

Board Report

Date

Wednesday
27 September 2023

Time

10.00am

Venue

Eke Panuku offices
Ground Floor
82 Wyndham Street
Auckland



Board Agenda

Where: Eke Panuku offices, Ground Floor, 82 Wyndham Street, Auckland

When: Wednesday 27 September 2023 | 10.00am – 3.00pm

Board members: Paul Majurey – Chair
John Coop – Director
Kenina Court – Director
Steve Evans – Director
Susan Huria – Director
Jennifer Kerr – Director

Apologies: David Kennedy – Deputy Chair

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

Information contained in sections of this agenda should be treated as confidential, as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council. Under 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 unreasonably to prejudice the commercial position of a third party s7(2)(b)(ii);*
- *to maintain the effective conduct of public affairs through the free and frank expression of opinions s7(2)(f)(i);*
- *would be likely to prejudice or disadvantage the commercial position of council s7(2)(h); and*
- *would be likely to prejudice or disadvantage negotiations s7(2)(i).*

1.	Public meeting open 1.1 Apologies
2.	Chief Executive's report
3.	Decision papers 3.1 Audit & Risk Committee - Recommendations 3.2 11 Lagoon Drive, Panmure – Go to Market Strategy 3.3 10 Basin View Lane, Panmure – Go to Market Strategy 3.4 Alternative Commercial Opportunities 3.5 Edinburgh Superblock, Pukekohe – Go to Market Strategy 3.6 Downtown Carpark – Strategic transport outcomes and funding
4.	Information papers 4.1 Q4 Report to Auckland Council 4.2 Annual mana whenua engagement survey – Results 4.3 Property portfolio composition
5.	Governance matters 5.1 Out of Cycle Decisions 5.2 Director interests 5.3 Director meeting attendance 5.4 Minutes meeting held – 23 August 2023

Local Government Official Information and Meetings Act 1987.

7 Other reasons for withholding official information

(1) Where this section applies, good reason for withholding official information exists, for the purpose of [section 5](#), unless, in the circumstances of the particular case, the withholding of that information is outweighed by other considerations which render it desirable, in the public interest, to make that information available.

(2) Subject to [sections 6, 8, and 17](#), this section applies if, and only if, the withholding of the information is necessary to—

(a) protect the privacy of natural persons, including that of deceased natural persons; or

(b) protect information where the making available of the information—

(i) would disclose a trade secret; or

(ii) would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information; or

(ba) in the case only of an application for a resource consent, or water conservation order, or a requirement for a designation or heritage order, under the [Resource Management Act 1991](#), to avoid serious offence to tikanga Maori, or to avoid the disclosure of the location of waahi tapu; or

(c) protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information—

(i) would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied; or

(ii) would be likely otherwise to damage the public interest; or

(d) avoid prejudice to measures protecting the health or safety of members of the public; or

(e) avoid prejudice to measures that prevent or mitigate material loss to members of the public; or

(f) maintain the effective conduct of public affairs through—

(i) the free and frank expression of opinions by or between or to members or officers or employees of any local authority, or any persons to whom [section 2\(5\)](#) applies, in the course of their duty; or

(ii) the protection of such members, officers, employees, and persons from improper pressure or harassment; or

(g) maintain legal professional privilege; or

(h) enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities; or

(i) enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); or

(j) prevent the disclosure or use of official information for improper gain or improper advantage.

Information paper: Chief Executive's Report

Author: Ian Wheeler, Acting Chief Executive

September 2023

Whakarāpopototanga matua | Executive summary

1. This is a public report with confidential information redacted, indicated in blue font. Where redacted information exists, a reference to the section of the Local Government Official Information and Meetings Act 1987 (LGOIMA) has been cited in the publicly available version of the agenda. It incorporates a range of material on current and emerging issues.

Matapaki | Discussion

Council Long-Term Plan 2024-2034 update

2. Direction to the Council Group from the Mayor and Councillors was received in mid-August (Attachment A). This includes that the Long-Term Plan (LTP) should continue to support a programme of urban regeneration in specific places. In addition, a memo dated 19 September was received from the CCO Governance team at AC outlining the LTP process and options development, highlighting focus areas and options relevant to Eke Panuku, including a timeline of future scheduled (see Attachment A (i)). We have also received further instructions from staff and have begun submitting the information requested. To date this has included service profiles, FY24 budgets and investment impact assessments. Eke Panuku is leading the advice on the options for future urban regeneration programmes. Building on our report to the CCO Direction and Oversight Committee in August, we have indicated that we will assess the following options:

Do Same

- Complete current approved programmes
- Continue current level of capex budget provision (\$70 million total capex pa) plus restored Strategic Development Fund facility
- New locations commenced as budget capacity available.

Do Less

- Reduce approved programmes by stopping one or more approved programmes
- Reduce capex and opex budget over time as approved programmes are completed and do not start new programmes.

Do More

- Increase annual capex and opex budget provision plus restored Strategic Development Fund facility to provide greater budget capacity to add new programmes.

3. A draft assessment will be submitted in late September. Other key dates are:
 - 27 September Budget Committee Workshop – council-led presentation on financial overview; opportunity for CCOs to confirm the advice they are providing and raise any issues
 - 11 October – finalised template on urban regeneration options
 - 25 Oct/1 Nov Budget Committee Workshop - opportunity for CCOs to present advice on options.
4. We will be seeking to manage the scheduling issues that these dates raise (clashing with board meetings). We will also be seeking to clarify how other matters will be dealt with in the LTP process (such as the port precinct future development, city centre action plan, downtown carpark etc). We have an additional engagement with councillors when they visit Eke Panuku on 6 October for the annual visit of the Governing Body.

Acquisition of weather affected properties in Auckland

5. Severe weather events in January and February 2023 have had a devastating and lasting impact on many communities and thousands of households across Tāmaki Makaurau / Auckland. Flooding and land slips have damaged or destroyed homes and up-ended lives and communities.
6. Auckland Council has worked with central government to secure a funding support package that would enable people in the region to move forward with certainty, as quickly as possible.
7. To achieve all the outcomes of the package the government would provide approximately \$1.1 billion of funding, with the council investing around \$900 million.
8. The proposed funding package would allow council to repair damaged roads and other infrastructure, reduce the risk of future floods, and support people to get out of housing situations that pose an intolerable risk to life.
9. Auckland Council is consulting with the public on this proposal in September. This special consultation will run for two weeks. Auckland Council's Governing Body will make a decision on 6 October with respect to whether it will accept the Government's proposal and enter into the recovery funding agreement. If it accepts the package, Auckland Council's recovery team will be responsible for implementing the programme including buying out the 'category 3' homes (categorised as having an intolerable risk to life) as well as carrying out its existing roles in transport and stormwater management.
10. Auckland Council would need to administer the buy-out process from start to finish, including the purchase and removal of homes, and the ongoing management of the land.
11. 
12. 

[Redacted text block]

Port Precinct Future Development

13. [Redacted text block]

14. [Redacted text block]

15. [Redacted text block]

Eastern Busway Urban Regeneration (EBUR) Programme

16. [Redacted text block]

17. [Redacted text block]

18. [Redacted text block]

19. [Redacted text block]

21.

City Centre Safety Hubs

20. In response to growing concerns and advocacy regarding safety and anti-social behaviour in the city centre, central government, via MBIE, has been working with Auckland Council group and other partners on a set of initiatives for improving community safety within the city centre.
21. The focus is on enhancing safety activity across organisations by leveraging where we are already work successfully together. Initially there are two key components to this work:
 - i. **Community Safety Hubs** - To deliver and maintain four city centre safety hubs located at Queens Wharf, High Street, Queen Street and the Karanga-a-Hape Road vicinity, to be supported by Community Patrol NZ (CPNZ) alongside Ngā Wātene Māori ō Akarana ki Tāmaki Makaurau Māori wardens for a period of 6-12 months. This follows on from the successful safety hub set up on Queens wharf during the FIFA soccer world cup. A \$100,000 Government funding contribution will support this. The operational details of these hubs still need to be finalised, including the level of public facing access. To support this a “Community Safety Coordinator” role has been proposed and will be funded by Auckland Council. Eke Panuku has been working with Council, MBIE and the Auckland Policy Office to agree the locations for the safety hubs during the 6-12 month period. It will involve utilising vacant properties that we manage for the sites at High and Queen St and we will continue to enable the site at Queens wharf.
 - ii. **Community safety strategy** - Development of a Community Safety Strategy for Auckland’s city centre, in partnership with key stakeholders, including an action plan and implementation timeline. This strategy will be led by the Auckland Council group in collaboration with central government and its partners. While the strategy must take a long-term view to be successful, it is anticipated this work will also identify additional immediate and short-term interventions to support city centre residents and businesses. It will sharpen focus and leverage existing work already underway in this space, while also identifying gaps and areas for future work, with clear action owners and accountabilities.

Water Edge Health and Safety Review Projects

22. Over the past two years Eke Panuku has reviewed and altered its approach to water edges that we manage. We have enhanced our practices of risk assessments and safety in design processes. At a simplistic level this has seen a significant increase in water

edges that will now have balustrades amongst a range of other safety and operational improvements.

23. In addition, Eke Panuku have developed the Waterfront Edge Guidance document to provide guidance on the treatment of waterfront edges under Eke Panuku management and control. This document in its draft form was presented to the Board in December 2021 and is an up-to-date view on the complexities of planning, managing, and operating the waterfront. The document was peer reviewed by an expert Health and Safety lawyer in February 2023.
24. The document recognised that there is a need to balance and manage:
 - i. Expectations around the use of Americas Cup legacy infrastructure on the land and water in Wynyard Quarter and the Viaduct
 - ii. Keeping the waterfront active but keeping spaces 'free' for major events
 - iii. Democratising the waterfront and making it equitable and accessible for all
 - iv. Keeping the working waterfront live and authentic, supporting the marine industry and active spaces
 - v. Managing risks along the water's edge, responding to health and safety incidents as they occur, and evolving the controls required to ensure that the potential for harm is minimised.
25. There has been a deliberate focus around a way of working and approach to each of the wharf edges. In particular:
 - i. Risk registers being regularly reviewed and updated based on changing conditions
 - ii. Safety in Design Workshops have representation across the organisation
 - iii. Safe operating practises being established with tenants
 - iv. The Eke Panuku Water Edge Health and Safety PSG has been meeting on a regular basis to review progress and provide direction to the teams working in this area.
26. Under this programme of works the following has been completed:
 - i. Upgrades to the existing balustrades surrounding the viaduct harbour
 - ii. Installation of a new balustrade at Urunga Plaza
 - iii. Halsey Wharf Outer Tee safety improvements completed and re-established as a working edge
 - iv. Installation of a balustrade at Halsey Wharf East following the exit of Team New Zealand
 - v. Introduction of a safety line on the eastern edge of Queens Wharf
 - vi. Installation of infill panels on Wynyard Crossing Bridge to deter jumping.
27. Further works will be completed by the end of this financial year:
 - i. Installation of new balustrades along the length of Wynyard Wharf south expected by November 2023
 - ii. Installation of an additional balustrade on Queens Wharf North-Western Edge, expected by December 2023
 - iii. Installation of improvements to support safe swimming at Karanga Plaza tidal steps

September 2023

- iv. Installation of a new jumping platform at Karanga Plaza as a mitigation to the health and safety risks reported to the Board in October 2022. Note that this installation is subject to further legal review and advice related to Eke Panuku's role in the ongoing management of this facility.
 - v. Installation of new balustrades and one viewing platform around Queens Wharf Heritage Steps, expected May 2024.
28. Once these works are complete this will conclude a major programme of improvements to our water edges.

Capital Works completion

29. At the end of August, Eke Panuku ran two public information campaigns to let people know that the destination playground in Hayman Park Manukau and Waiwharariki Anzac Square in Takapuna had been completed and were open for public use. These two public amenity capital projects were two of the most significant delivered by Eke Panuku in recent years and both have a strong connection to our strategy to catalyse further development investment in these neighbourhoods.
30. In Manukau, Eke Panuku hosted more than 1000 people at a family open day at the playground on Saturday 2 September. The public information programme included a wide range of social and paid media including the local Westfield digital screens and large billboards erected at each corner of Hayman Park encouraging people in. Each placement selected to deliver optimal value for money and impact.
31. In Takapuna, local mainstream media was used (Channel magazine, North Shore Times, Devonport Flagstaff, Rangitoto Observer) predominantly to provide information about the new square given the local communities media consumption trends.
32. A new operator of the weekly Takapuna Sunday Market has been appointed following an EOI process. The new market will transition from the carpark to stalls placed in the new square area.
33. In both locations Eke Panuku facilitated mana whenua hosted dawn blessings with partners and stakeholders to open the two spaces in a tika way.
34. In both cases the social and print information was pointing people to the Eke Panuku website to find out more.
35. We are starting to get more creative with social media and have trialled a new visual style on our new TikTok channel showing the point of view (pov) journey down the circular slide in Hayman Park (it's a 7 second trip). We monitor social comments hourly when significant posts are made, and the team has a process to respond when appropriate. We also support elected representatives and project partners with key messages and Q&A to enable them to create and respond on their own social media accounts.

Queens Wharf Update

36. 

[Redacted]

37. [Redacted]

38. [Redacted]

39. [Redacted]

[Redacted]

40. [Redacted]

41. [Redacted]

[Redacted]

42. [Redacted]

- [Redacted]
- [Redacted]
- [Redacted]

43. [Redacted]

44. [Redacted]

45. [Redacted]

Avondale Central

46. [Redacted]

2022-2023 Chief Executive Objectives – Outcomes

47. [Redacted]

48. [Redacted]

49. [Redacted]

2023-2024 Chief Executive Objectives

50. [Redacted]

Ngā tāpirihanga | Attachments

[Redacted]

Attachment A(i)

[Redacted]

Memo from CCO Governing Body re LTP process and options development

Attachment B

[Redacted]

Attachment C

Board Dashboard as at 31 August 2023

Memo

15 September 2023

To: Eke Panuku Board
cc: David Rankin, Chief Executive
Brenna Waghorn, General Manager Strategy and Planning
From: Alastair Cameron, Manager CCO Governance & External Partnerships

Subject: Summary of Long-term Plan 2024-2034 direction and process

Purpose

1. To provide a summary of the Long-term Plan 2024-2034 (LTP) process and options development relevant to Eke Panuku.

Executive Summary

2. The Mayor and Councillors have provided direction to the Council Group for the development of the LTP. Auckland Council Group's constrained financial position means trade-offs must be made through reprioritisation, pause of activity, or investment elsewhere.
3. Development of investment options relevant to Eke Panuku are:
 - the medium-long term urban regeneration programme
 - property management function
 - future of the port
 - options that impact across the council group – including group shared services, LTP performance measures and criteria-based prioritisation.
4. Briefings and workshops on the investment options have been set up in October / early November to discuss the investment options.

Overview of the LTP direction and process

5. The *Direction to the Council Group from the Mayor and Councillors* (attached) provides direction to the council group for its development of the LTP. This document includes the Mayor's statement on policy direction and the Mayor and Councillors' direction.

Mayor's statement on policy direction

6. The Mayor has a new vision for Auckland 'a beautiful, thriving, and safe place to live'. He signals three big ideas he wants to underpin the role of council in this LTP:
 - i. Getting back to basics – a focus on cost effectiveness and move away from activities that do not "shift the dial"
 - ii. A fundamentally different relationship with central government – delivering on the partnership vision of the Super City and exploring 'City Deal' arrangements
 - iii. Simplified governance that empowers local decision-making – a focus on more decision making at a local level, including purchasing decisions by local boards for local feedback.

This section also covers the Mayor's view of the role of Auckland Council, strategic priorities and political working groups. There will be an emphasis on better budget and financial management, including close scrutiny of cost increases.

The Mayor and Councillors' direction

7. The Mayor and Councillors' direction covers the approach, guidance and requirements for staff advice and engagement.
8. A framework of seven investment areas is used to focus on council's contribution to these regional outcomes. These are areas of focus that the councillors and Mayor would like to make the most progress in for the LTP 2024-34, to guide development of investment options in each area.
9. Auckland Council Group's constrained financial position means advice to elected members must include trade-offs through reprioritisation, pause of activity, or investment elsewhere.

High-level timeline

10. The high-level timeframes and meetings pre-Christmas are:
 - July to September – Mayor and Councillors' direction and options development
 - October – Budget Committee workshops (all councillors) and CCO Board sessions to discuss budget position and options
 - November - Mayoral proposal (date tbc) and subsequent approval of consultation document (28 November).

Focus areas and options relevant to Eke Panuku

11. Investment areas that are particularly relevant to Eke Panuku are the built environment (pages 25-26) and well-managed local government (pages 32-33).
12. Table 1 below summarises options development specific to Eke Panuku functions, and Table 2 is options that are relevant to the council group. CCOs are expected to collaborate with the Council parent to develop these options.

Table 1. Options development relevant to Eke Panuku

Eke Panuku	
Options for urban regeneration programme <i>Investment area: built environment</i>	Options for the future medium-long term urban regeneration programme, including consideration of incentives, funding models and innovative use of council land. CE/ELT lead: David Rankin, GM owner: Brenna Waghorn.
Options for group shared services <i>Investment area: well-managed local government</i>	Options for the property management function. CE/ELT lead: Richard Jarret
Options for the future of the port <i>Investment area: built environment</i>	Options for the port continuing in place, function consolidation, or moved to enhance public access to the harbour.
Investment working group	Carrying out work to inform the long-term plan on items relating to investments, in line with a resolution made by governing body during 2023/24 annual budget decision-making. This includes the ownership objectives of the shareholding of AIAL and other steps that should be taken in relation to its investments that could maximize their contribution to Auckland and to the council's long-term financial position.

Table 2. Options development relevant to the council group

Across the council group	
LTP performance measures	<i>Review of LTP performance measures and targets.</i>
Revenue Political Working Group	<i>This working group will carry out work to inform the next long-term plan on items relating to non-rates revenue, funding for infrastructure, development contributions, fines, compliance charges, time-of-use charging and other matters which could support Auckland Council Group's revenue, outside rates.</i>
Options for group shared services <i>Investment area: well-managed local government</i>	Options for consolidation of duplicated services across the council group. The goal is to eliminate duplication and enhance efficiency. By exploring various options, the council aims to optimize resource allocation and improve overall operations. Through this initiative, the council aspires to achieve a more integrated and cohesive approach to service delivery. This should include options on the property management function. <i>Note. Could impact on Eke Panuku property management function</i>
Options for fit-for-purpose technology <i>Investment area: well-managed local government</i>	Council group is over ten years old and runs on systems that are at or past their useful life. Taking a whole-of-life view of council's technology platforms, where can we invest to provide better service and save (or get a better return) on spend.
Options for criteria-based prioritisation <i>Investment area: well-managed local government</i>	Options for assessing all spending across CCOs and council departments against a robust prioritisation framework that involves consideration of potential trade-offs.
Options for better financial management and governance oversight <i>Investment area: well-managed local government</i>	In line with the mayor's direction, options to improve the financial management approach of the council to ensure it provides the right incentives and levers for cost control, as well as appropriate levels of public accountability and scrutiny. Options to achieve financial efficiencies through procurement decisions.

Engagement with Eke Panuku on LTP options and budgets

13. The Governing Body has a series of workshop and meetings to work through the development of LTP issues and options. Discussions are ongoing and may produce further direction, meaning timeslots and topics may change.
14. Workshops currently scheduled for Eke Panuku are listed below.

Date	Workshop / meeting
10 August	CCO Direction and Oversight committee meeting – urban regeneration and funding options
20 September	Investment impact assessment tool to support prioritisation decision making
27 September	Budget Committee workshop – update on group unavoidable cost pressures Eke Panuku CE / CFO to present their current budget and scope of option on urban regeneration
6 October	Eke Panuku site visit Opportunity for a governor-to-governor conversation on LTP topics between the Governing Body and the Eke Panuku board
1 November	Budget Committee workshop Eke Panuku CE / GM to present options for urban regeneration programme (scheduled for one hour)



Monthly reporting pack

Period ending 31 August 2023

Executive summary

Programme

- A capex budget of \$76.7 has been agreed with Auckland Council. This has been distributed across our programmes and projects in line with the reprioritisation work completed earlier in the year. Year to date spend totals \$14.8m, made up of \$10m in July and \$4m in August.
- Regeneration opex is budgeted at \$12.5m. To date, \$11.7m has been distributed across our programmes and projects leaving an unallocated portion of \$0.8m. Spend year to date totals \$1.7m, made up of \$0.6m in July and \$1.1m in August.
- 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. To date \$0.9m in sales has been achieved.

Company wide financials

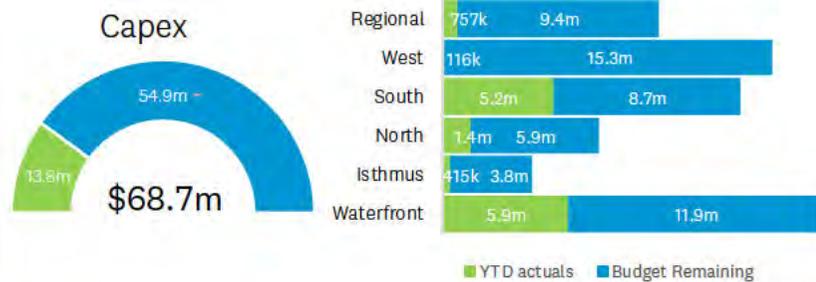
- Expenditure to date is tracking \$1m behind phased budget, at this stage it is expected to be utilised in year.
- There has been a positive start to the year with the managed property surplus being \$0.8m ahead of phased budget.

People and Culture

- Current FTE is 223.2 made up of 203.1 actual FTEs, 4.1 contingent workers in FTE roles and 16 vacant roles.
- Of the 16 vacant roles, 4 have been recruited, 6 are currently being recruited, 2 are being rescoped and 4 are on hold.
- Staff turnover has increased slightly from 12.6% in July to 13.1% in August
- Occupancy has increased on average from 52% in July to 58% in August.

Regeneration summary

The programmes include transform & unlock and support regeneration programmes



There has been a good start to the year with regeneration capital spend to date of \$13.8m, this is \$0.3m ahead of phased budget.

In the first two months of the year we have:

- Purchased 901 Great South Road from Te Whata Ora for \$4.55m to progress a cycleway and walkway along the Puhinui Stream.
- Edged closer to practical completion of Waiwharariki Anzac Square with it's official opening held on 1 September, costs in year \$0.9m.
- Official opening of the new playground in Hayman Park on 2 September, costs in year \$0.3m
- \$0.4m in Ormiston for the Bellingham Road extension.
- Continued construction in Westhaven of the land side works for the Pile Berth Redevelopment \$2.4m
- \$1.2m contamination payment to Precinct Properties for stage 3 of its development.
- Continued progress on construction projects in the Wynyard Quarter totalling \$1.3m - \$0.4m Interim Activation, \$0.3m Water Edge Response and \$0.6m Market Square.
- Te Ara Tukutuku, design consortium costs \$1.0m.

Regeneration opex is budgeted at \$12.5m, to date \$1.7m 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.

Spend year to date totals \$1.7m, made up of \$0.6m in July and \$1.1m in August.

Regeneration opex spend to date is \$1.7m which is tracking \$0.8m behind phased budget. The shortfall in spend is primarily due to some large expenditure items being incorrectly phased in July and August for some locations.

Onehunga - the majority of the design and placemaking external costs for the year totalling \$0.2m have been phased in July and August. These will need to be spread over the year.

Waterfront - place making spend to date was expected to be \$0.2m. However, the majority of costs in relation to the Live, Laugh, Love activation in August were expensed in FY23.

City Centre makes up \$0.2m of the phasing difference as it was assumed that spend would begin in July/August. We are still working through set up of procurement in this area and project structure set up in Sentient and SAP. Expenditure will grow in this area as the year continues.

Regeneration summary

Sales



- In August, two unconditional asset sales were completed totalling \$0.9m:
- 20 Uxbridge Street, Howick for [redacted] and 145 Keri Vista Rise, Redhill for [redacted]
 - There have been no transform and unlock sales yet this year.

Programme RAG status

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

- | | | |
|---|-------------------------------|-------------------------------|
| ● Corporate Property Disposal Programme | ● Transform Onehunga | ● Haumaruru Housing Portfolio |
| ● City Centre | ● Unlock Northcote | ● Unlock Avondale |
| ● Maungawhau | ● Unlock Ormiston Town Centre | ● Unlock Henderson |
| ● Property Optimisation | ● Unlock Papatoetoe | ● Unlock Panmure |
| ● Regional Renewals | ● Unlock Pukekohe | |
| ● Supports programme | ● Unlock Takapuna | |
| ● Transform Manukau | ● Waterfront programme | |

Haumaruru Housing is at amber [redacted]

Avondale is at amber due to two major issues within the programme. [redacted]

Henderson is at amber due to a range of challenges that have arisen due to the impacts of the recent storms, which may change the scope of some projects. A stagnant property market is also affecting the programme. A process is underway to agree any adjustments to the programme.

Panmure is at amber due to a combination of risk and issues within the programme. These include delays with a number of key development and public realm projects. We are also working with Auckland Transport on an integrated transport strategy for the town centre.

Companywide financials

Expenditure



Expenditure year to date is \$6.0m which is \$1.0m behind phased budget. Savings are made up of:

People costs \$0.6m - \$0.3m saving to date is made up of \$0.1m in training costs and \$0.2m of people savings due to 16 vacant roles. In addition, there was a budget contingency built into people costs which is \$0.3m to date. It is expected that this will be required to be utilised elsewhere in this year's expenditure.

Other management costs \$0.4m - timing differences to budget in communication and marketing costs \$0.1m, consultants \$0.3m, this should correct by year end.

Revenue



Revenue year to date is \$3.0m which is slightly behind phased budget by \$0.1m. Recharges are tracking just under budgeted level, but this is expected to correct by year end.

Managed Property Surplus



Managed Properties net surplus year to date is \$0.9m which is \$0.8m ahead of phased budget.

- **Commercial Property Portfolio** is \$1.2m ahead of budget, revenue is slightly favourable to budget \$0.4m and expenditure is \$0.8m favourable as the rates invoices received to date are less than budgeted.
- **Business Interests** are on budget at \$1.2m surplus.
- **Marinas** are \$0.1m behind budget, occupancy at Silo Marina is largely driving this variance but this is expected to correct in year as the marina is fully booked for summer.
- **Public activities in the Wynyard Quarter** is \$0.3m unfavourable to budget due to a higher than anticipated level of maintenance costs in the first 2 months. Spend to date and future spend in year will be carefully monitored by the facilities management team.

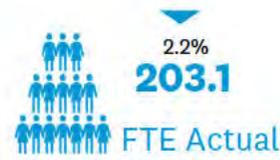
Capital Renewals



Capital renewals are tracking ahead of budget \$0.5m, largely due to work on Silo 7 in the Wynyard Quarter with spend of \$0.6m being completed ahead of when phased in the budget.



People and Culture



Our overall FTE is 223.2, this includes our actual FTE of 203.1, 4.1 contingent workers in FTE roles and 16 vacancies. Of the vacancies:

- 6 are being actively recruited via our Auckland Council recruitment team, external agencies or internal EOI process.
- 4 positions are being held
- 2 positions are being rescoped.
- 4 positions are awaiting the new employee start date.

Our overall non-FTE is 15.4. This consists of 13 contingent workers in non-FTE roles and 2.4 contingent workers covering an employee on leave. These have not been included in the current FTE count.

Staff turnover has increased slightly from 12.6% in July to 13.1% in August.

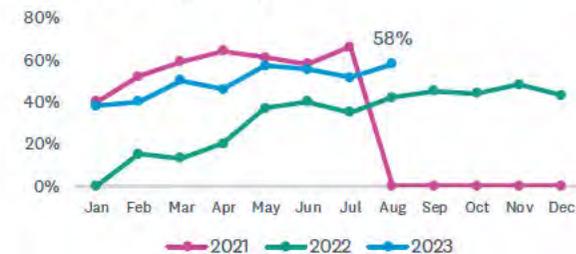
Average occupancy has increased from 52% in July to 58% in August.

Leadership continues to be a focus for our learning & development activities. We are currently working with our leadership training provider CVL to develop a leadership forward work programme.

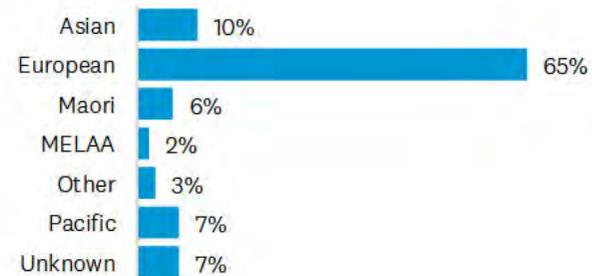
FTE Figures

FTE			Non FTE		
FTE Actual	Contingent in FTE	Vacant roles	Contingent in non-FTE positions	Contingent covering employee leave	Vacant non-FTE positions
203.1	4.1	16	13	2.4	0
223.2			15.4		

Office occupancy



Ethnicity



Training budget \$371k
\$11k
3% spent YTD

Spatial delivery plans

Activity on our programmes is updated each quarter.

The FY24 plans currently show activity from the last quarter - 1 April to 30 June 2023.

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. 
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



Te Ara Awataha – A very successful community open day was held on 1 April 2023 to celebrate the opening of three large sections of Te Ara Awataha, the greenway that runs through Northcote. The sections that were being celebrated included Greenslade Reserve, the schools edge and Cadness Loop Reserve. Many community groups participated and facilitated the event which saw the local community come and enjoy the fantastic new spaces open in Northcote.

Jesse Tonar Scout Reserve - Construction commenced on 26 June 2023 to restore the stream and create some nice gathering space for the community to enjoy. This is an F 23 capital works SOI target.

Northcote acquisitions – Final PWA settlement negotiations are now complete for all acquisitions in Northcote.

[REDACTED]

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

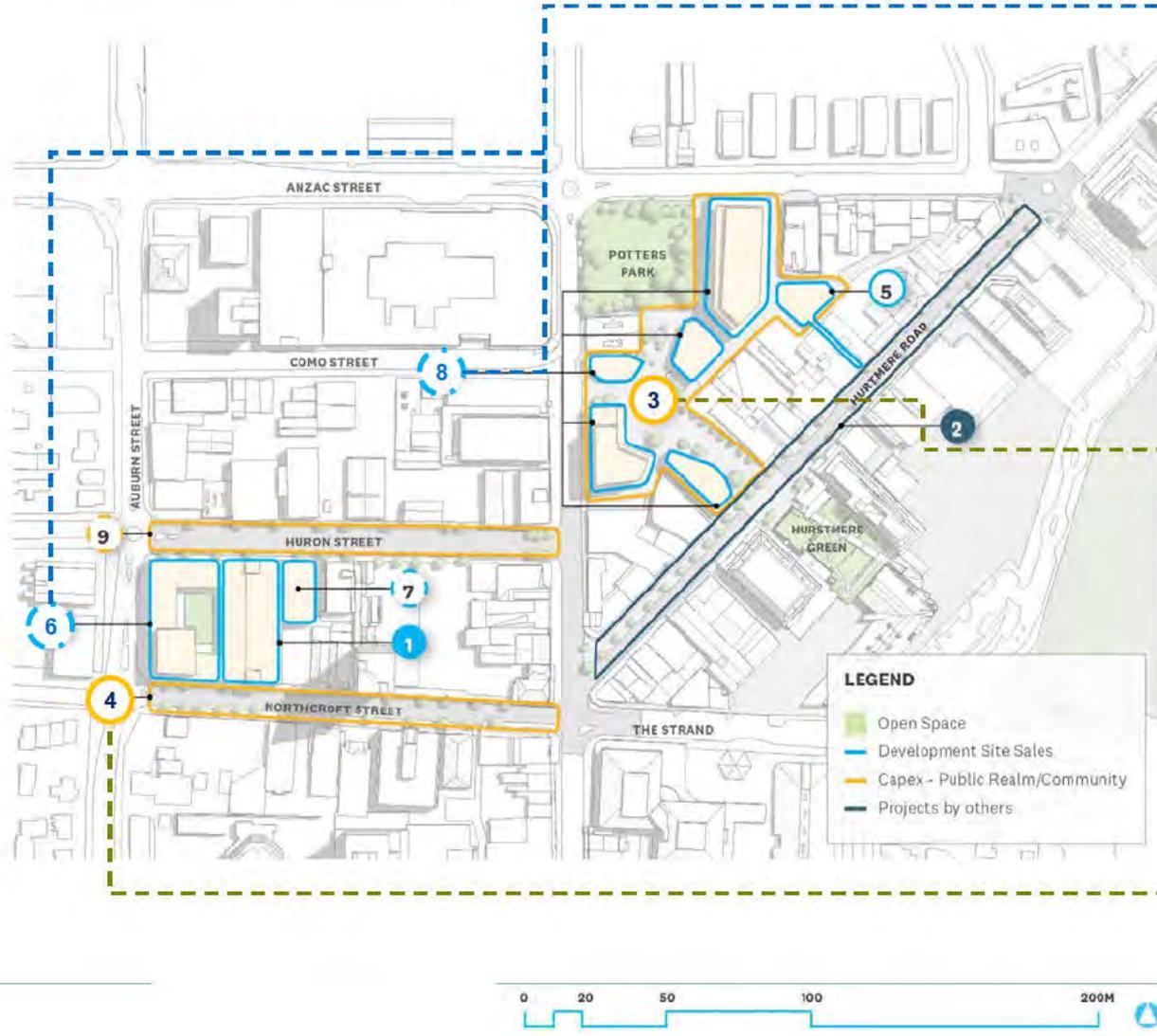
- 1 Toka Pua car park
- 2 Hurstmere Road upgrade (AT)

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



Anzac and Auburn street developments – Both developers, Willis Bond for Anzac Street development and McConnell Property for Auburn Street development, are waiting for approval of resource consents. Both developers have responded to section 92 queries and consents are progressing well.

Waiwharariki Anzac Square (Town Square) – A project to strengthen connections within Takapuna and through to the beach and create a welcoming space for the community to relax and spend time in, and provide a much-needed social, cultural and economic anchor for Takapuna. The square is nearing completion with the new public space due to open by the end of August 2023. The town square will strengthen connections within Takapuna and through to the beach and create a welcoming space for the community to relax and spend time in and provide a much-needed social, cultural and economic anchor for Takapuna.

The Devonport-Takapuna Local Board has also approved the Waiwharariki Anzac Square as the new home of the Sunday market. An expression of interest process will commence in July 2023 to find a new market operator as the current operator has given notice to end the lease effective end of August 2023.

Northcroft streetscape upgrade – A project to improve the walking/cycling connection to Takapuna town centre and enhance the quality of street furniture, planting and lighting. Works were due to start in June 2023 but due to certain issues this has been pushed out to a start date in July 2023. This is an FY23 capital milestone SOI target that will not be met.

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 Collage)

FY24

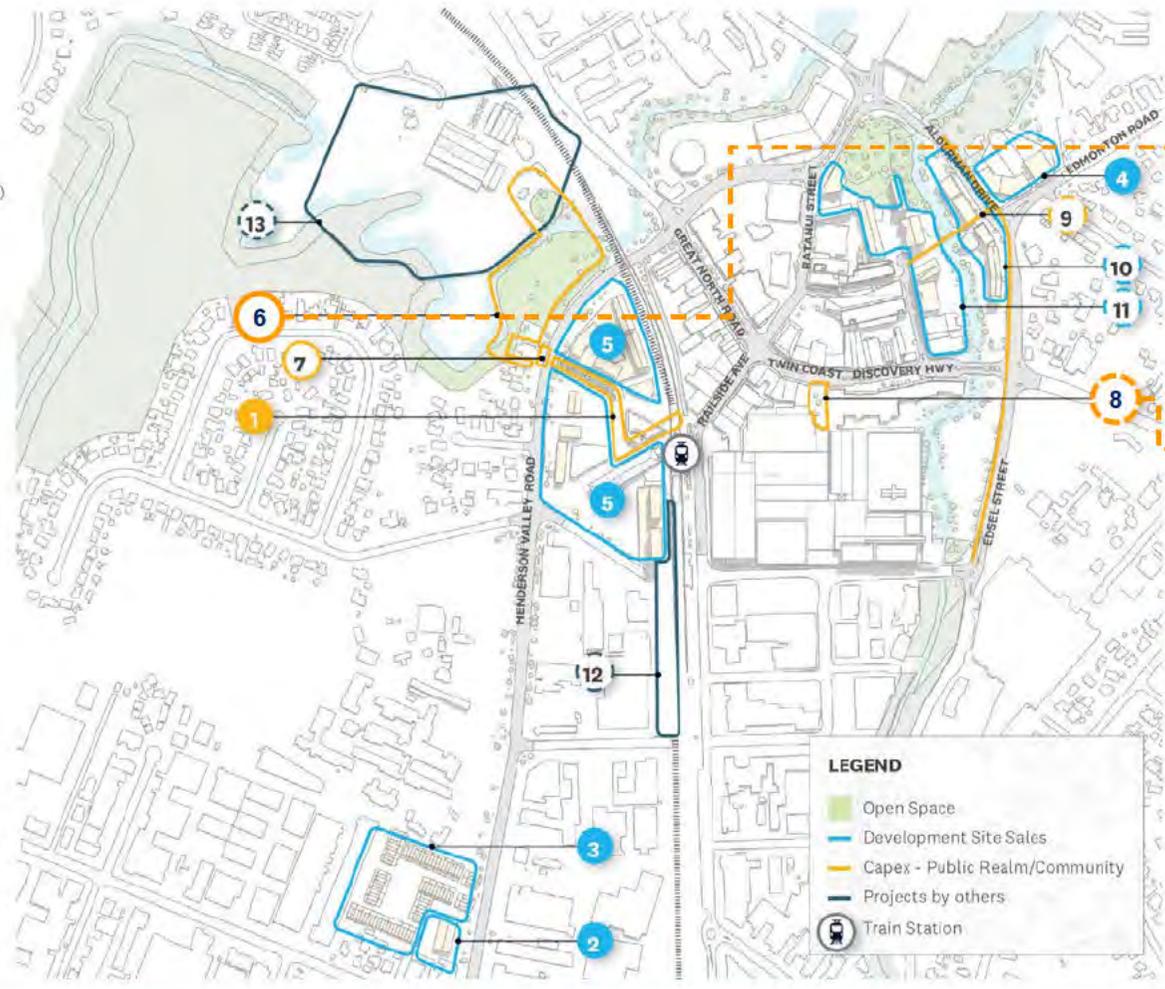
- 6 Opanuku Link
- 7 Henderson Valley Road enhancement

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)



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 resource consent for the Opanuku link bridge project has been delayed. This is due to the impact of the recent flooding events. Further information has been requested. This is an FY23 capital milestone SOI target that will not be met.

