12.3m purchase of property in Avondale has had been delayed until later in the calendar year. Forecast capital circa \$58m.
Operational Inflows					
Revenue from property interests for Council group	68.7m	58.0m	53.4m	4.6m	Increase in revenue received to date from a small number of properties that have been held for longer than expected and increased revenue from rent increases.
Operational Outflows					
Managing council group properties	26.6m	13.7m	15.8m	2.1m	Savings in year due to staff vacancies.
Utilities and leases for council group owned assets we manage	6.3m	6.6m	6.5m	-100k	
Rates on council group owned assets	7.9m	7.3m	7.9m	600k	Savings to date should continue to be held in year.
Maintenance of council properties	13.0m	7.8m	10.1m	2.3m	This is a timing difference and should correct by year end.
Consultation, negotiation and sales processes to sell council property	3.5m	2.2m	2.2m	0k	
Leading regeneration of town centres, city centre and waterfront.	17.4m	13.3m	16.1m	2.8m	Savings in year due to staff vacancies and timing of external spend on consultants, communications and engagement.
	74.6m	36.0m	43.4m	7.4m	

Eke Panuku financials

Revenue



Revenue year to date is \$13.4m which is \$0.2m ahead of budget. Additional revenue has been generated from recharges.

Expenditure

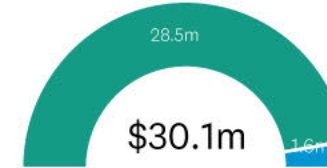


Expenditure year to date is \$26.7m which is \$4.5m behind phased budget. Savings are made up of:

- People costs of \$2.2m - \$0.4m timing difference in annual leave expenditure, \$0.2m saving to date in training costs, \$1.0m in budget contingency that has yet to be utilised and \$0.6m due to staff vacancies.
- Management costs of \$2.3m are due to timing differences in consultancy costs totalling \$1.1m, \$0.4m in communications costs, \$0.2m savings in audit costs, \$0.1m in office consumables, \$0.1m in directors incidentals and \$0.2m in IT costs.

Property portfolio & marina

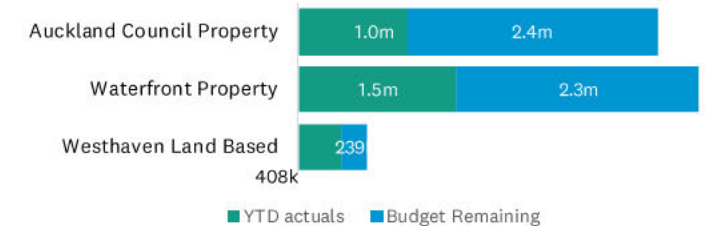
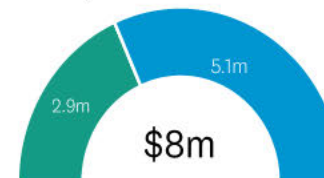
Managed Property Net Surplus



Managed Properties net surplus year to date is \$28.5m which is \$7.5m ahead of phased budget.

- **Commercial Property Portfolio** is \$7.4m ahead of budget at \$18.5m. Revenue is ahead of budget by \$4.1m and is due to \$1.4m from additional rent from tenanted properties expected to be vacated or sold, \$0.9m in back rent payments from rent increase negotiations and \$1.5m of additional rates and expenditure recoveries from tenants. \$0.3m of additional car parking revenue received.
- Expenditure is \$3.3m favourable due to rates costs being \$0.6m less than budgeted and \$1.4m for a large renewal project in the Auckland Transport (AT) portfolio, originally budgeted as operational costs but subsequently AT funded it from its capital budget. A \$0.2m credit for historical gas costs has also been received. The remaining \$0.9m is a timing difference which should correct during the year.
- **Business Interests** are \$0.1m ahead of budget at \$6.0m surplus.
- **Marinas** are \$1.1m ahead of budget at \$8.5m surplus, revenue is \$0.3m ahead of budget and there is a \$0.8m timing difference in maintenance spend in the Marina Trusts.
- **Waterfront Public Space Assets** are \$1.1m unfavourable to budget. Maintenance costs to date are \$0.7m and security \$0.3m ahead of budget in this area. There is also a rates phasing difference of \$0.1m which will correct during the year.

Capital Renewals

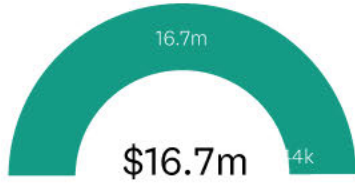


Capital renewals spend is \$2.9m, tracking \$1.4m behind phased budget. The largest project completed to date is the Silo 7 staircase renewal in Silo Park, totalling \$0.8m. Work has also been completed on stage one of the Bascule Bridge project with costs at \$0.5m. Renewals are forecast to reach \$7.3m of the \$8.0m budget.

Key activity breakdown

The following activities make up the Property Portfolio and Marina Net Surplus.

Auckland Council Properties

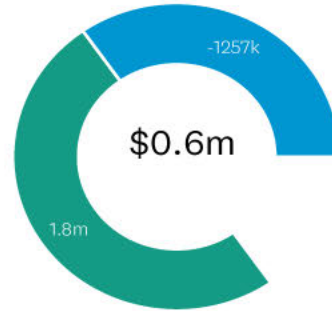


Net surplus is \$16.7m which is \$5.3m ahead of budget.

Revenue is ahead of budget by \$3.7m. This includes an additional \$1.2m of rental income from properties budgeted to have been sold or utilised for project work, \$0.9m rental increase back rent payments, and a \$0.3m increase in car parking revenue in the Wynyard Quarter. Expenditure recoveries from tenants is \$1.1m ahead of budget, \$0.4m relates to the wash up of the FY23 expenses and \$0.7m from additional rates recovery and unbudgeted tenancies.

Expenditure is \$1.7m favourable, made up of a \$0.3m saving in rates and \$0.2m credit for a historic gas overcharge. The remaining \$1.2m is timing differences which may correct by year end.

Auckland Transport Properties



Net surplus is \$1.8m, which is \$2.1m ahead of budget.

Revenue is \$0.4m ahead of budget. Mainly due to the purchase of a property in Pakuranga.

Expenditure is \$1.6m favourable to budget. A significant renewal project with a maintenance budget of \$1.4m for 49 Station Road in Papatoetoe is no longer required to be utilised as the Auckland Transport Board (AT) approved for it to be funded from its own capital budget. Eke Panuku is still managing the project and all costs are being forwarded onto AT for capitalisation.

There was also a \$0.2m savings in rates.

Business interests



Net surplus is \$6.0m which is \$0.1m ahead of budget.

Revenue is on budget.

Expenditure is \$0.1m favourable to budget, this is a timing difference and expected to correct by year end.

Waterfront public space assets



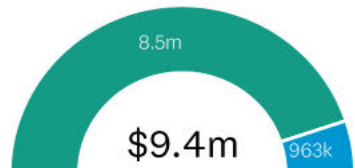
Net surplus is (\$4.4m), \$1.1m unfavourable to budget. Maintenance costs in the quarter are \$0.6m ahead of phased budget.

Last quarter we reported that we had received circa \$0.5m of historical costs from our maintenance contractors [REDACTED]

We will continue to prioritise response maintenance of critical assets going forward in an effort to reduce spending in this area.

Security costs are \$0.4m ahead of budget, the majority being in the Waterfront area, but also at Onehunga Wharf and Princess Street.

Marina Operations



Covers the operation of Westhaven, Viaduct and Silo Marinas and the Westhaven Trusts.

Revenue

Revenue year to date is ahead of budget by \$0.3m at \$11.6m. Occupancy has increased at the Viaduct Marina resulting in a revenue lift to budget.

Expenditure

Expenditure year to date is \$0.8m favourable to budget. Timing differences in maintenance costs at Westhaven Marina and the Marina Trusts, these are expected to correct by year end.

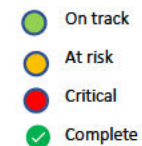
SOI performance measures

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.

● On track
● At risk
● Critical

	Measure	Target	Actuals YTD	RAG	Commentary
Urban regeneration programmes and projects	1 Net new dwellings (housing units) - LTP	60	79	●	Target exceeded. This includes 67 homes in the Supports programme, and 12 dwellings in Manukau. Another 36 dwellings are expected to be completed by end of financial year.
	2 Commercial / Retail gross floor area (GFA) or net lettable area (square meter) - LTP	Nil	-	○	Not measured as per SOI.
	3 Public realm (includes new or upgraded public open space, playgrounds, walkways, roads etc) – sqm	7,000 sqm	8,551 sqm	●	Target exceeded. This includes recent completion of works in the Waterfront's pile berth development project and reopening of Jessie Tonar Scout Reserve in Northcote.
	4 Capital project milestones approved by the board achieved - LTP	80%	47%	●	Of the 15 targets set, we have completed 7 (47%), 6 are on track and 2 are at risk. To meet the 80% met target requires 12 targets to be achieved.
	5 Achieve total board approved budgeted Transform and Unlock (T&U) net sales for the financial year through unconditional agreements	\$40m	\$0.6m	●	Several small site sales are expected to go to market in March. Expected unconditional sale on Auburn Street, Takapuna and North Wharf Site 14 at the Waterfront will be deferred to FY25.
	6 The asset recycling target agreed with the Auckland Council	\$115m	\$25.7m	●	\$25.7m unconditional sales have been achieved to date against the \$115m target. We expect to meet target with the anticipated unconditional sale of the Downtown Car park site and other properties where we currently have conditional agreements in place.
Property Portfolio and Marina Management	5 Annual property portfolio net operating budget result agreed with the council achieved - LTP	\$17.3m	\$18.5m	●	Target exceeded. The net operating surplus for the property portfolio at the end of March is \$18.5m, this is \$7.4m ahead of budget.
	6 The monthly average occupancy rate for tenantable properties - LTP	Commercial 90% Residential 95%	96.5% 97.1%	●	Occupancy rates remain stable with improvement for Commercial and slight increase for Residential in March 2024.
	7 The percentage of marina customers surveyed who are satisfied with marina facilities and services	88%	End of year	●	The Marina customers survey will be measured at the end of year. The survey is being undertaken in April.
Sector leadership	10 Creating positive outcomes for Māori - Deliver a number of ongoing or new initiatives that support Māori Outcomes	40	32	●	32 initiatives were delivered YTD to support Māori outcomes.
	11 Enhancing the relationship between Eke Panuku and mana whenua. Increasing the percentage of satisfaction with the support they receive from Eke Panuku.	5% increase on previous year	End of year	●	This survey will be completed at the end of the financial year.
	12 Complaints received by Eke Panuku are resolved within 10 working days.	80%	74%	●	We received 31 complaints YTD. 23 complaints met target, and six did not, and two is unresolved.

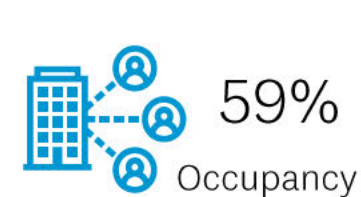
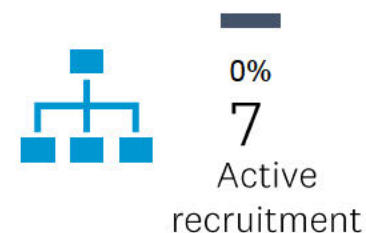
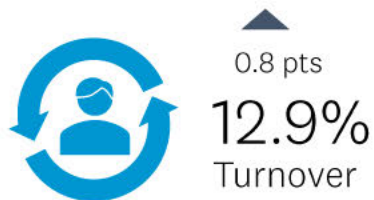
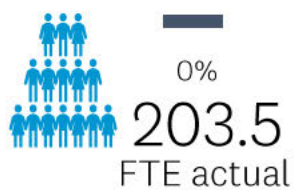
Corporate business plan



Status of actions. Short commentary on examples of completed actions and at risk items (amber) will be included. This reporting captures Corporate Business Plan priorities and enabling work. This table excludes SOI targets and milestones reported separately.

Focus area		Total initiatives	Results				Commentary
1	Urban Regeneration	8			6	2	<ul style="list-style-type: none"> Reconfirmation of urban regeneration location plans - Approach was discussed with, and supported by, Chair and Deputy Chair, Planning Environment and Parks Committee, and with Governance Team on 2 April. Direction from Chair is to commence process after LTP approved - FY25. Formal review of TAG - The Board, 27th March, had a detailed discussion on the information paper and suggested that it be taken back to them along with the revised Alliancing Framework once completed, for their approval.
2	Business improvements	9		2	5	2	<ul style="list-style-type: none"> Amber: Roll out of the updated Finance framework and agreed changes with PMO - The deadline (31 Dec) was not met but will be done by 30 June. Amber: Testing and refinement of initial improvement initiatives (Close phase of PMF and Change Management) continue, as do ongoing improvement workstreams relating to the overarching PMF function. The look and feel, a range of PMO enhancements, and preparation for commencing work on the Initiate phase of PMF continue.
3	Property Management	9		1	7	1	<ul style="list-style-type: none"> Amber: Work has been undertaken supporting council on the classification of its properties i.e. transactional, local, regional. This information was presented to a governing body Budget Committee. Awaiting advice on further work requirements from council.
4	Relationships & Partnerships	2			2		<ul style="list-style-type: none"> Take Northcote Central to the market and conclude agreement - Go-to-market strategy is being implemented in accordance with Board approved schedule and RFDP due to launch 2 April 2024.
5	Māori outcomes	7			7		<ul style="list-style-type: none"> Provide Māori staff with the opportunity to access career coaching opportunities - P&C reached out to the Māori staff network to gauge interest, although there was little response. We will look to re-engage with them as part of the mid-year review process in Feb/March.
6	People Priorities	5			5		<ul style="list-style-type: none"> Employee engagement and feedback - 88% of employees completed the engagement survey, providing 1696 comments. Results have been analysed, communicated and actions fed into business plans.
Total		40		3	32	5	

People and Culture



Our overall FTE is 225.6, this includes our actual FTE of 203.5, 3 contingent workers in FTE roles and 19.1 vacancies.

Our overall non-FTE is 20. This consists of 16 contingent workers in non-FTE roles and 4 contingent workers covering leave. These have not been included in the current FTE count.

Staff turnover has increased slightly from 12.1% last quarter to 12.9% this quarter.

Office occupancy has increased from 57% last quarter to 59% this quarter.

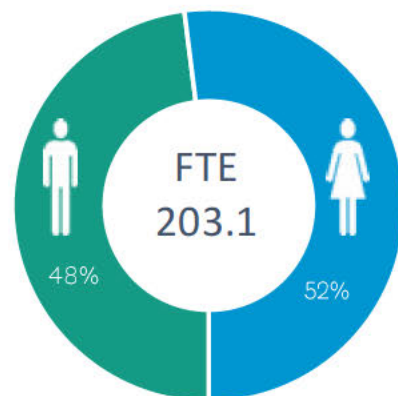
This quarter we hosted two Self-Leadership Habits identified through our learning needs analysis. The workshops were Making Time Work for You and Effective Feedback, both workshops received positive feedback.

We held three workshops for the Westhaven Marina staff covering Customer Conflict Awareness and De-Escalation focussing on how to manage your personal safety. The workshops were well received and all had positive feedback.

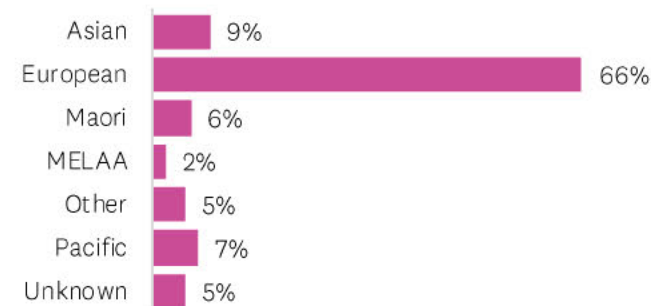
55 people are participating in our Te ao Māori for Professionals course. Feedback and progress has been positive and fortnightly catch ups with participants are underway.

We have continued to embed leadership learnings through our bi-monthly Hautū sessions. Our March Hautū session covered a new Self-Leadership Habit - Unconscious Bias.

Gender



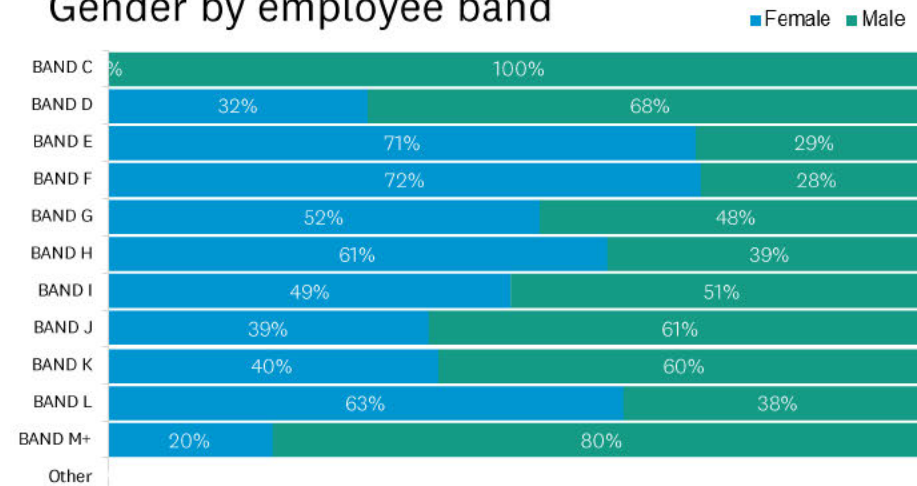
Ethnicity



Employee salaries



Gender by employee band



FTE summary

FTE			Non FTE		
FTE Actual	Contingent in FTE	Vacant roles	Contingent in non-FTE positions	Contingent covering employee leave	Vacant non-FTE positions
203.5	3	19.1	16	4	0
225.6			20.0		

Spatial delivery plans

Activity on our programmes is updated each quarter.

The plans currently show activity from quarter 3 (1 January to 31 March 2024).

Locations

1. Northcote
2. Takapuna
3. Henderson
4. Avondale
5. Maungawhau
6. City Centre
7. Waterfront
8. Onehunga
9. Panmure
10. Manukau
11. Old Papatoetoe
12. Ormiston
13. Pukekohe

Regional Programmes

14. Eastern Busway TODs
15. Service Property Optimisation
16. Corporate Property
17. Haumaru Scope
18. Supports Scope
19. Regional Renewals
20. Waterfront Renewals



NORTHCOTE

Vision: A growing community with a lively and welcoming heart where business thrives, and everyone's needs are met.

Projects completed

- 1 Te Ara Awataha - schools edge
- 2 Acquisitions
- 3 Greenslade Reserve (Healthy Waters)

FY 24

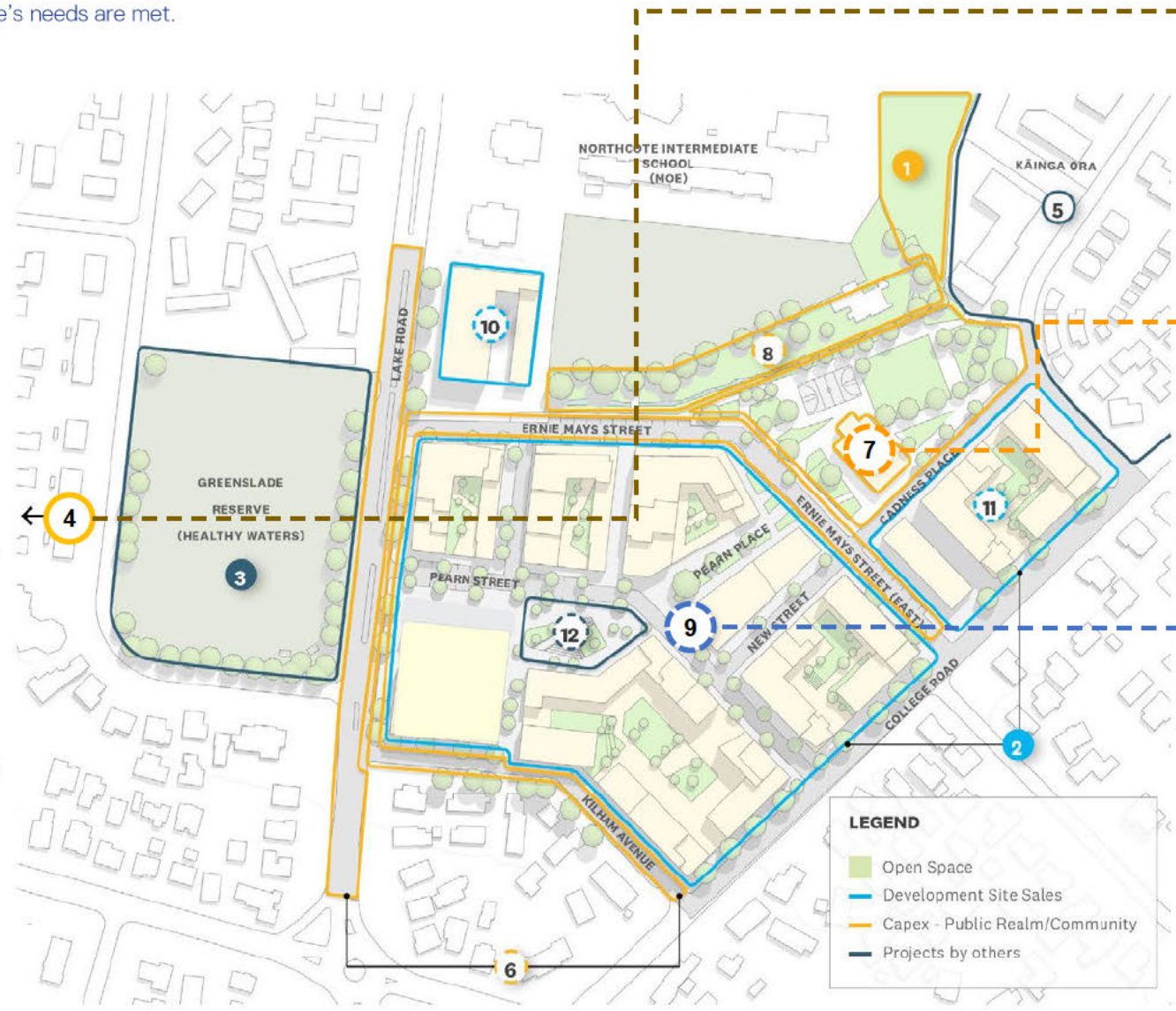
- 4 Jessie Tonar Scout Reserve upgrade
- 5 Kāinga Ora housing development

FY25

- 6 Street upgrades or extensions
- 7 Community Hub and Cadness Reserve upgrade
- 8 Te Ara Awataha - town centre edge
- 9 115 Lake Road - Town Centre Development

Long-term projects (FY26+)

- 10 123 Lake Road development (Countdown site)
- 11 College Road development
- 12 Town Square



The Jesse Tonar Scout Reserve upgrade works on the reserve were completed in March 2024 and a blessing marked the opening of the site to the public. The upgrade of the reserve has transformed what was scrubby grass and overrun bush into a delightfully green, lush, and interesting space for the rapidly growing Northcote community to use and enjoy.

Community Hub and Cadness Reserve upgrade - The preliminary design is complete and an updated cost estimate is being prepared to confirm within budget provision. Kaipātiki Local Board approval of the design will be sought in May 2024.

Northcote Town Centre development - Following the completion of the marketing campaign in November 2023, the process to select a development partner from shortlisted parties for the town centre mixed-use development site at Northcote Central is underway. Development proposals are due in June 2024.



TAKAPUNA

Vision: To make the most of Takapuna's lake and seaside setting to create a safe, accessible and vibrant town centre orientated around pedestrians and cyclists

Projects completed

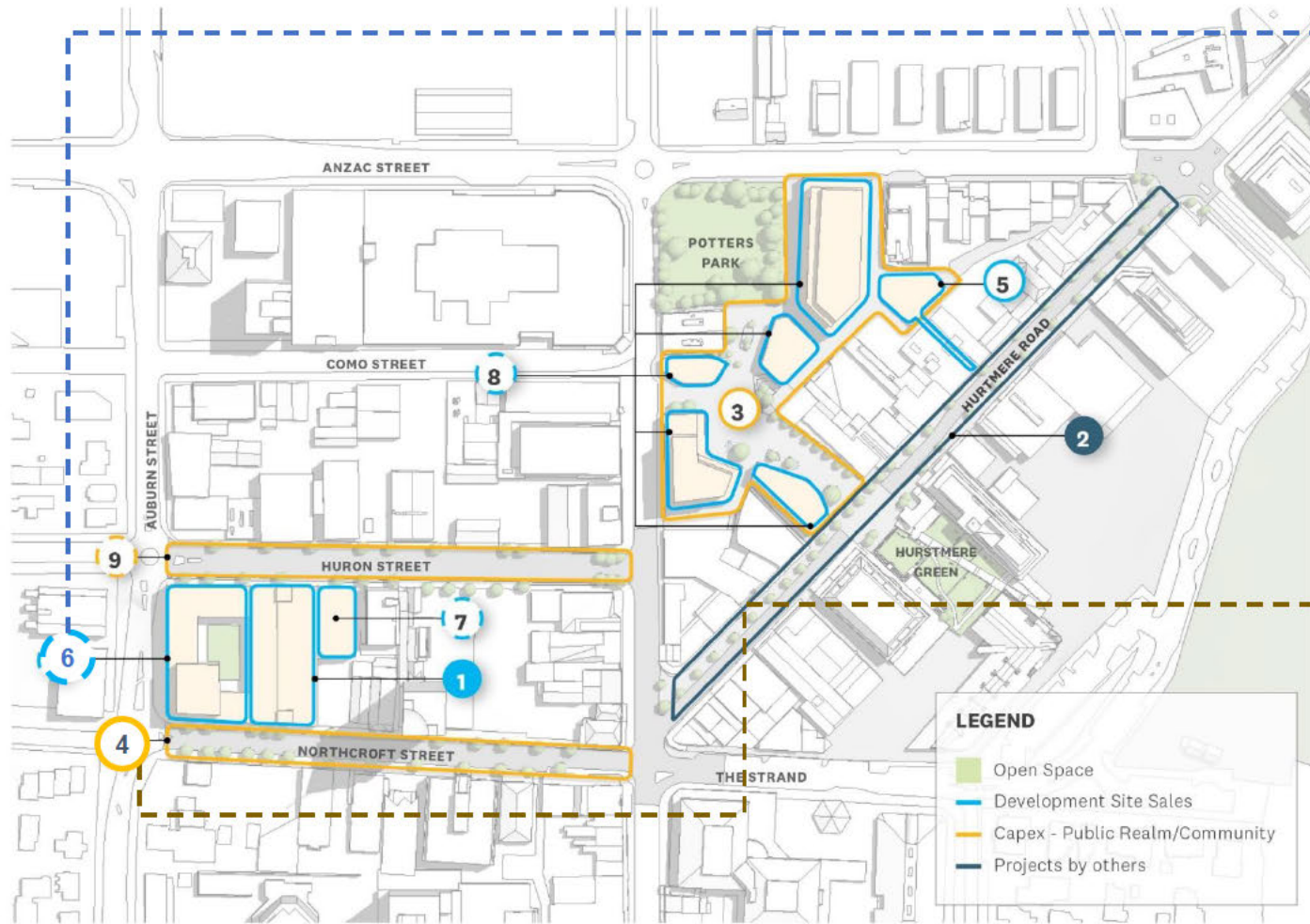
- 1 Toka Puia car park
- 2 Hurstmere Road upgrade (AT)

FY24

- 3 Waiwharariki Anzac Square
- 4 Northcroft Streetscape upgrade
- 5 R78 & 72A Hurstmere Road development

FY25+

- 6 Auburn Street developments
- 7 14 Huron Street development
- 8 Anzac Street development site
- 9 Huron Streetscape upgrade



Auburn Street developments - A project to deliver high-density, high-rise residential and commercial outcomes. - [REDACTED]

Northcroft streetscape upgrade - A project to improve connections, planting and lighting - Construction is expected to take place from April-June 2024. Contractor appointed with construction due to commence once the Engineering Plan Approval (EPA) is received. The Huron Street works have been delayed until early 2026 to coincide with a wider network upgrade Healthy Waters will be completing in the area.

HENDERSON

Vision: An Urban Eco Centre enhancing the mauri of the twin streams Wai o Eke Panuku and Wai Horotiu.