Catherine Plaza upgrade - A project to support the vitality of the town centre businesses. The Henderson-Massey Local Board approved the concept design at their meeting on 20 June 2023. This is an FY23 capital milestone SOI target.

4 [Redacted text]

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 Archa 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)



7

[Redacted text]

Town square and playground 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 Te Hono Community Hub Project, which is being led by Council’s Community Facilities team has a funding shortfall. The shortfall gap is being investigated. A range of aspects are being looked at to resolve the funding issue.

As Eke Panuku’s town square project is integrated with the community hub project, timelines and costs will be impacted. A better understanding of the potential impacts will be known once the investigations are completed. It is likely this will need to be addressed as part of council’s LTP.

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)



Auckland Council Governing Body, as council sponsor for the CRL project, approved the Maungawhau and Karanga a Hape development programme and mandate for Eke Panuku to lead this programme at its 27 April 2023 meeting.

CITY CENTRE PROGRAMME

Projects completed

- 1 Civic Administration Building Redevelopment
- 2 Bledisloe House Redevelopment

FY24

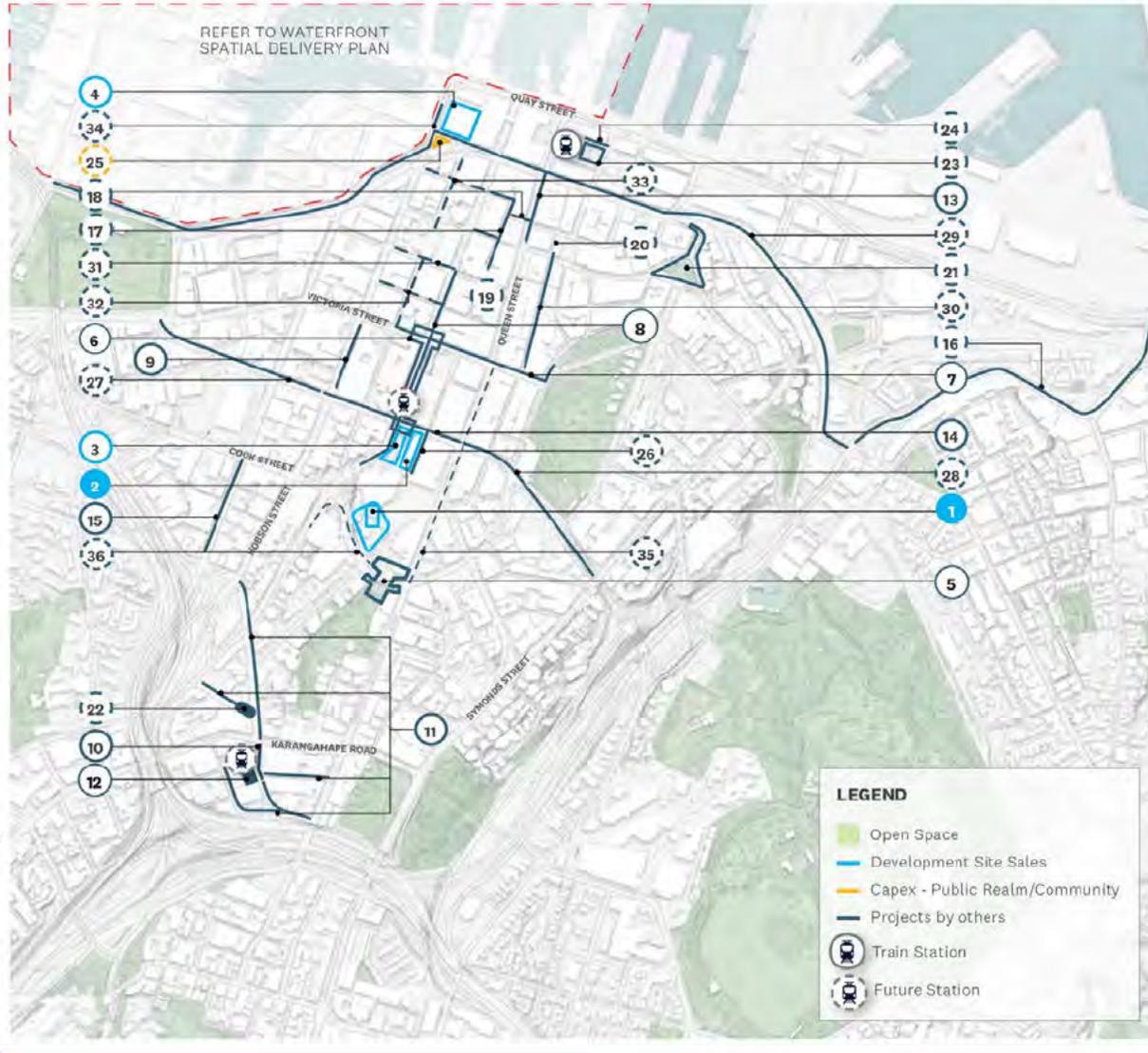
- 3 CRL Over Station Development: Symphony Centre
- 4 Downtown Carpark Redevelopment
- 5 Myers Park Underpass
- 6 Te Waihorotiu CRL Station
- 7 Te Ha Noa - Victoria Street Linear Park
- 8 Albert Street Upgrade
- 9 Hobson Street NZICC
- 10 Upper Mercury Lane
- 11 Pitt St, Canada St, East St, Cross St, Boreford 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 Boreford 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 Improvements
 - 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)



Development of the City Centre implementation plan (Action Plan) is on track progressing through the approval runway.

Excellent feedback has been received from the leadership and executive teams across the council group, this has been addressed in preparation for seeking approval from the Eke Panuku Board end of July.

The Action Plan sets out group-wide priorities to guide the council group's implementation of the next phase of the City Centre Masterplan and support the 2024 LTP process.

The key focus areas within the action plan include:

- Improving the experience of the city centre (getting the basics right)
- Realising the full benefits of the City Rail Link
- Supporting residential growth in the city centre
- Advancing future city-shaping projects
- Increasing climate resilience

Key programmes supporting the integration of CRL into the city centre, including Karanga a Hape streetscape and the Midtown programme, led by Auckland Transport and Auckland Council respectively, are underway. Key milestones to date have included:

- Starting construction of Te Ha Noa (Victoria Street Linear Park)
- Completing public consultation for Karanga-a-Hape station neighbourhood and bus improvements

Risks around funding and programme remain, and are being managed by the programme teams.

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 stakeholder event was held on 24 May 2023 at Sustainable Coastlines in Wynyard Quarter. A panel of Eke Panuku, Toi Waihangā, including Kate Orff, and Mana Whenua representatives spoke and answered questions about the project to an audience of invited guests. The event received encouraging feedback and set a base for engagement going forward.

17 North Wharf Eke Panuku began marketing the high-profile North Wharf site in Wynyard Quarter on the open market in March 2023, with the intention of leasing the site (125-year prepaid ground lease) to a development partner. The expression of interest process closed 25 May 2023. [Redacted] The board agreed to move to request for development proposal and approved the evaluation criteria for assessment.

14 Queens Wharf - A resource consent for the continued use of Queens Wharf for events for the next 10 years has been granted. [Redacted] A separate process needs to be worked through on the future of Queens Wharf - most likely through the Port precinct future development project and phased approach to the next stage of regeneration of the wharf and water space.

9 Westhaven Seawall Upgrade - The detailed business case for the upgrade was approved on 15 May 2023. Review and discussion of the design are underway. Four responses to the expression of interest process have been received, and the procurement plan has been approved.

Sealink development underway - The final design for its new terminal and office building at 44-56 Hamer Street has received resource and building consent and is ready to construct. A blessing of the site was led by Ngāti Whātua Ōrākei on 12 April 2023, and construction is expected to start soon. SeaLink has an 80-year lease of the site and its new development is expected to be completed in July 2024.

The Viaduct Events Centre (VEC) - one of Auckland's premier waterfront venues - is now ready for business and open for bookings. Team New Zealand who have called the VEC home since 2018 have now relocated their operations to the former Team UK base on Hamer Street. To mark its reopening as an event venue, a blessing led by Ngāti Whātua Ōrākei was held on 27 April 2023.

Port Precinct Future Development project - A board workshop was held on 24 May 2023. We are working towards a governing body workshop in July and a governing body meeting in August 2023 to present the opportunities, issues and options document.

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 Nelson 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

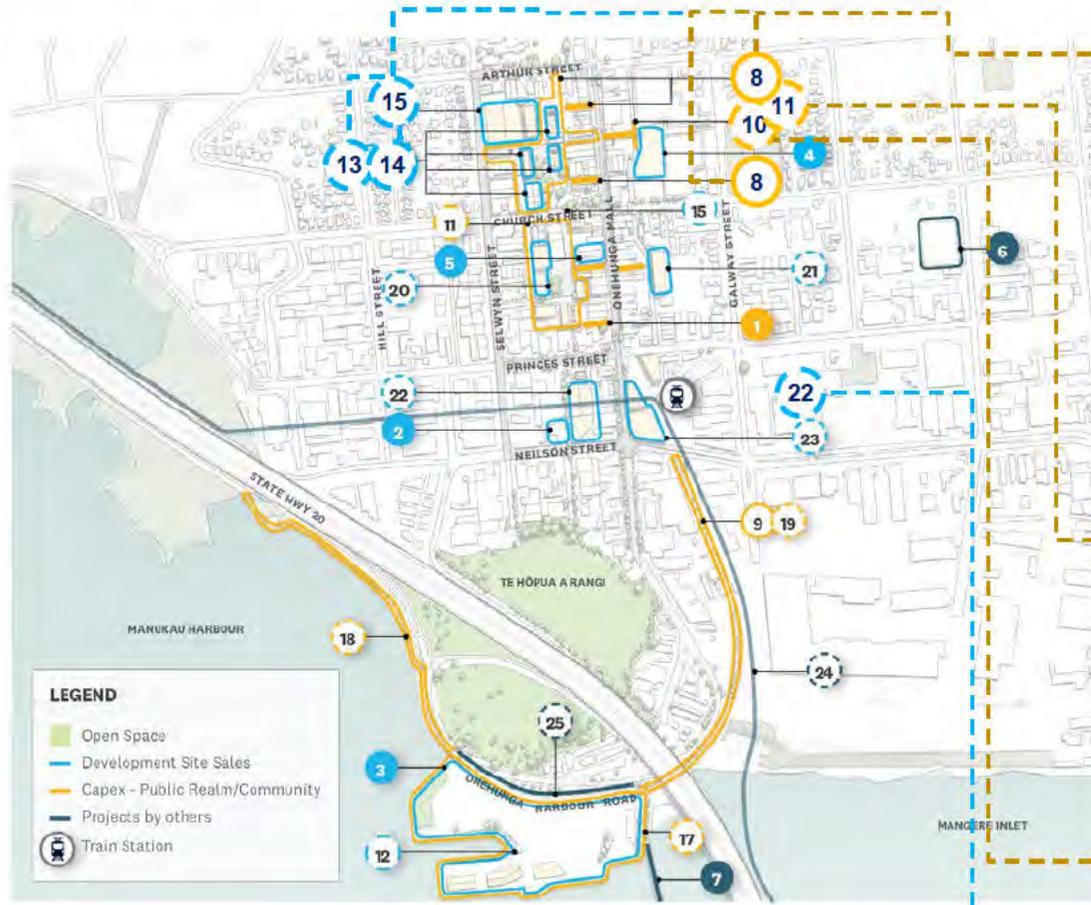
- 8 Waiapu Lane Precinct Public Realm
- 9 Town Centre to Wharf Link Stage 1

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 Nelson Street Development
- 22 Train Station Precinct
- 23 Auckland Light Rail (Waka Kotahi / AT)
- 24 East West Link (Waka Kotahi NZTA)



Waiapu Precinct – Encompassing public realm works, commercial and residential development sites. The subdivision resource consent to enable the future development sites is still pending but a decision is expected before the end of the financial year.

Road stopping processes are underway to enable the supermarket site sale to move forward to the next stage, and property acquisition negotiations have been initiated to acquire key land interests. Initial enabling works for the precinct are expected to commence in FY24.

Upgrade of the public space on Paynes Lane - A public realm improvement project to create a pedestrian friendly thoroughfare which ties the new Dress Smart precinct into the Onehunga Mall mainstreet. Concept design work is in progress. These works will establish high quality East-West pedestrian links that will help strengthen the town centre as a destination and a place for residents and visitors to socialise. These works will be key in improving pedestrian access from Dress Smart mall to Onehunga mall.

Concept design materials will be shared with key stakeholders in the early part of FY24. Works for the Dress Smart precinct are expected to commence in FY25.

Te Pumanawa Precinct - a mix of open space and development land, providing land for residential development and commercial space, while also creating a new public civic space. The masterplan is complete.

Station Precinct: Plans and options for the establishment of a cycle connection from the rail station to the Ngā Hau Māngere Bridge are being further developed for evaluation in a detailed business case.

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)



The Maungarei (Mt Wellington) Town centre connection, a project to provide an improved pedestrian connection to the Maunga from the town centre is progressing well with Auckland Transport approving a preferred option for the connection in late March 2023. A draft concept design is being finalised to enable engagement with affected parties and key stakeholders.

The Clifton Court streetscape and public realm upgrade is now complete. The opening of the space was celebrated with a karakia whakawātea (blessing ceremony) in June 2023. Inspired and delivered through partnership with mana whenua, the new-look Clifton Court boasts a new colourful playground and social gathering place, providing a welcoming space for residents and visitors alike. This was also one of our FY23 capital works SOI targets.

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. The project is now in the developed design and consenting phase. Following on from public consultation and the endorsement of the final concept design by the Maungakiekie-Tāmaki Local Board in September 2022.

The Panmure Masterplan has been updated and was presented to Maungakiekie-Tāmaki Local Board on 6 June 2023. Elements of the Basin View Masterplan was also included in the presentation. We will start socialising this with key stakeholders over the coming months.



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)

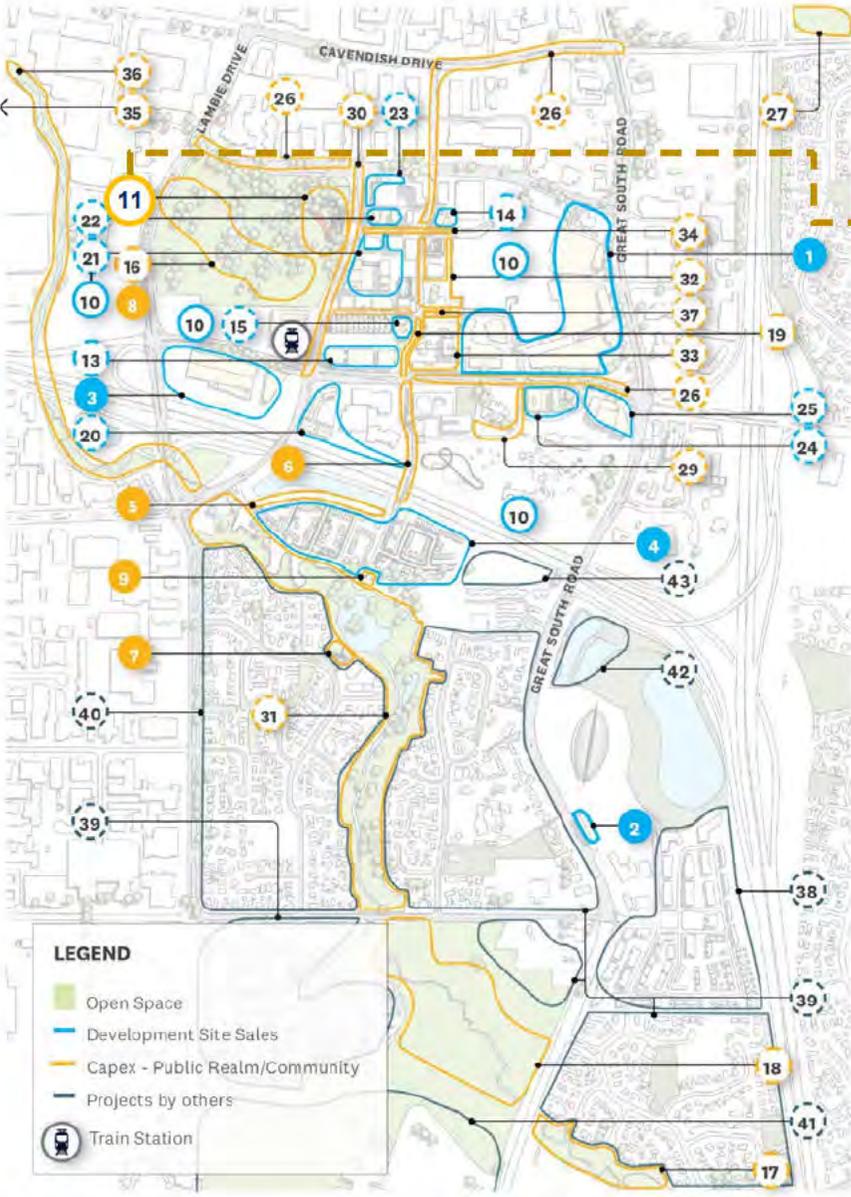
FY25

- 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 Wiriwana Residential Development
- 40 Kainga Ora Investigations
- 41 Manukau Health Park development
- 42 Healthy Waters Upgrades
- 43 Ngati Tamaho development



Hayman Park playground works – A destination playground located 300m from the Manukau town centre and shopping precinct. Works are nearly complete. Bad weather and a manufacturing problem with the main tower beams meant the completion date had to be pushed out from June 2023 to July/August 2023. This is an FY23 capital milestone SOI target that will not be met.

Puhinui Regeneration - A Te Aka Raataa Giveback Day was held in April 2023 to clean up the beautiful Puhinui Stream. The event was a great success, with over 100 volunteers attending and a full skip bin of rubbish removed from our local waterway.

A key acquisition of 7.6ha of land from Te Whatu Ora to enable the Puhinui strategy is unconditional and will be settled on 3 July 2023.

Placemaking - "Southside Represent" – A placemaking event held in May 2023 at the MIT Manukau Campus (next to Hayman Park) was a great success. The event featured live music, a fashion show, dance workshops as well offering attendees the chance to purchase local clothing brand merchandise and food from local vendors.

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

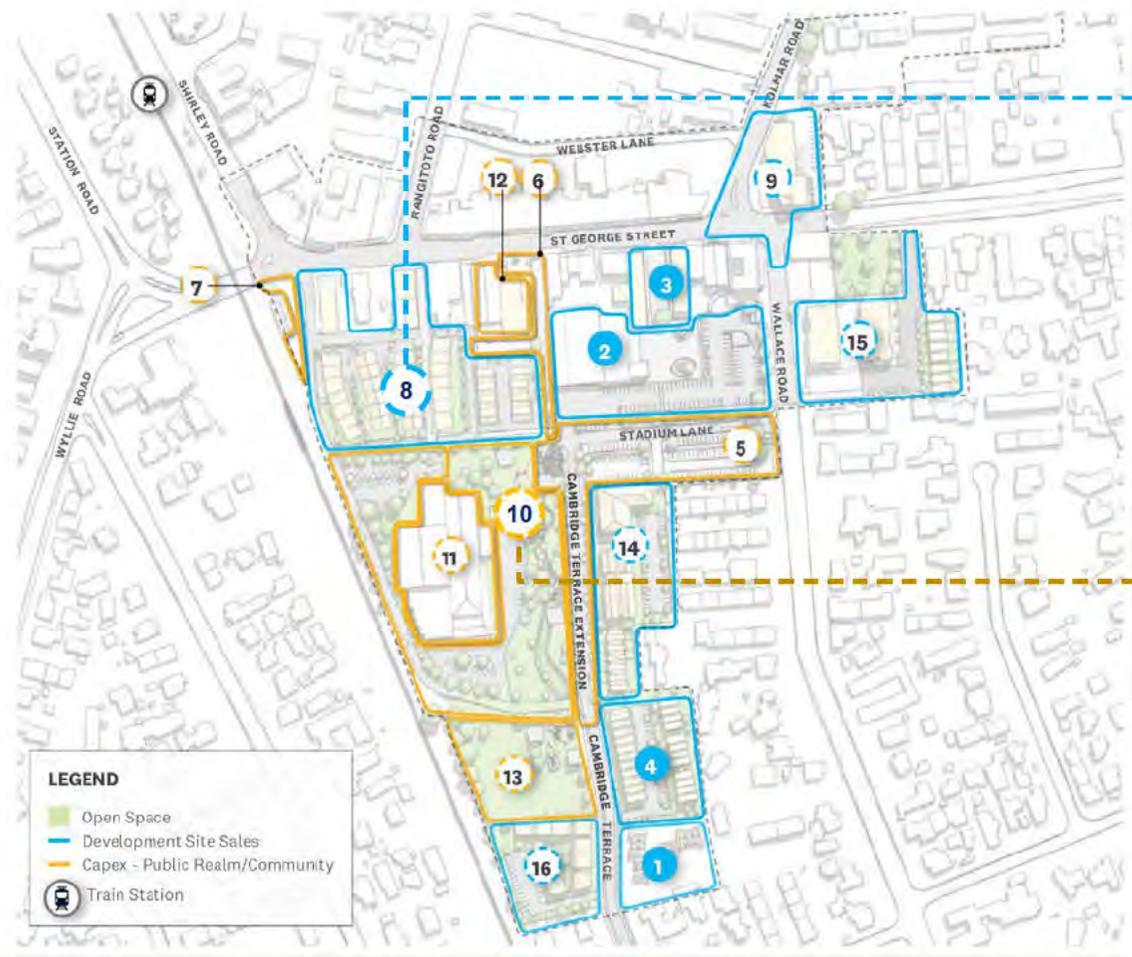
- 1 89 Cambridge Tce
- 2 Supermarket and carpark
- 3 Papatoetoe Mall
- 4 91 Cambridge Tce - The Depot

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 Pikotoetoe, this project will enable the development of 120 new homes on two sites on St George Street, near the town centre. The developer was not able to break ground as expected in March/April this year and has now agreed to new terms. Works are expected to start in October 2023.

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 received concept plan approval from the Otara-Papatoetoe Local Board on 20 June 2023. This is one of our FY23 capital milestone targets.

ORMISTON

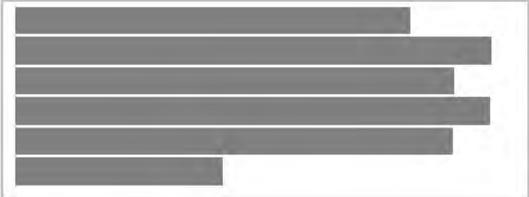
Vision: For the various sites to provide residential development and obtain best value for Council assets. Where possible, the sites should relate to the individual local board plans for each locality.

Projects completed

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

FY24

- 3 Bellingham Road works (Auckland Transport)



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

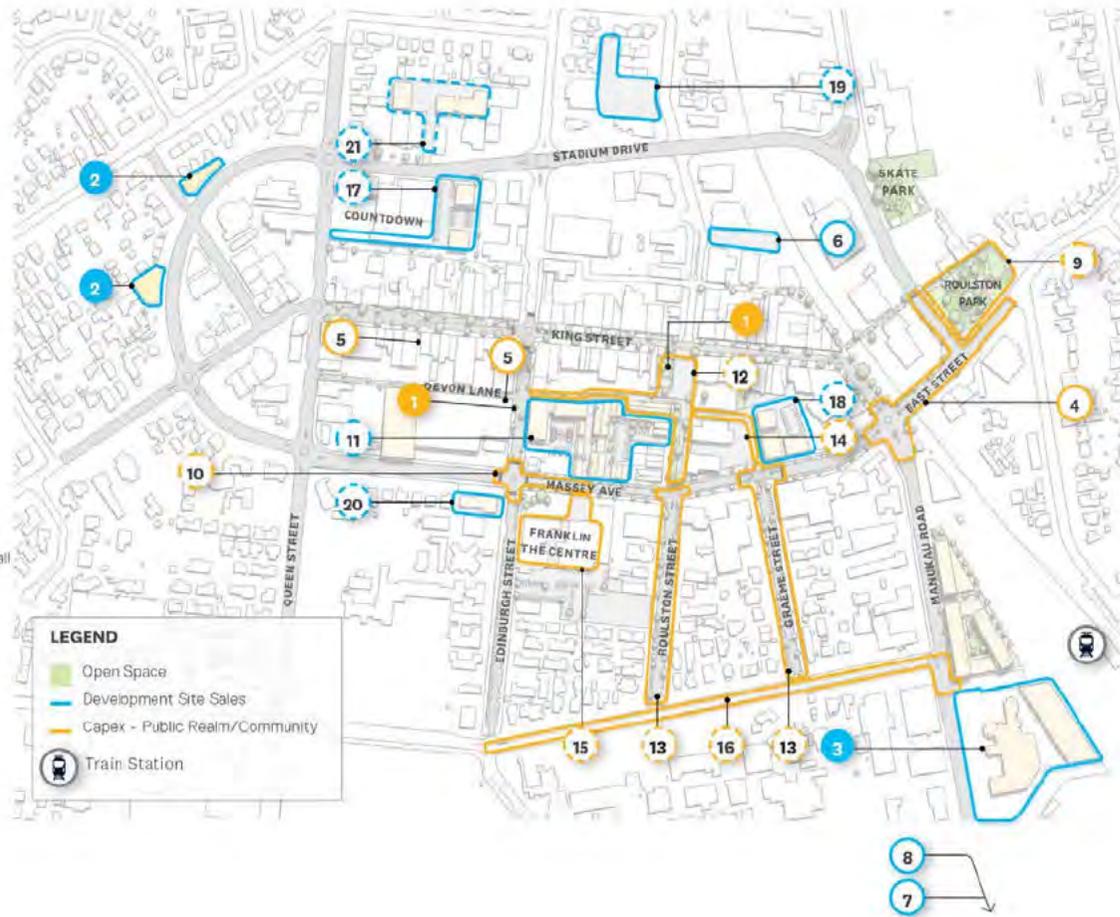
- 4 Intersection Capital Works 1
- 5 Small T projects (across entire programme)
- 6 9 Hall Street
- 7 174, 176b, 182 Manukau Rd
- 8 176a, 180 Manukau Rd

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



Masterplan for Pukekohe Town Centre – The Unlock Pukekohe Masterplan was endorsed by the Franklin Local Board on 27 June 2023.

Pukekohe youth concert – A youth concert organised by Eke Panuku was held on the 24 June 2023 at the Roulston Street Youth Centre. Showcasing young talent from across the Franklin area, the concert included Kapa Haka performances, an original songs showcase as well as performances from local DJs. Food trucks, a free bike fixit unit and Local Youth Enterprise Scheme student stalls were also on offer.

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.



5 [Redacted text block]

19 Jervois Road, Ponsonby – Settlement of the sale of the site [Redacted] has been deferred to FY24.

17W Hawke Crescent, Beachlands - The reserve revocation has now been completed and a Go to Market strategy paper is being prepared.

29-31 St Johns Road, Orakei - The redevelopment of the Meadowbank community centre has been put on hold for 12 months.

2 Pompallier Terrace, Ponsonby – Resource and subdivision consents have now been obtained by the developer and the agreement is now unconditional.

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



All sales within the surplus Corporate Property programme are progressing to forecasts, with only 35 Coles Crescent yet to be taken to market.

Bledisloe House - 24 Wellesley Street, Auckland City - Negotiations between the purchaser and Vector regarding relocation of the transformer from the basement of the building are continuing, with resolution expected in FY24.

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 bespoke Corporate Property model.

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

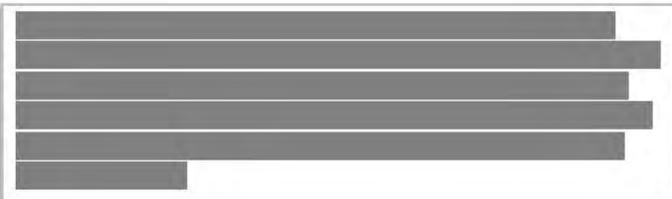
FY 24

- 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



The building consent for 27 - 31 Greenslade Crescent was lodged by Kainga Ora in late January 2023 for the construction of 40 new units.

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.



Pump station 6, Launch Road, Hobsonville (a new wastewater pump station to accommodate future residential and commercial development) - Pre-construction is currently on track to commence by August 2023, with completion of works estimated for June 2024.

Airfields Stage 3, Lots 5B, Hobsonville - Lots 6A & 6B will be taken to the market when the prevailing market conditions improve.

Downtown car park - A conditional sale and development agreement is on track

84A Morrin Road, St. John's - Negotiations have concluded with the preferred development partner and an unconditional development agreement was signed in June 2023.

198 Dominion Road, Mt. Eden - (council owned property) - Following the conclusion of negotiations the property will be taken to the open market in early FY24.

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



A pipeline reserve bench of projects for initiation in FY24 is currently being worked through.

6 [REDACTED]

27 Princes Street, Auckland City - Refurbishment and seismic strengthening of the property. Works have been completed and the building is tenanted.

Onehunga Wharf - CCTV update - The vast majority of the new cameras have now been installed, with a slight delay to those on Onehunga Wharf.



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.



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

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

- 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

FY25

- 9** Shed 10 Structural Upgrades
- 10** Queens Wharf Renewals - Wharves Structure

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 spatial plan



Westhaven Marina

Fire Alarm System upgrades: Works have commenced at Y pier and progressed along the southern side of the marina. Further installation works are contingent on a building consent being granted.

[Redacted text]

Bascule bridge, Te Wero (deck renewals and H&S works) - Following the granting of resource consent in May 2023 construction started in late May 2023. Two temporary bridges have been installed and were opened on 8 June 2023.

9 [Redacted text]

Information paper: Health and Safety report August 2023

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

September 2023

Some information contained in this report should be treated as confidential, as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council. 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:

- *avoid prejudice to measures protecting the health or safety of members of the public (s7(2)(d)); and*
- *protect the privacy of natural persons, including that of deceased natural persons (s7(2)(a)).*

Whakarāpopototanga matua | Executive summary

1. A total of five workplace health and safety events were reported into Noggin, Eke Panuku's health and safety reporting system, during August. The events involved employees, contractors or members of the public where Eke Panuku has influence and control.
2. The five workplace events reported into Noggin included three contractor events on construction sites. These included one minor injury, one static shock with no injury and one vandalised fence panel. Events this month also included a minor injury to an Eke Panuku member of staff.
3. There were no high-risk events reported, one medium-risk event and four low-risk events reported in August.
4. The medium-risk event occurred when a contractor tipped over a golf cart whilst driving through Westhaven.
5. A risk assessment of the Hamer Street storage yard identified a number of high-risk hazards on site. Several controls have been implemented which provides strict access control onto site and requires safety plans for anyone entering site that is likely to access high risk areas or are likely to carry out work that involves exposure to risk, such as using lifting equipment.
6. Two events involving members of the public, outside the influence and control of Eke Panuku were also reported during August. Security contractors and Māori Wardens also raised 121 safety observations during August, all of which involved members of the public outside Eke Panuku's influence or control.

7. 

Matapaki | Discussion

Head of Health, Safety and Wellbeing Manager actions

8. Hamer Street Yard risk assessment

A risk assessment was conducted following a Noggin report highlighting safety concerns at Hamer Street storage yard. The risk assessment confirmed a number of high-risk hazards, which included heavy, loose materials stored on top of stacked containers, site security issues, materials stored unsafely and contractors operating out of a multi hazard site.

The Immediate actions taken following the risk assessment include:

- Locks on the site were immediately changed.
- Access to the site is strictly controlled, with an authority system set up through the facilities and maintenance team.
- Access to the site has been limited to certain areas only where there is no risk of falling material.
- Safety plans must be submitted for any activity that involves risk or requires access to areas that are higher in risk.
- PPE requirements have been defined.
- Signage has been installed on the entrance to the site.
- Areas of the fencing that can be easily breached have been secured.

Findings of the risk assessment are being worked through and the longer-term solutions for the site and storage solutions are under consideration with the wider team.

9. Auckland Council Health, Safety and Wellbeing Policy update

Auckland Council have recently reviewed and adopted a new Health, Safety and Wellbeing Policy. Whilst the scope of the policy does not include CCO's, Eke Panuku will review the existing policy and consider whether it would be appropriate to adopt the Auckland Council Policy, either as it is, or amended to suit our own ways of working. Please see Attachment A – Health, Safety and Wellbeing Policy to view the new Auckland Council Policy. The Policy will be reviewed in September and the outcome presented at the next board meeting.

10. 



Health and safety key performance indicators

11. 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 August	Critical or high risks	Previous month (July)
Lead	Safety concerns	0	0	3
	Near misses	0	0	5
LAG	Lost time injuries	0	0	0
	Medical treatment injuries	0	0	0
	Other incidents	5	0	3
	Total recordable injury frequency rate	0	N/A	0
	Total incidents	5	0	3
	Total events	5	0	11

Figure 1 – Health and Safety Key Performance Indicator Table

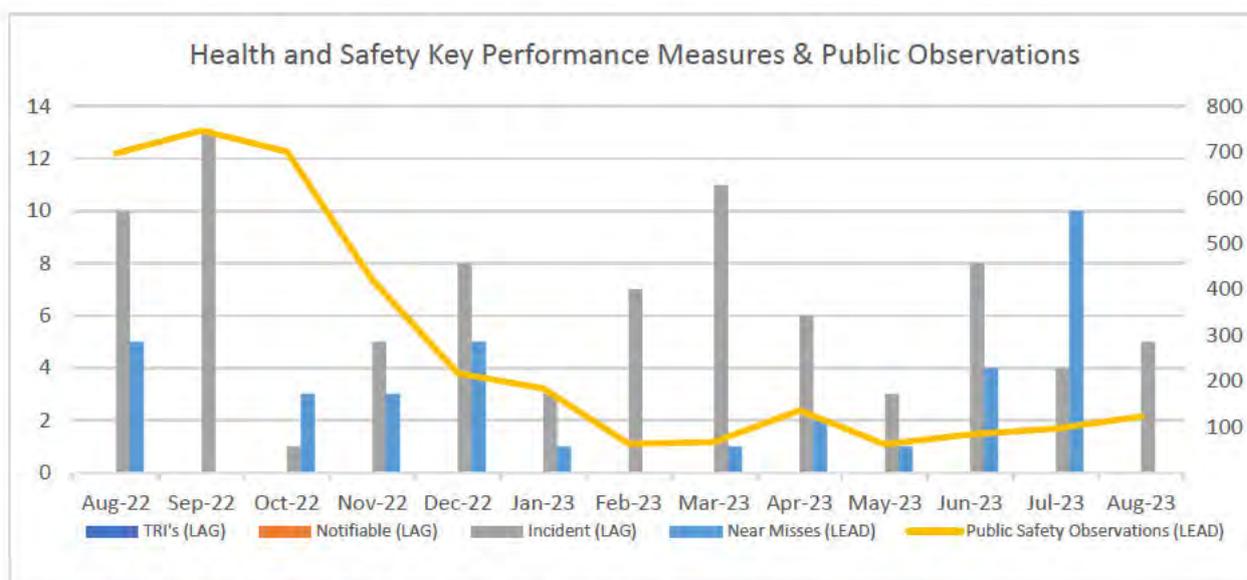


Figure 2 – 12 Month rolling H&S performance measures
 TRI – Total Recordable Injuries includes lost time injuries and medical treatment injuries. Notifiable refers to incidents and injuries reportable to the health and safety regulator.

12. Workplace incident themes and trends

There were 5 safety events reported in August. All five were incidents, which included two minor injuries. One minor injury occurred to a contractor and the other to an Eke Panuku member of staff. The remaining three events involved contractors, one of which involved a static shock to contractors working on Bascule Bridge, one occurred when a vandalised fence panel fell overnight and one occurred when a security guard tipped over in a golf cart.

There were no high-risk safety events in August, one medium-risk event and four low-risk events reported.

Medium-risk event

- 5 August, Westhaven Drive – Vehicle incident
A golf cart, driven by a Cityguard security contractor tipped over. The cart tipped whilst the guard turned sharply into the car park at Westhaven Marina. No damage or injury occurred as a result of the incident.

An investigation into the incident was inconclusive, however it is thought that a combination of speed and over steering contributed to the incident. The incident occurred on a flat level surface and the weather conditions were good. The operative had been trained using the standard operating procedure and drove under observation by Eke Westhaven Marina staff before being allowed to use the vehicle.

Following the incident, the vehicle was checked and found to be in good working order. All authorised staff who use the vehicles were briefed regarding the incident with a focus on sharp turns and speed. All authorised cart drivers were also retrained following the incident.

Notable low-risk events

- 18 August, Bascule Bridge project – Static shock
Two contractors felt a static shock whilst extracting garnet (residue from sandblasting) using a hose from a suction truck. The contractor stopped work and engaged an electrician, who confirmed that the shock was static. The appropriate earthing was not applied to the truck prior to the operation. The work methodology has been updated to include checking earth bonding prior to commencing work.
- 20 August, Market Square project - Temporary fencing vandalised
A site fence fell at market square during early hours of the morning. The fence had been vandalised and the top clamps holding the fence had been removed.

The contractor is currently working with Eke Panuku and the main fence suppliers in New Zealand to review their standard for fencing.

Low-risk events

- Wyndham Street – An Eke Panuku staff member slipped in the ground floor toilets at Wyndham Street resulting in a minor ankle and hand sprain. Wet weather conditions resulted in water on the floor of the bathroom from people walking in after entering the building.
- Northcote - A contractor suffered a minor injury to the finger whilst moving materials around.

13. Public health, safety and wellbeing events

	Measure	Performance August	Previous Month (July)
Public Realm	Security and Māori Warden observations	121	95
	Public injuries	1	1
	Public incidents or observations	1	0

*Figure 3 - 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.*

Two public incidents were reported into Noggin, Eke Panuku’s reporting system, in August. A member of the public slipped on a wet mat on N Pier at Westhaven Marina. The incident occurred due to a combination of the wet weather conditions and footwear that wasn’t suitable for the conditions. The person was wearing jandals at the time. Four members of the public were found accessing a reclamation site on Westhaven Drive. The trespassers accessed the site by climbing over the rocks on the northern seawall. During August, 121 observations were 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.

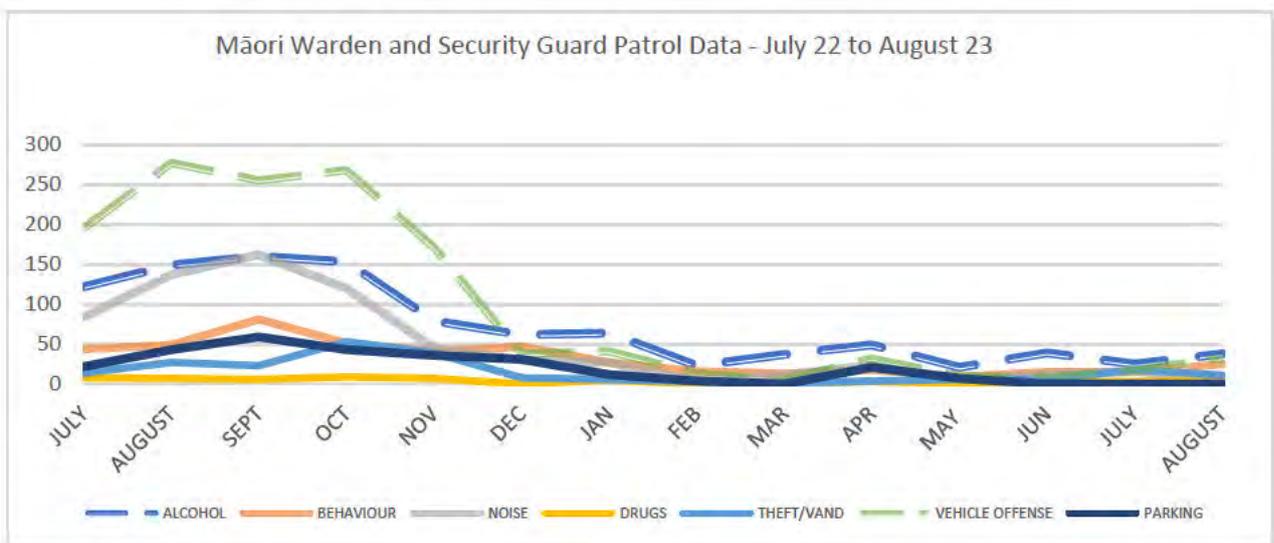


Figure 4 - Combined public observation data by category

The top three most common observations are highlighted below in Figure 5.

Rank	Issue	No. of observations
1	Alcohol	38
2	Vehicle	32
3	Behaviours	25

Figure 5 - Top three issues raised through Waterfront Patrols in August 2023

Ngā tāpirihanga | Attachments

Attachment A – Health, Safety and Wellbeing Policy

HEALTH, SAFETY, & WELLBEING POLICY



We are committed to providing a safe and healthy workplace for all kaimahi, visitors, and others impacted by our mahi, and creating a culture that prioritises health, safety, and wellbeing. This helps us to make Auckland Council a place where everyone can thrive.

Te Kaunihera o Tāmaki Makaurau / Auckland Council will:

- keep kaimahi at the centre of all decisions about how mahi is designed and delivered
- encourage kaimahi to bring their whole self to work and nurture a sense of belonging
- incorporate te ao Māori perspectives into our approach to health, safety, and wellbeing
- prioritise eliminating hazards and reducing risks
- encourage everyone to report incidents and hazards quickly
- build strong collaborative relationships with union partners, contractors, and suppliers to improve health, safety, and wellbeing
- not tolerate any abuse of kaimahi or elected members
- ensure that leaders have the capability and support to lead health, safety, and wellbeing
- learn from our experiences and continuously improve our processes, encouraging and recognising excellence and innovation in health, safety, and wellbeing
- comply with all legal requirements associated with the health, safety, and wellbeing of kaimahi and the community

Our leaders will:

- communicate regularly with their teams and Health and Safety Representatives (HSRs) to understand what's working and what's not
- ensure their teams have the right training, knowledge and tools to eliminate hazards or minimise risks
- be visible in leading and fostering a positive culture that supports health, safety, and wellbeing and enables kaimahi to thrive
- care for anyone who is unwell or injured, supporting their rehabilitation and return to mahi

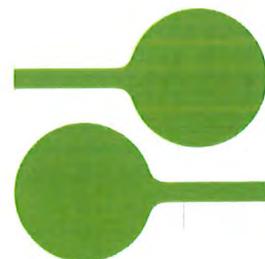
All of us will:

- take care of ourselves and others at work
- start mahi only when we are confident that it is safe, and ask for help when needed
- report all incidents and hazards quickly, and be involved in learning from what has happened
- engage with our Health and Safety Representatives, and participate in health, safety, and wellbeing activities and training.

Mayor Wayne Brown

Acting Chief Executive - Phil Wilson

3 July 2023



Decision paper: Audit and Risk Committee recommendations

Author: Michele Harpham, Finance Manager

September 2023

Some information contained in this report should be treated as confidential, as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council. 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 affect the commercial interest of a third party (s7(2)(b)(ii)); and*
- *would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)).*

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- approve the Annual Report for the year ended 30 June 2023, subject to any significant changes required by Audit New Zealand being discussed with and approved by the Chair and the Chair of the Audit and Risk Committee
- approve the letter of representation to Audit New Zealand for the year ended 30 June 2023, subject to any significant changes required by Audit New Zealand being discussed with and approved the Chair and the Chair of the Audit and Risk Committee
- approve the revised terms of reference for the Audit and Risk Committee
- approve the internal audit plan for FY2023/2024.

Whakarāpopototanga matua | Executive summary

Financial Statements and Representation Letter

- The draft Annual Report is included as Attachment A. The Audit and Risk Committee reviewed the Annual Report at its meeting on Monday 18 September.
- At the time of issuing this report, the audit of the statement of service performance and the financial statements is still ongoing. Audit clearance may not be received by the time of the Board meeting. Any issues or known changes will be advised verbally at the Board meeting. Accordingly, the recommendation is for approval of the Annual Report, subject to any significant changes required by Audit New Zealand (Audit NZ) being discussed with and approved by the Chair of the board and the Audit and Risk Committee Chair.

3. 
 - i. 
 - ii. 
4. There has been one change to the financial statements from those presented at the Audit and Risk Committee. It was flagged at the committee meeting that Audit NZ had just received advice from the Office of the Controller and Auditor-General (OAG) on the disclosure of budget numbers in the statement of intent and financial statements by Council-Controlled Organisations. Audit NZ has now passed that advice on to us. Further analysis of the advice is included in attachment B.
5. The result is that we have added a sentence to note 24 of the financial statements (Explanation of major variances to budget) and the audit report will include an emphasis of matter section to draw attention to this paragraph.
6. The paragraph added to the financial statements says “In the Statement of Intent 2022 - 2025, Eke Panuku did not include a complete set of forecast financial statements for the year ended 30 June 2023 as required by the Local Government Act 2002. As a result, no comparison of the forecast financial statements with the historical financial statements is presented in the annual report.”
7. The items added to the financial statements and the audit report will also have to be included next year unless the Statement of Intent for the year commencing 1 July 2023 can be amended as discussed in paragraph 8 of Attachment B.
8. The template for the letter of representation to Audit NZ has not yet been provided by Audit NZ due to the need to add specific representations regarding some of the items mentioned above. We hope to table the letter at the Board meeting. When the representation letter is presented, a back-to-back representation letter will be provided by the Executive to the Board.

Terms of Reference for the Audit and Risk Committee

9. At a meeting on Monday 18 September, the Audit and Risk Committee reviewed a revised Terms of Reference (ToR) for the Committee and recommended it for approval to the Board. These revised ToR (included as Attachment C) provide a wholesale update to

the previous document to provide for the Controller and Auditor-General best practice guidelines.

Internal Audit Plan for FY2023/2024

10. The Audit and Risk Committee reviewed the draft internal audit plan for FY2023/2024. EY recommended five audits, with the Committee making some amendments and agreeing to recommend four audits for the year on:

- inflight project assessment
- marina management
- people, talent and culture
- climate-related disclosure (this was suggested by the Committee and is yet to be scoped with EY – it may be in an advisory capacity as processes and procedures are yet to be developed)

11. EY had suggested audits on asset management and cyber security. As Auckland Council's internal audit team are currently looking at asset management plans across the group, there is unlikely to be any value in having EY review Eke Panuku on this topic at this time. For cyber security the Committee felt that as our platforms and systems are largely provided by Auckland Council, a separate internal audit on Eke Panuku would have little value, and we should instead advocate for this to be included on Auckland Council's own internal audit plan.

Horopaki | Context

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
18 Sep 2023 – Eke Panuku Audit and Rick Committee	Year end 30 June 2023	Draft minutes: approved the Annual Report for the year ended 30 June 2023, subject to any significant changes required by Audit New Zealand being discussed with and approved by the Committee Chair, for recommendation to the Board.
18 Sep 2023 – Eke Panuku Audit and Rick Committee	Review of Committee Terms of Reference	Draft minutes: The Committee-reviewed TOR will be presented to the September Board meeting for approval.
18 Sep 2023 – Eke Panuku Audit and Rick Committee	Internal audit programme	Draft minutes: Following the conclusion of discussions, the Committee recommends to the Board to proceed with 4 internal audits for the FY2023/2024: <ul style="list-style-type: none"> • inflight project assessment • marina management

		<ul style="list-style-type: none">• people, talent and culture• climate-related disclosure
--	--	---

Nga whiringa me te taatai | Options and analysis

12. N/A

Kua whakaarohia nga whiringa | Options considered

13. N/A

Ngā ritenga ā-pūtea | Financial and resourcing impacts

14. N/A

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

15. N/A

Tauākī whakaaweawe Māori | Māori impacts

16. N/A

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

17. N/A

Tauākī whakaaweawe āhuarangi | Environment and Climate change impacts

18. N/A

Ngā koringa ā-muri | Next steps

19. After significant changes have been discussed with, and approved by, the Chair and the Chair of the Audit and Risk Committee, the financial statements will be signed and provided to Audit New Zealand. They will issue the audit report and the Annual Report will be provided to Auckland Council and made public on our website by the statutory deadline of 30 September 2023.

20. The Local Government (Auckland Council) Act 2009 requires Eke Panuku to have a meeting in public for the purpose of considering the organisation's performance under its statement of intent in the previous financial year. As the SSP and Financial Statements in this version of the Annual Report do not yet have audit clearance, we will be fulfilling the requirement to consider this in public at the Board meeting in November.

Ngā tāpirihanga | Attachments

Attachment B – Budget information in Statement of Intent and Annual Report

Attachment C – Updated draft Terms of Reference for the Audit and Risk Committee

Attachment D – Current Terms of Reference for the Audit and Risk Committee

Ngā kaihaina | Signatories

Carl Gosbee, Chief Financial Officer

Ian Wheeler, Acting Chief Executive

Attachment B - Budget Information in the Statement of Intent and Financial Statements

Audit New Zealand (Audit NZ) has recently received advice from the Office of the Auditor-General on this topic as it relates to council-controlled organisations (CCOs). The below is a summary of the advice as it applies to Eke Panuku.

1. The Local Government Act 2002 (the Act) was amended in 2019 to add the requirement that the Statement of Intent (SOI) should include forecast financial statements of the organisation for the financial year to which the statement of intent relates, and each of the 2 following financial years. This amendment to the Act was missed by the Auckland Council Group and a number of other local authorities and CCOs.

The Act requires all information in the SOI to be prepared in accordance with generally accepted accounting practice (GAAP) if that information is of a form or nature for which GAAP has developed standards. The Act requires the annual financial statements to include a comparison of actual performance with the SOI.

2. Public Benefit Entity Financial Reporting Standard 42 Prospective Financial Statements (PBE FRS 42) requires entities that present prospective financial statements to include:

- a prospective statement of financial position,
- a prospective statement of comprehensive revenue and expense,
- a prospective statement of changes in net assets/equity,
- a prospective cash flow statement; and
- notes comprising a summary of significant accounting policies, significant assumptions and any other relevant information underlying the prospective statements.

PBE FRS 42 sets out the minimum requirements for each of the statements referred to above.

3. Public Benefit Entity International Public Sector Accounting Standard 1 Presentation of Financial Reports (PBE IPSAS 1) requires entities that prepare prospective financial statements to include a comparison of the prospective financial statements with the historical financial statements being reported and explain major variances.

4. Audit NZ therefore summarises that entities have:

- a legislative requirement to produce GAAP compliant forecast financial statements in their SOI,
- a legislative requirement to provide a comparison of performance between the actual and forecast financial statements in their annual report; and
- a GAAP requirement to include a comparison of the forecast financial statements with the historical financial statements in their year-end financial statements.

5. As Eke Panuku has not included GAAP compliant forecast financial statements in their SOI and cannot therefore provide a GAAP compliant comparison of the forecast financial statements with the historical financial statements in their year-end financial statements, it has a legislative breach.

6. If Eke Panuku self-discloses the legislative breach, then the audit report needs to contain an “emphasis of matter” paragraph drawing readers attention to the self-disclosure. If Eke Panuku does not self-disclose the legislative breach, Audit NZ will raise it as an “other matter” in the audit report.

7. Management has chosen to self-disclose the breach in its financial statements as described in the cover report with a paragraph added to note 24 of the financial statements (Explanation of major variances to budget) as follows:

In the Statement of Intent 2022 - 2025, Eke Panuku did not include a complete set of forecast financial statements for the year ended 30 June 2023 as required by the Local Government Act 2002. As a result, no comparison of the forecast financial statements with the historical financial statements is presented in the annual report.

The “emphasis of matter” paragraph in the audit report will be as follows:

Without modifying our opinion, we draw attention to note 24 on page 106, which outlines that the Company did not present a comparison of the forecast financial statements with the historical financial statements in the annual report.

8. As it stands, the paragraph in the financial statements, and the paragraph in the audit report, will also need to be included next year, as the SOI for the year commencing July 2023 has already been finalised. There is an option in the Act to allow modification of an SOI after it has been approved. We have discussed this with the Auckland Council CCO Monitoring team and they will explore this option for all Auckland Council CCOs for the July 2023 SOI to allow CCO’s to add the missing information and avoid this issue for next year’s financial statements.
9. The new advice has been referred to the CCO Monitoring team for action. They will ensure there is a legal review of the SOI requirements so that the amended 2023, or the new 2024, SOI is fully compliant with the Act and accounting standards.

10. [Redacted]

11. [Redacted]

12. [Redacted]

13. [Redacted]

Audit and Risk Committee - Terms of Reference

1. Policy purpose and objectives

- 1.1. The Audit and Risk Committee (the Committee) has been established by the Board of Directors (the Board) of Eke Panuku Development Auckland Limited to assist the Board in fulfilling its oversight responsibilities relating to financial reporting, internal controls, risk management, and compliance with applicable laws and regulations.
- 1.2. The objectives of the Committee are:
 - Integrity of financial reporting and accounting policies and compliance with best practice;
 - The risk management and assurance framework and monitoring compliance with the framework;
 - Internal and external audit.; and
 - Compliance with applicable laws, regulations, and standards.
- 1.3. The Committee will have responsibility for other matters not listed above as delegated from the Board from time to time.
- 1.4. The Committee acts in this capacity by monitoring, reviewing, endorsing, and advising on the above matters as set out in these Terms of Reference.
- 1.5. The Committee has the ability to make recommendations on the above matters to the Board for subsequent approval.

2. Authority

- 2.1. The Committee has delegated authority from the Board in respect of the functions and powers set out in these Terms of Reference.
- 2.2. The Committee has the authority to:
 - Investigate any matter relevant to its purpose;
 - Seek any information it requires from the Chief Executive (CE), executive and senior management, any other Eke Panuku staff, or external parties; and
 - Obtain, at Eke Panuku's expense, external legal or other professional advice, as considered necessary to fulfil its responsibilities.

3. Membership and Terms of Appointment

- 3.1. The Board shall only appoint Board directors to the Committee.
- 3.2. The Committee will have at least four members, one of whom may be the Board Chair, unless the number of Board members is less than four, in which case the Committee will consist of all Board members.
- 3.3. The Board Chair will be an ex-officio member of the committee and may not be the Committee Chair.
- 3.4. The Board will appoint and remove the Chair of the Committee.

- 3.5. The composition of the Committee will be reviewed at such a time as, and when the composition of the Board changes. The Board may appoint and remove members of the Committee at any time.
- 3.6. If the Committee Chair is unable to attend a meeting, the members present will elect one of themselves to chair the meeting.

4. Meetings

- 4.1. It is intended that the Committee will meet at least three times a year, with authority to convene additional meetings as circumstances require.
- 4.2. At least half of the total number of Committee members shall form a quorum.
- 4.3. Directors who are not members of this Committee are entitled to receive copies of the papers and minutes of this Committee and attend any meeting without further invitations (unless they are precluded due to conflicts of interest).
- 4.4. The Eke Panuku Chief Financial Officer, Manager Corporate Risk and Reporting and Finance Manager (or their nominees) are expected to attend all meetings.
- 4.5. The Governance Manager or their nominee will act as Secretary to the Committee and will attend all meetings.
- 4.6. The Secretary will record the proceedings and decisions of the Committee meetings and the minutes will be circulated to all members and attendees, as appropriate, considering any conflicts of interest that may exist.

5. Responsibilities

The Committee will carry out the following responsibilities:

5.1. Financial Reporting

- Review the Annual Report, including the Statement of Service Performance and Financial Statements, and consider whether it is complete, consistent with information known to Committee members, reflects appropriate accounting treatments and adequately discloses Eke Panuku's financial performance and position;
- Recommend the adoption of the Annual Report to the Board;
- Review, and approve on behalf of the Board, the half and full year financial information, prior to submission to Auckland Council for its consolidation purposes, along with any letter of representation required by Auckland Council; in the case of the half year financial information and representation letter, the Committee may sub delegate approval of these to the Chief Executive and Chief Financial Officer; and
- Understand strategies, assumptions, and estimates that management has made in preparing financial statements.

5.2. Risk Management

- Monitor Eke Panuku's risk management framework, including the controls for prevention and detection of fraud and the internal controls instituted to reduce risk;
- Monitor Eke Panuku's risk profile – its on-going and potential exposure to risks of various types;
- Receive reports on management's implementation and maintenance of the risk management framework to ensure that appropriate policies and practices are in place to manage the risks

considered to be the most material for Eke Panuku, and that regular risk reviews are undertaken by management;

- Review at least annually all insurance cover and make recommendations to the Board having regard to the business needs; and review of supporting documentation for insurance renewals; and
- Review the approach to business continuity planning arrangements, including whether business continuity and disaster recovery plans have been regularly updated and tested.

5.3. Internal Controls including Fraud Prevention

- Review the adequacy and effectiveness of key policies, systems, and controls for providing a sound internal control environment;
- Review of the delegated authority policies of the company;
- Oversight of the company's legislative compliance framework;
- Review Eke Panuku's fraud prevention policies and controls, and awareness programmes; and
- Receive reports from management about actual or suspected instances of fraud or corruption including analysis of the underlying control failures and action taken to address each event.

5.4. Internal Audit

- Approve the internal audit programme;
- Review reports on internal audit reviews and monitor management's actions to implement recommendations for improvement;
- Review the effectiveness of the internal audit function and ensure that it has appropriate authority within Eke Panuku and has no unjustified limitations on its work;
- Review of the independence of the internal auditors including by meeting with the internal auditors without management present at least annually; and
- Review the appointment and performance of the internal auditor.

5.5. External Audit

- Review the proposal and engagement letters of the external auditor and their fees;
- Review the annual audit and reports over the Annual Report, assessing the findings and recommendations, and seeking confirmation that management has responded appropriately to the findings and recommendations;
- Discuss with the external auditor any audit issues encountered in the normal course of audit work, including any restriction on scope of work or access to information; and
- Ensure that significant findings and recommendations made by the external auditor, and management's responses to them, are appropriate and are acted upon in a timely manner.

6. Conflicts of Interest

- 6.1. The Chair shall ascertain, at the beginning of each meeting, any potential, perceived or actual Conflicts of Interest and the Secretary shall minute them accordingly.

7. Report to the Board

- 7.1. Minutes of each Committee meeting recording recommendations and proposals approved will be provided to the following Board meeting.
- 7.2. Annually, the Committee shall conduct a self-assessment of its performance and effectiveness. The Committee will prepare a report to the Board indicating how the Committee has discharged its responsibilities as set out in these Terms of Reference for the previous year; and include a description of significant issues dealt with by the Committee and any recommendations for areas of improvement.

8. Review of Terms of Reference

- 8.1. The Committee will review and assess the adequacy of the Terms of Reference every two years and recommend revisions and improvements to the Board.

Business Owner	Chief Financial Officer		
Policy date	12 September 2023		
Last reviewed	25 August 2021		
Frequency of review	Two-yearly		
Version	Date	Approver	Amendments
1.0	25 August 2021	Eke Panuku Board	N/A
2.0	Xx September 2023	Eke Panuku Board	Yes

Audit and Risk Committee

Terms of Reference

Updated 25 August 2021

Constitution

The Board of Directors of Eke Panuku Development Auckland (the Board) have resolved to establish a committee of the Board of Directors to be known as the Audit and Risk Committee (the Committee) with the following objectives, membership and responsibilities.

Objectives

To assist the board to fulfil its' governance functions, the objectives of the Committee are:

- a. Oversee the company's risk, control and compliance frameworks
- b. Oversee the performance of the company's external auditor
- c. Oversee the performance of the company's Risk and Assurance function
- d. Review the company's financial reporting and financial disclosures

Membership

The Board shall annually confirm the membership of the Committee, which shall consist of a minimum of four members (including the Board Chair an ex-officio member). The Board shall appoint a Chair from members of the Committee. The Board Chair cannot be appointed the Chair of the Committee.

Meetings

An annual work programme will be agreed by the Committee. It is intended that the Committee will meet at least three times a year with further meetings of the Committee scheduled at the discretion of the Committee Chair, or if requested by any Board Director.

The Committee shall have in attendance representatives from management, and others, as required by the committee to provide appropriate information, advice or explanation. Minutes of each meeting will be produced and, following approval by the Committee, be signed by the Chair. The Chair shall report any recommendations to the Board and update the Board on the activities of the committee.

A quorum will consist of any two Committee members.

Responsibilities

- a. Liaison with internal and external auditors
- b. Review of the appointment and performance of the external auditor and their fees
- c. Review of the annual audit plan with the external auditors
- d. Review of the annual financial statements and the associated disclosures, presentation and material judgements made by management, along with any adjusted and unadjusted errors reported by external audit, and recommend their approval by the Board

- e. Review of the annual report to ensure it is consistent with the financial statements and the Committee's understanding of the operation of the business for the year
- f. Review of the findings from the audit of the financial statements
- g. Review of the appointment and performance of the internal auditor
- h. Set the internal audit programme and recommend to the Board for approval
- i. Review of the internal audit findings and recommendations
- j. Review of the independence of the internal auditors including by meeting with the internal auditors without management present at least annually
- k. Ensuring that recommendations highlighted in external and internal audit reports are actioned by management
- l. Monitoring of the risk management framework, including the controls for prevention and detection of fraud and the internal controls instituted to reduce risk
- m. Review of the risk register and supporting risk analysis
- n. Review of the risk work plan
- o. Review of risk progress reports
- p. Assessment of the performance of financial management
- q. Review of the accounting policies used by the company
- r. Review of the delegated authority policies of the company
- s. Oversight of the company's legislative compliance framework
- t. Review Panuku approved transactions with related parties and assessment of their propriety
- u. Review of supporting documentation for insurance renewals
- v. Supervision of special investigations when requested by the Board
- w. Additional matters as may be delegated from time to time by the Board

Authorities

The Committee will make recommendations to the Board on all matters requiring a decision.

The Terms of Reference will be reviewed every two years.

The Committee may obtain any information it needs from any employee and/or external party (subject to their legal obligation to protect information), discuss any matters with the external auditor, or other external parties (subject to confidentiality considerations) and/or obtain external legal or other professional advice, as considered necessary to meet its responsibilities, at Eke Panuku's expense.

Decision paper: 11 Lagoon Drive, Panmure - Go to Market Strategy

Author: Gavin Peebles – Head of Development

August 2023

Some information contained in this report should be treated as confidential, as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council. 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 affect the commercial interest of a third party (s7(2)(b)(ii)); and*
- *would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)).*

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. Approve the sale of 11 Lagoon Drive, Panmure, being SECT 2 SO 555407, containing 1,290m² via an open market sale process to achieve urban renewal including achieving Essential and Māori Outcomes.
- b. Delegate authority to the Chief Executive to execute the required documentation to sell the property based on the following key terms:
 - i. 
 - ii. the essential outcomes for the development of the property being in general alignment with the following:
 - Quality architecture considering the specific context adjacent to a wide transport corridor
 - The building bulk and mass to be located adjacent to Lagoon Drive, with any parking behind the building and an active frontage to Lagoon Drive
 - Quality landscaped/planted edges and minimised carpark impact
 - Achieve a 6 Homestar Built rating certificate for residential components.
 - 

- iii. Māori outcomes to be achieved as part of section 6.2 of the Eke Panuku Selecting Development Partners Policy will form a minimum 15% of the criteria for assessing developer proposals.

Whakarāpopototanga matua | Executive summary

1. The site at 11 Lagoon Drive, Panmure is one of four catalyst developments sites which will commence prior to the larger precinct projects within the Station and Basin View Precincts. Currently the site is an Auckland Transport (AT) managed surface carpark containing approximately 24 parking bays.
2. The development will comprise approximately 1,000 square metres of new gross floor area, configured as quality homes or commercial accommodation, on transport enabled land, which is a 350 metre walk from the Panmure train station.

3. [REDACTED]
4. [REDACTED]
5. [REDACTED]
6. [REDACTED]
7. [REDACTED]

Horopaki | Context

8. The sale of 11-13 Lagoon Drive, Panmure was approved by the Council Finance and Performance Committee in April 2018, subject to agreement with AT. AT has confirmed that it will no longer require the land for transport purposes and will lift the parking designation when the site is ready for development.
9. Following the completion of the Eastern Busway stage one the site was subdivided. Part of the site was set aside for the new road corridor. The remainder of the site, 1,290m² is contained in SECT 2 SO 555407, NA1047864, which is now known as 11 Lagoon Drive and is proposed for sale.
10. The sale of this land will strongly align with the outcomes of the Unlock Panmure HLPP and the Panmure Programme Business Case, these include:

- creating a vibrant, successful town centre that enhances community and economic wellbeing by increasing the residential and working population within the town centre
- improve connectivity around the town centre by providing activity on, and passive surveillance over Lagoon Drive
- potential to contribute to housing supply and choice
- designing and developing low carbon and climate resilient communities and demonstrating best practice in corporate sustainability, via sustainable homes and buildings
- enabling high quality urban form via essential outcomes included in the development agreement and assessment against urban renewal criteria for Panmure

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
30 Sept 21	Property Rationalisations – Eastern Busway	Auckland Transport Board approved the Transfer of 11 Lagoon Drive to from the AT to AC fixed asset register.
28 July 2021	Unlock Panmure Programme Business Case	Panuku Board approved the PBC and associated projects, including the intended use of 11 Lagoon Drive for development with development agreement outcomes sought.
6 th March 2018	High Level Project Plan	Auckland Council Planning Committee PLA/2018/21 Endorsed the HLPP
17 th April 2018	High Level Project Plan	Auckland Council Finance and Performance Committee FIN/2018/59. Approved the disposal of 11 - 13 Lagoon Drive to contribute strategically and financially to the outcomes of the Panmure HLPP objectives of urban regeneration, urban renewal and housing. Subject to agreement with AT.

Nga whiringa me te taatai | Options and analysis

- Options for the sale and development of the site were analysed and assessed. The options were, to do nothing, sell via an open market process with a development agreement, sell the site on the open market to the highest bidder, or direct negotiation with a development partner.
- Eke Panuku assessed options for the site based on multi criteria analysis to determine which option best achieved the goals of the HLPP and achieved critical success factors. The following HLPP goals were assessed: restoring town centre vitality, improving

connections to and within the town centre, making a step change in housing, demonstrate leadership in sustainable development. The critical success factors assessed were service provider capability, achievability, affordability, and delivers on urban renewal outcomes.

13. [Redacted]

14. [Redacted]

15. The sale assessment criteria are proposed as follows:

- [Redacted]
- [Redacted]
- [Redacted]
 - [Redacted]
 - [Redacted]
- [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
- [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]

Ngā ritenga ā-pūtea | Financial and resourcing impacts

16. [Redacted]

17. [REDACTED]
18. Auckland Transport will have a reduced operating expenditure in the maintenance and monitoring of the carpark. The intensification of public transport enabled land will increase public transport patronage.
19. Existing internal resources will be used to undertake the work including procuring services, negotiating the development agreement, reviewing the design, and monitoring the development agreement.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

20. [REDACTED]
21. [REDACTED]
22. [REDACTED]

Tauākī whakaaweawe Māori | Māori impacts

23. The wider Panmure area is of cultural significance to Mana Whenua. Any archaeological or taonga disturbance during earthworks has the potential to cause cultural impacts for Mana Whenua. Discussions will be held with mana whenua representatives around an accidental discovery protocol to be included in any development agreement for the site.
24. Mana whenua are aware of the proposed sale and have indicated an interest in purchasing and/or developing the site.
25. Eke Panuku recognises the commitment to enable commercial opportunities for mana whenua as part of a wider commitment to achieving Māori outcomes in an open market sale process. The outcomes to be assessed as part of the sale process will include a 15% weighting for Māori outcomes.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

26. The site sale will have a positive impact on all stakeholders:
- Panmure businesses should benefit from the additional population residing or working within the town centre.
 - The local board and council will be informed of progress as required.

Tauākī whakaaweawe āhuarangi | Environment and climate change impacts

27. The site is not flood prone nor is it subject to any other known environmental issues.
28. The location of the site within an existing town centre close to existing infrastructure including train and bus routes supports sustainable outcomes.
29. Eke Panuku's climate objectives are supported by the requirement for the developer to adopt Homestar, with a minimum 6-star rating required or a Greenstar 5 building rating.

Ngā koringa ā-muri | Next steps

30. [Redacted]
31. [Redacted]
32. [Redacted]

Ngā tāpirihanga | Attachments

[Redacted]

Ngā kaihaina | Signatories

Kate Cumberpatch, Priority Location Director

Allan Young, GM Development

Ian Wheeler, Chief Operating Officer

David Rankin, Chief Executive

Decision paper: 10 Basin View Lane, Panmure - Go to Market Strategy

Author: Gavin Peebles – Head of Development

September 2023

Some information contained in this report should be treated as confidential, as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council. 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 affect the commercial interest of a third party (s7(2)(b)(ii); and*
- *would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)).*

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. Approve the sale of 10 Basin View Lane, Panmure, being part of SECT 7 SO 555406, containing 1,439m² via an open market sale process to achieve urban renewal including achieving Essential and Māori Outcomes.
- b. Delegate authority to the Chief Executive to execute the required documentation to sell the property based on the following key terms:

- i. 
- ii. the essential outcomes for the development of the property being in general alignment with the following:
 - Quality architecture considering the specific context within the Panmure Town Centre and adjacent to a wide transport corridor with vehicle crossings minimised and pedestrian circulation considered.
 - The building bulk and mass to be located adjacent to Basin View Lane and Domain Road, with any parking behind the building and an active frontage to Basin View Lane.
 - Quality landscaped/planted edges and minimised carpark impact.
 - Achieve a 6 Homestar Built rating certificate for residential components.
 - 

- iii. Māori outcomes to be achieved as part of section 6.2 of the Eke Panuku Selecting Development Partners Policy will form a minimum 15% of the criteria for assessing developer proposals.

Whakarāpopototanga matua | Executive summary

1. The site at 10 Basin View Lane, Panmure is one of four catalyst developments sites which will commence prior to the larger precinct projects within the Station and Basin View Precincts. Currently the site is vacant town centre zoned land.
2. The development will comprise approximately 600 square metres of new gross floor area, configured as quality homes or commercial accommodation, on transport enabled land, which is a 650 metre walk from the Panmure train station.

3. [Redacted]
4. [Redacted]
5. [Redacted]
6. [Redacted]
7. [Redacted]

Horopaki | Context

8. The site at 10 Basin View Lane is currently vacant land which is zoned Business - Town Centre. The site was acquired for the construction of the Eastern Busway. AT has confirmed that the site is surplus to requirement following the completion of the first stage of the busway. There are no current or planned designations over the site.
9. The sale of 1-19/10 Basin View Lane, Panmure (LOT 2 DP 92844) and 23 Domain Road was approved by the Auckland Council Finance and Performance Committee on 17 April 2018, resolution number FIN/2018/59, as part of the Panmure High Level Project Plan approval.
10. During the Eastern Busway stage one project the site's cross lease structure on 10 Basin View Lane was collapsed and the prior buildings demolished. A new title was issued for the combined 10 Basin View Lane and 23 Domain Road sites with part of the site set

aside for the new road corridor. A further 80m² section of the site is required for road use, this is currently being vested by AT. This section is located at the southern tip of the land so will have minimal effect on the value, use or occupancy of the site.