Projects completed

- 1 Te Ara Pūheke (new road)
- 2 Haumaru Housing Henderson (Haumaru)
- 3 23-27 Henderson Valley Road (Henderson Green)
- 4 Falls Carpark, 14 Edmonton Road (future development)
- 5 2-6 Henderson Valley Road (future residential development by Laidlaw College)

FY24

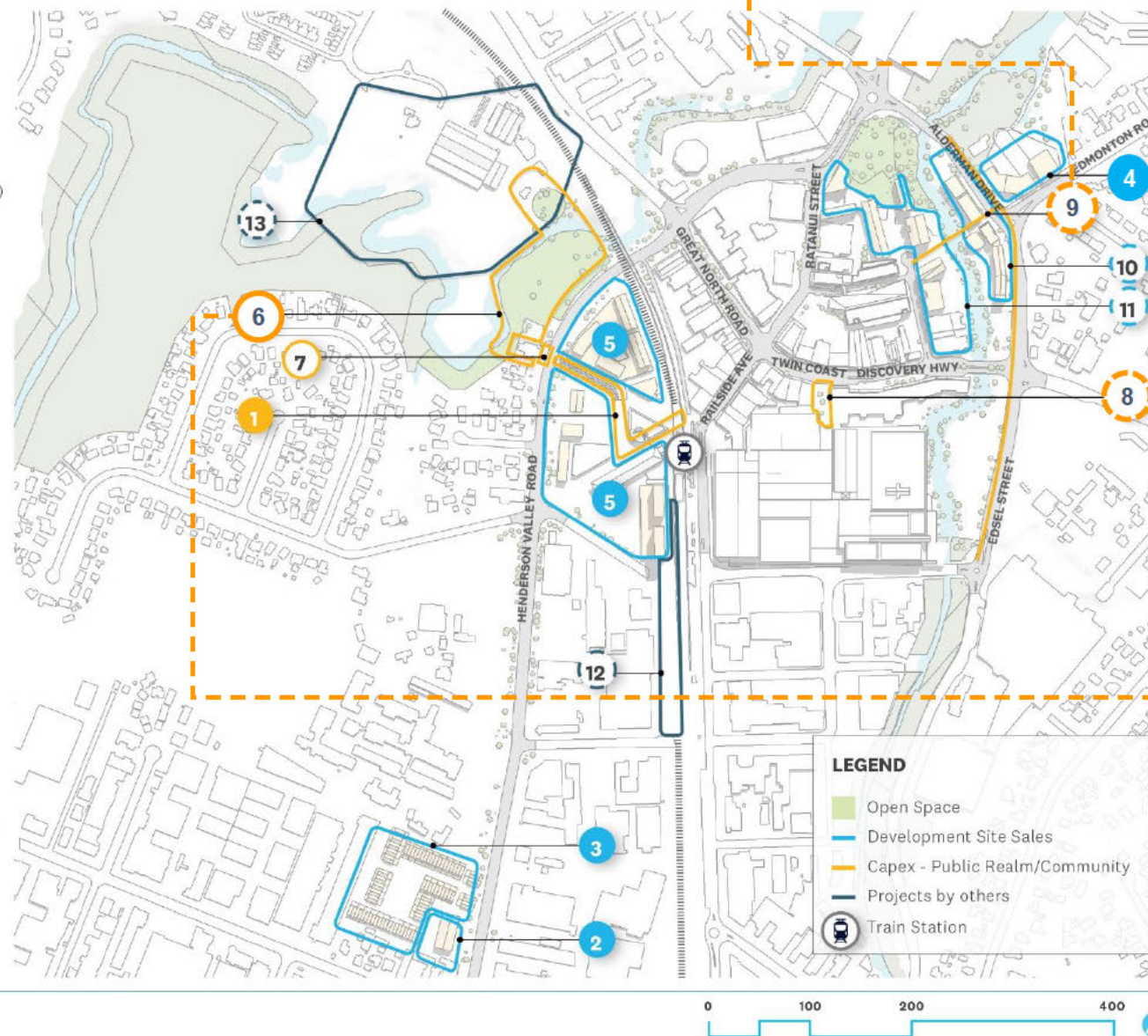
- 6 Opanuku Link
- 7 Henderson Valley Road enhancement

FY25

- 8 Catherine Plaza upgrade
- 9 Wai Horotiu (Oratia Link) - Cycleway and bridge
- 10 19 Alderman Drive carpark (C40)
- 11 Oratia Precinct (Trading Place)
- 12 City Rail Link Platforms (CRL)

Long-term projects (FY26+)

- 13 Corban Estate Masterplanning (Community Facilities)



Wai Horotui Henderson Connection, a project which includes a bridge over Oratia Street and elevated connection in Newey's Reserve - Developed design is on track to be completed in Q4 of this year.

Falls carpark 14 Edmonton Rd - Eke Panuku continues to operate the Te Puna hub on the site. The pumptrack which returned in March 2024 and will stay for the remainder of our time on the site. Henderson also hosted the Auckland Arts Festival and the Biggest Little Circus events in March. 2024

Catherine Plaza upgrade - A project to support the vitality of the town centre businesses. Developed design is 50% complete and is targeted for approval in May 2024. Resource consent is expected to be lodged before the end of FY24.

Opanuku Link - This project includes a new bridge for walking and cycling, a new playground and a shared cycleway, improving the connectivity between the Corban Estate and the Henderson Train Station and town centre. The project involves several discreet stages. The bridge stage of this project is under review to assess costs and benefits. A detailed business case is now underway. Construction start of the first stand alone stage, the Henderson Valley Road crossing, is targeted for May 2024.

AVONDALE

Vision: To create a strong vibrant centre in which a growing community want to live, work and play.

Projects completed

- 1 Crayford Street West
- 2 Public car parking facility to support the Avondale Library & Community Hub
- 3 24-26 Racecourse Parade (Set Apartments, Ockham Residential)
- 4 Trent Street/Whakawhiti Loop (Housing Foundation/Eke Panuku)
- 5 Aroha Apartments (Ockham Residential & Marutūāhu Iwi)
- 6 Waterview shared path (Auckland Transport)


FY24

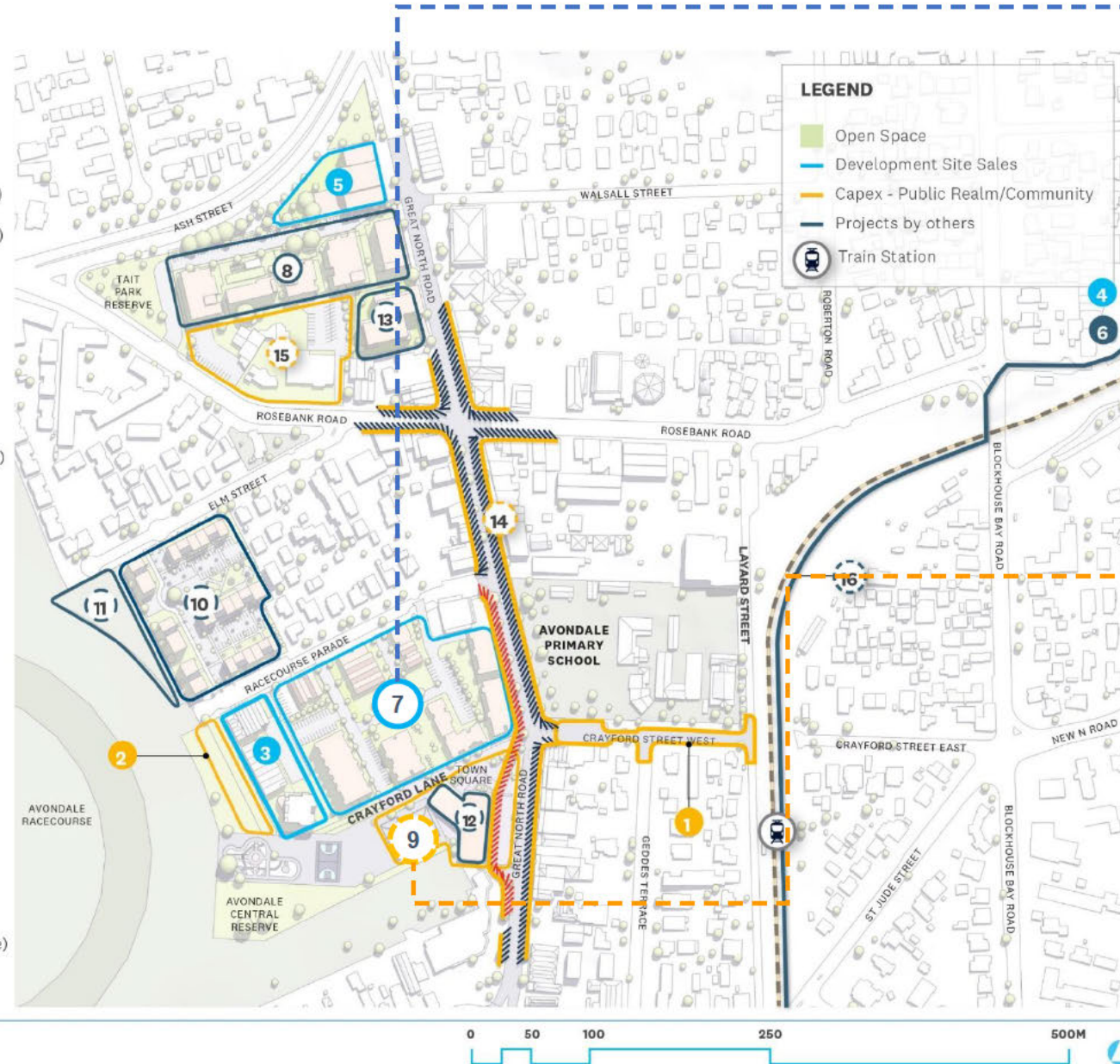
- 7 Avondale Central, 6 & 10 Racecourse Parade
- 8 Highbury Triangle - housing for older people (Kāinga Ora)

FY25

- 9 Town Square & outdoor spaces upgrade
- 10 18 Elm Street (Kāinga Ora)
- 11 26 Elm Street (Anson housing development)
- 12 Avondale Library & Community Hub (Auckland Council)
- 13 1843 Great North Road (Nordic Apartments)

Long-term projects (FY26+)

- 14 Great North Road Paving Project
 -  Auckland Transport
 -  Eke Panuku
- 15 93-99 Rosebank Road (Current Library & Community Centre)
- 16 New Lynn to Avondale shared path (Auckland Transport)



Avondale Central, 6 & 10 Racecourse Parade - A significant mixed-use residential development on a critical site that has been vacant for many years. The Avondale Central development is delayed whilst we work through Master Plan issues with the development partner.

Town square and outdoor spaces upgrade - Avondale Civic Precinct open space integrating with the Multi-Purpose Community Facility (MPCF) led by council's Service Strategy and Integration (Community Facilities) team. The developed design for the Te Hono - Avondale community hub and town square was completed in December 2023 and resource consent was lodged shortly after. A joint update by Eke Panuku and Auckland Council was given to the Whau Local Board in March 2024 which was well received.

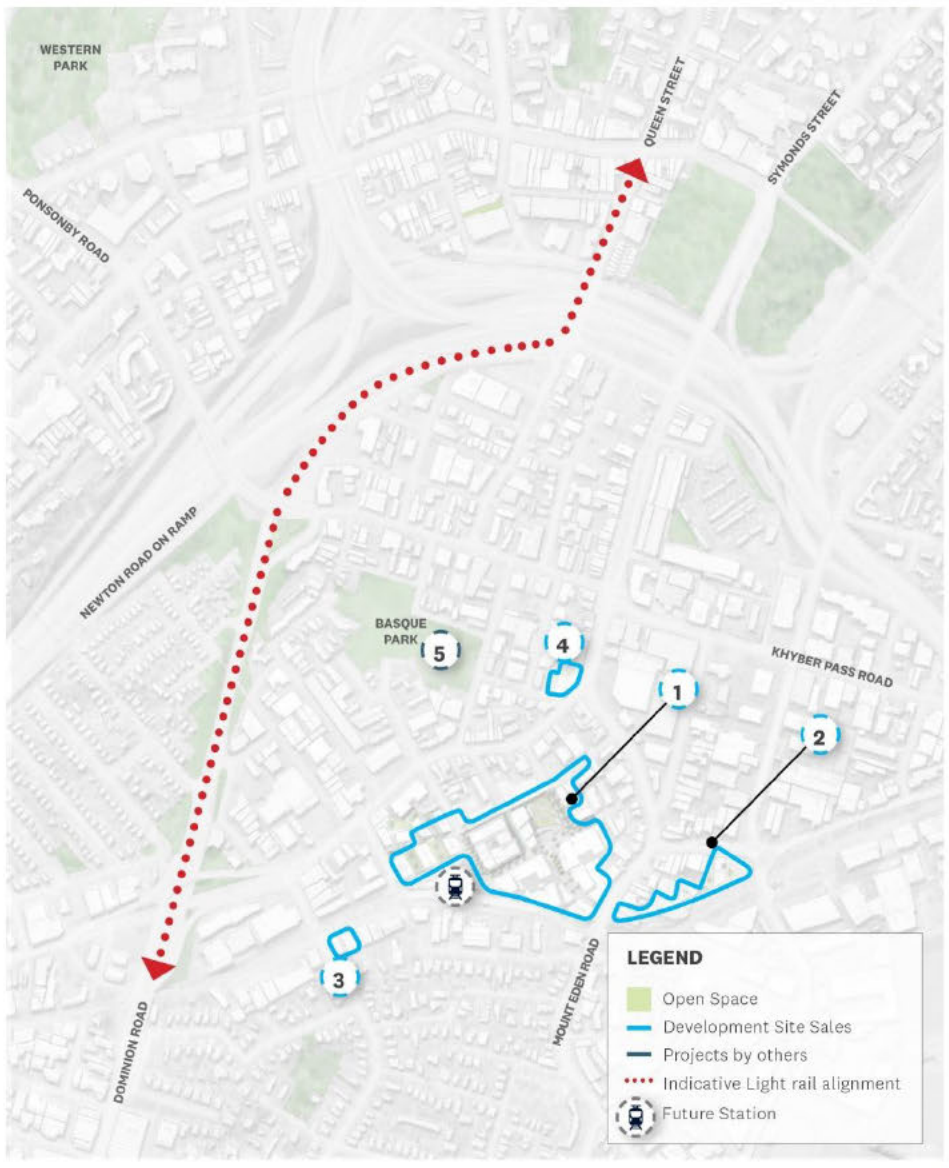
Acquisitions to activate Te Hono - 22 Elm Street, Avondale -

MAUNGAWHAU

Vision: For each precinct to become one of the best-quality, high density urban villages in the country, which is highly accessible to all parts of the Auckland region.
It will be highly sought after, contemporary, sustainable, resident-led, mixed-use urban village.

Long-term projects (FY25+)

- 1 Maungawhau Station development sites
- 2 14-22 Boston Road development site
- 3 1-3 Fenton Street development site
- 4 New North Road development site
- 5 Basque Park upgrade (Auckland Council)



We have had positive and collaborative engagement with CRLI over the last quarter. CRLI has started sending due diligence information and we are meeting to discuss steps to progress the subdivision process.

Legal advice on the mechanisms to manage the development process is underway. Once due diligence and subdivision information is obtained we can proceed with seeking formal interest from the [redacted] or 5 of the 11 development sites.

CITY CENTRE PROGRAMME

Projects completed

- 1 Civic Administration Building Redevelopment
- 2 Bledisloe House Redevelopment

FY24

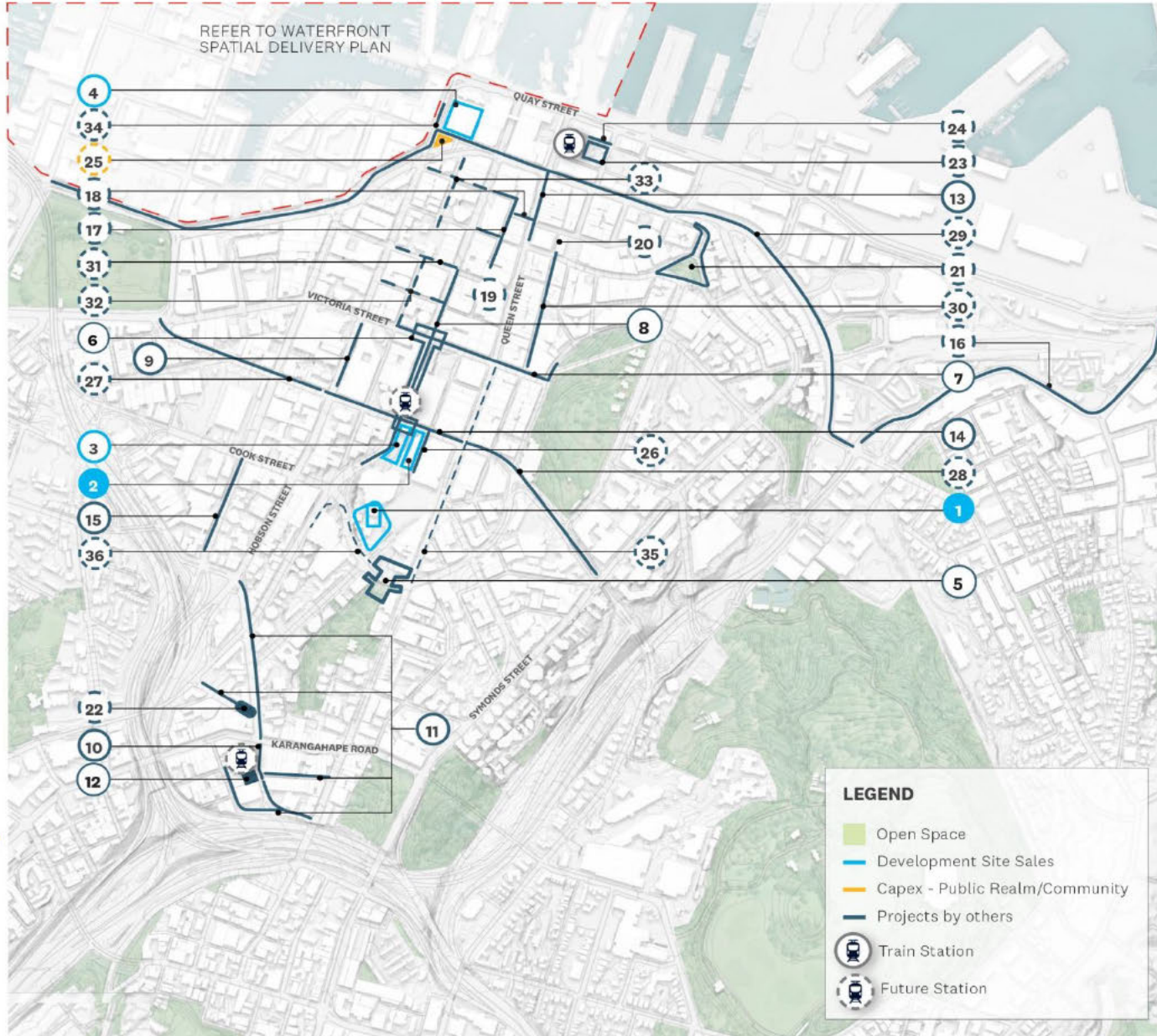
- 3 CRL Over Station Development: Symphony Centre
- 4 Downtown Carpark Redevelopment
- 5 Myers Park Underpass
- 6 Te Waihorotiu CRL Station
- 7 Te Ha Noa - Victoria Street Linear Park
- 8 Albert Street Upgrade
- 9 Hobson Street NZICC
- 10 Upper Mercury Lane
- 11 Pitt St, Canada St, East St, Cross St, Beresford Sq and Mercury Ln multi-modal improvements
- 12 Karanga-a-hape Station
- 13 Lower Queen Street Upgrade
- 14 Wellesley Street Bus Improvements Stage 1
- 15 Nelson Street Slip Lane

FY25

- 16 The Strand - T2 Freight Lane Investigation
- 17 Mills Lane & Swanson Streets Upgrade
- 18 Exchange Lane Upgrade
- 19 City Centre Wayfinding Programme (City wide)
- 20 Jean Batten Place Public Art
- 21 Emily Place Upgrade
- 22 Beresford Square Reinstatement
- 23 Station Plaza
- 24 Tyler Street Upgrade

Long-term projects (FY26+)

- 25 Sturdee Street Park
 - 26 Bledisloe Lane Upgrade
 - 27 Wellesley Street Bus Improvements Stage 2
 - 28 Wellesley Street Bus Improvements Stage 3
 - 29 Fanshawe St, Custom St and Beach Rd Bus Improvment
 - 30 High Street Upgrade
 - 31 Wyndham Street Upgrade*
 - 32 Federal & Kingston Streets Upgrade*
 - 33 Federal Street Northern Precinct*
 - 34 Hobson Street Flyover removal
 - 35 Watercare Queen Street Diversion
 - 36 Watercare Mayoral Drive Diversion
- (*) - timing subject to adjacent development



Key actions within the City Centre Action Plan (Action Plan) are underway, in line with the immediate priorities outlined in the plan. Key achievements in Q3 include:

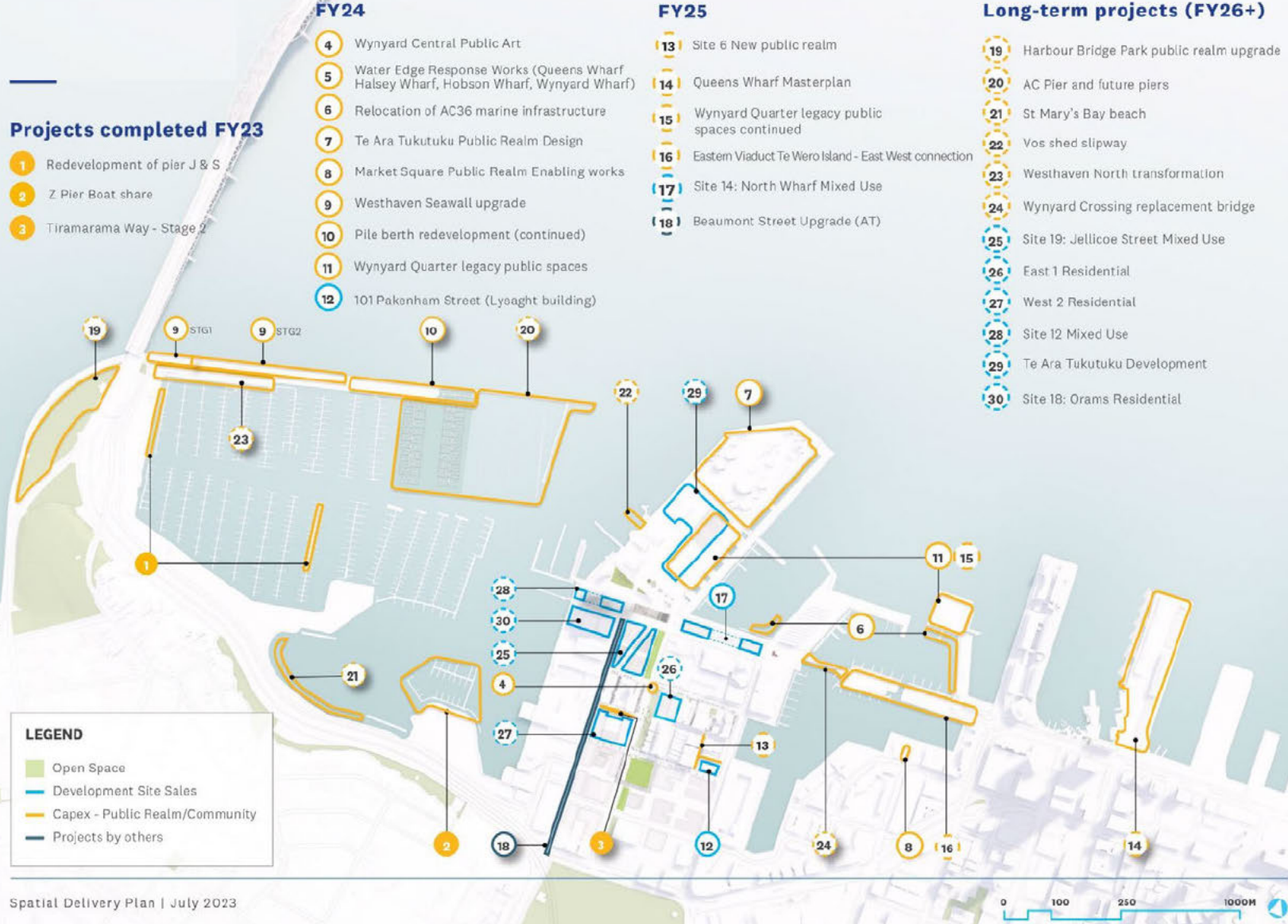
- Completion of a draft residential baseline study, to inform the development of a more comprehensive and funded programme to support the growth of the city centre residential population.
- The opening of the northern part of Victoria Street, between Albert Street and Queen Street, with construction on the southern side of the street beginning.
- Draft outputs from the nighttime economy study delivered, which will inform the proposed pilots for implementation in FY25.
- Provision of LTP advice from the city centre advisory panel to the Budget Committee, which reinforce action plan priorities and funding requirements.
- A trial expansion of the Council's City Watch team which sees the team increasing from 6 to 18 for an initial period of four months, enabling them to cover larger areas of the city centre for longer hours as well actively patrolling known hotspots including Te Komititanga, Queens Wharf and Ellen Melville Place.
- Three pilot safety coordination hubs now open, providing bases for patrolling teams to collaborate and coordinate.

The Karanga-a-Hape station neighbourhood and bus improvements programme remains on track to deliver on key CRL opening milestones. The Midtown programme is also on track to deliver to key CRL opening milestones, despite significant delay to the completion of some streetscapes work due to alignment issues with the Watercare programme.

Ports Precinct Future Development – The framework plan was completed December 2023. A presentation to a Governing Body workshop is planned for late April 2024. A decision paper to council committee is planned for 16 May 2024

WATERFRONT

Vision: A world-class destination that excites the senses and celebrates our sea-loving Pacific culture and maritime history. It supports commercially successful and innovative businesses and is a place for all people, an area rich in character and activities that link people to the city and the sea.



29 A Te Ara Tukutuku development - Toi Waihanga, the design collective appointed by Eke Panuku is progressing on the concept design which is due as a final draft in April 2024. A detailed communications and engagement plan is being developed to support external engagement over June-July 2024. Work on the detailed business case has started to secure funding for the Heal stage - inclusive of early works on site.

17 North Wharf - [REDACTED]

12 101 Pakenham St (Lysaght Building) - The site went to market in late 2022 and no successful agreement was reached with interested parties at the time. Due to the slowing property market, this site is now planned to go to market next financial year.

5 Waters edge response - Works on improving the health and safety of our waterfront edge spaces began in April 2023. These works are over 80% complete. The Karanga tidal steps jumping platform has been delayed to allow additional health and safety matters to be considered. Completion of this project this financial year is at risk.

9 Westhaven Seawall Upgrade - Resource consent was granted in October 2023 and construction works began in March 2024, following a blessing.

Placemaking - The Waterfront has been a hub of activity over the quarter including a dog adoption day in collaboration with Auckland Council Animal Services on Valentine's Day, ongoing film screenings and the summer jam basketball family event at Silo Park and the Queens Wharf mermaid parade. The Manu Competition, held as part of the Moana Festival, garnered commendable feedback.

ONEHUNGA

Vision: To create a flourishing Onehunga that is well connected to its past, its communities and the environment, including the Manukau Harbour.