11. The remainder of the site, now known as 10 Basin View Lane of 1,439m² contained in SECT 7 SO 555406, is proposed for sale.
12. The sale of this land will strongly align with the outcomes of the Unlock Panmure HLPP and the Panmure Programme Business Case, these include:
 - creating a vibrant, successful town centre that enhances community and economic wellbeing by increasing the residential and working population within the town centre.
 - improve connectivity around the town centre by providing activity on, and passive surveillance over Basin View Lane.
 - facilitate a mix of housing options at different price points, typologies, and tenures potential to contribute to housing supply and choice.
 - designing and developing low carbon and climate resilient communities and demonstrating best practice in corporate sustainability, via sustainable homes and buildings
 - enabling high quality urban form via essential outcomes included in the development agreement and assessment against urban renewal criteria for Panmure.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
30 Sept 21	Property Rationalisations – Eastern Busway	Auckland Transport Board approved the Transfer of 10 Basin View Lane to from the AT to AC fixed asset register.
28 July 2021	Unlock Panmure Programme Business Case	Panuku Board approved the PBC and associated projects, including the intended use of 10 Basin View Lane for development.
6 th March 2018	High Level Project Plan	Auckland Council Planning Committee PLA/2018/21 Endorsed the HLPP
17 th April 2018	High Level Project Plan	Auckland Council Finance and Performance Committee FIN/2018/59. Approved the disposal of 1-19/ 10 Lagoon Drive and 23 Domain Road to contribute strategically and financially to the outcomes of the Panmure HLPP objectives of urban regeneration, urban renewal and housing. Subject to agreement with AT.

Nga whiringa me te taatai | Options and analysis

13. Options for the sale and development of the site were analysed and assessed. The options were, to do nothing, sell via an open market process with a development agreement, sell the site on the open market to the highest bidder, or direct negotiation with a development partner.
14. Eke Panuku assessed options for the site based on multi criteria analysis to determine which option best achieved the goals of the HLPP and achieved critical success factors. The following HLPP goals were assessed: restoring town centre vitality, improving connections to and within the town centre, making a step change in housing, and demonstrate leadership in sustainable development. The critical success factors assessed were service provider capability, achievability and affordability.

15. [Redacted]

16. [Redacted]

17. The sale assessment criteria are proposed as follows:

- [Redacted]
- [Redacted]
- [Redacted]
 - [Redacted]
 - [Redacted]
- [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]

[Redacted]

Ngā ritenga ā-pūtea | Financial and resourcing impacts

18. [Redacted]

19. [Redacted]

20. Eke Panuku will have a reduced operating expenditure in the maintenance of the vacant site. The intensification of public transport enabled land is expected to increase public transport patronage.

21. Existing internal resources will be used to undertake the work including procuring services, negotiating the development agreement, reviewing the design, and monitoring the development agreement.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

22. [Redacted]

23. [Redacted]

Tauākī whakaaweawe Māori | Māori impacts

24. The wider Panmure area is of cultural significance to Mana Whenua. Any archaeological or taonga disturbance during earthworks has the potential to cause cultural impacts for Mana Whenua. Discussions will be held with mana whenua representatives around an accidental discovery protocol to be included in any development agreement for the site.

25. Mana whenua are aware of the proposed sale and have indicated an interest in purchasing and/or developing the site.

26. Eke Panuku recognises the commitment to enable commercial opportunities for mana whenua as part of a wider commitment to achieving Māori outcomes in an open market sale process. The outcomes to be assessed as part of the sale process will include a 15% weighting for Māori outcomes.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

27. The site sale will have a positive impact on all stakeholders:

- Panmure businesses should benefit from the additional population residing or working within the town centre.
- The local board and council will be informed of progress as required.

Tauākī whakaaweawe āhuarangi | Environment and climate change impacts

28. The site is not flood prone nor is it subject to any other known environmental issues.
29. The location of the site within an existing town centre close to existing infrastructure including train and bus routes supports sustainable outcomes.
30. Eke Panuku's climate objectives are supported by the requirement for the developer to adopt Homestar, with a minimum 6-star rating required or target a Greenstar 5 building rating.

Ngā koringa ā-muri | Next steps

31. [Redacted]
32. [Redacted]
33. [Redacted]

Ngā tāpirihanga | Attachments

[Redacted]

Ngā kaihaina | Signatories

Kate Cumberpatch, Priority Location Director

Allan Young, GM Development

Ian Wheeler, Acting Chief Executive

3.4 Decision Paper: Alternative Commercial Opportunities

This paper has been redacted as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council. 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 where:

- *s7(2)(i) - The withholding of the information is necessary to enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); and*
- *would affect the commercial interest of a third party (s7(2)(b)(ii); and*
- *would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)).*

Decision paper: Edinburgh Superblock, Pukekohe – Go to Market Strategy

Author: Tom Belgrave, Development Manager

September 2023

Some information contained in this report should be treated as confidential, as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council. 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 affect the commercial interest of a third party (s7(2)(b)(ii); and*
- *would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)).*

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- Approve the sale of the Edinburgh Superblock through a contestable process to achieve identified urban renewal outcomes.
- Notes the Edinburgh Superblock comprises the following properties:
 - 1 Roulston St (Lot 2 DP 70196) (Car Park)
 - 3 Roulston St (Lot 18 DP 7997)
 - 29 Edinburgh St (Lot 3 DP 78584)
 - 29a Edinburgh St (Lot 12 DP 7997)
 - 33 Edinburgh St (Lot 2 DP 78584)
 - 17 Massey Ave (Lot 3 DP 49318)
 - 21 Massey Ave (Pt Lot 3 DP 30052)
 - 19 Massey Avenue (Pt Lot 4 DP 30052)
- 
- Delegate authority to the Chief Executive to execute the required documentation to sell the properties based in the following terms.
 - 

- ii. In accordance with the essential outcomes for the development being in general alignment with the following:
 - Appropriate use, density and scale,
 - High quality design,
 - Provide new pedestrian laneway between Massey Avenue and Devon Lane,
 - Minimise car parking impact,
 - Environmentally sustainable development.
- iii. Māori outcomes to be achieved as part of section 6.2 of the Eke Panuku Selecting Development Partners Policy will form a minimum 15% of the criteria for assessing developer proposals.

Whakarāpopototanga matua | Executive summary

1. The Edinburgh Superblock (Superblock) is considered the Flagship development within the Unlock Pukekohe Programme. The Edinburgh Superblock comprises multiple properties and is approximately 8,200m² in size.
2. The Superblock is located in the Pukekohe Town Centre with significant street frontages on Edinburgh Street, Massey Avenue, Roulston Street and Devon Lane. The Superblock adjoins the Pukekohe Town square and is within close proximity to the main road through the Pukekohe town centre (King Street), and the Pukekohe Train Station (500m).
3. The Superblock consists of eight properties, seven of which were already owned by Auckland Council prior to the commencement of the Edinburgh Superblock project.
4. Following a process of urban renewal option analysis for the Superblock, a decision was sought and approved by the Eke Panuku board in October 2021 to use the Public Works Act 1981 and the Strategic Development Fund to acquire 19 Massey Avenue. 19 Massey Avenue was considered a fundamental strategic acquisition which would consolidate Auckland Council's landholdings and allow significant urban renewal outcomes to be achieved.
5. [REDACTED]
6. [REDACTED]
7. [REDACTED]
8. The Essential Outcomes are included as Attachment A and are summarised as follows:

- Appropriate use, density and scale,
- High quality design,
- Provide new pedestrian laneway between Massey Avenue and Devon Lane,
- Minimise car parking impact,
- Environmentally sustainable development.

9. [REDACTED]

Horopaki | Context

10. Council's Finance and Performance Committee approved the Edinburgh Street Superblock properties for sale in June 2019 (FIN/2019/60). This was subject to agreement with Auckland Transport on the transport and parking outcomes for the town centre for four of the properties. These included 1 Roulston Street, 3 Roulston Street, 29 Edinburgh Street and 29a Edinburgh Street.
11. In May 2022, the Auckland Transport board approved the transfer of 1 Roulston Street, 3 Roulston Street and 29a Edinburgh Street to Auckland Council and noted the planned sale and development of these properties under the Unlock Pukekohe Programme Masterplan update.
12. Upon further investigation, it was noted that 29 Edinburgh Street address was on the same title as 21 Massey Avenue and was not under Auckland Transport management and therefore was not subject to transport and parking outcomes.
13. In October 2021, the Eke Panuku board (7 10/21) approved the use of the Public Works Act 1981 and the Strategic Development Fund (SDF) to acquire 19 Massey Avenue to enable the consolidation of a strategic site to achieve urban renewal outcomes.
14. The board noted that Auckland Council has delegated to Eke Panuku all powers and duties under the Public Works Act 1981, to acquire and dispose of land while acting within its urban renewal mandate where the location is within a High-Level Project Plan (HLPP) area and is in accordance with HLPP objectives.
15. [REDACTED]
16. The sale of the property will align strongly with the outcomes of the Unlock Pukekohe HLPP. The Superblock is identified as one of the urban renewal precincts within the HLPP and the planned sale and development is consistent with the key moves including:
 - e. Encourage new growth in the town centre,
 - f. Improve access for all,
 - g. Attract new businesses and services,
 - h. Enhance local community identity.

17. As the sale of the site is being undertaken to achieve urban renewal as a public work under the Public Works Act 1981, the Essential Outcomes and Design Guidance document has been prepared in accordance with the Unlock Pukekohe HLPP and the predetermined assessment criteria within the Defining Urban Renewal in Unlock Pukekohe document.
18. All documentation has been subject to a legal review by Simpson Grierson who have advised that they meet the criteria for urban renewal as a public work for the Unlock Pukekohe Project Area.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
September 2017	Delegation Instrument ACDI2017/335	Delegation of powers and duties under the Public Works Act 1981 to Eke Panuku to acquire and dispose of land while acting within its urban renewal mandate
May 2019	Unlock Pukekohe HLPP: Eke Panuku Board Decision Paper	Approved by the Board
June 2019	FIN/2019/60	Approved the disposal of the Edinburgh Superblock properties to contribute strategically and financially to the outcomes of the Pukekohe HLPP objectives of urban regeneration, urban renewal and housing. Subject to agreement with AT.
October 2021	Eke Panuku Board Decision Paper	Approved the use of Public Works Act 1981 and Strategic Development Fund (SDF) to acquire 19 Massey Avenue.

Nga whiringa me te taatai | Options and analysis

19. The Unlock Pukekohe HLPP provided clear direction for the use of the Superblock properties. Therefore, a short list of options was assessed for the sale and redevelopment of the site. The options were to do nothing, subdivide the Superblock in three sub-blocks and seek development partners for each individual site and take the site to market and sell to a single development partner.

Kua whakaarohia nga whiringa | Options considered

20. Eke Panuku assessed options for the site based on the key project objectives and critical success factors.

21. The key project objectives include delivering new fine grain development to attract small business to the town centre and generate more jobs for the local community, encourage walking by creating high visitation and visibility of Devon Lane and Pukekohe Town Centre, and reduce vehicle crossing and surface parking areas on site by having any carparking screened from the street.

22. The critical success factors include market acceptance (commercial feasibility) and public good (urban design outcomes).

23. [Redacted]

24. [Redacted]

25. [Redacted]

a. [Redacted]

b. [Redacted]

c. [Redacted]

d. [Redacted]

e. [Redacted]

f. [Redacted]

g. [Redacted]

26. [Redacted]

h. [Redacted]

- [Redacted]

- [Redacted]
- [Redacted]
- i. [Redacted]
 - [Redacted]
 - [Redacted]
- j. [Redacted]
 - [Redacted]
 - [Redacted]

Ngā ritenga ā-pūtea | Financial and resourcing impacts

- 27. [Redacted]
- 28. [Redacted]
- 29. [Redacted]
- 30. [Redacted]
- 31. [Redacted]

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

- 32. [Redacted]
- 33. [Redacted]
- 34. [Redacted]

Tauākī whakaaweawe Māori | Māori impacts

35. Māori outcomes are encouraged and promoted through the EOI and RfDP assessment criteria which provides a weighting for parties who partner with mana whenua and include mana whenua perspectives within their design response.
36. A design response which incorporates a mana whenua approach is encouraged within the design guidance of the Essential Outcomes and Design Guidance documents.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

37. Key stakeholders, including the Franklin Local Board and the Pukekohe Business Association have previously been consulted and remain informed.
38. In August 2022, the public were consulted on the Updated Unlock Pukekohe Masterplan which include the Edinburgh Superblock project which received positive feedback.

Tauākī whakaaweawe āhuarangi | Environment and Climate change impacts

39. The Essential Outcomes require the proposed development be undertaken in a sustainable manner including 5 Green Star required for commercial buildings over 1000m² and a minimum of 6 Homestar rating for residential units.
40. Deconstruction and a process to maximise landfill diversion is also required as part of the removal of any existing structures from the site.

Ngā koringa ā-muri | Next steps

41. Eke Panuku to commence marketing of the property seeking expressions of interest in the first instance.
42. 
43. Following completion of the marketing process Eke Panuku will select a preferred development partner and execute a development agreement to enable the redevelopment of the site.
44. Prior to settlement, 1 Roulston Street, 3 Roulston Street and 29a Edinburgh Street will be transferred from the AT fixed asset register to the AC fixed asset register.

Ngā tāpirihanga | Attachments

Attachment A – Essential Outcomes and Design Guidance

Attachment B – Defining Urban Renewal in Pukekohe



Ngā kaihaina | Signatories

Allan Young, GM Development

Ian Wheeler, Acting Chief Executive

Edinburgh Street
Superblock Site

Pukekohe

**Essential Outcomes and
Design Guidance**

August 2023 | Revision B





Contents

Edinburgh Street Superblock

3 Roulston St, 29 Edinburgh St, 29a Edinburgh St, 33 Edinburgh St, 17 Massey Ave, 21 Massey Ave and 19 Massey Avenue.

Essential Outcomes and Design Guidance

Prepared by Eke Panuku Development Auckland

Document Control

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Reviewed and Approved by:

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REVISION	DATE	DESCRIPTION
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B	2023-09-07	
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COLLABORATING WITH EKE PANUKU

THE TECHNICAL ADVISORY GROUP (TAG)

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INTRODUCTION AND PURPOSE

This document has been prepared to help shape design responses and to identify the key requirements for the site that would help in achieving Eke Panuku's vision for the area.

This document includes five key sections that should be taken into account when designing in this location:

- + Eke Panuku and Council's vision for the site
- + Eke Panuku review process
- + site characteristics
- + essential outcomes
- + design guidance + precedents

This material will form part of Eke Panuku's Development Agreement with the selected development partner.

THE OPPORTUNITY

The sites are located at 3 Roulston St, 29 Edinburgh St, 29a Edinburgh St, 33 Edinburgh St, 17 Massey Ave, 21 Massey Ave and 19 Massey Avenue. The sites currently contain a mix of low scale commercial buildings and council carparks. It is a flagship project within Unlock Pukekohe Programme.

The site is ideally located near the main town centre facilities, community hub, library, retail centre and the town square.

The recent developments in the area show that there is a large appetite for a redevelopment in this area, and this site can add additional value to boosting the economy and activation of the town centre.

The site is mostly suitable for a mixed-use/ residential/ commercial/ retail use with high quality architectural expression adding visual interest to the town centre.

The site has been a subject of discussions with the Franklin Local Board, and numerous concept have been suggested. Therefore we are delighted to provide an opportunity for this site's development.



1 Roulston Street character building in foreground with indicative buildings ranging from 2-6 storeys illustrated for the site behind.

DESIGN REVIEW PROCESS AT EKE PANUKU

As Tāmaki Makaurau / Auckland’s urban regeneration agency, we have a bold ambition to create amazing places and thriving town centres through high-quality developments, place-based programmes, and in-depth partnerships.

We do this by working collaboratively with a variety of external organisations and experts, as well as our communities – after all, when we work closely with others, we achieve better outcomes than we would alone.

A huge part of our mahi is working closely with development partners to ensure the best results for each town centre and community. All of our developments must meet our high standards around quality and sustainability, as well as adhering to our social, environmental, cultural and economic values.

Upon selecting the right development partner for a project, we provide them with a set of rules and parameters, including creating buildings that benefit neighbourhoods and guaranteeing all homes are healthy, energy-efficient and better for the environment.



Auckland Council / Eke Panuku Alliancing Framework

COLLABORATING WITH EKE PANUKU

- + We seek a collaborative process around design to enable a productive and open dialogue on site outcomes from inception through the resource consent stage and beyond.
- + A complete design package is to be provided to Eke Panuku Design Team at concept stage, and prior to lodging resource consent and building consent for review and approval.
- + Development partner is required to obtain Eke Panuku’s approval as a landowner. Our main focus is to ensure the proposal meets our Essential Outcomes and Design Guidance. Eke Panuku does not provide a resource consent approval.
- + Eke Panuku’s Design Team will prepare a design review document (a memo) stating our recommendations and assessment in relation to the Essential Outcomes and Design Guidance document (this document).
- + Eke Panuku design review includes the use of an independent design review panel called the Technical Advisory Group (TAG). Eke Panuku will refer to TAG’s recommendations as a guidance and rationale for our approval.

THE TECHNICAL ADVISORY GROUP (TAG)

- + The Technical Advisory Group (TAG) is Eke Panuku’s independent design review panel made up of industry professionals working within the disciplines of Architecture, Urban Design and Landscape Architecture.
- + TAG is involved at each stage of Eke Panuku’s regeneration programme from masterplanning, reference designs, concept through to resource consent stages.
- + TAG review for site sales is typically required at Concept stage and prior to obtaining Resource Consent to ensure the proposal has taken the correct direction.
- + TAG is also used for regulatory review by Council instead of the Auckland Urban Design Panel (AUDP). Eke Panuku and Council staff work together on preparation of the cover notes and attend TAG. TAG review that involves Council usually happens after the pre-application meeting, but Council can be involved or informed earlier depending on the type and complexity of a project.
- + If at a later stage a proposal needs fundamental design changes, Eke Panuku may require additional panel review to ensure high quality outcomes.



Project Life Cycle, TAG review and Council involvement

STRATEGIC CONTEXT

Kia Puāwai a Pukekohe (Unlock Pukekohe High Level Project Plan) is a strategic planning document developed by Eke Panuku Development Auckland on behalf of Auckland Council.

The key focus of the plan is to deliver urban prosperity so that the town centre is competitive, safe, walkable and vibrant, with better access to employment, education and healthcare.



HIGH LEVEL PROJECT PLAN

- This document give Eke Panuku the mandate to operate as a regeneration agency in Pukekohe and seek outcomes from our development partners.
- Approved by the Franklin Local Board, the Auckland Council Planning Committee and Panuku Board in May and June 2019

EDINBURGH STREET SUPERBLOCK SITE

The plan outlines that we should:



Encourage new growth
by enhancing and place-shaping the town centre. We will use the properties in our portfolio to spark this regeneration.



Improve access for all
by creating a connected, safe, walkable and vibrant town centre.



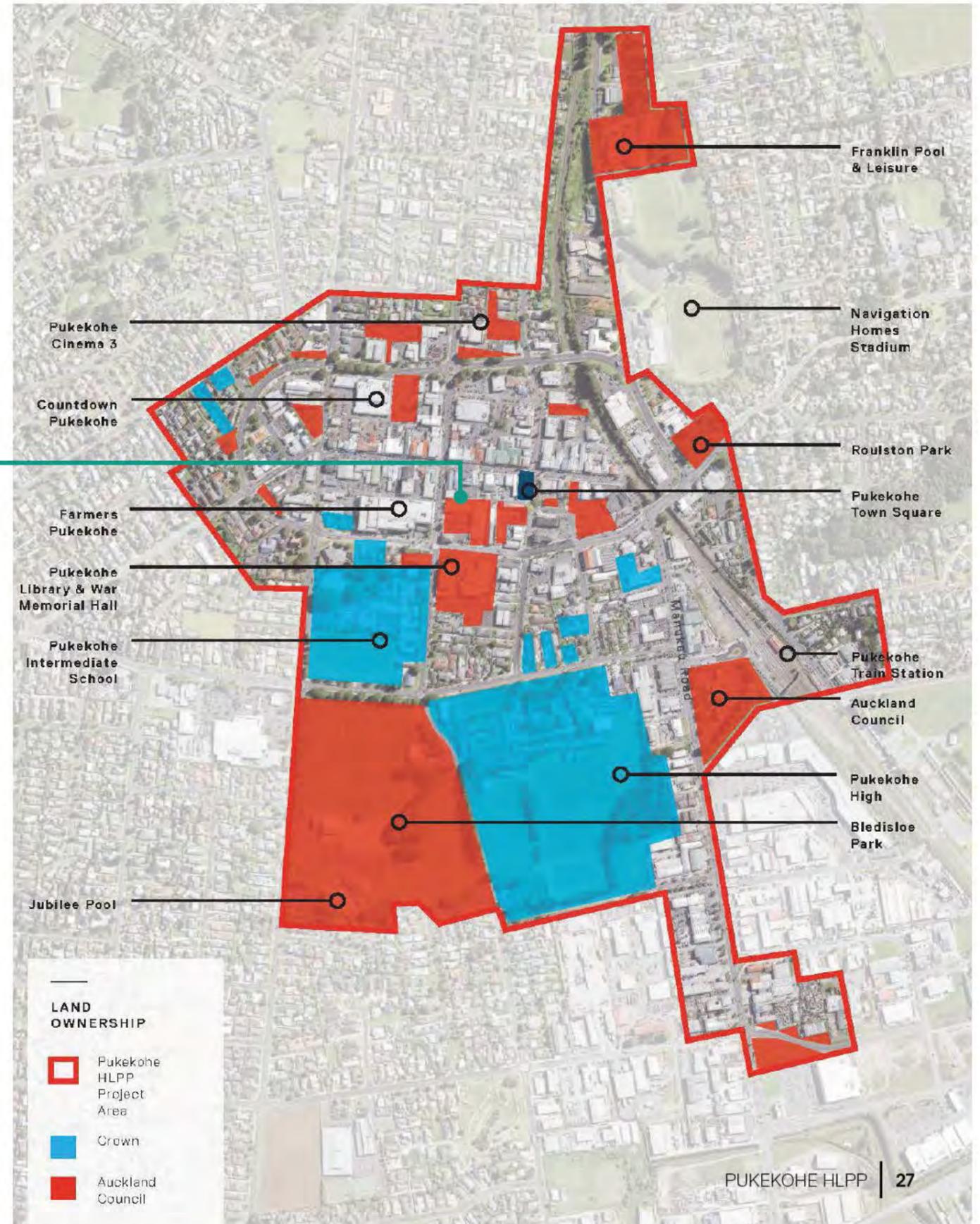
Attract new businesses and services
to create a thriving local economy that offers better access to employment, education and healthcare for local people.



Enhance local community identity
by making sure Pukekohe's diverse communities will be celebrated and reflected in the town centre.

The full document can be found at:

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



PUKEKOHE MASTERPLAN

The Pukekohe Masterplan proposes a series of improvements to the town centre so that it remains competitive as the region grows.

The Masterplan highlights Pukekohe's heritage, improves its character buildings, and emphasises local produce.

The Masterplan proposes a number of projects to the boundary of the Edinburgh Street Superblock site.

Upgrades are proposed to Roulston Street to provide more space pedestrians, events and the opportunity to host the Pukekohe Farmers Market. Devon Lane will also be reconfigured into a one-way laneway, allowing greater space for pedestrians and creating a new street frontage to the flagship Edinburgh Street Superblock site development.

Key

- 1 Market Street
- 2 Community and Market Hall
- 3 Edinburgh Street Development Opportunity
- 4 Devon Lane Upgrade
- 5 Roulston Lane Upgrade
- 6 Civic Hub Enhancements
- 7 Skate & Roulston Park Enhancements
- 8 Parking Management Solutions (across entire programme)
- 9 82 Manukau Road Development Opportunity
- 10 22 Edinburgh Street Development Opportunity
- 11 Train Station to Centre Connections
- 12 Future Investigations
- 13 Auckland Transport led projects / Investigations



BULK AND MASSING STUDY

The following images of the Edinburgh Street Superblock site illustrate the vision to create a comprehensive development with new commercial, retail or residential spaces resulting in a thriving, 24/7 economy.

- Improves access to the town centre via a new pedestrian and cycling laneway between King Street and Franklin: The Centre
- The laneway could become a new dining district, turning into a lunch and dinner hotspot to service the growing number of shoppers, workers and locals.
- A range of buildings between 2-6 storeys over the sites that respond to the immediate context
- High amount of fine-grain development in tenancies, architecture and laneways
- Carparking is integrated and sleeved by buildings and not visible from street



SITE DESCRIPTION

The Edinburgh Superblock site is the flagship redevelopment site for the Unlock Pukekohe programme

The site is bounded by Devon Lane to the north, Roulston Street to the east, Massey Ave to the south and Edinburgh Street to the west.

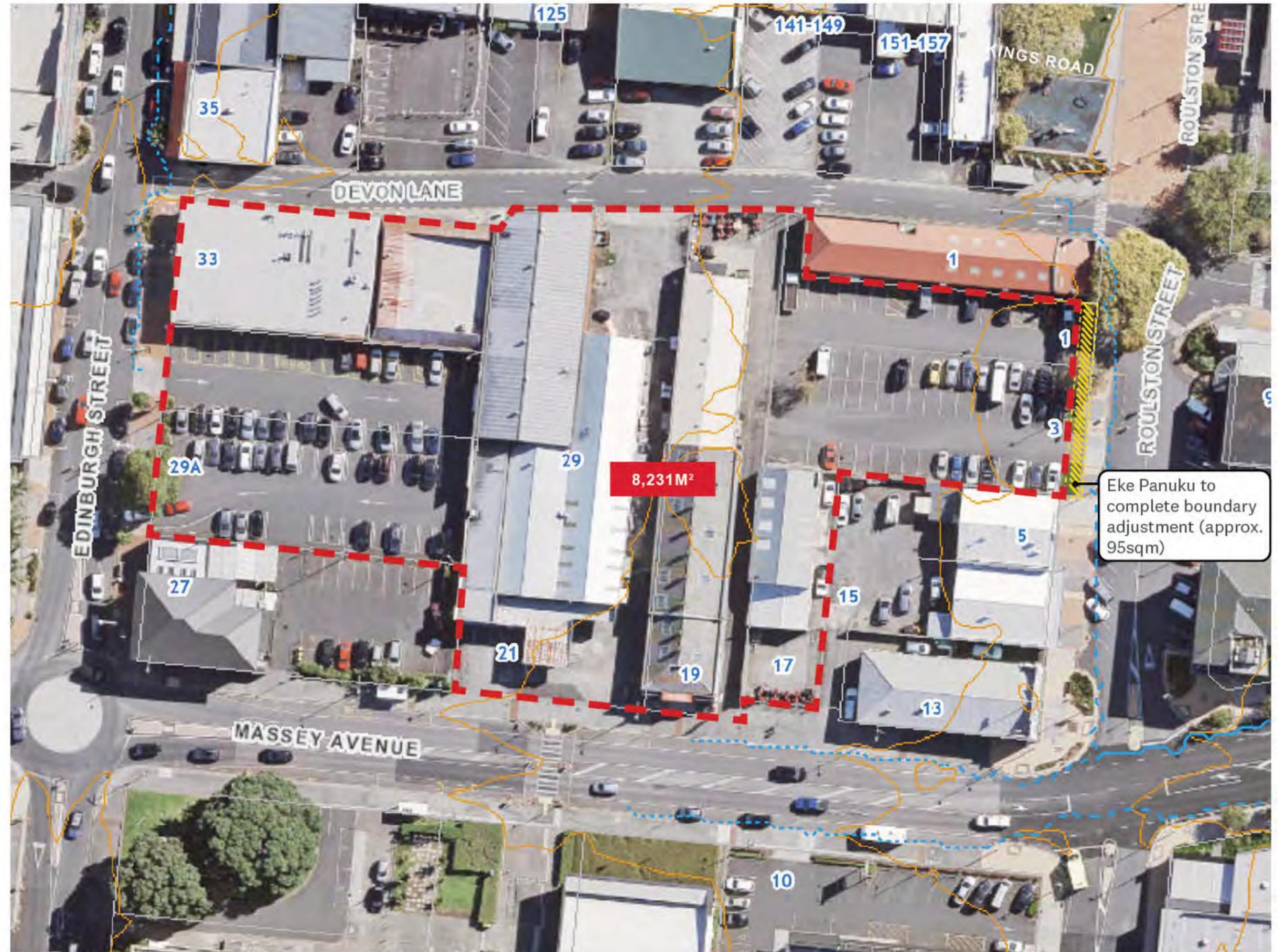
The superblock is a key site located within the ring-road on the southern edge of the town centre. It is approximately 600m from the Pukekohe train station and has bus stops located around the perimeter of the block. The north-eastern corner of the block joins the Town Square and on to King Street, the main retail street of Pukekohe. The site is across the road from the Franklin Centre which houses the local library and arts centre. The site will be one of the defining sites of Pukekohe Town Centre.

Site address:	3 Roulston St, 29 Edinburgh St, 29a Edinburgh St, 33 Edinburgh St, 17 Massey Ave, 21 Massey Ave, 19 Massey Avenue
Site area:	Approximately 8,231sqm
AUP Zoning:	Town Centre Zone
Permitted Uses:	A wide range of activities including commercial, leisure, residential, community and civic services, providing a focus for commercial activities and growth
Historic Use:	Commercial and light industrial activities
Building Height:	Height variation control of 18m
Carparking:	No carparking required
Other Features:	Generally flat terrain

Note: Refer to the Auckland Unitary Plan for a summary of all provisions, including full detail on applicable standards.

OPPORTUNITIES

- + Site provides an ideal opportunity for a mixed-use development in a central location one block back from King Street.
- + Multiple access point opportunities
- + Walking distance to Train Station and Town Centre



Existing site aerial and survey information

 INDICATIVE BOUNDARY

ESSENTIAL OUTCOMES

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

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

1. Appropriate use, density and scale:

- a. The proposal must contain a mix of building types and scales contributing to a mixed urban grain that reflects the character of Pukekohe.
- b. The proposal must contain a range of buildings with varied heights above 2 storeys but still responding to the context.
- c. The proposal must include a mix of uses promoting a daytime and night-time economy.
- d. The proposal must achieve a site density of at least 20,000 sqm distributed across the site.

2. High quality design

- a. Proposal must demonstrate high quality architectural design that includes articulation of the building and use of high quality materials.
- b. Proposal must respond to the existing character and relationship with the neighbouring buildings with respect to scale, materiality, colour and proportions.

3. Pedestrian Laneway

- a. Proposal must provide a new at grade pedestrian laneway. The north-south laneway between Devon Lane and Massey Ave should be generally aligned with the entrance to Franklin: The Centre.
- b. The laneway must:
 - Provide active edges/uses at ground level
 - Be at least 5 meters in width
 - Be publicly accessible 24 hours a day
 - Provide for universal access
 - Follow best practice CPTED principles

4. Minimised car parking impact:

- a. Parking must be designed with minimal impact on pedestrian activity on the site
- b. Any parking within the building footprint must be either basement, semi-basement or sleeved i.e. no blank walls/ garage doors/ multiple vehicle crossings along street frontage.
- c. if surface parking is needed, it must be 'screened' or 'hidden' behind the proposed built form – i.e. not at the 'front' or public facing edge of the development.
- d. Surface carparking must be softened by landscaping including specimen trees dispersed within / around the carpark. Quality landscaping and substantial tree cover is required to mitigate heat island effects from large uncovered areas of hardstand

5. Activating Street Edges:

- a. The proposal must achieve continuous, highly activated edges on primary street frontages (Roulston St, Massey Ave, Edinburgh St). Active frontages could include retail and food and beverage type uses, building lobbies and entrances, and occupied spaces such as offices or communal areas.
- b. Secondary street frontages (Devon Lane) must achieve a minimum 60% activated edges (excluding the needs of building servicing).
- c. Each building must have a public facing address which must front onto the public streets or laneways.

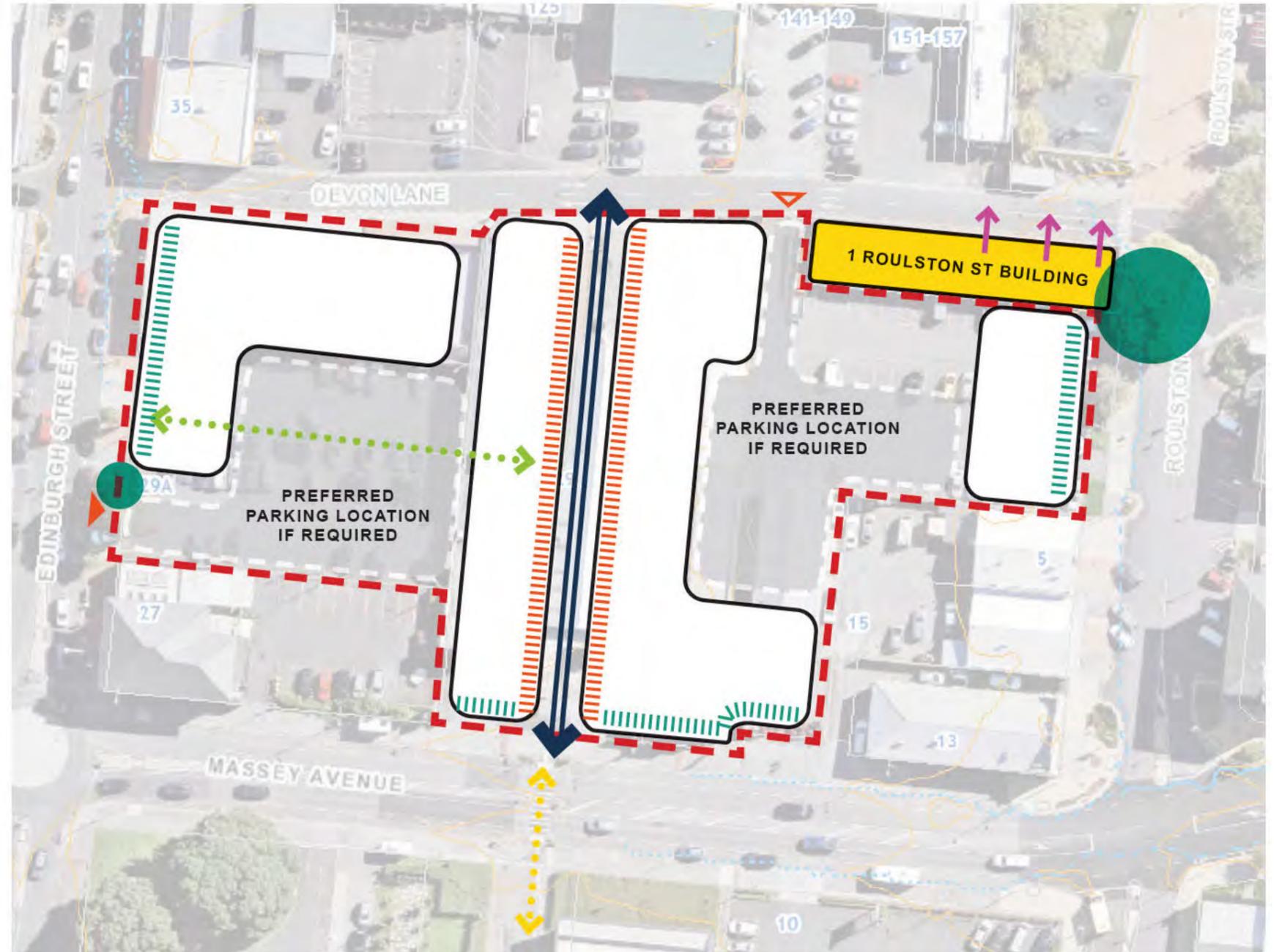
6. Environmental sustainability

- a. Provide New Zealand Green Building Council (NZGBC) certification: minimum Five Green Star rating for commercial uses over 1,000sqm and minimum 6 Homestar rating certification for residential units. Green Star and Homestar ratings must conform with the Eke Panuku curated pathway of credits.
- b. Structures on-site to be removed must be deconstructed so that the value of fixtures, fittings, and materials are preserved for reuse.
- c. A document that outlines the sustainability initiatives and measures that will be undertaken for the new development must be provided.
- d. Structures on-site to be removed must be deconstructed so that the value of fixtures, fittings, and materials are preserved for reuse.

7. Design Guidance: The proposal must demonstrate how it takes into account the Design Guidance (next section) in the proposed design.

ESSENTIAL OUTCOMES

-  SITE BOUNDARY
-  INDICATIVE MIXED USE BUILT FORM
-  EXISTING CHARACTER BUILDING AT 1 ROULSTON STREET TO BE RESTORED BY OTHERS
-  REQUIRED PEDESTRIAN LANEWAY (NO VEHICLE ACCESS) ON GENERAL ALIGNMENT WITH FRANKLIN: THE CENTRE AXIS
-  EXTERNAL WALKING CONNECTIONS TO BE ALIGNED WITH
-  POTENTIAL WALKING CONNECTIONS
-  PREFERRED VEHICLE ENTRY LOCATION
-  ALTERNATE VEHICLE ENTRY
-  INDICATIVE PUBLIC REALM/LANDSCAPE TREATMENT
-  INDICATIVE ACTIVE EDGE
-  ACTIVATED INTERNAL EDGES TO NEW LANEWAYS
-  TREES TO BE RETAINED



Indicative diagram of site layout only (not to scale)

DESIGN GUIDANCE

This Design Guidance section further explains potential ways to achieve the preceding Essential Outcomes, and offers additional guidance which can enhance and enrich a proposal.

a. Contextually Responsive

- i. Development should respond to the challenges and opportunities of the site - and be forward thinking in defining the future vision of Pukekohe as a thriving town centre.
- ii. Future development on the neighbouring sites, whether planned or potential should be taken into consideration.
- iii. The design proposal should include a context analysis and design response, and refer to the work that has been undertaken in the Pukekohe High Level Project Plan.

b. Mana Whenua approach

- i. In order to appropriately represent Mana Whenua in the proposal, the development partner should appoint a design team who has the expertise to engage with mana whenua on Māori design outcomes. Mana Whenua can provide advice on who is considered appropriate to develop narrative representation, and Eke Panuku can assist to facilitate an EOI process to appoint a mana whenua artist to support the project. The developer should consider how these can be integrated into the proposal.
- ii. Mana whenua aspire to see themselves reflected in the urban landscape of their ahi ka (homeland). The development partner should engage with the 19 iwi and hapu (collectively known as mana whenua) to express their values, principles, and aspirations within the development. If needed, Eke Panuku can support the developer to engage with mana whenua.
- iii. Development partners should acknowledge and celebrate the rich cultural narratives of mana whenua in the area through the development either in the public realm/landscape or built form, or both.

c. Architectural response

- i. Consider materiality and modulation of building form to provide facade variation and visual interest.
- ii. Consider orientation of habitable rooms and building cores along with fenestration to provide passive surveillance between public realm and private / communal areas.
- iii. Consider variation of the roof line to provide a visually interesting building or series of buildings.
- iv. Plan strong, legible entrances for buildings that are easy to find and easily understood.
- v. Design of service plants, air conditioning units and machinery should be considered to screen or concealed from view from the public realm, and minimise noise emissions.
- vi. Consider integrating rooftop plant, including PV panels into the design of the roof rather than allowing it to appear as an applied afterthought.

d. Signature 'Glasshouse' building:

- i. The proposal could include a new building that draws upon Pukekohe's agricultural history and is a modern interpretation of the 'Glasshouse / Greenhouse' aesthetic.

e. Landscape response

- i. Consider how soft landscaping can enhance the street character and provide amenity for the people occupying the building initially and over time as it matures.
- ii. Consider maintenance requirements for any soft landscaping through design process.

f. Pedestrian access and street activation

- i. Universal Design principles should be applied to shared spaces to allow access for people of all ages and abilities.
- ii. The design should take into account Crime prevention through environmental design CPTED principles for safety.
- iii. In addition to primary active frontage, secondary active frontage should be considered for the rest of the building frontages. This could include pedestrian entries, lobby areas with windows, any commercial or services use at ground with windows facing the street, any residential living spaces with windows facing the street.
- iv. Internal pedestrian connections must extend from the street (allowing access to carparks) and connect with existing pedestrian paths and crossing points outside of the boundary.

g. Parking

- i. Car parking on the site should be limited to a minimum, given the proximity to the public transport options.
- ii. Bicycle Parking should be in alignment with Green Star standard 17.4 - Secure bicycle parking for occupants should be provided at 1 bicycle park for every 1 unit and secure bicycle parking should be provided for 5% of dwellings.
- iii. Consideration should be given to car share schemes as alternatives to traditional private car parking.
- iv. Loading or parking entries should be minimised and screened.

h. Apartment amenity

- i. Consider passive approaches such as appropriate orientation, efficient spatial planning and natural cross ventilation.

- ii. Design buildings to moderate the environment as much as possible by using passive or low-energy efficiency measures, and use this as an opportunity for architectural expression.
- iii. Consider making any rooftops deemed unsuitable for energy generation accessible, landscaped and designed for use by occupants.
- iv. Architecture should consider size of surrounding trees at full maturity and respond with openings and windows accordingly.
- v. The design should limit the number of south facing and single aspect units.
- vi. To optimise the direct sunlight to habitable rooms and balconies and provide cross ventilation in the residential units a number of the following design features can be used:
 - dual aspect apartments
 - shallow apartment layouts
 - two storey and mezzanine level apartments
 - bay windows

i. Environmental response

- i. Eke Panuku Corporate Responsibility Team can assist in the streamlining of achieving a Homestar 6 rating through the use of the Eke Panuku Homestar checklist.
- ii. It is encouraged to seek Green Star rating or equivalent for the other uses, and/or demonstrate how sustainable approach in those uses is being met.
- iii. Consider the environmental sustainable design (ESD) principles including potential for low embodied material use, water conservation and waste management, including construction waste.
- iv. Consider water sensitive design solutions on site to improve quality and reduce quantity of stormwater runoff.

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

PRECEDENTS: MID-BLOCK PEDESTRIAN LANEWAY AND SIGNATURE 'GLASSHOUSE' BUILDING



Osborne Lane, Newmarket

High quality pedestrian laneway with integrated landscaping and artwork



Riverside Lanes, Christchurch

Pedestrian laneway activated by retail tenancies



Eat Street, Takapuna

Pedestrian laneway activated by F&B tenancies and outdoor seating



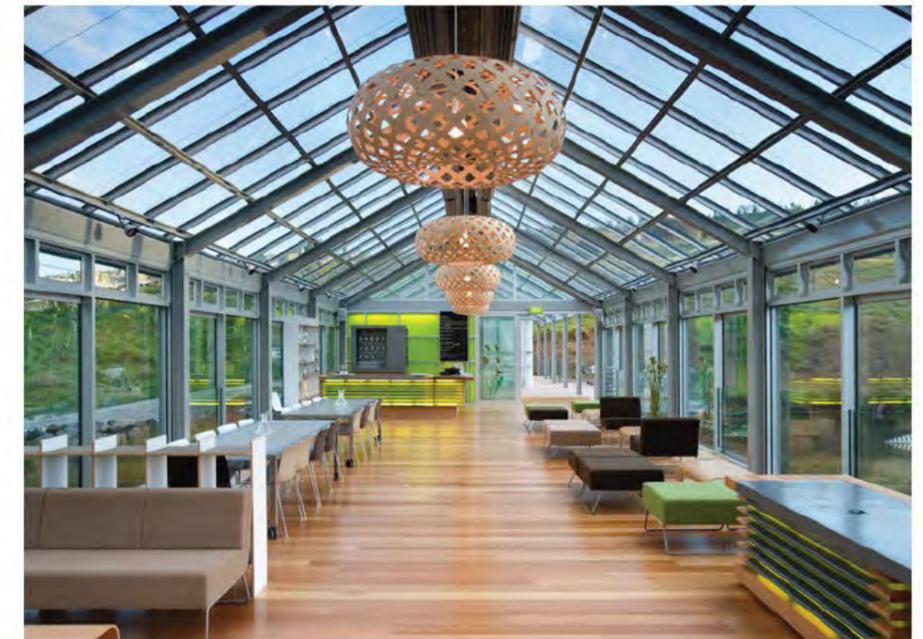
Glasshouse, Morningside

Function venue with high proportions of glazing



The Grange, Smales Farm, Takapuna

F&B venue with high proportions of glazing



Brick Bay Restaurant, Snell's Beach

F&B venue with high proportions of glazing

PRECEDENTS: MIXED USE DEVELOPMENTS



Long Bay Village, Auckland

Contemporary apartment and retail building with high quality materials



Long Bay Village, Auckland

Contemporary apartment and retail building with interesting roof form



Mackelvie Street Precinct, Auckland

Retail development with variety in building form



The Crossing, Christchurch

Commercial and retail development with facade modulation



Stranges & Glendenning Hill Building, Christchurch

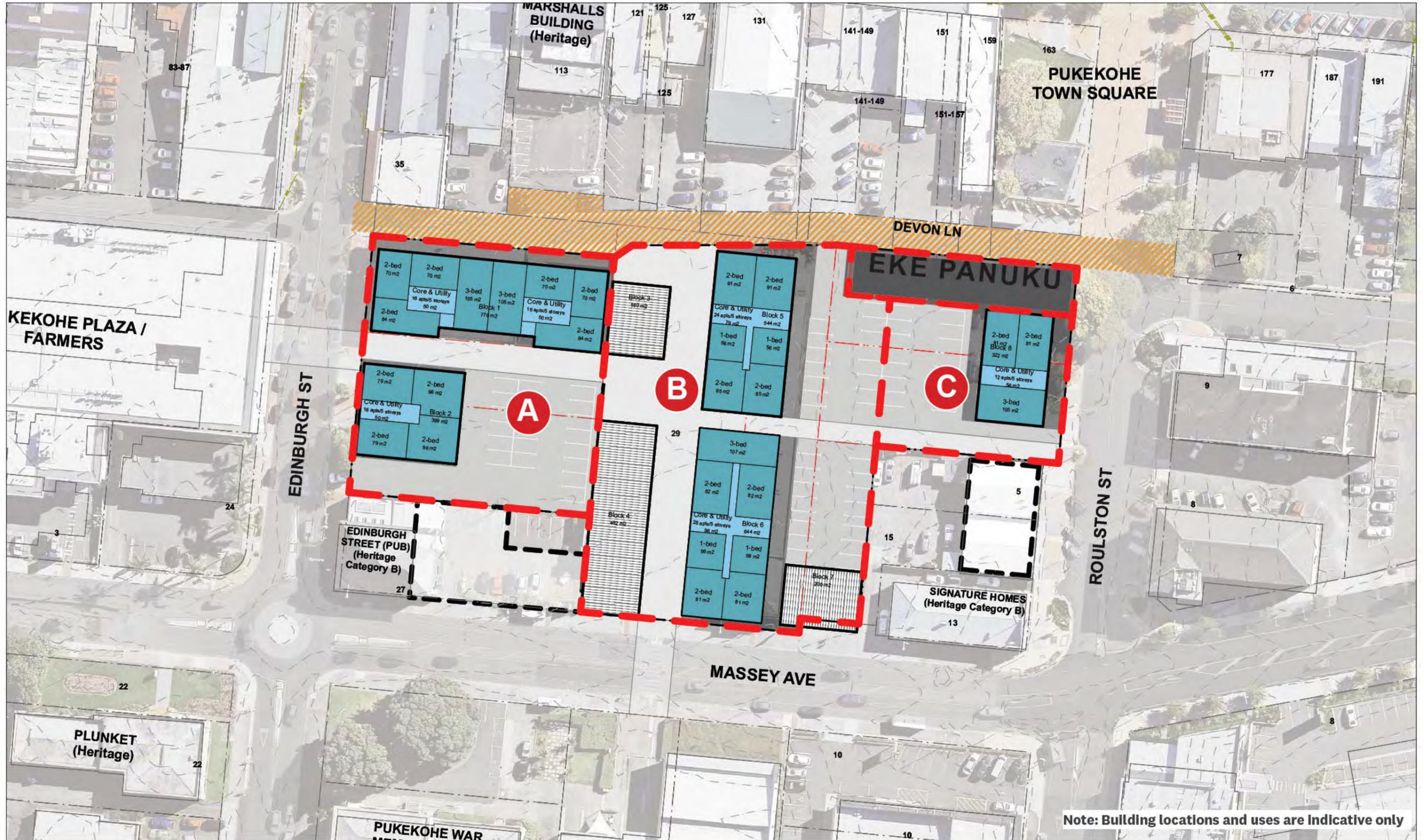
Commercial building with high quality materials



Riverside Market, Christchurch

New market hall with outdoor dining

ALTERNATIVE DEVELOPMENT OPTIONS



Note: Building locations and uses are indicative only

Unlock

Pukekohe

Defining Urban Renewal
in Pukekohe

June 2023

eke

panuku



Eke Panuku
Development
Auckland





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Unlock Pukekohe

Defining Urban Renewal In Pukekohe

Prepared by Eke Panuku Development Auckland

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—
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DEFINING URBAN RENEWAL IN PUKEKOHE

This document aims to define Urban Renewal in the context of Eke Panuku's Urban Regeneration Plans for Unlock Pukekohe.

Please note that defining "Urban Renewal" in Pukekohe and on a specific site is different to the Essential Outcomes and Design Guidelines prepared for a development agreement.

Urban Renewal Criteria are directly informed by the statutory definition of urban renewal and link directly back to the High Level Project Plan. Essential Outcomes will include elements to achieve the defined urban renewal criteria but are more specific to a proposal and may include other details based on development negotiation.

URBAN REGENERATION

The Urban Regeneration area is outlined in the Unlock Pukekohe High Level Project Plan (HLPP) as the area that Eke panuku has a mandate for improvement.



URBAN RENEWAL

For defining urban renewal on a site specific scale. "Urban renewal means the conservation, repair, or redevelopment of any land, or of any building on any land, within any urban part of the district (or the encouragement thereof), the standard of which should in the opinion of the council be improved; and includes the improvement, reconstruction, extension, development, and redevelopment of the utility services, roading, the landscape, and community and social facilities and services within that part."

ESSENTIAL OUTCOMES

For preparing the essential outcomes and design guidance in a development agreement. Essential Outcomes must achieve the Urban Renewal definition and further define design & development controls.

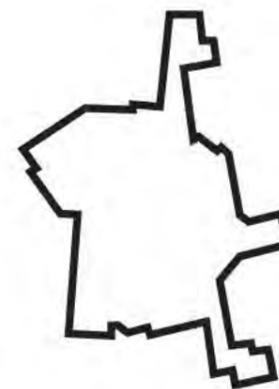
HOW TO USE THIS DOCUMENT

This document provides 4 levels of information that align with each of the sections in this document. While some of the names, language and property addresses seem similar it is worth noting the differences and different spatial scales.

The document includes:

1. The overarching Vision and Goals for the Urban Regeneration area as defined in the HLPP
2. Definition of the Urban Renewal Criteria and how they relate to the overarching HLPP Vision and Goals
3. How Urban Renewal Criteria should be assessed for individual precincts, and sites.

URBAN REGENERATION AREA



Unlock Pukekohe

URBAN RENEWAL CRITERIA



Unlock Pukekohe

URBAN RENEWAL PRECINCT



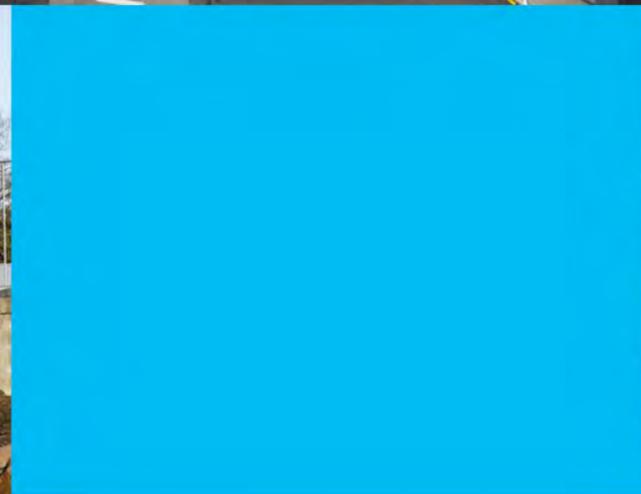
1. Edinburgh Street Superblock
2. Eastern Gateway
3. Station Precinct
4. Town Centre North Precinct
5. Civic Centre Precinct
6. Light Industrial Precinct

URBAN RENEWAL SITE ASSESSMENT



Applies to individual sites within the precinct, i.e. 1 Roulston Street

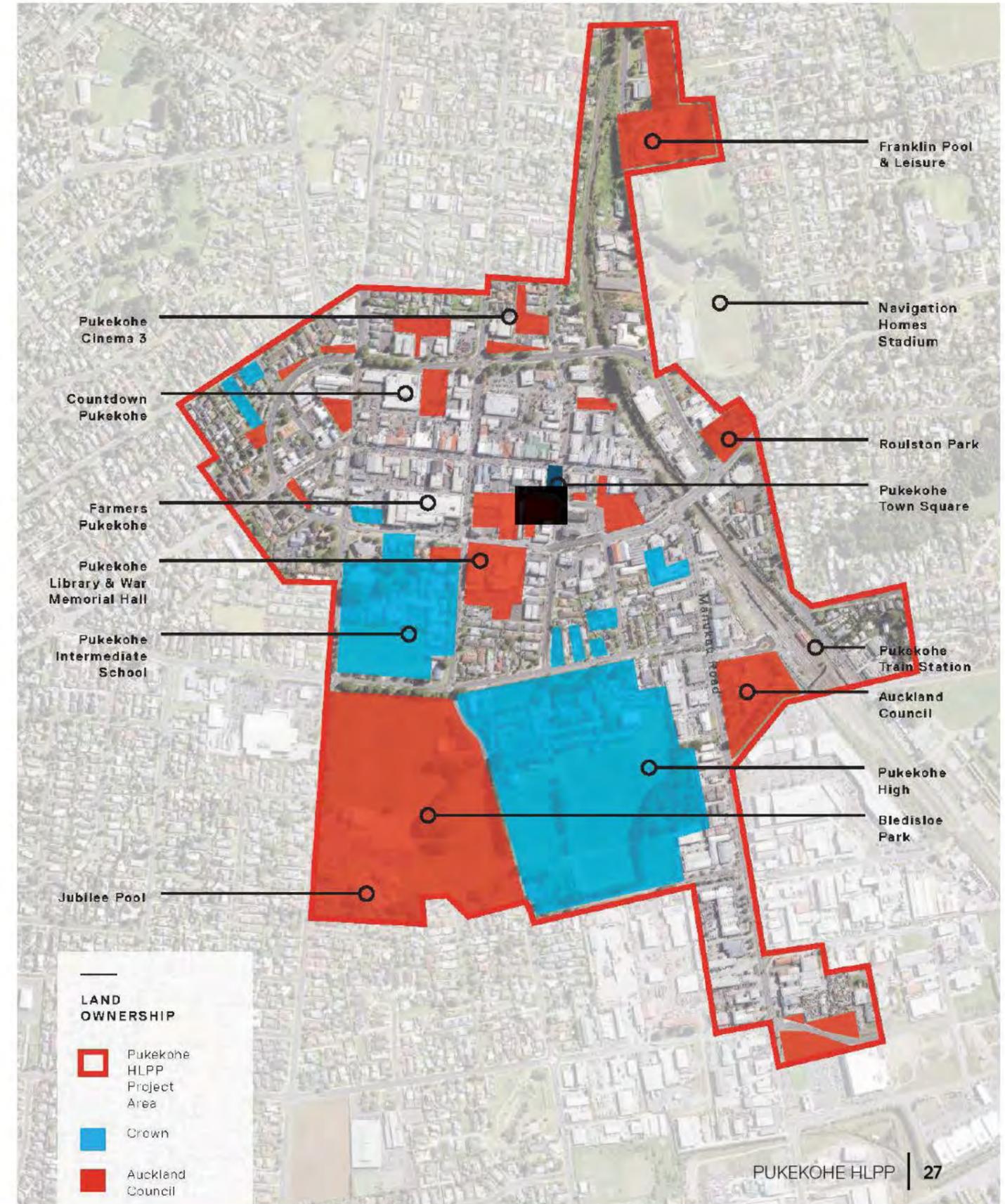
1. Vision and Goals for Unlock Pukekohe



1.1 DESCRIBING THE REGENERATION AREA

Kia Puāwai a Pukekohe project area and properties shows key council assets in red. Many could potentially be made better use of or redeveloped. They include smaller open spaces, car parks, commercial and industrial properties, and vacant land outside the project area.

There are also several Crown-owned properties – shown in blue. They include two schools, some state housing and a police station. These properties may present opportunities for future collaboration with Crown agencies.



1.2 VISION FOR PUKEKOHE

The vision for Kia Puāwai/Unlock Pukekohe was developed in partnership with the Franklin Local Board, and through iterative kōrero and hui with some mana whenua and our Auckland Council whānau, and Auckland Transport.

Currently the vision is being refined with the aspirations, narrative and guidance of mana whenua.

At present, the vision is that:

Pukekohe will be a vibrant and dynamic satellite town offering a range of employment and residential opportunities, with excellent transport connections, infrastructure, open space and recreation facilities, and a thriving local economy.

“Pukekohe is growing up, with city smarts while celebrating our country hearts.”

The vision focuses on the Pukekohe town centre, an already bustling centre that services a large catchment extending into southern Tāmaki Makaurau and northern Waikato. This area is experiencing unprecedented growth, and it is vital that the town centre continues to be enhanced so that it can capitalise on the opportunities that growth provides.

Pukekohe’s population is forecast to grow to over 50,000 people by 2040. Parts of the community are aging, and the town centre will need to respond to and accommodate these changes in the future, including through providing the facilities and services required for an aging population.

Given the forecast growth, it is important that the town centre retains its identity. This identity is shaped by the town’s rural setting, strong historical and cultural association of mana whenua, the subsequent multi-cultural communities, and the strong local business network.

At present, a high proportion of residents are forced to travel outside Pukekohe for employment, healthcare services and learning. This is only likely to increase as the area grows.



Artists impression of the heart of the Pukekohe town centre, the Town Square hosting the farmer’s market. Framed by a new community Market Hall on the southern edge with new, high quality buildings behind. These could contain a vibrant mix of uses including a new dining precinct, retail, commercial and residential.

1.3 GOALS AND KEY MOVES FOR UNLOCK PUKEKOHE

Goals Key moves

Encourage new growth in town centre



Redevelop flagship sites that promotes Pukekohe's distinct offering and increased access to employment, education and healthcare opportunities for local people.

Improve access for all



Enliven the lanes



Improve pedestrian and cyclist connections between essential facilities and the town centre.

Attract new businesses & services



Upgrade play facilities

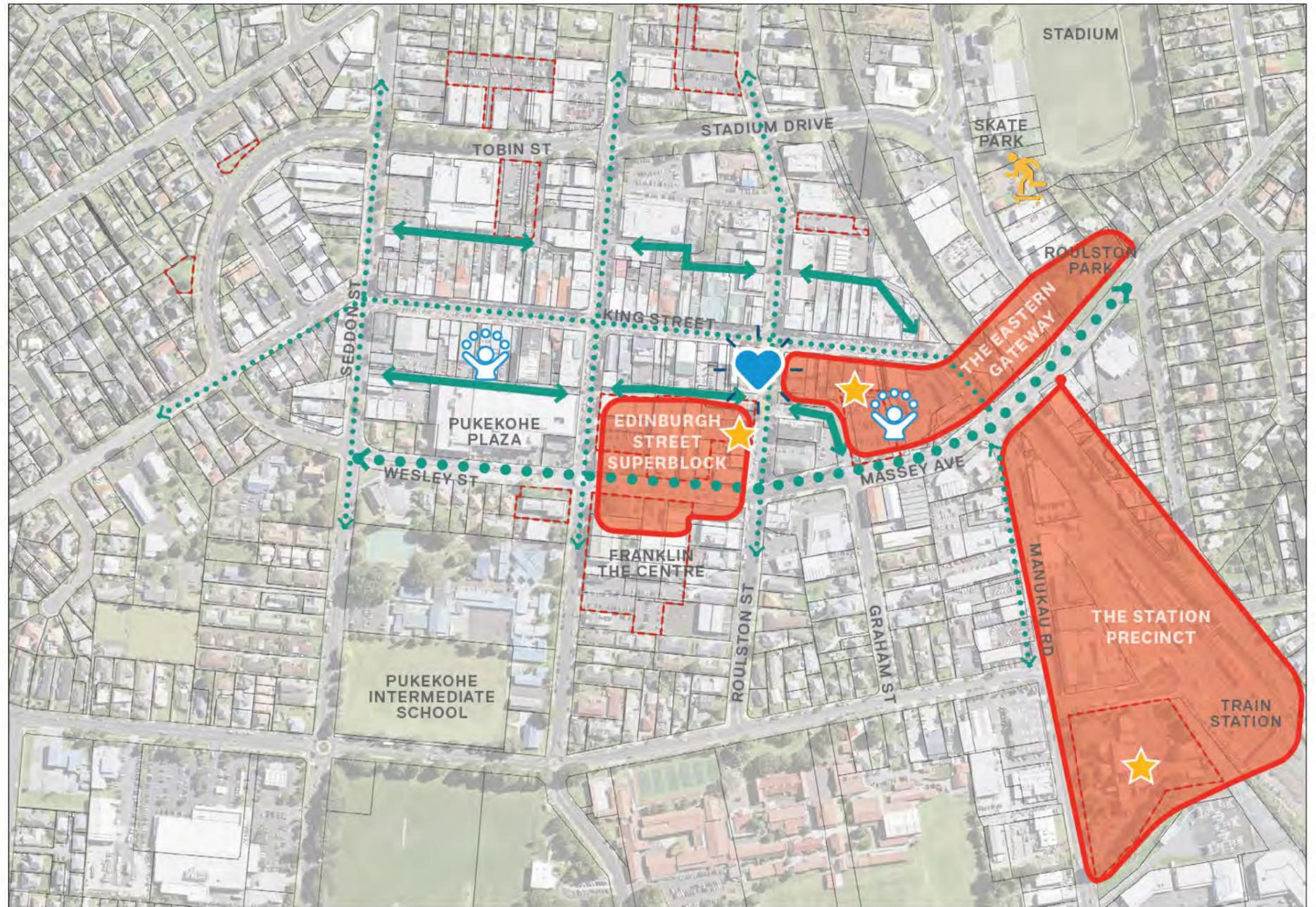
Enhance local community identity



Relocate, grow and enhance the Farmer's Market, Roulston Street and King Street



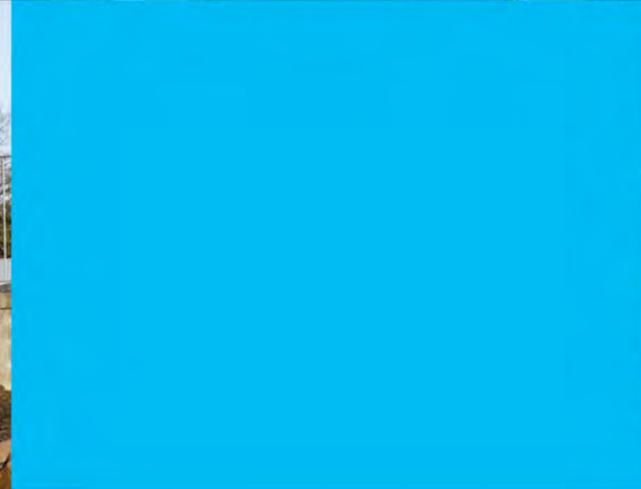
Placemaking trials



Eke Panuku strategic levers

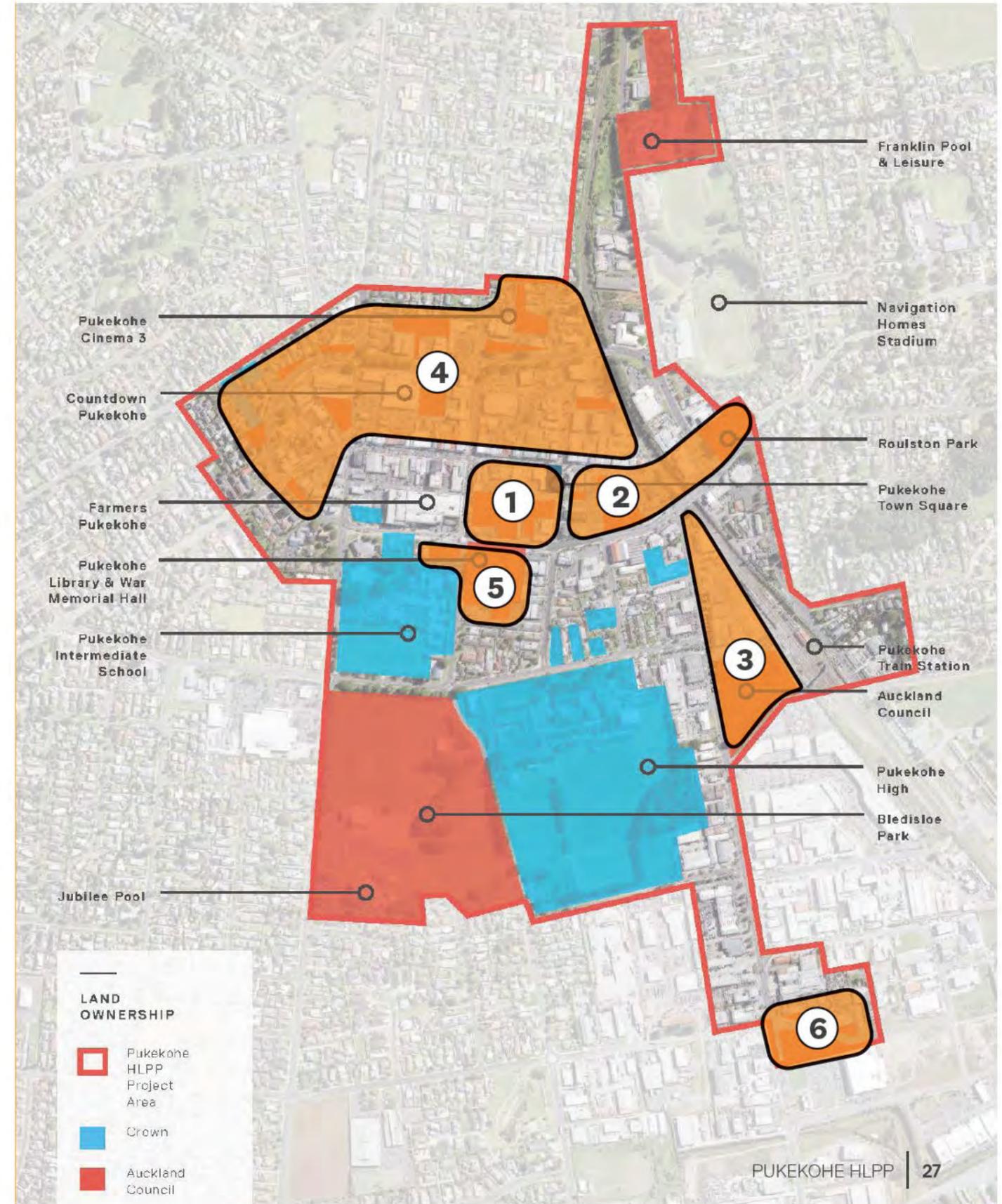


2. Establishing Urban Renewal Criteria



2.1 URBAN RENEWAL PRECINCTS

1. Edinburgh Street Superblock
2. Eastern Gateway
3. Station Precinct
4. Town Centre North Precinct
5. Civic Centre Precinct
6. Light Industrial Precinct



2.2 CRITERIA FOR URBAN RENEWAL IN PUKEKOHE

The following Urban Renewal Criteria outline the key outcomes that need to be met in order for a site redevelopment to be considered of an adequate standard to be contributing to the Urban Regeneration improvement vision for Pukekohe. They have been formulated in reference to the statutory definition of 'urban renewal' and guided by the Goals and Principles of the Pukekohe High Level Project Plan 2019.

Urban Renewal definition:

“Urban renewal means the **conservation, repair, or redevelopment** of any land the standard of which should in the opinion of the council be improved”



Criteria 1. Provide appropriate building height and form that support the aspirations for growth and intensification in Pukekohe



Criteria 4. Improve walking connections by repairing existing footpath or creating new visual and physical connections as spaces for public life, rest and walking



Criteria 2. Conserve the established block structure and urban grain while restoring heritage and character buildings that reflect Pukekohe's built history



Criteria 5. Deliver active building frontages that will support safe and active urban spaces



Criteria 3. Optimise surface car parking by improving efficiency and consolidating multiple surface parking areas to avoid negative visual impacts and dominance of inactive car yards



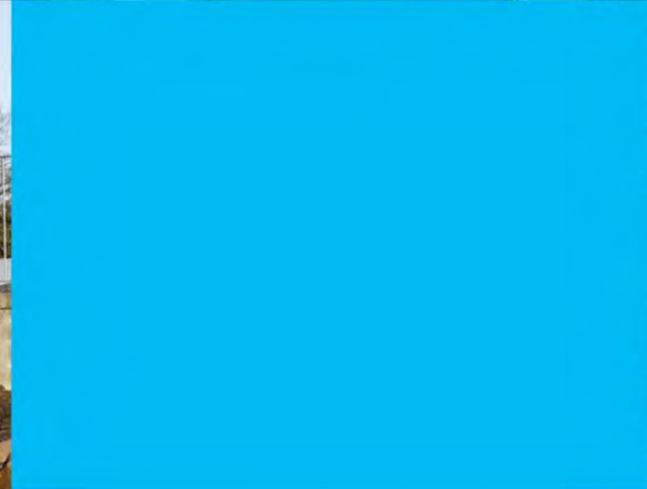
Criteria 6. Support a thriving, mixed-use town centre by delivering the ability to live, work and play in the local area

2.3 URBAN RENEWAL ASSESSMENT CRITERIA DELIVERING ON THE UNLOCK PUKEKOHE HLPP

Each criteria of these criteria were peer tested and developed by Eke Panuku's project team to act as a bridge between the principles and goals of the HLPP and the definition of Urban Renewal in s644A of the LGA 1974 - which requires more detailed criteria to deliver on the HLPP intent

PROPOSED CRITERIA	DELIVERS ON HLPP DEVELOPMENT PRINCIPLES	DELIVERS ON HLPP GOALS	DELIVERS ON HLPP KEY MOVES
1. Provide appropriate building height and form	<p>"Grow up – attract higher density development in the town centre" (Page 38)</p> <p>"Improve employment opportunities, serve the growing population" (Page 38)</p>	"Goal 1 - Encourage growth in the town centre" (Page 38)	<p>Development Key Move 1 - Edinburgh Street Superblock</p> <p>Development Key Move 2 -Eastern Gateway</p> <p>Development Key Move 3 -The Station Precinct</p>
2. Conserve the established block structure and urban grain	"Promote Pukekohe's distinctive attributes and position the town centre for success" (Page 38)	"Goal 1 - Encourage growth in the town centre" (Page 38)	<p>Development Key Move 1 - Edinburgh Street Superblock</p> <p>Development Key Move 2 -Eastern Gateway</p> <p>Development Key Move 3 -The Station Precinct</p>
3. Optimise surface car parking	"Planning that has historically given priority to vehicles over pedestrians. This has led to ample provision for parking, but limited provision for sustainable transport options into the centre" (Page 39)	"Goal 2 - Improve access for all" (Page 39)	<p>Development Key Move 1 - Edinburgh Street Superblock</p> <p>Development Key Move 2 -Eastern Gateway</p> <p>Development Key Move 3 -The Station Precinct</p>
4. Improve walking connections	<p>"Make walking and cycling in the town centre more attractive" (Page 39)</p> <p>"Establishing new walking and cycling routes across open spaces and council sites. Working with developers to provide more connections through development sites" (Page 39)</p>	"Goal 2 - Improve access for all" (Page 39)	<p>Development Key Move 1 - Edinburgh Street Superblock</p> <p>Development Key Move 2 -Eastern Gateway</p> <p>Development Key Move 3 -The Station Precinct</p> <p>Public Realm Key Move 2 - Improve Pedestrian and Cyclist Connections</p>
5. Deliver active building frontages	"Enhancing the vibrancy, accessibility, safety and character of the area" (Page 39)	"Goal 2 - Improve access for all" (Page 39)	<p>Development Key Move 1 - Edinburgh Street Superblock</p> <p>Development Key Move 2 -Eastern Gateway</p> <p>Development Key Move 3 -The Station Precinct</p>
6. Support a thriving, mixed-use town centre	<p>"Enhance the town centre by using public spaces for entertainment, events and activities" (Page 39)</p> <p>"Celebrate local identity in projects" (Page 41)</p>	"Goal 4 - Enhance local community identity" (Page 41)	<p>Development Key Move 1 - Edinburgh Street Superblock</p> <p>Development Key Move 2 -Eastern Gateway</p> <p>Development Key Move 3 -The Station Precinct</p> <p>Public Realm Key Move 1 - Enliven the Lanes</p>

3. Defining how these Urban Renewal Criteria are applied to sites in Pukekohe



3.1 PROPERTIES WITHIN THE PROJECT AREA BOUNDARY

Location	Precinct	No. of sites	Land area (m2)	Zone	Potential uses
Edinburgh super block – 1 & 3 Roulston St; 29, 29a & 33 Edinburgh St; 17 & 21 Massey Ave	Edinburgh Street Superblock	7	6750	Town Centre	Mixed use
7 Massey Ave	Eastern Gateway	1	5191	Town Centre	Mixed use
4 Tobin St	Town Centre North Precinct	3	1460	Town Centre	Mixed use
9 Tobin St	Town Centre North Precinct	1	3687	Town Centre	Mixed use
9 Hall St	Town Centre North Precinct	1	889	Town Centre	Mixed use
24 Hall St	Town Centre North Precinct	1	3148	Town Centre	Mixed use
22 Edinburgh St	Civic Centre Precinct	1	1012	Mixed Use	Mixed use
82 Manukau Rd	Station Precinct	1	13090	Mixed Use	Mixed use
174, 176, 180, 182 Manukau Rd	Light Industrial Precinct	4	5894	Business – Light Industry	Commercial / Industrial