Projects completed & underway

- 1 Laneway 7
- 2 38 Neilson Street acquisition
- 3 Onehunga Port acquisition
- 4 DressSmart 3 Paynes Ln Site Sale
- 5 Onehunga Mall Club (Lamont & Co.)
- 6 Fabric development (Lamont & Co)
- 7 Ngā Hau Māngere Bridge (Waka Kotahi NZTA)

FY24

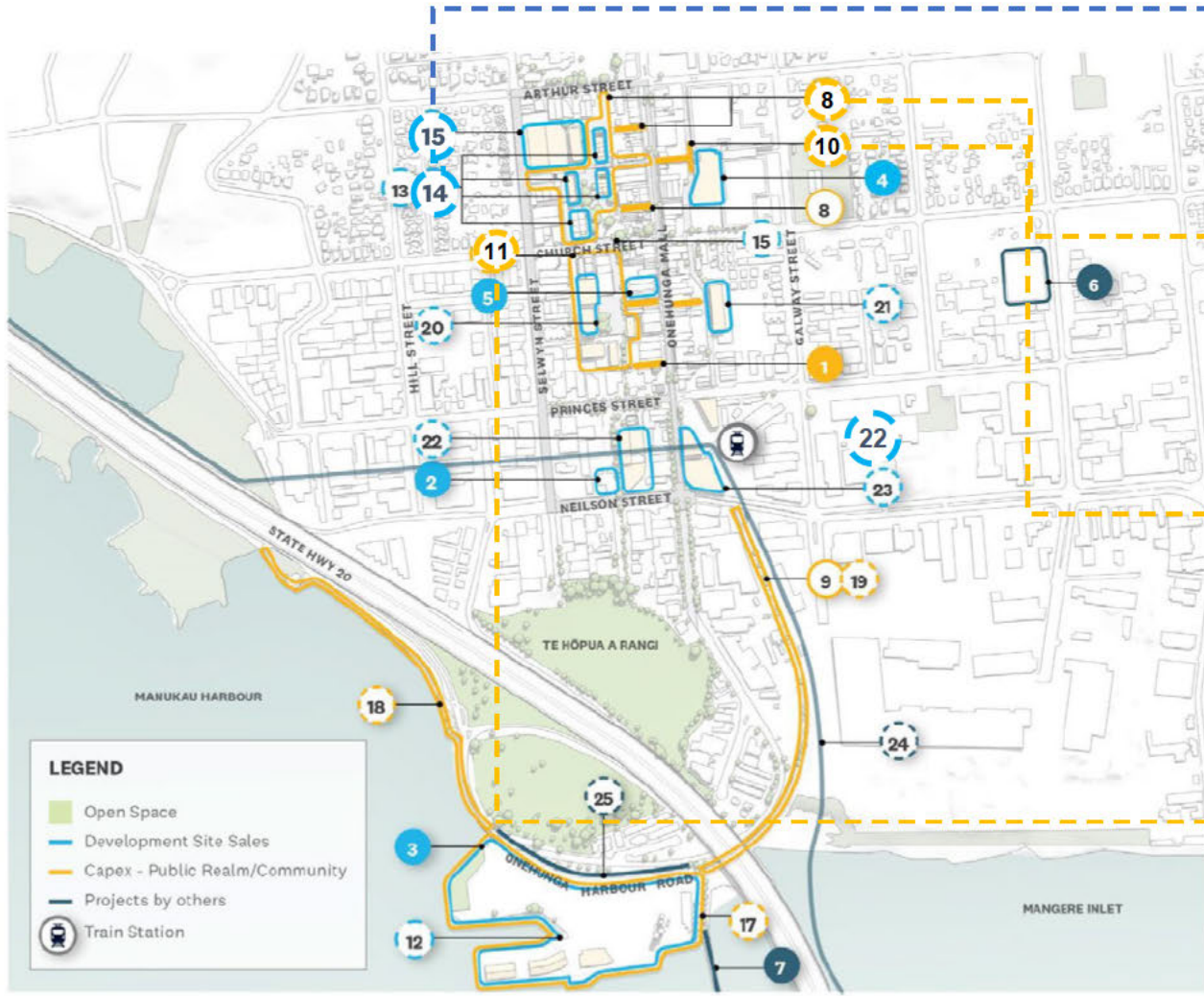
- 8 Waiapu Lane Precinct Public Realm
- 9 Town Centre to Wharf Link Stage 1

FY25

- 10 Paynes Lane Streetscape Upgrade (Laneway 8)
- 11 Te Pumanawa Precinct Public Realm
- 12 Onehunga Wharf Building Upgrades
- 13 Waiapu Precinct Commercial Site Sale
- 14 Waiapu Precinct Residential Site Sale
- 15 Waiapu Precinct Supermarket
- 16 Te Pumanawa Church Street upgrade

Long-term projects (FY26+)

- 16 Onehunga Wharf Public Realm
- 17 Onehunga Wharf to Taumanu Walking & Cycling
- 18 Town Centre to Wharf Link Stage 2
- 19 Te Pumanawa Precinct Development
- 20 9-21 Waller Street Development
- 21 38 Neilson Street Development
- 22 Train Station Precinct
- 23 Auckland Light Rail (Waka Kotahi / AT)
- 24 East West Link (Waka Kotahi NZTA)



Waiapu Precinct supermarket - [Redacted]

Onehunga Mall site acquisitions - Formal notices have been sent to all owners and negotiations continue. [Redacted]

Paynes Lane streetscape upgrade - A project to create a pedestrian friendly thoroughfare which ties the new Dress Smart precinct into the Onehunga Mall mainstreet. The Certificate of Compliance application was lodged in December 2023, but it was determined that a resource consent is required for the works as 4 trees are being removed. A consent application will be lodged shortly to complete the consent requirements and achieve the SOI target.

Waiapu Precinct - public consultation took place over Feb-Mar 2024. It was a successful and positive campaign with over 200 submissions received. The majority of feedback will be incorporated as part of the next stage of design. Design and preparation of the consent application is progressing. We anticipate construction to commence at the end of 2024.

PANMURE

Vision: To create a vibrant centre that is a great place to live, visit, and do business; building on Panmure's distinct landscape, transport connectivity, family friendly community, and lifestyle amenities.

Projects completed & underway

- 1 Streetscape Improvements Stage 1 (Clifton Court)
- 2 AMETI- Eastern Busway - AT
- 3 Panmure Station Upgrade

FY24

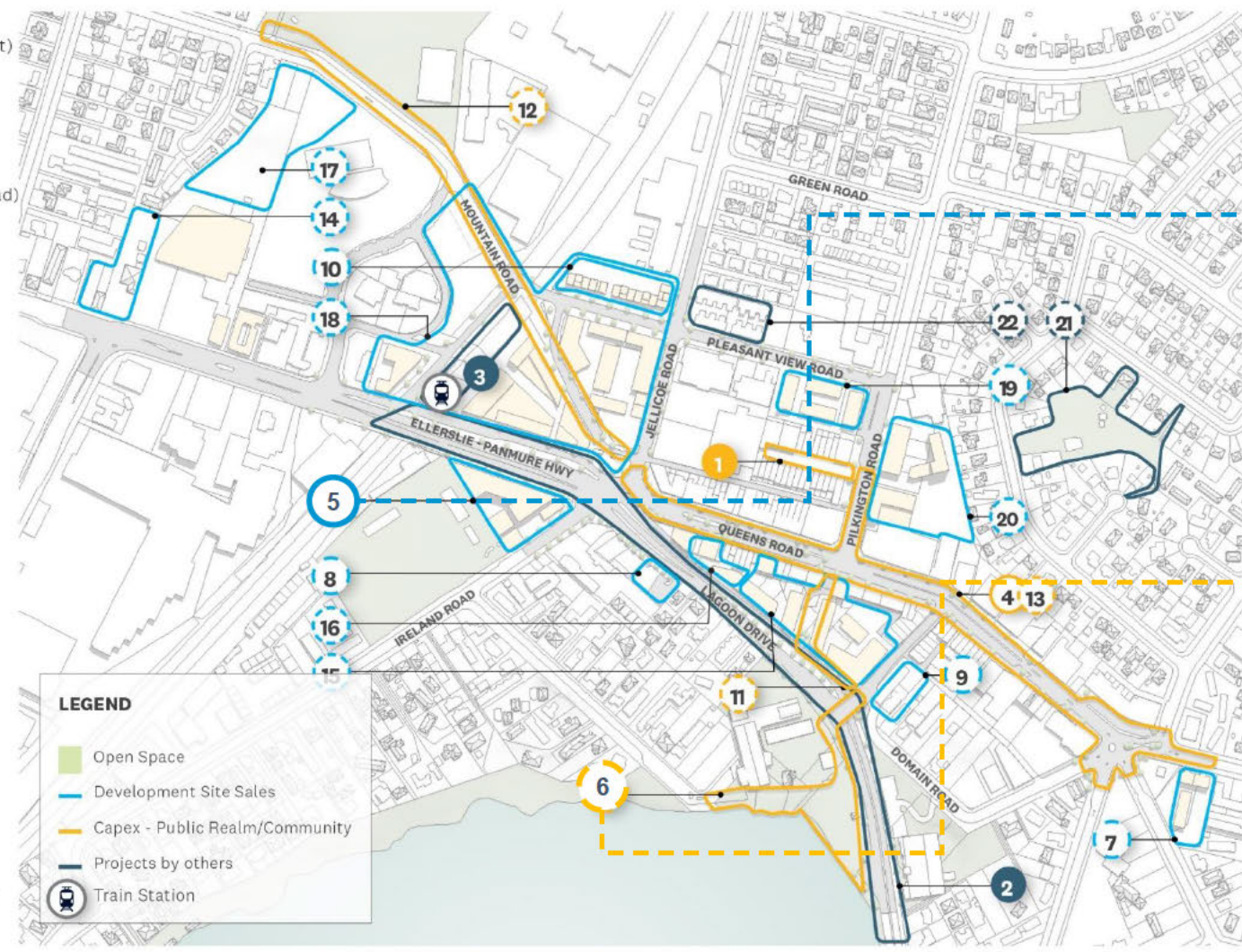
- 4 Streetscape Improvements Stage 2 (Queens Road)
- 5 535 Ellerslie Panmure Highway Site Sale

FY25

- 6 Lagoon Edge Reserve Upgrade
- 7 3 Kings Road Site Sale
- 8 11-13 Lagoon Drive, Panmure Site Sale
- 9 10 Basin View Lane Site Sale
- 10 9 Jellicoe Road Site Sale

Long-term projects (FY26+)

- 11 Basin View Pedestrian & Cycle Connection
- 12 Maungarei to Town Centre Connection
- 13 Streetscape improvements Stage 3
- 14 486-492 Ellerslie Panmure Highway Site Sale
- 15 Basin View Precinct Staged Site Sales
- 16 Gateway West 13-27 Queens Rd Site Sale
- 17 59 & 59a Mountain Road Site Sale
- 18 Station Precinct Staged Site Sales
- 19 28-30 Pilkington Road Site Sale
- 20 7-13 Pilkington Road Redevelopment Feasibility
- 21 Mauinaina Upgrade (TRC)
- 22 Pleasant View Road Development (TRC)



535 Ellerslie Panmure Highway mixed-use development site – A conditional development agreement has been executed. Due diligence is expected to be completed by the development partner by June 2024.

Lagoon Edge Reserve upgrade – A project to create an urban waterfront park adjacent to the existing lagoon pools as an anchor destination at one end of the proposed pedestrian and cycle link between the maunga and the basin. Resource consent was lodged in March 2024 and detailed design is underway. The lodgement of the resource consent was a FY24 capital milestone SOI target.



MANUKAU

Vision: Thriving heart and soul for the south

Projects completed

- 1 Westfield Mall Carpark Site Sale
- 2 Vodafone Events Centre Carpark (partial sale)
- 3 52-54 Manukau Station Road (MIT) Site Sale
- 4 20 Barrowcliffe Place Site Sale
- 5 Barrowcliffe Pond Shared Path
- 6 Barrowcliffe Bridge Works
- 7 Puhinui Wiri playground Works
- 8 Putney Way Stage 1
- 9 Wiri Bridge Capital Works

FY24

- 10 Leases and Covenants Progressed
- 11 Hayman Park Playground Works
- 12 Parking Management Solutions (across the programme)

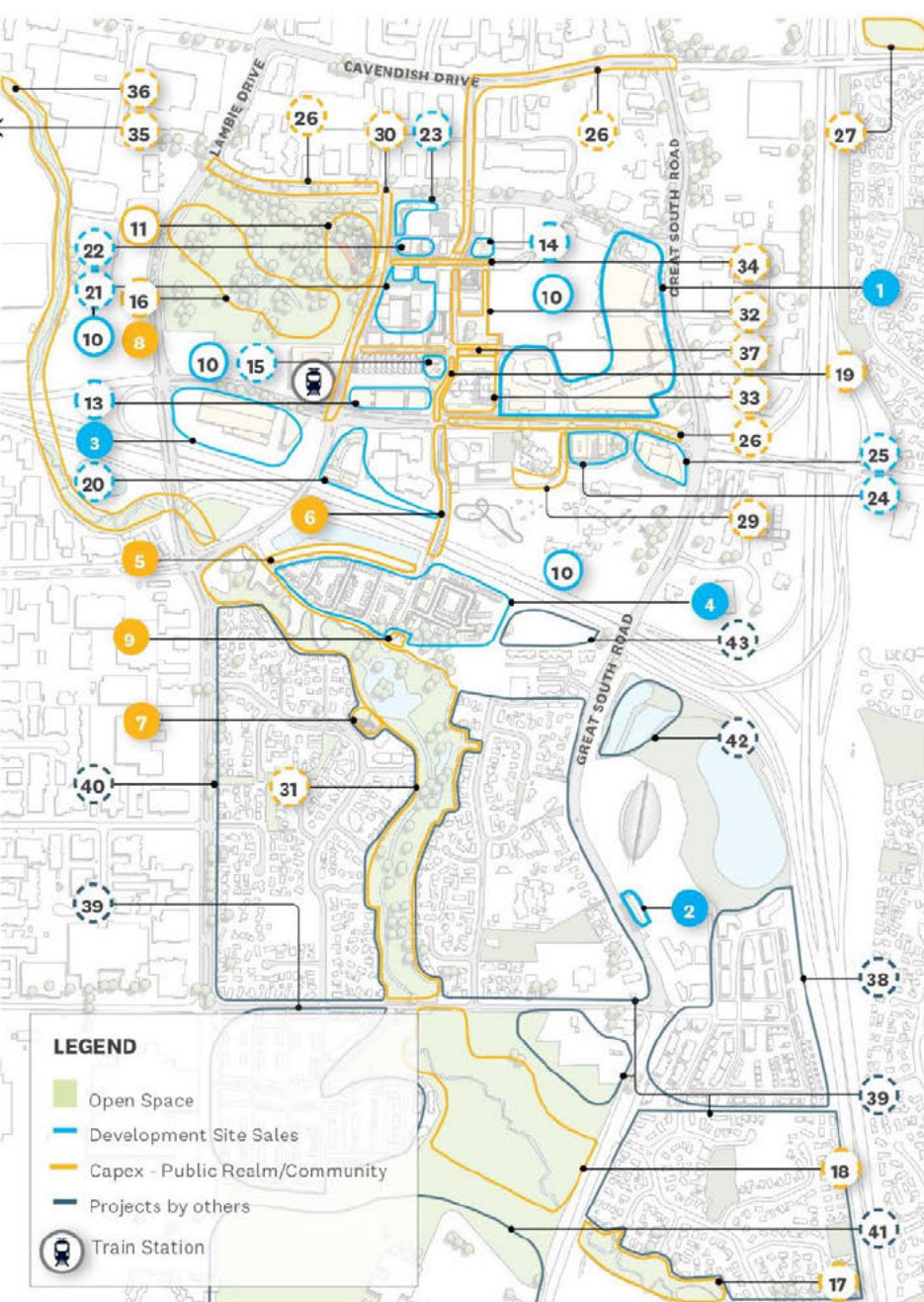
FY25

- 13 33 Manukau Station Road Site Sale
- 14 9 Osterley Way Site Sale
- 15 10 Putney Way Site Sale
- 16 Hayman Park Wetland Works Contribution
- 17 Puhinui Stage 1 - Ratavine Reserve Works
- 18 Puhinui Stage 2 - CMDHB Walkway Works
- 19 Osterley Way at Civic Streetscape Works

Long-term projects (FY26+)

- 20 50 Wiri Station Road Site Sale

- 21 14 Davies Avenue Site Sale
- 22 8 Davies Avenue Site Sale
- 23 2 Davies Avenue Site Sale
- 24 12 Manukau Station Road carpark Site Sale
- 25 2 Clist Crescent carpark Site Sale
- 26 Walking and Cycling Network Works
- 27 Manukau Sports Bowl Investigation
- 28 Manukau Public Art contribution (across the programme)
- 29 Karina Williams Way Extension Works
- 30 A2B Streetscape Contribution
- 31 Puhinui Stage 3 - Wiri Reserve Works
- 32 Manukau Square Works
- 33 Manukau Civic & Putney Way Contribution
- 34 Osterley + Amersham Way Works
- 35 Puhinui Stage 4 - Manukau Industrial Area Works
- 36 Puhinui Stage 5 - Puhinui Park Works (Plunket Ave)
- 37 Putney Way Stage 2
- 38 Pacific Gardens Residential Development
- 39 Wiriha Residential Development
- 40 Kainga Ora Investigations
- 41 Manukau Health Park development
- 42 Healthy Waters Upgrades
- 43 Ngati Tamaho development



21 14 Davies Avenue – A project to enable residential and commercial development. Eke Panuku has reached agreement with Auckland Transport recommending the asset transfer subject to conditions. This will enable the site to be released for development. Restrictive covenants process continues with the appellants.

16 Hayman Park wetland works – A resource consent application is planned to be lodged towards the end of April 2024. Both land and tree owner approval has been granted. Proposed vehicle crossing off Davies Ave has been approved by the Auckland Transport Design Review Panel. The Sec128 application for new entry within the new Airport to Botany Designation is in final review and sign off is expected in early April 2024.

13 33 Manukau Station Road – We are currently exploring opportunities on how we can sell this property to align with commercial interest in the Manukau area.

15 10 Putney Way – The Heads of Agreement that was being negotiated with [redacted] and its commercial partner has lapsed and they have advised that they are no longer progressing feasibility of their proposal. **A go to market plan is currently being prepared.**

18 Puhinui Regeneration Strategy initiatives – All initiatives are underway and being progressed with Mana Whenua. Consent lodgement for stage 1 is on track for lodgement in May 2024.

Cavendish Drive & Sharkey Street AUT Link – We are working with Auckland Transport on scope and design changes following initial costings for the route.

OLD PAPATOETOE

Vision: Assisting New Zealanders into sustainable housing choices. A popular place to live, to shop, for people to meet and enjoy themselves, and to provide the services and facilities the community needs.

Projects completed

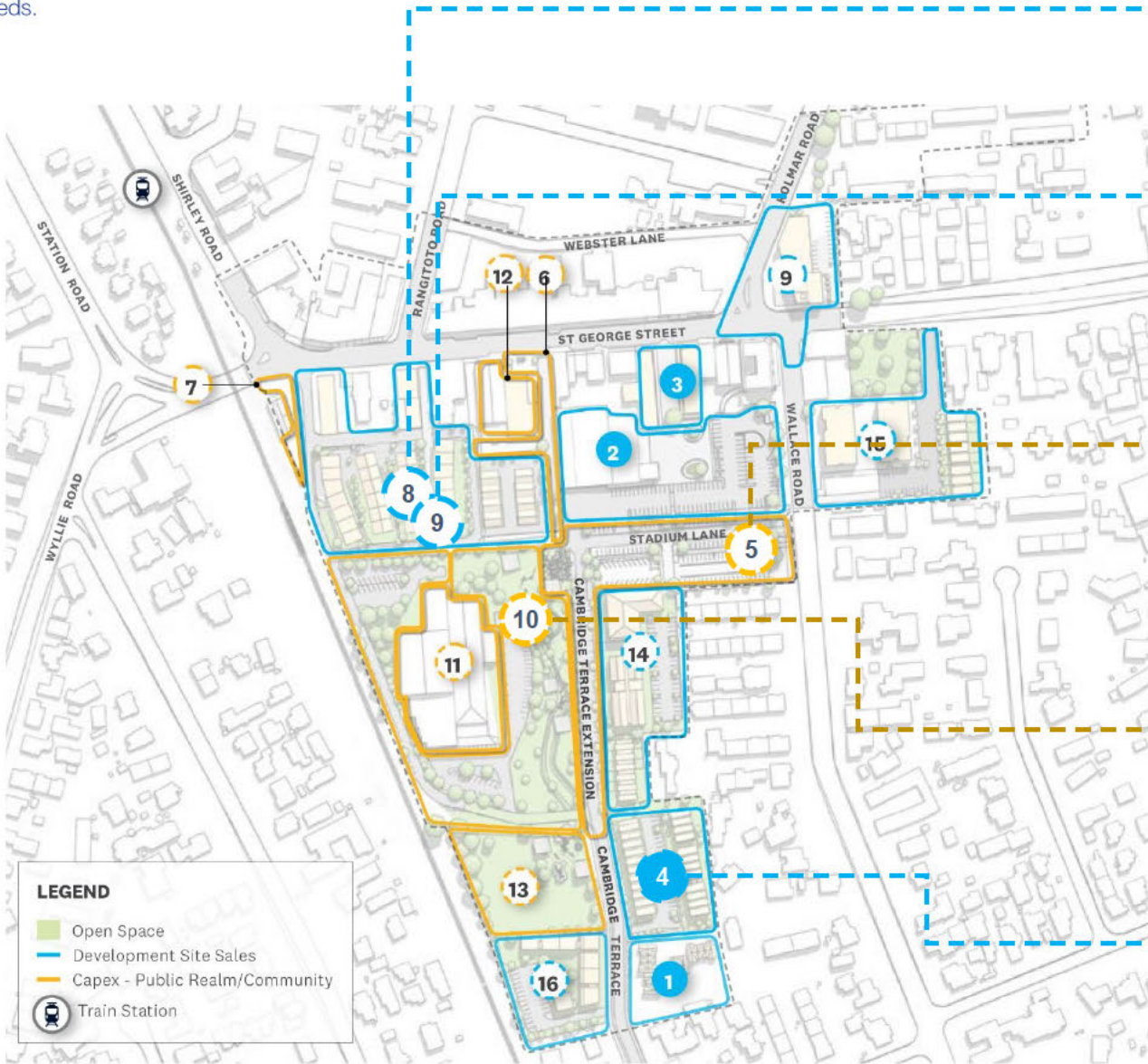
- 1 89 Cambridge Tce
- 2 Supermarket and carpark
- 3 Papatoetoe Mall
- 4 91 Cambridge Tce - The Depot

FY25

- 5 Cambridge Terrace Extension+carpark
- 6 Chambers Laneway
- 7 St George's Lanes Integration Works
- 8 3 St George Street - St George's Lanes
- 9 98 St George Street and 15 Kolmar Road Site Sale + Intersection

Long-term projects (FY26+)

- 10 Papatoetoe Stadium Reserve Works
- 11 Community Hub - Allan Brewster Leisure Centre
- 12 Town Hall & Chambers Works
- 13 86 Cambridge Terrace Optimisation
- 14 27 St George Street (netball and gardens)
- 15 Papatoetoe Library Precinct Optimisation
- 16 86 Cambridge Terrace Optimisation (site sale)



3 St George Street (St George's Lane) – Known as Piko Toetoe, this project will enable the development of 120 new homes on two sites on St George Street, near the town centre. Civil works are on track to be completed by end of April 2024.

98 St George and 15 Kolmar Site sale – The intersection redesign is currently being costed by a quantity surveyor and a low complexity business case targeted for May 24.

Cambridge Terrace extension and carpark – A project which includes upgraded streetscape, laneways and shared path / cycleway. The resource consent application is currently being processed by Auckland Council. Reserve revocation details is being progressed in parallel. Detailed design and Engineering Plan Approval are underway. The lodgement of resource consent for this project is one of our FY24 capital SOI milestone targets.

The Stadium Reserve upgrade project to create a new accessible playground and additional parks infrastructure to encourage visitation from a wide range of age groups. Developed design is nearing completion and resource consent is expected to be lodged before the end of the financial year.

19 Cambridge Terrace (The Depot) – Good progress is being made on the construction of 29 new homes on the 4,000 sqm ex-Papatoetoe Borough Council site. Construction works are expected to be completed by June 2024.

ORMISTON

Vision: For the various sites to provide residential development and obtain best value for Council assets. Where possible, the sites should relate to the individual local board plans for each locality.

Projects completed

- 1 Ormiston Town Centre (Blocks F and J)
- 2 Lot 1, 66 Flatbush School Road

FY24

- 3 Bellingham Road works (Auckland Transport)



Ormiston town centre - [REDACTED]

Bellingham Road extension - [REDACTED]

56 Brookview Drive (formerly stages Stage 2/3 - 66 Flat Bush School Road) - [REDACTED]

Lots H & L - [REDACTED]

Blocks M, G & D, residential Site Sale - Parties are working to resolve a commercially viable scheme that meets with best practice for an urban development.

Blocks F and J Town Centre Site Sale - Eke Panuku is awaiting an agreement between Auckland Transport and Todd Property to transfer and vest the roads

PUKEKOHE

Vision: Our heritage and connections are strong, the land is flourishing, Pukekohe is prosperous, and our families are happy, healthy and thriving.

Projects completed

- 1 Small T projects (across entire programme)
- 2 Site Sales w/o Development Outcomes
- 3 82 Manukau Road

FY24

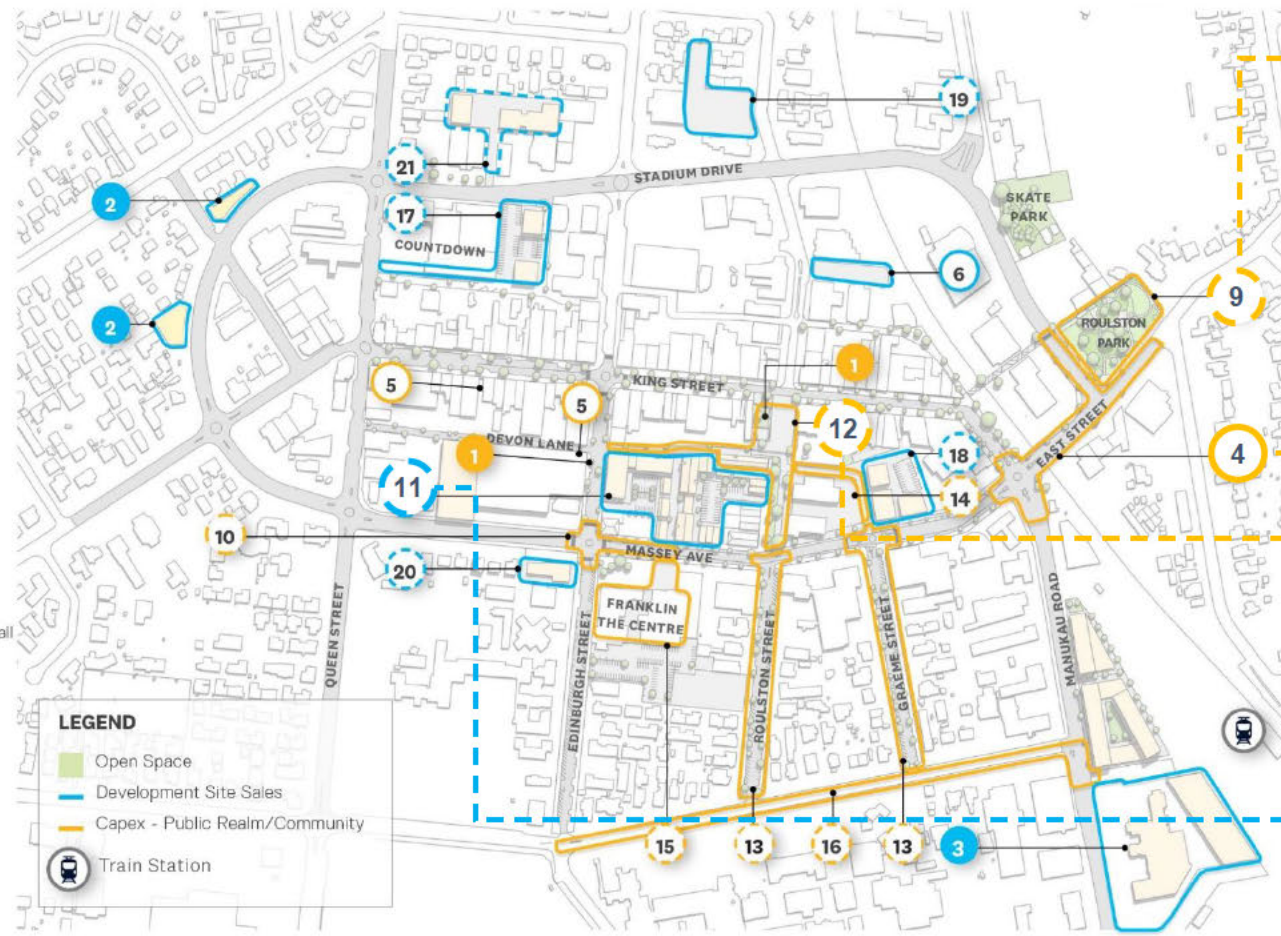
- 4 Intersection Capital Works 1
- 5 Small T projects (across entire programme)
- 6 9 Hall Street
- 7 174, 176b, 182 Manukau Rd
- 8 176a, 180 Manukau Rd

FY25

- 9 Roulston Park Upgrades
- 10 Intersection Capital Works 2
- 11 Edinburgh Street Superblock

Long-term projects (FY26+)

- 12 Market Precinct: Devon Lane, Roulston Street, Market Hall (1 Roulston Street) and Town Square Enhancements
- 13 Parking Management Solutions (across entire programme)
- 14 Roulston Lane Upgrade
- 15 Civic Hub Enhancements
- 16 Train Station to Centre Connections
- 17 4 Tobin Street
- 18 7 Massey Avenue
- 19 24 Hall Street
- 20 22 Edinburgh Street
- 21 9 Tobin Street



Roulston Park Upgrade – a new all-age-friendly play opportunity in the park and pedestrian crossing on Stadium Drive. Detailed design is underway. We are awaiting on a decision from Auckland Council on the resource consent lodged in November 2023.

Double traffic light upgrade at East, King, Manukau and Massey roads – This project is co-funded with Auckland Transport and is a dependency for the Roulston Park upgrade. Works on the site began in March 2024.

Market Precinct – A flagship development which will attract and catalyse new life in and around the town square and add vibrancy to the centre. The Market Precinct Concept Plan was endorsed by the Franklin Local Board in November 2023. Design and consenting is underway.

Edinburgh superblock – A large central development site. The go to market campaign closed in late March 2024 and a reasonable level of interest was received. Development proposals from the shortlisted parties will be requested at the end of April 2024.

EASTERN BUSWAY TODs PROGRAMME

Vision: To revitalise neighbourhoods within the Eastern Busway corridor and to create healthy, sustainable and vibrant communities.

There are three key strategic areas for TOD and regeneration within the Eastern Busway corridor:

Strategic Opportunity 1: Pakūranga

Strategic Opportunity 2: Tī Rākau Drive

Strategic Opportunity 3: Burswood

Eke Panuku is working with Auckland Transport and the Eastern Busway Alliance to align and integrate high-quality regenerative Transit-Oriented Developments with the Eastern Busway. Eke Panuku to leverage and divest for development Council-owned property within the Busway corridor, and land acquired for the Busway and associated transport infrastructure that becomes residual on its completion. Future development to be focussed on key strategic locations within walkable catchment of proposed bus stations at Pakūranga, along Tī Rākau Drive and Burswood. The busway is a major catalyst for sustainable urban growth and integrated development will enable more people to live and work close to transport options.

FY 24 Site Sales

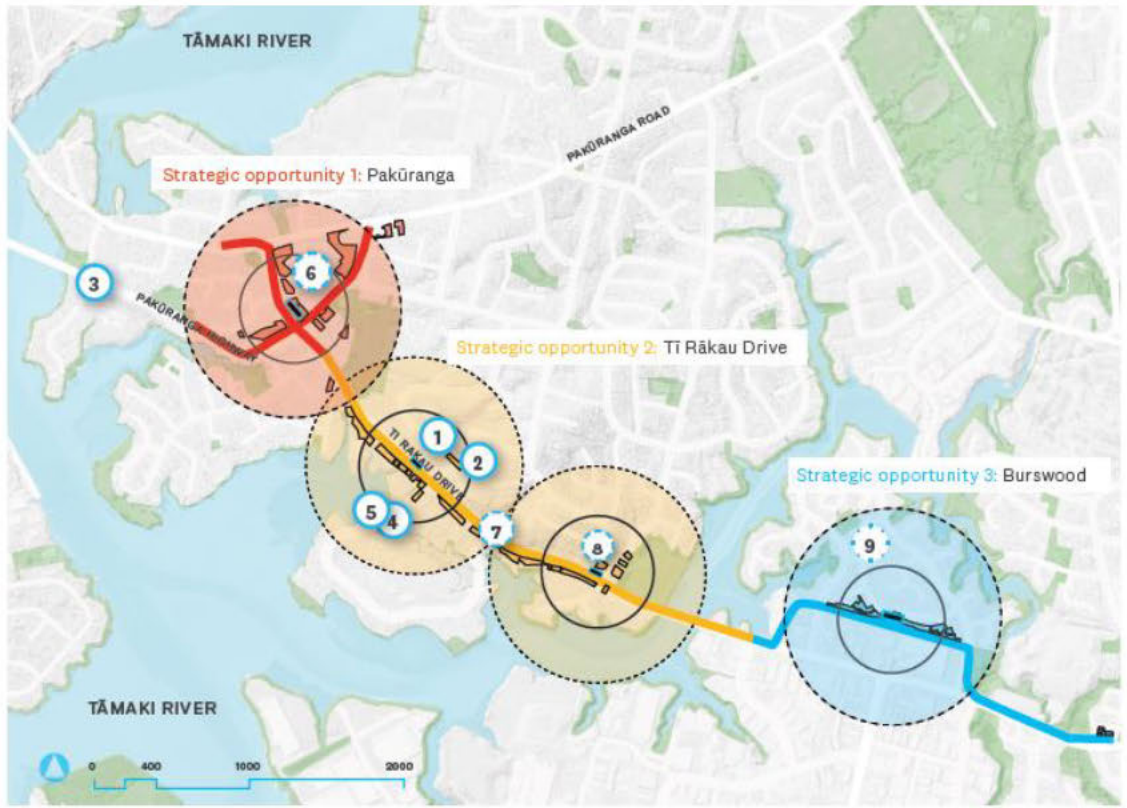
- 1 9 Marriott Road, Pakūranga
- 2 9 Chevis Place, Pakūranga
- 3 21 Millen Avenue, Pakūranga
- 4 1/1 Snell Place, Pakūranga
- 5 2/1 Snell Place, Pakūranga

FY 26

- 6 Pakūranga Plaza
- 7 Tī Rākau Drive (Edgewater Drive)
- 8 Tī Rākau Drive (Gossamer Drive)

FY 27+

- 9 Burswood Drive



6 Pakuranga Plaza – The reserve revocation process is underway.

1 2 9 Chevis Place & 9 Marriott Road, Pakuranga – A conditional agreement has been reached.

LEGEND

- Open Space
- Development Site Sales

SERVICE PROPERTY OPTIMISATION

Vision: Service Property Optimisation will facilitate, enhance and speed up housing and town centre development activities, to release latent property values, and to achieve improved community outcomes. Where service property is optimised, the sale proceeds are locally reinvested to advance eligible projects or activities on a cost-neutral basis.

Projects completed

- 1 19 Jervois Road, Herne Bay

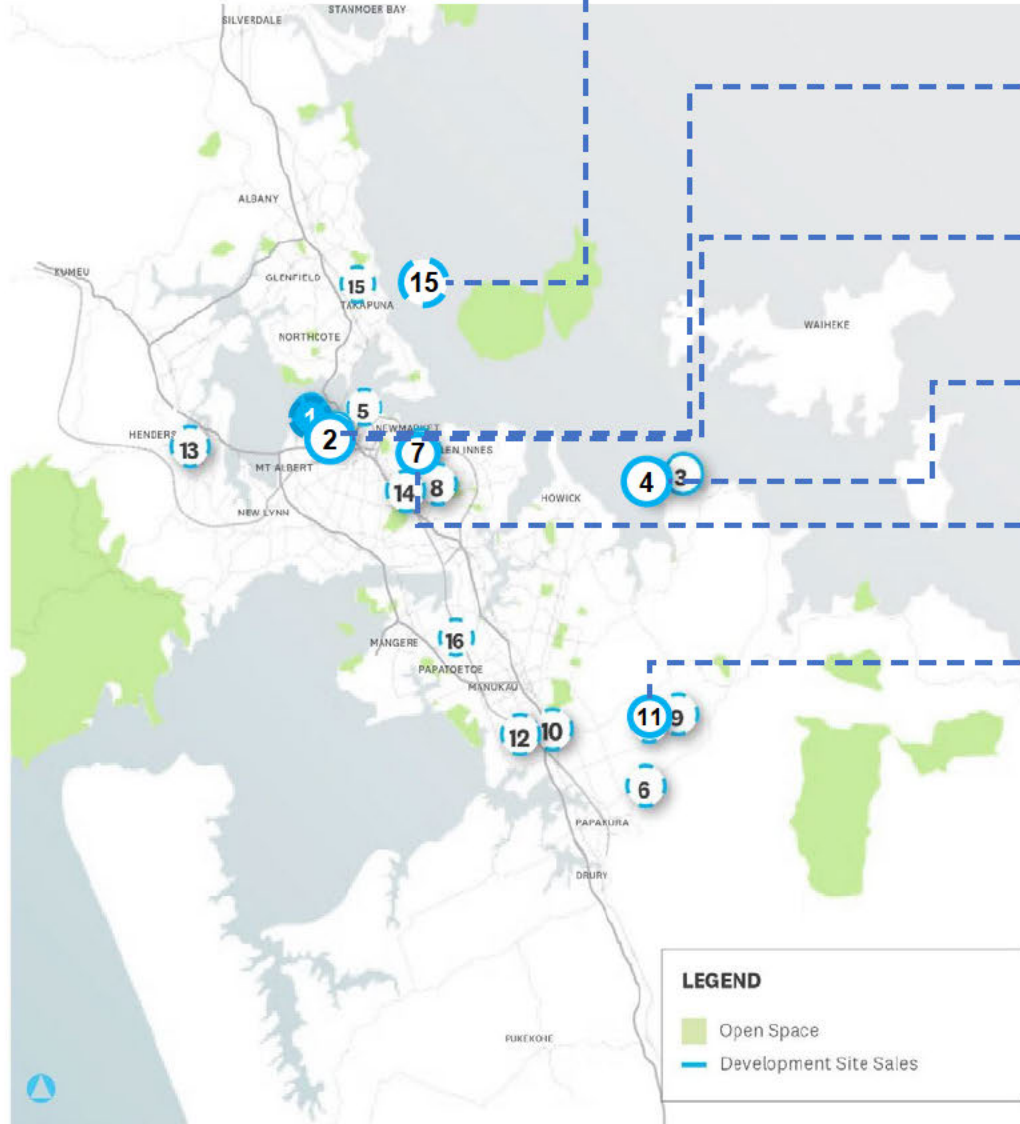
FY24

- 2 2 Pompallier Terrace, Ponsonby
- 3 39R Pohutukawa Road, Beachlands
- 4 17W Hawke Crescent, Beachlands

FY25+

- 5 Orakei Service Optimisation (confidential)
- 6 Red Hill, Papakura
- 7 6 Clonbern Road, Remuera
- 8 22 Tahapa Crescent, Meadowbank
- 9 587R Papakura, Clevedon Road, Ardmore
- 10 238R Great South Road, Manurewa
- 11 177 Burnside Road, Ardmore
- 12 Tadmore House, 1/190 Great South Road, Manurewa
- 13 39-41 Glenmall Place, Glen Eden
- 14 29-31 St Johns Road, Meadowbank
- 15 3 Gibbons Road, Takapuna
- 16 Papatoetoe Service Optimisation (confidential)

Service Property Optimisation - Eke 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.



3 Gibbons Avenue, Takapuna -The Devonport / Takapuna local board requested Eke Panuku facilitate investigations into the feasibility of installing a third floor at the Takapuna library. The consultants' findings informed a local board workshop in December 2023. A decision will be sought from the local board in May 2024.

19 Jervois Road, Herne Bay - The development partner has requested a variation to the sale and purchase agreement to enable concept redesign. We are working with the development partner to reach an agreement.

2 Pompallier Terrace, Ponsonby - Construction to commence in May 2024. The local board and public will be notified of the closure of the existing car parks.

17W Hawke Crescent, and 39R Pohutukawa Road, Beachlands - We are awaiting Franklin Local Board to identify an eligible use for the proceeds of sale before commencing the sales process for both properties.

6 Clonbern Road, Remuera Metlifecare and Foodstuffs continue to explore the potential of a development for the site that can encompass the 200 car parking spaces requirement.

Ardmore Hall, 177 Burnside Road and Bell Field, 587R Papakura-Clevedon Road, Ardmore - Work is underway on potential options for the sales strategy.

8-10 Averill Street, Papakura - At a workshop in December 2023 the Papakura Local Board supported using service property optimisation as a funding mechanism for the future provision of art services. This was reported to the Papakura Local Board's March 2024 business meeting, where the board resolved to defer the matter to enable further discussions on future service provision.



CORPORATE PROPERTY

Vision: A self-funding programme of works which utilises the capital receipts from the divestment of seven surplus properties that are no longer required to service Corporate Property office network and reinvest the sale proceeds to deliver a more efficient hub and spoke Corporate accommodation model.

Projects completed

- 1 Kotuku House, 4 Osterley Way, Manukau - sold July 22
- 2 35 Graham Street, CBD
- 3 50 Centreway, Orewa
- 4 82 Manukau Station Road, Manukau
- 5 6 Henderson Valley Road, Henderson

FY24

- 6 Symphony House, 4 - 10 Mayoral Drive, Auckland City

FY25+

- 7 35 Coles Crescent, Papakura

A Corporate Property Portfolio Strategy has been developed by Eke Panuku and Auckland Council's Corporate Property team. That strategy was approved by Finance and Performance Committee in May 2018 and will contribute to a more efficient and operationally effective Corporate Property network. This is a self-funding programme of works which utilises the capital receipts from the divestment of seven 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 hub and spoke Corporate Property model.



Symphony Centre, 4-10 Mayoral Drive – Resource consent has been granted and the bus layout has been formally agreed with Auckland Transport. Practical implementation has also been agreed with CRL.

Bledisloe House - 24 Wellesley Street, Auckland City - Resource consent for the development was granted in November 2023. The building has been fully vacated by council and Auckland Emergency Management. Agreement has been reached on cost contributions for the transformer work to ensure Council and AT have an independent supply for Aotea Square and carpark. Agreement has been reached to delay the over station development easements until the building work is completed.

HAUMARU SCOPE

Vision: To grow the portfolio consistent with projected social housing demand and rebalance the portfolio to areas of greatest demand. It is also to see older people in affordable homes within communities that are safe, age friendly and caring.

Projects Completed

- 1 21 Henderson Valley Road, Henderson
- 2 16 Handley Road, Narrow Neck
- 3 27-31 Greenslade Crescent, Northcote

FY 24

- 4 81a Godley Road, Green Bay

FY 25+

- 5 1R Crawford Avenue, Mangere Bridge
- 6 22 -24 Marne Road, Papakura
- 7 7 Coronation Road, Mangere Bridge
- 8 18 Inverell Avenue, Wiri
- 9 25 Kolmar Road, Papatoetoe
- 10 100 West Coast Road, Glen Eden
- 11 140 Lake Road, Northcote
- 12 33 Vauxhall Road, Devonport
- 13 14 Marne Road, Papakura
- 14 36 Taharoto Road, Takapuna
- 15 72 Dominion Street, Takapuna
- 16 33a Alma Road, Milford

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



Kāinga Ora, has selected a development partner [redacted] to construct the 52-unit development at 27- 31 Greenslade Crescent in Northcote.

SUPPORTS SCOPE

Vision: To provide residential development and obtain best value for Council assets.

Projects completed

- 1 Civic Administration Building, Auckland City Centre
- 2 34 Moore Street, Howick
- 3 16 Fencible Drive, Howick
- 4 18 Totara Ave, New Lynn
- 5 84a Morrin Road, St. John's
- 6 Bledisloe House, Auckland City Centre

FY24

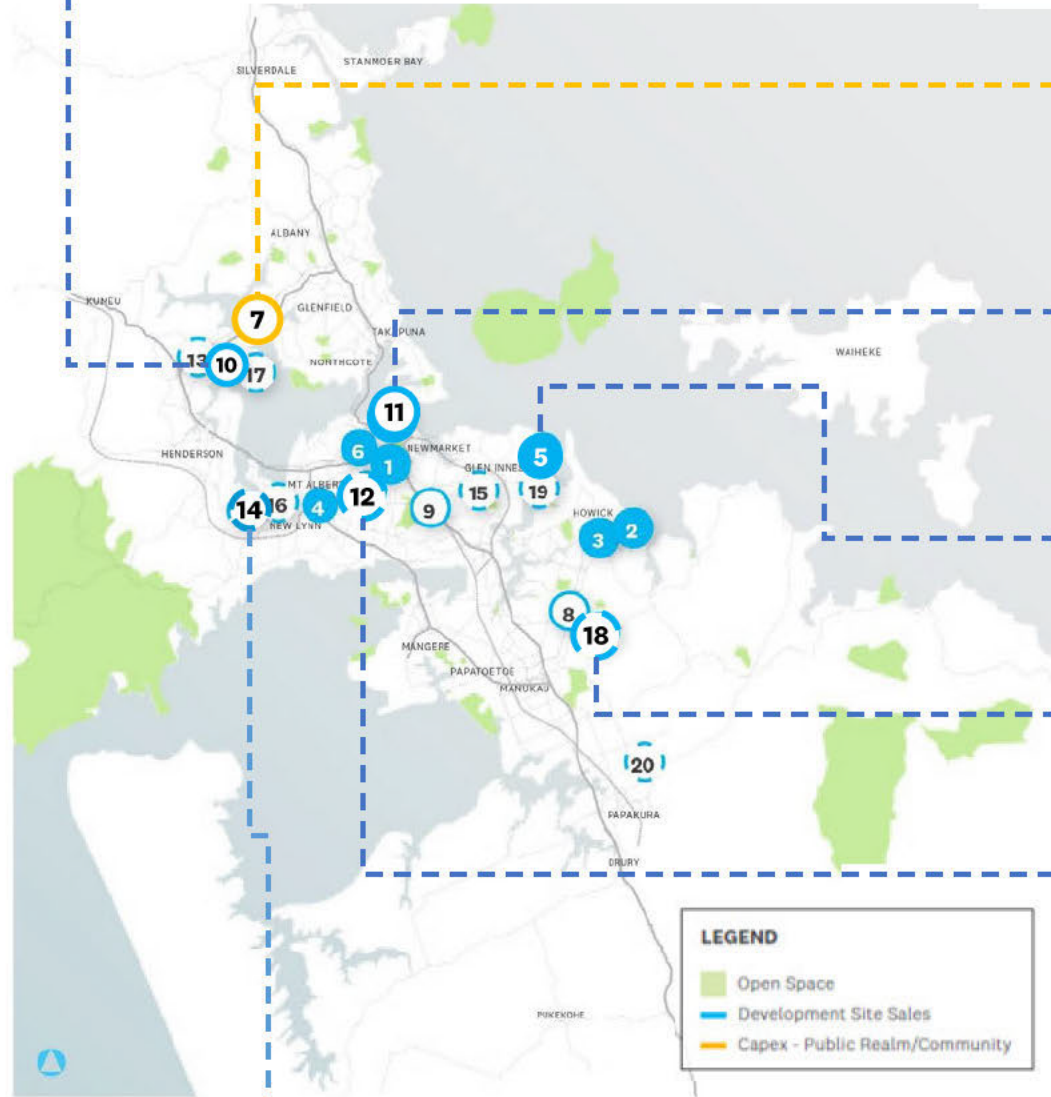
- 7 Pump station 6, Launch Road, Hobsonville
- 8 187 Flat Bush School Road, Flat Bush
- 9 132 Greenlane East, Greenlane
- 10 Hobsonville Airfields stage 3 - lots 5b
- 11 Downtown Carpark, Auckland City Centre

FY25+

- 12 198 Dominion Road, Mount Eden
- 13 Hobsonville Airfields stage 3 - 6a & 6b
- 14 10 Ambrico Place, New Lynn
- 15 84-100 Morrin Road, St. John's
- 16 41 McCrae Way, New Lynn
- 17 Hobsonville Airfields Stage 2 - Avanda
- 18 65 Haddington Drive, Flat Bush
- 19 78 Merton Road, St. John's
- 20 26-32 O'Shannessey Street, Papakura

Support, making the most of what we've got. Intensification is a key driver in the Auckland Plan. We support housing demands by enabling development of council-owned land.

Airfields Stage 3, Lots 5B, 6A & 6B Hobsonville – Lot 5B Launch Road, went unconditional this quarter for [REDACTED]. Lots 6A and 6B will be taken to the market in early FY25. Colliers NZ has been instructed to prepare a short marketing campaign to test market interest. [REDACTED]



Pump station 6, Launch Road, Hobsonville (a new wastewater pump station to accommodate future residential and commercial development) - [REDACTED]

Downtown car park – Eke Panuku continue to work with Precinct to satisfy the conditions of the Development Agreement [REDACTED]. Technical Advisory Group (TAG) workshop held in March 2024 which went well. A final TAG meeting is scheduled for May 2024.

84a Morrin Road, St John's – To rectify the prior approval given for underground cable works that was not registered on the title, an easement over 3 properties covering a 55 sqm area has been granted to Auckland Council. The developer has been compensated for the loss of land.

65 Haddington, Ormiston – The essential outcomes have been revised with a view to taking the site to the market by early FY25.

198 Dominion Road, Mt. Eden – (council owned property) – The sale of the site [REDACTED] went conditional in December 2023 [REDACTED]

Own your own home (OYOH) portfolio – The sale agreement has fallen over. A new strategy will be progressed.

10 Ambrico Place, New Lynn – The open market sale process for the 1,366m2 parcel of vacant land which has resource consent for up to 10 homes began in March 2024.

REGIONAL RENEWALS PROGRAMME

Vision: Through proactive stewardship of council non-service assets we will maintain existing levels of service to create a safe, sustainable and fit for intended purpose portfolio and optimise the property portfolio return to enable assets for public and commercial use.

Projects completed

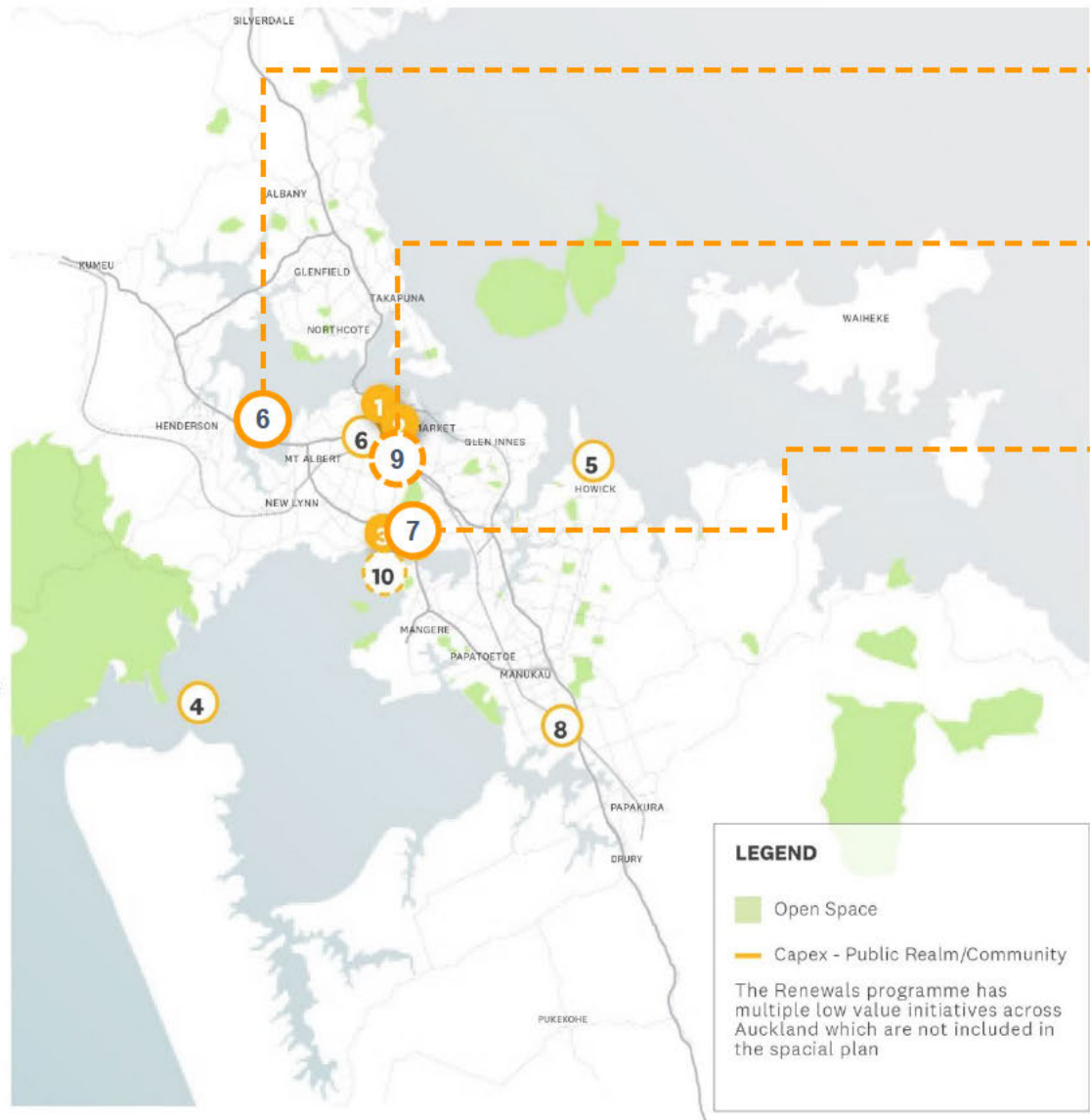
- 1 21 Princes Street, Auckland City - Roof Replacement
- 2 Wintergarden Pavilion - Café - Phase 1: Roof, window and minor H&S upgrades
- 3 Onehunga Wharf Renewals - Roading, Sheds, Admin Building and Dredging Works

FY24

- 4 Manukau Harbour / Wairopu Channel - Beacon / Channel Marker / Buoy
- 5 73R Selwyn Road, Howick (Shamrock Cottage) - Seismic Strengthening Asbestos Roof & Toilet Upgrades
- 6 City Centre Renewals:
 - 21 Princes Street, Auckland City - External refurbishments and internal fit-out
 - 27 Princes Street Seismic Strengthening and Refurbishment
 - 313 Queen St - Canopy refurbishment
- 7 Onehunga Renewals:
 - Onehunga Wharf - Replace Access Ladders and Utilities Upgrades
 - CCTV Systems Rationalization and Upgrade - Onehunga Port
 - Onehunga Wharf - Shed C & D Priority Works
- 8 - 7 Hill Road, Manurewa - Cladding and roof replacement, minor internal works

Long-term projects (FY26+)

- 9 313, 315-317, 319, 321 Queen Street - Seismic Upgrades
- 10 Onehunga Renewals 2:
 - Onehunga Wharf Renewals - Buildings, Toilets, Kiosks and other assets
 - Onehunga Wharf Renewals - Structure



21 Princes Street, CBD – The business case for the refurbishment of this heritage building is being finalised and considers all viable options.

313 Queen Street Canopy refurbishment – The canopy has been re-instated. Final works, including the signage restoration and defects, are on course to be completed by May 2024.

CCTV systems rationalisation and upgrade – Onehunga Wharf camera migration is currently underway and on course to be completed in April 2024.

47R Shelly Beach Parade refurbishment – Construction commenced on 4th March and is on course to be completed by 31st May.



WATERFRONT RENEWALS PROGRAMME

Vision: Through proactive stewardship of council non-service assets we will maintain existing levels of service to create a safe, sustainable and fit for intended purpose portfolio and optimise the property portfolio return to enable assets for public and commercial use.



Queens Wharf electric box upgrades – A construction contractor has been engaged, along with heritage and structural consultants.. Construction is forecast to take up to 12 weeks and is on course to be completed by 30 June 2024.

Bascule bridge, Te Wero (deck renewals and H&S works) – were unable to be fully completed before the site was taken over for the Moana Festival/Boat Show. Installation of the heritage handrail, angles and signage were completed at the end of March 2024 and practical completion received in April. This is an FY24 capital SOI milestone target.