3.2 URBAN RENEWAL ASSESSMENT CRITERIA DEFINED FOR THE EDINBURGH ST SUPERBLOCK PRECINCT



Edinburgh Street Superblock Precinct:

- 1 Roulston St
- 3 Roulston St
- 29 Edinburgh St
- 29a Edinburgh St
- 33 Edinburgh St
- 17 Massey Ave
- 21 Massey Ave
- 19 Massey Avenue

Criteria for Renewal	Specific Outcomes Defined	Assessment Application	
Criteria 1. Appropriate building height and form	Does the proposal maximise the allowed building height to support increased development within Pukekohe while being sensitive to the existing buildings?	A development with some buildings up to 6 storeys and responds to context	Exceeds
		A range of buildings 2 storeys and above over the sites that respond to context	Meets
		Buildings of a low scale / density only or building height that do not respond to context	Does not meet
Criteria 2. Supports established block structure and urban grain	Does the proposal provide good potential for infill development to cater for owner-occupied buildings and small businesses? Is fine-grain development introduced to Massey Ave, Edinburgh Street, Devon Lane and Roulston Street?	High amount of fine-grain development in tenancies, architecture and laneways	Exceeds
		Some infill or fine-grain development provided either through laneways or building articulation	Meets
		No infill or fine-grain development provided	Does not meet
Criteria 3. Optimises surface car parking	Is the amount of surface parking minimised, underground, sleeved, located within a building, or at centre rear of the site?	No carparking or basement carparking	Exceeds
		Carparking is integrated and sleeved by buildings and not visible from street	Meets
		Surface parking is visible from street	Does not meet
Criteria 4. Improves through-site walking connections	Can a pedestrian walk comfortably, directly and with priority from Franklin: The Centre through the site towards King Street? The quality of the connection should be convenient, safe and to a high standard.	Multiple connections provided	Exceeds
		North-south mid-block connection provided	Meets
		No mid-block connections achieved	Does not meet
Criteria 5. Delivers active building frontages	Are a variety of active frontages provided that will help make the streets livelier and more attractive?	No more than 25% frontage used for servicing or blank walls over 1.7m high	Exceeds
		At least 60% continuous active frontages excluding areas for servicing and vehicle entrances	Meets
		Inactive frontages	Does not meet
Criteria 6. Supports a thriving, mixed-use town centre	Does the development provide a good opportunity for commercial, residential and retail activities to support the town centre and help activate the town square?	Four or more uses provided in a variety of buildings	Exceeds
		At least three uses provided in a variety of buildings	Meets
		Only single use buildings provided	Does not meet

3.2 URBAN RENEWAL ASSESSMENT CRITERIA DEFINED FOR THE EASTERN GATEWAY PRECINCT



Eastern Gateway Precinct:

- 7 Massey Ave

Criteria for Renewal	Specific Outcomes Defined	Assessment Application	
Criteria 1. Appropriate building height and form	Does the proposal maximise the allowed building height to support increased development within Pukekohe while being sensitive to the existing buildings?	A range of buildings with at least 1 building at maximum height while responding to context	Exceeds
		A range of building heights with some built form over 3 storeys while responding to context	Meets
		Buildings of a low scale / density only or buildings that do not respond to context	Does not meet
Criteria 2. Supports established block structure and urban grain	Is fine-grain development introduced to Massey Ave and Roulston Lane?	High amount of fine-grain development in tenancies, architecture and laneways	Exceeds
		Architectural fine-grain development provided at street and upper levels	Meets
		No fine-grain development provided	Does not meet
Criteria 3. Optimises surface car parking	Is the amount of surface parking minimised, underground, sleeved, located within a building, or at centre rear of the site?	No or basement only carparking provided	Exceeds
		Carparking is integrated and sleeved by other uses and not visible from street	Meets
		Surface parking is not integrated and visible from street	Does not meet
Criteria 4. Improves / strengthens public connections	Does the development promote walking within the town centre and repair existing footpaths and connections to surrounding sites	Improvements to pedestrian experience including canopies, lighting and footpath	Exceeds
		Some improvements to pedestrian experience with canopies on key frontages	Meets
		Does not improve the pedestrian experience	Does not meet
Criteria 5. Delivers active building frontages	Are a variety of active frontages provided that will help make the streets livelier and more attractive?	No more than 25% frontage used for servicing or blank walls over 1.7m high	Exceeds
		At least 60% continuous active frontages excluding areas for servicing and vehicle entrances	Meets
		Inactive frontages	Does not meet
Criteria 6. Supports a thriving, mixed-use town centre	Does the development provide a good opportunity for commercial, residential and retail activities to support the town centre?	Three or more uses provided	Exceeds
		At least two uses provided	Meets
		Only single use provided	Does not meet

3.2 URBAN RENEWAL ASSESSMENT CRITERIA DEFINED FOR THE STATION PRECINCT



The Station Precinct:

- 82 Manukau Road

Criteria for Renewal	Specific Outcomes Defined	Assessment Application	
Criteria 1. Appropriate building height and form	Does the proposal maximise the allowed building height to support increased development within Pukekohe while being sensitive to the existing buildings?	A range of buildings with at least 1 building at maximum height while responding to context	Exceeds
		A range of buildings at least 2 storeys on the site while responding to context	Meets
		Buildings of a low scale / density only or buildings that do not respond to context	Does not meet
Criteria 2. Supports established block structure and urban grain	Is fine-grain development introduced to Manukau Road and Custom Street?	High amount of fine-grain development in tenancies, architecture and laneways	Exceeds
		Architectural fine-grain development	Meets
		Big box with very limited articulation provided	Does not meet
Criteria 3. Optimises surface car parking	Is the amount of surface parking minimised, underground, sleeved, located within a building, or at centre rear of the site?	No or basement only carparking provided with no on-grade carparking visible	Exceeds
		Carparking is well integrated, and screened by landscaping	Meets
		Surface parking is visible from the street with no landscape or screening mitigation	Does not meet
Criteria 4. Improves / strengthens public connections	Does the development promote walking within the town centre and repair existing footpaths and connections to surrounding sites	Improvements to pedestrian experience including canopies, lighting and footpath	Exceeds
		Clearly defined pedestrian connection to the main entry from the street	Meets
		Access to the building through the carpark and not clearly defined when walking from the street	Does not meet
Criteria 5. Delivers active building frontages	Are a variety of active frontages provided that will help make the streets livelier and more attractive?	At least 60% continuous active frontages	Exceeds
		At least 30% continuous active frontages excluding areas for servicing and vehicle entrances	Meets
		Inactive frontages	Does not meet
Criteria 6. Supports a thriving, mixed-use town centre	Does the development provide a good opportunity for commercial, residential and retail activities to support the town centre?	Two or more appropriate uses for location within the town centre	Exceeds
		Appropriate use for location within the town centre	Meets
		Inappropriate use for location within the town centre	Does not meet

3.2 URBAN RENEWAL ASSESSMENT CRITERIA DEFINED FOR THE TOWN CENTRE NORTH PRECINCT

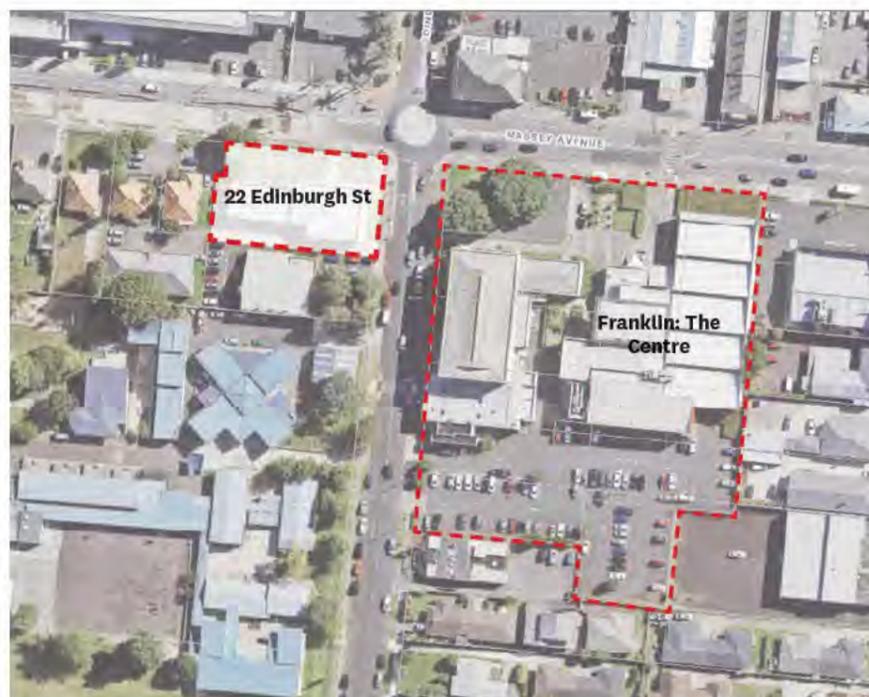


Town Centre North Precinct:

- 4 Tobin St
- 9 Tobin St
- 9 Hall St
- 24 Hall St

Criteria for Renewal	Specific Outcomes Defined	Assessment Application	
Criteria 1. Appropriate building height and form	Does the proposal maximise the allowed building height to support increased development within Pukekohe while being sensitive to the existing buildings?	Buildings at maximum height while responding to context	Exceeds
		At least 2 storeys on the site while responding to context	Meets
		Buildings of a low scale / density only or buildings that do not respond to context	Does not meet
Criteria 2. Supports established block structure and urban grain	Is fine-grain development introduced to Hall Street and Tobin Street?	High amount of fine-grain development in tenancies, architecture and laneways	Exceeds
		Articulation and/or Architectural fine-grain development provided at street level	Meets
		No articulation or fine-grain development provided	Does not meet
Criteria 3. Optimises surface car parking	Is the amount of surface parking minimised, underground, sleeved, located within a building, or at centre rear of the site?	No or basement only carparking provided	Exceeds
		Carparking is integrated and sleeved by buildings and not visible from street	Meets
		Surface parking is not integrated and visible from street	Does not meet
Criteria 4. Improves / strengthens public connections	Does the development promote walking within the town centre and repair existing footpaths and connections to surrounding sites	Improvements to pedestrian experience including canopies, lighting and footpath	Exceeds
		Some improvements to pedestrian experience with canopies on key frontages	Meets
		Does not improve the pedestrian experience	Does not meet
Criteria 5. Delivers active building frontages	Are a variety of active frontages provided that will help make the streets livelier and more attractive?	At least 75% continuous active frontages	Exceeds
		At least 60% continuous active frontages excluding areas for servicing and vehicle entrances	Meets
		Inactive frontages	Does not meet
Criteria 6. Supports a thriving, mixed-use town centre	Does the development provide a good opportunity for commercial, residential and retail activities to support the town centre?	Two or more appropriate uses for location within the town centre	Exceeds
		Appropriate use for location within the town centre	Meets
		Inappropriate use for location within the town centre	Does not meet

3.2 URBAN RENEWAL ASSESSMENT CRITERIA DEFINED FOR THE CIVIC CENTRE PRECINCT



Civic Centre Precinct:

- 22 Edinburgh Street

Criteria for Renewal	Specific Outcomes Defined	Assessment Application	
Criteria 1. Appropriate building height and form	Does the proposal maximise the allowed building height to support increased development within Pukekohe while being sensitive to the existing buildings?	Existing character building retained and restored on site	Exceeds
		Existing character building retained on site	Meets
		Existing character building removed from site	Does not meet
Criteria 2. Supports established block structure and urban grain	Is fine-grain development introduced to key street frontages?	Architectural fine-grain treatment is retained and restored	Exceeds
		Architectural fine-grain treatment is retained	Meets
		The fine-grain architectural treatments are removed	Does not meet
Criteria 3. Optimises surface car parking	Is the amount of surface parking minimised and located at the rear of the site?	Existing on-site carparking is removed	Exceeds
		No additional carparking is provided	Meets
		Additional surface carparking is proposed and is visible from the street	Does not meet
Criteria 4. Improves through-site walking connections	Does the development promote walking within the town centre and repair existing footpaths and connections to surrounding sites	Improvements to pedestrian experience including lighting, landscaping and footpath upgrades	Exceeds
		Improvements to pedestrian experience including lighting	Meets
		Does not improve the pedestrian experience	Does not meet
Criteria 5. Delivers active building frontages	Are a variety of active frontages provided that will help make the streets livelier and more attractive?	Curtains, blinds and permanent obstructions to windows are removed	Exceeds
		Curtains, blinds and permanent obstructions to windows are reduced	Meets
		Continuous and permanent obstructions to existing windows	Does not meet
Criteria 6. Supports a thriving, mixed-use town centre	Does the development provide a good opportunity for commercial, residential and retail activities to support the town centre?	Two or more appropriate uses for location within the town centre	Exceeds
		Appropriate use for location within the town centre	Meets
		Inappropriate use for location within the town centre	Does not meet

3.2 URBAN RENEWAL ASSESSMENT CRITERIA DEFINED FOR THE LIGHT INDUSTRIAL PRECINCT



Light Industrial Precinct:

- 174, 176, 180, 182 Manukau Rd

Criteria for Renewal	Specific Outcomes Defined	Assessment Application	
Criteria 1. Appropriate building height and form	Does the proposal maximise the allowed building height (on 174, 176, 180, 182 Manukau Rd) to support increased development within Pukekohe while being appropriate to the site context?	A range of buildings with at least 1 building at maximum height while responding to context	Exceeds
		A range of buildings with at least one building 6m high	Meets
		No buildings on the site	Does not meet
Criteria 2. Supports established block structure and urban grain	Is fine-grain development introduced to Manukau Road?	High amount of fine-grain development in tenancies, architecture and laneways	Exceeds
		Architectural articulation provided	Meets
		No fine-grain development provided	Does not meet
Criteria 3. Optimises surface car parking	Is the amount of surface parking minimised, underground, sleeved, located within a building, or at centre rear of the site?	Carparking is integrated and sleeved by buildings	Exceeds
		Carparking is integrated and screened by landscape and other elements to reduce visual dominance on the street	Meets
		Surface parking is not integrated and entirely visible from street	Does not meet
Criteria 4. Improves through-site walking connections	Does the development promote walking within the town centre and repair existing footpaths and connections to surrounding sites	Improvements to pedestrian experience including canopies, lighting and footpaths	Exceeds
		Defined pedestrian link from a public street to the building or service on the site	Meets
		Does not improve or provide pedestrian links	Does not meet
Criteria 5. Delivers active building frontages	Are a variety of active frontages provided that will help make the streets livelier and more attractive?	Continuous active frontages	Exceeds
		At least 30% active frontage on the building	Meets
		Inactive frontages	Does not meet
Criteria 6. Supports a thriving, mixed-use town centre	Does the development provide a good opportunity for commercial, residential and retail activities to support the town centre?	Two or more appropriate uses for location within the town centre	Exceeds
		Appropriate use for location within the town centre	Meets
		Inappropriate use for location within the town centre	Does not meet

3.6 Downtown Car Park - Strategic Transport Outcomes and Funding

This paper has been redacted as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council. 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 where:

- *s7(2)(i) - The withholding of the information is necessary to enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); and*
- *would affect the commercial interest of a third party (s7(2)(b)(ii); and*
- *would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)).*

Information paper: Eke Panuku Quarter Four Report to Auckland Council

Document author: Kingsha Changwai, Corporate Reporting and Risk Manager

September 2023

Whakarāpopototanga matua | Executive summary

1. The council QTR4 report summarises the results and achievements of the company for the FY23 year. It includes project highlights at the end of QTR4 and performance results against our annual SOI performance targets.
2. The QTR4 report content is consistent with information contained in the Board QTR4 Dashboard in July and the performance information in the Eke Panuku presentation to the CCO Direction and Oversight Committee in August.

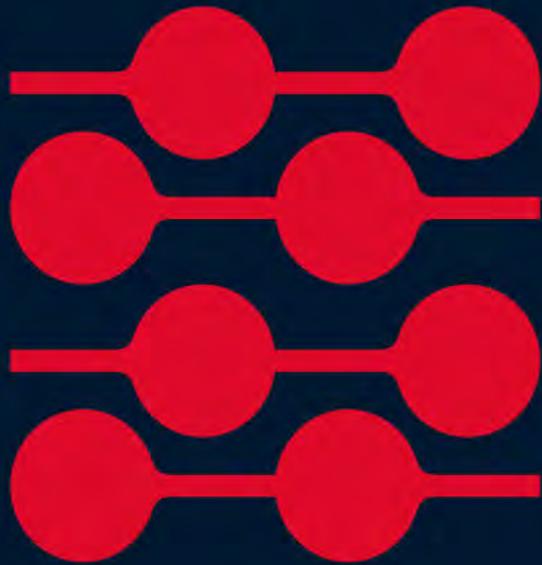
Matapaki | Discussion

3. The QTR4 report to the council is provided for Board information. The report was submitted to the council on 25 August. The following highlights and performance results were noted in the QTR4 report:
 - a. Highlights include the acquisition of a site from Te Whatu Ora to enable the future Puhinui Stream corridor in Manukau and the completion of construction of Clifton Court in Panmure. We also achieved the Local Boards approval of masterplans for Pukekohe and Old Papatoetoe and concept plans for Catherine Plaza in Henderson and the Stadium Reserve in Papatoetoe.
 - b. We met 9 of our 11 SOI performance targets. Some of the significant targets met include \$100m in asset sales; working with our development partners to complete 364 new homes and completing 14,952 sqm of public realm upgrade. Our property management and the marina businesses delivered a surplus of \$37m, \$7.7m ahead of budget and Westhaven Marina achieved customer satisfaction of 90%.
 - c. Financially, Eke Panuku delivered capital spend of \$69.4m, \$9.4m more than budget.

The performance target results have not been audited. The audit started at the end of August.

Ngā tāpirihanga | Attachments

Attachment A - Eke Panuku Quarter 4 report to Auckland Council



Quarterly Performance Report

Eke Panuku Development Auckland

2022/2023 Quarter 4

For the 3 months ended 30 June 2023



Q4 – At a glance

Executive Summary

This year has been challenging with extreme weather events affecting properties and projects and a slower property market affecting our sales and developments. Despite these challenges, we have delivered and progressed projects across the urban regeneration programmes, achieved a strong financial performance across the business and received positive feedback from stakeholders.

We met **9 of our 11 measured SOI targets** (unaudited). We have achieved **\$100m in asset sales** against the \$91.7m combined sales targets. Our development partners built **364 new homes**, against the 200 dwelling units target for the year and thirty five percent of the new homes were completed with an Iwi partner supporting Māori outcomes. We have completed **public realm and amenity upgrades (14,952 sqm)** including the next stage of the destination Hayman Park Playground in Manukau, the first stage of Takapuna’s new Waiwharariki Anzac Square, the opening of Te Ara Awataha greenway in Northcote, and upgrade of Clifton Court in Panmure. Our property management and the marina businesses delivered a **surplus of \$37m**, \$7.7m ahead of budget and Westhaven Marina achieved **customer satisfaction of 90%**.

In addition, 8.4% of our direct project spending has been with diverse suppliers against a target of 7.5%. We adopted Public Realm **Environmental Guidelines** and launched our **Diversity, Equity and Inclusion Strategy** to support a thriving and inclusive culture. Preliminary work on the port precinct future development was presented to the Governing Body. We also implemented organisational changes to give effect to our share of savings for the council annual plan and to be a smaller and more focussed agency.

Financial Performance

Capital revenue and expenditure

In FY23 Eke Panuku delivered **capital spend of \$69.4m**, \$9.4m more than budget. In response to the FY24 annual plan savings Eke Panuku reduced its capital spend in FY23 from \$80m to \$60m to create interest and depreciation savings. Capital spend is made up of:

- Investment of \$59.4m capital spend in public realm projects in our priority locations.
- Investment of \$10.0m capital spend on improving council group owned assets and to support our regeneration programme. Some of it has been used to renew council property we manage.

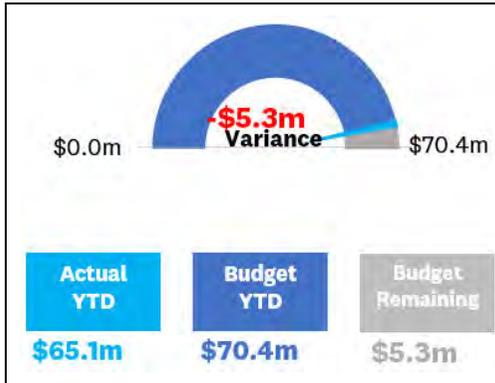
We brought in **capital revenue of \$100.1m** to council by selling its surplus property, \$8.4m more than target.

Operational revenue and expenditure

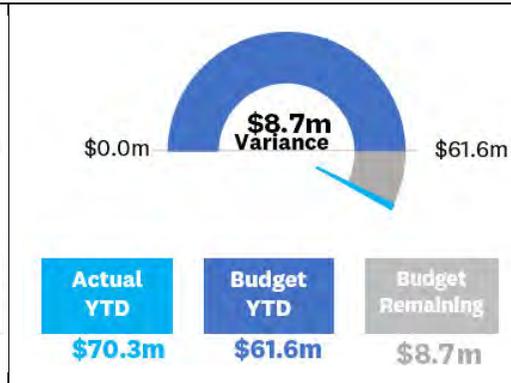
- Total operational revenue was **\$70.3m**, this was \$8.7m favourable compared to budget. Commercial property revenue which includes Auckland Council and Auckland Transport properties, and Business Interests was **\$51.3m**, \$4.7m more than budget. This was largely due to extending tenancies for longer periods than anticipated, rent increases due to rent reviews and increased recovery of expenditure from tenants. The dividend from Waste Disposal Services was \$1.3m more than budget. Marinas’ revenue was **\$19.0m**, \$0.7m more than budget.
- Total operational expenditure of **\$65.1m** was \$5.3m favourable compared to budget. In the second half of the year, in response to the council group budget issues, we reduced discretionary spend. This included delaying staff recruitment and avoiding additional professional services costs. The high-level breakdown of expenditure includes \$3.7m spend on managing, negotiation and consulting on assets sales, \$18.5m leading regeneration, \$7.4m paying rates on council group owned assets, \$9.8m maintaining council properties we manage, \$9.6m on utilities and leases for council group owned assets we manage and \$16.1m on managing council group owned assets.
- Net operational surplus of **\$5.2m**, this was **\$14.1m** more than budget.

Overall capital and operational net return to Council was \$36m, which is \$33m better than budget.

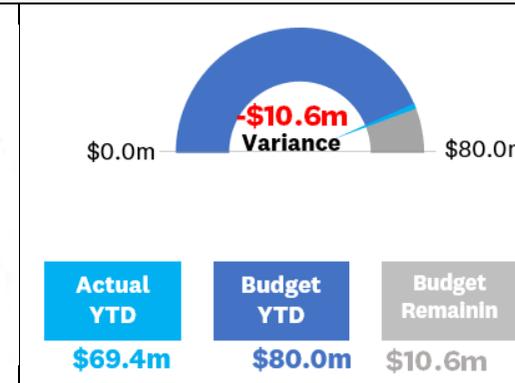
YTD Operating Expenditure



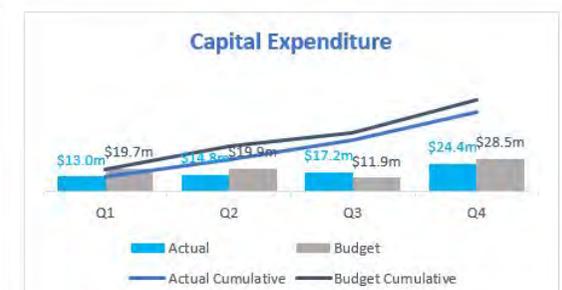
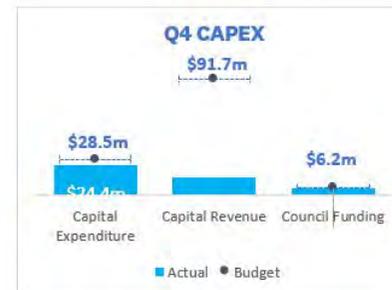
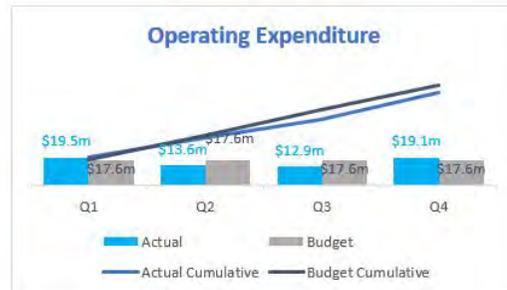
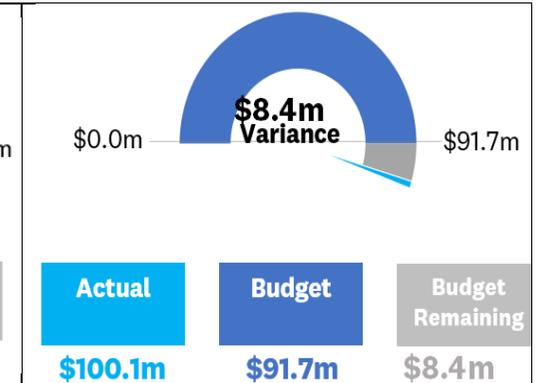
YTD Operating Revenue



YTD Capital Expenditure



YTD Capital Revenue



Note: for more details on financials, please refer to Financials section (Page 18) and Appendix 1 Financials - breakdown by key activities (Page 26)

The budget amounts in the above graphs are based on the original budgets.



Highlights

- **Asset sales:** Despite a weakened property market, over \$100m in asset sales across our programmes has been achieved this year.
- **Property management:** Throughout the year the property management and marina teams have worked hard to generate additional revenue and manage expenditure that has resulted in a surplus delivered to the Council of \$37m which was \$7.7m ahead of budget. Average occupancy for the year is 94.0% in commercial and 97.1% in residential, both above annual targets.
- **Dwelling units completed:** Our annual new dwellings target of 200 has been exceeded with a total of 364 new homes built. This contributes to supply of well-designed sustainable homes.
- **Public realm and other projects completed** - The public realm square metres target of 7,000 sqm has been exceeded with a total of 14,952 sqm completed from seven projects. This includes two new sections of Hayman Park Playground in Manukau, with remaining work covering a play tower and flying fox completed in July.
- **Development projects advanced** include build to rent and mixed-use development projects in Takapuna, unconditional sale of Bledisloe House with protection for its character features, design for the Downtown carpark redevelopment and confirmation that Eke Panuku lead the Maungawhau and Karanga a Hape development programmes. On a site sold by Eke Panuku, the New Zealand Housing Foundation in Old Papatoetoe has laid the groundwork for 29 new dwellings eligible for Shared Ownership for first home buyers.

Quarter 4 Project Highlights:

- Acquisition of 7.6 hectare site from Te Whatu Ora to enable a future public connection along the Puhinui Stream corridor in Manukau.
- Delivered in collaboration with mana whenua, the new-look Clifton Court provides a welcoming space for residents and visitors alike, with new lighting, seating, play equipment, rain gardens, bike racks and table tennis table. The narrative of the eight-tailed taniwha *Moko Ika Hiku Waru* is weaved into the playground's design, providing a cultural anchor for the new space.
- Construction commenced on Jessie Tonar Scout Reserve in Northcote to restore the stream and create some nice gathering space for the community to enjoy.
- Local Board approvals of masterplans for Pukekohe and Old Papatoetoe and concept plans for Catherine Plaza in Henderson and Stadium Reserve in Papatoetoe, advancing the urban regeneration plans for these town centres.
- The refurbishment of the historic merchant house at 27 Princes Street has been completed and ready to be tenanted.



Issues/Risks

Risks:

- The weaker property market continues to impact our sales and means that it can take longer to reach the unconditional stage. We will continue to work with our development partners on issues affecting asset sales.
- Failure of construction firms or contractors - we continue to monitor existing arrangements and carry out due diligence as part of contractor or development partner selection.
- Other risks such as unbudgeted work and new priorities, material supply and delays with statutory planning processes are managed via early contractor involvement, smart procurement, reprioritisation and rescheduling of projects and resource planning.
- Adverse weather events damaged properties and affected contractor availability, impacting our ability to deliver projects. Projects were reprioritised and rescheduled for delivery.



Key Performance Measures

In summary, of the 12 performance measures, 9 were achieved, 2 were not achieved and 1 was not measured. Note: Our performance measures have not been audited yet.

- The two performance measure targets not achieved were: The Transform and Unlock asset sales of \$13.7m did not meet the target of \$21.7m mainly due to slower demand for properties. We completed 67% of the capital project milestones against a target of 80%. Project delays were due to continuous bad weather, manufacturing issues, financial constraints, external dependencies and delays in consent processing.
- Customer survey targets were met.
 - Our customer satisfaction with the Westhaven Marina remains very strong with a score of 90%.
 - We achieved a 56% satisfaction score from mana whenua for the support they received from Eke Panuku. This was above the target of 55% by 1%.

Eke Panuku strategic focus areas	Target exceeded or met	Target not met	Not Reported	Total
Urban regeneration	3	2	1	6
Property management services	3			3
Sector leadership	3			3
TOTAL	9	2	1	12

Note: for all performance measures, please refer to the Performance measure section (Page 22)

Strategic focus area – Urban Regeneration Programmes

Key commentary

Highlights for the quarter and year:

- The **City Centre implementation plan (Action Plan)** that sets out group-wide priorities to guide the council group's implementation of the City Centre Masterplan and support the 2024 LTP process was completed for approval by the Eke Panuku Board in July.
- Two new sections of **Hayman Park Playground in Manukau** including a flow bowl, pump track and rope play were opened at a blessing led by mana whenua in December 2022. The basketball half-court was opened in January 2023. Remaining work covering a play tower and flying fox was completed in July 2023. The last stage was the construction of a giant four-story play tower with a climbing wall, rope tunnel bridges, and two slides.
- Stage one of Takapuna's new **Waiwharariki Anzac Square** was officially opened to the public on 19 December 2022. The town square will strengthen connections within Takapuna and through to the beach and create a welcoming space for the community to relax and spend time in and provide a much-needed social, cultural and economic anchor for Takapuna. The public space includes seating, trees, planters, new lighting, Māori artwork, and paving. It would also support the adjacent developments. The entire project covers an area of 3200 sqm and the remaining part is due to open by the end of August 2023.
- **Te Ara Awataha greenway and Greenslade Reserve in Northcote** has reopened after three years of transformational works, providing a new space for the community and visitors to enjoy while also playing a vital role in reducing flooding in the town centre and surrounds. This is a joint project with Healthy Waters, Kāinga Ora and Eke Panuku covering an upgraded area of 9,675 sqm. The Awataha Stream now flows through the greenway rather than underground pipes.
- New parking spaces at **Racecourse Parade Avondale** were completed in September 2022 providing an additional 30 parking spaces to support Avondale's upcoming library, community hub and upgraded town square.
- **Manukau's Wiri walking and cycling bridge** was completed to provide a pedestrian connection to the Manukau town centre.
- The **CRL station development sites** in Maungawhau and Karanga a Hape obtained a governing body decision and mandate for Eke Panuku to lead this development programme.

Strategic context

Urban regeneration:

Eke Panuku plays a role in achieving the Homes and Places and Belonging and Participation outcomes in the Auckland Plan. Eke Panuku leads the redevelopment of town centres, the creation of public spaces for the future, and facilitates housing and commercial development, fundamental elements of comprehensive urban regeneration. The council-approved High Level Project Plans for the town centres and associated masterplans provide a roadmap for redevelopment.

Risk and Issues:

- Weather events and contractor availability constrained our ability to deliver projects in-line with schedules during the quarter. Projects were reprioritised and rescheduled for delivery. This included addressing work relating to property damage from weather events.
- To support the council's annual plan budget savings, we went through organisational change in Q3 and Q4, including consultation and staff changes.
- A number of property sales agreements are at a conditional stage, but finalisation is impacted by reduced demand, tighter lending and indirectly by supply chain issues and increase construction costs. We continue to work on development sales with our development partners. It is simply taking a lot longer on average to reach unconditional stage.
- Failure of construction firms or contractors is a risk we are monitoring due to financial risks. We continue to monitor existing arrangements and carry out due diligence as part of contractor or development partner selection.
- Other risks such as unbudgeted work and new priorities are managed via early contractor involvement, smart procurement, reprioritisation and rescheduling of projects and resource planning.

Transforms, Unlocks and Regional – Urban Regeneration Programmes

Areas	Status (Multi-year programme)	Financials YTD Actuals/Budget	Key deliverables for QTR
<p>Waterfront (Wynyard Central and Westhaven)</p>	<p>On track</p>	<p>\$ 22.8 m / \$ 19.9 m</p>	<ul style="list-style-type: none"> • The Viaduct Events Centre (VEC) – one of Auckland’s premier waterfront venues is now ready for business and open for bookings. Team New Zealand who have called the VEC home since 2018 have now relocated their operations with the support of Eke Panuku to the former Team UK base on Hamer Street. To mark its reopening as an event venue, a blessing led by Ngāti Whātūa Ōrakei was held on 27 April 2023. • SeaLink development underway – The final design for SeaLink’s new terminal and office building at 44-56 Hamer Street, has received resource and building consent and is ready to construct. This is a site leased long term from Eke Panuku. • North Wharf - Eke Panuku began marketing the high-profile North Wharf site in Wynyard Quarter on the open market in March 2023, with the intention of leasing the site (125-year prepaid ground lease) to a development partner. The expression of interest process closed 25 May 2023. The evaluation and selection process is underway. • Pile Berth Redevelopment stage two – The project in Westhaven commenced construction in late February 2023. This stage involves extending the Westhaven Promenade boardwalk along the southern side of the reclamation, installing new utility services and construction of a new car park and landscaping. Works are expected to take approximately 10 months to complete. In Q4, construction of the underground services on the new reclamation were completed and the substructure for the promenade is close to completion. Works will continue with the installation of garden beds, retaining walls, and light foundations, followed by preparation works to asphalt the car park in the upcoming weeks.

<p>Central (City Centre, Maungawhau and Karanga a Hape)</p>	<p>On track</p>	<p>\$ 0 m / \$ 0.2 m</p>	<p>City Centre</p> <p>Development of the City Centre implementation plan (Action Plan) is on track progressing through the approval process. Excellent feedback has been received from stakeholders and the council group. The Action plan was completed for approval by the Eke Panuku Board in July and will subsequently be shared with other CCOs and the council. The Action Plan sets out group-wide priorities to guide the council group’s implementation of the next phase of the City Centre Masterplan and supports the 2024 LTP process.</p> <p>Key milestones to date have included:</p> <ul style="list-style-type: none"> • Starting construction of Te Ha Noa (Victoria Street Linear Park) • Completing public consultation for Karanga a Hape station neighbourhood and bus improvements. Risks around funding and programme remain and are being managed by the programme teams. <p>Karanga a Hape and Maungawhau CRL Station development sites</p> <p>The Auckland Council Governing Body, as council sponsor for the CRL project, approved the Maungawhau and Karanga a Hape development programme and mandate for Eke Panuku to lead this programme at its 27 April 2023 meeting.</p>
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<p>Isthmus (Onehunga & Panmure)</p>	<p>On track</p>	<p>\$ 3.7 m / \$7.2 m</p>	<p>Onehunga</p> <ul style="list-style-type: none"> • Te Pumanawa Precinct masterplan is completed. This consist of a mix of open space and development land, providing land for residential development and commercial space, while also creating a new public civic space. • We have been progressing work on a walking and cycling connection from the town centre to Onehunga wharf. • We have also shared plans for Onehunga with Auckland Light Rail. <p>Panmure</p> <ul style="list-style-type: none"> • The Panmure masterplan has been updated and was presented to Maungakiekie-Tāmaki Local Board on 6 June 2023. We will start socialising this with key stakeholders over the coming months. • The Clifton Court streetscape and public realm upgrade is now completed. The opening of the space was celebrated with a karakia whakawātea (blessing ceremony) in June 2023. • In late May, construction started on the upgrade of Panmure skate park (part of the Lagoon Edge Reserve), which was designed in close collaboration with the skateboarding community and will allow young people in Panmure to keep using this treasured asset long into the future. • We are progressing the Lagoon Edge Reserve project to create an urban waterfront park and the Maungarei (Mt Wellington) connection to provide walking and cycling access to the town centre.
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North
(Northcote and Takapuna)

On track

\$ 14.2 m / \$ 12.7 m

Northcote

- A very successful community open day was held on 1 April 2023 to celebrate the opening of three large sections of **Te Ara Awataha**, the greenway that runs through Northcote.
- **Jesse Tonar Scout Reserve upgrade and stormwater works** - construction commenced in June 2023 to restore the stream and create new gathering space for the community to enjoy.