CCTV systems rationalisation and upgrade - All of the newly installed CCTV cameras across the Waterfront are fully operable and have been commissioned. However, they are yet to be handed back to the business (BAU). That is currently underway. There are a small number of analogue cameras that were, and remain, inoperable. All of the analogue cameras are due to be replaced in due course.

Westhaven Marina - Fire alarm system upgrades
Cable installation works are nearing completion across all piers and works are on course to be completed by 31 May 2024.

Z Pier building at 31 Westhaven Drive – Construction commenced on 4 March 2024 and is on course to be completed by August 2024.

Wynyard crossing bridge - [REDACTED]

Projects completed

- 1** Viaduct Precinct renewals:
 - Viaduct Tiling Upgrade - Phase 1
 - Viaduct - Angled Handrails Upgrades
 - Viaduct - Lighting Upgrade Works
 - EV Barcode Renewal
- 2** Wynyard Wharf North Toilet Refurbs and Demo Works

- 4** Silo Park renewals:
 - Silo 6 Temporary Disabled Ramp
 - Silo 6 & 7 Renewals to Steel and Concrete
 - CCTV Systems Rationalization and Upgrade - Silo

- 5** CCTV Systems Rationalization and Upgrade - Wynyard Quarter & Viaduct
- 6** North Wharf West - Structure, Wetlands, Foul Odour & Contamination investigations and remediation
- 7** Bascule Bridge - Health & Safety Works
- 8** Queens Wharf Electric Box Upgrades

FY24

- 3** Westhaven Marina renewals:
 - Westhaven Pier Replacement (G, H and J)
 - Westhaven T-Pier Ablution Renewals
 - Westhaven Marina Fire Alarm System upgrades
 - Westhaven Pier Renewal (K and L) - funded by WML Trust
 - Z Pier Building Refurbishments
 - Z Pier Watermain Renewal (Stages 1 & 2)
 - CCTV Systems Rationalization and Upgrade - Westhaven

FY25

- 9** Shed 10 Structural Upgrades

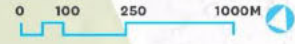
Long-term projects (FY26+)

- 10** Queens Wharf Renewals - Wharves Structure

LEGEND

- Open Space
- Capex - Public Realm/Community

The Renewals programme has multiple low value initiatives across Auckland which are not included in the spacial plan



Information paper: Health and Safety report March 2024

Authors: Paul Brown, Head of Health, Safety and Wellbeing

April 2024

Whakarāpopototanga matua | Executive summary

1. A total of six workplace health and safety events were reported into Noggin, the Eke Panuku health and safety reporting system, during March. The events involved employees, contractors, tenants, or members of the public where Eke Panuku has influence and control.
2. The six workplace events reported into Noggin included an incident where an employee reported muscle pain whilst loading dumped rubbish into a truck and an employee suffering pain and discomfort whilst driving a company vehicle with a faulty car seat adjustment mechanism. An observation was raised regarding a risk associated with a gap between tables in the office whilst independently raising or lowering. A contractor encountered a wasp's nest whilst working on a property and a tenant was without power and a member of the public tripped. Lastly, a member of the public tripped and fell on part of Jellicoe Road pavement.
3. There were no high or medium-risk events and six low-risk events reported in March.
4. Security contractors and Māori Wardens raised 135 safety observations during February, which involved members of the public outside Eke Panuku's influence or control.
5. The Head of Health, Safety and Wellbeing for Eke Panuku has resigned and will be finishing on 3 May 2024.
6. A summary of data from the quarterly report from our EAP provider, Instep, has been provided in this report. EAP data will be provided quarterly in the ELT and Board reports going forward. The data indicates that Eke Panuku staff use Insteps services at a greater rate than Auckland Council as a group.

Matapaki | Discussion

Head of Health, Safety and Wellbeing Manager actions

7. Changes in the Health, Safety and Wellbeing team

The Head of Health, Safety and Wellbeing will be moving on from his position with Eke Panuku, finishing on 3 May 2024. Recruitment for a replacement will commence shortly and a contractor will be appointed to fill the role until an appointment has been made.

An offer of employment has been made for the Senior Health, Safety and Wellbeing Advisor. The new person will be starting with Eke Panuku on 13 May 2024.

8. Quarterly Instep Data

Our Employee Assistance Provider (EAP), Instep, provides quarterly reports on the EAP usage data for Auckland Council. The data break down for Eke Panuku is limited to protect anonymity which means reasons for usage are not always available.

The table below details the use over the last twelve months, by quarter, for Eke Panuku and compared usage against the Auckland Council group that use Instep (Auckland Council, Tātaki and Eke Panuku). The percentage use highlights the percentage of employees, employed by Eke Panuku and the Auckland Council Group accessing the service during each quarter.

Period	Total cases	New cases	Ongoing cases	Approx. percentage use across EP	Total AC Cases	Approx percentage use across all of AC
Q3 Jan- Mar 2024	20	15	5	9.5%	353	3.9%
Q2 Oct- Dec 2023	13	8	5	6.2%	353	4.4%
Q1 Jul-Sep 2023	21	11	10	10%	479	5.6%
Q4 (2023) Apr-Jun 2023	29	16	13	14%	480	5.5%

Figure 1 – EAP use table. EP % use is based upon headcount at the end of each quarter.

You will note from the table above that the ratio of people accessing the service from Eke Panuku is greater than Auckland Council as a group. There are a number of possible reasons, both positive and negative, why Eke Panuku usage may be higher, which may include;

- possible higher promotion of the service within Eke Panuku,
- certain parts of the Auckland Council group under-utilising the services, thus lowering the use percentage. This includes a significant number of casual employees at Tātaki and Auckland Council.
- higher levels of stress amongst Eke Panuku employees

A deeper dive into the Instep data, including how we track against parts of Auckland Council which are more similar to Eke Panuku, will be investigated. This will provide better and more appropriate comparisons and help us understand why usage is higher in Eke Panuku than across the Council group.

The main presenting issues for Eke Panuku are mostly depression and anxiety issues and family conflicts.

The EAP data will be used alongside engagement survey results to support the planned Psychosocial Risk Assessment and workshops. This will also help us understand why the usage is significantly higher than the group.

The EAP data will also be provided in ELT and Board reports each quarter with a further analysis to determine how we track against other parts of Auckland Council.

Health and safety key performance indicators

- Health and safety key performance indicators (KPIs), featuring both Lead and Lag measures, are represented in table (Figure 1) and chart (Figure 2) format.

Measure	Performance March	Critical or high risks	Previous month (February)
Safety concerns	1	0	4
Near misses	2	0	2
Near Misses from Contractor reports	0	N/A	3
Lost time injuries	0	0	0
Medical treatment injuries	0	0	0
Other incidents	3	0	2
Total recordable injury frequency rate	0.5	N/A	0.5
Total incidents	3	0	0
Total events	6	0	10

Figure 2 – Health and Safety Key Performance Indicator Table

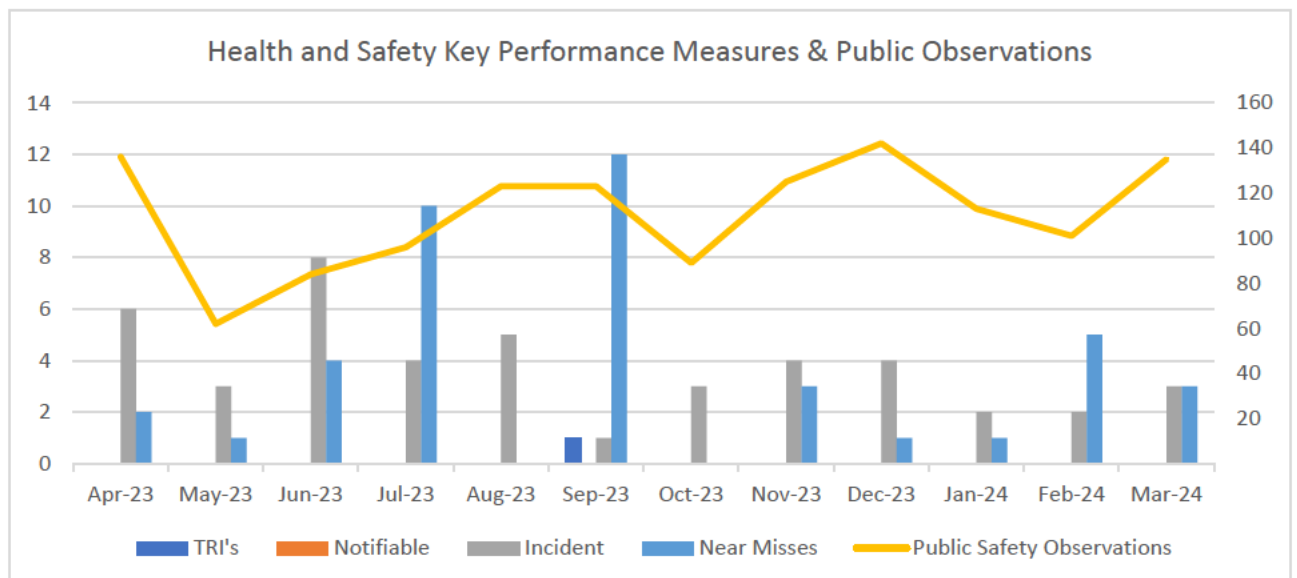


Figure 3 – 12 Month rolling H&S performance measures
 TRI – Total Recordable Injuries includes lost time injuries and medical treatment injuries. Notifiable refers to incidents and injuries reportable to the health and safety regulator.

10. Workplace incident themes and trends

There were six safety events reported into the Eke Panuku Health, Safety and Wellbeing system, Noggin, in March. Three incidents involved employees, one incident involved a tenant, one incident involved a contractor and involved a member of the public.

There were no contractor reports or contractor monitoring observations submitted in March.

There were no high-risk or medium-risk safety event reported leaving six low-risk events reported in March.

Notable low risk events

16 March – Westhaven Pier – Employee

An employee sprained their back whilst lifting an abandoned BBQ left at Z pier rubbish bay. This occurred whilst lifting the item onto a truck. Standard operating procedures are currently being reviewed.

19 March – 135 Albert Street - Company Car - Employee

One of the fleet cars reportedly had a problem with the raise and lower adjustment which led to three days of back pain for the driver. The vehicle returned for repair, however the repairer stated that there was no fault found. When inspected, the fault was still present. The maintenance company has been challenged and the car returned.

04 March – 30 Saleyard Road, Whitford (Eke Panuku Tenant)

A contractor had isolated the power to a residential property on a Friday afternoon, after it was identified that there had been an issue with the electrical mains cable to the site. The tenant challenged the contractor, but they continued to shut down power to site. The Tenant called the provider and logged a job for an electrician to attend but the issue was not resolved. The site did not have power reinstated until the Monday leaving the family in a rural setting with no utilities. An electrician was sent to the property at the first opportunity on Monday to make safe and reinstate and the facilities team are investigating our processes to ensure this issue does not reoccur.

23 February – Jellicoe Street – Member of Public

A member of the public tripped within the inlays of the water garden paving at the edge of the pavement and sustained scratches and cuts to the face. Based on the person's statement, he had tripped in the areas of the rain garden next to the pavement where normally plants would prevent this from happening.

Other low-risk events

- A contractor discovered a wasps nest and immediately organised pest control
- An employee reported concerns regarding a trapping hazard in the gap between the adjustable desks at the Albert Street office. The desks are to be separated further to reduce the risk associated with the hazard.

11. Public health, safety and wellbeing events

		Performance March	Previous Month (February)
Public Realm	Security and Māori Warden observations	135	100
	Public injuries	0	0
	Public incidents or observations	0	0

Figure 4 - Public realm incident and observation table
 Data provided for information purposes and are not key performance indicators as Eke Panuku has very little influence or control over the outcome of these events.

During March, there was no incident reported in Noggin that involved a member of the public outside Eke Panuku’s influence and control.

There were 135 observations raised by security guards and Māori Wardens. All the observations occurred in the public realm and were outside the direct influence or control of Eke Panuku. All issues were also reported through to other agents, responsible for dealing with the identified issues, such as NZ Police and emergency services, Auckland Transport and parking enforcement.

The security guards patrolled the waterfront seven days per week. The Māori wardens patrolled the waterfronts on Friday and Saturday nights.

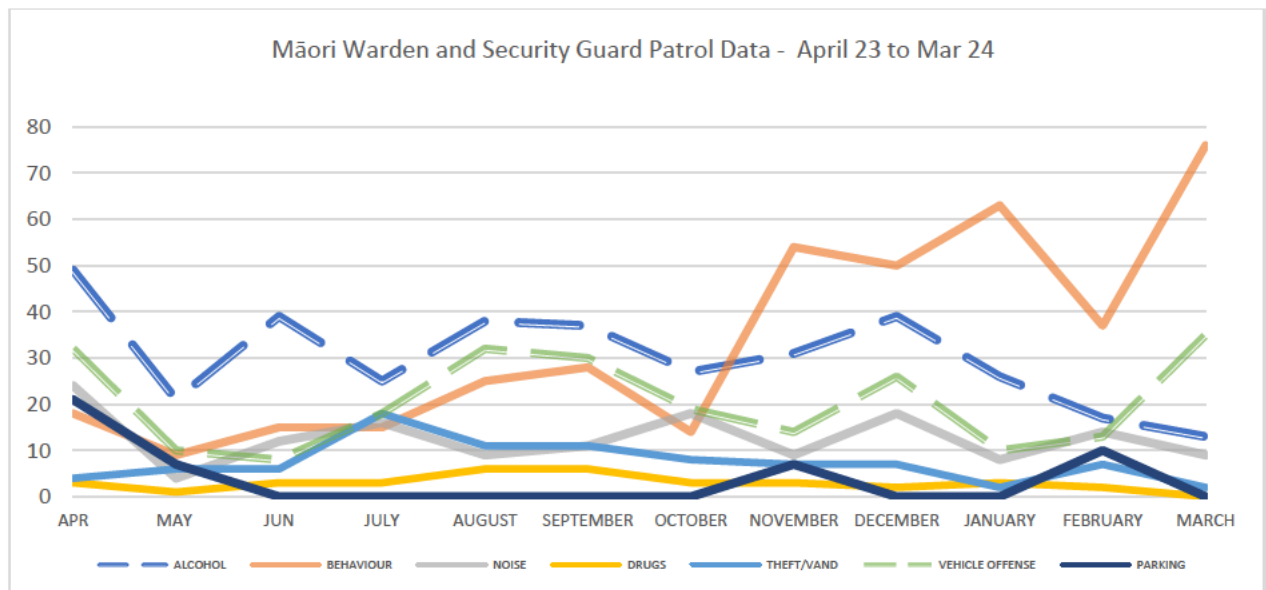


Figure 5 - Combined public observation data by category

The top three most common observations are highlighted below in Figure 6.

Rank	Issue	No. of observations
1	Behaviour	63
2	Vehicle Offences	12
3	Alcohol	14

Figure 6 - Top three issues raised through Waterfront Patrols in February 2024

April 2024

Ngā tāpirihanga | Attachments

N/A

Decision paper: Additional property disposal recommendations in Unlock Panmure and Unlock Northcote

Author: Carl May, Strategic Property Specialist, Gulina Monroe, Strategic Property Specialist

April 2024

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. approve the recommendation to the Planning, Environment and Parks Committee to dispose of three properties located within the boundaries of the Unlock Panmure High Level Project Plan and one property located within the boundary of the Unlock Northcote High Level Project Plan for urban renewal purposes:
 - 13-17 Queens Road, Panmure
 - 25 Queens Road, Panmure
 - 27 Queens Road, Panmure
 - Lot 18 DP 47822 comprised in Record of Title NA1918/65 (Kilham Avenue, Northcote)
- b. note that sales proceeds will be allocated to the Transform and Unlock budget and contribute towards reinvestment in the priority locations;
- c. delegate the final terms and conditions of sale and the execution of an unconditional agreement to the Eke Panuku Chief Executive.

Whakarāpopototanga matua | Executive summary

1. The Unlock Panmure High Level Project Plan (HLPP) was approved by the Planning Committee in March 2018 (resolution PLA/2018/21). The Finance and Performance Committee subsequently approved the divestment of properties located within the Unlock Panmure HLPP boundary on in April 2018 (resolution FIN/2018/59) for urban renewal purposes.
2. 13-17 Queens Road, 25 Queens Road and 27 Queens Road are located within the Unlock Panmure HLPP boundary. At the time the Unlock Panmure HLPP was approved, these properties were held by Auckland Transport (AT) for road widening in connection with the Eastern Busway project. Accordingly, they were not included in the properties approved for divestment as part of the HLPP. AT has subsequently confirmed that it no longer requires these properties, and they have been identified for inclusion in the Unlock Panmure HLPP.

3. The disposal of properties located within the Unlock Northcote High Level Project Plan boundary was approved by the Auckland Development Committee on 10 March 2016.
4. Lot 18 DP 47822 is a small vacant plot between 2-10 Kilham Road and 16-26 Kilham Road that currently serves as an accessway to the car park at the rear of these properties. It was inadvertently omitted from the list of properties for approved disposal.
5. This decision paper seeks board approval to recommend to the Planning, Environment and Parks Committee the disposal of 13-17 Queens Road, 25 Queens Road, 27 Queens Road (Panmure), and Lot 18 DP 47822 comprised in Record of Title NA1918/65 (Kilham Avenue, Northcote).

Horopaki | Context

6. The subject properties are recommended for disposal for urban renewal purposes, enabling them to be utilised to achieve the outcomes and objectives set out in the Unlock Panmure and Unlock Northcote HLPPs. The strategic moves and project initiatives identified in the HLPPs include:
 - a. town centre vitality;
 - b. a step change in housing;
 - c. improve connections to and within the town centre;
 - d. look for opportunities to provide for collaborative partnerships with mana whenua; and
 - e. demonstrate leadership in sustainable development.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
10 March 2016	Resolution AUC/2016/23	Auckland Council's Auckland Development Committee approved the Unlock Northcote HLPP
15 February 2018	Eke Panuku Board Decision paper 3.1	Eke Panuku Board approved the Unlock Panmure HLPP
6 March 2018	Resolution PLA/2018/21	Auckland Council's Planning Committee approved the Unlock Panmure HLPP
17 April 2018	Resolution FIN/2018/59	Auckland Council's Finance & Performance Committee approved the Unlock Panmure HLPP

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

7. 13-17 Queens Road is a 391m² property containing a two-storey office building that was built in the 1980s. 25 and 27 Queens Road are separate properties each measuring 121m² in a single building and sharing a party wall. The properties are at the western end of Panmure town centre, close to the junction of Queens Road and Lagoon Drive.
8. When the Unlock Panmure HLPP was approved, these properties were held by AT for road widening in connection with the Eastern Busway project and were not included in the properties approved for divestment as part of the HLPP.
9. The Kilham Avenue property is a 91m² rectangular plot that sits between 2-10 Kilham Avenue and 16-26 Kilham Avenue. It is undeveloped and laid to tarmac.
10. It forms part of the property at 2-10 Kilham Avenue, which encompasses three titles. This title was unintentionally left off the list of properties in the original Unlock Northcote HLPP resolution.
11. Property specific information including the legal descriptions, council valuations and zoning are contained in Attachments A and B .
12. The disposal of the subject properties is not deemed significant under Auckland Council's Significance and Engagement Policy.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

13. As the subject properties are located within the Unlock Northcote and Unlock Panmure boundaries, if approved for disposal, the sales proceeds will be reinvested into the Transform and Unlock priority location programme.
14. Resource will be required from the Strategic Property Optimisation Team and the Property Transaction Team to progress the proposed disposal of both sites. This can be accommodated within current workloads.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

15. No risks associated with the recommendation contained in this report have been identified.

Tauākī whakaaweawe Māori | Māori impacts

16. Eke Panuku engagement with mana whenua through the Unlock Northcote and Unlock Panmure mana whenua project working groups has been ongoing since 2016 and 2018 respectively, and is continuing as the programmes progress.
17. In the event these properties are approved for divestment, all iwi entities will be advised of the decision.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

18. Eke Panuku consulted council departments and CCOs through the development and implementation of the Unlock Northcote and Unlock Panmure HLPPs. Engagement is ongoing. The properties presented in this report are not required by Auckland Council for its service purposes or by Auckland Transport for its transport and infrastructure purposes.
19. Workshops have been held with the Maungakiekie-Tāmaki and Kaipatiki Local Boards regarding the proposed disposal of these properties. The Maungakiekie-Tāmaki Local Board endorsed the proposed disposals of the properties in its local board area on 26 March 2024 (resolution MT/2024/24). The Kaipatiki Local Board has verbally advised it supports the proposed disposal of Lot 18 DP 47822 (Kilham Avenue, Northcote). The Kaipatiki Local Board make a formal decision at its business meetings on 17 April 2024. The resolution will be tabled at the Eke Panuku board meeting.

Tauākī whakaaweawe āhuarangi | Environment and Climate change impacts

20. The subject properties are not located in flood prone areas and are not coastal properties likely to be impacted in the future by rising sea levels.
21. The proposed divestment of these properties for urban renewal purposes will lead to redevelopment of the properties. It is acknowledged that any form of construction and development can increase carbon emissions.
22. Emissions associated with any potential redevelopment can be reduced through development standards agreed through a future development agreement, application of Eke Panuku's Homestar 6 policy and requirements to reduce carbon emissions in commercial developments.

Ngā koringa ā-muri | Next steps

23. Subject to board endorsement, Eke Panuku will report to the Planning, Environment and Parks Committee on the proposed divestment of the subject properties for urban renewal purposes.
24. The terms and conditions of the proposed disposals will include confirmed development outcomes to be achieved and associated timeframes and will be approved under appropriate financial delegation.

Ngā tāpirihanga | Attachments

Attachment A – Property details: Panmure

Attachment B – Property details: Northcote

April 2024

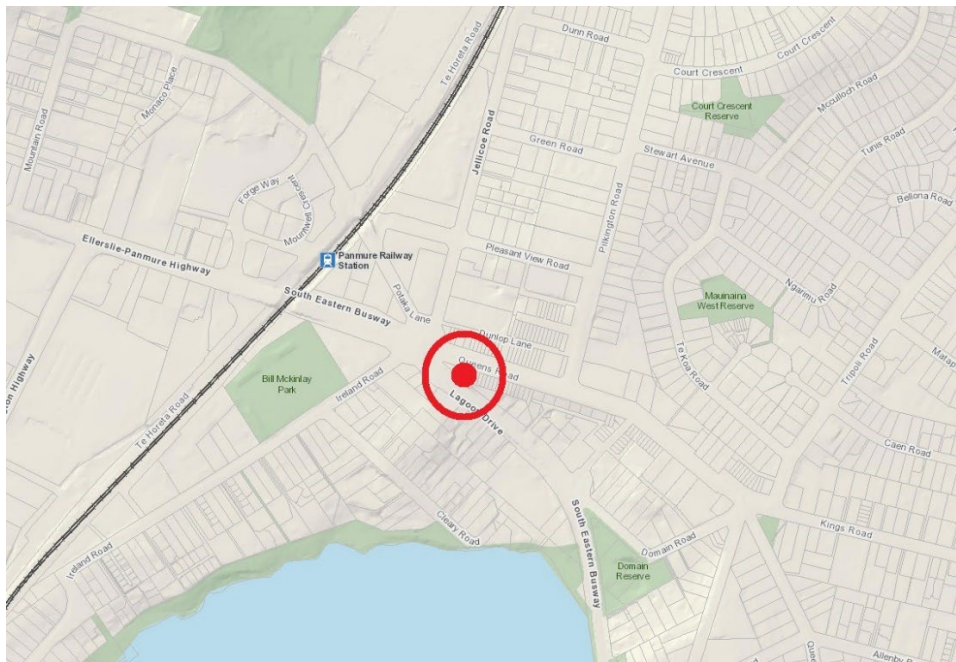
Ngā kaihaina | Signatories

Marian Webb, GM Assets & Delivery

David Rankin, Chief Executive

Additional property disposal recommendations in Unlock Panmure and Unlock Northcote

Attachment A: property details: Panmure



Location map



Aerial view Gateway West – properties for clearance shaded orange

13-17 Queens Road

Certificate of Title	1047859
Legal Description	Sec 2 SO 555405
Lot Size (m ²)	391 m ²
Auckland Unitary Plan	Business – Town Centre
Capital Value (CV)	\$1,100,000



13-17 Queens Road is a two-storey office building that was built in the 1980s. It has brick cladding, wooden joinery and a flat membrane roof with some steel elements. It is in moderately good condition, but has several complex junctions that increase the risk of water penetration if seals should fail.

The property is not subject to the offer back requirements of s40 Public Works Act 1981 because the previous owner signed a declaration waiving their s40 rights.

25 Queens Road

Certificate of Title	NA957/33
Legal Description	Lot 11 DP 36382
Lot Size (m ²)	121 m ²
Auckland Unitary Plan	Business – Town Centre
Capital Value (CV)	\$670,000



27 Queens Road

Certificate of Title	NA964/55
Legal Description	Lot 12 DP 36382
Lot Size (m ²)	121 m ²
Auckland Unitary Plan	Business – Town Centre
Capital Value (CV)	\$400,000



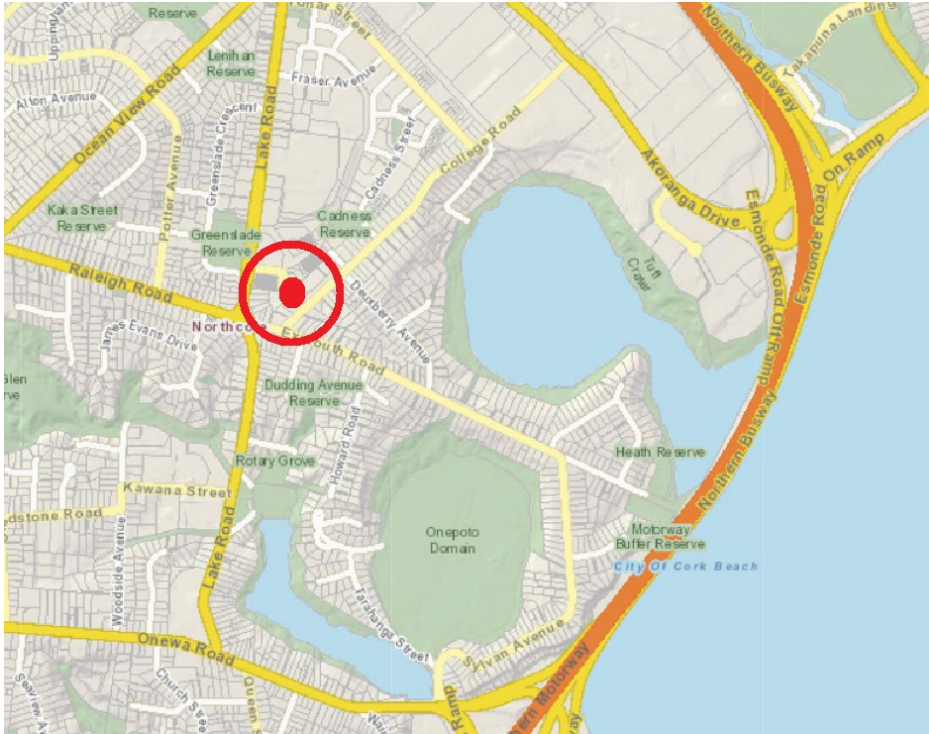
25 and 27 Queens Road are two properties on separate titles in the same building, sharing a party wall. The properties are both 121 m².

The single storey building housing the two properties appears to have been constructed in the 1940s. It is built of concrete panels and has a pitched roof of corrugated iron on steel trusses with a parapet wall to the front.

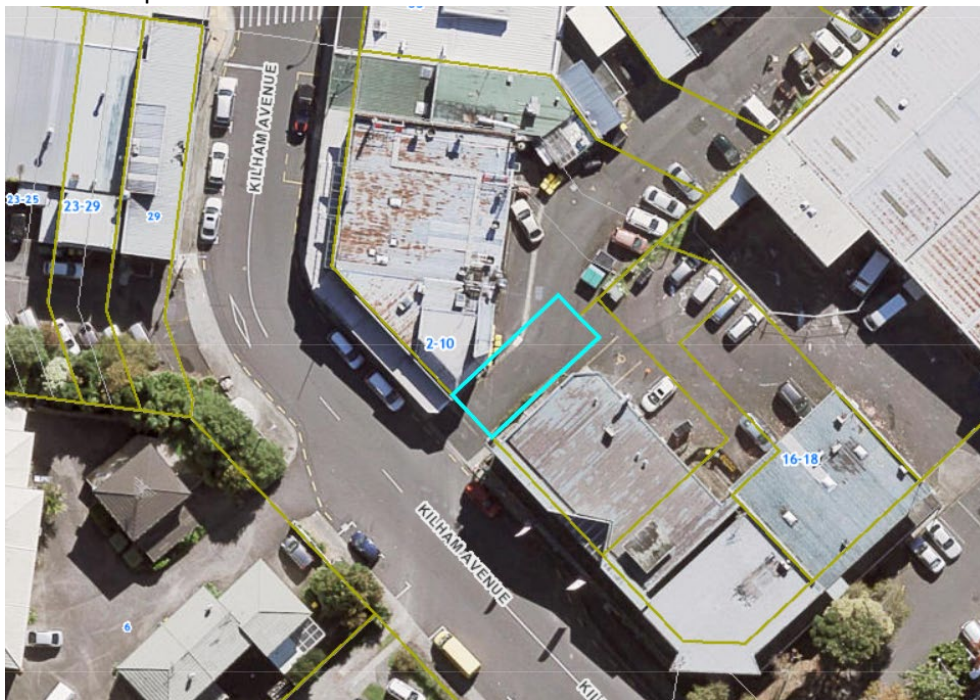
The properties are not subject to the offer back requirements of s40 Public Works Act 1981 because one was acquired in an open market transaction, and the other property's previous owner signed a declaration waiving their s40 rights.

Additional property disposal recommendations in Unlock Panmure and Unlock Northcote

Attachment B: property details: Northcote



Location map



Aerial view Kilham Avenue

Kilham Avenue

Certificate of Title	NA1918/65
Legal Description	Lot 18 DP 47822
Lot Size (m ²)	91 m ²
Auckland Unitary Plan	Business – Town Centre
Capital Value (CV)	N/A



The property is a 91 m² rectangular plot that sits between 2-10 Kilham Avenue and 16-26 Kilham Avenue. It is undeveloped and laid to tarmac.

The title for Lot 18 DP 47822 was issued in 1961 and the purpose of the title states as 'service lane'. It has been used as a paved area connecting the service lane to Kilham Avenue. The legal status of Lot 18 DP 47822 has been confirmed as freehold land owned by the Auckland Council under the Local Government Act 2002. It is not a service lane as defined under the Local Government Act 1974.

Decision paper: Eke Panuku Homestar Requirements

Author: Kristen Webster, Head of Corporate Responsibility

April 2024

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. Endorse the following proposals:
 - i. Adoption of the draft sustainable buildings policy, which includes these elements:
 - ii. Amendment to the current Homestar policy to require a minimum of a 7 star rating for apartment typologies in all locations where the site sale is by development agreement. The minimum for standalone, terraced or walk-up typologies will remain at 6 star rating in all locations.
 - iii. Mandatory use of the Eke Panuku Homestar checklist by development partners.
 - iv. Inclusion of discretion in the application of the Homestar policy for registered Community Housing providers that are delivering social and affordable housing products, that allows them to opt out of certification with the NZGBC. Note that the performance of the housing must still meet the relevant Homestar requirement confirmed via an alternative pathway.

Whakarāpopototanga matua | Executive summary

1. Eke Panuku has required mandatory Homestar ratings for residential developments since 2017. The existing minimum is a 6 star rating for all developments aside from a 7 star minimum for the Wynyard Quarter.
2. Due to market changes in terms of increased willingness to meet higher sustainability standards and increasing expectations, there is a gradual shift towards Homestar 7 occurring. We have requested Homestar 7 in some EOI processes for strategic, large, longer-term projects attracting global and major NZ partners that are already delivering Homestar 7 or higher, such as the Downtown Carpark and Northcote Town Centre. We have also been offered Homestar 7 in an EOI response by a developer (e.g. Takapuna). We consider it to be an appropriate time to revisit our minimum standard.
3. Technical advice received is that the higher requirements of Homestar 7 are easier and more cost effective to achieve in an apartment development. Therefore, it seems that a pragmatic approach to raising our standards is to target apartments initially. This means that the minimum for walk-ups, terraces and standalone typologies would remain at 6 star.
4. Eke Panuku has had a checklist in place since the Homestar Policy was introduced. The checklist outlines the mandatory credits set out by the NZGBC plus additional credits that

Eke Panuku has specified. These credits are chosen to address the areas within Homestar that Eke Panuku considers most important to meeting Council and Eke Panuku priorities and supporting thriving town centres. The policy to date does not require use of the checklist, however we understand that there is good take-up on a voluntary basis. It is proposed that use of the Eke Panuku checklist be made mandatory. This would ensure that there is more control over the outcomes achieved and greater certainty around the performance and attributes of the developments.

5. The proposed checklist will increase the number of mandatory Homestar 7 requirements beyond those set by the New Zealand Green Building Council. This does not make Homestar 7 more difficult to achieve, but narrows the choice available to developers in terms of which credits they target to achieve the required number of points. The additional mandatory credits include requirements relating to waste management, calculation of embodied emissions, bicycle parking, wiring for EV charging, and incorporating accessibility into design.
6. We propose allowing registered community housing providers to opt out of certification with the NZGBC as long as they can demonstrate compliance with our Homestar minimum standard. For example, this could be via confirmation from their architect that the proposal meets our requirements or confirmation via an external peer review.
7. The proposed policy is in attachment A. It brings together previous Board decisions relating to sustainable building and the changes to the Homestar policy as set out in the recommendations.

Horopaki | Context

8. Eke Panuku has a policy of requiring Homestar certification of residential units delivered by our development partners. The current requirement is for a minimum 7 rating for Wynyard Quarter and a minimum 6 rating for developments in our other neighbourhoods. A policy was also adopted in 2021 requiring Green Star certification for commercial and mixed used developments above 1000m², with the minimum set at Greenstar 5.
9. We want to keep raising our standards and leading the market and have sought technical advice around different Homestar ratings to inform our proposal. Advice from technical experts leads us to understand that the biggest jump in requirements is from Building Code to Homestar 6.
10. The increase from 6 to 7 star is not as significant in terms of design impacts and cost but does give improved performance. This will benefit future occupants in terms of health and comfort, reduced utility bills, and addresses both mitigation and adaptation to climate change.
11. Homestar 7 requires better water efficiency, increased requirements for minimising overheating, improved energy efficiency, and reduced heating demand.
12. We consider Homestar 7 to be an appropriate level to raise our requirements to. There are significant additional costs to meet Homestar 8. It is more of a step up from 7 to 8 than it is from 6 to 7. For apartments it is relatively easy to achieve Homestar 7 without significant cost increases. The advice we have received is that it would be more costly for terraced and standalone properties and smaller scale walk-ups, therefore we propose to focus on apartments for now.

13. However, where the predominant typology is not apartments, but the project is of significant size (50 units or more) and will be developed over several stages, we will also consider requiring a 7 star rating, to be assessed on a case by case basis. Assessment would include consideration of the potential partners and their work and how long the project is likely to take to be delivered. This will enable us to future proof developments for higher expectations.
14. Green rating tools such as Homestar and Green Star have a small number of mandatory credits and the applicant can choose from several optional credits to make up the required number of points. Homestar 6 requires a minimum of 60 points to be achieved, 41 mandatory and 19 optional. Homestar 7 requires a minimum of 70 points to be achieved 45 mandatory and 25 optional.
15. Eke Panuku developed a Homestar checklist following adoption of the Homestar policy in 2017. The checklist is provided to development partners and sets out a recommended pathway to achieving Homestar certification, directing building designers to points that Eke Panuku considers most important.
16. The use of the Homestar checklist is not currently mandatory. We understand development partners do often use the checklist as it provides a clear and streamlined way to meet our Homestar policy. However, we would like to ensure that we have greater influence and control over outcomes going forward. The best way to do this is to require use of the Eke Panuku Homestar checklist. We are therefore proposing a change to the Homestar policy that includes the requirement to use the Eke Panuku checklist.
17. The proposed checklist includes several required credits in addition to the mandatory Homestar 7 requirements set by the New Zealand Green Building Council. These include requirements relating to waste management, calculation of embodied emissions, bicycle parking, wiring for EV charging, and incorporating accessibility into design. These would also be included for Homestar 6 certification, where this standard is to be applied.
18. With the checklist an additional 8.5 points are required for both 6 and 7 star. This will still provide for some optional credits to be targeted by developers for elements of interest or relevance to their site, e.g. they could target credits relating to materials, stormwater, native planting or amenities.
19. The following commentary discusses the rationale for inclusion of specific credits within the Eke Panuku checklist (refer to appendix for checklists).
20. LV1 - Inclusive design: Internal research undertaken by Eke Panuku has demonstrated that it is readily achievable to meet the visitable design standards for apartment buildings with lifts and ground floor walk-up apartments without costs being incurred. In many cases, dwellings being delivered by the market are already meeting these standards or could meet them with minor modifications.
21. Eke Panuku is aware of the significant mismatch between supply and demand of accessible housing in Auckland and is committed to taking action in this space. The first step is ensuring that the majority of Eke Panuku developments are “visitable” by those with access needs and which provide a baseline level of accessibility. Therefore, this mandatory minimum standard has been added. Note that as part of the Eke Panuku commitment to increasing the supply of accessible housing, we will be looking for some exemplar developments to go further with regard to accessibility. This will exceed the ‘visitable’ standard for some or all units.

- 22. EN4 – Construction waste: The percentage waste diversion requirements for this credit are readily achievable and are currently being exceeded in many projects. The updated checklist requires on-site sorting of a minimum of four waste streams which we expect would improve waste minimisation practices. There may be some pushback against this requirement due to cost or space availability. However on-site sorting of materials is essential to achieving reuse of materials rather than recycling or recovery (typically burning materials for energy).
- 23. LV4 - Sustainable transport: The addition of these requirements will support cycling for both residents and visitors by setting secure and covered parking requirements. We can also support uptake of electric vehicles by requiring accessible wiring or cable ducting for charger installation.
- 24. EN2 Embodied carbon: Embodied carbon measurement is required, but we have not prescribed a mandatory reduction in embodied emissions. We understand that the absolute reductions of embodied carbon that Homestar requires are difficult to achieve with current industry designs and methods and that the industry will require time to adjust. We will review adoption and prescribe a target following a period of measurement and industry adaptation.
- 25.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
October 2017	CE report to Board	Notification to Board of SLT approving Homestar 6 policy
May 2021	Board paper	Green Star policy approval
November 2021	Board paper	Deconstruction policy approval

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

- 26. We have considered the timing of this policy change in relation to the current challenging property market and whether we should increase our requirements now or later. The board briefly discussed the importance of sustainable building and leadership in this space during the ESG workshop and strategy day in December. The likelihood that housing projects are or will be delayed increases the need to ensure that they are future proofed. The financial impacts are understood to be marginal. This is a key lever for Eke Panuku and presents an opportunity to provide leadership and many of our partners share these aspirations.
- 27. We have considered raising the standard for all typologies across all sites. However, advice we have received indicates that it is better that we focus on apartments for now, due to 7 Homestar being readily achievable without significant cost.

28. We have also considered the option of Homestar 8. However, we understand the associated compliance costs can be significantly more as well as increased complexity of design being involved and consider that Homestar 8 could be cost prohibitive at this stage as a minimum standard.
29. We have also considered whether to exclude the properties that we sell in other locations that are not in town centres from the requirement for Homestar 7. We consider that the rationale for raising our standard holds whether the site is located within a priority location or not. Given that it will not be difficult or cost prohibitive to achieve a higher standard for apartment developments this should be required for all site sales that have a development agreement.
30. We have considered whether to allow any flexibility for registered community housing providers. Typologies delivered by community housing providers tend to be smaller scale developments with a combination of terraced, standalone and walk-up developments. Therefore, it is unlikely that future community housing providers will be required to deliver Homestar 7. There is evidence in the market of a reluctance by many community housing providers to certify developments at any level due to the costs of certification.
31. The provision of a range of products across the housing continuum is desirable for Eke Panuku. Products such as shared ownership, rent to own and long-term secure rental are those that community housing providers offer. In circumstances where community housing providers are reluctant to certify developments to Homestar standards we would accept compliance being demonstrated with the Homestar requirements through sign-off by a Homestar assessor in lieu of a formal design and built rating. This would save on certification costs. We do however need to ensure that housing that is being constructed for some of society's most vulnerable is not compromising on quality. Therefore, the housing must still meet the quality of Homestar it is only the requirement for certification that we would consider waiving.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

32. Advice received indicates that the policy change will not have significant financial impacts.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

33. There is not considered to be any significant risks associated with the proposed policy revision. The market is gradually shifting towards Homestar 7 and there are developers in the market that are delivering developments to this level. Raising our standards will help to minimise any reputational risk around us not doing enough to address climate change and improve the quality of housing.
34. The provision of some flexibility for community housing providers will help mitigate the existing risk of our Homestar policy being seen as a disincentive for these organisations entering into development agreements with us.

Tauākī whakaaweawe Māori | Māori impacts

35. The proposal to amend our Homestar policy and require use of the checklist has been discussed with mana whenua representatives and there was support for the proposal to improve the health and environmental performance of our housing stock.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

36. Implementation of the proposal will result in improvements to the performance of a significant proportion of our housing delivered. This will have a positive impact for our future residents in terms of operational costs and comfort. Some development partners may need to modify their designs, but the improvements needed are not radically different. There are unlikely to be significant issues.

Tauākī whakaaweawe āhuarangi | Environment and Climate change impacts

37. Raising the Homestar minimum standard will help to increase our contribution to addressing both mitigation and adaptation to climate change. Homestar 7 requires better water efficiency, increased requirements for minimising overheating, improved energy efficiency, and reduced heating demand.

Ngā koringa ā-muri | Next steps

38. If the revised policy is approved by the Board, it will be communicated within Eke Panuku and with current and prospective development partners.

Ngā tāpirihanga | Attachments

Attachment A – Draft sustainable buildings policy

Attachment B – Homestar 6 star proposed checklist

Attachment C – Homestar 7 star proposed checklist

Ngā kaihaina | Signatories

Brenna Waghorn, GM Strategy & Planning

David Rankin, Chief Executive

Draft Sustainable Building Standards Policy

Purpose and Objectives

Eke Panuku has made a commitment to respond to the climate emergency and take prompt, meaningful action to address climate change. A key part of our response is to set sustainability standards to reduce carbon impacts, waste, and increase resource efficiency and comfort for all Eke Panuku facilitated projects. This policy outlines our principles in promoting sustainable design and our minimum standards.

The key objectives are to ensure that the developments Eke Panuku facilitates through development partners:

- Contribute to addressing both mitigation and adaptation to climate change and are fit for purpose for current and future occupants.
- Demonstrate leadership and promote best practice for the developments we facilitate.
- Are energy efficient and comfortable.
- Respond to council group strategies and direction on issues including waste management, water conservation and transport.
- Address gaps in the market, such as the mismatch of demand for and supply of accessible housing.

Approach

Eke Panuku has an established approach of setting sustainability requirements for our development partners which commenced with Wynyard Quarter. We seek to keep pushing the market, encouraging innovation and raising requirements over time and as such this policy will be reviewed periodically as the market evolves.

Eke Panuku applies standards through the use of green rating tools, checklists of mandatory credits and deconstruction requirements.

Rating tools from the New Zealand Green Building Council (NZGBC) are used to verify building design and performance. For residential projects we utilise the Homestar rating tool and for non-residential we utilise Green Star. Mixed-use projects will require both a Green Star and Homestar rating. Minimum ratings, curated checklists and deconstruction requirements are part of the Eke Panuku essential outcomes which are included in development agreements.

Homestar and Green star both have mandatory credits which must be achieved to obtain a rating. Eke Panuku has worked with the NZGBC and industry experts to develop Homestar and Green Star checklists which include several required credits in addition to the mandatory credits set by the NZGBC.

These checklists ensure that meaningful environmental and social outcomes, consistent with our objectives and council priorities, are delivered through developments. The additional Eke Panuku

credits address themes including accessible housing, waste management, embodied carbon, and bicycle parking. The remainder of points needed for a rating can be chosen from any other credits.

As the NZGBC updates the tools, checklists will be updated accordingly. The current checklists available are for Homestar version 5 and Green Star Design & As-Built V1.1.

Eke Panuku has social objectives that are also important and therefore provides for an element of flexibility available in certification requirements for registered Community Housing Providers (CHPs) that are delivering social and affordable housing.

The evolution of this approach and consideration of different tools and standards including options analysis is detailed in management and board reports¹.

Application

Residential requirements:

Minimum ratings required –

Homestar 6 – all typologies except apartments;

Homestar 7 – apartments in all locations where the site sale is by development agreement and all typologies in Wynyard Quarter.

Note that where the predominant typology is not apartments, but the project is of significant size (50 units or more) and will be developed over several stages, we will also consider requiring a 7 star rating, to be assessed on a case by case basis.

Non-residential:

Minimum rating required –

Green Star 5 for developments 1,000m² and greater

Mixed-use developments that incorporate residential and non-residential developments:

Minimum ratings required -

Green Star 5 – 1,000m² and greater and Homestar 7 for residential component.

It is a requirement that both a design and built rating must be achieved for both Green Star and Homestar ratings.

Deconstruction requirement

Any structures to be removed from Eke Panuku development sites must be removed using deconstruction methodologies rather than conventional demolition. Deconstruction must be carried out by an approved supplier from the Auckland Council Deconstruction Panel.

¹ Decision Paper: 6 Homestar Requirements for Transform and Unlock Areas, Sept 2017; Decision paper: Performance standards for future commercial development, May 2021; Decision Paper: Sustainable Procurement Targets, Nov 2021

Use of checklists

Development partners must use the Eke Panuku curated checklists and meet the specified mandatory credits.

Community Housing Providers

We would consider compliance with Homestar minimum standards to be demonstrated in an alternative way without certification by the NZGBC, to be agreed by Eke Panuku in advance.

Any deviation from the provisions of this policy must be approved in compliance with the applicable delegated authority.

Associated policies

The following strategies, policies and guidelines are also relevant to this policy:

- Auckland Plan 2050
- Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan
- Eke Panuku Thriving Town Centres Guidance
- Auckland Waste Management and Minimisation Plan 2018
- Watercare Water Efficiency Plan
- Auckland Council Sustainable Outcomes Toolkit
- Eke Panuku Public Realm Guidance
- Eke Panuku Climate Change Strategy
- Eke Panuku Achieving Māori Outcomes Plan

Responsibilities and approvals

The GM Development and GM Design and Place are responsible for the implementation of this policy. Homestar and Green Star requirements will be referenced in EOI and RFPs for site sales, design briefs and associated development agreements. The GM Strategy and Planning is responsible for monitoring and ongoing review of this policy.

This policy will be publicly available and communicated to the development sector once approved.

Policy Review and Approval

Business Owner	Brenna Waghorn, Strategy and Planning		
Original policy date	September 2017 (approval of Homestar by SLT)		
Dates of revision	May 2021 (approval of Green Star policy by Board) November 2021 (deconstruction requirements approved by Board)		
Frequency of review	Three yearly (or earlier if context or mandate changes)		
Date of this review	April 2024	Approved by Eke Panuku Development Auckland Board	

Homestar 6.

Volume credits

Requirement and description	Credit	Points
Brownfield development	EN5	0.5

Homestar Core Mandatory Minimums (Homestar 6 minimum requirements)

37 - 41 points

Requirement and description	Credit	Points
Maximum water consumption of 145 litres per person per day Metering required	EF3	4
Maximum delivered electricity (52 kWh/m ² /year) associated with operation energy (excluding appliances) based on the climate zone in which the home is located.	EF4	12
Maximum 4 kg.CO ₂ -e/m ² onsite greenhouse gas emissions associated with space heating, hot water and refrigerants.	EF4	
The main living area must have an adequately sized fixed heating system AND Maximum predicted demand for space heating (40 kWh/m ² /year) based on the climate zone in which the home is located.	HC1	15
The home must be demonstrated to not exceed 25°C for more than 7% of the year (standalone, duplex or terrace housing) OR show compliance with CIBSE TM59 (all apartment units, including walkups).	HC2	2 OR 6
Continuous extract ventilation meeting the requirements must be installed as a minimum.	HC3	2
The junctions between external walls and floors (including mid-floors), and external walls and roofs meet the fR _{si} factor appropriate for the climate zone. AND All windows must be thermally broken. AND Ground vapour barrier must be installed on the ground below all suspended timber floors.	HC4	2

Eke Panuku Mandatory Minimums

9.5 points

Eke Panuku require the following elements of the below credits be achieved to the ambition / points prescribed. Project teams will need to meet any mandatory minimum criteria required by the credits to achieve these goals.

Requirement and description	Credit	Points
Checklist pathway – All items in Visitable Design Checklist achieved (for apartments and ground floor walkups)	LV1	1
Occupant Amenities – Home User Guide	LV2	1

<p>Integrated, dedicated internal bins for separating rubbish, recycling and food waste.</p> <p>Communal facilities to sort and store rubbish, recycling and food waste separately and away from pests, for collection by waste removal operator. AND The development is part of a community, commercial or local authority composting service.</p>	LV3	0.5 0.5
<p>Provision of secure and covered resident bicycle parking facilities with no less than 1 space per bedroom of each dwelling plus at least 1 visitor park per 10 dwellings up to 20 parks.</p> <p>Designated e-bike charging points WITHIN cycle parking/storage facilities that at a minimum equal the lesser of either 10 spaces or 20% of the total number of cycle parking spaces available AND can be used while the bicycle is secured to a parking bay.</p> <p>Wiring or accessible cable ducting is installed to allow the future installation of compliant EV charge points for at least 80% of car parking spaces (including those already provided).</p>	LV4	1.5 0.5 0.5
<p>Project teams must calculate the whole of life embodied greenhouse gas emissions associated with the products and materials used to construct the project.</p> <p>Materials and construction stage (A1-A5) emissions: maximum 156 kg.CO₂-e/m² (this target may need to be adjusted depending on the building size and foundations requirement).</p>	EN2	1
<p>70% or more of the total waste generated is reused and/or recycled and/or recovered for the whole construction/refurbishment project (off-site waste sorting is accepted). AND A minimum of four waste streams are identified to be sorted onsite including planned location(s) for sorting stations.</p> <p>(For onsite sorting of non-contaminated waste streams this includes hardfill, concrete, metal, plasterboard, untreated timber, treated timber, MDF, and/or cardboard.)</p>	EN4	2 1

Optional – Eke Panuku Recommended Credits

Description	Credit
Ventilation – MVHR and commissioning (this should be mandatory where external noise is an issue)	HC3
Natural Light	HC5

Acoustic Performance	HC6
Stormwater Management	EN5
Native Planting	EN5

Homestar 7.

Volume credits

Requirement and description	Credit	Points
Brownfield development	EN5	0.5

Homestar Core Mandatory Minimums

45 – 47 points (see HC2 requirements)

Requirement and description	Credit	Points
Maximum water consumption of 132 litres per person per day Metering required	EF3	6
Maximum delivered electricity (39 kWh/m ² /year) associated with operation energy (excluding appliances) based on the climate zone in which the home is located.	EF4	14
Maximum 4 kg.CO ₂ -e/m ² onsite greenhouse gas emissions associated with space heating, hot water and refrigerants.	EF4	
The main living area must have an adequately sized fixed heating system. AND Maximum predicted demand for space heating (30 kWh/m ² /year) based on the climate zone in which the home is located.	HC1	17
The home must be demonstrated to not exceed 25°C for more than 5% of the year (standalone, duplex or terrace housing) OR show compliance with CIBSE TM59 (mandatory for all apartment units, including walkups).	HC2	4 OR 6
Continuous extract ventilation meeting the requirements must be installed as a minimum.	HC3	2
The junctions between external walls and floors (including mid-floors), and external walls and roofs meet the fR _{si} factor appropriate for the climate zone. AND All windows must be thermally broken. AND Ground vapour barrier must be installed on the ground below all suspended timber floors.	HC4	2

Eke Panuku Mandatory Minimums

9.5 points

Eke Panuku require the following elements of the below credits be achieved to the ambition / points prescribed. Project teams will need to meet any mandatory minimum criteria required by the credits to achieve these goals.

Requirement and description	Credit	Points
Checklist pathway – All items in Visitable Design Checklist achieved (for apartments and ground floor walkups)	LV1	1
Occupant Amenities – Home User Guide	LV2	1

<p>Integrated, dedicated internal bins for separating rubbish, recycling and food waste.</p> <p>Communal facilities to sort and store rubbish, recycling and food waste separately and away from pests, for collection by waste removal operator. AND The development is part of a community, commercial or local authority composting service.</p>	LV3	0.5
<p>Provision of secure and covered resident bicycle parking facilities with no less than 1 space per bedroom of each dwelling plus at least 1 visitor bicycle park per 10 dwellings up to 20 parks.</p> <p>Designated e-bike charging points WITHIN cycle parking/storage facilities that at a minimum equal the lesser of either 10 spaces or 20% of the total number of cycle parking spaces available AND can be used while the bicycle is secured to a parking bay.</p> <p>Wiring or accessible cable ducting is installed to allow the future installation of compliant EV charge points for at least 80% of car parking spaces (including those already provided).</p>	LV4	1.5
<p>Project teams must calculate the whole of life embodied greenhouse gas emissions associated with the products and materials used to construct the project, calculated in accordance with ISO14040 and EN 15978 modules A-D.</p>	EN2	1
<p>70% or more of the total waste generated is reused and/or recycled and/or recovered for the whole construction/refurbishment project (off-site waste sorting is accepted). AND A minimum of four waste streams are identified to be sorted onsite including planned location(s) for sorting stations.</p> <p>(For onsite sorting of non-contaminated waste streams this includes hardfill, concrete, metal, plasterboard, untreated timber, treated timber, MDF, and/or cardboard.)</p>	EN4	2
		1

Optional – Eke Panuku Recommended Credits

Description	Credit
Ventilation – Balanced ventilation with heat recovery (MVHR) and commissioning (this is highly recommended where external noise may be an issue)	HC3
Natural Light	HC5
Acoustic Performance	HC6

Stormwater Management	EN5
Native Planting	EN5

DRAFT

Information: Board Risk Report

Document author: Kingsha Changwai, Manager Corporate Risk and Reporting

April 2024

Some information contained in this report should be treated as confidential. In terms of Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to withhold information where making available the information:

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

Whakarāpopototanga matua | Executive summary

1. The Corporate Risk Register was reviewed and updated by the ELT at its risk workshop 9 April 2024.
2. The Corporate Risk Register is presented to the Board for information (Attachment A).
3. The Top 16 Council Group climate risks are included for Board information (Attachment B).

Matapaki | Discussion

4. The ELT risk review considered the latest operating context including:
 - New Zealand entering recession after two consecutive periods of negative GDP results.
 - Inflation rate and borrowing costs remain high, unemployment rate is increasing, and the property market remains subdued.
 - The new government has made a number of significant changes such as repealing three waters, restoring council ownership and control of water assets, reversing interest cost deductibility for tax on rental property, and removal of Auckland fuel tax by June 2024. There will be more certainty when the government's programmes and investment is confirmed. We will continue to work via the council as part of the group response to central government issues as per the Letter of Expectation.
 - The draft LTP 2024-34 has been released for public consultation in March 2024. The draft LTP covers our regeneration programme and funding, including financing via the Strategic Development Fund over the next 10 years.
 - Council's organisational restructure is progressing and will be completed by June 2024.

Corporate risk register changes:

5. The past two development market risks have been combined into one risk in the corporate risk register. Both risks related to the property market and economic environment. The risk impacts and mitigations have not changed but the risk score has increased due to increased probability, and due to the worsening market.
6. Update to climate change risk controls. Significant control updates were made to the risk of not adequately preparing and managing climate change risks to the business. Key control improvements to part 1 and part 2 of the risk include:

- Enhancing the link between Corporate Business Plan, our climate standards and policy, planned projects and activities, and council's climate strategy and plan.
- Working with the council group, especially with infrastructure providers, to understand the impact of natural hazards, compounded by climate change, on the assets and properties and projects we manage, including long term options and funding.

Some of the key areas of the council group we will be working with include the infrastructure strategy team, coastal assets team, Healthy Waters, Watercare and Auckland Transport. Our projects and activities have dependencies on these areas.