Takapuna

- **Waiwharariki Anzac Square** is nearing completion with the new public space due to open by the end of August 2023. The town square will strengthen connections within Takapuna and through to the beach and create a welcoming space for the community to relax and spend time in and provide a much needed social, cultural and economic anchor for Takapuna. The Devonport-Takapuna Local Board has also approved the Waiwharariki Anzac Square as the new home of the Sunday market. An expression of interest process will commence in July 2023 to find a new market operator.
- **Northcroft Street** streetscape upgrades to improve walking/cycling connection to Takapuna town centre were due to start in June 2023 but has been pushed out to start in July 2023 to coordinate with other infrastructure works.

<p>South (Manukau, Papatoetoe and Pukekohe)</p>	<p>At risk</p>	<p>\$ 10.8m / \$ 16.9 m</p>	<p>Manukau</p> <ul style="list-style-type: none"> The Hayman Park playground is nearly complete. Bad weather and a manufacturing problem with the main tower beams meant the completion date had to be pushed out from June 2023 to July 2023. It opened to the public on 21 July. “Southside Represent” – a placemaking event held in May 2023 at Hayman Park moved to MIT Manukau Campus due to weather. The event featured live music, a fashion show, dance workshops, as well as offering attendees the chance to purchase local clothing brand merchandise and food from local vendors. The purpose of supporting activities like this are to build trust and knowledge locally to ensure that regeneration fits with the characteristics of Manukau. The event drew people to the area and supporting local entrepreneurs, creatives, students, and rangatahi through sustainable procurement. Puhinui Regeneration – A Te Aka Raataa Giveback Day was held in April 2023 to clean up the Puhinui Stream. With over 100 volunteers attending and a full skip bin of rubbish removed from the local waterway the event was a great success. <p>Papatoetoe</p> <ul style="list-style-type: none"> The Stadium Reserve upgrade concept plan was approved by the Otara-Papatoetoe Local Board in June. This project creates a new accessible playground and parks infrastructure to encourage visitation from a wide range of age groups. 91 Cambridge Terrace - The New Zealand Housing Foundation has laid the groundwork for 29 new dwellings in Cambridge Terrace eligible for Shared Ownership for first home buyers. Eke Panuku sold the 4,000m2 site to the foundation back in 2022. Formerly home to the Papatoetoe Borough Council Works Depot, the site will soon house a mix of two and three bedroom low-maintenance dwellings. St George Street - Known as Pikotoetoe, this project is delayed but is expected to start in October. It will enable the development of 120 new homes on two sites on St George Street that we sold for housing near the town centre. <p>Pukekohe</p> <ul style="list-style-type: none"> The Unlock Pukekohe Masterplan was endorsed by the Franklin Local Board on 27 June 2023. Pukekohe youth concert – A youth concert organised by Eke Panuku was held on the 24 June 2023 at the Roulston Street Youth Centre. Showcasing young talent from across the Franklin area. These activities focused on an Eke Panuku social procurement approach and development of young enterprises and local talent. We test activities at 1 Roulston St (building and carpark) for future activation and use, and to build trust with local young people. Feedback included strong community appetite for more local events, especially youth.
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West
(Avondale and Henderson)

At risk

\$ 2.6 m / \$ 3.5 m

Avondale

- **Avondale Civic Precinct open space** - Te Hono Community Hub Project, which is being led by Council's Community Facilities team has a funding shortfall. This is being considered by council. As Eke Panuku's open space project is integrated with the community hub project, timelines and costs will be impacted. This project is central to the urban regeneration of Avondale to support the significant growth and intensification already underway.

Henderson

- Upgrade of **Catherine Plaza** to support the vitality of the town centre and local businesses. The Henderson-Massey Local Board approved the concept design at their meeting on 20 June 2023.
- The resource consent for the Opanuku link bridge project has been delayed. This is due to the impact of the recent flooding events.

<p>Regional</p> <p>(Haumaru, Support, Corporate Property, AT/Eke Panuku transit orientated development programme, Service Property Optimisation & Regional Programme)</p>	<p>On track</p>	<p>\$ 4.9m / \$ 9.8 m</p>	<p>Haumaru</p> <ul style="list-style-type: none"> Eke Panuku continues to work with council and Haumaru to develop a sustainable funding development model for the redevelopment of the social housing portfolio. The building consent for 27 - 31 Greenslade Crescent was lodged by Kainga Ora in late January 2023 for the construction of 40 new units on a redevelopment site sold by Eke Panuku, to be managed by Haumaru. <p>Support and general asset portfolio</p> <ul style="list-style-type: none"> Downtown car park - A conditional sale and development agreement is progressing. 84A Morrin Road, St. John's - Negotiations have concluded with the preferred development partner and an unconditional development agreement was reached on 29 June 2023. 198 Dominion Road, Mount Eden - Following the conclusion of unsuccessful negotiations with an interested party, the property will be taken to the open market in early FY24. <p>Service Property Optimisation</p> <ul style="list-style-type: none"> 3 Gibbons Avenue, Takapuna - On 20 June 2023, a resolution supporting disposal of the Mary Thomas Centre was passed by the Devonport-Takapuna Local Board which has requested further investigations be undertaken. 17W Hawke Crescent, Beachlands - The reserve revocation has now been completed and the report to take the site to the market is being prepared. 2 Pompallier Terrace - Resource and subdivision consents have now been obtained by the developer and the agreement is now unconditional. 19 Jervois Rd, Herne Bay - Settlement of the sale of the site has been deferred to FY24. 29-31 St Johns Road, Orakei - The redevelopment of the Meadowbank community centre has been put on hold for 12 months. <p>Corporate Property</p> <ul style="list-style-type: none"> Bledisloe House - 24 Wellesley Street, Auckland City - the council corporate property has been unconditionally sold with protection for character features. All sales within the surplus Corporate Property programme are progressing to forecasts, with only 35 Coles Crescent yet to be taken to market.
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Strategic focus area – Property Management Services and Programme

Key commentary

Property Portfolio Highlights:

- Property Portfolio net budget surplus is \$25.4m for the quarter, \$6m ahead of YTD budget. A number of properties are leased longer than anticipated mainly due to project delays.
- The occupancy rates remain high for both commercial and residential properties. Average occupancy rates for the year were (94%) and (97%) respectively, met the SOI targets.

Marinas:

- The Westhaven marina achieved 90% customer satisfaction rating against a target of 85% for the year in the SOI.
- Overall, Marinas' revenue and expenditure are on budget.
- In the Westhaven Marina, the replacement of G, H and J piers and the development of the share boat berths were completed. The piers were replaced to enhance service delivery at the marina and to prevent failure.
- Westhaven Marina picked up Best Marina, Best Environment Performer, Outstanding Initiative Award for Westhaven Marina's digital parking management system at the New Zealand Marina Operators Association (NZMOA) in September 2022.

Issues/Risks

- Marinas - continued monitoring and recovery of arrears is critical as we notice customers feeling the cost-of-living pressures.
- The Eke Panuku property teams responded well to the flooding events. The work on the 60 properties that sustained minor to moderate damage are close to completion. This includes sewage and stormwater backflow, water tightness failings, damage to chattels, roofs and contents. Our facilities management team is progressing insurance claims for cost of repair and lost income.

Strategic context

Property management services and programme:

The delegations from Auckland Council enable Eke Panuku to manage council's property assets including commercial, residential and marina infrastructure, to optimise return from these assets, or to facilitate redevelopment incorporating a service delivery function.

Key programme of works	Status	Financials YTD Actuals/Budget	QTR progress and Annual forecast
Capital delivery - Marina and Property Portfolio and Renewals programme	On track	\$ 10.0 m / \$ 10.0 m	<p>Renewals</p> <ul style="list-style-type: none"> • 27 Princes Street, Auckland City - works have been completed and the building is tenanted. • Bascule bridge (deck renewals - health and safety works) – Following the granting of resource consent in May 2023, construction started in late May 2023. Two temporary bridges have been installed and were opened on 8 June 2023. • Onehunga Wharf CCTV Systems rationalisation and upgrade - The majority of the new cameras have now been installed, with a slight delay to those on Onehunga Wharf. • Westhaven Marina Fire Alarm System upgrades - Works have commenced at Y pier and progressed along the southern side of the marina. Further installation works are contingent on a building consent being granted.

Other statement of intent focus areas

Climate change and sustainability

- Eke Panuku has achieved its supplier diversity target for FY23, reaching 8.4% by the end of May against a target of 7.5% of direct spend.
- Environmental guidelines for public realm projects have been adopted. These guidelines consider the themes of urban ngahere and biodiversity, water sensitive urban design, waste, heat resilience, transport and carbon. The guidelines reflect Eke Panuku and Council group priorities and have been developed and discussed with mana whenua, Auckland Council and Auckland Transport colleagues.
- The flooding and cyclone events of 2023 had an impact on 60 of our managed properties which have all been resolved.
- Te Whakaoranga o te Puhinui (Puhinui Regeneration Programme) continues to deliver and plan for several climate resilience and sustainability initiatives. In particular, the acquisition of a 7.6 hectare site adjacent the stream has recently been completed to enable the delivery of Te Aka Raataa – a significant new green space in South Auckland which will increase urban ngahere, improve walking and cycling connections and reduce flood risk and water quality issues.
- Zero waste Northcote (including the Zero Waste hub) continues to grow impact and outreach. Implementation of the action plan is now supported and funded by a range of partners, under the leadership of Eke Panuku and Kaipātiki Project. With 20 regular volunteers at the hub, regular environmental activations are delivered as part of the programme (composting, bokashi, upcycled craft, repair café etc) and ongoing education and engagement with local schools, kindy, library and businesses.
- Three Te Ara Awataha greenway activations in Northcote recently delivered by the Kaipatiki Project in collaboration with Forest and Bird saw over 87 volunteers and attendees plant approximately 1200 plant species across Northcote and remove pest species across the greenway.
- Eke Panuku has progressed planning for several deconstruction projects in FY23. We have conducted salvage surveys of buildings to be removed in Northcote. This work will ensure materials of value are identified and can be salvaged for reuse.

Māori Outcomes

Commercial opportunities

- Eke Panuku has not presented any new commercial development opportunities to mana whenua in Q4. We have, however, continued to work through the selection process to appoint a developer for North Wharf in Wynyard Quarter. Several iwi are participating in the process with development partners.

Engagement

- Eke Panuku worked with mana whenua to sign-off the Achieving Mana Whenua Outcomes plan. The plan describes our commitments to mana whenua over the next three years and is strategically aligned with Kia Ora Tāmaki Makaurau.
- Eke Panuku is still undertaking a significant amount of engagement work on Te Ara Tukutuku – our masterplan for the future redevelopment of Wynyard headland.
- Eke Panuku discussed the port land future development work with mana whenua and there will be ongoing engagement.
- Eke Panuku has started discussions with mana whenua on the redevelopment of the Downtown car park. We intend to report back with design options.
- Eke Panuku has engaged with mana whenua on the City Centre action plan that will give effect to the city centre masterplan.

Culture and identity

- Eke Panuku hosted a whakawātea for Clifton Court in Panmure. The new public square responds to the cultural narrative of Ngāti Pāoa.

Collaboration, Engagement and Placemaking programme

- Over this reporting period Eke Panuku attended over 15 workshops with local boards on matters regarding our urban regeneration work, service property optimisation and managing council properties.
- Eke Panuku has regular bimonthly meetings with the ward councillors to provide updates and inform of our work. We have similar arrangements with local boards, depending on the maturity and progress of our projects and activities, the frequency can be more regular. This regular engagement is in addition to the engagement on local projects and programmes and the quarterly Joint CCO reporting.
- Eke Panuku undertakes regular engagement with stakeholder such as business and residents' associations as well as various local interest groups to obtain feedback, provide updates and inform of our work. In this reporting period we had 4 engagement activities, for example in April we met with the Onehunga Business Association to create a work plan of joint initiatives to progress together.
- We also regularly close the loop and celebrate our achievements with the community and stakeholders. For example:
 - in Northcote, we brought together our partners; Kainga Ora, Auckland council and the Kaipatiki Local Board to organise a community event to celebrate the long-awaited Northcote's new greenway Te Ara Awataha.
 - On the waterfront, we organised a karakia whakawātea for the start of construction on SeaLink's new terminal and office building in Wynyard Quarter. Led by Ngāti Whātua Ōrākei, the blessing was well attended by stakeholders and members of the Waiheke and Waitemata local boards.
 - In Panmure, we organised a karakia whakawātea in early June to open the new-look Clifton Court. The upgraded public space boasts a new colourful playground and social gathering place and is now well situated to complement the main street and the town centre's numerous businesses.
- In June, we worked closely with Coastguard Titirangi to find the organisation a temporary new home at Onehunga Wharf after their previous French Bay base was washed away during Auckland's Anniversary weekend floods.

CCO Review Implementation

- Eke Panuku is supporting the Joint CEs Group and Governance team to finalise implementation of remaining recommendations. This will include discussion of the Eke Panuku future programme and funding model as part of the next long-term plan process in 2023/24.

Eke Panuku Q4 financials

Cashflows that Eke Panuku Controls

Eke Panuku is budgeted to generate on an annual basis \$153.3m and spend \$150.4m, net \$2.9m. In year Eke Panuku exceeded the gross receipts target by \$17.2m and in reaction to the group's budget issues, reduced discretionary expenditure where possible resulting in outflows of \$15.9m less than target, increasing the net to Council by \$33.1m to \$36.0m

\$ millions	FY23 Annual Budget	FY23 Actual	Financial Commentary
Capital Inflows			
Selling Council's surplus property	70.0	86.4	General Asset sales exceeded the target for the year, there were two sales of Corporate Properties \$58m and 6 other non-service property sales of \$28.4m.
Selling or long leasing property to reinvest in our urban regeneration locations	21.7	13.7	Transform and Unlock sales target was not met as the sale of a commercial building in the Wynyard Quarter was deferred to the next FY. The combined capital inflows to Council from sales or long leases was \$100.1m which exceeded the overall target by \$8.4m
Capital Outflows			
Investing in council group assets to support regeneration, including asset renewals	80.0	69.4	In December we reduced our targeted capital spend for this year and to generate interest savings as part of our ongoing savings target. The reduced target for FY23 was \$60m. Due to our commitment to development partners for contamination payments and project delivery being ahead, our actual spend was \$9.4m higher than target. The overall cash flow has reduced Council borrowing by more than \$9.4m over target and the FY24 savings target has been deemed to be met for this year.
Net Capital	11.7	30.7	
Operational Inflows			
Revenue income from property interests for the Council group.	61.6	70.3	Revenue in year was ahead of budget. The majority of this was generated in the Commercial Property Portfolio due to tenancies extending for longer than anticipated, increased rent reviews and increased recovery of expenditure from tenants. There was also additional share of profit in the JV with Waste Disposal Services and an increase in revenue generated by the Waterfront Marinas.
Operational Outflows			
Managing council group properties	19.4	16.1	Expenditure control managed all discretionary expenditure during the second half of the year following group budget issues, this included delaying staff recruitment and avoiding cost of additional professional services where possible.
Utilities and leases for council group owned assets we manage	7.1	9.6	Additional cost of security in the Wynyard Quarter due to increased anti-social behaviour. The addition of the Concourse in Henderson property lease, this was offset by additional property revenue.

Rates on council group owned assets	8.0	7.4	Rates costs for the portfolio of assets managed for Council were less than budgeted.
Maintenance of council properties	7.3	9.8	Maintenance costs were higher than budget due to inflation and catch up of some deferred maintenance from the Covid years.
Consultation, negotiation and sales processes to sell council property	4.5	3.7	Favourable to budget due to staff vacancies and slower property market.
Leading regeneration of town centres, city centre and waterfront.	24.1	18.5	Expenditure control managed all discretionary expenditure during the second half of the year following group budget issues this included delaying staff recruitment and avoiding cost of additional professional services where possible. Capital programme deferral and adverse weather reduced both communication and place making expenditure.
Net Operational	(8.8)	5.3	
Overall Net Inflows/Outflows	2.9	36.0	

Direct operating performance

(\$ million)	Notes	FY 22	FY 23 Quarter 4 YTD		FY 23	
		Actual	Actual	Budget	Variance	Budget
Net direct expenditure		17.9	19.5	24.2	4.7	24.2
Direct revenue		16.3	18.3	17.2	1.1	17.2
Fees & user charges		0	0	0	0	0
Operating grants and subsidies		-	-	-	-	-
Other direct revenue	A	16.3	18.3	17.2	1.1	17.2
Direct expenditure		34.2	37.8	41.4	3.6	41.4

Financial Commentary

Overall, the operating performance of Eke Panuku was favourable to budget, and the drawdown of funding from Council for Eke Panuku (at a net-position) was less than budgeted.

A: Direct revenue is \$1.1m favourable to budget, recharges of staff time for regeneration capital projects and opex projects, and staff costs for management of Council owned marinas are all above budget as we have focused on using staff resources above external consultants.

Employee benefits	B	28.6	31.1	32.6	1.5	32.6
Grants, contributions & sponsorship		-	-	-	-	-
Other direct expenditure	C	5.6	6.7	8.8	2.1	8.8
Other key operating lines						
AC operating funding		18.3	14.3	18.0	(3.7)	24.2
Depreciation		0.3	0.3	0	(0.3)	0
Net interest expense		0	0	0	0	0

B: Employee benefits was favourable to budget, \$1.5m. Spend on staff training was also favourable to budget. \$1.2m delays in staff costs due to recruitment delays and staff attrition.

C. Other direct expenditure \$2.1m favourable to budget, made up of savings in insurance for year, internal and external audit costs, directors costs and office costs of \$0.9m. Also saving \$1.2m in consultancy costs as our focus has been on using internal staff resource wherever practical.

Auckland Council Portfolio Q4 financials managed on behalf of Auckland Council

Direct operating performance

(\$ million)	Notes	FY 22	FY 23 Quarter 4 YTD		FY 23	
		Actual	Actual	Budget	Variance	Budget
Net direct Revenue		4.7	7.3	(0.4)	7.7	(0.4)
Direct revenue		46.1	49.5	43.1	6.4	43.1
Fees & user charges		1.3	1.8	1.2	0.6	1.2
Operating grants and subsidies		-	-	-	-	-
Other direct revenue	A	44.8	47.7	41.9	5.8	41.9

Financial Commentary

The financials in the table represent the Auckland Council portfolio managed by Eke Panuku. These exclude the net direct revenue \$3.5m that Eke Panuku has generated for properties managed for Auckland Transport which is \$1.0m above budget. In addition, a \$7.7m dividend has been paid to Council's Solid Waste team from the Waste Disposal Services investment, managed by Eke Panuku.

Overall net of direct revenue \$7.7m is favourable compared to budget.

Direct expenditure	41.4	42.2	43.5	1.3	43.5	
Employee benefits	0.1	0.1	0.1	0	0.1	
Grants, contributions & sponsorship	-	-	-	-	-	
Other direct expenditure	B	41.3	42.1	43.4	1.3	43.4
Other key operating lines						
Depreciation	19.9	22.0	22.1	0.1	22.1	
Net interest expense	(0.1)	0	0	0	0	

The main explanations relate to:

A: \$6.4m favourable to budget, made up of the following areas:

i) commercial property revenue \$5.2m due to tenancies being extended beyond budget periods at Bledisloe House and in Hobsonville (\$2.2m). \$1.1m of new tenancies and rent increases, \$1.2m of recoveries from tenants and additional car park revenue.

ii) \$1.2m from marina revenue due to additional occupancy and the addition of new berths and regeneration one off repayment from a development partner for a reduction in contamination obligation costs.

B. Other direct expenditure \$1.3m favourable to budget, Three areas of spend make up the majority of the variance:

i) Rates \$0.7m favourable to budget, this will be a saving in year.

ii) Regeneration \$1.4m favourable to budget, spend in this area typically peaks over the summer period when more events are run by our placemaking team, some of these were cancelled or hampered by the adverse weather. Deferred communications expenditure as capital projects expected to be delivered in Q4 were delayed due to weather, thus planned communications timing has been moved out to FY24.

iii) Security costs \$1.0m unfavourable to budget as a result of additional security required in Wynyard Quarter due to increased anti-social behaviour.

Key performance indicators	Previous	FY 23 Quarter 4		Status	Commentary
	Year	YTD Actual	FY Target		
Note: Eke Panuku has a total of 12 SOI performance measures, of which 5 are LTP measures. In Q4, 9 were achieved, 2 were not achieved and 1 is not measured. Note: performance measures have not been audited.					
SOI performance measures					
1. Net new dwellings (housing units) – LTP performance measure	404	364	200	Achieved	Actual 364 net new dwelling units. Dwellings were completed at Great North Road Avondale, Henderson Valley Road Henderson, the Airfields Hobsonville, Kōtuitui Place Manukau and Godley Road Green Bay.
2. Commercial / Retail gross floor area (GFA) or net lettable area (square meter) – LTP performance measure	Not measured	Not measured	1,000 sqm	-	This target was not measured as no projects are planned to be completed in FY23 due to programme and construction timing changes.
3. Public realm – square meters	23,226 sqm	14,952 sqm	7,000 sqm	Achieved	Actual 14,952 sqm Significant public realm areas completed include Te Ara Awataha greenway Northcote, Hayman Park playground Manukau, Waiwharariki Anzac Square Takapuna and Clifton Court Panmure.

Key performance indicators	Previous Year	FY 23 Quarter 4		Status	Commentary
		YTD Actual	FY Target		
<p>4. Capital project milestones approved by the board achieved</p> <p>– LTP performance measure</p>	81%	67 %	Achieve 80 per cent or more of project milestones for significant capital projects	Not Achieved	<p>Actual 67%</p> <p>We have completed 10 of the 15 milestone targets set for FY23.</p> <p>Bad weather, manufacturing issues, consent processing delays, financial constraints and external dependencies impacted our capital project milestone results.</p>
<p>5. Achieve total board approved budgeted Transform and Unlock (T&U) sales for the financial year through unconditional agreements</p> <p><i>Note: These site sales also enable housing and wider urban regeneration outcomes.</i></p>	\$64.4m	\$13.7m	\$21.7m	Not Achieved	<p>Actual gross sales \$13.7m</p> <p>Significant T&U sales completed include a property in Henderson and sale of long- term leasehold rights for a development on the waterfront.</p> <p>The timing of some sales did not occur this year as planned due to the slowdown in the market but will be targeted for future years.</p>
<p>6. Annual property portfolio net operating budget result agreed with the council achieved</p> <p>– LTP performance measure</p>	\$27.1m	\$25.4m	\$19.4m	Achieved	<p>Actual \$25.4m</p> <p>Net operating budget result is \$6m ahead of target.</p> <p>This was a result of projects being delayed, meaning properties can be leased longer.</p>

Key performance indicators	Previous Year	FY 23 Quarter 4		Status	Commentary
		YTD Actual	FY Target		
7. The monthly average occupancy rate for tenantable properties <i>- LTP performance measure</i>	Commercial 93.4% Residential 97.9%	Commercial 94.0% Residential 97.1%	Commercial 85% Residential 95%	Achieved	We have exceeded average occupancy rates.
8. The percentage of marina customers surveyed who are satisfied with marina facilities and services	90%	90%	85%	Achieved	Actual 90% A high level of customer satisfaction was achieved.
9. The asset recycling target agreed with the Auckland Council	\$35m	\$86.4m	\$70m	Achieved	Actual gross sales \$86.4m Significant asset recycling sales completed include two sites on Morrin Road Saint Johns and long term leases for Bledisloe house in the city, Kotuku House Manukau.
10. Creating positive outcomes for Māori Deliver 50 ongoing or new initiatives that support Māori Outcomes <i>This activity is supported through the delivery of the Mana Whenua Outcomes Framework.</i>	51	51	50 initiatives that support Māori Outcomes	Achieved	Actual 51 initiatives have been completed this year.

<p>11. Enhancing the relationship between Eke Panuku and mana whenua.</p> <p>Increasing the percentage of satisfaction with the support they receive from Eke Panuku.</p>	<p>50%</p>	<p>56%</p>	<p>5 per cent increase on previous year</p>	<p>Achieved</p>	<p>Actual 56%</p> <p>(33% of the population surveyed was neutral)</p>
<p>12. Complaints received by Eke Panuku are resolved.</p> <p><i>Note: This is a new performance measure. The actual result for FY22 as a baseline will help set future targets.</i></p>	<p>34%</p>	<p>100%</p>	<p>80% of complaints are resolved within 10 working days.</p>	<p>Achieved</p>	<p>Actual 100%</p> <p>A total of 13 complaints were received, all of which have been resolved withing 10 working days.</p>

Appendix 1

Financials – breakdown by key activities

Operating expenditure

Urban regeneration

		FY22	FY23 Quarter 4 YTD			FY23
	Notes	Actual	Actual	Budget	Variance	Budget
Transform and Unlock Locations		14.5	12.3	14.4	2.1	14.4
Net direct expenditure / (revenue)		14.5	12.3	14.4	2.1	14.4

Capital expenditure

		FY23 Quarter 4 YTD			FY23
	Notes	Actual	Budget	Variance	Budget
Property renewals		10.0	10.0	0	10.0

Transform and Unlock Locations					
<i>Isthmus</i>		3.7	7.2	3.5	7.2
<i>North</i>		14.2	12.7	(1.5)	12.7
<i>South</i>		10.8	16.9	6.1	16.9
<i>West</i>		2.6	3.5	0.9	3.5
<i>Waterfront</i>		22.8	19.9	(2.9)	19.9
Regional		4.9	9.8	4.9	9.8
Total		69.0	80.0	11.0	80.0

Asset sales & long-term leases

		FY23 Quarter 4 YTD			FY23
	Notes	Actual	Budget	Variance	Budget
General Asset sales for the group (unconditional)		86.4	70	16.4	70
Reinvestment Sales - Transform and Unlock (unconditional)		7.5	4.1	3.4	4.1
Waterfront long leases		6.2	17.6	(11.4)	17.6
Total		100.1	91.7	8.4	91.7

Property and Marina Management

		FY22	FY23 Quarter 4 YTD			FY23
	Notes	Actual	Actual	Budget	Variance	Budget
Auckland Council Properties						
Direct revenue		(34.9)	(36.9)	(31.5)	5.4	(31.5)
Direct expenditure		12.8	15.1	14.6	(0.5)	14.6
Net direct expenditure / (revenue)		(22.1)	(21.8)	(16.9)	4.9	(16.9)
Waterfront Public Space						
Direct revenue		(0.6)	(0.6)	(0.3)	0.3	(0.3)
Direct expenditure		4.5	6.0	4.8	(1.2)	4.8
Net direct expenditure / (revenue)		3.9	5.4	4.5	(0.9)	4.5
Marina Operations						
Direct revenue		(13.6)	(14.8)	(14.2)	0.6	(14.2)

Direct expenditure		5.1	5.7	6.1	0.4	6.1
Net direct expenditure / (revenue)		(8.5)	(9.1)	(8.1)	1.0	(8.1)
Marina Trusts						
Direct revenue		(5.7)	(6.4)	(6.2)	0.2	(6.2)
Direct expenditure		5.5	5.9	6.2	0.3	6.2
Net direct expenditure / (revenue)		(0.2)	(0.5)	0	0.5	0
Auckland Transport Properties						
Direct revenue		(8.0)	(5.8)	(6.7)	(0.9)	(6.7)
Direct expenditure		3.0	2.2	4.2	2.0	4.2
Net direct expenditure / (revenue)		(5.0)	(3.6)	(2.5)	1.1	(2.5)

Information paper: Annual Mana Whenua Engagement Survey Results – September 2023

Document Author: Jordan Taiaroa, Head of Māori Outcomes

September 2023

Whakarāpopototanga matua | Executive summary

1. Eke Panuku's Statement of Intent requires that we ask mana whenua if they are satisfied with the support they receive from us. Eke Panuku re-appointed independent survey company Kantar Public to interview mana whenua to understand our relationship. Kantar undertook the surveys between June and July 2023.
2. Of the nine mana whenua respondents, 56% said they were satisfied (five representatives scored us 4 or 5 out of 5) this is an improved score of 6% from FY 21/22. Over the next three years, the Statement of Intent requires Eke Panuku improve our baseline result by 5% each year for the next two years.
3. The qualitative interview with mana whenua representatives identified several recommendations, themes, and improvement areas. Eke Panuku continues to hold positive relationships with mana whenua with feedback from iwi noting 'Eke Panuku are a champion of iwi engagement among CCO's.
4. Kantar and Eke Panuku have presented the results to mana whenua. The Māori Outcomes Team will meet with iwi to discuss our proposed approach to respond to the recommendations outlined in the survey.

Matapaki | Discussion

Background to the survey

5. Eke Panuku recognises the importance of our partnership with mana whenua and seeks to create a Tāmaki Makaurau that reflects our shared aspirations. Eke Panuku also has a role to assist the Crown to honour their obligations in response to te Tiriti o Waitangi.
6. The Statement of Intent 2022-2023 (SOI) requires Eke Panuku to run a qualitative survey with mana whenua that shows a 5% improvement in satisfaction from the baseline of 50% set in the 2021-2022 survey.
7. Delivering this research provides an opportunity for mana whenua to feedback their impressions on the quality and effectiveness of the partnership and gives Eke Panuku guidance on how we can improve our engagement.
8. In early 2023 Eke Panuku reappointed Kantar Public to undertake the engagement survey. On behalf of Eke Panuku, Kantar interviewed nine mana whenua representatives by phone and online.

Overall feedback

Eke Panuku results

- 9. A satisfaction rating of 56% was achieved in the survey. More than half of the mana whenua representatives who responded to the survey said they were satisfied with the engagement and support they received from Eke Panuku. We also received two neutral responses and one detractor.
- 10. Kantar mentioned that the small sample size, reflected no significant difference in mana whenua satisfaction ratings compared to last year.
- 11. Some feedback we received noted that many mana whenua still considers Eke Panuku to be a 'champion' of iwi engagement compared to the 'bare minimum' often experienced with other CCOs –however, this is highly project and staff-dependent.
- 12. Some mana whenua representatives said Eke Panuku is seen to be making a consistent and genuine effort to improve its engagement with mana whenua at an operational and senior leadership level and that the role the Māori Outcomes Team plays cannot be underestimated.

Māori Outcomes Team results

- 13. This year's survey included a question relating to mana whenua's satisfaction with the Māori Outcomes Team. A satisfaction rating of 78% was achieved with the majority of the respondents saying they were satisfied with their relationship with the Māori Outcomes Team. We also received one neutral response and did not receive any detractors. Some of the mana whenua representatives think the Eke Panuku Māori Outcomes Team is committed to a meaningful partnership between Eke Panuku and mana whenua.

Recommendations

- 14. The survey identified several recommendations that could be used to improve our relationship. Kantar has summarised the feedback from mana whenua in several recommendations below in **table 1**.

Short-term recommendations				Mid-to-long-term recommendations	
Perceived issue	Greater separation between Governance and operational agenda items	Streamlining Email Communications	Relationships between senior leadership and mana whenua	Support and uplift the Māori Outcomes team	Build cultural capability and awareness throughout Eke Panuku
Proposed solution from mana whenua	Ensure iwi mana whenua have the right representation in the room	Work with Mana Whenua to determine how Eke Panuku could reduce/ better manage email traffic	Maintain regular engagements between senior leadership and Mana Whenua to create greater mana whenua involvement at the governance level	Increase the headcount of the Māori Outcomes team to grow capacity	Grow the organisations understandings of our te Tiriti obligations and the culturally appropriate way to partner with iwi.

Table 1. The recommendations from mana whenua following the survey.

Responding to the results

15. The results of the survey have been shared with mana whenua. The Māori Outcomes Team will return to mana whenua to present how we will respond to the recommendations and seek their input into our proposed approach.
16. It is likely that Eke Panuku can respond to the short-term recommendations by improving our processes in our work.
17. Work that responds to the mid – long-term recommendations is already underway to grow the internal cultural capability through the Te Ara ki Tua cultural survey action plan that Eke Panuku has developed.
18. If mana whenua wants to influence the long-term direction of our business, it is likely this discussion will need to occur with the Eke Panuku board.

Themes emerging from the conversation

19. The survey also identified five themes described at **table 2**.

Survey theme	Feedback from Kantar based on the interviews with mana whenua	Direct quotes from mana whenua
Compared to other CCOs, Eke Panuku are a champion for iwi engagement	<p>On the Governance level, a relationship between mana whenua and the senior leadership team makes Eke Panuku stand out for their approach to iwi engagement.</p> <p>At the operational level, iwi feel they have space to feed into project plans from the beginning but the level of engagement is dependant on cultural capability of the project team.</p>	<p><i>“They’re probably the warriors of good engagement – champions in Auckland Council. I think more Auckland Council people should be talking to the Māori Outcomes team about how they’re championing the way of engaging.”</i></p>
Mana whenua see inherent tension between Eke Panuku’s core business goals and their iwi aspirations	<p>Some mana whenua acknowledge an inherent tension between the core goals of Eke Panuku and the aspirations and needs of each individual mana whenua iwi. Eke Panuku holds whenua and other assets – causing a power imbalance in the relationship with mana whenua. This negatively impacts the degree to which partnership can be truly meaningful.</p>	<p><i>“[Eke Panuku] can’t necessarily reconcile their business with iwi mana whenua aspirations, values, and principles. There is an inherent level of tension between development and giving effect to iwi mana whenua values and principles. There’s certainly desire to be responsive to those values and principles, but we don’t always get what we want, and that’s reality. That’s just the business. That’s, the nature of development and asset management.”</i></p>

Survey theme	Feedback from Kantar based on the interviews with mana whenua	Direct quotes from mana whenua
<p>Mana whenua are confident the Māori Outcomes team are their advocates within Eke Panuku</p>	<p>The team have been likened to the ama (outrigger) of a waka hourua that stabilises and supports the two hulls – mana whenua, and Eke Panuku (the Treaty partner) respectively.</p> <p>There is confidence that the team stands up for the interests of mana whenua. This helps to bridge an inherent disconnect between mana whenua and organisational perspectives.</p>	<p><i>“My current relationship with the Māori outcomes team is an open and transparent one... I'd say that it's genuine and that it's meaningful. I wouldn't say it's enduring yet, but it's definitely on the trajectory going that way.”</i></p> <p><i>“They do get right behind us. And they're really outspoken about partnership - good engagement and good partnership. They're probably more aligned to Te Tiriti than other CCOs, in that they really understand that they need to support us.”</i></p>
<p>Mana Whenua strongly value early, meaningful and authentic involvement in Eke Panuku projects</p>	<p>Mana whenua speak most highly of projects in which they are at the table across the project's life. This consistent involvement enables mana whenua to input into project development on both the governance and operational levels.</p> <p>However, there is a sense that consistent involvement tends to be highly project and staff dependent. Consistent involvement is not the norm across all workstreams.</p>	<p><i>“A lot of it comes down to the individual [kaimahi] that we're engaging with. And then if bringing their project to us, have they brought it to us early? Are they talking to us or with us? Some of them talk to us it's not talking with us, and some are good at [talking with us]. It's actually about the cultural capability of all the kaimahi that are engaging with us. It's about how culturally competent and how culturally capable they are, and if they're prepared to engage with mana whenua in a meaningful way.”</i></p>
<p>Mana Whenua are satisfied with the consistent information and communication</p>	<p>Mana whenua are especially satisfied with the information and communications from the Māori Outcomes team. Consistent with 2022 findings, the Māori Outcomes team continue to remove unnecessary burdens with clear and consistent communications.</p> <p>In addition to email correspondence, mana whenua feel that there is an open channel of communication with the Māori Outcomes team.</p>	<p><i>“We get calendar bookings every Thursday or Friday. And all the information that's in the calendar, we get Thursday or Friday, so it's pretty easy. If you're going to prep for Monday, then we've can prep in the morning or on Sunday – so it's perfect for me!”</i></p> <p><i>“From the Māori Outcomes team [communications] are pretty good. I've got an open door communication policy. They can ring me, text me, email me – those channels are open and they are regular and ongoing.”</i></p>

Table 2. Themes identified by the annual mana whenua engagement survey.