- Council has given more specific guidance on areas of disclosure in its annual report for September 2024, including specific inputs by CCOs that cover four key areas of Climate Standard 1 (CS1).

Four key areas of disclosure include governance and management; strategy; risk management and performance measurement. Work to meet these four requirements is progressing and will be supported by evidence by the time of the Audit in September 2024. For example, the amendment of the Board Terms of Reference is planned to be approved by the Board in August 2024.

- The council has released its draft climate materiality standards, which will help guide focus and prioritisation on the council group climate disclosures. Four areas of materiality are:

- i. Financial - [REDACTED]
- ii. Non- financial - affects significant segments of the community.
- iii. Māori - significant impact on Māori.
- iv. Carbon - % of carbon target (to be confirmed).

- Overall, based on the initial review of materiality and application, Eke Panuku may be below materiality category thresholds. Eke Panuku budgets are less than [REDACTED]. The number of service users directly affected by our activities is small compared to other CCOs and council departments. Our percentage of carbon output will also be significantly lower.

7. There were no other significant changes to the corporate risk register.

Top 16 Council Group Climate Risks

8. Council has appointed a Group climate risk specialist (GCRS) which leads climate risk assessment and disclosures for the group. The GCRS requested that Eke Panuku complete an initial assessment of the top 16 climate risks for the council group using the

group risk assessment table. The top 16 risks were identified from past detail work completed by Tonkin and Taylor and PWC.

9. Our initial assessment of the Top 16 Council group climate risks identified eleven risks that are relevant to Eke Panuku and five that are not relevant. Of the eleven risks, 4 are rated moderate and 7 are rated low when assessed using the council group risk assessment table. This is consistent with the size and budgets of Eke Panuku relative to other CCOs and council departments.

A risk workshop is planned before the end of April 2024 for relevant Eke Panuku managers to confirm the rating of the Council Group's top 16 climate risks using council's guidance. The results will be submitted to the council for consolidation.

Ngā tāpirihanga | Attachments

Attachment A - Eke Panuku Corporate risk register April 2024

Attachment B - Top 16 Council Group climate risks.

Eke Panuku Development Auckland			Review	Corporate Risk Register	Attachment A				
			Date	April 2024					
			Compiled by	Kingsha Changwai					
Ref ID #	Risk Description and Cause	Impact	Risk Category	Current Assessment (Controlled)	Residual Rating				Risk Owner
				Existing Mitigations	Likelihood	Consequence	Risk Score	Risk rating	
1	<p>Delivery of development outcomes is affected by the slow property market and economic factors such as high inflation and cost of debt and tighter lending requirements. This affects the delivery of SOI asset sale targets and regeneration outcomes including new dwelling units.</p> <ul style="list-style-type: none"> It is taking longer to attract development partners with capacity to meet Eke Panuku's outcomes, especially for town centre developments. Development partners with existing development agreements are delaying development until financial viability improves due to current market conditions. Developers are seeking longer conditional periods to obtain resource consent and acceptable level of presale. 	<ul style="list-style-type: none"> Current market condition / demand impacts delivery of programme and the Asset Sales targets. Increase cost of development from construction and funding costs make development feasibility less viable. Lower SOI and LTP asset sales targets for the council group. Delay in the delivery of existing development agreements with partners, affected by the property market slow down and lack of pre-sales. Potential development partner default on debt payments. Delay in delivering outcomes or delivering reduced outcomes can impact our reputation e.g. number of dwellings. 	Delivery of Commitments	<ul style="list-style-type: none"> Extended settlement and terms to reflect slower market conditions for developer to achieve presales, funding and resource consent. Active engagement with potential and current development partners Ongoing feedback and relationship building - selection of development partners, annual research to understand partners' perceptions of Eke Panuku to address any issues Regular updating and review of divestment strategy - carefully chosen to suit market Monitoring and reviewing market conditions in respect of partnership opportunities with developers for mutually beneficial outcomes - anticipated 12-18 months rebalancing of the market Policy and process for selecting development partners including due diligence Development partner due diligence at partner selection process and Eke Panuku working with certain development partners with track record. Development negotiation process (including arbitration) Development monitoring and enforcement of development agreement terms and conditions, and extending settlement period, monitoring to include quality outcomes such as Homestar and Green star, including reporting. DA terms - Eke Panuku taking land back after partner breach of agreement and loss of partner deposit. For multistage developments, rights of cancellation if milestones or sunset dates are not met, settling the land in stages on separate titles as development progresses. Performance bond for delay in delivery, and the development partner still has to complete the development. Tripartite agreement terms and conditions. Lender screening process, some reliance is placed on lender's tighter screening of development partners under the current environment when seeking finance and the property title does not pass until funding is approved. Monthly PSG monitoring, covering when developments commence and monitoring development programme. 	4	4	16		Allan Young
2	<p>Lack of funding for credible urban regeneration programme</p> <p>While support for an ongoing urban regeneration programme is included in the strategic direction for the LTP, the council group financial situation is challenging and this will require prioritisation and savings across the group. New budget requirements may mean that current programmes cannot be continued or new programmes developed.</p>	<ul style="list-style-type: none"> Council does not support its growth strategy or leverage its investment in transport and other services Opportunities in town centres are not unlocked for the private sector to deliver housing and commercial development Current urban regeneration programmes are further delayed Revenue from the sale of council property is not optimised Greater intensification is not supported by local planning and investment Amenity and prosperity of town centres continues to decline. Council and Eke Panuku reputation are impacted. 	Delivery of Commitments	<ul style="list-style-type: none"> Submissions we make to the LTP and engagement with the budget committee and council teams is well prepared, comprehensive and articulates the benefits of urban regeneration. Clearly articulate the budget required to maintain a credible urban regeneration programme and how the benefits could be spread overtime, with new locations added as budget becomes available. Take opportunities to showcase completed projects and the work that is underway. Build awareness and understanding of why urban regeneration is a typical role of government and why, where and when intervention is required. Funding increased / re-initiated - such as the Strategic Development Fund <p>(This risk will be reassessed after the LTP programmes and budgets consultation)</p>	3	4	12		Brenna

Ref ID #	Risk Description and Cause	Impact	Risk Category	Current Assessment (Controlled)	Residual Rating				Risk Owner
				Existing Mitigations	Likelihood	Consequence	Risk Score	Risk rating	
3	<p>Failure of infrastructure/ public assets such as bridges, wharves and seawalls due to the age, asset wear and tear and impact of weather or hazard events. (Excludes residential and commercial properties.)</p> <p>**ARC Note 26 02 2024: "In the failure of infrastructure/ public assets, management and the board are aligned, if there is critical health and safety risk the asset/activity will be closed/stopped until the risk/issue is resolved".</p>	<ul style="list-style-type: none"> • Service disruption. • Outage of critical assets impact services and Eke Panuku reputation due to wider user and stakeholder impacts • Serious injury • Poor reputation • Legal consequences • Financial, increase cost of maintenance 	Assets	<ul style="list-style-type: none"> • Identification of critical assets that have wider user/ stakeholder impacts and preventative/planned maintenance reducing risk of outage. Spare parts for critical components reducing outage time. • Programme of condition surveys will be undertaken on a cyclical basis to ensure currency of data/information. • Ongoing, structural and engineering reviews/ assessments are undertaken as needed. • Updated AMPs for key Infrastructure assets, AMPs also take into account climate change risks such as sea level rise. • Ongoing engagement with council's Coastal assets team and Infrastructure strategy team considering options and funding. • Funded maintenance and renewals programme via LTP and Annual Plans. 	3	4	12		Marian Webb
4	<p>Level of change or amount of change in the council group impacts Eke Panuku's future service delivery and programme momentum.</p> <p>Effectiveness of future delivery models - the work on shared services and property case does not achieve intended outcomes and efficiencies if rushed and not properly communicated to teams consistently and accurately. Factors that can have an impact include trade off between time, savings, cost and effectiveness of solutions. There could be conflicting views. This leaves an adverse impact on related staff, teams and effectiveness of future service delivery. (Shared services and Property case are led by Council).</p> <p>Impact on programme delivery momentum - Changes to other CCOs and Council department's key personnel can affect agreements or arrangements in place to progress regeneration in town centres. (If the level of change is significant within the allowed timeframe, momentum could be affected).</p>	<ul style="list-style-type: none"> • Ineffective service model and future work, post change to make improvements • Loss of productivity • Inefficiencies/wastage • Staff morale and wellbeing • Time required to re-establish agreements or approaches and build relationships cause delays to projects and programmes 	Business Process	<p>Effectiveness of future delivery models:</p> <ul style="list-style-type: none"> • ELT and Board updates and awareness of options, including Board approval of future models (Shared services review and Group property model review are still progressing and have been identified in the LOE for completion). <p>Workstream communications of issues:</p> <ul style="list-style-type: none"> • Clarity on decision points • Cases for change are reviewed at CE Forum and CFO Group Forum ensuring change proposal deliver outcomes and ensuring communication and change management. • Group Service Programme Lead • Staff timely communication and formal change management process. • Staged change implementation • Staff wellbeing mitigations. <p>Changes to other CCOs and council departments:</p> <ul style="list-style-type: none"> • Re-establish contacts and maintain existing agreements and arrangements with CCOs and council departments going through change to minimise impact on delivery momentum. 	3	4	12		Carl and Marian (Change support mitigation - Alaina)
5	<p>Low number of projects in the pipelines ready for delivery impact our programme (sales, renewals and capital works).</p> <p>Sales: less properties cleared by council for sale or development, properties in the pipeline or identified by the council group have issues that take time to clear including.</p> <p>Council has included a group target of \$300m assets sales target in the draft LTP which Eke Panuku will contribute to.</p> <p>Capital project stakeholder inputs, design, consent and other issues taking longer to resolve for projects to reach delivery stage.</p>	<ul style="list-style-type: none"> • Quantum of projects affect the momentum of the programmes. • Future performance targets may not be met. • Underutilisation of existing resources. 	Delivery of Commitments	<ul style="list-style-type: none"> • Working with the Council and the group on the \$300m target identified in the draft LTP including Eke Panuku's share of the target and timing of unconditional sales. • Working with the Council on property review including our role, and clearing of assets for sale • Opportunities with other CCOs and Council group for sales • Long term story of significant development areas such as Port Land, CRL developments, Eastern Busway and Northcote. • Property renewal pipeline - property information validation and project briefing. • Detail planning and managing risks relating to capital project delivery phases. 	3	4	12		Marian Webb/ Ian

Ref ID #	Risk Description and Cause	Impact	Risk Category	Current Assessment (Controlled)				Residual Rating	Risk Owner
				Existing Mitigations					
6	Lack of long term funding for Infrastructure asset replacement or renewals (Wharves, seawalls, bridges etc). Significant budgets will be required for future capital works. Levels of services decrease as assets age. (Assets exceed design life will need significant renewal or potential replacement beyond the 10 year LTP period).	<ul style="list-style-type: none"> Asset failure and outages increase or service disruptions Public complaints/ reputation impact 	Assets	<ul style="list-style-type: none"> Work with Council Infrastructure Strategy team on long term decisions on infrastructure assets including funding discussion in the next LTP. Working with the new Council Coastal assets team who is leading Shoreline Adaptation Plans for the Auckland region and interventions for the council group over the following 30+ years. This includes Seawalls, Wharves and other assets. Work on asset condition surveys and renewal/ maintenance programme to continue services while awaiting long term decisions. <p>(Note: Infrastructure assets failure risk is covered above).</p>	3	4	12		Marian
7	Pressure of unbudgeted new work Unbudgeted work arising from our external environment, such as changes in political direction, priorities and partnerships, Council or government- led projects/ activities, policy or legislative changes. New projects / initiatives from the shareholder are captured in the Letter of Expectation. This impacts Eke Panuku resources, priorities and ability to deliver agreed programmes. Anticipated new work to be included in the Corporate Business Plan and increases in scope due to external influences.	<ul style="list-style-type: none"> Impact on reputation with stakeholders or communities. If unable to manage new work or delays to other work; or if the new work is perceived to be outside current role/mandate Stakeholder pressures do not reduce even though budgets are reduced Work delays and rephasing. Future programme and funding model may not be satisfactorily resolved, due to other council priorities and workload pressures Staff wellbeing and higher stress levels including loss of focus 	Delivery of Commitments	<ul style="list-style-type: none"> Corporate Business Plan Environmental scan as part of business planning - visibility, as far as possible of what is coming. Watching brief of key changes. LTP work with the council on future regeneration programme and funding model. Ensure consistent and aligned responses to requests via Mayoral office and council Full review of Eke Panuku programmes part of the LTP process. Review list of potential legislative / policy changes and potential implications. Staying in touch on Central government changes and working through council on legislative, policy and key project changes. Respond as part of the council family, redeploying resources to focus on new projects or policy areas in response to central government changes. (Light rail project cancellation with new focus on Rapid Transport such as West and North bus way. East and West link project may come back as a priority). New work identified in the Letter of Expectation to go via project planning process including resource and budget assessment, prioritisation and Corporate Business Plan and programme approval. Staff wellbeing measures and actions (see mitigations under Staff Wellbeing Risk) <p>(Some of the latest changes include: - plan change for natural hazards, how does this affect our locations/ developments e.g. managed retreat - Council Plan change 78 given 1 year extension by the Government - Uncertainty remains until the Govt programmes and investment is confirmed).</p>	4	3	12		Brenna Waghorn/ Marian
8	New programme of acquiring storm damaged properties puts pressure on existing resources and programmes. This is a new programme of work funded by council as part of the Auckland Recovery Plan. Dependencies include council decisions and information we rely on. Contractor capacity to deliver and performance.	<ul style="list-style-type: none"> Significant work required to complete acquisitions Sensitive issue with affected communities and high reputation risk Timing is critical due to frustrated property owners Clarity on our role and nature of activity needed Potential impact on external resources Impact on reputation due to time taken to reach agreement. 	Delivery of Commitments	<ul style="list-style-type: none"> Council plan and key decisions. Working closely with the Auckland Recovery Office (ARO) on activities/ programme, resourcing and budgets. All communications is via the ARO. Communication with affected parties to be led by the ARO. Legal/delegations to Eke Panuku. Budget for external and additional internal resource. Optional/ Voluntary process - it must be noted that this is an "optional process", voluntary from the homeowner's perspective. 	3	3	9		Allan Young

Ref ID #	Risk Description and Cause	Impact	Risk Category	Current Assessment (Controlled)				Residual Rating	Risk Owner
				Existing Mitigations					
9	<p>Staff wellbeing</p> <p>Increasing pressure on staff wellbeing due to stretched resources, change proposals, health issues and personal circumstances resulting from higher cost of living (e.g. mortgage interest rates) and storm events. Also scrutiny by public on staff e.g. public meetings</p>	<ul style="list-style-type: none"> Individual stress caused by higher cost of living Staff burn out Personal impacts of financial stress on mental and physical health Potentially higher sick leave Loss of productivity Loss of staff Higher underlying stress levels Winter may bring a higher number of infections Threat to staff engagement results from ongoing changes Uncertain future - lack of council direction/ communications. 	Operational Capability	<ul style="list-style-type: none"> Wellbeing actions in the Health Safety & Wellbeing Plan Year 2 Staff feedback from Engagement surveys and resultant action planning started Staff one on one meetings and leave monitoring. Increased use of 'Instep' and other support services Promotion of mental health awareness More training on stress management for line managers Management support for staff at public meetings Conflict management training Promoting Council's total benefits scheme Promoting resilience training Proactive focus on staff wellbeing by ELT and Hautu People Leaders Better overall programme planning and prioritisation decisions Hybrid working arrangement to ease travelling and transition concerns Wellness working group established and strategy being developed Financial wellbeing Webinar 	3	3	9		Carl Gosbee
10	<p>The ability to attract and retain talent</p> <p>The competitive labour market for certain skills makes it challenging to attract and retain key talent.</p> <p>Negative media coverage of changes at the council group and budget challenges impacts the council group employment brand. Also there is limited budget availability to meet market salaries and its hard to stay competitive.</p>	<ul style="list-style-type: none"> Disruption to programme delivery Employment brand is impacted by publicised changes to CCOs, Boards, management and budgets. Difficulty recruiting staff with required skills Time and cost of employing new staff Expectation around salary increases at review time Internal inequality of salaries Staff leaving for stability, better opportunities and benefits Loss of intellectual knowledge Downtime/ lost momentum due to replacement of key staff that depart. 	Skills and Knowledge	<ul style="list-style-type: none"> Initiatives to improve retention include staff engagement survey and feedback Initiatives to improve employee experience; total rewards and continued focus on organisational culture. Continue to promote Eke Panuku unique identity and EVP through updated job adverts, social media posts, videos, internal and external comms etc. Ongoing focus on leadership development and other learning and development opportunities - ensuring development plans in place Regular all-of-staff communications such as CE Updates and all staff newsletter. Continued review of induction process Active social club - New activities being introduced Talent and succession planning, led by people and culture team. Wellbeing support for staff including financial wellbeing webinar 	3	3	9		Alaina Cutfield
11	<p>Delivery of programmes, including infrastructure, on time, cost, quality and to expectations</p> <p>The effective conversion of strategic outcomes into well-defined packages of work that can be reliably delivered to achieve programme outcomes in line with scope, time and budget parameters in a rapidly changing economic environment affecting council group funding and finances. Also delays to projects in the programmes due to health issues.</p>	<ul style="list-style-type: none"> Not achieving Priority location outcomes. Not meeting scheduled / expected delivery dates. Negative impact on Eke Panuku's reputation and loss of trust with stakeholders. Reduced scope or components of projects. Legal challenge to our PWA process slows down acquisitions. 	Delivery of Commitments	<ul style="list-style-type: none"> Due diligence and monitoring. Building a culture of achieving delivery outcomes. Improved quality of overall planning, reliable project pipeline and enhanced programme and project management monitoring. Consolidated Centre of Excellence in procurement and project management. Developing people capability through Community of Practice, training, and sharing of lessons learnt. Prioritisation resulting from more careful planning Focus on programme and projects external dependency management (heightened because of financial constraints in the LTP and change). Issues like the Three water change (or change cancellation) affecting Healthy Waters and Watercare needs monitoring. Improved governance reporting through PSG including quarterly review. Improved standards, documentation and processes to ensure fit for purpose enabling work process. Smart procurement Better utilisation of internal resources and contractors and new Sentient Resources Module roll-out Enhancing requirement for project scheduling to support project planning and training. Inflight project reviews to enhance efficiencies Support by Council legal for the challenge of our PWA process. Any improvements/ learnings to be incorporated into future process improvement. 	3	3	9		Ian Wheeler

Ref ID #	Risk Description and Cause	Impact	Risk Category	Current Assessment (Controlled)				Residual Rating	Risk Owner
				Existing Mitigations					
12	<p>Cyber attack on computer systems</p> <p>Cyber attack on council's servers from external agencies, increase in phishing emails and texts especially at senior management level.</p>	<ul style="list-style-type: none"> Restriction of access to information on servers Loss of data Inconvenience and downtime Cost of recovery Temporary loss of productivity Breach of proprietary information. 	Information Management	<ul style="list-style-type: none"> Cyber security under the control of Auckland Council Staff information on cyber security risks and compliance testing Very high levels of security and firewalls Back up server sites/ data centres (cloud) Marina project on system replacement and backup Cyber - Self Insurance Fund Cyber security training during induction Phishing awareness exercises run through Council IT team Continued work by Council ICT team on security measures Business continuity plan 	3	3	9		Carl Gosbee
Sustainability / Climate Change									
13	<p>Eke Panuku does not adequately prepare for and manage the risks of climate change on its business.</p> <p>Climate change means Auckland will face increasing extreme weather events, drought, sea level rise, more hotter days and more days of heavy rainfall.</p> <p>Auckland Council is committed to</p> <ul style="list-style-type: none"> reducing our greenhouse gas emissions by 50 per cent by 2030 and achieve net zero emissions by 2050. adapting to the impacts of climate change by ensuring we plan for the changes we face under our current emissions pathway. <p>Auckland Council is increasing its expectations of CCOs in relation to setting climate change targets, governance, risk assessment and reporting. The council group has to comply to Climate Standard 1 (CS1) issued by the External Standards Board or XRB by 30 June 2024. In relation to the managed portfolio, we have delegated authority to manage and plan for these assets on behalf of council. We are responsible for assessing climate risks and mitigations and undertaking appropriate actions, advising council where necessary.</p>	<ul style="list-style-type: none"> Property and assets are damaged. Increased costs, but inadequate funding for asset renewal, maintenance and repair. Potential for stranded assets – we need to retain and operate but they have climate risks. Services are disrupted, e.g. marinas, business tenants. Development projects are delayed Capital delivery projects are delayed Capital delivery projects cost more in terms of resilient design. Events and placemaking are disrupted making it harder to test ideas and build community engagement and support. Eke Panuku fails to meet shareholder, community and government expectations, to play a leadership role in demonstrating low carbon and climate resilient development. Carbon reductions targets missed and Toitu status downgraded from carbon reduce to measurement only. Membership of Climate Leaders Coalition may be forfeited. Fail to implement or sufficiently address the climate reporting requirements. 	Environment (Natural and Built)	<p>A) Managing climate change risk to the business:</p> <p>Setting policy/ standards and monitoring progress.</p> <ul style="list-style-type: none"> We have adopted a climate change strategy, performance standards for residential, commercial and mixed-use development and sustainable design guidance for our capital projects, and sustainable procurement targets (supporting waste minimisation and supplier diversity) consistent with our role in leading urban regeneration on behalf of council. Our key impact is enabling intensification of housing around transport nodes. Policy setting will be kept under review. Annual Corporate Business Plan Climate change initiatives, including monitoring and reporting on progress to the ELT and Board. <p>Understanding and managing risk:</p> <ul style="list-style-type: none"> Working with council to understand impacts from recent flooding and cyclones to incorporate into our planning (e.g. working with Healthy Water and Watercare who are leading climate infrastructure network modelling) Working with the new Council Coastal assets team that is taking the lead on Shoreline Adaptation Plans for the Auckland region and interventions. Also working with the council Infrastructure Strategy team on future levels of service (LOS) and future funding options. Specifically identifying and managing climate risks in our asset management planning <p>B) Meeting the Climate Financial Disclosure requirements for the business:</p> <ul style="list-style-type: none"> A plan for meeting TCFD requirements including resourcing. Key areas covered in the plan include Governance and management, strategy, risk management and performance measures and targets. 	3	3	9		Brenna Waghorn / Carl
14	<p>Extreme weather events disrupting development, property and marina management activities.</p> <p>The greater frequency of extreme weather events leads to increased risk of serious damage to property and land, and a revised use of land for development / regeneration.</p>	<ul style="list-style-type: none"> Damage to property and land Repair costs and lost income Significant value loss to land due to change of use from vulnerability or inability to insure, and associated reputational risks 	Environment (Natural and Built)	<ul style="list-style-type: none"> Business continuity plans and CMT Plan Stormwater assessment, a mandatory requirement for projects. Further work progressing with the Council Group on risk assessment relating to more frequent and severe weather events that will affect assets (sites) and activities such as properties in flood prone areas. Partnering with developers to achieve beneficial outcomes to mitigate impacts from flooding and inundation. Response maintenance contracts and renewal contracts for damaged properties. Insurance cover for properties. BCPs and alignment with CDEM. Learnings/ experience from sites affected by inundation and flooding, including diligent research of developmental areas. 	3	3	9		Marian Webb/ Allan Young

Ref ID #	Risk Description and Cause	Impact	Risk Category	Current Assessment (Controlled)				Residual Rating				Risk Owner																																													
				Existing Mitigations				Likelihood	Consequence	Risk Score	Risk rating																																														
				<table border="1"> <tr> <td></td> <td>5</td> <td style="background-color: #00FF00;"></td> <td style="background-color: #FFA500;"></td> <td style="background-color: #FFA500;"></td> <td style="background-color: #FF0000;"></td> <td style="background-color: #FF0000;"></td> </tr> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Likelihood</td> <td>4</td> <td style="background-color: #00FF00;"></td> <td style="background-color: #FFA500;"></td> <td style="background-color: #FFA500; text-align: center;">7</td> <td style="background-color: #FFA500; text-align: center;">1</td> <td style="background-color: #FF0000;"></td> </tr> <tr> <td>3</td> <td style="background-color: #00FF00;"></td> <td style="background-color: #00FF00;"></td> <td style="background-color: #00FF00; text-align: center;">8, 9,10,11,12,13,14</td> <td style="background-color: #FFA500; text-align: center;">2,3,4,5,6,</td> <td style="background-color: #FFA500;"></td> </tr> <tr> <td>2</td> <td style="background-color: #00FF00;"></td> <td style="background-color: #00FF00;"></td> <td style="background-color: #00FF00;"></td> <td style="background-color: #FFA500;"></td> <td style="background-color: #FFA500;"></td> </tr> <tr> <td>1</td> <td style="background-color: #00FF00;"></td> <td style="background-color: #00FF00;"></td> <td style="background-color: #00FF00;"></td> <td style="background-color: #00FF00;"></td> <td style="background-color: #00FF00;"></td> </tr> <tr> <td></td> <td></td> <td style="background-color: #002060; color: white; text-align: center;">1</td> <td style="background-color: #002060; color: white; text-align: center;">2</td> <td style="background-color: #002060; color: white; text-align: center;">3</td> <td style="background-color: #002060; color: white; text-align: center;">4</td> <td style="background-color: #002060; color: white; text-align: center;">5</td> </tr> <tr> <td></td> <td></td> <td colspan="5" style="text-align: center;">Consequence</td> </tr> </table>					5						Likelihood	4			7	1		3			8, 9,10,11,12,13,14	2,3,4,5,6,		2						1								1	2	3	4	5			Consequence								
	5																																																								
Likelihood	4			7	1																																																				
	3			8, 9,10,11,12,13,14	2,3,4,5,6,																																																				
	2																																																								
	1																																																								
		1	2	3	4	5																																																			
		Consequence																																																							

Risk context

- > Our service roles (Property Management (Property Portfolio & Marina) incl Asset Management, Land sale for developments and Capital projects (compliment regeneration/ development)
- > Council is the Asset owner and we deliver services to achieve a budget return to the council, asset sales proceeds and wider outcomes e.g. New dwellings and Improved Public realm.
- > Council insures the assets it owns and we support this by providing information, we do not insure assets.
- > Council gives us funding for operations. Council raises capital to finance its new assets, asset renewals and replacement
- > Outside of the roles above, we do not carry our other roles in council e.g. Emergency Management etc
- > Note: We used AC Climate Risk Assessment Table to do the initial assessment before our workshop planned for April 2024..

No.	Headline Risk Statement	Full Risk Statement	EKE PANUKU
Physical Risks	P1	Increased damage to and reduced access to Council Group key assets, infrastructure and facilities due to increased frequency and severity of acute weather events.	An increase in frequency and severity of extreme acute weather events may lead to increased damage to and reduced access to Council Group key assets, infrastructure and facilities resulting in a reduction in operating days of revenue generating facilities, inability to maintain service delivery, reduction in the useful life of assets, and significant repair costs.
	P3	Chronic changes in weather patterns such as increasing temperatures and sea level rise resulting in increased infrastructure, facilities and asset damage	Chronic changes in weather patterns, such as increasing temperatures and sea level rise may lead to increased damage to Council Group infrastructure, facilities, and assets, resulting in a reduction in the group's ability to maintain and operate assets and infrastructure in addition to maintain key services, resulting in increased maintenance costs and insurance premiums, increased remediation and rebuild of infrastructure, and stranding of assets.
	P7	Inability for Auckland Council to meet health, safety and wellbeing obligations to staff and broader community as a result of increased prevalence of extreme weather events (storms, floods etc.)	Increased frequency and severity of extreme weather events may lead to an inability for Auckland Council to meet health, safety and wellbeing obligations to staff and broader community, resulting in increased strain and abuse of Council Group staff from broader communities, exacerbation of existing inequities, and increased strain on emergency response and services.
	P8	Increased frequency and severity of acute extreme weather events in NZ and overseas could lead to significant supply chain disruption and operational pressure at the Auckland Port and other key Auckland transport terminals	Increased frequency and severity of extreme weather events in NZ and in key international trading partners could lead to significant supply chain disruptions and operational pressure at the Auckland Port and other key Auckland transport terminals, resulting in an inability to maintain service delivery, inability to maintain key assets, reputation damage.
	P4	Loss of natural capital, including indigenous vegetation natural ecosystems, and taonga for Māori as a result of physical effects of climate change	An increase in the frequency and severity of extreme weather events and chronic temperature increases and soil erosion may lead to a loss of natural capital, including indigenous vegetation, natural ecosystems, and taonga for Māori, resulting in public spaces becoming less desirable, reduced ability to generate value from natural capital, increased council expenditure to compensate for not meeting nature commitments.
	P5	Increase in the spread of diseases and other biosecurity issues as a result of increased warming/humidity and extreme weather events.	Increased frequency and severity of weather events and chronic warming/humidity could lead to an increase in the spread of diseases and other biosecurity issues, resulting in increased emergency response, loss or damage to natural capital, operational disruption, increased costs to mitigate/manage hazards.
	P2	Increased prevalence of extreme seasonal variations in precipitation (drought or flood) drives increased water security and quality issues and reduced ability to manage waste and storm water	An increase in the prevalence of extreme seasonal variations in precipitation (through flood or drought) may drive increased water security and quality issues (drinking water) and reduced ability to manage waste and storm water resulting in service disruption and closure of key facilities, damage to lifeline/critical infrastructure/ assets/ facilities, and reduced desirability of Auckland.