Areas for improvement

20. Mana whenua also identified five improvement themes available at **table 3**.

Improvement theme	Feedback from Kantar based on the interviews with mana whenua	Direct quotes from mana whenua
Mana Whenua can feel overwhelmed by the volume of communications	<p>Despite acknowledgement that the way Eke Panuku communicates with mana whenua has improved over the last few years, aspects of email communications can cause mana whenua stress.</p> <p>The number of emails can sometimes mean that important emails are missed. Outside of the regular emails from the Māori Outcomes team, random emails often slip through the cracks.</p>	<p><i>“They are overly reliant on email communications... I sort of struggle with the amount of email traffic that comes out of the Eke Panuku space. A lot of it tends to just get lost in the wash because we’re being inundated by email traffic from every other CCO. So, in terms of that communication, they’re typically succinct and to the point, but it’s the volume”</i></p>
Greater Mana Whenua Involvement at the Governance Level	<p>Mana whenua wish to see greater involvement at the governance level to help create stronger outcomes and a greater positive impact for Māori and the community.</p> <p>Mana whenua see real value in the one-to-one governance hui opportunity.</p>	<p><i>“If we’re part of the decision making, they are going to be good decision because often we consider things that no one else has thought about... the engineer hasn’t thought about it, the designer hasn’t thought about it. But once they get it, it makes the whole thing different.”</i></p> <p><i>“I think having the one-on-one governance hui being planned currently is a key component whereby we as iwi can present on our needs and requirements, aspirations, challenges and issues and opportunities. We need to start adding value to each other’s kaupapa and helping realise our aspirations and milestones in a partnership approach.”</i></p>
Increase resourcing to the Māori Outcomes team	<p>Some mana whenua feel that it is a big ask for the Māori Outcomes team alone to hold the responsibility of informing and guiding Eke Panuku to be a responsible Treaty partner.</p> <p>There is unease about over-stretching the team with the risk of significant capacity limitations negating the team’s impact.</p>	<p><i>“There needs to be more support in the team. It has moved from 2 people last year to 3 people in the team but that was only back filling - there should be up to 5 people in the team to actually meaningfully engage with 19 mana whenua o Tāmaki Makaurau as well as mataawaka o Tāmaki Makaurau. With this in mind, the small team have been engaged, responsive and helpful to our collective and iwi specific needs and requirements. However, stress and bandwidth and potential burn out is imminent.”</i></p>
Mana Whenua find the forum is a collectivised approach that defers attention	<p>There is a sense that true partnership as per Te Tiriti, requires Eke Panuku to build distinct relationships with all 19 iwi mana whenua. Many mana whenua feel that Eke Panuku fails to fully understand or</p>	<p><i>“[Ideal engagement] is taking the time to meet with us, build a relationship, understand our values, our traditional associations to Tāmaki Makaurau, our priorities, our aspirations, and how they as a Treaty partner can support those priorities on an individual basis.”</i></p>

Improvement theme	Feedback from Kantar based on the interviews with mana whenua	Direct quotes from mana whenua
from a true te Tiriti partnership	respond to individual iwi needs and aspirations.	
Mana whenua find cross-over of operational and governance spheres difficult	<p>Blurred lines between operational and governance spheres can cause confusion for mana whenua, or make representatives feel unnecessary pressure if they are not mandated to speak to a specific issue.</p> <p>Some iwi believe greater delineation between operational and governance topics is desired to improve effectiveness and efficiency.</p>	<p><i>“During a normal hui, every Monday, we’ll go governance, operations, governance, operations, and it’ll be mixed throughout the day. So that’s where it becomes that project governance again - that listening to information, then taking it back to your iwi and bringing it back again. I’m not sure that it’s working in the way that they are getting the answers that they need or that they’d be better placed for the project governance type work. So how effective is that for what they are trying to achieve in their spaces?”</i></p>

Table 3. Improvement themes identified by mana whenua through the annual engagement survey.

Next steps

21. Eke Panuku plans to discuss the results with mana whenua at the Eke Panuku Mana Whenua Governance Forum and respond with tangible actions over the next 12-months. The next annual mana whenua engagement survey will be conducted in May-June 2024.
22. Eke Panuku will continue to deliver the Te Ara ki Tua action plan that will respond to feedback focused on capability gaps in our kaimahi.

Ngā tāpirihanga | Attachments

23. Kantar has developed a presentation that is available on request.

Information paper: Property Portfolio Composition

Author: Marian Webb, General Manager Assets and Delivery

September 2023

Whakarāpopototanga matua | Executive summary

1. The purpose of this report is to outline the composition of Eke Panuku's Property Portfolio. This will improve the understanding of the scale, scope, and nature of the portfolio, and how it helps to contribute to Eke Panuku's performance. It highlights the wide and diverse range of properties that are managed, along with the often-complex factors impacting on the role that each property is held for, the costs involved, and their revenue generating ability.
2. At \$2.6b, the property portfolio is part of the total \$70b of assets held across the Council Group. As part of this context the report also points out that property, as with all assets, is a means to an end, which requires careful balancing to achieve desired outcomes while exercising commercial prudence.
3. The property portfolio can be categorised in a variety of ways, with the simplest categorisation looking at the types of properties or "what they are". This provides a sense of the core makeup, such as residential, commercial, and bare land. On this basis, commercial properties make up the largest proportion with almost half of the properties by number and 67% of the portfolio by value.
4. In our context it is more useful to categorise the properties into the roles that they fulfil or "what they're for". This enables a better understanding of how properties enable Eke Panuku's two key functions of urban regeneration and non-service property management, as well as the sub-categories beneath these. Identifying which of the properties are for future use, versus Town Centre regeneration, versus Transport related projects, starts to identify how this property portfolio differs substantially from portfolios held by others for simply investment purposes. Overall, the Priority Development Locations, representing the Urban Regeneration function of Eke Panuku consists of around 58% of the asset base, but only 27% of the properties, while the Non-Service Portfolio consists of 73% of the properties and 42% of the asset base.
5. A natural link to the different role of property is the revenue generating ability of the underlying properties. Approximately 39% of the portfolio is fundamentally non-revenue generating and 79% of the revenue generating properties have some form of restriction attached that limits maximum commercial return. This reduces the revenue received. These restrictions reflect the careful balancing required between investing in the properties and likely revenue returns. For instance, investment should be limited if the properties will only be held for the short term, while limited investment and short terms will reduce the commercial return that can be achieved. For another example, properties can be degraded by the time they enter the portfolio as previous owners stopped maintaining them while processes like Public Works Act acquisitions were being completed.

6. Looking at the outcomes that are sought to be achieved highlights the different but complimentary roles of Eke Panuku and Auckland Council. The council's focus is primarily on service delivery through assets, whereas Eke Panuku seeks to optimise value and enable change in line with strategic objectives. This is an important distinction as understanding the role that each property plays and the outcomes that they contribute towards helps to understand the expertise, knowledge and skills required to successfully manage them.

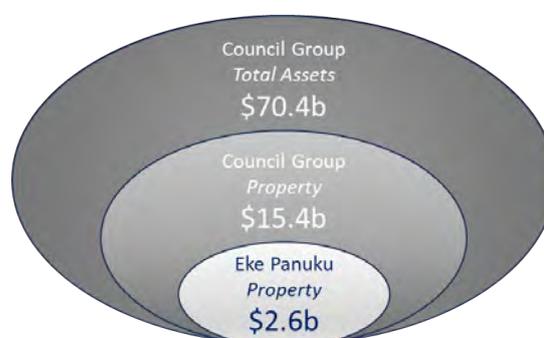
Matapaki | Discussion

Purpose

7. The purpose of this report is to outline the composition of the Council Group property portfolio that is managed by Eke Panuku. By understanding the scale, scope, and nature of the properties in the portfolio, Eke Panuku can better:
 - a. Communicate the effective and efficient management of the property portfolio.
 - b. Explain the role that each property category has and how this contributes to desired outcomes.
 - c. Prioritise the effort and resourcing given to managing the different property categories.
 - d. Make quality decisions concerning the management, maintenance and uses for the properties.
 - e. Articulate intentions and initiate discussions with elected members and others to assist the wider Council Group property management review.
 - f. Identify the skills and expertise required to manage each different property category.
 - g. Report on Climate related disclosures for the properties managed.
 - h. Achieve initiatives outlined within the Statement of Intent, some of which are to be directly delivered and others contributed towards.

Context

8. The property portfolio being outlined within this report is part of a wider asset portfolio sitting within the Auckland Council Group's balance sheet.
9. To give some context the total asset base of the group including property, infrastructure, and other asset classes is around \$70 billion. The property portfolio that is owned or managed by Eke Panuku and the subject of this report is around \$2.6 billion of this.



"Property" is all land and buildings, including investment property but excluding land for infrastructure purposes (values as of 30 June 2022).

10. Key concepts that are of relevance when considering the nature and purpose of the property portfolio are:
- a. Property is a means to an end – property is a resource, which can be owned, leased, or accessed through some other arrangement, enabling outcomes to be achieved.
 - b. Balancing goals – the portfolio is not an investment grade portfolio - Eke Panuku is not tasked with maximising revenue from an investment portfolio and is not enabled to buy and sell assets within the portfolio to maximise returns to Council Group. Ultimately the Council Group is looking to achieve public good outcomes while exercising robust commercial practices to optimise the net return over the longer term.
 - c. Multiple roles – on top of the \$2.6b of Council Group assets owned or being managed by Eke Panuku, there are other properties where Eke Panuku plays the role of lead agency or facilitator, to achieve desired outcomes, especially when it comes to urban regeneration.
 - d. There is always history – the current actual and perceived roles within the Auckland Council Group have arisen through creations, amalgamations, and multiple reviews.

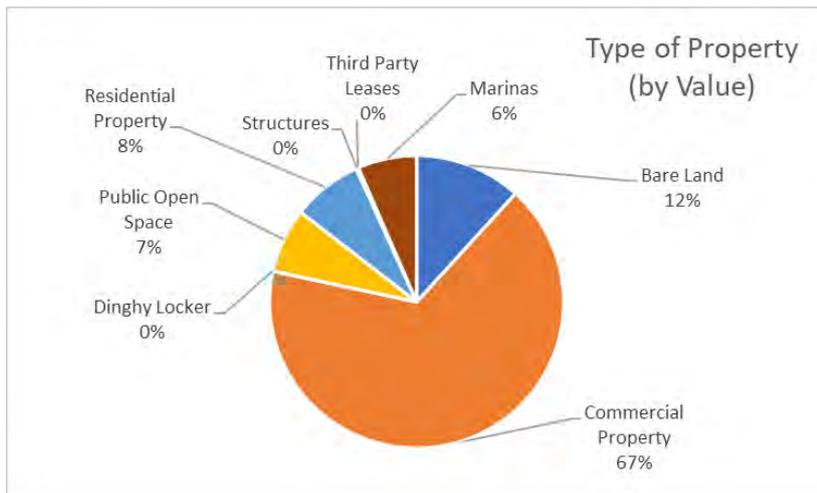
Categorisation of the Property Portfolio

11. The composition of the full property portfolio falling under the ownership or management of Eke Panuku can be categorised in many ways using the underlying property data. For the purposes of this report in understanding the composition of the portfolio, the composition will be shown in three ways:
- a. Type of Property – this is the simplest approach, looking at the basic types of properties or arrangements (e.g. commercial, residential, 3rd party lease). This considers “what they are”.
 - b. Role of Property – this recuts the property data to reflect the role that each property fulfils within the identified two core functions of Eke Panuku, namely urban regeneration and non-service property management, as well as looking at the revenue generating ability they have. This considers “what they’re for”.
 - c. Focus on Outcomes – this briefly explores what is driving the use of these properties and the outcomes to be achieved. This considers “what they contribute towards”.
12. It is worth noting that for a variety of reasons there may be minor discrepancies between different categorisations and the factors within these. For example, valuations are from a point in time at the end of a financial year, whereas revenues and expenses are for a financial year. Therefore, if a property was disposed of or transferred during the year, there will be financial transactions but no valuation. Also, some assumptions have been made around the categorisations to fit each property into the right type or role.

Type of Property (“what they are”)

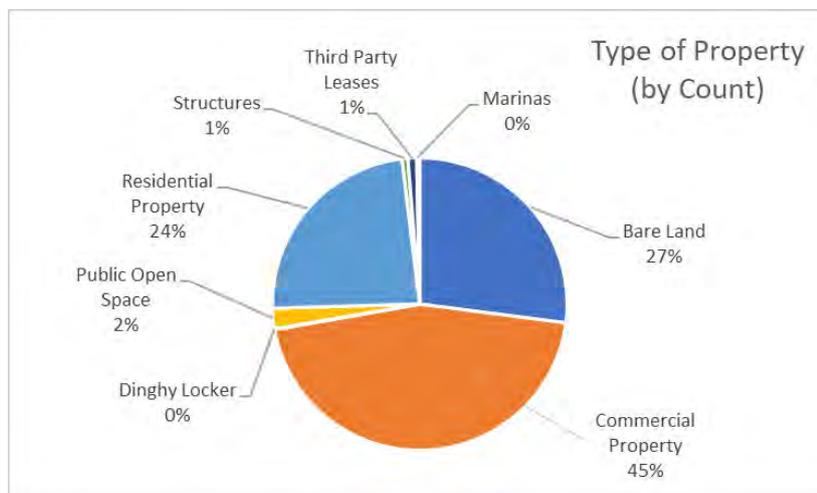
13. Analysing the portfolio by type shows the nature of the properties making it up.

14. The two charts to the right show this categorisation, with the first chart showing the % splits by value of the properties and the second by number of properties.



15. Commercial properties make up the largest portion with almost half of the properties and 67% of the portfolio value.

16. Bare land and residential are around a quarter of the properties each, but only 12% and 8% of the portfolio value, respectively.



17. Public open spaces across the Waterfront while only 2% of the properties, these account for 7% of the portfolio value.

Role of Property (“what they’re for”)

18. While the type of property is a useful categorisation tool to show the basic composition of the portfolio, it doesn’t show the complexities and roles that the properties play in meeting the statement of intent and purpose of Eke Panuku.

19. Analysing the role of each property enables the portfolio to be categorised in a way more consistent with the functional responsibilities of Eke Panuku, which fall into two core areas:

- a. Urban regeneration – recognised as "Priority Development Locations".
- b. Non-service property management – recognised as "Non-Service Portfolio Management".

Priority Development Locations

20. These priority development location properties relate to Eke Panuku’s urban regeneration programmes across Tāmaki Makaurau, with a focus on town centres and locations agreed with Auckland Council.

September 2023

21. Initially starting with the successful transformation of the Waterfront, this function has expanded to include 10 town centres and other urban regeneration locations.

22. There are three recognised sub-categories to priority development locations:

- a. Town Centre – the regeneration of specifically identified town centres including Avondale, Henderson, Manukau, Northcote, Onehunga, Panmure, Papatoetoe, Papakura, and Takapuna.
- b. Waterfront – the ongoing programme for the long-term development of the city centre waterfront, building on the work to date, with the focus shifting to locations such as Wynyard Point.
- c. Regional Programme – other sites identified for urban redevelopment outside of the town centres and waterfront locations above.

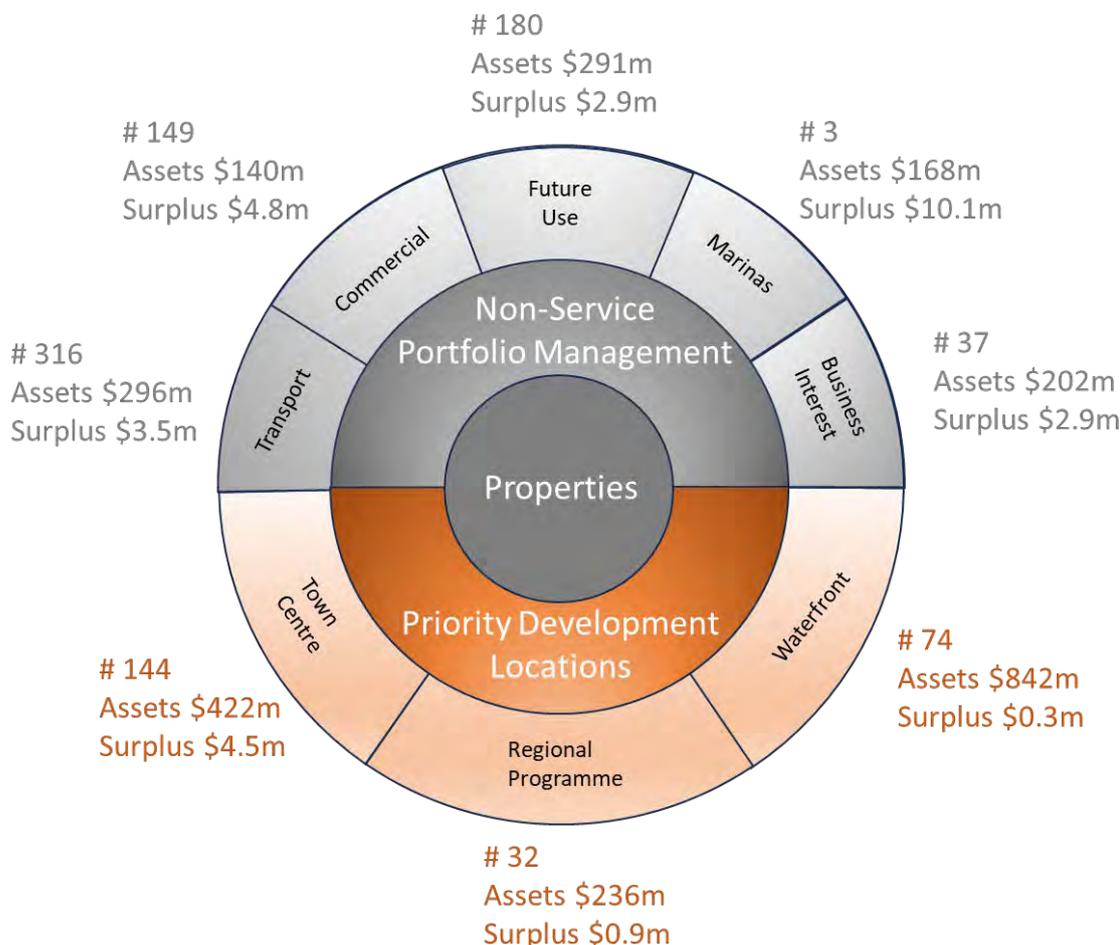
Non-Service Portfolio Management

23. Eke Panuku manages a more than billion-dollar portfolio of Auckland Council's and Auckland Transport's non-service properties, as well as providing property-related services to the council group.

24. There are five recognised sub-categories to non-service portfolio management:

- a. Business Interest – these are properties held for commercial returns, including quarries, forestry and the long-term ground leases for the non-city centre marinas.
- b. Marinas – these are the three city centre marinas (Westhaven, Viaduct, and Silo) being managed and operated, that also have strong relationships with the Waterfront regeneration.
- c. Future Use – these are properties that have been purchased for a specific public work but are being held until needed to provide Council services in the future, and so in the meantime the optimal commercial return will be sought to help Council offset the cost of acquiring and holding property acquired for future uses.
- d. Commercial – these include areas within a community facility or corporate building that is being managed for a non-service purpose.
- e. Transport – these are properties being managed on behalf of Auckland Transport for transport related projects such as the Eastern Busway, as well as commercial tenancies managed within a carpark.

25. The diagram below shows the number of properties, the value of the property assets, and the net surplus (revenues less expenses) associated with each of the sub-categories of properties, falling under the two main roles.

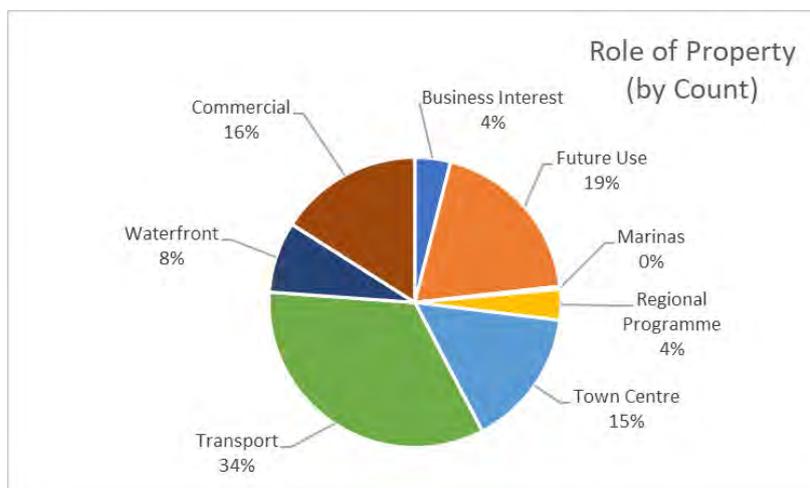


26. In total the full property portfolio consists of 935 properties, with asset values of \$2.6b and creating an overall surplus of \$29.9m.

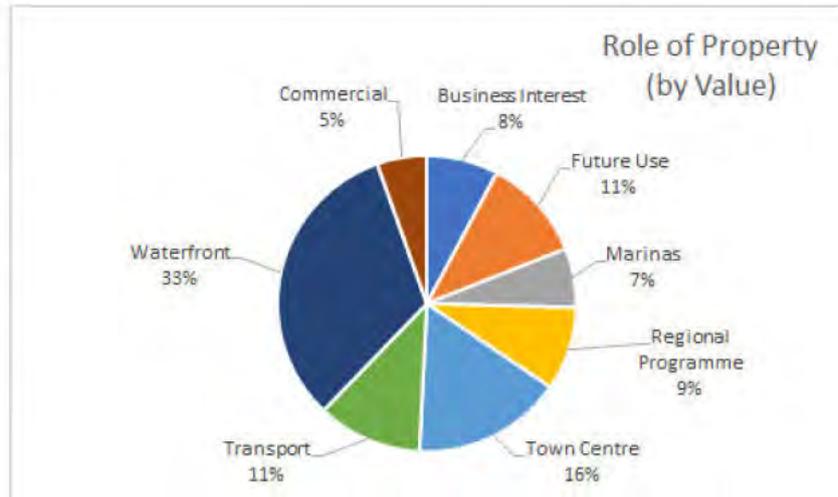
27. These various roles of the properties can also be shown in the format used previously for types of properties to give an indication of the respective proportions for both numbers and asset values.

28. As can be seen the largest role by asset value is Waterfront, making up a third of the asset base, but only 8% of the number of properties.

29. This trend is reversed for the role of Transport, which only has 11% of the asset base, but over a third of the properties.



30. Overall, the Priority Development Locations, representing the Urban Regeneration function of Eke Panuku consists of around 58% of the asset base, but only 27% of the properties, while the Non-Service Portfolio consists of 73% of the properties and 42% of the asset base.



	Total	Priority Development Locations	Non-Service Portfolio Management
# of properties	935	250	685
Value of the assets	\$2.6 billion	\$1.5 billion	\$1.1 billion
Total annual surplus	\$29.9 million	\$5.7 million	\$24.2 million

Revenue Generating Ability of Properties

31. The role of a property can have a significant impact on the revenue generating ability of that property, as does the location, and conditions attached to each. Not understanding these specifics can lead to misunderstandings of their financial performance.
32. On face value, a surplus of \$29.9m on an asset base of \$2.6b may appear to be a low return on investment, but further analysis is needed, with the key components highlighted in the diagram below.

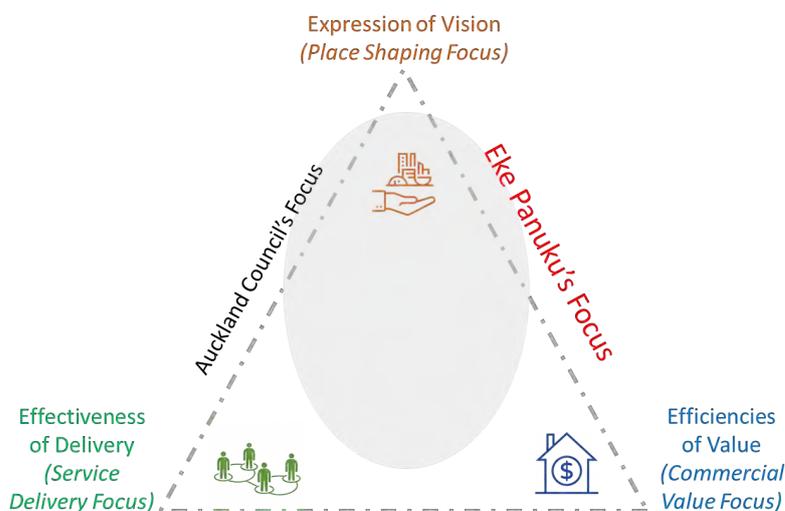


33. Of the 935 properties in the portfolio, 364 are "non-revenue generating". These include such things as bare land and public open spaces across the Waterfront. This leaves 571 properties of which three are Marinas, and it needs to be noted that half of the berths in the Westhaven Marina were pre-paid around 35 years ago, halving the annual revenue now being received.

34. 503 properties are specifically identified as "revenue generating". However, of these, 398 have some form of restricted market factor, where the rental received is reduced to some degree, due to the nature of the property, or conditions attached to them.
35. Examples of the factors that lead to restrictions in their revenue generating ability are:
- a. The degraded nature of some of the properties that come into our portfolio, as often by the time they are received they have been allowed to deteriorate, as previous owners didn't want to make any investments while waiting to see what was happening (e.g. Public Works Act acquisition).
 - b. It is uneconomical to invest in properties held for future public works with the intent to generate higher returns, when it is anticipated that the property will be substantially altered or even demolished within a short period of time.
 - c. Short lease terms can make it difficult to secure commercial tenants, or any uncertainty around timing or conditions will be reflected in the pricing to be received.
 - d. Initial intentions to sell relatively quickly, and therefore not invest too heavily, may have been different if extended timeframes and delays had been known.
36. This makes it very difficult to assess a standard return on investment type ratio for the portfolio, as such a large proportion (39%) are non-revenue generating, and even of those identified as "revenue-generating", the majority (79%) have some form of restricted market factor attached.
37. In summary this is a managed portfolio, not an investment portfolio, where careful balancing of investment levels with likely revenues needs to be made, so as to optimise, not maximise returns.

Focus on Outcomes ("what they contribute towards")

38. As previously noted, properties are a means to an end, enabling the achievement of goals for the Council Group. At its core there are three main outcomes that property ownership and management can focus on.



39. Recognising the nature of the focus on outcomes can show the complimentary roles that Auckland Council and Eke Panuku fulfil. While both share a place shaping focus for the

betterment of Auckland, Council has a service delivery focus, while Eke Panuku brings more of a commercial lens.

40. As shown previously a commercial focus does not always translate into revenues. Generally, the process is that once a property has been determined as not needed by Council for the delivery of services then the property is transferred to Eke Panuku, to optimise the commercial value. This can be anywhere from achieving a market rental for a commercial premise, to simply holding a property and incurring costs, such as for a spite strip¹.
41. Just which outcomes are focused on will also help to determine the skills, expertise and knowledge required to successfully deliver on those outcomes.

Conclusions

42. The \$2.6 billion portfolio managed by Eke Panuku is widely diverse in both the nature and in the roles fulfilled by the underlying properties, with none of these properties having been acquired for investment purposes or to make a market return.
43. The property types provide a basic categorisation of the diverse nature of the over 900 properties that Eke Panuku manages from bare land to residential and commercial property.
44. Looking at the roles of the properties provides a better connection to the functions of Eke Panuku and starts to give a feel for the complexities beyond simply managing a property.
45. Properties located in Priority Development Locations are a crucial enabler of the urban regeneration function that Eke Panuku is tasked with performing.
46. Properties within Non-Service Portfolio Management are more varied performing a wider range of roles, in almost all cases having more of a commercial value-added aspect than is found within the service properties managed by Auckland Council.
47. Of the 935 properties in the portfolio, 364 are identified as non-revenue generating and a further 398 have some form of restricted market factor, reducing the amount of revenue that may have otherwise been received.
48. To deliver on the outcomes being delivered across the Council Group through properties, Eke Panuku and the Council fulfil complimentary roles, with the former taking more of a commercial value focus and the latter more of a service delivery focus.
49. Understanding the role that each property plays and the outcomes that they contribute towards helps to understand the expertise, knowledge and skills required to successfully manage them.

¹ A spite strip is generally a strip of land about a foot wide which is along the edge of a public road. These were transferred to Eke Panuku a number of years ago for management as they do not provide a council service.

5.1 Out of Cycle Decisions – at the time of publishing there were no out of cycle decisions to ratify

Director interests at 18 September 2023

Member	Interest	Company / Entity	Conflicts pre-identified?
Paul F. MAJUREY	Chair	Eke Panuku Development Auckland Limited	
	Member	Auckland Light Rail Mana Whenua Sponsors Group	
	Director	Atkins Holm Majurey Limited	
	Director	Hāpai Commercial General Partner Limited	
	Chair	Hāpai Housing General Partner Limited	
	Chair	Hauraki Collective (12 iwi collective)	
	Tangata Whenua Representative	Hauraki Gulf Forum	
	Director	Homai General Partner Limited	
	Chair	Impact Enterprise Partnership GP Limited	
	Director	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	
Chair	Whenuapai Housing GP Limited		
Director	Whenua Haumi Roroa o Tamaki Makaurau General Partner Limited		

Member	Interest	Company / Entity	Conflicts pre-identified?
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David I. KENNEDY	Director	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	
	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 Ltd	
	Director	Westhaven Marina Ltd	

John COOP	Director	Eke Panuku Development Auckland Limited	
	Trustee	JE and CS Coop Family Trust	
	Managing Director and Principal	Warren and Mahoney	Possible

Jennifer KERR	Director	Eke Panuku Development Auckland Limited	
	Committee member	Audit and Risk – Police	
	Deputy Chair	Callaghan Innovation	
	Trustee	J.R. Kerr Portfolio of Shares and Bonds managed by Craig Investment Ltd	
	Trustee	J.R. Kerr Portfolio of Shares and Bonds managed by Forsyth Barr	
	Settlor, Trustee, Beneficiary	J.R. Kerr Trust	
	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	

Member	Interest	Company / Entity	Conflicts pre-identified?
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Steven EVANS	Director	Eke Panuku Development Auckland Limited	
	Member	Construction Industry Accord Residential Sector Reference Group	
	Chief Executive	Fletcher Building LTD	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

Susan HURIA	Director	Eke Panuku Development Auckland Limited	
	Director	Accessible Properties NZ Ltd	
	Chair	Leaderbrand Holdings and associated entities	
	Director	Ospri and associated entities	
	Director/Shareholder	Rawa Hohepa	
	Director	Royal College of General Practitioners	
	Director/Shareholder	Susan Huria Associates (2003) Limited	

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	CP Resettlement Trustees Limited	
	Director	Eight Peaks Holdings Limited	
	Director	Fale Developments Limited	
	Director	Fortitudine Trustees Limited	
	Director	Greer Family Trustees Limited	
	Director	Holly Corp Trustees Limited	
	Director	Huma Holdings Limited	

Member	Interest	Company / Entity	Conflicts pre-identified?
Kenina COURT (cont'd)	Director	IBS.	
	Shareholder	IBS Corporation Limited	
	Director	It's Happened Trustees Limited	
	Director	KW Westgate Limited	
	Director	Lovelock Trustees Limited	
	Director	Lujato Trustees Limited	
	Director	M&G Trustees Limited	
	Director	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		

Changes made to Directors' interests register since August 2023 Board meeting:

Additions:

Director	Conflict/interest added	Date notified
	N/A	

Amendments:

Director	Conflict/interest amended	Date notified
	N/A	

Deletions:

Director	Conflict/interest deleted	Date notified
Kenina Court	Market Kitchen Limited (Director)	18 Sep. 23

Director Meeting Attendance Register – 2023

	2023										
	22 Feb	22 Mar	26 Apr	24 May	28 Jun	26 Jul	23 Aug	27 Sep	25 Oct	22 Nov	13 Dec
P. Majurey	✓	✓	✓	✓	✗	✓	✓				
D. Kennedy	✓	✓	✓	✓	✓	✓	✓				
J. Coop	✓	✓	✓	✓	✓	✓	✓				
K. Court	✓	✓	✓	✓	✗	✗	✓				
S. Evans	✓	✓	✓	✓	✓	✓	✓				
S. Huria	✓	✓	✓	✓	✓	✓	✓				
J. Kerr	✓	✓	✓	✓	✓	✓	✓				
S. Solomon*	✗	✗	✓	✓	✓						

*Board intern

Minutes of the meeting of directors of Eke Panuku Development Auckland Limited, held in partly **confidential** session, in person at Council Chambers, L2 Henderson Civic, 1 Smythe Road, Henderson, Auckland and online via Teams, on Wednesday 23 August 2023 commencing at 12.32pm.

Attending	<p>Board: Paul Majurey (Chair), David Kennedy (Deputy Chair), John Coop, Kenina Court, Steve Evans, Susan Huria, 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: Rachael Wilson, Principal Advisor, Auckland Council; Alice Newcomb, Governance Manager; Rosemary Geard, Governance Coordinator (Minute Taker)</p>
Opening remarks	The Chair welcomed everyone to the Board meeting.
1. Meeting Opening	The Board meeting opened with a karakia at 12.32pm.
1.1 Apologies	There were no apologies noted.
1.2 Procedural motion to exclude the public	Pursuant to clause 12.3 of the Development Auckland Constitution, the public be excluded from confidential papers or parts thereof, so that commercially sensitive issues can be discussed.
2.0 Chief Executive's report	<p>David Rankin, Chief Executive, spoke to the report. Items of note included:</p> <ul style="list-style-type: none"> • The Chair acknowledged the favourable feedback from the CCO Direction and Oversight Committee. • Waterfront edge safety improvements Fiona Knox, Priority Location Director - City Centre Major Projects; Bridget Law, Principal Landscape Architect Public Realm; Jayson Maud, City Centre Place Management Lead; and Paul Brown, Head of Health, Safety & Wellbeing, joined for this item. • Ormiston Town Centre Steve Evans left the meeting for this item due to a disclosed conflict of interest. • Downtown Car Park redevelopment update John Coop left the meeting for this item due to a disclosed conflict of interest. • Maungawhau / CRL Paul Majurey and John Coop left the meeting for this item due to a disclosed conflict of interest, and David Kennedy took the Chair. • Avondale Central Paul Majurey left the meeting for this item due to a disclosed conflict of interest, and David Kennedy took the Chair. Daniel Kelleher, Partner & Luke Sizer, Partner; Buddle Findlay and Cori Barkle, Principal Legal Counsel - Projects & Transactions; Auckland Council, joined the meeting for this item. <p>An update on Avondale Central and the issues with the development partner was provided.</p> <p>[REDACTED]</p> <p>[REDACTED]</p>

5.3 Grants and Donations Policy Review	<p>Carl Gosbee, CFO, introduced the report.</p> <p>Subject to adding a sentence that Eke Panuku is not a funding body, the Eke Panuku board resolved to:</p> <p>a. approve the revised Eke Panuku Grants and Donations policy.</p>
5.4 Lease Surrender 82 Wyndham Street	<p>Carl Gosbee, CFO, introduced the report and provided a verbal update.</p> <p>Following the conclusion of discussions, the Eke Panuku board resolved to:</p> <p>a. approve the Lease surrender in principle and delegate the CEO to enact the lease surrender agreement subject to negotiating a suitable accommodation agreement for Eke Panuku to relocate to within 135 Albert Street, and authority to enter into that new accommodation agreement with Auckland Council.</p>
6.0 Information papers	
6.1 End of year update on mana whenua outcomes	<p>Angelika Cutler, GM Community & Stakeholder Relations, introduced the report.</p> <p>Jordan Taiaroa, Acting Head of Māori Outcomes & Kahurangi Ratana-Wilson, Māori Outcomes Coordinator, joined the meeting for this item.</p> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
6.2 Stakeholder Insights programme	<p>Angelika Cutler, GM Community & Stakeholder Relations, introduced the report.</p> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
6.3 Thriving Town Centres – Outcomes monitoring baseline report	<p>Brenna Waghorn, GM Strategy & Planning, introduced the report.</p> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
6.4 Asset Management Strategy – Implementation update	<p>Marian Webb, GM Assets & Delivery, introduced the report.</p> <p>Letitia Edwards, Head of Strategic Property Optimisation, joined the meeting for this item.</p> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
7.0 Governance matters	
7.1 Out-of-cycle decisions	<p>The Eke Panuku Board made one out-of-cycle decision between the July and August board meetings.</p> <p>On 15 August 2023, the Eke Panuku Board approved to:</p> <p>a. authorise the Chair and CEO to sign the representation letter to Auckland Council for year end 30 June 2023 consolidated financial statements.</p>
7.2 Directors interests and Conflicts of interest	<p>The Eke Panuku Board reviewed and received the Registers of Directors' Interests.</p> <p>The Board noted members' investments in managed funds will not usually create a conflict of interest for a member, where those funds are broadly diversified, and the member has no control over investment decisions; and are to be excluded from the Conflicts of Interest Register. Where the member is actively involved in regular decision-making in a managed fund where development partner or supplier shares are held; it is prudent that disclosure is made.</p>

7.3 Director meeting attendance	The Eke Panuku Board noted the Directors' meeting attendance.
7.4 Minutes of previous meeting held 26 July 2023	The Eke Panuku Board reviewed and confirmed the Minutes of the Board Meeting 26 July 2023, with confidential information included, as a true and accurate record of the meeting.
7.5 Board action list	The Eke Panuku Board noted the Board action list.
7.6 Board forward work programme	The Eke Panuku Board noted the Board forward work programme.
8.0 General Business	There were no items of general business.
Meeting close	The meeting closed with a karakia at 2.44pm

Confirmed as a true and accurate record:

_____ Chair _____ Date