	P6	Inability for Council group to respond to the changing needs of Aucklanders under different climate scenarios and meet increased demand/load on group services such as emergency management, use of facilities and climate refugees etc.	An increase in frequency and severity of extreme weather events and chronic rising of temperatures could lead to an inability for Council Group to respond to the changing needs of Aucklanders under different climate scenarios and meet increased demand on current and newly required group services, such as emergency management, support for climate refugees, and social services resulting in a reduction in the desirability of Auckland, customer dissatisfaction with services, inability to meet key Health and Safety obligations, increased strain on funding.	<p>This risk is not relevant to Eke Panuku.</p> <p>This risk is more relevant to departments such as Auckland Emergency Management Office.</p>
Transition Risks				
Transition Risks	T1	Failure to effectively and accurately consider climate change in governance structures, decision making and long term planning including responding to climate risks, budgeting and planning etc.	Lack of consideration of climate change impacts in decision making and investment decisions , lack of climate science capability inputting into long-term planning , insufficient climate risk management to identify key risks resulting in a failure to effectively and accurately consider climate change in governance structures, decision making and long term planning resulting in reactive response to climate change, stranded assets, inability to meet emissions reduction targets , reputation damage as Council Group's response to climate change is deemed insufficient.	<p>Low risk.</p> <p>Process for improving decision making and investment decisions are being improved. The target if for these to be formalised and be part of business as usual. In the context of the group, <u>Eke Panuku budgets and programme activities are immaterial</u>. Future LTP and Annual Plan planning will included climate change considerations.</p> <p>Council makes significant/ material decisions via funding allocation which has a flowon effect on Eke Panuku and the Group.</p>
	T4	Failure to balance delivery of climate-related priorities with broader group objectives and strategy (e.g. the Long Term Plan)	Reduced operational capacity, limited organisational climate change capability , lack of effective embedment of <i>climate change into decision making and prioritisation frameworks</i> could lead to a Council Group failing to balance delivery of climate-related priorities with broader group objectives and strategy resulting in reduced long-term organisation performance, reputation damage, failure to reach long-term Group objectives.	<p>Moderate risk</p> <p>Key capability area relates to embedding climate change into AMP, capital work prioritisation, especially in the context of constrained funding. This is not only prioritisation at CCO and council department level but also consolidated council group level where funding decisions are made.</p>
	T2	Failure to adequately address climate change in authentic partnership with Mana Whenua and with consideration of key Māori (Mana Whenua and Mātāwaka) priorities	Insufficient engagement with Mana Whenua on the impacts of climate change on their whenua (land), Marae and consenting decisions that iwi contribute to, lack of consideration of Māori outcomes in climate decision making and decarbonisation investments could lead to Council Group failing to adequately address climate change in authentic partnership with Māori and with consideration of key outcomes for Māori in Kia Ora Tāmaki Makaurau resulting in negative impacts on Māori wellbeing, exacerbation of existing inequities, inability to meet Te Tiriti obligations.	<p>Low risk</p>
	T6	Inability to maintain service delivery standards in a cost effective manner while transitioning to a low carbon organisation	Inability to access low carbon alternative substitutes may lead to an inability to maintain service delivery standards in a cost effective manner while transitioning to a low carbon organisation , resulting in reputational damage and inability to meet reduced revenue from revenue generating assets.	<p>Lower risk</p> <p>Climate standards are already in place to direct the business to lower carbon alternatives. Eke Panuku's is part of Council procurement shared service/ suppliers. This is a higher risk for Council than Eke Panuku. Eke Panuku Capital spend budget is immaterial compared to the council group;</p>
	T7	Failure to adopt and demonstrate Manaakitanga (respect and care) to disadvantaged communities as part of climate response (transitional and physical events)	Limited capacity/capability around needs of disadvantaged communities disproportionately impacted by climate change, insufficient planning for those needs and response to the impacts of climate change could lead to Council Group failing to adequately demonstrate Manaakitanga (respect and care) and provide active support to disadvantaged communities as part of the climate transition response and response to extreme weather events leading to inability for Council Group to meet the objectives of their Ngā Hapori Momoho (Thriving Communities Strategy) 2022-2032. Not meeting this strategy will result in degradation on wellbeing of these communities, exacerbation of existing inequities and reputational damage.	<p>Lower risk</p> <p>Eke Panuku's significant contribution to Maori is via property development. The main cause would be reduction in number of properties for development due to impact of climate change could impact this activity, not lack of planning. Council's response will be within capital budgets allocated for activities to address issues or to remediate land/ enabling land to be developed. Eke</p> <p>Panuku is dependent on capital funding envelope approved by the council.</p>
	T8	Inability for Auckland Council to deliver on key adaptation and mitigation climate-related targets and objectives	Lack of access to low carbon alternative technologies, inability to access or generate sufficient capital to fund the transition, lack of reliable emissions data could lead to inability for Auckland Council to deliver on key emissions reduction targets and adaptation objectives resulting in climate-related litigation, inability to comply with key regulatory requirements, a rapid and expensive transition to decarbonise, loss of social licence to operate.	<p>Lower risk</p> <p>Eke Panuku has a small Carbon footprint compared to others in the group.</p>
	T5	Reduction in or increased cost of insurance to underwrite assets as a result of climate change	A lack of effective or efficient response to climate change mitigation and adaptation could lead to a reduction in access or increased cost of insurance to underwrite Group assets , resulting in increased need to self insure, increased underwriting costs, increased stranded assets.	<p>Not relevant.</p> <p>Council owns the assets and they insure the assets. Eke Panuku manages the assets for the council.</p>
	T3	Inability to affordably and easily access debt capital and other financial products as a result of climate change	Changing investor preferences to reduce exposure to both the physical and transitional impacts of climate change, and increased sustainability linked investor regulatory requirements may lead to an inability to affordably and easily access debt capital and other financial products , resulting in increased reliance on revenue streams over debt, increased operational costs, inability to reduce carbon usage and fund further adaptation, increased profit threshold required for project acceptance.	<p>Not Relevant to Eke Panuku.</p> <p>Council Treasury carries out financing for the group, including for Eke Panuku.</p>

Council Group Climate Risk Assessment Table:

	Consequence Level				
	Insignificant (1) No significant change in impact regionally – can be handled through business-as-usual; or some local impacts requiring no specialised management	Minor (2) Some minor impacts at the regional scale that could be addressed through local or regional management and adaptation processes	Moderate (3) Significant impacts at the regional scale, of interest to national agencies to address adaptation	Major (4) Major impacts at the regional scale, of high interest to national agencies to quickly address adaptation	Extreme (5) Extreme impacts at the regional scale, of heightened interest to national agencies to urgently address adaptation. May be of interest to international partners or financial or insurance institutions
Human	No discernible changes in physical health, physical safety and mental health No change to satisfaction of life in Auckland that is attributable to climate impacts Happiness and satisfaction of whānau are minimally affected	Minor impact on physical health, physical safety or mental health Happiness and satisfaction of whānau in some communities are mildly affected Isolated and short-term disruption to education, employment and community services Minor impact on patterns of daily activity and behaviour	Moderate lasting impacts on physical health, physical safety or mental health Happiness and satisfaction of hapū and iwi in some communities are moderately affected Moderate disruption to education, employment and community services Moderate impacts on patterns of daily activity and behaviour Coping capacity of many communities exceeded	Physical health, physical safety and wellbeing significantly compromised in many communities The happiness and satisfaction of hapū and iwi are affected in a major way Prolonged disruption to education, employment and community services Major impacts on patterns of daily activity and behaviour Coping range of most communities exceeded	Health, safety and wellbeing significantly compromised across whole of society The happiness and satisfaction of hapū and iwi are severely affected Permanent disruption to education, employment and community services Patterns of daily activity and behaviour unable to continue Coping range of all communities exceeded
Natural Environment	Due to the current state of Auckland's natural environment this category does not apply to the Auckland region. Use this rating if the risk does not have a consequence on the natural environment.	Due to the current state of Auckland's natural environment this category does not apply to the Auckland region.	Sustained localised or shorter-term regional effects on ecosystems and/or species Sustained localised or shorter-term regional alteration of biologically important attributes Sustained localised or shorter-term regional change in the ecological integrity/stability of high value protected natural areas (including marine protected areas) Sustained or short-term localised or minor localised or regional decline in the conservation status of taonga species or sub species Sustained localised impacts on recreation and/or aesthetics Natural recovery is slow and has variable success depending on habitat loss and ability of remaining habitat/species that can naturally recover (e.g., depends on species life cycles and adaptability/ coping strategies). Local highly impactful storm events require recruitment from adjacent areas (if they exist).	Widespread alteration of ecosystems and/or species at local to regional scales leading to significant ecosystem instability and/or species declines Widespread alteration of biologically important attributes across multiple sub-regional climate zones (including marine protected areas) Regional/medium term reduction in the ecological integrity/stability of most protected natural areas Serious regional declines in the conservation status of taonga species, with some at risk of complete loss Sustained regional impacts on recreation and/or aesthetics Highly tolerant exotic species with high tolerance to changing climatic events, predation etc are dominant in the landscape. Recovery requires interventions (e.g., breeding programmes, seed bank storage and replanting, disease resilient populations selection etc).	Significant alteration of ecosystems and/or species resulting in major ecosystem instability and serious loss of species Significant alteration of biologically important attributes throughout Auckland Major and widespread instability in natural ecosystems, resulting in significant loss of community composition, structure and function Serious declines in the conservation status of taonga species, with a significant proportion suffering complete loss Sustained and serious regional impacts on recreation and/or aesthetics Highly tolerant exotic species with high tolerance to changing climatic events, predation etc are dominant in the landscape. Source populations are significantly reduced, and re-establishment is extremely difficult or cannot recover (e.g. Giant kokopu). Recovery (with interventions) is extremely difficult and widespread loss of habitats and species means small pockets of species survive.
Economy/Financial	Insignificant financial losses/budget overruns No impact on businesses, livelihoods or consumer behaviour	Minor financial losses/budget overruns Limited impacts on businesses, livelihoods and consumer behaviour Temporary increase in unemployment within one sector Short-term/minor increase in local government costs, minimal loss of assets	Moderate financial losses/budget overruns Temporary impacts on businesses, livelihoods and consumer behaviour Temporary increase in unemployment in many sectors Medium-term increase in local and central government costs	Major financial losses/budget overruns Sustained impacts on businesses, livelihoods and consumer behaviour Sustained increase in unemployment in many sectors Long-term increases in local and central government costs, some loss of assets	Extreme financial losses/budget overruns Sustained increase in unemployment across most sectors Long-term costs for local and central government increase, and significant loss of assets
Built Environment	Isolated and short-term infrastructure service disruption; no permanent damage; some minor restoration work required 10-20% of council group owned infrastructure requires early renewal Need for new or modified ancillary equipment or design standards Increasing temporary or recoverable damage to buildings Planning for future relocation required Some damage to a small number of Māori cultural assets, including papakāinga/ Māori housing	Many short-term infrastructure service disruptions; damage recoverable by maintenance and minor repair 21-50% of council group owned infrastructure requires early renewal Moderate damage to 10-100 dwellings; requiring immediate relocation Between 5-20 commercial and public buildings require assessment; some require temporary relocation Moderate, repairable damage to Māori cultural assets, including papakāinga/ Māori housing	Widespread short-to-medium term disruptions to infrastructure service; extensive infrastructure damage requiring major repair Major loss of infrastructure service 51-90% of council group owned infrastructure requires early renewal Major damage to 100-1000 dwellings; significant numbers need to be immediately relocated Costs exceed insured value Between 20 and 100 commercial and public buildings require assessment; many need to be permanently relocated Major, widespread damage to Māori cultural assets, including papakāinga/ Māori housing	Widespread, long-term service disruption; significant permanent damage to and/or complete loss of infrastructure and its service Loss of infrastructure support and translocation of service to other sites; 90% of council group owned infrastructure requires early renewal More than 1000 dwellings; require assessments for immediate relocation More than 100 commercial buildings and more than 100 public buildings; require assessment for permanent relocation options Costs significantly exceed insured value Damage to more than 75% of Māori cultural assets, including papakāinga/ Māori housing	
Governance	No impact or some low-level inconsequential impacts No increase in local/regional demand for central government support	Some minor impacts at the local level, leading to tensions between levels of government Minor impact on capacity of local government to deliver support and services to Aucklanders. Some negative impacts on perceived reputation Minimal effects on Te Tiriti o Waitangi rights Minor increase in local/regional demand for central government support	Moderate localised impacts on decision-making functions, service delivery and community resilience Rising community unrest and litigation Moderate impacts on perceived reputation requiring specialised management to restore Some Te Tiriti o Waitangi rights temporarily eroded or damaged Moderate increase in local/regional demand for central government support	Major multifunctional impacts on decision-making and service delivery at local and regional levels Policy and legislation cannot cope with the impacts, e.g., funding, planning practice, emergency services Major impacts on perceived reputation requiring specialised management to restore Inequitable outcomes lead to loss of trust and reputation, and greater community unrest and litigation Major erosion of Te Tiriti o Waitangi rights Major increase in local/regional demand for central government support	Extreme multifunctional, cascading and compounding impacts lead to inability by regional government to govern and provide services in an equitable and just manner Extreme community disruption (e.g., loss of place and community cohesion) Significant damage to perceived reputation of and trust in institutions Te Tiriti o Waitangi rights overridden Significant increase in local/regional demand for central government support

Supplementary guidance on the consequence descriptors

Human

The areas of human wellbeing to be assessed include:

1. safety and health (consider how the safety, physical and mental health of individual (tenants/ berthholders/ future residents of new dwellings and public realm) and communities are affected as a result of the increased frequency, intensity and magnitude of extreme events and slow-onset change. Such impacts could arise from physical threats (damp properties, properties with mold etc), individual response to economic and social change (e.g. affordable quality dwellings) as well as chronic health impacts e.g., respiratory disease, waterborne disease and new types of disease)
2. happiness (how the happiness and satisfaction of individuals, families and communities are affected by ongoing change including changes within communities and to sense of belonging (place) as a result of physical, economic and social change)
3. access to services (consider how individual and community access to critical services and the ability to earn an income change, due to worsening impacts from episodic events and relocation of essential services)
4. activity patterns (how the ability to undertake normal daily habits and activities (e.g., shopping or travelling to work) is affected, and whether these changes can be tolerated by those who live there).

Natural environment

The areas of the natural environment to be assessed include:

1. ecosystems (how ecosystems will continue to provide services as impacts worsen)
2. species (how individual species may be affected)
3. biodiversity (including the variability within species, between species and of ecosystems)
4. taonga species.

Economy/Financial

The areas of the economy to be assessed include:

1. businesses (how they perform as impacts worsen in frequency, intensity and magnitude, considering episodic and ongoing changes)
 2. local and central government assets (how these are affected by impacts and their potential costs)
 3. financial institutions (how liabilities change and emerge from worsening impacts)
 4. consumption patterns (including tourism).
- Consider the duration and permanence of the effect: temporary changes are likely to be more minor than sustained or permanent effects.
Consider the criticality of the business or sector.

Built environment

The areas of the built environment to be assessed include:

1. residential dwellings
2. commercial and public buildings
3. infrastructure (including transport, energy, communications, water)
4. built Māori cultural assets (such as marae, urupā, wāhi tapu and wāhi taonga).

Governance

The areas of governance to be assessed include:

1. policies, rules and laws (how they perform as impacts worsen in frequency, intensity and magnitude, considering episodic and ongoing changes)
2. informal norms and practices (how individuals and communities change as the impacts worsen)
3. legal responsibilities and litigation (how liabilities play out under community pressures that emerge from worsening impacts)
4. trust in institutions (how relationships between regional and local governments and between governments, communities and sectors play out)
5. Te Tiriti o Waitangi (how partnership and Te Tiriti rights are affected as impacts worsen).

Out of Cycle Decisions – at the time of publishing there were no out of cycle decisions between the March and April meeting.

Director interests at 16 April 2024

Member	Interest	Company / Entity	Conflicts pre-identified?
Paul Majurey	Chair	Eke Panuku Development Auckland Limited	
	Member	Auckland Light Rail Mana Whenua Sponsors Group	
	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	Holm Majurey Limited	
	Director	Homai General Partner Limited	
	Chair	Impact Enterprise Partnership GP Limited	
	Director	Manawa GP 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	
	Chair	Te Pūia Tāpapa GP Limited	
	Chair	Tūpuna Taonga o Tāmaki Makaurau Trust Limited (Tūpuna Maunga Authority)	
	Director	Westhaven Marina Limited	
	Director	Whenua Haumi Roroa o Tamaki Makaurau General Partner Limited	
Chair	Whenuapai Housing GP Limited		

Member	Interest	Company / Entity	Conflicts pre-Identified?
David Kennedy	Director, Deputy Chair	Eke Panuku Development Auckland Limited	
	Chair	Beachlands South GP Ltd (JV between NZ Super Fund and Russell Property Group)	
	Member	Business Reference Group Te Arotake Future for Local Government	
	Director	Cathedral Property Limited	
	Board Advisor	Civix Limited	
	Director	Grantley Holdings Limited	
	Chair	Kaha Ake GP Ltd (JV between NZ Super Fund and Classic Developments)	
	Director	Naylor Love	
	Trustee	New Zealand Housing Foundation	Possible
	Chief Executive	Te Kaha Project Delivery Limited	
	Director	Westhaven Marina Limited	
	John Coop	Director	Eke Panuku Development Auckland Limited
Trustee		JE and CS Coop Family Trust	
Managing Director and Principal		Warren and Mahoney	Yes
Kenina Court	Director	Eke Panuku Development Auckland Limited	
	Shareholder	Arrakis Limited	
	Director	Banking Ombudsman Scheme Limited	
	Director	BDE Bonus Limited	
	Director	Business in the Community (2013) Limited	
	Director	Business Mentors New Zealand Limited	
	Director	Eight Peaks Holdings Limited	
	Director	Everege Orbis Holdings Limited	
	Director	Fale Developments Limited	
	Director	Fortitudine Trustees Limited	
	Director	Greer Family Trustees Limited	
	Director	Huma Holdings Limited	
	Director	IBS	
	Director	It's Happened Trustees Limited	

Member	Interest	Company / Entity	Conflicts pre-identified?
Kenina Court continued	Director	KW Westgate Limited	
	Director	Lovelock Trustees Limited	
	Director	Lujato Trustees Limited	
	Director	M&G Trustees Limited	
	Director	Nathan Whanau Trustees Limited	
	Director	New Gipsy Limited	
	Director	NTA Holdings Limited	
	Director	Oceania Career Academy 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	Slice Limited	
	Director	Stak Trustees Limited	
	Director	Twinlion Trustees Limited	
	Director	Up Skill Teams Limited	
Steven Evans	Director	Eke Panuku Development Auckland Limited	
	Member	Construction Industry Accord Residential Sector Reference Group	
	Chief Executive	Fletcher Building Limited	Yes
	Director	Homai General Partner Limited	
	Director	Okahukura GP Limited	
	Member	Steering Group Construction Industry Accord	
	Director	Tauoma FRL Limited Partnership	
	Board Member	Urban Development Institute of New Zealand	Yes
Jennifer Kerr	Director	Eke Panuku Development Auckland Limited	
	Committee member	Audit and Risk – Police	

Member	Interest	Company / Entity	Conflicts pre-identified?
Jennifer Kerr	Chair	Callaghan Innovation	
continued	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	
	Chair	NZTE	
	Member	Port Nicholson Trust	
	Trustee	Te Manawaroa Trust	
	Member, Advisory Board	University of Waikato Management School	
	Board member	Waipa Networks Ltd	
	Chair	WorkSafe New Zealand	

Changes made to Directors' interests register since March 2024 Board meeting:

Additions:

Director	Conflict/interest added	Date notified
Kenina Court	Director - Everedge Orbis Holdings Limited	21 March 2024

Amendments:

Director	Conflict/interest amended	Date notified
	N/A	

Deletions:

Director	Conflict/interest deleted	Date notified
Kenina Court	Director, Holly Corp Trustees Limited	21 March 2024
Kenina Court	Director, CP Resettlement Trustees Limited	21 March 2024

Minutes of the meeting of directors of Eke Panuku Development Auckland Limited, held in partly confidential session, in person at 135 Albert Street, Auckland and online via Teams, on Wednesday 27 March 2024

<p>Attending</p>	<p>Board: Paul Majurey (Chair), David Kennedy (Deputy Chair), John Coop, Kenina Court, Steve Evans, Jennifer Kerr</p> <p>Executive: David Rankin, Chief Executive; Gyles Bendall, GM Design & Place; Alaina Cutfield, Head of People & Culture; Angelika Cutler, GM Community & Stakeholder Relations; Carl Gosbee, Chief Financial Officer; Brenna Waghorn, GM Strategy & Planning; Marian Webb, GM Assets & Delivery; Ian Wheeler, Chief Operating Officer; Allan Young, GM Development</p> <p>In Attendance: Rachel Wilson, Principal Advisor, Auckland Council; Alice Newcomb, Governance Manager; Rosemary Geard, Governance Advisor (minutes)</p>
<p>1.0 Meeting opening</p>	<p>The meeting opened at 10.04am with a karakia. The chair welcomed everyone to the meeting.</p>
<p>1.1 Apologies</p>	<p>Apologies were received from Councillor Angela Dalton.</p>
<p>1.2 Procedural motion to exclude the public</p>	<p>Pursuant to clause 12.3 of the Development Auckland Ltd Constitution, the public be excluded from confidential papers or parts thereof, so that commercially sensitive issues can be discussed.</p>
<p>2.0 Chief Executive's Report</p>	<p>David Rankin, Chief Executive, spoke to the report, including:</p> <ul style="list-style-type: none"> • Engagement with the CCO Direction and Oversight Committee ACTION: David to share the Urban Regeneration Opportunities: A future city deal” report with the directors. • Own Your Own Portfolio David Kennedy left the meeting for this topic due to a disclosed conflict of interest. [REDACTED] • Staff engagement survey ACTION: David to share with the directors the management action plan to address matters raised. <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
<p>3.0 Health and Safety</p>	<p>Paul Brown, Head of Health, Safety and Wellbeing, joined the meeting for this item and introduced the report. The Eke Panuku Board discussed and received the report.</p>
<p>4.0 Decision papers</p>	

4.1 Waterfront commercial opportunity

Ruth Stokes, Project Manager, and John Schellekens, PwC, joined the meeting for this item.

Marian Webb, GM Assets & Delivery, introduced the item.

Following the conclusion of discussions, the Eke Panuku Board resolved to:

a) [Redacted]

i. [Redacted]

ii. [Redacted]

b) [Redacted]

c) [Redacted]

[Redacted]

d. [Redacted]

e. [Redacted]

4.2 Northcote Central - RFDP criteria

John Coop left the meeting for this item due to a disclosed conflict of interest.

Nicky Harrison, Development Manager joined the meeting for this item.

Allan Young, GM Development, introduced the item.

[Redacted]

	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>Following the conclusion of discussions, the Eke Panuku Board resolved to approve the Request for Development Proposal criteria for Northcote Central as summarised below:</p> <p>a) [REDACTED]</p> <p>b) [REDACTED]</p> <p>c) [REDACTED]</p> <p>d) [REDACTED]</p>
<p>4.3 9 Marriott Rd & 9 Chevis Place, Pakuranga Heights - Sale</p>	<p>Allan Young, GM Development, introduced the item.</p> <p>Following the conclusion of discussions, the Eke Panuku Board resolved to:</p> <p>a) [REDACTED]</p> <p>b) [REDACTED]</p> <p>c) [REDACTED]</p> <p>i. [REDACTED]</p> <p>ii. [REDACTED]</p> <p>d) [REDACTED]</p>
<p>4.4 Audit New Zealand - Engagement letter</p>	<p>Carl Gosbee, CFO, introduced the item.</p> <p>The Eke Panuku Board resolved to approve the audit engagement letter for the years ending 30 June 2024 and 2025.</p>
<p>4.5 Draft Statement of Intent 2024 - 2027</p>	<p>Brenna Waghorn, GM Strategy & Planning introduced the item.</p> <p>Following the conclusion of discussions, the Eke Panuku Board resolved to:</p>

	<p>a) approve the draft Statement of Intent 2024-27 for submission to Auckland Council, subject to changes identified by the Board being made.</p> <p>b) that the board chair and chief executive be delegated authority to finalise any changes to the Statement of Intent 2024-27 text after the meeting.</p>
5.0 Information papers	
5.1 Technical Advisory Group - Review	<p>Duncan Ecob, Head of Design, joined the meeting for this item.</p> <p>Gyles Bendall, GM Design & Place, introduced the item.</p> <p>Once the Alliance Framework discussions have concluded, Eke Panuku executive to revert TAG review recommendations for Board approval.</p> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
5.2 Waterfront activity pilot	<p>Fiona Knox, Priority Location Director, joined the meeting for this item.</p> <p>Ian Wheeler, CCO, introduced the item.</p> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
5.3 Q2 Report to Council	<p>Carl Gosbee, CFO, introduced the item</p> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
6.0 Governance matters	
6.1 Out-of-cycle decision: Westhaven Marina Limited - Director appointments	<p>The Eke Panuku Board made an out-of-cycle decision between the February 2024 and March 2024 board meetings.</p> <p>On 04 March 2024 the Eke Panuku Board resolved, by circular resolution, to:</p> <p>a) approve the reappointment of Paul Majurey as Director of Westhaven Marina Limited, until the end of his term on the Eke Panuku Board, expiring 31 August 2024.</p> <p>b) approve the reappointment of David Kennedy as a Director of Westhaven Marina Limited, until the end of his term on the Eke Panuku Board, expiring 31 October 2026.</p> <p>c) approve the reappointment of Richard Leggat as Chair of Westhaven Marina Limited until 31 October 2027.</p>
6.2 Director's interests and Director's project interest reports	<p>The Eke Panuku Board reviewed and received the reports.</p>
6.3 Director meeting attendance	<p>The Eke Panuku Board noted the Directors' meeting attendance.</p>

6.4 Minutes of previous meeting held 28 February 2024	The Eke Panuku Board reviewed and confirmed the minutes of the Board Meeting 28 February 2024, with confidential information included, as a true and accurate record of the meeting.
6.5 ARC minutes meeting held 27 November 2023	The Eke Panuku Board noted the Audit & Risk Committee minutes, 27 November 2023.
6.6 Board action list	The Eke Panuku Board received the board action list.
6.7 Board forward work programme	The Eke Panuku Board received the board forward work programme.
7.0 Avondale Central Mediation	<p>Paul Majurey left the meeting at 11.54pm due to a disclosed conflict of interest, and David Kennedy took the Chair.</p> <p>Papers had been circulated to the board the previous afternoon.</p> <p>Mark Nicholson, Partner & Rachel Irvine-Shanks, Senior Associate, Chapman Tripp joined the meeting for this item.</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>Following the conclusion of discussions, the Eke Panuku Board resolved to:</p> <p>a) [REDACTED]</p> <p>b) [REDACTED]</p> <p>c) [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
8.0 General Business	There were no items of general business.
Meeting close	The meeting closed with a karakia at 12.17pm.
Board only session - Avondale Central	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>

Confirmed as a true and accurate record:

----- **Chair** ----- **Date**

DRAFT